



behavioralhealth

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ARCHITECTURE INTERIORS PLANNING

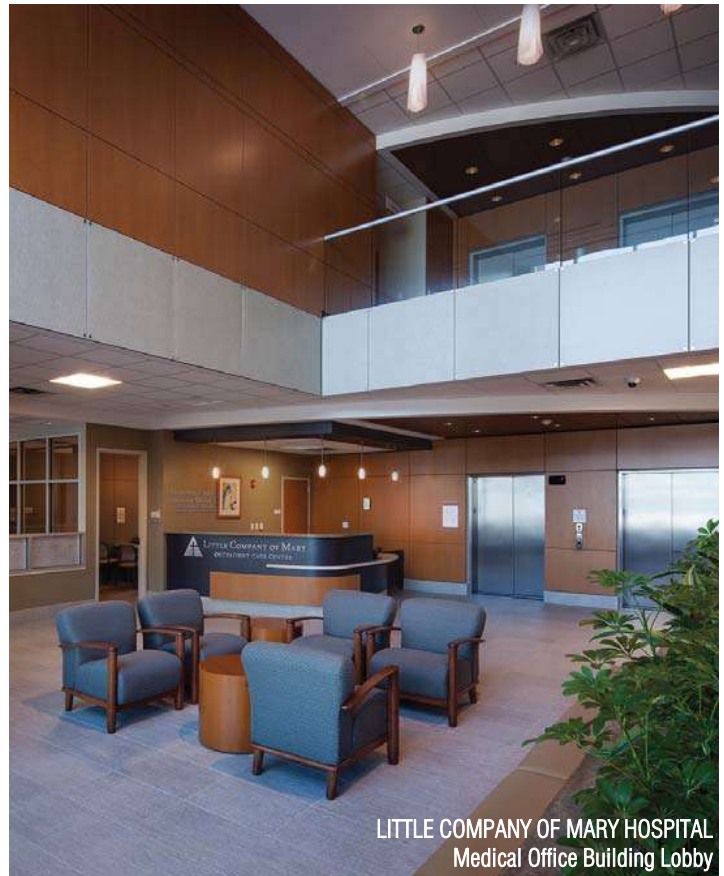
Access Community Health Network Chicago IL	Northwestern Memorial Hospital Chicago IL
Alexian Brothers Behavioral Health Hospital Hoffman Estates IL	Norwegian American Hospital Chicago IL
Alexian Brothers Mental Health Center North Arlington Atrium Arlington Heights IL	Plateau Medical Center Oak Hills WV
Bethesda North Hospital Cincinnati OH	Presence Mercy Medical Center Aurora IL
Bethesda Oak Hospital Cincinnati OH	Presence St. Joseph Medical Center Joliet IL
Bourbon County General Hospital Paris KY	St. Alexius Medical Center Hoffman Estates IL
Cadence Health / Northwestern Medicine Central DuPage Hospital Winfield IL	St. Bernard Hospital and Health Care Center Chicago IL
Clinch Valley Medical Center Richlands VA	St. Luke's Hospital Bluefield WV
Deaconess Hospital Cincinnati OH	St. Luke's Hospital Richmond VA
East Ridge Hospital Chattanooga TN	St. Luke's Hospital Toledo OH
Fresenius Medical Care Salem IN   Jeffersonville IN	Seven Hills Women's Health Center Cincinnati OH
Good Samaritan Hospital Cincinnati OH	Southwest Hospital Louisville KY
Greenbrier Valley Medical Center Ronceverte WV	Suburban Medical Center Louisville KY
Humana Hospital Bayside Virginia Beach VA	Three Rivers Medical Center Louisiana KY
Jewish Hospital Lexington Lexington KY	TriHealth Hospitals Partnership Cincinnati OH
Jackson Park Hospital Chicago IL	University of Chicago Medicine Chicago IL
Knox County Community Hospital Mount Vernon OH	University of Cincinnati Medical Center Cincinnati OH
Lake Cumberland Regional Hospital Somerset KY	University of Louisville Hospital Louisville KY
Lakeway Regional Hospital Morristown TN	Edwards Hines Jr. V.A. Hospital & Community-Based Outpatient Clinic Hines IL & Joliet IL
Little Company of Mary Hospital Evergreen Park IL	Jesse Brown V.A. Medical Center Chicago IL
Loretto Hospital Chicago IL	Captain James A. Lovell Federal Healthcare Center North Chicago IL

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LITTLE COMPANY OF MARY HOSPITAL  
Medical Office Building Lobby

# 1.0

## QUALIFICATIONS





## PFB ARCHITECTS



PFB Architects has been serving the Southeast and Midwest markets for over 70 years, and has expanded into a firm specializing in architecture, interiors, and planning.

Over the years, PFB Architects has evolved its practice from a smaller local presence to a regional midwest practice to a firm with projects both nationally and internationally, focused on the execution of commercial and institutional projects ranging in size from single commissions to master-plan development and implementation.

PFB Architects is committed to delivering high-quality architecture with a strong emphasis on client satisfaction. The Chicago Office has built a reputation of satisfied repeat clients by delivering exceptional design while maintaining demanding budgets and schedules.

### Architectural Services

- Feasibility Studies
- Concept Development
- Schematic Design
- Construction Drawings
- Specifications
- Cost Control
- LEED Services
- Master Planning
- Code Surveys
- Engineering Coordination
- Computer Aided Design
- Building Information Modeling / Revit
- Risk Management
- Analysis and Reports

### Process Approach

Standout aspects of our over 70 years of architectural experience at PFB Architects include the quality of our service package and the success of our design products. We have identified five essential elements key to the execution of each project:

- Service
- Pre-Design Research and Planning
- Design Talent and Creative Thinking
- Technical Competency
- Management



PFB Architects view the client as a team member involved with the total process, and believe that integrity and honesty are inherent to good client relationships.

An atmosphere of mutual trust and respect promotes a successful and rewarding business relationship, and supports the management and minimization of issues inherent to each building project.



# BEHAVIORAL HEALTH Qualifications



Alexian Brothers Behavioral Health Hospital

## About PFB Architects

PFB Architects, LLC has been serving the Southeast and Midwest markets since it was established in 1946, with offices currently in Cincinnati, Ohio, and Chicago, Illinois. PFB has grown into a 31-person firm that has 17 professionals specializing in healthcare design.

PFB Architects is committed to delivering quality healthcare architecture with a strong emphasis on client satisfaction. Our staff brings diversity of knowledge and depth of experience to healthcare architecture and planning.

For 15 years, since 2002, PFB has been involved with Behavioral Health projects, having master-planned and designed more than 17 projects with over 515 beds. Our staff of Healthcare Architects and Interior Designers are well-versed with the Design Guide for the Built Environment of Behavioral Health Facilities, Department of Veterans Affairs Mental Health Design Guide, and in the latest products specifically for Behavioral Health settings, that evolve around Anti-Ligature furniture, hardware, and the built environment.

PFB understands that connecting behavioral and medical health adds up to better care, fewer readmissions and, in the long run, reduced costs.

As more healthcare providers recognize what goes on inside patients' brains is as high a priority as what happens to the rest of their bodies, better outcomes at lower costs will carry the day.

Behavioral Health plays a significant role in heart disease, cancer, and other life-threatening diseases. Research shows us that it exacerbates all physical diseases, and we know physical diseases exacerbate behavioral disorders.

Behavioral Health design challenges occur for each psychiatric population, from adolescent to adult high acuity and geriatric high acuity. Each population requires careful design considerations for the safety of that population and safety of the staff from that population.

Design must encourage self management through the built environment, utilizing mood enhancing techniques such as residential styling while maximizing visibility throughout the unit, avoiding opportunities for hiding.

The PFB design team can help lead your behavioral health clinicians through programming, planning, and design. We are available to meet with your leadership team and share with them what we see in the industry regarding unit design, security, and the latest products.

## BEHAVIORAL HEALTH Relevant Projects



Alexian Brothers Behavioral Health Hospital

### ALEXIAN BROTHERS BEHAVIORAL HEALTH HOSPITAL

Arlington Heights IL

#### BH Renovation 20,000SF

Relocation of the Partial Hospitalization Program, Psychological Rehabilitation Program (PSR), Outpatient, & Psychiatry Departments, as well as Administrative Support. Converted the existing offices into a comprehensive counseling center. 2010. \$950,000.

#### Master Plan

Master plan and program for a new behavioral health outpatient campus. 2008.

### ALEXIAN BROTHERS Hoffman Estates IL Inpatient Addition and Renovation 44,600SF

Patient room additions (34,400SF) and renovations (10,200SF) to increase private beds and patient safety. 2004. \$6.6M.

#### Outpatient Addition 20,500SF

Combined all outpatient functions into one area, added MD / administration suites, and created a dedicated entrance for outpatients. 2006. \$4.25M.

### CENTRAL DUPAGE HOSPITAL Winfield IL 3rd & 5th Floor Behavioral Health 30,121SF

Created 32 new private & semi-private behavioral health patient rooms. 2014. \$12.6M.

### JACKSON PARK HOSPITAL Chicago IL Inpatient Behavioral Health Planning 17,050SF

Patient room planning for adequate toilet and storage accommodations. 2006.

### LITTLE COMPANY OF MARY Evergreen Park IL Inpatient Behavioral Health Renovation 13,500SF

Adult high- and low-acuity, geriatric, substance abuse, and detox. 2001.

#### Outpatient Behavioral Health Renovation 11,400SF

Renovation includes 3 group rooms for day and evening use and a large multipurpose day room. 2006.

### LORETTO HOSPITAL Chicago IL 3W Renovation 13,000SF

Modernized 32 high-acuity behavioral health patient beds. 2013. \$1.5M.

### AMITA HEALTH ADVENTIST Bolingbrook IL Behavioral Health Renovation 15,000SF

Renovation of Geriatric Psychiatry to upgrade the unit to a ligature-resistant environment. 2015. \$1.6M.

### ST. BERNARD HOSPITAL Chicago IL Strategic Planning

Strategic planning from their master plan, added new mental health suite to the bed tower and new Mental Health ED suite. 2009.

### V.A. NORTH CHICAGO Chicago IL Behavioral Health Renovation 14,950SF

Remodeled 2 ward floors into single and double patient rooms and more residential-style restrooms. 2006.



# BEHAVIORAL HEALTH Framing the Issue

## Behavioral Health Patient Room Design Elements



### Legend:

1. Exterior window with integral blinds and laminated glass on interior face.
2. Bathroom door with pressure sensitive alarm at door head, continuous hinge and anti-ligature lever with a magnetic latch.
3. Patient room features such as secured, non-breakable artwork, marker board and area rug are optional features that make the room more homelike without compromising patient safety.
4. Secure trim, headboard and soothing colors contribute to the residential feel of this room.
5. Built-in desk and shelving unit to store patient clothing is both attractive and secure.
6. Wood grain pattern sheet vinyl flooring and molding profile rubber base enhance the residential feel.

- About one in four adult Americans suffer from a mental illness in any given year.
- Behavioral health issues impact physical health issues and vice versa.
- The Affordable Care Act expands the federal requirements for parity in insurance coverage of medical and behavioral health care.
- People diagnosed with major mental illness comprised 11% of total enrollees in California's Medicaid program in 2007, but accounted for 39% of its expenditures.
- Patients referred to mental health or substance abuse care don't go to their first appointment 30-50% of the time, depending on the study.
- An estimated two-thirds of people with a behavioral health disorder don't even get treatment, according to Health & Human Services Substance Abuse and Mental Health Services Administration.
- Several recent studies conclude that people with serious mental illness die prematurely - on average, 25 years sooner than the general population - and 60% of premature deaths are from underlying chronic diseases such as diabetes that health systems now are supposed to get under control.
- People with serious behavioral disorders comprise about 6% of the population.
- A 2008 scholarly study says depressed people have a 37% greater chance of developing diabetes.





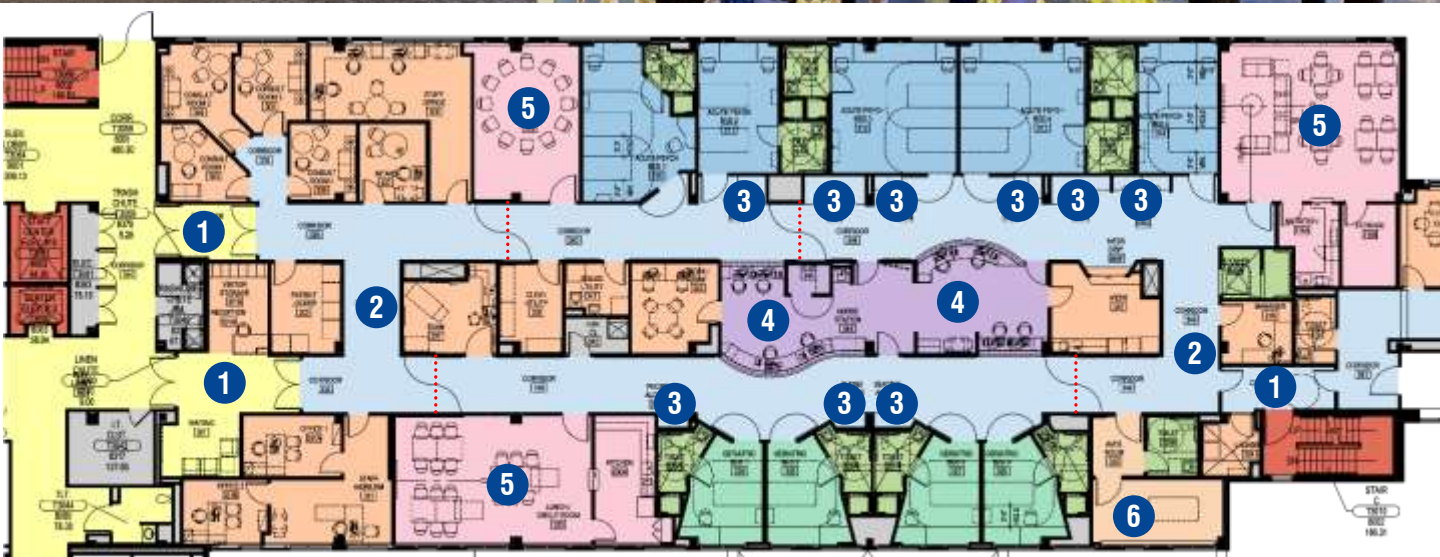
# 2.0

BEHAVIORAL  
HEALTH  
EXPERIENCE





Calming Alcove In View Beyond a Full-Wall Art Installation



3rd FLOOR BEHAVIORAL HEALTH PLAN:  
10 Bed Acute Psych, 4 Bed General Geriatric

#### Plan Legend:

1. Sallyport to Minimize Elopement Risk
2. Full-Wall Tranquility Graphic
3. Alcoves for Calming Private Time
4. Double-Sided Nurses' Station to Max. Patient Room Visibility
5. Group Room
6. Quiet Room with Vestibule

## NORTHWESTERN MEDICINE CENTRAL DUPAGE HOSPITAL 3rd & 5th Floors Behavioral Health Winfield, IL

Central DuPage Hospital spent more than \$15 million expanding its Behavioral Health Unit in Chicago's Western Suburbs, as more hospitals seek to meet the growing demand for Behavioral Health Treatment. The design more than tripled the unit, from 15 beds to 48 beds. New beds include 10 Acute Psychiatric and 4 Geriatric on the Third Floor of the Center Building and 14 General Psychiatric and 4 General Geriatric on the Fifth Floor of the Center Building.

The high demand for Behavioral Health Treatment at CDH resulted in an accelerated documentation schedule of 4 months from initial programming to completion of construction documents. PFB met this challenge by assigning three architectural design teams to the roof, interior build-out, and window replacement respectively. Construction Documents for 59,000 square feet were completed in 3 months and bids came in \$1.4M under budget.



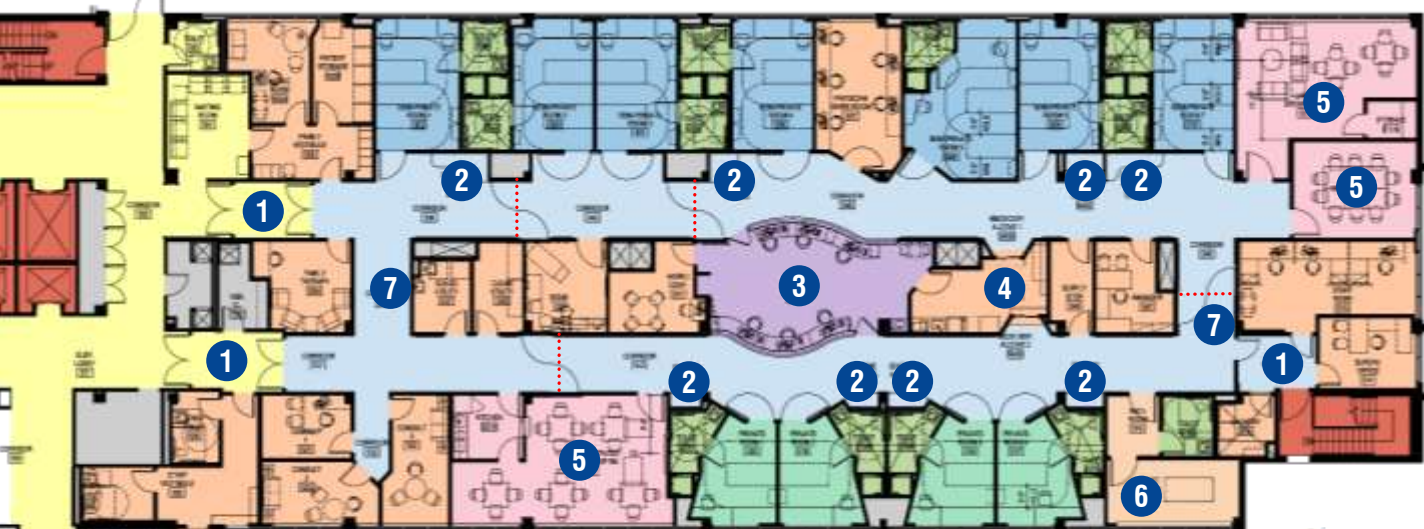


Nurse Station at Unit Corridor



Completed Semi-Private Patient Room

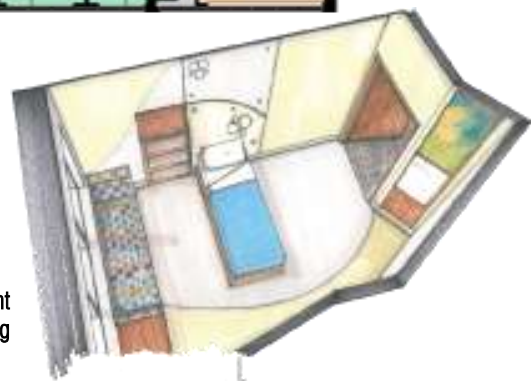
PFB's renovation of the 3<sup>rd</sup> and 5<sup>th</sup> floor Center Building at Central DuPage Hospital was featured in the Summer 2015 issue of Behavioral Healthcare Magazine.



**5<sup>th</sup> FLOOR BEHAVIORAL HEALTH PLAN:**  
14 Bed General Psych, 4 Bed General Geriatric

**Plan Legend:**

- |   |                                   |
|---|-----------------------------------|
| 1. Sallyport to Minimize Elopement Risk                             | 4. Double-Sided Meds Distribution |
| 2. Alcoves for Calming Private Time                                 | 5. Group Room                     |
| 3. Double-Sided Nurses' Station to Maximize Patient Room Visibility | 6. Quiet Room with Vestibule      |
|   | 7. Full-Wall Tranquility Graphic  |



Geriatric Patient Room Rendering

**NORTHWESTERN MEDICINE  
CENTRAL DUPAGE HOSPITAL**  
**3<sup>rd</sup> & 5<sup>th</sup> Floors Behavioral Health**  
Winfield, IL

On the 3<sup>rd</sup> and 5<sup>th</sup> Floor Behavioral Health Units, pocketing cross-corridor doors are located at key locations in plan. Staff can easily open or close the doors to allow for flexibility in segregating patient populations. A unit can grow or shrink on a daily basis depending on patient population acuity, age, or specific clinical needs.





4<sup>th</sup> Floor Neurology Lobby



4<sup>th</sup> Floor Conference Room

**NORTHWESTERN MEDICINE  
CENTRAL DUPAGE HOSPITAL  
4<sup>th</sup> Floor Neurology**  
Winfield, IL

Fourth Floor Neurology includes 2 exam pods with 9 exam rooms in each. Each Exam Pod includes a Treatment Room and Family Consult Room. Other support areas include Neuro Psych, Speech, Physical Therapy, two Nurse Stations, and a Community / Conference Room. To accommodate the extensive program requirements, the planning team promoted shared office space to encourage Physicians to be out on the floor with patients.





Completed Window Installation

**Project Size:** 59,000 SF  
**Firm Role:** Planning, SD, DD, CD, CA  
**Cost:** \$13M



**NORTHWESTERN MEDICINE  
 CENTRAL DUPAGE HOSPITAL  
 Center Building Façade Upgrade**  
 Winfield IL

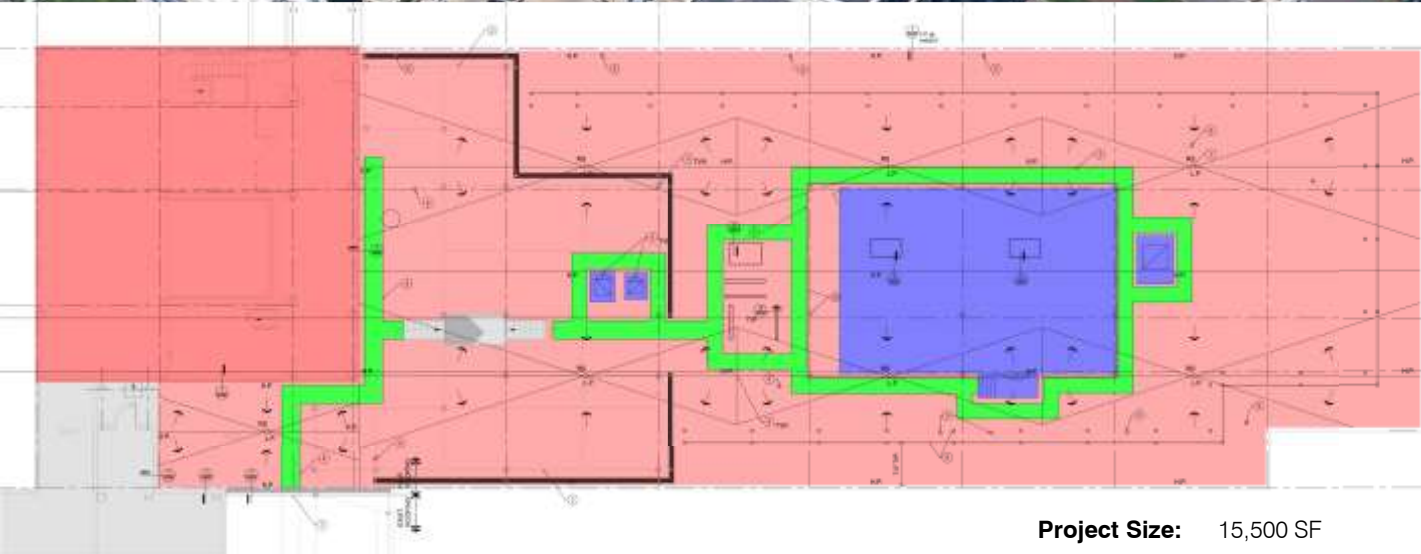


New Openings Cut / Masonry Work Progressing



Masonry Demolition Prior to Window Installation

As part of a \$13 million Behavioral Health Renovation program, the Owner directed the design team to replace all windows on the Center Building on floors three, four, and five. The new windows match the South Building, which required the removal of exterior brick between the existing windows to achieve the South Building aesthetic. The new windows improve energy efficiency, and on floors three and five – the behavioral health floors – the interior glazing is 7/16" laminated glass with integral blinds (Wausau 2187 DT SEAL Psychiatric). The design team coordinated spandrel panel locations to allow as much daylight into the patient rooms as possible. In addition to window replacement, the North and South Facades are receiving a full masonry restoration. All brick is being tuck-pointed and cast stone parapet copings are being re-pointed and sealed with a combination of mortar and color-match silicon sealant.



**Project Size:** 15,500 SF

**Firm Role:** Planning, SD, DD  
CD, CA

**Cost:** \$13M (total)

**NORTHWESTERN MEDICINE  
CENTRAL DUPAGE HOSPITAL  
Center Building Roof and Penthouse Replacement**  
Winfield IL

In conjunction with a renovation of the 3rd, 4th, and 5th floors of the Center Building, the Owner requested PFB assess the condition of the existing roof and plan for a new prefabricated mechanical penthouse. The existing roof is almost 20 years old and with more penetrations planned for the new mechanical penthouse and several other new rooftop exhaust units, the decision was made to replace. The old roof was torn off to the concrete deck and a full replacement with a new poly-iso insulation achieves an insulation value of R-20.

New Single-Ply Adhered  
EPDM Over Rigid Insulation



New Rooftop  
Mechanical Units



New Walkway Pad Adhered to  
Single-Ply Membrane



Existing to Remain







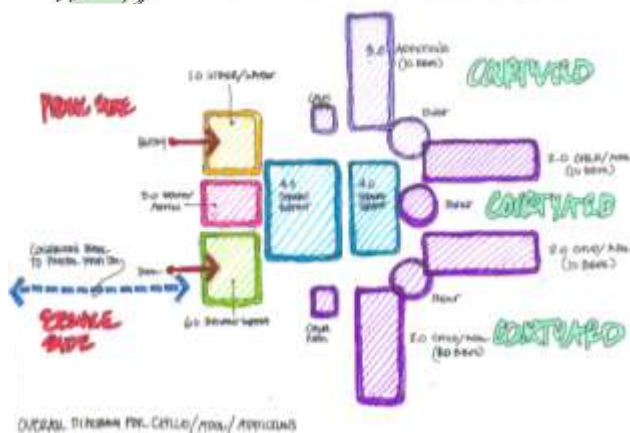
**[PRIVATE CLIENT]**  
**Child and Adolescent Behavioral Health Center**  
Illinois

We were approached by the leadership team at a hospital network to create a schematic design concept for a new child and adolescent behavioral health building with both in- and outpatient offerings on their campus, to better meet the needs of their community. From the input of the leadership team and our design team, we developed Guiding Principles for the project:

- Connections to existing buildings should best leverage those assets
- Provide for program expansion
- Interior spaces should be filled with natural light and provide views to nature
- Spaces should comfort and support, not confine
- Provide flexibility for all spaces

We then developed, refined, and further refined a programming document in tandem with floor plans, from adjacency diagrams to individual room detailing, always keeping those Guiding Principles in mind. After exploring several options, we arrived at a sweeping “neighborhood” design adjacent to their existing adult behavioral health facility. Highlights of the final design include:

- Additions, Adolescent, Adolescent ICU, and Child units are contiguous for flexibility and step-down potential
- Physical connections to new and existing facilities
- Centralized building support and kitchen facilities to serve both the new and existing facilities
- Common support spaces connect the entire facility
- Main entry is featured along with Family Accommodations
- Experiential Space is positioned near main entry to support after-school programs
- Beds and dining have views into courtyards, and overall plan is broken up to allow natural light and views, living, and activity spaces
- All patient populations / acuities can expand programs in this scheme
- Unit corridors are wider to support openness, group living spaces, and flexible support







## [PRIVATE CLIENT]

### Child and Adolescent Behavioral Health Center

*continued ...*

The inpatient area features Addictions, Adolescent, Adolescent ICU, and Child units, with an Autism sub-unit and the opportunity for all units to flex along the southern corridors to best adapt to changing patient populations. All units have central living room spaces, therapy areas, calming rooms, calming and charting alcoves, and a central nurses' station overlooking a computer area and dining room. The units also have access to expansive interior courtyards, classrooms, and an Experiential Wing with activity, art, technology, meditative, and gym spaces. The in-patient areas are designed with a residential aesthetic, with bountiful natural light and views; patient and staff safety are of the utmost importance, but do not hinder the healing quality of the units. The intake area includes two entries – one for walk-in patients and their families, and another for ambulance-delivered crisis cases. A family accommodations area adjacent to the main lobby provides hospitality-level amenities for overnight stays and a dining area for family interactions.

The outpatient lobby is a soaring two-story space, with separate calm and interactive play waiting areas. Patients have access to their doctors and counselors in a one-on-one office setting as well as several large group therapy rooms. Most rooms feature frosted slit windows at eye-level for natural light without the distraction of the view, as well as clerestory windows for additional light and access to nature.

The staff area provides easy access to all inpatient units while maintaining the separation necessary for decompression and focused work, and includes a break room, relaxation room, staff-only courtyard, resident and staff locker rooms, and a student nurse workroom.

#### Plan Legend:

<span style="color: blue;">■</span>	Semi-Private Patient	<span style="color: orange;">■</span>	Staff
<span style="color: green;">■</span>	Private Patient	<span style="color: grey;">■</span>	Support
<span style="color: darkblue;">■</span>	Autism Patient	<span style="color: pink;">■</span>	Therapy / Family / Conference
<span style="color: lightblue;">■</span>	Unit Circulation	<span style="color: yellow;">■</span>	Public Circulation



**[PRIVATE CLIENT]**  
**Child and Adolescent Behavioral Health Center**  
*continued ...*

Unit Flexibility was a critical component to the design of the Inpatient Units. Flexibility manifests in the ability to segregate patient populations by sex, age, acuity and disorder. The areas highlighted in green in the above plan allow for the Addictions, Adolescent, and Child units to independently flex based upon patient census. Cross corridor doors highlighted in red can be locked at three different locations within the connecting corridors to allow units to grow, or shrink by 3-room increments. Nurse Station locations highlighted in purple allow for visualization down the flex corridors ensuring that unit visibility is not impacted by fluctuation in unit size. Sub-charting stations located within the flex corridors allow for a touch-down station for nurses and close patient room observation.

The enlarged Unit Plan located to the right elaborates on the living room concept that has been incorporated in each “neighborhood”. Flexible seating is placed within the central open space allowing for various scales of group therapy or activities in a supervised environment.







Behavioral Health Scope Plan

1. Imminent Hazards	2. Hazards
<p><b>REASON:</b> Items within the Acute Adult and Geriatric Behavioral Health units and the ED that are imminent hazards to patients as they are out of sight of staff. These are highly recommended to be the first items to be corrected.</p> <p><b>SCOPE OF WORK:</b></p> <p><b>A. PATIENT BATHROOMS</b> - Renovate existing patient toilet rooms to have ligature resistant doors, hinges and associated hardware, install Acorn safety shower head and controls, install a ligature resistant sink with integral faucet, controls and shroud, install floor mounted rear discharge toilet, install covers over all plumbing piping (toilet flush valve, bed-pan washer), and safety grab bars. Install security Mechanical grilles in ceiling. It may be prudent to consider installing new flooring and wall base, as well as install solid surface panels on wet-walls and paint other walls during this renovation. All equipment and accessories to utilize tamper proof screws. Ensure all access panels are secured and do not have gaps. Caulk at any gaps between any existing safety grab bars and the wall. Cover exposed floor mount bolts on toilet.</p> <p><b>B. ED TOILET ROOM C71</b> - Renovate existing toilet room to have ligature resistant doors, hinges and associated hardware, install a floor mounted toilet with rear discharge, install a shroud cover over the flush valve, and install a ligature resistant sink with integral faucet, controls and shroud. Bathroom accessories to be replaced with anti-ligature grab bars, a recessed toilet tissue dispenser, a recessed soap dish, and a security mirror. Wall bumper outside of toilet room is coming off the wall, this needs to be fixed or replaced. Install tamper proof screws on existing sink shroud. Surface mounted electrical junction box is a ligature issue and has standard (non-tamper proof) screws. Nurse call pull cord is long and could create a ligature point. Ensure all screws within the room are Tamper Proof screws.</p> <p><b>C. ED BAY #7</b> - Replace existing mechanical diffusers with security grilles and replace electrical outlets with Tamper Proof versions. Install a kick plate on door. Surface mounted data jack is a ligature issue. Remove Hand sanitizer from just outside this room. Ensure all screws within the room are Tamper Proof screws.</p> <p><b>D. 3B SHOWER ROOM 3BET1</b> - Replace the existing door to have ligature resistant doors, hinges and associated hardware, install safety shower controls, install a ligature resistant sink with integral faucet, controls and shroud, and install covers over toilet flush valve. Existing shower curtain track has a gap between it and the light fixture near the shower. Stainless steel threshold should be replaced with a new threshold secured with tamper proof screws.</p>	<p><b>REASON:</b> Items within the Acute Adult and Geriatric Behavioral Health units and the ED that are potential hazards to patients, yet not in areas with limited visibility. These are recommended to be corrected.</p> <p><b>SCOPE OF WORK:</b></p> <p><b>A. PATIENT ROOMS</b> - Renovate existing patient rooms to have ligature resistant doors, hinges and associated hardware, install cages on ceiling and wall mounted equipment. Cubicle curtain carriers to be changed to pop-out carriers. Ensure any sinks and faucets in patient rooms have install a ligature resistant sink with integral faucet, controls and shroud. Install security Mechanical grilles in ceiling. Protection of in-wall Mechanical units in 3A. Hold-down clips at Radiant panels in 3B. Replace existing Geriatric Patient beds in 3B to a behavioral health bed. All equipment and accessories to utilize tamper proof screws. Ensure all access panels are secured and do not have gaps.</p> <p><b>B. CORRIDORS</b> - Install cover over the exposed shut-off valve on the drinking fountain in 3A. Ensure all corridor ceiling and wall Fire Alarm and Smoke Detectors have cage covers. Replace all non BHS compliant door hardware on all doors accessible off corridor. Update cross-corridor doors to remove vertical rod, push bar and closer. Replace existing mechanical diffusers with security grilles. Replace or cover Soiled Linen chute hardware. Corridor phones have surface mounted jack that is a ligature issue. 3A phone handheld and cord were left in place when not in use. Replace or cover electrical panel surface mounted locking hardware. Ensure all corridor artwork and wall mounted accessories have Tamper Proof Screws.</p> <p><b>C. COMMUNITY ROOMS</b> - Utilize weighted or bolt-down furniture in group/day rooms, to include tables, side chairs, lounge chairs, TV stand. Replace electrical outlets with Tamper Proof versions. Protect patients from ligature point created at pad-lock on refrigerators and storage cabinets. Wall base in D3B3 needs to be replaced as it can be easily removed.</p> <p><b>D. INTAKE 330 &amp; INTAKE 3D386</b> - Replace the existing door to have ligature resistant doors, hinges and associated hardware. Replace existing mechanical diffusers with security grille. Replace existing 2x4 light fixtures with a Tamper Proof 2x4 version. Install a cage cover over the thermostat. INTAKE 3D386 - Replace the existing door hinges to be continuous. Install a cage cover over the fire alarm. Ensure all artwork and wall mounted accessories have Tamper Proof Screws.</p>

Safety Assessment Scope Narrative

## NORWEGIAN AMERICAN HOSPITAL

### Behavioral Health Safety Assessment

Chicago, IL

PFB was asked to survey the existing Geriatric and Acute Adult Behavioral Health units as well as the Behavioral Health areas within the Emergency Department to ensure safety compliance. PFB provided a full package including notes and photos from the survey, a scope of work document that was categorized by priority and included pricing, an accompanying floor plan and recommended product and equipment cut sheets. This full package provides the facility with the necessary information to make the best decision on where to start renovations while maintaining a tight budget.

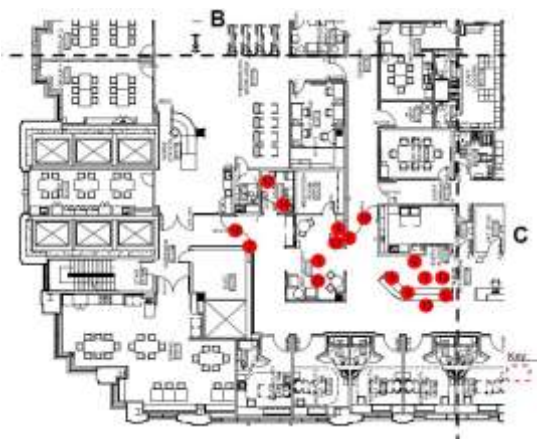




Behavioral Health Scope Plan



Typical Private Room Plan



13th Floor Plan – Area A

Items Identified for Improvement - Preliminary Draft Meeting Discussion Summary				
Based Upon: New York State Office of Mental Health Patient Safety Standards, Materials and System Guidelines.				
Report Page	Galter 13 Issue location	No.	Summary Of Recommended Action	
10	Typical Private Patient Room	1	Replace screws with tamper proof screws.	
10	Typical Private Patient Room	2	Replace latch on wicket door.	
10	Typical Private Patient Room	3	Replace door stop.	
10	Typical Private Patient Room	4	Seal crack, replace bracket.	
10	Typical Private Patient Room	5	Window seat cushions used as weapon/contraband hiding.	
10	Typical Private Patient Room	6	Replace towel /soap dispenser -non anti-ligature or potential weapon.	
10	Typical Private Patient Room	7	Replace screws with tamper proof screws.	
10	Typical Private Patient Room	8	replace window treatment with tamper resistant.	
11	Typical Private Patient Room	9	Replace access panel screws with tamperproof screws.	
11	Typical Private Bathroom	1	Patient toilet room doors replace, modify, accept?	
11	Typical Private Bathroom	2	Replace door hardware with anti-ligature type.	
11	Typical Private Bathroom	3	Provide sealant at wall bracket.	
11	Typical Private Bathroom	4	Replace soap dispenser with anti-ligature type.	
11	Typical Private Bathroom	5	Replace nurse call hardware with tamperproof screws.	
11	Typical Semi-Private Room	1	Replace screws in storage closet with tamperproof screws.	
11	Typical Semi-Private Room	2	Replace wicket door latch with anti-ligature type.	
11	Typical Semi-Private Room	3	Replace door stop w/ antiligature door stop and tamperproof screws.	
12	Typical Semi-Private Room	4	Seal desk and seat back at wall. Replace non anti-ligature brackets.	
12	Typical Semi-Private Room	5	Window seat cushions used as weapon/contraband hiding.	
12	Typical Semi-Private Room	6	Replace towel /soap dispenser -non anti-ligature or potential weapon.	
12	Typical Semi-Private Room	7	Provide tamper proof screws at oxygen or nurse call equipment.	
12	Typical Semi-Private Room	8	Replace window treatment with tamper resistant.	
12	Typical Semi-Private Room	9	Replace all access panel fasteners with tamper proof screws.	
12	Typical Semi-Private Room	10	Replace all fasteners on plumbing shroud with tamper proof screws.	
12	Typical Semi-Private Bathroom	1	Patient toilet room doors replace, modify, accept?	
12	Typical Semi-Private Bathroom	2	Replace door hardware with anti-ligature type.	
13	Typical Semi-Private Bathroom	3	Seal all continuous brackets with pick-proof sealant.	
13	Typical Semi-Private Bathroom	4	Replace towel /soap dispenser -non anti-ligature or potential weapon.	
13	Typical Semi-Private Bathroom	5	Provide tamper proof screws at nurse call equipment.	
13	Corridors	1	Replace clocks with recessed polycarbonate lens model.	
13	Corridors	2	Replace fasteners on exit signs with tamper proof screws.	
13	Corridors	3	Replace door protection hardware screws with tamper proof screws.	
13	Corridors	4	Replace fasteners on fire alarm light with tamper proof screws.	
13	Corridors	5	Fire alarm pull station. Research if alternate activation is acceptable.	
13	Corridors	6	Wall mounted information signage can be pulled off walls.	
13	Corridors	7	Door at G1366 is damaged. Potential to use fragments as weapon. Replace.	
13	Corridors	8	Door G13-229 hardware, signage and faceplate fasteners require replacement.	
14	Nurse Station	1	Computers have exposed wires. Secure any exposed wires.	
14	Nurse Station	2	Millwork hardware needs to be replaced with anti-ligature hardware.	
14	Nurse Station	3	Wall mounter information signage can be pulled off the wall.	
14	Nurse Station	4	Explore covering all with a clear Lexan lockable door.	
14	Nurse Station	5	Secure and lock pedestal cabinets.	
14	Day/Evening Activity	1	Tightly secure artwork at every seam.	
14	Day/Evening Activity	2	Replace millwork hardware with non-loop able hardware.	
14	Phone Alcove, Typical	1	Tightly secure artwork at every seam.	
15	Phone Alcove, Typical	2	Lock millwork and replace fasteners with tamper proof screws.	
15	Phone Alcove, Typical	3	Furniture legs could possibly be removed and used as a weapon.	
15	Patient Laundry, Typical	1	Replace loop-able desk brackets with non loop-able type.	
15	Patient Laundry, Typical	2	Towel and soap dispenser can be removed and used as a weapon.	
15	Patient Laundry, Typical	3	Install shroud under sink to prevent pipe form being a ligature point.	
15	Seclusion Room (Ante)	1	Install ligature resistant level with tamper proof screws.	
15	Seclusion Room (Ante)	2	Install new non-ligature door stop. All fasteners to be tamperproof.	
15	Seclusion Room (Ante)	3	Correct solid surface desk ligature risk.	
15	Seclusion Room (Ante)	4	Towel and soap dispenser can be removed and used as a weapon.	
15	Seclusion Room (Ante)	5	Install lockable cover on glove box with tamperproof screws.	
15	Seclusion Room (Ante)	6	Reinstall shatterproof glazing flush to the frame with tamperproof screws.	
16	Seclusion Room (Ante)	7	Replace clocks with recessed polycarbonate lens model.	
16	Seclusion Room (Ante)	8	Replace all millwork hardware with anti-ligature type.	

Safety Assessment Scope Narrative

## NORTHWESTERN MEMORIAL HEALTHCARE

### Behavioral Health Safety Assessment

Chicago IL

In 2016 Northwestern Medicine requested that PFB Architects conduct a Behavioral Health Risk Assessment of the Galter 13th floor pavilion, identifying any patient / staff safety risks and develop a report of our findings. PFB conducted our assessment through several meetings with the multi-member executive team, site visits, and a thorough evaluation of the hospital's operational narrative. The results of the final assessment report address patient privacy and dignity in addition to safety and risk concerns, in order that the unit improvements address appearing less restricting and more holistic. An excerpt from the report is provided above.



### Master Plan Additions / Renovations

- WEST ADDITION
- 125,000 SF Inpatient Addition
- 170 private inpatient beds in 10 units
- 72 additional private patient rooms
- 250 person auditorium
- Education and seminar spaces
- Additional staff and patient support areas

- RESIDENTIAL THERAPY CENTER
- 15,000 SF New Construction

### PARKING STRUCTURE

- MAJOR RENOVATIONS
- Pharmacy, Food and Dietary Services,
- Access and Registration, Housekeeping,
- Storage, Engineering Facilities



- EAST ADDITION
- 30,000 SF Inpatient Addition
- 100 to 136 AMI beds
- 4 new nursing units added



- SOUTHWEST ADDITION
- 19,000 SF Outpatient Addition
- Consolidates group therapy programs
- Expands executive administration suite

## ALEXIAN BROTHERS BEHAVIORAL HEALTH HOSPITAL

### Campus Master Plan

Hoffman Estates, IL

PFB analyzed the needs and growth potential of the ABBHH facility and generated a five-year comprehensive master plan that resulted in multiple building expansion projects and various departmental renovations.

PFB applied their experience in patient centered care, enhanced patient security and safety, and healing environments to the ABBHH campus. For example, an updated study was conducted to achieve all private nursing units in the existing facility - one of the key points to patient focused design. Healing atmospheres are invoked by planning for art work, inviting landscaping, healing gardens, and water features.

As a result of the masterplanning and resultant renovations and additions the facility integrates different components of psychiatric care under one roof. The long term goal of ABBHH management to convert the existing facility into a nationally recognized psychiatric institute has been achieved over the course of 6 years.





Front Entry



Direct Views from Nurse Station to Group & Patient Rooms



East Addition 2nd Floor Plan

## ALEXIAN BROTHERS BEHAVIORAL HEALTH HOSPITAL

### East Inpatient Addition

Hoffman Estates, IL

PFB was requested to evaluate the needs and growth potential of the ABBHH facility. Although ABBHH was offering state-of-the-art mental health care, the facility was undersized to accommodate the needs of a rising psychiatric population and was also under-recognized for its commitment to psychiatric care.

The East Addition, a 34,400 square foot, three-story facility, expanded the inpatient capacity from 95 beds to 137 beds. This new bed capacity provides:

- 28 Adolescent Beds
- 24 Adult Low Acuity Beds
- 11 Child Beds
- 10 Young Adult Beds
- 23 Geriatric High Acuity Beds
- 20 Adult High Acuity Beds
- 11 Geriatric Low Acuity Beds
- 10 Eating Disorder / SIRS Beds

Corridors, Patient Rooms, and Group Rooms all have access to natural light and views. Colors and patterns in the spaces are inviting but not disorienting. Each unit uses a three tier approach to calming agitated patients. Enhanced patient security and safety were achieved through keen attention to vandal- and abuse-resistant construction.

The new façade and entrance helped to deinstitutionalize the image of the existing facility. The dramatic impact of this addition resulted in increased community awareness and regional recognition as well as enhanced charitable donations to the facility.

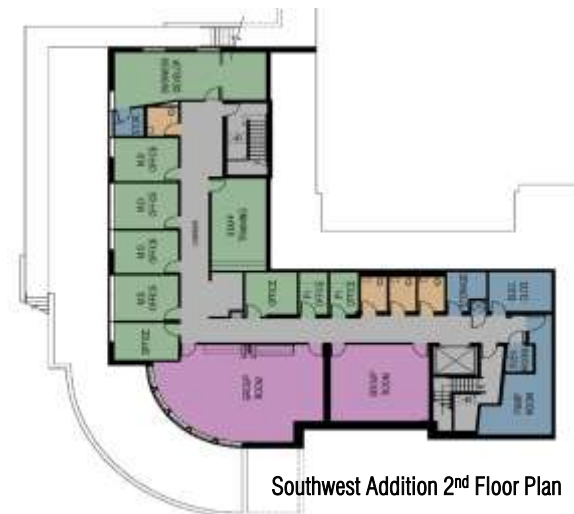




Outpatient Entry



Exterior Courtyard



Southwest Addition 2nd Floor Plan

**ALEXIAN BROTHERS BEHAVIORAL HEALTH HOSPITAL**  
**Southwest Outpatient Addition**  
 Hoffman Estates, IL

The goal of the 20,500 square foot Southwest Addition is to dramatically raise the quality of care for the outpatient population as well as increase patient and staff satisfaction by joining all executive offices and outpatient functions into the new addition. Phase I includes a two story addition and Phase II adds an additional floor. The program will support all current and future outpatient functions with additional group therapy rooms, classrooms, physician interview rooms and outpatient support functions. The addition also accommodates the projected increase in hospital employees and physicians by approximately 21% by adding MD office suites and administration staff offices.

The new addition enables enhanced privacy: private interview alcoves for patient - physician interactions, independent entrance, reception and waiting, and a new dedicated parking lot for the outpatient population.

Natural light and views to garden landscaping enhance the quality of the group rooms and outpatient intake areas. Acoustical folding partitions provide the flexibility to divide large group rooms into smaller groups and still maintain privacy. Quality interior and exterior finishes provide a comfortable atmosphere for the patients as well as blend with the existing Alexian Brothers Hospital.





**Project Size:** 5,120 SF

**Firm Role:** Planning,  
SD, DD,  
CD, CA

**Cost:** \$1.45M



## ALEXIAN BROTHERS BEHAVIORAL HEALTH HOSPITAL Dining and Kitchen Expansion

Hoffman Estates, IL

This project consists of an expanded dining area, food prep area, expanded walk in freezer and cooler, additional dry storage room and a new staff back entrance. The exterior façades of the two new infill buildings are designed to blend in with the existing architecture vocabulary by using the original brick size and color and by matching the color of the glazing. Special attention was paid to natural light and interior greenery to provide a therapeutic environment for the outpatients.





Massing Study  
View from Southwest



Massing Study  
View from Northwest

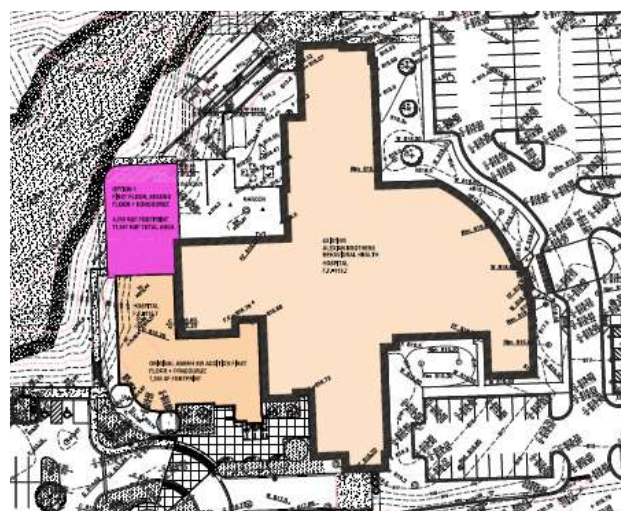


NW Addition Plan

## ALEXIAN BROTHERS BEHAVIORAL HEALTH HOSPITAL Northwest Expansion Hoffman Estates, IL

The three-story, 13,739 square foot addition to the Alexian Brothers Hospital provides additional Outpatient space to accommodate growth in patient volumes. Expanded outpatient areas include additional group rooms, therapy rooms, bathrooms, staff offices, 4 group rooms per floor with consult rooms.

Also included in the program is addressing the undersized cafeteria. The existing cafeteria requires additional places for seating for about 50 people as well as alternate options for serving food that is prepared in the kitchen.



NW Addition Highlighted in Pink



Lobby / Waiting / Reception



Large Conference Room



#### First Floor Plan Legend:

1. Main Entrance
2. PHP Entrance
3. Administration / Support
4. Psychiatry / Counseling
5. Partial Hospitalization Program
6. Psychological Rehabilitation Program

**Project Size:** 18,891 SF  
**Firm Role:** Planning, SD, DD, CD, CA  
**Cost:** \$780,000  
**Reference:** Mark Frey  
 President & CEO  
 847.437.5500

## ALEXIAN BROTHERS BEHAVIORAL HEALTH HOSPITAL Mental Health Center – North Arlington Atrium

Arlington Heights, IL

The 18,891 square foot tenant build-out project aimed to salvage as much of the existing structure as possible, including acoustical ceiling tiles, walls, carpet, doors and window assemblies. The existing office space was developed to house a comprehensive counseling center that can support a staff of 88 employees which include full-time, part-time, and resource staff members.

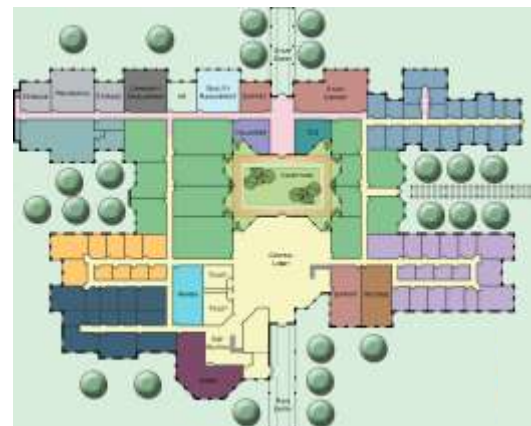
The departments for the counseling center include 3 major programs in order to accommodate a variety of patients: Psychiatry/Counseling, Partial Hospitalization Program (PHP) and the Psychological Rehabilitation Program (PSR). The program also includes offices, conference rooms, and other support spaces for Administrative Support. All of these programs follow normal business hours and are tailored to meet different patient needs. For instance, the Psychological Rehabilitation Program includes an Art Conference Room at the lower Southeast corner which allows for interaction between the patients and staff members as they work with different types of art media. The Art Conference Room reuses existing door and window assemblies to provide natural light and visibility to the corridor. The Partial Hospitalization Program provides a 2-4 week program of intensive care for adults and seniors with acute psychiatric symptoms and includes offices and conference rooms to support the needs of the program.

The existing office space has been redesigned to have 2 waiting room entrances. The main waiting room entrance accommodates staff, the Psychiatry/Counseling department, and the PSR department. The other public waiting room entrance occurs on the West Side of the building and is for the PHP department. Staff can enter the building through the main atrium entrance or from the North parking lot with key card access.





PHASE I: Main Center Entry Elevation



PHASE I: Main Center Floor Plan

PHASE I	Plan Legend
Main Treatment and Administration Center	Administration
PHASE II	Care Management
Community Center with Art Studio and Specialty Pharmacy	Group Room
PHASE III	Outpatient
Crisis Residential Service Center with Living Quarters	PSR
PHASE IV	Psychiatry
Family Health Clinic with Women's Health Center	

## ALEXIAN BROTHERS BEHAVIORAL HEALTH HOSPITAL

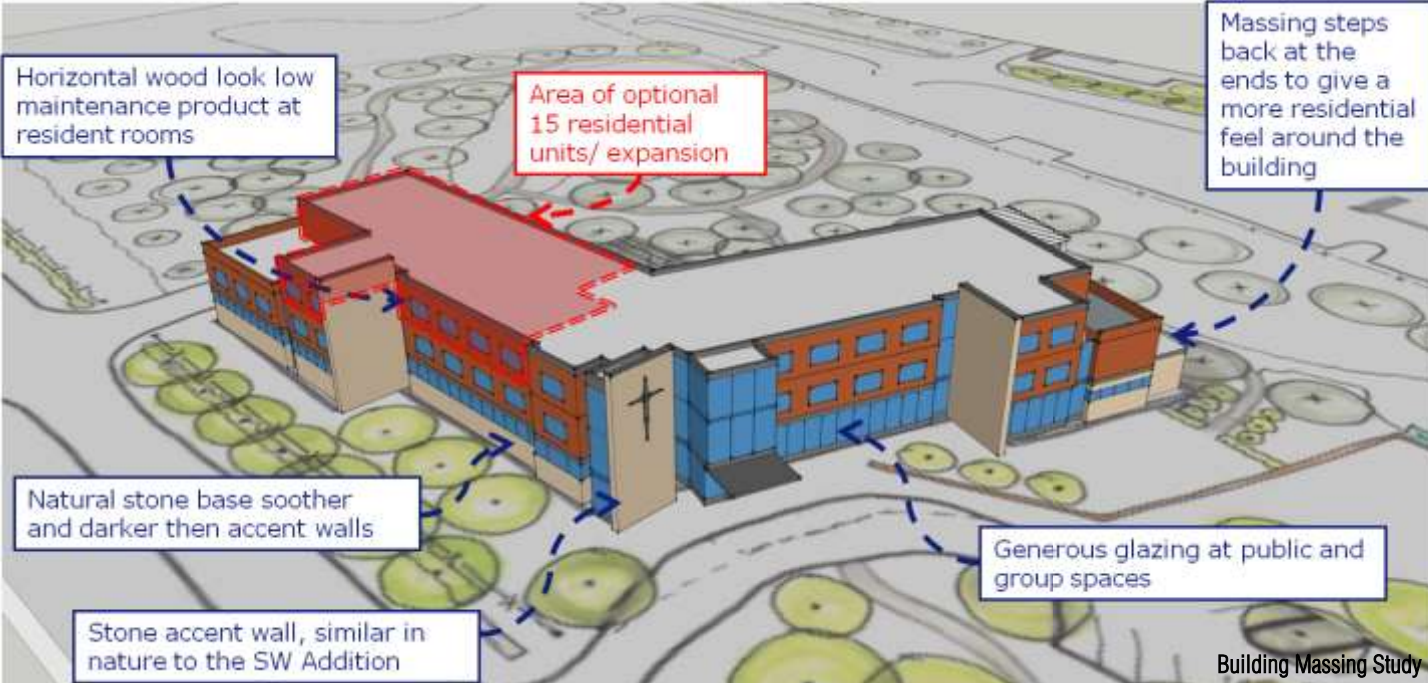
### Outpatient Center

### Campus Study and Master Plan

Hoffman Estates, IL

The schematic design involves site planning and space program analysis for a Mental Health Outpatient center. The campus is proposed to be built in 4 separate phases: Phase I – The Main Treatment and Administration Center, Phase II – Community Center with Art Studio and Specialty Pharmacy, Phase III – Crisis Residential Service Center with Living Quarters, and Phase IV – Family Health Clinic with Women's Health Center.

This project aims to address the two main goals of the client: first, to establish a unique identity in the community and second, to offer the latest therapy programs in a soothing and healing environment. The main center is designed with each department having a dedicated wing and plenty of natural light and landscaped views. This project will also follow the principles of green sustainable architecture.



**[PRIVATE CLIENT]**  
**Outpatient Campus Prototype**  
 Illinois

Vertical Circulation	Staff Corridor	Patient Care Suite	Patient Corridor
Support	Toilet Room	Administration	Patient Activity
			Private Patient Room

PFB was tasked by one of our clients to prepare the preliminary design of a proposed Residential Therapy Center for Board presentation and approval. The Residential Center, on seven acres of wooded landscape, will be comprised of the Main Lodge, Gallery, and 60 private patient rooms, with future third-floor expansion. The proposed three-story masonry structure will incorporate natural building materials and features such as stone, wood, glass, and water to blend the building with the site and the natural elements. The structure will be immersed into the landscape to provide privacy and views to each space.

The Main Lodge will accommodate the receiving and social areas and will include a Great Room with fireplace, stone walls, access to the wood deck and views to the exterior, Music Room, Dining Room, Entertaining and Theatre Rooms. The Gallery will include kitchen, Health / Fitness Center, and support and administration space.





**[PRIVATE CLIENT]**  
**Residential Health Center**  
 Illinois

The Residential Center, on seven acres of wooded landscape, will be comprised of the Main Lodge, Gallery, and three Residential Wings, with a future fourth residential wing expansion. The proposed two-story masonry and timber structure will incorporate natural building materials and features such as stone, wood, glass, and water to blend the building with the site and the natural elements. The structure will be immersed into the landscape to provide privacy and views to each space.

The Main Lodge will accommodate the receiving and social areas and will include a music room, dining room, entertaining and theater rooms, and a great room with fireplace, stone walls, access to the wooded deck, and views to the new pond. The Gallery will include a kitchen, health / fitness center, Indoor pool, and support and administration space. Each Residential Wing serves a different patient population: eating disorders, toxic substances disorders, and alcohol abuse.



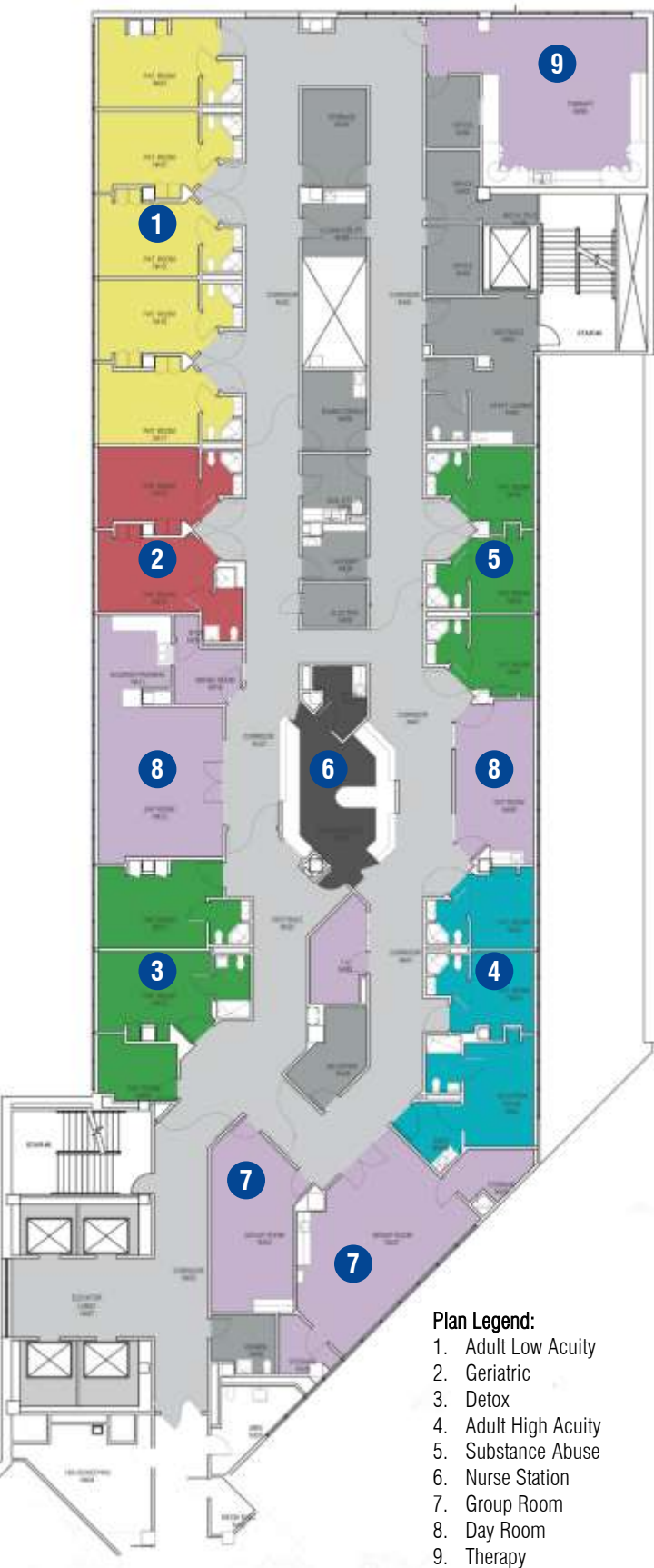


**AMITA HEALTH**  
**ADVENTIST BOLINGBROOK HOSPITAL**  
**2nd Floor Geriatric Psychiatry Unit Renovation**  
 Bolingbrook IL

This 2nd Floor Psychiatry Unit Renovation required creating a ligature-resistant environment to provide safety for the patients. All patient room toilets received new vandal-resistant shrouds around plumbing, and ligature-resistant accessories. Hold down clips were added to all patient rooms with existing ACT ceilings. Outlets received new tamper-proof cover plates, thermostats received tamper-proof locking covers, and all existing millwork fasteners were replaced with tamper-proof hardware. The existing med-gas plastic laminate headwalls were removed as well as the med-gas nozzles. The med-gas outlets received tamperproof hardware. All sprinkler heads in the patient rooms were replaced with tamper- and ligature-resistant fixtures. All mechanical supply, return, and exhaust grilles were replaced with new tamperproof grilles. All light fixtures in the patient rooms were replaced with tamper- and ligature-resistant models. The existing inoperable windows in all patient areas were given added protection with impact-resistant materials.

Four existing patient rooms were converted to Lunch/Group rooms, and received new flooring and paint. The entire unit was repainted and the existing nurse station was modified to provide safety for staff. Outlets in the corridors received tamperproof hardware. Access and egress doors to the unit were equipped with fail-safe locking devices.





#### NURSE STATION:

An elevated transaction top creates an effective obstacle between staff and aggressive patients without creating a floor to ceiling barrier that would negatively affect the patient's perception of the space.

### LITTLE COMPANY OF MARY HOSPITAL Inpatient Behavioral Health Unit

Evergreen Park, IL

The 13,470 square foot Inpatient Behavioral Health Unit renovation was redesigned to incorporate the latest in Mental Health Environment of Care design criteria. This included pulling the nurse station out into the corridor to improve sight lines for direct observation and raising the height of the nursing station to reduce the risk of a physical attack by a patient.

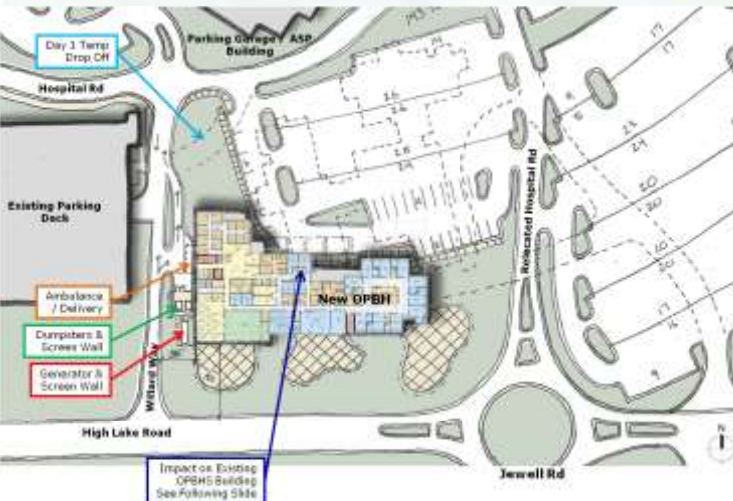
The Behavioral Health Unit consists of 10 Adult Low Acuity Beds, 4 Geriatric Beds, 4 Detox Beds, 3 Adult High Acuity Beds, and 3 Substance Abuse Beds. The five patient type areas are planned to allow for flexing depending upon the specific patient census.







Rendered North Elevation



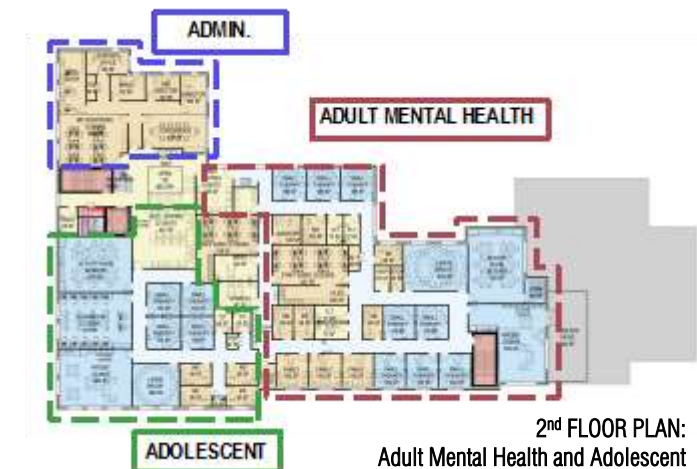
## NORTHWESTERN MEDICINE CENTRAL DUPAGE HOSPITAL Outpatient Behavioral Health Building Study Winfield, IL

To keep pace with the rising demand for Behavioral Health Services, Cadence Health / Northwestern Medicine is spending nearly \$12M to construct a replacement standalone Outpatient Behavioral Health Building on the Central DuPage Hospital Campus.

The new two-story, 34,000 SF building will replace an outdated facility that cannot meet the needs of Physicians and Patients. Building Program includes 10 Addictions Patient Rooms with 20 beds, Suboxone Clinic, Gym, Shared Lunch Room, Adolescent Mental Health, Adult Mental Health, and leased physician space.

PFB began the project with a detailed analysis of the proposed building program. The goals of the analysis was to identify potential program overlap, oversized or undersized elements, and to develop overall space organization for the building.

Additional scope of the project includes substantial rework of parking and drive lanes at the Southeast corner of the CDH campus. Additional parking spaces on the campus will alleviate overcrowding in surface lots and parking decks.



2<sup>nd</sup> FLOOR PLAN:  
Adult Mental Health and Adolescent



1<sup>st</sup> FLOOR PLAN:  
Addictions and Administration



#### Plan Legend:

- |                              |                   |
|------------------------------|-------------------|
| 1. Flex Patient Population 1 | 5. Nurse Station  |
| 2. Flex Patient Population 2 | 6. Activity Room  |
| 3. Flex Patient Population 3 | 7. Quiet Day Room |
| 4. Isolation Room            | 8. Patient Lounge |



### JACKSON PARK HOSPITAL AND MEDICAL CENTER

#### Behavioral Health Unit

Chicago, IL

Additions and renovations of the 17,000 square foot Behavioral Health Unit included reconfiguration of existing nurse station, examination room, day room, isolation room and patient rooms with adequate toilet and storage accommodations. The unit consists of 15 General Psychiatric Beds for men, 10 General Psychiatric Beds for women, and 18 Geriatric Beds. The Geriatric Unit can flex depending on the population mix admitted.





Corridor: Pre-Renovation



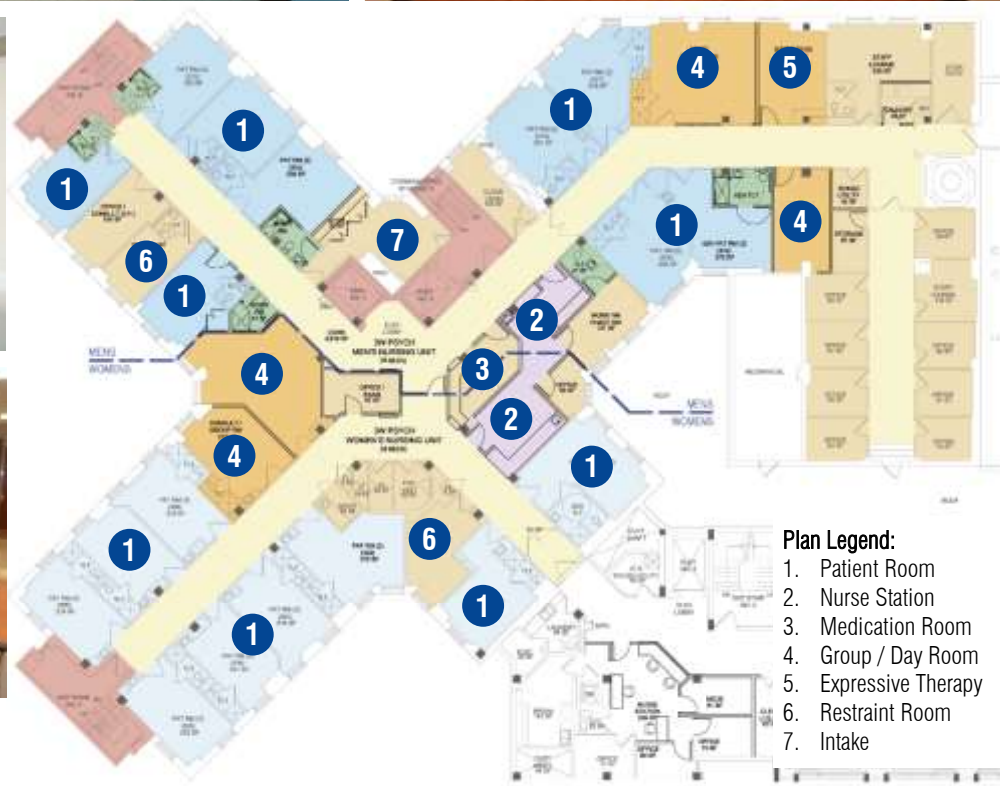
Corridor: Post-Renovation



Group Room: Pre-Renovation



Group Room: Post-Renovation



#### Plan Legend:

1. Patient Room
2. Nurse Station
3. Medication Room
4. Group / Day Room
5. Expressive Therapy
6. Restraint Room
7. Intake

## LORETTO HOSPITAL

### 3W Behavioral Health Renovation

Chicago, IL

The 13,000 square foot Inpatient High Acuity Behavioral Health Unit renovation was redesigned to incorporate the latest in Mental Health Environment of Care Design Criteria. The High Acuity Unit consists of 36 beds, 18 male and 18 female. The male and female units are separated with a centralized nursing station and medication room, and each unit contains a restraint room. Group Rooms and Day Rooms were enlarged to brighten the spaces, with improved finishes and better lighting to encourage patients to engage in more social activity.



Renovated Restraint Room



**LORETTO HOSPITAL**  
**5<sup>th</sup> Floor ICU Renovation**  
 Chicago, IL

The Loretto ICU Renovation addresses the Nurse Station, Patient Rooms and Support Areas of the outdated and unwelcoming existing department. New finishes and millwork improve the aesthetics and atmosphere of the space to one more conducive to healing. New lighting fixtures increase lighting levels and along with new finishes, create a comfortable environment for the family within the patient room and the Unit. Improvements to the Nurse Station lead to an increase in functionality and overall staff satisfaction with their workplace.

**Project Size:** 6,663 SF  
**Firm Role:** Planning, SD, DD, CD, CA  
**Cost:** \$650,000M  
**Reference:** John Pappone  
 Associate VP of  
 Support Services  
 773.854.5358







**Project Size:** 8,200 SF  
**Firm Role:** Planning, SD, DD  
 CD, CA  
**Cost:** \$3M  
**Bed Count:** 20 Private  
 2 fully accessible  
**Reference:** John Pappone  
 Associate VP of  
 Support Services  
 773.854.5358

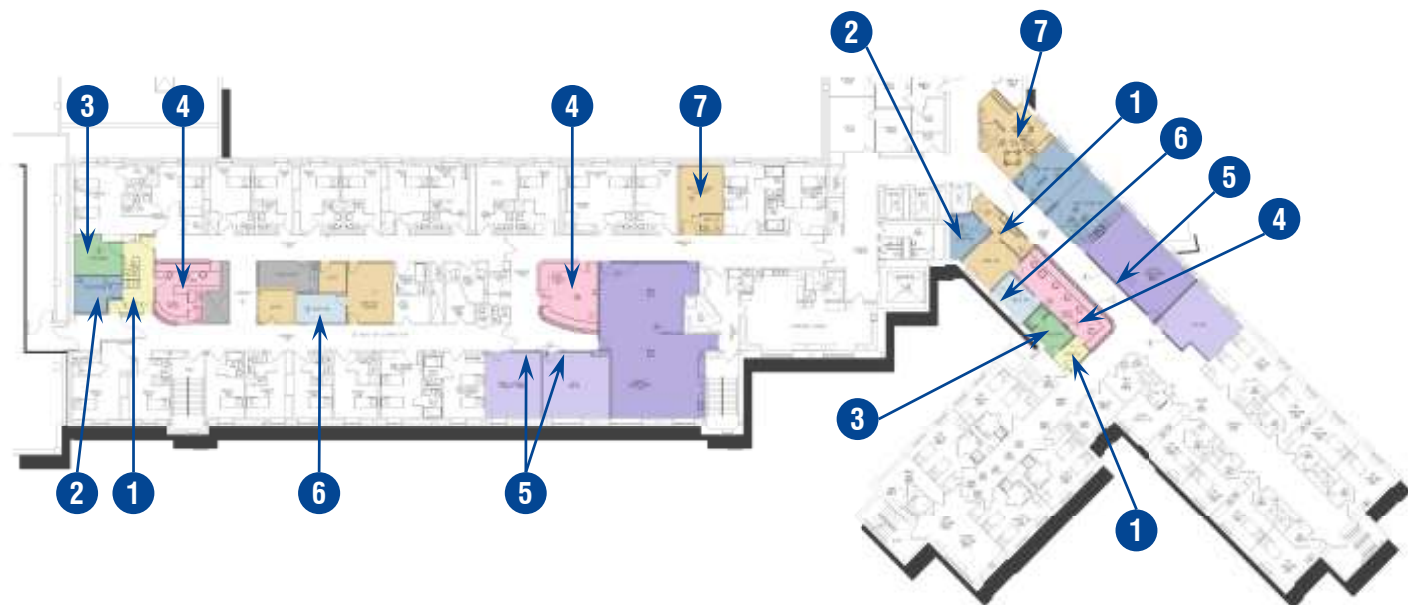


## **LORETTO HOSPITAL**

### **5<sup>th</sup> Floor Medical / Surgical Unit Renovation**

Chicago, IL

One-third of a \$15M TIFF Fund from the City of Chicago was used to finance a multiple patient unit renovation project, and this 5<sup>th</sup> Floor Medical / Surgical Unit is the first full department renovation, with the goals to update the unit to comply with current state and city requirements, increase patient satisfaction, and provide additional staff work space. The renovation consists of converting the existing layout into 20 private patient rooms. Of the 20 new rooms, the renovated unit has 4 isolation rooms and 2 fully accessible rooms. Each patient room has a new headwall with increased medical gas outlets, updated finishes and furnishings, and a private toilet room with shower. The expansion of staff areas was another critical component to this project. All work areas, storage rooms, and staff dedicated spaces are centralized on the unit. Included are separate offices for doctors and nurses, an open work area with various countertop heights for standing or seated charting, and a new nourishment station. A dedicated staff lounge and separate locker room within the unit improves staff satisfaction and productivity. The unit has all new systems including increased air flow and control, a new nurse call, and patient departure alarm system. Additional power and data are included in the project to allow the unit to be adaptable for future technological growth within the facility.



**A summary of improvements to the unit are indicated in plan:**

1. New entry vestibule with lockers allowing staff, visitors, and new patients to enter the wing undetected to current residents and secure personal items
2. New intake/exam room to check incoming patients for contraband
3. Relocated seclusion room adjacent to nurse station, allowing secure and quick access to patient
4. New secondary nurse station (in units F and G) or enlarged nurse station (in units H and I), allowing for improved visibility of patients by staff
5. New glazing at patient gathering spaces allows for increased light into the corridor and visibility from corridor
6. Enlarged meds room
7. New staff locker room and lounge outside of units H and I, allowing for increased staff safety

**Project Size:** 9,050 SF

**Firm Role:** Planning, SD, DD, CD, CA

**TRIHEALTH GOOD SAMARITAN HOSPITAL**

**10<sup>th</sup> Floor Psychiatric Nursing Units**

Cincinnati, OH

Life, Health, Safety and welfare are the main components in designing for behavioral health. The environment should be a safe, secure place for healing.

The renovation of the 10<sup>th</sup> Floor Psychiatric Nursing Units at the TriHealth Good Samaritan Hospital greatly improves the functionality of the unit and mitigates opportunities for patients to cause injury to themselves and others. This collaborative renovation project between PFB's Chicago and Cincinnati offices is built on the requirement that all patient-accessible areas need to be safe, secure, and able to withstand abuse. The unit has been converted with the latest anti-ligature devices and hardware.







**PRESENCE MERCY MEDICAL CENTER**  
**Psychiatric ED / Crisis Stabilization Unit**

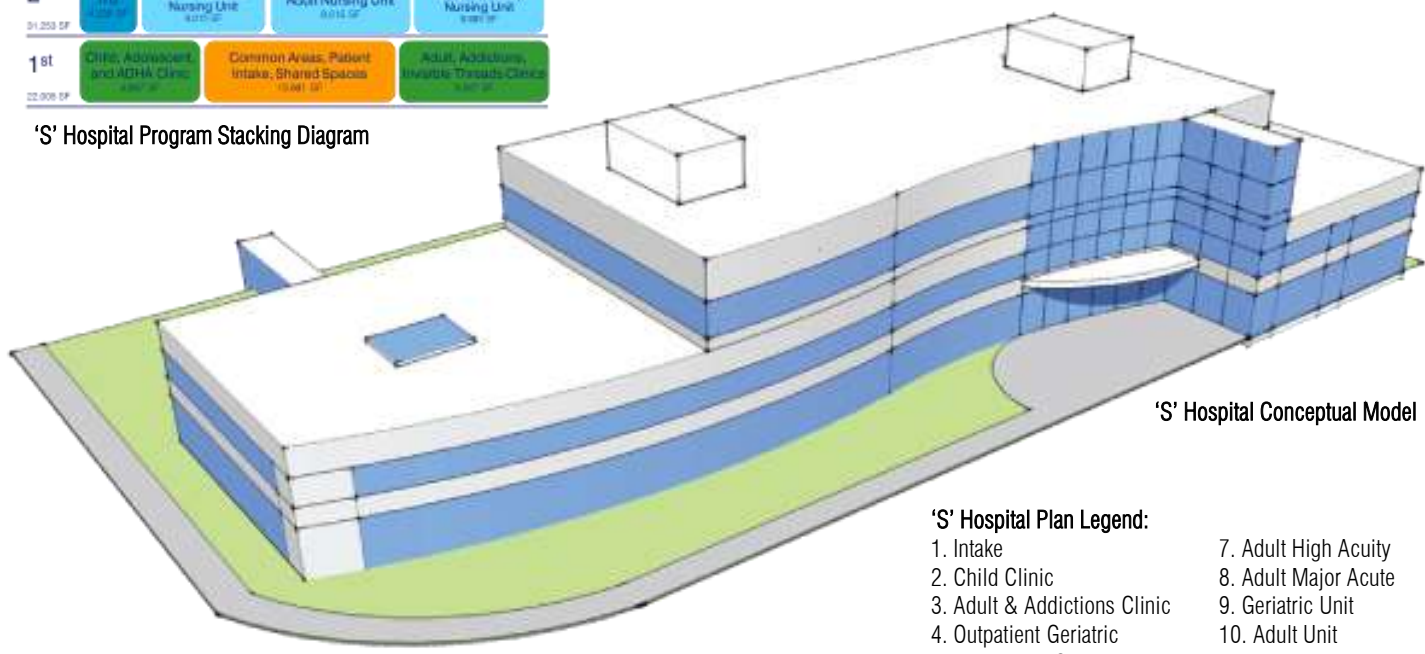
PMMC was seeking a Healthcare Architect with Behavioral Health Services experience to assist with development of a funding request for the PMMC 2014 budget. PFB was commissioned to study the development of an Intensive Treatment Unit (ITU - high acuity unit for the acutely violent and psychotic) to be accommodated within PMMC's existing Behavioral Health Services Building as a renovation project.

This Psychiatric ED would also have a crisis stabilization unit.





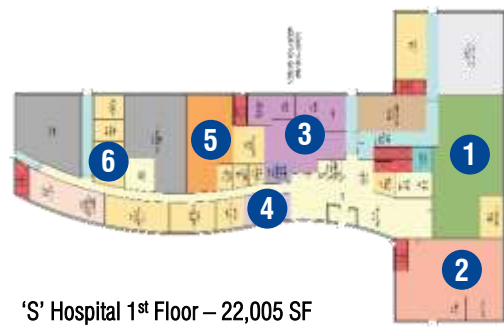
'S' Hospital Program Stacking Diagram



'S' Hospital Conceptual Model

'S' Hospital Plan Legend:

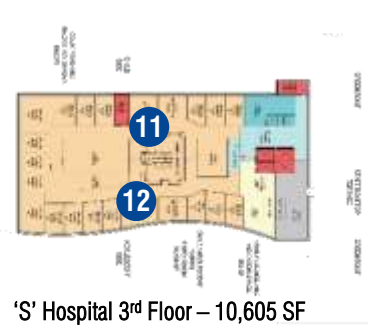
- |                              |                      |
|------------------------------|----------------------|
| 1. Intake                    | 7. Adult High Acuity |
| 2. Child Clinic              | 8. Adult Major Acute |
| 3. Adult & Addictions Clinic | 9. Geriatric Unit    |
| 4. Outpatient Geriatric      | 10. Adult Unit       |
| 5. Adolescent Clinic         | 11. Adolescent Unit  |
| 6. Support Space             | 12. Child Side       |



'S' Hospital 1st Floor – 22,005 SF



'S' Hospital 2nd Floor – 31,253 SF



'S' Hospital 3rd Floor – 10,605 SF

**[PRIVATE CLIENT]**  
**Behavioral Health Building Study**  
 Illinois

PFB was commissioned to review / revise a 66-bed hospital space program for completeness and appropriateness, and provide an accurate project (construction and “soft”) cost estimate for a new facility. PFB then designed two plan studies based on the programmatic, costing, and site needs.

**New Hospital Program Assumptions:**

**Inpatient Units:**

Child / Adolescent Unit	18 Beds
Adult Unit	14 Beds
Adult High Acuity Unit	14 Beds
Geriatric Unit	14 Beds
Adult Major Acute	6 Beds
<b>Total Beds</b>	<b>66</b>

**Outpatient Clinics:**

Child Clinic	20 – 24 children
Adolescent Clinic	30 children
Adult Clinic	14 adults

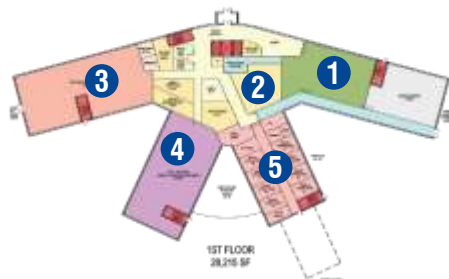
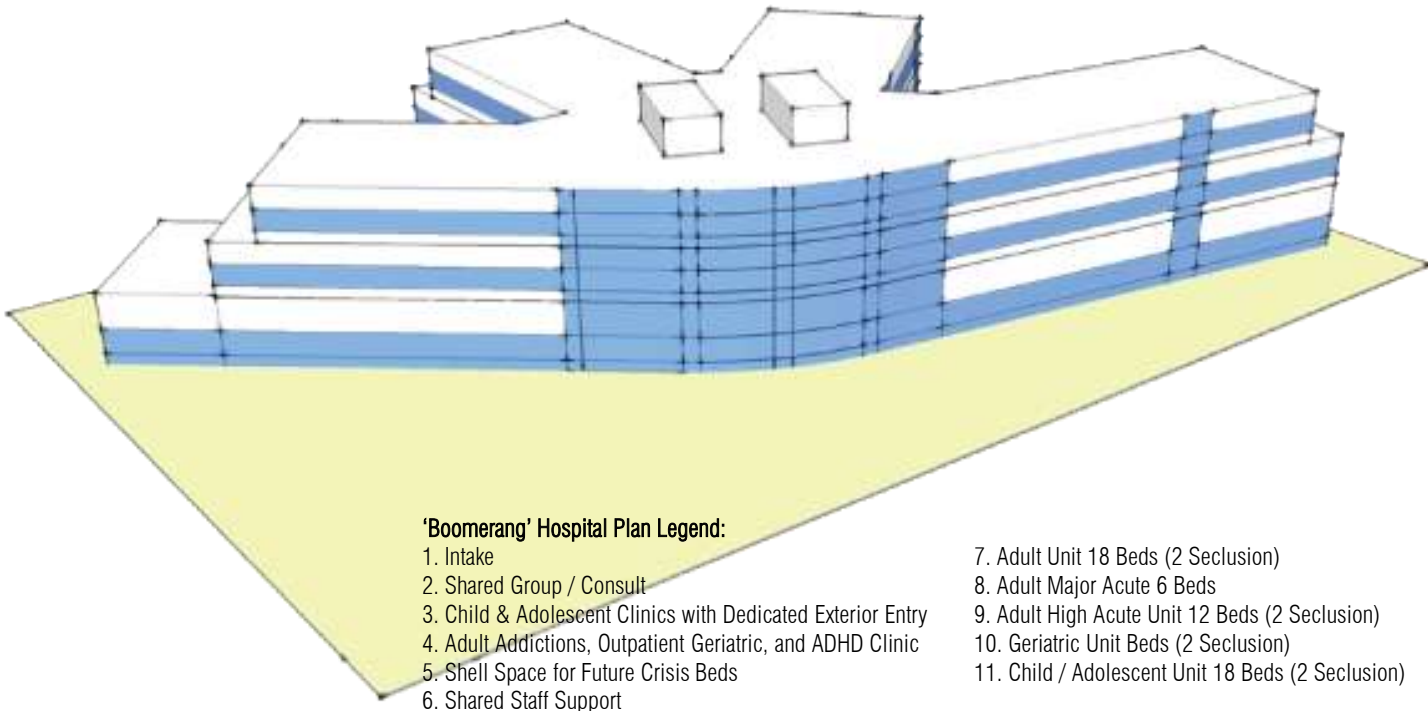
**Other Clinical Programs:**

Addictions, Outpatient Geriatric, ADHA

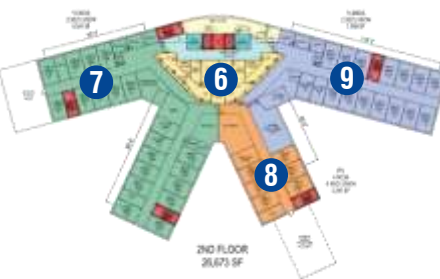


'Boomerang' Hospital Program Stacking Diagram

'Boomerang' Hospital Conceptual Model



'Boomerang' Hospital 1<sup>st</sup> Floor



'Boomerang' Hospital 2<sup>nd</sup> Floor

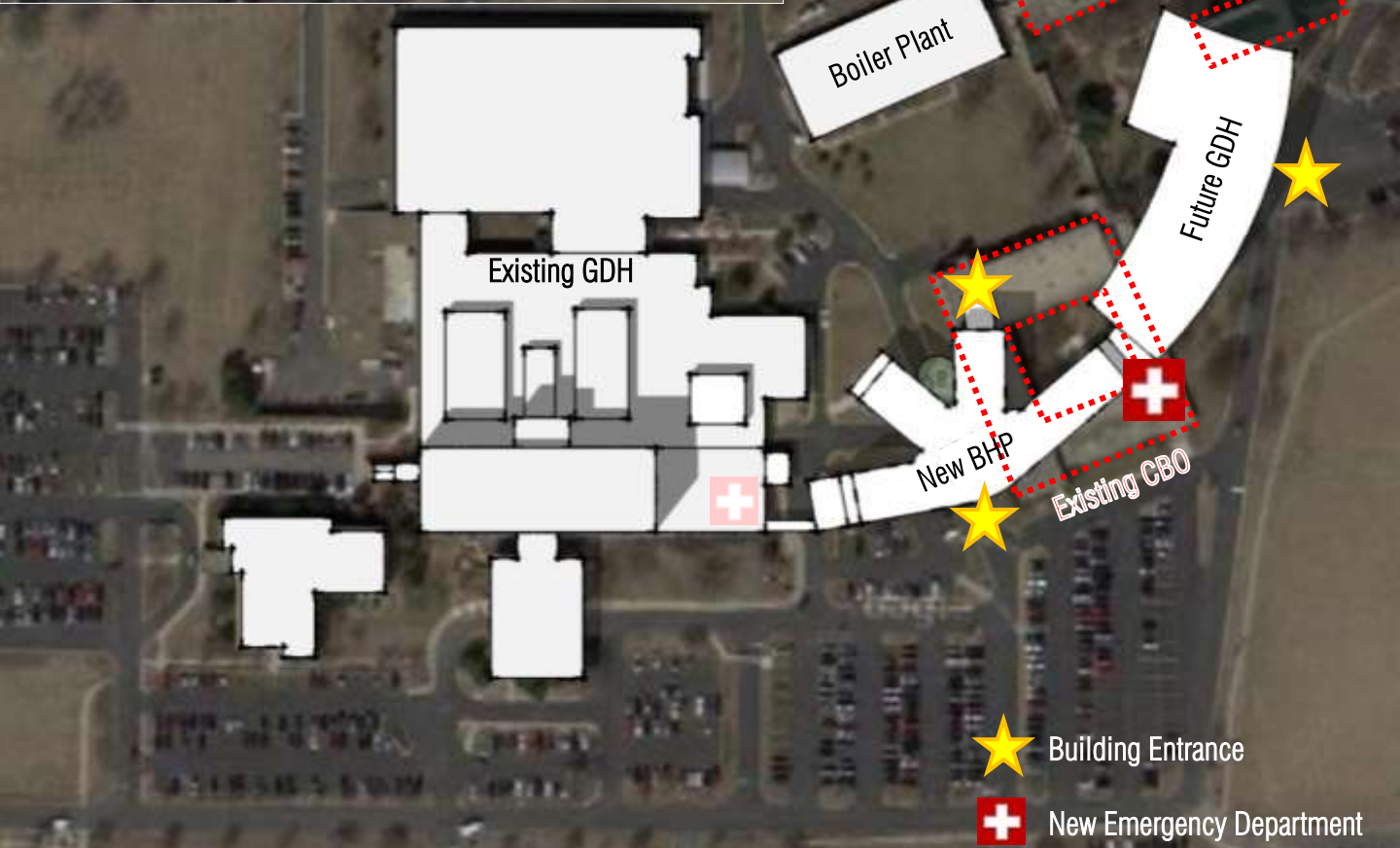


'Boomerang' Hospital 3<sup>rd</sup> Floor

**[PRIVATE CLIENT]**  
**Behavioral Health Building Study**  
 Illinois

Comparing the options of renovating the hospital's existing facilities versus building a replacement Behavioral Health Pavilion, PFB determined that a replacement pavilion will achieve the desired clinical functional model that cannot be met by renovating the existing building, will provide an entirely new image for the hospital, and will reduce current energy consumption. The savings on energy and infrastructure maintenance would cover the difference between renovation versus a new building in 13 years.





**[PRIVATE CLIENT]**  
**Master Plan**  
 Illinois

While working with a large hospital group on opportunities for Behavioral Health expansion, PFB studied the main hospital and opportunities therein, focused on future growth and facility modernization.

Phase One: Demolish existing CBO to make way for new BHS Pavilion (BHP). Relocate CBO Offices to the General Division Hospital (GDH).

Phase Two: Construct new BHP to the east of GDH with connection to the existing Emergency Department. Relocate BHS to the new Pavilion. Demolish existing BHS Building. Boiler Plant remains intact. New BHP has its own energy source.

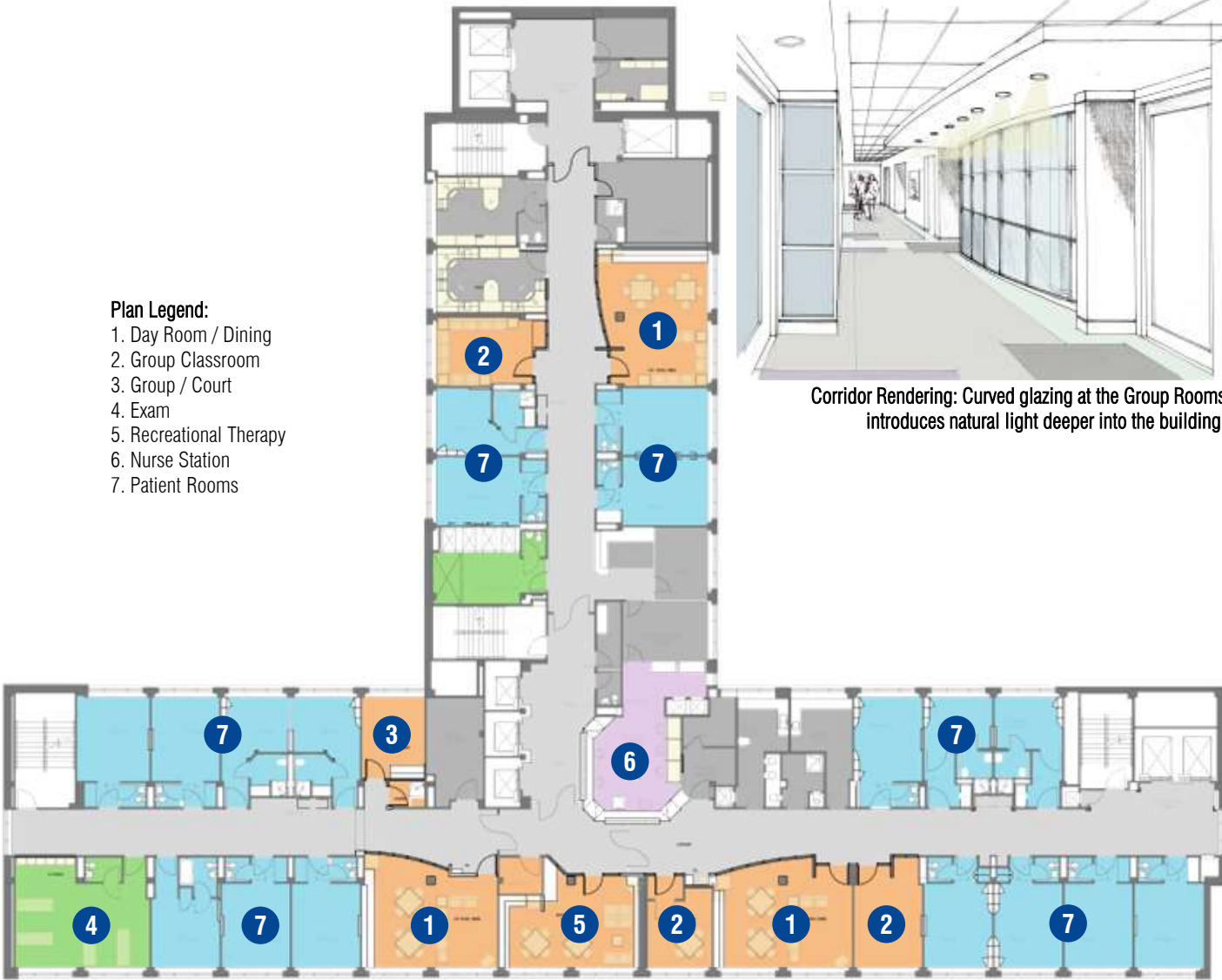
Phase Three: Construct new GDH to the northeast of BHP with new Emergency Department connecting the BHP. Once the new GDH is complete, demo existing GDH, ED, and Boiler Plant. Ministry is transformed, creating a new campus face to the main road.

#### Plan Legend:

- 1. Day Room / Dining
- 2. Group Classroom
- 3. Group / Court
- 4. Exam
- 5. Recreational Therapy
- 6. Nurse Station
- 7. Patient Rooms



Corridor Rendering: Curved glazing at the Group Rooms introduces natural light deeper into the building.



## PRESENCE SAINT JOSEPH MEDICAL CENTER

### Behavioral Health Unit

Joliet, IL

The 6,230 square foot, 30-bed General Adult Psychiatric Unit – with 12 semi-private and 6 private rooms – was designed to address the growing demand of behavioral health services in the Joliet area.

This 20-plus year old Inpatient Acute Care Unit requires a complete redesign to incorporate the latest in Mental Health Environment of Care Design Criteria. The Centralized Nursing Station is pulled out into the corridor to improve sightlines down all three corridors, and the station height is raised to reduce the risk of a physical attack by a patient.

To assist with early intervention, treatment, and follow-up, additional Group Classrooms and Therapy Rooms were added. Curving glass walls in the new day rooms, therapy and group rooms bring natural light into the corridors.



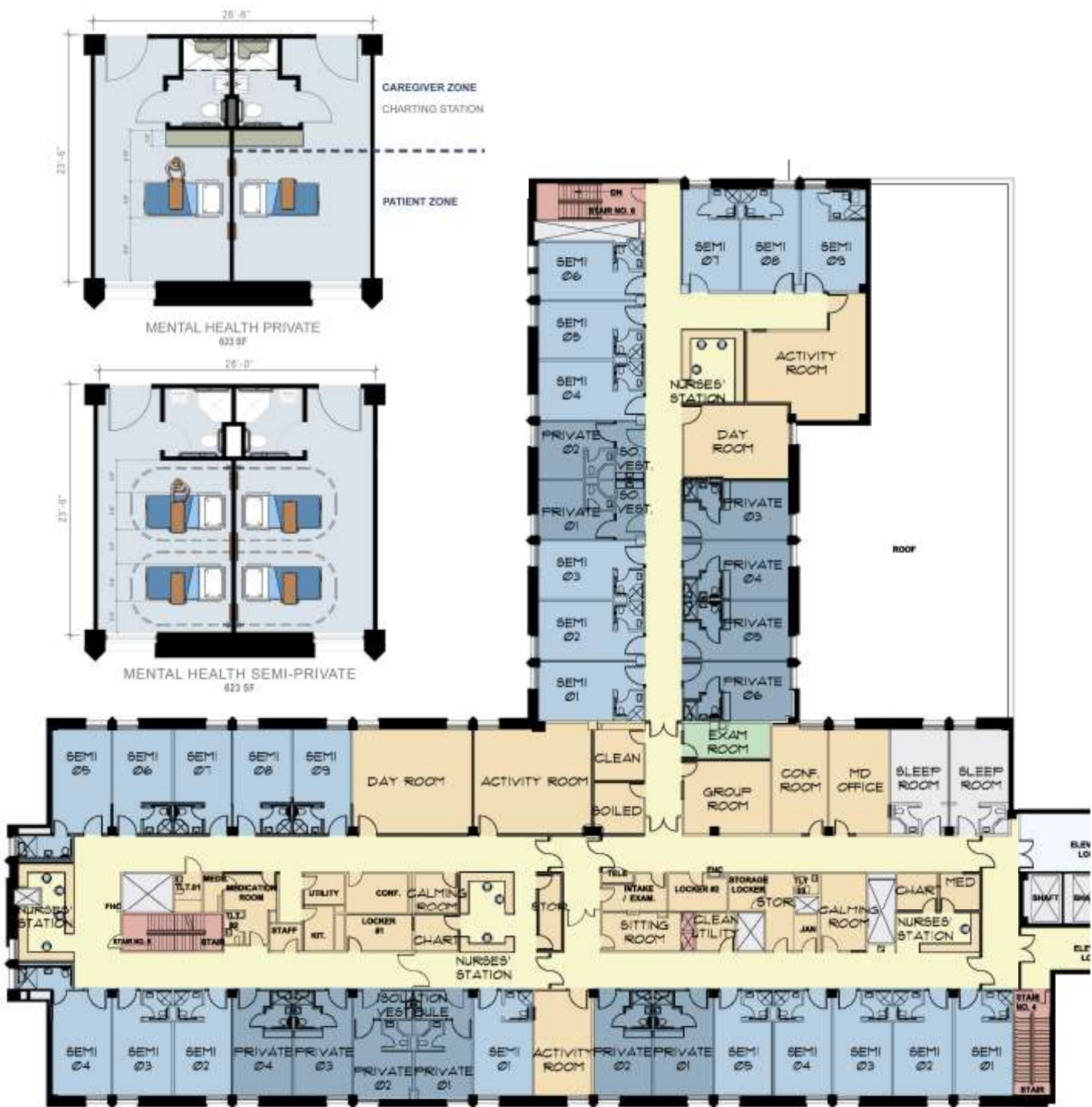


## **CAPTAIN JAMES A. LOVELL FEDERAL HEALTHCARE CENTER**

### **Acute Psychiatric Ward**

North Chicago, IL

This project entailed a complete modernization of two existing Acute Psych wards on two floors, totaling 15,000 square feet. Staff and patient facilities were updated with new, warmer, and more welcoming finishes and furnishings while keeping patient safety in mind. In addition, mechanical, electrical, and plumbing systems were renovated throughout. Each new ward was redesigned to consist of 4 single-bed patient rooms and 6 double-bed patient rooms, eliminating the outdated 4-bed style rooms. The dormitory-style shower and restroom facilities were replaced with 6 individual, residential-style restrooms adjacent to the patient rooms. Wicket-style doors were installed in patient rooms to eliminate potential suicide-aiding conditions. In addition, two new patient dayrooms and group rooms were provided in areas with access to outdoor views and natural light. Staff facilities were updated consisting of new restrooms, staff lounge and locker room, nurse station, meds room, laundry, and linen facilities.



**ST. BERNARD HOSPITAL AND HEALTH CARE CENTER**  
**Behavioral Health**  
 Chicago, IL

A substantial component to the PFB Master Plan for St. Bernard Hospital and Health Care Center is the Renovation and Expansion of the existing hospital's Behavioral Health Unit. The project includes 58 patient beds subdivided into 3 units for various acuity levels and gender. The general Psychiatric Unit will consist of 23 beds for males and 12 beds for females. There are 24 beds for Acute Psychiatric. Each Unit includes activity rooms, a dedicated nurse station and calming space.





**Project Size:** 60,000 SF  
**Firm Role:** Planning, SD, DD, CD, CA  
**Cost:** \$9M (\$140 / SF)

**EDWARD HINES JR. V.A. HOSPITAL**  
**Joliet Community Based Outpatient Clinic**  
 Joliet, IL

The VA Joliet Community Based Outpatient Clinic (CBOC) is a multi-phased renovation project that relocates the existing Joliet Clinic to the former 60,000 SF Silver Cross Emergency Department Pavilion in Joliet Illinois.

The first phase relocates and expands Primary Care, Mental Health, Women's Health, Telehealth, and Administrative functions to the new space. In order for the new Joliet CBOC to function as a standalone building, utilities will be separated from the existing hospital, and a separate boiler plant will be constructed to provide steam. The design team worked with the VA to meet an aggressive documentation schedule in order to achieve the proposed clinic opening date in March 2013.

The second phase of the project includes Radiology, Physical Therapy, Podiatry, Audiology, Respiratory, Eye Clinic, Pharmacy and Lab. These additions provide a marked improvement in the level of care for area Veterans.





**Project Size:** 65,000 SF  
**Firm Role:** Planning, SD, DD, CD, CA  
**Cost:** \$9M (\$140 / SF)  
**Design Time:** 3 months  
**Reference:** Azad Sunkavalli  
 Contract Officer Representative  
 Edward Hines Jr. V.A. Hospital  
 708.202.8387 x 21152  
 Azad.Sunkavalli@va.gov

## **EDWARD HINES JR. V.A. HOSPITAL**

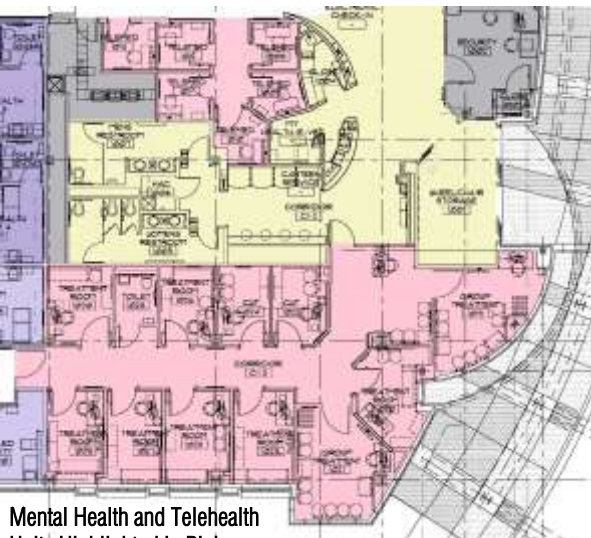
### **Joliet Community Based Outpatient Clinic – Mental and Tele Health**

Joliet, IL

The VA Joliet Community Based Outpatient Clinic (CBOC) is a multi-phased renovation project that relocates the existing VA Joliet Clinic to the former 65,000 SF Silver Cross Emergency Department Pavilion in Joliet, Illinois. The project began with a three week program verification phase. From the program verification phase came the critical need to get the clinic up and running with a construction document package completed in 90 days. This extremely tight time frame was necessary so the VA's lease for their existing space would not expire before they could take occupancy of their newly designed space. Design-Build was used to deliver a new high efficiency boiler plant, built off-site to save time and money.

The first phase of construction relocates and expands Primary Care, Women's Health, Admin Functions, Telehealth and Mental Health. Mental Health services include treatments for: depression, sadness, grief; anxiety, worry, nervousness; addictive behaviors; relationship problems; stress from medical problems and / or pain; Post-Traumatic Stress Disorder (PTSD); emotional problems, such as managing anger; vocational issues; troublesome thoughts or ideas; confused thinking; aggressive or self-harming behaviors; and memory problems.

These services are provided by 4 Social Work Offices, 6 Telehealth rooms, 2 Group Rooms, Therapy Space, Psychiatry Office and Psychology Office.



**Mental Health and Telehealth Units Highlighted in Pink**



# 3.0

TEAM  
RESUMES





## THOMAS C. JEZIORSKI

PRINCIPAL IN CHARGE

Mr. Jeziorski is the managing principal for the PFB Chicago office, and is in charge of the daily operations. As such, Mr. Jeziorski is involved with all healthcare projects, including the firms' Behavioral Health work. He has been involved with the design and management of more than 10 Behavioral Health master plans, renovations and new construction projects. His relevant experience includes:

### Amita Health

#### Adventist Bolingbrook Hospital

Geriatric Psychiatry Unit Renovation

**Bolingbrook IL**

\$1.6M, 15,000SF

### Northwestern Medicine

#### Central DuPage Hospital

Behavioral Health Services

**Winfield IL**

\$13M, 44,000SF

- 1<sup>st</sup>, 3<sup>rd</sup> & 5<sup>th</sup> Floors Behavioral Health  
18 Bed Adult Psychiatric Unit; 14 Bed Geriatric and Acute Unit;  
16 Bed Adolescent Unit
- 4<sup>th</sup> Floor Neurology

#### Outpatient Behavioral Health Building

\$11M / 36,510SF

- New 2-story 36,510 SF replacement Outpatient BH Building  
20 Bed Addictions Unit; Adolescent Mental Health; Adult Mental Health

### Presence Mercy Medical Center

Behavioral Health Services

**Aurora IL**

\$5M, 15,000SF

- BHS Study to Renovate 4<sup>th</sup> Floor  
10 Bed Adult Psychiatric; 4 Flex Beds; 5 Bed Intensive Therapy

### Private Client

Feasibility Study for Freestanding BHS

\$15M, 60,000SF

### Alexian Brothers BH Hospital

Southwest Outpatient Addition

**Hoffman Estates IL**

\$4M, 20,000SF

### TriHealth Hospital Partnership

BHS Patient Safety Analysis

**Cincinnati OH**

20,000SF

- Geriatric Acute and Youth

### Edward Hines Jr. V.A. Hospital

Community-Based BH Outpatient Clinic

**Joliet IL**

\$9M, 65,000SF

### Loretto Hospital

Behavioral Health Services

**Chicago IL**

\$1.9M, 15,000SF

- 3<sup>rd</sup> Floor Psychiatric Renovation  
36 High-Acuity Beds

### St. Bernard Hospital & Health Care Center

Behavioral Health Services

**Chicago IL**

- Detox Unit Renovations: 4 Detox Beds

### Master Plan

- Behavioral Health Wing  
23 General Psychiatric, Men; 12 General Psychiatric, Women;  
24 Acute Psychiatric

### Education

The University of Toledo  
Associates Degree, Architectural Technology

University of Cincinnati  
Bachelors of Science, Architectural Engineering

### Awards

2005 Buildings Magazine - Best Addition to an  
Existing Facility Award, William Beaumont Hospital

2005 Engineering Society of Detroit - Construction  
& Design Award, William Beaumont Hospital

2007 Sage Design for Senior Environments,  
Covenant Village of Northbrook Town Center

### References

Raj Dasai  
Project Manager  
Northwestern Memorial Healthcare  
630.933.4249 | Raj.Desai@cadencehealth.org

Jake Kanuru  
Contract Officer Representative  
Edward Hines Jr. V.A. Hospital  
708.202.8387 x21149 | Jake.Kanuru@va.gov

Kevin Rehder  
Vice President of Practice Management  
Little Company of Mary Hospital  
708.229.5893 | krehder@lcmh.org





## **JEFFERY REINKE, NCARB**

CAMPUS PLANNER

Mr. Reinke brings a depth of over 30 years of healthcare planning and design experience. His projects have won numerous awards, including the Waterbury Award, and have been featured in many publications, including Modern Healthcare. He has focused most of his career on healthcare design and implementation. In particular, he loves tackling large, complicated projects and presenting them in smaller, more manageable scales. His creativity and careful attention to function and aesthetics have led to successful and innovative spaces. His relevant experience includes:

### **Education**

University of Wisconsin  
Bachelors of Science, Architectural Studies  
Master of Architecture

### **Registrations**

Registered Architect: WI, MI, IN, NCARB Certified

### **Previous Affiliations**

AIA: American Institute of Architects  
Greater North Michigan Ave Association Member  
ACE Careers in Architecture  
Society for College and University Planning

### **Current Affiliations**

Education Chair and Illinois Council  
Representative, Trout Unlimited  
Program Lead – Project Healing Waters Fly Fishing  
at James A Lovell Federal Health Center

### **References**

Charles Cloutier  
Director, Planning & Construction  
Northwestern Memorial Healthcare  
630.933.5609 | Charles.Cloutier2@nm.org

Joe Ruiz  
Director of Design & Construction  
Oakwood Hospital – Dearborn  
313.593.7000 | ruizj@oakwood.org

Jay Wattenberg  
Program Manager, Planning & Construction  
Loyola University Health System  
708.216.9045 | Jay.Wattenberg001@luhs.org

### **Amita Health**

**Adventist Bolingbrook Hospital**  
Geriatric Psychiatry Unit Renovation

**Bolingbrook IL**  
\$1.6M, 15,000 SF

**Mercy Hospital and Medical Center**  
Assessment of the Hospital and Campus

**Chicago IL\*\***

**St. Bernard Hospital & Health Care Center**  
Replacement Hospital / Patient Tower  
Renovation of Existing Facilities

**Chicago IL\***  
300,000 SF  
150,000 SF

**Northwestern Memorial Hospital**  
Waterbury Award-winning Streetscape

**Chicago IL\***

**Advocate Lutheran General Hospital**  
Campus Master Plan

**Park Ridge IL\***  
\$700M

**University of Michigan Health System**  
Strategic Facilities Master Plan

**Ann Arbor MI\***  
8,500,000 SF

**Virginia Commonwealth University  
Health System**  
Strategic Facilities and Campus Master Plan

**Richmond VA\***

**Valley West Community Hospital**  
Medical Office Building  
Master Plan and Option Development

**Sandwich IL\***  
35,000 SF

**William Beaumont Hospital**  
Campus Master Plan, Universal Bed Floors, Birthing Center

**Royal Oak MI\***

**St. Francis Hospital**  
Campus Master Plan, Medical Office Studies

**Evanston IL\***

**Silver Cross Hospital**  
Focused Campus Plans; ICU; LDR Recovery Suite

**Joliet IL\***

\*OWP/P Experience    \*\*Proteus Experience



**BRIAN PUGH**  
PROJECT ARCHITECT

Mr. Pugh is proficient with the computer applications used in virtual building modeling. He uses programs like SketchUp as a tool to inform project stakeholders. He utilizes BIM (Building Information Modeling) to engage the design and construction team. In addition to his modeling expertise, as project architect, he is integral to all phases of the design and construction process. His relevant experience includes:

**Education**

University of Illinois at Urbana Champaign  
Bachelors of Science, Architectural Studies  
Master of Architecture

**Registrations**

Registered Architect, Illinois

**References**

Raj Dasai  
Project Manager  
Northwestern Memorial Healthcare  
630.933.4249 | Raj.Desai@cadencehealth.org

Brian Piejko  
Executive Director of Facilities and Support Services  
708.229.5072 | bpiejko@lcmh.org

Jake Kanuru  
Contract Officer Representative  
Edward Hines Jr. V.A. Hospital  
708.202.8387 x21149 | Jake.Kanuru@va.gov

**Amita Health**

**Adventist Bolingbrook Hospital**  
Geriatric Psychiatry Unit Renovation

**Bolingbrook IL**  
\$1.6M, 15,000SF

**Northwestern Medicine**

**Central DuPage Hospital**  
Behavioral Health Services

**Winfield IL**  
\$13M, 44,000SF

- 1<sup>st</sup>, 3<sup>rd</sup> & 5<sup>th</sup> Floors Behavioral Health  
18 Bed Adult Psychiatric Unit; 14 Bed Geriatric and Acute Behavioral Health ; 16 Bed Adolescent Unit
- 4<sup>th</sup> Floor Neurology

**Outpatient Behavioral Health Building** \$11M / 36,510SF

- New 2-story 36,510 SF replacement Outpatient BH Building  
20 Bed Addictions Unit; Adolescent Mental Health; Adult Mental Health

**GI Lab Renovation and Expansion** 13,000SF

- Multi-Phase GI Lab Facility, Occupied Throughout Construction

**Presence Mercy Medical Center**

**Behavioral Health Services**

**Aurora IL**  
\$5M, 15,000SF

- BHS Study to Renovate 4<sup>th</sup> Floor  
10 Bed Adult Psychiatric; 4 Flex Beds; 5 Bed Intensive Therapy

**Private Client**

**Feasibility Study for Freestanding BHS** \$15M, 60,000SF

**Alexian Brothers BH Hospital**

**Residential Therapy Center**

**Hoffman Estates IL**  
51,674SF

**Jesse Brown V.A. Medical Center**

**Dental Clinic Expansion**

**5<sup>th</sup> Floor Cardiology, Vascular, Pain Clinic**

**Chicago IL**

**Edward Hines Jr. V.A. Hospital**

**Community-Based BH Outpatient Clinic**

**Joliet IL**  
\$9M, 65,000SF

**Norwegian American Hospital**

**Women's Center Renovation**

**Nursery / On-Call Renovation**

**Chicago IL**

**Little Company of Mary Hospital**

**Medical Office Building**

**ICU Renovation**

**Evergreen Park IL**

**Loretto Hospital**

**5<sup>th</sup> Floor Patient Room Renovations – East and West Wings**

**Chicago IL**





## **BRENDA K. JENTINK, IIDA, EDAC**

SENIOR INTERIOR DESIGNER

Ms. Jentink has over 20 years of interior design experience, including healthcare, senior living, and behavioral health design. As a certified evidence-based design professional (EDAC), she applies philosophies of patient-centered care and the transformation of all healthcare settings into healing environments which benefit both patients and staff. Her strengths include planning, programming, finishes, furniture specifications, procurement, and project management. In addition to her many years of design experience, she is also an Adjunct Faculty member at William Rainey Harper College. Her relevant experience includes:

### **Education**

University of Wisconsin Stout  
Bachelors of Science, Art

### **Registrations**

Registered Interior Designer, WI  
NCIDQ Certified, IIDA, EDAC

### **Affiliations**

AIA Design for Aging  
POE Team Member  
LeadingAge  
LSN  
ASHE  
HESNI

### **Speaking Engagements**

AOPHA 2008  
LSN 2002, 2007, 2008

### **Publications**

Healthcare Facilities Management  
May 2005 "Pull Up a Chair"

### **Awards**

Distinguished Educator of the Year, 2008

### **References**

Kevin Rehder, Vice President of Clinical Services  
Little Company of Mary Hospital  
708.229.5893 | krehder@lcmh.org

Christopher Novak, COO  
Alexian Brothers BH Hospital  
847.755.8072 | Christopher.Novak@alexian.net

Glen Rasmussen, Program Manager  
Northwestern Memorial Healthcare  
312.926.6120 | Glen.Rasmussen@nm.org

### **Amita Health**

**Adventist Bolingbrook Hospital**  
Geriatric Psychiatry Unit Renovation

**Bolingbrook IL**  
\$1.6M, 15,000SF

### **Northwestern Medicine**

**Central DuPage Hospital**  
Behavioral Health Services

**Winfield IL**  
\$13M, 44,000SF

- 1<sup>st</sup>, 3<sup>rd</sup> & 5<sup>th</sup> Floors Behavioral Health  
18 Bed Adult Psychiatric Unit; 14 Bed Geriatric and Acute Behavioral Health; 16 Bed Adolescent Unit
- 4<sup>th</sup> Floor Neurology

**Presence Mercy Medical Center**  
Behavioral Health Services

**Aurora IL**  
\$5M, 15,000SF

- BHS Study to Renovate 4<sup>th</sup> Floor  
10 Bed Adult Psychiatric; 4 Flex Beds; 5 Bed Intensive Therapy

### **Private Client**

Feasibility Study for Freestanding BHS \$15M, 60,000SF

### **Private Client**

Programming and Planning for Outpatient BH Building

**Alexian Brothers BH Hospital**  
Southwest Outpatient Addition

**Hoffman Estates IL**  
\$4M, 20,000SF

**Provena Saint Joseph Medical Center**  
Master Plan

**Joliet IL**

- Behavioral Health Unit  
30 General Adult Psychiatric Beds

**Little Company of Mary Hospital**  
Outpatient Behavioral Health Unit

**Evergreen Park IL**

**Jackson Park Hospital**  
Behavioral Health Services

**Chicago IL**

- Behavioral Health Unit  
15 General Psychiatric, Men; 10 General Psychiatric, Women;  
18 Geriatric Beds

**Mount Sinai Hospital**  
Facilities Master Plan

**Chicago IL**



## **ERIKA L. BERKEY, LEED-AP**

PROGRAM / PLANNER

After 7 years practicing architectural, planning, and interior design in China for a diverse range of projects – including healthcare, senior living, mixed-use, corporate, retail, and residential – Erika Berkey returns to Chicago and to PFB Architects to lend her international experience in the focus of project and team management, site evaluation, master planning, programming, sustainable analysis, and interior design. She approaches each project with a focus on plan efficiencies and environmentally-sound design. Her strengths include idea generation, conceptualization, organization, and project standardization. Her relevant experience includes:

### **Education**

International Academy of Design and Technology  
Bachelors of Science, Interior Architecture

### **Registrations**

IIDA: International Interior Design Association  
Green Building Certification Institute: LEED-AP

### **Awards**

GreenBuild Legacy Project  
LEED-Platinum Certification

### **References**

Kevin Rehder  
Vice President of Clinical Services  
Little Company of Mary Hospital  
708.229.5893 | krehder@lcmh.org

Richard Click, AIA  
Project Manager, Planning and Construction  
Northwestern Memorial HealthCare  
312.695.3279 | rclick@nm.org

Chris Foos  
Director  
Satellite Education Program  
+86 186.3080.7638 | cfoos@satelliteedu.com

### **Shengjing Hospital**

Multi-Phased Replacement Hospital

**Dalian CN\***

180,950m<sup>2</sup>

### **Shanghai East International Hospital**

Replacement Hospital  
ED Renovation and Expansion

**Shanghai CN**

66,030m<sup>2</sup>

### **Tianshuigu Hot Spring Spa Resort Village**

Hotel, Hot Spring Spa, Rehabilitation Center

**Fuxin CN\***

240,000m<sup>2</sup>

### **St. Bernard Hospital & Health Care Center**

Facilities Master Plan  
Replacement Hospital Master Plan

**Chicago IL**

### **Little Company of Mary Hospital**

Facilities Master Plan  
Cardiac Cath Lab, MRI Suite, Medical Office Building, Sleep & Behavioral Health Units

**Evergreen Park IL**

### **Jesse Brown VA Medical Center**

Dental Clinic  
Fan Coil Unit Replacement

**Chicago IL**

15,000SF

### **Norwegian American Hospital**

Facilities Master Plan  
Women's Center and Nursery Renovation

**Chicago IL**

### **Jackson Park Hospital**

Facilities Master Plan  
Behavioral Health Unit

**Chicago IL**

### **Alexian Brothers BH Hospital**

Southwest Outpatient Addition  
Acute Care Nursing Unit Expansion  
Mental Health Center Master Plan

**Hoffman Estates IL**

\$4M, 20,000SF

### **Northwestern Memorial HealthCare**

Behavioral Health Risk Assessment and Implementation Plan

**Chicago IL**

\*Projects with other firms





33 N. LaSalle Street  
Suite 3600  
Chicago IL 60602

T: 312.376.3100  
F: 312.376.3106

[www.pfbchicago.com](http://www.pfbchicago.com)