Session Descriptions and Speakers

All conference sessions will be held at the Westin St. Francis, San Francisco, CA

**Keynote Sessions**

**Opening Plenary with Martin A. Makary, M.D.**  
*Co-Sponsored by Griffin-American Healthcare REIT II and Arnall Golden Gregory LLP*  
**Wednesday, May 1, 4:30–5:30 pm**


**Keynote Luncheon with Connie Curran, EdD, RN, FAAN**  
*Sponsored by GE Capital Healthcare Financial Services*  
**Thursday, May 2, 12:40–2:15 pm**

Dr. Connie Curran is a highly regarded national healthcare leader who brings a unique depth of experience that ranges from the patient’s bedside, to the classroom, to the executive suite, to the boardroom and beyond. She will discuss hospital safety and quality in an era of reform.

**General Sessions**

**Leading or Bleeding Edge? Changing Paradigms in Healthcare**  
*Sponsored by American Realty Capital Healthcare Trust, Inc.*  
**Wednesday, May 1, 3:00–4:15 pm**

What does the future portend for health systems? Join these distinguished executives as they share their insights about healthcare IT’s voracious consumption of capital and what it mean for other capital initiatives; evolving healthcare delivery models, including tele-health and virtual medicine. How are systems reconciling their missions with their margins? Will M&A activity continue apace, and how will
regulatory scrutiny impact those deals? How might these trends and others impact healthcare facilities in the future?

**Panelists:**
- Ross Caulum, Senior Director Corporate Real Estate, Scripps Health, San Diego, CA
- Additional speakers to be announced

**Moderator:** Gordon A. Soderlund, Senior Vice President, Healthcare Development, Lend Lease, Chicago, IL

**Culturing New Approaches: Innovations in Healthcare**
*Sponsored by Arnall Golden Gregory*

**Thursday, May 2, 8:15–9:30 am**
With the passage of sweeping health care reform legislation significantly more people are expected to flood our healthcare system already strained by rising costs and limited supply of physicians and other clinicians. Amid these challenges, healthcare leaders must develop and implement innovative patient care delivery models while also creating efficient facilities that provide healing environments across the continuum of care. This session will examine several of these innovative approaches, through the perspectives of physicians, administrators, and investors by exploring how these cutting-edge ideas emerge, are funded, implemented, and share their industry-revolutionizing results.

**Panelists:**
- Winnie Fritz, RN, Ph.D., Clinical Vice President, Agilum Healthcare Intelligence, Nashville, TN
- Mary Jo Gorman, M.D., MBA, CEO, Advanced ICU Care, St. Louis, MO
- Georgeann B. Burns, President/Senior Advisor, Health Facilities Planning Partners, LLC, Nashville, TN
- Scott D. Musch, MBA, Director of Corporate Development, Direct Health Solutions, Cambia Health Solutions, Inc., Portland, OR

**Moderator:** Neil J. Carolan, MBA, President & CEO, Health Care Real Estate Consulting, LLC and Co-Chair, BOMA International Medical Office Buildings and Healthcare Facilities Committee

**Metropolitan Medicine: Growth Strategies for Urban Hospitals**
*Sponsored by Hammond Hanlon Camp, LLC*

**Thursday, May 2, 4:00–5:15 pm**
Urban hospitals face unique competitive and operational pressures: Diverse patient demographics and revenue sources, including high concentrations of Medicare and Medicaid patients; declining disproportionate share (DSH) payments; significant competitive pressures, especially for independent hospitals; and declining reimbursements for teaching hospitals. Explore various operational and real estate strategies that urban hospitals, in different geographies, have deployed to fulfill their missions; address the requirements of the ACA; achieve growth; and improve their financial strength.

**Panelists:**
- Alan Channing, CEO, Sinai Health System, Chicago, IL
- Steven Stubbs, Director of Real Estate, White Memorial, Los Angeles, CA
- Jeffrey Webster, SVP/Administrator Harris Health-Ben Taub General Hospital, Houston, TX

**Moderator:** Laca Wong-Hammond, Head of Healthcare Real Estate, Raymond James, New York, NY and Co-Chair, BOMA International Medical Office Buildings and Healthcare Facilities Committee

**Capital Markets: View from the C-Suite**
**Friday, May 3, 8:00–9:15 am**
How does a health system think about capital – cost, access and structure? Explore various approaches to capital planning, credit considerations and structuring, as these experts from the “front lines” share their insights, including both corporate and real estate considerations. They’ll share their views on major demands for capital now and in the near future, and how that will changes with the tides of healthcare reform.
Panelists:
- Brad Spielman, Vice President/Senior Analyst, Moody’s Investors Service, San Francisco, CA

Moderator: Jonathan Winer, Executive Vice President, Seavest Healthcare Properties, White Plains, NY

Closing General Session
Friday, May 3, 11:00–11:45 am
Conference capstone. Title and speaker(s) to be determined.

Capital Markets Track
Sponsored by Savills, LLC

Financing Models for Health Care Real Estate
Thursday, May 2, 9:45–10:45 am
Health systems and physician groups have traditionally monetized existing assets and utilized third-party debt to finance their growth and invest in technology, equipment and new facilities. These models are still used today, but other methods of financing health care properties are emerging, including public-private partnerships and credit tenant lease financing. This panel will examine the “traditional” models used in health care real estate financing, as well as discuss alternative financing options which are becoming more prevalent.

Panelists:
- Dr. Kenneth Davis, President, The Harbin Clinic, Rome, GA
- Eric Fischer, Managing Director, Trammell Crow Company, Washington, DC
- Jim Xinis, President & CEO, Calvert Memorial Hospital, Frederick, MD

Moderator: Scott D. Evans, Executive Vice President, Realty Trust Group, Atlanta, GA

Deal Diagnosis: Inside the Top Health Care Real Estate Transactions of 2012
Thursday, May 2, 11:30 am–12:30 pm
While 2012 was a relatively slow year for health system monetization, several high profile transactions were completed. This panel will take a deep dive into the details of multiple medical office transactions. Hear from each panelist on the challenges they needed to overcome in order to get their respective deals across the finish line. In addition, panelists will diagnose the risk/return profile of each transaction and compare it to current market trends.

Panelists:
- Doug Ray, President, Seavest Healthcare Properties, White Plains, NY
- Steve Bolen, Managing Director, LaSalle Investment Management, Baltimore, MD
- Mark Burkemper, Director of Acquisitions, Harrison Street Real Estate Capital, Chicago, IL
- Robert Mitsch, Director of Real Estate, Sutter Health, Sacramento, CA

Moderator: Chris R. Bodnar, Senior Vice President, CBRE Healthcare Capital Markets, Denver, CO

Post-Acute Health Care Real Estate: What’s the Prognosis?
Thursday, May 2, 2:30–3:30 pm
With a renewed focus on the continuum of care, session panelists will discuss the spectrum of healthcare delivery settings including rehabilitation, long-term acute care hospitals, assisted living and skilled nursing facilities. Operators and investors on the panel will discuss the fundamentals financing, demand drivers, the new payment environment, underwriting considerations for operators and real
estate investment as it affects real estate investors, health system alignment and how the sector will fare under healthcare reform.

**Panelists:**
- Chester Crouch, Chief Executive Officer, Reliant Hospital Partners, Addison, TX
- Peter L. Martin, Managing Director – Equity Research, JMP Securities, San Francisco, CA
- Scott A. Mason, D.P.A., FACHE, Executive Managing Director & Leader, Americas, Cushman & Wakefield Healthcare Practice Group, Washington, DC

**Moderator:** Mindy Berman, Managing Director, Jones Lang LaSalle, Boston, MA

**What's New? Emerging Trends in MOB Development**

**Friday, May 3, 9:30–10:30 am**

Continued employment of physicians by health systems, tele-health initiatives and other impacts of the Affordable Care Act are creating new requirements for MOBs and other facilities by health systems and physicians. These demands, along with uncertainties in the capital markets, provide a challenging environment for developers. This panel of experts will focus on current strategies being employed by providers and discuss financing, incentives, design changes and other elements associated with new facility development.

**Panelists:**
- Dennis Penman, Executive Vice President and Principal, Ciminelli Real Estate Corp, Buffalo, NY
- Joe Kessler, CFO, Kaleida Health, Buffalo, NY
- Lou Sachs, President, Anchor Health Properties, Wilmington, DE
- Shane Fleming, CFO, Capital Health, Hopewell, NJ
- Mark Webb, Senior Vice President of Facilities Administration, University Health System, San Antonio, TX
- Jay Miele, Managing Director, Hammond Hanlon Camp LLC, New York, NY

**Moderator:** PJ Camp, Principal, Hammond Hanlon Camp LLC, New York, NY

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**Compliance & Regulatory Track**

*Sponsored by Waller*

**MOB Development on Hospital Campuses: Covering Your Bases**

**Thursday, May 2, 9:45–10:45 am**

Hear from attorneys who specialize in health care real estate and real estate professionals who work exclusively for health care providers. The panelists will cover the RFP process, from selecting a developer to what specific provisions to include so that both hospital and developer can make informed decisions about a project. Discover Stark and Anti-kickback issues that often arise and accounting and tax rules that can have a major effect on the outcome of a project. Panelists will also discuss important ground lease provisions commonly found in MOB project documents and will examine controls that hospitals often require for on-campus MOB projects.

**Panelists:**
- Robert A. Hicks, Hall, Render, Killian, Heath & Lyman, P.C., Indianapolis, IN
- Carla Fenswick, Waller Lansden, Dortch & Davis, LLP, Nashville, TN
- Paul Clendenen, Director of Real Estate, St. Vincent Health, Indianapolis, IN
- Austin Barrett, Vice President, HCA, Nashville, TN

**Fraud and Abuse Issues in Real Estate Transactions**

**Thursday, May 2, 11:30 am–12:30 pm**
This session will offer a brief primer on the Stark Law and the Anti-kickback Statute. The panelists will then focus on a series of hypothetical real estate transaction scenarios which will highlight fraud and abuse issues in the context of the following types of transactions:

a) Various office leases between hospitals and their referral sources (including leases in physician practice acquisitions by hospitals).

b) Real Estate Purchase and Sales Agreements between hospitals and their referral sources.

c) MOB Development transactions between hospitals and their referral sources.

**Panelists:**
- Jeffrey A. Calk, Partner, Waller Lansden Dortch & Davis, LLP, Nashville, TN
- John D. Claybrook, Partner, Waller Lansden Dortch & Davis, LLP, Nashville, TN
- Erin Snyder, Associate General Counsel, Carolinas HealthCare, Charlotte, NC
- Jennifer O’Brien, Senior Real Estate Asset Manager, HCA, Nashville, TN

### Strategies for Meeting Compliance Requirements in Ambulatory Settings
**Thursday, May 2, 2:30–3:30 pm**
As healthcare systems migrate treatment lines into ambulatory settings, such as MOBs, those entities’ compliance requirements, including Joint Commission, move with them. MOBs with imaging, endoscopy, Pain Center and similar types of tenancies leased to hospital departments must be built and managed to adhere to a variety of compliance standards, including those for infectious diseases. This session will explore how healthcare systems, developers, and property management professionals can work together to address these evolving needs, understand and mitigate appropriate risks associated with these types of compliance programs, and ultimately assure that these leased spaces conform to mandated requirements.

**Panelists:**
- Ron Smidt, Vice President, Carolinas Healthcare System, Charlotte, NC
- Guy Shoaf, Carondelet Health Network, Tucson, AZ

**Moderator:** Jeff Hatfield, Vice President, Development, The Graham Group, Des Moines, IA

### Protecting the Interests of Healthcare Real Estate: A Legislative Update
**Friday, May 3, 9:30–10:30 am**
BOMA International works to defend real estate owners’ and managers’ interests before a wide array of policy setting bodies, including the United States Congress, federal agencies, and codes and standards development organizations. BOMA represents the commercial real estate industry on issues ranging from tax reform to energy efficiency mandates and from property rights to building codes and standards. BOMA has successfully fought off many formidable challenges on several issues of critical importance to real estate, but our industry continues to be inundated with potential threats. Hear about current issues and legislation under consideration that could negatively impact healthcare real estate and BOMA’s efforts to achieve decisive action.

**Speaker:**
Karen Penafiel, CAE, Vice President, Advocacy, Codes and Standards, BOMA International, Washington, DC

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**Leasing & Management Track**

*Sponsored by ProMed Properties*
Repurposing Space: Real Life Medical Makeovers  
**Thursday, May 2, 9:45–10:45 am**
Telemedicine in a former Blockbuster? Wondering what to do with that vacant surgery center? Repurposing of acute care hospital beds? Gather insights from this panel discussion on creative makeovers of existing space and how health systems and physicians are utilizing unlikely locations to deliver healthcare.  
**Panelists:**
- Chris Rooney, Senior Vice President, Asset Management, American Healthcare Investors, Newport Beach, CA
- Stephen Jones, VP, Carolinas Physician Network, Carolinas Healthcare System, Charlotte, NC  
**Moderator:** Joi Taylor, RPA, Regional Manager, Lillibridge Healthcare Services, San Antonio, TX

Hi-Tech Tools in Medical Real Estate – More than Just the Right App  
**Thursday, May 2, 11:30 am–12:30 pm**
How do health systems, landlords, brokers and tenants use technology to make, refine and reinforce real estate decisions? This session will highlight efficient, high-tech solutions for space planning, programming, site selection and property management. Discover the latest and greatest tools, gizmos, gadgets and apps that could help improve your business. Don't forget your smart phone!  
**Panelists:**
- Phil Mobley, Vice President, Kingsley Associates, Tucker, GA
- Additional Speakers to be Announced  
**Moderator:** Creighton Wright, Managing Director, Principal, Cassidy Turley, Nashville, TN

Anatomy of a Deal – Dissecting the Transaction  
**Thursday, May 2, 2:30–3:30 pm**
This panel will focus on completed lease transactions. Panel participants will explain landlord, tenant and user perspectives before, during and after transactions and will hone in on negotiating tactics, structuring, transaction dynamics and how deal evolved through negotiations. These esteemed panelists will also share the “Monday Morning Analysis” of what they might have done differently in each case.  
**Panelists:**
- Danny Prosky, President & COO, Griffin American Healthcare REIT II, Newport Beach, CA
- Francine Scaffidi, Assistant Vice President, Real Estate, MedStar Health, Inc., Washington, DC
- Dana White, Chief Executive, Real Estate & Construction Development, Providence Health & Services, Portland, Oregon  
**Moderator:** Jim Croy, Vice President, HCP, Franklin, TN

Raising the Bar in Outpatient Facility Management  
**Friday, May 3, 9:30–10:30 am**
The complexity of ambulatory services continues to increase as traditional hospital services expand into outpatient settings. The results are more sophisticated operational requirements which will change the “traditional MOB” to a “Medical Procedures Facility” or “MPF”, and require a higher level of service from the property management team. Join our panel of experts as they discuss Regulatory Compliance, Infection Control and Environment of Care topics and how they will affect property management practices.  
**Panelists:**
- William Tuttle, FACHE, Vice President of Planning, Baptist Memorial Healthcare Corporation, Memphis, TN
- Scott Kuklish, Senior Vice President, PM Realty Group, Irvine, CA
- Simon Turner, LEED AP, President, Healthy Buildings, Lake Forest, CA
**Provider Strategies**  
*Sponsored by Cushman & Wakefield*

**Across the Spectrum: Physician Space and Service Approaches**  
*Thursday, May 2, 9:45–10:45 am*

How are healthcare systems using space differently when it comes to retail and inpatient facilities? Hear from three hospital systems – urban, suburban and rural – on their different approaches to repurposing space based on size and location. Panelists will discuss competitive pressures and consolidation pressures, and alignment opportunities vs. independence, sharing insights each organization faced.

*Panelists:*
- Rob Stall, Chief of Operations, Cleveland Clinic Regional Hospitals, Cleveland, OH
- Kelly Olin, CGBP, Senior Manager, Real Estate Services, Beach Cities Health District, Los Angeles, CA
- Moderator: Peter Volas, Director of Real Estate, Cleveland Clinic, Cleveland, OH

**New Emergent Care Facilities: Too Much Too Fast?**  
*Thursday, May 2, 11:30 am–12:30 pm*

From minute clinics to urgent care to free standing emergency departments, new emergent care facilities are being deployed across the nation. Sponsored by hospitals, physicians, insurance companies and employers, and staffed by physicians and non-physicians alike, each model offers innovative means for ambulatory care but each model also presents some challenges in terms of financing, staffing, and sustainability. This panel will discuss freestanding EDs vs. urgent care and why there’s some reason to worry over the duplicative expense of costly diagnostic equipment spread out across these sites and explore how these models will alter investments in other, more traditional types of ambulatory facilities, such as MOBs.

*Panelists:*
- William J Garden, MBA, Vice President-New Ventures, Emergency Service Partners, L.P., Austin, TX
- Mark Dissette, Senior Vice President, Ambulatory Facilities, Holy Cross, Ft. Lauderdale, FL
- David Park, Senior VP Real Estate, Novant Health Inc., Winston-Salem, NC
- Moderator: Michael Lincoln, Executive Vice President, Business Development, Lillibridge Healthcare Services, Inc., Chicago, IL

**Getting Lean: Facility Design Strategies for More Efficient Spaces**  
*Thursday, May 2, 2:30–3:30 pm*

How has practice design helped physicians enhance and leverage their facilities? Learn about different principles of design within tenant space, including process improvement and Lean 3P, and hear how physician participation from site selection and other aspects can make for a more efficient process. Get tips for better patient flow, and sustainability and energy efficiency initiatives that will trim costs and ultimately make for a healthier space. This session will feature a case study on Carolinas Healthcare Systems’ project in Rock Hill, South Carolina.

*Panelists:*
- Peggy Hey, Director Real Estate Services, Carolinas Healthcare System, Charlotte, NC
- Rich Gervasi, Vice President, Carolinas Physicians Network, Carolinas Healthcare System, Charlotte, NC
- Denise Cuddeback, Assistant Vice President, Carolinas Physicians Network, Carolinas Healthcare System, Charlotte, NC
Dr. Bill Revell, Piedmont GYN/OB Associates, Charlotte, NC

Moderator: Mary Beth Kuzmanovich, Vice President, Carolinas Healthcare System, Charlotte, NC

Methods for Optimization: A Prescription for Your Portfolio

Friday, May 3, 9:30–10:30 am

As health systems grow through practice acquisition and organic growth, how are they driving efficiency through their real estate portfolio? Find out how health systems are optimizing a much larger, rapidly proliferating and more widely distributed portfolio of both owned and leased ambulatory care assets. Discuss strategies for addressing the unintended consequences of physician acquisitions that can complicate the cost-effective management of a healthcare system’s real estate assets.

Panelists:

- William Eveloff, Vice President, St. Joseph Health, La Palma, CA
- Tom Uriona, Corporate Real Estate Director, Intermountain Healthcare, Salt Lake City, UT
- Wes Huff, Vice President of Real Estate, Baylor University Medical Center, Dallas, TX

Moderator: Bev Erickson, Vice President, Fixed Asset Management, Trinity Health, Livonia, MI

Roundtable Sessions

NEW THIS YEAR! “Small Dose” Roundtables Room

Make New Connections in Highly Interactive, Small Group Education and Networking Sessions

If you’re like everyone we know, chances are you could use a few new tools to help you manage your priorities, simplify your life, and accomplish more. “Small Dose” Roundtables are 25-minute presentations facilitated by subject matter experts, followed by 20 minutes of intense discussion with colleagues who have similar interests. Facilitated discussions will run concurrently, so expect lively exchanges and lots of activity! Seating is limited, so be sure to arrive early. Bring your questions and viewpoints to share, and be prepared to leave with ideas and strategies that you can implement on Monday morning.

Leadership Rx

While there’s no prescription for becoming a great leader, these sessions focus on habits, practices and tools that effective business people are using now. Just as vitamins and exercise are vital to your health, these roundtables are sure to help energize your career.

PRODUCTIVITY BOOSTERS: Latest Techniques to Buy Back Time in Your Day

Thursday, May 2, 10:45–11:30 am

SIDE BY SIDE: Engaging the 21st Century Four-Generations Workforce

Thursday, May 2, 3:30–4:15 pm

BRAIN FOOD: What You Should Be Reading, Listening To, and Doing Right Now to Compete in Today’s Marketplace

Friday, May 3, 10:30–11:15 am
Technology Rx
So many platforms, devices and programs! Learn how to use them to your greatest advantage.

LEVERAGING LINKEDIN: Strategies to Build Your Personal and Business Brand
Thursday, May 2, 10:45–11:30 am

SAVVY SOCIAL MEDIA: Utilizing Today’s Most Transparent, Engaging and Interactive Form of Marketing and Public Relations
Thursday, May 2, 3:30–4:45 pm

WHAT’S YOUR “APP”ETITE? Hundreds of Apps – Which Ones Do You Really Need to Be More Effective?
Friday, May 3, 10:30–11:15 am