



American College of Healthcare Architects (ACHA)
4400 College Boulevard, Suite 220
Overland Park, Kansas 66211

Dear Examining Committee:

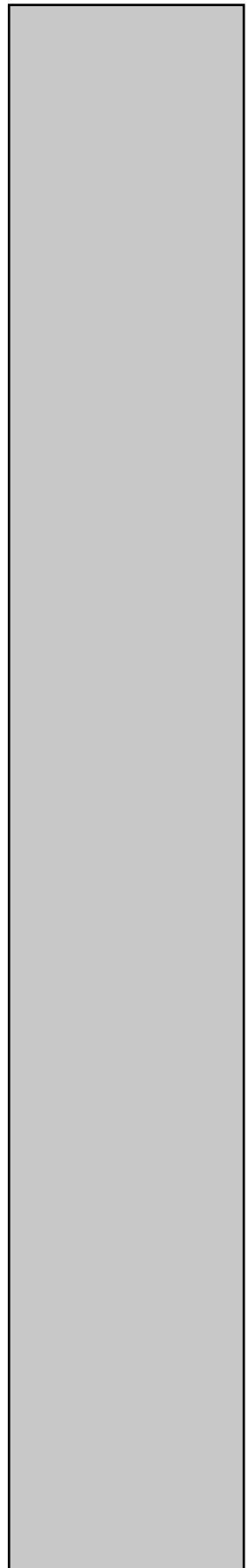
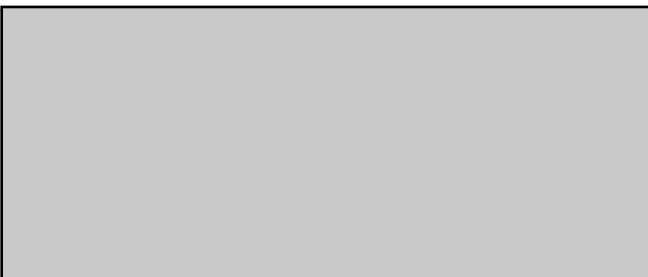
I am pleased to write a letter of recommendation for [REDACTED] for membership to the ACHA. I have had the pleasure of working with [REDACTED] for the past six years where I have seen her personal and professional growth as a leader within our [REDACTED] health practice. A trusted advisor to her clients, [REDACTED] has demonstrated an expertise shaped by her dedication to the integration of research, best practices, and design excellence.

[REDACTED]'s warmth, approachability, character, and professional success has also made her a recognized mentor for many in the [REDACTED] office. This passion to give back to support the growth of her peers has translated into her actively working as a leader to start a Women's Initiative while she was at [REDACTED], and more recently in co-founding the [REDACTED] [REDACTED], where she has served as the Treasurer since its origination in 2017.

Additionally, [REDACTED] has been an advocate for increased knowledge sharing at [REDACTED]. She has worked to create a planning and design group focused on sharing information and ideas on projects as they develop. As part of these efforts, she has been enlisted to be part of the [REDACTED] in Practice network that helps to evaluate the applicability of research.

[REDACTED] is a leader within our practice that has held herself and our team accountable for delivering excellence and promoting solutions focused on improving the health of the communities we serve.

I adamantly support the recommendation of [REDACTED] in her application for certification of membership to the American College of Architects.





American College of Healthcare Architects
4400 College Boulevard, Suite 220
Overland Park, Kansas 66211

Re: [REDACTED] Architect Recommendation

To Whom It May Concern,

It is my honor to provide this letter of recommendation for [REDACTED] for membership to the American College of Healthcare Architects. I first came to know [REDACTED] in 2002, at [REDACTED], and for the next decade I came to learn that [REDACTED] is a dedicated architect, with a tremendous amount of understanding and caring for the needs of the clients she works with.

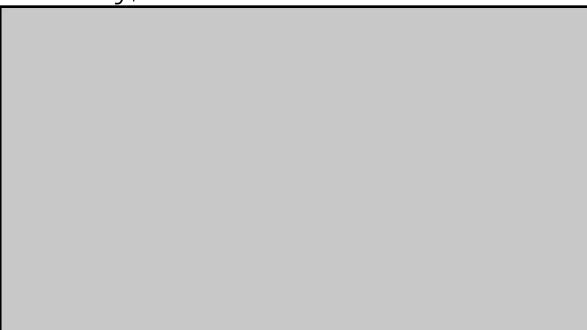
As a project manager, I had the opportunity to work directly with [REDACTED] on various healthcare projects. [REDACTED] was an integral part of the team, demonstrating the ability to lead a team of architects, be client facing, and provide technically innovative solutions all in the same role. On the [REDACTED] in Aurora, CO she maintained energy and enthusiasm for the project and its mission, to provide the best healthcare for our nation's veterans, all while managing the design through an ever-evolving process.

At the [REDACTED] in Cincinnati, OH, [REDACTED] elegantly balanced the users clinical and operational needs with the guiding principles of the project. She ensured the design supported and enhanced the clinical needs and was not an afterthought. [REDACTED] was instrumental in developing the patient towers and working with the facility and patient user groups to create the patient room experience. Her dedication to the project was exceptional and showed a passion to provide the best healthcare experience possible for both the staff and patient.

On both projects [REDACTED] technical expertise showed. She created a custom database program to track all requirements and parameters of the medical equipment. This innovative solution created efficiencies, enhanced collaboration, and maintained quality throughout the entire design team.

I fully support and recommend [REDACTED] for membership into the American College of Healthcare Architects.

Sincerely,



[REDACTED]

American College of Healthcare Architects

4400 College Boulevard, Suite 220
Overland Park, Kansas 66211

Re: [REDACTED] Architect Recommendation

To Whom It May Concern,

I am pleased to write a letter of recommendation in support of [REDACTED] application for membership to the American College of Healthcare Architects.

As a senior designer in the healthcare studio at [REDACTED] of [REDACTED] I worked closely with [REDACTED] on [REDACTED], as well as on the [REDACTED] Neurological Institute and Cancer Institute in [REDACTED]. Between these two projects, I worked with [REDACTED] daily where I gained direct knowledge of her abilities as an architect, designer, and medical planner. Her integrative approach to design, coupled with an earnest appreciation for the needs of end users of the healthcare environment, gives [REDACTED] the unique ability to create quality healthcare architecture. During her time at [REDACTED] she was instrumental in the development of projects that were both aesthetically pleasing and functionally efficient.

[REDACTED] was an excellent team member that I greatly enjoyed working with. Her skill and dedication were also commended by our [REDACTED] client for her extraordinary efforts with working with medical staff, administration, patient focus groups, contractors and subcontractors to bring the design of that project to fruition. Her efforts were so successful that, even after her departure from [REDACTED], the product of her efforts were used on a subsequent project for the [REDACTED].

I fully support and recommend [REDACTED] for membership into the American College of Healthcare Architects.

Sincerely,

[REDACTED]

[REDACTED]

State of

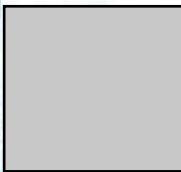
Department of Financial and Professional Regulation Division of Professional Regulation

LICENSE NO.

The person, firm, or corporation whose name appears on this certificate has complied with
the provisions of _____ and/or rules and regulations and is hereby authorized
to engage in the activity as indicated below:

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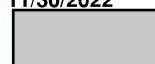
Department of Financial and Professional Regulation
Division of Professional Regulation



LICENSED ARCHITECT

EXPIRES:

11/30/2022



The official status of this license can be verified at _____

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State of

Department of Financial and Professional Regulation

Division of Professional Regulation

The person, firm or corporation whose name appears on this certificate has complied
with the provisions of and/or rules and regulations and is hereby

EXPIRES:
11/30/2012

LICENSE NO.

LICENSED ARCHITECT

The official status of this license can be verified at



American College of Healthcare Architects
4400 College Boulevard, Suite 220
Overland Park, Kansas 66211

Re: [REDACTED] Architect Recommendation

To Whom It May Concern,

I am delighted to write a letter of recommendation in support of [REDACTED]'s application for membership to the American College of Healthcare Architects.

[REDACTED] and I have been working closely together for the past few years through a partnership between our firms, [REDACTED], to document and construct the [REDACTED] Hospital in [REDACTED]. As the senior medical planner for the project, [REDACTED] led the design direction for all the clinical spaces through the design phases and facilitated the user discussions. Throughout the process, the [REDACTED] has successfully collaborated with Bridgett and her team to continue to refine these ideas for coordination and construction.

[REDACTED] has always been able to speak knowledgeably about requirements and clinical operations that could be impacted by any design modifications, which has allowed us to deliver a better product to our mutual client. As an aspiring healthcare architect myself, I appreciate [REDACTED]'s mentorship and her commitment to knowledge sharing among the team.

Our relationship across firms maintained a continuous collaborative vibe through the duration of the project, much of this due to [REDACTED]'s positive approach to working as a team. I look forward to the opportunity to work together again.

I fully support and recommend [REDACTED] for membership into the American College of Healthcare Architects.

Sincerely,



[REDACTED]
American College of Healthcare Architects
4400 College Boulevard, Suite 220
Overland Park, Kansas 66211

Regarding: Letter of Reference – [REDACTED]

Dear Examining Committee:

I am pleased to offer this letter of recommendation in reference to [REDACTED]'s application for membership to the American College of Healthcare Architects (ACHA).

I have had the pleasure of working with [REDACTED] on a facility development project that expands and renovates one of the most significant medical centers operated by [REDACTED] in the state of [REDACTED]. As the senior medical planner on the project, she has worked diligently with the [REDACTED] [REDACTED] planning and design team to help achieve the vision of expanding and improving the physical environment to enhance the experience for [REDACTED] members, staff and visitors. The project has included expanding both Urgent Care and Imaging services, with a focus on limiting disruption to the departments during construction. With an evolving set of requirements and goals, [REDACTED] has worked tirelessly with the project stakeholders and end users to develop a design that meets the operational needs and standards that are the hallmark of a [REDACTED]

I fully support and recommend Bridgett for membership into the ACHA.

Please feel free to contact me at [REDACTED] if you have any questions or would like to discuss further.

[REDACTED]



American College of Healthcare Architects (ACHA)

4400 College Boulevard, Suite 220

Overland Park, Kansas 66211

Dear Examining Committee:

I am pleased to write a letter of recommendation in reference to [REDACTED]'s application for membership to the ACHA.

Over the past three years, [REDACTED] was the senior medical planner, leading the planning and design discussions for the [REDACTED]. As a licensed healthcare architect, [REDACTED]'s knowledge of healthcare facilities and their operational requirements was instrumental in the development of the new hospital. She demonstrated the knowledge to facilitate key meetings involving stakeholders responsible for the development of an expanding health network. [REDACTED] maintained a flexible mindset and at our directive continued to challenge the status quo to ensure that the team was advancing design with future models of care under consideration.

[REDACTED]'s knowledge of design and planning of healthcare facilities has added considerable value to the design process and solutions for the new [REDACTED].

I fully endorse and recommend that the college allow [REDACTED] to complete her certification for membership to the American College of Architects.

Sincerely,



ACHA Project Experience

AIA, LEED AP, WELL AP, LSSYB
Vice President

■ believes thoughtful design should enhance the human experience, promote a healing environment and allow for reflection and joy. Guided by her mission to blend aesthetics with program, she transforms healing spaces for wellness by providing meaning and purpose to those who inhabit them.

Backed by almost 20 years of experience on a variety of project types, healthcare design is where Bridgett has dedicated her career. She approaches medical planning and design as a partnership with the client. She works directly with the users to observe and identify opportunities to enhance the wellbeing of patients and caregivers, while achieving inspirational results for the community a facility serves.

Background

Bachelor of Architecture, [REDACTED]

Registered Architect:

LEED Accredited Professional

WELL Accredited Professional

American Institute of Architects

Lean Six Sigma Yellow Belt

AIA|DC Equity Committee by WIELD Treasurer + Founding Member

Women in Healthcare:

US Green Building Council

Healthcare

addition and 98,000 sf renovation to an existing MOB

Role: Sr. Medical Planner

Project Contact:

Completion: TBD

260,000 sf, 85-bed greenfield replacement hospital with the goal of changing the delivery of healthcare in the region

Role: Medical Planner

Project Contact:

Completion: Confidential

Construction Cost: Confidential

61,000 sf, 192-cell block building conversion for the state of Maryland Corrections to accommodate and isolate inmates with the coronavirus

Role: Sr. Medical Planner/Project Architect

Project Contact:

Completion: May 2020

Construction Cost: \$9,400,000 (C), \$11,280,000 (P)

7,500 sf tenant improvement for physician offices for the development of Micro-Clinic that will provide physician services for adult medicine and lab services

Role: Sr. Medical Planner

Project Contact: [REDACTED]

Completion: Dec 2021

Construction Cost: Confidential

2,000 sf renovation for a general rad room, dressing rooms and storage areas

Role: Sr. Medical Planner/Project Architect

Project Contact: [REDACTED]

Completion: June 2021

Construction Cost: \$1,500,000 (C), \$2,400,000 (P)

295,000 sf, 160-bed greenfield hospital

Role: Sr. Medical Planner / Interior Project Architect

Project Contact: [REDACTED]

Completion: Sept 2021

Construction Cost: \$194,000,000 (C), \$291,000,000 (P)

[REDACTED] on the main campus as well two offsite hospitals and two offsite ambulatory care centers within the system

Role: Medical Planner

Project Contact: [REDACTED]

Completion: Study Completed 2017

Construction Cost: NA

200,000 sf medical office building and regional outpatient hub including diagnostic and imaging services, operating and procedure rooms, interventional radiology, outdoor patient healing gardens and a 1,000-car parking structure. Targeting LEED Gold certification

Role: Medical Planner

Project Contact: [REDACTED]

Completion: 2022

Construction Cost: Confidential

Schematic study of addition and renovation of emergency, imaging and surgery departments

Role: Sr. Medical Planner

Project Contact: [REDACTED]

Completion: NA

Construction Cost: NA

Preparation of CON documents for the addition of 60 inpatient beds and necessary support services

Role: Medical Planner

Project Contact: [REDACTED]

Completion: NA

Construction Cost: NA

Medical planning feasibility phase concepts for eight inpatient nursing unit floors

Role: Sr. Medical Planner/Interior Project Architect

Project Contact: [REDACTED]

Completion: NA

Construction Cost: NA

487,400 sf tower addition containing surgical, emergency, 156-bed critical care unit and ancillary services on the historic [REDACTED] campus. Targeting LEED Silver certification

Role: Medical Planner/Interior Project Architect

Project Contact: [REDACTED]

Completion: Sept 2022

Construction Cost: \$305,500,000 (C), \$503,250,000 (P)



ACHA Project Portfolio

AIA, WELL AP, LEED AP, LSSYB

Size:

396,500 sf addition

Completion:

April 2020

Construction Cost:

\$170 million

Features:

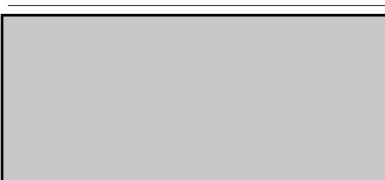
Wellness center

Women's center

Antepartum and LDRP

72 private postpartum rooms

80 private NICU rooms

Owner Reference:**Consultants:****Contractor:**

Newark, Delaware

Creating a new destination for women's and infants' service to the surrounding area of [REDACTED], this expansion project created a new entrance and added seven levels to the North of the existing Women's Building campus of [REDACTED]. The addition also included outpatient and administrative services as well as space for future growth. On the garden level, a service tunnel extends from the existing basement into the service corridor of the new tower. Utilities also occupy the tunnel and connect directly from the Central Energy Plant to the South.

The Women's and Infants' Services building visually relates to the existing [REDACTED] campus while establishing its own identity as a destination of women and infant care. Both the exterior and interior design are influenced by the natural environment. Natural light permeates the interior through the glass wall structure as the exterior materials and views flow into public spaces along the lobby concourse connecting the new entry to the existing hospital.

Role and Responsibility: [REDACTED]'s role on the [REDACTED] System Women's and Infants' Addition was Medical Planner and Interior Project Architect during the schematic and design development phases of the project. [REDACTED] was one of two medical planners responsible for developing the seven-story addition that included eight LDRP rooms, six high-risk delivery rooms, 20-bed antepartum, 80-bed postpartum and an 80-bed NICU. She supported the lead medical planner during the user discussions and facilitated the full-scale cardboard mock-up reviews of key patient rooms, including the LDRP, postpartum and NICU rooms. In addition to developing the design, Bridgett was responsible for coordinating with the engineers and overall documentation of the project, while mentoring younger staff and interns in their responsibilities.

Confirmation of Participation:



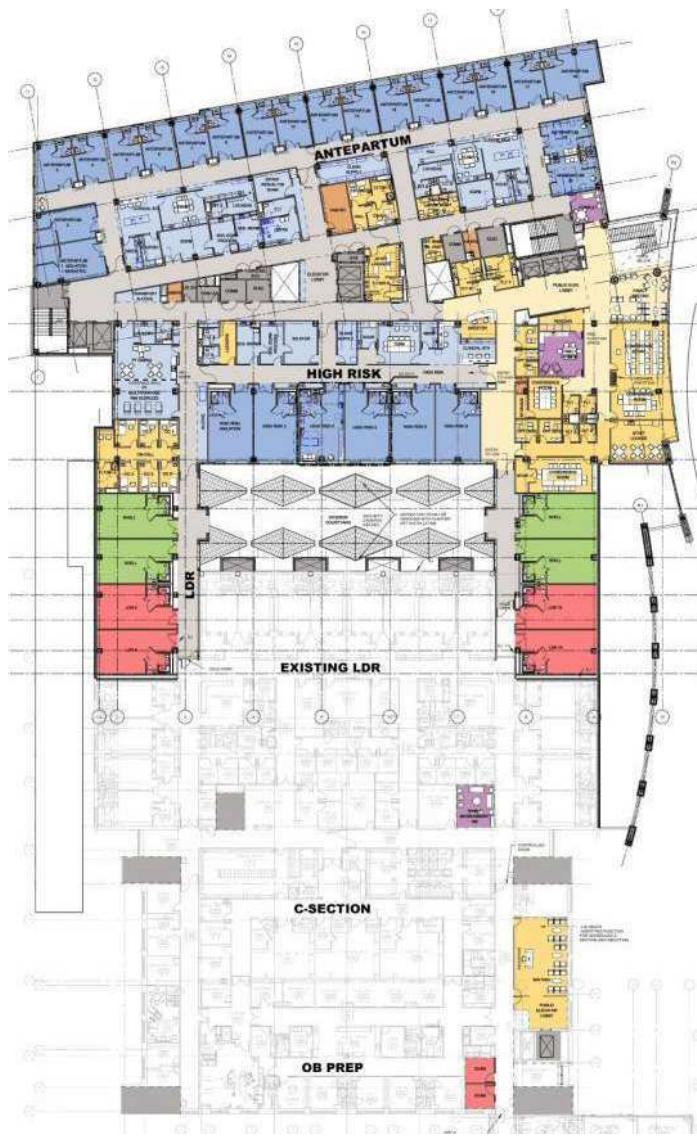




LDRP Courtyard



Level 1
Women's Triage, Outpatient Clinics and Support Spaces



Level 2
LDRP and Antepartum Unit

ACHA Project Portfolio



NICU Clinical Station



Postpartum Patient Room



NICU Patient Room



Level 3 & 4
NICU Unit



Level 5 & 6
Postpartum Unit

**Size:**

4,900 sf

Completion:

December 2021

Construction Cost:

\$1.5 million

Features:

Wellness clinic

7 Exam rooms

Consult room

Treatment room

Conference room

Owner Reference:**Consultants:**

Washington, DC

The first of its kind to the [REDACTED] brand, this small-scale micro clinic focuses on wellness and preventive health needs. The clinic is located on the ground level of an existing retail building adjacent to public transportation and retail amenities. With just under 5,000 square feet, [REDACTED] worked closely with [REDACTED] to design a program and space that would fit all their needs. This included custom room layouts for the most efficient operational goals. The clinic is organized into four major zones including public, member care, administrative and clinical support. The public entry includes waiting areas that open into a conference room that can be utilized for community meetings, as well as staff discussions. The clinical support areas are located at the back of the clinical unit to co-locate similar functions and to allow for more efficient access to delivery exchanges. The administrative zone is located with direct access to member care functions, as well as immediate access to public and conference functions.

Role and Responsibility: [REDACTED]'s role on the [REDACTED] [REDACTED] was Senior Medical Planner. She was responsible for coordinating the layout and clinical aspects of the boutique outpatient clinic in an existing retail location. [REDACTED] utilized the client's program requirements and the [REDACTED] detailed room templates and evaluated their applicability in this clinical setting. This was developed in conjunction with a branded interior design concept as well as the [REDACTED] focus on operational efficiency. During a combined Schematic and Design Development phase, [REDACTED] led the clinicians through the design and customized standard room layouts to best address the end-user needs. She was also responsible for coordinating the medical equipment with the client, design and engineering requirements.

Confirmation of Participation:



Exterior Renovation and Rebranding



Member Lobby and Waiting



Entrance to Clinical Unit



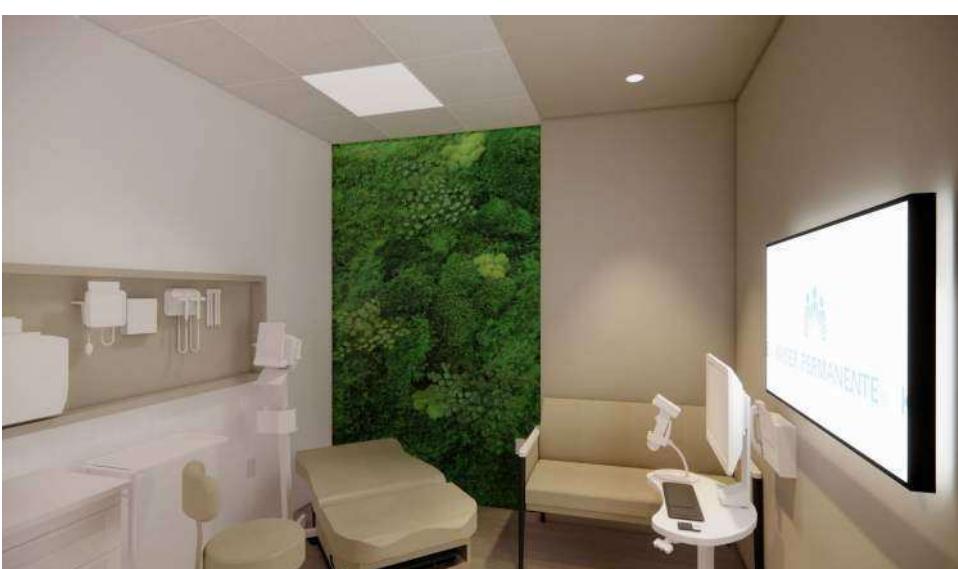
Level 1



Clinical Station



Administrative Suite



Exam Room

ACHA Project Portfolio

Size:

78,870 sf

Completion:

September 2022

Construction Cost:

\$305.5 million

Features:

156 universal ICU and IMC patient rooms

32-bay ED

32-OR surgery suite

Transplant services

Orthopedics

Neurosciences

600-car below-grade parking

Owner Reference:

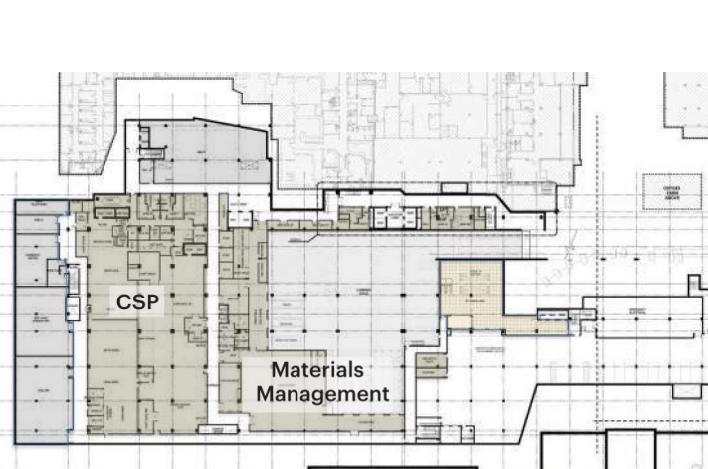
Washington, DC

With the goal of providing an exceptional patient care experience, the Medical-Surgical Pavilion at [REDACTED] will be focused on three essential elements of a world-class academic medical center: excellent clinical care, a strong education foundation and leading-edge research. The Pavilion will streamline hospital service lines with right-sized spaces and support cutting-edge advancements in medical technology. A rooftop helipad will have direct access to the operating rooms and emergency department. The Transplant Center for Children is the only facility of its type in [REDACTED]. The pavilion is a part of important enhancements to the northern part of campus, including more green space, reduced traffic congestion, improved pedestrian pathways and upgrades to the facilities plant.

Role and Responsibility: [REDACTED]'s role on [REDACTED] Hospital Medical-Surgical Pavilion was Medical Planner and Interior Project Architect. During the schematic design phase, [REDACTED] led the medical planning efforts for the 156 universal ICU and IMC patient rooms. She worked with the client to develop an approach to universal adaptability of patient rooms that addressed both levels of care and treatment specialty. During the design development phase, she continued to develop the inpatient units, working through full-scale cardboard mock-ups and clinical simulations. Additionally, [REDACTED] developed and coordinated the hospital support spaces, such as Central Sterile and Processing, Materials Management, and loading dock functions. She also performed as an Interior Project Architect coordinating with engineers and other consultants to develop the final documentation.

Confirmation of Participation:





Level P1
Building Support: CSP, Materials Management, Loading Dock, MEP

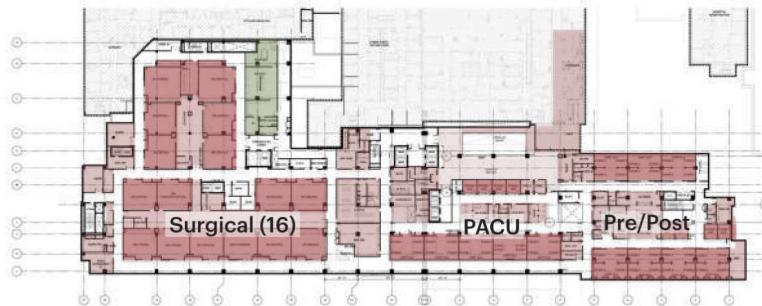
Update (cont.)



16

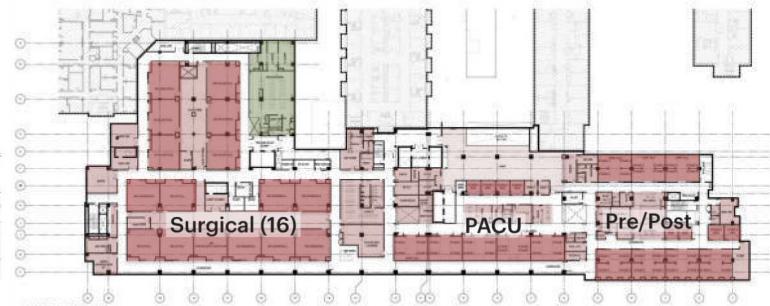
Ground Level
Public Entry, Emergency Department, Imaging, Pre-Admission

Update (cont.)



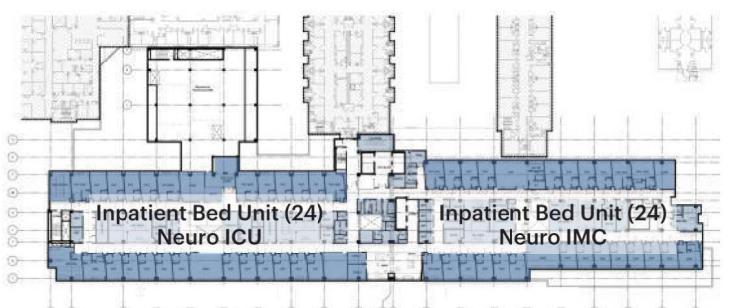
Level 1
Surgical Suite, Perioperative, Pharmacy

17



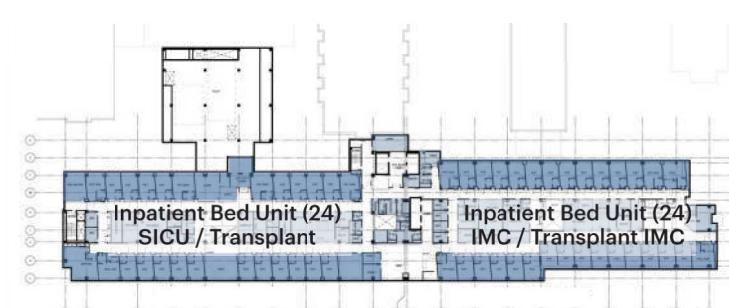
Level 2
Surgical Suite, Perioperative and Laboratory

18



Level 3
Patient Care Units

19



Level 4 & 5
Patient Care Units

20



Early Patient Rooms Mock-Ups and Simulations



Medical-Surgical Patient Room

Size:

81,500 sf parking structure
10,200 sf addition
13,000 sf renovation

Completion:

May 2025

Construction Cost:

Estimated \$21 million

Features:

46-room Urgent Care
19-bay Oncology unit
Outpatient
Surgery
Primary care
Lab
Interventional Imaging
Radiology
Outdoor Courtyard

Owner Reference:

CONFIDENTIAL Location

Looking for growth opportunities within the [REDACTED] Mid-Atlantic States Hub Expansion, [REDACTED] designed the expansion project that will cure their existing land-locked departments and constrained campus. The original building was constructed in 1995 with a major addition and parking garage added in 2012. To mitigate site and parking congestion and alleviate member capacity issues, the design will expand the existing parking garage, renovate and add square footage to the overall footprint of the campus. The scope of this project seeks to expand capacity in the existing Advanced Urgent Care, Interventional Radiology and Imaging departments, increase available treatment spaces in Infusion, and create a new Procedure Center Outpatient.

Role and Responsibility: [REDACTED]'s role on the [REDACTED]

Mid-Atlantic States Hub Expansion project was Senior Medical Planner, responsible for developing the clinical components. She worked closely with the client as they evaluated the business case for expanding services at an existing location and identified their need to expand urgent care, MRI/CT suites, interventional imaging, chemotherapy/infusion bays, as well as adding a new outpatient procedure center to the facility. Both the urgent care and imaging departments are land-locked, necessitating horizontal expansion into a new construction footprint. During the schematic design phase, [REDACTED] used the client-provided program to develop the layouts of clinical spaces and facilitated design reviews with the end users by soliciting their feedback to best support their operations. She developed layouts that will limit demolition and allow departments to remain operational through the majority of construction.

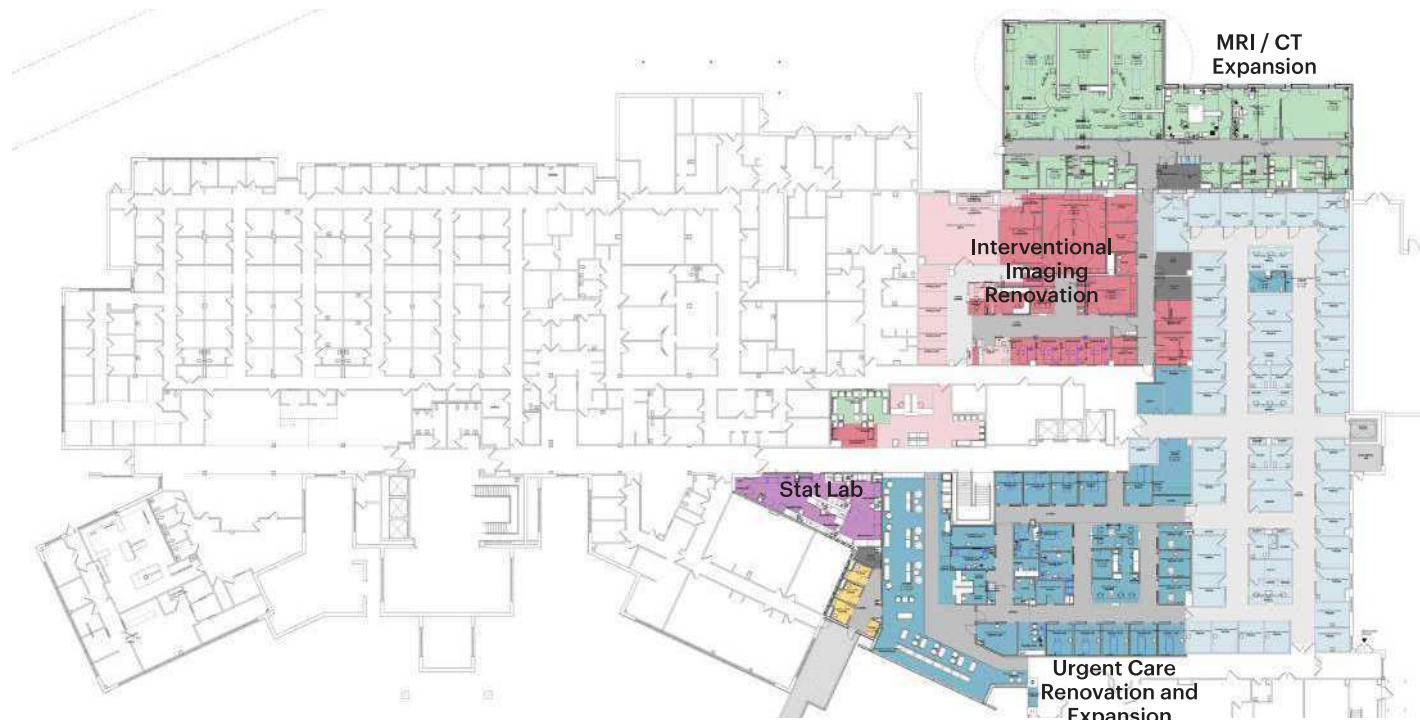
Confirmation of Participation:



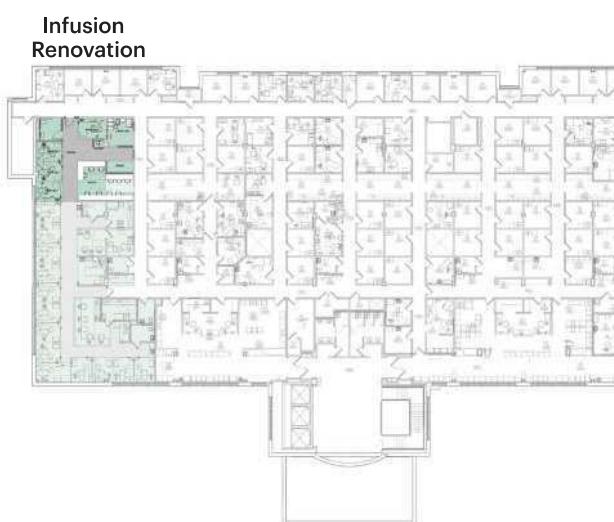
Urgent Care and garden expansion



Urgent Care Waiting



Level 1



Level 3



Level 4



Urgent Care and garden expansion



CT Treatment Room



Procedure Unit, Clinical Station

Size:

295,000 sf

Completion:

September 2021

Construction Cost:

\$194 million

Features:

160 all-private inpatient rooms

Emergency department

Women and infant care

Cardiac care

Neurosurgery

Orthopedics

Outdoor courtyard

Conference facility

Owner Reference:**Consultants:****Contractor:**

With the goal of bringing healthcare closer to home, [REDACTED] Hospital will offer a wide spectrum of advanced, patient-centered services to the [REDACTED] Incorporating the latest in healthcare technology, the patient rooms feature bedside access to the patient's electronic health record, telemedicine and remote monitoring as well as an interactive video board with updates on the patient's daily care schedule and care team. Targeted outcomes with measurable results guided each design decision, including strategies for reducing wait and recovery time, staff fatigue and turnover, medical errors, operating costs and energy consumption. Located adjacent to the [REDACTED] Health + Wellness Pavilion, the facilities will form a medical campus that provides the full continuum of care.

Role and Responsibility: [REDACTED]'s role for this project was Senior Medical Planner and Interior Project Architect. During the initial project stages, she worked directly with the client and [REDACTED] to develop the building program. She used the developing program to test how the programmatic requirements could be accommodated to site connection with the existing ambulatory building. As the project progressed into schematic design and continued through construction documents, [REDACTED] led the team of medical planners for the overall design. During the Schematic and Design Development phases, [REDACTED] led the stakeholder meetings that engaged users in interactive discussions to develop the department flows, key adjacency of spaces, and layouts of individual clinical rooms. She worked closely with the leadership team to identify design goals for the project and elements that would best integrate these goals. She and the design team used simulation analysis, full-scale cardboard mock-ups, virtual reality, spaghetti diagrams and design decision matrices to help the client work through optimizing their process and envision their end product. Post documentation, [REDACTED] continued to work with the client's clinical operation team to evaluate design decisions while the hospital and department leaders were on-boarded. Her continued involvement assisted the client in continuing to evaluate the design in conjunction with how they would operate and best serve their patients.

Confirmation of Participation:

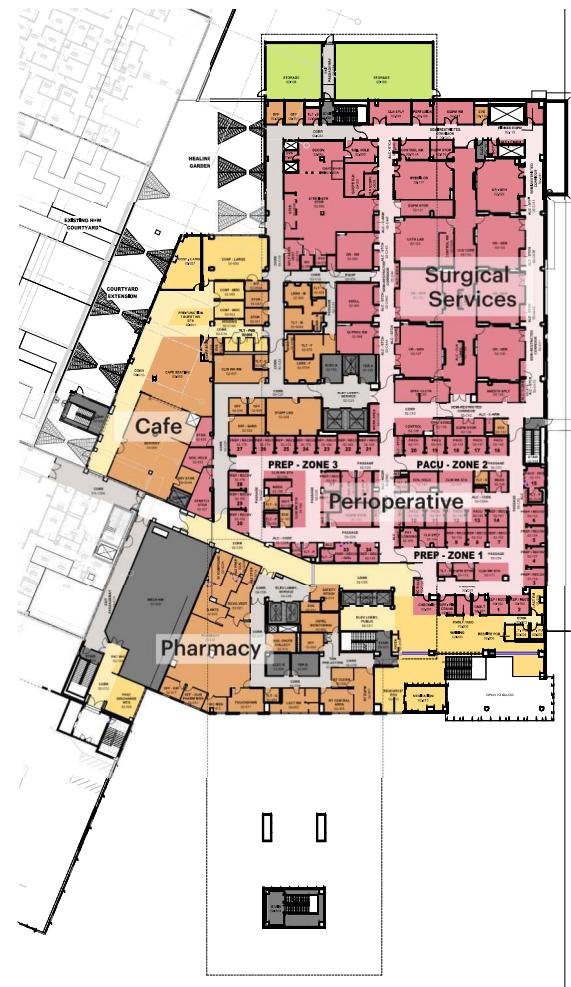


Public Lobby and Waiting

ACHA Project Portfolio



Level 1
Public Lobby, Emergency Department, Imaging, Ancillary and Building Support



Level 2
Surgical Suite, Perioperative, Cafe and Conference, Ancillary Support

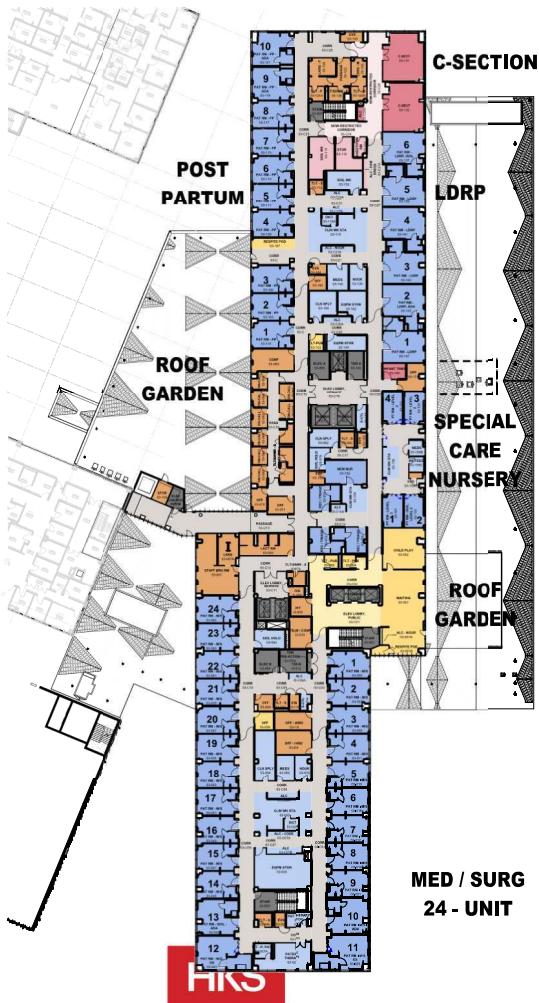


ED Exam Rooms



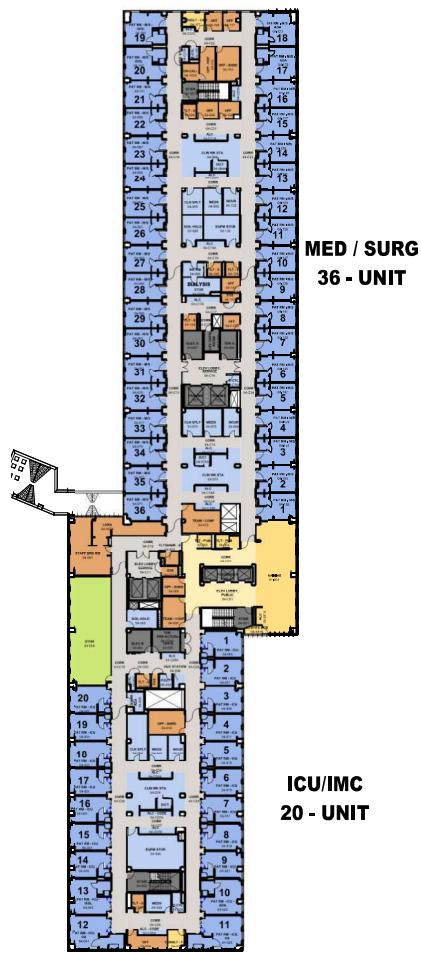
General OR Modular Ceiling Construction

ACHA Project Portfolio

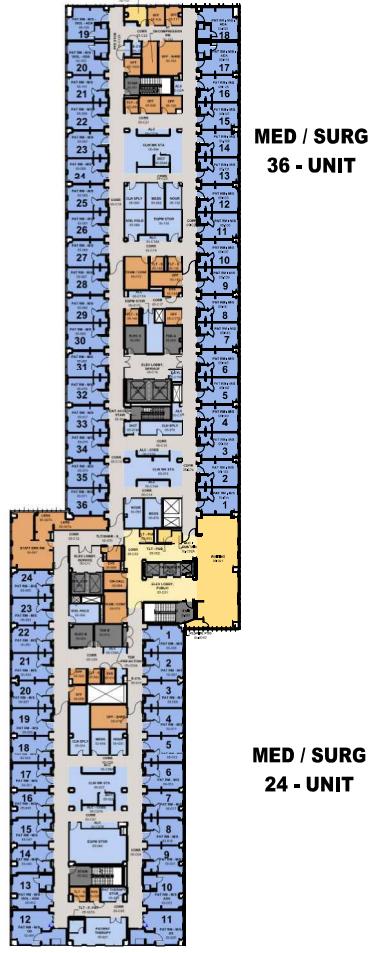


Level 3 FLOOR PLAN - L3
RATIONALE Womens, Nursery and
M/S Patient Care Unit
3/30/2021

03/30/2021



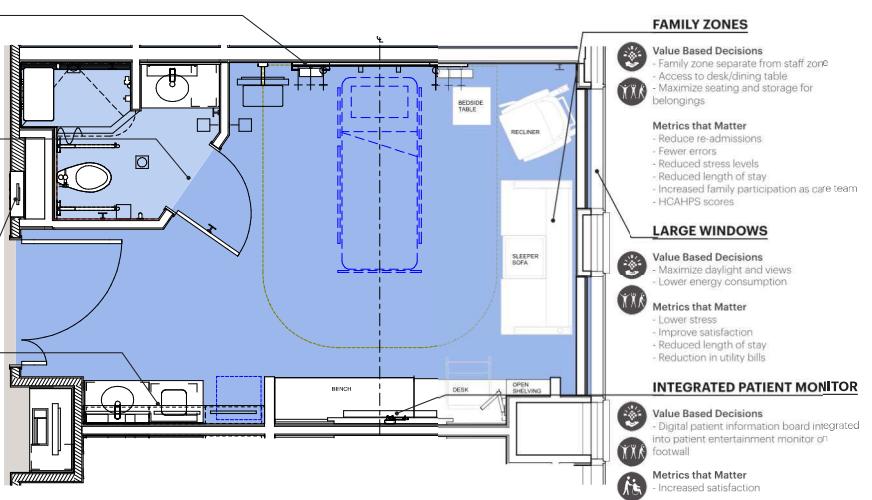
Level 4 ICU/IMC and M/S Patient Care Unit



Level 5

M/S Patient Care Unit

FLOOR PLAN - LEVEL 5



Metrics that Matter

- #### **Metrics that matter**