

# BUILDING 27 PROJECT

## FORT STEILACOOM COMPETENCY RESTORATION PROGRAM

*Expanding Restoration Treatment Options in Washington*

### Project Summary

Building 27, located on Western State Hospital campus, will be remodeled as a Residential Treatment Facility (RTF) to provide competency restoration treatment services to 30 patients. This project is a collaborative effort between DSHS and the plaintiffs in the *Trueblood et al v. Washington State Department of Social and Health Services (Trueblood)* federal court case. *Trueblood* requires that when a defendant is found not competent to stand trial, they may not wait longer than seven days to be placed into treatment. The Building 27 RTF will add 30 additional beds.

### Project Status Update

Overall Status	Schedule	Scope	Budget	Quality
	↑	↑	↑	↑
✓ Completed ↑ No impact to successful completion → Potential impact to successful completion ↓ Impact to successful completion is present	Schedule	Scope	Budget	Quality
Project Deliverables				
Phase 1 - Initiation				
Project Summary	✓	✓	✓	✓
Project Charter	✓	✓	✓	✓
Project Schedule	✓	✓	✓	✓
Risk/Issue Log (ongoing)	↑	↑	↑	↑
Communications Plan*	✓	✓	✓	✓
Status Reports (first of each month)*	✓	✓	✓	✓
Construction Drawings*	✓	✓	✓	✓
IT/Patient Records Needs Assessment	✓	✓	✓	✓
Lease Agreement	✓	✓	✓	✓
Admissions Criteria	✓	✓	✓	✓
DSHS Budget through June 2019	✓	✓	✓	✓
Phase 2 - Planning				
Policy and Procedures – Master list/court memo	✓	✓	✓	✓
Training Plan	✓	✓	✓	✓
Staffing Plan	✓	✓	✓	✓
ET Scope Requirements	✓	✓	✓	✓
IT Scope Requirements	✓	✓	✓	✓
Software Requirements	✓	✓	✓	✓
DOH CRS Application	✓	✓	✓	✓
DOH Certification Application	✓	✓	✓	✓

Overall Status	Schedule	Scope	Budget	Quality
	↑	↑	↑	↑
City of Lakewood Demolition Permit	✓	✓	✓	✓
Position Descriptions	✓	✓	✓	✓
ESH Admissions to RTFs - Referral Policy	✓	✓	✓	✓
Memorandum of Understanding/ IAA's (TBD)	→	→	→	→
WSH Contract Amendments	↑	↑	↑	↑
Ordering List	✓	✓	✓	✓
Emergency Management Plan	✓	✓	✓	✓
Continuity of Operations Plan	✓	✓	✓	✓
Disaster Recovery Plan	✓	✓	✓	✓
IT/ET bids	✓	✓	✓	✓
<b>Phase 3 - Implementation</b>				
DOH Policies and Procedures	✓	✓	✓	✓
Training Materials	✓	✓	✓	✓
DOH Licensure and Certification Issued*	✓	✓	✓	✓
Health Care Entity Certification Application	✓	✓	✓	✓
Final HCE Procedure Manual	✓	✓	✓	✓
Health Care Entity Certification Issued (8/6)	✓	✓	✓	✓
DEA Certification Application	✓	✓	✓	✓
DEA Certification Issued*	✓	✓	✓	✓
Clinical Frequencies Reporting System Purchased	✓	✓	✓	✓
Patient and Facility Schedules	✓	✓	✓	✓
Breaking Barriers Program	✓	✓	✓	✓
Social Learning Program	✓	✓	✓	✓
Business License approved	✓	✓	✓	✓
Certificate of Coverage issued	✓	✓	✓	✓
Phase 1 staff on board*	↑	↑	↑	↑
Phase 2 staff on board	✓	✓	✓	✓
Phase 3 staff on board	↑	↑	↑	↑
Occupancy Permit*	✓	✓	✓	✓
Remodeled Facility	↑	↑	↑	↑
2019-2021 Budget to operate the facility (TBD)	↑	→	→	→
Radio Units Received	✓	✓	✓	✓
Radio Expansion (November)	↑	↑	↑	↑
Cabling plan	✓	✓	✓	✓
VC/T Equipment	✓	✓	✓	✓
Vehicle Lease	✓	✓	✓	✓
B27 Work Instructions	↑	↑	↑	→
Initial ordering complete (6/3/19)	✓	✓	✓	✓
Windows procured and installed - first 31	✓	✓	✓	✓
Lease Turnover to DSHS	↑	↑	↑	↑

Overall Status	Schedule	Scope	Budget	Quality
		↑	↑	↑
Building Tours*	✓	✓	✓	✓
Open House/Ribbon Cutting*	✓	✓	✓	✓
<b>Phase 4 - Closure</b>				
Closure Report (TBD)	↑	↑	↑	↑
B27 Party (TBD)	↑	↑	↑	↑

\*Modified since last report

**Completed Milestones**

- ❖ External stakeholder tours were held on 8/13.
- ❖ Internal stakeholder tours were held on 8/14.
- ❖ The Certificate of Occupancy was issued on 8/20.
- ❖ DOH Construction Review Services licensure was issued 8/22.
- ❖ DOH HCE licensure was issued 8/6.
- ❖ DEA certification was issued 8/23.
- ❖ The first patient was accepted 8/28.

**Active Issues/Risks (High-level)**

New

- ❖ Issue: Admission of patients has paused until the week of September 9<sup>th</sup> to address safety concerns such as locks on doors and ligature risks.
- ❖ Issue: Multiple punch walks yielded many issues needing to be fixed. As a result, the contractors still need to access the building which has delayed the turnover of the lease to DSHS.
- ❖ Issue: Plumbing issues were realized at the end of August. These were resolved, but disagreement ensued regarding which entity owned the problem.
- ❖ Issue: The locks installed in B27 are not safe. Doors do not lock automatically behind the user which poses a risk in patient bathrooms. FSCR is working with the AAG’s to determine if a request can be made to the court to replace the locks. A secondary request has been sent to the BHA Finance Director to cover expenses if not approved by the court.

**Closed Issues/Risks (High-level)**

- ❖ Issue: The contractor has experienced many construction delays which continues to impact DSHS plans to install equipment and set up DSHS operations on site. These delays impact staff planning and cause frustration. Closure: the remodel is largely complete and the program is now accepting patients.
- ❖ Issue: Modifications to the construction scope of work will continue to evolve as planning progresses. Changes to the scope of work may translate into higher costs than previously expected and impact the overall timeline. Closure: The construction scope of work is closed. The remodel is complete barring small fixes related to the punch list.
- ❖ Issue: FSCR’s hiring demand has outpaced the HR resources assigned to support the project. No additional resources are available at this time. Closure: The program has completed startup hiring.
- ❖ Issue: No CMO/WSH FTEs were approved in the compromised budget. The MOU will continue to be reworked with WSH to account for needed services for operation. Closure: positions will be requested in the supplemental budget.
- ❖ Issue: Filling beds in B27 (and all restoration beds statewide) requires that patients in any county be able to be referred and treated in any competency restoration facility. This transition is

significant, and the Statewide Competency Restorations Referral Project is underway to support this work. Closure: Referrals to B27 are currently underway as is ongoing work to support statewide referrals.

- ❖ Issue: As B27 will employ state employees, new positions may translate into large gaps for other agencies and programs. Closure: The program has completed startup hiring.
- ❖ Issue: Completion of the remodel continues to be delayed. Contractor activities will conflict with DSHS activities planned for the week of 8/12. Closure: The facility is now accepting patients.
- ❖ Issue: The DOH inspections on 7/24 were positive but yielded follow up requirements from the contractor and FSCR. Both entities are submitting required follow up materials. Closure: The DOH has now issued all required licensures and certifications.
- ❖ Issue: The DEA application was delayed due to construction delays and was submitted on 8/7. Certification is expected the week of the 19<sup>th</sup>. This certification is needed prior to accepting the first patient. Closure: DEA certification was issued on 8/23.
- ❖ Issue: Concerns were raised by WSH staff regarding fire ratings and other issues related to the doors installed within B27. Closure: The fire Marshall approved the building on 8/1.

### **Additional Updates**

- ❖ The US and Canadian Federal Communication Commissions have issued the required licenses to expand the radio network at WSH. The implementation of the radio network upgrade will begin on October 28<sup>th</sup> and will complete on November 15<sup>th</sup>.
- ❖ The program is 87% hired including on-call positions. The program is 93% hired excluding on-call positions. Startup hiring is considered complete.
- ❖ The B27 project work is complete and management of operations is in transition to FSCR. staff.
- ❖ An ice-cream party to thank WSH staff was held following the open house on 8/16.
- ❖ A project closure/celebration party is being scheduled with the core project team.
- ❖ Lessons learned are being compiled and will be shared with FSCR. and the Executive Team in the near future.