



**Major Institution Master Plan  
Annual Report  
1999**

**I. Introduction**

**A. Major Institution:** Northwest Hospital

**B. Reporting Year:** 1999

**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

**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 has not yet moved forward with the development of the Phase I-III major projects as described in the Master Plan, therefore many of the conditions stated in the plan have not been required. However, progress has been made with several of the other conditions of the plan, as described in this report.

In 1999, the hospital had great success with its Transportation Management Program. The establishment of the Metro bus route #318 provided the hospital's staff and patients with a very convenient way to commute to work. The hospital was honored by the Economic Development Council for its "outstanding commitment" to the reduction of single occupancy vehicles, and won the *Pacesetter Award* (for the second year in a row) for its commitment in the area of transit promotion.

Northwest Hospital remains very committed to recycling and the management of its solid waste stream. In the fall of 1999, the hospital permanently shut down its medical waste incinerator, and now utilizes an outside company to dispose of its medical waste.

The hospital continues to give approximately \$4 million per year in charity care and support to the community, and provides support via health education, clinical research, senior programs, and to charitable organizations and school programs.

Northwest Hospital reactivated its Citizen Advisory Committee in 1999, and the first meeting with the new members was held on April 20, 1999.

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

***Development Phasing***

No major projects relating to the hospital's Master Plan were initiated in 1999.

***Street Improvements/Traffic Mitigation***

No new street improvements were made in 1999, with the exception of a temporary, asphalt sidewalk that was installed in December 1999, on the north side of 115<sup>th</sup> street. Additional street improvements (including a permanent sidewalk), will be made in conjunction with the construction of the Phase I-III major projects, per the conditions of the Master Plan.

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

Northwest Hospital reported progress toward meeting its TMP goals during 1999, in the August and November issues of the Med-Info Community Newsletter.

During 1999, the hospital continued to implement measures to reduce the number of employees commuting to work in single occupancy vehicles. In many cases, the hospital exceeded the requirements of the TMP elements described in the hospital's Master Plan. The following are some of the hospital's successes:

- In November 1999, the hospital was recognized by the Economic Development Council (EDC) for its commitment to reduce commute trips of

single occupancy vehicles driving to and from the hospital. This is the second time the hospital has received the EDC's "Pacesetter" award.

- The hospital maintains a "guaranteed ride home" program for all employees commuting to campus by non-SOV modes.
- Free parking for carpoolers with two or more members is also provided, and a dedicated "carpool lot" located close to buildings was established in 1994, as an incentive for carpooling.
- The hospital continued to support employee telecommuting. This eliminated approximately 1,014 annual SOV round trips onto campus in 1999.
- The hospital's agreement with Metro and North Seattle Community College was renewed. This allows Metro to continue the custom route #318 bus service, which provides service to our staff and community between the hospital campus, the Outpatient Medical Center, the Northgate Transit Center, and other key points.
- Northwest Hospital continues a 100% subsidy for the Flex Pass Program in addition to 75% subsidy for vanpools, cross sound foot ferry, and other transit providers to employees as an incentive to leave their vehicles at home. The combined cost of the program is \$ 111,780.00.

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

No air quality studies have been required to date.

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

Modifications to the storm water detention and drainage control system, as required by SED, will be made in conjunction with the construction of Phase I-III major projects.

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

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

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

The hospital reported to the community about its waste management plan twice during 1999, in the August and November issues of the Med-Info Community Newsletter.

Northwest Hospital's continuing goals are:

- to reduce waste generated
- to recycle everything possible
- to safely dispose of anything that cannot be recycled or reused

- to educate employees and the public about waste management
- to monitor and improve its waste management program

In 1999, the hospital recycled approximately 140 tons of mixed paper, 2 tons of kitchen, and 58 tons of glass, cans, milk cartons and plastics. Overall, the Hospital removed more than 200 tons of material from the waste stream.

***Air Quality***

In the fall of 1999, the hospital permanently shut down its medical waste incinerator, and now utilizes an outside company to dispose of its medical waste.

In compliance with conditions of the Master Plan, the hospital reported to the community twice in 1999, in the August and November issues of the Med-Info Community Newsletter. In addition, letters and press releases regarding the status of the incinerator were distributed to the community, City Council, and the media in January, February, and October 1999.

During 1999, the hospital generated about 1,418 pounds of combined infectious waste and sharps per day. Until August 8th, the infectious waste was incinerated three days per week. For safety purposes, sharps (averaging 141 pounds per day), were disposed of through a licensed outside vendor.

***Water Service***

These conditions will be applicable upon the construction of the Phase I-III major projects.

***Aesthetics***

These conditions will be applicable upon the construction of the Phase I-III major projects.

***Basic Construction Limitations***

All contractors working on the hospital grounds comply with the noise and traffic restrictions per the Master Plan. Other conditions will be applicable upon the construction of the Phase I-III major projects.

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

*Citizen Advisory Committee Composition/Activities:* Three CAC meetings were held in 1999, in April, August and November.

CAC members are:

- Ennis Cooper      Patient/Consumer/Neighbor Interests
- Dave Daly        President of Evergreen Washelli Cemetery
- Faye Garneau    Aurora Merchants Association
- Marilyn Holmes   Patient/Consumer/Neighbor Interests
- Ruth Shipp-Dart   Stendall Place Association

- Barry Samet      Lichten Springs Community Council
- Ken Scheide      Northwest Hospital Volunteer
- Louis Stanton      Haller Lake Community Club
- Diane Tarr      Seattle Police Dept. & Haller Lake Community Club

*Charity Care Update:* In 1999, Northwest Hospital gave more than \$3.8 million in charity care and support to the community. The hospital provided \$2,000,000 in charity care to more than 18,000 patients. The hospital also provided more than \$1,800,000 in clinical research and community services.

The services in 1999 included the following:

- Shoreline Schools
- Health education for the community
- John Marshall Alternative School
- Meals for the homeless
- MED-INFO free health information line and newsletter
- Fremont Public Association
- Childhaven
- Patient transportation
- Clinical research
- Senior/elder support

Information regarding charity care and community service provided by Northwest Hospital were presented in the November 1999 issue of the Med-Info Community Newsletter.

### **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):**

No projects relating to the hospital's Master Plan were initiated in 1999. There was one exempted change for a small addition to the Medical Office Building to house a linear accelerator.

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

##### **1. Non-Major Institution Leasing Activity During the 1999 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 in 1999. The hospital leased approx. 32% 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.:	9,616
Ind. Phys. Tenants:	17,951
Retail/Cafe Sq. Ft.:	2,243
<u>TOTAL sf:</u>	<u>29,810</u>

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 in 1999. The hospital leased approx. 67% 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.:	37,449
Ind. Phys. Tenants:	18,025
Retail/Cafe Sq. Ft.:	134
<u>TOTAL sf:</u>	<u>55,608</u>

Building Name: Professional Building  
Address: 1570 N. 115<sup>th</sup> St.  
Use: On-campus medical office building  
Lease SF: There were no "Non-Major Institution Uses" in this building in 1999. The hospital leased approx. 64% 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.:	8,789
Ind. Phys. Tenants:	4,949
Retail/Cafe Sq. Ft.:	0
<u>TOTAL sf:</u>	<u>13,738</u>

#### **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 1999, Northwest Hospital 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:**

During 1999, Northwest Hospital did not enter into any new leasing agreements beyond the major institutional overlay district, or within the 2,500' radius of the hospital, as specified in the Master Plan. During that time period, the hospital continued to lease space in the Northgate Medical Office Building as described below:

Building Name:	Northgate Medical Office Building
Address:	120 Northgate Plaza (at Northgate Mall)
Owned/Leased:	Leased from Northgate Mall
Use:	Lab, print shop, storage, medical office subleases
Lease SF:	The hospital leased 44,764 square feet, and subleased a portion of the space to private physician practices and other businesses.

#### **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:**

As mentioned in section II (B) of this report, the hospital continued to implement measures to reduce the number of employees commuting to work in single occupancy vehicles. In many cases, the hospital exceeded the requirements of the TMP elements described in the hospital's Master Plan.

Northwest Hospital signed its third year agreement with Metro, Sound Transit and North Seattle Community College to continue providing the custom bus service. Route #318 provides service between the hospital campus, the Outpatient Medical Center, the Northgate Transit Center the Northgate Mall, and other key points.

In 1999, the hospital was honored by the Economic Development Council for its "outstanding commitment" to the reduction of single occupancy vehicles, and

won the *Pacesetter Award* (for the second year in a row) for its commitment in the area of transit promotion.

Northwest Hospital is in its third year of providing the Flex-Pass program, allowing staff a better opportunity to use Metro to commute to work. The hospital provides a 100% subsidy to cover the Flex Pass program cost. This exceeds the TMP subsidy requirement of 75%. A 75% subsidy also covers other bus service providers and walk-on ferry passes. The hospital held its "Annual Transportation Fair", which aided in establishing one new vanpool and has promoted the participation in programs such as the October "Rideshare Week" campaign to create interest in alternative commute modes.

Northwest Hospital reported progress toward meeting its TMP goals in the August and November issues of the Med-Info Community Newsletter.

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

***Goal 1 - To make a substantial commitment to a Transportation Management Program.***

Commitment to the Transportation Management Program continues each year. The hospital entered its third year as joined forces with Metro for a custom shuttle service serving the Northwest Hospital campus, Northgate Mall and the Northwest Outpatient Medical Center. Northwest Hospital continues its Flex Pass subsidy of 100%, while maintaining a 75% subsidy for vanpools, walk-on ferry passes and other transit provider programs.

***Goal 2 - To reduce the percentage of all employees, including doctors who commute to work by single occupant vehicles to seventy percent.***

Northwest Hospital continues to promote a number of programs described in the TMP, such as carpooling; bike riding, vanpool use, telecommuting, and the use of transit and/or the shuttle.

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

The City of Seattle has changed the parking requirements in the surrounding neighborhoods to two-hour parking zones, therefore Northwest Hospital staff cannot park in those areas.

***Goal 4 - To provide for enforcement of the TMP elements.***



Northwest Hospital enforces a strict parking policy using signage, security surveillance, and photo ID controlled access gates. The program is currently under to increase parking policy compliance.

***Goal 5 - To 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 updated ways to reduce the number of SOV users.

The following are the elements of the TMP:

### ***Transportation Management Administration***

Northwest Hospital's Transportation Management Administration's ITC is Gaylen L. Krebs (206-368-1404). The ITC is active in the annual budgeting process to fund the transportation management programs. Working with the community, the City of Seattle, and Metro, Northwest Hospital continues to make efforts to find alternatives to SOV commuting.

### ***Periodic Promotional Events***

Northwest Hospital sponsors periodic promotional events that promote alternatives to SOV travel to the hospital campus. Some of the programs are the "October Ride To Work", campaign, transportation information fairs, and employee e-mail informational ads. Northwest Hospital also informs the surrounding community by publishing our TMP updates in the Med-Info Community Newsletter, which encourages employees and patients to use Metro's # 318 custom bus service for their visits to Northwest Hospital's campus.

### ***Commuter Information Center***

Northwest Hospital maintains a commuter information center in the main hospital lobby providing the name and phone number for the ITC. Details and time schedules for the campus shuttle service route is posted in all of the medical office buildings, on and off campus. These schedules have been enlarged to assist the elderly and vision impaired participants. In addition, schedules are maintained in the ITC's Commuter Services office to assist employees for custom tailored route schedules.

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

The hospital continues to work with Metro's marketing division, which effectively enhances the custom bus service. Two buses run simultaneously north and south, every half-hour, providing employees and patients with fast, efficient

service. The organization of this program includes a 100% subsidy, which greatly increases the potential for employee participation.

Carpool/Vanpool strategies remain one of the most viable means of SOV reduction. The hospital used the ride-match program through Metro as an integral part of the hospital-sponsored transportation fairs. Through the "Networking Group" chaired by Metro, the hospital helps support our local Northgate area ITC's with their ride matching needs. Northwest Hospital maintains assigned carpool parking spaces for staff that commute via carpools and vanpools. Vanpools are subsidized at 75% 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 provides a covered shelter for bicycles and mopeds.

### ***Parking Management***

Changes to the existing parking policy are currently in-process. A more efficient tracking method and more aggressive methods of enforcement are being developed, and will be implemented during the first half of 2000. The revised parking program will add to the incentive of employees in finding alternative modes of commuting to work.

### ***Tenant Participation***

Tenant parking is restricted to clearly marked areas within each parking lot, which is monitored by parking personnel. We have had partial compliance in this area. The new program being developed will have a direct affect on this group to help improve compliance.

### ***Employee Survey***

In 1999, the hospital funded a survey by an outside vendor to update the mode split data.

### ***Reporting***

An annual report was prepared, and a TMP progress report was published twice in the Med-Info Community Newsletter.

### ***Program Evaluation***

The most recent survey for program evaluation was conducted in 1999 with the following report analyses: SOV: 76.9%-Carpool/Vanpool 15%-Bus 5%-bicycle .4%-Walk 1.9%-Drop off .8%. The mode-split information represents employees who regularly arrive between 6 and 9 AM three or more days a week,

corresponding to the target population as presented in the hospital's TMP and the Master Plan Final Conditions of Approval.