

## Paul J. Welk

**Experienced attorney who represents physical therapists, physicians, dentists, not-for-profit organizations, professional organizations and other business corporations and entities.**

Paul focuses his practice on corporate and health law. As a licensed physical therapist, he brings his unique knowledge of the health care industry to meet his client's needs.

### Representative Experience

- Multiple physical therapy practices in implementing growth strategies through acquisition and the establishment of denovo clinics
- Over one hundred physical therapists and physical therapy providers in equity and asset practice sales to strategic and financial buyers
- Multiple physical therapy private practices with development and implementation of ownership succession plans
- Multiple state physical therapy professional associations on a variety of issues
- Multiple physical therapy providers regarding the transfer of partial ownership interests and the negotiation of governance and shareholder documents
- Multiple buyers and sellers of the assets and associated real estate of dental practices
- Multiple physical therapy providers in successful third party payer appeals
- A manufacturing company with the successful negotiation of a shareholder dispute and stock purchase
- A publicly traded company regarding the merger of two wholly owned subsidiaries
- Two publicly traded companies regarding the ongoing review of distribution, supply and service contracts
- Multiple sellers of skilled nursing facilities and related real estate
- Multiple regional rehabilitation provider networks on a variety of issues, including formation and ongoing operations
- Over one hundreds healthcare providers in preparing HIPAA compliance plans and providing ongoing counsel

### Presentations & Publications

- Kickstarting Your Private Practice: Keys to Success and Interactive Consulting, American Physical Therapy Association Combined Sections Meeting, 2018
- American Physical Therapy Association Private Practice Section Administrator Certification Program, Legal Compliance Track (American Physical Therapy Association Private Practice Section Annual Meeting, 2018)
- My Physical Therapist is a Terrible Provider (Impact Magazine, Published 2018)
- Lessons Learned From Recent HIPAA Enforcement Cases (Impact Magazine, Published 2018)
- So Many Rules - Which Ones Do I Follow (Impact Magazine, Published 2018)
- Leadership Authority Through Corporate Governance Documents (Impact Magazine, Published 2018)
- Considerations for Negotiating Management Services Agreements (Impact Magazine, Published 2017)
- Negotiating Considerations for Letters of Intent (Impact Magazine, Published 2017)
- Customer Service and Compliance-Recent Developments Affecting Physical Therapy Practice (Impact Magazine, Published 2017)
- Centers for Medicare & Medicaid Services Publishes Final Rule on Emergency Preparedness (Impact Magazine,



**CO-CHAIR, MERGERS & ACQUISITIONS GROUP**  
**CO-CHAIR, HEALTH LAW & LONG TERM CARE GROUP**

#### SHAREHOLDER

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Published 2016)

- Performing a HIPAA Risk Assessment for a Suspected Breach: The Basics (Impact Magazine, Published 2016)
- Recent Compliance Enforcement Actions Provide Good Learning Opportunity for Practices (Impact Magazine, Published 2016)
- Covenants Not To Compete as Part of Purchase and Sale Transactions (Impact Magazine, Published 2015)

### Practice Areas

- Business & Finance
- Government Relations
- Healthcare
- Long Term Care
- Mergers & Acquisitions

### Professional + Community Affiliations

- American Physical Therapy Association, Member and Past Chair, Committee on Risk Management and Member Benefits
- Pennsylvania Physical Therapy Association, Member
- Duquesne University School of Physical Therapy, Advisory Board
- Pennsylvania Bar Association, Member
- American Health Lawyers Association, Member

### Education

- University of Pittsburgh School of Law (JD)
  - *With Honors*
  - Associate Editor, *Law Journal of Law & Commerce*
  - Recipient of the CALI Excellence for the Future and Esther F. Teplitz Award for Academic Performance in the Health Law curriculum
- University of Pittsburgh School of Law (Certificate)
  - Health Care Certificate Program
- Duquesne University (MS)  
  
Master of Physical Therapy
- Duquesne University (BS)  
  
Master of Physical Therapy

### Bar Admissions

- Pennsylvania