



JEFFREY B. SOMMER, MPP Managing Director

AREAS OF FOCUS

- Strategic advisory
- Affiliation & partnership advisory
- Performance improvement
- Board education & facilitation
- Capital planning and access

EDUCATION

- Jeff earned his BA in Political Economy from Williams College.
- He received a master's degree in Public Policy with a focus on health policy and management from Harvard's Kennedy School of Government.

OUTSIDE THE OFFICE

- Jeff lives in Maine with his wife Dominique and their two boys. They enjoy time together skiing, boating and hiking.

CONTACT

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Jeffrey Sommer is Stroudwater's Managing Director and leader of Stroudwater's Mergers, Affiliations & Partnerships practice. For more than 25 years, Jeff has focused on assisting hospital and health system clients with strategic positioning, executing major strategic initiatives, and conceiving and executing affiliations and partnerships. Jeff's advisory practice is centered on the nexus of strategy, capital planning, affiliations, and operational performance. He is passionate about working proactively with health system leadership to define, quantify and mitigate strategic risks.

Jeff is an expert at facilitating board decision-making around strategic options, including defining and selecting a preferred strategic option for clients and then executing the preferred direction. He also is experienced in pairing a preferred strategic option with performance improvement plans to enhance the likelihood of achieving client objectives. When necessary, Jeff has helped clients unwind outmoded affiliation structures to achieve desired strategic objectives.

In addition to his client responsibilities, Jeff's role as Managing Director places him in a coordinating role across Stroudwater's strategic and operational advisory practices. Jeff has found the multidisciplinary perspective afforded by his Managing Director role to be an important asset in his client work.

REPRESENTATIVE ACCOMPLISHMENTS

- Affiliation planning assistance for dozens of regional referral centers, community hospitals, and critical access hospitals ranging from full acquisitions, joint ventures, member substitutions and clinical or service-line-specific collaborations
- Assisting rural health systems to define and quantify their value proposition to create enhanced affiliation options and improved affiliation terms
- Performance improvement assistance with a focus on addressing short-term needs such as bond covenant violations or longer-term strategic imperatives such as mitigating operating risk, providing required access to capital, conserving strategic options, or enhancing the negotiating position of community hospitals contemplating or engaged in affiliation
- Ambulatory service planning for health systems and community hospitals, including development of "ambulatory destination centers"
- Strategic and capital planning services in support of 15 "greenfield" and replacement hospitals, new bed towers, and ambulatory centers in ten states, with total project costs above \$1.4 billion
- Expert testimony in a Maryland Certificate of Need hearing and authoring of white papers assessing Certificate of Need programs in two states regarding overall regulatory oversight of acute care and outpatient services and oversight of interventional cardiology services
- Combining demand modeling, scenario analysis, financial and capital planning to minimize project and strategic risk for bed towers, new hospitals, major new clinical programs and ambulatory projects
- Authorship of a national Community Hospital Replacement Study, a comprehensive study of market, facility, operational and financial metrics for 72 community hospitals replaced since 2000 (www.replacement-hospital.org)