



GLOBAL CONSTRUCTION

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About Navigant

Navigant Consulting, Inc. (NYSE: NCI) is a specialized, global professional services firm that helps clients take control of their future. Navigant's professionals apply deep industry knowledge, substantive technical expertise, and an enterprising approach to help clients build, manage and/or protect their business interests. With a focus on markets and clients facing transformational change and significant regulatory or legal pressures, the Firm primarily serves clients in the healthcare, energy and financial services industries. Across a range of advisory, consulting, outsourcing, and technology/analytics services, Navigant's practitioners bring sharp insight that pinpoints opportunities and delivers powerful results. More information about Navigant can be found at navigant.com.

METRO HEALTH: A HEALTHCARE VILLAGE BUILT TO HEAL

BACKGROUND

Metro Health is an integrated healthcare system including Metro Health Hospital, a 208-bed general acute care osteopathic teaching hospital located in Wyoming, Michigan, and 12 geographically distributed and aligned neighborhood primary care offices located throughout West Michigan. The organization has established a strong position within a competitive market by focusing on primary care. It is the third largest system in the Grand Rapids area, serving more than 130,000 patients.

CHALLENGE

The hospital's original location in downtown Grand Rapids was far from the nearest highway and running out of space. With no possibility for expansion and limited options for a replace-in-place approach, the organization decided to look elsewhere for a suitable location to build an envisioned "healthcare village" offering a wide range of complementary, master planned uses.

Metro Health leadership purchased 170 acres along a new highway bypass southwest of Grand Rapids—a highly accessible location to meet patient and physician demand and to position the organization for visibility and future market expansion.

"Working with Navigant allowed us to put an expert in charge of the project so we were able to run the day-to-day business of the hospital."

/ MIKE FAAS, PRESIDENT AND CEO, METRO HEALTH

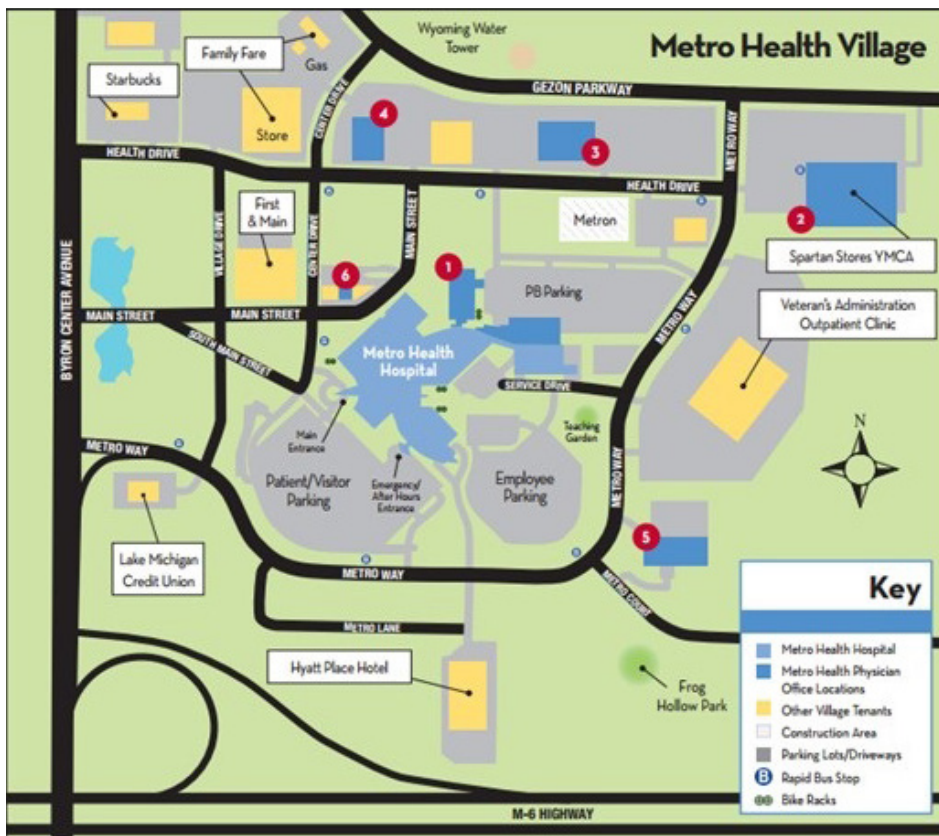
GOAL:

To build an accessible facility distinguished by a healthy, nurturing environment to help improve clinical outcomes using green concepts

SOLUTION

Metro Health sought the expertise of Navigant’s Healthcare Real Estate team to help map an integrated land use plan for the healthcare village—a mixed-use and pedestrian-friendly development home to more than 40 medical, retail, and hospitality businesses.

Recognizing that the large, complex project was too much for the organization to handle alone, Metro Health engaged Navigant to manage the program. With national experience and benchmarks, Navigant’s program managers effectively negotiated contracts, providing Metro Health leadership with the data it needed to make recommendations to the board.



NAVIGANT’S CONSULTING SERVICES PROVIDED TO METRO HEALTH

- Strategic market planning
- Strategic facility and master planning
- Delivery system planning
- Certificate of Need strategy
- Operations assessment
- Technology assessment/planning
- Financial analysis/capital planning
- Program/project management
- Medical staff development planning

Environment

Metro Health became the first full-service hospital in Michigan and one of only a handful in the nation to achieve Leadership in Energy and Environmental Design (LEED®) certification. All buildings in the Village are LEED® certified. A strong focus on sustainable design, energy efficiency, storm water management, and recycling helped Metro Health earn certification.

The organization also modified internal operations to mitigate its environmental footprint by increasing recycling efforts, reducing medical and solid waste, and supplying the cafeteria with compostable plates and cups made from sugarcane and corn.

Function

Features incorporated into the design of the 8-story, 471,000 sq. ft. facility were selected to help make patients and visitors more comfortable, help speed healing, and make it easier for physicians and staff to do their jobs efficiently and safely. Designs were also based on how people would use the building, with outpatient services made very accessible and inpatient services made more private.

RESULTS

Metro Health Village has been a groundbreaking concept—the first of its kind in the nation. The 170-acre healthcare village is an entire community of support services, retail shops, restaurants, paved walking trails, a family-friendly able-to-play park and more, with Metro Health Hospital at its heart. Since its opening back in 2007, the organization has won several awards for its green design. In addition, the Village has opened a Veteran Affairs clinic and constructed a multi-faceted senior living facility. Within four years, market share increased by 3%, and through strategic planning and rigorous negotiating, Navigant helped Metro Health save more than \$4.5 million in construction costs.



ABOUT NAVIGANT HEALTHCARE REAL ESTATE:

Navigant's team of professionals assist hospitals and health systems in managing the planning, design and construction of facility projects to support their healthcare mission. We offer an end to end solution - from concept to reality - throughout all phases of a project. Our professionals do strategic and operational work on the front end, and then drive that through to a brick and mortar solution as warranted. We are entrusted by our clients to help them take control of their future, and BUILD, MANAGE, and PROTECT their business value.

RANKED BY MODERN HEALTHCARE
AS ONE OF THE

TOP

HEALTHCARE FACILITY
DEVELOPMENT FIRMS
FOR 18 CONSECUTIVE YEARS

NO LITIGATION
HAS BEEN FILED ON
OVER
\$10 BILLION
OF COMPLETED
PROJECTS



ASSISTED OVER
300

HOSPITALS,
HEALTH SYSTEMS
AND
ACADEMIC
MEDICAL CENTERS

ACCESS TO OVER

\$2 BILLION

IN COMPETITIVE BALANCE SHEET READY CAPITAL



COMPLETED MORE THAN **\$10 BILLION** IN CAPITAL IMPROVEMENT
PROJECTS INCLUDING PROVIDING PROGRAM MANAGEMENT SOLUTIONS FOR
20 NEW HOSPITAL PROJECTS AND DEVELOPING
MORE THAN 100 AMBULATORY CARE PROJECTS