

Tracy E. Miller

Counsel

Healthcare Law

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Tracy Miller brings over 35 years of experience in health care law, policy, and regulation. Her background spans senior leadership roles, including serving as Executive Vice President and General Counsel of a major health system, private law practice, and public health policy leadership in New York State.

She advises health systems, hospitals, physician groups, long-term care providers, and organizations engaged in value-based care on governance, strategic transactions, regulatory compliance, data privacy, and cybersecurity. Tracy also counsels clients on complex ethical issues, physician alignment, incident response, and health care AI and research, drawing on her previous role as Executive Director of the New York State Governor's Task Force on Ethics in Medicine.

Tracy has deep expertise in guiding faith-based health care organizations, particularly around the intersection of Catholic doctrine and state and federal law. Additionally, Tracy is a former Chair of the New York State Bar Association's Health Law Section and served as Vice Chair of the American Health Law Association's Conflict of Interest and Transparency Group.

INDUSTRIES

- Healthcare

EDUCATION

- Harvard Law School
- Brown University

BAR AND COURT ADMISSIONS

- New York
- New Jersey

REPRESENTATIVE MATTERS

Each matter handled by Tracy depends on its unique facts and particular legal circumstances. The following are a list of results obtained by Tracy on behalf of her clients:

- Advised health systems about a hospital merger, the sale of three long-term care facilities and the acquisition of large physician practices;
- Represented health system in preparing letters of intent and transaction agreements for affiliations and business arrangements with other health systems, physician practices, medical and nursing schools, and large business service organizations to advance strategic goals;
- Prepared organization-wide authorization policy to streamline approvals and advance corporate control;
- Developed plan to take advantage of Stark and Anti-Kickback Statute waivers to enhance opportunity for in-network utilization;
- Advised IPA and ACO about governance and contracts with providers;
- Advised hospital about contracts and grants from pharmaceutical and device manufacturers;
- Prepared policies to improve operations and promote compliance, including policies on real estate leases with physicians, conflicts of interest in human subjects research and pharmaceutical purchasing, physician contracting and AI;
- As Executive Director of the Governor's Task Force on ethics in medicine, crafted New York's laws and regulations on the health care proxy, Family Health Care Decisions Act, organ and tissue donation, the determination of death and other issues; and
- As Project Director of the National Quality Forum Planning Committee designed the governance structure of the National Quality Forum which now sets quality measures across the health care industry.

*Results may vary depending on your particular facts and legal circumstances.

PROFESSIONAL ACTIVITIES

- Member, New York State Bar Association
- Member, New Jersey Bar Association
- Member, American Health Lawyers Association
- Member, Women Business Leaders

AWARDS

BEST LAWYERS®

The Best Lawyers® in America list*

2026

*No aspect of this advertisement has been approved by the Supreme Court of New Jersey.

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Insights

Newsletters - *December 1, 2025*
Healthcare Law Update – December 2025

Newsletters - *November 2, 2025*
Healthcare Law Update – November 2025

Awards - *August 21, 2025*
57 Total Brach Eichler Attorneys Recognized by Best Lawyers in America© 2026

Events - *June 19, 2025*
Exploring Nonprofit Legal Duties in Changing Immigration Landscape – NYSBA Webinar Featuring Tracy E. Miller

Newsletters - *February 3, 2025*
Healthcare Law Update – February 2025

B|E in the News - *November 21, 2024*
Brach Eichler adds former Catholic Health GC

B|E in the News - *November 21, 2024*
Miller joins Brach Eichler, boosting its health care practice

B|E in the News - *November 21, 2024*
Brach Eichler Lands Healthcare System GC In NJ

Firm Announcements & Wins - *November 4, 2024*
Brach Eichler Boosts Growth of Healthcare Practice, Announcing Former General Counsel Tracy E. Miller has Joined as Counsel