



Robin Q. Frost advises health care professionals, behavioral health providers, group practices, and health technology companies on the business, regulatory, and operational issues involved in building and running their organizations. Her practice focuses on practical solutions that account for both the legal requirements governing health care businesses and the realities of day-to-day operations.

Robin helps clients form and structure licensed practices; develop ownership and governance arrangements; negotiate employment, independent contractor, vendor, payer, software, and other commercial agreements; and navigate practice acquisitions, ownership changes, and succession. She also counsels clients on HIPAA and privacy, telehealth, informed consent, Good Faith Estimates, fee-splitting and referral arrangements, management and space-sharing relationships, workforce matters, and other compliance issues affecting health care operations.

A substantial part of Robin's practice is devoted to mental and behavioral health professionals and practices. She understands the operational questions that arise when licensed professionals add clinicians, use residents or supervisees, expand into new service lines, separate clinical and nonclinical businesses, or transition from solo practice to a group model. She works with clients to translate overlapping legal and professional requirements into documents, policies, and decision-making systems they can actually use.

Before joining Byrne Canaan Law, Robin founded and served as managing attorney of Red Quill Law, a Richmond-area boutique firm advising health care practices, health technology companies, and other small businesses. Earlier in her career, she spent seven years with a medical software company, beginning in contract administration and later serving in in-house legal roles. That experience gave her a practical understanding of how legal advice interacts with technology, finance, operations, and the competing demands faced by business owners and leadership teams.

Robin began her professional career teaching high school physics and holds both bachelor's and master's degrees in physics. Her background in science, technology, and teaching shapes her approach to legal work: she is comfortable with complex systems, asks practical questions, and explains legal issues in a way that helps clients make informed decisions. Her work complements Byrne Canaan Law's litigation, licensing, and enforcement practices by helping clients address business and compliance issues before they become disputes—and by providing continuity when a matter requires broader support.

Robin earned her J.D. from the University of Pittsburgh School of Law in 2018, her M.S. in Physics from Old Dominion University, and her B.S. in Physics from the State University of New York at Oswego. She is licensed to practice in Virginia.

REPRESENTATIVE EXPERIENCE

- Represented the owner of a pediatric therapy practice in an asset sale, negotiating the asset purchase agreement, seller promissory note, bill of sale, transaction schedules, and closing deliverables.
- Defended a behavioral health practice in an EEOC discrimination matter through the agency's dismissal of the charge, then negotiated a favorable resolution of related threatened litigation.
- Successfully negotiated narrower subpoena scopes for mental health providers, reducing unnecessary production and limiting disclosure of sensitive clinical information while preserving compliance with legal obligations.
- Helped practice owners address day-to-day workforce issues—including worker classification, compensation changes, accommodation requests, discipline, and separations—and translated those decisions into practical agreements, notices, and policies.
- Revised client-facing and internal policies in response to real-world issues involving minor consent and custody, court participation, telehealth, electronic communications, confidentiality, and records requests.
- Represented the seller of a well-known Richmond restaurant in its sale, including negotiation of seller-financing terms, closing documentation, and post-closing payment arrangements.
- Built legal foundations for therapy and other healthcare startups, combining entity and ownership documents, workforce agreements, HIPAA and client-facing materials, and business continuity planning.

PUBLICATIONS

- “Your Next Job, On Your Terms: Physician Contracts Beyond the Salary,” virtual presentation and live Q&A for residents and fellows, VCU Health System Graduate Medical Education, September 30, 2026.
- Guest, “The Circle of Life,” Gurl, Whet?! Podcast, Season 2, Episode 16, discussing estate planning, end-of-life preparation, grief, caregiving, and generational wealth, August 2026.
- Virtual lunch-and-learn presentation on W-2 employees versus independent contractors, including worker classification and employment and independent-contractor agreements, Holistic Life Studios, April 20, 2026.
- Virtual presentation and live Q&A on 1099 versus W-2 classification and related legal considerations for therapy practices, Asian Therapists in Private Practice, February 23, 2026.
- “A Quick Guide to Estate Planning in Virginia,” presentation to the Elderberries at Providence United Methodist Church, April 8, 2025.
- Presentation on beneficial ownership information reporting and legal considerations for business startups, Entrepreneur Speakeasy at Holistic Law Studios, October 17, 2024.
- “When to Hire an Attorney,” presentation and Q&A for Therapist Collective RVA, July 10, 2023.



BYRNE
CANAN
LAW

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PRACTICE

- Health Care Business Formation, Ownership and Transactions
- Health Care Contracts and Workforce
- Health Care Regulatory Compliance
- Outside General Counsel for Health Care Practices
- HIPAA / Privacy & Security
- Risk Management

LICENSURE

- Virginia

ACADEMIC CREDENTIALS

- University of Pittsburgh School of Law, J.D., 2018
- Old Dominion University, M.S., Physics, 2011
- State University of New York at Oswego, B.S., Physics, 2009

ASSOCIATIONS AND PROFESSIONAL MEMBERSHIPS

- Virginia State Bar

DISTINCTIONS AND AWARDS

- Founder and Managing Attorney, Red Quill Law, 2019-2026
- Seven years of contract administration and in-house legal experience with a medical software company
- Former high school physics teacher