



Larry Gage

Senior Counsel

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Related Services

Health Care ■ Education

Larry founded the National Association of Public Hospitals (NAPH, now known as America's Essential Hospitals) in 1981 and served as its president for 30 years. He continues to represent major public and nonprofit teaching hospitals and medical schools in a range of high-profile matters that draw on his unmatched experience and institutional knowledge of health care.

Larry Gage is a senior counsel in Alston & Bird's Washington, D.C. office who focuses his practice primarily on public sector and nonprofit health law and policy. During his tenure as president of NAPH, Larry developed and achieved enactment of Medicare and Medicaid reimbursement reforms that are the economic lifeblood of hospitals serving a disproportionate number of elderly and low-income patients. America's Essential Hospitals has, for the last decade, called its annual member recognition awards program the Gage Awards.

Along with his advocacy and health policy representation of NAPH, Larry's clients have included major teaching hospitals, medical schools, integrated health and hospital systems, and state and local governments across the country. He has assisted clients with mergers, reorganizations, conversion to other corporate structures, and negotiation of complex contracts, affiliation agreements, and joint ventures. He is a cofounder of the American International Health Alliance, which is funded by USAID, PEPFAR, and other U.S. and international organizations. He has provided advice and assistance to clients throughout the former Soviet Union, Eastern Europe, Asia, and Africa.

Larry has written and lectured extensively on health law and policy. He served as deputy assistant secretary for health legislation in the Department of Health and Human Services and as staff counsel and subcommittee staff director for the U.S. Senate Labor and Human Resources Committee.

Publications & Presentations

Publications

- "Public Hospitals," chapter in *Representing Hospitals & Health Systems*, 2nd ed., American Health Law Association, November 2024.
- "The Need to Curb Rising Violence in Health Systems: The Importance of Board Leadership," *The Governance Institute*, January 2023.
- "Guidelines for Effective Board Executive Sessions," *BoardRoom Press*, The Governance Institute, June 2022.
- "The Growing Behavioral Health Crisis: A Perfect Storm for Public Hospitals," *Public Focus*, The Governance Institute, May 2021.

- “America’s Essential Hospitals and Bipartisan Budget Reconciliation: An Origin Story,” *America’s Essential Hospitals*, February 25, 2021.
- “Best Practices in Board Succession Planning,” *BoardRoom Press*, The Governance Institute, October 2020.
- “What COVID-19 Means for the Future of Health Mergers,” *Law360*, July 1, 2020.
- “Rethinking the Governance of Public University Teaching Hospitals,” *BoardRoom Press Special Report*, The Governance Institute, February 2020.
- “Peak Effectiveness for Government-Sponsored Hospitals & Health Systems Begins with Governance,” *Transform Governance to Transform Healthcare*, The Governance Institute, February 2020.
- “Bad Governance: How to Fix It (or Better Still, How to Avoid It),” *Public Focus*, The Governance Institute, June 2019.
- “Preparing for Leaner Times Ahead: The Role of the Public Hospital Governing Board,” *Public Focus*, The Governance Institute, December 2018.
- “Public Hospitals,” in *AHLA Representing Hospitals and Health Systems Handbook*, American Health Lawyers Association, 2016.

Presentations

- “Governance of High-Performing Health Systems,” ACHE 2025 Congress on Healthcare Leadership, American College of Healthcare Executives, Houston, TX, March 24–27, 2025.

Professional & Community Engagement

- University HealthSystem Consortium, governing board (1997–2011)
- National Public Health & Hospital Institute, co-founder; board, secretary (1986–2011)
- American International Health Alliance, co-founder; board, chair (2000–2004)
- Hospital Quality Alliance, principal member (2006–2011)
- American Medical Association Ethical Score Task Force (1999–2004)
- Harvard School of Public Health Leadership Council
- Harvard School of Public Health, Department of Health Policy and Management Executive Council
- American Bar Association
- American Health Lawyers Association

Honors & Awards

- American Hospital Association Trustees Award (2012)
- California Association of Public Hospitals Award of Recognition (2011)
- Safety Net Hospital Pharmacy Alliance, Lifetime Achievement Award (2011)
- Chambers USA: America’s Leading Lawyers for Business (2009–2019)
- Modern Healthcare, “100 Most Powerful People in Health Care” (2007)
- Super Lawyers, Washington, D.C. – Health Care (2007–2010, 2014–2019)
- The National Law Journal, “100 Most Influential Lawyers in America” (2006)

- Golf Digest Magazine, “Washington’s Top 200 Powerful People Who Golf” (2005–2011)
- *The Best Lawyers in America*®, Health Care Law

Education

- Columbia University (J.D., 1972)
- Harvard College (A.B., 1968)

Admitted to Practice

- District of Columbia