UCSF Medical Center at Mission Bay

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September, 2008
Agenda

• Background and introduction
• Design presentation
• Financial plan
UCSF Medical Center

- Track record of achievement in applying advanced research to clinical care
  - Highest-ranked children’s hospital in Bay Area
  - Northern California's only nationally-designated Center of Excellence in Women's Health
  - National Cancer Institute-designated Comprehensive Cancer Center
  - Most kidney transplants performed in the world
  - Most liver transplants performed in Northern California
  - Largest brain tumor treatment program in the nation
Why UCSF Medical Center at Mission Bay?

• Comply with seismic law
• Address obsolete facilities
• Resolve capacity constraints
• Fulfill long-term potential for integrated clinical and research programs
Why Now?

• 2013 deadline for Mount Zion Hospital retrofit or replacement
• 2015 extension requires plans for new hospital be submitted by December 2008
UCSF Mission Bay Hospitals Milestones

• 2000: UCSF begins hospital replacement process
• 2004-2006: Regents approve Mission Bay hospital land acquisition
• January 2006: Regents urge UCSF to pursue Mission Bay project
• May 2007: Regents approve fundraising campaign
• March 2008: Regents receive project update
• May 2008: Regents endorse preliminary design
Planning Groundwork

• Design team led by healthcare experts Anshen + Allen
• Sustainability specialists William McDonough + Partners
• Nationally recognized DPR Construction, Inc., selected as general contractor
• Project delivery team with local market knowledge and strong OSHPD experience
• Lessons learned from other hospital projects
• City agencies and elected officials engaged
Design
Program – Phase 1

• 183-bed children's hospital urgent/ emergency care and pediatric primary and specialty ambulatory facilities

• 70-bed adult cancer hospital

• Women's hospital for cancer care, specialty surgery, a 36-bed birth center and select women's ambulatory services

• Energy center (central plant)

• Surface parking (450 spaces)
Program – Future

• **Cancer Outpatient Building & Parking (1A)**
  – Outpatient clinical cancer center  
    (design now; build as soon as possible)
  – 580-car parking structure (total 1,030 spaces)

• **Future – West Block Expansion (2)**
  – Add up to 261 beds (550 total beds),  
    additional outpatient building and structured parking (total 1,400-1,750 spaces)
Architectural Vision

- **Transformative**: Flexible, expandable, adaptable - incorporating evidence-based design, patient safety and family areas

- **Distinct identities**: Children’s, Women’s, Cancer

- **Efficient**: Operational, first and life-cycle costs

- **Integrated**: Translational research, multi-disciplinary, education

- **Sustainable**: Reduce carbon footprint, healthy environment, water conservation
Sustainability

TARGET: LEED GOLD

ENERGY CONSERVATION
Use 50% less energy than average US hospital

CARBON FOOTPRINT
PV panels would reduce CO2 output by 320 tons per year

HEALTHY MATERIALS
Assessment of all patient & exam room finishes to reduce toxins

GREEN ROOFS & GARDENS
60,000 sf of roof gardens is among most of any US urban hospital

LIGHT AND AIR
Extensive daylight and 100% fresh air in all patient rooms

WATER
Save 2-4M gallons per year
75% of rainwater kept on-site
Architectural Context

- UCSF
- Mission Bay Research Campus
- Neighborhood
Phase 1A Cancer Outpatient Building
Outpatient Building
Energy Center
Women’s & Cancer Hospitals (106 beds)
Children’s Hospital (183 beds)

UCSF Research Campus

View from Southwest
Vision Glass | Mullions | Precast Concrete
---|---|---
Shadowbox/ Spandrel Glass | Metal | Stone Accents

UCSF Medical Center at Mission Bay

ANSHEN + ALLEN
UCSF Medical Center at Mission Bay
Children’s, Women’s & Cancer Hospitals
Video Animation
Financial Plan
$1.686 Billion Project Cost Breakdown

- Equipment & Furnishings: $239M
- Contingency @ 5%: $54.7M
- Special Items/Capitalized Interest: $174.6M
- Surveys, Tests, Plans and Specifications: $22.8M
- Project Management: $30M
- Design Fees: $70M
- Construction: $1,094.9M
$1.686 Billion Project Funding Sources

- **Gifts**: $600M
- **State Funds**: $200M
- **Children's Hospital Bonds**: $69M
- **Medical Center Equity**: $117M
- **Medical Center Debt**: $700M
Medical Center Debt: $700M

• UC Medical Centers Pooled Credit Revenue Bonds
• Debt capacity verified by UC Finance and Lehman Brothers
• Primary repayment source: hospital cash flow
Medical Center Equity: $117M

• $81M from hospital operating cash flow
  – Average annual cash flow FY2004-FY2008: $146M
• $36M in interest income from gift-funded portion of construction fund
Children’s Hospitals Bonds: $69M

- $30M authorized in 2004 (Proposition 61)
- $39M on November 2008 ballot (Proposition 3)
State Funds: $200M

• Targeting November 2010 ballot
• Consistent with amounts received by UCLA, UC Irvine and UC Davis for seismic repairs
Gifts: $600M

- Strong support from UCSF Foundation and UCSF Medical Center Executive Council
- Premier campaign cabinet established
- Fundraising campaign underway
Financial Risks

• Operating performance does not support debt
• Voters do not approve ballot initiatives
• Philanthropy does not materialize
• Construction escalation exceeds budget assumptions
Amelioration of Shortfalls

- Compensate from other sources
- Modify scope
- Potential bridge financing
- Seek state authorization to extend seismic deadline
- Implement Mount Zion retrofit and clinical expansion
UCSF Medical Center at Mission Bay

• Benefits the University, San Francisco, California and the world
• Plan has been vetted against hospital projects locally, across UC and nationally
• We have the momentum and the opportunity
• We appreciate the magnitude
• Risks and contingencies identified
Back up slides
Outpatient Building (Sixteenth & Fourth Streets)
Women’s and Cancer Hospitals Entrance
Children’s Hospital Entrance
Children’s Hospital (Mariposa and Fourth Streets)
Inpatient Buildings and Plaza (Third Street)
Energy Center (Third Street)
Color-Coded Floor Plan – Level 6