

Harborview Medical Center Long-Range Planning Committee Plan

~~June~~July 2026



King County

Summary

[Proviso 8 to Section 17 of King County Ordinance 20023](#) ~~requests that~~[directs](#) the Executive ~~to~~ transmit a plan to establish a Harborview Medical Center long-range planning committee (Committee) as described in section 6.2 of the ~~hospital services agreement~~[Hospital Services Agreement](#).

~~Under the transmitted plan, the Committee will be comprised of the following participants:~~

- ~~• Three representatives from the King County Council, consisting of two regular members and one alternate~~
- ~~• Three representatives from the King County Executive's Office, consisting of two regular members and one alternate~~
- ~~• Three representatives of Harborview Board of Trustees, consisting of two regular members and one alternate~~
- ~~• Three representatives of UW Medicine, consisting of two regular members and one alternate.~~

~~The Committee will be jointly chaired by a representative from the King County Executive's office and a representative from the CEO of the Harborview Medical Center.~~ The Committee will draft a charter and focus its work on understanding the long-term, financial, operational and capital needs of Harborview Medical Center (HMC) with the goal of making recommendations to the King County Executive, King County Council, Harborview Medical Center Board of Trustees, and UW Medicine [\(collectively referred to as participating entities\)](#), on strategies to meet those needs.

The Committee will work on a consensus basis and any recommendations by the Committee will be advisory in nature and will not bind or replace the independent decision-making authority or responsibilities of the participating entities.

Committee Establishment Plan Required Elements

A. *The names of appointed committee members representing the county executive, the county council, the Harborview Medical Center board of trustees and UW Medicine*

The ~~Long-Range Planning~~ names of the Committee ~~(members are not yet available. However, the~~ Committee) will include representatives from UW Medicine, Harborview Medical Center (~~HMC~~Harborview) Board of Trustees (~~BoT~~Board), the King County Council, and the King County Executive, as follows:

- ~~Three~~Four representatives from the King County Council, consisting of two regular members and ~~one alternate~~two alternates. ~~The Chair of the Health, Housing, and Human Services Committee, and the Chair of the Committee of the Whole shall be the two regular members.~~
- ~~Three~~Four representatives from the King County ~~Executive's Office~~Executive branch, consisting of two regular members and ~~two~~ alternates. ~~The Executive shall designate one of the Executive branch two regular members as one alternate of the Committee's co-chair.~~
- ~~Three~~Four representatives of Harborview Board of Trustees, consisting of two regular members and ~~one alternate~~two alternates.
- ~~Three~~Four representatives of UW Medicine, consisting of two regular members and ~~one alternate~~two alternates. ~~UW Medicine shall designate one of its two regular members as one of the Committee's co-chair.~~

B. *A description of how the committee will facilitate long-range planning and coordination in pursuit of opportunities to respond to the evolving healthcare industry, improve population health, and have Harborview Medical Center become the provider of choice for county and state residents.*

The Committee will facilitate long-range planning and coordination by serving as a forum for UW Medicine, King County, and the Harborview Board of Trustees on matters affecting Harborview Medical Center, including operating and capital needs, financial planning, health policy, and responsible stewardship of public resources. The Committee will identify opportunities, risks, trade-offs, evaluate strategic options, and develop recommendations for consideration by the participating entities. Recommendations by the Committee are advisory in nature and will not bind or replace the independent decision-making authority or responsibilities of the participating entities.

Consistent with the authorities established in the Hospital Services Agreement, UW Medicine manages the clinical and business operations of the Medical Center, the Board of Trustees ~~oversees Harborview~~has general supervision and care of Harborview Medical Center ~~within the limits of approved budgets and authorized appropriations~~, and the County provides and maintains the facilities and is responsible for issuing bonds,

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collecting property taxes, and [allocating appropriating](#) those revenues. The Committee will operate within this framework to promote alignment without altering these distinct roles.

The Committee will also serve as a forum for synthesizing key planning inputs, exchanging and discussing planning information related to Harborview Medical Center. This may include:

- Long-range and financial planning approved by the Board's Finance Committee and the Board of Trustees
- Reviewing Harborview's operating budget and long-term fiscal needs
- Harborview's clinical strategic plan as recommended by the Board's Strategic Planning Committee and the Board of Trustees
- Healthcare market analyses and related strategic assessments considered by the Board's Strategic Planning Committee
- Capital planning and progress updates
- County tax and revenue forecasts, and
- Other relevant planning documents.

By bringing these inputs together, the Committee will support a coordinated, forward-looking, and transparent approach to planning that supports Harborview's long-term sustainability and viability.

C. A description of shared goals, clear criteria for when the committee has completed its charge, and clear criteria for when a subsequent committee should be constituted, established by the committee;

The Committee will [have establish](#) a clearly defined charter consistent with section 6.2 of the Hospital Services Agreement, including establishing shared goals, milestones, and benchmarks related to reviewing and making recommendations on the long-term sustainability of Harborview. These efforts may consider, but not be limited to, priorities of each entity, including: meeting the medical needs of the mission population; completing the hospital capital bond project as approved by voters; maintaining the infrastructure of [HMC Harborview](#); ensuring sustainable operations; and long-term capital asset management planning. ~~This work to produce the charter shall be completed within six months of the initial convening.~~

The Committee's initial work will also include developing and reviewing an integrated financial plan for Harborview, providing a forum for discussion among the [Harborview](#) Board, County Council, Executive's Office, and UW Medicine clinical leadership to share efforts and priorities within their respective [authorities participating entities](#) under [the King](#) County Code, the Hospital Services Agreement, and other applicable laws and contracts. The [integrated financial](#) plan will be dynamic, enabling the [committee Committee](#) to evaluate scenarios to support operational and capital financing needs—including strategic investments, tax levy considerations, debt capacity and bond planning, reserve

and asset allocation, and capital asset stewardship—and their impact on Harborview’s mission. It will address both short- and long-term needs for operations and capital projects, and integrate funding sources including Harborview’s operating revenues, the 2020 bond program (and any successor bonds), the County Hospital Tax levy, and other relevant revenue sources. The Committee shall ~~share~~produce a final report including the results of this work~~integrated financial plan and any consensus recommendations within six months~~ after~~of~~ convening.

~~Once this initial charge~~ The Committee is complete~~encouraged to provide interim reports by consensus before the six-month deadline when doing so would support time-sensitive decisions and share the same with the participating entities.~~

The Committee should identify anticipated external deadlines in consultation with relevant stakeholders and incorporate those timelines into its work plan.

For the Council, the Committee shall identify~~electronically transmit reports to the clerk of the Council for further electronic dissemination by the clerk to all Councilmembers, the Council Chief of Staff and the lead staff for the Committee of the Whole, or its successor. To foster transparency and public awareness, it is expected that the Council will acknowledge receipt of the transmitted the final report by motion.~~

The Committee shall remain operative throughout the remainder of the term of the current Hospital Services Agreement, unless otherwise decided by consensus of the Committee and upon 90 days prior notice to the respective participating entities. The Committee shall assess the need for ongoing work, including regular review of the integrated financial plan. ~~If further work is needed, the committee~~ After transmission of the final report and as will be further developed in the charter, the Committee may be reconvened at agreed upon intervals, but no more frequently than ~~twice~~two times per year, unless ~~participating entities jointly determine~~otherwise decided by consensus of the Committee that additional meetings are necessary.

The Committee will be advisory in nature, with a goal of fostering transparent, deliberative, and open dialogue to identify opportunities, risks, trade-offs, and recommendations to the County, UW Medicine, and the Board. The Committee can evaluate scenarios that require coordination across the entities and may vote to make consensus-based, non-binding recommendations to relevant parties. ~~This committee shall remain operative throughout the remainder of the term of the current Hospital Services Agreement, unless otherwise decided by consensus of the Committee.~~

D. A description of committee processes which will ensure the governance structures, accountabilities, and collective bargaining commitments of each committee member’s respective organization will be respected; and

~~The Committee shall be an advisory body, operated by consensus, and facilitating discussion between the County, UW Medicine, and the Harborview Board of Trustees. The~~

~~committee will be jointly Chaired by a representative from the County and the CEO of Harborview Medical Center.~~

~~Upon convening, the Committee will develop a charter that includes~~

~~The Committee's charter will include its~~ operating principles and processes. The charter shall ensure that the Committee does not supplant or duplicate the responsibilities of the King County Council, the Harborview Board of Trustees, or the County or University of Washington under the Hospital Services Agreement, and respects the collective bargaining commitments of each ~~committee~~Committee member's respective organization. At its first meeting, the Committee will adopt a meeting schedule. The Committee shall have the authority to establish working groups to ~~fit~~fulfill its charge.

~~———In developing its charter, the Committee should identify anticipated external deadlines in consultation with relevant stakeholders and incorporate those timelines into its work plan.~~

E. The frequency in which the ~~committee~~Committee shall meet to facilitate strong coordination and the identification and monitoring of the goals established among committee members. The committee should recommend the length of time that the committee shall meet.

The Committee shall initially meet twice per month in order to finalize its charter: ~~within two months of its first meeting.~~ Upon completion of the charter, the Committee shall determine the appropriate cadence for subsequent meetings to complete its ~~charge within one year; additional charge of producing a final report including the integrated financial plan and any consensus recommendations within the first six months.~~ If Committee members agree to a different cadence, they may adjust the schedule by mutual consensus.