



JUDY SMITH, MHA

President/Principal

Judy Smith is an experienced management consultant, facility planner, active lecturer, author and strategist. She works with women and children's health services exclusively, and serves on numerous professional committees in this field. She co-founded the firm, Smith Hager Bajo in 1995. The firm has helped hospitals shape the future of women and children's health for almost 25 years.

Judy has devoted her career and significant personal time to improving the environments for women and children's health. She was instrumental in introducing the single-family room NICU model to some of the first projects in North America to incorporate this concept. She is a founding member of the Recommended Standards for NICU Design's international consensus committee (2020 edition will be published in the upcoming *Journal of Perinatology*). She serves on a national fetal therapy think tank, and has lectured throughout the world on women and children's health service innovations and facilities. She was appointed to serve on the committee to update FGI hospital design guidelines as a women and children's planning specialist, and chaired the development of the first children's hospital chapter in 2014. These guidelines are used or referenced as regulation by 43 US states and the Joint Commission (Appointed to committee for past editions and 2022).

EXPERIENCE

More than 1,000 women and children's hospital projects in the US and six countries

EDUCATION

- Master's degree in health administration
University of Iowa, 1985
- Cum laude graduate, Bachelor of Arts degree.,
Meredith College, Raleigh, North Carolina with one semester of study on the National Health System and architecture in London, England, 1977
- Awarded a two-year postgraduate fellowship in healthcare leadership,
Advocate Health – Chicago, 1985-87

AWARDS / APPOINTMENTS

- 2013 International Gravens Award for Leadership in Enhancing the Physical and Developmental Environment for High Risk Infants
- Associate, American College of Healthcare Executives
- Appointed Specialty Group Chair, Facility Guidelines Institute
- Program committee member, Gravens Conference for the Physical and Developmental Environment for the High Risk Infant
- Center for Healthcare Design jurist for hospital renovation projects – 2018, 2019 & 2020
- Awarded Business Innovator Top Twenty by NOVA
- Recipient of Lions Club Outstanding Achievement Award
- President, Rotary Club of Leesburg 2013-14 / Rotarian of the Year 2011
- Past Board member, local foundation, scholarship committee and not-profit counseling center

SELECTED EXPERIENCE

Ohio Health - Riverside Methodist Hospital / Nationwide Children's Hospital NICU and Antepartum

Columbus, OH

University of Kentucky/Kentucky Children's Hospital - NICU and Pediatrics

Lexington, KY

HSHS St. John's Hospital - NICU

Springfield, IL

Stanford Children's Health/Lucille Packard Children's Hospital - Obstetrics, NICU, Women's Cancer and Pediatrics

Palo Alto, CA

Orlando Health / Winnie Palmer Hospital for Women & Babies Obstetrics, Women's Ambulatory, NICU and Pediatrics Covenant Health – Obstetrics and NICU

Orlando, FL

St. Louis Children's Hospital/ BJC Health - Obstetrics, NICU and Pediatrics

St. Louis, Missouri

UCSF Medical Center / Benioff Children's Hospital - Women's Services with Obstetrics, NICU and Pediatrics

San Francisco, California

Parkland Hospital – Obstetrics, Women's Clinics and NICU

Dallas, TX

Cone Health – Obstetrics/Women's, NICU and Pediatrics

Greensboro, NC

Partners Health/Newton-Wellesley Hospital – Obstetrics and Nurseries

Newton, MA

Sidra Medical and Research Center – Women and Pediatrics

Doha, Qatar

The Hospital for Sick Children – Children's Hospital

Toronto, Ontario, Can

Princess Margaret Children's Hosp. / Queen Elizabeth II Medical Center – NICU and Obstetrics

Perth, W. Australia