

A group of people in a meeting room looking at architectural plans on a table. The image is overlaid with a blue tint. A vertical orange line is on the left side of the text.

IPD & WELLNESS: Building Better Projects, Building Better Lives

How Collaborative Delivery Supports Mental Health & Well-Being

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THE OLD WAY: A Culture of Conflict

Traditional Design-Bid-Build: The Adversarial Approach

- Siloed teams working in isolation
- Lowest bidder mentality
- Change orders as weapons
- Blame culture when things go wrong
- Hidden information and defensive posturing
- Win-lose relationships

The Human Cost

- Constant stress and anxiety
- Fear of making mistakes
- Lack of trust between parties
- Burnout and mental exhaustion
- Defensive behaviours
- Career dissatisfaction

THE WELLNESS CRISIS IN CONSTRUCTION

What Traditional Delivery Does to People

EMOTIONAL TOLL

- Fear of speaking up
→ mistakes hidden until costly
- Blame-shifting
→ defensive behaviors
- Adversarial relationships
→ chronic stress
- Uncertainty
→ anxiety about job security



PROFESSIONAL IMPACT

- Long hours fighting fires instead of preventing them
- Rework due to poor coordination
- Constant conflict resolution
- Career burnout



The Result

High turnover, mental health issues, and an industry struggling to attract and retain talent.

ENTER IPD - A Different Philosophy

INTEGRATED PROJECT DELIVERY: Collaboration Over Confrontation

CORE PRINCIPLES

- **Shared risk and reward** → we succeed or fail TOGETHER
- **Early involvement** of all key players
- **Transparent communication** → open-book approach
- **Collective decision-making** → best idea wins
- **Trust-based relationships** → psychological safety

The Foundation:

When the team wins, everyone wins



PSYCHOLOGICAL SAFETY - The Game Changer

Creating an Environment Where People Thrive



What is Psychological Safety?

“The ability to speak up freely, share differing opinions, and propose solutions without fear of judgment or retribution.”



IN IPD, WE BUILD THIS THROUGH:

- **Big Room sessions**
» all voices heard, real-time collaboration
- **No-blame culture**
» focused on solutions, not finger-pointing
- **Respect for expertise**
» every team member’s knowledge valued
- **Structured activities**
» trust-building exercises & workshops
- **Shared accountability**
» collective ownership, not individual blame

“When people feel safe, they perform better, innovate more, and stay healthier.”

REAL-WORLD EXAMPLE

Saving Jobs, Not Just Projects

Edmonton Public Schools IPD Bundle

THE CRISIS

- Electrical engineering firm closed Edmonton office
- One month before winter holidays
- Critical phase of design and procurement
- Engineers facing unemployment before Christmas

Traditional Response: Panic, delays, lawsuits, stress

IPD RESPONSE

- Team collaborated to find solution
- Trade partner temporarily hired displaced staff
- Restructured contract responsibilities
- Formed new company, registered with APEGA
- Kept schedule on track

The Outcome: Jobs preserved, families secure for holidays, lead engineer now employs 10+ staff

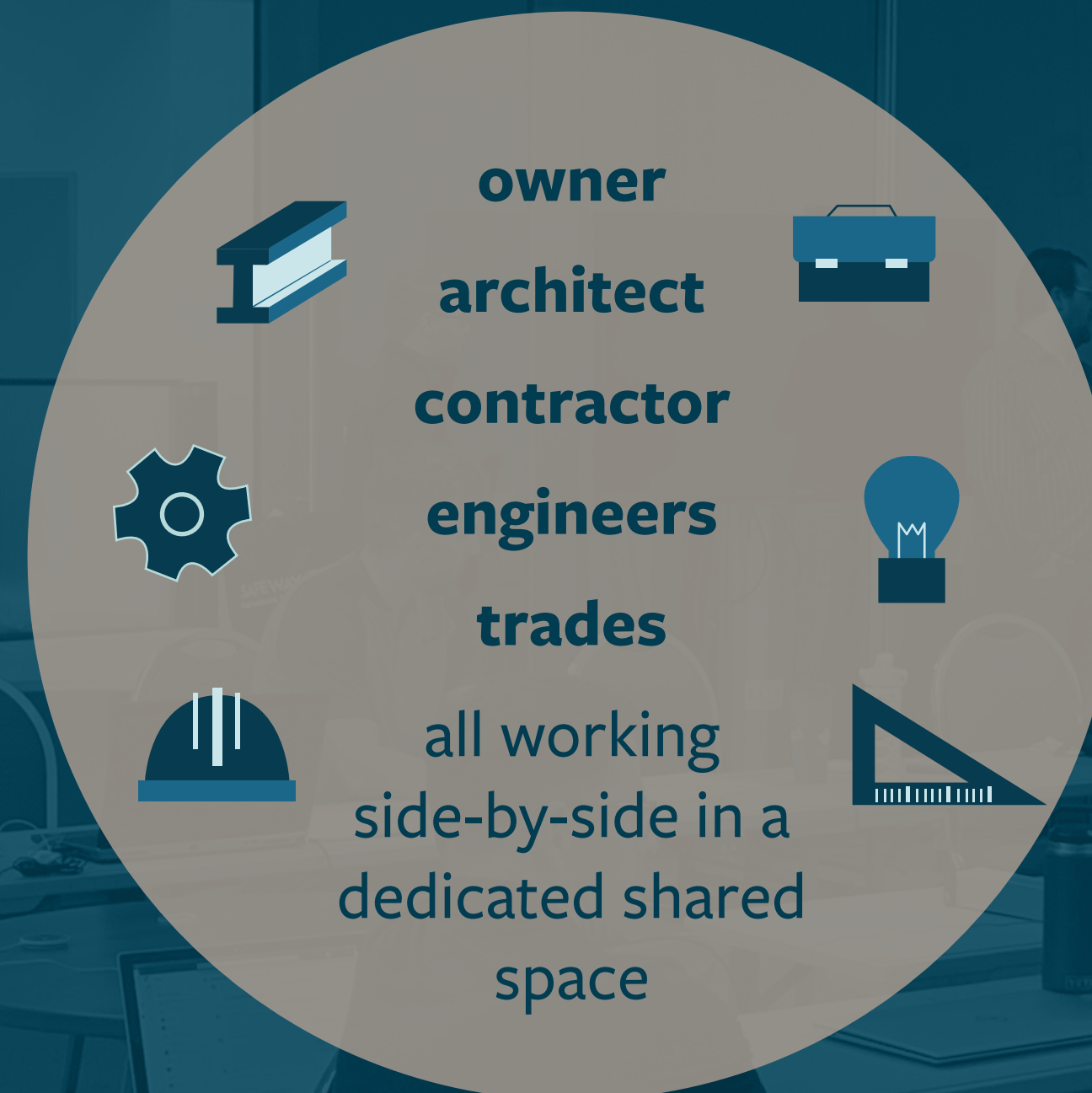
This was only possible through IPD's flexibility and collaboration.

THE BIG ROOM - Where Magic Happens

Co-Location and Real-Time Collaboration

WHAT IT IS

- Dedicated space where all team members work together
- Owner, architect, engineers, contractors, trades - side by side
- Real-time problem solving
- Immediate feedback and decisions



WELLNESS BENEFITS

- **Reduced stress:** Issues resolved immediately, not festering
- **Increased trust:** Face-to-face builds relationships
- **Shared ownership:** Everyone invested in success
- **Transparency:** No hidden agendas or surprises
- **Efficiency:** Less rework = better work-life balance

RESULT

People go home on time, with less stress, feeling valued

FROM BLAME TO SOLUTIONS - A3 Thinking

How IPD Handles Problems Differently

TRADITIONAL APPROACH

- Whose fault is it?
- How do we protect ourselves?
- Document everything for litigation
- Defensive posturing

Traditional

Blame
Fear
Hiding
Litigation
Isolation

IPD

Learning
Support
Innovation
Improvement
Teamwork

IPD APPROACH

Root Cause Analysis (A3 Thinking)

- What actually happened?
- Why did it happen?
- How do we fix it together?
- How do we prevent it next time?

The Difference

- Focus on **learning**, not blaming
- **Continuous improvement** culture
- **Team problem-solving** instead of individual stress
- **Shared accountability** reduces individual burden

PEER ACCOUNTABILITY VS. FEAR-BASED COMPLIANCE

A Healthier Way to Maintain Standards

TRADITIONAL MODEL:

- Top-down enforcement
- Fear of penalties
- Hiding mistakes
- Adversarial inspections



IPD MODEL: Self-Correcting Culture

- Peer-driven accountability
- Shared financial incentives align interests
- Early identification of issues
- Collaborative quality reviews
- Support, not punishment



WELLNESS IMPACT

- **Reduced anxiety**
» team supports you
- **Professional growth**
» learn from peers
- **Mutual respect**
» expertise valued
- **Job satisfaction**
» pride in collective achievement



TARGET VALUE DELIVERY - Reducing Financial Stress

TRADITIONAL APPROACH:

- Design first, cost later
- Budget surprises
- Value engineering = cutting quality
- Constant cost battles

IPD + TARGET VALUE DELIVERY:

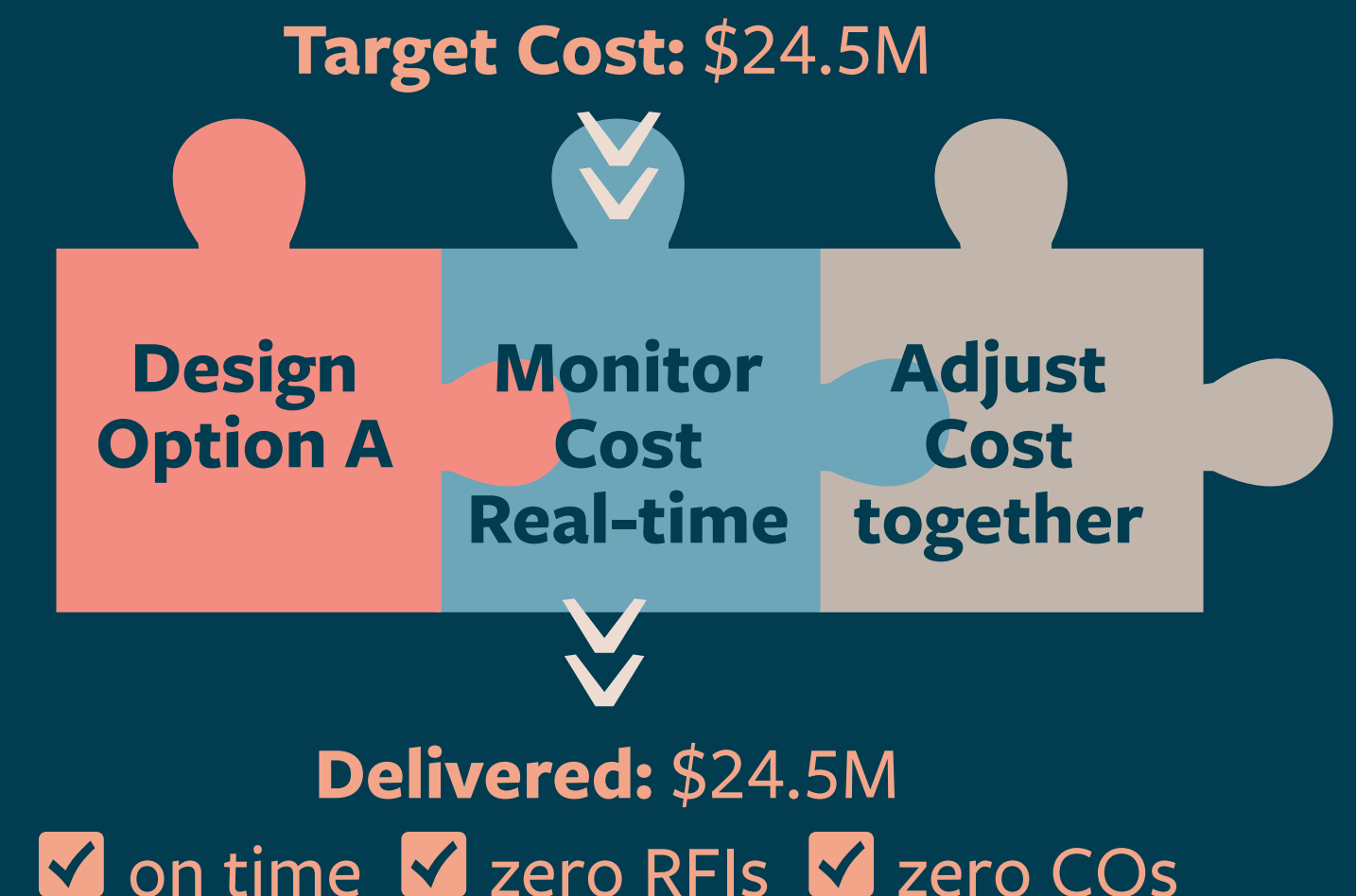
- Establish target cost early
- Design to budget collaboratively
- Continuous cost monitoring
- Shared commitment to financial goals
- Transparent tracking

**Budget Certainty =
Peace of Mind**

WELLNESS BENEFITS:

- No surprise overruns causing panic
- Collaborative cost management vs. adversarial negotiations
- Shared risk reduces individual financial anxiety
- Proactive adjustments instead of reactive crisis management

Example: Soraya Hafez & Thelma Chalifoux Schools - delivered on time, on budget, with minimal cost variations and **ZERO RFIs or Change Orders during construction.**



WORK-LIFE BALANCE - The Hidden Benefit

IPD Creates Sustainable Workflows

TRADITIONAL DELIVERY:

- Crisis-driven schedules
- Last-minute emergencies
- Weekend work to fix coordination issues
- Burnout as standard operating procedure

IPD DELIVERY:

- **Pull Planning**
» teams commit to realistic schedules
- **Last Planner System**
» workflow optimization
- **Proactive coordination**
» issues caught early
- **Predictable schedules**
» people can plan their lives

REAL IMPACT:

- ✓ Fewer late nights and weekends
- ✓ Reduced stress on families
- ✓ Better physical and mental health
- ✓ Sustainable career longevity

BUILDING TRUST THROUGH TRANSPARENCY

Open-Book Management

WHAT WE SHARE IN IPD:

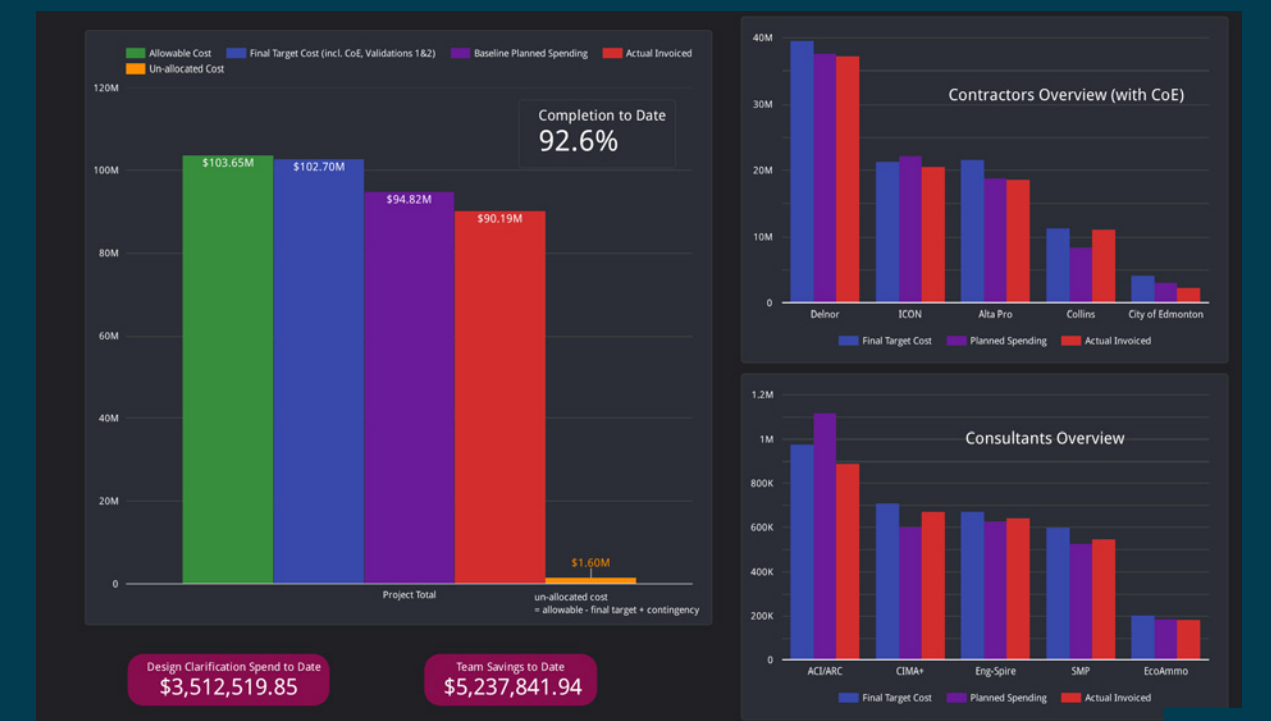
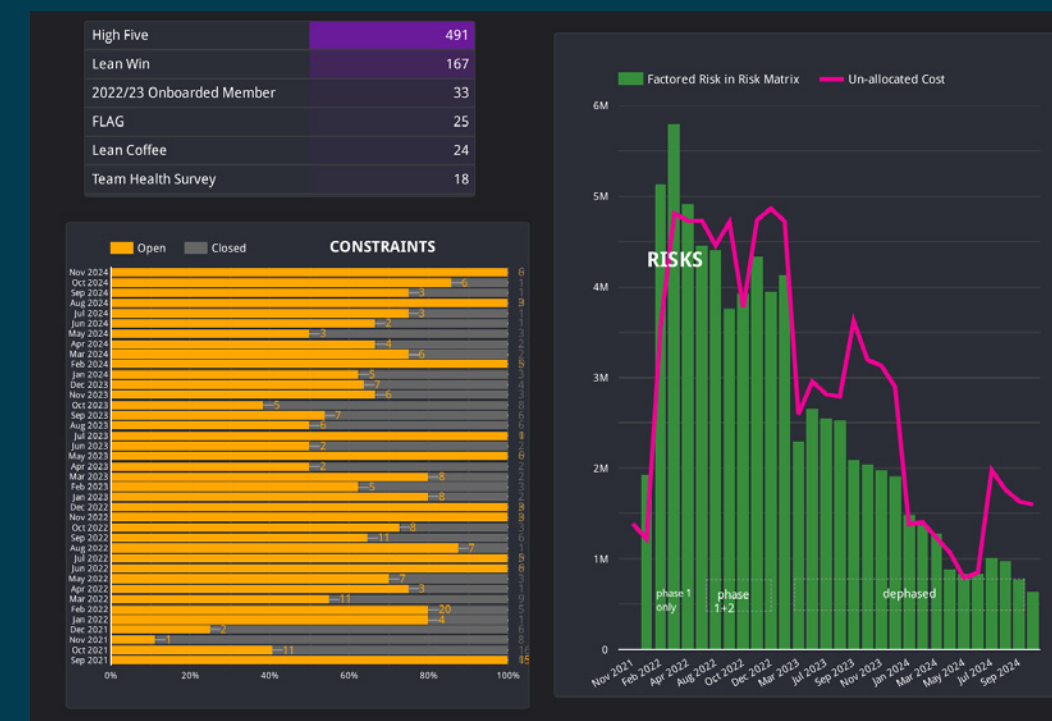
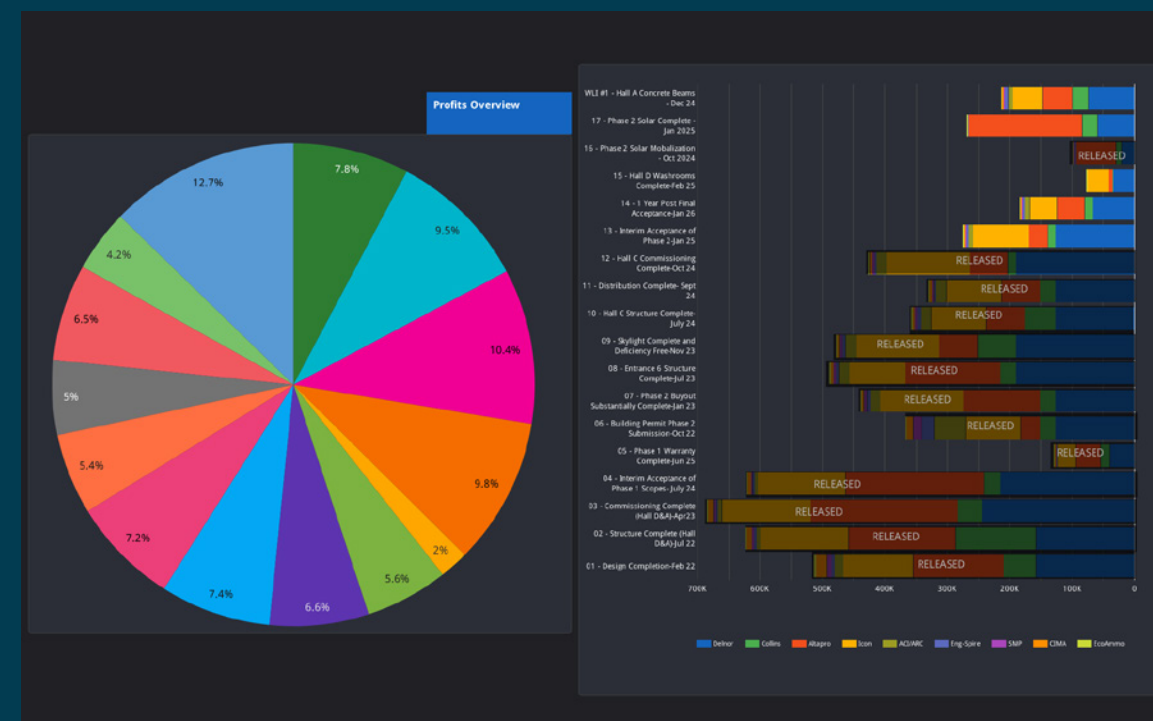
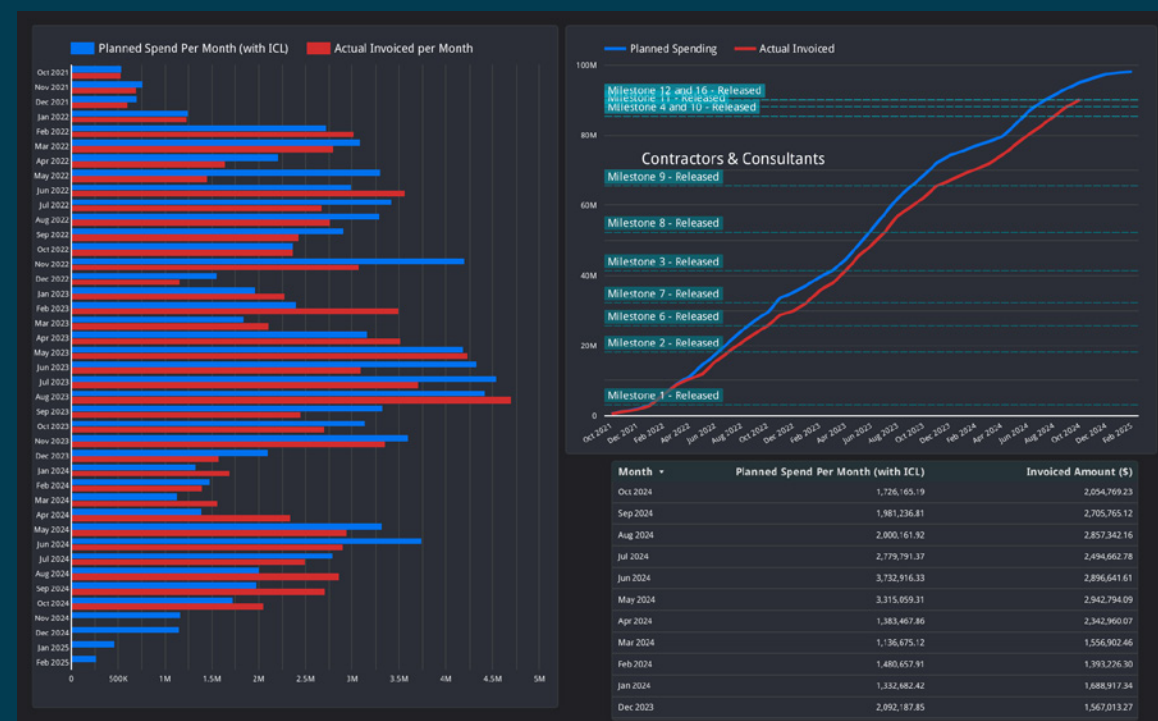
- All costs and budgets
- Project risks and opportunities
- Schedule challenges
- Design decisions and rationale



WHY THIS MATTERS FOR WELLNESS:

- **No hidden agendas = reduced anxiety**
- **Informed decisions = confidence in outcomes**
- **Shared understanding = aligned expectations**
- **Mutual respect = professional dignity**

The Result: People feel valued as partners, not adversaries.



TEAM CULTURE - Intentionally Built

IPD Onboarding & Culture Workshops

PRE-DESIGN PHASE ACTIVITIES:

- IPD Onboarding & Culture Workshop >> align on collaboration principles
- Defining Project Success together >> every partner contributes
- Lessons Learned Reviews >> learn from past projects
- Team Alignment & Trust Exercises >> build relationships BEFORE issues
- Establishing communication protocols >> establish safe space for dialogue

WHY THIS MATTERS:

- Sets expectations from day one
- Builds relationships before problems arise
- Creates safe space for difficult conversations
- Establishes shared values and goals

We Don't Leave Culture to Chance

Wellness Impact:

People know they're supported, valued, and part of something bigger.

THE RIPPLE EFFECT - Beyond the Project

How IPD Changes Lives

PROFESSIONAL GROWTH:

- Learn from diverse experts
- Develop collaborative skills
- Build lasting relationships
- Career advancement through demonstrated value

PERSONAL WELL-BEING:

- Reduced stress and anxiety
- Better work-life balance
- Sense of purpose and accomplishment
- Pride in collaborative achievement

INDUSTRY IMPACT:

- Attracts and retains talent
- Reduces turnover
- Improves industry reputation
- Creates sustainable careers

COMMUNITY BENEFIT:

- Better buildings delivered on time and budget
- Happier, healthier construction professionals
- Positive economic impact

The Ripple Effect

INDIVIDUAL

- » professional growth
- » personal well-being



INDUSTRY

- » attracts talent
- » reduced turnover



COMMUNITY

- » better buildings
- » economic impact

THE EVIDENCE - Our Experience

ACI's IPD Track Record

PROJECTS DELIVERED:

- Thelma Chalifoux & Soraya Hafez
New Schools
- Aleda Patterson & Alex Janvier
New Schools
- Edmonton Expo Centre Rehabilitation
- Suzuki Charter School Rehabilitation
- And many more...

CONSISTENT RESULTS:

- On-time, on-budget delivery
- Minimal change orders
- High team satisfaction
- Successful LEED certifications
- Strong client relationships

TEAM COMMITMENT:

- Jason McConaghie - IPDA Board Secretary (2025-2027)
- Advancing IPD adoption across Canada
- Sharing knowledge with the industry
- Mentoring other firms in collaborative delivery



THE CHOICE WE FACE

Two Paths Forward

PATH 1: TRADITIONAL DELIVERY

- Adversarial relationships
- Blame culture
- High stress
- Burnout
- Industry exodus

PATH 2: COLLABORATIVE DELIVERY

- Trust-based partnerships
- Solution-focused culture
- Sustainable workload
- Professional fulfillment
- Industry growth

The Question: *Which future do we want to create?*

CALL TO ACTION

What Can You Do?

FOR PROJECT OWNERS:

- Consider IPD for your next project
- Value collaboration over lowest price
- Invest in team culture building

FOR CONTRACTORS & TRADES:

- Embrace transparency
- Build trust with partners
- Focus on long-term relationships

FOR DESIGN PROFESSIONALS:

- Advocate for collaborative delivery
- Develop facilitation skills
- Champion psychological safety

FOR EVERYONE:

- Prioritize mental health and wellness
- Support industry culture change
- Share success stories



CLOSING - Building Better Together

The Bottom Line

IPD isn't just about better buildings - it's about better lives.

WHEN WE:

- **Trust** each other
- **Collaborate** openly
- **Share** risks and rewards
- **Support** one another



WE CREATE:

- **Healthier** work environments
- **Sustainable** careers
- **Better** projects
- **Stronger** communities

The future of construction is **COLLABORATIVE**.

The future of construction is **WELL**.

THANK YOU

Questions & Discussion

“Alone we can do so little; together we can do so much.”

- Helen Keller

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