

OUR PRACTICE

Concierge and Primary Care Transactions

The landscape for concierge medicine and primary care is rapidly evolving, shaped by shifting patient expectations, ongoing consolidation, and the drive for more personalized, accessible healthcare. Today's patients are seeking greater convenience, enhanced access to their physicians, and a more individualized approach to care, which is prompting practices to rethink traditional models and expand their service offerings. As the industry embraces innovation, physician groups are finding new ways to enhance patient experience, diversify revenue streams, and build resilient organizations for the future.

Baker Donelson's Health Care Transactions team is uniquely positioned to help practices seize these opportunities and navigate the challenges of a shifting marketplace. Our attorneys have guided numerous concierge and primary care groups through growth strategies, partnership transactions, and restructurings, including the development of Management Services Organization (MSO) models and value-based arrangements.

We provide strategic counsel on the development and optimization of a wide range of ancillary services, including:

- Diagnostic testing and imaging (X-rays, ultrasound, and blood and genetic testing)
- Executive health programs
- IV therapies
- Weight loss and diabetes care programs
- Hormone replacement therapy (HRT) services
- Sexual wellness and longevity/anti-aging programs
- Direct-to-employer arrangements
- Medspa and non-surgical cosmetic services (e.g., Botox)
- Wellness and preventative care programs
- Allergy testing and shots
- Physical and occupational therapy
- Urgent care centers and after-hours care
- Occupational health
- In-office pharmaceutical dispensing
- New subscription tiers with premium add-ons

Our work in this space is as diverse as the practices we serve. We regularly advise clients on practice sales, mergers, acquisitions, joint ventures, direct-to-employer contracting, strategic affiliations, private equity sponsors, and national platforms. We also support clients with MSO structuring, regulatory compliance, and post-transaction integration to ensure long-term success. Our approach is collaborative, business-minded, and tailored to the realities of concierge and primary care.

Representative Matters

Results may vary depending on your particular facts and legal circumstances. Some of these matters were handled by a current Baker Donelson professional while associated with a prior firm.

- Represented a large primary care practice located in the mid-Atlantic region in connection with a sale to a payor.
- Represented a large primary care practice in connection with a sale to a national strategic company.

- Represented private equity firms and their portfolio companies and publicly traded companies in platform and tuck-in (add-on) mergers and acquisitions of physician practices (pediatric, behavioral health, ketamine obstetrics/gynecology, primary care, multi-specialty, orthopedic, urgent care vascular, emergency medicine, and more) and dental practices.
- Counseled physicians (cardiology, gastroenterology, family medicine, internal medicine, primary care, oncology, and others) on their employment and affiliation relationships with hospitals, including professional service agreements, recruitment agreements, co-management agreements, management services agreements, and medical director arrangements.
- Represented a primary care group in a renewal and amendment of its professional services agreement with a health system.
- Represented a client in successfully obtaining certificates of need (CON) for five primary care offices located in Washington, D.C. The project involved developing a strategy, preparing applications and supplemental materials, and coordinating with regulators.