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June 24, 2025

Ms. Penny Napolitano
21 Reade Place ASC, LLC
21 Reade Place
Poughkeepsie, NY 12601

Dear Ms. Napolitano,

The Vinca Group is pleased to present this proposal (“Engagement Letter”), to conduct a Health Equity Impact Assessment for an ambulatory surgery center. The professional fees for this engagement will be \$17,000. Out-of-pocket expenses for postage and data will be billed as incurred. Invoices are payable within 10 days of issue. We anticipate this work can be completed within 75 days of receipt of a signed engagement letter.

SCOPE OF SERVICES

- Review CON application assumptions to identify defined market area, planned patient population including population in medically underserved groups, anticipated payor mix, services including transportation and physical plant design to reduce architectural barriers for people with mobility impairments.
- Review information from 21 Reade Place ASC, LLC concerning its obligations under Public Health Law 2807-k (General Hospital Indigent Care Pool) and federal regulations requiring the provision of uncompensated care, community services, and/or access by minorities and people with disabilities to programs receiving federal assistance. Analyze whether these obligations will be affected by the implementation of the project.
- Review and analyze if there are physician and professional staffing issues related to the project or any anticipated staffing issues that might result from implementation of the project.

- Review information supplied by 21 Reade Place ASC, LLC concerning if there are any civil rights complaints against 21 Reade Place ASC, LLC.
- Review any similar projects/work 21 Reade Place ASC, LLC undertook in the last five years to analyze the outcomes and how medically underserved groups were impacted as a result of the project.
- Based on the CON Application and demographic review, document the reasons 21 Reade Place ASC, LLC wishes to establish the ambulatory surgery center.
- Project market share of new ambulatory surgery center.
- Describe for each medically underserved group served by the project how project will improve access to services and health care, improve health equity and reduce health disparities.
- Describe unintended positive and/or negative impacts to health equity that might occur.
- Based on the amount of indigent care 21 Reade Place ASC, LLC currently provides, project the amount of indigent care that is anticipated to change if the project is implemented.
- Describe access by public or private transportation to new ambulatory surgery center location.
- Describe extent to which implementation of the project will reduce architectural barriers for people with mobility impairments.
- Identify local health departments in service area that will be impacted by project. Contact local health departments to solicit stakeholder feedback.
- Contact stakeholders for meaningful engagement. Prospective stakeholders that will be included are public health experts, organizations representing 21 Reade Place ASC, LLC employees, current patients and community leaders of the project's service area. We will use contact information from 21 Reade Place ASC, LLC to survey physicians, staff members, referral sources, agencies and community organizations with which 21 Reade Place ASC, LLC has a working relationship.

We will also contact organizations representing racial, ethnic minorities and other minorities including churches, NAACP and LGBTQ organizations.

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We will call stakeholders to solicit feedback. We will send a survey by certified mail for stakeholder feedback to community stakeholders that we do not reach by initial telephone call. We will also email the survey to stakeholders who have published email addresses. The survey will include a telephone contact for response, email for response and self-addressed stamped envelope. We will call the stakeholders one week later if we have not received a response to the survey. We will make a second series of contacts to stakeholders two weeks after the initial survey documents are sent.

- Based on interviews with 21 Reade Place ASC, LLC describe how 21 Reade Place ASC, LLC can effectively communicate care or services (language access).
- If appropriate, develop recommendations for project to better meet medically underserved group needs.
- Develop recommendations for engaging community members on project changes.
- Review existing mechanisms and measures to monitor health equity impacts after the project is completed. If appropriate, develop recommendations for potential mechanisms and measures Applicant can put in place to address the findings of the HEIA.
- Other tasks reasonably necessary to complete the Health Equity Impact Assessment.

Please indicate your acceptance of this proposal by signing below and returning an executed copy of the letter to us and a deposit in the amount of \$8,500. If you have any questions, or if we can provide additional information, please do not hesitate to contact me. We look forward to working with you.

Very truly yours,

Alice Katz
President

Accepted:

Penny Napolitano
21 Reade Place ASC, LLC
07/01/2025

Date

QUALIFICATIONS

The Vinca Group L.L.C. was founded in 1994 to support the acquisition, development, strategic and operating functions of a broad array of health care and senior living providers. The Vinca Group's experience includes market analysis, feasibility, project development, operations and reimbursement. We perform market analysis and operational due diligence. We support licensure, CON and regulatory requirements for new and existing services. We have extensive databases that support our market and strategic planning analysis. We link health utilization and patient acuity to our planning and development functions. We continuously work with state-of-the-art techniques including benchmarks and outcome measurements. When it is appropriate, we tailor our analysis to serve the cultural, ethnic, racial and religious needs of the target population.

The Vinca Group L.L.C. evaluates market need by assessing demographic data, clinical demand, competition, clinical practice, and the regulatory environment. We analyze the demographic and competitive environment of a service area to develop need projections and determine feasibility.

Our projects that are applicable to HEIA includes work to serve members of specific ethnic, racial and affinity groups. Illustrative examples include:

- Market feasibility for subacute, adult and pediatric skilled nursing facilities
- Operations and market review for skilled nursing facilities
- Asset management of multi facility chains of skilled nursing facilities
- Market analysis for post-acute and long-term care skilled nursing facilities to serve the Hopi, Navajo, Fort Apache and San Carlos Apache populations
- Operations review of skilled nursing facilities that served the San Carlos Apache and Yavapai Apache populations
- Market feasibility for independent living and assisted living facilities for various Christian Church populations
- Market feasibility for multiple not-for-profit Jewish skilled nursing facilities, assisted living communities and Life Plan Communities
- Developed subacute care program and managed care pricing strategy for The New Jewish Home
- Subacute program development and assisted living feasibility study for Village Care Center
- Market analysis, operations review and restructuring of Rainbow Village, a continuum of care active adult, independent living and assisted living community developed to serve the LGBTQ community
- Acquisition due diligence and feasibility analysis on skilled nursing facilities that serve residents with Huntington's Chorea Disease
- Market analysis, operations review and management oversight of 220 bed skilled nursing facility located in a predominantly African American community that had 22 young gunshot survivors who were long term care residents
- Market feasibility for assisted living and skilled nursing facility to serve Pakistani population
- Program development to assist The New Jewish Home's Bronx campus improve services for its Hispanic residents including hiring a Priest, developing a dementia unit where all staff spoke Spanish and implementing menus with Hispanic foods
- Analysis of hospital discharge data to identify clinical service needs
- Development of post-acute services for young traumatic brain injury patients

- Market study to evaluate the need for low-income housing for people ages 55 and older and persons with disabilities in a primarily African American neighborhood.
- PACE market study for New York City.
- Multiple feasibility studies for independent living, assisted living, dementia assisted living and skilled nursing facilities in New York State

The Vinca Group L.L.C.'s clients benefit from decades of work experience in nationally known companies that provide consulting services and operate acute care, post-acute and senior housing services. We bring a team of seasoned professionals who have worked together for many years and are experienced as planners and operators for a variety of private and publicly traded companies.

A partial list of The Vinca Group L.L.C.'s clients includes:

- Alvarez and Marsal
- Brightview Senior Living
- Capital Funding Group
- Capital Health Group
- Care One
- Cassena Care
- Epoch Senior Living
- Erickson Living
- Fresenius
- Future Care
- FTI Healthcare
- Greystone Mortgage and Investing
- Kensington Senior Living
- Koelsch Senior Communities
- LTC Properties
- Maxwell Group-Senior Living Communities
- Morgan Stanley
- Post Acute Partners
- Sunrise Senior Living
- Ventas

RESUMES

Alice Katz

President

Ms. Katz is the President of The Vinca Group L.L.C. She specializes in market feasibility, acquisition due diligence, operations reviews, restructuring and turnaround management for skilled nursing facilities and senior housing communities. Ms. Katz is certified to conduct HUD LEAN studies and recently conducted four HEIA engagements. She is conducting market studies for PACE programs and behavioral health facilities.

Previously, Ms. Katz was the co-founder of Oakwood Living Centers, Inc. where she was the Senior Vice President and Chief Operating Officer. With Genesis Health Ventures, Inc., Ms. Katz was Vice President, Managed Operations. She has opened, licensed and financially restructured skilled nursing facilities in multiple states.

Ms. Katz was a Senior Manager with Ernst and Young where she served as the Project Manager for the study that evaluated the DRG prospective payment system for Medicare reimbursement for the Department of Health and Human Services. She participated in writing the Federal standards and conducted the review process to certify HMOs including analyzing compliance programs, capitation and risk assumptions.

Ms. Katz developed the staffing management system used by the US Indian Health Service. She developed the tribal health plan for an Alaskan Native Corporation. She participated in hospital feasibility studies in the United States, Argentina, Chile, Ecuador and Singapore. Ms. Katz developed an investment plan to improve health services in Cape Verde that included capital investment, staff training and management systems.

Ms. Katz is a registered Medical Technologist. Her clinical experience includes working as an immunologist at Temple University Health Sciences Center.

Ms. Katz has an MBA (with distinction) from Cornell University and a Bachelor of Science from The Pennsylvania State University.

Stephanie A. Heffernan

Senior Vice President

Ms. Heffernan has been conducting market research with The Vinca Group L.L.C. since 1995. Ms. Heffernan is certified to conduct HUD LEAN studies and recently conducted four HEIA engagements. Ms. Heffernan is responsible for conducting market and feasibility studies for skilled nursing, assisted living and independent living facilities and other health care services including managed care, adult daycare and supportive housing. Ms. Heffernan has extensive experience in defining market areas, analyzing demographic and payor mix data, conducting site visits and performing qualitative and quantitative assessments of health service providers, long-term care facilities and retirement communities. She has participated in The Vinca Group's asset management and portfolio review engagements including reviewing facility operations, sales and marketing functions, staffing levels, regulatory compliance and the subject property's product/value position compared to primary competitors.

In terms of specific projects, Ms. Heffernan has assisted in developing business opportunities for a major health insurance company to invest in the case management business. She developed strategic initiatives to enhance the performance of a large assisted living portfolio. She has developed and maintained physician databases intended to facilitate managed care contracting, and has evaluated the hospital conversion of acute care beds to a skilled nursing unit.

Ms. Heffernan has a BA with honors from Loyola College, Baltimore MD.

