

GLOBAL HEALTHCARE SERVICES

Newmark Grubb
Knight Frank
Global Corporate Services



STRATEGY TO IMPLEMENTATION

NEWMARK GRUBB KNIGHT FRANK'S GLOBAL HEALTHCARE SERVICES TEAM IS ONE OF THE LARGEST AND MOST EXPERIENCED HEALTHCARE REAL ESTATE TEAMS IN THE COUNTRY, ADVISING HEALTHCARE CLIENTS SEEKING TO MAXIMIZE VALUE ON ASSETS AND IMPLEMENT LONG-TERM BUSINESS STRATEGIES.

Our Mission

The Global Healthcare Services team provides clients with a single-source solution for every phase of acquiring, financing, developing and disposing healthcare real estate. Utilizing a consultative approach and leveraging our national resources and global reach, we assist hospitals, health systems, physician groups, investors and developers in effectively managing their healthcare real estate operations and portfolios, creating and executing long- and short-term strategic plans that deliver reduced occupancy costs, increased efficiency and utilization, and access to capital and, ultimately, maximizing value.

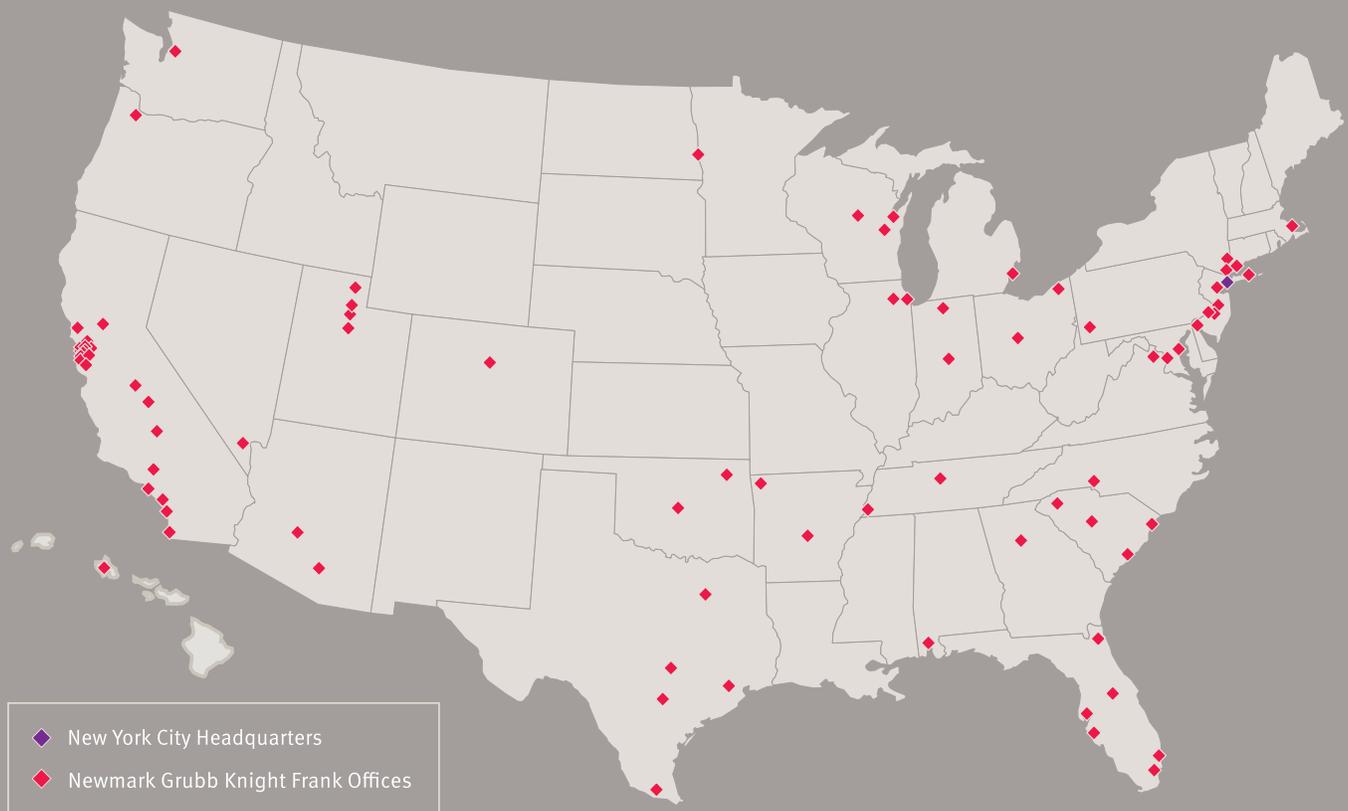
A Deeper Understanding

The team comprises real estate transaction and consulting professionals with more than 25 years of experience serving hospitals, health systems and medical office building owners throughout the U.S and across the globe. Our advisors understand the impact of the challenges that arise through hospital affiliation strategies, healthcare reform, demand for healthcare assets in the capital markets and constantly evolving regulatory issues. We have the expertise to advise providers through these complicated changes, compliance and regulatory issues, capital requirements and real estate strategies.

About Newmark Grubb Knight Frank

Newmark Grubb Knight Frank is one of the world's leading commercial real estate advisory firms. Operating from more than 300 offices on five continents, Newmark Grubb Knight Frank serves the property needs of tenants, owners, investors and developers worldwide.

Newmark Grubb Knight Frank provides a fully integrated platform of services to prominent multinational corporations and institutional investors across the globe, as well as to owners and users of real estate on a local, regional and national level. With services including leasing advisory, global corporate services, investment sales and financial services, property and facilities management, program and project management, and valuation and consulting, we offer comprehensive real estate solutions supporting the business objectives of our clients.





HEALTHCARE CONSULTING SERVICES

Cost Reduction

Looking beyond real estate, our approach takes a holistic view of our clients' overall objectives, implementing strategies that reduce costs, thereby increasing profitability. We execute aggressive, proactive cost-reduction strategies, ranging from simply changing the light bulbs to renegotiating current leases, tracking expenditures or applying procurement and spend analysis. The firm's integrated services model provides asset management, valuation, lease administration, facilities management and transaction services, as needed, to deliver a comprehensive cost-reduction strategy. Our valuation experts assign value to assets, creating leverage for negotiations and enhancing financial outcomes, while our property management professionals identify and realize efficiencies in operations, considerably reducing client costs overall.

THE AFFORDABLE CARE ACT HAS A DIRECT
IMPACT ON HEALTHCARE REAL ESTATE.
WE ARE AHEAD OF THE GAME.

Regulatory Compliance

Over 50% of the Office of Inspector General's investigations begin with real estate, and we are dedicated to navigating Safe Harbor, Stark and Anti-Kickback statutes. Our dedicated healthcare compliance experts specialize in regulatory issues affecting hospitals, health systems and physician practices, helping clients establish fair market value by conducting mock audits and implementing the modifications in strategy necessary to be in compliance.

Economic and Asset Development

Our specialists focus on determining and executing the right financial strategy for each organization that maintains control of future decisions that are critical to its survival. Our methodology leverages proprietary research and market intelligence to develop utilization, optimization and disposition strategies involving healthcare campuses, re-use plans, redevelopment and the variations of core and non-core assets.

Location and Revenue – Analysis and Strategies

Healthcare is a constant evolution, so selecting the right site or creating a strategy that procures more of the right patients may be the difference between maintaining margins or falling significantly behind. We work behind the scenes to help capture the right patients and implement profitable revenue strategies, identifying where the patients are, where they are going and how to attract additional profitable patients.

Innovative Technology Solutions

Information aggregation tools are critical to the decision-making process. Determining the appropriate key performance indicators, we create analytics enabling our technology platform to pull data from a variety of sources, which may include demographics, psychographics, the client's unique financial data, payer mix, procedure mix and physician contract information. Predictive analytics and decision science are then applied to empower the organization to develop strategies – easily and quickly.

HEALTHCARE CAPITAL MARKETS

With our national and international capital and healthcare real estate market intelligence, we deliver the maximum return on an investment. Our comprehensive investment and capital markets capabilities include investment sales, investment advisory services, due diligence, sale/ leasebacks, dispositions, note sales, debt and equity financing, merchant banking, private equity, UPREIT structures and 1031 exchange services.

We support clients by raising equity and debt capital for property-specific transactions – delivering the full spectrum of capital markets services. Where the decision to monetize is made, our clients are at an incredible advantage with our strong relationships with key healthcare REITs and top healthcare acquisition groups throughout the U.S.

The healthcare environment continues to be fluid and dynamic. With continued pressure on healthcare providers along with ever-changing capital markets, our capital markets team understands that our primary objective is to assist our clients in accessing competitive capital and managing resources to achieve both clinical and financial goals.

HEALTHCARE LEASING ADVISORY AND TRANSACTION SERVICES

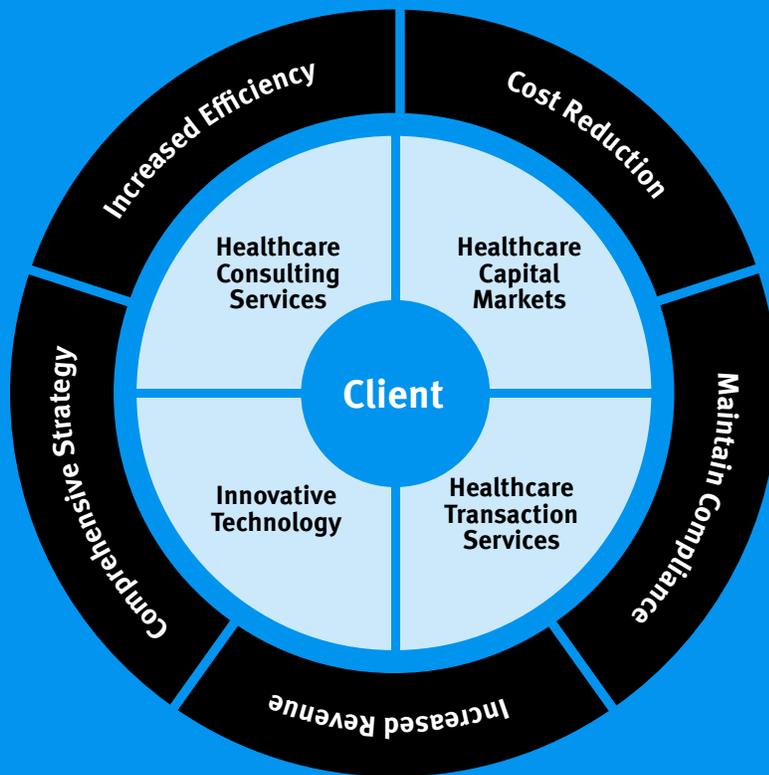
Our integrated services platform provides our healthcare real estate clients with a single-source solution for every phase of occupying or owning a property. Whether the requirement is an acquisition, disposition, lease negotiation or complicated ground lease structuring, our sophisticated transaction and advisory services will take an asset through its entire life cycle and every contingency.

Buyer/Tenant Representation

Our approach to our healthcare provider based buyer/tenant representation is the most expert and comprehensive methodology in the marketplace. Whether the client is facing lease expiration, is in the process of merging with a health system, needs to expand facilities or is downsizing and needs to dispose of surplus space, our real estate professionals can develop unique, creative strategies that go beyond typical brokerage services.

Seller/Landlord Representation

As seller/landlord representatives, we offer fully integrated services designed to maximize return on investment and asset value. With access to valuable in-house market research, we develop comprehensive, individualized marketing and leasing strategies to achieve a property's highest potential positioning in alignment with the client's objectives. Our unique approach and techniques have been developed through our deep understanding and experience in working with health systems, hospitals, physician groups, healthcare REITs and healthcare real estate owners throughout the world.



A FULL-SERVICE PLATFORM

Tenant Representation

Strategic Planning

Navigating Physician Affiliation Real Estate Integration
Multi-criteria Decision Modeling/Consensus Building
Workplace Strategies
Workplace Programming
Workflow and Process Improvement
Benchmarking and Best Practices
Technology Integration Planning
Facility Layout/Conceptual Design
Workforce Studies
Workplace Standards and Guidelines
Organizational Change Readiness

Leasing Advisory

Lease Acquisitions

Market Analysis and Benchmarking
Site Evaluation
Competitive Building Analysis
Financial Modeling
Site Selection
RFP Process and Proposal Evaluation
Transaction Negotiation
Post-Lease Services

Lease Dispositions

Market Analysis and Valuation
Building Due Diligence
Marketing and Repositioning Strategies
Prospecting and Canvassing
Financial Modeling
RFP Process and Proposal Evaluation
Tenant Retention Strategies
Transaction Negotiation

Program and Project Management

Tenant Fit-Out
Build-to-Suits
Ground Up Development
Renovations
Mission-Critical Facilities
LEED/Sustainability Evaluation
Strategic Project Planning
Pre-Lease Services
Design Management
Contractor Negotiations and Agreements
Construction Management
Relocation Management

Landlord Representation

Leasing Advisory

Navigating Physician Affiliation Real Estate Integration
Property Assessment
Prospecting/Canvassing
Marketing and Repositioning Strategies
Cash Flow Analysis and Financial Modeling
Market Analysis
Tenant Retention Strategies

Investment Sales and Capital Markets

Investment Advisory
Merchant Banking
Private Equity
Investment Sales
Capital Markets and Sale/Leasebacks
Land Disposition and Development
Debt Financing
Workout and Note Sales
1031 Exchange Services

Property Management

Building Operations and Maintenance
Vendor and Contract Negotiation
Comprehensive Energy Management
Project Oversight and Value Engineering
Labor Relations
Local Law Compliance
Property Inspection/Quality Control
Property Accounting and Financial Reporting

Valuation and Advisory Services

Portfolio Valuation
Market and Economic Studies
Marketability/Feasibility and Highest and Best-Use Studies
Special Market Research Studies
Expert Witness Testimony and Litigation Support
Arbitration
Capital Markets Support
Due Diligence and Debt Analysis
Appraisals Review
Partnership Interest Valuation
Business Valuation
Tax Reduction Analysis
Purchase Price Allocations
Annual Financial Reporting
Real Estate Compliance

Global Corporate Services

Global Account Management

Governance Program Development
Corporate Communications
Organizational Transformation
Merger and Acquisition Due Diligence
Service Provider Transition Management
Real Estate Strategic Planning
Benchmarking and Performance Measurement
Business Unit Collaboration Management
Global Services Delivery Coordination
Corporate Asset Optimization
Operating Expense Reduction Strategies

Consulting Services

Real Estate Compliance
Stark, Safe Harbor, Fraud and Abuse Advisory
Operations and Portfolio Strategy
Multi-criteria Decision Analysis
Location Strategy and Optimization
Supply Chain and Logistics Network Modeling
Location Selection and Due Diligence
Economic Incentives Feasibility and Negotiations
Workforce Studies and Demographic Analysis
Workplace Strategies
Global Workplace Standards
Space Utilization, Efficiency and Vacancy Analysis
Lean and Six Sigma Consulting
Workflow and Business Process Improvement
Strategic Sourcing and Spend Analytics
Technology Solutions
Business Case Development

Global Program Management

Resource Integration Management
Program Lifecycle Management
Design Management
Procurement Services
LEED/Sustainability Evaluation
Building Condition Assessment
Capital Planning and Budgeting
Construction Administration
Change Management/Communications
Technology Integration Services
Relocation Management Services
Facility Decommissioning Services

Facilities Management

Facility Audits and Reviews
Energy Management Services
Office Services
Janitorial Services
Mechanical Services
Bill Payment
Maintenance Project Management
Space Management
Moves, Adds and Changes Management

Lease Administration

Lease Translation and Abstraction Services
Lease and Operating Expense Audits



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