



Robert Anthony Wells

Shareholder

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Robert Wells' clients benefit from his more than two decades of experience representing clients in health care regulatory and corporate matters.

Robert Wells is a member of the Firm's Board of Directors, chair of Baker Donelson's Health Law Group and the former co-leader of the Health Care Regulatory team. He represents clients in health care regulatory and corporate matters, and draws upon over 25 years of experience representing long-established and startup health care companies to help clients meet their business goals and objectives while complying with applicable health care rules and regulations.

Mr. Wells' practice primarily focuses on fraud and abuse issues. He handles complex legal and operational matters, such as the development, implementation, and assessment of corporate compliance programs for providers across the health care industry, including the challenging regulatory issues governing pharmaceutical and medical device companies and their interactions with health care providers. In addition, Mr. Wells has assisted with the development and growth of innovative technology and health care data analytics partnerships.

His regulatory compliance experience involves both federal and state issues. He is well versed in fraud and abuse laws; corporate governance; reimbursement issues; the Health Insurance Portability and Accountability Act (HIPAA) and state and international privacy laws; the Foreign Corrupt Practices Act (FCPA); and health care licensure, certification, and accreditation.

Mr. Wells previously served as in-house counsel. He was the chief legal officer of Integra Connect, a health care practice management and technology company where he gained firsthand experience with the legal and compliance implications of emerging value-based care initiatives, and continues to counsel health care providers on the development and implementation of value-based and care coordination arrangements. He also served as general counsel of Flatiron Health, a health care IT and data analytics company, and in senior legal roles at the Fortune 20 companies AmerisourceBergen and Cardinal Health, where he excelled at balancing the strategic and operational needs of the company with ensuring compliance with the complex health care regulatory environment.

Health care corporate and transactional matters are also components of Mr. Wells' practice. In addition to business counseling, negotiating, and drafting a wide range of health care service contracts, he has negotiated and executed commercial acquisitions, including managing transactional due diligence related to mergers and acquisitions involving privately-held and publicly traded entities.

Mr. Wells has represented for-profit and non-profit health care entities, including hospitals, health systems, drug and device manufacturers and distributors, independent clinical laboratories, long term care facilities, trade associations and physicians.

In addition to his health care regulatory and general corporate law experience, he has counseled clients on virtually all aspects of employment law.



Professional Honors & Activities

- Listed in *Chambers USA* as a leading Health Care lawyer in Maryland (2021 – 2025)
- Listed in *The Best Lawyers in America®* for Health Care Law (2020 – 2026)
- Named a 2026 and 2025 Thomson Reuters Stand-out Lawyer
- Named one of *The Daily Record* and Maryland State Bar Association's 2024 Leaders in Law honorees
- Named to *Savoy Magazine's* 2022 Most Influential Black Lawyers
- Member – *Compliance Today*, Editorial Board
- Member – American Health Law Association (1998 – present)
- Co-Chair – Health Connections, Central Club of Baltimore (2022 – present)
- Board Member – Maryland Technology Development Corporation (2021 – present)
- Chair – Maryland Technology Development Corporation Governance Committee (2022)
- Privacy Board Member – Johns Hopkins Medical Institutions (2004 – 2018)
- Board of Trustees – Indian Creek School (2008 – 2014 and 2017 – 2020)
- Board of Governors – West Virginia University (2004 – 2007)
- Recipient – Harry S. Truman Scholarship (1989)



Publications

- "OIG Issues Guidance on Flexible Bundled Discount Arrangements" (January 2026)
- "CMS Rescinds Prior Administration's EMTALA Guidance on Emergency Abortions" (June 2025)
- "Trump's Abortion Guidance U-Turn Sparks Legal Risks," *Law360* (June 2025)
- "Looking Back at 2024: Key Health Care Regulatory Legal Developments in Fraud and Abuse, Compliance, and Enforcement" (March 2025)
- "Department of Justice Announces Criminal Prosecution Protection for Voluntary Self-Disclosures Related to Mergers & Acquisitions," republished in *Bloomberg Law* (October 2023)
- "Mental Health Wellness Programs for Clinicians Now More Accessible Due To Congressional Protection," *Medical Economics* (May 2023)
- "Hospitals and Other Entities Given Protection to Provide Mental Health Wellness Programs to Clinicians" (April 2023)
- "What to Learn From the Department of Justice Criminal Enforcement Guidance," *MedCity News* (March 2023)
- "OIG Issues Favorable Opinion for Pharmaceutical Manufacturer's Free Drug Program" (January 2023)
- "Health Care Companies Can Mitigate Risks by Ensuring Compliance Effectiveness Based on Recent Department of Justice Criminal Enforcement Guidance" (November 2022)
- "What You Need to Know About the Updated Health Care Fraud Self-Disclosure Protocol," republished December 16, 2021, in *Westlaw* (November 2021)
- "Management Style – The Necessity of Communication and Flexibility in Challenging Times," *Maryland Daily Record* (April 2021)
- "Biometric Data: Companies Should Act to Mitigate Risks in the Face of Growing Regulations and Increased Risk for Liability," *The Journal of Robotics Artificial Intelligence & Law* (September 2019)



Speaking Engagements

- "Practical Tips and Best Practices for Providing Enhanced Patient Care and Limiting Exposure to Legal Liability," Licensed Clinical Professional Counselors of Maryland Webinar (August 2025)
- "Legal and Regulatory Update on AI Policies Impacting Industry," 2nd Artificial Intelligence for Life Sciences Compliance Congress (June 2025)
- "Embracing AI in Pharma: The Benefits and Risks that the New Technology Poses," Pharmaceutical Executive's Roundtable (October 2024)

- "Legal and Regulatory Update on AI Policies Impacting Industry," Artificial Intelligence for Life Sciences Compliance (June 2024)
- "Stark, Anti-Kickback and Foreign Corruption Practices Act Compliance," 2023 HCCA Board & Audit Committee Compliance Conference (October 2023)
- "Take Five – Consider the Ethical Ramifications Before Acting," AHLA Annual Meeting (June 2023)
- Panelist – "Ancillary Services: How to Successfully Diversify with Ancillary Services," 2022 Baker Donelson Long Term Care Symposium (November 2022)
- "Healthcare Connections" (October 2022)
- "Positioning Your Business in a Post-Covid Economy," Maryland Daily Record Forum (April 2021)
- "Data Security Best Practices," Association of Healthcare Philanthropy (December 2020)
- "Moving From Statements to Actions-Taking Measurable Steps to Advance Racial Equity and Justice," Greater Baltimore Bridging the Gap Committee Town Hall (October 2020)
- "Top Employment Law Issues for Long Term Care Providers," Lifespan Annual Conference (September 2020)
- "She Said What?!!? How to Implement Strategic Policies and Procedures to Protect Patients and Staff from Abuse," Lifespan Annual Conference (September 2019)
- "Rules of Professional Conduct that Intersect with HIPAA Requirements-Current HIT Challenges for Big Data and HIPAA Compliance," American Health Lawyers Association (April 2014)
- "Effective Compliance Programs and Investigations," Practicing Law Institute (October 2013)



Webinars

- 2022 Health Care Outlook (March 2022)



Education

- Ohio State University College of Law, J.D., 1998
- West Virginia University, B.A., 1991



Admissions

- District of Columbia, 2008
- Maryland, 1998