



**Aligning Strategy, Driving Growth**  
*Through Healthcare Real Estate*

Overview of  
**HEALTHCARE  
REAL ESTATE  
COMPLIANCE  
SERVICES**

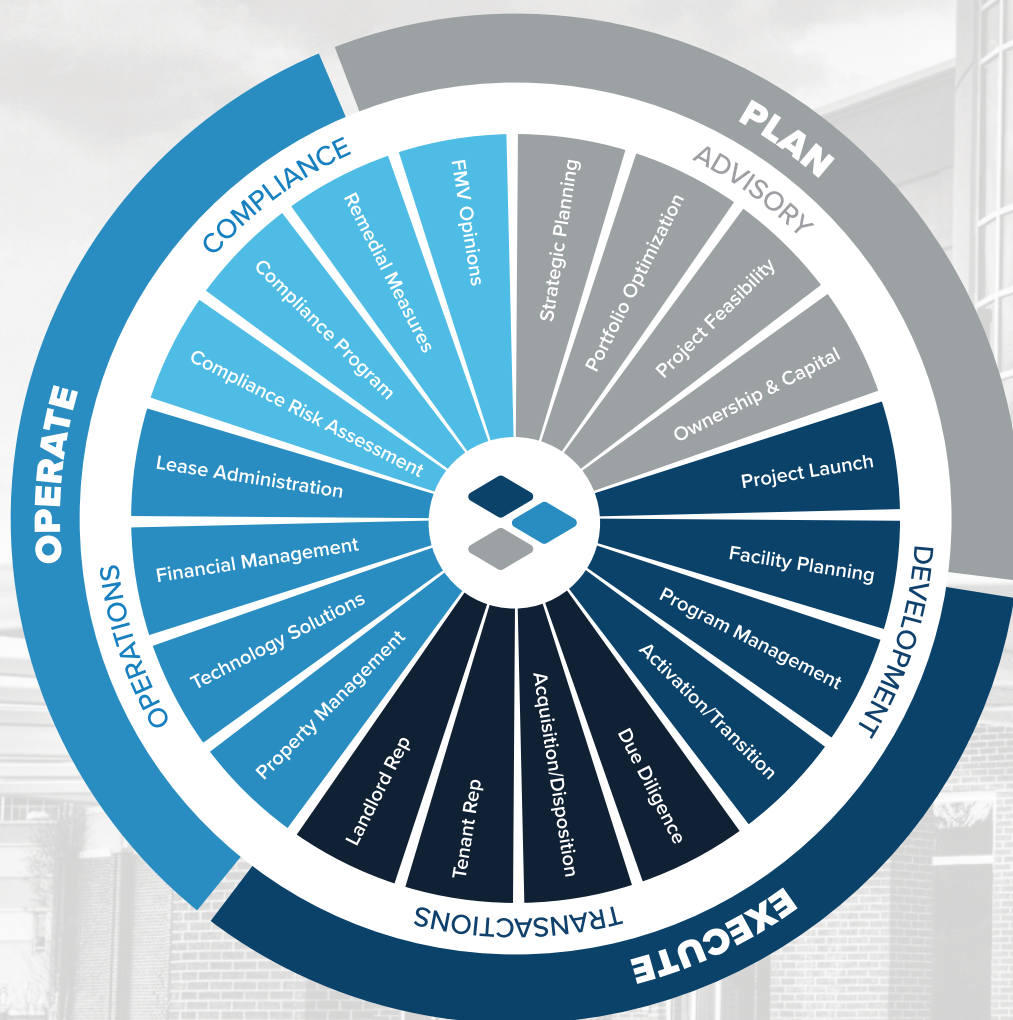






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## OUR HEALTHCARE SERVICES



### ADVISORY

Objective real estate advisory services spanning strategic, operational, and financial planning considerations.



### DEVELOPMENT

Professional program management services that ensure the successful delivery of acute care and ambulatory facility development.



### TRANSACTIONS

Achieving profitable and compliance-driven transaction objectives that follow the strategies of physicians and hospitals.



### OPERATIONS

Comprehensive real estate operations support, including property, facility, and financial management services.



### COMPLIANCE

Providing comprehensive analysis to ensure compliance with all applicable legal and regulatory requirements.



# COMPANY OVERVIEW

Realty Trust Group (RTG) provides innovative real estate solutions so that healthcare leaders **save money, manage risks, and enhance delivery of care.** We act as an extension of healthcare leadership teams to bring a comprehensive view of their real estate portfolio and empower the organization to utilize real estate as a strategic asset, not just the cost of doing business.

## RTG BY THE NUMBERS

**25+ years**

Dedicated to Serving the Healthcare Industry

**10 years**

Modern Healthcare  
Top Development Companies

**35+**

States Served

**5,000+**

Healthcare Access Points

**23M SF**

Assets Under Management

**\$1.3B**

Development Projects Delivered

**\$3.4B**

In Completed Healthcare  
Transaction Volume



Providing a broad spectrum of healthcare real estate compliance services to help health systems minimize their exposure under the applicable healthcare statutes and regulations while improving operational efficiencies, streamlining processes, and identifying cost saving opportunities.

### FMV OPINIONS

Competitive Market Analysis  
FMV & CR Opinions  
Timeshare Leasing Analysis  
Litigation Support & Expert Witness

### REMEDIAL MEASURES

Corporate Integrity Agreement (CIA) Support  
Self-Disclosure Support  
Federal Monitoring  
Litigation Support

### COMPLIANCE PROGRAM DEVELOPMENT

Policy Development  
Policy Implementation  
Compliance Training  
Technology Implementation  
Annual Program Audits

### COMPLIANCE RISK ASSESSMENT

Gap Analysis  
Sample Testing  
Program Efficiency Recommendations

**Independent  
Qualified  
Experienced  
Trusted**



## COMPLIANCE

Healthcare real estate is unique. The Stark Law, the Anti-Kickback Statute, The False Claims Act, and various other healthcare statutes and regulations create a complex regulatory environment in which health systems must operate daily.

A course of action that may be perfectly acceptable in any other type of real estate transaction could, in the context of healthcare real estate, result in serious regulatory violations and expose health systems to significant liability.

From helping health systems create, improve, and implement effective real estate compliance programs to providing fair market value and commercial reasonableness analyses in connection with various real estate arrangements and transactions, our team has you covered.

### Common Transactional and Operational Compliance Pitfalls Involving Real Estate Lease Arrangements with Referral Sources

COMPLIANCE PITFALLS	TRANSACTIONAL	OPERATIONAL
Rent	Rent Rates, Abatements, Escalators	Rent Collection, Escalation Late Fees Holdover Premiums
Square Footage	SF Measurement	Space Creep
Tenant Improvements	TI Allowances	Change Orders and TI Overages
Operating Expenses	Types of Leases (NNN, MG, Gross) Operating Expense Components	Operating Expense Reconciliations
Off-Lease Benefits	Unaccounted for in the Rent Rate Not Defined in the Lease	Medical Waste Removal Parking and Valet Services Telephone and Internet Furniture, Fixtures, and Equipment
Timeshares/Shared Space Arrangements	Office Rental Exception Timeshare Exception SF Allocation	Schedule Enforcement Space Creep Supplies and Staff Sharing

# CONTACT US



**Goran Musinovic, J.D., CHC**  
Senior Vice President

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Goran serves as the leader of RTG's Compliance Service Line, providing a broad spectrum of real estate compliance advisory services, which include helping health systems create, improve, and implement effective real estate compliance programs to minimize their exposure under The Stark Law, The Anti-Kickback Statute, and The False Claims Act. He also oversees the team of appraisers and valuation consultants who provide fair market value and commercial reasonableness analyses concerning various real estate arrangements and transactions. Goran has experience advising health systems under Corporate Integrity Agreements and Non-Prosecution Agreements with the federal government.



**Haim "Chad" Kamman, MAI, MBA**  
Director, Healthcare Real Estate Valuation

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As a Director of Healthcare Real Estate Valuation, Chad Kamman supports RTG's valuation and advisory service lines. With over 10 years of experience in commercial real estate, Chad has completed more than 1,000 valuation and consulting assignments, including fair market value opinions and transaction advisory services. He has supported over \$2 billion in real estate transactions and provided valuation expertise for more than 24 million square feet of healthcare real estate, including hospitals, medical office buildings, behavioral health centers, and senior housing. Chad leverages his background leading healthcare valuation teams at national firms to help clients navigate complex valuation needs across a variety of healthcare asset types.

Healthcare  
consulting firms and  
healthcare providers  
familiar with RTG's  
healthcare real  
estate compliance  
experience.



## RTG RESOURCES

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