

**Project  
Description**

NBBJ will provide UCDH with a detailed project program with lean operational planning (the program) based on efficient and cost-effective operations to plan the Ellison Ambulatory Care Center (ACC). The project is driven by system-mandates seismic standards which requires the Cypress Building to be demolished and efficient clinic planning practices which deemed the Glassrock building not suitable for clinical practices in the future. We will be interacting with key UCDH personnel to determine programmatic needs and scenarios for future development.

NBBJ will base project programming and operational planning on the Ambulatory Clinics Master Plan developed in 2018 which proved the viability of the ACC to support all the current and projected on-campus outpatient clinic volume with room to spare and little to no clinic downtime. Operational improvements such as centralized check-in and waiting, and easier transportation and parking access will allow UCDH to consolidate services, meet projected outpatient demand, lower operating costs, and increase patient satisfaction. Additionally, the ACC expansion will provide space for Tschannen Eye Center. With such a dramatic increase in exam room quantity and consolidated patient volume, this programming effort will trigger key ancillary studies to ensure adequate lab and imaging services are provided. The scope of the renovations may trigger substantial upgrades to existing MEP services and requires assessment. The project is approximately 375,000 BGSF scheduled to begin renovation in 2023 and requires a phased approach to balance renovation with ongoing clinical operations

The planning and programming phase will take approximately 6 months starting June 2019 and finalizing in November of 2019.

**Project  
Scope**

- Development of planning principles to refine master planning direction and guide the development of the space program for the ACC.
- Development of a detailed space program based on user input, current and emerging best practices in the delivery of health care, and current and emerging medical technology.
- Confirm or refine planning assumptions used during the development of the Ambulatory Clinic Master Plan by testing the fit of the programmed spaces and to conduct other studies as required. Considerations will include the impact of other planned projects including the Tschannen Eye Center and any current and pending regulations, technologies, and UC policies.
- Provide input for the development of a phasing and implementation plan.
- Collaborate with UCDH and other consulting partners to develop business case analyses of alternatives with the goal to arrive at a preferred space program for the ACC.
- Assist in the development of project, construction and life cycle costs via continuous cost modeling in parallel with the development of the program as a step in establishing a Target Value for the project.
- Provide input to develop schedule and cost information in collaboration with UCDH, SE Beck Group, and consultants as identified on the project.
- Completion of blocking, stacking, and other communication tools as needed to illustrate concepts and scenarios to demonstrate fit and logic of spatial relationships between hospital functions.

- Facilitate operational planning workshops to determine the workflows critical to clinical operations, inclusive of technical support services as well as operational staff.
  - Create operational performance models and supporting analytics.
  - Provide comparative benchmarks and information on best practices based on experiential knowledge, industry trends and published evidence-based design research studies.
  - Create analytics addressing the seven flows of Healthcare: patients and families, clinicians, staff, medications, equipment, information and supplies.
  - Prepare mock ups and/or other processes as needed to evaluate work flows.
  - Facilitate introduction of change management theory and best practices to assist the leadership team's development and ability to effectively lead change.
  - Partner to create a change communication plan that will engage all staff in work and establish clear feedback loops and include broad and targeted communication for each department and the community.
  - Plan and facilitate focus groups to understand and create plans to address resistance to change.
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