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David J. Shuffler is the Director of Client Services for The Practice Valuation Group, LLC, a valuation specialist offering doctors and their advisors a broad range of valuation products and services that will enable them to respond to strategic questions associated with matters such as Hospital Acquisition, Buying or Selling a Practice, Estate Planning, Equitable Distribution, Loan Acquisition, Practice Start Up, Exit Strategy, Income Division, Merger or Litigation Support.

Mr. Shuffler is an expert in practice appraisal, medical practice finance and business management. He has appraised over 850 doctor practices and has been court appointed to perform practice appraisals and offer expert witness testimony in New Jersey, Alaska, New Hampshire, Vermont, Pennsylvania, Wisconsin and Virginia. He adheres to the Uniform Standards of Professional Appraisal Practice and Principals of Appraisal Practice and Code of Ethics of the American Society of Appraisers.

Prior to establishing The Practice Valuation Group, LLC, Mr. Shuffler was the Director of Client Services and founder of 7/49 Solutions, LLC. He also started The Paragon Group, Inc., a practice broker and appraiser, and Physicians Business Advisors, LLC, a valuation consultant, and set up the medical practice finance group at Midlantic Bank and National Westminster Bank, NJ where he developed credit criteria for extending loans to doctors and underwrote over \$175 million in loans.

Mr. Shuffler developed a basket of consulting services for the NJVMA Member Benefit Program and was CFO and Chief Operations Officer of Rockland Veterinary, a three site, \$3.6 million small animal hospital system.

He wrote curriculum and presented seminars for professional societies such Medical Society of New Jersey, New Jersey Association of Certified Public Accountants, New Jersey Veterinary Medical Society, American Academy of Matrimonial Lawyers, Association of Trial Lawyers of American NJ Chapter, American Society of Appraisers Chapter #73 and the Family Law Section: Inns of Court Program. He presented his workshop "The Partnership Track" at the Atlantic Coast Veterinary Conference and spoke to the Society of Medical and Dental Management Consultants on "Setting the Right Price for Your Practice." Mr. Shuffler is also a guest lecturer at Lenoir & Rhyne University Center for Graduate Studies.

His articles and commentary on practice appraisal and business management have appeared in *Medical Economics*, *New Jersey Lawyer*, *Journal of the New Jersey Dental Association*, *Becker's ASC Review and amednew.com*. His "Practice Hotline" column appeared in the Bergen County Medical Society *Medical Report*. Mr. Shuffler also authored "The Beginning Physician's Guide for Financing a Practice" and "The Banker's Guide to the Doctor Market: Principles of Medical Risk Analysis."

Mr. Shuffler received a Bachelor of Science in Economics with a concentration in marketing and finance from the Wharton School of Finance and Commerce, University of Pennsylvania.

## **GUEST SPEAKER:**

Medical Society of New Jersey	Mountainside Hospital Medical Center
University of Medicine & Dentistry of NJ	Englewood Hospital & Medical Center
New Jersey Hospital Association	Bergen County Medical Society
Palmer College of Chiropractic	Bronx County Medical Society
St. Joseph's Hospital & Medical Center	Jersey City Medical Center
New York Chiropractic College	St. Barnabas Medical Center
St. Mary's Medical Center	Passaic County Medical Society
N.J. Assn. of Certified Public Accountants	Middlesex County Medical Society
American Academy of Matrimonial Lawyers	Union County Dental Society
Westchester County Medical Society	Association of Trial Lawyers of America NJ Chapter
American Chiropractic Association	Bergen County Bar Association
American Society of Appraisers Chapter #73	Family Law, Inns of Court Program
Hackensack University Medical Center	America Outdoors
NJSCPA Education Foundation	Community Medical Center Foundation
South Ocean County Hospital Foundation	Society of Medical and Dental Consultants
NJSCPA Healthcare Conference	N.J. Veterinary Medical Association
Atlantic Coast Veterinary Conference	Physicians Practice Survival Conference
Lenoir-Rhyne University Center for Graduate Studies	

## **PUBLICATIONS:**

*Journal of the American Chiropractic Association*

“How to Turn a Successful Associateship into a Successful Partnership”

*Chiropractic Showcase Magazine*

“What is Your Associate's Worker Status?”

*Chiropractic Economics*

“The New-Doctor's Associate Employment Agreement”

*Medical Economics*

“Setting the Right Price for Your Practice” Quoted extensively.

“Do You Need a Broker to Help Sell Your Practice?” Quoted extensively.

*The Medical Report*

“The Practice Hotline” - A Quarterly Q & A Column for the Bergen County Medical Society.

*News and Notes*

“The Practice Hotline” - A Quarterly Q & A Column for the Passaic County Medical Society.

*New Jersey Lawyer*

“How ‘Premise of Value’ Impacts Health-Care Practice Valuation”

*Optometric Economics*

“Seeking the Substance of Practice Valuation”

*Podiatry Management*

“Buying and Selling a Practice”

*Journal of the New Jersey Dental Association*

“Let's Make a Deal: A Dentist's Guide to Buying and Selling A Practice”

“Mergers and Groups without Walls: The Salvation of Private Practice”

“The Practice Hotline” - A Quarterly Q & A Column.

*Becker's ASC Review*

“9 Reasons Why Owning ASC Real Estate May Be a Bad Idea” Quoted extensively.

“How to Use Your ASC to Plan Your Estate When Stocks, Real Estate Fall in Value” Quoted extensively.

“5 Mistakes Physicians Make When Choosing a Loan” Quoted extensively.

*amednews.com*

“5 mistakes doctors make when borrowing money” Quoted extensively.