



Encompass Health

Rehabilitation Hospital of Tustin



15120 Kensington Park Drive
Tustin, CA 92782

Client & Owner

Encompass Health

Cumming's Role

Project Manager, Cost Manager, and Scheduler

Contractor

MJ Harris

Architect

Boulder Associates

Other Major Consultants/Vendors

HCS Engineering (Structural Engineer)
Nexus Engineering (Mechanical Engineer)
Martin & Martin (Civil Engineer)
Airgas (Medical Gas Consultant)
Cummins (Generator Consultant)

Start Date

October 2019

Completion Date

March 2022. HCAI licensing completed June 2021

Actual Final Project Cost

Confidential

Project Objective

The Cumming team was engaged by Encompass Health to provide project management, cost management, and scheduling services for Encompass Health Rehabilitation Hospital of Tustin, their new 69,500-square-foot inpatient rehabilitation hospital which features 65 private patient rooms, a spacious therapy gym, an on-site pharmacy, a daily living suite, dayrooms and advanced healthcare technologies.

Project Overview

The main purpose of the project was to successfully move Encompass Health into their new rehabilitation hospital while it was still under construction and to ensure that the project passed complex local HCAI (Department of Health Care Access and Information-- formerly the Office of Statewide Health Planning & Development) regulatory approvals while remaining within budget and schedule goals. The new ground-up hospital would provide comprehensive inpatient rehabilitation services for patients recovering from debilitating illnesses and injuries and would serve as the only freestanding, acute-level rehabilitation hospital in Orange County.

Key Stakeholders and Their Concerns

Encompass Health was the primary stakeholder, in addition to the HCAI Governing Board in Sacramento, local California HCAI Field Inspectors, the City of Tustin, and the local fire department. Encompass Health's main challenge was to successfully move into the new hospital while it was still under construction before their existing hospital lease expired. Encompass also needed project management support due to existing project schedule delays and budget overruns in addition to support navigating the complex local HCAI regulatory approvals.

Other key partners included MJ Harris, the contractor, and Boulder Associates, the architect for the project.

Unique Project Challenges

Cumming was initially engaged to perform a due diligence report around issues experienced with approvals from HCAI and potential team performance.

When Cumming's analysis was complete, Encompass Health then engaged the team for project management to help bring the project back on schedule. Cumming proposed a new project timeline to meet Encompass Health leasing deadlines since a strategic move from the existing facility to the new building (still under construction) needed to take place in order to avoid being charged additional leasing fees.

Cumming was able to leverage its previous experience to help resolve scheduling, cost, and programmatic issues during the regulatory approvals process while also tackling numerous logistical issues due to the COVID-19 pandemic.

The team also navigated rigorous HCAI codes and worked with local field HCAI inspectors by setting up a process that included pull-planning sessions where Cumming's project management team facilitated and worked directly with the Owner, General Contractor, Subconsultants, and Architect to develop the project schedule and establish scheduling commitments from all project team members. Our team also facilitated weekly OAC (Owner-Architect-Contractor) meetings with the entire project team to review the progress of the project, discuss next steps, and provide a controlled project schedule. This focused process ultimately ensured the project quickly passed the HCAI field inspector review, which expedited approvals to move the project forward and adhere to the team's anticipated schedule.

Overall Scope of Work

Cumming was originally engaged for due diligence on the existing project after the Owner had a transition of internal project managers and realized they needed to engage third party project management firm to successfully complete the project. Cumming's due diligence included the evaluation of the current status of the project, providing feedback on the project's current state, and providing an action plan on how the Cumming team could support project next steps. Throughout this process, Cumming toured the project, reviewed the current schedule and

project financials, provided risk assessment associated with HCAI approvals, and final contract & procurement analysis—the findings from this due diligence enabled the team to support the project over the next 14 months. Ultimately, Cumming's team of healthcare experts led project management, scheduling services, cost estimating, procurement process management, and final move-in. The team also helped streamline local agency and HCAI approvals to ensure that the building was safe enough for Encompass Health to staff and stock the facility while it was still under construction as well as receive agency approval to begin receiving patients.

Project Outcome

Cumming was able to deliver the project on time, per the revised schedule provided to Encompass Health based on the findings from the comprehensive due diligence report. Cumming was also able to successfully organize and streamline the submittals process so that the project could receive multiple regulatory agency approvals to expedite the project's opening. Additionally, Cumming was able to work with HCAI inspectors to move deferred submittals that would have normally taken 8-12 weeks to review in the field, ultimately fast-tracking the project's HCAI approvals process saving both time and resources. (A deferred submittal of design work is a

submittal that is not submitted for HCAI review at the time of application for HCAI approval. The team facilitated the process of having these deferred submittals reviewed by field HCAI inspectors as opposed to the HCAI office.)

After the successful completion of this project, Encompass engaged Cumming on several additional projects throughout California including work on NPC5/ seismic facility upgrades, and is helping to define and standardize Encompass Health's additional healthcare building prototypes nationally.



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