

# Fördekllinikum Katharinen-Hospital



Malteser  
*...weil Nähe zählt.*

## Integrated Project Delivery Reference project (personal interim conclusion)

**OTH Amberg-Weiden**  
**Regensburg, June 25<sup>th</sup> 2025**



**OTH  
Amberg-Weiden**



# Integrated Project Delivery

## Who we are?

- ❑ Flensburg, city in the German state of Schleswig-Holstein
- ❑ Population of 96.500
- ❑ Catchment area of approx. 250.000
- ❑ Healthcare provider for city and greater area
- ❑ Moderate transportation (BAB, DB)



# Integrated Project Delivery

## Who we are?

- ❑ Empty building plot (13.5-hectares)
- ❑ extensive development potentialities
- ❑ distance of 3km to city centre
- ❑ favourable regional transportation





# Integrated Project Delivery

## Who we are?

- ❑ 2 Hospitals under ecclesiastical sponsorship
  - ❑ DIAKO Hospital
  - ❑ Maltese St. Franziskus-Hospital
- ❑ 150- and 160-years tradition respectively
- ❑ Since 2006 part of the Flensburg Hospital Network
- ❑ Since 2022 part of fusion project  
“MALTESER-DIAKO KLINIKUM gGmbH”



# Integrated Project Delivery

## Our plans

Supply & Disposal  
Carpark  
Noise Barrier

Somatic  
Functional Area

Administration

Boarding

Nursing

Day Care Unit



Somatic  
patients

Psychiatric Patient  
Area

Medical Centre

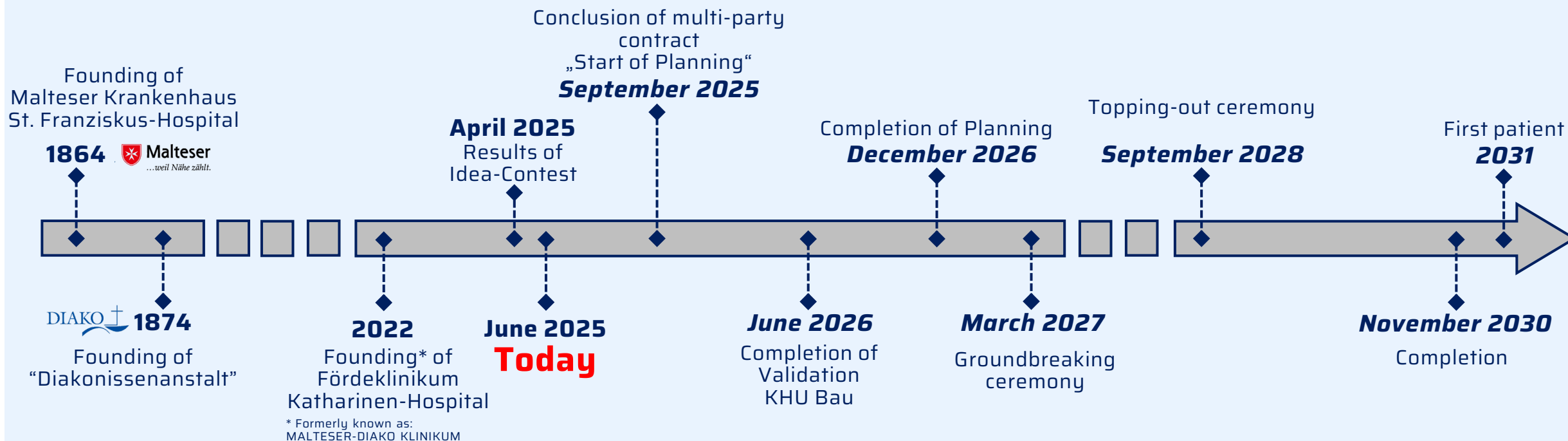
Mobility Hub

Childcare

Educational Centre



# Integrated Project Delivery Timeline



# Integrated Project Delivery Challenges?





# Integrated Project Delivery

## What are basic challenges?

- ▣ high pressure to change
  - ⦿ long project duration
  - ⦿ medical and technological progress
  - ⦿ social developments
  - ⦿ changing health-policy framework
  - ⦿ multitude of stakeholders
  - ⦿ regulatory requirements
  - ⦿ uncertain decision-making
  - ⦿ few construction experience (client)





# Integrated Project Delivery

## What are more specific challenges?

- ▣ complex and complicated conditions
  - ⦿ bilateral contracts
  - ⦿ adaptable planning and construction industry
  - ⦿ little willingness to invest
  - ⦿ conservative mindset and strong hold onto known processes
  - ⦿ hesitant digitalisation strategy
  - ⦿ traditional confrontational culture between clients, planning and construction industries

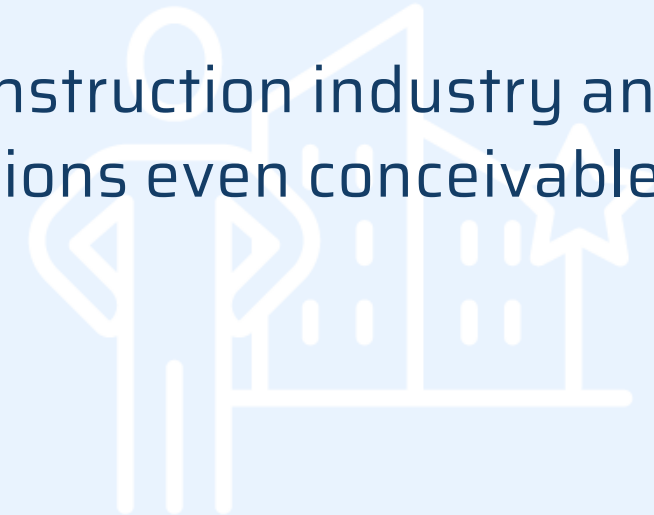


# Integrated Project Delivery Solutions?

A seemingly unsolvable dilemma? How to cut the Gordian knot?

Through innovation and cooperation, based on trust and reliability.

But is innovation in the context of the construction industry and ecclesiastical institutions even conceivable?





# Integrated Project Delivery Solutions?

Professional construction representatives can ensure appropriate conditions

Willingness to cooperate and collaborate can be achieved by aligning interests

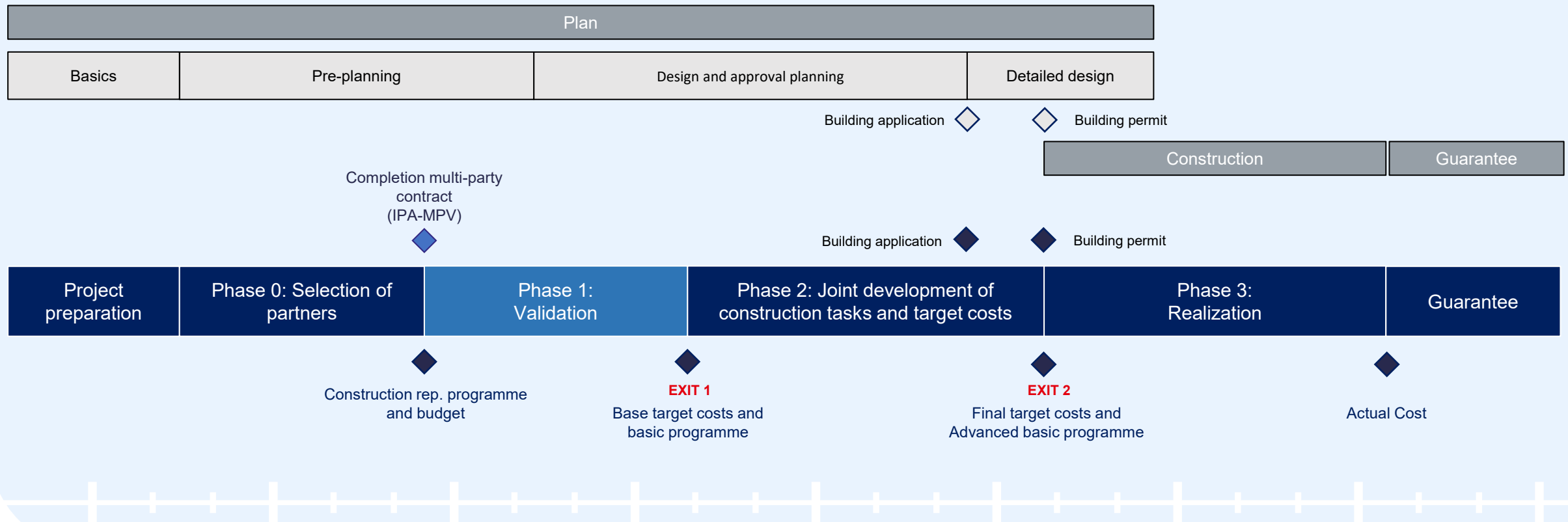
Transparency and reliability in actions creates trust!





# Integrated Project Delivery

## How do we plan?





# Integrated Project Delivery

## How do we plan?

- ❑ desist from sequential processing of self-contained work phases (LPH1-4, LPH5-7, LPH8, LPH9)
  - ⦿ during the early planning phases, all key parameters regarding quality, costs, and deadlines are determined solely by the planner!
  - ⦿ changes, e.g., from approval planning, lead to iterative processing of work phases (or parts of them).
  - ⦿ construction expertise regarding technologies and processes, as well as market knowledge, only come into play in the later phases (sometimes from LPH 5 onwards).
- ❑ desist from price competition

# Integrated Project Delivery

## How do we plan?

- ▣ move towards goal-oriented actions
  - ⦿ specification of the project based on goals, budget and conditions of satisfaction (detailed qualitative description)
  - ⦿ early integration of all key planning and execution competencies in the development of funding and approval planning
  - ⦿ establishment of common interests for the construction project with definition of incentives
  - ⦿ implementation of conflict resolution strategies
- ▣ constant comparison (PDCA)





# Integrated Project Delivery

## How do we plan?

- ▣ ideally a constellation of three
  - ⦿ Client – General planner – General contractor
- ▣ what makes the tasks in a hospital so atypical?
  - ⦿ Medical technology
  - ⦿ Solution: Medical technology general contractor
- ▣ additional challenges
  - ⦿ geographic location
  - ⦿ complexity and volume of tasks



# Integrated Project Delivery

## How do we plan?

- ▣ Allocation of responsibility and competencies
  - ⦿ Project planning with supporting structures, fire safety, outdoor facilities, ...
  - ⦿ technical building equipment Planning
  - ⦿ medical technology planning & execution
  - ⦿ execution shell construction<sup>\*1</sup>
  - ⦿ execution expansion<sup>\*1</sup>
  - ⦿ execution electrical<sup>\*2</sup>
  - ⦿ execution mechanical<sup>\*2</sup>

<sup>\*1/2</sup> can be combined if needed





# Integrated Project Delivery

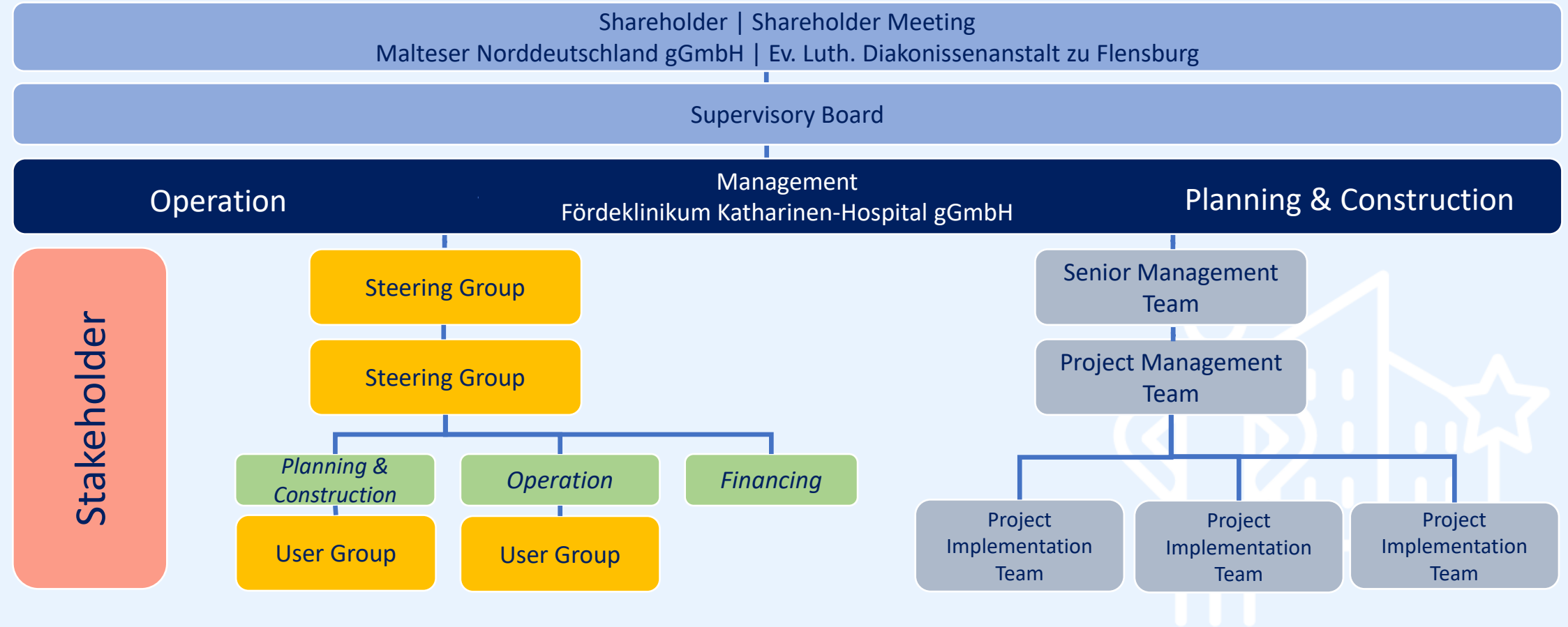
## Additional Requirements

- professional and skilled construction teams with quick decision making
- intensive management of all shareholders such as owners, users, politics, the public, funding- and approving authorities as well as the press
- close involvement of user base, with defined rules!
- regular sharing of information
- early development of basics, needs, options, ...



# Integrated Project Delivery

## Additional Requirements



# Integrated Project Delivery

## Masterplanning

- ❑ Functional description of the hospital's performance **based on processes** (patient pathway)
- ❑ moving away **from department-managed individual processes** towards door-to-door processes (implementation of lean principles)
- ❑ patient pathways: diagnostics, therapy, and care
- ❑ integrating supporting secondary and tertiary processes such as logistics, administration, etc.
- ❑ cross-sectoral thinking
- ❑ anticipating future requirements

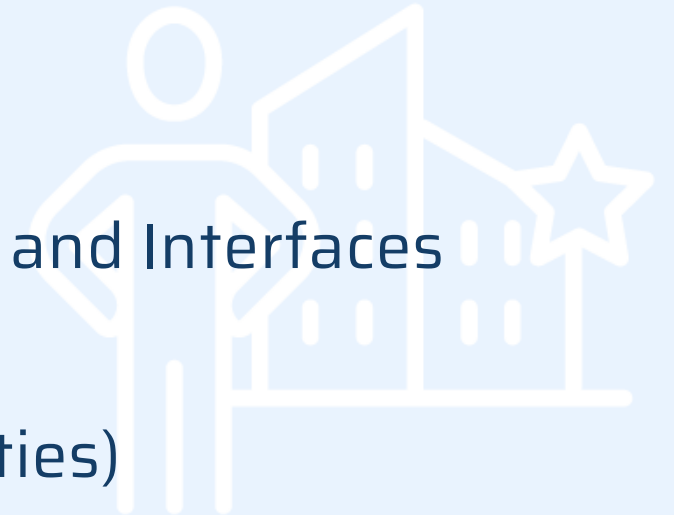




# Integrated Project Delivery

## Functional Service Description

- ▣ Medical Concept
  - ⦿ Somatic inpatient, day-care, outpatient
  - ⦿ Psychosomatic, psychiatric inpatient, day-care, outpatient
  - ⦿ Rehabilitation
  - ⦿ Care, follow-up care, respite care, day care
- ▣ Business Organisation Concept I
  - ⦿ Macro Concept Departments / Cluster / Areas and Interfaces
- ▣ Business Organisation Concept II
  - ⦿ Micro Concept intern Processes (Responsibilities)



# Integrated Project Delivery

## Supporting Concepts

- IT Concept
- Logistics Concept
- Administrative Concept
- Energy Concept
- Sustainability Concept
- Hygiene Concept
- Marketing- und Public Relations Concept
- ...



# Integrated Project Delivery

## Additional Requirements

- ❑ conventional architectural competition followed by negotiations would be counterproductive for the IPD process
- ❑ an urban planning pitch provides initial foundations while also offering sufficient scope for appropriate optimisation during the validation and planning phases
- ❑ part of the construction program with conditions of satisfaction as a framework for the construction project
- ❑ consistently use of BIM-methods (digital twin)





# Integrated Project Delivery

## Additional Requirements

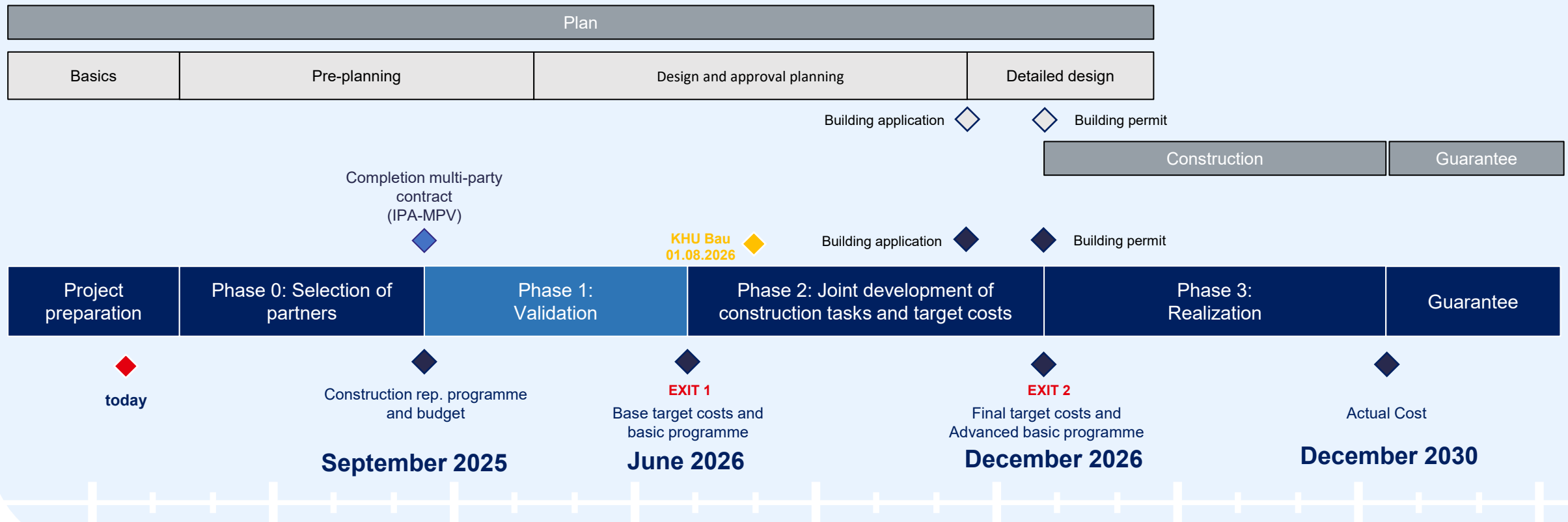
- ❑ creating an appropriate working environment and atmosphere
- ❑ Co-location during the validation and planning phase in Hamburg
- ❑ use of cooperative and collaborative methods
- ❑ „Lean Principles“





# Integrated Project Delivery

## Next Steps / Timeline



# Integrated Project Delivery

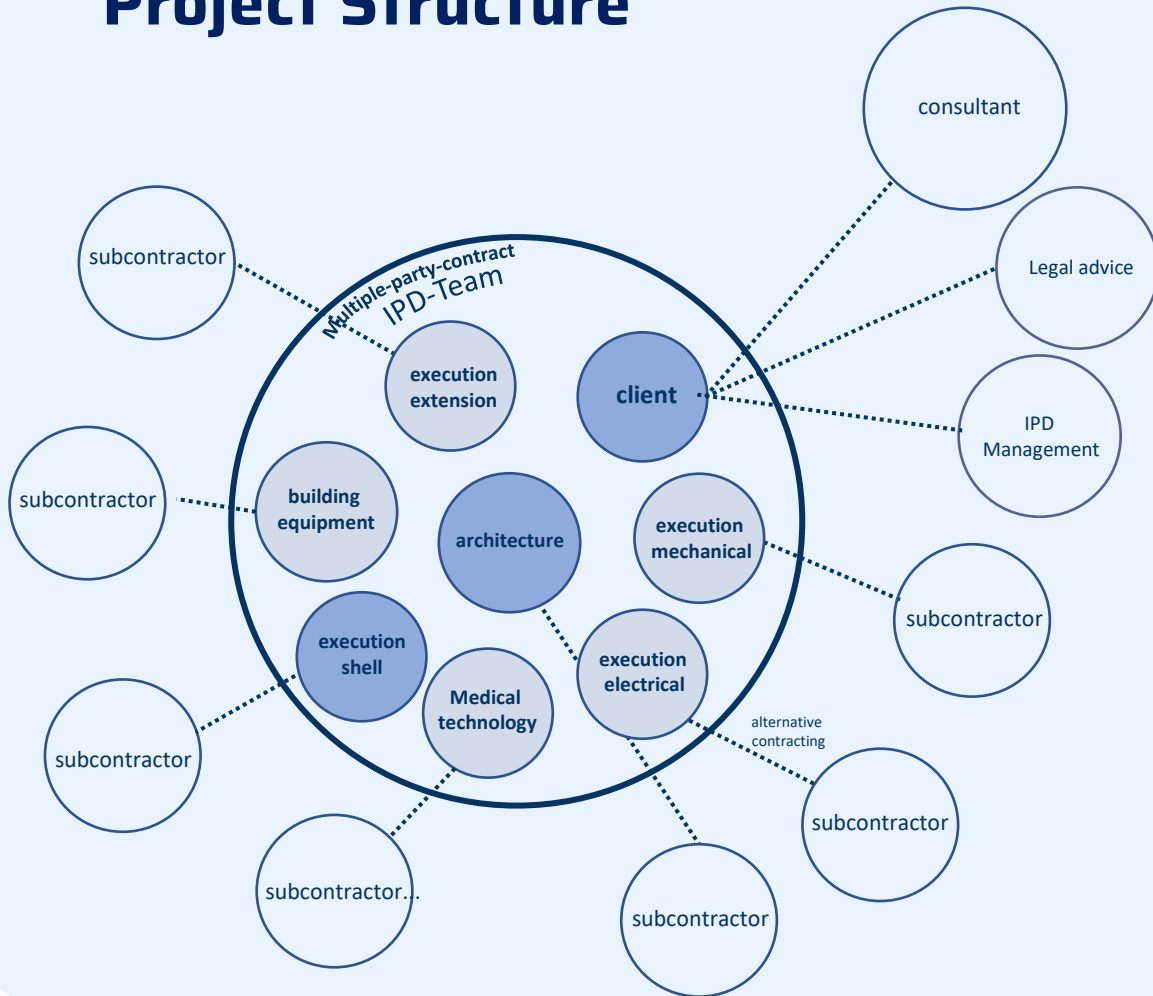
## Next Steps

- in concluding the MPV contract, all key project partners are identified
- definition of execution goals has largely been finalised
- binding call-off of the planning and execution phases upon achievement of the objectives
- during the validation phase, details are refined and comprehensively reviewed against the budget



# Integrated Project Delivery

## Project Structure



### 7 contracting parties in one contract

- Building, structural, and outdoor area planning
- Technical building services planning
- Medical engineering planning and execution
- Shell construction execution
- Mechanical building services execution
- Electrical building services execution
- Finishing work



# Integrated Project Delivery

## Conclusion

- ❑ Integrated project management with a multi-party contract enables a new type of collaboration → collaborative and efficient
- ❑ Early integration of all key expertise benefits everyone → high innovative capacity
- ❑ Common interests and incentive systems motivate goal achievement → fair risk distribution
- ❑ Competition based on performance ensures the best quality in terms of costs and deadlines → supplementary management becomes obsolete
- ❑ Multi-party contract reduces vested interests → internal conflict resolution



**Thank you for your attention!**  
**Integrated Project Delivery**  
reference project  
(personal interim conclusion)

**Regensburg, June 25<sup>th</sup>, 2025**



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