



Robert F. Miller

Partner

Co-Chair, Business Department

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CAPABILITIES

Antitrust and Unfair Business Practices

Business Transactions

Fraud and Abuse, Stark, Anti-Kickback Counseling and Defense

Health Care Financial Restructuring

Mergers and Acquisitions

Public Agency Law

Value-Based Arrangements

Ambulatory Surgery Centers

Behavioral Health Providers
Counties, Health Districts,
and Public Agencies

Hospitals and Health
Systems

Physicians, Medical Groups,
Medical Foundations, and
Independent Practice
Associations (IPAs)

Provider-Owned Managed
Care, ACOs, and Clinically-
Integrated Networks (CINs)

EDUCATION

The University of Iowa
College of Law, J.D., *with
distinction*, 2012

The George Washington
University, B.A., International
Affairs, 2008

BAR ADMISSIONS

California, 2017

Kentucky, 2012

"I help clients address their immediate legal issues and execute against their broader business strategies by going deep into their objectives and factoring them into my legal guidance."

Robert Miller advises a wide variety of healthcare companies on corporate and regulatory issues. Recognized for his creative problem-solving and unusually broad-based experience in both business and health law, Robert advocates for clients that include health systems, hospitals, technology companies, physician groups, management organizations, and investors in health care businesses. Clients turn to him when they're looking to gain solid commercial outcomes and drive their business goals forward through legal processes.

Robert draws on his keen insight into transactions within the heavily regulated health care industry to counsel large, sophisticated organizations grappling with multifaceted problems that can't be resolved with off-the-shelf solutions. He works alongside clients to develop strategies that fit within the health care regulatory framework.

A seasoned negotiator, Robert represents clients in mergers and acquisitions, including the purchase, sale, or leasing of health care facilities such as hospitals, skilled nursing facilities, ambulatory surgery centers, and pharmacies. He also guides clients through complex physician group and health system affiliations using joint venture and contractual models that present alternatives to straight sales or acquisitions and offer a broad spectrum of creative governance and ownership arrangements.

Health care provider clients depend on Robert to counsel them on business entity structure and formation, technology transactions, capital generation through private offerings and syndications, and other general corporate concerns.

Robert also advises provider clients on fraud and abuse issues in the context of both transactions and regulatory compliance, including internal investigations, analyses of reporting requirements, and related disclosures to governmental agencies. He routinely directs companies on contractual matters, including the development of agreements regarding software

licensing, distribution, non-disclosure, professional services, and consulting.

He understands his clients' business needs and assists in devising ways to meet them. Robert consults with clients who are motivated to improve both health care delivery and their bottom lines. He walks them through potential growth strategies, innovative approaches to value-based care, and advanced data-use technology, all with a focus on achieving their individual objectives.

Robert works to get his clients thinking and talking about what strategic outcomes they would like to see, why those outcomes are important, and how to achieve them. He then presents clients with a range of options to designed to meet their goals. By asking the right questions, and helping his clients think through the implications of their answers, he delivers results that are grounded in providing high-quality legal services, but often go much, much further.

Representative Matters

Mergers and Acquisitions

- Represented independent physician practice group including dozens of providers in its sale to a nationally recognized medical services company.
- Represented multi-office regional optometry practice in its sale to a private equity backed strategic buyer.
- Represented lab equipment and medical device distributor in its sale to a Fortune 50 pharmaceutical and medical supplies distribution company.
- Represented independent hospital in the sale of its long-term care unit to a private equity-backed senior living provider.
- Represented independent hospital in its sale to a publicly traded hospital company.
- Represented regional healthcare system in its acquisition of an independent hospital.
- Represented multinational manufacturing company in its sale to a European-based strategic buyer.
- Represented regional healthcare system in its acquisition of 11 physician practices within approximately the past two years.
- Represented global electronics company in its acquisition of a video surveillance software provider.
- Represented pharmaceutical development and manufacturing company in its sale to an Indian-based global business conglomerate.
- Represented biopharmaceutical manufacturing company in its sale to a strategic buyer.
- Represented global consumer products company in its development of a joint venture with an Israeli-based, multinational aesthetic device company.
- Represented community-based health plan in its sale to a managed health care company.

Corporate Finance

- Represented consortium of grocery stores and markets in renegotiating a \$300M revolving line of credit.
- Represented consortium of insurance entities in renegotiating a \$12M term loan and \$2M revolving line of credit.
- Represented private equity backed hospital company in the renegotiation of a \$55M revolving line of credit.

Capital Markets

- Represented regional healthcare system in the issuance of \$68M in Series A bonds and \$25M in Series B bonds.
- Represented food safety technology company in a \$17M growth-stage equity offering.
- Represented consumer products company in multiple rounds of early- and growth-stage equity offerings.
- Represented real estate investment company in a series of early-stage equity offerings.

Recognition

- American Bar Association, Health Law Section's "Emerging Young Lawyer in Health Care," 2020
- Super Lawyers, Southern California, Rising Star, 2019-2022
- Super Lawyers, Kentucky, Rising Star, 2016 and 2017

Professional Affiliations

- American Bar Association
- American Health Lawyers Association
- California Society for Healthcare Attorneys
- Los Angeles County Bar Association

News

- Robert Miller was Quoted in Modern Healthcare Article, "Why private equity-linked sales of physician groups have slowed"
- Robert Miller is Quoted in Law360 Healthcare Authority
- Legal 500 Ranks HLB as a Top Healthcare Service Provider in the United States for 2024
- Robert Miller is Quoted in Law360 Article, "Healthcare Merger Deals Carefully Tread New Antitrust Terrain"
- Robert Miller was Quoted in Modern Healthcare Article, "Change Healthcare breach already impacting healthcare M&A"

Insights

- New California Proposed Law Would Require Attorney General Consent for Private Equity Healthcare Transactions (AB 3129)
- FTC and DOJ Jointly Release Final Merger Guidelines
- Application Window Closing for California Department of Health Care Services' \$650 Million Funding Opportunity for Primary Care Practices to Advance Health Equity and Fund Practice Transformation
- FTC and DOJ Jointly Release New Draft Merger Guidelines
- Federal Court Interprets EKRA Narrowly – Allows Commission Payments

Events

- Using Value Based-Arrangements to Improve Partnerships with Post-Acute Providers
- HLB Announces Webinar Series Focused on Value-Based Care
- Los Angeles County Bar Association Law Section Event