

# INTRODUCTION

American College of Healthcare Architects  
Application Review Board  
PO Box 14548  
Lenexa, KS 66285

To whom it may concern;

As Managing Partner in charge of Operations at \_\_\_\_\_ for the past 18 years, I can confirm the various roles successfully carried out by \_\_\_\_\_ as indicated on the following Project Experience pages and as listed below. \_\_\_\_\_ was registered very early in her career showing immediately her dedication to the field and her commitment to architectural excellence. She is an active participant in AIA, planning the induction ceremony for newly licensed architects in the state. She is invested in the future of architecture done by educating future architects through job shadow opportunities in the office, guest speaking to collegiate architecture classes and volunteering with high school architecture extracurricular activities. \_\_\_\_\_ has a concentrated history of work in the Healthcare market, since her start \_\_\_\_\_. She quickly understood the complex concerns facing healthcare practices and how architecture can help to solve them. She is truly a leader at \_\_\_\_\_ and is evidence in the list below and the pages following.

I have no doubt that \_\_\_\_\_ meets all qualifications for ACHA Board Certification. Please let me know if I can answer any questions.

Sincerely,

## PROJECT HISTORY

	Describe your Role	Phone Number and Position of Project Contact	Date of Completion	Total Cost - Construction (C) and Project (P)
- ED Renovation	Planner/Project Architect		March, 2024 (Anticipated)	\$5.5 million (C) \$8.9 million (P)
- Observation Unit Addition	Planner/Project Architect		March, 2023 (Anticipated)	\$5.5 million (C) \$10 million (P)
- Sleep Lab Renovation	Planner/Project Architect		January, 2023 (Anticipated)	\$.75 million (C) \$1 million (P)
Community Center	Project Architect		December, 2022 (Anticipated)	\$14.5 million (C) \$20 million (P)
Pharmacy Renovation	Project Architect/Leader		November, 2022 (Anticipated)	Undisclosed
X-Ray Replacement	Project Architect/Leader		September, 2022	\$.25 million (C) \$1 million (P)
- Cancer Care LINAC	Project Architect/Project Leader		November, 2021	\$.5 million (C) \$1.5 million (P)
- EP Replacement	Project Architect		June, 2021	Undisclosed
	Planner/Project Architect		December, 2021	\$140,000 (C) \$250,000 (P)
- IR Replacement	Project Architect		March, 2020	\$.5 million (C) \$1.5 million (P)
- MOB Cardiology Clinic	Project Architect		July, 2020	\$2 million (C) \$2.5 million (P)
- Replacement Hospital /	Planner/Project Architect		November, 2020	\$22 million (C) \$32 million (P)
MRI Replacement	Project Architect		December, 2020	\$.25 million (C) \$1.5 million (P)
Medical Center Cancer Care LINAC	Project Designer		December, 2020	\$2 million (C) \$3 million (P)
Professional Building and Garage/	Project Architect		July, 2019	\$36 Million (C) \$44 Million (P)
Medical Office Building /	Design Support		2018 - On Hold	\$10.0 million (C) \$13.0 million (P)

# PORTFOLIO OF PROJECTS

# Professional Building and Garage

## Identifying The Right Campus Location To Better Serve Expanded Patient Needs

While working through the [redacted] Masterplan, the facilities director approached [redacted] about programming and identifying an appropriate location on the campus for an 80,000 SF Medical Office Building to provide clinics directly accessible to the hospital to accommodate the influx of specialty doctors identified to help [redacted]: better serve patient needs. The locations discussed led the leadership to choose a site that was currently part of the land that [redacted] owned, but would require adding a 400-space parking garage on the front of the hospital to align with each of the building's 5-stories. [redacted] a rural hospital, was hesitant to build a large garage on the front of the hospital but they choose to pursue the garage to provide patients better access to care. [redacted]: wanted the garage to blend with the building to read as one continuous structure. Focus on the garage portion was minimized using three classrooms that would serve the staff and community to break up the building façade and mesh screens in curtainwall to mimic the windows of the clinics. With such a prominent building on the site, the design team used several large faces to promote the [redacted] (Brand as you drive along the highly trafficked Highway [redacted]). The top two clinic floors and all public spaces were built out during construction with three additional clinic floors to be built within the shells on the 3rd, 2nd, and 1st floors as required. Each clinic floor provides 24 additional exam rooms and 4 procedure rooms. Connection points within the garage were provided to connect to the adjacent [redacted] Medical Building at future dates.



**ROLE:** The [redacted] MOB began as a Facility Master Plan for [redacted] Medical Center. As project architect, I was responsible for interior architectural design including, overall aesthetic, architectural details, equipment planning, and internal coordination. I also assisted in the exterior envelop design and documentation.

### Size

84,000 sf Total - 5 Story Building

### Construction Cost

\$41.5M

### Completion Date

2019

### Owner Name

[redacted]

### Consultants

MEP — [redacted]

CIVIL — [redacted]

STRUCTURAL — [redacted]

LANDSCAPE ARCHITECT — [redacted]

CODE — [redacted]

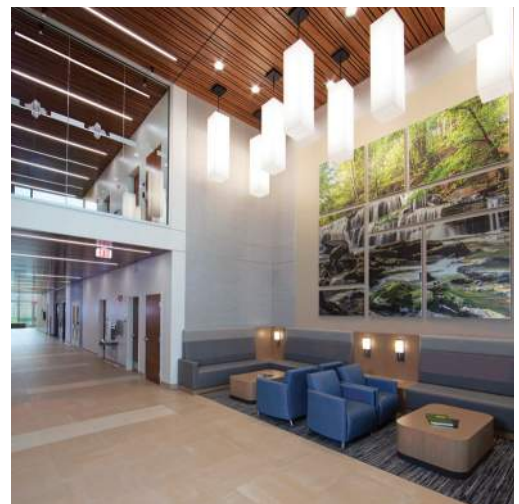
ART WORK — [redacted]

### Contractor

[redacted]

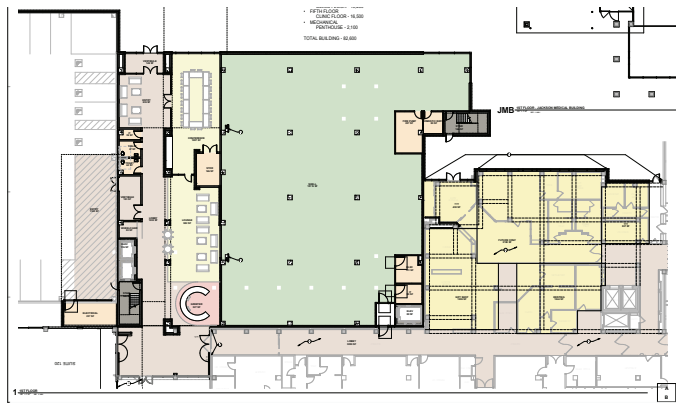
### Garage Consultant

[redacted]



# Professional Building

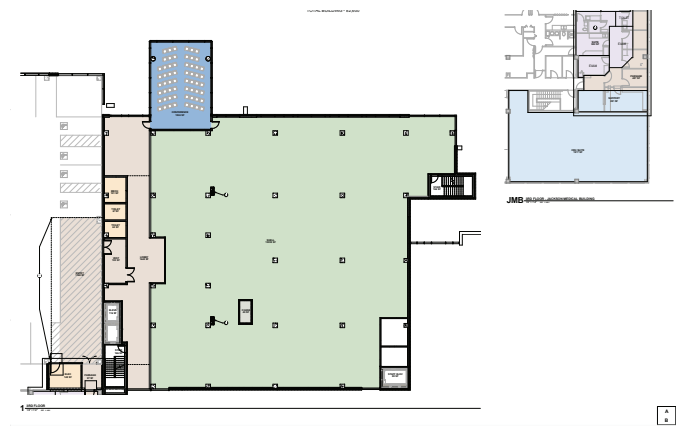
## Floor Plans



FIRST FLOOR PLAN



SECOND FLOOR PLAN



THIRD FLOOR PLAN



FOURTH FLOOR PLAN

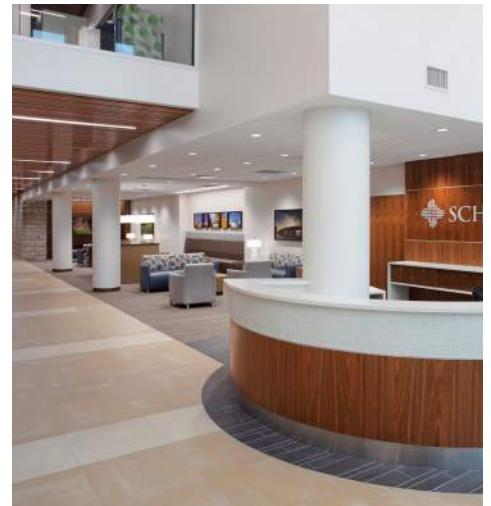
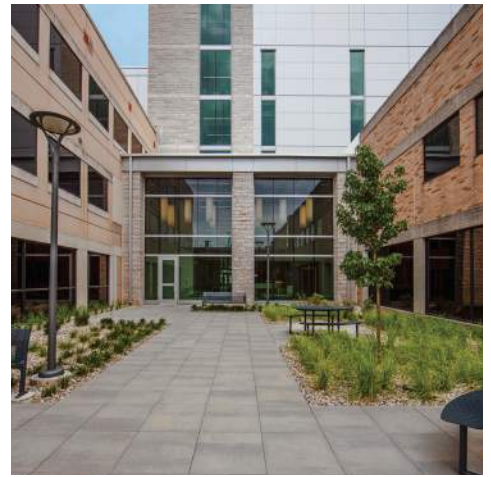


FIFTH FLOOR PLAN



# Professional Building

## Additional Photos





# ED/Micro-Hospital

SUBMITTER:

## Project Goals

As part of the [redacted] Plan, future growth and new services were planned. As construction on the MOB began, the design of a connected ED/Micro-Hospital was started. Working together with multiple user groups the [redacted] ED/Micro Hospital at [redacted] was a collaborative exercise to create a healthcare facility that reflected Franciscan Alliance's dedication to quality care in a small scale footprint. Designed with a minimal scale footprint the facility contains eight inpatient rooms, twelve emergency exam rooms, two trauma bays, ambulance garage, food service area, lab and pharmacy. As the first micro hospital for the [redacted] team worked cohesively to optimize the efficiency of the space.

The emergency department was designed to operate 24/7 and contained 10 emergency rooms, a psychiatric holding room, and a dedicated SAFE room. The ED/Micro-Hospital was designed to utilize the licensed imaging facilities located in the connected medical office building. Design of the ED/Micro-Hospital was fully completed and permitted, but the construction was stopped before starting. This project remains a future consideration for [redacted].



**ROLE:** As Design Support, I was responsible for assisting in interior architectural design including, overall aesthetic, architectural details, equipment planning, and internal coordination.

**Size**  
20,000 sf

**Construction Cost**  
\$10 M

**Completion Date**  
ON HOLD

**Owner Name**  
Franciscan Health

**Consultants**  
MEP — [redacted]  
CIVIL — [redacted]  
STRUCTURAL — [redacted]  
LANDSCAPE ARCHITECT — [redacted]

**Contractor**  
[redacted]



**SUBMITTER:**

**SUBMITTER:**

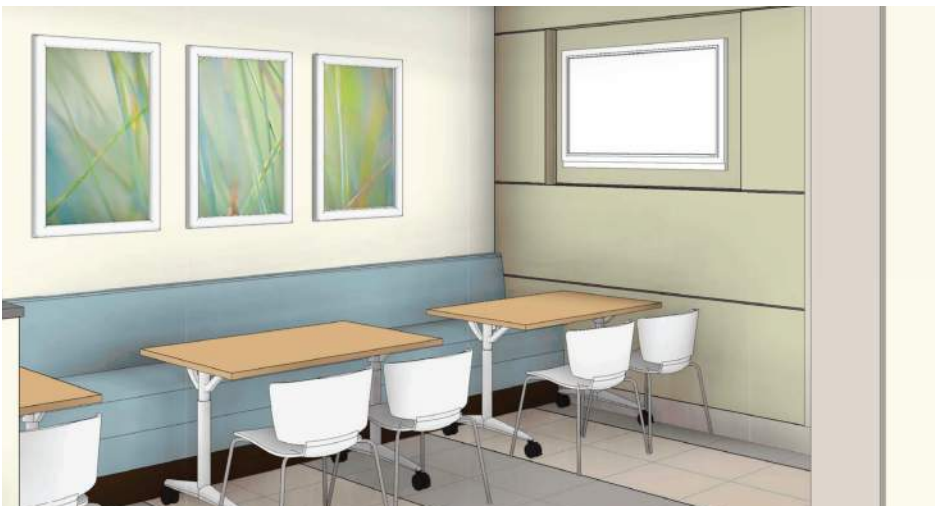


## SCHEMATIC LAYOUT

# ED/Micro-Hospital

SUBMITTER:

## Additional Photos





# Replacement Hospital

SUBMITTER: |

## Transforming Healthcare In

Scheduled to open in 2020, the new Replacement Hospital will be more than a hospital—it will be an entire health campus that will transform healthcare services in

. From surgery and imaging to prenatal care and cardiology, the hospital will offer patients and their families the care they need in their own community. The state-of-the-art right sized hospital will replace the oversized, outdated County Hospital. The 50,000 sf new facility was designed through a lean healthcare design process where all staff, physicians and the community were able to participate. At the completion of "Cardboard City" Visioning Process, developed a 3D computer model to document all the decisions made and then applied finishes and design details. As a follow-up, walked the team through a detailed virtual tour of the facility where they were able to review the proposed space an offer final input.

### The new facility will include:

12 Inpatient beds • Emergency care • Lab Services • Pharmacy and Imaging Services • Surgical suites • Physical and occupational therapy • Cardiovascular and pulmonary services • Helipad • Staff Patio Lounge • Public and Patient Therapy Gardens • Greenspace and Walking Trails around the campus



**ROLE:** As Planner and Project Architect, I was responsible for healthcare planning, leading the clinical team in meetings and design workshops. I led the internal and external documentation of the construction documents and coordination efforts with the design team. I was responsible for taking the project through the state board of health licensing process. Once construction started, I led our efforts on site visits, submittal review, and coordination with owners vendors and supplies. A large part of my role was ensuring all the owner's items and vendor equipment fit the space designed.

### Size

50,000 sf + Auxillary Out Building 11,000 sf

### Construction Cost

\$32M

### Completion Date

2020

### Owner Name

### Consultants

MEP —

STRUCTURAL —

LANDSCAPE ARCHITECT —

CIVIL —

ACCOUSTICAL —

CODE —

INTERIOR DESIGN —

### Construction Manager

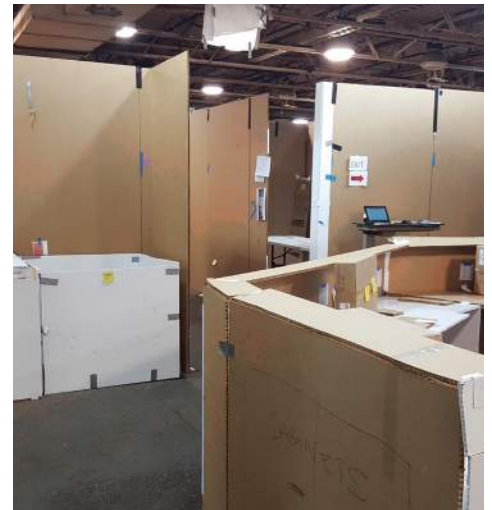
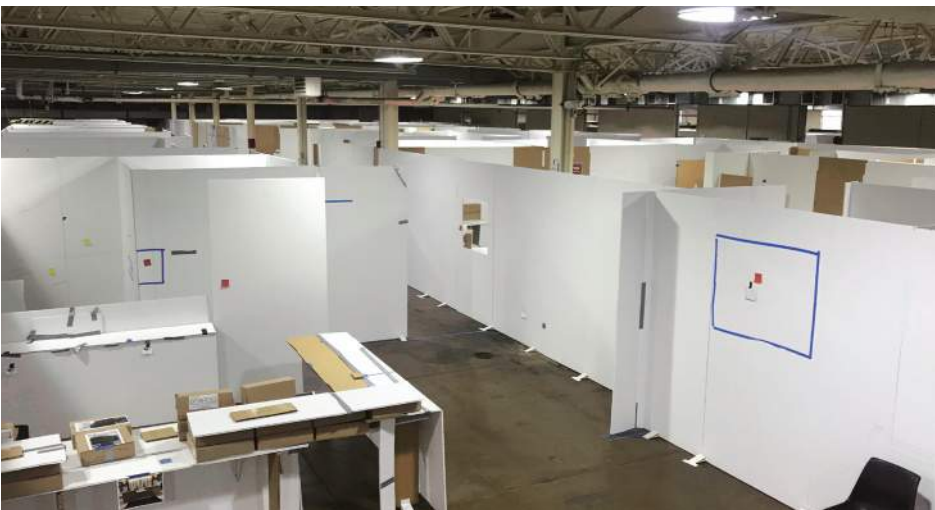


# Replacement Hospital

SUBMITTER:



FLOOR PLAN



Putting the Physician, Staff and even Patient within the space during design has become a great tool for ensuring everyone involved understands and is able to provide valuable input on their needs and goals. This creates ownership of the design by everyone involved. When they can see it, feel it and change it, they own it. We put everyone involved in the space both physically through real life cardboard mock-ups and through virtual walk throughs.

For the Replacement Hospital project, the entire facility was built by the staff in a weeklong event called Cardboard City. helped lead this effort by working with each department through their decision making and design of the space. We enhanced the process by providing them templates, tools and worksheets to force them to think about every piece of equipment on the equipment list, to make decisions about every door through a door and hardware worksheet, and about every power and data outlet with templates for them to tape to the walls. With the cardboard mock-up nearly complete, all staff, leadership and even patients were asked to tour the space and provide critical input for the necessary adjustments.

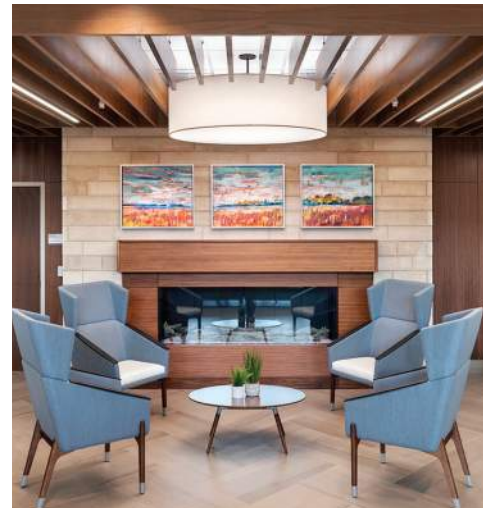
At the conclusion of Cardboard City, the entire cardboard mock-up was photographed and input the design into our 3D modeling software to allow us to provide a virtual tour of the space, complete with interior finishes, furniture and equipment to solidify the design with the staff. The department staff was excited to see their cardboard creation come to life in the virtual tours to confirm the design.



# Replacement Hospital

SUBMITTER:

## Additional Photos





# Family Center - Clinic

## SUBMITTER:

### Offering health, fitness and well-being initiatives to the community

The new 40,000-square-foot Family Center facility will replace an aging, smaller building that was recently demolished. The facility is affiliated with [redacted] and [redacted] is developing the property, which will include recreational space and a primary care health clinic. [redacted] is expected to lease at least 25,000 square feet in the building, and [redacted] will lease the remaining space and coordinate health and wellness programming with [redacted].

The community center project is part of the overall \$70 million master renovation plan for the park approved in 2018 that recommended the replacement of an existing 11,000-square-foot facility which [redacted] officials deemed to be at the end of its useful life.

[redacted] will use 15,000 square feet for a healthcare and preventative wellness clinic. [redacted] will present classes and interactive discussions that will allow the community to learn about health, fitness, and wellbeing – aligning the uses of the facility with communally-expressed desires. A gymnasium, indoor running and walking track, multi-purpose rooms, flexible lobby space, administrative offices, program rooms for group fitness and other activities, and lockers will be included in the new two-level facility.



**ROLE:** As Planner and Project Architect, I was responsible for healthcare planning of the outpatient clinic, leading the clinical design meetings and working directly with the [redacted] architect.

I was the primary contact for the client and held the project management and client leadership role with [redacted]

I led the interior architecture documentation and coordination efforts with the design team.

#### Size

15,000 sf (CHN Space) 40,000sf (Entire Building)

#### Construction Cost

\$20M (Entire Building)

#### Completion Date

2022 (Anticipated)

#### Owner Name

[redacted]

#### Consultants

MEP — [redacted]

CIVIL — [redacted]

STRUCTURAL — [redacted]

LANDSCAPE ARCHITECT — [redacted]

INTERIOR DESIGN — [redacted]

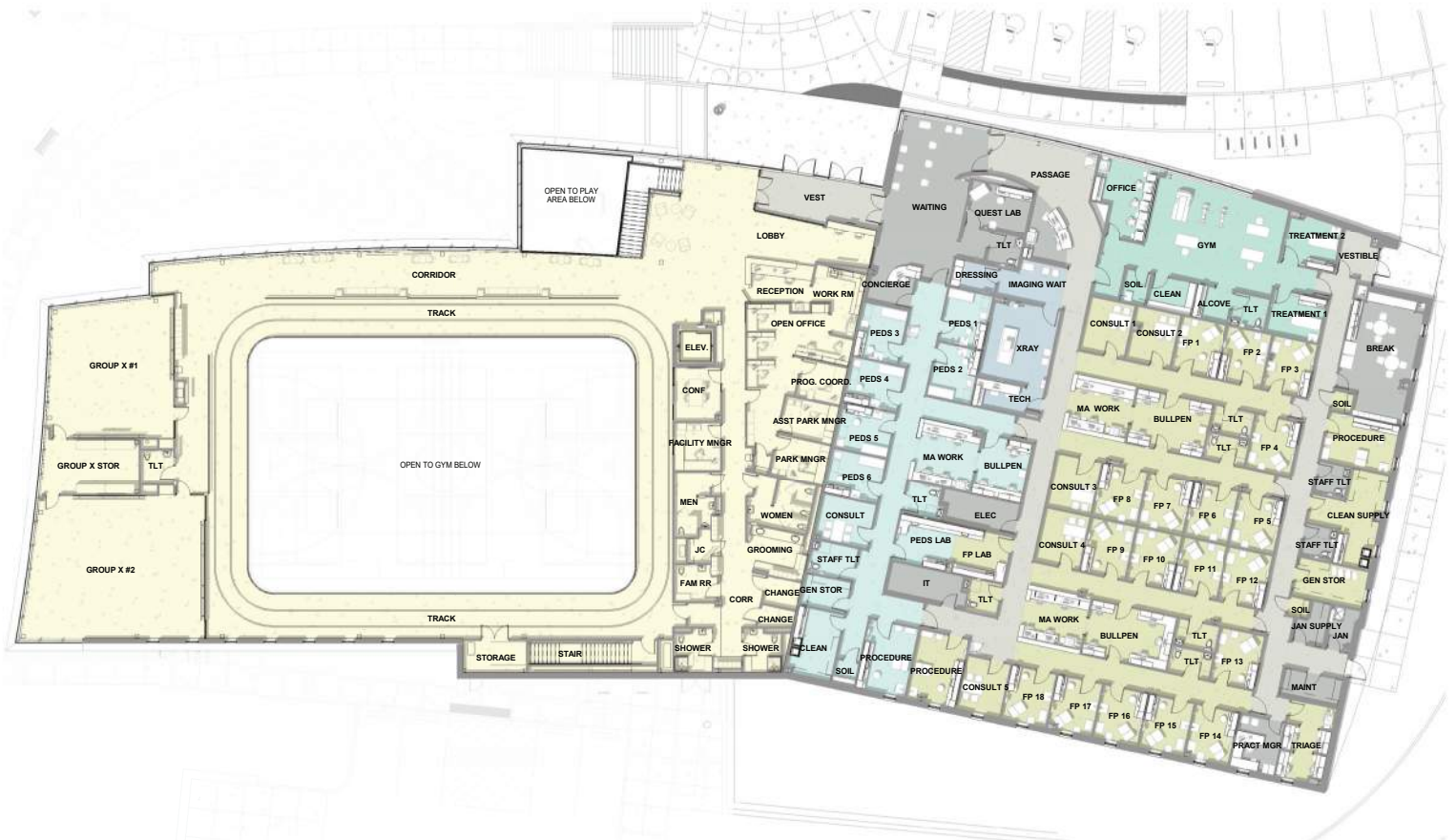
#### Construction Manager

[redacted]



# Family Center - Clinic

## FLOOR PLANS



## Family Center - Clinic

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# Hospital Cardiology Clinic Renovation

SUBMITTER:

## Creating a New Direct Entrance

I provided professional architectural and engineering services for the new Hospital MOB Garden Level Cardiology Clinic and Parking Lot Expansion.

The Cardiology Clinic was built-out in the last of the shell space remaining in the Hospital Medical Office Building. The MOB was constructed in 2014 and completed in phases as the Hospital's outpatient needs grew. The Hospital MOB Garden Level Cardiology Clinic project is 9,150sf in size and includes open registration and a waiting area, 18 exam rooms with a central nurse station, and several specialty exam rooms. The systems and interior finishes complement the existing connected building through wallcoverings, casework, designed glass partitions, lighting and artwork. Soothing blue-tone wall paint and warm wood tones create a relaxing atmosphere for patients. The power of 3D modeling and virtual walkthroughs allowed the users to visualize the final product while still in design. The Cardiovascular Clinic has a separate entrance to the expanded parking lot providing convenient access to help patients and visitors get to their destination quickly.



**ROLE:** As Planner and Project Architect, I was responsible for all healthcare planning of the outpatient clinic, leading the clinical team in meetings and design workshops. In parallel, I led the design team through the design process and completed much of the architectural documentation myself. Once construction started, I led efforts on site visits, submittal review, and coordination with owners vendors and supplies.

**Size**  
10,000 sf

**Construction Cost**  
\$2M

**Completion Date**  
2020

**Owner Name**  
[Redacted]

**Consultants**  
MEP — [Redacted]  
STRUCTURAL — [Redacted]  
LANDSCAPE ARCHITECT — [Redacted]  
CIVIL — [Redacted]  
INTERIOR DESIGN — [Redacted]

**Construction Manager**  
[Redacted]



# Hospital Cardiology Clinic Renovation

SUBMITTER:

## Floor Plan



# Hospital Cardiology Clinic Renovation

**SUBMITTER:**

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## Additional Photos





September 17, 2022

American College of Healthcare Architects  
4400 College Blvd Suite 220  
Overland Park, KS 66211

**RE: Recommendation for ACHA Certification –**

Dear ACHA Certification Committee:

I am honored to recommend \_\_\_\_\_ for American College of Healthcare Architects Certification because of her integrity, knowledge of State Healthcare standards, and her consistent, never ending drive for successful Healthcare Projects.

\_\_\_\_\_ was a key leader to the success of the \$30 million dollar \_\_\_\_\_ Replacement Hospital from the beginning to the end. While working with Haley, throughout the project she demonstrated knowledge, professionalism, and leadership to a level way beyond her years in the architectural profession. She has the amazing talent of managing the big picture while providing attention to the details. She creates a Team environment with Owners, Venders, Consultants, and Contractors.

As a result, \_\_\_\_\_ has been promoted to \_\_\_\_\_. As the primary point of contact, she maintains a strong client relationship by ensuring top client experiences for the firm's important client. She manages a variety of project types from beginning to completion, including \$1 million dollar medical equipment replacement and no construction \_\_\_\_\_ Department of Health project submissions to ensure Hospitals maintain state licensure.

With over 35 years as a registered architect, I can honestly say that \_\_\_\_\_ embodies all of the qualities that we look for in a Healthcare Architect. She sets a high standard with her enthusiasm, top quality services, and is a wonderful example to everyone that she encounters,

Respectfully submitted,

American College of  
Healthcare Architects  
4400 College Blvd  
Suite 220  
Overland Park, KS 66211

09/26/2022

## RE: AMERICAN COLLEGE OF HEALTHCARE ARCHITECTS CERTIFICATION

To Whom It May Concern,

I am writing in support of [REDACTED] receiving certification from the American College of Healthcare Architects. I have known [REDACTED] since 2012 as a classmate, friend, and former coworker.

I have always known [REDACTED] to be an exceptional architectural designer, project manager, and committed design professional in the field of architecture. Since I have known [REDACTED] in the working environment, she has been honing her skills and knowledge in all types of healthcare projects. At [REDACTED], she is a project manager and client leader for the [REDACTED]. As the primary point of contact for all these projects, she has worked with various user groups, consultants, and construction managers to maintain a reliable client-architect relationship. Her continuation to represent this group speaks volumes of the service she provides as a healthcare practice architect and how she works to ensure top client experiences no matter the size of the project.

Her healthcare expertise ranges from \$1 million medical equipment replacements to large \$30 million replacement hospitals. This broad scope of project experience has given [REDACTED] an understanding of how to support healthcare facilities on both micro and macro scales. The amount of information and knowledge she brings to each healthcare project allows her to guide the client/end-user through design discussions and achieve a solution that addresses their project goals.

Her role as project leader/manager comes with not only healthcare design knowledge, but she also possesses the skills needed to lead members of a healthcare team to achieve a successful project. [REDACTED] does an outstanding job representing the internal and consultant teams, all of whom contribute to the success of a healthcare project. Her willingness to work tirelessly until project completion is reflected in many ways: by her ability to coordinate with owners' vendors to ensure a smooth process from design inception to installation, by her meticulous analysis of facility guidelines, by ensuring designs meet the State Healthcare standards, and by facilitating review by the Indiana State Department of Health.

Based on our experience together and what I know about her time at [REDACTED], I can confidently recommend [REDACTED] for receiving certification from the American College of Healthcare Architects. She is a very passionate healthcare architect and brings the same excitement, energy, and tenacity to every single project she touches. She would be an exceptional addition to the American College of Healthcare Architects.

Sincerely,

September 12, 2022

Greetings,

It is with much pleasure and enthusiasm that I offer this letter of recommendation for \_\_\_\_\_ regarding certification from the American College of Healthcare Architects.

I have known \_\_\_\_\_ since the Fall 2012 semester, when she took one of my environmental systems courses as an undergraduate student at the \_\_\_\_\_ College of Architecture and Planning. In the years since, I have had many opportunities to interact with \_\_\_\_\_ in a number of professional forums. Now, a decade later, she is among the most accomplished emerging architects in our state – with a strong emphasis on healthcare. Please consider the following:

She currently anchors a leadership role in the \_\_\_\_\_ office as a Client Leader for the \_\_\_\_\_, which means it is her job to be the primary point-of-contact for all related projects in addition to ensuring the upmost client experience.

She has lead projects ranging from a \$1 million-dollar medical equipment replacement to a \$30 million-dollar Replacement Hospital – and no matter the size or complexity of the project, she approaches every project with the same rigor and passion.

Beyond her myriad professional accomplishments through \_\_\_\_\_ I must also emphasize \_\_\_\_\_ willingness to volunteer her time, energy, and talent toward elevating the next generation of emerging professionals. For years, \_\_\_\_\_ has held a leadership position with the American Institute of Architects through the local component of our Chapter's Young Architects Forum. Moreover, on several occasions, \_\_\_\_\_ has contributed time toward engaging undergraduate students at \_\_\_\_\_ in my professional practice courses.

In so many ways, \_\_\_\_\_ is the embodiment of the next generation of design leadership in architecture and the healthcare sector, specifically. I urge you to give her your utmost consideration and if I can expand on anything, please do not hesitate to reach out to me.

Respectfully,

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American College of Healthcare Architects  
4400 College Blvd Suite 200  
Overland Park, KS, 66211

To whom it may concern,

I have been working with \_\_\_\_\_, as one of our \_\_\_\_\_ primary Healthcare Architects, for close to 5 years now. Out of those 5 years, \_\_\_\_\_ has become one of \_\_\_\_\_'s main Client leader's & Project manager for most all the projects procured with their firm now.

\_\_\_\_\_ has been great to work with on all these projects from start to finish, always bringing energy and a display of confidence in all meetings she is involved with. From working with \_\_\_\_\_ on initial concepts, leading the design, finalizing the construction documents, assistance and issuance of submission, construction administration, to punch list, space activation and final closeout she has been a pleasure to work with. She has also been an owner advocate in detailed reviews of any change orders and any requested schedule adjustments from the construction firm.

\_\_\_\_\_ has been the Client Leader and Project Manager on all the projects listed below. From my owner's perspective, this includes being the primary point of contact, client/end user discussion leader, owner vendor coordinator along with all the items listed above.

- \_\_\_\_\_ Replacement Hospital. This included the design and construction of a new facility behind our existing, aging and occupied hospital facility. Once complete, patient care was transitioned to the new facility and the old building was removed and turned into a parking lot, creating a new campus in that area. Hayley was part of the project from its initial strategic concept to its final completion and activation.
- \_\_\_\_\_ Cardiology Clinic. This project was a large build out of vacant space into a much-needed cardiology clinic on our main hospital campus.
- \_\_\_\_\_ Linear Accelerator Replacement. She has actually led the design for (2) of these projects now, each being very successful projects with close coordination with Varian – the Linear Accelerator equipment manufacturer and staff so it could be completed while the other LA room was occupied.
- \_\_\_\_\_ Pharmacy Renovation. This project is now complete and included the renovation to both negative and positive rooms along with an upgraded HVAC system to better serve the facility.
- \_\_\_\_\_ Sleep Lab Renovation. This project is just starting construction. Along with the above mentioned roles, \_\_\_\_\_ also helped with the projects final location by developing multiple design scenarios at several different building locations around the area to assist with budget and schedule information that leadership used to make the final location determination.
- \_\_\_\_\_ Observation Unit Addition. This project is just starting construction as well. \_\_\_\_\_ started at the very beginning of this project assisting with several design scenarios for leadership to choose from. After the final selection was made, she was instrumental in leading the design and pushing construction document completion on time so we could maintain the schedule as it was pushed due to our Master planning efforts. She also helped lead a cardboard mockup of the addition so staff could, in real life, see the design and make any necessary changes prior to

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construction documents being finalized, let alone the construction itself – saving the hospital both time and costs.

- Region Masterplan. This has been a two-part plan, initially starting in '19. Both [redacted] and a college helped develop the regions master plan back in 2019. After CV19 and leadership changes, they were both brought back to re-imagine the master plan. The master plan has conceptually been completed along with costs and schedule, none of which could have been completed with her work.

In summary, [redacted] has been an instrumental design professional for not only [redacted] but for [redacted] Region. [redacted] has always been very energetic, resourceful and knowledgeable in all areas of design, construction, activation and closeout and the our Systems region is in a better condition because of her work.

Thanks,

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## Operations

RE: ACHA Recommendation for [REDACTED]

To Whom it May Concern:

I would like to highly recommend [REDACTED] for certification by the American College of Healthcare Architects. She has been a great addition to the team that has provided services to [REDACTED] Health and particularly the [REDACTED] Region that I provide oversight for.

The projects she has worked on with us include:

- Cardiology Clinic
- [REDACTED] Masterplans 2019, 2022
- LinAc Replacement
- [REDACTED] Infusion [REDACTED] Submission
- ED Treatment Room [REDACTED] Submission
- [REDACTED] Hospital Facility Management
- [REDACTED] Clinic Renovation
- [REDACTED] Hospital Observation Addition

During all phases of these projects [REDACTED] was a strong leader of the design team and the overall project. She maintained a highly professional approach even when challenges arose from the course of the projects, or the team members involved. During the projects and design meetings all aspects of the complex healthcare design and construction seemed second nature and internalized by [REDACTED]. In the few situations where she needed to expand her knowledge, this was done expeditiously, completely, and professionally. I now find I can reach out to [REDACTED] with various questions with timely and complete response like this week when I asked about shower requirements for an Emergency Department.

As a Client Leader and Project Leader/Manager, we have the utmost confidence in [REDACTED] leadership and abilities. I'll admit this was a tough role to slide into. We had worked for a number of years with a Principal at [REDACTED] that made us choose [REDACTED] pretty much exclusively for any design/consulting we needed. The idea of entrusting this to [REDACTED] and her success in meeting and exceeding expectations speaks to [REDACTED]'s confidence in her and her overall strength as a Healthcare Architect.

Some additional specifics of [REDACTED] prowess include the various equipment, MEP and process needs of Healthcare Design. She handles each of these in such a manner that they seem second nature to her, and we have full confidence they will be handled with a high degree of proficiency.

A final note of accomplishment is navigating the challenges of the overall AHJ for Healthcare in [REDACTED], the [REDACTED] Department of Health. Because of her professionalism and overall strength as a

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## Operations

Healthcare Architect, manages the State approval process from beginning to end. From the initial submission through to final approval, she knows when to push and when let the process flow. The completeness of the initial submission is the first positive step. From there, she knows how to work with the review staff to achieve project approval so in the end can provide for our patients.

Ultimately, Healthcare is about providing the best we can for our patients and their families. passion for and understanding of this aspect of healthcare seems to drive her to success. Again, I highly recommend for certification by the American College of Healthcare Architects.

Sincerely.

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September 20, 2022

American College of Healthcare Architects  
4400 College Blvd Suite 200  
Overland Park, KS, 66211

Greetings,

I am excited to offer this letter of recommendation for \_\_\_\_\_ in support of certification from the American College of Health Architects.

I first met \_\_\_\_\_ in 2018, when she joined the team to design the replacement hospital for \_\_\_\_\_. At the time, my role was President of \_\_\_\_\_ Hospital. Her enthusiasm and passion for healthcare design were immediately apparent. \_\_\_\_\_ intently listened to my vision, as well as to each hospital staff member who had hopes and dreams for the new facility. She was a guide through the process and continually challenged us with new ideas, encouraging the team to design their dream hospital, not a copy of their current space. I appreciated her patience and desire to thoughtfully serve our team.

\_\_\_\_\_ guided our team through the rigorous process of State Department of Health approval for the \_\_\_\_\_ project. A challenging process as our service line did not have a specific section in the guidelines, but \_\_\_\_\_ explained the process thoroughly, proactively prepared documents, and kept the team up to date on the status.

\_\_\_\_\_ has a service-oriented outlook on architecture, constantly asking how else she can help, while going above and beyond the standard architect duties. She has a strong interest in learning more about the healthcare procedures she is designing which leads to better designed spaces. Overall, her ability and interest in connecting to the clients she serves provides a foundation for great healthcare design and patient outcomes.

I wholeheartedly recommend \_\_\_\_\_ for certification from the American College of Health Architects.

Sincerely,

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