Office of the President

TO MEMBERS OF THE FINANCE AND CAPITAL STRATEGIES COMMITTEE:

<u>**INFORMATION ITEM**</u>

For Meeting of March 19, 2025

SIGNIFICANT INFORMATION TECHNOLOGY PROJECTS REPORT FOR THE PERIOD SEPTEMBER 1, 2024 THROUGH DECEMBER 31, 2024

EXECUTIVE SUMMARY

This report of significant information technology (IT) projects covers the period September 1, 2024 through December 31, 2024, and includes a list of 37 IT projects across the University costing $5 million or more, of which 11 projects have a budget of $25 million or more.

BACKGROUND

Regents Policy 5103, Policy on Reporting Standards for University of California Significant Information Technology Projects, was adopted on November 16, 2017, to establish reporting standards for all University locations for IT projects. The policy establishes that, three times a year (one of these in person), the Regents are to be provided a list of all IT projects with an estimated or actual cumulative cost of $5 million or more. For those IT projects costing $25 million or more, they are to be provided an overview of individual project health. The first such report was presented to the Finance and Capital Strategies Committee at the March 2018 meeting.

REPORT

This report of significant IT projects covering the period September 1, 2024 through December 31, 2024 includes a list of all IT projects across the University costing $5 million or more. For those IT projects costing $25 million or more, it provides an overview of individual project performance.

For this reporting period, a total of 37 IT projects were reported with 11 projects having a budget of $25 million or more. They are:

UC San Francisco:
- New Hospital at Parnassus Heights
- Project One
- ApeX Integration
- Oakland New Hospital Building
- Lab Technology Modernization

UC Irvine Health:
- Epic Reimagined

UCLA:
- Finance Transformation (Ascend) [PAUSED]
- Security and Network Transformation Program
- Financial Aid System Implementation

UCLA Health:
- West Valley Hospital Acquisition Project

UC Santa Barbara:
- Financial Management Modernization Project

Dashboards for the 11 projects are provided at the end of the report and give an overview of project health, budget, and schedule, and include summary statements about project purpose; top issues, risks, and scope changes; mitigation plan/status; recent accomplishments; and planned accomplishments for the next reporting period to end April 30, 2025.

Project List

Project List (December 31, 2024)		Current Report Period (changes to originally reported values in red)			Original (data shown **only** if a change has occurred)		
Location	**Project Name**	**Budget ($MM)**	**Start Date**	**End Date**	**Budget ($MM)**	**Start Date**	**End Date**
UC San Francisco Health	New Hospital at Parnassus Heights	177	2019	2030	187		
UC Irvine Health	Epic Reimagined	133	Jul 2024	Dec 2025			
UC San Francisco Health	Project One	127	Aug 2024	2028			
UCLA	Finance Transformation (Ascend)	99	Apr 2018	PAUSED	120		Jul 2020
UCLA	Security & Network Transformation Program (Bruin Connect & Secure)	62	Jan 2024	Dec 2026			Jan 2027
UC San Francisco Health	APeX Integration Project (Integrate IT)	61	Aug 2024	Oct 2025			
UC Santa Barbara	Financial Management Modernization	59	Feb 2022	Jun 2026	28		Jun 2025
UC San Francisco Health	Oakland New Hospital Building (NHB)	46	2023	2031	54		2030
UCLA	Financial Aid System Implementation (FACET)	32	Sep 2020	Dec 2025	23		Dec 2023
UCLA Health	West Valley Hospital Acquisition	31	Jan 2024	Dec 2025			
UC San Francisco Health	Lab Technology Modernization	29	Jun 2023	May 2025			
UC Irvine Health	Community Network Applications Integration	24.5	Dec 2024	Dec 2025			

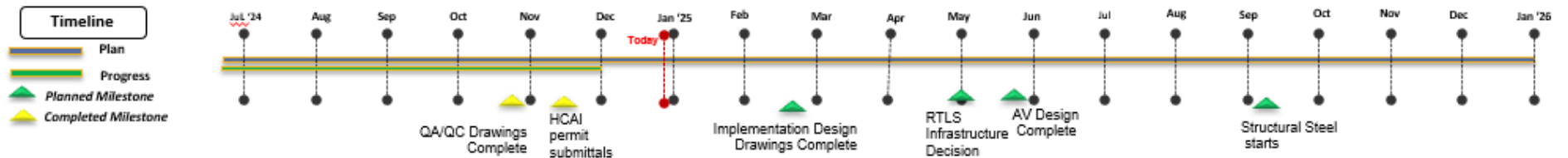|							
UC Irvine Health	Irvine Campus Medical Center (ICMC) IT projects	20	Oct 2021	Dec 2025			
UC San Diego	Student Information System Renewal	20	Mar 2024	Jun 2026	19	Jan 2019	Jun 2020
UC San Francisco Health	IS-3 & IT Operating Model Programs	15	Jan 2021	Dec 2025	8	Jun 2020	Dec 2022
Systemwide	Intellectual Property Management Solution (IPMS) [Minimum Viable Product]	15	Jul 2024	Jul 2027			
UC San Francisco Health	Block 2	15	2024	2030			
UC San Francisco Health	Secure Connect	13	Sep 2024	Jun 2026			
UC Berkeley	University Resource System for Advancement	12	Oct 2024	Jan 2027			
Systemwide	Cyber Risk Assessment	11	Dec 2022	Jun 2026			
UC San Francisco Health	Block 34	10	Oct 2019	Aug 2024	9	May 2020	
UC San Francisco Health	Identify and Access Management Modernization	10	Nov 2023	Dec 2024			
UC San Francisco Health	MyTime: UKG/Kronos Integrated Timekeeping and Scheduling	10	Oct 2023	Jun 2025	8		
UCLA	Procurement Transformation (JAGGAER)	9	May 2022	Jan 2025			
UC Berkeley	University Health Services (UHS) Epic Project	8	Jun 2024	Sept 2025	7	Aug 2023	Jun 2025
UC Santa Cruz	Telecommunications Infrastructure Upgrade	8	Apr 2016	Nov 2024	7		Sep 2020
UC San Francisco Health	Emergency Responder Radio Communication System (ERRCS)	8	Nov 2021	2031			

Systemwide	FIS Phase 3 - eLedger, DPR, & FCCS	8	Nov 2023	Jan 2025	7		
UC Irvine Health	Epic Beaker Laboratory System (AP and CP)	7	Oct 2021	Oct 2024	12		July 2024
UC San Francisco Health	Digital Employee Experience	7	Nov 2021	Nov 2026			
UC San Francisco Health	Parnassus Research and Academic Building	7	Oct 2021	Jul 2028			2026
UC Irvine	CourseLeaf Integration	7	Nov 2022	Sep 2027	6		
UC Irvine	Oracle Student Financial Planning (SFP)	7	May 2022	Jun 2025	5		Oct 2024
UCLA Health	UKG ("Kronos")	7	Sep 2024	Jun 2026			
UC Irvine	Graduate Academic Management System (GRAMS)	6	Jan 2024	Aug 2028			
UC Santa Cruz	Telecommunications Infrastructure Improvements Phase D	5	Dec 2017	April 2025			
Systemwide	Phase 1- Systemwide Community Safety Project	5	Oct 2024	Sep 2025			

Project Dashboards

UCSF – Helen Diller Hospital At Parnassus Heights, Sponsor: Shelia Antrum

Description & Purpose	Risk None at this time for IT	Overall Health 🟢
The UCSF Helen Diller Hospital (HDH) at Parnassus Heights will be a 15-story tower ~875K sq ft adult hospital providing much needed capacity for acute, emergency and intensive care beds, meet the state's seismic requirements and provide an optimal healing environment that addresses social, psychological, spiritual and behavioral components of health in one place. The holistic focus on the needs of the patient reflects UCSF's integrated research, education and care delivery mission. The new hospital will incorporate the latest innovations in technology and equipment for advanced complex care and bridge scientific research discoveries from bench to bedside leading to accelerated innovative treatments and therapies to benefit our patients.	**Budget** 🟢 • Original Budget: $187M • Current Budget: $177M • Est. Completion Cost: $177M	**Schedule** 🟢 • Start Date: 2019 • Original Completion Date: 2030 • Current Completion Date: 2030

Top Issues, Risks & Scope Changes	Mitigation Plan/Status
None at this time.	

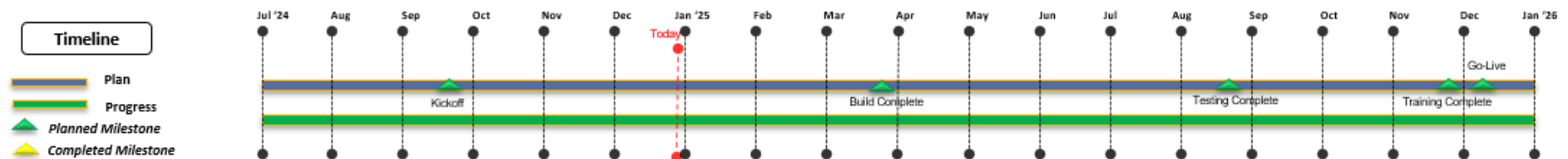| Recent Accomplishments	Planned Accomplishments for Next Reporting Period
• Reviewed assessment of Emergency Department, Pre-Operative, and Post Anesthesia Care Unit (PACU) with the HDH IT Visioning Committee to solicit feedback on where parity is needed between the new tower and the two legacy inpatient buildings to which the new tower will connect. • Conducted an assessment of Caregiver stations in Moffitt & Long to determine where technology investments would be needed to achieve parity with HDH. • Reviewed Moffitt & Long technology investment options with additional clinical stakeholders in September 2024 and provided cost estimates to Health IT leadership to facilitate capital requests. • Reviewed Division 27 Specifications. • Conducted Quality Assurance/Quality Control check for Low Voltage in support of HCAI permit submittal activities. • Finalized Audio Visual (AV) Phase 1 Scope of Work (AV Design) including issuing a purchase order.	• Onboard Audio Visual Designer, AVI-SPL, so that requirements can be incorporated into the drawing sets and begin the AV design for HDH. • Support the fit up of the HDH Mockup site (1791 Tennessee St, SF) including wall mounts, monitor arms, keyboard trays, etc. • Complete the first draft of the HDH IT Scope document. • Support Hospital Make Ready/Site Make Ready (HMR/SMR) activities in support of the construction of the HDH.

Timeline
- Plan
- Progress
- Planned Milestone
- Completed Milestone

Jul '24, Aug, Sep, Oct, Nov, Dec, Jan '25 (Today), Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec, Jan '26

Milestones: QA/QC Drawings Complete; HCAI permit submittals; Implementation Design Drawings Complete; RTLS Infrastructure Decision; AV Design Complete; Structural Steel starts

Prepared by: Karen O'Neill

Reporting Period Ending: **December 2024**

UCI Health – Epic Reimagined, Sponsors: Julie Eastman & Doug Turner

Description & Purpose	Risk Low	Overall Health 🟡

Description & Purpose

UCI is implementing a new instance of Epic to be used across all UCI Health locations. This program will replace the shared UCSD Epic instance, replace Oracle Health/Cerner and athenahealth at our acquired Community Network(CN) sites, and be used in the new UCI Medical Center. The purpose of this transformation is to create a single medical record platform and standardized third party systems across the UCI landscape to drive patient care standard and support organizational growth.

Budget 🟢	Schedule 🟡
• Original Budget: $133M	• Start Date: 07/2024
• Current Budget: $133M	• Original Completion Date: 12/2025
• Est. Completion Cost: $133M	• Current Completion Date: 12/2025

Top Issues, Risks & Scope Changes

- Third-party contracts behind schedule
- Planning/Admin assessment, technical assessment, and technical deployment plan for Community Network sites is behind schedule
- Competing projects splitting focus and resources across the organization and leading to duplicate work in legacy system and rebuilding new Epic system
- Build of new Epic instance behind schedule primarily due to above issues

Mitigation Plan/Status

Third Party contracts: Continued efforts underway to align scope for third party applications across Orange, Irvine and Community Network sites. Daily huddles and critical third-party contracts escalated to executive leadership
Technical Assessments for CN: Planning/assessment completion targeted for early March 2025
Competing Projects: Scoping of all competing projects is in progress, requesting additional ITS resources to complete all in flight projects and duplicate work, instituting a systemwide freeze on new project requests on 2/17/25
Build Behind Schedule: Recently reached full staffing requirement for the project, added more onsite project team time, and set application analyst specific weekly build targets

Recent Accomplishments

- Aligned scope of Epic Reimagined and NextGen Finance project
- Project progressed into Build & Configuration phase
- Successfully testing data conversion from legacy Epic into new Epic
- Started interface connectivity testing between Epic and third parties
- Significant progress on application rationalization and signed over 75 third party contracts
- Epic functionality decisions have stayed on target with our goal to be 90% Epic Foundation

Planned Accomplishments for Next Reporting Period

- Complete 95% of system build for next reporting period
- Begin testing phase of project
- Begin data archival & conversion large scale testing
- Finalize scope on third parties and competing projects and make progress on integrating into Epic Reimagined
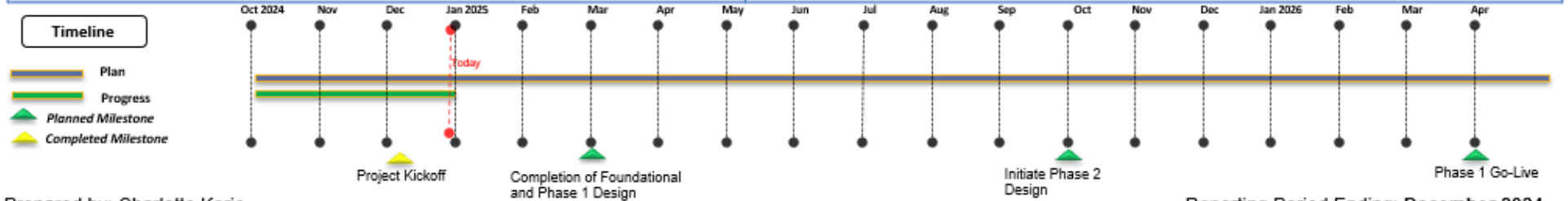

Timeline — Plan, Progress, Planned Milestone, Completed Milestone

Milestones: Kickoff (Sep), Build Complete (Apr), Testing Complete (Sep), Training Complete (Dec), Go-Live (Dec). Today: Jan '25.

Prepared by: Doug Turner

Reporting Period Ending: **December 2024**

UCSF – Project One, Sponsors: Erin Gore & Suresh Gunasekaran

Description & Purpose:	Risk: Medium	Overall Health ⬤
UCSF will implement a modern, integrated Enterprise Resource Planning (ERP) system, including core financial, supply chain management (SCM), human capital management (HCM), research (RES), planning and budgeting (EPM), and Student Information (SIS) systems with enhanced data integration and communication that can serve its current and future business/technology needs related to Human Capital Management, Supply Chain Management, Financial Management and Asset Management, Research and Student Information functions. In addition, UCSF seeks to streamline identified business processes and improve productivity through automation; increase data accuracy and effectiveness by integrating various functions, systems, and information sources; and improve controls, as well as enhance its analysis, planning and reporting capabilities. UCSF has selected Oracle Cloud (Oracle) as its new ERP and SIS platform to be implemented through this project in partnership with Deloitte Consulting. The program will be completed in three phases. Phase 1 includes HCM, Health Finance and Health SCM. Phase 2 includes Campus Finance, Campus SCM, and Research. SIS will be Phase 3.	**Budget** 🟢 • Original Budget (Capital): $127M • Current Budget (Capital): $127M • Est. Completion Cost (Capital): $127M	**Schedule** 🟡 • Start Date: 08/01/2024 • Original Completion Date: 2028 • Current Completion Date: 2028

Top Issues, Risks & Scope Changes	Mitigation Plan/Status
Current project risks include: • HCM: Delays in engaging with UCPath • FIN: Delayed Chart of Accounts review and additional foundational sessions; • SCM: Jaggaer decision There are no scope changes currently	HCM: UCSF collaborating with UCOP to develop MOU (memo of understanding) to initiate discovery planned in January 2025 FIN: Additional workshops and meetings have been added to address the additional reviews and foundational sessions. PMO (project management office) team is closely monitoring through daily huddles. SCM: The Jaggaer decision is planned for January 2025

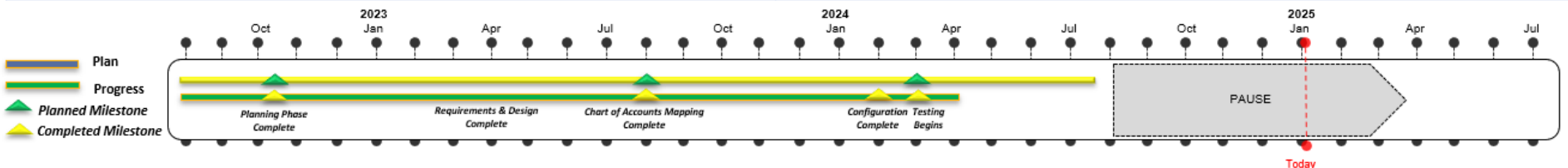| Recent Accomplishments	Planned Accomplishments for Next Reporting Period
• Project One Governance Committees formed • Organizational Change Management led an in-person Leadership Summit • Formal Project One Kickoff held December 6th • Global design session scheduling initiated	• Source and hire backfill resources as needed by workstreams • Schedule 200+ global design workshops across all workstreams • Governance Committees to review global design decisions January & February 2025 • Organizational Change Management Project Onboarding planned for January 2025

Timeline

Plan
Progress
Planned Milestone
Completed Milestone

Oct 2024 | Nov | Dec | Jan 2025 | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan 2026 | Feb | Mar | Apr

Today

Project Kickoff

Completion of Foundational and Phase 1 Design

Initiate Phase 2 Design

Phase 1 Go-Live

Prepared by: Charlotte Kerio

Reporting Period Ending: **December 2024**

UCLA – Finance Transformation [Ascend 2.0], Stephen Agostini, Michael Beck, Lucy Avetisyan and Roger Wakimoto

Description & Purpose	Risk High	Overall Health ⬤ Paused
UCLA's **Ascend 2.0 Program** is a comprehensive business transformation initiative designed to modernize the University's financial, budgetary, and research administration operations by migrating to the Oracle Cloud SaaS solution. A core component of the program involves a fundamental modernization of the University's **Chart of Accounts (CoA)**. Any systems that interface with central finance, research administration, and budget systems—whether they provide data to or receive data from these systems—will require retrofitting to ensure seamless integration.	**Budget** ⬤ Paused • Original Budget: $120M • Current Budget: $98.9M • Remaining Budget as of Dec. 31, 2024: $13.5M	**Schedule** ⬤ Paused • Start Date: April 2018 - Original Completion Date: July 2020 • New Completion Date: [PROJECT ON PAUSE]

Top Issues, Risks & Scope Changes	Mitigation Plan/Status
Overall • Ascend 2.0 was initially focused on Oracle Financials, while BruinBuy Plus (BB+), UCLA's implementation of the Jaggaer Procurement platform, was managed and reported separately through the UCOP Summary Report for UCLA due to its $9 million budget and UC Board of Regents reporting standards. Recognizing the interdependencies between the systems, BB+ was integrated as Release 1 (R1), with Oracle Financials designated as Release 2 (R2). • After the January 6, 2024, BB+ go-live, a task force was formed to address ongoing issues, streamline invoice processing, and stabilize the system. • In parallel, the Oracle Financials go-live has been paused since August 2 and is undergoing a program assessment. **Solution** • Assessments are in flight to evaluate Ascend 2.0's governance, vision, goals, customer engagement strategies, and vendor relationships. **Vendor** • Oracle's lack of responsiveness—particularly regarding licensing costs and support—has emerged as a concern. This issue is part of the ongoing evaluation.	**Overall** • The CFO led two strategic sessions with campus and ITS leadership to explore options for advancing the financial transformation effort. • KPMG, as the IV&V partner, is conducting an after-action review to assess the reasons for the program pause, highlight successes, and identify areas for improvement. The findings will inform decisions on the future direction of the financial transformation initiative. **Solution** • Engage key stakeholders to align on the updated strategy, ensuring clarity around roles, responsibilities, and expectations for the revised plan. • Ensure the revised strategy addresses any gaps or areas of concern identified during the assessment, particularly regarding integrations and user needs. **Vendor** • Based on the reassessment of the tool and provider, finalize the decision on whether to continue with the current vendor or explore alternatives.

| Recent Accomplishments	Planned Accomplishments for Next Reporting Period
• Completed a comprehensive reassessment of the Ascend 2.0 program. • Defined a new governance model and developed a revised charter. • Developed a refreshed vision, goals, and engagement strategy for the program. • Conducted a reassessment of the tool and provider, identifying vendor support gaps.	• Finalize and implement the new governance framework. • Define a clear roadmap and phased approach for Ascend 2.0. • Establish an improved customer engagement model. • Determine the viability of the current software provider and explore alternatives if needed. • Align financial and operational resources to support the redefined program direction.

Prepared by: Jennifer Ferry

UCLA – Security and Network Transformation, Darnell Hunt, Michael Beck & Lucy Avetisyan

Description & Purpose	Risk Medium	Overall Health ⬤
The Security and Network Transformation Program is focused on enhancing campus-wide cybersecurity capabilities and unifying the network to provide a scalable, flexible, and secure foundation for continuous digital innovation. The initiative is committed to creating a secure digital environment that supports UCLA's mission and drives future growth.	**Budget** ⬤ • Original Budget: $62M (Security - $38M; Network -$24M)	**Schedule** ⬤ • Start Date: 01/01/2024 • Completion Date: 12/2026

Top Issues, Risks & Scope Changes

Security
- **Trellix:** Reassessing Trellix approach for non-university owned devices to focus on operationalizing a loaner workstation approach for those faculty/staff relying on their personal devices to conduct university business. This approach is contingent on a $2M budget allocation.
- **Asset Management:** Working to address several medium risks driven by project dependencies, technical gaps, and limited school/unit stakeholder engagement.
- **Security Phase 2:** Additional project implementations targeted for the start of January have been delayed and will be re-evaluated for scope, resource dependencies, and re-prioritization.

Network
- The vendor selection process is at risk of delay due to ongoing efforts to strengthen the bidding process and ensure optimal results. Selecting vendors is essential to initiating vendor-specific designs required to complete the design phase. Any delays in the vendor selection timeline will have downstream impacts on the overall project schedule.

Budget:
- The Security and Network Transformation is funded through the current budget and strategic operational expense deferral. However, ongoing funding for sustaining the delivered tools and services remains unsecured.

Mitigation Plan/Status

Security
- **Trellix:** Raised UCLA's options to address the use of Trellix and management of personal devices to IT Strategic Partners and Security Advisory Committee (SAC) in December; reviewing feedback to formalize long term approach.
- **Asset Management:** Onsite working sessions have been scheduled to mitigate known Asset Management risks and upcoming Security Phase 2 project expansion projects.

Network
- Finalize approvals and alignment to vendor selection process from leadership and business partners as soon as possible in order to move forward with the bid process.

Budget:
- The team is working with university leadership to address sustainment funding needs to ensure long-term success.

Recent Accomplishments

Program
- Onboarded vendors under Request for Competing Proposal (RFCP) to support program.
- Established a Design Review Board (DRB) to advise on future state design needs across network and security.
- Onboarded 7 team members to support project and organizational change management across the program.

Security
- Closed out Trellix compliant schools/units per November 2024 deadline and completing outreach for non-compliant schools/units.
- Established a Security Advisory Committee (SAC) to advise on security needs across the program.

Network
- Conducted 32 Network Design Workshops across campus to gather needs and considerations for the future state network; presented network architecture, design, and vendor considerations to the DRB for feedback.
- Completed all campus site walks (760+ in total), inventoried list of 2000+ devices and equipment. Developed recommendations for remediations of existing infrastructure.

Planned Accomplishments for Next Reporting Period

Program
- Establish a Network Advisory Committee, a collaborative cross campus body advising the planning, development, and execution of the Network Unification.
- Host a unified program kickoff series, covering both the internal program team and broader campus community.

Security
- Finalize UCLA's Unified Endpoint Management (UEM) standards and guidelines.
- Deploy Trellix attestation for school/unit compliancy by March 2025.
- Finalize loaner workstation approach, contingent on a finalized UCOP Endpoint Detection and Response (EDR) Standard and wrap up remaining UCLA-owned device efforts.

Network
- Complete the Network Design & Deployment Planning Phase, resulting in a detailed network design, implementation roadmap, and operating model strategy. Begin activities to prepare for implementation pilot.
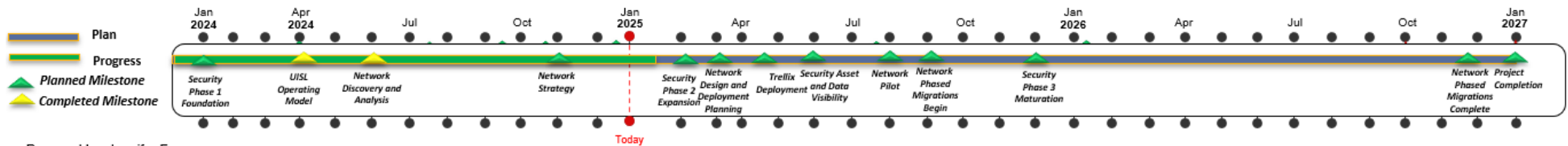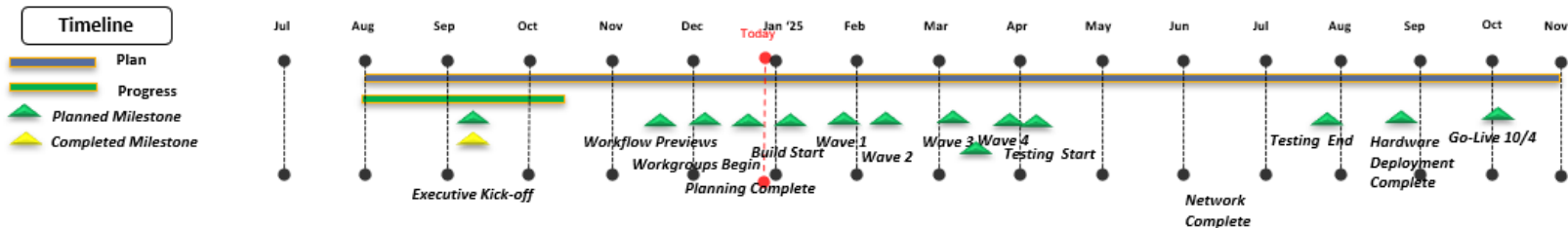

Prepared by: Jennifer Ferry

Reporting Period Ending: **December 2024**

UCSF APeX Integration (Integrate IT) Project, Sponsor: Mark Rauschuber

Description & Purpose:	Risk High		Overall Health ●
Implement and integrate APeX and other systems into a unified UCSF community technology model. System integration across all functional areas, bringing new technology capabilities to the Saint Francis(SF) and St. Mary's(SM) facilities in direct alignment with the UCSF Health System.	**Budget** ●		**Schedule** ●
	• Original Budget: $60.7 • Current Budget: $60.7 • Est. Completion Cost: $60.7		• Start Date: 8/2024 • Original Completion Date: 10/2025 • Current Completion Date: 10/2025

Top Issues, Risks & Scope Changes	Mitigation Plan/Status
• Project Scope Items: Lab pathology alignment; Kentfield and Crestwood integration • 3rd party contracting needs to be completed 6/2025 • Common Spirit data delays for conversion efforts • Policy Alignment • Competing high priority UCSF projects: Ultimate Software and Kronos Incorporated (UKG) • Dependencies on other projects (Networking)	• Awaiting final decision from lab and hospital operations for lab pathology alignment due 2/1/25. Kentwood and Crestwood leadership have not responded to multiple attempts to engage. UCSF desire for dietary integration. • Finance and legal groups have limited resources. Prioritized the order of contracts to be finalized. • Escalated data delays and resource identification through Program Advisory Council. • Working with Pam Hudson on Policy alignment strategy. • Collaborating with UKG leadership to minimize timeline change impacts for operations. • Engagement with Common Spirit to align network timelines with Integrate IT plans.

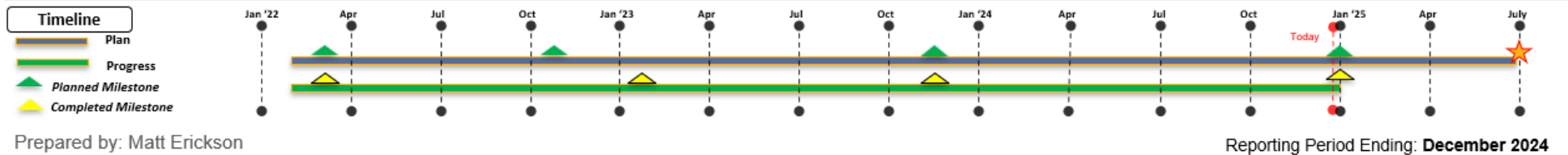| Recent Accomplishments	Planned Accomplishments for Next Reporting Period
• Project Governance Finalized • Lab Departments Created in Epic • IT Kick-off and Wave 1 Contractors Onboarded • Community Template Complete • Workflow Preview • Workgroup meetings begin • Epic Departments and Locations Created, Conversion Plan, Testing Plan, Training Plan Complete – 1	• 3rd party contracting bucket 1 complete 1/2025 • Build Wave 1 complete 1/2025 • Build Wave 2 complete 2/2025 • Hardware gap analysis complete 1/2025 • Bill of Materials turned over to Infrastructure 2/2025 • Build Wave 3 complete 3/2025 • Build Wave 4 complete 3/2025 • Network complete 6/1/2025

Prepared by: Brett Seyfried

UCSB – Financial Management Modernization Program, Sponsor: Chuck Haines

Description & Purpose

The UC has adopted a new Chart of Accounts (COA) structure to be implemented by all campuses and UCSB executive leadership has made the decision to re-implement the Campus Financial System on Oracle Financials Cloud (OFC) in order to accomplish that transition. The goal of this program is to modernize financial systems and transform business practices at all levels of our campus. This program will enhance capabilities for budgeting, accounting, and reporting and implement these capabilities consistently across all departments; reduce complexity and inefficiencies and increase accuracy through the elimination of "shadow" financial systems and processes. The focus will be on improving processes for campus financial transactions and increasing the level of transparency; standardizing reporting through consistent accounting systems, structures and processes; providing uniform campus-wide training, and providing Change Management strategies that focus on impacted employees.

Risk Medium

Overall Health ⬤

Budget ⬤

- Original Budget: $27.9M*
- Current Budget: $59M*
- Est. Completion Cost: $59M*

Schedule ⬤

- Start Date: 02/2022
- Original Completion Date: 06/2025*
- Current Completion Date: 06/2026*

*Includes 12 months for stabilization

Top Issues, Risks & Scope Changes

Scope
- Some Project and Grants Management decisions, risks, issues and questions remain unresolved; additional change requests are expected as we move into User Acceptance Testing (UAT).

Budget
- Delays in onboarding resources for positions in the sustainment organization may necessitate retaining implementation partner resources longer than three months after go live, increasing the overall budget.

Schedule
- Delays in completing the procurement system and Enterprise Performance Management integrations build will result in some integrations being tested for the first time in UAT.
- Delays in finalizing process maps and reports will impact the timely completion of training materials.
- 16 out of 46 system remediations are not ready for testing, some workarounds may be required.
- Sponsored programs, capital projects, and financial aid conversions are behind, resulting in UAT delays.
- The current cutover timeline is too long, mostly as a result of the Jaggaer PO conversion plan.

Resources
- Gaps remaining in the sustainment organizational structure may impact the central offices' ability to quickly respond to cross-functional support requests and application management needs after go-live.
- Multiple concurrent, high-priority campus programs and initiatives compete for attention and focus.

Mitigation Plan/Status

Scope
- Only critical change requests arising from testing defects will be considered for approval.

Budget
- Quotes for extending implementation partner managed services have been requested and will be reviewed with governance.

Schedule
- Multiple resource adjustments are being implemented to provide more support to the training/change management team. The program team will calibrate expectations with end users on when some training courses/materials will be available.
- Senior campus executives, divisional CFOs, and departmental administrators have been advised that some system remediations are behind schedule and that some workarounds may be required after go-live. PMO staff are managing high risk remediations.
- The UAT schedule was adjusted by two weeks to allow more time to address data issues related to conversion bugs. Technical resources were re-assigned to help resolve critical and high conversion bugs and defects.
- A number of cutover options are currently under review.

Resources
- Sustainment planning workshops focusing on the service model and application support model continue. The future state operating model for projects and grants is being implemented in the Academic Affairs division.
- Financial Management Modernization Program status reports to campus governance groups continue to document program risks, sustainment planning, decision-making, and organizational change management efforts.

Recent Accomplishments

The following milestones and deliverables were completed: System Integration Testing Cycle 3, System Integration Testing Cycle 4, and the October 2024 Quarterly Program Status Town Hall.

Planned Accomplishments for Next Reporting Period

Complete the following milestones and deliverables: Integration Test Results, End User Training Schedule, OFC Training Materials, User Acceptance Testing Scenarios, UAT Plan, Cutover Plan, and UAT Execution.
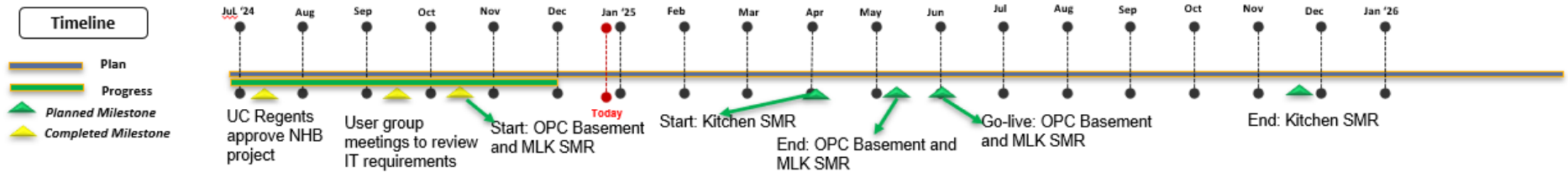

Timeline
- Plan
- Progress
- ▲ Planned Milestone
- △ Completed Milestone
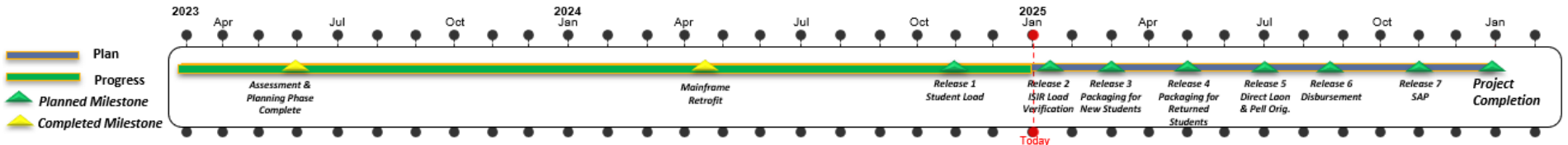
Prepared by: Matt Erickson

Reporting Period Ending: **December 2024**

UCSF – Benioff Children's Oakland New Hospital Building (NHB), Sponsor: Nicholas Holmes, MD

Description & Purpose

The UCSF Benioff Children's Oakland New Hospital Building (NHB) will be a 7-story tower 277,500 gross-square foot (GSF) state-of-the-art, child-centric medical facility for families across the Bay Area. The new hospital will include a new and expanded emergency department, providing double the current space for child-centered trauma care for which the Oakland hospital is renowned. The additional space will enable more efficient care and provide room for updated imaging and surgical services, a new neonatal intensive care unit (NICU), and seven new surgical suites. It will have triple the number of single-patient rooms as the current hospital – from 39 now to 137 – while also providing rooms for families with multiple children requiring care. It will add a much-needed, 20-bed inpatient behavioral health unit. Also included are renovation of approximately 11,800 GSF of existing space and a 270-space (103,180 GSF) parking structure with a rooftop helistop.

Risk None at this time; still in early planning.

Overall Health 🟢

Budget 🟢

- Original IT Budget: $54.44M
- Current IT Budget: $45.79M
- Est. Completion Cost: $45.79M

Schedule 🟢

- Start Date: 2023
- Original Completion Date: 2030
- Current Completion Date: 2031

Top Issues, Risks & Scope Changes

None at this time.

Mitigation Plan/Status

Recent Accomplishments

- Attended and provided input/guidance on IT scope at user meetings in support of the DD (Detailed Design) phase of the project.
- Construction kick-off for Site Make Ready (SMR) projects including OPC (Outpatient Building) Basement and MLK (Martin Luther King Blvd) lab.
- Network requirements design review for existing hospital spaces being reconfigured or repurposed following the relocation of programs to NHB.

Planned Accomplishments for Next Reporting Period

- Attend and provide input/guidance on IT scope at user meetings in support of the DD4 phase of the project.
- Review IT budget based on discussions in user meetings.
- Create IT project plan including major milestones to support construction schedule
- Work with UCSF stakeholders (including IT and Nursing leadership) to identify recommended Nurse Call solution for NHB.

Timeline

— Plan
— Progress
▲ Planned Milestone (green)
▲ Completed Milestone (yellow)

UC Regents approve NHB project | User group meetings to review IT requirements | Start: OPC Basement and MLK SMR | Today | Start: Kitchen SMR | End: OPC Basement and MLK SMR | Go-live: OPC Basement and MLK SMR | End: Kitchen SMR

Prepared by: Karen O'Neill

Reporting Period Ending: **December 2024**

UCLA – Financial Aid Transformation [FACET], Gary Clark and Lucy Avetisyan

Description & Purpose	Risk Medium	Overall Health 🟢
UCLA's FACET Program is a business transformation initiative focused on migrating the University to the Oracle Student Financial Planning (SFP) SaaS solution for managing student financial aid activities. This program will shift financial aid processing from a transaction-based approach to a service-based model, enhancing efficiency and support. Students will benefit from a significantly improved experience, making it easier to view, accept, and resolve issues related to their financial aid.	**Budget 🟡** • Original Budget: $23.5M • Current Budget: $32.1M	**Schedule 🟢** • Start Date: 09/2020 • Original Completion Date: 12/2023 • Current Completion Date: 12/2025

Top Issues, Risks & Scope Changes

Implementation
- Four risks have emerged concerning Oracle Funds Performance, along with three critical integrations with legacy systems (e.g., Payment Solutions & Compliance, UNEX, and Blackbaud Account Management).
- Additionally, the team is closely monitoring peer institutions that implemented Oracle SFP during the previous FAFSA rollout. These institutions faced compressed schedules and encountered implementation issues during key release cycles, providing valuable insights that will inform UCLA's approach moving forward.

Solution
- Several enhancements are required to ensure Oracle SFP fully aligns with UCLA's specific requirements and release timeline. Key areas for improvement include Summer as Header, Nonfederal Funds, and other functionality adjustments.

Budget
- There are budgetary impacts for the FACET program resulting from various factors, including Mainframe Remediation costs.
- Additionally, funding for sustainment operations was not secured at the program's inception, necessitating a formal funding request to ensure continued operational support.

Mitigation Plan/Status

Implementation
- The team is implementing risk mitigation strategies to manage fund loads effectively until Oracle's fix is delivered in January. Additional testing cycles are being planned to ensure thorough completion of all integration work.
- To strengthen our approach, FACET program leadership engaged with peer institutions that have already implemented Oracle SFP. By conducting lessons learned sessions and tracking challenges faced by these institutions, the team has developed targeted risk mitigation strategies to address potential concerns specific to UCLA.

Solution
- The Oracle SFP implementation activities are being closely monitored to ensure timely delivery for Release 2 in January 2025. There are currently no showstoppers for Release 2. The team has regular check-ins with Oracle to track the progress of enhancement requests.

Budget
- The team has completed an extensive reconciliation exercise, including resource transitions and reforecasting, bringing the remaining program budget forecast into good standing.
- FACET program leadership received approval in December for the sustainment budget from the Executive IT Governance Board and is working with the Office of the CFO to secure funding for sustainment resources.

Recent Accomplishments

- Training is complete, the system release is live, and Hypercare is ongoing with no issues reported to date.
- Training materials, including student videos, are ready.
- System Integration Testing (SIT) and User Acceptance Testing (UAT) Cycle are complete.
- Awareness communications have been circulated to UCLA leadership and financial aid staff teams.
- Change Leader Network participants are actively coordinating plans to introduce the new system.

Planned Accomplishments for Next Reporting Period

- System is live and Hypercare ongoing with no issues to date. Completed User Acceptance Testing (UAT) Cycle 1 for R1. Completed training for Release 1..
- Cutover for Release 2 targeted for January 21, 2025. User Acceptance Testing (UAT) Cycle 2 to be initiated. Training for Release 2 (January) to be completed.
- Develop the detailed cutover plan for Release 3 and 4, planned for March 14, 2025. Complete training for Release 3.
- Coordinate with the Change Leader Network to communicate about the system and available Help resources to students.

Timeline legend: Plan, Progress, Planned Milestone, Completed Milestone

Milestones: Assessment & Planning Phase Complete | Mainframe Retrofit | Release 1 Student Load | Release 2 I$IR Load Verification (Today) | Release 3 Packaging for New Students | Release 4 Packaging for Returned Students | Release 5 Direct Loan & Pell Orig. | Release 6 Disbursement | Release 7 SAP | Project Completion
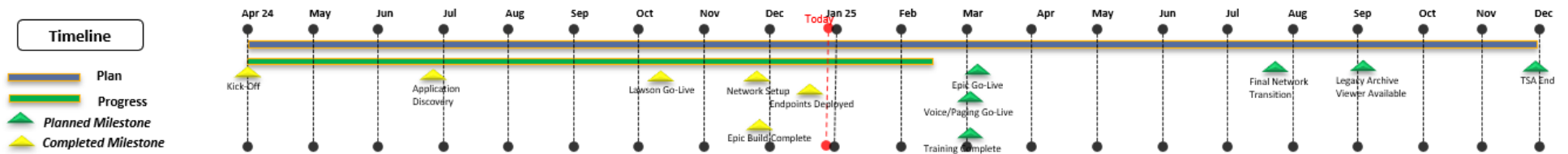
Prepared by: Jennifer Ferry   Reporting Period Ending: **December 2024**

UCLA Health – West Valley Hospital Acquisition, Sponsor: Ellen Pollack

Description & Purpose	Risk: Low	Overall Health 🟢

Description & Purpose	Budget 🟢	Schedule 🟢

UCLA Health purchased West Valley Medical Center in March 2024. UCLA Health IT will transition all systems currently in place at West Valley Medical Center and West Hills ASC to be in line with existing standards and workflows already implemented at our other locations. Hardware and Facilities will also be evaluated and updated/refreshed/purchased to follow UCLA standards. UCLA West Valley currently has a go live date of March 11, 2025, to transition from Meditech to Epic.	• Original Budget: $31M
	    • CapEx: $23M
	    • OpEx: $8M
	• Current Budget: $31M
	• Est. Completion Cost: $31M
		• Start Date: 01/24
		• Original Completion Date: 03/25
		• Current Completion Date: 12/25

Top Issues, Risks & Scope Changes
- Working with vendors to support devices for go-live
- Staff & Provider training completion

Mitigation Plan/Status
- Finalizing the Technical & Clinical cutovers
- Go-Live elbow support resources are identified for required coverage
- Technical Dress Rehearsal of all end point devices completed to ensure readiness for the CareConnect cutover

Recent Accomplishments
- Started Training for Staff & Providers
- Completed Technical Dress Rehearsal
- Completed Application Testing
- Completed MPI mapping

Planned Accomplishments for Next Reporting Period
- Go-Live with CareConnect and integrated clinical apps on 3/11/25
- Start the decommission process to complete the TSA with CereCore (vendor) that is planned to continue through 12/25

Timeline

- ▬ Plan
- ▬ Progress
- 🔺 Planned Milestone
- 🔻 Completed Milestone

Timeline months: Apr 24, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec, Jan 25 (Today), Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec

Milestones:
- Kick-Off
- Application Discovery
- Lawson Go-Live
- Network Setup
- Endpoints Deployed
- Epic Build Complete
- Epic Go-Live
- Voice/Paging Go-Live
- Training Complete
- Final Network Transition
- Legacy Archive Viewer Available
- TSA End

Prepared by: Jason Schenk

Reporting Period Ending: December 2024

UCSF Health – Lab Technology Modernization / Beaker, Sponsor(s): Sheila Antrum, Mark Rauschuber

Description & Purpose	Risk	High	Overall Health	🔴

Operational
- Create a new centralized Laboratory Information Systems Team, managed by Central IT, and governed by a single Lab delivery governance process.
- Standardize workflows across locations and departments.

Technical
- Replace Sunquest Clinical Lab software with Beaker Clinical Pathology (CP) module.
- Replace CoPath Pathology with Beaker Anatomic Pathology (AP) module.
- Replace West Bay Sunquest Blood Bank with Soft Blood Bank product and move onto its own instance. Migrate BCH Oakland's Soft Blood Bank product to the stand-alone version.
- Replace Sapio (Advanced Diagnostics Library Information System) with Beaker and integrate selected third parties.
- Replace all label printing hardware with a single standard model within the lab, phlebotomy locations, and expand to all bedsides.

Budget	🟢	Schedule	🔴

Budget
- Original Budget: $29.3M
- Current Budget: $29.3M
- Est. Completion Cost: $21.4M

Schedule
- Start Date: June 2023
- Original Completion Date: May 2025
- Current Completion Date: May 2025

Top Issues, Risks & Scope Changes

Issues/Risks
Timeline is at a serious status due to several validation efforts being off track. Volume Charge testing, due to be completed 11/1 is still at 96% for technical charges, 85% for UCSF profee charges and scope being determined for BCH-Oak profee charges. Instrument mapped record testing (MRT) and Dry Auto Verification (AV) testing are critical path milestones and prerequisites for Clinical Content Validation Phase 3 (CCV3) and Wet AV testing, respectively. Operational resources remain constrained, but we continue to meet our deadlines and successfully mitigate any necessary adjustments.

Scope Changes
There are no new scope increases or enhancement requests currently

Mitigation Plan/Status

- To avoid further compressing the time available for Lab Operations to complete CCV3 before go-live, the Beaker team will complete remaining Dry AV and core instrument testing by January 31.
- Lab Operations will complete all outstanding CCV2 and MRT testing by February 14.
- This approach aims to prevent delays in dependent testing efforts and ensure sufficient time for Lab Operations to complete College of American Pathologists (CAP) -required testing efforts before the go-live date in May.
- Starting 11/26, we implemented a structured escalation process within Beaker to ensure scope adherence and governance compliance ahead of the 5/31 go-live. This process includes weekly reviews of new requests, escalation of critical items to the Lab Advisory Council, and further review by the Lab Executive Steering when necessary, ensuring alignment and readiness for key updates.
- Toni Braden-Workman is highly involved to ensure resource requests are prioritized appropriately

Recent Accomplishments

Clinical Content Validation Phases 1 and 2 completed. Pilot Technical Dress Rehearsal completed in the first week of Jan.

Planned Accomplishments for Next Reporting Period

- Prepare for 90/60/30 day Go Live Readiness Assessments (GLRA)
- Complete Mapped Record Testing (MRT) and Dry Auto Verification testing by 01/31
- Begin CCV3 on 2/24
- Softbank validation.
- Conversion validation testing
- Reporting build & validation
- Super User training & End User training
- Technical Dress Rehearsal starts 2/10
- Cutover planning and Dry runs

Timeline

- ▬ Plan
- ▬ Progress
- 🔺 Planned Milestone
- 🔻 Completed Milestone

Prepared by: Aparna Sashikanth

Timeline months: Jan '24, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec, Jan '25 (Today), Feb (TDR), Mar (Cutover), Apr, May, Jun, Jul

Milestones:
- Beaker Build Wave 2
- Beaker Build Wave 3 complete
- Testing Phase Begins
- Integrated, Mapped Record, Instrument, and Parallel Revenue Cycle Testing
- Report Testing
- Training/Readiness Phase Begins
- Go Live!

Report Period Ending: December 2024