CYBERSECURITY



KIM C. STANGER
Compliance Bootcamp
(2/20)



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THE THREAT OF CYBERSECURITY





CYBERSECURITY IN HEALTHCARE

Ransomware encrypts your IT system so that you may not access it, including:

- Patient records

Financial records

Employment records

 Hacker accesses data on your system

 Hacker manipulates or corrupts data on medical devices

 Employee error leads to access to thousands of patient records



What are the consequences to your organization?



CYBERSECURITY IN HEALTHCARE

- Ransomware encrypts your IT system so that you may not access it, including:
 - Patient records
 - Financial records
 - Employment records
- Hacker accesses data on your system
- Hacker manipulates or corrupts data on medical devices
- Employee error leads to access to thousands of patient records



- Harm to patients
- Inability to access data
- Corruption of data
- Forced to move patients
- Disruption of operations
- Lost revenue
- Cost of response
- Loss or damage to equipment
- Bad public relations
- Fines and penalties
- Lawsuits
- Others?



CYBERLIABILITY COSTS

2017 TrendMicro Report

- Costs healthcare industry \$6 billion per year
 2018 Ponemon Report
- Average cost for breach
 - For hospitals, \$2M over two years
 - \$408 per compromised record



CYBERSECURITY LAWS





CYBERLIABILITY LAWS

- Health Insurance Portability and Accountability Act ("HIPAA"), 45 CFR part 164
- FTC Breach Notification Rule, 16 CFR part 318
 - Applies to vendors of personal health info.
- Federal Trade Comm'n Act ("FTCA") § 5 (15 USC 45(a))
 - Prohibits unfair or deceptive acts affecting commerce.
- State breach notification laws
- State privacy statutes
- State consumer protection statutes



CYBERLIABILITY CONTRACT ISSUES

- Payment Card Industry Data Security Standards (PCI-DSS)
 - Agreements with major credit cards require businesses to comply with certain data security rules.
- Business Associate Agreements
 - Requires BAs to comply with HIPAA security standards.
- Insurance Coverage
 - Insurer may deny coverage if misrepresent data security practices. (Columbia Casualty Co. v. Cottage Health Sys., challenging coverage for \$4.1 million settlement)
- Others?



CYBERLIABILITY LAWSUITS

Private Lawsuits

- Consumer protection statutes.
- Breach of fiduciary duty.
- Infliction of emotional distress.
- Negligence.
- Negligence per se based on HIPAA or state laws.
- Intrusion upon seclusion or solitude, or into private affairs.
- Public disclosure of embarrassing private facts.
- Publicity which places a person in a false light in the public eye.
- Appropriation of name or likeness.
- Whatever a creative plaintiff's lawyer may cook up...

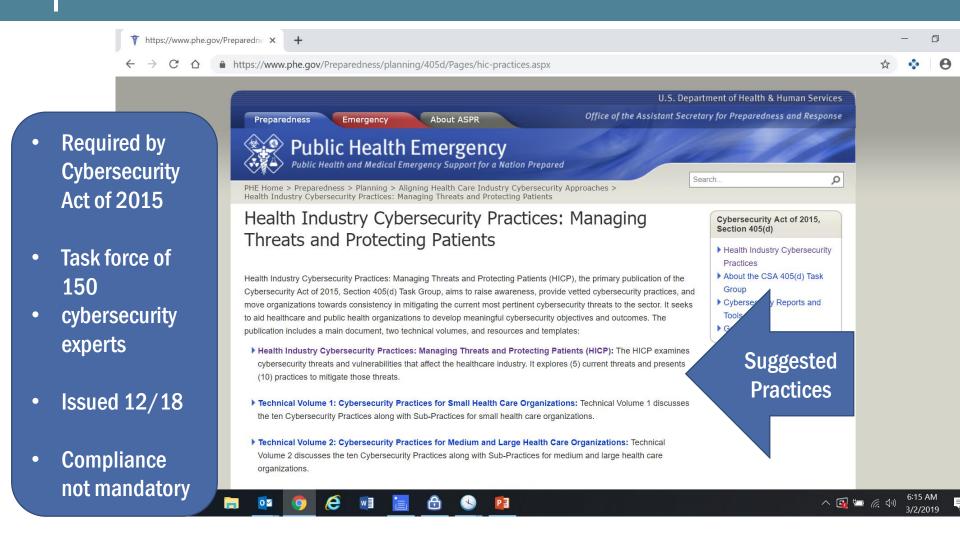


CYBERSECURITY ACT OF 2015

- Establishes framework to develop cybersecurity guidance for industry segments and share info re cybersecurity attacks.
 - HHS must develop voluntary cybersecurity guidance for the healthcare industry.
 - Allows entities to share info relevant to cyberattacks without liability.
 - Must remove personal info.
- Law is currently voluntary.



HTTPS://WWW.PHE.GOV/PREPAREDNESS/PLANNING/405D/PAGES/HIC-PRACTICES.ASPX





TOP CYBER THREATS IN HEALTHCARE

- 1. E-mail phishing attacks
- 2. Ransomware attacks
- 3. Loss or theft of equipment or data
- 4. Insider, accidental or intentional data loss
- 5. Attacks against connected medical devices that may affect patient safety

1. E-MAIL PHISHING ATTACKS

- Cybercriminal attempts to trick you into:
 - Giving access to system by entering passwords, or
 - Downloading malicious software.
- Cybercriminal may:
 - Obtain your e-mail from publicly available sources.
 - Identify contacts through publicly available sources or social media.
 - Send you e-mail that appears to be from a known contact.
- E-mail usually contains an active link that:
 - Solicits sensitive information, or
 - Downloads malicious software.
- Some attacks are very convincing...



E-MAIL PHISHING ATTACKS



♣ Anthem to Pay Record \$115M to X +

0/15/anthem-pays-ocr-16-million-record-hipaa-settlement-following-largest-health-data-breach-history.html



"Anthem failed to implement appropriate measures for detecting hackers who had gained access to their system to harvest passwords and steal people's private information.... We know that large health care entities are attractive targets for hackers, which is why they are expected to have strong password policies and to monitor and respond to security incidents in a timely fashion or risk enforcement by OCR."

FOR IMMEDIATE RELEASE October 15, 2018

Contact: HHS Press Office 202-690-6343

media@hhs.gov

Anthem Pays OCR \$16 Million in Record HIPAA Settlement Following Largest U.S. Health Data Breach in History

Anthem, Inc. has agreed to pay \$16 million to the U.S. Department of Health and Human Services, Office for Civil Rights (OCR) and take substantial corrective action to settle potential violations of the Health Insurance Portability and Accountability Act (HIPAA) Privacy and Security Rules after a series of cyberattacks led to the largest U.S. health data breach in history and exposed the electronic protected health information of almost 79 million people.

The \$16 million settlement eclipses the previous high of \$5.55 million paid to OCR in 2016.

Anthem is an independent licensee of the Blue Cross and Blue Shield Association operating throughout the United States and is one of the nation's largest health benefits companies, providing medical care coverage to one in eight Americans through its affiliated health plans. This breach affected electronic protected health information (ePHI) that Anthem, Inc. maintained for its affiliated health plans and any other covered entity health plans.

On March 13, 2015, Anthem filed a breach report with the HHS Office for Civil Rights detailing that, on January 29, 2015, they discovered cyber-attackers had gained access to their IT system via an undetected continuous and targeted cyberattack for the apparent purpose of extracting data, otherwise known as an advanced persistent threat attack. After filing their breach report, Anthem discovered















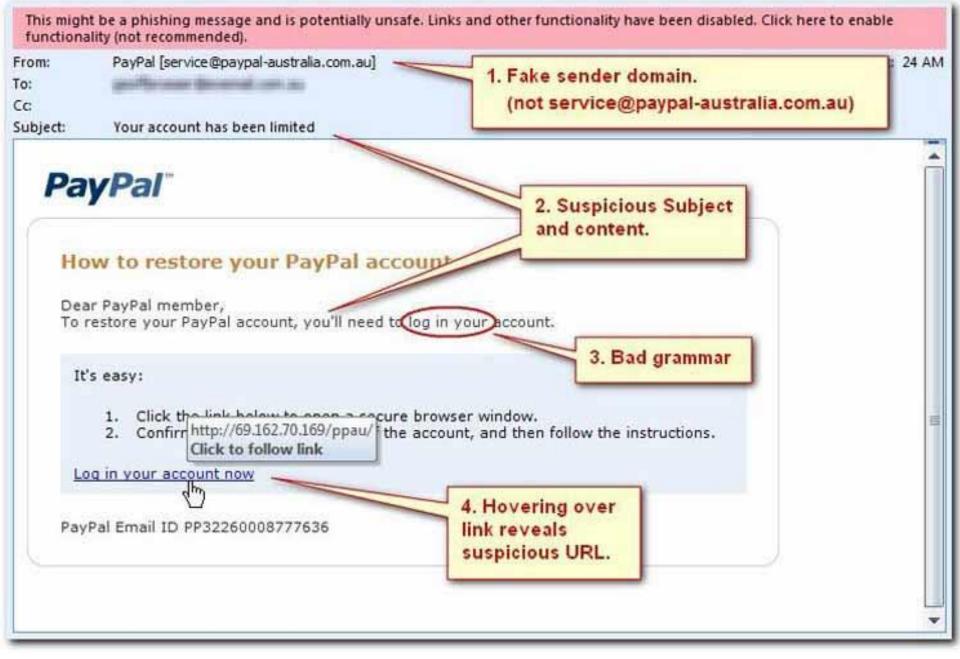






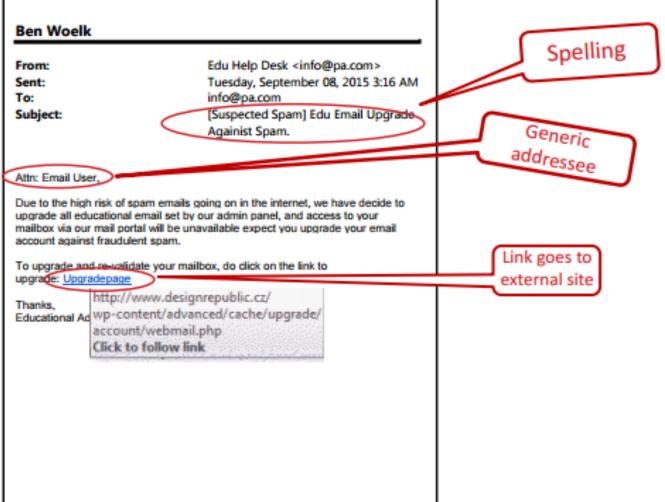








MAY ALSO APPEAR TO BE INTERNAL E-MAILS





E-MAIL PHISHING ATTACK

From: Costco Shipping Agent <manager@cbcbuilding.com>

Subject: Scheduled Home Delivery Problem Date: January 6, 2014 10:54:37 PM MST

To:

Reply-To: Costco Shipping Agent <manager@cbcbuilding.com>



Unfortunately the delivery of your order COS-0077945599 was cancelled since the specified address of the recipient was not correct. You are recommended to complete this form and send it back with your reply to us.

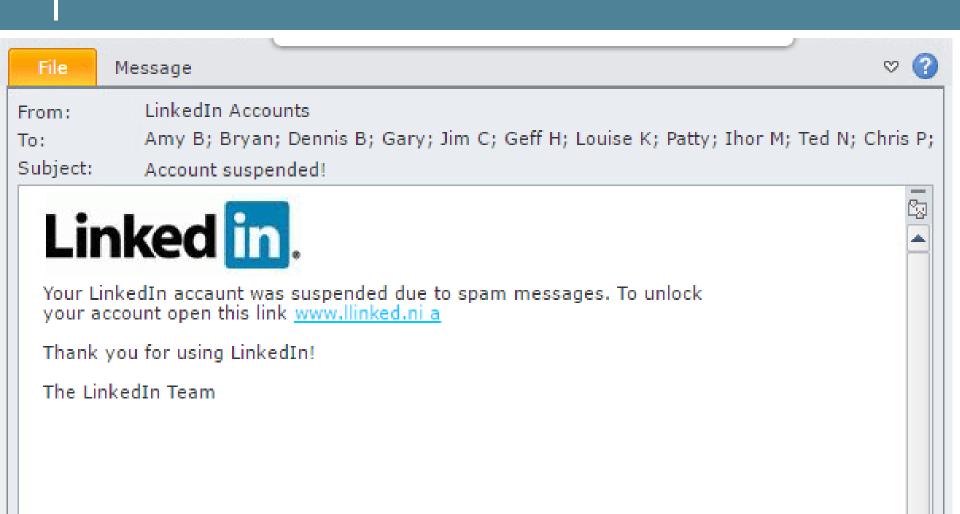
Please do this within the period of one week - if we dont get your timely reply you will be paid your money back less 21% since your order was booked for Christmas.

1998 - 2013 Costco Wholesale Corporation All rights reserved

Hide



E-MAIL PHISHING ATTACKS



amazon

Refund Notification

Due to a sytem error you were double charged for your last order, A refund process was initiated but could not be completed due to errors in your billing information

REF CODE:2550CGE

You are required to provide us a valid billing address

Click Here to Update Your Address

After your information has been validated you should get your refund within 3 business days

We hope to see you again soon.

Amazon.com

Email ID:



From: HelpDesk [mailto:xxxxx@connect.ust.hk]

Sent: Wednesday, April 12, 2017 2:23 PM

To: [redacted]

Subject: Validate Email Account

This is to notify all Students, Staffs of University that we are validating active accounts.

Kindly confirm that your account is still in use by clicking the validation link below:

Validate Email Account

Sincerely

IT Help Desk

Office of Information Technology

The University



E-MAIL PHISHING ATTACKS

- Do you know the sender?
- Did you expect the e-mail?
- Is the subject generic, urgent, or suspicious?
- Are there spelling, grammar, or other indicators that the tone or style is off?
- Does the e-mail require you to take some action, e.g.,
 - Disclose confidential info
 - Click on link
 - Open attachment
- Did you hover over link to see the URL destination?





E-MAIL PHISHING ATTACKS

Practices to consider:

- Be suspicious of e-mails from unknown senders, re sensitive info, or call to action that stresses urgency or importance.
- Be suspicious of e-mails that appear to be from known senders that ask you to do something out of context or unexpected.
- Train staff to recognize suspicious e-mails and where to forward them.
- Never open attachments from unknown senders.
- Hover over links to identify URL.
- Tag external e-mails to make them recognizable to staff.
- Implement security measures to identify and limit
 phishing attacks.

 HOLLAND&HART.

2. RANSOMWARE ATTACKS



RANSOMWARE ATTACKS

- Cybercriminal infects system with malware through phishing or other attacks.
- Malware:
 - Encrypts data, thereby denying access until ransom is paid;
 - Destroys data; or
 - Exfiltrates data.
- No guarantee that paying ransom will allow you to recover data.

Physicians Leadership

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Executive Moves

Transaction & Valuation

Human Capital and Risk

Patient Flow

Health Information Technology

Hospitals are hit with 88% of all ransomware attacks

Written by Max Green | July 27, 2016 | Print | Email

Hospitals and health systems have more to lose than organizations in other sectors when it comes to hacks. Patient data sells for more money than any other kind of information on the black market. Adding insult to n Share injury, a new report suggests that the healthcare industry is hit significantly harder by ransomware than in any other — 88 percent of attacks hit hospitals.







HTTPS://WWW.JUSTICE.GOV/CRIMINAL-CCIPS/FILE/872771/DOWNLOAD



← → C 🌣 🗎 https://www.justice.gov/criminal-ccips/file/872771/download

- 1. Best practices for protecting your network
 - Educate personnel
 - Preventative measures
 - Business continuity
- 2. Suggestions for responding to ransomware
- 3. Law enforcement assistance



This document is a U.S.
Government interagency
technical guidance document
aimed to inform Chief Information
Officers and Chief Information
Security Officers at critical infrastructure
entities, including small, medium, and large
organizations. This document provides an
aggregate of already existing Federal

RANSOMWARE ATTACKS

Practices to consider

- Train staff to recognize phishing and other security concerns.
- Warn staff of external e-mails.
- Establish a strong firewall.
- Deploy anti-malware detection and remediation tools.
- Patch software per authorized procedures.
- Use strong username and passwords with multi-facet authentication.
- Limit users who can log in from remote desktops.
- Limit rate of allowed authentication attempts.
- Separate critical and vulnerable systems.
- Determine which computers may access and store critical data.
- Maintain and protect data backups and recovery processes.
- Implement incident response procedures.



HTTPS://WWW.HHS.GOV/SITES/DEFAULT /FILES/RANSOMWAREFACTSHEET.PDF













https://www.hhs.gov/sites/default/files/RansomwareFactSheet.pdf

According to OCR, ransomware attack is a presumptive HIPAA breach requiring:

- Investigation
- Notice to
 - Individuals
 - HHS
 - Media, if > 500 persons
- Fallout from govt investigation and adverse PR

FACT SHEET: Ransomware and HIPAA

A recent U.S. Government interagency report indicates that, on average, there have been 4,000 daily ransomware attacks since early 2016 (a 300% increase over the 1,000 daily ransomware attacks reported in 2015). Ransomware exploits human and technical weaknesses to gain access to an organization's technical infrastructure in order to deny the organization access to its own data by encrypting that data. However, there are measures known to be effective to prevent the introduction of ransomware and to recover from a ransomware attack. This document describes ransomware attack prevention and recovery from a healthcare sector perspective, including the role the Health Insurance Portability and Accountability Act (HIPAA) has in assisting HIPAA covered entities and business associates to prevent and recover from ransomware attacks, and how HIPAA breach notification processes should be managed in response to a ransomware attack.

1. What is ransomware?

Ransomware is a type of malware (malicious software) distinct from other malware; its defining characteristic is that it attempts to deny access to a user's data, usually by encrypting the data with a key known only to the hacker who deployed the malware, until a ransom is paid. After the user's data is encrypted, the ransomware directs the user to pay the ransom to the hacker (usually in a cryptocurrency, such as Bitcoin) in order to receive a decryption key. However, hackers may deploy ransomware that also destroys or exfiltrates2 data, or ransomware in conjunction with other malware that does so.

2. Can HIPAA compliance help covered entities and business associates prevent infections of malware, including ransomware?

Yes. The HIPAA Security Rule requires implementation of security measures that can help prevent the introduction of malware, including ransomware. Some of these required security measures include:

· implementing a security management process, which includes conducting a risk analysis to identify threats and vulnerabilities to electronic protected health information (ePHI) and implementing security measures to mitigate or remediate those identified risks:

3. LOSS OR THEFT OF EQUIPMENT OR DATA



MISSING



HAVE YOU SEEN ME?





LOSS OR THEFT OF EQUIPMENT OR DATA

 Beware unsecured or unencrypted equipment, e.g.,

Equipment (e.g., desktop, copier, fax, medical device, etc.)

Laptops, tablets, smart phones

- USBs/thumb drives

- May contain e-PHI, e.g.,
 - Medical records
 - E-mails or texts
 - Photos or images
 - Videos
 - Voice messages
 - Other?
- May allow access to system, e.g.,
 - Passwords, connections, emails, etc.



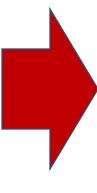


LOSS OR THEFT OF EQUIPMENT OR DATA

"[I]n cases where a lost laptop [,USB, phone, or other device containing e-PHI] is recovered, the fact that a forensic analysis of the computer shows that its information was not accessed is a relevant consideration for the risk assessment, and the risk assessment, and entities in such situations may be able to demonstrate a low probability that the information has been compromised.... [I]f a computer is lost or stolen, we do not consider it reasonable to delay breach notification based on the hope that the computer will be recovered."

(HHS commentary to the HIPAA omnibus rule, 78 FR 5646)

The corollary:



Loss of unencrypted device containing e-PHI is presumptively a reportable HIPAA breach.











Home > About > News > \$2.5 million settlement shows that not understanding HIPAA requirements creates risk

Search		

Unencrypted laptop
containing ePHI of 1,391
individuals stolen from
employee's car.

- Insufficient risk analysis
- Insufficient safeguards
- No policies re mobile devices

	Text Resize A A A	Print 🖶	Share	f	¥	+
FOR IMMEDIATE RELEASE April 24, 2017		Contact: HHS Press Office 202-690-6343				
			med	lia@h	hs.g	OV

\$2.5 million settlement shows that not understanding HIPAA requirements creates risk

The U.S. Department of Health and Human Services, Office for Civil Rights (OCR), has announced a Health Insurance Portability and Accountability Act of 1996 (HIPAA) settlement based on the impermissible disclosure of unsecured electronic protected health information (ePHI). CardioNet has agreed to settle potential noncompliance with the HIPAA Privacy and Security Rules by paying \$2.5 million and implementing a corrective action plan. This settlement is the first involving a wireless health services provider, as CardioNet provides remote mobile monitoring of and rapid response to patients at risk for cardiac arrhythmias.

In January 2012, CardioNet reported to the HHS Office for Civil Rights (OCR) that a workforce member's laptop was stolen from a parked vehicle outside of the employee's home. The laptop contained the ePHI of 1,391 individuals. OCR's investigation into the impermissible disclosure revealed that CardioNet had an insufficient risk analysis and risk management processes in place at the time of the theft. Additionally, CardioNet's policies and procedures implementing the standards of the HIPAA Security Rule were in draft form and had not been implemented. Further, the Pennsylvania –based organization was unable to produce any final policies or procedures regarding the implementation of safeguards for ePHI, including those for mobile devices.

"Mobile devices in the health care sector remain particularly vulnerable to theft and loss," said Roger Severino, OCR Director. "Failure to implement mobile device security by Covered Entities and Business Associates puts individuals' sensitive health information at risk. This disregard for security can result in a serious breach, which affects each individual whose information is left unprotected."









LOSS OR THEFT OF EQUIPMENT OR DATA

HHS Examples

"A covered entity disposed of several hard drives containing electronic protected health information in an unsecured dumpster, in violation of [HIPAA]. HHS's investigation reveals that the covered entity had failed to implement any policies and procedures to reasonably and appropriately safeguard protected health information during the disposal process."

"A covered entity's employee lost an unencrypted laptop that contained unsecured protected health information. HHS's investigation reveals the covered entity feared its reputation would be harmed if information about the incident became public and, therefore, decided not to provide notification as required by § 164.400 et seq."

(HHS commentary to breach notification rule, 75 FR 40879)

Consequences

- Willful neglect.
- Mandatory penalties of:
 - If correct w/in 30 days:



- Max \$114,102 per type per year.
- At least \$57,051 per violation if don't correct w/in 30 days
 - \$57,051 per violation

HOLLAND&HART

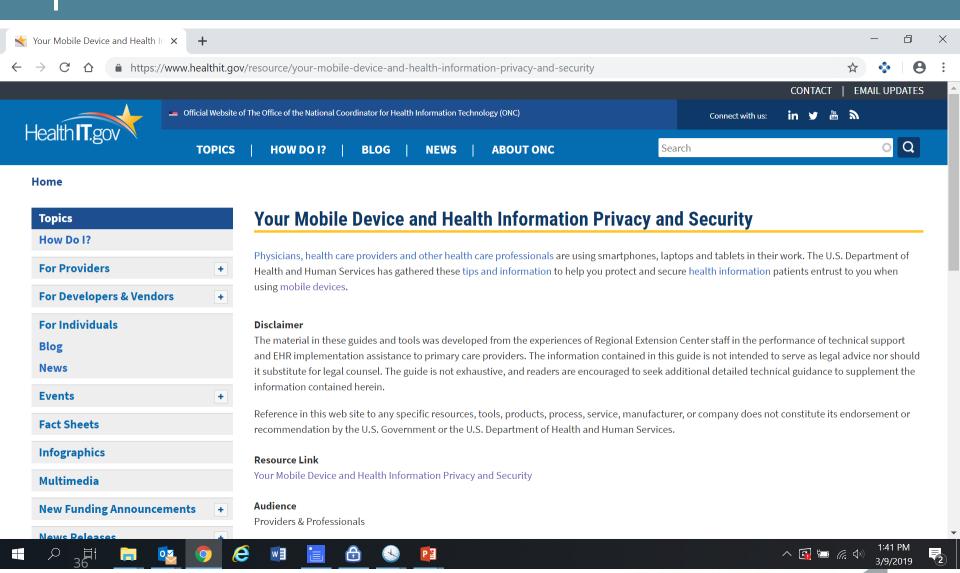
Max \$1,711,533 per type per year

LOSS OR THEFT OF EQUIPMENT OR DATA

- Practices to consider:
 - Train personnel.
 - Encrypt sensitive data.
 - Use secure server.
 - Implement proven backup and restoration processes.
 - Acquire and use data loss prevention tools.
 - Implement safeguard policy for mobile devices.
 - Maintain accurate asset inventory.
 - Implement process to remove sensitive info from all devices before retired.



BEWARE MOBILE DEVICES



Mobile Devices: Tips to Protect and Secure Health Information





Use a password or other user authentication.



Keep security software up to date.



Install and enable encryption.



Research mobile applications (apps) before downloading.



Install and activate wiping and/or remote disabling.



Maintain physical control of your mobile device.



Disable and do not install file-sharing applications.



Use adequate security to send or receive health information over public Wi-Fi networks.



Install and enable a firewall.



Delete all stored health information before discarding or reusing the mobile device.



Install and enable security software.

LOSS OR THEFT OF EQUIPMENT OR DATA

Questions to consider:

- Does my equipment contain confidential or sensitive information?
- Is the device secured through, e.g., strong password protection?
- Is the information encrypted?
- May I or do I need to take the equipment with me?
- Is there a secure virtual private network (VPN) that I can use?

4. INSIDER ACCIDENTAL OR INTENTIONAL DATA LOSS





INSIDER ACCIDENTAL OR INTENTIONAL DATA LOSS

Common vulnerabilities

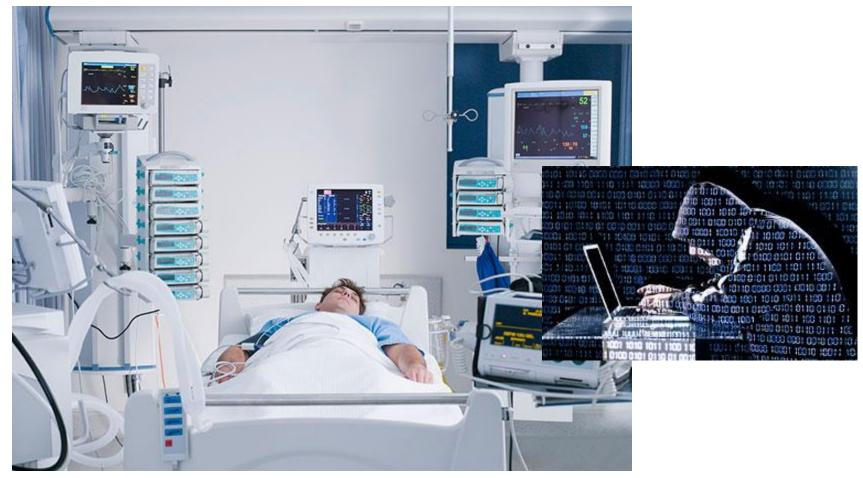
- Files e-mailed to wrong address
- Inadequate monitoring, tracking and auditing
 - Access to e-mail and file storage
 - E-mailing and uploading data outside organization
- Inadequate physical access control
- Inadequate training

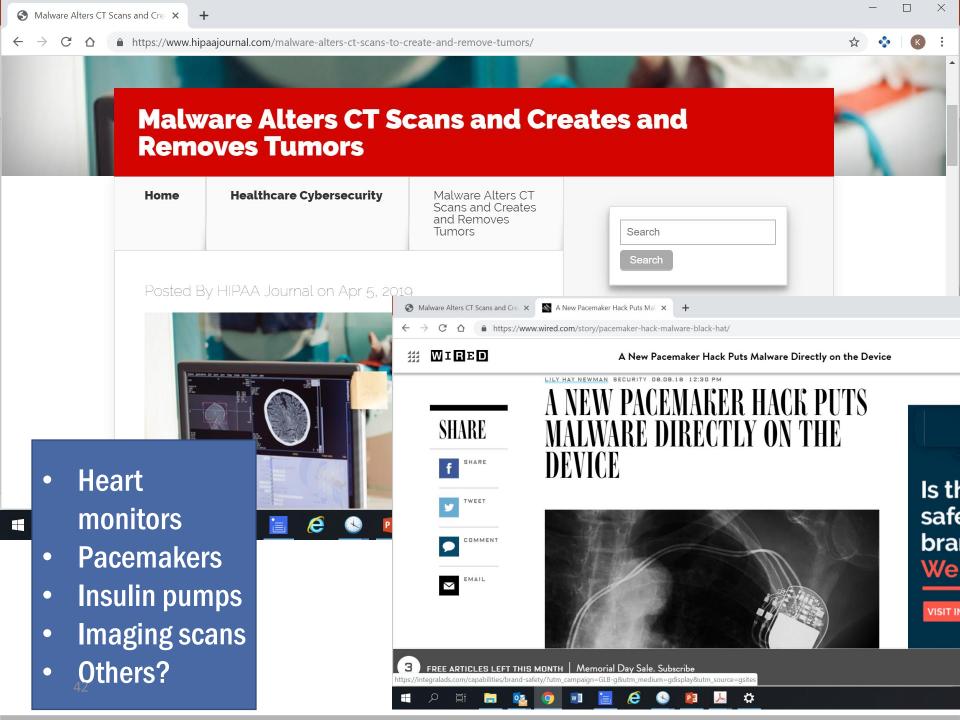
Practices to consider

- Train personnel
- Workforce access limits and audits
- Implement privileged access management tools
- Implement and use data loss prevention tools.
- Backup



5. ATTACKS AGAINST CONNECTED MEDICAL DEVICES





ATTACKS AGAINST CONNECTED MEDICAL DEVICES

Common vulnerabilities

- Patches not implemented
- Outdated equipment
- Most devices cannot be monitored by intrusion detection system
- Cybersecurity profile info may be unavailable
- Wide variance in devices

Practices to consider

- Communicate with device mfr
- Follow mfr instructions
- Patch devices after patch has been validated and tested
- Assess security on networked devices
- Assess devices risks
- Contract carefully
- Access controls for outsiders



ADDITIONAL RESOURCES



HTTPS://WWW.PHE.GOV/PREPAREDNESS/PLANNING/405D/DOCUMENTS/HICP-MAIN-508.PDF

Recommended Practices

- 1. E-mail protection system
- 2. Endpoint protection system
- 3. Access management
- 4. Data protection and loss prevention
- 5. Network management
- 6. Vulnerability management
- 7. Incident response
- 8. Medical device security
- 9. Cybersecurity policies
- Sample Forms
- Resources

gov/Preparedness/planning/405d/Documents/HICP-Main-508.pdf

Health Industry Cybersecurity Practices:

Managing Threats and Protecting Patients

















Appendix F: Resources

Below is a list of free resources with supplemental information for the threats and concepts addressed in this document. This list is not intended to be comprehensive or complete.

U.S Department of Health and Human Services (HHS) Resources

Security Risk Assessment Tool

- Link: https://www.healthit.gov/topic/privacy-security-and-hipaa/security-risk-assessment
- Description: Security Risk Assessment Tool is designed to help healthcare providers conduct a security risk assessment as required by the HIPAA Security Rule and the Centers for Medicare and Medicaid Service (CMS) Electronic Health Record (EHR) Incentive Program
- # of pages: N/A

Risk Management Handbook (RMH) Chapter 08: Incident Response

- Link: https://www.cms.gov/Research-Statistics-Data-and-Systems/CMS-Information-Technology/InformationSecurity/Downloads/RMH-Chapter-08-Incident-Response.pdf
- Description: "The intent of this document is to describe standard operating procedures that
 facilitate the implementation of security controls associated with the Incident Response (IR)
 family of controls taken from the National Institute of Standards and Technology (NIST) Special
 Publication 800-53 Revision 4 Security and Privacy Controls for Federal Information Systems and
 Organizations and tailored to the CMS environment in the CMS ARS."
- o # of pages: 116

Incident Report Template

- Link: https://www.cms.gov/Research-Statistics-Data-and-Systems/CMS-Information-Technology/InformationSecurity/Info-Security-Library-Items/RMH-Chapter-08-Incident-Response-Appendix-K-Incident-Report-Template.html?DLPage=4&DLEntries=10&DLSort=0&DLSortDir=ascending
- Description: Template for reporting a computer security incident
- o # of pages: 7

Cybersecurity | FDA General Page

- Link: https://www.fda.gov/medicaldevices/digitalhealth/ucm373213.htm
- Description: FDA's Cybersecurity page
- # of pages: 2-3

• Medical Device Safety Action Plan: Protecting Patients, Promoting Public Health

- o Link:
 - https://www.fda.gov/aboutfda/centersoffices/officeofmedicalproductsandtobacco/cdrh/cdrhreports/ucm604500.htm
- Description: FDA's Medical Device Safety Action Plan
- o # of pages: 18

HHS Office for Civil Rights Cybersecurity Page

- Link: https://www.hhs.gov/hipaa/for-professionals/security/guidance/cybersecurity/index.html
- Description: This web page includes most of OCR's general cybersecurity resources (cybersecurity incident checklist, ransomware guidance, cybersecurity newsletters, HIPAA

HTTPS://WWW.HEALTHIT.GOV/SITES/DEFAULT/FILES/PDF/PRIVACY/PRIVACY-AND-SECURITY-GUIDE.PDF

default/files/pdf/privacy/privacy-and-security-guide.pdf

- 1. Importance of Privacy and Security Matters
- 2. HIPAA Rules
- 3. Patient's Rights
- 4. EHR, HIPAA Security, and Cybersecurity
- 5. Meaningful Use Rules
- 6. 7-Step Approach for Security Management
- 7. Breach Notification Rules



Guide to Privacy and Security of Electronic Health Information

Version 2.0 April 2015

The information contained in this Guide is not intended to serve as legal advice nor should it substitute for legal counsel. The Guide is not exhaustive, and readers are encouraged to seek additional detailed technical guidance to supplement the information contained herein.

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← → C 🌣 https://www.justice.gov/criminal-ccips/file/872771/download

- 1. Best practices for protecting your network
 - Educate personnel
 - Preventative measures
 - Business continuity
- 2. Suggestions for responding to ransomware
- 3. Law enforcement assistance



This document is a U.S.
Government interagency
technical guidance document
aimed to inform Chief Information
Officers and Chief Information
Security Officers at critical infrastructure
entities, including small, medium, and large
organizations. This document provides an
aggregate of already existing Federal
government and private industry best practices
and mitigation strategies focused on the prevention

WWW.JUSTICE.GOV/SITES/DEFAULT/FILES/CRIMINAL- CCIPS/LEGACY/ 2015/04/30/04272015REPORTING-CYBER-INCIDENTS-FINAL.PDF

inal-ccips/legacy/2015/04/30/04272015reporting-cyber-incidents-final.pdf

1 / 15



1301 New York Avenue, N.W., 6th Floor, Washington, D.C. 20530 - CYBERSECURITY.CCIPS@USDOJ.GOV - (202)514-1026

Best Practices for Victim Response and Reporting of Cyber Incidents

Version 1.0 (April 2015)

Any Internet-connected organization can fall prey to a disruptive network intrusion or costly cyber attack. A quick, effective response to cyber incidents can prove critical to minimizing the resulting harm and expediting recovery. The best time to plan such a response is now, *before* an incident occurs.

This "best practices" document was drafted by the Cybersecurity Unit to assist organizations in preparing a cyber incident response plan and, more generally, in preparing to respond to a cyber incident. It reflects lessons learned by federal prosecutors while handling cyber investigations and prosecutions, including information about how cyber criminals' tactics and tradecraft can thwart recovery. It also incorporates input from private sector companies that have managed cyber incidents. It was drafted with smaller, less well-resourced organizations in mind; however, even larger organizations with more experience in handling cyber incidents may

HTTPS://WWW.HOLLANDHART.COM/HEALTH **CARE#OVERVIEW**



OVERVIEW >

PRACTICES/INDUSTRIES **NEWS & INSIGHTS**

CONTACTS



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Blaine Benard Partner **Salt Lake City**



The Healthcare Industry is po this sector now making up cl stand ready to help as chang

Issues such as rising healthcare costs innovations in healthcare delivery, de minds of many of our clients. We are opportunities that arise in this dynan

Clients We Serve

- Hospitals
- Individual medical providers
- Medical groups
- Managed care organizations (MCOs)
- Third-party administrators (TPAs)
- alth information exchanges (HIEs) ctice managers and administrators

Past Webinars Publications

- bulatory surgery centers
- dical device and life science companies





7:34 AM 2/8/2017

QUESTIONS?

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