



Jim Carr

Partner & Co-Founder

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Jim guides InHealth's clients in designing provider alignment strategies to enable organizations to effectively transition to value-based payment programs and ensure their compensation programs are consistent with FMV



ABOUT JIM

Jim leads InHealth's work related to structuring, implementing, and valuing provider integration models for clinic-based specialties and navigating the transition to participation in advanced value-based contracting models. Jim is a frequent presenter and author on matters pertaining to physician alignment models and provider compensation. He also possesses extensive experience serving as an expert in disputes and investigations involving physician compensation matters.

Jim offers InHealth's clients guidance in designing provider integration models that ensure alignment with their organization's operational and financial goals, as well as optimize the organization's performance in value-based payment programs. He assists organizations in developing the strategies and entities needed for participation in advanced value-based contracting programs, including Value-Based Enterprises, Accountable Care Organizations, and Clinically Integrated Networks.

Additionally, Jim advises businesses spanning the healthcare industry, including provider organizations, digital health companies, pharmaceutical and device manufacturers, health plans, and technology firms, on some of their most complex valuation challenges. Representative engagements include matters such as KOL compensation for world-renowned physicians, reseller discounts for channel partners, market pricing for medical devices, and data licensing fees.

Prior to co-founding InHealth, Jim was a partner with a national healthcare valuation firm. Jim previously served as the Director of Finance and Controller of a large academic medical center, where he led the financial analysis, planning, and operations functions for seven business units. He began his career serving with NASA as an engineer in the Space Shuttle and International Space Station programs.

In his personal life, Jim enjoys time with his family, miles on his bikes, and (rarely good) rounds on the golf course.

EXPERTISE

-  *Provider Alignment Strategies*
-  *Group Compensation Models*
-  *Value-Based Enterprises*
-  *Value Incentives*
-  *Compensation Governance*
-  *Compensation Valuation*
-  *Business Valuation*

PROFESSIONAL CERTIFICATIONS

American Society of Appraisers
Accredited Senior Appraiser in Business Valuation (2011; reaccreditation in 2016, 2021, and 2025)

EDUCATION

Rice University
Master of Business Administration

University of Tennessee
Bachelor of Science, Aerospace Engineering

PUBLICATIONS

Various Publications for InHealth Advisors' Insights InHealth Series (co-authored with Luis Argueso), including:

- 🌀 [Partnering for Success: How Value-Based Enterprises Prepare Hospitals for the TEAM Model](#), January 8, 2024
- 🌀 [Monitoring Outcome Measures in Value-Based Enterprises](#), December 12, 2024
- 🌀 [Emerging Pathways to the Quintuple Aim in Community Health](#), August 8, 2024
- 🌀 [Fair Market Value Compensation for Advanced Practice Providers / Nonphysician Providers](#), March 28, 2024
- 🌀 [Fair Market Value Compensation for Quality or Value-Based Care](#), February 8, 2024
- 🌀 [Summarizing Medicare's 2024 Physician Fee Schedule Final Rule](#), November 9, 2023
- 🌀 [Top 10 Things Every Health Care Leader Needs to Know about Value-Based Enterprises](#), September 22, 2023
- 🌀 [CMMI's New Making Care Primary Model: An On-Ramp to Value-Based Care](#), July 22, 2023
- 🌀 [Peering into a Crystal Ball: The Future of Healthcare Reimbursement and Strategic Evolution](#), November 30, 2022
- 🌀 [Medicare's 2023 Physician Fee Schedule: Déjà Vu All Over Again for wRVU Comp Models](#), November 15, 2022
- 🌀 [Looking Back to Move Forward: Lessons on Provider Compensation from Innovative Payment Models](#), August 25, 2022
- 🌀 [Highlighting the 2023 Proposed Rule for Medicare's Physician Fee Schedule](#), July 25, 2022
- 🌀 [Outcomes and Engagement in the ValueSCORE Ratings System](#), July 20, 2022
- 🌀 [Safety and Cost in the ValueSCORE™ Ratings System](#), July 12, 2022
- 🌀 [Introducing the ValueSCORE™ Ratings System](#), June 15, 2022
- 🌀 [The Untapped Promise of Value-Based Enterprises](#), April 26, 2022
- 🌀 [CMS Positions Health Equity as a Key Priority for Hospital Leaders in 2023 Proposed Rules](#), April 20, 2022
- 🌀 [Health Equity Requirements: Coming to a Payment Model Near You](#), March 29, 2022
- 🌀 [How Social Determinants of Health Advance Value-Based Care](#), March 21, 2022
- 🌀 [Introducing the ACO REACH Model](#), March 14, 2022
- 🌀 [Changes to Split/Shared E&M Visits in the 2022 Medicare Physician Fee Schedule](#), March 7, 2022
- 🌀 [Summary of Impacts to Value-Based Care from the 2022 Medicare Physician Fee Schedule](#), February 17, 2022

[WERE wRVUs A DEAD END?: Navigating Alternative Physician Compensation Models](#), with Kevin Birnbaum, MBA, and Kevin P. Cassell, ASA, [Journal of Provider Compensation](#), (a publication of the American Association of Provider Compensation Professionals), Vol. 1, May 2022.

[Is Median Compensation in the Crosshairs?](#), with Albert "Chip" Hutzler, JD, MBA, CVA, and Matthew Milliron, MBA, [Hospitals & Health Systems Rx](#), (a publication of the AHLA Hospitals and Health Systems Practice Group), Vol. 18, No. 2, May 2016.

[7 physician compensation trends to consider when establishing FMV](#), featured expert, [Becker's Hospital Review](#) (Web edition), May 5, 2016.

[Best Practices in Regulatory-Compliant Physician Compensation Plan Design](#), Executive Brief co-authored with Matt Milliron, MBA, [Becker's Hospital Review](#), April 2016.

[Employed Physician Compensation: Two Trends and One Caveat](#), featured interview, [Becker's Hospital Review](#) (Web edition), June 2015.

PUBLICATIONS *cont.*

[Integrating Value into Physician Employment Compensation Models](#), Executive Brief co-authored with Matt Milliron, MBA, [Becker's Hospital Review](#) (Web edition), August 13, 2014.

[Fair Market Value and Physician Compensation: 4 Trends](#), featured expert, [Becker's Hospital Review](#) (Web edition), May 19, 2014.

[6 Physician Specialties: Compensation Statistics and Fair Market Value Analysis](#), featured expert, [Becker's Hospital Review](#) (Web edition), May 11, 2013.

[Can Your ASC Benefit from a Loan Guarantee Arrangement?](#), co-authored with Luis Argueso, [Becker's ASC Review](#) (Web edition), September 2, 2010.

PRESENTATIONS

Webinar Presentation – *Safeguarding Success: Ongoing Compliance Monitoring for Value-Based Enterprises*, with Brian Lynde, VP and General Counsel, WakeMed, and Jim Burke, Attorney, Hall Render Killian Heath & Lyman, American Health Law Association, November 20, 2025.

Podcast Panel Discussion – *Cracking the Code: Unlocking the Power of the Value-Based Exceptions and Safe Harbors*, with Rachel Polzin, Senior Counsel, SSM Health, and Scott Strickland, Shareholder, Hall Render Killian Heath & Lyman, American Health Law Association Speaking of Health Law Podcast, October 28, 2025.

Panel Discussion – *Safeguarding Success: Ongoing Compliance Monitoring for Value-Based Enterprises*, with Brian Lynde, VP and General Counsel, WakeMed, and Jim Burke, Attorney, Hall Render Killian Heath & Lyman, American Health Law Association Fraud & Compliance Forum, Baltimore, MD, October 9 – October 10, 2025.

Panel Discussion – *Cracking the Code: Unlocking the Power of the Value-Based Exceptions and Safe Harbors*, with Rachel Polzin, Senior Counsel, SSM Health, and Scott Strickland, Shareholder, Hall Render Killian Heath & Lyman, American Health Law Association Annual Meeting, San Diego, CA, June 1 - July 2, 2025.

Presentation – *Compensation Plans for Employed Orthopedic Surgeons to Succeed in Value-Based Care*, OVBC 2025: 9th Annual Interdisciplinary Conference on Orthopedic Value-Based Care, Dana Point, CA, April 5, 2025.

Webinar Presentation – *Value-Based Enterprise Update: Regulatory Refresher, Use Cases and Lessons Learned*, with Rachel Polzin, Senior Counsel, SSM Health, and Scott Strickland, Shareholder, Hall Render Killian Heath & Lyman, American Health Law Association, December 17, 2024.

Panel Discussion – *Value-Based Exceptions and Safe Harbors: Use Cases and Lessons Learned*, with Rachel Polzin, Senior Counsel, SSM Health, and Scott Strickland, Shareholder, Hall Render Killian Heath & Lyman, American Health Law Association Fraud & Compliance Forum, Baltimore, MD, October 28-30, 2024.

Panel Discussion – *The Value Based Care Revolution: Legal Concepts, Valuation Issues, and Practical Perspectives*, with Luis Argueso, Partner, InHealth Advisors, John Barnes, Partner, Davis Wright Tremaine, and Adam Romney, Partner, Davis Wright Tremaine, PNW Healthcare Regulatory & Compliance Seminar, Seattle, WA, September 12, 2024.

Presentation – *Creating New Collaboration Opportunities with Value-Based Enterprises*, National Society of Certified Healthcare Business Consultants Annual Conference 2024, Denver, CO, June 13, 2024.

PRESENTATIONS *cont.*

Panel Discussion – *Investing with Impact: How Value-Based Care Pays Off*, with Christopher Lockett, President, Lockett Healthcare, and Kim Pichanick, CEO, KPN Health. Moderated by Kate Hickner, Cleveland Managing Partner, Brennan, Manna, and Diamond, LLC, Healthcare Capital Markets and Innovation Summit, Columbus, OH, June 5, 2024.

Panel Discussion – *Driving Provider Engagement in Value-Based Care*, with Kimberly Kauffman, Senior Director, Quality Reporting, Aledade, and Christine Meyer, MD, Physician Founder, Christine Meyer, MD and Associates. Moderated by Rafi Cices, Head of Risk Adjustment, Coding, and Billing, Cityblock Health, RISE Value-Based Care Summit, Atlanta, GA, June 4, 2024.

Webinar Presentation – *Engaging Specialists in the Development and Implementation of Value-Based Compensation Models*, with Kevin Cassell, Director – Physician/Scientist Compensation, Mayo Clinic, American Association of Provider Compensation Professionals 2023 Fall Virtual Conference, September 27, 2023.

Presentation – *Reimagining the Integrated Delivery System Physician Enterprise*, with Jim Daniel, Partner, Hancock Daniel, Healthcare Financial Management Association 2023 Annual Conference, Nashville, TN, June 27, 2023.

Panel Discussion – *Legal & Compliance: Evolving from a Necessary Step in the Strategic Roadmap to a Catalyst of Innovation*, with Jeana Singleton, Partner, and Amanda Waesch, Partner, Brennan, Manna, and Diamond, LLC. Moderated by Kristi Crowe, President, Ambulatory Healthcare Innovations, AHI's 11th Annual National Ambulatory Healthcare Innovators Conference, Orlando, FL, February 23, 2023.

Webinar Presentation – *Annual Data Seminar*. Provider Compensation and Productivity Data Workshop hosted by the American Association of Provider Compensation Professionals, October 6, 2022.

Webinar Presentation – *Physician Leadership and Executive Compensation*, with Kevin Birnbaum, MBA, Director of Provider Compensation, Centra Health. Hosted by the American Association of Provider Compensation Professionals, August 25, 2021.

Webinar Presentation – *Know Your Value: Trends and Strategies for Success in Implementing Value-Based Compensation*, with Matthew Milliron, CVA, MBA, Partner, HealthCare Appraisers. Hosted by the American Association of Provider Compensation Professionals, September 15, 2020.

Presentation – *Physician Compensation Trends & Considerations for Establishing FMV*, Becker's Hospital Review Annual Meeting 2017, Chicago, IL, April 17, 2017.

Panel Discussion – *Key Valuation Issues in Healthcare*, with Jim Hills, CPA/ABV, Partner, HealthCare Appraisers, Inc., Greg Koonsman, Senior Managing Director & Founder, VMG Health, and Jonathan Helm, Managing Director, VMG Health. Moderated by Scott Becker, Esq., Partner, McGuireWoods, Becker's Hospital Review 5th Annual CEO & CFO Roundtable, Chicago, IL, November 9, 2016.

Presentation – *Physician Compensation Trends & Considerations for Establishing FMV*, Becker's Hospital Review Annual Meeting 2016, Chicago, IL, April 29, 2016.

Webinar Panel Discussion – *Key Valuation Issues for Healthcare Leadership*, with Todd Mello, ASA, CVA, MBA, Partner & Co-Founder, HealthCare Appraisers, Inc., Bart Walker, Esq., McGuireWoods, and Greg Koonsman, CFA, VMG Health. Moderator - Scott Becker, Esq., McGuireWoods. Hosted by McGuireWoods, January 26, 2016.



PRESENTATIONS *cont.*

Presentation – *Physician Employment: Current Physician Compensation Trends and Considerations for Establishing FMV*, Becker’s Hospital Review 2015 Annual Meeting, May 8, 2015, Chicago, IL.

Presentation – *Physician Employment: Current Physician Compensation Trends and Considerations for Establishing FMV*, Becker’s Hospital Review 5th Annual Meeting, Chicago, May 15-17, 2014.

Panel Discussion – *Physician Compensation in a Value Based World*, with David DiLoreto, Chief Clinical Operations & Innovation Officer, Presence Health, moderated by Gretchen Heinze Townshend, JD, Partner, McGuireWoods, Becker’s Hospital Review 5th Annual Meeting, Chicago, May 15-17, 2014.

Webinar Presentation – *Appraisal of Dialysis Centers*, Current Issues, Trends, and Approaches in Healthcare Consulting Series, National Association of Valuation Analysts (NACVA), May 13, 2013.

Presentation – *Physician Employment - Current Physician Compensation Trends and Considerations for Establishing FMV*, Becker’s Hospital Review Annual Meeting, Chicago, IL, May 10, 2013.

Panel Discussion – *What the FMV? Cutting Edge Challenges in Determining FMV for Hospital-Physician Arrangements & Transactions*. Sponsored by New Jersey Hospital Association, Princeton, NJ, December 11, 2012.

Webinar Presentation – *Appraisal of Dialysis Centers*, Current Issues, Trends, and Approaches in Healthcare Consulting Series, National Association of Valuation Analysts (NACVA), December 3, 2012.

Presentation – *Valuing Physician Practices in Uncertain Times*. Southern Association of Therapeutic Radiation Oncology (SATRO®), Orlando, FL, May 13, 2011.

Panel Discussion – *The Healthcare Industry – Values and Trends Affecting the Middle Market*. M&A Source Conference for Professional Development, Reno, NV, November 2009.

Presentation – *Valuing Interests in Physician Owned Hospitals: Valuation Basics and the Impact of Current Events*, Physician Hospitals of America Conference, Palm Springs, CA, October 2008.

TESTIMONY EXPERIENCE

Samuel R. Carter vs. Mercy Health, et. al. filed in the Circuit Court of Jasper County in the State of Missouri, Case No. 23AO-CC00118. Deposition testimony.

Wellness Solutions Geriatrics, PLLC vs. Team Health, LLC d/b/a TEAMHEALTH, et. al. filed in the Chancery Court for Davidson County in the State of Tennessee, Civil Action No. 19-1283-II. Deposition testimony.

Michael Joyner, M.D. vs. Mayo Clinic, et. al. filed in the Third Judicial District of the State of Minnesota, Civil Action No. 55-CV-23-7708. Deposition testimony.

Cheryl Novalis-Marine, et. al. vs. Jeffrey B. Monash, et. al. filed in the Superior Court of the State of Arizona in and for the County of Pima, Civil Action No. C20202716. Trial testimony.

Compass Medical, P.C. vs. Steward Medical Group, Inc., et al. filed in the Commonwealth of Massachusetts Superior Court Department of the Trial Court, Civil Action No. 17-CV-1407-BLS-1. Trial and deposition testimony.



United States of America and the State of Georgia, ex rel. Rebecca Hockaday vs. Athens Orthopedic Clinic, P.A., et al. filed in the United States District Court for the Middle District of Georgia, Civil Action No. 3:15-cv-122(CDL). Deposition testimony.

Mid-Continent Anesthesiology, Chartered vs. Gerard M. Bassell, M.D. and Robert S. McKay, M.D. filed in the Eighteenth Judicial District Court of Kansas, Sedgwick County, Case No. 2018-CV-563. Trial testimony.

Bon Secours Charity Health Systems, Inc. vs. Hackensack University Medical Center filed in the United States District Court for the Southern District of New York, Civil Action No. 7:16-cv-4206(NSR). Deposition testimony.

United States of America and the State of Georgia, ex rel. Richard Barker vs. Columbus Regional Health System, et al. filed in the United States District Court for the Middle District of Georgia, Civil Action No. 3:15-cv-122(CDL). Deposition testimony.

Eric R. Shibley, M.D. vs. King County Public Hospital District #4 d/b/a Snoqualmie Valley Hospital, et al. filed in the Superior Court of King County, Washington, Case No. 13-2-07424-9 [SEA]. Deposition testimony.

Coastal Neurological Institute, P.C. on behalf of itself and Providence Equipment Leasing, LLC vs. Providence Equipment Leasing, LLC, et al. filed in the Thirteenth Judicial Circuit Court of Alabama, Case No. CV-2008-901161. Trial and deposition testimony.

PRIOR EXPERIENCE

HealthCare Appraisers (now Stout)

Partner & Board Member

Memorial Hermann Healthcare System

Director of Financial Management

NASA – Johnson Space Center

Flight Controller

NASA – Kennedy Space Center

Airframe Engineer

INVOLVEMENT & RECOGNITION

American Association of Provider Compensation Professionals

Member and Credential Committee Member

American Bar Association Health Law Section

Member

American College of Healthcare Executives

Member

American Health Law Association

Member

American Society of Appraisers

Member

Healthcare Financial Management Association

Member

National Society of Certified Healthcare Business Consultants

Member

Colorado Volleyball Association

Board Member

Exceptional Service Medal

National Aeronautics & Space Administration

