

About the Editors

Glenn P. Prives is a Partner with Epstein Becker & Green's national Health Care and Life Sciences Practice Group. He represents a range of health care clients, including hospitals and health systems (nonprofit and for-profit), academic medical centers, physician groups, ambulatory surgery centers, home health agencies, ancillary service providers, laboratories, medical technology companies, telemedicine companies, medical billing companies, dental groups, skilled nursing facilities, behavioral health centers, health care management companies, and investment funds and private equity firms specializing in health care. He has experience in the areas of hospital-physician alignment, mergers, acquisitions, affiliations, alliances, strategic transactions, joint ventures, recruitment matters, numerous types of contractual agreements, health care information technology, integrated delivery systems (population health), and clinical integration matters. He also has counseled clients on a variety of health care regulatory matters, including Stark, Anti-Kickback, state self-referral laws, fraud and abuse, HIPAA, health care reform, Medicare and Medicaid issues, coverage and overpayment issues, compliance, regulatory and due diligence reviews, licensure and certification issues, the corporate practice of medicine, and fee-splitting laws.

Jessica Belle is a health care regulatory attorney at Elevance Health. Prior to joining Elevance Health, she served as in-house counsel for a leading dialysis company. Jessica also worked for two national law firms advising medical practices on business and regulatory compliance matters, including privacy and the corporate practice of medicine.

Andrew G. Jack is a Partner with Jones Day in Columbus, Ohio. He is a health care and life sciences transactional and regulatory lawyer with significant experience in health care M&A and affiliation transactions, cutting-edge integration and alignment strategies, distressed hospital and hospital closure matters, life sciences and clinical research matters, and value-based care models. Drew's experience includes guiding clients through strategic transactions, including hospital M&A transactions, affiliations, joint ventures, service line revenue mergers, hospital closures, and clinical laboratory acquisitions and management arrangements; developing hospital-physician alignment strategies, including co-management, gainsharing, and hospital quality and efficiency programs; working with health care providers to develop clinically integrated provider networks and accountable care organizations; and counseling clients on health care fraud and abuse issues, including compliance with the Stark Law, Anti-Kickback Statute, and Civil Monetary Penalties Law and use of applicable fraud and abuse waivers. Drew has also worked with clients in the life sciences industry in connection with multijurisdictional clinical trials and research collaborations. Drew is a member of the American Health Law Association, a member of his firm's Hiring Committee and Diversity, Inclusion & Advancement Committee, and serves as the Mentoring Program coordinator for the firm's Columbus office.

Joel C. Rush is a Partner with McDermott Will & Emery. He has a national practice that focuses on transactional and health care regulatory matters affecting health care companies, including mergers and acquisitions, strategic affiliations, and joint ventures. Joel serves principally as counsel to private equity funds, public and private companies, physician practices, hospitals, and strategic investors in connection with a wide range of transactional, regulatory and corporate structure and governance matters. Joel is able to leverage his transactional background and deep health regulatory experience to provide seamless legal counsel regarding the complex strategic and operational issues facing health care providers and investors.

Kinal M. Patel is a health care lawyer with Foley & Lardner LLP and is based in the firm's Houston office. Kinal advises health care, life sciences, and insurance companies of all sizes in and outside of Texas as they navigate regulatory reforms and industry trends. His practice combines both regulatory and transactional activities. He regularly advises on hospital, provider, supplier, and health plan acquisitions, strategic alliances, and other affiliate relationships affecting health care companies. In addition, Kinal is the firm's go-to resource for advanced payment models and value-based care matters. He counsels health care providers and startups on network manager structures, including developing and organizing IPAs, CINs, and other entities for payor contracting objectives and integrated delivery system structures. He is also the co-chair of the firm's Payor Provider Convergence Area of Focus and a member of the firm's Health Care & Life Sciences Sector.

Kristen McDermott Woodrum is a Partner with McGuireWoods LLP. She focuses on transactions and regulatory matters for healthcare industry clients as a partner in the national healthcare practice of McGuireWoods. Kristen anticipates potential issues and provides practical counsel to clients in structuring complex health care deals, including mergers, acquisitions, joint ventures, and other transactions and contracting arrangements. Clients across the industry rely on Kristen's deep health care experience and business-focused approach.

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Christina Almeida is an Associate at Epstein Becker & Green, P.C. in Boston. She focuses her practice on representing private equity funds, health care management service organizations, joint ventures, and physician practices on various transactional and regulatory matters. Christina has advised clients on the establishment of new business entities, asset and equity purchases, divestitures, management and professional services arrangements, medical director agreements, equity owner transactions, and payor contracting. She also regularly advises clients on matters relating to the corporate practice of medicine, the Anti-Kickback Statute, and the Stark Law. Prior to joining Epstein Becker & Green, P.C., Christina served as Associate General Counsel to one of the nation's leading dialysis providers. Christina holds a J.D. and M.B.A. dual degree focused on health and biomedical law from Suffolk University as well as a Bachelor of Science degree in Economics from Bates College.

Peggy L. Barlett is senior counsel with Husch Blackwell LLP and focuses primarily on health care corporate and transactional matters. Prior to joining Husch Blackwell LLP, Peggy served as in-house counsel at a global consumer products company. Health care clients value her wide scope of transactional experience. Peggy's experience helping health care providers with end-to-end transactions has given her a special interest in contract hygiene and maintenance. As a result, she assists clients on a broad array of contracts and topics. Peggy enjoys working closely with clients to collect and streamline contract reviews and large volumes of contract data. On behalf of clients, she customizes process management systems, using frameworks, policies and contract templates. Peggy reviews clients' existing systems and suggests best practices for proactively and cost-effectively handling contract review and corporate data.

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Rosalyn R. Broad is an Associate with McDermott Will & Emery. She works closely with hospitals, health systems and physician-owned practices on buy-side and sell-side transactions, joint ventures, payor agreements, medical director agreements, and data licensing and privacy matters. Rosalyn also works with clients on regulatory and compliance issues, helping them navigate Stark Law, Anti-Kickback Statute (AKS) and Health Insurance Portability and Accountability Act (HIPAA) requirements as well as Medicare and Medicaid reimbursement policies.

Matthew M. Brohm is a Partner in the Healthcare practice and co-chair of the Healthcare Private Equity team at Arnall Golden Gregory LLP. His legal practice focuses on corporate transactions in the health care industry, where he has advised on hundreds of transactions involving private equity firms, health systems, hospitals, nursing homes, assisted living facilities, home health agencies, behavioral health companies, physician practice management platforms, laboratories, pharmacies, and a wide variety of other providers. Clients rely upon Matt for level-headed legal advice when undertaking such important business transitions. They also call upon Matt's legal and business skills to act as outside general counsel, advising on everything from major transactions to day-to-day legal matters.

Ashley A. Creech is an Associate in Epstein Becker Green's Washington D.C. office. She represents a diverse group of health care clients, including ambulatory surgery centers, health systems, hospitals, health insurers, large physician group practices, and investors specializing in health care companies. She focuses her legal practice on corporate transactions in the health care industry. Ashley provides counsel on a variety of health care regulatory matters including fraud and abuse issues, the corporate practice of medicine, change of ownership requirements, certificate of need requirements, and other laws and regulations that affect health care providers.

Caitlyn Cullen is an associate with McDermott Will & Emery LLP. She focuses her practice on transactional matters in

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Dana Dombey is a partner with McDermott Will & Emery and a Sub-Sector Leader for its Healthcare Private Equity Sub-Sector. Dana's national practice is focused on representing private equity funds, strategic investors, and founders and operators of health care companies in a variety of transactional and regulatory matters. She also regularly advises clients with respect to federal and state legal, regulatory, and business issues affecting health care providers.

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Daniel Fahey is a Member of Epstein Becker Green in the firm's Chicago office. He provides strategic advice to health care providers and investors in the rapidly changing health care marketplace in both regulatory and transactional matters. He represents all types of health care providers, including academic medical centers, hospitals, behavioral health entities, telehealth companies, physicians, and physician groups. Dan also advises investors in health care businesses on compliance with the corporate practice of medicine and related structuring options and considerations. He was recognized by *Best Lawyers: Ones to Watch*, 2024 edition in the area of Health Care Law.

Michael C. Foster is an attorney at Brach Eichler LLC in the firm's Roseland Office. He represents clients throughout the health care industry, including hospitals, health systems, private equity platforms, venture capital investors, physician groups and surgery centers in mergers, acquisitions, divestitures, joint ventures, and corporate structuring. Michael has extensive experience leading intricate business transactions including drafting purchase agreements and ancillary documents, negotiating deal points, reviewing diligence documents, and managing closings. He regularly assists clients throughout the healthcare industry in developing and implementing a practical approach to corporate structuring. In addition, Michael provides federal and state guidance to clients on regulatory compliance and operational matters related to the corporate practice of medicine, anti-kickback laws, self-referral laws, fee-splitting prohibitions, and other regulations applicable to health care organizations.

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Jamie Gelfman is a Partner at McDermott Will & Emery. Jamie is board certified in health law by the Florida Bar Board of Legal Specialization and Education and is certified in health care compliance by the Health Care Compliance Association. She assists a wide range of health care providers, including physician practices, private equity clients, hospitals and health systems, and ambulatory surgery centers on regulatory, compliance, and reimbursement matters, including advising on mergers and acquisitions, joint ventures, and other contractual arrangements. Jamie has particular experience in the administration of the Medicare and Medicaid programs, federal and state fraud and abuse, and corporate practice considerations. She also has significant experience counseling clients on Florida-specific licensure and scope of practice-related issues, including defending clients facing actions initiated by Florida state agencies and professional licensure boards.

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John Gramlich is an associate with Husch Blackwell LLP. Individual practitioners, physician groups, skilled nursing facilities, and large hospital systems are among the health care clients relying on John's detail-oriented research and counsel. He is appreciated by clients and collaborative legal teams for asking the right questions in order to efficiently get to the heart of compliance issues in the highly regulated health care sector. Matters John handles include Medicaid and Medicare reimbursement; licensing; False Claims Act (FCA) matters; Anti-Kickback Statute matters (AKS); and Health Insurance Portability and Accountability Act (HIPAA) matters. John enjoys working in an area of law where concrete goals translate to value for patient care.

M. Brian Hall IV is a Partner with McDermott Will & Emery. He counsels clients in the health care industry on a full range of transactional and regulatory issues. He provides counseling and advice to hospitals, ambulatory surgery centers, physician practices, pharmacies, private equity firms and their portfolio companies, and a variety of other health care companies in complex transactions, including mergers and acquisitions, joint ventures, strategic affiliations, and related integration issues. Brian's regulatory practice focuses on fraud and abuse issues arising under the Stark Law and the Anti-Kickback Statute, reimbursement and payment reform issues, and operational and compliance issues.

Gabriel Hamilton is a Partner with Holland & Hart LLP. He is a business attorney who assists clients in the insurance, pet care, and human-health care industries with business transactions, regulatory compliance, and corporate governance. He is a member of the Federation of Regulatory Counsel. Gabe is a 2008 graduate of the University of Texas School of Law, where he earned high honors and was admitted to the Order of the Coif. He also served as an associate editor of the *Texas Law Review*.

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Bre Hitchen is Associate General Counsel for CareSource. Previously, she was an Associate in Jones Day's Health Care & Life Sciences practice and then Counsel for Aledade, Inc. Bre earned her J.D. *summa cum laude* from the University of Toledo College of Law, where she was Valedictorian. She also holds B.S. and M.S. degrees in Criminal Justice from Bowling Green State University.

Taylor Hood is an Associate with McDermott Will & Emery, where he advises health care companies on a variety of transactional and regulatory matters. He works with hospitals, physician groups, ambulatory surgery centers, portfolio companies and private equity firms to execute complex joint ventures, cross-border collaborations and transactions, acquisitions and divestitures. Taylor also counsels clients in arbitration and before state administrative boards, with experience before the Texas Medical Board and Nursing Board.

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Amanda Jester is a Partner at McDermott Will & Emery LLP (MWE), where she is a leader for MWE's physician practice management (PPM) team and partner-in-charge of the Healthcare Practice Group in Texas. Amanda has deep experience—both local and national—working with physician practices, private equity funds, hospitals, ambulatory surgery centers, and specialized service providers. She helps her clients execute mergers, acquisitions, joint ventures, and other collaborations in an increasingly competitive landscape. Amanda also works closely with the firm's managed care team to advise PPM clients on strategies related to value-based care.

Jeffrey L. Kapp is a Partner at Jones Day. He practices primarily in the areas of health care transactions and privacy. Jeff has more than 30 years of experience in M&A and various types of unique and innovative transactions. He represents hospitals and health systems in strategic transactions, such as hospital mergers and acquisitions, joint ventures, and contractual arrangements, including transactions involving ambulatory surgery centers, hospice and home health services, and federally qualified health centers. Jeff advises hospitals and health systems in a variety of matters, including privacy issues, physician alignment transactions such as co-management, recruitment, employment, medical director, and hospital-based physician agreements. He also has represented these clients regarding significant business functions, such as the negotiation of strategic consulting agreements. The views and opinions set forth in the chapters authored by Mr. Kapp are his personal views or opinions; they do not necessarily reflect views or opinions of the law firm with which he is associated.

John W. Kaveney is a partner with Greenbaum Rowe Smith & Davis, LLP's national Health Care Practice Group. He represents a range of health care clients, including hospitals and health systems (nonprofit and for-profit), academic medical centers, physician groups, individual physicians, ambulatory surgery centers, ancillary service providers, medical billing companies, skilled nursing facilities, rehabilitation facilities, behavioral health centers, and pharmacies. John's practice in the health care field includes work on Medicaid and Medicare reimbursement matters as well as work on corporate compliance and HIPAA compliance matters, health care regulatory matters, civil litigation, and professional licensing matters.

Vincent (Vince) Leahey is an associate with McDermott Will & Emery. He focuses his practice on regulatory and transactional matters in the healthcare industry. Vince routinely assists clients on a range of regulatory, reimbursement, and licensure matters, particularly in the areas of fraud and abuse, Medicare and Medicaid enrollment and administration, and facility and professional licensure. Vince also conducts regulatory and corporate due diligence for healthcare transactions to assist clients with minimizing risk and optimizing deal structures. Prior to joining McDermott, Vince received a bachelor's degree in neuroscience from the University of Pittsburgh and a JD from the University of Florida Levin College of Law. During law school, Vince served as a Senior Research Editor for the *Florida Law Review* and worked as a legal extern at a large Florida hospital system.

Amy Lerman advises hospital and academic medical systems, provider practices, durable medical equipment suppliers, and telehealth providers on issues related to compliance, defense, and transactional matters. She works with clients on matters involving government investigations, audits, and related claims of fraud, false claims, and other noncompliant behaviors. Amy addresses a diverse scope of regulatory questions, advising on compliance-related questions and the development of corporate compliance program infrastructures. Clients also seek Amy's advice on legal, regulatory, and reimbursement matters arising under the Medicare, Medicaid, and other third-party reimbursement programs. In addition, Amy keeps health-related companies and investors up to date on industry trends and policy developments. She helps telehealth clients develop and execute strategies for company structure, development, and growth. Amy also advises telehealth clients on trends and the development of regulatory strategies for growing and expanding telehealth businesses to achieve nationwide footprints. Amy is the lead author of the firm's *Telemental Health Laws* app, a comprehensive survey of state telehealth laws, regulations, and policies for mental and behavioral health practitioners and stakeholders across all 50 states, the District of Columbia, and Puerto Rico.

Leonard Lipsky is a partner in the Corporate Practice Group in the Healthcare Team at Sheppard Mullin. He provides strategic advice to health care providers and investors in the health care industry in the rapidly changing marketplace. Leonard advises clients on regional and national expansion, payor/provider partnering and value-based/global risk contracting, strategic planning, mergers and acquisitions, strategic alliances and joint ventures, operational and contracting matters, corporate and board governance, licensing and compliance, and health care regulatory matters. Leonard represents many of the nation's leaders in population health management and coordinated care.

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Timothy C. McHale is an Associate in Epstein Becker Green's Newark office. He focuses his practice on representing physician practices, hospitals, ambulatory surgery centers, and strategic investors in a variety of transactional and regulatory matters. Tim has assisted clients in connection with various transactions, including mergers and acquisitions, management and professional service arrangements, and joint ventures. Health care and other clients also rely on Tim in sensitive venture financing and capital raising matters, where he represents them in negotiating and drafting stock purchase agreements, asset purchase agreements, shareholder agreements, buy/sell agreements, redemption agreements, and non-disclosure agreements.

Melissa F. Melcher is an in-house staff attorney with Avera Health, with corporate offices in Sioux Falls, South Dakota. As part of the General Counsel's team, Melissa's responsibilities include advising Avera's health care entities across multiple states. Melissa utilizes her business operations and technology development skills to assist on specialty matters related to health care technology laws and regulations. Additionally, Melissa assists Avera with legal review over a broad range of transactional and care setting items.

Natalie Moszczynski is an Associate in Epstein Becker Green's Newark office. She is a valuable ally for physicians and health care and life sciences organizations, guiding them through corporate, transactional, and regulatory matters. Natalie represents clients in all corporate matters, including mergers, acquisitions, and sales of medical practices, pharmaceutical companies, physical therapy practices, and pharmacies, from the initial letters of intent and due diligence through closing. She also assists clients in analyzing health care transactions for compliance with the federal Stark Law, the federal Anti-Kickback Statute, and state physician self-referral and state anti-kickback laws. In addition to Natalie's corporate and health care practice, she advises companies, such as start-ups and multistate operators, on issues associated with regulatory and licensure compliance in operating state-legalized cannabis businesses and considerations associated with anticipated mergers and acquisitions of such businesses.

Cassandra L. Paolillo is Of Counsel with Mintz Levin Cohn Ferris Glovsky and Popeo PC. Her practice primarily involves advising health care clients on transactional and regulatory matters, including serving as regulatory counsel on health care transactions and assisting clients in establishing and implementing MSO-PC arrangements. She frequently oversees the health care regulatory aspects of complex transactions in the health care industry. Cassie regularly acts as a subject matter expert, advising clients on HIPAA/privacy compliance, telehealth and other digital health matters, corporate practice issues, professional and facility licensing, determinations of need/certificates of need, and Medicare and Medicaid compliance. Cassie also has experience advising non-profit organizations on matters related to formation and corporate governance.

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collar criminal matters and civil litigation, conducts internal investigations, and advises clients on responding to government-issued subpoenas and civil investigatory demands and in enforcement matters at both state and federal levels. Her clients come from all areas of the health care industry, including hospitals, physician group practices, laboratories, pharmacies, and distributors. She also works with clients in the financial sector, including the cryptocurrency and digital asset space. Elena was named to *The Best Lawyers in America*, "Ones to Watch," Health Care Law (2023 to 2024), and the *New York Metro Rising Stars: White Collar Crimes, Health Care* (2023).

Deepika Raj is an Associate with McDermott Will & Emery LLP. She advises a broad range of health care industry clients on regulatory, compliance, and transactional matters. She offers multifaceted advice on state and federal fraud and abuse statutes, licensure rules, cannabis laws and due diligence matters. Deepika's insight into health care regulatory matters stems from her previous tenure at the California Department of Health Care Services (DHCS), which administers the California Medicaid program. Deepika holds a bachelor's degree in political science from the University of California, Berkeley, and received her JD from the University of Wisconsin Law School.

Russell C. Ramzel is a partner with Conner & Winters, LLP. His practice focuses primarily on regulatory compliance in the health care industry and transactional and corporate matters across multiple industries. He represents a range of clients in the health care industry and other regulated industries including hospital systems, psychiatric hospitals, long-term care facilities, pharmacies, residential child care facilities, and suppliers of health care technologies and services, and other professional entities. Russell works with clients to navigate agency licensure requirements, including residential child care licensing. He regularly advises clients concerning Certificate of Need, the 340B Drug Pricing Program, HIPAA, CHOWs, mergers and acquisitions, formation of corporate entities, corporate compliance and governance, corporate law, electronic health records (EHR) and meaningful use, and fraud and abuse issues such as antikickback and Stark.

Chelsea Rogers is a partner with McDermott Will & Emery. She represents private equity funds, strategic investors, ambulatory surgery centers, and physician practices in a variety of transactional and regulatory matters. Chelsea has assisted clients in connection with numerous transactions, including management and professional service arrangements, mergers and acquisitions, and joint ventures. She also regularly advises clients with respect to state licensure issues, corporate practice of medicine laws, the Anti-Kickback Statute, the Stark law and other federal and state legal, regulatory, and business issues affecting health care providers.

Elizabeth Scarola is an Associate in Epstein Becker Green's St. Petersburg office. In addition to her work on strategic, operational, and legal projects for a large, statewide clinically integrated network of hospitals and providers, she has hands-on scientific research experience. She advises hospital, provider, pharmaceutical, and medical device manufacturer clients on such federal and state regulatory matters as the Anti-Kickback Statute, self-referral laws, HIPAA compliance, federal and private payer issues (including bundled payments), and risk-based contracting.

Savannah Schroeder is the Assistant General Counsel of Delta Dental of Wisconsin, Inc. Her practice focuses on contract review and negotiation, contract life cycle management, insurance regulatory compliance, and health care regulatory compliance. Savannah previously worked for a large law firm where she focused on mergers, acquisitions, joint ventures, and strategic transactions for health care systems.

Jamie Gordon Steakley is a Senior Healthcare Attorney at Bass, Berry & Sims, PLC. She provides health care regulatory counsel as it relates to compliance, operational and transactional matters. She works with a range of clients, including hospitals and health systems, physician practice management companies, private equity firms and their portfolio companies, long-term care providers and others. Jamie routinely assists clients by offering practical guidance as they navigate complex health care issues related to the federal Stark Law and Anti-Kickback Statute as well as similar state laws on fraud and abuse, licensure, and the corporate practice of medicine.

Erin Sutton is an Associate in Epstein Becker Green's Chicago office. She advises on matters concerning licensure, scope of practice, and telehealth laws for for-profit and non-profit clients. She also advises on a portfolio of issues relating public health advocacy, legislation, and litigation, such as reproductive health, HIV and infectious diseases, and mental health and substance use disorder treatment. Before joining Epstein Becker Green, Erin was associate counsel at a major physician lobbying group, advising the general counsel on a large portfolio of health care and public health issues, including scope of practice and medical ethics.

Christopher D. Taylor is an Associate at Epstein Becker & Green, P.C. in the firm's Health Care and Life Sciences Practice Group. In addition to providing transactional support to strategic and financial buyers, Chris provides regulatory counsel to both health care providers and business associates on issues related privacy, cybersecurity, and data asset management. Prior to joining Epstein Becker & Green, Chris served as a Legislative Director in the U.S. House of Representatives, managing the health care legislative portfolio for a member of the House Energy and Commerce Committee.

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care transactions and advising health care organizations on a broad spectrum of regulatory and governance matters. Sophia regularly negotiates transaction terms, drafts purchase agreements, conducts due diligence, and prepares corporate organizational documents, employment agreements, and service agreements. Her practice also involves advising clients on health care regulatory matters involving licensure and certification requirements. Sophia represents traditional health care providers, pharmacy benefit managers, management services organizations, and other for-profit and nonprofit health care clients.

Angela Irene Theodoropoulos is an Associate at McDermott Will & Emery LLP. Angela's practice focuses on health care regulatory compliance and complex transactions, including strategic affiliations, mergers, equity and asset acquisitions, and other matters. Angela advises clients on the full spectrum of related legal issues, providing nuanced and actionable advice on professional licensure, scope of practice, accreditation, corporate practice, governance, fiduciary duties, and other federal and state legal, regulatory, and business issues affecting hospitals, health systems, digital health companies, and other health care providers. While in law school, Angela was the executive development editor for the *Michigan Law Review* and interned at the U.S. Department of Health and Human Services Office of the General Counsel.

Kelsey Toledo is a Senior Associate with Husch Blackwell LLP. She works closely with hospitals, health systems, cooperatives, health care associations, physician specialty groups, assisted living facilities, clinical laboratories, and durable medical equipment, prosthetics, orthotics, and supplies (DMEPOS) suppliers on a wide range of healthcare compliance issues including False Claims Act matters; Anti-Kickback Statute matters; Physician Self-Referral Law matters; licensing; Medicare and Medicaid enrollment and payment; and Health Insurance Portability and Accountability Act (HIPAA) matters.

Li Wang is a partner with McDermott Will & Emery. She focuses her practice on regulatory matters related to HIPAA and health information privacy and security. Li also advises on transactional and general health care regulatory and compliance matters, including corporate practice of medicine and Medicare and Medicaid enrollment.

Li's pro bono practice includes working with the Legal Aid Foundation of Los Angeles to resolve landlord-tenant disputes; the Los Angeles Superior Court Resource Center for Self-Represented Litigants assisting pro se litigants with family matters; the Alliance for Children's Rights assisting petitioners secure guardianship of minors; and most recently Legal Services NYC assisting individuals seeking naturalization.

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