



***Gillian Bidgood, Shareholder***

Gillian Bidgood treats clients' problems like her own. As vice-chair of the firm's Workforce Development, Investigations & Compliance practice, she looks beyond the law and works with clients to understand the financial, practical, and personal motivations and implications of the employment issues and employment litigation she handles. This broad perspective helps Gillian ensure that she is responsive to clients' needs and that she can proactively help clients define and meet their goals.

Gillian has successfully honed her skills as a trial attorney and legal counselor. Clients rely on her to find solutions and give sound advice on all stages of the employment relationship from hiring to post-termination disputes.



***Colleen Faddick, Shareholder***

Colleen Faddick advises clients regarding the structure of and relationships among health care providers and entities within the complex federal and state regulatory environment. She currently serves as chair of the firm's Health Care Operations practice and focuses on Medicare and Medicaid reimbursement and enrollment issues and appeals, fraud and abuse and self-referral law issues, licensing and certification of health care entities. Colleen works with hospitals, large physician groups, dialysis suppliers, medical device companies, pharmacies, clinical

laboratories, DME companies, and other health care entities.



***Jeffrey Fitzgerald, Shareholder***

Thoroughness and thoughtfulness are the keys to Jeff Fitzgerald's success in defending health care clients in health care fraud investigations. He believes effective strategies for successfully defending investigations include the rigorous exploration of the facts and a detailed analysis of the applicable regulations. Jeff represents health care providers in disputes with federal and state licensure bodies, professional licensure boards, and other regulators and law enforcement agencies. He also assists health care companies that have proactively discovered

potential compliance issues. Jeff uses his experience in resolving investigations to develop practical solutions that bring finality and risk reduction to compliance problems.



***Elizabeth Harding, Shareholder***

Liz is a dual-qualified attorney in Colorado and the United Kingdom who counsels clients on data privacy, advertising and technology licensing matters. Prior to practicing in the U.S., she practiced law in the U.K. for over 10 years counseling clients on EU privacy and technology matters.

Liz's practice involves three key areas: privacy, advertising, and technology licensing. She has significant experience counseling clients on how to comply with their EU privacy obligations, with a focus on how to prepare for, respond to, and implement regulatory changes arising out of the General Data Protection Regulation (GDPR). In her advertising practice, Liz advises clients within the cable television and entertainment industries on transactional and operational matters, with a focus on media sales and ad tech. Liz also regularly advises clients with respect to all aspects of licensing and technology matters, including the drafting and negotiation of agreements related to software and hardware development, licensing and support.



***Bragg Hemme, Shareholder***

In order to assist health care clients, address their targeted business concerns, Bragg Hemme draws on a wealth of practical experience and a solid understanding of the industry gained during her time as both external and internal counsel. Her experience includes advising clients regarding the complex and ever-changing federal and state regulatory environment.

Bragg also works with private equity firms in the health care space bringing her strong regulatory and reimbursement background in to support the success of their health care platform, whether the investment is short or long term.

Bragg co-chairs Polsinelli's Reimbursement Institute, bringing Polsinelli industry-leaders together to navigate the most complex issues in the evolving reimbursement space.

Bragg also co-chairs Polsinelli's Behavioral Health practice area, bringing a unique and multi-disciplinary focus to providers in the behavioral health space.



***Bruce Johnson, Shareholder***

Bruce Johnson assists clients with a strategic, forward-thinking and pragmatic approach. He brings more than 25 years of legal and management consulting experience to his health care organization clients. Bruce assists hospitals, medical groups, academic practice plans and other health care enterprises in crafting effective relationships to promote business objectives while considering strategic, compensation, business operations, compliance, and other issues in today's changing payment and delivery environments.

Bruce excels at applying crosscutting legal requirements – including Stark self-referral, fraud and abuse, Medicare reimbursement, tax-exempt organization, antitrust, corporate and other laws – to health care business goals and transactions to promote client business objectives and legal compliance.



***Ryan Thurber, Associate***

Ryan Thurber brings a lifelong passion for health care to his work for clients at Polsinelli. Prior to joining Polsinelli, Ryan spent time working in human resources and the legal department of a major hospital system. In those roles, he worked to resolve several issues unique to health care, including the Stark law, Anti-Kickback Statute, HIPAA, and hospital/physician contracts. This experience gives him a deep understanding of the legal issues facing health care providers. Ryan's practice focuses on helping health care providers solve their legal challenges, so they can

continue to provide their patients with the very best care. He works with clients to navigate complex transactional matters and regulatory issues.



***Marissa Urban, Associate***

Marissa Urban assists clients with a business-minded and practical approach. Marissa applies experience in fraud and abuse, mergers and acquisitions, regulatory compliance, and Federal Health Care Programs to promote client business objectives and legal compliance. Her years of experience in the pharmaceutical industry representing pharmaceutical manufacturers, pharmacy benefits managers, and pharmacies in strategic business development, mergers and acquisitions, and regulatory compliance provide experience-based insight for

all types of health care entities. Marissa assists pharmacy business managers, hospitals, medical groups, academic practice plans, and other health care entities to implement business plans and establish successful relationships with other industry players.



***Ryan Morgan, Associate***

Ryan Morgan understands that success in today's complex and competitive health care marketplace requires innovative ideas powered by intelligent legal guidance. Ryan's experience on both the provider and payor sides provides him a unique, big-picture perspective to offer tailored and creative legal advice for clients' business challenges. Ryan previously served as in-house counsel for a large, non-profit health system and for a pharmaceutical benefit management organization with significant insurer operations.