



The Integrated Health Village

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Integrated Health Villages



THE INSTITUTE
FOR INTEGRATED
HEALTH VILLAGES

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THE NEW REALITY: COVID-19

It is apparent that COVID-19 type viruses will circulate through the world for the foreseeable future¹. Healthcare and wellness experts agree that we must make changes in the way we live, work and play². Acute Care needs more space for admitting and waiting rooms³. Acute Care also need more flexible patient rooms that can switch to ICU beds instantly³. Sub-acute facilities need to make the switch from shared to private rooms⁴, and they need to isolate the AC/Heating System to individual rooms with Hepa filtered air cleaning capability⁵. Senior Living needs to increase the size of the common area rooms⁶ allowing people to spread out and add Hepa filtered air cleaning systems⁷. Tomorrow's retail will need space⁸. Office buildings will need to go back to individual offices (as opposed to "open concept") and will need larger conference room space⁹. All new buildings must look at the tenant improvement materials that are used and find products that are easy to clean and sanitize¹⁰. We also need to find technologies that identify customers with fevers, coughs and communicate these

findings to provider management¹¹. Finally, we must improve the indoor air quality.

Over 87% of the average person life is spent indoors¹², and the poorest air quality is found indoors, not outside¹³. The answer, we believe, is to focus on "wellness-certified" buildings purpose-built environments, like the Integrated Health Village.



INTEGRATED HEALTH VILLAGE

An Integrated Health Village is a live-work-play walkable community that physically and virtually integrates healthcare with retail, commercial, educational, residential, and other services. The goal of an Integrated Health Village is to promote wellness so that acute healthcare, though available, is infrequently used.

Integrated Health Villages are designed to save construction costs by eliminating replicated spaces (i.e. conference rooms, admitting offices, duplicate labs, etc.).

Equipment and operating costs are lowered by sharing things such as wet labs, radiology, and kitchens. By overlaying shared medical record technology, data input costs can be cut dramatically, and a much better patient/ customer experience can be garnered.



POST COVID TRENDS

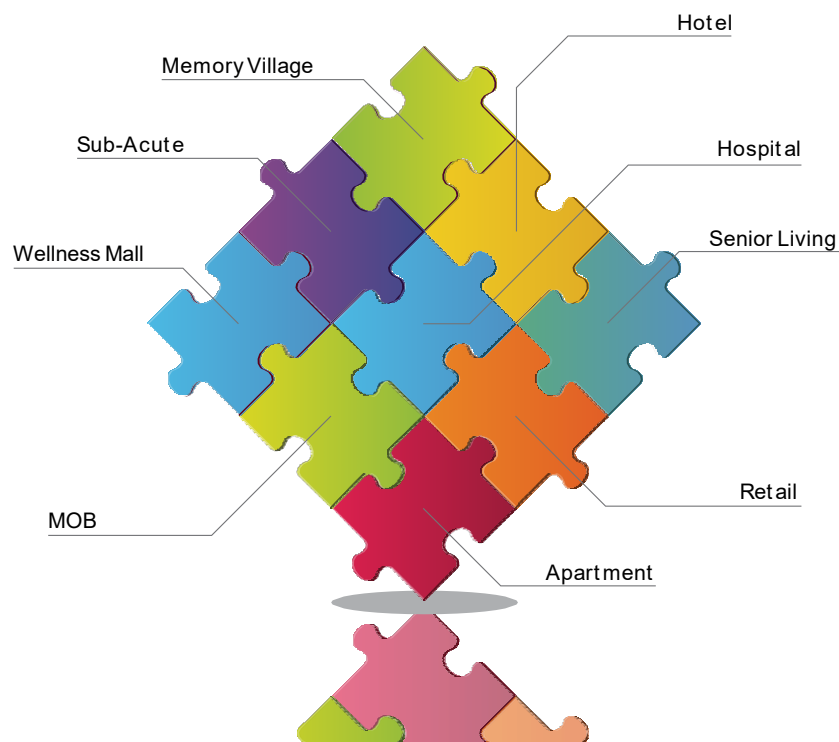
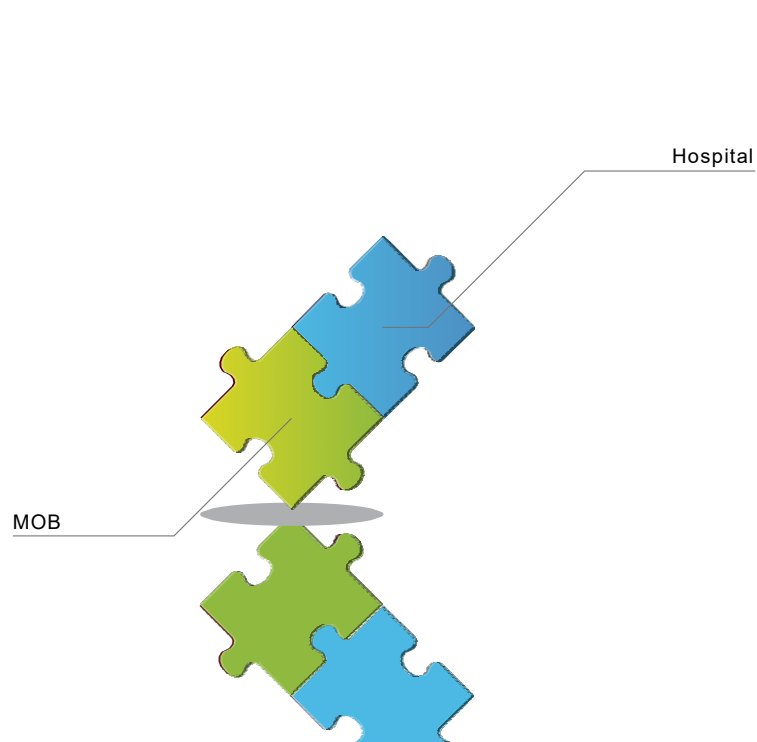
The Integrated Health Village dramatically disrupts the traditional ways of delivering healthcare and promoting wellness. The methodologies look beyond the patient by considering the needs of the person. It enables and encourages self-interest over group-interest to improve the way we age and the quality of our lives.

The Typical Hospital Campus focuses on **BUILDINGS** where:

- ✓ Quality acute care is always available
- ✓ Physician offices are near the hospital, so doctors are near their patients

The Integrated Health Village focuses on **CREATING A VILLAGE** where:

- ✓ Sense of real community is fostered
- ✓ Quality healthcare is readily available
- ✓ Wellness-focused living is emphasized
- ✓ Seniors can thrive
- ✓ Families can live or stay near loved ones
- ✓ Employees can live, work, and play



THE ACCREDITED INTEGRATED HEALTH VILLAGE

ACCREDITATION

THE INSTITUTE FOR INTEGRATED HEALTH VILLAGES (“The Institute”) is a 501c3 that has been established to accredit the Integrated Health Village. The Institute is affiliated with several health care and thought leaders¹⁴.

Application for accreditation is made by either a Developer, City, or Health Care Provider.

The Institute requires four “Teams” to work together (“The Process”) on the master plan, oversee construction and then remain on-site for the duration of the accreditation. Licensing contracts must be signed and The Process (below) must be followed. Upon signing, the Village can be marketed as an Accredited Integrated Health Village, for example: UnionVillage, an Accredited Integrated Health Village. So long as the village is following the accreditation licensing terms, the project can advertise this brand.



CASE STUDY: UNIONVILLAGE

Union Village is the first Accredited Integrated Health Village in the world and touted in many articles as the future of Healthcare in the US¹⁵.

UnionVillage is a visionary model for healthcare that offers a world-class hospital complex and health center, residential, entertainment and specialty retail space, a vibrant senior retirement community and a civic and cultural arts center integrated into a master-planned community. Union Village is on the second of the three phases of the architecturally aesthetic, technologically innovative, and environmentally sustainable village being developed on 155-acres.

Union Village began construction in 2015, with Phase 1, including the 140-bed Henderson Hospital and 80,000SF Medical Building. Phase 2 is now partially complete and includes a 396-unit Apartment Complex, another 360-unit

Apartment Complex, a 95,000SF Fitness Center, and a 17,000 SF Dialysis Center. Projects under construction or starting construction include: a new 160-bed acute care hospital tower, 35,000SF addition to Henderson Hospital, a 40,000SF Center for Sports, Health and Healing, a 24-unit Home2 Suites Hotel,

a 50,000SF Retail Center, a 9,000SF Food Court, a 5,000SF Wahoo’s Fish Tacos and Tavern, a 100-bed Memory Care Facility, a 15,000SF retail building, a 10,000SF retail building, and two 36-unit condo buildings. Phase 3 will include a 100,000SF Medical Office Building, a 175,000SF Sports Center and various retail buildings of approximately 50,000SF.

The concept of an Accredited Integrated Health Village has long been talked about but now is a reality at UnionVillage.

This white paper is intended to share the Vision and encourage healthcare providers to integrate for the betterment of their patients, employees, and stockholders.

THE ACCREDITED INTEGRATED HEALTH VILLAGE



HENDERSON HOSPITAL
A Member of The Valley Health System™
148 Beds
Most successful hospital in UHS's portfolio
Opened October 2016
Currently expanding to 320 beds

UHS is the second-largest for-profit health care provider in the US and a Fortune 500 Company.

UHS has a market cap of \$10B



142 beds, Class A Assisted Living and Memory Care Facility

Leisure Care and parent company One Eighty Twist is one of the largest private Senior Living companies in the US with 53 locations in 18 states



2 Parcels
772 total units
416 completed, 356 units under construction
The Wolff Company is an integrated real-estate private equity firm focused on multifamily.
Since inception, Wolff has raised 6 funds comprised of over \$3B



95,000 sqft state-of the art gym
Opened Q3 2019
LVAC is a 22-time winner of the Best Gym in Las Vegas



124 Room hotel developed by MCR Hotels
MCR is the 5th largest hotel owner-operator in the US



14,000 sqft dialysis center
2020 Opening
Fresenius is a leader in dialysis treatment and has served over 190k US patients in over 2.6k locations.
Fresenius has a market cap of \$24B.



50,000+ sqft of retail at the entrance to the project
Covenant is a national retail real estate developer with 120+ properties in 15 states.

THE ACCREDITED INTEGRATED HEALTH VILLAGE

THE PROCESS

An Accredited Integrated Health Village is a new or redeveloped Village which has gone through a rigorous 4-Step accreditation process.



Step 1

PHILOSOPHICAL INTEGRATION:

All good projects start with a vision; great projects embrace a philosophy. The Accredited Integrated Health Village combines philosophies of:

- 1) a Wellness Program
- 2) a Wellness-Design team (space plan, materials, and air/ water handling plans), and
- 3) Smart City/Village Design Team.



Step 2

PHYSICAL INTEGRATION:

Once the teams are established, they must provide written philosophy and principle statements. The teams and their philosophy and principles are vetted by The Institute and then Physical Integration (Master Planning) can commence.



Step 3

PROGRAM INTEGRATION:

When developers are ready with preliminary design, they must submit floor plans, material lists and air/water mechanical systems to The Wellness-Design Team, who ensures that the Health Village is programmed properly.



Step 4

PRACTICE INTEGRATION:

When buildings have been built, then the day-to-day integration of Wellness begins. A teaching and mentoring program will be established by a full-time Wellness coach and by a full-time technological integration coach. An ongoing certification of “healthy choice” menu items is approved by the full-time wellness team.

THE ACCREDITED INTEGRATED HEALTH VILLAGE

TIMING AND TEAMMATES

1. **Experienced Master Planning Team** who has planning/development experience in the Integrated Health Village space

- a. Short-Term: Produces a Master Plan, a Development Agreement, and works with the local city/county/state in a private/public partnership to acquire a capital stack
- b. Mid-Term: Update the site plan as needed, turn over to development partners
- c. Approved Team Expert: The Institute
- d. Team Leaders: Craig Johnson and Gary Holland are Managing Directors of The Institute. Craig and Gary are co-founders of KHJR and UnionVillage and have authored *The Integrated Health Village White Paper*

2. **Design for Wellness Team** that provides building design principles for Wellness and HealthCare including expertise that plans for future Covid type viruses.

- a. Master Planning: Provides written design principles and consults with site planning
- b. Mid-Term: Involved with the project through construction. Consults with all developers and wellness-certifies all elevations, floor plans, utility plans and building material plans for the Village to stay in compliance with Wellness Principles
- c. Approved Team Expert: The Institute for Wellness Design, a division of The Institute
- d. Team Leader: Chris Kay, Managing Director. Prior to joining The Wellness Design Institute, Mr. Kay was past President and CEO of The Hammes Company, named by Modern Healthcare as the largest healthcare developer in the nation seven out of the last 10 years. Author of the *GUIDELINES for the Design and Construction of Healthy Buildings in the World of Covid-19*

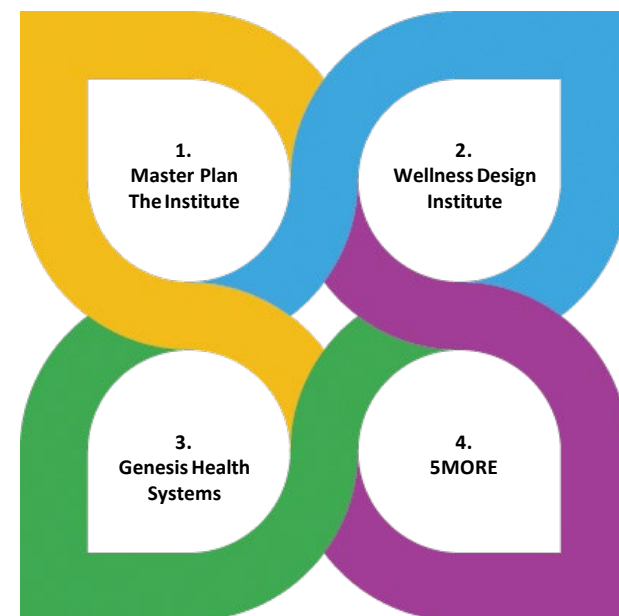


THE ACCREDITED INTEGRATED HEALTH VILLAGE

TIMING AND TEAMMATES

- 3. Technology Integration Team** specializes in physical integration as well as virtual integration
- Short-Term: Consults with team to provide the overall strategy for a Smart Village which connects technology and uses technology to connect people
 - Long-Term: Provides the technology to integrate a personal medical record and has on site technology experts to carry out this mission
 - Approved Team Expert: Genesis Health Systems
 - Team Leader: Austin Tans, CEO. Austin is an industry leader who has been the lead developer of “Genesis OS, Global HIE, and SMORE Wellness App” as well as the Author of *Genesis OS, The Smart City Operating System of the Future*

- 4. Wellness Philosophy Team** provides a Wellness Strategy, which is thoroughly documented and easy to convey.
- Short-Term: Utilizes its philosophy and develops a written strategy for the master plan
 - Long-Term: Provides the health and wellness training in the Village on a full-time basis
 - Approved Team Expert: SMORE
 - Team Leader: James LaValle Clinical Pharmacist and Board-Accredited Clinical Nutritionist with over 30 years’ experience in wellness, prevention, and disease state management. Author of 19 books, 200 plus articles, and three databases. His most recent book– *Your Blood Never Lies*–was released in 2013. Jim’s book–*Cracking the Metabolic Code*–released in 2004, was a breakthrough publication in understanding overall metabolic function



FUNDING THE ACCREDITATION AND LONG-TERM STRATEGY

Funds needed for Steps 1-3 come from the owner and/or City and are reimbursed out of fees charged on all new construction or a Special Tax Zone. Funds needed for Step 4 (Practice Integration) come from a small CAM charge based on use and square footage to all tenants/ users monthly.

Tax Incremental Revenue: The Integrated Health Village raises the property tax basis for all parcels in the Village, which can be shared with the developer.

EXAMPLES



STAR BONDS

Cities can split sales tax revenue over several years. These sometimes can be monetized via a bond offering.



GRANTS

Cities such as Denver will give up-front grants to incentivize strategic projects.



INFRASTRUCTURE INVESTMENTS

Cities will help pay some of the infrastructure costs for needed projects. Union Village received \$75M from the City of Henderson (\$5M in grading, \$55M in a new freeway overpass and on and off-ramps, and \$15M for a new connection of our frontage road).



PRINCIPLES AND DELIVERABLES

1. MASTER PLAN: The Institute

PRINCIPLES

The Integrated Health Village Master Plan is guided by six main principles, established through collaboration and engagement, and positioning the Village to be a place that is:

- Connected, networking throughout the Village to create better outcomes for people, and connecting the Village to the world
- A Destination offering reasons to come and reasons to stay
- Sustainable, functioning as a living lab
- A Community built for density and designed for people
- A leading example of Natural Design and Planning
- And finally, Transformative in terms of research, learning working and living



Gary Holland

- Gary Holland possesses more than twenty years of experience in the healthcare industry and running his own consulting business.
- Serves as co-owner, co-founder, and co-manager of Union Village
- Co-founder of Integrated Health Villages
- Founder & CEO of Creative Healthcare Solutions, Inc., a healthcare consulting firm that has several Fortune 500 companies in its clientele.
- Began his career in healthcare by working with Kaiser Permanente as a business administrator at a regional hospital in Orange County, CA



Craig Johnson

- 30 years of assisted living management, acquisition and development
- Managing partner of Union Village
- Acquired, repositioned and managed 21 communities with over 1,400 employees
- CFO of a full continuum of a care campus in Huntington Beach, California that includes a hospital, assisted living, congregate care, and senior apartments
- Possesses skilled experience in Healthcare Consulting, Disease Management, Performance Improvement, Retail, and Acquisitions.

DELIVERABLES

1. A Master Plan for all future development
2. Development Agreement by which all future development will be guided by
3. Creation of a Master Association, through which all new development will be vetted, and revenue used to support the ongoing integration of the project (wellness teaching and health and wellness connectivity)

PRINCIPLES AND DELIVERABLES

2. DESIGN FOR WELLNESS: The Institute for Wellness Design

PRINCIPLES

Air: The Wellness Design Institute (“IWD”) has established requirements in buildings to promote clean air, reduce noise and air pollution, while scrubbing any airborne virus particles.

Water: IWD promotes safe and clean water through proper filtration and periodic testing.

Nourishment: WDI requires the availability of fresh and wholesome foods, limits highly processed ingredients and supports mindful eating.

Light: WDI provides illumination guidelines that minimize distribution to the body’s circadian system, enhance productivity and support good sleep quality. Additionally, the use of antimicrobial blue light technology provides aid in the sanitation of healthcare and wellness facilities.

Fitness: WDI promotes the integration of physical activities into everyday life by providing opportunities and support for an active lifestyle and discouraging sedentary behaviors.

Comfort: WDI considers thermal, acoustic, ergonomic, and olfactory comfort to optimize indoor working environments.

Mind: WDI optimizes cognitive and emotional health through design, technology, and treatment strategies.

Materials: WDI approves materials which can be easily sanitized while not looking institutional.

DELIVERABLES

- IWD will consult with all developers and their architects who will be doing projects in the Village
- The Institute will approve all new:
 - Elevations
 - Floor Plans
 - Material List
 - Mechanical Plans
 - Illumination Guidelines



Chris Kay IAIA, ACHE

- Chris Kay is a founding partner of KHJR Real-estate Advisors a leading Healthcare capital planning and development firm.
- He also serves as the executive director of the Healthcare Infrastructure Research Institute, an affiliate of The National Institute of Building Sciences in Washington DC.
- Prior to co-founding KHJR, Chris served as President and COO of Hammes Healthcare Company, the nation’s leading healthcare capital development company, (ranked by Modern Healthcare as the leading healthcare developer in the US for over a decade).
- Chris has 34 years of healthcare real estate and facilities operations experience, serving as senior vice president of CA, based Jacob’s Engineering Company.

PRINCIPLES AND DELIVERABLES

3. TECHNOLOGY INTEGRATION: Genesis Health Systems

PRINCIPLES

A Wellness Village needs to virtually connect all providers' medical records into one secured file so that the Villager and his/her physician can have all health and medical data at their disposal to determine the best possible diagnosis and treatment plan.

A Wellness Village should use technology to let Villagers access their wellness and healthcare in a meaningful way.

A Wellness Village should be a "Smart Village," including:

- **Economy:** With digitization and disruptive technologies changing the requirements of many jobs today, smart villages will have to develop strategies to address jobs of the future that will power Industry 4.0
- **Environment and energy:** For a smart village to live up to its name, using technology to foster sustainable growth is essential
- **Governance and education:** Smart villages should rely on analytics to help them develop insight-driven policies, track performance and outcomes, enable increased engagement, and improve efficiency
- **Living and health:** A truly smart city uses technology and connectivity to enhance the daily lives of its residents
- **Mobility:** In smart villages, integrated mobility systems—that include shared mobility services and autonomous vehicles—the Internet of Things, and advanced analytics enable people and goods to move faster, safer, cheaper, and cleaner
- **Safety and Security:** As crime becomes smarter and more high-tech, public safety and security agencies need to follow suit. In smart cities, data will play an increasingly important role in crime prevention as agencies try to preempt crime by tapping into all streams of data, including social and crowdsourced information

DELIVERABLES

- **Global H.I.E.:** Genesis Health Systems ("Genesis") has developed Global H.I.E., a software that creates a personal Medical record on each Villager. Records are uploaded from their hospital stay, sub-acute stay, physician and care-giving notes, lab tests, pharmacy records, as well as from data from medical "wearables." This data allows the villager, his/her family, and their physician to review thousands of bits of data, which will promote a better diagnosis and treatment plan
- **5More App:** Genesis has designed an "APP" which will allow Villagers to quickly access their wellness. Focus is based on a wholistic view of wellness. Goals are set, results are recorded, and input/challenges to friends and family are encouraged. All information from "wearables" are uploaded and sent to Global HIE. Villagers can verbally tell the virtual IE Assistant "Maverick", what they ate at every meal and that is uploaded as well
- **Smart Village:** Genesis is a leader in designing and consulting with providers to implement the infrastructure as well as the operating systems needed to create a Smart Village
- **Wearable Technology:** Genesis developed smart phone applications that utilize personal 'wearable' technology for residents. This allows health management and location data to be uploaded into the HIE to create a seamless Village experience for all residents
- **Genesis OS:** Genesis Operating System allows all applications to be tied into one database, allowing for the harvesting of important data for safety and productivity


PRINCIPLES AND DELIVERABLES

3. TECHNOLOGY INTEGRATION: Genesis Health Systems



Austin Tans

- Founded internet company, Hive at age 19
- As chief technology officer at Union Village, he oversees all software engineering and information technology efforts for Union Village
- Designed Scoreboard for Life app, created to help people track their fitness habits within their community and create events that people can participate in together
- Co-Founder, STRYD, team management and event operation app
- Oversees development of smart home and smart city initiatives

Scoreboard for Life 


Genesis

PRINCIPLES AND DELIVERABLES

4. WELLNESS PHILOSOPHY: 5MORE

PRINCIPLES

1. **Meaning and Purpose**
Every person needs to feel like they matter. That their life matters. People who experience a sense of purpose in their lives, and especially those who feel connected to a higher power, tend to experience better health and longevity.
2. **Social Connectivity and the Community Good**
Humans are social beings that thrive in partnership with others. Who we are, and who we become, is fundamentally shaped by many external forces and grounded in a sense of belonging to a community. Positive participation in that community reinforces those connections and supports healthy choices, behaviors and outcomes.
3. **Optimal Personal Vitality and Health Care Access**
Each person is unique in all ways, including metabolically. A precise understanding of those factors that can unleash optimal wellness and vitality is becoming the hallmark of 21st century medicine, where patients participate with their providers to unleash their healthiest self, as an evolution from disease oriented medical care. Access to wellness-based services that support this progressive, individualized approach must be embedded as resources throughout the community beyond traditional medical facilities
4. **Healthy Physical Environments**
Evidence continues to accumulate that our living environments directly affect human health. Natural spaces, access to open areas, and clean buildings free of toxins and amplified microbial growth are the new vital signs of human health.
5. **Vibrant Socioeconomic Opportunities**
Vibrant communities must ensure dynamic, upwardly mobile economic forces for all members. A resource rich community protects against factors that limit health and wellness, and fosters an aspirational way of living.

DELIVERABLES

- 5MORE will consult and certify the Village based on the 5DESIGN principals; 1) Promote Walkability, 2) Make Healthy Food Choices Available, 3) Design spaces that create "community," 4) Provide a "Wellness Center" where the community can access all types of wellness providers, and 5) Enable "Smart Village" technology
- 5MORE will establish a Web site for the community which will give residents access to all things wellness
- 5MORE will certify "healthy meal" choices for all restaurants and food service menus in the designated community
- 5MORE will have a full-time employee on site daily to teach, train and encourage the principals of living a healthy life
- 5MORE will be the anchor tenant of the 40,000SF wellness building in the Village



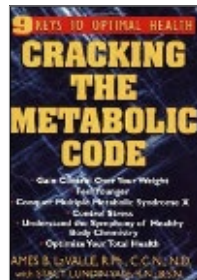
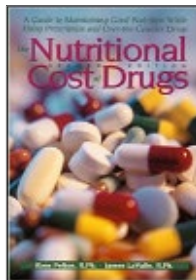
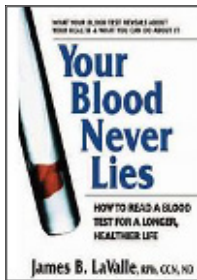
PRINCIPLES AND DELIVERABLES

4. WELLNESS PHILOSOPHY: 5MORE



James B. LaValle, RPh, CCN, ND

- Dr. James B. LaValle has been involved in natural medicine for over twenty years.
- Known as “America’s Pharmacist,” he is a nationally recognized figure in the field of natural therapeutics.
- A thought leader in drug/nutrient depletion issues he has published 4 books and 3 databases in this area alone.
- Dr. LaValle’s experience ranges from extensive clinical practice, product design and formulation, and technology development, to author, educator, and media personality.
- He maintains a clinical practice at Pro Scan International.



COMPONENTS OF THE VILLAGE



Andrew Heyman, MD MHSA

Dr. Andrew Heyman is an internationally recognized expert in Integrative and Metabolic Medicine.

He is currently the Medical Director of Integrative Medicine at The George Washington University and is responsible for overseeing graduate education and multiple degree programs, research, and clinical services, and managing an inter-disciplinary faculty of health professionals.

Dr. Heyman created the first master's degree in Integrative Medicine in the United States within a major academic center, and developed additional graduate curricula in Nutrition, Metabolic Medicine and Performance, Men's Health, Biotoxin exposure and Neurodegeneration, and Administrative Health Services in Wellness settings.

He is also the Director of Academic Affairs for the American Academy of Anti-Aging Medicine, and oversees the training of 1000s of medical professionals each year on the topics of Anti-aging, Integrative, Metabolic and Nutritional Medicine.

Dr. Heyman has held several leadership positions in the field of Integrative Medicine. He was the national clinical working group co-chair of the Consortium of Academic Health Centers for Integrative Medicine for 4 years, a collaboration of 57 North American universities involved in Integrative Medicine.



COMPONENTS OF THE VILLAGE

Healthcare is typically fragmented into 'silos' comprised of different providers in different locations with limited real-time communication and availability to comprehensive medical records. The Integrated Health Village enables providers to render healthcare from a common location, supported by integrated patient records systems. This seamless integration of patients' healthcare information provides for better outcomes and a *superior patient experience*.

ANCHOR ASSETS

Anchor Assets are typically owned and developed by the healthcare provider partner. A hospital or ambulatory care center is the anchor and/or foundation that the Integrated Health Village is based upon.



ACUTE CARE

The cornerstone of the Integrated Health Village is a world-class hospital which sets the standard for best in class medical care supported by ancillary providers on campus.



AMBULATORY CARE CENTER

An ambulatory care center, which may be referred to as an outpatient care center, is a medical care facility that provides outpatient services. These include diagnosis, treatment, consultation, and intervention services.



COMPONENTS OF THE VILLAGE

CORE ASSETS

Core Assets are those assets that KHJR will typically bring to the project and own and/or joint venture. These are “core assets” as they have the most impact in the Village for driving wellness. These include:



SUB-ACUTE

Current and future payer models emphasize discharging patients from the acute care hospital and, moving them into sub-acute facilities as quickly as possible. Optimal patient outcomes can be further realized with this approach when sub-acute care is campus adjacent. In addition, the patient’s electronic medical records are readily available to all providers, resulting in improved diagnostics and care outcomes.



SENIOR LIVING

The Village’s senior living community is ‘wellness focused’ to alleviate some needs for intensifying care as residents age. Resources will be available to help seniors age with grace, both mentally and physically. This focus will appeal to seniors and their families who are seeking overall well-being for their loved ones.



MEMORY VILLAGE

The Integrated Health Village will include a ‘Memory Village.’ This new concept in memory care hosts residents in six-bedroom ‘homes,’ rather than institutional dormitories. Care givers wear casual, professional attire, not ‘hospital scrubs. Residents enjoy full access to their own village, with familiar amenities such as a grocery store, coffee bar, restaurants, pub, health clinic, theatre, spa, music room, and craft rooms.



WELLNESS INSTITUTE

The Village will have a ‘Wellness Institute’ featuring outpatient services, fitness center, psychological services, dental offices, pharmacy, Eastern/Western medicine, and educational services. This Village facility is the “Center for Sports Health and Healing”.



MEDICAL OFFICE BUILDINGS

The Medical Office Buildings not only support the hospital, but they directly support the wellness initiatives in the Village. Villagers can make appointments with the primary care provider in 1) his/her office, 2) at their own apartment, or 3) virtually, via tele-medicine



HOME HEALTH PROVIDER

The Village will have home health providers who can always provide in-home care, as needed.

COMPONENTS OF THE VILLAGE

COMPLIMENTARY ASSETS

These assets are typically developed by 3rd party developers. Many of these developers have already built at UnionVillage and because they believe in the concept, are willing to develop in any Certified accredited Integrated Health Village. Some of these assets are:.



MARKET RATE APARTMENTS RESIDENTIAL UNITS

The Village features high-density market-rate apartments units for employees working in the Village, along with others, working and retired, who value independence, but seek the wellness and health care services within the Village.



HOTEL

The Village hotel will serve all who seek non-permanent residence in the Village, including patients receiving out-patient services, as well as friends, family and loved ones visiting Village patients/residents.



RETAIL

The Village will have a range of retail shops which include restaurants, grocery stores, entertainment, and personal services.



SENIOR LIVING APARTMENTS

Separate and distinct from Market Rate units, these are strictly for 55+ individuals. These units can be market rate or low income.

SOCIAL & ECONOMIC BENEFITS

The stand-alone acute care hospital will want to participate in this vision for several reasons:

1. GAINS PUBLIC SUPPORT BY PROMOTING

WELLNESS INITIATIVES: Healthcare is going through a paradigm shift by expanding the continuum of care to further promote improved health management. The Integrated Health Village is designed and aligned on this objective to provide for services and deliver best in class care. The Integrated Health Village is also a 'hub' where well-being and quality of life is improved by employing this strategy. By partnering and sponsoring the Village, the acute care hospital is making a statement about the significance and benefits of this effort.

2. DRIVES THOUSANDS OF SENIOR'S INTO THE

HEALTHCARE NETWORK: The vision of our Wellness Senior Living is to partner with the healthcare sponsor to create a Wellness focused Medicare Advantage Plan. This plan would be utilized not only by the residents at the Senior Living Community, but hopefully thousands of other Seniors in the service area who would interact with the Integrated Health Village in person (healthcare

appointments, wellness activities and social activities) and virtually (healthcare/ wellness app).

3. BRINGS HUNDREDS OF PROVIDERS INTO THE

NETWORK: The strategy brings hundreds of providers, each with their own customer base, into the network. This strategy can exponentially expand the customer base of the sponsor hospital.

4. SPONSORSHIP:

Healthcare companies will want naming rights for certain portions of the project.

5. ECONOMIC BENEFIT:

Healthy communities produce a stronger, more positive and productive tax base and work force attracting other economic engines.

6. INCREASED VALUE OF LAND:

The experience at Union Village is that land value increased by 24% by master planning and packaging it in an Integrated Health Village. This increase can be used by the hospital for 'mission,' by the developer for 'risk' or by the users to reduce capital costs.

7. PRIVATE/PUBLIC PARTNERSHIPS:

Union Village was able to partner with the City of Henderson and the State of Nevada to access Tax Incremental Financing (TIF). At Union Village the TIF was \$93m, and these incentives can be monetized up-front or shortly after the infrastructure is installed.

Incentive Possibilities include.

- **Tax Incremental Revenue:** The Integrated Health Village raises the property tax basis for all parcels in the Village, which can be shared with the developer.
- **Star Bonds:** Cities can split sales tax revenue over several years. These sometimes can be monetized via a bond offering.
- **Grants:** Cities such as Denver will give up-front grants to incentivize strategic projects.
- **Infrastructure Investments:** Cities will help pay some of the infrastructure costs for needed projects. Union Village received \$75M from the City of Henderson (\$5M in grading, \$55M in a new freeway overpass and on and off-ramps, and \$15M for a new connection of our frontage road).

VALUE PROPOSITION

- **Hotel Tax Rebate:** In some instances, a split can be negotiated with the City on the hotel room tax to help reduce some of the infrastructure cost.
- **New Market Tax Credit Program (NMTC):** The NMTC Program attracts private capital into low-income communities by permitting individual and corporate investors to receive a tax credit against their federal income tax in exchange for making equity investments in specialized financial intermediaries called Community Development Entities (CDEs). The credit totals 39 percent of the original investment amount and is claimed over a period of seven years.
- **Opportunity Zones:** Some of the projects could be in an opportunity zone. These zones have special tax incentives for the investor, with investment tax savings for up to 100%.

Potential Capital Stack

	Value for Raw Land in Henderson			Value at Union Village		
	Acreage	Cost/SF	Total Value	Cost/SF	Total Value	Variance
Retail	10.0 acres	\$12.00/sf	\$5,227,200	\$15.00/sf	\$6,534,000	\$1,306,800
Senior Living	5.0 acres	\$13.00/sf	\$2,831,400	\$17.00/sf	\$3,702,600	\$871,200
Memory Village	6.0 acres	\$13.00/sf	\$3,397,680	\$17.00/sf	\$4,443,120	\$1,045,440
Sub-Acute	3.0 acres	\$13.00/sf	\$1,698,840	\$16.50/sf	\$2,156,220	\$457,380
Wellness Mall	3.0 acres	\$12.00/sf	\$1,568,160	\$15.00/sf	\$1,960,200	\$392,040
Residential	8.0 acres	\$10.00/sf	\$3,484,800	\$12.00/sf	\$4,181,760	\$696,960
Total	35.0 acres		\$18,208,80		\$22,977,900	\$4,769,820
					126.20%	26.2%

Private/ Public Incentives	Potential 35-acre I.H.V.	Union Village
Land Profits due to IHV	\$5,000,000	\$35,000,000
TIR	\$23,000,00	\$100,000,000
Sponsorship	\$10,000,000	
Star Bonds/ Grants	\$15,000,000	
City Funded Infrastructure	\$17,000,000	\$75,000,000
Hotel Tax Rebate	\$5,000,00	
New Market Tax Credits	\$20,000,000	
TOTAL	\$95,000,000	\$210,000,000

CONCLUSION

Healthcare in the 20th Century was diagnostically focused. Healthcare in the 21st Century will be patient-centered, consumer-driven, and provider-friendly. For this to happen:

- Acute and sub-acute providers must coordinate
- Physicians must collaborate
- Bricks and mortar must integrate
- Information must disseminate



The place for the 21st Century Healthcare goals to be met is the Integrated Health Village, where:

- Seniors can thrive knowing that health and wellness are steps away
- Employees can live in a place where they can live, work and play
- Villagers can find 'real community'
- Consumers will find seamless healthcare
- Physicians will receive more information, due to HIE, enabling them to make better decisions, which will result in better outcomes



The Integrated Health Village will also open new sources of revenue. This new 'capital stack' will enable more services to be provided, better facilities to be built, and an improved experience for the customer.



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INFORMATION:

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