

APPENDIX A
QUALIFICATIONS STATEMENT

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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 project work includes work to serve members of specific ethnic, racial and affinity groups. Illustrative examples include:

- 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
- 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
- Market feasibility for pediatric skilled nursing facilities
- 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.

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
- Crista Communities
- Epoch Senior Living
- Erickson Living
- FTI Healthcare
- Greystone Mortgage and Investing
- Hebrew Senior Life
- Kensington Senior Living
- Koelsch Senior Communities
- LTC Properties
- Maxwell Group-Senior Living Communities
- Morgan Stanley
- Omega Health Care Investors
- Post Acute Partners
- Sulpicians
- Sunrise Senior Living
- Ventas
- Village Care
- Zurich Securities

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. nursing facilities. Ms. Katz is certified to conduct HUD LEAN studies.

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.

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 that serves five communities located over an area the size of Ohio north of the Arctic Circle. She conducted the feasibility study for the Mount Edgecumbe Medical Center located in Sitka, AK. She participated in hospital feasibility studies in Argentina, Chile, Ecuador and Singapore. Ms. Katz developed an investment plan to improve health services in Cape Verde which was based on demographic and clinical data analysis; onsite review of hospital and health post operations, physical plants, equipment and management processes; and staff supervision and training.

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. 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.