

Kenya S. Woodruff

Partner and Deputy General Counsel

Healthcare

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Kenya S. Woodruff works with hospitals, physicians and other healthcare providers looking to improve the performance of their clinical operations and ensure regulatory compliance. She also helps those organizations merge and expand, whether through joint ventures, mergers or acquisitions or other collaborations.

A business perspective on healthcare operations

Due to her prior experience as deputy general counsel at the Parkland Health & Hospital System and as a privacy officer for a publicly traded radiology company, Kenya approaches operational issues from the client's perspective, taking into account both technical issues and practical concerns. She structures arrangements that will be both clinically and financially beneficial to her client, while giving keen attention to regulatory compliance. Described as “extremely connected within the industry,” clients say Kenya “truly has her finger on the pulse of both the healthcare industry and legal practice and ethics." Others praise how she “quickly grasps the nuances of [the] project, showing a deep understanding of industry trends and specific requirements (*Chambers USA* 2025)."

Representative Experience

- Represented national chiropractic entity in analyzing, forming and implementing chiropractic practice management, clinical and telehealth services in all 50 states.
- Provide day-to-day regulatory and compliance counseling to a hospital district, including advising on governmental entity and regulatory requirements such as the public information act, government procurement and governmental contracting; and review policies and procedures related to ACGME, EMTALA, ADA, CMS Conditions of Participation and clinical trial compliance in preparation for upcoming surveys.
- Provided counsel to a national COVID testing company under contract with the US Department of Health and Human Services that coordinates laboratory testing at retail pharmacies and various community sites regarding navigating healthcare operational and

Practices

- Corporate
- Corporate Governance
- Healthcare
- Healthcare Restructuring
- Mergers and Acquisitions
- Privacy, Data and Cybersecurity
- White Collar and Internal Investigations

Education

- JD, Duke University School of Law
- BA, Emory University
- Associate's Certificate, Contract Management, The George Washington University

Bar Admissions

- Texas
- North Carolina
- New York

Court Admissions

- US District Court, Northern District of Texas
- US District Court, Southern District of Texas
- US District Court, Eastern District of Texas
- US District Court, Western District of Texas

Professional & Community Involvement

- American Bar Association, Health Law Section, Vice Chair

privacy issues unique to the provision of healthcare in a mobile environment.

- Provide counsel to several provider types regarding various healthcare regulatory and operational matters including, patient privacy, end-of-life, peer review, guardianship and compliance with CMS Conditions of Participation, Joint Commission standards and other accreditation standards.
- Represented hospital districts, universities, private hospital systems and investors in forming 5.01(a)-type nonprofit health organizations and creating provider networks using them.
- Provided HIPAA compliance advice and training for hospitals, clinics, laboratories, pharmacies, electronic patient population management companies, and other healthcare providers and business associates.
- Assist governmental university hospital in formation and operationalization of a Clinically Integrated Network to support the primary and specialty care needs of adults and pediatric patients in the region. This representation includes extensive attention to data privacy, access and mapping.
- Represented regional anesthesiology group in formation and operationalization of Clinically Integrated Network and consulted on related out of network strategies.
- Succcessfully represented several licensed providers before the Texas medical board, nursing board, chiropractic board, occupational therapy board and psychology board.
- Represented several providers in their formation and operationalization of Patient Safety Organizations. Provided representation before state regulators regarding utilization of the confidentiality and privileges afforded by the Patient Safety and Quality Improvement Act of 2005 (PSQIA).
- Represented national entity in acquisition of several ASCs across the country.

Recognitions

Recognized or listed in the following:

- *Best Lawyers in America*
  - Health Care Law, 2019–2027
  - Lawyer of the Year
    - Health Care Law, 2024

- Dallas Bar Association, Health Law Section, past Secretary, past Treasurer, past Vice Chair, past Chair
- Dallas Theatre Center, Board of Trustees
- DFW Hospital Council Foundation, past Board of Directors
- Prism Health North Texas, past Board of Directors
- State Bar of Texas, Health Law Section, Council Member, Immediate Chair
- Southwest Transplant Alliance, Board Member 2018-2024, Ad Hoc Member of Governance Committee
- Texas Board of Chiropractic Examiners, Public Member, 2005-2018
- The Health Industry Council Foundation, past Chair
- YMCA of Metropolitan Dallas, Board of Directors

> ***"I have known and worked with Kenya for a number of years and know her to be an extremely knowledgeable, dedicated and hard-working attorney."***
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> ***Chambers USA* 2026 (Texas, Healthcare) survey response**

- *Chambers USA*
  - Healthcare, 2015–2026
- Dallas Business Journal
  - Leader in Diversity
- *D Magazine*
  - Best Lawyers in Dallas, 2014–2026
- Katten John P. Sieger Excellence in Mentoring Award
  - 2023
- National Women's Council Top 15 Business Women
  - 2017
- Modern Healthcare
  - Leading Women, 2026
- *Profiles in Diversity Journal*
  - Women Worth Watching, 2016
- *Super Lawyers*
  - Texas, 2014–2024, 2026
    Top 50 Women, Texas Health Care, 2020
- *Super Lawyers Rising Stars*
  - Texas, 2009, 2013
- Texas Diversity Council
  - Top Women Lawyer Award, 2018
- *The Legal 500 United States*
  - Recommended Attorney, 2024–2026

News

- Katten Attorneys Recognized in 2027 *Best Lawyers* Guide (August 20, 2026)
- Katten Earns Top Rankings in the Legal 500 US 2026 Guide (June 10, 2026)
- Katten Climbs in *Chambers USA* 2026 Rankings (June 4, 2026)
- Eight Dallas Partners Make *D Magazine*'s 2026 Best Lawyers List (May 6, 2026)

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- Katten Partner Laura Keidan Martin Named Notable Leader in Chicago Health Care (April 15, 2026)
- Katten Health Care Pro Kenya Woodruff Lauded for Leadership Excellence (March 12, 2026)
- Katten Celebrates 101 Attorneys Honored by *Best Lawyers*® (August 21, 2025)
- Katten Receives High Marks in the Legal 500 US 2025 Guide (June 11, 2025)
- *Chambers USA* 2025 Ranks Katten as Leading Law Firm (June 5, 2025)
- *D Magazine* Recognizes Eight Dallas Partners as 2025 Best Lawyers (April 30, 2025)
- Katten Dallas Attorneys Recognized by Texas Super Lawyers 2024 (September 17, 2024)
- Katten Attorneys Recognized as *Best Lawyers*® and *Best Lawyers: Ones to Watch*® Award Recipients (August 15, 2024)
- Kenya Woodruff Featured in *Best Lawyers* (June 17, 2024)
- Katten Highly Ranked in Legal 500 United States 2024 (June 12, 2024)
- Katten Receives High Marks in *Chambers USA* Guide 2024 (June 6, 2024)
- *D Magazine* Features 13 Dallas Partners as 2024 Best Lawyers (April 24, 2024)
- Katten Announces John P. Sieger Excellence in Mentoring Award Winners (November 15, 2023)
- Katten Dallas Attorneys Recognized by Texas Super Lawyers 2023 (September 18, 2023)
- Katten Attorneys Distinguished by *Best Lawyers*® (August 17, 2023)
- Katten Boosts Rankings in *Chambers USA Guide 2023* (June 1, 2023)
- *D Magazine* Recognizes 12 Dallas Partners on 2023 Best Lawyers List (April 27, 2023)
- *Texas Lawbook* Reflects on Five Years of Katten in Dallas in Q&A With Mark Solomon (April 14, 2023)
- Katten Celebrates Women's History Month With Former US Ambassador to Ukraine Marie Yovanovitch (March 23, 2023)

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- *Texas Lawyer* Features Kenya Woodruff in Best Mentor Q&A (December 27, 2022)
- Katten Attorneys Recognized by 2022 Texas *Super Lawyers* (September 23, 2022)
- Katten Attorneys Recognized by *Best Lawyers*® (August 18, 2022)
- *Texas Lawyer* Honors Kenya Woodruff as a "Best Mentor" (July 28, 2022)
- Katten Ranked Leading Law Firm by *Chambers USA* 2022 (June 1, 2022)
- Kimberly Smith and Kenya Woodruff to Serve on *Law360* Editorial Advisory Boards (April 27, 2022)
- Dallas Attorneys Recognized in *D Magazine*'s 2022 Best Lawyers List (April 22, 2022)
- Coronavirus (COVID-19) Resource Center (November 10, 2021)
- Katten Named Finalist in 2021 Best Places to Work in North Texas for Second Consecutive Year (October 26, 2021)
- Katten Attorneys Named to 2021 Texas Super Lawyers List (September 22, 2021)
- Mark Solomon Interviewed by *The Texas Lawbook* about the Dallas Office's Successes and Challenges in 2020 (August 27, 2021)
- Katten Attorneys Listed in *The Best Lawyers in America*® (August 19, 2021)
- Kenya Woodruff Talks Embracing Diversity With *D Magazine* (August 10, 2021)
- Katten Boosts Rankings in *Chambers USA* 2021 (May 20, 2021)
- *D Magazine* Names Katten Partners to Best Lawyers in Dallas List (April 23, 2021)
- Texas Super Lawyers Honors Five Katten Attorneys as Top Women, Rising Stars (December 16, 2020)
- Katten Selected Among "2020+ Top Companies for Executive Women" (December 1, 2020)
- Katten Attorneys Selected for 2020 Texas Super Lawyers List (October 19, 2020)
- Katten Honored Among Best Law Firms for Women by *Working Mother* (September 8, 2020)

- Katten Attorneys Distinguished as Top Legal Talent in the 2021 *Best Lawyers in America* and *Best Lawyers: Ones to Watch* Lists (August 20, 2020)
- Katten Team Represents eTrueNorth in COVID-19 Mobile Testing Agreements (May 8, 2020)
- *D Magazine* Names Katten Partners to Best Lawyers in Dallas List (April 30, 2020)
- Governor Issues Guidance on Reopening for Texas Health Care Providers (April 28, 2020)
- Katten Rated Top Law Firm by *Chambers USA* 2020 (April 23, 2020)
- Reopening of Texas Health Care Providers (April 23, 2020)
- Katten Attorneys Chosen for Top Women Texas Super Lawyers, Rising Stars Lists (February 5, 2020)
- Katten Attorneys Chosen for 2019 Texas Super Lawyers List (September 3, 2019)
- Katten Lauded Top Ranked Law Firm by *Chambers USA* 2019 (April 25, 2019)
- Kenya Scott Woodruff Discusses "Saying Yes" With *The Glass Hammer* (February 11, 2019)
- Katten Health Care Partners Mentioned in *Dallas Business Journal* (December 19, 2018)

Publications

- HHS Web Accessibility Rule: Key Requirements and Fast-Approaching Compliance Deadlines (May 14, 2026)
- Business Court Bill Furthers Texas' Pro-Corporate Strategy (July 16, 2025)
- Texas Governor Signs HB 40, Expanding Jurisdiction of the Texas Business Court (June 23, 2025)
- Texas Governor Signs New Business-Friendly Governance Law to Promote In-State Corporate Growth: Senate Bill 29 Analysis (May 14, 2025)
- Why Mentoring Matters: Katten's Kenya S. Woodruff (May 2, 2022)
- Why Mentoring Matters: Katten's Ramana Rameswaran (May 2, 2022)

- Katten Health Care Symposium: The Business of Health Care in the Wake of COVID, the Election and Social Uncertainty | Key Takeaways (November 10, 2020)
- *Health Care Law Perspectives* (August 2020) | *Contributor*
- Privacy for Schools: Key eLearning Considerations (May 20, 2020)
- CMS Revisits Hospital Co-Location (Summer 2019)
- CMS Issues Draft Guidance for Hospital Co-Location (May 6, 2019)
- A Balancing Act: Alternative Payment Models and Physician Compensation (October 2017)
- ACO Risks and Rewards: Balancing Opportunities for Innovation with Effective Compliance (October 2014)
- Physician-Owned Entities Still Under Federal Microscope (December 20, 2013)

Presentations and Events

- 2026 Annual NDCC Healthcare Conference (May 21, 2026)
- American Health Law Association Webinar (October 22, 2025) | *Speaker* | *Defusing Compliance Landmines: An Interactive Discussion*
- Healthcare Governance Conference (June 12–14, 2025) | *Speaker*
- 26th Annual Emerging Issues in Healthcare Law Conference (April 2–5, 2025) | *Speaker* | *The Tyranny of the NPDB*
- AHLA's Advising Providers: Legal Strategies for AMCs, Physicians, and Hospitals (February 20, 2025) | *Speaker* | *Interactive Discussion of Diffusing Compliance Landmines*
- WTW 2024 Healthcare Risk Conference | Presented by WTW (August 2, 2024) | *Panelist* | *Healthcare M&A: Regulatory considerations, due diligence best practices, and RWI insurance*
- UT Law CLE 35th Annual Health Law Conference (April 18–19, 2024) | *Planning Committee, Panelist* | *Hospital Operational Opportunities and Challenges*
- Crittenden Medical Liability Conference (April 8–10, 2024) | *Speaker*
- 36th Annual Texas Health Law Conference (October 8–10, 2023) | *Chair*
- 2023 Healthcare Governance Conference | Presented by Texas Healthcare Trustees (July 27–29, 2023) | *Presenter* | *Enterprise Risk Management*

- Katten 2023 Diversity Summit (June 12–14, 2023) | *Moderator* | *Real Talk on Navigating a Law Firm Career*
- Ethical Issues in Internal Investigations (October 13, 2022) | *Presenter*
- 2022 Healthcare Governance Conference (July 28–30, 2022) | *Presenter* | *Setting Up Compliance Infrastructure*
- Katten Celebrates International Women's Day with Nina Totenberg (March 8, 2022)
- Washington Health Law Summit 2021 (December 6-7, 2021)
- 34th Annual Texas Health Law Conference (October 11–12, 2021)
- WLF "Owning the Room" Virtual Workshop and Networking Event (September 9, 2021)
- 2021 Healthcare Governance Conference (July 22-24, 2021) | *Presenter* | *Balancing Appropriate Governance and Effective Risk Management*
- State Bar of Texas African American Lawyers Section Summit (April 24, 2021) | *Presenter* | *COVID19: Considerations for Attorneys & Communities of Color*
- 32nd Annual Health Law Conference (April 7, 2021) | *Presenter* | *Pandemic Relief Dollars: To Whom Much is Given, Much is Expected*
- Healthcon 2021 (March 31, 2021) | *Presenter* | *Hospital – Post-Accute Strategies*
- 2020 VIRTUAL Business of Healthcare Colloquium (November 7–8, 2020) | *Presenter* | *Telehealth Compliance, Regulatory Issues and Recent Enforcement*
- 18th Annual Course Advanced Business Law (November 5–6, 2020) | *Panelist* | *Healthcare, Telemedicine, and Telehealth*
- Katten Health Care Symposium: The Business of Health Care in the Wake of COVID, the Election and Social Uncertainty (October 29, 2020) | *Presenter*
- Minority Clerkship Luncheon (July 16, 2020) | *Speaker*
- 2020 North Texas Economic Forum – Healthcare: an Economic Engine in M&A (January 21, 2020) | *Panelist*
- InterFace Healthcare Real Estate 2019 (September 17, 2019) | *Presenter* | *The 2020 Election: Medicare for All, the Future of the ACA, Cost & Price Transparency….and the Implications for Healthcare Real Estate*

- 2019 North Texas State of Reform (September 12, 2019) | *Presenter* | *New Models of Care Coordination*
- Health Care Industry Conference (April 25–26, 2019) | *Speaker* | *The Evolving Healthcare System: Chasing Value, Going Micro and Associated Regulatory Concerns*
- The University of Texas School of Law 31st Annual Health Law Conference (March 27–29, 2019) | *Participant* | *Reimbursement Changes and the Modern-Day Physician Practice*
- 20th ABA Conference on Emerging Issues in Healthcare Law (March 13–16, 2019) | *Presenter* | *The Evolving Health System – Chasing Value, Going Micro, and Associated Regulatory Concerns*
- Healthcare Law & Compliance Institute (March 3–5, 2019) | *Presenter* | *Navigating Legal Realities While Achieving the Goal of Innovative Healthcare Delivery*
- Texas Health Law Conference (October 7–9, 2018) | *Participant* | *Civil Enforcement Update*
- UT Southwestern Medical Center, 2018 Healthcare Diversity Summit (July 17, 2018) | *The Risk of No Action vs. The Power of Inclusion*
- American Health Lawyers Association, Annual Meeting (June 26, 2018) | *Value-Based Payments in a Fee-for-Service World: Compliance with Physician Payments, co-presenter*
- LORMAN Education Services (May 22, 2018) | *CMS Final MACRA Rule – Moving From Volume to Value*
- UT Health Law Conference (April 5, 2018) | *Survival Strategies for Physician-Owned Entities*
- 2015 ACO Provider Management & Network Building Summit (December 8–9, 2015) | *Achieve Cost and Health Outcomes by Incorporating Behavioral Health*
- 13th Annual Washington Health Law Summit Conference (December 7–8, 2015) | *Consolidation or Coordination? FTC and DOJ Guidance on the Future of Mergers and ACOs*
- AAPC Richardson Texas Chapter (May 23, 2015) | *Reimbursement Changes Driving New Healthcare Delivery Models*
- American Bar Association Health Law Program (May 15, 2015) | *Presenter* | *Hot Topics In Federal Health Law*

- 27th Annual Health Law Conference (May 1, 2015) | *Co-presenter* | *New Models of Delivering Healthcare: Why Can't We All Just Get Along?*
- Affordable Care Act Symposium at Thurgood Marshall School of Law, Houston, TX (April 16, 2015) | *Medicare ACOs presentation*
- Tarrant County Bar Association (April 15, 2015) | *Top 3 Issues To Consider When Contracting With A Healthcare Entity*
- North Texas Health Care Professionals Association (January 20, 2015) | *Medicare ACOs: Business Planning and Structural Considerations*
- North Texas Health Care Professionals Association Study Group (January 8, 2015) | *Provider/Payor/Investor Alliances Post-ACA*
- Blue Goose International - Texas Pond Workshop (September 11, 2014) | *The ACA and Its Impact on Workers' Compensation*
- State Bar of Texas, Texas Minority Counsel Program (September 4, 2014) | *Panelist* | *Healthcare Insurance and Delivery Post Affordable Care Act*
- Physician Hospitals of America (June 26, 2014) | *Co-presenter* | *Achieving Effective Compliance Post-Affordable Care Act webinar*
- Co-sponsored by the State Bar of Texas, Health Law Section and the Texas Hospital Association (July 30, 2013) | *83rd Texas Legislative Session Health Care Update webinar*
- State Bar of Texas Annual Health Law Section Meeting (June 21, 2013) | *Legislative Update 2013: The Texas Legislature and Healthcare*
- Dallas Bar Association Health Law Section (June 19, 2013) | *Accountable Care Organizations: Structuring and Planning Considerations*
- Dallas Bar Association Franchise and Distribution Law Section (April 16, 2013) | *How Does the Affordable Care Act Affect My Franchise Clients?*
- American Bar Association, Health Law Section (January 17, 2013) | *Payer-Physician Alignment Strategies: Prevailing Legal, Valuation and Industry Perspectives*
- Dallas Bar Association, Health Law Section (2012) | *Ethical Dilemmas: When Healthcare Investigations Meet Litigation*

- Lorman Education Services (2012) | *Medical Records Law in Texas: General Principles of Confidentiality, Access to Medical Records and HB 300*
- Health Industry Council of the North Texas Region (July 10, 2012) | *Supreme Court Decision: Are We Ready for What's Next?*
- Health Law Association, Dedman School of Law (September 29, 2011) | *Health Law Careers Symposium*
- Dallas Bar Association (2011) | *The Current State of Health Reform*