

## PLAN FOR THE FUTURE

### HOSPITAL CAMPUS FACILITIES

#### DEVELOPMENT OBJECTIVES

Children’s strategic plan requires that future facilities be flexible enough to adapt to the continuous changes in the health-care delivery system and to support rapid technological advances. The design principles support the hospital’s commitment to using Continuous Performance Improvement to increase the efficiency of hospital operations, help manage costs and improve service to patients and families. Construction would be phased to ensure that Children’s does not build more than is needed.

The proposed design and configuration of the campus for future growth is intended to achieve the following development objectives:

- Meet the growing demand for specialized pediatric health-care services for children within the Pacific Northwest.
- Improve children’s health-care services with state-of-the-art facilities.
- Increase the efficiency of the hospital to manage costs and enhance health-care delivery.
- Integrate the campus with the public space system of the surrounding neighborhood.
- Maintain and build partnerships with surrounding institutions, businesses, neighborhoods and other medical care facilities.
- Enhance pedestrian safety and access working in collaboration with the City of Seattle and surrounding neighborhoods.
- Redevelop the campus with sustainable design principles, furthering the current commitment to using the “Green Guide for Health Care™,” a nationally recognized best practice for healthy and sustainable buildings.

#### BUILDING ON SHARED COMMUNITY AND HOSPITAL GOALS

As a major employer, Children’s shares goals with the community. Children’s is a regional leader among effective Commute Trip Reduction (CTR) and Transportation Management Plan (TMP) programs. The 2006 TMP report demonstrated that fewer than 34 percent of affected day-shift staff drive alone to work. The hospital is working with King County Metro, the University of Washington and other partners to increase transit service. Efforts continue to encourage pedestrian and bicycle use to the hospital and within the surrounding community. Also, Children’s is coordinating its transportation management plan with regional partners to reduce single-occupancy vehicle trips in the area.

Children’s is actively seeking to increase transit ridership on the public transportation system serving the hospital campus and the surrounding community. Children’s is working with local transit agencies and planning to expand its shuttle system as a bridge between the limited transit service district around the hospital campus and nearby transit centers, providing a convenient and quick connection to the public transit network.

Children’s is soliciting the advice of the regional community, surrounding institutions, businesses, medical professionals and neighbors during the design of its Master Plan. Conversations with the community are helping to plan visually appealing and safe physical connections that will link future campus site improvements with the neighborhood’s surrounding open space. Children’s will partner with the City and community groups to achieve these shared goals.

Children’s intends to enhance the campus by supplementing the rich open-space system in the Laurelhurst-Ravenna-Bryant area. As the campus is redeveloped, the placement and design of facilities will use sustainable design principles that continue to demonstrate good environmental stewardship of the campus.

**STANDARDS FOR FUTURE DEVELOPMENT**

Section 23.69.030.C of the City of Seattle Zoning Code states “the development standards component of a master plan shall include the following:” boundaries, uses, parking, alternative proposals and neighborhood context. Accordingly, the development standards in this Preliminary Draft Master Plan are based on the following design principles:

- Consolidate the footprint of the hospital to maximize the amount of open space around the campus.
- Set back higher buildings to the center of the campus and away from single-family residential areas.
- Build lower buildings at the perimeter that complement the architecture of and provide transition to the adjacent neighborhood.
- Connect the neighborhood pedestrian and open-space system across Children’s campus.
- Disperse traffic to minimize motorized and non-motorized congestion at affected intersections.
- Enhance portions of the campus garden edge with desirable and usable places, benefiting patient care, caregivers and the surrounding neighborhood.
- Minimize exhaust, light and noise resulting from hospital operations.

The design standards will be considered during the Citizen’s Advisory Committee proceedings and reviewed as part of the Environmental Impact Statement.

**CONSTRUCTION MANAGEMENT PLAN**

Children’s will develop a Construction Management Plan to be reviewed and approved by DPD prior to the construction of any project under the proposed new MIMP. This plan should be designed to mitigate impacts from construction, including mitigating measures to address the following:

- a) Construction impacts due to noise
- b) Mitigation of traffic, transportation and parking impacts on the surrounding neighborhood, including the provision of temporary off-site parking lots for construction workers and displaced Children’s employees, together with shuttle vans and busses
- c) Mitigation to impacts on pedestrian network
- d) Installation of modulars on Children’s property for displaced Children’s functions



**DECENTRALIZATION**

Children’s strategy is to decentralize its services where possible, providing pediatric specialty care at clinics throughout the region. This brings outpatient services to patients closer to where they live and reduces the number of outpatient-related vehicle trips to and from the hospital campus.

Children’s currently operates regional clinics in Bellevue, Everett, Federal Way and Olympia, and outreach clinics in Yakima, Wenatchee, Kennewick, Washington, and sites in Alaska and Montana. In December 2007, Children’s approved its plan to purchase 6.6 acres near downtown Bellevue for a new outpatient facility, expected to open in 2010. Similar facilities are planned for Everett and South King County. A regional clinic in the Tri-Cities area will open in March 2008.

As Children’s continues this decentralization over the coming years, the percentage of vehicle trips to and from the existing hospital campus related to outpatient care will be reduced. This will enable facilities, transportation access and parking to be prioritized for inpatient care and related clinical support services.

Research functions have already been consolidated away from the hospital campus. Children’s purchased new research facilities and land with the expectation that it will build a total of 1.5 million gsf in downtown Seattle.

Growth in Children’s outpatient services, locally and in the wider region, as well as future research advances, is likely to result in increased demand for inpatient services at the hospital campus.

**CONSOLIDATION OF INPATIENT HOSPITAL FACILITIES**

Consolidated clinical facilities promote treatment of complex chronic disorders in children in an effective and efficient way. The treatment for these conditions requires a critical mass of multidisciplinary specialists and patients in one location to improve the efficacy and efficiency of care. The current hospital site provides the best option for this patient population, which requires 24-hour access to care.

