

THE IMPACTS OF CONSOLIDATION IN AN EVOLVING VALUE-BASED MARKETPLACE

David Muhlestein, PhD JD

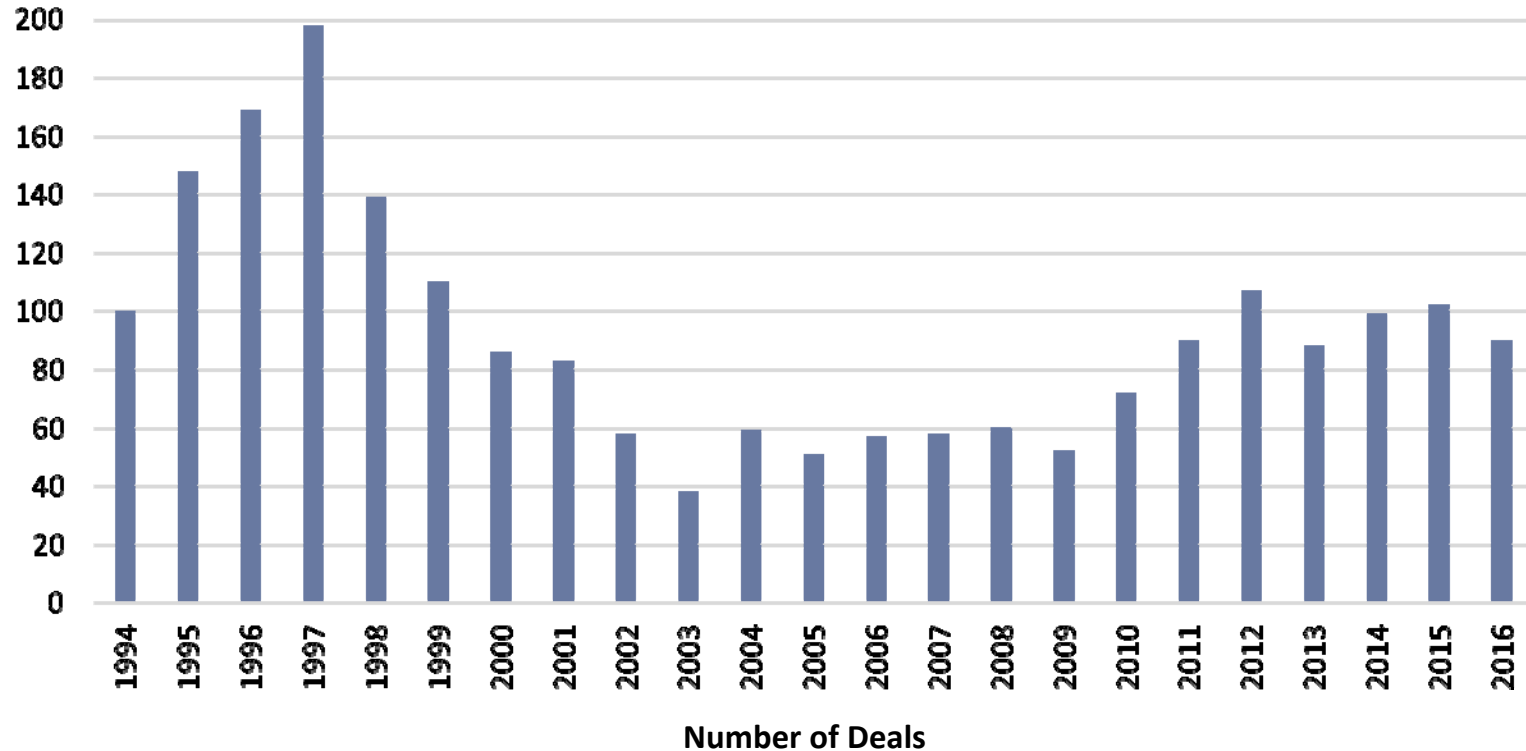
Chief Research Officer, Leavitt Partners

 @DavidMuhlestein

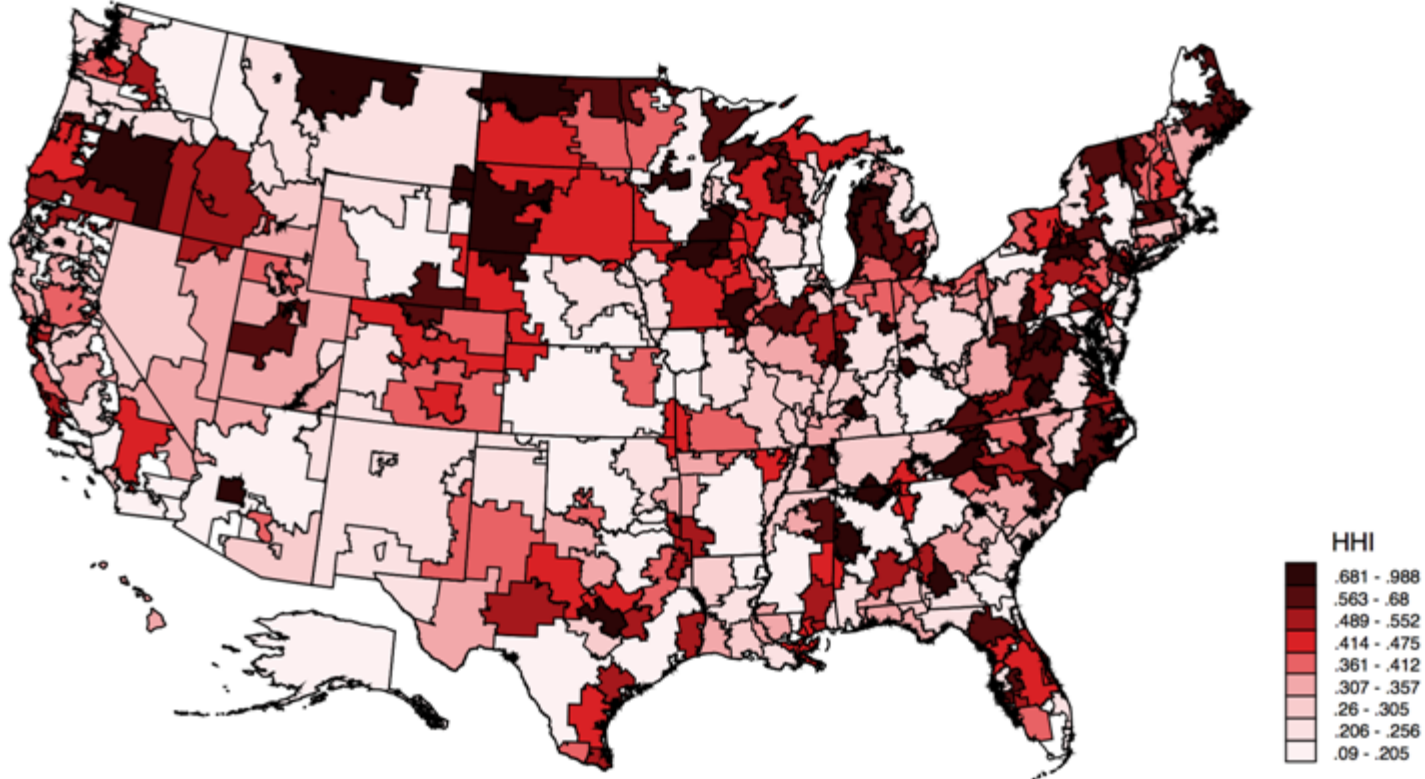
June 29, 2017

CURRENT HOSPITAL CONSOLIDATION

Announced Hospital Mergers & Acquisitions, 1994-2015

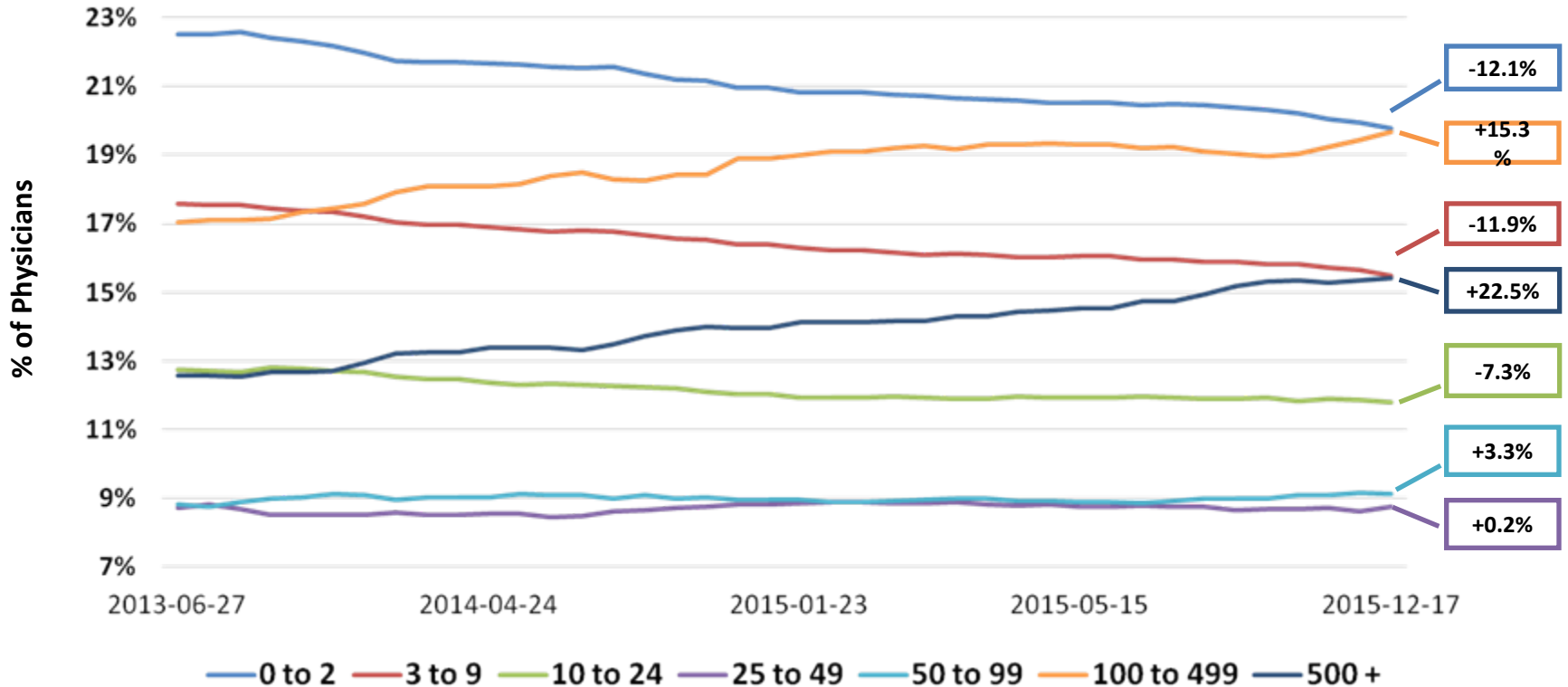


CONCENTRATION OF HOSPITAL SYSTEMS HERFINDAHL-HIRSCHMAN INDEX BY HOSPITAL REFERRAL REGION



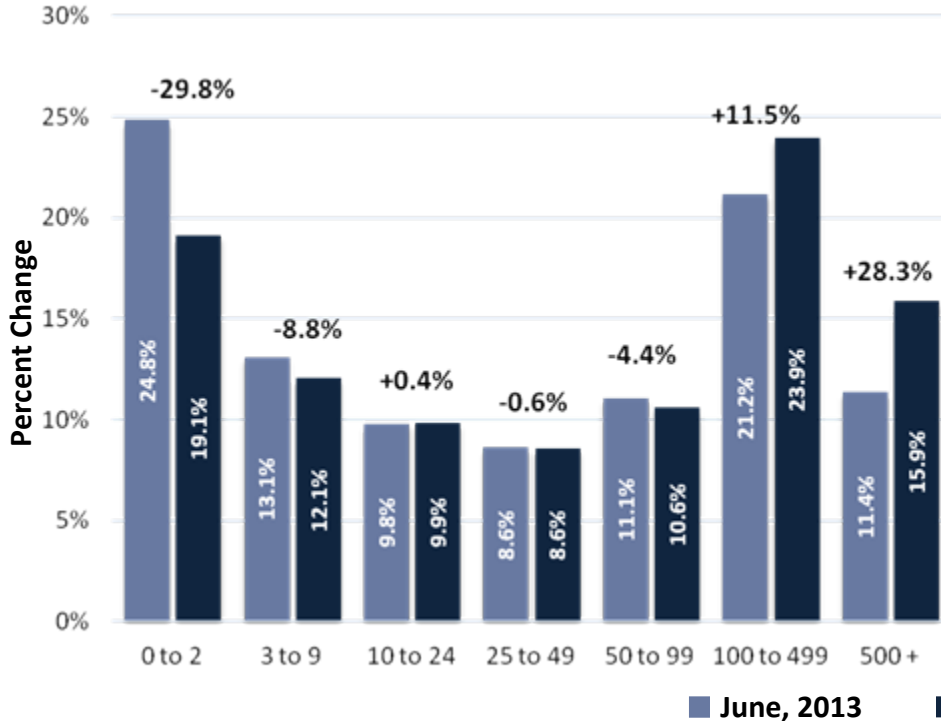
<0.15 - Unconcentrated; 0.15-0.25 - Moderately Concentrated; >0.25 - Concentrated

PHYSICIAN CONSOLIDATION IS DRAMATIC

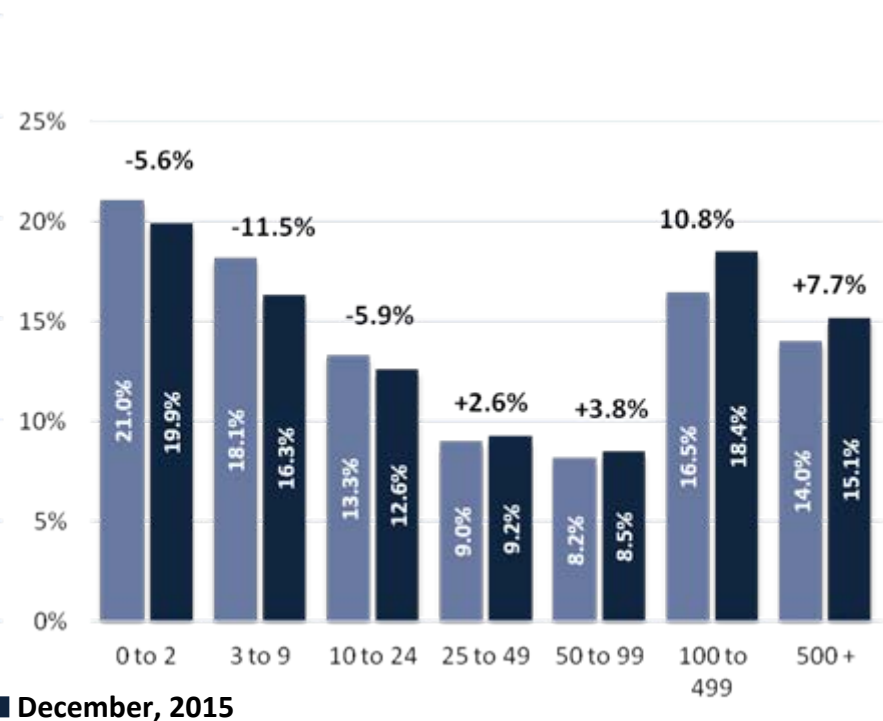


SPECIALIST TRENDS ARE FOLLOWING SUIT

Primary Care Physicians

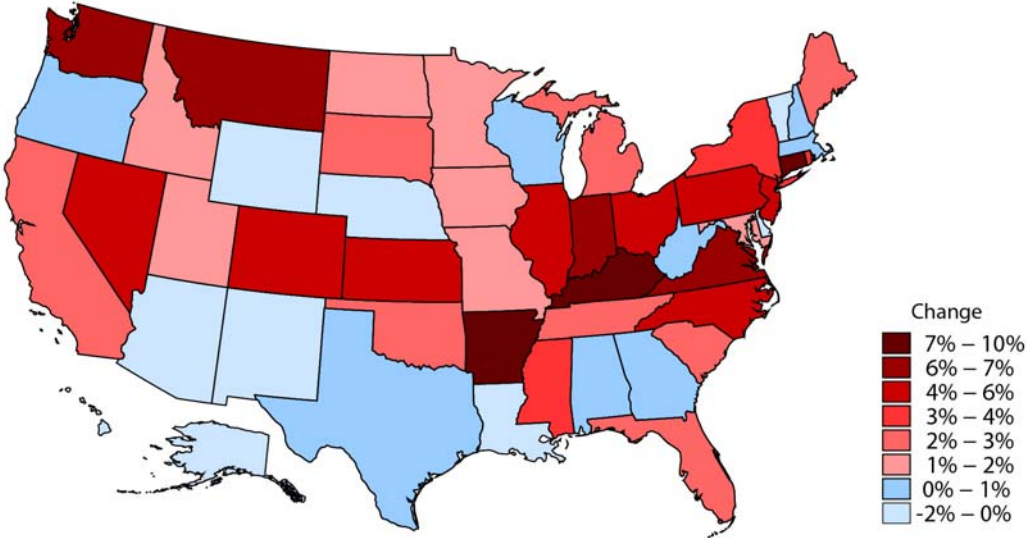


Specialists

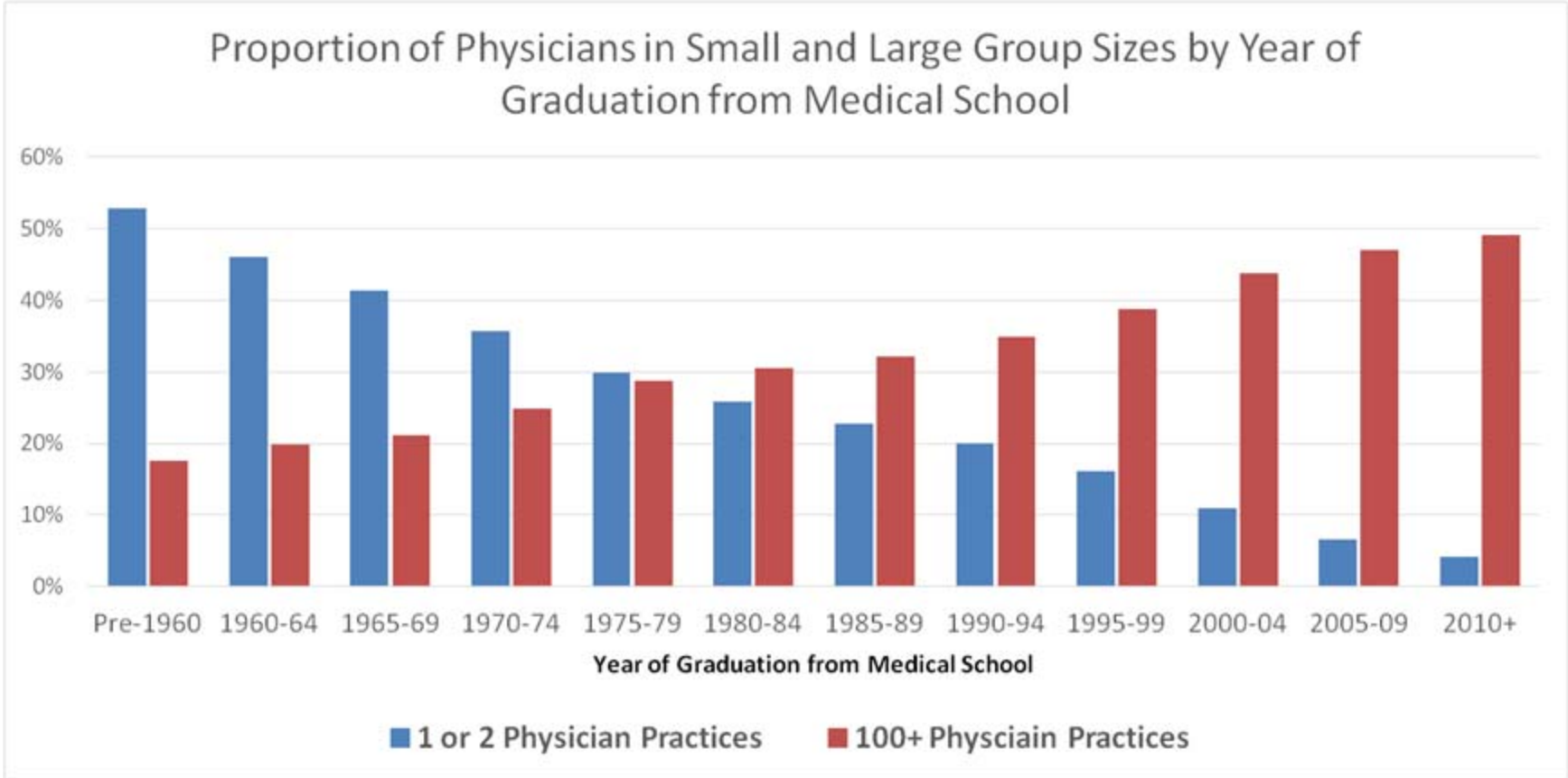


WHERE ARE THE CHANGES OCCURRING?

Change in Proportion of Physicians in Large Groups (>100 Physicians) Between June, 2013 and December, 2015



GENERATIONAL DIVIDE



PANELISTS

Douglas C. Ross, JD

Partner, Davis Wright Tremaine LLP; Former Attorney, Antitrust Division, US Department of Justice, Seattle, WA

Joshua H. Soven, JD

Partner, Gibson, Dunn & Crutcher LLP; Former Chief, Litigation I Section, Antitrust Division, US Department of Justice, Washington, DC

Sophie Vandergrift, JD

Staff Attorney, Bureau of Competition, Mergers IV, Special Assistant, United States Attorney's Office, Federal Trade Commission, Washington, DC

Christine White, JD, MPH

Vice President, Legal Affairs, Northwell Health; Chair, Antitrust Practice Group, American Health Lawyers Association; Former Senior Staff Attorney, Federal Trade Commission, New York, NY