Customer Experience Design and Implementation Solutions for Healthcare

*Integrating the Physical Environment with Communication Strategies*

Statement of Qualifications

...bringing harmony, balance and beauty to the built environment.
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“The best wayfinding systems have a transformative power, within and beyond the facility. They create exquisite simplicity where there would otherwise be confusion; they evoke comfort and confidence where otherwise there would be disorientation and frustration; they counteract fear and anxiety with beauty and peace. Aesthetics, Inc. is committed to creating these kinds of patient, family and staff experiences.”

Annette Ridenour  
President  
Aesthetics, Inc.

Family Chapel  
Scripps Mercy Hospital  
San Diego, California
Aesthetics, Inc. (Aesthetics) is a holistic healthcare design firm that utilizes multidisciplinary systems and strategies for wayfinding programs, interior architectural design, regional arts programs and interpretive displays. Since 1980, our innovative work has transformed built environments and created healing experiences using evidence-based, patient-centered and holistic design principles. Our extensive success in collaborations with more than 400 companies includes some of the largest and best-known healthcare and educational organizations in the United States and Canada, and numerous major artists and architects from around the world.

The founder and president of Aesthetics, Inc., Annette Ridenour, leads an outstanding team that includes architects, interior designers, graphic designers, environmental designers, artists, arts consultants and fundraising professionals. Through this multidisciplinary team approach, Aesthetics assists organizations in creating physical environments that reflect their history, culture and aspirations. This is accomplished through a process of clarifying and reinforcing each organization’s mission, vision and values. The client and the design team members enter into a respectful partnership that ensures the final project—and the processes of designing and building—are harmonious.

Our process leads, engages, educates and empowers an organization to express its uniqueness through interior architecture, design and the arts. We help each client identify strategic goals with a focus on branding. Our in-depth knowledge of the healthcare environment guides our comprehensive operational assessment and analysis. Aesthetics’ collaborative, studio approach provides a richness of ideas and solutions that are cost-effective and sustainable. Utilizing the latest technologies, Aesthetics produces customized environments that are unique for each installation. Our commitment is to create spaces that inspire the human spirit, promote health and wellness, and respect human dignity.

- Experience Planning (Wayfinding Program)
- Interior Architectural Design
- Generative Space
- Regional Arts Programs and Fundraising Strategies
- Interpretive Displays (Donor Recognition)
- History and Cultural Displays
- Chapel Design
- Children’s Healthcare Design
- Healing Gardens
- Healing Sound and Music Programs
Customer Experience Design and Implementation Solutions

For over 30 years, Aesthetics has been a leader and innovator in designing patient experience solutions for healthcare, with successful projects in over 50 medical facilities nationwide. Under the service line of Wayfinding, we have created integrated programs that support the organization’s long-term facility and strategic master plans with the goal of improving customer satisfaction. Now that every signage vendor claims to do wayfinding, we have rebranded our unique and comprehensive wayfinding design services as Customer Experience Design and Implementation Solutions.

Aesthetics’ patient experience design services provides analysis and recommendations regarding a campus’ physical environment, communication strategies and operational policies which impact the experience of patients, visitors and staff on a medical campus. Our programs are designed to reflect the uniqueness of each medical center and their region. They dovetail with facility master plans, architecture, and interior design aesthetics. These programs integrate wayfinding systems, signage, scheduling and internet. They assist in building hospitality-oriented operations practices, which improve patient and visitor encounters and reinforce branding.

To do this effectively, our methodology incorporates input and involvement from a substantial number of hospital leaders, department managers and design team. The following description of services for both patient experience assessments and implementation plans are custom designed to meet the needs of each institution.
Phase I – Comprehensive Assessment
Analysis, Concepts, Report

Aesthetics employs a multidisciplinary, systems-based approach to our analyses process. The first step in this process is a comprehensive assessment that begins with mapping the patient or visitor’s journey. Using this approach, we look at information, signage, operations and facility design issues to see how they either work together or conflict with each other to support or deter optimal performance. First impressions include color, texture, lighting, furniture, clutter and cleanliness as well as the ease of getting information and length of navigation.

Our physical environment assessment looks at the coherence of all of the elements that patients and visitors respond to during their visit with emphasis on:

- Finding parking and destination(s)
- Portals and flooring as information cues
- Hierarchy of destinations
- Front-of-house / Back-of-house differentiation

Our information assessment looks at:

- Website
- Nomenclature
- Verbal information
- Training
- Standards

Our operation assessment looks at:

- Flow
- Check-in
- Discharge
- Waiting
1. **On-Site Analysis/Information Gathering**

In a large and complicated medical facility, it can be difficult for patients, visitors and even staff to orient themselves. Concepts such as north, south, east and west are often impossible to visualize. Visitors under stress can have difficulty from the minute they enter the door. Even in new facilities, visitors under stress have orientation problems.

If a facility is large enough to have multiple wings and elevators, opportunities exist to add identity, branding and clarity. Imagery, color, graphics, fonts, finishes and art all add to a visitor’s sense of place and in addition, can aid in giving them a feeling of control over their navigation.

The first step in this process is a comprehensive on-site investigation that begins with mapping the patient and visitor’s journey. During the process, current and future conditions of the Facility Master Plan are included. In developing solutions, Aesthetics not only looks at communications given to visitors, but also operations and facility design issues to see how they work together, or conflict, in support of optimal experiences and efficiencies. The on-site analysis is composed of:

- **a. Visioning Session/Workshop**
  Aesthetics facilitates a rapid design workshop with a designated Medical Center Committee. Aesthetics presents an introduction of the concepts and processes involved, and facilitates a dialog with the committee on current and ideal patient experiences from appointment setting to leaving the campus. Aesthetics will assist in assembling an appropriate Medical Center Committee comprised of key hospital representatives.

- **b. On-Site Analysis**
  Aesthetics conducts an on-site analysis of patient and visitor circulation on campus. For the exterior, Aesthetics analyzes the patient and visitor arrival experience, traffic flow, parking, valet, and direction finding to various visitor parking destinations, drop off areas and building entrances. We review physical site constraints and opportunities for signage, including branding and marketing initiatives. Aesthetics reviews architectural design details, which frequently influence building-mounted signage design and materials.
For building interiors, Aesthetics investigates the visitor traffic flow from all public entrances to departmental entrances within the existing facility, cognizant of current and planned Facility Master Plan improvements. Back-of-house and front-of-house flow is analyzed on how it impacts both experience and efficiency. An analysis of current and planned interior design, scheduling, marketing, branding, graphics and electronic (Internet) programs are also conducted.

c. Interviews, Observation, and Shadowing
Aesthetics and the Client develop a list of key personnel and department heads to be interviewed for further in-depth analysis. This list should include the CEO/President, COO, CNO, VP of Facilities, Interior Designers, IT, Admitting/Registration, Marketing/Public Relations and departments and individuals that are key to success.

Areas to be considered through interviews, observation and shadowing are:
Appointment Information
• How did you give directions to the medical center? Phone, Internet, Referral, Written Instructions?
• Are there any areas of confusion in finding the medical center?

Arrival to Campus
• Is the appropriate campus entrance easy to find and clearly marked?

Parking
• Is the appropriate parking lot easy to find and clearly marked?
• Is it difficult to find a spot?
• Did you use valet? Why not?

Entrance Experience
• Did you feel welcomed?
• Was your first impression/experience positive?
• Was it clear where to go?
• Was your first impression of the information staff positive?
Travel Information (Internal)
• How did you find out where your destination was? Map/Directory? Information Desk?
• Is staff friendly and helpful?
• Are corridors, elevators and destinations clearly marked?
• Do finishes reinforce a clear positive experience?

Travel Experience (Internal)
• Is directional signage helpful?
• What impressions were made of the medical center?
• Were you unsure you were in the correct location/elevator?
• Are corridors and elevators well lit and clean?
• Is there artwork and other landmarks to assist in navigation?

Check-In
• Is it clear where you check-in for your visit?
• Are instructions to the location clear?
• Is this easy to find?
• Does the area provide privacy?
• Is there enough seating?

Waiting
• Is ample, comfortable seating provided?
• Are restrooms/drinking fountains nearby?
• Is there art, magazines or other positive distractions?
• Are there vending machines? Are they visible and loud or tucked away?
• Was the experience comfortable?
• Was the experience reflective of the organizational brand?
• Was the wait long?

Treatment
• Are the treatment areas comfortable and professional?
• Are there positive distractions?
• Is staff courteous and willing to answer questions?
Patient Units
• Is the admitting process easy and hospitable?
• Are the patient rooms and nursing units comfortable and quiet?

Check-Out/Discharge
• Is check-out easy and quick?
• Is the check-out location clear and convenient?

Leaving
• Is it easy to find the correct exit? Parking lot? Your parking spot?
• Did you feel like you had a positive experience?
• Would you recommend this experience to your friends?

d. Summary Presentation
At the conclusion of the on-site assessment, Aesthetics prepares a preliminary summary of findings and recommendations to be presented to the Medical Center Committee. This presentation includes issues that influence first impressions, operational issues, patient-focused design, appointment-giving communication, an overview of the site analysis, corporate standards, exterior and interior signage, recommendations for exterior and interior wayfinding system improvements, traffic flow, and recommendations on interior finish, art, music and other opportunities. Initial feedback will assist in further investigation and development of solutions, concepts, budgets and priorities.
“We were pleasantly surprised and so much enjoyed working with your staff. You all should be proud of the service, quality and products that you provide. More than once, I’ve heard our team express, ‘I’m so glad we found Aesthetics to work with’.”

Sandy Cavanaugh  
Vice President of Community Development  
Exempla Good Samaritan Medical Center  
Lafayette, Colorado
2. Analysis and Concept Design

Using information gathered during the site interviews and the data collection process, the design team puts all the components together in a comprehensive program that creates an ideal patient experience where all of the components (e.g., physical, operational, and informational) support and reinforce each other.

a. Developing a System
The first and most important component of providing positive customer experiences is to develop the communication system.

Getting visitors to the correct campus entrance and the closest parking to the correct building entrance is one of the biggest challenges to wayfinding, and the first impression that a visitor has with your physical campus. Visitors under stress need clear, concise direction-giving information during scheduling and excellent direction-finding tools when on campus. Providing clear guidance to parking closest to the correct entrance makes exterior navigating easier and can also reduce many interior wayfinding issues, such being late for appointments because of unnecessarily long travel distances and lost patients.

Once inside, a proper system should be simple and customized for each facility based on the physical layout, paths, the geography and the culture of the organization. Solutions need to be coordinated into a simple, planned system of verbal and visual instructions and directions that assist in patient and visitor navigation to and from any location on a campus.
b. Communication Strategies

Issues that cause stress for patients and visitors arise before a customer even arrives at a medical center. They often begin with a visit to the website, or when receiving appointment information. An emergency situation adds to the stress of visiting a large campus.

Once a system is developed, the next step is to translate and test the system throughout all of the organization’s communication portals. Through analyzing current communication strategies and recommendations, concept designs can be made for improvements in the areas outlined below. The desired end result improves communication between departments, makes information uniform for visitors and improves branding.
Internet and Intranet
Aesthetics can assist in wayfinding communication components for the internet and intranet to assist visitors in getting clear instructions from home or on a mobile device.

Kiosks and Electronic Communications
Mimicking the information found on the Internet, kiosks and electronic communications should deliver the same information on large screens with a welcoming and easy-to-use navigational control panel.
Scheduling, Admitting and Referring Physicians

Consistent information and graphics should be included with information for Scheduling, Admitting and Referring Physicians.

Information Desk Staff

The simple system must be conveyed and used by all giving verbal instructions. Aesthetics can assist in developing scripts and tools needed for verbal communication.

Maps, Directories, Signage and Handouts

Maps, directories, signage and all handouts need to coordinate in a simple and easy-to-update system.

c. Operational Issues

As our team navigates through the customer journey, we look at operational issues that support or impede positive experiences.

Parking Strategies

Inadequate parking is not only frustrating for customers, it can impact the bottom line. Hunting for parking or having to park in remote locations increases the number of late appointments, which reduces efficient throughput. Difficulty in ingress and egress leads customers to seek minor procedures and aftercare off-campus, where surgical centers and medical offices have the advantage of easy access. Parking difficulties are frequently not an overall capacity problem on campuses, but a distribution problem. We analyze patient journeys from parking to check-in location(s) and various departmental destinations, and whether certain customers could be directed to use less popular parking areas. We even strategize solutions to deal more effectively with staff who park where they shouldn’t, a problem nearly every medical campus faces.

Valet and Concierge Services

Valet services can be provided in-house or by hospitality-focused outside consultants. We can help provide analysis of each in their advantages in serving your customers and their ability to improve customer relations.
Parking attendants who are focused on hospitality can be almost a paradigm shift for patients and visitors. Concierge services frequently work hand-in-hand with valet, going far beyond a behind-the-desk presence. Customer service perceptions can go from good to great with the addition of a small and active concierge staff.

Traffic Analysis
Aesthetics provides professional traffic analysis and recommendations through sub-consultants to our team. Traffic Analysis is an optional part of the program.

Admitting/Registration Process
Admitting and Registration procedures can be daunting to patients and visitors. With the addition of HIPAA privacy, the importance of reducing stress and providing privacy is an integral part of the experience that is reviewed. The impact of centralized, point-of-service or central registration on the customer are analyzed.

Employee Training
The success of a wayfinding program is based on how well employees understand and value the system. Aesthetics has experience in the design of educational videos and staff educational wayfinding brochures. Programs should include on-site training for key employees on how to use the software to update maps, directories, signage, and signage management tools.

Front-of-House / Back-of-House Flow
One component often overlooked in new facilities is the back-of-house wayfinding. New paths and doors add confusion to all the new employees. Complex back routes and anonymous doorways can be easily and economically highlighted with simple signs or a wayfinding graphic/landmarks system that is simple and inexpensive.
ADA Compliance
From check-in counters to accessibility of public areas, determining compliance with building code, ADA, and HIPAA is important for future planning and prioritization. Aesthetics can assess the quantity and quality of accessible public accommodations in all public points-of-entry, public restrooms, elevators and patient service areas. ADA compliance is an optional part of the program.

d. Physical Environment

Exterior Wayfinding
The system of direction finding begins on the exterior of the campus. Recommendations are frequently made regarding architectural or landscape features which either impede or inadequately support wayfinding. We analyze all existing campus signage for effectiveness, design, curb appeal and conformance with the organizational brand. Aesthetics has developed many exterior sign families that allow individuality and flexibility of materials so that they can be customized for the unique needs of multiple campuses, yet retain a strong identity throughout the system.
Parking Garages
One of the signature design statements of Aesthetics is the development of graphics and signage for parking garages and parking areas. Because most visitors will arrive via the parking garage, we often recommend a strong graphic presence there. This provides several advantages: it gives medical centers the opportunity to incorporate marketing messages; it makes this part of the patient journey unexpectedly positive; and it aids in remembering where one has parked.

Graphics and Branding
Inconsistency in graphics and nomenclature is a typical challenge in healthcare. Current healthcare research informs us that the use of graphics, icons, color and imagery improves people’s navigation skills and experience. If it is appropriate to incorporate these elements, the first step would be to understand the public relations and marketing initiatives, community and geography. Eventually, graphics are reviewed using focus groups. It has been proven that when developed and used appropriately, icons and graphics assist in navigation for those who are illiterate, speak a different language, or find difficulty in reading signage.

Aesthetics meets with marketing, facilities and other pertinent departments to review and discuss interior and exterior corporate standards, and interior and exterior sign hardware. Concept designs are created that reflect recommendations.
Maps and Directories
Many facilities have insufficient maps and directories because they are difficult to update. Most maps and directories created are simple alphabetical lists and replication of the architectural drawings of their interior and campus maps. Aesthetics approaches both of these projects very differently. The directory is the starting point for setting up the hierarchy of direction-giving information and is the basis of the wayfinding communication. Directory organization is based on how that hierarchy can be communicated. Once the directory is established, floor maps are developed to reinforce and illustrate that same information in a cognitive way, rather than an architecturally spatial way.

Maps and directories should be digital media, easy-to-update, inexpensive to print, able to be replicated electronically and should be utilized in communications such as brochures, as well as internet and intranet direction giving.

Interior Signage
We analyze your current signage program and make recommendations on how it can be modified or improved. We believe a sign family should work with design cues, materials and details that are established by the architectural and interior design standards. Our goal is to recommend a sign design that is efficient to update and enhances facility aesthetics while including all informational and regulatory signs. Since we do not sell
signs, our goal is to effectively make improvements. We work with the institution’s existing vendors or assist in finding appropriate signage companies.

**Destination Treatments**

Interior finishes communicate you are on the correct path and you have arrived at your destination. The design of interior treatments, architectural details and finishes are an important component of wayfinding as orientation tools and establishing first impressions. As one of the destinations that most visitors will need to
locate, public elevators need to be developed as a major destination and “Information Hubs.” After mapping public destinations and developing a hierarchy, Aesthetics works with your existing designers, standards and finishes to develop a plan of cosmetic upgrades that reinforce the visitors’ experience.

Pathway Enhancement
Using interior design to differentiate pathways and destinations help people intuitively find their way through a complex facility. We can work with your interior designers to review and suggest changes where appropriate and utilize color, flooring inlays and other features to reinforce primary pathways through the hospital. Flooring plays an important role in calling out correct paths, public destinations and elevators.
Interpretive Displays and Art Programs

Interpretive displays and art are often strategically placed in wayfinding corridors to coordinate with the wayfinding system, assist staff in giving directions, and to assist in organizing and beautifying the healthcare institution. These recognizable pieces act as landmarks to assist in not only giving verbal directions, but also act as recognizable reminders as visitors navigate through the facility.

Aesthetics has created many successful and sustainable interpretive displays utilizing graphics and local imagery. We have also successfully guided many hospitals in developing arts programs utilizing regional art, artists and interpretive displays. Creating a feeling of community pride for the hospital and the community, they can enhance the institution’s public relations efforts. As part of the assessment, we analyze current programs and displays and make recommendations.

Included in our analysis are:

• Community Arts Programs
• Mission, Vision, Values Displays
• Historical Displays

Healing Sound and Music

Research over the past ten years has informed us about the positive and negative effects of the sound environment on patients, staff and visitors. Aesthetics works through its affiliate, Aesthetic Audio Systems, to provide an acoustic assessment, to determine how sound and music can contribute to creating more positive healthcare experiences in the Client’s institution. When requested, a customized program of music and sound is designed for the Client. Acoustical assessments are an optional part of the program.
3. Written Report of Findings - Designs, Budgets and Priorities

The deliverable of the Experience Assessment is a report of findings that includes recommendations for prioritization and concept solutions. This extensive report is the basis for the next phase of work - Implementation Solutions.

a. Challenges
After Client review and comments of the Analysis/Investigative Services component, a final report of the challenges and opportunities is updated for the final deliverable of this phase. This portion of the report is based on components listed in Phase I.

b. Recommendations
For each of the areas analyzed as part of the agreed upon assessment, Aesthetics includes a recommendation report. Included are guidelines for strategic improvements to operational and communication issues.

c. Concept Solutions
At this time, concept design solutions of the found deficiencies are developed to demonstrate solutions. This body of work illustrates conceptual design for interior and exterior wayfinding elements, maps, directories, wayfinding reinforcements and graphics. Also, Aesthetics suggests media and strategic education tools that are integral to sustaining any improvements.

d. Priorities
Based on information gathered during the on-site analysis and Client feedback given during the assessment, Aesthetics develops a preliminary prioritization plan for improvements outlined in the report.

e. Budgets
Based on information gathered during the on-site analysis, Aesthetics develops implementation budgets for components. This document will assist guiding the implementation plan.

f. Addendums, Evidence-Based Research
Challenges, solutions and recommendations are based on best practices, evidence-based design and the latest knowledge and reports in the industry. When needed, reference materials are included in this report.
“Aesthetics is unique… they listen to what the client wants, and then creatively develop and implement the project. Their ability to assist in developing an organization’s vision is wonderful! Working with them on wayfinding systems and arts programs for over fifteen years, I rely on their consistent ability to meet our needs.”

Blair Sadler  
Past President  
Rady Children’s Hospital  
San Diego, California
Phase II – Implementation Solutions

The next phase is the creation of the Standards and Guidance Documentation to allow the Client and/or local resource to implement improvements. Since each Client has different priorities and internal and local resources, these programs are highly customized. Generally, implementation is a multi-year, phased program. Aesthetics offers a variety of services to accomplish this:

A. Complete Design Services to improve any area addressed in the assessment
B. Project Management Services to manage Client resources dedicated to area improvements
C. Oversite Consulting Services to ensure that the quality intention of improvements is accomplished by the engaged parties
“There have been attempts in the eighty-year history of Holy Name Hospital to provide a workable system of signs directing patients and visitors throughout the facility. With each addition, this task became more difficult. Consistent with the vision of the hospital, where customer satisfaction is a top priority, Aesthetics, Inc. developed a comprehensive wayfinding program integrating signs with architectural finishes and features. Numerous positive comments from visitors and staff are proof of the success of this project and the expertise and vision of Aesthetics, Inc.”

Wayne Kinder
Vice President, Facilities Management
Holy Name Hospital
Teaneck, New Jersey
AtlantiCare - City Campus
Atlantic City, New Jersey

Transforming a tired facility into a true healing experience through wayfinding

Although the facility was becoming very old and tired, there remained a great deal of community pride regarding AtlantiCare’s Atlantic City Hospital. As the only hospital on the island, there was pressure to either update or move to a new location. The addition of new shopping, hotels and casinos in the immediate neighborhood led to the realization that the island would be the right spot to update the current hospital with state-of-the-art facilities.

Aesthetics, Inc. was hired in a design leadership position to work with the hospital administration team, the architect and the interior design firm to establish the strategic goals of the project and to develop an intuitive wayfinding system, signs, graphics, and a supportive arts and music program for both the new tower and the existing hospital.

The new tower, the George F. Lynn Harmony Pavilion, is across from Caesar’s Atlantic City Hotel and Casino on Pacific Avenue. This new seven-story patient tower is a $129 million expansion that adds 198,000 square feet to the hospital’s facilities on the island. In addition to the new pavilion, the existing vintage wings contain the new Heritage, Friendship and Wellness Pavilions.

Aesthetics, Inc., with the hospital administrative and marketing team, successfully integrated new themes reinforced with graphics, imagery and a regional arts program to create a calm and healing place for this energetic, noisy and urban site.
**Exterior Wayfinding**

The campus exterior sign family competes with the multitude of larger, brighter casino and shopping center signs of its neighbors in a tight, urban environment. Aesthetics was hired to design corporate sign standards that are being implemented at all AtlantiCare campuses and facilities.

*The new Harmony Tower provides an updated entrance.*

*Main Entrance identity signage for the new tower.*

*Directional signage was developed for a tight, urban campus.*

*A uniformed look and shape for AtlantiCare was developed to be implemented at all the campuses. Materials and colors are changed to coordinate with local architectural details (AtlantiCare - Mainland Campus signage shown here).*
Maps, Directories and Graphics

Years of growth added multiple buildings, wings and layers of names which made the facility confusing. The addition of the new Harmony Pavilion gave AtlantiCare the opportunity to rename and re-brand the hospital facility and set up a new, clear wayfinding direction giving system, graphics, interior destinations and art reinforcements.

New maps and directories divide the expanded facility into intuitive pavilions. Only public wayfinding corridors and destinations are included.

Each pavilion is themed with its own icon and graphics. This aids in giving visitors a sense of place while navigating the facility.

All sign inserts are produced using digital media for easy in-house updating.
Interior Destinations

Elevator treatments, signs, maps and full campus directories are major elements that assist visitors as they navigate through information hubs and to specific destinations. Highlighting the existing elevators brought new finishes into an older building in a cost-effective and highly functional solution.

Existing elevator lobby in older wing. Proposal by Aesthetics for transformed Wellness Pavilion elevator lobby with integrated signs.

Signs, maps and directories at the new Harmony Pavilion Elevators. Interior Design for the Harmony Pavilion by Francis Cauffman, Philadelphia.

The sign family was custom designed through collaboration with the interior design firm. Here, the portal to the Heritage Pavilion is announced.
**Integrating Arts and Wayfinding**

Landmark art sets the tone for the beautiful regional arts program and helps create a positive healing environment, both inside and out. The integrated art assists the wayfinding program by reinforcing themes developed for each pavilion.

A full regional arts program filled the new Harmony Pavilion with art from local artists, strengthening the overall branding and securing strong ties to the community the hospital serves.
Other Campuses

ARMC – Mainland Campus
65 Jimmie Leeds Road, Pomona, New Jersey 08240

ARMC – Health Park
2500 English Creek Avenue, Bldg. C, Egg Harbor Township, New Jersey 08234

Completion Date
The initial phase for wayfinding for the new emergency department in the Center for Childbirth was completed in June 2005. Exterior and interior wayfinding for Health Park and Mainland Campus was installed in 2006. An arts program was installed in the Center for Childbirth in 2006. Phase I of the arts program at the City Campus was installed in October 2007.

Bed Capacity
600 beds, all campuses combined

Project Description
Work at the Mainland Campus is a combination of renovation and new construction. Work at the City Campus is renovation of existing buildings and new construction of a seven-story tower.

Project Size
Mainland Campus: 400,000 sf
City Campus: 700,000 sf
Health Park: 12 buildings on 40 acres

References
Lori S. Herndon, Administrator
(609) 652-3514 • Lori.Herndon@atlanticare.org

Glen Ann Stoll, CFRE, Director of Community & Cultural Enrichment
(609) 407-2326 • Glen.Stoll@atlanticare.org

Budget (Exterior and Interior Wayfinding)
Mainland Campus: $350,000
City Campus: $600,000
Health Park: $265,000
CMC - Lincoln
Lincolnton, North Carolina

Exterior and interior wayfinding solutions that integrate with existing corporate standards

Carolina HealthCare Systems expansion of the Carolinas Medical Center (CMC) hospitals in the Charlotte metropolitan area consisted of acquisition of other hospitals and expansions and renovations of existing facilities. Working with corporate facilities, interior designers and architects, Aesthetics was hired to analyze and develop new corporate wayfinding standards that assist in the overall marketing and corporate branding, yet allowed flexibility for each facility to define its unique place in the community.

CMC - Mercy was the first installation in February 2009. As the first “Planetree” facility in Charlotte and the first for CMC, the balance of corporate vs. hospital standards was developed.

CMC - Lincoln, a replacement hospital in Lincolnton, North Carolina was the second facility to install full interior and exterior wayfinding, incorporating full corporate graphic and signage standards that can be translated and implemented at all CMC campuses.
Exterior Wayfinding

Carolinas HealthCare System adopted a prototype exterior sign style and asked Aesthetics to evaluate its suitability for their new CMC Lincoln campus and their own main campus, as a prelude to a system-wide rollout over the next several years.
A variety of simulations were generated to study sign sizes and placement, including photo-simulations and digital modeling of certain areas of the site.

Signage conditions and solutions were studied through both photo-simulation renderings and through 3-D digital modeling, which we created in-house.
**Interior Wayfinding**

New interior sign standards incorporate interior design finish standards, designs and fabrications.

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*Patient Room Sign Components include precaution magnets, positive quotes and imagery, and note bars*

*Directional signs with paper inserts and graphic options*

*Map Holder and Comment Card Display*
Interior Graphics

Graphic options were developed to define corporate graphics standards of color, font and layout. Each facility will be able to develop individual graphics using these standards.
CMC - Lincoln Hospital
489 McAllister Road
Lincolnton, North Carolina

Completion Date
June 2010

Bed Capacity
101 beds

Project Description
Carolinas HealthCare System built a replacement hospital in Lincoln County, North Carolina. Located approximately 30 miles outside of Charlotte, the new facility serves the existing community and increases the quality of care for the region. In addition to the hospital, the site accommodates a large medical office park. Work is currently underway on the first Medical Plaza, which will be linked to the new hospital.

Project Size
182,000 sq. ft., 3 floors

References
Lori S. Herndon, Administrator
(609) 652-3514 • Lori.Herndon@atlanticare.org

Glen Ann Stoll, CFRE, Director of Community & Cultural Enrichment
(609) 407-2326 • Glen.Stoll@atlanticare.org

References
Brad Lucas, Senior Project Manager
Carolinas HealthCare System
Airport Center Office
(704) 512-7510

Budget (Exterior and Interior Wayfinding)
Confidential
MultiCare Health System
Various sites, Washington

Designing a system-wide wayfinding program to provide a growing community access to the best healthcare possible

MultiCare is a leading-edge, integrated health organization made up of four hospitals including Allenmore Hospital, Good Samaritan Hospital, Mary Bridge Children’s Hospital and Tacoma General Hospital, numerous primary care and urgent care clinics, multi-specialty centers, hospice and home health services, and many other services. A not-for-profit organization based in Tacoma, Washington since 1882, MultiCare has grown over the years in response to community needs. Today, they are the area’s largest provider of healthcare services, serving patients at 93 locations in Pierce, South King, Kitsap and Thurston counties.

In 2007, Aesthetics was hired to design a comprehensive wayfinding program for all four campus hospitals. This program was designed to be a multi-campus wayfinding / branding initiative to rollout to over 25 clinics in the county.
Exterior Signage

Photo simulations provide a realistic view of some exterior wayfinding signage possibilities.
Parking Garage Wayfinding Signage
Aesthetics uses brilliant, beautiful graphic imagery in parking garage signage, themed for each floor.
Branding through Wayfinding
Custom designed icons identify each pavilion at MultiCare. The icons each use a color palette around which other interior design colors in the particular pavilions are developed. Graphics, icons and colors help in establishing units and areas with imagery that reinforce the MultiCare brand.
**Interior Destinations**

Photo simulations provide a realistic view of how destination wayfinding can be improved through the effective use of branding. Signage should complement interior details, materials and finishes.
MultiCare Health System

Tacoma General & Mary Bridge Children’s Hospitals
315 Martin Luther King Jr. Way, Tacoma, Washington 98404

Mary Bridge Children’s Health Center
311 South L Street, Tacoma, Washington 98405

Frank S. Baker Outpatient Center
316 Martin Luther King Jr. Way, Tacoma, Washington 98405

Allenmore Hospital
1901 S. Union Ave., Tacoma, Washington 98405

Good Samaritan Hospital
407 14th Ave. S.E., Puyallup, Washington 98372

Gig Harbor Medical Park
7193 Wagner Way, Gig Harbor, Washington 98335

Completions Date
Assessment Completed 2007; Programming in Development

Bed Capacity
Tacoma General/Mary Bridge: 391 beds
Good Samaritan Hospital: 225 beds
Allenmore Hospital: 278 beds
Gig Harbor Medical Park: Not Applicable

Project Description
This multi-building site of over 1.5 million square feet became the launching project to design a system-wide wayfinding program.

Project Size
Tacoma General/Mary Bridge: 950,000 sf
Good Samaritan Hospital: 250,000 sf
Allenmore Hospital: 130,000 sf
Gig Harbor Medical Park: 122,000 sf

References
Ernest Rhoads, MBA/MS, ASID
Coordinator – Facilities Interior Design Engineering & Construction Services
(253) 403-4392

Budget (Exterior and Interior Wayfinding)
Confidential
Alaska
- Central Peninsula General Hospital, Soldotna
- Ketchikan General Hospital, Ketchikan
- Providence Alaska Medical Center, Anchorage

Arizona
- Arizona Arthritis Center, Tucson
- Arizona Center for Health and Medicine, Phoenix
- Arizona Center for Health and Medicine, Scottsdale
- Arizona Humane Society, Phoenix
- Barrow Neurological Institute, Phoenix
- Humane Society of Sedona, Sedona
- John C. Lincoln Health Foundation, Phoenix
- St. Joseph's Hospital, Phoenix
- Thunderbird School of Int'l. Business Management, Phoenix

California
- Alzheimer's Association, San Diego
- American Heart Association, La Jolla
- American Red Cross, San Diego
- Archbishop Riordan High School, San Francisco
- The Bell Tower Regional Community Center, Rancho Santa Margarita
- Belmont Park, San Diego
- Beverly Hospital, Montebello
- Biogen Idec, San Diego
- The Burnham Institute, La Jolla
- California State Polytechnic University, Pomona
- California State University Bakersfield, Bakersfield
- Cedars-Sinai Medical Center, Los Angeles
- CHOC Foundation for Children, Mission Viejo
- Chula Vista Library, Chula Vista
- City of Carlsbad, Carlsbad
- City of Hope Medical Center, Duarte
- City of Poway, Poway
- Community Hospice Inc., Modesto
- Coastline Community College, Fountain Valley
- Cottage Health System, Santa Barbara
- Eden Medical Center, Castro Valley
- Eisenhower Medical Center, Palm Springs
- Escondido Humane Society, Escondido
- Fresh Start Surgical Gifts, Inc., Encinitas
- Friends of the Coronado Library, Coronado
- Girl Scouts, San Diego & Imperial Councils, Inc., San Diego
- Glendale Adventist Medical Center, Glendale
- Heritage Pointe, Mission Viejo
- Hoag Memorial Hospital Presbyterian, Newport Beach
- International Brotherhood of Electrical Workers, San Diego
- The Jewish Community Center, Irvine
- Kaiser Permanente (multiple sites throughout California)
- Keiro Services, Los Angeles
- La Jolla Country Day School, La Jolla
- La Sierra University, Riverside
- Loma Linda University Medical Center, Loma Linda
- Los Angeles Regional Food Bank, Los Angeles
- Marian Medical Center, Santa Maria
- McGeorge School of Law, Sacramento
- McKinley Children's Center, San Dimas
- Mercy Hospital Foundation Chapel, Bakersfield
- Mercy Southwest Hospital, Bakersfield
- Mercy Truxtun Hospital, Bakersfield
- Moreau Catholic High School, Hayward
- Neurosciences Institute, San Diego
- The Old Globe, San Diego
- OPARC, Montclair
- Optimum Health Institute, Lemon Grove
- Orange Coast Memorial Medical Center, Fountain Valley
- Paradise Valley Hospital, National City
- Palomar-Pomerado Health Foundation, Escondido and Poway
- Pomona Valley Hospital Medical Center, Pomona
- Poway Center for the Performing Arts, Poway
- Rady Children's Hospital, San Diego
- Riverside Humane Society, Riverside
- Saddleback Memorial Medical Center, Laguna Hills
- Saddleback Memorial Medical Center, San Clemente
- Saddleback Women's Center, Laguna Hills
- Sharp Coronado Hospital, Coronado
- St. Francis Hospital, Santa Barbara
- St. John's Health Center Foundation, Santa Monica
- St. John's Pleasant Valley Hospital, Camarillo
- Saint Joseph's Medical Center, Burbank
- San Carlos United Methodist Church, San Diego
- San Diego Blood Bank, San Diego
- San Diego Center for Children, San Diego
- San Diego Foundation for the Performing Arts, San Diego
- San Diego Humane Society & SPCA, San Diego
- San Diego Museum of Art, San Diego
- San Diego State University, San Diego
- San Diego Zoo, San Diego
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Canada

| Children's & Women's Health Centre, Vancouver, British Columbia | | | | | |
| Royal Inland Hospital, Kamloops, British Columbia | | | | | |
| Surrey Memorial Health Foundation, Surrey, British Columbia | | | | | |

Colorado

| Exempla Good Samaritan Medical Center, Lafayette | | | | | |
| Exempla Lutheran Medical Center, Arvada | | | | | |
| The Denver Campus for Jewish Education, Denver | | | | | |
| St. Mary’s Hospital, Grand Junction | | | | | |

Connecticut

| Saint Mary’s Hospital, Waterbury | | | | | |

Florida

| The Center for Collaborative Medicine, South Miami Beach | | | | | |
| H. Lee Moffitt Cancer Center, Tampa | | | | | |

Georgia

| Children’s Healthcare of Atlanta, Atlanta | | | | | |
| Robins Air Force Base, Warner-Robins | | | | | |

Illinois

| Abraham Lincoln Memorial Hospital, Lincoln | | | | | |
| Children’s Memorial Medical Center, Chicago | | | | | |
| Memorial Medical Center, Springfield | | | | | |
| Midwest Center for Health and Healing, Rockford | | | | | |
| Mount Sinai Hospital Medical Center, Chicago | | | | | |
| Northwestern Community Medical Group, Chicago | | | | | |
| Schwab Rehabilitation Hospital and Care Network, Chicago | | | | | |
| St. James Hospital and Health Centers, Chicago Heights | | | | | |

Indiana

| Goshen General Hospital, Goshen | | | | | |
| Humane Society of Indianapolis, Indianapolis | | | | | |
| Memorial Health Systems, Inc., South Bend | | | | | |
| St. Elizabeth Hospital Medical Center, Lafayette | | | | | |
| Saint Margaret Mercy Healthcare Centers, Dyer & Hammond | | | | | |

Massachusetts

| Biogen Idec, Cambridge | | | | | |
| Boston Latin School, Boston | | | | | |
| Waltham Hospital, Waltham | | | | | |
| Institute for Healthcare Improvement, Boston | | | | | |

Michigan

| Lakeland Regional Medical Center, Niles and St. Joseph | | | | | |
| Mercy Hospital, Detroit | | | | | |
| Saint Mary’s Health Services, Grand Rapids | | | | | |
| St. Joseph’s Mercy Hospital – West, Clinton Twp. | | | | | |
| St. Joseph’s Mercy of Macomb, Clinton Township | | | | | |
| St. Joseph Mercy Oakland, Pontiac | | | | | |

Minnesota

| Ridgeview Medical Center and Chaska Medical Plaza, Chaska | | | | | |

Missouri

| Barnes-Jewish Hospital, St. Louis | | | | | |
Nebraska
- Good Samaritan Health Systems, Kearney

Nevada
- Boys & Girls Club of Las Vegas, Las Vegas
- Opportunity Village, Las Vegas
- St. Rose Dominican, Henderson

New Jersey
- AtlantiCare Regional Medical Center, City Campus, Atlantic City
- AtlantiCare Regional Medical Center, Health Park, Egg Harbor Township
- AtlantiCare Regional Medical Center, Mainland Campus, Pomona
- Bacharach Institute for Rehabilitation, Pomona
- Holy Name Hospital, Teaneck
- VA New Jersey Health Care System, East Orange

North Carolina
- Biogen Idec, Research Triangle Park
- WakeMed Health & Hospitals, Raleigh

Ohio
- The Children’s Medical Center, Dayton
- The Cleveland Clinic Foundation, Cleveland
- Meridia Hillcrest Hospital, Mayfield Village
- Sisters of Notre Dame de Namur, Cincinnati

Oklahoma
- Comanche County Memorial Hospital, Lawton

Pennsylvania
- Magee-Womens Hospital, Pittsburgh
- Northeastern Hospital of Philadelphia, Philadelphia
- York Hospital, York

Texas
- Christus Santa Rosa Health Care, San Antonio
- Cook Children’s Medical Center, Fort Worth
- Fort Worth Zoo, Fort Worth
- Northwest Texas Health System, Amarillo
- Saint Agnes Academy, Houston

Washington
- Kadlec Medical Center, Richland
- MultiCare Health System – Allenmore Hospital, Tacoma
- MultiCare Health System – Gig Harbor Medical Park, Gig Harbor
- MultiCare Health System – Good Samaritan Hospital, Puyallup
- MultiCare Health System – Tacoma General Hospital and Mary Bridge Children’s Hospitals, Tacoma
- Meriter Hospital and Retirement Services, Madison
- St. John's Medical Center, Jackson Hole
- United Medical Center, Cheyenne