Future of the UCSF Parnassus Heights Campus

Advisory Committee Meeting #1

August 27, 2019
Agenda

- Welcome, CPHP Overview and Process
- Opening Remarks
- Introductions
- Review of Purpose, Operating Principles and Organizing Framework
- Care Recipient Testimonial
- UCSF Health: New Hospital
- Public Comment
- Recap
- Next Steps
Welcome, CPHP Overview and Process
Parnassus Heights is Key to UCSF

- Home to the #1 tertiary/quaternary adult hospital in the western U.S.
- Home to some of the world’s most important translational science – (immunology, stem cell biology, neuro-oncology and more), with opportunities for additional breakthrough programs
- Home to all four professional schools – dentistry, nursing, medicine, pharmacy

The "convergence" among clinical, academic and research programs enables UCSF teams to make frequent and efficient personal connections to facilitate learning and discovery.
Campus Infrastructure and Buildings

- **Aging buildings and infrastructure are at risk** and costly to maintain

- Updating older buildings to fulfill regulatory compliance is challenging

- Building **overcrowding**, lack of quality spaces

- **Contemporary research, academic, clinical, and support spaces** have been lacking for decades; **recruitment and retention issues are** major concerns

- **Sustainable growth** is necessary to maintain Parnassus Heights as a world-class research hub

- The **required new hospital building** adds pressure to the already constrained site

- The quality of the campus physical environment lacks a “**there there**”, and the campus doesn’t take advantage of its great location between Golden Gate Park and Mount Sutro
Campus Infrastructure and Buildings

- Average age of buildings on campus is 50+ years
- Limited research building investments since 1987
- Buildings lack resilience, placing research and patients at risk

<table>
<thead>
<tr>
<th>COMPLETED</th>
<th>BUILDING</th>
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<tbody>
<tr>
<td>1917</td>
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<td>1986</td>
<td>Koret Vision Research</td>
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<td>2005</td>
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# Re-Envisioning the UCSF Parnassus Campus: Community Engagement Process

**Revised 12/6/18**

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<td>CAG Meeting 1: September 5th</td>
<td>Community Working Group Meeting 1: October 1</td>
<td>Community Working Group Meeting 6: April 25</td>
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<td>Community Working Group Meeting 2: October 24</td>
<td>Community Working Group Meeting 7: May 23</td>
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<td>Community Working Group Meeting 3: December 10</td>
<td>Neighborhood Open House 2: March 20</td>
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<td>Community Working Group Meeting 4: January 24</td>
<td>Neighborhood Open House 1: November 26</td>
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<td>Community Working Group Meeting 5: February 27</td>
<td>Summary Memo Parnassus Neighborhood Issues and Opportunities:</td>
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<td>Draft Parnassus Community Working Group Report</td>
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<td>May 2018</td>
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<td>March 2019</td>
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Advisory Committee for the Future of UCSF Parnassus Heights Campus Meeting #1
The CPHP Evolved from Six Big Ideas

Form complementary districts
Can we redefine long-term campus relationships and provide opportunities for convergence of the missions?

Irving St. connects to the community
Can UCSF better welcome visitors, patients and the public into the campus?

Emphasize connections for convergence
Can we create multi-purpose, cross-disciplinary spaces that answer need for collaboration and social gathering?

Park-to-Peak, a vertical campus
Can we design interventions that take advantage of the topography and improve the public perception of UCSF?

Create the “campus heart”
Can we design a campus heart that sparks conversations, collaboration and engagement?

Parnassus Ave. is the campus “main street”
Can Parnassus Ave. be designed for a comfortable pedestrian experience, while allowing local access?
Parnassus Heights, Today
Near-term projects are intended to support the research priority, the new hospital, and benefit the community.

**NEAR TERM (2030)**

- **Irving Street Arrival improvements**: new garage facades on Irving Street, enhanced arrival experience, improved wayfinding
- **New Hospital**, including consideration of bridge and/or tunnel over/under Parnassus Avenue
- **New Research and Academic Building** to replace UC Hall
- **Aldea Housing improvements** to increase number of units
- **Parnassus Avenue Streetscape improvements**
Future project phases are subject to internal dependencies, validation, financing, priority, and community review. The vision is conceptual and will allow UCSF to begin coordinated long-term development planning.

Conceptual only, designs for each building conducted in later phases.
The public realm vision includes “peak to park” connections, an activated public ground plane, and interior campus public realm improvements.

Public Realm expansion is estimated at over 3x today’s condition.

(Excluding existing Parnassus Ave right of way)
Irving Street Arrival Experience Today
Irving Street Arrival Experience - Proposed

For illustrative purposes only; does not represent actual architectural design

2.5 Make the campus easy to navigate through clear and attractive signage and wayfinding.

4.2 Be welcoming and accessible for all modes.

5.3 Strengthen physical connections to neighborhood.
Millberry Terrace & North Side Gateway Today
Millberry Terrace and North Side Gateway - Proposed

For illustrative purposes only; does not represent actual architectural design

2.3 Provide open spaces and opportunities for social gatherings.

2.4 Mitigate the effects of the weather.

6.2 Create program and spaces to bring people to campus and encourage evening / weekend activity.

6.3 Enhance retail, food and recreation opportunities.

3.4 Consider thematic landscaping.
Parnassus Avenue Today
Parnassus Avenue – Proposed: Creating the Campus “Front Door”

For illustrative purposes only; does not represent actual architectural design

2.7 Contribute to the University of California’s long-term sustainability goals.

5.2 Improve the streetscape experience of Parnassus Avenue.

3.3 Enhance landscaping to soften edges along streets and buildings.

4.7 Create drop-off zones for TNCs to make it safer for pedestrians.

4.3 Implement traffic management and calming measures.
Saunders Court Today
Saunders Court – Proposed: The Campus “Heart”

For illustrative purposes only; does not represent actual architectural design

2.8 Establish the campus heart at Saunders Court.

3.2 Enhance access to open space and Mount Sutro

3.3 Soften Edges along streets and building

2.10 Provide active uses along pedestrian routes

2.13 Take advantage of topography
1.1 Allow for a range of creative housing options.

2.12 Ensure that the size and scale of buildings are compatible with the surrounding neighborhood.

2.1 Create a welcoming environment and framework to overall site design to make it comprehensible...

5.4 Place exhibits [...] in key locations.

1.6 Create as much housing for UCSF personnel as possible.
Housing Strategy: At a Glance

- UCSF recognizes the benefit to the community of faculty/students/staff living on campus and will increase its housing stock across its campuses.

- The Plan provides opportunity for UCSF to **explore housing** on the West Side and build additional housing at Aldea to support UCSF long-term housing objectives.

- This would be achieved incrementally over the next 30 years.

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<thead>
<tr>
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<th>Current Units</th>
<th>Proposed Units</th>
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<tr>
<td>Aldea</td>
<td>172</td>
<td>504</td>
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<tr>
<td>West Side</td>
<td>0</td>
<td>426</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>172</strong></td>
<td><strong>930</strong></td>
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Long Range Development Plan

- UCSF’s Long Range Development Plan (LRDP) guides the University’s physical development to support its mission of advancing health worldwide.
- The 2014 LRDP guides the University’s growth through 2035.
- The CPHP will update some of the LRDP’s proposals in the Parnassus chapter to reflect changing needs on campus since the LRDP was prepared.
Space Ceiling

- Established in 1976 by the UC Board of Regents, the so-called space ceiling caps UCSF’s development of the Parnassus campus to within boundary lines and limits building square footage to 3.55 million gross square feet.

- Regents Resolution was amended in 2014 to exclude Aldea housing (other housing was already excluded).

- CPHP has identified a need to increase the space ceiling by 1.5 million gsf, or about 40 percent, to fulfill the CPHP vision, including the new hospital. All campus boundaries would remain in place.
### Next Steps: Environmental Impact Report

#### Timeline

<table>
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<th>Event</th>
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<tr>
<td>Draft EIR Publication</td>
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<tr>
<td>Public Review and Hearing</td>
<td>Spring 2020</td>
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<tr>
<td>Responses to Comments</td>
<td>Summer 2020</td>
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<td>Final EIR Certification by Regents</td>
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Opening Remarks
Review of Purpose, Operating Principles and Organizing Framework
Review of Operating Principles, Purpose and Organizing Framework

OPERATING PRINCIPLES: The Advisory Committee will carry out its charge through a series of regularly scheduled, facilitated meetings. To ensure a useful and productive exchange of information, the committee will conduct its work according to the following operating principles:

- **Transparency**: UCSF staff and Advisory Committee members will share relevant information and facts to facilitate productive discussion and progress toward mutual goals.

- **Equal Participation**: All participants will agree to provide one another the opportunity to engage in balanced dialogue and presentation on meeting topics and will minimize domination of discussions by allowing time for other speakers.

- **Inclusivity**: Advisory Committee meetings and related activities will be conducted to ensure the ideas and views of all members are considered. This includes an inclusive process to set and design meeting agendas that includes both UCSF staff and Advisory Committee members.
Review of Operating Principles, Purpose and Organizing Framework

OPERATING PRINCIPLES (continued)

- **Respectful and Responsive Engagement:** Advisory Committee members and UCSF staff will show courtesy, honesty and respect for each other and the public during all communications, especially when giving or receiving contrary opinions as well as positive or negative feedback.

- **Accessibility:** Meetings will be scheduled and materials will be developed to enhance availability and ensure equal opportunities for participation based on the needs of the Advisory Committee members. All meetings will be open to the public.

- **Facilitated Meetings:** The meeting facilitator will help the Advisory Committee manage its agendas and enforce the Operating Principles.

- **Meeting Documentation:** Meeting summaries will be prepared and made available to members.
Review of Operating Principles, Purpose and Organizing Framework

PURPOSE AND GOAL: The purpose and charge of the Advisory Committee for the Future of UCSF Parnassus Heights is to:

1. Advise UCSF staff on neighborhood issues and opportunities related to the implementation of the plan,
2. Articulate key effects of the implementation of the plan and strategies to offset those effects to be considered by UCSF as it contemplates future projects,
3. Identify recommended strategies and actions for addressing community concerns regarding the physical development of the campus,
4. Provide input and feedback to UCSF staff for the purpose of helping UCSF be a good and responsible neighbor to the community at large, and
5. Serve as a communication link between UCSF and the community. Information garnered from the community process will inform the University’s planning.
Review of Operating Principles, Purpose and Organizing Framework

ADVISORY COMMITTEE MEMBER RESPONSIBILITIES: To uphold the Advisory Committee’s purpose and charge, each member is asked to fulfill the following responsibilities:

- Make every effort to attend all Advisory Committee meetings, as possible
- Listen actively to the ideas and opinions expressed by Advisory Committee members, project staff and team members, and all members of the community; engage in constructive discussion; be open to alternative solutions and points of view;
- Review and respond to technical planning and policy information provided by UCSF staff and community members;
- Present the views of constituencies, acknowledging and drawing on the diversity of opinions and outlooks represented;
Review of Operating Principles, Purpose, and Organizing Framework

ADVISORY COMMITTEE MEMBER RESPONSIBILITIES (CONT.): To uphold the Advisory Committee’s purpose and charge, each member is asked to fulfill the following responsibilities:

- Inform constituencies and other community members about the Advisory Committee process;
- Adhere to the Advisory Committee’s Operating Principles and cooperate with this process to the fullest extent possible.
- We encourage members to attend open house events.
- Prepare for each meeting by reading any materials and collateral provided in advance by UCSF and the Subject Matter Experts.
Review of Operating Principles, Purpose, and Organizing Framework

ADVISORY COMMITTEE MEMBERSHIP AND PARTICIPATION

UCSF will work to ensure that Advisory Committee membership includes residents of all residential communities adjacent to UCSF, as identified by UCSF staff and Advisory Committee members.

UCSF will encourage the active participation of outside agency representatives and community organizations that are not represented on the Advisory Committee, but whose jurisdiction and subject matter expertise make it likely that they could make a useful contribution to Advisory Committee meeting topics.
Review of Operating Principles, Purpose and Organizing Framework

TOPICS FOR 2019-2020 ADVISORY COMMITTEE MEETINGS

- Initial Sequencing Opportunity Sites
- Effects
- Opportunities for Offsetting Effects
- Longer Term Opportunity Sites
- UCSF Accountability Measures
Community Engagement Process

Advisory Committee for the Future of UCSF Parnassus Heights

- **UCSF Community Advisory Group Meeting**
  - Sept 4
- **UCSF Community Advisory Group Meeting**
  - Dec 4
- **UCSF Community Advisory Group Meeting**
  - Mar 4

- **INTRODUCTION**
  - Meeting 1
    - Aug 27
- **NEAR-TERM PROJECTS**
  - Meeting 2
    - Sept 24
  - Meeting 3
    - Oct 22
- **NEAR-TERM PROJECTS**
  - Meeting 4
    - Nov 19
  - Meeting 5
    - Jan 8
- **NEAR-TERM PROJECTS**
  - Meeting 6
    - Feb 6
- **LONGER TERM PROJECTS**
  - Meeting 7
    - Mar 11

- **ACCOUNTABILITY MEASURES**

- **OPEN HOUSE #1**
  - Community Open House
    - (Date: TBD)
- **OPEN HOUSE #2**
  - Community Open House
    - April 2020

- **CPHP Release**
  - (Sept 2019)
- **EIR Scoping**
  - (Fall 2019)
- **Draft EIR Public Comment Period**
  - (March/April 2020)
Advisory Committee Discussion
Care Recipient Testimonial
UCSF Health: New Hospital
UCSF Helen Diller Medical Center
New Hospital at Parnassus Heights

Advisory Committee for the
Future of UCSF Parnassus Heights

J. Stuart Eckblad, FAIA
Vice President, Major Capital Projects

Elizabeth Polek
Vice President, New Hospital Planning and Optimization

August 27, 2019
High-Level Timeline

- **Visioning**
  - Master Planning Programming
  - 2018-2019

- **Design**
  - LPPI Demolition
  - 2019-2020

- **Construction**
  - Testing, Pre-occupancy, Planning, Fit-up
  - 2020-2022

- **Community & User Group Input**
  - 2022-2023

- **User Group Input**
  - 2023-2028

- **Construction**
  - 2029-2030

- **Grand Opening**
  - 2030
Why Build a New Hospital at Parnassus?

Investing in UCSF Health’s future is critical to sustaining our public mission of providing top-quality care to all patients and supporting research and education.

- Our patient census is at record highs. It is essential that we expand access to accommodate projections for increasing patient demand.
- Providing quality facilities is critical to retaining, as well as recruiting top-tier clinicians, staff, researchers and students.
- Moffitt Hospital was built in 1955. Our physicians and staff are currently working in facilities that are outdated, inflexible, undersized and clinically obsolete.
- State seismic laws (SB 1953) require Moffitt Hospital to be structurally retrofitted or decommissioned as an inpatient facility by 2030.
Moffitt Operating Rooms Current State

Modern, State-of-the-Art Operating Room
Why Build a New Hospital at Parnassus?

We have an opportunity to reimagine patient care by creating an optimal healing environment that addresses social, psychological, spiritual, and behavioral components of health in one place.

- Designing a building based on “whole-patient” needs – from leading-edge diagnostic tests and therapies to the privacy, natural spaces, clean air, and human connection essential to physical and emotional healing.
- Creating a new hospital on par with the excellence and preeminence of UCSF’s clinicians, scientists and mission.
Concept Platform

A summary of The Healing Habitat’s founding principles.

CORE IDEA

The Healing Habitat

EXPERIENCE PILLARS

- Human Connection
- Active Healing
- Organic Design
- Responsive Systems
- Urban Culture

POSITIONING STATEMENT
The Hospital of the Future is The Healing Habitat, a holistic experience and environment that fosters wellness for all.

MISSION
To lead the most advanced, effective, and human health care delivery experience.

VISION
A place that fosters wellness for all—physically and emotionally—within and beyond our walls.

VALUES
Community • Compassion • Leadership
Experience Pillars

Our experience pillars are key components that distill the concept narrative into tangible building blocks and ultimately act as a checklist for everything the institution does. When combined, the experience pillars ensure we deliver upon the greater promise we are making to users.

**Human Connection**
- One-on-one interactions
- Personal journey
- Community gathering

**Active Healing**
- Healthy lifestyle
- Self-guided motivation
- Holistic wellness
- Sparking optimism

**Organic Design**
- Decentralized amenities
- Omnipresent nature
- Hospitable moments
- Well-appointed spaces

**Responsive Systems**
- Embedded technology
- Considered adjacencies
- Form follows function
- Intuitive design

**Urban Culture**
- Fabric of the city
- Porous and permeable
- Local partnerships
- Diversity of options
Design Must-Haves

Our Design Must-Haves provide clear principles and key tenets for aesthetics, atmosphere, and programming.
Why a Larger Hospital at Parnassus?

- Patient census is at record highs. It is essential that we expand access to meet projections for increasing patient demand.
  - On average, more than five patients per night overnight in the ED while waiting for an inpatient bed - contributing to ED overcrowding and wait-times.
  - Due to capacity constraints and lack of beds, more than two patients per weekday must overnight in the PACU (post anesthesia recovery unit) following surgery - creating back-ups, delays, and cancellations for other scheduled surgeries.
  - On average, four times each week, the hospital is on “high capacity alert” as a result of too many patients in the ED, not enough critical care beds, and/or not enough acute care beds. This delays all clinically appropriate patient movement.

All of the above scenarios can lead to safety, staffing, quality, and patient satisfaction issues.
## Patient Care Services
Mission Bay and Parnassus

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<th>Mission Bay</th>
<th>Parnassus</th>
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<td></td>
<td>• UCSF Benioff Children’s Hospital</td>
<td>• Adult medical and surgical services</td>
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<tr>
<td></td>
<td>• Betty Irene Moore Women’s Hospital</td>
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<td>• UCSF Bakar Cancer Hospital</td>
<td>• Adult emergency room</td>
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<td>• Specialty services for women, children</td>
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<td>and cancer patients</td>
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<td>• Adult specialty services</td>
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Factors that Increase Hospital Size

Past versus Hospital of the Future

1. Floor to ceiling heights—construction code and regulations
2. Size of Operating Rooms –technology, complexity, electrical, IT
3. Ratio of Operating Rooms to Pre and Post Operative Recovery Areas
4. Size of patients rooms and accommodation for family
5. Private patient rooms versus shared rooms or wards
6. Privacy and Infection Control Issues
7. Increased space for imaging, sterile processing, pharmacy
8. Increased patient volume and demand
Building through Partnerships

Diverse internal and external stakeholders’ perspectives will be elicited and captured for the new hospital, with the intention of capturing the best of the best!

Campus
Coordination with Comprehensive Parnassus Heights Planning (CPHP) efforts. Integration of clinical care with research and education missions

Clinicians, Staff, Trainees
Ongoing communication and input from key stakeholders and users

Community
Patients & Families
Neighbors
Industry Advisors/Corporate Partners

Philanthropists
The Helen Diller family is actively engaged in design and planning.
Questions?
Advisory Committee Discussion
Public Comment
Recap
Next Steps
Next Steps

- Next meeting date
  - Tuesday, September 24
  - Millberry Union