



April 3, 2018

**To:**  
Mr. George C. Smith  
Senior Architectural  
Project Manager  
Grady Health System  
Facilities Development  
22 Piedmont Avenue SE  
Suite 300  
Atlanta, GA 30303

**Subject:**  
Request for Proposals for  
Architectural and Engineering  
Design Services for The Center  
for Advanced Surgical Services  
(CASS)  
RFP#F2017032\_AE

**Connect:**  
Mr. Dan Thomas  
Principal  
HKS, Inc.  
191 Peachtree Street NE  
Suite 5000  
Atlanta, GA 30303  
(o): 404-442-7878  
(c): 214.938.0513  
dathomas@hksinc.com

Dear Mr. Smith and Selection Committee,

We are truly excited to submit our proposal for Grady's new Center for Advanced Surgical Services. This is an exciting opportunity to define the future of ambulatory care as well as influence how Grady continues to provide our community with innovative, world class patient care. We recognize that Grady Health System is one of Southeast's largest public hospital systems and is dedicated to improving the health of the community by providing quality, comprehensive healthcare in a compassionate, culturally competent, ethical and fiscally responsible manner. We are motivated by your vision to create world class destination for patient centered care which integrates the physical, emotional, and spiritual healing of patients and their families; and reflects the Grady mission.

Following the structure of the CASS Guiding Principles, below are some highlights on why we believe HKS will be great collaboration partners on this outstanding opportunity:

**Patient Experience:** Each step of a patient's journey from arrival to procedure will shape their experience, healing and treatment. Using patient experience mapping, operational mapping and evidence based design, we will place your mission of providing world class patient care at the cornerstone of our planning and design decisions. From the cornerstone of site access and wayfinding to selection of high-quality, durable equipment and finishes to operational efficiency and scheduling, we will consider every touchpoint in the patient journey.

**One Grady:** To make your vision a reality, we will engage physician, administrative leadership and service line leaders to garner input and serve in a review and advisory capacity representing the needs of the medical staff, clinicians and patients within each service line, ensuring all voices are heard and a state-of-the-art solution is realized. We have a strong record of engaging key stakeholders from various entities and programs and navigating a consensus-built design solution.

**Centers of Excellence:** A leader in healthcare design, planning and research, HKS has strong, proven experience in designing ambulatory surgery centers. From our Clinic 20XX study to many of our recently completed projects, we are leading the industry in innovative design approaches such as flexible clinic modules, adjustable surgical scheduling and evolving healthcare delivery systems.

**Sustainability:** Sustainability and high performance is part of HKS' culture. Our team is comprised of LEED Accredited Professionals and WELL Building Accredited Professionals that assist and guide our design staff in implementing sustainable processes and strategies.

**Flexibility:** Designing highly-flexible future-focused spaces is critical to ensuring a facilities life cycle and change readiness. This includes everything from designing a parking garage that can easily be converted into medical space to adaptable floorplans and building systems.

**World Class Design:** HKS is known for innovative design solutions that create architecturally significant buildings that reflect the brands they represent. We design specific to the client, the context and the function of building to create appropriate solutions for every project. This is proven by our 302 design awards we have won over the last 10 years.

**Collaborative, Local Service:** Located just a short walk from the project site, our team brings years of experience working in Georgia- from our core design team members to our consultants. We understand and have strong experience with the local codes and jurisdictions, and have well established working relationships with all the general contractors in the region.

**Proven Grady Experience:** Our team provides a proven blend of leaders you already trust, balanced with additional experts who meet your project needs. This team will provide the continuum of knowledge about Grady Health, the quality of work you expect from us, as well as HKS's brightest design and operational planning talent.

We hope that our proposal echoes the enthusiasm and passion for this opportunity.

We look forward to the opportunity to work with you to develop a flexible, change-ready Center for Advanced Surgical Services. If you have any questions, contact us at any time.

Sincerely,



Dan Thomas, AIA, ACHA, EDAC  
Principal-in-Charge  
dathomas@hksinc.com  
214.938.0513



Travis Cowie, AIA, LEED AP  
Project Manager  
tcowie@hksinc.com  
404.442.7878

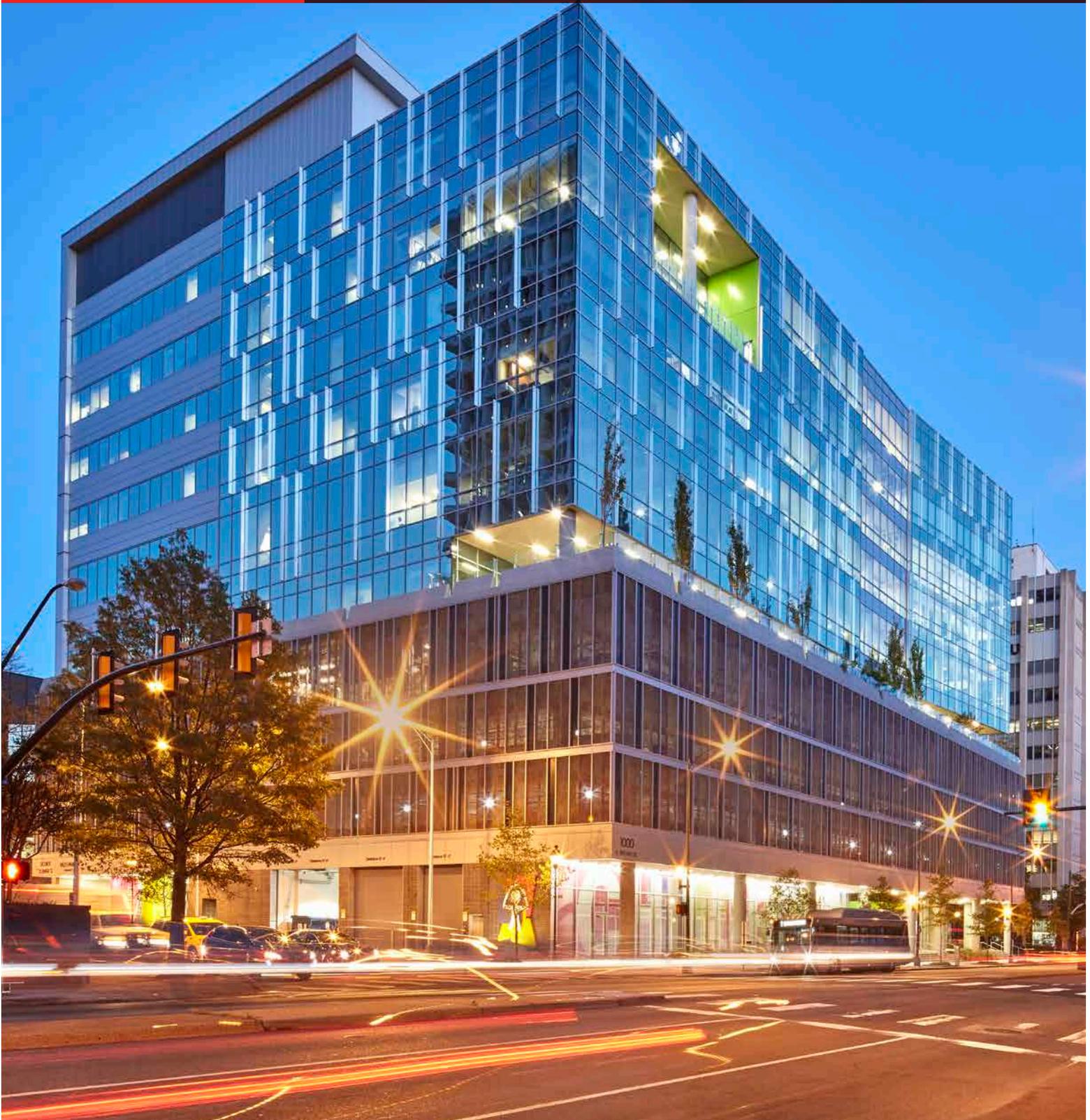


**RESPONSE TO REQUEST FOR PROPOSAL: F2017032\_AE**

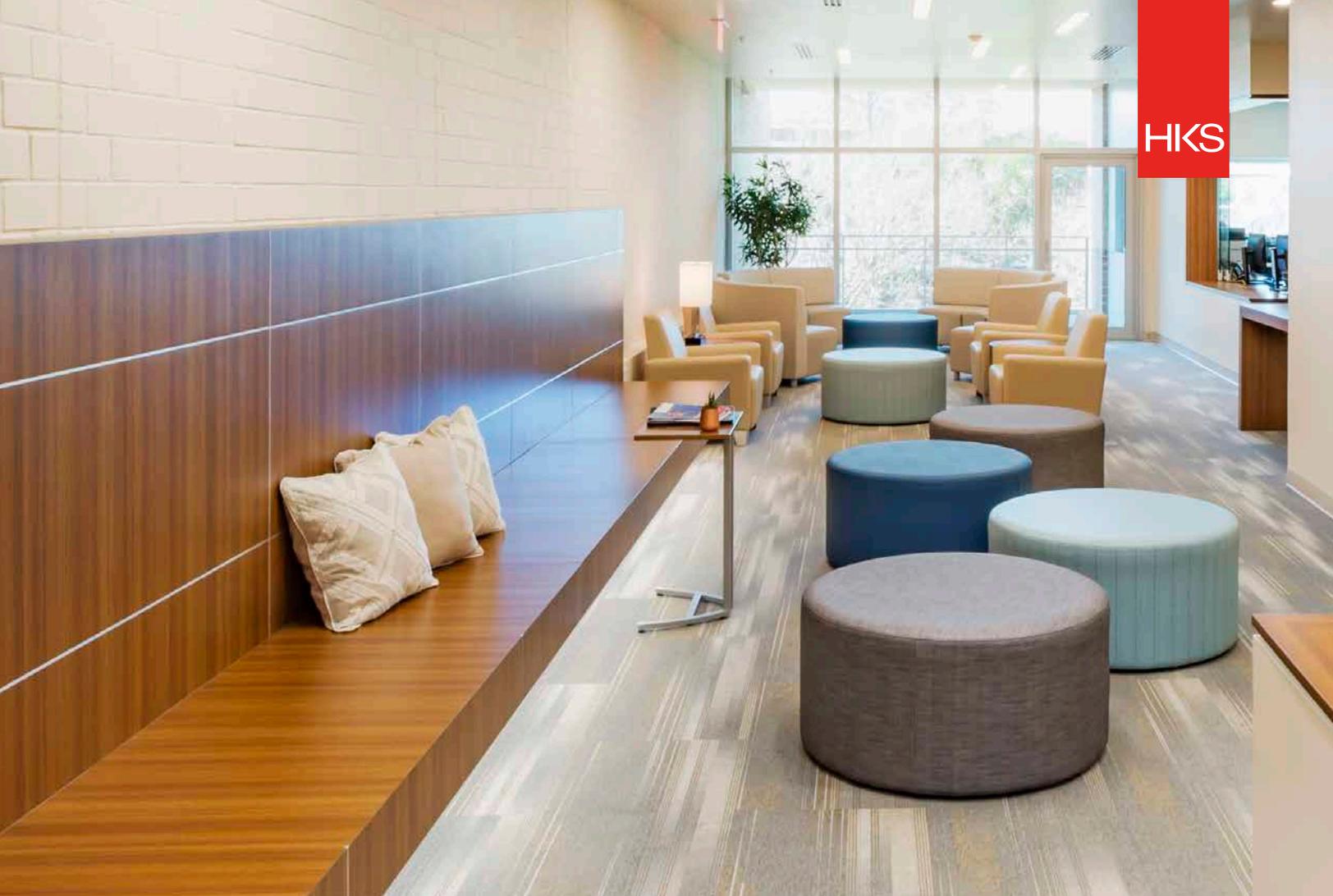
# Grady Health System: The Center for Advanced Surgical Services (CASS)

April 3, 2018

191 Peachtree Street NE, Suite 5000, Atlanta, Georgia 30303 | 404.442.7878 | [www.hksinc.com](http://www.hksinc.com)







# TABLE OF **CONTENTS**

- 1.0** Organizational Background
- 2.0** Approach and Work Plan
- 3.0** Staffing Plan and Staff Credentials
- 4.0** Previous Experience
- 5.0** Project Design
- 6.0** Appendix: Signed Forms and Documentation



**ORGANIZATIONAL  
BACKGROUND**

# ORGANIZATIONAL **BACKGROUND**

**3rd Largest**  
Healthcare Design Firm

**4,000+**  
Healthcare Projects

## HISTORY | OFFICES | FINANCIALS

### Firm History

HKS' story begins in 1939. Harwood K. Smith and his wife Kate began the practice in a small office located in Dallas, Texas. The firm began to receive commissions from top developers with requests to design commercial office buildings. This became the catalyst for a period of rapid, continuous growth. Between 1974 and 1986, the firm completed over 80 million square feet of office building space.

The demand for healthcare facilities was on the rise in the 1970s. Generous funding and new diagnostic and treatment approaches demanded new facilities, plus a wholesale updating or replacement of a great array of obsolete hospitals and medical centers. The firm's principals realized that they could translate the business savvy learned in years of commercial work into the realm of healthcare architecture. Starting with the Texas Tech University School of Medicine, HKS has grown to become one of the largest designers of healthcare

facilities in America. Its healthcare designs have also been recognized with more than 302 design awards including 24 Modern Healthcare design awards.

In 2018, HKS numbers 257 principals, over 1,400 employees and 24 worldwide offices. The firm is ranked the third largest architectural firm in the United States, according to Building Design+Construction.

### Reorganization

Our company is not currently for sale or involved in any transaction to expand or to become acquired by another business entity.

### Office Locations

HKS operates from 24 worldwide offices. Our project experience includes projects located in 1,500 cities throughout 92 countries.



Atlanta	Richmond
Chicago	Salt Lake City
Dallas	San Diego
Denver	San Francisco
Detroit	Tampa
Fort Worth	Washington, D.C.
Houston	Abu Dhabi
Los Angeles	London
Miami	Mexico City
New York City	New Delhi
Orlando	Shanghai
Phoenix	Singapore

HKS is a worldwide network of professionals, strategically located and working seamlessly as one firm. We put together the best teams from around the globe to deliver exceptional value to our clients.

## 10-Time

Vista Award Winner

## 24 Design Awards

by the prestigious Modern Healthcare Magazine

24

24 OFFICES  
STRATEGICALLY  
LOCATED  
WORLDWIDE

1,400+

TALENTED  
PROFESSIONALS TO  
OFFER THE BEST  
INTELLECTUAL CAPITAL  
AND RESOURCES FOR  
EACH PROJECT

80

80 PERCENT OF OUR  
WORK IS FOR A  
REPEAT CLIENT,  
REPRESENTING USER  
SATISFACTION

56

THE LOCAL  
ATLANTA OFFICE  
HAS 56 ON STAFF  
TO ASSIST GHS

### **Financial Information**

A privately owned Chapter S Corporation, HKS's financial statement is confidential. However, in addition to the information provided below, we are willing to discuss our financial status with your financial representatives. Please contact our HKS chief financial officer Sam Mudro at (214) 969-3166. He can provide an electronic confidential financial statement upon inquiry.

Please feel free to contact the following individual if a banking reference is needed. HKS' primary banking relationship is J.P. Morgan Chase & Company Bank. Our representative is Jim Cunningham, who can be contacted at 214.965.3001.

The firm has a \$50 million line of credit at J.P. Morgan Chase & Company Bank at a below prime-lending rate. In addition, we have a 4A2 credit rating with Dun & Bradstreet, which is one of the highest credit ratings for a firm of our size. HKS' Dun & Bradstreet number is 05-084-7490.

Annual Revenue totals for past five (5) years

2017: \$409 million  
2016: \$375 million  
2015: \$364 million  
2014: \$288 million  
2013: \$256 million

### **ADDRESS | CONTACT INFO**

#### **HKS, Inc.**

191 Peachtree Street NE, Suite 5000  
Atlanta, Georgia 30303  
**t:** 404.442.7878 | **f:** 404.442.7868  
**e:** dathomas@hksinc.com  
www.hksinc.com

### **TYPE OF OWNERSHIP**

HKS is a privately owned Chapter S Corporation incorporated in Texas in 1939.

### **POINT OF CONTACT**

#### **Dan Thomas, AIA, ACHA, EDAC**

Associate Principal  
191 Peachtree Street NE, Suite 5000  
Atlanta, Georgia 30303  
**t:** 404.442.7878 | **c:** 214.938.0513  
**e:** dathomas@hksinc.com

### **GHS OWNERSHIP/RELATIONS**

No ownership or relationship of any kind exists between our firm and Grady Health System and/or Grady Memorial Hospital Corporation.

### **PENDING LITIGATION**

Neither HKS or any shareholder, member, partner, officer or employee thereof, is presently a party to any pending litigation, or has received notice of any threatened litigation or claim directly or indirectly bearing on Grady Health System or The Fulton-DeKalb Hospital Authority.

### **GHS DISCLOSURE**

HKS has no Grady Health System's and/or The Fulton-DeKalb Hospital Authority board members, officers, administration, employees, contracted employees or independent contractors that are employed by or affiliated with our organization.

A large, semi-transparent red graphic is overlaid on the bottom right portion of the image. It features a stylized, circular shape with a white cutout in the center, resembling a stylized letter 'R' or a similar symbol. The graphic is semi-transparent, allowing the underlying image of the building and street to be visible through it.

**APPROACH AND  
WORK PLAN**

## QUESTION #8

# APPROACH AND WORK PLAN



We believe the best projects are a result of a **holistic** approach to **design** and **delivery**. Our streamlined, comprehensive process is highlighted on the chart on the following page and described in detail below.

**Define.** We will begin with a deep dive into existing conditions, current state analysis and future state goals.

### **Project Kick Off: Confirm Goals, Objectives, Budget and Schedule**

Our very first step is to confirm expectations and develop a thorough understanding of everything that has been done to date. This satisfies two key priorities: (1) to make sure we build upon the existing studies, respecting the time and resources required to develop them and (2) set expectations and guardrails to guide a well-managed project. Clear communication and a collaborative approach will define our engaging, approachable and motivating work style. We will thoroughly identify your needs, goals and objectives. Additionally, we will confirm the project delivery methodology that our team will use for your project.

Through an initial discovery charrette session with your key decision-makers, stakeholders and end-users, we carefully organize and develop a detailed task analysis and work plan. Together, we will develop a consensus built schedule, an understanding of the total project scope and a confirmation of expectations on the project. Lastly, we will confirm the budget and other key project logistics.

### **Workshop 1: Alignment/Innovation**

Here, we will begin with an open dialogue to understand the “big idea” and vision for your new Center for Advanced Surgical Services.

This will be built on the work developed in your current master plan and visioning workshops. To expand the visioning process and offer innovative perspectives and avenues for the design process, we will bring

in speakers and incorporate research and resources. Together, we will develop a plan that is rooted in the best practices in ambulatory surgery center design that is balanced with your project’s guiding principles. As a result, we will develop a vision that is unique to Grady and features forward-thinking, leading edge design innovations.

Our facilitation efforts for distilling the facts will focus on analysis and synthesis of current and future state volumes and provide a framework for identifying key operating principles, which then leads to defining the core processes, technologies and anticipated future systems. We will use meetings with stakeholders to focus on key desired flows for the patient, the staff, families, materials and equipment and communication and information. Stakeholders will be guided to think of collaborative care in the best interest



PROJECT KICK OFF Confirmation of Expectations	WORKSHOP 2 Future State/Program Development	WORKSHOP 3 Program/Blocking and Stacking	WORKSHOP 4 Conceptual Design	DESIGN PROCESS Workshops 5 - 11
<ul style="list-style-type: none"> <li>• Confirm Project Goals and Objectives</li> <li>• Project Schedule / Pull Planning + Budget</li> <li>• Identify Best Practices and Conditions</li> </ul>	<ul style="list-style-type: none"> <li>• Guiding Principle Review</li> <li>• Review current state conditions</li> <li>• Development of future state operations</li> <li>• User experience mapping</li> <li>• Review and Validate Provided Straw Room by Room Program</li> <li>• Review infrastructure Design constraints</li> <li>• Development of site planning options</li> <li>• Development of key rooms for mock-ups</li> <li>• Confirm Schedule Alignment</li> <li>• A3 Meeting Reports generated</li> </ul>	<ul style="list-style-type: none"> <li>• Guiding Principle Review</li> <li>• Approve straw program and future state operational approach</li> <li>• Review user experience mapping</li> <li>• Development of blocking and stacking options that support the 7 flows of healthcare (patient, family, staff, medications, equipment, supplies, information)</li> <li>• Confirm infrastructure Design constraints</li> <li>• Review site planning options</li> <li>• Approve of Key rooms for Mock-ups</li> <li>• Confirm Schedule Alignment</li> <li>• A3 Meeting Reports generated</li> </ul>	<ul style="list-style-type: none"> <li>• Guiding Principle Review</li> <li>• Operational/Program</li> <li>• Confirm of blocking and stacking options that support the 7 flows of healthcare (patient, family, staff, medications, equipment, supplies, information)</li> <li>• Development of building and departmental block plans</li> <li>• Site-building concepts</li> <li>• Exterior concepts</li> <li>• Interior concepts</li> <li>• Confirm infrastructure Design constraints</li> <li>• Start construction of Key Rooms Mock-ups</li> <li>• Define parking and site plan</li> <li>• Confirm Schedule Alignment</li> <li>• A3 Meeting Reports generated</li> <li>• Issue Operational Package/ Conceptual Design Submittal</li> <li>• Conceptual Design Pricing</li> </ul>	<ul style="list-style-type: none"> <li>• Workshop 5-Schematic Design #1</li> <li>• Workshop 6-Schematic Design #2                             <ul style="list-style-type: none"> <li>• 50% SD Submittal</li> </ul> </li> <li>• Workshop 7-Schematic Design #3                             <ul style="list-style-type: none"> <li>• 100% Submittal</li> <li>• SD Pricing</li> </ul> </li> <li>• Workshop 8-Design Development #1</li> <li>• Workshop 9-Design Development #2                             <ul style="list-style-type: none"> <li>• 50% Submittal</li> </ul> </li> <li>• Workshop 10 Design Development #3                             <ul style="list-style-type: none"> <li>• 100% Submittal</li> <li>• DD Pricing</li> </ul> </li> <li>• Workshop 11 Construction Documents #1-Project Coordination                             <ul style="list-style-type: none"> <li>• 60% CD Submittal</li> </ul> </li> <li>• Bidding/Negotiation</li> <li>• Construction/Construction Administration</li> <li>• Project Close Out</li> <li>• Post Occupancy Evaluation</li> </ul>
<p><b>WORKSHOP 1</b> Alignment/Current State Conditions</p> <ul style="list-style-type: none"> <li>• Guiding Principle Review</li> <li>• Validate Strategic Analysis</li> <li>• Review Market and Site dynamics</li> <li>• Review volume and services analysis</li> <li>• Confirm building program elements</li> <li>• Conduct departmental facility tours</li> <li>• Existing Conditions                             <ul style="list-style-type: none"> <li>• Departmental facility tours</li> <li>• Current state operational review</li> </ul> </li> <li>• Site Analysis                             <ul style="list-style-type: none"> <li>• Utilities (MEP, Structural, low voltage, emergency power)</li> <li>• Parking analysis</li> <li>• Access and Arrival</li> </ul> </li> <li>• Confirm Schedule Alignment</li> <li>• A3 Meeting Reports generated</li> </ul>				

**TOOLS TO FACILITATE SUCCESS**

<ul style="list-style-type: none"> <li>• Revit (BIM)</li> <li>• Cloud4Revit (C4R) –</li> <li>• Big Room / Co-Location</li> </ul>	<ul style="list-style-type: none"> <li>• A3 Meeting Documentation</li> <li>• Project Websites/Document Sharing</li> <li>• Six Sigma</li> </ul>	<ul style="list-style-type: none"> <li>• Lean Operations/Planning</li> <li>• Target Value Design</li> <li>• Mock-Ups</li> </ul>	<ul style="list-style-type: none"> <li>• Simulation / Virtual Reality</li> <li>• Pull Planning</li> </ul>
--	--	---	---



of the patient in a new, combined workplace. HKS will also serve as a conduit to provide the latest in evidence-informed design based upon our own and the design industry's peer reviewed research.

**Design.** Facility planning options during the Design phase build upon the confirmed project vision and operational approach.

### **Workshop 2: Development/ Planning Charrette**

The outcome of this effort will include a planning concept, blocking and stacking diagrams, and a room by room program. We will develop an evaluation criterion for the Grady Health System to facilitate informed decision making and guide a final recommendation of facility planning options. Through experience mapping, we will ensure the renovation and design plan aligns with the Center's vision from patient enrollment and engagement to medical care delivery and follow up.

### **Workshop 3: Planning + Concepts Charrette**

Conceptual budgets and phasing will be developed on alternative solutions as well as the final recommendation. Palacio Collaborative will provide cost estimating services. We propose adding a local contractor (acceptable to Grady Health System) for peer review and confirmation of local market. Additionally, phasing plans denoting recommended steps of alternative solutions will be developed to inform Grady Health System of final options.

### **Site Analysis**

We will conduct a site analysis charrette with the appropriate design consultants to study the advantages and constraints of the existing site, making sure we understand all of the critical connections from pedestrian access to utilities and materials management. In this charrette we will place our massing concepts on the site to understand how each concept can best interact within the existing site context as we determine the best way to place the building and the parking garage. Future growth, patient/staff arrival and the Grady vision will all be important determinants in this process.

### **Program Review**

Review available, owner-provided programmatic information. Review functional program and a room-by-room space architectural program with administration and departmental representatives. To balance reality and expectations, the program is then confirmed using the guiding principles as well as the budget.

### **Optimize Efficiencies**

Prepare alternative schemes depicting facility operations and development in more detail than the preliminary site plan. These schemes consider site constraints, optional workflow, access issues and departmental programs. They are reviewed with administration for selection of a preferred scheme.

### **Cost Management**

Provide a cost estimate for the preferred scheme. If required,

we can adjust the project cost by reducing or value engineering the scope, deferring designated elements and/or using less costly renovation/construction methods to achieve budget conformance.

### **Conceptual Design**

Workshops 2 and 3 will be used to develop the conceptual design for your new surgery center. At the end of this phase we will establish the direction for the design solution including finalizing the program, blocking and stacking and site analysis.

Conceptual planning involves defining the major components of the facilities and studying variations in relationships of each component to the other. Access, circulation, functional interrelationships and more are clarified for all users and services.

### **Patient Experience Mapping**

We know that the patient experience is a critical driver for the Center for Advanced Surgical Services. Through carefully planned design features will analyze all the ways the building can enhance the patient experience from studying entry and arrival sequences, planning the wayfinding throughout the building and designing welcoming and hospitable exterior and interior spaces that provide an ambiance of high-technology balanced with personal attention. HKS's Experience Mapping Research is rooted in our understanding the user experience and journey, incorporating our nationwide thought leadership and best practices,

and improving efficiencies and satisfaction. We will balance this with your project's guiding principles.

### **Community and Staff Engagement**

We truly believe that a strong design is rooted in the history, dreams and drivers of the people that live, work and receive care in the facilities we design. Therefore we believe that engaging your community and staff in the design processes is key for both project buy-in and excitement. We will work with you to determine the most appropriate format for engagement. Typically, we will host a variety of worksessions and town halls geared toward physicians and staff, patient and family members, neighboring residents and businesses, as well as employees, board members, community members. Formats for this engagement include: visioning sessions, experience workshops, mockups and virtual reality, a patient environment survey, experience checklists and mapping, and town hall meetings.

**Deliver.** After robust and engaging Define and Design phases, the HKS team will complete the drawings to deliver the project! Here's where our carefully honed experience project management process springs into action.

### **Schematic Design**

All rooms, corridors, workstations, alcoves and materials are planned and confirmed with you and users for the selected schematic design. As part of the schematic phase, our

interior designers and engineers develop and present their concepts for their respective portions of the project.

At this point, the design is checked against the project budget to determine cost conformance. Adjustments can be made to achieve the owner's budget requirements.

### **Design Development**

During design development, we work closely with you and the users to identify and plan each room's intended use. Equipment, finishes and necessary HVAC for each space are identified and planned. Each area is planned with your and the users' input as well as our planning team's professional advice. Vendors for special equipment needs are brought into the process to verify planning for selected equipment, provide schedule input and identify final installation requirements to incorporate into the construction documents.

Documents are prepared in 1/8" or 1/4" scale with each piece of equipment, furniture, electrical outlet, communications port and light fixture noted for each area in the room data sheet stage. During this step, our interior design group presents materials and colors for selection and approval.

The design is again checked against the project budget to determine cost conformance. Adjustments can be made to achieve the owner's budget requirements.

### **Construction Documents**

Once you have approved the design development documents, we develop the project's construction documents. During this phase, meetings are scheduled with you and the users to incorporate client desired changes.

The result of this phase is a set of construction documents that are issued to appropriate agencies for review. Construction documents include architecture (and may also include engineering, interior design, civil, landscape and equipment vendor) drawings and specifications appropriate for bidding and constructing the identified project scope. The construction contract administrator's involvement also ramps up during this step.

### **Bidding/Negotiating**

Our construction administrator and project manager assist the owner in soliciting bids from pre-qualified contractors. During the bidding process, we conduct a pre-bid conference and prepare any necessary addenda to the documents required during that time. Once we have received the bids, we assist you in bid tabulation and determining a successful contractor.

We consult with you in contract preparation for construction. As necessary, we submit documents to permitting agencies for review and approval.

### Construction

We provide construction administration services during the construction phase. During construction, we conduct owner/architect/contractor monthly meetings to review project progress, issues and quality. Our construction administration staff visits the project, as appropriate, to review project progress and contract conformance.

The construction administration services include site observation reporting, submittal review, payment certifications, document clarifications, contract changes and determination of substantial completion.

### Closeout and Occupancy

Once construction is substantially complete, our team assists the contractor in preparing punch lists of incomplete items or items requiring correction. We monitor the project to completion and recommend final payment to the contractor upon satisfactory completion of all project requirements. As requested, we schedule and assist you and the contractor with project commissioning and warranty review before the project is closed out.

## EXCEPTIONS TO ARCHITECTURAL SERVICES AGREEMENT

### 2.2.2

(d) all applicable rules, regulations, policies, and practice guidelines set forth by The Joint Commission ([www.jointcommission.org](http://www.jointcommission.org)) and/or required to maintain accreditation and/or certification by The Joint Commission; and

(e) all applicable rules, regulations, policies, and practice guidelines set forth by Centers for Medicare and Medicaid Services ([www.cms.gov](http://www.cms.gov)) and/or required to maintain accreditation and/or certification by the Centers for Medicare and Medicaid Services.

~~Architect shall perform its work such that the construction of the Project, if completed in~~

~~items shall be limited to architectural and engineering specific requirements~~

### 2.2.3

(5) any direct damages to Owner arising from a breach of the Project Contract by Architect, and (6) any ~~indemnity or defense~~ obligations arising out of a third party claim against Owner as a result of

~~Architect is responsible for adherence with approved Design Schedule and to ensure~~ <sup>with</sup> no impact, by Architect, to the placement of work afforded via any phased plan review and/or any incremental plan

2.2.9

2.2.9 Owner reserves the right to fast track the Project. If Owner so elects, Architect shall provide all services required to support this plan approval and construction method with no additional compensation. Architect shall assume that such services will include determining the scope of construction phases or increments, preparing individual plan review, construction and bidding documents and providing separate cost estimates for each phase or increment. If Owner

Architectural Services

The proposed fee is based on two design packages - additional packages would be an additional service.

Page 4

2.3.1

(f) Architect will submit the Conceptual Design Documents to the Owner for review and approval. Architect acknowledges that it may be required to develop alternates to the Conceptual Design Documents as required to meet design, constructability, budgetary, scheduling, or other needs. Accordingly, Architect shall make changes to the Conceptual Design Documents as Owner may request at no additional cost to the Owner.

a maximum of three

2.3.2

ft February 13, 2018

a maximum of two

uirements for the Schematic Design Documents.

(a) Architect acknowledges that any service that the Owner intends to offer in a new or innovative way must be reviewed, as appropriate, with any government agencies (whether local, state or federal) with authority over the Project ("Governmental Authorities") which includes for purposes of this section, but is not limited to, the local Georgia Department of Public Health ("GDPH") prior to design to reduce likelihood of rejection following completion of construction.

(b) Architect further acknowledges that it may be required to develop alternates to the Project as required to meet design, constructability,

2.3.4

Based on the approved Design Development Documents, Architect shall prepare plans and specifications setting forth in detail the requirements for the construction of the project. Architect shall make such changes to the Instruction Documents as Owner may request. The Construction Documents shall be sufficient, complete and adequate to define the quantity and quality of the work for a properly qualified contractor to bid and construct the project and comply with the Applicable requirements and the requirements of the project Contract. Exhibit G shall identify the minimum design deliverable requirements for the Instruction Documents.

Any error in the design documents shall be promptly corrected by the Architect without

Architectural Services

Page 6

Changes to previously approved design direction will be an Additional Service

2.5.3

and to the extent approved by Owner, Architect shall incorporate comments, redlines, value engineering suggestions, ~~or additional required details made by Contractor~~ to further define the ~~limits, scope, or specifications of the~~ Project and shall review and incorporate comments provided by local authorities during permit review, if any.

2.11.2 (d)

~~(1) an evaluation of the proposed substitution, (2) an assessment of material differences (in cost and performance) to the product(s) specified, and (3) a recommendation of whether or not the Owner should accept the proposed substitution).~~ Architect's action shall be taken

2.11.2 (j)

(j) Architect will prepare weekly site observation reports showing status and open issues, as well as, any observed defects in the Work or deficiencies of Contractor and provide the reports to the Owner. Prior to Owner's acceptance of the Work and prior to Substantial Completion of the Work, Architect shall observe the Work to ascertain whether the Work is in conformance with the Contract Documents and shall ~~develop~~ "punch lists" as necessary to inform Contractor of any required remedial work or uncompleted items of Work. Architect shall recommend to Owner the dates of Substantial and Final Completion, and shall

Page 9

supplement the Contractor's

consideration in developing its Design/CA Schedule and Fee. No additional time or compensation will be required or authorized for such matters unless defined as an Authority Having Jurisdiction ("AHJ") review delay or post-permit change under the Project Contract.

2.10 Unless Owner initiated, any design costs associated with variances, waivers or Alternate Method of Compliance shall be the responsibility of the Architect.

## 2.11 Bidding and Administration of Contract for Construction

2.11.1 Architect shall provide Owner with such assistance as Owner may request in connection with the bidding and negotiation of the Construction Contract, including without limitation identifying qualified bidders, preparing bid packages, attending pre-bid meetings, responding to inquiries from bidders, evaluating bids and making recommendations to Owner regarding contract awards.

If after receipt of the bids for the construction of the Project the average of all bids received exceeds the identified budget for the cost of construction, Architect must immediately revise and re-submit the design package to reduce the cost of construction to fall within the proscribed construction budget. Any such revisions and/or resubmissions required and not created solely due to market forces will be performed at the sole cost of the Architect. ~~the proposal fee is based on~~

~~one full time person on site~~  
2.11.2 ← Owner shall be responsible for administration of the Construction Contract. Architect shall assist Owner in administering the Construction Contract as set forth below and as requested by Owner throughout the actual length of the construction of the Project. Architect shall have reasonable access to the construction work wherever it is in preparation or progress, which access shall be coordinated by Architect with Owner's representatives.

(a) Architect shall have at least one representative on site during regular business hours during the construction of the Project but shall increase the number of on-site personnel as needed to assure there is appropriate oversight of the construction relative to the stage of construction or as otherwise agreed by Owner and Architect in writing to allow the Architect to be continually familiar with the progress and quality of the work completed and to determine in general if the work is being performed in accordance with the Construction Contract. Architect shall staff its on-site

personnel and make visits consistent with the Standards of Care provided for in the Project Contract. Architect shall keep the Owner informed of the progress and quality of the work ~~and shall endeavor to guard the Owner against defects and deficiencies in the work.~~

As is appropriate based on the status of the construction, Architect shall require its Consultants to have at least one representative on site during the relevant construction of the Project ~~and shall increase the number of on-site personnel as needed to assure there is appropriate oversight of the construction relative to the stage of construction or as otherwise agreed by Owner and Architect in writing to allow Architect's Consultants to be continually familiar with the progress and quality of the work completed and to determine in general if the work is being performed in accordance with the Construction Contract.~~ Architect's Consultants shall staff their on-site personnel and make visits consistent with the Standards of Care provided for in the Project Contract. Architect shall keep the Owner informed of the progress and quality of the work ~~observed by Architect's Consultants and shall require its Consultants to endeavor to guard the Owner against defects and deficiencies in the work.~~ The services of on-site personnel do not modify the rights, responsibilities or obligations of the Architect and its Consultants as described elsewhere in the Project Contract.

(b) ~~Unless Architect directs Contractor's work,~~ Architect shall not be responsible for construction means, methods, techniques, sequences or procedures, or for safety precautions and procedures in connection with the work. Architect shall not be responsible for Contractor's failure to perform the work in accordance with the Construction Contract, defective work, failure to meet requirements of the construction schedule, or failure to construct the Project within the budget for construction ~~except to the extent that Contractor's failures in these respects are caused by Architect's failure to perform its services in accordance with the Standards of Care or otherwise the result of a breach of the Project Contract.~~

(c) Architect shall make recommendations to Owner about whether or not to recommend rejection of construction work which does not conform to the Construction Contract. Whenever Architect considers it necessary or advisable for implementation of the intent of the Construction Contract, Architect shall recommend to Owner that additional inspection or testing of the work be performed in accordance with the provisions of the

Architectural Services Page 8  
a manner indicating that the Work when fully completed will be in

prepare a Certificate of Substantial Completion. Architect shall receive and review for compliance to the Contract Documents as-built, Testing Inspection and Observation ("TIO") reports, clearance and/or approvals of all jurisdictions having authority, written guarantees, releases, waivers and related documents assembled by Contractor, deliver them to Owner, and make recommendation to Owner as to acceptance of the Work and a final Certificate for Payment. Architect shall as requested by Owner participate in the review of the punch list with Contractor.

(k) Nothing in this the Project Contract, and no act or omission of Architect, including without limitation any approval or certification or failure or refusal to approve or certify any work or service of Contractor, is intended or shall operate to release or relieve Contractor of any of its duties or obligations under the Construction Contract.

or create a third party beneficiary relationship between Architect and Contractor

2.11.3 Design Professional shall provide Owner with a Monthly Progress Report. The Monthly Progress Report shall be submitted with the monthly payment application and include:

~~(a) a narrative of the work performed for the period, identification of~~

~~(b) any contract deliverables, areas of concern, actions and approvals needed,~~

(c) a list of pending or potential contract amendments,

~~(d) detailed GPM schedule status report clearly identifying actual performance with respect to the current approved schedule,~~

~~(e) a weekly log book or field notes listing identifying specific information, decisions or documents required from Owner, required third party approvals, and any meetings required with sponsor and third parties involved in the Project, and~~

(f) an assessment of current schedule performance with recommendations for mitigating any schedule challenges.

2.11.4 Architect shall continue to provide construction administration services until Owner's final acceptance of Contractor's work; provided that, if Owner requires Architect to provide such services for more than ninety (90) days after ~~Owner has acknowledged substantial completion of Contractor's work,~~ and Architect has performed

Architectural Services the original date scheduled for Substantial Completion

such services and Project Close Out activities with reasonable diligence, Owner shall compensate Architect for extended construction administration as an Additional Service.

ARTICLE 3: OWNER'S RESPONSIBILITIES

3.1 Owner shall pay Architect in accordance with the provisions of and perform its other duties and obligations under the Project Contract.

3.2 Owner shall, as detailed in section 2.1.1 above, provide information to Architect regarding Owner's needs, goals, objectives and requirements for the Project, including scheduling and budget information reasonably necessary for Architect to perform its services.

3.3 Owner will provide as part of the Project Contract certain minimum standards and defined specifications for the design.

3.4 Owner shall designate a representative authorized to act on Owner's behalf with respect to the Project. Owner or such authorized representative shall render decisions in a timely manner pertaining to documents submitted by Architect so as to avoid unreasonable delays in the orderly progress of Architect's services.

3.5 At Architect's request, Owner shall furnish at its own cost and expense such surveys, reports, studies, tests and inspections that are reasonably required by Architect to perform its services.

ARTICLE 4: ARCHITECT'S DELIVERABLES AND DOCUMENTS

4.1 Architect shall prepare and submit to Owner electronic and paper versions of all documents submitted to and approved by Owner, including schematic designs, Design Development Documents and Construction Documents. Electronic copies of design documents shall be provided in a version of AutoCAD acceptable to Owner or such other form as requested by Owner. Architect shall also provide Construction Documents in a software format approved by the Owner. Architect shall also provide Construction Documents in a form acceptable to Governmental Authorities.

4.2 Owner has established the framework for this project within an active account with eBuilder Incorporated. Architect and all of its Consultants must, for this Project, use the web base project management system known as eBuilder (Exhibit I). All project documents, drawings, communications and correspondence shall be via this management system, from project engagement/initiation through close out. Owner will provide for training of all key personnel as

#### 4.3

4.3 Owner, Architect, and Contractor shall develop protocols for developing, implementing, coordinating, reviewing, and exchanging information models. Systems shall be configured to allow information to be used by all parties for their respective purposes. Architect shall manage Project data and host the BIM model within its facilities. All design team members (including MEP, structural and other key consultants, whether engaged by Architect or Owner) shall such platform(s) as specified in Exhibit C, Architect to provide electronic files of all plans, including as-bid, **as-built**, and all other record plans on thumb drives or other format as required by Owner.

*delete if not approved as an additional service*

#### 5.2

5.2 In the event of a Dispute, and subject to Architect's right to terminate as provided in section 7.1.2 below, Architect shall not cease, delay or otherwise interrupt performance of the services under the Project Contract or on the Project pending resolution of such Dispute, and Owner shall pay Architect all amounts properly due under the Project Contract and not subject to a good faith dispute ~~or effect~~, provided that, Architect shall cease performing services as and to the extent directed by Owner in writing.

#### 6.3.3.1

6.3.3.1 To the fullest extent permitted by law, Architect shall indemnify, ~~defend, and hold~~ the Owner and its officers, directors, ~~agents~~, and employees, ~~holders~~ from and against damages, ~~losses~~, and judgments, including reasonable attorneys' fees and expenses, to the extent caused by ~~or resulting from~~ the negligence, recklessness, or intentionally wrongful conduct of the Architect, its employees, its Consultants, or anyone else utilized by the Architect for the performance of services under the Agreement, including but not limited to workers compensation insurance or benefits for an employee of Architect or any of its Consultants;

#### 8.1

8.1 Architect's compensation for its services and payment of such compensation shall be as provided in this Article 8. In no event shall Architect be entitled to compensation for services that are not performed in accordance with the Standards of Care or Applicable Requirements, ~~and Owner shall be entitled to recover payment made for such services and to offset the amount of such payments against future sums Owner may owe to Architect.~~

#### 8.3.2

8.3.2 Reimbursable Expenses for which Owner will separately reimburse Architect over and above the Guaranteed Maximum Price are identified in Exhibit K. No Reimbursable Expenses shall be reimbursed and no such expenses will be paid if submitted to Owner more than ninety ~~(90)~~ days after they are incurred. Reimbursable expenses shall be billed at 1.0 times Architect's cost and submitted with Architect's monthly application for payment. 120

#### 8.5.6

~~8.5.6 Acceptance of final payment shall constitute a waiver of all claims by Architect for compensation for its Services.~~

#### 8.6.2

8.6.2 Architect shall keep one complete set of records and books of accounts on a recognized cost accounting basis satisfactory to Owner showing all fees and expenditures made in connection with the Project Contract. Such records and books of account shall include, without limitation, all time sheets, invoices, work logs, accounting records, written policies and procedures, Consultant files, original estimates, estimating worksheets, correspondence, change order files (including documentation covering negotiated settlements) ~~and any other supporting material necessary to substantiate Architect's performance of services and charges related to such performance.~~

**Draft February 13, 2018**

perform the services. As an independent contractor, Architect acknowledges that Owner will not withhold any taxes from the compensation it pays to Architect, and that Architect is entirely responsible for all tax reporting and payment. Nothing contained in the Project Contract shall entitle Architect, or its agents, employees or Consultants, to the status or benefits of an employee of Owner or entitle Architect to make any representation on behalf of or bind Owner in any manner, except as herein specifically provided. Nothing contained in the Project Contract shall be construed to create any type or manner of partnership, joint venture or enterprise with or between Architect and Owner, or to give rise to any fiduciary duty by Owner to Architect.

9.6 Owner and Architect, respectively, bind themselves, their successors and assigns to each other and to the successors and assigns of such other Party with respect to all terms and conditions of the Project Contract. No partner of Architect will have personal liability to Owner under the Project Contract except for willful misconduct or fraud or as otherwise provided by law, and under such circumstances only the individual partner(s) who were responsible for the willful misconduct or fraud may be held personally liable except as otherwise provided by law.

9.7 The Project Contract is for the professional services of Architect and Architect shall not assign its rights, duties or obligations without Owner's prior written consent, which Owner may withhold in its sole discretion.

Owner shall have the absolute right to assign the Project Contract, or parts thereof, to any successor or affiliate of Owner, or for the purpose of financing, or to tenants of the facilities. Provided, however, Owner, or, if applicable, its successor or affiliate, shall remain responsible for any payments due to Architect. Architect shall execute all consents reasonably required to facilitate such assignment.

9.8 The Project Contract may be amended or modified only by written instrument signed by both Owner and Architect.

9.9 Nothing contained in the Project Contract shall create a contractual relationship with or a cause of action in favor of a third party against either Owner or Architect.

9.10 TO THE FULLEST EXTENT PERMITTED BY LAW, ARCHITECT SHALL INDEMNIFY AND HOLD OWNER AND ITS OFFICERS, DIRECTORS, ~~AGENTS,~~ AND EMPLOYEES, HARMLESS FROM AND AGAINST ANY AND ALL ACTIONS,

CLAIMS, DEMANDS, EXPENSES (INCLUDING REASONABLE ATTORNEYS' FEES) AND LIABILITIES FOR DEATH, INJURY, OR PROPERTY DAMAGE, TO THE EXTENT ~~ARISING OUT OF OR~~ RESULTING FROM THE NEGLIGENCE, ERRORS OR OMISSIONS NOT WITHIN THE STANDARDS OF CARE, VIOLATION OF LAW, OR WILLFUL MISCONDUCT OF ARCHITECT, EXCEPT THAT ARCHITECT SHALL HAVE NO OBLIGATION TO INDEMNIFY OWNER FOR SUCH CLAIMS THAT ARISE OUT OF OR RESULT FROM OWNER'S ~~SOLE~~ NEGLIGENCE OR WILLFUL MISCONDUCT. EACH OF THE INDEMNITIES SHALL HAVE THE RIGHT TO CONTROL HIS/HER/ITS OWN DEFENSE AS TO ANY OF THE FOREGOING MATTERS THROUGH COUNSEL OF THEIR OWN CHOOSING. FOR CLAIMS SUBJECT TO THIS INDEMNITY OBLIGATION, ARCHITECT HAS NO UPFRONT DUTY TO DEFEND AND ITS OBLIGATION FOR DEFENSE COST IS LIMITED TO REIMBURSEMENT OF ANY EXPENDITURE, INCLUDING REASONABLE ATTORNEY'S FEES, EXPERT AND LITIGATION CONSULTANT FEES, AND COSTS, INCURRED BY AN INDEMNIFIED PARTY IN DEFENDING CLAIMS OR ACTIONS THE EXTENT ULTIMATELY DETERMINED TO BE WITHIN THE SCOPE OF THE ARCHITECT'S INDEMNITY OBLIGATION AND ONLY FOR THE PROPORTIONATE SHARE OF SUCH DEFENSE COSTS.

FOR THE LIMITED PURPOSE OF EFFECTING ARCHITECT'S INDEMNIFICATION OBLIGATIONS UNDER THE PROJECT CONTRACT, AND NOT FOR THE BENEFIT OF ANY INJURED EMPLOYEES OR WORKER, ARCHITECT WAIVES ANY IMMUNITY GRANTED TO ARCHITECT UNDER THE WORKERS' COMPENSATION LAWS OF THE STATE OF GEORGIA, OR SIMILAR LAWS UNDER THE STATE OF GEORGIA.

9.11 No principal, director, officer, agent or employee of Owner shall have any liability to Architect under the Project Contract or at law. Owner's liability to Architect arising from the Project Contract for death, injury or property damage shall be limited to the insurance coverage available from Owner's policies of insurance.

9.12 Not Used.

9.13 Architect shall acquire no right to use, and shall not use without Owner prior written approval, the name of the Owner, Grady Health System or its

## QUESTION #9

# REQUIRED + ONSITE **RESOURCES**

Our objective for any project is to deliver quality and value to our clients, regardless of where those resources or individuals reside.

At HKS, we believe that the value of talent, experience and knowledge is multiplied when shared. HKS is a worldwide network of professionals, strategically located and working seamlessly as one firm across many offices.

We believe in staffing every project with the right people and resources at our disposal, regardless of location. This means that our communication with and coordination between all of our offices must be respectful, open and collaborative. **For your GHS project, we will staff your project from our 56-person Atlanta office which is just a short walk from the project site.**

Each of our offices is a direct extension of the other, allowing the free and complete exchange of personnel and resources. We use the latest in technology to conduct our daily communications. In addition to e-mail and phone, we routinely incorporate teleconferencing, video conferencing, Internet meetings and web sites to enhance and maintain communications.

This rapid, real-time communication will make working with GHS and the team members as easy as working within a single office.

Over the years, we have developed structured processes to efficiently share and manage our infrastructure, administrative department resources, business development, marketing and integrated communications, IT and knowledge management professionals cross-sector and across all of our offices.

This firm-wide coordination extends to programming, master planning, operational planning, design and construction contract administration, operating seamlessly across a network that allows everyone to communicate in real time.

### **Office Sharing Tools**

Our firm maintains standard forms, software and communication processes to work seamlessly across offices.



**Many offices, one firm.** HKS is a worldwide network of professionals, strategically located and working seamlessly as one firm. We put together the most qualified teams from around the globe to deliver exceptional value to our clients.

We are linked by a dedicated high-speed T1 Wide Area Network (WAN). The Internet, email, intranet and a secure file transfer site called Thru allows for the timely coordination and transfer of project information between all of HKS' offices.

Utilizing Skype for Business and Zoom applications, our offices are able to connect from virtually anywhere to host a conference call, video chat, instant message and screen share with team members both inside and outside our offices.

Our architects share and manage project information across our offices through Newforma/E-Builder.

This web-based system tracks RFIs, electronic transmittals, change orders and manages meeting minutes, action item logs, images, drawings, photography and other key project documentation. Our drawing files can also be set up so that multiple offices can work on a single file at the same time, regardless of location.

#### **On-Site Needs Provided by GHS**

As our team has been working with GHS for several years on multiple projects, we are already accustomed to working at your facilities and with your stakeholders. As discussed at the pre-proposal meeting, we will use the existing Fulton County

Health Department for on-site team meetings until we need to tear it down. At that point, we will find another suitable location. On-site needs will include:

- Space for conducting workshops/user meetings
- Space for mock-ups
- Existing plans of the project site



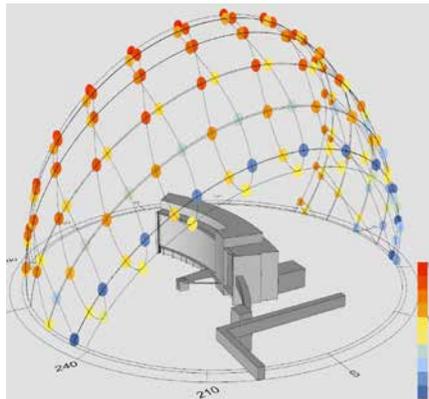
**BIM's 3D approach** allows the owner and building team to see how the pieces of their project – from its three-story atrium to its door frames – fit together in real time.

# ADDITIONAL HKS RESOURCES

## HKS DesignGreen



## HKS LINE



## HKS Consulting



***HKS DesignGreen is our consulting studio that assists and guides our design staff in implementing sustainable processes and strategies.*** From our growing knowledge pool, we apply best practices across projects and industries and communicate daily with project teams in order to create maximum energy efficiency and a minimal lifetime footprint.

HKS, partnering with the AIA and Architecture 2030, is committed to the 2030 Challenge which calls upon the global building community to design and build carbon neutral buildings by the year 2030. Other innovative programs from the U.S. Green Building Council and the US Department of Energy, such as Savings By Design, increase the value of your project.

HKS' Laboratory for Intensive Exploration (LINE) is our research and design team, cross-pollinating design thinking across all sectors and industries. ***As a design studio, they exist to initiate and sustain topical research, leveraging technology and science to focus on the creation and application of innovative solutions for architectural projects.*** By studying and evaluating the relationships between emerging technologies and methodologies, LINE elevates modes of architectural production through in depth explorations in systems, materials, processes and tool sets. In an ever-evolving profession, it is paramount to seek out innovative methods and processes to enhance the design of the built environment.

HKS Consulting has built a superior reputation for integrating business consulting services with the facility design process. ***We provide subject matter expertise that can be separate from or integrated into strategic plans, financial and volume projections, lean operational plans, simulation modeling, facility master plans, room need analysis, space programs, transition planning and evidence-based research.***

We place our clients on an optimal course to be successful. We facilitate the decision-making process by generating the insight organizations need to make the best decisions for their future. Our expertise provides senior leadership teams with the wisdom and context to implement their ideas.

## Technical Resource Group

## Building Information Modeling

## Practice Technology Group



The Technical Resource Group encompasses quality management, codes, regulations and specifications and manages quality through milestones identified in the Quality Management Work Plan. Quality Management Checkpoints are identified within the process, allowing a thorough document review prior to issuing.

Led by Ray Smith, the TRG is supported by our nationally recognized quality management team of Marcia Ascanio, Mike Hurd, Todd Gritch and Karl Sonnier. **Together they work to maintain highest level of quality for HKS' documents, acting as an internal resource for our worldwide design teams.**

HKS was one of the first architectural firms to extensively use Building Information Modeling (BIM). Revit, a BIM software, allows us to explore complex architectural geometry with a realistic and intelligent model that is seamlessly integrated with 3D, coordinated construction documents. **Our BIM approach allows our clients to see how the pieces of their project fit together in real time.** In the design phase, BIM allows us to extract real-time data from the model for testing travel distances, area tabulations and material quantities. This data can inform the design as the project evolves.

HKS has long been a pioneer in digital technology. HKS' Practice Technology Group (which oversees software implementation firmwide) ensures we are always current with the latest innovations in technology.

**Our 3D models, renderings, walkthroughs and animations allow designers, contractors and clients to visualize and experience projects in fully detailed digital worlds.**

We can now print physical models almost as quickly as we can digitally create them. These rapid models allow designers to create a variety of study prototypes with limitless complexity – and at a fraction of the cost.

## **ADDITIONAL** HKS RESOURCES:

### HKS RESEARCH

Research and investigation are the lifeblood of innovation. Design intelligence leads to demonstrable performance.

Part of HKS' design and planning process is research to optimize operations and enhance the human experience. Our in-house research group includes PhD researchers, computational designers, subject matter experts and statistical analysts, with expertise in both qualitative and quantitative methods. Our scientific research model drives evidence-informed design and is aimed at improving outcome measures in a predictable manner.

We seek to improve quality in health environments the same way you strive to improve quality in patient care:

- Target (organizational outcomes)
- Explore (operational challenges and design solutions)
- Define (design decisions)
- Measure (baseline conditions)
- Monitor (design progression)
- Test (post-occupancy success)

Our process combines field research with advanced analytics and simulations by using rapidly deployable tools. We also commit to closing the feedback loop post-occupancy with systematic evaluations. The team maintains a database of research articles, industry benchmarks and "design intelligence" documents that synthesize current trends, evidence and an informed point of view.

HKS is a part of The Center for Advanced Design Research and Evaluation (CADRE), led by Dr. Upali Nanda - a published author, speaker and researcher with extensive experience. CADRE is an independent, non-profit entity that creates tools to improve the design process and performs deep dive studies into relevant that are a priority in our industry today. CADRE has been the recipient of numerous research grants conducted with academic and industry partnerships and research awards worldwide.

For more information, contact Upali Nanda at [unanda@hksinc.com](mailto:unanda@hksinc.com) or visit <http://www.cadreresearch.org/>



# 20XX

DESIGNING FOR AN EVER-CHANGING PRESENT

© CADRE 2015

## POINT OF DECISION DESIGN

Designing “nudges” for  
healthy food and  
activity choices

WORLD HEALTH  
RESEARCH AWARD

EUROPEAN HEALTHCARE  
DESIGN RESEARCH  
AWARD

EDRA CORE AWARD

**DESIGN  
INTELLIGENCE.  
DEMONSTRABLE  
PERFORMANCE.**

# EVIDENCE-INFORMED RESEARCH: CLINIC 20XX

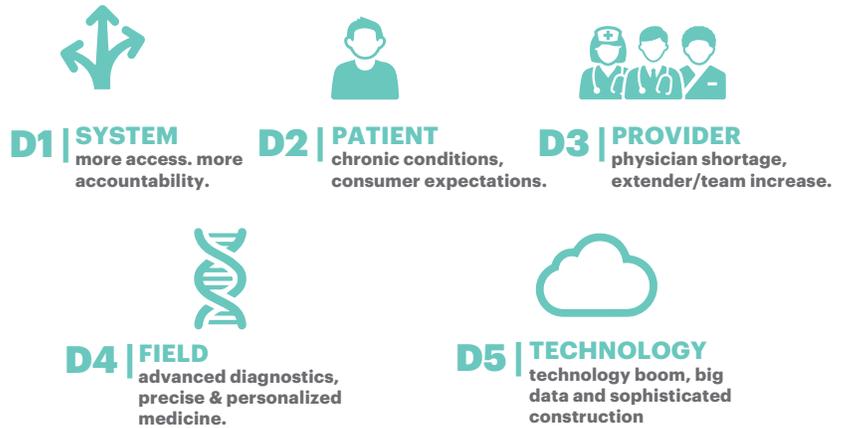
## WHAT WAS THE AIM

How do we design, not for a faceless future, but for an ever-changing present? To answer this question, we sought to understand what are the key drivers of change in healthcare, review prevalent trends in response, assess the facility implications of these trends, identify innovations and evidence support through literature searches and case studies and, finally, via the filter of what patients and physicians want, develop a framework for a change-ready clinic. This report is an attempt to look deeper into our market to understand what is driving the latest trends and two of our key constituents (patients and physicians).

In HKS' research project with JE Dunn, *Clinic 20XX: Designing for an Ever-changing Present*, we seek to identify the most robust foundation on which to hinge our flexible design solutions. We are examining the underlying drivers, and emergent principles, which guide the design of clinics that are change-ready:

- Easily adapted to changing practice needs, including the healthcare delivery system, technology and a data-driven practice/consumer culture
- Can be regularly replicated, to address changing deployment needs, including standardization, modularity and pre-fabrication

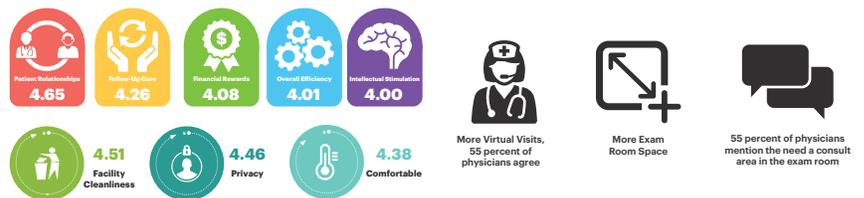
## DRIVERS: WHAT IS DRIVING CHANGE?



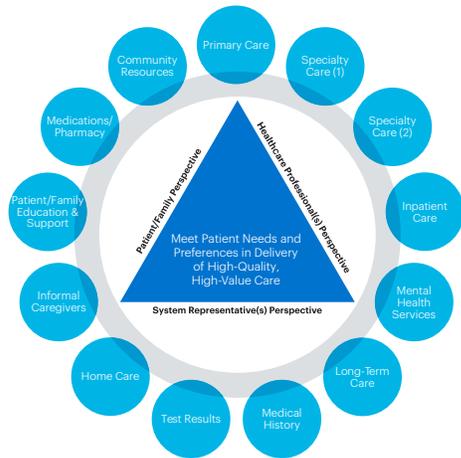
## TRENDS: WHAT TRENDS DO WE SEE IN RESPONSE?



## SURVEYS: WHAT DO PHYSICIANS EXPECT FROM CLINICS TODAY?

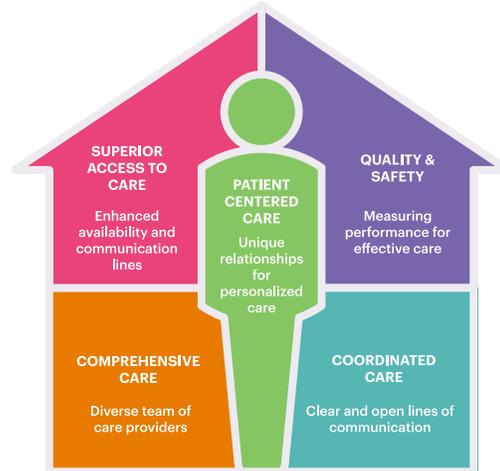


ACCOUNTABLE CARE ORGANIZATIONS (ACOS)



Adapted from Care Coordination Atlas [11]

THE PATIENT-CENTERED MEDICAL HOME (PCMH)



Information Source: AHRQ [13]

1. The Rise of Accountable Care Organizations

The ACA and emergence of Accountable Care Organizations (ACOs) and patient-centered medical homes (PCMHs) have resulted in a need to better coordinate care to patients. The Medicare website defines ACOs as groups of doctors, hospitals and other healthcare providers that come together voluntarily to give coordinated high-quality care to their Medicare patients. The goal of coordinated care is to ensure that patients receive the right care at the right time, while avoiding duplication of services and preventing medical errors.<sup>[12]</sup>

2. The Rise of the Patient-Centered Medical Home Model

The PCMH model aims to improve American healthcare by transforming the way it is organized and delivered. The Agency for Healthcare Research and Quality (AHRQ) defines a PCMH as an organizational model of primary care that encompasses five major components, as described in the graphic above.<sup>[14]</sup> There are currently 6,800 medical homes in the United States – certified by the National Committee for Quality Assurance (NCQA) – with approximately 34,600 clinicians practicing in these homes.<sup>[14]</sup>

THE EXPANDING CARE CONTINUUM



Information Source: Couvillion, M., Kraus, S., & Waters, L. (2013) [15]

3. Expanding Access Across the Care Continuum

With an increased focus on population health management and care coordination, the entire spectrum of outpatient care is now expanding. On one end, this includes the retail walk-in clinic (small satellite clinics that offer routine care) while on the other end of the spectrum

are regional hubs, with a full suite of services serving an expansive catchment area.<sup>[2]</sup>

The graphic above shows the importance of establishing a wellness network as a full spectrum of population care points, which are interwoven within communities.

**QUESTION #10**

# **BEST PRACTICES** + CONDITIONS

Our proven process is based around an engaging, consensus-built design process. The following highlights some of the tools and best practices we will use to facilitate and lead the key stakeholders to a cutting edge, future-flexible, patient-centered design solution that reflects the brand and culture of Grady Health System.

## CONSENSUS BUILDING

HKS will employ a participatory process with Grady Health System representatives at various levels throughout the planning process. HKS proposes that we focus on the following stakeholder groups:

**Project Team:** This is the core planning team responsible for day-to-day issue resolution, decision-making, project coordination and overall project schedule and budget management. This group will speak by conference call at the beginning of each week to discuss

progress, action items, issues and opportunities for improvement.

**Leadership Steering**

**Committee:** This group will have overall responsibility for synthesis and direction of the entire process. They will be asked to approve conclusions and recommendations that provide the basis for the next steps of planning.

**Service Line Leadership**

**Meetings:** We expect to engage physician, administrative leadership

and service line leaders. These groups will provide input and serve in a review and advisory capacity representing the needs of the medical staff, clinicians and patients within each service line. Individuals in these groups will participate in individual/group interviews.

**Patients and Families:** In order to understand the patient and family perspective we develop creative methods that allows for the appropriate involvement for patients and families in the design process.

## Stakeholder Groups + Responsibilities

**Executive Group**

- Project leadership - ultimately responsible for project success

**User Group**

- Assess current protocols
- Evaluate new protocol possibilities

**Steering Committee**

- Identify desired future state (Project Vision)
- Establish project guiding principles
- Set scope & budget
- Determine success indicators/measures

**Clinical Group**

- Set direction
- Provide oversight throughout project
- Ensure decisions align with
- Guiding principles & success indicators

# EFFECTIVE DECISION MAKING

## HKS DECISION-MAKING TOOLS

HKS will work with GHS to develop a clear organization for decision-making to allow input from all user-groups and roll up to clinical leadership groups and then the steering committee for final decisions. HKS tracks all meetings and decisions with the Decision Tracker tool to authenticate the progress of decision-making. HKS also uses A3 meeting reports to create a concise, single page dashboard of meeting notes. With great organization and great documentation, HKS can navigate the Decision Making Process.

## SPEED: WORK PLAN-AT-A-GLANCE

With team commitment to milestones and early decision-making to allow for an early Site & Foundation Package, the HKS led design team estimates a 2.5 month acceleration in the design delivery schedule over a traditional schedule for a construction start date. The HKS design team has the bench strength to make this happen.

## HKS' COST MANAGEMENT APPROACH

HKS takes advantage of early access to the CM both at a macro-process level and micro-process level. The design schedule has embedded review periods at each phase with the joint team allowing the short feed-back loops to keep the project costs in control. HKS is also a proponent and aggressive participant in the Target Value Design concept giving GHS the decision making power to implement desired additional project goals that become available as value design decisions show cost savings.



### DECISIONS

Many voices with multiple GHS clinics coming together in a shared space



### SPEED

A building occupancy date imperative at no later than March 2021

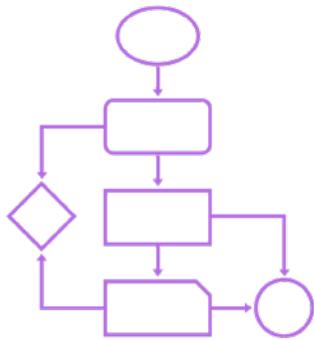


### COSTS

Managing a finite cost to allow for the best value with GHS resources

# BEST PRACTICES FOR A **SUCCESSFUL PROJECT**

## LEAN Processes



## Change Ready



## Academic/Research Environment



**Lean isn't just about removing waste; it's also about adding value.**

Design with a lean focus supports higher quality operations with fewer opportunities for errors to occur. By carefully examining an organization's current state of operation, we can design spaces that enable health professionals to work toward their ideal future state. The time and effort invested in Lean design can pay off in many ways for hospitals. Lean methodologies are focused on reducing human struggle and can be utilized to address staffing shortages, cost constraints and changing demographics. With the shifting healthcare paradigm, hospitals are responsible for an entire community's health.

In the healthcare industry, the only thing safe to assume is that change will occur. The difficulty is in predicting exactly what will change and when it will change. **One of the most challenging aspects of facility design is providing flexibility for future changes.** HKS plans are founded in concepts and strategies. If the concepts underlying facility organization and growth are valid, the plan will be flexible. Even if activity and facility projections are contradicted by future events, the plan will readjust to accommodate these changes.

HKS assimilates benchmarking, research and empirical data in focusing on an evidence-based design approach to healthcare projects. **We remain active in collaborative and independent research pertaining to all aspects of health facility design.** Our international practice base provides an extremely diverse database of hospital planning and programming information as well as a broad perspective of current regional, national and international trends.

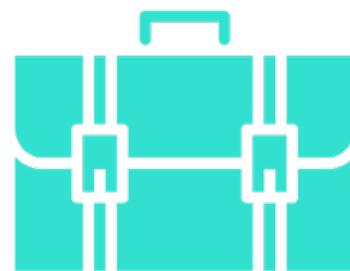
## Patient Centered Care



## Safe Environment



## In-Depth Experience



***HKS creates architecture for healing that nurtures and restores patients while offering proactive care, comforting families and promoting outstanding staff service.***

These world-class, evidence-based designed facilities incorporate the most advanced technology available. The resulting designs integrate interior and exterior environments into a unity of space that reflect community values, optimize day-to-day operations and provide a safe, functional and sustainable sense of place. Our own research has contributed to this base of knowledge, and our goal is to use these findings to create an unprecedented environment of care for patients and their families, and one which positively contributes the energy, focus and success of the care-givers as well.

Creating safe environments encompasses a myriad of design challenges. HKS participates in the development of national standards that address patient and staff safety including JCAHO, AIA Guidelines, CDC, NFPA and Building Codes. The team is aware of the background and underlying principals used in the development of these standards as well as those being proposed for change. ***We will incorporate all appropriate safety measures in our design work.***

Our vast experience designing for the world's most esteemed healthcare institutions translates to our creation of leading-edge facilities in the healthcare marketplace. In the case of the CASS project, this includes a full spectrum of care services from counseling to direct medical care. ***The patient experience and ease of experience are critical to encouraging patients to adhere to their schedule of care and maintenance of personal health when they go home.*** Key questions include how can the building design and operational model - Encourage patients to maintain their care plan? Maintain a healthy diet that takes into consideration their disease and medication side effects? Support the community?

## QUESTION #11

# PROJECT **IMPEDIMENTS**

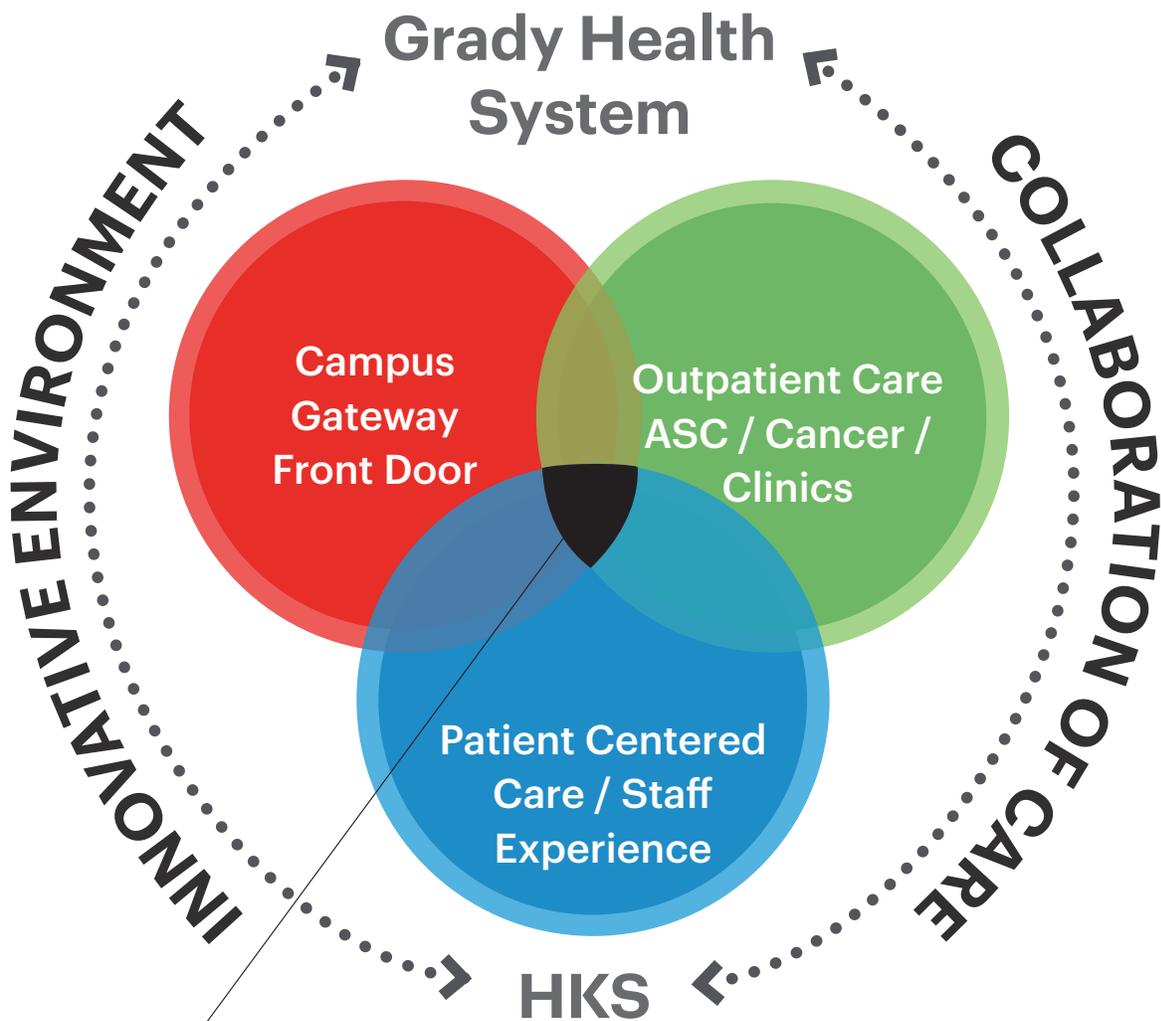
## Things to Consider



While we fully expect the project to be a great success for GHS, the following are some items that might impede the project:

1. Information included in the space program provided by NBBJ is found to be incomplete or the information is contradicted once the design process begins. This could result in schedule delays and cost overruns.
2. Owner not being able to make key decisions as required to maintain the proposed design schedule.
3. Unexpected city zoning and building department delays in the approval process could impact the start of construction.
4. If the current estimated construction cost is proven to be inadequate once more design information is available this could delay the project or introduce an unplanned financial burden on the project.
5. The potential of problems or delays that could come from the demolition of the existing buildings and site.
6. City infrastructure in the area may not be adequate to support the new project and this could result in schedule delays and cost increases.

By keeping your goals and vision in the forefront of all we do, we'll ensure the project is a success.



- HIGH PERFORMANCE FACILITY / CHANGE READY
- NEW FRONT DOOR
- OUTPATIENT EXPERIENCE
- SAFE ENVIRONMENT
- PATIENT CENTERED PROCESS
- PROMOTE WHOLENESS FOR CAREGIVERS & PATIENTS

## QUESTION #12

# PROPOSED **TIMELINE**

At HKS, we believe in taking a **holistic approach** to the entire process of project delivery, keeping in mind costs, building system performance, construction technology and schedule. It's all part of the **bigger picture**.

It's about more than great design. There is a bigger picture that must always be considered. It's about great design done in a timely and well thought-out manner that is delivered when we promise. It's about ensuring that project delivery is met so that costs, performance and construction are all successfully managed. It's about our team working with your team. Reaching goals. Delivering services. And, making the total project, from start to finish, a success.

### **The big picture.**

HKS diligently works to maintain our well-established reputation for technical production and construction administration capability. We have an established track record demonstrating the professional quality of our contract documents and we constantly work to ensure that we have the most recent knowledge, enabling us to be responsive to coordination and constructability issues. We believe in taking a holistic approach

to the entire process of project delivery, keeping in mind costs and performance of building systems, construction technology and schedule. It's all part of the bigger picture.

### **Tracking progress.**

We understand the importance of establishing realistic time schedules for each project phase. The schedule for your programming and design phases will be established from our past experiences on similar projects and maintained through constant monitoring, in-house reviews and scheduled reviews with the owner. The size and experience of our staff permits the acceleration of the construction documents phase by supplementing the project team, when required, with additional experienced professionals.

### **Project software.**

Our preferred scheduling software is Microsoft Project. Once the contractor is selected either for pre-construction services and/or construction, we will interface our

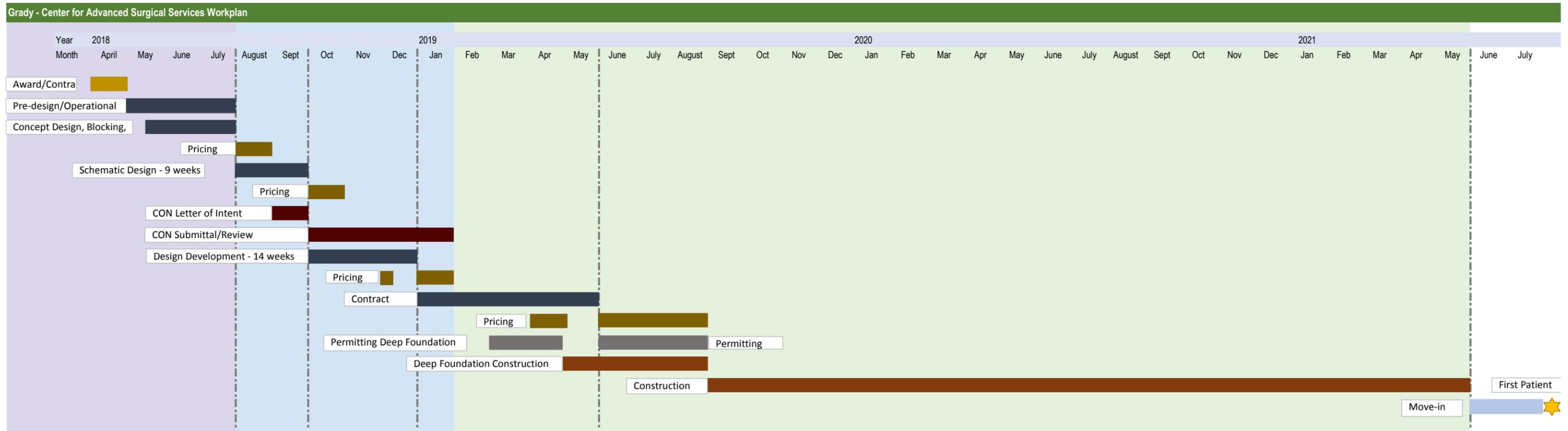
project schedule with the contractor to facilitate the identification of all design-related activities.

### **Schedule approval and next steps.**

Because of our early implementation of the scheduling process, HKS has an outstanding record of meeting schedules and gaining and maintaining consensus among the team members. We will, at the project onset, meet with the owner and project representatives to review and endorse the proposed schedule. Once your schedule is approved, the project manager, supported by the principal-in-charge and your project representative, will monitor and coordinate the work efforts of HKS and our consultants.



GHS CENTER FOR ADVANCED SURGICAL SERVICES (CASS)





A photograph of a hospital room. In the foreground, a door with a large frosted glass panel and a dark wood frame is partially open. The room features wood-paneled walls, a blue leather chair, a patient bed with a white sheet, and medical equipment like IV stands and monitors. A large red graphic overlay is in the bottom right corner.

**STAFFING PLAN AND  
STAFF CREDENTIALS**

# **STAFFING** PLAN AND CREDENTIALS

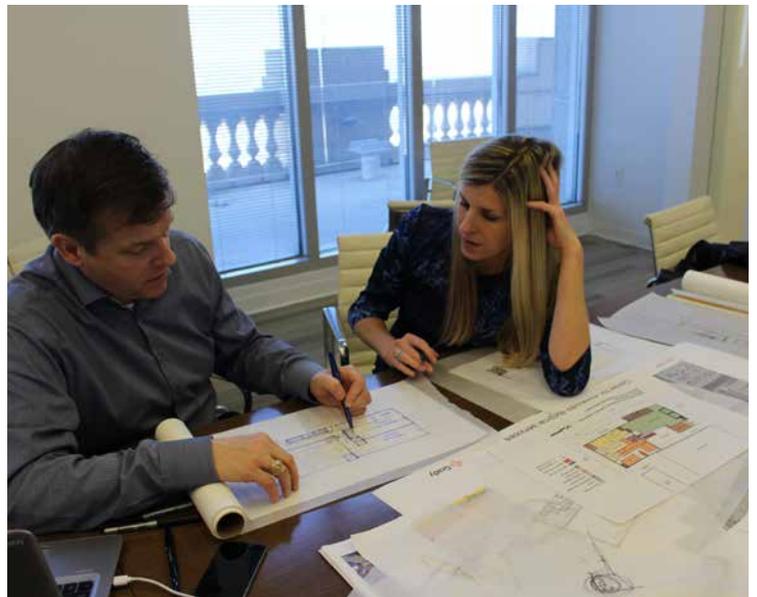
We assembled a proven, pragmatic team of professionals that are nationally recognized experts in the field of healthcare planning and design, offering Grady world class capability from an highly experienced team.

## **STAFFING PLAN**

With our in-house team of clinical advisors, designers and planners, we feel we are the ideal partner to help you achieve the goals of your Center for Advanced Surgical Services building and maintain your reputation of being a leader in

providing healthcare in the Atlanta metro area. The following is an overview of our proposed staff and their responsibilities in the overall planning and delivery of the GHS CASS project. Our staff are well versed in our processes that are inclusive, engaging, and enjoyable,

leading to a clearly defined and appropriate project which will meet all of Grady Health System's objectives of mission, values and vision.



AT HKS, WE ASK THE RIGHT QUESTIONS FROM THE START, AS A TRUSTED PARTNER WE STUDY YOUR BUSINESS CHALLENGES AND DEVELOP SOLUTIONS. WHEN WE WORK WITH EACH CLIENT, WE WANT TO UNDERSTAND WHAT IS UNIQUE AND DIFFERENTIATES THEM. NEXT, WE DEVELOP SOLUTIONS THAT MAKE THEM SUCCESSFUL.



**DAN THOMAS**

Principal-in-Charge,  
Medical Planner

**Responsibilities >**

Dan will ensure that all of GHS’ established project goals and objectives are met and ensuring success in the eyes of Grady. He will also assist Mindy with the medical planning and programming.



**TRAVIS COWIE**

Project Manager /  
Daily Point of Contact

**Responsibilities >**

Maintaining open communication, Travis will provide daily direction to the HKS planning team and act HKS’ point of contact for GHS. He will ensure the project stays on schedule and on budget.



**PAM REDDEN**

Clinical Advisor

**Responsibilities >**

Pam will focus on clinical operations. She has extensive experience interacting with physicians, administrators and multidisciplinary teams on an executive level in hospital and ambulatory care operations.



**NEIL ALEXANDER**

Healthcare Strategy  
and Finance

**Responsibilities >**

Neil will provide GHS with robust strategic planning, business planning and future-state forecasting services, all supported by his significant expertise in data analytics.



**MINDY GOODROE**

Senior Medical Planner

**Responsibilities >**

Mindy will assist Dan Thomas to do the the medical planning and programming. She will work with GHS and process groups to define project objectives and facility needs.



**ERIN PEAVY**

Patient Experience

**Responsibilities >**

Trained as an architect and design researcher, Erin has spent her career bridging the gap between research and practice. She will focus on the patient experience and ensure an environment of wellness and healing is achieved.



**SHEBA ROSS**

Senior Urban Planner

**Responsibilities >**

Sheba will help engage public participation to help transform your communities by linking health with the urban realm. Sheba will work with you to translate your vision from a big picture to tangible details.



**JOEL BENAVIDAS**

Project Designer

**Responsibilities >**

Joel develop and execute design visioning and creation from conceptual design through construction. This includes working alongside GHS and the team to develop a vision, strategy and design that fulfills the best solution possible.



**TERESA CAMPBELL**

Project Designer

**Responsibilities >**

As a highly experienced healthcare designer, Teresa will work with Joel and the team to ensure GHS' design vision is met and that the design responds to the needs of the patients, caregivers and staff while providing an effective healing environment.



**GRACE PAUL**

Senior Interior Designer

**Responsibilities >**

Grace will work with the team and GHS to create innovative solutions and finished environments that are dynamic and inspired. she will be involved with furniture evaluations and furniture selection/specifications.



**GRAHAM SINCLAIR**

Project Architect

**Responsibilities >**

Graham oversees each phase of development from preliminary design through construction documents. He will work directly with GHS to coordinate the efforts of the project team and consultants throughout each phase of project development.



**ROBERT CHRISTOPHER-STRAYHORN**

Construction Contract Administration

**Responsibilities >**

Calling on his 24 years of experience as architect and construction administrator, Robert will ensure the project is delivered as seamlessly as possible while ensuring GHS' vision is met.



**SAMMY SHAMS**

Sustainability/WELL Coordinator

**Responsibilities >**

Sammy will coordinate sustainability and wellbeing design efforts to incorporate the best of scientific and medical research into the firm's design strategies



*I have completed a number of projects with the HKS architectural team. All of these projects were completed within our original schedules and budgets in addition to meeting our project goals. Among all the architectural firms that I have worked with in the past, I have found HKS to be the leader in understanding the owner's needs and developing the right project to meet those needs.*



- Mr. Pat Brietigam, (formerly with Children's Hospital Central California), Universal Health Services

# TEAM ORGANIZATION AND RESUMES



## LEADERSHIP TEAM

**Dan Thomas**  
AIA, ACHA, EDAC  
Principal-in-Charge, Planner  
Client Advocate

**Travis Cowie**  
AIA, LEED AP BD+C  
Project Manager  
Daily Point of Contact

## PROJECT TEAM

### ADVISORS

**Pam Redden**  
RN, BSN, MS, EDAC  
Clinical Advisor

### OPERATIONS/STRATEGY

**Neil Alexander**  
MS  
Healthcare Strategy  
and Finance

### PLANNING

**Dan Thomas**  
AIA, ACHA, EDAC  
Principal-in-Charge /  
Senior Designer

**Mindy Goodroe**  
AIA, ACHA, EDAC, LEED AP  
Sr. Medical Planner

**Erin Peavey**  
EDAC, LEED AP BD+C  
Programmer, Planner,  
Patient Experience

### URBAN DESIGN

**Sheba Ross**  
AIA, EDAC, LSSBB  
Urban Designer/Planner

### DESIGN

**Joel Benavidas**  
AIA, EDAC  
Project Designer

**Teresa Campbell**  
AIA, RID, LEED AP, WELL AP  
Project Designer

**Grace Paul**  
RID, IIDA, EDAC,  
LEED AP BD+C  
Senior Interior Designer

### PRODUCTION

**Graham Sinclair**  
AIA, EDAC, LEED AP  
Project Architect

**Robert Christopher-  
Strayhorn**  
CDT  
Construction Contract  
Administration

### SUSTAINABILITY

**Sammy Shams**  
LEED AP, WELL  
Sustainability/WELL

## CONSULTANTS

**Newcomb & Boyd w/ R. Powell and  
Associates\***  
MEP Engineering, Fire Protection

**Uzun & Case w/ Skyes Consulting\***  
Structural Engineering

**Long Engineering\***  
Civil Engineering/Traffic

**HGOR**  
Landscape Architecture

**Jones Worley\***  
Graphics/Wayfinding

**Palacio Collaborative\***  
Cost Estimating

**J&A Engineering\***  
AV/IT/Low Voltage

**Mitchell Planning**  
Medial Equipment Planning

**Persohn/Hall Associates**  
Materials Management

**Systems Design International**  
Food Service

**Merck & Hill Consultants**  
Acoustics

**Walter P Moore**  
Parking

\*MBE/WBE Firms

# TEAM DIFFERENTIATORS

Our team offers a breadth and depth of strategy, operations, financial and facility planning expertise and experience. The outstanding characteristics that distinguish our team are:

**Outpatient and Ambulatory Clinic Expertise: HKS has completed more than 340 outpatient and ambulatory facilities resulting in more than \$500 million in construction value for outpatient care in the past five years alone.**

HKS is a leading outpatient/ambulatory care healthcare designer. We design outpatient facilities that are efficient and flexible to accommodate continuous innovation and adaptation.

**Cancer Clinic Expertise: We have designed 150 cancer centers for both inpatient and outpatient treatment programs which focus on the latest treatment therapies designed to treat the whole patient.** We understand needs of the patient and family caregivers especially in the stressful environment of cancer treatment.

**Teaching/Academic Medical Center Expertise: HKS has completed more than 250 teaching and academic medical centers in the past five decades.** We understand that this project type has academic, clinical and research components. We look at the integration of these

## 340+

### Outpatient/ASC Facilities



three components on a campus-scale, building-level and user-level.

**Parking Structures Expertise: HKS has completed more than 400 parking structures, many in connection to healthcare projects.**

We understand that the patient experience can start as early as their experience in parking and entry to the facility so our planning and design take this into consideration.

**Operational Efficiency:** Our planning effort includes utilizing lean principles to remove waste from traditional processes, thereby maximizing the value added to the patient, family and staff experiences.

**Value:** Meeting your desire to achieve the highest value for every dollar spent, we focus on design and planning concepts that provide greater efficiencies and lower cost.

## 150+

### Cancer Centers



**Analytic-Driven and Fact-Based:** We believe in an analytic-driven and fact-based approach to planning. Our goal is to eliminate conjecture and provide the detailed analyses required for clarity and confidence in decision making.

**Understand Market Dynamics:** The market does not lie – so we listen to what the market is demanding and we listen closely. This requires analysis and understanding of market needs and movement, both now and in the future.

**Client Collaboration:** Working interactively and collaboratively with a client is pivotal to developing a robust and implementable master plan and doing it right the first time. We prioritize client collaboration and believe in having direct interaction in pursuit of the right solutions. We will engage physician, administrative leadership and service line leaders to

**250+**Teaching/Academic  
Medical Centers**400+**

Parking Structures

Evidence Based  
Informed Design

provide input and serve in a review and advisory capacity representing the needs of the medical staff, clinicians and patients within each service line.

**Guidance in Strategy, Operations and Finance:** **HKS Consulting focuses on the areas of strategy, operations, finance and technology.** We provide

thought leadership with global workplace expertise in healthcare administration, nursing, research, lean methodologies, diagnostic and treatment services and medical technology. HKS Consulting works with the design team to create efficient environments that increase staff productivity, reduce operating costs and contribute to quality outcomes and community health.

**Evidence-Based Research:** As part of our commitment to evidence-informed design research, we have

an extensive internal research team, The Center for Advanced Design Research and Evaluation (CADRE), led by Dr. Upali Nanda. Our CADRE team believes that the purpose of research is to create the ingredients for design; to discover what works, and why it works, allowing architects to create the most amazing environments based on the best possible information and insight.

**HKS Urban Design Studio:** We provide urban design services for private developers, landowners, public agencies, institutions, universities and healthcare campuses. We have designed 8,165 acres of land into master plans for public agencies. We create urban healthcare campus plans that are transformational – ones which create new neighborhoods, improve real estate values and become exemplary places to live, learn, work and heal.

Through our urban design work, we seek to balance the economic relationship between revenue and cost, while creating and fulfilling an inspiring vision. These two needs are not mutually exclusive, but rather are interdependent. Large-scale projects happen in increments over time, with the first phase responding to today's world and setting the tone for the completion of a total vision.

As architects, we produce plans that are pragmatic, exciting and destined to be built, becoming beloved places within their cities and towns, and that ultimately enhance the human experience.

Please find our tailored team resumes on the following pages.



# DAN THOMAS

AIA, ACHA, EDAC | ASSOCIATE PRINCIPAL

**ROLE:** PRINCIPAL-IN-CHARGE, MEDICAL PLANNER

Dan has more than 25 years of experience in healthcare design and planning domestically and internationally. Dan brings a wide range of knowledge of master planning, schematic design and programming. He understands the unique demands of healthcare facilities by performing extensive research in current and future state analysis, industry trends and best practices. Dan leads the project team in establishing the overall design and planning vision and works closely with the owner and end users to reach set goals.

## EDUCATION

Bachelor of Science in Environmental Design, Texas A&M University

## REGISTRATIONS/CERTIFICATIONS

Registered Architect: Texas  
ACHA Board Certified Healthcare Architect  
Evidence-Based Design Accreditation and Certification (EDAC)

## AFFILIATIONS

American Institute of Architects  
Health Industry Advisory Council - Reprehensive for HDR, 2006-Current  
Texas Tech University: Architectural Residency Program Mentor and Sponsor, 2014  
Pebbles Elision for the New Parkland Hospital, 2011-2013

## RELEVANT EXPERIENCE

**Mercy Hospital Fort Smith Facility Master Plan** | Fort Smith, Arkansas  
Comprehensive facility master plan of a 336-bed acute care hospital

**Cleveland Clinic Children’s Institute Programming** | Cleveland, Ohio  
Medical programming for the relocation of the clinic to a new building

**Texas Health Resources Frisco Campus** | Frisco, Texas  
Strategic planning for a 325,000 sf, 74-bed acute care hospital and a 120,000 sf medical office building focused on total health

**Riley Hospital for Children at IU Health Master Plan** | Indianapolis, Indiana  
Master planning for children’s hospital

**Texas Health Resources/UT Southwestern Medical Center Strategic Plan** | Dallas, Texas  
Strategic, functional and space planning for a 140-bed hospital with integrated 100,000 sf medical school clinic

**Grady Hospital Strategic Master Plan\*** | Atlanta, Georgia  
Strategic master plan for the main campus and surrounding properties to establish a clear entrance and patient/visitor access as well as develop effective key adjacencies and key circulation corridors  
*Completed with HDR*

**Parkland Health and Hospital System** | Dallas, Texas  
1.9 million sf full service acute care replacement hospital  
*Completed with HDR*



# TRAVIS COWIE

AIA, LSSYB, LEED AP | PRINCIPAL

**ROLE:** PROJECT MANAGER

Travis' 30 years of architectural experience covers a wide range of project types including healthcare facilities. Skilled as a project manager, he will work directly with GHS in coordinating the efforts of the project team and consultants throughout each phase of project development. He will track interoffice work from the preliminary design phase through the construction documents phase while monitoring schedule and budget requirements.

## EDUCATION

Bachelor of Architecture,  
University of Oklahoma

## REGISTRATIONS/CERTIFICATIONS

Registered Architect: Florida

Certified, National Council of Architectural  
Registration Boards (NCARB)

Lean Six Sigma Yellow Belt Certification

U.S. Green Building Council  
LEED® Accredited Professional

## AFFILIATIONS

American Institute of Architects

## RELEVANT EXPERIENCE

### Grady Memorial Hospital B-Wing Patient Tower

**Renovation** | *Atlanta, Georgia*  
31,300 sf renovation of two floors  
on an existing bed tower including a  
22-bed med-surg ICU and a 26-bed  
med-surg inpatient unit

### Emory Saint Joseph's Hospital Orthopedic Center of

**Excellence** | *Atlanta, Georgia*  
30,000 sf renovation to provide  
one-stop location for OR services  
including ORs, prep, recovery, PAT  
and registration

### Erlanger Children's Hospital Outpatient Center

| *Chattanooga,  
Tennessee*  
90,000 sf children's outpatient  
center including neurology,  
pulmonary, genetics and cardiology

### Kaiser Permanente Gwinnett Comprehensive Care

**Center** | *Duluth, Georgia*  
66,000 sf, three-story urgent care  
and medical office building with  
adjoining 87,000 sf parking deck.  
Earned LEED Silver Certification  
under NC v2009

### Emory University Hospital OR Renovation and

**Expansion** | *Atlanta, Georgia*  
100,000 sf renovation and 5,000 sf  
addition to the existing third floor  
adding operating rooms, Hybrid OR,  
prep, PACU, endoscopy and support

### Piedmont Atlanta Hospital Bed Tower

| *Atlanta, Georgia*  
870,300 sf patient tower with 84  
critical care beds, 48, acute care beds,  
276 shell beds, surgery, cath/EP labs,  
300-space parking garage and 45,483  
sf renovation on a tight urban site



# PAM REDDEN

RN, BSN, MS, EDAC | PRINCIPAL

**ROLE:** CLINICAL ADVISOR

With a focus in clinical operations, Pam brings 40 years of experience in a variety of health settings including clinical and executive management positions. She has extensive experience interacting with physicians, administrators and multidisciplinary project teams on an executive level in both hospital and ambulatory care operations.

## EDUCATION

Master of Science in Health Services Administration, Central Michigan University  
Bachelor of Science in Nursing, University of North Florida

## REGISTRATIONS/CERTIFICATIONS

Registered Nurse: Florida, Texas  
Evidence-Based Design Accreditation and Certification (EDAC)

## AFFILIATIONS

Healthcare Design Magazine Editorial Advisory Board  
Founding Member, Nursing Institute for Healthcare Design

## RELEVANT EXPERIENCE

**Allegheny Health Network Wexford Hospital Clinical Operations Planning** | *Madison, Wisconsin*  
Clinical operations planning for a 295,000 sf, 100-bed hospital

**University of Wisconsin Health Operational Planning** | *Madison, Wisconsin*  
Strategic planning and multi-phased operational planning for a four-hospital system with 1,000 beds. Includes senior leader interviews, five- and 10-year forecasts for inpatient, diagnostic and treatment and outpatient services

**UnityPoint Health Meriter Strategic Bed Capacity Expansion** | *Madison, Wisconsin*  
80,000 sf, 60-bed inpatient upgrades including clinics and ICU

**Piedmont Henry Hospital ED and Bed Tower** | *Stockbridge, Georgia*  
163,250 sf addition including 75-bed ER and bed tower with 48-bed acute care, 12-bed observation, new kitchen/cafeteria and food service venue, administration and energy plant

**University of Texas MD Anderson Children’s Cancer Hospital Renovations\*** | *Houston, Texas*  
57,000 sf phased renovation including the ninth floor of the Alkek patient tower  
*Completed with UTMD Anderson Cancer Center*

**University of Texas MD Anderson Cancer Center Pavilion\*** | *Houston, Texas*  
169,000 sf, eight-story addition  
*Completed with UTMD Anderson Cancer Center*



# NEIL ALEXANDER

MS | PRINCIPAL

**ROLE:** HEALTHCARE STRATEGY AND FINANCE

With a focus in healthcare strategy and finance, Neil brings 22 years of experience having worked at some of the leading healthcare planning groups in the country. He will provide GHS with robust strategic planning, business planning and future-state forecasting services, all supported by his significant expertise in data analytics. In addition, Neil understands the unique link that strategy and finance have to master planning and design.

## EDUCATION

Master of Science in Economics  
(Healthcare Focus), Baylor University

Bachelor of Business Administration  
in Economics, Baylor University

## AFFILIATIONS

Healthcare Financial  
Management Association

Chair and Board Member since 2011;  
Vice Chair in 2012, Austin State  
Hospital - Volunteer Services Council

## RELEVANT EXPERIENCE

**Mercy Hospital Fort Smith Facility  
Master Plan** | *Fort Smith, Arkansas*  
Comprehensive facility master plan  
of a 336-bed acute care hospital

**Mercy Northwest Arkansas  
Ambulatory Care Network  
Study** | *Springdale, Arkansas*  
Planning and feasibility study for a  
35,000 sf, four-pod multi-specialty  
clinic on a 30-acre site, to include  
long-term development of a micro  
hospital

**St. Bernards Healthcare Master  
Facility Plan** | *Jonesboro, Arkansas*  
Strategic 10-year volume forecast  
with comparative financial  
performance by service line and  
capacity requirements for inpatient  
and outpatient services for a  
replacement hospital

**Allegheny Health Network Wexford  
Hospital Visioning** | *Pittsburgh,  
Pennsylvania*  
Business planning and capacity  
modeling for a new 160-bed  
community hospital

**Cook Children's Alliance Strategic  
Master Plan** | *Fort Worth, Texas*  
Facility master plan including  
visioning, strategic planning,  
capacity analyses, market trends  
and 10-year volume forecasts for  
new ambulatory surgery center,  
outpatient clinics and new inpatient  
satellite campus

**Cook Children's Medical Center  
Ambulatory Clinic Master  
Plan** | *Fort Worth, Texas*  
Master planning for pediatric  
ambulatory specialty clinics



# MINDY GOODROE

AIA, ACHA, EDAC, LSSYB, LEED AP BD+C | PRINCIPAL

**ROLE:** SENIOR MEDICAL PLANNER

Mindy has shaped the human experience through innovative design and planning leadership. Her work represents over 10 million square feet and more than \$2 billion in domestic and international projects, including medical cities in the Middle East. A licensed architect with 18 years of experience, she will work with GHS and process groups to define project objectives and facility needs.

## EDUCATION

Bachelor of Architecture,  
Louisiana State University

## REGISTRATIONS/CERTIFICATIONS

Registered Architect: Georgia  
ACHA Board Certified Healthcare Architect  
Evidence-Based Design Accreditation  
and Certification (EDAC)  
Lean Six Sigma Yellow Belt Certification  
U.S. Green Building Council  
LEED® Accredited Professional  
Building Design + Construction

## AFFILIATIONS

American Institute of Architects  
American College of Healthcare Architects  
AIA Christopher Kelley Leadership  
Development Program

## RELEVANT EXPERIENCE

**Piedmont Henry Hospital ED and Bed Tower** | *Stockbridge, Georgia*  
163,250 sf addition including ER and bed tower with 48-bed acute care, 12-bed observation, new kitchen/cafeteria and food service venue, administration and energy plant

**Children’s Healthcare of Atlanta Center for Advanced Pediatrics** | *Brookhaven, Georgia*  
260,000 sf flexible clinical medical office building with a 1,000-car parking garage

**Erlanger Children’s Hospital Outpatient Center** | *Chattanooga, Tennessee*  
90,000 sf children’s outpatient center including neurology, pulmonary, genetics and cardiology

**Piedmont Atlanta Hospital Bed Tower** | *Atlanta, Georgia*  
870,300 sf patient tower with 84 critical care beds, 48, acute care beds, 276 shell beds, surgery, cath/EP labs, 300-space parking garage and 45,483 sf renovation on a tight urban site

**Christiana Care Wilmington Clinic** | *Wilmington, Delaware*  
Planning services and renderings for 22,000 sf tenant fit-up on the second floor teaching clinic

**Duke Health Primary Care Clinic Prototype** | *Durham, North Carolina*  
Primary care clinic prototype designs, beginning with a 10-physician primary care clinic, focusing on operations improvement and brand consistency



## ERIN PEAVEY

EDAC, LEED AP BD+C | ASSOCIATE

**ROLE:** PROGRAMMER, PLANNER, PATIENT EXPERIENCE

Trained as an architect and design researcher, Erin has spent her career bridging the gap between research and practice. She was recently a visiting scholar at CADRE/HKS Inc. and a research consultant for the Center for Health Design. Erin received the prestigious AIA-AAH Tuttle Fellowship to study the impact of the built environment on interdisciplinary collaboration and this year she received the U40 Award, recognizing her as “Healthcare Design’s Best Under 40”.

### EDUCATION

Graduate Coursework in the College of Nursing and Health Innovation, Arizona State University

Master of Architecture, Texas A&M University

Bachelor of Environmental Design, Texas A&M University

### REGISTRATIONS/CERTIFICATIONS

Evidence-Based Design Accreditation and Certification (EDAC)

U.S. Green Building Council LEED® Accredited Professional Building Design + Construction

### AFFILIATIONS

Associate Member, American Institute of Architect

### RELEVANT EXPERIENCE

#### **Parkland Breast Center at the Simmons Ambulatory Surgery Center** | Dallas, Texas

59,470 sf, two-story vertical expansion

#### **Children’s Healthcare of Atlanta Druid Hills Replacement Hospital** | Atlanta, Georgia

1.4 million sf, 440-bed replacement greenfield hospital

#### **CHI Baylor St. Luke’s Medical Center Patient Tower Design** | Houston, Texas

Strategic facility planning of inpatient, diagnostic and treatment and medical office building services for a 750,000 sf, 320-bed patient tower and 1,000-car parking garage

#### **Mercy Hospital Northwest Arkansas Ambulatory Care Network Study** | Springdale, Arkansas

Market study for a 35,000 sf, four-pod multi-specialty clinic on a 30-acre site with expansion ability with a possible micro hospital

#### **Texas Health Harris Methodist Hospital Master Plan** | Fort Worth, Texas

Master planning for a 720-bed hospital. Includes five- and 10-year forecasts for inpatient, diagnostic and treatment and outpatient services as well as phased operational and design services



# SHEBA ROSS

AICP CUD, INTL. AIA, CDT, LEED AP | VICE PRESIDENT

**ROLE:** SENIOR URBAN PLANNER

With over 17 years of experience, Sheba's focus has been master planning, design development and schematic design. By working closely with owners and stakeholders, Sheba gains their confidence through custom solutions and innovative approaches. She also engages public participation in projects that transform their communities by linking health with the urban realm.

## EDUCATION

Master of Urban Design, University of Colorado at Denver

Bachelor of Architecture, Anna University, India

## REGISTRATIONS/CERTIFICATIONS

Registered Architect: India

Registered Planner: United States

Advanced Specialty Certification in Urban Design, American Institute of Certified Planners

U.S. Green Building Council LEED® Accredited Professional

Certified, Construction Documents Technologist

## AFFILIATIONS

International Associate, American Institute of Architects

American Planning Association

American Institute of Certified Planners

## RELEVANT EXPERIENCE

### Children's Healthcare of Atlanta Outpatient Care Center at Town Center | Atlanta, Georgia

75,000 sf outpatient care center for outpatient rehabilitation, orthotics and prosthetics, sports medicine and specialty care

### Children's Healthcare of Atlanta Druid Hills Replacement Hospital | Atlanta, Georgia

1.4 million sf, 440-bed replacement greenfield hospital

### Piedmont Atlanta Hospital Bed Tower | Atlanta, Georgia

870,300 sf patient tower with 84 critical care beds, 48, acute care beds, 276 shell beds, surgery, cath/EP labs, 300-space parking garage and 45,483 sf renovation on a tight urban site

### Erlanger East Campus Project Scoping and Master Planning | Chattanooga, Tennessee

Project scoping and master planning for a new 62,500 sf women's bed tower addition, a 60,000 sf comprehensive cancer center and various site development zones

### Thompson and Grace Medical City Master Plan | Akwa Ibom, Nigeria

Master plan for a medical city and concept design for a 200-bed adult hospital and 200-bed children's hospital as the first phase

### Navicent Health Beverly Knight Olson Children's Hospital | Macon, Georgia

120,000 sf, 120-bed replacement children's hospital with 70,000 sf renovations



# JOEL BENAVIDES

AIA, EDAC | ASSOCIATE

**ROLE:** DIRECTOR OF LEAN STRATEGY

Joel is responsible for developing and executing design visioning and creation from conceptual design through construction documentation. This includes working alongside clients and teams to develop a vision, strategy and design that fulfills the best solution possible. Joel carries these designs through schematic and design development into construction documents to ensure design excellence throughout all phases of the project whilst collaborating with multiple disciplines and mentoring junior staff to ensure tasks are completed according to HKS standards.

## EDUCATION

Master of Architecture.  
Texas Tech University

Master of Business Administration and  
Management, Texas Tech University

Bachelor of Architecture,  
Texas Tech University

## REGISTRATIONS/CERTIFICATIONS

Registered Architect: Texas

Certified, National Council of Architectural  
Registration Boards (NCARB)

Evidence Based Design Accreditation  
and Certification (EDAC)

## AFFILIATIONS

American Institute of Architects

## RELEVANT EXPERIENCE

### Parkland Breast Center at the Simmons Ambulatory Surgery

**Center** | *Dallas, Texas*  
59,470 sf, two-story vertical  
expansion

### Cleveland Clinic Children's Hospital Pediatric Institute

**Relocation** | *Cleveland, Ohio*  
117,715 sf building renovation to  
relocate clinical pediatric services

### Baptist MD Anderson Cancer Center Outpatient Building

| *Jacksonville, Florida*  
322,710 sf outpatient cancer  
building with clinics, diagnostic  
and treatment, clinical support,  
administrative spaces and a 260,000  
sf parking garage

### Washington Regional Medical Center Women's Services

**Expansion** | *Fayetteville, Arizona*  
133,000 sf, five-story expansion  
with 82 postpartum beds, NICU,  
pediatrics, 27,000 sf of clinic space,  
renovation of existing OB/GYN  
triage and surgical services, 360-car  
parking garage and central energy  
plant

### Lee Health Gulf Coast Medical Center Expansion and

**Renovation** | *Fort Meyers, Florida*  
331,200 sf, three-story, 228-bed  
expansion and 54,400 sf renovation  
including critical care, clinics,  
emergency, radiology, lab, pharmacy,  
food service, administration, ancillary  
services, materials management,  
central energy plant and a 1,300-car  
garage



# TERESA CAMPBELL

AIA, RID, LEED AP, WELL AP | PRINCIPAL

ROLE: DESIGNER

Teresa has 20 years of experience in a wide range of architectural disciplines, including conceptual design, master planning, schematic design and the interface of design development with construction documents. She has been responsible for the design of healthcare, commercial, corporate, sports, mixed-use and retail facilities. As a designer, Teresa’s responsibilities include design, project conceptualization, site planning, 3-D computer visualization and drafting documentation.

## EDUCATION

Master of Architecture, University of Florida  
Bachelor of Design in Architecture,  
University of Florida

## REGISTRATIONS/CERTIFICATIONS

Registered Architect: Florida  
Registered Interior Designer: Florida  
Certified, National Council of Architectural  
Registration Boards (NCARB)  
U.S. Green Building Council  
LEED® Accredited Professional  
International WELL Building Institute  
WELL Accredited Professional

## AFFILIATIONS

American Institute of Architects

## RELEVANT EXPERIENCE

**BayCare Health System  
Morton Plant Mease Axelrod  
Pavilion** | *Clearwater, Florida*  
103,500 sf, four-story outpatient  
center housing a breast center,  
imaging center, physicians’  
offices and oncology resource  
center. Earned LEED Silver  
Certification under CS v2009

**Emory University Clinic  
Design** | *Atlanta, Georgia*  
Design for a 475,000 sf specialty  
clinic with oncology focus,  
designed to be LEED Certified

**Miami Children’s Hospital  
Ambulatory Care  
Center** | *Miami, Florida*  
75,000 sf ambulatory care  
center with helistop relocation  
and interior renovation

**Children’s Healthcare of Atlanta  
Druid Hills Replacement  
Hospital** | *Atlanta, Georgia*  
1.4 million sf, 440-bed replacement  
greenfield hospital

**Boca Raton Regional Hospital  
Gloria Drummond Advanced  
Physical Rehabilitation  
Institute** | *Boca Raton, Florida*  
40,000 sf rehabilitation clinic

**Joe DiMaggio Children’s  
Hospital Bed Tower  
Expansion** | *Hollywood, Florida*  
157,000 sf, four-story vertical  
expansion

**Orlando Regional Medical Center  
North Tower** | *Orlando, Florida*  
350,000 sf addition and 130,000 sf  
renovation



# GRACE PAUL

RID, IIDA, EDAC, LEED AP BD+C | VICE PRESIDENT

**ROLE:** SENIOR INTERIOR DESIGNER

Grace is a senior designer with 25 years of experience spanning a wide range of interior projects. She has the exceptional ability to integrate interior design with architectural design concepts. Grace is a hands-on leader who works with owners to create innovative solutions. She has coordinated with consultants, design teams, clients and vendors on projects ranging from large-scale multidiscipline to small, highly-detailed spaces.

## EDUCATION

Bachelor of Design, University of Florida  
Associate of Arts, Augustana College

## REGISTRATIONS/CERTIFICATIONS

Registered Interior Designer: Georgia  
NCIDQ Certificated Interior Designer  
Evidence-Based Design Accreditation and Certification (EDAC)  
U.S. Green Building Council  
LEED® Accredited Professional  
Building Design + Construction

## AFFILIATIONS

International Interior Design Association

## RELEVANT EXPERIENCE

### Children's Healthcare of Atlanta Outpatient Care Center at Town Center | Atlanta, Georgia

75,000 sf outpatient care center for outpatient rehabilitation, orthotics and prosthetics, sports medicine and specialty care

### Children's Healthcare of Atlanta Druid Hills Replacement Hospital | Atlanta, Georgia

1.4 million sf, 440-bed replacement greenfield hospital

### Piedmont Atlanta Hospital Bed Tower | Atlanta, Georgia

870,300 sf patient tower with 84 critical care beds, 48, acute care beds, 276 shell beds, surgery, cath/EP labs, 300-space parking garage and 45,483 sf renovation on a tight urban site

### Methodist University Hospital Expansion | Memphis, Tennessee

430,000 sf, four-story tower and 80,000 sf of interior renovation including inpatient beds, cancer center, transplant center, conference center and three-level parking deck. Registered under HC v2009, seeking LEED Silver Certification

### Erlanger East Hospital Patient Tower Addition | Chattanooga, Tennessee

107,639 sf addition and renovations including 58 beds, four ORs and one cath lab

### Emory University Additions and Renovations | Atlanta, Georgia

Miscellaneous additions and renovations to the Emory University Hospital campus



# GRAHAM SINCLAIR

AIA, EDAC, LEED AP | ASSOCIATE

**ROLE:** DIRECTOR OF LEAN STRATEGY

Graham brings seven years of architectural experience covering a wide range of project types, but has focused most of his career on healthcare facilities. In his role as project architect, Graham oversees each phase of development from preliminary design through the construction document phase. He works directly with the client in coordinating the efforts of the project team and consultants throughout each phase of project development.

## EDUCATION

Master of Architecture, University of Kansas  
Bachelor of Architecture,  
Clemson University

## REGISTRATIONS/CERTIFICATIONS

Registered Architect: California  
Evidence-based Design and  
Accreditation Certification (EDAC)  
U.S. Green Building Council  
LEED® Accredited Professional

## AFFILIATIONS

American Institute of Architects

## RELEVANT EXPERIENCE

**Children’s Healthcare of Atlanta  
Town Center** | *Atlanta, Georgia*  
50,000 sf clinic building on a  
greenfield site adjacent to an existing  
CHOA urgent care facility

**Piedmont Henry Hospital ED and  
Bed Tower** | *Stockbridge, Georgia*  
163,250 sf addition including ER and  
bed tower with 48-bed acute care,  
12-bed observation, new kitchen/  
cafeteria and food service venue,  
administration and energy plant

**Piedmont Atlanta Hospital Bed  
Tower** | *Atlanta, Georgia*  
870,300 sf patient tower with 84  
critical care beds, 48, acute care  
beds, 276 shell beds, surgery, cath/  
EP labs, 300-space parking garage  
and 45,483 sf renovation on a tight  
urban site

**Navicent Health Beverly  
Knight Olson Children’s  
Hospital** | *Macon, Georgia*  
120,000 sf, 120-bed replacement  
children’s hospital with 70,000 sf  
renovations

**Van Ness and Geary Hospital** | *San  
Francisco, California*  
925,700 sf, 15-story acute care and  
women’s and children’s hospital  
with 555 beds and 245,000 sf of  
underground parking  
*Completed with SmithGroupJJR*

**Sonora Regional Medical  
Center Outpatient  
Pavilion** | *Sonora, California*  
65,000 sf cancer center with  
infusion bays open to an outdoor  
patio with views of the mountains  
*Completed with SmithGroupJJR*



# ROBERT CHRISTOPHER-STRAYHORN

CDT | ASSOCIATE

**ROLE:** CONSTRUCTION CONTRACT ADMINISTRATOR

Robert has 24 years of experience in all phases of the architectural process with a primary concentration in construction administration. He is responsible for procedures and methods required to attain project design objectives through administering the construction contract. These responsibilities include construction documents, project management during the construction phase and maintaining communications between the owner, contractor and architect and coordinating construction services through project close-out.

## EDUCATION

Bachelor of Architecture, Howard University

## REGISTRATIONS/CERTIFICATIONS

Certified, Construction Document Technologist

Construction Specifications Institute

## RELEVANT EXPERIENCE

**The Cancer Care Center at Houston Health Park** | Warner Robins, Georgia

30,700 sf cancer center featuring radiation oncology, medical oncology and imaging

**Kaiser Permanente Gwinnett Specialties**

**Building** | Atlanta, Georgia  
49,000 sf specialties medical office building

**Navicent Health Beverly**

**Knight Olson Children's Hospital** | Macon, Georgia  
120,000 sf, 120-bed replacement children's hospital with 70,000 sf renovations including ORs, imaging department and NICU beds with future capacity for vertical expansion

**Children's Healthcare of Atlanta at Scottish Rite Parking Deck Addition** | Atlanta, Georgia

320-car expansion of existing parking structure

**River Place Medical Plaza I** | Hoschton, Georgia

100,000 sf medical office building

**Houston Medical Center Northwest Bed Tower Addition and Renovation** | Warner Robins, Georgia

151,000 sf bed tower addition with entrance/lobby, dining, new cath lab in addition to central energy plant, associated site work and 24,000 sf of miscellaneous renovations



# SAMMY SHAMS

WELL AP, LEED AP BD+C

**ROLE:** SUSTAINABILITY, WELL COORDINATOR

With nearly 5 years of experience, Sammy serves as the thought leader for sustainability and wellbeing design for the Atlanta office, spearheading efforts to incorporate the best of scientific and medical research into the firm's design strategies. A firm believer that the design of space has a profound impact on physical and mental health, he supports the design team with tools and information to truly elevate design and the occupant experience. He has also provided hands-on coordination of project teams to achieve LEED certification.

## EDUCATION

Master in Architectural Environ Design,  
Georgia Institute of Technology

Master in Architecture, Georgia  
Institute of Technology

Bachelor in Sociology, University of Florida

## REGISTRATIONS/CERTIFICATIONS

U.S. Green Building Council  
LEED® Accredited Professional  
Interior Design + Construction

International WELL Building Institute  
WELL Accredited Professional

## AFFILIATIONS

U.S. Green Building Council

## RELEVANT EXPERIENCE

### **Children's Healthcare of Atlanta Outpatient Care Center at Town Center** | *Kennesaw, Georgia*

75,000 sf outpatient care center for  
outpatient rehabilitation, orthotics  
and prosthetics, sports medicine and  
specialty care

### **Children's Healthcare of Atlanta Center for Advanced Pediatrics**

| *Brookhaven, Georgia*  
280,000 sf flexible clinical medical  
office building with a 1,100-car  
parking garage

### **Erlanger Children's Hospital Outpatient Center** |

*Chattanooga, Tennessee*  
100,000 sf children's outpatient  
center including neurology,  
pulmonary, genetics and cardiology

### **Erlanger East Hospital Surgical Center and Patient Tower Addition**

| *Chattanooga, Tennessee*  
88,107 sf healthy lifestyle hospital  
expansion with 58 beds, four  
operating rooms, PACU, pre- and  
post-op area, a cardiovascular  
interventional radiology suite and  
17,867 sf renovations to the reception  
and administrative areas

### **Navicent Health Beverly Knight Olson Children's Hospital** | *Macon, Georgia*

120,000 sf, 120-bed replacement  
children's hospital with 70,000 sf  
renovations including ORs, imaging  
department and NICU beds with  
future capacity for vertical expansion



***Moncrief Cancer Institute welcomes its patients and visitors with a unique orientation of materials, color and light. The façade features a mixture of terra-cotta patterns that symbolize the uniqueness of each patient's needs.***

This is just one example of the attention to detail to your vision and patient experience our team will bring to the CASS building.



## CONSULTANTS

Many of our **clients comment on how integrated our consultants are with the team**, usually noting that they often can't tell who is from which firm. We view this as a complement to our ability to work together across firm boundaries.

Not only will you be getting the experience of a team that has extensive experience in outpatient healthcare facilities, but more importantly, you are getting a team with a previous experience with HKS and GHS.



### Grady Health

Previous Experience with Grady Health System



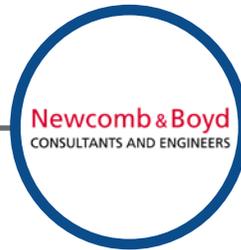
### HKS

Previous Experience with HKS



### Outpatient

Previous Experience with Ambulatory/Outpatient Buildings



### NEWCOMB & BOYD W/ R. POWELL & ASSOCIATES

Prime Firm: MEP  
Engineering, FP

#### Background >

Serving an array of sectors, Newcomb & Boyd is an innovative engineering firm delivering solutions that have successfully met the needs of clients for more than 90 years. They have significant experience with health care projects, having participated in over 500 projects in the last ten years, including services for **more than 145 projects for Grady Health System**. They share a successful partnership history with HKS and continue to be one of our go-to MEP firms.



### R. POWELL & ASSOCIATES

Associate Firm: MEP  
Engineering, FP

#### Background >

R. Powell & Associates, Inc. (RPA) has provided engineering and business consulting services to a variety of businesses since 1994 and specializes in engineering systems analysis and design and business analysis. Their key personnel have extensive experience in both public and private sectors. **Certified as a Minority Business Enterprise (MBE)**, RPA has teamed with Newcomb & Boyd to deliver the MEP engineering and fire protection for the GHS CASS project.

“What more can I say but ‘**perfect partners.**’ Right from the first conversations, HKS and their consultant have been just that. It has been a true pleasure to work with such professionals. The outcome of our project is truly better than we could have ever imagined.”

- *Dr. John Boyd, MD, Chief Executive/Medical Officer, Scott & White Clinic*



**UZUN & CASE**

Prime Firm:  
Structural Engineering

**Background >**

Founded in 1993, Uzun+Case is one of the largest structural engineering firms in the Southeastern US. Having an extensive portfolio and having completed developments in excess of 2 million square feet, they are capable of handling challenging projects of any size. Based upon their company culture, their **long standing relationship working with both GHS and HKS**, Uzun+Case is well prepared to be a collaborative partner on this project.



**SYKES CONSULTING**

Associate Firm:  
Structural Engineering

**Background >**

Founded in 2001, Sykes Consulting, Inc. provides structural engineering consulting for public and private sector markets locally, nationally, and internationally. They specialize in the design of a variety of building types including healthcare. They are **Certified as a Minority Business Enterprise (MBE)** and have teamed with Uzun to deliver the structural engineering for the CASS project. Both have previous experience working with GHS.



**LONG ENGINEERING**

Civil Engineering, Traffic

**Background >**

Long Engineering, Inc. was founded in 1997 with a vision to build an exceptional civil engineering and surveying firm, dedicated to providing quality, value based services throughout the Southeast, including the City of Atlanta. For over 20 years, they have provided services for planning and site design to healthcare facilities, both aging and expanding, including major hospital expansions, medical office buildings, parking decks and surface lots and clinics. **Long Engineering is certified as a WBE with the City of Atlanta.**



**HGOR**

Landscape Architecture

**Background >**

HGOR is a leading landscape architecture firm that has designed award-winning therapeutic and age specific gardens at a variety of healthcare, educational, and service facilities. Additionally, the firm is recognized as a leader in the use of native plant materials and the integration of green infrastructure to support sustainable, people-oriented landscapes. **HGOR maintains a good reputation with both GHS and HKS** having worked on a variety of projects developing strong and creative design solutions.



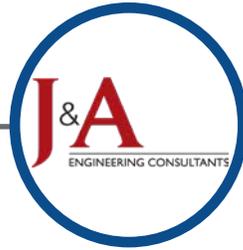
**JONES WORLEY**  
Graphics/Wayfinding

**Background >**  
Based in Atlanta, Jones Worley is a boutique company with a big national reputation for high-impact branding, marketing, and environmental graphics. They have the experience, wisdom and insight that can only be achieved through more than 27 years of practice working in environments similar to the CASS project. **Jones Worley is a U.S. Department of Transportation Disadvantaged Business Enterprise (DBE) and female-owned business (FBE).**



**PALACIO COLLABORATIVE**  
Cost Estimating

**Background >**  
Palacio Collaborative, Inc. is a full service Construction Cost and Value Management firm based in Atlanta, Georgia. They provide comprehensive cost management services. They provides Construction Cost and Value Management services for diverse project types, including healthcare facilities. A certified Minority Business Enterprise (MBE), Palacio Collaborative's team has over 90 years of combined experience, including years working for Grady Health.



**J&A ENGINEERING**  
AV/IT/Low Voltage

**Background >**  
Founded in 2003, J&A Engineering is a professional engineering design firm specializing in security, access, communication, healthcare (nurse call, pediatric protection, etc.), and life safety systems. They have decades of experience delivering on multi-million-dollar projects across a range of industries, but their small firm environment ensures each project gets the attention it deserves. **J&A Engineering is a certified participant in the City of Atlanta MBE Program.**



**MITCHELL PLANNING**  
Medical Equipment Planning

**Background >**  
Mitchell Planning, a division of Ross & Baruzzini, is one of the leading medical equipment consultants in the United States. Mitchell offers a diverse and comprehensive portfolio of medical equipment planning, procurement, installation and relocation services and has planned and implemented some of the largest healthcare projects in the world. **They have completed more than 1000 projects and planned more than \$5 billion worth of medical equipment.**





**PERSOHN/HALL ASSOCIATES**

Materials Management

**Background >**

Persohn/Hahn Associates Inc. provides a full range of consulting services exclusively for vertical transportation equipment. **They understands the way buildings interact with people and how all of a building's systems come together to enhance its overall use and effectiveness.** Their try to be seen as innovators of design concepts as they maintain their reputation as a nationally recognized leader in their field.



**SYSTEMS DESIGN INTERNATIONAL**

Food Service

**Background >**

Systems Design International, Inc., (SDI) is an innovative consulting firm that designs and implements food service, laundry, and back-of-house facilities for a host of industries. **They have planned and designed large, comprehensive projects throughout the US and the world.** Their exposure to the latest movements in design, architecture and culinary visions keep them youthful and relevant.

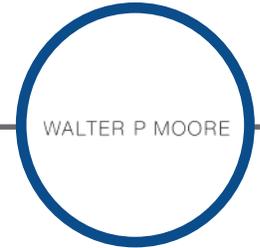


**MERCK & HILL CONSULTANTS**

Acoustics

**Background >**

**Making architecture sound good has been the business of Merck & Hill Consultants, Inc. for 33 years.** From its Atlanta office, the firm serves architectural clients and owners throughout the United States with an integrated design approach to acoustics and audio/video presentation technologies. They believe that the results of the design process are more important than the process itself and, ultimately, a project will be judged by how it actually performs.



**WALTER P MOORE**

Parking

**Background >**

Founded in 1931, Walter P Moore is an international company of engineers, architects, innovators, and creative people who solve some of the world's most complex structural and infrastructure challenges. **Experts in parking structures,** they are committed to creating synergy between the design team and the owner to deliver a parking facility that functions well, operates with ease, and provides the desired return on investment. Their Parking Team guides clients through the complete life cycle of a parking facility.





# CHRIS ROUSSEAU

PE, LEED AP | PARTNER

ROLE: MEP PARTNER-IN-CHARGE

**Newcomb & Boyd**  
CONSULTANTS AND ENGINEERS

Chris has over 30 years of mechanical engineering experience in the design and construction industry, including over 550 health care projects, which include over 47 million square feet of building space. He has significant expertise with large, complex health care facilities. In addition to working with renowned architecture, engineering and construction firms, he serves on health care regulatory committees and has presented to industry groups on a variety of mechanical engineering topics.

## EDUCATION

Bachelor of Mechanical Engineering,  
Georgia Institute of Technology, 1981

## REGISTRATIONS/CERTIFICATIONS

Licensed Professional Engineer: Georgia  
U.S. Green Building Council  
LEED® Accredited Professional

## AFFILIATIONS

Member and Past Chair, ASHRAE TC 9.8,  
Large Building Air Conditioning Applications  
Chair, ASHRAE/ASHE Standard 170,  
Ventilation of Health Care Facilities  
ASHRAE SPC 189.3P Design, Construction,  
and Operation of Sustainable High  
Performance Health Care Facilities  
Georgia Society for Hospital Engineers  
Associate, American Society for  
Healthcare Engineering (ASHE)  
Member, American Society of Heating,  
Refrigerating and Air-Conditioning  
Engineers, Inc. (ASHRAE)

## RELEVANT EXPERIENCE

**Grady Memorial Hospital Advanced  
Surgical Services Building  
Programming** | *Atlanta, Georgia*  
Programming for the Center for  
Advanced Surgical Services across  
from main hospital, comprising an  
ambulatory surgery center, procedure  
suites, imaging, outpatient clinics,  
and a central utility plant.

**Grady Memorial Hospital,  
Emergency Department Addition  
and Renovation** | *Atlanta, Georgia*  
77,720 sf, five-story addition,  
including additional Emergency Care  
Center space, dedicated detention  
holding and treatment, two floors of  
offices, and one MRI floor.

**Duke University Medical  
Center North Pavilion** |  
*Durham, North Carolina*  
310,200 sf, ten-story facility  
comprising a clinical information  
management office building and

an ambulatory surgery center. The  
outpatient surgery center includes  
nine outpatient operating rooms,  
recovery, and general laboratories.  
Another floor houses adult and  
pediatric bone marrow treatment  
centers and cryo-preservation  
facility.

**Emory University Hospital  
Perioperative Expansion**  
| *Atlanta, Georgia*  
70,000 sf addition of six operating  
rooms including one bi-plane  
hybrid, one robotic and four neuro  
OR rooms, addition of new Pre-Op  
and PACU areas with fifty-six bays,  
new Pharmacy with an ISO 7  
compounding room, new Frozen  
Section laboratory, and addition  
of new Endoscopy Suite. The nine  
phase project includes a mechanical  
penthouse and an analysis of all  
mechanical utilities serving the  
hospital.



## JULI JOHNSON

PE, LEED AP | ASSOCIATE PARTNER

**ROLE:** MEP PROJECT MANAGER

**Newcomb & Boyd**  
CONSULTANTS AND ENGINEERS

Juli has 13 years of experience in mechanical system design and project management for new and renovated projects, particularly in the health care industry. She has been responsible for the project management and mechanical engineering of more than 50 projects.

### EDUCATION

Bachelor of Science, Architectural Engineering, Milwaukee School of Engineering, 2003

### REGISTRATIONS/CERTIFICATIONS

Licensed Professional Engineer: Georgia  
U.S. Green Building Council  
LEED® Accredited Professional

### AFFILIATIONS

Associate, American Society of Heating, Refrigerating and Air-Conditioning Engineers, Inc. (ASHRAE)

### RELEVANT EXPERIENCE

#### **Grady Memorial Hospital Advanced Surgical Services Building Programming** | Atlanta, Georgia

Programming for the Center for Advanced Surgical Services across from main hospital, comprising an ambulatory surgery center, procedure suites, imaging, outpatient clinics, and a central utility plant.

#### **Grady Memorial Hospital Atlanta Women's and Infant's Center** | Atlanta, Georgia

61,780 sf phased renovation of the Second Floor Women's Clinics including the Teen Clinic, Prenatal Clinic, Centering Rooms, and Perinatal Center with ultrasound and urodynamics procedure rooms. Additionally, phased renovation of the Fourth Floor to create twelve Labor and Delivery Rooms, seven Triage Rooms, four High-Risk Ante

Partum Rooms and six pre/post Holding rooms.

**Grady Memorial Hospital, Emergency Department Addition and Renovation** | Atlanta, Georgia  
77,720 sf, five-story addition, including additional Emergency Care Center space, dedicated detention holding and treatment, two floors of offices, and one MRI floor.

**Piedmont Athens Regional Patient Tower** | Athens, Georgia  
489,500 sf, four-story bed tower with two thirty-two bed nursing units and two shelled floors. Additionally, expansion of Prince 2 to support a thirty-two bed unit on the Fourth Floor, upgrade of the interior finishes of Prince 1 and Talmadge, and other enabling projects.



# KIDANE ABEBE

PE, LEED AP BD+C | ASSOCIATE

**ROLE:** MECHANICAL ENGINEER

**Newcomb & Boyd**  
CONSULTANTS AND ENGINEERS

Kidane has 13 years of experience in the design of mechanical systems. His responsibilities have included project management and the design of more than 60 projects, including those for health care facilities.

## EDUCATION

Bachelor of Mechanical Engineering,  
Dalhousie University, Halifax,  
Nova Scotia, Canada, 1994

## REGISTRATIONS/CERTIFICATIONS

Licensed Professional Engineer: Georgia

U.S. Green Building Council  
LEED® Accredited Professional  
Building Design + Construction

## AFFILIATIONS

Associate, American Society of Heating,  
Refrigerating and Air-Conditioning  
Engineers, Inc. (ASHRAE)

## RELEVANT EXPERIENCE

**Grady Memorial Hospital Advanced Surgical Services Building Programming** | *Atlanta, Georgia*  
Programming for the Center for Advanced Surgical Services located across from the main hospital, comprising an ambulatory surgery center, procedure suites, imaging, outpatient clinics, and a central utility plant.

**Grady Memorial Hospital, Emergency Department Addition and Renovation** | *Atlanta, Georgia*  
77,720 sf, five-story addition, including additional Emergency Care Center space, dedicated detention holding and treatment, two floors of offices, and one MRI floor.

**Grady Memorial Hospital Atlanta Women’s and Infant’s Center** | *Atlanta, Georgia*  
61,780 sf phased renovation of the Second Floor Women’s Clinics including the Teen Clinic, Prenatal Clinic, Centering Rooms, and Perinatal Center with ultrasound and urodynamics procedure rooms. Additionally, phased renovation of the Fourth Floor to create twelve Labor and Delivery Rooms, seven Triage Rooms, four High-Risk Ante Partum Rooms and six pre/post Holding rooms.

**Emory University Hospital Perioperative Expansion** | *Atlanta, Georgia*  
70,000 sf addition of six operating rooms, Pre-Op and PACU areas with fifty-six bays, a Pharmacy, a Frozen Section laboratory, and addition of new Endoscopy Suite.



## MATT EASON

PE, LEED AP | ASSOCIATE PARTNER

**ROLE:** ELECTRICAL ENGINEER

**Newcomb & Boyd**  
CONSULTANTS AND ENGINEERS

Matt has 15 years of electrical engineering design experience for institutional projects. Matt has notable experience in the electrical engineering design of health care facilities, including more than 100 new and renovated projects.

### EDUCATION

Bachelor of Electrical Engineering,  
Georgia Institute of Technology, 2002

### REGISTRATIONS/CERTIFICATIONS

Licensed Professional Engineer: Georgia  
U.S. Green Building Council  
LEED® Accredited Professional

### AFFILIATIONS

Member, The Institute of Electrical and  
Electronics Engineers, Inc. (IEEE)

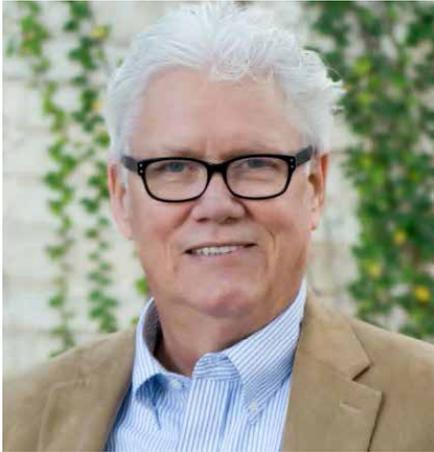
### RELEVANT EXPERIENCE

**Grady Memorial Hospital Advanced Surgical Services Building Programming** | *Atlanta, Georgia*  
Programming for the Center for Advanced Surgical Services located across from the main hospital, comprising an ambulatory surgery center, procedure suites, imaging, outpatient clinics, and a central utility plant.

**Grady Memorial Hospital Marcus Stroke & Neuroscience Center** | *Atlanta, Georgia*  
21,000 sf renovation of the Eighth Floor of the A/B Towers to create the Marcus Stroke & Neuroscience Center. The Center includes eighteen intensive care unit beds, nineteen immediate care beds, an imaging suite with a CT scanner, a dedicated biplane neuroangiography suite, MRI and PET scanners, telemedicine infrastructure, and nursing stations.

**Grady Memorial Hospital, Emergency Department Addition and Renovation** | *Atlanta, Georgia*  
142,570 sf renovation of the Emergency Department and a 77,720 sf, five-story addition, including additional Emergency Care Center space, dedicated detention holding and treatment, two floors of offices, and one MRI floor.

**Health Management Associates, Clearview Regional Medical Center** | *Monroe, Georgia*  
100,000 sf, fifty-bed replacement hospital including four operating rooms, labor and delivery rooms, a C-section room, an emergency department, radiology, USP 797 pharmacy, dietary, a cafe, central sterile area, clinical laboratories, administrative areas, and a central energy plant.



# DENNIS CONNELLY

CPD | SENIOR ASSOCIATE

ROLE: PLUMBING DESIGNER

**Newcomb & Boyd**  
CONSULTANTS AND ENGINEERS

Dennis has over 30 years of experience in the design of plumbing systems and project management. His experience covers the range of commercial and institutional facilities, including campuses for health care clients. Dennis has been published in the areas of pure water system design and high-rise plumbing. He has been responsible for the plumbing design of more than 530 projects.

## EDUCATION

Associate in Technologies, Drafting Technology, Pensacola Junior College, 1979

## REGISTRATIONS/CERTIFICATIONS

Certified in Plumbing Design, ASPE

## AFFILIATIONS

Member, American Society of Plumbing Engineers (ASPE)

## RELEVANT EXPERIENCE

**Grady Memorial Hospital Advanced Surgical Services Building Programming** | *Atlanta, Georgia*  
Programming for the Center for Advanced Surgical Services located across from the main hospital, comprising an ambulatory surgery center, procedure suites, imaging, outpatient clinics, and a central utility plant.

**Grady Memorial Hospital, Emergency Department Addition and Renovation** | *Atlanta, Georgia*  
77,720 sf, five-story addition, including additional Emergency Care Center space, dedicated detention holding and treatment, two floors of offices, and one MRI floor.

**Duke University Medical Center North Pavilion** | *Durham, North Carolina*  
310,200 sf, ten-story facility comprising a clinical information management office building and an ambulatory surgery center.

**North Fulton Regional Hospital Addition and Renovations** | *Roswell, Georgia*  
104,100 sf additions and alterations in the 160 bed North Fulton Regional Hospital include expansion of the operating room suite, food service and dining facilities, intensive care unit, emergency department, acute care patient beds, and the central plant.

**Emory Healthcare Ambulatory Surgery Center** | *Dunwoody, Georgia*  
23,000 sf conversion of a medical office building into an ambulatory surgery center.



# MARK REZAGHOLIZADEH

ASSOCIATE

**ROLE:** FIRE PROTECTION DESIGNER

**Newcomb & Boyd**  
CONSULTANTS AND ENGINEERS

Mark has over 30 years of fire protection engineering experience and has designed fire protection systems on more than 350 projects for both public and private sector clients, including health care facilities.

## EDUCATION

Bachelor of Mechanical Engineering  
Technology, Southern Polytechnic  
State University, 1983

## AFFILIATIONS

Member, National Fire Protection  
Association (NFPA)

## RELEVANT EXPERIENCE

### **Grady Memorial Hospital Advanced Surgical Services Building Programming** | Atlanta, Georgia

Programming for the Center for  
Advanced Surgical Services located  
across from the main hospital,  
comprising an ambulatory surgery  
center, procedure suites, imaging,  
outpatient clinics, and a central utility  
plant.

### **Grady Memorial Hospital Marcus Stroke & Neuroscience Center** | Atlanta, Georgia

21,000 sf renovation of the Eighth  
Floor of the A/B Towers to create  
the Marcus Stroke & Neuroscience  
Center. The Center includes eighteen  
intensive care unit beds, nineteen  
immediate care beds, an imaging  
suite with a CT scanner, a dedicated  
biplane neuroangiography suite,

MRI and PET scanners, telemedicine  
infrastructure, and nursing stations.

### **Grady Memorial Hospital, Emergency Department Addition and Renovation** | Atlanta, Georgia

142,570 sf renovation of the  
Emergency Department and a 77,720  
sf, five-story addition, including  
additional Emergency Care Center  
space, dedicated detention holding  
and treatment, two floors of offices,  
and one MRI floor.

### **Grady Memorial Hospital Atlanta Women's and Infant's Center** | Atlanta, Georgia

61,780 sf phased renovation of  
the Second Floor Women's Clinics  
including the Teen Clinic, Prenatal  
Clinic, Centering Rooms, and  
Perinatal Center with ultrasound and  
urodynamics procedure rooms.



# ROOSEVELT POWELL

PE | PRESIDENT

ROLE: ASSOCIATE MBE FIRM: MEP PRINCIPAL



Roosevelt is President of R. Powell & Associates, Inc. (RPA), which provides engineering and business consulting services to a variety of businesses. He is a licensed Professional Engineer with over 30 years of experience as a functional manager of business operations and engineering activities.

## EDUCATION

Master in Business Administration,  
University of Chicago

B.S., Mechanical Engineering,  
Illinois Institute Of Technology

## REGISTRATIONS/CERTIFICATIONS

Professional Engineer: Georgia, Illinois,  
North Carolina and South, Carolina

## AFFILIATIONS

American Association of  
Blacks In Energy (Board)

American Council of Engineering  
Companies of Georgia

American Gas Association

American Society of Heating, Refrigerating  
and Air Conditioning Engineers, Inc.

## RELEVANT EXPERIENCE

### Clayton County School #11 | Clayton, Georgia

Design and construction administration of the mechanical, electrical, plumbing and fire protection systems for the 91,000 square foot facility. The school was designed to house children in Grades Kindergarten through third. The school included a gymnasium, complete kitchen and dining area, media center and an outdoor amphitheater, designed to be used by students and community residents.

### Augusta Youth Detention Center Mental Health Annex | Augusta, Georgia

Analysis and assessment of the existing MEP systems, including HVAC, electrical, power, lighting

and plumbing systems. Responsible for MEP design and construction administration for a new Mental Health Annex added at the facility.

### Hampton Inn | Hiram, Georgia

Design and construction administration of the mechanical, electrical, plumbing and fire protection systems for the four-story facility.

### Georgia Tech Bobby Dodd Stadium; Golf Program | Atlanta, Georgia

Design mechanical, electrical and plumbing systems for the upgrade and expansion for the football stadium, Golf Team offices and clubhouse located in the sports complex.



# JAMES JONES

PE | PRINCIPAL

**ROLE:** COMMUNICATIONS CONSULTANT

**UZUN  
+CASE**

James has more than 20 years of experience in structural design, with a focus on healthcare and research facilities. James is a true team player whose positive attitude is an inspiration for clients and co-workers alike.

## EDUCATION

MSCE, Civil Engineering, Georgia  
Institute of Technology, 1993

BME, Mechanical Engineering,  
Auburn University 1989

## REGISTRATIONS/CERTIFICATIONS

Professional Engineer: Georgia,  
Florida, Tennessee, Alabama

## AFFILIATIONS

Structural Engineers Association  
of Georgia (SEAOG)

American Institute of Steel  
Construction (AISC)

American Concrete Institute (ACI)

## RELEVANT EXPERIENCE

**Grady Hospital GI/GU  
Renovations** | Atlanta, Georgia  
1 Story, \$1M

**Piedmont Atlanta Hospital Master  
Facility Project** | Atlanta, Georgia  
13 Story, \$400M

**Carolinas Medical Center  
Renovation & Expansion** |  
Charlotte, North Carolina  
4-6 Story, \$135M

**Northeast Georgia Medical System  
Braselton Hospital** | Braselton, GA  
3-5 Story, \$107M

**Mercy Medical Office  
Building** | Charlotte, NC  
5 Story, \$25.5M

**Pineville Medical Office Building**  
Charlotte, North Carolina  
4 Story, \$21M

**Morehead Medical Plaza** |  
Charlotte, North Carolina  
4 Story, \$13M

**Northeast Georgia Medical  
System Medical Office  
Building** | Braselton, Georgia  
6 Story, \$12M

**Southcrest Medical Office Buildings  
100 & 200** | Stockbridge, Georgia  
2 Story, \$10M



# JEFF MILHEIZLER

PE | ASSOCIATE PRINCIPAL

ROLE: STRUCTURAL PROJECT MANAGER



Since starting with Uzun+Case in 2000, Jeff has been project manager on numerous healthcare, institutional, commercial, and residential projects. His experience includes both new construction and renovations / additions to existing structures.

## EDUCATION

B.S., Civil & Environmental Engineering, Duke University, 1996

M.S.E., Structural Engineering, Stanford University, 2000

## REGISTRATIONS/CERTIFICATIONS

Professional Engineer: Georgia

## AFFILIATIONS

Structural Engineers Association of Georgia (SEAOG)

American Institute of Steel Construction (AISC)

## RELEVANT EXPERIENCE

**Piedmont Atlanta Hospital Master Facility Project** | Atlanta, Georgia  
13 Story, \$ 400M

**Northeast Georgia Medical System Braselton Hospital** | Braselton, Georgia  
3-5 Story, \$107M

**Northeast Georgia Medical System Medical Office Building** | Braselton, Georgia  
6 Story, \$12M

**Ridgeview Institute Inpatient Building** | Smyrna, Georgia  
1 Story, \$7M

**Carolinas Medical Center Renovation & Expansion** | Charlotte, North Carolina  
4-6 Story, \$135M

**Pineville Medical Office Building** | Charlotte, North Carolina  
4 Story, \$21M

**Albany Community Hospital – Wilson Hospice House** | Albany, Georgia  
1 Story, \$16M

**Lexington Medical Center Extended Care Addition & Renovation** | Lexington, South Carolina  
5 Story, \$5M



# STEPHANIE GLIEN

PE | SENIOR ASSOCIATE

**ROLE:** STRUCTURAL PROJECT ENGINEER

**UZUN  
+CASE**

Stephanie has over 10 years of building design experience in a wide range of sectors. She enjoys helping clients find simple and cost effective solutions to unique problems.

## EDUCATION

BSCE, Civil Engineering,  
University of Delaware 2001

MSCE, Civil Engineering, Georgia  
Institute of Technology, 2006

## REGISTRATIONS/CERTIFICATIONS

Professional Engineer: Georgia, Maryland

## AFFILIATIONS

Structural Engineers Association  
of Georgia (SEAOG)

American Institute of Steel  
Construction (AISC)

## RELEVANT EXPERIENCE

**Children's Hospital of New Orleans** | *New Orleans, Louisiana*  
4 Story, \$150M

**Carolinas Medical Center Renovation & Expansion** |  
*Charlotte, North Carolina*  
4-6 Story, \$135M

**University of Louisville Pediatric Care Clinic** | *Louisville, Kentucky*  
9 Story, \$50M

**CARTI Medical Office Building**  
| *Conway, Arkansas*  
4 Story, \$90M

**CDC Building 20** | *Atlanta, Georgia*  
6 Story, \$110M

**Pineville Medical Office Building**  
| *Charlotte, North Carolina*  
4 Story, \$21M

**Houston HealthCare Assessment**  
| *Warner Robbins, Georgia*  
Confidential



# DARIEN SYKES

PE | PRINCIPAL AND CEO

**ROLE:** ASSOCIATE MBE FIRM: STRUCTURAL PRINCIPAL



Darien has over nineteen years of diversified management and structural design experience. He will assure that the project goals are understood and addressed, develop conceptual design and verify concepts are developed throughout design, identifying practical solutions to structural engineering problems, and assure that a quality building design is delivered on time and within budget.

## EDUCATION

Master of Science Degree in Civil Engineering from Georgia Institute of Technology (1997)

Bachelor of Science Degree in Civil Engineering from Purdue University (1995)

## REGISTRATIONS/CERTIFICATIONS

Registered Professional Engineer: Georgia and six other states

## AFFILIATIONS

State Board of Professional Engineers and Land Surveyors (PELS)

American Council of Civil Engineers (ACEC)

American Institute of Steel Construction (AISC)

American Concrete Institute (ACI)

Structural Engineers Association of Georgia (SEAOG)

## RELEVANT EXPERIENCE

### Grady Hospital HDR RoomP Structural Evaluation

| Atlanta, Georgia

### Grady Memorial Hospital

| Atlanta, Georgia

- Master Plan
- Cooling Tower Removal
- Expansion Joints
- Fluoroscopy Unit Replacement
- Air Conditioner 60
- Air Handling Unit 13 Replacement
- Elevator Hoistway Shaft Dampers
- AHU 56
- AHU 55
- Catwalk
- GI Suites

### Fort McPherson Operating and Infrastructure Structural Analysis

| Atlanta, Georgia

### Hartsfield-Jackson International Airport Central Passenger Terminal Complex Structural Assessment

| Atlanta, Georgia

### Hartsfield Jackson Atlanta International Airport Concourse G Expansion Feasibility

| Atlanta, Georgia

### Ashland Chemical Structural Investigation Structural Assessment

| Atlanta, Georgia

### Kennesaw State University 3305 Busbee Structural Evaluation

| Atlanta, Georgia



## J. ELLEN LONG

PE, LEED AP | PRINCIPAL

**ROLE:** CIVIL ENGINEERING PRINCIPAL-IN-CHARGE, QA/QC MANAGER



Ellen has 34 years of civil engineering experience, including site design and permitting for medical institutions and hospitals. Working on these active campus projects can be challenging because the expansions can create conflicts with the utilities servicing the hospital; however, solutions to these conflicts are provided to be cost effective without creating an interruption in the service.

### EDUCATION

Bachelor of Science, Civil Engineering,  
Vanderbilt University, 1983

### REGISTRATIONS/CERTIFICATIONS

Professional Engineer: Georgia,  
Kansas, North Carolina, South  
Carolina, Tennessee, Virginia, Ohio

Licenses Utility Manager - Georgia

Georgia Soil and Water Conservation  
Commission Level II Certified  
Design Professional

### AFFILIATIONS

American Council of  
Engineering Companies

US Green Building Council  
– Georgia Chapter

Women's Business Enterprise  
National Council

### RELEVANT EXPERIENCE

**Piedmont Physicians  
Plaza** | *Atlanta, Georgia*  
5-story medical office building  
constructed atop an 8-story,  
330,000 sf parking deck containing  
1,650 parking spaces. Site  
improvement design included  
circulation drives, service bays and  
parking spaces.

**Piedmont Hospital 77 Building/  
North Wing Connector**  
| *Atlanta, Georgia*  
Design work for the Connector  
Building between the 77 Building and  
the North Wing that included  
ED, new rehabilitation space, dietary  
component including new cafeteria,  
loading dock, support spaces and a  
concrete bridge.

**Piedmont Hospital Medical Office  
Building Parking Deck and Fitness  
Center Expansion** | *Atlanta, Georgia*  
Two-story Emergency Department /  
Observation building, a one-story  
and 12,500 square foot radiology  
addition.

**Piedmont Hospital 95  
Building/Collier Road Parking  
Deck** | *Atlanta, Georgia*  
Civil/site design to upgrade the  
hospital's existing facilities by adding  
the 10-story, outpatient diagnostic  
center and 10-level parking deck.

**Children's Healthcare of Atlanta at  
Hughes Spalding** | *Atlanta, Georgia*  
Civil engineering design services  
associated with this \$43 million,  
97,800 square foot new building.



# MELISSA JOHNSON

PE | ASSOCIATE

**ROLE:** CIVIL ENGINEERING PROJECT MANAGER



Melissa has 13 years of engineering experience spanning a wide variety of civil development projects for municipal and corporate clients. Her civil engineering knowledge in regards to implementing master planning and growth plans will be a great benefit to this team. In addition, she is knowledgeable on the City of Atlanta and surrounding metro areas existing infrastructure issues, design criteria, and permitting process.

## EDUCATION

Bachelor of Science, Civil Engineering,  
Drexel University, 2005

## REGISTRATIONS/CERTIFICATIONS

Professional Engineer: Georgia  
Georgia Soil and Water Conservation  
Commission Level II Certified  
Design Professional

## RELEVANT EXPERIENCE

### Northside Hospital Forsyth MOB Master Plan Infrastructure

| *Cumming, Georgia*  
Civil engineering design services associated with this 19 acre site featuring 4 medical office buildings, 2 parking decks, and one educational building.

### Northside Hospital Forsyth Campus – Breast Care Surgery Center | *Cumming, Georgia*

Civil engineering design associated with the interior renovation of a medical office building for a new surgical center for women’s health.

### Northside Hospital Sandy Springs Campus – MOB VI

| *Sandy Springs, Georgia*  
Civil engineering design for a two story 30,000 square foot interior

educational building, associated site improvements including utilities, grading, and drainage and erosion control. The site is located between an existing parking lot and an existing private road.

### Northside Hospital Sandy Springs Campus, 53 Bed Tower Expansion

| *Sandy Springs, Georgia*  
Civil engineering design services associated with a 53-bed expansion wing located over a vehicle round-about access.

### Northside Hospital – Forsyth Campus, Medical Office Building V | *Cumming, Georgia*

Civil engineering design services associated with a 5-story medical office building and associated parking lots and a pedestrian greenway.



# STEVE SANCHEZ

ASLA, LEED AP | PRINCIPAL

**ROLE:** LANDSCAPE ARCHITECTURE PRINCIPAL-IN-CHARGE



Steve has worked in much of the office and healthcare industry. Throughout his career, Steve has strived to advance the concept of seeing our outdoor environments as a critical component for the promotion of wellness in the healthcare industry. Whether providing views to the natural world for patients, opportunities for doctors and medical staff to find daily relief, or areas of respite for stressed family members, HGOR has led the way in seeing the therapeutic potential of the built environment.

## EDUCATION

Bachelor of Landscape Architecture,  
Louisiana State University, 1985

## REGISTRATIONS/CERTIFICATIONS

Landscape Architect: Georgia, Louisiana  
U.S. Green Building Council  
LEED® Accredited Professional

## AFFILIATIONS

American Society of Landscape Architects  
Atlanta Botanical Garden  
Georgia Native Plant Society  
Urban Land Institute  
Georgia Urban Forest Council

## RELEVANT EXPERIENCE

**Northeast Georgia Medical Center  
- Gainesville** | *Gainesville, Georgia*

**Northeast Georgia Medical Center  
- Braselton** | *Braselton, Georgia*

**Veterans Administration Health  
Clinic** | *Charlotte, North Carolina*

**CTCA Hotel & Dining Expansion**  
| *Newnan, Georgia*

**Piedmont Atlanta Healthcare**  
| *Atlanta, Georgia*

**CHOA Pediatric Medical Office  
Building** | *Atlanta, Georgia*

**Hillandale Physician Place**  
| *Atlanta, Georgia*

**Palmetto Health Council  
Clinic & Corporate Office**  
| *Palmetto, Georgia*

**3630 Peachtree** | *Atlanta, Georgia*

**Spanx Headquarters**  
| *Atlanta, Georgia*

**Coca-Cola Company  
Headquarters** | *Atlanta, Georgia*

**The Battery at SunTrust  
Park** | *Atlanta, Georgia*

**Liberty Plaza** | *Atlanta, Georgia*

**Mercedes Benz Stadium**  
| *Atlanta, Georgia*

**Charlie Loudermilk Park**  
| *Atlanta, Georgia*

**The Yards** | *Atlanta, Georgia*



# BOB HUGHES

ASLA | PRINCIPAL

ROLE: LANDSCAPE ARCHITECTURE DESIGN PRINCIPAL



As a recognized leader in innovative and sustainable planning and design, Bob guides the planning and design efforts for HGOR. With over 37 years of industry experience, he works closely with clients to develop powerful ideas into resolute realities. Bob's demonstrated ability to understand and build consensus around a comprehensive vision has led the firm and its clients to receive over 75 professional awards for planning and design. His work on healthcare facilities combines elements of planning and design to create frameworks and places.

## EDUCATION

Bachelor of Landscape Architecture,  
University of Georgia, 1977,  
Magna Cum Laude

## REGISTRATIONS/CERTIFICATIONS

Landscape Architect: Georgia, Alabama,  
Florida, North Carolina, Texas

## AFFILIATIONS

American Society of Landscape Architects  
Urban Land Institute

Society of College and University Planning  
NAIOP

Livable Buckhead

Lambda Alpha International

## RELEVANT EXPERIENCE

**Northeast Georgia Medical Center  
- Gainesville** | *Gainesville, Georgia*

**Northeast Georgia Medical Center  
- Braselton** | *Braselton, Georgia*

**Piedmont Atlanta Healthcare**  
| *Atlanta, Georgia*

**Children's Healthcare of  
Atlanta Pediatric Medical Office  
Building** | *Atlanta, Georgia*

**Hillendale Physician Place**  
| *Atlanta, Georgia*

**Mercedes Benz Stadium**  
| *Atlanta, Georgia*

**The Quarter** | *Atlanta, Georgia*

**Liberty Plaza** | *Atlanta, Georgia*

**State of Georgia Judicial  
Complex** | *Atlanta, Georgia*

**Turner Field Redevelopment**  
| *Atlanta, Georgia*

**The Battery at Suntrust  
Park** | *Atlanta, Georgia*

**Omni Hotel** | *Atlanta, Georgia*

**The Yards** | *Doraville, Georgia*

**Kingston Village** | *Roswell, Georgia*

**Aspen Heights at GSU**  
| *Atlanta, Georgia*

**Turner Entertainment  
Campus** | *Atlanta, Georgia*



# ALEJANDRA THOMAS

VICE PRESIDENT

ROLE: GRAPHICS, WAYFINDING PROJECT MANAGER



An environmental graphic designer since 2006, Alejandra loves to indulge her passion for creating exceptional environments that are both functional and user-friendly. Her education and experience allows her to provide clients with the analytical know-how needed to make wayfinding / design assessments and recommendations that are processed, refined and developed into viable, effective solutions for wayfinding and sign graphics standards. These

## EDUCATION

Masters in Industrial Design,  
Georgia Institute of Technology

Bachelor of Science in System and  
Industrial Engineering, Georgia  
Institute of Technology

## REGISTRATIONS/CERTIFICATIONS

Text

## RELEVANT EXPERIENCE

### Jacksonville Transportation Authority Campus Master

**Plan** | *Jacksonville, Florida*

Provided wayfinding analysis, planning, signage design, and construction administration services for the Myrtle Avenue Operations Campus (CNG).

### Hartsfield-Jackson Atlanta International Airport Terminal Modernization

| *Atlanta, Georgia*  
As part of the Hartsfield-Jackson + Partnership (H-J+P) team we are providing Signage and Wayfinding planning and construction administration for the Terminal Modernization project. HKS is the lead architect.

### Fort Lauderdale-Hollywood International Airport Terminal

**Expansion** | *Fort Lauderdale, Florida*

Providing wayfinding analysis, planning, signage design, and construction administration services for the new Signage and Wayfinding Program for the on going Terminal 4 expansion project.



# MICHAEL PALACIO

CPE | PRESIDENT

ROLE: CHIEF COST ESTIMATOR



Michael D. Palacio has over twenty years of experience in the Design and Construction industry. A Certified Professional Estimator, he has worked on numerous building types in every sector including healthcare, municipal, federal, residential, higher education, commercial, and historic preservation. In this capacity, he has led projects ranging from thousands of dollars to over \$100 Million providing timely and accurate cost estimates.

## EDUCATION

Bachelor of Science (Architecture),  
Georgia Institute of Technology, 1993

## REGISTRATIONS/CERTIFICATIONS

Certified Professional Estimator

## RELEVANT EXPERIENCE

### Grady Memorial Women's and Infants Hospital Wing

| Atlanta, Georgia  
61,780 sf 3-level renovation (ground (exterior, second. and fourth floor) remodel of Prenatal Clinic, state-of-the-art labor/delivery suites, dedicated entrance, HVAC, and telecom.

### Grady Memorial Hospital Neuro Intensive Care Unit and Brain Saving Therapeutics

| Atlanta, Georgia  
16,500 sf Intensive Care Unit renovation for Brain Saving Center two levels of construction for ICU patient rooms and consultation areas, waiting rooms, and satellite nurse workstations.

### Grady Memorial Hospital 6th Floor Renovation | Atlanta, Georgia

Renovation of A Wing and B Wing to include patient, treatment and isolation rooms, patient room toilet, corridors, back of house spaces, patient and staff elevator lobby. Design/bid/build delivery method.

### Grady Memorial Hospital Cardiac and Coumadin Outpatient Center Renovation | Atlanta, Georgia

13,860sf outpatient center to include Coumadin clinic built from shell space and relocation of existing clinic; renovation of existing space for EKG and cardiac clinic (temporarily relocation during renovation), renovation of patient areas, support, registration, waiting areas and mechanical/HVAC upgrades.



# JORGE GOMEZ

PE, RCDD | PARTNER

**ROLE:** IT / LOW VOLTAGE SENIOR PROJECT ENGINEER



Jorge is a Professional Engineer specializing electronic systems engineering and voice/data structured cabling design. He has worked in a variety of roles including project manager, electronic system engineer, resident engineering inspector and applications engineer. Specific project experience includes the design of electronic security and telecommunication systems for a variety of project types, including healthcare and bio-medical facilities.

## EDUCATION

Master of Business Administration,  
Georgia State University

Bachelor of Industrial Engineering,  
Georgia Institute of Technology

## REGISTRATIONS/CERTIFICATIONS

Professional Engineer: Georgia,  
Alabama, Florida, Louisiana, Maryland,  
Mississippi, Missouri, North Carolina,  
South Carolina, Tennessee, Texas

Registered Communications  
Distribution Designer

## RELEVANT EXPERIENCE

**Emory University Hospital New  
Tower Expansion** | Decatur, Georgia  
Security, Telecom & A/V

**Tanner Health System**  
| Carrollton, Georgia  
Systemwide - All Low Voltage  
Services

**WellStar Health System Paulding  
Hospital** | Douglasville, Georgia  
Security, Telecom & A/V

**WellStar Health System  
Kennestone Hospital Blue  
Tower II** | Marietta, Georgia  
Security, Telecom & A/V

**Kaiser Permanente  
Comprehensive Medical Center**  
| Lawrenceville, Georgia  
Security, Telecom & A/V

**Piedmont Athens Regional South  
Tower** | Atlanta, Georgia  
Security, Telecom & A/V

**DeKalb Medical Center  
Women's Center & Parking  
Deck** | Decatur, Georgia  
Security, Telecom & A/V

**Henry County Medical Center North  
Tower** | Stockbridge, Georgia  
Security, Telecom & A/V



# TERRANCE LACKEY

CBET | ASSOCIATE

**ROLE:** MEDICAL EQUIPMENT PROJECT MANAGER



With 20 years of experience, Terrance’s experience lends itself to a unique project management perspective. He brings a wide range of skills in the management of healthcare technology including strategic operations management, capital asset planning, project management, budgeting and personnel management, designing interfaces and integrating medical systems, training end-users to utilize medical technology, and evaluating new devices for acquisition.

## EDUCATION

Department of Defense Biomedical Electronics, Wichita Falls, Texas  
Biomedical Engineering  
.....  
Bachelor of Science MLTD, Grantham University  
.....  
Associate of Arts MLTD, Grantham University  
.....

## REGISTRATIONS/CERTIFICATIONS

Certified Biomedical Equipment Technician (CBET)  
.....

## RELEVANT EXPERIENCE

**Grady Health System, Emergency Department Expansion** | Atlanta, Georgia  
Planning and procurement to support the development of a new Emergency Department tower to include fast-track, clinical laboratory and advanced medical imaging to support a Stroke Center and Level I Trauma Center.

**BayHealth Medical Center** | Milford, Delaware  
New \$300M, 6-story- 440,000sf health campus. Also includes a 70,000sf outpatient center for expanded diagnostic testing and additional services. Cone Health, Moses Cone Women & Children’s, Greensboro, North Carolina 172,000SF, Addition/Renovation. Maternity, LDR, OR, NICU, Post Partem.

**Lee Health System, Gulf Coast Medical Center** | Ft. Myers, Florida  
385,000sf Hospital Expansion & Renovation. Renovation of L3 bed tower convert from 12 bed unit to 26 bed ICU; Expand/Reno existing ER, Lab, Pharmacy and other support services. \$20million equipment budget.

**Cleveland Clinic Hospital** | Weston, Florida  
Outpatient Facility consisting of Cancer Clinic, Radiation Oncology, Neurology Institute - 140,000sf.

**University of Florida Health Shands Hospital** | Gainesville, Florida  
Cardiovascular and Neurosciences Center - 510,000sf, \$95M medical equipment budget.



# THOMAS WILLIAMS

SENIOR ASSOCIATE

ROLE: MATERIALS MANAGEMENT



Tom Williams has 36 years of experience in the elevator industry specializing in the design of elevator systems for construction, modernization, maintenance and repair projects for health care, commercial, residential, industrial, mix-use, institutional, sports airport and convention center facilities.

## EDUCATION

Bachelor of Science, University  
of New Haven, 1979

## RELEVANT EXPERIENCE

**Bryn Mawr Hospital** | *Bryn  
Mawr, Pennsylvania*  
Hospital

**Covington Medical Center**  
| *Covington, Washington*  
Medical Center

**Texas Huguley Hospital** | *Fort  
Worth, Texas*  
Hospital

**Medstar Georgetown University  
Hospital** | *Washington, DC*  
Hospital

**1900 Pearl** | *Dallas Texas*  
Office Tower

**208 Nueces Office  
Tower** | *Austin, Texax*  
Corporate/Commercial

**3300 Main** | *Houston, Texas*  
Residential Tower

**Apple Federal Credit  
Union** | *Fairfax Virginia*  
Corporate Office

**North Park Mall** | *Dallas, Texas*  
Retail/Commercial

**Oliver & Central** | *Dallas, Texas*  
Residential

**Omni Hotel** | *Frisco, Texas*  
Hotel

**Tarrant County Correction  
Center** | *Fort Worth, Texas*  
Institutional



# CONRAD BEATTIE

SENIOR ASSOCIATE

**ROLE:** FOOD SERVICE SENIOR PROJECT MANAGER



With more than forty years experience in the food service design industry, Conrad has demonstrated the ability to implement facilities throughout the world that meet expectations. Interpreting his clients needs and translating them into economically economically feasible and aesthetically pleasing designs is Conrad's key strength. He approaches projects with a singular aim: listen, advise and implement viable solutions to real-world operational challenges.

## EDUCATION

City & Guilds Diploma, General Engineering  
Bromley College of Technology, 1972

## RELEVANT EXPERIENCE

### **Nemours Children's Hospital**

| *Orlando, Florida*

Services for 95-bed facility, situated on a 60-acre campus, 620,000 square feet Food service and dietary components include a servery, public dining, receiving, storage, and prep areas, and a demonstration kitchen.

### **Cleveland Clinic Abu**

**Dhabi** | *Abu Dhabi, UAE*

CCAD is a 360-bed (scalable to 490), multi-specialty facility located on Al Sowa Island in the UAE, across from the Abu Dhabi Mall. Food service components include kitchen areas and royal suite kitchens, patient and staff cafeteria, servery/staff dining room, and lobby coffee shops. At the recent Hospital Build Middle East Exhibition & Congress in Abu Dhabi, The Cleveland Clinic Abu Dhabi

received the 2010 Best Hospital Design Award (Built or Future).

### **Phoenix Children's Hospital**

| *Phoenix, Arizona*

The new 11-story patient tower will increase licensed beds from 345 to 626 by 2012. To accommodate the growth SDI programmed and designed a new dietary operation, kitchen, and servery featuring a variety of hot and cold food stations, a Mongolian grill, and a 24-hour cafe for off-hours dining.

### **Woman's Hospital** | *Baton*

*Rouge, Louisiana*

SDI has designed a new, modern-concept kitchen and servery with an open, Whole-Foods style atmosphere that allows guests to easily browse an array of food stations.



# HAROLD MERCK

INCE, LEED AP | PRINCIPAL

**ROLE:** ACOUSTIC PRINCIPAL-IN-CHARGE



Mr. Merck is a founding partner of Merck & Hill Consultants and serves as a Principal, corporate officer, project manager, and consultant. Through work in a wide variety of acoustics and noise control projects he is experienced in building sound isolation, interior acoustics, site noise assessment, acoustical privacy, and mechanical systems noise & vibration. His experience includes numerous architectural project types and has conducted numerous noise impact assessments for projects and sites impacted by noise.

## EDUCATION

Bachelor of Science (Physics),  
Georgia Southern College, 1983

Highway Noise Analysis, Center  
for Continuing & Professional  
Education, University of Louisville

Transit Noise & Vibration Impact  
Assessment, National Transit Institute

## REGISTRATIONS/CERTIFICATIONS

U.S. Green Building Council  
LEED® Accredited Professional

## AFFILIATIONS

Acoustical Society of America, Member

ANSI Working Group S12-52:  
Acoustical Performance Criteria,  
Design Requirements & Guidelines for  
Schools (ANSI S12.60-2010/Part 1)

Institute of Noise Control  
Engineers, Member

## RELEVANT EXPERIENCE

**Children's Healthcare of Atlanta  
at Eggleston** | Atlanta, Georgia

**Children's Healthcare of Atlanta at  
Scottish Rite** | Atlanta, Georgia

**Piedmont Atlanta Hospital New  
Patient Tower** | Atlanta, Georgia

**Wellstar Paulding Outpatient  
Pavilion & Atrium** | Hiram, Georgia

**Benjamin Russell Hospital for  
Children** | Birmingham, Alabama

**Carl R. Darnall Army Medical Center  
Replacement** | Ft. Hood, Texas

**Cox Medical Center South – ICU  
Expansion** | Springfield, Missouri

**Guthrie Corning Hospital**  
| Corning, New York

**Mayo Clinic Hospital & Specialty  
Building** | Phoenix, Arizona

**Memorial Hospital New Glenwood  
CUP** | Chattanooga, Tennessee

**Rockingham Memorial Hospital**  
| Harrisonburg, Virginia

**Sanford Fargo Medical Center**  
| Fargo, North Dakota

**Toumey Regional Medical Center**  
| Sumter, South Carolina

**Western Baptist Hospital**  
| Paducah, Kentucky



# BRIAN LOZANO

PMP | PRINCIPAL

**ROLE:** LEAD PARKING CONSULTANT

## WALTER P MOORE

Brian is the Director of Parking Services at Walter P Moore and a Senior Parking Consultant with over 19 years of experience in parking consulting, project management, and construction. As a specialist in project management, Brian leads multi-discipline architecture and engineering teams to provide creative parking solutions. Focusing primarily on municipal, healthcare, commercial, and aviation markets, he guides the design team to create efficient and functional designs specific to each project’s needs.

### EDUCATION

Masters of Business Administration,  
Le Tourneau University

Bachelors of Science in Civil  
Engineering, University of Houston

### REGISTRATIONS/CERTIFICATIONS

Project Management Professional (PMP)

### AFFILIATIONS

Project Management Institute

Texas Parking and Transportation  
Association

International Parking Institute

### RELEVANT EXPERIENCE

**Buffalo Niagara Medical Campus  
Multi-Modal Transportation  
Structure** | *Buffalo, New York*

**Texas Medical Center  
Garage 18 Planning and  
Design** | *Houston, Texas*

**Texas Medical Center  
Garage 19 Planning and  
Design** | *Houston, Texas*

**Texas Medical Center Parking  
Guidance System Evaluation  
and Study** | *Houston, Texas*

**San Antonio Military Medical Center  
Parking Garage** | *San Antonio, Texas*

**Cook Children’s Hospital  
North Garage Expansion**  
| *Fort Worth, Texas*

**Cook Children’s Hospital South  
Garage Expansion** | *Fort Worth, TX*  
**MD Anderson Cancer  
Center Braeswood Parking  
Garage** | *Houston, Texas*

**MD Anderson Cancer Center  
North Campus Master  
Plan** | *Houston, Texas*

**1800 West Loop Parking  
Expansion** | *Houston, Texas*

**4004 Summit 7 Oaks  
Parking Garage Planning and  
Design** | *Atlanta, Georgia*

**AIG Corporate Campus Garage  
Expansion** | *Houston, Texas*

**Apple Corporate Campus**  
| *Cupertino, California*

**PREVIOUS  
EXPERIENCE**

## QUESTION #16 - #18

# PREVIOUS **EXPERIENCE**

HKS has extensive knowledge of designing **value-driven facilities** that are **flexible**, adaptable and efficient, **enhancing user experiences** and conveying clients' vision with **speed to market**.

### **PROVEN EXPERTS IN HEALTHCARE DESIGN**

For more than 45 years, HKS has focused on creating places of healing that enhance the human experience. HKS is one of the largest health architects in terms of volume both in the U.S. and internationally, according to Modern Healthcare and World Architecture. The firm's celebrated health architecture experience includes over 4,250 unique projects representing 175,000 beds and 490 million square feet. But it's not just about our volume of work. We design individualized, community-based health facilities that have garnered 302 design awards.

HKS is a national leader in healthcare design, from new construction to all types of facility renovations. We have completed similar projects for leading national healthcare institutions in the last decade. These projects feature complex facility additions and renovations in similar

environments. We are well versed in dealing with the types of issues that present themselves during projects of this size, scope and complexity.

### **PATIENT AND COMMUNITY DESIGN EXPERIENCE**

Patient-centered design is about more than just finishes and amenities. It is about human interactions, or touch points and the experiences of staff, physicians, families and patients and their journey to health and well-being.

This design approach is a "hospitality meets healthcare design" that shapes everything from check-in to check-out and is the basis of experiential design. With research showing that patients who are less stressed can heal up to 40% quicker, this is not a luxury but a necessity.

We see patient-centered care as addressing both the positive effects of a properly designed care environment on the healing process, as well as the reconfiguration of both

processes and facilities to be patient-friendly and staffing effective. Our design philosophy is dependent upon a participatory process among all parties that includes team members, administration, staff and users. Using this process, we will design a progressive facility meeting operational efficiency targets and creating a healing environment to support the treatment process prescribed by the hospital.

### **EXPERTS IN LEAN DESIGN**

Designing around operations can support your staff efficiency and lower operations costs. Removing wasteful activities from design and construction can also lower your first capital costs.

In lean operations planning, we will work with you to map the seven flows of healthcare to optimize staff resources such that they can work in harmony with the newly designed facility. We will work through how materials get supplied, how staff



In lean operations planning, we will work with you to map the **seven flows of healthcare** to **optimize staff resources** such that they can **work in harmony** with the newly designed facility.

moves and how much time could be lost in less than efficient operations.

Our approach to operational process improvement is grounded in the same processes that healthcare providers use to continuously improve patient care: observing and studying the problem areas and understanding what works and

what does not work. We collect best practices and benchmarks that consider the same types of problems and use group processes to design a better way to approach each situation.

Our goal is to efficiently use facility capital resources through well thought-out processes. This

approach uses tools and techniques from many areas of performance improvement methodology. These methods can be applied to reduce operational waste and improve process flow before design begins.

## OUTPATIENT CLINICS

HKS designs outpatient care centers that are efficient and flexible to accommodate continuous innovation and adaptation. Examples of our outpatient care work in the last 5 years includes:

**Children's Healthcare of Atlanta Outpatient Care Center at Town Center** | Kennesaw, Georgia

**Children's Healthcare of Atlanta Center for Advanced Pediatrics** | Brookhaven, Georgia

**Erlanger Children's Hospital Outpatient Center** | Chattanooga, Tennessee

**Kaiser Gwinnett Comprehensive Care Center** | Gwinnett, Georgia

**Texas Health Frisco Campus Outpatient Clinic** | Frisco, Texas

**University of Alabama at Birmingham Callahan Eye Foundation Clinic** | Birmingham, Alabama

**Cleveland Clinic Children's Hospital Pediatric Institute** | Cleveland, Ohio

**Denver Health Outpatient Medical Center** | Denver, Colorado

**Waxahachie Medical Office Building I** | Waxahachie, Texas

**Children's Health System of Texas Prototype Clinic of the Future** | Plano, Texas

**Medistar/Tenet Medical Office Building** | El Paso, Texas

**Texas Health Harris Methodist Southwest Fort Worth Medical Office Building II** | Fort Worth, Texas

**University of Texas Medical Branch Victory Lakes Specialty Care Center Expansion** | League City, Texas

**Permian Regional Medical Center** | Andrews, Texas

**Mount Carmel Grove City Ambulatory Facility and Medical Office Building** | Grove City, Ohio

**Kaiser Permanente Cerritos Medical Office Building Tenant Improvement** | Cerritos, California

**McKay-Dee Hospital Center Ambulatory Surgery and Orthopedic Center** | Ogden, Utah

**Palo Pinto General Hospital Medical Office Building II** | Mineral Wells, Texas

**Cherokee Nation Outpatient Health Center** | Tahlequah, Oklahoma

**Baptist MD Anderson Cancer Center Outpatient Building** | Jacksonville, Florida

**Intermountain Layton Hospital and Parkway Clinic** | Layton, Utah

**Greenville Health System Multispecialty Ambulatory Care Center** | Spartanburg, South Carolina

**Baylor Scott & White Specialty Clinic and Cancer Center** | Round Rock, Texas

**Navajo Nation Dilkon Health Center** | Winslow, Arizona

**Texas Health Harris Methodist Southwest Fort Worth Medical Office Building II** | Fort Worth, Texas

**Edinburg Regional Medical Center** | Edinburg, Texas

**Kaysville Creekside Clinic** | Kaysville, Utah

**Duke Health Croasdaile Primary Care Clinic** | Durham, North Carolina

**ProMedica Sylvania Health and Wellness Center** | Sylvania, Ohio

**River Road Clinic Expansion and Remodel** | St. George, Utah

**340+**

Outpatient Facilities

Key Insights



- An experience that's comprehensive and focused on wellness
- Patients also want "One Stop Appointments", whenever possible
- Operational Efficiency
- Communicating with the patient is vitally important throughout the examination
- Easily accessible, convenient and consumer friendly



# AMBULATORY SURGERY CENTERS

Since outpatient care has emerged as a primary method of healthcare delivery within the United States, the development of ambulatory-oriented facilities has become a major design and construction priority. HKS is a leading ambulatory care healthcare designer, having completed over 300 ambulatory care facilities. Examples include:

**The Emory Clinic  
Outpatient Clinical Branch  
Renovations** | Atlanta, Georgia

**Emory Saint Joseph's Hospital  
Orthopaedic Joint and Spine  
Center** | Atlanta, Georgia

**Northeast Georgia Health  
System Outpatient Imaging  
Center** | Gainesville, Georgia

**Florida Hospital East Ambulatory  
Surgery Center** | Orlando, Florida

**Shenandoah Memorial  
Hospital Ambulatory Surgery  
Unit** | Woodstock, Virginia

**Winchester Surgical Clinic  
Design** | Winchester, Virginia

**Rex Healthcare Ambulatory Surgery  
Center** | Raleigh, North Carolina

**Montgomery Surgical Center  
Renovation** | Montgomery, Alabama

**Greenville Health System  
Multispecialty Ambulatory Care  
Center Prototype** | Spartanburg,  
South Carolina

**University of Michigan Brighton  
Diagnostic and Treatment  
Center** | Ann Arbor, Michigan

**McKay-Dee Hospital Ambulatory  
Surgery and Orthopedic  
Center** | Ogden, Utah

**Texas Harris Methodist Hospital  
Southwest Fort Worth Ambulatory  
Surgery and Endoscopy  
Center** | Fort Worth, Texas

**Sentara Leigh Hospital  
Ambulatory Surgery Center  
Facility Plan** | Norfolk, Virginia

**Texas Institute for Surgery Study  
and Renovation** | Dallas, Texas

**ProMedica Toledo Hospital  
Renaissance Building Surgery and  
Central Sterile** | Toledo, Ohio

**Children's Health Specialty  
Center Southlake Surgery Fit-  
Out** | Southlake, Texas

**Wake Forest Baptist Health  
West Campus Medical Plaza  
II** | Mocksville, North Carolina

**Children's Health Specialty Center  
Southlake** | Southlake, Texas

**St. Joseph Mercy Canton Center  
for Advanced Medicine and  
Surgery** | Canton, Michigan

**Saint Alphonsus Regional  
Medical Center Eagle Health  
Plaza** | Boise, Idaho

**Texoma Medical Center Ambulatory  
Surgery Center** | Denison, Texas

**Saint Mary's Southwest** | Byron  
Township, Michigan

**City at Surprise Wellness  
Center** | Surprise, Arizona

**Gateway Medical  
Campus** | Gilbert, Arizona

**Doctors' Surgery Center at  
Huguley** | Burleson, Texas

**Florida Hospital East Ambulatory  
Surgery Center** | Orlando, Florida

**Shenandoah Memorial  
Hospital Ambulatory Surgery  
Unit** | Woodstock, Virginia

**Scott & White Hospital Center  
for Diagnostic and Specialty  
Care** | Round Rock, Texas

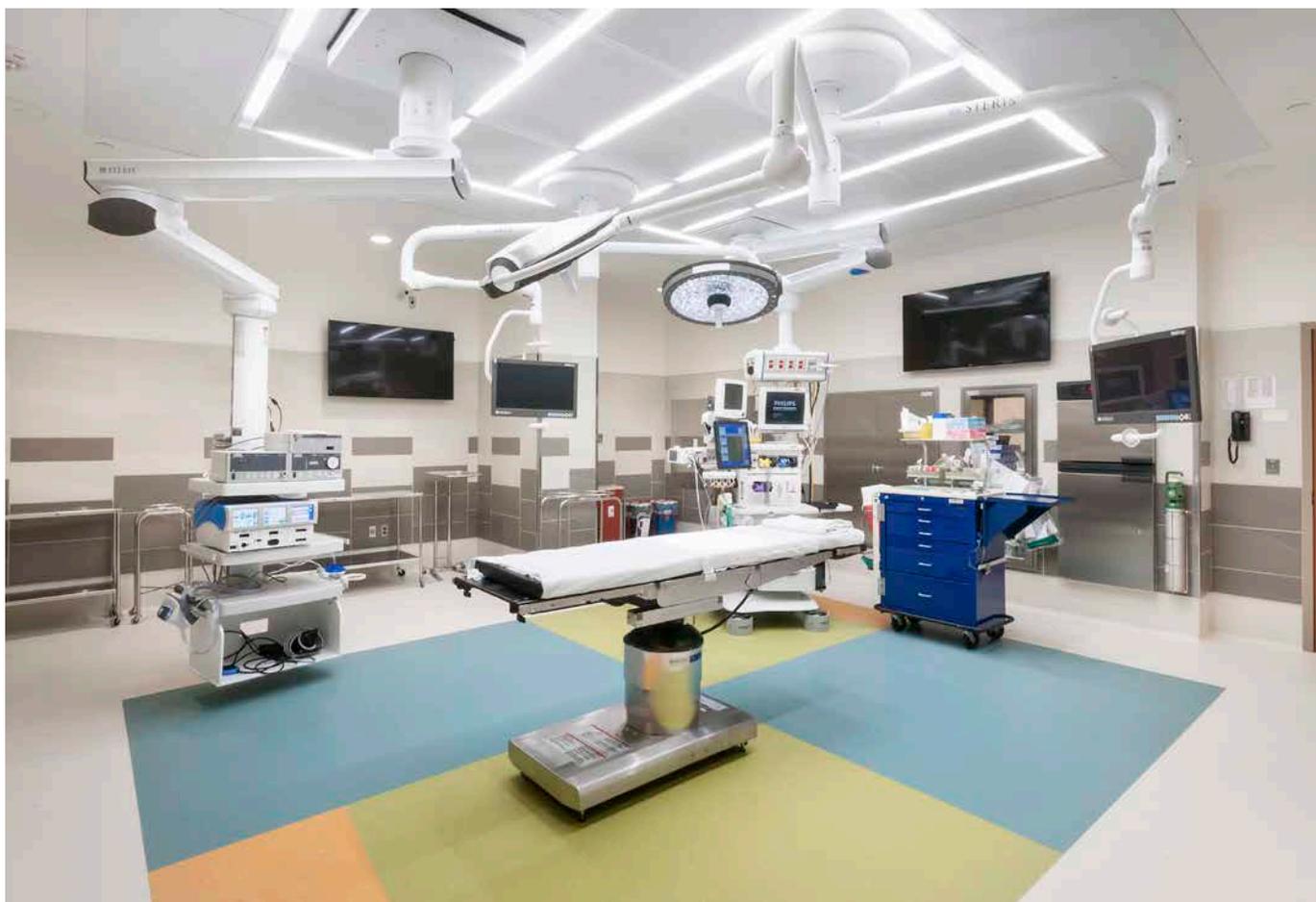
**300+**

Ambulatory Surgery Centers

Key Insights



- Efficient and flexible to accommodate continuous innovation and adaptation.
- Have a less “institutional” feel than a formal hospital setting
- Patients experiences where they feel they receive more personal attention
- Clinic 20XX research into outpatient healthcare design
- Innovative and flexible scheduling and design modules to improve efficiencies and patient experience/throughput



# CANCER INFUSION CENTERS

Cancer centers must balance the high-tech aspects of diagnostic with the high-touch world of treatment and patient care. An integrated, high quality “patient experience” is integral to the planning and design of these patient- and family-centered care facilities. Examples of our cancer infusion work includes:

**Erlanger East Cancer Center and Physician Plaza** | *Chattanooga, Tennessee*

**The Cancer Care Center at Houston Health Park** | *Warner Robbins, Georgia*

**Winship Cancer Institute and Research Center Master Plan** | *Atlanta, Georgia*

**McLaren Health Care Karmanos Ambulatory Cancer Center** | *Farmington Hills, Michigan*

**Boca Raton Regional Hospital Outpatient Intravenous Unit** | *Boca Raton, Florida*

**University of Texas MD Anderson Cancer Center Pavilion** | *Houston, Texas*

**University of Texas MD Anderson Cancer Center Alkek Tower Expansion** | *Houston, Texas*

**Moncrief Cancer Institute** | *Fort Worth, Texas*

**Banner MD Anderson Cancer Center - Phoenix** | *Phoenix, Arizona*

**Wake Forest Baptist Medical Center Cancer Center Expansion** | *Winston-Salem, North Carolina*

**University of Texas MD Anderson Cancer Center Sugar Land** | *Sugar Land, Texas*

**Baptist MD Anderson Cancer Center Outpatient Building** | *Jacksonville, Florida*

**Parkview Cancer Institute** | *Fort Wayne, Indiana*

**Baylor Scott & White Specialty Clinic and Cancer Center** | *Round Rock, Texas*

**INTEGRIS Cancer Institute of Oklahoma** | *Oklahoma City, Oklahoma*

**St. Bernards Medical Center Cancer Center Renovation** | *Jonesboro, Arkansas*

**McLaren Health Care Karmanos Ambulatory Cancer Center** | *Farmington Hills, Michigan*

**Banner North Colorado Medical Center Cancer Center Expansion** | *Greeley, Colorado*

**Boone Hospital Center The Virginia and Norman Stewart Cancer Center** | *Columbia, Missouri*

**Presence Health Saints Mary and Elizabeth Medical Center Cancer Center** | *Chicago, Illinois*

**Baylor Charles A. Sammons Cancer Center at Waxahachie** | *Waxahachie, Texas*

**Banner MD Anderson Cancer Center Clinic Expansion and Inpatient Tower** | *Gilbert, Arizona*

**Seton Medical Center Breast Cancer Center** | *Austin, Texas*

**King Fahad Medical City Cancer and Proton Center** | *Riyadh, Saudi Arabia*

**Upper Chesapeake Health Kaufman Cancer Center** | *Bel Air, Maryland*

**Augusta Medical Center Medical Oncology Renovations** | *Fishersville, Virginia*

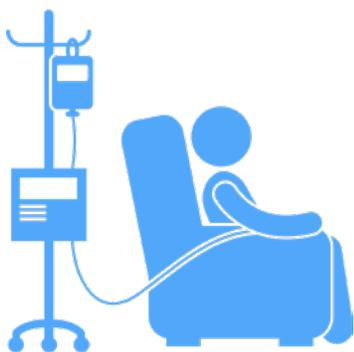
**The Pavilion at Helen F. Graham Cancer Center** | *Newark, Delaware*

**Sacred Heart Cancer Center** | *Pensacola, Florida*

**150+**

Cancer Centers

Key Insights



- Multi-disciplinary, research-driven, patient and family-centered cancer care
- Ease the stress of a patient's cancer journey
- Design spaces for patient's physical, emotional and mental wellbeing
- Incorporate areas of respite and reflection
- Sensitivity of design and materials that are safe for immunosuppressed patients
- Incorporate industry trends in emerging technology and cancer care



# PARKING STRUCTURES

Having completed more than 400 parking structures, many in connection to healthcare projects, HKS understands that the patient experience can start as early as parking and entry to the facility so our planning and design take this into consideration. Examples of our completed work include:

**Emory University Clifton Road and Midtown Campus Redevelopment** | Atlanta, Georgia

**Kaiser Permanente Gwinnett Comprehensive Care Center** | Atlanta, Georgia

**Children's Healthcare of Atlanta at Scottish Rite** | Atlanta, Georgia

**Northeast Georgia Health System Outpatient Imaging Center** | Gainesville, Georgia

**Bayfront Medical Center Cardiac Institute Medical Office Building and Parking Garage** | St. Petersburg, Florida

**Cook Children's Medical Center Professional Office Building and Garage** | Fort Worth, Texas

**Baltimore Washington Medical Center Medical Office Building** | Glen Burnie, Maryland

**Banner MD Anderson Cancer Center Phase II and Inpatient Tower** | Gilbert, Arizona

**Carl R. Darnall Army Medical Center Replacement** | Killeen, Texas

**Naval Hospital Camp Pendleton** | Oceanside, California

**UConn John Dempsey Hospital Expansion** | Farmington, Connecticut

**Upper Chesapeake Health Kaufman Cancer Center** | Bel Air, Maryland

**Children's Hospital of Richmond Pavilion at VCU** | Richmond, Virginia

**Banner Baywood Emergency Department Addition** | Mesa, Arizona

**Johnson City Medical Center Parking Structures Planning** | Johnson City, Tennessee

**Texas Woman's University T. Boone Pickens Institute of Health Sciences** | Dallas, Texas

**Walter Reed National Military Medical Center** | Bethesda, Maryland

**Walter Reed National Military Medical Center Parking Garage** | Bethesda, Maryland

**Summerlin Medical Office Building and Parking Garage** | Las Vegas, Nevada

**Phoenix Children's Hospital Thomas Campus Expansion** | Phoenix, Arizona

**Utah Valley Outpatient Center** | Provo, Utah

**Upper Chesapeake Medical Office Building and Parking Garage** | Bel Air, Maryland

**Utah Valley Regional Medical Center Parking Structure** | Provo, Utah

**Washington Regional Medical Center Expansion** | Fayetteville, Arkansas

**University of Arkansas for Medical Sciences Bed Tower and Parking Garage** | Little Rock, Arkansas

**Methodist Charlton Medical Center Medical Office Building and Parking Garage** | Dallas, Texas

**Methodist Dallas Medical Center Pavilion III and Parking Garage** | Dallas, Texas

**Texas Health Harris Methodist Hospital Southwest Fort Worth Bed Tower and Parking Garage** | Fort Worth, Texas

**400+**

Parking Structures

Key Insights



- Start a positive patient experience by ensuring ease of parking and entry to facility
- Proper wayfinding and entrance options are essential
- Should be easy to navigate



# URBAN/MASTER PLANNING

Our experience includes over 300 unique master plans for health facilities – 93 percent of which have evolved into completed buildings, many for academic medical centers. HKS has extensive experience in strategic and master planning for each of the following project types:

1. **Campus Studies** completed for a hospital campus and the areas surrounding the facility.
  - MetroHealth System Campus Renewal, Cleveland, Ohio
  - St. Jude Children’s Research Hospital Master Site and Facilities Plan, Memphis, Tennessee
  - Children’s Healthcare of Atlanta Druid Hills Campus, Atlanta
2. **System Studies** completed for a system of hospitals including the inpatient and outpatient networks.
  - ProMedica Toledo Hospital and Toledo Children’s Hospital Master Plan, Toledo, Ohio
  - Lee Health Acute Care Master Plan, Fort Myers, Florida
3. **Academic Medical Center and Ambulatory Network Studies**
  - Children’s Hospital of Richmond Pavilion at VCU; Richmond, Virginia
4. **System Support Studies** completed to centralize laboratory, pharmacy, sterile

processing, security, data center, supply chain, etc.

- MedStar Georgetown University Hospital Medical-Surgical Pavilion, Washington, D.C.

Our project experience section contains detailed case studies on several relevant projects.

Additional recent master plan examples are as follows:

**Children’s Healthcare of Atlanta Office Park Urban Planning** | Atlanta, Georgia

**Children’s Healthcare of Atlanta at Hughes Spalding** | Atlanta, Georgia

**Emory University Clifton Road and Midtown Campus Redevelopment** | Atlanta, Georgia

**Grady Health System Marcus Stroke and Neuroscience Center** | Atlanta, Georgia

**Emory University Hospital Clinic Design** | Atlanta, Georgia

**Houston Medical Center Northwest Bed Tower Addition** | Perry, Georgia

**Oconee Regional Medical Center** | Milledgeville, Georgia

**Athens Regional Medical Center South Patient Tower Expansion** | Athens, Georgia

**Perry Hospital Master Plan** | Perry, Georgia

**Habersham Medical Center Expansion** | Demorest, Georgia

**Northeast Georgia Health System Lanier Park Campus Master Plan** | Hall County, Georgia

**MedStar Georgetown University Hospital Medical-Surgical Pavilion** | Washington, D.C.

**Tampa General Hospital Master Facility Plan** | Tampa, Florida

**VCU Health Community Memorial Hospital** | Southhill, Virginia

**St. Bernards Healthcare Master Facility Plan** | Jonesboro, Arkansas

**Children’s Health Children’s Medical Center Dallas Master Plan** | Dallas Texas

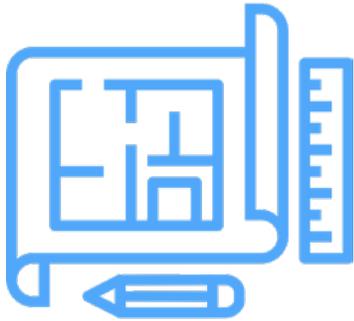
**Phoenix Children’s Hospital Campus Master Plan** | Phoenix, Arizona

**Permian Regional Medical Center** | Andrews, Texas

**300+**

Urban and Master Plans

Key Insights



- Align strategic, financial and operational vision with the campus facilities master plan
- Define gateways into campus
- Create a health anchor for the community
- Accomodate different types of access: patient, staff, services
- Understand/plan for future campus capacity with a growth strategy
- Understand each facility's constraints



# TEACHING/ACADEMIC MEDICAL CENTERS

HKS has worked on over 250 teaching and academic medical centers either affiliated with or located within a university setting. We are aware of the issues that are inherent in working in these types of teaching environments.

## **Children's Health Children's Medical Center** | *Dallas, Texas*

- Nephrology Renovations
- D9 and D10 Bed Unit Build Out
- Specialty Center Southlake
- Plano Ambulatory Care Pavilion
- Dallas Ambulatory Care Pavilion
- East Tower Expansion Levels 7-12
- Bright Building
- Expansion

## **Children's Healthcare of Atlanta** | *Atlanta, Georgia*

- Scottish Rite Center for Advanced Technology and Robotic Rehabilitation
- Marcus Autism Center
- Hughes Spalding Campus
- Scottish Rite Campus Expansion and Renovation
- Egleston Campus Expansion and Renovation
- Master Plan

## **Children's Hospital of Richmond at VCU** | *Richmond, Virginia*

- Children's Pavilion

## **Emory University Hospital** | *Atlanta, Georgia*

- Clinic Design

- Specialty Hospital Design
- Clifton Road and Midtown Campus Redevelopment
- Midtown Interventional OR
- Winship Cancer Center Expansion Planning Study
- Hospital NICU Renovation
- Mason Outpatient Transplant Center
- Neuro Critical Care Unit
- Emergency Department Expansion
- Radiology Department Expansion
- Dietary Renovation
- Surgery Suite Programming and Functional Planning
- Outpatient Clinical Branch Renovations
- Center for Rehabilitative Medicine
- Midtown Campus

## **Grady Health Memorial Hospital** | *Atlanta, Georgia*

- Marcus Stroke and Neuroscience Center
- Neuro Imaging Suite
- B-Wing Patient Tower Renovation

## **IU Health** | *Indianapolis, Indiana*

- Arnett Hospital Interiors
- West Lafayette Clinic Interiors
- Saxony Hospital
- North Hospital
- West Hospital

## **Phoenix Children's Hospital** | *Phoenix, Arizona*

- Southwest Valley Specialty and Urgent Care Center

- Thomas Campus Expansion
- Thomas Campus Master Plan
- Renovations and Additions
- Concept Design

## **Texas Scottish Rite Hospital for Children** | *Dallas, Texas*

- North Campus
- North Campus Master Plan
- Strategic Facility Master Plan
- Dietary Renovations
- MRI/Child Life/Dental Clinic Renovation
- Center for Musculoskeletal Research
- Inpatient and Clinic Renovation
- Child Development Clinic
- Interior Design
- Campus Expansion and Renovation

## **University of Texas MD Anderson Cancer Center** | *Houston, Texas*

- Children's Cancer Hospital Renovations
- Pavilion
- Alkek Tower Expansion
- Charles A. Lemaistre Clinic
- Clinical Research Building
- Campus Expansion

## **VCU Health** | *Richmond, Virginia*

- Community Memorial Hospital
- Cardiovascular Zeego Hybrid Operating Room
- Nelson Clinic Renovation
- Dental Clinic Design
- Pediatric Emergency Department

**250+**Teaching/Academic  
Medical Centers

## Key Insights



- Provide collaboration space for physicians, researchers and interns
- Invest in technology that fosters collaboration
- Integrate academic, research and clinical program components
- Consider standardization in the design of all spaces, patient care, education, and research to maximize efficiency and cost control
- Create consult/resource areas for family/patient





## Erlanger Health System Children's Hospital Outpatient Center

---

**LOCATION:** CHATTANOOGA, TENNESSEE

**SIZE:** 90,000 SF NEW CONSTRUCTION

**COMPLETE:** 2018

**SERVICES:** ARCHITECTURE, MASTER PLANNING,  
PROGRAMMING, LEAN TOOLS AND TECHNIQUES,  
INTERIOR DESIGN

**REFERENCE:**

BRUCE KOMISKE, PROJECT EXECUTIVE

ERLANGER HEALTH SYSTEM

423.778.7611

BRUCE.KOMISKE@ERLANGER.ORG

---

### GOAL

To create a children's outpatient center to handle the increasing patient loads in the Chattanooga region.

### OUTCOME

A 90,000 square-foot community-based center focused on operational process improvement, improving the family and patient experience, and establishing new precedents for Erlanger Health and the city of Chattanooga

### BACKGROUND

HKS is designing this 90,000 SF children's outpatient center. The center's sub-specialty and multi-disciplinary clinics include: neurology, pulmonary, neurology, genetics, cardiology and more. Bright colors, selected to exchange the child's experience, carry through from the exterior to the interior. Soft forms create a welcoming gateway to Chattanooga's new "wellness district" The clinic layout is designed to accommodate multi-specialty exam clinics, provide optimal operational efficiency and enable flexible scheduling. It will feature 72 exam rooms located within 6 multi-specialty clinic pods.



*“Based on their expertise, creativity, chemistry and enthusiasm, we knew we had a great team with HKS.”*

- Bruce Komiske, VP - New Hospital Design and Construction  
Erlanger Health System

90K  
.....  
90,000 SF FACILITY  
FOR MULTI-SPECIALTY  
CLINICS

72  
.....  
EXAM ROOMS TO  
ACCOMMODATE  
INCREASING PATIENT  
LOADS

6  
.....  
MULTI-SPECIALTY  
CLINIC PODS



ARRIVAL OFF 3RD STREET AND HAMPTON



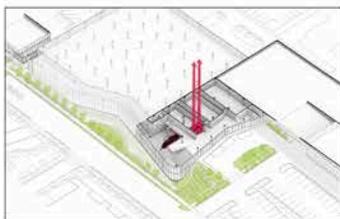
CLEAR VISIBILITY TO THE ELEVATORS



A PLAYFUL ARRIVAL EXPERIENCE INTO THE PLAZA



THE LOOK OUT - JUST LIKE LOOKOUT MOUNTAIN



DIRECT CONNECTION TO THE CLINICS



ELEVATORS CENTRALLY LOCATED IN THE PLAN



THE PRENTICE COOPER FOREST, TENNESSEE RIVER, AND MOUNTAINS!



TRAINS!



VIEWS DIRECTLY ORIENTED OUTSIDE

## direction

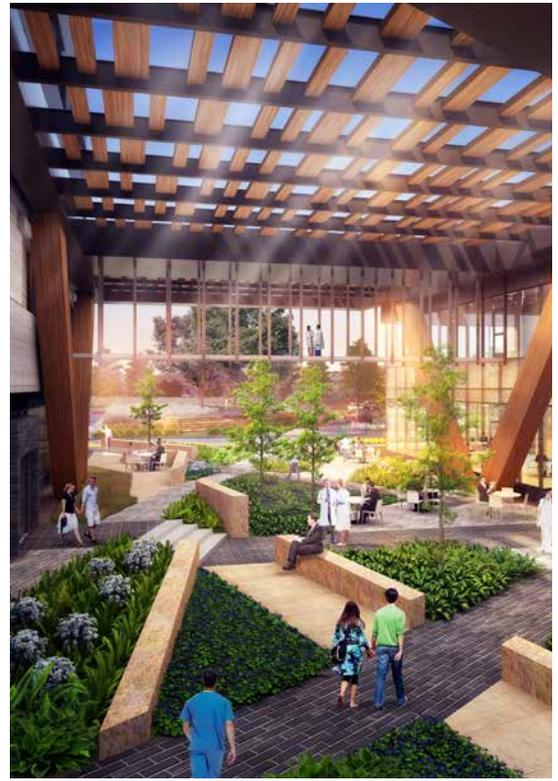
The children's clinic and future hospital is set up on two fundamental planning principles: direction and diversion. When parents and families come to the facility they don't want to get lost or confused trying to navigate their way around the building. The building has been organized to build in intuitive way-finding to ensure parents, children, and staff can get to where they need to be as quickly as possible.

## diversion

The second half to this is creating positive distractions, or diversion. Going to a clinic or hospital can often be stressful and kids and families need a relief. Our diversions are tied to the city as they are both comforting and familiar. They are places of discovery, play, and relaxation. The centerpiece to this is an 1896 steam engine located in the main lobby coming out the mountain.



THE NEW GATEWAY AND 'WALNUT ST. BRIDGE' IN THE COMMUNITY



## Texas Health Frisco Campus Outpatient Clinic

**LOCATION:** FRISCO, TEXAS

**SIZE:** 120,000 SF NEW CONSTRUCTION

**COMPLETE:** 2019

**SERVICES:** ARCHITECTURE, MASTER PLANNING, PROGRAMMING, INTERIOR DESIGN

**REFERENCE:**

STAN TAYLOR, M.D., DERMATOLOGIC SURGEON AND ASSOCIATE VICE PRESIDENT FOR AMBULATORY SPACE PLANNING

THR FRISCO

214.645.8950

**GOAL**

To create a universal ambulatory care speciality clinic module that can expand and contract based on patient volume.

**OUTCOME**

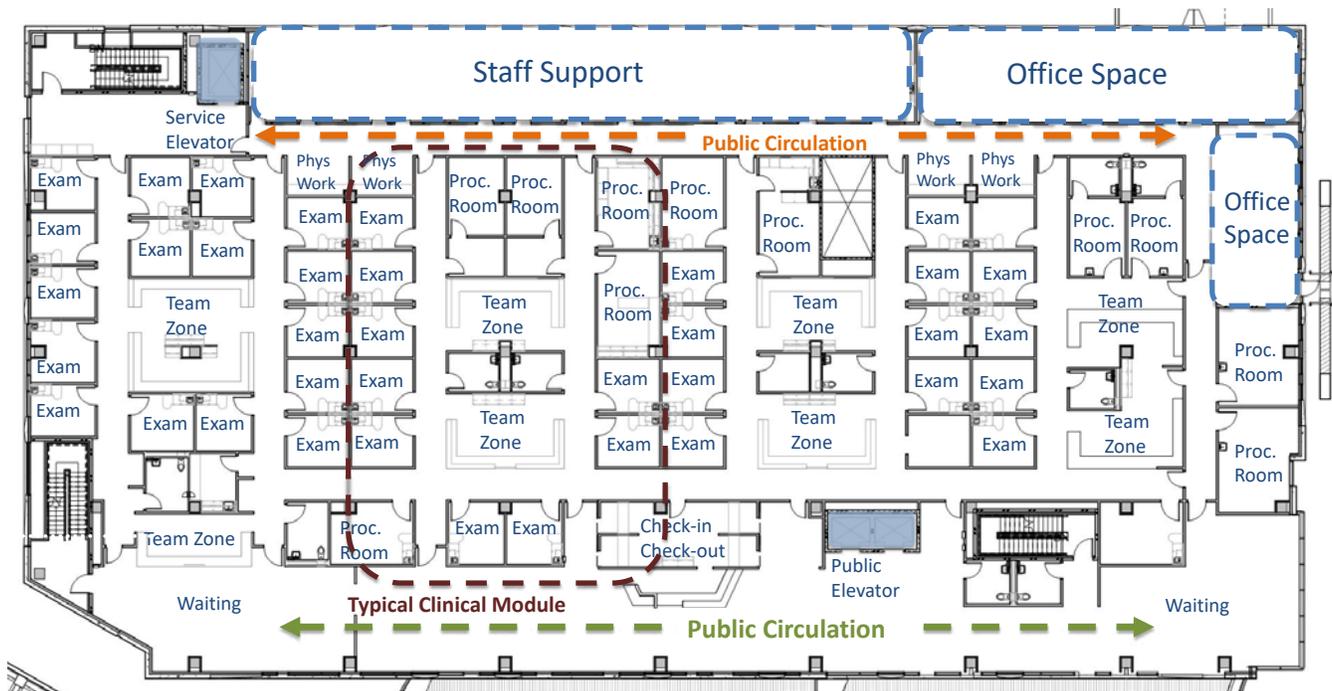
A 120,000-square-foot medical office building designed using a 30'x30' module grid based on the 10'x12' exam room prototype with built-in flexibility per facility needs. We reduced the number of precast panels by optimizing each based on the crane capacity and where it being hoisted on the building. This minimizes labor and the construction time on site.





## BACKGROUND

Texas Health Frisco (THR) will be a health and well-being destination for the residents of Frisco and surrounding communities. Located on a 20-acre greenfield site, the unique campus is a collaboration between THR and UT Southwestern Medical School. The 120,000-square-foot medical office building is connected to a 325,000-square foot, 74-bed acute care hospital.



Typical Floor Plan: UTSW/THR Frisco Community Clinic-120,000 BGSF, 30,000 BGSF per Level Typical Clinic Floor plate Clinic Module is based on a 30'x30' Grid



## Baptist MD Anderson Cancer Center Outpatient Building

**LOCATION:** JACKSONVILLE, FLORIDA

**SIZE:** 322,710 SF NEW CONSTRUCTION

**COMPLETE:** 2018

**SERVICES:** ARCHITECTURE, INTERIOR DESIGN, PROGRAMMING

**REFERENCE:**

JOHN WILBANKS, EXECUTIVE VICE PRESIDENT AND CHIEF OPERATING OFFICER

BAPTIST HEALTH SYSTEM

904.202.2000

### GOAL

An outpatient building designed to optimize staff performance and the patient experience through prefabricated modules.

### OUTCOME

Modular systems allows for quicker, all weather fabrication and faster installation times while maintaining a high level of quality control, reducing costs and allowing for future growth.

30%

REDUCED INSTALL TIME WITH PRECAST PANELS

5

TYPICAL PRECAST PANELS WITH MEP RACKS

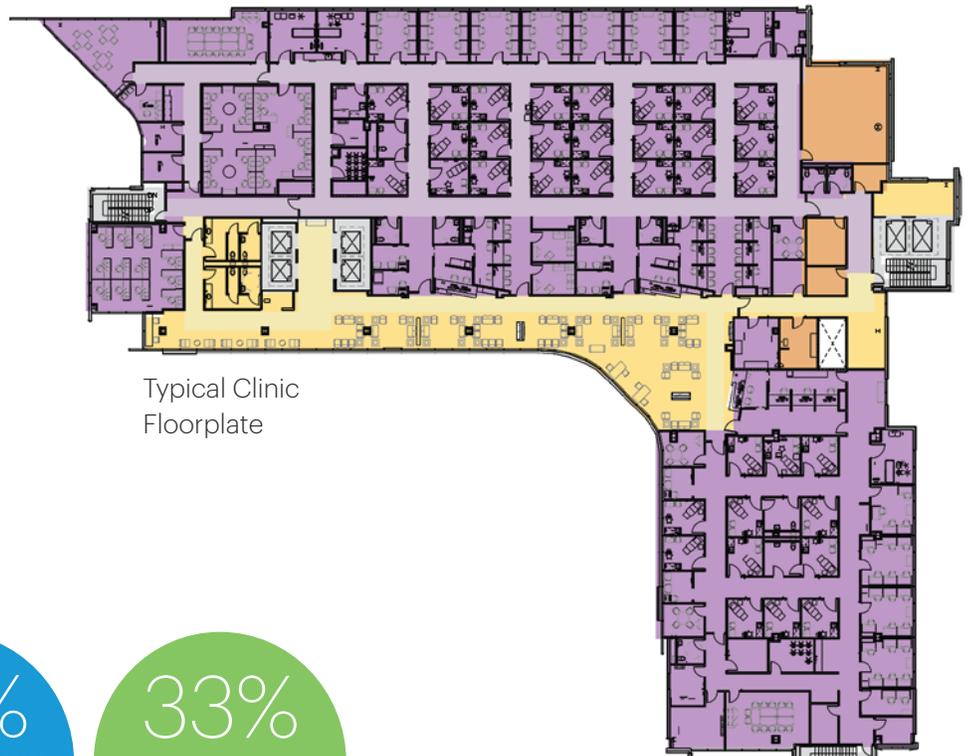
40%

REDUCED TIME WITH UNITIZED WALL SYSTEMS



## BACKGROUND

As a key design driver, the new 322,710-square-foot cancer center outpatient building strives for flexible, smart and innovative solutions throughout. The repetitive nature of clinic modules lends itself to a design built around prefabrication, modular, and unitized design solutions. Creating an environment that enhances a patient's path to health will lead to an exploration of advanced systems, technology, design, and implementation.

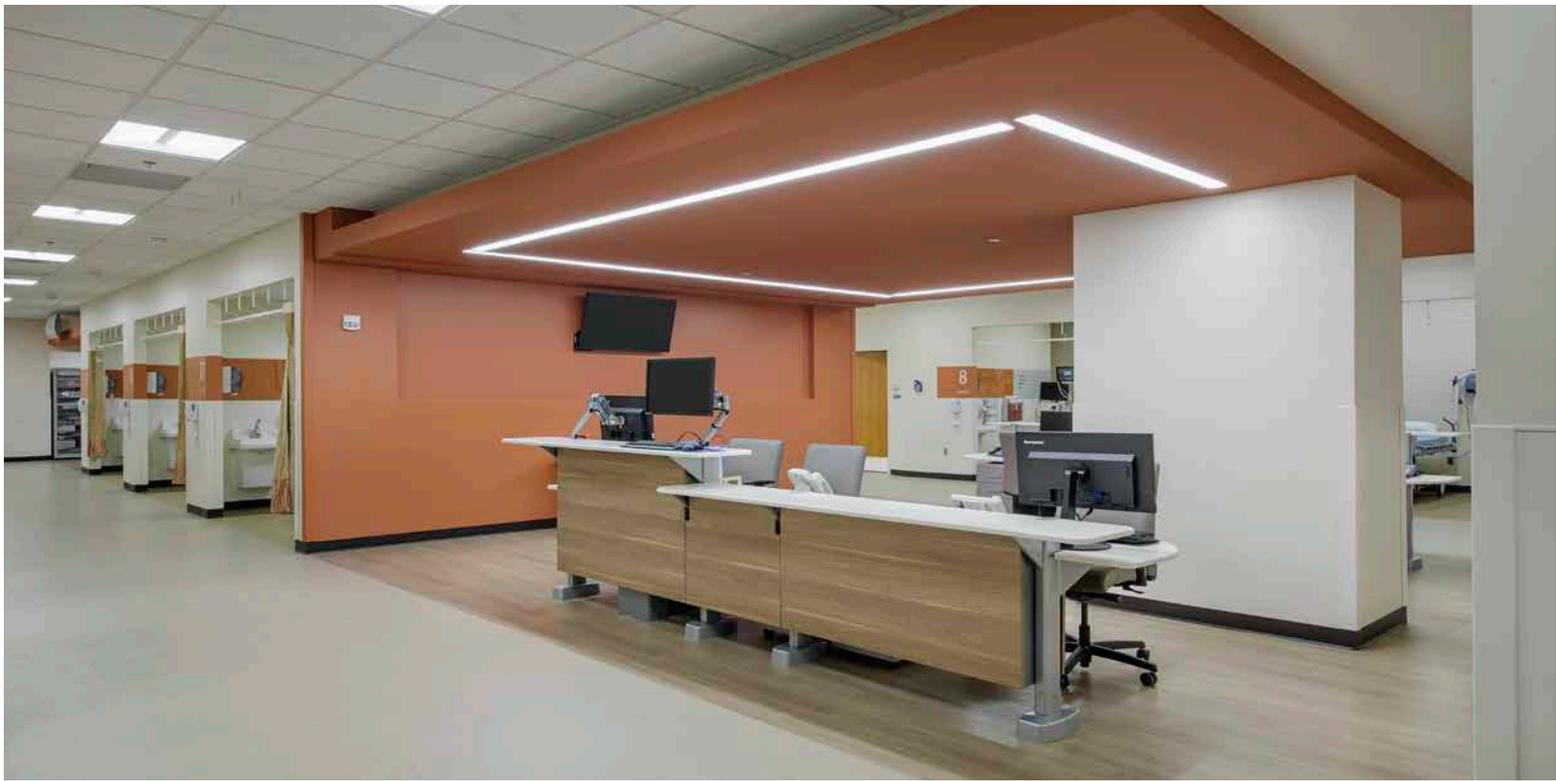


Typical Clinic Floorplate

68  
.....  
PREFABRICATED  
INFUSION PODS

20%  
.....  
ENERGY SAVINGS  
WITH PASSIVE SOLAR  
SHADING

33%  
.....  
GROWTH CAPACITY  
WITHIN THE  
BUILDING



## Emory Saint Joseph's Hospital Orthopaedic Joint and Spine Pavilion

---

**LOCATION:** ATLANTA, GEORGIA

**SIZE:** 30,000 SF RENOVATION

**COMPLETE:** 2016

**SERVICES:** ARCHITECTURE, INTERIOR DESIGN,  
PROGRAMMING

**REFERENCE:**

MS. HEATHER DEXTER, CHIEF EXECUTIVE  
OFFICER

678.843.5780

HEATHER.DEXTER@EMORYHEALTHCARE.ORG

---

### GOAL

Provide an Orthopaedic Center of Excellence that consolidates inpatient and outpatient orthopedic and spine services in one location, providing a comprehensive, seamless patient care experience.

### OUTCOME

30,000-square-foot center has been completely renovated to include 6 operating suites, preparation and recovery areas, PAT and registration areas. It was designed to meet the needs of each patient by providing a smooth transition from pre-admission testing through each phase of surgical care.

6

STANDARDIZED  
OPERATING  
SUITES

25%

PATIENT GROWTH  
RATE ESTIMATED BY  
CONSOLIDATION

1

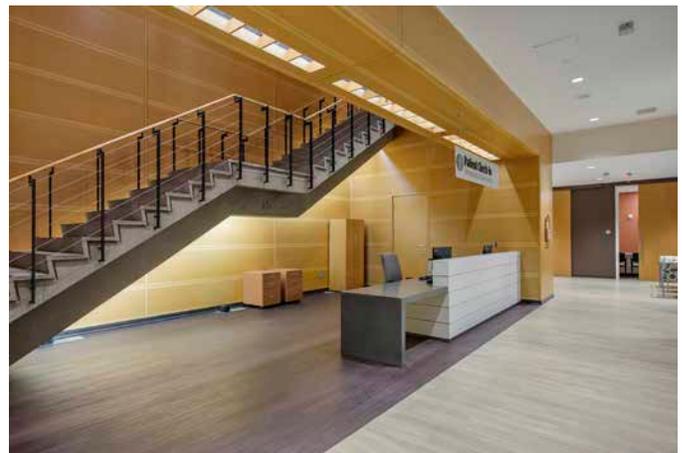
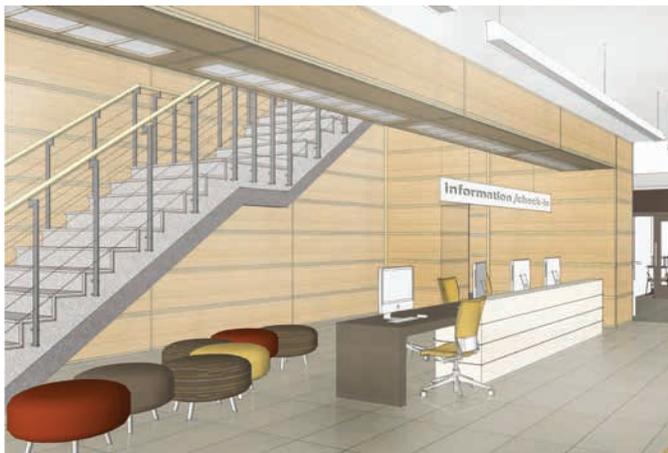
CENTER OF EXCELLENCE  
FOR PATIENT  
EXPERIENCE AND  
ACCESS



## BACKGROUND

Consistently recognized as one of the premier orthopaedic programs in the nation, Emory Saint Joseph's Hospital wanted to establish a dedicated Orthopaedic Joint and Spine Pavilion offering its highly coordinated orthopaedic joint and spine procedures into a single, dedicated facility. The project facilitated renovations within other areas of the hospital in order to better accommodate other surgical and medical specialties. Inpatient and outpatient procedures the new facility includes are general orthopaedics, joint replacement, spine, elbow and shoulder, knee and hip and foot and ankle. The Pavilion also offers minimally-invasive and robotic-assisted approaches for select procedures.

*consistency from design to construction...*





## Banner MD Anderson Cancer Center Clinic Expansion

**LOCATION:** GILBERT, ARIZONA

**SIZE:** 90,000 SF NEW CONSTRUCTION;  
13,000 SF RENOVATIONS

**COMPLETE:** 2014

**SERVICES:** ARCHITECTURE, MASTER PLANNING,  
PROGRAMMING, INTERIOR DESIGN

**REFERENCE:**

MR. KIP EDWARDS, SYSTEM VICE PRESIDENT,  
DEVELOPMENT CONSTRUCTION

BANNER HEALTH

602.747.7540

KIP.EDWARDS@BANNERHEALTH.COM

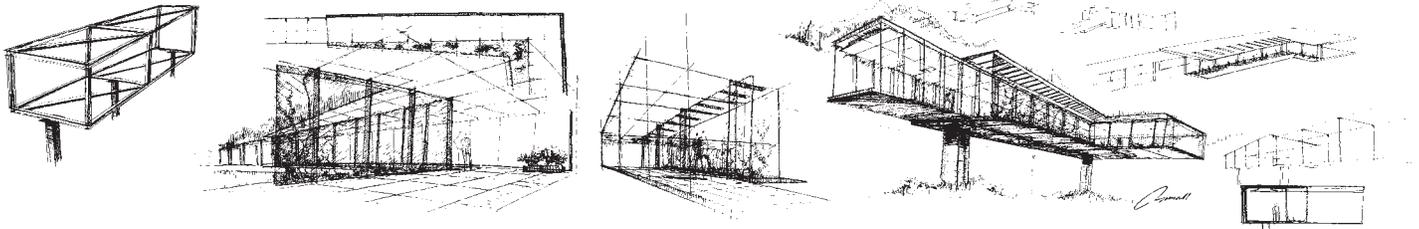
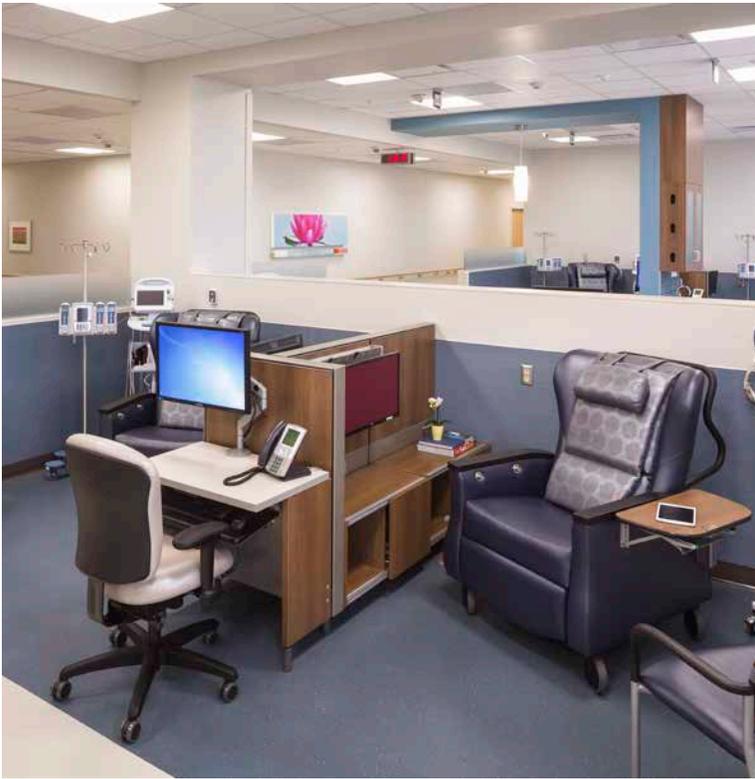
### GOAL

The overall vision for the project is to create a dynamic and collaborative culture that will provide compassionate, multi-disciplinary patient care.

### OUTCOME

The design focused on creating a healing environment that features beautifully landscaped courtyards, daylighting and spectacular mountain vistas from patient rooms and waiting areas. HKS and our in-house Clinical Research and Solutions group worked with healthcare clinicians, researchers and providers to incorporate the latest technologies and design trends to provide ease of access to patients during their repeat visits for treatment.



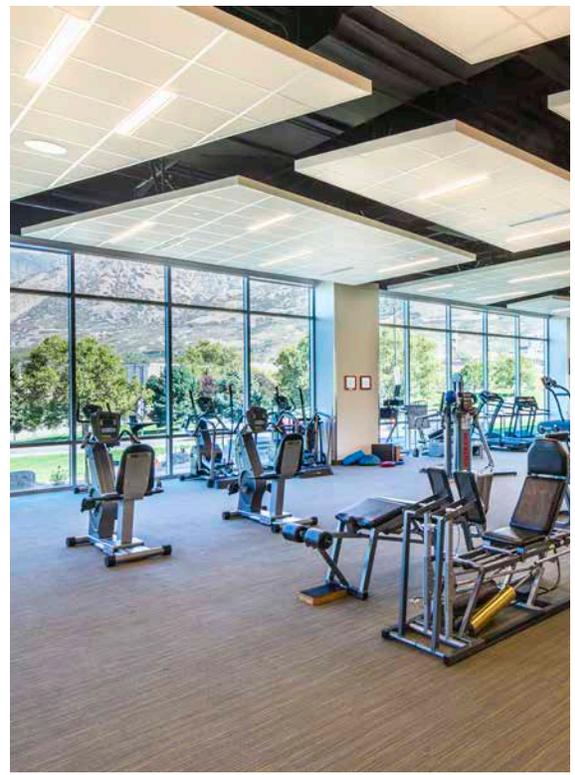


## BACKGROUND

Banner MD Anderson Cancer Center is a regional center of excellence providing comprehensive cancer treatment services to Arizona and neighboring states. A 90,000-square-foot addition to the cancer clinic on the Banner Gateway Medical Center campus focuses on collaborative medicine with a conference center, resource library, counseling, alternative therapies, clinics, radiation therapy, infusion therapy and physician's offices. The healing environment features landscaped courtyards, mountain views from patient treatment and waiting areas and improved patient access for repeat treatment visits. Renovations to 13,000 square feet of existing space created a processing/research lab and additional patient treatment areas.

"The Banner MD Anderson Cancer Center Expansion was the best executed project that I have witnessed in my 35 year career. Given the performance of HKS and DPR, it was easy to decide who to work with on our next project."

Kip Edwards, Vice President Development & Construction for Banner Health.



## McKay-Dee Hospital Center Ambulatory Surgery and Orthopedic Center

**LOCATION:** OGDEN, UTAH

**SIZE:** 80,000 SF NEW CONSTRUCTION

**COMPLETE:** 2016

**SERVICES:** ARCHITECTURE, MASTER PLANNING, OPERATIONAL PLANNING, PROGRAMMING, INTERIOR DESIGN, MEDICAL EQUIPMENT PLANNING, SUSTAINABILITY CONSULTING

**REFERENCE:**

MR. DAN KOHLER, DIRECTOR OF FACILITY PLANNING & DEVELOPMENT

INTERMOUNTAIN HEALTHCARE

801.442.3413

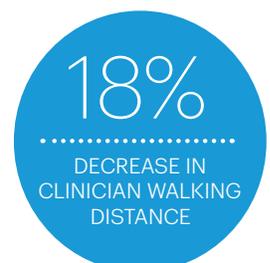
DAN.KOHLER@IMAIL.ORG

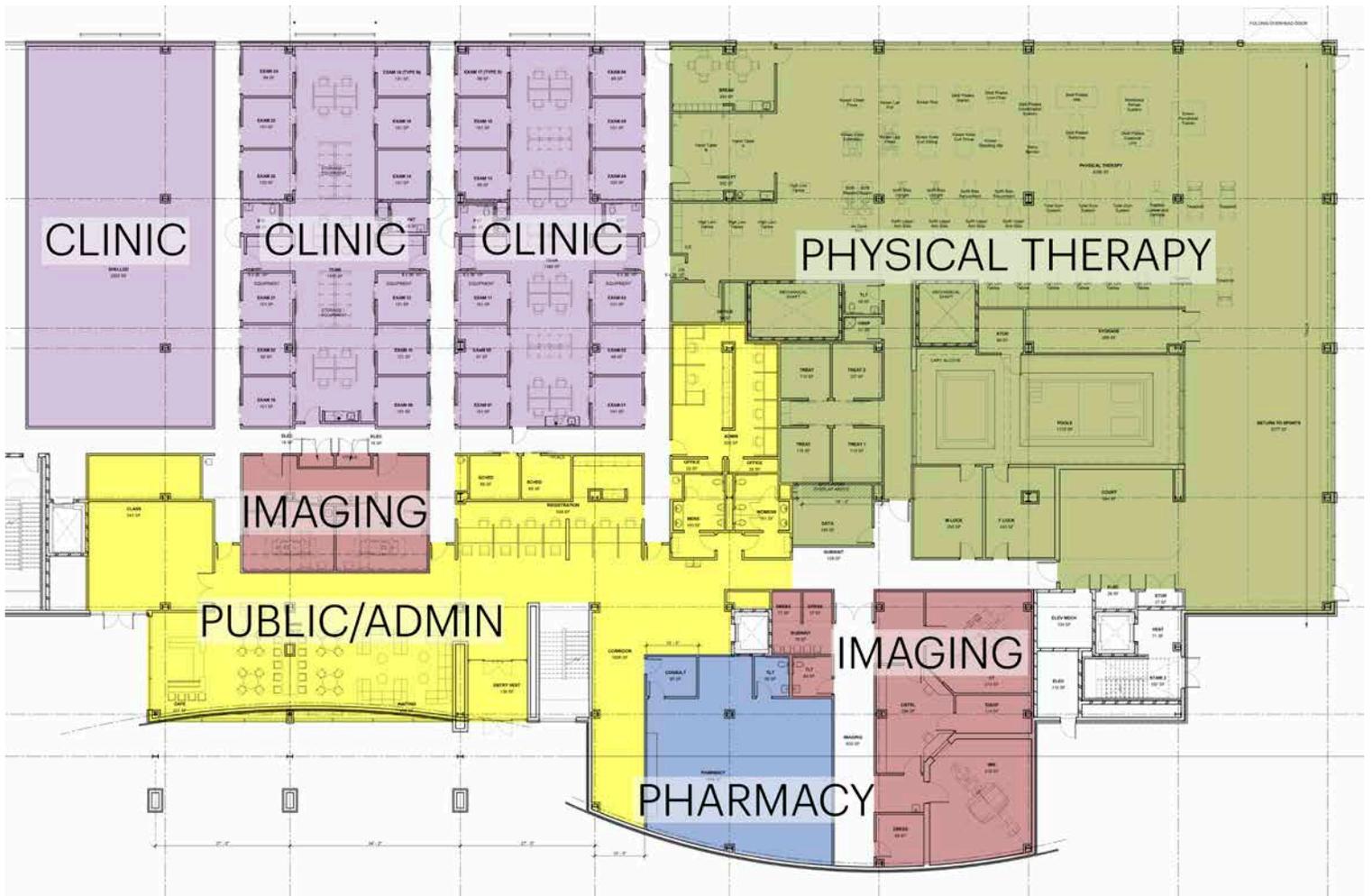
### GOAL

McKay-Dee Hospital's North Campus Ambulatory Surgery Complex and Orthopedic Surgery Center wanted to replace an existing outpatient surgery center, which had passed its useful life with undersized ORs, poor patient flow and failing mechanical systems.

### OUTCOME

Used a true onstage/offstage clinic model to create the new 80,000-square-foot, 2-story facility featuring orthopedic, physical therapy, rehab and sports medicine services along with physician office space and an ambulatory surgery suite with 6 flexible operating rooms to allow for modest growth and better patient flow. The project is registered under NC v2009, seeking LEED Silver Certification.







## CASE STUDY

# ProMedica Health & Wellness Center

*THIS AMBULATORY CARE CENTER PROGRAM IS VERY SIMILAR TO THE GRADY CASS*

**LOCATION:** SYLVANIA, OHIO

**SIZE:** 230,000 SF NEW CONSTRUCTION

**COMPLETE:** 2016

**SERVICES:** ARCHITECTURE, INTERIOR DESIGN, OPERATIONAL PLANNING, PROGRAMMING, STRUCTURAL ENGINEERING

**REFERENCES:**

PATRICIA MODROWSKI, RN / VP OF OPERATIONS

PATRICIA.MODROWSKI@PROMEDICA.ORG

DANIEL K CASSAVAR, MD, MBA, FACC, FACP,

FASCAI

PRESIDENT / CHIEF MEDICAL OFFICER

419.824.7448

ANGELA BRANDT

VICE PRESIDENT, BUSINESS OPERATIONS

419.824.7380

ANGELA.BRANDT@PROMEDICA.ORG

### GOAL

To develop a collaborative care model for the new building, identify space savings through shared resources, increase exam room utilization, flexibility for future growth, increased interdisciplinary collaboration and maximize value of space and operations with construction costs.

### OUTCOME

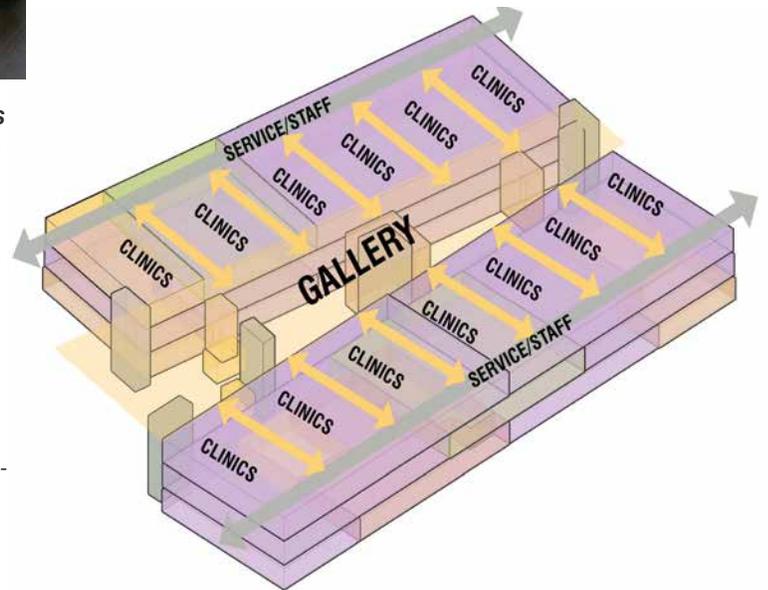
Clinic modules are standard and connected allowing for flexibility and future growth. Increased overall clinic utilization from 47% to 80% within the same physical space by simply leveraging current schedule and future recruits.





*“Thank you for your part in making this facility and its services a shining example of ProMedica’s mission to provide exceptional patient experiences.”*

- Kelly Shirer, Director of Operations, ProMedica Health & Wellness Center



## BACKGROUND

ProMedica Health and Wellness Center combines 11 physician practices into one building. The 230,000-square-foot ambulatory care center features urgent care, bariatrics, digestive health/endo suites, cardiac rehab and physician practice space. The promenade circulation spine features clearly-defined entry portals to point-of-care destinations. Healing garden courtyards provide connections to nature and bring an abundance of daylight inside. HKS formed cross-functional teams with leaders from each practice to determine current space utilization in existing buildings and define a current state operational model, future state operational model, space requirements and exam room utilization. The analysis resulted in a collaborative model of care that reduced space requirements by an average of 6%, saving the system \$591,000. Room standardization and connectivity between 23 modules allows for flexibility, making schedule load leveling easier and increasing the exam room utilization rate from 47% to 80%.



## ProMedica Health & Wellness Center

# Change-Ready, Value-Driven & Operationally Flexible

### Project Performance Goals:

1. Ability to flex and grow
2. Facilitate intuitive, welcoming navigation
3. Support staff and providers collaboration
4. Reduce operating cost through shared provider space
5. Reduce wait time for resources

HKS understood that a well-functioning clinic must address **people, processes, place and technology**. Our design teams worked with end users from clinic to understand issues with current state and design creative solutions with engaged end-users.

### Collaboration with Client

At each stage of the project, HKS partnered with ProMedica stakeholders from leadership to front-line staff to understand their current practices, help envision a new collaborative ways working, and realize that vision in the final clinic design and construction.

### Collaboration with CM

The project team worked hand-in-hand with the CMR early in the design process to ensure the best case constructability. Design and construction of a 5,000-square-foot mock-up of the clinic module allowed the design team to test design decisions before construction.

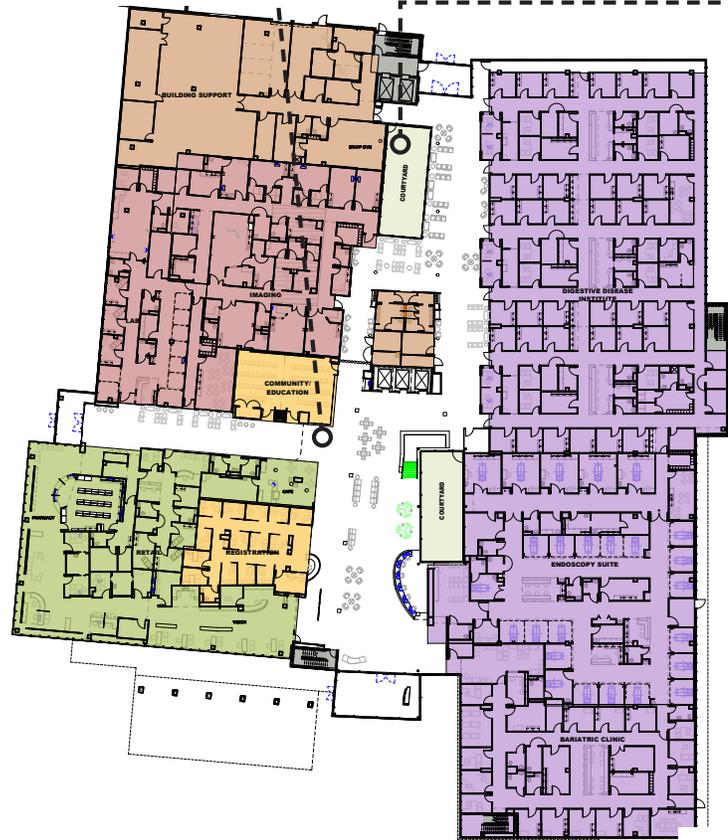


Varied and adaptable space facilitates diverse activities focused on the community.



Connectedness between clinics on single floor allow for seamless collaboration between providers.

Courtyards offer connection to daylight, nature improve interior environment and clear wayfinding.



LEVEL 1

- PUBLIC/ ADMIN
- CLINICS
- RETAIL
- DIAGNOSTIC
- BUILDING SUPPORT



CONNECTIVITY



FLEXIBILITY



SENSE OF PLACE



Integrated approach to daylighting improves indoor environment and clinical environments designed around patient.



Gathering spaces are distributed and varied to support collaboration, learning, activity, engagement and respite.



Modular planning promotes long-term flexibility. Clinics can expand and contract as needed.

Streamlined work process and efficiency for caregivers create optimal conditions for effectiveness.



LEVEL 2

LEVEL 3

# ProMedica Health & Wellness Center

## Lean, Evidence-Informed Process

### Operational efficiencies:

- Technology and supplies at point of care
- Practice support is standardized and centralized
- Centralized registration and check in process
- Centralized supply ordering and storage
- Consolidated Imaging and Lab into one centralized space
- Sharing visitor/patient waiting and support (public toilets, vending, café)
- Planning modules connected by a service/staff spine allowing for easy growth opportunities
- Modules are standardized and flexible to allow for provider load leveling

The design team along staff representatives from the practices developed a current state value

stream map that identified the flows within the existing practices. They identified all the bottle neck areas and non-value add wait time caused by inefficient processes, physical constrains, and staffing issues. Utilizing lean process improvement methods, they identified areas that could be improved by changing the process and co-locating staff/ supplies/ technology at point of care.

### Mapping User Experience:

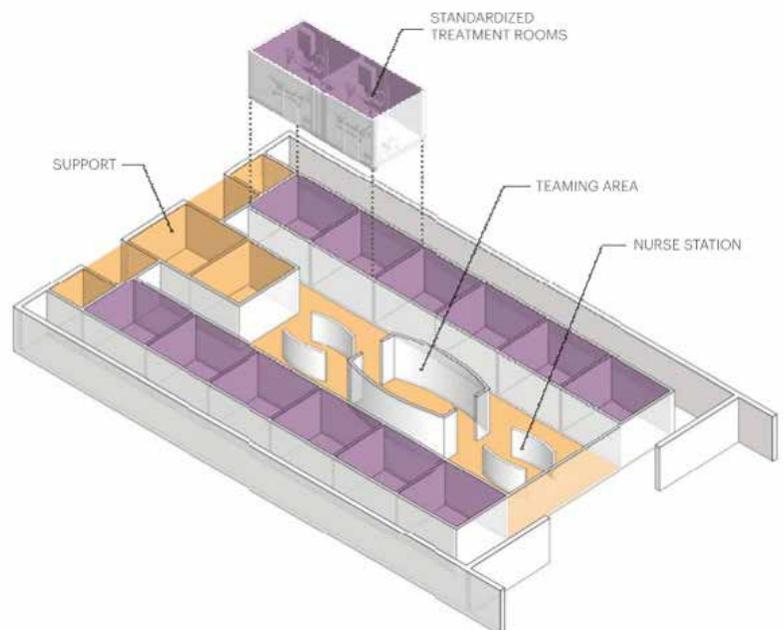
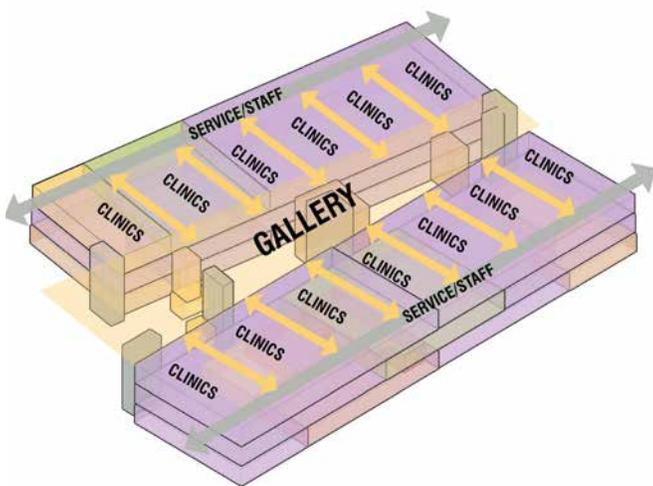
In order to maximize efficiency and effectiveness of care teams, HKS outlined the typical practice team for ProMedica, and mapped their optimal processes. A follow-up study in the space showed time wasted by non-value added activities (walking, searching for supplies) was reduced. Patient journey maps were created to maximize the positive patient experience and to limit unnecessary

movement and waiting. The synergy between physical design and operational processes supported smooth patient flow.

### Performance Outcomes:

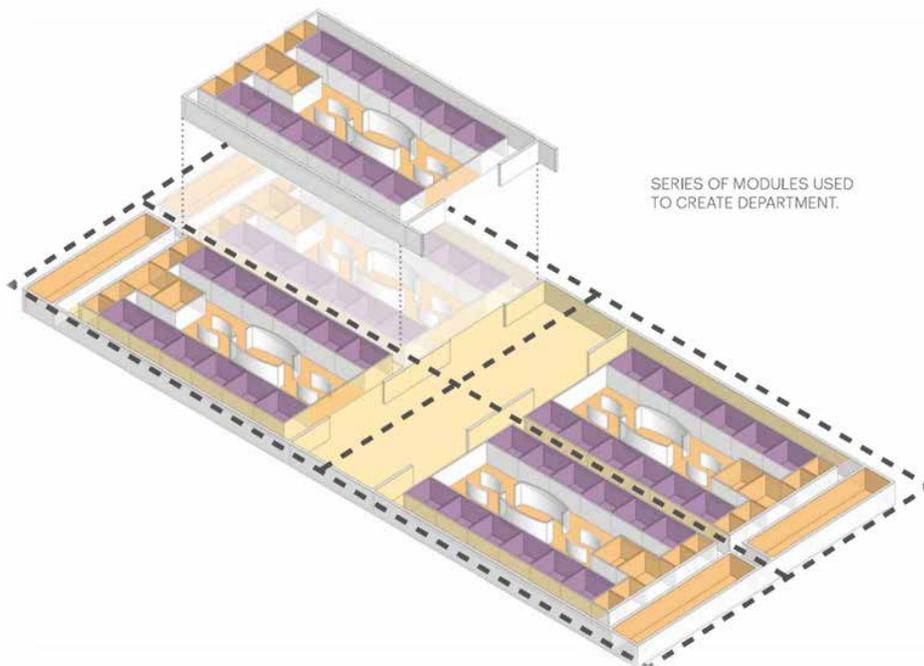
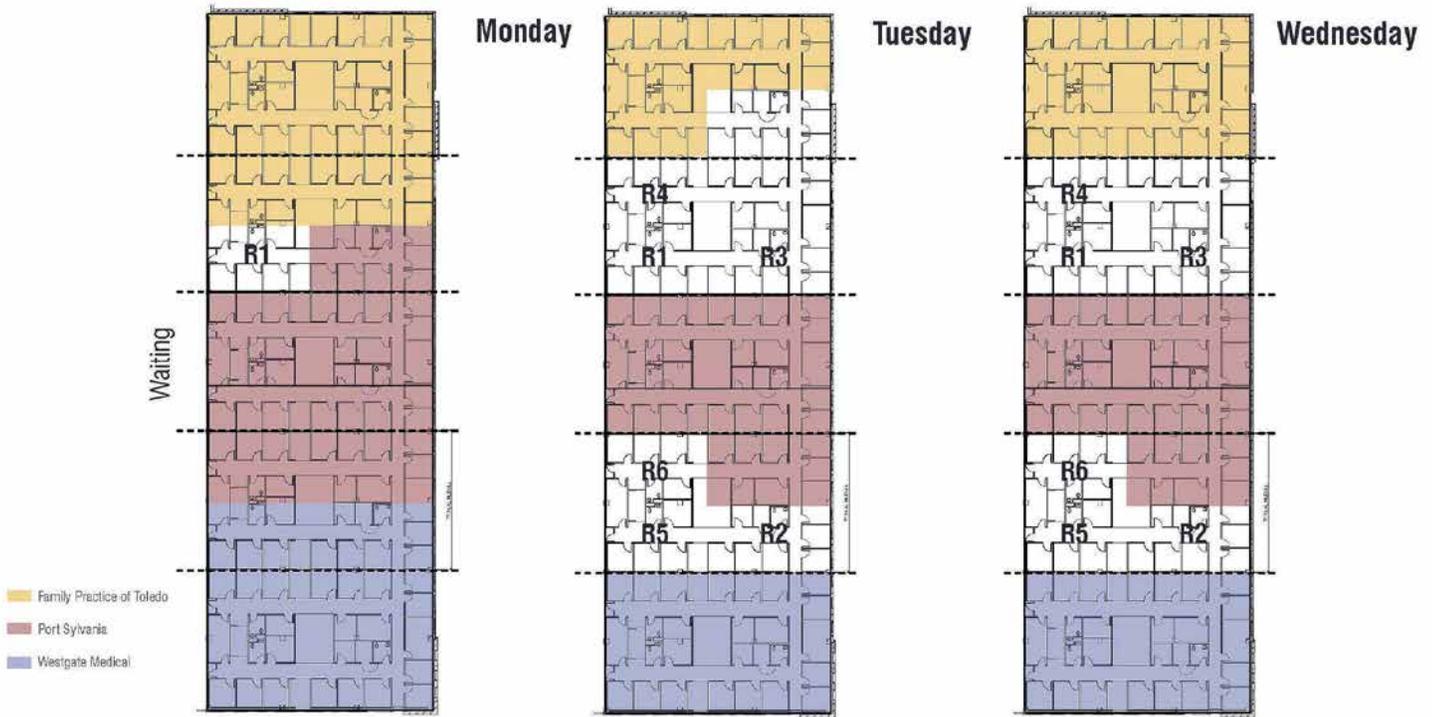
Increased office utilization. Physicians use offices as consult rooms as well as a private location to complete their daily functions. Time wasted by non-value added activities (walking, searching for supplies) was reduced.

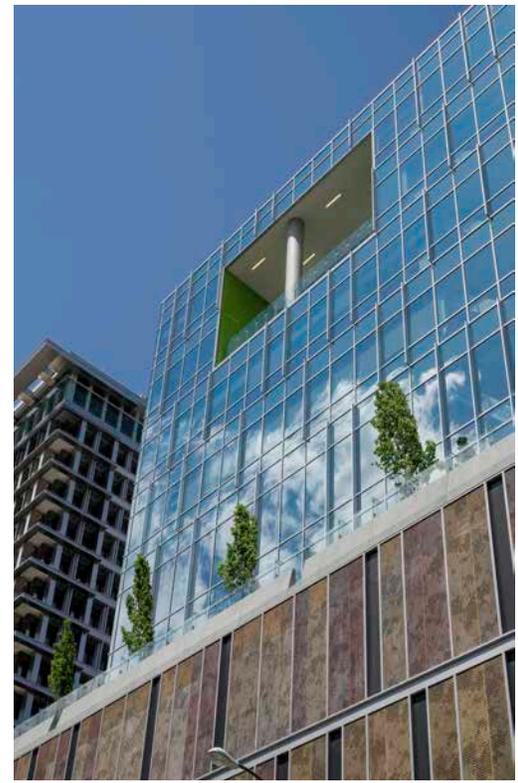
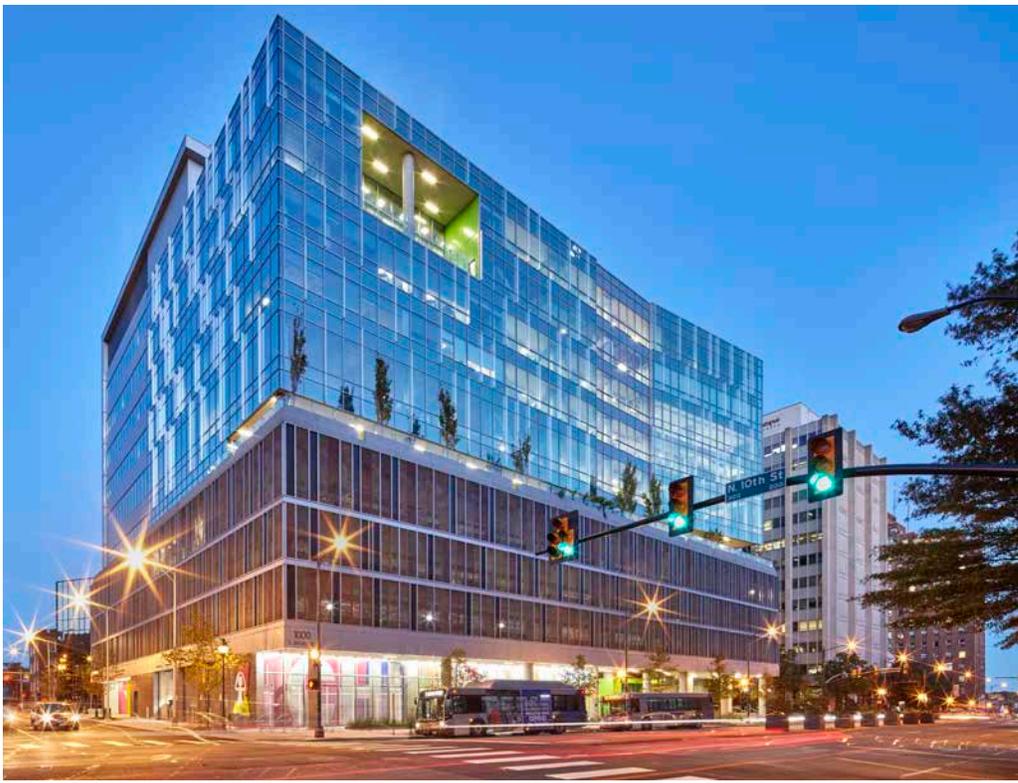
Process mapping helped identify shared processes across multi-disciplinary clinics, and design for maximum flexibility of use. Design and construction of a 5,000-square-foot mock-up of the clinic module allowed the design team to test design decisions before construction.



## SCHEDULE LOAD LEVELING

Increased Exam Room Utilization from 47% to 80%.  
6% reduction in clinic square footage





## CASE STUDY

# Children's Hospital of Richmond Pavilion at VCU

THIS OUTPATIENT FACILITY IS VERY SIMILAR IN SCOPE, SCALE AND CONTEXT TO GRADY CASS

**LOCATION:** RICHMOND, VIRGINIA

**SIZE:** 632,989 SF NEW CONSTRUCTION

**COMPLETE:** 2016

**SERVICES:** ARCHITECTURE, INTERIOR DESIGN, SUSTAINABILITY CONSULTING

**REFERENCE:**

LESLIE G. WYATT, MS, RN  
PRESIDENT AND CEO, CHILDREN'S SERVICES  
AND EXECUTIVE DIRECTOR

CHILDREN'S HOSPITAL OF RICHMOND AT VCU

804.228.5928

LWYATT@CHVA.ORG

### GOAL

Enhance collaboration between staff with shared diagnostics on each clinical floor and provide ease of use and flexibility for staff and patients. Enhance the CHORP brand and provide a visual campus gateway.

### OUTCOME

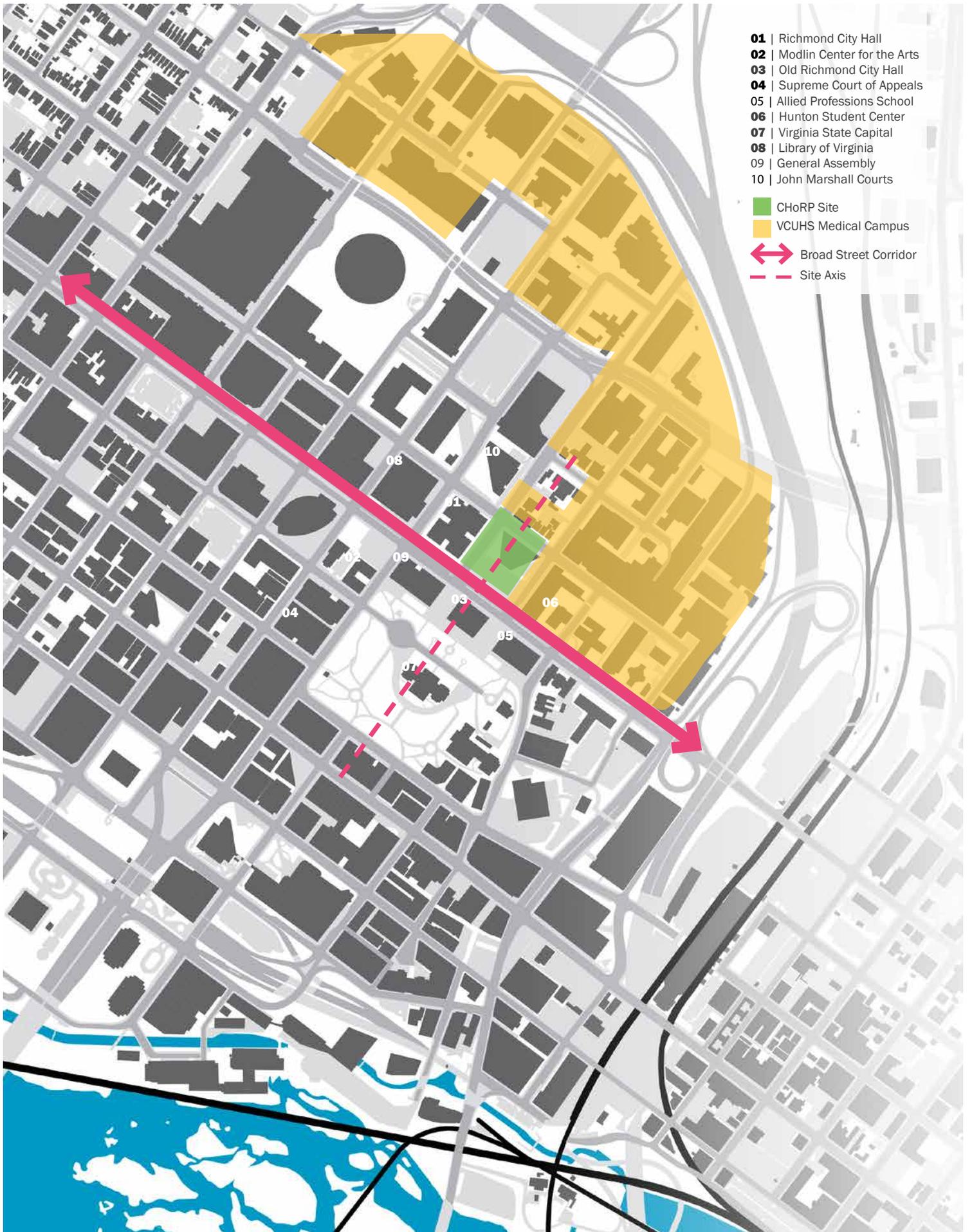
Successful consolidation of ambulatory care operations on an urban academic medical. Each twelve-exam module is organized with perimeter exam rooms surrounding a shared work-core with the offstage support zone separated from the on-stage patient environment. Shared waiting areas are central to each of the units. As a result of operational planning and the influences of an academic medical center, the central work core concept was developed to enhance collaboration between nurses and physicians and between staff and medical students. HKS paid close attention to the iconic building's relation to surrounding historic structures and its urban context in creating a visual identity and anchor for the campus.





## BACKGROUND

The 632,989-square-foot, 15-story Children's Pavilion, located in an urban oasis adjacent to a historic district, features primary and sub-specialty care, outpatient surgical/imaging services, retail space, a resource center, medical student education, and clinical research studies. A 323,452-square-foot, 7-level parking deck for 600 cars is underneath the building. Careful consideration was given to locating major public circulation and waiting spaces, activating the building exterior and providing reassuring wayfinding orientation for users. The tight urban site required creative stacking of clinical and support programs resulting in a dramatic elevated Sky Lobby and outdoor Sky Garden. The 11th Street campus gateway is marked with a 3-story atrium at the pavilion's articulated southeast corner. The atrium offers a dynamic and engaging environment for children and young adults.



- 01 | Richmond City Hall
  - 02 | Modlin Center for the Arts
  - 03 | Old Richmond City Hall
  - 04 | Supreme Court of Appeals
  - 05 | Allied Professions School
  - 06 | Hunton Student Center
  - 07 | Virginia State Capital
  - 08 | Library of Virginia
  - 09 | General Assembly
  - 10 | John Marshall Courts
- CHoRP Site
  - VCUHS Medical Campus
  - ↔ Broad Street Corridor
  - - - Site Axis

# Urban Oasis

## City Context

CHoRP's exceptional location on Broad Street offers a unique opportunity for VCUHS to enhance their image and brand. At the gateway to the medical campus, the building acts as a visual landmark to those approaching the campus. Adjacent to the city's most important and historic civic structures, the design establishes a bold, signature identity that embodies VCU's objective of being the premier pediatric academic medical institution in the care of sick and injured children. With its prominently located roof terrace and themes of sky, water, and forest, the design brings nature to the heart of this urban campus.



01 | RICHMOND CITY HALL



02 | MODLIN CENTER FOR THE ARTS



03 | OLD RICHMOND CITY HALL



04 | SUPREME COURT OF APPEALS



07 | VIRGINIA STATE CAPITOL



A | VIEW FROM OLD RICHMOND CITY HALL



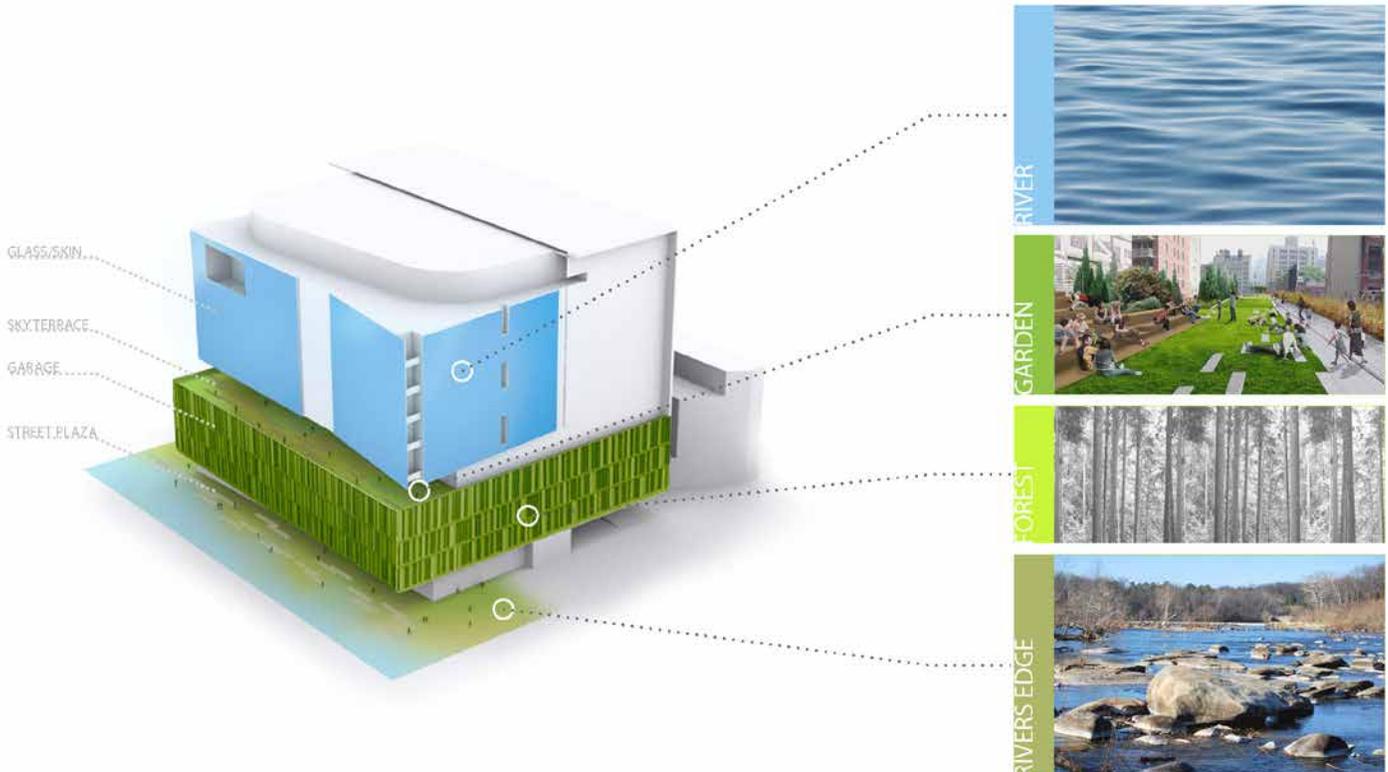
B | VIEW LOOKING NORTHWEST ON BROAD STREET



C | VIEW FROM MODLIN CENTER FOR THE ARTS



D | VIEW LOOKING SOUTHWEST FROM VCU CAMPUS ON 11TH STREET





**SITE PLAN**

# 🕒 Ground Level

## *A Walk in the Woods: Arrival and Welcome*

The open and light-filled vehicular drop-off is patient friendly and welcoming. Wood ceilings and brightly colored terra cotta tiles draw your eyes to the entry portal. Bold colors inspired by regional wildflowers are used throughout the pavilion as embedded wayfinding to ease visitor navigation. A sculpted feature wall alludes to a stand of trees, continuing the "river's edge" theme.



# 🕒 Sky Lobby

## *A Garden in the Sky*

Five stories above grade, the Sky Garden is an open air healing garden offering dramatic views of the city. The garden brings nature to the heart of the urban campus and will have a calming, restorative effect for patients, families and staff.

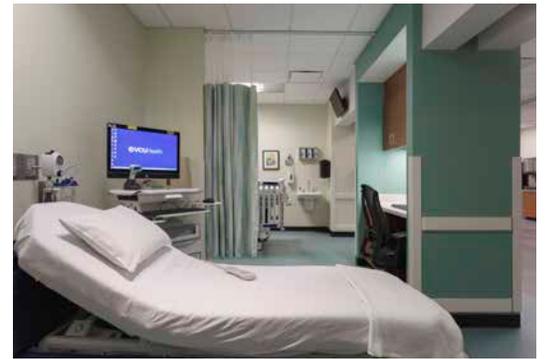




## 🕒 Level 03 - 05

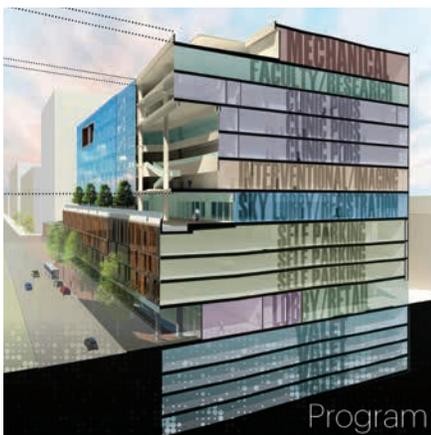
### Clinic Floors

The specialty clinic modules are designed to optimize flexibility and efficiency while enhancing the patient experience. The design separates the offstage support zone from the on-stage patient environment, creating a calmer patient experience.



## THE RESULTS ARE IN...

The project incorporates a range of planning and design elements that collectively promote enhanced clinical care in an uplifting environment that supports patient, staff and visitor comfort. With an emphasis on physical, visual and abstract connections to nature, the CHoRP has a calming, restorative effect on all its users, reducing anxiety and stress, and in turn, promote healing.



### Awards and LEED Certification

- 2017 Pinnacle Award, American Council of Engineering Companies of Virginia
- 2015 Concrete Excellence Award, American Concrete Institute, Virginia Chapter
- 2015 Future Healthy Built Environment Award – Unbuilt Category, Design & Health International Academy Awards
- 2014 National Healthcare Design Award – Unbuilt, American Institute of Architects Academy of Architecture for Health
- 2013 Honor Award of Excellence in Architecture, AIA Richmond Chapter
- Registered for LEED Certification, seeking Silver



HKS



**PROJECT DESIGN**

# DESIGN CONCEPTS + APPROACH

## APPROACH

Before we introduced our design concepts, we wanted to highlight our approach we used to come up with our concepts. We took the opportunity to use the proposal development phase as a mini-concept phase to demonstrate how we would work with you on the Center for Advanced Surgery.

### Guiding Principles and Drivers

As you will see from the chart below, we began by understanding Grady and this project. Building on our existing experience with Grady, we

used the guiding principles and project drivers as guardrails in our creative brainstorming.

### Design Charrettes

We had two internal design charrettes to incorporate what we we have heard as project drivers, understand the site and its implications and develop our initial options. We constantly referred to them to inform and guide our design from arrival sequences to floor plans to exterior design and materiality.

### Visioning

Visioning is where we will work together to refine (or scrap!) these options for the CASS. Missing in these concepts is you - your leadership, your facilities team, your doctors, your clinicians and staff, your patients and your community. These are all key components to designing a building that embodies your guiding principles and project drivers. We look forward to the opportunity to vet these ideas with you and truly develop a creative,

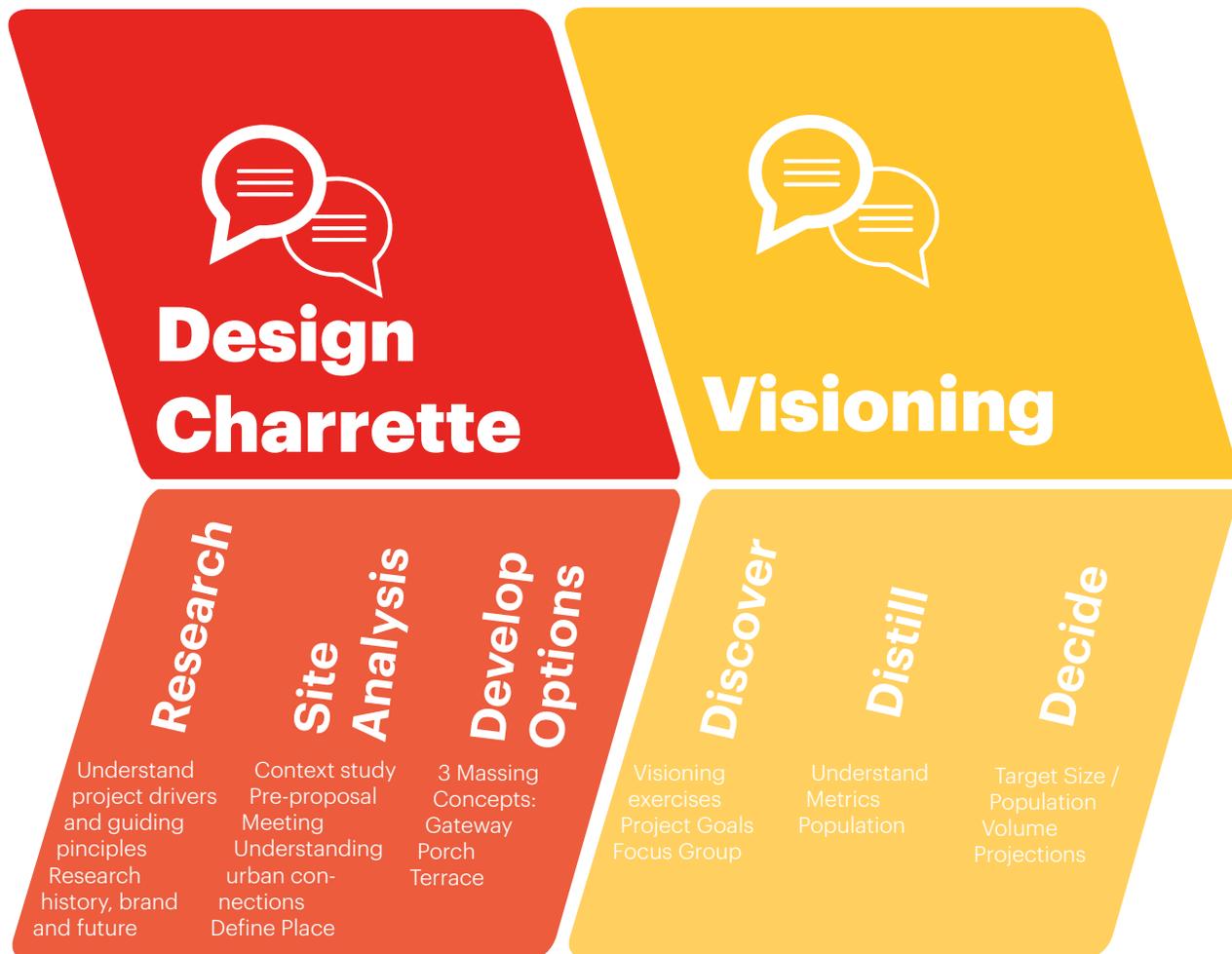


**CONCEPT SUMMARY**

Your ask: *“how creative can we be with the tools that you have provided us to start with?”* On the following pages you will see three options that we developed from the information we received from you and what we heard at the pre-proposal meeting - custom designs that achieve your vision.

The concepts we present in this section incorporate the following design strategies:

- 30x30 grid for flexibility and adaptability
- Standard 12 room clinical module with centralized physician staff work area reduces travel and increases the efficiency
- Standardized 10x12 exam room
- Parking deck floor to floor height and structure design to accommodate future clinical infill
- The CUP is located on the Roof of the Building, site constraints, urban condition



# DEFINING DIRECTIVES FROM YOUR GUILDING PRINCIPLES

## ADDED VALUE

We love your guiding principles. The strongest way to start a project that is future and vision-focused is to begin with a strong set of parameters that can guide all your decisions.

To really dig into these guiding principles, seen on the right, we listed some of the added value and perspectives we bring to each of these.

You will see we bring these icons into our concepts on the following pages to demonstrate how we have creatively incorporated them into our concepts.



### PATIENT EXPERIENCE

Design/Support a Journey from Start to Finish  
Patient and Family Advisory and Engagement in Design  
Seamless Registration  
Crafted Around a Personalized Patient Experience



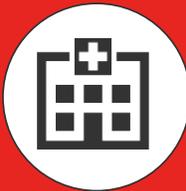
### ONE GRADY

Seamless Team (One with GHS)  
Unifying Image for Campus  
Serve the Staff to Support the Culture  
Remarkable Service/Exceptional Care



### CENTER OF EXCELLENCE

Design Excellence  
Create a Destination for Excellence  
Future Focused Planning Technology Integration  
Cross-Pollination between Disciplines for Clinical Innovation  
Help Define a "Health Destination"



### ACCESS TO AMBULATORY CARE

Lean Operations Process Improvement  
Pull Community In  
Reach Out to Distributed Clinics  
Easy Assess by All Transit



### SUSTAINABILITY & FLEXIBILITY

Mindful Materials  
Connection to Nature  
Flexibility for Growth  
Flexibility for Capacity  
Flexibility for Cost  
Change Ready Design  
Standardized clinic modules

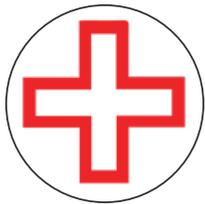
# EXPERIENCE + BRAND + DESIGN = THE OPTIMAL PATIENT EXPERIENCE

## ENRICHING AND EMBODYING THE GHS BRAND

Our work springs from research that identifies existing brand equity and develops a strategy for leveraging the brand into the building environment.

We believe every design decision should work toward clearly defined branding and identity goals. Following is a draft experience assessment, that we can use to work with Grady to ensure dynamic and

meaningful branded environments that engage, energize, earn - and most importantly - are constantly reinforcing and enhancing the patient experience.

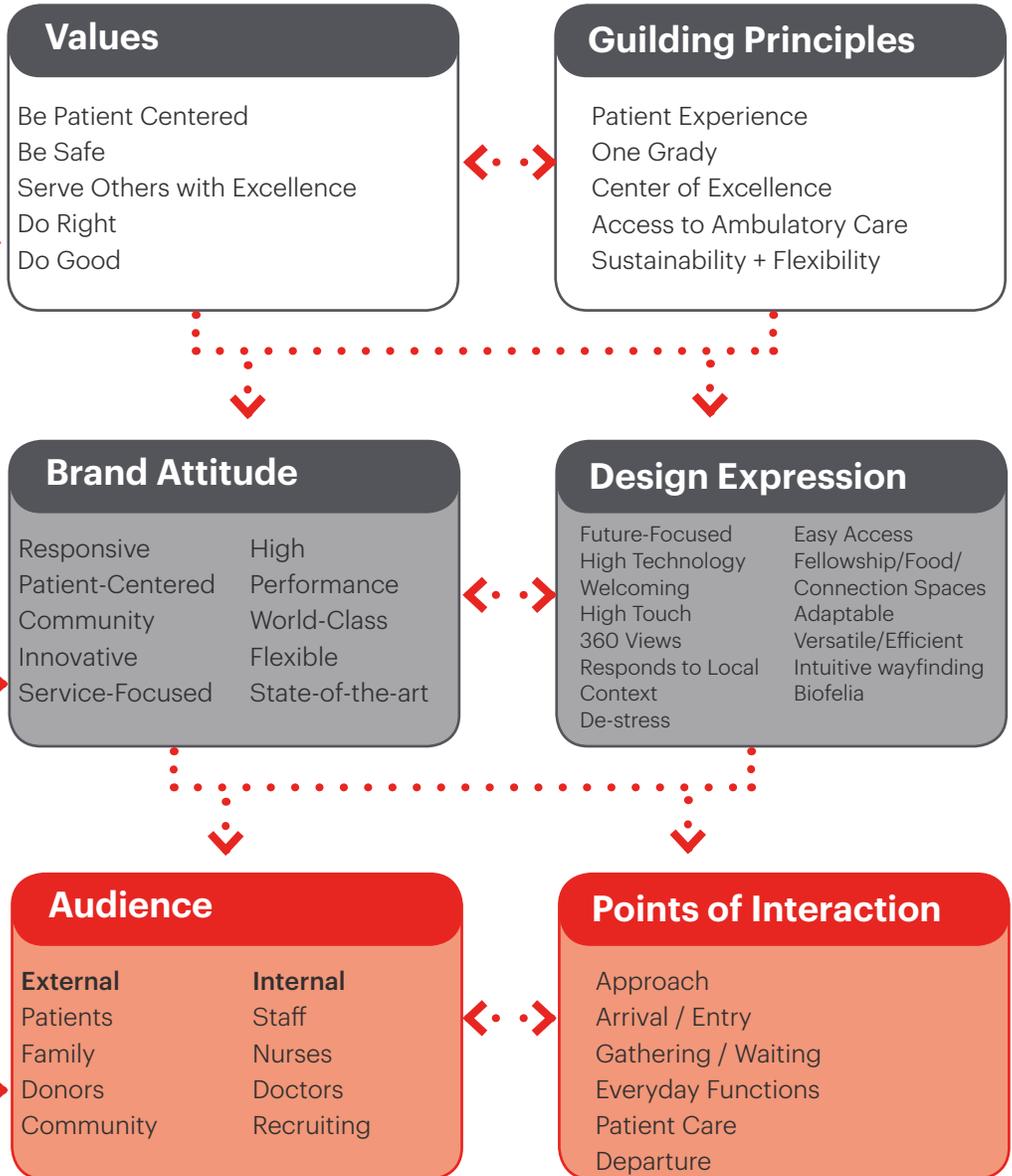


### Grady Health

1  
Understanding Drivers + Client Research

2  
Interpretation + Inspiration

3  
Experience Mapping



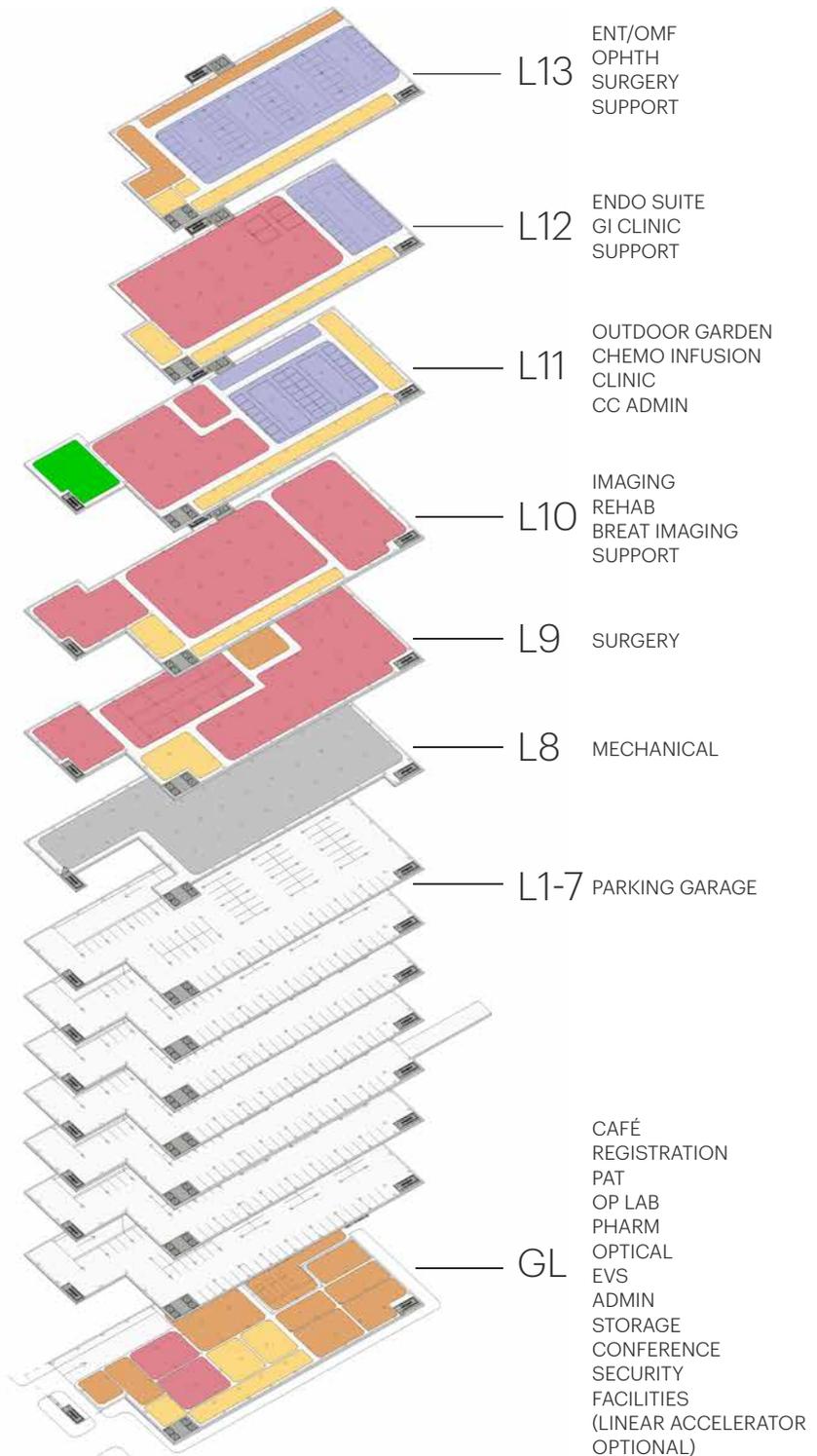
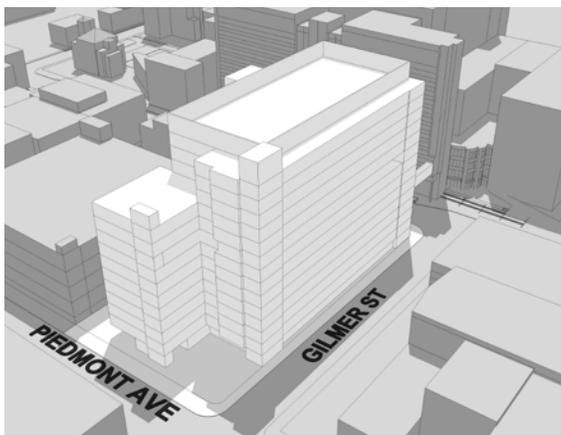
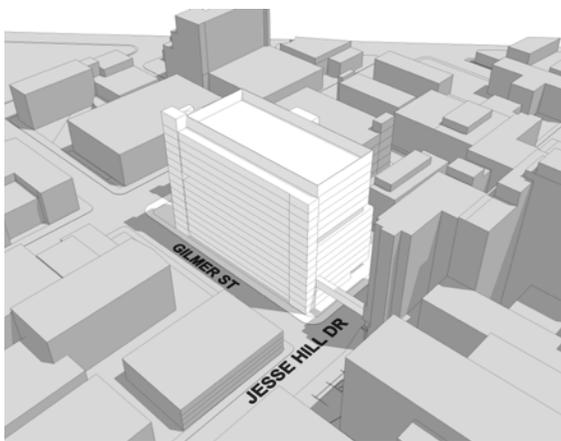
# OPTION 1 THE GATEWAY

*Representing a new beginning, access to a new journey, a grand entrance.*



# NARRATIVE

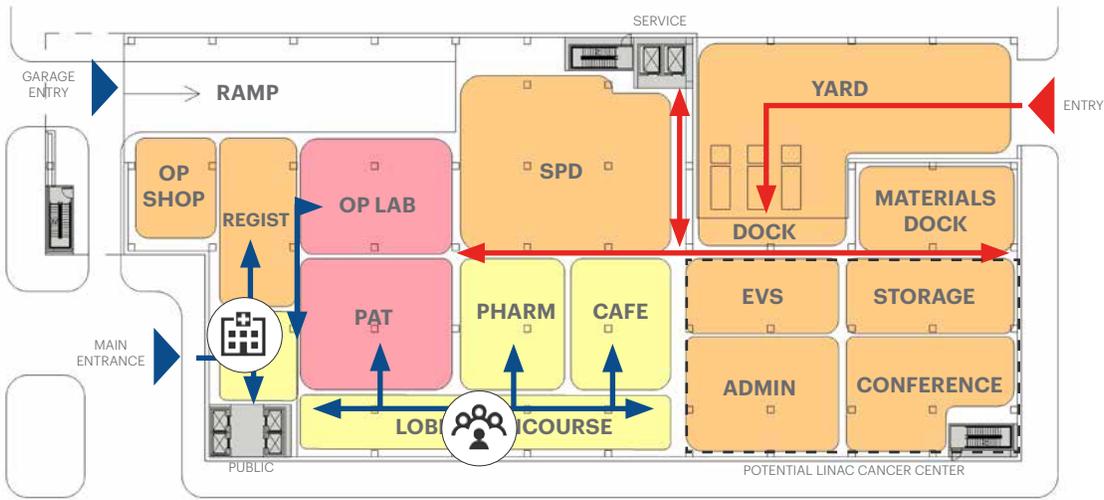
The location of the building provides an opportunity to develop a new gateway to your campus. Recognizing that Grady's campus is an urban and dense campus, the Gateway provides a reinvigorating, welcoming access for the community. Enhancing wayfinding and site circulation, the Gateway develops a dedicated ambulatory building entry on the edge of the campus and features a highly efficient parking garage. The concept maximizes the site, providing a large foot print to create your Centers of Excellence for: Surgery, Cancer, Endo, Clinics and Rehab. This grand gesture and large floorplate strongly reinforces the patient-centered vision and entrée into a world-class building.



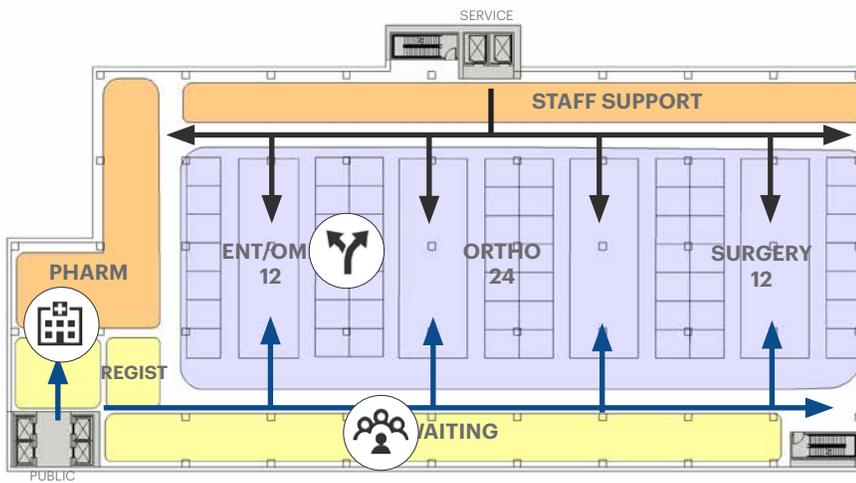


## CONCEPT CHARACTERISTICS

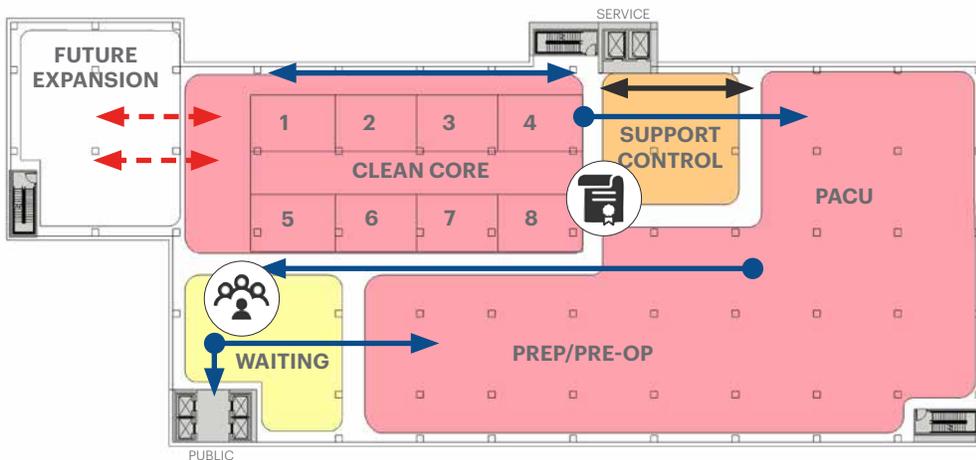
1. New image and branding for your campus
2. Creates a welcoming, approachable campus gateway.
3. Helps improve wayfinding.
4. Ambulatory drop-off on the campus edge away from main hospital traffic, eases the patient's arrival experience.
5. Centralized patient access on ground level.
6. High-tech and high-touch.
7. Promotes wellness with a rooftop garden adjacent to the Cancer infusion area.
8. Larger clinic modules on each floor enable scheduling flexibility and adaptability.
9. Creates easily identifiable Centers of Excellence for Cancer, Endo and Clinic. Locating each center on its own floor provides a "one stop shop" experience which minimize travel distances and maximizes the patient journey.
10. Creates access spine to main hospital through a connector.
11. Centralized and easily accessible parking deck helps with wayfinding for patients and families.
12. Garage and clinics maintain consistent structural grid allowing for seamless conversion of parking to clinical space in the future.
13. Clinic planning approach: Scaling form the smallest common denominator outward, exam pods leverage modularity for functional flexibility and adaptability over time.



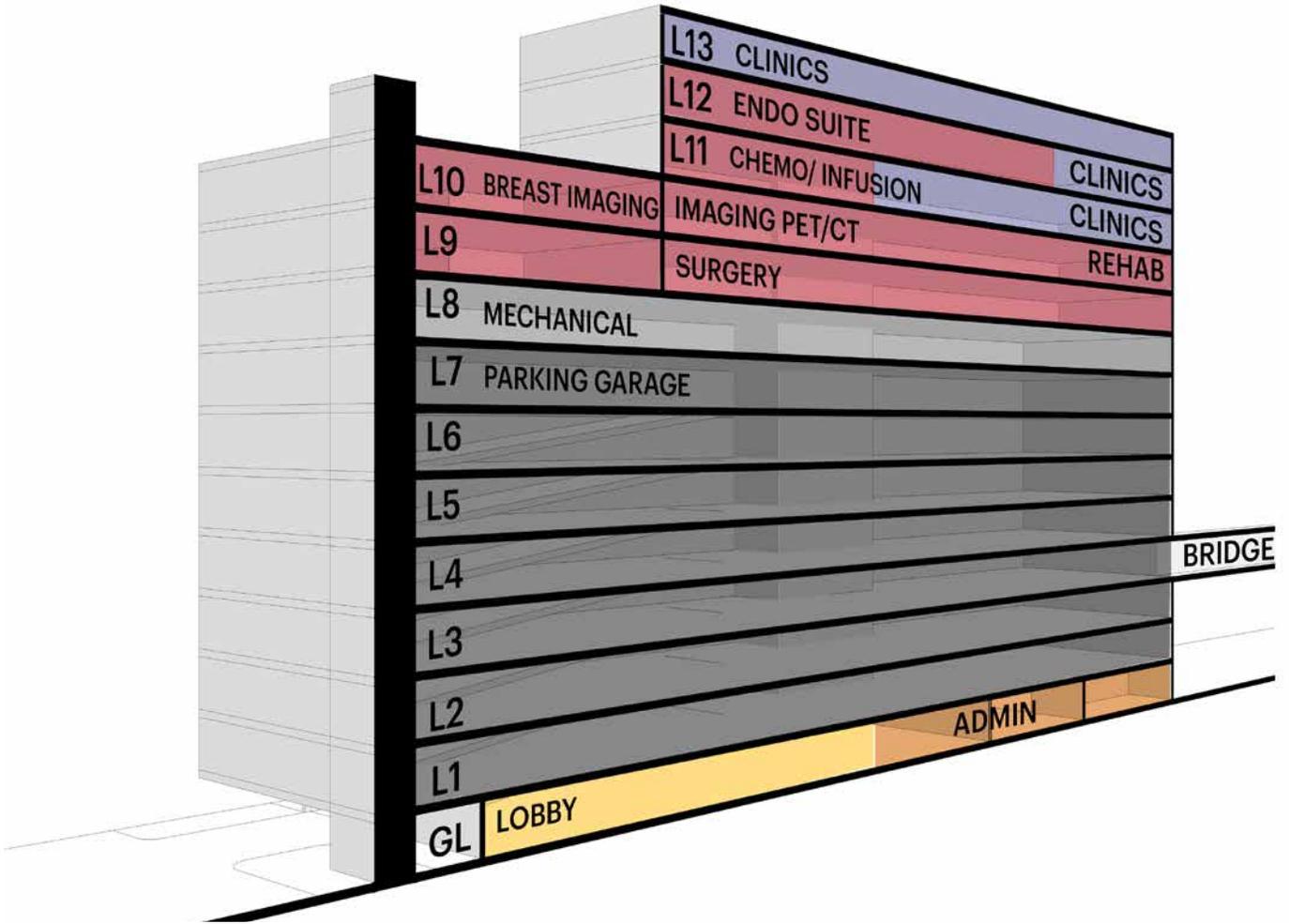
LOBBY



CLINIC



SURGERY





# OPTION 2 THE PORCH

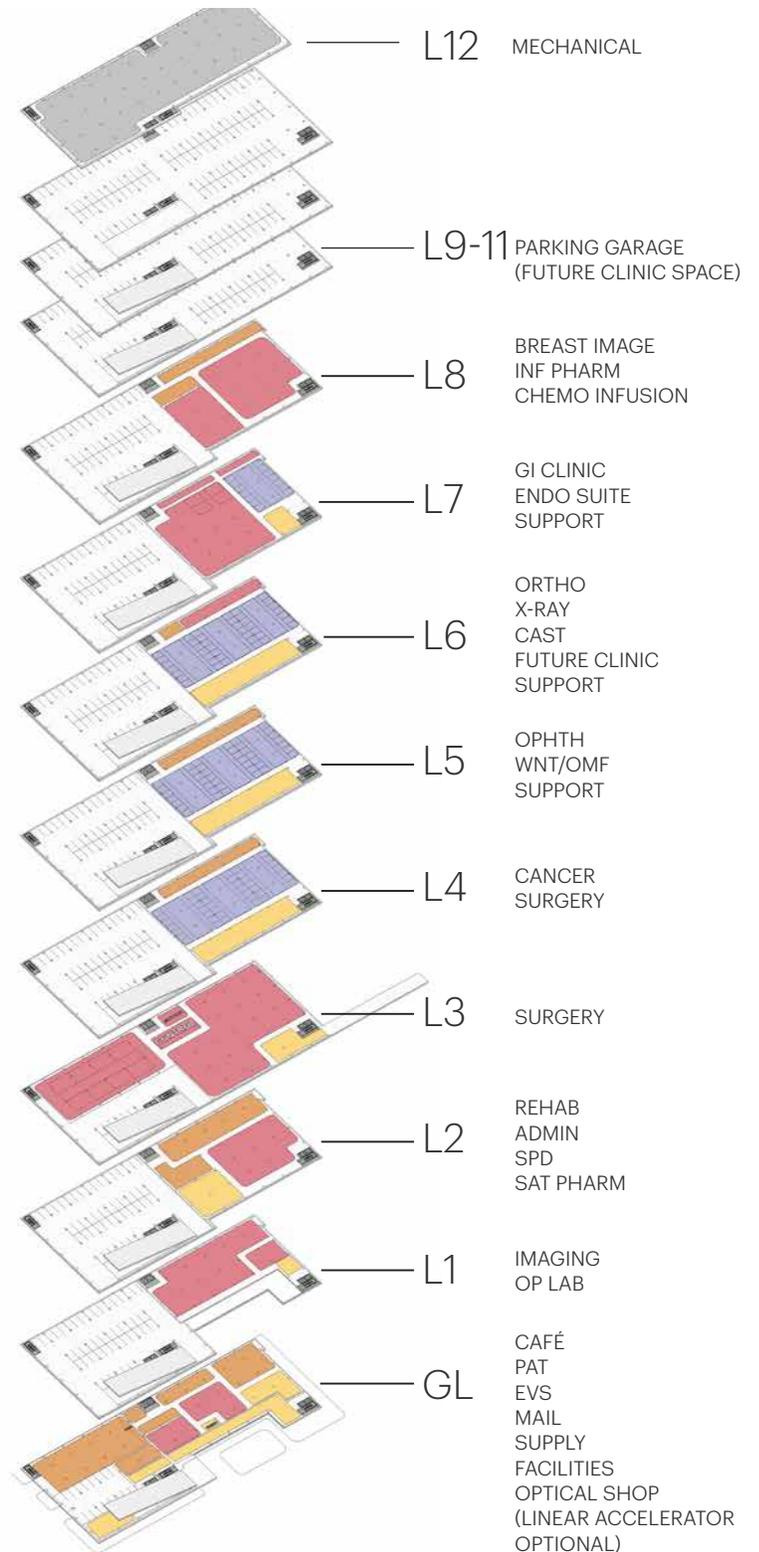
*A revered emblem of southern hospitality, the front porch recalls afternoons filled with ice cold lemonades and leisurely conversations on the porch swing. It exemplifies memories of family, a sense of community and a connection to nature.*



# NARRATIVE

The design concept creates a new front door to the Grady campus, thoughtfully placed along Gilmer Street. This design engages comfort and community by welcoming each patient and their family the same way a friendly neighbor would usher you to their porch. Location of the front porch bisects the center of the site, enables a split planning approach, aligning parking and clinic space side by side. This generates the ability to expand the clinic horizontally, however, the split planning impacts the parking distribution for the building.

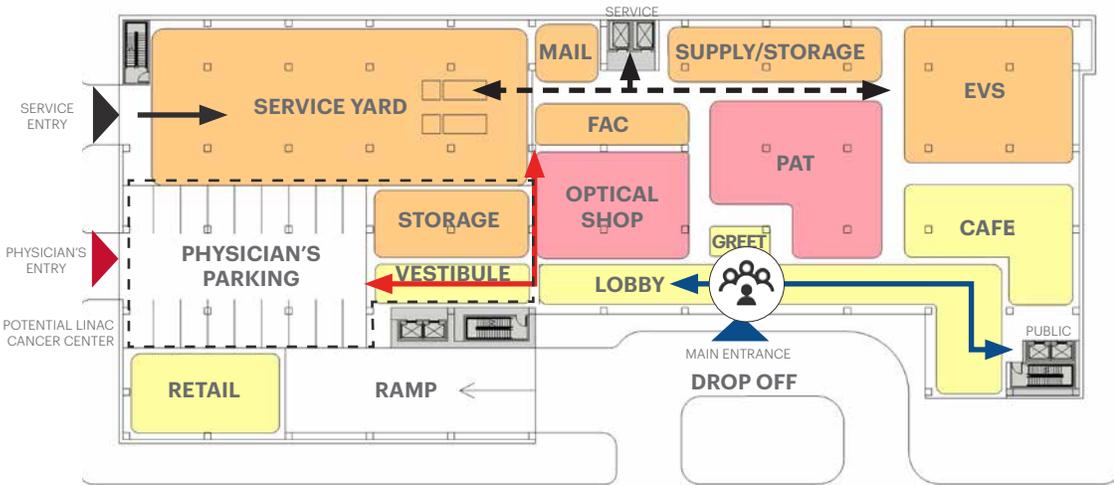
The porch option builds upon the strengths of the plan developed in the NBBJ master plan. This option maximizes the structural grid (30'x30' throughout) to accommodate the a standardized clinic module. We applied the grid to the entire floor plate to make it uniform across each floor. While this enables a highly efficient clinic module layout, it decreases the parking efficiency. In order to meet the target of 660 parking spaces, the layout required three full floors of parking structure. Incorporating the consideration of redeveloping the parking floors into future clinical use, this actually is advantageous for future flexibility and build out. Locating the three parking floors at the top, limits the construction and operational impact for the conversion of parking floors into clinic floors. Focusing on the future, this provides a much more flexible and clinically appropriate floor plate. Another option is to locate the parking lower in the building, but this might have a greater impact on clinic operations during construction.



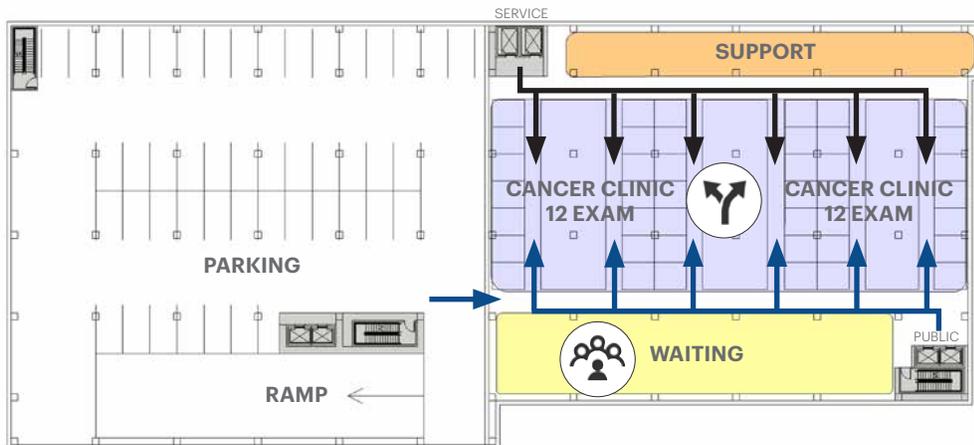


## CONCEPT CHARACTERISTICS

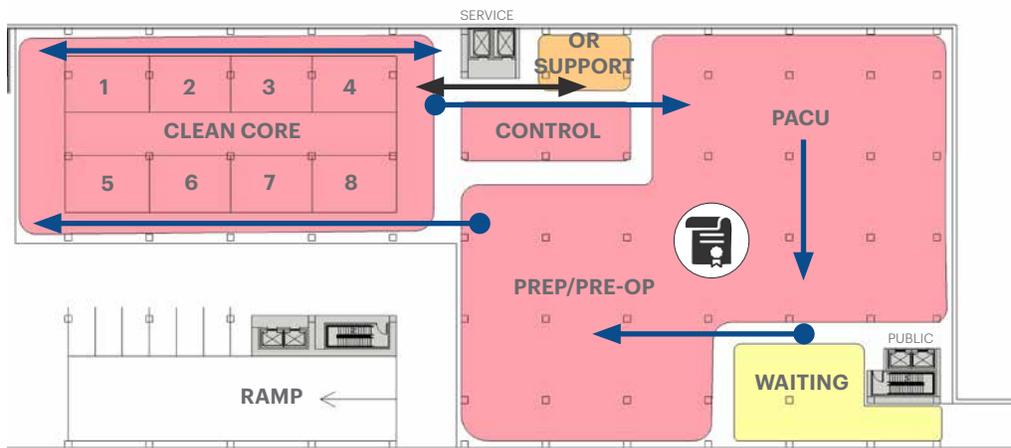
1. Provides a protected entry point for ambulatory care patients from Gilmer Street adjacent to the Grady yellow bus line.
2. This option provides a side by side approach, clinical space adjacent to the parking, as requested in the proposal.
3. This side by side approach impacts parking distribution.
4. Through thoughtful signage, the side by side approach can provide parking adjacent to each clinical level which eases travel distances upon arrival for parking customers.
5. This option creates a small clinic foot print, which reduces the efficiency of the space.
6. Decentralized patient access can create operational inefficiencies. Key emphasis on wayfinding is critical to help patients navigate the facility.
7. The porch concept integrates the connector to the main hospital.
8. Each clinical floor consists of three pods of 12 exam rooms. Totaling 36 rooms per floor, this layout allows for flexibility and adaptability for clinic space.
9. Standardized exam pods with centralized physician/support increase efficiency and patient flow.
10. Limited parking footprint for future patient care infill.
11. Clinic planning approach: Scaling form the smallest common denominator outward, exam pods leverage modularity for functional flexibility and adaptability over time.



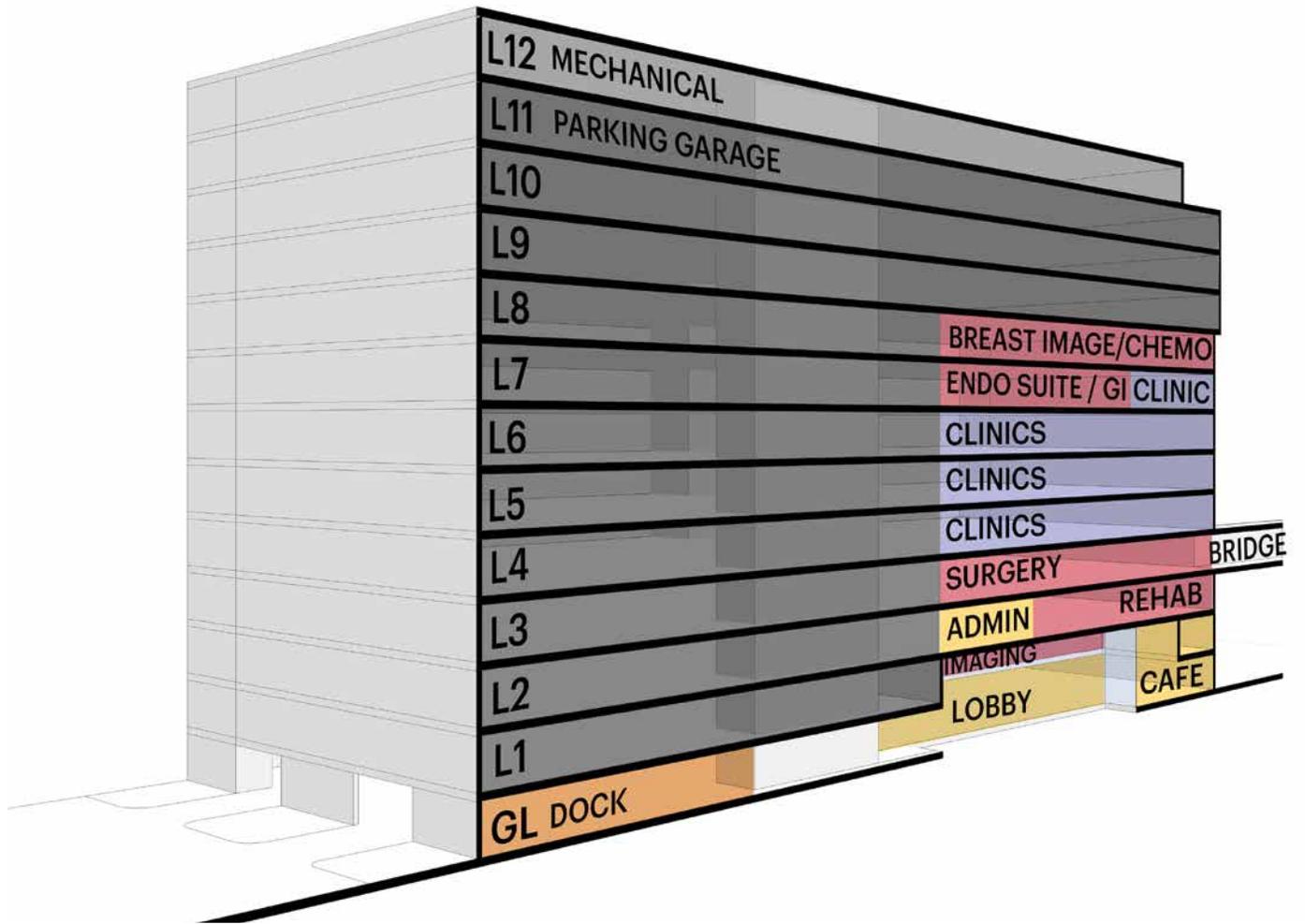
LOBBY



CLINIC



SURGERY





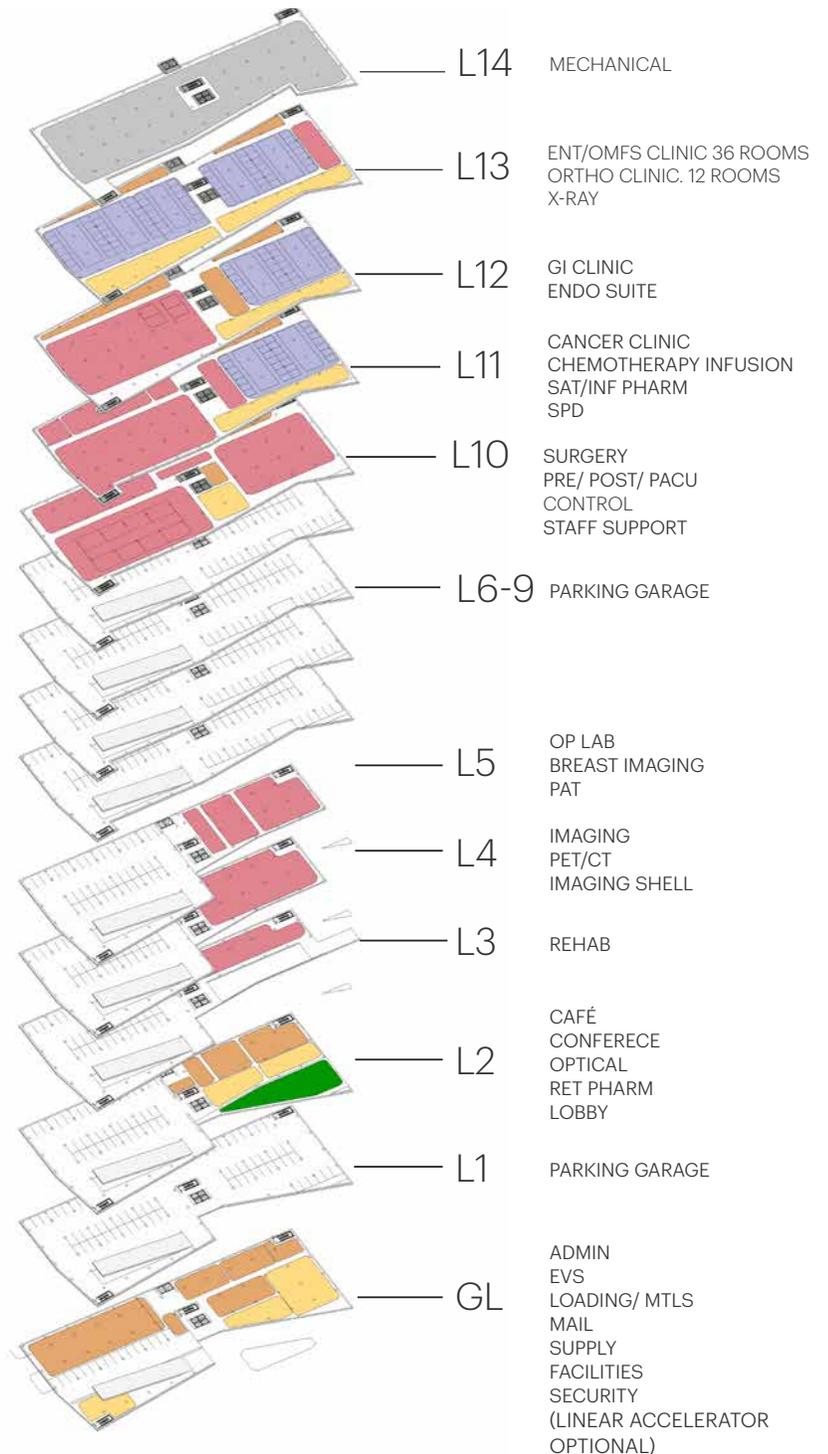
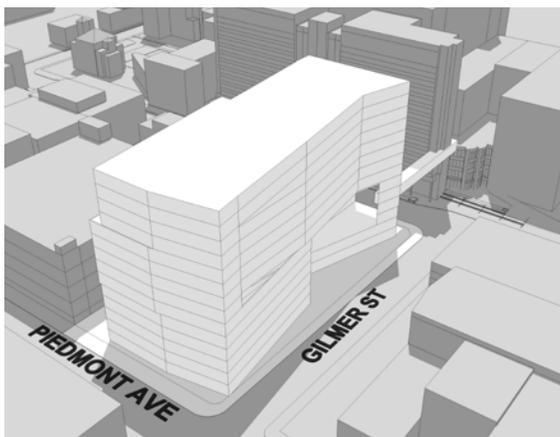
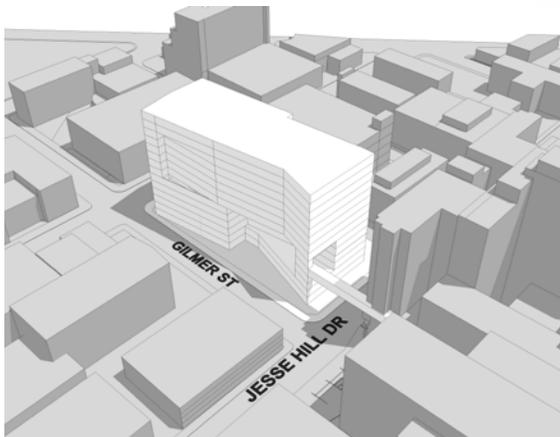
# OPTION 3 THE TERRACE

*A special, elevated terrace of veranda is known as a place where family and friends gather for long conversation and fellowship, a place of community connection.*



# NARRATIVE

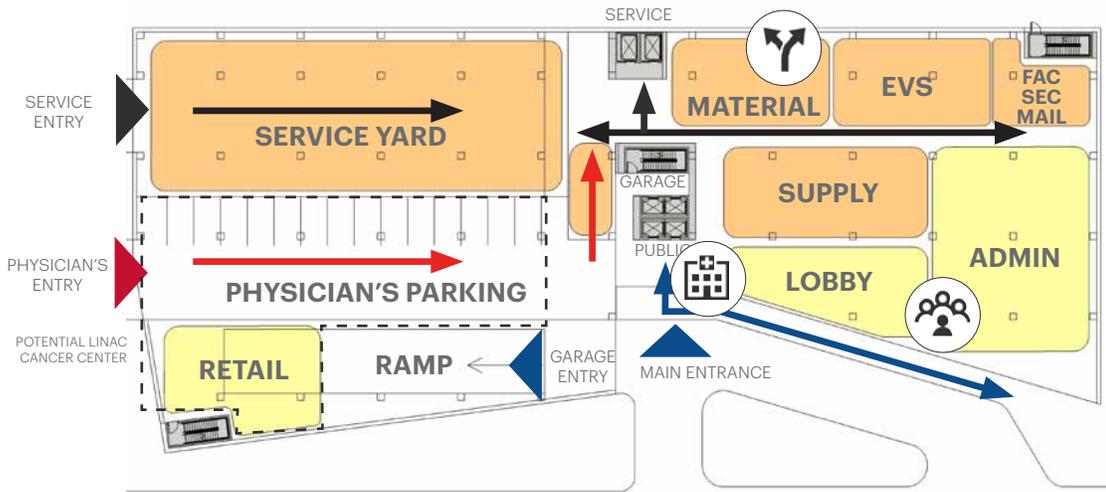
This option develops a raised platform to create a sense of place for the new ambulatory building and connects the main campus entry. The platform embraces patient and families with a place of healthcare community. Providing welcoming respite from the urban healthcare campus, the Terrace option opens onto green space adjacent to a café and education center. Balancing the existing urban context, high-technology healthcare and Southern hospitality, the Terrace plan will define a health destination for the new Center for Advanced Surgical Services.



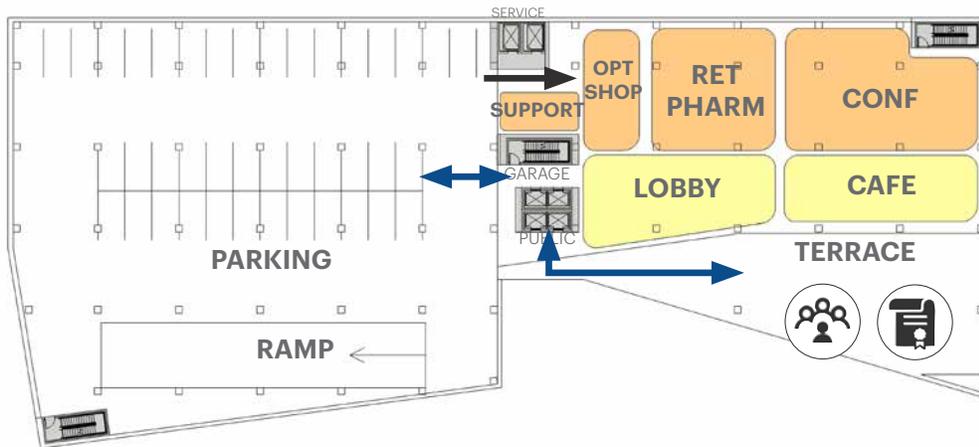


## CONCEPT CHARACTERISTICS

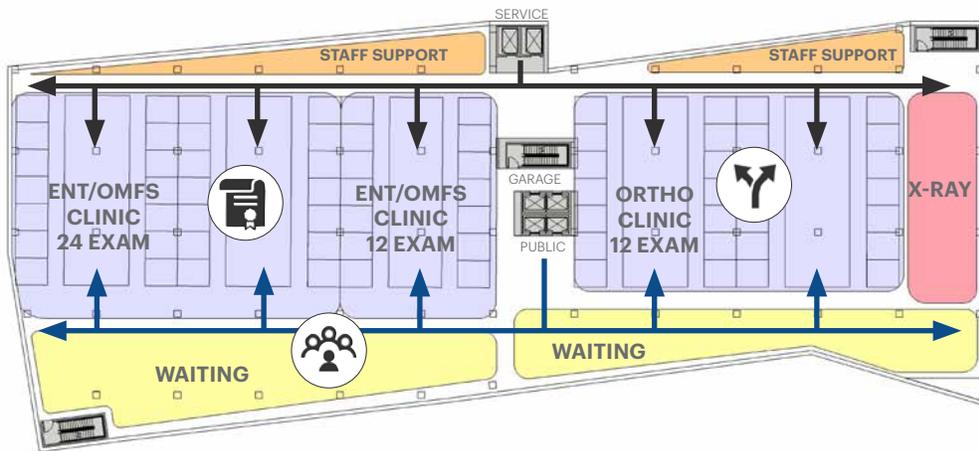
1. The raised terrace enables patients and families to be lifted up from the urban campus to a dedicated ambulatory public lobby space.
2. The public space provides centralized registration area each of the building's modalities, providing easy access and simple wayfinding.
3. The main lobby space also provides the opportunity for community education.
4. Terrace provide a visual connectivity to the main entry of the hospital.
5. Layout maximizes the parking footprint, which will be advantageous if the parking will be repurposed for future patient care infill.
6. Clinic planning approach: Scaling form the smallest common denominator outward, exam pods leverage modularity for functional flexibility and adaptability over time.



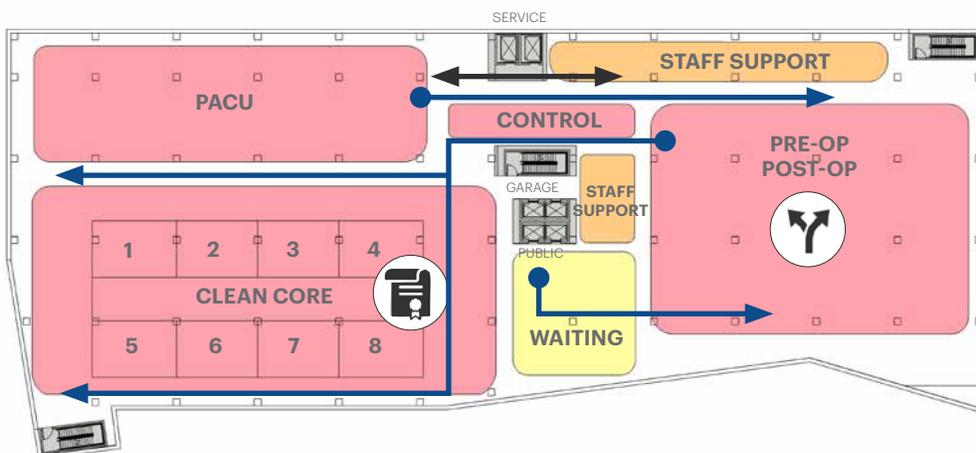
LOBBY - GL



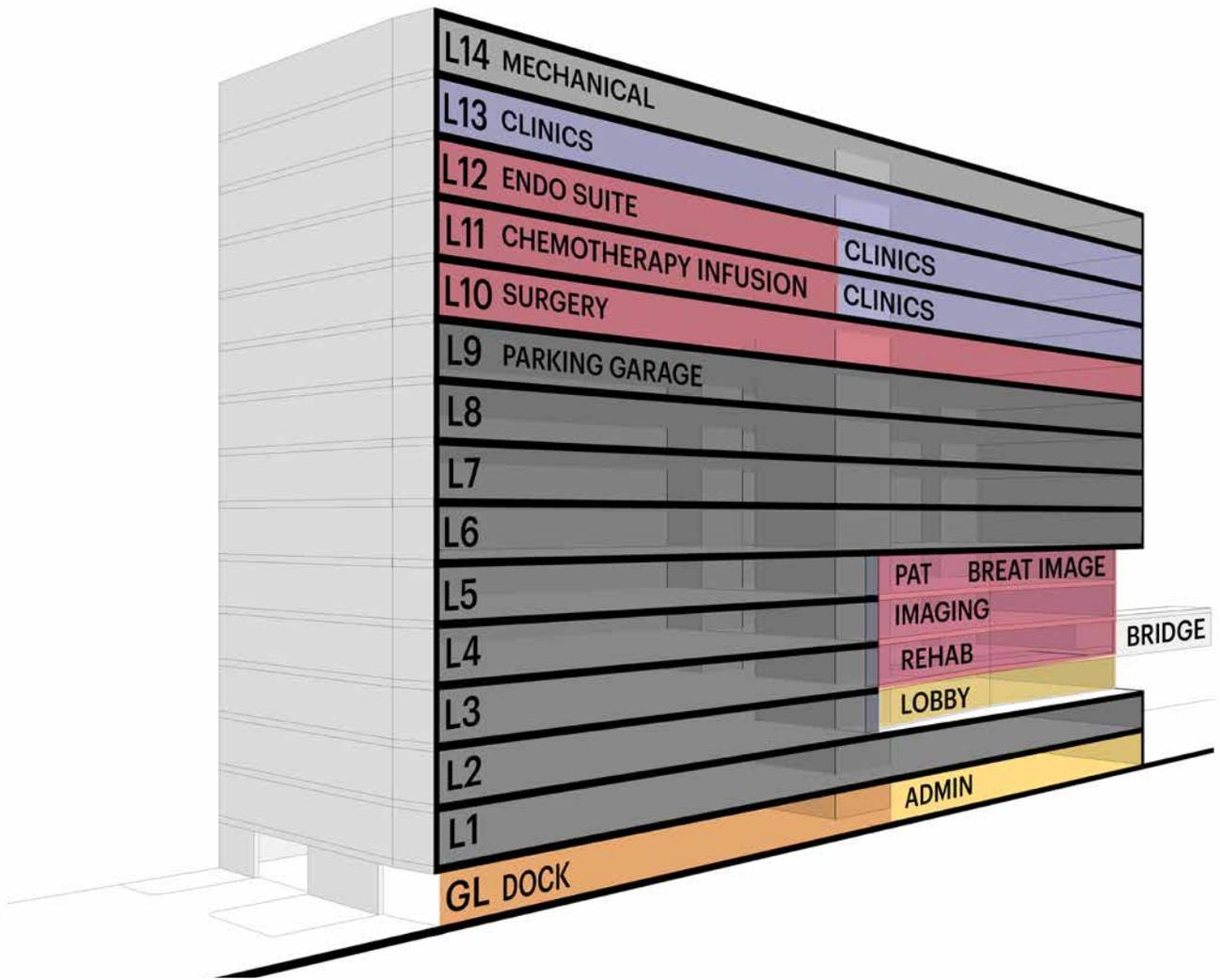
LOBBY - L2



CLINIC



SURGERY









# APPENDIX

Per the requirements of the Request for Proposal, our signed forms and support documentation are presented on the following pages.

---

*The Grady Memorial Hospital Corporation d/b/a Grady Health System  
Request for Proposal*

---

## APPENDIX A

### REPRESENTATIONS, CERTIFICATIONS, AND OTHER STATEMENTS OF PROPOSERS

**\*\*REQUIRED INPUT WITH SUBMISSION\*\***

#### CERTIFICATION

The undersigned certifies that he/she has read, understands, and agrees to be bound by the terms and conditions of the Request for Proposal (**RFP#F2017032\_AE**). The undersigned further certifies that he/she is legally authorized by the Proposer to make the statements and representations on this form, and that said statements and representations are true and accurate to the best of his/her knowledge and belief. The undersigned understands and agrees that if the Proposer makes any knowingly false statements, or if there is a failure of the successful Proposer (i.e., contractor) to implement any of the stated agreements, intentions, objectives, goals, and commitments set forth herein without the prior approval of GHS, then the Proposer's act or omission shall constitute a material breach of the contract. The right to terminate shall be in addition to and not in lieu of any other rights and remedies GHS may have for defaults under the contract. Additionally, the Proposer may be prohibited from obtaining future contracts awarded by GHS. GHS reserves the right to terminate any contract where a material breach has occurred.

**NAME:**           Dan Thomas, AIA, ACHA, EDAC          

**TITLE:**           Principal          

**COMPANY:**           HKS, Inc.          

**ADDRESS:**           191 Peachtree Street NE, Suite 5000            
          Atlanta, Georgia 30303          

**TELEPHONE:**           (404) 442-7878 | cell: (214) 938-0513          

**FACSIMILE:**           (404) 442-7868          

**E-MAIL:**           dathomas@hksinc.com          

  
\_\_\_\_\_  
(SIGNATURE)

          April 2, 2018            
DATE



---

*The Grady Memorial Hospital Corporation d/b/a Grady Health System  
Request for Proposal*

---

**NAME OF RESPONDING FIRM:** HKS, Inc.

**NAME OF COMPANY OFFICER:** Dan Thomas, AIA, ACHA, EDAC  
**(Company officer must have authority to legally bind the company)**

**TITLE:** Principal

**DATE:** April 2, 2018

**(MANDATORY) SIGNATURE OF COMPANY OFFICER BELOW (Certifying agreement with specifications, terms and conditions unless otherwise noted).**

  
\_\_\_\_\_  
*Signature*





HKS

Explore:  
[www.hksinc.com](http://www.hksinc.com)

Creating  
places  
that  
enhance  
the human  
experience