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Todd A Zigrang, MBA, MHA, FACHE, CVA, ASA, ABV, is the President of **HEALTH CAPITAL CONSULTANTS** (HCC), where he focuses on the areas of valuation and financial analysis for hospitals, physician practices, and other healthcare enterprises. Mr. Zigrang has over 30 years of experience providing valuation, financial, transaction and strategic advisory services nationwide in over 2,500 transactions and joint ventures involving acute care hospitals and health systems; physician practices; ambulatory surgery centers; diagnostic imaging centers; accountable care organizations, managed care organizations, and other third-party payors; dialysis centers; home health agencies; long-term care facilities; and, numerous other ancillary healthcare service businesses. Mr. Zigrang is also considered an expert in the field of healthcare compensation for physicians, executives and other professionals.

Mr. Zigrang is the co-author of "*The Adviser's Guide to Healthcare - 2nd Edition*" [AICPA - 2015], numerous chapters in legal treatises and anthologies, and hundreds of peer-reviewed and industry articles such as: *The Guide to Valuing Physician Compensation and Healthcare Service Arrangements* (BVR/AHLA); *The Accountant's Business Manual* (AICPA); *Valuing Professional Practices and Licenses* (Aspen Publishers); *Valuation Strategies; Business Appraisal Practice*; and, *NACVA QuickRead*. Additionally, Mr. Zigrang has served as faculty before professional and trade associations such as the American Society of Appraisers (ASA); the National Association of Certified Valuators and Analysts (NACVA); the American Health Lawyers Association (AHLA); the American Bar Association (ABA); the Association of International Certified Professional Accountants (AICPA); the Physician Hospitals of America (PHA); the Institute of Business Appraisers (IBA); the Healthcare Financial Management Association (HFMA); and, the CPA Leadership Institute. He also serves on the Editorial Board of *The Value Examiner* and *QuickRead*, both of which are published by NACVA.

Mr. Zigrang holds a Master of Science in Health Administration (MHA) and a Master of Business Administration (MBA) from the University of Missouri at Columbia. He is a Fellow of the American College of Healthcare Executives (FACHE) and holds the Certified Valuation Analyst (CVA) designation from NACVA. Mr. Zigrang also holds the Accredited in Business Valuation (ABV) designation from AICPA and the Accredited Senior Appraiser (ASA) designation from the American Society of Appraisers, where he has served as President of the St. Louis Chapter. He is also a member of the America Association of Provider Compensation Professionals (AAPCP), AHLA, AICPA, NACVA, NSCHBC, and, the Society of OMS Administrators (SOMSA).

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- "*Regulatory Environment of the Healthcare Industry in an Era of Reform*" Co-authored by Robert James Cimasi, MHA, ASA, FRICS, MCBA, CVA, CM&AA, Business Appraisal Practice, June 26, 2015.
- "*Appropriate Use of Extraordinary Assumptions and Hypothetical Conditions*" Co-authored by John R. Chwarzinski, MSF, MAE, NACVA QuickRead, June 10, 2015.
- "*The Imperative of Considering the Concept of Highest and Best Use in Healthcare Valuation (Part 2 of 2)*" Co-authored by Robert James Cimasi, MHA, ASA, MCBA, FRICS, CVA, CM&AA, NACVA QuickRead, April 1, 2015.
- "*The Imperative of Considering the Concept of Highest and Best Use in Healthcare Valuation (Part 1 of 2)*" Co-authored by Robert James Cimasi, MHA, ASA, MCBA, FRICS, CVA, CM&AA, NACVA QuickRead, March 25, 2015.
- "*Reimbursement Environment of the Healthcare Industry in an Era of Reform*" Co-authored by Robert James Cimasi, MHA, ASA, FRICS, MCBA, CVA, CM&AA, Business Appraisal Practice, November 3, 2014.
- "*The Threshold of Commercial Reasonableness*" Co-authored by Robert James Cimasi, MHA, ASA, FRICS, MCBA, CVA, CM&AA, NACVA QuickRead, June 25, 2014.
- "*Healthcare Reform: Implications for the Valuation Profession*" Co-authored by Robert James Cimasi, MHA, ASA, FRICS, MCBA, CVA, CM&AA, Business Appraisal Practice, Fourth Quarter 2013.
- "*Valuing Intangible Assets in Exempt Healthcare Organizations*" Co-authored by Robert James Cimasi, MHA, ASA, FRICS, MCBA, CVA, CM&AA, Valuation Strategies, January/ February 2013.
- "V*aluation in the Era of Healthcare Reform - Part I: Valuation of Healthcare Enterprises, Assets, and Services in a Changing Reimbursement and Regulatory Environment*" Co-authored by Robert James Cimasi, MHA, ASA, FRICS, MCBA, CVA, CM&AA, Business Valuation Alert, Volume 11, Issue 4, October 2010.
- "*Valuation in the Era of Healthcare Reform: A Brief Primer on the Impact of Recent Legislation*" Co-authored by Robert James Cimasi, MHA, ASA, FRICS, MCBA, CVA, CM&AA, and Anne P. Sharamitaro, Esq., Business Appraisal Practice, Second Quarter 2010.

PROFESSIONAL COURSES TAUGHT

- "*Urgent Care Centers: Finding Value in the Continuum of Care*" Co-presented with Jessica Bailey-Wheaton, Esq., National Association of Certified Valuators and Analysts (NACVA) and Consultants' Training Institute (CTI) Advanced Learning Series (October 28, 2026).
- "*Valuation of Care Coordination Services & Value-Based Care*" Co-presented with Jessica Bailey-Wheaton, Esq., National Association of Certified Valuators and Analysts (NACVA) and Consultants' Training Institute (CTI) Advanced Learning Series (August 19, 2026).
- "*Valuation Implications of the 2020 Compensation Surveys*" Co-presented with Roger Logan, and Joseph Wolfe, Esq., American Health Law Association (January 13, 2022).
- "*Valuing Telehealth Services*" Co-presented with Jessica Bailey-Wheaton, Esq., Business Valuation Resources (April 27, 2021).
- "*Stark and AKS Final Rules: Overview and Impact*" Co-presented with Jessica Bailey-Wheaton, Esq., Jim Daniel, Esq. and, Jason Centolella, Esq. (December 18, 2020).
- "*Valuing Rural Health Clinics*" Co-presented with Jessica Bailey-Wheaton, Esq., Business Valuation Resources (March 25, 2020).
- "*The Due Diligence Imperative in the Era of Value-Based Reimbursement*" Co-presented with Jessica Bailey-Wheaton, Esq., Business Valuation Resources (August 26, 2019).
- "*Commercial Reasonableness of Physician Compensation - Analytical Update with MACRA*" National Association of Certified Valuators and Analysts (NACVA) and Consultants' Training Institute (CTI) (October 1, 2018).
- "*An Exploration of Recent Trends, Industry Guidance and Developing Best Practices*" Co-presented with Alex T. Krouse, JD, Roger W. Logan, MS, CPA/ABV, ASA, CMPE, Robert A. Wade, Esq., and Tina Hogeman, MT, MS, CPA, CHFP, CMPE, American Health Lawyers Association (February 7, 2018).
- "*Physician Compensation Methods*" CPA Leadership Institute (November 28, 2017).
- "*Commercial Reasonableness of Physician Compensation Analytical Update with MACRA*" Co-presented with Robert James Cimasi, MHA, ASA, MCBA, FRICS, CVA, CM&AA, National Association of Certified Valuators and Analysts (NACVA) and Consultants' Training Institute (CTI) (July 25, 2017).
- "*The Valuation of Intangible Assets in the Absence of Positive Cash Flows*" National Association of Certified Valuators and Analysts (NACVA) and Consultants' Training Institute (CTI) (November 8, 2016).
- "*Is Orange the New Black? The Role of Commercial Reasonableness in Government Enforcement Actions and Settlements*" American Health Lawyers Association, 2016 in Review: Traveling the Road to Value-Based Payment in a Regulatory Enforcement Minefield, Part II (October 26, 2016).
- "*Valuation of Healthcare Intangible Assets & Intellectual Property*" Co-presented with Robert James Cimasi, MHA, ASA, FRICS, MCBA, CVA, CM&AA, American Society of Appraisers (ASA) Healthcare Special Interest Group (HSIG) (May 12, 2016).
- "*Impact of Competitive Forces*" Co-presented with Roger Strode, Esq., American Society of Appraisers (ASA) Healthcare Special Interest Group (HSIG), Multidisciplinary Advanced Education in Healthcare Valuation Program, St. Louis, MO (May 6, 2016).

PROFESSIONAL COURSES TAUGHT

- "*Regulatory Environment of the Healthcare Industry*" Co-presented with Mark L. Mattioli, Esq., American Society of Appraisers (ASA) Healthcare Special Interest Group (HSIG), Multidisciplinary Advanced Education in Healthcare Valuation Program, St. Louis, MO (May 6, 2016).
- "*Valuation of Healthcare Tangible Personal Property*" Co-presented with Robert James Cimasi, MHA, ASA, FRICS, MCBA, CVA, CM&AA, American Society of Appraisers (ASA) Healthcare Special Interest Group (HSIG) (April 7, 2016).
- "*Business Valuation of Healthcare Enterprises and Services (and Interests Therein)*" American Society of Appraisers (ASA) Healthcare Special Interest Group (HSIG) (March 10, 2016).
- "*Valuation of Healthcare Real Estate & Real Property*" American Society of Appraisers (ASA) Healthcare Special Interest Group (HSIG) (February 18, 2016).
- "*Valuation of Intangible Assets & Intellectual Property*" Co-presented with Robert James Cimasi, MHA, ASA, FRICS, MCBA, CVA, CM&AA, American Society of Appraisers (ASA) Healthcare Special Interest Group (HSIG) (January 28, 2016).
- "*Valuation of Healthcare Tangible Personal Property*" American Society of Appraisers (ASA) Healthcare Special Interest Group (HSIG) (November 12, 2015).
- "*Business Valuation of Healthcare Enterprises and Services (and Interests Therein)*" American Society of Appraisers (ASA) Healthcare Special Interest Group (HSIG) (October 30, 2015).
- "*Healthcare Reimbursement Environment in an Era of Healthcare Reform*" Co-presented with John M. Kirsner, Esq., American Society of Appraisers (ASA) Healthcare Special Interest Group (HSIG), Las Vegas, NV (October 16-17, 2015).
- "*Technology Development*" Co-presented with Hal Katz, Esq., American Society of Appraisers (ASA) Healthcare Special Interest Group (HSIG), Las Vegas, NV (October 16-17, 2015).
- "*Impact of Competitive Forces*" Co-presented with Jack M. Beal, Esq., American Society of Appraisers (ASA) Healthcare Special Interest Group (HSIG), Las Vegas, NV (October 16-17, 2015).
- "*Regulatory Environment of Healthcare Industry*" Co-presented with John M. Kirsner, Esq., American Society of Appraisers (ASA) Healthcare Special Interest Group (HSIG), Las Vegas, NV (October 16-17, 2015).
- "*Valuation of Healthcare Real Estate & Real Property*" American Society of Appraisers (ASA) Healthcare Special Interest Group (HSIG) (September 24, 2015).
- "*Valuation of Intangible Assets & Intellectual Property*" Co-presented with Robert James Cimasi, MHA, ASA, FRICS, MCBA, CVA, CM&AA, American Society of Appraisers (ASA) Healthcare Special Interest Group (HSIG) (September 3, 2015).
- "*Valuation of Healthcare Tangible Personal Property*" Co-presented with Robert James Cimasi, MHA, ASA, FRICS, MCBA, CVA, CM&AA, American Society of Appraisers (ASA) Healthcare Special Interest Group (HSIG) (August 6, 2015).
- "*Business Valuation of Healthcare Enterprises and Services (and Interests Therein)*" American Society of Appraisers (ASA) Healthcare Special Interest Group (HSIG) (July 9, 2015).
- "*Valuation of Healthcare Real Estate & Real Property*" American Society of Appraisers (ASA) Healthcare Special Interest Group (HSIG) (June 25, 2015).

PROFESSIONAL COURSES TAUGHT

- "*Valuation of Healthcare Intangible Assets & Intellectual Property*" Co-presented with Ray Rath, ASA, CFA, American Society of Appraisers (ASA) Healthcare Special Interest Group (HSIG), Multidisciplinary Advanced Education in Healthcare Valuation Program (February 19, 2015).
- "*Intangible Assets in Healthcare Entities: Value or No Value?*" Co-presented with Robert James Cimasi, MHA, ASA, MCBA, FRICS, CVA, CM&AA, Consultants' Training Institute (CTI) (December 4, 2014).
- "*Valuation of Intangible Assets & Intellectual Property*" Co-presented with Robert James Cimasi, MHA, ASA, MCBA, FRICS, CVA, CM&AA, American Society of Appraisers (ASA) Healthcare Special Interest Group (HSIG) (November 20, 2014).
- "*Business Valuation of Healthcare Enterprises and Services (and Interests Therein)*" Co-presented with Robert James Cimasi, MHA, ASA, FRICS, MCBA, CVA, CM&AA, American Society of Appraisers (ASA) Healthcare Special Interest Group (HSIG) (August 21, 2014).
- "*Physician Compensation Methods*," CPA Leadership Institute Webinar (December 18, 2013).
- "*Valuation of Healthcare Entities and Assets - The Impact of 2010 Legislation*" CPA Leadership Institute Webinar (October 23, 2013).
- "*Physician Compensation Methods*" CPA Leadership Institute Webinar (July 17, 2013).
- "*Valuation of Healthcare Entities and Assets - The Impact of 2010 Legislation*" CPA Leadership Institute Webinar (June 6, 2013).
- "*Physician Compensation Arrangements: Fair Market Value and Commercial Reasonableness*" CPA Leadership Institute Webinar (October 2, 2012).
- "*Hospital-Physician Alignment: Options and Strategic Implications*" Co-presented with Anne P. Sharamitaro, Esq., CPA Leadership Institute Webinar (August 2, 2012).
- "*Controlling Healthcare Costs Through Accountable Care Organizations*" Co-presented with Anne P. Sharamitaro, Esq., CPA Leadership Institute Webinar (July 31, 2012).
- "*Valuation of Healthcare Entities and Assets- The Impact of 2010 Legislation*" Co-presented with Anne P. Sharamitaro, Esq., CPA Leadership Institute Webinar (June 13, 2012).
- "*Valuing Physician and Executive Compensation Arrangements: Fair Market Value & Commercial Reasonableness Thresholds*" Co-presented with Robert James Cimasi, MHA, ASA, MCBA, FRICS, CVA, CM&AA, Physician Hospitals of America (PHA), New Orleans, LA (September 24, 2009).
- "*Valuation of Medical Practices in a Changing Regulatory and Reimbursement Environment*" Co-presented with Robert James Cimasi, MHA, ASA, MCBA, FRICS, CVA, CM&AA, The Institute of Business Appraisers - Education Course #1011, Cleveland, OH (November 8, 2006).

LECTURES AND PRESENTATIONS

- "*Current Developments in Healthcare Valuation: 2026 Trends and Technical Updates*" Co-presented with Jessica Bailey-Wheaton, Esq., National Association of Certified Valuators and Analysts (NACVA), 2026 Business Valuation & Financial Litigation Super Conference (October 1, 2026).
- "*Healthcare Valuation: Industry Updates - 2025's Wild Ride & What's Next*" Co-presented with Jessica Bailey-Wheaton, Esq., National Association of Certified Valuators and Analysts (NACVA), 2025 Business Valuation & Financial Litigation Super Conference (September 11, 2025).
- "*Healthcare Regulatory Updates: Mid-Year Review and Implications for 2022 and Beyond*" NSCHBC 2025 Consultants Retreat (January 10, 2025).
- "*Healthcare Valuation: Industry Updates & What to Expect in 2025*" Co-presented with Jessica Bailey-Wheaton, Esq., National Association of Certified Valuators and Analysts (NACVA), 2024 Business Valuation & Financial Litigation Super Conference (December 13, 2024).
- "*Hot Topics in Healthcare Compensation Valuation*" Texas Society of CPAs (TXCPA), TXCPA's 2024 Advanced Healthcare Conference (July 16, 2024).
- "*Valuing Physician Compensation*" Panel Discussion, American College of Surgeons, 2024 Leadership and Advocacy Summit (April 13, 2024).
- "*Healthcare Valuation: Industry Updates & What to Expect in 2024*" Co-presented with Jessica Bailey-Wheaton, Esq., National Association of Certified Valuators and Analysts (NACVA), 2023 Business Valuation & Financial Litigation Super Conference (December 14, 2023).
- "*Valuing Management Service Organizations and their Services*" 2023 Healthcare Services Investment Conference (November 16, 2023).
- "*Regulatory Updates in Healthcare Valuation*" Co-presented with Jessica Bailey-Wheaton, Esq., National Association of Certified Valuators and Analysts (NACVA), 2023 Business Valuation & Financial Litigation Super Conference (July 13, 2023).
- "*Valuing Accountable Care Organizations (ACOs)*" American Association of Integrated Healthcare Delivery Systems, 2023 Spring Managed Care Forum (April 27, 2023).
- "*Telehealth Services Transactions: Establishing & Scaling*" Co Presented with Khaled Klele, Esq., and Rebecca Gwilt, Esq., American Health Law Association, 2023 AHLA Healthcare Transactions Conference (April 17-19, 2023).
- "*Valuing Healthcare Startups*" Co-presented with Jessica Bailey-Wheaton, Esq., 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 Jessica Bailey-Wheaton, Esq., St. Louis Area Health Lawyers Association (November 11, 2022).
- "*Healthcare Regulatory Updates: Mid-Year Review and Implications for 2022 and Beyond*," Co-presented with Jessica Bailey-Wheaton, Esq., NSCHBC 2022 Annual Conference (June 8, 2022).
- "*Due Diligence Issues for Buyers and Sellers of Urgent Care Centers*," Co Presented with Khaled Klele, Esq., BRI Network, 2022 Urgent Care Centers Conference (March 29, 2022).

LECTURES AND PRESENTATIONS

- "*COVID-19 Healthcare Valuation Implications*" Co-presented with Jessica Bailey-Wheaton, Esq., National Association of Certified Valuators and Analysts (NACVA), 2021 Business Valuation & Financial Litigation Hybrid & Virtual Super Conference (December 17, 2021).
- "*Valuation of Physician Compensation*," Co-presented with Jessica Bailey-Wheaton, Esq., National Association of Certified Valuators and Analysts (NACVA), 2021 Business Valuation & Financial Litigation Super Conference (June 22, 2021).
- "*Technological Advancements in the Healthcare Industry*," Co-presented with Rebecca E. Gwilt, Esq., 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 Jessica Bailey-Wheaton, Esq., National Association of Certified Valuators and Analysts (NACVA), 2021 Business Valuation & Financial Litigation Super Conference (June 22, 2021).
- "*Competitive Forces in the Healthcare Industry*," Co-presented with Jason Centolella, Esq., 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 Jessica Bailey-Wheaton, Esq., National Association of Certified Valuators and Analysts (NACVA), 2021 Business Valuation & Financial Litigation Super Conference (June 21, 2021).
- "*The Valuation of Healthcare Enterprises in a Changing Reimbursement Environment*," Co-presented with Lisa G. Han, Esq., 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 Jessica Bailey-Wheaton, Esq., 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 John M. Kirsner, Esq., 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 Jessica Bailey-Wheaton, Esq., National Association of Certified Valuators and Analysts (NACVA), 2020 Financial Valuation Virtual Conference (December 8, 2020).
- "*Regulatory Overview for Valuation Professionals*," Co Presented with Jessica Bailey-Wheaton, Esq., National Association of Certified Valuators and Analysts (NACVA), 2020 Financial Valuation Virtual Conference (November 17, 2020).
- "*Grab a Seat at the Table: Strategic Planning and Tools for Physicians and Group Practices*," Co-presented with Sarah Swank, Esq., Khaled Klele, Esq., and, Monique Anawis, MD, American Bar Association (ABA), ABA Physicians Legal Issues: Healthcare Delivery & Innovation Virtual Conference (September 25, 2020).
- "*COVID-19 Healthcare Valuation Implications*," Co Presented with Daniel J. Chen, MSF, CVA, National Association of Certified Valuators and Analysts (NACVA), 2020 Business Valuation and Financial Litigation Virtual Super Conference (August 4, 2020).

LECTURES AND PRESENTATIONS

- "*Technological Advancements in the Healthcare Industry*," Co Presented with Jessica Bailey-Wheaton, Esq., National Association of Certified Valuators and Analysts (NACVA), 2020 Business Valuation and Financial Litigation Virtual Super Conference (August 4, 2020).
- "*COVID-19 Healthcare Valuation Implications*," Co Presented with Daniel J. Chen, MSF, CVA, National Association of Certified Valuators and Analysts (NACVA), 2020 Business Valuation and Financial Litigation Virtual Super Conference (June 16, 2020).
- "*Technological Advancements in the Healthcare Industry*," Co Presented with Jessica Bailey-Wheaton, Esq., 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 Jessica Bailey-Wheaton, Esq., National Association of Certified Valuators and Analysts (NACVA), 2020 Business Valuation and Financial Litigation Virtual Super Conference (June 16, 2020).
- "*Competitive Forces in the Healthcare Industry*," Co Presented with Roger D. Strode, Esq., 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 Jessica Bailey-Wheaton, Esq., National Association of Certified Valuators and Analysts (NACVA), 2020 Business Valuation and Financial Litigation Virtual Super Conference (June 15, 2020).
- "*The Valuation of Healthcare Enterprises in a Changing Reimbursement Environment*," Co Presented with Lisa G. Han, Esq., 2020 Business Valuation and Financial Litigation Virtual Super Conference (June 15, 2020).
- "*The Due Diligence Imperative in the Era of Value-Based Reimbursement*," Co Presented with Jessica Bailey-Wheaton, Esq., National Association of Certified Valuators and Analysts (NACVA), 2020 Business Valuation and Financial Litigation Virtual Super Conference (June 15, 2020).
- "*Regulatory Overview for Valuation Professionals*," Co-presented with John Kirsner, Esq., National Association of Certified Valuators and Analysts (NACVA), 2020 Business Valuation and Financial Litigation Virtual Super Conference (June 15, 2020).
- "*The Due Diligence Imperative in the Era of Value-Based Reimbursement*," Co Presented with Jessica Bailey-Wheaton, Esq., National Association of Certified Valuators and Analysts (NACVA), 2019 Financial Valuation SuperConference (December 11, 2019).
- "*The Path to Successful Utilization of Alternative Payment Models*," Co Presented with Khaled Klele, Esq., and Latoya Caprice Dawkins, Esq., American Bar Association (ABA), 17th Annual Washington Health Law Summit (December 9, 2019).
- "*The Due Diligence Imperative in the Era of Value-Based Reimbursement*," Co-presented with Jessica Bailey-Wheaton, Esq., Missouri Society of Certified Public Accountants (MOCPA), Missouri Society of CPAs Health Care Conference (October 17, 2019).
- "*Regulatory Updates*," Co-presented with Jessica Bailey-Wheaton, Esq., NSCHBC 2019 Annual Conference (June 14, 2019).
- "*The Due Diligence Imperative in the Era of Value-Based Reimbursement*," Co-presented with Jessica Bailey-Wheaton, Esq., NACVA and CTI's Annual Consultants' Conference (June 6, 2019).

LECTURES AND PRESENTATIONS

- "*Private Equity's Fast and Furious Entry into Healthcare*," Co-presented with Joy Hord, Esq., North Carolina Medical Group Management Association (NCMGMA) Annual Conference (May 9, 2019).
- "*Healthcare Valuation - A Healthcare Reform Update*," Co-presented with Jessica Bailey-Wheaton, Esq., National Association of Certified Valuators and Analysts, Consultants' Training Institute , NACVA and the CTI's Financial Valaution SuperConference (December 11, 2018).
- "*Healthcare Valuations: The New, the Old, and the Ugly*," Lsa Cribben, CPA/ABV, ASA, CMA, American Institute of Certified Public Accountants (AICPA), AICPA Forensic and Valuation Conference (November 5, 2018).
- "*Tax Cuts & Jobs Act of 2017 - What does the Tax Reform Bill Mean for the Healthcare Industry?*" Missouri Society of Certified Public Accountants (MOCPA), Missouri Society of CPAs Health Care Conference (October 18, 2018).
- "*Conversations with the Masters*," National Association of Certified Valuators and Analysts, Consultants' Training Institute, 2017 NACVA Financial Valuation SuperConference (December 13, 2017).
- "*Commercial Reasonableness of Physician Compensation - Analytical Update with MACRA*," National Association of Certified Valuators and Analysts, Consultants' Training Institute, 2017 NACVA Financial Valuation SuperConference (December 13, 2017).
- "*Hot Topics in Healthcare Valuation*," Co-presented with Robert James Cimasi, MHA, ASA, MCBA, FRICS, CVA, CM&AA, Missouri Society of Certified Public Accountants (MOCPA), MOCPA's Healthcare Conference (September 28, 2017).
- "*Commercial Reasonableness of Physician Compensation - Analytical Update with MACRA*," Co-presented with Jessica Bailey-Wheaton, Esq., National Association of Certified Valuators and Analysts, Consultants' Training Institute, NACVA and the CTI's 2017 Annual Consultants' Conference (June 8, 2017).
- "*Accountable Care Organizations: Creation, Capitalization, and Contracting*," Co-presented with Barry S. Herrin, CHPS, FAHIMA, FACHE, Esq., and Belinda P. Coleman, Georgia Association of Healthcare Executives, Georgia ACHE Chapter Panel Discussion (September 22, 2016).
- "*Can't See the Forest for the Trees: The Misapplication of Economic Theory to the Increasing Regulatory Trend Against Vertical Healthcare Integration*," National Association of Certified Valuators and Analysts, Consultants' Training Institute (CTI), NACVA and CTI's Annual Consultants' Conference (June 9, 2016).
- "*How to put Clinically Integrated Networks to Work in an Era of Value Based Reimbursement*," Co-presented with Lisa G. Han, Esq., and Roger W. Logan, ASA, CPA, MS, American College of Healthcare Executives (ACHE), 2016 Congress on Healthcare Leadership (March 18, 2016).
- "*The Imperative of Considering the Concept of Highest and Best Use in Healthcare Valuation*," National Association of Certified Valuators and Analysts, Consultants' Training Institute, Exit Planning, Transaction Advisory Service, and Healthcare Valuation Conference (November 18, 2015).
- "*Application & Implementation of ACO Waivers and Ongoing Compliance Issues*," Accountable Care Expos, LLC, Midwest Accountable Care Expo 2015 (August 13, 2015).

LECTURES AND PRESENTATIONS

- "*Hot Topics in Healthcare Valuation*," Co-presented with Roger D. Strode, Esq., American Bar Association, ABA Physicians Legal Issues Conference (June 11, 2015).
- "*Four Pillars of Healthcare Value in an Era of Reform*," Co-presented with Robert James Cimasi, MHA, ASA, FRICS, MCBA, CVA, CM&AA, Healthcare Financial Management Association (HFMA), HFMA Annual Joint Spring Conference (May 13, 2015).
- "*Capital Formation of Accountable Care Organizations*," Co-presented with Robert James Cimasi, MHA, ASA, FRICS, MCBA, CVA, CM&AA, Accountable Care Expos, LLC, Midwest Accountable Care Expo (August 27, 2014).
- "*Four Pillars of Healthcare Value in an Era of Reform*," American Society of Appraisers (ASA) Western New York Chapter (May 13, 2014).
- "*Four Pillars of Healthcare Value in an Era of Reform*," Co-presented with Robert James Cimasi, MHA, ASA, FRICS, MCBA, CVA, CM&AA, St. Louis Business Valuation Roundtable (November 13, 2013).
- "*ACOs: Value Metrics and Capital Planning for Long-Term Care*," The Senior Living Forum (May 2, 2013). "How to Prepare and Plan for New Reimbursement Models," Greater St. Louis Chapter: Future of Health Care Reimbursement Annual Insurance Payer Panel Program (March 26, 2013).
- "*Cutting Edge Challenges in Determining FMV for Hospital-Physician Arrangements and Transactions*," New Jersey Hospital Association (NJHA), (December 11, 2012).
- "*Business Case for Episode of Care Management*," Healthcare Financial Management Association (HFMA), HFMA Greater St. Louis Missouri Healthcare Executive Group Discussion (September 11, 2012).
- "*Accountable Care Organizations: Physician Integration/Affiliation/Development Strategies and Capital Planning*," 2012 National CPA Health Care Advisors Association (HCAA) Spring Conference (May 3, 2012).
- "*A Primer for Research and Benchmarking Methods for Healthcare Financial Consulting Projects*," 2012 National CPA Health Care Advisors Association (HCAA) Spring Conference (May 3, 2012).
- "*Accountable Care Organizations: Development Strategies and Capital Planning*," Co-presented with Anne P. Sharamitaro, Esq., Decatur Memorial Hospital Research Day (October 19, 2011).
- "*Accountable Care Organizations: Developing Strategies for Successful Implementation*," Infocast Executive Education Series (October 3, 2011).
- "*Healthcare M&A*," Association for Corporate Growth (May 26, 2011).
- "*Hospital-Physician Alignment Seminar*," Co-presented with Scott A. Edelstein, Esq., and Mary C. Reed, Infocast Executive Education Series (March 9-10, 2011).
- "*Hospital - Physician Alignment*," Co-presented with Scott A. Edelstein, Esq., and Mary C. Reed, Infocast Executive Education Series (February 16-17, 2011).
- "*Value Drivers for Surgical Hospital Joint Ventures and Mergers in the Wake of Healthcare Reform*," Physicians Hospitals of America (PHA), 2010 PHA Annual Conference (September 23, 2010).
- "*Physician-Hospital Relationships in a Changing Regulatory Environment*," McDonough District Hospital (June 16, 2010).

LECTURES AND PRESENTATIONS

- "*A Primer for Research Methods for Valuation Projects*," Co-presented with Anne P. Sharamitaro, Esq., (Author: Robert James Cimasi, MHA, ASA, MCBA, FRICS, CVA, CM&AA), ASA St. Louis Chapter 049, (February 6, 2009).
- "*Effect of Healthcare Regulatory and Policy Planning on Dental Practices*," Practice Valuation Study Group, Practice Valuation Study Group Conference (October 4, 2008).
- "*In the Eye of the Beholder: The Valuation of Surgical Hospitals in a Changing Reimbursement and Regulatory Environment*," Co-presented with Anne P. Sharamitaro, Esq., (Author: Robert James Cimasi, MHA, ASA, MCBA, FRICS, CVA, CM&AA), Physician Hospital of America (PHA), 2007 PHA Annual Conference (September 13, 2007).
- "*Making Sense of Performance Transformation Methodologies*," Missouri HEG/ACHE (May 24, 2007).
- "*The Specialty Hospital Moratorium: The Impact on Physician Ownership of Specialty Surgical Hospitals*," Co-presented with Robert James Cimasi, MHA, ASA, MCBA, FRICS, CVA, CM&AA, Healthcare Financial Management Association (HFMA), HFMA Regional Joint Meeting (September 16, 2004).
- "*Business and Industry Research, Application to Valuation Engagements: The Internet and Other Sources*," Co-presented with Tim Alexander, MLS, St. Louis Business Valuation Roundtable (July 12, 2000).

QUOTATIONS AND CITATIONS

- NACVA/CTI "*Around the Valuation World*" (April 20, 2026).
- NACVA/CTI "*Around the Valuation World*" (September 11, 2025).
- Levin Associates "*The Future of Medicare Advantage: How Private Equity and Key Investments Can Drive Change*" (April, 2025).
- 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).
- Value Add "*PE Ownership Bears Some Blame for the Healthcare Cyberattack Crisis*" (September, 2023).
- NACVA/CTI "*Around the Valuation World*" (October 16, 2023).
- Levin Associates "*What Is Value-Based Care?*" (September, 2023).
- Healthcare Executive "*The Question of Private Equity*" (January, 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).
- NACVA/CTI "*Around the Valuation World*" (May 17, 2021).
- NACVA/CTI "*Around the Valuation World*" (August 21, 2017).
- The Ambulatory M&A Advisor "*Defining the Quality of Earnings Assessment for a Prospective Buyer*" (November 9, 2016).
- The Ambulatory M&A Advisor "*Dealing with an Increase in Purchase Price During Due Diligence*" (October 21, 2016).
- The Ambulatory M&A Advisor "*Using New Debt to Increase the Value of your Business*" (August 19, 2016).
- NACVA/CTI "*Around the Valuation World*" (January 25, 2016).