

Barry D. Alexander

OFFICE MANAGING PARTNER

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Barry Alexander is a healthcare regulatory and transactional attorney who advises providers, private equity sponsors and institutional investors in transactions where reimbursement mechanics, payor policy and operational structure affect valuation, diligence and post-closing risk. He has more than 35 years of experience advising clients in reimbursement-driven sectors where revenue integrity, compliance and valuation are closely connected.

Barry focuses on specialized healthcare industries, including specialty pharmacy, infusion and compounding, behavioral health with a concentration in ABA, oncology, clinical laboratories, genetic and urine drug testing, durable medical equipment, diagnostic imaging and ophthalmology.

Barry is engaged in transactions where reimbursement considerations are central to valuation, diligence and execution. He advises clients on how services are delivered, coded and reimbursed and how those mechanics are evaluated under audit, payor review and investor diligence.

His experience includes:

- Structuring transactions where reimbursement models influence valuation and deal terms.
- Leading regulatory diligence focused on revenue quality and payment defensibility.
- Advising on Medicare, Medicaid and commercial payor reimbursement across fee-for-service and managed care environments.
- Resolving coverage, coding and payment issues with CMS, Medicare contractors and commercial payors.
- Managing government investigations and audits involving reimbursement-related claims.
- Navigating multi-state regulatory frameworks, including licensure and corporate practice of medicine requirements.
- Counseling on fraud and abuse laws, including the Anti-Kickback Statute and Stark Law.

Barry regularly works with private equity sponsors and platform companies on

Capabilities

- Behavioral Health
- Health Care
- Health Care Technology
- Laboratories
- Managed Care & Payor Disputes
- Reimbursement Audits & Disputes
- Health Care Reimbursement
- Pharmacy
- Technology

acquisitions, roll-ups and exit readiness. His guidance informs valuation, escrow and indemnity structures, diligence scope and post-closing integration.

He previously served as a board member of the American Health Law Association.

Education

- Antonin Scalia Law School - George Mason University (J.D., 1994)
- George Mason University (B.A., 1989)
 - Philosophy

Bar Admissions

- North Carolina
- District of Columbia
- Virginia

Memberships

- American Bar Association
- American Health Law Association
 - Board member, 2013-present
- North Carolina State Bar
- District of Columbia Bar

Recognition

- Selected for inclusion in *Best Lawyers in America*® for Health Care Law, 2008-2026
- Ranked in *Chambers USA: America's Leading Lawyers for Business*, Band 2, Healthcare, North Carolina, 2016-2025

Matters

- Advised a private equity sponsor in the acquisition of a multi-state ABA platform; identified reimbursement and credentialing considerations that informed valuation, escrow structure, and post-closing integration strategy.
- Served as lead healthcare regulatory counsel in the sale of one of the largest medical oncology practices in the United States.
- Led diligence for a specialty pharmacy platform, evaluating infusion and compounding reimbursement models across Medicare and multiple payor requirements; findings informed transaction structure and growth assumptions.
- Counseled multiple national diagnostic laboratories on coverage and payment considerations, including coding and billing practices.
- Represented numerous healthcare providers in responding to government audit and reimbursement-related claims, including Federal False Claims Act matters, mitigating financial exposure and operational disruption.
- Advised investors and operators on Medicare and Medicaid reimbursement strategies tied to expansion into new states, including licensure and corporate practice of medicine considerations.
- Structured reimbursement and compliance frameworks for platform roll-up strategies in behavioral health and ancillary services sectors.

- Assisted healthcare providers in resolving complex payment disputes with CMS, Medicare contractors, and commercial payors affecting ongoing revenue streams.

Publications

March 13, 2026

Illinois Considers Reversing Ban on Nonclinician-Owned Autism Clinics

Quoted, Behavioral Health Business

March 5, 2026

Top Issues in Behavioral Health 2026 Newsletter

February 18, 2025

Top Issues in Behavioral Health 2025 Newsletter

March 1, 2023

Health Care Reimbursement and Payor Dispute Update

September 15, 2022

Health Care Reimbursement and Payor Dispute Update