



**Martin J. Bree** was a Commissioned Officer of the U.S. Public Health Service from 1976 to 2004. Mr. Bree started his career in the Philadelphia Regional Office as a project officer working with Health Centers and the National Health Service Corps. During his career, he held various positions in HRSA's Regional Offices. From 1998 through 2003, he directed the Health Center Federal Tort Claims Act program.

Mr. Bree also served as a disaster manager during numerous national emergencies. Prior to joining the Public Health Service, he served as an officer in the U.S. Army.

#### Contact

202-466-8960  
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#### Education

J.D., Rutgers School of Law  
(1985)

M.H.A., Medical College of  
Virginia (1974)

M.B.A., St. John's University  
(1973)

B.B.A., University of Notre  
Dame (1970)

#### Bar Admissions

New Jersey

#### Professional Memberships

American Health Lawyers  
Association

Military Officers Association

From 2004 to 2010, Mr. Bree was the Senior Partner in the Triton Group, LLC, providing technical assistance to Health Centers, HRSA, and other federal and state agencies on medical malpractice, risk management, and the FTCA program.

Mr. Bree counsels health centers on all aspects of the FTCA program, as well as patient privacy, contracting, and risk management. He frequently conducts training on the FTCA program and risk management.

#### Recent Speaking Engagements

*The Federal Tort Claims Act Program* | Rhode Island Health Center Association | March 2020

*Manage That Risk! The FTCA Program: Fundamental to the Value of Health Centers* | Texas Association of Community Health Centers | October 2019

*Federal Tort Claims Act (FTCA) Program for Health Centers* | Mid-Atlantic Association of Community Health Centers | September 2018

*Federal Tort Claims Act (FTCA) Coverage for Health Centers* | Kentucky Primary Care Association | May 2017

*An In-Depth Look at Federal Tort Claims Act (FTCA) for Health Centers* | Ohio Primary Care Association | April 2017

*The FTCA Program, Integrating Its Complex Requirements into Your Workforce Policies to Achieve Stability in Times of Change* | National Association of Community Health Centers | March 2017



### Contact

202-466-8960  
[mevans@ftlf.com](mailto:mevans@ftlf.com)

### Education

J.D., Washington & Lee  
 University School of Law  
 (2000)

B.A., Middlebury College  
 (1996)

### Bar Admissions

District of Columbia  
 Virginia

### Professional Memberships

American Health Lawyers  
 Association

District of Columbia Bar  
 Association, Health Law  
 Section, Member

Virginia State Bar, Health  
 Law Section, Chair (2006-  
 2007), Vice Chair (2005-  
 2006)

**Molly S. Evans** is a Partner in the Health Law and Non-Profit & Corporate Law practice groups. Ms. Evans assists health care providers with regulatory, transactional, corporate compliance, and risk management matters, with a particular interest in client counseling regarding professional liability and Federal Tort Claims Act compliance matters.

In her health care practice, Ms. Evans counsels health care entities, like community health centers, on matters such as contracting, regulatory compliance, fraud and abuse, patient privacy and confidentiality, and risk management. She also advises clients on legal issues related to corporate transactions; including mergers and acquisitions, affiliations, and joint ventures.

Ms. Evans was employed as an associate attorney in the Health Law practice group of the firm from 2002 to 2006. From 2006 to 2010, she served as in-house counsel at a large, multi-site community health center in Washington, DC. As in-house counsel, Ms. Evans had primary responsibility for identifying and managing the legal risk issues throughout the health center. She also provided legal advice in the areas of transactional and regulatory health care, corporate compliance, physician practice activities, managed care contracting, non-profit governance and tax exemption issues, and employment and risk management, including patient safety.

### Published Works

*Issue Briefs, Bulletins, Advisories, and Manuals on Various Health-related Topics* | Co-Author | National Association of Community Health Centers & Health Resources & Services Administration 2002-2006 and 2010-present

*Collaboration Options for the Provision of Primary Care and Behavioral Health Care Services* | Co-Author | Texas Association of Community Health Centers | 2004

*The NACHC Fraud and Abuse Manual* | Co-Author | National Association of Community Health Centers | 2004

*Federally Qualified Health Centers: A Viable Alternative in the Current Crisis in Virginia Health Care?* | Co-Author | The Virginia Health Lawyer, published by the Virginia State Bar, Health Law Section | 2003



### Contact

202-466-8960  
[sgopalan@ftlf.com](mailto:sgopalan@ftlf.com)

### Education

J.D., University of Kentucky  
 College of Law, *magna cum laude*, *Order of the Coif*  
 (2004)

M.I.A., Columbia University  
 School of International and  
 Public Affairs (2000)

B.A., Columbia University,  
*magna cum laude*, Phi Beta  
 Kappa (1996)

### Law Journals

Articles Editor, *Kentucky  
 Law Journal* (2003-2004)

### Bar and Court Admissions

District of Columbia  
 Kentucky (*inactive*)  
 U.S. District Court for the  
 District of Columbia  
 U.S. Court of Appeals for the  
 District of Columbia, the  
 Sixth Circuit, and the Ninth  
 Circuit

### Honors/Awards

Selected as a "Rising Star in  
 Health Care Law,"  
 Washington, DC Super  
 Lawyers (2014)

**Susannah Vance Gopalan** is a partner with the firm's health law practice group and focuses on health care litigation and regulatory counseling, with an emphasis on Medicaid and Medicare payment, financing, and compliance issues.

Ms. Vance Gopalan brings regulatory expertise to bear when advising clients and pursuing litigation on their behalf. She has experience negotiating Medicaid waivers and managed care arrangements on behalf of providers, provider associations, and governmental entities. She represented a group of providers in reaching a settlement in major Medicaid litigation.

Ms. Vance Gopalan began her legal career as a clerk for the Hon. John M. Rogers of the U.S. Court of Appeals for the Sixth Circuit. She then practiced with a large Washington, D.C. law firm primarily in the areas of health care and federal-state programs. During this time, Ms. Vance Gopalan also provided *pro bono* legal services to asylum-seekers. This subsequently led her to work at a national refugee resettlement agency managing a grant program providing legal representation to victims of torture in immigration detention.

Ms. Vance Gopalan understands her clients' reliance on federal funds demands far more than a narrow legal understanding of specific programs; effective counsel requires a comprehensive understanding of the policy framework on which Medicaid and federal grant programs are founded. She is driven to apply her experience with these programs to resolve the complex issues faced by her clients.

### Representative Matters

- Advised a national association of health care providers concerning Centers for Medicare & Medicaid Services (CMS) Medicaid, Medicare, and Exchange regulations
- Represented a group of ten health care providers in negotiating their role as patient-centered medical homes under a Medicaid waiver program
- Obtained favorable settlement on behalf of a group of eight health care providers in federal and state court litigation concerning Medicaid reimbursement
- Advised major urban governments on Medicaid financing issues, including localities' role in Medicaid administrative claiming and financing of the nonfederal share
- Advised consortium of public health organizations on lobbying restrictions under federal grants administered by the Centers for Disease Control and Prevention

### Published Works

[\*Compliance and Ethics Programs in Nursing Facilities: Overcoming Policy Uncertainty and Logistical Challenges to Build an Effective Program\*](#) | Co-Author | AHLA Connections | March 2020

*A Change in Federal Policy Allows Access to Preventive and Primary Health Care Services* | Co-Author | Network for Public Health Law Blog | June 2015

*Premium Assistance Programs in Medicaid: All Eyes on Upcoming CMS Waiver Decisions* | Bloomberg BNA Health Care Policy Report | November 2013

*Medicaid Expansion is on the Way: Recent Regulatory and Policy Activities Impacting Your Health Center* | Co-author | Community Health Forum Spring/Summer 2013

**Contact**

202-466-8960

[jleifer@ftlf.com](mailto:jleifer@ftlf.com)**Education**J.D., Cornell Law School  
(1977)B.A., Cornell University  
(1974)**Bar Admissions**

District of Columbia

**Jacqueline C. Leifer (Jacki)** counsels national, regional and state primary care associations, and serves as General Counsel to the National Association of Community Health Centers, Inc. Ms. Leifer also advises hundreds of federally qualified health centers (“FQHCs”) and other community-based healthcare providers, health center-controlled networks and managed care companies. Ms. Leifer handles a variety of corporate matters, including corporate formation and restructuring, consolidations and affiliations between and among FQHCs, local health departments, health systems, hospitals, rural health clinics, private group practices, oral health providers and behavioral health providers. Ms. Leifer is also recognized for her work in healthcare compliance, advising on a broad range of high risk issues, including Federal grants management, 340B, FTCA, tax, anti-kickback and false claims. Ms. Leifer helped create the graduate healthcare compliance certificate program at George Washington University, where she is a Professorial Lecturer.

Prior to joining the law firm in 1980, Ms. Leifer was an Attorney Advisor in the Office of General Counsel of the United States Department of Health and Human Services, where she served as principal counsel to the Bureau of Community Health Services (now the Bureau of Primary Health Care). Ms. Leifer has trained several thousands of health center Boardmembers, having helped to create NACHC’s Boardmember Bootcamp.

**Published Works**

*2020 Education Health Center Guide* | Contributing Author  
Education Health Center Initiative (EHCI) | 2020

*Federally-Qualified Health Centers: From Safety Net Provider to Cornerstone of Health Reform?* | Co-Author | Journal of Health and Life Sciences Law | American Health Law Association | October 2014

*Managed Care Handbook: A Practical Guide for Health Centers* | Co-Author | National Association of Community Health Centers  
January 2012

*Corporate Compliance Toolkit for Health Centers* | Co-Author | National Association of Community Health Centers | 2002, revised 2012

*Affiliations Between Health Centers and Other Community-Based Providers* | Co-Author | National Association of Community Health Centers | August 2011

*Assessing and Addressing Legal Barriers to the Clinical Integration of Community Health Centers and Other Community Providers* | Co-Author | The Commonwealth Fund | July 2011

*Gov. 15 – The Board’s Role in Evaluating Affiliation Opportunities*  
Co-Author | National Association of Community Health Centers  
2007

*SP08 – Obligations of Community Health Centers to Provide Outreach to Special Populations* | Co-Author | National Association of Community Health Centers | 2007

*Grants Administration Handbook for Community & Migrant Health Centers* | Society for the Advancement of Ambulatory Care | 1987  
Revised and published by the National Association of Community Health Centers | 2004



**Dianne K. Pledge** is a partner and Compliance Counsel with the firm's Health Law practice group. Ms. Pledge advises health centers on implementing effective compliance programs and addressing top compliance risk areas. She develops and manages the array of compliance resources offered through the firm's learning website, [learning.ftlf.com](http://learning.ftlf.com). A former Compliance Officer at a health center, Ms. Pledge understands the challenges that health centers face in achieving and maintaining compliance.

Ms. Pledge counsels health centers and other organizations on developing compliance programs that include the OIG's seven elements, respond to identified compliance risk areas and reflect the organization's culture. Often, this work starts with assessing the current compliance program, building a work plan that targets identified gaps, and supporting the organization in implementing a proactive compliance program.

Ms. Pledge also advises health centers and other organizations on patient privacy and confidentiality, including the HIPAA Privacy Rule and 42 CFR Part 2. She has experience responding to privacy and security incidents, including determining whether there has been a breach, notifying patients and the government, and creating corrective action plans. Ms. Pledge has also counseled clients in responding to investigations by the Office of Civil Rights (OCR), which enforces the HIPAA Privacy and Security Rules.

Ms. Pledge is well-versed in the compliance issues facing health centers because of her experience as Chief Compliance Officer and Manager of Government Grants for Boston Health Care for the Homeless Program, one of the largest health center programs in the country. She implemented a compliance program which addressed federal and state grant requirements (Section 330, Ryan White, Department of Public Health), the FTCA and risk management activities, and HIPAA and state privacy requirements. She led internal investigations, oversaw internal and external audits, developed internal policies and procedures, and conducted annual and new employee training.

**Contact**

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**Education**

J.D., Northeastern University  
School of Law (2005)

M.A., University of Delaware  
(2002)

B.A., Fordham University, *cum  
laude* (1998)

**Bar Admissions**

Massachusetts  
New York

**Professional Memberships**

American Health Lawyers  
Association  
Health Care Compliance  
Association





**Scott S. Sheffler** is a partner with the Firm in the Federal Grants and Health Law practice groups. Mr. Sheffler advises clients on matters of federal grant law, government contract law, and health care law.

Mr. Sheffler assists clients with the myriad requirements that accompany federal grant funding, including those established in the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance), the Office of Management and Budget (OMB) Circulars that preceded the Uniform Guidance, and program-specific statutory and regulatory funding conditions.

Mr. Sheffler's representations include the following:

- Cost disallowance and grant termination appeals before the HHS Departmental Appeals Board;
- Guiding clients through federal agency audits and investigations from routine audit responses, to replying to agency subpoenas, to negotiating resolution of alleged compliance failures and threatened cost disallowances;
- Assisting clients in structuring federally funded research projects and relationships to fit their commercial and noncommercial needs; and
- Advising clients generally on matters of federal grant and contract related compliance.

In government contract law, Mr. Sheffler advises clients on matters of both federal and District of Columbia procurement law, including contract claims, subcontract negotiations, bid protest matters, and small business regulations.

Mr. Sheffler further advises federally funded health care entities in affiliations, assisting with structuring relationships that meet client needs while mitigating risk associated with applicable health care laws and federal funding requirements.

Prior to joining the firm, Mr. Sheffler practiced with the U.S. Navy Office of General Counsel, advising on government contract matters and government investigations. He began his legal career as an officer in the Navy Judge Advocate General's Corps where he advised Commanders on administrative, criminal, and operational law matters and represented individuals in administrative and criminal defense proceedings.

#### Published Works

*A Reasoned Case for a "Grant Disputes Act"* | Public Contract Law Journal, Volume 47, No. 2 | December 2018

*A Balancing Act: State Participation in Free Trade Agreements With 'Sub-Central' Procurement Obligations* | Public Contract Law Journal, Volume 44, No. 4 | July 2015

*Ordinarily Improper: National Federation of Independent Business v. Sebelius Shows the Fallacy of De Facto Federal Regulation through Grant Conditions* | Journal of the National Grants Management Association, Volume 21, No. 2 | Summer 2014

#### Contact

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#### Education

LL.M., Government Procurement Law, George Washington University Law School (2017)

J.D., University of California, Los Angeles School of Law (2005)

B.A., George Washington University (2002)

#### Bar Admissions

U.S. Court of Federal Claims  
 Federal District Court for the District of Columbia

Pennsylvania

#### Professional Memberships

ABA Section of Public Contract Law, Grant Law Committee, Co-Chair (2018-Present)

National Grants Management Association, Board Member (2018)

Public Contract Law Journal, Associate Editor (2017-Present)



### Contact

202-466-8960  
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### Education

J.D., University of Virginia  
 School of Law

B.A., Washington University,  
 St. Louis

### Bar and Court Admissions

District of Columbia

Virginia

U.S. Supreme Court

U.S. Court of Appeals for the  
 Fourth, Fifth, Ninth and  
 Federal Circuits

U.S. District Court of the  
 District of Columbia, the  
 Eastern District of Virginia,  
 and Maryland

### Honors/Awards

Selected to the Washington,  
 DC, *Super Lawyers* list, 2019,  
 2020

**Edward T. Waters** has been a Partner of the Washington, DC law firm of Feldesman Tucker Leifer Fidell LLP since 1997 and Managing Partner since 2003. Mr. Waters is well recognized for his experience in the areas of federal grants and health care and is a frequent speaker at meetings, conferences, and associations across the country on subjects within his areas of expertise. In 2014, he started what is believed to be the first class in federal grants law in the country at George Washington University School of Law and continues teaching today.

Mr. Waters regularly advises clients on grant and subgrant requirements, cost accounts and cost disallowances, audit issues, and federal, administrative, and appropriation law. He has significant experience in diverse areas such as (1) the complex legal requirements pertaining to programs funded under the Public Health Service Act, the Head Start Act, NIH/NSF and the Social Security Act, among others; (2) the regulatory requirements applicable to State and Federal procurements including extensive experience with Medicaid managed care and other government-funded health care programs; and (3) corporate governance and oversight.

Mr. Waters has served as lead litigation counsel in numerous actions in State and Federal Court, as well as before various administrative bodies, including, most frequently, the HHS Departmental Appeals Board. Subjects include appeals of grant terminations and cost disallowances, bid protests and contract claims, review of agency action under the Administrative Procedure Act, and commercial arbitration of contract disputes.

Mr. Waters regularly speaks and writes about the areas in which he practices and has recently conducted trainings for the National Association of Community Health Centers, the National Head Start Association, the D.C. Bar, and many other groups and organizations. He is a Professorial Lecturer in Law at the George Washington University School of Law, is a member of the National Association of College and University Attorneys (NACUA) and was selected again as a “Super Lawyer” for Health Care in 2020.

### Sample Speaking Engagements

*Whistleblowers and Relators: How to Avoid, Manage, and Respond to Allegations of Fraud*, National Grant Management Association Annual Conference | April 2020

*Fundamentals of Federal Grants Law* | DC Bar | over ten years, latest in June 2019

*Federal Grant Legal Updates* | 15th Annual Grants Conference, hosted by the Maryland Governor’s Grants Office | Hyattsville, MD | October 2019