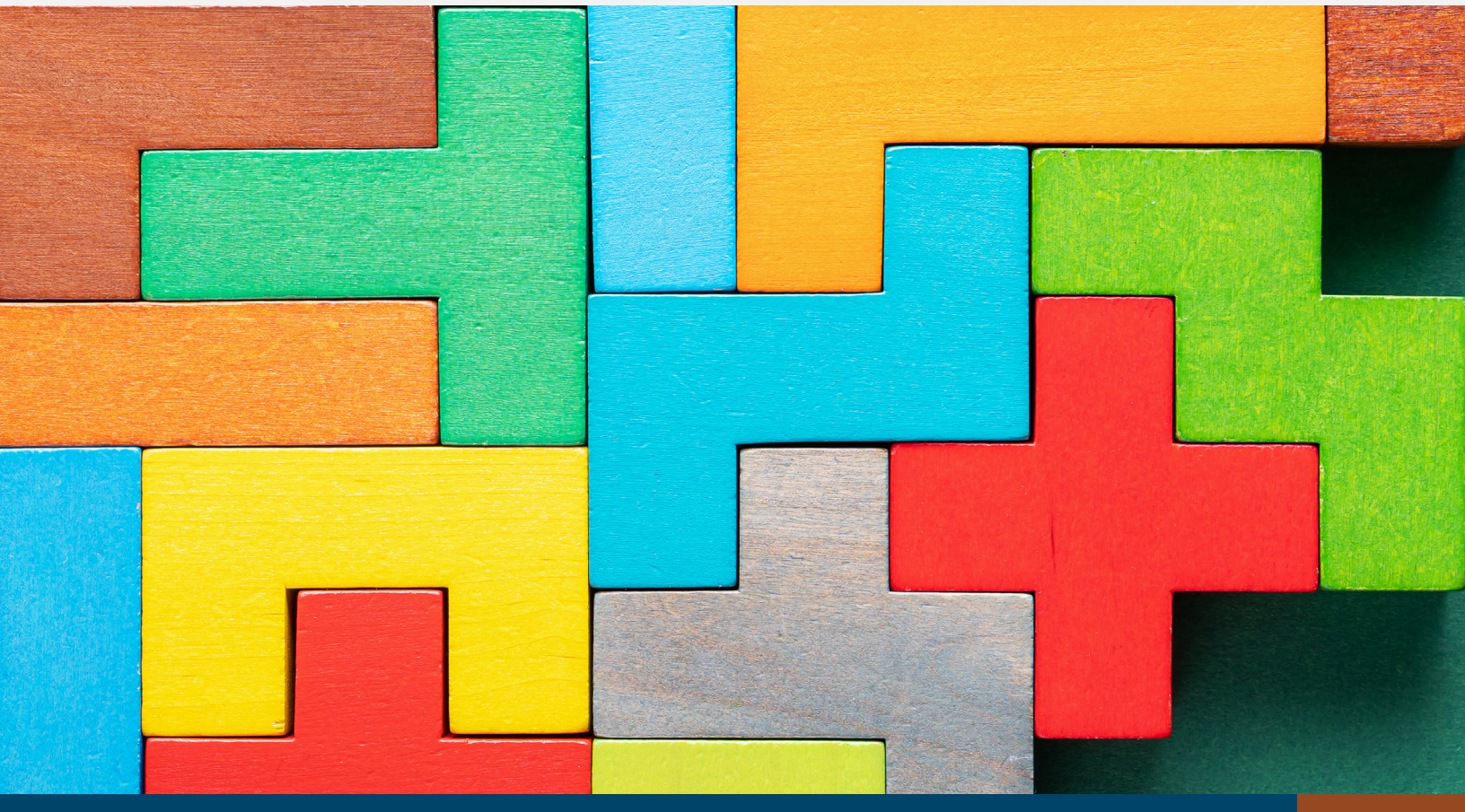


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HOOPER, LUNDY & BOOKMAN, PC  
HEALTH CARE LAWYERS & ADVISORS

# 2021 DEI Annual Report



At Hooper, Lundy & Bookman, **diversity, equity, and inclusion** aren't just talking points. The firm is deeply committed to ensuring that these values are infused into every aspect of our business. We understand that a wider range of perspectives and approaches means more innovative legal and policy solutions for our clients, and we see improving diversity within the firm as an opportunity to enhance our client work as well as our culture.

This dedication extends to the work we do every day in collaboration with health care providers nationwide. In partnership with community health institutions, we are actively working to improve access to quality health care through educational and practical services that address various social determinants of health.

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# DEI Committee

At the core of our efforts is our Diversity, Equity and Inclusion (DEI) Committee, comprised of our Managing Shareholder, partners, senior counsel, associates, government relations professionals, and business staff. We launched our Diversity Initiative in 2012 and have been guided by a strategic plan since 2016. Since 2020, we have been working with a diversity consultant to expand our plan for the firm's future, guided by the following goals:

**Improving DEI  
recruitment and  
retention**

**Supporting people  
through life  
transitions**

**Uniting  
people across  
departments and  
offices**

**Building a  
reputation for DEI**

**Through this plan, we're working to reduce barriers by:**

- Coordinating mentorship and training for attorneys from underrepresented groups to promote professional development
- Instilling a culture of equity and inclusion to ensure the retention and advancement of women and underrepresented groups
- Adopting internal policies to support our professionals and staff through life transitions, including expanded family leave and part-time policies.
- Supplementing the firm's efforts to recruit diverse candidates at all levels

## DEI by the Numbers

**39%**

Lawyers and government relations professionals who are women

**19%**

Lawyers and government relations professionals who are from underrepresented groups

**57%**

Associates who are women

**50%**

Associates who are from underrepresented groups

**67%**

Lawyers elevated to equity partnership from 2019-2021 who were women and/or from underrepresented groups

**26%**

Equity partners who are women and/or from underrepresented groups

# Leadership

Women and historically underrepresented groups are represented throughout the firm, including the highest levels of Hooper, Lundy & Bookman's leadership. Women serve on the firm's Board of Directors, and chair or co-chair firm Departments, Practices, Task Forces and Committees.



**Katrina Pagonis**  
Regulatory Department, Chair



**Linda Kollar**  
Behavioral Health Practice, Co-Chair



**Jennifer Hansen**  
Board of Directors, Member  
Medical Staff Practice, Co-Chair



**Alicia Macklin**  
Behavioral Health Practice, Co-Chair  
Health Equity Task Force, Co-Chair



**Ruby Wood**  
Medical Staff Practice, Co-Chair



**Nina Marsden**  
COVID-19 Task Force, Chair



**Amy Joseph**  
Business Department, Co-Chair  
Academic Medical Centers Practice,  
Co-Chair



**Sandi Krul**  
Board of Directors, Member  
Health Equity Task Force, Co-Chair  
Diversity, Equity & Inclusion Committee, Co-Chair



**Kelly Carroll**  
Medicare Appeals Practice, Co-Chair



**Monica Massaro**  
Diversity, Equity & Inclusion Committee,  
Co-Chair



**Andrea Frey**  
Digital Health Practice Group, Co-Chair

**Further, the heads of our four administrative departments are all women:**

Finance and Accounting

Marketing & Business Development

Information Technology

Human Resources

# Recruiting

**In 2018, our firm adopted the Mansfield Rule, a dedication to considering at least 30% women, lawyers of color, LGBTQ+ lawyers, and lawyers with disabilities when recruiting externally and for leadership roles.**

Of the 9 associates hired since 2019, 5 were women and 5 were from underrepresented groups.

Our firm values diversity in its recruiting efforts. Core components of the firm's planned DEI initiatives in recruiting include the following:



**Partnering with law schools and student-run organizations to help identify diverse talent**



**Requiring outside recruiting consultants to consider diversity in their efforts on behalf of the firm**



**Expanding the firm's talent search by incorporating the Mansfield rule**



**Supporting health law societies across the country**



**Hosting panel discussions to promote careers in health law**



**Promoting mentorship of law students who express an interest in health law**

# Supporting DEI in the Legal and Policy Professions

The firm is dedicated to committing significant resources to our DEI efforts. We have sponsored or partnered with numerous organizations, including the California Minority Counsel Program, Women in Government Relations, Leadership Council on Legal Diversity, Public Leadership Education Network, the Southern California Chinese Lawyers Association, the National Asian Pacific American Bar Association, Women in Healthcare Administration of Southern California, the Greater Los Angeles Chapter of Women in Healthcare, and Women Lawyers Association of Los Angeles. Further, the firm's Managing Shareholder is a member of The Leadership Council on Legal Diversity, an organization of more than 300 corporate chief legal officers and law firm managing partners who have dedicated themselves to creating a truly diverse U.S. legal profession.

## Health Equity

The firm has long been committed to the principle of fighting for equal access to health care. In fact, our founding mission was to support a robust health care provider community so that all populations could receive quality health care. The firm's Health Equity Task Force works to address social determinants of health in collaboration with hospitals and health care providers across the country.

Our lawyers and government relations team are dedicated to supporting our clients and organizations in promoting health equity through programs, services and policies aimed at providing quality health care to all and addressing social determinants of health. These efforts are directed at access to care, including street medicine, vaccine administration, food services, transportation and telehealth, post-discharge housing, and free health screenings. Our policy work also includes support for community based programs, advancing alternative payment models focusing on health equity, and leveling policies that have a disproportionate negative impact on certain populations.

**Our lawyers and government relations team are dedicated to supporting our clients and organizations in promoting health equity through programs, services and policies aimed at providing quality health care to all and addressing social determinants of health.**



# What Our People Say



“Our commitment to continuous improvement in firm diversity, equity and inclusion makes us stronger and more innovative. We are dedicated to implementing policies and initiatives to improve women and minority representation among our lawyers and professionals, as well as to promote health equity in the work we do.”

**- Mark Reagan, Managing Shareholder; Chair, Board of Directors**



“All of our professionals are invited to join the DEI Committee. It is so inspiring to see active participation from some of our most junior associates to our most senior partners, working together for a common goal. Yes, sometimes the conversations are uncomfortable and difficult, but they give rise to stronger relationships and inclusion within the firm.”

**- Sandi Krul, Partner; Member, Board of Directors; Co-Chair, Diversity, Equity & Inclusion Committee**



“Our DEI Committee includes active participants from each of our offices and departments. We came together to draft a strategic plan that is inclusive by design, offering professional development opportunities to lawyers and government relations professionals at all levels of the firm, and building on perspectives from diverse teams to address various areas for growth.”

**- Monica Massaro, Director, Government Relations & Public Policy Department; Co-Chair, Diversity, Equity & Inclusion Committee**



“It’s been edifying to see the developments of the DEI Committee over time. What started initially as a Task Force in 2012 developed into a formal Committee with active participation from all of our Departments and offices with a formalized strategic plan and measured improvement in our overall diversity and inclusion efforts. While we acknowledge there is more work to be done, it is inspiring to participate in the team efforts to move the needle forward.”

**- Jennifer Hansen, Partner; Member, Board of Directors; Co-Chair, Medical Staff Practice; Founding Member of the firm’s Diversity Initiative**



“Since I’ve been with the firm, HLB has been deeply committed to improving DEI, and it shows – from its hiring practices, to the involvement of firm leadership in the DEI Committee, to the firm’s implicit bias training program, to allowing attorneys to work part time.”

**- Paul Garcia, Partner, Regulatory Department**



“As a mom who cares deeply about health equity, working at HLB aligns with my values. As attorneys, we support health care providers, and as colleagues, we support each other. This work has taken on greater meaning during the Covid-19 pandemic, which has also underscored the importance of working somewhere I can build a career and a family at the same time.”

**- Stephanie Gross, Associate, Regulatory and Business Departments**



“HLB is making steady progress on prioritizing diversity and inclusion. In particular, HLB has given junior associates such as myself opportunities to build my expertise and business by presenting at firm-sponsored webinars, and also given me the opportunity to take leadership roles on the Diversity, Equity and Inclusion Committee.”

**- Jeffrey Lin, Associate, Regulatory Department**

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