



Health Care

The combination of an aging population, ongoing medical advancements and health care reform brings even more complexity to the already intricate arena of health care law. Foster Swift's team of experienced health law attorneys has been serving the industry long before its current rise in the public eye.

Complementing the experience of our Health Care Practice Group is the unique blend of regulatory, transactional and litigation attorneys all of whom are knowledgeable with the myriad of health care issues. We represent:

- Hospitals
- Physician groups
- Home health and hospice providers
- Long-term care and assisted living providers
- Health care systems and networks
- Managed care organizations
- PACE organizations
- Physical therapy providers
- Pharmacies and durable medical equipment companies
- Integrated delivery systems
- Health information technology companies
- E-health businesses
- Health-care-related supplier trade associations
- Non-profit health care foundations and organizations
- Waiver Organizations

With Foster Swift, clients have the benefit of counsel who have a thorough understanding of the clinical and business realities of health care as well as the legal and regulatory requirements.

Clients have retained us for assistance in:

REGULATORY AND REIMBURSEMENT

Clients seek our assistance on a variety of regulatory and reimbursement matters before local, state, and regulatory agencies, including:

PRACTICE CONTACT(s)

Jennifer B. Van Regenmorter
616.796.2502

ATTORNEYS

Shareholder

James F. Anderton, V

Julie LaVille Hamlet

Mindi M. Johnson

Warren H. Krueger, III

Ray H. Littleton

Thomas R. Meagher

Nicholas M. Oertel

Alexander S. Rusek

Jennifer B. Van Regenmorter

Andrew C. Vredenburg

Senior Attorney

Gilbert M. Frimet

RELATED PRACTICES

Administrative Law

General Counsel

Health Care Fraud

HIPAA Privacy & Security
Compliance

Medical / Professional Malpractice
Defense

- Licensure and certification matters
- Provider-based status matters
- Medicare and Medicaid appeals
- Health care insurance provider audits
- Certificate of Need matters
- Third party reimbursement matters, including Blue Cross Blue Shield of Michigan audits
- Anti-Kickback and Stark II matters
- False claims investigations and litigation
- Tax exemption and TBOR II matters

TRANSACTIONS

In this fast-paced health care environment, our attorneys assist clients with the formation, development and management of affiliations, acquisitions, mergers, joint ventures and newly integrated organizations. This includes clinically integrated networks and accountable care organizations. Our role can be as simple as reviewing documents or as complex as heading up a multi-member transactional team.

FRAUD AND ABUSE MATTERS

Members of the Foster Swift Health Care Group regularly assist clients in structuring transactions to minimize Anti-Kickback, Stark II, and False Claims. Assisting our clients with the development and implementation of effective compliance programs is key to our practice. We also help our clients with self-referral disclosures to centers for Medicare and Medicaid services.

MANAGED CARE, INSURANCE AND EMPLOYEE BENEFITS

With multiple attorneys with decades of experience, health maintenance organizations, insurance companies, self-funded plans and third party administrators seek us out for representation before the Michigan Office of Financial and Insurance Service. In addition we regularly provide advice to networks of hospitals and physician providers on contractual matters, regulatory filings, appeals, credentialing and all aspects of litigation that may arise.

LICENSING AND CREDENTIALING

The first step in the career of any health professional is obtaining the state and federal licenses needed to engage in practice. The next is successfully receiving credentials from hospitals, provider organizations, health plans, private and governmental payors, and other entities. Once embarked on their careers, health professionals face the dreaded risk of a licensing investigation by state or federal authorities or a peer review and privileging action by a hospital or other credentialing organization. The number of licensing and disciplinary actions has increased greatly in recent years, and even good health professionals can become embroiled in these stressful and career-threatening matters.



Our attorneys routinely and successfully advise health professionals in:

- Obtaining licensing, staff privileges, and credentialing, especially when there are issues that could delay or interfere with application and approval
- Challenging denials of licenses, privileges, and credentialing
- Responding to investigation requests from professional licensing agencies
- Defending against licensing complaints
- Assisting in responding to peer review requests from hospitals and other facilities
- Handling medical staff and credentialing disputes and fair hearing proceedings
- Reporting requirements imposed by licensing agencies, hospitals, provider organizations, and health plans
- Contesting and correcting adverse action reports to the National Practitioner Data Bank
- Pursuing and defending against lawsuits related to these matters

INFORMATION TECHNOLOGY

Minimizing client risk is always our goal as we assist vendors and purchasers in addressing the legal considerations surrounding the acquisition and implementation of information technology systems in the health care industry. Our expertise includes:

- Formation, financing and governance of business entities
- Development, marketing and distribution arrangements
- Drafting licensing agreements, systems implementation agreements, joint development agreements and outsourcing agreements
- Advising on Internet and new technology issues
- Product liability
- Information Technology clients also rely on our attorneys to negotiate and draft employment and non-compete agreements.

GENERAL COUNSEL

As general counsel to more than 100 health care industry-related clients, many have spanned decades, we become involved in matters unique to individual clients needs and operating goals of the organization, such as:

- Risk management issues
- Employment, labor and benefits issues
- Matters involving the privatization of health care facilities
- Agreements and joint ventures with physicians
- Medical records

- Compliance issues
- Utilization review
- Provider policies
- Hospital finance and bond issuances

HIPAA PRIVACY AND SECURITY RULES AND HITECH ACT

The Health Insurance Portability and Accountability Act of 1996 (HIPAA) Privacy and Security Rules are a concern of every health care provider, and our attorneys are committed to helping clients avert risk through the implementation of compliance programs as well as on-going training for all staff. In accomplishing this, we have extensive experience in helping health care providers transition their practices to electronic medical records and the Internet. We also advise clients on the day-to-day issues arising from the HIPAA Privacy and Security Rules, as well as represent clients in Electronic Health Records (EHR) incentive program audit and appeals.

LITIGATION

Foster Swift attorneys are top-tier litigators with an impressive track record of handling complex litigation on behalf of health care clients, including cases involving reimbursement, contract disputes, employment and medical staff issues, fraud and abuse, antitrust, licensing and many more.

Over the years, Foster Swift attorneys have been involved in many important cases before state and federal appellate courts. This includes authoring numerous amicus briefs which have been referenced in many key state and federal appellate court opinions.

RECOGNITION FOR OUR ATTORNEYS

Well respected by their peers, more than half the members of this practice area are included in the Health care category of *Best Lawyers in America* and have AV® Preeminent rating from Martindale Hubbell. Based on the breadth of their skill, Foster Swift Health Care attorneys have been asked for over two decades to provide the "Michigan Health Law Update" at the annual meeting of the Institute of Continuing Legal Education Health Law Institute.

Foster Swift Health Care attorneys are committed to providing excellent legal counsel in an efficient and economical manner to help clients keep pace with the ongoing change.

Foster Swift has been named a Tier 1 firm in **Health Care Law** in Lansing and Detroit by *U.S. News – Best Lawyers®* "Best Law Firms" in 2014, 2016, 2017, 2018, 2019, 2020, 2021 and 2023.

Successful Representations

- May 2023 - Foster Swift attorneys Alaina Nelson and Alexander Rusek successfully advocated on behalf of a large healthcare facility client to overturn an *ex parte* restraining order entered against the client in circuit court within one week of Foster Swift's involvement in the case.

PUBLICATIONS & ALERTS

Employee Benefits Considerations After Dobbs v. Jackson Women's Health Organization: Foster Swift Highlights Options Available to Employers, *Foster Swift Employee Benefits Law E-blast*, July 7, 2022

Litigation 101 - What Happens in a Lawsuit?, *Foster Swift Business & Tax Law News*, June 3, 2022

House Bill to Lower Prescription Drug Costs, *Foster Swift Health Care Law E-blast*, February 24, 2022

Supreme Court Blocks Mandate, Upholds for Health Care Workers, *Foster Swift Labor & Employment Law News E-blast*, January 13, 2022

How Do Recent Michigan Supreme Court and MDHHS Orders Regarding COVID-19 Impact Employers?, *Foster Swift Legal Update E-blast*, October 6, 2020

MDHHS Revives Face Mask Requirement, Gathering Limits, and Bar Restrictions through Emergency Order, *Foster Swift Coronavirus Resource Page and Eblast*, October 5, 2020

Michigan Supreme Court Upends Governor Whitmer's Authority to Issue Executive Orders, *Foster Swift Eblast & Coronavirus Resource Page*, October 2, 2020

Judge Upholds MDHHS Order Requiring COVID-19 Testing of Migrant Workers, *Foster Swift Agricultural Law News*, September 28, 2020

HIPAA Business Associate Agreements - What Are They and When Are They Required?, *Foster Swift Health Care Law News E-blast*, July 29, 2020

Emails to Your Personal Attorney May Not Be Privileged If Sent or Received on a Work-Provided Email Address, *Foster Swift Legal Update E-blast*, June 16, 2020

Remote Notarization and Witnessing Services Available, *Foster Swift Legal Update E-blast*, April 15, 2020

Families First Corona Virus Response Act –Division E–Emergency Paid Sick Leave Act, March 17, 2020

IRS Announces 2020 Cost-of-Living Adjustments For Retirement Plans and for Health and Welfare Benefit Plans, *Foster Swift Business & Tax Law News*, November 22, 2019

U.S. Supreme Court Affirms that Collective Bargaining Agreements Must be Interpreted According to "Ordinary Principles of Contract Law", *Foster Swift Business & Corporate Law News*, March 12, 2018

Legalease: Choosing Correct Power of Attorney for a "Control Freak", *West Michigan Plus*, March 28, 2016

OIG Proposes Revisions to Anti-Kickback Safe Harbors, Beneficiary Inducement Rules and Gainsharing Regulations, October 13, 2014

Important Changes in the Investigation and Discipline of Licensed Health Care Professionals are Coming Soon, *Foster Swift Health Care Law E-News*, April 25, 2014

Blues Curtail Patient Provider Rights, November 5, 2013

Notice of Insurance Marketplace – Due Date Approaching, *Health Care Reform Update*, September 10, 2013



BAs Beware: The Government Will Go After You for HIPAA Violations, *Foster Swift Health Care Law E-News*, May 2012

Michigan Exchange Planning Advances and Insights, *Foster Swift Health Care Law Report*, September 2011

Resident Research Time Excluded from Hospitals' Medicare Reimbursement, *Foster Swift Health Care Law Report*, September 2011

New Exemption from the Health Care Form W-2 Reporting Requirement, *Foster Swift Business & Corporate Law Report*, Spring 2011

Update to October 2010 Newsletter Article "Home Health & Hospice Rules Require Face-to-Face Patient Visits", *Foster Swift Health Care Law Report*, February 2011

New Medicare Screening Requirements for Providers, *Foster Swift Health Care Law Report*, February 2011

Credentialing Files and Physician Procedure Logs Are Protected Against Disclosure, *Foster Swift Medical Malpractice E-News*, January 4, 2011

DEA Recommendations Regarding Delegation of Controlled Substance Prescribing Functions, *Foster Swift Health Care Law Report*, December 2010

The New Exchanges - Threat or Opportunity for the Physician, *Foster Swift Health Care Law Report*, September 2010

Ex Parte Interviews of Treating Physicians are Allowed Under HIPAA, *Foster Swift Medical Malpractice E-News*, July 16, 2010

Bold Compliance Needed Under PPACA, *M.D. News Southeast Michigan*, July 2010

Further Clarification as to Grandfathered Health Plans Under the Patient Protection and Affordable Care Act, *Foster Swift Health Care Law E-News*, July 1, 2010

COBRA Subsidy Extended Again!, *Foster Swift Employment, Labor & Benefits E-News*, March 22, 2010

HITECH: New Security and Privacy Requirements, *Foster Swift Employment, Labor & Benefits Quarterly*, Spring 2010

Mental Health Parity and Addiction Equity Act, *Foster Swift Employment, Labor & Benefits Quarterly*, Spring 2010

HITECH: February 17, 2010 Deadline Approaching, *Foster Swift Employment, Labor & Benefits E-News*, February 12, 2010

New Reporting and Query Rules for the National Practitioner Data Bank, *M.D. News (Republished in the Foster Swift Health Care Law Report)*, February 2010

Compliance: Now More Than Ever, *M.D. News Southeast Michigan*, January 2010

Here We Go Again...Congress has Expanded the FMLA Yet Another Time, *Foster Swift Employment, Labor & Benefits Quarterly*, December 2009

FMLA Leave Rights Expanded, *Foster Swift Employment, Labor & Benefits E-News*, November 11, 2009

Are You Sure Your ERISA Plan is a "Safe Vehicle" which is Protected from Judgment Creditors?, *Foster Swift Health Care Law Report*, August 2009

CMS Recognizes the Joint Commission's Critical Access Hospital Accreditation, *Foster Swift Health Care Law Report*, August 2009

Court of Appeals Enforces Stringent Standard for Statutory Duty to Report Suspected Child Abuse or Neglect and Imposes Liability on Employers for an Employee's Failure to Report, *Foster Swift Health Care Law E-News*, July 21, 2009

Who is Eligible for COBRA Continuation Health Coverage?, *Foster Swift Employment, Labor & Benefits Quarterly*, July 2009

Immediate Action Required: April 18, 2009 Deadline for COBRA Premium Assistance Notice, *Foster Swift Employment, Labor & Benefits E-News*, April 7, 2009

2009 Changes in Estate and Gift Tax, *Foster Swift Health Care Law Report*, April 2009

SCHIP/Health Insurance for Children, *Foster Swift Employment, Labor & Benefits E-News*, March 27, 2009

Economic Stimulus Act/COBRA Premium Assistance Immediate Employer Action Required, *Foster Swift Employment, Labor & Benefits Quarterly*, March 2009

Public Employers Cannot Provide Benefits to Employees' Same-Sex Partners, *Foster Swift Employment, Labor & Benefits Quarterly*, September 2008

Action Required Now on Employment, Severance and Deferred Compensation Arrangements, *Foster Swift Health Care Law Report*, June 2008

Confusion Surrounding Michigan's No-Fault Automobile Act Can Preclude Providers From Obtaining Payment For Services Rendered, *Foster Swift Health Care Law Report*, June 2008

FMLA Extension to Military Families, *Foster Swift Employment, Labor & Benefits Quarterly*, April 2008

Healthcare Litigation in the Electronic Age, *M.D. News (Republished in the Foster Swift Health Care Law Report)*, April 2008

The Emerging Quality Measures Revolution, *M.D. News Southeast Michigan (Republished in the Foster Swift Health Care Law Report)*, February 2008

NEWS

Preparing Women Business Leaders for 2024 Legal Challenges, *Meltwater Newswire*, February 20, 2024

Foster Swift to Welcome Attorneys and Staff from Loomis Law Firm, *EIN Newswire*, November 7, 2023

Foster Swift Listed in "Best Law Firms" 2024, *Best Lawyers in America*, November 2, 2023

Foster Swift Attorneys Named 2024 Best Lawyers in America, *Best Lawyers in America*, August 17, 2023

Foster Swift Best Lawyers® 2024 "Ones to Watch", *Best Lawyers in America*, August 17, 2023

Kraus Inducted in Michigan Lawyers Weekly Hall of Fame, *Michigan Lawyers Weekly*, February 16, 2023

Foster Swift Listed in "Best Law Firms" 2023, *Best Lawyers "Best Law Firms"*, November 3, 2022

Foster Swift Attorneys Named 2023 Best Lawyers in America®, *Best Lawyers in America*, August 18, 2022

Foster Swift Best Lawyers® 2023 "Ones to Watch", *Best Lawyers in America*, August 18, 2022

Van Regenmorter Listed in MiLW 'Go To' Business Lawyers, *Michigan Lawyers Weekly*, April 28, 2022



Foster Swift Elects EC Members for 2022, February 21, 2022

Foster Swift Addresses Changes Coming for Employers in 2022, February 16, 2022

Littleton Elected James E. Hunter Association President, February 15, 2022

Foster Swift Listed in "Best Law Firms" 2022, *Best Lawyers in America*, November 5, 2021

Van Regenmorter Gives Guidance on Estate Planning, *Community Foundation Holland/Zeeland Area*, October 22, 2021

Foster Swift to Participate in Mansfield Rule Program Focused on Diversity in Leadership, September 14, 2021

Foster Swift Attorneys Named to 2022 Best Lawyers in America®, August 19, 2021

Foster Swift Best Lawyers® 2022 "Ones to Watch", August 19, 2021

Firm Welcomes New Chief Operating Officer, *Grand Rapids Business Journal*, July 29, 2021

Firm Elects EC Members and Practice Leaders in 2021, February 17, 2021

Foster Swift Elects Six Shareholders in 2021, January 13, 2021

Nine Attorneys Listed as Top Lawyers 2020, *Grand Rapids Magazine*, December 11, 2020

Resource Published to Help Organizations Link to Trending Legal Issues, *Foster Swift Business & Tax Law News*, November 17, 2020

Foster Swift Listed in "Best Law Firms" 2021, *Best Lawyers*, November 5, 2020

Littleton Recognized as Michigan Bar Foundation Fellow, October 12, 2020

Fadly and Littleton Named Michigan Bar Fellows, *Michigan Business Network*, August 26, 2020

Foster Swift Attorneys Named Best Lawyers® 2021 "Lawyer of the Year", August 20, 2020

Foster Swift Attorneys Named Best Lawyers® 2021 "Ones to Watch", August 20, 2020

Foster Swift Attorneys Named to 2021 Best Lawyers in America®, August 20, 2020

Minimizing Legal Impact of Coronavirus for your Organization, *Foster Swift Legal Update E-blast*, March 17, 2020

Foster Swift Welcomes Three Associates, November 14, 2019

Foster Swift Listed in Best Lawyers® "Best Law Firms" 2020, November 1, 2019

23 Attorneys Selected to 2019 Michigan Super Lawyers and "Rising Stars", *Automation Alley*, September 3, 2019

42 Foster Swift Attorneys Listed as Best Lawyers® 2020, August 15, 2019

Kraus Reelected to ABA Council of Appellate Lawyers Executive Committee, November 19, 2018

Foster Swift Rated Tier 1 in 27 Practice Areas in Best Lawyers® "Best Law Firms", November 1, 2018

45 Foster Swift Attorneys Listed in Best Lawyers in America© 2019, August 15, 2018

Six Foster Swift Attorneys Named Best Lawyers® 2019 "Lawyer of the Year", August 15, 2018

Johnson Selected to "Women in the Law" Class of 2018, *Grand Rapids Business Journal*, August 2, 2018

Firm Elects Health Care Practice Group Leader, *Grand Rapids Business Journal*, March 7, 2018



Foster Swift Attorney Re-Elected as Council Member with the SBM's Taxation Section, *Grand Rapids Bar Association*, October 12, 2017

30 Foster Swift Attorneys Selected to 2017 Michigan Super Lawyers and Rising Stars Lists, September 8, 2017

46 Foster Swift Attorneys Named to 2018 Best Lawyers in America®, August 21, 2017

Van Regenmorter Named to The Best Lawyers in America®, August 17, 2017

Richard Kraus quoted in Bloomberg BNA Pension & Benefits Daily, *Bloomberg BNA Pension & Benefits Daily*, April 8, 2016

Foster Swift Supports Michigan Nurses Foundation's Mission to Improve the Future of Nursing, December 16, 2015

21 Foster Swift Attorneys named to 2015 Michigan Super Lawyers and Michigan Rising Stars, September 8, 2015

44 Foster Swift Attorneys Named to 2016 Best Lawyers in America® Roster, August 21, 2015

Attorney Richard Kraus elected to American Bar Association Council of Appellate Lawyers Executive Committee, November 20, 2014

Seven Foster Swift Attorneys named "Lawyer of the Year", April 9, 2013

21 Foster Swift Attorneys named to 2011 Michigan Super Lawyers; 4 named Michigan Rising Stars, September 12, 2011

Health Care Regulatory Policy Action Work Group Appoints Foster Swift Attorney, April 1, 2011

Foster Swift's 2011 Best Lawyers, August 17, 2010

EVENTS

Independent Medical Exams: Strategies for Imposing or Preventing Conditions and Limitations, *Strafford Webinars*, January 4, 2023

Transforming Law Firms: DE&I Intent Into Real Progress, *Michigan Diversity Council Legal Diversity Summit*, October 18, 2022

Employers: Are You Ready for the Changes Coming in 2022?, *Foster Swift Going Forward Webinars*, March 10, 2022

Independent Medical Exams: Strategies for Imposing or Preventing Conditions and Limitations, *Strafford Webinars*, January 4, 2022

How to Avoid Compliance Pitfalls, *PACE Association of Michigan*, June 16, 2021

Emerging Trend: A Defined Contribution Approach to Health Care Coverage, *Lansing Economic Club*, October 27, 2016

ESOP Administration Q+A- Get Your Questions Answered, *Great Lakes Regional ESOP Conference*, October 20, 2016

ERISA Fiduciary Duties and Retirement Plan, July 21, 2016

Michigan Health Law Update, March 10, 2016



Legal Issues for the Medical Professional, *Health Care Financial Management Association's Western Michigan Chapter*, September 16, 2015

Legal Consideration for the Treatment of Minors, *Kent County Dental Society*, March 11, 2015

The Problems and Solutions Involving Healthcare, *Michigan State International Law Review*, February 20, 2015

Greater Lansing: Leading Healthcare Innovation, *Lansing Regional Chamber*, October 30, 2014

What Family Law Attorneys Need to Know about Health Care Reform, *Grand Rapids Bar Association Family Law Section*, October 22, 2014

WEBINAR | Michigan Health Professional Licensing - An Overview of the Investigation and Complaint Process, *State Bar of Michigan Health Care Law Section*, May 14, 2014

Michigan Health Law Update, *20th Annual Health Law Institute - The Institute for Continuing Legal Education*, March 6, 2014

Michigan Health Law Update, *20th Annual Health Law Institute*, March 6, 2014

Health Care Reform Update, *Greater Lansing Estate Planning Council*, October 8, 2013

Health Care Reform Basics for Providers, *Michigan Medical Billers Association Northern Chapter*, August 9, 2013

Compliance for Medical Professionals, *Michigan Society of Hematology Oncology*, July 24, 2013

SEMINAR | Health Care Reform from an Accountant's Perspective, June 27, 2013

What Health Care Reform Means for Your Business, *Michigan Restaurant Association Flint Chapter*, June 17, 2013

What Health Care Reform Means for Your Business, *Michigan Restaurant Association Kalamazoo Chapter*, June 6, 2013

Compliance and the Role of Medical Billers, *Sixth Annual Michigan Medical Billers Association Billing Expo*, May 15, 2013

Perils and Pitfalls of Compliance Programs, *Sixth Annual Michigan Medical Billers Association Billing Expo*, May 15, 2013

What Health Care Reform Means for Your Business, *Michigan Restaurant Association Grand Rapids Chapter*, May 6, 2013

What Health Care Reform Means for Your Business, *Michigan Restaurant Association Gaylord Chapter*, April 29, 2013

How Obamacare will affect you, your business and your clients, *Amicus Management and Foster Swift*, April 18, 2013

Minors and Healthcare, *Michigan Medical Billers Southeast Chapter*, April 17, 2013

What Health Care Reform Means for Your Business, *Michigan Medical Billers Southeast Chapter*, April 17, 2013

What Health Care Reform Means for Your Business, *Alpena Chamber of Commerce*, April 12, 2013

The Affordable Care Act, *Business Beat - Michigan Business Network with Chris Holman*, April 10, 2013

What Health Care Reform Means for Your Business, *Alpena Chamber of Commerce*, April 10, 2013



Michigan Health Law Update, *19th Annual Health Law Institute - The Institute for Continuing Legal Education*, March 7-8, 2013

Discussion of Health Care Reform, *Michigan's Big Show - Michael Patrick Shiels*, March 4, 2013

Health Care Reform Seminar, *Lake Superior Community Partnership*, January 17, 2013

Urgent Information You Need to Know about Obamacare (PPACA), *Michigan Nursery and Landscaper's Association Great Lakes Trade Expo*, January 7, 2013

Employer Obligations Under Health Care Reform, *Delta County Chamber of Commerce*, December 12, 2012

Health Care Reform and Privacy/Minor/HIPAA Laws, *Capital City Coders*, November 2, 2012

Health Care Reform Updates, *Lookout Ridge Consulting Group*, October 10, 2012

UP Health Group Fall Human Resources Forum, *UPHG*, September 21, 2012

WEBINAR | New Developments in Health Care Reform, June 12, 2012

Health Care Reform Issues for Brokers and Agents, *National Association of Insurance and Financial - Lansing Chapter*, April 18, 2012

Healthcare Reform Seminar at Northern Michigan University, *Lake Superior Community Partnership*, January 17, 2012

Health Reform - Impact and Compliance, *Public Law Employment Seminar for the Michigan Municipal League*, October 25, 2011

Minors and Health Care, *Michigan Medical Billers Association - Lansing Chapter*, October 12, 2011

Peer Review Protection for Credentialing, *Michigan Association of Medical Staff Services*, October 7, 2011

Minors and Health Care, *Michigan Medical Billers Association - Grand Rapids Chapter*, September 15, 2011

Minors and Health Care, *Michigan Medical Billers Association - Genessee County Chapter*, August 17, 2011

Hospice and Nursing Facility Contracting, *Aging Services of Michigan Annual Conference*, May 23, 2011

Hitting the Jackpot when Partnering with other Providers, *Michigan Hospice and Palliative Care Organization*, April 18, 2011

Webinar | Health Care Reform, *Vast Insurance*, April 12, 2011

Health Care Reform Presentation, *UP Health Group's Spring HR Event*, April 7, 2011

Michigan Health Law Update, *ICLE 17th Annual Health Law Institute*, March 10, 2011

Health Care Reform, January 27, 2011

Legal Savvy Winter Warm Up, *State Bar of Michigan*, January 15, 2011

What Physicians Should Know About Healthcare Reform for Their Practices, *PNC Bank*, December 9, 2010

2010 Health Care Forum, *Lansing Regional Chamber of Commerce*, October 27, 2010

SEMINAR | Fraud/Abuse Changes in Health Care Reform, *State Bar of Michigan Health Care Law Section Annual Meeting*, September 23, 2010

WEBINAR | Health Care Reform - What Employers Should Know, *Program for Hantz Benefits Services, Inc.*, August 19 & 26, 2010



Health Care Reform Information Session for Employers, *Benefit Review Services*, August 12, 2010

