



Hal Katz

PARTNER

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OVERVIEW

Hal is a strategic advisor and creative problem-solver, guiding providers, healthcare organizations, investors, and innovators through business-building, joint ventures, mergers and acquisitions, contract negotiations, and long-term planning.

Hal represents healthcare and life sciences clients when organizational structure, capital, and regulation converge and the next decision will shape a practice or business for years. He advises on M&A, joint ventures, managed care, and digital health, focusing on structures that work in practice and hold up under regulatory scrutiny.

He has spent his career focused on the healthcare and life sciences industry, advising for-profit, nonprofit, and governmental

Hal understands deal structure and healthcare regulatory complexities, and understands how to meld the two to ensure we achieve our business objectives. He is a problem solver in all aspects of representation – be it corporate, M&A, transactional or regulatory. We couldn't ask for a better attorney.

— Elliott Feller, MCCI Medical Group, LLC, Vice President, Mergers and Acquisitions

Industry

Healthcare

Services

340B Drug Pricing Program

Clinical Research & Trials

Corporate

Digital Health

Healthcare M&A, Joint Ventures, and Other Transactions

Healthcare Private Equity

Healthcare Providers

Healthcare Regulatory & Compliance Counseling

Medical Staff & Governance

Mergers & Acquisitions

Pharmacy

Private Equity

Securities & Corporate Governance

Software Development & Licensing

organizations on transactions and related regulatory and policy matters. His work spans medical groups, hospitals, ambulatory surgery centers, behavioral health organizations, healthcare technology companies, health plans, and private equity-backed platforms. He is often brought in at inflection points, when structure, risk, and long-term implications need to be assessed clearly and decisions need to hold up over time.

Hal advises healthcare organizations on complex corporate and transactional matters, with a focus on transactions and operating structures shaped by regulatory and capital considerations. His experience includes mergers and acquisitions, joint ventures and affiliation structures, management services arrangements, managed care and care delivery models, and related regulatory issues.

Hal has held senior leadership roles in the American Bar Association Health Law Section and the Texas State Bar Health Law Section, serving as Chair of both organizations. He also serves on the Board of Trustees of Integral Care and on the Board of the Texas e-Health Alliance, where his work focuses on governance, policy, and the responsible use of technology in healthcare.

Experience

Hal focuses on general corporate and transactional areas in the healthcare industry, with extensive experience in the purchase and sale of businesses, mergers and acquisitions, reorganizations, franchises, joint ventures, management services arrangements, managed care and care delivery models, product development, and health technology. He represents private businesses, publicly traded companies, governmental entities and non-profit organizations in strategic planning, corporate governance, launching new lines of business, and operational matters.

Experience

- Hal advised on the design and implementation of national B2B and B2C behavioral telehealth platforms, structuring operating and contractual models to comply with federal and state requirements, including telehealth laws and regulations, corporate practice of medicine, fee-splitting, privacy and security, and related corporate formalities. These structures were developed to support compliant, multi-state growth and operational scalability.
- Hal worked with a regional multispecialty orthopedic group on its expansion into the Southeast United States, including the structuring of service line management and trauma coverage arrangements.

Experience

- He led the team representing long-time client ImplantBase during its sale to Surgimate. Additionally, he has collaborated with physician groups and hospitals across urban, suburban, and rural areas in forming accountable care organizations and developing clinical integration models for contracting with commercial payors, including fee-for-service and shared savings or risk-based agreements.
- Hal has also advised physicians and healthcare providers, including hospitals and ambulatory surgery centers, on equity rollovers and governance protections in private equity-backed platform transactions, helping align economic outcomes with control, risk allocation, and long-term decision-making.
- In addition, he has served as outside general counsel to private equity-backed healthcare platforms, advising management teams and boards on governance, regulatory compliance, and ongoing operational matters.

Recognition

- *Austin Monthly* magazine, Top Austin Attorney, Healthcare, 2022-2025
- BL Rankings' *The Best Lawyers in America*®
 - Health Care Law, 2008-2026
- *Chambers USA*
 - Healthcare, 2007-2025
- *The Legal 500 United States*
 - Healthcare: Service providers, Recommended attorney, 2023 and 2024
- Martindale-Hubbell AV Preeminent
- Thomson Reuters' *Texas Super Lawyers*, Health Care Law, 2003, 2004, 2009-2020

Education

- J.D., University of Houston Law Center
- B.A., University of Texas at Austin

Admissions

- Texas
- Colorado

Community Leadership

- Community Advancement Network, Board of Directors, 2017-2018 and 2022-present
- Integral Care, Board of Trustees, 2010-present; Chair, 2013-2022
- Spine Hope, Board of Directors, 2017-present
- Texas eHealth Alliance, Board of Directors, 2022-present



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