

# Health Care & Life Sciences

Cozen O'Connor's cross-disciplinary health care and life sciences team provides comprehensive services in one of the largest, most dynamic, and fastest-growing sectors of the U.S. economy. The health care and life sciences fields are heavily regulated, and all legal work in this area must be grounded in a specific and sophisticated understanding of applicable laws. We represent and advise companies of all stages that are bringing innovation to the market to achieve better efficiency, accuracy, and outcomes in all aspects of clinical health care. Many of our attorneys hold advanced scientific degrees and have worked at health care and life sciences companies, and we combine this deep industry knowledge with a demonstrated strength across the transactional, regulatory, and litigation areas of the law.

We represent:

- Investors focused on funding in the health care and life sciences industries, including private equity and venture capital firms.
- Businesses in all phases of their company lifecycle, from rapidly growing start-ups to mature public companies.
- Members of the health care sector, including pharmaceutical companies, hospitals and health systems, physician group practices and surgical specialties, long-term care facilities, behavioral health providers, accountable care organizations (ACOs), medical equipment manufacturers and suppliers, academic institutions, tissue banks, and insurers.
- Members of the life sciences sector, including drug developers, biotechnology companies, medical device manufacturers, and health care entrepreneurs.

The expansive range of skills, knowledge, and experience within the team includes:

- Digital Health
- Health Care M&A
- Health Care Private Equity
- Emerging Business Venture Capital
- Life Sciences Transactions
- Fraud, Abuse, and Compliance
- Provider Payment Disputes and Contracting
- Hospitals and Health Systems
- Physician Group Practices and Surgical Specialties
- Long-term Care Facilities
- Government Enforcement and Litigation
- Health Care Privacy and Security

## Digital Health

New technologies are transforming the practice of health care. From the growth in telehealth and telemedicine to the revolution in electronic data collection and analysis, digital health is affecting nearly every aspect of health care delivery.

Cozen O'Connor is a leader in digital health law. We represent innovative telehealth and telemedicine companies, technology companies, health care analytics firms, provider groups, and medical device manufacturers. Our attorneys counsel clients on all aspects of digital health, from compliance with analogue-era regulatory requirements to health fraud and abuse laws.

Our attorneys also provide integrated corporate counsel, assisting technology firms and health



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## Related Practice Areas

- Antitrust & Competition
- Business
- COSECURE
- Emerging Business & Venture Capital
- Employee Benefits & Executive Compensation
- Government Relations - Cozen O'Connor Public Strategies
- Hatch-Waxman & Biologics
- Intellectual Property
- Labor & Employment
- Product Liability
- Public & Project Finance
- Real Estate
- State Attorneys General
- Tax
- Technology, Privacy & Data Security

## Industry Sectors

- Cannabis
- Education

care companies on corporate structure, private equity, IP, commercialization, licensing, marketing, and contracts. We partner with emerging companies through every stage of their business life cycle. Our attorneys advise digital and tech-focused companies on medical liability risk management and coverage and reimbursement strategies with both government and private payors.

Cozen O'Connor advocates not only for individual digital health clients, but also for the industry as a whole. Through our Washington, D.C.-based Public Strategies firm and State Attorneys General Practice, we provide top-ranked government relations support, track relevant legislative activity, advocate before state and federal governments, and build effective trade associations and policy-based coalitions.

## **Health Care M&A**

Modern health care institutions and non-institutional businesses require legal counsel who are well-versed in both corporate law and health law in order to complete major transactions. Cozen O'Connor brings sophisticated understanding of business, finance, health industry operations, and health regulations to every deal.

Cozen O'Connor serves as transaction counsel for hospitals, health systems, physician groups, ACOs, clinically integrated networks, medical device manufacturers, private equity sponsors and portfolio companies, academic medical centers, and research organizations. We can assist with all facets of a transaction, from initial acquisition structuring, due diligence, antitrust, fraud and abuse, reimbursement, quality of revenue, and tax matters, through document negotiation and implementation and closing. We have extensive experience negotiating joint ventures, alliances, and co-management arrangements, and arrange financing through public and private offerings, bonds, loans, and other investment vehicles. Our team can resolve compliance, antitrust, tax, and bankruptcy issues for health care and life science organizations.

## **Health Care Private Equity**

Cozen O'Connor's deep understanding of the unique legal, political, regulatory, macroeconomic, and business aspects of the health care industry benefits private equity firms and their portfolio companies when working to meet their strategic goals. Our clients rely on our comprehensive approach to due diligence of targets in the health care space and benefit from the guidance of our health care regulatory counsel. In this capacity, we are counsel to private equity sponsors and portfolio companies and advise in both buy-side and sell-side transactions. Our health care transactions team is current on market trends and market-based contract provisions. We routinely write, speak, and hold seminars on recent developments in the health care private equity space.

## **Emerging Business Venture Capital**

Our team advises life science start-ups at all stages of a company's lifecycle, from formation through financing and exit planning. Cozen O'Connor's cross-disciplinary team is knowledgeable in all issues affecting emerging businesses, including employment, intellectual property, tax, real estate, and corporate governance. Our deep involvement in the field and breadth of experience allows the firm to function as a one-stop shop for life science startups seeking assistance in developing, protecting, and commercializing their developments and discoveries.

## **Life Sciences Transactions**

Our life sciences transactions team handles all transactional needs in this fast-moving industry. We routinely serve as counsel to biotechnology companies at all stages of their life cycle, including early-stage therapeutics. In this capacity we handle MSAs, CRO agreements, development rights, licensing

agreements, royalty contracts, university agreements, lab site development, and we resolve disputes with contract manufacturers. Our experience also includes the arrangement of mergers, acquisitions, consolidations, divestitures, workouts and restructurings; negotiation of joint ventures, alliances, and co-management arrangements; resolution of antitrust, tax, and bankruptcy issues; arrangement of financings through public offerings, bonds, loans, and other investment vehicles.

## **Fraud, Abuse, and Compliance**

Clinical and non-clinical health care delivery is driven by compliance guidelines under federal and state law. We routinely advise our clients on federal and state fraud and abuse and related compliance matters, such as laws and regulations under the Federal Anti-Kickback Statute, the Federal Physician Self-Referral Prohibition (the Stark Law), the Federal Civil Monetary Prohibitions (CMPs), the Federal False Claims Act (FCA), and other issues arising from Medicare and Medicaid law. We also advise on guidance issued by the Center for Medicare and Medicaid Services (CMS) under the U.S. Department of Health and Human Services (HHS), Office of Inspector General (OIG), or U.S. Department of Justice (DOJ) initiatives, such as Civil Investigation Demands (CIDs) or DOJ referrals for litigation (i.e. criminal enforcement matters). Compliance and enforcement matters routinely arise in the course of health care operations and may be highlighted during transactional activity. Our team is sophisticated in this arena and has a granular understanding of these laws and their implications. Our team offers practical and efficient advice in all matters related to fraud and abuse and compliance.

## **Provider Payment Disputes and Contracting**

Given the current regulatory climate, the need for clear and enforceable payer contracts has never been greater. Cozen O'Connor counsels major health care clients in the areas of payer contracts, clinical integration, and value-based payment programs. Our attorneys are well-versed in the intricacies of payer contracts and their practical implications. We are also nationally known as a "go-to firm" for reimbursement disputes. Clients draw on our deep knowledge of laws governing the Medicare and Medicaid programs, as well as the financial and operational considerations specific to public and private-payor disputes.

Our team offers start-to-finish contract counsel and is well-versed in all types of payer contract issues, including utilization management, "tiering and steering," and the impact of corporate structure on government payment eligibility. We provide sophisticated front-end payer contract counsel, and we also defend and enforce payer contracts in high-stakes payment disputes, for which we are nationally known and respected. Cozen O'Connor is a recognized leader in value-based contracting and related risk-based payment programs. We also structure accountable care organizations and clinically integrated networks.

The firm represents health systems, hospitals, and drug and device companies in disputes against private insurers, including Medicare Advantage organizations, and federal and state government health care programs. The scope of our experience is vast and includes work on some of the most technically and legally complex disputes of the past decade. We advise on issues involving: Medicare certification, premium subsidies, disputes over Emergency Department (ED) reimbursement, 340B drug payment disputes, diagnosis-related groups (DRGs), enforcement of prompt pay penalties, site-of-service, out-of-network reimbursement, network termination, suspension of payments, continuity-of-care, recoupments, coding downgrades, coverage, ERISA, sequestration, and intergovernmental transfers. We have served as counsel in cases before the Provider Reimbursement Review Board (PRRB), the Departmental Appeals Board (DAB) of the Department of Health and Human Services, and state Medicaid Bureaus of Hearings and Appeals. We regularly appear in state and federal courts on behalf of our clients. In addition, we have achieved successful results for our clients in numerous confidential mediations and arbitrations.

Cozen O'Connor's practice is unusual in that we are capable of managing large multi-state or multi-plaintiff reimbursement litigation, but are also flexible enough to adjust our service model to meet specific client needs, including through use of alternative or contingency fee agreements.

## Hospitals and Health Systems

We represent non-profit and for-profit hospitals and health systems throughout the country on a daily basis in all aspects of their operations, including payor contracting and disputes, Medicare, Medicaid, HIPAA and data privacy and security, compliance, investigations, physician contracting, intellectual property protection and monetization, licensure, vendor contracting, medical staff issues, and governance matters. Several of our lawyers have spent a significant portion of their careers working as lawyers in hospital legal departments and the entire team is cognizant of the unique internal and external dynamics faced by hospital organizations and the executives that run them. We are also routinely involved in hospital mergers and acquisitions, bringing our deep knowledge of the hospital market and applicable laws and regulations as well as our transactional experience to bear to optimize transaction value, protect our client, and complete the transaction as quickly and efficiently as possible.

## Physician Group Practices and Surgical Specialties

The dynamics of physician practice are evolving rapidly with the proliferation of digital health, the increased deployment of non-physician clinical professionals, the rise in asynchronous prescribing, and an increased investment in ancillary services, such as imaging and clinical laboratories. With this evolution, the legal complexity of physician practice has increased exponentially. Cozen O'Connor provides invaluable representation to primary care, surgical, and other specialty physician practices regarding both daily operations and fundamental transactions. We utilize our deep knowledge of, and experience with, issues affecting physician practices such as professional licensing, the use of management services organizations, and risk-based contracting throughout the country. We regularly represent parties on both sides of physician practice acquisitions involving private equity, hospitals and health systems, and other sources of capital.

## Long-Term Care Facilities

Cozen O'Connor's Health Care and Life Sciences team represents lifetime communities, skilled nursing facilities, and assisted living facilities in billing and tax-exemption compliance, licensure, and general operational and business matters. Our team also has a robust merger and acquisition practice involving lifetime communities and other long-term care facilities. Our breadth of experience with issues that are common to all health care providers, as well as the unique issues faced by long-term care providers who care for some of the most vulnerable people in their communities for long periods of time, makes our team well-suited to assist in both day-to-day operations as well as fundamental purchase and sale transactions.

## Government Enforcement and Litigation

Cozen O'Connor defends health care clients in high-stakes federal and state agency investigations and litigation, including actions involving False Claims Act, *qui tam*, Anti-Kickback, Stark Law, and Sunshine Act claims. We are known for our ability to achieve early and decisive resolutions.

Our team has the ability to work in cooperation with Cozen O'Connor Public Strategies, the firm's bipartisan Washington, D.C.-based government relations firm, which provides outreach to public officials on matters of health law and policy. We advocate for clients before the Centers for Medicaid & Medicare Services, Department of Justice, Food & Drug Administration, state departments of health & welfare, and state and federal legislatures.

The firm's State Attorneys General Practice, one of the largest in the country, represents clients in state AG investigations and litigation (including multi-state and federal co-enforcement actions). The State AG team has experience counselling health care clients faced with state-based consumer protection, antitrust, false claims, drug pricing, and data privacy claims.

## Health Care Privacy & Security

Health data privacy and security is an important issue for all entities operating in the health care sector. Cozen O'Connor's health care team helps clients meet the challenges of keeping health data secure and ensuring regulatory compliance. We closely track and advise clients on any changes or updates to relevant health privacy and security laws, including HIPAA and HITECH, FTC, FDA, Gramm-Leach Bliley, the GDPR, U.S. Privacy Shield, alcohol and drug abuse records, federal communications and trade statutes, and myriad state-based privacy and data breach laws. We also advise clients handling health care data outside the HIPAA regulatory structure, such as wellness programs, wearable devices, and websites. We assist many new and start-up clients in emerging technology businesses as to any potential HIPAA or privacy obligations they may have.

Among the most important services Cozen O'Connor provides is comprehensive loss prevention. Our attorneys conduct deep-dive audits under the umbrella of attorney-client privilege; develop policies and procedures that integrate sophisticated physical, technical, and administrative safeguards; conduct client training on data privacy and security compliance; and draft and review contracts with covered entities, business associates, subcontractors, and institutional partners.

In response to an alleged privacy violation or data breach, our health care team can perform immediate forensic and recovery operations, satisfy notification obligations, liaise with government officials, and help craft public messages to protect clients from liability. We lead complex internal investigations for high-profile health clients and represent them in federal and state government regulatory investigations, enforcement actions, state attorneys general litigation, class actions, and individual plaintiff lawsuits.

The firm's work in health data privacy and security is significantly bolstered by our strong, Washington, D.C.-based government affairs and State Attorneys General groups. Cozen O'Connor Public Strategies is at the forefront of tracking legislative developments on health data, and the firm's State AG Practice is well-positioned to assist with any inquiries at the state level. In addition, COSECURE, an ancillary business of the firm, works under privilege with our health care attorneys to perform HIPAA security risk analyses and forensic investigations upon discovery of security incidents or breaches.

## Experience

### *Life Sciences Transactions*

- Represented SourcEdge Solutions, a national technology solutions provider of claims systems modernization services, in its sale to private equity-backed Alivia Analytics, a leading AI-based healthcare payment integrity platform for fraud, waste, and abuse. This transaction drew on the experience of the firm's corporate, tax, labor and employment, employee benefits and executive compensation, intellectual property, health law, and technology, privacy and data security attorneys.

### *Digital Health*

- Provided advice and counsel for the launch of apps to promote mental health and wellness.
- Provided state telemedicine legal and regulatory analysis and counsel for an innovative ocular telehealth program centered on the client's a proprietary means of allowing eye tests for eyeglasses to be performed virtually via computer.

- Provided state telemedicine legal and regulatory analysis and counsel for an innovative, nationwide occupational telehealth program aimed at the client's employees.
- Provided state telemedicine, employee benefits, tax, and privacy legal and regulatory analysis and counsel for a state-of-the-art national telehealth program that uses physicians, health coaches, data, and artificial intelligence tools to manage chronic diseases virtually.
- Provided federal and state telemedicine legal and regulatory analysis and counsel to a physician specialist telehealth program using telehealth kiosks placed in primary care physician offices in rural areas in the United States.

#### ***Health Care M&A***

- Represented LGC Genomics, LLC, a global provider of life science tools, in its \$1 million purchase of substantially all of the assets of PolyDesign LLC, a manufacturer, developer, distributor, marketer, and seller of products used in synthetic oligonucleotide production.
- Represented LGC Clinical Diagnostics, Inc., a developer and manufacturer of diagnostic services and materials for the life sciences industry, in its \$2 million purchase of substantially all of the assets of Virusys Corporation, a manufacturer, developer, distributor, marketer, and seller of virology related products and services.
- Represented Presbyterian Senior Living and its subsidiary, Pine Run Village, Inc., in the \$80.6 million acquisition from Doylestown Hospital of substantially all of the assets of a continuing care retirement community that included Pine Run Retirement Community and Pine Run Lakeview.
- Represented a physician in the sale of her practice to Penn Medicine, the University of Pennsylvania Health System. The deal, valued at \$1 million, included physician employment agreements and an office lease.
- Represented Lung Therapeutics, Inc., a clinical-stage biopharmaceutical company developing therapies for life-threatening lung conditions, in its \$90 million "sign and close" merger with Aileron Therapeutics, Inc. (Nasdaq: ALRN) and a concurrent \$18 million private investment in public equity (PIPE) transaction.
- Represented USRetina GPO (the nation's largest retina specialty group purchasing organization) in its sale to McKesson Retina Solutions LLC (the world's largest medical specialty distributor) in a strategic asset deal that was among the most closely watched transactions in the U.S. health care arena.
- Structured a hospital-concierge practice joint venture.
- Represented physicians in start-ups and conversions from traditional fee-for-service to concierge models.
- Handled the consolidation of two healthcare systems in Pennsylvania including performing due diligence, negotiating and drafting all required definitive documents, communicating with federal and state regulators and with the Pennsylvania Attorney General's office, and obtaining private letter rulings from the Internal Revenue Service related to the consolidation.
- Represented nursing homes in New Jersey and Florida in asset sale of facilities.
- Represented various entities in establishing management companies.
- Represented a nonprofit continuing care retirement community in obtaining Orphans' Court and Attorney General's approval to consummate a change of ownership transaction.

- Assisted with due diligence to evaluate bondholders' risk on behalf of a healthcare system.
- Led the legal team in the wind-down of the largest health system in Pennsylvania.
- Obtained Pennsylvania Attorney General and Orphans' Court approval of a large nursing home facility sale.
- Represented Elite Clinical Network, LLC (ECN), an integrated platform operating a network of Phase I-IV clinical research sites in California, Arizona, and Nevada, in its \$200 million sale to Surge Private Equity, LLC, a Dallas-based private equity firm. The transaction involved various complex tax matters and structurings to effectuate a tax-efficient result for the partners and involved internal pre-closing reorganization of ECN entities.
- Assisted with transactional, regulatory, and compliance matters for an accountable care organization that participates in the Medicare Shared Savings Program.
- Represented Mid-Atlantic Health Care in Baltimore in a \$75 million acquisition of five Philadelphia nursing homes.
- Represented Cooper University Health Care in its acquisition of Cape Regional Health System and its affiliates.

#### ***Health Care Private Equity***

- Served as transactional and health care regulatory counsel to national private equity firm in a roll-up of six independent home health care agencies and related reimbursement matters.
- Represented a private equity sponsor in connection with a roll-up of orthopedic surgery centers.
- Represented a national provider of addiction services in connection with a private equity sale.
- Represent a national provider of primary care clinics in connection with a private equity sale.
- Provided due diligence for private equity firms regarding various telehealth-related transactions.
- Provided advice and counsel in connection with regulatory development of alternative and 'add-on' practice revenue streams.
- Represented Agiliti Health, Inc., a medical equipment management and services company, in its \$230 million acquisition of Sizewise Rentals, L.L.C., a manufacturer and distributor of specialty patient handling equipment.

#### ***Life Sciences Transactions***

- Represented Christiana Ambulatory Surgical Center in a transaction creating a new partnership with Virtua Health that will allow the surgical center to expand its offerings to include a broader range of innovative procedures and technologies.
- Represented Albaron Partners LP in its sale of an interest in podiatry clinics to a Japanese public company. This transaction drew on the experience of the firm's corporate, tax, employee benefits and executive compensation, and health law attorneys.
- Represented a senior living real estate management firm in its negotiation of a senior credit facility which was used to acquire an Illinois-based nursing home. This transaction drew on the experience of the firm's corporate, tax, and real estate attorneys.
- Counseled specialty pharmacy provider LithiaRX in its merger to form Summit Pharmacy Solutions, LLC.



- Counseled a leading national GPO in connection with a drug distribution agreement worth billions over several years in the specialty pharmacy space.
- Counseled Summit Pharmacy Solutions, LLC in connection with shareholder liability matters and appraisal rights in advance of a private equity backed capital infusion.
- Serve as outside transactional, regulatory, licensing, and litigation counsel for a clinical-stage biopharmaceutical company developing novel therapies for underserved, life-threatening lung conditions. This representation includes negotiating transactions for the development, supply, and manufacturing of therapeutic proteins.
- Serve as outside corporate, transactional, and regulatory counsel to an innovative medical device company transforming pediatric care with the development of pediatric unседated transnasal endoscopy.

#### ***Provider Payment Disputes and Contracting***

- Served as consulting counsel to the Hospital & Healthsystem Association of Pennsylvania and Delaware Valley Accountable Care Organization in connection with reviewing bids for outside consultants and counsel for Medicare DSH-SSI Part A group appeals for Pennsylvania hospitals.
- Represent nationwide group of hospitals, including a number of UHS hospitals, in action to increase Medicare disproportionate share payments for hospitals located in “non-Medicaid expansion” states.
- Provided advice and counsel regarding the regulation of Accountable Care Organizations in the Medicare shared saving program.
- Negotiated shared savings and value-based payment arrangements on behalf of hospitals and their affiliates with commercial insurers.
- Represented academic medical center in a lawsuit filed against an out-of-state Medicaid managed care organization (MCO) for its failure to pay for health care services provided to the MCO’s beneficiaries on an out-of-network basis. We set the strategy in the litigation, which was based on the federal Medicaid “default” rate for out-of-network services provided to Medicaid MCO and the state law causes of actions, breach of contract, quantum meruit, and unjust enrichment.
- Represented New Jersey Hospital Association in *New Jersey Hospital Ass’n v. Waldman*, 73 F.3d 509 (3d Cir. 1995). Challenge by New Jersey hospitals to reduction of DRG rates and adequacy of disproportionate share payments.
- Represented health systems in the negotiation of managed care and pay for performance contracts with the systems’ largest payers.
- Assisted clients with developing and implementing “alternative” payment structures, including fee-for-service, “plus” or “hybrid” concierge models, and direct primary care medicals home, retainer-based practices.
- Advised clients regarding the regulatory environment for various concierge models.
- Represented Children’s Seashore House in *Children’s Seashore House v. Waldman*, 197 F. 654 (3d Cir. 1999), affirming constitutional claim to require state to pay Medicaid disproportionate share adjustments to out-of-state providers.
- Established an accountable care organization in compliance with the rules for the Medicare Shared



Savings Program.

- Represented an Accountable Care Organization in its successful application to participate in the Medicare Shared Savings Program and with respect to its first year of participation in the program.
- Negotiated private payer agreements on behalf of an Accountable Care Organization.
- Served as outside counsel during the negotiation of a client's participating provider contracts for its commercial payers.
- Advised hospital system in disputes involving intergovernmental transfers.
- Represent CLIA certified clinical laboratory in large-scale out-of-network claim dispute with one of the country's largest health insurers.
- Representation of national association of dialysis patients in litigation concerning the obligation of insurers to accept premium or cost sharing payments from 501(c)(3) organizations that may receive contributions from providers.
- Filed numerous federal appellate level amicus briefs on Medicaid and Medicare reimbursement issues for major trade groups including the American Hospital Association and the Association of American Medical Colleges, American HealthCare Services Association, and American Health Care Association.
- Handled Part A reimbursement hearings before the Provider Reimbursement Review Board (PRRB) and subsequent judicial appeals for individual Pennsylvania hospitals and health systems, including one case invalidating CMS's requirement for filing duplicate claims forms with Part A intermediaries as a condition of receiving medical education supplements for Medicare managed care enrollees. Another resulted in the invalidation of CMS' GME re-audit rule that had prevented teaching hospitals from adding misclassified teaching costs to their base-year Average Per Resident Amounts.
- Worked alongside statistical and coding experts to contest downgrades of a large universe of claims.

#### ***Government Enforcement and Litigation***

- Represented a client in an administrative proceeding involving the federal government's Retiree Drug Subsidy Program (RDSP) in which we persuaded the government to grant the client a rare exception to the filing requirement to redress the inequitable result of routine application of the program rules.
- Advised numerous provider and governmental clients on issues relating to Medicaid financing (IGT, provider assessments, donations) structuring.

#### ***Health Care Privacy & Security***

- Assisted a health insurance company in updating its privacy and security and HIPAA policies and procedures, which were more than a decade old.
- Provided advice and counsel to an Accountable Care Organization on HIPAA and other privacy matters, including review and negotiation of agreements with a health information exchange, and analysis and advice on HIPAA and other privacy matters in relation to use of ACO data for research purposes.
- Represented a Philadelphia rehabilitation hospital in connection with an internal audit of its privacy and security policies and procedures.
- Represented a start-up company that contracts with large health systems to collect stories and experiences from patients and assist hospitals and health systems in designing patient-centered

experiences, including patient portals and patient-friendly websites. We assisted the client with privacy and security issues related to the collection and safeguarding of patient data, and helped implement safeguards to limit exposure in the event of a breach.

- Assisted a client in connection with RFP development and served as lead negotiator of the legal terms of a multi-million dollar contract for a population health management information system. We provided advice and counsel on HIPAA and other privacy matters, including review and negotiation of agreements with a health information exchange and HIPAA and other privacy matters in relation to use of data for research purposes.
- Served as lead outside privacy and security compliance counsel for a health group plan. We negotiated privacy and data use agreements and wellness programs, and conducted a company-wide HIPAA Risk Assessment with an outside security expert.
- Served as outside counsel to a behavioral health services provider in connection with a number of issues, including managing disputes with payers, conducting survey reviews, providing advice and counsel on HIPAA and breach-related issues, and negotiating business associate agreements with an electronic medical records vendor.

#### ***Provider Payment Disputes and Contracting***

- Negotiated long-term payer contracts with market-leading health insurer on behalf of a large academic medical center.
- Negotiated pharmacy benefit management contract for large employers' self-funded employee benefit plans.
- Negotiated pay for value contract for accountable care organization with national health insurance companies.