



Thomas N. Shorter

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OVERVIEW

A recognized leader in representing and supporting healthcare organizations, Tom knows that teamwork is the key to streamlining complex legal matters.

Tom is trusted by healthcare systems, hospitals, research institutions, physician groups and health care associations for his deep understanding of how healthcare operations and the law intersect. Actively involved in numerous healthcare industry organizations, Tom has been called upon to serve as a member of the Board of Directors and President (2022-2023) of the American Health Law Association (AHLA), as well as a member, Past Chapter President and Regent with the American College of Healthcare Executives (ACHE). Tom has also been granted status as a Fellow with ACHE (FACHE), as well as the American Bar Foundation. Tom is particularly proud that he was one of only 335 attorneys in the United States to receive the 2019 BTI Client Service All-Star Award, a recognition awarded to leaders in superior client service and identified solely and exclusively by corporate counsel. Delivering optimal legal strategies and solutions to clients requires teamwork, and Tom is a recognized collaborator.

In his work for clients, Tom advocates for major healthcare organizations in sophisticated restructurings, mergers and

“He knows what the industry participants are doing and how the regulatory environment is developing.”

— Chambers USA 2025

Industry

Healthcare

Services

Healthcare Labor & Employment and Immigration

Healthcare M&A, Joint Ventures, and Other Transactions

Healthcare Regulatory & Compliance Counseling

Medical Staff & Governance

Non-Competes & Restrictive Covenants

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acquisitions, affiliations and joint ventures, among other corporate and employment matters. Tom also represents independent practitioners and their investors on establishing, maintaining and growing their practices. Experienced with fraud and abuse law compliance, Tom also counsels healthcare clients of all sizes on regulatory matters as well as labor and employment issues.

Tom is a member of the firm's Executive Board and also served on the firm's Governance and Nomination Committee from 2021-2023. He also serves as executive sponsor of HB Unidos, the firm's Hispanic and Latine Employee Resource Group, and is a member of HB Vets, a similar group for military veterans.

Experience

CORPORATE HEALTHCARE

- Navigated multi-million dollar merger between provider-owned health plans, representing system owner provider.
- Represented numerous healthcare clients in multi-million-dollar integrated system mergers.
- Assisted client with proposed multi-billion-dollar health system merger.
- Represented leading health care system in numerous hospital affiliations.
- Counseled large health care system in navigating joint venture with insurance company and other health care systems.
- Assisted multiple physicians in organizing specialty and multi-specialty practice groups.
- Helped numerous physicians establish joint venture specialty hospitals, free-standing diagnostic facilities and ambulatory surgery centers.
- Represented physicians and physician groups in developing successful contracts with payors and health systems.
- Assisted Sutter Health in negotiating the acquisition of five radiation oncology centers—arising out of a Chapter 11 bankruptcy proceeding—from GenesisCare.

Experience

- Served as outside transactional and regulatory counsel to Marshfield Clinic Health System in a merger with Sanford Health, the largest rural health system in the United States. The combined system serves patients and communities across the upper Midwest, including South Dakota, North Dakota, Minnesota, Wyoming, Iowa, Wisconsin, and the Upper Peninsula of Michigan.
- Served as counsel to a consortium of orthopedic practices—The Orthopedic Institute of Wisconsin—in the roll up and sale of 14 Wisconsin-based groups and two ambulatory surgery centers to Surgery Partners.

HEALTHCARE COMPLIANCE/LABOR & EMPLOYMENT

- Guided healthcare clients of all sizes and at all growth phases through Medicare compliance, Health Insurance Portability and Accountability Act (HIPAA), Emergency Medical Treatment and Labor Act (EMTALA), Stark Law and Anti-Kickback Statute, among other state and federal regulatory issues.
- Advised healthcare clients on wide array of labor and employment matters including physician and staff recruitment, review and compensation.

Recognition

- *The Best Lawyers in America*®
 - Education Law, 2007-2026
 - Health Care Law, 2007-2026
 - Best Lawyers® Health Care Law "Lawyer of the Year," Madison, 2013, 2017, 2018, 2023, 2025
 - Best Lawyers® Education Law "Lawyer of the Year," Madison, 2012
- *Chambers USA*, Healthcare, 2025-2026
- *The Legal 500 United States*
 - Healthcare: Service providers, Recommended lawyer, 2024-2026
 - M&A: middle-market (sub-\$500 million), Recommended attorney, 2025
- Thomson Reuters Stand-out Lawyer, 2023-2025
- *Wisconsin Super Lawyers*, 2024-2025
- American College of Healthcare Executives (ACHE) Recognition Program, Exemplary Service Award, 2021
- American College of Healthcare Executives (ACHE), Healthcare Management Excellence, 2015, 2019
- *Madison Magazine*, Top Lawyer Education & Health Law, 2007-2009
- *In Business Magazine*, 40 under 40, 2006
- Who's Who in American Law

Education

- J.D., Northeastern University School of Law
 - Phi Delta Phi
- B.S., University of Wisconsin-Madison

Admissions

- Wisconsin
- Minnesota
- Arizona
- U.S. Court of Appeals, Seventh Circuit
- U.S. District Court, Eastern District of Wisconsin
- U.S. District Court, Western District of Wisconsin

Community Leadership

- American Heart Association, Board of Directors, 2017-2023
- Independent Living Inc., Board of Directors, Past President
- Madison Club Foundation, Board of Directors, President
- Madison Country Day School, Board of Trustees, Past Secretary
- Wisconsin Medical Society Foundation, Past Board of Trustees, Vice-Chair

*By appointment only.

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