

## **Smith Hager Bajo Projects Comprehensive Client List 1996 - 2005**

### ***Abington Healthcare, Abington, Pennsylvania***

- Developed a strategic business plan for women's services
- Completed telephone market research
- Developed facility needs assessment for the largest and one of the most successful women and infants' services in the greater Philadelphia area
- Completed simulation modeling for women and infants' services for bed need and staffing analysis

### ***Adena Regional Medical Center, Chillicothe, Ohio***

- Developed a strategic business plan for women's services, including demographic, market, environmental and competitive analysis
- Completed simulation modeling for women and infants' services for bed need and staffing analysis

### ***Allen Memorial Hospital, Waterloo, Iowa***

- Developed facility needs assessment and provided input on hospital's proposed schematic design for the remodeling of the birth facility
- Completed simulation modeling for women and infants' services for bed need and staffing analysis

### ***Anne Arundel Medical Center, Annapolis, Maryland***

- Contributed to the development of the 2005 strategic business plan for women and infants' services, including market, environmental, physician and competitive analysis
- Completed telephone market research resulting in surveys of 300 women in the service area
- Developed facility needs assessment using simulation modeling for women and infants' services

### ***Arnold Palmer Hospital for Children and Women, Orlando, Florida***

- Prepared a system-wide strategic plan for all women's services including market research and facility planning to identify several possible alternative hospital locations and to position Arnold Palmer Hospital for Children and Women (Orlando Regional Health Care System - ORHS) as the one of the best regional centers in the southeastern US
- Prepared unique strategic plans for six ORHS campuses for women's services
- Completed simulation modeling to support functional space programs
- Prepared program definition, comprehensive functional space plans, CON justification for bed need increase from 251 to 441 beds, and worked with the architect on schematic plans for new, connected women hospital and renovated/new children's hospital
- Provided significant input into the CON application that received approval in 2002
- Provided services related to development of the spa for the new Winnie Palmer Hospital for Women and Infants

- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes
- Estimated completion of new facilities in 2007

### ***Banner Health, Phoenix, Arizona***

- Developed a strategic business plan and financial proforma for a proposed joint venture building of a free-standing women and infants' center, including demographic, market, environmental and competitive analysis
- Developed facility needs assessment for the free-standing women and infants' center
- Completed simulation modeling for women and infants' services for bed need and staffing analysis

### ***Baptist Memorial Health System, San Antonio, Texas***

- Developed a strategic plan for women and children's services in the five-hospital system, including demographic, market, environmental and competitive analysis
- Developed facility needs assessment for the five hospitals in the system
- Completed simulation modeling for women and infants' services for bed need and staffing analysis
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***Bayonne Medical Center, Bayonne, New Jersey***

- Developed a strategic plan for women and infants' services, including demographic, market, environmental and competitive analysis
- Developed facility needs assessment for women and infants' services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis

### ***BJC Health System, St. Louis, Missouri***

- Telephone market research and development of a strategic plan for women's health throughout the multi-hospital system
- Developed a plan for integration of women and infants' services throughout the multi-hospital system
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes
- Bed need analysis and space programming for a neonatal services at St. Louis Children's Hospital (See St. Louis Children's Hospital)
- Completed simulation modeling for infants' services for bed need and staffing analysis

### ***Blanchard Valley Health Center, Findlay, Ohio***

- Completed a feasibility study and recommendations for providing higher acuity perinatal services including a special care nursery
- Completed simulation modeling for women and infants' services for bed need

### ***Blank Children's Hospital, Des Moines, Iowa***

- Process redesign project with 25 pediatric sub-specialists in conjunction with facility planning for a medical office building
- Participated in creating more developmentally sensitive and family-centered newborn intensive care and pediatric intensive care units
- Provided trends presentation and initial planning ideas for the development of upgraded NICU and PICU facilities

### ***Blount Memorial Hospital, Maryville, Tennessee***

- Developed a strategic plan for women and infants' services, including demographic, market, environmental and competitive analysis
- Completed market research of a random sampling of women in the service area

### ***Blue Ridge HealthCare, Morganton and Valdese, North Carolina***

- Developed a business plan for women and children's services within a multi-hospital system, including demographic, market, environmental and competitive analysis
- Completed telephone market research related to women's preferences regarding health choices and future location of the birth facility
- Developed facility needs assessment for women and infants' services
- Completed simulation modeling for women and infants' services for bed need analysis

### ***Buffalo Children's Hospital, Buffalo, New York***

- Developed a strategic plan for children's services within a multi-hospital system, including demographic, market, environmental and competitive analysis
- Completed telephone market research
- Developed facility needs assessment for women and infants' services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis

### ***California Pacific Medical Center, San Francisco, California***

- Guided an initial space programming process as the women and children's specialist/leader on the architectural team charged with designing a large, new and innovative women and children's facility. Project was part of a larger master facility plan that included California Pacific Medical Center, one of the largest private, not-for-profit, academic medical centers in California and a Sutter Health affiliate
- Conducted telephone market research
- Completed simulation modeling for women and infants' services for bed need analysis
- Planning was focused on creating facilities that supported the ideal patient experience for children and women, with "right-sized" space
- Construction phase of this replacement hospital, California Pacific Medical Center in San Francisco, is targeted to begin by 2008

### ***Candler/St. Joseph's Health System, Savannah, Georgia***

- Developed a strategic business plan for women and infants' services within a multi-hospital system, including demographic, market, environmental and competitive analysis
- Completed telephone market research

- Developed facility needs assessment for women and infants' services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***Cedars-Sinai Medical Center, Los Angeles, California***

- Bed need analysis and space programming for a neonatal services
- Completed simulation modeling for infants' services for bed need and staffing analysis

### ***Central Iowa Health System, Des Moines, Iowa***

- Developed a plan for service line integration of women's services within the multi-hospital system and guided site visits for construction of birth facilities at the Methodist campus
- Provided facility and operational analysis for children's services (See Blank Children's Hospital)

### ***The Chester County Hospital, West Chester, Pennsylvania***

- Conducted telephone market research
- Developed facility needs assessment for women and infants' services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***Christ Hospital, Jersey City, New Jersey***

- Developed a strategic business plan for women and infants' services, including demographic, market, environmental and competitive analysis
- Developed a plan for service integration with another hospital in the area
- Developed facility needs assessment for women and infants' services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***The Cleveland Clinic Foundation Hospital, Cleveland, Ohio***

- Developed facility needs assessment for neonatal services
- Completed simulation modeling for neonatal services for bed need and staffing analysis

### ***Columbia Orange Park Medical Center, Jacksonville, Florida***

- Developed a strategic business plan for women and infants' services, including demographic, market, environmental and competitive analysis
- Conducted telephone market research

### ***Columbia Presbyterian Medical Center, New York, New York***

- Developed facility needs assessment for women and infants' services

### ***Community Medical Center, Toms River, New Jersey***

- Developed facility needs assessment for women and infants' services
- Participated in schematic design process
- Completed simulation modeling for women and infants' services for bed need and staffing analysis
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***Cooley Dickinson Hospital, Northampton, Massachusetts***

- Conducted telephone market research related to women's health preferences and opinions
- Developed facility needs assessment for women and infants' services

### ***Dayton Children's/The Children's Medical Center of Dayton, Ohio***

- Developed a strategic business plan for children's services, including demographic, market, environmental and competitive analysis

### ***DeVos Children's Hospital, Grand Rapids, Michigan***

- Contributed to the development of a business plan for children's services, including demographic, market, environmental and competitive analysis as part of "making the case" for a new children's hospital within Spectrum Health
- Developed facility needs assessment for children's services
- Participated in schematic design as a member of the architectural team
- Completed simulation modeling for children's services for bed need and staffing analysis
- Conducted operational analysis and made recommendations for more efficient and cost-effective processes for the children's hospital

### ***Duke University Medical Center, Durham, North Carolina***

- Bed need and operational analysis for the neonatal intensive care nursery (NICU)
- Completed simulation modeling for infants' services for bed need and staffing analysis
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes in the NICU

### ***Elliot Hospital, Manchester, New Hampshire***

- Developed facility needs assessment for the newborn intensive care unit
- Completed simulation modeling for infants' services for bed need and staffing analysis

### ***Fayette Hospital, Fayette, Georgia***

- Developed facility needs assessment for women and infants' services for a new OB service
- Participated in facility design process
- Completed simulation modeling for women and infants' services for bed need and staffing analysis

### ***Flaget Hospital, Bardstown, Kentucky***

- Developed facility needs assessment for women and infants' services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***Foote Hospital, Jackson, Michigan***

- Developed facility needs assessment for women and infants' services
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***Forrest General Hospital, Hattiesburg, Mississippi***

- Trends presentation and schematic design review for birth facility project planning

### ***Franciscan Health System of New Jersey, Hoboken, New Jersey***

- Developed a strategic business plan for women and infants' services, including demographic, market, environmental and competitive analysis
- Developed a plan for service integration with another hospital in the area
- Developed facility needs assessment for women and infants' services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***Genesis Medical Center, Davenport, Iowa***

- Developed facility analysis to help determine future location and amount of space required for women and infants' services being consolidated from two sites to one site within the system
- Completed simulation modeling for women and infants' services for bed need

### ***Glenwood Regional Medical Center, West Monroe, Louisiana***

- Developed facility needs assessment for women and infants' services, including bed need and staffing
- Participated in schematic design

### ***Good Samaritan Hospital, Suffern, New York***

- Developed a strategic business plan for women and infants' services, including demographic, market, environmental and competitive analysis
- Conducted telephone market research
- Developed a plan for service integration with another hospital in the area
- Developed facility needs assessment for women and infants' services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis

- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***Goshen General Hospital, Goshen, Indiana***

- Developed a strategic business plan for women and infants' services, including demographic, market, environmental and competitive analysis
- Developed facility needs assessment for women and infants' services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis

### ***Hallmark Health, Melrose, Massachusetts***

- Developed a strategic business plan for women and infants' services across a four-hospital system, including demographic, market, environmental and competitive analysis
- Conducted telephone market research
- Developed facility needs assessment for women and children's services
- Completed simulation modeling for women and children's services for bed need and staffing analysis

### ***Hamot Medical Center, Erie, Pennsylvania***

- Developed a strategic business plan for women and infants' services, including demographic, market, environmental and competitive analysis
- Conducted telephone market research
- Developed a plan for service integration with local physicians
- Developed facility needs assessment for women and infants' services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***Hawaii Pacific Health, Oahu and Kauai, Hawaii***

- Guided Hawaii Pacific Health in the development of a comprehensive women's health business plan for their four-hospital system on Oahu and Kauai, which includes the academic medical center, Kapi'olani Women's and Children's Hospital in Honolulu
- Plan included expansion of current women and children's services across all life stages and the building of collaborative relationships, strategies, and processes to offer women services under the HPH Women's Health umbrella
- This project included a significant focus on the outpatient services offered through the Women's Center associated with Kapi'olani Hospital
- The system's goal was to draw from a strong research effort to assure state-of-the-art care, gender-specific care and sound business strategies. This project was completed in July of 2002 with implementation beginning immediately following approval of the strategic business plan
- Completed simulation modeling for women and infants' services for bed need and staffing analysis

### ***The Health Alliance of Greater Cincinnati, Ohio***

- Developed a strategic business plan for women and infants' service integration, including demographic, market, environmental and competitive analysis

### ***HealthONE, Denver, Colorado***

- Developed a strategic business plan for women and children's services for a multi-hospital system, including demographic, market, environmental and competitive analysis
- Conducted telephone market research
- Developed facility needs assessment for women and children's services

### ***Holland Hospital, Holland, Michigan***

- Developed facility needs assessment for women and infants' services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis

### ***Houston Medical Center, Warner Robins, Georgia***

- Developed facility needs assessment for women and infants' services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***Howard County General Hospital, Columbia, Maryland***

- Developed facility needs assessment for women and infants' services

### ***Idaho Falls Hospital, Idaho Falls, Idaho***

- Completed simulation modeling for women and infants' services for bed need and staffing analysis

### ***Intracoastal Health System, West Palm Beach, Florida***

- Developed a strategic business plan for women and infants' services, including demographic, market, environmental and competitive analysis
- Developed a plan for service integration between two hospitals
- Hospitals were acquired by another organization since this project was completed

### ***King's Daughters Hospital, Ashland, Kentucky***

- Developed a strategic business plan for women and infants' services, including demographic, market, environmental and competitive analysis

### ***Lakeland Regional Medical Center, Lakeland, Florida***

- Developed facility needs assessment for women and infants' services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***Lancaster General Hospital, Lancaster, Pennsylvania***

- Developed facility needs assessment for women and infants' services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis

- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***Lifestages – Samaritan Centers for Women, Dayton, Ohio***

- Developed a strategic business plan for outpatient women services, including midlife services, boutique and obstetric/gynecology offices

### ***Loyola University Medical Center, Maywood, Illinois***

- Bed need analysis and space programming for a neonatal services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis

### ***MaineGeneral Medical Center, Augusta, Maine***

- Completed simulation modeling and analysis for women and infants' services to confirm bed need

### ***MaineGeneral Medical Center, Waterville, Maine***

- Completed simulation modeling and analysis for women and infants' services to confirm bed need

### ***Maine Medical Center, Portland, Maine***

- Participated in identification of scope of services, delivery model, space programming and schematic design for new women and infants' facility
- Guided site visits to explore single room newborn intensive care unit concept
- Completed simulation modeling for women and infants' services for bed need
- Facility construction began in 2005

### ***Marion Community Hospital, Carbondale, Pennsylvania***

- Developed a strategic business plan for women and infants' services, including demographic, market, environmental and competitive analysis

### ***McPherson Hospital, Howell, Michigan***

- Developed facility needs assessment for women and infants' services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***The Medical Center of Central Georgia, Macon, Georgia***

- Developed facility needs assessment for women and infants' services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***Medical College of Virginia, Richmond, Virginia***

- Developed facility needs assessment for the five hospitals in the system
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes
- Completed simulation modeling for women and infants' services for bed need and staffing analysis

### ***MediSphere Health Partners, Nashville, Tennessee***

- Developed facility needs assessment for women and infants' services as part of a feasibility study for a new facility
- Completed simulation modeling for women and infants' services for bed need and staffing analysis

### ***Memorial Health University Medical Center, Savannah, Georgia***

- Developed a strategic business plan for women and children's services, including demographic, market, environmental and competitive analysis
- Developed facility needs assessment for women and children's services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis
- Analyzed key operations and made recommendations for more efficient and cost-effective processes
- Conducted telephone market research

### ***Memorial Hospital, Colorado Springs, Colorado***

- Developed facility needs assessment for women and infants' services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***Memorial Hospital of South Bend, South Bend, Indiana***

- Developed a strategic business plan for women and children's services, including demographic, market, environmental and competitive analysis
- Developed facility needs assessment for women and infants' services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***Mercy Hospital, Des Moines, Iowa***

- Developed facility needs assessment for women and infants' services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***Mercy Hospital, Portland, Maine***

- Developed facility needs assessment for women and infants' services
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***Mercy Hospital, Tiffin, Ohio***

- Developed facility needs assessment for women and infants' services

### ***Mercy Medical Center, Scranton, Pennsylvania***

- Developed a strategic business plan for women and infants' services, including demographic, market, environmental and competitive analysis
- Developed facility needs assessment for women and infants' services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***Mercy Medical Center, Sioux City, Iowa***

- Confirmation of bed need using simulation modeling
- Presentation of trends and innovations in birth center design and marketing

### ***Meriter Hospital, Madison, Wisconsin***

- Participated in the development of facility plans for a single family room newborn intensive care unit

### ***Methodist Children's Hospital of South Texas, San Antonio, Texas***

- Provided input on the development of facility plans for the newborn intensive care unit

### ***Mid Valley Community Hospital, Peckville, Pennsylvania***

- Developed a strategic business plan for women and infants' services, including demographic, market, environmental and competitive analysis

### ***Middle Tennessee Medical Center, Murfreesboro, Tennessee***

- Conducted a feasibility study for the upgrade to a higher level of perinatal services, including analysis of resources, issues and options related to adding a newborn intensive care unit

### ***Midland Memorial Hospital, Midland, Texas***

- Completed a feasibility study and recommendations regarding the upgrade of perinatal services to a higher level of acuity
- Provided preliminary analysis of bed and space need for NICU options using computerized simulation modeling tool

### ***Moses Taylor Hospital, Scranton, Pennsylvania***

- Developed a strategic business plan for women and infants' services, including demographic, market, environmental and competitive analysis

### ***Mount Carmel Health System, Columbus, Ohio***

- Developed facility needs assessment for women and infants' services

### ***Mt. Sinai Medical Center, New York City, New York***

- Completed bed need analysis and made facility recommendations for birth services
- Telephone market research in conjunction with development of a strategic plan for women's services
- Worked with the finance department to evaluate profitability and cost allocations
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***Mount Sinai Medical Center, Toronto, Ontario, Canada***

- Developed facility needs assessment for women and infants' services for the amalgamation (consolidation) of the maternal and infant services at two Toronto hospitals
- Completed simulation modeling for women and infants' services for bed need and staffing analysis

### ***Nebraska Health System, Omaha, Nebraska***

- Developed facility needs assessment for the newborn intensive care unit and provided consultation about trends and issues related to design
- Completed simulation modeling for women and infants' services for bed need

### ***Northeast Georgia Medical Center, Gainesville, Georgia***

- Developed a strategic business plan for women and children's services, including demographic, market, environmental and competitive analysis
- Conducted telephone market research
- Developed facility needs assessment for women and infants' services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***Northeast Health System, Troy and Albany, New York***

- Developed a strategic business plan for women and infants' services throughout a multi-hospital system, including demographic, market, environmental and competitive analysis
- Conducted telephone market research
- Developed a plan for Serviceline integration within the system

### ***Northside Hospital, Atlanta, Georgia***

- Developed facility needs assessment for the largest and one of the most successful women and infants' services in the greater Atlanta area
- Northside's new state of the art women's center expansion includes a breast center, retail store, coffee shop, expansion of existing OB/GYN inpatient services and new women's center entrance among other features (opened in May 1999)
- Led operational design process to improve operations of the birth service and nurseries and enhance family-centered care concept prior to the completion of construction

- Expert witness at Certificate of Need appeal by competitors that Northside won
- Subsequently contributed to the hospital's efforts on women's wellness and prevention programming in an advisory capacity

### ***Norwalk Hospital, Norwalk, Connecticut***

- Developed a strategic business plan for women and children's services, including demographic, market, environmental and competitive analysis
- Conducted telephone market research
- Developed facility needs assessment for women and children's services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***Norton Suburban Hospital, Louisville, Kentucky***

- Developed facility needs assessment for women and children's services

### ***Novant Health, Charlotte and Winston-Salem, North Carolina***

- Developed a system-wide strategic business plan for women and children's services, including demographic, market, environmental and competitive analysis
- Developed facility needs assessment for women and infants' services
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***The Ohio State University, Columbus, Ohio***

- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes
- Bed need analysis and space programming for a new perinatal unit
- Assistance in development of a strategic business plan for an in vitro fertility program

### ***Our Lady of Lourdes Medical Center, Camden, New Jersey***

- Completed a study and recommendations related to future bed and staffing needs for the birth service and intensive care nursery
- Facilitated an executive planning retreat regarding the future scope of women's services

### ***Overlook Hospital, Summit, New Jersey***

- Developed a strategic business plan for women and children's services, including demographic, market, environmental and competitive analysis
- Conducted telephone market research
- Developed facility needs assessment for women and children's services

### ***Parkland Hospital, Dallas, Texas***

- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes for perinatal and neonatal services in this 17,000+ annual birth facility
- Bed need analysis and space programming for obstetric and neonatal services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis

### ***Parkview Health, Fort Wayne, Indiana***

- Participated in space programming and concept development for the location of an expanded women and infants' service on the North campus
- Developed facility needs assessment for women and infants' services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis
- Provided operational/process analysis and guidance for the transition and implementation of expanded services in the proposed new facility

### ***Phoenix Children's Hospital, Phoenix, Arizona***

- Developed a facility needs assessment for the newborn intensive care units at two locations within the Phoenix area
- Completed simulation modeling for infants' services for bed need

### ***Platte Valley Medical Center, Brighton, Colorado***

- Developed a strategic business plan for women and infants' services, including demographic, market, environmental and competitive analysis
- Conducted telephone market research
- Developed facility needs assessment for women and children's services
- Participated in schematic design
- Completed simulation modeling for women and infants' services for bed need and staffing analysis
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***Port Huron Hospital, Port Huron, Michigan***

- Developed facility needs assessment for women and children's services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***Poudre Valley Hospital, Fort Collins, Colorado***

- Developed facility needs assessment for women and infants' services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***Presbyterian Hospital, Dallas, Texas***

- Developed facility needs assessment for women and infants' services
- Completed simulation modeling for the newborn intensive care unit services for bed need and staffing analysis

### ***Prince George's Hospital Center, Cheverly, Maryland***

- Developed facility needs assessment for women and infants' services

### ***Regional West Medical Center, Scottsbluff, Nebraska***

- Developed facility needs assessment for women and children's services
- Completed simulation modeling for women and children's services for bed need and staffing analysis
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***Regional Health System, Tampa, Florida***

- Developed facility needs assessment for women and infants' services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis
- Participated in defense of a certificate of need request

### ***Ridgeview Medical Center, Waconia, Minnesota***

- Developed a strategic business plan for women and infants' services, including demographic, market, environmental and competitive analysis
- Developed facility needs assessment for women and infants' services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis

### ***Rose Medical Center, Denver, Colorado***

- Developed facility needs assessment for women and infants' services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis

### ***Saint Alphonsus Regional Medical Center, Boise, Idaho***

- Developed a strategic business plan for women and children's services, including demographic, market, environmental and competitive analysis
- Conducted telephone market research
- Developed facility needs assessment for women and children's services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***Saint Benedicts Family Medical Center, Jerome, Idaho***

- Conducted telephone market research

### ***Saint John's Mercy Medical Center, St. Louis, Missouri***

- Developed a strategic business plan for women and children's services, including demographic, market, environmental and competitive analysis
- Conducted telephone market research
- Developed facility needs assessment for women and children's services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***Saint Joseph HealthCare, Lexington, Kentucky***

- Developed a strategic business plan for women and children's services, including demographic, market, environmental and competitive analysis
- Developed facility needs assessment for women and children's services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***Saint Joseph Hospital, Ann Arbor, Michigan***

- Developed facility needs assessment for women and infants' services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***Saint Joseph Hospital, Baltimore, Maryland***

- Developed a strategic business plan for women and children's services, including demographic, market, environmental and competitive analysis
- Developed facility needs assessment for women and infants' services

### ***Saint Joseph Medical Center, Reading, Pennsylvania***

- Developed a strategic business plan for women and infants' service integration, including demographic, market, environmental and competitive analysis
- Developed facility needs assessment for women and infants' services

### ***Salem Hospital, Salem, Oregon***

- Developed a strategic business plan for neonatal services, including demographic, market, environmental and competitive analysis
- Developed facility needs assessment for women and infants' services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***Scott and White Clinic, Temple and College Station, Texas***

- Provided facility and trends consultation regarding the future of women and infants' services

### ***Scottsdale HealthCare, Scottsdale, Arizona***

- Comprehensive strategic planning was provided for this three-hospital system that serves diverse demographic bases in a fiercely competitive, growing market
- Conducted telephone market research
- Project resulted in a plan to reorganize and enhance the delivery of women's and pediatric care through innovative, multi-disciplinary programming, branding, facility innovations, and upgrading pediatric subspecialty services

- Bed need analysis and functional space programming for a new women and infants' center that opened in the spring of 2002
- Completed simulation modeling for women and infants' services for bed need and staffing analysis
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***Saint Mary and Saint Francis Hospitals, Hoboken, New Jersey***

- Developed a strategic business plan for women and infants' services, including demographic, market, environmental and competitive analysis
- Developed facility needs assessment for women and infants' services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***Saint Mary's Regional Medical Center, Lewiston, Maine***

- Developed a strategic business plan for women and infants' services, including demographic, market, environmental and competitive analysis
- Developed facility needs assessment for women and infants' services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis

### ***Saint Mary's Health Center, Jefferson City, Missouri***

- Developed a strategic business plan for children's outpatient services, including demographic, market, environmental and competitive analysis
- Conducted telephone market research
- Developed facility needs assessment for outpatient children's services
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***Saint Mary's Health Care System, Athens, Georgia***

- Developed facility needs assessment for women and infants' services

### ***Saint Vincent Hospital, Worcester, Massachusetts***

- Developed a strategic business plan for women and infants' services, including demographic, market, environmental and competitive analysis
- Developed facility needs assessment for women and infants' services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***Southern Regional Medical Center, Riverside, Georgia***

- Developed facility needs assessment for women and infants' services for a new facility
- Completed simulation modeling for women and infants' services for bed need and staffing analysis

- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***South Shore Hospital, South Weymouth, Massachusetts***

- Provided input on facility needs and proposed design of women and infants' services

### ***Sun Health System, Phoenix, Arizona***

- Developed a strategic business plan and financial proforma for a proposed joint venture building of a free-standing women and infants' center, including demographic, market, environmental and competitive analysis
- Developed facility needs assessment for the free-standing women and infants' center
- Completed simulation modeling for women and infants' services for bed need and staffing analysis

### ***Swedish American Hospital, Rockford, Illinois***

- Developed a strategic business plan for women and infants' services, including demographic, market, environmental and competitive analysis
- Developed facility needs assessment for women and infants' services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***Terrebonne General Hospital, Houma, Louisiana***

- Developed facility needs assessment for women and infants' services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***Thunderbird Samaritan Medical Center, Glendale, Arizona***

- Developed facility needs assessment for women and infants' services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***Trinity Mother Francis Hospital and Healthcare System, Tyler, Texas***

- Developed a strategic business plan for women and infants' service integration, including demographic, market, environmental and competitive analysis
- Developed facility needs assessment for women and infants' services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***Trumbull Memorial Hospital, Warren, Ohio***

- Facilitated a strategic business planning retreat for the future of women and infants' services
- Interviewed key stakeholders and presented an environmental assessment of the current services and issues

### ***Tuality Healthcare, Hillsboro, Oregon***

- Developed a strategic business plan for women and infants' service integration, including demographic, market, environmental and competitive analysis
- Provided recommendations and rationale for decision about consolidation or retention of two birth services within the system
- Conducted telephone market research for Hispanic and English-speaking women residing in the service area
- Developed facility needs assessment for women and infants' services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis

### ***University of Birmingham and Birmingham Children's Hospital, Birmingham, Alabama***

- Bed need analysis and space programming validation for new women and infants' hospital
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes related to proposed women and infants' hospital
- Completed simulation modeling for women and infants' services for bed need and staffing analysis
- 

### ***University of California Los Angeles (UCLA) Medical Center, Los Angeles, CA***

- Bed need analysis and space programming for new perinatal and neonatal units on Westwood and Santa Monica campuses
- Completed simulation modeling for women and infants' services for bed need and staffing analysis

### ***University of California Medical Center and UCSF Children's Hospital, San Francisco, California***

- As a member of the SmithGroup architectural team, Smith Hager Bajo, Inc., lead the women and children's programming components for a UCSF Medical Center and Children's Hospital project in San Francisco
- Completed simulation modeling for women and infants' services for bed need and staffing analysis

### ***University of Chicago Hospitals, Chicago, Illinois***

- Bed need analysis and space programming for a neonatal services
- Completed simulation modeling for infants' services for bed need and staffing analysis

### ***The University of Iowa Hospital and Clinics, Iowa City, Iowa***

- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes
- Bed need analysis and space programming for obstetric, neonatal and children's services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis

### ***University of Michigan Medical Center, Ann Arbor, Michigan***

- Bed need analysis for perinatal services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis

### ***University of Utah Hospitals, Salt Lake City, Utah***

- Bed need analysis and space programming for neonatal services
- Completed simulation modeling for infants' services for bed need and staffing analysis

### ***Upper Valley Medical Center, Troy, Ohio***

- Developed facility needs assessment for women and infants' services

### ***Valley Hospital, Palmer, Alaska***

- Conducted telephone market research to help determine consumer preferences related to birth facility location, choice of health professionals for women's health and similar issues

### ***Virginia Baptist Hospital, Lynchburg, Virginia***

- Facilitated a retreat to discuss innovations in birth facilities and services, ideas for women and infants' service integration, and input on key operational issues being faced by the hospital
- Provided input on schematic design for new birth facility

### ***Washington Hospital Center, Washington, District of Columbia***

- Participated in the NICU space program and planning team to develop plans for a new and expanded facility
- Completed simulation modeling for women and infants' services for bed need and staffing analysis
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***Wellmont Health System, Kingsport, Tennessee***

- Completed a bed need analysis for Holston Valley Medical Center's women and children's services
- Guided site visits to selected facilities and provided input on trends and innovations in women and children's services and facilities

### ***Wellstar Kennestone Hospital, Marietta, Georgia***

- Developed facility needs assessment for women and infants' services
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***Western Suburban Hospital Medical Center, Oak Park, Illinois***

- Developed facility needs assessment for women and infants' services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis

### ***Western Wake Medical Center, Cary, North Carolina***

- Developed facility needs assessment for women and infants' services
- Guided selection of obstetric design model for expansion of birth service
- Completed simulation modeling for women and infants' services for bed need and staffing analysis

### ***Wilkes Regional Medical Center, North Wilkesboro, North Carolina***

- Developed facility needs assessment for women and infants' services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***William Newton Memorial Hospital, Winfield, Kansas***

- Developed facility needs assessment for women and infants' services
- Completed simulation modeling for women and infants' services for bed need and staffing analysis
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes

### ***Wishard Memorial Hospital, Indianapolis, Indiana***

- Provided consultation on the hospital's strategic business planning for the birth service including input on selection of the design model for the women and infants' facility project

### ***Women's Healthcare Associates, Melrose, Massachusetts***

- Developed a strategic business plan for OB/GYN office, including demographic, market, environmental and competitive analysis
- Conducted market research

### ***Yale New Haven Hospital, New Haven, Connecticut***

- Development of a strategic plan for women's outpatient health services
- Conducted an operational analysis and made recommendations for more efficient and cost-effective processes
- Completed bed need and staffing analysis using computerized simulation modeling
- Space programming for a women and infant services