

# Health Law Practice





Seyfarth Shaw LLP is recognized as a leading Health Law practice by *U.S. News & World Report Best Law Firms* and *The Legal 500*, noted as having “extensive knowledge of the health care industry.” In addition to attorneys who specialize in health law, our interdisciplinary team is drawn from each of the firm’s departments—litigation, corporate, labor and employment, benefits, real estate, and immigration—across our platform in the U.S., London, Shanghai, Melbourne and Sydney, in order to provide a coordinated and comprehensive full-service health law practice.

We represent clients across the entire spectrum of the health care industry. These include dozens of for profit and non-profit hospitals and health systems, physician group practices, academic medical institutions, managed care companies, health plans, health care technology and service companies, continuing care retirement communities, biotechnology, research, pharma, medical device, and providers of debt and equity capital in the health care space.

Health law is one of the most complex of legal disciplines. To be successful in an era of great change, health care businesses and those they serve require legal advisors with the knowledge, background, experience, and resources necessary to provide sophisticated, pragmatic, coordinated counsel. Seyfarth’s Health Law practice meets these expectations.

## What Sets Us Apart

Seyfarth's Health Law practice has a deep bench of practitioners with a tremendous breadth of knowledge and expertise in the industry, which is highlighted below:

- ✓ Recognized as a Tier 1 national Health Law practice by *U.S. News & World Report* (2014-2016)
- ✓ Recognized as a leading, nationwide Health Law practice by *The Legal 500* (2012-2014, 2016)
- ✓ Noted as having "extensive knowledge of the healthcare industry" by *The Legal 500* (2014)
- ✓ Recognized as a leading health care practice in Texas (*Chambers USA*, 2015-2016)
- ✓ Our clients include one of the nation's largest not-for-profit health plans, the largest not-for-profit health care system in Texas, and several of the largest health care systems and academic medical centers in the Northeast
- ✓ Our clients include the three largest assisted living companies in the U.S. as ranked by *Provider Magazine*
- ✓ Our labor & employment attorneys regularly write for and present to leading health care organizations including the Metropolitan Chicago Healthcare Council, the Massachusetts Hospital Association, and the California Hospital Association, which include hundreds of local health care organizations among its members
- ✓ Represent the National Association of Freestanding Emergency Centers (NAFEC), a new industry group representing the emerging freestanding emergency center (FEC) industry
- ✓ Our team includes several board certified attorneys in health law
- ✓ Our team includes several former general counsel and in-house counsel of health systems in Texas, California and other parts of the country
- ✓ Leading Health Law practitioners in Texas and California (*Chambers USA*, 2015-2016)

## Demonstrated Track Record of Results

- Represented the largest profit and several not-for-profit health systems and academic medical centers in high stakes wage and hour litigation filed across Massachusetts, reaching favorable resolutions in all cases. The team continues to provide comprehensive compliance guidance to these clients in areas that include pay practices, employee classification, contractor and contingent staffing models, joint employment and pay equity.
- For more than 30 years, we have represented a four-hospital system in the Chicago area that employs approximately 9,500 employees, including an 800-member employed physician group, in labor and employment litigation, as well as the design and administration of its retirement, health and welfare plans. Our attorneys worked with the hospital to develop an innovative physician compliance committee and guidelines, completed several internal investigations, and have provided advice regarding reimbursement, billing, HIPAA, and other regulatory matters. In addition, our team has handled physician practice acquisitions, physician contracts, and other health care transactional matters.
- Represent one of the nation's leading health plan hospitals in its Title III and ADA access issues.
- Represented one of the largest health care systems in Massachusetts during its acquisition of a community hospital system. Our attorneys assisted with employment due diligence issues including the review and integration of employment agreements, handbooks, and policies.
- Represented a university health system during its acquisition and consolidation of two local hospital systems. Our attorneys assisted on all aspects of the acquired hospitals' benefits programs and executive compensation arrangements.
- Represented one of the largest senior living companies in the U.S. in a fair housing investigation in Texas.
- Represented a nursing home portfolio in connection with the refinance of an approximately \$60 million mortgage term loan and the refinance and split of its revolving credit line, which resulted in seven separate loans: four separate mortgage loans insured by HUD; a Bridge-to-HUD loan with an institutional lender; and two separate revolving credit lines.
- Represented a health plan in obtaining a favorable motion to dismiss following a suit from a surgical center and its affiliated entities under ERISA and California law seeking unpaid or underpaid benefits for orthopedic, podiatry, and gastrointestinal services alleged rendered to Plan members.
- Represented one of the first licensed freestanding emergency rooms in the State of Texas in its formation, and have assisted them in syndicating several other free-standing facilities across the State.
- Represented a leading ambulatory and acute care company, which owns and manages seven surgical facilities in Dallas, Houston, and Scottsdale and has contractual partnerships with six other facilities in Arizona, Oregon, Michigan, Minnesota, Tennessee, and New Jersey, on structuring physician enterprise initiatives, participating in discussions and analysis regarding facility acquisition, development of payment arrangements between providers and various third parties.
- Represented a hospital association in its amicus brief to the California Supreme Court on paramount wage and hour issues, and advised on potential future legislation and compliance.

# Our Capabilities

## Labor & Employment

In 2015, Seyfarth was recognized as the Labor & Employment “Team of the Year” by *Chambers USA* and “Practice Group of the Year” by *Law360*. Our Labor & Employment attorneys work with hospitals, psychiatric and outpatient providers and other health care entities every day and have a deep understanding of the challenges facing employers in this ever-evolving industry. Seyfarth attorneys speak on employment law issues to medical industry groups and trade associations such as the American Hospital Association, Metropolitan Chicago Healthcare Council, Massachusetts Hospital Association, the American College of Healthcare Executives, and other regional hospital associations. In addition, the firm has had a representative on the American Hospital Association’s Ad Hoc Advisory Committee on Labor Matters since 1980, and chaired the labor and employment law committee of the American Health Lawyers Association.

Our team brings experience and practical advice to the life cycle of health care employment: from recruitment of and on boarding new employees to handling reductions in force; workplace instigations and training; employment contracts, policies, and handbooks; compensation structures, pay practices, and exempt classifications; managing contingent work forces and assessing joint employment concerns; antitrust and equal pay; anti-discrimination, retaliation and whistleblowing. Our litigators defend against claims arising from all aspects of health care employment, including administrative charges and agency enforcement, and have tried scores of cases for health care providers across the country.

## Immigration

Our Immigration team includes high-profile, national immigration thought leaders; technology savvy partners who have invested significant time and resources to develop sophisticated work production systems and databases that deliver superior immigration management programs to our health care clients. As the demand for health care professionals increases, our lawyers provide comprehensive business immigration services, including strategic planning and advice, case preparation, filing and monitoring, as well as development and implementation of corporate policies and training programs. We also use of state-of-the-art technology to provide efficient, cost-effective management of immigration programs for our health care clients.

## Employee Benefits & Executive Compensation

Seyfarth has one of the largest and most experienced Employee Benefits & Executive Compensation departments in the country. Our Benefits Team assists health care companies in designing health and welfare benefit programs, negotiating third-party administration agreements, insurance contracts, direct-contracting arrangements, and other provider agreements, and keeping on top of legal developments surrounding the Patient Protection and Affordable Care Act. Our Executive Compensation Team regularly works with hospitals and health systems regarding physician compensation matters, assisting not-for-profit clients in structuring arrangements with their executives to avoid the perception of conflicts of interest, and assisting tax-exempt organizations in establishing procedures for monitoring of executive arrangements from year to year.

## Health Care Reform

Seyfarth's Health Care Reform Team continues to closely monitor and translate the numerous aspects of Health Care Reform (or the Patient Protection and Affordable Care Act) and impacts to our health care industry clients, including policy, operational and cultural considerations. Our lawyers provide personalized legal counsel to our clients on the requirements of complying with Health Care Reform regulations and considerations unique to their circumstances. We take the job of keeping our clients up to speed on ACA developments very seriously, providing on-site presentations, conducting webinars, and issuing a series of more than 100 Management Alerts on the subject.

## Mergers & Acquisitions

We combine our nationally recognized health law and middle-market M&A practices to provide clients with attorneys who are experienced in the unique legal and regulatory nuances affecting transactions in the health care industry. Our lawyers have experience in health care mergers, acquisitions, sales and affiliations across a range of providers—including non-profit and for-profit hospital organizations, regional health care systems, physician groups, specialized health care centers, and industry service providers. We have been involved in such diverse transactions as the merger of two of the largest women's health care systems in Illinois and the consolidation of 25 physician practices to form the largest gastroenterology practice in Houston.

## Finance

Our Health Care Finance Team combines its experience in asset-based and cash flow finance, real estate finance, capital markets, and health care regulatory issues to guide and maneuver clients through the complex structuring, documenting, and negotiating of health care related finance transactions. The team has handled transactions ranging from a \$130 million cross-collateralized mortgage loan on 12 assisted living facilities across eight states to closing two tax-exempt bonds totaling \$180 million for the expansion of a hospital's facilities in New Jersey.

## Regulatory & Compliance

Our attorneys are experienced navigators, guiding our health care clients through the maze of state and federal laws and regulations. We provide experienced counsel on a wide range of health care regulatory and compliance issues, including fraud and abuse, reimbursement, anti-kickback, Stark Law, and False Claims Act, to nearly every type of health care entity.

## Privacy & Data Security

With medical privacy a subject to increased enforcement and high penalties, we advise clients on the issues arising under HIPAA, the HiTech Act and Electronic Health Record Systems, as well as how to avoid and react to a data breach. Seyfarth has a cross-departmental team of attorneys who dedicate a majority of their practice to the privacy-related issues faced by health care companies both as consumer-facing entities and employers. Numerous leading companies have enlisted our firm to assist in developing privacy compliant programs, responding to security incidents, and developing responsive programs to privacy and security threats.

## Specialty Areas

### Medical Staff Credentialing & Peer Review

Our team assists hospitals and health systems in developing and implementing medical staff credentialing and peer review programs. We have been instrumental in helping several health care clients establish or restructure medical staff governance programs, from leadership and policies to implementation, investigations and reviews.

### Tax-Exempt Health Care Organizations

We have one of the leading tax-exempt practices in the country serving hospitals, physician groups and other health care entities. Our work includes corporate governance and fiduciary issues, unique executive compensation issues, acquisitions and joint ventures, new exemption requirements, fund raising and tax reporting issues.

### Senior Living & Long-Term Care

Our Senior Living & Long-Term Care Team serves many of the largest providers in the country and our attorneys are engaged members of LeadingAge, the National Investment Center for Senior Housing & Care, and the American Health Lawyer's Association practice group focused on post-acute and long-term care. We also deliver thought-leadership to the industry via the firm's Senior Living and Long-Term Care Blog which provides perspectives on legal trends, regulatory policy and other industry issues.

### Telemedicine

We are one of only a few firms that has the subject matter expertise to counsel clients on the technology, information security, and regulatory compliance issues

facing this emerging industry. Our attorneys assist with telemedicine program assessment, development, and implementation, nursing hotlines and pharmacy call centers, and multi-state, web-based health care tools and services. We are also well-positioned to counsel on operational issues, including payor credentialing, patient verification, and medical record management.

### Free-Standing ERs

Seyfarth is at the forefront of this growing trend. Our team represents the National Association of Freestanding Emergency Centers (NAFEC), an industry group representing the freestanding emergency center (FEC) industry. In addition to our work on behalf of NAFEC, our team has deep experience advising free-standing ERs across the country.

### Healthcare Fraud & Provider Billing Litigation

Our multi-disciplinary team includes trial, ERISA, and health care attorneys who combine years of experience in complex litigation, health care law, ERISA and employee benefits, insurance coverage, white collar crime, fraud detection, and internal investigations to provide a wide range of advice and litigation services to our clients. Between 2010 and 2015, this team helped a large plan achieve a 99.8% success rate resolving suits filed against the plan and obtaining 118% of claim amounts pursued against providers. This unique insight means that we can help our health care provider clients develop efficient and compliant billing policies and procedures to reduce risk of fraud allegations or costly litigation.



## Recognition of Our Legal Excellence

**"Strong in operational, regulatory and transactional matters."**

*Chambers USA, 2015 - Healthcare: Texas*

**"Well known and well respected."**

*Chambers USA, 2015 - Healthcare: Texas*

**"Notable for...its significant employment practice tailored to healthcare providers."**

*The Legal 500, 2014 - Healthcare: Service Providers*

**"Extensive knowledge of the health care industry."**

*The Legal 500, 2013 - Healthcare: Service Providers*

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**Recognized as a Tier 1 national Health Care Law practice**

*U.S. News & World Report, 2015-2016*

**Recognized as a Tier 1 Health Care Law practice in Chicago**

*U.S. News & World Report, 2015-2016*

**Recognized as a Tier 1 Health Care Law practice in Houston**

*U.S. News & World Report, 2015-2016*

**Recognized as a Tier 1 Health Care Law practice in Los Angeles**

*U.S. News & World Report, 2015-2016*

**Recognized as a national leader in Healthcare**

*The Legal 500, 2012-2014, 2016*

**Sheryl Dacso recognized as a leading practitioner in Healthcare: Texas**

*Chambers USA, 2015-2016*

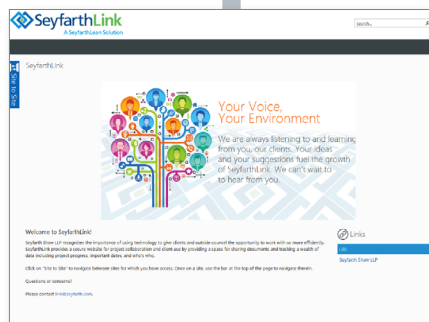
# SeyfarthLink: A Next Generation Client Collaboration Platform

**Transaction Management:** Regular tracking, budgeting and monitoring of matters in progress

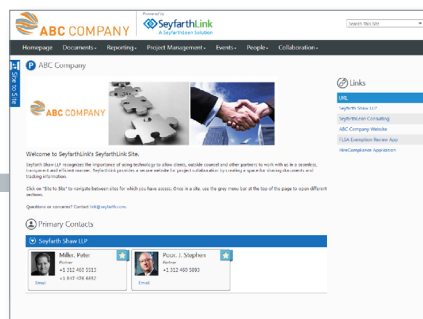
**Transaction Status Reporting:** Ongoing updates on all matters

**Dashboard Reporting:** Financial data and key performance indicators to track billings on a per-matter or portfolio basis

**Easy Access to Shared Information:** Shared documents, discussion threads, custom databases, calendaring and contact information



**SeyfarthLink**



## Key Metrics and Data

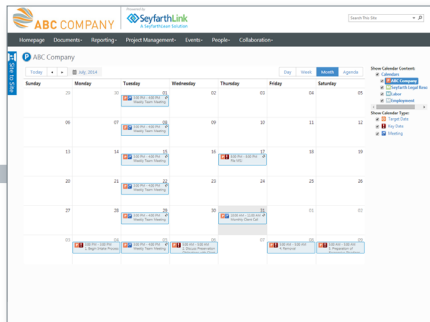
## Best-in-Class Web-based Collaboration

# Partnering with the largest non-profit system in Texas to analyze physician contracting

Memorial Hermann is the largest non-profit system in Texas and is comprised of 11 hospitals. Seyfarth partnered with Memorial Herman to analyze their entire physician contracting process as the hospital expected to significantly increase its recruitment and employment of physicians.

The focus of this particular project was to produce physician contracts more efficiently by reducing the cycle time and, therefore, resulting in a reduction of cost in the physician contracting process for Memorial Hermann. The project involved both an analysis of regulatory and transactional matters. The scope of contracts included physician recruitment contracts, physician employment contracts, medical director agreements and physician practice acquisitions.

Seyfarth attorneys focused on creating an efficient workflow and process mapping system to improve physician contracting in the following specific areas: increase contracting volume consistent with Memorial Hermann's strategic goals; increase the speed and responsiveness of the contracting process; maximize and optimize the legal compliance; increase cost efficiency; and optimize staffing.



Aggregated Calendars

Client: HSA, Inc.  
Matter: 12345-00003  
Report Run Date: 05/15/12 Information Reported As Of: 05/15/2009 11:09 PM

Task #	Task Code Description	Total		Budgeted		Variance		Attorney		Other Timekeepers	
		Hrs	Wk Value	Hrs	Wk Value	Hrs	Wk Value	Hrs	Wk Value	Hrs	Wk Value
101	Transaction Planning	51	\$25,250.00	47	\$11,962.00	-10	\$7,125.00	50	\$25,000.00	1	\$125.00
102	Draft and Negotiate Purchase Agreement	50.6	\$25,304.45	46	\$11,962.00	-6.4	\$7,065.55	50	\$25,000.00		
103	Draft and Negotiate Ancillary Transaction Documents	42	\$14,877.00	42	\$14,877.00						
104	Perform Due Diligence	62	\$16,586.50	60	\$20,725.00	-37	\$14,126.50	28.7	\$11,363.00	23.3	\$5,242.50
105	Prepare Disclosure Schedules	28.7	\$7,132.50	35	\$20,900.00	66.3	\$20,927.50	15	\$4,500.00	11.7	\$2,032.50
106	Prepare and Obtain Government and Third Party Consents			9	\$2,880.00	9	\$2,880.00				
107	Research and Compile			84	\$21,680.00	84	\$21,680.00				
108	Attend to Post-Closing			19	\$4,925.00	19	\$4,925.00				
<b>Total</b>		<b>186.3</b>	<b>\$76,438.00</b>	<b>404</b>	<b>\$168,137.00</b>	<b>-217.7</b>	<b>\$91,700.00</b>	<b>144.3</b>	<b>\$70,000.00</b>	<b>36</b>	<b>\$6,100.00</b>

Budgeted Amount: \$168,137.00  
Total Work Value: \$76,438.00  
Variance: \$91,700.00  
Percent of Budget: 45.45%

Percent of Total Work Value to Budget:  
Less than 50% of the Budget  
Between 50% and 75% of the Budget  
Between 75% and 100% of the Budget  
100% or greater than the Budget

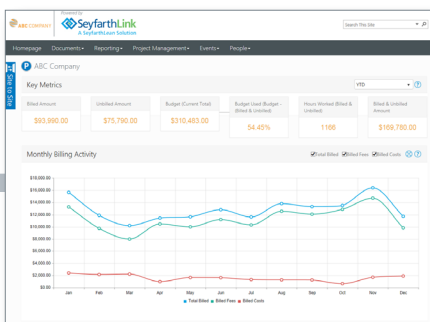
Matter Management

ABC Company

Task Management

Site Tasks: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100, 101, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 125, 126, 127, 128, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139, 140, 141, 142, 143, 144, 145, 146, 147, 148, 149, 150, 151, 152, 153, 154, 155, 156, 157, 158, 159, 160, 161, 162, 163, 164, 165, 166, 167, 168, 169, 170, 171, 172, 173, 174, 175, 176, 177, 178, 179, 180, 181, 182, 183, 184, 185, 186, 187, 188, 189, 190, 191, 192, 193, 194, 195, 196, 197, 198, 199, 200, 201, 202, 203, 204, 205, 206, 207, 208, 209, 210, 211, 212, 213, 214, 215, 216, 217, 218, 219, 220, 221, 222, 223, 224, 225, 226, 227, 228, 229, 230, 231, 232, 233, 234, 235, 236, 237, 238, 239, 240, 241, 242, 243, 244, 245, 246, 247, 248, 249, 250, 251, 252, 253, 254, 255, 256, 257, 258, 259, 260, 261, 262, 263, 264, 265, 266, 267, 268, 269, 270, 271, 272, 273, 274, 275, 276, 277, 278, 279, 280, 281, 282, 283, 284, 285, 286, 287, 288, 289, 290, 291, 292, 293, 294, 295, 296, 297, 298, 299, 300, 301, 302, 303, 304, 305, 306, 307, 308, 309, 310, 311, 312, 313, 314, 315, 316, 317, 318, 319, 320, 321, 322, 323, 324, 325, 326, 327, 328, 329, 330, 331, 332, 333, 334, 335, 336, 337, 338, 339, 340, 341, 342, 343, 344, 345, 346, 347, 348, 349, 350, 351, 352, 353, 354, 355, 356, 357, 358, 359, 360, 361, 362, 363, 364, 365, 366, 367, 368, 369, 370, 371, 372, 373, 374, 375, 376, 377, 378, 379, 380, 381, 382, 383, 384, 385, 386, 387, 388, 389, 390, 391, 392, 393, 394, 395, 396, 397, 398, 399, 400, 401, 402, 403, 404, 405, 406, 407, 408, 409, 410, 411, 412, 413, 414, 415, 416, 417, 418, 419, 420, 421, 422, 423, 424, 425, 426, 427, 428, 429, 430, 431, 432, 433, 434, 435, 436, 437, 438, 439, 440, 441, 442, 443, 444, 445, 446, 447, 448, 449, 450, 451, 452, 453, 454, 455, 456, 457, 458, 459, 460, 461, 462, 463, 464, 465, 466, 467, 468, 469, 470, 471, 472, 473, 474, 475, 476, 477, 478, 479, 480, 481, 482, 483, 484, 485, 486, 487, 488, 489, 490, 491, 492, 493, 494, 495, 496, 497, 498, 499, 500, 501, 502, 503, 504, 505, 506, 507, 508, 509, 510, 511, 512, 513, 514, 515, 516, 517, 518, 519, 520, 521, 522, 523, 524, 525, 526, 527, 528, 529, 530, 531, 532, 533, 534, 535, 536, 537, 538, 539, 540, 541, 542, 543, 544, 545, 546, 547, 548, 549, 550, 551, 552, 553, 554, 555, 556, 557, 558, 559, 560, 561, 562, 563, 564, 565, 566, 567, 568, 569, 570, 571, 572, 573, 574, 575, 576, 577, 578, 579, 580, 581, 582, 583, 584, 585, 586, 587, 588, 589, 590, 591, 592, 593, 594, 595, 596, 597, 598, 599, 600, 601, 602, 603, 604, 605, 606, 607, 608, 609, 610, 611, 612, 613, 614, 615, 616, 617, 618, 619, 620, 621, 622, 623, 624, 625, 626, 627, 628, 629, 630, 631, 632, 633, 634, 635, 636, 637, 638, 639, 640, 641, 642, 643, 644, 645, 646, 647, 648, 649, 650, 651, 652, 653, 654, 655, 656, 657, 658, 659, 660, 661, 662, 663, 664, 665, 666, 667, 668, 669, 670, 671, 672, 673, 674, 675, 676, 677, 678, 679, 680, 681, 682, 683, 684, 685, 686, 687, 688, 689, 690, 691, 692, 693, 694, 695, 696, 697, 698, 699, 700, 701, 702, 703, 704, 705, 706, 707, 708, 709, 710, 711, 712, 713, 714, 715, 716, 717, 718, 719, 720, 721, 722, 723, 724, 725, 726, 727, 728, 729, 730, 731, 732, 733, 734, 735, 736, 737, 738, 739, 740, 741, 742, 743, 744, 745, 746, 747, 748, 749, 750, 751, 752, 753, 754, 755, 756, 757, 758, 759, 760, 761, 762, 763, 764, 765, 766, 767, 768, 769, 770, 771, 772, 773, 774, 775, 776, 777, 778, 779, 780, 781, 782, 783, 784, 785, 786, 787, 788, 789, 790, 791, 792, 793, 794, 795, 796, 797, 798, 799, 800, 801, 802, 803, 804, 805, 806, 807, 808, 809, 810, 811, 812, 813, 814, 815, 816, 817, 818, 819, 820, 821, 822, 823, 824, 825, 826, 827, 828, 829, 830, 831, 832, 833, 834, 835, 836, 837, 838, 839, 840, 841, 842, 843, 844, 845, 846, 847, 848, 849, 850, 851, 852, 853, 854, 855, 856, 857, 858, 859, 860, 861, 862, 863, 864, 865, 866, 867, 868, 869, 870, 871, 872, 873, 874, 875, 876, 877, 878, 879, 880, 881, 882, 883, 884, 885, 886, 887, 888, 889, 890, 891, 892, 893, 894, 895, 896, 897, 898, 899, 900, 901, 902, 903, 904, 905, 906, 907, 908, 909, 910, 911, 912, 913, 914, 915, 916, 917, 918, 919, 920, 921, 922, 923, 924, 925, 926, 927, 928, 929, 930, 931, 932, 933, 934, 935, 936, 937, 938, 939, 940, 941, 942, 943, 944, 945, 946, 947, 948, 949, 950, 951, 952, 953, 954, 955, 956, 957, 958, 959, 960, 961, 962, 963, 964, 965, 966, 967, 968, 969, 970, 971, 972, 973, 974, 975, 976, 977, 978, 979, 980, 981, 982, 983, 984, 985, 986, 987, 988, 989, 990, 991, 992, 993, 994, 995, 996, 997, 998, 999, 1000.

Task Management



Financial Reporting



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