



## → Jessica Missel

### Associate

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Jessica Missel is an associate in Sheppard Mullin's Corporate Practice Group in the New York office and a member of the firm's Healthcare industry team. She also serves as a co-lead associate within the Women in Healthcare Leadership Collaborative (WHLC) – Tracking Developments sub-group, which is dedicated to advancing women into leadership roles across the healthcare and life sciences industries and monitoring legal developments affecting women's health.

### Areas of Practice

Jessica's practice centers on healthcare regulatory and compliance matters impacting a broad spectrum of healthcare industry clients, including medical groups, hospitals and health systems, managed care organizations, home health providers, laboratories, pharmacies, and non-profit health organizations. Jessica's practice encompasses counseling healthcare entities on a wide array of federal and state healthcare laws and regulations. She regularly advises clients on:

- Healthcare fraud and abuse laws, including the federal Anti-Kickback Statute, Stark Law (physician self-referral), Civil Monetary Penalties Law, and state equivalents.
- Corporate practice of medicine prohibitions, fee-splitting rules, scope of practice considerations, and exclusion/screening requirements.
- State licensing issues and managing regulatory filings and day-to-day dealings with CMS, FDA, DEA, state Departments of Health, OMIG, and related agencies.
- Structuring transactions and compensation arrangements to ensure regulatory compliance.
- Regulatory issues, including Medicare and Medicaid participation, reimbursement requirements, enrollment, and coverage.
- Design, implementation and maintenance of effective compliance programs for health plans, providers, and payors, and guiding clients through voluntary self-disclosures.
- Physician and payor contract negotiations, including value-based and managed care contracting.

Jessica supports clients in complex health care transactions—including mergers and acquisitions, joint ventures, physician recruitment, and practice acquisitions—guiding entities through all stages, from pre-closing diligence to regulatory filings and approvals. She also has a deep understanding of pharmacy and licensing regulations, including state and federal requirements affecting pharmacy benefit managers.

## Prior Experience

Prior to joining Sheppard Mullin, Jessica was an associate at Frier & Levitt in the Life Sciences and Pharmacy Practice Group. She also gained hands-on industry experience at Quest Diagnostics, Horizon Blue Cross Blue Shield of New Jersey, and Teva Pharmaceuticals. Jessica earned her J.D. from Seton Hall University School of Law with a dual concentration in Health Law and Compliance, and her bachelor's degree in Genetics from Rutgers University. While in law school, Jessica served as Vice President of the Health Law Forum and as co-editor of the Health Law Outlook.

## Articles

- Medicare Payment Policies in 2026  
*Chicago Medicine*, 11.2025

## Healthcare Law Blog Posts

- "CMS Finalizes Medicare Payment Policies for Hospital Outpatient and Ambulatory Surgery Center Services," December 11, 2025
- "CMS Finalizes Mandatory Ambulatory Specialty Model for Cardiology and Low-Back Pain," November 21, 2025
- "Proposed Medicare Payment Policies for Hospital Outpatient and Ambulatory Surgery Center Services," August 13, 2025
- "State-Directed Payments, Value-Based Care, and the 'One Big Beautiful' Bill: A Comprehensive Analysis," August 1, 2025
- "2024 Brings Expansion to Medicaid in New York State," February 12, 2024
- "CMS Releases Updates to Hospital Pricing Transparency Rule," June 7, 2023

## Memberships

American Health Lawyers Association

New York State Bar Association

New Jersey State Bar Association

American Bar Association

Healthcare Compliance Association

## Practices

Corporate

Governmental

Healthcare

Mergers and Acquisitions

Private Equity

Women in Healthcare Leadership Collaborative

## Industries

Healthcare

Life Sciences

## Education

J.D., Seton Hall University School of Law, Dual Concentration: Health Law & Compliance

B.S., Rutgers University, Genetics

## Admissions

New York

New Jersey