

# Collaborative Inspection Approach Webinar

Health Care Access and Information | Hospital Building Safety Board

TBD 2025

Gary Dunger – Owner Section

# Perspective of the Design Professional of Record (DPOR)

**Scott Mackey, AIA, NCARB, LEED AP, APEC**  
Healthcare Architect



# Design Professional's Roles and Responsibilities:

What is DPOR collaboration?

Why is it important?

How to collaborate.

Are there obstacles?

What are the goals to success?

Key → Communication!

Implement the Building Code as a whole.

Not just OAC Meetings.

Opportunities for considering alternate solutions.

Caring!



# What is DPOR Collaboration?

## One Complete Team!

1. A complete team of partners working together for the common goal of the best project.
2. The comprehensive team works together to assure success.
3. Shared ideas and solutions are well thought through and coordinated.
4. Supporting the ultimate outcome brings team members together.
5. Amazing friendships and trusted partnerships are established through a focused common goal.



# Working with OSHPD staff:

1. Engage the OSHPD Field Team on Day #1!
2. Reach out early and often to maintain engagement with the team at OSHPD.
3. The OSHPD Field Team is your advocate and ally in developing the best project outcome.
4. Work closely with the OSHPD Field Team as an integral partner constantly.
5. Review any project deviations to be sure your plans and specifications comply.
6. Consider alternate review processes with your OSHPD Team members.
7. Communicate, communicate, communicate!

What working with OSHPD Staff is NOT about!





# Is Collaboration Important?

1. Builds a well coordinated and successful team!
2. Assures engagement with all players.
3. Elevates job satisfaction and teamwork.
4. Resolves conflicts more effectively.
5. Benefits from everyone's strengths and expertise.
6. Encourages inclusivity and relationships.
7. Creates a stronger understanding of the project's goals.
8. Creates opportunities to celebrate successes.

Team members always work together to be the best.



# How to Collaborate:

1. Establish a common goal.
2. Build trust, honesty and accountability.
3. Create a format for delegating responsibility.
4. Implement a decision-making framework.
5. Empower open and transparent communication.
6. Establish conflict resolution processes.
7. Leverage diverse strengths.
8. Opportunity to gather feedback toward constant improvement.

Building a team that trusts and relies on one another focused on a singular goal.





# Are There Obstacles?

1. Unclear goals and responsibilities.
2. Unprepared or inexperienced team members.
3. Limited resources.
4. Poor planning
5. Lack of communication.
6. Resistance to change.
7. Team members who aren't committed to the goals of the team.
8. Lack of experience and understanding of the project and the team's goals.
9. Divisive culture and focus on negatives.

Avoid obstacles!



# What are the Goals to Success?

1. Tell the truth, even when it hurts.
2. Treat others with dignity and respect.
3. Keep your word and your commitments.
4. Be ethical; exercise humility and empathy.
5. Act responsibly; do your duty and be accountable.
6. Know your role, responsibilities and the project in every detail.
7. Show and live your values.
8. Be courageous and don't be intimidated.

You can't score if you don't put the puck in the net!





# KEY = COMMUNICATION!!

1. Be clear and concise
2. Prepare ahead of time.
3. Be mindful of nonverbal communication.
4. Watch your tone.
5. Practice active listening.
6. Build emotional intelligence.
7. Develop a communication strategy.
8. Create a positive culture.

COMMUNICATE!  
COMMUNICATE!  
COMMUNICATE!



# Implement Building Code as a Whole

The entire code is  
part of the team.  
Use it all!

1. The Building Code isn't a single document.
2. The California Administrative Code is your guide.
3. Work closely with your OSHPD Field Team to confirm understanding and implement.
4. Don't assign junior or inexperienced representatives to the field.
5. The project was already reviewed and approved by the OSHPD Office Team: Don't revisit it!
6. The OSHPD Field Team should support decisions made in the office.
7. It is ultimately your liability and responsibility!





# Not Just OAC Meetings

1. Expand the Owner/Architect/Contractor (OAC) meetings to be **OACI** meetings by adding the **Inspection** Team Members.
2. It is critical to the entire team to involve the Inspection Team in all decisions made.
3. Avoid surprises later on by engaging the Inspection Team in all meetings.
4. Work closely with the OSHPD Field Team as a close partner constantly.
5. Use this opportunity to evaluate alternate review processes with your OSHPD Team.
6. Communicate, communicate, communicate!

Include your inspectors  
in ALL meetings = **OAC-I**



# Opportunities + Alternate Solutions

1. Establish a trusted relationship first.
2. Understand each parties' position and interest.
3. Bring more value to the table.
4. Maintain a healthy mindset.
5. Do your homework and research before the meeting.
6. Seek to create a win-win outcome.
7. Maintain a state of rapport and engagement.
8. Build empathy and be positive!

Don't let a little challenge set you back!





# CARING!

1. Maintain a compelling mission for the team.
2. Build trust and strong relationships among team members.
3. Acknowledge and reward teamwork.
4. Address resistance to cultural change.
5. Maintain consistency.
6. Encouraging autonomy while maintaining accountability.
7. Facilitate interpersonal connections.
8. Lead by example!

Care about all that you do  
and focus on the outcome!



# **Perspective of the Contractor & Subcontractors – Build To Pass**

**Cody Bartley – DPR Construction**

# Build To Pass

The contractor performs Quality Control to verify compliance with project plans and specs

GC is not an inspector but need to do our part in the inspection process

- The IOR inspection should be an assurance to verify the QC has been performed and the work is in compliance with plans/specs and applicable code standards.

# Build To Pass

Quality control has many layers and doesn't just apply to the build

- To be maximized this needs to start during Design
  - Constructability Reviews
    - Look for opportunities in the drawings to make details better, or propose better products.
    - If the construction team is involved in precon start conversations/meetings with IORs to make sure everyone is on the same page with the inspection process
  - Mockups
    - Mock ups are an investment but ensure alignment of expectation and provide opportunity to review inspection sequence. First in place mockups again serve to align expectations and ensure success.

# Build To Pass – QC Process

- QC starts with the person putting in the work. We want subcontractors that put the work in place to know the expectations and sign off on their position that the work or product they've put in place is in alignment with the design.
- General contractor then looks at the work or product against the design criteria with another set of eyes. General Contractor should sign off on the work or product before the IOR is brought through. The IOR should not be the only entity that we rely on to inspect work.
- The schedule will benefit if inspections are predictable, and the relationship with the IOR will be better if they know the project team is doing their part in the inspection process.

# Build To Pass – What helps make this successful

- Contractors need the DPOR team to be willing and ready to answer questions or respond to RFIs on field conditions.
- Part of IORs duty on healthcare is continuous inspection, request that if the IORs have a question on something they've seen or noticed that might be an issue, don't wait to bring it up to project teams. The earlier it is identified the sooner we can get it corrected or answer the question before it becomes an on the spot issue during an inspection that then gets failed and has schedule implications
- QC Checklist
  - Work with your IOR to develop this, make sure the project team knows what to look at to help provide confidence in the process



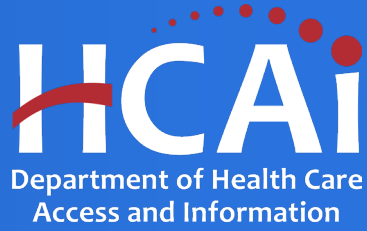
# Build To Pass – What happens when QC goes wrong

- Failed inspections cause schedule implications, work starts to get chopped up, trades start to get stacked, productivity goes down. In perfect world we've all seen TAKT schedules and the reference to construction being like a TRAIN moving through the project. When one of the cars in front comes to an abrupt stop everything behind it gets derailed
- Even with Subcontractors signing off on the work, and general contractors doing quality control pre-inspections things will still come up.

EX – Drywall screws used in electrical wall clips caught during ceiling close up inspection. Had made it through the electrical inspection, had been looked at but not noticed for probably 6 months, by that time its buried, duct work is coming down to get access and the teams hurt the confidence/Trust the IOR had built with them

# Build To Pass Is A Team Effort

- Subcontractors and the General need to have robust QC plans that ensure compliance with plans, specs and code. Create Visual checklist that people putting in the work sign, and that the QC person has signed prior to IOR inspections.
- Have open lines of communication with the IOR. Have them look at the QC checklist you are working with in advance of the inspection. Does it cover what they expect? Empower them to ask questions about the work they see going in place before the inspection, are there details they want in hand or what helps them inspect the work and have confidence we know what we put in place.
- Need of DPOR's to respond to questions and provide certainty when concerns are presented. May need DPOR to act as an arbiter, IORs place confidence in the design team and having their expertise when things are questioned helps facilitate the inspection process.



# IOR and Testing Agency

By : Michael Davis

# Inspect-To-Pass

- Preview:
  - What attitude should an inspector have toward a project and the project team?
  - What does “inspect-to-pass” mean for any inspector (IOR or special)
  - What does “inspect-to-pass” NOT mean
  - What are the principles & practices that serve as a foundation of the “inspect-to-pass” approach?
  - And how are these principles put into action?
  - What can make a collaborative inspection approach challenging, and how does an inspector deal with it?

# Metal Attitude

- How do you view the Contractor?
- How do you view the Designers?
- How do you view the Owners?
- How do you view OSHPD and the field staff?
- How do you view the project as a whole?

# What “Inspect-To-Pass” Is NOT:

- It does NOT mean that the IOR is giving the contractor a free pass to do things incorrectly.
- It does NOT mean that the IOR is looking the other way, or turning a blind eye to non-compliant work.
- It does NOT mean that the IOR is going to be a pushover.
- It does NOT mean that an inspection will pass when the actual work installed does not match the approved construction documents or does not comply with minimum code requirements.
- It does NOT mean that OSHPD now wants IORs to pass Inspection Requests at all costs.

# What “Inspect-To-Pass” Means:

- Inspect to Pass is the mental attitude with which you approach your inspection duties.
- Inspect to Pass is a philosophical approach to inspection.
- **When that philosophical approach is put into action, Inspect to Pass is the embodiment of the collaborative, communicative, pro-active (anticipatory) approach to inspection.**
- Inspect to Pass is project centric, NOT ego centric.

# The Principles of the Philosophical Approach of the Inspect-To-Pass (Collaborative) Approach:

- Collaboration
- Communication
- Proactivity (Anticipatory)



# Collaboration

- Have Team Mentality: As the IOR, you are part of that team.
- Responsibility to Ownership: You are paid by the owner and therefore have a fiduciary responsibility to ownership.
- Responsibility to the Public: You are licensed by the state and therefore have a moral responsibility to the people of California to see to it that the hospital is constructed in a safe manner.
- Responsibility to Title 24 Part 1: By statute, you have the legal responsibility to work under and take direction from the DPOR and report to the OSHPD field staff.

# Communication

- Should be open and transparent at all times.
- Should always be honest.
- Should be timely.
- Delivering Bad News.
- The project delivery method can influence how chains of communication go, but do not affect areas of responsibility.

# Proactivity (Anticipatory)

- As an IOR, you should be performing observation walks of your projects on a regular basis.
  - Large projects - walk them at least twice a day
  - Small project - regularly stop by and take a look at progress
- Be in constant communication with the superintendent regarding any potential deficiencies, deviations, or non-compliance.
- If you are truly proactive, and the contractor is responsive, the IR should just be just a formality.

# How the Philosophy Is Put Into Action

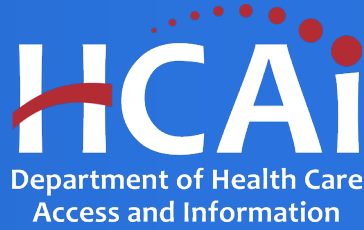
- Pre-Construction Phase
- Construction Phase
- Close-Out Phase

# What Can Make “Inspect-To-Pass” Challenging

- Uncooperative contractor
- Inexperienced contractor
- Uninvolved DPOR
- Ownership pushing speedy inspection approvals over compliance
- Ownership not being willing to pay for a sufficient number of IORs
- If the IOR feels bullied or pressured to pass inspections

# Key Points To Remember

- TBD

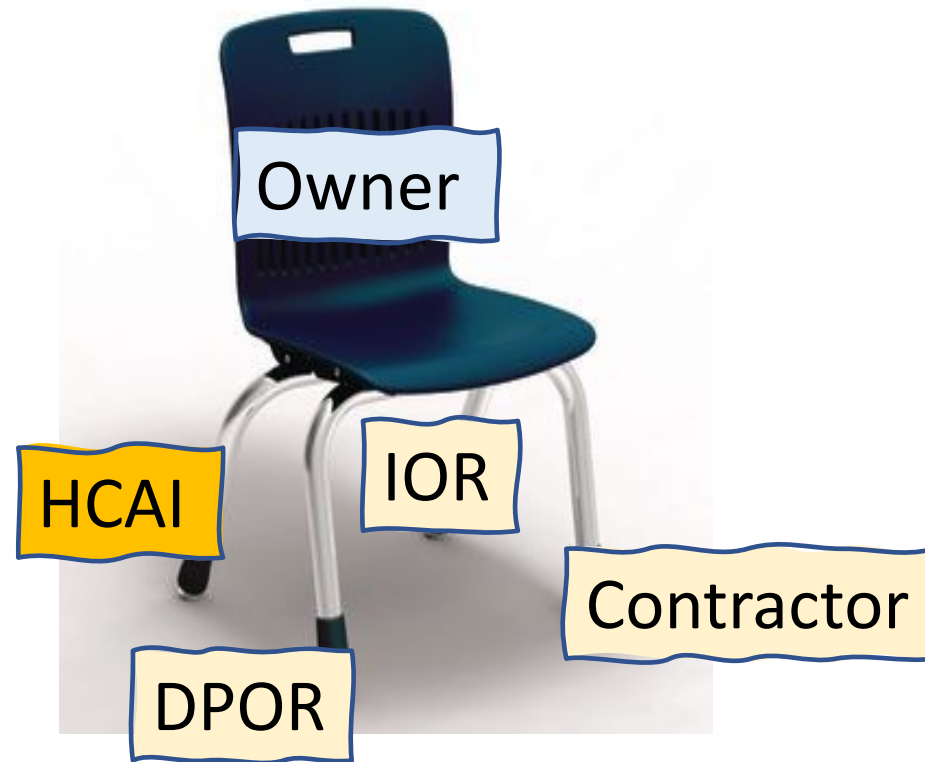


# Collaborative Inspection Approach

HCAI Perspective-Observe to Pass

By: Monica Colosi

**Somebody said:  
“A project team is like a chair, 4 legs”**



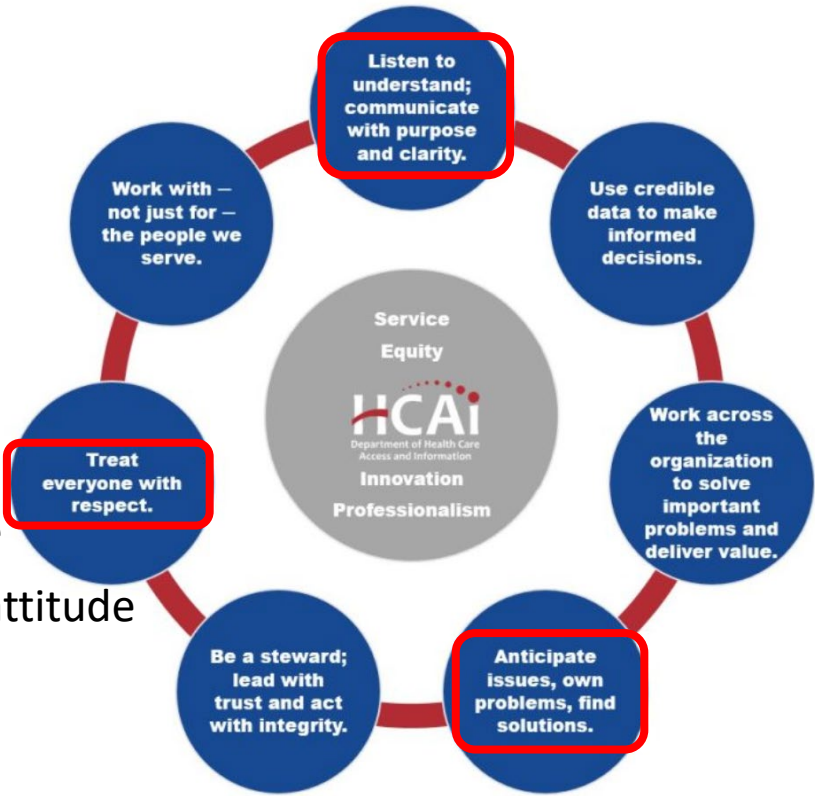
Team Effort with any project delivery: One Goal



# Observe to Pass

## Guiding Principles

### Full engagement



No arrogance

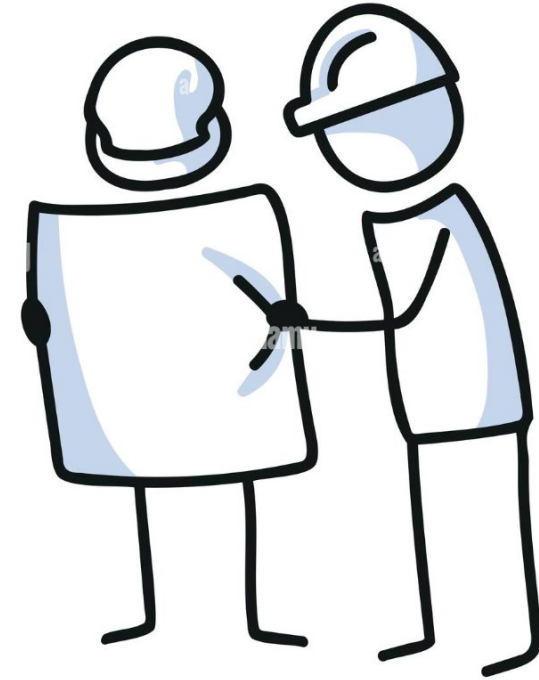
Have better attitude

# HCAI Responsibility


- Review Projects for approval (new projects, ACD), concurrence (NMA), sign off (TIO)
- Observe the construction work:
  - Walk with IORs and DPOR, GC too if possible
- Issue Field Report, TIO SC/CoO/CF
- Monitor IOR performance
  - Certification Examination
  - Recertification
  - Ongoing Training
  - Ongoing Monitoring
  - Corrective Measures

# Tools to Support


- Construction Administration Proficiency (CAP)
- Tip of the Day
  - Observation Reports
- IOR Voluntary Daily Report Template



# Tools to Support



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Voluntary Construction Administration Proficiency (CAP)  
Certified List

LIST OF SUCCESSFUL EXAM CANDIDATES


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- 1. [2024 List of Successful Exam Candidates](#)
  - 2. [2025 List of Successful Exam Candidates](#)



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ISU Tip of the Day Archive

Join the ISU mailing list on our [subscription page](#).

02/06/2025 - OSHPD ISU Tip of the Day- 2025 CAP Exam Result

10/24/2024 - OSHPD ISU Tip of the Day-2024-Annual CAP Training and Certification, Update

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08/15/2024 - OSHPD ISU Tip of the Day-CHIs Can Identify Potential IOR Projects on HCAI Website

08/08/2024 - OSHPD ISU Tip of the Day-Best Practice for Special Inspectors List and Pre-Approved Agency (OPAA)

07/31/2024 - OSHPD ISU Tip of the Day- CAP Exam Result

07/25/2024 - OSHPD ISU Tip of the Day- CMC 609.3.9.2 Duct leakage Tests


07/18/2024 - OSHPD ISU Tip of the Day-Sample Reports and Requirements

07/11/2024 - OSHPD ISU Tip of the Day-(Typo) DPOR and Observation Report during construction

07/11/2024 - OSHPD ISU Tip of the Day-DPOR and Observation Report during construction

07/02/2024 - OSHPD ISU Tip of the Day- Revised Verified Compliance Report (VCR) "Bug Fixed"

06/27/2024 - OSHPD ISU Tip of the Day- Revised Verified Compliance Report (VCR)



Department of Health Care  
Access and Information

# Tools to Support





INSPECTION SERVICES UNIT  
Office of Statewide Hospital Planning & Development



HCAI Field TIP OF THE DAY

Subject: Inspection vs Observation

Authored By: Joe LaBrie  
HCAI ISU RCO

**Construction Matters:**

It is common to misuse words like Inspection and Observation.

The two terms have very different meaning and should be recognized accordingly.  
The regulations clearly apply these words differently with intentional application for each project stakeholder.

The word 'Observation' has been used interchangeably with the word 'Inspection' on forms and reports used by many Inspectors of Record (IOR) and Special Inspectors in several instances throughout the State.

INSPECTION 2022 CAC 7-144	OBSERVATION	Verified Compliance Report 2022 CAC 7-151
<i>Reports:</i>	<i>Reports:</i>	<i>VCR:</i>
Inspector(s) Of Record	Design Professionals 7-141	Design Professionals
Special Inspector	Office CAC 7-147	Contractor or Owner/Builder
Approved Agency	Contractors, Subs, Owner, etc	Approved Agency
Note: IORs verify Special Inspection	they are encouraged to provide observation	Special Inspector(s)
		Inspector(s) Of Record

**Today's Tip:**

OSHPD Field Staff will strive for consistency by enforcing terminology that aligns with the regulations:

'Inspection': To be used by Approved Agency and/or Special Inspectors and IORs

'Observation': To be used by all other project stakeholders...e.g.-OSHPD Field Staff and Design Professional.

**The Big Idea:**

During construction, inspection reports/daily reports are used by the Approved Agency and/or Special Inspectors and IORs; while other project stakeholders provide observation reports.

Do not confuse the above reports with the Verified Compliance Report (VCR).

VCRs are submitted to the Office during a period of work/milestone by Design Professionals, Contractor or Owner/Builder, Approved Agency, Special Inspectors, and IORs reporting their personal knowledge of the completion of the specific portion of the project. CAC 7-151.

# Tools to Support



INSPECTION SERVICES UNIT  
Office of Statewide Hospital Planning & Development



HCAI Field TIP OF THE DAY

Subject: **IOR Daily Report Voluntary Template**

Authored By: Monica Colosi  
HCAI ISU CO

## Construction Matters:

The purpose of the Inspector of Record (IOR) Daily Report is to “maintain field records of construction progress for each day or any portion of a day that they are present at the project site location.” 2022 California Administrative Code (CAC), Title 24 of the California Code of Regulations, Section 7-145(a)6.

IOR DAILY REPORT TEMPLATE

**Inspector of Record (IOR) DAILY REPORT TEMPLATE**

This is a voluntary template. IOR(s) that would like to use their own format need to provide the template's content as stipulated in the regulations.

Date:	Click or tap here to enter text.
Arrival Time:	Click or tap here to enter text.
Departure Time:	Click or tap here to enter text.
Inspector of Record (IOR):	Click or tap here to enter text.
Certification No.:	Click or tap here to enter text.
HCAI Project No.:	Click or tap here to enter text.

The purpose of the IOR Daily Report is to "Maintain field records of construction progress for each day or any portion of a day that they are present at the project site location". 2022 California Administrative Code (CAC), Title 24 of the California Code of Regulations, Section 7-145(a)6.

- Summary of work in progress. CAC 7-145(a)6.
- Note deficiencies in the construction. CAC 7-145(a)6.
- Note deviations from the approved construction documents. CAC 7-145(a)6.
- Inspections performed, TIO Reference #. CAC 7-145(a)4.
- Document the time and date of all significant correspondence with the contractor regarding incomplete work, potential deficiencies or deviations which require the contractor's attention and could potentially affect the timely and compliant completion of the project. CAC 7-145(a)6.
- List of notification to the contractor, in writing, of deviations from the approved construction documents or new construction not in compliance with the California Building Standard Codes, which have not been immediately corrected by the contractor. CAC 7-145(b)3.
- Document the date, time and method of correction for any noted deficiencies or deviations. CAC 7-145(a)6.

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IOR DAILY REPORT TEMPLATE

- If applicable, provide copies of all certificates, tags, marks, or other evidence of material properties and/or manufactured components as required by the California Building Standards Code. CAC 7-145(a)8A.
- Concrete record, if applicable, including time and date of placing concrete, time and date of removal of forms and shoring in each portion of the structure, location of defective concrete, and time, date and method of correction of defects. CAC 7-145(a)8B.
- Identification marks of welders, lists of defective welds, and manner of correction of defects and other related events, as applicable. CAC 7-145(a)8C.
- List of test reports of all nonconforming materials or defective workmanship and the corrective actions taken, as applicable. CAC 7-145(a)8D.
- Names and certificate numbers of all special inspectors who perform work both on- and off-site, as applicable. CAC 7-145(a)8E.
- When driven piles are used for foundations, document the location, length, and penetration under the last ten blows for each pile and description of the characteristics of the pile driving equipment. CAC 7-145(a)8F.
- Log of changes to the work prepared by the architect or engineer in responsible charge required by Section 7-153(a). CAC 7-145(a)8G.

Revised May 22, 2024

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## Today's Tip:

Using the Voluntary Template helps IORs to provide the required information, per CAC 7-145(a)4 and CAC 7-145(a)6. This is not a mandatory template. IORs that decide to use their own template shall meet the minimum code requirement. Click the [link](#) to get to the template


## The Big Idea:

To support IORs, HCAI Inspection Services Unit (ISU) is providing the Voluntary Template. Additional documentation may be needed to support the daily report and can be added as an attachment.

If you have any question, please email [jsu@hcai.ca.gov](mailto:jsu@hcai.ca.gov)  
If you would like to know more, please register [here](#) for the Field Brief Advice (FBA) on July 10th at 1PM.



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Building Safety & Finance Resources

Forms, Applications, & Reminder Lists

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C. California Energy Code Forms

D. 2016 Testing, Inspection, and Observation Form

E. 2013 Testing, Inspection, and Observation Form

F. 2022 Prefabrication Testing, Inspection, and Observation Form

4. Fire and Life Safety (FLS)

A. Forms

B. Reminder Lists

5. Plan Review Reminder Lists

A. California Building Standards Code (CBCSL)

B. eServices Reminder Lists

Other

Certification for Radiation Protection

Form Number: HCAI-OSH-175

Radiation Protection

Methods of Procedure


Form Number: N/A

Memorandum for Methods of Procedure

**Inspector of Record (IOR) Daily Report Template**

Form Number: N/A

Voluntary IOR Daily Report Template (this form will download as a Microsoft Word document, for an accessible copy of this document, email [JSU@hcai.ca.gov](mailto:JSU@hcai.ca.gov))



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
# Tools to Support

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HCAI Project No.:	Click or tap here to enter text.
<p>The purpose of the IDR Daily Report is to "Maintain field records of construction progress for each day or any portion of a day that they are present at the project site location". 2022 California Administrative Code (CAC), Title 24 of the California Code of Regulations, Section 7-145(a)5.</p> <ol style="list-style-type: none"><li>Summary of work in progress. CAC 7-145(a)5. Click or tap here to enter text.</li><li>Note deficiencies in the construction. CAC 7-145(a)5. Click or tap here to enter text.</li><li>Note deviations from the approved construction documents. CAC 7-145(a)6. Click or tap here to enter text.</li><li>Inspections performed, TIO Reference #. CAC 7-145(a)4. Click or tap here to enter text.</li><li>Document the time and date of all significant correspondence with the contractor regarding incomplete work, potential deficiencies or deviations which require the contractor's attention and could potentially affect the timely and compliant completion of the project. CAC 7-145(a)6. Click or tap here to enter text.</li><li>List of notification to the contractor, in writing, of deviations from the approved construction documents or new construction not in compliance with the California Building Standard Codes, which have not been immediately corrected by the contractor. CAC 7-145(b). Click or tap here to enter text.</li><li>Document the date, time and method of correction for any noted deficiencies or deviations. CAC 7-145(a)6. Click or tap here to enter text.</li></ol>	
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## California Department of Health Care Access and Information

HCAI is committed to expanding equitable access to health care for all Californians—ensuring every community has the health workforce they need, safe and reliable health care facilities, and health information that can help make care more effective and affordable.


Language Translation
 
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Türkçe
 

한국어
 

日本語

## Hospital Bill Complaint Program

This Hospital Bill Complaint Program encourages patient complaints about violations of Hospital Discharge Payment, Priority Care, and Other Collective Actions.

[Learn more about this program on state.hospitalpatients.org](#)

### The Office of Health Care Affordability

Established in 2017, the Office of Health Care Affordability (OHCA) recognizes that it is the public interest that all Californians receive health care that is accessible, affordable, equitable, high-quality, and universal.

[Learn more about OHCA >](#)

### Program Links

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[Quality Safety Services Certification Preapproval \(QSSP\) >](#)

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### Senate Bill 525 Healthcare Facility Lists

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
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### Meet our leadership team



Alicia Rodriguez >  
 Governor of California




Jon Johnson >  
 Secretary of Health Care Access and Information



Elizabeth A. Lundberg >  
 Deputy Secretary of Health Care Access and Information

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Public survey:  
How are we doing?  
Quality of Service Survey



Department of Health Care  
Access and Information

Quality of Service Survey

Welcome!

The Office of Statewide Health Planning & Development (OSHPD) officially became the Dept. of Health Care Access & Information (HCAI) on 10/4/21. Facilities Development Division is now the Office of Statewide Hospital Planning and Development, aka (OSHPD).


HCAI OSHPD is trying to obtain candid and on-going feedback from its customers, and identifying any potential problems early in the process. To help us in doing so, we are asking that you complete this survey.

Whether you wish to call our attention to someone who provided extra special service or need to call attention to an area that needs improvement, this survey provides a way to let us know. The surveys will be reviewed and will be used to identify changes that might be needed to improve our service or to recognize staff that has met or exceeded your expectations.

Our goal at HCAI is to provide professional, efficient, courteous and helpful service to those we serve at all times. Your constructive evaluation of our performance will assist us in achieving our goal.

Thank you for taking the time to help us out.

Next

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# Tools to Support



It is ok to don't know everything

Active listening: turn listening into action

## Empathy

- Deeply understanding the challenges and lived experiences of people.



# Observe to Pass

## Oversight-To-Pass:

- Approved Construction Document with the rest of documentation.  
CAC 7-135, CAC 7-137, CAC 7-141, CAC 7-153
- Contractor to build per Approved Construction Document. CAC 7-143
- Inspector to inspect contractor work per approved document. CAC 7-145

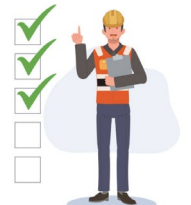
Approved Construction Document, NSC, TIO  
CAC 7-135, CAC 7-137, CAC 7-141, CAC 7-153



Contractor  
CAC 7-143



IOR  
CAC 7-145



# Observe to Pass

Do you have an “inspect to pass” mentality?

- Quality, Performance, Schedule

