

James J. Unland

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James Unland has been an investment banker and consultant to health care providers in all sectors of the health care industry since 1980. His specialties have included: valuation and risk analysis, credit analysis, mergers and acquisitions, fraud investigations/fraud prevention and assisting troubled organizations.

Education

1972 B.A. Harvard College
1975 M.B.A. University of Chicago

Awards, Memberships and Faculty Positions

Awards:

Recipient of Dean Conley Award, 1998, for American College of Healthcare Executive's Article of the Year:

"The Emergence of Providers As Health Insurers" (originally published in 1997)

Honorable Mention, 2005 ACHE Article of the Year (pursuant to Dean Conley Award competition):

"Scrutiny Of Not-For-Profit Community Hospitals' Exempt Status Targets Their Pricing/Collection Practices, Charitable Purposes And Finances Resulting In Significant Local, State And National Events That Now Challenge Hospital Managements And Boards" (originally published in July 2004)

Memberships:

American Health Care Journalists Association

Faculty Positions:

Adjunct Professor of Health Care Finance, Loyola University Law School, Chicago

Publishing Positions

Editor of the Journal of Health Care Finance since 1992

Books Authored

Valuation of Hospitals and Medical Centers, The Health Management Research Institute, Chicago, 1989.

Understanding the Valuation of Medical Practices, Healthcare Financial Management Assn., Chicago, 1989.

Enhancing the Value of Medical Practices, American Medical Association, Chicago, 1990.

Predicting and Preventing Hospital Decline, HFMA and Probus Publishing, Chicago, 1991.

Understanding Hospital Business Fundamentals, The Healthcare Financial Mgt. Assn., Chicago, 1991.

The Essentials of Successful Physician Transactions, The Health Management Institute, 1992.

Healthcare Quality and Financial Measures: Comparative Performance of Accredited Hospitals, the Joint Commission on Accreditation of Healthcare Organizations (JCAHO), 1993.

Essentials of Medical Group Practice Formation, American Medical Association, Chicago, 1993.

Capital Formation in Medical Practices, American Medical Association, Chicago, 1993.

Formation of Physician-Directed Managed Care Networks, American Medical Association, Chicago, 1994.

The Comprehensive Guide to Physician-Hospital Transactions, Probus Publishing, Chicago, 1994.

Valuation of Medical Practices, American Medical Association, Chicago, 1994

A Guide To Buying Physician Practices, Atlantic Information Services, Washington, D.C., 1995.

Strategic Planning for Medical Practices, Health Management Institute, Chicago, 1995.

Physician Practice Acquisition Resource Book, (co-author) Findley, Davies & Company, Toledo, Ohio, contributed chapters on medical practice valuation in the 1997 through 1999 Editions.

Physicians on the New Frontier of Medical Management, ACPE, contributing author, 1998.

Structuring Provider Networks for the New Healthcare Consumer, McGraw-Hill Healthcare Division, 1998.

Articles Authored and Presentations Given

"An Address to the IHHA Annual Meeting: Not-For-Profit Hospitals Should Explore Becoming Provider-Insurers", October 1996.

"A Few Main Principles To Keep in Mind Regarding Compensating 'Physician Executives' In Hospitals and Medical Centers," Health Business And Policy.

"Achieving 'Contracting Unity' through Virtual Integration, Joint Ventures, and Regional Alliances"

"Are Catholic Hospitals Uniquely Positioned to Become Provider/Insurers"? Unified Health Network, Sept. 1996.

"Advanced Strategies For Managing Your Medical Practice", American Pathology Foundation, July 1995.

"A Friend's Message to Physicians: Appreciate Your Assets, Embrace Your True Power and Forge A New Path" The Journal of Health Care Finance."

"The AHA-Picker Institute Survey: A Wake-Up Call to Hospitals and Physicians" The Journal of Health Care Finance, January, 1997.

"Alert to Hospitals Acquiring Medical Practices: IRS Fiscal 1995 CPE...", First Illinois Speaks, Dec. 1994.

"Are Hospital Billing/Collection Practices Now a Wedge into Local and/or State Property Tax Exemption Challenges?", March 2004.

"Banking the Rapidly Consolidating Healthcare Industry," Bank Administration Institute, June 1996.

"Banking Opportunities in the Health Care Industry," Commercial Lending Review, Summer 1998.

"Banking Relationships With Medical Practices," Bankers Conference, M.Z. Bierly Consulting, Inc., May 2009.

"The Berlin Case: Can Hospitals Continue to Employ Physicians?", First Illinois Speaks, Summer 1996.

"Buying and Selling Medical Practices," Chicago Healthcare Magazine, Aug. 1991.

"Can Community Hospitals Survive Physician Competitors?" with Kevin Ponton, Journal of Health Care Finance, June 2002.

"Can Community Hospitals Survive Without Large Scale Health Reform?" Journal of Health Care Finance, 2004

"Can Negative Views by Physicians About PHO's Be Reversed? Is There a Right Way To Structure a PHO", First Illinois Speaks, January 1995.

"Can A Win-Win By Physicians About PHOs Be Reversed?," Insight Magazine, Nov. 1994.

"Can or Should Providers Become Health Insurers?" Integrated Healthcare Symposium, Winter 1997.

"Characteristics of Highly Evolved Managed Care Networks," LBA Conference, Feb. 1995.

"The Consolidation of Healthcare Organizations", Illinois Hospital Association, Oct. 1995.

"Current Risk Analysis Of Community Hospital Sector And Hot Legal/Regulatory Issues"

"Capital Sources for Medical Groups", American College of Physician Executives, May 1995.

"Challenges and Trends Relating to Hospitals and Medical Practices: Banking, Risk Analysis and Credit Implications Risk Management", Association Health Care Lenders Forum, May 4, 2006.

"Changing Hospital-Physician Relationships In The Managed Care Environment"

"The Coming Health Care Revolution"

"Could PHOs be the Training Wheels for Provider/Insurers?" Journal of Health Care Finance

"Developing Physician-Directed Managed Care Networks," Texas Medical Association, Sept. 1994.

"Effects of Healthcare Reform on Physicians and Small Business, Conference for bankers by M.Z. Bierly Consulting, Inc., May 11, 2010.

"The Emergence of Physician-Driven Networks," Global Business Research Conference, Jan. 1996.

"The Essentials of Medical Practice Valuation," Practice Development Institute, May 1992.

"Establishing a Comprehensive Medical Staff Support Program," Healthcare Financial Management Association, June 1992.

"Evaluating Potential Medical Group Partners and Allies", International Business Communications, Sept. 1995.

"Evolving Physician-Hospital Relationships," Institute of Medicine, Mar. 1996.

"The Emergence of Providers as Health Insurers," Journal of Health Care Finance, Fall 1996.

"The Emergence of Provider/Insurers: Can These Entities Become Viable Players? Will They Permanently Change Our System?"

"The Emerging Opportunities for Home Health Care Networks" First Illinois Speaks, Spring 1995.

"The Evolution of Physician-Directed Managed Care", The Journal of Health Care Finance, Winter 1999.

"The Facts of Life About Physician Unions," Journal of Health Care Finance, Fall 1999.

"Formation of Group Practices, Physician Organizations and other Alliances", Podiatric Medical Association, Sept. 1994.

"Formation of Physician Organizations", Colorado Ophthalmology Consortium, Dec. 1995.

"Formation of Provider Networks," Global Business Conference, Jan. 1996.

"Forming Provider/Insurer Managed Care Networks," American College of Healthcare Executives, Nov. 1997.

"Forming and Managing POs, Large Group Practices and Managed Care Networks", Harris Bank Consortium, June 1995.

"Facing the Reality of Our Vulnerable Community Hospitals"

"The Facts of Life About Physician Unions," Journal of Health Care Finance, Fall 1999.

"Financial Management Nets Results", Chicago Healthcare.

"The Formation of Physician Organizations in Northeastern Illinois: Will They Compete With (or Replace) PHO's?"

"The Fundamentals of Medical Practice Valuation"

"Group Practice and Related Hospital-Physician Transactions"

"The Growing Impetus for Group Practice Formation," Chicago Healthcare Magazine, May 1993.

"The Growing Impetus for Group Practice Formation and Hospital Affiliation of Medical Practices"

"The Growing Movement Toward 'Actuality-Based' Capitation", First Illinois Speaks.

"Group Practices and Related Transactions," Journal of Medical Practice Management, June 1994.

"Group Practice Formation", American Bar Association, Aug. 1995.

"Having a Comprehensive Medical Staff Development Program," HFMA, June 1992.

"Health Care Trends Impacting Real Estate Strategies," NACORE International Conference, Apr. 1996.

"Hospital Acquisitions of Medical Practices," International Business Communications Conference, Chicago, Apr. 1995.

"Hospital Acquisitions of Medical Practices," Journal of Medical Practice Management, Mar. 1995.

"Hospitals Beware: Your physicians may take action with or without you," First Illinois Speaks, Mar. 1994.

"A Hospital's Community Relations Turnaround in Champaign County, Illinois, Has Broad Implications For National 'Charity Care' Controversies" HFMA CFO Forum Quarterly Insights, Summer 2004

"Hospitals in the 90's: Which Ones Will Survive?" Health Management Research, Oct. 1991.

"Hospital-Physician Relationships in the Managed Care Environment," Journal of Medical Practice Management, Aug. 1994.

"Hospitals Versus Physicians, POs Versus PHO's: The Providers' Struggle For Control of Managed Care Contracting"

"Hospitals versus Physicians, POs versus PHOs: Who Will Predominate?" Journal of Health Care Finance, Spring 1995.

"How Can Hospitals Address Re-Pricing Challenges Brought On By Recent Controversies?", 2004

"How the New Safe Harbor Regulations Affect Medical Staff Development," First Illinois Speaks, Mar. 1993.

"H.R. 995 A U. S. House Bill to Watch"

"Hospital-Physician Transactions in the New Regulatory Environment," Chicago Health Executives Forum, July 1992.

"Insights Into Working With Medical Practices," M & T Bank Conference, May 2009.

"The Imperatives of Collaboration Among Providers and Insurers," Mt. Sinai Medical Conference, Feb. 2000.

"An Introduction for Board Members Regarding Fiduciary Duty and Compliance In Hospitals and Medical Centers"

"IRS Hospital Audit Coordinator Highlights Hospital-Physician Relations Red Flags", Chicago Audience, 1992.

"Issues Relating to Medical Practices", Robert Morris Associates, April 9, 2002

"If You Sign Up With A Physician-Hospital Organization (PHO), Leave Yourself an "Out"...PHO's May not be Around That Long!"

"Impact Analysis On Community Hospitals Of Independent Physician-Owned Hospitals and Surgicenters"

"The Leadership Challenge for Physicians: Re-Establishing the Direct Physician-Consumer Relationship" Greater Philadelphia Physicians ,February 1997.

"Looking Beneath the Surface to Evaluate Hospital Viability and Predict or Prevent Hospital Decline" Conference On The Topic: Predicting, Preventing, and Coping with Hospital Bond Defaults, November 1990.

"Medical Group Practice Formation", the Journal of Health Care Finance, Winter 1997.

"Modernizing Medical Practice Information Systems: The Linchpin of 'Integrated' Providers in the Managed Care Era" First Illinois Speaks, Nov. 1994.

"Managed Care Contracting," Kane County Medical Society, Nov. 1995.

"Managed Care Today", Grossmont Hospital Consortium, Feb. 1995.

"Management and Organizational Structures in the 21st Century", Harvard Club of Chicago, Oct. 1994.

"Modernizing and Consolidating Public Health Services," 1998 Health Management Research Institute Annual Meeting.

"MSO Formation", Metropolitan Chicago Healthcare Council, Sept. 1995.

"Medical Practice Acquisition And Joint Venture Strategies", June 2006

"Medical Practice Valuation and Hospital-Physician Acquisition Transactions," College of Healthcare Executives, Oct. 1997.

"Medical Practice Succession Planning", American Hospital Association, Oct. 1994.

"Medical Practice Valuation and Physician Compensation Issues", Illinois Association of Hospital Attorneys, November 1995.

"Medical Staff Development in the New Regulatory Environment," HFMA, May 1993.

"The Multifaceted and Dangerous Aspects of the Hospital Pricing/Collections/Charity Care Controversy"

"Reclaiming the Practice of Medicine and Establishing the Provider-Consumer Linkage," Renaissance Meeting, Winter 1997.

"The Next Generation Of Health System Hospital and Provider Partnerships", MSO Executive Collaborative Symposium, May 8, 2000

"The Opportunity for Catholic-Sponsored Provider/Insurer Networks," Health Progress, Spring 1998.

"Opportunities for Collaboration Among VNA's in the Managed Care Era"

"An Overriding Year's Resolution for Physicians: Appreciate Your Assets, Embrace Your True Power And Forge a New Path", December 1996.

"Opportunities For Bankers In The Rapidly Consolidating Medical Practice Industry", Robert Morris Associates, June 1995.

"Opportunities for Banks to Serve the Consolidating Physician Market," Robert Morris Associates, Mar. 1996.

"Opportunities for Collaboration Among Home Health Agencies", VNA of Indiana, Feb. 1995.

"The Outlook on Health Care Issues in the Upcoming Obama Administration," McDonald Hopkins Conference, Cleveland, Ohio, May, 2009.

"PHOs: Are They Permanent or Transitional Entities?," HFMA First Illinois Chapter Conference, Jan. 1996.

"Physician-Directed Managed Care Efforts Throughout the United States", Montgomery Dorsey Symposium, July 1995.

"Physician-Hospital Partnership Formation", Apr. 1995.

"Physician Investment In Medical Office Buildings", Healthcare Transactions Conference, November 12, 2004.

"Prevalent Provider Networking Arrangements"

"The Pricing/Collections/Charity Care Controversies And Resultant Challenges To Hospitals' Exempt Status" Speech June 29, 2006 to Ohio HFMA

"The Pricing/Collections/Charity Care Controversies And Resultant Challenges To Hospitals' Exempt Status," October 2005 Speech to the Indiana HFMA

"The Pricing/Collections/Charity Care Controversies: Are they jeopardizing hospitals' exempt status? What lessons have been learned?" Presentation to Cincinnati HFMA

"Physician Directed Managed Care Contracting," Journal of Medical Practice Management, Apr. 1995.

"Physician-Hospital Organizations: Analysts Criticize Them, Doctors are Skeptical of Them, But Could They be the 'Training Wheels' of Tomorrow's Provider Sponsored Networks?"

"Physician-Hospital Organizations Versus Physician Organizations: Will POs Ultimately replace PHOs?"

"The Principles of Medical Practice Valuation"

"Protecting Vital Hospital Assets By Properly transitioning the Medical Practices of Senior Physicians"

"Provider Sponsored Networks: How Soon Will They Be Viable?," Journal of Health Care Finance, Spring 1996.

"Physician Unions: Bad for Them and Us," Physicians News Digest, Mar., 1997.

"A Preflight Checklist to Help Get Your Network Off the Ground," AM News, Dec. 1994.

"Pricing Collections/Charity Care Controversies Challenge Tax-Exempt Hospitals" Part One, HFMA Chicago Chapter's First Illinois Speaks, Fall 2005.

"Pricing/Collections/Charity Care Controversies Challenge Tax-Exempt Hospitals Part Two: Addressing The Core Issues," First Illinois Speaks, February 2006

"The Principles of Medical Practice Valuation"

"A Possibly Helpful Concept...the Hospital Repricing Impact Assessment," with Alfred Mansfield.

"The Range of Hospital-Physician Transactions," Journal of Medical Practice Management, Jan. 1994.

"The Range of Provider/Insurer Configurations," Journal of Health Care Finance, Fall/Winter 1997.

"Reclaiming the Practice of Medicine: The Health Care Challenge of Our Age," Physicians on the Frontier, Spring 1998.

"Recognizing and Dealing with the Psychological Stresses of Physicians and Hospital Managers in an Era of Upheaval" Chicago HFMA's First Illinois Speaks magazine.

"The Regional Multi-Specialty Super-Group: The Most Potent Form of Physician organization", The Journal of Medical Practice Management, Spring, 1996.

"Regional Provider Network Formation"

"Risk Analysis of Hospitals In the Context of Current Industry Threats And Concerns Risk Management", Association Health Care Forum, November 8, 2004

"Restoring Accountability in Our Health Care System," Catholic Sponsorship Conference, 1998.

"Regional Super-Groups," Journal of Medical Practice Management, Spring 1996.

Remarks to the American Bar Association's Health Law Section on the Topic of Specialty Hospitals, January 28, 2004 "Community Hospitals Do Not Operate in a 'Free Market' And Are Endangered by Specialty Hospitals"

"Responding to Physician Needs by Assisting with Practice Consolidation....," First Illinois Speaks, Nov. 1992.

"Restoring the Provider-Consumer Linkage: The Ultimate Challenge to Physicians"

"Risk Management Eludes the Hospital Sector" The Bond Buyer (editorial), March 20, 2006.

"Scrutiny Of Not-For-Profit Community Hospitals' Exempt Status Targets Their Pricing/Collection Practices, Charitable Purposes And Finances Resulting In Significant Local, State And National Events That Now Challenge Hospital Managements And Boards" Health Business And Policy .com, July 2004.

"Selected Alternative Models for Group Practices," Health Management Research, Nov. 1992.

"Serving The Medically Indigent Population Of Chicago And Cook County In The 21st Century Through the Consolidation and Modernization of Health Care Services"

"Special Regulatory Alert Regarding Hospital-Physician Transactions," Health Capital Group, Feb. 2000.

"Street-Smart Advice on Hospital-Physician Transactions," Center For Health Industry Performance, Spring 1999.

"Strategic Planning for Physician Practices", National CPA Healthcare Advisors Association, June 1995.

"Structuring Hospital-Physician Transactions," Illinois Association of Hospital Attorneys, Chicago, Sept. 1992.

"Structuring Succession Transactions for Retiring Physicians," Society for Healthcare Planning and Marketing, Oct. 1991.

"The Struggle For Control of Managed Care Contracting", Kane County Medical Society, Aug. 1995.

"Taking in Partners," Chicago Healthcare Magazine, May 1991.

"Transforming a Hospital's Medical Staff into Affiliated Group Practices," American Hospital Association, May 1993.

"Transitioning the Practices of Retiring Physicians," First Illinois Speaks, Jan. 1994.

"Trends in Health Care: Issues Affecting Selected Healthcare Providers," Conference for bankers by M.Z. Bierly Consulting, Inc., Sept. 2015.

"The Triple Threats To Our Community Hospitals"

"Two Years Into the Storm Over Pricing to and Collecting From the Uninsured – A Hospital Valuation Expert Examines the Risk/Return Dynamics and Asks: Would Fair Pricing and Fair Medical Debt Repayment Plans Increase Yields to Hospitals and Simultaneously Mitigate These controversies?" Journal of Health Care Finance Fall 2005.

"Urgent Memorandum on Specialty Hospitals," November 3, 2003.

"The Wall Streetization of Health Care: Can Not-For-Profits Compete"? Illinois Hospital Association, Oct. 1996.

"What Hospital Trustees Need to Know and Do," Healthcare Financial Management Association, June 1992.

"Why the Hospital Pricing/Charity Care Controversy is Dangerous For Everyone Involved"

April 28, 2004

"When Medical Practices Change Hands," Journal of Ambulatory Care Management, March 1992.

"Why I Supported The 'Specialty Hospital Moratorium,'" Am Heart Hosp J; 2005;3(1):52-3

"Will Community Hospitals' Pricing, Collection and Charity Care Practices End their Tax-Exempt Status?"

"Will Doctors Kill Off Community Hospitals?" October 13, 2003

"Will Suing Their Patients Be Hospitals' Undoing?" March 2004

"Can A Win-Win By Physicians About PHOs Be Reversed?," Insight Magazine, Nov. 1994.