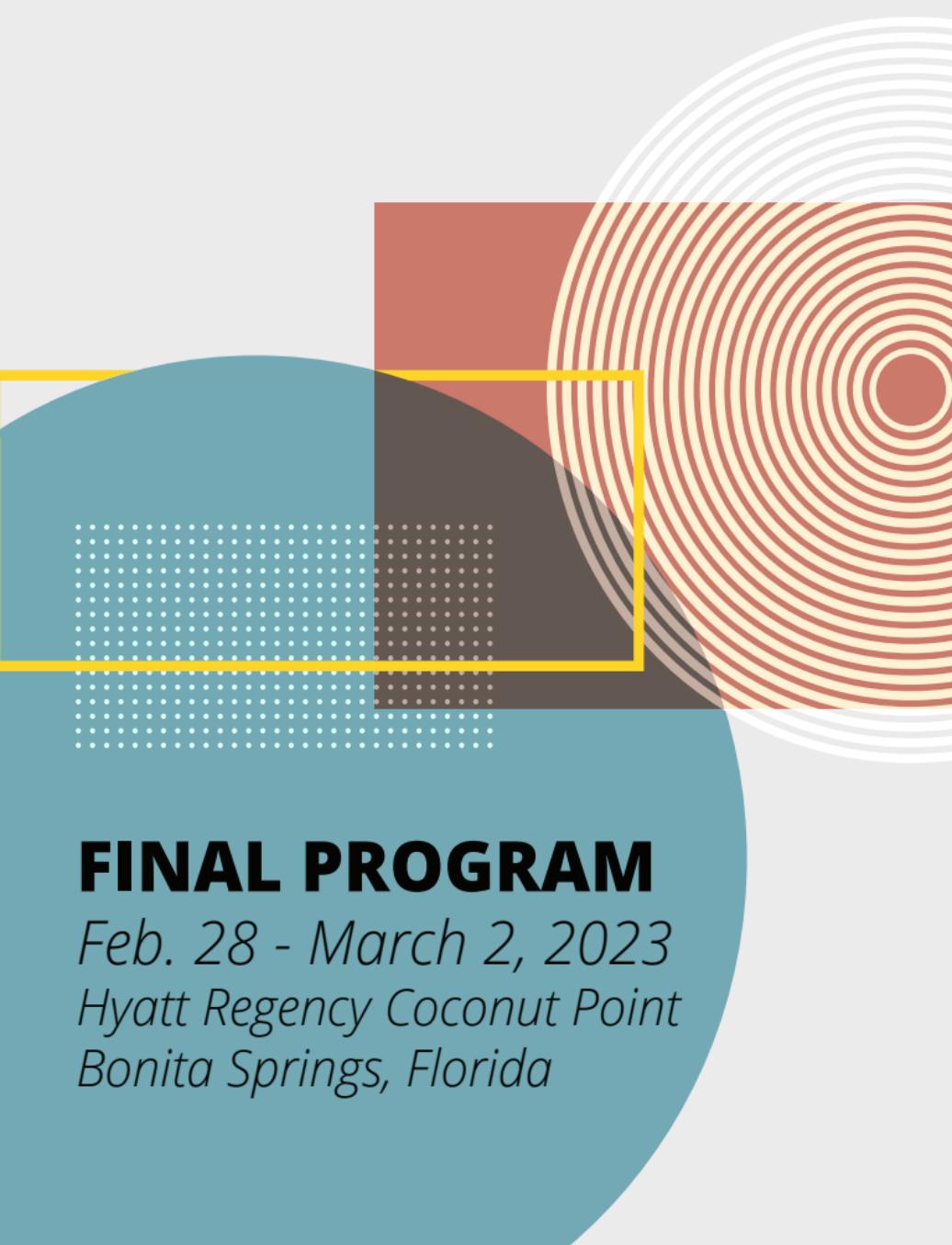


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revista
MEDICAL REAL ESTATE
INVESTMENT
FORUM
2023

FINAL PROGRAM

Feb. 28 - March 2, 2023

*Hyatt Regency Coconut Point
Bonita Springs, Florida*

MEET OUR PARTNERS

-Diamond Level-



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-Gold Level-



We are forever grateful to these industry-leading companies for helping make the data and resources we provide to the healthcare real estate industry possible.

WELCOME TO THE REVISTA MEDICAL REAL ESTATE INVESTMENT FORUM!

On behalf of Revista and its Advisory Board, we welcome you to the 2023 Medical Real Estate Forum. It is great to be with you in person, again, as we navigate through the pandemic and address change in the greater environment. We appreciate that you have chosen to spend these next few days with us as we listen and share perspectives about healthcare as a dynamic, growing business that continues to support a strong investment case for mission critical real estate. We live in an exciting time as healthcare providers work hard to meet America's needs. The Revista team, along with our colleagues on the Advisory Board, are proud to support this growing sector through data, resources, and events.

Our objective this week is to provide an executive forum for industry leaders and friends to exchange ideas to shape their strategies, benefit from networking opportunities, have expert discussions, and share the latest industry innovations.

To that end, we offer "Data Briefs" for much of our program, so you will have take-home data for the sessions that are of interest to you. Simply download them from the Attendee Hub Mobile Event App.

This year we focused on our lineup of popular general sessions with just a few executive breakout sessions to give attendees more time to interact with colleagues while here. We are also thrilled to host the HREI Awards and award winners for the first time in its new home with the Revista event.

Many thanks to everyone for joining us and bringing your knowledge and thoughts to our gathering. We're thrilled to spend time with industry friends who have the foresight, understanding, and experience to help the medical real estate industry forge its way into the future and share the common purpose of improving our healthcare environment.

Have a fantastic conference!

Sincerely,

Mindy Berman & Troy Freeman



2023 MREIF Co-chair:
Mindy Berman
Senior Managing Director
JLL



2023 MREIF Co-chair:
Troy Freeman
Vice President,
Real Estate Management
Banner Health



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EVENT INFORMATION

ATTENDEE HUB/infoBAR

Stop by the Attendee Hub/infoBAR located on the main level of the hotel for the #revistaforum23 and pick up your name badge (*Sponsored by: Capital One*) to wear throughout the event featuring an abbreviated schedule on the back.

Grab your conference portfolio (*Sponsored by: Rethink Healthcare Real Estate*) complete with our final program, attendee listing, and other materials to make your time with us a success.

See RevistaMED's data and resources in action with a brief demo while you're there!

NETWORKING LOUNGE

Take advantage of the dedicated Networking Lounge located in the Estero Pre-function Area on the first level of the hotel to accommodate your networking and meeting needs.

(*Sponsored by: Harrison Street*)

SPONSOR DISPLAY TABLES

Visit RevistaMED's Partner and Sponsor tables in the Calusa Pre-function Area. Unauthorized items will be discarded.

Wi-Fi ACCESS

Stay connected during the #revistaforum23 on the complimentary wi-fi network and use the password "DOCREIT2023"

(*Sponsored by: Physicians Realty Trust*)

MOBILE EVENT APP

Once you connect to the wi-fi network, download this year's Mobile Event App "Revista Events" (*Sponsored by: CIT*) in your mobile device app store. Access the the #revistaforum23 event schedule and customize your agenda with personal appointments. See all the speakers, read their bios, and download presentations. Check out who's sponsoring and receive important updates by enabling notifications. See who's attending and start networking today!



SESSION PRESENTATIONS

Session presentations will be made available through the Attendee Hub Mobile Event App "Revista Events."

PLEASE SILENCE YOUR PHONE

We appreciate this courtesy to speakers and fellow attendees during RevistaMED's General & Concurrent Executive Breakout Sessions.

SCHEDULE

TUESDAY, FEBRUARY 28, 2023

6:00 a.m. - 2:00 p.m.

2023 MRE Golf Tournament (pre-registration required)

12:00 p.m. - 6:00 p.m.

*Attendee Hub/infoBAR (Conference Foyer), Networking Lounge
(Estero Pre-function Area)*

3:00 p.m. - 4:15 p.m.

General Session: *Medical Real Estate Facts, Trends & Top Markets (Calusa Ballroom A-E)*

4:30 p.m. - 5:45 p.m.

General Session: *Capital Markets Executive Discussion (Calusa Ballroom A-E)*

5:45 p.m. - 6:15 p.m.

*Founders VIP Reception - Invite only (Sponsored by: HR)
(Waterfall Pool Deck)*

6:15 p.m. - 7:30 p.m.

*Welcome Reception (Sponsored by: JLL)
(Waterfall Pool Deck)*

WEDNESDAY, MARCH 1, 2023

8:00 a.m. - 4:30 p.m.

*Attendee Hub/infoBAR (Conference Foyer), Networking Lounge
(Estero Pre-function Area)*

8:00 a.m. - 9:00 a.m.

Networking Breakfast (Calusa Pre-function Area)

8:30 a.m. - 9:30 a.m.

General Session: *Ambulatory Strategies in a Changing Market
(Calusa Ballroom A-E)*

9:30 a.m. - 10:15 a.m.

*Coffee & Networking Break (Sponsored by: Colliers)
(Calusa Pre-function Area)*

10:15 a.m. - 11:15 a.m.

Concurrent Executive Breakout Sessions:

- *Today's Financing Options in the Outpatient Market
(Calusa Ballroom F)*

- *Alternative Healthcare Assets to Consider in Your Portfolio
(Calusa Ballroom H)*

11:30 a.m. - 1:15 p.m.

HREI Awards

General Session & Networking Luncheon:

*National Economic Outlook for Real Estate with Brian Bailey, CRE,
CCIM with the Federal Reserve Bank of Atlanta
(Calusa Ballroom A-E)*

SCHEDULE

WEDNESDAY, MARCH 1, 2023

1:15 p.m. - 1:45 p.m.

*Coffee & Networking Break (Sponsored by: Colliers)
(Calusa Pre-function Area)*

1:45 p.m. - 2:45 p.m.

Concurrent Executive Breakout Sessions:

*- Innovation & Competition in Healthcare Delivery
(Calusa Ballroom F)*

*- ESG - How do Environmental, Social and Governance
Factors Impact the Value of Real Estate?
(Calusa Ballroom H)*

3:00 p.m. - 4:00 p.m.

**General Session: Today's Medical Real Estate Valuation &
Pricing Trends (Calusa Ballroom A-E)**

4:00 p.m. - 5:00 p.m.

**General Session: Construction, Development and Repurposing
(Calusa Ballroom A-E)**

5:00 p.m. - 6:30 p.m.

*Networking Reception (Sponsored by: Global Medical REIT)
(Waterfall Pool Deck)*

THURSDAY, MARCH 2, 2023

8:30 a.m. - 9:30 a.m.

*Attendee Hub/infoBAR (Conference Foyer), Networking Lounge
(Estero Pre-function Area)*

8:30 a.m. - 9:30 a.m.

*Networking Brunch with Mimosas & Bloody Marys
(Calusa Pre-function Area)*

9:00 a.m. - 10:00 a.m.

**Brunch with the Board: An Open Conversation with Revista
Health System Board Members
(Calusa Ballroom A-E)**



RevistaMED serves as a valuable, one-stop industry resource for healthcare and real estate organizations to obtain comprehensive, unbiased and medical real estate industry-focused data; healthcare industry statistics, market reports, and other resources; as well as to connect with other professionals in educational networking events.

Revista, which is headquartered Maryland, was founded by Elisa Infante Freeman, Mike Hargrave, and Hilda Martin. Together these principals have decades of experience in healthcare real estate. They collaborate with an industry-leading Advisory Board and with founding partners that are well-known companies in the healthcare real estate industry. Learn more at revistamed.com and data.revistamed.com



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TUESDAY, FEBRUARY 28

GENERAL SESSION: Medical Real Estate Facts, Trends, & Top Markets

3:00 p.m. - 4:15 p.m. - Calusa Ballroom A-E

Data, Facts, Trends & Top Markets! Join us for our annual conference kick-off session that provides an industry outlook that is informative and data-driven. We will provide an overview of current state of the Medical Real Estate industry from the perspective of our national database of more than 80,000 medical properties. This popular session features charts, graphs with market trends on construction, transactions and more that will help providers and investors make more informed, strategic decisions about their healthcare portfolio. Plus, get an insightful review and outlook for the top 50 markets including trends on the fastest growing and most favored by investors. Find out why attendees regularly request the data packed slides from this session!

Welcome: Elisa Infante Freeman - Principal, Revista

Speakers: Mike Hargrave - Principal, Revista

Hilda Martin - Principal, Revista



GENERAL SESSION: Capital Markets Executive Discussion

4:30 p.m. - 5:45 p.m. - Calusa Ballroom A-E

These expert panelists will share their insights on the new capital markets' environment in 2023 for real estate investors and healthcare providers. Topics will include: the relative value of healthcare real estate in the overall investment markets, trends in public and private market investment and changes in health system decisions for the deployment of capital or monetization of assets. Given the dramatic change in interest rates and property values in 2022 and the reduced access to capital, what are expectations from experts about the investment market in 2023 and the shifts in practices by the users of medical space.

Moderator: Mindy Berman - Senior Managing Director, JLL

Speakers: Collin Lane - Enterprise Senior Vice President, Facilities Management Group, Atrium Health

Todd Kibler - Principal, Hammes Partners

Tayo Okusanya - Managing Director, Credit Suisse

David Selznick - Chief Investment Officer, Kayne Capital



WEDNESDAY, MARCH 1

GENERAL SESSION: Ambulatory Strategies in a Changing Market

8:30 a.m. - 9:30 a.m. - Calusa Ballroom A-E

Healthcare systems and developers continue to face challenges stemming from the pandemic that continue to evolve. This expert panel will discuss these challenges and how health systems, developers, and owners are addressing headwinds to support care delivery and affordability. How is virtual care going to continue post-pandemic and what is the longer-term impact on existing infrastructure? How are health systems administrative roles returning to the office? What are the plans for excess administrative space for those who are adopting hybrid work? Are healthcare adaptive reuse options considered for excess administrative space, or alternative asset types? What strategies are systems using to continue to grow in an environment of rising cost of capital and inflation? What are their outlooks for the next 3 – 5 years on growth – where and how do they grow? Is the strategy for outpatient locations changing? Join us to discuss these and other topics with these industry experts for an hour of enlightenment!

Moderator: Murray Wolf - Publisher & Founding Editor, HREI, BREI

Speakers: Mike Conn - Chief Development Officer, Meridian
Clayton Mitchell, PE, CEM - SVP, Real Estate & Facilities, TJU & Jefferson Health

Kelly Noel, MBA - LEED AP, UPTIME ATS, Vice President Corporate Construction & Real Estate, UPMC

Jaime Northam - Vice President of Healthcare Development, Ryan Companies



EXECUTIVE BREAKOUT SESSION: Today's Financing Options in the Outpatient Market

10:15 a.m. - 11:15 a.m. - Calusa Ballroom F

The last 12 months have seen historic shifts in the debt markets. What does the financing landscape look like today? Who is providing capital and what terms are now considered “market”? The experts on this panel will discuss these pressing issues with an eye towards helping industry players explore ways to get deals done.

Moderator: Robert Milligan - Former CFO, Healthcare Trust of America

Speakers: Steve Dowe, SMD - Head of Healthcare Middle Market Banking, Webster Bank

Kevin Nishimura - Senior Managing Director, Artemis Real Estate Partners

Anthony Sardo - Director, Healthcare, Capital Markets, JLL

Erik Tellefson - Senior Managing Director Head of Healthcare Real Estate Lending, Capital One



WEDNESDAY, MARCH 1

EXECUTIVE BREAKOUT SESSION: Alternative Healthcare Assets to Consider in Your Portfolio

10:15 a.m. - 11:15 a.m. - Calusa Ballroom H

Health care facilities have evolved to optimizing Medicare reimbursement and clinical outcomes. There is a lot of health care delivered outside of the traditional MOB. Discussion leaders will focus on non-MOB healthcare financing such as micro-hospitals, inpatient rehabilitation facilities (IRFs), surgical hospitals, free-standing ERs (FSER), long-term acute care hospitals (LTACHs), and behavioral hospitals during this session. What clinical needs are these facilities addressing? What are the investment fundamentals for these facility types? What are industry headwinds for these alternative health care assets? How large is the investor and lender demand for these types of assets? How do these facilities help health system with their mission? You'll get real world examples of healthcare property deals that may not be mainstream.

Moderator: **Alfonzo Leon**, Chief Investment Officer, Global Medical REIT

Speakers: **Winston Abbott** - Vice President, Sales, Siemens
Tom Errath - Director of Research & Strategy, Harrison Street
Eli Karlin, M.D. - Chief Investment Officer, Flagler Healthcare Investments



GENERAL SESSION & NETWORKING LUNCHEON: National Economic Outlook for Real Estate

11:30 a.m. - 1:15 p.m. - Calusa Ballroom A-E

We are thrilled to welcome Brian Bailey to provide an overview of real estate economic trends and their implications for us in 2023. As a Subject Matter Expert & Senior Policy Advisor in the Supervision, Regulation, & Credit Division of the Federal Reserve Bank of Atlanta, he is responsible for providing thought leadership and monitoring emerging trends in commercial real estate and finance. Mr. Bailey will provide his innovative insights into the macro forces that are currently affecting - and are likely to affect - the United States and the real estate industry, in particular. He has extensive experience, spanning both the public and private sectors, with commercial real estate valuation, transaction, development, and financial issues. After receiving a Bachelor of Arts in Business Administration from Mercer University, Brian earned an MBA degree with concentrations in Real Estate and Finance from the University of Florida where he also attained the CCIM & CRE designations. This is a "can't miss" session as we continue to navigate the ever-changing real estate market!



Keynote Speaker:

Brian Bailey, CRE, CCIM - Subject Matter Expert & Senior Policy Advisor, Commercial Real Estate Federal Reserve Bank of Atlanta

WEDNESDAY, MARCH 1

NEW THIS YEAR!



Revista is pleased to host HREI as they announce the finalists of the 2022 HREI Insights Awards, the first and only national awards dedicated to recognizing excellence in the areas of healthcare real estate (HRE) development and executive leadership.

The awards are presented by Minnetonka-based HREI, the nation's first and only print and digital media organization entirely devoted to covering healthcare real estate (HRE) development, financing and investment.

The winners of the 10th annual awards will be announced and presented here live at the General Session & Networking Luncheon. Don't miss this special event feature!

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WEDNESDAY, MARCH 1

EXECUTIVE BREAKOUT SESSION: Innovation & Competition in Healthcare Delivery

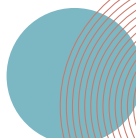
1:45 p.m. - 2:45 p.m. - Calusa Ballroom F

Walmart, Amazon, Summit/CityMD, and Oak Street Health are examples of new competition in healthcare delivery. How do the massive shifts occurring in today's healthcare marketplace through these types of companies affect future care settings? How can the healthcare real estate community adapt and help lead these changes in healthcare infrastructure through collaboration with our clients and partners? Hear from key stakeholders and strategists in this conversation to increase your understanding and preparation for the next generation of healthcare real estate.

Moderator: Kevin Kirn - Managing Director, K2 Real Estate Advisors

Speakers: Steve Westort - Vice President, Strategic Growth & Real Estate Development, Summit Health/CityMD

Chriss Papayannis, MBA - Director Real Estate, Cleveland Clinic
Principal and Senior Advisor/Planner, Array Architects



EXECUTIVE BREAKOUT SESSION: ESG - How do Environmental, Social and Governance Factors Impact the Value of Real Estate?

1:45 p.m. - 2:45 p.m. - Calusa Ballroom H

Join this panel to better understand ESG and its role in investments. Panelists will share what investors are most concerned about related to ESG now and into the future. This session will provide you with tools to identify and practically implement ESG best practices in your investments as well as understand the impact for health systems and physician practice tenants. Don't miss this first-of-its-kind session at the MREIF!

Moderator: Carla Baca - Vice President, Corporate Responsibility Healthcare Realty

Speakers: Amy Craik - Senior Associate, Smart Sustainable Building Blueprint Program Manager, Nuveen Real Estate

Scott Lemoine - ESG Advisor, Measurabl

Jennie Newman - Manager, Corporate ESG & Sustainability, Ventas



WEDNESDAY, MARCH 1

GENERAL SESSION: Today's Medical Real Estate Valuation & Pricing Trends

3:00 p.m. - 4:00 p.m. - Calusa Ballroom A-E

Today's ever-changing environment has drastically impacted pricing for medical office buildings and will continue to affect future pricing. This session dives into pricing adjustments we've seen over the past 6-12 months, market perception of future pricing adjustments, and how the inflationary environment has affected underwriting. Do investors think the MOB market has overcorrected? What is the current appetite to transact and what are investment committees focused on when critiquing a potential transaction?

Moderator: Lorie Damon - Managing Director, Cushman & Wakefield

Speakers: Steve Bolen - Managing Director, LaSalle Investment Management

Dan Klein - SVP & Deputy Chief Investment Officer, Physicians Realty Trust

Chris Lashmet - Managing Director, Medical & Life Sciences, Berkadia

Victor McConnell, MAI, ASA, CRE, FRICS - Managing Director, Real Estate Services, VMG Health



GENERAL SESSION: Construction, Development & Repurposing

4:00 p.m. - 5:00 p.m. - Calusa Ballroom A-E

Join us for an in depth discussion of development trends locally in Florida and across the US. The executive level panel consists of some of the most active developers and users in their respective markets. The session will explore the modern ambulatory outpatient strategy, key considerations for ground up development, and opportunities (and challenges) for repurposed facilities.

Moderator: Ben Ochs - CEO, Anchor Health Properties

Speakers: Chriss Papayannis, MBA - Director Real Estate, Cleveland Clinic

Mason Deal, FACHE, MBA, MHA - SVP Development, Intuitive Health

Chad Henderson - CEO, Catalyst Healthcare Real Estate



THURSDAY, MARCH 2

GENERAL SESSION: Brunch with the Board - An Open Conversation with Revista Health System Board Members

9:00 a.m. - 10:00 a.m. - Calusa Ballroom A-E

Join top these health system executives, who also serve on the Revista Advisory Board, as they discuss their real estate and ambulatory strategies for 2023. What did they learn from a 2022 full of surprises, and what innovative ideas do these systems have for continued growth in 2023? Gain insights into how they are reimagining their leased and owned real estate portfolios and learn more about how health systems are dealing with an increased cost of capital across their business. Don't miss this opportunity to pose your own questions to these leaders in an open discussion!

Speakers: **Troy Freeman** - Vice President, Real Estate, Banner Health
Scott Selig - Associate Vice President, Duke University
Terry Wood - Vice President, Real Estate, Kaiser Permanente
Andrew Haslam - Chief Real Estate Officer, Central Division, Providence *(invited)*



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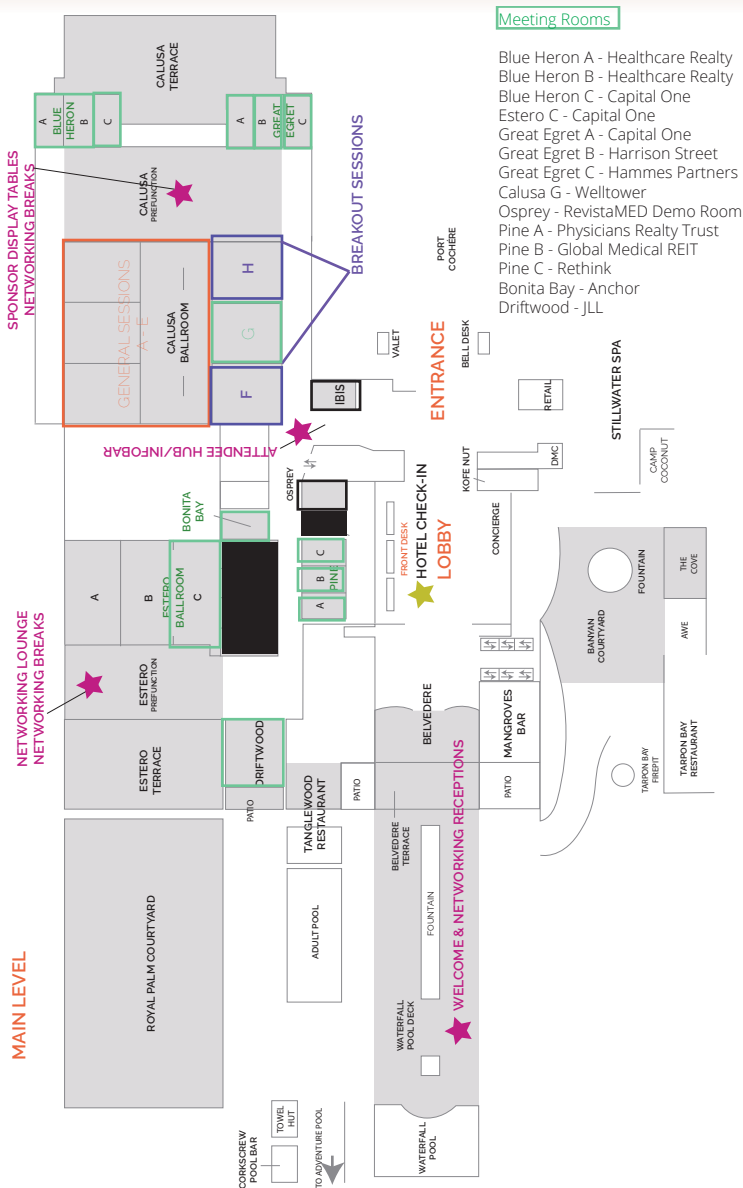
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HOTEL MAP



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Access raw data sets and additional reports through Revista Pro. Revista Pro is an enhanced subscription option that is geared towards companies that want greater access to Revista's data and reports.

KEY FEATURES

Allow real time and direct downloads of data by location, radius, market, state, or entire U.S. Data is updated nightly and downloadable to Excel.

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