

# HARBORVIEW MEDICAL CENTER

REPORT TO THE KING COUNTY COUNCIL COMMITTEE OF THE WHOLE

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LISA JENSEN, PRESIDENT, BOARD OF TRUSTEES  
JULY 18, 2018

HARBORVIEW  
MEDICAL CENTER

UW Medicine  King County

# 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*



# MANAGEMENT AGREEMENT ACCOMPLISHMENTS

- External branding designed, approved and under development
- Capital Planning Oversight Committee (CPOC) established and operational
- Successful completion of The Joint Commission survey for accreditation
- Ongoing routine informational reports to include employee relations provided to Board of Trustees, establishing Employee Relations Board Committee
- Successful onboarding of new Trustees (Mathews, Dyer & Whitney)
- Long Range Strategic Planning Committee established by Board of Trustees with completion of Strategic Plan
- Philanthropic support for Behavioral Health Institute garnered in excess of \$850,000
- Commitment to coordination with implementation of efficiencies or identification of new funding or revenue sources did not produce material impact to annual \$5M payment by Harborview

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# **BUILDING FOR THE NEXT GENERATION OF KING COUNTY RESIDENTS**

# STRATEGIC PLAN FINDINGS

## Strategic Master Plan > Facility Master Plan

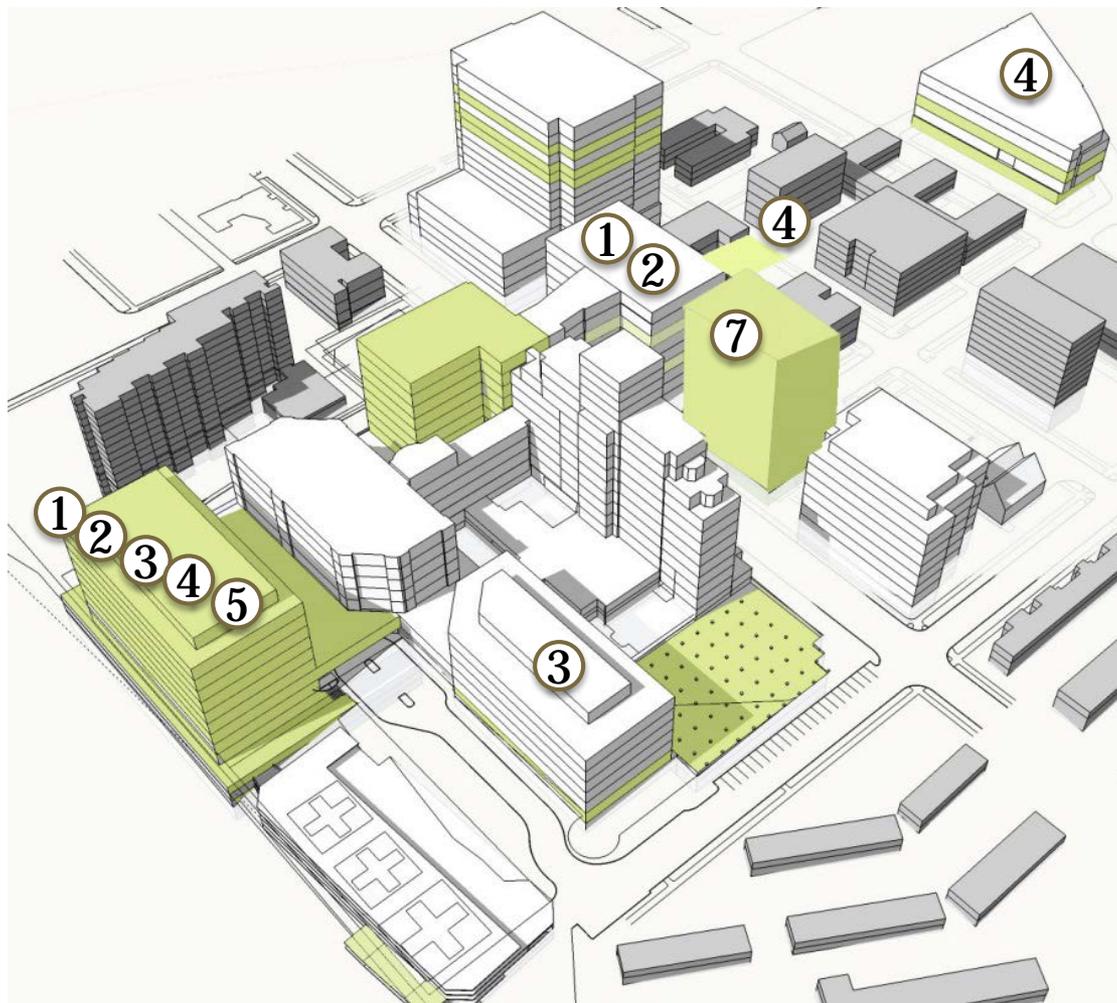
- King County would benefit from additional surge capacity during a disaster, such as a mass casualty incident or natural disaster.
- Facility configuration and age limit the use of acute care and ICU beds.
- Essential services and critical infrastructure systems need to be updated to support patient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

HARBORVIEW  
MEDICAL CENTER

# 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.

# HARBORVIEW MEDICAL CENTER

STRATEGIC PLAN UPDATE

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BERNADENE DOCHNAHL, VICE PRESIDENT, BOARD OF TRUSTEES  
JULY 18, 2018

# STRATEGIC PRIORITIES

1. Proactively develop a **contingency plan** and implementation timeline in case of **potential significant reductions to funding** which will impact HMC's ability to provide care to the Mission Population (e.g. **"Repeal and Replace"** or other legislative efforts resulting in reduced Medicaid funding or eligibility).
2. Create a **coordinated** and **integrated** care continuum in partnership with King County and UW Medicine to **better and more efficiently serve the Mission Population**. This care model or continuum will be the platform to best serve the Mission Population, for further development of HMC capabilities and infrastructure, future potential partnerships and expansion of the model to additional populations.
  - a. **Capitalize** on lessons learned from the **UW Medicine population health efforts**.
  - b. **Expand behavioral health** including a focus on **treatment for opiate and other addictive substance use disorders**.
  - c. Continue development of critical and foundational behavioral health integration capabilities.
  - d. Include a **Behavioral Health Institute (BHI)** as part of the facility master plan.
  - e. Identify **opportunities** for service **integration** among or between **King County and HMC**.

# STRATEGIC PRIORITIES [CONTINUED]

3. Develop the continuum of care (pre- and post-acute care) with partners.
  - a. Develop a **coordinated ambulatory access plan** for the increasingly densely populated area **surrounding HMC** (i.e. First Hill and Yesler Terrace) while maintaining and coordinating care for the Mission Population located throughout King County.
  - b. Develop **“pre” and “post” acute capacity** and expansion of access through telemedicine and other innovations such as **supportive housing** and satellite clinics to best serve all of its patients (including the Mission Population).
  - c. Support strong, **ongoing policy advocacy** which will align incentives to facilitate and encourage community placement with providers to support the delivery of quality, cost effective care.

# STRATEGIC PRIORITIES [CONTINUED]

4. Develop **new and / or upgraded facilities** in order to sustain and grow service to the residents of King County and region through improved care models, expanded/integrated Behavioral Health, and to preserve disaster command center and emergency preparedness.
  - a. **Pursue funding** for this development through new and existing relationships and funding mechanisms (e.g. development of Bond, sales tax, or other funding initiatives).
  - b. **Improve stakeholder and community support** and awareness through regular and targeted communication. This increased support and awareness will also benefit development and philanthropy.
  - c. Support strong, **ongoing Trustee and leadership policy advocacy** to encourage improved community capacity utilization and disaster readiness.

# STRATEGIC PRIORITIES [CONTINUED]

5. Maintain focus on achieving King County and UW Medicine strategic initiatives and pillar goals.
  - a. **Decrease the cost of care** as directed by the long-range financial plan.
  - b. **Achieve volume projections** enabled by post-acute care strategy and throughput improvements.
  - c. Invest with UW Medicine to develop an **information technology** strategy to enhance patient facing tools.
  - d. Continue **leadership with equity and social justice efforts to insure equal treatment** for all patients and employees.
  - e. Develop **programs and opportunities to ensure the cultural and ethnic diversity of those in leadership positions mirrors the population served.**
  
6. **Enhance awareness** of the **community benefits** and world class care/outcomes associated with a **regional Level 1 Trauma, Burn, and Stroke** and other **Centers of Emphasis** located at Harborview.

# HARBORVIEW MEDICAL CENTER

BECOMING THE EMPLOYER OF CHOICE

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PAUL HAYES, RN, EXECUTIVE DIRECTOR  
JULY 18, 2018

# Overall Participation Rates

Year	Response Rate
2018	<b>69.8%</b>
2017	77.5%
2016	76.5%
2015	67.5%
2014	58.6%

# Overall Mean Score

Year	Mean Score (% Improvement)
2018	3.99
2017	3.99
2016	3.92
2015	3.82
2014	3.76

# HARBORVIEW RESULTS

ITEM-LEVEL DATA		MEAN	Δ MEAN	% FAVORABLE*
Q00	Satisfaction How satisfied are you with your organization as a place to work?	3.91	- 0.07	78.1%
Q01	Know What's Expected I know what is expected of me in my work.	4.28	- 0.03	91.3%
Q02	Materials and Equipment I have the materials and equipment and necessary orientation to be successful with my job responsibilities.	3.96	- 0.04	78.8%
Q03	Opportunity to Do Best At work, I have the opportunity to do what I do best every day.	3.99	- 0.07	79.1%
Q04	Recognition In the last 3 months, I have received recognition or praise for doing good work.	3.81	+ 0.06	71.0%
Q05	Cares About Me My supervisor, or someone at work, seems to care about me as a person.	4.11	0.00	81.0%
Q06	Development There is someone at work who encourages my development.	3.93	+ 0.03	73.7%
Q07	Opinions Count At work, my opinions seem to count.	3.69	- 0.02	66.3%
Q08	Mission/Purpose The mission or purpose of my company makes me feel my job is important.	4.16	- 0.06	83.3%
Q09	Committed to Quality My coworkers are committed to doing quality work.	4.17	- 0.01	83.3%
Q10	Team Approach My work environment is supportive of building a collegial and positive team approach.	3.86	- 0.02	72.7%
Q11	Progress In the last six months, someone at work has talked to me about my progress.	3.99	+ 0.22	78.2%
Q12	Learn and Grow This last year, I have had opportunities at work to learn and grow.	3.99	+ 0.03	76.5%
Q13	Rounding In the last 3 months, a leader in my department has rounded on me.	83.7%	+ 2.3%	N/A

# Highest Ranked Questions

- I know what is expected of me in my work
- The mission or purpose of my company make me feel my job is important.
- My coworkers are committed do doing quality work.

# Lowest Ranked Questions

- At work, my opinions count
  - **Decreased by .02 from 3.71 to 3.69**
- In the last 3 months I have received recognition or praise for doing good work.
  - **Trending positive last four surveys increasing 4.7% from 3.59 to 3.81**
- My work environment is supportive of building a collegial and positive team approach.
  - **Decreased by .02 from 3.88 to 3.86**

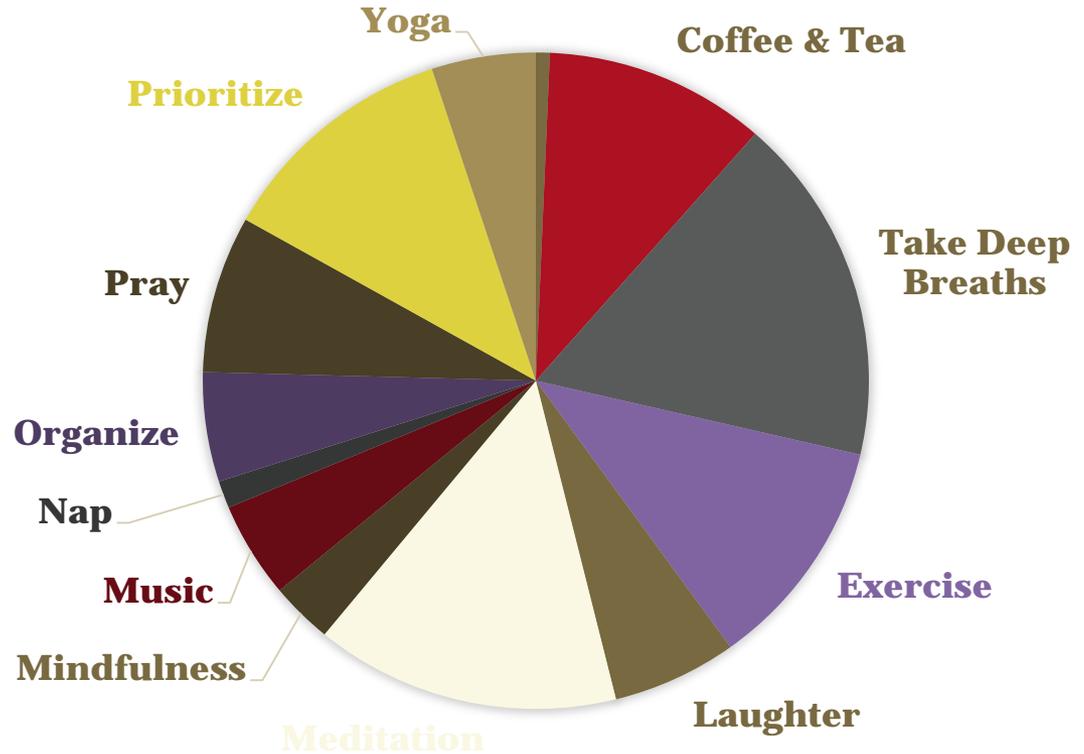
# Most Improved Question

- In the last six months, someone at work has talked to me about my progress (+.22)

# Harborview Comment Themes

## WAYS TO DE-STRESS

*At work, what are the top two strategies you use most often to successfully restore yourself when you are stressed and overloaded?*



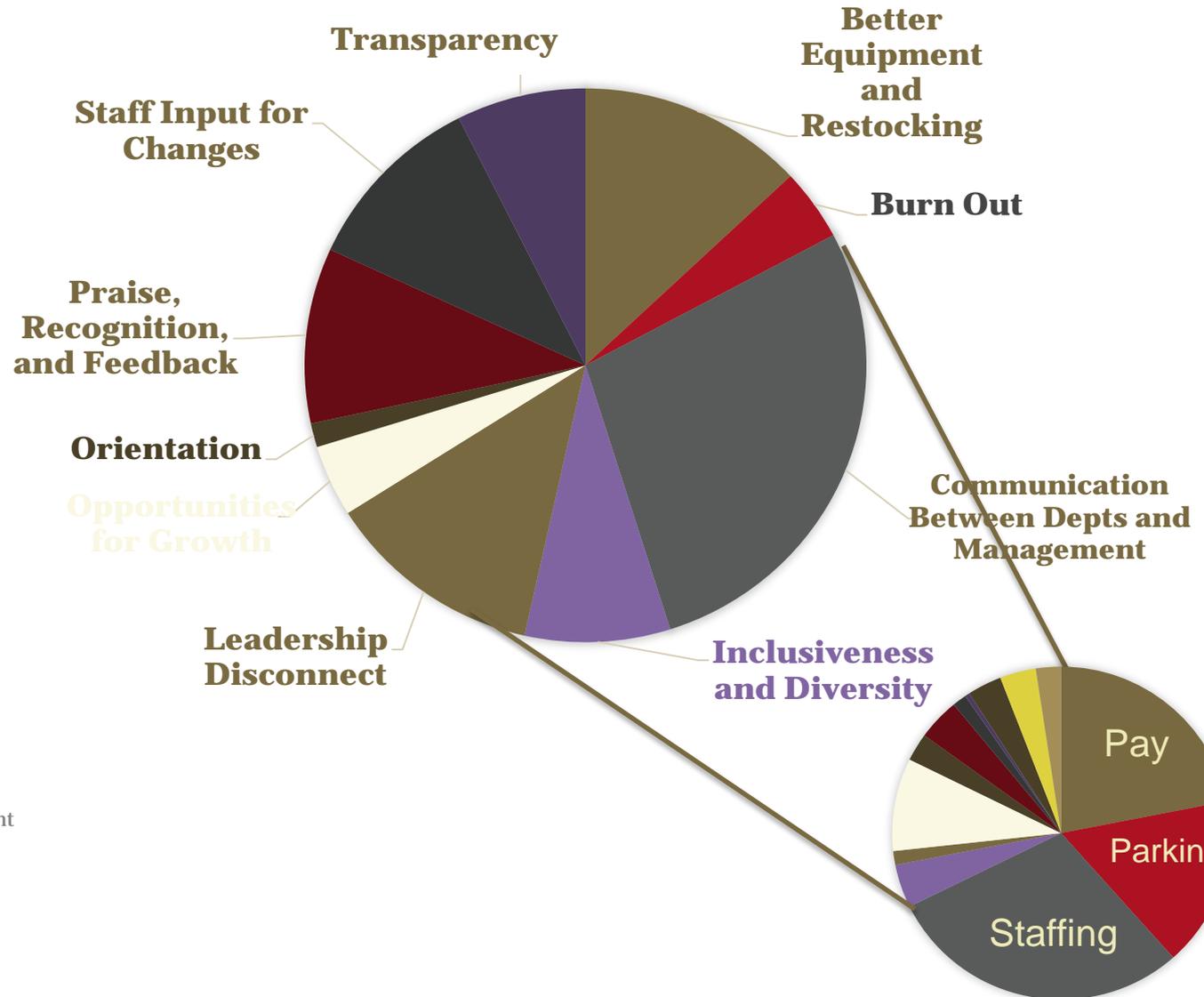
Top Themes:

1. Taking Deep Breaths
2. Meditation
3. Prioritization
4. Drinking Coffee or Tea

# Harborview Comment Themes

## THINGS HMC COULD DO TO IMPROVE WORKING CONDITIONS

*How can this organization improve working conditions?*

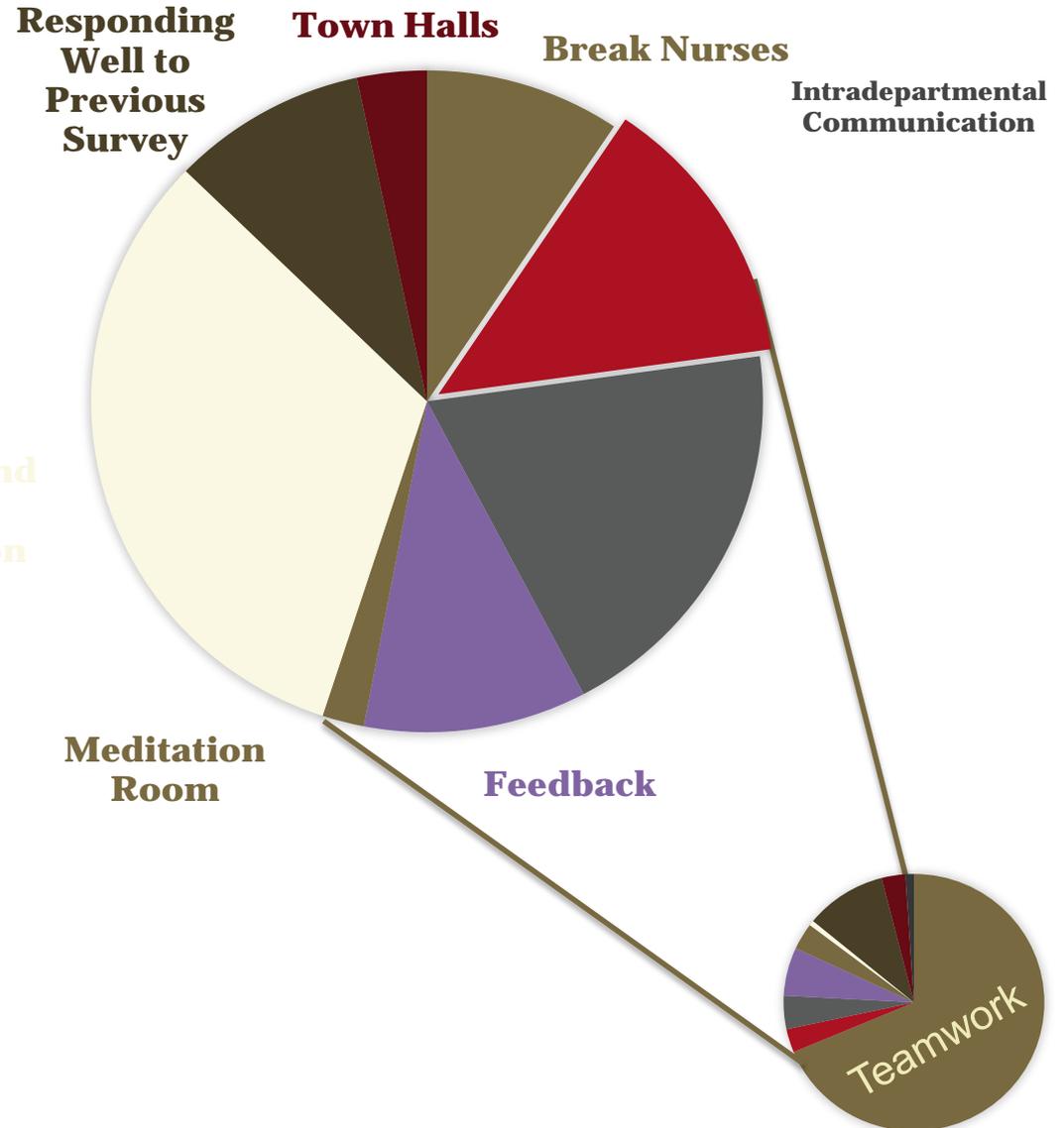


Top Themes:

1. Staffing
2. Pay
3. Parking
4. Communication
  - Between Departments
  - With Upper Level Management

# Harborview Comment Themes

## THINGS HMC DOES WELL



*What does  
this  
organization  
do well?*

Top Themes:

1. Teamwork
2. Mission
3. Education Opportunities
4. Intradepartmental Communication

# HMC Organizational Opportunities

## Opportunity

- **Parking**
  - Availability
  - Cost
- Increased communication of HMC financial performance, steps to address and impact to mission
- **Staffing in clinical and non clinical departments**
- Episodic supply and equipment inventory challenges

## Action

- Increasing capacity within existing footprint and exploration of new additional capacity will be under taken.
- In addition to Town Halls, a robust communication plan is under development to include HMC progress with FIT initiatives
- A comprehensive assessment with an outside team of experts (Vizient) is currently underway. This is a key FIT initiative.
- Assess department PAR levels in collaboration with Supply Chain
- Conduct key equipment roundup and inventory

