

# 2001-2002 GRAND JURY REPORT

## Riverside County Regional Medical Center

### Background

Riverside County Regional Medical Center (RCRMC) was built to replace the deteriorating Riverside General Hospital, which was subsequently demolished. The four-story, 520,000 square foot facility is located in Moreno Valley. The Board of Supervisors approved the development concept in September 1992, and RCRMC was opened to patients March 31, 1998 at a cost of approximately \$188 million.

Due to contract conflicts, PCL Construction Services, Inc. (Contractor) left before warranty issues were resolved. This departure necessitated a number of "Post Occupancy Projects" to be completed by the county. The Board of Supervisors approved \$4,934,428 on December 14, 1999 to complete these projects.

In 1998, approximately 1,800 employees transferred from Riverside General to RCRMC, including plant operations and management staff. RCRMC administration was reorganized in 2000 with the departure of the director. RCRMC was removed from the County Health Services Agency in 2001, and now operates as a separate county department reporting directly to the Board of Supervisors.

The Joint Commission on Accreditation of Healthcare Organizations (JCAHO) considers medical staff, patient care, administration, and operations. As a result of their May 2000 accreditation visit, JCAHO gave RCRMC a score of 94 out of a possible 100, and awarded a full three-year accreditation.

### Findings

1. After construction completion, the Board of Supervisors entered into a settlement agreement with the Contractor, that left many construction issues incomplete, or not completed properly. Some were included in the "Post Occupancy Projects" fund established by the Board of Supervisors in December 1999 (balance as of March 31, 2002 was \$3,185,205). The following projects were included and remain uncompleted:
  - ❑ emergency generator ventilation and exhaust modification
  - ❑ ADA compliance – elevator access upgrades
  - ❑ unfinished spaces – ultrasound and reading rooms

The following is a representative list of construction warranty issues that have been subsequently identified, but were not included in the “Post Occupancy Projects”, and remain uncompleted and not funded:

- ❑ alarm and other accessories to improve safety of the fire shutters at the pharmacy and admitting counters
  - ❑ isolation room fan redundancy
  - ❑ flooring repairs due to faulty installation
  - ❑ improve poorly designed entry airlocks
  - ❑ perform building-wide air test and balance
  - ❑ window and building exterior washing not done due to incorrectly aligned roof anchors
2. The above projects and others are identified as concerns in 2001 reports prepared by the National Institute for Occupational Safety and Health, County Department of Facilities Management, and ISES Corporation, a facilities focused engineering and management company. The ISES report concluded, “The Hospital maintenance staff needs to move beyond the theory that original construction defects are thwarting maintenance efforts and take ownership of the problems.”
  3. The Office of Statewide Health and Planning Development (OSHPOD) governs all construction, changes, or improvements to all hospitals in the state. The approval process is detailed and time consuming. Healthcare industry standards demand that hospital management is expected to understand, schedule, and complete the OSHPOD process in a timely manner.
  4. There is an ongoing tendency among RCRMC management and plant operations staff to attribute “Post Occupancy Project” delays, and many other maintenance related problems to:
    - ❑ the turmoil surrounding the end of RCRMC construction
    - ❑ the subsequent lack of communication and coordination with the Department of Facilities Management
  5. The long delays in completing “Post Occupancy Projects” and other priority projects are due, in part, to the lack of policies and procedures delineating responsibilities and coordination requirements between RCRMC and other appropriate agencies.

6. During the past year, efforts to coordinate draft Memorandums of Understanding (MOU) concerning maintenance projects and procedures, between the Department of Facilities Management and RCRMC, have failed to produce a mutually agreed upon policy.
7. RCRMC enjoys a fine reputation within the community for delivering quality healthcare to the population of Riverside County.

## **Recommendations**

### **Riverside County Regional Medical Center Department of Facilities Management Riverside County Board of Supervisors**

1. RCRMC Director immediately prioritize uncompleted “Post Occupancy Projects”, and initiate an expedited completion schedule.
2. RCRMC Director immediately prioritize and request funds for newly identified warranty projects (consider use of any unused “Post Occupancy Projects” monies).
3. Board of Supervisors immediately fund all remaining warranty projects as requested by RCRMC Director.
4. RCRMC Director immediately begin an in-depth analysis of current RCRMC maintenance planning, programming, and staffing to determine how best to insure that proper plant maintenance is accomplished on schedule and within budget.
5. RCRMC Director instill, in personnel at all levels, the need to take ownership of the facility along with all of its challenges.
6. RCRMC Director must address the management of the plant operations program, and the feasibility of contracting or outsourcing all or part of RCRMC plant maintenance and capital improvement projects.
7. The Directors of RCRMC and Department of Facilities Management, immediately and jointly, refine and finalize the draft MOU providing direction and guidance for all future operations between the two agencies.