

# JEN JOHNSON, CFA

*Managing Director and Chief Commercial  
Officer, VMG Health*



## BIOGRAPHY

Jen Johnson is a managing director with VMG Health and has led the Professional Service Agreements Division for over ten years. Her expertise is related to determining Fair Market Value, market data, and regulatory guidelines associated with valuing professional service arrangements with both healthcare systems and life sciences companies.

Mrs. Johnson is dedicated exclusively to the valuation of compensation agreements, and has been integral in developing internal compensation tools for some of the largest health systems in the country. She also provides full FMV opinions for any type of compensation arrangement including clinical services, administrative services, call coverage, co-management agreements, and pay for performance arrangements, which include both shared savings and quality incentives. She is routinely published on these topics nationally through organizations such as American Health Lawyers Association, American Bar Association, Health Care Compliance Association, and Healthcare Financial Management Association. Her accomplishments also include providing expert witness testimony related to fair market value and serving as a peer review editor for the Journal of Hospital Administration.

Mrs. Johnson began her valuation career with KPMG, LLP in their Forensic and Litigation Services department in 1998, where she worked directly under experts in the field of finance, accounting and economics. She also worked at the University of North Texas as a finance professor. Prior to that, she earned her BBA and MBA in Finance as well as the Chartered Financial Analyst designation, while working for several companies in a consulting capacity, and served as a finance professor for the University of North Texas. Her consulting work included business valuation, financial projections, and operational systematizations.

## PUBLICATIONS & PRESENTATIONS

Presentation: "Maintaining Compliance While Compensating Physicians for Quality and Cost Savings" – HFMA Utah CFO Forum

Article: "Compensation and Compliance: Five Common Sense Steps" – Compliance Today

Article: "Three Strategies for Aligning with Physicians in a Value-Based World" – hfm Magazine

Webinar: "What You Should Know About Fair Market Value Healthcare and Beyond" – American Bar Association CLE

Webinar: "How to Navigate a FMV Opinion for Transactions or Compensation Arrangements" – American Bar Association Health Law Section

Presentation: "How to Navigate a FMV Opinion for Transactions or Compensation Arrangements" – American Bar Association 18<sup>th</sup> Annual Emerging Issues in Healthcare Law Luncheon

Presentation: "A Balancing Act: Alternative Payment Models and Physician Compensation" – American Bar Association 18<sup>th</sup> Annual Emerging Issues in Healthcare Law

Book: "The Healthcare Executive's Simple Guide to FMV" Edited by Jen Johnson– American Bar Association

Presentation: "Living in Between Fee For Service and Pay for Performance: Trends and Checklists for Physician Compensation" – HFMA Nebraska Population Health Summit

Presentation: "Practical Advice on Physician Compensation: Achieving Compliance and FMV" – HFMA McMahon-Illini Winter Meeting

Webinar: "Understanding Anti-Kickback and Self-Referral Laws for Fair Market Value in Hospital and Physician Transactions" – The Knowledge Group

Presentation: "Physician Arrangement Integrity: Balancing Process and Expense" – Becker's Hospital Review Annual CEO + CFO Roundtable

Presentation: "Tackling the Three Cs: Compensation, Compliance, and Commercially Reasonable" – American Health Lawyers Association Fraud and Compliance Forum

Webinar: "Fair Market Value & Commercially Reasonable Overview" – American Bar Association

Article: "The Comprehensive Primary Care Plus Initiative: The Latest in Primary Care Compensation and Upcoming Fair Market Value Challenges"

Presentation: "Fair Market Value & Commercially Reasonable Overview" – Centers for Medicare & Medicaid Services

Presentation: "Practical Advice on Physician Compensation: Achieving Compliance and Fair Market Value" - University of Texas 28th Annual Health Law Conference

Presentation: "Ensuring Fair Market Value in a Pay for Performance World" – American Bar Association Health Law 17<sup>th</sup> Annual Conference on Emerging Issues in Healthcare Law

Presentation: "Recent Regulatory Guidelines for Co-Management/P4P Arrangements and Tips for Compliance" - 13th Annual ABA Washington Health Law Summit

Presentation: "Case Study Approach: Successful Implementation of Complex Gainshare Models" - The Fifth National Bundled Payment Summit

Article: "Inspector General's Kickback Alert Signals Doc Crackdown" – Health Law 360

Article: "Telemedicine Arrangements: Trends and Fair Market Value Considerations" – *Compliance Today*

Presentation: "Successful Implementation of Complex Gainshare Models" – 2015 National Bundled Payment Summit

Presentation: "The Latest in P4P Arrangements: How to Stay Compliant" - CSHA 2015 Annual Meeting & Spring Seminar

Presentation: "The Benefits and Burdens of Novel Payment Arrangements in a P4P World" - American Bar Association Emerging Issues in Healthcare Law 2015

Webinar: "P4P Arrangements: Understanding Structures and What to Look for in a FMV Opinion" - American Health Lawyers Association

Presentation: "The Latest and Greatest in Pay for Performance and ACOs" - TAFHA 2014 Fall Symposium

Webinar: "Stark Reality – Navigating the Requirements for Fair Market Value in Physician Compensation Arrangements" - McAfee & Taft Healthcare Industry Webinar

Panel Discussion: "Regulatory Guidelines and Fair Market Value Tips" - Waller Law Living in a P4P World Program

Article: "Evaluating the Fair Market Value of Pay for Performance" - *HFM Magazine*

Panel Discussion: "Important Implications under the Stark Law from Recent Court Cases" - King & Spalding 2014 Annual Health Law and Policy Forum

Webinar: "Sunshine Act: 2014 Risks and Strategies" – The Knowledge Group

Presentation: "Fair Market Value & Introduction to Clinical Integration Payments" - The Infectious Diseases Society of America

Presentation: "Emerging Trends in Physician Alignment Strategies: Consolidation, Joint Ventures and Payment Structures" - ABA 14th Annual Conference on Emerging Issues in Healthcare

Presentation: "Financial Relationships Associated With Clinical Trials: Disclosure, Compliance, and Fair Market Value" - American Health Lawyers Association

Presentation: "Financial Relationships in Clinical Trials: Determining Fair Market Value" - Clinical Research Breakfast Briefing with Neal Gerber & Eisenberg

Presentation: "Practical Tips for Setting Thought Leader Compensation" - 5th Annual National Disclosure Summit

Webinar: "Fair Market Valuation for Physicians And Other Healthcare Providers" - Association of Corporate Compliance

Article: "The Risks and Rewards of Setting Physician Compensation Internally" - Healthcare Financial Management Association

Panel Discussion: "Preparing for Physician Payment Sunshine in 2012" - 3rd Annual Medical Device Conference

Presentation: "Evaluating and Determining Fair Market Value for KOLs" - ExL Pharma KOL Relationship Summit

Article: "The Sunshine Provision, Fair Market Value and Compensating KOLs" - *Pharmaceutical Compliance Monitor*

Article: "Fair Market Value and the Sunshine Act: Preparing for Mandatory Disclosure" - *Rx Compliance Report*

Article: "How to Help Your Clients Comply With the Sunshine Provision" - American Health Lawyers Association

Panel Discussion: "Cutting Edge Challenges in Determining Fair Market Value for Hospital - Physician Arrangements & Transactions" – New Jersey Hospital Association

Presentation: "Using Co-Management Effectively to Improve Results" - Becker's Hospital Review 3rd Annual Meeting  
Presentation: "Compensation and Valuation Issues in Physician Practice Acquisitions" - Missouri Hospital Association Annual Meeting

Webcast: "Trends in Physician Arrangements Web Conference" - Health Care Compliance Association

Article: "Commercially Reasonable – Whose Responsibility is it?" - *HFM Magazine*

Article: "Create a Compliant On-Call Payment Model" - HCPro Online

Article: "Fair Market Value Position Statement" - The Investigator Initiated Sponsored Research Association

Presentation: "Structure and Valuation of Quality Management and Call Coverage Arrangements" - American Bar Association: 11th Annual Conference on Emerging Issues in Healthcare Law

Article: "Paying for Call Coverage, What You Should Know" – *HFM Magazine*

Article: "Fair Market Value Support Required: Physicians in Administrative Roles" - American Health Lawyers Association

Presentation: "Current Developments in Physician Alignment and Key Issues Involving Fair Market Value" - Arizona Association of Health Care Lawyers October Program

Presentation: "Current Developments and Key Transactional Issues Involving Fair Market Value" - University of Texas Annual Health Law Conference

Presentation: "Physician Alignment in Today's Market" – Private Client Presentation

Article: "Compliance Checklist: Compensating Physicians for Quality Care" – *Compliance Today*

Article: "5 Things You Should Know About Co-Management Arrangements" - *HFM Magazine*

Article: "Co-Management Agreements, Compensation & Compliance" - American Bar Association Health Law Section

Presentation: "Financial Relationships Associated With Clinical Trials: Disclosure, Compliance, and Fair Market Value" – AHLA

Presentation: "Valuation and Fair Market Value" - University of Texas 23rd Annual Health Law Conference

Presentation: "Back To the Future: Valuation Issues in Physician Compensation" – CLE Class

Webcast: "Structure and Valuation of Quality Management and Call Coverage Arrangements" - American Bar Association Health Law Section Teleconference