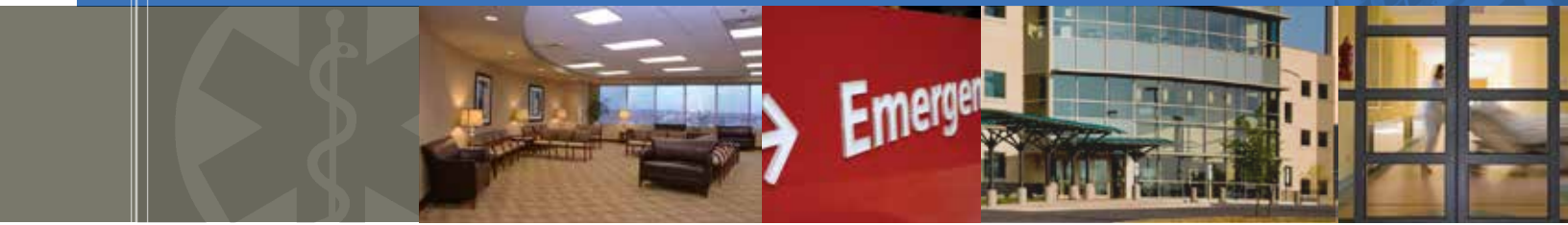


BOMA INTERNATIONAL

# Developing, Leasing and Managing Healthcare Facilities

in an Evolving Healthcare Environment



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## About BOMA International

The Building Owners and Managers Association (BOMA) International is a federation of 93 BOMA U.S. associations, BOMA Canada and its 11 regional associations and 13 BOM A international affiliates. Founded in 1907, BOMA represents the owners and managers of all commercial property types, including nearly 10 billion square feet of U.S. office space that supports 3.7 million jobs and contributes \$205 billion to the U.S. GDP. Its mission is to advance the interests of the entire commercial real estate industry through advocacy, education, research, standards and information. Find BOMA online at [www.boma.org](http://www.boma.org).

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## Acknowledgements

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### Note from the Author

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The life of a healthcare real estate professional – be it from inside the healthcare system or from the private sector – is a challenging existence. We hope that the thought, concepts and strategies within this guidebook will be of assistance to the reader for many years to come.

Neil Carolan, Author  
Healthcare Real Estate Consulting, LLC  
June, 2013

## Introduction

In 1995, BOMA International published *How to Develop and Manage A Successful Medical Office Building*, to help healthcare real estate professionals tackle the evolving complexities of the growing healthcare real estate sector. A second edition, *Developing, Leasing and Managing Healthcare Real Estate*, was published in 2003 to cover new financing alternatives, ownership structures and transitions occurring with healthcare properties. This third edition, published in May, 2013, *Developing, Leasing and Managing Healthcare Facilities in an Evolving Healthcare Environment*, addresses a new set of issues facing healthcare real estate professionals and is designed to be a guide for healthcare executives, real estate developers, REITs and healthcare property managers as well as those serving as consultants in the field of healthcare real estate.

Much has changed since the first edition was published in 1995. The Affordable Care Act of 2014 will create the most sweeping changes to the healthcare delivery system since 1965 with the advent of Medicare. And yet, as of this writing, no one is sure of the full impact of the Act on all aspects of the healthcare delivery system.

We do know that the reality of the healthcare delivery system as we know it today will change and all the support systems, including healthcare real estate, will also radically change. This book highlights the current best practices in developing and managing healthcare facilities.