

# ACHA

## ACHA 2022 Annual Report

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## CONTENTS

- [President's Report](#)
- [ACHA Past Presidents](#)
- [2022 Finance Report](#)
- [Continuing Competence Committee](#)
- [Awards Committee](#)
- [Certification Committee](#)
- [Communication and Outreach Committee](#)
- [Examination Committee](#)
- [Item Writing Sub-Committee Members](#)
- [Career Pathway Committee](#)
- [2022 Class of Fellows](#)
- [2022 New Certificate Holders](#)
- [2022 ACHA Board of Regents](#)

# President's Report



With a “return to normalcy” for many of us, 2022 has been a year full of activity and accomplishment – the ACHA Board have built on last year’s strategic discussions to push forward many new initiatives. As we questioned and studied in 2021 how to best serve our certificants, clients and communities, several one and two-year goals were set this year intended to maximize the effect and growth of the ACHA through targeted actions and accomplishments.

I would like to start with a heartfelt thank you to the many certificants who give their time and energy to the College in committees and task forces for the following efforts. The amount of time and energy given to the College is always a wonderful testament to the passion of our certificants.

- Recruitment – Development of a dedicated Task Force focused on increasing awareness of the College within the pool of prospective candidates. This year has seen the largest number of successful exam-takers in the College’s 22 years and a growing Candidates Program. This would have been impossible without a focused outreach to potential candidates. The Recruitment Task Force has identified more strategies to connect the College with future applicants that will be developed in 2023 and beyond.
- Marketing – Significant and successful increases in social media exposure for the College and our certificants via a marketing consultant and dedicated marketing focus.
- *What We Believe In* Task Force – Following last year’s strategic discussions, the development of effective, succinct statements for the ACHA including ongoing discussions regarding a new Tagline.
- New Pitch Deck – Creation of a new marketing tool for certificants to use in potential client, firm and candidate discussions.

# President's Report (cont.)

- Application and Exam Prep Videos – Creating newly updated prep materials for candidates for their use with short online-available videos.
- 2022 Survey – Following up the 2015 Survey of our certificants, this update has provided us internal statistics and benchmarks to guide us moving forward with future candidate engagement, our EDI directives, and providing marketing materials for certificants and the College.
- ACHA Innovation for Healthcare Design Prize – Preliminary discussions on how to enhance and grow our role within our communities and within healthcare design with legacy efforts. Targeted for a 2024 Call for Entries.
- Continuation of the Masters Series 2.0 – Led by ACHA thought leaders providing focused knowledge regarding topics at the forefront of our industry.
- Yearly ACHA Calendar – Exploring calendar year changes for 2024 to more efficiently schedule events and programs.
- External Organizations – moving forward with both current and new allied organizations with mutually beneficial activities that serve to increase our role as thought leaders. This includes development of our ASHE relationship, our burgeoning relationship with VA leadership and the expansion the Pillars with the addition of the Center for Health Design and the Nursing Institute of Healthcare Design.

The College and our certifications are unique, both here within the national healthcare design industry and across the world. And more than ever we are called to serve as advocates and outspoken leaders working towards environments that support health and wellness. My sincere thanks and appreciation to everyone involved in making this such a successful and productive year for the College.

Steve Templet AIA, ACHA, ASHE

# ACHA Past Presidents

## **Angela Mazzi FAIA, FACHA, EDAC**

GBBN  
Cincinnati, OH

## **Vince Avallone, AIA, ACHA**

SmithGroup  
San Francisco, CA

## **John W. Rogers, FAIA, FACHA**

John W. Rogers, Architect  
Cincinnati, OH

## **William J. Hercules, FAIA, FACHA**

WJH  
Ocoee, FL

## **A. Ray Pentecost III, DrPH , FAIA, FACHA**

Texas A&M University  
College Station, TX

## **Mark A. Nichols, AIA, FACHA**

Eckenhoff Saunders Architects  
Chicago, IL

## **Anthony J. Haas, FAIA, FACHA**

EYP  
Houston, TX

## **Connie S. McFarland, FAIA, FACHA**

McFarland Architects, PC  
Tulsa, OK

## **Peter L. Bardwell, FAIA, FACHA**

Bardwell + Associates, LLC  
Columbus, OH

## **Wilbur H. Tusler, Jr., FAIA, FACHA Emeritus**

Oakland, CA

## **Robert P. Walker, AIA, FACHA**

Walker & Associates  
Minnetonka, MN

## **Joseph G. Sprague, FAIA, FACHA**

HKS, Inc.  
Dallas, TX

## **Rebecca J. Lewis, FAIA, FACHA**

DSGW, Inc.  
Duluth, MN

## **John R. Pangrazio, FAIA, FACHA**

NBBJ  
Seattle, WA

## **Francis Murdock Pitts, FAIA, FACHA**

Architecture +  
Troy, NY

## **Donald Craig McKahan, AIA, FACHA**

McKahan Planning Group  
Del Mar, CA

## **Morris A. Stein, FAIA, FACHA**

HKS  
Phoenix, AZ

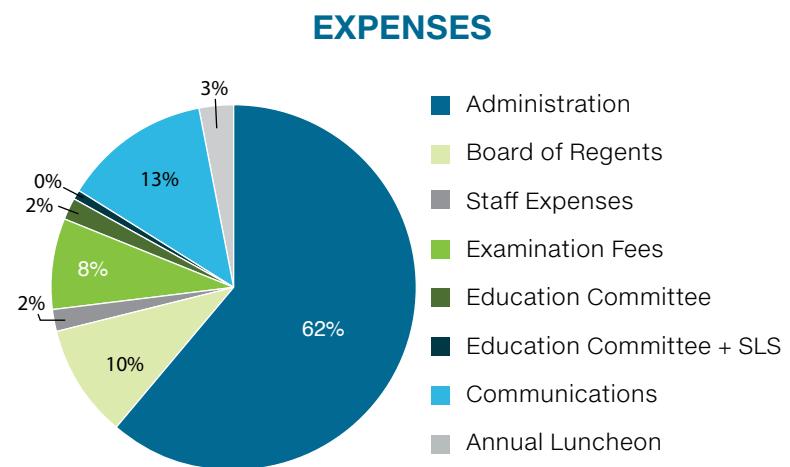
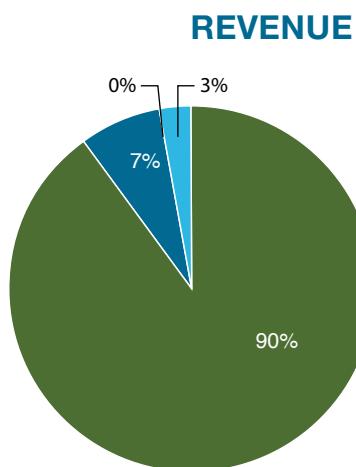
## **Kirk Hamilton, FAIA, FACHA**

Texas A & M University  
College Station, TX

# 2022 Finance Report

## Fiscal Year: January 1 – December 31, 2022

\*The 2022 financial data is preliminary and unaudited.



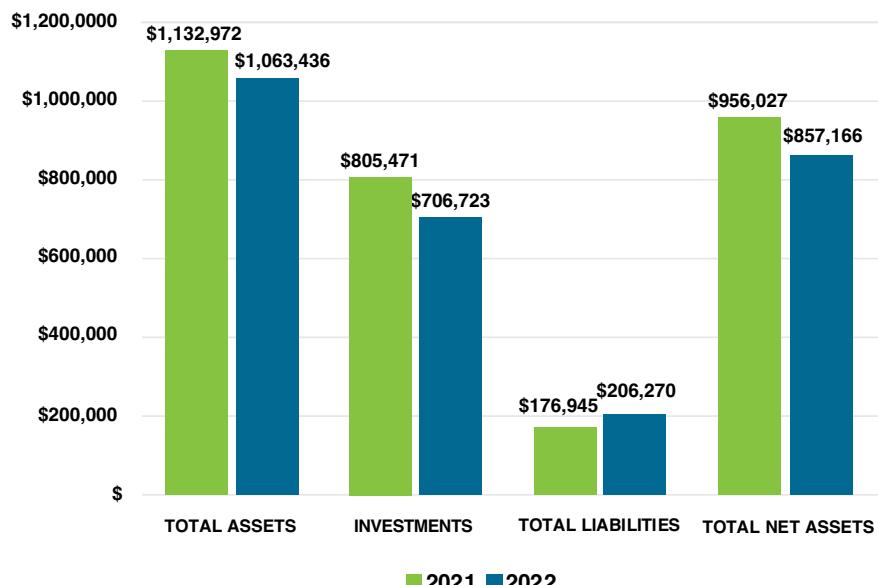
### REVENUE

Dues	\$254,929
Examination	\$21,085
Sponsors	\$ –
Education	\$7,613
<b>TOTAL</b>	<b>\$283,627</b>

### EXPENSES

Administration	\$177,102
Board of Regents	\$27,621
Staff Expenses	\$4,715
Examination Fees	\$24,272
Examination Committee	\$5,544
Education Committee+SLS	\$568
Communications	\$36,587
Annual Luncheon	\$7,965
<b>TOTAL</b>	<b>\$284,374</b>

## 2021 & 2022 FINANCE REPORT



# Continuing Competence Committee

The ACHA Continuing Competence Committee is committed to assessing healthcare design industry educational offerings to confirm appropriate content is accessible for continued education throughout the career of board-certified healthcare architects. We work to identify knowledge and expertise relevant to advancing the profession and the art and science of healthcare facility planning and design. This includes, but is not limited to, defining qualifications of content experts, defining standards for content, and supporting access to the content by our membership. Furthermore, we may support, through promotion or facilitation, continuing education opportunities. 2021 was the inaugural year of this committee, and 2022 involved embracing of initiatives to progress the committee. We are poised for continued success in 2023 and beyond.

## CONTINUING COMPETENCE COMMITTEE

### CHAIR

**Dan Rectenwald, AIA, ACHA, NCARB**  
HMC Architects, San Diego, CA

**Kyle Basilius, AIA, ACHA, EDAC**  
Parkin Architects, Vancouver, Canada

### BOARD LIAISON

**Jocelyn Frederick, FAIA, ACHA**  
HDR Inc., Chicago, IL

### COMMITTEE

**Will Downing, AIA, ACHA**  
RDG Planning and Design, Eastern IA

**Jodi Feldheim, ACHA, AIA, LEED AP BD+C**  
HDR Inc., Chicago, IL

**Rebecca Olson, AIA, ACHA, NCARB, LEED AP**  
Romanyk Consulting, Plano, TX

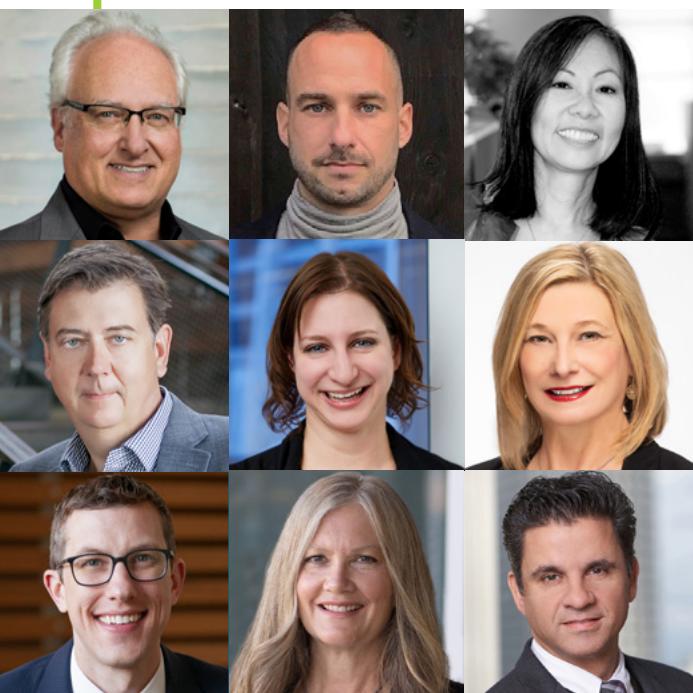
**Daniel Perschbacher, AIA, ACHA, LEEP AP**  
HMC Architects, San Diego, CA

**Alisa Rice, AIA, ACHA, EDAC, LSSWB**  
Hord Copland Macht, Denver, CO

**Fernando Rodriguez, AIA, ACHA, EDAC, LEED AP**  
HDR Inc., Houston, TX

**Mardelle Shepley, FAIA**  
Cornell University, Ithaca, NY

**Doug Spies, AIA, MHA, LEED AP**  
Gresham Smith, Pittsburgh, PA



# Awards Committee

Awards recognize either an individual's significant body of work, a project's groundbreaking architecture, or achievements by a person or organization that deserve public recognition. The Awards Committee is comprised of the standing Fellowship Committee and the Past President's Council Lifetime Achievement Award, and the non-standing Legacy Project Award and Presidential Citation; the latter two awards may be granted annually or not at the discretion of the College. The Mission of the Awards Committee is to reward achievements in the transformation of healthcare through better built environments.

## **Fellowship Committee Description:**

The Council of Fellows was founded to advance the unique qualities of the profession of healthcare architecture by demonstrating and celebrating achievements of national significance. Fellowship is the highest honor bestowed on certificate holders of The American College of Healthcare Architects. This committee is responsible for reviewing fellowship applications and recommending to the ACHA Board those individuals who demonstrate the highest level of achievement, to be known thereafter as a member of the "Council of Fellows".

## **Fellowship Committee Activities:**

Anthony Haas chaired the 2022 jury for which he empaneled four jurors with geographic, professional, and personal diversity. The five-member jury met twice utilizing a formal rubric based on stated nomination criteria; diligent deliberations resulted in unanimous support of the two candidates who submitted in 2022. The Jury recommended the Board of Regents elevated these Certificants to ACHA Fellows.

# Awards Committee (cont.)

## FELLOWSHIP COMMITTEE MEMBERS

### CHAIR

**Anthony Haas, FAIA, FACHA**  
EYP, Houston, TX

### BOARD LIAISON

**Ann Adams, ACHA**  
Davis Partnership, Denver, CO

### JURY

**Rebecca Lewis, FAIA, FACHA**  
DSGW Architects, Duluth, MN

**Connie McFarland, FAIA, FACHA**  
McFarland Architects, Tulsa, OK

**Mark Nichols, AIA, FACHA**  
Eckenhoff Saunders Architects, Chicago, IL

**John Ruffo, FAIA, FACHA**  
WRNS, San Francisco, CA



# Awards Committee (cont.)

## **Lifetime Achievement Award Description:**

By ACHA Policy, the Lifetime Achievement Award is the highest honor bestowed on a single individual certificate holder of The American College of Healthcare Architects, living or deceased, in recognition of a significant body of work of lasting influence on the theory and practice of healthcare architecture over an architect's career. This award is called the Hamilton Medal and is bestowed upon no more than one nominee in any single award cycle.

## **Lifetime Achievement Award Activity:**

In 2022, Mardelle McCuskey Shepley, FAIA, FACHA, LEED AP, EDAC, was awarded the Lifetime Achievement Award.

# Certification Committee

The Certification Committee is responsible for the application and portfolio review process to ensure the relevance of the College to the healthcare design industry. The main focus and effort of the committee is the review of qualifications of candidates for examination eligibility through the prequalified process of submitting letters of recommendations or the traditional method of reviewing and approval of candidate portfolios prior to examination. The committee provides recommendations to candidates regarding portfolio questions and eligibility concerns in conjunction with ACHA staff.

In 2022, the committee reviewed 36 portfolios.

# Certification Committee

## CO-CHAIRS

**Betsy Guthrie-Brusteter, AIA, ACHA**  
ADG, Inc., Oklahoma City, OK

**Scott Mueller, ACHA**  
Shepley Bulfinch, Boston, MA

## BOARD LIAISON

**Dan Delk, AIA, ACHA**  
ERDMAN, Columbus, OH



## PARTICIPANTS

**Jim Atkinson, AIA, ACHA**  
HDR, Charlotte, NC

**Chuck Cole, FACHA**  
Chuck Cole Architects, Orlando, FL

**Mike Compton, AIA, ACHA**  
AdventHealth, Orlando, FL

**Julie Frazier, AIA, ACHA**  
Perkins&Will, Wylie, TX

**Karen Freeman, AIA, ACHA**  
HOK, Atlanta, GA

**Whitney Fuessel, AIA, ACHA**  
HKS, Houston, TX

**Charles Michelson, AIA, ACHA**  
Saltz Michelson Architects, Fort Lauderdale, FL

**Stacey Pray, AIA, ACHA**  
SHP Project Development, Pasadena, CA

**Alisa Rice, AIA, ACHA**  
Hord Coplan Macht, Denver, CO

**Jeff Sudman, AIA, ACHA**  
E4H, Dallas, TX

**Joel Trexler, AIA, ACHA**  
JPT Architects, State College, PA

**Zach Wideman, AIA, ACHA**  
HCA Healthcare, Nashville, TN

**Jennifer Youssef, AIA, ACHA**  
RS&H, Houston, TX

# Communications and Outreach Committee

The mission of the ACHA Communication and Outreach committee (COC) is to increase awareness and presence of the College through media and personal outreach. The COC actively pursues interaction with certificants, healthcare agencies, providers, architects and contractors and even future recruits through communication on up-to-date trends and upcoming events and information. The COC efforts are structured with two primary focuses, external and internal communications.

For our external communications to clients, providers and fellow designers outside of the ACHA, we added a new consultant in January of 2022, Taenke Marketing. The COC acts as the liaison to this consultant, providing raw content, thought leadership, and approving social media posts. With the COC's coordination, Taenke Marketing's engagement has assisted in significantly growing the followers to both American College of Healthcare Architects' Twitter and LinkedIn Company pages. For instance, in the first quarter, our LinkedIn growth rate grew by 14.5% and in the second quarter, this expanded to 35.86%.

As of September 1, 2022, we now have 2,175 total followers and the metrics continue to grow, including total followers and overall post impressions. For the Second Quarter or 2022 alone, we had 23 total posts and an engagement rate of 6.35% on LinkedIn. Twitter follows similar patterns, with fewer followers but with higher engagement rates, at 9.14% in the last few months.



Another external focus for the COC includes coordinating article development and placement for Certificant authors as Contributing Editor for the Health Facilities Management magazine, in collaboration with one of our Pillar Partners, ASHE.

For internal communications to our Certificants, we continue to work with our consultant Kellen Company. The COC has assisted with the migration of the ACHA website to WordPress, enhancing functionality and user experience, and updating and improving the overall content. The COC also publishes eVoice and newsletters, publicizes Certificant achievements and thought leadership on the LinkedIn Group Page, and promotes Certificant profile features across various online platforms.

# Communications and Outreach Committee (cont.)

## CHAIR

**Katie Fricke, AIA, ACHA, NCARB, LEED AP**  
Health Planning Principal, HDR, Charlotte, NC

## BOARD LIASON

**Sheila F. Cahnman, FAIA, FACHA, LEED AP**  
Jump Garden Consulting LLC, Wilmette, IL

## PARTICIPANTS

**Antonio J. Amadeo, AIA, ACHA, CHID**  
LDC International, Inc., Tampa, FL

**O. Neal Corbett, AIA, ACHA, LEED AP BD+C**  
HDR, Atlanta, GA

**John Grattendick, AIA, ACHA**  
Gresham Smith, Orlando, FL

**Jason Hartz, AIA, ACHA, NCARB**  
LMH Architecture, Louisville, KY

**Matthey Kennedy, ACHA, EDAC, LEED BD+C**  
Orcutt I Winslow, Phoenix, AZ

**Chase H. Miller, ACHA, AIA, EDAC**  
BSA LifeStructures, Indianapolis, IN

**Paul Sabal, AIA, ACHA, NCARB, LEED AP**  
Vestal Corporation, St. Louis, MO



# Examination Committee

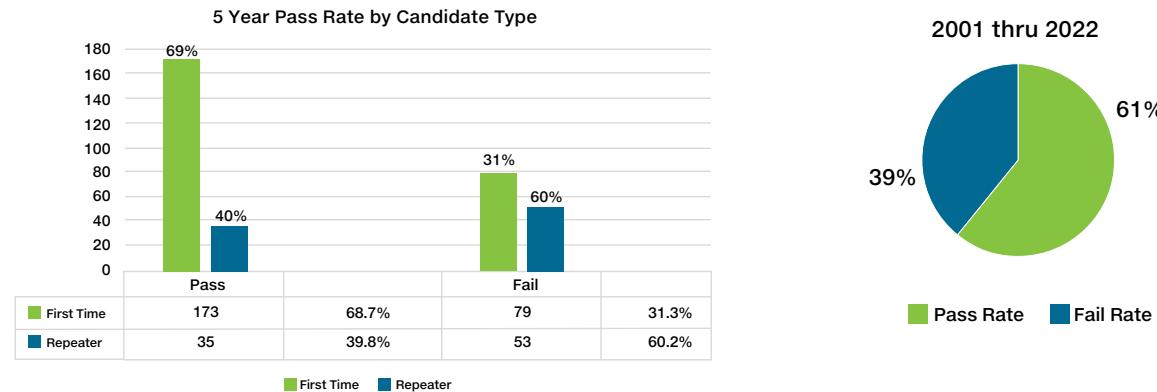
The Examination Committee develops the certification examination with expert psychometrician guidance to ensure that the examination is professionally sound and legally defensible. The committee oversees that all examination questions refer to the detailed content outline and can be referenced appropriately. The committee meets regularly to update the practice exam, write new examination questions, and review the current exam to ensure accurateness. This year the exam committee met in Tampa, FL in April.

This year, an Item Writing Sub-committee was formed to increase the bank of questions that could be used for the exam. These representatives will reflect diverse roles, experience levels, and organizational size. The sub-committee will be responsible for writing additional exam questions that will be considered by the exam committee for pre-test status. Sub-committee members will be considered for future participation on the exam committee.

## 2022 Exam Statistics Summary

- 71 sat for the exam in July.
- Of those eligible, 55 were new applicants; the remainder were repeat examinees

Since moving to one examination window in 2015, the average pass rate is 63.0%, ranging annually between 55% and 72%. The overall pass rate since 2001 is 61%, up from 60%.



## 2022 First Time v. Repeater Examinee Pass Rate

- The first-time examinee pass rate was 78.2%, up from 64.3% in 2021.
- The repeater pass rate was 50%, up from 47.8% in 2021.

Over the past five years, the first-time examinee pass rate has risen from 67.5% (2017-2021) to 68.7% (2018-2022) and the repeater pass rate was up from 38.6% (2017-2021) to 39.8% (2018-2022). First-time examinees continue to outperform repeat examinee.

# Examination Committee (cont.)

## CHAIRS

**Ryan Turner, AIA, ACHA, EDAC**

DSGW Architects, Duluth, MN

**Tracy Leigh Bond, AIA, ACHA, LEED AP**

HDR, Arlington, VA

## BOARD LIASON

**Deborah Smith, AIA, ACHA, LEED AP**

Flad Architects, Tampa, FL

## PARTICIPANTS

**Bob Bosley, AIA, ACHA**

ACI Boland Architects, Kansas City, MO

**Brian Briscoe, AIA, ACHA, EDAC, LEED AP**

HKS, Inc. Dallas, TX

**Kent Ley, AIA, ACHA**

Lee Health, Fort Meyers, FL

**Steve Templett, AIA, ACHA, LEED AP**

Sizeler Thomas Brown Architects,  
New Orleans, LA



# Item Writing Sub-Committee Members

## CHAIR

**William Persefield, AIA, ACHA**

Medica Development, LLC, Richardson, TX

## PARTICIPANTS

**Cindy Cox, AIA, ACHA**

HDR, Seattle, WA

**Terry Wilson, AIA, ACHA, EDAC, LEED AP**  
Salt Lake City, UT

**Motunrayo Badru, AIA, ACHA, LEED BD+C**  
Gresham Smith, Charlotte, NC

**Georgia Cameron, AIA, ACHA**  
Little Diversified, Charlotte, NC



# Career Path Committee

The Career Path Committee (CPC) was formed in 2020, as a successor to the Recruitment & Retention task force, for the purpose of serving as an organizational framework for connecting with our certificate holders and potential future certificate holders. The committee's role is to identify ways to engage stakeholders along the career arc of healthcare architecture, to identify, communicate and reinforce the value and role of the College, and expand its touchpoints with potential, emerging, advancing and emeriti ACHA certified healthcare architects.

The committee includes ACHA certificate holders and, importantly, an ACHA candidate, with the intent of assuring diversity across various geographical regions and different points in their professional careers.

The primary task of the committee is to facilitate entry into the College and to communicate, and add to, the value of ACHA to current and future certificate holders, through initiatives including but not limited to:

- Identify the range of constituencies that presently make up ACHA certificate holders and who may be potential future certificate holders.
- Identify touch points and ways that the College and its certificants can engage with these constituencies including programs currently offered to young and emerging professionals as well as professionals recognized for upholding the values of the College.
- Communicate the mission and clarify the value of the College with various constituencies.
- Identify ways to accelerate and facilitate the path to ACHA certification.
- Build connections, mentoring and sponsorship initiatives across the career arc between experienced certificate holders emerging professionals and future candidates for certification.

Each initiative of the committee is assigned one or more champions with near-term and longer-term targets for implementation.

# Career Path Committee

## COMMITTEE CHAIR

**Akshay Sangolli, AIA, ACHA**

EYP, Denver, CO

## BOARD LIAISON

**David Allison, FAIA, FACHA**

Graduate Program in Architecture + Health,  
Clemson University ,Clemson, SC

## COMMITTEE MEMBERS

**Tracy Bond AIA, ACHA**

HDR, Washington, DC

**Georgia Cameron, AIA, ACHA**

Little Diversified Architectural Consulting,  
Charlotte, NC

**Betsy Guthrie-Brunsteter, AIA, ACHA**

ADG, Oklahoma City, OK

**William Hercules, FAIA, FACHA**

WJH Health, Orlando, FL

**Rachel Knox, AIA, ACHA**

HKS, Washington, DC

**Rebecca Lewis, FAIA, FACHA**

DSGW Architects, Duluth, MN

**Robert C. Masters II, AIA, ACHA**

CannonDesign

New York, NY

**R. Gregg Moon, AIA, ACHA**

Kenall, Inc., Houston, TX

**Solvei Neiger, AIA, ACHA**

ZGF Architects, LLP, Portland, OR

**Scott Radcliff, AIA, ACHA**

Hasenstab Architects, Inc., Akron, OH



# 2022 Class of Fellows



**Steven C. Schultz,**  
Philo Wilke Architects

Steven Schultz has pioneered new, efficient, effective and economical healthcare design solutions and innovated construction methods to enable community-oriented medical facilities to deliver better care to more people and to meet complex, ever-evolving challenges.

## **Pioneering the Micro-Hospital Building Type**

Steve Schultz has designed more than 40 micro-hospitals around the country – slightly more than half of the total in existence – making healthcare more accessible and equitable, lowering costs, integrating flexibility and creating a new model with a smaller environmental footprint.

Hospitals are typically significant energy users, and their complexity can often limit adaptability, despite continual advances in care. Steve worked directly with physicians to develop the architectural and programmatical innovations for a new, more nimble and efficient hospital building type that streamlines services and eliminates duplications of functions and space. He also convinced regulatory agencies in ten states to adapt healthcare building codes (stringent in their requirements) to accommodate the new facility type, an example of the power of architecture to influence the quality of healthcare delivery and its outcomes. His work has expanded to 21 states and has received national recognition.

Steve is the author of a white paper outlining the advances of the building type and has given presentations on “The Incredible Shrinking Hospital” to the National Healthcare Design and Expo in Phoenix. He also works with students, notably as a member of the Texas A&M University Health Industry Advisory Council, to bring understanding of micro-hospital strategies to students and emerging professionals. In addition, the Facilities Guidelines Institute, which establishes consensus-based, research-informed guidelines for healthcare design and is used by regulators, designers, builders, and facility owners around the country and abroad, will define micro-hospitals requirements in the 2022 edition for the first time.

# 2022 Class of Fellows (cont.)

## **Applying Tilt-Wall Construction to Health Care Design**

Because speed-to-market and budget are key factors in healthcare design, Steve developed a strategy to employ tilt-wall construction to reduce project delivery schedules, minimize cost, and add resiliency. This made the micro-hospital equally viable all over the country, by using local material suppliers and supporting more sustainable construction methods. He has also applied this strategy to large-scale hospital design in rapidly growing communities with a pressing need for healthcare access. He has since completed 27 tilt-wall micro-hospitals throughout Texas and in Nevada, and Colorado and has introduced the same technology to full-service facilities. Four of his projects have earned national Tilt-Up Achievement Awards. Among these is Memorial Hermann Cypress Hospital, which is the largest full-service hospital in the country built using this method. Steve has also shared his best practices in tilt-wall construction with audiences at the National Healthcare Design and Expo in Orlando.

## **Creating the Multi-Disciplinary Clinic**

In 2012 Steve worked with Memorial Hermann Health-care System to program, develop and design another new delivery paradigm in healthcare: the multi-disciplinary clinic. Conceived as a direct response to shifts in care delivery spurred by the Affordable Care Act, these facilities, dubbed Convenient Care Centers, provide the best qualities of one-stop-shop retail healthcare, and further expand access to a wider range of specialty services to communities, as well as promoting health and wellness thanks to its integrated design approach. In the decade since, over 3,000 facilities have been built using this model, and can address up to 14 percent of all emergency hospital visits, increasing capacity of large trauma care facilities to focus on more acute cases. Steve wrote about his innovation of this building type in a 2017 issue of *Medical Construction & Design Magazine*.

Steve also applies his healthcare expertise to the Texas Society of Architects Emergency Task Force, which is developing protocols for healthcare providers to effectively address rapid response and long term planning scenarios, including the COVID-19 pandemic.

# 2022 Class of Fellows



**Kirsten Waltz,**  
Baystate Health

Kirsten Waltz advances healthcare planning and design through leadership at AIA's Academy of Architecture for Health, post-occupancy research for the design of specialized spaces, and long-term service in shaping national regulatory codes.

## **Organizational Leadership and Knowledge-Sharing**

Kirsten is an expert in organizational leadership. From 1999-2004, she managed one of SBA's five healthcare studios in Boston—building the practice, mentoring young architects, and project managing a multitude of projects. In 2004, she relocated to the United Kingdom to lead the firm's London design studio. Kirsten managed staffing and knowledge sharing between SBA's London and Boston offices as they collaborated in designing healthcare facilities and replacement hospital projects.

In 2020, Kirsten became the president of AIA's Academy for Architecture for Health (AAH). She led AAH through the most demanding period of the Covid pandemic—adopting tools for communication and information sharing that strengthen the Academy and its impact.

Also, during the pandemic, Kirsten served as a member AIA National's Covid-19 Task Force—helping to refine planning guidelines for Alternative Care Sites in adapted spaces to meet the emergency. The US State Department translated these guidelines into many languages—applying them to its embassies worldwide.

In her current leadership role at Baystate Health, Kirsten is rapidly gaining 'insider' knowledge of how hospital systems operate, organize their financing and measure success. She is in an influential position to share this understanding with other healthcare architects and colleagues at FGI.

## **Original Research and New Design Models**

Kirsten has worked with fellow ACHA members and colleagues to carry out formal and informal post-occupancy evaluations (POE) in the UK and the US. In her

# 2022 Class of Fellows (cont.)

most in-depth study, The Project Afterwards: Using Post-Occupancy Evaluations to Improve Healthcare Environments, Kirsten and two co-authors described their POE of the 641,000SF multi-phase expansion project at Baystate Medical Center in Springfield, Massachusetts wherein findings from each phase could inform the next stage of design.

Described in Exhibit 6, the three stages of this study showed how ongoing research over the course of a major health care project can create a planning culture of feedback and constant improvement as later phases are designed.

Exhibits 7, 8, and 9 outline Kirsten's further studies focusing on: inpatient beds, pediatrics, and surgery—all of which were influenced by the drive for continuous improvement.

## **Leading Regulatory Change and Advancement**

As a member of FGI'S Steering Committee since 2018, Kirsten plays an important role in writing healthcare building codes that shape healthcare architecture across the United States. Starting in 2014 she served as a Committee Tri-Chair for FGI's 2018 and 2022 updates of its Guidelines for Design and Construction of Outpatient Facilities. In 2018, this committee created the first stand-alone volume on Outpatient Design in FGI's history.

With the emergence of Covid-19 and ongoing weather-related crises, Kirsten joined the FGI team to write the Guidance for Designing Health and Residential Care Facilities that Respond and Adapt to Emergency Conditions.

Going forward, Kirsten will continue to lead chair for FGI's Guidelines for Hospitals 2026 revision cycle. In this role, she will have a lasting impact through integrating the suggested guidance from the Emergency Conditions study into FGI Guidelines for the future of hospital design.

# 2022 New Certificate Holders

## 2022 NEW CERTIFICATE HOLDERS

**Robin Keen Anderson**

Milwaukee, WI

**Stephen Michael Black**

Scarborough, ON

**Susan Blomquist**

Boston, MA

**Heather Castro**

Scottsdale, AZ

**Brent Chapman**

Indianapolis, IN

**Ramon Cruz Moreno**

Tampa, FL

**Michael Ferment**

Raleigh, NC

**Renee Fiala**

Houston, TX

**Megan Gallagher**

Charlotte, NC

**Matthew Glassner**

Akron, OH

**Marianne Graffam**

New Orleans, LA

**Jason Hartz**

Louisville, KY

**Paul Huneycutt**

Charlotte, NC

**Hayley Johnson**

Indianapolis, IN

**Carolyn Shelley Johnson**

Rock Hill, SC

**Laurie A. Kenan**

Portland, OR

**Maria SeungJin Kook**

Chicago, IL

**Patrick Leahy**

Omaha, NE

**Michael Lehman**

Orange, GA

**Todd Lehmann**

York, SC

**Luke Leyden**

Washington, IA

**Shannon Liggett**

Kansasville, WI

**Robert McNamara**

Zebulon, NC

**Kelly Ann Miller**

Westville, NJ

**Raymond Minotas**

Willoughby, OH

**Jeffrey S. Monzu**

Omaha, NE

**Hernan M. Rivera**

Orlando, FL

**Sara Ashworth Robinson**

Spartanburg, SC

**Richard Rush**

Indianapolis, IN

**Dan Russell**

Oak Park, IL

**Brian J. Schulz**

St. Augustine, FL

**Basil D. Sherman II**

Kansas City, MO

**Tracy Stocking**

Salt Lake City, UT

**Travis P. Tyson**

Oberlin, OH

**Ledia O. Valdez**

Conroe, TX

**Stephanie Vito**

Buffalo, NY

**Hans P. Walter**

Shaker Heights, OH

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