



## Michael R. Callahan

Partner

michael.callahan@kattenlaw.com

Chicago

p +1.312.902.5634

### Practices

Antitrust and  
Competition

Privacy, Data and  
Cybersecurity

Corporate

### Industries

FOCUS: Health Care

Clinical Integration  
and Managed Care

Health Care Litigation

Health Care  
Regulatory and  
Compliance

Hospital-Physician  
Relations and  
Medico-Legal

Health Information  
Privacy and  
Security

### Recognition

*Super Lawyers*,  
2005–2016

*Best Lawyers in  
America*, 1991–  
2016

*Chambers USA*,  
2005–2015

*Who's Who in  
American Law*,  
2005–2014

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" (*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 was recently appointed 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.

### Memberships

- American Bar Association



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

### 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

- 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

### Advisories

- 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, 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)
- Use Caution When Negotiating NPDB and Other Reports (June 2007)
- Medical Resident On Board: Privileging for Visiting Practitioners (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*, How to Avoid Negligent Credentialing Liability (March 4, 2015)
- Contributing Author, *Redesign the Medical Staff Model: A Guide to Collaborative Change*, Economic Credentialing – An Idea Whose Time Has Come? (March 4, 2015)

### **Newsletters**

- *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)
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- *Health Care Credentialing Update* (October 2009)

### **Speaking Engagements & Presentations**

- 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)
- 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)
- *Patient Safety Organizations: What Every Health Care Provider Needs to Know* | Webinar (January 26, 2016)
- *Patient Safety Organizations: What Every Health Care Provider Needs to Know* | Webinar (January 19, 2016)
- *Patient Safety Organizations: What Every Health Care Provider Needs to Know* | 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 | Managing Peer Review Hearings and Litigation | Webinar (May 15, 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 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 | Advanced Credentialing and Privileging Retreat | Indian Wells, California (January 29-31, 2011)
- Speaker | Mastering Medical Leadership | 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? | Speaker | 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 | A Strategic Approach to Managing Risk in an Environment of Heightened Scrutiny | Not Your Average Fraud Seminar | Chicago, Illinois (June 17, 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 | Dealing with Disruptive Physicians | Physician-Legal Issue Conference | Chicago, Illinois (June 10, 2010)
- Presenter | Medical Executive Committee Institute | Chicago, Illinois (June 10–12, 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 (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)