Building the Future of Health Care

The University of Texas Medical Branch
2015-2040 Master Campus Plan

Working together to work wonders.
Since 1891, The University of Texas Medical Branch at Galveston has worked to improve health in our local communities, the state of Texas and around the globe. The combination of talents, experience and skills of our diverse and growing team guide UTMB Health as we work together to work wonders today and in the years ahead. Each of the tiles above represent our growing presence on Galveston Island, in greater Galveston and Brazoria counties, and in the distance education and telemedicine environments.
Improvements on UTMB’s Health’s Galveston Campus, including a major renovation to John Sealy Hospital and the 2016 opening of the new Jennie Sealy Hospital (pictured on page 12), advance the university’s long-standing legacy of education, research and patient care.

The Angleton Danbury Campus is expanding patient access to health care in the Brazoria County region.

The League City Campus will provide state-of-the-art health care services to a rapidly growing patient population.
Building the Future of Health Care: 
UTMB Health’s 2015-2040 Master Campus Plan

Transforming health care. For 125 years, The University of Texas Medical Branch (UTMB Health) has been doing just that by educating generations of health care professionals, making world-changing discoveries through groundbreaking research, and providing compassionate, state-of-the-art, lifesaving health care to a rapidly growing patient population.

From Day One, since our founding in 1891, UTMB Health has looked to the future.

Established in 1891 as the University of Texas Medical Department, UTMB Health has grown from one building, 23 students and 13 faculty members to a modern health science center with campuses in Galveston, League City and Angleton, more than 3,200 students and about 900 faculty.
Our Master Campus Plan is in keeping with that progressive spirit.

It reinforces UTMB Health’s sense of purpose and interdisciplinary vision for excellence in programs and facilities. And it strengthens our ability to advance our mission — to improve health for the people of Texas and around the world — over the next quarter century and beyond.

It supports our people in being the best and ensures we remain a competitive choice for current and prospective students, patients and employees.

It ensures that all elements of our mission — education, research, patient care and related support efforts — offer value to society, well into the future.

It supports the strategic management and growth we must experience to continue driving progress in the health sciences.

It enables us to make the most of the research funding and other resources available to us.

Today, as we grow our programs of excellence in education and research and expand access to quality health care, our vision for the future is built on sound strategic planning for facilities and infrastructure necessary to support that growth.
UTMB Health is expanding access to care beyond our historic campus in Galveston, with campuses in League City and Angleton Danbury, and a clinic complex on the west side of Galveston, as well as clinics throughout the Southeast Texas region — all designed to promote hope, healing and progress.

The health care landscape is changing, with increased emphasis on improving patient access to primary and specialized health services. Expansive population growth within the region between Houston and the Gulf of Mexico has prompted UTMB Health to grow its mainland presence to accommodate patients where they live and to offer students a wider array of training opportunities, from community-based practice to the most specialized services found only at major health institutions.

According to growth projections, the population in Southeast Texas, excluding Houston, is expected to increase by more than 7 percent between 2014 and 2019, to nearly 1.7 million people. Significant areas of growth in Galveston County include League City and Mainland/ Texas City areas. Areas targeted for significant population growth in Brazoria County include Alvin, Angleton and Lake Jackson. This is largely due to Harris County residents moving south as major employers in our region add jobs.
Expanding Access to Care in Our Region

UTMB Health is expanding the breadth and depth of health care services for residents in the rapidly growing region between Houston and Galveston.
The university’s Master Campus Plan reflects the need to expand the breadth and depth of health care services for residents in this rapidly growing region. This comprehensive plan begins with a focus on the Galveston Campus and island clinics, due to the complexity and the significant changes envisioned there for the future. Extensive plans for UTMB Health’s League City and Angleton Danbury campuses and for clinics in surrounding areas also are described.

Our plan takes into account larger trends in society and in health care to ensure that our investment in included projects realizes long-term gains for everyone UTMB Health serves. It includes innovative strategies for future development, keeping in mind significant new drivers of change, such as:

- **Interprofessional education and practice** — learning to work together across disciplines as an integrated health care team, to continually improve patient safety and care quality, more readily translate research discoveries into treatments and cures, and ensure the most effective use of resources.

- **Simulated learning and training** — bridging the gap between classroom and clinical learning by immersing students in simulated, lifelike clinical experiences, and allowing multidisciplinary teams to practice procedures in highly realistic, low-risk scenarios, reducing errors and significantly improving patient safety.

- **Big data and business intelligence** — using technology to collect and effectively transform data into useful information that will help drive good business decisions.

- **Distance and eLearning** — enabling ease of connectivity among clinical settings and campuses, and to accommodate partnerships with other institutions.

- **Growing focus on population health** — improving the patient care experience, improving the health of populations and reducing the per capita cost of health care, with a focus on preventive health and chronic care needs.

- **Security** — ensuring the physical safety of patients, students and staff, as well as systems and data security.

- **Value-based purchasing of health care services** — meeting the demands of growing consumerism in health care choices through increased transparency, better-informed patients and a high-quality, affordable health care system that is rewarded for good outcomes rather than number of services provided.

- **Partnerships with other organizations** — promoting collaboration among our partners — within the greater Houston area, statewide, nationally and internationally — to enhance our education, research and patient care missions.

UTMB Health’s plan for long-term investments focuses on enhancing interprofessional education, transformational research and patient-centered care.
Our guiding principles in developing our Master Campus Plan, based on these societal trends, include:

- **Flexibility** — a physical plant that meets today’s needs and can be adapted to meet our needs through at least 2040.

- **Resiliency** — facilities and infrastructure capable of rapid return to service in the event of an emergency; a footprint that stands the test of time, just as UTMB Health has over the last 125 years.

- **Sustainability** — meeting or exceeding environmental standards; viewing master plan projects as long-term investments in the health of our state, nation and world.

- **Healing** — an environment that, in and of itself, supports the health and well-being of patients, visitors, students and employees.

- **Collaboration** — spaces that encourage faculty, staff, students and others to work together to work wonders.

- **Community** — working with cities and towns to ensure our physical presence is a benefit to infrastructure and/or appearance.

- **Accessibility** — ensuring availability of health care services to a rapidly growing population.

The primary goal of the Master Campus Plan is to establish a long-term framework that will guide investments in infrastructure and campus development to support strategic goals within the context of our mission.

Through **efficiency** and **seamless integration**, the plan seeks to enhance interdisciplinary teaching, transformational research and patient-centered care throughout our institution.
The plan also allows for future flexibility and consistent campus identities on and off Galveston Island, and fosters “productive collisions” — physical, visual, virtual and programmatic connectivity — to enable effective interaction and collaboration across the institution.

This summary of the UTMB Health Master Campus Plan 2015-2040 provides an overview of plans for our campuses on Galveston Island, League City and Angleton Danbury, as well as clinics on Galveston Island and the mainland.

With the right planning at the right time, we are advancing our ability to improve health and health care delivery for the future of Texas, the nation and the world — the very heart of our mission.
The Ashbel Smith Building (built in 1891), foreground, the Keiller Building (constructed in 1925) and the Galveston National Laboratory (built in 2008) illustrate progress through the years.
From the time UTMB Health was established as the state’s first medical school in 1891, our Galveston Campus has served as the foundation of our educational, research and clinical programs of excellence. Our landmark Ashbel Smith Building, fondly known as “Old Red” — the first medical school building in Texas — stands as a stately symbol of UTMB Health’s proud legacy.

As we look toward the future as one of the largest and fastest growing academic health centers in the U.S., we are expanding our footprint beyond the Galveston Campus to meet the growing needs of our patients, students, faculty and staff. Strategic expansion in mainland Galveston County and Brazoria County means that our historic Galveston Campus will continue to evolve to meet changing demands.

Plans call for more than 2 million square feet of new space to meet future needs on Galveston Island — both at the original campus on Galveston’s east end and on the west side of the city with construction of the Central City Clinic. Growth in UTMB Health’s island facilities will complement the nearly 3 million square feet of new space on the League City Campus and additional development in Angleton Danbury and neighboring Brazoria County.
A Welcoming “Front Door”

An inviting entrance, or “front door,” to UTMB Health’s Galveston Campus is integral to creating a welcoming environment for patients, visitors, students, faculty and staff. It sets the stage for the kind of experience we want to provide for those we serve.

Completion of the John Sealy Plaza on the east side of campus will improve access, particularly to our clinical core. Visitors will travel a tree-lined University Boulevard to the main entrance. They will park in conveniently located garages and lots. They’ll find easy-to-navigate outdoor walkways and expanded green spaces on their way to their ultimate destination on the Galveston Campus.

Once inside one of our new buildings, they’ll find pocket courtyards, where they can enjoy nature and public art. Such green spaces have been shown to have a calming effect and are essential to our vision of a healing environment at UTMB Health.

Harborside Drive will serve as an important secondary entrance to the Galveston Campus for employees and service needs. Routes around the campus will be designed for optimal traffic flow for automobiles and buses. Special routes on campus will safely accommodate pedestrians and bicyclists.

In addition, UTMB Health will work with city and community leaders to promote opportunities for private, mixed-use development along University Boulevard to the south and Strand Street to the west. Such development would not only serve UTMB Health’s hometown of Galveston, but would benefit the university’s students, employees, patients and visitors.
Accommodating Student Growth and Collaborative Research

Anticipated enrollment growth at UTMB Health’s schools of medicine, nursing, health professions and biomedical sciences is expected to create a need for more than 750,000 square feet in additional education space over the next 25 years.

Enrollment is projected to grow 6 percent over the next 10 years (3,211 students to 3,388 students) and 11 percent over the next 25 years (to 3,571 students). Our students will need places to live, relax, study and learn from faculty, patients and each other. Our Master Campus Plan includes strategies for creating the right learning environment for the health care work force of the future.

UTMB Health’s education hub will be focused on the west side of the Galveston Campus, as the location of Jennie Sealy Hospital shifts the hub of clinical activities to the east side of campus. Research facilities concentrated in the center of campus will allow for increased interaction between educational and clinical programs, supporting our efforts to discover new ways to improve health and well-being.

Our new UTMB Health Education Building, to be located on the southwest edge of campus, will serve as a hub for interprofessional learning and collaboration among students, faculty and other professionals. The 160,000-gross-square-foot building will provide much-needed classroom, lecture hall, simulation laboratory, office and support space to help meet the needs that come with increasing enrollment, while advancing our state-of-the-art health science education programs and supporting our top-notch students, faculty, and staff.

The expansion of Research Building 17, scheduled to begin in 2016, will make our world-class research enterprise even more resilient. The addition of 93,000 square feet of critically needed space also will support UTMB Health’s ability to attract and retain the kind of top scientists who will find tomorrow’s treatments and cures.

Additional space to accommodate growing student enrollment and to enhance UTMB Health’s world-class research enterprise is an integral part of the Master Campus Plan.
Increasing Access to Primary and Specialty Care

With an increased emphasis nationally on ensuring access to primary and specialty care in outpatient settings — and with explosive population growth projected for its main service area — UTMB Health has built in Master Plan strategies to ensure our services are more accessible to more people, where they live and work.

The university is working with The Sealy & Smith Foundation to develop more than 11 acres of property along Central City Boulevard, just off the 61st Street main corridor. Some of the primary care clinics currently located on the Galveston Campus will be relocated to the Central City Clinic. Designed with flexible clinic and office space, the new facility will provide primary health care for adults.

Eventually, other primary outpatient programs currently housed in the UTMB Health Clinics building will be relocated to the east side of 6th Street on John Sealy Plaza, where an integrated Specialty Clinic and Research Facility will link to Jennie Sealy Hospital on upper floors to facilitate movement of patients and staff. This intersection of mission areas will greatly enhance UTMB Health’s efforts to quickly apply new knowledge in biomedicine for the benefit of patients.

Outpatient services at the existing Primary Care Pavilion and University Eye Center are expected to continue in their current locations for some time. The Pediatric Primary Care Clinic and Pediatric Urgent Care Clinic, re-opened in 2015 in the Galvez Shopping Center, will continue to serve UTMB Health’s youngest patients and their families at its current location.
Tomorrow’s Inpatient Care Complex

Even with advances in outpatient care, patients will still need access to the highest-quality hospital care.

To better serve patients and students alike, the Jennie Sealy Hospital opening in 2016 will offer state-of-the-art health care to our patients in a soothing, healing environment and will serve as a “real-world classroom” for students. Initiated with a significant gift from The Sealy & Smith Foundation, the new hospital will include more than 300 patient rooms at full build-out, designed to promote a team-based, patient- and family-centered approach to care; 20 operating suites built with the future in mind, including dedicated space for neurosurgery, organ transplantation and orthopedic surgery; a 60-bed intensive care unit; and a 28-bed day surgery unit. The entire hospital is designed to adapt to new equipment and new procedures as care evolves over time.

Significant renovations to the interior and exterior of John Sealy Hospital — supported by a major grant from The Sealy & Smith Foundation — will ensure that all inpatients on the Galveston Campus can benefit from the latest technology in a comforting, family-friendly setting.

The new Clinical Services Wing, which opened in 2015 adjacent to the Jennie Sealy Hospital site, provides resilient operations and support services for the entire clinical core, including pharmacy, food services and sterile processing.
(Clockwise from top left) UTMB Health is expanding access to primary care with new clinics and embracing the cutting edge with the opening of the state-of-the-art Jennie Sealy Hospital, which includes an abundance of features to enhance the quality of care.
Connecting Across Campus

UTMB Health has used elevated walkways in the past to help patients, visitors, students and staff travel across streets and out of the elements. Our Master Campus Plan calls for extending and developing elevated connections in a systematic and comprehensive way. Parallel connections at the same level will separate public traffic from clinical and support traffic. And the walkways will do double duty as they carry vital utility lines to ensure long-term resilience for the Galveston Campus.

As an example, elevated walkways will connect Jennie Sealy Hospital to John Sealy Hospital, the Emergency Room and Trauma Center, and the TDCJ Hospital Galveston. Eventually, such walkways will connect to planned imaging and clinic buildings on the east side of campus. Elevated walkways also will connect research buildings on the west side of the Galveston Campus.

The plan also addresses future parking needs, estimating that our current capacity of 4,600 parking spaces will need to grow to about 9,400 over 25 years. The John Sealy Plaza Garage, which includes the existing structure and a future addition, will serve patients visiting clinical facilities on the east side of the Galveston Campus. Several new parking garages are planned at strategic locations to minimize walking times to buildings for patients, visitors, students and employees.

A Strong Foundation of Support

A major health sciences institution needs a strong support structure to uphold its direct education, research and patient care activities. UTMB Health’s institutional support needs will be addressed through projects already under way in the Rebecca Sealy and UTMB Health Clinics buildings. Future plans include a new Wellness Center and new support building next to the Administration Building. These strategies fulfill needs for necessary institutional support services.

For 125 years, the Galveston Campus has advanced UTMB Health’s mission. Now, as we look ahead to the next 125 years and beyond, we are growing and expanding beyond Galveston to meet the needs of our students, residents and faculty with a broader spectrum of educational opportunities and the needs of our patients and their families with increased access to health care where they live.
Primary Care for your Family
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League City Campus

Building on the guiding principles of UTMB Health’s Master Campus Plan — flexibility, resiliency, sustainability, healing, collaboration, community and accessibility — we are expanding our presence in mainland Galveston County to better meet the health care needs of this rapidly growing population center.

The current Specialty Care Center in League City, which opened in 2010, provides 100,000 square feet of space for outpatient specialty and urgent care services. It is located on a 64-acre plot just east of Interstate 45 between FM 646 and Highway 96, a strategic growth point between Houston and Galveston. It joins the Multispecialty Center and Stark Diabetes Clinic facility to the south and numerous other UTMB Health primary, specialty care clinics and a surgery center in the surrounding area in fulfilling the university’s mission.

In planning for the future amid projections that the area population will grow to 1.7 million people by 2019, we saw the need to expand the Specialty Care Center property into a full League City Campus. To that end, infrastructure improvements were completed in 2014 and construction is nearing completion on a short-stay hospital, emergency department and surgical center to provide a continuum of care and increase health care accessibility for residents in the Bay Area region.

The League City Hospital, opening in 2016, will house medical/surgical beds; mother-baby rooms for labor, delivery, recovery and postpartum care of families; emergency/urgent care beds; operating and endoscopy rooms; increased imaging capabilities; and specialized procedure areas for cardiology and vascular surgery. Initial hospital construction will include 37 beds, with shell space to expand to 45 beds short-term. The ability to expand to 150 beds and, in the long run and as needs warrant, to more than 300 beds is included in the plan.

UTMB Health's primary and specialty care clinics in the League City area, along with the hospital and emergency department to open in 2016 on UTMB's League City Campus, will expand health care access.
Preparing for Future Growth

About 3 million gross square feet of existing and potential new space will enable expansion or relocation of programs on the League City Campus. In addition to the hospital, UTMB Health’s Master Campus Plan calls for construction of medical office buildings, a comprehensive ambulatory medical center, and educational, research and office facilities to support our students, faculty and support staff. A central utilities plant, logistics facilities and structured parking also are on the drawing board. New construction will be done in three phases, with benchmarks at five, 15 and 25 years.

The League City Campus will be a model for efficient use of space by using existing investments in buildings and utility infrastructure. Some logistical and support services for the campus and surrounding clinics, such as laundry, food service and materials management, could be located on the campus perimeter as needed.

The size, scope and location of the property also makes it an ideal location for potential future partnerships that would benefit the health of the surrounding communities and the future health care workforce for Texas.

In addition to a new hospital on the League City Campus, future plans call for medical office buildings, an ambulatory medical center, and educational, research and office facilities to support students, faculty and support staff.
The League City Campus has been constructed with plans for future expansion and partnerships in mind so that UTMB Health can continue its mission of providing access to care for a growing population in northern Galveston County.
Flexible, Inviting Footprint

An inviting, welcoming experience for our patients, visitors, students, faculty and staff will be just as important at our League City Campus as at our Galveston Campus. Walking trails, pocket parks and nature views will be an integral part of the campus design. A pond to the south offers an inviting setting for relaxation, and the center of campus will be pedestrian friendly. Campus-oriented retail space would serve patients and employees alike.

More than 40 percent of the 64-acre property will be preserved as open space. Strategic placement of parking structures will buffer traffic noise from nearby I-45.

Support functions — such as supply chain, information services, property services and utilities to support the League City Campus — will be located onsite in a resilient facility that includes a data center and command center.

Multi-purpose facilities can flexibly accommodate support services and educational and research programs, with about 825,000 square feet of space reserved for those needs as they arise. Possible uses for this space include a wellness center, health education and instruction space, offices, clinical and translational research space, technology transfer incubators, and short-term housing to serve patients and their families, as well as students and residents on rotations in League City.

The League City Hospital, which opens in 2016 on the League City Campus, will serve a population in northern Galveston County that is expected to continue growing throughout the coming decades.
Easy Campus Access

Campus development is designed to progress in three main areas joined by three connecting roads and a central circle drive, including:

- Clinical and multi-purpose development clustered around the hospital and clinic area to the south
- Multi-purpose and institutional support space located to the northwest
- Additional multi-purpose development located to the northeast

Parking garages will connect to buildings via elevated walkways for comfort and convenience. The size of the campus allows for patients, visitors and staff to easily walk to any facility in less than five minutes.

An already established transit service between the Galveston Campus and the League City Campus will expand as the mainland campus grows. Amenities for bicycle commuters, such as lockers and shower facilities, will be provided in the future.

Visitors to the League City Campus in 2040 will experience an efficiently designed, walkable landscape, with modern, adaptable buildings for health sciences education, translational and clinical research; advanced patient care; and business functions that support the campus hub and area clinics. It will be the tangible result of UTMB Health’s progressive vision for how best to serve a vibrant region.
When Angleton Danbury Medical Center in Brazoria County and the university joined forces in 2014 to form the UTMB Health Angleton Danbury Campus, they brought together similar legacies of service and similar missions to improve the health of their communities. Also sharing a “roll up the sleeves” attitude, the two organizations were a good fit for each other.

In integrating the Angleton Danbury Campus into its Health System, the university now has access to much-needed training opportunities in a community hospital setting for students and residents. And as part of UTMB Health, the Angleton Danbury facility can now provide patients more-seamless access to high-quality care, close to home. Future investment will ensure continued progress, while preserving the community hospital character that has served patients and community physicians well for more than four decades.

Under UTMB Health’s Master Plan, short-term goals for the Angleton Danbury Campus include improvements in wayfinding and signage and to the campus landscape. Integrating educational programs, adding clinic space to strengthen primary and specialty care initiatives, and relocating the remote imaging center to campus also are included in plans for the short-term.

In addition, relocation of the university’s Regional Maternal and Child Health Clinic in Angleton to the campus is under consideration. This would provide women seeking well-woman and pregnancy care more-convenient access to any needed specialty services.

The Angleton Danbury Campus, left and above, which joined the UTMB Health family in 2014, has a legacy of providing exemplary care to this Brazoria County community.
Future Growth: The Long-Term Possibilities

Two scenarios for long-range development are under consideration for the Angleton Danbury Campus. The path forward will depend largely on whether UTMB Health will continue to lease or decide to purchase facilities on the campus. Both scenarios honor the guiding principles used to develop the Master Campus Plan and are designed to enhance the campus’ ability to improve health and improve lives.

Scenario 1

The entrance to the Angleton Danbury Campus would be enhanced with clear, welcoming wayfinding via an entry quad and signature green space. Parking would be provided to the south of campus, which also would serve the parking needs of nearby clinical growth.

Imaging services could be relocated southeast of the existing hospital, providing for first-floor outpatient diagnostic services, as well as ready access to emergency services. Other specialty outpatient services could also be housed on the first floor of the hospital.

Second-floor hospital expansion could increase the number of beds, if the need arises. Additions could enhance the adjacent Professional Office Building.
Scenario 2

Much like the Galveston and League City campuses, new development and front-door drop-off capabilities for patients and visitors would be oriented toward the interior of the campus, with an existing tree row serving as a signature boulevard to create an inviting entrance — one of multiple entry roads to the center of campus. A replacement Professional Building could be constructed, as needs warrant.

Abundant green space on the Angleton Danbury Campus could be enhanced with walking paths through the property and along the perimeter, as well as community gardens to complement the peaceful, pastoral feel of the existing campus.

Housing that provides a “continuum of care” model, such as assisted living, independent living or skilled nursing facilities, could be developed on the south side of campus, along with short-term housing for students, residents and staff.

Centralized parking close to clinical facilities would be available for patients and visitors, while staff parking would be located on the perimeter of campus. There may be a need to develop a transportation connection among the three UTMB Health campuses in Galveston, League City and Angleton Danbury in the long-term. In the meantime, virtual connectivity options could support students and clinicians at Angleton Danbury.

Regardless of the specific scenario adopted, long-term investment in the UTMB Health Angleton Danbury Campus is an investment in the health of a growing Brazoria County region. Our ultimate goal is to be a good neighbor by providing the highest level of service to the patients, community physicians and area residents we serve.

UTMB Health’s investment in the Angleton Danbury Campus is focused on continuing the long-standing tradition of providing the highest level of service to patients, community physicians and area residents in the Brazoria County region.
The Next 25 Years…and Beyond

As UTMB Health looks to the future, we see unlimited opportunities before us as we work together to lead the way in health sciences education, biomedical research advances and the highest-quality patient care.

UTMB Health’s 2015-2040 Master Campus Plan outlines the framework to move forward over the next 25 years as a progressive, collaborative, sustainable institution with the flexibility to adapt in an evolving health care landscape.

Through strategic planning and wise investment in the resources and infrastructure needed to support our students, residents, faculty, staff, patients and their families, we can achieve our goal of being the finest academic health center in the nation.