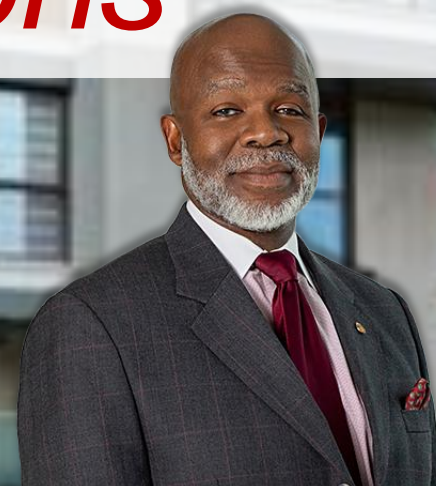


February 25, 2025

WEBINAR

# Health Care Workforce Housing: *Strategies and Solutions*



**Milton Pratt**

EVP Development - The  
Michaels Organization



**Danielle Bergner**

Attorney - Hall Render

# Program Overview

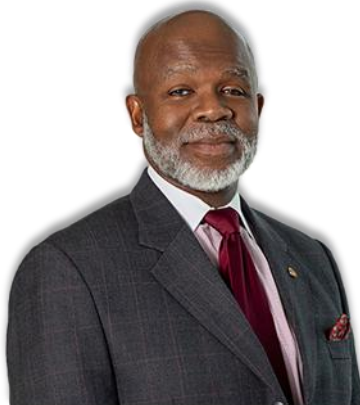
- **About the Presenters**
- **Workforce Housing: A National Emergency**
- **Solution-Based Housing Strategy**
- **Practical Advice for Selecting a Developer Partner**



# About the Presenters



Hall Render is among the country's largest single-specialty firms, offering comprehensive legal and advisory services to all facets of the health care industry. Danielle Bergner is a member of Hall Render's Health Care Real Estate Service Line. She works with hospitals and health systems nationally to develop hospital-centered housing strategies and action plans. She is a health care and housing industry expert with 20 years of experience in commercial real estate and development.



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The Michaels Organization is a national leader in the development of solution-based housing solutions. As Executive Vice President of Development, Milton Pratt co-leads Michaels Development—Affordable Living. He works closely with Michaels' clients, executive leadership, regional development teams, and local government to structure and deliver workforce housing development across the country.

# Healthcare Workforce Housing: “A National Emergency”

In a 2022 letter to Congress, the American Hospital Association warned that *workforce challenges facing hospitals are a national emergency that demand immediate attention from all levels of government and workable solutions.*

## AHA urges Congress to address health care workforce challenges

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In a letter (<https://www.aha.org/lettercomment/2022-03-01-aha-provides-information-congress-re-challenges-facing-americas-health>) submitted to the House Energy and Commerce Committee in advance of an Oversight and Investigations Subcommittee hearing (<https://energycommerce.house.gov/committee-activity/hearings/hearing-on-lessons-from-the-frontline-covid-19s-impact-on-american>) today on the pandemic's impact on the health care workforce, AHA called the challenges facing America's health care workforce as the country enters the third year of the COVID-19 pandemic a national emergency that demands immediate attention

## Housing is Now Headline News in Health Care

### Housing for hospital workers called 'crisis'

High housing costs preventing some workers from taking healthcare jobs

Florida hospitals say potential staffers can't find affordable housing

Nationwide Trends and Door County's Housing Shortage are Leading to Staffing Shortages at DCMC

Housing crunch means Montana hospitals can't find, keep workers

# Solution-Based Housing Strategy Identify Your Housing Champion

The first question every organization must ask:

**Who is our Housing Champion?**

**A successful workforce housing strategy needs a champion. This is often the CEO and/or CHRO.**

# Solution-Based Housing Strategy

## The Three Pillars

### 1.) Low-Cost Land

- Consider land donation or long-term ground lease

### 2.) Real Estate Tax Relief or Exemption (often driven by state law)

- Tax exemption or abatement, PILOT Agreements
- Consider partnership with non-profit intermediary if helpful to tax-exemption analysis

### 3.) Local Subsidy (flexible, local, often-overlooked)

- Fee waivers – impact fees, hook-up fees, permit fees, filing fees, application fees, etc. – these add up!
- Tax Incremental Financing



# Solution-Based Housing Strategy Structure Considerations

***“Every deal is a snowflake”***

- ❖ **Ground Lease**
- ❖ **Master Lease**
- ❖ **Joint Venture Ownership**
- ❖ **Non-Profit Ownership Intermediary**
- ❖ **Financing Guaranty**
- ❖ **At-Risk vs. Fee-For-Service Developer**
- ❖ **State and Local Law Considerations**

# Solution-Based Housing Strategy

## Selecting a Developer Partner

1. **Experience:** Look for experience in both market rate and affordable housing development.
2. **Track Record:** Examine the developer's track record with workforce housing projects.
3. **Mission Match:** Be comfortable with the people. This is a long-term investment with direct relationship implications for both the organization and its employees. Ask for referrals.
4. **Property Management:** Decide on a third-party provider before making a final decision.



# Practical Takeaways

- Identify your Champion
- Engage outside help as needed to assist with Developer selection and Project structuring – housing is very different than health care
- Select a qualified developer partner
- Select a third-party residential property management firm if not the developer itself

# Stay Connected With the Latest Health Care Real Estate Insights

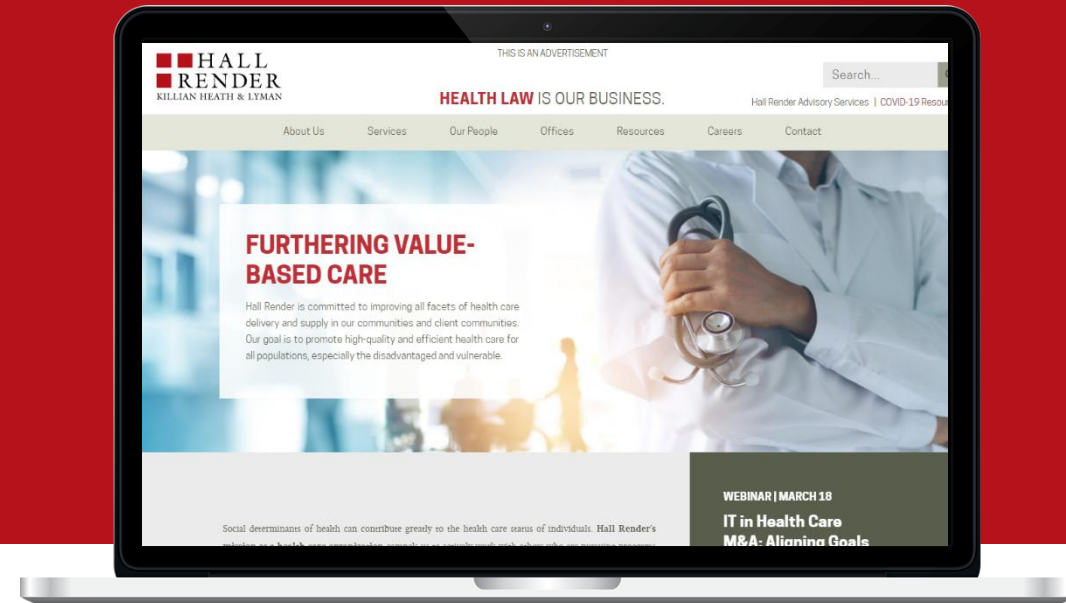
- Hall Render Real Estate Advisor Podcast:  
<https://podcast.hallrender.com/hcre/>
- Hall Render Weekly Health Care Real Estate Briefing:  
<https://www.hallrender.com/real-estate-briefing/>
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# Thank you!

For more information on these topics  
visit [hallrender.com](https://hallrender.com).



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