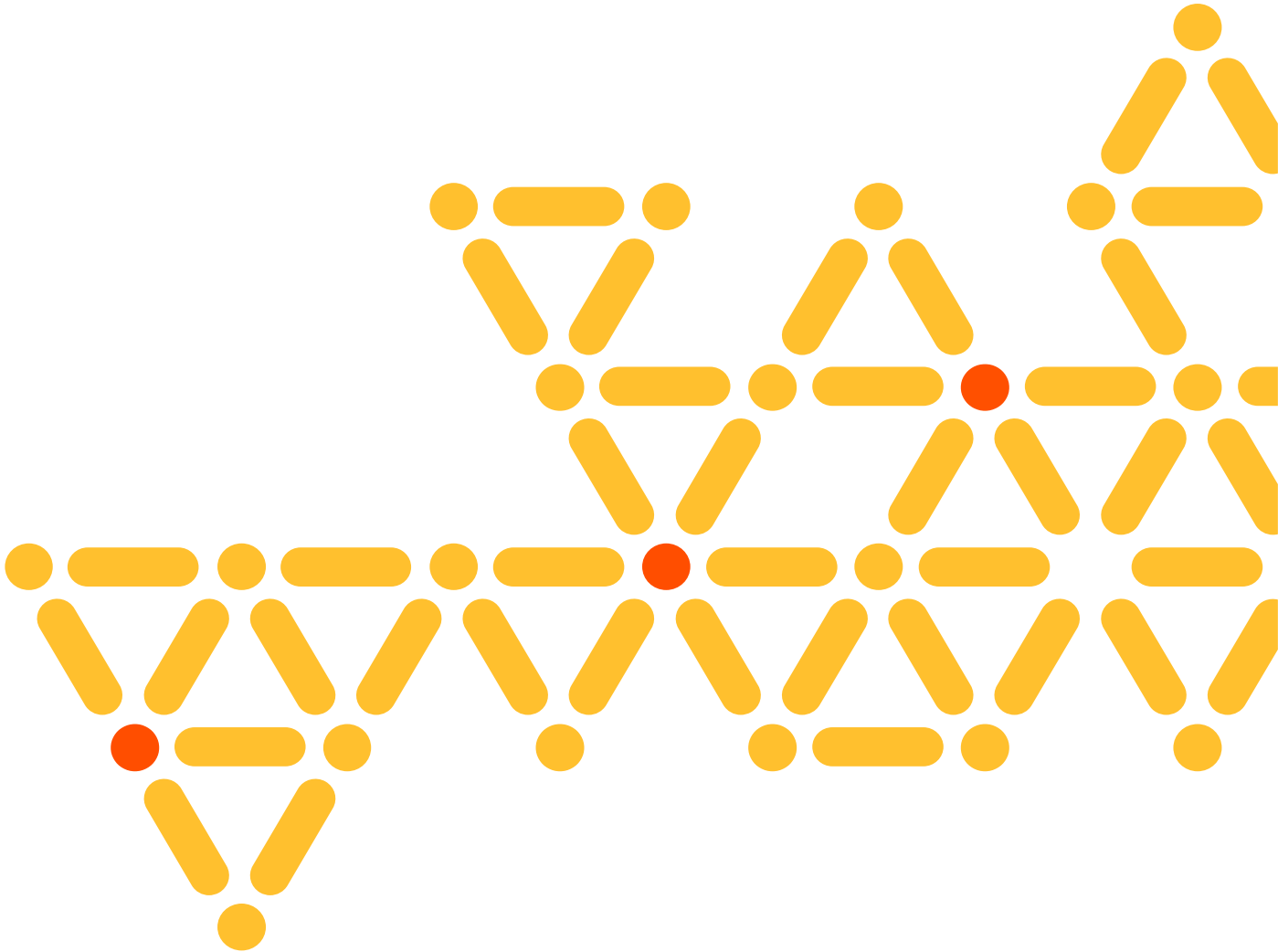


NCH HEALTHCARE SYSTEM: NHI PLANNING REPORT



Final Report

The NHI Planning Report Addresses Key Considerations and Community Feedback to Create and Aligned Path Forward



Naples and Collier County are one of Florida's most desirable communities

Naples and Collier County's growth has created access gaps for life-saving healthcare services

Expanding access to world-class healthcare is essential for Naples and Collier County to thrive

A path forward exists, but surrounding neighbors have expressed concern

NCH has a plan to solve the challenge and earn the trust and admiration of concerned neighbors

01

Naples and Collier Country are one of Florida's most desirable communities

01 Naples and Collier County Are One of Florida's Most Desirable Communities

WHY DO PEOPLE CHOOSE TO MOVE TO NAPLES



US News & World Report Recognizes Naples' Offerings with Rankings

#1 Safest Places to Live

#6 Best Places to Live

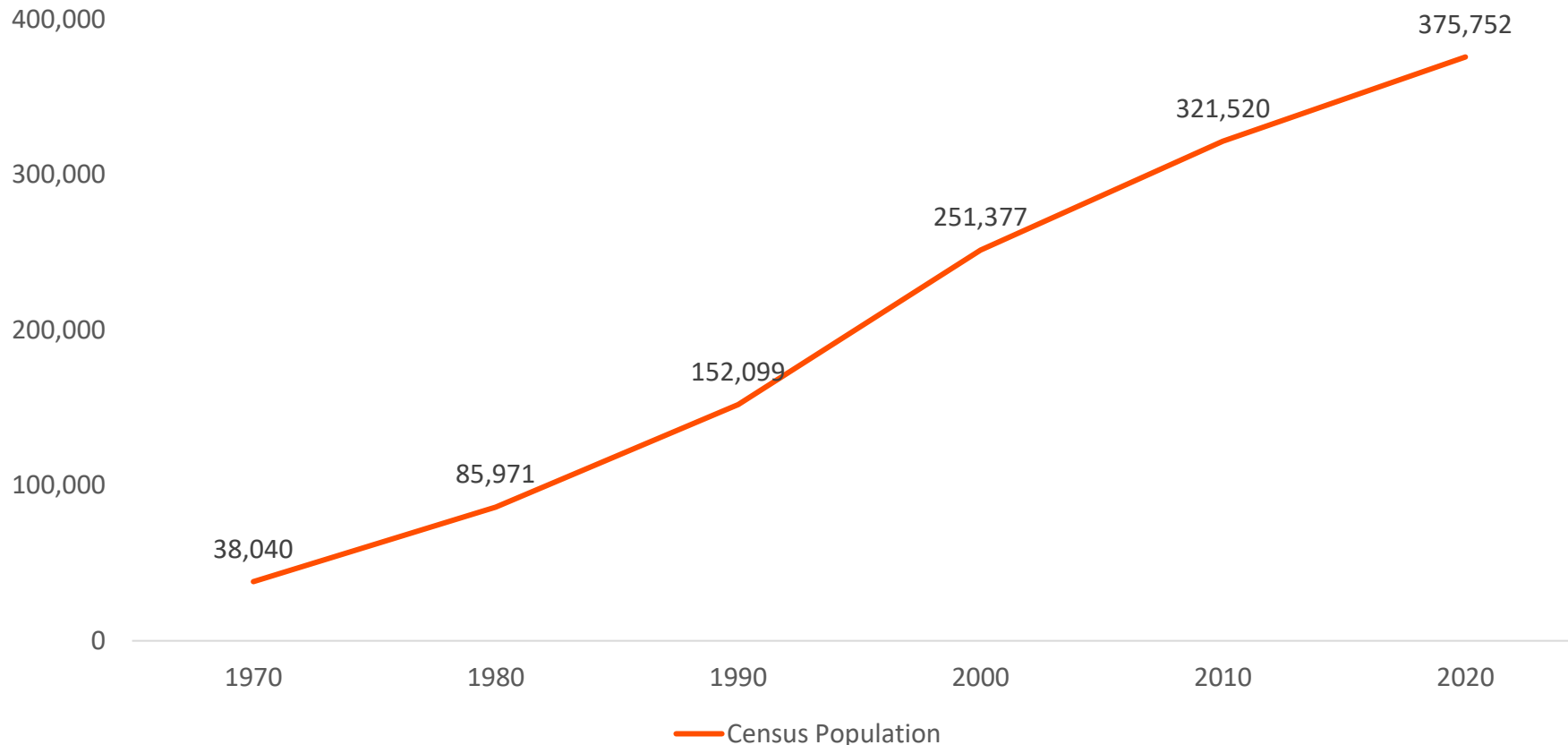
#6 Best Places to Retire

#9 Fastest-Growing Places

Sources: U.S. News & World Report Best Places Ranking, 2023.

01 Collier County Has Experienced a Population Boom Over the Decades, Beginning in the 1980s

THE NAPLES POPULATION HAS CONSISTENTLY EXPERIENCED DOUBLE- AND TRIPLE-DIGIT GROWTH RATES

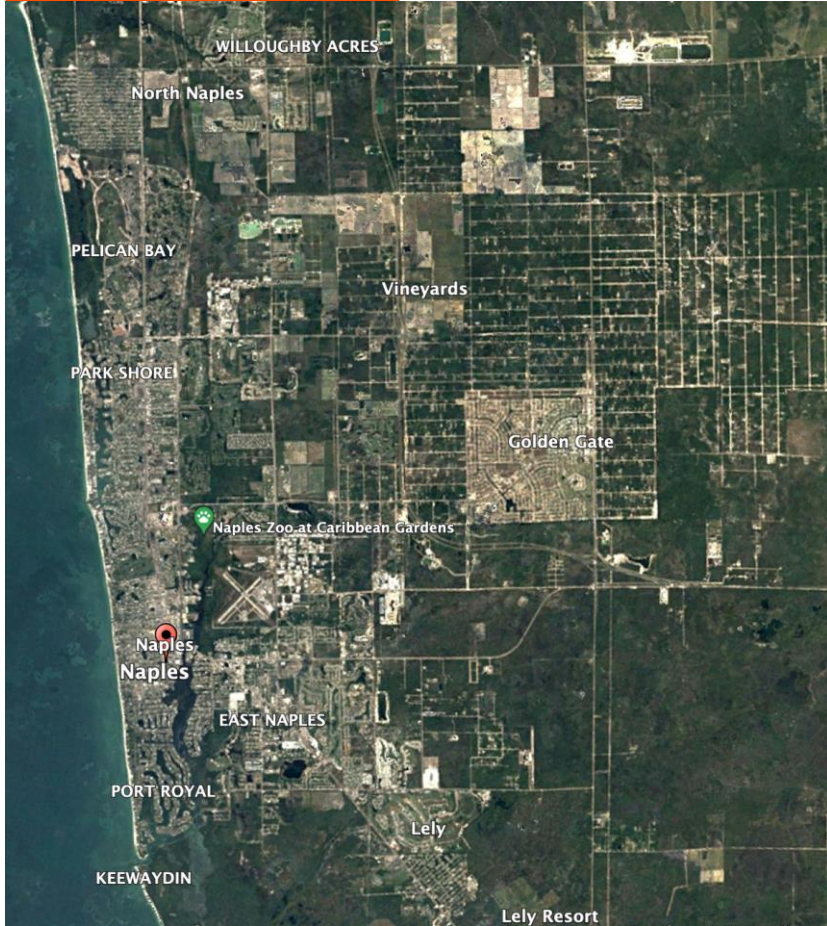


20 Yr Population Growth Rate
+50%

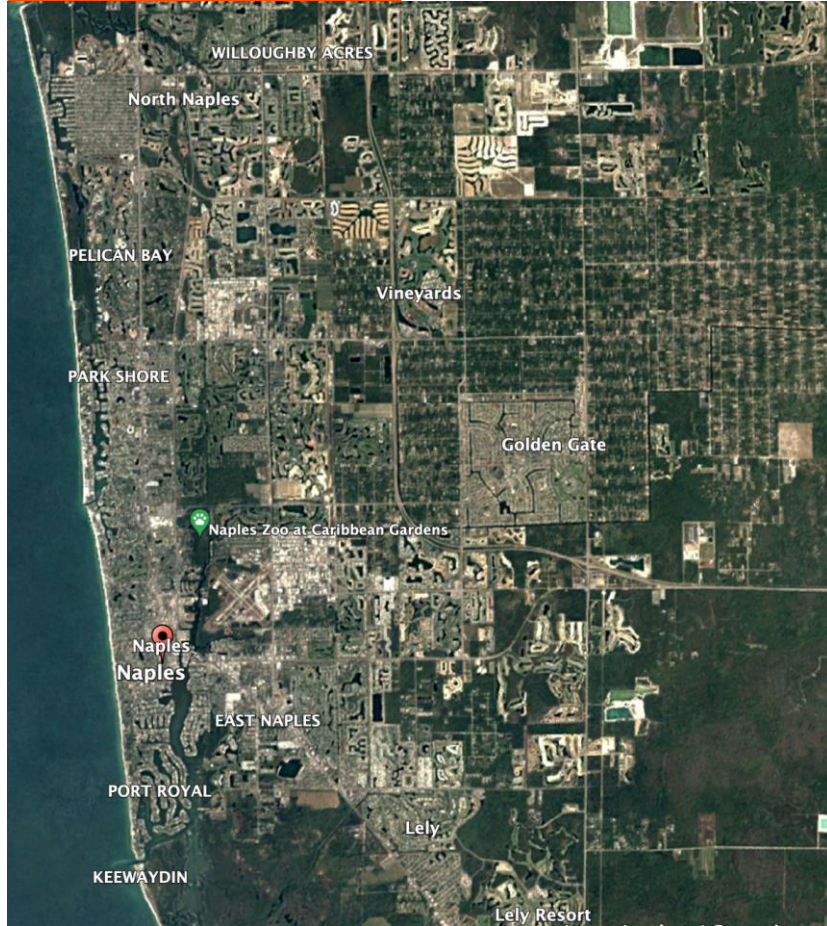
Sources: U.S. Census Bureau, Accessed 2023.

01 Recent Growth Can Be Best Illustrated By Taking a Look at Collier County From High Above

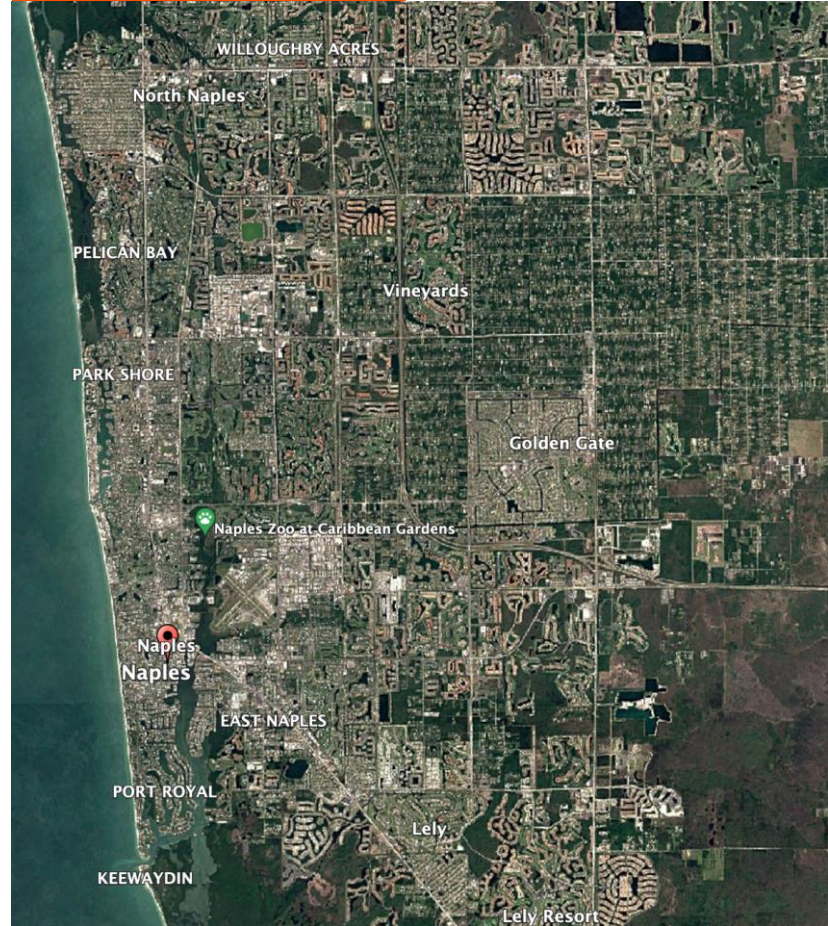
1984



2000



2020



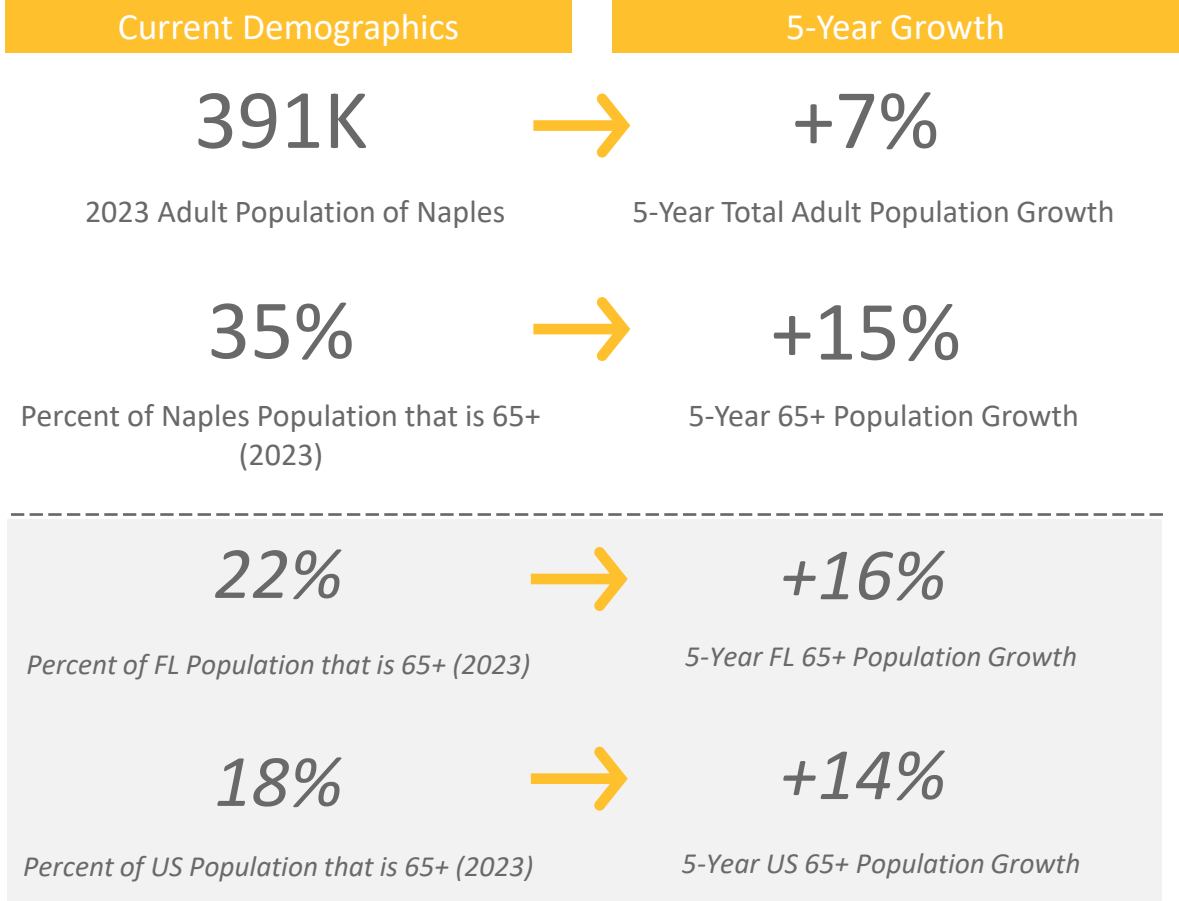
Sources: Google Earth

02

Naples and Collier County's growth has created access gaps for life-saving healthcare services

02 Naples and Collier County's Growth Highlights the Need to Accommodate Increased Healthcare Demand; Specifically, Services Tailored for 65+ Age Cohort

THE POPULATION IN COLLIER COUNTY CONTINUES TO GROW AND AGE



Why Is It Important?

- 2.1 Increasing population requires an increased capacity for health services
- 2.2 Older age cohorts are higher utilizers of healthcare services, especially cardiovascular and stroke care, thus it is important for the community and NCH to provide services to meet the needs of its citizens

Note: Analysis excludes ages 0-17. Sources: Claritas, 2023. Florida Inpatient State Data, Q322021-Q22022. NCH NHI Planning | Final Report Themes

02

Naples and Collier County's Growth Has Created Access Gaps for Life-Saving Healthcare Services

KEY FACTORS IMPACTING ACCESS TO HEALTHCARE



SEASONAL POPULATION INCREASE

~100K population increase
during peak season puts a strain on
resources for the Naples community



TRAVEL CONGESTION

**~50% of Collier County lives within 10
miles of NCH Baker Hospital**
Collier County's reliance on nearly exclusively vehicle
transportation burdens the infrastructure, with heavy
traffic and travel delays during peak season

02

Demand for Cardiovascular and Stroke Services Are Poised to Experience Strong Growth Across the Inpatient and Outpatient Settings

THE DEMAND FOR HEALTH SERVICES WILL INCREASE OVER THE NEXT TEN YEARS

+13% 10-Year Inpatient Growth

+33% 10-Year Outpatient Growth

Top Growing Conditions

	<i>Inpatient</i>	<i>Outpatient</i>
Congestive Heart Failure	+18%	+39%
Myocardial Infarction	+9%	+26%
Heart Valve Disease	+83%	+38%
Carditis/Cardiomyopathy	+16%	+29%
Stroke	+22%	+30%
Neurovascular Disease	+12%	+36%

Top Growing Procedures

	<i>Inpatient</i>	<i>Outpatient</i>
Transcatheter Valve Procedure	+128%	-
Thrombolytic Infusion (tPA)	+34%	-
Intracardiac Ablation	+17%	+63%
PCI	+7%	+6%
CABG	+7%	-
Pacemakers/Defibrillators	+4%	+20%

Why Is It Important?

- 2.3 Organic growth based on population dynamics will lead to increase demand, outpacing national trends
- 2.4 Cardiovascular and Stroke Care will see some of the highest increases in demand
- 2.5 Higher acuity growth forecasted in the next 10 years with 60-70% growth forecasted in hospital-based Tertiary and Quaternary care

Note: Analysis excludes ages 0–17. Sources: Impact of Change®, 2022; Proprietary Sg2 All-Payer Claims Data Set, 2018; The following 2018 CMS Limited Data Sets (LDS): Carrier, Denominator, Home Health Agency, Hospice, Outpatient, Skilled Nursing Facility; Claritas Health Insurance Estimates Derived for Sg2, 2020; Claritas Pop-Facts®, 2022; Sg2 Analysis, 2023.

02

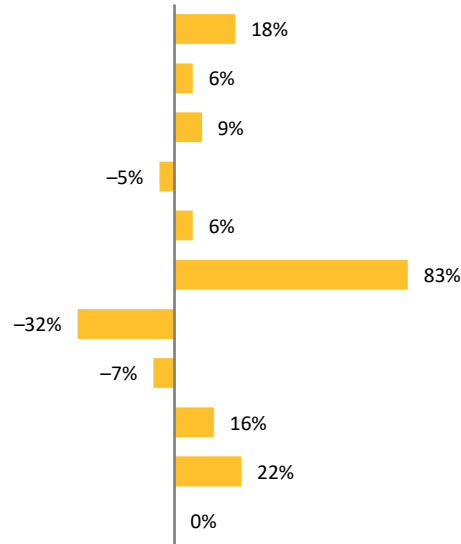
Strong Growth Forecasted Across Inpatient and Outpatient Heart, Vascular and Stroke / Neurovascular Services

INPATIENT Top Disease Sites and 10-Yr Forecast Naples Service Area



Heart and Vascular

	IP Discharges
Congestive Heart Failure	1,365
Dysrhythmia	1,318
Myocardial Infarction	849
Coronary Heart Disease	521
Venous Thromboembolism	394
Heart Valve Disease	311
Chest Pain - Noncardiac	177
Peripheral Vascular Disease	151
Carditis and Cardiomyopathy	136
Pulmonary and Other Heart Disease	101
Disease of Venous System	18

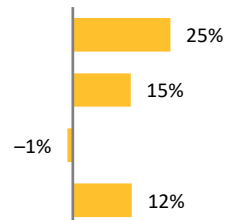


OUTPATIENT Top Disease Sites and 10-Yr Forecast Naples Service Area



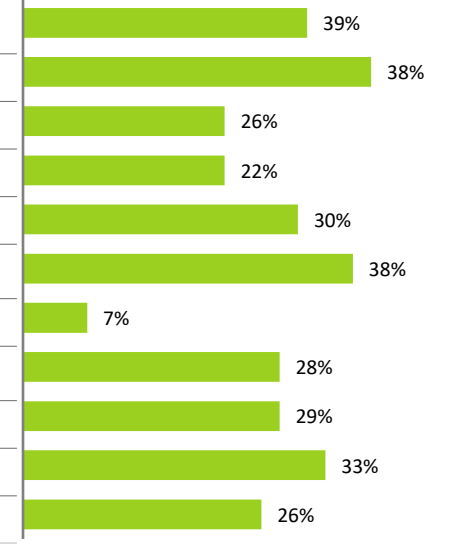
Stroke and Neurovascular

Ischemic Stroke	767
Hemorrhagic Stroke	163
Transient Ischemic Attack (TIA)	145
Neurovascular Diseases	33



OP Volume Est.

Congestive Heart Failure	46.4K
Dysrhythmia	138.9K
Myocardial Infarction	3.2K
Coronary Heart Disease	109.3K
Venous Thromboembolism	9.2K
Heart Valve Disease	31.3K
Chest Pain - Noncardiac	42.2K
Peripheral Vascular Disease	22.5K
Carditis and Cardiomyopathy	10.5K
Pulmonary and Other Heart Disease	52.0K
Disease of Venous System	28.3K



Note: Analysis excludes 0–17 age group. Sources: Impact of Change®, 2020; Proprietary Sg2 All-Payer Claims Data Set, 2018; The following 2018 CMS Limited Data Sets (LDS): Carrier, Denominator, Home Health Agency, Hospice, Outpatient, Skilled Nursing Facility; Claritas Health Insurance Estimates Derived for Sg2, 2020; Claritas Pop-Facts®, 2020; Sg2 Analysis, 2023.



02 Continued Patient Growth Without Program Expansion Highlights Potential Access Issues Leading to Outmigration from the Market

OUTMIGRATION HIGHLIGHT CARE GAPS IN COLLIER COUNTY/NAPLES

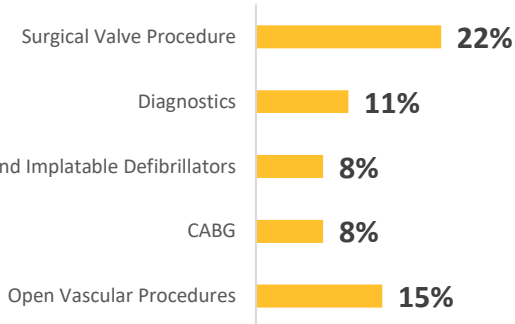
Outmigration Patterns

6% of Collier County Residents left the area for CV care

Top Florida Locations for Outmigration:

1. Lee Health
2. Jackson Memorial Hospital
3. University of Miami Hospital

TOP OUTMIGRATING PROCEDURAL SERVICES



GENERAL CAUSES OF OUTMIGRATION



Patient Satisfaction



Lack of Service Offerings



Care Quality



Lack of Access

Why Is It Important?

2.6

While there is limited outmigration from Collier County to the rest of Florida for cardiac care, expanding service offerings could address the community’s desire to seek care elsewhere

2.7

Residents of Collier County are prone to “snowbird” behavior, with many seeking out elective care in other states where national brands are available

2.8

Mayo Clinic, Cleveland Clinic, Northwestern and other health systems see the opportunity to expand in Florida to meet patients closer to home

Note: Outmigration analysis examines patients leaving Collier County to access care in Florida. Analysis excludes ages 0-17. Source: Florida Inpatient State Data, Q322021-Q22022.



03

Expanding access to world-class healthcare is essential for Naples and Collier County to thrive

Expanding Access to World-Class Healthcare is Essential for Naples and Collier County to Thrive

THE BENEFITS OF ACCESSING HEALTHCARE SERVICES IN CRITICAL TIMES OF NEED



IMPROVE ACCESS TO SERVICES

- Increased accessibility to healthcare services
- Reduced wait times
- Expanded expertise of medical staff
- Serve all members of the community



PUBLIC HEALTH PREPAREDNESS

- Preparedness for public health events including hurricanes, pandemics, etc.
- Ability to react quickly in times of uncertainty



ECONOMIC GROWTH

- Job creation for the building and maintaining healthcare services
- Ability to attract skilled medical professionals



COMMUNITY DESIRABILITY

- Increase in property values
- Higher rankings for FL and National health scorecards



INFRASTRUCTURE DEVELOPMENT

- Improvements to roads and essential services

Key Elements of a High Performing Heart, Vascular and Stroke Program

1 PATIENT EXPERIENCE AND ACCESS

- Patient experience centered around the unique needs of patients
- Convenience and location of access points
- Facility design with patients' needs in mind
- Limit the feeling of fragmentation as much as possible

2 COMPREHENSIVE PROGRAMMATIC OFFERINGS

- Comprehensive disease site program offerings
- Physicians with subspecialties
- Research and clinical trials
- Disease site-specific navigation
- Support services across the continuum

3 PROGRAM REACH (size and draw)

- Strength of referral sources and upstream channels
- Market presence to build upon
- Limited out-migration across the system
- Physicians who draw consumers to the program

4 PHYSICAL INFRASTRUCTURE

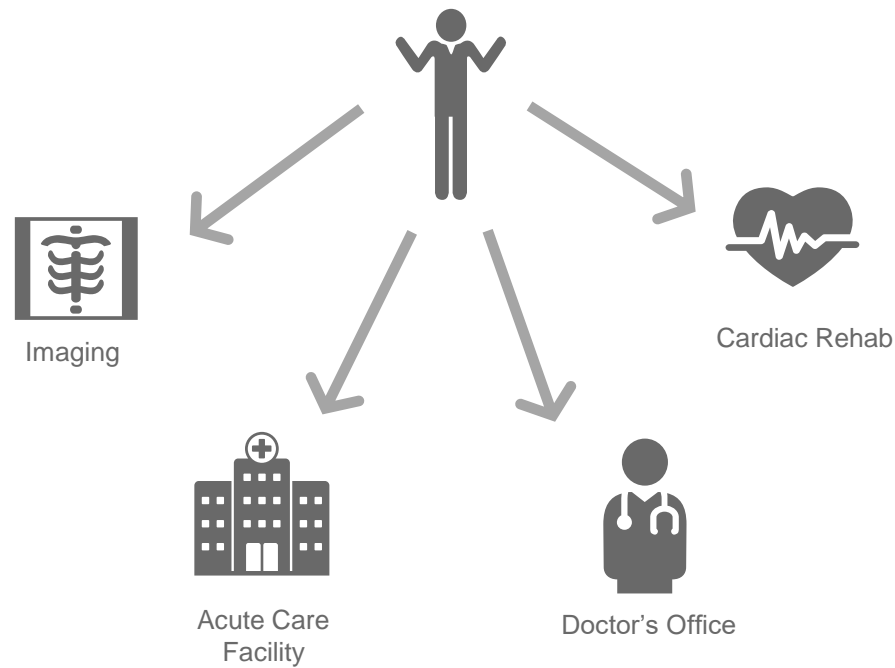
- Physical spaces supporting positive provider, patient and visitor experiences
- Infrastructure to support capacity needs and absorb growth
- Co-located support services creating an integrated care environment
- Integrated technology to support innovative care models

5 COHESIVE, RECOGNIZABLE BRAND

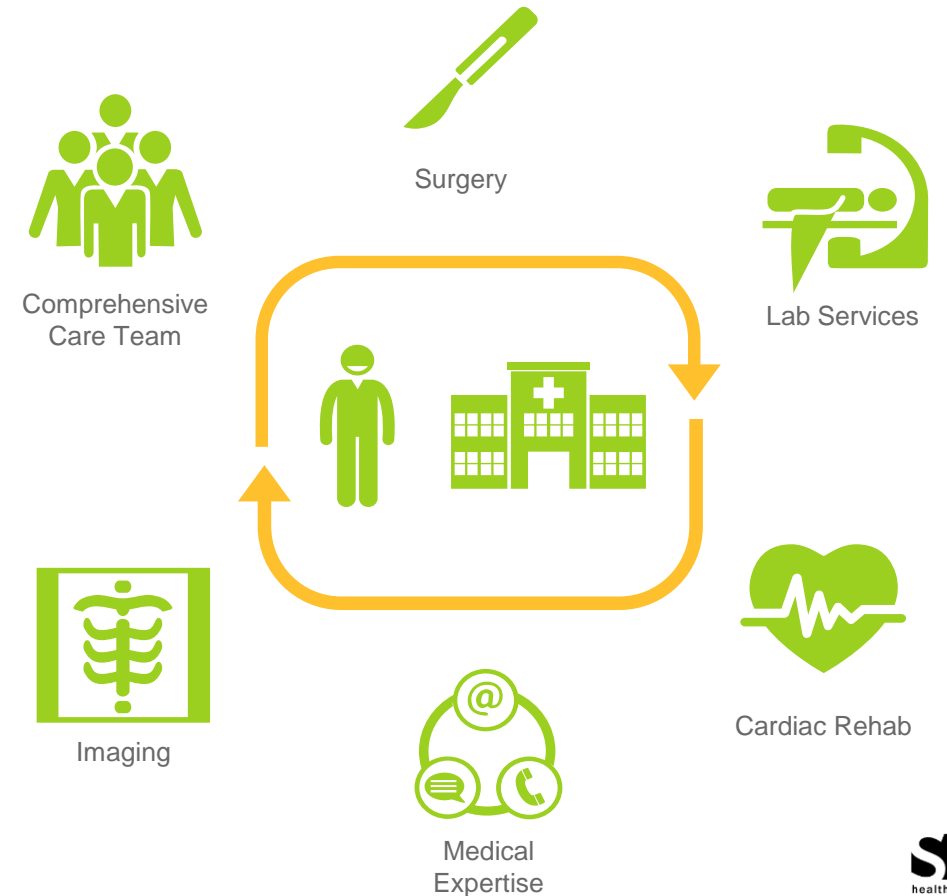
- Brand that connects assets across the continuum of care
- Brand that is recognized and recommended: consumers and physicians
- Integrated brand promise throughout continuum of care

03 Innovative Care Models of High Performing Programs Streamline Care Offered to Patients

THE OLD MODEL OF HEALTHCARE
MANY ACCESS POINTS | FRAGMENTED CARE



THE NEW INSTITUTE MODEL
COHESIVE + COLLOCATED FOR STREAMLINED CARE



03

Nationally-Respected Hospitals Have Taken Notice of the Demand for World-Class Healthcare in Collier County

FLORIDA'S NEWSPAPER FOR THE C-SUITE

Business Observer

Premier Chicago hospital group pays \$24.5M for Naples hotel property

Northwestern University affiliated medical group says it is exploring an outpatient facility on the Tamiami Trail property once home to the Collins Hotel.

By Louis Llovio | 1:30 p.m. May 1, 2023

Why It Matters

- ✓ Acknowledgement of market demand for world-class healthcare
- ✓ Patients WILL be referred to Chicago for advanced care, potentially increasing healthcare outmigration to northern states
- ✓ Reinforces erroneous perception that care provided by local hospitals is inadequate
- ✓ Out-migration of patient to Chicago or other communities outside of Collier County results in loss of economic productivity and jobs

04

A path forward exists, but surrounding neighbors have expressed concern

04

A Path Forward Exists, But Surrounding Neighbors Have Expressed Concerns

- Neighborhood becoming more commercial
- Opens the door to more growth

- Construction-related congestion
- On-going operations
 - ambulances / wheelchair vans
 - delivery vehicles
 - passenger cars

- Expect increased parking demand
- Concern for increased street parking
- More congestion on neighborhood streets

- Deter potential buyers
- Negatively impact desirability
- Lower property values

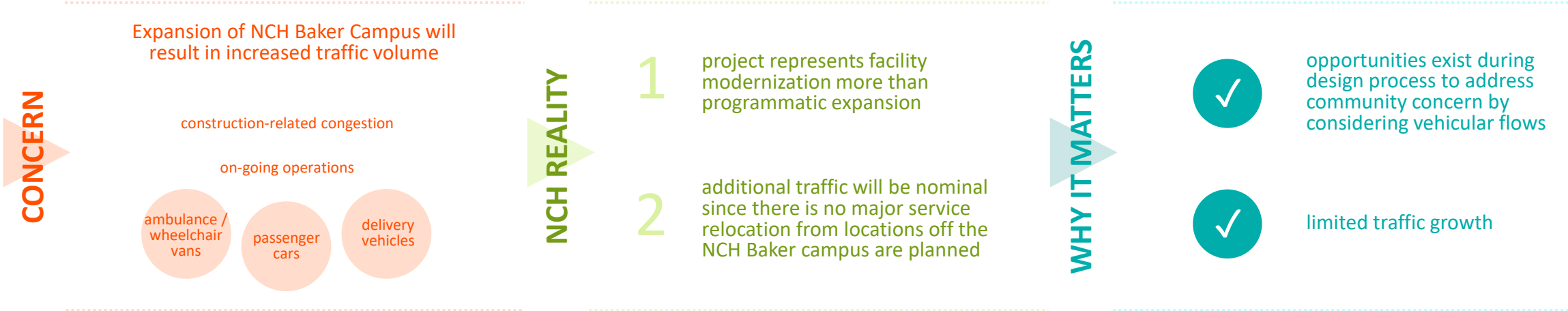
- Compatibility with neighborhood architectural style
- Loss of trees / green space
- Loss of scenic appeal

- Increased foot traffic
- Loss of tranquility



04

CONCERN: Building Addition Will Impact Traffic and Increase Noise in the Neighborhood Surrounding NCH Baker



EXAMPLE OF HOSPITALS ADDRESSING TRAFFIC IMPACTS TO SUPPORT FACILITY MODERNIZATION / HOSPITAL EXPANSION

CASE STUDY

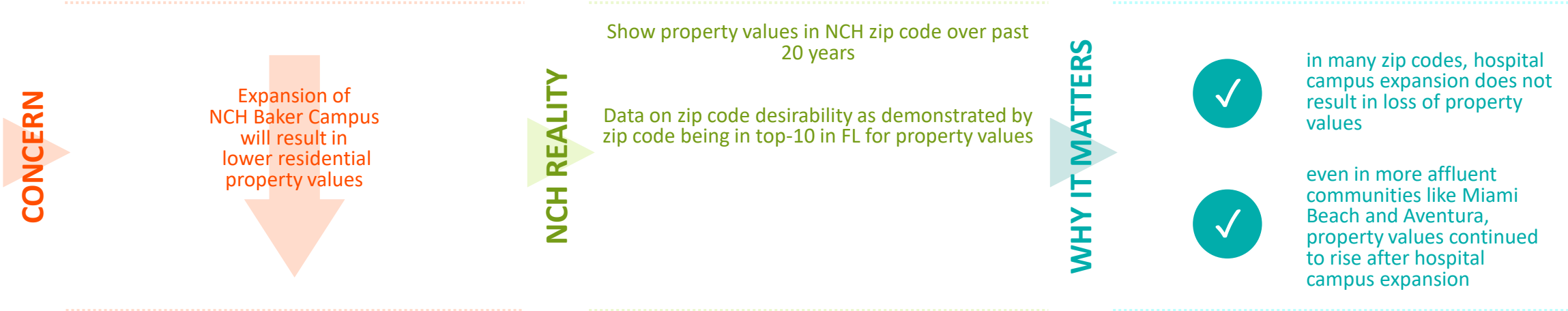


Completed traffic study to determine accommodations needed for hospital expansion. Recommendations included:

- Added traffic signals
- New lane addition
- Intersection improvement
- Signal timing updates

04

CONCERN: Surrounding Property Values Will Be Negatively Impacted By a New Building on the NCH Baker Campus



CASE STUDY

MT. SINAI MEDICAL CENTER
Miami Beach, FL 33140



294K sf new bed tower

- 154-beds
- 12 ORs

property values at opening (,000's): \$491

property values as of apr '23 (,000's): \$677

9% annualized Y/Y change in residential home value zip code 33140

AVENTURA HOSPITAL + MED. CTR.
Aventura, FL 33180



90K sf addition

- 60-beds
- new home for ortho-spine institute

property values at opening (,000's): \$344

property values as of apr '23 (,000's): \$538

19% annualized Y/Y change in residential home value zip code 33180

Source: Zillow – information access at www.zillow.com on 5/21/23

04 CONCERN: Building Addition Will Impact Privacy of Neighboring Residents

CONCERN

adding a multi-story building on the NCH Baker campus closer to property line near adjoining neighbors will result in loss of privacy

NCH REALITY

design concept has not been finalized

community engagement plan in development

WHY IT MATTERS



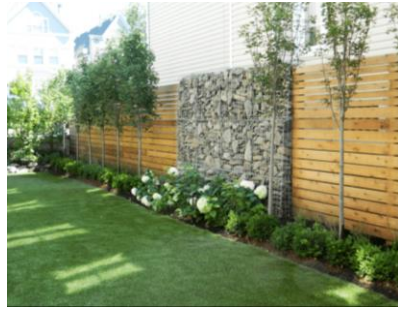
- opportunities exist during design process to address community concern by:
- ✓ considering views / sight lines from new building
 - ✓ natural privacy barriers like landscaping
 - ✓ other privacy barriers like artistic design solutions

PRACITCAL APPLICATIONS TO IMPROVE PRIVACY FOR NEARBY RESIDENTS

CASE STUDY



Adequate building setbacks and sightlines



Landscape privacy



Concealment of services



Traffic diversions to more commercial roadways

CONCERN: A New Building on the NCH Baker Campus Will Negatively Impact Neighborhood Aesthetics

CONCERN

The surrounding neighborhood has a distinctive character that could be negatively impacted by a building that does not fit with the overall aesthetic of the neighborhood

NCH REALITY

existing NCH buildings designed decades ago and do not reflect modern healthcare design standards

building code standards of existing NCH buildings required more institutional look than necessary today

WHY IT MATTERS

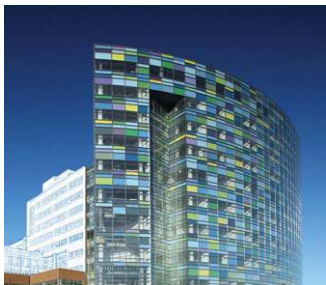


opportunities exist during design process to address community concern by:

- ✓ ensuring new building respects, compliments neighborhood
- ✓ upgrading campus landscaping and parking solutions to better reflect community aesthetic and affluence

FOUR HOSPITAL EXAMPLES OF HOW ART AND HEALING ARE INTERTWINED IN OUR MODERN AGE

CASE STUDY



#1 Charlotte R. Bloomberg
Children's Center at Johns Hopkins
Hospital – Baltimore, Maryland



#2 Norton Cancer Institute
– Downtown Louisville, Kentucky



#3 Helen DeVos Children's
Hospital – Grand Rapids, Michigan



#4 Ann & Robert H. Lurie
Children's Hospital – Chicago,
Illinois

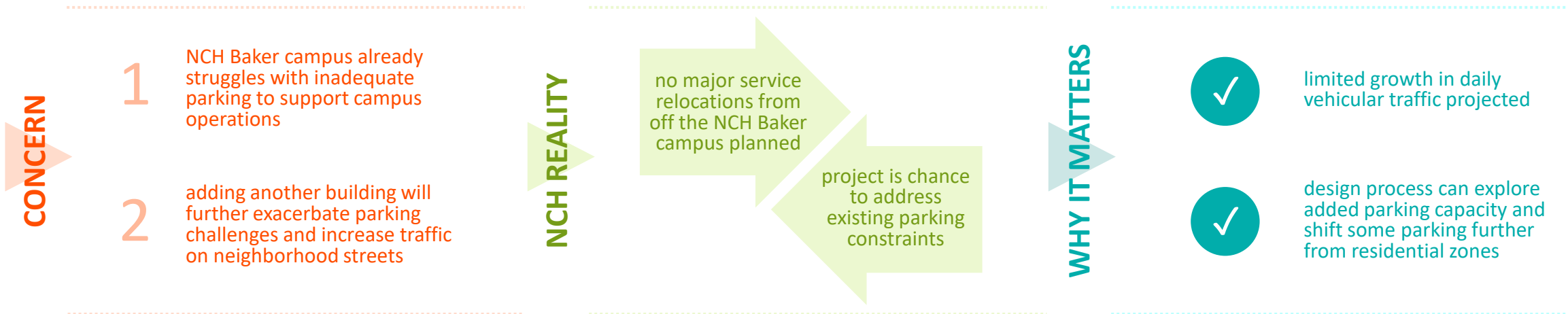
“The increase in art-filled hospitals reflects a new reality for health-care facilities: that they are becoming public spaces like city squares and shopping malls, and thus when they are “aestheticized” with art, they are a symbol of progress for their communities.”

-Jane Macnaughton, “Art in Hospital Spaces”

Source: <https://forecastpublicart.org/healing-arts/>

04

CONCERN: New Building Will Significantly Increase Campus Parking Needs, Worsening Existing Congestion



EXAMPLES OF HOSPITALS INCORPORATING FEEDBACK FOR PARKING AND TRAFFIC PATTERNS TO SUPPORT HOSPITAL EXPANSION

CASE STUDY



Dignity Health

Responded to complaints from adjacent neighborhoods about hospital expansion plans, notably parking structure entrances being moved to neighborhood streets. In-person meetings with community members led to relocation of the entrance and a “win-win” for all parties.



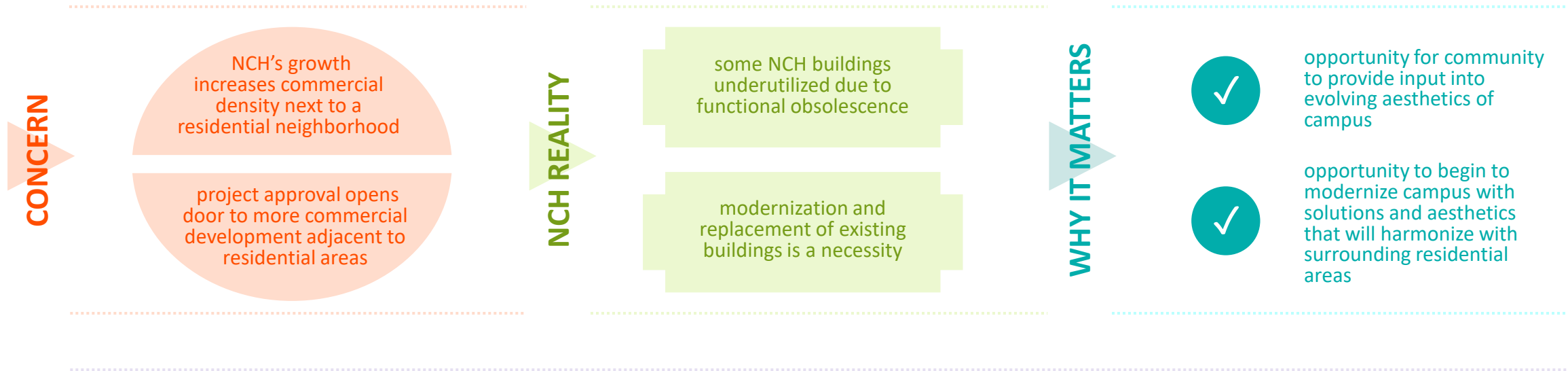
MedStar Health

Offerings to mitigate traffic in adjacent neighborhoods caused by hospital expansion:

- Shuttle buses for offsite parking
- Site access & studies
- Multimodal campus planning initiatives
- Parking planning/analysis
- Traffic signal design

04

CONCERN: Adding Another Building on the NCH Baker Campus Will Harm the Neighborhood's Character



05

NCH has a plan to solve the challenge and earn the trust of concerned neighbors

05 There is a Plan to Solve the Challenge and Earn the Trust of the Community

KEY ELEMENTS OF HIGH PERFORMING HEART, VASCULAR AND STROKE PROGRAMMING FOR NAPLES

1 PATIENT EXPERIENCE AND ACCESS

- Patient experience centered around the unique needs of patients
- Convenience and location of access points
- Facility design with patients' needs in mind
- Limit the feeling of fragmentation as much as possible

2 COMPREHENSIVE PROGRAMMATIC OFFERINGS

- Comprehensive disease site program offerings
- Physicians with subspecialties
- Research and clinical trials
- Disease site-specific navigation
- Support services across the continuum

3 PHYSICAL INFRASTRUCTURE

- Physical spaces supporting positive provider, patient and visitor experiences
- Infrastructure to support capacity needs and absorb growth
- Co-located support services creating an integrated care environment
- Integrated technology to support innovative care models

CO-LOCATED, COHESIVE SERVICES, CAPABILITIES, AND INFRASTRUCTURE



LOCATED WHERE THE COMMUNITY NEEDS IT

NCH BAKER HOSPITAL CAMPUS



PROXIMITY TO HEART, STROKE, AND VASCULAR PATIENT POPULATION



FOUNDATION OF COMPREHENSIVE SERVICES / OFFERINGS



PLAN TO MEET THE COMMUNITY NEED

05

The Proposed Building is Similar to How Other Leading Programs Have Developed Their Infrastructure and Capabilities

The proposed building is designed and programmed to meet the growing need for heart, vascular and stroke and is in line with leading heart, vascular and stroke program infrastructure and capabilities:

- 1 Comprehensive services and technology across the continuum of care
- 2 Multidisciplinary staff providing collaborative, high quality care
- 3 State of the art facilities to enhance patient access, throughput and experience
- 4 Seamless patient journey across all touchpoints within the center

INNOVATIVE DESIGN SOLUTIONS CONTRIBUTE WORLD-CLASS OUTCOMES AND EXPERIENCES FOR PATIENTS AND PROVIDERS



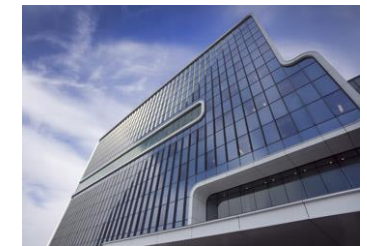
CLEVELAND CLINIC MILLER FAMILY HEART, VASCULAR & THORACIC INSTITUTE
Cleveland, OH

- 10-story building integrating outpatient clinics, inpatient beds, procedure suites and physician offices
- layout optimizes physician productivity while reducing staff and patient travel distances
- hubs for patient arrival, learning and amenities create intuitive wayfinding
- most procedure rooms capable of providing interventional and surgical care



UNIVERSITY OF CHICAGO MEDICINE HEART AND VASCULAR CENTER
Chicago, IL

- comprehensive heart and vascular program with one of the busiest LVAD programs in the nation
- pioneer in robotic-assisted cardiovascular surgery
- team of cardiology and neurology specialists who collaborate to diagnose, treat and prevent conditions that impact the heart and brain, such as atrial fibrillation and cryptogenic stroke.



SUNY BUFFALO GATES GLOBAL VASCULAR INSTITUTE
Buffalo, NY

- the first four floors is a clinical care facility where advanced stroke, cardiac and vascular care is provided
- the top four floors house scientists conducting cutting-edge research to improve health outcomes
- between the two is the Jacobs Institute, an innovation accelerator focused on health and health technology, as well as a two-level collaborative core

