

C. Ryan Morgan

SHAREHOLDER

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Ryan Morgan understands that success in today's complex and competitive health care marketplace requires innovative ideas powered by intelligent legal guidance. Ryan's experience on both the provider and payor sides provides him a unique, big-picture perspective to offer tailored and creative legal advice for clients' business challenges. Ryan previously served as in-house counsel for a large, non-profit health system and for a pharmaceutical benefit management organization with significant insurer operations. He has broad experience successfully advising on a variety of health care transactional, regulatory, and reimbursement issues, including:

- Commercial and governmental managed care contracting
- Medicare Parts C and D compliance
- Provider-Payor disputes and appeals
- Stark, Anti-Kickback and other fraud, waste and abuse compliance
- Hospital physician alignment, including formation and operation of clinically integrated networks
- EMTALA and Medicare Condition of Participation compliance and defense, including QIO hearings

Education

- Antonin Scalia Law School - George Mason University (J.D., 2009)
- University of Virginia (B.A., 2004)
 - Biology; Religious Studies

Bar Admissions

- Virginia, 2009
- Colorado, 2015

Memberships

- American Health Law Association
 - Health Plan Affinity Group, Vice Chair
- Colorado Hispanic Bar Association

Capabilities

- Behavioral Health
- Health Care Compliance
- Health Care Litigation
- Health Care
- Hospitals & Health Systems
- Managed Care & Payor Disputes
- Pharmacy
- Value-Based Innovation & Clinical Integration
- Health Care Reimbursement

- Judicial Nominations and Endorsements Committee, Co-Chair

Recognition

- 11th Annual Americas M&A Atlas Awards, USA Restructuring Deal of the Year, Middle Markets, Nominee Winner: Elements Behavioral Health Restructuring and Sale of Assets
- Named one of *Best Lawyers: Ones to Watch® in America* in Health Care Law, 2022-2025

Matters

- Led successful negotiation of a managed care arrangement between a large, multi-hospital health system and an insurer, valued at over \$3 billion.
- Represented a specialty pharmacy as it appealed its termination from an insurer's provider network, resulting in its reinstatement.
- Defended hospital in hearing before a Quality Improvement Organization resulting in CMS withdrawing its allegation that the hospital violated EMTALA and should be sanctioned.
- Counseled a newly formed ACO on its structure, arrangements with providers, and value-based agreements with commercial insurers.

Publications

February 9, 2026

OIG's New Medicare Advantage Program Compliance Guidance: What Providers Need to Know

February 18, 2025

Top Issues in Behavioral Health 2025 Newsletter

February 2025

2025 Health Care Reimbursement Newsletter

January 4, 2024

Reimbursement End-of-Year Highlights

March 2, 2023

Polsinelli Top Issues in Behavioral Health 2023 Newsletter

March 1, 2023

Health Care Reimbursement and Payor Dispute Update

September 15, 2022

Events

April 16, 2026

Polsinelli's Health Care Reimbursement Summit

Polsinelli Nashville Office

April 16, 2026

Hot Topics in Commercial/MA Payor Disputes

Polsinelli's Health Care Reimbursement Summit

January 29, 2026

2026 Health Care Regulatory Update

Kimpton Claret Hotel

October 7, 2025

Health Care Reimbursement for Investors - Part 3: Making Sense of Medicare Advantage and Managed Care

September 18, 2025

Recent Legal Developments in the Home Care Industry