

## Healthcare

Recognized by *Chambers USA* for Healthcare in New Jersey, our team is well known for high-caliber representation of healthcare providers, major hospitals, and health systems in capital finance, litigation, compliance, and transactional matters.

The healthcare industry is facing unprecedented changes, presenting unique challenges and opportunities for our clients in that market. Staying at the forefront of these developments, our healthcare lawyers provide comprehensive legal services to assist and guide clients through legal issues that impact their businesses. We serve as advisors for a wide range of organizations across the healthcare continuum, including acute and subacute care facilities; academic medical centers; senior living facilities such as long-term care facilities (LTCs), assisted living facilities, and continuing care retirement communities (CCRCs); Federally Qualified Health Centers (FQHCs); physicians; physician group practices; urgent care centers; ambulatory surgical centers; telemedicine providers; addiction centers; medispas; healthcare services firms; management services organizations (MSOs); group purchasing organizations (GPOs); pharmacies; nonprofit foundations; and healthcare trade associations. We also deliver strategic solutions for pharmaceutical manufacturers and medical device and equipment providers as well as investment and commercial banks, venture capital funds, and other healthcare lenders or investors.

Our Healthcare lawyers field inquiries on a daily basis on the full spectrum of legal issues confronting healthcare providers, including transactions, litigation, regulatory compliance, the Health Insurance Portability and Accountability Act (HIPAA), antitrust, and other privacy laws, employee relations and benefits, insurance, tax, and tax exemption. We have the breadth of experience to handle these situations as they arise and can draw on other practices within the firm to meet each client's unique needs.

### Capital Finance & Transactions

Our team has delivered sophisticated legal services to the healthcare capital markets for more than three decades. We serve as bond, underwriter's, bank, and borrower's counsel for billions of dollars of acute and subacute debt, financing, and refinancing assets relating to thousands of beds and units along many different service lines. Our team contributes to the development of some of the most complex and innovative financing structures utilized by healthcare providers. We help clients with many kinds of regulatory and compliance issues that emerge following a bond transaction, including covenant and other defaults. We particularly excel in the subacute area, where our Public Finance lawyers have served as bond counsel for nearly every congregate care community financed in New Jersey and helped develop access to the tax-exempt debt market for these providers.

### Mergers, Acquisitions & Affiliations

We protect the interests of hospitals and other healthcare providers in numerous mergers, acquisitions, consolidations, joint ventures, practice purchases, management services organizations (MSOs) formations, leasing arrangements, provider agreements, and other major transactions. We have the experience and perspective necessary for these transactions, including structuring the deal, reviewing the deal for compliance purposes, drafting and negotiating transaction documents, performing essential due diligence, obtaining regulatory and corporate approvals, and closing the transaction. Our lawyers also assist with scaling operations and ultimately selling all or part of organizations. We are fully prepared to advise our clients on other legal issues that commonly arise during these transactions, including antitrust, tax, federal and state regulatory compliance, real estate, environmental,

employment, and public finance matters.

Our lawyers have been involved in most of the acquisition transactions in New Jersey requiring approval under the New Jersey Community Health Care Assets Protection Act (CHAPA), N.J.S.A. 26:2H-7.10, et seq., and similar reviews conducted by the New Jersey Attorney General's Office of transactions involving New Jersey nonprofit corporations, including senior living and higher education facilities. We have advised clients in connection with the formation of New Jersey's largest health systems, including complex debt restructurings involving the largest tax-exempt bond offerings through the New Jersey Health Care Facilities Financing Authority.

Our lawyers are focused on maximizing value. We evaluate and provide our healthcare clients with a wide variety of strategies and arrangements tailored to the needs of each business and the objectives of each transaction.

#### Tax & Tax Exemption

In close collaboration with our Tax lawyers, we regularly counsel our healthcare clients on tax and tax-exemption issues that arise from their operations and bond-financed facilities, including intermediate sanctions, executive compensation, governance, and property tax exemption. We are experienced in the formation and qualification of nonprofit, tax-exempt organizations and their foundations and creating and reorganizing healthcare systems. Our team is familiar with the tax laws and regulations that restrict or affect transactions between tax-exempt and taxable entities, including hospital-physician joint ventures, physician recruitment and employment contracts, and the formation of for-profit subsidiaries by tax-exempt organizations.

#### Medicare/Medicaid Fraud and Abuse and Stark and Anti-Kickback Issues

Our Healthcare lawyers regularly advise our clients concerning Medicare and Medicaid fraud and abuse and Stark Law and Anti-Kickback Statute implications of their existing operations, contracts, and transactions as well as new or potential relationships with physicians and other providers. We perform both federal and state statutory and regulatory reviews and analyses and develop contracts and transactions that minimize fraud and abuse concerns. We also help examine and restructure existing arrangements to address potential problems as well as ongoing corporate compliance strategies.

#### Governance, Regulatory Compliance, and Licensing

Our Healthcare lawyers have a great deal of experience advising clients on governance and regulatory compliance issues and are routinely sought out to review business structures and contractual arrangements for compliance purposes regarding, among other issues, the corporate practice of medicine, scope of licensure issues, self-referral and anti-kickback laws, Medicare/Medicaid, transparency laws, the Drug Enforcement Administration and controlled substances and prescription medication issues, HIPAA and privacy laws, fair market valuations, fee splitting, and telemedicine. We are comfortable navigating the complex regulatory framework that governs healthcare to assist our clients with regulatory issues, whether the client is a group practice or a licensed facility.

We also work extensively with nonprofit healthcare clients in adopting governance best practices, including forming independent audit committees and adopting codes of conduct and conflict-of-interest policies. We assist clients in developing and completing corporate compliance programs, including antitrust compliance programs, and have represented them in government investigations involving state and federal agencies, including the New Jersey Department of Health, the US Department of Health and Human Services' Office of Inspector General, the US Department of Justice, the Federal Trade Commission, State Attorneys General offices, and the Securities and Exchange Commission. We also assist clients in

conducting internal investigations relative to possible violations of the law by their employees, contractors, or medical staff. Our team has experience in all aspects of the governance, structure, and operation of management service organizations (MSOs), an increasingly popular administrative structure in the healthcare space.

We assist our clients in obtaining licenses, including facility licenses, laboratory licenses, and licenses that may be applicable to group practices. We also assist our clients in transferring licenses in purchase transactions and addressing inspection deficiencies, certification renewals, and licensing disputes with the applicable agencies. In licensing matters, we engage with the relevant agency or board to better assist our clients.

#### Antitrust

Healthcare organizations face antitrust scrutiny on several fronts including seeking antitrust approvals of mergers, acquisitions, and joint ventures; creating antitrust-compliant collaborations; establishing pricing policies; evaluating the legality of non-compete/no hire agreements; and negotiating exclusivity contracts. Clients benefit from our experience representing healthcare organizations at the antitrust agencies, including counseling on numerous mergers and acquisitions of medical equipment and medical technology manufacturers and pharmaceutical companies, representing a hospital trade association in the Department of Justice's Antitrust Division's investigation into a large health insurance merger, and representing biotechnology and pharmaceutical manufacturers in antitrust litigation.

#### Physician Contracting and Joint Ventures

In order to meet the challenges of the constantly evolving healthcare marketplace and regulatory environment, our Healthcare lawyers work closely with our clients to develop and implement various types of contracts and joint ventures. These arrangements present opportunities for innovation within difficult legal and regulatory compliance parameters, including federal and state referral prohibitions, corporate practice of medicine issues, tax exemption, and antitrust issues. Our representation in these matters has included hospital-based physician contracts; physician recruitment and retention agreements; physician employment and director agreements; professional services agreements; the formation and implementation of captive or friendly professional corporations, management service organizations, joint ventures for integrated delivery systems, ambulatory surgery centers, dialysis facilities, sleep centers, and other ambulatory care centers; and physician practice acquisitions and divestitures.

#### Managed Care and Payer Contracting

Our Healthcare lawyers are very familiar with and frequently counsel our clients on the changes that have occurred in the healthcare delivery and payment system over the past 30 years. We help clients form and operate health maintenance organizations (HMOs), preferred provider organizations (PPOs), management services organizations (MSOs), physician-hospital organizations (PHOs), and physician enterprises in order to compete in this environment. We have extensive experience in drafting and negotiating contracts with health insurance companies and other healthcare payers.

To assist providers in negotiations with payers, our lawyers provide presentations on payer contracting issues and the development of hospital-physician alignment models to a wide variety of healthcare financial management and provider associations, including the New Jersey Hospital Association, the Healthcare Financial Management Association, and the New Jersey State Bar Association. We also served as special counsel to the New Jersey Hospital Association's Managed Care Contracting Task Force in the preparation of its publication Managed Care Model Contract Language.

### Information Security and Data Privacy

Our Healthcare lawyers are dedicated to staying ahead of the developments regulating healthcare technology and information on both the federal and state levels. We advise clients on operational, governance, and compliance matters, with an emphasis on privacy and data security in regulated industries, including the Health Insurance Portability and Accountability Act (HIPAA) and state data breach reporting laws for covered entities and business associates. Our lawyers provide proactive and incident-responsive guidance on federal and state health information privacy laws and regularly help clients build and strengthen compliance programs and respond to privacy and security incidents and data breaches to best protect their patients and organizations. We work closely with clients to understand and implement recent changes to the HIPAA Privacy Rule impacting reproductive health information. We also focus on the data security and privacy implications of artificial intelligence (AI) and the Internet of Things (IoT) in healthcare and regularly provide compliance-based training to our clients' workforces.

### Litigation

Our Healthcare lawyers are seasoned litigators who can assist entities operating in the healthcare space in both general commercial litigation matters and those specific to healthcare. With extensive knowledge of regulatory issues, our lawyers represent healthcare clients in a wide range of disputes, including payer audits, healthcare reimbursement issues, including the Employee Retirement Income Security Act (ERISA), and claims involving the federal False Claims Act and its state equivalents. We also represent clients in contract disputes, partnership disputes, healthcare facility construction disputes, and noncompete actions, as well as other general litigation matters. Additionally, we represent individual physicians and other healthcare professionals before their respective boards in investigations, disciplinary actions, and other licensing matters.

### Insurance Coverage

Our Insurance Coverage lawyers assist our healthcare clients and many other corporate policyholders in recovering assets under various business insurance policies as quickly and efficiently as possible so they can get back to business. Our lawyers have handled claims and disputes under many different types of insurance policies, including general liability, directors and officers and fiduciary liability, professional liability, and cybersecurity liability, in state and federal courts throughout the country.

### Labor and Employment

We regularly advise healthcare clients on all types of labor and employment issues. Having worked with healthcare institutions for decades, our practitioners understand the unique issues associated with operating in a clinical environment. We handle preventive employment counseling, physician contract enforcement actions, internal investigations, policy development, management training, and employment litigation. We assist clients with union-related matters, such as collective bargaining, unfair labor practice proceedings, and strike consultation. We also advise on wage and hour litigation, employment agreements, ERISA litigation, and Occupational Safety and Health Administration (OSHA), immigration, and workers' compensation issues.

### Medical Staff Issues

Our Healthcare lawyers have represented hospitals and their medical staffs for many years with respect to medical staff privileging matters, corrective actions, revisions to staff bylaws and regulations, and many other issues. Our lawyers understand the unique legal relationship between a hospital and its medical staff and are called upon frequently to serve as prosecutors or hearing officers in medical staff proceedings or to represent clients in litigation that may arise following such proceedings.

### Intellectual Property

Representing world-renowned research hospitals, our Intellectual Property team includes patent practitioners with advanced degrees in fields such as physics, material sciences, molecular biology, cell biology, immunology, biochemistry, microbiology, organic and polymer chemistry, and inorganic chemistry. We are experienced and innovative in developing strategies for protecting critical core technologies and patenting innovations based on our clients' immediate and long-term business goals. We are also routinely involved in negotiating licenses for our clients, which include some of the biggest names in the biotechnology, pharmaceutical, higher education, and life sciences fields. Our team builds and manages our clients' complex patent portfolios, protects their blockbuster biotech and small-molecule drugs, and develops global strategic plans.

### Renewable Energy

An innovative structure can allow even a nonprofit organization to enjoy indirect benefits from federal and state tax incentives that promote investments in renewable energy and the growing green jobs economy. For example, our lawyers helped a nonprofit healthcare provider put together a state-of-the-art financing structure to support the development of a large-scale solar photovoltaic array that will provide up to 50 percent of the electrical power for the provider for 25 years. We also assist clients interested in utilizing elective pay credits to allow nonprofit corporations and governmental entities to benefit from certain clean energy tax credits under the Inflation Reduction Act.

## Representative Matters

### Group purchasing organizations—Formation and regulatory compliance

Assists clients in creating group purchasing organizations (GPOs), negotiating contracts with members and suppliers. Also helps GPOs navigate the complex regulatory framework applicable to group purchasing organizations including rebates, discounts, and fraud and abuse laws.

### New Jersey Health Care Facilities Financing Authority—Debt restructuring

Led working groups through the largest tax-exempt bond offerings of the New Jersey Health Care Facilities Financing Authority, which proceeds were used to facilitate complex debt restructurings for large New Jersey health systems following numerous merger transactions. These transactions involved the development of modern-style master trust indentures and the synchronization of complex financial reporting obligations, including issuer-required early warning tests, among 26 series of publicly-offered and privately-placed taxable and tax-exempt debt.

### Healthcare professionals—Board investigations and hearings

Represent physicians and other healthcare professionals before their respective boards for investigations, fair hearings, and disciplinary actions, as well as other licensing matters. Routinely petition various boards to obtain their perspectives on regulatory interpretation and approval.

### New York City Community Hospital—Debt restructuring

Guided a New York City community hospital with the restructuring of an existing credit facility, which involved the resolution of complex intercreditor rights of HUD, the disposition of assets, including developments rights, and the leasing of replacement office space.

### Pharmacy—Merger and acquisition

Representing a client purchasing pharmacies in the tristate area. Assisting in deal negotiation related to inventory and prescription medication issues, drafting transactional documents, and addressing any ancillary documentation.

#### Faith-based university—Debt restructuring

Represented a faith-based university in the restructuring of its debt in forbearance, as well as other debt, creating a new master trust and covenant structure, reducing lenders from five to two, with tax-exempt and taxable pieces, converting a construction loan to permanent financing, while creating a debt structure more conducive to the long-term operating needs and plans of the university.

#### Medical practice—Medical billing litigation

Represented a medical practice in an action against a medical billing company for failing to properly bill. In a matter of first impression, the New Jersey Superior Court agreed that a medical billing company owes a fiduciary duty to the medical practice in handling the medical practice's medical records, and could breach that duty by failing to return the medical records back to the practice in a timely matter after the arrangement terminates.

#### Management service organizations—Formation and acquisitions

Representing several clients in forming management services organizations, addressing regulatory and compliance issues in their business structures and daily operational needs, and scaling businesses through acquisitions.

#### Faith-based health system—Sale of skilled nursing facility

Guided an urban, safety-net, faith-based healthcare system in the sale of its skilled nursing facility – a division of an acute care provider – extracting those components that applied just for the SNF, but preserving stewardship by the founding religious congregation as well as SNF care for its aging members. This shortly followed representing that same system in its investment in a novel supportive housing project, designed to locate low-income residents closer to clinical care.

#### Health systems collaboration—Debt restructuring

Represented two collaborating health systems in connection with restructuring seven separate bond/direct loan facilities, along with the development of an innovative security structure tailored to the unique co-membership recently created between these health systems. The "Aa"-rated system borrowed from a major money-center bank and deployed proceeds plus equity to the "Baa"-rated affiliate at a rate derived from the preferred credit, with a 15-year moratorium on principal amortization. This structure created a window to allow the affiliate to utilize cash flow savings for capital and operating flexibility with the affiliate having only one related creditor.

#### Acute-care hospital—Healthcare systems transaction

Represented an acute-care hospital and its affiliates in its affiliation with New Jersey's largest academic health system. The transaction involved filings required by Hart-Scott-Rodino with the Federal Trade Commission, CHAPA approval by the New Jersey Attorney General's Office and the Superior Court, and approval of The Holy See.

#### NJ health system—Separation from legacy parent

Represented a New Jersey health system in connection with its separation from an out-of-state health system, including related legacy financing matters and approval of the proposed settlement and transfer of ownership by the New Jersey Attorney General and the New Jersey Department of Health. Promptly pivoted to reentering the public debt market as a stand-alone system with an operating history that was co-mingled with the legacy parent.

#### Major health system—Receivership management guidance

Guided a major health system in connection with its appointment as the manager of a troubled nursing home that was in the national news during the pandemic. Operating under a receivership and overseeing the critical care of residents as operations discontinued, our client swiftly moved to depopulate the SNF. We worked in conjunction with state regulators

after CMS eliminated funding, addressing issues including patient advocates and commercial lenders, along with petitioning the court as part of a process to best protect the quality of care for the residents, many of whom suffered from severe acuties.

#### Federally Qualified Community Health Center—Substance abuse treatment facility development

Represents one of Connecticut's largest federally qualified community health centers in the development of a community substance abuse treatment facility and compliance with healthcare regulatory requirements.

## Alerts

Were All Those Nurse Staffing Seminars for Naught?, Healthcare Alert, 4.29.2025

Texas District Court Vacates FDA's Final Rule Expanding Oversight to Laboratory Tests in Hospitals, Healthcare Alert, 4.23.2025

A Fair Day's Wage for a Fair Day's Work: DOJ Scores First Guilty Verdict in a Wage-Fixing Case, Antitrust Alert, 4.16.2025

Federal Telehealth Update, Healthcare Alert, 4.8.2025

Federal Courts Decide on FCA Claims Actions, Healthcare Alert, 3.12.2025

FDA Finalizes Guidance on Communications Regarding Unapproved Uses of Medical Products, Healthcare Alert, 3.5.2025

DEA Telemedicine Update, Healthcare Alert, 2.24.2025

Healthcare Consolidation and Private Equity: Public Input on Antitrust Healthcare Regulations, Antitrust & Healthcare Alert, 2.12.2025

New Jersey Regulatory Update Part II, Healthcare Alert, 2.3.2025

New Jersey Regulatory Update Part I, Healthcare Alert, 1.29.2025

FTC Issues PBM Report Signaling Consolidation Is Impacting Pharmaceutical Prices, Antitrust Alert, 1.22.2025

Season of Enforcement: OCR Announces Its Sixth Enforcement Action of 2025, Healthcare Alert, 1.21.2025

New Jersey Statutory Year-End Review, Healthcare Alert, 1.14.2025

Nursing Home Update, Healthcare Alert, 1.8.2025

Proposed HIPAA Security Rule Amendments: Not Too Soon to Take Stock, Healthcare Alert, 1.6.2025

Less, but Still More: FTC Premerger Notification Final Rule, Healthcare Alert, 11.12.2024

Is the Qui Tam A Sham?: Federal Judge Finds Qui Tam Enforcement of False Claims Act Unconstitutional, Healthcare Alert, 10.21.2024

CMS Proposes Further Changes to Medicare Overpayment Rule, Healthcare Alert, 10.15.2024

Washington DC Removes Collaboration Requirements for CRNAs, Healthcare Alert, 10.15.2024

Medicare Technology Standards for Prescribing Part D Drugs, Healthcare Alert, August 27.2024

CMS Adopts New Age-Friendly Hospital Measure for Care of Older Adults for CY 2025 Reporting, Healthcare Alert, August 27.2024

Privilege Denied When Facilities Fail To Comply With NJ Patient Safety Act, Healthcare Alert, August 27.2024

CMS Updates Master List for DMEPOS, Healthcare Alert, 7.31.2024

More Roadblocks For Information Blocking: HHS Finalizes Rule Establishing Disincentives for Hospitals, Clinicians, and ACOs, Healthcare Alert, 7.25.2024

No Doubt, 'Chevron' Is Out; How Will This Impact Healthcare?, Healthcare Alert, 7.17.2024

New Jersey Statutory Update Part II, Healthcare Alert, 5.11.2024

New Jersey Statutory Update Part I, Healthcare Alert, 5.5.2024

FDA Expands Oversight to Laboratory Tests in Hospitals, Healthcare Alert, 5.21.2024

CMS Extends Medicaid Waivers through June 2025, Healthcare Alert, 5.21.2024

New Jersey Regulatory Update Part II, Healthcare Alert, 5.9.2024

New Jersey Regulatory Update Part I, Healthcare Alert, 5.6.2024

What Does the GEICO Decision Mean for New Jersey Providers?, Healthcare Alert, 4.30.2024

FTC Votes to Ban Non-Compete Agreements: What Healthcare Organizations Need to Know, Healthcare Alert, 4.26.2024

Federal Rule to Establish Minimum Staffing Requirements for Long-Term Care Facilities, Healthcare Alert, 4.26.2024

HHS Issues Final Rule Strengthening HIPAA Protections for Reproductive Healthcare, Healthcare Alert, 4.24.2024

ONC Shares Draft Federal Health IT Strategic Plan—A Catalyst for Private Entities, Healthcare Alert, 4.24.2024

Federal Efforts to Address Opioid Use Disorder, Healthcare Alert, 4.16.2024

New Informed Consent Guidance and Pharmacy Immunity, Healthcare Alert, 4.9.2024

OCR Updates Bulletin on Use of Online Tracking Technologies by HIPAA Covered Entities and Business Associates, Healthcare Alert, 3.28.2024

Payment Flexibilities and New Legislation Introduced Regarding Healthcare Cyberattacks, Healthcare Alert, 3.28.2024

Next Stop, Revalidation Station: CMS Final Rule for Nursing Home Transparency to Prompt Off-Cycle Revalidation, Revised Form CMS-855A, and Sub-regulatory Guidance, Healthcare Alert, 12.4.2023

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

New Law Will Impact Change in Control Transactions Between Health Care Entities in New Jersey, Healthcare Alert, 9.6.2022

Latest Resources available to NJ Acute and Sub-Acute Care Providers to mitigate the effects of the COVID-19 pandemic, 4.2.2020

Generators of Regulated Medical Waste in New Jersey Must Meet Federal Standards After Preemptions, Environmental & Healthcare Alert, 1.21.2016

Health Law Insights Newsletter – Issue 4, McCarter & English Newsletter, 7.1.2014

Health Law Insights Newsletter – Issue 3, McCarter & English Newsletter, 5.6.2014

Health Law Insights Newsletter – Issue 2, McCarter & English Newsletter, 4.24.2014

Health Law Insights Newsletter – Issue 1, McCarter & English Newsletter, 3.17.2014

## Articles

Biden Admin's Mental Health Proposal May Not Be Enough, Law360, 9.21.2023

Fake Nursing Degree Liability Is a Hot Potato — Will Hospitals Get Stuck with It?, Becker's Hospital Review, 3.15.2023

What's the State of M&A Market Post-pandemic? An Expert Weighs In, NJBIZ, 10.3.2022

Navigating COVID-19's Impact: Advice for Healthcare Clients, Commerce Magazine, 3.1.2021

Financial Impact of COVID on Healthcare Clients, Commerce Magazine, 10.1.2020

The Path to Successful Utilization of Alternative Payment Models, American Bar Association: Health Lawyer, 5.3.2020

Health Law Insights Newsletter – Issue 7, McCarter & English Newsletter, 3.23.2016

Health Law Insights Newsletter – Issue 6, McCarter & English Newsletter, 11.17.2014

Health Law Insights Newsletter – Issue 5, McCarter & English Newsletter, 9.30.2014

## Speaking Engagements

Life Post Chevron: Will Things Change?, McCarter & English CLE Symposium, 12.3.2024

Navigating the Future: Trends and Strategies in Healthcare M&A for Multi-State Transactions, 11.7.2024

The New Data Privacy Laws, Update on Privacy Class Action Litigation, and Managing of Privacy Risk Through Insurance, New Jersey & Metro Philadelphia HFMA 48th Anniversary Annual Institute, 10.9.2024

Evolving Delivery of Behavioral Health Care and Collaborative Care, American Health Law Association, 9.10.2024

Nuts and Bolts: How to Protect Your Company from False Claims Act Claims and Investigations, ACCNJ, 9.1.2023

Research and Rules: How Current Regulations are Impacting Healthcare Innovation and What Needs to Change, Invest: North & Central Jersey 2022-2023 Launch Conference, August 24.2023

Telehealth Services Transactions: Establishing & Scaling, American Health Law Associations 2023 Health Care Transactions Conference, 4.18.2023

The "FCA" Does Not Mean "Free Company Assets", ACCNJ, 10.4.2022

Due Diligence Issues for Buyers and Sellers of Urgent Care Centers, BRI Network's 2022 Urgent Care Centers Congress, 3.1.2022

Grab a Seat at the Table: Strategic Planning and Tools for Physicians and Group Practices at the American Bar Association Health Law Conference, American Bar Association Health Law Conference, 9.25.2020

Anatomy of an Active Shooter Incident, Marsh and McLennan Companies 2018 US Health Care Roundtable, 11.7.2018

Data Privacy & Cybersecurity: The Risk You Cannot Ignore, Home Care Association of NJ - 2015 Annual Conference, 5.11.2015

Data Privacy & Cybersecurity: The Risk You Cannot Ignore, Home Care Association of NJ, 5.7.2015

New Jersey Hospitals – Current Marketplace Trends, Healthcare Financial Management Association, 10.10.2014

Health Care Facilities and Redevelopment, 2014 Annual Redevelopment Law Institute, 1.31.2014

## Webinars

CMS New Final Rule on Minimum Staffing for Skilled Nursing Facilities: Impact on Allegations of Understaffing and Neglect, Strafford, 7.10.2024

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

Structuring Healthcare Management Arrangements: Corporate Practice of Medicine, Regulatory Compliance, Strafford, August 16.2023

COVID-19: Cybersecurity, Telehealth and E-Commerce, Rutgers Law Record, 4.26.2021

A Healthcare Revolution: Telehealth Becomes the New Normal, CIANJ, 3.25.2021

## Quoted

Budget Bill Would Peg Physician Pay to MEI; Might Mean Raise in 2026, Part B News, 5.16.2025

Will Florida Ruling Mean the End of Qui Tam? Not Right Away, Part B News, 10.29.2024

Non-compete Rule Blocked; Watch Other Forces on Restrictive Covenants, Part B News, 9.23.2024

New Non-Compete Rule Requires Reevaluation of Healthcare Agreements, Relias Media, 5.6.2024

Are Nonprofit Hospitals Immune to FTC's Non-compete Ban?, Fierce Healthcare, 5.3.2024

McCarter & English Adds Khaled Klele to Newark Healthcare Group, Bloomberg Law, 3.27.2024

From Hacking to Healthcare: McCarter & English Attorney Says Advancing Medical Technology Paints Big Cybercrime Bull's-Eye on Industry, ROI-NJ, 2.15.2019

Eds & Meds' Are in a Race to Finish Line for Financing, ROI-NJ, 11.22.2017

Is Bigger Really Better for Health Care Legal Services?, NJBIZ, 5.6.2016