Transforming Long Island College Hospital

February 7, 2014
A “Made in Brooklyn” Proposal

The Brooklyn Hospital Center

Presence: TBHC already provides extensive care to the LICH community

Expertise: TBHC healthcare excellence augmented by Mt. Sinai experience

Collaboration: Long-standing history of collaboration with local healthcare groups

Speed and Certainty: Experienced team ensures speed and certainty of close
An Expanded TBHC Will Improve the LICH Community's Health

Expanding The Brooklyn Hospital Center's dense existing network:

<table>
<thead>
<tr>
<th>Community Impact</th>
<th>Current</th>
<th>Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brooklyn Locations</td>
<td>22</td>
<td>31</td>
</tr>
<tr>
<td>Employees</td>
<td>2,600</td>
<td>2,825</td>
</tr>
<tr>
<td>Patient Visits</td>
<td>275,000+</td>
<td>375,000+</td>
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</table>

Five new health centers servicing our low- and moderate-income population:

- A comprehensive care center, including a 24/7 freestanding emergency department at the LICH campus
- At least four new primary and specialty care centers
- Maintenance of four school-based clinics
- Enhanced population health strategies supported by 25 Nurse Navigators
- Builds on existing relationship with SUNY Downstate
Significant Affordable Housing

Maximize real estate value for SUNY:

• Maintain existing density

• Significant affordable/workforce housing component

• Allow for continued medical services, community amenities and market rate housing
Commitment to LICH Nurses, Caregivers and Support Staff

- 200 new jobs in expanded network
- 25 NYSNA nurses for TBHC’s population health strategy
- Preferential hiring by TBHC and Mt. Sinai Medical Center:
  - Both have CBA’s with 1199 SEIU and NYSNA
- Extend existing job security fund benefits for 1199 SEIU and NYSNA
Experienced & Brooklyn-Focused Team

The Brooklyn Hospital Center

Keeping Brooklyn healthy.

Mount Sinai

ICL

RELATED

BLUE WOLF
Brookoklyn State Senator Velmanette Montgomery

Brooklyn Perinatal Network

Brooklyn Chamber of Commerce

Downtown Brooklyn Partnership

Council of Peoples Organization

Coalition for Hispanic Family Services
# LICH Community Healthcare Needs

Recommendations of community health profile and TBHC’s Community Health Planning Workgroup

<table>
<thead>
<tr>
<th>Issue</th>
<th>Indicator</th>
<th>Response</th>
</tr>
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<tbody>
<tr>
<td>Income level</td>
<td>20% below poverty level</td>
<td>TBHC network oriented to Medicaid-heavy patient mix</td>
</tr>
<tr>
<td>Provider integration</td>
<td>Low PCP/population ratio</td>
<td>Expand primary care network</td>
</tr>
<tr>
<td>Overuse of Brooklyn ED’s</td>
<td>ED visits per thousand residents</td>
<td>Population health reduces need for emergency care</td>
</tr>
<tr>
<td>Lack of coordinated system care in Brooklyn</td>
<td>Several failing healthcare institutions</td>
<td>Network for coordinated care strengthens Brooklyn facilities</td>
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</table>
The Brooklyn Hospital Center

Existing Community Care Network

- The Brooklyn Hospital Center
- LICH Service Area
- School Based Health Centers
- TBCH-ICL Behavioral Health Sites
- Mt. Sinai Doctors Brooklyn Heights

Expanded Community Care Network

- Existing TBHC Sites
- TBHC Service Area
- LICH/New Comprehensive Care Unit
- LICH Primary Service Area
- TBHC/LICH School Based Clinics
- TBHC-ICL Behavioral Health Sites
- Mt. Sinai Doctors Brooklyn Heights
- Two New Urgent Care Centers
- Two New Patient Centered Health Care Centers
Major TBHC Expansion with Five New Health Centers:

50,000 sq. ft. Comprehensive Care Center at the LICH campus

- 24/7 freestanding emergency department:
  - Ambulances and walk-in patients
  - Consideration of low acuity beds for appropriate care management
  - Rapid transfer and pre-admit complex cases to TBHC, serving most patient needs in Brooklyn

- Ambulatory surgery, endoscopy center, dialysis and physical therapy

- Diagnostic imaging, lab and pharmacy services

- Primary and preventive care (General Internal Medicine, Family Medicine, Pediatrics and OB/GYN)

- Other services selected with community consultation
Major TBHC Expansion with Five New Health Centers:
At Least 4 New Primary and Specialty Care Centers in LICH Service Area

Developed in consultation with the community

<table>
<thead>
<tr>
<th>Type</th>
<th>Size</th>
<th>Number</th>
<th>Total Annual Visits</th>
</tr>
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<tbody>
<tr>
<td>Community Based Primary/Specialty Centers</td>
<td>7,500 sq. ft. each</td>
<td>2+</td>
<td>33,000</td>
</tr>
<tr>
<td>Urgent Care Centers</td>
<td>5,000 sq. ft. each</td>
<td>2+</td>
<td>44,000</td>
</tr>
<tr>
<td>Existing School Based Centers</td>
<td>500 sq. ft. each</td>
<td>4</td>
<td>TBD</td>
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</table>
Related Companies: Experience

- New York City’s premier developer of innovative mixed-use projects and affordable/workforce and market rate housing

- Major projects in Brooklyn, Manhattan, Queens and the Bronx in collaboration with local community organizations and elected officials:
  - Unwavering commitment to local communities and creative problem-solving with relevant stakeholders

- Manages over 40,000 affordable/workforce housing units:
  - Never converted a single unit of affordable or workforce housing to market rent
Related Companies: Responsiveness to Community

- Provides SUNY with maximum value for the property in conjunction with a plan that meets the needs of all stakeholders.

- Maintains existing density while allowing for continued medical services, community amenities and affordable/workforce and market rate housing units.

- Committed to engaging in a planning, design and implementation process with the community, its elected officials and the City through a formal Community Advisory Committee.
Upfront purchase price of $185 million: assumes 25% affordable/workforce housing

Current zoning allows only 50% of site to be rebuilt as housing, reducing value significantly

Two year window for zoning approvals

$85 million reimbursed to purchaser if property is not rezoned

Additional $43 million to seller if no affordable/workforce component, increasing offer to $228 million

Negotiate definitive agreements within 90 days

Superior financial strength assures speed and certainty of close
# Time Frame

<table>
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<tr>
<th>Time</th>
<th>Actions</th>
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<tr>
<td>Upon Selection</td>
<td>Formal consultation process with community and Electeds to finalize specialty healthcare and real estate uses</td>
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</table>
| 90 days                           | Execute definitive agreements for real estate purchase  
  | Arrange TBHC License to operate existing LICH Emergency Department, insuring uninterrupted onsite medical service                                                                                     |
| TBD                               | ULURP for proposed rezoning based on broad community agreement                                                                                                                                          |
| 9 months                          | Open two urgent care centers                                                                                                                                                                           |
| 12 months                         | Open two additional clinical centers                                                                                                                                                                    |
| Upon completion of ULURP review   | Begin development of freestanding emergency department and housing                                                                                                                                    |
Keeping Brooklyn Healthy with a “Made in Brooklyn” Proposal

• TBHC has served the LICH community for 169 years

• The community turns to us today to meet medical needs

• We have created an integrated network, with outstanding primary and specialized ambulatory care, top tier physicians and hospital and advanced population management

• Meeting all patients medical needs in their community and strengthening Brooklyn's healthcare system