

PORTMORE HOSPITAL & MEDICAL CENTRE

Questions and Answers
Draft 4
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QUESTIONS AND ANSWERS

Who is the Sponsor of the Project?

The Sponsor of the project is Cayjam Development Ltd, a Cayman based limited liability company, who has signed an exclusive joint venture agreement with the Municipality of Portmore, to develop a Hospital and Medical Centre in Portmore, Jamaica. The project is planned to be a Public-Private-Partnership (PPP), whereby the Municipality will provide some land as its equity contribution, and will support the project for the benefit of the community. This will include support for all the required mechanisms for seeking permits and approvals including waivers on duties where appropriate. Cayjam will arrange the financing, design, development, and opening of the facility and will organize the ongoing operations management of the Portmore Hospital and Medical Centre (PHMC).

What is the relationship with the Municipality of Portmore?

The Municipality will be an investor in the project. They will provide some land for the hospital and will have a seat on the governing Board of the hospital.

Will the hospital be given back to the Municipality?

The hospital will be operated as a joint venture and the Municipality will always be a shareholder. The hospital will be funded by private investment and as such, the hospital will not be given back to the Municipality. The reversion of the hospital was an initial idea; however it is not the current plan.

How big is the project?

The sponsors, through the PPP joint venture, intend to develop a **120-bed hospital in Portmore** that offers a comprehensive range of general, secondary and some tertiary medical services. The hospital will be developed in two phases. **The first phase** (Phase 1) is the development of a **64 (sixty four) bed facility** that will provide a range of key general medical and surgical services. These beds will be composed of inpatient and day surgery beds. The focus of the first phase will be to develop the services in demand, while building the capacity and reputation of the hospital and ensuring financial sustainability. The hospital will subsequently expand the range of services as required, and sufficient land has been acquired to enable the project to expand. The hospital will be designed to expand with minimal disruptions to the existing hospital, as the hospital builds occupancy, reputation and a specialist referral base.

It is important the note here that although the hospital has been the focal point of discussion in this document and in the public domain, the project as a whole is significantly larger and more comprehensive than just a hospital. It is a ***Medical And Knowledge City*** with a focus on quality healthcare delivery through well trained, well paid medical and other professionals.

Is this a private hospital or a public hospital?

The Portmore Hospital and Medical Center (PHMC) will be a private, for-profit, healthcare organization, positioned as a secondary and tertiary care hospital facility in the provision of clinical services and dedicated patient care that develops and operates clinical centers of excellence. The first center of excellence proposed for development is a cardiology/cardiovascular surgery program that will serve defined catchment areas.

What services will the hospital provide?

The PHMC will provide the following service portfolio **over the course of its two phase development:**

- Internal Medicine;
- General Surgery;
- Pediatrics;
- Obstetrics & Gynecology;
- Orthopedics;
- ENT;
- Ophthalmology including laser treatment;
- Dental Services on an outpatient basis;
- Imaging Services (General X-ray, Ultrasound, Fluoroscopy, CT);
- Anesthesiology;
- Intensive and Coronary Care;
- Nursery and Special Care Nursery;
- Emergency/Accident Services;
- Family Practice; and
- Dermatology.

Specialist Focus and Super-Specialties:

- Cardiology /Cardiothoracic Surgery. Services will include invasive catheterization, pacemaker implant; open heart surgery, coronary intensive care as well as non invasive functional diagnosis such as Echocardiography, Stress Test, Holter, Pacemaker follow-up, ECG. Cardiology Services also include cardiac rehabilitation.
- Neurology – Neurosurgery. This service will focus on one of the leading causes of morbidity and mortality. The Portmore Hospital and Medical Centre will become the market leader in neurology services providing full fledged diagnostic facilities such as EEG, EMG, evoked potential studies. Treatment will include the full range of physiotherapy and occupational therapy services.
- Gynecology — Fertilization. As the fertilization program becomes a known service, the hospital will provide IVF services.
- Urology/Nephrology. Urology/Nephrology services will include all major diagnostic services as well as Lithotripsy. The services will be complemented by a dialysis unit which will serve both inpatients and outpatients.
- Nuclear Medicine. To complement the cardiology and neurology focus, the hospital will also provide Nuclear Medicine Services with a Gamma Camera.
- Intensive Care Specialists. To clinically support the services within the ICU/CCU unit.
- Hematology/Oncology. Services will provide outpatient chemo-therapy focused cancer treatment.
- Gastroenterology. Will include all modalities of diagnostic and therapeutic evaluations and treatment. Fully equipped endoscopy lab.
- Pulmonology. To provide diagnostic and therapeutic care for the high incidence of respiratory ailments in Jamaica.
- Endocrinology. Supports all other specialties.

How big is the investment?

The hospital alone in phase one will be approximately USD forty million dollar investment excluding the lease of the medical and other equipment. If the equipment is purchased, the phase 1 project will be a USD sixty to eighty five million dollar investment.

When will the project start?

It is expected that the financing and design work will be completed by the end of 2011 and that the hospital will commence sometime in 2012. The hospital construction is expected to be about 18 months.

Who is going to operate the hospital?

Agreements have been signed with Cardiovascular Hospitals of America (CHA) as the potential operator of the hospital. CHA manages investor led hospitals in the USA and internationally. Its international project includes the investment and management of the St. Francis Hospital system in Hawaii and CHA is actively developing hospital projects in Philippines, India and Central Asia. It has several hospitals it owns and manages in the USA.

Is the Hospital going to be affordable?

The hospital will be providing the best quality of care in the country and as such, the pricing will need to reflect the standard and quality of care provided. The hospital will work with insurance companies to offer plans for the residents of the community so that the care can become affordable for the community.

What is the name of the hospital going to be?

The Sponsors are currently in discussions with the Municipality and internal shareholders to develop a name that reflects the association with Jamaica, the Caribbean region and the international standard of the hospital.

Who are the investors in the hospital and can the public invest?

The investors in the hospital will be private equity firms and physicians primarily in Jamaica. The business model of the hospital requires physicians to be provided equity as investors in the hospital. CHA has been in discussions with potential medical specialist investors in Jamaica who would practice in the hospital through admission privileges, and who may also be investors. Banks in the regions or international banks will provide the required debt financing. Currently, there is no plan to seek investors from the general public since it is important that the equity be provided by few key funds so the project can be financed properly and effectively.

What are the objectives of the Project?

The objectives of the Portmore Hospital and Medical Centre are:

- To be a financially viable business that is sustainable in the long term and which provides, in time, access to affordable and quality healthcare in a private facility;
- To provide quality medical services for the population;
- To establish a reputation as a Center of Excellence, and be a market leader in specialized medical services;

- To strengthen teaching opportunities through co-operation with the University of the West Indies Medical School, foreign universities and medical teaching institutions;
- To attract local specialists by offering them state-of-the-art facilities with highly qualified hospital staff and an efficient and effective management team; and
- To apply the latest standards in specialized diagnostic and therapeutic services supported by information technology and telemedicine.

What is the basic design of the hospital going to be?

The basic design of the hospital will be a single storey building that facilitates access and provides quality ambiance (see figure below). These designs have been successfully developed



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and implemented by the potential operator of the hospital, CHA.

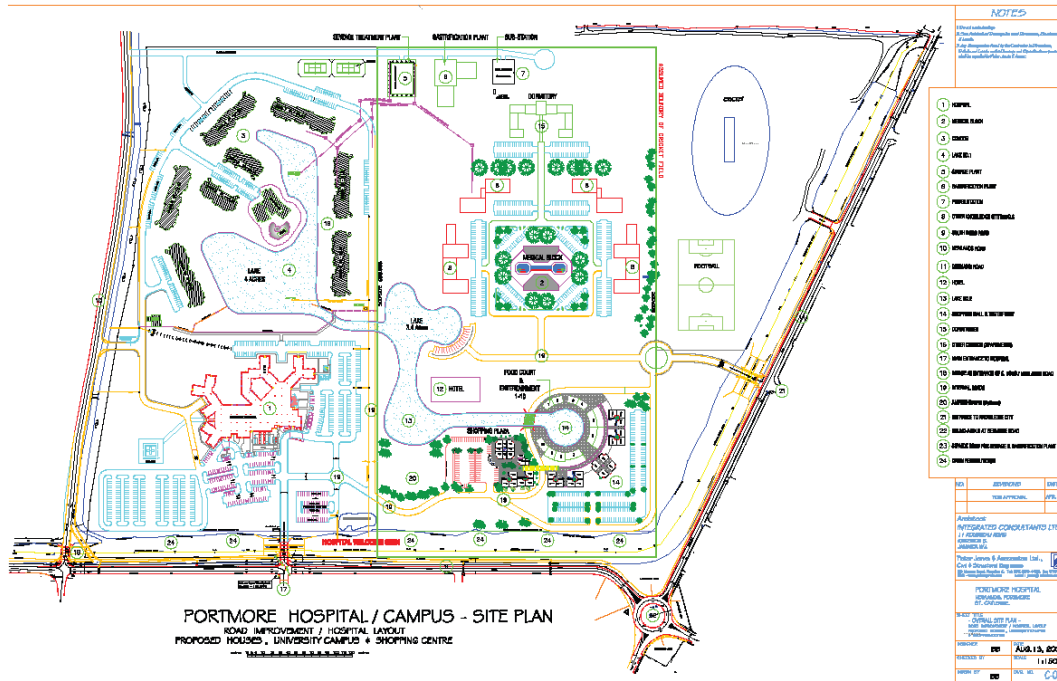
What is the Project Location?

The project is located in Portmore, a bedroom community next to Kingston, Jamaica.



The proposed site is currently under agreement with the government for purchase as a primary option such that a gated residential community with a lake and other success elements can be developed (figure below). The residences will be sold or rented to hospital staff or as accommodations for patients and or their visiting relatives.

In addition, an MOU has been signed with the University College of the Caribbean (UCC), where CayJam Development would construct a medical campus for which UCC would lease with an option to purchase. Construction drawings for both the campus and the residencies are complete and these will form part of the first phase of the hospital development.



What is the benefit to the community?

The PHMC offers access to an international standard hospital in the city of Portmore. It will attract a lot of investment and growth of jobs which will be technical, professional and managerial in nature.

The project has substantial social benefits and impacts and will be a major contributor to building capacity in the country. The involvement of key specialists in the project will be a significant contributor to ensuring the long term viability of the project.

The involvement of a North American operator with international experience will be a significant lever to attract clients to the hospital and to ensure development of joint programs with the universities in Jamaica.

The hospital, if developed with a long term view, has excellent potential to become a referral hospital for other islands in the Caribbean.