MusickPeeler



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### Related Practice Groups

International

Labor & Employment

# Health Care

Musick Peeler's Health Care Group represents the business side of medicine. We advise physician organizations, independent practice associations (IPAs), management companies, and health care entrepreneurs as they grow, restructure, transact, and respond to an increasingly complex regulatory and reimbursement environment. Our attorneys serve as trusted legal and strategic advisors to health care providers across California and nationally, delivering practical, business-forward solutions that allow clients to focus on patient care while confidently pursuing growth.

## Who We Serve

- Physician groups and independent practice associations (IPAs)
- Management services organizations (MSOs) and management companies
- Ancillary service providers and health care entrepreneurs
- Telemedicine platforms and multi-state specialty practices
- Health care investors and private equity sponsors
- Provider-Side Transactions and Growth

We regularly advise clients in connection with:

- Purchases and sales of medical practices and ancillary service businesses
- Physician group formations, mergers, reorganizations, and unwinds
- Strategic partnerships, joint ventures, and management arrangements
- Payor contracting, reimbursement strategy, and network participation
- Structuring and scaling IPAs and provider organizations

Our transactional work is informed by deep regulatory experience, allowing us to identify and address health care-specific risks early — before they become impediments to closing or future operations.

## Regulatory, Compliance, and Risk Management

- We advise provider organizations on a wide range of regulatory and compliance matters, including:
- Fraud and abuse counseling under federal and state laws, including preventative compliance planning
- Whistleblower investigations, internal reviews, and response strategies
- Specialty regulatory issues arising in mergers, acquisitions, and restructurings
- HIPAA, privacy, and data security compliance
- Corporate practice of medicine and fee-splitting issues

We take a proactive approach to compliance, helping clients design structures and processes that withstand regulatory scrutiny while remaining workable in real-world clinical and business settings.

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## Licensing, Enrollment, and Regulatory Filings

Musick Peeler has a dedicated focus on provider licensing, facility permitting, and payer enrollment, with particular strength in complex, multi-state and resource-constrained environments. We assist physician groups, management companies and ancillary service providers with the regulatory approvals required to launch, expand and sustain operations across California and nationally.

Our team has a successful track record guiding clients through:

- Medicaid and federal enrollment matters, including Medi-Cal, Medicare enrollment and related waiver and participation programs
- Facility and service line licensing, including radiology, durable medical equipment, diagnostic imaging, personal health services and other regulated clinical operations
- Multi-state licensure and permitting for provider organizations and facilities operating across all fifty states
- Change-of-ownership (CHOW), revalidation, and expansion matters — including upfront regulatory research to determine whether filings are required and, if so, what approvals, notices or sequencing are necessary to avoid disruption

We routinely act as a liaison between providers and regulatory agencies, working directly with state licensing boards, health departments, Medicaid agencies, and other oversight bodies. Our hands-on approach helps cut through bottlenecks by establishing direct lines of communication, keeping applications moving, responding efficiently to information requests and maintaining clear, ongoing dialogue through approval.

Many of our clients turn to us because they do not have dedicated internal regulatory or enrollment resources. We help bridge that gap by managing applications end-to-end, coordinating supporting documentation, monitoring regulator feedback and providing consistent follow-up, reducing unnecessary delays, avoiding stalled or abandoned applications and minimizing operational uncertainty.

## Labor, Employment, and Workforce

Our Health Care Group works closely with Musick Peeler's Labor and Employment attorneys to assist providers with the unique workforce challenges facing the industry, including:

- Physician and advanced practitioner employment arrangements
- Independent contractor classification and compliance
- Workforce restructuring in connection with transactions or operational changes
- Telemedicine and Multi-State Provider Networks

We have developed significant experience advising clients on the planning and structuring of 50-state compliant provider networks, particularly in connection with telemedicine platforms and specialty practices. Our lawyers help clients navigate licensure, scope of practice, corporate structure and regulatory considerations across multiple jurisdictions, enabling compliant growth at scale.

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