

August 12, 2013

Mr. Steve Sheppard  
City of Seattle  
Department of Neighborhoods  
700 Fifth Avenue  
P.O. Box 94649  
Seattle, WA 98124

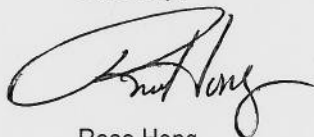
Re: Major Institution Master Plan Annual Status Report  
Reporting Period: July 1, 2012 through June 30, 2013

Dear Steve,

Enclosed please find our MIMP Annual Status Report for the reporting period of July 1, 2012 through June 30, 2013. Per your request, I have also enclosed a hard copy and disk.

If you have any questions or need additional information, please call me at 206.368.1402 or email at [Rose.Hong@nwhsea.org](mailto:Rose.Hong@nwhsea.org).

Sincerely,



Rose Hong  
Director of Facilities, Property and Construction Management

Enclosures

Cc: Gordon Clowers, City of Seattle, DPD  
Karen Peck, Director of Marketing and Public Relations, NWH  
Susan Manfredi, Senior Director of Clinical Service and Support Services, NWH



# UW MEDICINE/NORTHWEST NORTHWEST HOSPITAL & MEDICAL CENTER

## Major Institution Master Plan Annual Report Reporting Period: July 2012 - June 2013

### I. Introduction

**A. Major Institution:** UW Medicine/Northwest  
Also known as Northwest Hospital & Medical Center

**B. Reporting Period:** July 2012 to June 2013

**C. Major Institution Contact Information:**

Rose Hong  
Director of Facilities, Property & Construction Management  
Northwest Hospital & Medical Center  
1550 N. 115<sup>th</sup> Street, M/S "B-120"  
Seattle, WA 98133  
Phone: 206-368-1402  
Fax: 206-368-1465  
E-mail: Rose.Hong@nwseu.org

**D. Master Plan Adoption Date and Date of Any Subsequent Amendments:**

The Master Plan was adopted November 12, 1991. Amendments include:

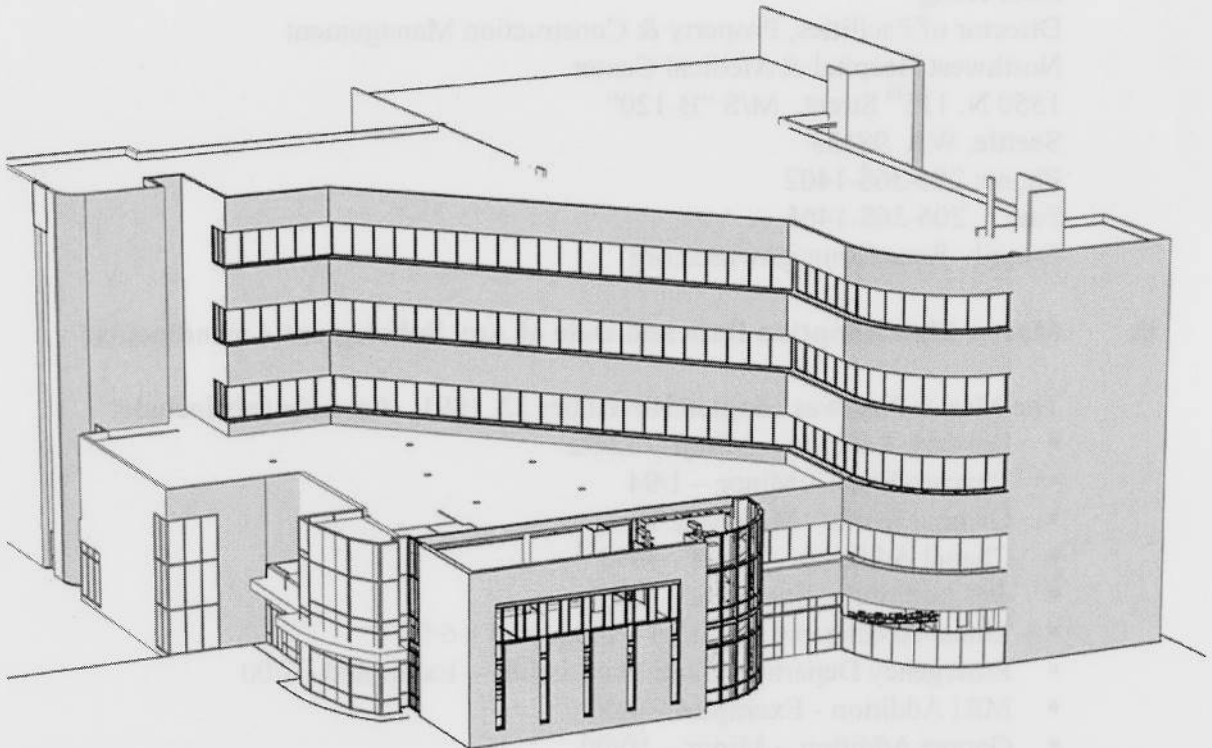
- Daycare Addition – Minor – 12/92
- Daycare Entry – Minor – 1/94
- Gamma Knife – Minor – 2/93
- Chapel Addition – Minor – 4/93
- OR Addition – Exempted – 6/97
- Linear Accelerator Addition – Exempted – 6/99
- Emergency Department and Main Lobby – Exempted - 8/00
- MRI Addition - Exempted - 9/00
- Garage Addition – Minor – 10/00
- McMurray Building – Minor – 10/00
- Street Improvements Related to Future Development – Minor – 7/01
- Elimination of Master Plan Expiration Date – Minor – 7/01
- SCCA/ProCure Proton Project – Exempted – 6/08
- Surgery Expansion Project – Exempted – 3/09

## II. Progress in Meeting Master Plan Conditions

### A. Provide a general overview of progress made in meeting the goals and conditions of the approved Master Plan:

Northwest Hospital & Medical Center continued to meet the goals and conditions of the Master Plan, as described in this report.

During this reporting period, the first Proton Therapy center in the Northwest opened up. The 53,000 square foot building located south of the campus began seeing patients in 1<sup>st</sup> quarter of 2013. Another campus project is Northwest Hospital & Medical Center's cardiac expansion project. With construction completing at the end of July/early August, this will be UW Medicine's Regional Heart Center and will be seeing patients in early September 2013. A Starbucks Coffee Shop, gift shop and new restrooms were also added to the main lobby renovation.



Northwest Hospital continued its success with the Commuter Trip Reduction Program and Transportation Management Plan. Our Commuter Program continued to distribute ORCA passes to employees - which are valid on all Puget Sound bus systems and Sound Transit.

For this reporting period, Northwest Hospital & Medical Center's contribution to charity care \$16,575,074 and community support was \$502,586.

**B. List each condition and provide a brief narrative statement about the progress made towards compliance:**

***Development Phasing***

With the completion of the Proton Therapy building and near completion of the Northwest Hospital's cardiac expansion project, the construction team took great care and held weekly meetings to ensure that guidelines set in the Master Plan were being maintained and adhered to. Topics that were addressed each week included, but not limited to, work hours, traffic control, construction vehicles entrance/exit paths, and noise.

***Street Improvements/Traffic Mitigation***

With the completion of the Proton Therapy building, there were no new street improvements to report.

***Transportation Management Plan (TMP)***

During this reporting period, the hospital continued to implement measures to reduce the number of employees commuting to work in single occupancy vehicles. Achievements included:

- A 35.6% employee High Occupancy Vehicle (HOV) participation was based on Metro's 2011-2012 survey; however, our registered carpoolers reflect a higher number. With Metro's survey schedule changing to biennial, the 2013 survey results have not been received yet.
- Year ended with 65 registered cars that carpool and 94 registered employees who bike, bus, or walk to work.
- 22 Vanpools registered and operated at full capacity.
- 1,200 ORCA Transportation passes were purchased for staff use.
- Continued hospital funding of programs above the level required by the Traffic Management Plan (TMP).
  - Provided 100% subsidized ORCA transportation cards
  - Provided 100% subsidized Vanpools
  - Provided 75% subsidy for cross sound foot ferry traffic
  - Provided free on-campus parking to all registered carpools with 2 or more people.
  - Continued Punch Cards incentive program to bikers, bus commuters and walkers - providing all registered non-SOV commuters rewards of free SOV days parking in the event they need their car (rewarded days based on HOV commutes/week).
  - Continued to provide free "Guaranteed Ride Home" program
  - Provided a full time Employee Transportation Coordinator's (ETC) position.
- Participated in a quarterly Commuter Network meetings resulting in transit partnerships including shared vanpools and shared ride options.

- Coordinated Metro funded promotions with bi-annual employee awareness campaigns.
- Continued Employee Parking Web Page –linking [www.RideshareOnline.com](http://www.RideshareOnline.com) and King County Metro Transit schedules.
- Promoted HOV alternatives and the TMP to each new employee during their new hire orientation class. Presentation has received high marks from employees.
- Provided clean showers on our campus for those who bike or walk to work.

### ***Vehicle Emission Mitigation***

No air quality studies have been required to date.

### ***Storm Water/Drainage Control***

Storm water and drainage control system continue to be cleaned and maintained.

### ***Access to Campus***

No new driveways or interior road connections to N. 120<sup>th</sup> Street or N. 115<sup>th</sup> Streets have been constructed.

### ***Solid Waste Disposal***

The hospital reported its year end waste management statistics to the community in the September/October 2012 and April 2013 issues of the Med-Info Community Newsletter. Information remains available to the public on the hospital's web site at:

[http://nwhospital.org/news/medinfo\\_newsletter.asp](http://nwhospital.org/news/medinfo_newsletter.asp)

In the past 12 months, Northwest Hospital & Medical Center recycled:

- 6,764.6 cubic yards of mixed paper/glass/cans/milk cartons/yard waste and shredded paper
- 11.28 tons of plastic were diverted from landfills through reuse programs
- 1,157 assorted printer cartridges
- 7.19 tons of light lamps, batteries, computer monitors, televisions and other electronic equipment
- 85.34 tons of kitchen fat and food waste
- 42.90 tons of infectious waste
- 4.12 tons of chemical waste
- 461 tons of land fill garbage
- Much of the waste collected by plant operations on various projects was recycled: 143.53 tons of assorted materials were recovered and recycled.
- Construction projects generated 570.33 tons of demolition materials, of that 83% were recycled

Hospital vehicles are taken to automated car wash that employs green practices by separating road pollutants from waste water discharge, including oils, heavy metals and antifreeze. Pollutants are diverted away from storm water collection to the sewage treatment system for

further cleaning. Their water reclamation system uses less and recycles more water. Additionally, the hospital was able to receive grant funding to purchase an electric gator used for ground maintenance and a chemical free floor scrubber to maintain the floors within the hospital.

#### ***Air Quality***

We continued to support the clean air act with our on-going traffic management program.

#### ***Water Service***

No changes were made to the water service during this reporting period.

#### ***Aesthetics***

Northwest Hospital continues to maintain the lawns/grounds and natural landscape surroundings.

#### ***Basic Construction Limitations***

All contractors working on the hospital campus are required to comply with the noise and traffic restrictions per the Master Plan.

#### ***Land Use Concerns – Decentralization, Policy Consistency and Process***

##### ***Citizen Advisory Committee Composition/Activities:***

On December 10, 2012, Northwest Hospital hosted its' annual Citizen Advisory Committee meeting. Key agenda overview included an update to Northwest Hospital's leadership transition from the CEO, Bill Schneider, to Cindy Hecker, the new Executive Director; integration with the UW Medicine Health System; campus construction updates and highlights to noted service lines. The meeting concluded with questions and answers.

***Charity Care Update:*** Northwest Hospital & Medical Center provided \$16,575,074 in charity care and community support was \$502,586. Our community support work continues to be health education, senior programs, clinical services and sponsorship of charitable organizations and school programs within our local community.

### III. Major Institution Development Activity Initiated or Under Construction Within the MIO Boundary During the Reporting Period

#### A. List & Describe Development Activity Initiated or Under Construction (Non-Leased Activity):

See IIA above.

#### B. Major Institution Leasing Activity to Non-Major Institution Uses:

##### 1. Non-Major Institution Leasing Activity During the January 2011 to June 2012 Reporting Period:

Building Name: Medical Arts Building  
 Address: 1530 N. 115<sup>th</sup> St.  
 Use: On-campus medical office building  
 Lease SF: There were no "Non-Major Institution Uses" in this building. The hospital leased approx. 41% of the building for its own use, and the remainder of the building housed independent physician practices and other medical-related businesses associated with the hospital.

|                             |          |
|-----------------------------|----------|
| NWH Use Sq. Ft.:            | 11,954   |
| Ind. Phys. Tenants:         | 12,572   |
| Vacant                      | 4,827    |
| <u>Retail/Cafe Sq. Ft.:</u> | <u>0</u> |
| Total Square Feet:          | 29,353   |

Building Name: Medical Office Building  
 Address: 1560 N. 115<sup>th</sup> St.  
 Use: On-campus medical office building  
 Lease SF: There were no "Non-Major Institution Uses" in this building. The hospital leased approx. 44% of the building for its own use, and the remainder of the building housed independent physician practices and other medical-related businesses associated with the hospital.

|                      |              |
|----------------------|--------------|
| NWH Use Sq. Ft.:     | 24,129       |
| Ind. Phys. Tenants:  | 25,355       |
| Retail/Cafe Sq. Ft.: | 134          |
| <u>Vacant</u>        | <u>6,127</u> |
| Total Square Feet:   | 55,745       |



Building Name: SCCA Proton Therapy Building (not owned by hospital)  
Address: 1570 N. 115<sup>th</sup> Street  
Use: On-campus medical office building  
Lease SF: There were no "Non-Major Institution Uses" in this building. The hospital does not lease space in the 53,000 square foot building. This building is occupied Seattle Cancer Care Alliance as a single use tenant specializing in using proton therapy beam to treat cancer patients from around the world.

Building Name: McMurray Building (not owned by hospital)  
Address: 801 N. 115<sup>th</sup> Street  
Use: On-campus medical office building  
Leased SF: The hospital leased 46,201 rentable square feet in the McMurray Building. Northwest Hospital's use of the space comprise of sleep lab, cardiology services, UW Medicine Multiple Sclerosis Clinic and other clinics.

#### **IV. Major Institution Development Activity Outside but within 2,500 Feet of the MIO District Boundary**

##### **A. Land and Building Acquisition During the Reporting Period:**

During this reporting period, Northwest Hospital & Medical Center did not enter into any land or building acquisitions beyond the major institutional overlay district, or within the 2,500' radius of the hospital, as specified in the Master Plan.

##### **B. Leasing Activity During the Reporting Period:**

Northwest Hospital & Medical Center did not enter into any lease agreement beyond the major institutional overlay district but within the 2,500' radius of the hospital.

## V. Progress in Meeting Transportation Management Program (TMP) Goals and Objectives

- A. Provide a general overview of progress made in achieving the goals and objectives contained in the TMP towards the reduction of single-occupant vehicle use by major institution employees, and staff and/or students:

Northwest Hospital & Medical Center continues its commitment to providing staff with its ORCA bus pass program, allowing staff a better opportunity to use the Puget Sound Region bus service to commute to and from work. The hospital continued to provide a 100% subsidy of the ORCA program and vanpools plus a 75% subsidy to cover walk-on ferry passes for staff.

### *Goal #1: Commitment to the Transportation Management Program.*

Northwest Hospital continued to demonstrate its commitment to the Transportation Management Program by providing a full time Employee Transportation Coordinator, employee subsidies and its continued participation with networking with other organizations on how to reduce single-occupant vehicles by staff/employees.

### *Goal #2: Reduce the percentage of all employees, including physicians, who commute to work by single occupant vehicles, to seventy percent.*

Northwest Hospital and its Employee Transportation Coordinator continue to promote programs described in the TMP to include, but not limited to; carpooling, bike riding, walking, vanpooling and the use of Puget Sound Region transit services. (See section II-B above for more details).

### *Goal #3: Minimize adverse impacts of Northwest Hospital campus related to on-street parking on neighborhood residences and businesses, consistent with the requirements of the Major Institutions Code.*

Staff parking policies continued to incorporate the understanding that all employees must park on campus in the garage and not in the surrounding neighborhood streets. Northwest Hospital continues to communicate, encourage, and work with staff to park on campus and not along 120<sup>th</sup> Street and 115<sup>th</sup> Street. We also continue to work with the local authorities and neighbors to monitor parking on the street.

### *Goal #4: Provide for enforcement of the TMP elements.*

Enforcement techniques have been continued and used to meet the demands of the City codes. Policies were enforced with additional signage, use of security surveillance cameras to monitor parking violations, foot patrols and controlled access gates are staffed. Citations were issued to staff who parked on streets in the surrounding neighborhoods. Use of the Washington State VIPS program has been a tremendous help with street parking enforcement along with reports/communication from the neighborhoods.

***Goal #5: Ensure that all program elements can be effectively implemented, monitored and updated.***

Annual analysis and budget reviews are used to continuously search for new and improved ways to reduce the number of SOV users. Vanpools and HOV participation proves that our efforts are working. Northwest Hospital has more vanpools in the Northgate/Shoreline vicinity than all other companies combined.

The following are the elements of the TMP:

***Transportation Management Administration***

Our Employee Transportation Coordinator (ETC) is Robert Werdell (206-368-6566). The ETC is involved in the annual budgeting process to fund the transportation management programs. The ETC and the Program Manager work with the community, King County Metro and our Northwest Hospital Employees and Administration to find alternatives to SOV commuting.

***Periodic Promotional Events***

Northwest Hospital & Medical Center sponsored periodic promotional events that promote alternatives to SOV travel to the hospital campus. Campaigns, transportation informational fairs, informational ads distributed by email to all staff, and new hire orientations were held. Employees and patients are encouraged to use Metro's # 345 custom on campus bus service and alternate modes of transportation for their visits/work at Northwest Hospital & Medical Center's campus.

In June 2013, UW Medicine discontinued its free shuttle bus that traveled between UW Medicine's main campus, clinics and Northwest Hospital due to low ridership.

***Commuter Information Center***

Northwest Hospital & Medical Center continued to maintain a commuter information center in the main hospital lobby and just outside the cafeteria. Use of Metro's Ride Share Web site for employees and tenants were also promoted to increase involvement in carpools.

***Strategies to Reduce Peak Period Single Occupancy Vehicle (SOV) Use***

Working with Metro's marketing division continued to be effective to enhancing the custom bus service.

Carpools, vanpools and bus strategies remain one of the most viable means of SOV reduction. The ride-match program through Metro's [www.rideshareonline.com](http://www.rideshareonline.com) was used as an integral part of the hospital-sponsored transportation fairs. Through the "Networking Group" chaired by Metro, the hospital supported our local Northgate area ETCs with their ride matching needs. Northwest Hospital maintains assigned parking spaces for staff that commute via vanpools. Vanpools are subsidized at 100% as an incentive for creation and continued use. All transportation methods other than SOV have a "guaranteed ride home" in the event of an

immediate emergency. The hospital also provided a covered shelter for bicycles and mopeds. There are currently 9 bike racks located throughout campus.

### ***Parking Management***

Employee/tenants are tracked when badges are used to access the parking gate system through our Data Base *Scan Net* and then cross-reference their pay status through our *Parking Web System*. The ETC, security staff and parking personnel routinely monitor the parking lots and streets in the surrounding neighborhood. Parking tickets are issued to employees and tenants who violate the policy. The tickets include a monetary fine as well as employee disciplinary corrective action and/or loss of privilege.

### ***Tenant Participation***

The TMP Policy is incorporated into all building lease agreements. Full access to the services of the ETC is available to tenants.

### ***Reporting***

Annual reports are prepared by our ETC and the Manager of the Parking Department.

### ***Program Evaluation***

Northwest Hospital & Medical Center's Transportation Management Program had another successful year. Our program has been recognized by both King County and the Washington State Department of Transportation. Employees have been very receptive to alternative modes of transportation and are enthusiastic about the vanpool subsidy and using the systems. Our leadership team continues to be committed to reducing traffic and protecting our community's environment through the continued support of SOV reduction programs, both financially and in participation themselves.