



## Jesse A. Berg

### Partner

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**“Most people I’ve met who work in health care entered the profession for the noblest of purposes—they want to cure disease, develop new therapies and educate the next generation of practitioners. By helping them understand how to navigate their way through the complex regulatory system that governs their operations, I do a small part to free up their time and attention to concentrate on what compelled them to get into the field in the first place.” Jesse Berg’s keen interest in the U.S. healthcare system drives his dedication to improving it for providers, payers and consumers alike.**

As a health care regulatory lawyer, Jesse Berg provides legal counsel to a vast and diverse array of health care providers and other organizations that play a role in health care delivery, payment and policy. He strives to distill the complex into something easily understandable. Much of Jesse’s practice involves solving tough regulatory challenges. He aims to help organizations balance risk in a regulatory environment that offers few black-and-white answers. Instead, it forces people to primarily work in shades of gray.

Clients include:

- Academic medical centers
- Ambulatory surgical centers
- Ambulance suppliers
- Billing and reimbursement consultants
- Clinical laboratories

## Areas of Focus

### Services

[Data Privacy & Cybersecurity Compliance](#)

[Litigation](#)

[Antitrust & Trade Regulation](#)

[Licensing & Commercial Transactions](#)

[Navigating the Second](#)

[Trump Administration:](#)

[Executive Orders & the](#)

[Changing Legal Landscape](#)

### Sectors

[Health Care](#)

[Health Care Regulatory & Compliance Counseling](#)

[Health Care Transactions](#)

[Life Sciences](#)

[Technology](#)

- DMEPOS suppliers
- Electronic health records companies
- Federally Qualified Health Centers
- Franchised health care businesses
- Health care technology developers
- Home health agencies
- Hospitals
- Imaging centers
- Pharmacies
- Physicians and non-physician practitioners
- Physician group practices
- Research organizations
- Skilled nursing facilities
- Substance use disorder treatment providers
- Third party administrators
- Utilization management companies

### **Compliance and Reimbursement**

Jesse's counsel covers a wide range of services and compliance requirements. He has deep experience in advising Part A providers and Part B suppliers on complex billing and reimbursement issues, enrollment and participation and program integrity matters.

Examples include the following:

- Physician and non-physician billing, such as incident-to, split shared, billing for teaching physician services and addressing GME requirements.
- Specialty and ancillary services reimbursement (e.g., anesthesia, freestanding and provider-based diagnostic/therapeutic billing and supervision, global surgery package, mental health, etc.).
- Complex payment systems, such as hospital prospective payment (e.g., outpatient unbundling, 72-hour rule), 340B drug program, cost reporting, transplant reimbursement and clinical lab/ PAMA, "shell" lab rule; similar guidance for other PPS providers (HHA, SNF, etc.).

- Assisting providers/suppliers to comply with conditions of participation/coverage, such as DMEPOS and IDTF standards, ASC conditions for coverage, hospital and hospice conditions of participation and CLIA matters; Jesse has also advised on various accreditation standards.
- Regulatory matters associated with provider development of joint ventures, such as cost reporting issues associated with hospital-owning subsidiary suppliers and compliance with provider-based regulations for co-located hospital/physician arrangements.
- CMS initiatives, such as the Quality Payment Program's MIPS and APM pathways and various CMMI demonstration projects.
- Medicare/Medicaid enrollment and revalidation issues, such as advising on complex CMS-855 questions and addressing Medicaid waiver (e.g., home and community-based services) programs.
- Self-disclosure options, such as OIG's Self-Disclosure Protocol and CMS Self-Referral Disclosure Protocol, 60-day overpayment regulation and various other issues associated with conditions of payment and refunds (such as Medicaid and commercial payor refunds).

## **Stark Law, Anti-kickback Statute and Other Fraud and Abuse**

As a seasoned health care attorney, Jesse provides comprehensive counsel on the Stark Law, Anti-kickback Statute and similar federal and state fraud and abuse laws, including the Civil Monetary Penalties Law, EKRA, the Anti-Markup Rule and a diverse array of state-specific fee splitting, patient brokering and related restrictions.

Examples of his work include advising on health care system/physician relationships, structuring physician compensation arrangements, both for group practices and tax-exempt organizations, counseling on issues of fair market value and commercial reasonableness and structuring bonus pools, incentive programs, outcomes-based compensation, productivity-driven arrangements and shared savings arrangements. He also advises providers on structuring patient incentive programs that comply with beneficiary inducement prohibitions. With experience in state-specific self-referral, fee-splitting and anti-kickback laws, particularly for franchised healthcare businesses operating nationally, he offers critical insights into multi-jurisdictional compliance.

## **Antitrust**

Jesse counsels clients on compliance with antitrust laws, including issues that can arise in the context of negotiating payor agreements, analyzing competitive impacts of transactions on relevant product and geographic markets, advising on pre-consummation information exchange and Hart Scott Rodino matters and counseling on issues of clinical and financial integration between competitors and collaborating within Accountable Care Organizations and other outcomes-based models in a manner that complies with antitrust guidelines.

Before joining the firm, Jesse served as assistant attorney general in the Health Care and Antitrust Division of the Minnesota Attorney General's Office, where he focused on regulatory enforcement and provided legal counsel to state agencies, including the Minnesota Department of Health.

## **Litigation Support, Investigations and Negotiations**

Experienced in litigation and investigations related to alleged regulatory violations across the healthcare sector, Jesse regularly advises clients on complex cases. Examples of his work include advising physician owners alleged to have improperly allocated profit shares and productivity bonuses in violation of Stark Law group practice payment

regulations, clinical labs facing allegations of non-compliance with CLIA proficiency testing regulations, ASCs defending compensation structures under the Anti-Kickback Statute and False Claims Act, hospitals involved in disputes over whether physician compensation is consistent with fair market value and did not take into account the volume or value of referrals, working with hospitals and physician groups on compliance with billing rules in the areas of outpatient unbundling, transplant services and cost reporting and leasing arrangements that allegedly involved per-click or percentage-based payment terms.

## Mergers and Acquisitions

Jesse further offers legal support in structuring physician compensation for group practices and nonprofit organizations, advising on fair market value and structuring collaborations, joint ventures and other financial arrangements to maximize the likelihood of business success while complying with regulatory guidelines. He has considerable experience working with valuation firms in developing and negotiating health care transactions. He also aids health care organizations in understanding and addressing potential antitrust risks associated with mergers and various forms of joint ventures.

In addition, Jesse supports clients with the negotiations of and document drafting related to a wide range of transactions, including equity and contractual joint ventures, specialty service line agreements (e.g., oncology, transplant and cardiovascular), professional service agreements and coverage agreements, management and co-management arrangements, under arrangement contracts, purchased test arrangements, gainsharing or shared savings programs, recruitment agreements, equipment and space leases, EHR arrangements, data use agreements and research contracts.

## Privacy and Security Compliance

Jesse offers strategic guidance on federal and state privacy compliance, including HIPAA, FERPA, Part 2 Substance Use Disorder, the Common Rule and diverse state privacy regulations. Notable experience includes developing the "Foundations in Privacy Toolkit" for the Minnesota Department of Health to help providers navigate intersecting and competing privacy laws. He advises covered entities and business associates on HIPAA Security and Privacy Rule compliance, from risk assessment to managing multi-state breach responses. He is skilled in nuanced HIPAA topics, including hybrid entities, research data compliance, marketing and fundraising, limited data sets and de-identification.

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## Experience

- Securing approval for the first multi-specialty joint venture authorized by the U.S. Department of Health and Human Services Office of Inspector General in an Anti-Kickback Statute Advisory Opinion.
- Advising on co-location of hospital-based and freestanding clinics within the same physical structure, securing Medicare/Medicaid enrollment for various clinics within the building, advising on state licensure matters, CLIA and accreditation issues, creating various support agreements under which clinics shared inputs, developing billing and reimbursement guidelines for use by co-located providers and working with state and federal regulators to secure necessary approvals.
- Assessing the arguments of *qui tam* relations within the framework of a False Claims Act complaint that alleges Stark Law violations related to profit-sharing formulas and productivity-based physician compensation, preparing compelling arguments to aid the client in defending against the claims and resolving the complaint.

- Helping providers address regulatory inquiries and investigations related to alleged fraud and abuse, Stark Law violations, CLIA proficiency testing, HIPAA breaches, Medicare/Medicaid enrollment issues and matters involving overpayments and self-disclosure.
  - Collaborating with clients to manage substantial HIPAA breaches, providing guidance on immediate remediation measures and best practices for ongoing compliance, addressing reporting requirements and negotiating resolutions.
  - Supporting providers and suppliers of assorted sizes in adhering to Medicare and Medicaid regulations, such as provider-based rules, independent diagnostic testing facility standards, durable medical equipment supplier requirements, anti-markup regulations, CLIA compliance and billing, coding and payment standards.
  - Advising franchisors on the corporate practice of medicine in many states and regularly consulting on state licensure, the scope of practice and professional firm matters, including chiropractic, physical therapy, medicine, nursing, pharmacy, urgent care, imaging, telehealth, travel clinic, home care (medical and non-medical) acupuncture and general wellness.
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## Credentials

### Education

- Saint Louis University School of Law, J.D., cum laude
  - Certificate in Health Law
- Saint Louis University College of Public Health, M.P.H.
- University of Minnesota, B.A.

### Bar Admissions

- Colorado
- Minnesota
- Missouri
- Wisconsin

### Recognition

- *Chambers USA: America's Leading Lawyers for Business*, Minnesota Healthcare, 2025
- Selected among *The Best Lawyers in America*®, 2020-2025
  - "Lawyer of the Year," 2023
- "Minnesota's Top Lawyers," *Minnesota Monthly*, 2022

- "North Star Lawyers," Minnesota State Bar Association, 2018
  - "Minnesota Rising Star," Thomson Reuters, 2010, 2012, 2014
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## **Presentations**

- Moderator, "Price Transparency Regulations and Enforcement for Hospitals and Health Plans," American Health Law Association Webinar, July 16, 2025
- Moderator, "The UPIC Audit Landscape: Risk, Enforcement and Impact," American Health Law Association Webinar, July 10, 2025
- Co-presenter, "Year In Review," American Health Law Association's Institute on Medicare and Medicaid Payment Issues, March 26, 2025
- Moderator, "Demystifying CMS' New 855A: The Search for Additional Disclosable Parties," American Health Law Association (AHLA), January 29, 2025
- Moderator, "The 2024 340B ADR Final Rule Process: Overview and Implications for the Future," American Health Law Association (AHLA) Webinar, November 7, 2024
- Presenter, "Medicare 101 for Health Care Providers and their Counsel: The Ins and Outs of Medicare, the Single Largest Payer for Health Care Services in the U.S.," The Colorado Bar Association, October 16, 2024
- Breakout Session Leader, "Value-Based Care: Are We There Yet?" Minnesota CLE's 2024 Health Law Institute, September 19, 2024
- Moderator, "Top Take-Aways From CMS' Proposed 2025 OPDS and PFS Rules and Final IPPS Rule," American Health Law Association (AHLA) Webinar, September 11, 2024
- Presenter, "Health Regulatory Update: Year in Review," and "Antitrust & Health Policy Litigation Update," Lathrop GPM Health Law Seminar, July 24, 2024
- Co-presenter, "Year In Review," American Health Law Association Institute on Medicare and Medicaid Payment Issues, March 20, 2024
- Moderator, "Legal and Policy Challenges for the Coverage and Payment of Cell and Gene Therapies," American Health Law Association Webinar, January 24, 2024
- Moderator, "Implementation of Medicare Drug Price Negotiations," American Health Law Association (AHLA) webinar, November 14, 2023
- Presenter, "Developments in Antitrust Enforcement & Merger Guidelines," and "Regulatory Update: Year in Review," Lathrop GPM Health Law Seminar, September 13, 2023
- Moderator, "Highlights to the Recent Changes to the Cost Reports for Hospitals," American Health Law Association webinar, July 18, 2023

- Presenter, "Introduction to FDA for Health Care Providers: Opportunities and Obligations when Providers Collaborate with the Life Sciences Industry," 2023 American Health Law Association Annual Meeting, June 26, 2023
- Co-presenter, "Do You Have a Potential Overpayment? Perspectives from Payers and Providers on How to Assess Next Steps," Minnesota CLE Health Law Institute, June 15, 2023
- Co-presenter, "Clinical Laboratory and Pathology Update: What Was New In 2022 (and Where Things Might Be in 2023)" American Health Law Association Institute on Medicare & Medicaid Payment Issues, March 23, 2023
- Presenter, "Provider Co-Location: The Final Word Or More To Come?" St. Louis Area Health Lawyers Association, Mobile CLE, October 7, 2022
- Moderator, "Fireside Chat with Dr. Michael Osterholm, Ph.D., MPH," Lathrop GPM Health Law Seminar, September 22, 2022
- Presenter, "No One Looks Good in Orange," Lathrop GPM Health Law Seminar, September 22, 2022
- Co-presenter, "Provider Co-Location: The Final Word or More to Come?" American Health Law Association Annual Meeting, June 28, 2022
- Co-presenter, "Sticker Shock No More – A Practical Update on the No Surprises Act," 2022 Health Law Institute, June 16, 2022
- Presenter, "Clinical Lab Update: What Happened in 2021 and Where Things are Headed in 2022," Institute on Medicare and Medicaid Payment Issues 2022, March 25, 2022
- Presenter, "Navigating Different Approaches to Provider Collaboration," Care Providers of Minnesota, 2021 Convention & Exposition – Moving Forward Together, November 17, 2021
- Panelist, "Emerging COVID Liability Issues: Assessing and Mitigating Risk," 2021 Leading Age Annual Meeting, October 5, 2021
- Co-presenter, "Price Transparency: Compliance and Risk Reduction," HCCA Regional Healthcare Compliance Conference, September 10, 2021
- Presenter, "Burgers, Fries ... and Botox? Franchising a Health Care Provider," American Health Law Association Annual Meeting, June 26, 2021
- Presenter, "In-Depth Look: Key Stark Law and Anti-Kickback Statute Developments," The 2021 Health Law Institute, June 15, 2021
- Presenter, "Clinical Lab and Pathology in the Age of COVID-19," Institute on Medicare and Medicaid Payment Issues, American Health Law Association, March 26, 2021
- Presenter, "Navigating New and Established Approaches to Provider Collaboration," LeadingAge Minnesota, May 21, 2021
- Presenter, "Telehealth & Covid: What's Happening Now and What Might Be Next," St. Louis Area Health Lawyers Association, February 5, 2021

- Co-presenter, "What Do the New Stark Law, Anti-kickback Statute and Civil Monetary Penalty Regulations Mean for Your Organization?" Lathrop GPM Webinar, December 17, 2020
- Co-presenter, "The Shifting Legal Landscape of Telehealth," Midwest MGMA Webinar, October 22, 2020
- Co-presenter, "The Shifting Legal Landscape of Telehealth," Lathrop GPM Webinar, August 8, 2020
- Co-presenter, "Emerging from COVID and Beyond ... How to Structure a Successful Medical Practice," Midwest MGMA Webinar, June 16, 2020
- Co-presenter, "Detangling the Web: How Providers can Mitigate the Economic Impact of the COVID-19 Outbreak," Lathrop GPM Webinar, April 10, 2020
- Presenter, "Hot Topics in Clinical Lab and Pathology," American Health Lawyers Association, Institute of Medicare and Medicaid Payment Issues, Baltimore, Maryland, March 25-27, 2020 (event cancelled due to Covid-19)
- Presenter, "What to Do When You MIGHT Have an Overpayment from Medicare," LeadingAge Minnesota 2020 Institute & Expo, February 7, 2020
- Presenter, "The Ins, Outs and Legal Considerations of Referral and Marketing Arrangements," LeadingAge Minnesota 2020 Institute & Expo, February, 6 2020
- Co-presenter, "Proposed Revisions to the Stark Law and Anti-Kickback Statute: What You Need to Know," Gray Plant Mooty Event & Webinar, November 19, 2019
- Presenter, "What To Do When You Might Have an Overpayment," 2019 Care Providers of Minnesota Annual Convention, November 18, 2019
- Presenter, "Health Care Regulatory Update: Year in Review," Gray Plant Mooty 23rd Annual Health Law Seminar, July 25, 2019
- Presenter, "Tracking the Elusive Unicorn: How to Find the Win-Win-Win in Value-Based Contracting," 2019 Minnesota CLE Health Law Institute, June 19, 2019
- Co-presenter, "How to Get in Trouble Without Really Trying; Practical Advice for When a Regulator Comes Knocking," Gray Plant Mooty Event & Webinar, March 19, 2019
- Co-presenter, "Privacy and Data Security Workshop," Gray Plant Mooty Event & Webinar, February 21, 2019
- Presenter, "Hot Topics in Fraud & Abuse—The Best (or Worst) of 2017 through 2018," Minnesota State Bar Association CLE, December 21, 2018
- Presenter, "Survey the Risk: Understand the Latest Trends, Focus Areas, and Enforcement Tools," Healthcare Fraud & Abuse Workshop, Minnesota CLE, December 10, 2018
- Presenter, "The Ins and Outs of LTC Referral Arrangements," Care Providers of Minnesota Annual Convention and Exposition, November 13, 2018
- Presenter, "Healthcare Provider Co-Location Arrangements: Keys to Compliance," Medical Group Management Association Annual Conference, October 1, 2018

- Presenter, "Where are we now? An Update on the Stark Law," MMGMA Summer Conference, July 26, 2018
- Presenter, "Value-Based Reimbursement: Where Are We Going (and Where Are We Now)?" 2018 Health Law Institute, June 14, 2018
- Presenter, "Medicare and Medicaid Enrollment and Revalidation: Obtaining and Maintaining Enrollment and Billing Privileges," Strafford, national webinar, May 2, 2018
- Co-presenter, "Health Law Roundtable: Top 10 Enforcement Trends for 2018," Gray Plant Mooty Event & Webinar, April 12, 2018
- Presenter, "Squaring the Circle: The Stark Law and Value-Based Reimbursement," 2017 Medical Group Management Association Annual Conference, October 8, 2017
- Presenter, "Tips and Tools for HIE in MN," 2017 MACMHP Conference, September 12, 2017
- Panelist, "Navigating Healthcare Cybersecurity and Privacy Law," Mitchell Hamline School of Law, MN CLE, June 29, 2017
- Presenter, "Land of 10,000 Barriers: Tips and Tools for Exchanging Health Information in Minnesota," 2017 e-health Summit Presentation, June 15, 2017
- Presenter, "It's Just (Not) that Simple: Healthcare Provider Co-Location Arrangements," Health Law Institute, MN CLE, June 15, 2017
- Presenter, "The First 100 Days: Answering Client Questions about the Impact of the New Administration," Minnesota CLE, May 3, 2017
- Co-presenter, "The ACA, AHCA, Obamacare Lite or Something in Between: Status of Health Care Reform," Minnesota CLE, May 2, 2017
- Presenter, "Say 'Hello' To My Little Friend! ... The Foundations in Privacy Toolkit: Tips and Tools for Exchanging Health Information in Minnesota," Minnesota Medical Group Management Association – 2017 Winter Conference, March 8, 2017
- Co-presenter, "HIPAA Webcast: Tips and Traps for Health and Home Care Franchisors," Gray Plant Mooty Webinar, April 13, 2017
- Co-presenter, "Answering Client Questions About the Impact of the New Administration," Minnesota CLE, November 28, 2016
- Presenter, "Let's All Go to the McClinic: Franchising in Health Care Delivery," AHLA In-House Counsel Program and Annual Meeting, June 26, 2016
- Co-presenter, "Barriers to Sharing Health Information in Minnesota – State Initiatives to Manage Them," Minnesota Medical Group Management Association 2016 Winter Conference, March 2, 2016
- Presenter, "Stark Law in 2016: One Step Forward, Two Steps Back," Gray Plant Mooty Event & Webinar, January 12, 2016
- Presenter, "Tick, Tock, CMS is Watching the Clock: The New 60-Day Overpayment Rule," 2016

- Presenter, "Challenges, Uncertainty, and Reform in the Clinical Laboratory Industry," Minnesota State Bar Association, December 11, 2015
- Presenter, "Health Law Roundtable: Legal Issues in Telehealth Care Delivery and Development of State Legislation," Gray Plant Mooty Event & Webinar, December 4, 2015
- Co-presenter, "Patient Health Information: Charting a Course for the Future," Gray Plant Mooty Event & Webinar, November 17, 2015
- Presenter, "HIPAA Breach Analysis: Are We Just Calling Balls & Strikes?" Care Providers of Minnesota Convention, November 16, 2015
- Presenter, "Recent Stark Law and Anti-kickback Statute Developments and Enforcement Trends," Minnesota CLE Health Care Fraud and Abuse Seminar, November 3, 2015
- Presenter, "Oh What a Tangled Web We Weave: Legal Issues in e-Health Care Delivery," Minnesota Medical Group Management Association Annual Meeting, July 31, 2015
- Presenter, "The Future of Health Care: In a Galaxy Far, Far Away," Gray Plant Mooty Annual Health Law Conference, July 14, 2015
- Presenter, "Lightning Round: Data Breaches, HIPAA Audits, and Overpayments and Self-Disclosures," Gray Plant Mooty Annual Health Law Conference, July 14, 2015
- Co-presenter, "Privacy and Data Security Workshop," Gray Plant Mooty Event & Webinar, May 20, 2015
- Co-presenter, "Medical Marijuana in Minnesota: Smoking Out the Highlights," Gray Plant Mooty Event & Webinar, December 2, 2014
- Presenter, "Expansion of Telehealth: Key Legal Issues For Health Care Providers," Minnesota Medical Association Annual Conference, September 19, 2014
- Co-presenter, "Oh What a Tangled Web We Weave: Legal Issues in eHealth Care Delivery," Gray Plant Mooty 18th Annual Health Law Conference, July 17, 2014
- Presenter, "The Clock is Ticking: I Have to do What in 60 Days? An Update on the Affordable Care Act's Medicare Overpayment Rule," 2013 Health Law Institute, June 6, 2013
- Presenter, "Crisis Management for the Health Care Provider: Successfully Navigating the Law and Public Relations," GPM Health Law Breakfast Roundtable, May 8, 2013
- Presenter, "Health Law Roundtable: Shine a Light: New 'Sunshine' Regulations to Require Disclosure of Physician Payments from Drug, Device, and Other Companies," Gray Plant Mooty Event & Webinar, March 27, 2013
- Co-presenter, "HIPAA Final Rule is Finally Here: What the New Regulations Mean For You," Gray Plant Mooty Event & Webinar, February 27, 2013
- Co-presenter, "Navigating Tough PR and Legal Challenges in the Health Care, Medical Device and Life Science Industries," Gray Plant Mooty Event, September 19, 2012
- Moderator, "Healthcare Reform Symposium," Minneapolis/St. Paul Business Journal, August 28, 2012

- Co-presenter, "O-Rom-Berts Care: Here Today, Gone Tomorrow," GPM 16th Annual Health Law Conference, July 19, 2012
- Presenter, "Medicare and Medicaid Program Integrity and Enrollment Issues," 2012 Health Law Institute, June 7, 2012
- Presenter, "Medicare and Medicaid Enrollment and Revalidation Screening Requirements," Minnesota Continuing Legal Education, May 10, 2012
- Presenter, "Beyond the Affordable Care Act: Key Regulatory Changes and their Implications for Providers," Minnesota Ambulatory Surgery Center Association Annual Conference, April 27, 2012
- Presenter, "Background on HIPAA and HITECH: Privacy and Security Regulations and the Status of HITECH Regulations," Lorman Education Services: Medical Records Law, March 23, 2012
- Co-presenter, "Crisis Management for the Health Care Provider: Successfully Navigating the Law and Public Relations," Gray Plant Mooty Webinar, March 8, 2012
- Co-presenter, "The Final Accountable Care Organization Regulations: One Part Flexibility, Two Parts Complexity," Gray Plant Mooty Event, November 30, 2011
- Presenter, "Future of Health Care Enforcement and Accountability," Nebraska Hospital Association Annual Convention, October 20, 2011
- Co-presenter, "Beyond the Affordable Care Act: Key Regulatory Changes and their Implications for Providers," 2011 Health Law Seminar, Minnesota CLE, June 9-10, 2011
- Co-presenter, "The New Accountable Care Organization Regulations: A Mystery Only Partially Revealed," Gray Plant Mooty Health Law Roundtable Breakfast Program, May 4, 2011
- Presenter, "Death Panels, Tanning Beds and AK-47s: What You Need to Know About Healthcare Reform," Minnesota Radiological Society 2011 Spring Meeting, April 9, 2011
- Co-presenter, "Between a Rock and a Hard Place: Next Steps When You Fear a Stark or Kickback Violation Has Occurred in Your Shop," GPM Health Law Breakfast Roundtable, February 22, 2011
- Co-presenter, "A Target on Your Back: The New Reality of the False Claims Act," Aging Services of Minnesota 2011 Institute, February 9, 2011
- Co-presenter, "Audacious Goals and Grand Plans: Obtaining an OIG Advisory Opinion for a \$200 Million Joint Venture," Legal Issues Affecting Academic Medical Centers and Other Teaching Institutions, American Health Lawyers Association, Washington, DC, January 27, 2011
- Co-presenter, "Health Law Roundtable: The Meaning of 'Meaningful Use' and Proposed Changes to HIPAA Privacy, Security, and Enforcement Rules," Gray Plant Mooty Event, October 12, 2010

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## Publications

- Contributing Author, "[The Physician Payments Sunshine Act: Clarified and Contextualized](#)," *Health Law Handbook*, 2024-2025 ed.

- Contributing Author, "[A Legal Guide to Privacy and Data Security](#)," Minnesota Department of Employment and Economic Development, January 2024
  - Chapter Author, "[Health Care Provider Co-Location: There's Still No Easy Button](#)," *Health Law Handbook*, 2023-2024 ed.
  - Chapter Author, "[Franchising in Health Care Delivery](#)," *Thomson Reuters Health Law Practice Guide*, 2023
  - Contributing Author, "[A Legal Guide to Privacy and Data Security](#)," Minnesota Department of Employment and Economic Development, February 2023
  - Contributing Author, "[Health Care Fraud Law: A 50 State Survey](#)," Summary of Fraud and Abuse Statutes and Regulations: South Dakota, *American Health Law Association*, October 2022
  - Contributing Author, "[Health Care Fraud Law: A 50 State Survey](#)," Summary of Fraud and Abuse Statutes and Regulations: North Dakota, *American Health Law Association*, October 2022
  - Author, "Franchising a Health Care Provider," *Health Law Handbook*, West / Thompson Reuters, 2022
  - Author, "[A Legal Guide to Privacy and Data Security](#)," Minnesota Department of Employment and Economic Development, January 2020
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## Professional Activities

- Colorado Bar Association Health Law Section, Executive Council, 2022-2025
  - Vice Chair, 2025-2026
  - Secretary, 2024-2025
- American Health Law Association, Regulation, Accreditation and Payment Practice Group (RAP)
  - Vice Chair – Education, 2023-2025
  - Vice Chair – Publishing, 2021
- American Health Law Association, Member, 2001-Present
- Minnesota Bar Association Health Law Section, Past Chair