Epstein Becker & Green, P.C., is a national law firm with a primary focus on health care and life sciences; employment, labor, and workforce management; and litigation and business disputes. Founded in 1973 as an industry-focused firm, Epstein Becker Green has decades of experience serving clients in health care, financial services, retail, hospitality, and technology, among other industries, representing entities from startups to Fortune 100 companies. Operating in locations throughout the U.S. and supporting clients in the U.S. and abroad, the firm’s attorneys are committed to uncompromising client service and legal excellence.
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reflection & outlook

To ensure both company success and a culture that thrives, Human Resources will need to assume a more prominent seat at the boardroom table in 2018. Epstein Becker Green is eager to assist clients in preventing issues from arising and with finding comprehensive solutions if problems emerge.

With a new administration in office in Washington and workforce and health care issues dominating the national headlines, Epstein Becker Green’s "super boutique" focus and depth of knowledge in these evolving areas allowed us to assist clients with the uncertainty, challenges, and new opportunities presented in 2017. Further, the attorneys who joined us during 2017 broadened our perspectives, enhanced our skill set, and enabled us to continue to serve our clients efficiently, innovatively, and more completely.

In 2017, workforce issues—such as sexual harassment, pay equity, and wage and hour compliance—created potential risk and exposure for employers. It became essential for businesses to have a nuanced understanding of immigration law and global workforce management. High-profile cybersecurity breaches demonstrated the need for companies to have robust cybersecurity policies and procedures. The health care industry also experienced fundamental shifts. In addition to policy changes in Washington and at the Centers for Medicare & Medicaid Services, provider consolidation activity continued, litigations and investigations increased, and health IT remained a top priority.

In this environment, we have found that blending a knowledge of both legal and business trends is the most impactful course of action. Through individual meetings, larger conferences, videos, and other innovative content, we kept our clients abreast of changing legislation and regulations. We then collaborated with them to develop and execute their strategic growth plans and compliance initiatives. Through our affiliate consultancy EBG Advisors, we creatively partnered with clients to help them overcome a wide variety of significant obstacles. In many instances, our M&A legal teams tapped directly into a network of physicians, coders, and medical directors made available through EBG Advisors to better inform their diligence review and contract negotiation. We also worked with several boards of directors and C-suite executives to cost-effectively obtain critical data and related metrics, which enhanced their ability to meet the challenge of cybersecurity oversight. When disputes did occur, our seasoned litigators stood ready to meet our clients’ needs in the courtroom.
We were fortunate to have added several talented attorneys and advisors to our offices throughout the country. These new additions bolstered the firm’s capabilities in our core practices, and they are already contributing their exceptional skills to our engagement teams, helping deliver value to our clients. In 2017, Epstein Becker Green also expanded its footprint with a new office in Nashville, Tennessee.

Looking ahead, we expect our clients to continue to seek growth opportunities while preserving corporate brand and assets through enhancements to their workforce, benefits, and health care compliance programs. The #MeToo movement has reached the highest levels of organizational leadership, posing challenges to company reputation and necessitating a focus on compliance with labor and employment laws and preventative human resources (HR) measures. To ensure both company success and a culture that thrives, HR will need to assume a more prominent seat at the boardroom table in 2018. Epstein Becker Green is eager to assist clients in preventing issues from arising and with finding comprehensive solutions if problems emerge.

To our clients, it has been a pleasure to partner with you and serve as your trusted advisor. In the coming year, we will further develop our understanding of your business objectives and goals to bring you innovative solutions and strategies appropriate for tomorrow’s challenges. Thank you for your loyalty and confidence.
National Insight, Local Experience

To improve access to Epstein Becker Green’s national resources and to best serve the vibrant health care market in Tennessee, the firm opened an office in Nashville in June 2017. A group of core attorneys—Richard Westling, Ellen Bonner, and Paul Gilbert—brings decades of experience in the health care industry and extensive knowledge of mergers and acquisitions, fraud and abuse investigations, regulatory compliance, and government contracting to the firm’s new office and national platform.

Fundamental Growth

Our practice areas were strengthened with the addition of several lateral attorneys. Jonathan Brenner, Paul DeCamp, Richard Frey, and Brian Spang enhanced our Employment Labor & Workforce Management practice with their seasoned understanding of class action and complex litigation, wage and hour laws, trade secrets, and non-compete issues. Gail Javitt, Alaap Shah, and John Steren joined our Health Care and Life Sciences practice, supplementing the firm’s capabilities in food and drug law, privacy and security, and antitrust counseling, respectively.
Tools in the Face of Unpredictability

We focused our innovative thought leadership on comprehensive tools to help clients navigate the uncertain legal and regulatory environment in 2017:

As President Donald Trump took office, Epstein Becker Green launched the New Administration: Resources and Insights information portal so our clients could track and understand the biggest developments from the new administration during its first 100 days. The resource served as a centralized place to review the actions impacting employers and the health care industry.

With large-scale data breaches jolting both high-profile companies and millions of consumers throughout the year, organizational cybersecurity and risk management have become more important than ever. To best aid clients in protecting sensitive information, Epstein Becker Green became an official Carnegie Mellon University Software Engineering Institute (SEI) Partner. As an SEI Partner, Epstein Becker Green is licensed to provide official SEI services in insider threat vulnerability assessments to organizations worldwide. In addition to assessing risk, the firm is now well positioned to help implement the proper personnel and workforce management policies and training that can protect companies from internal threats.

Over the last year, 48 states made substantive changes, actively modifying existing laws or enacting additional laws, to clarify and refine the regulatory framework through which telemental health services are delivered. (“Telemental health” is mental health care delivered via interactive audio or video, computer programs, or mobile applications.) Epstein Becker Green again conducted extensive research and published the 2017 Appendix to its “50-State Survey of Telemental/Telebehavioral Health (2016).” The 2017 Appendix updates providers and consumers on navigating the complex changes impacting the provision of telemental health services.
Focus on Collaboration

As part of Epstein Becker Green’s focus on collaboration, we frequently facilitated learning, networking, and professional growth by bringing clients together at in-person events across the country:

The firm’s 36th Annual Workforce Management Briefing brought to employers from around the country an insider’s view of the changes occurring in Washington, DC. Our keynote and plenary sessions featured Philip A. Miscimarra, then-Chairman of the National Labor Relations Board; Chai Feldblum, Commissioner of the Equal Employment Opportunity Commission; Marc Freedman, Executive Director of Labor Law Policy of the U.S. Chamber of Commerce; and Katie Mahoney, Executive Director of Health Policy of the U.S. Chamber of Commerce.

David Garland (C) of Epstein Becker Green with Marc Freedman (L) and Katie Mahoney (R) of the U.S. Chamber of Commerce during Plenary Session 2.

Attendees contemplate the viewpoints presented during the morning sessions.

Philip A. Miscimarra, then-Chairman of the National Labor Relations Board, sets the tone for the day’s discussions.

Guests arrive for a jam-packed day of sessions and workshops.
Epstein Becker Green’s inaugural Counsel to Counsel roundtable provided a forum for general counsel in the health care and life sciences industries to discourse on the latest legal, regulatory, and compliance opportunities and challenges faced by general counsel and their organizations.

Dr. Samuel Nussbaum leads a discussion on “Innovation and Value,” exploring cutting-edge ways to lower cost and improve quality.

The roundtable’s dinner provided networking opportunities and a presentation on “The New Administration – Updates from Washington, DC,” which offered insight into the current administration and the potential impact of health care legislation.
Startup companies of all shapes and sizes grapple with the common challenge of keeping their cool culture while maintaining a compliant workplace. Epstein Becker Green gathered leading minds from startups in several industries to examine some of the solutions to this problem.

L-R: Jonathan Truppman, Senior Vice President and General Counsel of Casper; AJ Pires, Co-Founder and President of Alloy Development LLC; Adam Greenberg, Lead Counsel of Warby Parker; and Kate Rhodes of Epstein Becker Green.
Our Commitment

Epstein Becker Green will maintain our commitment to providing multifaceted solutions and comprehensive resources and events for our clients in 2018 and beyond.
Professional Development Training

Professional development is one of the highest priorities at Epstein Becker Green, and we believe it is a key advantage in providing great client service. The firm offers numerous professional development opportunities throughout the year, including hands-on work experience and mentoring. However, two in-depth programs, in particular, provide invaluable networking experiences and business development training for the firm’s attorneys at all levels:

Associates, senior counsel, and senior attorneys, and even this year’s summer associates, traveled from Epstein Becker Green’s offices across the country to gather in Philadelphia for the firm’s first-ever Associate Summit. The Associate Summit included presentations from firm leadership on the practice of law, training on the best ways to work across generations, and dialogue focused on improving client service. Because the 2017 event was so successful, the firm decided to hold the Associate Summit biennially moving forward.

![2017 ASSOCIATE SUMMIT PHILADELPHIA](image)

- 26 whirlwind hours
- 9 collaborative presentations
- 12 bowling lanes conquered
- 80+ Nutella snack packs devoured

Attendees have the opportunity to network before bowling at Lucky Strike.

James Flynn, General Counsel of Epstein Becker Green, presents as part of the Summit’s opening remarks.
Members of the Firm attended the 2017 Partner Retreat in Baltimore, Maryland. This year’s interactive sessions focused on the firm’s core values and how those values can be used to better address client needs and expectations.

2018 Promotions

The firm’s training and professional development initiatives support attorneys in reaching their goals, and we recognized the remarkable achievements of several attorneys this year. Epstein Becker Green promoted attorneys David Clark, Aime Dempsey, Charles Dunham, and Kate Rhodes to Members of the Firm, effective January 1, 2018.
Diversity

At Epstein Becker Green, we are proud to foster diversity and inclusion every day. Our clients are best served through innovation and creativity, and the surest way to fuel great ideas is through a diversity of opinions, backgrounds, and experiences.

We enhanced our diversity and inclusion efforts in a number of ways in 2017. For example, we formalized the four affinity groups that serve as supportive resources for employees from all backgrounds. In October, the firm marked its eighth annual celebration of Diversity Awareness Month by offering a variety of educational programs that spurred conversations on the different cultures spanning the firm’s team and our clients’ organizations.

The firm also hosted a fifth annual reception to honor one individual who has championed the advancement of diversity and inclusion. Epstein Becker Green’s 2017 “Make a Difference” Award was presented to Retired Chief Judge Eric T. Washington, who served on the District of Columbia Court of Appeals. Throughout his career, Chief Judge Washington was a tireless advocate for expanding access to legal representation for all people.

1 firm-wide international food fest

3 attorneys recognized nationally for their efforts in diversity and inclusion

5 diversity-focused “Tip of the Week” videos shared with clients

160 employees participated in a “pin the map” contest to share their ancestry
Pierre Georges Bonnefil (L) and Clifford Barnes (R) of Epstein Becker Green, were speakers at the 10th Annual Men of Color Conference, which recognizes and brings together corporate America’s most vibrant and influential men.

Epstein Becker Green attorneys Carrie Valiant (L) and Clifford Barnes (R) present the “Make a Difference” Award to Retired Chief Judge Eric Washington (C).

L-R: Ebunola Aniyikaiye, Wenxi Li, Maxine Adams, Megan Robertson, and James Tam, all of Epstein Becker Green, attend the “Make a Difference” Award reception.

Pierre Georges Bonnefil (L) and Clifford Barnes (R) of Epstein Becker Green, were speakers at the 10th Annual Men of Color Conference, which recognizes and brings together corporate America’s most vibrant and influential men.

L-R: Anjali Downs, Deepa Selvam, Heather Garecht, and Thalia Bowen attend a reception, which gathered a diverse group of alumni, clients, and friends, to celebrate the renovation of the firm’s Washington, DC, office.
Women’s Initiative

Since 2002, the Women’s Initiative (WI) of Epstein Becker Green has enhanced the careers of professional women by providing opportunities both inside and outside the office to network, share information, acquire skills, and develop rewarding professional relationships. Throughout 2017, the WI held events and programs to encourage our attorneys to interact and work together while strengthening both the internal and external relationships that provide value to our clients and communities.

At the law firm’s Newark office, attorneys and staff prepare to deliver their donations to Dress for Success.

Michelle Capezza paints among clients and friends at the WI’s 2017 “paint and sip” event.

Women partners assemble before their annual walk, held at the Partner Retreat in Baltimore.
Facilitating Opportunities for Students

Epstein Becker Green and its attorneys prioritize the educational development of students and encourage legal learning in a variety of ways. This year, the firm participated in a high school internship co-op program, led a training program for university students, and organized two legal writing competitions for law students.

The law students whose writing rose to the top in 2017 are Andrew Beeler, who received Epstein Becker Green’s Robert D. Reif Fellowship in Legal Ethics and Professional Values for his paper titled “The Black Box of Lawyers Assistance Programs: Explaining the Need for Special Advocates for Impaired Attorneys,” and Mark Fadel, who won first place in Epstein Becker Green’s Health Law Writing Competition for his essay titled “Insurance Practices and Disparities in Access to Assisted Reproductive Technologies.”

Andrew Beeler (C) was awarded the Robert Reif Fellowship by the 2017 judges (L-R) Kathy Williams and Doug Hastings of Epstein Becker Green, Susan Carle, Melissa Reif, Amy Reif, Lia Epperson, James Flynn of Epstein Becker Green, and Alan Wasserman, M.D.
Pro Bono

At Epstein Becker Green, we recognize our professional responsibility to the communities that we serve and understand the unique and rewarding opportunities for personal and professional growth that pro bono work affords. In 2017, attorneys and staff in the majority of our offices participated in the firm’s pro bono efforts. They spent more than 4,600 hours working on pro bono projects and represented over 120 different corporate and individual pro bono clients. Our corporate pro bono clients included:

ACC Diversity Summer Internship Program
Alliance for HCPCS Coding Reform
Alliance of Wound Care Stakeholders
Alternatives, Inc.
American Law Institute Continuing Legal Education
AMIT
ARDC – Attorney Registration & Disciplinary Commission
Arlington Free Clinic
Ashley Home Stores of Central New Jersey
Baumeisterjung, Inc.
Bazelon Center for Mental Health Law
Big Brothers Big Sisters of Rockland County
Briarcliff Nursery School
Brooklyn Children’s Museum
The Browning School
Camp Nejeda Foundation
CARE House of Oakland County
Case Commons, Inc.
The Center for Telehealth and eHealth Law (CTeL)
Chazy After School Program
City Dogs Rescue & City Kitties
City Harvest, Inc.
Classroom, Inc.
Clinical Laboratory Management Association
CLUSTER Community Services
Community Health Care Association of New York State
Community Unitarian Universalist Congregation at White Plains
The Connecticut League of Nursing
District Ethics Committee of the Supreme Court of New Jersey
The Florida Bar
District of Columbia Bar
District of Columbia Primary Care Association
District VA Ethics Committee
Dramatic Results
Easter Seals Serving DC | MD | VA
Easy FBO
Fedcap Rehabilitation Services, Inc.
Federal Defender
Foster and Adoptive Family Services
Friends of Karen
Georgetown Village
GlamourGals Foundation, Inc.
God’s Love We Deliver
Haitian Emergency Relief
Hann Financial Service Corporation
Health Care Industry Access Initiative
The Heritage Foundation Center for Legal and Judicial Studies
Hispanic Resource Center of Larchmont & Mamaroneck
Hope for a Healthier Humanity
iHealth, Inc.
Immigration Equality
Information Sharing Analysis Organization
Integral Guardianship Services, Inc.
The Ivymount School
Just Between Friends
Just Soul Catering
Kids in Need of Defense (KIND)
Korean Churches for Community Development
Langley “S.T.E.M.” Education Campus
Lawyers Alliance for New York
Legal Aid Society of the District of Columbia
Legal Counsel for the Elderly
The Lend A Hand Project
Litchfield Hills Sudbury School
Little Angels Group Family Day Care
Make-A-Wish Foundation of New Jersey
Morganville First Aid & Rescue Squad, Inc.
Morristown Area American Little League
National Association of Health Services Executives
National Safe Boating Council
Neighborhood Christian Legal Aid Clinic
New Jersey District Fee Arbitration Committee
New Jersey Supreme Court District Fee Arbitration Committee
New York County Lawyers Association
New York Supreme Court, Commercial Division Mediation
Newark Court-Appointed Mediation
NJ Leep, Inc.
Orchards Children’s Services
Partnership for a Healthier America
Practicing Attorneys for Law Students Program, Inc., Professor Carl Coleman
REAL Beyond Domestic Violence
The Retreat, Inc.
Rockland 21st Century Collaborative for Children and Youth
Rutgers Moot Court
S.D.N.Y. Mediation Program
Seabury Resources for the Aging
Seton Hall Healthcare
Compliance Certification Program
Seton Hall Law School
South Orange/Maplewood District

Special Education
Spanish Catholic Center
Street Law, Inc.
Student Conservation Association
The Surfrider Foundation
Tanenbaum Center for Interreligious Understanding
Temple Beth Rishon
Temple Emanuel of the Pascack Valley
Temple Sholom (Scotch Plains, NJ)
Tennyson Nature Center
The Tourette Syndrome Awareness Foundation
Translators Without Borders, Inc.
UAW Retirement Medical Benefits Trust
University of Chicago Moot Court Competition
The University of Texas Health Science Center at Houston
Whitman-Walker Clinic
Women Business Leaders of the U.S. Health Care Industry
Yale Law School Association Executive Committee
Welcome to the firm

We welcomed all of the following individuals to the firm this year:

Ellen Bonner  
Member of the Firm  
Nashville Office

Jonathan Brenner  
Member of the Firm  
Los Angeles Office

Arit Butani  
Senior Attorney  
San Francisco Office

Jillian de Chavez-Lau  
Associate  
New York Office

Paul DeCamp  
Member of the Firm  
Washington, DC, Office

Andrea Douglas  
Senior Attorney  
Los Angeles Office

Michael Dubitzky  
Associate  
New York Office

Jacqueline Frazer  
Associate  
Washington, DC, Office

Richard Frey  
Member of the Firm  
Los Angeles Office

Paul Gilbert  
Member of the Firm  
Washington, DC, Office

Gail Javitt  
Member of the Firm  
Washington, DC, Office

Shawndra Jones  
Senior Counsel  
New York Office

Christopher Lech  
Associate  
New York Office

Clay Lee  
Associate  
Nashville Office

Erica McKinney  
Associate  
Chicago Office

Gregory Mitchell  
Associate  
New York Office

Alaap Shah  
Member of the Firm  
Washington, DC, Office

Yulian Shtern  
Associate  
Newark Office

Asa Smith  
Associate  
New York Office

Brian Spang  
Member of the Firm  
Chicago Office

Scott Splittgerber  
Senior Counsel  
New York Office

John Steren  
Member of the Firm  
Washington, DC, Office

Jessika Tuazon  
Associate  
Los Angeles Office

David Weiner  
Senior Counsel  
New York Office

Richard Westling  
Member of the Firm  
Nashville Office

Allison Zangrilli  
Senior Counsel  
Princeton Office
2017 first-year associates

**NEW YORK**
Amanda Gómez (Labor)
Alyssa Muñoz (Labor)
Chelsea Ott (Health)

**NEWARK**
Tristan Potter-Strait (Health)

**WASHINGTON, DC**
Ebunola Aniyikaiye (Health)
Daniel Kim (Health)
Megan Robertson (Health)
Olivia Seraphim (Health)
Katherine Smith (Labor)

2017 summer associates

**NEW YORK**
Corben Green (Columbia Law School)
Frances Kenajian (Brooklyn Law School)
Anastasia Regne (Benjamin N. Cardozo School of Law)
Sidra Zaida (New York University School of Law)

**NEWARK**
Andrew Kuder (Seton Hall University School of Law)

**WASHINGTON, DC**
Audrey Davis (Temple University Beasley School of Law)
Lauren Farruggia (George Washington University Law School)
Brian Hedgeman (Howard University School of Law)
Matthew Sprankle (University of Maryland School of Law)
Sean Winker (George Washington University Law School)
EBG Advisors is a national strategy and management consultancy that serves leading organizations on health care and employment matters. With a far-reaching network of skilled professionals, EBG Advisors is capable of supporting client innovations from ideation to full implementation. We further aid transactions, operational improvement, compliance, and data security to promote the growth and sustainability of businesses. EBG Advisors consultants often collaborate with Epstein Becker Green attorneys on engagements that require a multidisciplinary approach spanning strategic, policy, regulatory, governance, clinical, and economic topics.

National Health Advisors (NHA) is a consultancy dedicated to the provision of legislative and regulatory advocacy. No other consultancy matches NHA’s depth of expertise in helping a wide range of organizations navigate and influence policies that affect the U.S. health care system. NHA gives health, education, and not-for-profit institutions a strong voice in the halls of Congress and throughout federal administrative agencies.

As an affiliate of Epstein Becker Green, NHA can draw on the thought leadership of one of the largest legal practices in the United States dedicated to health care and life sciences. NHA is composed of professionals representing a wide range of private and public sector skills and experience. Our team of legislative policy experts, health attorneys, and federal regulatory veterans helps clients find practical and effective solutions. We offer a broad range of specialized services that are strategically focused on advocating and implementing public policy solutions for numerous sectors of the health care industry.
Law360’s Practice Groups of the Year

Named a 2017 “Health Practice Group of the Year” (the firm has received this distinction twice in the past three years)

Legal Marketing Association (LMA): Your Honor Awards

Recognized the firm’s weekly video series, Employment Law This Week® (ELTW), the first of its kind in the legal industry, with a 2017 LMA Your Honor Award—ELTW was the top video series honoree in the Communications: Interactive and Digital Marketing, Email Marketing category

The BTI Brand Elite 2017: Client Perceptions of the Best-Branded Law Firms

Recognized as a Premium Value Leader for providing extraordinary value to clients (based on nearly 633 in-depth interviews with general counsels and legal decision makers at the world’s leading organizations)

Chambers USA: America’s Leading Lawyers for Business 2017

- Ranked in Healthcare Nationwide and in the District of Columbia, New Jersey, and New York
- Ranked in Labor & Employment in New Jersey and New York, and listed among “Other Noted Firms” in Labor & Employment Connecticut
- Ranked in Employee Benefits & Executive Compensation in New Jersey
- Recognized 23 Epstein Becker Green lawyers as leading practitioners

The Legal 500 United States 2017

- Named as a top-tier recommended law firm in the category of “Healthcare: Health Insurers”
- Recommended in the following seven practice areas: Healthcare: Service Providers; Employee Health and Retirement Plans; Immigration; Labor and Employment Disputes (Including Collective Actions): Defense; Labor-Management Relations; Workplace and Employment Counseling; and M&A: Middle Market (Sub-$500M)
- Listed two EBG attorneys as “Leading Lawyers” and recommended 48 attorneys in their areas of focus