

Alexandra B. Shalom

Senior Counsel

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Alexandra (Allie) Shalom is a senior counsel and health care lawyer with Foley & Lardner LLP and member of the Health Care Practice Group and co-chair of the firm's Health Care & Life Sciences Sector's Payor Provider Convergence Area of Focus.

Allie's practice focuses on counseling investors, health systems, and health care service providers across the health care continuum with respect to a wide range of complex business transactions and health care regulatory compliance matters. Her experience includes advising clients on third party payment strategies and value based payment arrangements; friendly professional corporation structures; federal and state fraud and abuse compliance; Medicare and Medicaid reimbursement; price transparency law; and state licensure issues (in particular, related to changes of ownership and control). She also assists health care clients with a broad range of transactional matters, including mergers and acquisitions, hospital system affiliations, corporate restructurings and joint ventures.

Allie's firm awarded her its Lynford Lardner Community Service Award for her active engagement in the civic affairs of her community in December 2022. In addition to the CJP Women's Philanthropy Leadership Series, Allie is a member of the ADL New England's Regional Board and sits on the Civil Rights and Community Outreach Committees. In December 2019, she was awarded the Krupp Leadership Award by the Anti-Defamation League New England. Allie also serves on the Health Law Advocates Rising Lawyers Committee Member to assist Massachusetts residents having difficulty accessing health care or health insurance coverage, and the Beth Israel Deaconess Medical Center's OBGYN Task Force Committee. Previously, Allie was an executive committee member of the New Lawyers Forum of the Boston Bar Association. Allie is a pro bono volunteer for the PAIR Project, and is a designated mentor to undergrad students at her alma mater, the University of Rochester.

Representative Experience

Transactional Matters

- Represented Sports Medicine North Orthopedic Surgery, Inc., and its affiliated ambulatory surgery center in their acquisition by Connecticut-based orthopedic and spine care management services organization Spire Orthopedic Partners, a portfolio company of Kohlberg & Co.
- Represented a family-owned subacute rehabilitation and nursing operator in connection with its sale of a 120-bed, long-term care facility in New Jersey.
- Represented LCMC Health in connection with its acquisition of East Jefferson General Hospital, a 400+ bed public health system on the east bank of Jefferson Parish, Louisiana.
- Assisted Alliance Healthcare Services in connection with the establishment of a joint venture with independent diagnostic testing facilities across several states.
- Represented Spectrum Dermatology in connection with its recapitalization by Pinnacle Dermatology.
- Represented a specialty physician group in its merger into a larger ophthalmology practice.
- Represented a Massachusetts health system in connection with its acquisition of seven urgent care centers.
- Structured management and professional services arrangements between clinical providers and management services organizations.
- Represented a sole practitioner in connection with the acquisition of Kansas-based medical pain intervention practice and an ambulatory surgical center.
- Assisted Troy Gastroenterology, a large GI platform company, and its affiliated entities with a pop-up F reorganization in connection with its recapitalization by HIG Growth Capital.
- Prepare cross purchases for physician group practices.

Regulatory Matters

- Negotiated managed care agreements for health care providers, including hospitals, physician groups, and DMEPOS suppliers.
- Assisted Maxim Healthcare Services, an Allegis Company, in connection with multi-state regulatory filings required for the sale of Maxim Home Healthcare to Aveanna Healthcare, a Bain Capital Private Equity portfolio company.
- Performed an assessment of the compliance program for a Massachusetts-based hospital.
- Advised a remote patient monitoring platform with respect to its expansion and compliance program.
- Advised DMEPOS companies on compliance with the Federal Sunshine Act and state level reporting requirements.
- Counseled companies on professional scope of practice matters.

Telemedicine, Virtual Care, and Digital Health Matters

"Foley is the premier firm for telehealth counsel."

"A market leader in telemedicine issues." "This is the Dream Team."

– Chambers USA: America's Leading Business Lawyers (2020, 2021)

- Worked with an emerging telemedicine company on strategic models for care delivery and revenue streams, practice of pharmacy restrictions and regulation, and state and federal fraud and abuse

considerations.

- Advise telemedicine companies with respect to health care quality improvement activities qualifying for reimbursement by Medicare and Medicare Advantage.
- Counsel a tele-behavioral health company concerning scope of practice restrictions for different levels of practitioners.
- Advised a client on telemedicine practice standards under state laws, regulations, and medical board policies across multiple states, including cross-state licensing issues and telemedicine prescribing of medications.

Awards and Recognition

- Massachusetts Rising Stars, *Super Lawyers Magazine* (2020 – 2023), which recognizes the top 2.5 percent of Massachusetts lawyers under 40
- Foley & Lardner LLP's Lynford Lardner Community Service Award for active engagement in the civic affairs of her community in December 2022
- Awarded the Krupp Leadership Award by the Anti-Defamation League New England, which is given to community members who demonstrate outstanding dedication and leadership on behalf of ADL. ADL New England Regional Director, Robert Trestan commented that:

“[this year’s recipients] represent Boston’s best and brightest future leaders... They are changing the world we live in today, and will continue to be ambassadors promoting equality and fair treatment for years to come.”

Affiliations

- Member, Boston Bar Association
- Member, American Health Lawyers Association

Community Involvement

- Member of the Anti-Defamation League New England Regional Board and sits on the Civil Rights and Community Outreach Committees
- Participant in the Combined Jewish Philanthropies' Women's Philanthropy Leadership Series 2023-2024
- Member of the Health Law Advocates Rising Lawyers Committee
- Member of the Beth Israel Deaconess Medical Center's OBGYN Task Force Committee

Presentations and Publications

- Speaker, “Strategic Provider Affiliations: A Deep Dive on Hospital Joint Ventures,” AHLA Health Care Transactions Conference 2025 (May 5, 2025)
- Co-author, “Massachusetts: Expansion of Oversight Authority — New Notice of Material Change Form for Health Care Transactions,” *Health Care Law Today* (March 27, 2025)

- Co-author, “Private Equity Investments in Oncology: Top Five Things to Know,” *Journal of Health Care Compliance* (January 2025)
- Co-author, “Massachusetts: New Year, New Law — Governor Signs “An Act enhancing the market review process” (House Bill No. 5159),” *Health Care Law Today* (January 14, 2025)
- Co-author, “Massachusetts ‘Patients First Act’ Implementation and Enforcement Re-Extended,” *Health Care Law Today* (December 10, 2024)
- Co-author, “Risk Bearing Entity Requirements: An Introduction,” *Health Care Law Today* (November 18, 2024)
- Author, “New HCPCS for Advanced Primary Care Management,” *Health Care Law Today* (November 5, 2024)
- Co-author, “Artificial Intelligence: Is the Health Care Sector Ready for the Rollout?,” *Health Care Law Today* (August 19, 2024)
- Co-author, “Massachusetts Health Care Act Dies at the End of Legislative Session But Previews Sweeping Changes for the Health Care Industry,” *Health Care Law Today* (August 5, 2024)
- Speaker, “No More Surprises: Complying with Hospital Price Transparency, Transparency in Coverage, and No Surprises Act Requirements Three Years Out,” American Health Law Association’s Annual Meeting (June 22, 2024)
- Co-presenter, “A Year After the No Surprises Act: What We’ve Learned and What to Watch Out For,” Foley & Lardner LLP CLE Webinar (September 28, 2023)
- Co-presenter, “Medicare Advantage Marketing Today: Recent Changes to CMS Rules,” Foley & Lardner LLP CLE Webinar (June 7, 2023)
- Co-presenter, “Hospital Price Transparency: New CMS Enforcement Measures,” Stafford Webinars (July 25, 2023)
- Co-presenter, “AKS and Stark Law Compliance in Managed Care Contracts,” Stafford Webinars (May 31, 2023 and (May 6, 2021)
- Co-presenter, “What You Need To Know About Payor/Provider Convergence,” Foley & Lardner LLP’s Payor Provider Convergence Conference (January 26, 2023)
- Co-presenter, “No Surprises Act,” 5th Annual Let’s Talk Compliance Conference (January 20, 2023)
- Speaker, “U.S. Health Care Arrangements: Legal, Regulatory, and Business Considerations,” Israeli roadshow hosted by Foley & Lardner LLP (January 8, 2023)
- Co-author, “Key Takeaways of the Federal No Surprises Act for Telemedicine Providers,” *Journal of Health Care Compliance* (June 2022)
- Speaker, “DTC to Third Party Reimbursement,” ATA2022 (May 1, 2022)
- Panelist, “State of Telehealth Panel,” hosted by the Rehabilitation Divisional Group of the Healthcare Council (April 8, 2022)
- Speaker, “Thinking About Selling your Facility? What to Expect During a Long Term Care Facility Transaction,” The New England Alliance Winter Conference & Annual Meeting (January 12-14, 2022)
- Co-presenter, “No Surprises Act: A Federal and State Overview,” Massachusetts Hospital Association Webinar (August 5, 2021)

- Panelist, “The “Regulatory Sprint:” Accelerating New Business Models for Telehealth and Remote Patient Monitoring,” ATA2020 (June 22-26, 2020)
- Co-presenter, “Managed Care Contracting,” Massachusetts Hospital Association (January 23, 2020)
- Co-author, “Structuring and Operationalizing Value Based Payments: Legal Developments and Practical Tips,” Health Law Watch 2019 (May 31, 2019)
- Co-author, “A Round Up of Key Trends in Health Care Private Equity Investments,” *Health Care Law Today* (May 8, 2019)

Sectors

- [Fashion, Apparel & Beauty](#)
- [Health Care & Life Sciences](#)
- [Medical Devices](#)
- [Payor Provider Convergence](#)
- [Providers of Health Care Services](#)
- [Racial Justice & Equity](#)
- [Telemedicine & Digital Health](#)

Practice Areas

- [Behavioral Health](#)
- [Corporate](#)
- [Health Care](#)
- [Health Care Regulatory](#)
- [Transactions](#)

Education

- Boston College Law School (J.D., 2017)
 - Executive notes editor, *Environmental Affairs Law Review*
- University of Rochester (B.A., cum laude, 2013)
 - Majored in political science and minored in Jewish studies

Admissions

- Massachusetts