

# Maximisation de la valeur dans les projets complexes

L'IMPACT DU LEAN LED DESIGN SUR L'ALIGNEMENT ENTRE LES BESOINS DES CLIENTS ET LA CONCEPTION ARCHITECTURALE LORS DE LA DÉFINITION DU PROJET

**Hafsa Chbaly**

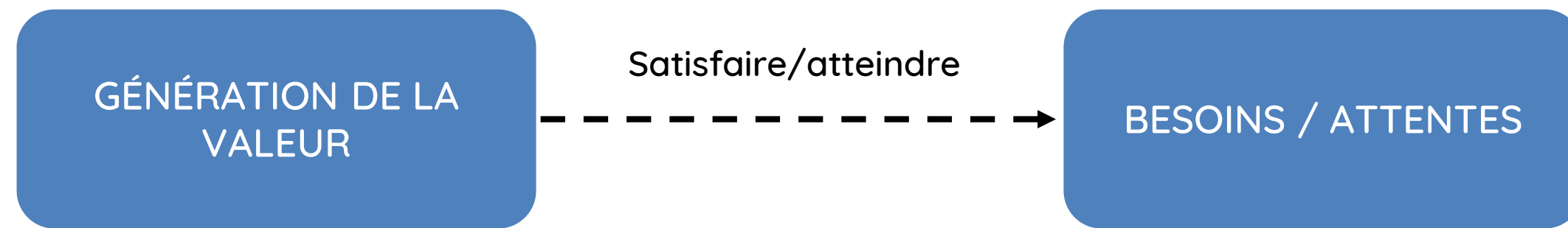
Présentatrice



Hafsa Chbaly

# VALEUR POUR LE CLIENT

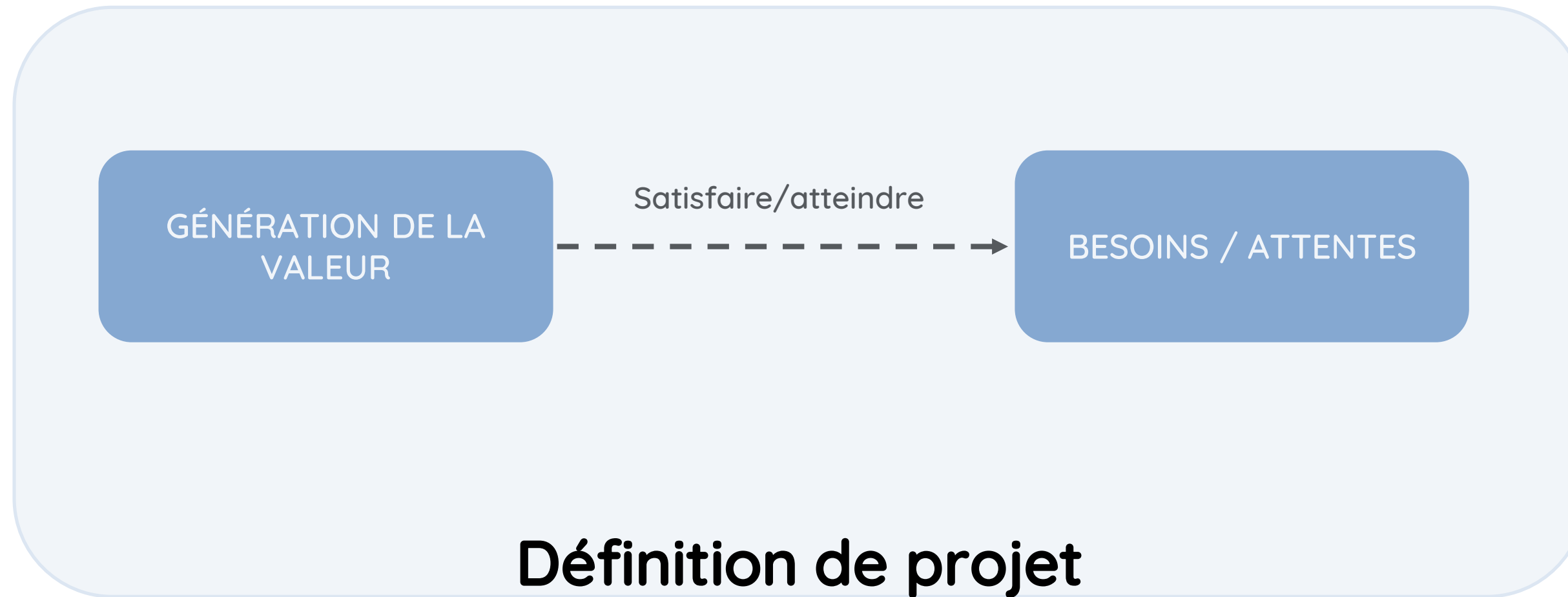
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(LEVITT, 1960; koskela, 2000; Emmitt and Christoffersen, 2009)

# VALEUR POUR LE CLIENT

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(LEVITT, 1960; koskela, 2000; Emmitt and Christoffersen, 2009)

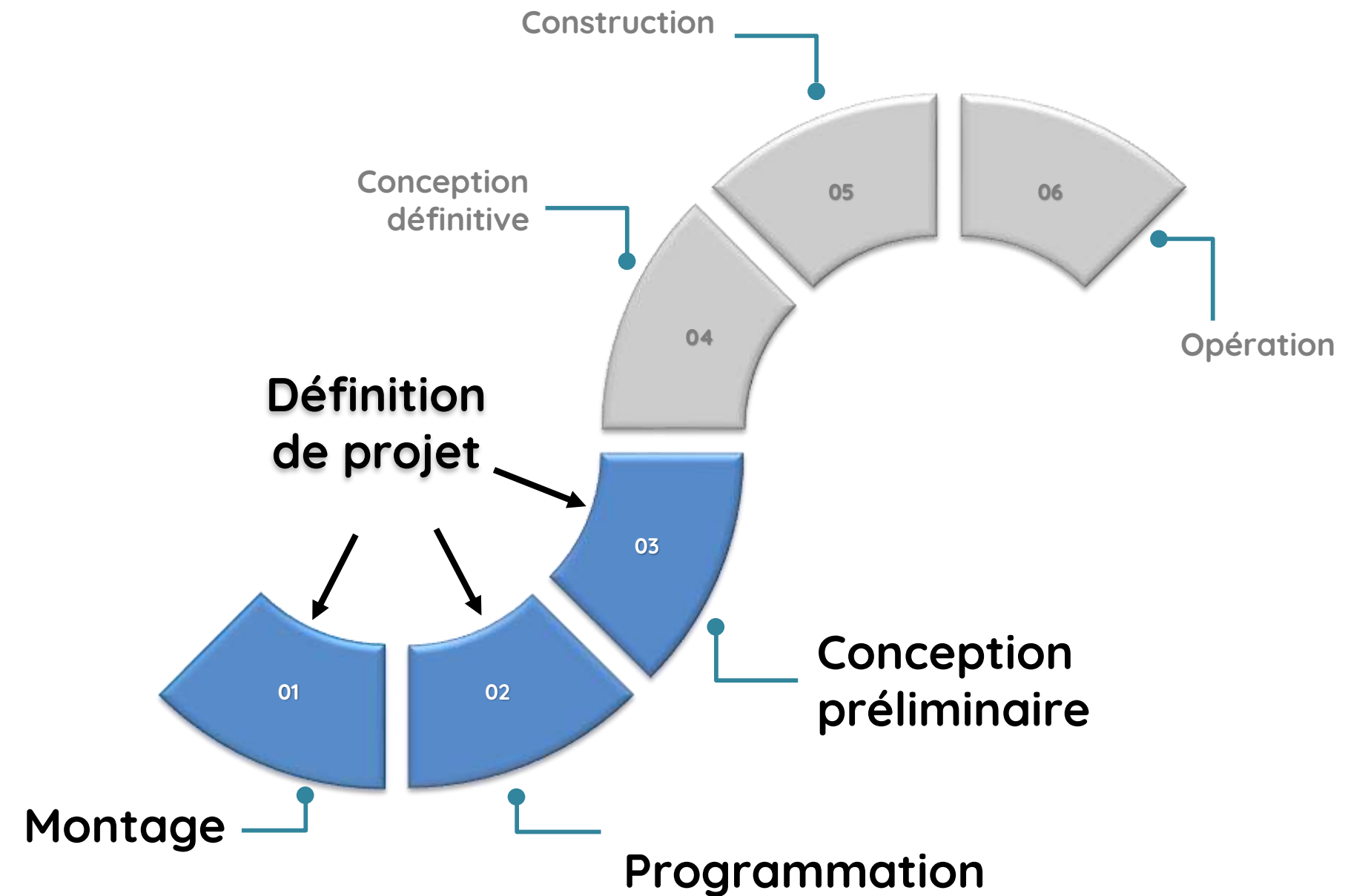
# DÉFINITION DE PROJET

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La définition de projet est considérée comme la plus **importante** dans le cycle de vie d'un projet (Yussef et al., 2020)



**80%** des caractéristiques du produit sont spécifiés durant cette étape (Whelton et al., 2003).



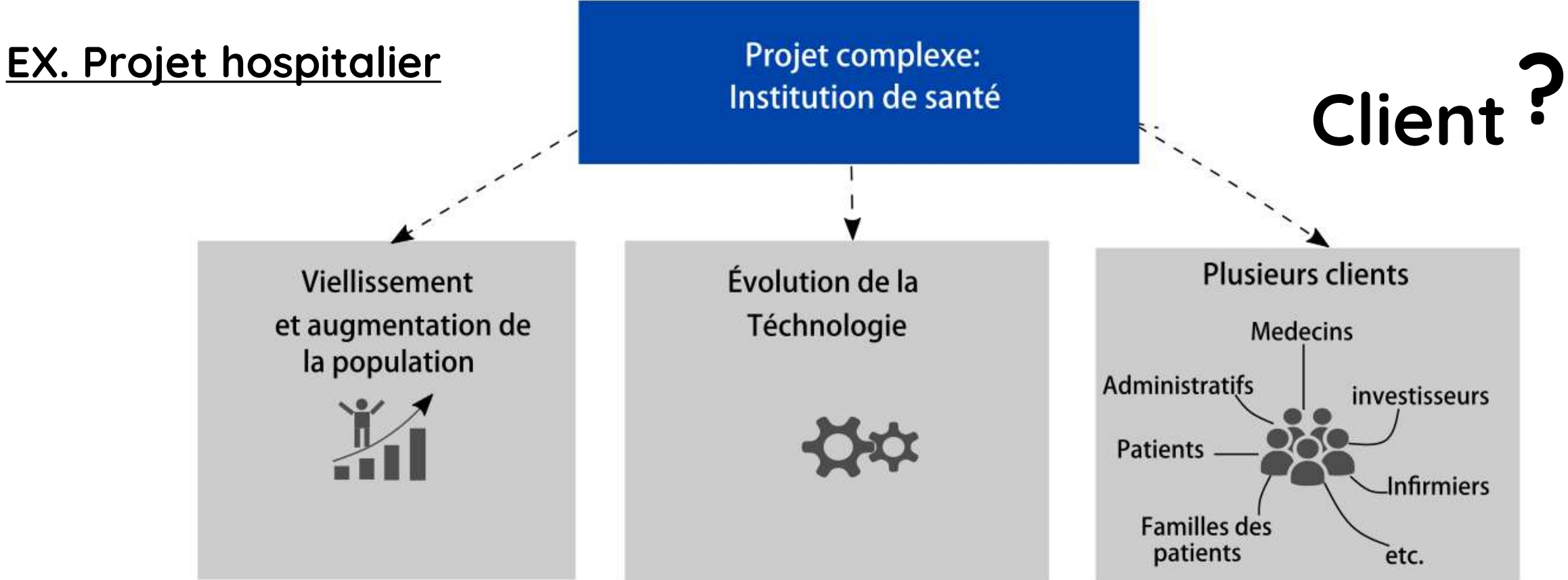
# DÉFINITION DE PROJET DANS LES PROJETS COMPLEXES

Client ?

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# DÉFINITION DE PROJET DANS LES PROJETS COMPLEXES

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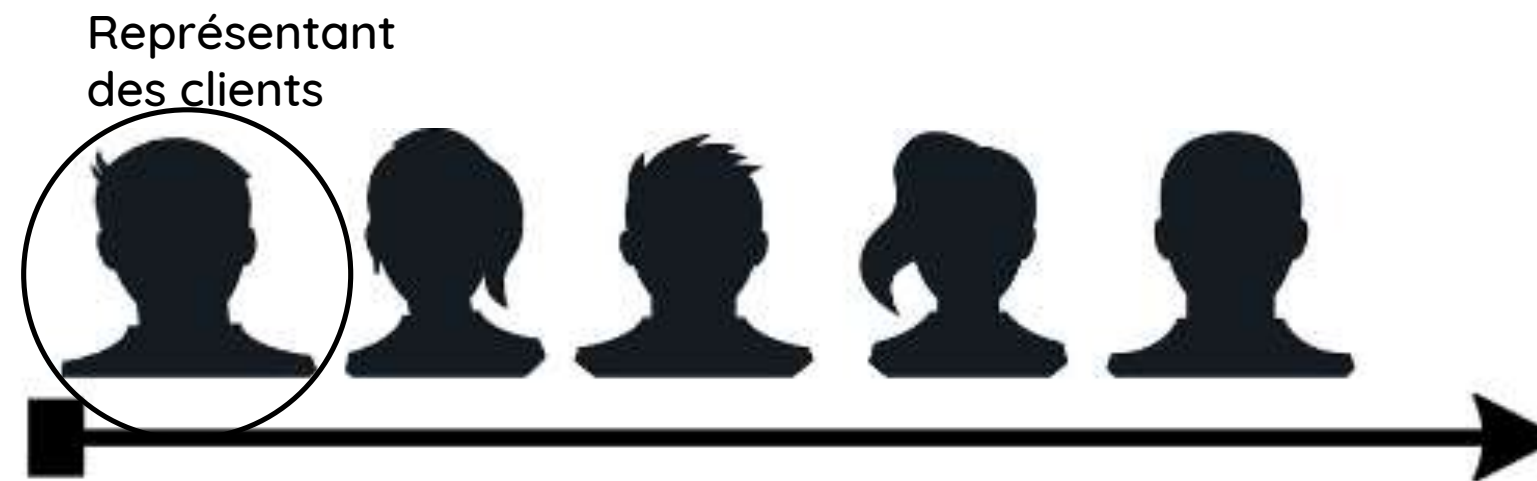


Besoins en évolution constante  
→ nécessitent de plus en plus d'adaptation d'espace + plus de budgets

Chacun a un point de vue, une perception, un besoin ainsi qu'une valeur différente.

# ENJEUX DE L'ALIGNEMENT EN MODE TRADITIONNEL

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Approche de gestion linéaire

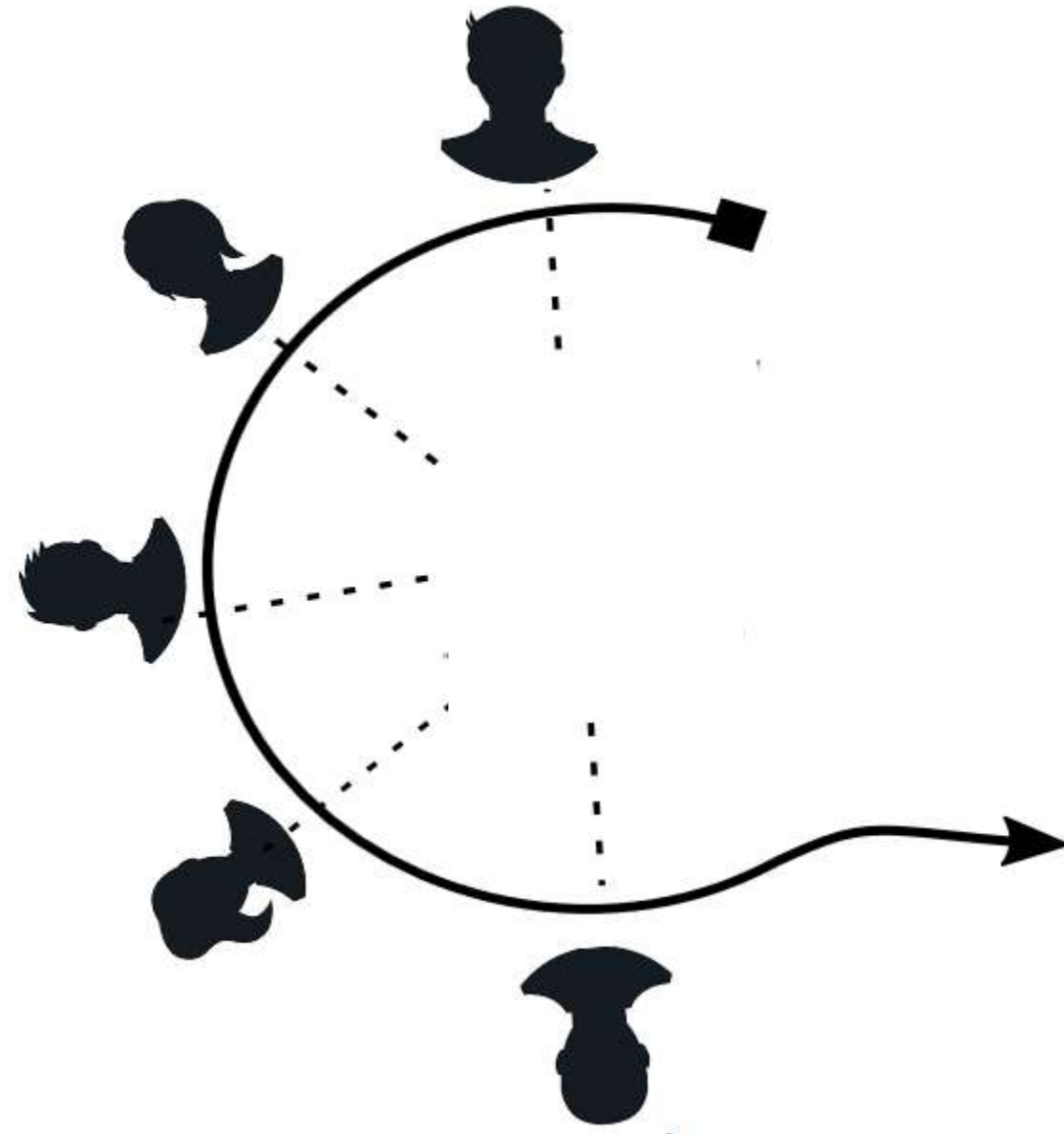
La non-prise en compte de l'évolution des besoins

Représentant des clients + Consultation ponctuelle



# MODE DE GESTION PARTICIPATIVE

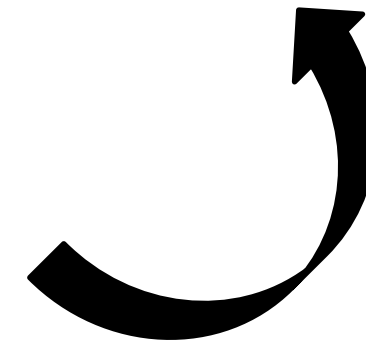
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Approche inclusive, participative: ex. Lean-led design

“It is a systematic approach to healthcare architectural design that focuses on defining, developing, and integrating safe, efficient, waste-free operational processes in order to create the most supportive, patient-focused physical environment possible”.

Grunden & Hagood (2012, p.18)





# NOUVEAU COMPLEXE HOSPITALIER

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## Démarche participative

Mise en place de la démarche participative Lean-led design, incluant le patient



## Cas complexe

Le regroupement des activités cliniques de l'Hôtel-Dieu de Québec et de celles de l'Hôpital de l'Enfant-Jésus (HEJ) sur le site de l'HEJ

Rassemblement de plusieurs expertises (Société québécoise des infrastructures, le ministère de la Santé et des Services sociaux, le CHU de Québec et les firmes de professionnels)

## Budget et superficie

Budget global de 1,97 milliard \$

Superficie brute totale : 263 915 mètres carrés (excluant la superficie des bâtiments à démolir)

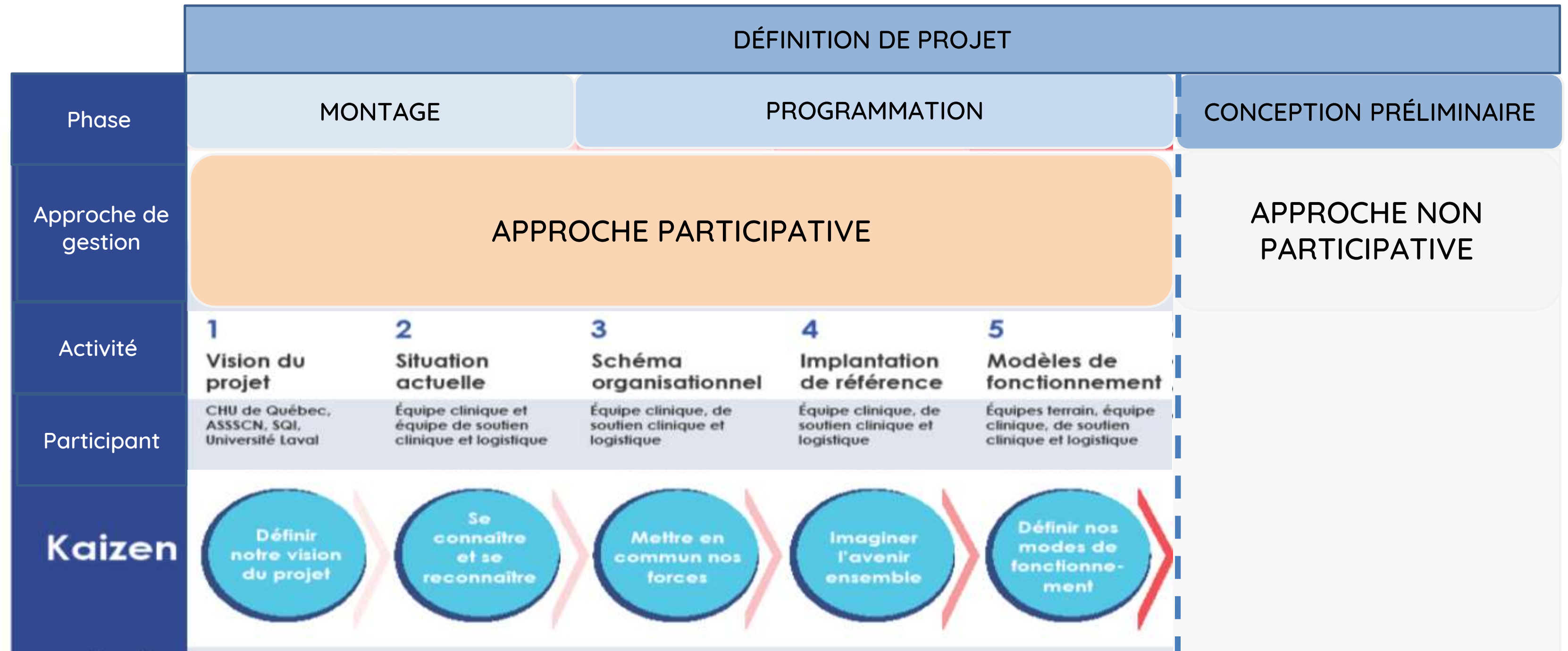


## DURÉE DU PROJET

ENTRE 2014 - 2025

# DÉMARCHE GLOBALE- Nouveau complexe hospitalier

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# CONSTATS

- La démarche Lean-led Design aide à mieux aligner les besoins et la solution architecturale. Cependant, elle devrait être appliquée d'une façon continue et non pas fragmentée.
- Un changement d'approche participative à une approche non participative pourrait dénaturer la démarche et donc l'alignement.

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ex. Changement des ressources humaines  
Manque de temps  
Manque de ressources financières



# OUTIL DE DIAGNOSTIC (Prototype)

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			ALIGNMENT ASSESSEMENT TOOL (AAT)							
			ALIGNMENT CONTEXT							
			PROJECT DEFINITION		Not favorable: Without process	Very poorly favorable: Very beginning process	Poorly favorable: Beginning process	Moderately favorable: Establishing	Favorable: Improved process	Very favorable: Optimal process
Category	N	alignment factors	Actual situation	Desired situation	Likert scale (de 0 à 5)					
			(0 to 5)	(0 to 5)	0 Non-existent	1 Very poor	2 Poor	3 Moderate	4 Good	5 Very good
Communication between the professionals and users (hoizontally) and between the stages (longitudinally)	4	Setting reasonable and clear goals and needs			The goals and needs are not set	The goals and needs are set but they are uncertain and unclear	Some goals and needs are uncertain and unclear	The goals and needs are relatively reasonable and clear	The goals and needs are reasonable and clear	The goals and needs are very reasonable and clear
	5	Physical proximity of the team members			A lack of physical proximity of the team of professionals	Physical proximity exists for a small teams of professionals (the same speciality)	Physical proximity exists for some teams of professionals (different specialities)	Physical proximity exists for all teams of professionals (all specialities) without client's representative	Physical proximity exists for all teams of professionals with some client's representative	Physical proximity exists for all teams including all client's representative
	6	Terminology and language			A lack of common terminology and language used between the professionals and the clients: They speak different language	The common terminology and language used between the professionals and the clients is very poor	The common terminology and language used between the professionals and the clients is poor	The common terminology and language used between the professionals and the clients is moderate	Most of terminology and language used between the professionals and the clients are common	All terminology and language used between the professionals and the clients are common
	7	User's involvement			A lack of user's involvement	Very poor user's involvement	Poor user's involvement	Moderate user's involvement	Good user's involvement	Very good user's involvement
Total communication			0	0						
					A lack of criteria to verify the alignment between the	The criteria to verify the alignment between the	The criteria to verify the alignment between the	The criteria to verify the alignment between the	The criteria to verify the alignment between the	The criteria to verify the alignment between the

Merci pour votre attention !

Merci à nos partenaires :

