

Swedish Cherry Hill Campus Major Institution  
Master Plan

# Annual Report Review 2024

October 22<sup>nd</sup>, 2025

This presentation will address the components of the Major Institution Master Plan Transportation Management Plan (TMP) that were revised for the 2024 reporting period.

Please note: As of October 2025, additional updates and activities have occurred. These will be incorporated into the forthcoming 2025 MIMP Annual Report.

# Progress in Meeting Master Plan Conditions

In 2024, Swedish Cherry Hill continued actively working on reducing drive-alone rates through various initiatives while keeping caregivers engaged in alternative commute options.

Also, in the fall 2024 Swedish Cherry Hill conducted the CTR Survey as scheduled.

As of the report submission date, March 26, 2025, official results had not yet been shared with Swedish Cherry Hill.

In September 2025, a comment letter from SDOT and SDCI was received.

# Progress in Meeting Master Plan Conditions

| Table 2.1 |                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                   |
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| Item      | Council Findings Conclusions and Decision Comments                                                                                                                                                                                                                                                                                                                                                                                             | 2024 Update                                                                                                                                                                                                                                                                                                                                                       |
| A         | Master Plan Review                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                   |
| 1         | <b>Master Plan Review.</b> Five years after adoption of the Master Plan and every 5 years thereafter, Swedish Medical Center in cooperation with its Standing Advisory Committee (SAC) shall hold a public meeting to review its annual report and other information intended to illustrate the status of plan implementation. The meeting shall be widely advertised to the surrounding community and involve opportunity for public comment. | <b>IAC meetings were conducted in 2024.</b><br><br><b>Per SDCI guidance, quorum was met in 2024, and 5-year review meeting should be scheduled with the IAC and appropriately advertised to the surrounding community. Providence Swedish will collaborate with the appropriate parties to ensure this is scheduled at an approved date by the IAC Committee.</b> |

| B | Transportation, Loading and Transit                                                                                                                                                                                                                             |                                                                                                                                                      |
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| 3 | <b>TMP Goal Prior to First Issuance of Building Permits.</b> The goal for the TMP in the Master Plan will be to achieve an employee SOV rate of 50 percent prior to approval of the first building permit, including demolition, allowed under the Master Plan. | <b>No changes. The TMP goal for the 2024 CTR survey is 42%. Official results have not been shared with Swedish Cherry Hill as of March 26, 2025.</b> |

# Progress in Meeting Master Plan Conditions

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| 59 | <b>TMP Monitoring.</b> <i>Revise the "Implementation &amp; Monitoring" element of the TMP at bullet 5 to read: "Conduct biennial survey of TMP effectiveness in a form and manner established by DPD and SDOT. The survey shall include a directional capacity analysis of employees to determine whether those who do not use transit have access to the transit they would need to travel to and from the campus."</i> | <b>Swedish Cherry Hill campus completed its biennial survey in the fall of 2024. Official results for the 2024 CTR Survey have not been shared with Swedish Cherry Hill as of March 26, 2025. A directional capacity analysis will be conducted and received with the results of the 2024 CTR Survey.</b> |
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| F  | <b><i>During Construction for Future Development- Air Quality</i></b>            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
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| 63 | <i>Swedish Cherry Hill shall participate in Seattle 2030 District Challenge.</i> | <b>At this time, March 2025, Swedish and Sabey have not planned to participate in this partnership. Participating in the Seattle 2030 Challenge may not be economically feasible due to:</b> <ul style="list-style-type: none"><li>• <b>High Initial Costs:</b> Implementing the necessary upgrades to meet the Challenge's stringent energy, water, and transportation reduction targets often requires substantial upfront capital. This includes costs for advanced technologies, retrofitting existing buildings, and integrating sustainable practices.</li><li>• <b>Ongoing Expenses:</b> Increased maintenance and operational costs.</li><li>• <b>Economic Uncertainty:</b> Fluctuating market conditions can impact resource allocation.</li></ul> |

# Progress in Meeting Transportation Management Program (TMP) Conditions: 2024

In 2024, the campus conducted a CTR survey. Official results have not been shared with Swedish Cherry Hill as of March 26, 2025. The Swedish Cherry Hill campus intends to survey the campus population again in 2026.



Throughout all Swedish Hospital locations, including the Swedish Cherry Hill campus, employees' and tenants' commuting habits have significantly shifted since the onset of the pandemic. Swedish continued to advocate on behalf of their employees and other campus tenants.

# Progress in Meeting Transportation Management Program (TMP) Conditions: 2024

Implementing these solutions can be challenging due to various aspects of employee commute behavior:



## Resistance to Change:

- Employees may be accustomed to driving and reluctant to switch to public transportation or carpooling, even with incentives.



## Perceived Inconvenience:

- Public transportation and carpooling might be seen as less convenient compared to the flexibility of driving one's own vehicle.



## Safety Concerns:

- Persistent worries about the safety of public transportation and ridesharing, especially during off-peak hours, can deter employees from using these options.



## Inconsistent Schedules:

- Employees with irregular or 24-hour shifts may find it difficult to rely on public transportation schedules, which may not align with their work hours.



## Habitual Behavior:

- Long-standing habits are hard to break, and employees may continue to drive out of habit, even if other options are available.

# 2024 Transportation Management Program Activities & Milestones:

In 2024, Swedish Cherry Hill continued actively working on reducing drive-alone rates through various initiatives while keeping caregivers engaged in alternative commute options.

## The Swedish Cherry Hill campus Integrated Transportation Board re- grouped in Q4 of 2023,

During the 2024 meetings, the ITB charter was reviewed and re-approved, with board members and additional non-board members.

The ITB Chapter was finalized in September of 2024.



## In 2024, the Swedish Transportation Coordinator (TC) in partnership with the Caregiver Commute team aimed to improve sustainable transportation efficiency.

Sustainability initiatives were promoted, such as encouraging eco-friendly transportation options and reducing the carbon footprint of services.

Effective communication was vital, keeping employees informed about transportation schedules and changes with clear and timely updates.

Lastly, continuous improvement was pursued by regularly reviewing and refining transportation policies and procedures and staying updated with industry trends and best practices.



## Swedish Cherry Hill is still grappling with issues in 2024, particularly concerning employee commuting habits and the reliability of transit services.

While there have been improvements, they have not yet returned to the levels seen in 2019.

The unreliability and limited options of public transportation, combined with 24-hour schedules and safety concerns, are leading caregivers to prefer driving over using mass transit.

# 2024 Transportation Management Program Activities & Milestones:

Table 5.3 provides a complete 2024 update of TMP activities at the Cherry Hill campus. Items in **BOLD** are new/updates regarding activities that support specifically required elements of the current campus TMP.

# 2024 Transportation Management Program Activities & Milestones:

| Element                      | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 2024 Institution Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
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| Transit                      | <p>Provide all tenants with access to a 100% subsidy of transit pass cost including ferry and rail.</p> <p>When Swedish Cherry Hill has documented that its current goal (50% or less, depending on the year the goal is measured) has been achieved, transit pass subsidies may be reduced to 75% of the cost of a transit pass including ferry and rail, or as adjusted as part of the annual TMP compliance review. If the current TMP goal has not been achieved, subsidies shall remain at 100%.</p> <p>Engage with tenants to inform about employee transportation benefits and options.</p> | <p><b>As of December of 2024, this program successfully issued close to 689 Orca bus passes for SMC and 195 for SMG. At SMC, covering over 39% of the entire SMC population (1789 caregivers).</b></p> <p>Additionally, all Orca pass holders are able to participate in 100% subsidized Guarantee Ride Home program, Vanpool and Vanshare Program for Swedish employed staff.</p> <p>Since 2017 and through present day (2024), three other ORCA Passport programs are subsidized on the Cherry Hill Campus: Sabey's small tenant group subsidizes 100% of the cost; LabCorp 73%; and Northwest Kidney Center 55%.</p>                                                                                                                                                                                                                                                                                                                                                    |
| High Occupancy Vehicle (HOV) | <p>Preferred location for carpool and vanpool parking.</p> <p>Parking cost for carpools for two people subsidized at a minimum of 50%.</p> <p>Carpools of three or more and Vanpools subsidized 100%.</p> <p>Facilitate rideshare matchups for carpool and vanpool.</p> <p>Provide free vanpool parking for tenants.</p> <p>Investigate alternative parking rate structures that incentivize vanpools and carpools and implement them as appropriate.</p> <p>Encourage cooperation among tenant companies to promote vanpools and carpools.</p>                                                    | <p>Carpool and Vanpool are 100% subsidized at Swedish Cherry Hill and all other tenants part of the MIMP.</p> <p><b>Carpool: The carpool interest list increased 6.4% in 2024. Making carpool the preferred alternative commute method for Swedish caregivers. Although the interest list increase, we saw a reduction on the carpool participation resulting in an average of 2517 carpool trips per month logged in the Caregiver Commute Portal. We believe this is happening due to extensive auditing of the carpool program.</b></p> <p><b>The dynamic carpool program Liftango was piloted at a different location, outside of the Seattle area, this program was not successful and will not be used at Swedish Cherry Hill. Swedish is currently looking at additional carpool software.</b></p> <p><b>Vanpool: In 2024, Swedish saw an increase in the interests list of 8.8% however, with an average of ~1, 928 trips per month logged for the system.</b></p> |

# 2024 Transportation Management Program

## Activities & Milestones:

|                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
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| Implementation & Monitoring | <p>Building Transportation Coordinator.</p> <p><b>Conduct one to three transportation fairs per year on-campus to promote trip reduction programs.</b></p> <p>Produce and distribute a commuter information packet.<br/>Submit regular reports about TMP elements as required by the city.</p> <p><b>Conduct biennial survey of TMP effectiveness in a form and manner established by SDCI &amp; SDOT and SDOT. The survey shall include a directional capacity analysis of employees to determine whether those who do not use transit have access to the transit they would need to travel to and from the campus.</b></p> <p><b>Create an Integrated Transportation Committee for the campus. The committee would include a Campus Transportation Coordinator and all employer transportation coordinators on campus. The committee would meet regularly and be responsible for implementing the TMP.</b></p> <p>Implement on-campus transportation screen and/or kiosk to further enhance transportation awareness and outreach with all campus employees.<br/>Require all tenant participation in TMP.</p> | <p><b>Transportation Fairs:</b> Swedish participated in two employee fairs where there was a table for Parking and Commuting for the advertising of commuting programs. Additionally, Swedish continue visiting departments about transportation and commuting.</p> <p><b>Biennial TMP Survey:</b> A new survey was conducted in the fall of 2024. Official results have not been shared with Swedish Cherry Hill as of March 26, 2025.</p> <p><b>Integrated Transportation Board (ITB):</b> The Swedish Cherry Hill campus Integrated Transportation Board re-grouped in Q4 of 2023, During the 2024 meetings, the ITB charter was reviewed and re-approved, with board members and additional non-board members. All were invited to provide ideas and feedback with the intention of working together towards achieving TMP goals for Swedish Cherry Hill campus. The ITB Charter was finalized in September of 2024.</p> |
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| Other | <p><b>Guaranteed Ride Home (GRH) through ORCA Passport program.</b></p> <p>Special taxi service for 10–12-hour shift employees that use transit via Guaranteed Ride Home ORCA Passport program.</p> <p>Provide flex-car on campus (e.g., car- sharing such as Zipcar).</p> <p>Telecommuting for some employees.</p> <p>Encourage and promote alternative work schedules, where possible.</p> <p>Free taxi service to physicians that travel between First Hill and Cherry campuses via intercampus shuttle program and/or car-sharing such as Zipcar.</p> <p>Requirement that all vendors must park off street.</p> <p>Develop a way finding plan illustration pedestrian pathways through &amp; around the campus, bicycle routes &amp; bike parking, and short-term &amp; disabled parking locations.</p> <p>Continue to work with City to address misuse of handicapped parking placards.</p> <p>Residential Pilot*: Partner with local apartment and condominium building owners to explore partnering with employees who choose to live close to campus.</p> <p>Disabled Parking Pilot*: Consider valet service for off street parking for vehicles displaying a disabled parking placard.</p> | <p><b>GRH: No changes to the program.</b> Update Program is still being offered. <b>In 2024, 274 rides for GRH originated from Cherry Hill.</b></p> <p><b>Caregiver Commute Team: In 2024, a new system Director was assigned to oversee the Swedish Parking and Commuting Program, and there was also an addition of a clerical assistant to aid with Caregivers and their commuting programs. Currently the team is composed of: A system Director, a Division Manager, 2 Program Coordinators and 1 Clerical Assistant.</b></p> |
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# Anticipated Transportation Activities for 2025

Swedish Cherry Hill has seen an increase in parking garage usage due to inconsistent transit schedules changes and concerns regarding public safety.

**Table 5.6 Lists work that is planned to take place in 2025 in addition to ongoing support of activities required by the campus' TMP.**

# Anticipated Transportation Activities for 2025

| Table 5.6                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
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| Element                                                                         | Activity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|                                                                                 | Transit                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Work with stakeholders on improved transit service to Cherry Hill neighborhood. | <p><b>In 2025, no anticipated changes.</b> Swedish will continue to provide feedback and work closely with transit agencies to understand current challenges and identify areas for improvement. Swedish will participate in events hosted by Commute Seattle to increase awareness of our programs and challenges we face.</p> <p><b>Swedish will utilize the ITB to send feedback regarding issues and concerns with current bus routes that serve both Swedish Cherry Hill Campus.</b></p> |
| Analysis of origin/destination zip code data along with trip data collected     | <p><b>In 2025, no anticipated changes.</b><br/>The Caregiver Commute program continues to provide the SMC with a rich data source that can be used in analysis along with other data sets such as ORCA trip data.</p> <p><b>Swedish Cherry Hill is expecting to receive the directional capacity analysis with the 2024 CTR Survey data.</b></p>                                                                                                                                              |

# Anticipated Transportation Activities for 2025

| High Occupancy Vehicle (HOV)                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
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| Explore feasibility of making the free carpool pilot a permanent program. | <b>The free Carpool Parking Program is still available. This being said, offering free carpool services can sometimes lead to issues due to program abuse. Some individuals might exploit the system by falsely claiming to carpool when they are actually driving alone, just to take advantage of the benefits. This not only undermines the program's goals of reducing traffic congestion and lowering emissions but also increases costs for the organization without delivering the intended environmental or logistical benefits. Additionally, monitoring and verifying genuine carpool participation can be challenging and resource-intensive, potentially diverting attention and resources from other important initiatives. Therefore, while the idea of free carpool services is well-intentioned, it requires robust oversight and accountability measures to ensure its effectiveness and fairness.</b> |

| Active Transportation       |                                                                                                                                                                                                                                                                                                                                                                   |
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| Bike rewards/reimbursements | <b>In August of 2025, Swedish Cherry Hill will begin to monetarily incentivize those who bike to work with an approximate stipend also known as “commute bonus” of \$40/max per month. Program will be piloted, and it is subject to change based on financial availability. This is not a condition of the TMP plan, rather an addition to our Bike Program.</b> |

# Anticipated Transportation Activities for 2025

| Parking                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Continue work on creating a parking policy to discourage employees from parking in the neighborhood | <p><b>The main parking and commuting policy is currently under legal review. There have been some updates that if approved will be noted in the 2025 Annual report.</b></p> <p>A formal parking policy that discourages employees from parking in the neighborhood involves multiple stakeholders and is a deliberate, yet slow, process. Swedish has reached out to other organizations that have similar policies to help guide these continued discussions.</p> |
| Marketing & Outreach                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Integrated Transportation Board (ITB)                                                               | <p><b>ITB Charter was finalized in September of 2024, with a quarterly established cadence. Meetings have been scheduled for March 18, 2025, June 17, 2025, September 16, 2025, and December 16, 2025</b></p>                                                                                                                                                                                                                                                      |
| Transportation at Work                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Intercampus Shuttle and Travel                                                                      | <p><b>Swedish has drafted a new shuttle schedule that will operate between First Hill, Cherry Hill, and the Capitol Hill Station from 6AM to 8PM. The intention is to start this pilot schedule in August of 2025.</b></p>                                                                                                                                                                                                                                         |

End of report. Thank you.