

AHLA

April 2014 Volume 18 Issue 4

connections

For the health and life sciences law community

The Statue of Liberty is depicted in a stylized, teal-tinted manner, occupying the left side of the cover. She holds the torch aloft in her right hand and a tablet in her left. The background is a solid light blue.

In-House Counsel Program & Annual Meeting

June 29-July 2, 2014 | New York Hilton Midtown

NYC

**Featuring Keynotes from
US Senator Claire McCaskill
and Dr. Marty Makary**

**In-House Counsel Luncheon
Speaker, Inspector General
Dan Levinson**



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Avast, me Hearties!

[Egad, why would anyone begin a column talking like a pirate? Read further and you will find out.](#)

Every April, the president-elect of AHLA has the privilege of inviting the membership to our largest gathering of the year—the In-House Counsel Program and Annual Meeting. Beginning Sunday, June 29 and ending Wednesday, July 2, 2014, we will be convening at the New York Hilton in Midtown Manhattan, just blocks away from Times Square, the Theatre District and Central Park. As a native New Yorker, this will be a personal homecoming, but even for those with no ties to the Big Apple, the 2014 Annual Meeting is one you won't want to miss.

The Programs Committee has worked tirelessly since last summer to select an impressive line-up of speakers and topics around the theme of “Collaboration in Health Care.” Regardless of your practice setting or specialized interests, the New York program will offer an excellent opportunity to learn from the experts on a wide range of up-to-the-minute topics and to enjoy the camaraderie of your peers in one of the world's greatest cities. When the Annual Meeting was last held in New York, we had over 1,400 attendees, and we are expecting to top that this year. While every Annual Meeting is meant to be family-friendly, this one definitely should be on every member's summer schedule.

Late June and early July are perfect times to see New York in all of its grandeur. Even if you have visited the City many times before, the Annual Meeting will feature things you are unlikely to do on

your own. Of special note, this year's off-property reception will be held on Ellis Island in New York Harbor on Monday evening, June 30. AHLA has contracted with the National Park Service to have the entire island to ourselves, and we have reserved ferry boats to take our members and their guests from Battery Park, past the Statue of Liberty to this historic spot. Many of you already know that Ellis Island was the entry point for more than 12 million immigrants to the United States between 1892 and 1924. With immigration reform back in the news, those who trace their ancestral roots to this relatively small island as well as those who share other histories can join together in celebrating our Nation's heritage as the Great Melting Pot.

But just as fascinating is the history of Ellis Island that most people don't know. Starting in the early 1800's, the Federal Government used this scrap of land to publicly hang pirates, drawing large crowds who came by boat from Manhattan to witness this gruesome spectacle. Then, after a major outbreak of typhus in the City and the ensuing passage of the National Quarantine Act of 1893, the forerunner of the U.S. Public Health Service established a hospital on Ellis Island to examine and often quarantine immigrants thought to be carriers of contagious diseases. Fortunately, much has changed since then. Those who join us on June 30 will enjoy not only great food, drink and entertainment while overlooking the harbor, Lady Liberty and the New York skyline, but also have a chance to trace one's ancestry in the Park Service museum which includes some intriguing exhibits about the American health care system 100 years ago.

For those who don't care much for pirates or quarantines, the Programs Committee has arranged some additional social and cultural events on Tuesday evening. Rather than hosting a single event for all attendees as we've done in the past, this year AHLA will be offering an “à la carte” menu of quintessential New York amusements, including blocks of tickets to a New York Yankees baseball game, two current Broadway shows (one definitely okay for children), and thanks to the Young Professionals, a visit to a rooftop night club, just to name a few.

Rest assured, you will not leave the Annual Meeting disappointed. You will learn from the most gifted speakers, interact with colleagues from across the country, and experience the latest services and tools being offered by our outstanding corporate sponsors. Most of all, you will leave New York feeling proud to be part of the finest legal education organization in the United States.

And to that, I say “Shiver me timbers! May ye be in New York, matey.”



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6 In-House Counsel Program

This one-day program focuses on the unique issues faced by in-house counsel. Breakout sessions are practical, hands-on sessions on ways to function in the challenging day-to-day work roles and the responsibilities of in-house counsel lawyers.

14 Annual Meeting

As the culmination of AHLA's educational year, the Annual Meeting provides a forum for networking and interaction with colleagues, friends, and family as well as an outstanding educational event.

42 Networking Opportunities and Social Events

Throughout the Annual Meeting, the numerous social events will provide attendees many opportunities to meet and network with other attorneys and health professionals from around the country as well as to enjoy some of what makes New York the city that never sleeps (including the off-property reception at historic Ellis Island)!

COLUMNS

1 First Reflections

Annual Meeting Program Chair Peter Pavarini gives an overview of the sessions and events taking place this year in New York, around the theme of "Collaboration in Health Care." He also looks at the history of Ellis Island, site of this year's off-property reception.

72 Last Word

AHLA CEO Peter Leibold announces the Association's new Dispute Resolution Service, including new rules, an expanded database of neutrals, a new economic model, and a new electronic case management system.

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Upcoming In-Person Programs



Fraud and Compliance Institute

October 6-7, 2014
Hilton Baltimore Hotel
Baltimore, MD



Physicians and Hospitals Law Institute

February 2-4, 2015
Cosmopolitan of Las Vegas
Las Vegas, NV



Tax Issues for Health Care Organizations

October 19-21, 2014
Capitol Hilton Hotel
Washington, DC



Long Term Care and the Law

February 23-25, 2015
Hilton New Orleans
New Orleans, LA



Fundamentals of Health Law

November 12-14, 2014
Chicago Marriott Magnificent Mile
Chicago, IL



Institute on Medicare and Medicaid Payment Issues

March 25-27, 2015
Baltimore Marriott Waterfront Hotel
Baltimore, MD



Mediating Health Care Controversies

November 13-14, 2014
New Orleans, LA



Women's Leadership Institute

April 15, 2015
Lowe's Vanderbilt Hotel
Nashville, TN



Legal Issues Affecting Academic Medical Centers and Other Teaching Institutions

January 22-23, 2015
Ritz-Carlton Hotel
Washington, DC



Health Care Transactions

April 16-17, 2015
Loews Vanderbilt Hotel
Nashville, TN



In-House Counsel Program and Annual Meeting

June 28-July 1, 2015
Washington Marriott Marquis
Washington, DC

For more information on all our upcoming programs,
go to www.healthlawyers.org/programs

#AHLA14



Join in the health law conversations on Twitter! #AHLA14 is AHLA's ongoing hashtag for all health law- and AHLA-related tweets, including live tweeting at the In-House Counsel Program and Annual Meeting. If you're joining us in New York, be sure to add #AHLA14 to your tweets, Facebook posts, or Instagram photos.



Follow AHLA on Twitter [@healthlawyers](#), and don't forget to follow your favorite AHLA Practice Groups and interest groups!



Live Twitter feed sponsored by Berkeley Research Group LLC

@AHLA_ACO	Accountable Care Organization Task Force
@AHLA_Antitrust	Antitrust
@AHLA_BHTF	Behavioral Health Task Force
@AHLA_BLG	Business Law and Governance
@AHLA_ERM	Enterprise Risk Management Task Force
@AHLA_FraudAbuse	Fraud and Abuse
@AHLA_HCLL	Health Care Liability and Litigation
@AHLA_HCR	Health Care Reform Educational Task Force
@AHLA_HITsters	Health Information and Technology
@AHLA_HHS	Hospitals and Health Systems
@AHLA_In_House	In-House Counsel
@AHLA_Labor	Labor and Employment
@AHLA_LS	Life Sciences
@AHLA_MSCPR	Medical Staff, Credentialing, and Peer Review
@AHLA_PPMC	Payers, Plans, and Managed Care
@AHLA_PhysOrgs	Physician Organizations
@AHLA_PALS	Post-Acute and Long Term Services
@AHLA_RAPture	Regulation, Accreditation, and Payment
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you
make...**



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all the
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In-House Counsel Program Information



HealthCare Appraisers, Inc. has provided sponsorship in support of this program and Practice Group Luncheon

"I get by with a little help from my friends..."

As I listened to this year's 50th anniversary tribute, The Beatles: The Night That Changed America, the lyrics from the song, *With a Little Help From my Friends*, reminded me of the unparalleled collegiality of the Association's in-house counsel members in sharing the best of what they know. This collegiality is evident with the In-House Counsel Program where speakers share their expertise on current legal issues and offer practical solutions to daily challenges faced by in-house counsel representing hospitals and health systems, physicians, health plans, long term care facilities, and life science companies. Attendees also have an opportunity to connect with colleagues from various sectors of the health care industry to share differing perspectives which helps to break down silos and facilitates the ability to work collaboratively for the benefit of their clients.

Please join us in New York City for the 2014 In-House Counsel Program and get a little help from your friends in addressing the requests for legal advice that occupy your inbox.

Elisabeth Belmont
Chair, In-House Counsel Program
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In-House Counsel Program Mobile App



Put all the program details in the palm of your hand with the AHLA app! This free app is available in the iTunes App store or Google Play store by searching 'AHLA'. Download **AHLA, by Bravura Technologies**, onto your mobile device and hit open. Choose 'Events' to find the In-House Counsel Program event. Click on the event (you'll be prompted to enter your email address).

You will not be able to access the event features of a program, if you are not registered for the event.

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Program Registration Fees

-  \$365 AHLA/NYSBA Members
- \$590 Non-Members
- \$45 Printed Course Materials

Program Materials

We will not automatically be printing binders for everyone. All materials will be available electronically prior to the program and handed out on a flash drive at the program. For those who would still like the binder, they will be available for an additional fee of \$45; please order on the registration form on pages 63-64.

Continuing Education Credit Information

This program will be worth approximately 6.25 credits (including 1.00 ethics credit) for 60-minute states and approximately 7.5 credits (including 1.20 ethics credit) for 50-minute states. Participants will be given Continuing Education Request forms at the program. Forms must be completed and returned to AHLA staff to receive credit.

This seminar will be worth approximately 7.0 CPE credits. AHLA is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be addressed to the National Registry of CPE Sponsors, 150 Fourth Ave. North, Suite 700, Nashville, TN 37219-2417. NASBA's website is www.nasba.org.

The sessions, unless otherwise designated, are intermediate to advanced in level. This program is designed to be an update on developments in the area of health law. There are no prerequisites or advanced preparations required to register for this group live program. Those seeking accounting credits should be familiar with the basic concepts and terminology associated with health law in order to obtain the full educational benefit of this program.

Cancellations/Substitutions

Cancellations must be received in writing by fax, mail or email no later than **June 19, 2014**. Refunds will not be issued for cancellations received after this date. Registration fees, less a \$50 administrative fee for the In-House Counsel Program or \$125 for the Annual Meeting, will be refunded following the program. If you register for both programs and are only able to attend one, you will not be charged a cancellation fee. Please note that registration fees are based on the AHLA membership status of the individual who actually attends the program. For more information regarding administrative policies such as complaints, refunds, or sending a substitute, please contact our Finance Department at (202) 833-1100, prompt #5 or djohnson@healthlawyers.org.

In-House Counsel Program Agenda

Saturday, June 28, 2014

4:00-7:00 pm	Registration and Information
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Sunday, June 29, 2014

7:00 am-5:00 pm	Registration and Information
7:00-8:00 am	Continental Breakfast, sponsored by HealthCare Appraisers, Inc. (attendees and speakers are welcome)
8:00-9:30 am	<p>GENERAL SESSION 8:00-8:15 am Welcome and Opening Remarks <i>Elisabeth Belmont, Program Chair</i></p> <p>8:15-9:30 am Capitalizing on Change: Business Opportunities and the Affordable Care Act <i>Richard G. Cowart (Moderator), Navtej S. Bhullar, Paul H. Keckley, Bijan Salehizadeh, Thomas Scully (invited)</i></p>
9:45-10:45 am	<p>A. Best Practices for Conducting Internal Investigations (not repeated) <i>Jamie W. Katz, Gina L. Simms</i> In today's highly-regulated world, in-house counsel who represent various sectors of the health care industry know that the government's efforts to prosecute their clients for health care fraud continues unabated. Thus, in-house lawyers know that it's just a matter of time before their organizations are confronted with a government investigation. Even absent the threat of government scrutiny, in-house attorneys routinely face the need to conduct internal investigations in response to complaints of wrongdoing. This session will arm in-house attorneys with best practices on how to conduct internal investigations. During this session, speakers will discuss:</p> <ul style="list-style-type: none"> » Why to not wait too long before initiating an internal investigation » The factors that in-house counsel should consider in deciding whether to retain outside counsel to assist with an internal investigation vs. doing an investigation yourself » How to keep internal investigation costs low » How to protect attorney-client privilege » How to conduct business if your organization is under government investigation » Risks of self-incrimination, whistleblowers, and adverse consequences from the failure to investigate or cooperate with a government investigation » Obstruction of justice issues » How to manage the media, customers, vendors, and shareholders <p>B. It's All about the Data! <i>Bernadette M. Broccolo, Thomas J. Kiser</i> This session will prepare in-house counsel to play an integral role in their clients' exploration, assessment and implementation of evolving data strategies that will achieve an appropriate balance between and among key enterprise business needs and associated enterprise business risks by providing:</p> <ul style="list-style-type: none"> » Compelling business needs mandating the development and implementation of innovative data strategies » Spectrum of evolving data strategies » Enterprise risks and the land mines and pitfalls creating them » Practical planning and implementation strategies for advising both management and the board of directors on achieving the appropriate balance between compelling business needs and associated risks <p>C. Caring for the Uninsured in a Post-ACA World <i>Catherine E. Livingston, Stephanie N. Switzer</i></p> <ul style="list-style-type: none"> » Who remains uninsured after the ACA? » Impact of changes to DSH payments » Strategies for engaging multiple providers in a community to care for the uninsured » Helping the uninsured and underinsured access government financial assistance consistent with fraud and abuse regulations and Medicare reporting requirements » Implications for tax-exempt status

NYC





Sunday, June 29, 2014

<p>11:00 am- 12:00 noon</p>	<p>D. Yours, Mine, and Ours: The Risks Inherent in Blending Workforces after Health Care and Life Science Mergers or Acquisitions (not repeated) <i>Maria Greco Danaher, Jim D. Watson</i></p> <ul style="list-style-type: none"> » Major employment-related risks inherent in the integration process » Issues of managing cultural changes during merger activity, the best practices for informing employees of those changes » Ramifications of possible joint-employer issues that may arise from mergers and acquisitions in the industry » The dangers associated with reductions in force that stem from merger activities » The critical need for due diligence in analyzing bargaining units and other union-related activities prior to the consolidation process » Issues associated with employee benefits in a merger/acquisition or other consolidation transaction » The role of state and federal employment laws in mitigating risks associated with consolidation of health care and life science entities » Practice issue spotting inherent risks, using real-life scenarios of integration situations <p>E. Headlines that Slay Reputations: Health Care's Uneasy Relationship with the Media <i>Almeta E. Cooper, Paul Dusseault</i></p> <p>Health care makes news whether it's health care reform, health care fraud, health care privacy breaches, health care costs, malpractice verdicts or amazing medical discoveries and treatment. How journalists and the public interpret health care news can have a profound effect upon the reputation and fiscal operations of physicians and hospitals. In-house and external health counsel are often called upon to advise their health care clients how to communicate effectively regarding complex communications issues both on a daily basis and in crisis situations. This session will address:</p> <ul style="list-style-type: none"> » Managing journalists' expectations » Managing Board expectations about media coverage » How media communications professionals and lawyers can work effectively together to respond to either adverse or positive media coverage » Strategies for interactions with the press <p>F. It's Not All about the Mandates: Health Care Fraud Enforcement (and Life for the In-House Counsel) in the Age of Health Care Reform <i>George B. Breen, Jeffrey Dickstein, Michael J. Regier</i></p> <p>As we move towards full implementation of the Affordable Care Act, given the Government's continued spotlight on health care entities over fraud and abuse concerns, knowing where the new land mines are is critical. The Affordable Care Act—and recent government efforts—provide more liability risk, including devoting additional money for enforcement, increasing False Claims Act exposure through expansion of the Medicaid rolls and the creation of the Exchanges, as well as more opportunities for whistleblowers.</p> <ul style="list-style-type: none"> » The Government is incentivizing quality care: Is more enforcement—through Quality of Care and Medical Necessity investigations and litigations—on the horizon? » If poor quality can lead to FCA exposure, does peer review factor into the equation? Should providers have potential overpayment concerns whenever there is a “bad outcome”? » How should quality and medical necessity factor into your fraud and abuse analysis and, if a problem is identified, are there self-disclosure considerations?
<p>12:00 noon- 1:15 pm</p>	<p>In-House Counsel Practice Group Luncheon, sponsored by HealthCare Appraisers, Inc. (attendees and speakers welcome; more information on page 37) Annual Reports and the 15th Annual Golden Ferret Award Competition, and Featured Presentation <i>Daniel Levinson, Inspector General, US Department of Health and Human Services</i></p>



Sunday, June 29, 2014

1:30-2:30 pm

G. Legal Ethics: The Indispensable Counsel (not repeated)

Anne M. Murphy, Michael W. Peregrine

An in-depth discussion of the role of the general counsel, and the related professional responsibility challenges, in a post-Affordable Care Act environment. Specific topics to be discussed include:

- » The General Counsel's role, and "client(s)," for Rule 1.13 purposes, in the context of a diversified health system
- » "Best practices" with respect to the General Counsel's role in corporate governance; areas of heightened duty
- » The General Counsel's role in supporting an organizational culture of compliance/relationship with CCO
- » Rule 1.6 and the General Counsel's obligation to maintain client confidentiality; conflicts and dualities
- » Circumstances that require the General Counsel to go "up the ladder" to board leadership
- » Managing the General Counsel's "partner-guardian tension" with senior management colleagues—particularly in the context of emerging business opportunities for which the legal risks may be uncertain
- » Advising the client on limitations to key protections such as the business judgment rule and reliance on advice of experts

H. Acquisitions, Affiliations, Mergers, and Mega Mergers: What In-House Counsel Need to Know

Anjana D. Patel, Toby G. Singer

- » The anatomy of an M&A transaction from the perspective of legal counsel
- » Key legal considerations during the transaction process
- » Regulatory issues, including under antitrust law and conversion statutes and other approvals
- » Recent FTC/DOJ enforcement actions and case law
- » Do's and Don'ts during early transaction discussions and through due diligence and negotiations

J. Whose Risk Is It Anyway? Reacting Responsibly to Qualified Health Plan Opportunities

Julie A. Simer, Cynthia F. Wisner

- » Narrow networks and what they mean for providers and payers
- » Premium assistance, minimum value, and provider risk for co-payments and nonpayment of premium
- » Expansion of Qualified Health Plan issues into commercial business
- » Impact of Qualified Health Plans on employer-sponsored ERISA plans

K. Population Health: Confronting the Legal and Operational Challenges of Managing Health across Multiple Providers and Health Systems

Deborah A. Datte, Robin Locke Nagel

- » Structural options for managing Population Health
- » Tax implications of different models
- » Managing potential fraud and abuse exposures
- » Credentialing, peer review, and non-conforming providers
- » Applicable privileges and protections for quality analytics/protocols
- » HIPAA, EMR, and telemedicine

In-House Counsel Program Agenda

NYC



Sunday, June 29, 2014

2:45-3:45 pm	<p>L. How to Succeed in Business by Really Trying: New Business Opportunities for Providers and Health Plans in the Post-ACA Era (not repeated) <i>Linda V. Tiano, Lisa Diehl Vandecaveye</i> The health care industry is changing rapidly and drastically. The traditional distinctions between providers, vendors, payers, and employers are becoming less distinct, and all of the industry participants are looking for new ways to work together and new ways to provide services</p> <ul style="list-style-type: none">» At the same time, cost pressures in the health care system are narrowing profit margins for all participants and making efficiency and effectiveness vitally important» How providers and plans are re-making themselves to address these issues, including examples of projects that have been or are being undertaken and the practical challenges that arise in connection with them» Additional regulatory concerns and liability exposure that may result from these projects and new lines of business <p>B. It's All about the Data! (repeat)</p> <p>C. Caring for the Uninsured in a Post-ACA World (repeat)</p> <p>E. Headlines that Slay Reputations: Health Care's Uneasy Relationship with the Media (repeat)</p>
4:00-5:00 pm	<p>F. It's Not All about the Mandates: Health Care Fraud Enforcement (and Life for the In-House Counsel) in the Age of Health Care Reform (repeat)</p> <p>H. Acquisitions, Affiliations, Mergers, and Mega Mergers: What In-House Counsel Need to Know (repeat)</p> <p>J. Whose Risk Is It Anyway? Reacting Responsibly to Qualified Health Plan Opportunities (repeat)</p> <p>K. Population Health: Confronting the Legal and Operational Challenges of Managing Health across Multiple Providers and Health Systems (repeat)</p>



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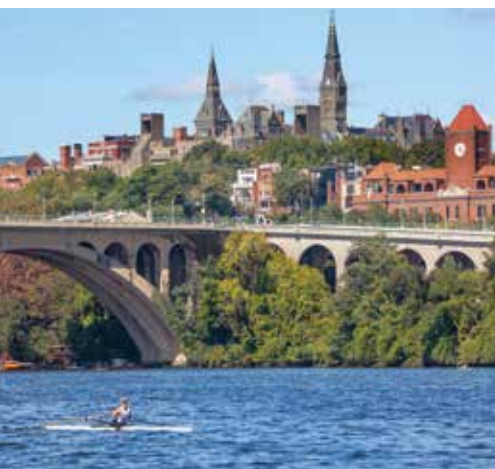
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AHLA



IN-HOUSE COUNSEL PROGRAM & ANNUAL MEETING

June 29-July 1, 2015 | Washington Marriott Marquis
Washington DC



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The Mission of the American Health Lawyers Association is to provide a collegial forum for interaction and information exchange to enable its members to serve their clients more effectively; to produce the highest quality non-partisan educational programs, products, and services concerning health law issues; and to serve as a public resource on selected health care legal issues.

Diversity Statement In principle and in practice, AHLA values and seeks diverse and inclusive participation within the Association regardless of gender, race, creed, age, sexual orientation, national origin, or disability. The Association welcomes all members as it leads health law to excellence through education, information, and dialogue.



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Annual Meeting Agenda



Saturday, June 28, 2014

4:00-7:00 pm

Registration and Information

Sunday, June 29, 2014

7:00 am-5:00 pm

Registration and Information

5:00-6:30 pm

Welcome Reception *sponsored by Cain Brothers & Company, LLC*
(attendees, faculty, and registered adult, teen, and youth guests welcome; more information on page 42)

6:30-7:30 pm

Young Professionals Happy Hour at Bridges Bar
(attendees and faculty welcome; more information on page 56)

8:00-10:00 pm

Fair Market Value and Public Health Systems Affinity Groups Networking Event at the Central Park Boathouse
(attendees and faculty welcome; limited attendance; more information on page 42; RSVP on pages 63-64)

Monday, June 30, 2014

7:00 am-5:30 pm

Registration and Information

6:00-7:00 am

5K Central Park Fun Run/Walk *sponsored by CBIZ Healthcare Valuation*
(attendees, faculty, and registered adult, teen, and youth guests welcome; pre-registration required; more information on page 42; register on pages 63-64)

7:00-8:30 am

Continental Breakfast
(attendees, faculty, and registered adult, teen, and youth guests welcome)

8:00-8:15 am

GENERAL SESSION *sponsored by FTI Consulting Health Solutions*
Welcome and State of the Association
Kristen B. Rosati, President

8:15-9:15 am

Keynote Address
Marty Makary, MD

9:15-10:15 am

Keynote Address
Senator Claire McCaskill

10:15-10:30 am

Break

10:30 am-12:15 pm

Year in Review
Elizabeth Carder-Thompson
Jack S. Schroder Jr.

12:30-1:45 pm

Lunch on your own or attend one of the Practice Group Luncheons
(additional fee; limited attendance; pre-registration required; more information on page 37; register on pages 63-64):

- » Health Care Liability and Litigation
- » Health Information and Technology, Physician Organizations, Teaching Hospitals and Academic Medical Centers *and* the Accountable Care Organization Task Force (joint luncheon), *sponsored by Sullivan, Cotter and Associates, Inc.*
- » Labor and Employment
- » Tax and Finance



CONCURRENT SESSIONS
2:00-3:00 pm

A. Storm Clouds over the Rainbow? Increasing Scrutiny of EHRs in the Golden Age of Meaningful Use (not repeated)

Alisa Lieberman Chestler, M. Kathleen Kenyon, Marilyn Lamar

The health care industry's embrace of EHRs (Electronic Health Records) continues with over \$19 Billion paid so far in Meaningful Use incentives, and EHR adoption rates at the "tipping point" from which there is no return. But some unintended consequences of widespread EHR adoption—including safety, false claims and fraud and abuse risks—are getting attention from the government and the plaintiffs' bar. The speakers will address:

- » The multi-agency focus on EHR safety by the ONC, AHRQ, FDA, and FCC
- » What we know about HIT safety that should drive action by EHR users, including evidence from patient safety organizations and The Joint Commission
- » Publication of the SAFER Guides and safety studies—will they affect the standard of care
- » EHR vendors/developers—their role in HIT safety and related contract issues
- » OIG's focus on possible misuse of EHRs—a new source of false claims liability?
- » The need for accurate "Big Data" to feed new clinical and reimbursement models

B. What's New in Long Term and Post-Acute Care? Just about Everything! (not repeated)

William A. Dombi, Mark E. Reagan

- » Transformations of payment models under Managed Long Term Services and Supports (MLTSS) and the dual-eligible demonstrations
- » Increased scrutiny and demands on SNFs, ALFs, HHAs, hospices and providers of personal care services
- » Revisions to Medicare rates for HHAs and the use of alternative sanctions, i.e. CMPs
- » Update on Medicare Hospice Payment System

C. Wicked Behavior, Phantom Beneficiaries, and Rocky Arrangements—Hot Topics in Fraud Abuse

Robert K. DeConti, Julie E. Kass

- » Significant OIG Advisory Opinions
- » OIG's approach in civil monetary penalty and exclusion cases
- » Fraud abuse issues related to ancillary services
- » Trends in self-disclosures
- » Drug importation cases
- » Medicaid billing issues
- » EHR upcoding issues
- » New OIG regulations
- » And more...

D. New Managed Care Strategies for Health Care Providers—Payer/Provider JVs and Provider-Owned Health Plans to Risk Sharing Arrangements

Almeta E. Cooper, Lisa G. Han

- » The reasons why providers are entering into joint ventures with payers, setting up provider-owned plans or entering into risk arrangements
- » New strategies for payer/provider joint ventures
- » Opportunities through merger and acquisition of managed care plans
- » Structure and legal issues relating to provider-owned health plans
- » New strategies on risk sharing arrangements, such as capitation arrangement, private label, and coinsurance arrangements

Annual Meeting Agenda

NYG



CONCURRENT SESSIONS
2:00-3:00 pm
(continued)

E. The Devil Is in the Details—The Sunshine Act Reality for Academic Medical Institutions and Physicians

Ann N. James, Heather H. Pierce, Frederick G. Savage

- » Preparing for the inevitable: Conflict between the reported payments and institutional disclosure obligations
- » Key contract terms that will shape the data collection process
- » Processes and systems for compliance that provide guidance for physicians
- » Education for all groups involved in industry sponsored research: Hospital leadership, clinical trials contracting officers, physicians
- » Avenues to enhance coordination with industry sponsors and handling disputes with industry that cannot be resolved

F. Inpatient or Observation? Practical Advice for Hospitals on Compliance with CMS' 'Two Midnight' Benchmark

Diane M. Signoracci, Emily W.G. Towey

- » Comparison of CMS' old and new criteria for determining whether a hospital stay qualifies as an inpatient stay and Part A payment
- » Best practices for complying with physician documentation requirements for Part A payment of inpatient stays
- » Other hospital considerations relating to the implementation of CMS' new inpatient criteria

G. Tax Update for Generalists

T.J. Sullivan

- » How 501(r) changes the community benefit standard
- » What IRS (c)(3) and (c)(4) application delays and the TE/GE reorganization mean for you
- » Recent IRS audit concerns imported from universities
- » Avoiding common executive compensation audit traps
- » When to turn to Capitol Hill, the taxpayer advocate, and the courts

H. Using PSOs to Bolster Clinical Integration

Alice G. Gosfield

Reporting safety and quality information to Patient Safety Organizations (PSOs) can protect that highly sensitive information from discovery or disclosure, with a pre-emptive privilege and strong confidentiality provisions. Clinical integration is about the use of data to standardize and change behavior. This session will address:

- » The scope of the protections under the law
- » The flexibility of the Patient Safety Evaluation System a provider must create to protect information
- » What constitutes Patient Safety Work Product
- » How to structure network arrangements to protect data
- » Case law to date
- » Specific types of clinical integration-relevant data that providers should consider protecting under this law
- » Physician patient safety issues and resources

3:15-4:15 pm

J. A Strategic Alliance against Health Care Fraud: Overview of the Healthcare Fraud Prevention Partnership (HFPP) (not repeated)

Anita Griner, Nicholas J. Messuri

The Healthcare Fraud Prevention Partnership (HFPP) is the groundbreaking partnership between the federal and private sectors to share data and information for purposes of detecting and combating fraud, waste and abuse in health care spending. Formed in 2012, the partnership has over 35 organizations including federal, state, private plans and associations. This session will cover:

- » Why we formed this partnership: A historical context and background including the purpose and value of the Healthcare Fraud Prevention Partnership (HFPP)
- » How we operate: How the partnership is formed including operating principles and governance
- » Our important work: Recent data exchanges and partner experiences through various proof-of-concept data exchanges
- » Future plans: The future plans and vision including upcoming plans for additional data exchanges and partner expansion

K. Arbitration Year in Review: Takeaways for Transactional Lawyers, In-House Counsel, and Litigators (not repeated)

Elise Dunitz Brennan, Geoff A. Drucker

- » Class actions: How Supreme Court decisions are impacting health law cases
- » Consumer claims: Impact of recent health care cases
- » Arbitrator authority: Best practices for using arbitration given the shifting landscape
- » New rules: How AHLA, AAA, and CPR are responding to changes in the marketplace

L. Legal Ethics: Counseling the Financially Challenged Health Care Client without Losing Your Shirt, Your Ethics, or Your Mind

Burton S. Weston, Susan F. Zinder

- » Some of the pressures, issues and challenges they pose to legal counsel trying to address them and some of the methodologies employed
- » The ethical issues and the professional rules of conduct implicated as counsel work with clients who may be approaching, or in fact be, insolvent
- » Suggestions for protecting against preference exposure or disqualification in any ensuing bankruptcy
- » Techniques for keeping counsel emotionally able to handle the pressures of the job

NYC



Annual Meeting Agenda

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3:15-4:15 pm
(continued)

M. The Final Mental Health Parity and Addiction Equity Act Regulations: Par for the Course?
Gerald “Jud” E. DeLoss, David Shillcutt

- » The Paul Wellstone and Pete Domenici Mental Health Parity and Addiction Equity Act (MHPAEA) was passed by Congress in 2008 and Interim Final Regulations published in 2010. The MHPAEA requires that large group health plans and Medicaid managed care plans provide equal coverage and benefits for mental health and substance use disorder services as those which are provided for medical surgical services.
- » Final regulations implementing the MHPAEA (Final Parity Regulations) were published at the end of 2013 and this session will provide an in-depth analysis of the Final Parity Regulations to ensure an understanding among all health care attorneys and not just those working in the behavioral health care field
- » The Final Parity Regulations are expected to more clearly define and prohibit financial requirements and treatment limitations on behavioral health care services – which generally may not differ from the limitations and benefits provided to medical/surgical services
- » The Final Parity Regulations are also expected to heighten enforcement, increase penalties, and provide greater patient protections
- » Provider and payer perspectives on the basic requirements of the Final Parity Regulations, compliance tips and processes, and best practices for working collaboratively between providers and plans to achieve parity
- » Current class action litigation involving alleged parity violations will also be provided

N. Minding Your Ps & Qs Relative to 340B Program Participation and Compliance
Jolee Hancock Bollinger, Emily Jane Cook

- » 340B Program focusing on hospital/health center requirements
- » Recent/forthcoming changes to 340B Program guidance
- » Operationalizing a hospital 340B Program
- » 340B Program uncertainties

O. Taming the Disruptive Physician—Determining and Responding to the Reasons for the Behavior

Timothy B. Adelman, William Martin

- » Disruptive physicians from a clinical perspective
- » The effects disruptive physicians have on the workplace
- » Potential legal pitfalls in not addressing disruptive behavior
- » Best practices for addressing disruptive behavior

P. Antitrust Year in Review

John J. Miles, Christine L. White

The year’s many antitrust developments, focusing on those most relevant to health care and pharmaceutical entities and how they may affect legal advice of health care antitrust practitioners.

- » ACO’s, ACA and the antitrust laws—can they coexist?
- » Hospital, physician, and hospital/physician consolidation: With the judicial decisions and enforcement actions taken in *ProMedica*, *St. Alphonsus*, and *Renown Health*—can antitrust counsel “green-light” any merger?
- » Pay-for-Delay and pharmaceutical enforcement action: With the Supreme Court’s ruling in *Actavis*—how will lower courts determine whether reverse-payment agreements are anticompetitive?
- » Provider networks, clinical integration, and provider price-fixing agreements: Following enforcement actions and advisory opinions such as South Dakota chiropractors, Puerto Rico nephrologists, and the Norman PHO—when is price fixing OK?
- » State-action exemption: In the aftermath of *Phoebe Putney and N.C. State Board of Dental Examiners*—has the pendulum swung too far back?
- » State-regulatory board scope-of-practice restraints: With the FTC’s recent efforts on behalf of Advanced Practice Registered Nurses and against scope-of-practice restrictions—is the new paradigm *Doctors v. RNs and the FTC*?

4:30-5:30 pm

Q. Emerging Trends in Health Care Joint Ventures

Laurence A. Kraemer, Timothy M. McCrystal

- » Legal and emerging market driven dynamics leading to increased growth of health care joint ventures, including use of joint ventures in response to federal and state health care reform initiatives, joint service relationships, and as alternatives to traditional mergers and acquisitions
- » Key legal issues related to joint venture formation, including organizational, capitalization, tax, reimbursement, anti-kickback, Stark, and antitrust
- » Legal issues raised by joint ventures involving referral sources, including physicians and other health care providers
- » Key business terms related to joint ventures and discussion of practical tips for avoiding common pitfalls in joint venture arrangements

R. The DOMA Decision: Implementation Challenges and Emerging Issues (not repeated)

Ken Choe

- » The *Windsor* decision
- » What changed as a result of the Supreme Court decision, and what did not
- » Strategies for implementation of plan eligibility and enrollment
- » Considerations for providers (visitation, medical decision-making, others?)
- » Implementation challenges for the public sector at the Federal and State levels
- » New decisions and emerging legal issues in the aftermath of the *Windsor* decision

S. Best Practices for a Better Organizational Balance Sheet: How to Assess Risk and Transform Immigration from Liability into Asset (not repeated)

Robert S. Groban Jr., Kristen Harris

- » The strategic importance of health care immigration under the ACA
- » What HR professionals at health care organizations should do to enhance effective recruitment and retention
- » Policies and/or procedures that will assist health care organizations to avoid immigration enforcement liability
- » How organizations can better manage trends in licensing and credentialing requirements that affect foreign health care workers
- » Immigration "due diligence" in a time of heightened health care merger and acquisition activity

T. A Tale of Two Committees: MEC and HR in Physician Peer Review

Mark W. Peters, Kathy L. Poppitt

This presentation will use real life scenarios to discuss the intersection of the traditional peer review process with the human resources process in the following situations:

- » Managing disruptive physician behavior
- » Addressing the aging physician
- » Monitoring physicians who practice pursuant to exclusive contracts; participate in the hospital ACO; and/or are participating providers in the hospital's health plans
- » Coordinating actions taken in both arenas so that the peer review privileges and immunities are protected
- » Navigating the federal civil rights and employment discrimination laws in the context of employed, contracted and "independent" staff physicians
- » Problem-solving privileging questions for part-time employed or contracted physicians who provide administrative and/or clinical services and also practice independently
- » Managing the complexities of medical staff governance in hospitals that have both employed and "independent" staff physicians
- » Databank reporting issues for employed and contracted physicians

NYC



Annual Meeting Agenda

NYG



4:30-5:30 pm
(continued)

- U. How to Catch a Thief 101: A View from the Field**
Maame A. Gyamfi, Lauren E. Mack, Thomas O'Donnell
 - » Law enforcement's perspective on common schemes in Medicare and Medicaid fraud
 - » Techniques used to identify targets and investigate credible allegations of fraud
 - » Evidentiary and proof issues law enforcement considers when building cases against targets
 - » Recent case examples of current trends in health care fraud

- V. Joint Operating Agreements: Everything Old Is New Again**
Ethan E. Rii, Marcia B. Smith

This session will be presented from both an in-house and outside counsel perspective, taking a step-by-step process in describing the key issues that both sides will need to keep in mind in structuring a successful JOA relationship.

 - » History of JOAs and recent focus on JOAs
 - » Key structural characteristics of a JOA
 - Governance
 - Key decision-making terms
 - Areas of operational focus
 - » Potential benefits from a JOA structure not available in traditional affiliation models
 - » Legal and regulatory issues surrounding JOAs
 - Stark, Anti-Kickback and other health care laws
 - Tax exemption issues
 - Antitrust issues
 - » Similar cost-sharing or clinical/operational management models
 - » Characteristics of successful and fruitful JOA relationships

- W. Payer Transactions and Consolidations**
Cory S. Capps, Joshua H. Soven
 - » Recent horizontal health plan mergers—overview and implications
 - » Integration, forward, and backward—providers re-entering the insurance business and insurers acquiring providers
 - » Competition between ACOs and insurers
 - » Insurer competition on the exchanges

- X. The Role of Counsel in Ensuring Privacy and Security**
Adam H. Greene, Michael "Mac" McMillan
 - » Steps counsel can proactively take to reduce legal risks in privacy and security, including:
 - Ensuring that Security Rule risk analysis complies with government guidance
 - Questioning whether there are any systems containing sensitive information (e.g., social security numbers) that are unencrypted or for which audit logs are not enabled
 - Ensure insurance coverage includes full protection for breaches
 - » Steps counsel can take to minimize legal risk in the event of a breach (e.g., documenting case for affirmative defense that action was corrected within 30 days)

- H. Using PSOs to Bolster Clinical Integration (repeat)**

5:30-6:30 pm

Celebrating Diversity and Inclusion in the AHLA Community *sponsored by AHLA's Advisory Council on Diversity and Carnahan Group, Inc.*
(attendees and faculty welcome; more information on page 42; RSVP on pages 63-64)

6:00-10:30 pm

Reception at Ellis Island *sponsored by AHLA Members' Law Firms*
(attendees, faculty, and registered adult, teen, and youth guests welcome; more information on page 42)

Tuesday, July 1, 2014

7:00 am-5:00 pm

Registration and Information

7:00-8:45 am

Continental Breakfast and Meet the Practice Group, Task Forces, and Affinity Group Leaders

(attendees, faculty, and registered adult, teen, and youth guests welcome)

7:00-8:00 am

Networking Discussion Group Breakfasts:

Alabama/Louisiana/Mississippi/Tennessee sponsored by HORNE LLP

Florida

Georgia

Missouri

Ohio

Social Media Workshop

Life Members (AHLA members who have belonged to the Association 15+ years)

(attendees and faculty welcome; more information on pages 42-43; RSVP on pages 63-64)

CONCURRENT SESSIONS

8:15-9:45 am

Extended Sessions

Y. **The Wars among States: Medicaid Eligibility Expansion under the Affordable Care Act** (not repeated)

Charlene Frizzera, Joel M. Hamme, Billy Millwee

The Affordable Care Act envisioned uniform expansion of Medicaid eligibility effective January 1, 2014 as a critical means of reducing the ranks of the uninsured. The Supreme Court ruled that States could treat expansion as voluntary rather than mandatory. What has happened since and why?

- » Medicaid expansion under the ACA
- » Medicaid expansion under *NFIB*: The Supreme Court's Decision
- » HHS resolution of procedural issues and evolving policy considerations
- » Related program issues such as maintenance of eligibility and SCHIP
- » The landscape before and after January 1, 2014
- » State of the States: Expansion states, non-expansion states, and innovative expansion models
- » State, provider, and consumer considerations and concerns regarding eligibility expansion and the Medicaid program generally
- » Finding common ground?

Z. **The Mental Health Conundrum Revisited: Implementation of the Affordable Care Act, Demographic Trends, and Integrative Care Models**

John V. Jacobi, Joseph John Parks III, Harvey M. Tettlebaum

- » How the implementation of the Affordable Care Act (ACA), Mental Health Parity Rule and the Homes and Community Based Services Rule are affecting and will continue to affect the delivery of mental health services
- » The current demographics of persons with serious mental illness and traumatic brain injury
- » The implementation of Essential Health Benefit requirements of the ACA and Federal mental health parity provisions
- » The effect of health insurance exchanges on plan regulation as it affects mental health: State controlled vs. federally managed
- » Implementation or non-implementation of Medicaid expansion and its effect on behavioral health programs for the underserved population





CONCURRENT SESSIONS

8:15-9:45 am

Extended Sessions

(continued)

AA. Antitrust Law and the Exchanges: What Are the Issues?

Mark J. Botti, Ryan M. Kantor, Joseph Miller

- » Priorities for federal enforcement in the exchange environment
- » Inside look on how federal antitrust regulators are advising federal and state health policymakers on exchange issues
- » Issue spotting from a private antitrust counselor, including potential for agreement among competitors in the bidding context, vertical exclusion issues, state action and Noerr immunity

BB. False Claims Act Development—Legal Update, Litigation Defenses, and Best Practices

Daniel R. Anderson, Eric Peter Berlin, James J. Breen

FCA liability remains a significant source of potential exposure in the health care industry. Indeed, the number of *qui tam* (or whistleblower) matters filed under the FCA has increased by 50 percent in the past four years and has now reached record numbers. This session will cover:

- » The extent and scope of exposure, including the government's and relators' recent and developing areas of focus in FCA cases, including issues of national significance
- » The civil investigation demand (CID) process, the use of this investigative tool to compel testimony, answers to interrogatories, and the production of documents, and best practices for responding to CIDs
- » Recent judicial opinions and several important questions, including whether the FERA applies retroactively to cases filed by June 7, 2008, or only to claims for payment made to the government by that date, and the extent to which the specific fraud on the government must have been disclosed for the FCA's jurisdictional Public Disclosure Bar to apply
- » The state of FCA defenses and best practices for target defendants, including self-disclosure protocols: Liability based on false certifications or retaining an overpayment and the FCA's knowledge and intent, materiality, and causation standards
- » Legislation pending in the US Congress that would amend the FCA or otherwise affect health care fraud enforcement efforts (e.g., the Fairness in Health Care Claims, Guidance, and Investigations Act)

CC. Compliance Compensation Methodologies—Advanced Stark

Robert G. Homchick, Albert D. Hutzler IV, Albert W. Shay

- » Recent settlements involving the Stark law and AKS where the allegations included claims that the compensation methodology took into account the revenues generated by physician referrals
- » The various Stark law compliant compensation methodologies (e.g., employment, independent contractors, and physicians in a group practice) and whether and when a physician may receive compensation that takes into account the volume or value of his/her referrals
- » Hypothetical hospital/physician arrangements and the various methodologies that can (and cannot) be utilized to determine physician compensation
- » The role of the lawyer and the valuation consultant in developing and evaluating compensation methodologies that comply with Stark law requirements and result in FMV compensation
- » Potential safeguards that can be built into compensation methodologies to ensure that the compensation paid to high producing physicians is consistent with FMV and commercially reasonable
- » The "grass is greener" phenomenon – i.e., when parties propose aggressive compensation packages as a way to justified perceived drawbacks in their particular circumstances
- » Challenges that face lawyers and counseling when advising clients in this area and identify potential "do's and don'ts"

CONCURRENT SESSIONS

8:15-9:45 am

Extended Sessions
(continued)

DD. The New Frontier: Physician Integration from the Trenches

Katrina English, Robert A. Gerberry, Kim Harvey Looney

- » Evolving affiliations driving new physician alignment strategies
 - Non-profit/for-profit partnerships
 - Catholic/secular partnerships
 - Insurance companies/providers
- » Evolving physician alignment models driven by innovative transactions
 - Integration of employed physician groups, clinically integrated networks and accountable care entities
 - Service line integration across multiple geographic locations
 - Implementation issues around new models of integration
- » New medical staff structures
 - Sharing of peer review information among health system entities
 - Multiple roles of physician as employee, contractor, medical staff member
 - Development of standard credentialing criteria among health system entities
 - Incorporating quality standards and service expectations into Medical Staff Bylaws and governing documents
- » Case studies/hypothetical

EE. Making Pay-for-Performance (P4P) Pay: Opportunities and Pitfalls of a Shifting Reimbursement Paradigm

Daniel J. Hettich, Douglas E. Hough

As the paradigm for health care reimbursement shifts from one focused on quantity of care to one focused on quality of care, the health care industry must shift its paradigm for health care delivery to be successful. To help hospitals align health care delivery with the new pay for performance (P4P) paradigm, this session will cover:

- » Key aspects of Medicare's three P4P programs (i.e., the Value-Based Purchasing Program, Hospital-Acquired Conditions program, and Hospital Readmission Reduction program), which together will account for 6% of Medicare reimbursement, emphasizing synergies among the programs and ways to maximize returns on quality improvement efforts
- » Behavioral economics to provide practical advice for providing effective incentives, especially for clinicians, to create a top-to-bottom "culture of quality," which is essential for success under the P4P programs
- » Nuts-and-bolts program implementation advice including how to avoid potential legal pitfalls

FF. HITECH Conundrum: Complex Issues under the Omnibus Rule

Christina M. Heide, Jeffrey L. Kapp, Amy S. Leopard

- » Establishing affiliated covered entities and organized health care arrangements (OHCAs)
- » Managing business associate agreements, vendor security risks, agency liability, subcontractor flow-down restrictions on uses and disclosures of protected health information, and minimum necessary determinations
- » Segregating data for federal Part 2 and for restrictions on disclosures to health plans
- » Navigating marketing restrictions on communicating with patients about health-related products or services
- » Determining when breaches are reportable and what documentation to maintain under the new breach notification standards
- » Dealing with HIPAA issues in a merger and acquisition context

NYC





10:00–11:00 am

GG. Operationalizing Compliance with Research Payment and Program Integrity Policies (not repeated)

Andrew D. Ruskin

- » Payment rules associated with clinical trials for drugs
- » Payment rules associated with clinical trials for devices
- » Program integrity issues associated with free goods and other incentives to clinical trial subjects
- » Implications of Sunshine Act disclosures on hospital's exposure
- » Tips on developing compliant processes, including negotiating appropriate terms in the clinical trial agreement

HH. Pharmacy Compounding: What Hospitals Need to Know when Purchasing Compounded Preparations from Specialty Pharmacies (not repeated)

Laura A. Carpenter

Pharmacy compounding serves an important health need when a patient needs a product that is not commercially available. This program will address:

- » The risk factors involved in outsourcing pharmacy compounding
- » The difference between manufactured drugs and compounded preparations
- » The United States Pharmacopoeia (USP) standards for compounding and monographs.
- » The FDA's position on when a drug is "compounded" or "manufactured"
- » The impact of the federal Compounding Quality Act, which was enacted in November 2013
- » Different state law scenarios for regulating compounding preparations and purchasing them by hospitals, clinics, outpatient treatment centers, and physician offices

JJ. The Essential Employment Law Update: Recent Statutory, Decisional, and Regulatory Developments Impacting Health Care Employers

C. Wade Harrison, Elena D. Marcuss

- » The US Supreme Court decision in *Sandifer v. US Steel Corp.* on what constitutes "changing clothes" and whether it is compensable time under the Fair Labor Standards Act (FLSA)
- » The discrimination complaint trends and ongoing concerns of potential class/collective actions
- » The heightened "but-for" standard of proof confirmed by the US Supreme Court's June 2013 decision in *University of Texas Southwestern Medical Center v. Nassar*
- » The US Supreme Court's clarification of who is a supervisor for purposes of vicarious liability for harassment claims in *Vance v. Ball State*
- » An employer's use of background checks is still front page news despite the EEOC's campaign against criminal background and credit checks
- » The National Labor Relations Board's unending scrutiny of employer social media policies, and the impact on health care employers' confidentiality concerns
- » Other administrative agency agenda issues to be on the watch for.

10:00–11:00 am
(continued)

KK. Trends in Health Care Fraud and Abuse: A Legislative and Administrative Perspective

Troy A. Barsky, Kimberly Brandt, Vicki L. Robinson

- » The most recent legislative efforts to combat fraud, waste, and abuse in the health care system
- » The current political landscape and how it may impact future anti-fraud measures from Congress
- » The most recent fraud and abuse regulatory and policy changes that have been made by the Department of Health and Human Services (HHS), including the Centers for Medicare and Medicaid Services (CMS) and the HHS Office of the Inspector General (OIG)
- » Potential new prevention, detection, and enforcement efforts from CMS and OIG
- » Fraud, waste, and abuse trends affecting new health care payment and delivery models

LL. Managing Post-Acute Partnerships with Acute Care Organizations

Joseph V. Geraci, Annaliese Impink

- » ACOs–What’s the Big Deal?
 - Current cost of care vs. the future cost of care with the ACO model
 - Coordination of care: The impact on the quality of care and the reduction of hospital readmissions
 - Culture of care: The view from the seat of the payer source
- » What’s in it for me?
 - The hospital perspective
 - The long term care perspective
 - The physician perspective
 - The home health perspective
- » How do I get a seat at the table?
 - The importance of understanding market specific needs
 - Payment structure vs. preferred provider status
 - Understanding the importance of the information flow
 - The role of quality assurance
- » Sign me up!
 - Creating the partnership practically
 - Contracting do's and don'ts
 - Relationship maintenance going forward

MM. Managed Care Disputes

James W. Boswell, Andrew J. Hefty

- » Disputes surrounding ACA implementation (Exchanges, MLR, Preventive Services Mandate)
- » Narrow networks and disputes over provider participation
- » Supreme Court decisions impacting managed care disputes
- » Disputes from waiver of patient responsibility
- » Medicaid managed care litigation
- » Latest developments in out-of-network reimbursement
- » Mental health parity litigation

NYC





10:00–11:00 am
(continued)

NN. Effective Peer Review as Your Best Defense to Fraud and Abuse

Kristin Bohl, Robin Locke Nagele

- » The important role of peer review in reducing False Claims Act exposure for hospitals and other health care providers
- » The doctrinal framework of the “worthless services” and “economic credentialing” theories of False Claims Act liability as developed and applied through recent case law
- » The political and cultural dynamics that cause physicians to become *qui tam* “whistleblowers”
- » How the peer review process should function and how its failures can generate FCA liability
- » The importance of effective communication between the peer review function and the compliance department of a hospital
- » Tips on establishing a meaningful role of the compliance department in implementing peer review to avoid similar potential False Claims Act liability

G. Tax Update for Generalists (repeat)

11:15 am–12:15 pm

OO. Cutting Edge Issues in Health Care Technology/mHealth (not repeated)

Ira M. Kalina, Vernessa T. Pollard

PP. Identifying and Resolving the New Disputes in Accountable Care Using ADR (not repeated)

Leonard M. Fromer, Michael D. Roth

- » Evolution and operation of accountable care in ACOs and value-based health settings
- » New pressures, obligations, expectations, and demands confronting physicians, hospitals, payers, and other participants in accountable care settings
- » Major issues most prone for dispute in ACOs and value-based health settings
- » Avoiding disputes and best means for early resolution of disputes in ACOs and accountable care settings
- » How best to use ADR to resolve disputes in ACOs and value-based health settings
- » Benefits of using ADR to resolve accountable care disputes

QQ. Legal Ethics: Disarming the Narcissistic Lawyer—Legal Ethics in Addressing Not-so-Nice Opposing Counsel

Ann M. Bittinger, David S. Cade

- » The Model Rules’ standards for how attorneys should interact courteously and honestly with each other
- » Ways traits of narcissism are expressed by attorneys when negotiating transactions in the health care industry or addressing resolutions of regulatory and contractual problems
- » Tips on how to identify narcissistic behavior and tactics that lawyers often use against each other
- » Ethical challenges for the health care transactional and regulatory attorney in negotiating contracts and resolutions when opposing counsel is non-cooperative or abusive, contemptuous and critical, conceited, boastful or pretentious
- » The professional requirement of cooperation

RR. Avoiding *Qui Tam* and False Claims Act Liability while Participating in Health Exchanges

Joseph T. Dixon III, John E. Kelly Jr., Kirk Ogrosky



11:15 am-12:15 pm
(continued)

SS. Hospital Affiliations and Mergers—Preserving What Matters for the Community Hospital

John R. Holdenried, Joseph R. Lupica

- » Identifying community and board objectives
- » Evolving options that retain independence
- » Key issues for community-reserved powers, contract commitments, exit strategies
- » Fiduciary duties
- » Who will monitor and enforce
- » Role of state regulators

TT. ERISA—A New Age of Liability

Robin Sanders, Mark E. Schmidtke

- » Historically, ERISA remedies have been limited, especially in situations involving alleged misrepresentations of health plan coverage
- » The Supreme Court decision in *Cigna v. Amara* in 2011 changes the landscape by potentially expanding the scope of available remedies, including monetary remedies, resulting in new areas of potential liability for health plans, administrators, and plan fiduciaries
- » How these changes are impacting health care providers, plans, insurers, administrators, and fiduciaries and the way they do business
- » Practical tips on how health care providers, plans, insurers, administrators, and fiduciaries can mitigate or avoid liability

P. Antitrust Year in Review (repeat)

U. How to Catch a Thief 101: A View from the Field (repeat)

12:30–1:45 pm

Lunch on your own or attend one of the Practice Group Luncheons

(additional fee; limited attendance; pre-registration required; more information on page 37; register on pages 63-64):

- » Antitrust, Business Law and Governance, and Life Sciences (joint luncheon) sponsored by *Sullivan, Cotter and Associates, Inc.*
- » Fraud and Abuse sponsored by *Berkeley Research Group LLC*
- » Hospitals and Health Systems, Medical Staff, Credentialing, and Peer Review, and Regulation, Accreditation, and Payment (joint luncheon) sponsored by *Navigant*
- » Post-Acute and Long Term Services

2:00-3:15 pm

UU. Professional Development

Part 1: Best Practices on How to Market Yourself (not repeated)

Ann M. Bittinger, Matthew Fisher

- » How to effectively use electronic media (firm website, LinkedIn, Twitter, email alerts)
- » When an “elevator speech” works and recommendations for developing an effective elevator speech
- » Effective Networking in the health care market

Part 2: Defining Your Practice—To Be the Health Generalist or a Specialist (not repeated)

Anthea R. Daniels, Thomas K. Hyatt

- » Pros and cons of being a general health lawyer v. specialist
- » Recent developments in health law and particular specialty areas will grow

Annual Meeting Agenda

NYG



2:00-3:15 pm
(continued)

VV. Why SGR Legislation Matters: A Look ahead at Likely Legislative Changes in 2014 (not repeated)

Keith J. Fontenot, Eric Zimmerman

- » Congressional efforts to repeal the SGR formula will require substantial cuts to Medicare. Who might pay the price?
- » Pending SGR repeal legislation means not only changes for doctors, but also signals future reforms for all providers. How will Congress reform physician payment, and how might similar changes be on the horizon for other provider types?
- » Major Medicare legislation, like an SGR repeal, creates opportunities to advance other Medicare legislation. What other congressional mischief might we expect?

3:30-4:30 pm

UU. Professional Development

Part 3: Positioning Yourself to Take the Lead (not repeated)

Richard G. Cowart, S. Craig Holden

- » How to approach potential clients and maintain those relationships before you actually have developed the requisite level of expertise to manage projects on your own?
- » How to consult partners and other billing professionals about opportunities to inherit clients and/or take over client management?
- » How to fit professional development activities into already very busy days and weeks/ how to get the best “bang for your buck” with professional development activities

WW. Making a Difference: Pro Bono Opportunities for Health Lawyers (not repeated)

Melissa L. Markey, Justin Pitt, Vicki L. Robinson

- » How law firm/private sector attorneys and government attorneys can provide pro bono legal service

XX. The Value of Lawyer and Valuator Working Together: 1 + 1 = FMV (not repeated)

Gregory D. Anderson, W. James Lloyd

- » Part one: Engagement—explaining the deal structure, scope-setting, understanding fee structures, protecting the attorney/client privilege, handling engagement letter limitations, and addressing change orders
- » Examples of the good and not-so-good from Part One
- » Part Two: Project management—facilitating information-gathering, communicating changes in the deal, educating on regulatory matters, reviewing the work product, and dealing with situations when things go awry
- » Examples of the good and not-so-good from Part Two
- » Practical take-aways

YY. Health Law Curriculum (not repeated)

Nicole F. DiMaria (Moderator), Kathleen M. Boozang, Louise G. Trubek

- » How law schools can implement AHLA's newest resources in order to complement their existing health law curriculums

4:00-5:00 pm

ZZ. NY Law Update sponsored by the NYSBA Health Law Section (not repeated)

Margaret J. Davino

4:30-6:00 pm

Reception sponsored by Alvarez & Marsal

(attendees, faculty, and registered adult, teen and youth guests welcome; more information on page 43)

5:00-7:00 pm

NYSBA Health Law Section Membership Appreciation Reception sponsored by the NYSBA Health Law Section

6:30 pm

Young Professionals Rooftop Networking Event

(attendees and faculty welcome; more information on page 56)

Wednesday, July 2, 2014

7:00 am-3:45 pm

Registration and Information

7:00-8:30 am

Continental Breakfast and Meet the Practice Groups, Task Force, and Affinity Group Leaders

(attendees, faculty, and registered adult, teen, and youth guests welcome)

7:00-7:50 am

Networking Discussion Group Breakfasts:

» **Women's Network and Advisory Council on Diversity Breakfast**

» **Dispute Resolution Service**

(attendees and faculty welcome; more information on page 42; RSVP on pages 63-64)

CONCURRENT SESSIONS

8:00-9:30 am

Extended Sessions

AAA. Disability Discrimination in Health Care Settings: How to Ensure Equal Access and Avoid Violations of the Law (not repeated)

Steven E. Gordon, Sharon Krevor-Weisbaum, Mary C. Malone

While all public accommodations must provide equal access to persons with disabilities, ensuring equal access in the health care setting is necessary not only to comply with various federal and state laws, but also to ensure that health care providers are able to provide quality care in a manner that allows persons with disabilities to participate in their care in as meaningful a way as other patients. For example, while the Americans with Disabilities Act requires that appropriate auxiliary aids and services be provided to deaf patients, health care providers must ensure that communication with such patients is effective to ensure the patient and patient's representatives understand the care provided and patient's responsibilities. Further, equal access is not limited to the patients of health care providers, but also extends into all areas of operations such as employment where health care providers must understand their obligations to their own personnel as well as patients. This program will provide attendees with a foundation for understanding how various equal access laws such as the ADA apply to health care settings, including an exploration of actual cases and will include:

- » Accessibility laws and their requirements specific to the health care setting from the government's perspective
- » Accessibility from the patient or employee's side and private rights of action
- » Tips for ensuring compliance with accessibility laws and working with enforcement efforts to resolve complaints

Z. The Mental Health Conundrum Revisited: Implementation of the Affordable Care Act, Demographic Trends, and Integrative Care Models (repeat)

AA. Antitrust Law and the Exchanges: What Are the Issues? (repeat)

BB. False Claims Act Development—Legal Update, Litigation Defenses, and Best Practices (repeat)

CC. Compliance Compensation Methodologies—Advanced Stark (repeat)

DD. The New Frontier: Physician Integration from the Trenches (repeat)

EE. Making Pay-for-Performance (P4P) Pay: Opportunities and Pitfalls of a Shifting Reimbursement Paradigm (repeat)

FF. HITECH Conundrum: Complex Issues under the Omnibus Rule (repeat)

NYC





9:45-10:45 am

BBB. Research Related Injuries (not repeated)

Marc B. Wilenzick

- » Informed consent and ethical standards, including the DOH
- » Role of the ethics committee, sponsor, and investigator
- » Comparative approaches to compensation
- » Fair compensation and undue inducement
- » Causality and relatedness
- » Insurance
- » Regulatory reform in India
- » Open issues for study planners

CCC. Accommodating Disabilities in the Health Care Workplace (not repeated)

Anthony Marcavage

Robert R. Niccolini

Health care employers face unique challenges in attempting to comply with the Americans with Disabilities Act and the ADA Amendments Act. Accommodating employees in complex and demanding health care positions, while still ensuring safe and efficient patient care, creates a veritable maze of hurdles and obstacles. This presentation will attempt to provide a roadmap for navigating that maze, and will discuss:

- » Defining disability under the ADA and the ADAAA
- » Essential functions of health care positions, including lifting and attendance
- » The unique problems posed by surgical functions, access to prescription drugs and addiction
- » Procedures for the required interactive process and medical certifications
- » Undue hardship and direct threat defenses

Q. Emerging Trends in Health Care Joint Ventures (repeat)

KK. Trends in Health Care Fraud and Abuse: A Legislative and Administrative Perspective (repeat)

NN. Effective Peer Review as Your Best Defense to Fraud and Abuse (repeat)

QQ. Legal Ethics: Disarming the Narcissistic Lawyer—Legal Ethics in Addressing Not-so-Nice Opposing Counsel (repeat)

WW. Payer Transactions and Consolidations (repeat)

XX. The Role of Counsel in Ensuring Privacy and Security (repeat)

11:00 am-12:00 noon

DDD. Managing Regulatory Risk in Value-Based Contracting (not repeated)

Linda V. Tiano

- » The value-based contracting/innovative payment methods that seek to link payment to quality outcomes, and an examination of the tension between improving quality, controlling costs, and managing a complicated legal/regulatory environment
- » New patient care and payment models such as bundled payment methodologies, shared savings pools and other pay for performance strategies
- » Legal and regulatory landscape for value-based contracts, including potential fraud and abuse, tax and other state law issues
- » Related contracting issues and recommendations

Annual Meeting Agenda

NYC



11:00 am-12:00 noon
(continued)

- C. **Wicked Behavior, Phantom Beneficiaries, and Rocky Arrangements–Hot Topics in Fraud Abuse** (repeat)
- M. **The Final Mental Health Parity and Addiction Equity Act Regulations: Par for the Course?** (repeat)
- N. **Minding Your Ps & Qs Relative to 340B Program Participation and Compliance** (repeat)
- O. **Taming the Disruptive Physician–Determining and Responding to the Reasons for the Behavior** (repeat)
- V. **Joint Operating Agreements: Everything Old Is New Again** (repeat)
- JJ. **The Essential Employment Law Update: Recent Statutory, Decisional and Regulatory Developments Impacting Health Care Employers** (repeat)
- MM. **Managed Care Disputes** (repeat)

12:00 noon-1:15 pm

Lunch on your own or attend a Practice Group or Task Force Luncheon (additional fee; limited attendance; pre-registration required; more information on page 37; register on pages 63-64):

- » Payers, Plans, and Managed Care *sponsored by Berkeley Research Group LLC*
- » Behavioral Health Task Force

1:30-2:30 pm

- D. **New Managed Care Strategies for Health Care Providers–Payer/Provider JVs and Provider-Owned Health Plans to Risk Sharing Arrangements** (repeat)
- E. **The Devil Is in the Details–The Sunshine Act Reality for Academic Medical Institutions and Physicians** (repeat)
- F. **Inpatient or Observation? Practical Advice for Hospitals on Compliance with CMS’ ‘Two Midnight’ Benchmark** (repeat)
- L. **Legal Ethics: Counseling the Financially Challenged Health Care Client without Losing Your Shirt, Your Ethics, or Your Mind** (repeat)
- TT. **ERISA–A New Age of Liability** (repeat)

2:45-3:45 pm

- T. **A Tale of Two Committees: MEC and HR in Physician Peer Review** (repeat)
- LL. **Managing Post-Acute Partnerships with Acute Care Organizations** (repeat)
- RR. **Avoiding *Qui Tam* and False Claims Act Liability while Participating in Health Exchanges** (repeat)
- SS. **Hospital Affiliations and Mergers—Preserving What Matters for the Community Hospital** (repeat)

Adjournment

New Website Coming in 2014!



Welcome to
American Health Lawyers Association

In-Person Programs

As the premier provider of continuing education to the profession, AHLA leads health law to excellence through its in-person programs held across the country.



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Date	Name	Category
10/16/2013	Visitors Down As HealthCare.gov Continues To See Negative Coverage	Health and Life Sciences Law Daily
10/15/2013	Health and Life Sciences Law Daily - October 15, 2013	Health and Life Sciences
10/14/2013	Health and Life Sciences Law Daily - October 14, 2013	
10/11/2013	Health and Life Sciences Law Daily - October 11, 2013	
10/10/2013	Health and Life Sciences Law Daily - October 10, 2013	
10/9/2013	Health and Life Sciences Law Daily - October 9, 2013	
10/8/2013	Health and Life Sciences Law Daily October 8, 2013	
10/7/2013	Health and Life Sciences Law Daily October 7, 2013	
10/4/2013	Health and Life Sciences Law Daily - October 4, 2013	
10/4/2013	Impressions of HealthCare.gov Turn Increasingly Negative	



Practice Groups

Join a Practice Group and grow professionally by increasing your mastery of health law issues; experience through follow health law and more.





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Annual Meeting ☕ Practice Group Luncheons

SUNDAY, JUNE 29, 2014

12:00-1:15 pm

In-House Counsel Practice Group

Sponsored by HealthCare Appraisers, Inc.

Annual Reports, the 15th Annual Golden Ferret Award Competition, and the Inspector General!

Don't miss the most exciting luncheon of the week! Not only will you get the latest and greatest updates from the In-House Practice Group leadership, we are thrilled to have Inspector General Daniel Levinson join us as a special guest speaker. And if that wasn't enough, you will be entertained by real-life, too-weird-to-be-true stories told by fellow health law attorneys competing for the Fifteenth Annual Golden Ferret Award! As you listen to your colleagues recounting their strangest work-related escapades, you will gain a new appreciation for your own practice environment. The coveted Golden Ferret Award will be presented to the luncheon participant who tells the most entertaining and outrageous true-life anecdote from their in-house practice. The winner will receive a complimentary registration to next year's In-House Counsel Program, first runner-up will receive a complimentary AHILA membership for one year, and second runner up will receive a complimentary registration to a webinar sponsored by the In-House Practice Group. All participants that compete for the Golden Ferret Award will receive a complimentary one-year enrollment to an AHILA Practice Group of their choice.



MONDAY, JUNE 30, 2014

12:30-1:45 pm

Health Care Liability and Litigation Practice Group

The Top Five Liability Threats Facing Hospitals in 2014

Kevin M. Klauer

Bad outcomes do not always equal poor quality care. However, they are certainly the gateway to allegations of negligence. Identifying the top threats, ripe for claims, is an essential component to any successful risk management program. Avoiding quick sand in the first place is a better strategy than hoping to find someone to pull you out. There's plenty of room in the quick sand, as many co-defendants quickly realize. The speaker will discuss the top five professional liability threats for medical providers in 2014. All cases discussed are de-identified, closed cases.

Health Information and Technology, Physician Organizations, Teaching Hospitals and Academic Medical Centers Practice Groups, and the Accountable Care Organization Task Force, a joint endeavor of all AHILA Practice Groups (Joint Luncheon)

Sponsored by Sullivan, Cotter and Associates, Inc.

Health Information Technology—Advancing the Value and Safety of Care

M. Kathleen Kenyon, Rainu Kaushal

In recent years, there has been considerable focus by physicians and academic medical centers on collecting health information through technology. How does that data advance improvements in patient care and drive value in care? This luncheon presentation will address the effects of health information technology on the value of health care delivery to patients and using health information technology to advance patient safety. Dr. Rainu Kaushal will describe extensive research focused on understanding how various information technology interventions have affected health care quality, safety, and costs. Ms. Kenyon will discuss evidence on the role of health information technology in patient safety based on data from a patient safety organization of academic medical centers and from The Joint Commission.

Labor and Employment Practice Group

The Policy Police—Employee Handbooks and the New NLRB

Brian Hayes, Daniel B. Pasternak

Think the National Labor Relations Board (NLRB) only deals with unionized employers? Not so fast. This session will discuss the NLRB and its increased focus on non-union employer workplace rules and policies, including those relating to the confidentiality of business information and workplace investigations, courtesy and professional conduct, off-duty employee access, uniforms and dress codes, and employees' use of social media to comment on workplace issues.

NYC



Annual Meeting ☕ Practice Group Luncheons

Tax and Finance Practice Group

Update on ACA Provisions Affecting Hospitals

Catherine E. Livingston, additional faculty to be announced

The panel discussion will address the current guidance from the Internal Revenue Service and U.S. Department of the Treasury and the inter-relationship to the Centers for Medicare & Medicaid Services guidance. They will consider the operational issues providers are beginning to face with current enrollment levels, including how hospitals are dealing with presumptive eligibility, unpaid premiums, pending claims, and lack of insurance coverage when premiums are not timely paid.

TUESDAY, JULY 1, 2014

12:30 –1:45 pm

Antitrust, Business Law and Governance, and Life Sciences Practice Groups (Joint Luncheon)

Sponsored by Sullivan, Cotter and Associates, Inc.

M&A and Pay-for-Delay: Two “Hot Topics” in Antitrust and Pharma

Saralisa C. Brau (invited), Jeff W. Brennan, additional faculty to be announced

Evolving market and legal landscapes have given rise to two long-term trends in the pharmaceutical sector. First, factors such as pricing pressures, loss of patent protection, and thin research and development pipelines have contributed to a pharma “merger frenzy” and widespread industry consolidation. Second, brand and generic pharmaceutical companies have increasingly entered into “pay-for-delay” deals where the brand pays a generic patent challenger to delay generic entry. Both trends squarely implicate potential antitrust issues, and the Federal Trade Commission has played a central role in policing both developments. This lively and informative panel—featuring speakers from industry, government, and private practice—will address topics such as:

- » Factors contributing to recent merger and acquisition activity
- » Recent merger challenges
- » Pay-for-delay settlements in a nutshell and
- » Recent pay-for-delay litigation, including the recent US Supreme Court decision in *FTC v. Actavis* that has re-invigorated enforcement efforts

Fraud and Abuse Practice Group

Sponsored by Berkeley Research Group LLC

Health Care Fraud from Opposite Sides of the Hudson River

Jack Wenik (Moderator), Jacob T. Elberg, Shannon Jones

Please join us for a lively panel discussion about trends in government enforcement of health care fraud. We will hear from assistant U.S. attorneys from opposite sides of the Hudson River. Are there differences in how health care fraud is pros-



ecuted in New York versus New Jersey? We will also get the perspective of both the criminal side and the civil side of the US attorneys offices. We may even get some practical advice for what to do (and not do) in dealing with US attorneys offices. Finally, there will also be an opportunity to ask questions.

Hospitals and Health Systems, Medical Staff, Credentialing, and Peer Review, and Regulation, Accreditation, and Payment Practice Groups (Joint Luncheon)

Sponsored by Navigant

How We Did It: Lessons Learned in Implementing Value-Based Programs and Population Health Management

Faculty to be announced

This luncheon presentation will be a breakout opportunity to hear from experienced panel members who will, from an operational perspective, discuss their experiences implementing various value-based programs and population health management initiatives, whether simple quality adjusted compensation to bundled payments to Accountable Care Organization-related arrangements both governmental and



Annual Meeting ☕ Practice Group Luncheons

commercial payers. Beyond the regulatory requirements, the panel will explore the relationship between health care facilities and their providers, economic drivers, lost opportunities, what they would do differently the second time around, what is working well (and not so well), and various possibilities they see on the horizon. This interactive discussion will include successes with provider “buy-in,” contract opportunities, and the possibility of new forms of economic credentialing.

Post-Acute and Long Term Services

The Journey: Finding a Place for Long Term Care in Multi-Provider Arrangement

John Durso

The post-acute and long term care field knows that its continuing financial viability in the era of bundled payments and value based purchasing depends upon its ability to collaborate with the acute care sector, primary care physicians, and even other post-acute and long term care providers. This luncheon discussion will address the practical do’s and don’ts of these collaborations. The topic will be addressed from the dual perspectives of an attorney who has guided a number of clients through the process, and of the client’s management team who has structured the clinical, financial, and operational aspects of the arrangements. The presenters will discuss what works, what doesn’t, and what is yet to be determined as this landscape continues to evolve.

WEDNESDAY, JULY 2, 2014

12:00-1:15 pm

Payers, Plans, and Managed Care Practice Group

Sponsored by Berkeley Research Group LLC

Back to the Future: An Update on Narrow Networks, Network Adequacy Litigation, and Related Issues

Kaz C. Kikkawa, Jack A. Rovner

As the market reacts to cost pressures and the Affordable Care Act, many plans are again moving to narrow, tailored, and tiered networks to achieve cost savings and better care management. As plans implement these networks, litigation has sprung up in a number of states, insurance officials have become involved, and state legislators have taken interest. Please join us for a thoughtful discussion of the legal issues presented by narrow network arrangements, including a litigation update, contracting issues, and varying standards of network adequacy. Jack Rovner, a health care law attorney who has defended network challenges in court, will present the plan perspective, while Kaz Kikkawa, former in-house managed care counsel with HCA and Health Management Associates, will present the provider point of view.

Behavioral Health Task Force

(The Task Force is a joint endeavor of the: Business Law and Governance; Fraud and Abuse; Health Information and Technology; Health Care Liability and Litigation; Hospitals and Health Systems; In-House Counsel; Labor and Employment; Payers, Plans, and Managed Care; Physician Organizations; Post-Acute and Long Term Services; Regulation, Accreditation, and Payment; and Teaching Hospitals and Academic Medical Centers Practice Groups)

Understanding the Challenges of Federal Substance Abuse Confidentiality Regulations (42 CFR Part 2) in the Delivery of Integrated Health Care

Renée M. Popovits, Kate Tipping

Momentum is building toward the integration of primary and behavioral health care in various models and forms. The potential benefits of such integrated delivery systems include improved access to care, enhanced quality and outcomes, better population health management, and decreased health care costs. Sharing and exchange of patient information and collaboration among providers are essential to successful integration. The federal substance abuse confidentiality regulations (42 CFR Part 2) are widely considered a key barrier to critical information exchange. During this presentation, an expert panel will examine the legal requirements for use and disclosure of Part 2 patient information, the ins and outs of sharing protected information within an integrated delivery system, and the practical challenges of using Part 2 information in Electronic Health Records and Health Information Exchanges.



NYC



Annual Meeting Practice Group Luncheon Faculty

NYG



Saralisa C. Brau (*invited*)
Deputy Assistant Director
Federal Trade Commission
Washington, DC

Jeff W. Brennan
McDermott Will & Emery LLP
Washington, DC

John Durso
Ungaretti & Harris LLP
Chicago, IL

Jacob T. Elberg
Assistant US Attorney
Chief, Health Care and
Government Fraud Unit
US Attorney's Office for the District of
New Jersey
Newark, NJ

Brian E. Hayes
Ogletree Deakins
Washington, DC

Shannon Jones
Assistant US Attorney
Criminal Health Care Fraud Coordinator
US Attorney's Office for the Eastern
District of New York
Brooklyn, NY

Rainu Kaushal, MD, MPH
Chairman of the Department of Healthcare
Policy and Research
Weill Cornell Medical College
Chief of Healthcare Policy and Research
New York Presbyterian Hospital
New York, NY

M. Kathleen Kenyon
Senior Policy Analyst
Office of the National Coordinator for
Health Information Technology
US Department of Health and
Human Services
Washington, DC

Kaz C. Kikkawa
Naples, FL

Kevin M. Klauer, DO, EJD, FACEP
Chief Medical Officer
Emergency Medicine Physicians Ltd.
Canton, OH

Daniel Levinson
Inspector General
US Department of Health and Human
Services
Washington, DC

Catherine E. Livingston
Jones Day
Washington, DC

Daniel B. Pasternak
Squire Sanders (US) LLP
Phoenix, AZ

Renée M. Popovits
Popovits & Robinson
Frankfort, IL

Jack A. Rovner
Attorney and Principal
The Health Law Consultancy
Chicago, IL

Kate Tipping
Public Health Advisor
Health Information Technology Team
Center for Substance Abuse Treatment
Substance Abuse and Mental Health
Services Administration
Washington, DC

Jack Wenik
Sills Cummis & Gross PC
Newark, NJ



10 TOP Reasons

To visit the AHLA Resource Center and Bookstore and other AHLA Exhibits at Annual Meeting

10. Learn about our communities: young professionals, women, life members, neutrals, and students.
9. “Light up” someone who has made a difference to you in AHLA through the Public Interest “Light Me UP” campaign.
8. Make Connections that matter—hear why you should be a part of the AHLA Mentoring Program. Pay it forward.
7. Get information about AHLA’s new changes with the Dispute Resolution Service and how you can become a neutral.
6. Learn about the development and adoption of AHLA’s Code of Ethics for Hearing Officers in Peer Review Hearings.
5. Get free copies of Practice Group-sponsored resources including Member Briefings, Executive Summaries, newly-redesigned Practice Group newsletters, and more.
4. Enroll in one or more of AHLA’s 16 Practice Groups, and learn about four Practice Group-sponsored Task Forces—including our newest, Behavioral Health Task Force—and 24 Affinity Groups. You are bound to find something that fits your practice!
3. Learn about our newly redesigned www.healthlawyers.org website.
2. Pick up an AHLA Statute of Liberty Crown to wear at our off-property reception at Ellis Island.
1. **Get 10% off all purchases at the AHLA bookstore—including publications, ePrograms, and webinar recordings!**

Annual Meeting and In-House Counsel ePrograms

Purchase the Annual Meeting and In-House Counsel ePrograms and you’ll be able to listen to the sessions you missed, refresh your memory of sessions attended, train associates, quickly locate and download all of the useful information and practical tools from the materials when you need them in your practice!

Visit www.healthlawyers.org/eprograms to order an eProgram today!



Special thanks to First Chesapeake Group for sponsoring the Annual Meeting eProgram.



Annual Meeting ☕ Social Events

Social Events, Guest Activities, and Networking Opportunities

Throughout the Annual Meeting, the numerous social events will provide attendees many opportunities to meet and network with other attorneys and health professionals from around the country, as well as to enjoy some of what makes New York City so great.

Adult, teen, and youth registered guests are welcome to attend the events as noted below. Guest fees (package includes the activities listed below) are:

- » Spouse/Adult Guest: \$265
- » Youth/Teen Guest (Ages 4-18): \$150

Tickets for some events can be purchased separately or a Family Package is available. For those who are attending the Annual Meeting and bringing multiple family members or guests to all events, the Family Package is designed for you. The package price includes one registration to the Annual Meeting, one adult guest and two or more teen and/or youth guests. Please use the Registration Form on pages 63-64 to register guests or purchase individual event tickets.

** Attendees, faculty and registered adult, teen, and youth guests are welcome to attend.*

Sunday, June 29, 2014

Welcome Reception*

5:00-6:30 pm

Sponsored by Cain Brothers & Company, LLC

Join AHLA as we welcome members to New York City and kick off the Annual Meeting!

Young Professionals Happy Hour at Bridges Bar

6:30-7:30 pm

Stop by Bridges Bar off the hotel lobby to network with other young professionals (and those new to health law).

Fair Market Value and Public Health Systems Affinity Groups Networking Event at the Central Park Boathouse

8:00-10:00 pm

The Fair Market Value and Public Health Systems Affinity Groups will hold a networking event at the Central Park Boathouse. There will be a prix-fixe dinner starting at 8:30 pm. The cost will be \$98 per

person, including tax and gratuity, but not including alcoholic beverages. Attendees are invited to gather for pre-dinner cocktails on the patio at 8:00 pm. Space will be limited, please RSVP on page 64.

Monday, June 30, 2014

5K Central Park Fun Run/Walk*

6:00-7:00 am

Sponsored by CBIZ Healthcare Valuation

Escape the hustle and bustle of the city and start the day off right with a brisk 5K Run/Walk through Central Park. Certified instructors for every skill level will lead our group over a pre-mapped route through the beauty and wonder of New York City's greatest oasis. Register on pages 63-64.

Continental Breakfast*

7:00-8:30 am

Practice Group Luncheons

12:30-1:45 pm

See pages 37-39 for a list of Practice Group luncheon presentation topics. Attendees and faculty are welcome to register for an additional fee; limited attendance; pre-registration required. Register on pages 63-64.

Celebrating Diversity and Inclusion in the AHLA Community

Sponsored by AHLA's Advisory Council on Diversity and Carnahan Group, Inc.

5:30-6:30 pm

A networking event and reception where all are welcome, including young professionals and students, members with diverse backgrounds, new members, first-time attendees, and long-time members. While you are there, spend three minutes updating your member demographic profile and enter to win a free KindleFire. Members of the Diversity Council and Mentoring Committee and other AHLA leaders will be on hand to talk about AHLA's diversity and inclusion and mentoring initiatives and how you can get involved. RSVP on pages 63-64.

Reception at Ellis Island*

6:00-10:30 pm

Sponsored by AHLA Member Law Firms
AHLA has arranged for Ellis Island and

the Museum to be open exclusively to Annual Meeting attendees and their guests on Monday evening. You will have a unique opportunity to explore Ellis Island and learn about its history and perhaps even learn about your own family's history. It has been estimated that nearly half of all Americans today can trace their family history to at least one person who passed through the Port of New York at Ellis Island. As always, the reception will include fine food and libations, and provide the perfect setting for AHLA members to gather as a community to enjoy each other's company. Whether you want to tour the museum or simply relax and enjoy the views of the New York skyline and the Statue of Liberty, this will be a wonderful evening to share with your family, friends, and colleagues.

Transportation will be provided from the Hilton to the Ferry Landing. Everyone will be taken by ferry to Ellis Island. Getting to Ellis Island from the hotel during rush hour could take about an hour. Buses will begin loading at 5:30 pm. This event is included in the registration fee, guest, and youth/teen packages. Individual event tickets are also available.

This event can be sponsored by any law firm or organization; if you are interested in being a sponsor of this reception contact Valerie Eshleman at veshleman@healthlawyers.org.

Tuesday, July 1, 2014

Continental Breakfast* and Meet the Practice Group, Task Force, and Affinity Group Leaders

7:00-8:45 am

Stop by the main breakfast area and chat with representatives of these groups about various opportunities for involvement including contributing to publications, participating as a speaker, and leading a project or an activity. Pick up informational materials and free publications produced by the Practice Groups, give Plinko board game a shot to win great prizes, and grab fun giveaways while you're at it!

Networking Discussion Group Breakfasts

7:00-8:00 am

Annual Meeting Social Events

- » **State Breakfasts** will be held separately for: Alabama/Louisiana/Mississippi/Tennessee, Florida, Georgia, Missouri, and Ohio [*sponsored by HORNE LLP*]
- » **Social Media Workshop:** As social media continues to grow and evolve, AHLA has strengthened its presence in the virtual world. Thanks to our 22 Twitter Handles and our Facebook and LinkedIn pages, we have grown closer to our members and community of followers by providing them with insights and sharing relevant and informative articles regarding the health law field. We will review the highlights and takeaways from the past program year and look forward to strategies and best practices for consistent and effective tweeting for the upcoming year: a year in review: facts and figures from program year 2013-2014; live tweeting at in-person programs; goals for 2014-2015; best practices for Social Media Coordinators and volunteers; how to tweet efficiently; and Q&A.
- » **Life Members:** Individuals who have been members of AHLA for 15 years or longer and want to connect with other “Life Members” are encouraged to look for the “Life Member” tables during breakfast in the main breakfast room so that they may connect with their colleagues, network, and make new friends

Practice Group Luncheons

12:30–1:45 pm
See pages 37-39 for a list of Practice Group luncheon presentation topics. Attendees and faculty are welcome to register for an additional fee; limited attendance; pre-registration required. Register on pages 63-64.

Reception*

4:30-6:00 pm
Sponsored by Alvarez & Marsal
Meet up with your colleagues, bring your family, or come to make some new friends before you head out for the evening. We'll have light hors d'oeuvres and drinks available, along with entertainment. This reception is included in the registration fee, and guest and youth/teen packages.

NYSBA Health Law Section Membership Appreciation Reception

5:00-7:00 pm
Sponsored by the NYSBA Health Law Section
All attendees from New York are welcome to attend.

Young Professionals Rooftop Networking Event

6:30 pm
Network with your peers at some of the best rooftop venues in the city. Come out and celebrate the vibrant New York City at its best.

Wednesday, July 2, 2014

Continental Breakfast* and Meet the Practice Group, Task Force, and Affinity Group Leaders
7:00-8:30 am

Networking Discussion Group Breakfasts

7:00-7:50 am

» Women's Network and Advisory Council on Diversity Breakfast:

Novelist Helen Wan who wrote “The Partner Track” has been invited to discuss her book. She will also join others to discuss career challenges and opportunities for women in health law. There will be an opportunity for sharing with your colleagues during this interactive discussion. RSVP on pages 63-64

» Dispute Resolution Service

RSVP on pages 63-64.

Practice Group Luncheons

12:00 noon-1:15 pm
See pages 37-39 for a list of Practice Group luncheon presentation topics. Attendees and faculty are welcome to register for an additional fee; limited attendance; pre-registration required. Register on pages 63-64.

Tuesday Evening Available Options

New York Yankees Tickets

We've partnered with the New York Yankees to offer a special discount to program attendees for the Tuesday, July 1 at 7:00 pm game vs. The Tampa Bay Rays! We have a limited allotment of tickets reserved in the following sections at a 25% discount:

Main Level Section 232A: \$41.25 per seat
Field Level Section 133: \$60 per seat

There will be a link posted on the Annual Meeting website to purchase tickets through our special offer. For any groups of 10 or more people looking for group tickets, please contact Justin Canning jcanning@yankees.com or (646) 977-8352

Broadway Show Tickets

AHLA has purchased a limited number of tickets for the Broadway performances of Aladdin and Beautiful on July 1. If you would like to purchase tickets please contact Alissa Herley at (202) 833-0751. Tickets are sold on a first-come, first-serve

basis and may sell out quickly. Tickets must be paid for in advance but will be distributed onsite in NY at the meeting. Ticket purchases are non-refundable.

Aladdin

July 1, 7:00 pm
Tickets: \$129.95
The beloved story is brought to thrilling theatrical life in this bold new musical. With just one rub of a magic lamp, Aladdin's journey sweeps you in an exotic world full of daring adventure, classic comedy and timeless romance. It's an unforgettable experience that includes all the cherished songs from the winning score and more written especially for Broadway.

Discover a whole new world in a whole new way. Disney's Aladdin, now playing at the beautiful New Amsterdam Theater.

Beautiful: the Carole King Musical

July 1, 7:00 pm
Tickets: \$139.95
Long before she was Carole King, chart-topping music legend, she was Carol Klein, Brooklyn girl with passion and chutzpah.

She fought her way into the record business as a teenager and, by the time she reached her twenties, had the husband of her dreams and a flourishing career writing hits for the biggest acts in rock 'n' roll. But it wasn't until her personal life began to crack that she finally managed to find her true voice.

BEAUTIFUL tells the inspiring true story of King's remarkable rise to stardom, from being part of a hit songwriting team with her husband Gerry Goffin, to her relationship with fellow writers and best friends Cynthia Weil and Barry Mann, to becoming one of the most successful solo acts in popular music history. Along the way, she made more than BEAUTIFUL music, she wrote the soundtrack to a generation.

These are just a couple of the shows playing while AHLA will be in NY. For additional show options you can contact the show ticket desk at the Hilton Midtown—you may contact Josette, ticket agent, directly at (212) 247-0897.



Annual Meeting Program at a Glance

Saturday, June 28, 2014

4:00-7:00 pm	Registration and Information
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Sunday, June 29, 2014

7:00 am-5:00 pm	Registration and Information
5:00-6:30 pm	Welcome Reception, sponsored by Cain Brothers & Company, LLC (attendees, faculty, and registered adult, teen, and youth guests welcome; more information on page 42)
6:30-7:30 pm	Young Professionals Happy Hour at Bridges Bar (attendees and faculty welcome; more information on page 42)
8:00-10:00 pm	Fair Market Value and Public Health Systems Affinity Group Networking Event at Central Park Boat House (attendees and faculty welcome; limited attendance; more information on page 42; RSVP on pages 63-64)

Monday, June 30, 2014

7:00 am-5:30 pm	Registration and Information
6:00-7:00 am	5K Central Park Fun Run/Walk, sponsored by CBIZ Healthcare Valuation (attendees, faculty, and registered adult, teen, and youth guests welcome; pre-registration required; more information on page 42; register on page 63-64)
7:00-8:30 am	Continental Breakfast (attendees, faculty, and registered adult, teen, and youth guests welcome)
8:00 am-12:15 pm	GENERAL SESSION, sponsored by FTI Consulting Health Solutions 8:00-8:15 am Welcome and State of the Association <i>Rosati</i> 8:15-9:15 am Keynote Address <i>Makary</i> 9:15-10:15 am Keynote Address <i>McCaskill</i> 10:15-10:30 am Break 10:30 am-12:15 pm Year in Review <i>Carder-Thompson, Schroder</i>
12:30-1:45 pm	Lunch on your own or attend one of the Practice Group Luncheons (additional fee; limited attendance; pre-registration required; more information on page 37; register on pages 63-63): <ul style="list-style-type: none"> » Health Care Liability and Litigation » Health Information and Technology, Physician Organizations, Teaching Hospitals and Academic Medical Centers and Accountable Care Organization Task Force (joint luncheon), sponsored by <i>Sullivan, Cotter and Associates, Inc.</i> » Labor and Employment » Tax and Finance



Annual Meeting Program at a Glance

NYC



Monday, June 30, 2014 (continued)

2:00-3:00 pm	<p>A. Storm Clouds over the Rainbow? Increasing Scrutiny of EHRs in the Golden Age of Meaningful Use (not repeated)</p> <p><i>Kenyon Chestler</i></p>	<p>B. What's New in Long Term and Post-Acute Care? Just about Everything! (not repeated)</p> <p><i>Dombi Reagan</i></p>	<p>C. Wicked Behavior, Phantom Beneficiaries, and Rocky Arrangements—Hot Topics in Fraud and Abuse</p> <p><i>DeConti Kass</i></p>	<p>D. New Managed Care Strategies for Health Care Providers—Payer/ Provider JVs and Provider-Owned Health Plans to Risk Sharing Arrangements</p> <p><i>Cooper Han</i></p>
	<p>E. The Devil Is in the Details—The Sunshine Act Reality for Academic Medical Institutions and Physicians</p> <p><i>James Pierce Savage</i></p>	<p>F. Inpatient Observation Practice Advice for Hospitals on CMS' Compliance 'Two Midnight' Benchmark</p> <p><i>Signoracci Towey</i></p>	<p>G. Tax Update for Generalists</p> <p><i>Sullivan</i></p>	<p>H. Using PSOs to Bolster Clinical Integration</p> <p><i>Gosfield</i></p>
3:15-4:15 pm	<p>J. A Strategic Alliance against Health Care Fraud: Overview of the Healthcare Fraud Prevention Partnership (HFPP) (not repeated)</p> <p><i>Griner Messuri</i></p>	<p>K. Arbitration Year in Review: Takeaways for Transactional Lawyers, In-House Counsel, and Litigators (not repeated)</p> <p><i>Brennan Drucker</i></p>	<p>L. Legal Ethics: Counseling the Financially Challenged Health Care Client without Losing Your Shirt, Your Ethics, or Your Mind</p> <p><i>Weston Zinder</i></p>	<p>M. The Final Mental Health Parity and Addiction Equity Act Regulations: Par for the Course?</p> <p><i>DeLoss Shillcutt</i></p>
	<p>N. Minding Your Ps & Qs Relative to 340B Program Participation and Compliance</p> <p><i>Bollinger Cook</i></p>	<p>O. Taming the Disruptive Physician—Determining and Responding to the Reasons for the Behavior</p> <p><i>Adelman Martin</i></p>	<p>P. Antitrust Year in Review</p> <p><i>Miles White</i></p>	<p>Q. Emerging Trends in Health Care Joint Ventures</p> <p><i>Kraemer McCrystal</i></p>
4:30-5:30 pm	<p>R. The DOMA Decision: Implementation Challenges and Emerging Issues (not repeated)</p> <p><i>Choe</i></p>	<p>S. Best Practices for a Better Organizational Balance Sheet: How to Asses Risk and Transform from Liability into Asset (not repeated)</p> <p><i>Groban Harris</i></p>	<p>T. A Tale of Two Committees: MEC and HR in Physician Peer Review</p> <p><i>Peters Poppitt</i></p>	<p>U. How to Catch a Thief 101: A View from the Field</p> <p><i>Gyamfi Mack O'Donnell</i></p>
	<p>V. Joint Operating Agreements: Everything Old Is New Again</p> <p><i>Rii Smith</i></p>	<p>W. Payer Transactions and Consolidations</p> <p><i>Capps Soven</i></p>	<p>X. The Role of Counsel in Ensuring Privacy and Security</p> <p><i>Greene McMillan</i></p>	<p>H. Using PSOs to Bolster Clinical Integration (repeat)</p> <p><i>Gosfield</i></p>

Annual Meeting Program at a Glance

NYG



Monday, June 30, 2014 (continued)

5:30-6:30 pm	Celebrating Diversity and Inclusion in the AHLA Community, <i>sponsored by AHLA's Advisory Council on Diversity and Carnahan Group, Inc.</i> (attendees and faculty welcome; more information on page 42; RSVP on page 63-64)
6:00-10:30 pm	Reception at Ellis Island, sponsored by AHLA Members' Law Firms (attendees, faculty, and registered adult, teen, and youth guests welcome; more information on page 42)

Tuesday, July 1, 2014

7:00 am-5:00 pm	Registration and Information			
7:00-8:45 am	Continental Breakfast and Meet the Practice Group, Task Force, and Affinity Group Leaders (attendees, faculty, and registered adult, teen, and youth guests welcome) 7:00-8:00 am Networking Discussion Group Breakfasts: Alabama/Louisiana/Mississippi/Tennessee, sponsored by HORNE LLP Florida Georgia Missouri Ohio Social Media Workshop Life Members (attendees and faculty welcome; more information on page 43; RSVP on pages 63-64)			
8:15-9:45 am	Y. The Wars among States: Medicaid Eligibility Expansion under the Affordable Care Act (not repeated) <i>Frizzera Hamme Millwee</i>	Z. The Mental Health Conundrum Revisited: Implementation of the Affordable Care Act, Demographic Trends, and Integrative Care Models <i>Jacobi Parks Tettlebaum</i>	AA. Antitrust Law and the Exchanges: What Are the Issues? <i>Botti Kantor Miller</i>	BB. False Claims Act Development—Legal Update, Litigation Defenses, and Best Practices <i>D. Anderson Berlin Breen</i>
Extended Sessions	CC. Compliance Compensation Methodologies—Advanced Stark <i>Homchick Hutzler Shay</i>	DD. The New Frontier: Physician Integration from the Trenches <i>English Gerberry Looney</i>	EE. Making Pay-for-Performance (P4P) Pay: Opportunities and Pitfalls of a Shifting Reimbursement Paradigm <i>Hettich Hough</i>	FF. HITECH Conundrum: Complex Issues under the Omnibus Rule <i>Heide Kapp Leopard</i>

Annual Meeting Program at a Glance

NYC



Tuesday, July 1, 2014 (continued)

10:00 –11:00 am	GG. Operationalizing Compliance with Research Payment and Program Integrity Policies (not repeated) <i>Ruskin</i>	HH. Pharmacy Compounding: What Hospitals Need to Know when Purchasing Compounded Preparations from Specialty Pharmacies (not repeated) <i>Carpenter</i>	JJ. The Essential Employment Law Update: Recent Statutory, Decisional, and Regulatory Developments Impacting Health Care Employees <i>Harrison Marcuss</i>	KK. Trends in Health Care Fraud and Abuse: A Legislative and Administrative Perspective <i>Barsky Brandt Robinson</i>
	LL. Managing Post-Acute Partnerships with Acute Care Organizations <i>Geraci Impink</i>	MM. Managed Care Disputes <i>Boswell Hefty</i>	NN. Effective Peer Review as Your Best Defense to Fraud and Abuse <i>Bohl Nagele</i>	G. Tax Update for Generalists (repeat) <i>Sullivan</i>
11:15 am-12:15 pm	OO. Cutting Edge Issues in Health Care Technology/ mHealth (not repeated) <i>Kalina Pollard</i>	PP. Identifying and Resolving the New Disputes in Accountable Care Settings Using ADR (not repeated) <i>Fromer Roth</i>	QQ. Legal Ethics: Disarming the Narcissistic Lawyer—Legal Ethics in Addressing Not-so-Nice Opposing Counsel <i>Bittinger Cade</i>	RR. Avoiding Qui Tam and False Claims Act Liability while Participating in Health Exchanges <i>Dixon Kelly Ogrosky</i>
	SS. Hospital Affiliation and Mergers—Preserving What Matters for the Community Hospital <i>Holdenried Lupica</i>	TT. ERISA—A New Age of Liability <i>Sanders Schmidtke</i>	P. Antitrust Year in Review (repeat) <i>Miles White</i>	U. How to Catch a Thief 101: A View from the Field (repeat) <i>Gyamfi Mack O'Donnell</i>
12:30–1:45 pm	Lunch on your own or attend one of the Practice Group Luncheons (additional fee; limited attendance; pre-registration required; more information on page 37-39; register on pages 63-64): >> Antitrust, Business Law and Governance, and Life Sciences (joint luncheon), <i>sponsored by Sullivan, Cotter and Associates, Inc.</i> >> Fraud and Abuse, <i>sponsored by Berkeley Research Group LLC</i> >> Hospitals and Health Systems, Medical Staff, Credentialing, and Peer Review, and Regulation, Accreditation, and Payment (joint luncheon), <i>sponsored by Navigant</i> >> Post-Acute and Long Term Services			
2:00-3:15 pm	UU. Professional Development Part 1: Best Practices on How to Market Yourself (not repeated) <i>Bittinger Fisher</i>		VV. Why SGR Legislation Matters: A Look ahead at Likely Legislative Changes in 2014 (not repeated)	
	Part 2: Defining Your Practice—To be the Health Law Generalist or a Specialist (not repeated) <i>Daniels Hyatt</i>		<i>Fontenot Zimmerman</i>	

Annual Meeting Program at a Glance

NYG



Tuesday, July 1, 2014 (continued)

3:30-4:30 pm	UU. Professional Development Part 3: Positioning Yourself to Take the Lead (not repeated) <i>Cowart Holden</i>	WW. Making a Difference: Pro Bono Opportunities for Health Lawyers (not repeated) <i>Markey Pitt Robinson</i>	XX. The Value of Lawyer and Valuator Working Together: 1 + 1 = FMV (not repeated) <i>G. Anderson Lloyd</i>	YY. Health Law Curriculum (not repeated) <i>DiMaria (Moderator) Boozang Trubek</i>
4:00-5:00 pm	ZZ. NY Law Update, sponsored by the NYSBA Health Law Section (not repeated) <i>Davino</i>			
4:30-6:00 pm	Reception, sponsored by Alvarez & Marsal (attendees, faculty, and registered adult, teen, and youth guests welcome; more information on page 43)			
5:00-6:00 pm	NYSBA Health Law Section Membership Appreciation Reception, sponsored by the NYSBA Health Law Section			
6:30 pm	Young Professionals Rooftop Networking Event (attendees and faculty welcome; more information on page 56)			

Wednesday, July 2, 2014

7:00 am-3:45 pm	Registration and Information			
7:00-8:30 am	Continental Breakfast and Meet the Practice Group, Task Force, and Affinity Group Leaders (attendees, faculty, and registered adult, teen, and youth guests welcome) 7:00-7:50 am Networking Discussion Group Breakfasts: Women's Network and Diversity Council Breakfast Dispute Resolution Service (attendees and faculty welcome; more information on page 43; RSVP on pages 63-64)			
8:00-9:30 am Extended Sessions	AAA. Disability Discrimination in Health Care Settings: How to Ensure Equal Access and Avoid Violations of the Law (not repeated) <i>Gordon Krevor-Weisbaum Malone</i>	Z. The Mental Health Conundrum Revisited: Implementation of the Affordable Care Act, Demographic Trends, and Integrative Care Models (repeat) <i>Jacobi Parks Tettlebaum</i>	AA. Antitrust Law and the Exchanges: What Are the Issues? (repeat) <i>Botti Kantor Miller</i>	BB. False Claims Act Development—Legal Update, Litigation Defenses, and Best Practices (repeat) <i>D. Anderson Berlin Breen</i>
	CC. Compliance Compensation Methodologies—Advanced Stark (repeat) <i>Homchick Hutzler Shay</i>	DD. The New Frontier: Physician Integration from the Trenches (repeat) <i>English Gerberry Looney</i>	EE. Making Pay-for-Performance (P4P) Pay: Opportunities and Pitfalls of a Shifting Reimbursement Paradigm (repeat) <i>Hettich Hough</i>	FF. HITECH Conundrum: Complex Issues under the Omnibus Rule (repeat) <i>Heide Kapp Leopard</i>

Annual Meeting Program at a Glance



Wednesday, July 2, 2014 (continued)

9:45-10:45 am	BBB. Research Related Injuries (not repeated) <i>Wilenzick</i>	CCC. Accommodating Disabilities in the Health Care Workplace (not repeated) <i>Marcavage Niccolini</i>	Q. Emerging Trends in Health Care Joint Ventures (repeat) <i>Kraemer McCrystal</i>	KK. Trends in Health Care Fraud and Abuse: A Legislative and Administrative Perspective (repeat) <i>Barsky Brandt Robinson</i>
	NN. Effective Peer Review as Your Best Defense to Fraud and Abuse (repeat) <i>Bohl Nagele</i>	QQ. Legal Ethics: Dismantling the Narcissistic Lawyer—Legal Ethics in Addressing Not-so-Nice Opposing Counsel (repeat) <i>Bittinger Cade</i>	WW. Payer Transactions and Consolidations (repeat) <i>Capps Soven</i>	XX. The Role of Counsel in Ensuring Privacy and Security (repeat) <i>Greene McMillan</i>
11:00 am-12:00 noon	DDD. Managing Regulatory Risk in Value-Based Contracting (not repeated) <i>Tiano</i>	C. Wicked Behavior, Phantom Beneficiaries, and Rocky Arrangements—Hot Topics in Fraud and Abuse (repeat) <i>DeConti Kass</i>	M. The Final Mental Health Parity and Addition Equity Act Regulations: Par for the Course? (repeat) <i>DeLoss Shillcutt</i>	N. Minding Your Ps & Qs Relative to 340B Program Participation and Compliance (repeat) <i>Bollinger Cook</i>
	O. Turning the Disruptive Physicians—Determining and Responding to the Reasons for the Behavior (repeat) <i>Adelman Martin</i>	V. Joint Operating Agreements: Everything Old Is New Again (repeat) <i>Rii Smith</i>	JJ. The Essential Employment Law Update: Recent Statutory, Decisional and Regulatory Developments Impacting Health Care Employers (repeat) <i>Harrison Marcuss</i>	MM. Managed Care Disputes (repeat) <i>Boswell Hefty</i>
12:00 noon-1:15 pm	Lunch on your own or attend one of the Practice Group Luncheons (additional fee; limited attendance; pre-registration required; more information on pages 37-39; register on pages 63-64): >> Payers, Plans, and Managed Care, sponsored by Berkeley Research Group LLC >> Behavioral Health Task Force			

Annual Meeting Program at a Glance

Wednesday, July 2, 2014 (continued)

1:30-2:30 pm	D. New Managed Care Strategies for Health Care Providers—Payer/Provider JVs and Provider-Owned Health Plans to Risk Sharing Arrangements (repeat) <i>Cooper Han</i>	E. The Devil Is in the Details—The Sunshine Act Reality for Academic Medical Institutions and Physicians (repeat) <i>James Pierce Savage</i>	F. Inpatient or Observation? Practice Advice for Hospitals on Compliance with CMS' 'Two Midnight' Benchmark (repeat) <i>Signoracci Towey</i>	L. Legal Ethics: Counseling the Financially Challenged Health Care Client without Losing Your Shirt, Your Ethics, or Your Mind (repeat) <i>Weston Zinder</i>	TT. ERISA—A New Age of Liability (repeat) <i>Sanders Schmidtke</i>
2:45-3:45 pm	T. A Tale of Two Committees: MEC and HR in Physician Peer Review (repeat) <i>Peters Poppitt</i>	LL. Managing Post-Acute Partnerships with Acute Care Organizations (repeat) <i>Geraci Impink</i>	RR. Avoiding Qui Tam and False Claims Act Liability while Participating in Health Exchanges (repeat) <i>Dixon Kelly Ogrosky</i>	SS. Hospital Affiliations and Mergers—Preserving What Matters for the Community Hospitals (repeat) <i>Holdenried Lupica</i>	

Annual Meeting Program Mobile App



Put all the program details in the palm of your hand with the AHLA app! This free app is available in the iTunes App store or Google Play store by searching 'AHLA'. Download **AHLA, by Bravura Technologies**, onto your mobile device and hit open. Choose 'Events' to find the In-House Counsel Program event. Click on the event (you'll be prompted to enter your email address). You will not be able to access the event features of a program, if you are not registered for the event.

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Annual Meeting Session By Topic

NYC



Alternative Dispute Resolution

- K. Arbitration Year in Review: Takeaways for Transactional Lawyers, In-House Counsel, and Litigators
- PP. Identifying and Resolving the New Disputes in Accountable Care Using ADR

Antitrust

- P. Antitrust Year in Review
- W. Payer Transactions and Consolidations
- AA. Antitrust Law and the Exchanges: What Are the Issues?

Behavioral Health

- M. The Final Mental Health Parity and Addiction Equity Act Regulations: Par for the Course?
- O. Taming the Disruptive Physician—Determining and Responding to the Reasons for the Behavior
- Z. The Mental Health Conundrum Revisited: Implementation of the Affordable Care Act, Demographic Trends, and Integrative Care Models

Business Law and Governance

- D. New Managed Care Strategies for Health Care Providers—Payer/Provider JVs and Provider-Owned Health Plans to Risk Sharing Arrangements
- Q. Emerging Trends in Health Care Joint Ventures
- V. Joint Operating Agreements: Everything Old Is New Again
- W. Payer Transactions and Consolidations
- DD. The New Frontier: Physician Integration from the Trenches
- LL. Managing Post-Acute Partnerships with Acute Care Organizations
- XX. The Value of Lawyer and Valuator Working Together: 1 + 1 = FMV

Diversity

- R. The DOMA Decision: Implementation Challenges and Emerging Issues
- S. Best Practice for a Better Organizational Balance Sheet: How to Assess Risk and Transform Immigration from Liability into Asset
- AAA. Disability Discrimination in Health Care Settings: How to Ensure Equal Access and Avoid Violations of the Law
- CCC. Accommodating Disabilities in the Health Care Workplace

Fraud and Abuse

- C. Wicked Behavior, Phantom Beneficiaries, and Rocky Arrangements—Hot Topics in Fraud
- J. A Strategic Alliance against Health Care Fraud: Overview of the Healthcare Fraud Prevention Partnership (HFPP)
- U. How to Catch a Thief 101: A View from the Field
- BB. False Claims Act Development—Legal Update, Litigation Defenses, and Best Practices
- CC. Compliance Compensation Methodologies—Advanced Stark
- EE. Making Pay-for-Performance (P4P) Pay: Opportunities and Pitfalls of a Shifting
- KK. Trends in Health Care Fraud and Abuse: A Legislative and Administrative Perspective
- NN. Effective Peer Review as Your Best Defense to Fraud and Abuse
- RR. Avoiding Qui Tam and False Claims Act Liability while Participating in Health Exchanges

- XX. The Value of Lawyer and Valuator Working Together: 1 + 1 = FMV

Health Information and Technology

- A. Storm Clouds over the Rainbow? Increasing Scrutiny of EHRs in the Golden Age of Meaningful Use
- X. The Role of Counsel in Ensuring Privacy and Security
- FF. HITECH Conundrum: Complex Issues under the Omnibus Rule
- OO. Cutting Edge Issues in Health Care Technology/mHealth

Health Care Liability and Litigation

- BB. False Claims Act Development—Legal Update, Litigation Defenses, and Best Practices
- MM. Managed Care Disputes
- RR. Avoiding Qui Tam and False Claims Act Liability while Participating in Health Exchanges
- TT. ERISA—A New Age of Liability

Health Care Policy

- KK. Trends in Health Care Fraud and Abuse: A Legislative and Administrative Perspective
- VV. Why SGR Legislation Matters: A Look ahead at Likely Legislative Changes in 2014

Hospitals and Health Systems

- D. New Managed Care Strategies for Health Care Providers—Payer/Provider JVs and Provider-Owned Health Plans to Risk Sharing Arrangements
- F. Inpatient or Observation? Practice Advice for Hospitals on Compliance with CMS' "Two Midnight" Benchmark
- H. Using PSOs to Bolster Clinical Integration
- N. Minding Your Ps & Qs Relative to 340B Program Participation and Compliance
- O. Taming the Disruptive Physician—Determining and Responding to the Reasons for the Behavior
- T. A Tale of Two Committees: MEC and HR in Physician Peer Review
- V. Joint Operating Agreements: Everything Old Is New Again
- CC. Compliance Compensation Methodologies—Advanced Stark
- DD. The New Frontier: Physician Integration from the Trenches
- EE. Making Pay-for-Performance (P4P) Pay: Opportunities and Pitfalls of a Shifting
- HH. Pharmacy Compounding: What Hospitals Need to Know when Purchasing Compounded Preparations from Specialty Pharmacies
- LL. Managing Post-Acute Partnerships with Acute Care Organizations
- NN. Effective Peer Review as Your Best Defense to Fraud and Abuse
- SS. Hospital Affiliation and Mergers—Preserving What Matters for the Community Hospital
- AAA. Disability Discrimination in Health Care Settings: How to Ensure Equal Access and Avoid Violations of the Law

Labor and Employment

- S. Best Practice for a Better Organizational Balance Sheet: How to Assess Risk and Transform Immigration from Liability into Asset
- T. A Tale of Two Committees: MEC and HR in Physician Peer Review

Annual Meeting Session By Topic

NYG



- JJ. The Essential Employment Law Update: Recent Statutory, Decisional, and Regulatory Developments Impacting Health Care Employers
- AAA.Disability Discrimination in Health Care Settings: How to Ensure Equal Access and Avoid Violations of the Law
- CCC.Accommodating Disabilities in the Health Care Workplace

Legal Ethics

- L. Legal Ethics: Counseling the Financially Challenged Health Care Client without Losing Your Shirt, Your Ethics, or Your Mind
- QQ. Legal Ethics: Disarming the Narcissistic Lawyer—Legal Ethics in Addressing Not-so-Nice Opposing Counsel

Life Sciences

- N. Minding Your Ps & Qs Relative to 340B Program Participation and Compliance
- GG. Operationalizing Compliance with Research Payment and Program Integrity Policies
- HH. Pharmacy Compounding: What Hospitals Need to Know when Purchasing Compounded Preparations from Specialty Pharmacies
- OO. Cutting Edge Issues in Health Care Technology/mHealth
- BBB. Research Related Injuries

Long Term Care

- B. What's New in Long Term and Post-Acute Care? Just about Everything!
- LL. Managing Post-Acute Partnerships with Acute Care Organizations
- CCC.Disability Discrimination in Health Care Settings: How to Ensure Equal Access and Avoid Violations of the Law

Medical Staff, Credentialing, and Peer Review

- H. Using PSOs to Bolster Clinical Integration
- O. Taming the Disruptive Physician—Determining and Responding to the Reasons for the Behavior
- T. A Tale of Two Committees: MEC and HR in Physician Peer Review
- DD. The New Frontier: Physician Integration from the Trenches
- NN. Effective Peer Review as Your Best Defense to Fraud and Abuse

Payers, Plans, and Managed Care

- D. New Managed Care Strategies for Health Care Providers—Payer/Provider JVs and Provider-Owned Health Plans to Risk Sharing Arrangements
- J. A Strategic Alliance against Health Care Fraud: Overview of the Healthcare Fraud Prevention Partnership (HFPP)
- W. Payer Transactions and Consolidations
- AA. Antitrust Law and the Exchanges: What Are the Issues?
- MM. Managed Care Disputes
- RR. Avoiding Qui Tam and False Claims Act Liability while Participating in Health Exchanges
- TT. ERISA—A New Age of Liability
- DDD.Managing Regulatory Risk in Value-Based Contracting

Physicians and Physician Organizations

- E. The Devil Is in the Details—The Sunshine Act Reality for Academic Medical Institutions and Physicians
- H. Using PSOs to Bolster Clinical Integration

- O. Taming the Disruptive Physician—Determining and Responding to the Reasons for the Behavior
- T. A Tale of Two Committees: MEC and HR in Physician Peer Review
- CC. Compliance Compensation Methodologies—Advanced Stark
- DD. The New Frontier: Physician Integration from the Trenches
- EE. Making Pay-for-Performance (P4P) Pay: Opportunities and Pitfalls of a Shifting
- NN. Effective Peer Review as Your Best Defense to Fraud and Abuse

Professional Development

- UU. Professional Development sponsored by the Young Professionals Council
 - Part 1: Best Practices on How to Market Yourself
 - Part 2: Defining Your Practice: To Be the Health Generalist or a Specialist
 - Part 3: Positioning Yourself to Take the Lead

Public Interest

- M. The Final Mental Health Parity and Addiction Equity Act Regulations: Par for the Course
- Z. The Mental Health Conundrum Revisited: Implementation of the Affordable Care Act, Demographic Trends, and Integrative Care Models
- WW. Making a Difference: Pro Bono Opportunities for Health Lawyers
- YY. Health Law Curriculum

Regulation, Accreditation and Payment

- F. Inpatient or Observation? Practice Advice for Hospitals on Compliance with CMS' 'Two Midnight' Benchmark'
- N. Minding Your Ps & Qs Relative to 340B Program Participation and Compliance
- Y. The Wars among States: Medicaid Eligibility Expansion under the Affordable Care Act
- EE. Making Pay-for-Performance (P4P) Pay: Opportunities and Pitfalls of a Shifting
- GG. Operationalizing Compliance with Research Payment and Program Integrity Policies
- VV. Why SGR Legislation Matters: A Look Ahead at Likely Legislative Changes in 2014

Tax

- G. Tax Update for Generalists
- SS. Hospital Affiliation and Mergers—Preserving What Matters for the Community Hospital

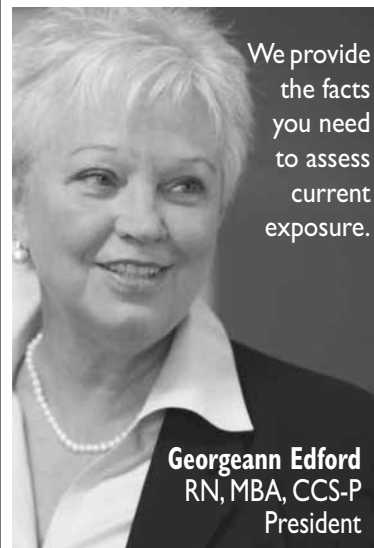
Teaching Hospitals and Academic Medical Centers

- E. The Devil Is in the Details—The Sunshine Act Reality for Academic Medical Institutions and Physicians
- GG. Operationalizing Compliance with Research Payment and Program Integrity Policies
- BBB. Research Related Injuries



AHLA's office will be closed on Monday, May 26, 2014 in observance of Memorial Day

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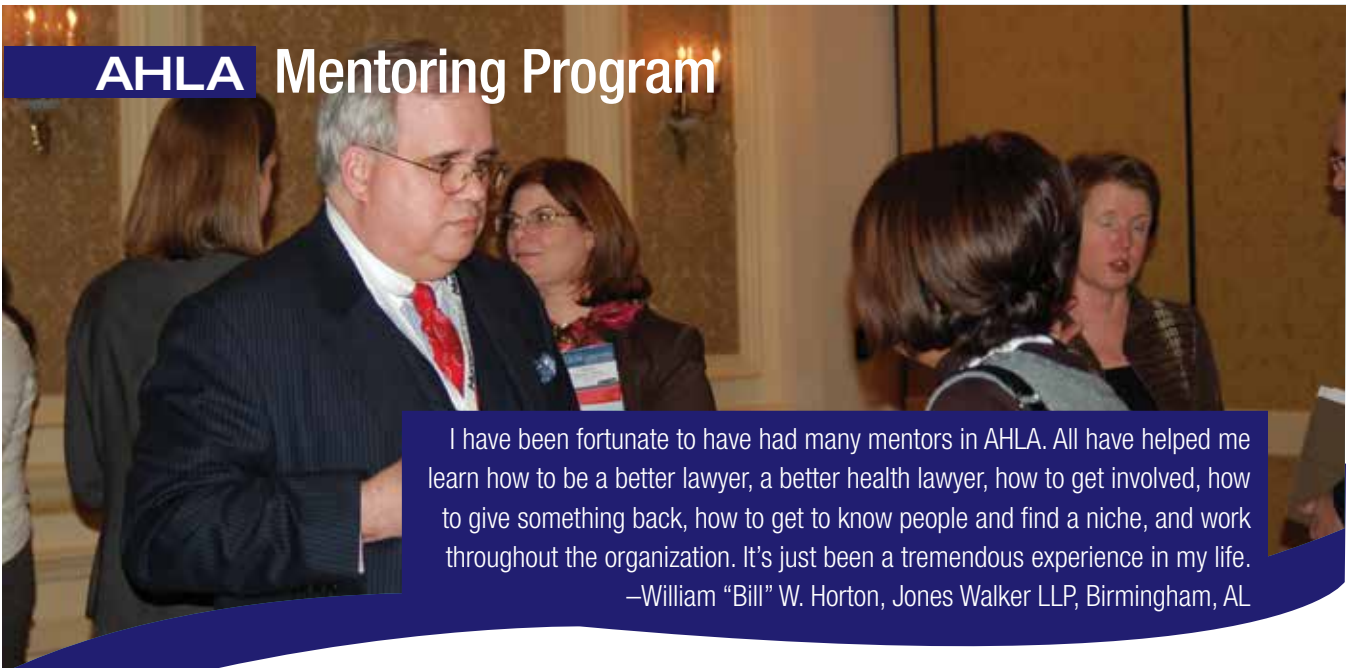


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AHLA Mentoring Program



I have been fortunate to have had many mentors in AHLA. All have helped me learn how to be a better lawyer, a better health lawyer, how to get involved, how to give something back, how to get to know people and find a niche, and work throughout the organization. It's just been a tremendous experience in my life.
—William "Bill" W. Horton, Jones Walker LLP, Birmingham, AL

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Go to www.healthlawyers.org/mentoring

Public Interest Sessions at the Annual Meeting

Attend one or more of these informative public interest sessions:

The Final Mental Health Parity and Addiction Equity Act Regulations: Par for the Course?

Monday, June 30, 2014 2:00-3:00 pm
Hear from Gerald “Jud” E. DeLoss and David Shillcott as they provide in-depth analysis of the Final Parity Regulations to ensure an understanding among all health care attorneys and not just those working in the behavioral health care field. This session will also offer provider and payer perspectives on the Regulation’s basic requirements, compliance tips and processes, and best practices for working collaboratively between providers and plans to achieve parity.

The Mental Health Conundrum Revisited: Implementation of the Affordable Care Act, Demographic Trends, and Integrative Care Models

Tuesday, July 1, 2014 8:15-9:45 am
John V. Jacob of Seton Hall Law School,

Joseph J. Parks III of the Missouri Department of Social Services and the Missouri Institute of Mental Health, and Harvey M. Tettlebaum of Husch Blackwell LLP. will discuss, among other issues, how the Affordable Care Act, Mental Health Parity Rule, and the Homes and Community Based Services Rule affect the delivery of mental health services, the current demographics of those with serious mental illness and traumatic brain injury, and how the non-implementation of Medicaid expansion effects behavioral health programs for the underserved population.

Making a Difference: Pro Bono Opportunities for Health Lawyers

Tuesday, July 1, 2014 3:30-4:30 pm
You won’t want to miss this informative session. Panelists include Melissa Markey of Hall Render Killian Heath & Lyman, who will provide the private sector/law firm perspective, and Vicki Robinson of the Office of the Inspector General at HHS, who will talk about how one can provide pro bono legal services as a government attorney. The session will

be moderated by Justin Pitt, in-house counsel for Community Health Systems Professional Services Corporation and a past AHLA Pro Bono Champion.

Health Law Curriculum

Tuesday, July 1, 2014 3:30-4:30 pm
This Public Interest session will address how law schools can implement AHLA’s newest resource in order to complement their existing health law curriculums. The speakers will be Kathleen M. Boozang, Seton Hall Law School and Louise G. Trubek, University of Wisconsin Law School with Nicole F. DiMaria of Wolff & Samson PC moderating the panel. A survey of AHLA leaders and recent news reports regarding the “practice readiness” of recent law school graduates showed an increased need and desire for new attorneys entering the health law field to be better prepared about the “nuts and bolts” of various types of health law transactions and litigation matters.

AHLA Public Interest

LIGHT

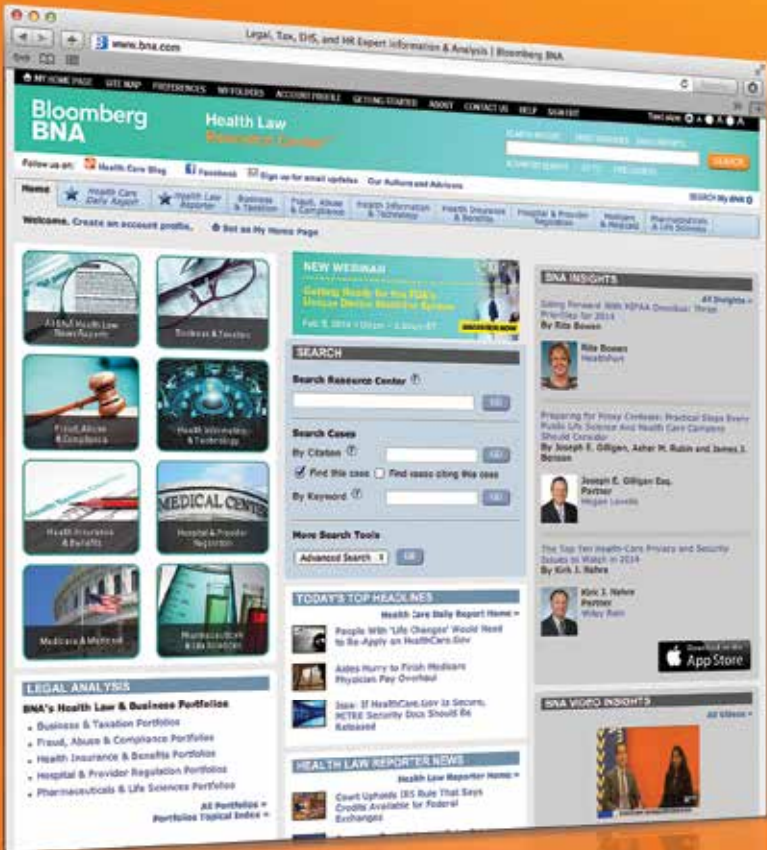
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Are you a Young Professional attending your first Annual Meeting? New to AHLA?

We know that for some first-time attendees or young professionals, the large number of sessions and activities offered at the Annual Meeting can be a bit overwhelming. But there are plenty of ways that you can meet new friends, find a dinner companion, or just have fun in New York. Sign-up for the Young Professionals Discussion List (www.healthlawyers.org/lists) or visit www.healthlawyers.org/yp to discover hot topics at the program, meet-ups, and much more.

Members of AHLA's Young Professionals Council will be in New York, so stop by one of these events and get to know your peers!

- » **Mentoring Connect**—Pick up information about AHLA's Mentoring Program at the Resource Center and during the Celebrating Diversity & Inclusion Reception.
- » **AHLA Resource Center** (Sunday, June 29-Wednesday, July 2) Stop by the Resource Center to find out all that AHLA has to offer.
- » **Young Professionals Happy Hour** (Sunday, June 29, 6:30-7:30 pm) Stop by Bridges Bar off the hotel lobby.
- » **5K Central Park Fun Run/Walk** (Monday, June 30, 6:00-7:00 am) *Sponsored by CBIZ Healthcare Valuation* Escape the hustle and bustle of the city and start the day off right with a brisk 5K Fun Run/Walk through Central Park. Certified instructors for every skill level will lead our group over a pre-mapped route through the beauty and wonder of New York City's greatest oasis.
- » **Celebrating Diversity and Inclusion in the AHLA Community Reception** (Monday, June 30, 5:30-6:30 pm) *Sponsored by AHLA's Advisory Council on Diversity and Carnahan Group, Inc.* A networking event and reception where all are welcome, including young professionals and students, members of diversity, new members, first-time attendees, and long-time members. While you are there, spend three minutes updating your member demographic profile and enter to win a free KindleFire. Members of the Diversity Council and Mentoring Committee and other AHLA leaders will be on hand to talk about AHLA's diversity and inclusion and mentoring initiatives and how you can get involved.
- » **Reception at Ellis Island** (Monday, June 30, 6:00-10:30 pm) *Sponsored by AHLA Member Firms and Organizations* AHLA has arranged for Ellis Island and the Museum to be open exclusively to Annual Meeting attendees and their guests on Monday evening. You will have a unique opportunity to explore Ellis Island and learn about its history and perhaps even learn about your own family's history. Transportation will be provided from the Hilton to the Ferry Landing. This event can be sponsored by any law firm or organization; if you are interested in being a sponsor of this reception contact Valerie Eshleman at veshleman@healthlawyers.org.
- » **Young Professionals Rooftop Networking Event** (Tuesday, July 1, 6:30 pm) Network with your peers at some of the best rooftop venues in the city. Come out and celebrate the vibrant New York City at its best!



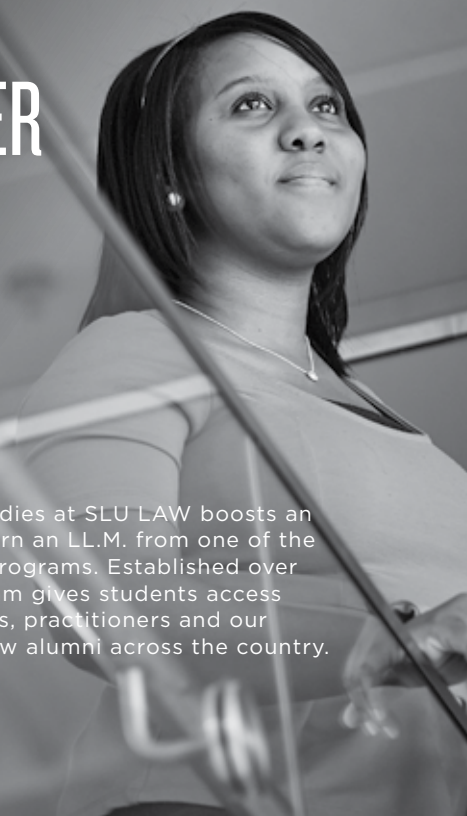
**Annual
Membership
Meeting,
June 30, 2014,
8:00-8:15 am,
New York Hilton
Midtown, New
York, NY**



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Thank you to all of the below companies for participating and being a sponsor this year:



The following companies will be exhibiting at the Annual Meeting:

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- » PYA
- » Seton Hall Law School
- » Spectrum Health Partners LLC
- » Sullivan, Cotter and Associates, Inc.
- » The Quality Management Consulting Group, LTD
- » VMG Health
- » Wolters Kluwer Law & Business

If you are interested in being a sponsor at the Annual Meeting there are several options still available. Please contact Valerie Eshleman at veshleman@healthlawyers.org for additional details.



AHLA would like to thank our members from the following law firms for their generous sponsorship of the Monday evening reception at Ellis Island:

- » Akin Gump Strauss Hauer & Feld LLP
- » Baird Holm LLP
- » Baker & Hostetler LLP
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- » Benesch Friedlander Coplan & Aronoff LLP
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- » Hall Render Killian Heath & Lyman PC
- » Hancock Daniel Johnson & Nagle PC
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- » K&L Gates LLP
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- » Wiley Rein LLP
- » Wolf & Samson PC



If you are interested in sponsoring the reception at Ellis Island, contact Valerie Eshleman at veshleman@healthlawyers.org for more information.

Annual Meeting Program Information

General Program Information

Dates

June 30–July 2, 2014

Meeting Location



New York Hilton Midtown
1335 Avenue of the Americas
New York, NY 10019
(212) 586-7000

Annual Meeting Registration Fees



Postmarked and paid by June 5, 2014

\$1,095 AHLA/NYSBA Members
\$1,020 Each additional AHLA/NYSBA member
registering from the same company at the same time
\$1,345 Non-Members

Postmarked and paid between June 6–23, 2014

\$1,220 AHLA/NYSBA Members
\$1,145 Each additional AHLA/NYSBA member registering
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Celebration Sale Rate



\$1,020 Eligible AHLA/NYSBA members only
(see box on next page)

Family Registration Package



(Includes 1 program registration, 1 spouse/adult guest,
and 2 or more teen or youth guest registrations)
\$1,540 AHLA/NYSBA Members
\$1,790 Non-Members
Printed Course Materials \$100

Discounts

Group Discount: When an AHLA member registers for a program, each additional AHLA member registering from the same firm/organization at the same time is eligible for a discounted registration fee.

Other Discounts: Government employees, academicians, solo practitioners, in-house counsel, and students, please call (202) 833-1100 or go online to www.healthlawyers.org for special discounted fees.

Additionally, discounted registration fees are available to any individual who expresses the need for such a discount and certifies financial hardship. If you require financial assistance in order to attend the program, please contact Anne H. Hoover, Vice President of Programs at (202) 833-0780 or ahover@healthlawyers.org to request assistance.

Discounts cannot be combined.

Program Materials

We will not automatically be printing binders for everyone. All materials will be available on a website prior to the program and handed out on a flash drive at the program. All registrants will receive an email a week prior to the program with the materials. For those who would still like the binder, they will be available for an additional fee; please order on the registration form.

Cancellations/Substitutions

Cancellations must be received in writing by fax, mail or email no later than **June 19, 2014**. Refunds will not be issued for cancellations received after this date. Registration fees, less a \$50 administrative fee for the In-House Counsel Program or \$125 for the Annual Meeting, will be refunded following the program. If you register for both programs and are only able to attend one, you will not be charged a cancellation fee. Please note that registration fees are based on the AHLA membership status of the individual who actually attends the program. For more information regarding administrative policies such as complaints, refunds, or sending a substitute, please contact our Finance Department at (202) 833-1100, prompt #5 or djohnson@healthlawyers.org.

Continuing Education Credit Information

Attendees will be given a continuing education form at the program. Forms must be completed and returned to AHLA staff to receive credit. Certificates of completions will be sent out 6-8 weeks following the program. AHLA is an approved sponsor of continuing legal education credits in most states.

The Annual Meeting will be worth approximately 18.0 credits (including 2.0 ethics credits) for 60-minute states and approximately 21.6 credits (including 2.4 ethics credits) for 50-minute states.

AHLA is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be addressed to the National Registry of CPE Sponsors, 150 Fourth Avenue North, Suite 700, Nashville, TN 37219-2417. NASBA's website is www.nasba.org. This seminar will be worth approximately 21.0 CPE credits.

The sessions, unless otherwise designated, are intermediate to advanced in level. This program is designed to be an update on developments in the area of health law. There are no prerequisites or advanced preparations required to register for this group live program. Those seeking accounting credits should be familiar with the basic concepts of law and terminology associated with this area in order to obtain the full educational benefit of this program.

Special Needs

If you have needs requiring special assistance or accommodations, including special dietary needs, or have questions about accessibility issues at the program, contact our special needs coordinator, Valerie Eshleman at (202) 833-0784 or veshleman@healthlawyers.org.

Suggested Dress

The suggested dress for the Annual Meeting is business casual except for the reception at Ellis Island, which is casual. By registering for the program, attendees authorize AHLA to use any photographs taken during the course of the program, which may include attendees in Association promotional materials.

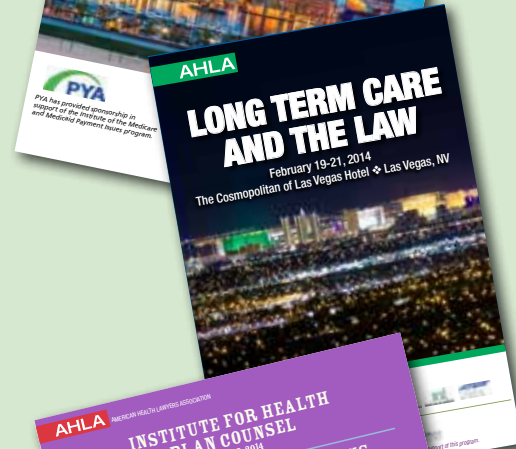
Attention AHLA Members–Celebration Sale

If you paid to attend at least one AHLA in-person program during the September 2013–May 2014 educational year and are a member of AHLA, you are eligible for the special Celebration Sale discount for the 2014 Annual Meeting. Pay only \$1,020 instead of the regular member fees of \$1,095 (early) or \$1,220 (standard).

Qualifying Programs:

- » Fraud and Compliance Forum, September 29–October 1
- » Tax Issues for Health Care Organizations, October 20–22
- » Fundamentals of Health Law, November 3–5
- » Legal Issues Affecting Academic Medical Centers and Other Teaching Hospitals, January 23–24
- » Physicians and Hospitals Law Institute, February 9–11
- » Long Term Care and the Law, February 19–21
- » Institute on Medicare and Medicaid Payment Issues, March 26–28
- » Current HIT Challenges: mHealth, Big Data, and HIPAA Compliance, March 28
- » Institute for Health Plan Counsel, April 9
- » Health Care Transactions, April 10–11
- » Health Care Arbitration and Peer Review Hearings, May 1–2
- » Antitrust in Health Care, May 13–14

Please note: Substitutes must meet the above qualifications to be eligible for the Celebration Sale rate.



Annual Meeting Hotel and Travel

Hotel Information

New York Hilton Midtown
1335 Avenue of the Americas
New York, NY 10019
Hotel Phone: (212) 586-7000 or 1-800-HILTONS

Located in the heart of New York City in Midtown Manhattan, the stylish New York Hilton Midtown hotel is within walking distance from New York's premier attractions such as Times Square, Radio City Music Hall, Fifth Avenue shopping, the Broadway Theatre District, Central Park, The Museum of Modern Art and many more iconic New York landmarks.

Grab a bite to eat at Herb N' Kitchen, featuring seasonal salads, artisanal sandwiches, brick oven pizzas, and specialty coffees. Stay cool in the Minus5 Ice Bar where you can touch, feel, and explore handcrafted ice sculptures and ice architecture made from Canadian ice. Enjoy your favorite cocktail in the Lobby Lounge or Bridges Bar. Stay active during your stay in the hotel's 8,000 sq. ft. fitness center featuring modern strength, cardio and entertainment equipment, a Kinesis wall and resistance weights. If needed, the hotel has a 24-hour business center and onsite concierge for transportation and theater assistance.

Whether conducting business, keeping up with a fitness routine or looking to spend quality time with your family and friends, the Hilton hotel will help make the most of your stay by offering the services you need, the amenities you expect, and the extras you deserve.

Room Rates: \$275 single or double occupancy

Hotel Cut-off Date: Thursday, June 5, 2014

Hotel accommodations are not included in the registration fee. When making reservations, please indicate that you are with the AHLA; the room block may sell out prior to hotel cut-off date. Check in is 3:00 pm and check out is 12:00 noon.

Alternative Hotel

Hilton Garden Inn New York Central Park
South-Midtown West
237 West 54th Street
New York, NY 10019
Hotel Phone: (212) 253-6000
Reservations: 1 (877) 782-9444

The hotel is offering lower priced options and is a very short distance from the conference hotel. Room rate: \$229 single/ \$259 double occupancy per night plus tax. Please make reservations before June 5; AHLA's block is limited and may sell out before the cutoff of June 5th.

Official Travel Provider—ATC (Association Travel Concepts)

- » Discounts and Services:
- » 5% off applicable classes of service for tickets purchased more than 30 days prior to the meeting. Restrictions apply and not all classes of service apply for the 5% discount. (United Airlines, Delta).
- » Personalized services
- » Low fare options
- » Discounted meeting rates (Enterprise, Hertz, Dollar)
- » Advanced seat assignment and special meal requests
- » Frequent flier program updates

*Some restrictions may apply. Discounts apply between June 26-July 5. *Service fees apply to ticketed reservations. You may also call your own agency or the vendors directly and refer to the ID numbers available on our website www.healthlawyers.org programs.*



In-House Counsel/Annual Meeting Registration Form

3

To register: Remit payment and completed registration form by mail to the American Health Lawyers Association P.O. Box 79340 • Baltimore, MD 21279-0340 or fax with credit card information to (202) 775-2482. To register by phone call (202) 833-1100, prompt #2. If any program is over-subscribed, only AHLA members will be placed on a waiting list. On-site registrations will be accepted on a space-available basis only. Discounts cannot be combined.

Name: _____ Member ID # _____
 First Name for Badge (if different than above): _____ Title: _____
 Firm/Organization: _____
 Address: _____
 City: _____ State: _____ ZIP+ 4 _____
 Telephone: (____) _____ Fax: (____) _____
 Email: _____

Please register me for the In-House Counsel Program—June 29, 2014

- \$365 AHLA/NYSBA Member \$590 Non-Member

Please register me for the Annual Meeting—June 30-July 2, 2014

Postmarked and paid by June 5, 2014

- \$1,095 AHLA/NYSBA Member \$1,345 Non-Member

- \$1,020 Each additional AHLA/NYSBA member registering at the same time from the same company

Postmarked and paid between June 6 and June 23, 2014

- \$1,220 AHLA/NYSBA Member \$1,470 Non-Member

- \$1,145 Each additional AHLA/NYSBA member registering at the same time from the same company

Celebration Sale

- \$1,020 AHLA/NYSBA Members who have paid to attend another in-person program during the 2013–2014 educational year. Please indicate program(s) attended: _____

Family Registration Package (includes 1 program registration, 1 adult guest fee and 2 or more teen or youth fees; please include guests names in space provided on the back of this form under Guest Registration)

- \$1,540 AHLA/NYSBA Member \$1,790 Non-Member

Printed Course Materials

All attendees will receive a USB flash drive and an electronic version of the full set of course materials for the program(s) for which they register.

If you would like to purchase a binder(s), Please indicate below if you are also registered for:

- In-House Counsel Program and want to purchase the binder for \$45
 Annual Meeting and want to purchase the binder for \$100

Practice Group Luncheons

Sunday, June 29, 2014

In-House Counsel *(For those people attending the In-House Counsel Program, the cost of the Practice Group luncheon is included in the registration fee.)*

\$35

\$45

Monday, June 30, 2014

Health Care Liability and Litigation

\$35

\$45

Health Information and Technology, Physicians Organizations, Teaching Hospitals/Academic

Medical Centers, and ACO Task Force (joint luncheon)

\$35

\$45

Labor and Employment

\$35

\$45

Tax and Finance.....

\$35

\$45

Tuesday, July 1, 2014

Antitrust, Business Law and Governance, and Life Sciences (joint luncheon).....

\$35

\$45

Fraud and Abuse

\$35

\$45

Hospitals and Health Systems, Medical Staff, Credentialing, and Peer Review, and Regulation, Accreditation, and Payment (joint luncheon).....

\$35

\$45

Post-Acute and Long Term Services.....

\$35

\$45

Wednesday, July 2, 2014

Payers, Plans, and Managed Care

\$35

\$45

Behavioral Health Task Force

\$35

\$45

Practice Group Lunch Total

\$ _____





In-House Counsel/Annual Meeting Registration Form

Guest Registration Fees

\$265 Adult (includes 3 breakfasts, Sunday Welcome Reception, Monday Night Ellis Island reception, and the Tuesday night reception)

Name: _____

\$150 Youth/Teen Guest (under 18; includes 3 breakfasts, Sunday Welcome Reception, Monday Night Ellis Island reception, and the Tuesday night reception)

Name _____ Age _____

Name _____ Age _____

Guest Registration Fee Total \$ _____

Individual Event Tickets (Attendance at the Monday night event is included in the attendee and guest registration fees. Non-refundable individual tickets can be purchased for guests who do not want to attend all events.)

	Number of tickets	Price	Total
Monday Evening Ellis Island Reception (youth/teen)	_____	\$75	_____
Monday Evening Ellis Island Reception (adult)	_____	\$125	_____

Individual Event Ticket Total \$ _____

5K Central Park Fun Run/Walk—Monday, June 30, 6:00-7:00 am (complimentary; pre-registration required)

Please indicate your T-shirt size: S, M, L, XL (adult sizes only)

Name _____ Shirt Size _____

Name _____ Shirt Size _____

Fair Market Value and Public Health Affinity Groups Networking Event, Sunday, June 29, 8:00-10:00 pm

Celebrating Diversity in the AHLA Community Reception, Monday, June 30, 5:30-6:30 pm

Social Media Workshop Breakfast, Tuesday, July 1, 7:00-8:00 am

Life Members Breakfast, Tuesday, July 1, 7:00-8:00 am

Women's Network and Diversity Council Breakfast, Wednesday, July 2, 7:00-7:50 am

Dispute Resolution Service Breakfast, Wednesday, July 2, 7:00-7:50 am

I will require: audio visual mobility I have special dietary needs: _____

other assistance: _____

Payment Information (Sorry! Registrations cannot be processed unless accompanied by payment); discounts cannot be combined.

- \$ _____ In-House Counsel Program Registration
- \$ _____ In-House Counsel Program Binder (\$45)
- \$ _____ Annual Meeting Registration
- \$ _____ Annual Meeting Binder (\$100)
- \$ _____ Practice Group Luncheon Total
- \$ _____ Guest Registration Fee Total
- \$ _____ Individual Event Ticket Total
- \$ _____ Membership Dues
- \$ _____ Solo Practitioner/In-House Counsel Discount (\$100 off Annual Meeting Only)
- \$ _____ Total Payment

Check enclosed (U.S. dollars, make checks payable to AHLA)

Bill my credit card: **Diners Club**

Card Number _____ Exp. date _____

Name of Cardholder _____

Signature of Cardholder _____

ZIP Code of Cardholder's Billing Address _____

AHLA Membership Dues

(Attorney/Non-Attorney rates based on date of admission to bar, or college graduation date)

- \$190 Attorney/Non-Attorney 0-4 years
- \$310 Attorney/Non-Attorney 4-7 years
- \$355 Attorney/Non-Attorney 8+ years
- \$100 Academician
- \$100 Government
- \$100 Public Interest Professional
- \$80 Paralegal
- \$160 Solo Practitioner
- \$80 Retired
- \$25 Student

Please note: Should your credit card total be miscalculated, AHLA will charge your credit card for the correct amount due. To receive a refund of the registration fee paid minus \$50 for In-House Counsel, and \$125 for Annual Meeting, cancellation notice must be received in writing by June 19, 2014.

In-House Counsel/Annual Meeting 2014 Fed ID No. 23-7333380

Classified Advertising

Alaska

Anchorage, AK: Tribal Health Attorney, Alaska Native Tribal Health Consortium. The Alaska Native Tribal Health Consortium anticipates expanding its legal team to support new and exciting initiatives, improving health care quality and access for Alaska Natives. We primarily need additional legal expertise for new and developing partnerships and transactions, medical staff issues, ACA, and regulatory compliance. Ideal candidates will have seven plus years of experience in health law; an understanding of "Indian law," the intersection between medical staff and employment issues, and government contracting; demonstrated experience working for complex clients in a team oriented environment; exquisitely good judgment; and a talent for reconciling competing legal principles to help ANTHC find innovative ways to achieve its vision. In accordance with federal law, ANTHC applies Native Preference in hiring and contracting. Learn more about ANTHC at www.anthctoday.org/. Please direct inquiries and resumes to ndheslep@anthc.org with "Health Attorney B" in the subject line.

Arizona

Phoenix, AZ: VP, Chief Compliance & Privacy Officer, Phoenix Children's Hospital. To apply for this position, please visit the AHLA Career Center at www.healthlawyers.org. Click on Job Bank in the upper right hand corner, and then click on Browse All Postings.

Scottsdale, AZ: Corporate Legal Council, Matrix Medical Network. Community Care Health Network Inc., dba Matrix Medical Network, provides medical services, including health risk assessment and other health-related services and data analytics, to Medicare Advantage health plans throughout the United States. Dedicated to improving the health and lives of senior Americans, we believe that better health care comes from better information. Matrix Medical Network seeks an experienced attorney to join our corporate legal department and support our growing business. The incumbent will be primarily responsible for preparing, drafting, and negotiating commercial transactions with customers and suppliers, such as sales agreements, procurement contracts, licensing agreements, NDAs, and BAAs. The successful candidate will also work directly with other members of the Legal and Compliance Department to provide general legal advice, guidance, and counsel to internal clients on a variety of legal issues. To apply for this position, please visit the AHLA Career Center at www.healthlawyers.org. Click on Job Bank in the upper right hand corner, and then click on Browse All Postings.

Arkansas

Bentonville, AR: Assistant/Associate General Counsel, Pharmacy & Billing Compliance, Walmart. The attorney will provide advice and counsel to compliance management in connection with third party payer

billing/reimbursement and relationships, Government Program enrollment/participation, and health care compliance matters. The attorney will also direct legal support for business transactions and projects involving risk; identify, assess, and manage risk to the company; and manage financial resources and processes. Qualifications include health care billing and reimbursement experience; knowledge of Medicaid, Medicare, and other Government Programs laws, regulations, and policies, including coverage and payment requirements/processes and fraud and abuse; and conducting fact-intensive internal investigations, as well as exposure to regulatory actions involving State Medicaid Agencies, HHS OIG, law enforcement agencies, and state boards regulating pharmacy. Additional experience includes six years legal experience post-degree; a law degree from an accredited law school; license to practice law in at least one state; experience working as a lawyer in a corporate legal department or law firm; and experience in health care law, compliance, and transactions. To apply for this position, please visit the AHLA Career Center at www.healthlawyers.org. Click on Job Bank in the upper right hand corner, and then click on Browse All Postings.

California

Downey, CA: Consultant, National Pharmacy Compliance, Kaiser Permanente. In this role, you will provide high quality and cost effective project management, consulting, and analytic support.

You will assist senior consultants, clients, and/or groups in identifying and resolving issues of strategic importance to the organization. Qualifications include four years of related analytical and/or consulting experience; operational experience in health care preferred; a bachelor's degree or four years of equivalent experience in business administration, economics, health care administration, operations research, public health administration, or other related field; compliance, health care legal, public health, or health administration work experience preferred; the ability to conduct and interpret quantitative/qualitative analysis; the ability to demonstrate effective communication, consulting, interpersonal, presentation, and project management skills. Principals only, Kaiser Permanente is an EEO/AA employer. Please email your resume to Jyn.Diacuna@kp.org or visit <http://jobs.kp.org> for complete qualifications and job submission details, referencing job #207344.

Los Angeles, CA: Health Care Associate, Polsinelli PC. Refer to listing under St. Louis, MO, for full description.

Pasadena, CA: Senior Counsel, Client Service Leader—Operations, Dignity Health. Dignity Health, headquartered in San Francisco, CA, provides integrated, patient, and family centered care. It is the fifth largest health system in the country. The Legal Department is seeking a Senior Counsel, Client Service Leader (CSL)

Additional Listings: May be found in our National Job Bank. Go to: www.healthlawyers.org/jobbank. **Deadlines:** Space reservations, copy, and payment are due on the 5th of the month prior to publishing. Copy for classifieds and contact information should be emailed in basic text format to hclassifieds@networkmediapartners.com. Payment information should also be included in the email. For a copy of our media kit or for information about Display, Classified, and Online advertising, contact: Evan Zippert, Network Media Partners, Phone: (410) 584-1912, Fax: (410) 584-1921, Email: healthlawyers@networkmediapartners.com.

Classified Advertising

–Operations. The Senior Counsel CSL will serve as the Leader for one or more of Dignity Health's Service Areas supported by the Pasadena Office. Candidates should have a minimum of seven years' experience with a law firm and/or in-house legal department involving the performance of legal services for hospitals, health systems, providers, health care delivery organizations, and/or integrated delivery systems. Qualifications include a Juris Doctor degree from a law school accredited by the American Bar Association, admission to the State Bar of California (or eligibility under the Registered In-House Counsel provisions of the State Bar of California), and professional licensure in good standing. Requisition/Job #: 1400002554. Apply at www.DignityHealthCareers.org.

Sacramento, CA: Staff Attorney, California Primary Care Association. California Primary Care Association is seeking a Staff Attorney to provide and coordinate legal counsel for the association. This position will serve as an in-house attorney providing legal analysis and opinions, issue management, and other legal services. Juris Doctor required. A minimum of three years of experience working in health care programs serving special populations or in health policy or advocacy-related work required. To apply, submit cover letter, resume, professional references, and salary requirements in MS Word format to jobs@cpca.org, or fax to (916) 440-8172.

Sacramento, CA: Counsel–Business, Tax, and Governance Service Team, Sutter Health. The Counsel position is a member of the Office of the General Counsel who provides legal advice and counsel on a range of topics. This position will perform a

variety of legal services, including reviewing and negotiating contracts proposed by external vendors, negotiating and documenting business transactions, identifying new or emerging areas of risk, and managing or providing support on specific legal projects. The Counsel position will have subject matter expertise in health care technology, vendor contracting, and health care business operations and will support contracting for the Sutter Health system office including supply chain and information technology. Requirements include a Juris Doctor degree from accredited law school; minimum three to five years of significant business and/or health care law experience; knowledge of laws related to not-for-profit health care operations requirements is preferred; and knowledge should include corporate governance, tax-exemption, Stark, Anti-Kickback, False Claims Act, licensure, certification, and accreditation. Apply at: <http://employment.sutterhealth.org/?job=SHSO-1402355>.

San Francisco, CA: Senior Counsel, Client Service Leader–Operations, Dignity Health. Dignity Health, headquartered in San Francisco, CA, provides integrated, patient, and family centered care. It is the fifth largest health system in the country. The Legal Department is seeking a Senior Counsel, Client Service Leader (CSL)–Operations. The Senior Counsel CSL will serve as the Leader for one or more of Dignity Health's Service Areas supported by the San Francisco Office. Candidates should have a minimum of seven years' experience with a law firm and/or in-house legal department involving the performance of legal services for hospitals, health systems, providers, health care delivery organizations, and/or integrated delivery systems.

Qualifications include a Juris Doctor degree from a law school accredited by the American Bar Association, admission to the State Bar of California (or eligibility under the Registered In-House Counsel provisions of the State Bar of California), and professional licensure in good standing. Requisition/Job #: 1400002259. Apply at: www.DignityHealthCareers.org.

Colorado

Denver, CO: Health Care Associate, Polsinelli PC. Refer to listing under St. Louis, MO, for full description.

District of Columbia

Washington, DC: Health Care Associate, Polsinelli PC. Refer to listing under St. Louis, MO, for full description.

Washington, DC: Health Care Attorney, Thompson Coburn LLP. Refer to listing under St. Louis, MO, for full description.

Florida

Miami, FL: Health Care Litigation Associate, Broad and Cassel. Broad and Cassel's Miami office is searching for a Health Care Litigation Associate. Applicants must have three plus years of experience in health law and litigation. Competitive compensation and benefits package available. Please submit your resume in confidence to hr@broadandcassel.com.

Georgia

Atlanta, GA: Vice President of Compliance, Piedmont WellStar HealthPlans. Piedmont WellStar HealthPlans (PWHP), based in Atlanta, is searching for a Vice President of Compliance (VP). PWHP is a joint venture partnership between Piedmont Healthcare and WellStar Health System. The VP ensures the implementation and maintenance

of the Medicare and Commercial Compliance Program to include fraud, waste, abuse, HIPAA, and other compliance matters. The VP will maintain accountability for the Program, including annual updates. He/She will effectively sustain regulatory compliance for all products, including but not limited to, Medicare products and will formulate sound business practices that meet regulatory requirements as well as business needs. It is preferred that the candidate has progressive responsibilities in Medicare Advantage compliance, Medicare and Medicaid compliance, and insurance laws and rules compliance, or an equivalent combination of education and experience. Direct resumes, by email, to the Piedmont WellStar Healthplans search team at PWHPVPCCompliance@wittkiewer.com.

Illinois

Chicago, IL: Senior Attorney, Accreditation Council for Graduate Medical Education (ACGME). The Accreditation Council for Graduate Medical Education (ACGME) is seeking a Senior Attorney for the Office of the CEO. The Senior Attorney will assist the General Counsel in providing legal services to the organization, as well as assisting in supervision of the work of outside counsel. The successful candidate will have a solid understanding of the legal issues faced by not-for-profit organizations, ideally within the graduate medical education and accreditation space. To apply for this position, please visit the AHLA Career Center at www.healthlawyers.org. Click on Job Bank in the upper right hand corner, and then click on Browse All Postings.

Chicago, IL: LLM Health Law Fellowship, Loyola University Chicago School of Law–Beazley

Classified Advertising

Institute for Health Law and Policy. The Beazley Institute for Health Law and Policy at Loyola University Chicago School of Law is seeking applicants for its LLM Health Law Fellowship. Each year the Beazley Institute awards one to two fellowships to full-time incoming LLM students. Fellows may serve as teaching assistants for faculty; conduct research for faculty members; author scholarly articles; and participate in health law conferences and events. Fellowship compensation includes a tuition scholarship (ranging from 50%-100% of tuition costs) and a stipend. To apply, Fellowship applicants must apply and be accepted into the LLM in Health Law degree program at Loyola. Fellowship applications must be clearly marked and received by May 1, 2014. To apply, please send a writing sample, resume, and cover letter to health-law@luc.edu.

Chicago, IL: Health Care Associate, Polsinelli PC. Refer to listing under St. Louis, MO, for full description.

Chicago, IL: Health Care Attorney, Thompson Coburn LLP. Refer to listing under St. Louis, MO, for full description.

Pekin, IL: Director of Medical Staff Services & Risk Management, Pekin Hospital. To apply for this position, please visit the AHLA Career Center at www.healthlawyers.org. Click on Job Bank in the upper right hand corner, and then click on Browse All Postings.

Springfield, IL: Staff Attorney, St. John's Hospital. The Staff Attorney will provide legal support for the HSHS Central Illinois Division (CID), including St. John's Hospital Springfield, St. Francis Hospital Litchfield, and St. Mary's Hospitals in Decatur

and Streator; focus on drafting and reviewing a wide variety of contracts and other legal documents; manage relationships with outside counsel at the direction of the Vice President Legal Affairs/Associate General Counsel; advise management on various legal and physician compliance topics; conduct legal research; negotiate transactions; and implement legal, physician compliance, and regulatory policy and practice. Qualified candidates will have a Doctorate of Jurisprudence with an advanced degree in health law or health law certificate or non-legal experience in health care industry desirable. Candidates must have a valid Illinois license to practice law within a reasonable time after employment. Preferred candidates will have four plus years' legal experience as a practicing attorney with specialized experience serving health care provider organizations and physician compliance related experience. To apply for this position, please visit the AHLA Career Center at www.healthlawyers.org. Click on Job Bank in the upper right hand corner, and then click on Browse All Postings.

Iowa

Des Moines, IA: Corporate General Counsel, Lifespace Communities. Lifespace Communities, located in Des Moines, IA, is the sixth largest independent living provider and seventh largest senior living provider of non-profit retirement communities in the United States. The General Counsel serves as Lifespace Communities, Inc's resource on legal matters and oversees all legal aspects of transactional, governance, and regulatory matters related to the company. The responsibility of the General Counsel will be to lead company strategic and tactical legal initiatives to support the needs of

the organization. The General Counsel will provide Senior Management with effective advice on company strategies and their implementation, provide legal support to all departments within the organization, manage the legal function, and obtain and direct the work of outside counsel. Qualifications include a JD, a minimum of ten years of experience in a general practice, and working knowledge and experience in legal matters relating to the provision of senior care. To apply for this position, please visit the AHLA Career Center at www.healthlawyers.org. Click on Job Bank in the upper right hand corner, and then click on Browse All Postings.

West Des Moines, IA: Corporate Health Law Attorney, Hy-Vee Inc. Hy-Vee Inc., a 236-store supermarket retailer based in West Des Moines, IA, with 244 pharmacies and 198 dietitians, seeks a Health Law Attorney to fill a new position. This individual will primarily be responsible for providing advice on health law compliance, drafting and reviewing health care contracts, and assisting with related transactions. Other practice areas will include general corporate practice, commercial transactions, contract review, and regulatory compliance. Candidates with at least five years of broad experience in health law, including HIPAA and privacy issues, fraud and abuse, Anti-Kickback, Medicare and Medicaid, and licensing, and who are admitted to the Iowa Bar will be given preference. Qualified candidates should send a resume, description of legal experience, salary history, and cover letter to: Mic Jurgens, Vice President, Human Resources, Assistant General Counsel, Hy-Vee Inc, 5820 Westown Parkway, West Des Moines, IA, 50266, or

electronically to mjurgens@hy-vee.com.

Kentucky

Louisville, KY: Legal Counsel, Humana. Humana's Law Department is seeking an experienced attorney to provide legal advice and support for its national commercial insurance, Medicare Advantage, and Medicaid provider network operations. The position focuses on drafting and negotiation of provider contracts and providing legal advice and counsel to corporate and market operations on an array of state and federal regulations affecting provider network contracting and related issues for commercial and government. In addition, the successful candidate will be responsible for drafting and reviewing internal policies and procedures and other legal documents that support network operations of the company. To apply for this position, please visit the AHLA Career Center at www.healthlawyers.org. Click on Job Bank in the upper right hand corner, and then click on Browse All Postings.

Louisiana

New Orleans, LA: Associate General Counsel, Research and Compliance, Tulane University. This position reports to the General Counsel and provides legal counsel and advice to the University, with focus on the Tulane School of Medicine, the School of Public Health and Tropical Medicine, and the Tulane University Faculty Practice Plan. The position also offers legal guidance on sponsored research agreement, including basic science contracts and grants, confidentiality agreements, clinical trial agreements, subcontracts and federal grants, and other research management issues including policy development. The role serves

Classified Advertising

as the legal adviser to Tulane's Institutional Review Board (IRB) concerning human subject research, Tulane's Institutional Animal Care and Use Committee (IACUC) concerning the use of animals in research, and the Institutional Biosafety Committee. He/she will also provide legal counsel and advice to the university regarding complex research and federal regulatory issues and ensure compliance with all federal regulations relating to conflicts of interest in research. Interested candidates should forward a resume to TulaneAGCResearch@divsearch.com.

Maryland

Baltimore, MD: Health Care Contracting Attorney, The University of Maryland Medical System. The University of Maryland Medical System is seeking a Health Care Contracting attorney to join its Office of General Counsel. Qualified candidates have three to seven years of experience as a practicing attorney with health care contracting and/or transactional experience; specific knowledge of contract law, corporate governance, and health care fraud and abuse/regulatory matters; practical experience in drafting, reviewing, and negotiating contracts; preparation of regulatory and/or corporate filings; and experience in review and analysis of regulatory compliance issues. Qualifications also include strong legal research, contract drafting and negotiations, analytical skills, multi-tasking, ability to work with minimal direction, effective communication skills, and the ability to work in a close team setting in fast paced environment. Please submit a cover letter addressing specific knowledge and experience. Detailed job information is available by visiting the AHLA Career Center at www.healthlawyers.org. Click on Job Bank in the upper right hand

corner, and then click on Browse All Postings. Candidates not meeting the qualifications, or not addressing the requested information in their cover letter, will not be considered. Resumes should be submitted to legal@umm.edu.

Massachusetts

Shrewsbury, MA: Senior Associate Attorney (2014-22602), University of Massachusetts Medical School. University of Massachusetts Medical School, Commonwealth of Massachusetts, is seeking a Senior Associate to be responsible for advising CWM in matters of contract drafting, negotiation and compliance, public procurements, and privacy and security issues. Requirements include a JD and license to practice law in the Commonwealth of Massachusetts, as well as seven years relevant experience in health care, health care finance, contract administration, and/or compliance, of which at least five years must be relevant legal experience. Prior experience in contract drafting and review, developing policies and procedures, and the ability to analyze legal implications of complex scenarios are a must. Superior knowledge of laws and regulations affecting the field of health care, and/or data privacy and security, including HIPAA, M.G.L. c. 93H, and other complex federal and state laws is also required. To apply for this position, please visit the AHLA Career Center at www.healthlawyers.org. Click on Job Bank in the upper right hand corner, and then click on Browse All Postings.

Minnesota

Minnnetonka, MN: Health Care Counsel, UnitedHealth Group. This Associate General Counsel position will be part of the Medicare & Retirement legal team. The position will provide legal counsel to leaders to support the strategic development and oversight of programs that improve patient outcomes and

health data accuracy. Help us meet the needs of our members and continually improve the Medicare program. Qualifications include a strong understanding of the health care industry, a Juris Doctorate degree, five plus years of legal experience, and knowledge of U.S. health care and federal and state governmental regulatory laws. Prior experience counseling clinical entities is helpful. The Boomer generation is the fastest growing market segment in health care and we are the largest business in the nation dedicated to serving their unique health and wellbeing needs. Diversity creates a healthier atmosphere. UnitedHealth Group is an equal opportunity employer M/F/D/V. Those interested in learning more should contact Barbara_siani@uhg.com.

Missouri

St. Louis, MO: Health Care Associate, Polsinelli PC. Polsinelli PC, the fourth largest health care practice in the country, is currently seeking an attorney with at least three years of experience in HIPAA and health information privacy. Clinical research compliance experience is also desired. Candidates should have excellent academic credentials, experience in a law firm environment, and superior writing, communication, and problem-solving skills. Preferred locations are Chicago, Dallas, Denver, St. Louis, Washington DC, or Los Angeles. The successful candidate will benefit from immediate client contact in a dynamic practice group as a part of a growing, collegial firm. Please submit your resume, cover letter, transcript, and HIPAA writing sample online at www.polsinelli.com/careers.

St. Louis, MO: Health Care Attorney, Thompson Coburn LLP. Thompson Coburn LLP's corporate health care practice area is seeking a Health Care Attorney with at least eight to ten years of legal experience in the health care field

to join its offices in St. Louis, Chicago, or Washington DC. The position offers the opportunity to work on a wide variety of corporate transactions and regulatory matters for health care organizations, including health care systems, hospitals, health insurance companies, long term care providers, physician medical groups, and other health care related businesses. Extensive experience handling regulatory and corporate transactional matters in the health care industry required. Law firm experience and in-depth understanding of Fraud and Abuse, Stark, Medicare reimbursement, hospital-physician relationships, and HIPAA also required. For consideration, apply online at www.thompsoncoburn.com/careers.

St. Louis, MO: Health Law Attorney, Verity Legal Recruiters Inc. Verity Legal Recruiters has an opening for a health law attorney for a clients' St. Louis office. Minimum qualifications include at least five to ten years of experience in health care matters. Hospital counsel experience is preferred. Candidates should have experience in one or more of the following areas: health care fraud and abuse prevention laws such as the federal Anti-Kickback statute, False Claims Act, and Stark law; health information privacy, including HIPAA and the HITECH Act; Medicare and private payer billing and reimbursement; medical staff matters; compliance issues for health care providers and hospital/physician alignment issues; hospital mergers, acquisitions, and affiliations; managed care contracting; regulatory investigations and corporate compliance programs; and outsourcing arrangements. Excellent academic credentials are required. The position offers a competitive salary, merit and client origination bonus opportunities, and a competitive benefits

package. Qualified candidates please submit a resume to keith@veritylaw.com. EOE.

New Jersey

Clifton, NJ: Assistant General Counsel, Benecard Services Inc. To apply for this position, please visit the AHLA Career Center at www.healthlawyers.org. Click on Job Bank in the upper right hand corner, and then click on Browse All Postings.

New York

New York, NY: Attorneys, Mount Sinai Health System. To apply for this position, please visit the AHLA Career Center at www.healthlawyers.org. Click on Job Bank in the upper right hand corner, and then click on Browse All Postings.

New York, NY: Deputy Corporate Compliance Officer (Senior Director), New York City Health and Hospitals Corporation. NYC Health & Hospitals Corporation seeks a Deputy Corporate Compliance Officer to oversee various activities related to HHC's compliance with all applicable federal, State, and local laws, rules, codes, and regulations, including HHC's adherence to applicable privacy and data security laws and best practices. This individual will also ensure compliance with all applicable internal policies and operating procedures, as well as principles of professional conduct and ethical standards of business. Experienced/qualified candidates are expected to have extensive knowledge about laws governing fraud, waste, and abuse; risk identification, assessment, and prioritization practices; and federal and State employee and patient confidentiality laws, as well as data security and record management best practices. Additionally, experienced/qualified candidates shall obtain Certification in Health Care Compliance from the Compliance Certification Board

within two months from the start date of employment, which must be maintained throughout employment. HHC is an Equal Opportunity Employer M/F/D/V. To apply for this position, please visit the AHLA Career Center at www.healthlawyers.org. Click on Job Bank in the upper right hand corner, and then click on Browse All Postings.

Philadelphia, NY: Senior Regulatory Advisor/HGB, Towers Watson. Towers Watson is hiring! The Technical Services Unit is a team of attorneys and other professionals within the Research and Innovation Center (RIC) who provide centralized support to the U.S. associates on the legal, regulatory, and accounting issues affecting our clients' employee benefit plans and compensation programs. Based primarily in Arlington, VA, White Plains, NY, and Toronto, Canada, Technical Services staff work directly with consultants to support Line of Business initiatives; respond to inquiries on legal and regulatory issues; and prepare written material on legal and regulatory developments for internal and external client use. To see a full description, interested candidates should apply in the "Careers" section of our website at www.towerswatson.com. Search requisition #15331.

Syracuse, NY: Health Care Attorney, State University of New York Upstate Medical University. State University of New York Upstate Medical University (Upstate) in Syracuse, NY, is seeking an experienced health care lawyer who will be expected to handle and oversee a broad range of health care related assignments at Upstate, including, but not limited to hospital operational support; health care risk management; clinical-related issues, regulatory issues, accreditation, and clinical affiliation agreements; HIPAA issues; health care reform and reimbursement; medical staff matters, including hearings; and health care related litigation. The successful candidate will have

a JD degree from an accredited law school and active membership in good standing with a State Bar, with either active membership in good standing with the New York State Bar or eligibility for immediate admission. Review of applications will begin immediately. Applications will be accepted until the position is filled. AA/EEO employer engaging excellence through diversity. Interested candidates are invited to apply online to Job #038059 at www.upstate.edu/hr/jobs/.

Westbury, NY: Senior Counsel, MagnaCare. MagnaCare, a recognized leader in the health plan management and health care network management industries, is looking to fill the position of Senior Counsel. This person will, along with the Associate General Counsel and the General Counsel, be responsible for the legal and regulatory affairs of the company. The tasks expected of the Senior Counsel include managing outside counsel; preparing and negotiating complex contracts; preparing employee benefit documents and analyzing related issues; litigating actions handled in-house; preparing documents requiring regulatory approval; assisting in compliance matters; advising company personnel on legal matters; and participating in company management as a senior staff member. MagnaCare offers a dynamic, challenging, and rewarding work experience to its employees and has been named for several consecutive years to Modern Healthcare's list of Best Places to Work in Health Care. MagnaCare is an equal employment opportunity employer. Please send your resume to Michelle at mmasonius@magnacare.com.

Ohio

Cleveland, OH: Vice President, Associate General Counsel, Coors Healthcare Solutions. Coors Healthcare Solutions invites you to explore an outstanding opportunity

for a Vice President, Associate General Counsel for our client in Cleveland, OH (Independent, provider owned HMO, part of a large integrated health system). The General Counsel will be responsible for providing legal services to administrators and medical and professional staff of the parent corporation and its subsidiaries. Candidates must have a Juris Doctorate, license to practice law, seven or more years of health care law and extensive experience with managed care contracting and insurance regulatory requirements, experience as Lead counsel for insurance and managed care in a complex health care setting, and experience in a values driven organization. This position will provide specialized expertise, substantive legal and regulatory compliance advice and counsel in respect to a broad array of both complex and routine managed care and insurance operational and administrative matters. Email resumes to mhartz@coorshs.com. For more information, please visit www.coorshealthcaresolutions.com/career/application or call (800) 507-6917.

Powell, OH: Compliance Officer, ADVOCATE Radiology Billing. Health care organizations need to create and implement internal controls that ensure compliance with federal and state laws and regulations. ADVOCATE Radiology Billing offers an opportunity for you to leverage your health care compliance experience in a rewarding and challenging environment. The Compliance Officer reviews the overall effectiveness and efficiency of the operational, financial, and technology processes to provide management with an independent assessment of our compliance with all federal and state laws and regulations. To be successful, the Compliance Officer is required to have an excellent grasp of medical billing

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and reimbursement procedures, along with a working knowledge of required medical compliance issues. To learn more about ADVOCATE, visit our website at www.radadvocate.com. To apply for this position, please visit the AHLA Career Center at www.healthlawyers.org. Click on Job Bank in the upper right hand corner, and then click on Browse All Postings.

Toledo, OH: Corporate Staff Attorney, The Toledo Clinic Inc. The Corporate Staff Attorney is responsible for the provision of strategic, pro-active, and value-added legal services and advice including without limitation physician practice acquisitions; physician employment and independent contractor agreements; general employment agreements; managed care and payer contracts; regulatory issues; patient care issues; risk management; compliance; construction; and real estate Requirements include a JD from an accredited law school; good standing with the Ohio Bar or other State Bar with requirement to become licensed in Ohio within 12 months of hire; minimum of five to eight years of health care law and extensive experience with payer/provider contracting, physician group practice operations, structure, and regulatory requirements; and a working knowledge of health care laws. Preference will be given to candidates with knowledge of specific health care laws such as federal and state fraud and abuse laws, HIPAA, HITECH, and general principles of Medicare reimbursement programs. To apply, please visit <http://toledoclinic.hrmdirect.com/employment/careers.php>.

Pennsylvania

Danville, PA: Government Programs Counsel, Geisinger Health Plan. Geisinger Health Plan (GHP) located in Danville,

PA, seeks a health insurance and managed care attorney with experience in Medicare Advantage and/or Medicaid managed care. The position provides legal services in support of Health Plan's Medicare Advantage, Medicaid managed care, and other government programs and reports to the Health Plan's Associate Chief Legal Officer. Requirements include a JD from an accredited law school; active State Bar membership; and seven years' experience in health insurance and managed care, including at least three years working on Medicare Advantage and/or Medicaid managed care. Geisinger Health Plan and Geisinger Gold are the top-ranked private and Medicare health plans in Pennsylvania. Nationally, GHP's health maintenance organization (HMO) is ranked eighth, and Geisinger Gold's HMO is ranked ninth, for quality and service by the National Committee for Quality Assurance (NCQA). Geisinger is an Affirmative Action, Equal Opportunity Employer. Send resume to labrown1@geisinger.edu.

Tennessee

Memphis, TN: Attorney-Staff (Professional Contracting), Baptist Memorial Health Care Organization. The Staff Attorney (Professional Contracting) reports to the Senior Staff Attorney and provides legal counsel to Baptist Memorial Health Care Corporation and its affiliates by researching and making recommendations based on federal and state statutes and exercising expertise in areas related to the Stark Law, the Anti-Kickback statute, the False Claims Act, and any other similar or related state or federal compliance laws. This position is primarily responsible for analyzing potential compliance issues, including

reviewing, conducting research and analysis, and providing legal advice about contracts with referral sources and other business dealings with physicians and other referral sources as well as handling professional services agreements between Baptist's affiliates and physicians, physician practices, and other referral sources. This position will also be responsible for providing routine business contract review and advice and general health law advice on a short turnaround time basis as well as performing other duties as assigned. To apply for this position, please visit the AHLA Career Center at www.healthlawyers.org. Click on Job Bank in the upper right hand corner, and then click on Browse All Postings.

Texas

Amarillo, TX: Senior Health Care Attorney, Brown & Fortunato PC. Brown & Fortunato PC, in Amarillo, TX, is seeking an attorney with ten or more years' experience, heavily concentrated in health care law. Candidates must have the ability to lead and motivate a group of attorneys and staff. Strong organizational skills with proven delegation and follow through ability are required. Qualified candidates will be self-starters with excellent academic credentials, strong communication, research and writing skills, a commitment to providing quality service to clients, and a keen attention to detail. Law firm experience is a prerequisite; some in-house experience is a plus. Regulatory, corporate, and transactional experience is preferred. Litigation experience is not required. An understanding of federal and state fraud and abuse and self-referral laws and other specialized health care issues is necessary. Speaking and marketing experience is desirable. Candidates actively

licensed in Texas are preferred and ultimately required. Email resume to Nicole Shannon at nshannon@bf-law.com.

Dallas, TX: Health Care Associate, Polsinelli PC. Refer to listing under St. Louis, MO, for full description.

Tyler, TX: Associate In-House Counsel, Trinity Mother Frances Hospitals and Clinics. The Associate In-House Counsel will report to the Vice President/System General Counsel. Responsibilities include addressing a wide range of day-to-day legal questions; supporting claims management, corporate compliance, and privacy functions; and reviewing, drafting, and negotiating a variety of transactional agreements. Qualifications include a minimum of three years solid experience in health law, Texas bar admission preferred, and experience with Texas state licensure boards a plus. Trinity Mother Frances is a national leader in patient satisfaction, advanced technology, and quality initiatives, and is the region's preferred health care provider with over 75 years of dedicated service to the people of east Texas. The integrated health care organization encompasses five hospitals and the area's preferred multi-specialty physician group, Trinity Clinic, serving north central, east, and northeast Texas with over 300 physicians representing 37 specialties. Tyler, TX, is the largest community in east Texas with approximately 100,000 residents. Tyler offers cultural diversity, quality education and health care, easy access to large metropolitan areas, and abundant recreational opportunities. Tyler, known as "The Rose Capital of America," is a community offering all the conveniences of a big city, but with a more relaxed lifestyle. Join Our Team! Apply

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online at tmfjobs.org or contact recruitment at floydj2@tmfhs.org for more information.

Various

Various: Health Care Attorney, Clark Hill PLC. Clark Hill PLC, a national law firm, is currently seeking attorneys for its health care practice. Attorneys with at least eight years of experience are preferred. All interested attorneys should have experience with corporate transactions, including compliance issues for health care providers and hospital-physician alignment strategies; regulatory investigations and corporate compliance programs; health care fraud and abuse prevention and analysis; reimbursement matters; HIPAA/HITECH privacy and security issues; and managed care

contracting. Successful applicants must be self-sustaining, independent, demonstrate superior work ethic, and should possess outstanding communication, interpersonal, and analytical skills, as well as a client focused attitude. Clark Hill PLC offers a competitive salary, bonus opportunity, and a competitive benefits package. All interested attorneys should submit a cover letter and resume/CV to Alexis Reed, Manager of Legal Recruitment, at areed@clarkhill.com.

Virginia

Richmond, VA: Health Care Associate Attorney, LeClairRyan, A Professional Corporation. LeClairRyan is recruiting a Health Care Regulatory attorney to work on-site with a growing

Richmond, VA based client. To apply for this position, please visit the AHLA Career Center at www.healthlawyers.org. Click on Job Bank in the upper right hand corner, and then click on Browse All Postings.

Wisconsin

Madison WI: Attorney, UnityPoint Health. Meriter-UnityPoint Health is looking to fill an in-house attorney position. UnityPoint Health is an integrated health care system with operations in Iowa, Illinois, and Wisconsin. The position will have a primary focus on Wisconsin hospital and physician matters. Wisconsin licensure required. Prior experience of at least two years and preferably five years in general hospital and health care law with Stark, Anti-Kickback and tax-exemption

matters is preferred. Office location is in Madison, WI. UnityPoint Health offers compensation based on level and type of experience and a benefits package. Send resume in confidence to: Denny Drake, VP, General Counsel & Compliance Officer, UnityPoint Health, 1776 West Lakes Parkway, Suite 400, West Des Moines, IA, 50266-8239. Phone: (515) 241-4655. Email: Denny.Drake@unitypoint.org.

Madison, WI: Assistant/Associate General Counsel-Legal Services, University of Wisconsin Hospital and Clinics. To apply for this position, please visit the AHLA Career Center at www.healthlawyers.org. Click on Job Bank in the upper right hand corner, and then click on Browse All Postings.

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Time for a Second Look at Your Agreements

On April 7, AHLA launched a new Dispute Resolution Service with new rules, an expanded database of neutrals, a new economic model, and a new electronic case management system. At this year's Annual Meeting, we will be focusing on the new service through two sessions on dispute resolution, explanatory material at the AHLA Resource Center, and a brief explanation in the President's State of the Association. You should certainly join us in New York for what promises to be a spectacular Annual Meeting with informative educational sessions and memorable social activities, including a visit to Ellis Island. If you can't make it, however, I will summarize why you should look at the dispute resolution provisions in your agreements and begin using the AHLA Dispute Resolution Service to resolve disputes that emerge under such agreements.

Greater Value for Clients

The most significant change will be a **significant reduction in up-front costs** to use the AHLA Dispute Resolution Service. Previously, AHLA had charged parties a flat fee of \$2,750 or slightly more for the Service to research and compile a list of arbitrators or mediators, and facilitate the parties' selection process. After selection, all transactions would be between the parties and the selected neutral.

Under the new system, the parties will spend approximately \$400 for a list of arbitrators and absolutely nothing for a list of mediators. The parties will then vote on the candidates presented, and the most acceptable candidate will be selected to arbitrate or mediate. AHLA will now handle billing and administrative matters on behalf of the arbitrator or mediator, and AHLA's fees will be taken from the payments made to us on behalf of the neutral. Thus, the up-front administrative costs will be significantly reduced in some cases and eliminated in others.

One of AHLA's priorities in making these changes was to encourage our members to turn to us when they need to mediate a dispute on behalf of their

clients. **Under this new system, you will not pay anything to access many well-qualified mediators** who have the skill sets that you outline in your request for a mediator. You will be able to take advantage of our new database so that we can zero in on the areas of expertise that you and your opposing counsel want to satisfactorily resolve your dispute. This provides a significant benefit to you, and if you or the other party is not satisfied with the list or the person ultimately selected, you can still agree to another mediator unless your prior agreement indicates otherwise. So, in the mediation context, you lose nothing and can gain significantly by using AHLA's service. The same analysis applies on the arbitration side because the up-front cost there has been reduced by more than 600%.

If you compare AHLA's new cost structure to other competitors in this arena, like AAA, the contrast is stark. Our non-profit service is much more economical for parties. In addition, our neutrals will often have in-depth expertise on the health law issues needed to resolve the dispute. We have revamped our neutral application so that we will be able to do more pinpointed searches for the skill sets that you will need in resolving your disputes. So, including the AHLA Dispute Resolution Service in your agreements will provide a resolution mechanism that is less expensive and more credible on health law issues than our competitors, thereby providing far more value to your clients.

Consumer and Employment Cases

AHLA has revised its rules significantly and crafted a new set of rules for consumer and employment cases. The new rules proactively protect the rights of consumers and employees so that they are not unduly burdened by a choice to resolve disputes in arbitration or mediation. The rules ensure that the choice to use alternative dispute resolution was freely made, with notice, and that a consumer or employee receives the same remedies as would be available under state law. Costs generally must be borne

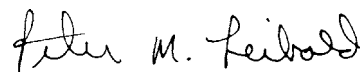
by the employer or business entity who proposed using the dispute resolution mechanism in the first place. Because the new rules incorporate requirements set forth in recent court decisions in this evolving area of law, we hope that our members will consider using the AHLA Dispute Resolution Service in agreements with consumers and employees where an alternative dispute resolution mechanism is warranted.

Hearing Officers

AHLA has also reduced the cost of requesting a list of hearing officers to zero. Hospitals and physicians often need hearing officers to resolve disputes under Medical Staff bylaws. No organization in the country has more members that are skilled in this area than AHLA. When you need a hearing officer to resolve such a dispute, there is now absolutely no cost to you in requesting a list of hearing officers from AHLA. In the request, you can specify the skill sets that you are seeking, and we will do our best to find individuals from your geographic area who have such skills.

Conclusion

Two and a half years ago, AHLA hired Geoff Drucker, an experienced neutral, to revamp our service in order to make it more beneficial to our members and their clients. He has spent the intervening time working with the talented individuals on our Dispute Resolution Service Council to revise the rules, create a new economic model, and work with tech vendors to make the new model more efficient for neutrals and parties. I urge you to study the new system at www.healthlawyers.org/drs, talk with Geoff, and give every consideration to using the newly revamped Service to select arbitrators, mediators and hearing officers. ■



PETER M. LEIBOLD
Executive Vice President, CEO
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