ArentFox Schiff LLP
Attorneys

Anne M. Murphy

PARTNER

Anne is a Partner in the firm's nationally ranked Health Care Group. She serves as trusted counsel to health care delivery organizations on complex business, regulatory and risk mitigation projects.



Industries

Health Care
— Board Governance
— Home Health, Hospice & Palliative Care
— Hospitals & Health Systems
— Telemedicine & eHealth
Long Term Care & Senior Living
— Health Care Advisory & Strategic Transactions
Nonprofits & Associations
Public Finance
— Hospital Municipal Bonds Initiative
— Public Finance: Health Care
Venture Capital & Emerging Businesses

Practices

Environmental, Social & Governance (ESG)
Privacy & Data Security

—

Education

Boston University School of Law, JD, cum laude, Articles Editor, American Journal of Law & Medicine

Bowdoin College, BA, cum laude

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With a unique portfolio of industry leadership experience, Anne provides strategic and nuanced legal advice to senior management, governing boards, and investors on health sector mergers and acquisitions, corporate restructurings, facility closings and reconfigurations, service innovations, joint ventures, major contractual initiatives, and other significant enterprise events. Anne also counsels on enterprise risk and fiduciary duties.

Drawing on her decades of combined senior leadership in health care organizations, government, law enforcement bodies, and law firms, Anne represents health care systems, academic medical centers, long-term care owners and operators, clinician organizations, health service companies and their investors, health care innovation initiatives, and ACOs and other health value based service delivery vehicles. She is called upon by clients to address novel and high profile matters, and regularly counsels clients on emerging health care delivery models in areas such as value-based purchasing, behavioral health, aging in place, health information and technology, and telemedicine.

Previous Work

Anne has spent her entire career practicing health care law. She has served as Senior Vice President and General Counsel at Rush University Medical Center, Deputy General Counsel to the American Medical Association, General Counsel and Chief Ethics Officer to both the Illinois Department of Public Health and the Illinois Health Facilities Planning Board, and Senior Counsel to the Illinois Attorney General. She has also served as a partner in large law firm health departments, where she has held numerous leadership positions.

Professional Activities

Anne is an engaged member of the health care community. She serves on the Harvard School of Public Health Policy and Management Executive Council. She recently completed her maximum permitted term on the board of directors for the Educational Commission for Foreign Medical Graduates and her service as Chairperson of the Board of Directors for Health Care Without Walls, a

charitable corporation providing free health care to homeless women.

Anne is an active member of the health law bar. She recently completed her term as the Co-Chair of the Steering Committee for the Boston Bar Association Health Law Section. She is a long-time active member of the American Health Lawyers Association. She serves as a member of the Program Committee for the National Association of Corporate Directors (New England Chapter). Anne is former President of the Illinois Association of Healthcare Attorneys and of the Public Health Law Association.

Publications, Presentations & Recognitions

Anne was recognized by *The Best Lawyers in America* as a 2023, 2024, 2025, and 2026 "Best Lawyer" in Health Care law.

Anne frequently speaks and writes about relevant and timely health law topics. Anne's recent publications include:

- "Aging populations, tight margins: Why health systems need post-acute strategy now," *McKnight's Long-Term Care News*, October 2025
- "Hospital Sector Financial Stress Requires Governing Board Adaption," The Governance Institute, May 2023
- "Post-Roe Governance Considerations for Academic Medical Centers," The Governance Institute, November 2022
- "ESG is Now Relevant to the Not-For-Profit Healthcare Sector? Legal Counsel Should Assess and Advise," AHLA Health Law Weekly, August 2022
- "The Corporate Secretary as a Key Healthcare Executive Officer," The Governance Institute, June 2022
- "Advising Health Care Boards on Achieving Fiduciary 'Effectiveness,'" AHLA Health Law Weekly, April 2022
- "Potential Impact of the Final Stark and Anti-Kickback Rules…If They Go into Effect," The Governance Institute, March 2021
- "Best Practices in Academic Medical Center Compliance," The Governance Institute, November 2020
- "Home Health Sector Due Diligence," Bloomberg Law, October 2020
- "Medicare Entitlement Rulings Help Bankrupt Health Providers," Law360, October 2020
- "Governance Oversight in Challenging Times: Sustaining Healthcare Board Education Remains Imperative" with Liz Sweeney, The Governance Institute's E-Briefings, September 2020
- "Welcome to the Future: A Healthcare Board's Practical Guide to New Compliance Program Priorities," The Governance Institute's Boardroom Press, August 2020
- "Hospitals Walk Tightrope as Workers Speak Out on Virus" – Quoted in this *Bloomberg Law* article, June 2020
- "Navigating the New Normal: The Board's Role in Resuming Elective Surgeries and Procedures," The Governance Institute, June 2020
- "The Governing Board's Role in Assessing Possible Closure or Downsizing," The Governance Institute, May 2020 (Republished by Nasdaq)
- "Compliance Considerations When Closing a Hospital," AHLA Weekly, March 2020
- "Healthcare Board Oversight During the COVID-19 Pandemic," The Governance Institute, March 2020

Anne's recent speaking engagements include:

- Financial Distress in the "Hospital Sector", T Rowe Price Municipal Team, June 14, 2023
- "Challenges Facing Hospitals in 2023 and Beyond", Vanguard, January 27, 2023
- "The New Focus on Board Composition, Organization and Process," AHLA In-House Counsel Program 2022, June 2022
-

CCI, Inc. Health Care Chief Legal Officer Roundtable, June 1, 2022

- CCI, Inc. Health Care Chief Financial Officer Roundtable, April 14, 2022
- "A Passive Governance to Approach Will No Longer Work," The Governance Institute Annual Leadership Conference, April 2022
- "Health Care, Higher Education, and Other Nonprofits: Insights and Perspectives from Capitol Hill," ArentFox Schiff Webinar, December 9, 2021
- "Health Care Governance in the Real World: What National Surveys Are Telling Us," 2021 AHLA Annual Meeting, June 2021
- "Challenges and Opportunities in Behavioral Healthcare," Boston Bar Association webinar, September 23, 2020
- "The Health System in a Digital World: Imperatives and Opportunities," The Governance Institute webinar, August 2020
- "Enterprise Digital Health Strategies," Digital Health Task Force Meeting, Keck Medicine of USC, August 2020
- "Getting to Yes: Executing a Successful Campaign to Launch a High Profile Health Sector Initiative," 2020 AHLA Annual In-House Counsel Conference, July 2020
- "Practical Advice for Implementing a Telehealth Initiative in an Integrated Health Care Delivery Setting," 2019 AHLA Annual Meeting, June 2019
- "Advanced Due Diligence Considerations in Emerging Health Sector Markets," 2019 AHLA Health Care Transactions Conference, May 2019
- "Telemedicine Today – Legislative Trends, Industry Insight, and Provider Considerations," Boston Bar Association, September 2018
- "Senior Living and Care Opportunities and Integration," Massachusetts Health & Hospital Association Webinar, September 2018
- "Caring for Elderly Patients: Best Practices and Innovations," Massachusetts Health & Hospital Association Conference, June 2018
- "Aging in America," The Atlantic Summit on Health Care, April 2018

Life Beyond the Law

Anne grew up on the North Shore of Boston, and met her husband Jim while in law school at Boston University. With their two children now young adults, Jim and Anne are relishing their empty-nester and city-dweller status in Boston.

Bar Admissions

Illinois

Massachusetts