

General Surgery  
Internal Medicine  
Neurology  
Obstetrics/Gynecology  
Orthopedic Surgery  
Psychiatry  
Pulmonary Diseases  
Rehabilitation Medicine  
Rheumatology  
Sports Medicine/Orthopedic Trauma

Memberships are approximately \$900 annually, and generate 90 percent of revenues. The total area is 57,000 square feet, and construction cost \$5.5 million. The program is currently under expansion.

The fitness program at Sinai Wellbridge includes, on the first floor, aerobics, a basketball/volleyball luxury locker room featuring more than 225 lockers each for men and women, whirlpool, sauna, steam room, massage therapy, heated 25-yard swimming pool, water aerobics, swimming lessons, therapeutic rehabilitation pool, playroom, and child care services.

The second floor includes a one-tenth-mile, banked, three-lane track with windows that allow for views of the outdoors as well as of the exercise area and basketball courts below, an exercise machine area including pneumatic exercise equipment, a combined weight and free-weight machine area, a stretching area, and a cardio theater, which features modern entertainment technology that allows exercisers to listen to their choice of television stations and various CDs while exercising on treadmills, airdynes, stair climbers, rowing machines, recumbent bikes, and so forth.

### **The Entrepreneurial Model**

In this relatively new field, specialty developers abound. Several have in-depth experience and offer a full menu of services, which enables the healthcare system to benefit in a number of ways.

The Healthcare Equities Group, Inc. (HEG), of Grand Rapids, Michigan, has developed more than 20 wellness centers, including the Springfield Healthplex in conjunction with Crozer-Keystone Healthcare and Healthplex president Steve Robbins. The group has developed projects up to and including wellness centers in the 200,000-square-foot range.

Mark Nadel of HEG, Inc., has been instrumental in the creation of wellness center projects, offering a wealth of expertise as well as a staff of key people who specialize in this facility type. HEG developed the "Healthplex" concept, which has been described as an integration of ambulatory care, fitness, and health promotion. Organizations like HEG join hospitals to share risk as an equity partner.

As the business has evolved, however, Nadel's group has more often become the project developer, the major equity owner that develops the wellness center projects, which then acquire health-care systems as participants after the initial project deal is formed. Alliances are then formed with hospital systems in a variety of ways. This method of project formation allows a hospital to have even less risk associated with the venture. A hospital may take this alternative route in order to test the waters of a market it is unsure of. Using the expertise and capital of a group such as HEG, a hospital is assured that an expert is involved in a product line of which it, the hospital, may know little or nothing. This resource can be invaluable. As program elements of the wellness center evolve, only an expert can advise a healthcare partner on which fitness, spa, or complementary medicine program may be a valuable inclusion in the program mix. He or she will also be able to advise the hospital on the feasibility of the project, and the return on investment that the hospital may reasonably expect from its involvement in the wellness center.

Other benefits of working with a group like HEG is the ability to draw from a database of existing wellness center developments and to examine the elements of those particular investments. Groups such as this one can provide a knowledge base that is critical to the success of a project's development, including knowledge of the regulatory environment. Also important is the availability of equity capital and other financial resources.

### **Mercy Health System**

In Greater Cincinnati, Ohio, the Mercy Health System has developed the Mercy Health and Wellness Center at Fairfield. Clinical services available at Mercy are physical therapy, occupational therapy and audiology, cardiopulmonary rehabilitation, physicians' offices, and specialized pediatric services. Emerging complementary medicine services include Holistic Health Services, massage therapy, biofeedback, meditation, t'ai chi, and other experimental programs.

Fitness programs include cardiovascular and weight training, indoor track, swimming pool, tennis courts, racquetball,

kids' activity areas, and a gymnasium. Health education services include a health resources library, interactive health education classrooms, child care, and a 300-seat auditorium.

Thomas Urban, president of Mercy Hospital, Hamilton/Fairfield, describes the Mercy Center philosophy:

This center is a tangible expression of Mercy's commitment to the holistic mission and values of the Sisters of Mercy. Our philosophy states, in part, that we provide health services that recognize and address the needs of the whole person—body, mind, and spirit. These comprehensive and diverse services will enhance life and promote personal involvement in physical and spiritual well-being.

In Owensboro, Kentucky, the Healthpark, to be built by the Owensboro Mercy Health System (OMHS), will include a gymnasium, indoor swimming pool, laboratory, radiology/imaging, cardiac rehabilitation, oncology, geriatric intervention services, chapel, and offices for wellness-oriented programs. Greg Carlson of OMHS reported that the \$12 million Healthpark is part of the hospital's goal to improve the health of the community. For this project, the original 1948 Mercy Hospital building will be demolished, as a feasibility study showed that it was more cost-effective to remove it to make way for the Healthpark. OMHS will keep the four-story Medical Plaza I building that houses physicians' offices and a pharmacy, and Mercy Medical Plaza II, the former maternity unit.

The three-story wellness center will include the following services:

- Outpatient radiology and laboratory
- Convenient care center for minor emergencies and illnesses
- Outpatient Rehabilitation Center, including a warm-water therapy pool
- Community Health Resource Center
- Chapel
- Fitness Center
- Medical Office Space
- 25-yard swimming pool
- Outpatient physical therapy
- Speech therapy
- Sports medicine
- Rehabilitation

Carlson went on to say, "Owensboro Mercy Health System will continue to heal the sick, but we also want a new mission. The

opportunities to improve healthcare in our community are not in the traditional areas. What if the hospital of the future is a place you go to when you are healthy?"

### **Copley Memorial Hospital**

Copley Memorial Hospital was incorporated in 1886 in the state of Illinois, in downtown Aurora. In 1995 a new 142-bed Copley Memorial Hospital was built to serve the growing western suburbs. The Rush-Copley Medical Center, as it is called today, is home to Copley Memorial Hospital and its six key patient centers: Cancer Care, the Emergency Center, the Physical Rehabilitation Center, the Rush-Copley Heart Institute, the Surgery Center, and the Women's Center.

The hospital's mission is dedication to health education and wellness. A children's day-care facility, called the Children's World Learning Center; the Waubensee Center at Copley, a satellite facility of Waubensee Community College; and the Rush-Copley Healthplex are all within the medical center campus.

Copley, a member of Rush-Presbyterian-St. Luke's Medical Center in Chicago, affiliated in 1987 with the Rush System for Health. Rush-Copley is a community hospital with cutting-edge technology and resources.

The Rush-Copley Healthplex Fitness Center opened in 1997 in Chicago, Illinois. This center is a 160,000-square-foot facility that offers a variety of fitness activities as well as 35,000 square feet of medical office space which will house a number of hospital outpatient services and physicians' practices. Its focus is on helping members with exercise prescriptions, a health promotion and education commitment to children's fitness, integrated aquatherapy, and services for obese individuals.

The Healthplex features fitness assessment programs, cardiovascular exercise and weight training equipment, eight indoor tennis courts, a one-fifth-mile indoor track, aerobics classes, a climbing wall, a gymnasium, an aquatics area featuring a six-lane indoor pool and outdoor patio, a therapy pool, and a uniquely designed children's exercise area.

The Rush-Copley Healthplex provides a fitness plan for the member's review upon completion of a fitness assessment that includes a health history, measurement of body fat, measurement of cardiovascular fitness, and determination of muscular strength and flexibility. Recognizing that a commitment to fitness should be a lifelong process, beginning early, the Healthplex has an area for children to work out. Designed for children ages 3 to 12, a special Funfit membership is available. Kids Funfit members have access to their own fitness area,

which includes a gymnasium, exercise equipment sized for children's use, and a locker room. There are a variety of children's programs and activities available in a safe and secure environment.

An interesting idea that has evolved at the Rush-Copley Healthplex was to secure a private exercise area for people who are obese. The Healthplex includes an aerobics studio for special classes geared to individuals who are overweight.

Director Kirk Kruse commented, "After touring the Healthplex and finding out that we have included a special area to address their particular needs, many people have enrolled."

Although nearly all wellness center programs have some sort of educational program, usually focused on health education, the Rush-Copley Center was one of the first to have a community college satellite program within its medical campus.

### **Mississippi Baptist Medical Center**

Another new trend in the development of wellness centers was begun at Mississippi Baptist Medical Center and Mississippi College in Clinton, near Jackson, Mississippi. In November 1995 two of Mississippi's leading Baptist institutions, Mississippi Baptist Medical Center and Mississippi College, joined and announced plans to introduce a new concept in fitness, wellness, and community health improvement through the development of a Healthplex project on the Mississippi College Campus.

Today that project is built and is meeting with great success. Howell W. Todd, M.D., Mississippi College president, remarked,

This facility will not only provide recreational benefits, but it will strengthen and enhance our allied health education and nursing curriculum. The Healthplex is being built because we are no longer placing our sole athletic emphasis on competitive sports, but are seeking ways to encourage students to become involved in life sports that they will be able to engage in throughout their lives.

Such activities include aerobics running swimming cardiovascular exercise and low impact competitive sports. Mississippi College, with an enrollment of approximately 3,500 students, had identified a need for expansion of its on campus facilities. In particular, there was a need to expand student recreational facilities in order for us to attract prospective students.

M. Kent Strum, CEO of Mississippi Baptist Medical Center, said of the partnership,



Fitness area/basketball court,  
Springfield Healthplex, Springfield,  
Pennsylvania

Because of our common interest in fitness, wellness and community health improvement we have chosen a comprehensive approach to provide these and other healthcare and educational services in Clinton. This is truly a collaborative effort, bringing to the student community increased opportunities for recreation and fitness while at the same time allowing much needed growth to serve the healthcare needs of this growing area. Hospitals, which have traditionally focused on sickness, are now recognizing that we have the responsibility in preventing disease and promoting health. ... Because of these trends the College and Medical Center have this innovative concept, combining fitness, wellness and ambulatory care services with major emphasis on disease prevention, health promotion and community health improvement.

President Todd concurs, "Similar linkage between the colleges and the medical centers have worked well in other locations." The Medical Center's patients, as well as Mississippi College's faculty, staff, and students will be able to use the Healthplex as part of their treatment for physical medicine and rehabilitation, occupational therapy, cardiopulmonary therapy, and other prescribed healthcare services. "We believe the mix among the College, Medical staff, patients and the community represents an ideal union that will serve to promote prevention and good health for the entire community."

The Healthplex project involved a 21,000-square-foot renovation of Alumni Hall, the creation of a 64,577-square-foot fitness center, and a 20,000-square-foot medical office space. Services available include ambulatory/outpatient services, physical therapy and rehabilitation therapy, physical education, occupational medicine, athletic training, coach training, sports

management, and the fitness facility itself. Various hospital programs cross utilize the fitness center equipment and space. The Healthplex is managed by Mississippi College, Mississippi Baptist Medical Center, and Healthcare Equities Group, Inc.

### **Memorial Leighton Healthplex**

Memorial Leighton Healthplex in South Bend, Indiana, is a proposed wellness complex developed by HEG and sponsored by Memorial Hospital. This center will offer the community a full range of fitness services: four-lane lap pool, two aerobics studios, a cardio exercise area, a strength and conditioning area with circuit training and free-weight areas, a child care area, basketball/volleyball, and a virtual driving range.

The clinical support area will include pulmonary/cardiac rehabilitation, the Independent Living Center, the Outpatient Traumatic Brain Injury program, Ergonomic Consultation Services, and orthopedic sports therapy.

### **Akron General Medical Center**

Akron General Medical Center in Akron, Ohio, is a teaching hospital that serves a catchment area including 1.2 million people. The hospital was founded as Peoples Hospital in 1914 by a group of physicians and citizens who recognized a need for a second hospital in the community. The original hospital, which had 125 beds, has since grown to include 511 beds. Akron General is a tertiary care center staffed with 740 physicians, more than 3,000 health professionals and support staff, and 550 volunteers.

Akron General Medical Center has more than 70 departments and specialties, including Emergency and Critical Care Medicine, Hemodialysis and a Hyperbaric Oxygen Chamber Unit, a Sleep Disorders Center, a Women's Center, a Wound Center, and a research laboratory.

Akron Medical Center developed the Akron Health and Fitness Center with the assistance of Jeff Bensky, president of the Benfield Group of St. Louis, Missouri. The Health and Wellness Center a 190,000-square-foot facility, is considered one of the best in the nation and noted for its comprehensive programs.

The senior management team at Akron General perceived a need to "reinvent the way we deliver healthcare to the community." The Benfield Group saw its mission as being "to help a regional hospital develop a component of a first-of-its-kind outpatient facility, where a fitness and wellness center integrates with a complete range of rehabilitation services."

Together the team created a facility that provides outpatient services ranging from diagnostic testing, same-day surgery, physical therapy, and rehabilitation, to health and fitness conditioning. The economics here, as in many other wellness center projects, make sense; all of these services can be provided at a competitive cost because the wellness center does not have the high overhead cost found in acute care facilities.

The Benfield Group, as the hospital's consultant, helped the hospital discover how to integrate the health and fitness business product line with its outpatient rehabilitation business. The group studied the market feasibility and demand for the hospital system's catchment area, which serves Summit, Medina, Portage, Stark, and Wayne counties in northeast Ohio. The hospital also benefited from this partnership by learning how to position, operate, and strategically plan this product line for long-term financial success.

The program elements were then defined, operating assumptions considered, a financial feasibility study performed, and a business plan created, which Akron General used to develop the facility. The consultant then worked with the architect to make sure that the program and operational plan were fully communicated from the user's perspective.

This \$32 million project was financed through the hospital's revenues. The facility was built off the main hospital campus, west of Akron in the Montrose area of Bath Township, Akron's fastest growing suburb. The clinical zone in this facility consists of sports medicine, physical therapy, aquatic rehabilitation, diagnostic services (including ultrasound, imaging, and MRI), a breast health center, a surgery center, four outpatient surgery suites, a recovery area, two endoscopy suites, a lab, exam rooms, presurgical testing, and cardiac and pulmonary testing.

The Cardiopulmonary Phase III is an extension of the Phase I and II programs offered at the medical center. This health maintenance program is designed to improve and maintain cardiopulmonary conditioning, endurance, flexibility, and overall strength through monitored exercise.

Northeast Ohio Sports Medicine and Physical Therapy at the Healthplex offers aquatic exercise and physical therapy in a three-lane therapy pool, orthotics, sports physicals and rehabilitation, and functional capacity evaluation. The fitness zone includes a pool, whirlpool, indoor track, aerobics studio, gymnasium, "Kidstyles" kid fitness, and more than 200 exercise machines. "Lifestyles," a medically supervised membership and exercise program, is led by exercise physiologists. Fitness programs are designed to improve members' overall health as well as to support patient recovery.



Other amenities include physicians' offices, child care, a library, a cafe, and conference rooms that are available for rental. Administrator Sonda Burns says, "The Healthplex is flourishing and we are looking forward to expanding."

The Benfield Group summarized its involvement in the Akron General Medical Center Healthplex as follows:

*Consultant Involvement:*

1. Facilitate decision making relating to entry into the health and fitness business.
2. Establish a unified vision relative to the business strategy and model.
3. Develop a comprehensive business plan.
4. Study market demand and determine financial feasibility.
5. Integrate fitness, wellness, and clinical components.
6. Collaborate with project architect to ensure programming and operational needs are merged with design elements to properly meet end use expectations.

*Key Outcomes of the Process*

1. Developed a comprehensive vision to support strategy.
2. Determined consumer preferences, needs, motivations for services.
3. Defined programming and operational needs and motivations for architectural design (with architect's complete involvement).
4. Integrated fitness, wellness, and clinical components into a seamless facility design for a 190,000-square-foot facility.

## **The Life Center**

In Greenville, South Carolina, the Greenville Hospital System was interested in developing a cardiac rehabilitation center on its main hospital campus. As the idea grew, the program did too. It began to include additional clinical programs and a commercial health and fitness club, which would be integrated into one facility.

The Benfield Group was instrumental in bringing health and fitness club expertise into the picture, integrating this knowledge with knowledge of clinical programs. Working as a development partner to "define a working model of people, programs and place" was the group's mission. The consultant translated market research into data that became the basis for the hospital's marketing and operational plan. Marketing campaigns promoted the facility's ability to offer medically supervised programs, personal attention, qualified staff, and a

nonintimidating environment. The target audience for the marketing campaign included medical staff, corporations, former hospital patients, and other potential user groups.

Today the Greenville Hospital Life Center is one of the most financially successful wellness centers in the country. The population of Greenville, South Carolina, is 60,000 in the city and 400,000 in Greenville County, which encompasses 798 square miles. The total population for Greenville-Spartanburg is 850,000. With an unemployment rate of less than 5 percent (in 1997), Greenville is a fast growing area with a number of universities and colleges.

Greenville Hospital, established in 1912, became the nation's first hospital system in 1954. At that time, Greenville Hospital System (GHS) began building a network of hospitals. Today that network includes Allen Bennet Hospital and Roger Huntington Nursing Center in Greer, Hillcrest Hospital in Simpsonville, North Greenville Hospital in Travelers Rest, Greenville Memorial Medical Center, Roger C. Peace Rehabilitation Hospital, the Children's Hospital, and the Marshal I. Pickens Psychiatric Hospital.

Greenville is nationally recognized for its visionary programs. A nonprofit community hospital system, GHS is run by a volunteer board. Its mission to improve quality, access, and cost is being maintained by its growth into a fully integrated healthcare system.

Community wellness is defined at GHS as "going beyond traditional medical care and reaching out to the community to keep people healthy." GHS has programs that include a full range of health and behavioral health services, as well as prevention and wellness services, health education and training, and a primary care physician network.

The development of the Life Center seemed a logical step in continuing the process of providing the community with a complete continuum of care. The Life Center wellness center is a 55,000-square-foot facility. Clinical programs include Cardiac Rehabilitation, Sports Medicine, Oncology Rehabilitation, and Pulmonary Rehabilitation. The fitness program includes aerobics, weights, volleyball, outdoor track, sauna, 25-meter swimming pool, indoor walk/run track, circuit weight training equipment, and computerized exercise logging program equipment.

Educational programs include "healthy heart" cooking classes and supermarket tours that guide people in the selection of good nutritional choices, nutrition consultation for adolescents, and programs for weight management and smoking cessation. Amenities include a cafe, serving low-fat nutritious meals, and child care.

## The Marsh

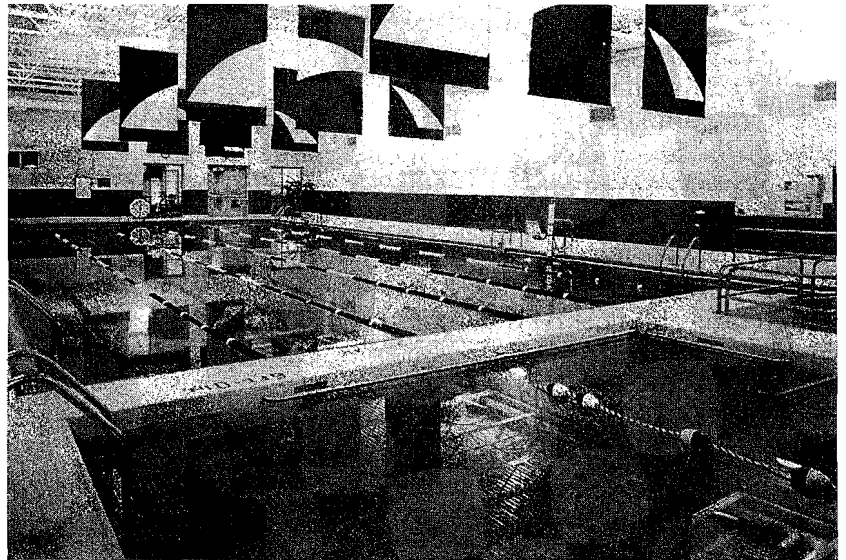
The Marsh, a Center for Balance and Fitness, in Minnetonka, Minnesota, has a clear mission. In a recent magazine article published by International Health and Racquet Sports Association (IHRSA) Ruth Stricker, owner and director, said, "When we opened our doors twelve years ago, people wondered what we were trying to do. ... The Marsh exists to help people balance their lives. We believe that fitness and wellness involve much more than a physical workout. If your body is fit and your mind isn't, you can't be balanced."

The Marsh has eight core departments: fitness center, spa, physical therapy department, kids' center, full-service restaurant, conference center, sports shop, and guestrooms.

"The physical therapy department is staffed by outside professionals who lease space and operate the clinic as a freestanding business," says Mary Crawford, M.S., exercise physiologist at the center. "Their services are integrated, in a nearly seamless way, into what I do here; it's pretty unique, I think. Similarly, the psychologist, who works with us on a contractual basis seems very much like a member of our own staff. He does clinics and workshops, and sees people one on one, billing their insurance plans."

The center has a sleep disorders clinic and a nutritionist on staff who teaches cooking classes and gives lectures on topics such as food fads and the need for antioxidants in the diet. There is also a special reconditioning program that provides a transition to wellness for patients who have been working with

Pool at Sinai Wellbridge, Pikesville, Maryland.



a cardiologist, orthopedist, or physical therapist. New members are evaluated by an exercise physiologist. Members who are at risk for cardiac problems take an EKG stress test on a treadmill under the supervision of cardiologists who work with the center on a contractual basis.

For about half the patients, insurance reimbursement is utilized. An advantage that Ruth Stricker had in creating this wonderful, vital business was that it was self-financed. This meant that she had and has control of the program mix, which in the case of The Marsh is unique.

Had Stricker's center been partnered with a hospital, it might have gained credibility earlier in its presentation to the market because of the formal healthcare affiliation, but it would not have allowed her to maintain her intended mission as purely as she has.

The Core Method, an offshoot of the Pilates strength training method (developed by Joseph Pilates for professional dancers) is the basis of the exercise program at The Marsh. The Core Method's philosophy is that all physical conditioning begins at the core of the body, the trunk and abdomen, and that every area of the body should be worked as an extension of the core. Stricker is faithful to this philosophy, as it is reflected in every facet of every exercise program at the center.

Unique to this wellness center is the inclusion in the program of six overnight guest rooms. Added in an expansion program five years ago, the guest rooms were designed as a profit center to offset areas of the club that were not showing a profit.

As described in the IHRSA article, the attentive, thoughtful, responsive, and rewarding atmosphere makes The Marsh more than just a place to exercise. Mary Crawford characterized this further:

Many of our members treat the center as a second home. They come here to socialize or to just while away a few hours of their day. We've tried to create a comfort level that reflects respect and tolerance. ... We support and encourage. With our new members, our focus is on posture and core strength. We help them design a manageable program viable both physically and in terms of their time. Our goal is to assist and guide them so they can achieve balance in their lives.

Obviously our members come here for different reasons than the ones attracted to commercial gyms. Our members tend to be a bit older, although now we are getting people in their 20s and 30s. And they are looking for a moderate, health oriented, centering place. They want something more than fitness. They are seeking answers to the questions in their lives.

Ruth explains:

People exercise as a way of dealing with existence pain, which is what I call living. At the other end of the spectrum is joy. But if one's mind-set, the psychological and emotional setting, is as important as the physical aspects of exercise, why do people work out in dirty, noisy, smelly, cramped places? Here, we don't have posters all over the walls; we have plants and windows. The Marsh is a place where people come to connect rather than disconnect. We don't want them to do things that isolate them, cut them off from everyone else. Today, people feel a constant need to set priorities, achieve agendas, but why should everyone be in such a hurry? At The Marsh we give them permission to relax and look around.

The Marsh has programs in basic fitness, wellness, spa services, and sports-specific alternative medicine. Membership is in the 2,400 range. Annual revenues, as reported in the IHRSA article, are \$4.5 million.

## Conclusions

There are many considerations that influence the selection of programs for inclusion in a wellness center program, all with great impact on the economic feasibility of building the initial project and, after it is built, watching it flourish.

Steve Robbins of the Crozer System suggests that off-balance-sheet financing, the financing method that has supported about half of the wellness centers around the country, still ends up with recourse to the hospital. He advises hospitals that if they are master-leasing a facility, they might as well buy it. This view varies within the financial community.

The most important issue at stake in developing a wellness center, according to Robbins, is control. If a hospital does not have financial control of a facility, the hospital will not be able to control the programs that will be located within the facility.

Owners or investors who have a non-health-care perspective, that is, a retail perspective, are looking for very different things when they consider the programming and design of a wellness center. A retail-oriented investor may endeavor to control programming so that there are no programs that include patient populations they may not consider "fitting," such as those for developmentally disabled children. They may pressure the building committee and architect to create separate entrances for "sick" and "well" populations, which defeats the purpose of the entire concept of integrated wellness services.

The retail-oriented investor may elect to put rehabilitation programs such as cardiopulmonary rehabilitation in areas secluded from the main fitness areas, encouraging an "us" and

"them" atmosphere, rather than capitalizing on the synergies of wellness center program integration.

For the architect, understanding that this hybrid facility is at once a dynamic opportunity to project a new healthcare model for the future, and a challenge in the sorting out of agendas and politics of two very different businesses, healthcare and retail, is of the utmost importance. The architect must educate the healthcare executive to the nuances of retail design and the advantages of various design approaches that will benefit the healthcare component, and at the same time, instruct the retail (club) executive on how vital the healthcare component is to the facility's success and the special needs of such programs. The following table summarizes the programming issues of the typical wellness center.

#### Wellness Center Programming Issues

<i>Issue</i>	<i>Question</i>	<i>Facility Implications</i>
MANAGEMENT STRUCTURE	What will the ownership of the wellness center be?	Owners control program mix.
	How will ownership affect management and operations?	Managers may have objectives that are different from those of owners.
	What future programs are planned?	Identify future programs to ensure flexibility of space.
CLINICAL PROGRAM	Which programs will move from the hospital to the wellness center (e.g., cardio-pulmonary, physical therapy)?	Identify specialized requirements associated with each clinical program.
	Which physicians are likely to relocate to the wellness center or to share space there?	Are dedicated physician offices required?
FITNESS PROGRAM	What are the goals of the program?	Will phasing for future development be included?
	What age groups will be served?	Adult/senior/children fitness facility balance. Day care, children's lockers, fitness areas.
	Will the age demographics change over time?	Will more adult or senior-oriented programs be required in the future than there are now?
	How will clinical rehabilitation and fitness exercise machinery be selected?	Are separate areas required for rehab and fitness equipment?
	Will rehab patients be separated from fitness clients?	
EDUCATIONAL PROGRAM	Will there be a separate area for obese patients?	May be combined with others.
	Will classes be mostly small or large?	Space accommodations range from 5 to 7 persons through auditorium size.
	Will there be cooking classes?	Fume hoods, additional mechanical requirements.
SPA PROGRAM	What level of spa services will be included?	Sauna, steam, whirlpool, therapeutic massage, Vichy showers, and salon services.
COMMON AREA PROGRAM	Will a retail program be included?	Pro shop, salon, library or bookstore, nutritional supplement sales.
	What type of food service is desired?	Juice bar, snack bar, cafe, cafeteria, full-service restaurant.

