

## Carrie

Partner

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Carrie Douglas is a passionate advocate who works tirelessly to achieve maximum reimbursements from commercial payors and third-party administrators for hospital systems, ambulatory surgery centers and large physician practices. She represents clients in a variety of reimbursement related legal disputes, involving managed care contracts and other payor-provider disputes wherein she uses her efforts to resolve matters at the pre-litigation stage.

Carrie has extensive experience on matters pertaining to unilateral payor policies involving COVID-19 reimbursement, reference-based pricing, out-of-network plans and E/M downcoding. She has also established successful strategies related to disputes involving experimental/investigational designations, medical necessity, diagnosis-related groups (DRG) downgrades and refunds, offsets and other adjustments, which have allowed for pre-litigation resolutions. In addition, she advises hospitals and health systems on compliance with the Hospital Price Transparency Rule.

Dedicated to her clients' business success, Carrie has brought in more than \$16 million over the past six years for West Texas' largest regional health system.

### Industries

[Healthcare](#)

### Practices

[Healthcare & Life Sciences](#)

[Litigation](#)

[Healthcare Litigation](#)

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## Credentials

### Education

- Tulane University, J.D., 2004
- Trinity College, Hartford, Connecticut, B.B.A. and B.A., 2001, *with honors*

## Bar Admissions

- Texas

## Lawdragon Inc.

- *Lawdragon 500 Leading Litigators in America*, Healthcare Litigation, 2024 – 2025

## The Barshop Jewish Community Center of San Antonio

- William Alter Award, 2024

## Thomson Reuters

- *Texas Super Lawyers*, Rising Star, 2015-2019

## The University of Texas School of Law

- *Texas Intellectual Property Journal*, Executive Editor

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## Resources

### No Surprises Act Creates Payment Challenges for Providers

Article

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## Publications & Speeches

- "What Is Health Law: Introduction to the Basic Disciplines of Health Law," American Bar Association's webinar, October 2023.
- "No Surprises Act Creates Payment Challenges for Providers," *Law360*, August 18, 2023.
- *UT Health Transition to Practice Seminar*, "Physician Employment Contracts: Pearls for Contract Negotiations," The University of Texas Health Science Center at San Antonio, October 2022.
- "Taking the Surprises out of the No Surprise Act!" Providence-St. Joseph Health, October 2021.
- "Recent Trends in Recruitment and Renegotiation for Cardiology Practices," Cardiology Clinic of San Antonio, June 2021.
- "Physicians' Employment Contracts: Pearls of Wisdom for Contract Negotiations," Texas Pain Society, November 2020.
- "Physicians' Employment Contracts: A Survival Guide for Your First Contract," October 2018; March 2019; December 2020.

- “Socio Economic Conference: Anatomy of a Lawsuit,” The University of Texas Health Science Center at San Antonio, June 2017.
- “Dispelling the Myths About Medical Reimbursements,” January 2016.
- “Physicians’ Employment Contracts: A Survival Guide for Your First Contract,” September 2014.
- “Fighting for Reimbursement,” San Antonio Medical Group Management Association, February 2014.
- “FLSA Wage & Hour Pitfalls: When Pinching Pennies Costs Your Dollars,” San Antonio CPA Society, February 2014.
- “Medical Covenants Not to Compete: Traps for the Unwary,” Victory Healthcare Medical Staff Meeting, July 2013.
- “Fighting for Reimbursement,” Houston CPA Society, May 2013.
- “Breaking the Glass Ceiling: Lessons from Wal-Mart and Costco’s Class Action Woes,” American Petroleum and Labor Lawyers Association, October 2006.
- “Strategies for Dealing with Bad Facts in Deposition, Trial and Other Circumstances,” Association of Women Attorneys, May 2006.