



City of Seattle

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Seattle Children's
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MEMBERS

Kim Dales
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Cary Lassen
Myriam Muller
Josephine Pompey
Dolores Prichard
Gina Trask
Judith Nelson
Karen Wolf
Theresa Doherty
Shelley Hartnett
Bob Lucas
Wendy Paul

Ex-Officio Members

Maureen Sheehan,
Department of Neighborhoods
Todd Johnson,
Seattle Children's
Colin Vasquez,
Department of Planning &
Development

**Seattle Children's
Standing Advisory Committee (SAC)**

Meeting Minutes

Meeting #14

December 7, 2015

Adopted May 24, 2016

Seattle Children's

4800 Sand Point Way NE – Ocean Building, 7th Floor, Ocean Cafe
Seattle, WA 98105

Members and Alternates Present

Kim Dales	Bob Lucas	Josephine Pompey
Theresa Doherty	Myriam Muller	Dolores Prichard
Shelley Hartnett	Judith Nielsen	Gina Trask
Catherine Hennings	Wendy Paul	Karen Wolf

Staff and Others Present

Karen Gordon	City of Seattle, DON
Maureen Sheehan	City of Seattle, DON
Dr. Jeff Sperring	Seattle Children's, CEO
Todd Johnson	Seattle Children's, Facilities & Supply Chain
Jamey Cheney	Seattle Children's, Transportation & Sustainability
Colin Vasquez	City of Seattle, DPD

I. Opening and Introductions

Ms. Karen Wolf opened the meeting. Brief introductions followed.

Ms. Wolf called on Ms. Karen Gordon of the Department of Neighborhoods to introduce the new the Committee staff. Ms. Gordon introduced Ms. Maureen Sheehan to the Committee. She is replacing Mr. Steve Sheppard who retired this past August after 44 years of working for the City of Seattle. Ms. Sheehan is a Seattle native and her previous work was with the Federal Government General Services Administration (GSA), and she did important work with design and environmental reviews.

Ms. Wolf called on Mr. Todd Johnson to formally introduced Dr. Jeff Sperring, the new CEO of Seattle Children's. Dr. Sperring has been with Seattle Children's for six months. He is a pediatrician who grew up in Atlanta. He received his medical training and residency in the Navy in Southern California before moving to Indiana. He was the CEO of Children's Hospital in Indianapolis for the past four years.

He mentioned that he is getting up to speed and oriented about the Master Use work and emphasized that everything Seattle Children's does is about the children and what it can do to make a difference to their lives. He also mentioned that he is looking forward to working with the Committee and being a good neighbor to the community.

Mr. Johnson introduced Ms. Jamey Cheney, Director of Transportation and Sustainability at Seattle Children's. Ms. Cheney is a native of Seattle, and she worked in transportation in Seattle for the past 15 years. Ms. Cheney mentioned she is thrilled

to be a part of Seattle Children's and because of its exemplary and innovative transportation programs that work and perform well.

II. Housekeeping

Ms. Sheehan mentioned the committee received an updated copy of the Committee's bylaws via email. The new version contains a change in the quorum composition. Ms. Theresa Doherty made a motion to adopt the amended bylaws, and it was seconded. The committee voted unanimously, and the amended bylaws were adopted.

With regards to committee membership, Ms. Sheehan informed the Committee that those continuing on the committee will begin their 2-year term starting December 7, 2015 through December 6, 2017. Letters will be sent out later in the month. She and Mr. Johnson have received requests and applications and will be conducting interviews to fill the positions vacated by Committee members that chose to step down.

III. Annual Report

Mr. Johnson provided a brief summary of the 2015 annual report to the Committee. 2015 was a busy year for Seattle Children's. Building Hope opened in April 2013 and it was a major achievement. It was partially built out, and is now in the process of completing the last floor. He noted that the Committee assisted in completing the Master Plan that was approved by the Seattle City Council in 2010. The plan was for 4 or more phases of development and Phase 1 was Building Hope, the building is about 330,000 sq. ft. Future phases over the next 20 or more years will comprise of blocks of about 300,000 sq. ft. that will reach to about 1.2 million sq. ft. which the City Council approved.

He showed an aerial view of the area after Building Hope was opened to show the orientation and landscape buffers around the building. He reminded the Committee members how close Seattle Children's is to its neighbors.

Seattle Children's is in the process of filling the Building Hope tower. During 2015, Seattle Children's opened 2 additional ICU bed floors with 32 beds on each, for a total of 64. More ICU beds than expected are in place due to the fact that Children's continued to divert patients to other nearby facilities nearby that cannot provide the level of care that Seattle There are a total of 176 single bedded rooms in the building.

A new roof top terrace was opened on the 8th floor of the building. Mrs. June Boeing, wife of Mr. Bill Boeing Jr., was one of the many individuals who provided the funding to allow the terrace to be opened. It was financed entirely through community contribution and the terrace allowed year round access to light, air and shelter for staff, patients and families to use concurrently.

A new work space was created for the faculty staff. The physicians who practice at Children's are also faculty members and come to Children's to take care of children. The new offices have no walls in order to provide more collaborative space and better interaction among colleagues. Mr. Johnson mentioned that they will continue to innovate and improve the work spaces for faculty staff.

Ms. Kim Dales raised a question regarding work spaces in the 2nd floor and her concern is about patient confidentiality and HIPAA. Mr. Johnson mentioned that the floor is staff only and the front door and elevators are all locked. There are visual cues when people are talking on the phone and the floor has undergone several sound checks to ensure that confidential information is not compromised. This was a priority when built.

Bridges Development Update

Mr. Johnson noted that one of the City Council's condition was to replace the 136 units at Laurelon Terrace which was comprised mainly of condominiums. There were 17 units demolished to make way for the Phase 1 additions to Seattle Children's. Seattle Children's worked with University of Washington and Security Properties to create Bridges @ 11th, it is a 180 unit of rental housing that opened in early summer of 2015.

The City Council required Seattle Children's to build a building with at least the same number of unit types. There are 8 three bedroom units, which is unusual for this type of a building. The hope is to have families come to Bridges and create a community. There are 37 units that are subsidized. Seattle Children's provided low interest loans to the developer in order to provide low income units for those who qualify.

Since it is a new project, the perception is that the units are expensive. Mr. Johnson noted that the 37 subsidized units are available for low income individuals or families. Currently, about 31 of the 180 units are occupied by

University of Washington and Seattle Children's faculty and staff. There are also UW students that reside in the building. Because housing in the area is scarce and expensive, Bridges @ 11th offers affordable housing, in addition to units at market rate, and provides convenient commute time between the University and Seattle Children's. Bridges @ 11th was recognized and been awarded for its sustainability. Since this project was completed Seattle Children's has met one of the City Council's conditions to replace the Laurelton Terrace.

A comment was made about the price range of the units and how it is compared to surrounding areas. Mr. Johnson commented that the units are market rate, the studios run about \$1,000/month and the largest units range from \$2,000/month to \$3,000/month. Ms. Judith Nelson asked whether the three bedroom units are clustered together. Mr. Johnson commented that the three buildings are connected at the roof top level by bridges and the larger units tend to be in the corner and they are stacked up and down with a common area on one of the roof of the buildings that has BBQ, pet area and a gathering room, where residents would expect to come together. He also mentioned that the building is a bike friendly environment.

Ms. Dolores Pritchard asked about parking, and Mr. Johnson mentioned that there are parking in the building, and it is about 1 stall per unit.

Ms. Wolf commented that what is great about the location is its proximity from the light rail station and hope it will discourage people from driving their cars.

Ms. Josephine Pompey asked about staff distribution across the employment base that resides at this building. Mr. Johnson commented that what he knows is that most of the staff residents are in technical and mid-range levels, while the subsidized units are primarily occupied by University of Washington and Seattle Children's staff so there is a broad distribution of residents at every income level.

Psychiatry and Behavioral Medical Unit (PBMU) Update

Facilities opened the Psychiatry and Behavioral Medical Unit (PBMU) on campus recently. It was opened in two phases to back fill the space that had been occupied by the Cancer Unit. All rooms in this unit have been renovated, and there was a critical need for this type of facility. Kids had been turned away because of the lack of space. They are currently finishing the outdoor play area and closures.

There was an incident on September 28th where a patient left the unit through an unlocked door and found his way to a residence through an unlocked window. Fortunately, the Seattle Police responded to the incident appropriately. This incident was very unpleasant to the patient, the individual's parents, staff and the neighbors. There were several questions and concerns that were raised due to this incident and Seattle Children's compiled a list of questions and answers that went to the Laurelhurst Community Club (see handout). There were several processes that were looked at and improved upon due to this incident such as improved communication between the staff, vendors, the Security Department, and Seattle Police, as well as strengthening the hands-off between Seattle Children's Security and Seattle Police, and looked at the way children are monitored.. There are other meetings that are being held within the community to discuss the incident and Seattle Children's believe that the Seattle Police Department will be able to provide more information on how to respond to these type of situation.

Ms. Myriam Muller made a comment regarding patient protection, and would like to know about the concerns about the neighborhood, the homeowner who was affected by this incident, and the nearby schools. She was hoping that there would not be too many processes to go through before an incident gets reported and communicated especially with a school in the area. Mr. Johnson responded that the goal is to have a system that works every time and this incident does not happen often. He apologized if the message about neighborhood safety did not resonate, but he noted that the Seattle Police are a better source of information and one of the reasons Seattle Children's informed the Seattle Police immediately instead of the neighborhood is because of their response time. The Seattle Police are very aware and concerned about the welfare of the staff and the neighborhood. Mr. Johnson was able to talk to with the homeowner and more than anything they were deeply concerned about the condition of the individual after the incident.

Ms. Pompey commented about her concern regarding another incident that happened in August and the difference in the response to the incident due to the fact a different group of neighbors were affected. Mr. Johnson mentioned that he has no information about what happened in August, but will find more details about it. He also noted that

Seattle Children's will always adhere and follow a similar process to these type of incidents regardless of who is affected.

Mr. Johnson mentioned that they did a survey in 2013 to identify the unmet needs of the hospital. They have identified a fair number of areas that needs upgrades and fixing, specifically the Cancer programs, ambulatory clinics, the Odessa Brown clinic, faculty work space and the rehab area. It was an ambitious work plan for the hospital that started back in 2013, and Seattle Children's has been at it ever since. (Images shared).

The North and South clinics are a part of the strategic plan for Seattle Children's. The South Clinic in Federal Way opened late summer 2015. It is a big clinic and it takes away some of the specialty care out of the main campus location to Federal Way. The South Clinic was able to transfer existing staff from the Main Campus to this location as most of the staff resides around the Federal Way area.

Seattle Children's is seeking a location in Snohomish County for the North Clinic. It is the goal of this clinic to replicate the South Clinic and they hope to have this location open in the late 2017-2018.

Ms. Nelson asked if day surgeries are performed in the clinics. Mr. Johnson mentioned that the Bellevue campus that was opened in 2010 has 4 operating rooms and kids receive "simpler" surgical procedures here, and thus are able to discharge them more quickly. There are no operating rooms in Federal Way and none is planned in the North Clinic.

A brand new catering kitchen is being constructed which will allow the hospital to serve room service to inpatients from 7 am to 10 pm. In the future, this program will be offered to parents and potentially to staff, for a charge. The goal of this lean kitchen is to be able to serve the meals more efficiently to inpatients and will begin late this year.

The hospital was built in the early 1950's through 2013 and it still contains original equipment such as fuel tank storage, generators, elevators, and electrical, etc. Seattle Children's is currently in the process of replacing these high risk equipment and infrastructure through a systematic approach. This should go unnoticed by neighbors.

Ms. Dales also asked whether the Operating Rooms will be expanded. Mr. Johnson mentioned that in the Master Plan, there is a large building in the center called Forest B where it calls for new and larger operatory. In the short term, Seattle Children's will try to improve the space around the Operating Rooms for better induction, and recovery and staff space and parent amenities. Currently, there are 14 Operating rooms that are highly functional and the equipment and mechanical systems are being checked frequently.

Transportation Update

Ms. Jamie Cheney provided a brief update and highlights on Transportation at Seattle Children's. Seattle Children's conducted its bi-annual Commute Reduction Trip survey this past September. One of the conditions under the MIMP is for Seattle Children's to reduce a portion of commute trips. The benchmark progress is measured every two years and with the same survey done in odd years. The last survey was performed in 2013. The result of the current survey shows that 37.4% of the employees drive alone while 62.6% do not drive alone. The survey shows that the majority of the employee staff do not drive alone. She noted that the percentage will greatly improve with the opening of the LINK light rail.

She compared the drive alone rate from the previous years as 39.3% in 2011, 38.5% in 2013 and 37.4% in 2015. It was a very significant 1.1% change from the previous survey and that is between 30-50 employees getting to work by other than driving alone.

The goal is to reach 30% by 2030 and based on the trend line shown, Ms. Cheney is confident that Seattle Children's will achieve the goal if it continues to invest, build and innovate on its current programs.

Ms. Pompey asked if the patients and volunteers were included in the survey. Ms. Cheney noted that the survey only pertains to staff employees and the instrument used is provided by the City of Seattle. Patients and families are not included in the survey, ample free parking on campus is available for them.

Ms. Muller asked about what are the incentives to reduce the drive alone rate. Ms. Cheney responded that there are a suite of incentives that are available including subsidized bus passes, free bikes if they commit to biking to work, subsidized carpools and vanpools, and a commute bonus to employees if they do not drive to work. Seattle

Children's also charges employees parking fees as an incentive for them not to drive, and there is also a shuttle service available for around the work sites. It was noted that the current CEO takes the bus to work frequently from his home in Ballard.

Ms. Muller asked about parking enforcement around the neighborhood and wanted to know if there has been a change in parking around the neighborhood since a full-time person has been hired to monitor this. Ms. Cheney commented that they hired a new staff person whose focus is to monitor and enforce parking in the neighborhood. This individual goes around the neighborhood in different zones in different times of the day and provides a standard and reliable measures regarding enforcement. There has been a general decline in neighborhood parking. Seattle Children's provides citations for parking in the neighborhood and majority of these infractions are new employees that have been with Children's less than a year, and rarely are they repeat offenders.

Ms. Cheney asked neighbors to keep calling the Transportation office to report violations. All Children's employees by policy are required to register their primary and secondary vehicles, and there is a database that stores this information so it can be easily tracked. She noted that on the first and second citations the employee's supervisor receives an email so they can provide coaching. After a 3rd citation, HR receives an email, and a 4th citation is grounds for termination.

Seattle Children's has the ability to look at license plates via the WA State Department of Licensing.

Ms. Pompey asked if it monitors parking in the condominium complex. Ms. Cheney noted that enforcement is currently in city streets, but if they have a location that they want to be look at, call Transportation and inform them.

LINK light rail will extend from Westlake/Downtown Seattle station to the UW stadium and U district. The station will commence in Q1 of 2016, but Sound Transit has not yet announced when exactly. This service will provide an 8 minute trip from downtown as well as fast, frequent and reliable service for Seattle Children's employees who live south of Seattle.

Seattle Children's is currently working with King County Metro Transit on how to leverage this service through careful planning and strategy. A restructured package that was recently approved by the King County Council would provide better and more frequent bus service for residents and commuters in northeast Seattle.

Ms. Cheney noted that a change in the frequency of the shuttle service that travels from downtown to the Seattle Children's campus and around the downtown area campus is being developed due to the light rails superior schedule and frequency.

Ms. Pritchard raised a question regarding crosstown service for commuter coming from Ballard. Ms. Cheney mentioned that the light rail service is more about north-south and once the service becomes popular, this would free up some King County Metro funds to invest in east-west service since the greatest density of Seattle Children's commuters are located in the northeast and northwest Seattle.

A question was raised whether Seattle Children's would continue to subsidize Bus #75. Ms. Cheney noted that they will continue to provide investment on Bus #75 as the contract runs through mid-2017, and will continue to look at possible options in the next 2-3 year period if Seattle Children's decides to continue to invest in Bus #75.

Ms. Dales asked a question about people that bike to work and if there is covered parking available. Ms. Cheney commented that there is covered bike parking available and most of it has secured access. Ms. Cheney also noted that covered parking is also available for individuals that uses scooters or motorcycles and they pay half the vehicle parking rate.

Ms. Cheney commented that Bus lines #65, #75, and #78 all run through the LINK light rail, but #78 and #65 will be the closest routes to the light rail while #75 will be the closest bus stop to mid-way Rainier Vista and Stevens Way.

A question was raised regarding the Pronto Bike share and whether Transportation tracks its usage. Ms. Cheney mentioned that Pronto tracks usage, but Seattle Children's does sponsor Pronto by providing helmets to users. Pronto provided the biggest station to Seattle Children's, but it was the least used station in the system and was subsequently made smaller. She noted that the station will be used more frequently once LINK light rail is open due to an increased travel demand between Seattle Children's and the LINK light rail.

IV. Strategic/Facility Plan Update

Mr. Johnson made a brief presentation update of the Strategic Plan. In 2010, Children's worked on a new strategic plan that focused on safety and effective care, efficiency and delivery. Children's was distinguished as the most expensive health care provider, a distinction that Children's does not want to be known for. The mission is to be the safest, most effective provider that seeks to educate researchers and clinicians and find cures. With regards to facilities, Mr. Johnson mentioned that the goal is to grow responsibly and provide much needed care to the children who needs access.

A further review of the plan describes how facilities can accomplish its goal by providing a safe and efficient space, consolidating and controlling critical spaces and areas effectively, replacing aging infrastructures and investing in sustainable programs.

With regards to Research space, Children's has been highly successful in providing education to researchers and clinicians. Seattle Children's has been one of the top award winners of institutes of health grants. Mr. Johnson mentioned that these were the plans they were working under.

Children's has grown by recruiting new faculty staff, doctors, etc. and focused on safety, efficiency, and cost. The current plan is coming to an end, and with a new CEO on board, the goal is to address and execute a new plan. Children's is in the process of developing the next plan, and the goal is to share this new plan with the Committee in the spring/summer of 2016.

The Boston Consulting group is performing surveys, interviews, and market analysis to understand the health care trends in the region and nation. The new plan will be much broader than the old plan, and the topics of interest that will be looked at are population health, caring for the children in the region when they are sick, but also keeping them well. As the new plan thinks about the future, it will also be more research focused.

Mr. Johnson mentioned the Children's filed a Master Use Permit application on a new Building Cure in downtown Seattle on Terry Avenue on the Research Campus. It will be a large laboratory building. Although, it has not been approved under the Strategic Plan, it will be one of the first project to emerge under the plan.

Current needs include operating rooms, clinical laboratories, and cancer care programs that are currently in spaces that are stretched or obsolete. The new plan will look at these needs, but it will all depend on where the organization's capacities are regarding its strategic initiatives. There will be more detailed information about this plan shared at the next SAC meeting in the spring/summer of 2016.

Ms. Josephine Pompey commented about the issue regarding a child's health in early childhood education, and mentioned that in recent studies, if the kids are not healthy, it compromises their early learning skills. Mr. Johnson mentioned that is one of the topic he mentioned about population health that the new plan will be looking at, making sure to take care the health of all children, not just the sickest kids in the community, and helping them to stay healthy in order to be ready to grow and learn.

V. Public Comment

There was no public comment.

VI. Committee Deliberation

Mr. Bob Lucas asked about the process regarding replacing vacant Committee membership positions. Ms. Sheehan mentioned that there are six individuals that are scheduled for interviews to fill 2 vacant positions. These individuals reside in different nearby neighborhoods and they will be looking to find a balance and diversity in the Committee's membership composition.

VII. Adjournment and scheduling of next meeting

Ms. Wolf informed the Committee that the next scheduled meeting will be around spring/summer where a more detailed strategic plan will be presented.

No further business being before the Committee, the meeting was adjourned.