

Appendix 3 – Responsibilities and Accountabilities Matrix for Major Health Capital Projects Greater than \$5 Million

Function	Description	INFRA	HEALTH	AHS	Comments/Explanatory Notes
1.0 Provincial Health Planning					
1.1	Develop and Implement Provincial Health Policy (e.g. Vision 2020)	I	R&A	C	
1.2	Determine Alberta Health Services' (AHS) Strategic Direction (e.g. 2009-2012 Seniors Strategy, Rural Health Strategy, Health Plan)	I	C	R&A	
1.3	Develop and Implement Service Delivery Plans	I	C	R&A	
2.0 Capital Planning					
2.1	Prepare AHS' Long-Term Capital Plan and Annual Capital Plan Submission, including determining operating costs contained in business cases	S	S	R&A	Alberta Infrastructure (INFRA) supports AHS by advising on estimated costs, scope and constructability. Alberta Health (HEALTH) ensures priorities meet provincial service delivery plans.
2.2	Determine Health Capital Priorities and Prepare Health's Capital Plan, including Capital Planning Initiative submission	S	R&A	S	Provincial Capital Plan prepared and approved by the Ministry of Treasury Board and Finance (TBF).
3.0 Project Planning					
3.1	Prepare Needs Assessment Document	C	C	R&A	
3.1.1	Assign Project Manager	R&A	I	C	
3.1.2	Approve Needs Assessment	C	R&A	S	
3.2	Lead Business Case	R&A	S	S	INFRA leads the overall development of the business case. Input will be sought from AHS and HEALTH in regards to needs assessment, options and strategic alignment with overall service delivery plans.
3.2.1	Prepare Business Case	R&A	S	S	

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3.2.2	Submit project approval request to TBF	S	R&A	S	All three parties sign-off business case: AHS as recommending; INFRA as reviewer; and HEALTH as approving. HEALTH will then submit to TBF.
3.3	Approve Project for Capital Funding	R&A	R&A	I	Approval letter signed off by Ministers of HEALTH and INFRA.
3.4	Lead Functional Program	R&A	S	S	Although INFRA will lead the overall development of the functional program, AHS and its stakeholders will be key to providing input.
3.4.1	Prepare Functional Program	R&A	S	S	
3.4.2	Approve Functional Program	S	R&A	S	All three parties sign-off on the functional program, with AHS and INFRA as recommending, and HEALTH as approving.
3.5	P3 Opportunity Paper (if applicable)	R&A	C	C	
4.0 Project Initiation and Start-up					
4.1	Prepare Project Charter including Project Reporting Requirements	R&A	I	S	
4.2	Develop Project Implementation Plan	R&A	I	S	
4.3	Lead Project Steering Committee	R&A	I	S	
4.4	Acquire Land	R&A	S	S	
5.0 Project Design					
5.1	Engage Design Consultant (Request for Proposals)	R&A	I	S	
5.2	Engage Value Management Consultant	R&A	I	S	
5.3	Manage User Interface Process	S	I	R&A	AHS will ensure collaboration with user groups and project team.
5.4	Undertake Equipment Planning	A	S	R	Furniture, Fixtures and Equipment (FF&E) agreement identifies specific responsibilities and is inclusive of Information Technology (IT) equipment.
5.5	Prepare Schematic Design	R&A	C	S	
5.6	Approve Schematic Design	S	C	R&A	

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5.7	Develop Final Design Documents	R&A	I	S	INFRA will lead development with a collaborative team to include AHS.
5.8	Review and Sign-off Design Against Approved Functional Program	S	C	R&A	
5.9	Plan Move-in and Operational Commissioning (data and manuals)	S	I	R&A	
5.10	Plan Building Commissioning	R&A	I	S	
5.11	Prepare Working Drawings	R&A	I	S	
5.12	Prepare Tender Documents and Issue Tenders	R&A	I	S	
5.13	Approve Contract Awards	R&A	I	S	
5.14	Manage FF&E Procurement	A	S	R	AHS Procurement Group will manage FF&E procurement and will work with the Infrastructure Project Manager as per the FF&E Agreement.
5.15	Manage Project Administration and Funding	R&A	I	S	
6.0 Project Construction					
6.1	Manage Sod Turning Ceremony	S	R&A	S	
6.2	Manage Facility Construction	R&A	I	S	AHS would provide input from a facility operations perspective.
6.3	Manage Building Commissioning	R&A	I	S	
6.4	Manage FF&E Commissioning	S	I	R&A	
6.5	Manage Building Warranties Resolution Process	R&A	I	S	
6.6	Manage Move-in	S	I	R&A	
6.7	Undertake Operational Commissioning	S	I	R&A	This is staffing and program commissioning, not the building operations.
7.0 Project Closure					
7.1	Manage Official Opening	S	R&A	S	All three parties would be involved in official openings.
7.2	Manage Financial Closure	R&A	I	S	

Function	Description	INFRA	HEALTH	AHS	Comments/Explanatory Notes
7.3	Transfer Asset	R&A	I	S	
8.0 Project Review					
8.1	Undertake Post-Occupancy Review of Building Components, for example Building Performance Evaluation (BPE)	R&A	S	S	Although INFRA would lead, HEALTH and AHS will provide key input in to service delivery, facility operations, etc. BPE starts in early design.
8.2	Undertake Post-Occupancy Review of FF&E Components	S	I	R&A	
8.3	Implement Best Practices into Future Projects and Processes	R&A	S	R&A	This would be a joint activity and would include lessons learned, new design initiatives such as BPE, etc.
9.0 Other					
9.1	Own and Operate Facilities	S	I	R&A	
9.2	Lead Development of Facility Operations Guidelines and Standards	S	S	R&A	AHS will lead development of guidelines and standards for the operation of the facilities, with input from HEALTH and INFRA.
9.3	Lead Development of Facility Design Guidelines and Standards	R&A	S	S	INFRA will lead, with input from AHS and HEALTH, to ensure appropriate facility standards are developed and implemented on an ongoing basis.

Legend:

R - Responsible - role responsible for the task	C - Consulted - those whose opinions are sought, who may provide input to task
A - Accountable - accountable for correct completion of task, signs off/approves the work	I - Informed - those kept up-to-date on progress, often only at completion of the task
S - Support - Resource allocated to responsible, who will assist with the task	<i>Note: The allocations under the Communications are only in relation to the communications aspects of the task noted.</i>