



As health care organizations look for new partnerships to help ensure future sustainability, transaction activity is expected to increase.

To remain competitive, health care organizations must grow and expand strategically as the industry continues to experience rapid consolidation.

SullivanCotter has nearly 30 years of experience advising organizations through the merger and acquisition (M&A) process. We provide our clients with specialized compensation, rewards, regulatory and business valuation expertise. SullivanCotter is uniquely positioned to advise our clients on assessing medical group performance, key talent transitions, and supporting business valuations.

Key Milestones

When advising in the M&A process, there are a number of pre-and post-close milestones that must be achieved:

| Pre-Close | Post-Close (near-term) | Post-Close (long-term) |
|---|---|--|
| <ul style="list-style-type: none"> • Conduct due diligence • Retain key talent • Assess organization workforce structure • Compare compensation and benefits plans • Complete market review and gap analysis | <ul style="list-style-type: none"> • Draft governance plan • Finalize organization and workforce structure • Harmonize job architectures • Determine management executive team • Finalize compensation and benefits design • Develop short- and long-term incentive plans | <ul style="list-style-type: none"> • Transition to new organization and workforce structure • Assess transition impact • Perform Physician Needs Assessment • Develop talent management strategies • Complete post-close workforce review |

Keys to Successful Mergers and Acquisitions

Centralized and actionable data tailored to the unique needs of each stakeholder.

1. Lock-in and **retain key talent**
 2. **Engage the new leadership team** and identify synergies
 3. Understand Medical Group performance and how to **optimize an integrated clinical workforce**
 4. Define **post-transaction roles** as early as possible to help retain key leaders
 5. Define **performance goals for combined enterprise** and timing for implementation
 6. **Seize the opportunity** to transform the organization where needed – **culture, structure, processes and workforce**
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Our Qualifications

Through unmatched data and industry experience, SullivanCotter is uniquely positioned to assist health care organizations with M&A-related workforce integration activities.



Workforce performance and compensation consultant to 85% of the hospitals ranked on the U.S. News Best Hospitals 2021-2022 Honor Roll



Comprehensive suite of compensation and performance **benchmarking surveys** to provide **data-driven intelligence**



M&A integration activity for many of the **largest mergers** between health systems in recent years



Workforce structure, span of control and staffing benchmarks with SullivanCotter's **Workforce Insights360™**



Physician Affiliation and Needs Assessment services to support clinical workforce optimization and alignment



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