


revista

MEDICAL REAL ESTATE
INVESTMENT
FORUM
2022



MARCH 2-4, 2022
LOEWS CORONADO BAY RESORT
CORONADO, CALIFORNIA

FINAL PROGRAM

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We owe a debt of gratitude to these 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 our 2022 Medical Real Estate Forum. It is great to be here in-person with you.

Well, we can all agree, it has been an interesting few years. As John Lennon once said, "Strange Days Indeed." As we move toward a more normal business environment, we are appreciative that you have chosen to spend these few days with us and your colleagues in the industry.

Healthcare continues to be a dynamic, growing business, supporting a strong investment case for mission critical real estate – even despite the pandemic. We are in tumultuous, yet exciting times as healthcare providers work harder than ever to meet America's needs. Revista, along with my 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 where industry leaders and friends can meet to exchange ideas to enhance 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 mobile site. We have also added Executive Roundtables to our breakout sessions so, in addition to our lineup of popular general sessions, we can cover more topics and interact with more colleagues from across the country.

Many thanks to everyone for being here and bringing your knowledge and thoughts to our gathering. As industry leaders, you have the foresight, understanding, and experience to help the medical real estate industry forge its way into the future.

Looking around the room, on some days we are collaborators and others competitors, but we are always friends and share the common purpose of doing our part to improve our healthcare system.

Have a productive conference!

Sincerely,

2022 MREIF Chair:
John Winer
Senior Managing Director & CIO
Seavest Healthcare Properties, LLC



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REVISTA ADVISORY BOARD

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Murray Wolf

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Terry Wood

VP, Real Estate
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EVENT INFORMATION

REGISTRATION

First things first - stop by Registration located on the first floor of the hotel for the **#revistaforum22** and pick up your name badge (*Sponsored by: Capital One*) to wear throughout the event featuring an abbreviated schedule on the back (*Sponsored by: HTA*).

Grab your conference portfolio (*Sponsored by: Seavest*) complete with our final program, attendee listing, (*Sponsored by: Cushman & Wakefield*) and other sponsored materials to make your time with us a success.

NETWORKING LOUNGE

Take advantage of the dedicated Networking Lounge located in the Avalon Room on the Second Floor of the Hotel to accommodate your networking and meeting needs (*Sponsored by: Harrison Street*).

DATA trendBAR

Visit the Data trendBAR in the Constellation Foyer on the Second Floor of the hotel and see Revista's data and resources in action! Have a Revista team member give you a demo or stop by to surf the web.

SPONSOR DISPLAY TABLES

Visit Revista's Partner and Sponsor tables in the Commodore & Constellation Foyers. Unauthorized items will be discarded.

Wi-Fi ACCESS

Stay connected during the **#revistaforum22** on the complimentary wi-fi network "LCBR_Meetings" and use password "DOCREIT" (*Sponsored by: Physicians Realty Trust*).

MOBILE EVENT APP

Once you connect to the wi-fi network, download this years Mobile Event App "Revista Events" (*Sponsored by: CIT*) in your mobile device app store. Access the **#revistaforum22** 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 through the app's notifications. See who's attending and start networking today!

SPEAKER PRESENTATIONS

Speaker presentations will be made available through the Mobile Event App "Revista Events" and on revistamed.com

REVISTA DATA BRIEFS

Many sessions you will attend will have a Revista "Data Brief" available in the Mobile Event App "Revista Events" with useful data and analysis to enhance the presentation or session.

CONSENT TO PHOTOGRAPHY

Revista attendees agree to be photographed by our onsite photographer for future press and marketing materials.

PLEASE SILENCE YOUR PHONE

We appreciate this courtesy to speakers and fellow attendees during Revista General Sessions, Executive Breakout Sessions, and Roundtable Discussions.



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[#revistaforum22](https://twitter.com/revistaforum22)



SCHEDULE

WEDNESDAY, MARCH 2, 2022

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

2022 MRE Golf Tournament (pre-registration required)

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

Registration (Atrium), Networking Lounge (Avalon), &
Data trendBAR (Constellation Foyer)

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

General Session - 2022 National Economic Outlook for Medical Real Estate
with Dr. Sam Chandan (Commodore Ballroom C-E)

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

Roundtable Discussions:

- Healthcare Design in Today's Marketplace (Commodore Ballroom A)
- Life Science as an Investment (Constellation Ballroom A)
- Alternative Healthcare Assets to Consider in Your Portfolio (Constellation Ballroom B)

5:00 p.m. - 5:45 p.m.

VIP Reception - Invitation Only (Bay Terrace)

5:45 p.m. - 7:00 p.m.

Welcome Reception (Bay Terrace)

THURSDAY, MARCH 3, 2022

7:30 a.m. - 5:30 p.m.

Registration (Atrium), Networking Lounge (Avalon), &
Data trendBAR (Constellation Foyer)

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

Networking Breakfast (Commodore Foyer)

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

General Session - Medical Real Estate Facts, Trends, & Top Markets
(Commodore Ballroom C-E)

9:30 a.m. - 10:00 a.m.

Coffee & Networking Break (Commodore Foyer)

10:00 a.m. - 11:15 a.m.

Executive Breakout Sessions:

- The Case for Investing in Medical Real Estate
(Commodore Ballroom A-B)
- Construction & Development is Alive & Well
(Constellation Ballroom)

11:15 a.m. - 1:00 p.m.

General Session & Networking Luncheon - Capital Markets Executive Discussion
(Commodore Ballroom C-E)

1:00 p.m. - 2:15 p.m.

Executive Breakout Sessions:

- Medical Real Estate Debt Across Asset Classes
(Commodore Ballroom A-B)
- Supply Chain Costs & Considerations for 2022
(Constellation Ballroom)

2:15 p.m. - 2:30 p.m.

Coffee & Networking Break (Commodore Foyer)

SCHEDULE

THURSDAY, MARCH 3, 2022

2:30 p.m. - 3:45 p.m.

Executive Breakout Sessions:

- *Medical Real Estate Continues to Thrive: Noteworthy Deals from 2021 (Commodore Ballroom A-B)*
- *Ambulatory Strategies in a Changing Industry (Constellation Ballroom)*

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

General Session - *Today's Medical Real Estate Valuation, Pricing Trends, & Development (Commodore Ballroom C-E)*

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

Networking Reception (Marina Terrace/Pool Deck)

FRIDAY, MARCH 4, 2022

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

Registration (Atrium) , Networking Lounge (Avalon), & Data trendBAR (Constellation Foyer)

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

Networking Breakfast (Commodore Foyer)

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

Roundtable Discussions:

- *Utilization & Repurposing of Health System Real Estate Space (Commodore Ballroom A)*
- *The Continued Evolution of Telehealth & Digital Innovation (Commodore Ballroom B)*
- *Creative Credit & Financing Solutions (Commodore Ballroom C)*



CONGRATULATIONS TO THE INAUGURAL MEMBERS OF THE REVISTA RISING LEADERS

Abby Bartolotta

Vice President, Healthcare Real Estate, JLL

Kathryn Baxter (Co-Chair)

Division President
Facility 360

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Flagship Healthcare Properties

David Braunstein

Vice President, Acquisitions
Seavest Healthcare Properties

Michael Carney

Vice President, Investment Research NA
Heitman

Jim Coman

Managing Director, Capital
Markets - Healthcare, Stealth
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Co-Founder, CEO & Managing
Director, ERE Healthcare Real
Estate Advisors

Libby Langenderfer (Co-Chair)

Regional Leasing Associate
Physicians Realty Trust

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Senior Director & Co-Head of
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GENERAL SESSION - 2022 National Economic Outlook for Medical Real Estate with Dr. Sam Chandan

3:00 p.m. - 4:00 p.m. - Commodore Ballroom C-E

We are thrilled to welcome Dr. Sam Chandan back to provide an overview of real estate economic trends and their implications for medical real estate today. Renowned as one of the leading experts in economics, capital markets and commercial real estate, Dr. Chandan will provide his innovative insights into the macro forces that are currently affecting - and are likely to affect - our industry. He'll give his thoughts on issues such as inflation, labor markets and supply chain challenges as well as the dynamic relationship between the economy, regulation, and market performance. Since we saw him last, he has added "epidemiology" to his multi-faceted resume to help him understand the impact the pandemic has had on real estate even better. He is the editor and co-author of Real Estate Finance, a columnist for the New York Observer and GlobeSt, and co-host of the Real Estate Hour on SiriusXM Business Radio. Please join us!

Opening Remarks & Introduction: Conference Chair - John Winer, Senior Managing Director & CIO, Seavest Healthcare Properties

Keynote Speaker: Dr. Sam Chandan, FRICS FRSPH, President & Chief Economist, Chandan Economics



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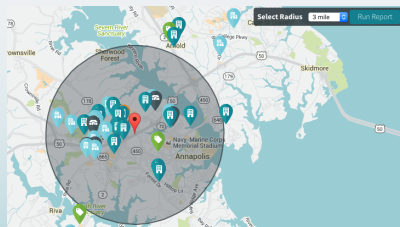
Access raw data sets and additional reports through Revista Pro. Revista Pro is an enhanced subscription option that is geared towards companies that want greater access to Revista's data and reports.

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.

- Property data
- Sales Transactions
- Construction data
- Rent/Lease listings
- Healthcare tenant data

Access Revista's owner database and stakeholder reports. Enhanced data user license allows integration into your proprietary database.



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

Healthcare Design in Today's Marketplace

- Commodore Ballroom A

Join this informative discussion about best practices for interior and exterior design of medical office buildings, hospitals, and other healthcare settings. What has changed over the last years, and importantly, what are current best practices considering Covid? Share your perspective and hear from design experts in this engaging discussion!

Discussion Leaders:

Chriss Papayannis, MBA, Director Real Estate, Florida Region, Cleveland Clinic

Kat Baxter, Division President, Facility 360

Nicholas O'Hare, Director of Business Development, ARCO/Murray



Life Science as an Investment

- Constellation Ballroom A

Record funding levels for Biotech companies in recent years have fueled increasing industry demands for more life science real estate space and properties. Investors have answered this call by building out into existing markets as well as creating biotech hubs in new markets. Join this esteemed roundtable and participate in a discussion on an overview the sector to include companies and markets. Discuss investment strategies, markets as well as potential risks of investing in the life science real estate sector.

Discussion Leaders:

Mark Burkemper, Senior Vice President, Harrison Street

Michael Dorris, Co-Head of Life Science, Healthpeak

Mike Hargrave, Principal, Revista



Alternative Healthcare Assets to Consider in Your Portfolio

- Constellation Ballroom B

Discussion Leaders will focus on non-MOB healthcare financing such as micro-hospitals, inpatient rehabilitation facilities (IRFs), behavioral and long-term acute care Hospitals (LTACHs) during this session. Are there Medical Property Assets that investors do not care to finance and why? You'll get real world examples of healthcare property deals that may not be mainstream...but are important nonetheless!

Discussion Leaders:

David Braunstein, Vice President, Seavest Healthcare Properties

Mark Scaringi, Vice President - Healthcare Finance, CIT Bank

Rahul Chhajed, Vice President & Senior Director - Healthcare, Matthews Real Estate Investment Services



GENERAL SESSION - Medical Real Estate Facts, Trends, & Top Markets 2022

8:30 a.m. - 9:30 a.m. - Commodore Ballroom C-E

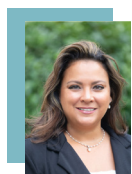
Data, Facts, Trends & Top Markets! Join us for our annual conference kick-off session that provides an industry outlook that is informative and data-driven. We will provide an overview of current state of the Medical Real Estate industry from the perspective of our national database of more than 80,000 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



EXECUTIVE BREAKOUT SESSION - The Case for Investing in Medical Real Estate

10:00 AM - 11:15 AM - Commodore Ballroom A-B

How does Healthcare Real Estate stack up against other commercial real estate sectors? Just how big is the sector and who are the major players? With all the changes in healthcare and shifts in overall economic sentiment, what is the current investment case for medical real estate? In this informative panel, you'll hear why various investor types are committed to the space and what makes healthcare real estate attractive both now and in the future. You'll find out what excites these investors and what keeps them up at night. Learn all of this and more during this industry expert-led session...all backed up by timely Revista data!

Moderator/Speaker: Dan Klein, SVP & Deputy Chief Investment Officer, Physicians Realty Trust

Speakers:

Tom Errath, Director of Research & Strategy, Harrison Street

Alfonzo Leon, Chief Investment Officer, Global Medical REIT

Tayo Okusanya, Managing Director, Credit Suisse

Andrew Pyke, CFA, Head of Healthcare Real Estate, Nuveen



DID YOU KNOW?
Send us your
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Revista has an expanded listing platform for medical real estate. This adds to our market leading coverage of the medical real estate industry, tracking over 80,000 properties, including inventory, transactions and construction. This is a free service, and listings can easily be added by sending information to: listings@revistamed.com

EXECUTIVE BREAKOUT SESSION - Construction & Development is Alive & Well

10:00 a.m. - 11:15 a.m. - Constellation Ballroom

Join this data-filled session for detailed construction and development stats from the top 50 metropolitan areas - including a drill-down into California markets. We'll examine the differences between third-party and hospital-lead development. See what product types are hot in which markets. What size are projects? Are they on or off-campus? Who are the most active players in new construction, remodeling, expansions, and innovative repurposing these days? Discuss answers to these questions, ask your own, and hear about specific projects from some of the most experienced stakeholders in the business!

Moderator: Murray Wolf, Publisher, HREI

Speakers:

Jeffrey Spiller, Vice President of Development, Healthcare Trust of America

Richard Rendina, Chairman & CEO, Rendina Healthcare Real Estate

Bill Mooney, Executive Vice President, Bremner Real Estate

Nathan Golik, Senior Vice President, Business Development, NexCore Group



GENERAL SESSION & NETWORKING LUNCHEON - Capital Markets Executive Discussion 2022

(Sponsored by: Anchor Health Properties)

11:15 a.m. - 1:00 p.m. - Commodore Ballroom C-E

These expert panelists will share their insights on the debt and equity markets moving into 2022 - and their impact on medical real estate. They will touch on topics such as: Investor views on the economy, interest rates and investing landscape - and how these will impact their 2022 strategies. Who are the major players coming out of 2021 and is this changing? Where are the opportunities within Medical Real Estate? What will the next 2-5 years look like for the sector with the continued impact of COVID-19? How are healthcare REITs viewed and will that change in 2022? And finally - are there any surprises on the horizon related to underwriting standards, interest rates, valuations, demand for new development and other factors. Don't miss this impressive panel!

Moderator/Speaker: Erik Tellefson, Managing Director, Capital One

Speakers:

Darryl Freling, Managing Principal, MedProperties Realty Advisors, LLC

Chad Henderson, Founder & Chief Executive Officer, Catalyst Healthcare

John Winer, Senior Managing Director & CIO, Seavest Healthcare Properties



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EXECUTIVE BREAKOUT SESSIONS 1:00 p.m. - 2:15 p.m.

Medical Real Estate Debt Across Asset Classes

- Commodore Ballroom A-B

Panelists will discuss stable, value-add and construction on MOBs and other Medical Properties. Find out if there are Medical Property Assets that the panelists do not finance and why—AND hear what their preferences are. Hear about MOB and Medical Property Deals – from the largest to the smallest – as well as the most interesting debt transactions in 2021. Don't miss the commentary on volume and the markets for 2021, plus their forecast for 2022!

Moderator: Zack Holderman, Senior Vice President, CBRE - U.S. Healthcare and Life Sciences Capital Markets

Speakers:

Steve Reedy, Managing Director, CIT

Natalie Sproull, Vice President, Capital One



Supply Chain Costs & Considerations for 2022

- Constellation Ballroom

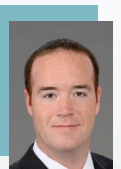
Is there a cost premium for health system capital projects? If so, how do you reduce/manage it? How do you mitigate rising construction cost vs. flat reimbursement? What other surprising challenges are health system supply chains dealing with that have real estate impacts in today's operating environment? Discuss answers to these questions and suggest your own discussion points during this informative session.

Moderator: Bill Bernart, Vice President, Flagship

Speakers:

Troy Freeman, Vice President - Real Estate Management, Banner Health

Kelly Noel, Vice President Corporate Construction & Real Estate, UPMC



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Revista 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 in Maryland, was founded by Elisa Infante Freeman, Mike Hargrave and Hilda Flower 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

EXECUTIVE BREAKOUT SESSIONS - 2:30 p.m. - 3:45 p.m.

Medical Real Estate Continues to Thrive: Noteworthy Deals from 2021 - Commodore Ballroom A-B

Despite COVID-19, 2021 was another great year for healthcare real estate transactions. What are some of the most interesting medical office deals of 2021? What are the lessons learned? Topics will cover unique deals, an execution of exceptional transaction scale and distinctive capital structure to unlock value. Why do we feel these are transactions that simply must be highlighted? Come find out! Don't miss these executives as they unpack the details about their notable deals from 2021.

Moderator/Speaker: Mindy Berman, Managing Director, JLL

Speakers:

Mark Toothacre, President, PMB

Stefan Oh, Executive Vice President - Acquisitions, American Healthcare REIT



Ambulatory Strategies in a Changing Industry - Constellation Ballroom

Join leading healthcare experts who will discuss the drivers of change in the current medical real estate market and how the delivery of care will shift to better meet the needs of patients in a post-COVID environment. What strategies, data, tools and analysis are they using to help determine competitors (such as telemedicine, amazon etc.) and key issues to make these decisions? What innovations have risen out of the 2020 ashes and what products and trends are on the horizon as the country recovers? Hear what health systems and physician groups are doing to be the most attractive to capital and development; what outpatient locations look like as we move into the recovery phase and what the biggest challenges have been over the last 12 months. You don't want to miss this session!

Moderator: Kevin Kirn, VP Outpatient Medical Group, Welltower

Speakers:

Ben Ochs, CEO, Anchor Health Properties

Jeremy Dibble, Executive Director of Business Operations, Health & Services Real Estate Strategy, Providence Health (*virtual*)

Chriss Papayannis, MBA, Director Real Estate - Florida Region, Cleveland Clinic

Mike Conn, Senior Vice President, Meridian



Do you have a project or deal for which you need analysis?
Revista now offers affordable real-time, custom local market reports created specifically for your selected location(s).
Get details on local inventory, rental rates, TI, occupancy, sales comps and more - personally researched and prepared by Revista.
Stop by the Data trendBAR and learn more!



GENERAL SESSION - Today's Medical Real Estate Valuation, Pricing Trends & Development

4:00 p.m. - 5:00 p.m. - Commodore Ballroom C-E

In this jam-packed session, you will hear how the past years with COVID-19 have influenced the value and pricing of medical real estate. The panel will reveal critical real-time value metrics and trends for capitalization rates, price per square foot and other measures for a variety of medical office and healthcare property types. Panelists will debate single vs. multi-tenant preferences, describe how vital characteristics of these properties such as location, market, facility type, tenant credit ratings, and EBITDA coverage affect investor appetite and pricing. The discussion will include an analysis of the impact of secured and unsecured debt markets on value trends, absolute investment returns and overall cost of capital for investors, plus find out how to leverage Revista data to determine the value of a property.

Moderator: John Trabold, Managing Director, VMG Health

Speakers:

James Schmid, Chief Investment Officer, Anchor Health Properties

Chris Bodnar, Vice President, CBRE - Healthcare

Victor McConnell, Managing Director, VMG Health

Jeff Piehl, Healthcare Appraisers



2022 REVISTA MEDICAL REAL ESTATE FORUM PLANNING COMMITTEE

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Managing Director
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Christopher Terry
Partner
Kleinberg, Kaplan, Wolff & Cohen, P.C

Terry Wood
VP, Real Estate Acquisition
Kaiser Foundation Health Plan, Inc.

John Winer
Senior Managing Director & CIO
Seavest Healthcare Properties

Murray Wolf
Publisher & Founding Editor
Healthcare Real Estate Insights

ROUNDTABLE DISCUSSIONS - 9:30 a.m. - 10:30 a.m.

Utilization & Repurposing of Health System Real Estate Space

- Commodore Ballroom A

Many health system admin spaces on or near healthcare campuses used to be medical in nature and we converted them to admin when their useful life was up, are these being converting these back to medical due to pandemic events? Does it make more sense to raze these buildings and build new medical use in its place? Do we find that in healthcare we lose a sense of collaboration without being in-person? How do we not further the divide between "caregiver" or "frontline staff" and administrative staff? Discuss answers to these and other questions with these amazing discussion leaders and your colleagues.

Discussion Leaders:

Andrew Haslam, Vice President, Health System Strategy, Welltower
Terry Wood, Vice President, Real Estate National Facilities Services, Kaiser Foundation Health Plan, Inc.



The Continued Evolution of Telehealth & Digital Innovation

- Commodore Ballroom B

The pandemic has forced healthcare providers to alter their care delivery protocols. How were your clients affected in 2020 and how are they adapting today as COVID becomes endemic? Are certain specialties affected more than others? How significantly has digital health innovation improved access to care? How are outpatient and ambulatory strategies and associated real estate being impacted? Join us for a dynamic discussion.

Discussion Leaders:

Gordon Soderlund, Executive Vice President, Flagship Healthcare Properties, LLC
Steven Stubbs, Regional Director, Clinic & Ancillary Development, Adventist Health



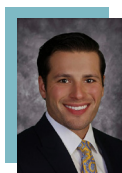
Creative Credit & Financing Solutions

- Commodore Ballroom C

What are some successful non-traditional financing options in the Healthcare Real Estate sector? Are bridge, mezzanine, preferred equity, and physician group financing prevalent and has this changed over time? Join this roundtable discussion to find out and share your experience. Plus, come hear owner/lender underwriting considerations for certain tenant subclasses such as facilities leased to private tenants or owned by private equity.

Discussion Leaders:

Chris Terry, Partner, Kleinberg, Kaplan, Wolff & Cohen, P.C.
Colin Hart, Co-Founder, CEO & Managing Director, ERE Healthcare Real Estate Advisors
Corey Martier, Senior Vice President, Zeustra



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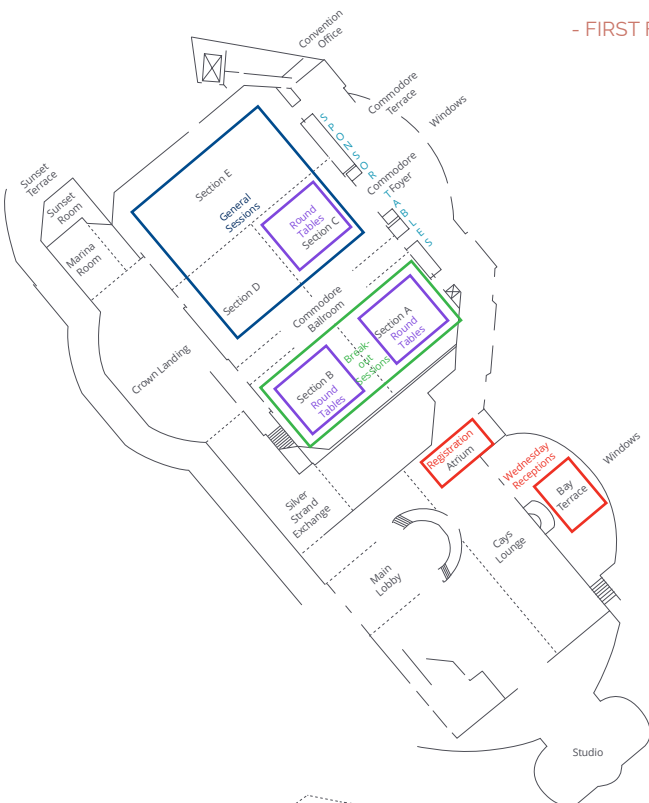


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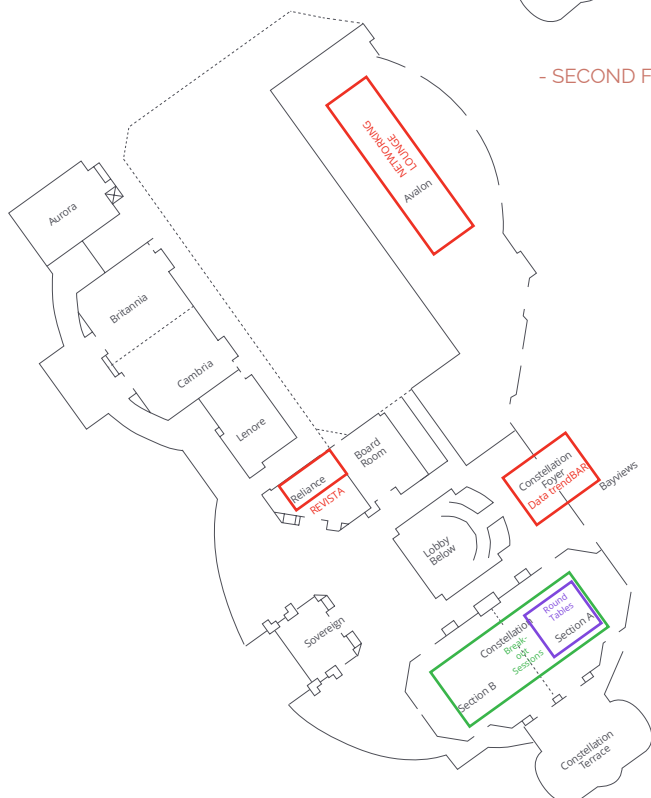


HOTEL MAPS

- FIRST FLOOR -



- SECOND FLOOR -





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