

# HARBORVIEW MEDICAL CENTER

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KING COUNTY COUNCIL COMMITTEE OF THE WHOLE

Sommer Kleweno Walley, Chief Executive Officer

Steffanie Fain, Board of Trustees President

JUNE 15, 2022

# THANK YOU TO OUR PARTNERS

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- Our Faculty & Staff
- Labor Partners SEIU  
1199NW, SEIU 925, WFSE
- King County Council
- King County Executive
- King County Residents
- HMC Board of Trustees

# AGENDA

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- Mission
- Capacity Challenges
  - Census
  - Difficult to Discharge
  - Staff Recruitment & Retention
- Financial Update
- Go Forward Plan

# MISSION

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Harborview Medical Center is owned by King County, governed by the Harborview Board of Trustees, and managed under contract by the University of Washington.

Harborview Medical Center is a comprehensive healthcare facility dedicated to the control of illness and the promotion and restoration of health. Its primary mission is to provide healthcare for the most vulnerable residents of King County; to provide and teach exemplary patient care; to provide care for a broad spectrum of patients from throughout the region; and to develop and maintain leading – edge centers of emphasis. As the only Level I Adult and Pediatric Trauma Center in Washington, Harborview Medical Center provides specialized comprehensive emergency services to patients throughout the region and serves as the disaster preparedness and disaster control hospital for Seattle and King County.

The following groups of patients and programs will be given priority for care:

- Persons who are non-English speaking poor
- Persons who are uninsured or underinsured
- Persons who experience domestic violence
- Persons who experience sexual assault
- Persons incarcerated in King County's Jails
- Persons with mental illness, particularly those treated involuntarily
- Persons with substance abuse
- Persons with sexually transmitted diseases
- Persons who require specialized emergency care
- Persons who require trauma care
- Persons who require burn care

Harborview's patient care mission is accomplished by assuming and maintaining a strong leadership position in the Pacific Northwest and the local community. This leadership role is nurtured through the delivery of health services of the highest quality to all of its patients and through effective use of its resources as determined by the Harborview Board of Trustees.

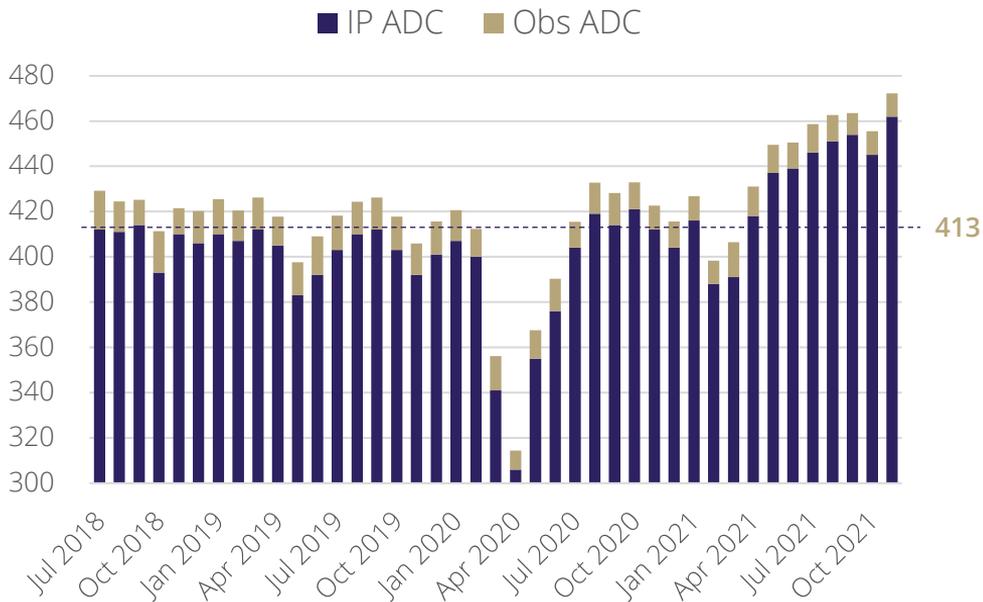
Harborview, in cooperation with UW Medicine, plans and coordinates with Public Health Seattle and King County, other County agencies, community providers, and area hospitals, to provide programs and services.

Harborview fulfills its educational mission through commitment to the support of undergraduate, graduate, post-graduate and continuing education programs of the health professions of the University of Washington and other educational institutions, as well as programs relating to patient education.

Harborview recognizes that the delivery of the highest quality of healthcare is enhanced by a strong commitment to teaching, community service and research.

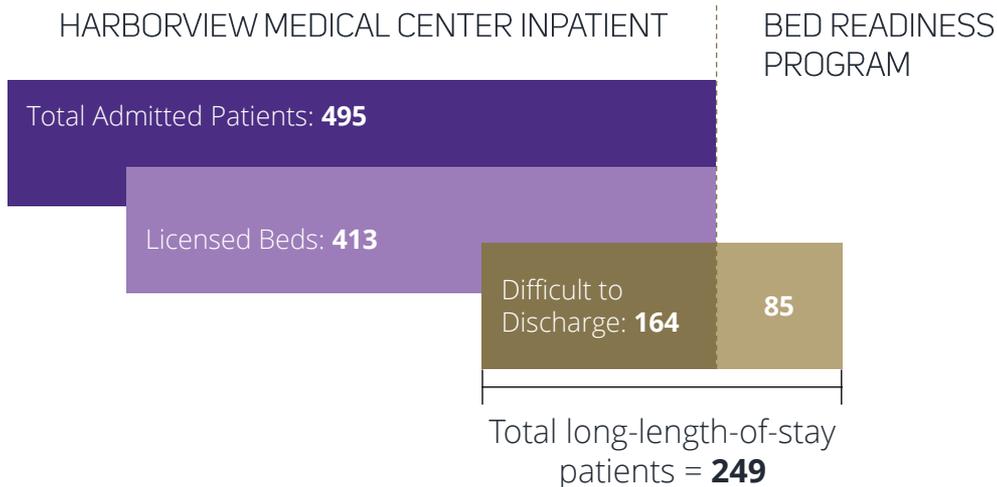
# CAPACITY CHALLENGES

We continue to experience record levels of patient volumes.



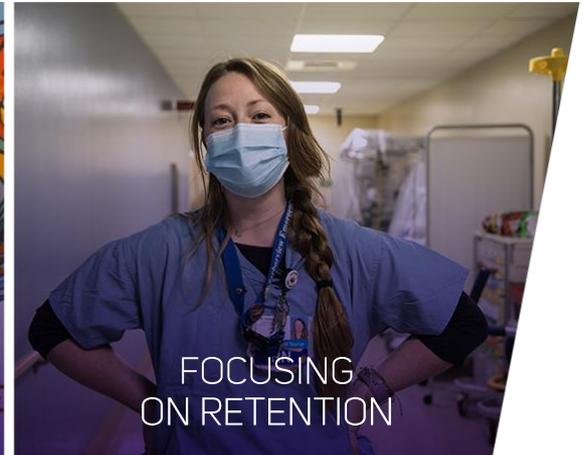
# CAPACITY CHALLENGES

“Difficult-to-discharge” patients are those who are medically cleared for discharge but have nowhere to go and cannot be placed.



# STAFF RECRUITMENT & RETENTION

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# FINANCIAL UPDATE

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Due to labor costs, length of stay, and future costs associated with the 2020 Bond, HMC faces historic levels of financial challenges.

- Dramatic Increase in Operating Expenses
- Inability to Discharge Patients Who No Longer Require Acute Care Impacting Revenue
- Operating Beyond Physical Capacity
- The Impact of the \$1.74 Billion Capital Expansion Bond

# GO FORWARD PLAN



Serve Mission/  
Improve Staff  
Equality & Retention



Engage External  
Partners To  
Improve Care



Strengthen  
Hospital Partner  
Trauma Programs



Resource Strategic  
Programs To Ensure  
Financial Sustainability



Drive To Higher  
Levels Of Efficiency

# SELECT STRATEGIC INITIATIVES

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- Difficult to Discharge
- Certificate of Need
- Trauma Rulemaking
- Kelley-Ross Pharmacy



# HOW YOU CAN HELP

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We seek to open a licensed LTC pharmacy operated by Kelley-Ross to:

- Improve the quality and coordination of patient care at Harborview
- Help fund uncompensated care at Harborview

**Proposed Agreement & Benefits**





# BOARD OF TRUSTEES UPDATE

# QUESTIONS?

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# THANK YOU

