

Michelle "Missy" Apodaca

Senior Counsel

Healthcare

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Missy Apodaca helps healthcare providers plan for and accomplish long-term objectives while tackling the challenges of day-to-day operations. With experience as top in-house counsel for a health plan and years in private practice advising on emerging healthcare trends, Missy brings a combination of business savvy and legal experience her clients need. Missy's clients include hospitals and health systems, physician practices, healthcare providers and technology companies working in the healthcare space.

The tough advocate healthcare providers trust

Missy served as the vice president of advocacy, legal and public policy at the Texas Hospital Association. She also served as in-house legal counsel and compliance officer for a Texas health maintenance organization and as a legislative aide in both the Texas State Senate and the US House of Representatives. This breadth and depth of experience serves as a strong foundation for Missy's zealous advocacy for her clients.

Missy's payor experience is invaluable for her physician and provider clients. Missy also advises clients on regulatory and licensure issues involving the Texas Department of Insurance, Texas Department of Health Services, Texas Health and Human Services Commission, Texas Medical Board and the Texas Pharmacy Board. She helps with the licensure of health maintenance organizations, third-party administrators, healthcare collaborative organizations and accountable care organizations, discount healthcare programs, acute care hospitals, Texas nonprofit health corporations (5.01a), and behavioral healthcare facilities and units. She also helps clients secure Medicare provider-based status and federally qualified health center (FQHC)/look-alike funding, and on FQHC operational matters.

Missy is a frequent and respected speaker at national health law and policy conferences.

Practices

- Corporate
- Healthcare

Bar Admissions

- Texas

Professional & Community Involvement

- American Bar Association, former member, Health Section Governing Council; former co-chair, Washington Health Law Summit
- Hispanic National Bar Association
- Hispanic Bar Association
- Austin Health Lawyers Association
- Texas Interfaith Center for Public Policy, Board Member
- Leadership Texas, Graduate
- Leadership El Paso, Graduate
- Leadership Austin, Affiliate
- Greater El Paso Chamber of Commerce, former chair, Government Relations and Medicaid Tax Force
- Seton Fifty, former board member
- Children's Advocacy Centers & Women of Courage, former member, Board of Directors
- Junior League of El Paso and Austin, former member
- Keep Austin Beautiful, former member, Board of Directors
- Caring Family Network, former member, Board of Directors
- YMCA of El Paso, former member, Board of Directors

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Recognitions

Recognized or listed in the following:

- *Best Lawyers in America*
  - Health Care Law, 2025–2027
- *Chambers USA*
  - Healthcare, 2020–2026
- *The Legal 500 United States*
  - Recommended Attorney, 2025-2026

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)
- 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)
- Katten Attorneys Recognized as *Best Lawyers*® and *Best Lawyers: Ones to Watch*® Award Recipients (August 15, 2024)
- Katten Receives High Marks in *Chambers USA* Guide 2024 (June 6, 2024)
- Katten Boosts Rankings in *Chambers USA Guide 2023* (June 1, 2023)
- Katten Ranked Leading Law Firm by *Chambers USA* 2022 (June 1, 2022)
- Coronavirus (COVID-19) Resource Center (November 10, 2021)
- Katten Boosts Rankings in *Chambers USA* 2021 (May 20, 2021)
- Governor Issues Guidance on Reopening for Texas Health Care Providers (April 28, 2020)

- First Focus on Children

- Katten Rated Top Law Firm by *Chambers USA* 2020 (April 23, 2020)
- Reopening of Texas Health Care Providers (April 23, 2020)

Publications

- 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)
- 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*

Presentations and Events

- UT Law CLE 35th Annual Health Law Conference (April 18–19, 2024) | *Planning Committee, Moderator* | *Significant Federal and State Policy Disruptors: Impacts on the Private Healthcare Marketplace*
- 36th Annual Texas Health Law Conference (October 8–10, 2023) | *Presenter* | *An Update on Legislative and Congressional Health Care Policy Priorities*
- The University of Texas School of Law 33rd Annual Health Law Conference (April 7-8, 2022) | *Moderator* | *2022 State and Federal Healthcare Legislative Landscape*
- Washington Health Law Summit 2021 (December 6-7, 2021)
- 34th Annual Texas Health Law Conference (October 11–12, 2021) | *Panelist* | *Keeping Up With Surprise Billing and Price Transparency — the Impact on Health Plans, Provider and Patients*
- Katten Health Care Symposium: The Business of Health Care in the Wake of COVID, the Election and Social Uncertainty (October 29, 2020) | *Presenter*
- The University of Texas School of Law 31st Annual Health Law Conference (March 27–29, 2019) | *Participant* | *2019 State and Federal Healthcare Legislative Landscape*

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- ABA Health Law Section, 2016 Emerging Issues in Health Care Law Conference (March 3, 2016) | *Presenter* | *Payor Provider Convergence: A Review of Current Trends*
- Alliant Fifth Annual Health Care Education Forum (February 12, 2016) | *Presenter* | *Telemedicine Regulatory Landscape*