





Creating Healthier Communities

Our Company Profile

IBIS Enterprises is a national business and facility development company. Our team of professionals has extensive experience in healthcare, wellness, fitness, recreation, business development, strategic planning, project management, marketing and sales, business management and operations.

Our full-service team provides business planning/feasibility, project implementation and development, financing, ownership structuring, marketing and sales and full-service operations management consulting services to plan, develop and manage a successful and financially viable health and wellness center in your community.

Our Services

IBIS Enterprises professionals have extensive experience in the healthcare, wellness, fitness and recreation development fields. We have experience working with healthcare providers, higher education, K-12 school districts, mixed-use developers, senior communities, municipalities and other organizations across the country. Our team has successfully developed health and wellness centers affiliated with community and rural hospitals, major medical centers, multi-specialty physician groups and integrated healthcare delivery systems. We can provide the business planning/feasibility, project development, financing, ownership structure, business operations and other services needed to develop and implement a successful and financially viable community health and wellness project.

Health & Wellness Business Planning





The first and most important step in the development of a health and wellness destination is the business plan and feasibility study. Conducting the feasibility analysis and developing a comprehensive business plan provides the necessary information to make an informed decision as to whether or not to proceed and make a commitment to develop a health and wellness destination.

The four month process and tasks to complete the comprehensive Business Plan includes:

Months One & Two

Market Assessment

To fully assess the extent of the market area's potential to support a health and wellness destination, IBIS utilizes several diverse analysis methods. The market area is defined by establishing acceptable drive time/distances from the proposed site, taking into consideration natural barriers and area-specific driving patterns. Other site factors that are considered include cost, size/configuration, accessibility, buildability and surrounding land uses.

The demographic analysis includes an analysis of household lifestyle groups, other specific market household data and community sports participation data. Beyond the demographic analysis, IBIS assesses the market area's recreational and fitness supply and demand by comparing the area's competitive fitness facility inventory.

IBIS conducts an extensive telephone consumer survey with approximately 175 area households to determine factors such as specific consumer acceptance levels, current fitness activity levels, amenity preferences and price points.

IBIS also conducts in-person and telephone one-on-one interviews with a key group of community leaders and potential community partners. The consumer survey and community interviews provide qualitative information that help determine the specific programming needs for the health & wellness center.

The community interviews also provide critical information that help to determine the community partnership model for owning and operating the health & wellness center. These community partners may include healthcare providers, K-12 schools, municipalities, trade schools and colleges and universities. These partners may contribute capital and/or offer programs and services within the Center. Demand projections utilizing the various methodologies will be based upon the information in the Market Analysis phase.

Since our health and wellness centers integrate fitness, recreation, wellness, rehabilitative, clinical and medical services, a population health management assessment and outpatient feasibility analysis is also conducted as part of the market assessment. IBIS compiles a detailed assessment of the market area health using historical volumes and operational costs for the proposed outpatient services and prevalent health issues such as chronic diseases.



Based upon the findings and analysis during the market assessment, the projected membership capacity and associated membership categories, health assessment and health & wellness membership fees are established.

Months Two & Three

Programming Overview and Conceptual Design

Program planning utilizes the market assessment findings to determine the need for specific programs and services based on the defined market and targeted populations. Specific emphasis is placed on clinical, fitness, recreation, medical and wellness programs which are designed to meet the community needs. These programs and services will vary depending upon the existing program offerings in the market area. The specific consumer survey and community interview findings provide key information for the program overview and conceptual design phase.

Programming analysis and selection includes health & fitness programs as part of the membership fees; ancillary and special programs; other retail-based services and various programs and services to complement the health & wellness center amenities. The selection of furniture, fixtures and equipment, including the fitness and outpatient area equipment is determined based upon the specific programs and services. Leased and member-based spaces are determined as part of the programming overview process.

Once the programs and services have been analyzed and defined, an architectural conceptual space plan, or block plan, is developed demonstrating the square footage requirements, location and relationships and adjacencies for the various membership and ancillary programs and services. These plans are utilized to generate the capital budget.

The preliminary conceptual plan is the first step in the design process. Once the project is approved, design development documents and construction drawings will be prepared for approval. Conceptual design plans are refined and fine-tuned as part of the development process to complete the final design.

Ownership Options/Model

A critical component of the business planning process includes analyzing and developing business and facility ownership options to determine final ownership entities. Existing community partner options would be analyzed based upon existing corporate structure(s) and ownership and financing objectives.

The ownership entity is structured to avoid or minimize regulatory issues, to facilitate financing and to limit tax burden. There are a variety of ownership structures which have been successfully utilized for health and wellness centers. Some of these include: not-for-profit, for-profit, joint venture and third party investment models. A recommended facility and business ownership model will be developed to specifically meet the needs of this Center.

Financing

Financing options derived from a wide variety of financing packages would be developed in response to the financial objectives and the parameters of the recommended ownership



structures. Lenders and/or equity sources who are interested in funding the project with its proposed terms and conditions are identified. Once the project is approved, specific proposals from several interested lenders are obtained. If equity partners are necessary and/or desired, they are identified and presented as part of the overall financing strategy.

Months Three & Four

Marketing and Sales

During the business planning process, a preliminary high-level marketing and sales strategy is developed. This strategy and plan will be tailored to the specific market area once the project has been approved for development. Marketing and sales are critical to the success of the health and wellness center.

Through the marketing, public relations, advertising and sales efforts, consumers are educated regarding the value-added amenities, features, programs and services which differentiate this center from other community offerings. During the pre-opening phase, approximately four months prior to the grand opening of the Center, consumers will have the opportunity to become educated regarding the benefits of medically-based health & wellness services and purchase pre-opening memberships.

Financial Projections

As an essential component of the business planning process, and prior to final approval of the project, financial projections are developed. The financial projections are based on the volume forecasts developed in the market analysis and feasibility study. Components of the revenue estimates include membership based fitness revenues, clinical and medical and other revenues such as food and beverage, fitness training, and specialty programming.

In order to estimate an achievable operating margin, a comprehensive expense analysis is also completed. Key expenses include labor costs, utilities, debt service, marketing and supply costs. Operating statements are developed based on five year estimates.

Also critical to the financial projections are the capital costs associated with facility development. These costs include construction, design and development, furniture, fixtures and equipment, and start-up working capital. Capital cost estimates are developed based on the preliminary conceptual design and local building cost estimates.

The primary intent of the financial projections is to provide a set of financial statements ready for review by any potential third party investor, lending institution or bond financing. The analysis is complete and thorough, therefore enhancing the confidence level associated with the projections.

Regulatory Issues

A preliminary assessment of the regulatory approvals required to develop the health and wellness center will be conducted as part of the business planning process. Included in this assessment is the identification of all restrictions, requirements, fees and application deadlines. The process is



also used to develop municipal support for the proposed health and wellness center with the area residents and municipal officials.

Development Schedule

A detailed development schedule is provided as part of the business plan. This schedule outlines the timing of the high-level tasks and responsibilities needed to complete the project, along with key milestones. The business planning timeframe, along with facility and business development typically encompass a period of approximately eighteen to twenty-four months. The variability stems from the internal and local/municipality approval processes as well as the complexity of the facility.

Month Four

Internal Approvals

Upon completion of the comprehensive business plan, the internal approval process ensues. IBIS will prepare educational presentations to effectively present the business planning analysis, findings and recommendations. These professionally prepared materials should be utilized throughout the various approval phases from senior management to Board Committees and final Board approvals.

Project Development

Upon completion of the formal approval process for the Business Plan, the development phase commences. This phase involves the implementation of the business plan to include all of the tasks required to reach grand opening. These include final program planning, the completion of architectural and engineering documents, the orchestration of construction activities, regulatory approvals,

Pre-opening marketing and membership sales, staff recruitment, orientation and training; operations plans, information systems, policies and procedures; member orientations and grand opening events. The development phase involves the full-time efforts of a team of specialists who provides quality control oversight, and guarantees an on time, on budget project that meets forecasted membership goals. The myriad of details and tasks must be carefully monitored on a daily basis to ensure a successful center.

Management Services

As part of the development services, we will remain involved in overseeing the operations for a period of six months to ensure that all of the systems, staff placements and overall operations policies and procedures are working properly.

Upon completion of the development phase, some of our clients request that we enter into a management consulting services agreement. An operational management agreement can vary from one year to several years depending upon the needs of the client. Operational management services include: staff supervision; financial management and budget controls; quality assurance; service excellence administration; and marketing and sales. For some projects, IBIS will plan, develop, own and operate centers on behalf of our clients.



Operational Assessments - Existing Underperforming Centers

For clients who operate an existing underperforming center and are having operational issues that may be adversely affecting financial performance and customer satisfaction; or may be experiencing high staff turnover, an internal operational assessment can be conducted. The operational assessment, or facility evaluation, can be extremely comprehensive and exhaustive.

A typical engagement will evaluate the following:

- the physical facility from a programmatic and financial productivity perspective;
- current fitness and wellness programs and services;
- human resource allocation;
- equipment condition and capital needs;
- sales and marketing plans, including retention strategy and service satisfaction;
- other areas as needed to properly and comprehensively assess current operations and performance shortcomings

Once the assessment is complete, IBIS will include conclusions and recommendations to improve overall facility performance.

Our Track Record Speaks for Itself

IBIS Enterprises offers a team of professionals with industry experience that includes a successful track record of business planning, facility development and operational performance. IBIS professionals have led the development of a variety of financially and operationally successful comprehensive health, wellness and fitness facilities across the United States. In addition, many business plans have been completed and management consulting services have been provided to existing centers in need of specific business and operational services.

Community Health Partnership Projects

As we know, with the emerging changes occurring in the healthcare industry, healthcare providers, physicians, insurance companies and other community health organizations are seeking strategies that deliver consumer-centered, value-based healthcare services with measurable outcomes.

Population health management has become the new term that describes healthcare providers working proactively with a defined segment of the population in an effort to collaboratively address health risks and overall well-being.

Some interesting statistics:

- More than two-thirds of American adults are overweight or obese;
- Nearly 8 in 10 seniors are living with one chronic illness and 50 % have two or more;
- Adults 65 and older spend twice as much as those 45-64 on healthcare annually

Source: Centers for Disease Control and Prevention

Our nation needs to move from a healthcare system that is based on treating illness to a prevention/wellness-based system. Healthcare doesn't only occur in our hospitals and physicians' offices. It occurs in everything that we do: where we live, work, learn and play.



Prevention and wellness and encouraging people to be healthy begins at the community grass roots level. Healthcare providers working together with other community organizations such as school districts, colleges and university, municipal parks and recreations departments have tremendous potential to make a significant difference.

Healthcare providers need to implement an integrated strategy with an emphasis on prevention / wellness and population health management to meet the challenging demands of consumer-driven healthcare and the new reimbursement models. These services need to be grounded in evidence-based medicine and prevention to improve the health status of communities.

IBIS Enterprises, a national business and facility health/wellness/fitness development firm, has been developing community health partnership projects for many years.

As an example, in 2000, we developed **The Fitness Complex, in Chicago Heights, Illinois**, a diverse socio-economic community. Three community partners: St. James Hospital, Prairie State College and the Chicago Heights Park District began the journey to change healthcare behaviors with a 72,000 square foot community health & wellness partnership center. Today, with over 6,600 members, this community center continues to offer wellness, prevention, disease management, rehabilitation, fitness and recreation programs. They have made a difference in improving the health status of their community.

Opened in 2012, the **Choice Health & Fitness Center, Grand Forks, North Dakota**, exemplifies a true community partnership. The Grand Forks Park District, Altru Health System and the Altru Family YMCA worked cooperatively to develop this 162,000 sf facility, housing recreational and health & wellness programs developed in response to the needs of the community.

The first step begins with a comprehensive business plan which identifies potential community partners, provides a thorough market feasibility assessment, ownership and financing options, capital and operations budgets and other important components to address the critical issues which contribute to the success of these projects.

These community partner projects serve as one of many tools that can assist community leaders with addressing population health management initiatives, conserve and combine community resources and contribute to the community's economic development goals.





Our IBIS Team



Donna F. Jarmusz **President, IBIS Enterprises**

Donna F. Jarmusz possesses thirty years of extensive healthcare experience. As a healthcare administrator, Jarmusz held senior management positions in operations, business development, strategic planning, marketing and development/fundraising. As a leader in health and wellness, Jarmusz developed the first free-standing health and fitness centers in the Chicago, Illinois area in 1988 for Edward Hospital.

Jarmusz has developed numerous healthcare services and projects, such as ambulatory care centers, health and wellness centers, hospital-physician joint ventures, centers of excellence in oncology, cardiology, orthopedics, neurosciences, women's services and plastic surgery; sports performance centers; rehabilitation centers; practice management services; medical office buildings and hospital-physician organizations utilizing her strategic planning, business development, marketing and operations expertise.

As the founder and president of [IBIS Enterprises](#), a national healthcare business and facility development company specializing in turnkey health and wellness centers, IBIS possesses a successful track record, having developed twenty five successful integrated outpatient health and wellness centers to date for healthcare systems, colleges and universities, municipalities, senior living, and parks and recreation entities. IBIS has achieved a 100% success rate in attaining financial viability for all centers. All projects were completed on time and on budget.

Working with park districts, parks and recreation, municipalities, colleges and universities, healthcare providers and other community organizations, IBIS has developed numerous community partnership projects focused on health, fitness, recreation and wellness as multi-generational community destinations. IBIS has also developed the Health & Wellness Village, an innovative health and wellness focused outpatient destination that serves as a tool for population management and value-based accountable care.

Jarmusz is also the founder and president of [We Grow Dreams](#), a not-for-profit organization that owns and operates a retail and wholesale greenhouse/garden center on 5 acres to provide job training and employment opportunities for young adults with intellectual and physical disabilities.



Jarmusz has a Bachelor of Arts degree from Marquette University and a Masters of Arts degree from Boston College. She is a member of the American College of Healthcare Executives, the Medical Fitness Association and the American Hospital Association Society of Healthcare Strategy & Market Development.



Jeffrey A. Newkirk, MBA, EdD
Senior Wellness Consultant

Jeff Newkirk is a 25+ year veteran of the health and fitness industry. Beginning as a front desk associate and personal trainer at a small facility in 1986, Newkirk has continued in various administrative and consulting capacities within the health and fitness industry, as well as health care.

After receiving a BS in Business Administration from Valparaiso University in 1986, Newkirk continued his education earning an MBA Degree from the University of Iowa in 1989. In 1997, he received his doctorate from the University of Northern Colorado where his research emphasis was based on deriving a relationship between health and fitness facility success and management strategies utilized. His primary research objective was to develop a facility “success factor ratio” that represented an aggregate of multiple core management functions. Newkirk’s effort to more closely meet his original research objective continues on to this day.

Newkirk has managed multiple medically based health and fitness facilities. Two of the facilities with which he was in an administrative capacity received customer service recognition, as well as a Club Industry Top 100 honor.

In addition to on-site facility management, Newkirk has held administrative responsibility over multiple sites while working for Health Fitness Corporation. While at Health Fitness Corporation, Newkirk was also responsible for consulting engagements that included business plan development, as well as operational assessments.

With IBIS, Newkirk helped lead the effort to develop a comprehensive facility for St. Bernards Medical Center in Jonesboro, Arkansas, recognized as one of the leading health and wellness facilities in Northeast Arkansas. He also assisted in the development of a health and wellness destination at Florida Hospital in Wesley Chapel, Florida.

During Newkirk’s career in the health and fitness industry he has been responsible for the management and development, or has been the lead consultant to approximately 30 different facilities.



Newkirk has also been a member of the adjunct faculty at Northern Illinois University, and has multiple publications and presentations on the use of core management tools and principles in health and fitness.

JOHN LEE, MBA
Senior Research Consultant

John Lee's market research, marketing, strategic planning and management experience spans over forty years and a variety of industries. He has designed marketing plans and strategies for businesses large and small; hired trained and managed sales forces; facilitated and developed strategic plans; conducted over fifteen hundred focus groups and countless executive interviews; designed and managed numerous market surveys; and worked effectively with diverse groups and organizations.

John's marketing expertise has been recognized by local and regional ADDY's, the American Marketing Association Pinnacle Awards and also in such publications as The Wall Street Journal, Hospitals, Advertising Age, Medical Economics and Marketing News.

Past positions held include president of a market research firm (subsidiary to an advertising agency); chief operating officer, vice president - strategic services, and marketing director for an advertising agency; founder and publisher of a weekly newspaper with a circulation of over 20,000; president and founder of a nationally recognized health care marketing consulting firm; and marketing director at both a university medical center and a major acute care hospital.

John holds a Masters in Business Administration from Rockhurst University in Kansas City, Missouri and a Bachelor of Science in Business Administration from Washington University in St. Louis, Missouri. In addition, his community efforts over the years have been recognized by such civic organizations as Nebraska Special Olympics, the Boy Scouts of America, the Omaha Bar Association, and Landmarks, Inc.

John served in the United States Army, 3rd Infantry Division (1970-1973) and received an Honorable Discharge (1986) with the permanent rank of Captain.



Sheila Roche
Senior Public Relations Consultant



Sheila Roche is a seasoned business writer and editor in multiple industries. Over her career, Sheila has written about healthcare real estate development; healthcare reform; healthcare business; electronic healthcare records; the graying of America; commercial finance; international finance; securities markets; CMBS; construction; green issues; LEED certification; urban planning issues; commercial, industrial and residential real estate development; infrastructure issues; and investment, among others.

Most recently, she was the Editorial Director of The Alter Group, a privately held national healthcare and commercial real estate development firm. As chief copywriter, her portfolio consisted of brochures; website copy; collateral materials and byline articles and press releases.

Roche also worked as Account Supervisor for The Hanlen Organization, a general public relations firm representing diverse Chicago-area firms and as an Editorial Assistant at the Chicago Tribune, Sheila was a copywriter, copy editor, makeup editor for the daily newspaper's residential real estate, lifestyle and home décor sections.

A graduate of Northwestern University's Medill School of Journalism, Sheila had a dual major of journalism and history.

Sheila is the winner of two Golden Trumpet Awards, an annual competition sponsored by the Publicity Club of Chicago.

Published Articles

- *Speaker: Medical Fitness Association, Annual Conference, November 2015, "Developing a Health & Wellness Institute as a Community Destination"*
- *Speaker: Athletic Business Conference, November 2015, Healthy Partnerships: Creating a Community Health & Fitness Destination"*
- *Speaker: National Recreation & Parks Association, September 2015, "Healthy Partnerships: Creating a Community Health & Fitness Destination"*
- *Speaker: Medical Fitness Association, Annual Conference, November 2014, "Wellness Partnerships, Small Communities, Big Results"*
- *RE Journals.com, April 2013, "Healthcare Still A Real Estate Star"*
- *Illinois RE Journal, February 2014, "Affordable Care Act Effects Major Changes"*
- *Illinois Real Estate Journal, February 2013, "Healthcare: Still A Real Estate Star"*
- *Commercial Property Executive, August 2012, "Healthcare Reform Becomes A Reality"*
- *Western RE Business, February, 2012, "Aging Boomer Generation to Exert Major Impact on Healthcare"*
- *Hospitals & Health Networks, January 2012, "Healthcare Reform and An Aging Population Drive the Wellness Revolution"*
- *Keynote Speaker: Perkins & Will, May 4, 2012, 12th Annual Healthcare Meeting, Chicago, IL*
- *CP Executive, May 2011, "Healthcare Reform and Real Estate"*
- *Illinois Real Estate Journal, Women in Real Estate, 2009 Community Service Award for We Grow Dreams*
- *AARP Bulletin, June 2009, "It Takes A Village"*
- *Health News Digest, April 2009, "One-Stop Healthcare?"*

- *Chicago Hospital News, April 2009, "One Stop Healthcare? Healthcare Villages Take the World by Storm"*
- *Ambulatory Surgery Center Review, September/October 2008, "Women to Watch"*
- *Healthcare Facilities Expo, September 2008, seminar speaker and published article, "Wellness Centers As Community Partnerships"*
- *Chicago Hospital News, August 2008, "The Wisdom of Preventive Facilities"*
- *Chicago Hospital News, June 2008, "Developing an Outpatient Presence"*
- *Consulting Magazine, June 2008, "Out of Office" column*
- *Fitness Management, January 2007, "Budgeting for Control"*
- *Strategic Financial Planning, Nov. 2007, "The Ambulatory Campus: Matching Strategic Priorities to Facilities"*
- *Chicago Hospital News, October 2007, "The Ambulatory Campus: Strategic Priorities Match Facility Design"*
- *Healthcare Financial Management Association, Strategic Financial Planning, Winter 2007 Issue, "The Ambulatory Campus: Matching Priorities to Facility Needs"*
- *Health Care Strategic Management, September 2004, "The Evolution of Medically Based Fitness Centers"*
- *Fitness Management, March 1988, Break Into Profit*
- *Athletic Business, February 1998, "Breathing Life Into Your Cardio Area"*
- *Newkirk, Jeffrey A. - An Analysis of Management Strategies Utilized Within the Health Club Industry & the Relationship With Facility Success, published Doctor of Education dissertation, University of Northern Colorado, (1997)*
- *Association of Hospital Health & Fitness Centers Newsletter, April 1994, "Community Programs and Fitness"*
- *Marketing News, October, 1990, "Hospitals Must Be Creative to Survive Industry Pressure"*
- *Healthcare Marketing Report, April 1990, "Fitness Center - Great Diversification Strategy for Chicago Area Hospital"*
- *Profiles In Healthcare Marketing, October, 1990, "Medicine and Fitness Work Out In Illinois"*

