UC DAVIS HEALTH

Facilities Planning and Development
Capital Improvements Process Mapping

Operational Excellence

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Capital Improvements Process Mapping: High Level Timeline



- ✓ Facilities Service Request (FSR) submission
- ✓ Project manager assignment
- ✓ Project charter and statement of requirements
- ✓ Project Review Committee (PRC) approval

- ✓ Site search and selection
- ✓ Seismic evaluation
- ✓ Design Build (DB) team selection
- ✓ Lease negotiation
- ✓ Reimbursement agreement approval
- ✓ IT preliminary pricing
- ✓ Pre-construction and design CRC approval

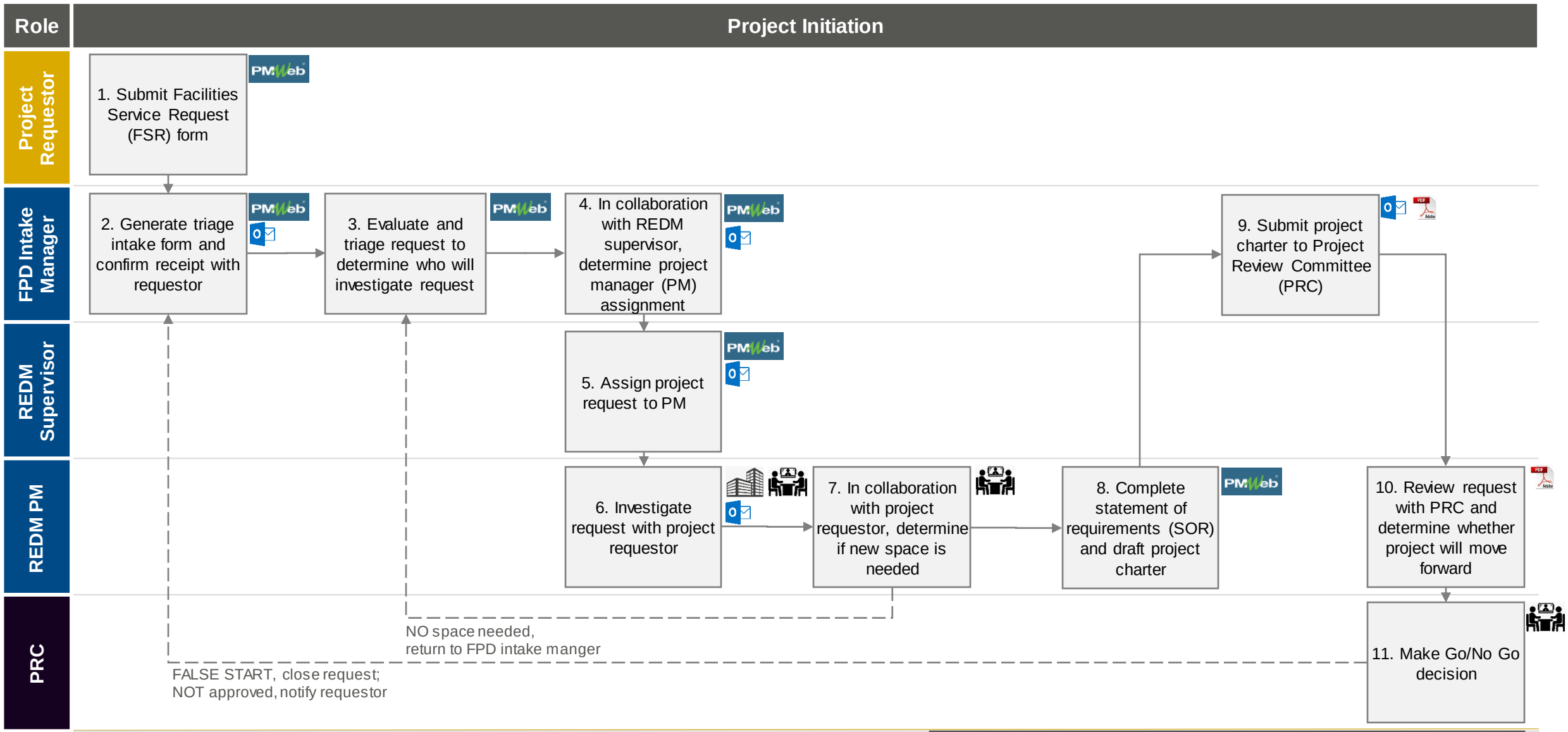
- ✓ CRC and CCCPD brochures
- ✓ CRC approval
- ✓ CCCPD – Coordination approval (multiple signatures required)
- ✓ Chancellor's approval
- ✓ Lease execution

- ✓ AREA forms submissions and approvals
- ✓ Project purchase budgets
- ✓ Compass account set-up
- ✓ Project funding finalized
- ✓ City permit issuance
- ✓ Fire permit
- ✓ Design build finalized
- ✓ Landlord construction contract closed
- ✓ Demolition

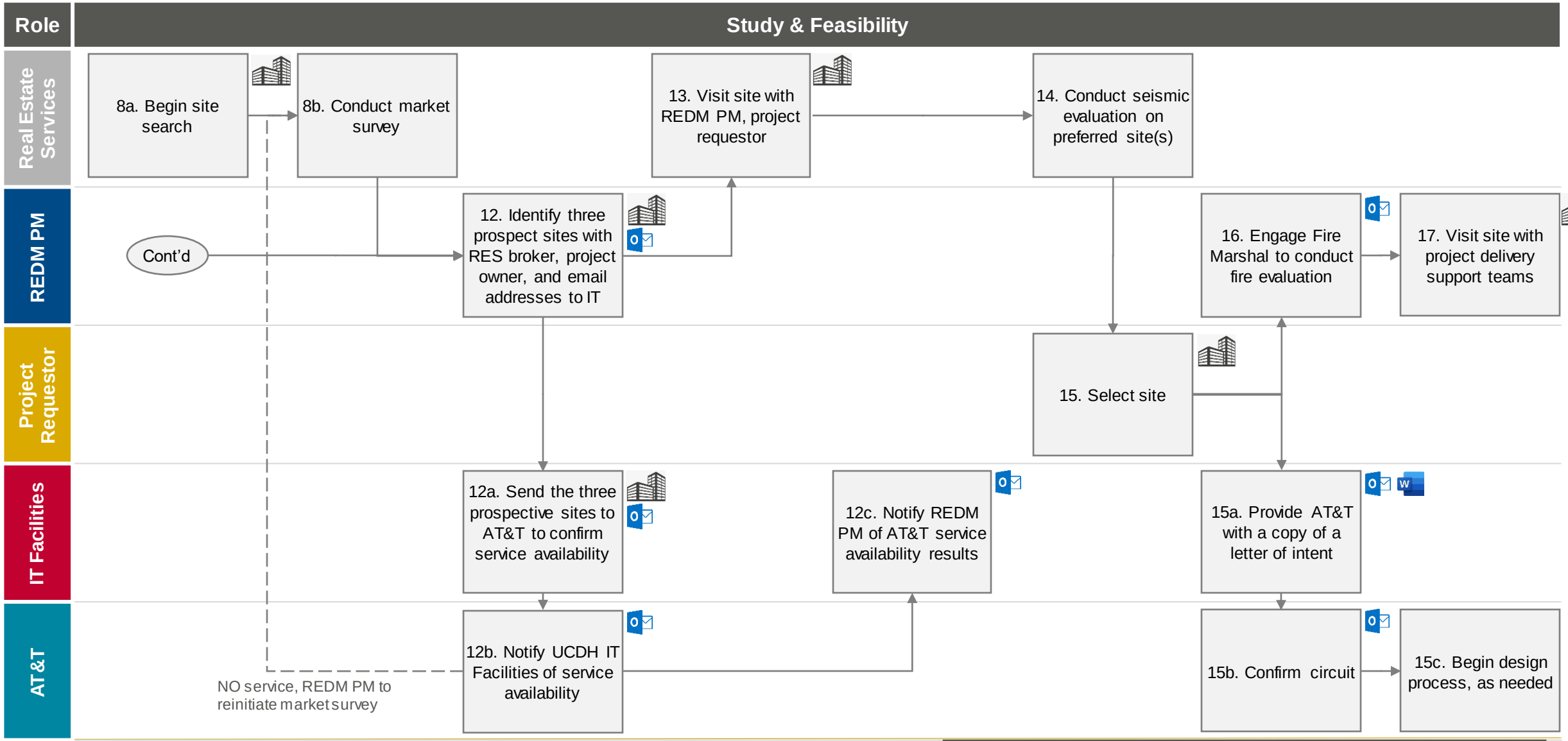
- ✓ Fire Marshal inspections
- ✓ Installations (equipment, IT, etc.)
- ✓ Local jurisdiction and AHJ inspections
- ✓ Licensing/accreditation, including pharmacy license, fire license
- ✓ Certificates of occupancy
- ✓ Go-live preparation, i.e., staffing models, training, stocking, emergency planning, etc.
- ✓ First patient day

***NOTE**: In scope project type: leased/tenant improvements, between $1M to $10M, non-OSHPD, clinics*

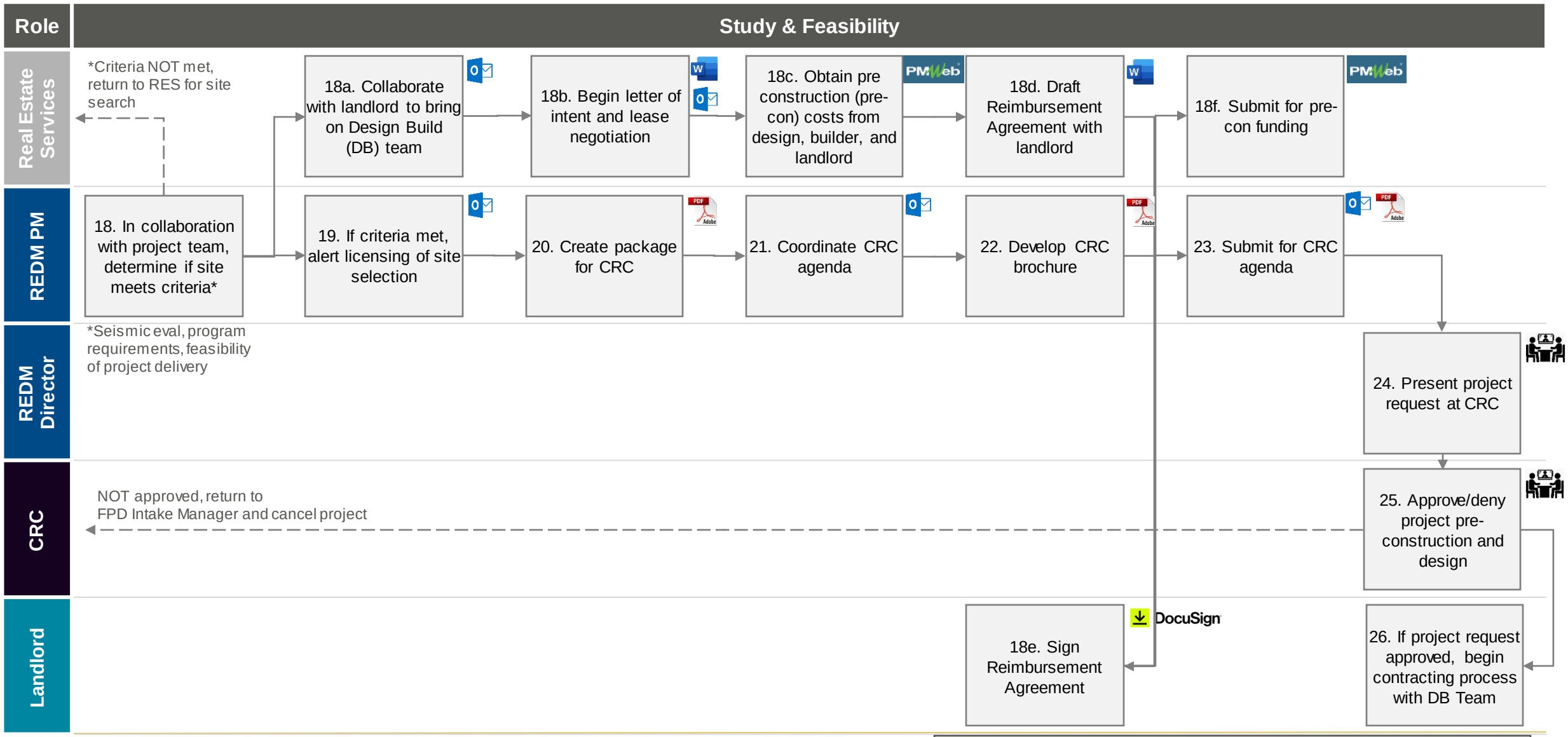
Capital Improvements Process Mapping: Current State



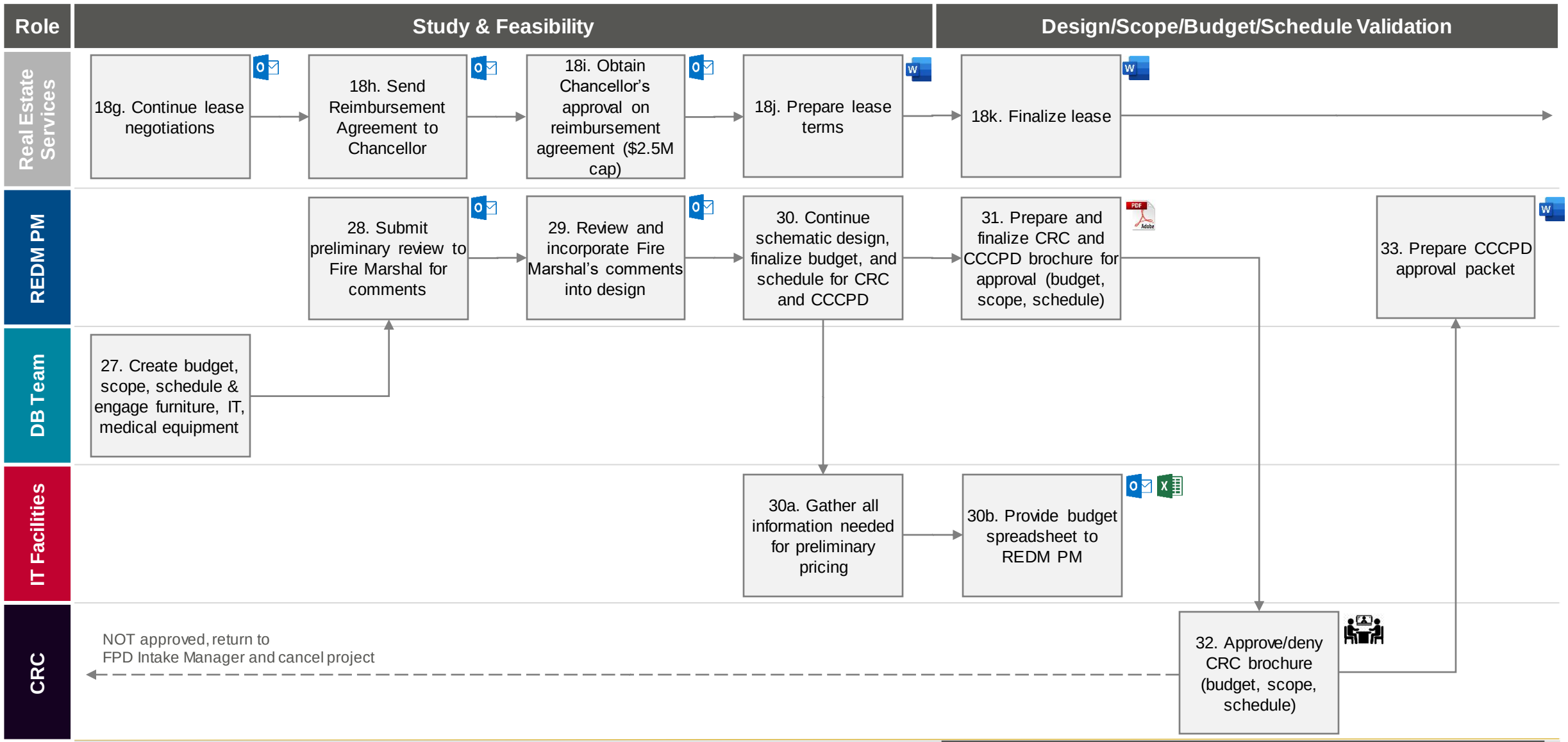
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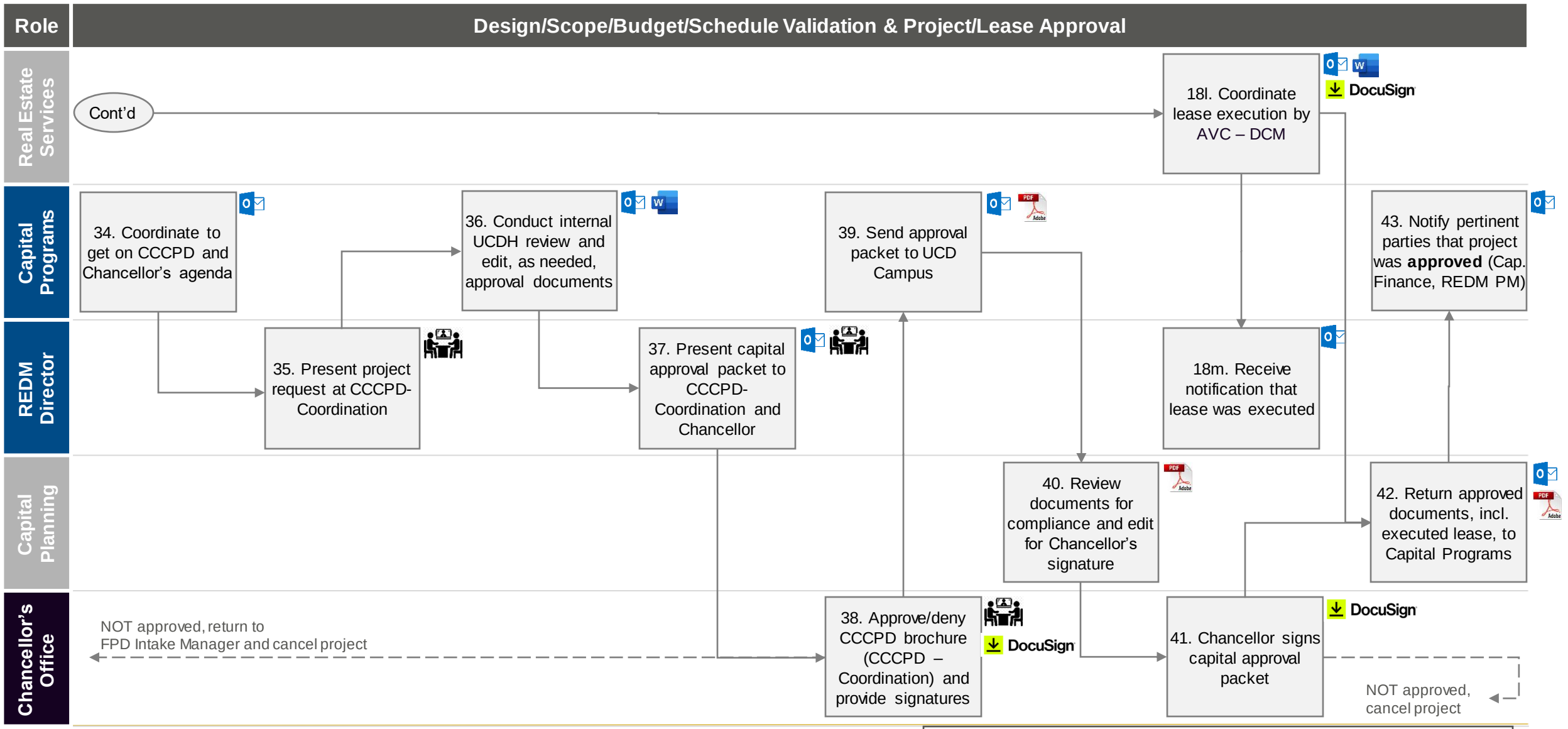
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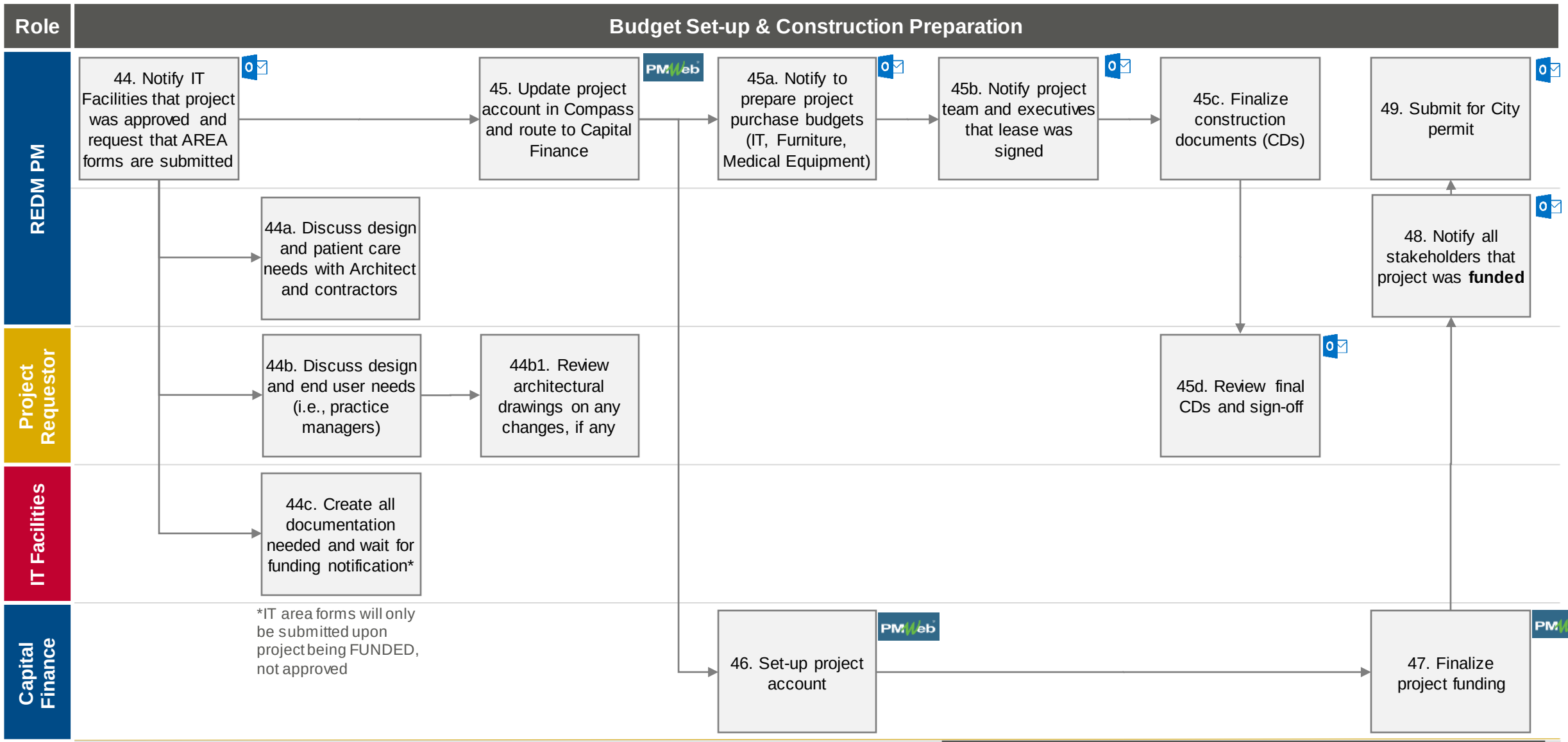
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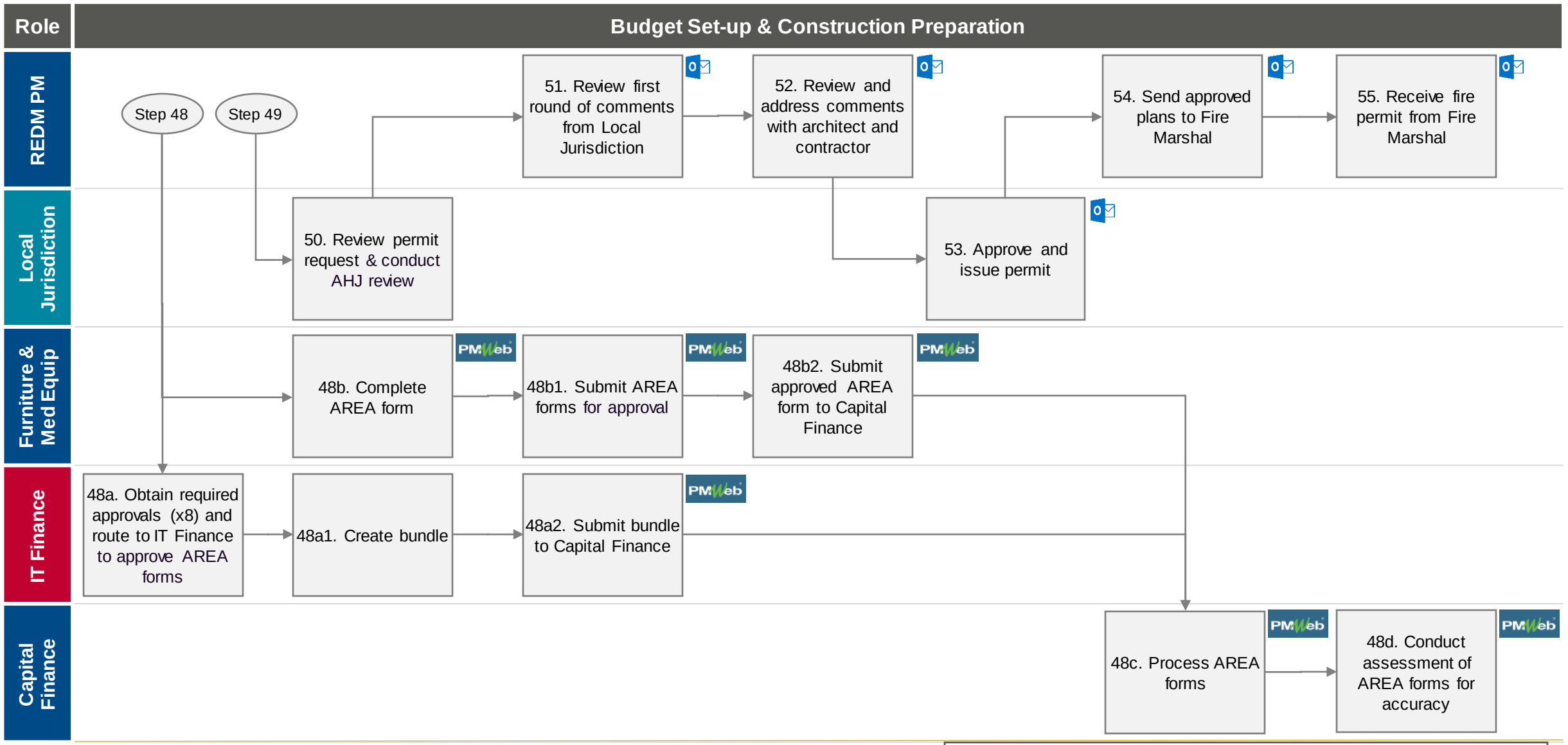
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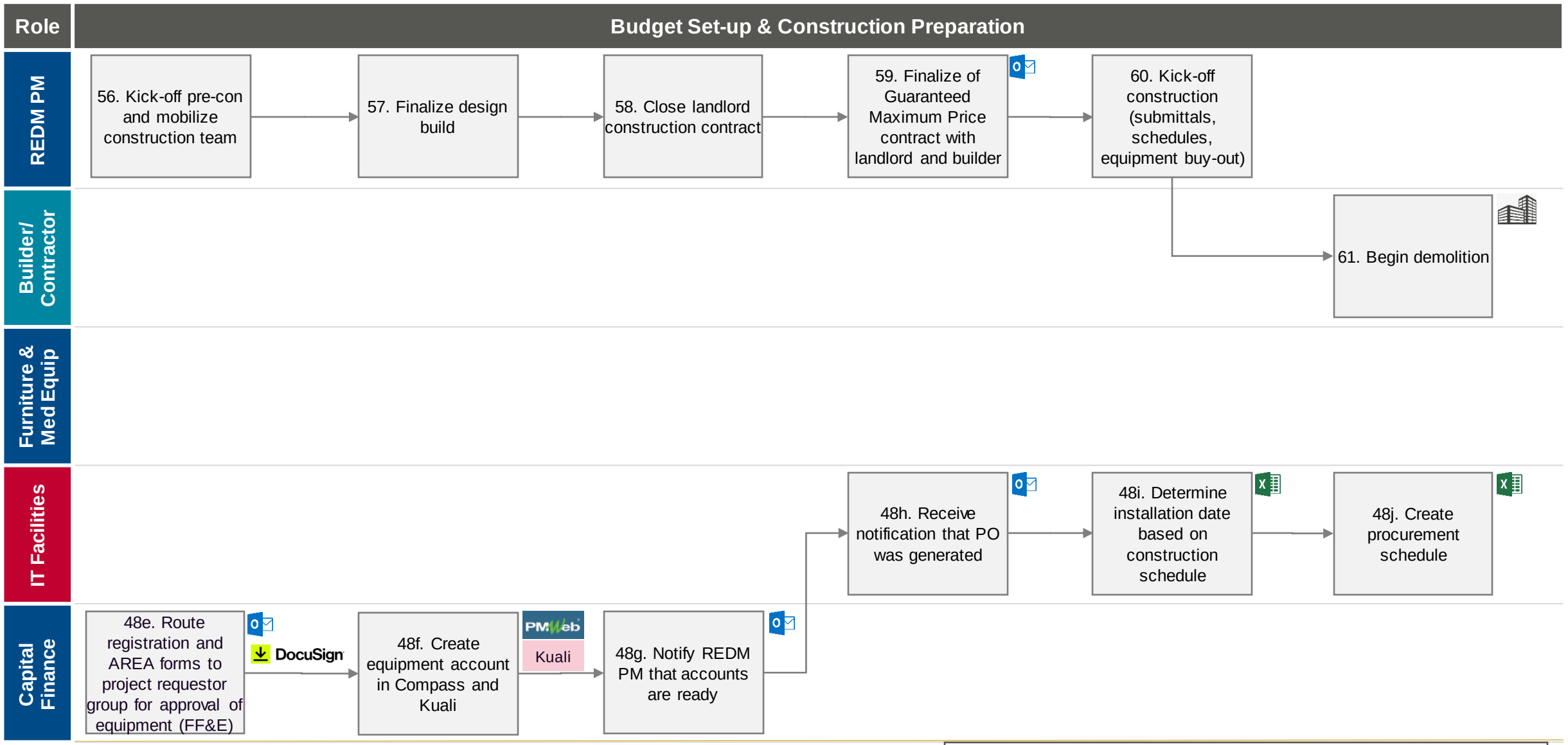
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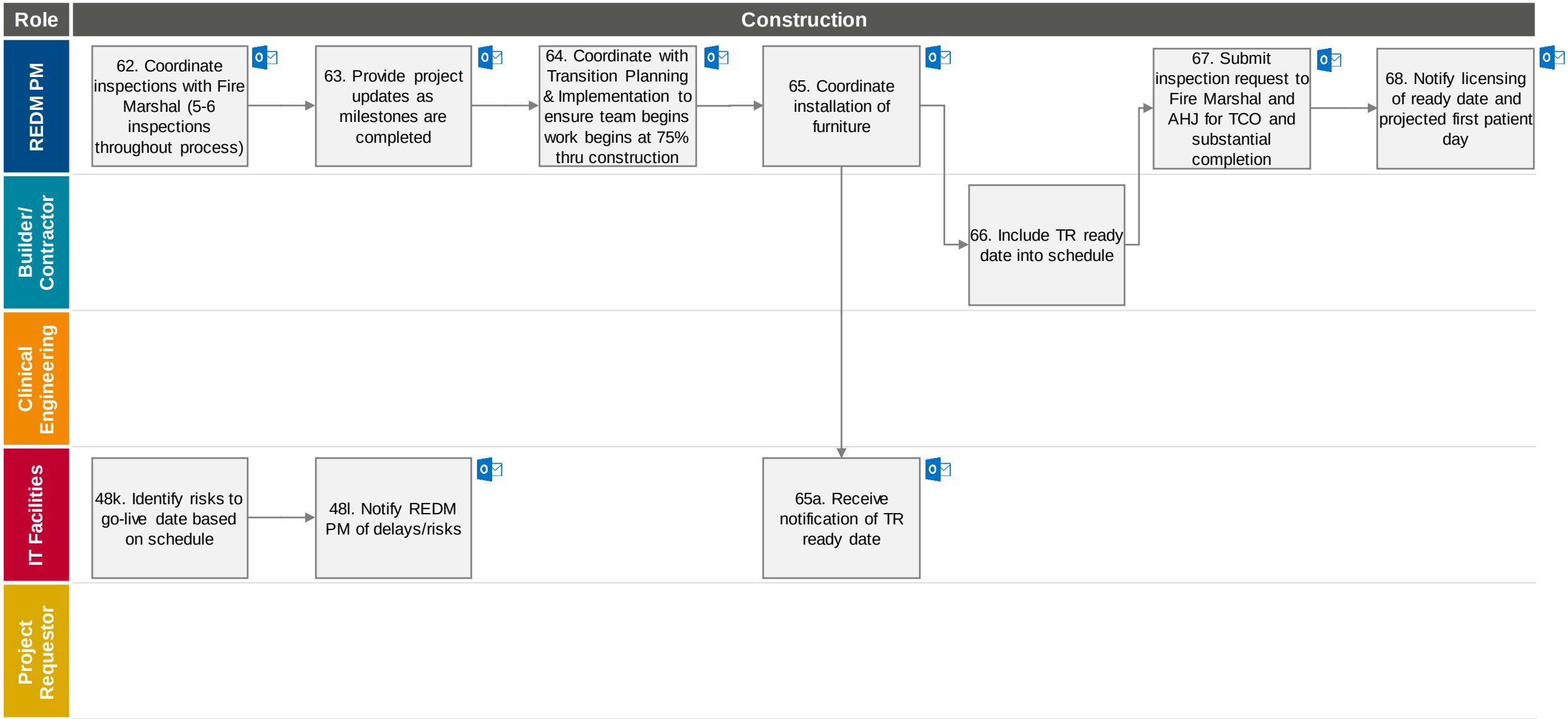
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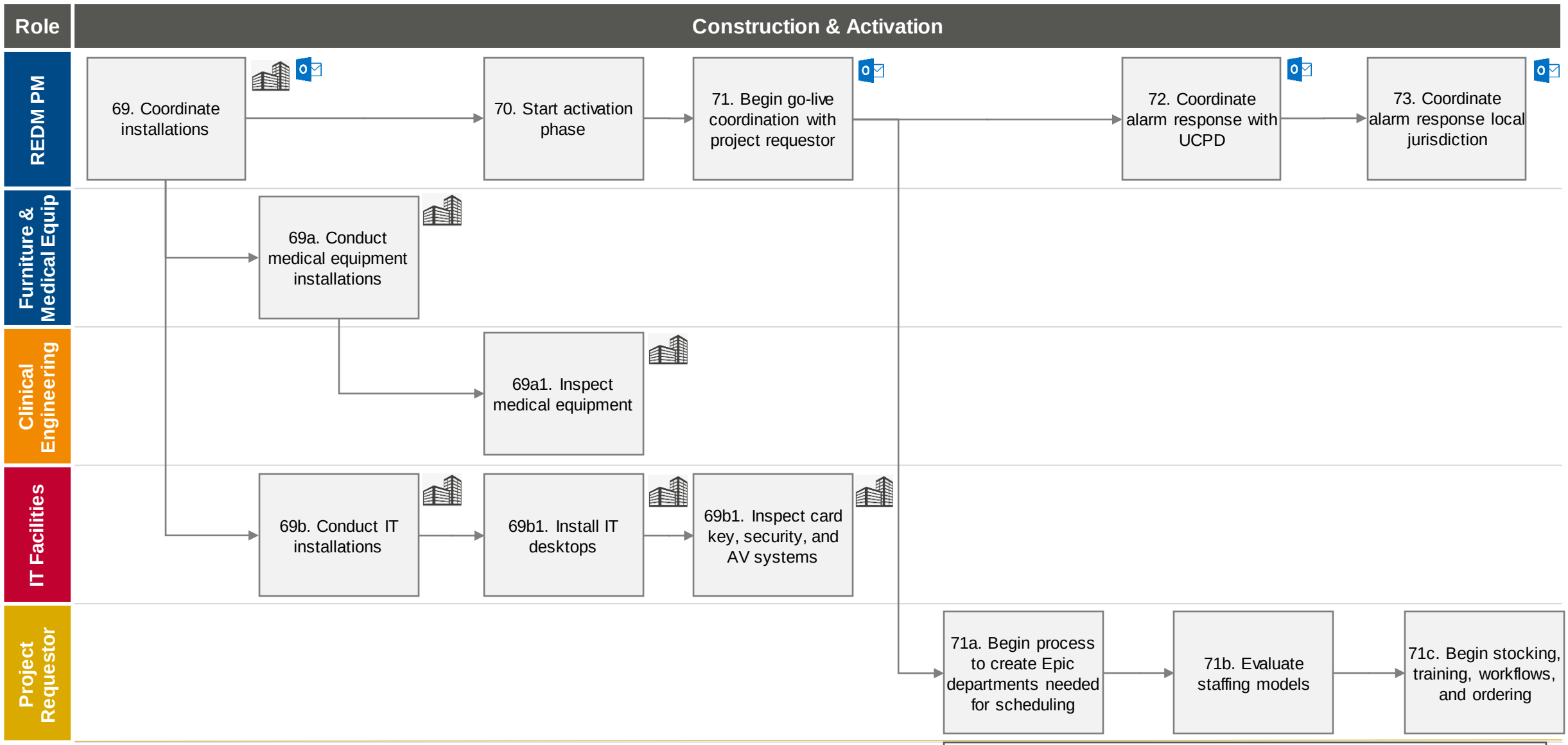
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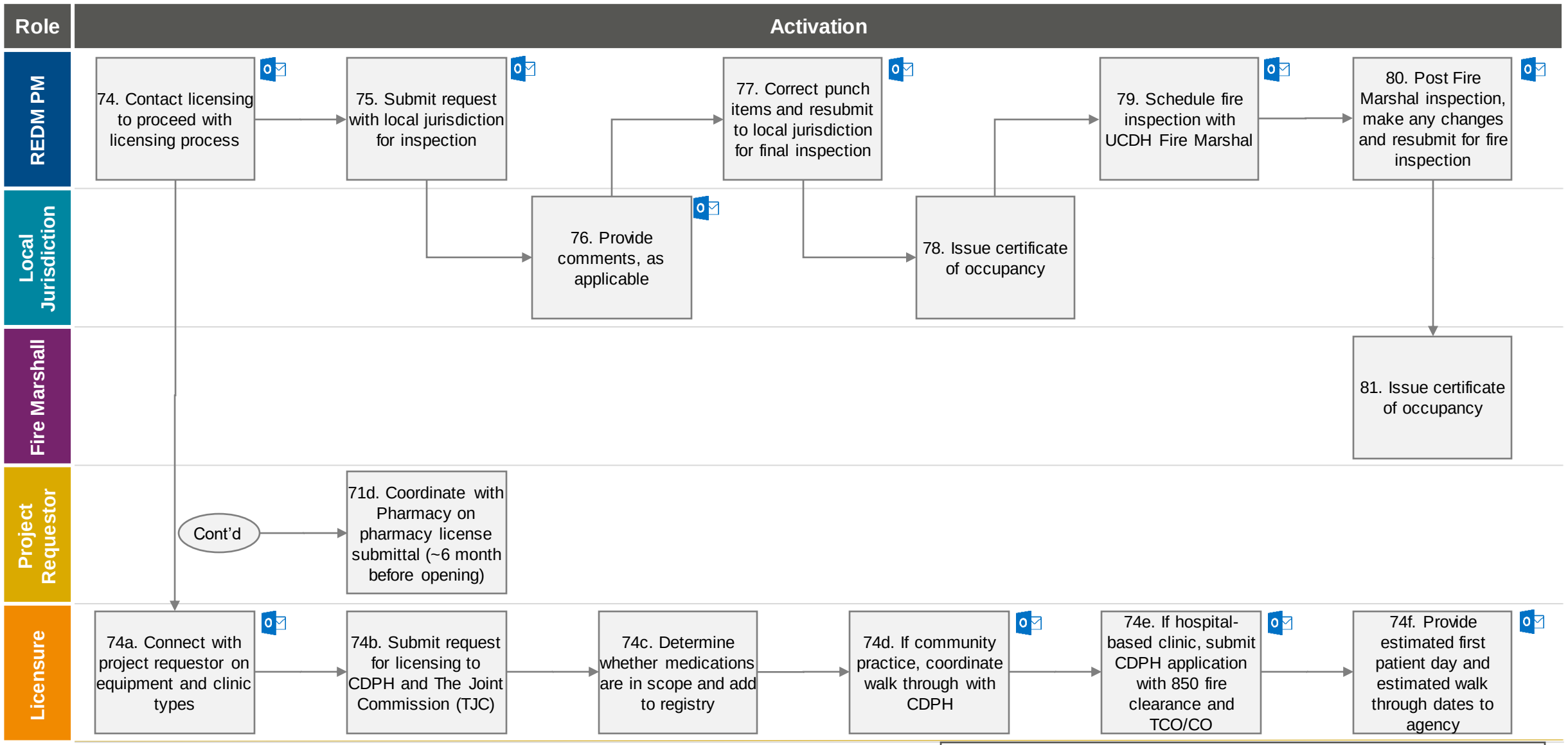
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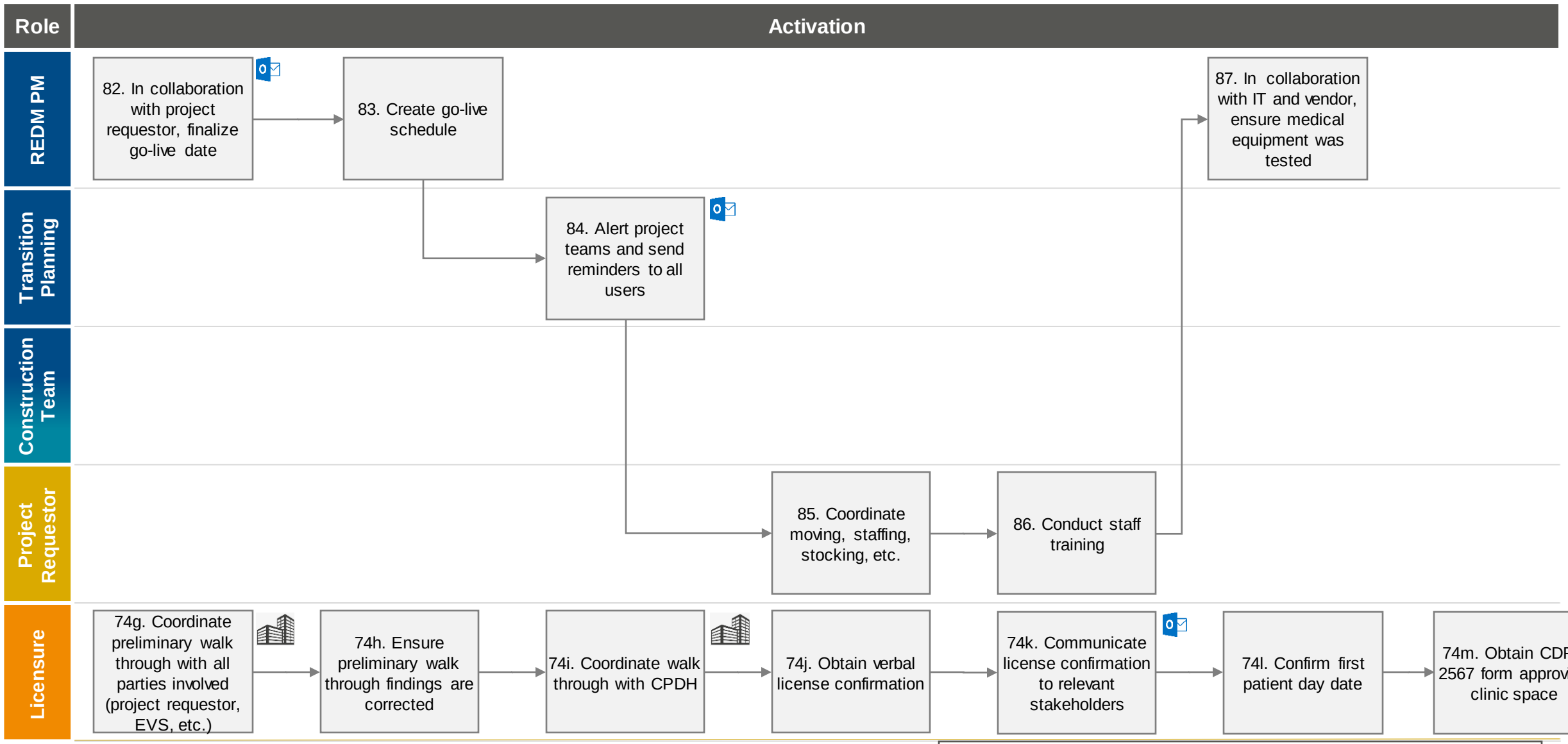
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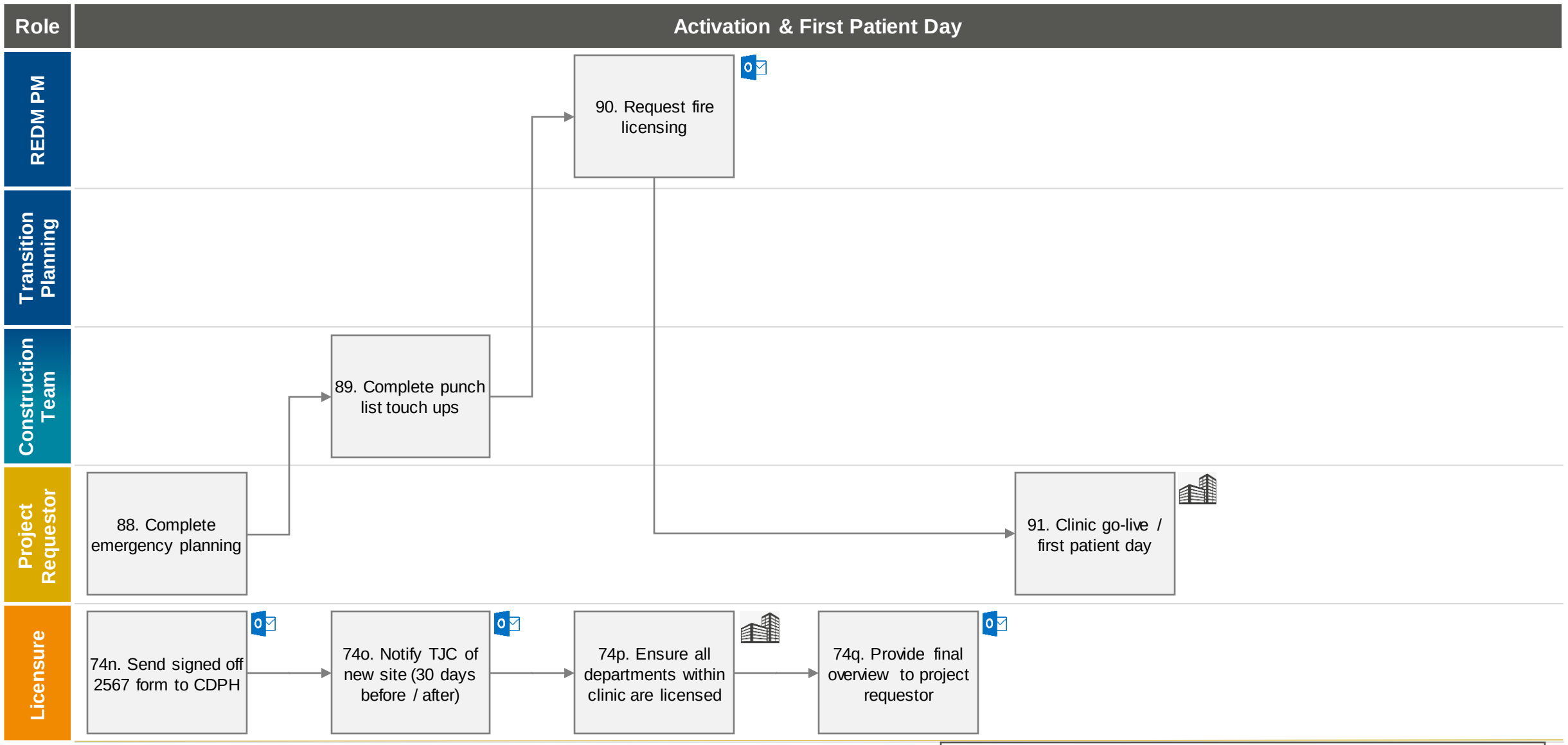
Capital Improvements Process Mapping: Current State



Capital Improvements Process Mapping: Current State



Capital Improvements Process Mapping : Current State



Capital Improvements Process Mapping: Current State

#	Activity Description	Project Requestor	FPD Intake Manager	REDM Supervisor	REDM PM	PRC	Real Estate Services	IT Facilities
1	Submit Facilities Service Request (FSR) form	R,A	I					
2	Generate triage intake form and confirm receipt with requestor	I	R,A					
3	Evaluate and triage request to determine who will investigate request		R,A	C,I				
4	In collaboration with REDM supervisor, determine project manager (PM) assignment		R,A	C	I			
5	Assign project request to PM		I	R,A	I			
6	Investigate request with project requestor	C,I			R,A			
7	In collaboration with project requestor, determine if new space is needed	C	I		R,A		I	
8	Complete statement of requirements (SOR) and draft project charter	C	I		R,A		I	
8a	Begin site search	I			I		R,A	

RACI Definition:

Responsible	Individuals who actually complete the task or activity and are responsible for action and/or roll-out
Accountable	Individual who carries the "yes" or "no" authority and has full veto power for an activity. Only one "A" can be assigned to a task or activity and authority must accompany accountability
Consulted	Individuals who must be consulted prior to a final decision or action. "Consulted" implies two-way communication
Informed	Individuals who need to be informed after a decision or action is taken. "Informed" is "for your information" and implies only one-way communication

Capital Improvements Process Mapping: Current State

#	Activity Description	Project Requestor	FPD Intake Manager	REDM PM	PRC	Real Estate Services	IT Facilities	AT&T
8b	Conduct market survey			I		R,A		
9	Submit project charter to Project Review Committee (PRC)	I	R,A	I	I			
10	Review request with PRC and determine whether project will move forward			R	A			
11	Make Go/No Go decision	I	I	C,I	R,A	I		
12	Identify three prospect sites with RES broker, project owner, and email addresses to IT	C		R,A		C	I	
12a	Send the three prospective sites to AT&T to confirm service availability						R,A	C
12b	Notify UCDH IT Facilities of service availability						I	R,A
12c	Notify REDM PM of AT&T service availability results			I		I	R,A	
13	Visit site with REDM PM and project requestor	C		C		R,A		
14	Conduct seismic evaluation on preferred site(s)	I		I		R,A		
15	Select site	R,A		C		C	I	I

Key: Division | FPD Division | IT | Non UC Davis | Committees | Fire Marshal | UCD Campus | Other UCD Div

Capital Improvements Process Mapping: Current State

#	Activity Description	Project Requestor	Landlord	REDM PM	Fire Marshal	Real Estate Services	IT Facilities	AT&T
15a	Provide AT&T with a copy of a letter of intent						R,A	I
15b	Confirm circuit						C,I	R,A
15c	Begin design process, as needed			I			I	R,A
16	Engage Fire Marshal to conduct fire evaluation		I	R,A	C			
17	Visit site with project delivery support teams	I	I	R,A		I	I	
18	In collaboration with project team, determine if site meets criteria	A	I	R	C,I	C,I	C,I	
18a	Collaborate with landlord to bring on Design Build (DB) team		C	I		R,A		
18b	Begin letter of intent and lease negotiation	I	C			R,A		
18c	Obtain pre construction (pre-con) costs from design, builder, and landlord		C	I		R,A		
18d	Draft Reimbursement Agreement with landlord	I	C			R,A		
18e	Sign Reimbursement Agreement	I	R,A	I		C,I		

Capital Improvements Process Mapping: Current State

#	Activity Description	Project Requestor	Landlord	REDM PM	Chancellor's Office	Real Estate Services	Capital Planning	Licensure
18f	Submit for pre-con funding			I		R,A		
18g	Continue lease negotiations		C,I			R,A		
18h	Send Reimbursement Agreement to Chancellor				I	R,A		
18i	Obtain Chancellor's approval on reimbursement agreement ($2.5M cap)		I	I	A	R		
18j	Prepare lease terms	C,I	C,I	I		R,A		
18k	Finalize lease	C,I	C,I	I		R,A		
18l	Coordinate lease execution by AVC – DCM	I	C,I	I	A	R		
19	If criteria met, alert licensing of site selection			R,A				I
20	Create package for CRC	C,I		R,A			C	
21	Coordinate CRC agenda			R			A	
22	Develop CRC brochure	C,I		R,A			I	

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Capital Improvements Process Mapping: Current State

#	Activity Description	Project Requestor	DB Team	REDM PM	REDM Director	CRC	IT Facilities	Landlord
23	Submit for CRC agenda	I		R	A			
24	Present project request at CRC	I		C	A			
25	Approve/deny project pre-construction and design	C,I		I	C,I	R,A		I
26	If project request approved, begin contracting process with DB Team	I	C	I			I	R,A
27	Create budget, scope, schedule & engage furniture, IT, medical equipment	I	R,A	C,I			I	
28	Submit preliminary review to Fire Marshal for comments			R,A				
29	Review and incorporate Fire Marshal's comments into design		I	R,A				
30	Continue schematic design, finalize budget, and schedule for CRC and CCCPD	I	C	R	A			
30a	Gather all information needed for preliminary pricing			C,I			R,A	
30b	Provide budget spreadsheet to REDM PM			I			R,A	
31	Prepare and finalize CRC and CCCPD brochure for approval (budget, scope, schedule)	I	C	R	A		C	

Capital Improvements Process Mapping: Current State

#	Activity Description	Project Requestor	Capital Programs	REDM PM	REDM Director	CRC	Capital Planning	Chancellor's Office
32	Approve/deny CRC brochure (budget, scope, schedule)	I	I	I	C	R,A		
33	Prepare CCCPD approval packet	I	C	R,A	I			
34	Coordinate to get on CCCPD and Chancellor's agenda		R,A	C,I	I			
35	Present project request at CCCPD-Coordination	I		I	R,A			C
36	Conduct internal UCDH review and edit, as needed, approval documents		R,A	I	I			
37	Present capital approval packet to CCCPD-Coordination and Chancellor		I	I	R,A			C
38	Approve/deny CCCPD brochure (CCCPD – Coordination) and provide signatures	I	I	I	C,I		I	R,A
39	Send approval packet to UCD Campus		R,A	I	I		I	
40	Review documents for compliance and edit for Chancellor's signature			C,I	I		R,A	
41	Chancellor signs capital approval packet	I	I	I	I		C	R,A
42	Return approved documents, incl. executed lease, to Capital Programs		I	I	I		R,A	

Capital Improvements Process Mapping: Current State

#	Activity Description	Project Requestor	Capital Programs	REDM PM	Furniture & Med Equip	Capital Finance	Capital Planning	IT Facilities
43	Notify pertinent parties that project was **approved** (Cap. Finance, REDM PM)	I	R,A	I	I	I		I
44	Notify IT Facilities that project was approved and request that AREA forms are submitted			R,A				I
44a	Discuss design and patient care needs with Architect and contractors	C,I		R,A				
44b	Discuss design and end user needs (i.e., practice managers)	A		R				
44b1	Review architectural drawings on any changes, if any	R,A		C,I				
44c	Create all documentation needed and wait for funding notification							R,A
45	Update project account in Compass and route to Capital Finance			R,A		I		
45a	Notify to prepare project purchase budgets (IT, Furniture, Medical Equipment)			R,A	I			I
45b	Notify project team and executives that lease was signed	I		R,A	I			I
45c	Finalize construction documents (CDs)	C,I		R,A				
45d	Review final CDs and sign-off	R,A		C,I				

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Capital Improvements Process Mapping: Current State

#	Activity Description	Project Requestor	Capital Programs	REDM PM	Furniture & Med Equip	Capital Finance	IT Finance	IT Facilities
46	Set-up project account					R,A		
47	Finalize project funding			I		R,A		
48	Notify all stakeholders that project was **funded**	I		R,A	I			I
48a	Obtain required approvals (x8) and route to IT Finance to approve AREA forms						A	R
48a1	Create bundle						R,A	
48a2	Submit bundle to Capital Finance					I	R,A	I
48b	Complete AREA form				R,A			
48b1	Submit AREA forms for approval				R,A			
48b2	Submit approved AREA form to Capital Finance				R,A	I		
48c	Process AREA forms					R,A		
48d	Conduct assessment of AREA forms for accuracy					R,A		

Capital Improvements Process Mapping: Current State

#	Activity Description	Project Requestor	Local Jurisdiction	REDM PM	Furniture & Med Equip	Capital Finance	Builder/ Contractor	IT Facilities
48e	Route registration and AREA forms to project requestor group for approval of equipment (FF&E)	A		I	I	R		
48f	Create equipment account in Compass and Kuali					R,A		
48g	Notify REDM PM that accounts are ready			I		R,A		
48h	Receive notification that PO was generated			I		A		R
48i	Determine installation date based on construction schedule			C,I				R,A
48j	Create procurement schedule			C,I				R,A
48k	Identify risks to go-live date based on schedule			C,I				R,A
48l	Notify REDM PM of delays/risks			C,I				R,A
49	Submit for City permit		I	R,A				
50	Review permit request & conduct AHJ review		R,A	I				
51	Review first round of comments from Local Jurisdiction			R,A			I	

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Capital Improvements Process Mapping: Current State

#	Activity Description	Project Requestor	Local Jurisdiction	REDM PM	Fire Marshal	Capital Finance	Builder/ Contractor	Landlord
52	Review and address comments with architect and contractor		C	R			C	
53	Approve and issue permit	I	R,A	I			I	I
54	Send approved plans to Fire Marshal			R,A	C			
55	Receive fire permit from Fire Marshal			I	R,A			
56	Kick-off pre-con and mobilize construction team	I		R,A			I	I
57	Finalize design build	A		R			C	I
58	Close landlord construction contract	A		R			I	C
59	Finalize of Guaranteed Maximum Price contract with landlord and builder	A		R			C,I	C,I
60	Kick-off construction (submittals, schedules, equipment buy-out)	I		R,A			I	I
61	Begin demolition	I		I			R,A	I
62	Coordinate inspections with Fire Marshall (5-6 inspections throughout process)			R	A		C,I	I

Capital Improvements Process Mapping: Current State

#	Activity Description	Project Requestor	Transition Planning	REDM PM	Furniture & Med Equip	Builder/ Contractor	Clinical Engineering	IT Facilities
63	Provide project updates as milestones are completed	I		R,A				
64	Coordinate with Transition Planning & Implementation to ensure team begins work begins at 75% thru construction		C,I	R,A				
65	Coordinate installation of furniture			R,A	C,I			
65a	Receive notification of TR ready date							R,A
66	Include TR ready date into schedule		R,A	I				
67	Submit inspection request to Fire Marshal and AHJ for TCO and substantial completion			R,A				
68	Notify licensing of ready date and projected first patient day			R,A				
69	Coordinate installations		I	R,A	I	I		I
69a	Conduct medical equipment installations			I	R,A			
69a1	Inspect medical equipment			I	I		R,A	
69b	Conduct IT installations			I				R,A

Capital Improvements Process Mapping: Current State

#	Activity Description	Project Requestor	Local Jurisdiction	REDM PM	Furniture & Med Equip	Builder/ Contractor	Licensure	IT Facilities
69b1	Install IT desktops			I				R,A
70	Start activation phase	I	I	R,A	I	I		I
71	Begin go-live coordination with project requestor	C,I		R,A				
71a	Begin process to create Epic departments needed for scheduling	R,A						
71b	Evaluate staffing models	R,A						
71c	Begin stocking, training, workflows, and ordering	R,A		I				
71d	Coordinate with Pharmacy on pharmacy license submittal (~6 month before opening)	R,A		I				
72	Coordinate alarm response with UCPD			R,A		I		
73	Coordinate alarm response with local jurisdiction		C,I	R,A		I		
74	Contact licensing to proceed with licensing process			R,A			C,I	
74a	Connect with project requestor on equipment and clinic types	C,I					R,A	

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Capital Improvements Process Mapping: Current State

#	Activity Description	Project Requestor	Local Jurisdiction	REDM PM	Construction Team	Fire Marshal	Licensure	Accrediting Agencies
74b	Submit request for licensing to CDPH and The Joint Commission (TJC)	I					R,A	I
74c	Determine whether medications are in scope and add to registry	A					R	
74d	If community practice, coordinate walk through with CDPH						R,A	C,I
74e	If hospital-based clinic, submit CDPH application with 850 fire clearance and TCO/CO						R,A	C,I
74f	Provide estimated first patient day and estimated walk through dates to agency						R,A	I
74g	Coordinate preliminary walk through with all parties involved (project requestor, EVS, etc.)	I		I			R,A	
74h	Ensure preliminary walk through findings are corrected	C,I		C,I			R,A	I
74i	Coordinate walk through with CPDH	I					R,A	C,I
74j	Obtain verbal license confirmation	I					R,A	C
74k	Communicate license confirmation to relevant stakeholders	I		I			R,A	
74l	Confirm first patient day date	I		I	I		R,A	

Capital Improvements Process Mapping: Current State

#	Activity Description	Project Requestor	Local Jurisdiction	REDM PM	Construction Team	Fire Marshal	Licensure	Accrediting Agencies
74m	Obtain CDPH 2567 form approving clinic space	I					R,A	
74n	Send signed off 2567 form to CDPH	I					R,A	I
74o	Notify TJC of new site (30 days before / after)						R,A	I
74p	Ensure all departments within clinic are licensed	C,I					R,A	
74q	Provide final overview to project requestor	C,I		I			R,A	
75	Submit request with local jurisdiction for inspection		C,I	R,A				
76	Provide comments, as applicable		R,A	I				
77	Correct punch items and resubmit to local jurisdiction for final inspection		I	R,A				
78	Issue certificate of occupancy	I	R,A	I				
79	Schedule fire inspection with UCDH Fire Marshal			R,A		C,I		
80	Post Fire Marshall inspection, make any changes and resubmit for fire inspection			R,A		C,I		

Capital Improvements Process Mapping: Current State

#	Activity Description	Project Requestor	Transition Planning	REDM PM	Construction Team	Fire Marshal	Vendor	IT Facilities
81	Issue certificate of occupancy			I		R,A		
82	In collaboration with project requestor, finalize go-live date	A,C		R				
83	Create go-live schedule	A,I	I	R	C,I			
84	Alert project teams and send reminders to all users	I	R,A	C,I	I	I	I	I
85	Coordinate moving, staffing, stocking, etc.	R,A		C,I				
86	Conduct staff training	R,A						
87	In collaboration with IT and vendor, ensure medical equipment was tested			R,A			C,I	C,I
88	Complete emergency planning	R,A		I				
89	Complete punch list touch ups			C,I	R,A			
90	Request fire licensing			R,A		C,I		
91	Clinic go-live / first patient day	R,A	I	I	I	I	I	I

Appendix

Capital Improvements Process Mapping: In Scope

In Scope	Out of Scope

The Operational Excellence team will work with FPD to map the following kinds of projects:
 	
▪ Leased projects/Tenant improvements
  ○ Projects between $1M to $10M (Small Major Capital Improvements)
  ○ Non-OSHPD
  ○ Clinics
	For the time being, the OpEx team will not map the following kinds of projects at this time:
	
	▪ Projects exceeding $10M
	▪ Minor capital improvements
	▪ Owned space or owner-build
	▪ OSHPD review level projects non-clinic renovation

Key Stakeholders

Executive Sponsor: Mike Condrin, Jason Nietupski
Business Owner: Keith Kanda
Operational Excellence: Andrea Duarte, Luiza Ursulescu