



## Gary W. Herschman

Board of Directors / Member of the Firm

### Newark

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**GARY W. HERSCHMAN** is a Member of the Firm in the Health Care and Life Sciences practice, in the Newark and New York offices of Epstein Becker Green. He serves on the firm's Board of Directors, and also on its National Health Care and Life Sciences Steering Committee. Prior to joining the firm, Mr. Herschman was Co-Chair of the Health Care Practice Group of a large regional law firm.

Mr. Herschman represents a diverse group of health care clients, including health systems, hospitals, large physician groups, nursing homes, long-term care facilities, ambulatory surgery centers, home health companies, private equity and other investment funds specializing in health care companies, ambulance companies, dialysis companies, imaging centers, medical marijuana/cannabis providers, specialty care networks, management services organizations (MSOs), and other health care businesses.

Mr. Herschman advises and assists health care providers in strategically positioning themselves in the rapidly changing health care marketplace. This includes advising clients in regard to consolidations, affiliations, mergers and acquisitions, as well as, joint ventures, physician alignment, clinically integrated networks, ACOs, MSOs, IPAs, PHOs, and population health contracts. Mr. Herschman also advises health care clients on regulatory compliance (federal and state), Stark, fraud and abuse, corporate compliance, HIPAA, government investigations, and civil and administrative health care litigation.

Mr. Herschman is a frequent speaker at local and national conferences on a variety of cutting-edge health care law issues, with a focus on strategic transactions for physician groups, hospital consolidations, affiliations and acquisitions, hospital-physician alignment transactions, the formation of ACOs and CINs, regulatory compliance issues (Stark, fraud and abuse, etc.), major clinical and facility joint ventures, recent government enforcement initiatives, reducing whistleblower exposure, and conducting "Stark" audits of hospital-physician arrangements. He also has authored many articles on current health care law issues published in local and national publications.

In addition, Mr. Herschman serves as Chair of the Fraud & Abuse Practice Group of the American Health Lawyers Association, and is a member of the Editorial Boards of Bloomberg Law's *Health Law & Business* and Health Care Compliance Association's *Compliance Today*.

## **Education**

- The George Washington University Law School (J.D., 1989)
  - *Order of the Coif*
  - Editor, *The George Washington Law Review*
- Lafayette College (B.A., 1986)
  - *summa cum laude*
  - *Phi Beta Kappa*

## **Bar Admissions**

- New Jersey
- New York
- District of Columbia
- Maryland

## **Practice Areas**

- Mergers, Acquisitions & Divestitures
- Fraud and Abuse Counseling and Defense
- Stark/Self-Referral
- Compliance Counseling and Defense
- Health Regulatory Due Diligence
- Value-Based Purchasing and Accountable Care
- Government Investigations and Litigation

## **Industries**

- Health Care and Life Sciences Industry
- Hospitals and Health Systems
- Physician Group Practices/Management
- Academic Medical Centers
- Home Health, Hospice & Community-Based Providers
- Post-Acute and Long-Term Care Providers

- Investment Banks & Private Equity
- Ambulatory Care Facilities
- Cannabis Law

## Memberships

- American Health Lawyers Association:
  - Fraud & Abuse Practice Group: *Vice Chair* (June 2011-May 2017), *Chair* (June 2017-present)
  - Enforcement Committee (2010-2011)
- Bloomberg Law's Health Law & Business – *Editorial Advisory Board Member*
- Compliance Today – *Editorial Board Member*
- Center for Health & Pharmaceutical Law & Policy at Seton Hall Law School – *Advisory Board Member*
- Healthcare Financial Management Association – New Jersey and New York Chapters
- American Bar Association – Health Law Forum
- American College of Healthcare Executives
- New Jersey State Bar Association – Health & Hospital Law Section
  - *Health Law Section Delegate*, NJSBA General Council
- New York State Bar Association – Health Law Forum

## Board of Directors

- Circle of Life Children's Center, Inc. (2012-2013)
- The Make-A-Wish Foundation of New Jersey (2005-2008)

## Rankings & Recognition

- *The Best Lawyers in America*®: 2010-2019, Health Care Law; 2019 Newark Health Care Law “Lawyer of the Year”
- *Chambers USA*®: 2006-2019, New Jersey Healthcare
- *The Legal 500 United States*: 2017 and 2018, Healthcare: Service Providers and M&A: Middle-Market (Sub-\$500M)
- *New Jersey Super Lawyers*®: 2005-2019, Health Care
- *Martindale-Hubbell*® AV rating

## News & Publications

May 2, 2019

**Gary Herschman Quoted in "Healthcare Leaders Look at the Past, Present and Future of Consolidation"**

*FierceHealthcare*

April 26, 2019

**Gary Herschman and Epstein Becker Green Event Featured in "Physician Practices Increasingly Turn to Private Equity for Capital"**

*Crain's New York Business*

April 23, 2019

**INSIGHT: Health Care M&A Transactions on Pace to Set Record in 2019**

*Bloomberg BNA Health Law and Business*

April 18, 2019

**Gary Herschman Featured in Executive Session Podcast on Private Equity Investment in Healthcare**

*MGMA*

March 29, 2019

**Gary Herschman, Yulian Shtern Quoted in "Long-Term Care Deals Dominate Health Industry in February"**

*Bloomberg Law Health Law & Business*

February 21, 2019

**Gary Herschman, Yulian Shtern Quoted in "Hospital Systems Give 2019 Health Deals an Explosive Start"**

*Bloomberg Law Health Law & Business*

February 20, 2019

**Strategic Options for Physician Practices in the Changing Marketplace**

*MGMA*

February 2019

**Physician Practice Compliance Planning for 2019: OIG Work Plan Activities**

*Compliance Today*

February 8, 2019

**INSIGHT: The Health-Care M&A Meter—Hot 2018 to Be Followed by Hotter 2019**

*Bloomberg Law Health Law & Business*

December 31, 2018

**Gary Herschman, Paul Gilbert, Yulian Shtern Quoted in "Health-Care Info Tech Companies Make Moves in**

**November"**

*Bloomberg Law Mergers & Antitrust*

November 21, 2018

**Gary Herschman, Paul Gilbert Quoted in "Big Health System Deals Dominate Transactions in October"**

*Bloomberg BNA Health Care Daily Report*

October 23, 2018

**INSIGHT: Long-Term Care Consolidations Lead Third Quarter Health Transactions**

*Bloomberg BNA Health Care Daily Report*

September 21, 2018

**Gary Herschman, Paul Gilbert Quoted in "Private Equity Investment in Health Care Stays Strong"**

*Bloomberg News*

August 20, 2018

**Gary Herschman, Paul Gilbert Quoted in "Health IT Sector Showing High Potential for Accelerated Growth"**

*Bloomberg BNA Health Care Daily Report*

July 24, 2018

**INSIGHT: Strong Health-Care Deal Activity Seen in 2018's First Half**

*Bloomberg BNA Health Care Daily Report*

June 18, 2018

**Gary Herschman, Paul Gilbert Quoted in "Long-Term Care Deals Outpace Other Health-Care Sectors in May"**

*Bloomberg BNA Health Care Daily Report*

June 18, 2018

**Gary Herschman Quoted in "Long-Term Care Deals Drove Busy May"**

*McKnight's Long-Term Care News*

June 2018

**Post-MACRA Gainsharing OIG Advisory Opinion Focuses on Patient-Centered Care**

*Compliance Today*

May 17, 2018

**Paul Gilbert, Gary Herschman Quoted in "Hospital, Physician Group Deals Dominate in April"**

*Bloomberg Health Law & Business*

May 2018

**Physician Groups Should Consider Strategic Options as Mergers, Acquisitions Boom**

*MGMA Connection*

April 2018

**Orthopedic Groups Should Consider Their Strategic Options Now**

*Healio*

April 2018

**Hospital and Health System Deals Mark Busy March**

*Bloomberg BNA's Health Law Reporter*

April 23, 2018

**You Told a Lawyer Something, or Copied Them on an Email ... Privileged or Not?**

*Trade Secrets & Employee Mobility Blog*

April 17, 2018

**Gary Herschman Featured in "Pace of Mergers in Health Care Brings in New Investors"**

*ROI New Jersey*

April 13, 2018

**Stuart Gerson, Gary Herschman Quoted in "Trump Nominee Brings Health-Law Expertise to Bench"**

*Bloomberg BNA Health Care Daily Report*

March 22, 2018

**Gary Herschman Quoted in "Health-Care Deal Growth Spurs Optimism for 2018"**

*Bloomberg BNA Health Law Reporter*

March 8, 2018

**Medicare Secondary Payer Compliance: Payer FCA Litigation (Part VII)**

*Health Law Advisor Blog*

March 6, 2018

**Medicare Secondary Payer Compliance: The False Claims Act (FCA) for Providers (Part VI)**

*Health Law Advisor Blog*

March 2018

**Navigating Medicare Secondary Payer Compliance and False Claims Act Liability**

*Compliance Today*

March 1, 2018

**Medicare Secondary Payer Compliance: Providers (Part V)**

*Health Law Advisor Blog*

February 27, 2018

**Medicare Secondary Payer Compliance: Non-Group Health Plans (NGHPs) (Part IV)**

*Health Law Advisor Blog*

February 26, 2018

**Recent Settlements May Indicate Increased Government Focus on the Stark Law's "Group Practice" Requirements and Exception for "In-Office Ancillary Services"**

*Health Law Advisor Blog*

Winter 2017

**Considering Strategic Options: The Big Picture for Your Independent Gastroenterology Practice**

*ACG Magazine*

February 22, 2018

**Medicare Secondary Payer Compliance: Group Health Plans (Part III)**

*Health Law Advisor Blog*

February 21, 2018

**Gary Herschman, Kevin Ryan Quoted in "Amazon Deal Brightens Blase' January Health Transactions Landscape"**

*Bloomberg BNA Health Care Daily Report*

February 20, 2018

**Medicare Secondary Payer Compliance: Conditional Payments (Part II)**

*Health Law Advisor Blog*

February 15, 2018

**Medicare Secondary Payer Compliance: An Introduction (Part I)**

*Health Law Advisor Blog*

February 1, 2018

**Gary Herschman Quoted in "N.J. Experts Not Shocked by Trio's Health Care Plan"**

*ROI New Jersey*

January 25, 2018

**Health-Care Transactions Update: Will 2018 Surpass 2017?**

*Bloomberg BNA Health Law Reporter*

December 21, 2017

**Health-Care Transactions Update – November: Dermatology Practice Deals Remain Hot**

*Bloomberg BNA Health Law Reporter*

December 12, 2017

**Argiropoulos, Herschman, Jampol Quoted in "Don't Let a Health-Care Claim Dispute Become a Billing Fraud Case"**

*Bloomberg BNA Health Law Reporter*

December 6, 2017

**Hospital Involved in Joint Venture with For-Profit Entity Loses Tax-Exempt Status**

*Health Law Advisor*

November 24, 2017

**Gary Herschman Quoted in "Who You Gonna Call? Health-Care Deal Attorney Hiring Strategies"**

*Bloomberg BNA Health Care Daily Report*

November 9, 2017

**Gary Herschman, Kevin Ryan Quoted in "Health-Care Transactions Update: Health IT Dominates Fall"**

*Bloomberg BNA Health Law Reporter*

October 26, 2017

**Health-Care Transactions Update: Deals Significantly Up in Third Quarter**

*Bloomberg BNA Health Law Reporter*

October 2017

**Key Stark Law Developments Thus Far in 2017**

*Compliance Today*

September 2017

**New Sheriffs in Town: Commercial Payers' Increasing Role in Addressing Fraud and Abuse**

*AHLA Connections*

September 21, 2017

**Gary Herschman Quoted in "Health-Care Transactions Update: Big August Deals Signal Robust Fall"**

*Bloomberg BNA Health Care Daily Report*



September 12, 2017

**How to Look at Private Equity Investment in Physician Groups: Gastroenterology**

*Healio*

August 24, 2017

**Gary Herschman Quoted in "Physician Group Consolidations Let Doctors Be Doctors"**

*Bloomberg BNA Health Care Daily Report*

August 18, 2017

**Gary Herschman Quoted in "LTC Deals Led Healthcare Transactions for July"**

*McKnight's*

August 17, 2017

**Gary Herschman, Kevin Ryan Quoted in "Health-Care Transactions Update: July"**

*Bloomberg BNA's Health Law Reporter*

August 4, 2017

**How to Look at Private Equity Investment in Physician Groups: Orthopedics**

*Healio*

July 19, 2017

**Health-Care Transactions Update: 2017 Year-to-Date**

*Bloomberg BNA's Health Care Daily Report*

July 10, 2017

**Gary Herschman Featured in "Psoriasis, Melanoma Studies Top Dermatology Reads for Week"**

*Healio*

July 2017

**Stark Law: What Constitutes a "Collection of Documents?"**

*Compliance Today*

June 30, 2017

**How to Look at Private Equity Investment in Physician Groups: Dermatology**

*Healio*

June 22, 2017

**Gary Herschman, Kevin Ryan Quoted in "Health-Care Transactions Update: May"**

*Bloomberg BNA's Health Law Reporter*

June 16, 2017

**Recent Settlements Reveal Stark Law Implications of Improper wRVU Based Physician Compensation**

*Health Law Advisor Blog*

June 13, 2017

**Hot Physician Specialties for Private Equity Investment**

*Becker's ASC Review, Becker's Spine Review*

May 18, 2017

**Gary Herschman, Kevin Ryan Quoted in "Health-Care Transactions Update: April"**

*Bloomberg BNA Health Law Reporter*

May 12, 2017

**New Ruling on Hospital-Physician Real Estate/Leasing Compliance**

*Health Law Advisor Blog*

May 10, 2017

**Avoiding Fraud and Abuse in Health Care Lending Arrangements**

*Health Law Advisor Blog*

April 26, 2017

**10 Key Issues in Health Care Facility Vendor Contracts**

*AHLA In-House Counselor*

April 20, 2017

**Special Report - Health-Care Transactions Update: First Quarter 2017**

*Bloomberg BNA Health Law Reporter*

April 14, 2017

**No Signed Writing vs. Expired Physician Contracts: New Court Ruling on What Constitutes "Collection of Documents" to Satisfy Stark's Writing Requirement**

*Health Law Advisor Blog*

April 10, 2017

**Despite White House Shake-Up, Value-Based Pay Is Here to Stay**

*Medical Economics*

April 7, 2017

**HHS Has Its Eye on Medicaid Personal Care Service**

*Law360*

March 24, 2017

**The Out-of-Network Co-Pay Conundrum: To Waive or Not to Waive ... and How?**

*Becker's ASC Review*

March 16, 2017

**Gary Herschman, Kevin Ryan Quoted in "Health-Care Transactions Update: February"**

*Bloomberg BNA Health Law Reporter*

February 27, 2017

**Recent DOJ Guidance Highlights Substantial Benefits of Being Proactive About Compliance**

*Perspectives on Health Care and Life Sciences*

February 20, 2017

**Gary Herschman Quoted in "Myths and More on the Safe Harbor"**

*The Ambulatory M&A Advisor*

February 16, 2017

**Gary Herschman Quoted in "Health-Care Transactions Update: January"**

*Bloomberg BNA Health Law Reporter*

January 26, 2017

**Future of Value Based Purchasing in a Post-ACA World**

*Bloomberg BNA Health Law Reporter*

January 19, 2017

**Health-Care Transactions 2017 Forecast**

*Bloomberg BNA Health Law Reporter*

January 11, 2017

**Gary Herschman Quoted in "Health-Care Policy, Fraud and Abuse Head 2017 Top 10 List"**

*Bloomberg BNA Health Law Reporter*

January 5, 2017

**Gary Herschman Quoted in "Health-Care Policy, Fraud and Abuse Reign as Top Health Law Issues for 2017"**

*Bloomberg BNA Health Law Reporter*

December 15, 2016

**Paul Gomez, Gary Herschman Quoted in "Health-Care Transactions Update: November"**

*Bloomberg BNA Health Law Reporter*

December 2016

**More Qui Tam Stark Enforcement of Hospital-Physician Arrangements**

*Compliance Today*

November 30, 2016

**Mark Lutes, Gary Herschman Included in "Physician Practices Look for Options as Costs Rise"**

*Bloomberg BNA Health Care Daily Report*

November 18, 2016

**Gary Herschman Quoted in "Why a Trump Presidency Could Accelerate Health Care Consolidation"**

*The Advisory Board's The Daily Briefing*

November 16, 2016

**Epstein Becker Green Featured in "The Future of Private Practice Was Among Key Topics at Health Care Event"**

*NJBiz*

November 16, 2016

**Gary Herschman Quoted in "What Does a Donald Trump Presidency Mean for Healthcare? 15 Responses"**

*Becker's Hospital Review*

November 10, 2016

**Gary Herschman, Paul Gomez Quoted in "Trump Win Won't Derail Health Industry Transactions, Attorneys Say"**

*Bloomberg BNA Health Care Daily Report*

November 10, 2016

**Gary Herschman Quoted in "Health-Care Attorneys Waiting to See Trump Administration Priorities"**

*Bloomberg BNA Health Care Daily Report*

November 9, 2016

**Gary Herschman Quoted in "Obamacare Cases in Limbo Following Republican Wins"**

*Bloomberg BNA Health Care Daily Report*

November 2016

**Trends in Integration, Consolidation, and Collaboration: Thought Leaders in Health Law Video Series**

October 20, 2016

**Special Report: Health-Care Transactions Update – September**

*Bloomberg BNA Health Law Reporter*

October 2016

**Paul Gomez, Gary Herschman Quoted in "Special Report: Health-Care Transactions Update: October"**

*Bloomberg BNA Health Law Reporter*

October 14, 2016

**Gary Herschman, Laurajane Kastner Quoted in "Tips for Owners on Drafting a Clear ASC Operating Agreement"**

*The Ambulatory M&A Advisor*

September 22, 2016

**Gary Herschman, Paul Gomez Quoted in "Health-Care Transactions Update: August"**

*Bloomberg BNA Health Law Reporter*

September 22, 2016

**Gary Herschman Quoted in "Health Transactions Activity Uptick Expected in Sprint to End of 2016"**

*Bloomberg BNA Health Care Blog*

August 18, 2016

**Gary Herschman, Paul Gomez Quoted in "Health-Care Transactions Update: July"**

*Bloomberg BNA Health Law Reporter*

July 21, 2016

**Special Report: Health-Care Transactions Update - June**

*Bloomberg BNA Health Law Reporter*

June 16, 2016

**Paul Gomez, Gary Herschman Quoted in "Health-Care Transactions Update: May"**

*Bloomberg BNA Health Law Reporter*

June 6, 2016

**Gary Herschman, Anjana Patel Discuss Epstein Becker Green's Focus on the Health Care Industry in *NJ Biz***

*NJ Biz*

May 19, 2016

**Paul Gomez, Gary Herschman Quoted in "Health-Care Transactions Update: April"**

*Bloomberg BNA Health Law Reporter*

April 21, 2016

**Paul Gomez, Gary Herschman Provide Editorial Oversight for "Health-Care Transactions Update: First Quarter"**

**2016"**

*Bloomberg BNA Health Law Reporter*

April 18, 2016

**Gary Herschman Quoted in "Health-Care Employers Must Strengthen Internal Compliance Programs to Respond to DOJ and SEC Enforcement Initiatives"**

*Bloomberg BNA Health Care Daily Report*

April 2016

**The Future of Healthcare: Direct Contracting Between Healthcare Providers and Self-Insured Employers**

*New Jersey Lawyer*

March 2016

**Paul Gomez and Gary Herschman Provide Insight for "Health-Care Transactions Update: February"**

*Bloomberg BNA Health Law Reporter*

February 25, 2016

**Paul Gomez and Gary Herschman Quoted in "Health-Care Transactions Update: January"**

*Bloomberg BNA Health Law Reporter*

February 17, 2016

**Herschman, Patel, and Solander Featured in "Cutting Out the Middle Man: Direct Provider Contracts Bypass Insurers to Link Employers, Hospitals"**

*NJBiz*

January 21, 2016

**Special Report: Health Care Transactions 2016 Forecast**

*Bloomberg BNA's Health Law Reporter*

January 11, 2016

**Gary Herschman Mentioned in "Hospital and Physician Alignments Top Legal Issues to Watch in 2016"**

*Bloomberg BNA Health Care Blog*

January 7, 2016

**Gary Herschman Comments on the 10 Most Significant Issues Facing Health Law in 2016**

*Bloomberg BNA Health Law Reporter*

December 15, 2015

**Gomez and Herschman Provide Editorial Oversight for "November Health-Care Transactions List Shows**

**Variety”**

*Bloomberg BNA Health Care Daily Report*

November 2015

**Best Lawyers Mentions Herschman, McCormick, Patel, and Wenik's Move to Epstein Becker Green**

*Best Lawyers*

November 20, 2015

**Paul Gomez and Gary Herschman Join the Bloomberg BNA Health Care Transactions Editorial Committee**

*Bloomberg BNA Health Law Reporter*

November 19, 2015

**Gary Herschman Quoted in "Hospital Settlement in Property Tax Case Holds Lessons for Nonprofit Health Systems"**

*Bloomberg BNA Health Law Reporter*

November 19, 2015

**Gary Herschman Mentioned in "Nonprofit Hospitals Must Watch Out for Tax Liability"**

*Bloomberg BNA Health Care Blog*

September 28, 2015

**DOJ Sets New Record for Stark Settlement in Adventist Health Resolution**

*American Health Lawyers Association*

August 2015

**Entering a New Era: Criminalizing Health Care Non-Compliance**

*AHLA Connections*

February 26, 2015

**Epstein Becker Green Adds 15 Attorneys to Its Health Care and Life Sciences Practice**

*Crain's New York Business*

February 23, 2015

**15 Lawyers Join Epstein Becker Green's Health Care and Life Sciences Practice**

*NJBiz*

February 23, 2015

**Epstein Becker Green "Nabs 15-Lawyer Group, Opens in Princeton"**

*New Jersey Law Journal*

February 23, 2015

**Epstein Becker Green "Snags Cadre of Health Pros"**

*Law360*

February 2015

**Top 10 Health Law Issues 2015: Health Care Mergers and Acquisitions**

*AHLA Connections*

September 24, 2014

**Hospitals Consider Strategic Transactions: Surviving in the New Post-Health-Reform Environment**

*New Jersey Law Journal – Health Care Law Supplement*

May 29, 2014

**A Practical Guide to 'Stark' Audits of Hospital-Physician Arrangements**

*BNA's Health Law Reporter*

March 3, 2014

**Clinically Integrated Networks and Contracts with Commercial Payers: The New Frontier**

*AHLA In-House Counselor Newsletter*

January 13, 2014

**Hospital M&A Mania—Key Transaction Issues**

*AHLA Connections*

May 1, 2013

**Federal Auditors Question Medical Necessity – Practical Recommendations**

*Provider Magazine*

January 14, 2013

**A New Set of Fangs: HIPAA in 2012 and Beyond**

*New Jersey State Bar Association's Health Law Section Newsletter*

December 1, 2012

**A Practical Approach to Conducting "Stark" Audits of Hospital-Physician Arrangements**

*The Health Care Compliance Professional's Manual (published by Wolters Kluwer Law and Business)*

July 1, 2012

**New Stark Law Guidance: Court of Appeals Decision in the Tuomey Case**

*Compliance Today*



March 1, 2012

**What's New with Stark Law Enforcement?**

*Garden State Focus*

February 2, 2012

**Mandatory Disclosure: The Physician Payments Sunshine Act and Proposed Regulations and Perspectives on Compliance**

*BNA's Health Law Reporter*

February 1, 2012

**2012: The Year of the Medicaid RAC**

*Garden State Focus*

December 1, 2011

**Government Targets Healthcare Industry Officers and Directors Personally**

*BoardRoom Press*

September 12, 2011

**Health Care Executives Beware: Recent Trends in Government Enforcement Against Individuals**

*New Jersey Law Journal – Health Care Law Supplement*

June 28, 2011

**Serono Settles for \$44.3 Million**

*American Health Lawyers Association Practice Group Email Alert*

June 1, 2011

**Increased Fraud and Abuse Enforcement against Hospitals**

*BoardRoom Press*

April 7, 2011

**Summary of CMS and OIG Proposed Rule Regarding Waiver Designs in Connection with Medicare Shared Savings Program and Innovation Center**

*American Health Lawyers Association Practice Group Email Alert*

April 1, 2011

**Heightened Fraud & Abuse Enforcement in the Home Health Industry and Strategies to Reduce Exposure in 2011**

*Bloomberg Law Reports – Health Law*

April 1, 2011

**The New Stark Self-Disclosure Protocol**

*New Jersey State Bar Association's Health and Hospital Law Section Newsletter*

March 21, 2011

**Summary Analysis of U.S. ex rel. Singh v. Bradford Regional Medical Center, et al.**

*American Health Lawyers Association Practice Group Email Alert*

December 1, 2010

**Mobility Disabilities: A Technical Assistance Manual for Health Care Providers**

*Compliance Today*

October 1, 2010

**The Physician Payments Sunshine Act**

*Compliance Today*

September 13, 2010

**Health Care Fraud and Abuse Enforcement Update**

*New Jersey Law Journal*

July 1, 2010

**State Attorney General Oversight of Financial Practices of Nonprofit Corporations**

*Compliance Today*

April 1, 2010

**Attorney General Oversight of Transactions and Financial Practices of Nonprofit Corporations**

*New Jersey Lawyer*

April 1, 2010

**Health Reform's Impact on Health Care Fraud and Abuse**

*Bloomberg Law Reports – Health Law*

December 1, 2009

**New Jersey and Other States Focus on Non-Profit Executive Compensation and Financial Management Practices**

*Garden State Focus*

July 1, 2009

**Court Rules That Hospital Arrangement with Anesthesiologists May Violate the Stark and Anti-kickback Laws**

*Compliance Today*

March 1, 2009

**Op-Ed - Supporting Hospitals: Saving Lives and the Economy, Too**

*The Metropolitan Corporate Counsel*

December 1, 2008

**Fraud and Compliance Developments**

*BoardRoom Press*

December 1, 2008

**Important Nursing Home Compliance Issues in the OIG's New Supplemental Compliance Guidelines and 2009**

**Work Plan**

*American College of Health Care Administrators NJ Chapter News*

September 15, 2008

**Special Due Diligence and Contracting Issues with Health Care Business Acquisitions**

*New Jersey Law Journal*

September 1, 2008

**State and Federal Regulators Intensify Focus on Medicaid Compliance Issues**

*Garden State Focus*

July 1, 2008

**Hospitals Hit Hard in Recent Government Enforcement Actions**

*Compliance Today*

June 2, 2008

**NJ's Next Wave of Health Care Enforcement (and Preparing for It Now)**

*New Jersey Lawyer*

May 16, 2008

**New Joint Commission Standard Requires Closer Monitoring of Hospital Contractors**

*Compliance Today*

July 1, 2007

**Off-Campus NJ Hospital Facilities Denied Property Tax Exemption**

*Garden State Focus*

February 14, 2007

**The OIG's 2007 Work Plan: Actions Hospitals Should Undertake**

*Compliance Today*

January 5, 2007

**Federal Courts Tackle Physician Recruitment Agreement Disputes**

*Compliance Today*

October 1, 2006

**Put It in Writing and Pay Fair Market Value! Enforcement of Anti-kickback and Stark Laws**

*Compliance Today*

August 1, 2006

**Increasing OIG Scrutiny of Medical Director Agreements**

*Compliance Today*

March 1, 2005

**OIG Supplements Compliance Program Guidance**

*The Metropolitan Corporate Counsel*

December 1, 2004

**The OIG's 2005 Work Plan and Actions Hospitals Should Undertake**

*Compliance Today*

November 1, 2004

**OIG/DOJ Enter into Stark, Anti-Kickback and FCA Settlement Based on Hospital-Physician Relationship**

*Compliance Today*

October 1, 2004

**There's No Profiting from a Joint Venture Misadventure**

*HFM*

March 1, 2004

**How to Structure a Compliant Hospital-Physician ASC**

*HFM*

December 15, 2003

**The OIG's 2004 Work Plan**

*E-Xchange*

December 1, 2003

**The OIG's 2004 Work Plan and Eight Actions Hospitals Should Undertake**

*Compliance Today*

October 1, 2003

**When QA Documents Are Privileged**

*Provider*

February 1, 2003

**OIG 2003 Work Plan Ready for SNFs**

*Provider*

March 1, 2002

**Keeping Pain Control Out of the Courts**

*Provider*

January 1, 2002

**Complying with OIG's 2002 Work Plan**

*Provider*