



UC DAVIS HEALTH, CALIFORNIA TOWER MAKE READY PROJECTS

Enhancing Equipment Planning

As part of the 14-story California Tower expansion, UC Davis Health turned to the McCarthy Building Companies, Inc. (McCarthy) EQUIP team to manage medical equipment planning, design, and procurement.

In addition to the new tower, work included improvements to emergency and intensive care spaces, which kept hospital operations running smoothly while construction was underway. By bringing EQUIP Services in early as part of the team, McCarthy helped create a well-coordinated, forward-looking plan that avoided costly changes, stayed on budget, and supported UC Davis Health's mission to deliver advanced patient care.

The successful completion of these projects will enable the seamless operation of hospital services throughout the construction of the new building, which broke ground in 2024 and is scheduled to open in 2030.

Equipment Planning Across Projects

As part of the preparatory "Make Ready" phase for the upcoming California Tower, the EQUIP team oversaw medical equipment planning, design, and procurement across multiple critical facility upgrades, including:

- **Emergency Department Interim (EDI) Space:** A \$26 million project involving one treatment room and various support spaces.
- **Emergency Department Observation (ED OBS) Space:** A \$17 million project with 24 emergency observation rooms and associated support areas.
- **Intensive Care Unit (ICU):** A \$20 million project involving the installation of a two-hour fire-rated wall to facilitate the tower's construction.

The EQUIP team made sure everything was coordinated — from early design to final installation alongside the McCarthy-led construction team, successfully delivering these Make Ready projects to set the stage for the next phase.



PROJECT OVERVIEW

Honoring UC Davis Health's mission of improving lives and transforming healthcare, the new California Tower is designed to elevate and expand the care provided to its community of nearly 6 million residents.

- **\$3.7 billion**
- **909,000 square feet**
- **14-story tower and 5-story pavilion**
- **330+ inpatient beds**
- **12 interventional operating rooms**

The Client Perspective

“McCarthy EQUIP acts as an extension of your team, safeguarding your goals and ensuring every decision aligns with your operational, financial, and strategic priorities. Their commitment to your success sets them apart.”

Nathan Lauppe, Director, Building Activation, Equipment, and Interiors

UC Davis Health

Overcoming Obstacles to Deliver Integrated Solutions

CHALLENGE 1

PROCUREMENT DELAYS IMPACTING SCHEDULING

The medical equipment team faced tough procurement challenges during the UC Davis Make Ready project. Following the client’s internal processes for equipment purchases, quotes often expired, requiring renewal, while limited client staffing and a tricky approval process slowed progress. In addition, changes made after validation sign-offs – and even after permits – introduced further complications, putting the schedule at risk. Communication gaps between the client, vendors, and the project team added to these challenges, increasing the potential for project delays and impacting operational readiness.

SOLUTION 1

PROACTIVE PROCUREMENT MANAGEMENT

The EQUIP team stepped in as an extension of the client’s team, taking ownership of the procurement workflow. Getting involved early in the planning and design process – embedded with McCarthy’s design integration, VDC, and field teams – helped them stay ahead and manage equipment smoothly.

They actively communicated and assessed changes to medical equipment, ensuring that contract documents were updated and coordinated with the project team, and issued documentation on time to prevent schedule delays. EQUIP also maintained close coordination with vendors, tracked and refreshed quotes, and navigated the client’s internal processes. This proactive management approach kept the work on track and helped strengthen the client’s procurement process for future success.

CHALLENGE 2

LACK OF CONTINUITY CREATED CONFUSION

As a design-build project spanning 10 years from the time McCarthy was hired through completion, there have been inevitable challenges with schedules, changes, and the evolution of staffing, as well as role definition and alignment. With McCarthy EQUIP’s role being unique to McCarthy’s service offerings, there was a limited understanding of the EQUIP team’s role and capabilities among design consultants, construction leads, and client teams, which increased the risk of misalignment in medical equipment integration and overall project success.

SOLUTION 2

ESTABLISHING CLEAR COMMUNICATION CHANNELS

The EQUIP team organized the medical equipment expectations with clear role definitions for each of the responsible, accountable, consulted and informed stakeholders, and established weekly meetings of the project core team to improve communication and reinforce collaboration. EQUIP embedded themselves with the design integration, VDC, and field teams and worked closely with architect SmithGroup to ensure all equipment met accessibility and building code requirements.

A medical equipment dedicated McCarthy on-site project manager and project engineer were always available on-site to help improve clarity and streamline communication. The team’s construction expertise helped spot issues early and kept things running smoothly across all project phases. By developing a cluster charter and reinforcing their consultant role, the EQUIP team turned a fragmented structure into a cohesive, efficient delivery model that built client trust and ensured integration success.

RESULTS

HOW VALUE WAS DELIVERED

The Make Ready projects didn’t start out easy – there were plenty of bumps, from slow procurement to shifting team roles. However, those early challenges helped everyone learn and develop better ways of working together, setting the stage for success on the Tower today.

Weekly meetings led by the on-site manager became a steady way to stay connected, and having the right people in the room made a big difference. Over time, the team found its rhythm, and what started as a challenging process turned into a solid foundation for the California Tower.

Results Achieved:

- Accelerated procurement by more than 40%, reducing timelines from 63 days to 37.
- Realized cost savings by procuring equipment ahead of schedule, thereby mitigating the impact of an average annual price escalation of 6%.
- Improved transparency and decision-making through custom dashboards with real-time financial and procurement tracking.
- Increased flexibility with third-party warehouse storage, enabling safe storage or rapid installation as the project pace required.
- Strengthened alignment across teams through steady communication and dedicated on-site leadership.