



## George H. Kendall

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Healthcare | Corporate | Public Finance

Healthcare organizations rely on George Kendall's deep understanding of their industry to help them respond to market opportunities and regulatory changes. With more than 30 years of experience, George advises clients on strategic transactions, regulatory compliance, governance, value-based care models and hospital-physician alignment.

### Strategic Transactions

George represents healthcare providers, including hospitals and health systems, behavioral health providers, home health agencies and physician groups on strategic transactions. He negotiates and advises on mergers and acquisitions, joint ventures, divestitures, restructurings, change-of-member transactions, and other types of affiliations.

George counsels clients on practice acquisitions, professional services agreements and similar transactions between hospitals and physician groups.

### Governance and Compliance

Healthcare organizations and their governing boards retain George to advise them on governance matters, including those arising in connection with strategic transactions or compliance issues. He also counsels health systems on implementing efficient governance models and practices following periods of substantial growth. He advises clients on privacy and tax laws, self-referral restrictions and other state and federal regulations. George defends clients in governmental and internal investigations, including fraud and abuse and Emergency Medical Treatment and Labor Act (EMTALA) matters.

### Industry Engagement

George is a frequent speaker on strategic transactions, behavioral health and integrated care, physician-hospital joint ventures and compliance issues. He has written on healthcare topics such as fraud and abuse, telemedicine, defending against governmental investigations and the New Jersey Community Health Care Assets Protection Act.

### Representative Experience

Special Counsel to New Jersey Pension and Health Benefit Study Commission

Represented a nonprofit health system in connection with a change-of-membership transaction with a regional nonprofit health network. The combination of the two organizations provided the system with greater access to capital, technology and specialized physicians.

Advised a nonprofit home health and hospice provider in an affiliation with a regional nonprofit health system.

Advised a nonprofit health system with respect to its participation in New Jersey's first proton therapy treatment center.

Represented numerous health systems and physicians in the development of ambulatory surgery centers.

Represented hospitals in the acquisition of freestanding imaging centers and other outpatient facilities.

Represented hospitals in connection with practice acquisitions, professional services agreements and similar transactions between the hospitals and affiliated medical groups.

Advised numerous hospitals and health systems in connection with contractual relationships with physicians.

Represented two New Jersey health systems in a comprehensive review of their governance structures and practices.

Advised nonprofit health systems in corporate restructurings and general governance matters.

Serve as outside general counsel to healthcare providers, including a leading behavioral health hospital.

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## Education

Villanova University Charles Widger School of Law, JD, *cum laude*, 1984

Franklin & Marshall College, AB, 1981

## Bar Admissions

New Jersey

## Memberships and Certifications

American Health Lawyers Association

Vice Chair-Education of the Behavioral Health Practice Group, 2022–2025

New Jersey State Bar Association

Health & Hospital Law Section

Chair, 1992–1993; Board of Directors, 1987–1995

Healthcare Financial Management Association

New Jersey Chapter

Board of Directors, 1998–2002; Chair, Legislation Committee, 1995–1997; Chair, Physician Hospital Issues Committee, 1993–1995

## Recognitions\*

*The Best Lawyers in America*, Health Care Law, New Jersey, 2015–2021, 2024

*Chambers USA*, Healthcare, New Jersey, 2008–2023

\* No aspect of this or any advertisement has been approved by the Supreme Court of New Jersey. For ranking methodologies, please see [here](#).

### **Alerts**

Slow and Steady Wins the Race: Hospitals Should Evaluate Their Split/Shared Services Notwithstanding the Delay Under CMS's 2024 Physician Fee Schedule Proposed Rule, Healthcare Alert, 10.24.2023

### **Webinars**

Legal and Compliance Risks Raised by the Use of Tracking Technologies on Hospital Websites, New Jersey Hospital Association, 4.30.2024