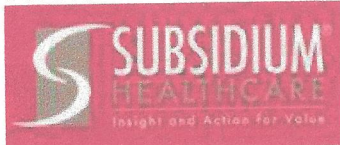
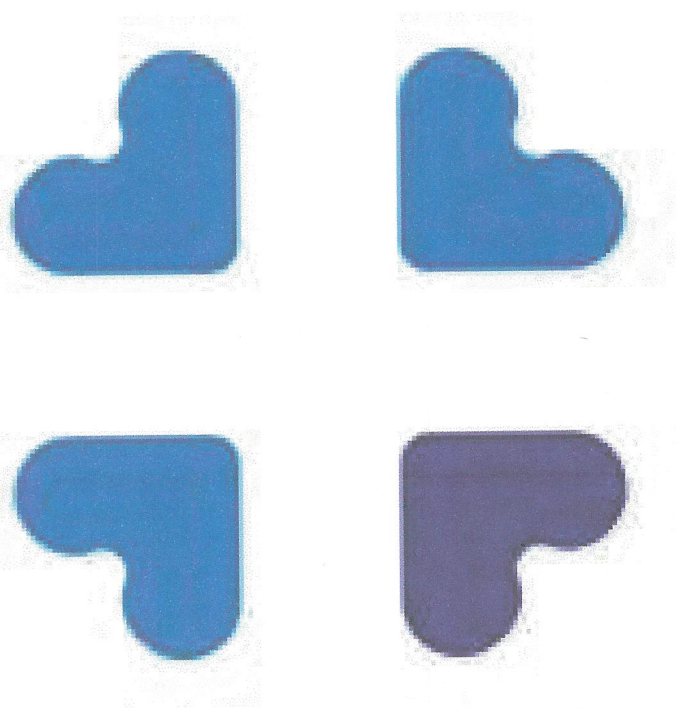


From: Lisa Fry [lfry@subsidiiumhealthcare.com]
Sent: Thursday, September 26, 2013 2:36 PM
To: Summers, Mike; Thoms Gable
Subject: version 5.3
Attachment(s): "Lakewood HealthCare Partners v5 3.pdf"

Lisa Fry
Partner



www.SubsidiiumHealthcare.com
O: 404.549.7769, x102 | M: 404.538.1115 | F: 678.705.4783
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Lakewood HealthCare Partners

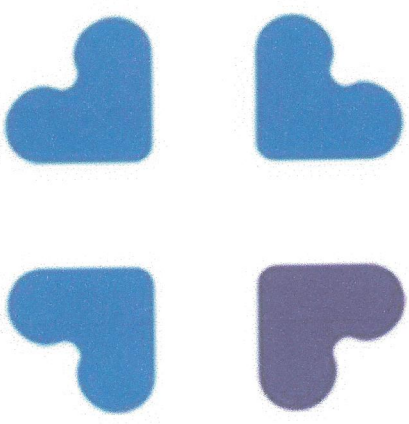
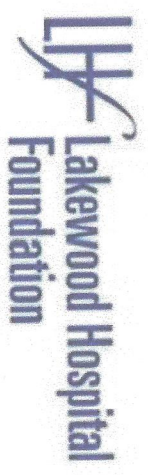
Striving to become the healthiest
community in America

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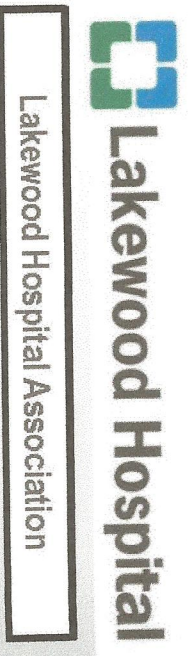
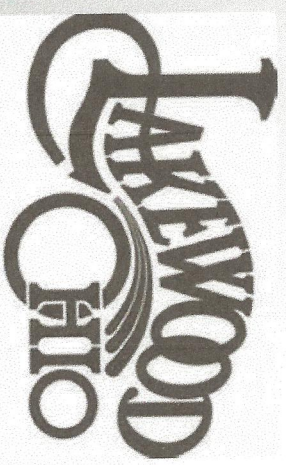
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Healthcare is changing from a facility and physician-based paradigm designed to care for the sick, to a population-based effort that aims to improve the health of an entire community by helping people live healthier lives, treating their health conditions early to prevent chronic diseases, and reducing the need for “sick care” in hospitals. This is the future of healthcare.

Lakewood HealthCare Partners



Lakewood HealthCare Partners



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Lakewood HealthCare Partners

The four members of the Lakewood HealthCare Partners are committed to the transformation of the health care resources of Lakewood in order to improve the health status of it's citizens, meet the changing needs of the community for health care services, and support Lakewood's efforts to become the healthiest community in America.

City of Lakewood
Lakewood Hospital Association
Lakewood Hospital Foundation
Cleveland Clinic

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Lakewood HealthCare Partners

Objectives

- Design a 21st century healthcare and wellness program for Lakewood, OH that
 - Promotes health and wellness of the citizens of Lakewood by providing focused educational, wellness, and fitness programs in the schools and community
 - Builds on the historic relationship with the Cleveland Clinic
 - Is anchored by a new community health and wellness center that provides fitness and wellness activities, health related educational programs and selected rehabilitation services (cardiac, neurological, orthopedic)
 - Includes a new CC Comprehensive Family Health Center that provides the vast majority of medical services needed to serve the community
 - Are financially sustainable programs for the future
 - Preserves the resources of the LHA and LHF for long term support of the program through a redefined LHF mission

Lakewood HealthCare Partners

- 4 Lead Organizations
 - City of Lakewood
 - Lakewood Hospital Association
 - Lakewood Hospital Foundation
 - Cleveland Clinic

- Potential affiliate partners
 - Lakewood YMCA (as potential manager)
 - Fairview Hospital Family Residency Program
 - Lakewood City Recreation Department
 - Community West Foundation

Lakewood HealthCare Partners

1. Put patient welfare first
2. Agree that change is needed
3. Affirm commitment to the community
4. Engage community in discussions
5. Replace old agreement with one to implement the plan for change
6. Define financial and other resources available for the new program
7. Define new relationships/accountabilities
8. Design new facilities
9. Develop plans for new programs

Resources Available

- LHA –
 - balance sheet \$55 m less debt, tear-down costs, and closing costs – est. \$30 m. Less \$5m transition payment to the city – est. \$25m
- LHF –
 - balance sheet \$28m subject to current donor terms
- City of Lakewood –
 - owns 11 acres onsite and current buildings
- Cleveland Clinic –
 - 25 physicians currently based in ambulatory practices in Lakewood.
 - Will invest in a new Comprehensive FHC
 - Will relocate Fairview Family Medicine Residency to current Lakewood Hospital Community Center

Key Steps

1. Pursue board and community dialogue.
2. Form NewCo Foundation to receive assets of LHA and LHF and serve as endowment for new program
 1. LHCP/Community board to lead development of revenue distribution plan
3. Develop funding plan for new Community Health and Wellness Center
4. Transition LH to ambulatory center ASAP to avoid operating losses and to preserve needed capital
5. Expand capacity at Fairview Hospital to serve LW.
6. Convey sufficient land to CC for FHC construction
7. Cleveland Clinic will fund, build, own and operate the new Family Health Center

Cleveland Clinic Lakewood

- Fund and build a new Comprehensive Family Health Center – approx. 80,000 sq. feet owned by CC
 - 24 hour Emergency Dept.
 - Primary care – Advanced Medical Home Model
 - Selected specialties
 - Extended Hours/Weekends
 - Procedures, cardiac and pulmonary testing
 - Radiology and lab services
 - eVisits/My Chart
- Family Medicine Residency Relocated to LW
- Home Care
 - Coordinated Care structure with FHC and Fairview Hospital

Service Comparison

- Current
 - Clinical services
 - People served annually
- Future
 - Clinical services
 - People served annually

To be completed

NewCo HealthCare Foundation Supported Activities

- New Community Health and Wellness Center (grant for partial capital cost)
 - Potential management agreement with the YMCA
 - Fitness assessments/wellness center
 - Rehabilitation services – cardiac, orthopedic, neurologic
 - Nutrition/weight management
 - Educational Programs
 - Pool/Gym
 - Meeting/conference space
 - Coordinated services/referrals with the FHC
- Health and Wellness Education Program for LW Schools
- Outreach Activities – e.g. NCHM

- EXISTING BUILDING
- DEMOLITION
- CONSTRUCTION IN PROGRESS
- CONSTRUCTION COMPLETED



2013 2014 2015 2016 2017 2018 2019

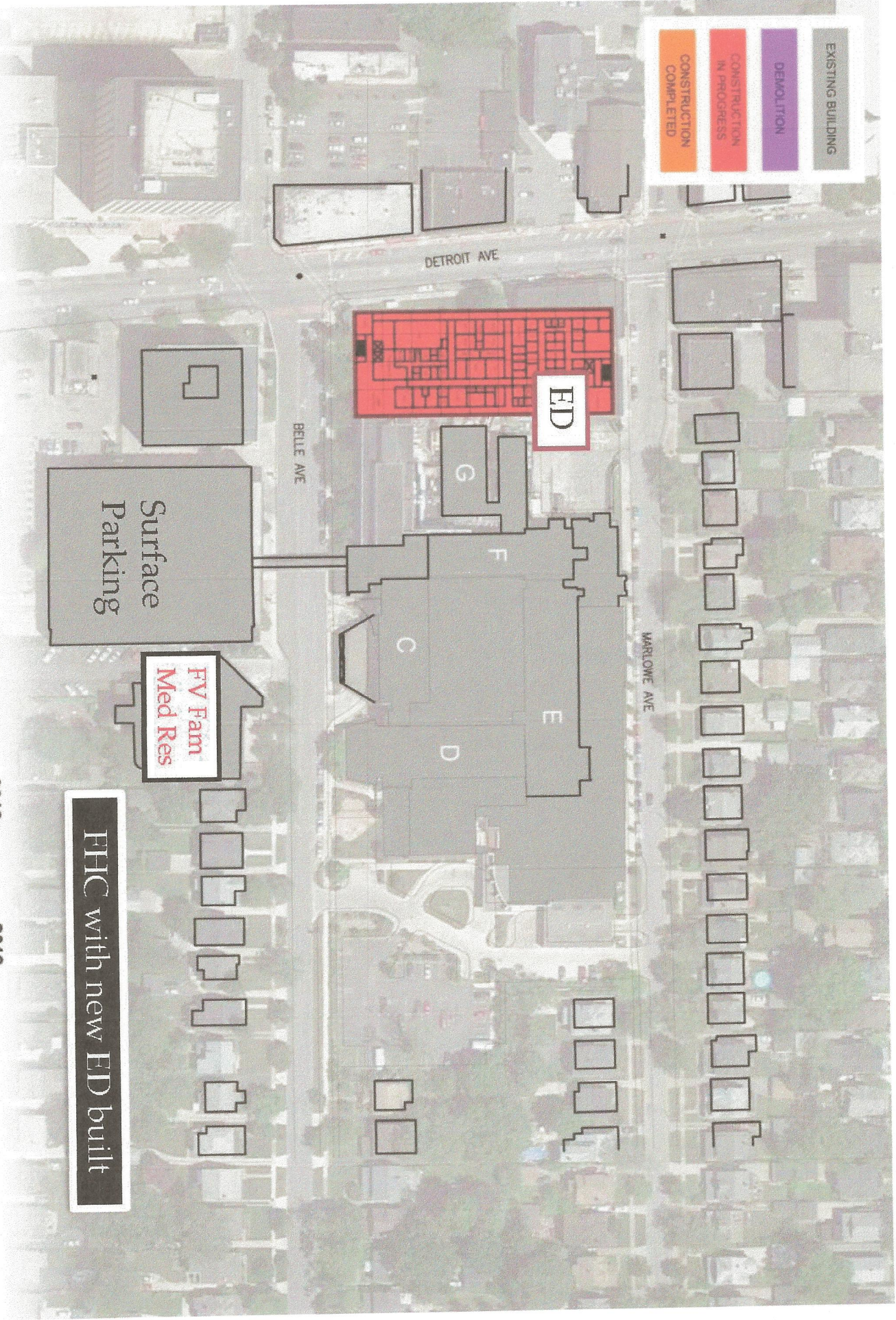
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CURRENT CONDITION Product

Current State

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- EXISTING BUILDING
- DEMOLITION
- CONSTRUCTION IN PROGRESS
- CONSTRUCTION COMPLETED

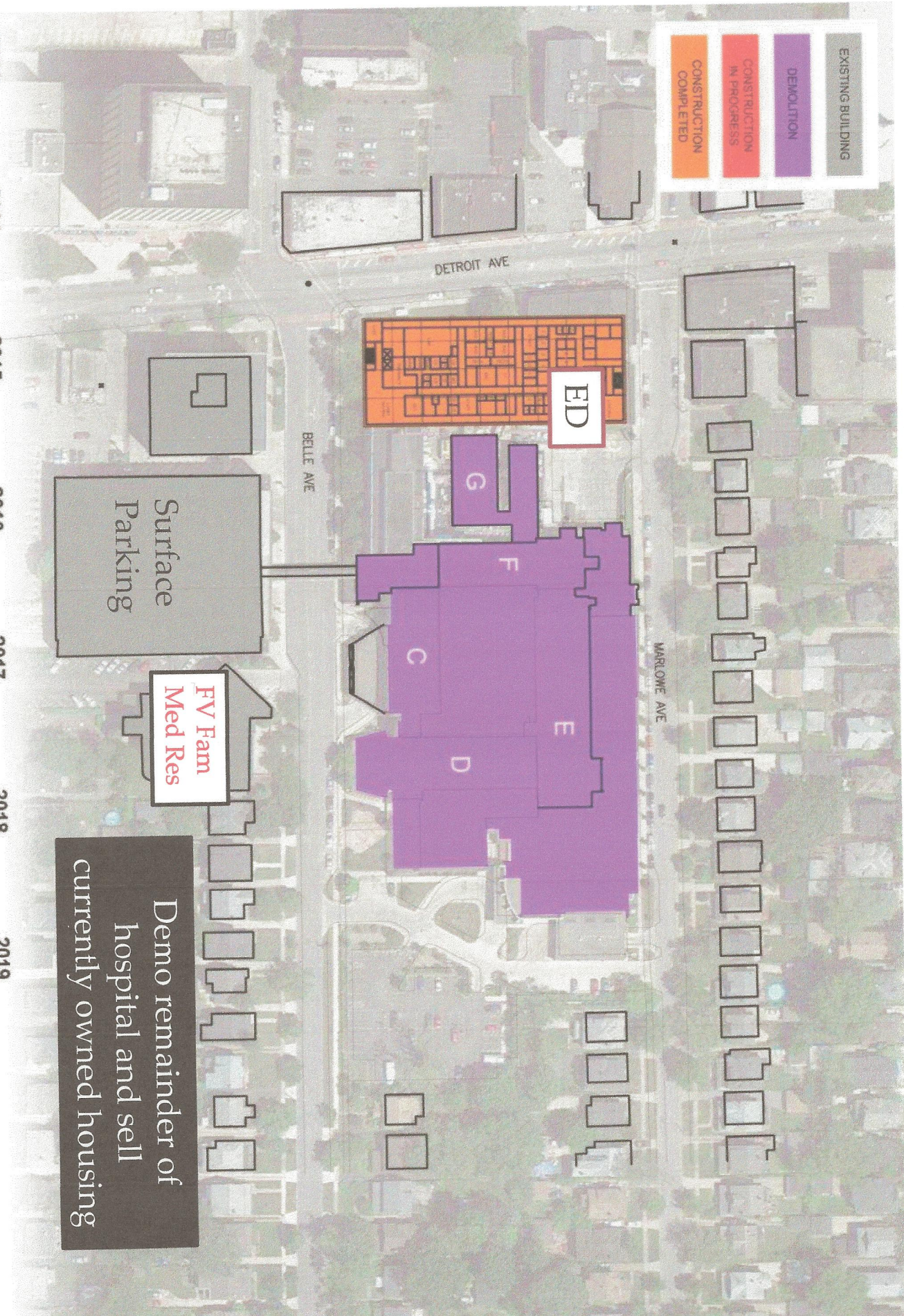


2013 2014 2015 2016 2017 2018 2019

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EXISTING BUILDING
DEMOLITION
CONSTRUCTION IN PROGRESS
CONSTRUCTION COMPLETED



2013 2014 2015 2016 2017 2018 2019

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Demo remainder of
hospital and sell
currently owned housing

Surface
Parking

FV Fam
Med Res

ED

G

F

C

D

E

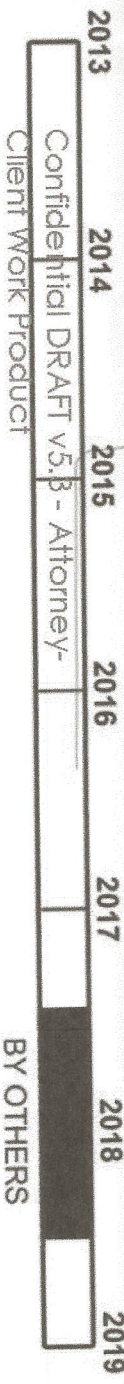
\$6M

\$60M

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Lakewood Health and Wellness Campus

- EXISTING BUILDING
- DEMOLITION
- CONSTRUCTION IN PROGRESS
- CONSTRUCTION COMPLETED



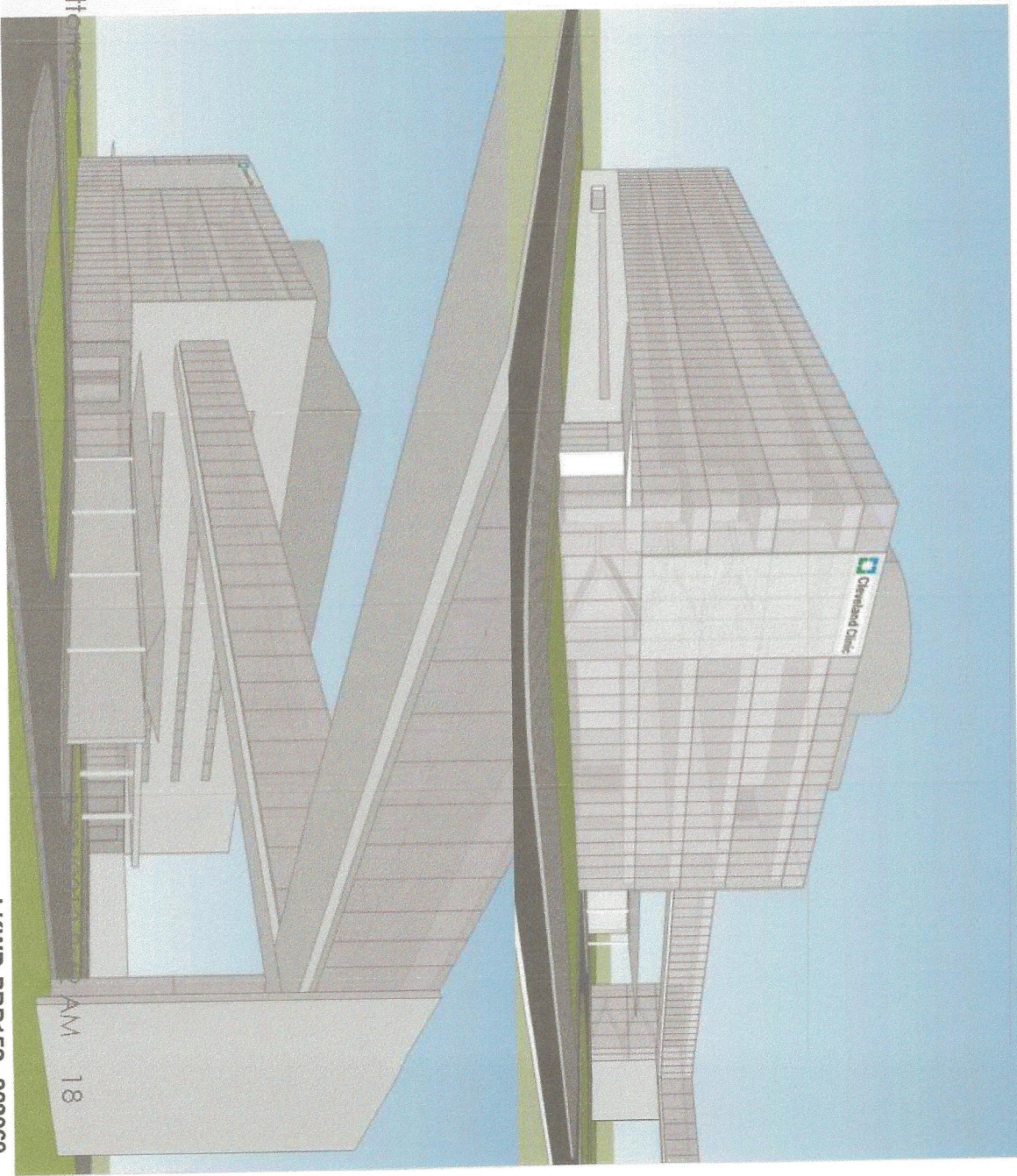
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Lakewood Family Health Center

**Detroit and
Belle
Looking SE**

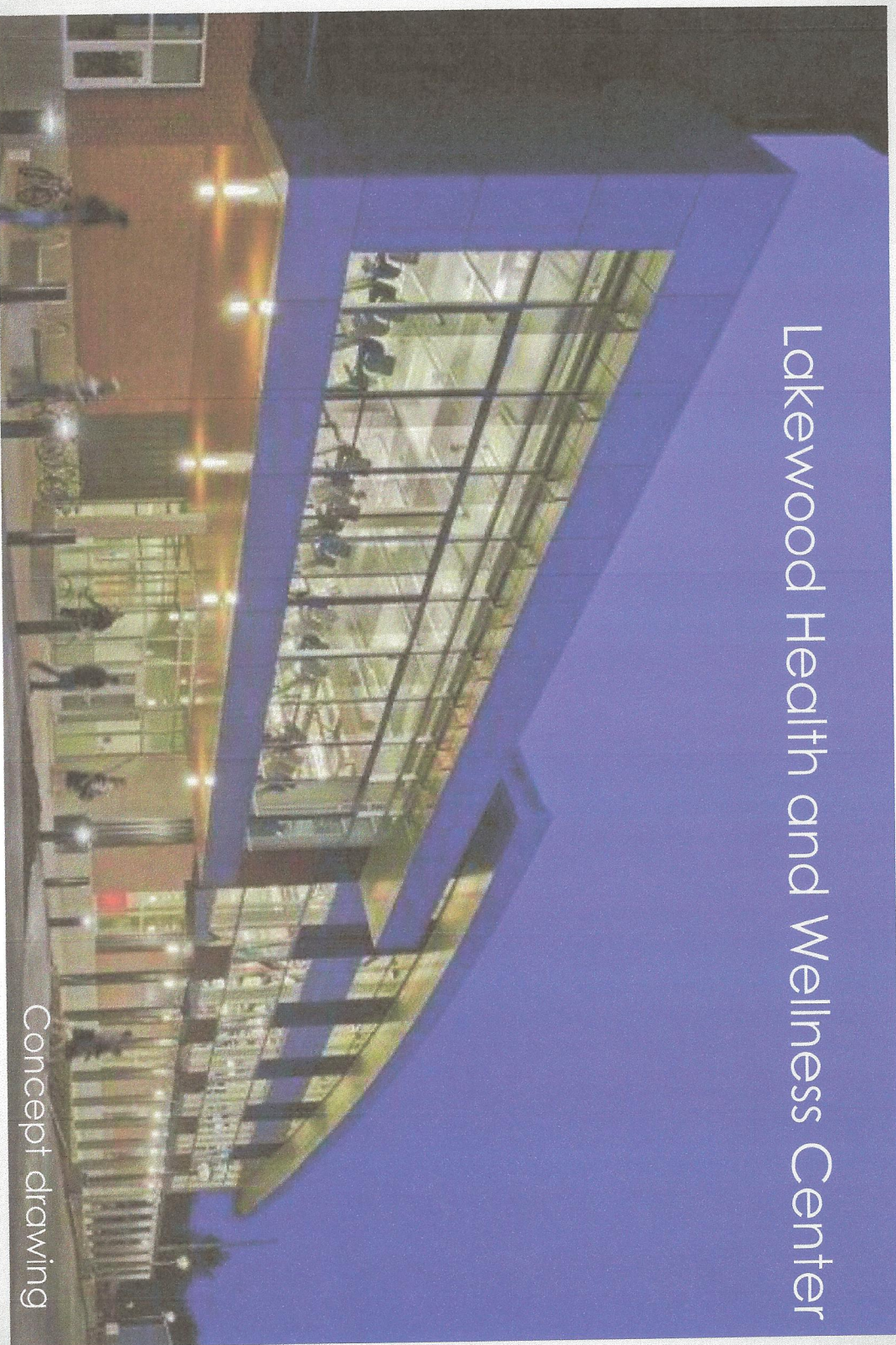
**Main Drop-off
Looking NE**

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Client Work Product



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Lakewood Health and Wellness Center



Concept drawing

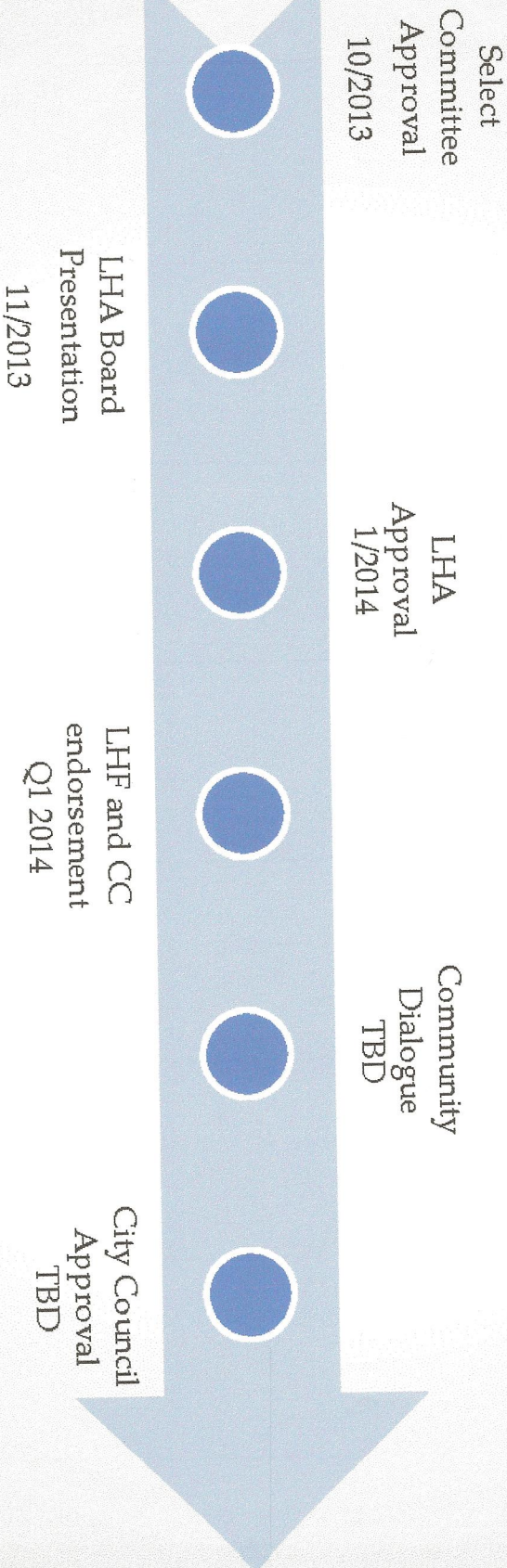
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Issues to be Addressed

1. Agreement of parties
 1. Concept Agreement
 2. Detailed program description
 3. Definitive agreement
2. Maintaining quality and safety during transition
3. Obligations of LHF to donors
4. Community Wellness/Rec Center ownership structure
5. LHA, LHF, and CC Board approvals
6. Communication plans
7. Community engagement
8. Lease/tax revenue to the city
9. City council approval
10. Conveyance of land to CCF
11. Demolition and Building plan approval

Proposed Decision Timeline



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**Our job is not to anticipate
the future, but to create it.**

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