

GE
Healthcare Financial Services

At The Customer, For The Customer
Case Study

“GE helped us think about
what we do differently.”

Dennis Barnes
Senior Vice President and Chief Operating Officer
Cambridge Holdings, Inc.



GE helps Cambridge Holdings improve on-time occupancy and tenant improvement process

By working with GE Healthcare Financial Services, Cambridge Holdings, Inc. is sharpening its focus on identifying and tracking key business metrics. The developer, owner and manager of medical facilities is already seeing significant improvement in on-time occupancy and in the tenant-improvement process for its new medical buildings, leading to higher tenant and patient satisfaction and greater operating efficiencies.

“GE was particularly helpful in getting us to map the process and identify metrics to improve our efficiency.”

Cambridge Holdings turned to GE Healthcare Financial Services' At The Customer, For The Customer program to help it pinpoint the best metrics for driving its business. “We know the ins and outs of our business. GE changed the angle of the lens,” says Dennis Barnes, Senior Vice President and Chief Operating Officer of Cambridge Holdings, Inc. “They helped us think about what we do differently, and the light bulb went off.”

To begin formally building the metrics into its day-to-day business, the Cambridge team decided to first focus on patient experience, trust and reliability. It selected two processes that heavily influence those two metrics: on-time occupancy and the tenant improvement process, which involves working with the tenant to design how the office space will be built out. Unlike other developers, which rely on a handful of design options, Cambridge customizes the space to suit each tenant. And on-time occupancies depend heavily on an efficient tenant-improvement process.

To accelerate the tenant-improvement process without losing its high-touch approach, Barnes and a group of Cambridge professionals developed new tenant-improvement authorization documents, interim deadlines and goals. In piloting the new process at a medical office building it had just completed in Allen, Texas, they reduced design meetings from an average of seven to three. Moreover, 11 of the 12 tenants moved in on time, with the last one only a week delayed.

“Over the years, we had been operating very effectively, but not always as efficiently as we could have,” says Barnes. “GE was particularly helpful in getting us to map the process and identify metrics to improve our efficiency.”

For more information on how we can help you successfully meet your business objectives, contact us at 800 598 6201 or visit us at www.gehealthcarefinance.com.



Client profile

Cambridge Holdings, Inc.
Dallas, Texas

Cambridge Holdings specializes in the development, acquisition, ownership and management of medical facilities, including medical office buildings, specialty surgical hospitals, ambulatory surgery centers, and diagnostic and physician clinics. The company's executives have more than 100 years of real estate experience in 22 states.

Lender summary

GE Healthcare Financial Services provided:

- \$73.9 million first-mortgage loan commitment for six medical office properties in Texas
- Future tenant improvement and earnout fundings up to \$8.7 million



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