



## **Rick L. Hindmand**

**Member**

**Chicago**

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### **Practice Focus**

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- Healthcare
- Business counseling
- Data privacy and cybersecurity

Rick helps healthcare professionals, organizations and advisers structure their operations and arrangements to address legal, compliance and business challenges while advancing and protecting their interests.

Rick focuses his practice on healthcare regulatory, data privacy, cybersecurity, corporate, and transactional matters. Rick represents physicians and other healthcare providers and organizations in structuring group practices, joint ventures, ambulatory surgery centers, provider networks, physician/ hospital affiliations and accountable care organizations (ACOs), as well as arrangements to provide ancillary services, chronic care management and physician in-office dispensing of prescription drugs. His services extend to various corporate and transactional matters, including practice acquisitions and managed care, billing, management, employment, independent contractor, and other service arrangements.

Rick assists healthcare providers and businesses in developing and implementing proactive approaches to identify and address existing and potential compliance challenges. He counsels clients on regulatory, fraud and abuse, data privacy and cybersecurity, reimbursement and professional practice issues, including compliance with the Stark physician self-referral law, federal and state anti-kickback laws, and corporate practice and fee-splitting restrictions. Rick provides guidance with respect to the HIPAA Privacy and Security Rules and the HITECH Breach Notification Rule, working with HIPAA covered entities and business associates to implement and update policies, procedures and related safeguards for the privacy and security of protected health information (PHI). Rick also assists covered entities and business associates in assessing whether a data breach occurred and in reporting and responding to breaches of PHI and in responding to HIPAA investigations and enforcement activities.

Rick earned a J.D., cum laude, from University of Michigan Law School in 1986. He received a B.A., with honors, from Northwestern University in 1981.

### **Representative Cases/Matters**

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#### **Corporate**

- Outside general counsel representation of physician practices, with particular focus on:
  - Drafting and negotiating of contracts and organizational documents
  - Counseling on compliance, regulatory, employment, privacy, security and reimbursement issues

- Advise healthcare professionals and providers regarding affiliations, mergers and acquisitions
- Prepare and negotiate agreements for purchase of medical, optometry and dental practice assets and investment interests
- Represent medical practices, physicians and other healthcare providers in preparing and negotiating employment and independent contractor agreements
- Advise physician-owned and physician/hospital-owned ambulatory surgery centers (ASCs) on issues relating to preparation and revision of operating agreements, issuance and sale of membership interests, and related anti-kickback issues

### **Structuring Professional Practice Arrangements**

- Represent physician practices in drafting and negotiating pathology, radiology, emergency, anesthesia, neuromonitoring and other professional services agreements with healthcare facilities and providers
- Represent management companies and physician practices in structuring, drafting and negotiating management service agreements for physician in-office prescription drug dispensing arrangements
- Advise wholesale drug distributors regarding wholesale drug sales to healthcare providers
- Represent management and clinical staffing companies in structuring and drafting clinical staffing and management service agreements with physician practices for chronic care management (CCM) services and in developing CCM policies and procedures
- Advise software developers and physician practices regarding software licensing (end user license agreements)
- Illinois counsel for multi-state surveys and transactions
- Advise nursing homes on long-term care pharmacy contract issues
- Advise and represent physicians on affiliations with health systems
- Advise physician networks on corporate, compliance, antitrust and reimbursement matters
- Represent physician-owned hospital in developing Comprehensive Care for Joint Replacement (CJR) Collaborator Agreement and arrangements

### **Reimbursement**

- Counsel healthcare providers on reimbursement self-audits, overpayment reporting and payor audits
- Advise healthcare providers on anti-markup rule
- Advise physicians and physician organizations on value-based payment models
- Advise physicians and management companies on direct primary care and concierge medicine models

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

- Advise healthcare organizations and professionals on fraud and abuse issues, including compliance with the Stark self-referral law, state self-referral laws, federal and state anti-kickback statutes, civil monetary penalties law and overpayment obligations
- Advise ambulatory surgery centers (ASCs) on anti-kickback and self-referral issues relating to physician ownership and defend ASC against self-referral allegations
- Advise physicians and healthcare organizations on compliance programs and issues

### **HIPAA, Data Privacy and Security**

- Represent HIPAA covered entities and business associates in the review, development and implementation of HIPAA policies and procedures
- Advise covered entities and business associates on risk assessment and breach reporting

## **Admissions - State**

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- Illinois
- Pennsylvania

## Education

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- University of Michigan Law School
- Northwestern University

## Professional Membership

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- Illinois Association of Healthcare Attorneys (Board of Directors, 2016-present)
- Chicago Health Executives Forum (CHEF) – Education & Networking Committee (2016-present)
- Physician Organizations Practice Group of the American Health Lawyers Association (Vice Chair, 2010-2016)
- American Health Lawyers Association
- Illinois State Bar Association (Privacy & Information Security Law Section Council, 2019-present; Health Care Section Council, 2005-2014, Chair 2012-2013)

## Alerts

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- March 1 deadline approaching to submit data breach reports
- Nonphysician practitioners and ACO exclusivity
- Florida legislature passes direct primary care bill
- OIG adds telehealth audits to work plan
- OCR issues guidance on cyber threat reporting and monitoring
- March 1 deadline approaching to submit breach reports
- Final rule allows more sharing of substance abuse treatment information
- Who is a HIPAA business associate?
- New anti-kickback safe harbor protects local patient transportation
- Chronic care management: Medicare increases payment and relaxes standards
- CMS expands Medicare payment for behavioral health services
- Reminder to health care providers: Are your ACA Section 1557 notices and taglines up?
- OCR addresses business associate concerns for cloud services
- OCR to step up investigations of small HIPAA breaches
- HIPAA enforcement against business associates heats up with \$650K settlement
- Illinois toughens up on privacy by bolstering its breach notification law
- OIG updates criteria for exclusion from federal health care programs
- Phase 2 HIPAA audits are coming
- HIPAA enforcement heats up with two more settlements
- Medical equipment distributor gets \$646M compliance reminder
- Disturbing trends in enforcement suggest keeping sales and marketing in-house
- OCR strikes again with 3 recent HIPAA settlements
- Medicare Part D drug prescribers face enrollment deadline
- Budget deal will impact hospital acquisitions of physician practices
- Recent HIPAA settlement reinforces importance of encryption, risk analysis, and mobile device security
- OIG to physicians: Review your financial agreements
- Final rule will allow more physicians to participate in multiple ACOs
- New Medicare opt in/opt out requirement for prescribers of drugs covered by Medicare Part D (now

including dentists)

- The time to prepare for a HIPAA audit is now
- OIG issues negative laboratory advisory opinion
- Important Medicare deadlines on March 20
- March 1 deadline approaching for HIPAA covered entities to submit breach reports
- Medicare to pay for chronic care management -- December 29, 2014
- Proposed rule would allow more physicians to participate in multiple ACOs
- It's official: Feds acknowledge increased criminal review of civil healthcare cases
- Deadline is fast approaching for business associate agreements to comply with HIPAA's Omnibus Rule
- Settlement a harbinger of escalating Stark Law exposure for physician compensation?
- Medicare to pay for chronic care management: Forbidden fruit or just what the doctor ordered?
- E/M billing errors cost Medicare billions
- Record settlement underscores escalating HIPAA risks
- HIPAA covered entities and business associates face plethora of cyber security enforcers
- HIPAA covered entities face March 1 deadline for breach reports
- CLIA and HIPAA Privacy Rule revised to allow patients direct access to laboratory results
- A surge in healthcare data breaches: Failure to comply with HIPAA is costly
- CMS issues 2014 Medicare Physician Fee Schedule final rule
- Healthcare Alert: It is time to update business associate and downstream contractor agreements
- Who is a HIPAA business associate?
- New federal regulations require material changes to notice of privacy practices
- Final Rule implements HITECH revisions to Privacy and Security Rules

## Blog Posts

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- UPDATE: OIG work plan targets Medicare Part B lab services
- DOJ announces \$2.6B health care false claims recoveries
- \$2.175M HIPAA settlement highlights breach reporting
- CMS extends Medicare payments for care management
- New version of HIPAA security risk assessment tool released
- Florida amends patient brokering statute
- Illinois creates new independent practice license for nurses
- OCR reminds business associates of HIPAA exposure
- Medicare site neutrality: shifting economics of physician employment
- HIPAA settlements highlight need for safeguards
- Guidance Recommends Health Care Cybersecurity Best Practices
- DOJ updates cyber incident best practices guide
- Illinois proposes new independent practice license for APRNs
- Illinois loosens physician assistant collaboration limits
- Florida allows flat monthly fees for direct primary care
- Act promptly to address HIPAA violations
- Health system pays \$2.4M for disclosing name of patient in press release
- Another HIPAA settlement for lack of risk analysis
- Reminder: March 1 deadline to submit breach reports
- Substance abuse confidentiality revisions delayed
- OCR newsletter emphasizes audit controls

- Health system pays \$475K in first HIPAA settlement for failure to provide timely breach notification
- New anti-kickback safe harbor protects pharmacy waivers of patient cost-sharing
- \$400K settlement for failure to update HIPAA business associate agreement
- Oregon Health & Science hit with a \$2.7 Million HIPAA settlement
- Another HIPAA settlement (\$750K) for lack of business associate agreement
- Guidance or warning? HHS addresses an individual's HIPAA right of access
- HIPAA settlement highlights cloud risks
- New Study Shows High Cost of Healthcare Data Breaches
- Pharmacy Pays for HIPAA Violations
- OIG Issues Negative Lab Advisory Opinion
- Chronic Care Management: New care coordination and revenue opportunities
- Forecast: Healthcare breaches to accelerate in 2015
- Rite Aid settles gift card false claims allegations
- Court Allows Patient to Bring Negligence Claim Using HIPAA as the Standard of Care
- CMS Revises Chronic Care Management Policy
- Biomet Pays \$6 Mil to Settle False Claims and Kickback Allegations
- DaVita Settles False Claims and Kickback Allegations for \$389 Million
- Healthcare providers face expanding False Claims scrutiny
- September 22 deadline to update HIPAA business associate agreements
- Florida Sleep Clinic & Physicians Settle False Claims Allegations
- Settlement a Harbinger of Escalating Stark Law Exposure for Physician Compensation?
- Vascular Solutions Settles For Off-Label Promotion of Medical Devices
- Physician Compensation Generates Another False Claims Settlement
- Providers Pay the Price for Employing Excluded Individuals
- Health System Pays \$800,000 For Leaving Boxes on Driveway
- OCR Issues Breach and HIPAA Compliance Annual Reports
- Hospital & Medtronic Hit for False Claims, Physician Compensation
- Old CMS-1500 Claim Forms No Longer Accepted
- OCR Announces HIPAA Settlement With County

## News

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- "HIPAA wake-up call"
- "Medical Records Issues in the Transfer or Closing of a Medical Practice: Address Them Upfront to Avoid Problems Later"
- "A Cybersecurity Update and Resource Guide for Healthcare Organizations"
- "How to Protect Your Practice from Cybercrime"
- "When It's Okay to Disclose PHI and When It's Not"
- "Paradigm Shift: Don't Expect A Small Penalty For A Small Breach"
- "Catch HIPAA Violations before Privacy is Compromised"
- "Your Patient's Data, But Not Your Breach"
- "When Protected Health Information Walks Out the Door"
- "Protecting data and escalating enforcement in the US"
- "CMS Chronic Care Management Medicare Reimbursement: Sizeable Revenue, Health Outcome Opportunities," Hindmand quoted in HIN



- "Protect your practice; insist on a BAA from your online appointment vendor," Rick Hindmand quoted in Part B News

## **External Publications**

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- Coauthor, "Successfully Designing and Implementing a Code of Conduct," AHLA Connections, November 2019
- Coauthor, "HIPAA Wake-up Call," Medical Group Management Association, MGMA Connection, July 2018
- Coauthor, "Medical Records Issues in the Transfer or Closing of a Medical Practice: Address Them Upfront to Avoid Problems Later," AHLA Connections, March 2018
- Author, "Illinois Implements Licensing Process for Psychologist Prescribing," American Health Lawyers Association PG briefing, January 2018
- Project Leader, "Telemedicine: What it is and How it May Affect You," American Health Lawyers Association Public Interest Series, January 2017
- Project Leader, "How Does This Work? Using Mobile Health Technology While Protecting Your Privacy," American Health Lawyers Association Public Interest Series, September 2016
- "CMS Expands Medicare Payment for Chronic Care Management and Behavioral Health Care Services," Physician Organizations, May 2017
- Coauthor, "OCR Enforcement Action Sends Clear Message to Covered Entities: Timeliness Matters When It Comes to Breach Notification," AHLA Practice Group Alert, January 2017
- Quoted, "Paradigm Shift: Don't Expect a Small Penalty for a Small Breach," Health Information Compliance Alert, July 2016
- Author, "Physician ancillary services" chapter, Representing Physicians Handbook, 4th Edition
- Coauthor, "Physician in-office drug dispensing and compounding arrangements" chapter, Representing Physicians Handbook, 4th Edition
- Coauthor, "NIST/OCR Security Conference Reemphasizes Importance of Robust Security," American Health Lawyers Association, October 27, 2015
- Coauthor, "HIPAA Settlements Focus on Encryption and Risk Analysis," American Health Lawyers Association, October 26, 2015
- Coeditor, "Analysis of Key Provisions Contained in the 2016 Medicare Physician Fee Schedule Proposed Rule," American Health Lawyers Association Member Briefing, August 2015
- Coeditor, "Toolkit: Corporate Practice of Medicine & Free Splitting Issues," Illinois Association of Healthcare Attorneys, May 2015
- "Protecting data and escalating enforcement in the US," eHealth Law and Policy, May 2015
- Quoted, "Cyber Criminals Want Your Data: Protect Your Patients and Your Lab," g2reports, April 28, 2015
- "Hospital Employment of Physicians: Diagnosing the Risks," Journal of Corporate Renewal, April 2015
- Quoted, "Watch for Overpayments as Final Rule Delay Leaves Providers Vulnerable Under FCA," Part B News, March 2, 2015
- Coauthor, "Medicare Chronic Care Management," Medical Home News, March 2015
- Quoted, "12 Changes That Will Affect Doctors' Income in 2015," The Direct Primary Care Journal, February 15, 2015
- "Proposed Rule Would Ease ACO Exclusivity Restrictions for Some Physician Specialties," AHLA Executive Summary, February 2015
- "Navigating HIPAA and Cybersecurity in the Cloud," Northern Ohio Physician, January/February 2015
- Contributor, "Physician Reimbursement for Chronic Care Management: Identifying New Practice Revenue Opportunities," Healthcare Intelligence Network, January 2015

- Coauthor, "Private Payor and Physician Perspectives on ACO Collaborations" chapter, The ACO Handbook (2015)
- Quoted, "CMS Chronic Care Management Medicare Reimbursement: Sizeable Revenue, Health Outcome Opportunities," Healthcare Intelligence Network, November 21, 2014
- Quoted, "Protect your practice; insist on a BAA from your online appointment vendor," Part B News, October 13, 2014
- Quoted, "To avoid penalties, go beyond HHS' HIPAA security risk analysis tool," Part B News, April 21, 2014
- "ACO Physician Exclusivity: Principles and Alternatives," AHLA Executive Summary, March 2014
- "New Settlement Another Reminder of HIPAA Exposure for Physician Practices," AHLA e-alert, December 2013
- "Physician In-Office Prescription Drug Dispensing," AHLA Physician Organizations Newsletter, December 2013
- "CMS Issues 2014 Medicare Physician Fee Schedule Final Rule," RBMA Monthly Legal Update Digest December 2013
- "CMS Issues 2014 Medicare Physician Fee Schedule Final Rule," McDonald Hopkins LLC Alert, December 2013
- Quoted, "Are your business associate agreements up-to-date with the latest HIPAA requirements?" Medical Office Manager, November/December 2013
- "Business Associates" chapter (co-author), HIPAA Revisited: An Analysis of the Omnibus Rule and a Practical Compliance Guide (American Health Lawyers Association Member Briefing), November 2013
- "Who is a HIPAA Business Associate?," RBMA Monthly Legal Update Digest July 2013
- "ACOs and Physicians Face Challenges in Navigating Physician Exclusivity Restrictions," Accountable Care News, June 2013
- "CMS Issues Guidance on ACO Physician Exclusivity," RBMA Monthly Legal Update Digest May 2013
- "CMS Issues FAQ Guidance on ACO Physician Exclusivity," American Health Lawyers Association, April 2013
- "HITECH Final Rule Revises Privacy, Security and Breach Notification Rules," (coauthor), Northern Ohio Physician, March/April 2013
- "Physician Payment Sunshine Act Final Rule Issued: Manufacturers and GPOs to Report Financial Relationships with Physicians," RBMA Monthly Legal Update Digest March 2013
- "Final Rule Implements HITECH Revisions to Privacy and Security Rules," RBMA Monthly Legal Update Digest February 2013
- "Diagnostic Testing Toolkit," American Health Lawyers Association, 2012 (editor)
- "Can Specialist Physicians Participate in More than One ACO?" RBMA Monthly Legal Update Digest November 2012
- "Physicians Participating in ACOs May Be More Exclusive Than They Think," RBMA Monthly Legal Update Digest October 2012
- "Compliance Plans for Physician Practices," American Health Lawyers Association, August 2012 (coeditor)
- "Accountable Care Organization Member Briefing," American Health Lawyers Association, May 2012 (contributing author)
- "MedPAC calls for Physician Reimbursement Changes," and "New Commission to Recommend Changes to Physician Payment System," American Health Lawyers Association Physician Organizations Monthly e-Newsletter, April 2012

- "Physician supervision and scope of practice issues can create liability," RBMA Monthly Legal Update Digest February 2012
- "CMS Regulations Expand Enrollment Screening Procedures and Authority to Suspend Payment," RBMA Monthly Legal Update Digest May 2011
- "Registration Required for Illinois Medical and Professional Limited Liability Companies," RBMA Monthly Legal Update Digest May 2011
- "Stark Law Disclosure Requirement for MRI, CT and PET Tests," RBMA Monthly Legal Update Digest May 2011
- "Medical Control of Emergency Medical Services," Journal of Health & Life Sciences Law, February 2011 (coauthor)
- "CMS Regulations Expand Enrollment Screening Procedures and Authority to Suspend Payment," American Health Lawyers Association Physician Organizations Monthly e-Newsletter, February 2011 (coauthor)
- "Survey of Illinois Law: Health Care," 34 Southern Illinois University Law Journal 1033, 2010 (coauthor)
- "OCR Proposes to Extend HIPAA Obligations to Subcontractors of Business Associates, Implement HITECH Provisions," G-2 Compliance Report, September, 2010
- "Office of Civil Rights Issues Proposed HITECH Rules," American Health Lawyers Association Practice Group email Alert, July 16, 2010 (coauthor)
- "CMS Updates Signature Guidelines," Physician Organizations Practice Group e-Newsletter, May, 2010
- "Ambulances, Emergency Medical Services and Medical Transportation," chapter, Health Law Practice Guide, American Health Lawyers Association (coauthor)
- "Physician Ancillary Services" chapter, Representing Physicians Handbook, 2nd edition (2009)
- "Illinois Medical Fee Splitting Statute Amended to Allow Percentage Billing Contracts," Health Care Lawyer, December, 2009 (Volume 26, No. 2)
- "UnitedHealth Group and Aetna Agree to Settlements of Out-of-Network Reimbursement Rates," Northern Ohio Physician, March/April 2009
- "In-Office Diagnostic Testing: 2009 Medicare Physician Fee Schedule Revises Standards," Physician Organizations Newsletter, March 2009 (Volume 12, Issue 1) (coauthor)
- "2009 Medicare Physician Fee Schedule Revises Anti-Markup Rule," Diagnostic Imaging Intelligence, January 2009 (coauthor)
- "Enforcement Activities and Litigation Target Low Out-of-Network Reimbursement Rates," Northern Ohio Physician, November/December 2008
- "Survey of Illinois Law: Health Care," Southern Illinois University Law Journal, Summer 2008 (Volume 32) (coauthor)
- "Impact of Anti-Markup and IDTF Sharing Restrictions Upon Physician Provision of Diagnostic Tests," Physician Organizations Newsletter, February 2008 (Volume 11, Issue 1) (coauthor)
- "Physician Reimbursement and Billing," chapter, The Law of Medical Practice In Illinois, 3<sup>rd</sup> edition (2007, along with 2008-2011 updates)
- "Vine Street's Impact on PPO/Doctor Business Arrangements," Illinois Bar Journal, July 2007 (coauthor)
- "Illinois Supreme Court Upholds Physician Restrictive Covenants," Health Care Lawyer, March 2007 (Volume 23, No. 3)
- "Workers' Compensation Changes for Health Care Providers," Health Care Lawyer, September 2006 (Volume 23, No. 1)

## Events

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- Structuring Indemnification Provisions in Business Associate Agreements: Allocating Risk in Healthcare Contracting | Wednesday, December 4, 2019
- Telehealth: Key Adoption Factors, Barriers and Opportunities | Tuesday, October 22, 2019
- Chronic Care Management and Remote Patient Monitoring: Reimbursement, Innovation and Potential | Thursday, September 20, 2018
- Hospital/Physician Relationships in 2018 and Beyond: Winding Pathways, Deeper Potholes and Deceiving Guideposts | Thursday, May 17, 2018
- Managing HIPAA Business Associate Relationships | Tuesday, April 24, 2018
- Just What the Doctor Ordered or Quagmire For Physician Practices | Monday, February 5, 2018
- 2018 AHLA Physicians and Hospitals Law Institute Conference | Monday, February 5, 2018
- Challenges Faced by Physician Retirement | Friday, October 6, 2017
- 2016 Annual Health Law Symposium | Thursday, November 10, 2016
- Compliance for Physician Practices Webinar | Monday, February 29, 2016
- The new HIPAA standards: Are you ready? Changes and action steps for HIPAA covered entities and business associates | Thursday, August 22, 2013

## Speaking Engagements

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- Moderator, "Telehealth: Key Adoption Factors, Barriers and Opportunities," 2019 First Illinois HFMA Fall Summit, October 22, 2019
- Panelist, "Remote Patient Monitoring Reimbursement," 2019 Illinois Telehealth Law & Policy Forum, Thursday, September 5, 2019
- Speaker, Health Industry Cybersecurity Best Practices, February 28, 2019
- Moderator, Chronic Care Management and Remote Patient Monitoring: Reimbursement, Innovation and Potential, Thursday, September 20, 2018
- Presenter, "Medical Practice Transfers and Closings: Addressing Medical Records Issues," July 18, 2018
- Facilitator, "Roundtable Discussions: Current Areas of Concern for Life Science Corporations, Stark Law," June 6, 2018
- Presenter, "Chronic Care Management," May 22, 2018
- Moderator, "Hospital/Physician Relationships in 2018 and Beyond: Winding Pathways, Deeper Potholes and Deceiving Guideposts," May 17, 2018
- Presenter, "Managing HIPAA Business Associate Relationships," Tuesday, April 24, 2018
- Presenter, "Ancillary Services: Just What the Doctor Ordered or Quagmire for Physician Practices," February 5, 2018
- Presenter, "Structuring Physician Timeshare Arrangements: Leveraging the Stark Exception, Navigating the Limitations," October 18, 2017
- Presenter, "Challenges Faced by Physician Retirement," October 6, 2017
- Presenter, Health Care Essentials webcast: HIPAA Privacy and Security, Health Care Compliance Programs, Fraud and Abuse, September 18, 2017
- Presenter, "Chronic Care Management Programs and Beyond," Telehealth Law Forum, September 12, 2017
- Presenter, "Avoiding an Expensive Mistake: Identifying and Managing HIPAA Business Associate Relationships," August 30, 2017
- Presenter, "Advising Boards of Directors, Management and Physician Leaders"; "HIPAA Regulatory Compliance"; "Negotiating Healthcare Contracts", June 24, 2017

- Presenter, "The Evolving Intersection of Law and Finance in Health Care: What You Need to Know in the Post ACA World, All Parts," June 12, 2017
- Presenter, "Structuring Physician-Pharmacy Ventures: Minimizing Regulatory Risks, Ensuring Reimbursement," May 3, 2017
- Moderator, "Implementing an Effective Compliance Program While Identifying and Overcoming Pervasive Ethical and Privilege Concerns," November 10, 2016
- Presenter, "Traveling the Road to Value-Based Payment in a Regulatory Enforcement Minefield, Part IV," November 15, 2016 (webinar)
- Moderator, "Comprehensive Primary Care Plus (CPC+): Implications and Challenges," September 8, 2016 (webinar)
- Presenter, "Panel Discussion: HIPAA Compliance for Technology Startups," August 30, 2016
- Presenter, "Healthcare Business Law: Changes You Need to Know!", May 26, 2016 (webcast):
  - Hot-Button Issues and Current Trends in Health Law
  - The New HIPAA Compliance Regulations, Requirements and Procedures: an Attorney's Guide
  - Board of Director Liability: Legal Responsibilities and Best Practices
  - Healthcare Contracts: Negotiating and Enforcement
- Presenter, "Structuring Physician Timeshare Arrangements: Leveraging the New Stark Exception, Navigating the Limitations," April 28, 2016
- Moderator, "Advanced Compliance Education Webinar Series: Part VII: Compliance for Physician Practices," February 29, 2016
- Presenter, "Structuring Business Associate Agreements for Covered Entities and Business Associates," December 21, 2015
- Moderator, "Physician Self-Referral Regulations Revisions: Implications and Challenges," December 16, 2015
- Presenter, "Structuring Physician-Pharmacy Ventures: Minimizing Regulatory Risks, Ensuring Reimbursement," November 19, 2015
- Moderator, "Medicare Physician Fee Schedule 2016 Proposed Rule: Important Policy Issues to Consider Now," August 31, 2015 webinar
- Presenter, "Medicare Chronic Care Management: Billing, Compliance, and Implementation Issues," AHLA webinar March 24, 2015
- Presenter, "Structuring Physician In-Office Drug Dispensing and Compounding Arrangements," February 2 and 4, 2015
- Presenter, "Lawyers as HIPAA Business Associates," November 21, 2014
- Presenter, "Chronic Care Management Medicare Reimbursement: New Revenue Opportunities for Care Coordination," November 19, 2014
- Presenter, "Medicare and Reimbursement Issues," March 31, 2014
- Presenter, "Lawyers as HIPAA Business Associates," October 4, 2013
- Webinar panelist, "The new HIPAA standards: Are you ready?" August 22, 2013
- Co-presenter, "Protecting Health Data: Changes and Action Steps for Health Plans, Providers and Their Business Associates," July 25, 2013
- Moderator, "Privacy Breach Notification and the New HIPAA/HITECH Regulations," May 30, 2013
- Moderator, "Emerging Health Care Delivery Models," April 19, 2013
- Webinar presenter, "ACO Beneficiary Assignment and Physician Exclusivity," March 13, 2013
- Webinar presenter, "Medicare Payment to Physicians and Others Covered Under Part B," January 9,

2013

- Moderator, "National Healthcare Reform and Its Effect on Illinois Employers and Health Insurance," November 8, 2012
- Presenter, "HIPAA/HITECH Update," October 18, 2012
- Webinar co-presenter, "ACO Emerging Trends – Lessons Learned on ACO Start-Up," September 14, 2012
- Moderator, "National Federation of Independent Business v Sebelius: A Final Decision on Health Care Reform?"
- Panelist, "Healthcare Disaster Recovery Planning & HIPAA Security Compliance: Best Practices," Techweek Conference 2012
- Webinar moderator, "Physician Supervision Requirements and False Claims Implications for Diagnostic Testing," January 10, 2012
- Webinar co-presenter, "HITECH and HIPAA Security Compliance: Critical Issues for Healthcare Organizations," December 14, 2011
- Webinar co-presenter, "HITECH and HIPAA Security Compliance: Critical Issues for Healthcare Organizations," October 4, 2011
- Panelist, "Roundtable Discussion of Recent Issues Affecting Physicians," Physicians and Physician Organizations Law Institute, February 9, 2011
- "Structuring Ancillary Revenue Transactions," Physicians and Physician Organizations Law Institute, February 9-10, 2009