

[Redacted]

[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 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.

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

**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 Signature]

[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 Signature]

[Redacted Title]





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:

EXPIRES:  
11/30/2012

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.

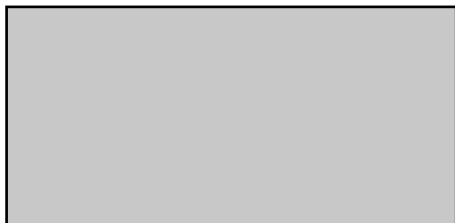
[Redacted] and I have been working closely together for the past few years through a partnership between our firms, [Redacted], to document and construct the [Redacted] Hospital in [Redacted]. As the senior medical planner for the project, [Redacted] led the design direction for all the clinical spaces 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

[REDACTED] 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]  
[REDACTED]  
Registered Architect: [REDACTED]  
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: [REDACTED]  
US Green Building Council

## Healthcare

[REDACTED]  
addition and 98,000 sf renovation to an existing MOB

**Role:** Sr. Medical Planner

**Project Contact:** [REDACTED]

**Completion:** TBD

**Construction Cost:** Confidential

[REDACTED]  
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:** [REDACTED]

**Completion:** Confidential

**Construction Cost:** Confidential

[REDACTED]  
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:** [REDACTED]

**Completion:** May 2020

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



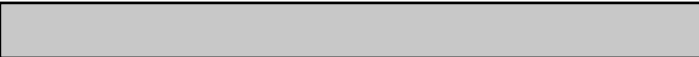
7,500 sf tenant improvement for physician offices for the development of Micro-Clinic that will provide physician services for adult medicine and lab services

**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]

[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

## ACHA Project Portfolio



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:



Consultants:



Contractor:



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:

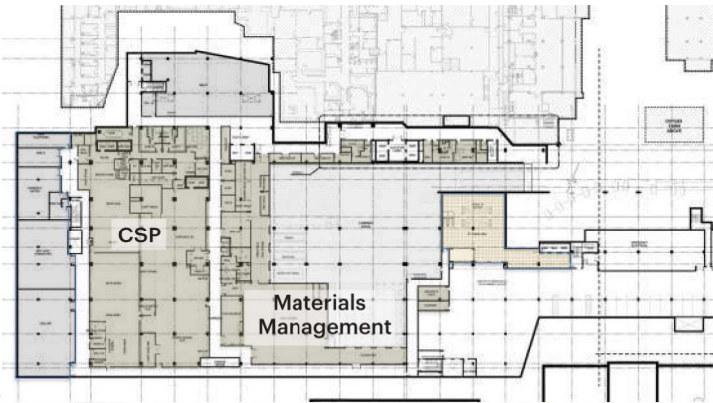








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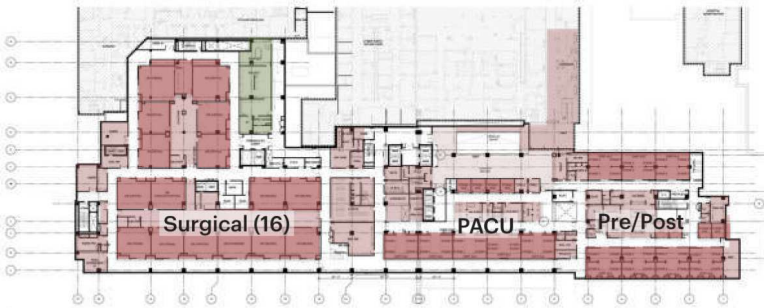


**Level P1**  
Building Support: CSP, Materials Management, Loading Dock, MEP

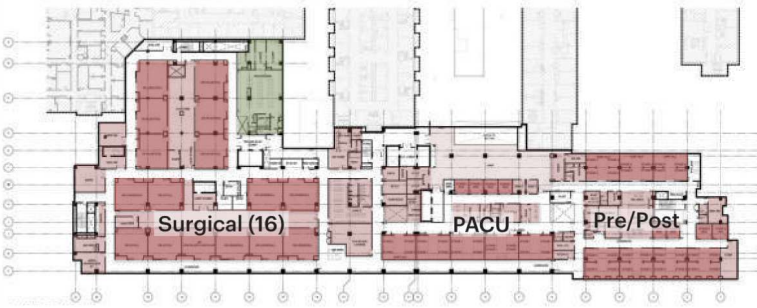


**Ground Level**  
Public Entry, Emergency Department, Imaging, Pre-Admission

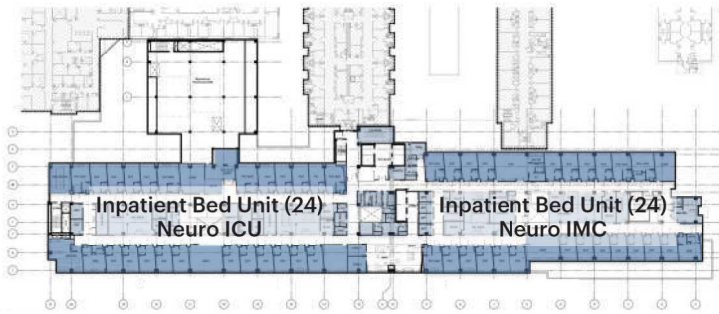
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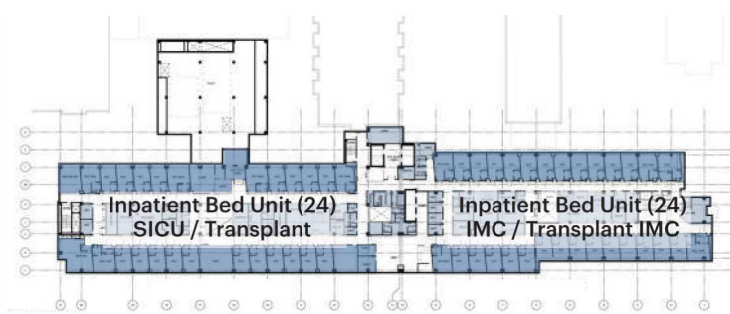
**Level 1**  
Surgical Suite, Perioperative, Pharmacy



**Level 2**  
Surgical Suite, Perioperative and Laboratory



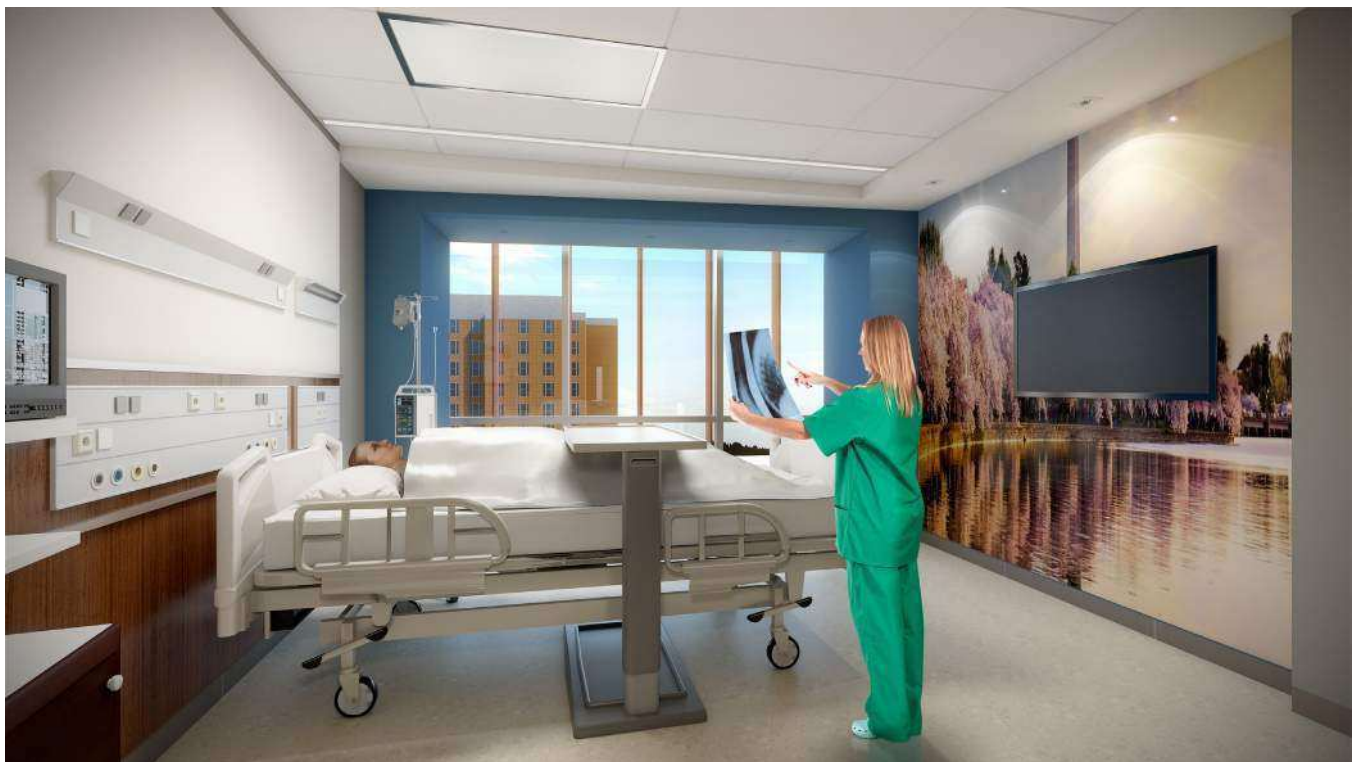
**Level 3**  
Patient Care Units



**Level 4 & 5**  
Patient Care Units



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:**

**Consultants:**

**Contractor:**

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:**

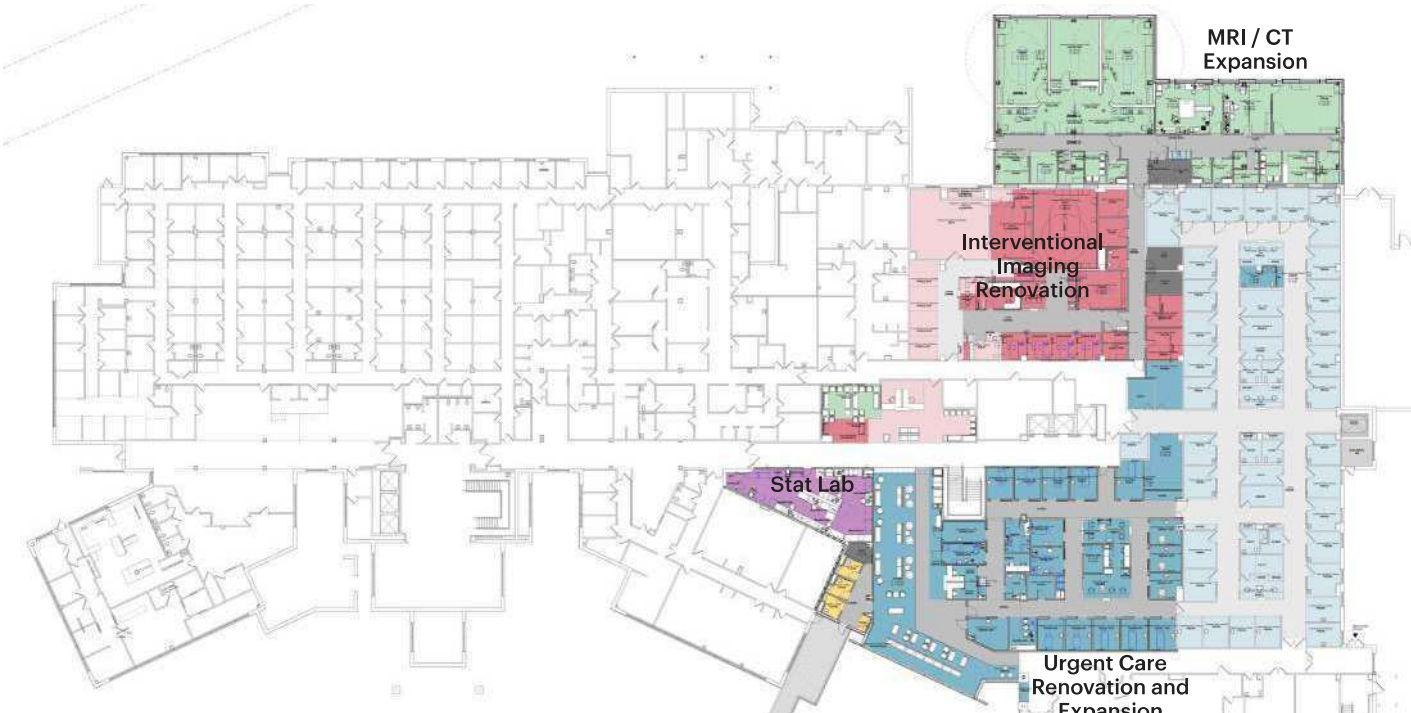




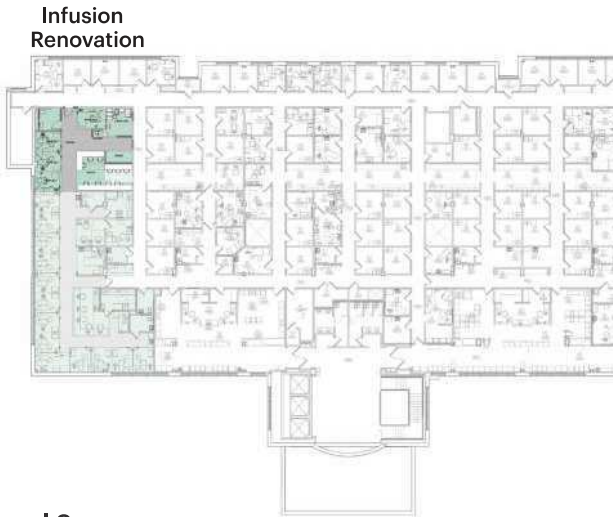
Urgent Care and garden expansion



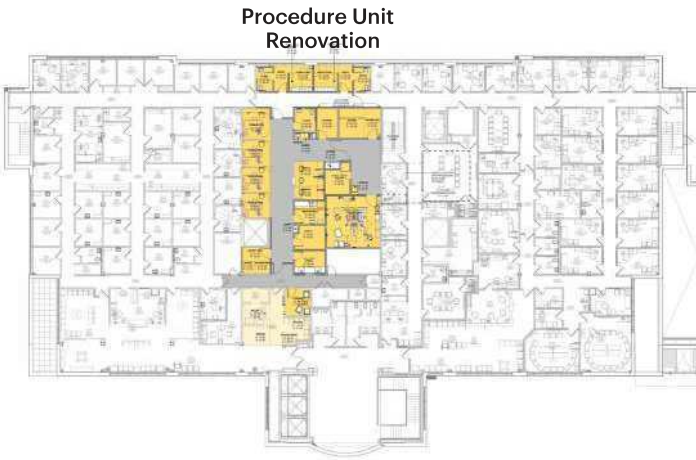
Urgent Care Waiting



Level 1



Level 3



Level 4





Urgent Care and garden expansion



CT Treatment Room



Procedure Unit, Clinical Station

ACHA Project Portfolio

**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] [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:**

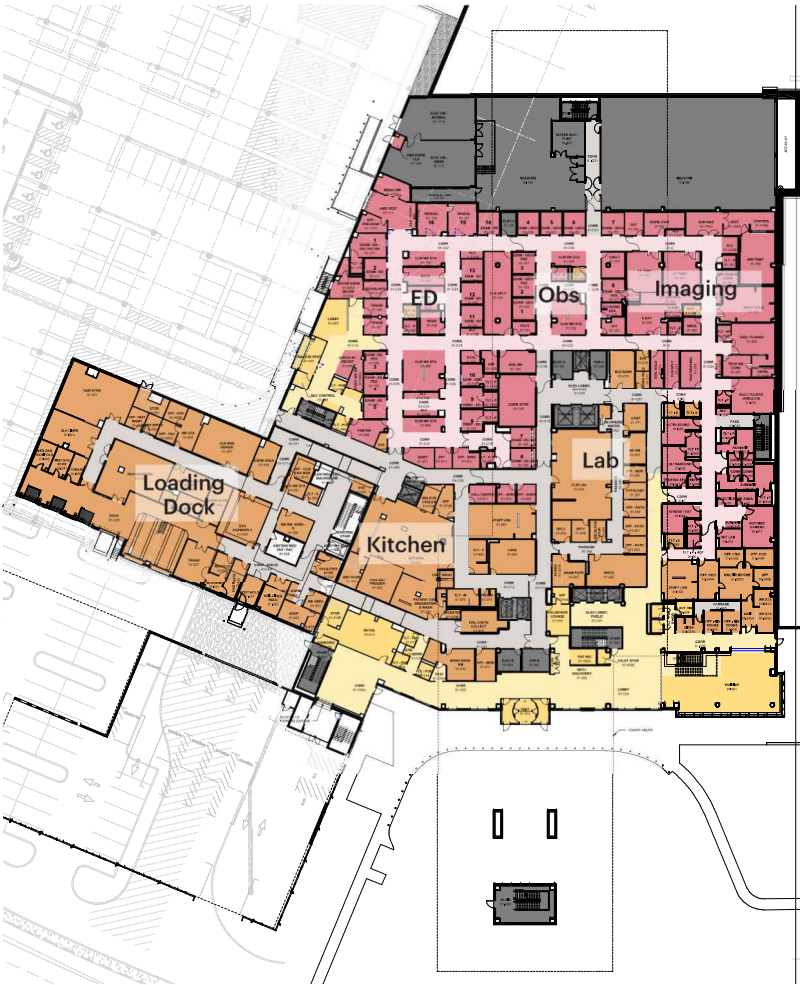




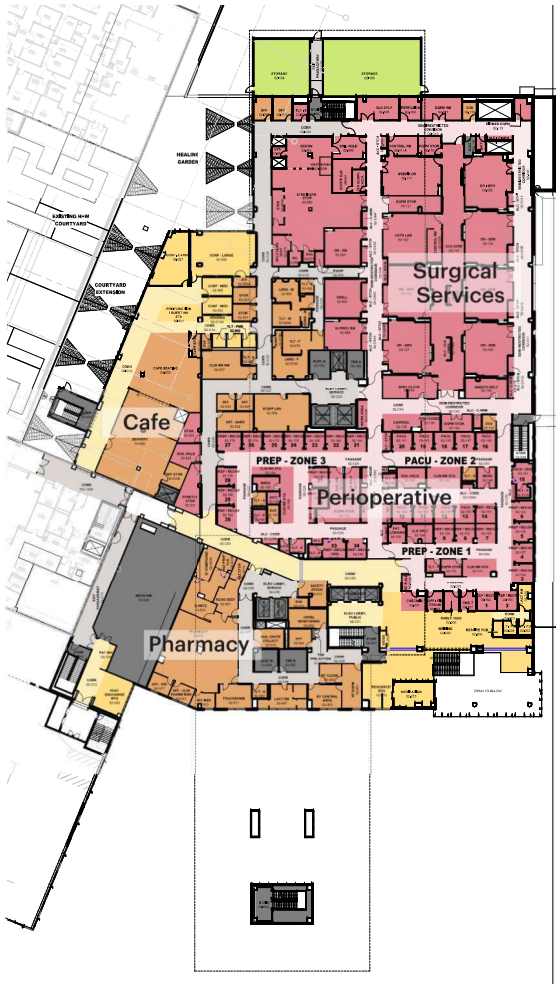


Public Lobby and Waiting

ACHA Project Portfolio



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



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

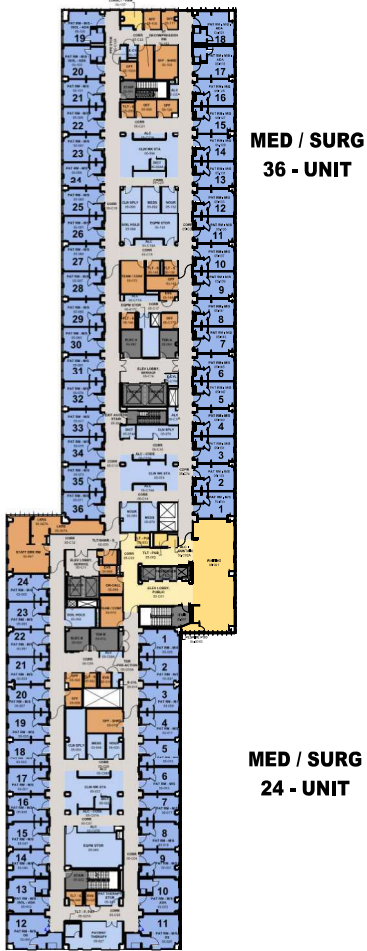
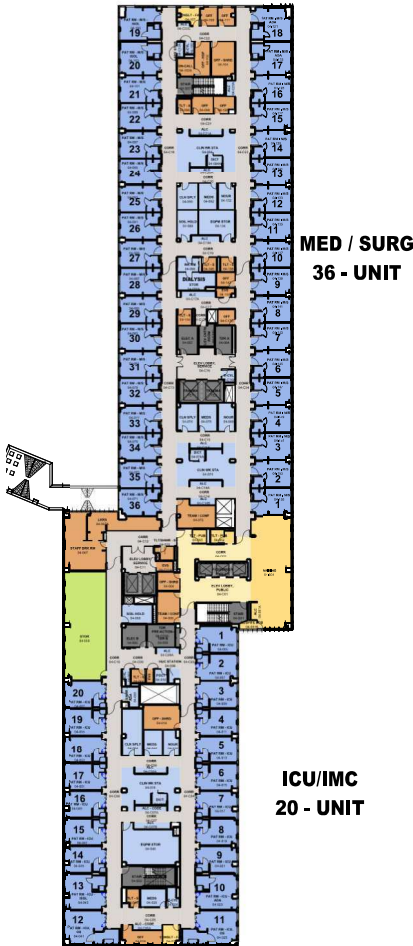
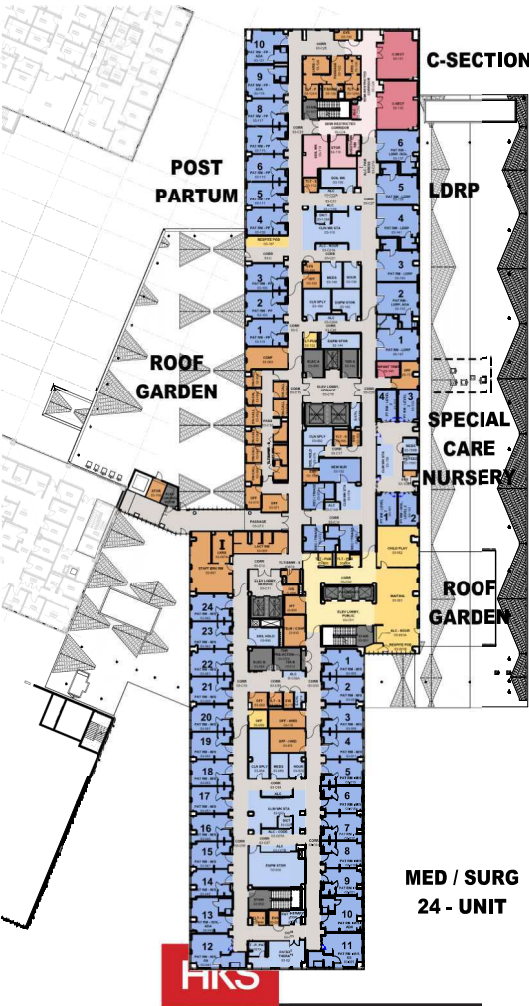


ED Exam Rooms



General OR Modular Ceiling Construction





Level 3 FLOOR PLAN - LI

Womens, Nursery and M/S Patient Care Unit

03/30/2021

ACHA WEXFORD HOSPITAL

User Feedback

WEXFORD, PA

Relevant Practice

**PRIVATE PATIENT ROOM**

**Value Based Decisions**

- Adaptable room / department
- Increased privacy
- Improved cleanliness
- Increased patient privacy
- Increased utilization
- Increased access to technology / telemedicine

**Metrics that Matter**

- Reduced stress levels
- Reduced hospital infections
- Reduced length of stay
- Reduced medication errors
- HCAHPS scores

**GUIDING PRINCIPLES**

- Innovation
- Flexibility
- Enhanced Brand
- Connected to Community
- Focused Care

**Value Based Decisions**

- Family zone separate from staff zone
- Access to desk/dining table
- Maximize seating and storage for belongings

**Metrics that Matter**

- Reduced re-admissions
- Reduced stress levels
- Reduced length of stay
- Increased family participation as care team

**LARGE WINDOWS**

**Value Based Decisions**

- Maximize daylight and views
- Reduce energy consumption

**Metrics that Matter**

- Lower stress
- Improve satisfaction
- Reduced length of stay
- Reduction in utility bills

**Value Based Decisions**

- Digital patient information board integrated into patient entertainment monitor on footwall

**Metrics that Matter**

- Increased satisfaction

**GAS OUTLET LOCATIONS**

**Value Based Decisions**

- Standardized order and location of gases for headwalls across departments

**Metrics that Matter**

- Fewer errors

**TOILET LOCATION**

**Value Based Decisions**

- Toilet room adjacent to headwall for easy accessibility from patient bed

**Metrics that Matter**

- Reduced fall rate

**PPE/ PATIENT SIGNAGE**

**Value Based Decisions**

- Standardized across departments
- Increased patient safety

**Metrics that Matter**

- Infection rates

**LEAN WASTE**

**Value Based Decisions**

- Linen, waste and hazardous waste carts are integrated into the caregiver areas facility-wide
- Linen and hazardous waste bags are provided as an alternate to carts in patient areas to reduce waste

**Metrics that Matter**

- Improve satisfaction
- Reduce cost of waste disposal

**FAMILY ZONES**

**Value Based Decisions**

- Family zone separate from staff zone
- Access to desk/dining table
- Maximize seating and storage for belongings

**Metrics that Matter**

- Reduce re-admissions
- Fewer errors
- Reduced stress levels
- Reduced length of stay
- Increased family participation as care team
- HCAHPS scores

**LARGE WINDOWS**

**Value Based Decisions**

- Maximize daylight and views
- Lower energy consumption

**Metrics that Matter**

- Lower stress
- Improve satisfaction
- Reduced length of stay
- Reduction in utility bills

**INTEGRATED PATIENT MONITOR**

**Value Based Decisions**

- Digital patient information board integrated into patient entertainment monitor on footwall

**Metrics that Matter**

- Increased satisfaction