



Competition and Consolidation




ALLIANCE
FOR HEALTH POLICY

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Kaufman, Hall & Associates, LLC

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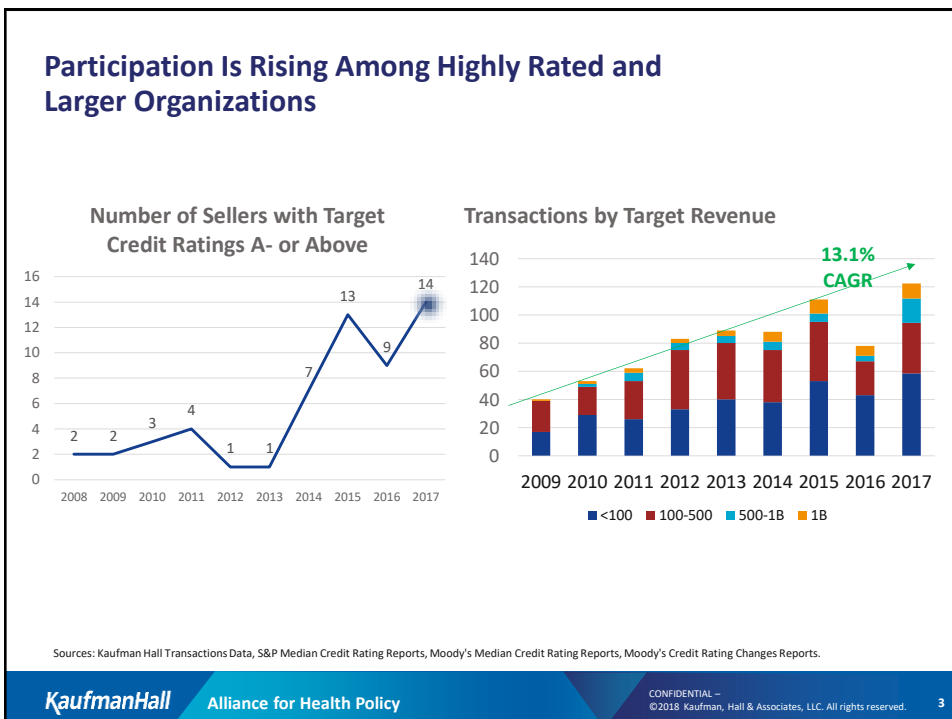
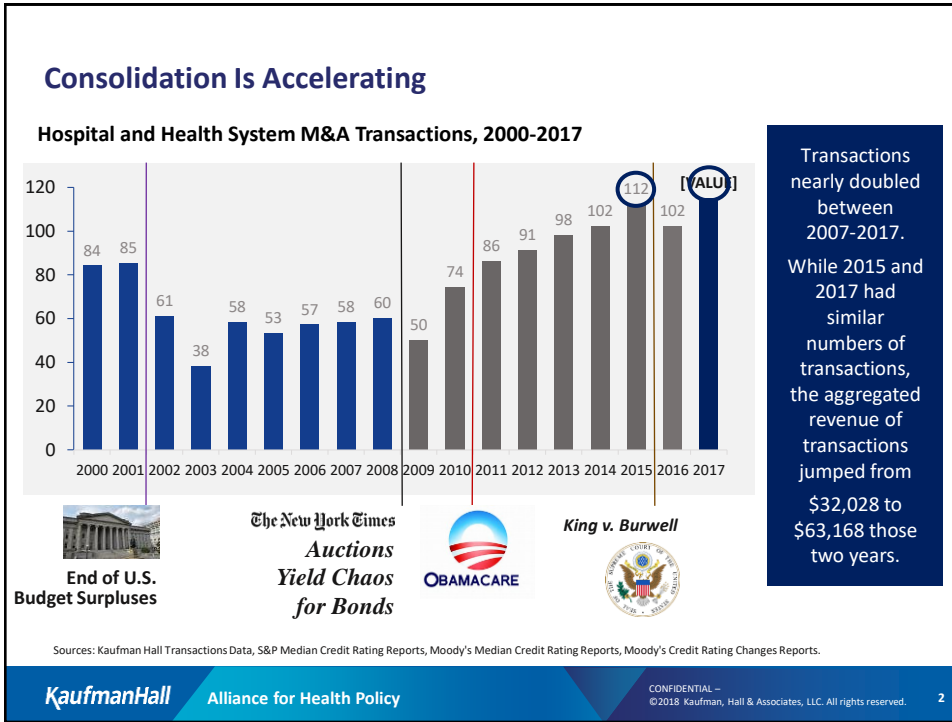
Shifting Priorities

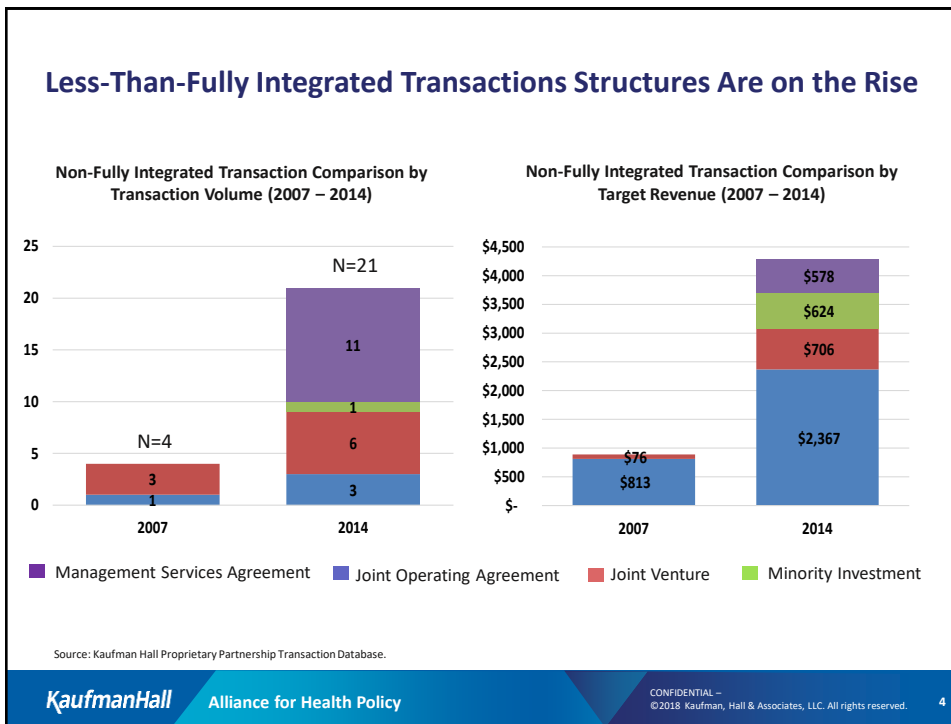
- Transactions are **moving to a more strategic rationale** and away from a heavy financial focus
- **Larger and higher-rated organizations are scaling up** at a pace and level that exceeds the steady activity involving smaller, more vulnerable providers
- Today's partnerships are **blurring traditional boundaries** of healthcare business lines
- Transactions are increasingly occurring **across state lines**, creating super-regional systems



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About the Speaker



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Anu Singh, a Managing Director of Kaufman Hall, provides financial advisory services to healthcare organizations and companies nationwide. Mr. Singh leads the evaluation, structuring, negotiation, and execution of mergers, acquisitions, partnerships, joint ventures, and other forms of transactions. He also leads projects involving the assessment of strategic options, growth strategies and business unit/segment viability. His clients include national and large multi-regional health systems, academic medical centers, community hospitals, large physician practices and groups, health insurers, non-acute care providers, and capital providers to healthcare entities. Mr. Singh has advised on or evaluated more than 100 healthcare transaction-related engagements.

Prior to joining Kaufman Hall, Mr. Singh was a Director at Huron Consulting Group, within its Corporate Advisory Services practice. His previous experience includes the execution of turnaround and restructuring plans, and advising on mergers, acquisitions, and other transactions. Mr. Singh also has raised capital for a variety of clients, ranging from underperforming or distressed companies to well-capitalized, investment-grade companies across multiple industries. He has extensive overseas work experience, particularly on behalf of aid agencies, Central Banks, and other parties involved in major financial markets.

Mr. Singh has presented at various industry and professional events and seminars, including those sponsored by The Governance Institute, Healthcare Financial Management Association, Voluntary Hospital Association, *Becker's Hospital Review*, National Federation of Municipal Analysts, and the Turnaround Management Association. He also has authored articles and been quoted in a number of industry publications.

Mr. Singh has an M.B.A. from Northwestern University's Kellogg School of Management and a B.S. in Finance from the University of Illinois at Urbana-Champaign. He also holds CPA, CFA, CTP, CIRA, and CDBV certifications.

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