



Michael R. Callahan

Of Counsel

michael.callahan@kattenlaw.com

Chicago

p +1.312.902.5634

Practices

Antitrust and
Competition
Health Care Litigation
Privacy, Data and
Cybersecurity
Corporate

Industries

FOCUS: Health Care
Clinical Integration and
Managed Care
Health Care
Regulatory and
Compliance
Hospital-Physician
Relations and
Medico-Legal
Health Information
Privacy and Security

Recognition

Super Lawyers, Illinois,
2005–2019
*Best Lawyers in
America*, 1991–2019
*Chambers USA - Top
Ranked*, 2005–2019
American Health
Lawyers Association,
Fellow, 2019

To access Michael's presentations and PowerPoint materials, please click on "Presentations" above.

Michael R. Callahan assists hospital, health system and medical staff clients on a variety of health care legal issues related to accountable care organizations (ACOs), patient safety organizations (PSOs), health care antitrust issues, Health Insurance Portability and Accountability Act (HIPAA) and regulatory compliance, accreditation matters, general corporate transactions, medical staff credentialing and hospital/medical staff relations.

Michael's peers regard him as "one of the top guys [...] for credentialing—he's got a wealth of experience" and that he is "a great attorney" for his work with health care systems and medical staff around the country (*Chambers USA*). His clients describe him as a "prominent healthcare practitioner" for his experience in hospital-physician relationships, including disciplinary hearings, peer review and risk management (*Chambers USA*). Additionally, his clients describe him as "always responsive and timely with assistance," and say he is "informed, professional and extremely helpful" and "would recommend him without reservation" (*Chambers USA*). Michael's clients also commend his versatility, and say "He is willing to put on the hat of an executive or entrepreneur while still giving legal advice," according to *Chambers USA*.

He is a frequent speaker on topics including ACOs, health care reform, PSOs, health care liability and peer review matters. He has presented around the country before organizations such as the American Health Lawyers Association, the American Medical Association, the American Hospital Association, the American Bar Association, the American College of Healthcare Executives, the National Association Medical Staff Services, the National Association for Healthcare Quality and the American Society for Healthcare Risk Management.

Michael recently served as chair of the Medical Staff Credentialing and Peer Review Practice Group of the American Health Lawyers Association. He also was appointed as the public member representative on the board of directors of the National Association Medical Staff Services.

He was an adjunct professor in DePaul University's Master of Laws in Health Law Program, where he taught a course on managed care. After law school, he served as a law clerk to Justice Daniel P. Ward of the Illinois Supreme Court.



AV Preeminent Peer
Review Rating by
LexisNexis

Martindale-Hubbell

Illinois Association
Medical Staff
Services Leadership
Award , 1995

New York State
Association for
Medical Staff
Services, Honorary
Lifetime Member

LAF Katten José de
Diego Legal Clinic
Volunteer of the
Year, 2017

Education

JD, DePaul University
College of Law

BA, Northern Illinois
University

Bar Admissions

Illinois

Court Admissions

US District Court,
Northern District of
Illinois

US Court of Appeals,
Seventh Circuit

Memberships

- American Bar Association
- American Health Lawyers Association, Chair of the Medical Staff, Credentialing and Peer Review Practice Group
- Illinois Association Medical Staff Services
- Illinois Association of Healthcare Attorneys
- New York State Association for Medical Staff Services
- Northlight Theatre, Board of Directors
- National Association Medical Staff Services, Board of Directors
- National Practitioner Data Bank Executive Committee
- DePaul College of Law, Mary and Michael Jaharis Health Law Institute Advisory Board

Advisories

- Illinois Appellate Court Upholds Privilege Protections Under the Patient Safety and Quality Improvement Act of 2005 (July 23, 2018)
- Florida Supreme Court Rules That Hospital "Adverse Medical Incidents" Reported to a PSO Are Not Privileged From Discovery: Impact on Participating Providers and PSOs (February 22, 2017)
- Illinois Supreme Court Upholds "Willful and Wanton" Immunity Protection in Peer Review Cases (June 7, 2016)
- OCR Kicks Off HIPAA Audits After Issuing Two Major Settlements (March 22, 2016)
- Illinois Supreme Court Rules Physician's Application File and Data Bank Report Information Discoverable in a Negligent Credentialing Lawsuit (February 22, 2016)
- PSO Reminder: Hospitals Need to Contract with a PSO in Order to Participate in State Insurance Exchanges (June 17, 2013)
- Final HIPAA Rule Has Sweeping Impact on Covered Entities and Business Associates (January 29, 2013)
- Illinois Appellate Court Upholds Application of Patient Safety Act to Deny Access to State's Subpoena for Walgreens' Medication Error Incident Reports (June 7, 2012)
- CMS Issues Final ACO Regulations (November 10, 2011)
- Government Issues Eagerly Awaited Proposed ACO Regulations (April 12, 2011)
- HHS Issues Security Breach Notice Rule (August 31, 2009)
- NPDB Renders Opinion on Standard for Required Data Bank Reports (August 12, 2009)
- Illinois Adopts New Medical Staff Summary Suspension Standard (July 23, 2009)



- Duty to Disclose in Illinois After Kadlec (July 25, 2008)
- Kadlec Decision Reversed (May 8, 2008)
- Illinois Appellate Court Upholds \$8 Million Negligent Credentialing Verdict for Hospital's Failure to Follow Credentialing Criteria (November 2007)
- The Joint Commission Has Spoken on MS.1.20 — Now What? (November 2007)

Articles

- Author, Three Important Hospital Actions Concerning Incident Report Discovery (January 10, 2019)
- Author, Improving Patient Safety Reporting With the Common Formats: Common Data Representation for Patient Safety Organizations, *Journal of Biomedical Informatics* (September 29, 2016)
- Author, Patient Safety Organizations: What Every MSP Must Know, *NAMSS Synergy* (April 6, 2016)
- Author, Questioning Discoverable Data In Negligent Credentialing Suits, *Law360* (February 29, 2016)
- Co-author, Protecting Patient Safety Is Critical, *Children's Hospitals Today* (July 20, 2015)
- Eliminating Negligence in Physician Credentialing (February 2009)
- Ask the expert: What would you consider or define as a privilege restriction and who can or should be able to impose such a restriction? (January 29, 2009)
- Illinois Appellate Court Upholds \$8 Million Negligent Credentialing Verdict for Hospital's Failure to Follow Credentialing Criteria (March/April 2008)
- 10 Steps to Protect Sensitive Practitioner Data (March 2008)
- Be Aware of Temporary Reappointment Option (January 2008)
- Keeping the Medical Staff in Compliance with Federal Laws (December 2007)
- Put Board Certification in Context When Privileging MDs (October 2007)
- Know Your Facility's Exclusive Contracts (July 2007)
- Hospital Counsel vs. Medical Staff Counsel: Conflicting Perspectives on Current Medical Staff Legal Issues (June 22, 2007)
- Medical Resident On Board: Privileging for Visiting Practitioners (June 2007)
- Use Caution When Negotiating NPDB and Other Reports (June 2007)
- Use Your Wellness Committee When Dealing with Drug-Impaired Docs (January 2007)
- Consider Medical Staff Membership Options for Low-Volume Providers (December 2006)



- Keep Legal Implications in Mind When Constructing a Proctoring Program (November 2006)

Books

- Contributing Author, *Redesign the Medical Staff Model: A Guide to Collaborative Change*, Economic Credentialing – An Idea Whose Time Has Come? (March 4, 2015)
- Contributing Author, *Redesign the Medical Staff Model: A Guide to Collaborative Change*, How to Avoid Negligent Credentialing Liability (March 4, 2015)

Newsletters

- *Health Care Perspectives* (April 2017)
- *Health Care Perspectives* (March 2016)
- *Health Care Perspectives* (May 2015)
- *Health Care Credentialing Update* (November 2011)
- *Health Care Update* (November 2011)
- *Health Care Update* (October 2010)
- *Health Care Credentialing Update* (October 2010)
- *Health Care Update* (October 2009)
- *Health Care Credentialing Update* (October 2009)

Speaking Engagements & Presentations

- Presenter | Year in Review: Legal Developments Affecting MSP Responsibilities | Achieving a Just Culture Approach to the Medical Staff and APPs | NAMSS 43rd Educational Conference & Exhibition | Philadelphia, Pennsylvania (October 19–23, 2019)
- Presenter | Working With a PSO in Physician and Other Ambulatory Care Practices to Improve Patient Safety Outcomes | Webinar (June 19, 2019)
- Presenter | Maximizing State and Federal Privilege Protections: Litigation Lessons Learned (June 18, 2019)
- Presenter | Integrating Medical Staffs | 2019 NYSAMSS Annual Conference | Albany, New York (May 9–10, 2019)
- Presenter | Maximizing Your Privilege Protections Under the Patient Safety Act: Lessons Learned | ECRI Institute PSO Annual Meeting | St. Davids, Pennsylvania (May 9, 2019)
- Presenter | Privileging Nightmares | 38th Annual IAMSS Education Conference | Tinley Park, Illinois (April 10–12, 2019)
- Co-Presenter | Litigation Privileges: Medical Studies Act & Patient Safety Act | Judge Egan's Monthly CLE Seminar | Chicago, Illinois (March 27, 2019)



- Presenter | How to Maximize Hospital Peer Review Privilege Protections Under State and Federal Law in Order to Defend Against Negligent Credentialing and Other Liability Claims | Hospital Insurance Forum | Phoenix, Arizona (March 17–20, 2019)
- Presenter | The Intersection of the Patient Safety & Quality Improvement Act and the Medical Studies Act: Steps to Maximize State and Federal Privilege Protections | Chicago, Illinois (March 7, 2019)
- Presenter | MSO Rights, Roles, and Responsibilities When Working with HR to Credential and Privilege Employed Providers | Saint Louis (February 28, 2019)
- Presenter | Successful PSO Protections: Lessons Learned from Ingalls Memorial Hospital | Successful PSO Protections: Lessons Learned from Ingalls Memorial Hospital | Webinar (October 18, 2018)
- Presenter | Important Legal Developments and Impact on MSP Responsibilities | Maximizing Your Peer Review Privilege and Confidentiality Protections Under State and Federal Law | NAMSS 42nd Educational Conference & Exhibition | Long Beach, California (September 29 – October 3, 2018)
- Presenter | Answers to MSPs Most Difficult Questions | Webinar (June 20, 2018)
- Presenter | Overview of the Patient Safety Act | Chicago, Illinois (May 15, 2018)
- Presenter | Maximizing Peer Review Privilege Protection under Michigan Law and the Patient Safety Act | MAMSS 39th Annual Educational Conference | Thompsonville, Michigan (May 2–4, 2018)
- Presenter | Privileging Nightmares and Legal Ramifications | 2018 Annual NYSAMSS Conference | Albany, New York (April 25–27, 2018)
- Presenter | Do Your Medical Staff Bylaws Hurt or Help You?: Compliance Gaps and Best Practices | IAMSS 37th Annual Education Conference | Oak Brook, Illinois (April 11–13, 2018)
- Co-presenter | Medical Staff Rules, Regulations, Policies, and Procedures: Maximizing the Role of Medical Services Professionals and Staff Attorneys, Part III (March 20, 2018)
- Presenter | Integrating Medical Staffs: Challenges and Solutions | Healthcare Law & Compliance Institute | Dallas, Texas (March 4–6, 2018)
- Presenter | Illinois Medical Studies Act Under Attack: Problems and Proposed Solutions | Webinar (December 13, 2017)
- Presenter | Legal Update: Impact of Recent Cases on Patient Safety Work Product | Webinar (December 7, 2017)
- Presenter | PSO Legal Developments: Florida Hospital Options After *Charles* and *Edwards* | Webinar (November 15, 2017)



- Presenter | Legal Update: Legal Developments Affecting Medical Staff Professionals | Do Your Medical Staff Bylaws Help or Hurt You? Compliance Gaps and Best Practices | NAMSS 41st Educational Conference & Exhibition | Colorado Springs, Colorado (October 21–25, 2017)
- Presenter | Maximizing Your State and Federal Peer Review Protections in a Clinically Integrated Provider Network | IRMS 33rd Annual Risk Managers' Meeting | Normal, Illinois (October 5, 2017)
- Presenter | Writing Medical Staff Bylaws: How to Avoid Compliance Gaps and Implement Best Practices | Webinar (July 19, 2017)
- Presenter | NPDB Review and Reporting—Am I Responsible? | Illinois Association of Medical Staff Services 2017 Education Conference | Normal, Illinois (May 18–19, 2017)
- Presenter | Massachusetts Peer Review Privilege Protections: How Do They Apply? | MAMSS 34th Annual Education Conference | South Yarmouth, Massachusetts (May 10–May 12, 2017)
- Presenter | Best Steps to Avoid the Need for Fair Hearing & Data Bank Reports | MAMSS 38th Annual Conference | Battle Creek, Michigan (May 3–5, 2017)
- Presenter | “PSO Legal Update: Compliance and Defense Recommendations” | Vizient University Health System Consortium Joint Networks Meeting | Chicago, Illinois (April 26–27, 2017)
- Presenter | Midwest Alliance for Patient Safety PSO: Understanding PSO Privilege and Confidentiality | Webinar (March 27, 2017)
- Presenter | Think Tank Session: How Participation in a PSO Improves Quality Outcomes, Reduces Liability Risks and Enhances Reimbursement | Healthcare Law & Compliance Institute | Atlanta, Georgia (March 5–7, 2017)
- Presenter | Unique Advantages and Protections Offered by PSOs to Improve Patient Care | Webinar (March 2, 2017)
- Presenter | Legal Update: Review of Key Legal Decisions and Their Impact on Medical Services Professionals | GAMSS 1st Quarter 2017 Meeting | Alpharetta, Georgia (February 22, 2017)
- Scope of State Peer Review Statutory Privileges beyond Hospital Medical Staffs—Peer Review in Physician Groups, ACOs, CINs and PHOs | Webinar (February 1, 2017)
- Presenter | Impact of Recent PSO Regulatory and Legal Developments on PSOs and Participating Providers Part Two: Practical Application of Patient Safety Act Standards to Adverse Event Scenarios | Webinar (November 8, 2016)
- Presenter | Design and Implementation of Your PSES: A Dialog About Maximizing Protection and Improving Patient Care | Texas Hospital Association Patient Safety Organization Orientation and Collaborative Workshop | Austin, Texas (October 26, 2016)



- Presenter | Impact of Recent PSO Regulatory and Legal Developments on PSOs and Participating Providers Part One: Overview and Impact of Recent PSO Guidance and Guides on PSOs and Providers | Webinar (October 19, 2016)
- Presenter | Legal Implications of Working with a PSO | 2016 Vizient Clinical Connections Summit | Dallas, Texas (September 28, 2016)
- Presenter | What Every Medical Staff Professional Needs to Know About Patient Safety Organizations (PSOs) | Legal Update: Review of Key Legal Decisions and Their Impact on Medical Staff Professionals | 40th Annual NAMSS Educational Conference & Exhibition | Boston, Massachusetts (September 19, 2016)
- Presenter | Privileging Nightmares and the Legal Ramifications | Presenter | Unique Advantages and Protections Offered by PSOs to Improve Patient Care | 2016 Morrissey Technology and Educational Conference | Chicago, Illinois (August 17–19, 2016)
- Presenter | Impact of the HHS PSO Guidance on Advancing Quality and Maximizing Privilege Protections With a PSES Policy | Webinar (June 21, 2016)
- Presenter | New Data Bank Guidebook: Clarifications and Challenges | Michigan Association Medical Staff Services 37th Annual Conference | Midland, Michigan (May 4–6, 2016)
- Presenter | Patient Safety Act and Patient Safety Organizations | FAMSS 2016 Annual Educational Conference | St. Augustine, Florida (May 4–7, 2016)
- Presenter | Negligent Credentialing & MSSP Role in Hearings | IAMSS 33rd Annual Education Conference | Chicago, Illinois (April 28–29, 2016)
- Presenter | Negligent Credentialing | 2016 Annual NYSAMSS Conference | Albany, New York (April 27–29, 2016)
- Presenter | Credentialing and Privileging of APNs and PAs | Vizient 2016 Academic Medical Center Networks Meeting | Chicago, Illinois (April 20–21, 2016)
- Current Trends in Negligent Credentialing | Denver, Colorado (April 19, 2016)
- Presenter | Think Tank Session: Patient Safety Organizations—Compliance Requirements and How to Maximize Confidentiality and Privilege Protections | Healthcare Law & Compliance Institute | Westlake Village, California (March 6–8, 2016)
- Presenter | Impact of Recent Regulatory Changes on Medical Staff Bylaws: Proposed Amendments and Best Practices | Webinar (March 3, 2016)
- Co-presenter | ACO/CIN Provider Denials and Terminations: Procedural Protections, Immunities, and Databank Reporting | Physicians and Hospitals Law Institute | Austin, Texas (February 8, 2016)
- PSO 301: Discussion of PSO Court Cases and the Litigation Lessons Learned | Webinar (January 26, 2016)



- PSO 201: PSO Standards Applied to Real-World Scenarios | Webinar (January 19, 2016)
- PSO 101: Overview of Patient Safety Act | Webinar (January 12, 2016)
- Participant | Optimizing Health System Privilege and Confidentiality Protections and Improving Patient Care by Participating in a Patient Safety Organization | Webinar (November 19, 2015)
- Presenter | Fundamentals of Hospital Medical Staff Issues: Minimizing Risk and Maximizing Collaboration | Fundamentals of Health Law | Chicago, Illinois (November 16, 2015)
- Panelist | Maximizing Privileges for Peer Review Activities – State Law Protection or the Patient Safety Act? | CHRMS Law Day 2015 | Chicago, Illinois (November 13, 2015)
- Presenter | How to Avoid or Limit the Need for Peer Review Fair Hearings and Data Bank Reports | NAMSS 39th Educational Conference & Exhibition | Seattle, Washington (October 3–7, 2015)
- Presenter | An Advanced Look at the New NPDB Guidebook | Webinar (September 17, 2015)
- Panelist | Efficient Credentialing and Privileging Decision Making in a Healthcare Network | Panelist | PSO Update and MCCM Risk Management Demonstration, Including the New PSO Module | 2015 Morrissey Technology and Educational Conference | Chicago, Illinois (August 19–21, 2015)
- Panelist | The Changing PSO Landscape: National & Legal Perspectives | Webinar (July 30, 2015)
- Presenter | Massachusetts Legal Update | MAMSS 32nd Annual Education Conference | North Falmouth, Massachusetts (May 15, 2015)
- Presenter | Dealing with Disruptive Physicians | MAMSS 36th Annual Conference | Grand Rapids, Michigan (May 5, 2015)
- Presenter | Disruptive, Aged & Impaired Physicians Legal Updates | Presenter | Legal Updates: NYS Cases and Statutory Developments | 2015 Annual NYSAMSS Conference | Albany, New York (April 30–May 1, 2015)
- Presenter | Injury Prevention: CMS Updates: What Must Go Into Your Bylaws | Illinois Association Medical Staff Services 34th Annual Education Conference | Oak Brook, Illinois (April 23, 2015)
- Presenter | Final Medicare Medical Staff Conditions of Participation: What Should Be in Your Bylaws | GAMSS Spring Conference | Savannah, Georgia (April 13, 2015)
- Speaker | Outpatient Ancillary Services: Creative Structures for Competing into the Future | Health Care Law and Compliance Institute | Weston, Florida (March 1–3, 2015)



- Presenter | Case Law Updates and Implications for Member PSES Activity | Webinar (December 17, 2014)
- Panelist | Trends in Regulation and the Federal Trade Commission Update | Center for Advancing Provider Practices 2014 National Summit | Chicago, Illinois (November 20, 2014)
- Presenter | Fundamentals of Hospital/Medical Staff Issues: Minimizing Risk and Maximizing Collaboration | Fundamentals of Health Law | Chicago, Illinois (November 12–14, 2014)
- Presenter | Final CMS CoPs: Navigating Revised Medical Staff Standards and New Requirements | Webinar (November 11, 2014)
- Presenter | Impact of Health Care Reform on Provider Liability | Coverys Conference – Changes in Healthcare's Effects on Medical Professional Liability | Boston, Massachusetts (November 5, 2014)
- Presenter | Child Health PSO Implementation | Webinar (November 4, 2014)
- Presenter | Impact of Health Care Reform on Provider Liability | Coverys Conference – Changes in Healthcare's Effects on Medical Professional Liability | East Lansing, Michigan (October 21, 2014)
- Presenter | *The New NPDB Guidebook: What's Old and What's New?* | NAMSS 38th Education Conference & Exhibition | New Orleans, Louisiana (October 4–8, 2014)
- Presenter | Medical Staff Bylaws: Compliance Gaps and Best Practices | Webinar (September 17, 2014)
- Presenter | Medical Staff Bylaws: Compliance Gaps and Best Practices | Webinar (September 10, 2014)
- Presenter | Do Your Medical Staff Bylaws Hurt or Protect You? Identification of Compliance Gaps and Best Practices | MAMSS 31st Annual Education Conference | Falmouth, Massachusetts (May 14–16, 2014)
- Presenter | Patient Safety Organizations: Optimizing Protection From Discovery Under the Patient Safety Act | Webcast (May 8, 2014)
- Presenter | Health Care Arbitration and Peer Review Hearings | Chicago, Illinois (May 1–2, 2014)
- Presenter | NPDB: The Guidebook Changes and How They May Affect You | New York Association of Medical Staff Services Annual Education Conference | Albany, New York (April 23–25, 2014)
- Presenter | Do Your Medical Staff Bylaws Hurt or Protect Your Identification of Compliance Gaps and Best Practices | IAMSS 33rd Annual Education Conference | Chicago, Illinois (April 24–25, 2014)
- Panelist | Discussion on Patient Safety Organizations (PSOs) | Presenter | Impact of Healthcare Reform on Pediatric Hospital Liability | Risk Managers Forum | Atlanta, Georgia (April 7–8, 2014)



- Presenter | The ABCs of Antitrust in Health Care, Part VI: Medical Staff Privileges, Exclusive Physician Contracts, and Peer Review | Webinar (March 20, 2014)
- Presenter | Impact of Health Care Reform on Provider Liability | Webinar (November 20, 2013)
- Presenter | Fundamentals of Hospital Medical Staff Issues: Minimizing Risk and Maximizing Collaboration | Fundamentals of Health Law | Chicago, Illinois (November 3–5, 2013)
- Presenter | Patient Safety Organizations: Legal Developments and Compliance Guidance | ASHRM 2013 Annual Conference & Exhibition | Austin, Texas (October 28, 2013)
- Presenter | Patient Safety Organization Overview – a Legal Perspective | Webinar (October 3, 2013)
- Presenter | Patient Safety Organizations: Legal Protection Opportunities and Challenges | Quantros Pharmacy Quality & Safety Summit | Sarasota, Florida (September 25, 2013)
- Panelist | Evidence Based Risk Management: Using a Patient Safety Organization to Validate Risk Management Efforts | Webinar (September 24, 2013)
- Speaker | The Evolution of the Accountable Care Organization and Accountable Care Organizations: Overview and Impact on Medical Staff Professionals | NAMSS 37th Educational Conference & Exhibition | Hollywood, Florida (September 21–25, 2013)
- Speaker | The PSO Legal Environment | Child Health Patient Safety Organization Annual Meeting | Chicago, Illinois (September 18, 2013)
- Presenter | Overview of Significant Changes from Affordable Care Act of 2010 | Morrissey Leadership Council Meeting | Chicago, Illinois (August 14, 2013)
- Presenter | Revisions to the Medicare CoPs and The New HIPAA Omnibus Privacy Rules: In the Trenches Implications for Expanding Healthcare Systems | 2013 30th Annual MAMSS Education Conference | Falmouth, Massachusetts (May 15–17, 2013)
- Presenter | Managing Peer Review Hearings and Litigation | Webinar (May 15, 2013)
- Presenter | Managing Peer Review Investigations: How to Avoid Hearings and Litigation | Webinar (May 8, 2013)
- Speaker | Negligent Credentialing – Hypothetical Case and Best Practices to Limit Exposure | IAMSS 32nd Annual Education Conference | Normal, Illinois (April 25, 2013)
- Presenter | Impact of Recent Revisions to Medicare Conditions of Participation and Dealing with Disruptive, Impaired or Aging Practitioners | 2013 Annual NYSAMSS Conference | Albany, New York (April 24–26, 2013)
- Presenter | Challenges and Successes to PSO Protections to Date | Center for Patient Safety Annual PSO Participant Meeting | Columbia, Missouri (April 17, 2013)



- Speaker | The Impact of ACOs on Liability | Hospital Insurance Forum's 2013 Spring Membership Meeting | Scottsdale, Arizona (March 17–20, 2013)
- Presenter | Practical Guidance and Proposed Solutions in Response to HIPAA Omnibus Final Rule | Webinar (February 21, 2013)
- Moderator | Graduate Medical Education Bootcamp Webinar Series, Part V: Fellows (Advanced) | Webinar (January 10, 2013)
- Presenter | Patient Safety Organizations: Legal Update and Practical Solutions After Walgreens Case | American Society for Healthcare Risk Management 2012 Annual Conference & Exhibition | National Harbor, Maryland (October 7–12, 2012)
- Speaker | Impact of Health Care Reform on Provider Liability: Issues and Proposed Solutions | IPT/IRMS 28th Annual Risk Managers' Meeting | East Peoria, Illinois (September 28, 2012)
- Speaker | Accountable Care and Shared Savings Programs - Where Do Urologists Fit In | Fifth Annual AACU State Society Network Advocacy Conference | Rosemont, Illinois (September 23, 2012)
- Presenter | Patient Safety Organizations: Legal Update and Practical Solutions | UHC Annual Conference 2012 | Orlando, Florida (September 11–14, 2012)
- Presenter | Dealing with Disruptive, Impaired Practitioners and Aging Practitioners and Hospital Liability in an Era of Health Care Reform | National Association Medical Staff Services 36th Annual Conference & Exhibition | San Francisco, California (September 5–6, 2012)
- Presenter | Key Regulatory Update – Healthcare Reform, Including Status of Accountable Care Organizations (ACO) and Patient Safety Organizations (PSOs) | 17th National Morrissey User Group Meeting | Chicago, Illinois (August 15–17, 2012)
- Presenter | Systems-Based Approach to Quality: Critical Liability and Accreditation Challenges and Exposures and Enterprise Risk Management and Conducting Peer Review in Evolving Health Systems | AHLA 2012 In-House Counsel Program and Annual Meeting | Chicago, Illinois (June 24–27, 2012)
- Presenter | 2012 Update: Impact of Accountable Care Organizations (ACOs) and Health Care Reform on Credentialing, Privileging, and Peer Review | Massachusetts Association of Medical Staff Services Annual Spring Conference | South Yarmouth, Massachusetts (May 18, 2012)
- Presenter | The Hospital Medical Staff of the Future Webinar Series, Part III: The Jigsaw Puzzle: Credentialing and Privileging Providers in the Era of Healthcare Reform | Webinar (May 10, 2012)
- Presenter | The Affordable Care Act in 2012: Implications for Physicians, Quality Management and Medical Staff Services Professionals | Webinar (March 22, 2012)
- Presenter | Impact of Health Care Reform on Corporate Negligence and Related Hospital Liability Standards | Chicago Bar Association Health Law Committee Meeting | Chicago, Illinois (March 2, 2012)



- Presenter | The Affordable Care Act in 2012: Understanding the Changes | Webinar (January 19, 2012)
- Panelist | Volume to Value: Strategies for Maximizing Your Margins | Chicago, Illinois (January 11, 2012)
- Presenter | Patient Safety Organizations: Legal Update and Practical Solutions After Walgreens Case | American Society for Healthcare Risk Management 2011 Annual Conference & Exhibition | Phoenix, Arizona (October 18–19, 2011)
- Presenter | What the Risk Manager Should Know About Medical Staff Bylaws | Illinois Risk Management Services Annual Risk Managers' Meeting | Normal, Illinois (October 5–7, 2011)
- Presenter | PSOs Made Easy! | Webinar (October 6, 2011)
- Presenter | Disruptive Physicians: From Credentialing to Disciplinary Action | Webinar (September 28, 2011)
- Presenter | Building a Foundation for Accountability and Affordability...Healthcare Reform in 2011 and Beyond | National Association Medical Staff Services 35th Annual Conference & Exhibition | Dallas, Texas (September 24–28, 2011)
- Speaker | United Healthcare Consortium Annual Meeting | Chicago, Illinois (September 21–23, 2011)
- Presenter | Ethics and Integrity in Healthcare Quality Practice | 36th Annual National Association for Healthcare Quality Educational Conference | Sacramento, California (September 17, 2011)
- Presenter | Patient Safety Organizations Overview, Benefits and Practical Applications Under Health Care Reform | Chicago Bar Association Health Law Committee Meeting | Chicago, Illinois (September 9, 2011)
- Presenter | Building a Foundation for Accountability and Affordability...Healthcare Reform in 2011 and Beyond and Patient Safety Organizations (PSO) – Definition, Overview and Benefits | 16th National Morrissey User Group Meeting | Chicago, Illinois (August 17, 2011)
- Presenter | Impact of ACOs on Physician/ Provider Membership Decisions | AHLA Annual Meeting and In-House Counsel Program | Boston, Massachusetts (June 26–29, 2011)
- Presenter | Current Issues in Negligent Credentialing and Impact of Accountable Care Organizations (ACOs) and Health Care Reform on Credentialing, Privileging and Peer Review | 2011 Annual MAMSS Educational Conference | Boston, Massachusetts (May 20, 2011)
- Presenter | Legal Update: Case Developments in New York that Affect MSPs and Impact of Accountable Care Organizations (ACOs) and Health Care Reform on Credentialing, Privileging and Peer Review | 2011 Annual NYSAMSS Educational Conference | Niagara Falls (May 19, 2011)



- Presenter | Current Issues in Negligent Credentialing Parts 1 and 2 | Presenter | Case Developments that Affect Florida MSPs | Presenter | Effective Documentation of Peer Review Under Amendment 7 | Presenter | Impact of | 30th Annual FAMSS Educational Conference | Daytona Beach, Florida (May 5, 2011)
- Presenter | Legal Update | 30th Annual IAMSS Education Conference | Chicago, Illinois (April 28–29, 2011)
- Presenter | Retaliation Against Whistle Blowers: A Chronic Problem or Isolated Occurrence? | Presenter | PSOs: To Participate or Not: Advantages, Disadvantages and Questions Answered | University HealthSystem Consortium's Joint Council Meeting: Maximizing Quality and Safety, Minimizing Risk | Phoenix, Arizona (April 14, 2011)
- Presenter | Credentialing Issues 2011 | Webinar (February 11, 2011)
- Speaker | Mastering Medical Leadership | Indian Wells, California (January 29–31, 2011)
- Speaker | Advanced Credentialing and Privileging Retreat | Indian Wells, California (January 29–31, 2011)
- Speaker | Medical Executive Committee Institute | Indian Wells, California (January 27–29, 2011)
- Speaker | Mastering Medical Leadership | Boca Raton, Florida (November 6, 2010)
- Speaker | Advanced Credentialing and Privileging Retreat | Boca Raton, Florida (November 6, 2010)
- Speaker | Low-Volume/No-Volume Practitioner | Low-Volume/No-Volume Practitioners: What's the Solution for Your Hospital? | Speaker | Impaired and Aging Physicians | Speaker | Legal Update: Case Developments in Maryland that Affect MSPs | Speaker | MS | MAMSS 2010 Fall Educational Conference | Annapolis, Maryland (November 5, 2010)
- Speaker | Disruptive Physicians: From Credentialing to Disciplinary Action | Webinar (November 4, 2010)
- Speaker | Negligent Credentialing Developments: Impact of Recent Cases and New Joint Commission Medical Staff Standards | 2010 Legal & Compliance Council Annual Meeting | Rosemont, Illinois (October 18, 2010)
- Presenter | Debriefing on the FTC/CMS/OIG Workshop on the Legal Issues Related to Accountable Care Organizations (ACOs) | Webinar (October 7, 2010)
- Speaker | Impact of MS.01.01.01. on Bylaws and Medical Staff Governance | NAMSS 34th Annual Conference & Exhibition | Orlando, Florida (October 2–6, 2010)
- Presenter | Medical Staff Credentialing and Healthcare Reform | Webinar (August 26, 2010)
- Presenter | Legal and Practical Strategies in Dealing with Disruptive Physicians | Chief Medical Officers Forum | Oak Brook, Illinois (July 15, 2010)



- Speaker | 2010 Annual Meeting & In-House Counsel Program | Seattle, Washington (June 29, 2010)
- Presenter | Patient Safety Organizations: A Fundamental Tool in the World of Health Care Reform, Enhanced Reimbursement, Quality Improvement and Confidentiality Protections | Webinar (June 17, 2010)
- Presenter | A Strategic Approach to Managing Risk in an Environment of Heightened Scrutiny | Not Your Average Fraud Seminar | Chicago, Illinois (June 17, 2010)
- Presenter | Medical Executive Committee Institute | Chicago, Illinois (June 10–12, 2010)
- Presenter | Dealing with Disruptive Physicians | Physician-Legal Issue Conference | Chicago, Illinois (June 10, 2010)
- Speaker | Navigate MS.01.01.01 with NAMSS | Webinar (June 8, 2010)
- Speaker | The Final Verdict on MS.01.01.01 | Webinar (May 11, 2010)
- Speaker | Health Care Fraud | 16th Annual Education Symposium | Geneva, Illinois (May 10, 2010)
- Speaker | Current Issues in Negligent Credentialing | Speaker | The Impact of PSO Confidentiality and Privilege Protections on the Peer Review Process | Speaker | Best Practices in Initial Appointment and Reappointment Procedures | Credentialing Resource Center Symposium | Las Vegas, Nevada (May 7, 2010)
- Presenter | Developments in Negligent Credentialing and Strategies for Limiting Liability | Presenter | Best Practices in Appointment and Reappointment Procedures | Presenter | Impact of MS 01.01.01 on Medical Staff Bylaws | 2010 NYSAMSS Annual Education Conference | Albany, New York (May 6, 2010)
- Presenter | Patient Safety Organizations—To Participate or Not: That Is the Question | CHRMS' 30th Anniversary Annual Meeting | Chicago, Illinois (April 30, 2010)
- Presenter | Gaining Greater Peer Review Protections Under Patient Safety Organizations | Medical Staff, Credentialing, and Peer Review Practice Group Mid-Year Luncheon | Miami, Florida (February 26, 2010)
- Speaker | Can I Be Sued? | Speaker | Recent Credentialing Cases | Advanced Credentialing and Privileging Retreat | Palm Springs, California (January 17, 2010)
- Speaker | Healthcare Law: What Medical Staff Leaders Must Know to Play by the Rules and Stay Out of Trouble and How to Manage a Fair Hearing and Investigation | Medical Executive Committee Institute | Palm Springs, California (January 16, 2010)
- Presenter | Case #1: Hospital Financial Performance and the Medical Staff | Presenter | Case #2: Legal and Regulatory Impact on Privileging Decisions Community | Mastering Medical Leadership | Palm Springs, California (January 16, 2010)
- Speaker | NAMSS Professional Development for Credentialing Specialists with Overview of Case Law | Downers Grove, Illinois (December 3–4, 2009)



- Presenter | Joint Commission Update: Final Telemedicine Standards and Proposed Medical Staff Standards—What You Need to Know Now | Webinar (December 1, 2009)
- Speaker | How Your Bylaws Will Be Affected By MS.01.01.01 | MAMSS 2009 Fall Educational Conference | Laurel, Maryland (November 13, 2009)
- Speaker | Medical Staff Bylaws: How to create documents that are clear, compliant, and fair | GMSI Pre-Conference Workshops | Naples, Florida (November 7, 2009)
- Speaker | Patient Safety Organizations: The Impact on Hospitals and Medical Services Professionals | Stacking the Chips in Healthcare: Building a Wealth of Knowledge | Reno, Nevada (October 5–7, 2009)
- Presenter | How to Expand Existing Peer Review Protections, Obtain Active Physician Participation and Comply with TJC Standards | Chicago, Illinois (October 1, 2009)
- Speaker | Achieving Medical Staff Greatness – The Role of Trustees and Management | Galena, Illinois (September 24, 2009)
- Speaker | Addressing Healthcare Worker Illness | 2009 Influenza Planning Conference | Chicago, Illinois (August 26, 2009)
- Speaker | Economic Credentialing—The Changing Landscape | 14th National Morrissey User Group Meeting | Chicago, Illinois (August 20, 2009)
- Speaker | Patient Safety Organizations: What You Need to Know to Implement a PSO Program and Manage Confidentiality and Privilege Protections | Chicago, Illinois (August 18, 2009)
- Moderator | Economic Credentialing—Dead or Alive in an Era of Healthcare Reform and Competition? (July 28, 2009)
- Speaker | Dialogue on Discipline: Two Perspectives on Physician Discipline and Implementing New Peer Review Legislation | Webinar (July 14, 2009)
- Presenter | New Federal Legislation and its Impact on Medical Malpractice Litigation: The Implications of the Federal Patient Safety Act for Your Healthcare Clients | Chicago, Illinois (June 10, 2009)
- Speaker | Patient Safety Organizations | The 26th Annual MAMSS Education Conference | South Yarmouth, Massachusetts (May 27–30, 2009)
- Speaker | Top 5 Credentialing Cases: What Everyone Should Know | Las Vegas, Nevada (May 14–15, 2009)
- Presenter | "Never Events," Payors Refusal to Pay and Industry Demand for Improved Quality | 15th Annual Health Financial Management Association Education Session and Golf Outing | Medinah, Illinois (May 7, 2009)
- Speaker | The American Medical Association Physician Leadership in Patient Safety Organizations | Webinar (May 5, 2009)



- Presenter | Impact of Joint Commission Standards and Recent Case Law on Negligent Credentialing Claims | 2009 Annual Educational Conference | Albany, New York (April 29–May 1, 2009)
- Presenter | Legal Updates in the Health Care Industry | Springfield, Illinois (April 23, 2009)
- Speaker | Patient Safety Organizations – Basics for Health Lawyers | Chicago, Illinois (April 22, 2009)
- Speaker | UHC 2009 Performance Excellence Forum: Sustaining the Art and Science of Service | Lake Buena Vista, Florida (March 8–10, 2009)
- Presenter | Patient Safety Organizations: A Practical Guide to Understanding and Implementing a PSO Program and Managing Confidentiality and Privilege Protections | Chicago, Illinois (February 19, 2009)
- Speaker | Healthcare Law: What Medical Staff Leaders Must Know to Play by the Rules and Stay Out of Trouble | Medical Executive Committee Institute | Hilton Head Island, South Carolina (June 6–8, 2009)
- Panelist | Negligent Credentialing Cases on the Rise: Are Hospitals at Greater Risk? | NAMSS Annual Conference | Milwaukee, Wisconsin (October 11–15, 2008)
- Presenter | Negligent Credentialing Developments | Presenter, Protection of Documents | MAMSS 2008 Fall Education Conference | Baltimore, Maryland (September 26, 2008)
- Presenter | Kadlec Reversed: Navigating Exclusive Contracts and Employment Agreements to Ensure Physician Competency | Webinar (September 24, 2008)
- Speaker | Hot Legal Topics for Hospital Leaders | IHA's Leadership Summit | Galena, Illinois (September 11–12, 2008)
- Speaker | Negligent Credentialing Issues | 24th Annual Risk Managers Meeting | Springfield, Illinois (September 10–12, 2008)
- Presenter | Poliner Decision Reversed: Strategies for Effective Peer Review Processes Amid Legal Uncertainty | Webinar (August 22, 2008)
- Negligent Credentialing Webinar (July 22, 2008)
- Panelist | Kadlec Reversed: How to Collect and Share Credentialing Data While Avoiding Legal Risk | Webinar (June 4, 2008)
- Presenter | Health Care Law Update | 2008 Annual Education Conference | Oak Brook, Illinois (May 15–16, 2008)
- Presenter | Improving Credentialing Practices and Reducing Liability Exposure After Kadlec | North Carolina Association Medical Staff Services' Annual Meeting | Myrtle Beach, South Carolina (May 7–9, 2008)
- Presenter | Negligent Credentialing Developments: Impact of Recent Cases and New Joint Commission Medical Staff Standards | Chicago, Illinois (April 16, 2008)



- Presenter | Legal Developments Affecting Small and Rural Hospitals | Illinois Hospital Association's Small and Rural Membership Meeting | Springfield, Illinois (March 5, 2008)
- Presenter | Improving Credentialing Practices and Reducing Liability Exposure After *Kadlec* | Presenter | Final Rule MS.1.20: Back to the Past | Setting the Stage for Excellence in Healthcare - Start Spreading the News! | New York, New York (October 3, 2007)
- Panelist | Performance Monitoring, Poliner, and P4P: Address Quality and Utilization While Avoiding Peer Review Litigation | Audio Conference (September 19, 2007)
- Panelist | The New Joint Commission Standards — MS.1.20 (September 5, 2007)
- Presenter | New Joint Commission Standards Affecting Hospital/Physician Relations | 2007 In-House Counsel Program and Annual Meeting | Chicago, Illinois (June 24–27, 2007)
- Speaker | Hospital Counsel/Medical Staff Counsel: Conflicting Perspectives on Current Medical Staff Legal Issues | Physician-Legal Issues Conference | Chicago, Illinois (June 22, 2007)
- Presenter | Impact of Kadlec on Credentialing Procedures | Annual Education Conference for the Massachusetts Association for Medical Staff Services (MAMSS) | South Yarmouth, Massachusetts (May 31–June 1, 2007)
- Presenter | Impact of Recent Cases on Credentialing Practices and Peer Review Liability | Impact of Recent Cases on Credentialing Practices and Peer Review Liability | Webinar (May 23, 2007)
- Presenter | The Challenge of Kadlec: Improving Credentialing Candor While Avoiding Legal Risk | Audio Conference (March 15, 2007)
- Panelist | The Growing Impact of Conflict of Interest Issues on Cardiovascular Device Development and the Clinical Trial Process | 17th Annual Scientific Symposium of Transcatheter Cardiovascular Therapeutics 2006 | Washington, DC (October 22–27, 2006)
- Presenter | Peer Review and Performance Improvement | SCORCH 2006 Program | Chicago, Illinois (October 13–14, 2006)
- Presenter | JCAHO 2007 Changes and Challenges | Massachusetts Association of Medical Staff Services | South Yarmouth, Massachusetts (June 1–2, 2006)