

Presented at  
32<sup>nd</sup> Annual Health Law Conference  
April 7-9, 2021  
Live Webcast

## Getting Deals Done During the Pandemic and Beyond: The Influence of COVID and New Players in the Market for Healthcare Transactions

Speakers: Lane Wood, CHRISTUS Health  
Jane Jordan, Beaumont Health

Moderator: Lisa Atlas Genecov, Katten Muchin Rosenman LLP Dallas

1

### TOPICS COVERED

- Overview of healthcare M&A market
- How the pandemic has impacted transactions
- How transaction processes and terms have changed since the beginning of the pandemic
- Trends/thoughts regarding what the healthcare M&A market will look like in 2021 and post-COVID

2

2

# High Level Trends From 2020 and Heading into 2021

- Uptick in deal activity following early 2020 shutdowns
  - Motivated sellers or owners looking to partner
  - High demand and dry powder from private equity
  - New areas of interest / opportunities from pandemic
  - Sectors providing elective care (e.g., GI, dental, dermatology), have returned to pre-COVID patient volumes
  - Other less exposed sectors (e.g., diagnostics, telehealth, home health) have shown signs of growth and increased demand
- Closing deals continues to present challenges
  - Some uncertainty around valuation / structuring
  - Areas with price discovery present opportunities for buyers and potential challenges to sellers
  - Comprehensive diligence process more important than ever (for both parties)
  - Complications with COVID and government relief programs (e.g., PPP loans)
- Add-on acquisitions / lower middle market deals continue
  - PPM, home health, hospice, behavioral health...
- Disruptors, including large tech and retail companies, are transforming the healthcare industry and driving innovation

3

3

# Hospital M&A Trends

- Fewer hospital transactions than 2019, but still within historical range of the past 10 years
  - 79 announced in 2020 versus 92 in 2019
- 7 of the announced deals involved a seller/smaller partner with >\$1 billion in revenues
- Many health systems expanding in existing markets, as many hospitals struggled operationally and financially during the pandemic. For example:
  - Novant Health and New Hanover Regional Medical Center (NC)
  - NorthShore University Health System and Northwest Community Healthcare (IL)
- Pandemic seems to have been a catalyst for innovative strategic partnerships and tactical transactions

<b>Total Announced Transactions</b> .....	79
<b>Breakdown by Smaller Partner Size in Revenue (as % of Total Transactions)</b>	
• Revenues < \$100M .....	42%
• Revenues Between \$100M and \$500M .....	44%
• Revenues Between \$500M and \$1B .....	5%
• Revenues > \$1B .....	9%
<b>Average Smaller Partner Size by Annual Revenue</b> .....	\$346M
<b>Not-for-Profit/For-Profit Deals</b>	
• Not-for-Profit Acquiring Not-for-Profit .....	59%
• Not-for-Profit Acquiring For-Profit .....	18%
• For-Profit Acquiring Not-for-Profit .....	4%
• For-Profit Acquiring For-Profit .....	19%
<b>Transactions Involving:</b>	
• Religiously Affiliated Seller .....	8%
• Governmental Seller .....	9%
• Rural or Urban/Rural Seller .....	24%
• Financially-Distressed Seller <sup>1</sup> .....	16%

Source: Kaufman, Hall & Associates, LLC

<sup>1</sup> KaufmanHall report available at <https://www.kaufmanhall.com/ideas-resources/research-report/2020-mergers-acquisitions-review-covid-19-catalyst-transformation>

4

4

# Physician Practice M&A Trends

- 60 publicly announced physician practice transactions in Q4 2020, compared to 52 in Q3
  - 45 physician practice deals announced in January 2021, according to KPMG report
- \$1.9 billion in deal value (2020)
- 75% of physician deals involved PE firms and their portfolio companies
- Buyers willing to recognize return to pre-COVID volumes and revenues, which supports current valuation levels
- According to BDO survey of healthcare CFOs, 31% said they were looking to acquire physician practices in 2021
- HOWEVER, the FTC initiated a study in January 2021 of how physician practice acquisitions by hospitals have affected the market, and may be looking harder at physician practice deals moving forward

<sup>2</sup><https://news.bloomberglaw.com/pharma-and-life-sciences/health-deals-see-torrid-pace-with-physician-practices-in-front>  
[https://www.beckersasc.com/asc-transactions-and-valuation-issues/physician-practices-are-a-hot-target-45-sales-in-january.html?origin=OrthoE&utm\\_source=OrthoE&utm\\_medium=email&utm\\_content=newsletter&oly\\_enc\\_id=4668E103423480Y](https://www.beckersasc.com/asc-transactions-and-valuation-issues/physician-practices-are-a-hot-target-45-sales-in-january.html?origin=OrthoE&utm_source=OrthoE&utm_medium=email&utm_content=newsletter&oly_enc_id=4668E103423480Y)

5

5

## COVID's Impact On Today's Healthcare M&A Market, Process, and Terms

6

6

Find the full text of this and thousands of other resources from leading experts in dozens of legal practice areas in the [UT Law CLE eLibrary \(utcle.org/elibrary\)](https://utcle.org/elibrary)

## Title search: Getting Deals Done During the Pandemic and Beyond: The Influence of COVID-19 and New Players in the Market for Healthcare Transactions

Also available as part of the eCourse

[2021 Health Law eConference](#)

First appeared as part of the conference materials for the  
32<sup>nd</sup> Annual Health Law Conference session

"Getting Deals Done During the Pandemic and Beyond: The Influence of COVID-19 and New Players in the Market for Healthcare Transactions"