

WAYFINDING PLAN

JUNE 7, 2006

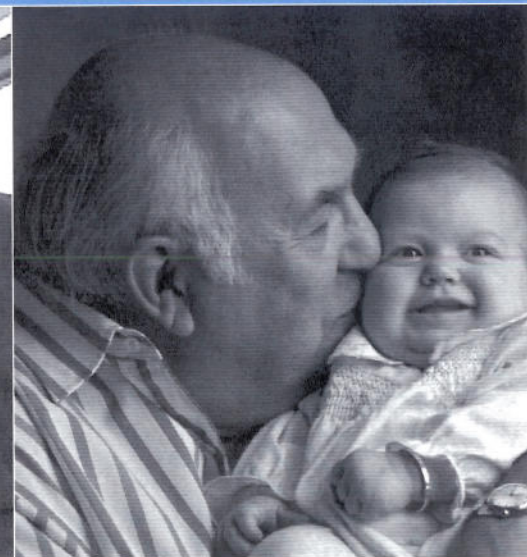
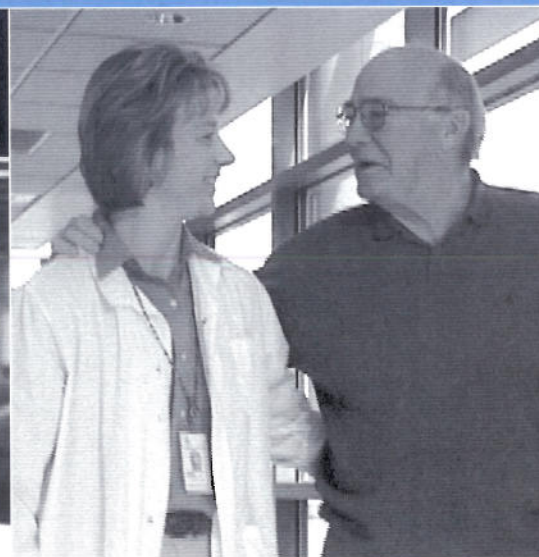
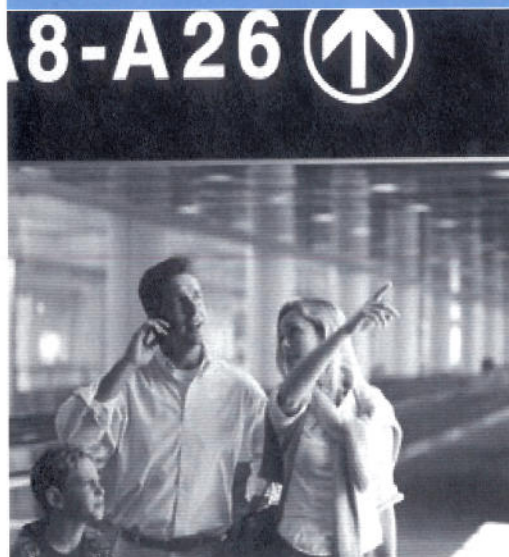


SWEDISH MEDICAL CENTER

FIRST HILL CAMPUS



City of Seattle
Department of Planning
and Development



Q

Q



SWEDISH MEDICAL CENTER

FIRST HILL CAMPUS

WAYFINDING PLAN

JUNE 2006

nbbj

Document prepared by NBBJ and approved by the City of Seattle Department of Planning and Development (DPD) with review by the Swedish Citizens Advisory Committee (CAC) coordinated by the City of Seattle Department of Neighborhoods (DON).

Table of Contents

	Page
1. Introduction	
A. Purpose	1
B. Wayfinding	1
C. Philosophy	2
D. Implementation	2
E. Background and Approach	3
2. Tasks and Implementation	
A. Policies and Communications	6
B. Focus Areas	7
1. Madison Corridor	7
2. Summit	9
3. Minor Streetscape	10
4. Minor Traffic Flow	12
5. Pedestrians Crossing James at Minor	12
6. Emergency Vehicle Routes	13
7. Madison / Boylston Garage Access	14
8. Service Access	15
C. Monitoring	16
D. Development of Design Documents	16
3. Implementation Schedule	22

List of Figures

Figure		Page
1	Focus Areas	8
2	Example Sketches: Parking Signage	17
3	Existing Parking Signage	17
4	Existing Building Entry Identification	18
5	Existing Wayfinding Signage	20

List of Tables

Table		Page
1	Parking Analysis	21

1. Introduction

A. Purpose/Process

Swedish Medical Center has produced this Wayfinding Plan as a requirement of the Approved Major Institution Master Plan (MIMP) and Environmental Impact Statement (EIS) for the First Hill Campus. The purpose of this plan is to identify, study, and act upon campus pedestrian and vehicular circulation and access issues.

The goal of the Wayfinding Plan is to benefit the community surrounding the First Hill campus and benefit Swedish Medical Center, by taking actions to improve vehicular traffic flow and add clarity to navigation on the campus. Generally, it is intended to make the campus more inviting and porous for the public, and make it easier to use for Swedish customers while defining the campus boundary to increase Swedish's visibility. This document outlines an approach and philosophy and provides recommendations for a design and implementation strategy.

This plan defines "wayfinding" as it pertains to this campus, states an overall philosophy to ensure the proper approach is taken in addressing issues, and specifically identifies eight focus areas for action. Following is the schedule of milestones for developing and gaining approval of the Wayfinding Plan.

Key milestones of the process in developing the Wayfinding Plan include:

- City Council approval of the MIMP with requirement for Wayfinding Plan: October 2005
- CAC meeting to review Wayfinding Plan outline: November 16, 2005
- Issuance of Approved Compiled Master Plan: December 2005
- CAC meeting for presentation and review of Wayfinding Plan substantial progress: March 22, 2006
- DPD and CAC review/document changes April-May 2006
- DPD approval: June 2006
- Issuance of final DPD Approved Wayfinding Plan (including distribution to the CAC): June 2006

B. Wayfinding

The term "wayfinding" is used to describe a system of pathways and navigational cues to help an individual find a specific destination in a complex environment. The act of navigating places such as airports, hospitals, and sports venues benefits greatly from clear, concise directional information, given in limited pieces, at the appropriate locations. In many cases, wayfinding is simply a term used to refer to signage systems. In the approach being taken for the Swedish Medical Center campus, wayfinding refers to the variety of factors which influence an individual's ability to safely and efficiently navigate. These many factors, which are listed below, are considered in this plan, and utilized where most effective.

- Architecture
- Materials (Flooring, Paving Transitions)
- Color Usage
- Lighting
- Artwork
- Communications (Formal e.g. Web, TV, Print)
- Spoken Word (Phone, Personal Assistance)
- Landscape
- Signage

C. Philosophy

To best address the needs of individuals interacting with the Swedish campus, an “experience-based” philosophy must be adopted. Rather than start with a focus on infrastructure improvements and physical solutions, this experience-based philosophy is centered around how an individual (public or customer) experiences the place. From the time someone receives information on the phone or from the web site, to the point at which they enter the campus, find parking, and walk to their destination or simply walk through the campus, the individual’s experience is the primary focus. This plan offers solutions, using tools from the aforementioned list to assist individuals through these experiences.

D. Implementation

The projects and efforts noted in this document are subject to an implementation schedule. The schedule will prioritize and schedule the steps which must happen in order for this Wayfinding Plan to have a tangible positive impact on the campus. Refer to the Implementation schedule (Section 3) for the specific tasks and projected dates for implementation. In accordance with the spirit and intent of the Major Institutional Master Plan (MIMP), the implementation strategy incorporates prioritization of projects for maximum public and Swedish benefit, and a schedule that is reasonable relative to the phasing of the Swedish Medical Center campus development, while providing tangible results for the community.

E. Background and Approach

Experiential Study

Through third-party observational studies and interviews in the surrounding neighborhood, quality insights which will affect the “experienced-based” approach in this document were learned. Its purpose is to inform the “experience basis” of the Wayfinding Plan and target improvements in the focus areas. Data was gathered for the experiential study by conducting intercept interviews of persons on the campus and surrounding streets, and speaking with patients and physicians in the hospital and medical offices. The interviews consisted of 3-5 basic questions regarding people’s impression of the campus and the Swedish brand. They were performed by a 3rd party, and were kept informal and upbeat in an effort to obtain unbiased, honest comments.

The following is a summary of the findings from the on-street walking experiences at morning rush hour and evening, after rush hour. This summary also incorporates some serendipitous interactions and interviews with passers by, Swedish patrons, and staff members. The findings concluded that overall wayfinding is inconsistent and sometimes confusing. The campus area needs clearly defined boundaries. The wayfinding generally doesn’t enhance the Swedish brand attributes of premium, superior, or “best” health care. The campus could be enhanced by injecting a sense of place—it doesn’t look like a destination or as a place to linger or stroll. The wayfinding doesn’t always serve its purpose of directing people around the campus. There needs to be a connection between Swedish and the surrounding community, or a transition from the “outside” community into the campus grounds. Current directional maps provided by Swedish can be difficult for visitors to follow. The main entrance on Broadway is large and at the same time difficult to find depending on which direction it is approached from. Swedish should communicate a seamless intelligent experience: from the web site, to navigating around and through the campus, to using the buildings, amenities, pharmacy and patient follow up.

The following is a summary of both positive perceptions and challenges related to wayfinding on the Swedish campus, based on observations gathered during random interviews:

Positive Perceptions of Swedish:

- Quality medical care
- Expansive
- Professional
- “Nice hospital”
- Feels safe / no homeless
- Comfortable / calming

Challenges For Swedish Campus:

- No sense of campus perimeter
- Nomenclature confusion (hospital, office buildings, departments)
- Campus “feels like a maze”
- Directional maps hard to follow
- Parking difficult to find

- Some places look like a “fortress”
- Not inviting to walk through or access cafés
- Busy traffic on arterial streets / difficult pedestrian access

Wayfinding Approach

The Swedish Medical Center Wayfinding Plan is intended to be realized as a complete experience where informational graphics are just a component of the plan. The solutions and measures taken will not only benefit the function of the hospital campus, but benefit the community as well. Ease of navigation, clear and distinct directions ensure less stress for both the customers and the staff. The care and attention taken to implement this plan will reflect positively in overall public opinion of Swedish as a good neighbor, quality care-giver, and efficient provider of service.

A goal of this Wayfinding Plan is to set the standard by which all other large medical campuses will be measured. This plan requires a unique approach because this is not only a hospital campus, it is also an existing neighborhood. This is a place where wayfinding interventions should not detract from the charm of the neighborhood, but should add clarity and appropriate distinction to it.

All of the proposed solutions and interventions will inherently benefit the community and Swedish Medical Center. If Swedish were not located here, there would still be traffic congestion, unsafe street crossings and urban clutter. First Hill has several medical facilities that are adjacent to one another. A strong sense of “place making” will increase the clarity of each campus identity thereby enhancing the efficiency of pedestrian and vehicular traffic flow. The goal is not to build fences, but to visually delineate the perimeters for better overall wayfinding and to make the campus more inviting. If a pedestrian has to cross only one street instead of two, it is a benefit to the customer, hospital and neighborhood traffic. Another aspect of wayfinding is to design a strategy to visually set apart the major functions of this medical center (e.g. hospital, medical office, emergency) from the “visual clutter” of the neighborhood and competing retail signage/graphics.

Pedestrian safety is also a clear priority for the campus due to the multitude of campus penetrations, alternate routes and the amount of neighborhood traffic. Clean and easy to read wayfinding messages along with better lighting will work to increase safety of pedestrians and vehicles.

Information about this new approach must eventually be represented in all forms of public communication that Swedish uses. Both short and long term marketing messages and brand communications must be planned and consistently implemented (e.g. website, TV advertising, printed materials). Strategic communication planning ensures that the public is aware of the correct hierarchy of changes, updates and additions, which will properly position Swedish for long-term growth and a good neighborhood partner.

Lighting Approach

The mention of “Lighting” in the MIMP consists of:

- Approval of “pedestrian scale lighting for safety, campus signage lighting for identity and art lighting” in addition to SDOT street lighting (Development Standards)
- Specific recommendations to avoid ‘Light Glare Shadows’ (EIS-10)

Lighting is a critical component of wayfinding which strives to address campus orientation, distinguish places, ease pedestrian movement and management of traffic. Lighting affects wayfinding in the ability to highlight signage, draw attention to building entrances, and define paths of travel. The MIMP encourages a vision of campus coherency with respect to the neighborhood. Lighting is key in creating a safe and welcoming environment. Good urban lighting practices can not only contribute to the creation of a campus with sense of place, but appropriately distinguish the campus from the surrounding urban environment.

As lighting is a vital aspect of nighttime wayfinding which needs to be integrated with the overall wayfinding approach in this document, this brief lighting summary acknowledges that a concerted, specific lighting design effort will be required. Please refer to the implementation schedule to see how a lighting design effort fits into the overall campus upgrades.

Lighting is also important to Swedish’s commitment to sustainable design. Whether via improved maintenance, better glare control, reduced energy consumption, or earth-conscious material use, lighting products and design techniques can support “green-design” goals.

Lighting design plays a role in improving overall campus flow and function. Lighting is just as important in enhancing the customer experience as it is a technical tool that provides illumination for vehicular and pedestrian safety.

The lighting design recommendations will be integrated with the overall recommendations in the Wayfinding Plan, focusing on an “experience based” philosophy where all aspects of the design are meant to serve customers and neighbors interacting with the campus. From campus entry, to parking and eventual destination, lighting will be considered from the standpoint of the visitor experience as opposed to a focus on operational infrastructure.

For the purposes of this document, lighting improvements will be referenced in the context of other improvements (such as building entrance identification). Although a specific and detailed lighting design strategy is recommended, this plan only sets up the parameters by which a detailed lighting strategy will follow.

2. Tasks and Implementation

The recommendations for wayfinding improvements in this document can be organized into four main categories for implementation: A. Policy and Communications is an institutional strategy for building naming, consistent directions, etc.; B. Focus Areas are specific projects associated with each area discussed. C. Monitoring sets up the involvement of Swedish in implementing these steps; and D. Development of Design Documents delineates wayfinding design efforts that must be addressed as complete “stand alone” projects.

Timing for implementation is included for each project in the Implementation Schedule (Section 3). It should be noted that this Wayfinding Plan is a general and conceptual direction, not including any specific designs. A next step upon approval of this plan is to proceed with the actual design effort.

A. Policy and Communications

Policy and Communications protocols should be a precursor to the physical manifestation of solutions for the Medical Center. Signage, lighting, landscaping etc., will benefit the campus enormously; however the first component is a standard. In order to promote a holistic experience from a customer's first phone call, to the last message they see leaving a building, there needs to be a consistent message.

1. Nomenclature Strategy

Swedish must clearly define the nomenclature of the entire “Medical Center” and incorporate a common naming strategy for all signage, collateral and public marketing materials. Is the Swedish Medical Center a building? Is the hospital the main building and if so, why is “Main Entrance” and hospital verbiage on separate lines and appear to be two different locations? Wayfinding needs to answer questions like these. On some signs, smaller buildings are given just as much priority. It's vital to establish the hierarchy of all messaging and naming due to the abundance of messages on existing signage and the lack of quick readability.

Result: Define a consistent nomenclature system that coincides with the clear communication of a revised wayfinding system.

2. Communications Manual

Another component is staff education. As with all new forms of brand identification or orientation, the staff who promote that message are vital. Their education about how the new wayfinding system will work, to how to direct people to parking, to how they refer to the pertinent buildings, must remain consistent.

Result: Staff “Wayfinding Clinic” and policy manual (quick reference “booklet”)

B. Focus Areas

For the purpose of effectively addressing wayfinding deficiencies, this Wayfinding Plan identifies the key geographic campus problem areas. These have been looked at as experiential studies to determine the biggest problems and possible solutions to these problems. Each focus area categorizes the observed problems along with recommended solutions. These problems/recommendations are organized by the different categories in this section when applicable. The following is a list of the categories identified with the specific section which contains more detail:

- Nomenclature Strategy/Communications (Section 2.A.1 - 2.A.2)
- Traffic and Street Improvements (Details in this section)
- Branding of Parking Venues (Section 2.D.1)
- Building Entrance Identification (Section 2.D.2)
- Lighting Design (Section 2.D.3)
- Pedestrian Campus Access (Section 2.D.4)
- Exterior Campus Wayfinding (Section 2.D.5)

The Traffic and Street Improvements category listed here represents the type of traffic and street improvements that would be possible in association with each major building project and are dependent on DPD and SDOT approval.

1. Madison Corridor

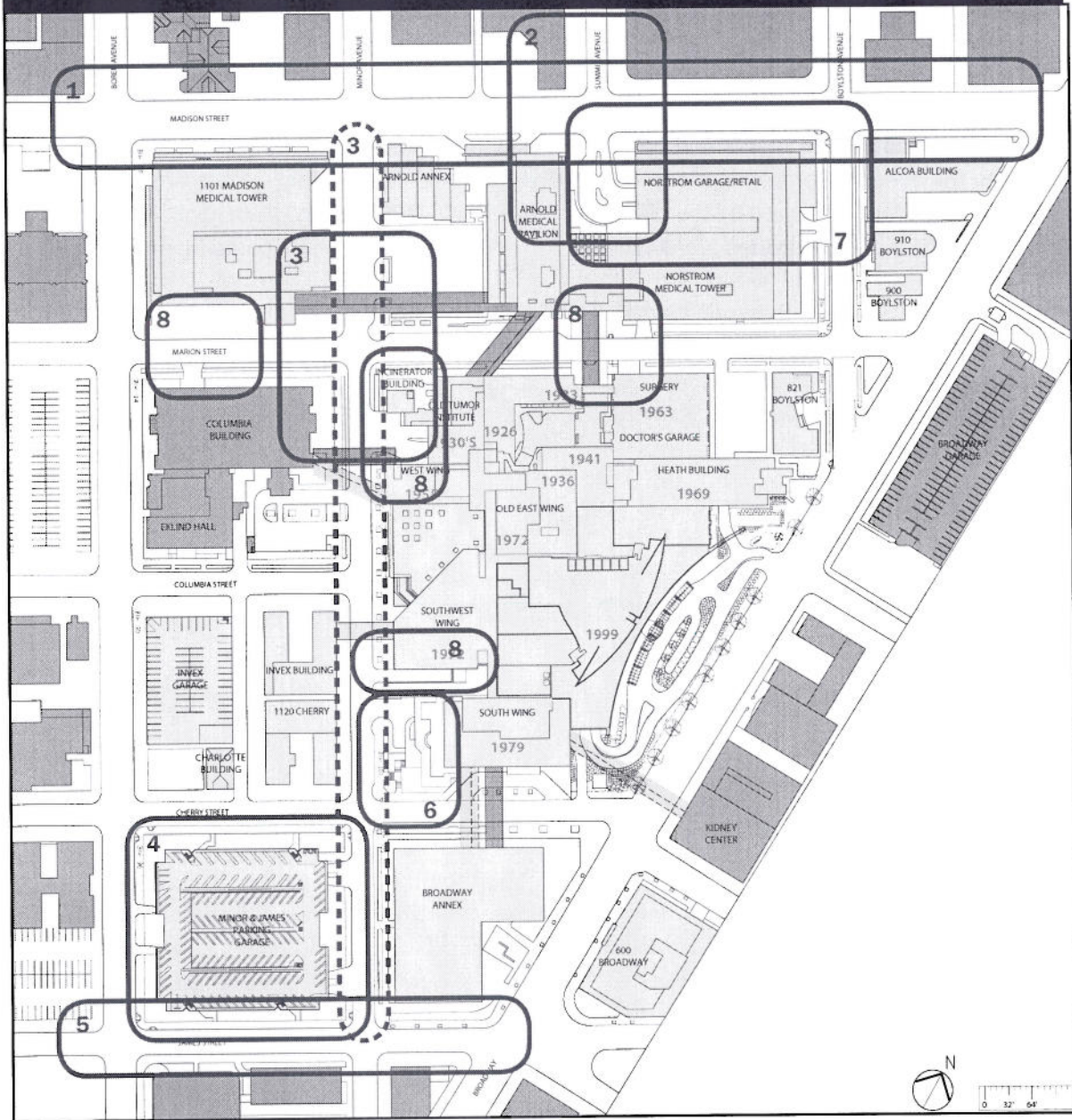
The Madison corridor is the major east to west artery, and the way most people will approach the campus. It is a key pedestrian and transit route linking the Swedish campus to the communities to the west, east and north. It is imperative that people recognize the Swedish campus boundaries so they know when they have entered it and when they have passed it. It is an important gateway from the community into the campus. It is also the area with the most traffic congestion. Retail on the north side of Madison between Boylston and Boren is not a consistently interesting or pleasing pedestrian experience. At times retail entrances are canopied with heavy architectural elements, which can interrupt the retail presence, and create a feeling of overbearing heaviness which is not welcoming. The columns along this stretch of Madison separate the pedestrians who might want to window shop from the pedestrians walking to a destination. The columns are difficult to navigate, take up sidewalk space, and interrupt a potential shopping or leisure experience.



Categorized Problems / Recommendations

- **Nomenclature Strategy/Communications:** Directions to the hospital “front door” (main entrance on Broadway) are lacking, therefore, many first-time visitors assume that the Nordstrom building is the main hospital. Signage often directs people to the building by name and not by address which could be confusing. There should be a comprehensive strategy for naming that is consistent on all materials – from printed maps to

FIGURE 1
Focus Areas

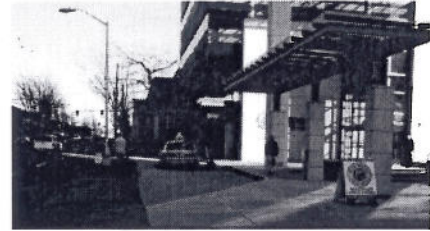


1. Madison Corridor
2. Summit
3. Minor & Marion (and Minor Streetscape)
4. Minor & James Garage
5. Pedestrians Crossing James
6. Emergency Vehicle Routes
7. Madison / Boylston Garage Access
8. Service Access

wayfinding signs and building entrances. There doesn't appear to be any strategic plan for the retail currently in place, and the surrounding residential community doesn't seem to have been considered. The retail offerings, while varied, are available during the working day almost exclusively, and serve the professional and transient student population.

- **Traffic and Street Improvements:** Traffic backing up along Madison in both directions turning on to Summit to enter the parking garage is a problem. A solution could be to widen the road to make a right turn only lane at Summit to ease traffic back ups (see section B below). Synchronizing traffic signals on Madison (if possible) would help. Ensure that trees are regularly pruned and trimmed where they restrict visibility or block wayfinding signs.

- **Branding of Parking Venues:** Parking lots are confusing – hard for people to know which parking lots connect to each building. A standardized and simplified format for parking entrance signs should be implemented to take away this confusion.



- **Building Entrance Identification:** Building names and entrances are all branded differently, taking away a feel of consistency on the campus. Other commercial buildings take away attention from the campus itself, and the campus buildings feel very homogenous. It is easy to feel one hasn't yet reached the campus when one gets all the way to Summit, and one could even pass it without noticing. Names and address numbers are often hard to find, or hard to read from the street. A standard format for building entrances would add consistency, making the buildings easily recognizable. The identity presence of the “front door” of the hospital at 747 Broadway will be heightened as part of the entrance identification standards, and the parking branding effort. Please refer to the implementation schedule to see how a these design efforts fit into the overall campus upgrades. A hierarchy will be established in identifying building entrances, with the 747 Broadway in the premier position.

- **Exterior Campus Wayfinding:** There is a need for improved wayfinding signs at Boren and Boylston. These need to be significant campus gateways announcing “you've arrived” at the campus. Otherwise one might drive past the campus and not even realize it. Better signage is needed to indicate and direct people to the main hospital entry on Broadway. Landmarks and wayfinding in relation to the Swedish campus can be confusing or hard to locate along this corridor. They are obstructed by columns, posted high on street signs for traffic, or obstructed by vegetation making navigation difficult for pedestrians and traffic. For example, the campus map at the corner of Madison and Boylston is obstructed by a column. A comprehensive wayfinding system should address these problems.

2. Summit

Summit provides access from Madison to the Nordstrom Parking Garage (Madison Garage) as well as a drop off point for the Arnold Pavilion and the Nordstrom Medical Tower. It may be mistakenly viewed by some people as the main entrance to the hospital as it is the first entry point they find. Pedestrians also cross Madison and enter the campus here.



Categorized Problems / Recommendations

- **Nomenclature Strategy/Communications:** Naming should be consistent. Visitors are directed to locations such as “Swedish Medical Center,” “First Hill Campus,” “Hospital,” and “Main Entrance.” The hierarchy of nomenclature is vital here in order to eliminate confusion. Also wayfinding needs to be updated regularly, otherwise people cannot find clinics and offices that change locations.
- **Traffic and Street Improvements:** Traffic from Madison backs up while people turn onto Summit. This is caused by a conflict with cars trying to get into the garage, people stopping to drop off/pick up and pedestrians crossing the street. Traffic also backs up coming out of the garage and back on to Madison because of cars delayed at the pay booth, pedestrians crossing and a short traffic light. A left turn signal added to the existing signal for cars exiting the campus from Summit onto Madison could solve much of this. It would take away time from the Summit light and it does not appear that it would have a significant impact on traffic on Madison. Widening the turn-around lane to make more room for cars pulling over to drop off/pick up could ease the back-ups also. Consider totally eliminating the parking entrance there, and making it a passenger loading zone, or use the signage to announce the drop off lane, and direct people to the parking entrance on Boylston. Some positive changes have already been made: valet parking service has been discontinued, lab staff parking has been removed from the garage, assigned parking spaces have been removed from the garage, traffic direction staff have been employed, and a sign has been added to identify the Nordstrom Tower, Arnold Pavilion, and Swedish Cancer Institute.
- **Branding of Parking Venues:** To avoid confusion, larger, more visible parking signage is needed. It should include directions to the Boylston garage entrance and the main hospital entrance so people will go around the bottleneck if traffic is backed up.
- **Building Entrance Identification:** Consistent colors and labels for building signs which would include the name and address are needed to give a feeling of being on a campus. Lighting should also be consistent with other parking lots.
- **Exterior Campus Wayfinding:** At this location the signs are all visually inconsistent which causes confusion. The parking signage is not totally visible from far away, and it doesn't direct people to other parking entrances that might exist closer to the driver's destination or to the main hospital entrance.

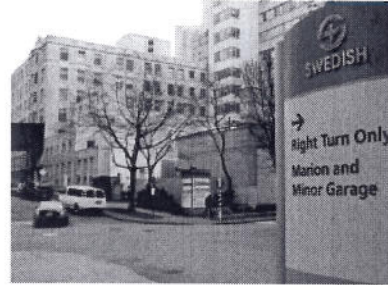


3. Minor Streetscape

The Minor streetscape has the look and feel of a small residential street, but provides access to some of the major campus entrances. Large street trees and lighting obscure visibility and raise safety questions. Entry and exit from the 1101 Madison Tower garage brings many vehicles through this area. Vehicles searching for on-street parking circle around and risk getting lost in a maze of confusing signage. Pedestrians must be careful of the traffic while trying to locate their destination. Traffic increases when the staff shift changes occur. The entire Minor streetscape could become a main pedestrian route. It currently doesn't utilize the space to its potential. The MIMP relocates the emergency department to this location and eliminates service loading docks.

Categorized Problems / Recommendations

- **Nomenclature Strategy/Communications:** Better maps are needed to help pedestrians understand where they are, and describe where to go.
- **Traffic and Street Improvements:** Narrow lanes and on-street parking raise safety concerns. Cars are at close quarters, pedestrians are crossing at every intersection and mid-block, trucks move through to the service entrances, vehicles are backing into metered parking spots, and vehicles circle looking for their destination. Ensure better pedestrian crossing safety – painted crosswalks are needed at the Minor and Cherry intersection. Pedestrian-oriented lighting is needed all along Minor to illuminate the sidewalks at night. Other solutions could include widening the sidewalks at crossings or adding wider planted zones. Traffic solutions could include adding 4-way stop signs at Minor and Cherry, maintaining low vehicle speed limits, adding more off-street parking, implementing a parking garage grace period to encourage off-street parking, or removing parking on at least one side of the street – possibly the East side of Minor – no other businesses would be affected besides Swedish.



- **Branding of Parking Venues:** Parking lots have an inconsistent look and feel. A consistent standard should connect parking lot entrances and building entrances together to look like part of a complete campus. Lighting should also be consistent with other parking venue entrances.

- **Building Entrance Identification:** A consistent look and feel of building entrances is needed to connect people with the Swedish quality brand. There is no feeling of being on a campus or in a special place. The Market Café has no feeling of an open place for the community; also the large blue awning is overwhelming and cheapens the presence on the street.



- **Pedestrian Campus Access:** A wayfinding design would use creative methods to give the campus a feel of brand consistency such as paving sidewalk surfaces as wayfinding for pedestrians. Additional planting, benches and landscape could make this into a pleasant stopping and waiting place and adding to a feeling of neighborhood. Add something that indicated the neighborhood heritage, like an outdoor artwork, or something that would create a pleasant discovery for the pedestrian or communicate safety, security, and care.
- **Exterior Campus Wayfinding:** Wayfinding signage is limited and confusing in this area and not helpful in providing direction. A comprehensive wayfinding system would put clear and concise signs at all important decision points. As an example of a problem, there are no signs indicating hospital's back entrance.

4. Minor Traffic Flow

Traffic flow can easily back up along Minor and on James trying to access Minor. The garage at Minor and James is used for employee and emergency department parking only. The garage is more difficult to access from James because there is no left turn allowed to go east. Signage at the garage can be confusing because the “employee only” parking signs are not posted clearly and are not visible until one gets very close to the garage.

Categorized Problems / Recommendations

- **Nomenclature Strategy/Communications:** Clear standards for employee parking should be established and posted.
- **Traffic and Street Improvements:** Removal of parking on Minor would increase traffic flow on this small residential street where people are constantly driving through to access hospital garages.
- **Branding of Parking Venues:** The entrance to the garage is not clearly indicated, and would be difficult to access traveling east on James. There is no perceived street presence from the buildings on Cherry. The garage signage doesn't stand out from a distance.
- **Building Entrance Identification:** Use lighting that is consistent with other parking venue entrances (not high pressure sodium).
- **Exterior Campus Wayfinding:** This structure is visible from traffic traveling on James, but there is little indication that this garage is part of the Swedish campus or complex. Wayfinding structures on the sidewalk at the corners could be improved for increased visibility. They blend in with the surroundings during the day and can be blocked from the view of traffic traveling east by traffic traveling west. These same structures are illuminated at night, but don't give any clear and quick indication of how and where to access the parking garage. Messaging should clearly direct vehicles to parking entrances.



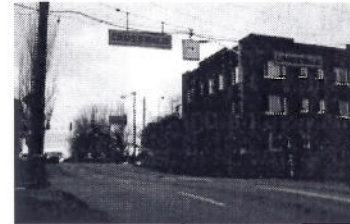
5. Pedestrians Crossing James at Minor

James street is busy with constant traffic. Crossing at the intersection of James and Minor is both dangerous, and frequently used. A major way that cars access the Swedish campus from downtown is by taking James St. eastbound. At rush hours, James is a main arterial to the I-5 entrance, so traffic is particularly heavy during this time. At the intersection of James and Minor, there is a hanging crosswalk sign, but at this point James reaches the top of the hill so cars speeding up the hill may not see a pedestrian crossing the street. It is much easier for pedestrians to cross James one block away at Broadway where there is a traffic signal.



Categorized Problems / Recommendations

- **Nomenclature Strategy/Communications:** Many patients describe being late for appointments because they can't find their building. Better directional maps are needed for the web and to be distributed on campus.
- **Traffic and Street Improvements:** Traffic moves quickly to get to the freeway, they don't see the crosswalk and often don't stop. Pedestrians have to literally run across the street. The crosswalk sign over James doesn't command enough attention to make traffic stop. Painted lines on the road and caution lights would improve the problem. Also it is difficult for cars to see onto James when they are attempting to turn right off of Minor.
- **Building Entrance Identification:** It is hard to see the hospital entrance. A consistent look and feel to building entrance design would distinguish the campus buildings from non-campus buildings.
- **Lighting Design:** Increase the light level at the North end of the crosswalk at James. Better street lights and path lighting would help to define the campus edge.
- **Exterior Campus Wayfinding:** Signs should direct people to cross at Broadway if the crosswalk is not made safer. There is little indication that James is the Swedish campus border or if the south side of James is part of Swedish campus. On Minor, past Marion heading south towards James, there is no indication of where one is. There are buildings on either side of Minor, but no wayfinding to give the pedestrian a sense of the lay of the land. At Minor and James, the current signs are packed with information and confusing. A driver has little time to find and read the Swedish signage while at the same time deciding where to go and being aware of other traffic and pedestrians. This is an important place for clear, easy to read signage which would be part of a comprehensive wayfinding design.



6. Emergency Vehicle Routes

The emergency facility is inside the Swedish campus, and not visible from the surrounding major arterials: Broadway, Boren, James and Madison. Emergency vehicles access the campus from many different points to reach the emergency department on Minor. Once an emergency vehicle turns off of Madison, Broadway or James, it moves from a major arterial route to a small residential street. This means it has to slow down. These side streets have more narrow access and can slow the progress of an emergency vehicle especially when cars are parked on both sides, making the streets even narrower. In many cases, there is no place to pull over.

Categorized Problems / Recommendations

- **Nomenclature Strategy/Communications:** Directions to Emergency Department should be 100% consistent from any direction.



- **Traffic and Street Improvements:** Small, narrow local access streets leave little room for cars to pull over to let emergency vehicles pass, and pedestrians may be unseen by an emergency vehicle. Elimination of parking on Minor could help this problem. The MIMP relocates the emergency room closer to the major arterial, lessening emergency vehicle impact on residential streets.

- **Building Entrance Identification:** Emergency Department identification needs to be consistent and stand out. Keeping with the example sketch (Figure 2), it would be designed using a version of the parking “P” icons for consistency.



- **Exterior Campus Wayfinding:** A wayfinding system would need to indicate the specific emergency vehicle routes, and clearly warn pedestrians of possible emergency vehicles. New signage will be needed to direct traffic to the new Emergency Department location as outlined in the MIMP. Signage should give consistent messages. For example, on the corner of Madison and Boren, there are signs directing emergency traffic forward to Broadway, and at Broadway, there are signs directing emergency traffic south. Emergency vehicle drivers would know where they are going, but in the case of an emergency patient being driven by someone else, this could be confusing, frustrating and potentially dangerous. The emergency entrance is visible from Minor, but there are no signs on the adjacent street indicating where or how to get there from other streets.

7. Madison / Boylston Garage Access

The Nordstrom Garage can be entered both at Madison turning onto Summit and at Boylston. This is one of two main parking garages for campus visitors. The entrance at Summit can get backed up, which translates to back-ups on Madison. This entrance is also a drop off zone which creates a traffic conflict. There is congestion between pedestrians, cars, and drop offs/pick ups that is confusing and potentially dangerous. Pedestrians interrupt cars entering and exiting the parking garage because cars need to drive over the sidewalk for access. In addition, pedestrians are hidden by concrete structures at the garage entrance so there is no guarantee that the pedestrian is seen as while crossing the car pathway. Signage here is confusing as people might think this is the main hospital entrance. The fact that parking garage can also be accessed from an entrance on Boylston is not mentioned. People wait here to enter the parking lot, even if traffic is backed up, because they think that this is the only entrance.

Categorized Problems / Recommendations

- **Nomenclature Strategy/Communications:** The Summit entrance is often mistaken for the main entrance to the Swedish campus. There should be a strategy which clearly states which entrance is the “main parking garage” for the hospital. The Swedish web site in the Patient & Visitor Info section, gives the address and rates for this garage. There needs to be a standard for doing this for the whole campus.
- **Traffic and Street Improvements:** The parking entrance conflicts with the drop off area on Summit and leads to traffic back-ups on Madison. Discourage use of the parking entrance at Madison–



make the area more friendly for drop offs. Narrow roads on Boylston make this entrance less inviting. Eliminating parking on at least one side of Boylston would help increased traffic.

- **Branding of Parking Venues:** A cohesive design for parking lot entrance design would provide clear indications as to the location and function of the parking garage. Current signage is unclear about medical office parking versus the main hospital entrance.



- **Building Entrance Identification:** Without a clearly branded entrance, pedestrians end up walking on the driveway, along the sidewalk to enter the Nordstrom Tower. It isn't obvious where people and/or cars belong.

- **Exterior Campus Wayfinding:** Signage should direct people to the parking entrance on Boylston to ease traffic back-ups. Better signage should be clear about how to enter the Nordstrom Medical Tower, and how to access parking. It should also indicate that the best way to access the Nordstrom Tower is on the west side of the intersection on the south side of Madison.

8. Service Access

The service entrances are mostly located on Minor and on Marion. The two major service access are located on Minor, the one most noticeable next to the Market Café. These locations and the service access on Marion are located deep inside the campus. There is no clear indication of where the service vehicles routes are. The small residential streets are a challenge for some trucks entering the campus. Narrow streets with parked cars make it difficult for trucks to pull into the narrow loading docks. Backing out can be an even bigger challenge as visibility is low. Pedestrians and moving cars have to look out for a service truck backing out. Also if the loading dock is full, a truck might double park on the street blocking access for other cars. The signs at most of these loading docks are small and not branded consistently with the Swedish campus. The MIMP relocates most of the service entrances.

Categorized Problems / Recommendations

- **Nomenclature Strategy/Communications:** Consistent access information needs to be given to service drivers.
- **Traffic and Street Improvements:** Trucks have a tight fit on side streets. Trucks double parking can block streets and emergency vehicle access. Eliminating parking on Boylston could help. Widening sidewalks could hurt trucks' turning radius. The MIMP reduces truck traffic on Minor by relocating service access to the perimeter of campus with access via the Boren egress.
- **Branding of Parking Venues:** Service access location signs should correspond with Swedish brand to fit in with the campus in a more friendly way and add to the feeling of campus rather than distract from it.



- **Building Entrance Identification:** Each service entrance needs a clear identification sign.
- **Exterior Campus Wayfinding:** Clear signage indicating service entrance routes would be a part of a comprehensive wayfinding design. New signs will be needed with the relocation of service entrances outlined in the MIMP. Signage will need to re-direct service vehicles to northbound Boren with ingress via Cherry and egress via Columbia to Boren.

C. Monitoring

Implementation of these projects will be monitored by a Swedish Medical Center Transportation Coordinator or designee in order to assess the effectiveness of prototype signage and other improvements at focus areas. One key monitoring time is when new building projects are in the planning stage.

D. Development of Design Documents

This category summarizes specific design projects that each need to be completed individually (D.1 through D.7 in the Implementation Schedule, Section 3). These are design efforts for improvements that, when completed, will address the majority of the wayfinding problems on the campus. Partial or phased implementation of these distinct projects will need to be carefully planned to avoid added confusion on the campus.

Wayfinding improvements may be proposed within the public right-of-way with individual Master Plan projects. Improvements may include tree/landscape plantings, street furniture, pavings, etc. that are complementary to the overall wayfinding objectives including better defining the campus identity and boundaries. Those design documents would be prepared with each building project. All improvements and designs would be subject to City approval.

1. Signage Design Document for Branding of Parking Venues

“Brand” all parking points with a consistent family of common icon and branded directionals. Use this family as part of the perimeter brand and also as the priority (second to emergency) for the directionals and wayfinding components (see Section 3).

Result: Document that details a system of parking icons that are Swedish branded, incorporating signage, color, structures and lighting as required.

FIGURE 2

Example Sketches: Parking Signage

These sketches show individually branded icon/signage for parking venues.



FIGURE 3

Existing Parking Signage



These photos show examples of existing inconsistent and indistinct parking signage.

2. Signage Design Document for Building Entrance Identification

Consistently brand all entrances, using building destination names that correspond to the wayfinding/directional signage along with their individual address. The building address could even tie into the “traffic specific” directional signage. This branding must be incorporated at all building secondary entrances for a consistent experience upon entering all Swedish facilities. The buildings may vary greatly, but the entrances should not (see Figure 4).

Result: Document that details signage, color, structure, lighting, and artwork as required to consistently identify public entrances.

FIGURE 4

Existing Building Entry Identification



These photos show examples of existing, inconsistent entry identification.



These two photos show two examples of existing, relatively consistent entry identification.

3. Phased Pedestrian Lighting Design Documents

Wayfinding is much aided by a functional and instructive campus-wide lighting system. Swedish has made several excellent decisions about their current campus light fixtures and way-finding identifiers. Many building entrances are effectively lighted and the main internal illuminated signage is well maintained. The main problem with existing campus lighting is lack of a cohesive system and numerous dark zones.

Swedish is now provided with an the opportunity to develop a fresh perspective to making a cohesive campus statement. The fact that there is no main campus standard lighting treatment offers complete flexibility in the installation of a new system. Swedish can benefit from a campus-wide lighting approach that allows for obvious campus borders and prominent illumination of major pedestrian promenades. Whether giving special consideration to SDOT streetlight placement and new pedestrian scale lighting, or the additional illumination of building entrances, lighting improvements will lead to an easier wayfinding experience. The addition of similar lighting elements at each building entrance, and implementation of a system of “promenade lighting” will encourage a more gracious pedestrian experience. Through careful integration of lighting and signage, a campus-wide identity and destination language will be established.

- Phase one will include re-lamping and short term improvements, focusing on pedestrian pathways.
- Phase two will include major building entrance lighting and campus ambient lighting systems.

Result: Documents which detail a phased lighting approach.

4. Pedestrian Campus Access Plan

Develop a plan to illustrate the connection of the Swedish campus to neighborhood parks, downtown, Seattle University, etc. Clearly define the public transportation pick-up and drop off points as well as provide route information on printed materials, web site, and inside the hospital.

Result: A campus plan showing pedestrian access and circulation which may be used in Swedish and community communications, web, printed maps, etc.

5. Overall Exterior Campus Wayfinding Sign System Design Document

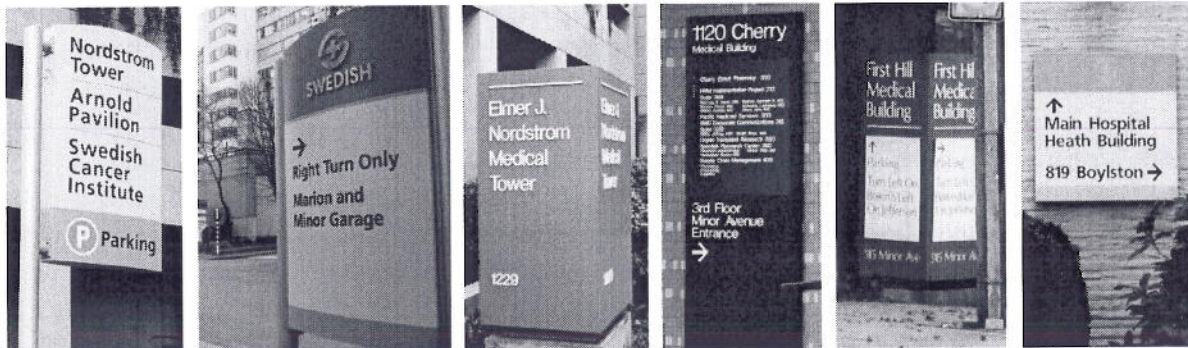
Develop a plan to clearly brand the campus perimeter to set it apart from the clutter (visual, urban, and other hospitals), and establish a global signing approach. Make visual “gateways” to show major campus entries. Build upon the existing directional signage in the current system.

Implement the exterior wayfinding system as a priority and transition the clear brand aesthetic to the interior systems. There should be a continuity of experience from outside to inside. (See Figure 5 for examples of existing signage).

Result: Document which details overall campus gateway, directional and other graphic systems, including a transition plan to address the change from exiting signage to new signage. Specifications for sign elements, color, typography, sign locations, messages and icons. Also recommendations for architectural color, art placement, lighting and landscape revisions as required.

FIGURE 5

Existing Wayfinding Signage



These photos show examples of existing, inconsistent wayfinding signage



These two photos show existing, relatively consistent wayfinding signage although the messaging is far too dense

6. Parking Demand Management Programs to Improve on Access and Supply of Parking Throughout the Campus

Swedish Medical Center is actively working toward compliance with the Transportation Management Program, and the Commute Trip Reduction Act, as a requirement of the Major Institutional Master Plan.

In context with the above effort, Swedish Medical Center is currently engaged in developing a parking demand management program in order to shape Swedish policy to improve access and supply of parking for staff, visitors, and community.

7. Analysis of Current and Proposed Parking Including the Location of Short and Long Term Parking for Visitors and Staff

TABLE 1
Parking Analysis

	Broadway Garage	Madison Garage	Marion/Minor Garage	Minor/James Garage
Number of Stalls	540	597	1,025	1,043
Garage Users	patients/visitors of the hospital and patients of Heath Building	patients of Nordstrom Tower and Arnold Pavilion	patients of 1101 Madison Building and Arnold Pavilion	employees, emergency patients
Type of Usage	all day and short term	short term	short term	all day and short term
Garage Owner	Swedish	HCPI	HCPI	Swedish
Comments	Garage is busy through out the day	This is the busiest garage on the campus	This garage has a large turn over	

Result: Data gathered will inform the parking demand management program.

3. Implementation Schedule

A. Policy and Communications

1. Nomenclature Strategy

To Be Implemented:

Concurrent with first major Master Plan project

2. Communications Manual

Develop a manual including updated wayfinding maps.

Concurrent with first major Master Plan project

B. Focus Areas

1. Madison Corridor

Investigate prototype directional signage along Madison to indicate access to Broadway main hospital entrance

Concurrent with Master Plan Project A

Consider pruning street trees along Boylston to increase garage access visibility/light/safety

Concurrent with Master Plan Project A

Prepare Traffic Management plan for the existing parking facilities, in particular to the Nordstrom Garage (Madison Garage)

Concurrent with Master Plan Project A

2. Summit

Investigate adding left-turn arrow to traffic signal for cars exiting the garage at Summit and turning left onto Madison

Swedish to pursue SDOT approval concurrent with Master Plan Project A

Discontinue valet service

Done

Remove lab staff parking from garage

Done

Employ traffic direction staff at drop off/pick up

Done

Remove assigned spaces in garage (valet or lab)

Done

Add signage to identify entrance for Nordstrom Tower, Arnold Pavilion, and Swedish Cancer Institute

Done

3. Minor Streetscape

Pursue SDOT approval for pedestrian crosswalks at Minor/Cherry intersection

Concurrent with Master Plan Project D (timing subject to SDOT approval)

Investigate pedestrian-oriented lighting along Minor between James and Cherry adjacent to Orthopedic Institute project

Concurrent with Master Plan Project D

Investigate pedestrian-oriented lighting along Minor between Cherry and Columbia

Concurrent with Master Plan Project E

Investigate pedestrian-oriented lighting along Minor between Columbia and Marion

To Be Implemented:

Concurrent with Master Plan Project B or G, whichever is first

Investigate pedestrian-oriented lighting along Minor between Marion and Madison

Concurrent with Master Plan Project A

4. Minor Traffic Flow

Pursue SDOT approval to reduce or eliminate on-street parking on Minor between James and Cherry

Concurrent with Master Plan Project D (timing subject to SDOT approval)

Pursue SDOT approval to reduce or eliminate on-street parking on Minor between Cherry and Columbia

Concurrent with Master Plan Project E

Pursue SDOT approval to reduce or eliminate on-street parking on Minor between Columbia and Marion

Concurrent with Master Plan Project B or G, whichever is first

Pursue SDOT approval to reduce or eliminate on-street parking on Minor between Marion and Madison

Concurrent with Master Plan Project A

5 Pedestrians Crossing James at Minor

Pursue SDOT approval of improved crosswalk across James for pedestrian safety

Concurrent with Master Plan Project D (timing subject to SDOT approval)

Pursue installation of SDOT approved pedestrian lighting at north end of crosswalk at James

Concurrent with Master Plan Project D (timing subject to SDOT approval)

6. Emergency Vehicle Routes

Design and install signage to re-direct emergency vehicles to Boren/Marion and Madison/Minor to future Emergency Department

Concurrent with Master Plan Project B and dependent on Emergency Department project relocation

7. Madison/Boylston Garage Access

Study traffic circulation and garage access, design and install identification and directional signage for garage

Concurrent with Master Plan Project C

8. Service Access

Design and install signage to re-direct service vehicles to northbound Boren with ingress via Cherry and egress via Columbia to Boren

Concurrent with Master Plan Project E and dependent on Central Plant/ Materials Management project consolidation

C. Monitoring

Implementation to be monitored by Swedish Medical Center Transportation Coordinator or designee in order to assess effectiveness of prototype signage and other improvements at focus areas

To Be Implemented:

Ongoing, once prototypes and improvements are installed

D. Development of Design Documents

1. Signage Design Document for Branding of Parking Venues*

Concurrent with first Major Master Plan project to include a major parking structure

2. Signage Design Document for Building Entrance Identification*

Concurrent with first major Master Plan project

3. Phased Pedestrian Lighting Design Documents*

Concurrent with first major Master Plan project

4. Pedestrian Campus Access Plan

Concurrent with first major Master Plan project

5. Overall Exterior Campus Wayfinding Sign System Design Document*

Concurrent with second major Master Plan project

6. Parking Demand Management Programs to Improve on Access and Supply of Parking Throughout the Campus

Concurrent with first major Master Plan project

7. An Analysis of Current and Proposed Parking Including the Location of Short and Long Term Parking for Visitors and Staff

Concurrent with first major Master Plan project

* The implementation/construction process for these systems will include continued input by CAC and DPD, but the schedule will depend upon the urgency of specific campus wayfinding/safety issues, and fiscal practicability for Swedish Medical Center.