

CURRICULUM VITAE



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Jessica Bailey-Wheaton, Esq., is the Senior Vice President & General Counsel of **HEALTH CAPITAL CONSULTANTS (HCC)**. Her work focuses on the areas of Certificate of Need (CON) preparation and consulting, as well as project management and consulting services related to the impact of both federal and state regulations on healthcare transactions. In that role, Ms. Bailey-Wheaton provides research services necessary to support certified opinions of value related to the Fair Market Value and Commercial Reasonableness of transactions related to healthcare enterprises, assets, and services.

Additionally, Ms. Bailey-Wheaton heads HCC's CON and regulatory consulting service line. In this role, she prepares CON applications, including providing services such as: health planning; researching, developing, documenting, and reporting the market utilization demand and "need" for the proposed services in the subject market service area(s); researching and assisting legal counsel in meeting regulatory requirements relating to licensing and CON application development; and, providing any requested support services required in litigation challenging rules or decisions promulgated by a state agency. Ms. Bailey-Wheaton has also been engaged by both state government agencies and CON applicants to conduct an independent review of one or more CON applications and provide opinions on a variety of areas related to healthcare planning. She has been certified as an expert in healthcare planning in the State of Alabama.

Ms. Bailey-Wheaton is the co-author of numerous peer-reviewed and industry articles in publications such as: The Health Lawyer (American Bar Association); Physician Leadership Journal (American Association for Physician Leadership); The Journal of Vascular Surgery; St. Louis Metropolitan Medicine; Chicago Medicine; The Value Examiner (NACVA); and QuickRead (NACVA). She has previously presented before the American Bar Association (ABA), the American Health Law Association (AHLA), the National Association of Certified Valuators & Analysts (NACVA), the National Society of Certified Healthcare Business Consultants (NSCHBC), and the American College of Surgeons (ACS).

She serves on the editorial board of NACVA's QuickRead and as Co-Chair of the ABA Health Law Section (HLS) Membership Committee; ABA Young Lawyers Division (YLD) Liaison to the ABA HLS Governing Council; and Young Lawyer Liaison to the ABA HLS Litigation & Risk Management Interest Group. She was awarded the 2023-2024 Volunteer of the Year by ABA Health Law Section.

Ms. Bailey-Wheaton is a member of the Missouri and Illinois Bars and holds a Juris Doctorate, with a concentration in Health Law, from Saint Louis University School of Law, where she served as Fall Managing Editor for the Journal of Health Law & Policy. She received her Bachelor of Arts degrees in Political Science and Foreign Languages from West Virginia University. She currently serves as Adjunct Faculty in the Master's in Health Administration Program, Walker College of Health Professions, at Maryville University, where she teaches a course on Healthcare Law, Ethics and Risk Management.

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CHAPTERS IN LEGAL TREATISES & ANTHOLOGIES

- “*Joint Ventures in Office-Based Endovascular Centers*,” a chapter in *Office-Based Endovascular Centers*, co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, Bhagwan Satiani, MD, MBA, DFSVS, FACHE, FACS, and Nicolas Mouawad, MD, MPH, MBA, FSVS, FRCS, FACS, Elsevier, Inc., 2020.

PUBLISHED ARTICLES

- “*Hospital Finances Held Steady*” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, ABV, NACVA QuickRead, April 9, 2025.
- “*Role of Private Equity in Vascular Care*” Co-authored by Bhagwan Satiani MD, MBA, DFSVS, FACHE, FACS, and Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, ABV, *Journal of Vascular Surgery - Vascular Insights*, April 5, 2025.
- “*Fast and Furious: Healthcare Policy Edition*” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, ABV, NACVA QuickRead, March 27, 2025.
- “*Recent Court Actions Provide Insight into Future of Healthcare Fraud and Abuse Laws*” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, ABV, *The Value Examiner*, January/February 2025.
- “*Highlights of the 2025 Medicare Physician Fee Schedule*” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, ABV, NACVA QuickRead, February 5, 2025.
- “*Medicare Advantage Plans Face Headwinds*” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, ABV, *St. Louis Metropolitan Medicine*, Fourth Quarter 2024.
- “*Valuation Standards in Healthcare*” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, ABV, *The Value Examiner*, September/October 2024.
- “*Multispecialty Surveys for Physician Compensation Released*” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, ABV, NACVA QuickRead, October 9, 2024.
- “*Federal Judge Strikes Down Ban on Noncompete Agreements*” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, ABV, NACVA QuickRead, September 24, 2024.
- “*2025 Proposed Physician Payment Rule*” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, ABV, NACVA QuickRead, August 7, 2024.
- “*Corporate Entrants Find Challenges in Health Care*” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, ABV, *St. Louis Metropolitan Medicine*, Third Quarter 2024.
- “*SCOTUS Rejects Chevron Deference*” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, ABV, NACVA QuickRead, July 31, 2024.
- “*Federal Regulators Launch Inquiry into PE-Backed Healthcare Deals*” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, ABV, *Chicago Medicine*, May 2024.
- “*DOJ Announces Record-Breaking Fraud and Abuse Settlement*” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, ABV, NACVA QuickRead, May 29, 2024.
- “*Congress Increases 2024 Medicare Physician Pay*” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, ABV, NACVA QuickRead, May 22, 2024.

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- “2024 Healthcare Industry Outlook” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, ABV, The Value Examiner, March/April 2024.
- “OPPS Final Rule Issued by CMS” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, ABV, NACVA QuickRead, March 13, 2024.
- “MPFS Final Rule Cuts Physician Payments” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, ABV, NACVA QuickRead, February 14, 2024.
- “2024 Healthcare Industry Outlook” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, ABV, NSCHBC News, February 13, 2024.
- “CMS Proposes Updates to 2024 Physician Fee Schedule” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, ABV, NACVA QuickRead, December 20, 2023.
- “CMS Proposes Updates to 2024 Medicare Outpatient Prospective Payment System” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, NACVA QuickRead, December 13, 2023.
- “Generative AI in Healthcare - Valuation Considerations” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, ABV, The Value Examiner, November/December 2023.
- “Valuing Healthcare Data” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, ABV, The Value Examiner, July/August 2023.
- “MedPAC Recommends Increasing Hospital and Physician Payments for 2024” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, ABV, NACVA QuickRead, July 19, 2023.
- “The COVID-19 Public Health Emergency Officially Ends” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, ABV, NACVA QuickRead, July 12, 2023.
- “Corporate Moved in Healthcare” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, ABV, Chicago Medicine, June 2023.
- “Physician Acquisitions Accelerate” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, ABV, Chicago Medicine, June 2023.
- “2022 M&A in Review” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, ABV, NACVA QuickRead, April 19, 2023.
- “Public Health Emergency Will End in May 2023” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, ABV, NACVA QuickRead, April 19, 2023.
- “Valuation of Healthcare Start-Ups” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, ABV, The Value Examiner, March/April 2023.
- “CMS Proposes Modernizing Prior Authorizations” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, ABV, Chicago Medicine, March 2023.
- “FTC Proposes Banning Non-Compete Clauses” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, ABV, Chicago Medicine, March 2023.
- “FTC Proposes Banning Non-Compete Clauses” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, ABV, St. Louis Metropolitan Medicine, First Quarter 2023.
- “Valuation of Remote Patient and Therapeutic Monitoring” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, ABV, The Value Examiner, November/December 2022.
- “Law Introduced to Stop Medicare Sequestration” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, ABV, NACVA QuickRead, November 16, 2022.

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- *“What Healthcare Provisions are Included in the Inflation Reduction Act?”* Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, NACVA QuickRead, October 19, 2022.
- *“Physician Compensation Surveys: Is the “New Normal” Here?”* Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, The Value Examiner, July/August 2022.
- *“Update on 2023 Proposed Healthcare Payment Rules”* Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, NACVA QuickRead, August 3, 2022.
- *“Declining Popularity and Uncertain Outlook for SPACs”* Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, NACVA QuickRead, July 6, 2022.
- *“Vertical Integration and Physician Income”* Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, Chicago Medicine, June 2022.
- *“Study: Vertical Integration Not Financially Beneficial for Physicians”* Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, St. Louis Metropolitan Medicine, April/May 2022.
- *“2021 Healthcare M&A in Review”* Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, NACVA QuickRead, April 6, 2022.
- *“Most Physician Compensation Plans Still Productivity-Based”* Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, Chicago Medicine, April 2022.
- *“Valuation of Telemedicine: Technology”* Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, The Value Examiner, March/April 2022.
- *“Study Finds Most Physician Plans to be Productivity-Based”* Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, NACVA QuickRead, March 16, 2022.
- *“MedPAC Recommends Payment Updates for 2023”* Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, Chicago Medicine, March 2022.
- *“Valuation of Telemedicine: Competition”* Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, The Value Examiner, January/February 2022.
- *“CMS Innovation Center Launches Bold New Strategy”* Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, St. Louis Metropolitan Medicine, December 2021/January 2022.
- *“Valuation of Telemedicine: Regulatory”* Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, The Value Examiner, November/December 2021.
- *“Valuation of Telemedicine: Reimbursement”* Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, The Value Examiner, September/October 2021.
- *“Update on 2022 Healthcare Payment Rules”* Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, NACVA QuickRead, October 6, 2021.
- *“Recent Settlement Highlights Importance of FMV Physician Compensation”* Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, NACVA QuickRead, September 1, 2021.
- *“Valuation of Telemedicine: Introduction”* Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, The Value Examiner, July/August 2021.
- *“Are Disappointing Healthcare PE Deals a Sign to Come?”* Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, NACVA QuickRead, July 8, 2021.
- *“Telemedicine’s Post-Pandemic Outlook”* Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, St. Louis Metropolitan Medicine, June/July 2021.

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- *“What is Behind the Soaring Popularity of Healthcare SPACs: An Alternative to the IPO”* Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, NACVA QuickRead, May 6, 2021.
- *“Valuation of Senior Healthcare - Part III of IIP”* Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, The Value Examiner, March/April 2021.
- *“The Future of Health Care Under President Biden”* Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, St. Louis Metropolitan Medicine, April/May 2021.
- *“Changes to Stark Law’s Foundational Terminology”* Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, NACVA QuickRead, March 17, 2021.
- *“Valuation of Senior Healthcare - Part II of IIP”* Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, The Value Examiner, January/February 2021.
- *“Hospitals Increasingly Seek Physicians as CEOs”* Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, St. Louis Metropolitan Medicine, December 2020 / January 2021.
- *“Should surgeons consider partnering with private equity investors?”* Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, and Bhagwan Satiani, MD, American Journal of Surgery, December 2020.
- *“New Study Examines PE’s Impact on Hospital Performance”* Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, Chicago Medicine, September 2020.
- *“Valuation of Senior Healthcare - Part I of IIP”* Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, The Value Examiner, September/October 2020.
- *“Valuations at Center of False Claims Act Lawsuit”* Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, The Value Examiner, May/June 2020.
- *“The Path to Successful Utilization of Alternative Payment Models”* Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, and Khaled J. Klele, Esq., The Health Lawyer, June 2020.
- *“Valuation of Ambulatory Surgery Centers (ASCs): Technology (Part V of V)”* Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, NACVA QuickRead, May 13, 2020.
- *“Valuation of Ambulatory Surgery Centers (ASCs): Regulatory (Part IV of V)”* Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, NACVA QuickRead, May 6, 2020.
- *“Valuation of Ambulatory Surgery Centers (ASCs): Reimbursement (Part III of V)”* Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, NACVA QuickRead, April 29, 2020.
- *“Healthcare Valuation Implications of COVID-19”* Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, The Value Examiner, March/April 2020.
- *“COVID-19 Financial Resources for Physicians”* Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, and Bhagwan Satiani, MD, Journal of Vascular Surgery, April 30, 2020.
- *“Valuation of Ambulatory Surgery Centers (ASCs): Competition (Part II of V)”* Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, NACVA QuickRead, April 22, 2020.
- *“Valuation of Ambulatory Surgery Centers (ASCs): Introduction (Part I of V)”* Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, NACVA Quick Read, April 15, 2020.
- *“Medicare Alternative Payment Models: What Choices Are Available to Physicians?”* Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, St. Louis Metropolitan Medicine, April/May 2020.

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- “*Antitrust Scrutiny of Physician Practice Acquisitions Intensifies*” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, AHLA’s Antitrust Practice Group Briefing, March 25, 2020.
- “*Healthcare Valuation Implications of the Stark Law Proposed Rule*” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, The Value Examiner, January/February 2020.
- “*Proposed Stark Regulations: Small Step Forward*” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, and Bhagwan Satiani, MD, MBA, DFSVS, FACHE, FACS, Physician Leadership Journal, February 13, 2020.
- “*ASCs and Office-Based Laboratories: Valuation Distinctions and Considerations Part II: Considerations*” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, The Value Examiner, November/December 2019.
- “*ASCs and Office-Based Laboratories: Valuation Distinctions and Considerations Part I: Distinctions*” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, The Value Examiner, September/October 2019.
- “*Proposed Stark Law Changes: Health Care Industry Implications*” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, St. Louis Metropolitan Medicine, December 2019/January 2020.
- “*Rural Health Clinics: Fair Market Value Considerations (Part Five of a Five-Part Series)*” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, NACVA QuickRead, August 28, 2019.
- “*Rural Health Clinics: Fair Market Value Considerations (Part Four of a Five-Part Series)*” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, NACVA QuickRead, August 22, 2019.
- “*Rural Health Clinics: Fair Market Value Considerations (Part Three of a Five-Part Series)*” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, NACVA QuickRead, August 15, 2019.
- “*Rural Health Clinics: Fair Market Value Considerations (Part Two of a Five-Part Series)*” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, NACVA QuickRead, August 8, 2019.
- “*Rural Health Clinics: Fair Market Value Considerations (Part One of a Five-Part Series)*” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, NACVA QuickRead, July 24, 2019.
- “*Increasing Utilization of Non-Traditional Patient Care Sites: Opportunities for Physicians*” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, St. Louis Metropolitan Medicine, June 2019.
- “*Hospitalist Pilot Model Sparks Controversy*” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, Chicago Medicine, May 2019.
- “*Hospital Prices Drive Healthcare Spending*” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, Chicago Medicine, May 2019.
- “*Home Health and Hospice Enterprises: Fair Market Value Considerations (Part Two of a Two-Part Series)*” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, NACVA QuickRead, April 25, 2019.

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- “*Home Health and Hospice Enterprises: Fair Market Value Considerations (Part One of a Two-Part Series)*” Co-authored by Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, NACVA QuickRead, April 17, 2019.
- “*Management Services Agreements: Considerations for Fair Market Value*” Co-authored by Todd Zigrang, MBA, MHA, FACHE, ASA, NACVA QuickRead, June 28, 2018.
- “*U.S. Healthcare Overhaul Update*” Co-authored by Todd Zigrang, MBA, MHA, FACHE, ASA, Chicago Medicine, May 2018.
- “*Corporatized Medicine: Time for Doctor Unions?*” Co-authored by Todd Zigrang, MBA, MHA, FACHE, ASA, Chicago Medicine, May 2018.
- “*Beyond FMV: Commercial Reasonableness of Physician Compensation Post-MACRA*” Co-authored by Todd Zigrang, MBA, MHA, FACHE, ASA, and John Chwarzinski, MSF, MAE, Business Valuation Review, Vol. 37, Issue 1, Spring 2018.
- “*Legislature Considers Bill to Modernize Telehealth Use*” Co-authored by Todd Zigrang, MBA, MHA, FACHE, ASA, St. Louis Metropolitan Medicine, April/May 2018.
- “*CMS to Review Stark Law*” Co-authored by Todd Zigrang, MBA, MHA, FACHE, ASA, AHLA Practice Group Alert, February 2, 2018.
- “*The State Of Value-Based Reimbursement Initiatives*” Co-authored by Todd Zigrang, MBA, MHA, FACHE, ASA, AHLA Practice Group Alert, February 1, 2018.
- “*Physician Manpower Utilization: What does the expanding role of non-physician providers mean for the medical profession?*” Co-authored by Todd Zigrang, MBA, MHA, FACHE, ASA, Chicago Medicine, February 2018.
- “*Medicaid Expansion and Implications on Hospital Finances and Viability*” Co-authored by Todd Zigrang, MBA, MHA, FACHE, ASA, AHLA Practice Group Alert, January 23, 2018.
- “*House Votes to Repeal and Replace Obamacare When It Really Matters*” Co-authored by Robert James Cimasi, MHA, ASA, FRICS, MCBA, CVA, CM&AA, and Todd Zigrang, MBA, MHA, FACHE, ASA, ABA Health eSource, May 2017.

PROFESSIONAL COURSES TAUGHT

- “*Common Mistakes in Physician Compensation Valuations and Agreements*” Co-presented with Emma Miller and Bartt Warner, American Health Law Association (October 27, 2022).
- “*The Surgeons Guide to Buying and Selling a Practice*” Co-presented with Bhagwan Satiani, MD, MBA, DFSVS, FACHE, FACS, American College of Surgeons (October 12, 2022).
- “*Valuing Telehealth Services*” Co-presented with Todd A. Zigrang, MBA, MHA, FACHE, CVA, ASA, Business Valuation Resources (April 27, 2021).
- “*Stark and AKS Final Rules: Overview and Impact*” Co-presented with Todd A. Zigrang, MBA, MHA, FACHE, CVA, ASA, Jim Daniel, Esq. and, Jason Centolella, Esq. (December 18, 2020).
- “*Valuing Rural Health Clinics*” Co-presented with Todd A. Zigrang, MBA, MHA, FACHE, CVA, ASA, Business Valuation Resources (March 25, 2020).
- “*The Due Diligence Imperative in the Era of Value-Based Reimbursement*” Co-presented with Todd A. Zigrang, MBA, MHA, FACHE, CVA, ASA, Business Valuation Resources (August 26, 2019).
- “*The Valuation of Intangible Assets in the Absence of Positive Net Cash Flows*” Co-presented with Robert James Cimas, MHA, ASA, FRICS, MCBA, CVA, CM&AA, National Association of Certified Valuators and Analysts (NACVA) (June 27, 2016).

LECTURES AND PRESENTATIONS

- “*Physician Compensation Arrangements: When to Take Them Outside*” Co-presented with Hannah Newman, Esq., and Jessica LaManna, Esq., American Bar Association (ABA), 26th Annual Emerging Issues in Healthcare Law Conference (April 3, 2025).
- “*Healthcare Valuation: Industry Updates & What to Expect in 2024*” Co-presented with Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, ABV, National Association of Certified Valuators and Analysts (NACVA), 2023 Business Valuation & Financial Litigation Super Conference (December 14, 2023).
- “*Reimbursement for Surgical Services*” Panel Discussion, American College of Surgeons, Clinical Congress 2023 (October 25, 2023).
- “*Regulatory Updates in Healthcare Valuation*” Co-presented with Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, ABV, National Association of Certified Valuators and Analysts (NACVA), 2023 Business Valuation & Financial Litigation Super Conference (July 13, 2023).
- “*Valuing Healthcare Startups*” Co-presented with Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, ABV, National Association of Certified Valuators and Analysts (NACVA), 2022 Business Valuation & Financial Litigation Hybrid & Virtual Super Conference (December 15, 2022).
- “*Valuation of Value-Based Care Arrangement Compensation*,” Co-presented with Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, ABV, St. Louis Area Health Lawyers Association (November 11, 2022).

LECTURES AND PRESENTATIONS

- “*Healthcare Regulatory Updates: Mid-Year Review and Implications for 2022 and Beyond*,” Co-presented with Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, NSCHBC 2022 Annual Conference (June 8, 2022).
- “*COVID-19 Healthcare Valuation Implications*” Co-presented with Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, National Association of Certified Valuators and Analysts (NACVA), 2021 Business Valuation & Financial Litigation Hybrid & Virtual Super Conference (December 17, 2021).
- “*Stark Law & Anti-Kickback Statute Final Rules: Overview & Impact*” West Virginia Society of Hospital Risk Managers, Virtual Fall Conference (November 12, 2021).
- “*Valuation of Physician Compensation*” Co-presented with Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, National Association of Certified Valuators and Analysts (NACVA), 2021 Business Valuation & Financial Litigation Super Conference (June 22, 2021).
- “*Development of a Commercial Reasonableness Opinion*” Co-presented with Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, National Association of Certified Valuators and Analysts (NACVA), 2021 Business Valuation & Financial Litigation Super Conference (June 22, 2021).
- “*Stark Law Modernization: The Healthcare Valuation Implications*” Co-presented with Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, National Association of Certified Valuators and Analysts (NACVA), 2021 Business Valuation & Financial Litigation Super Conference (June 21, 2021).
- “*The Due Diligence Imperative in the Era of Value Based Reimbursement*” Co-presented with Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, National Association of Certified Valuators and Analysts (NACVA), 2021 Business Valuation & Financial Litigation Super Conference (June 21, 2021).
- “*Regulatory Overview for Valuation Professionals*” Co-presented with Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, 2020 Financial Valuation Virtual Conference (December 8, 2020).
- “*Regulatory Overview for Valuation Professionals*” Co-presented with Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, 2020 Financial Valuation Virtual Conference (November 17, 2020).
- “*Technological Advancements in the Healthcare Industry*” Co-presented with Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, National Association of Certified Valuators and Analysts (NACVA), 2020 Business Valuation and Financial Litigation Virtual Super Conference (August 4, 2020).
- “*Technological Advancements in the Healthcare Industry*” Co-presented with Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, National Association of Certified Valuators and Analysts (NACVA), 2020 Business Valuation and Financial Litigation Virtual Super Conference (June 16, 2020).
- “*Development of a Commercial Reasonableness Opinion*” Co-presented with Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, National Association of Certified Valuators and Analysts (NACVA), 2020 Business Valuation and Financial Litigation Virtual Super Conference (June 16, 2020).
- “*Stark Law Modernization - The Healthcare Valuation Implications*” Co-presented with Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, National Association of Certified Valuators and Analysts (NACVA), 2020 Business Valuation and Financial Litigation Virtual Super Conference (June 15, 2020).

LECTURES AND PRESENTATIONS

- “*The Due Diligence Imperative in the Era of Value-Based Reimbursement*” Co-presented with Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, National Association of Certified Valuators and Analysts (NACVA), 2020 Business Valuation and Financial Litigation Virtual Super Conference (June 15, 2020).
- “*Healthcare Valuation Implications of the Proposed Stark Law Changes*” St. Louis Area Health Lawyers Association (January 10, 2020).
- “*Career 180: Pathways to a Successful Non-Traditional Legal Career*” Co-presented with Jamie Davis, Daiquiri Steele and Miriah Holden, American Bar Association Young Lawyers Division Fall Conference (October 5, 2019).
- “*The Due Diligence Imperative in the Era of Value-Based Reimbursement*” Co-presented with Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, National Association of Certified Valuators and Analysts (NACVA), 2019 Financial Valuation SuperConference (December 11, 2019).
- “*The Due Diligence Imperative in the Era of Value-Based Reimbursement*” Co-presented with Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, Missouri Society of Certified Public Accountants (MOCPA), Missouri Society of CPAs Health Care Conference (October 17, 2019).
- “*The Due Diligence Imperative in the Era of Value-Based Reimbursement*” Co-presented with Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, Missouri Society of Certified Public Accountants (MOCPA), Missouri Society of CPAs Health Care Conference (October 17, 2019).
- “*Regulatory Updates*” Co-presented with Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, NSCHBC 2019 Annual Conference (June 14, 2019).
- “*The Due Diligence Imperative in the Era of Value-Based Reimbursement*” Co-presented with Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, NACVA and CTI’s Annual Consultants’ Conference (June 6, 2019).
- “*Healthcare Valuation - A Healthcare Reform Update*” Co-presented with Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, National Association of Certified Valuators and Analysts, Consultants’ Training Institute, NACVA and the CTI’s Financial Valuation SuperConference (December 11, 2018).
- “*Commercial Reasonableness of Physician Compensation - Analytical Update with MACRA*” Co-presented with Todd Zigrang, MBA, MHA, FACHE, CVA, ASA, National Association of Certified Valuators and Analysts (NACVA) and Consultants’ Training Institute, NACVA and the CTI’s 2017 Annual Consultants’ Conference (June 8, 2017).
- “*Commercial Reasonableness and Other Factors in Physician Compensation: Analytic Update with MACRA, Bundled Payments*” Co-presented with Andrea Ferrari, Esq., MPH, John Barakat, CFO, American Bar Association and Chicago Medical Society, 2017 Physicians Legal Issues Conference (June 9, 2017).
- “*Can’t See the Forest for the Trees: The Misapplication of Economic Theory to the Increasing Regulatory Trend Against Vertical Healthcare Integration*” Co-presented with Robert James Cimasi, MHA, ASA, FRICS, MCBA, CVA, CM&AA, and David W. Grauer, Esq., American Bar Association, Physicians Legal Issues Conference (June 9, 2016).

QUOTATIONS AND CITATIONS

- NACVA/CTI “*Around the Valuation World*” (February 10, 2025).
- NACVA/CTI “*Around the Valuation World*” (December 13, 2024).
- NACVA/CTI “*Around the Valuation World*” (August 19, 2024).
- NACVA/CTI “*Around the Valuation World*” (October 16, 2023).
- NACVA/CTI “*Around the Valuation World*” (August 18, 2022).
- NACVA/CTI “*Around the Valuation World*” (October 18, 2021).
- NACVA/CTI “*Around the Valuation World*” (June 24, 2021).