



2020 West El Camino Avenue, Suite 800
Sacramento, CA 95833
hcai.ca.gov



**Hospital Building Safety Board
Collaborative Inspection Approach to Hospital Construction
Webinar Development Subcommittee**

**August 13, 2025
10:00 a.m. – 4:00 p.m.**

Locations:

2020 West El Camino Ave, Conference Room 930, Sacramento, CA 95833
355 South Grand Avenue, Conference Room 1901, Los Angeles, CA 90071

Committee Members Present

Michael Davis
Gary Dunger
Bert Hurlbut

Consulting Members Present

Belinda Young

HCAI Staff Present

Arash Altoonash
Richard Tannahill
Monica Colosi
Joe LaBrie

HBSB Staff Present

Veronica Yuke, Executive Director
Evelt Torres
Marcus Palmer

1 **1. Call to Order and Welcome**

2 **Facilitator:** Michael Davis, CHI, CEO Emeritus, DavisHBC, Inc.; Subcommittee
3 Chair (or designee)

4 Michael Davis called the meeting to order at 10:10 AM, welcomed attendees and
5 explained that the purpose of the session was to conduct a rough run-through of
6 the webinar presentation content.

7

1 **2. Roll Call and Meeting Advisories/Expectations**

2 **Facilitator:** Veronica Yuke, HCAI; HBSB Executive Director (or designee)
3 Veronica Yuke conducted roll call, confirming quorum.

5 **3. Review presentations for the 90-minute webinar**

6 **Facilitator:** Michael Davis (or designee)

7 **Discussion and Input**

8 Michael Davis initiated the session by explaining that the goal was to evaluate
9 how the presentation sections fit together for the upcoming public webinar. He
10 emphasized that this was a working mock-up to assess flow and alignment, not a
11 final draft. He acknowledged Cody Bartley's absence, noting that adjustments
12 would be made accordingly.

13 Michael Davis prepared and proposed a draft introduction and conclusion for the
14 upcoming public webinar. He stated the group could revise, use, or discard them.

15 **Ownership Presentation:**

16 Gary Dunger presented his slides, covering topics such as:

- 17 • Introduction: The Owner's Strategic Perspective
- 18 • Construction Team Roles
 - 19 ○ Hospital Owner
 - 20 ○ Architect/Engineer
 - 21 ○ Contractor
 - 22 ○ Inspector
- 23 • What could go wrong?
- 24 • Why Hospital Construction is Unique
- 25 • Regulatory Accountability
 - 26 ○ Statutory mandate for hospital inspection
- 27 • The Inspector's Role
 - 28 ○ Code of Ethics and Principal Duties
 - 29 ○ Key Inspection Definitions
- 30 • Types of Inspection in Hospital Construction
- 31 • Benefits of Proper Inspections and Risks of Inadequate Inspection
- 32 • Best Practices for Effective Inspections

1 Michael Davis discussed the owner's key responsibilities in a construction
2 project: initiating, guiding, overseeing the process, and selecting the project
3 team. He suggested a slogan such as "Lead to Pass" to represent the owner's
4 role, drawing analogies to sports teams, positioning the owner as the team
5 owner, the design professional as captain, and HCAI as referee.

6 Joe LaBrie supported the "Lead to Pass" idea and stated that a successful
7 project starts with the owner. He emphasized the owner sets the tone for
8 performance and collaboration.

9 Michael Davis expanded that early decisions made by the owner, especially in
10 hiring, can shape either a successful or dysfunctional team.

11 Bert Hurlbut contributed that the owner should facilitate and demand good quality
12 control, explaining that owners need to provide both resources and expectations.
13 He tied the collaborative inspection process directly to achieving final quality
14 outcomes.

15 **Design Professional of Record Presentation:**

16 Michael Davis invited Belinda Young to walk through her draft slides.

17 Belinda Young asked for clarification on whether the terminology "Inspect to
18 Pass" was still being used or had been replaced with "Collaborative Inspection
19 Approach."

20 Michael Davis confirmed that although the official program name had changed to
21 "Collaborative Inspection Approach to Hospital Construction," they retained use
22 of phrases like "Inspect to Pass" informally due to their memorability and
23 motivational tone.

24 Belinda Young observed that prior draft content (particularly from Scott Mackey)
25 focused on collaboration culture rather than specific field examples. She noted
26 her content attempted to blend both, highlighting both behaviors that promote
27 collaboration and practical implementation strategies.

28 Belinda Young presented a slide she generated using Copilot AI, which
29 visualized the "Why" behind collaboration. She emphasized:

- 30 • Breaking down silos
- 31 • Open communication
- 32 • Trust, empathy, and accountability
- 33 • Advocacy among team members
- 34 • The elimination of ego-driven behavior

1 She explained that collaboration begins with individual behaviors that prioritize
2 shared goals and team success, rather than role-based competition.

3 **Subcommittee and Public Comment**

- 4 • Joe LaBrie and Bert Hurlbut, both committee members, engaged directly
5 in feedback and conceptual alignment during the ownership and design
6 professional sections.

7 **Informational and Action Items**

- 8 • Presenters shared their draft webinar materials and engaged in cross-
9 feedback.
- 10 • No new formal action items were introduced or assigned, but Michael
11 Davis encouraged the group to reflect on integration and cohesion
12 between sections.

13 14 **4. Mock delivery of webinar presentations**

15 **Facilitator:** Michael Davis (or designee)

16 **Discussion and Input**

17 Michael Davis transitioned the group into the next phase of the meeting, which
18 was the mock delivery and continued review of the webinar's presentation
19 sections.

20 **Contractor of Record / Subcontractor Section:**

21 Michael Davis acknowledged that Cody Bartley was not present.

22 He suggested the team skip over Cody Bartley's section during the mock review
23 since his slides were not included in the current presentation file.

24 Michael Davis noted that Cody had previously walked through his slides at an
25 earlier meeting and had well-developed content. He anticipated that Cody would
26 be able to participate in a future meeting to reintegrate his portion.

27 **Discussion on Inspection Success and Failure Rates:**

28 Michael Davis transitioned from presentation delivery to share inspection
29 pass/fail data from two recent projects:

- 30 • One project involved a two-story hospital expansion. The inspection
31 success/failure rates included:
- 32 • 33% failure on decking
- 33 • 13% failure on interior framing

- 2% failure on miscellaneous metals

Another project was a recently completed hospital. He explained that when Inspectors of Record (IORs) collaborated early with contractors, failure rates dropped dramatically, sometimes to 0%.

Michael Davis emphasized that when the contractor welcomed collaboration and early involvement from the IOR, inspection outcomes improved.

He contrasted this with cases where contractors resisted collaboration, which correlated with higher failure rates.

Joe LaBrie praised Michael Davis's insight and specifically highlighted the importance of Davis's closing point about the relationship between collaboration and failure rates.

Subcommittee and Public Comments

- Joe LaBrie expressed support for Michael Davis's conclusion about the strong correlation between collaboration and successful inspections.
- No public comment was submitted during this portion of the meeting.

Informational and Action Items

- The committee skipped the formal contractor presentation due to the absence of Cody Bartley and the lack of his slides in the shared file.
- Michael Davis introduced real-world inspection data as a supporting narrative for the presentation's themes.
- No formal action items were assigned, but the group agreed to revisit and include Cody Bartley's presentation content in a future meeting.
- Final timed run-through scheduled for November 13, 2025.

5. Discuss ideas for the introduction and conclusion and determine who should deliver each

Facilitator: Michael Davis (or designee)

Discussion and Input

Michael Davis opened the discussion by proposing a structural outline for the webinar's introduction, presenter transitions, and conclusions. He stated that his intent was to ensure a smooth presentation handoff between speakers and suggested the following sequence:

- An OSHPD representative introduces the webinar and then introduces the opening presenter.

- That presenter delivers the Introduction section and then transitions to the next speaker.
- Each subsequent speaker hands off to the next (e.g., Belinda Young to Cody Bartley, Cody Bartley to Michael Davis, etc.).
- At the conclusion, the final presenter would transition back to the OSHPD representative, who would administer the Q&A panel.

Gary Dunger raised the point that the webinar schedule included Introduction, Conclusion, and Q&A components, and asked if a designated Master of Ceremonies (MC) was planned to guide the flow of these sections. He recommended that a consistent voice would help ensure cohesion, especially during the Q&A portion.

Joe LaBrie declined the MC role due to his retirement schedule, stating that he would not be available to fulfill the role.

Michael Davis acknowledged Gary Dunger's suggestion and reiterated his vision that someone from OSHPD would serve as the MC. He explained that this person would:

- Open the webinar and set expectations.
- Guide transitions between speakers.
- Administer and coordinate the Q&A portion by fielding chat questions.

Gary Dunger provided additional clarification about platform-specific functionality for webinars:

- In Microsoft Teams, all participants can see chat-based questions and hand-raise notifications.
- In GoToWebinar, only presenters can view submitted questions. The designated MC could screen and assign questions to the appropriate panelists during the Q&A session.
- He concluded that either platform would be functional as long as these responsibilities were clearly assigned.

Subcommittee and Public Comments

- Joe LaBrie, Gary Dunger, and Michael Davis contributed to discussion around the introduction/conclusion structure.

Informational and Action Items

- The subcommittee discussed establishing a formal MC role and having OSHPD personnel fill that position.

- No action item was officially assigned, but Michael Davis indicated he would request further input from OSHPD regarding internal protocols for chat moderation and Q&A administration.

6. Plan for future meetings and practice sessions

Facilitator: Michael Davis (or designee)

Discussion and Input

Michael Davis initiated discussions around future steps for refining the webinar presentation. He confirmed that the working versions of the introduction and conclusions he drafted would be used moving forward, unless the group decided otherwise. He clarified that he was not insisting on delivering those sections personally and would willingly hand them off if someone else was better suited.

Belinda Young asked whether the group should address why the webinar is being held as part of the introduction. She suggested that integrating that context could help frame the session more effectively for attendees.

Michael Davis acknowledged that he had intended to include the "why" and appreciated the reminder. He made a note to incorporate that theme in the revised version of the introduction. He referenced a previous full board meeting where a similar question was asked by a new board member.

Monica Colosi suggested that the MC or host could briefly introduce the purpose of the webinar during the initial housekeeping portion. She proposed that a deeper, motivational introduction could then follow from Michael Davis. She clarified that combining both would provide a clear objective up front and a more detailed context thereafter.

Michael Davis agreed and planned to test the structure during a future practice session, allowing the team to refine the flow based on group feedback.

He also presented a draft conclusion script, summarizing the key responsibilities of each stakeholder group (owner, designer, contractor, IOR, OSHPD) using the mnemonic themes:

- Lead to Pass
- Design to Pass
- Build to Pass
- Inspect to Pass
- Support to Pass

1 He expressed a desire to make the conclusion motivational, so attendees would
2 leave feeling valued and aligned with the webinar's goals.

3 Joe LaBrie supported both the tone and content of the conclusion and
4 encouraged using it.

5 **Subcommittee and Public Comments**

- 6 • Belinda Young, Monica Colosi, and Joe LaBrie actively contributed to the
7 planning discussion and refinement of the introduction and conclusion.
- 8 • No public comments were offered during this agenda item.

9 **Informational and Action Items**

- 10 • Michael Davis confirmed the current draft introduction, and conclusion
11 would serve as the working versions for the next practice session.
- 12 • He invited team members to review and provide feedback.
- 13 • The team agreed to revisit these elements during a future practice
14 meeting, the date of which would be scheduled separately.

15 16 **7. Comments from the Public/Subcommittee Members on Issues not on this** 17 **Agenda**

18 **Facilitator:** Michael Davis (or designee)

19 **Discussion and Input**

20 Michael Davis opened the floor to committee members and the public, asking
21 whether there were any comments on items not listed on the agenda.

22 He posed the question directly to OSHPD representatives, the subcommittee,
23 and any attending members of the public, allowing a moment for responses.

24 After receiving no additional comments, he confirmed that the item was closed
25 and transitioned the group toward the final item of the meeting.

26 **Subcommittee and Public Comments**

- 27 • None.

28 **Informational and Action Items**

- 29 • None.

30 31 **8. Adjournment**

32 Michael Davis reminded the group that they would reconvene on November 13th,
33 and by that date, PowerPoint presentations should be finalized and submitted

1 according to OSHPD's formatting and delivery protocols as communicated by
2 Evett Torres.
3 Michael Davis officially adjourned the meeting at 12:18 p.m.