



Richard S. Cooper

Member; Co-Chair, National Healthcare Practice Group; Co-Chair, Healthcare Restructuring Practice Group

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Practice Focus

- Business counseling
- Healthcare
- Healthcare restructuring
- Life sciences
- Long-term care and senior living
- Mergers and acquisitions
- Trade secret, non-compete and unfair competition

Rick is the co-chair of the firm’s National Healthcare Practice Group and is co-chair of its Healthcare Restructuring Practice Group. Rick served on the firm's Board of Directors from 1992-2012. He focuses his national practice in healthcare law, representing clients in transactional, restructuring, corporate, compliance, regulatory, licensure, reimbursement, contractual, strategic planning, and venture matters.

Practice group clients include private practice and academic physician groups, multiple specialties hospitals and health systems (including tax-exempt, physician and investor owned hospitals, Critical Access Hospitals to large systems and academic medical centers), physician networks, laboratories (anatomic, clinical, molecular, toxicology, and specialty), healthcare associations and societies, hospitalists and hospitalist companies, multi-specialty clinics, medical staffs, imaging centers, surgery centers, outpatient medical facilities, home health providers, drug and alcohol treatment facilities, occupational medicine companies, healthcare technology companies, and healthcare billing and management companies.

Rick earned a J.D., cum laude, from Georgetown University Law Center in 1981. He received a B.A., cum laude, from Syracuse University in 1978.

Representative Cases/Matters

Representative General Healthcare Matters

- Represented a regional dermatology practice in developing a strategy for growth through the acquisition of other dermatology groups.
- Representation of many pathology, radiology, and anesthesiology groups in the negotiation of hospital contacts.
- Formation of a large multi-group and multi-hospital pathologist owned pathology services management

company.

- Assisting physician groups, hospitals and other providers in the evaluation of affiliations.
- Formation and ongoing representation of several physician owned hospitals.
- Representing multiple pathology groups in CLIA sanction and payer/government audits, investigations and recoupment actions.

Representative Healthcare Transactions

- Advising multiple physician practices and other healthcare providers and facilities in evaluating whether to undergo a sale or recapitalization.
- Representation of multiple dermatology practices in their sale to private equity and strategic buyers.
- Representation of multiple hospitals in the sale of one or more laboratory service lines (inpatient, outpatient and outreach) and the negotiation of long term service contracts with the buyer.
- Representation of multiple pathologist owned laboratories.
- Representation of multiple independent laboratories, including large regional laboratories in sales to private equity and strategic buyers.
- Representation of a radiology group in its sale to a strategic buyer.
- Representation of a buyer in the acquisition of multiple add-on imaging technology and service companies.
- Representation of urology practice groups in sales to strategic buyers.
- Representation of a specialty hospital in the sale of a majority interest to a health system.
- Served as transaction counsel in projects involving the merger of multiple single specialty groups.

Admissions - State

- Ohio

Education

- Georgetown University Law Center
- Syracuse University

Honors and Awards

- Named one of the *Best Lawyers in America* (1993-2019)
- Selected for inclusion in *Ohio Super Lawyers* (2005-2015)
- AV Peer Review Rated by Martindale-Hubbell

Professional Membership

- American Bar Association – Health Law Section
- American Health Lawyers Association
- American Hospital Association
- American Pathology Foundation

- Medical Group Management Association
- Ohio State Bar Association – Chair of the Health Law Committee (July 1994 to June 1996)

Alerts

- CMS issues CLIA guidance during COVID-19 public health emergency
- CARES Act: Provisions designed to aid healthcare providers in response to COVID-19
- OIG issues policy statement and fact sheet on COVID-19 telehealth cost sharing waivers
- Are you considering selling your dermatology practice?
- UPDATE: Florida district court denies preliminary injunction preventing CMS from recouping overpayments until an ALJ has heard and rendered a decision
- Medicare claims for outpatient physical therapy services often fail to comply with requirements
- CMS finalizes coverage for Next Generation Sequencing tests for patients with advanced cancer
- 2018 update on maximum charges for copies of medical records in Ohio
- New OIG report recommends Medicare contractors recover more than \$66M in improper payments
- UPDATE: Labs may rely on ordering physician's determination that a test is medically necessary
- New Ohio opioid prescription limits for acute pain take effect tomorrow
- Labs have independent duty to certify tests billed to Medicare are medically necessary
- FDA approves first digital pathology system for primary diagnosis
- College of American Pathologists to develop Pathologist Quality Registry
- What health care providers need to know about the American Health Care Act
- Who is a HIPAA business associate?

Blog Posts

- CMS expands accelerated and advanced payments to offer additional financial relief for providers during the COVID-19 emergency period
- CMS issues guidance on payments for state medicaid telehealth services provided during COVID-19 pandemic
- OCR announces penalty waivers for telehealth COVID-19 emergency and other treatment
- CMS updates regarding coronavirus lab tests
- EKRA expands federal Anti-Kickback Statute with new criminal penalties in health care industry
- Attention dermatologists: Are you considering selling your practice?

News

- Key Legal Issues in Laboratory Mergers & Acquisitions
- 41 attorneys from McDonald Hopkins recognized as 2020 Best Lawyers®
- "Marijuana In Patient Care – Nine Model Guidelines From The Federation of State Medical Boards"
- 35 attorneys at McDonald Hopkins selected for inclusion in Best Lawyers® 2018
- "A Cybersecurity Update and Resource Guide for Healthcare Organizations"
- "Recruiting and Employing Foreign Nationals in Health Care Settings, Key Issues and Best Practices"

- "Radiologists in Private Practice"
- 39 attorneys at McDonald Hopkins selected for inclusion in Best Lawyers 2017
- "Fiduciary Standards for Board Members of Financially Distressed Hospitals"
- "The Challenges of the Practitioner-Laboratory Relationship"
- "How to Survive a Merger or Acquisition in Radiology"
- "Payers Hit Medical Laboratories with More and Tougher Audits"
- 41 attorneys at McDonald Hopkins selected for inclusion in Best Lawyers® 2016
- "Anesthesiology Acquisition Rate Still at Fevered Pace," Richard Cooper quoted in Anesthesiology News
- "The More Integrated You Are, the More Independent You Are," Rick Cooper quoted in Hospitals and Health Networks
- "Do Some Clinical Laboratory Companies Oversell Prenatal Genetic Screening Tests?" Rick Cooper featured in Dark Daily

External Publications

- Co-author, "Top Considerations In Selling Your Practice Amid Ongoing Consolidation," AMCNO Northern Ohio Physician (January/February 2019)
- Co-author, "Taking Advantage of Payor Contracts: Pitfalls of Hospital Pass-Through Billing Arrangements," Ohio Healthcare News, August 5, 2018
- "D.C. Circuit Court Clarifies Conclusion Regarding a Laboratory's Determination of Medical Necessity," Ohio Healthcare News, February 5, 2018
- "New Medical Marijuana Rules Allow Ohio Physicians to Recommend Marijuana in Patient Care," American Health Lawyers Association, October 23, 2017
- "Audits - Trends and Action Steps to Mitigate Exposure," Ohio Healthcare News, October 9, 2017
- "OCR's HIPAA Breach "Wall of Shame" Breaks 2,000," Ohio Healthcare News, October 9, 2017
- "CMS's Targeted Probe and Educate ("TPE") Program - Get Counsel Involved Early!," Ohio Healthcare News, October 9, 2017
- "Hospitals Need to be Aware of the New Partnership Audit Rules," Ohio Healthcare News, August 8, 2017
- "Final Rule Allows More Sharing of Substance Abuse Treatment Information," Ohio Healthcare News, August 8, 2017
- "CMS Expands Medicare Payment for Behavioral Health Services," Ohio Healthcare News, December 5, 2016
- Co-author, "Recruiting and Employing Foreign Nationals in Health Care Settings, Key Issues and Best Practices," Ohio Healthcare News, November 7, 2016
- "U.S. Office for Civil Rights Announces \$400 Million Settlement Against Large Health System," Ohio Healthcare News, November 7, 2016
- "CMS Expands Medicare Payment for Behavioral Health Services," Ohio Healthcare News, November 2, 2016
- "U.S. Office for Civil Rights to step up investigations of small HIPAA breaches," Ohio Healthcare News, October 10, 2016
- "Fiduciary Standards for Board Members of Financially Distressed Hospitals," Ohio HealthCare News, September 12, 2016
- "Disturbing Trends in Enforcement Suggest Keeping Sales and Marketing In-House," Ohio Healthcare News, June 15, 2016

- “Audit Preparedness for Provider Organizations, Ohio Healthcare News, May 19, 2016
- “OIG Updates Criteria for Exclusion from Federal Health Care Programs,” Ohio Healthcare News, April 18, 2016
- “Phase 2 HIPAA Audits are Coming,” Ohio Healthcare News, April 4, 2016
- “Data Privacy and Cybersecurity - What Every Hospital Should Do,” Ohio Healthcare News, February 5, 2016
- “Cigna Audits Tox Test Labs for Proof that Patients Paid,” The Dark Report, August 24, 2015
- “Is a Group Without Walls Right for You?,” American Academy of Dermatology, July 20, 2015
- “Anesthesiology Acquisition Rate Still at Fevered Pace,” Anesthesiology News, July 2015
- Featured, “Together - Apart: Is a group without walls right for you?,” Dermatology World, July 1, 2015
- “FDA Holds LDT Workshop Amidst Flurry of Debate as Comment Period Nears End,” G2 Intelligence, February 1, 2015
- Featured, “Do Some Clinical Laboratory Companies Oversell Prenatal Genetic Screening Tests?,” Dark Daily, January 12, 2015
- Featured, “FDA’s LDT proposal means ‘whole new ballgame’ for labs,” CAP TODAY, October 2014
- “Compliance Issues in Toxicology Lab Relationships with Substance Abuse Facilities,” The Dark Report, April 2014
- Quoted, “Lawyers feeling reform effects,” Crain’s Cleveland Business, February 2, 2014
- “Negotiation of Co-Management Agreements that Solidify Fair, Balanced, and Long Lasting Hospital Relationships,” RBMA Bulletin, January/February 2014
- “Tuomey Healthcare Systems Ordered to Pay Nearly \$278 Million for Stark Law and False Claims Act Violations,” RBMA Monthly Legal Update Digest, November 2013
- “Ten Steps: Best Practices in Hiring Laboratory Professionals,” White Paper with James Giszczak and Slone Partners, October 2013
- “Merger and Acquisition Transactions Involving Imaging Centers and Radiology Practices: Factors Driving Current Trends and Factors to Be Considered if Contemplating a Transaction,” RBMA Bulletin, September-October 2012
- “A Financial Check-Up for Physician-Owned Hospitals,” PHA Pulse, Winter 2009
- Coauthor, “Changes to Standard United Healthcare Participating Provider Agreement,” American Pathology Review, Spring 2006
- “Modifier 26,” APF Review, Fall 2005
- Coauthor, “New OIG Advisory Opinion Regarding Condo/Pod Laboratories,” APF Review, Spring 2005
- Coauthor, “New OIG Advisory Opinion Regarding Free Services,” APF Review, Spring 2005
- “Analysis of OIG’s Opinion Shows Compliance Shift,” published in The Dark Report, January 3, 2005
- “Indictment Alleges Certain Marketing Activities Violate Medicare/Medicaid Anti-kickback Law,” Florida Pathology Today, Fall 2004
- “More Tips on Negotiating Contracts Between Radiology Groups & Hospitals,” published in Diagnostic Imaging Intelligence Report, July 2003
- “How To Achieve Success In Negotiating Radiology Group, Hospital Contracts,” published in Diagnostic Imaging Intelligence Report, June 2003
- “Response To Payment For Physician Administration Service: Navigating Around the Edge of Deep Waters,” APF Review, Summer 2003
- “Health Lawyers News Attacks Path Part A,” published in The Dark Report, May 27, 2003
- “New Legal Landmines For Clinical Laboratories,” published in The Dark Report, December 22, 2003

- “Pathology Part A Comp Under Attack by Both Hospitals and Insurers,” published in The Dark Report, March 11, 2002
- “The Impact of the HIPAA Requirements on Physicians Part Three: Business Associates,” published in Cleveland Physician (the publication of the Academy of Medicine of Cleveland), January/February 2002
- “The Impact of the HIPAA Requirements on Physicians Part Three – Business: ‘New Legal Trends Now Affecting Pathologists’,” The Dark Report, November 5, 2001
- Co-Author, “Group Effort: Radiology/Hospital Contracts,” ADVANCE for Administration in Radiology & Radiation Oncology, October 2000 - Vol. 10 No. 10
- “Physician Unions: Pros and Cons,” 2000, American College of Osteopathic Pediatricians “AMC/NOMA Forms Local Physician Labor Organization,” published in Cleveland Physician (the publication of the Academy of Medicine of Cleveland)
- “Successful Hospital & Pathology Group Contracts,” Washington G2 Reports and CLMA, August 1998 (50-page monograph)
- Co-Author with Dr. Alexander of University of Alabama, “Risk-Based Contracting for Academic Departments,” Check Sample; Association of Pathology Chairs publication, June 1998
- “Managed Care Issues into the Next Century – What the CPA Needs to Know,” course materials for American Institute of Certified Public Accountants seminars for all 50 states; initially published April 1998 and updated annually
- Coauthor, “Covenants Not to Compete,” American Pathology Foundation, American Pathology Review, Spring 1998
- Contributing author, “Contemporary Legal Issues for Pathologists,” American Pathology Foundation, February 1998
- Coauthor, “Physician Unions Are Becoming A Viable Option,” Missouri Medicine, February 1998
- Contributing author, “Who’s to Blame When Doctor-Hospital Mergers Turn Sour?,” Medical Economics, January 26, 1998
- “Contemporary Health Law Issues,” Cleveland Academy of Osteopathic Medicine, September 1997
- “The Art of Contract Negotiation,” Advance for Administrators of the Laboratory, August 1997
- “The CPA's Role in the Managed Care Revolution,” course materials for American Institute of Certified Public Accountants seminars for all 50 states, updated in Winter 1997
- “Pre-Probe Compliance Audit Urged for Hospital Laboratories,” Laboratory Industry Report, November 1996
- Author, “Glossary of Managed Care Contracting Terms,” Association of Pathology Chairs, Inc. Newsletter, Summer 1996
- Contributing author, “Roadmap for Laboratory Restructuring,” Washington G2/CLMA Publication, June 1996
- “Laboratory Guide to Negotiating Managed Care Contracts,” Washington G2/CLMA Publication, July 1995
- “What to Work Into - and Out of - Managed Care Contracts,” CAP Today, February 1994
- Coauthor, “Managed Care Contracts,” American Association for the Accreditation of Plastic Surgery Centers, Summer 1993
- “PHOs,” American Pathology Foundation, American Pathology Review, Summer 1993
- “Clinics Without Walls,” Medical Office Report, July 1993
- Coauthor, “Managed Care Contracts,” American Pathology Foundation, American Pathology Review, Spring 1993

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- Coauthor, "Fraud and Abuse Developments," American Pathology Review, March 1993
- Coauthor, "Internal Revenue Service's Audit Guidelines," American Pathology Review, March 1993
- Coauthor, "CLIA '88 Update," American Pathology Review, March 1993
- Coauthor, "Medicare Technical Corrections Bill," American Pathology Review, March 1993
- Coauthor, "Fraud and Abuse Developments and What They Mean for Ambulatory Plastic Surgery Centers," American Association for the Accreditation of Ambulatory Plastic Surgery Centers, April 1992
- Coauthor, "Legal Handbook on Payor Disputes," American Pathology Foundation, January 1992
- Audiotapes, Medical Dynamics on Physician Hospital Organizations, November and December 1991
- Coauthor, "The Stark Legislation and the Inspector General Safe Harbor Regulations: What They Mean for Ambulatory Surgery Centers," American Association for the Accreditation of Ambulatory Plastic Surgery Centers, July 1990
- Author, "Alternative Delivery Systems and Contracts With Alternative Delivery Systems and Hospitals," Case Western Reserve University, October 24, 1987
- Coauthor, "Recent Changes Regarding Medicare Rates and Charges," Compendium (Miami Valley Hospital publication), July/August, 1987
- Coauthor, "A Practical Approach for Physicians to MAAC Issues," Ohio Medicine (Ohio State Medical Association publication), July 1987
- Coauthor, "Alternative Delivery System Contracting," New Directions in Health Care Financing, August 1986

Events

- What lab leaders need to know to prepare for evolving payer behavior, audits, programs and policies | Wednesday, November 7, 2018
- Is Your Hospital at Risk? | Tuesday, July 10, 2018
- Executive War College 2018 Conference on Laboratory & Pathology Management | Tuesday, May 1, 2018
- 3 Critical Rules for Survival in 2017 | Thursday, March 23, 2017
- Boot Camp: Building and Realizing Value in Your Dermatology Practice | Friday, November 4, 2016
- Webinar: Preparing for 2017's Tougher Lab Regulations and New Legal Issues | Wednesday, October 12, 2016
- 21st Annual Executive War College | Tuesday, April 26, 2016

Speaking Engagements

- Co-presenter, "How to Maximize your Laboratory's Valuation When Preparing for a Sale: Key Steps from a Business and Legal Perspective," Webinar, The Dark Report, January 29, 2020
- Moderator, "Strategies for Molecular/Genetic Labs to Improve Collected Revenue, Survive Tougher Audits, and Build Capital Value for Shareholders," Executive War College, April 30, 2019
- "Hospital Contracting, Payer and Compliance Issues Impacting the Laboratory and Pathology Industry," The PathLab Conference, August 29, 2018
- "Dermatology Practice Sales," Colorado Dermatologic Society, August 3, 2018
- "Is Your Hospital at Risk? Legal pitfalls of hospital pass-through billing arrangements," Webcast, McDonald Hopkins, LLC, July 10, 2018
- Moderator, "Assessing Hospital/Health System Strategies for their Inpatient, Outpatient, and Outreach Lab

- Services: Sell? Joint Venture? Management Agreement?," Executive War College, May 1, 2018
- Moderator, "What is the Revenue and Profit Future of Molecular and Genetic Lab Companies: For Investors, for Pathologists, for Payers," Executive War College, May 1, 2018
- "Tougher Lab Regulations and New Legal issues in 2018: More Frequent Payer Audits, Problems with Contract Sales Reps, Increased Liability for CLIA Lab Directors, Proficiency Testing Violations, and More," The Dark Report Webinar, November 8, 2017
- "Pathology Reimbursement Models of the Future," College of American Pathologists (CAP17), October 9, 2017 with L. Liston
- Regulatory Toolkit '16, McKesson CAP 16, September 25, 2016
- Panelist, "Ask the Experts: Hormone Clinical Implementation Q&A Panel," Institute for Functional Medicine Webinar, September 22, 2016
- Panelist, "Establishing Clinical Utility and Cost Effectiveness of Diagnostic Testing," Next Generation Diagnostics Summit, August 23, 2016
- "PAMA: What it Means for Your Laboratory Now and in the Future," hc1.com, August 17, 2016
- "Dermatology Practice Mergers, Acquisitions, Divestitures and Affiliations," Strafford Continuing Education Webinars, June 29, 2016
- "Strategic Options for Pathology Groups: What Recent Market Transactions Tell Us About Valuation and the Pros and Cons of Merging, Selling or Transitioning to Employee Pathologists," Executive War College, March 28, 2016
- "Dermatology Practice Alignments and Care Models," American Academy of Dermatology, March 4, 2016
- "Dermatology Business Trends and Practice Opportunities," 74th Annual Meeting, American Academy of Dermatology, March 4, 2016
- "Labs and Pathologists: How to Assess Business Arrangements with Referring Physicians to Avoid Compliance Concerns," Pathology Blawg Webinar, February 18, 2016
- Panelist, "Preparing for the Next Round of Laboratory Payer Audits," Diagnostic Coverage & Reimbursement Conference, Q1 Productions, February 18-19, 2016
- "Legal and Other Issues for New Physicians Joining a Practice," AMCNO, Cleveland, October 21, 2016
- "The Next Race--Are You Ready?," McKesson CAP 15, October 4, 2015
- "It's all about value: A discussion of value-based medicine," presentation to the House of Delegates of the College of American Pathologists, October 3, 2015
- "Boardroom Challenges for the Distressed Organization," LeadingAge Ohio 2015 Annual Conference and Trade Show, September 11, 2015
- "Hospital Contracting for Pathologists in 2015: How to Negotiate the Best Terms and Maximize Compensation for Your Group," The Dark Report, July 16, 2015
- "Surviving Payer Disputes, Audits and Recoupment Actions," McKesson 2015 PathLab Conference: Saddle Up for Success, June 16-17, 2015
- "New Business Opportunities in Molecular Diagnostics and Genetic Testing for Lab Owners and Investors," Executive War College, May 5, 2015
- "Innovative Payment Strategies, Such as Adding Direct-to-Consumer and Employers to the Medicare and Private Payer Mix," Executive War College, May 5, 2015
- "Dermatology Practice Alignment and Care Models," American Academy of Dermatology, March 2015
- "IR Economics: Delivering World Class Care in the New System Using Co-Management Arrangements to Promote the Interests of Interventional Radiology," Society of Interventional Radiology, March 2015

- “Strategies and Solutions for Financially Troubled Rural Hospitals: Preserving Hospital Services in the Rural Community,” Rural Health Care Leadership Conference, February 2015
- “Legal and Other Issues for New Physicians Joining a Practice,” MacDonal Women's Hospital Residents, November 10, 2014
- “Pathology Group and Laboratory Consolidations: How to Achieve Success – and Avoid the Potential Pitfalls that Could Impede It,” The Pathology Blawg, November 6, 2014
- “FDA Prepares to Regulate LDTs: What You Must Know, What Your Lab May Need to Do, and Why You Should Prepare Now,” The Dark Report, September 17, 2014
- “Going Forward Strategies for Labs and Pathology Groups,” McKesson CAP – The Pathologists’ Meeting, September 7-9, 2014
- “Repositioning Your Laboratory for Success: How to Survive the Financial Impact of Today's Market Conditions on Your Lab,” The Pathology Blawg, August 13, 2014
- “Developing Strategic Partnerships Through Mergers, Alliances, and Acquisitions,” McKesson PathLab Conference, June 17, 2014
- “Essential Legal Issues Associated with Clinical Drug Testing by Physician Office Laboratories and Independent Clinical Laboratories,” International Conference on Opioids, Harvard Medical School, June 10, 2014
- Panelist, “Lessons Learned in Avoiding Legal and Compliance Hotspots,” G2 Intelligence Workshop, May 22, 2014
- “Be Careful Out There: Minimizing Compliance Risk in Lab Sales and Marketing,” G2 Intelligence Workshop, May 22, 2014
- “Compliance and Other Issues Affecting Pathology Groups and Their Laboratories,” Tri-State Pathology Conference, May 17, 2014
- “Assessing the Economic Future of Pathology Technical Labs: Finding Solutions and Opportunity During Lean Times,” Executive War College, May 1, 2014
- Moderator, “Clinical Laboratory and Anatomic Pathology Mergers & Acquisitions Workshop,” Executive War College, April 29, 2014
- Panelist, “Macro Factors and Trends Impacting Investment in the Healthcare Sector,” iiBIG’s 6th Annual Investment and M&A Opportunities in Healthcare Conference, January 27, 2014
- “Overview of Federal and Florida Law,” Inner Circle Network Luncheon, December 4, 2013
- “Mergers, Affiliations, and Consolidations: A Roadmap to Achieving Success and How to Avoid Potential Pitfalls That Could Impede It,” Pathology Blawg Webinar, December 3, 2013
- “Hospital Contracting for Pathologists: Strategies to Negotiate the Best Terms and Maximize Compensation for Your Group,” Pathology Blawg Webinar, November 5, 2013
- “Provider Network Management – Negotiating Contracts to Meet the Needs of Both Providers, Health Plans and Employers,” 2013 Network Contracting Summit, October 29, 2013
- “When and How to Merge or Sell Your Pathology Practice: Timing is Everything,” G2 Lab Institute 2013, October 16-18, 2013
- “Overview of Compliance Handbook for Dermatopathology Services: Guidance for Dermatologists,” American Academy of Dermatology webinar, October 17, 2013
- “Regulatory Toolkit 2013,” McKesson CAP presentation, October 13-16, 2013
- “Preparing for Sale: How to Increase the Value of Your Laboratory,” G2 Intelligence Labcast, September 13, 2013

- “Negotiation of Professional Services Agreements and Co-Management Agreements that Solidify Hospital Relationships,” RBMA 2013 Fall Educational Conference, September 8-11, 2013
- “Independence, Affiliation or Sale/Merger: Legal Considerations,” National Rural Health Association, August 28, 2013
- “How to Assess Business Arrangements with Referring Physicians to Avoid Compliance Concerns,” The Pathology Blawg webinar, June 25, 2013
- “Critical Legal Issues in Selling or Merging Your Pathology Practice: How to Enhance Deal Value and Get a Successful Outcome,” G2 Intelligence’s Lab Contracting Workshop, May 16, 2013
- “Upheaval in the Anatomic Pathology Marketplace: Should Smaller Groups Sell, Merge, or Buy?,” Executive War College 2013, April 30, 2013
- “Establishing a Value and a Business Strategy for TC Laboratories Going Forward,” Executive War College, April 30, 2013
- “Pathology Compliance Issues and Practical Solutions,” APF 2013 Spring Conference, March 21, 2013
- “Critical Legal Issues in Selling or Merging Your Pathology Practice: How to Enhance Deal Value and Get a Successful Outcome,” G2 Intelligence Pathology Institute, March 1, 2013
- “Hospital Mergers, Acquisitions and Affiliations,” NRHA Webinar, November 7, 2012
- “Laboratory/Pathology Regulatory Tool Kit: 2012,” McKesson Webinar, October 18, 2012
- “Health Care Reform: How will it affect Medical Center Concierge Practices,” AAPP Conference, October 5-6, 2012
- “Appreciating Your Friendly Legal Department,” AAPP Conference, October 5-6, 2012
- “Practical & Legal Considerations when Expanding Your Physician Team,” AAPP Conference, October 5-6, 2012
- “Managing Patient Privacy for Private Physicians,” AAPP Conference, October 5-6, 2012
- “Pathology Compliance Update: What you Need to Know Now to Protect Your Practice,” CAP Conference, September 9-12, 2012
- “Pathology compliance Update: Tools for Coping with Regulation/Change,” APF Webinar, August 23, 2012
- “Challenges and Turnaround Strategies for Financially Distressed Hospitals,” NRHA Webinar, August 21, 2012
- “Are You Considering Selling Your Imaging Center or Practice? Or Merging with your Healthcare System?,” RBMA 2012 Radiology Summit, May 20-23, 2012
- “The Essential Mergers/Acquisitions Primer: Preparing Your Specialty Pharmacy Now for that Deal in the Future,” Armada Specialty Pharmacy Summit 2012, May 3-4, 2012
- “Effective Transaction Strategies and Key Deal Terms,” Armada Specialty Pharmacy Summit 2012, May 3-4, 2012
- “A Barrister Looks at Your Lab Business: Avoiding Common Pitfalls and Maximizing Lab Valuation,” Executive War College, May 1-2, 2012
- “Addressing Challenges and Implementing Turnaround Strategies in Financially Distressed Hospitals,” HFMA Kentucky Chapter Inaugural Provider Appreciation Event, March 22-23, 2012
- “Key Compliance and Regulatory Developments: How to Deal Effectively with the New Practice Environment,” APF 2012 Spring Conference, February 29-March 3, 2012
- “Selecting the Best Business and Financial Strategies for Pathology Groups in Today’s Dynamic Market Maximizing the Value of Your Pathology Group: Getting Ready to Sell Now or to Partner in the Future,” Inaugural Pathology Institute 2012, February 10, 2012

- “What Makes Financial Sense for Your Practice: Interactive Panel Discussion Plus Q&A,” Inaugural Pathology Institute 2012, February 10, 2012
- “Healthcare Reform Realities,” CAP Webinar, December 8, 2011
- “Developing a Successful (and Compliant) Sales and Marketing Program,” APF’s 2011 Distance Learning Leadership Science Series Webinar, September 22, 2011
- “Mergers and Acquisitions Trends in the Revenue Cycle Management Company Industry,” HBMA Fall Annual Conference 2011, Las Vegas, NV, September 14-16, 2011
- “Healthcare Reform Realities,” The Pathologists Meeting and Breakfast Industry Workshop, Dallas/Fort Worth, Texas, September 11-14, 2011
- “Opportunities for Hospital Integration: A Legal Perspective,” 2011 QHR Strategic Summit, Estes Park, CO, August 10-12, 2011
- “Addressing Challenges and Implementing Turnaround Strategies in Financially Distressed Hospitals,” HFMA/Quorum Health Webinar, May 24, 2011
- “How to Stay Legal in 2011: New Legal Issues and Regulatory Changes Affecting Clinical Laboratories and Pathology Groups,” The Dark Report Audio Conference, October 19, 2010
- “Top Hidden Sources of Increased Pathology Revenue,” Pacific Northwest Society of Pathologists, September 12, 2010
- “Top Hidden Sources of Increased Pathology Revenue,” The Pathologists Meeting, September 11-14, 2010
- “New Capital, Debt, and Structure Strategies in Response to Healthcare Reform,” Physician Hospitals of American Conference, May 7, 2010
- “Lab Buyers Discuss Current Laboratory M&A Marketplace,” 15th Annual Executive War College, April 27-28, 2010
- “New Legal Issues and Regulatory Changes and Their Potential Impact on Clinical Laboratories and Pathology Groups,” The Dark Report Audio Conference, October 27, 2009
- “Pathology In Today’s Healthcare Environment,” The Pathologists Meeting, October 13, 2009
- Medicare Legislation and Heart Care: What’s Next?, hosted by the Kansas Heart Forum, Kansas City,
- “A Financial Check-up for Physician-owned Hospitals,” PHA 2009 9th Annual Conference, September 24-26, 2009
- Moderator, “Laboratory and Pathology Mergers & Acquisition Activity: How Recent Sales and The Current Economy Could impact the Value of Your Lab,” The Dark Report Audio Conference, June 4, 2009
- Panelist, “Lab Buyers Discuss Current Laboratory M&A Marketplace,” 14th Annual Executive War College, April 28-29, 2009
- “Mergers & Acquisitions in the Billing Industry: Maximizing Value and Positioning Your Business For Sale,” Healthcare Billing & Management Association Webinar, February 2009
- “The New Look of Competition – Market Trends and Emerging Threats and Opportunities for Pathology,” 2008 MGMA Annual Conference, October 16-21, 2008
- “The New Look of Competition – Market Trends and Emerging Threats and Opportunities for Pathology Practices,” September 2008
- “Key Considerations for Professional CP and AP Service Agreements Post-Sale,” 13th Annual Executive War College, May 13-14, 2008
- “Essential Legal Issues for Clinical Laboratories and Pathology Group Practices,” 13th Annual Executive War College, May 14, 2008
- “Legal and Compliance Workshop,” American Pathology Foundation Leadership Conference, October 10-

13, 2007

- “Ensuring the Financial Health of Your Practice – Exclusive Payer Contracts and the Professional Component of Clinical Pathology,” CAP 2007, October 1, 2007
- “Avoiding New Legal Traps in Clinical Lab and Anatomic Pathology,” 2007 Executive War College, May 11, 2007
- “Taking Advantage of Your Right to Bill,” CAP Conference, September 2006
- “In-Sourcing AP Services By Physician Specialty Groups: Practice & Business Implications for Pathologists,” Audio Conference, Washington G2 Reports, August 2006
- “Getting What You Want: Contract Negotiating Strategies for Radiologists,” Washington G2 Reports Audio Conference, June 15, 2006
- “Payor and Provider Cooperation on Managed Care,” hosted by Medical Present Value (MVP), November 2005
- “Professional Component Billing,” Per-Se Technologies, September 2005
- “Compliance in a Competitive Marketplace: Risk Management Strategies for Pathologists and Radiologists,” Washington G2 Reports Audio Conference, September 2005
- “Six Evolving 'Hot Button' Legal Issues That Every Clinical Lab and Pathology Group Should Watch,” Executive War College, May 2005
- “Proposed Ohio Tax Reform,” teleconference, March 2005
- “Specialist Group Ownership of Anatomic Pathology Lab Condos Triggers New Responses from the OIG on Compliance and Self-Referral Issues,” an audio conference sponsored by The Dark Report, January 2005
- “Contractual Joint Ventures & Anatomic Path Lab Condos: Why OIG Advisory Opinion 04-17 Raises Compliance Risk,” an audio conference sponsored by Dark Report, January 2005
- “Key Management and Governance Issues That Can Make or Break an Imaging Center,” a teleconference hosted by Washington G2 Reports, October 2004
- Missouri, September 2004
- “Successful Contracting with Managed Care,” hosted by The American Pathology Foundation, August 2004
- “Crafting a Good Employee Contract,” hosted by The American Pathology Foundation, August 2004
- “Strategies for Developing an Imaging Joint Venture: A Framework for Success,” hosted by Washington G2, July 2004
- “Maximizing Revenue: Effective Contract Management and Avoiding Managed Care Pitfalls,” webinar co-sponsored by Medical Present Value, March 2004
- “Taking Control of Your Malpractice Costs,” a teleseminar, co-sponsored by J.B. Oswald Co., January 2004
- “Legal and Other Issues for New Physicians Joining a Practice,” The Academy of Medicine, November 2003
- “Hospital Contracting – Significant Trends, Strategies & Techniques,” American Pathology Foundation/Per-Se/McDonald Hopkins Teleconference, November 2003
- “Crafting a Good Pathologist Employment Contract: How Marketplace Trends and New Legal Concepts are Changing Long-Established Principles,” The Dark Report, October 2003
- “Understanding the Conflicting Interests in How Pathologists Want to Divide the Group’s Revenue Stream,” The Dark Report, October 2003
- “The Balancing Act: Methods to Satisfy Retiring Pathologists Without Limiting Potential for Younger Pathologists,” The Dark Report, October 2003
- “Critical Issues in Structuring Equity and Compensation Agreements from the Group’s Perspective,” The Dark Report, October 2003

- “How to Negotiate Successful Hospital and Pathology Group Contracts: Key Legal and Practical Considerations,” Washington G2, October 2003
- “Merger Overview and Key Issues,” Washington G2, October 2003
- “Structures and Contracts for Independent Pathology Groups,” Washington G2, October 2003
- “Mechanics of Professional Component Billing,” American Pathology Foundation/Per-Se/McDonald Hopkins Teleconference, May 2003
- “Seven Legal Landmines Every Clinical Laboratory Ignores at its Peril,” The Dark Report, May 6-7, 2003
- “Five Hot Legal Issues Facing Pathology Groups,” The Dark Report, May 6-7, 2003
- “How to Negotiate Successful Hospital and Pathology & Radiology Group Practice Contracts: Key Legal Decisions,” Washington G2 Teleconference, April 2003
- “Critical Changes in Professional Component Billing,” American Pathology Foundation/Per-Se/McDonald Hopkins Teleconference, October 2002
- “Protecting Your Future: Successful Contracting With Your Hospital(s),” American Pathology Foundation, July 11, 2002
- “Consolidations That Work and Those That Fail: Key Issues and Pitfalls in Pathology Group and Laboratory Consolidations,” American Pathology Foundation, July 11, 2002
- “What It Takes To Develop An Imaging Center,” McDonald, Hopkins, May 16-17, 2002
- “Imaging Center Best Practices,” Atlanta, Georgia, McDonald, Hopkins, Burke & Haber and Washington G2 Reports, May 16-17, 2002
- “Managing Success Through Smart Exit Strategies,” McDonald, Hopkins, Burke & Haber and Washington G2 Reports, May 16-17, 2002
- “HIPAA Update,” Academy of Medicine of Cleveland, May 8, 2002
- “Hospital Contracting,” Ohio State Radiological Society, May 4, 2002
- “Legal and Other Issues for New Physicians Joining a Practice,” University Hospital, 2001
- “Hospital Contract Negotiation, Part A Compensation and Professional Component Billing,” McDonald, Hopkins, Burke & Haber, Co-Sponsored by Padget and Associates, June 2, 2001
- “Physician Unions: Pros & Cons,” American College of Osteopathic Pediatricians, May 20-22, 2000
- “Practice Selection and Management,” American Society of Surgery of the Hand, September 3, 1999
- “Unions: Organized Medicine’s Response,” American Association of Medical Society Executives, August 7, 1999
- “A Simple Mistake Can Cost You a Fortune – A Pattern of Mistakes Can Land You in Jail,” American Pathology Foundation, July 16, 1999
- “Top Ten Legal and Compliance Issues Confronting Laboratories,” The Dark Group 4th Annual Executive War College, May 13, 1999
- “Ten Essential Do’s and Don’ts for Lab Compliance,” The Dark Group 4th Annual Executive War College, May 12, 1999
- “Contemporary Legal Issues for Hospital-Based Physicians,” McDonald, Hopkins, Burke & Haber Co., L.P.A. seminar, January 7, 1998
- “A Guide to Successful Mergers and Joint Ventures,” Medical Group Management Association Annual Meeting, October 12, 1996
- “Risk-Based Contracting,” Association of Academic Chairs, Inc., July 27, 1996
- “Negotiating Risk Contracts,” Clinical Laboratory Management Association, May 10, 1996
- “Negotiating Managed Care Contracts,” American Hospital Association, March 8, 1996

- “Doctors’ Practice Related Agreements in a Managed Care Environment,” Michigan Society of CPAs/AICPA, September 20, 1995
- “Preparing for Risk,” McDonald, Hopkins, Burke & Haber Co., L.P.A. seminar, May 10, 1995
- “Risk Management,” American Association for the Accreditation of Ambulatory Plastic Surgery Facilities, February 10, 1995
- “Human Resources Management,” American Association for the Accreditation of Ambulatory Plastic Surgery Facilities, February 10, 1995
- “A Review of Business and Legal Considerations in Managed Care Contracting,” Clinical Laboratory Management Association, February 2-3, 1995, December 2-3, 1994, August 29, 1994
- “Succeeding In a Managed Care Environment – Legal and Business Considerations,” Clinical Laboratory Management Association August 29, 1994
- “Integrated Delivery System Models and Process – An Overview,” National Health Care Conference of the American Institute of Certified Public Accountants, July 25-26, 1994
- “Trends in Health Care Delivery,” Presentation to St. Alexis Hospital medical staff, February 18, 1994
- “Consolidations and Combinations in Health Care,” Health Care Symposium, November 22, 1993
- “MSOs and PHOs – Preparing for the Future Together,” 1993 Health Care Conference, The Ohio Society of Certified Public Accountants, November 15, 1993
- “Legal Issues in Combinations, Consolidations and Integrations,” Hospital Association of Western Pennsylvania, November 9, 1993
- “Negotiating Capitation and Other Fixed Fee Arrangements,” Lab Institute 1993, October 14-15, 1993
- “Negotiating Managed Care Contracts,” Presentation to medical staff and administration of MetroHealth Medical Center, October 4-6, 1993
- “Update on Pathology Litigation,” American Pathology Foundation, August 12, 1993
- “State Law Update,” Cleveland Bar Association 1993 Health Care Law Institute, May 7, 1993
- “Managed Care Contracts,” Presented to physician and medical facility clients of Packer, Thomas & Co., March 31, 1993
- “Alternative Vehicles for Managed Care Contracting,” Presented to physician and medical facility clients of Packer, Thomas & Co., March 31, 1993
- “Physician-Hospital Organizations,” Presented to medical staff and administration of local hospital, March 2, 1993
- “Proper Records – a Lawyer’s Perspective,” American Association for the Accreditation of Ambulatory Plastic Surgery Facilities, February 12, 1993
- “Fraud and Abuse,” The Ohio Society of Certified Public Accountants, November 5, 1992
- “Payor Audits,” Presented to firm clients, October 28, 1992
- “Managed Care Contracting: Making the Right Moves,” 10th National Institute on Clinical Laboratory Reimbursement and Policy – Washington G2 Reports, October 2, 1992
- “Hospital Contracts,” 10th National Institute on Clinical Laboratory Reimbursement and Policy – Washington G2 Reports, October 2, 1992
- “ASO/TPA Contracts,” June 2, 1992
- “Federal Health Care Reform,” June 2, 1992
- Co-chair, “Cleveland Bar Association 1992 Health Law Institute,” May 1992
- “Long Term Care Legal Issues Review,” Nursing Home Area Training Center, February 20, 1992
- Co-chair, “Cleveland Bar Association 1991 Health Law Institute,” May 1991

- “Legal Implications of Using Health Care Data,” Costeffex Employee Benefit State of Ohio officials, September 26-27, 1990
- “Joining a Professional Practice,” Presented to pathology residents of University Hospitals of Cleveland, August 20, 1990
- “Investment Interests – Inspector General Safe Harbor Regulations, Hospital Contracts,” May 3, 1990
- “Some Legal Implications of Managing Mental Health and Substance Abuse Treatment and Costs,” Costeffex Employee Cost Management, Inc., March 6, 1990
- “Essential Features for the Pathologist/Hospital Contract,” American Pathology Foundation, February 10, 1990
- “Legal Issues and Criteria in Pathologist-Hospital Contracts in 1989,” American Pathology Foundation, July 16, 1989
- “Hospital Contracts, Alternative Delivery System Contracts, Fraud and Abuse,” May 11, 1989,
- “The Physician Perspective – Managed Care,” Cleveland Bar Association Health Care Law Institute, April 28, 1989
- “Health Care Contracts/Professional Corporations,” Presented to faculty and residents of Youngstown Hospital Association, June 4, 1988
- “Hospital and Alternative Delivery System Contracts,” Mahoning County Medical Society, December 1987
- “Health Law Update – Issues and Developments Affecting Physicians and Other Providers,” October 28, 1987, presented to firm clients, accountants and financial institutions
- “Contracting With Alternative Delivery Systems – Physicians and Hospitals,” Cleveland-Marshall College of Law, May 29, 1987
- “Medicare Update,” Cleveland Bar Association Health Care Law Institute, April 28, 1987
- “Alternative Delivery Systems and Contracts with Alternative Delivery Systems and Hospitals,” Case Western Reserve University School of Law, October 24, 1986
- “Living with HMOs, PPOs and other Risk-Sharing Alternative Delivery Systems,” Seminar sponsored by Euclid General, Hillcrest and Huron Road Hospitals, Case Western Reserve University School of Law, February 9, 1986
- “Hands-On Review of Liability and Contract Issues Surrounding Alternative Delivery Systems,” Seminar sponsored by Euclid General, Hillcrest and Huron Road Hospitals, Case Western Reserve University School of Law, February 9, 1986
- “Health Maintenance Organizations and Preferred Provider Associations – A Presentation to the Akron Dental Society,” January 1986
- “Health Maintenance Organizations,” Academy of Medicine of Cleveland, June 3, 1985
- “Legal Aspects of Professional Service Billing,” Arizona American Pathology Foundation, May 1984
- Additional presentations to medical societies and associations, medical staffs and medical staff associations