



## Sandra Adams

Of Counsel

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Sandra Adams' legal practice focuses on the health care industry, where she advises long term care organizations on strategic, regulatory, and operational issues.

Ms. Adams represents long term care and senior living operators, addressing the strategic, regulatory, and operational requirements organizations face, building upon her experience negotiating and managing complex real estate and operations acquisitions, leases, sales, and financing transactions. Clients rely on her for the unique perspective she gained as general counsel at a billion-dollar revenue long term care company, where she successfully developed and governed new lines of business. In addition to skilled nursing, her business lines included a managed care insurance plan, telemedicine, physician and medical services, health care software, home and behavioral health, medical supplies, and more.

Ms. Adams advises long term care clients on portfolio and single asset acquisitions and sales, financing transactions, and other health care-related matters.

Most recently, as general counsel at a national staffing company, Ms. Adams provided legal and business advice as a member of the executive committee. She implemented risk management initiatives and compliance protocols, in addition to handling human resources investigations and litigation matters.

### Representative Matters

- Led complete restructure of a health care organization, resulting in improved lease structures, substantial increase in working capital and term loan financing, and a more efficient corporate organizational structure, involving two major real estate investment trusts, independent landlords and four lenders.
- Managed all corporate governance for a major long term care organization, including more than 125 limited liability companies, corporations, and partnerships.
- Provided legal guidance and education to executive and operations teams on federal and state regulatory and compliance matters.
- Represented a national nursing home operator in a \$62 million transaction with a real estate investment trust for the joint venture, sale, and lease back of three skilled nursing facilities in Florida.

### Professional Honors & Activities

- Legislative Committee – The National Association of Locum Tenens Organizations (NALTO) 2019 – 2021
- Past Board Member – The Compassion Fund, Inc.
- Past Board Member – Silver Angels, LLC
- Past Advisory Board Member – SHC Medical Partners, LLC
- Past Advisory Board Member – YourDoc2U, LLC

### Publications

- "Let's Stay Together"  
Managing The Changing Relationships Between Hospitals and Skilled Nursing Facilities" (April 2024)
- Co-author – "Breaking Down the Fundamentals of CMS' Updates to Appendix PP of the State Operations Manual," American Health Lawyers Association (November 2022)

- "Fundamentals of CMS Updates to Appendix PP of the State Operations Manual: Residents' Rights" (October 2022)
- "Fundamentals of CMS Updates to Appendix PP of the State Operations Manual: Comprehensive Person-Centered Care Plans and Quality of Care " (October 2022)
- "Fundamentals of CMS Updates to Appendix PP of the State Operations Manual: Physician Services" (October 2022)
- "Calling All Nursing Homes: Summarizing the Fundamentals of CMS Updates to Appendix PP of the State Operations Manual" (October 2022)
- "Florida Medicaid Provider Minimum Wage Increase (Deadline: October 1, 2022) " (September 2022)
- "Attorney Spotlight: Health Law Attorney Sandra Adams" (April 2022)
- Contributor – "Anti-Kickback Toolkit," American Health Lawyers Association (2018)



## Speaking Engagements

- "Telemedicine, HIPAA and HITECH," Baker Donelson Long Term Care Symposium (2016)



## Education

- University of Florida Levin College of Law, J.D., 1993, with honors
- Florida Atlantic University, B.A.



## Admissions

- Florida, 1994