

# Health Care

## Overview

Today's health care industry is marked by extraordinary transformation and opportunity. Health care delivery and reimbursement is shifting rapidly toward value-based care and vertical consolidation, while health systems, providers in many different specialties and other forward-thinking leaders are joining forces to tackle some of the sector's largest challenges. Digital health solutions are evolving the doctor-patient relationship beyond in-person encounters, fundamentally transforming the quality and delivery of health care – and investors are taking notice.

If you're doing something that has never been done before, looking to do something better than it has ever been done before or looking for ways to effectively stay the course, we're here to help. We partner with innovators and middle-market companies, as well as the non-profit operators, who put mission before margin, with the goal of creating strategic relationships with the businesses transforming today's health care. We also counsel strategic buyers and investors in a pragmatic way, with an understanding of risk and reward obtained through years of representing all the different constituencies in health care transactions.

- **Corporate and Transactional Practice**

Our transactional lawyers have been involved in the evolution of traditional health care entity ownership structures and the emergence of new alignments and financing methods. From boardroom advice and steady guidance through the creation of standalone clinics, to the formation of health systems, mergers, acquisitions, innovative financings, private equity and other strategic investments, and restructurings, we offer clients a broad team of transactional lawyers dedicated to the health care industry.

- **Litigation**

Our deep bench of litigation attorneys successfully lead cases covering virtually every aspect of health law, including internal and criminal investigations; False Claims Act allegations; government reimbursement suits; provider licensing and certification investigations; medical staff disciplinary actions; products liability; and medical malpractice defense.

- **Regulatory Practice**

Our attorneys also offer experience regarding compliance reviews and risk assessments; government investigations and enforcement actions; Medicare and Medicaid payment issues; government audits; and in advocacy before the House, Senate, Department of Health & Human Services, Centers for Medicare & Medicaid, Food & Drug Administration and other executive branch agencies.

- **Outside Counsel Services**

As a full-service law firm, we are positioned to serve as outside general counsel for our health care clients and help solve nearly any issue they may face in the life cycle of their business, such as labor & employment, tax, real estate, immigration, intellectual property, construction, bankruptcy and environmental matters.

Those who hire Munsch Hardt are hiring a dedicated, multidisciplinary team that devotes all or a substantial portion of their practices to serving clients in every sector of the health care industry. Our attorneys strive to be trusted advisors and fully understand the unique relationships that exist between today's providers, patients, payers and regulators. Many of the businesses we serve include the following:

- **Long-Term Care & Post-Acute Care Facilities**

Skilled nursing facilities (SNFs), assisted living facilities (ALFs), continuing care retirement centers (CCRCs), home health agencies, hospices, rehabilitation centers and more.

- **Hospital Systems**

Tax-exempt and for-profit health care systems, long-term acute care hospitals (LTACHs), community and specialty hospitals.

- **Physicians & Physician Groups**  
Internal medicine groups, orthopedic surgeons, physical medicine specialists, pain management groups and OBGYN medical groups.
- **Management Groups**  
Management service organizations (MSOs), group purchase organizations (GPOs) and dental service organizations (DSOs).
- **Ancillary Services**  
Pharmacies, clinical labs, dentists, veterinarians, non-physician practitioners (e.g. physician assistants and nurse practitioners), optometrists, chiropractors, podiatrists, ambulatory surgery, radiation oncology, cardiology, lithotripsy centers and wellness centers, including medical spas.
- **Health Care Investors**  
Private equity funds, real estate investors, private accredited investors and developers.
- **Manufacturers & Distributors**  
Medical device, regulated products, hormones and other supplements, as well as durable medical equipment companies.
- **Technology Health Care Companies**  
Telemedicine and mobile health care providers, medical application developers and telehealth providers.

## Why We're Different

We pride ourselves on being more than just attorneys; we are business advisors. Our health care clients can expect to work directly with experienced shareholders who remain hands-on throughout the course of an entire project. Our shareholders and their teams don't simply research cases and handle transactions; we also attend business sessions, visit health care sites and participate in meaningful strategic planning meetings. Our attorneys truly immerse themselves into the industry they serve.

Our team also is comprised of numerous attorneys who are recognized by *Chambers USA* – Texas, The Best Lawyers in America® and Texas Super Lawyers by *Thomson Reuters*. We also offer clients access to attorneys who are board certified in health care law and serve in leadership positions on a number of Texas' top health care organizations.

## Experience

### Hospital Acquisition

Represented non-profit organization that operates a network of hospitals and related health facilities in its \$116.5 MM acquisition of a major medical center. The hospital, medical office building and parking garage, were purchased through an auction process approved by a bankruptcy court.

### Medical Office Building Development

Represented a real estate developer in the development of a new Medical Office Building, which is located on a campus featuring a full-service hospital, as well as an outpatient imaging center, a women's imaging and breast center, a bariatric clinic and ancillary medical office buildings. This deal was complicated in that the real estate developer invited physicians with hospital privileges to acquire up to 25% of the equity in the Project. As this was a first-time structure for the firm's client, our Corporate team helped the developer navigate all of the securities and disclosure issues.

### Health Care Technology Merger

Represented a leading provider of on-demand health care access services, and the leading provider of live medical answering services in its merger with the first and largest telehealth provider in the nation.

### Health Care Litigation

Represented a nationwide health care organization in two cases involving disputes with a joint venture partner. Munsch Hardt also advised the organization on a covenant not to compete dispute with a major competitor out of Massachusetts, involving the hiring away of a medical director for a chain of dialysis clinics in the El Paso, Texas area.

### Health Care Immigration Counsel

Represents a non-profit company that operates a network of hospitals and related health care facilities in Texas, and its doctors, technical, IT and medical personnel with non-immigrant and permanent immigration proceedings planning and implementation through Green Card obtainment.

### Imaging Center Acquisition

Represented a community hospital system in an imaging center acquisition, while advising on multiple Stark Law and Anti-Kickback Statute (AKS) concerns.

### Mobile Health Application + License

The Firm represented a medical supply company in the development of a mobile health application that allows various health care providers to view a picture of patients' wounds and discuss treatment plans and healing via a mobile telecommunications device. Munsch Hardt advised the company on how to launch this mobile health application in a HIPAA-compliant manner, and prepared licensing agreements between the company and health care systems for use of the application.

## Products Liability

Served as part of a national trial team for a major manufacturer on product liability claims related to silicone breast implants. Our attorneys were part of the trial team that secured the first jury trial victory in Harris County by an implant manufacturer, which was followed by four other defense verdicts over the next three years. We secured the first directed verdict for an implant manufacturer in the country, which was achieved after plaintiff's causation experts were excluded on Daubert grounds.

## Acquisition of Assisted Living Facilities

Represented two private equity firms and a real estate investment firm in connection with their acquisition of the management business of an operator of assisted living facilities throughout the United States and Canada. Munsch Hardt handled the due diligence review and analysis of the real estate assets, including the facility management agreements, leases and debt documents.

## Contractor Audits

Represented one of the largest post-acute care providers in a multi-million dollar set of Medicare Zone Program Integrity Contractor audits by successfully overturning a Qualified Independent Contractor (QIC) decision at the Administrative Law Judge (ALJ) appeal level.

## Practice Leaders



**Daniel Sternthal**

Houston  
713.222.4034  
dsternthal@munsch.com



**Stuart Miller**

Houston  
713.222.4001

---

[smiller@munsch.com](mailto:smiller@munsch.com)

## Related People

Bradley Cook  
Eddy De Los Santos  
Nathaniel Hopkins  
Stuart Miller  
Nadine Rabah  
Ryan Revisore  
Mary Roberts  
Daniel Sternthal  
William Swart  
Fred Wahrlich

## Related Practices

Bankruptcy, Restructuring & Insolvency  
Corporate & Securities  
Finance  
Immigration  
Intellectual Property  
Labor & Employment  
Real Estate  
Tax  
Litigation  
Environmental

## Related Industries

Construction  
Health Care  
Technology & Telecommunications

## Achievements

*Best Lawyers*® “Best Law Firms” – Health Care Law, Metropolitan Tier Ranking (2022-2026)  
*Chambers USA* – Texas (2021-2025)

## Newsroom

---

**In The News:** Dallas-Founded Munsch Hardt Opens Office in Nearby Fort Worth

**Press Release:** Munsch Hardt Announces Opening of a Fort Worth Office

**In The News:** Litigation Roundup: ERCOT Scores Another Win in Winter Storm Uri Case

**Speech:** Corporate Practice in Medicine: Trends in Texas and Beyond

**Speech:** Staying Compliant: Essential Legal Updates for Your Ketamine Practice

**Blog:** Expanding Mental Health Care Access for Texas Teens

**Speech:** Legal and Compliance Aspects for Hispanic Clinics: How to Protect and Strengthen Your Medical Practice

**Speech:** Partnership Puzzles in Private Practice: Real-World Lessons in Buy-Ins, Buy-Outs, and Succession

**Press Release:** Best Lawyers® Ranks 29 Munsch Hardt Practices in 2026 “Best Law Firms” Listing

**Speech:** 2025 Whitley Penn Healthcare Conference

**Speech:** Texas Health Law Conference

**Blog:** AI-Enhanced Health Care

**Press Release:** Texas Super Lawyers® Honors 18 Munsch Hardt Attorneys in 2025 Directory

**Press Release:** Sixty-One (61) Munsch Hardt Attorneys and One Lawyer of the Year Highlighted in 2026 Best Lawyers® in America Directory

**Press Release:** Thirty-Seven (37) Munsch Hardt Attorneys Recognized in 2026 Best Lawyers “Ones to Watch” Directory

**Newsletter:** 2025 Kerrville Flooding Relief - Tips for Commercial Property Owners & Managers

**Article:** Texas Med Spas Must Prepare For Two New State Laws

**Blog:** New Texas Law Limits Non-Competes for Physicians and Other Practitioners

**Speech:** Texas’s 89th Legislative Session: Med Spa Update

**Press Release:** 2025 Chambers USA Directory Ranks Practices + Attorneys at Munsch Hardt

**Article:** Federal Court Strikes Down FDA’s LDT Final Rule - Implications for Clinical Laboratories

**Speech:** Understanding the Impact of Private Equity Acquisitions on Physician Practices

**Blog:** 5 Things Texas Physicians with Prescriptive Authority Agreements Should Do to Stay Compliant

**Speech:** Legal Considerations for Setting Up and Operating a Healthcare Clinic

**Blog:** Antitrust Concerns for Middle Market Transactions

**Press Release:** Best Lawyers® Ranks Munsch Hardt in 2025 “Best Law Firms” in America Listing

**Speech:** Business of Pain Medicine

**Blog:** The New Corporate Whistleblower Awards Pilot Program

**Speech:** Current Legal Issues Involving Ketamine Clinics

**Blog:** The Future of Health Care: Where Is It Headed?

**Press Release:** Chambers USA 2024 Directory Ranks Munsch Hardt Practices and Attorneys

**Speech:** Joint Ventures in LTC: Traps for the Unwary

**Speech:** Understanding the Impact of Private Equity Acquisitions on Physician Practices

**Blog:** FTC Bans Non-Compete Agreements (With Limitations)

**Speech:** Safeguard Your Ketamine Clinic: Legal Expertise You Need to Know

**Speech:** Munsch Hardt Presents Is There A Whistleblower In Your Midst? Webinar

**Article:** USAP's Motion to Dismiss FTC Case Update

**Press Release:** Best Lawyers® Names Munsch Hardt to 2024 “Best Law Firms” in America List

**Blog:** FTC: The Future of Non-Competes is Still in Limbo

**In The News:** Munsch Hardt Beats Back Injunction for Insulin Therapy Client

**Blog:** Medicare OTC COVID-19 Test Demonstration Program Investigations Intensify

**Speech:** Introduction to Medical Provider Employment Agreements

**Speech:** Ketamine and Legal Implications

**Press Release:** Chambers USA 2023 Directory Highlights Munsch Hardt Practices + Attorneys

**Speech:** Hospitals, Private Equity Firms, and Insurers, Oh My! The Decline of Physician Owned Practices

**Blog:** The Rising Vertical Integration Trend in Health Care M&A

**Article:** Three Healthcare Business Implications for the End of the Public Health Emergency

**Blog:** Understanding the Implications of the End of the Public Health Emergency and Blanket Stark Law Waivers

**Article:** The Healthcare Industry is Ready for a Revolution: Its Privacy Laws Are Not

**Blog:** The Healthcare Industry is Ready for a Revolution: Its Privacy Laws Are Not

**Speech:** Tips and Tricks to Navigating and Negotiating Your First Physician Employment Agreement

**Press Release:** Munsch Hardt Ranks Among Nation’s Top Firms in 2023 “Best Law Firms” List by U.S. News - Best Lawyers®

**Blog:** Reconciling Restrictive Covenant Agreements With Physician Departure Notices

**Blog:** The Inflation Reduction Act: Improving Quality and Decreasing Costs for Health Care

**Blog:** Employment Eligibility Verification for Health Care Employers: Looking Back Before Planning Ahead

**Blog:** What the Telehealth Cliff Means for Provider Coverage Requirements

**Blog:** COVID Testing Lab Seeks Reimbursement from Aetna and Employer Plans

**Speech:** Legal Considerations in Ketamine Clinics

**Press Release:** Six Munsch Hardt Practice Groups and 12 Lawyers Ranked by Chambers USA 2022

**Blog:** Billing “Incident-To” – Is It Right For You?

**Blog:** Is It Worth It? The Uncertainty of Insurance Recoupments for COVID-19 Testing Without a Health Care Provider’s Order

**Speech:** State and Federal Laws Affecting Residential Care Homes

**Blog:** Pharmacogenomics: DNA Is Not Your Destiny

**Blog:** The No Surprises Act: What to Expect

**Article:** Healthcare Risk Management December Newsletter

**Speech:** Legal Issues Facing Residential Care Operators

**Press Release:** Munsch Hardt Named to 2022 “Best Law Firms” List by U.S. News – Best Lawyers®

**Speech:** Labor and Employment, Litigation and Risk Management Issues

**Speech:** Legal Issues in the Ketamine Space

**Speech:** Health Care Regulatory and Transactional Issues Facing Resident Facilities

**Speech:** Top 5 Transactional, Operational and Corporate Issues Assisted Living Operators will Face in 2021 and Beyond

**Speech:** Top 5 Regulatory Issues Assisted Living Operators Will Face in 2021 and Beyond

**Speech:** Texas Organization of Residential Care Homes Panel

**Article:** Trends That Aim to Reduce Costs, Improve Outcomes and Ensure Health Care Benefits for Your Workforce

**In The News:** Munsch Hardt Adds Healthcare In-House Counsel

**Press Release:** Chambers USA 2021 Rankings Include Six Munsch Hardt Practice Groups and Ten Attorneys

**Press Release:** Munsch Hardt Grows Health Care Practice Through Hiring of Ryan Revisore

**Speech:** The Changing Face of Healthcare

**Speech:** Physician Employment Agreements

**Speech:** Navigating the Effects of COVID-19: Operational, Financial, Compliance and Risk Strategies for Today, Tomorrow, and Beyond

**Speech:** Vaccine Administration to Employees, Residents, and Others in the Long Term Care Context

**Speech:** Navigating the Effects of COVID-19

**Press Release:** Strategic Growth Remains a Major Focus for Munsch Hardt in 2020

**Press Release:** Notable Trial Attorney and Intellectual Property Litigator Joins Munsch Hardt’s Dallas Office

**Speech:** COVID-19 and Long Term Care Facilities: A Conversation with General Counsel and VP of Clinical Services

**Speech:** Ethically Handling FCA Investigations, Litigation and Whistleblowers

**In The News:** Williams Shares Insights On Cybersecurity With Managed Healthcare Executive

**Press Release:** Munsch Hardt Attorney Closes Two Middle-Market Transactions, Signs Up a Third in Less Than 30 Days

**Press Release:** Munsch Hardt Launches Blog, Brings Attention to the Latest in Immigration Law

**In The News:** CMS Request on Requirements of Participation Opens Door for SNFs

**Speech:** Guide to the Department of Labor’s FLSA Update

**Article:** CMS issues final rule on requirements of participation for nursing homes

**Article:** HHS issues final rule on the ACA's anti-discrimination provisions

**In The News:** Billionaire Kelcy Warren Sued Over \$20 MM Cancer Center Loan

**In The News:** Bid Lawsuit Just Got Bigger

**In The News:** Female Powerbroker Q&A: Munsch Hardt's Deborah Perry

**In The News:** Dallas Law Firm Moves Into New Houston Digs

**In The News:** Memo Could Be Catalyst In Audit Battle

**Article:** Medical Office Space: A Legal Perspective