



## I N T R O D U C T I O N

- Nationally renowned expert in the areas of peak performing hospitals and physician groups, hospital strategy, physician transactions, integrated delivery systems, managed care, joint ventures, dispute resolution and virtual medicine.
- Prior to opening Kaufman Strategic Advisors, an established San Diego-based healthcare consulting company, Nate was Senior Vice President of Healthcare Strategy at ASC Healthcare Solution and Superior Consultant Company, Inc.; was the President and Founder of The KAUFMAN Group, also an established San Diego-based healthcare consulting company; President and Chief Operating Officer of an imaging center company; Senior Vice President, Marketing and Physician Services; Vice President, Marketing and Sales; Manager, Marketing and Strategic Planning; Director, Data and Research.
- Consultant for healthcare providers and physician groups such as: investor-owned and not-for-profit multihospital systems; prestigious dominant medical centers; general medical/surgical hospitals; primary care physicians and specialists; IPAs; national imaging and surgicenter companies; major diagnostic equipment companies; large radiology groups; cardiology groups, medical staff groups; managed care companies and national and state healthcare associations.
- Expert witness consultant in numerous healthcare arbitration and litigation cases.
- Mediator, solving problems and serves as an independent, objective party to facilitate resolution of disputes between parties.
- Noted lecturer and author on topics related to strategies for the new millennium, achieving peak performance; managed care; hospital-physician transactions; and joint ventures. Speaks regularly to numerous organizations and healthcare associations.
- Serves on various advisory, editorial, and hospital boards. Served as Edenfield Executive in Residence – School of Industrial and Systems Engineering at Georgia Tech and HSI Advisory Board at Georgia Tech Health Systems Institute, Atlanta, GA. Currently serving as a board member at Children’s Physician Management Services, San Diego, CA and Conemaugh Health System, Johnstown, PA.
- M.S. in Health Systems from the Georgia Institute of Technology and B.Sc. in Psychology from Emory University.

## A R E A S O F S P E C I A L I Z A T I O N

- Hospital Strategy
- Hospital Performance Improvement
- Executive Education
- Managed Care Strategy Development
- Managed Care Negotiation
- Mediation and Problem Resolution
- Physician Joint Venture Structuring and Negotiation
- Physician Group Research and Valuation Services
- Physician Group Operations Management

**P U B L I C A T I O N S & P R E S E N T A T I O N S**

- Facilitates executive education retreats and presents at numerous major conferences as keynote speaker, such as the American Hospital Association, medical associations, and hospital systems. Has presented annually 76-95 events 2013-2016.
- Formerly, lead faculty member for the American College of Healthcare Executives (ACHE), for which the following courses were developed: *The Art and Science of Competitive Strategy*; *Advanced Managed Care and Integration Strategies*; *Restructuring Integration: Essential Strategies for the New Millennium*; and *Lessons Learned: Innovative Strategies for Achieving Competitive Advantage*. Inaugural Class of '87 Modern Healthcare "Up and Comers" notables; "20 Years of Rising Young Healthcare Management Talent," Sept. 17, 2007.

Twenty-three years of published articles; most recent listed below:

- "Health System Strategies: Making the Tough Decisions," **Trustee Magazine**, Feb 2018
- "A GPS For Uncharted Territory; Guidance For Hospitals Amidst Health Policy Uncertainty" - Nathan Kaufman, Interview sponsored by [www.Huronconsultinggroup.com](http://www.Huronconsultinggroup.com)
- "Commentary: Practicing physicians and healthcare reform—population health vs. compensation wealth," Oct 26, 2016, posted at [www.modernhealthcare.com](http://www.modernhealthcare.com)
- "The Tangled Hospital-Physician Relationship," By Jeff Goldsmith and Nate Kaufman and Lawton Burns, May 9, 2016, posted at [HealthAffairs.org/blog](http://HealthAffairs.org/blog)
- "Commentary: Shift to Population Health Payment Unlikely to Come Anytime Soon," By Jeff Goldsmith and Nate Kaufman, **Modern Healthcare** pg 31, July 13, 2015
- "Pioneer ACOs: Anatomy of a 'Victory,'" By Jeff Goldsmith and Nate Kaufman, pg 31, [HealthAffairs.org/blog](http://HealthAffairs.org/blog) June 18, 2015
- "Commentary: Not Ready for Population Health Risks" Aug 25, 2014; and "Population Health Management Requires Excellence in the Basics;" posted online Aug. 23, 2014, at [www.modernhealthcare.com](http://www.modernhealthcare.com)
- "12 Milestones for Population Health Competency," [www.BeckersHospitalReview.com](http://www.BeckersHospitalReview.com), Aug. 27, 2014; and "Big Iron, Meet the Cloud: A Solution for Healthcare IT," **Becker's Hospital CIO**, Aug 18, 2014
- **Seven articles at H&HN [www.hhnmag/HHNDaily.com](http://www.hhnmag/HHNDaily.com)**, *New Trends in Health Insurance*, Jan 17, 2013; *Using Constructive Conflict to Make Better Decisions*," Oct 24, 2012; *The Co-Management Conundrum*, Sept 26, 2012; *Not the Best Way to Start*," Aug 29, 2012; *A Coming Physician Shortage for Medicare and Medicaid Patients*," Jul 25, 2012; *Streamlining Strategy*," Jun 27, 2012; and *Weathering Changes to provider-Based Reimbursement*," May 30, 2012
- **Four article series for Journal of Healthcare Management**, *"Net Revenue per Adjusted Discharge Continues to Drive Success*," Jan/Feb 2013; *"A Practical Roadmap for the Perilous Journey from a Culture of Entitlement;"* Sept/Oct 2011; *"Three 'Brutal Facts' That Provide*

**P U B L I C A T I O N S & P R E S E N T A T I O N S (cont'd.)**

*Strategic Direction for Healthcare Delivery Systems- Preparing for the End of the Healthcare Bubble," May/June 2011; "Changing Economics in an Era of Healthcare Reform," Jan/Feb 2011*

- **Four articles at MCOLBlog.squarespace.com** "*Clinical Integration: Déjà Vu All Over Again?*," Jun 1, 2012; "*A Practical Roadmap for the Perilous Journey from a Culture of Entitlement to Culture of Accountability,*" May 4, 2012; "*Three Brutal Facts that Provide Strategic Direction for Healthcare Delivery Systems - Preparing for the End of the Healthcare Bubble,*" Apr 10, 2012; "*Changing Economic in an Era of Healthcare Reform,*" Apr 2, 2012
- "*Defining a Clear Direction for Succeeding in Uncertain Times,*" **Chief Executive Officer - A publication of the American College of Healthcare Executives CEO Circle**, Co-authored with Mr. Timothy Stack, FACHE Spring, 2012
- "*Clinical Integration: Déjà Vu All Over Again?*" **Future Scan 2012 - Healthcare Trends and Implications 2012-2017**, Jan 2012
- "*Bracing for the Failures of Incremental Health Care Reform,*" **H&HN**, Apr 12, 2010
- "*Advice for the New Year—It's Not Just the Economy,*" **The Kaufman Strategic Advisor**, Jan 6, 2009
- "*The Problem with Health Care Reform,*" **www.Medicare Patient Management**, Nov/Dec 2008
- "*Succeeding in the Healthcare Market,*" **Healthcare Executive, ache.org**, July/Aug 2008
- "*Physicians: Employment Reemerges As Strategy to Align Incentives,*" **Future Scan 2008** (Healthcare Trends and Implications 2008-2013)
- "*The Problem with Health Care Reform,*" **Hospitals & Health Networks Magazine On-Line**, Oct. 2007
- "*Physicians: Employment Reemerges As Strategy to Align Incentives,*" **Future Scan 2008** (Healthcare Trends and Implications 2008-2013)
- "*Separating Fads from Facts,*" **Trustee Magazine**, Jun. 2007
- "*A Formula for Managed Care Contracting,*" **Hospitals & Health Networks Magazine**, Jan. 30, 2007
- "*Objective Parameters for Managed Care Contracting,*" **For your Advantage, Trend Leaders Connections**, Vol. 5, Issue 14 Aug. 7, 2006
- "Physician and Hospital: Keeping the Relationship Alive!" **Trustee Magazine**, By Laurie Larson, July/Aug 2006
- "Workbook: Strategic Planning: Maximizing the Board's Impact," **Trustee Magazine**, By Orlikoff and Totten, July/Aug 2006

**P U B L I C A T I O N S   &   P R E S E N T A T I O N S (cont'd.)**

- “Scenario Planning: A Better Way to Plan Strategically,” **ForYourAdvantage.com**, Vol. 5 - Issue 9, May 1, 2006
- “View From the Top-Healthcare CEOs Share Insights for 2006 and Beyond,” **The Physician Executive, Journal of Medical Management**, Jan/Feb 2006, Volume 32 Issue #1, Page 11
- “A Goal for the Next Four Years,” **Hospital and Health Networks**, January 4, 2006
- “Why Should You Develop A Medical Staff Plan?,” **Trustee Magazine**, October 2005 pp. 38-39
- “Linking Operating Margin to Payer Contracting,” **Trustee Magazine**, July/Aug 2005 pp.29
- “Physician & Hospital Relationships: The Outlook,” **Healthcare Strategy Alert!** March/April 2005
- “Patient-Centered Care vs. Operating Margin,” **Managing the Margin**, December 2004
- “Between a Rock and a Hard Place; Physician Markets Create New Strategic Problem for Hospitals,” **COR Healthcare Market Strategist, Market Strategy Development & Implementation** – Goldsmith & Kaufman; 2004
- “What Makes a Winner: Key Characteristics of Peak Performing Hospitals,” **Trustee Magazine**, April 2001, and the follow-up article “Achieving Peak Performance through Strategic Visioning,” July/August 2002.
- “Building Business Relationships With Physicians,” Copyright 1995, **Family Practice 2000 Series of Practice Management Monographs, American Academy of Family Physicians**
- “Caveat Emptor,” **Hospitals & Health Networks**, November 5, 1995, pp. 38-39
- “How Imaging Can Thrive in Managed-Care Markets,” **Diagnostic Imaging**, July 1995, pp. 37, 40-41
- “Competing in an Integrated Healthcare Market: Four Strategies For Success,” **Healthcare Executive**, May/June 1995, pp. 18-22
- “The Four Market Stages, & Where You Fit In,” **Medical Economics**, March 13, 1995, pp. 44-57
- “Power Notebook,” **Hospitals & Health Networks**, February 5, 1995, pp. 58-62
- “Ten Reasons to Beware Of PHOs,” **Family Practice Management**, September 1994, pp. 38-41

**E X P E R I E N C E**

**– Kaufman Strategic Advisors** **2007- Present**  
**Managing Director**

Expert in the areas of peak performing hospitals and physician groups, strategic planning and management support, physician compensation, integrated delivery systems, assisting hospital systems, medical centers, imaging companies, medical groups, radiologists, and other healthcare providers. Assist healthcare providers with critical transactions such as acquisitions, analyses, joint venture/practice valuations, managed care strategy/negotiations, feasibility studies, dispute resolution, and has been called upon as an expert witness in healthcare arbitration cases. Conduct educational sessions and retreats for education, consensus building; up to 95 speaking engagements per year. Serves on various advisory and editorial boards.

Representative engagements include the following:

**Managed Care Strategies Mature and Emerging Markets**

Development of managed care strategies on behalf of major health systems, including negotiating with managed care companies. Consulting services encompass the infrastructure development of IPAs and MSOs.

**Strategic Business Planning Healthcare Companies, Hospitals, and Physicians**

Consulting services include market assessments, financial feasibility, and service-specific strategies.

**Educational Services, Healthcare and Managed Care Strategy Executive, Board, Medical Staff, and Management Team Development**

Conduct educational sessions and retreats for education, consensus building, and conflict resolution.

**Restructuring Services Integrated Delivery Systems**

Provide restructuring consulting services to existing integrated delivery systems for the purpose of assisting these systems in attaining optimum profitability, manage their delivery of care more effectively, and attract payor contracts.

**Physician Group Operations Management/Practice Acquisition Support; Variety of Clients**

Develop and execute turnaround strategies for large physician groups and MSOs. Provide interim physician practice managers to help salvage operations that have been poorly organized and run, or are unprofitable. Assist clients in negotiating with buyers/sellers of group practices, outpatient centers, and other businesses.

**Market Research Studies; Variety of Clients**

Conduct market research studies to determine payor preferences, as well as physician attitudes toward integration.

**Physician Group Research and Valuation Services Solo and Group Practices**

Services include market research and development of sophisticated financial models relating to identified strategies. A primary service area is the financial valuation of solo and group physician practices.

**Mediation and Problem Resolution; Variety of Clients**

Served as an independent and objective party to facilitate resolution of disputes between parties.



**E X P E R I E N C E (CONT'D.)**

- **Healthcare Strategy- ACS Healthcare Solutions** **2004-2006**  
**Senior Vice President - San Diego, CA**  
Expert in the areas of peak performing hospitals and physician groups, strategic planning and management support, physician compensation, integrated delivery systems, assisting hospital systems, medical centers, imaging companies, medical groups, radiologists, and other healthcare providers. Assist healthcare providers with critical transactions such as acquisitions, analyses, joint venture/practice valuations, managed care strategy/negotiations, feasibility studies, dispute resolution, and has been called upon as an expert witness in healthcare arbitration cases. He Served on various advisory and editorial boards.
  
- **Superior Consultant Company, Inc - The KAUFMAN Group Practice** **1997-2004**  
**Senior Vice President - San Diego, CA**  
Provide strategic planning and management support to hospital systems, medical centers, imaging companies, medical groups, radiologists, and other healthcare providers. Assist healthcare providers with critical transactions such as acquisitions, analyses, joint venture/practice valuations, managed care strategy development, feasibility studies and served as an expert witness in three cases.
  
- **The KAUFMAN Group** **1991-1997**  
**Founder/President - San Diego, CA**  
Provide strategic planning and management support to hospital systems, medical centers, imaging companies, medical groups, radiologists, and other healthcare providers. Assist healthcare providers with critical transactions such as acquisitions, analyses, joint venture/practice valuations, and feasibility studies.
  
- **Medical Imaging Centers of America** **1987-1992**  
**President/Chief Operating Officer, Center Operating Group - San Diego, CA**  
Overall responsibility for the development, operation, and marketing of 16 joint venture imaging centers with revenues in excess of \$40 million. Recruited and structured the entire senior management team. Identified new imaging center joint ventures, management contracts, and other new business opportunities. Assisted in raising over \$40 million in public and private financing.

**Vice President, Marketing and Sales - San Diego, CA** **1986-1987**  
Directed all sales and marketing activities for imaging centers. Successfully negotiated with large medical groups, HMOs, military and other group purchasers of imaging services.
  
- **National Medical Enterprises** **1984-1986**  
**Senior Vice President Marketing and Physician Services - Los Angeles, CA**  
Responsible for marketing, advertising, and physician services for 52 hospitals, ambulatory care centers, and alternative delivery networks. Member of the Hospital Group Management Committee. Key participant in policy development, strategic planning, analysis, and approval of acquisitions and major capital expenditures. Directed all market research, marketing

**E X P E R I E N C E (CONT'D.)**

consultation services, product line development, advertising, public relations, physician recruitment, and practice management.

**Vice President, Marketing- Los Angeles, CA** **1982-1984**

Supervised a staff of marketing consultants to develop strategic marketing plans for all 52 hospitals. Served as primary internal consultant for the marketing of the organization's PPOs, industrial clinics, instant care centers, and retirement communities. Authored the Hospital Group Strategic Plans for 1983-1985.

**- Hospital Corporation of America (HCA)** **1979-1982**  
**Manager, Marketing/Strategic Planning - Nashville, TN**

First marketing professional at HCA. Responsible for conducting strategic marketing studies and developing long-range marketing strategies for HCA hospitals. Developed medical staff modeling techniques, opinion surveys, and educational programs for administrators, boards, and medical staffs. Conducted over 35 board retreats to focus the key decision-makers on the critical issues facing their institutions.

**- Health Planning and Development Council** **1976-1979**  
**Director of Data and Research - Ft. Lauderdale, FL**

Directed the data research function for an HSA, including the development of a computerized hospital information system for 22 hospitals, the completion of a 3,000 household health interview survey, and the design of numerous healthcare service need methodologies.