

Carmen Zamora

Partner

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Education

- Master of Public Health, New Mexico State University
- Bachelor of Science in Biology, New Mexico State University



Registrations and Certifications

- Women in Healthcare, Member

Carmen provides healthcare planning and strategic advisory services focused on Tribal communities and Indian Health Service facilities. Her work centers on healthcare requirement development, project communications, and capital decision-making that aligns clinical operations with long-term infrastructure investment.

She served as internal Owner's Representative on the Hidalgo Medical Services Primary Care and Senior Services design and construction project, overseeing project planning, design review, contractor coordination, and schedule and budget management. In this role, she ensured seamless communication among stakeholders, maintained principal-level oversight from initiation through closeout, and supported critical decision-making to keep the project on track, on budget, and aligned with community and clinical needs.

She leads Health Service Master Planning initiatives; prepares Program Justification Documents (PJD) and Program of Requirements (POR) for IHS projects; and advises on strategic capital planning. Her approach integrates operational insight, regulatory knowledge, and performance-based analysis to ensure facilities support clinical delivery models, staffing projections, community growth, and financial sustainability.

With more than 20 years of experience in healthcare administration, program development, and quality management, Carmen works closely with Tribal leadership, executive teams, clinical stakeholders, and design professionals to translate service models into clear, defensible facility programs. She partners with Tribal governments to develop culturally responsive, sustainable health systems aligned with community priorities, governance structures, and accreditation requirements.

Her work combines qualitative and quantitative data, analytical tools, and structured decision frameworks to support actionable implementation. She is recognized for disciplined analysis, practical execution, and measurable outcomes that support high-quality patient care and responsible stewardship of resources.

Partial Project List

The project experience summarized here represents work completed by the principals prior to the firm's formation, where they served in senior planning and architectural roles.

SouthEast Alaska Regional Health Consortium

- Health Services Master Planning
- JVCP Planning Documents

Tanana Chiefs Conference Health Services

- Health Services Master Plan

Whiteriver Indian Health Service

- PJD and POR Document Development
- POR-Quarters
- Planning Design Assist

Sells Indian Hospital

- PJD and POR Document Development

Phoenix Area Indian Health Service

- Area Health Services Master Plan

Desert Vision Wellness Center

- Youth Residential Treatment Facility
PJD and POR Document Development

Albuquerque Indian Health Center Central and West

- PJD and POR Document Development

Round Valley Indian Health Center

- Wellness and Behavioral Health
Conceptual Program Development

Mid Atlantic Tribes, Nashville Area Indian Health Service

- Planning for newly recognized Tribes
- Facility Planning
- Tribal Health Insurance Model
Development

Chugachmiut Inc.

- PJD and POR Document Development

Ysleta Del Sur Pueblo Health and Human Services

- New Tax Credit and Program Planning
Assist

Southern Bands Health Center

- PJD and POR Document Development

Fort Defiance Indian Hospital

- Health Services Delivery Planning

Winslow Indian Healthcare Center

- Health Services Delivery Planning

La Clinica del Pueblo

- Strategic Planning

Cow Creek Band of Umpqua Tribe of Indians

- Health Services Delivery Planning