



## Health Care Operations

### Quality. Efficiency. Results. Hinshaw's client-service philosophy matches your patient-care goals.

Excellence in patient care and excellence in business are two sides of the same health care coin. Whether implementing programs to reduce chronic illnesses in your community, developing strategies to attract and retain experienced medical staff, or eliminating unnecessary costs and overhead, you understand that quality and efficiency are key to achieving positive results.

At Hinshaw, our experienced lawyers understand the complex regulatory, legal and business issues that affect your organization's ability to compete and thrive in a challenging health care marketplace. We advise clients at every step and on the full range of operational issues, from properly structuring entities, negotiating key transactions, and handling staff review and disciplinary matters, to ensuring compliance with key laws and regulations regarding privacy, electronic health records, billing and reimbursements, plan enrollment, telemedicine, and other emerging issues.

Our team is deeply versed in the numerous federal and state laws and regulations that govern the delivery of health care services. We regularly help clients on day-to-day issues such as obtaining and maintaining provider licensure, certification and accreditation, and establishing and conducting quality assessment and improvement activities. We work closely with key executives, boards, medical directors, administrative and information technology leadership, and other key staff to minimize compliance risks, maximize returns, and ensure high-quality care.

We know that no provider operates in a vacuum. Our lawyers also help clients negotiate agreements and contracts with vendors, suppliers, service providers, pharmaceutical and medical-device companies, educational institutions, and the broad network of clinics, hospitals, and research institutions that regularly collaborate to provide services to patient populations.

We regularly advise clients on the following:

- Corporate governance, ethics, and social responsibility
- Medicare and Medicaid matters, including enrollment, reimbursements, audits, and self-disclosure
- Risk management, and liability issues
- Physician recruitment, compensation, continuing education, discipline, and licensure issues
- Medical staff affairs, including bylaws, peer reviews, credentialing, and dispute resolution

### Industry Area Contact

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### Related Industries

Health Care  
Health Care Corporate  
Transactions  
Health Care Defense  
Health Care Human Resources  
Health Care Information,  
Privacy & Security  
Health Care Pharmacy  
Health Care Regulations &  
Compliance



- Labor and employment matters, including union negotiations, grievances, and employee benefits
- Changes of ownership, sales, acquisitions, mergers, and joint ventures
- Antitrust, price-fixing, and related compliance issues
- Pharmacy regulations, compliance, and licensure

A number of our lawyers are also experienced health care litigators. We help clients resolve disputes with patients, other providers, insurers, and federal and state agencies.

## News

[Aimee Delaney Explores Challenges Confronting Nursing Homes in their Fight Against a CMS Staffing Mandate](#)  
April 30, 2024

[Three Hinshaw Attorneys Co-author Chapter in Fourth Edition of Enterprise Risk Management for Health Care Handbook](#)  
April 2, 2024

[Scott Seaman Recognized as a Top Insurance Author in JD Supra 2024 Readers' Choice Awards](#)  
March 4, 2024

[Michael Dowell Discusses Cybersecurity and Cyberattack Prevention Strategies for Pharmacies](#)  
May 16, 2022

[The OIG Issues New Safe Harbor Rule for Free or Discounted Health Care Transportation Services](#)  
February 15, 2017

[Michael A. Dowell Published in Journal of Health Care Compliance](#)  
July 10, 2014

[Michael A. Dowell Published in Journal of Health Care Compliance](#)  
March 10, 2014

[Michael Dowell Quoted in Hospitals & Health Networks Magazine](#)  
October 13, 2013  
Hospitals & Health Networks Magazine

## Events

[The Fair Housing Act and Recent Litigation Trends in Senior Living Facilities: Hinshaw's Breakfast Seminar Series](#)  
October 11, 2016  
8500 East State Street, Rockford, IL

[Robert Finley to Present "Medicare:Conditional Payment Claims" at the Claims & Litigation Management Alliance Training Program](#)  
June 22, 2016  
Kemper, 3700 Arco Corporation Drive, Suite 200, Charlotte, NC 28274

[William P. Grogan Presenting NBI Program on Bioethics Issues](#)  
October 2, 2014

[Michael Dowell Presenting at Orange County Bar Association Health Care Law Section Meeting](#)  
September 11, 2014

[HIPAA Webinar: Breach, Breach Notification, and Changes in Enforcement Activities](#)  
August 14, 2013  
Webinar



## [HIPAA Webinar: Business Associate Agreements and Business Associate Requirements](#)

August 7, 2013

Webinar

## **Publications**

### [California Prohibits PBM Discriminatory Practices Against 340B Program Covered Entities and Contract Pharmacies](#)

December 15, 2023

Health Care Alert

### [California Expands "No Pharmacist Left Alone" Pharmacy Staffing Requirements and Also Enacts New Safety Measures](#)

November 17, 2023

Health Care

### [OIG Advisory Opinion 22-08 Permits a Federally Qualified Health Center to Provide Smartphones to Patients to Promote Access to Telehealth and Social Isolation/Loneliness Benefits](#)

May 20, 2022

Health Care Alert

### [Laboratory Testing Presents Business Opportunities for Community Pharmacies](#)

January 11, 2022

Health Care Alert

### [District Court in Missouri Blocks Implementation of CMS Emergency Regulation Mandating Workforce COVID-19 Vaccinations](#)

November 30, 2021 | Last Updated December 30, 2021

Health Care Alert

### [FAQs: CMS Issues Emergency Regulation Mandating Workforce COVID-19 Vaccinations by Medicare/Medicaid-Certified Providers and Suppliers](#)

November 9, 2021

Health Care Alert

### [CMS Prioritizes Patient Care, Allows Flexibility with MACRA Implementation](#)

September 13, 2016

Health Law Alert

### [Small Breaches Matter Too: OCR Broadens HIPAA Breach Investigations](#)

August 26, 2016

Health Law Alert

### [Significant Hospital Related Mid-Year Updated OIG Review Activities](#)

June 23, 2016

Health Law Alert

### [Supreme Court Case Expands False Claims Act Liability](#)

June 22, 2016

Health Law Alert

### [OIG Mid-Year Update Provides Insight To Its Concerns](#)

June 20, 2016

Health Law Alert

### [Federal Trade Commission Suffers Setback in Major Hospital Merger Case](#)

June 15, 2016

Health Law Alert

### [A Recent Illinois Decision Explains How to Deal with Medical Staff Claims](#)



June 2, 2016  
Health Law Alert

[Groundbreaking Healthcare Nondiscrimination Rule Issued by HHS: What It Means for Covered Entities](#)  
May 20, 2016  
Health Law Alert

[HHS Implements HIPAA Phase II Audit Program: What You Need to Know](#)  
March 28, 2016  
Health Law Alert

[CMS and AHIP Announce New Clinical Quality Measures](#)  
February 24, 2016  
Health Law Alert

[Pharmacies and Prescription Drug Dispensers...Are You Ready for The March 1, 2016 DSCSA Compliance Deadline?](#)  
February 23, 2016  
Health Law Alert

[CMS Clarifies Rules on Reporting and Returning Overpayments](#)  
February 15, 2016  
Health Law Alert

[Credentials Materials Are Not Privileged Under the Health Care Professional Credentials Data Collection Act](#)  
February 2, 2016  
Health Law Alert

[New Case Raises Questions on Exiting Providers' Ability to Take Patient Lists](#)  
January 4, 2016  
Health Law Alert

[OIG Provides Guidance on Health Care Assistance to Needy](#)  
December 17, 2015  
Health Law Alert

[OIG Publishes 2016 Work Plan](#)  
November 24, 2015  
Health Law Alert

[Budget Act Eliminates OPPS Reimbursement for New Off-Campus Hospital Departments](#)  
November 12, 2015  
Health Law Alert

[OIG Scrutinizes Ambulance Billing Practices](#)  
September 30, 2015  
Health Law Alert

[Labor Department's Expanded Overtime and Minimum Wage Coverage For Home Health Care Workers is Revised](#)  
September 10, 2015  
Health Law Alert

[Illinois Eases Telehealth Use by Becoming 10th Member of Interstate Medical Licensure Compact](#)  
August 27, 2015  
Health Law Alert

[New National Practitioner Guidebook Released](#)  
August 26, 2015  
Health Law Alert

[Modification of Two-Midnight Rule](#)



July 6, 2015

[Physician Compensation Arrangements May Result in Significant Liability](#)

June 10, 2015

Health Law Alert

[OIG Issues Guidance for Health Care Governing Boards on Regulatory Compliance Oversight](#)

May 8, 2015

Health Law Alert

[A Second Illinois Appellate Court Finds Physician Restrictive Covenant Unenforceable](#)

April 24, 2015

Health Law Alert

[HHS Announces Medicare Shift to Value-Based Payments and Promotion of Reform Among All Payers](#)

January 27, 2015

Health Law Alert

[IRS Issues Final 501\(r\) Regulations for Federal Tax Exemption for Hospitals](#)

January 26, 2015

[Report of Hospital's Collection Practices Angers Senator Charles Grassley](#)

January 26, 2015

Health Law Alert

[REMINDER: Compliance Deadline for all Business Associate Agreements is Monday, September 22, 2014](#)

September 16, 2014

Health Law Alert

[CMS Medical Staffing Rule Leaves Questions Unanswered](#)

August 20, 2014

Health Law Alert

[HHS Releases HIPAA Security Risk Assessment Tool](#)

April 14, 2014

Health Law Alert

[Opportunity to Provide Input to the Federal Trade Commission on Health Care Competition](#)

March 4, 2014

[Two Early New Year's Gifts from CMS and the OIG Concerning the Donation of Electronic Health Records](#)

January 7, 2014

Health Law Alert

[CMS, ONC Propose Adjustments to Meaningful Use Implementation for EHR Incentive Program](#)

December 12, 2013

Health Law Alert

[Office of Illinois Attorney General Adopts New Rules Regarding Hospital Financial Assistance Applications and Policies](#)

August 8, 2013

Health Law Alert