

Hospital Campus Development:

Current Deals, Trends and
Insights Learned Along the Way

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Trending Topics

Paging Dr. Strategy:
Your Real Estate is
Calling

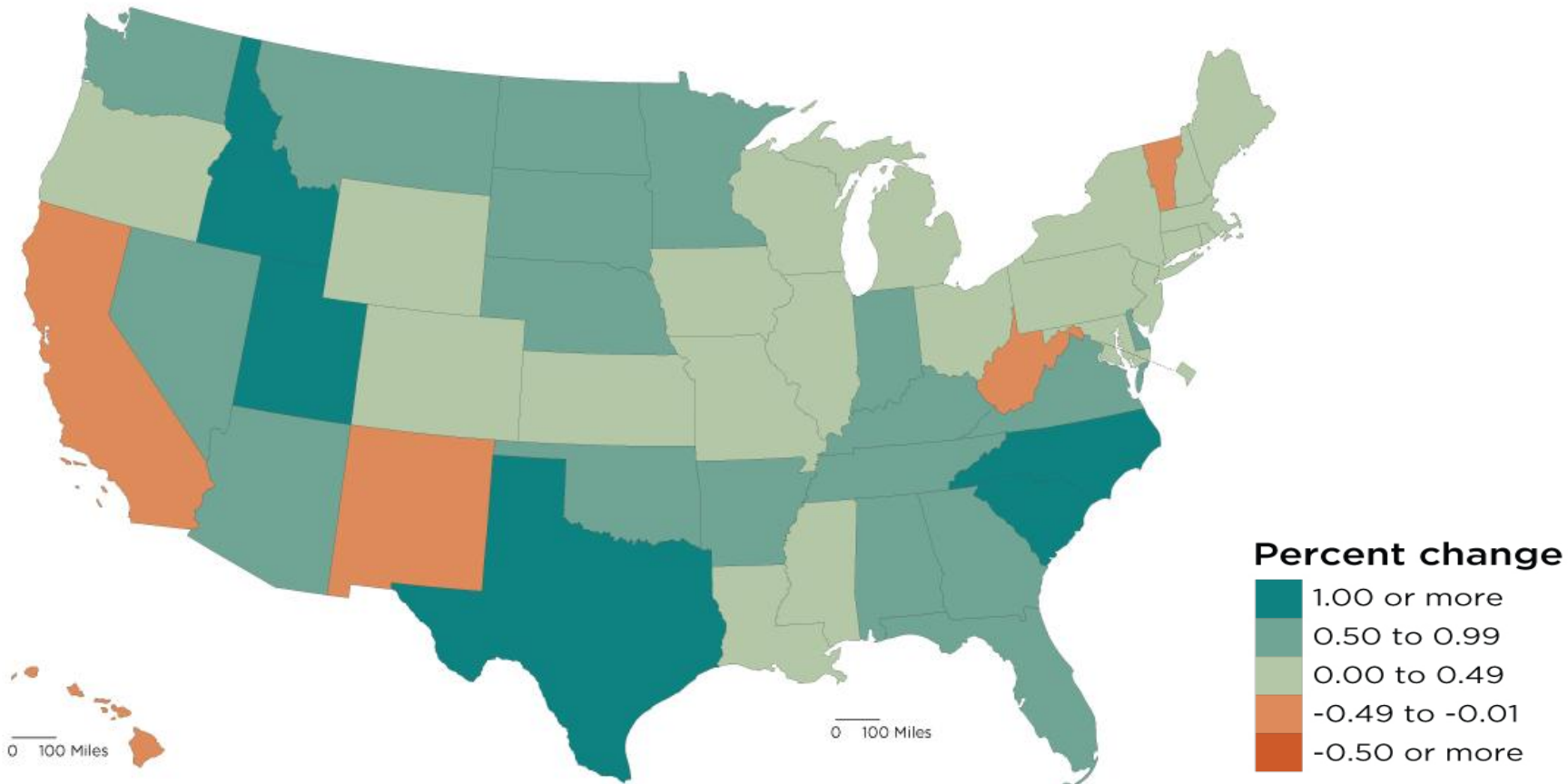
Show me the Money!

When to Swipe Right
on Joint Venture
Partners

Hospital Beds,
Happy Hour,
Housing, Hotels and
One Parking Garage

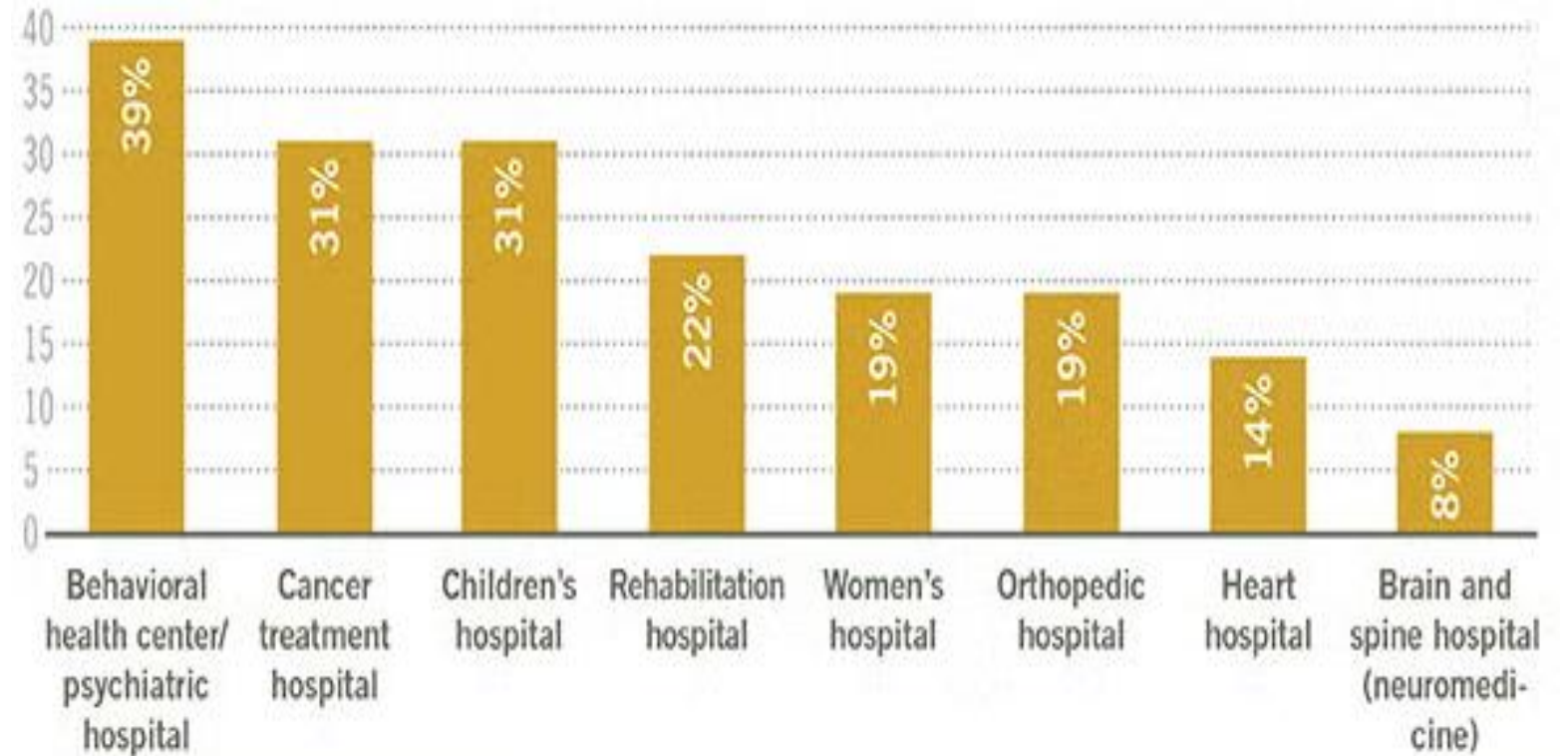
Taxes, TIFs and
Talking to City Hall

Demographic Drivers (Population Change between 2024 and 2025)



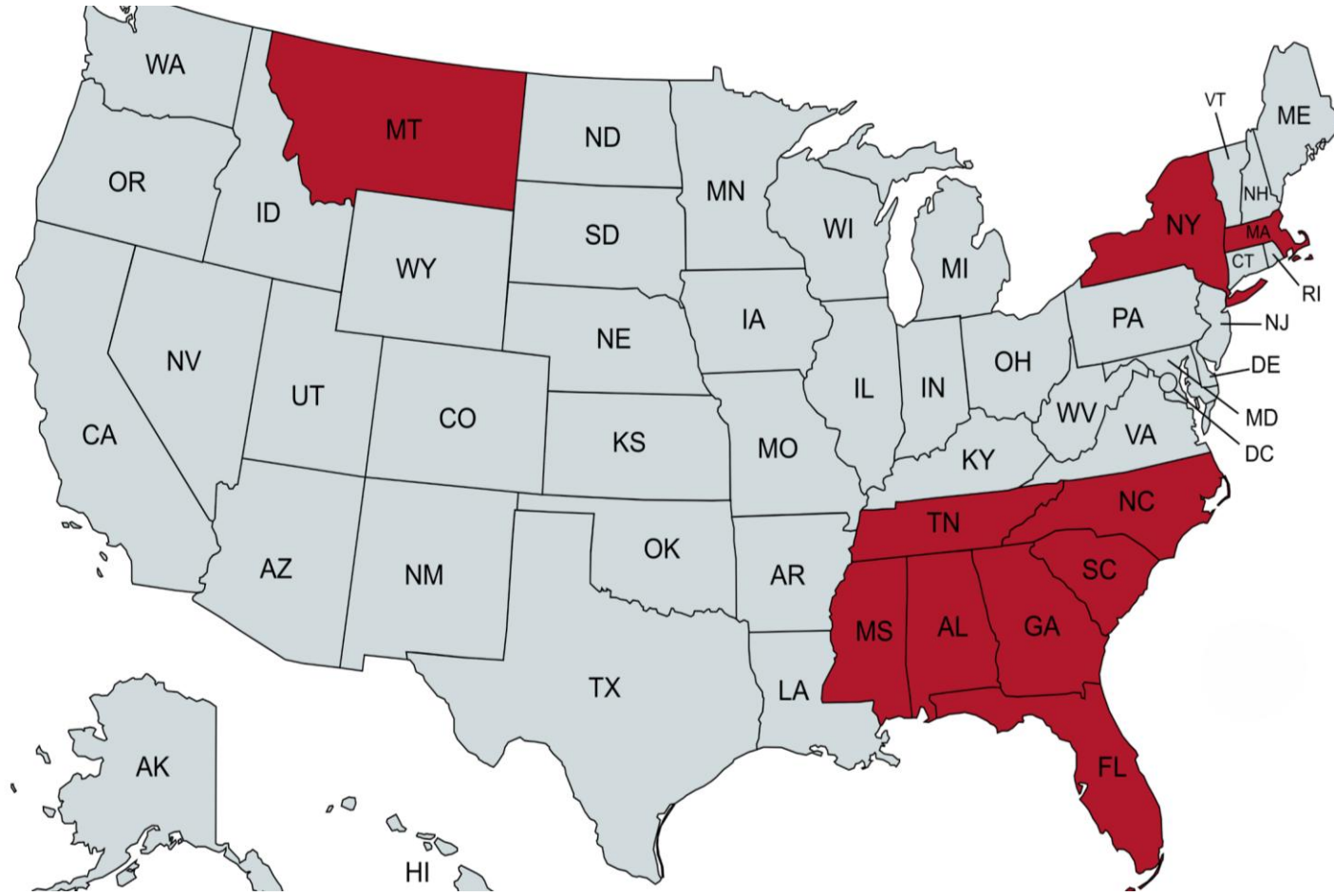
Source: U.S. Census Bureau

Specialty Hospitals Being Planned



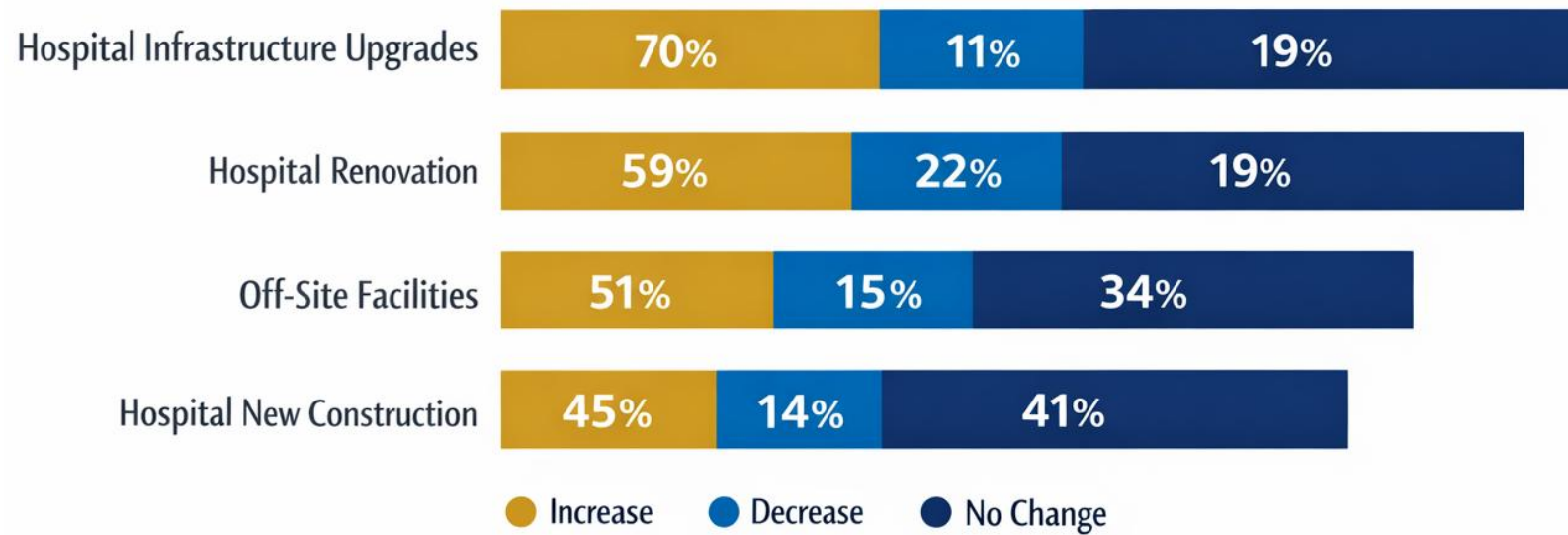
Source: Health Facilities Management

Regulatory Landscape (Certificate of Need Reform)



Capital Investment Priorities

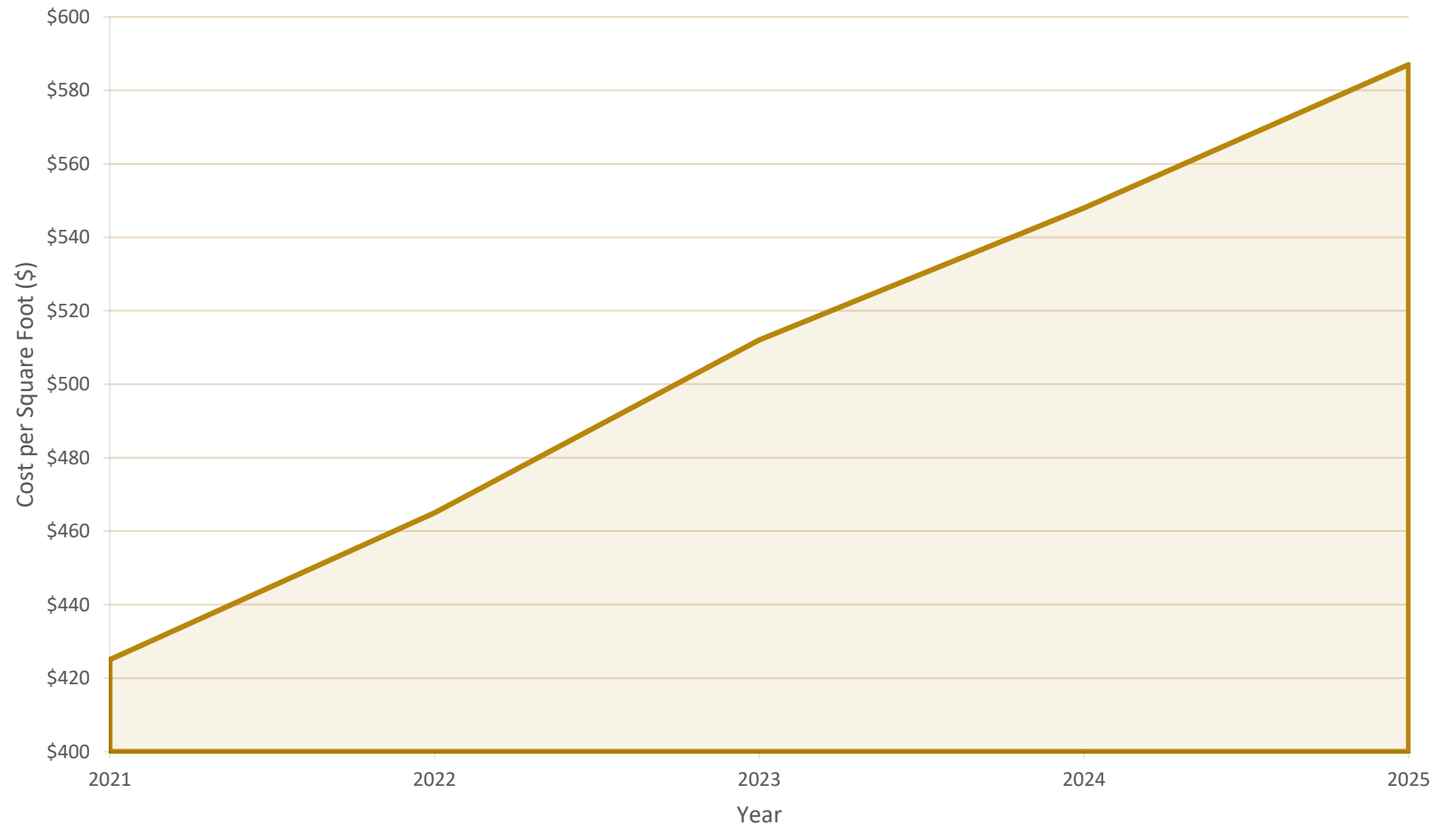
Share of Respondents Reporting Increase, Decrease, or No Change



Source: Health Facilities Management

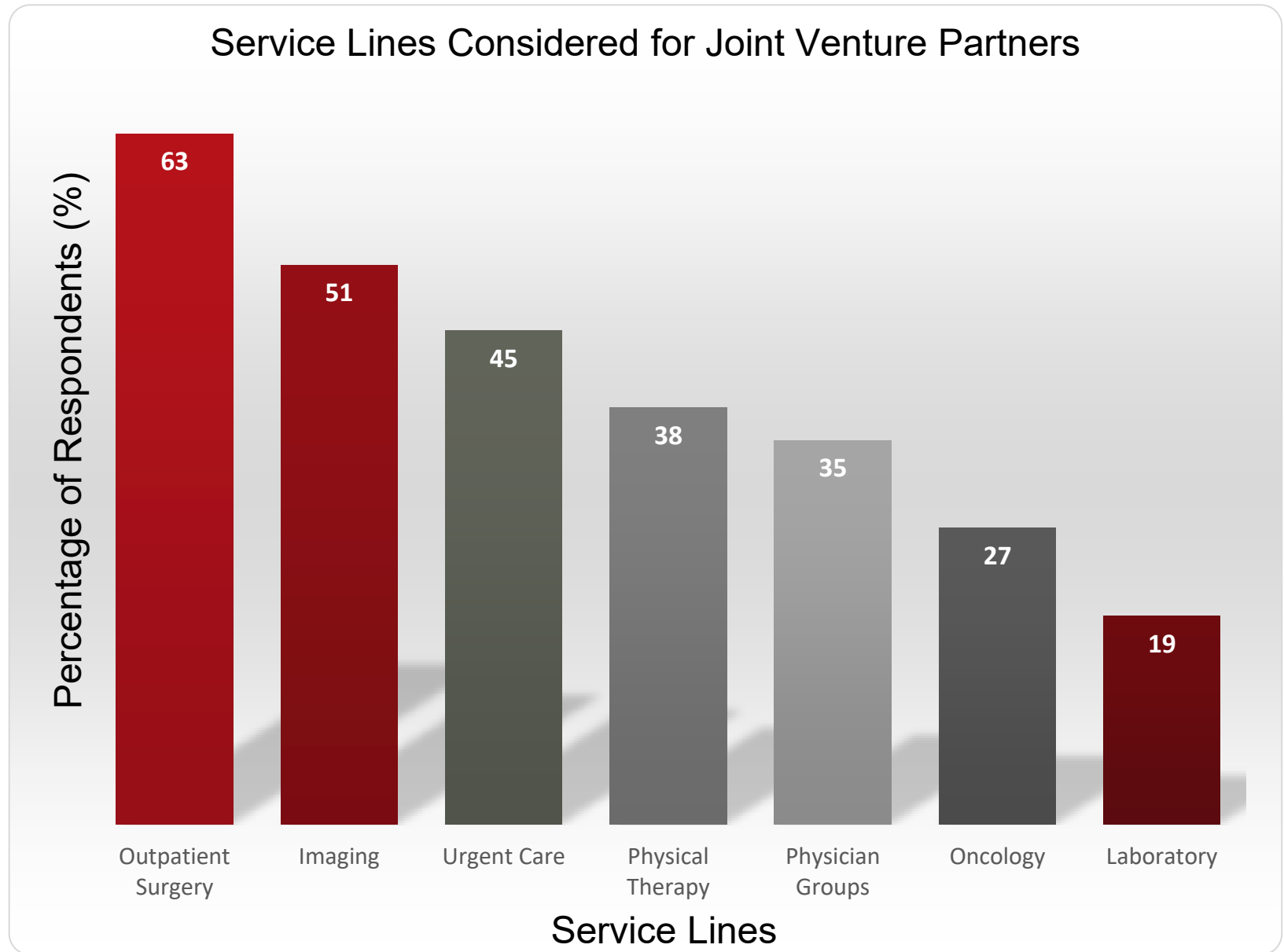
Construction Economics

Hospital Construction Cost Trends per Square Foot



Source: Building Design + Construction

Partnership Strategies



Source: VMG Health

Network Architecture

(Hub and Spoke Model)



Source: Hospitology; HCA Healthcare

Destination Development

- Integrated design attracts medical tourism, enhances physician recruitment and supports ancillary revenue streams that strengthen financial performance
- Community amenities position campuses as civic anchors driving economic development while building brand recognition and community goodwill
- Successful destination campuses require careful master planning balancing medical functionality with community integration and phased development strategies



Aerial looking west

© Skidmore, Owings & Merrill

Trending at a Snapshot

Market & Demographics

- Align facility investments with population growth and service demand
- Use analytics to target underserved, high-growth markets
- Design flexible facilities for long-term care evolution

Financial & Regulatory

- Optimize capital structure with innovative financing
- Use JVs to share risk and expertise
- Navigate CON requirements strategically
- Leverage tax incentives through proactive municipal engagement

Network & Experience

- Deploy hub-and-spoke networks to balance access and efficiency
- Use mixed-use development to enhance experience and add revenue
- Form strategic partnerships while preserving clinical control and quality

Continuing the Conversation

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