

Tsoules, Sweeney, Martin & Orr, LLC

The business of health care delivery has become increasingly complex and highly regulated. Since we exclusively practice health care law, we are able to provide our clients with solutions to meet this challenge. Our expertise includes:

- Professional practice formation and organizational advice regarding corporate governance and formation as well as the business aspects of health care delivery
- Fraud and abuse and regulatory compliance including development of compliance programs and Medicare and Medicaid audit and enforcement
- Legal issues surrounding mental and behavioral health and children's behavioral health rehabilitative services ("wraparound") in all settings
- Health information technology, including HIPAA, e-health and informational privacy and security and RHIO development
- Reimbursement counseling, payor negotiations and payment disputes
- Substantive and procedural aspects of health care facility licensure
- Professional licensure disciplinary action representation
- Patient safety reporting and compliance services including organizational assessment, development of comprehensive patient safety programs and key policies and procedures together with effective implementation strategies and workforce education

Tsoules, Sweeney, Martin & Orr, LLC

Tsoules, Sweeney, Martin & Orr has established a reputation for excellence in health care law. We offer our clients innovative, and practical solutions to their health care legal problems that enhance their bottom line. With seventy years of health care experience, our attorneys pride themselves on providing our clients with quality legal services in a timely, responsive and cost effective manner. We don't believe in old school thinking or taking a cookie cutter approach to legal services. We listen to our clients and develop innovative and practical solutions. As a specialized firm, Tsoules, Sweeney, Martin & Orr attorneys develop solid relationships with their clients that enable them to tailor their legal services to meet each client's specific needs and to provide them with effective legal representation. Our attorneys have the experience and knowledge to assist our clients in providing a range of legal services from the most simple to the sophisticated.



**TSOULES, SWEENEY,
MARTIN & ORR, LLC**

29 Dowlin Forge Road
Exton, PA 19341

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Hospital- Physician Strategic Integration Services

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Hospital-Physician Strategic Integration

Our hospital-physician strategic integration services are led by Ernie Tsoules, a healthcare attorney with over 25 years experience in developing and implementing strategic alliances between hospitals and physicians. Ernie has been named a Pennsylvania “Super Lawyer” by his peers in both 2006, 2007 and 2008.

Our services uniquely combine legal, regulatory, business, and strategic planning expertise to assist both our hospital and physician clients in developing and implementing innovative and legally compliant strategic collaborative transactions.

Ernest L. Tsoules, Jr.

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Ernie's practice focuses on hospital-physician strategic integration transactions. He represents both hospitals and physician groups by structuring and implementing traditional and innovative hospital-physician alliances, including jointly owned medical groups, joint ventures such as ambulatory surgery, imaging and cancer centers, physician recruitment and retention arrangements and structuring physician group compensation systems to permit sharing of ancillary service revenue.

Representative Hospital-Physician Strategic Integration Projects

- We established:
 - Multiple affiliated multi-specialty medical groups for an academic medical center as a retention/recruitment strategy, with joint physician/system governance;
 - A large primary care group practice jointly owned and governed by physicians and a rural regional medical center;
 - Numerous hospital/management company/physician owned ambulatory surgical centers.
- Successfully navigated the OIG Advisory Opinion process which resulted in a favorable opinion for a clinical joint venture between a rural regional medical center and referring physicians, including primary care physicians.
- Formed a multi-hospital Regional Health Information Organization (RHIO) with joint hospital/physician governance.
- Completed numerous hospital physician recruitment arrangements, including structures for recruitment into existing group practices.

Why choose TSMO for your Hospital-Physician Strategic Integration Transactions

- We help our clients develop effective models for hospital-physician alignment that meet client business goals within legal guidelines
 - We provide comprehensive regulatory analysis to insure that all relevant federal and state regulatory guidelines, including fraud and abuse and tax-exemption requirements are met
 - We insure the model complies with governmental and commercial payor guidelines
 - We develop all corporate and transactional documents necessary to implement the arrangement
 - We provide on-going legal advice to the venture and its participants
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