

King County Harborview Leadership Group Agenda – 12/11/18

MEETING OUTCOMES

- Understand the Leadership Group's charge, including its scope of work, process, timeline, and member roles
- Receive an initial overview of Harborview's strategic and facility master planning
- Understand open public meeting and email requirements and protocols

AGENDA

5:30 pm	Welcome & Introductions - Rachel Smith, Chief of Staff, Office of Executive Dow Constantine
5:50 pm	Open Public Meeting & Email Protocols - John Gerberding, Deputy Prosecuting Attorney, King County Prosecutor's Office
6:00 pm	Leadership Group's Purpose & Motion - King County Councilmember Rod Dembowski
6:10 pm	Scope of Work, Process & Timeline - Christina Hulet, Consultant
6:30 pm	Orientation to Harborview's Strategic & Facility Master Planning - Paul Hayes, RN, Executive Director, Harborview Medical Center
6:50 pm	Next Meeting: January Agenda Topics - Christina Hulet, Consultant
7:00 pm	Public Comment / Adjourn

Harborview Medical Center Mission Statement

Harborview Medical Center is owned by King County, governed by the Harborview Board of Trustees, and managed under contract by the University of Washington.

Harborview Medical Center is a comprehensive healthcare facility dedicated to the control of illness and the promotion and restoration of health. Its primary mission is to provide healthcare for the most vulnerable residents of King County; to provide and teach exemplary patient care; to provide care for a broad spectrum of patients from throughout the region; and to develop and maintain leading –edge centers of emphasis. As the only Level I Adult and Pediatric Trauma Center in Washington, Harborview medical Center provides specialized comprehensive emergency services to patients throughout the region, and serves as the disaster preparedness and disaster control hospital for Seattle and King County.

The following groups of patients and programs will be given priority for care:

- ☐ Persons who are non-English speaking poor
- ☐ Persons who are uninsured or under insured
- ☐ Persons who experience domestic violence
- ☐ Persons who experience sexual assault
- ☐ Persons incarcerated in King County's Jails
- ☐ Persons with mental illness, particularly those treated involuntarily
- ☐ Persons with substance abuse
- ☐ Persons with sexually transmitted diseases
- ☐ Persons who require specialized emergency care
- ☐ Persons who require trauma care
- ☐ Persons who require burn care

Harborview's patient care mission is accomplished by assuming and maintaining a strong leadership position in the Pacific Northwest and the local community. This leadership role is nurtured through the delivery of health services of the highest quality to all of its patients and through effective use of its resources as determined by the Harborview Board of Trustees.

Harborview, in cooperation with UW Medicine, plans and coordinates with Public Health Seattle and King county, other County agencies, community providers and are hospitals, to provide programs and services.

Harborview fulfills its education mission through commitment to the support of undergraduate, graduate, post-graduate and continuing education programs of the health professions of the University Of Washington and other educational institutions, as well as programs relating to patient education

Harborview recognizes that the delivery of the highest quality of healthcare is enhanced by a strong commitment to teaching, community service and research.

www.uwmedicine.org/harborview/about/mission



KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

July 24, 2018

Motion 15183

Proposed No. 2018-0319.2

Sponsors Dembowski

1 A MOTION creating a planning process for a potential
2 bond to support capital improvement at Harborview
3 Medical Center.

4 WHEREAS, The Harborview Medical Center was founded in 1877 as a six-bed
5 county hospital in South Seattle, and

6 WHEREAS, the hospital relocated to its current location in 1931, and

7 WHEREAS, the hospital now has four hundred and thirteen beds, seven primary
8 care clinics and forty-nine other specialty clinics, and

9 WHEREAS, the hospital provides over sixty thousand emergency visits and more
10 than a quarter million clinic visits each year, and

11 WHEREAS, the hospital is maintained as a public hospital to provide healthcare
12 to those groups of patients and programs that are determined to require priority treatment,
13 and

14 WHEREAS, the hospital is owned by King County, overseen by the Harborview
15 Medical Center Board of Trustees and operated by the University of Washington, and

16 WHEREAS, the hospital is the only level one adult and pediatric trauma center
17 serving the states of Washington, Alaska, Montana and Idaho, and the hospital provides
18 specialized comprehensive emergency services to patients and serves as the disaster
19 preparedness and control hospital for Seattle and King County, and

20 WHEREAS, the voters of King County have supported the hospital with a
21 number of bond measures over the years, most recently in the year 2000 with a \$243
22 million bond, and

23 WHEREAS, the medical center now needs additional capital funding to improve
24 facilities, better serve the mission population and maintain modern seismic standards, and

25 WHEREAS, the mission of Harborview Medical Center is: to provide healthcare
26 for the most vulnerable residents of King County; to provide and teach exemplary patient
27 care; to provide care for a broad spectrum of patients from throughout the region; and to
28 develop and maintain leading-edge centers of emphasis, and

29 WHEREAS, the following populations are given priority for care at Harborview:
30 persons who are non-English-speaking poor, persons who are uninsured or underinsured,
31 persons who experience domestic violence, persons who experience sexual assault,
32 persons incarcerated in King County's jails, persons with mental illness, particularly those
33 treated involuntarily, persons with substance abuse issues, persons with sexually
34 transmitted diseases, persons who require specialized emergency care, persons who
35 require trauma care and persons who require burn care;

36 NOW, THEREFORE, BE IT MOVED by the Council of King County:

37 A. The executive, in cooperation with the Harborview Medical Center Board of
38 Trustees and the University of Washington, will convene a Harborview leadership group
39 to identify hospital and community needs should a bond measure go forward. The group
40 shall be appointed by the executive and confirmed by the county council and shall
41 consist, at a minimum of the following members:

42 1. At least two representatives of the county executive;

- 43 2. At least two county councilmembers or designees;
- 44 3. Two members of the Harborview Medical Center Board of Trustees;
- 45 4. The Harborview Medical Center Executive Director;
- 46 5. The UW Medicine Chief Health System Officer or designee;
- 47 6. At least two representatives of labor unions representing employees at the
- 48 Harborview Medical Center;
- 49 7. A representative of the First Hill community;
- 50 8. At least two representatives of the mission populations served by
- 51 Harborview; and
- 52 9. The Harborview Medical Center Medical Director.
- 53 B. The Harborview leadership group is charged with making recommendations
- 54 on the capital program to the Capital Planning Oversight Committee at Harborview.
- 55 The recommendations then proceed to the Harborview Medical Center Board of
- 56 Trustees, the county executive and the county council.
- 57 C. The recommendations shall address the clinical facility master plan needs of
- 58 the hospital and include, at a minimum:
- 59 1. An evaluation of the size and scope of a potential bond effort;
- 60 2. Exploration of the possibility of private philanthropy that could be anticipated
- 61 were such an effort to go forward;
- 62 3. An evaluation of inclusion of the needs of the department of public health;
- 63 4. An evaluation of housing needs of the mission population and how the bond
- 64 could address those needs;
- 65 5. An evaluation of how the project could address the needs of those impacted

66 by the Involuntary Treatment Act;

67 6. An evaluation of how best to address behavioral health needs;

68 7. Whether bond proceeds should be invested in public health facilities beyond
69 the Harborview campus to better serve residents countywide; and

70 8. Whether bond funds for other public safety infrastructure needs should be
71 included and, if so, for what needs.

72 D. The county will make resources available to the planning group, pending

- 73 appropriation, to fund studies, analyses and other needs to prepare the best set of
74 recommendations.
75

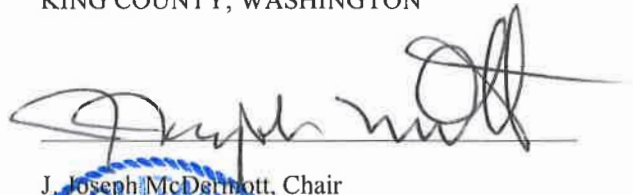
Motion 15183 was introduced on 7/16/2018 and passed by the Metropolitan King County Council on 7/23/18, by the following vote:

Yes: 9 - Mr. von Reichbauer, Mr. Gossett, Ms. Lambert, Mr. Dunn,
Mr. McDermott, Mr. Dembowski, Mr. Upthegrove, Ms. Kohl-Welles
and Ms. Balducci

No: 0

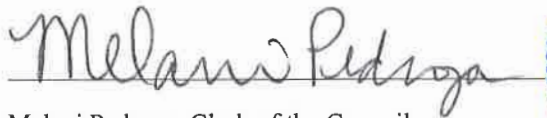
Excused: 0

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON



J. Joseph McDermott, Chair

ATTEST:



Melani Pedroza, Clerk of the Council



Attachments: None



Overview Harborview Leadership Group 12.11.18

Scope of Work: Motion 15183

Analyze and make recommendations on:

- ☐ Harborview's clinical facility master plan needs;
- ☐ Prospective bond size and scope;
- ☐ Private philanthropy opportunities;
- ☐ Public Health Department needs;
- ☐ Housing needs for the mission population;
- ☐ Involuntary Treatment Act, client and court needs;
- ☐ Behavioral Health needs;
- ☐ Public Health facilities beyond the HMC campus;
- ☐ Other public safety infrastructure needs.

Members

Organization	Member	Member
King County Executive	Rachel Smith	Kelli Carroll
King County Council	Rod Dembowski	Joe McDermott
HMC Board of Trustees	Lisa Jensen	LeeAnn Prielipp
Mission Population	Gregory Francis	Nancy Dow
Labor Representatives	Lindsey Grad	Rod Palmquist
HMC Executive Director	Paul Hayes, RN	
HMC Medical Director	Rick Goss, MD	
UW Medicine CHSO	Lisa Brandenburg	
First Hill Community	Sam Russell	

Timeline/Process

In order to meet a November 2020 general election ballot measure, final recommendations and legislation would need to be transmitted to the King County Council by May 2020 to meet a July 2020 election filing deadline. Dates may change per Leadership Group.

Leadership Group	Capital Planning Oversight Group	Board of Trustees	King County Executive	King County Council
Finalize Recommendations January 2020				
	Review and Recommend February 2020			
			Review and Transmit Legislation March 2020	
				Review and Place on Ballot May 2020

Staff Workgroup

Charge: Provide analytical support to the Leadership Group. Comprised of representatives from:

- ☐ Harborview Medical Center
- ☐ University of Washington
- ☐ King County Council
- ☐ King County Executive
- ☐ King County Office of Performance, Strategy and Budget
- ☐ King County Facilities Management Division
- ☐ Public Health - Seattle and King County
- ☐ King County Department of Community and Human Services

CARE FOR THE VULNERABLE



Persons who require trauma, specialized emergency and burn care

Serve as the disaster preparedness and disaster control hospital

Care for those with mental illness and substance abuse



COW Meeting Packet



July 18, 2018

BUILDING FOR THE NEXT GENERATION OF KING COUNTY RESIDENTS

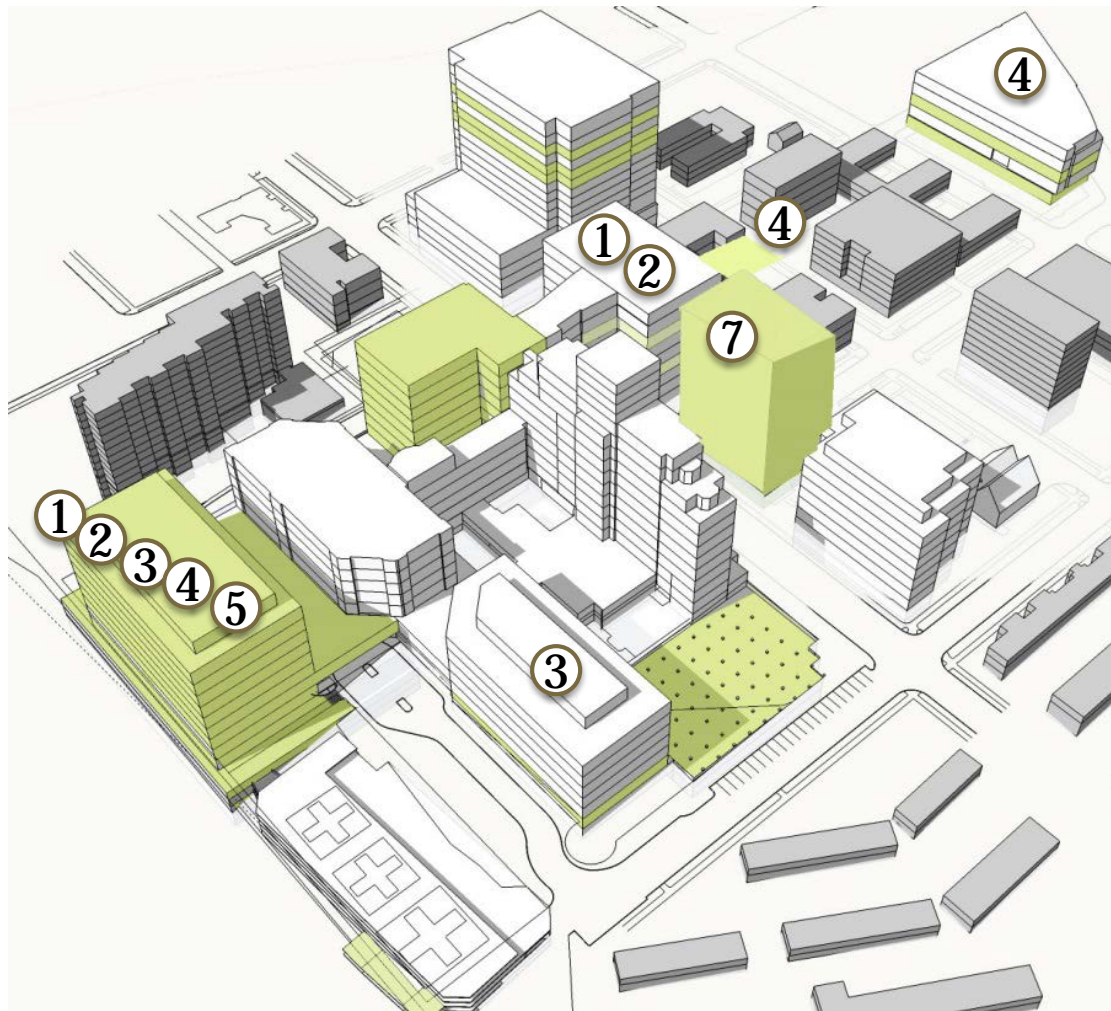
STRATEGIC PLAN FINDINGS

Strategic Master Plan > Facility Master Plan

- King County would benefit from additional surge capacity during a disaster, such as a mass casualty incident or natural disaster.
- Facility configuration and age limit the use of acute care and ICU beds.
- Essential services and critical infrastructure systems need to be updated to support patient care.
- Change the lives of those impacted by behavioral health issues through a Behavioral Health Institute.
- Prepare for future facility and operational needs.

2018 FACILITY MASTER PLAN RECOMMENDATION

- ① Facility configuration and age limit the use of acute care and ICU beds.
- ② Harborview would benefit from additional surge capacity during a disaster, such as a mass casualty incident or natural disaster.
- ③ Essential services and critical infrastructure systems need to be updated to support patient care.



- ④ Change the lives of those impacted by behavioral health issues through a Behavioral Health Institute.
- ⑤ Prepare for the future facility needs.
- ⑥ Continued seismic upgrades.
- ⑦ Adaptive Reuse of Harborview Hall

MAJOR INSTITUTION MASTER PLAN

Major Institution Master Plan (MIMP):

- City of Seattle Land Use Code that determines where an institution can expand
- Harborview's current MIMP: 1999 – Future facility development may require modification

RECOMMENDED MOTION

The Harborview Board of Trustees moves to recommend the initiation of a master plan planning process in conjunction with King County leadership in order to address the following facilities needs of Harborview Medical Center:

- Enhance and modernize clinical facilities to support the optimization of the delivery of healthcare services for the residents of King County incorporating any required modifications to the existing 1999 Major Institutional Master Plan (MIMP).
- Advance Harborview's role and surge capacity in disaster and emergency response.
- Identify facility requirements to support clinical and community programming for Harborview's Behavioral Health Institute.
- Continue facility master planning work on seismic upgrades to enhance patient and employee safety.
- Collaborate with King County in the development of recommendations for the adaptive reuse of Harborview Hall.