

# **Harborview Leadership Group**

# **Facility Master Plan Overview**

Tuesday January 29<sup>th</sup>, 2019

# Agenda:

- Capacity challenges at Harborview
- Master Planning Work: 2010-2017
- Capital Construction Timeline

# Bed Capacity at Critical Levels



- Harborview Medical Center operates at almost 100% occupancy.
- Facility configuration and capacity constraints are significantly impacting hospital operations.

# Harborview Bed Board

Grid  
Locked  
Condition =

Virtually no vital surge capacity.  
No capacity for growth.  
No flexibility for hospital operations.  
Increased operating expense.

H ZEA	E301-E301-01	WB365/WB365-1	T417-T417-01	AC63-AC63-02	M639-M639-01	E806-E806-02	M8935/M8935-1
EA201/EA201-1	E302-E302-01	WB366/WB366-1	T417-T417-02	H 6EH	M639-M639-02	E807-E807-01	M8936/M8936-1
EA202/EA202-1	E303-E303-01	WB367/WB367-1	T418-T418-01	EH601/EA601-1	M640-M640-01	E807-E807-02	M8937/M8937-1
EA203/EA203-1	E303-E303-02	WB368/WB368-1	T418-T418-02	EH602/EA602-1	M641-M641-01	E808-E808-01	M8937/M8937-2
EA204/EA204-1	E304-E304-01	WB369/WB369-1	T419-T419-01	EH603/EA603-1	M642-M642-01	E808-E808-02	M8938/M8938-1
EA205/EA205-1	E304-E304-02	WB370/WB370-1	T419-T419-02	EH604/EA604-1	M643-M643-01	E809-E809-01	M8938/M8938-2
EA206/EA206-1	E305-E305-01	WB371/WB371-1	H 4WA	EH605/EA605-1	M644-M644-01	E809-E809-02	M8939/M8939-1
EA207/EA207-1	E305-E305-02	H 3WC	A460-A460-01	EH605/EA605-2	H 7E	E810-E810-01	M8939/M8939-2
EA208/EA208-1	E306-E306-01	WC372/WC372-1	A461-A461-01	EH606/EA606-1	E701-E701-01	E810-E810-02	M8940/M8940-1
EA209/EA209-1	E306-E306-02	WC372/WC372-2	A462-A462-01	EH606/EA606-2	E702-E702-01	EH11-EH11-01	H ED
EA210/EA210-1	E307-E307-01	WC373/WC373-1	A463-A463-02	EH607/EA607-1	E703-E703-01	EH11-EH11-02	IS01-IS01-01
EA211/EA211-1	E307-E307-02	WC373/WC373-2	H 5EH	EH607/EA607-2	E703-E703-02	EH12-EH12-01	RES4-RES4-01
EA212/EA212-1	E308-E308-01	WC374/WC374-1	EH501/EA501-1	EH608/EA608-1	E704-E704-01	EH13-EH13-01	RES4-RES4-02
EA213/EA213-1	E308-E308-02	WC374/WC374-2	EH502/EA502-1	EH608/EA608-2	E704-E704-02	EH14-EH14-02	RES4-RES4-03
EA214/EA214-1	E309-E309-01	WC375/WC375-1	EH503/EA503-1	EH609/EA609-1	E705-E705-01	EH15-EH15-01	RES4-RES4-04
EA215/EA215-1	E309-E309-02	WC376/WC376-1	EH504/EA504-1	EH609/EA609-2	E705-E705-02	H 9EA	RES4-RES4-05
EA216/EA216-1	E310-E310-01	WC377/WC377-1	EH504/EA504-2	EH610/EA610-1	E706-E706-01	EA901/EA901-1	RES4-RES4-06
EA217/EA217-1	E310-E310-02	WC377/WC377-2	EH505/EA505-1	EH610/EA610-2	E706-E706-02	EA902/EA902-1	RES4-RES4-07
H ZWA	E311-E311-01	WC378/WC378-1	EH505/EA505-2	EH611/EA611-1	E707-E707-01	EA903/EA903-1	RES4-RES4-08
WA250/WA250-1	E311-E311-02	WC379/WC379-1	EH506/EA506-1	EH612/EA612-1	E708-E708-01	EA904/EA904-1	RES4-RES4-09
WA251/WA251-1	E312-E312-01	WC380/WC380-1	EH506/EA506-2	EH613/EA613-1	E708-E708-02	EA905/EA905-1	RES4-RES4-10
WA252/WA252-1	E313-E313-01	WC381/WC381-1	EH507/EA507-1	EH614/EA614-1	E709-E709-01	EA906/EA906-1	RES4-RES4-11
WA253/WA253-1	E314-E314-01	H 4E	EH507/EA507-2	EH615/EA615-1	E709-E709-02	EA907/EA907-1	H 1EH-12
WA254/WA254-1	E315-E315-01	E401-E401-01	EH508/EA508-1	EH616/EA616-1	E710-E710-01	EA908/EA908-1	IE12-IE12-10
WA255/WA255-1	E315-E315-02	E402-E402-01	EH509/EA509-1	EH617/EA617-1	E710-E710-02	EA909/EA909-1	IE12-IE12-11
WA256/WA256-1	E316-E316-01	E403-E403-01	EH509/EA509-2	EH617/EA617-2	E711-E711-01	EA910/EA910-1	IE12-IE12-12
WA257/WA257-1	E316-E316-02	E403-E403-02	EH509/EA509-3	EH618/EA618-1	E711-E711-02	EA911/EA911-1	IE12-IE12-13
WA258/WA258-1	E317-E317-01	E404-E404-01	EH510/EA510-1	EH618/EA618-2	E712-E712-01	EA912/EA912-1	IE12-IE12-14
WA259/WA259-1	E317-E317-02	E404-E404-02	EH510/EA510-2	H 6MB	E712-E712-02	H 9EB	IE12-IE12-15
WA260/WA260-1	E318-E318-01	E405-E405-01	EH511/EA511-1	M625-M625-01	E713-E713-01	EB913/EB913-1	IE12-IE12-16
WA261/WA261-1	E318-E318-02	E405-E405-02	EH512/EA512-1	M626-M626-01	E714-E714-01	EB914/EB914-1	IE12-IE12-17
H ZWB	E319-E319-01	E406-E406-01	EH513/EA513-1	M627-M627-01	E715-E715-01	EB915/EB915-1	IE12-IE12-18

MARIE F. 12.5

**On a daily basis at least 50 beds located in double patient rooms cannot be used because of isolation precautions. Current tactics to manage bed capacity include:**

- Basic Life Safety Divert
- Patient Boarding in the Operating Room recovery area.
- Patient Boarding in the ED
- Acute Care Borders in the ICU
- **Observation Patients** are occupying one of coveted 413 licensed beds – **average of 20/day**
- **Administrative Patients** with discharge challenges – **at least 30/day**.

*“The doctors I saw were fantastic. I had a huge team working on my case and I felt like I was in good hands. I had a great deal of problems with noise. I had a real difficult roommate who yelled a lot.”*

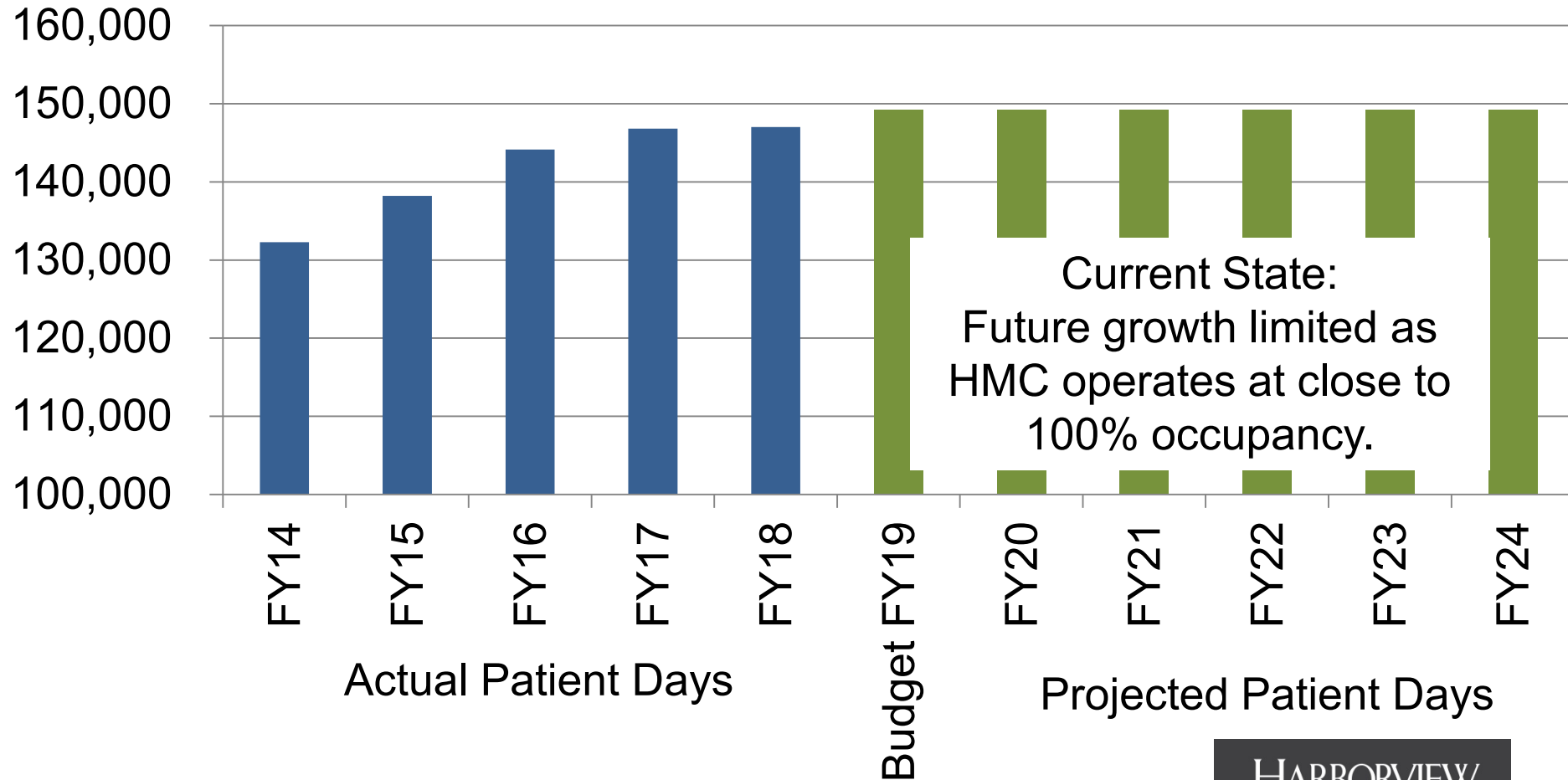
*“I had to listen to my roommate cry and go on and on about her life. Her husband slept in the room. I know everything about her life - even when people came to visit, she never stopped!!! No rest at all. I understand the rooms are small but this was really hectic.”*

## PATIENT COMMENTS



# Long Range Financial Plan

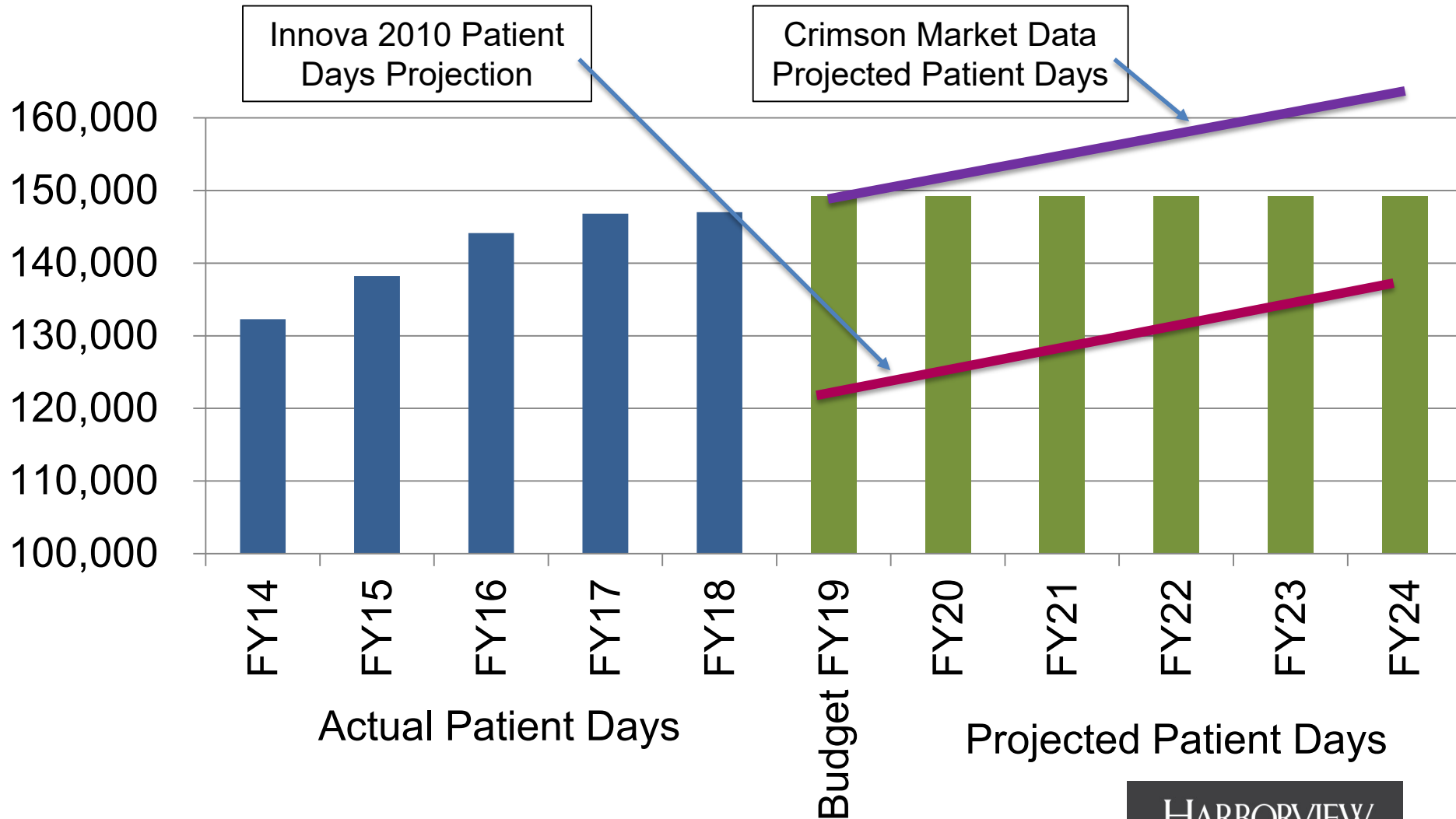
## Patient Day Projections





# Long Range Financial Plan

## Patient Day Projections

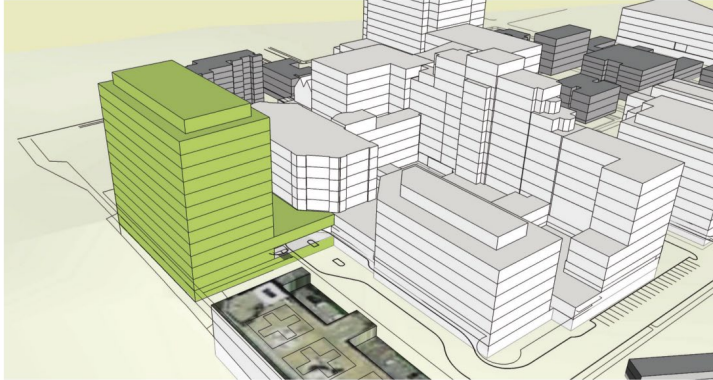




# 2010 Facility Master Plan Update

HMC, King County and Consultant team produced a draft Facility Master Plan.

- View Tower Site identified as the best option for improving inpatient care delivery.



View Park I Site



ELLERBE BECKETT



Affiliated  
Engineers

2017 Estimate - \$800M includes:

3 Floors - Acute Care Beds

1 Floor – Observation Unit

3 Floors shelled for future growth

New Emergency Department

Helipad located on roof

Sky Bridge & Tunnel to Main Hospital

3 Levels of Parking

(Estimate to be updated and refined.)

HARBORVIEW  
MEDICAL CENTER

UW Medicine

King County

# 2014 Seismic Study - Center Tower

HMC, KC & Consultant Team Findings:

Structural Upgrade Option - \$268M

Non-structural option - \$194M

- Seismic rating similar to an office building
- Business Occupancy = No Inpatient Care
- Relocated patient care services :  
Pharmacy, Transfusion Services & Angiography
- Relocate essential utilities.
- Center Tower may not be functional after a large earthquake.

# 2014 Seismic Study - East Clinic

HMC, KC & Consultant Team Findings:

Structural Upgrade Option - \$123M

Non-Structural Upgrade Option - \$66M

- Business Occupancy - No Inpatient Care
- Seismic rating similar to an office building.
- East Clinic may not be functional after a large earthquake.

# 2017 Maleng Inpatient Bed Capacity Study

## Consultant Team Findings:

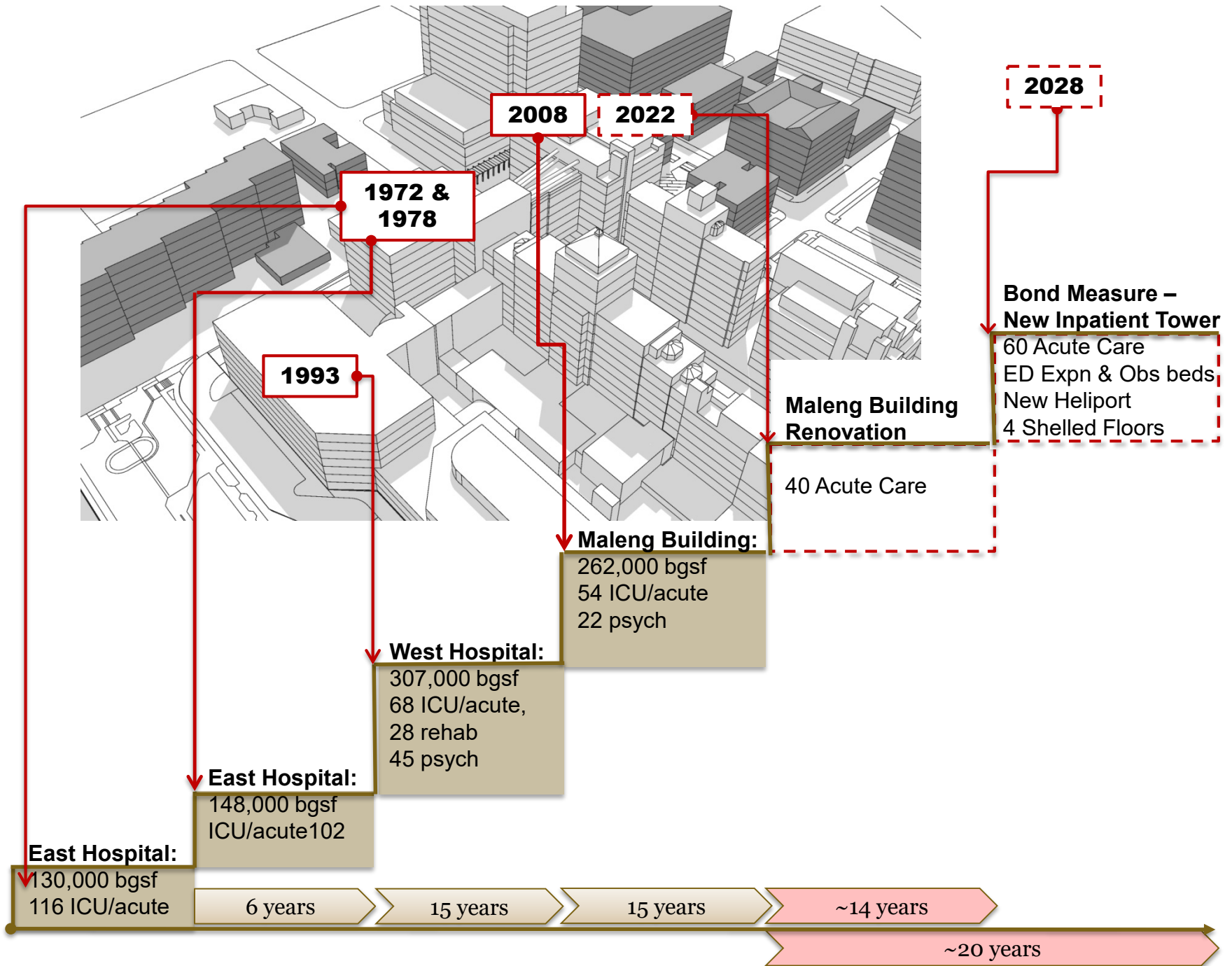
### Renovation Cost for Two Floors- \$70M

- Maleng Building originally designed to be a full inpatient tower.
- Building infrastructure and systems designed to handle two new inpatient floors.
- Renovating two floors = 40 new inpatient rooms

# 2017 Harborview Board of Trustees Strategic Master Plan

Facilitated by Alvarez & Marsal with Public Health and DCHS engagement.

- 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.



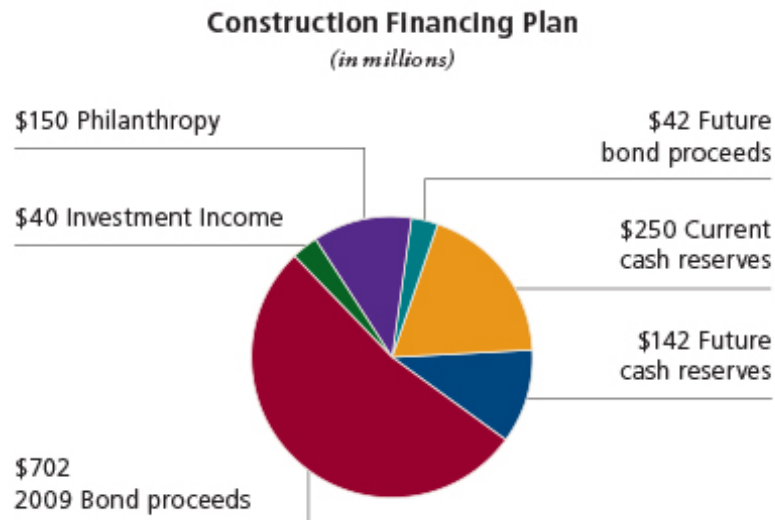
# Appendix



# Comparative Projects

## •Parkland Hospital

- 870 beds
- Level I adult trauma
- \$1.326b



## Zuckerberg San Francisco General Hospital & Trauma Center

- 441 beds
- Level I adult
- \$959m

