



November 27^h, 2024

Gordon Clowers, Seattle Dept. of Construction and Inspections (SDCI)
Sarah Spicer, Seattle Dept. of Transportation
Ellie Smith, Seattle Dept. of Transportation

700 Fifth Avenue, Suite 2000
Seattle, WA 98124-4019

Re: Swedish Cherry Hill Response Letter to Cherry Hill 2024 MIMP Report

Dear Gordon,

Thank you for sending in the following questions and comments regarding the 2024 Annual Report for Swedish Cherry Hill. We appreciate the thorough review. Please see below answers to the questions and comments. If no further questions or comments are needed, a revised Annual Report for Swedish Cherry Hill will be submitted no later than December 31st, 2024.

We appreciate the partnership and are looking forward to continuing to work with SDCI and SDOT.

Sincerely,

Camila T. Level

Director of Parking and Commuting Svcs.

Real Estate Strategy & Operations

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She/Her/Hers

Important note: Responses to each question and comment required, made by SDCI and SDOT, are provided below as needed. Identified with italic font. Numbering of comments is equivalent to the numbering in the original response letter from SDCI and SDOT to allow for proper tracking of responses and/or additional comments.

SDCI

2. Page 5. Gordon notes the 56.6% SOV performance from the 2022 survey, and the anticipated 42% SOV goal for 2024. Overall, the comparison between 56.6% and 42% illustrates the degree to which the institution will need to continue implementing and improving the outcomes of its commuting-performance strategies. All of the groups operating at the campus will need to make a concerted effort to pursue improved performance toward meeting the goal over time. If the 2024 survey does not show a substantive improvement in performance, this will signal to SDCI and SDOT a need to have the institution even more proactively manage this to be more successful. In any case, this matter will continue to be discussed through the Integrated Transportation Board (ITB) meetings.

Response: Providence Swedish agrees with the statement above. Achieving a 14.6% reduction in SOV goals over a two-year period presents a significant challenge for our organization, considering the factors contributing to this outcome. The success of our programs and objectives is highly dependent on the enhancement and collaboration with public transit systems. We are looking forward to continuing working towards SOV goals through the ITB meetings.

3. Pages 6 and 24. Your responses regarding not meeting the single-occupancy vehicle (SOV) goal in 2022 and references to lingering transportation-related challenges due to the effects of the pandemic prompt my comment here. In order to document this topic more clearly for our monitoring records, please provide a supplemental memo that will explain in reasonable detail:

- What those challenges were in the 2020 – 2022 period when the pandemic was most impacting the institution’s operations; and
- What challenges and circumstances have continued in 2023 and 2024 as after-effects related to the pandemic, as they relate to transportation and commuting efficiency.

Response: The pandemic significantly impacted public transportation and employee commute behaviors, presenting ongoing challenges to this day. Unlike other large organizations, Providence Swedish was unable to offer remote work options to the majority of its workforce.

Then (2020-2022) – Some of these statements were shared on the 2022 Annual MIMP report.

- ***Transit:*** Numerous transit routes serving Swedish campuses were canceled, delayed, or modified. Caregivers who relied on mass transit as their primary commuting option were compelled to find alternatives, predominantly driving alone to work.
- ***Ridesharing:*** Due to CDC social distancing guidelines, all caregivers using rideshare

options (e.g., Carpool and Vanpool) had to reassess their commuting choices. Vanpool and Vanshare occupancy were reduced from the standard seven passengers to no more than three per vehicle. Carpools consisting of caregivers from different households were discontinued.

- **Staff Shortages:** System-wide, Swedish had to adjust staffing needs across all departments to ensure patient care requirements were met. To provide essential healthcare services in 2022, an average of 57% of nursing staff was required to work overtime, necessitating reliable personal transportation for their commute home. By December 2022, 62% of nursing staff were on standby, required to report to work within an hour of being called, thus needing to drive to work to ensure timely patient care. Throughout 2022, between 400-700 additional staff members were needed to float between campuses, including Swedish First Hill, Cherry Hill, Edmonds, Issaquah, Ballard, Redmond, and Mill Creek.

Now (2023-2024)

- **Reliability on Public Transportation:** Dependable transportation is crucial for our employees' daily commute. Unfortunately, changes and disruptions in public transit services have made it challenging for many of them to rely on these options consistently. There have been instances where buses do not adhere to their schedules, causing unpredictability for riders. This inconsistency can make it difficult for commuters to plan their journeys effectively. Even when buses are running, they can be delayed due to heavy traffic, especially during peak hours. This can result in longer travel times and inconvenience for commuters. These disruptions have created uncertainty and inconvenience, impacting the ability to arrive at work on time and return home without undue stress.
- **Employee Commute behavior:** Employees and other affiliated members got accustomed to the convenience and flexibility of driving alone and feel accustomed to this behavior. In feedback received from employees, they mentioned that transitioning to public transit can feel daunting, especially when it involves changes in their routine and potential adjustments to their schedule. The pandemic complicated this shift, with many of our employees having adapted to new commuting habits over the past few years.

4. Pages 23-24. My review of the 2022 commuting performance data suggests a few observations:

- The two Swedish medical groups maintained a commuting performance that was better than the average of all the groups operating at Cherry Hill. While, for the other entities operating at Cherry Hill, the SOV rate was 60-70%. In other words, the non-Swedish entities had proportionally more workers traveling by single-occupant vehicle at that time in 2022. This may suggest that a stronger focus be given by the non-Swedish entities to promoting non-SOV commuting options.

- The data from 2022 and before generally suggest that a large portion of the vanpool/ carpool commuters may have shifted to telework during the pandemic, and transit use was down by 5 percent as a share of those surveyed. These were understandable outcomes given the level of disruption experienced by the general population from 2020-2022, which included limitations on transit service availability.
- Anecdotally, Swedish leaders had previously noted that the pandemic resulted in greater staffing challenges to provide enough caregivers to meet expected demand. To the extent this likely involved many new employees, it may have posed a challenge for Swedish to integrate them into the workforce while also managing non-SOV commuting performance.

Response: Providence Swedish agrees with the comments above.

5. Gordon compliments Camila Level and Swedish leadership in the last two years, for their efforts in restoring and enhancing Swedish Cherry Hill’s commute performance programs. The contents of this report have ample evidence that Swedish is again actively managing this function, including restarting the quarterly ITB meetings, which last met in September 2024. At the same time, Gordon notes there was an absence of institutional performance and a failure to fulfill reporting duties in approximately the 2020-2022 timeframe, despite the most responsible person being aware of our expectations. During the same period, other hospital major institutions continued to fulfill those duties. Going forward, we will expect that the institution will be responsive, and continue to perform well as it has been recently.

Response: Providence Swedish is thankful for the compliments, and it is committed to continue proper and timely reporting.

6. Page 16, Item 59, and Page 33. This item requests not only a biennial CTR study. It also says that a “directional capacity analysis” for employees and transit should be conducted every two years. One of these was done in the past. I am requesting that you prepare an updated version of this analysis using the prior one as a model. The goal would be to identify the geographic span of employees’ homes’ zip codes in reference to the commute and transit opportunities available to them.

Response: This request has been acknowledged. Providence Swedish and Sabey Corporation will collaborate to conduct the study in accordance with previous guidelines. The estimated timeline and analysis report will be communicated to SDCI and SDOT via email.

7. Page 5: Council Condition 1 speaks to the need for a public meeting with the IAC for a 5-year review of the implementation status of the MIMP. Now that a quorum is established at the IAC, one of these 5-year review meetings should be scheduled with the IAC and appropriately advertised to the surrounding community. Please update your annual report response on this topic.

Response: This information will be updated in the resubmission of the 2023 Annual Report. Providence Swedish will work with the appropriate parties to ensure this is scheduled at an approved date by the IAC Committee.

SDOT

9. SDOT is requesting edits to be made to this report, with a re-submittal of the revised version to include:

- a. Page 2: Dates need to be updated in the Table of Contents.
 - i. **Response:** Dates will be updated accordingly in the resubmission of the 2023 Annual Report.
- b. Page 3: Can you provide updated contact information for Rachel Jenner?
 - i. **Response:** Information will be updated accordingly.
- c. Page 6: Council Condition 7. What methods are you using to assess bike demand, regarding the finding that it hasn't increased?
 - i. **Response:** Providence Swedish utilizes an online access request form and a tracking system to review demands. We analyze the average number of requests and cancellations to determine the occupancy of the bike cages each quarter. Since not all bike cages are equipped with badge readers, the data from the few locations with badge readers alone would be insufficient for this assessment.
- d. Page 16: Condition 63. Please provide a more detailed explanation of progress on participation in Seattle 2030 District.
 - i. **Response:** Information will be shared in the resubmission of the 2023 Annual Report.
- e. Page 23: Please replace "community trip survey" and "CTR Survey" with "Seattle Commute Survey" to avoid confusion.
 - i. **Response:** Need more clarification on this item. The survey name is called out in WAC 468-63-040 and WAC 468-63-020 as "CTR Survey" or "Commute Trip Reduction Survey"
- f. Page 24: Related to "growing carpool and vanpool programs," can you please describe what this meant in 2023? What specific actions were taken?

- i. **Response:** *In 2023, the Swedish Caregiver Commute team focused on Carpool and Vanpool programs. These types of commute modes appear to be more appealing to some commuters that have accustomed to driving alone. Carpooling and Vanpooling is not completely depended on or subject to public transportation concerns such as unreliability or lack of safety. In 2023, we shared information with caregivers regarding our programs and how to find a match via our Caregiver Commute Portal. This was done via several methods, including but not limited to Transportation Fairs, and New Hire Orientation days.*
- g. Page 24: Related to the mention of the ITB, it should be noted that the Charter was not finalized at end of Q1 2024 but was finalized in September 2024.
 - i. **Response:** *Information will be corrected in the resubmission of the 2023 Annual Report.*
- h. Page 26: An outright requirement for the MIMP is to provide 100% subsidy for all employees on campus. Please indicate the plan for the other employers (e.g., LabCorp, Northwest Kidney Center or new tenants) to provide a 100% subsidy.
 - i. **Response:** *Sabey's small tenants groups subsidizes 100%, Northwest Kidney Center, who subsidized 55% is no longer part of the Swedish Cherry Hill campus as of this date. LabCorp 73%. LabCorp is a tenant with Sabey, and they will be engaged by Sabey regarding this matter.*
- i. Page 26: Please confirm the level of subsidy for parking costs for carpool and vanpool; the MIMP outlined a minimum of 50% for carpool and 100% for vanpool.
 - i. **Response:** *Carpool and Vanpool Programs are 100% for all organizations part of Swedish Cherry Hill Campus. Information will be updated in the resubmission of the 2023 Annual Report.*
- j. Page 29: Any update to provide on the Commuter Incentive Pilot?
 - i. **Response:** *Due to complicated tax implications, monetary gifts to Providence Swedish caregivers) (in the form of a gift card or cash) are discouraged by our Compliance Department. Our ETC is exploring an avenue based on a point system that could be redeemed for experience(s), internal cafeteria food items, bike tune-up services and other.*
- k. Page 30: Any update to provide on bikeshare partnerships?

- i. **Response:** *There are no updates on this. New bike sharing partnerships will be reviewed in 2025.*
- l. Page 32: Thank you for re-starting operation of the inter-campus shuttle in 2023. Do you know how well used this shuttle is by the Cherry Hill staff specifically? Please indicate this in the report.
 - i. **Response:** *Caregivers have provided positive feedback on the restarting of the inter-campus shuttle. Occupancy is documented daily by the Transportation Officer lead and a monthly average will be shared in the resubmission of the 2023 Annual Report.*
- m. Page 32-33: Can you clarify what the Intercampus Commute Pass is, and how it differs from a shuttle. Is this an on-demand system? Is a regular, daily offering? What type of vehicle provides this service? More info in the "background" section on page 33 would be helpful for understanding this service better.
 - i. **Response:** *The intercampus commute pass was offered via Lyft Pass while the shuttle was discontinued. This service assisted with caregivers needing to travel and/or support other departments within Swedish that had staffing issues. This was an on-demand ride request to previously approved and geo-fenced locations within the Swedish system. The ride occurred via Lyft vehicles, a type of vehicle varied from Sedan, Vans, Small SUVs Electric or Hybrid Vehicles, etc. This information will be added to will be shared in the resubmission of the 2023 Annual Report.*
- n. Page 35: For Guaranteed Ride Home, you indicate no changes were made; please indicate if this service is provided or not.
 - i. **Response:** *Program is still being offered with no changes. This information will be added to will be shared in the resubmission of the 2023 Annual Report.*
- o. Page 35: Note that the portion of the report related to the 2023 Transportation Fair is written in future tense about 2023 activities. Please update to report what happened in 2023.
 - i. **Response:** *Information will be corrected in the resubmission of the 2023 Annual Report.*
- p. Page 36: For Free Taxi services: please indicate if this is provided or not.
 - i. **Response:** *This service is still provided via the intercampus shuttle service and Zipcar Program. Information will be clarified in the resubmission of the 2023 Annual Report.*

- q. Page 39: Table 5.4: Can you specify how/when this data was collected? What time of day does this represent?
- i. **Response:** *The Peak Occupancy Count was part of the original report findings when the MIMP was approved.*
- r. Page 39: Do you mean "Anticipated Transportation Activities for 2024"?
- i. **Response:** *Yes, this will be corrected in the resubmission of the 2023 Annual Report.*
- s. Page 39: Do you have an overall strategy for 2024, similar to what was articulated in 2023's objectives? Given there is a substantial gap between SOV performance and the goal, we would like to see what the specific priorities and investments are for reducing SOV. Are the key strategies from 2023 going forward in 2024? The table alone doesn't make clear what the overarching strategy or emphasis is for 2024.
- i. **Response:** *Our overall strategy is to continue re-educating current caregivers, informing all new caregivers of their commuting options, and partnering with local public entities to enhance the reliability and safety of public transportation. All key strategies have already been extended into 2024 and will remain a priority in 2025*
- t. Page 40: Consider how the origin/destination data can be leveraged to identify shuttle stop locations.
- i. **Response:** *This will be considered.*
- u. Page 41: Related to "expand bike shower and locker facilities": Please provide an update from the 2023 report (*The Swedish Transportation office will work with the Swedish Center for Health and Fitness to re-grant access to additional shower and locker facilities located in its gym. New shower and bike facilities are being planned for 2023 in the Cherry Hill campus.*) Did this happen?
- i. **Response:** *Due to the lack of increase of need, based on bike access request and cancellations, the campus does not have the need to expand the current shower and locker facilities.*
- v. Page 41: Related to "Install second Bike Fix-It Stand": Based on 2023 report, it sounds like the third was installed in 2023 in the Plaza Garage bike cage? Please confirm location of the three Bike Fix It Stands.
- i. **Response:** *Upon further review and physical examination of the Bike Fix It Stands; we can confirm that there are two stations on campus. Once located in the Jefferson Tower and another one located in the*

Cherry Hill Plaza Garage – Secured Bike Gage. This will be corrected in the resubmission of the 2023 Annual Report.

- w. Page 41: Related to "Bike rewards/reimbursements:" Is the description of 2024 activities for bike rewards similar to what's described in the Commuter Incentive Pilot identified on page 29?

i. **Response:** *It is similar, however, there are some adjustments. Please see response to request "Page 29: Any update to provide on the Commuter Incentive Pilot?"*

- x. Page 41: Related to "Bike rewards/reimbursements:" Were the Bike Tune Ups completed in 2023, as described in the 2022 Annual Report?

i. **Response:** *Bike tune ups were not provided in 2023 due to budget constraints. To clarify, this is not a condition of the TMP plan, rather an addition to our Bike Program, provided when possible.*

10. SDOT requests that Swedish be aware of the following topics, and our interest in having continued discussion to advance the goals of your TMP.

- a. Page 6: Council Condition 8. While the Pronto Bikeshare Program may no longer be operational, it's worth discussing how this requirement might be applied to the current state of bikeshare/scooter-share, which is a free-floating, vendor-operated system. Has Swedish discussed providing discounts to employees? How is on-site management of the parked bikes/scooters handled?

i. **Response:** *Bikeshare/Scooter-Share incentives will be explored in 2025 and depended on budget constraints. On-site parking for shared bike and scooter is provided at the main entrance of Cherry Hill as well as the Emergency Department entrance. When a shared bike or scooter is found in poor condition, we e-mail the proper vendor to ask for this to be picked up from the campus.*

- b. Page 24: It's great to hear about the good work being done by the Caregiver Commute Team, especially proactively before new employees' commute habits have been set. Are there any strategies you're using to reach existing employees as well?

i. **Response:** *Current employees receive ad-hoc communications regarding their commutes. We typically observe high traffic following emails about traffic delays and events in Seattle that may significantly impact single-occupancy vehicles (SOV). Our Employee Transportation Coordinator (ETC) plans to send monthly or quarterly commute newsletters to enhance the visibility of programs and promotions.*

- c. Page 26, 27: It's great to see increased interest in carpool and vanpooling, key strategies for reducing SOV to campus. What approaches did you use to increase interest? Do we know which mode these carpoolers and vanpoolers are switching from?
 - i. **Response:** Please see information regarding this topic under request "Page 24: Related to "growing carpool and vanpool programs," can you please describe what this meant in 2023? What specific actions were taken?" The majority of vanpool and carpool riders tend to switch from Drive-Alone and in lesser amount public transportation.
- d. Page 32: Are you also exploring shuttles to/from other destinations, like transportation hubs for last mile solutions? (e.g., locations discussed for the Intercampus Commute Pass section of the report.)
 - i. **Response:** Yes, this is currently being analyzed. The results of the 2024 CTR Survey will assist in determining which transportation hubs have the most need for caregiver's commute.
- e. Page 33: Any sense of how many of the Cherry Hill employees use the Intercampus Commute Pass, how often, and if their destinations are proportionally the same as those listed on page 33?
 - i. **Response:** Data provided on previous page 33, now page 34 shows system usage. Further data analysis would be needed to provide data specific to Cherry Hill campus. This may not be available due to limited resources currently available to perform this data analysis. To add clarification, this program is no longer available as of January 31st, 2024.
- f. Page 33: As also mentioned in SDCI's comments, we should discuss what the directional capacity analysis means for the 2024 Seattle Commute Survey.
 - i. **Response:** This request has been acknowledged. Providence Swedish and Sabey Corporation will collaborate to conduct the study in accordance with previous guidelines. The estimated timeline and analysis report will be communicated to SDCI and SDOT via email.
- g. Page 42: SDOT strongly agrees that a shuttle service to major transportation hubs (such as the Capitol Hill light rail station) is a valuable strategy that would assuage concerns heard about perceptions of safety at bus stops and reliability of the bus service on/near campus. It would provide critical first/last mile connections to regionally connected transit systems, especially useful for employees traveling long distances via transit. This action would demonstrate an intended progress towards the TMP, which is important because the 2022 SOV surveyed performance was well below the goal.

- i. ***Response:*** Providence Swedish agrees with this comment and is looking forward to providing this added shuttle stops as soon as this is possible.