

Frank J. Ross, Jr.

GLOBAL INITIATIVE CHAIR

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Frank Ross is known for his sincere interest in helping clients pursue opportunities and overcome challenges to succeed in business. He has dedicated his professional career to enthusiastically representing a diverse mix of organizations, ranging from some of the nation's largest corporations to closely held and family-owned enterprises.

As the former Chair of the firm's Business Department, Frank led the department for 25 years through significant evolution and dynamic growth. Under his vision and leadership, the department grew from 30 attorneys in 1998 to more than 400 attorneys in 2017. That growth and the practice focus resulted in the development of two new departments of the firm, the Intellectual Property and Health Care Departments, each new department with more than 100 lawyers. Frank helped build a robust team of nationally recognized attorneys and practices, with a focus on high-growth practice areas and the addition of laterals in key markets. When Frank stepped down as Chair in 2022, the reconfigured Business Department had grown to more than 280 attorneys.

Frank currently serves as Chair of Polsinelli Global, an initiative aimed at enhancing client service and representation through a unique partnership with law firms around the world. Under Frank's leadership, the firm has solidified a curated network of global firms which Polsinelli lawyers have evaluated and selected in order to provide our clients with comprehensive and quality legal services in the international marketplace accompanied by excellent service.

Frank's leadership roles and his approach to serving clients have both been integral to the success of the firm. Among his recent successes, *The American Lawyer* recently featured the firm in part for its ability to grow a national health care practice in a down economy, which was facilitated by Frank's collaborative and strategic vision for the practice.

Frank leads in a manner that maximizes the deep experience of our attorneys and the resources of the firm. "We're not tradition-bound," Frank told *The American Lawyer*, a personal philosophy that means we focus on the client first and that we ignore the view of "we've always done it this way." That philosophy, which is pervasive among our attorneys, has captured the attention of business media, like the *Kansas City Business Journal*, as well as numerous business clients, including the premier academic medical center in the region, which tapped Polsinelli as its outside general counsel in 1998.

Capabilities

- International
- Corporate & Transactional
- Mergers, Acquisitions & Divestitures
- Nonprofit Organizations
- Corporate Governance
- Health Care Mergers & Acquisitions
- Insurance
- Hospitals & Health Systems

"Renowned for building strong relationships with clients," Frank has been recognized by industry media such as *Chambers USA*, which has chronicled Frank's career with noteworthy client comments, including:

- *"Frank is an exceptional lawyer who delivers excellent client service with a solid understanding of a company's risk tolerance."*
- *"Frank is the type of guy you want on your side in anything that is high stakes."*
- *"A consummate professional; he's extra responsive and treats us like we're the biggest client in his mix."*
- *"A leader in M&A"*
- *"The 'outstanding' Frank Ross possesses a broad range of experience that runs the gamut across the transactional spectrum."*
- *"He is renowned for building strong relationships with clients, who attest to his complete investment in us and ability to meet our needs."*
- *"[He] is recommended for his corporate advice to private companies and is also recognized for his active transactional practice..."*
- *"Chairman of the Business Law Department, Frank Ross is noted for his proficiency on complex business transactions. His work for clients ranging from Fortune 500 companies to closely held private entities is viewed as 'always of the highest quality -- any corporate issues you give him, you know he'll be able to handle them.'"*
- *"Sources appreciate Frank Ross for his ability to effectively summarize complicated topics and his loyalty to his clients."*
- *"He is visible for his work in sectors including insurance and healthcare."*
- *"Sources describe him as a hard working lawyer with a well-deserved reputation."*
- *"Frank Ross handles the transactional work for health care and medical device companies, alongside his duties as chairman of the firm's Business Law Department."*

A noteworthy client letter stated:

"Having the Polsinelli team represent our company in the most important transaction of its 30-year existence was our privilege. The dedication, work and professionalism by Frank and the entire Polsinelli team was the best legal representation that I have experienced in my 25 years of legal work."

- General Counsel of a company represented by Frank and several other Polsinelli attorneys.

Frank's service to clients is varied based on the unique needs of a business, but he regularly partners with clients in a capacity similar to that of an in-house general counsel or a business' transactional leader. In these strategic roles, he advises clients on the difficult issues and challenging opportunities confronting them on a daily basis or with their transactions.

Education

- Georgetown University (LL.M., 1980)
 - Taxation
- Washburn University School of Law (J.D., 1978)
 - Washburn Law Journal, Assistant Editor; Moot Court Council
- Kansas State University (B.S., 1975)

Bar Admissions

- Kansas, 1978
- Missouri, 1980

Memberships

- American Red Cross Board of Directors
- American Health Lawyers Association
- Combined Health Appeal of Kansas City
 - Member, Board of Directors
- Heart of America Tax Institute
 - Member, Board of Directors
- Kansas Bar Association
- Kansas City Metropolitan Bar Association
 - Chair, Vice-Chair, Corporate Law Committee
- Kansas State Banking Board
 - Member, Gubernatorial Appointment
- March of Dimes Birth Defects Foundation/Kansas City Division
 - Chairman, Board of Directors
- March of Dimes Birth Defects Foundation State of Kansas Chapter
 - Member, Executive Committee
 - Member, Board of Directors
- Midwest Ear Institute
 - Member, Board of Directors
- The Missouri Bar
- Pride of Kansas City Foundation
 - Member, Board of Directors
- Rockhurst High School
 - Member, Executive Committee
 - Member, Board of Directors
- Rockhurst University Board of Trustees
- Starlight Theatre Association of Kansas City
 - Member, Executive Committee
 - Member, Board of Directors
- Waddell and Reed/Ivy Mutual Funds Board of Trustees
 - Chair, Committee on Compliance and Governance

Recognition

- Ranked in *Chambers USA: America's Leading Lawyers for Business*, Corporate/M&A, Missouri: Kansas City & Surrounds, 2008-2025
- Recipient, "Baron of the Boardroom," awarded in 2017 by the Kansas City Metropolitan Bar Association for a distinguished career representing corporate clients
- Recipient, Lifetime Achievement Award, Washburn University School of Law, 2016
- *Kansas City Business Journal's* Power 100
- *Ingram Magazine* Power 250
- Selected for inclusion in *Best Lawyers in America*® for:
 - Mergers and Acquisitions Law, 2026
 - Corporate Law, 2021-2026
- Who's Who Among America's Lawyers
- Recipient, Junior Achievement and *Kansas City Business Journal* Up and Comers Award
- Recipient, Legacy Award, University of Kansas Health System Hall of Fame, 2016
- Recipient, Ewing Marion Kauffman Foundation and *Kansas City Business Journal* Directors Award for Entrepreneurial Achievement
- Selected for inclusion in *Missouri & Kansas Super Lawyers*, 2006-2015
- *Kansas City Business Journal*, "Best of the Bar"

- AV Rated Martindale Hubbell
- Former Attorney, Office of the General Counsel, U.S. Department of Treasury

Matters

Frank has either served as the firm's leader or had significant involvement in numerous complex and substantial transactions, including:

- Representation of a national nonprofit health system in a merger with a nonprofit public-benefit corporation that operates hospitals and ancillary care facilities. This complex transaction took more than two years to complete. In addition to the traditional and extensive work required in negotiating and documenting a transaction of such magnitude, it also required negotiating and seeking approval of multiple states' Attorneys General, the FTC and DOJ for antitrust clearance and multiple licensing agencies in multiple states. The resulting entity has more than \$30 billion in annual revenue, 142 hospitals, 150,000 employees and more than 700 sites of care across 21 states, making it one of the largest health systems in the country.
- Representation of an asset manager in connection with its majority sale of the ownership interests of a mutual fund complex.
- Representation of a national nonprofit health system in the acquisition of five hospitals and a number of related clinics and operations.
- Representation of a national nonprofit health system in the sale of two urban hospitals and related clinics to a state governmental organization.
- Representation of an academic medical center in connection with its acquisition of the assets of an acute care psychiatric hospital.
- Representation of a large regional nonprofit health system in the sale of its health plan.
- Representation of a faith-based health system in a change of sponsorship of its state-wide ministries.
- Representation of an academic medical center in its acquisition of the membership interests of two community hospitals.
- Representation of a national nonprofit health system in the acquisition of four different health plans doing business in several states.
- \$2.4 billion merger of several faith-based tax-exempt hospitals and an academic medical center into a state-wide integrated delivery system.
- \$1.6 billion combination of a data analytics company and a business supply chain company.
- Sale of substantially all of the assets of a reference laboratory to a national and publicly traded company.
- Acquisition of a home health agency operating in multiple states by a national tax-exempt integrated delivery system (purchase price confidential).
- Representation of the special committee of the Board of Trustees of a major nonprofit organization in a complex internal investigation and its successful resolution.
- Acquisition of a minority position in a nationally prominent hospital revenue cycle organization by a national tax-exempt integrated delivery system (purchase price confidential).
- Acquisition of a controlling interest in a Medicare Advantage Health Plan by a national tax-exempt integrated delivery system (purchase price confidential).
- Acquisition of a physician-owned hospital by an Academic Medical Center (purchase price confidential).
- \$540 million sale of assets of a privately held medical device manufacturing business,

with operations in the U.S., Great Britain and Canada, to a publicly traded Fortune 20 company.

- \$750 million negotiation and regulatory approval for an assumption reinsurance agreement/portfolio transfer agreement.
- Acquisition of the world's largest sports, entertainment and venue architecture practice from its privately held parent company (purchase price confidential).
- Acquisition of all of the assets of the nation's second-largest seminar and continuing education organization by a nonprofit, tax-exempt Catholic University (purchase price confidential).
- \$40 million sale of a physician-owned Health Maintenance Organization.
- \$300 million transfer of an academic medical center and negotiation of numerous affiliation agreements.
- Acquisition of two AM radio stations in two large urban markets.
- Acquisition of a mutual fund registered investment advisor (purchase price confidential).
- \$400 million negotiation and drafting of a multi-year affiliation agreement for an academic medical center and related professional service agreements.
- \$185 million sale of company selling and administering insurance coverage for wireless phones and equipment.
- Sale of a large CNN licensed radio station in a top 10 United States metropolitan area.
- \$70 million sale of all assets of an Internet-based marketing firm.
- \$35 million sale of a Medicaid HMO.
- \$20 million purchase of a medical device product line.
- \$15 million sale of an 80-physician multi-disciplinary clinic and related employment agreements for all 80 physicians.
- \$20 million acquisition of an outpatient cancer facility by an academic medical center.
- Acquisition of the stock of two large physician groups and related employment agreements for 30 physicians by an academic medical center.
- \$50 million sale of a surgical products/devices product line.
- \$50 million acquisition of stock owned by minority shareholders of a medical device manufacturing company.
- \$30 million sale of all of the assets of a technology-driven manufacturing company with operations in Mexico and the U.S.
- Sale of the stock of a large multi-discipline 75+ physician-owned clinic to a large tax-exempt integrated delivery system and related employment agreements for 80 physicians.