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### **Selected Healthcare Consulting Projects - providers and ancillary services**

Project sponsors include strategic, private equity and other financial clients

Mayo Clinic (Rochester, MN)	Work with Mayo's IT leadership, M&A due diligence team and Physician Practice leadership on (i) diligence methodology, (ii) performance assessment, (iii) building integration P&L, (iv) integration and synergy planning and (v) IT cost / performance
Scott & White / Baylor	Work with both management teams on (i) IT integration, performance improvement, post-merger structure, operating and capital expense budgets, in / out-sourcing approach and staffing needs
Rochester Regional Health (NY)	Integration and synergy planning for acquisitions, assessment / planning for EPIC optimization, due diligence on target hospital
USC Hospitals	Building an IT department to support several hospitals (USC purchased their facilities "back" from Tenet), including organization structure, integration with the University IT department and EMR selection
Catholic Health Initiatives (CHI)	IT cost and performance improvement including (i) EPIC and other EMR optimization, integration, (ii) centralization / local staffing and control, (iii) headcount and org. design, (iv) in / outsourcing model, (v) acquisition integration and (vi) IT performance metrics and reporting
Northwestern (Chicago, IL)	Overall and IT integration planning and execution, post-acquisition integration, application rationalization
Novant Health System	IT department assessment and planning, EPIC optimization, performance improvement and budgeting, IT infrastructure planning and implementation
Carle Foundation Health (IL)	Work with executive team on (i) IT department assessment and planning, (ii) IT integration (hospital, clinics, physician practice, etc.), (iii) EMR optimization, (iv) performance improvement and budgeting and (v) IT infrastructure planning and implementation
Robert Wood Johnson, St. Barnabas, other hospital-based systems	Due diligence, integration planning and post-deal integration work

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DaVita	Due diligence, integration planning for acquisition of Healthcare Partners physician network
Diplomat Pharmacy	Organizational structure, cost optimization, IT in / outsourcing approach
Kindred Healthcare, Gentiva, Accent Care	Due diligence, integration planning and post-merger integration for acquisition of home health agencies
Centene	Target identification, due diligence, integration planning and execution for multiple acquisitions
Apollo – Med3000	Integration planning and post-merger integration
Becton Dickinson - CareFusion	Due diligence, integration planning and post-merger integration
Specialty hospitals: Kindred, National Surgical, Heisman Surgery, Health South, Specialty Care Group, others	M&A work including target identification, due diligence, integration planning, post-deal integration
Specialty Physician Practices: IMS Hospitalists, Pinnacle Anesthesia, Emergency Medical Services, several Urgent Care Centers	M&A work including target identification, due diligence, integration planning, post-deal integration