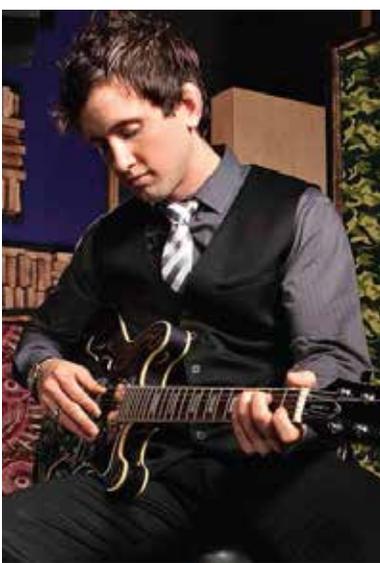
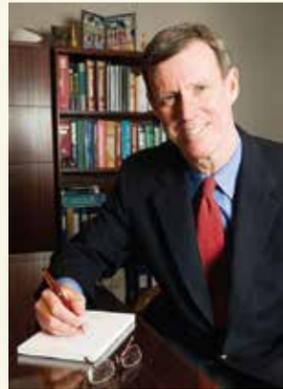


UW Medicine
REPORT TO THE COMMUNITY 2014



HARBORVIEW MEDICAL CENTER | NORTHWEST HOSPITAL & MEDICAL CENTER
VALLEY MEDICAL CENTER | UW MEDICAL CENTER | UW NEIGHBORHOOD CLINICS
UW PHYSICIANS | UW SCHOOL OF MEDICINE | AIRLIFT NORTHWEST

UW Medicine: The Future of Healthcare



Clare McLean

Dear Colleagues,

UW Medicine's mission has never been more exciting. In patient care, teaching and research, we are improving the health of the public in bold new ways.

In support of healthcare reform, we are creating new models for delivering high quality patient-centered care. We launched the UW Medicine Accountable Care Network in June 2014. This network combines the resources of UW Medicine with other leading healthcare organizations in the Puget Sound region. It will be available to eligible Boeing employees during their annual enrollment this year, and we expect that other large companies will select this new healthcare option for their employees as well.

Another area of focus is improving access to primary and preventive care. We are helping previously uninsured patients enroll in our state's expanded Medicaid program and Health Benefit Exchange. Our AIMS Center (Advancing Integrated Mental Health Solutions) helps people with mental health issues receive care in more than 1,000 primary care clinics around the world.

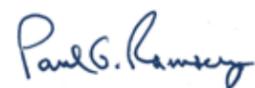
New ways of learning and workforce needs are catalysts for change in medical education. Through a curriculum renewal now underway, we are preparing students for active, lifelong learning with a greater focus on clinical training in the first two years of medical school.

To address shortages of doctors in rural areas, we are offering four years of medical school in Spokane and working to increase federal funding for graduate medical education in underserved areas. Likewise, we have formed a partnership with the University of Nairobi to train doctors who will practice in rural areas of Kenya.

MEDEX Northwest, our training program for physician assistants, has established a program on the UW campus in Tacoma and is helping military veterans from nearby Joint Base Lewis-McChord make the transition to a civilian career in healthcare.

The landmark Global Burden of Disease study, coordinated by the UW Institute for Health Metrics and Evaluation, sets the foundation for better health policies and outcomes in countries around the world. Advances in precision medicine, protein design and other fields hold great promise for improving the diagnosis and treatment of many diseases. A new building on our South Lake Union research campus provides efficient space for lab work and collaborations in kidney research, vision sciences, immunology, rheumatology and infectious disease.

I am deeply grateful to UW Medicine's more than 35,000 faculty, staff, students and trainees for these and many other outstanding accomplishments. As you will see in this report, our mission is in good hands and so too is the future of healthcare.



Paul G. Ramsey, M.D.
CEO, UW Medicine
Executive Vice President for Medical Affairs and
Dean of the School of Medicine, University of Washington



UW Medicine

UW Medicine is the most comprehensive integrated health system for residents of Washington, Wyoming, Alaska, Montana and Idaho (WWAMI region).

Harborview Medical Center is owned by King County, governed by a county-appointed Board of Trustees, and managed by UW Medicine. It is the region's only Level I adult and pediatric trauma and burn center. Harborview also provides specialized services for vascular, orthopedics, neurosciences, ophthalmology, behavioral health, HIV/AIDS and complex critical care.

Northwest Hospital & Medical Center is an acute care community hospital located in North Seattle. It offers primary and specialized care, including cardiac care, cardiology, cardiac surgery and rehabilitation, cancer treatment, labor and delivery, neurosciences and community wellness programs.

Valley Medical Center is an acute care hospital and clinic network. The oldest and largest public district community hospital system in Washington, Valley Medical Center serves more than 600,000 residents in southeast King County.

UW Medical Center provides highly specialized services for cardiac care, cancer care and stem cell transplantation, obstetrics (including high-risk neonatal intensive care), digestive diseases, sports medicine and solid organ transplantation. People travel from the Pacific Northwest and beyond for these and other services.

UW Neighborhood Clinics is a network of community-based clinics located throughout the Puget Sound region. The clinics provide a wide spectrum of primary care services, from pediatrics to geriatrics using the medical home model.

UW Physicians is the practice group for approximately 1,900 physicians and healthcare professionals who care for patients in UW Medicine and the WWAMI region.

UW School of Medicine has been rated as one of the top three medical schools in the world with 30 clinical and basic science departments. Its researchers and teachers make life-improving discoveries while training medical students, residents, fellows and allied health professionals to care for future generations of patients.

Airlift Northwest provides medical treatment and patient transport for critically ill and injured adults and children in the WWAMI region from its bases in Seattle, Bellingham, Arlington, Olympia and Yakima, Wash., and Juneau, Alaska. Since 1982, Airlift Northwest has provided more than 90,000 patients with life-saving care.

UW Medicine Accountable Care Network combines the resources of leading healthcare organizations in the Puget Sound region to achieve the "Triple Aim" goals for healthcare. These goals are improving the patient experience of care, improving the health of populations and reducing costs to make healthcare more affordable.

Current members include Capital Medical Center, Cascade Valley Hospital & Clinics, Island Hospital & Clinics, MultiCare Health System, Overlake Hospital Medical Center, PeaceHealth, Seattle Cancer Care Alliance, Seattle Children's Hospital, Skagit Regional Health and UW Medicine.

Patients Are First



Focus on Serving the Patient/Family

UW Medicine is building a culture of service excellence based on placing the needs of patients first.



Provide the Highest Quality Care

We are focusing on the entire patient experience, including access to care, quality, safety and overall satisfaction.

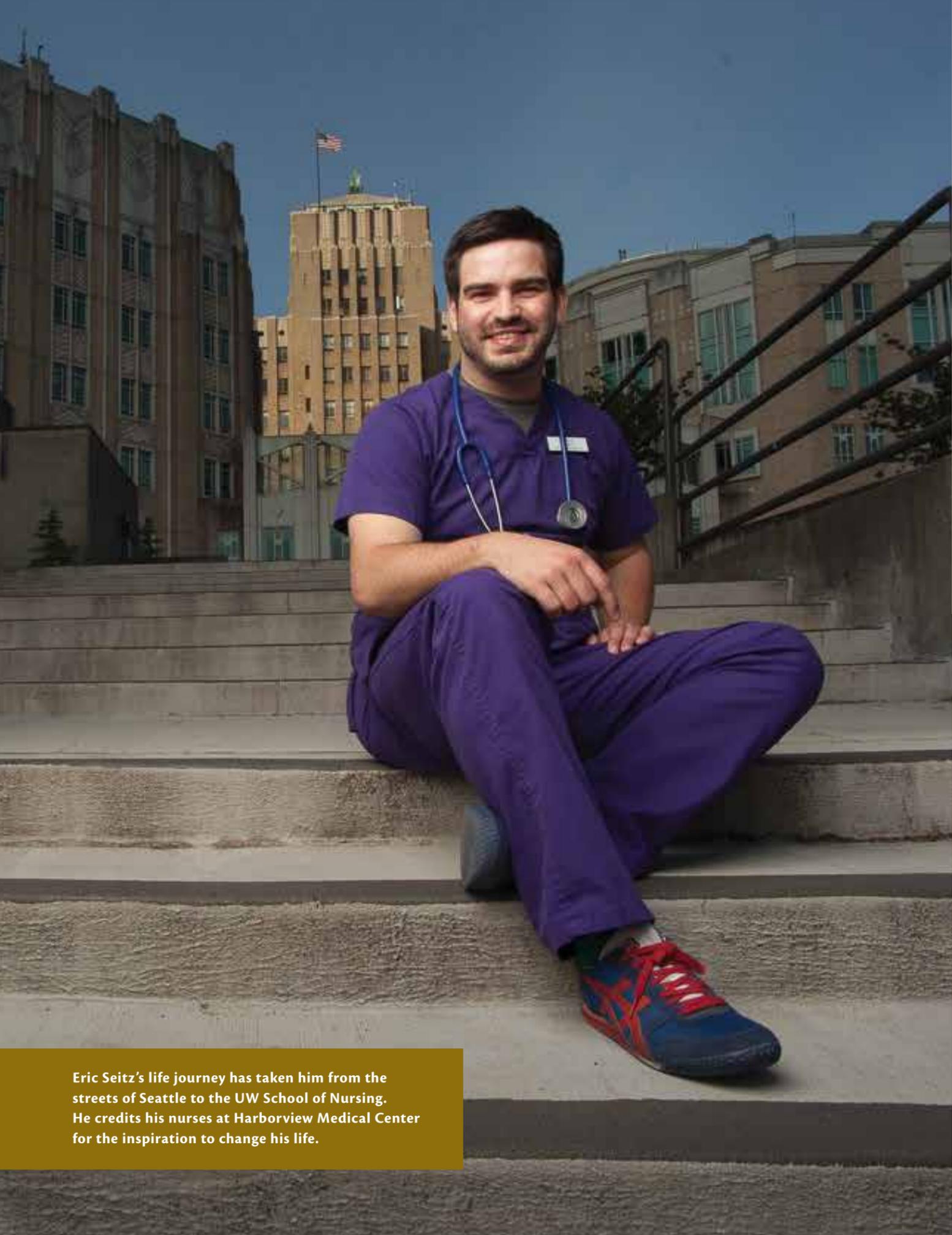


Become the Employer of Choice

Our pillar goals provide system-wide performance targets for patient satisfaction, quality and safety, physician and employee satisfaction and fiscal responsibility.



Practice Fiscal Responsibility



Eric Seitz's life journey has taken him from the streets of Seattle to the UW School of Nursing. He credits his nurses at Harborview Medical Center for the inspiration to change his life.

Patient Care

Eric Seitz

Eric Seitz arrived at Harborview Medical Center a week before Thanksgiving in 2008. Living on Seattle's streets, Eric, then 23, had contracted a flesh-eating disease from injecting drugs with a dirty needle. He was in a coma and nearly lost a leg to amputation. During three months of hospitalization and therapy, he was inspired by his nurses to change his life: "They said I'd make a good nurse, told me to go to nursing school and they'd hire me afterward."

Eric saw his survival as a chance to teach others to avoid similar missteps. Using his brother's home as a base, he returned to school and started volunteering with the University District Needle Exchange. He was accepted into UW's nursing program. "I'm working with the street medicine

group and I'm excited about my community health rotations," he said. Eric began his second year in September 2014.



Zobeyda Flores

Emmanuel Barragan-Flores

Emmanuel Barragan-Flores was born in Yakima, Wash., with his esophagus connected to his windpipe, a life-threatening condition that

required surgery. Airlift Northwest flew him to Seattle to get the care he needed. He was one of 370 patients served by the new permanent base in Yakima during its first year of operation.



Kim Blakeley

Community Wellness Programs

Valley Medical Center offers free wellness programs as part of its community outreach. GoldenCare keeps older adults healthy and independent. GLOW empowers women to make sound health and wellness decisions for themselves and their families. Pitter Patter supports birth and parenting experiences for new and soon-to-be parents.

These programs serve over 30,000 people, primarily from south King County. A few highlights include free flu shots for seniors, a Spa Day for GLOW members, and a Pitter Patter Baby Shower and Kid's Fest.

Cancer Care at Northwest Hospital

The Seattle Cancer Care Alliance has opened a medical oncology clinic on the campus of Northwest Hospital & Medical Center. The clinic provides comprehensive and compassionate care using the most advanced treatment options and research protocols. Other cancer services located at Northwest Hospital include SCCA Radiation Oncology and SCCA Proton Therapy.



Amanda Skorjanc and her baby, Duke Suddarth, survived the devastating mudslide in Oso, Wash., on March 22, 2014. Four months later, she participated in the Oso Strong 5K Walk/Run with her fiancé Ty Suddarth.

Patient Care

Amanda Skorjanc

At 10:45 a.m. on March 22, 2014, Amanda Skorjanc was sitting in her house with her five-month-old baby, Duke Suddarth. The next moment, everything changed for them — and for the tiny Washington community of Oso.

Amanda remembers a “wave of mud and debris” heading toward her. “Houses were exploding, and I saw my neighbor’s chimney coming into the front door.”

She did the only thing she could do: she held on to little Duke and tried to protect him as best she could. “I held onto that baby like it was the only purpose that I had,” she said. “I did not let that baby go for one second.” A few moments later, the two found themselves pinned amid the wreckage several hundred feet from where their house used to stand.

She couldn’t move, but Amanda cried out to rescuers who were combing the area in search of survivors. When they were extricated from the debris, the two were airlifted to Cascade Valley Hospital in Arlington, Wash.

But their injuries were so severe that they needed an immediate transfer to Harborview Medical Center. After a short flight on Airlift Northwest, Duke was admitted and taken to intensive care with a fractured skull. His condition steadily improved, and he was transferred to Seattle Children’s Hospital for rehabilitative care.

Amanda, 25, sustained several broken bones and underwent a number of surgeries. She faces a year or possibly longer to fully recover from her injuries. Still, her son’s recovery has given her an even greater incentive to work hard and get better for her baby. “He’s been my motivation and I can’t thank enough the whole UW Medicine team based at Harborview who cared for me and Duke,” Amanda said.

UW Palliative Care Center of Excellence

The UW Palliative Care Center of Excellence addresses the needs of people with serious, long-term or life-limiting illnesses by supporting programs that improve the quality of life for patients and their families, regardless of diagnosis or stage of illness. When palliative care is offered, a team of doctors, nurses and specialists works with a patient’s other doctors to provide patients and families with an extra layer of support.

UW AIMS Center

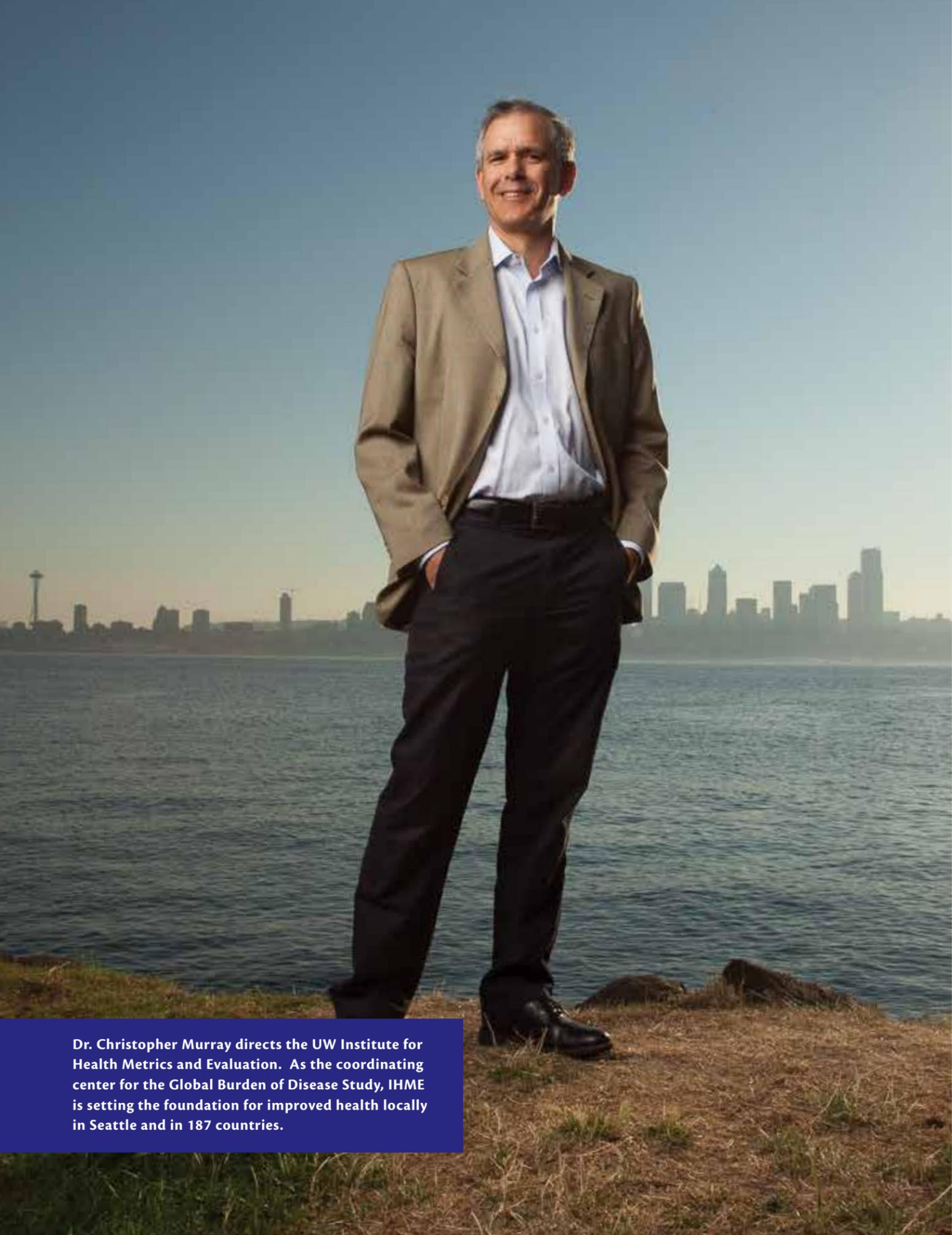
The AIMS (Advancing Integrated Mental Health Solutions) Center focuses on collaborative ways to improve access to behavioral healthcare. One example is the Mental Health Integration Project, which brings high-quality mental health screening and treatment into primary-care settings serving safety net populations. Almost 200 community health centers and community mental health centers in Washington participate in this program.

Washington Health Benefit Exchange

UW Medicine developed a system-wide initiative to promote the October 2013 launch of the Washington State Health Benefit Exchange and Apple Health expanded Medicaid program. More than 90 in-person assisters helped patients at enrollment sites across the system. Hotline staff answered patient questions and scheduled enrollment appointments. As of June 2014, UW Medicine entities had helped enroll nearly 9,000 people in insurance plans or Medicaid.



Clare McLean



Dr. Christopher Murray directs the UW Institute for Health Metrics and Evaluation. As the coordinating center for the Global Burden of Disease Study, IHME is setting the foundation for improved health locally in Seattle and in 187 countries.

Innovation in Research

Global Burden of Disease Study

Huge changes have occurred in health around the world in the last two decades. People are living longer, childhood deaths are greatly decreasing, and overeating has replaced under-nutrition as a leading risk factor for illness.

To identify these changes and guide public health policy, the Institute for Health Metrics and Evaluation (IHME) at the University of Washington coordinated a massive study looking at the cause of premature death and disability for 187 countries and 21 regions. The Global Burden of Disease Study (2010), published in an entire issue of *The Lancet* (Dec. 13, 2012) with 488 co-authors from

303 institutions in 50 countries, sets the foundation for improved health. Here at home, the study found that health disparities in southern King County are as great as in Nairobi, Kenya. Nationally, the study found that American women made the smallest gains of women in high-income countries. And globally, ischemic heart disease, largely due to tobacco use, is growing in poor countries.



IHME
Global Burden of Disease research interview in Bangladesh

Preventing Disease in Africa

UW Medicine is playing a key role in controlling the HIV epidemic in sub-Saharan Africa and improving the health of Africans. One of the latest projects is using the UW School of Medicine's WWAMI model (Washington, Wyoming, Alaska, Montana and Idaho) to increase the number of physicians in rural sites in Kenya. The Medical Education Partnership Initiative, formed with the University of Nairobi, also includes improving research and training in mental health and maternal, newborn and child health.

Risk Factors for Dementia

Several common health problems are now linked to a higher-than-average risk of dementia. Depression, diabetes, high blood sugar levels, or the irregular heart rhythm called atrial fibrillation make people more likely to become forgetful or lose other cognitive skills. However, the biological reasons why people with these conditions are prone to brain degeneration are still uncertain. It is also not yet known whether treating these other disorders can prevent or delay the onset of dementia. UW Medicine researchers plan to look more closely into how these diseases are related to cognitive decline. Such studies might offer insights into how and why dementia arises, and what might be done to slow it down or stop it.



David Skelton's kidney transplant at UW Medical Center was live-tweeted in January 2014. His wife, Brittany, participated in a donor chain and both are back to enjoying their active lifestyle.

Innovation in Research

David and Brittany Skelton

At age 45, Dave Skelton was facing complete kidney failure and needed a transplant. Through the National Kidney Registry, Dave and his wife Brittany were able to participate in a donor chain that started with an altruistic donor in California. After a year of dialysis and care at Northwest Kidney Centers, Dave was successfully transplanted at UW Medical Center.

To raise awareness for kidney research and kidney disease, Dave worked with UW Medicine and local news media teams to publicize his story. A Twitter feed offered an inside look into the process of live-donor kidney transplantation to a national audience of doctors, patients, students and others. Meanwhile, Dave and Brittany were featured in a local television news story about their journey with NW Kidney Centers, donor chains and transplantation.

UW Medicine leads the state in both research and clinical care of kidney disease. More than 500 kidney transplants have been performed at UW Medical Center in the past five years and postoperative survival rates are among the highest in the nation.

Protein Design

Using advanced computer techniques, scientists at UW Medicine's Institute for Protein Design are harnessing the power and flexibility of proteins to create new ways to diagnose and treat disease. They hope to design proteins to create more potent vaccines, neutralize deadly nerve toxins and deliver drugs directly to their targets while sparing healthy cells. By bending proteins to new tasks, the work of the institute's researchers promises to revolutionize 21st century medicine.

Precision Medicine

Advances in technology and our understanding of disease are making it possible to design treatments that precisely target the individual patient's needs. This approach, called "precision medicine," makes it possible to select treatments that are not only more effective but also have fewer side effects. UW Medicine's cancer doctors, for example, can now use the OncoPlex system to identify mutations in hundreds of key cancer genes in a patient's tumor, which allows them to choose a treatment plan that targets the tumor's weaknesses. With the advent of precision medicine in cancer care and other fields of medicine, treatments can be personalized rather than "one-size fits all."



Benjamin Benschneider

UW Medicine Research Building. Architects: Perkins + Will

South Lake Union Expansion

With its orange-flanked, wavy windows, floating lounge and reflecting pool, the newest research building at UW Medicine at South Lake Union is architecturally pleasing and scientifically efficient. The seven-story facility has laboratories for kidney research, vision sciences, immunology, rheumatology and infectious disease. Researchers are looking for answers to many difficult-to-manage medical problems, including multiple sclerosis, lupus, acute and chronic infections, fading eyesight and kidney failure.



Grace Fisher, a former army medic, is a member of the first MEDEX Northwest class for training physician assistants in Tacoma. The program helps military veterans make the transition to new careers.

Education for a Changing World

Grace Fisher

MEDEX Northwest trains physician assistants in Seattle, Tacoma and Spokane, Wash., and Anchorage, Alaska.

As part of a national initiative to increase educational and employment opportunities for returning military veterans, MEDEX Northwest opened its Tacoma training site in 2013. Located within 15 miles of Joint Base Lewis-McChord, the first-year class enrolled 28 students, including 14 students from military medical occupations and five military spouses.

Grace Fisher joined the U.S. Army right out of high school and served as a combat medic for

eight years, with two tours to Iraq. Shortly after joining the army, Grace knew she wanted to become a physician assistant (PA).

“You're surrounded by mostly PAs when you're in a combat line unit, and that's where most of my experience lies,” Grace said. “I had to rely heavily on my PAs, as my PAs had to rely heavily on me as the medic. I worked right under them, so if I was sent out to an outlying forward operating base or a combat outpost, I was usually the only medic on that post for about several hundred soldiers.”

Grace is now out of the army and has joined 13 other military veterans in Tacoma Class 1.

Careers in Rural Medicine

Medical students enter TRUST, the Targeted Rural Underserved Track, with a desire to practice in a medically underserved location in their state. Their career goals are realized through a rigorous, supportive program that starts when they are admitted and continues through four years of medical education. TRUST students benefit from community mentors who get to know them over several years and a curriculum that fosters professional development in rural healthcare. While earning their M.D. degrees, the students return regularly to the same local practice where they receive progressively more advanced clinical training. Graduates are now primary care physicians, general surgeons, women's health specialists, psychiatrists and other types of specialists in short supply in many parts of the region.



Susan Gregg

TRUST medical student trains in Lewistown, Montana

Next Generation Medical Education in Spokane

The UW School of Medicine trains primary care physicians and other healthcare professionals in five states: Washington, Wyoming, Alaska, Montana and Idaho (WWAMI). To address the need for more physicians in rural and underserved areas, the school announced plans in March 2014 to establish Spokane as the center of a new initiative called “Next Generation WWAMI.” In partnership with the city's healthcare professionals and other higher education institutions, Spokane will be the first permanent four-year medical education program outside Seattle in the five-state region. With funding support from the state legislature, the number of students in Spokane is projected to increase from 40 to 80 per year by 2017.

Hospital Recognitions for Quality and Safety

Harborview Medical Center

- Leapfrog Group: "A" for Hospital Safety
- The Joint Commission: Top Performing Hospital for Quality and Safety
- U.S. News & World Report (Best Hospitals): No. 3 in Seattle Metro and No. 4 in Washington

Northwest Hospital & Medical Center

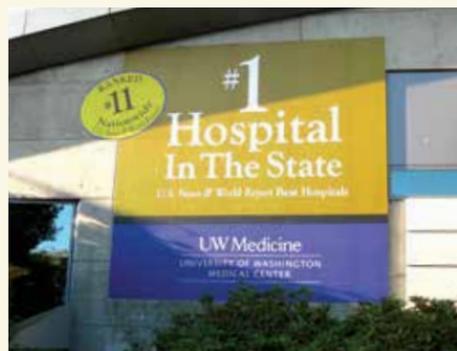
- Leapfrog Group: "A" for Hospital Safety
- U.S. News & World Report (Best Hospitals): No. 5 in Seattle Metro and No. 7 in Washington

Valley Medical Center

- American Heart & Stroke Association: Gold Achievement Awards
- HealthGrades: Award of Excellence in Joint Replacement & Spine Surgery
- Medicare: Best Hospital for Joint Replacement

UW Medical Center

- American Nurses Credentialing Center: Magnet Status for Nursing Excellence (the first five-time recipient in nation)
- The Joint Commission: Top Performing Hospital for Quality and Safety; Certification for Palliative Care and Ventricular Assist Device
- U.S. News & World Report (Best Hospitals): No. 1 in Seattle Metro, No. 1 in Washington, and No. 11 in the nation



UW Medicine Represents	
FY 2013	
25,000	Employees
2,400	Physicians and faculty
4,700	WWAMI clinical faculty
4,500	Students and trainees
\$1 billion	Research grant awards

Patient Services	
FY 2013	
\$342M	System-wide charitable care
\$219M	Harborview charitable care
1,322,097	Outpatient clinic visits
197,406	Emergency Department visits
64,481	Inpatient admissions
48,947	Operating room procedures
7,216	Infants delivered

Fiscal year ending June 30, 2013

Environmental Stewardship

UW Medicine has been recognized for environmental leadership by Practice GreenHealth.

Harborview Medical Center, UW Medical Center, Northwest Hospital & Medical Center and Valley Medical Center have initiated numerous projects that contribute to environmental sustainability. In 2013, these projects diverted a total of 2,345 tons from our landfills through a combination of methods including recycling, composting food waste and reducing packaging on incoming supplies.

Energy-conservation projects reduced electrical power consumption by nearly 12 million kilowatt hours per year. This equals a reduction of over 10,000 tons of carbon dioxide emissions into the environment and is equivalent to planting 2,772 acres of trees. Other projects focused on energy-efficient facility upgrades, adopting safer cleaning technologies and chemicals, and purchasing local and sustainable food products.

Harborview Priority Patient Report

Harborview Medical Center is owned by King County, governed by a county-appointed Board of Trustees, and managed by UW Medicine. The following report details care provided by UW Physicians and staff at Harborview to priority patient populations consistent with the mission of Harborview for the fiscal years ending June 30.

Inpatient Discharges	FY 2013	FY 2012
King County Jail Inmates	122	134
Mentally Ill ²	6,814	7,272
HIV/STD	307	380
Substance Abuse ³	4,731	3,850
Indigent ⁴	8,048	9,067
Non-English Speaking Poor	1,001	1,119
Burn Service	728	744
Trauma Service	5,462	5,257
Total Harborview Inpatient Discharges ¹	17,943	19,123

Outpatient Volumes	FY 2013	FY 2012
King County Jail Inmates	1,047	945
Mental Health Services ²	56,139	45,096
Madison Clinic	15,434	15,393
Substance Abuse ³	15,714	13,588
Indigent ⁴	184,632	192,682
Non-English Speaking Poor	44,333	49,312
Burn Clinic	1,664	2,121
Trauma Service	13,112	12,841
Non-Trauma Emergency Department	53,173	49,591
Domestic Violence	371	409
Sexual Assault Counseling (Visits)	4,730	5,129
Total Harborview Outpatient Volumes ¹	360,272	364,807

Emergency Department Visits	FY 2013	FY 2012
Emergency Department	66,285	62,432

1. Sum of patient types will not equal total discharges because some patients may group into multiple categories.

2. Mental health definition change FY 2013.

3. Substance abuse definition change FY 2013.

4. In FY 2013, Harborview's primary care clinics focused on effectively managing complex conditions by expanding the use of the After Care Clinic and by placing patients in medical homes closer to their place of residence. These strategies resulted in decreased visits and are consistent with the Triple Aim goals for healthcare reform to improve the patient experience, achieve better health outcomes and reduce the cost of care.

UW Medicine

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Our Mission:

To improve the health of the public by advancing medical knowledge, providing outstanding primary and specialty care to the people of the region, and preparing tomorrow's physicians, scientists and other health professionals.

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Clare McLean

To find out more about UW Medicine, visit: uwmedicine.org