LEECH | TISHMAN
NELSONHARDIMAN

Regulatory Opinion Letters and Memoranda

Our attorneys prepare regulatory opinion letters and memoranda addressing complex healthcare regulatory issues for healthcare organizations, investors, and healthcare platforms.

Leech Tishman provides authoritative regulatory opinion letters and memoranda to healthcare organizations, investors, and healthcare platforms seeking clear, defensible guidance on complex regulatory issues. Our work is frequently used to support business decisions, satisfy investor and lender diligence, and establish a well-documented basis for compliance in high-risk or evolving regulatory areas.

Healthcare organizations increasingly operate in environments where regulatory frameworks are ambiguous, inconsistently enforced, or rapidly evolving. In these settings, carefully structured opinion letters and memoranda serve a critical function: they translate complex legal requirements into practical, actionable guidance while creating a contemporaneous record of good-faith compliance analysis.

Our attorneys prepare opinion letters and memoranda across a broad range of healthcare regulatory issues, including:

- Corporate Practice of Medicine (CPOM) structures and multi-state platform models
- Fraud and abuse laws, including the Stark Law and Anti-Kickback Statute
- Medicare and Medicaid reimbursement structures and billing arrangements
- Telehealth, digital health, and multi-state licensure frameworks
- FDA-regulated products and clinical or commercial models
- Data privacy, data sharing, and HIPAA-related issues
- Management services arrangements, intellectual property licensing, and fee structures

Our approach goes beyond purely academic analysis. We focus on how regulators, payors, and enforcement agencies are likely to interpret and apply the law in practice. Our memoranda are structured to address not only legal requirements, but also enforcement trends, operational realities, and areas of regulatory ambiguity.

Where appropriate, we provide clear risk stratification, alternative structuring options, and practical recommendations designed to help clients move forward with confidence. Our work is often relied upon in connection with transactions, platform launches, new service lines, and remediation of existing structures.

Because our attorneys are deeply involved in both regulatory structuring and enforcement defense, our opinion work reflects real-world experience with how healthcare models are scrutinized, challenged, and defended. This perspective allows us to deliver guidance that is not only technically sound, but also durable under regulatory review.