

UW MEDICINE/NORTHWEST NORTHWEST HOSPITAL & MEDICAL CENTER

Major Institution Master Plan Annual Report Reporting Period: July 2017 - June 2018

I. Introduction

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

B. Reporting Period: July 2017 to June 2018

C. Major Institution Contact Information:

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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 continues to work diligently to consistently meet the goals and conditions of the approved Master Plan. A particular focus is meeting the goals of the Transportation Management Plan more fully described in Section V below.

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

Condition		Northwest Hospital Status
Development Phasing		
1.	West Parking Garage shall be constructed prior to occupancy of the first major Master Plan (MP) project.	Garage completed.
2.	West Campus MOB shall be considered a part of the approved Master Plan	Included in MP.
Street Improvements/Traffic Mitigation		
3.	In conjunction with the first major MP project, the following street improvements and traffic mitigation shall be required:	
3.a.	NWH shall contribute its fair share of Transportation Improvement Board (TIB) improvement project on Meridian Ave North from Northgate Way to North 115 th Street.	Street improvements completed.
3.b.	If TIB funding is not secured and the improvements to Meridian Ave N. are not constructed as a TIB project, NWH required to provide the following in conjunction with the first major MP project.	
3.b.i.	Contribute 50% of the design and construction cost to add a left turn phase to the signal at Meridian Ave N and N Northgate way.	Street improvements completed.
3.b.ii.	Provide a left turn lane and stacking lane for vehicles southbound on Meridian turning to eastbound N Northgate Way.	Street improvements completed.
3.b.iii	Provide a left turn lane and stacking lane on Meridian Ave N at N 115 th St. for vehicles turning from northbound Meridian to Westbound 115 th .	Street improvements completed.
3.c.	With approval from the Seattle Engineering Department, NWH shall provide (funds or actual improvements) for the engineering design and construction of intersection improvements at North 115th St and Meridian Ave N that prohibit left turns from eastbound North 115th Street to northbound Meridian Ave N.	NWH is working with SDOT to clarify the status.
4.	The following improvements on N 115 th St shall be required prior to occupancy of the first major MP Project:	
4.a.	Widen N 115th St with a concrete surface from the campus' west property line to Meridian Ave North. Pavement width shall be 40 ft., with curbs on both sides and a sidewalk and street trees on the north side. The public storm drain pipe and the water main extension shall be constructed in conjunction with the widening project.	Street improvements completed.
4.b.	Widen N 115 th at the intersection with Aurora Ave N to provide an additional westbound lane.	NWH is working with SDOT to clarify the status.
5.	If a signal is installed at the intersection of Meridian Ave N and North 115 th St prior to occupancy of the last Major MP project, NWH shall provide its	N/A

	fair share of the funds needed for that signalization.	
6.	Updated traffic and parking studies and review of progress toward the goals of the hospital's TMP shall be required for each MP project, provided that the first major project, if approved within one year of the MP approval may require only limited updating.	NWH adheres to this condition.
Transportation Management Plan (TMP) Requirements		
7.	The TMP goal for the campus shall require a minimum number of non-single occupancy (non-SOV) trips. The minimum number shall be defined as 35% of the peak number of all employees and doctors who arrive on the NWH campus and at the Allstate site.	NWH's current rate is 25.7%. This is an area of focus for NWH. See Section V below.
8.a	NWH shall achieve the TMP 35% non-SOV goal prior to approval of Phase III projects. Prior to approval of Phase II projects, the hospital shall reach a 25% non-SOV rate.	Partially Met. NWH has met the 25% non-SOV rate.
8.b.	DCLU shall have the authority to restrict or prohibit use of parking spaces on campus or at related facilities to the extent parking exceeds the maximum number of spaces permitted under the Land Use Code or if it determined upon evaluation of the TMP that excess parking availability is diminishing TMP effectiveness.	
9.	NWH shall be required to fund an independent survey to determine actual commuting mode split for the campus and the related facilities at the Allstate site and the North 128 th site.	NWH adheres to this condition.
10.	Upon occupancy of the parking garage, NWH shall instate a fee for on-campus parking. All doctors and employees shall be required to park in the garage or on campus.	NWH adheres to this condition.
11.	Free parking for carpools with two or more members shall be provided in preferred locations on campus.	NWH adheres to this condition.
12.	Upon Council approval of the Master Plan and DCLU approval of the TMP, NWH shall increase the transit subsidy for all employees who commute to work by public transit to at least 75%. Upon occupancy of the parking garage the transit subsidy shall be increased to 100%.	NWH adheres to this condition.
13.	NWH shall institute and maintain a Guaranteed Ride Home Program for employees commuting to campus by non-SOV modes.	NWH adheres to this condition.
14.	One day per month of free on-campus parking for employees who travel to work at least four days per week by HOV, carpool, vanpool or transit or other non-SOV mode shall be provided. NWH will work through its Department Directors and with Metro to implement work schedules that promote HOV/transit usage.	Non-SOV incentives provided as required. Work schedules have not been discussed further with Metro and City Directors.
15.	The hospital shall be required to fund the implementation and maintenance of a Residential Parking Zone (RPZ) should the independent RPZ criteria be met. The boundaries should include all surrounding streets except N 115 th St. between Meridian Ave N and Stone Ave N, and Meridian Ave N south of 115 th St.	N/A at this time. Residents have not applied for RPZ status.
16.	Parking adjacent to the cemetery on N 115 th St between Meridian Ave N and Stone Ave N, and on Meridian Ave N south of 115 th St shall be limited to 2 hour parking in order to prevent long-term parking related to NWH.	City of Seattle enforces this requirement.
17.	If parking spillover from the campus to surrounding residential streets occurs after the occupancy of the first parking garage, NWH shall institute a parking enforcement program including the issuance of tickets by the Institution Transportation Coordinator. The tickets shall include monetary	NWH adheres to this condition.

	or other disciplinary penalties. The enforcement program shall be comparable to the program in place at Children’s Hospital.	
18.	NWH shall report to the community on its progress toward the TMP goal at least twice per year in its community information publication.	Not Met. NWH does not report to the community on its progress toward the TMP goal at least twice per year in its community information publication. See Section V below for more information on the TMP.
19.	In addition to the conditions noted above, all elements of the proposed TMP for the Final MP as set forth in the Final Environmental Impact Statement on pages FEIS D1 through D12 shall apply, provided the conditions set forth in this Master Plan approval shall supersede provisions of NWH’s proposed TMP in cases of conflict.	
Vehicle Emission Mitigation		
20.	To help reduce air quality impacts, NWH shall contribute \$1000 toward the cost of installing a full actuated traffic signal at the intersection of Northeast 130 th St and 5 th Ave NE if such an upgrade is approved by SED or required as a result of the Northgate Transportation Study.	NWH is working with SDOT to clarify the status.
21.	Quantitative air quality studies, similar to the modeling study in the FEIS, shall be performed and evaluated for any major project constructed after the Twin Tower if Federal Clean Air Act standards have not been attained in the Northgate area.	N/A.
Storm Water/Drainage Control		
22.	The detention pond shall be sized to handle all proposed MP site development for a 25-year design storm. Calculations and a work sheet showing impervious/pervious and controlled/uncontrolled site areas used to calculate the coefficient of run-off from the two-acre area containing the Professional Office Building, which currently flows off the site uncontrolled.	The detention pond, located under garage, was reviewed and approved through the City permitting process.
23.	The on-site detention pond shall be sized to account for new impervious area resulting from right-of-way improvements in North 115 th St, or a separate detention pipe in the street shall be provided.	The detention pond, located under garage, was reviewed and approved through the City permitting process.
24.	The outlet pipe orifice for the campus detention pond shall be sized so that the rate of discharge does not exceed 4.0 cubic feet per second.	The detention pond, located under garage, was reviewed and approved through the City permitting process.
Access to Campus		
25.	Vehicular access from the south shall be primarily from N 115 th St. No new driveways shall be opened to N 120 th St, nor shall any new parking areas or interior roads be connected to the existing driveways on N 120 th St.	NWH adheres to this condition.
Solid Waste Disposal		
26.	NWH and all related facilities shall be required to meet the standards set forth in Chapter 21.43 (infectious waste management) of the Seattle Municipal Code for the transport of infectious waste in any quantity. To minimize hazards of transport through the surrounding neighborhood, infectious waste of 100 pounds per month or less shall not be exempted	NWH adheres to this condition.

	from the standard of infectious waste transport.	
27.	NWH shall be required to separate sharps and batteries from the incinerator waste stream. Sharps shall be disposed of through an appropriate infectious waste transport and disposal company. Batteries shall be recycled disposed of in accordance with applicable state, federal and local regulations.	NWH adheres to this condition.
28.	A solid waste management program plan approved by DCLU shall be adopted and implemented at NWH and all satellite facilities. This program shall include requirements to reduce, re-use, recycle all non-infectious and other non-hazardous materials. NWH shall report to the community on its waste reduction/recycling progress at least twice per year in its publication "Health Matters".	Partially Met. NWH has not recently reported progress at least twice per year in a community publication. See Section VI below for more info about the solid waste management program.
Air Quality (Incinerator)		
29.	N/A – Incinerator decommissioned.	N/A
30.	N/A – Incinerator decommissioned.	N/A
31.	N/A – Incinerator decommissioned.	N/A
32.	N/A – Incinerator decommissioned.	N/A
Water Service		
33.	NWH shall extend the 8-inch water main on N 115 th St from Meridian Ave N to the west property line of the campus as required by the Seattle Water Department in conjunction with the improvements to N 115 th St.	8-inch water main was installed when the Proton Therapy Center was constructed.
Aesthetics		
34.	Specialty Center I and II shall be required to maintain a minimum setback of 120 ft. from the north and northeast property lines. A minimum 180ft. setback for Specialty Center I from the main east property line (due east of the proposed structure) shall be required.	Specialty Center construction completed per City of Seattle permit requirements and approval process.
35.	NWH shall continue to use brick as the primary architectural theme in its major projects. Prior to making final design decisions, NWH shall meet with the CAC or other designated representatives from the community, as well as the DCLU and the Department of Neighborhoods to gather feedback and comments on the proposed designed.	NWH adheres to this condition.
36.	The atrium design for Specialty Centers shall be required to use glazing of low to moderate reflectivity (no greater than 20% reflectance)	NWH adheres to this condition.
37.	At the time of application to DCLU for Specialty Center I and/or Specialty Center II, landscaping buffering along the east and northeast property lines shall be reviewed by DCLU and CAC or other designated community representatives.	NWH adheres to this condition.
38.	To the extent possible within the basic parameters of Option C, new structures shall be located to minimize creation of new shadows. To this end, shadow analysis shall be a required component of individual project review for each major MP project (Buildings 5-11).	NWH adheres to this condition.
39.	The North 120 th St greenbelt plan including a planted berm, paved walk, and benches, shall be implemented prior to issuance of construction permits for any major MP project. Completion of the N 120 th Street plan shall be required prior to occupancy of any MP project.	Plants and paths were implanted. There are not benches for safety reasons.
40.	NWH shall complete a survey of the existing mature trees and shrubs in the areas adjacent to the residential uses on the north, northeast, northwest, and the east and west property lines. A copy of the vegetation survey shall be	NWH adheres to this condition.

	placed on file with DCLU. Prior to permit issuance for any project involving major disturbance of these areas or potential impact on adjacent residential uses, a detailed landscaping plan shall be filed with DCLU for approval, after review by the CAC or other designated community representatives. Plantings shall be designed to screen light and glare where necessary. Mature growth shall be retained whenever possible.	
Basic Construction Limitations (Noise & Traffic)		
41.	All exterior or outside construction and heavy landscaping activities shall be limited to non-holiday weekdays between the hours of 7:30 am and 6:00 pm.	Partially Met. A vendor tried to conduct work outside the stated hours. NWH immediately required the vendor to cease activity and only perform the work during the permitted hours.
42.	Construction vehicles shall be prohibited from traveling north on Meridian Ave past N 115 th St.	NWH adheres to this condition.
43.	Any parking spaces to be displaced as result of construction activity on campus shall be replaced either on campus or at satellite lots prior to issuance of the construction permits. NWH shall offer regular shuttle service to the construction parking lots and shall incorporate the lots in the TMP.	NWH adheres to this condition.
Land Use Concerns (Decentralization, Police Consistency, Process)		
44.	NWH shall pursue the possibility of using the Allstate site to decentralize medical office uses, to the extent allowable given the requirement of the TMP interim controls and any permanent traffic or development regulations.	NWH adheres to this condition.
45.	Phase IV and V of the Plan (South Campus MOB, Gateway Parking Garage, and Specialty Center II) are not approved as part of the MP. The approval of the MP is limited to ten years from the date of this decision.	
46.	Upon adoption of the Master Plan and establishment of a long-term or ongoing CAC, a member of the Licton Springs Community should be included on the committee because of NWH's ownership and use of the Allstate site.	The advisory committee does not have representation from the Licton Springs neighborhood. However, NWH will work with DON to focus outreach in Licton Springs when new members are appointed to have representation from this geographic area if possible.
47.	No modifications to the Northgate Interim Traffic Controls are recommended. The West Campus Medical Office Building is exempt from application of the controls. The West Parking Garage and several small Phase I projects may be constructed within the limits of the controls. Other major projects should await the final report and recommendations of the Northgate Transportation Study.	NWH adheres to this condition.
48.	Modifications or changes to the approved Master Plan shall be allowed only after review by DCLU and the standing CAC pursuant to the SMC Section 23.69.035, which provide for an appealable interpretation determining whether such a change is a minor or a major amendment to the	NWH adheres to this condition.

	approved plan.	
49.	NWH shall report annually to the Director and to the Citizens Advisory Committee regarding progress being made toward strengthening its charity care efforts.	Reported at each annual Seattle Advisory Committee meetings. During this reporting period, NWH's charity care deductions were \$13,331,807.

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):

During this reporting period, there were no new projects initiated or under construction impacting the Master Plan. However, Northwest Hospital continued to evaluate options for new, state-of-the-art acute care bed capacity within its allocated 281 licensed beds. Efforts have led to a planned renovation of the Childbirth Center as well as other inpatient units.

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

Building Name: Medical Arts Building
Address: 1530 N. 115th St.
Use: On-campus medical office building
Lease SF: There was no "Non-Major Institution Use" leasing activity in this building. The hospital leased approximately 63% 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.

Building Name: Medical Office Building
Address: 1560 N. 115th St.
Use: On-campus medical office building
Lease SF: There was no "Non-Major Institution Use" leasing activity in this building. The hospital leased approximately 63% 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.

Building Name: SCCA Proton Therapy Building (not owned by hospital)
Address: 1570 N. 115th Street
Use: On-campus medical office building
Lease SF: 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.

Building Name: McMurray Building (not owned by hospital)
Address: 1536 N. 115th Street
Use: On-campus medical office building
Leased SF: The hospital leased 52,576 rentable square feet in the McMurray building.

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: N/A**
- B. Leasing Activity During the Reporting Period: N/A**

V. Progress in Meeting Transportation Management Program (TMP)

A. General Overview of progress made in achieving the goals and objectives contained in the TMP towards the reduction in single-occupant vehicle (SOV) use by major institution employees, staff and/or students.

NWH met all of its TMP goals and objectives except reducing all employees, including physicians, who commute to work by SOV to 65%. Despite Northwest Hospital's numerous initiatives and incentives aimed at achieving a reduction in SOV use, the NWH metro survey reflected a rate of 74.3%. Further strategies will be developed to work towards achieving a 65% SOV rate.

B. List each goal and objective and provide a brief narrative statement about the progress made towards compliance.

Goal #1: Commitment to the Transportation Management Program: Northwest Hospital continued to demonstrate its commitment to the TMP by providing a full time Employee Transportation Coordinator, offering employees 100% subsidized ORCA passes, employment incentives and subsidies aimed at reducing the number of employees commuting to work in single occupancy vehicles.

Goal #2: Reduce the percentage of all employees, including physicians, who commute to work by single occupant vehicles, to 65%: Northwest Hospital continued 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. Achievements included:

- There was a 25.7% employee High Occupancy Vehicle (HOV) participation based on Metro's 2017 survey.
- There were 51 registered carpools and 103 registered employees who bike, bus, or walk to work.
- There were 19 vanpools registered and operating at full capacity.
- There were 1,300 ORCA Transportation passes were purchased for staff use.
- Northwest Hospital continued to fund many programs and initiatives included in its 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 a limited number of free parking vouchers on campus for days they needed to commute in a SOV.
 - Continued to provide free "Guaranteed Ride Home" program
 - Employed a full time Employee Transportation Coordinator (ETC).

- Coordinated Metro funded promotions with bi-annual employee awareness campaigns.
- Continued Employee Parking Web Page linking www.RideshareOnline.com and King County Metro Transit schedules.
- Promoted HOV alternatives and the TMP for all new employees during new hire orientation class.
- Provided clean showers on our campus for those who bike or walk to work.

Despite NWH's numerous initiatives aimed at meeting the 65% SOV rate, NWH achieved a 74.3% SOV rate since its last survey. NWH has established a working group to analyze NWH's commuter data and determine the most appropriate next steps aimed at meeting the 65% SOV rate. In response, NWH plans to increase campus parking rates for its employees. NWH is also considering offering free shuttle service to/from the Northgate light rail station once the light rail is operational should employee demand warrant it. NWH is also in the process of rolling out a survey to employees to identify additional information aimed reducing the SOV rate.

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 continued to communicate, encourage, and work with staff to park on campus and not along 120th Street and 115th 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 Volunteer in Police Services (VIPS) program has been an essential resource with neighboring street parking enforcement.

Goal #5: Ensure that all program elements can be effectively implemented, monitored and updated: Annual analysis and budget reviews were used to continuously search for new and improved ways to reduce the number of SOV users. Vanpools and HOV participation proved that our efforts were working.

For informational purposes, the following are elements of the Northwest Hospital TMP:

Transportation Management Administration: Northwest Hospital's Employee Transportation Coordinator (ETC) is Robert Werdell (tel: 206-668-6566). The ETC and the Manager of Security & Parking Department work with the community, King County Metro and our Northwest Hospital staff and Administration to find alternatives to SOV commuting.

Commuter Information Center: Northwest Hospital continued to maintain a commuter information center in the main hospital lobby and just outside the cafeteria. Not only is the commuter information used to promote utilization of Metro Bus transportation but to match up carpool and vanpool participants. 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: 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 was used as an integral part of the hospital-sponsored transportation fairs. 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. Covered shelter for bicycles and mopeds are provided.

Parking Management: Parking management for Medical Staff, employees and tenants are tracked through the parking gate badge access 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: Through building lease agreements, tenants are required to follow campus parking policies. 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 Security & Parking Departments.

Program Evaluation: Northwest Hospital’s TMP is continuously evaluated for opportunities for improvement.

IV Progress in Solid Waste Disposal Program

Northwest Hospital continues to have a strong commitment to a comprehensive waste management program focused on reutilization and waste reduction. The following is the waste stream summary for 2017-2018:

Landfill

- 1,076 tons of land fill garbage was safely disposed

Regulated Waste

- 47.1 tons of infectious waste
- 14.8 tons of hazardous and pharmaceutical waste

Recycle/Diversion Totals

- 221 tons of mixed recycle including cardboard, plastics, glass, aluminum and paper
- 3.5 tons of recycled light lamps, batteries, computer monitors, televisions and other electronic equipment
- 363 tons of compost in the form of landscaping material and food waste