

Mark S. Armstrong

SHAREHOLDER

Houston, TX | 713.374.1660
marmstrong@polsinelli.com



Mark Armstrong provides practical advice and innovative solutions to complex compliance issues resulting from day-to-day operational challenges. He conducts compliance investigations and defends clients undergoing government or commercial audits and investigations initiated by the Department of Justice, the Department of Health and Human Services Office of the Inspector General, and other state and federal governmental authorities and licensing agencies. Mark also advises clients nationwide on state and federal regulatory compliance and licensing issues, including telehealth.

Mark represents a wide range of clients, including:

- Academic medical centers
- Health systems
- Hospitals
- Pharmaceutical wholesalers
- Pharmacies (including retail, institutional, mail order, infusion and specialty)
- Pharmacy benefit managers
- Physician practices

Prior to earning his law degree, Mark worked for a large pharmaceutical manufacturer, giving him first-hand experience to navigating the rules and regulations of the health care industry. Mark has also completed extensive training in dispute resolution as a mediator and arbitrator.

In addition to his legal practice, Mark is a native Houstonian and remains active in the Houston community, where he serves as a community member on the Committee for the Protection of Human Subjects, an Institutional Review Board, and the Institutional Conflict of Interest Committee for The University of Texas Health Science Center at Houston. Mark further serves as an Adjunct Professor at the University of Houston Law Center, where he teaches FDA law, and is a member of the Board of Directors of a Federally Qualified Health Center that offers pediatric and adult health care services for the medically underserved and uninsured in Houston's East End community.

Capabilities

- Academic Medical Centers
- Health Care Compliance
- Health Care Guardianship
- Health Care Hospitals & Health Systems
- Managed Care & Payor Disputes
- Reimbursement Audits & Disputes
- Physician Organizations
- Health Care Reimbursement
- Pharmacy

Education

- Baylor University (B.A., 1982)
 - Psychology
- South Texas College of Law (J.D., 1991)

Bar Admissions

- Texas, 1991

Court Admissions

- United States Supreme Court
- U.S. Court of Appeals, Fifth Circuit
- U.S. District Court, Western District of Texas
- U.S. District Court, Southern District of Texas
- U.S. District Court, Northern District of Texas
- U.S. District Court, Eastern District of Texas
- State of Texas

Memberships

- American Health Law Association
- Houston Bar Association
- Health Care Compliance Association

Recognition

- Selected for inclusion in *Best Lawyers in America*® for Health Care Law, 2026
- AV Preeminent® rated by *Martindale-Hubbell*
- Ranked in *Chambers USA: America's Leading Lawyers for Business*, Healthcare, Texas, 2021-2025

Matters

- Represents clients with issues concerning state, federal and commercial reimbursement, including challenges to regulatory actions and disputes under government and commercial payor contracts.
- Conducts compliance investigations and advises a broad range of clients, including hospitals, pharmaceutical companies, pharmaceutical wholesalers, pharmacies and managed care organizations, pharmacy benefit managers, and physician practices on compliance matters.
- Defends clients undergoing investigation for health care fraud by the Department of Justice, the Department of Health and Human Services Office of the Inspector General, and other state and federal governmental authorities.
- Represents academic medical centers in suits brought by faculty members.
- Advises and counsels managed care organizations on a broad variety of issues, including developing and implementing an ACO strategy.
- Represents health care providers and suppliers during administrative hearings before state licensing boards.
- Advises and counsels clients on peer review issues, medical staff appointments, and clinical privilege delineation for physicians and allied health professionals.