



Thomas Beck is Vice President, Labor & Employee Relations for HCA Healthcare, a Fortune 100 company with 300,000 employees. He leads a team of 34 that is responsible for union avoidance; collective bargaining; the administration of more than 60 collective bargaining agreements across 37 hospitals in eight states; sensitive matters of employee discipline; and the development and application of workplace policies on a variety of matters such as attendance, background investigations, drug testing, discipline, etc. Thomas also serves as the Ethics & Compliance Officer for HCA's 1700-person HR Group.

In December 2016 and January 2017, Thomas took a leave from his duties at HCA and worked for the Trump Presidential Transition. During this time, he recruited and recommended top candidates for 30 presidentially-appointed, senior executive positions in the federal government; advised Transition leadership about domestic policy; and helped a Cabinet nominee prepare for his Senate confirmation hearing.

Prior to joining HCA, Thomas spent four years at the Federal Labor Relations Authority. President Bush appointed Thomas as the FLRA's Chairman in 2008 after his unanimous confirmation by the Senate. As Chairman, he was responsible for the leadership of the agency's 120-person staff and the management of its \$25 million budget. Thomas implemented management changes that helped the organization achieve a 270 percent increase in productivity and a 250 percent increase in employee engagement during his first two years at the agency. While at the FLRA, Thomas authored or co-authored published decisions resolving more than 700 legal disputes.

Before his appointment to the FLRA, Thomas was a partner in the Washington office of the global law firm Jones Day, where he practiced for 16 years after his graduation from the University of Virginia School of Law. During his time with Jones Day, Thomas appeared in numerous federal and state trial courts throughout the United States and argued cases in several United States Courts of Appeals. He also taught law school courses on the legislative process, statutory interpretation, and constitutional law.

Thomas is the author of two books. The first is *Constitutional Separation of Powers: Cases & Commentary*, a legal text that surveys the powers of the federal government and how those powers are allocated among governmental institutions. The second is the illustrated children's book *Mason the Lucky Dog*.



Sachin Bhandari serves as Vice President of Employee Relations and HR Shared Services and Associate General Counsel for Labor & Employment at Memorial Hermann Health System, the largest not-for-profit health system in Southeast Texas. In his role, Sachin provides day-to-day advice and counsel to managers and executives on a variety of employment law matters impacting Memorial Hermann's 33,000-member workforce. He regularly consults on hiring, discipline, and termination decisions in addition to conducting sensitive investigations for Memorial Hermann. Sachin also oversees Memorial Hermann's centralized Employee Relations and HR Shared Services Departments.

Sachin is a graduate of Georgetown University and the Benjamin N. Cardozo School of Law. He has been licensed to practice law in both New York and Texas.

Sachin is actively involved in community service and has volunteered with Meals on Wheels, Houston Food Bank, and Star of Hope Mission, a women and children's shelter in Houston. He recently relocated to Denver and volunteers with the Foothills Animal Shelter and with The Mission, a shelter that provides food, clothing, job training and employment assistance.

FREDRICK ("FRED") J. BISSINGER

Partner / Nashville

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Fred Bissinger concentrates his legal practice on the representation of employers in workplace law disputes.

Fred's practice focuses on coaching, counseling, and advising clients on difficult employee issues, especially those involving complicated disability scenarios, including mental health and addiction issues, as well as a broad spectrum of problematic behavioral issues, terminations, reductions-in-force, and job elimination scenarios. He regularly trains management teams on a variety of employment law topics and advises on policy development and implementation. Fred routinely handles employment discrimination and wrongful discharge matters at both the administrative level and in federal and state court litigation, and conducts complex investigations directly for clients and as a neutral third-party. Fred also assists clients with labor related issues, including navigating grievances and CBA compliance issues.

Prior to entering private practice, Fred served in the United States Navy Judge Advocate General Corps from 1993-1997. He also served as a Special Assistant U.S. Attorney in the U.S. Attorney's Office from 1994 to 1996.

Representative Experience

- » Upon being retained after the EEOC issued a Letter of Determination in two separate matters, Fred navigated both cause findings to successful resolution during the conciliation process.
- » Effectively lead several clients through the complicated processes and issues resulting from multiple employee industrial death scenarios.
- » Assisted a client in investigating an employee embezzlement scenario, prepared a comprehensive investigation for criminal prosecution, as well as a civil lawsuit, resulting in the recovery of several hundred thousand dollars and a felony conviction for the offending employee.
- » Helped multiple clients investigate and resolve complicated

EDUCATION

- » Seton Hall University School of Law (J.D., 1992)
- » Washington and Lee University (B.A., *cum laude*, 1987)

BAR ADMISSIONS

- » New Jersey
- » Pennsylvania
- » Tennessee

COURT ADMISSIONS

- » U.S. Court of Appeals for the Sixth Circuit
- » U.S. Court of Appeals for the Armed Forces
- » U.S. District Court for the Middle District of Tennessee
- » U.S. District Court for the Eastern District of Tennessee
- » U.S. District Court for the Western District of Tennessee
- » U.S. District Court for the District of New Jersey

ROBERT E. ENTIN

Partner / Chicago

rentin@fordharrison.com / P: 312-960-6105



Rob Entin provides a different perspective for his clients who routinely turn to him for answers when they are facing both traditional labor and employment law challenges.

For the first twelve years of his career, Rob represented labor unions and employees. Over the past twelve years, he has helped his management clients to better understand and explain the motivation and desire of their employees and the unions that represent them. He utilizes his experience as a former in-house counsel for a Chicago-area labor union to advise clients in complex labor relations issues, including the defense of unfair labor practice charges, representation at arbitrations, counseling prior to and during union organizing drives, and negotiation of collective bargaining agreements. His prior experience working for the "other side" has provided insight that facilitates the development of creative and effective solutions for complex and sensitive workplace issues.

Rob's practice is not limited to traditional labor. He also represents and counsels clients in various employment litigation matters, obtaining favorable results in federal and state courts and administrative agencies. As part of his employment law practice, he provides day to day advice in all manner of workplace law challenges including counseling clients with employee discipline, hiring and firing, restrictive covenants, wage and hour, layoff and furlough, issues related to COVID-19, reasonable accommodation issues, risk avoidance, compliance, and day-to-day management of workforce. He prides himself as a labor and employment generalist.

Representative Experience

- » Negotiated multiple successful collective bargaining agreements for unaffiliated safety net hospitals, including bargaining over wage provisions that provided the hospital with financial freedom to operate with declining Medicare costs.
- » Negotiated multiple successful collective bargaining

EDUCATION

- » Chicago-Kent College of Law (J.D., Labor & Employment Certificate, 1999)
- » University of Michigan (B.A., 1996)

BAR ADMISSIONS

- » Illinois

COURT ADMISSIONS

- » U.S. Court of Appeals for the Seventh Circuit
- » U.S. District Court for the Northern District of Illinois
- » U.S. District Court for the Northern District of Indiana
- » U.S. District Court for the District of Colorado
- » U.S. District Court for the Eastern District of Michigan

PATRICIA G. GRIFFITH

Partner / Atlanta

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Patricia Griffith concentrates her practice on employment and labor disputes, including individual and class action discrimination and harassment cases, employment contracts, wage/hour claims, and other employment-related actions.

She tries cases in federal and state courts and before administrative agencies and arbitrators. Patricia has substantial jury and class certification experience. She is adept at mediating disputes, reducing the likelihood of protracted litigation, and serves as an arbitrator for the State Bar of Georgia and private parties. She has conducted numerous internal investigations for major companies across the country, ranging from harassment and discrimination to fraud, corruption, and conflict of interest. She routinely serves on the visiting faculty for Emory Law School's Trial Techniques program.

Earlier in her career she served as a law clerk to the Honorable Thomas A. Clark, U.S. Court of Appeals for the Eleventh Circuit.

Patricia serves on the Board of Directors of the Federal Defender Program, Inc. by appointment of Chief Judge Timothy C. Batten, Sr. of the United States District Court for the Northern District of Georgia. Patricia serves on the Board of Directors of the Atlanta Shakespeare Company, and is a past Chair. Also, she is a former Board of Directors member for Girls on the Run-Atlanta and was formerly Chair of the Board of Directors for Friends of The Atlanta Opera.

At the University of Georgia, Patricia played basketball for the Lady Bulldogs and was a member of Phi Beta Kappa. She was the Comments Editor for the Georgia Law Review during law school, and published two articles in that time.

Representative Experience

- » Successfully overturned pension fund arbitrator's award in federal court on behalf of a large national healthcare company.

EDUCATION

- » University of Georgia School of Law (J.D., *with honors*, 1982)
- » University of Georgia (A.B., *summa cum laude*, 1979)

BAR ADMISSIONS

- » Georgia

COURT ADMISSIONS

- » U.S. Court of Appeals for the Second Circuit
- » U.S. District Court for the Eastern District of Texas
- » U.S. Court of Appeals for the Eleventh Circuit
- » U.S. Supreme Court
- » U.S. District Court for the Northern District of Florida
- » U.S. Court of Appeals for the Third Circuit
- » U.S. District Court for the Western District of Michigan
- » U.S. District Court for the Southern District of Florida
- » Georgia Court of Appeals
- » Georgia Superior Court
- » U.S. Court of Appeals for the Sixth Circuit
- » U.S. District Court for the Middle District of Florida
- » U.S. District Court for the Northern District of Georgia

Erika Hickman, Assistant Vice President & Assistant General Counsel Wellstar Health System

I currently serve as Assistant General Counsel for Wellstar Health System, a non-profit healthcare system in Georgia and South Carolina consisting of 10 hospitals and other facilities including health parks, medical offices, outpatient centers and approximately 31,000 team members.

In this role, I lead a team responsible for providing legal advice and support on employment matters, including hiring and terminations, employee relations, internal investigations, benefits/compensation issues, leave administration, immigration, restrictive covenants, reductions in force, union avoidance, and federal contractor compliance.

I manage the organization's employment litigation portfolio, state and federal agency claims, and audits; and the training of HR and management on various aspects of employment and labor laws.

I also co-manage the legal department's contracting process for the Health System; serve on Wellstar advisory councils for DE&I and the Future of Work; and serve on various committees related to Wellstar's partnership with ENGAGE (www.engage.vc) -- an innovation platform that connects entrepreneurs with corporate partners to facilitate innovation at scale.

NANCY VAN DER VEER HOLT

Partner / Washington, DC, Hartford, New York City
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A leader of the firm's Affirmative Action Compliance/OFCCP Defense practice group, Nancy Holt provides preventive employment law counseling and efficient litigation defense to a wide range of clients, with a focus on federal contractors, airlines and salons and spas.

Nancy has significant experience representing companies in OFCCP matters, preparing for OFCCP audits, and counseling employers on issues stemming from OFCCP regulations. She regularly works with corporate counsel, human resources executives and consultants to develop practical approaches to EEO and affirmative action compliance. Nancy personally oversees the development of hundreds of Affirmative Action Plans and EEO-1 and VETS-4212 reports for clients across the country annually. She has successfully defended employers in litigation matters, OFCCP audits, and EEOC and OFCCP complaint investigations.

Drawing on hiring, promotion and termination data, Nancy is able to effectively assist clients in designing and implementing affirmative action compliance procedures relating to recruitment, applicant tracking and dispositioning, compensation systems, and broader diversity and inclusion programs, including those targeting veterans and disabled persons.

Another substantial part of Nancy's practice is the representation of clients in the airline industry. As the daughter of a commercial airline pilot and flight attendant, she finds assisting air carriers, airline service providers, and other employers in the industry to be particularly rewarding. Nancy's experience includes grievance arbitrations and employment litigation, as well as defense of state and federal agency matters, and AIR21 and FAA whistleblower complaints.

Nancy counsels employers on a variety of issues, including employee terminations, drafting and negotiating employment and separation agreements, and Title VII, FMLA, FLSA, ADA and WARN Act compliance. She represents a significant number of salons and spas through a program she developed to provide critical employment law services in a cost-effective fashion. She

EDUCATION

- » University of Connecticut School of Law (J.D., *with honors*, 2006)
- » Smith College (B.A., 2000)

BAR ADMISSIONS

- » Massachusetts
- » New York
- » Connecticut
- » Rhode Island
- » District of Columbia

COURT ADMISSIONS

- » U.S. District Court for the District of Massachusetts
- » U.S. District Court for the District of Rhode Island
- » U.S. District Court for the District of Columbia
- » U.S. District Court for the District of Maryland
- » U.S. District Court for the Northern District of Illinois
- » U.S. Court of Appeals for the First Circuit
- » U.S. Court of Appeals for the Eighth Circuit
- » U.S. Supreme Court
- » U.S. Court of Appeals for the Fourth Circuit

TRACEY K. JAENSCH

Partner / Tampa

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Tracey Jaensch is a member of FordHarrison's Executive Committee. She is also a Board Certified Specialist in Labor & Employment Law.

Tracey has tried more than 30 jury trials representing employers. A recognized industry leader in the healthcare field, Tracey has over 30 years of experience representing hospitals and physician practices on a broad range of topics unique to healthcare employers. In addition to healthcare, Tracey has deep bench experience in all aspects of employment issues in the retail grocery, airline, correctional, and government space, having handled well over 1,000 cases, including highly publicized executive contract and multi-plaintiff matters.

Representative Experience

- » Defended hospital in discrimination and retaliation jury trial by non-employee hospitalist physician.
- » Defended hospital in jury trial for sexual harassment, retaliation and tort claims.
- » Defended hospital in jury trial defamation and interference claim by non-employee ARNP.
- » Bench trial for multi-national employer regarding CFO breach of contract over severance.
- » Lead defense counsel in multiple collective actions targeting assisted living facilities under the FLSA.
- » *Per Florida Bar rules, information on litigation and other legal successes has not been disclosed but is available upon request.*

Honors & Awards

- » *Chambers USA: America's Leading Lawyers for Business, Labor & Employment*
- » *The Legal 500 United States, Recommended attorney in Labor & Employment - Labor and Employment Disputes (2020, 2021)*
- » *The Best Lawyers in America - Employment Law -*

EDUCATION

- » Stetson University College of Law (J.D., 1991)
- » University of Florida (B.A., 1988)

BAR ADMISSIONS

- » Florida

COURT ADMISSIONS

- » U.S. Court of Appeals for the Eleventh Circuit
- » U.S. District Court for the Northern District of Florida
- » U.S. District Court for the Middle District of Florida
- » U.S. District Court for the Southern District of Florida

THOMAS H. KEIM, JR.

Partner / Spartanburg

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Tom Keim has practiced exclusively in the areas of management labor and employment law since 1987.

He represents clients in federal and state courts in many jurisdictions throughout the United States. His experience ranges from the representation of clients in employment litigation to advising clients on the legal issues related to union campaigns, strikes, and other employment-related matters. He also advises clients on the full spectrum of workplace issues. Tom is a South Carolina Supreme Court Certified Specialist in Employment and Labor Law.

Tom is a former member of the Employment and Labor Law Specialty Advisory Board. Tom is also a member of the bar of the Supreme Court of the United States. He has been a member of the American Health Care Association's Workforce Subcommittee for the past five years.

Representative Experience

- » Successfully represented large soft drink bottler in race and sex discrimination case (summary judgment).
- » Successfully implemented large voluntary and involuntary reduction programs for large government contractor in Tennessee.

Honors & Awards

- » *Chambers USA: America's Leading Lawyers for Business*, Labor & Employment
- » *The Best Lawyers in America* "Lawyer of the Year" for *Labor Law – Management* for the Greenville area (2022)
- » *The Best Lawyers in America* Greenville Lawyer of the Year - Employment Law - Management (2019)
- » *The Best Lawyers in America* – Labor Law, Employment Law, and Litigation - Labor and Employment (2010-2023)
- » "South Carolina Super Lawyers" and "Super Lawyers – Corporate Counsel Edition" by *Super Lawyers* magazine

EDUCATION

- » University of South Carolina School of Law (J.D., 1987)
- » Wofford College (B.A., 1984)

BAR ADMISSIONS

- » South Carolina

COURT ADMISSIONS

- » Several U.S. Courts of Appeals
- » U.S. Supreme Court



G. Roger King Senior Labor and Employment Counsel, HR Policy Association

Roger King is a highly regarded labor relations attorney, whose career spans more than 40 years. Roger recently retired as a partner with Jones Day law firm. He now serves as Senior Labor and Employment counsel for the Association.

Roger specializes in labor and employment, healthcare, collective bargaining, contract administration and representation campaigns. Roger represented the winning side as co-counsel in the landmark U.S. Supreme Court case known as Noel Canning, which successfully challenged President Obama's authority to make recess appointments to the National Labor Relations Board.

After graduating from Cornell University Law School, he was a Captain and Legal Services Officer in the United States Air Force, on the Staff of United States Senator Robert Taft, Jr. and, subsequently, was appointed as Professional Staff Counsel to the United States Senate Labor Committee.

Roger has testified before both the U.S. Senate and House Labor Committees, is a fellow of the College of Labor and Employment Lawyers, and serves on the Advocacy Committee of the American Society for Healthcare Human Resources Association (ASHHRA) and on the Executive Committee of the Ohio State Bar Association Labor and Employment Law Section Council.

He is a nationally recognized author/speaker on employment matters and has represented employers regarding labor and employment issues both before administrative agencies and in federal and state courts. He has represented the U.S. Chamber of Commerce, the Society for Human Resource Management (SHRM), the HR Policy Association (HRPA), the National Manufactures Association (NAM), the American Hospital Association (AHA), and the Coalition for a Democratic Workplace (CDW) in federal courts regarding numerous labor law issues.

Other clients Roger has represented include the Cleveland Clinic Foundation, Catholic Health Partners, MedStar Health, HCA, Texas Health Resources, Unity Point Health, UHS, Trinity Health, National Beef, General Cable, Orlando Health, ProMedica, Premier Health, Cedars-Sinai, Yale New Haven Health System, McLaren Health Care Corporation, Ohio, California and American Hospital Associations, Bon Secure Health System, Kaleida Health, Sisters of Levenworth Health System, Lakeland Regional Medical Center, Clarion Clinic, Fisher-Titus Medical Center, Saint Joseph Health System, Benefis Healthcare, Community Health Systems, American Water Works, Macy's Inc., Verizon and General Motors.

JEFFREY A. LEHRER

Partner / Spartanburg

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Jeffrey Lehrer has been practicing labor and employment law exclusively since 1999 and has represented a diverse group of employers throughout the southeast.

He works closely with clients to comply with constantly changing laws and shield their businesses from frivolous employment claims.

The most common employment issues Jeffrey defends are discrimination, harassment, retaliation, wrongful termination, defamation, intentional infliction of emotional distress, breach of contract, and wage and hour and employee leave of absence related claims.

Jeffrey also protects clients' and their businesses from the theft of customers and confidential, proprietary, and trade secret information. He has extensive experience drafting, litigating, and advising clients about the use of non-compete, non-solicitation, confidentiality and trade secret agreements.

He has successfully represented employers in cases in state and federal courts throughout the southeast. He regularly represents employers before administrative agencies such as Equal Employment Opportunity Commission, state agencies, and the Department of Labor. Jeffrey has defended several cases filed with the American Arbitration Association.

Jeffrey grew up in the restaurant business. His father owned a McDonald's franchise for over 25 years, with as many as six stores, and Jeffrey worked closely with his father in this business prior to law school. Jeffrey regularly represents employers in the restaurant industry and has a unique understanding of the legal pressures and concerns facing this industry.

He also has extensive experience in the healthcare industry, representing numerous hospitals, physicians, and long-term care facilities. Jeffrey has defended multiple hospitals in a case alleging anti-trust violations.

Representative Experience

EDUCATION

- » University of South Carolina School of Law (J.D., 1999)
- » University of South Carolina (B.S., *cum laude*, 1996)

BAR ADMISSIONS

- » South Carolina

COURT ADMISSIONS

- » U.S. Court of Appeals for the Fourth Circuit
- » U.S. Supreme Court
- » U.S. District Court for the District of South Carolina
- » Supreme Court of South Carolina

Contact

www.linkedin.com/in/drstephenloyd
(LinkedIn)
www.cedarrecovery.com/corporate-team/stephen-loyd
(Company)
www.drstephenloyd.com/
(Personal)

Honors-Awards

Advocate for Action
Community Champion Award for
Recovery Services
Healthcare Heroes
Mentor of the Year

Stephen Loyd, MD

Chief Medical Officer at Cedar Recovery
Nashville Metropolitan Area

Summary

I have practiced internal medicine for two decades. I have also served as an expert witness for the US Attorney, FBI and DEA against doctors improperly prescribing addictive medications. Im a member of the governor's subcabinet and associate professor at ETSU.

I have been featured in books and over 50 news articles relating to addiction and medicine — including The New York Times, NPR and the Today Show.

Experience

Cedar Recovery
Chief Medical Officer
January 2018 - Present (6 years 2 months)
Nashville Metropolitan Area

Chief Medical Officer at Cedar Recovery and a speaker covering addiction medicine at events around the country. Focusing on combating the stigma around opioid addiction, and the benefits of Medication Assisted Treatment to help his patients feel better, get better, and stay better.

JourneyPure
Chief Medical Officer
May 2018 - September 2021 (3 years 5 months)

Tennessee Department of Mental Health and Substance Abuse
Services
Drug Czar
April 2015 - February 2018 (2 years 11 months)
Official title > Medical Director for Substance Abuse Services

East Tennessee State University
Associate Professor and Vice Chair
June 1999 - April 2016 (16 years 11 months)

Education

East Tennessee State University James H. Quillen College of
Medicine

Doctor of Medicine - MD · (1995 - 1999)

University of Tennessee, Knoxville

Bachelor's degree, Biological and Biomedical Sciences · (1985 - 1989)

SARAH B. MORTON

Partner / Houston

smorton@fordharrison.com / P: 713-832-2909



Sarah Morton is the managing partner of FordHarrison's Houston office, where she concentrates her legal practice on the representation of employers, particularly in the healthcare industry, in issues related to employment law.

Sarah Morton defends hospitals and other management clients in individual and multi-plaintiff actions alleging violations of federal, state, and local discrimination, harassment, and leave and accommodation laws, and in class and collective actions arising under the FLSA and related state wage and hour laws.

Sarah is an accomplished litigator who has tried employment cases to jury verdict in both federal and state court, and has represented clients in private arbitration and before administrative hearing examiners. She has appeared on behalf of her clients before administrative agencies including the Texas Workforce Commission, Equal Employment Opportunity Commission, U.S. Department of Labor, and U.S. Department of Justice.

Although representing clients in the courtroom is central to her practice, Sarah is also committed to advising clients in avoiding litigation. Sarah counsels employers through personnel-related decisions, conducts and directs internal investigations and compliance audits, and advises clients on the design and implementation of employment policies and practices.

Sarah is Board Certified in Labor and Employment Law by the Texas Board of Legal Specialization and has been recognized as a Texas "Rising Star" and "Best Lawyer" by industry insiders. Sarah joined FordHarrison from a global general practice law firm where she represented a broad range of clients in labor and employment law matters. Prior to that role, Sarah spent eight years as an associate in the Houston office of the nation's largest labor and employment defense firm, where she managed and conducted several wage and hour compliance audits under the tutelage of the former Administrator to the DOL's Wage and Hour Division and author of the 2004 FLSA white collar exemptions.

Despite her commitment to representing employers in labor and employment matters, Sarah feels that her most valuable and

EDUCATION

- » University of Houston Law Center (J.D., 2008)
- » University of Texas at Austin (B.A., *High Honors*, , 2004)

BAR ADMISSIONS

- » Texas

COURT ADMISSIONS

- » U.S. Court of Appeals for the Fifth Circuit
- » U.S. District Court for the Southern District of Texas
- » U.S. District Court for the Western District of Texas
- » U.S. District Court for the Eastern District of Texas
- » U.S. District Court for the Northern District of Texas

TAMMIE L. RATTRAY

Partner / Tampa

trattray@fordharrison.com / P: 813-261-7828



Tammie is an experienced labor and employment lawyer with a broad scope of practice that includes both employment litigation and traditional labor law.

Tammie represents clients in both union and union-free environments, providing legal counseling and support to meet her client's objectives. Her experience includes providing legal representation throughout collective bargaining, grievances and arbitrations, administrative proceedings before the National Labor Relations Board, and union organizing. Tammie also frequently represents clients in employment litigation, having successfully defended a broad array of claims including discrimination, harassment, retaliation, whistle-blower, and wage and hour, and she has successfully tried numerous cases to both federal and state court juries. Tammie's active practice and broad experience in all facets of labor and employment allows her to provide comprehensive advice to her clients.

Tammie's practice crosses a number of industries in both the public and private sectors, with a significant focus on her work with healthcare providers in all aspects of labor and employment law. She has led collective bargaining efforts across the country, having negotiated over 150 contracts, and she partners with her clients in subsequent contract administration. Tammie also focuses on preventative work and counseling, and she is ready when organizing or other challenges require a swift and decisive response.

Tammie is Florida Bar Board Certified in Labor & Employment Law. She is a member of the firm's Labor Relations and Healthcare Practice Groups, and she serves on the Labor Lawyers Advisory Committee for CUE (including as past Chair). Tammie is actively involved in the Tampa Bay area, serving on the Board of Trustees for Cove Behavioral Health (including as current Chair) and the Board of Directors for the Pepin Academies Foundation, and she is a graduate of Leadership Tampa Bay and an active dog foster for Florida All Retriever Rescue. In 2023, Tammie was appointed by Florida Attorney General Ashley Moody to serve on the Board of Directors of the Florida Alliance to End Human Trafficking.

EDUCATION

- » University of Florida College of Law (J.D., *with honors*, 1997)
- » University of Florida (B.S., *with honors*, 1994)

BAR ADMISSIONS

- » Florida

COURT ADMISSIONS

- » U.S. District Court for the Middle District of Florida
- » U.S. District Court for the Southern District of Florida
- » U.S. Court of Appeals for the Eleventh Circuit
- » U.S. District Court for the Northern District of Florida
- » U.S. Court of Appeals for the Ninth Circuit
- » U.S. Court of Appeals for the District of Columbia Circuit

Edward M. Richards

Vice President of Labor Relations and Chief Labor Relations Counsel



Ed Richards serves as Vice President of Labor Relations and Chief Labor Relations Counsel for Tenet Healthcare. He oversees all labor relations functions for Tenet, United Surgical Partners International, and Conifer Health Solutions, managing a team responsible for negotiating and administering over 65 collective bargaining agreements at facilities across the United States.

Ed is an experienced executive attorney and labor relations professional, working in legal practice and human resources in both law firm and corporate settings. He brings a robust knowledge of all aspects of labor and employment law, labor relations, and employee relations to Tenet.

Before joining Tenet in early 2020, Ed served as Assistant Vice President of Labor & Employee Relations at HCA Healthcare for four years. Previously, he was Director of Labor Relations at HCA and, prior to that, an attorney in the labor and employment practice at Jones Day, a US-based international law firm.

He is a graduate of Notre Dame Law School, where he received his law degree. He obtained his Bachelor of Arts degree in English from Oakland University in Rochester, Michigan.

LUIS A. SANTOS

Partner / Tampa, Orlando

lsantos@fordharrison.com / P: 813-261-7852



Luis Santos has a unique understanding of the administrative and legal challenges faced by clients in industries like hospitality, retail, restaurant, and grocery. His previous experience as a hospitality and grocery employee gives him a particularly unique insider's perspective.

Prior to attending law school, Luis worked for many years in hospitality management. He began as a front desk clerk and worked himself up to the position of assistant hotel manager. Luis also worked as a grocery store cashier. After becoming a lawyer, he wanted to continue helping companies in those industries with their employment-related issues.

Luis regularly represents clients in the restaurant and food service industry. As co-chair of FordHarrison's Restaurant Practice Group, Luis has extensive experience addressing the challenges faced by employers in this industry. Additionally, Luis represents employers in a wide variety of industries, including, transportation, healthcare, and insurance, in all facets of employment law, including wage and hour disputes, discrimination claims, union avoidance, and regulatory compliance.

Luis is fluent reading and writing in Spanish. He often uses his bilingual skills to train and educate Hispanic management and staff in their native language. Luis also serves as FordHarrison's Deputy Diversity Partner and is focused on recruiting and mentoring diverse attorneys with a particular emphasis on Hispanic outreach.

Luis is the son of migrant parents and the first in his family to attend college. Through his childhood experiences, Luis developed a great appreciation for hard work and an understanding of the importance of education. During law school, Luis was an American Bar Association Merit Scholarship recipient. He was also a Moot Court board member and a member of the Diversity Committee. While on Moot Court, Luis participated in the Seventh Willem C. Vis (East) International Commercial Arbitration Moot, winning the Best Respondent Memorandum and receiving an Honorable Mention for Best Oral Advocate. He also served as a judicial intern for the Honorable Judge Covington-Hernandez, U.S. District Court for the

EDUCATION

- » Stetson University College of Law (J.D., *cum laude*, 2010)
- » Florida International University (B.A., *magna cum laude*, 2006)
- » Valencia College (A.A., *magna cum laude*, 2004)

BAR ADMISSIONS

- » Florida

COURT ADMISSIONS

- » U.S. Supreme Court
- » U.S. District Court for the Northern District of Florida
- » U.S. District Court for the Middle District of Florida
- » U.S. District Court for the Southern District of Florida

LANGUAGES

- » Spanish (fluent)

Jeanne Schmid
Vice President, Labor Relations
Universal Health Services

Jeanne Schmid is the **Vice President of Labor Relations** for Universal Health Services (UHS). UHS operates more than 350 acute care hospitals, behavioral health facilities, and ambulatory centers across the U.S. Ms. Schmid is responsible for the company's Union Avoidance and Labor Relations functions and initiatives. She joined UHS in 2013.

Prior to joining UHS, Ms. Schmid provided labor relations management consulting services to clients in a variety of settings, including healthcare, energy, manufacturing, communications, technology, retail, and food services and distribution. Earlier in her career, she practiced law in Washington, D.C. and New York.

Ms. Schmid took her undergraduate degree at The University of Virginia and earned her J.D. from The Marshall Wythe School of Law at the College of William & Mary in Virginia.

MARC A. SUGERMAN

Partner / Orlando

msugerman@fordharrison.com / P: 407-418-2308



Marc Sugerman's legal practice is exclusively focused on the representation of clients in issues related to traditional labor and employment law.

Marc routinely handles labor arbitrations, collective bargaining negotiations, and impasse proceedings on behalf of his clients. He also represents clients in traditional labor litigation matters before the Florida Public Employees Relations Commission and the National Labor Relations Board.

Although traditional labor is Marc's primary focus, he also maintains a robust trial practice, litigating a variety of employment disputes in state and federal court, including civil rights and wage/hour cases. Marc has also appeared on behalf of clients in administrative proceedings such as Department of Labor audits, civil service hearings, and administrative disciplinary hearings, and has appeared before the U.S. Equal Employment Opportunity Commission and the Florida Commission on Human Relations.

In addition to his traditional labor and employment litigation practice, Marc is devoted to providing preventative counseling via day-to-day advice as well as management training for clients in the public and private sectors on a variety of employment issues, including wage and hour, antidiscrimination, workplace harassment, family and medical leave, and employee discipline.

Marc is an accomplished speaker and workplace law trainer and has presented on labor and employment issues to the Florida Bar Labor and Employment Section, the Florida Sheriff's Association, the Florida College System Council of Business Affairs, the Orange County Bar Association, and the Florida Educational Negotiators. He currently serves on the Orange County Citizens Review Panel for Human Services, which allocates county funding to non-profit organizations benefitting children and family services. He is also a member on the Board of Directors for the Roth Family Jewish Community Center of Greater Orlando.

Marc grew up in Akron, Ohio and remains an avid Cleveland sports fan. He lives in Orlando with his wife Samantha and their two

EDUCATION

- » University of Akron School of Law (J.D., 2008)
- » The Ohio State University (B.A., 2005)

BAR ADMISSIONS

- » Florida

COURT ADMISSIONS

- » U.S. District Court for the Middle District of Florida
- » U.S. District Court for the Northern District of Florida
- » U.S. District Court for the Southern District of Florida
- » U.S. Court of Appeals for the Eleventh Circuit

MOLLIE K. WILDMANN

Counsel / Memphis

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Mollie is a Senior Associate who is known for being both relatable and available to her clients.

Mollie defends employers against a variety of claims, including discrimination, harassment, and retaliation under Title VII, the Americans with Disabilities Act, and the Family and Medical Leave Act, as well as claims brought under the Fair Labor Standards Act.

She also has a focus in the area of traditional labor law, assisting clients in a variety of matters including collective bargaining negotiations, responses to unfair labor practice charges before the National Labor Relations Board, assisting clients responding to union organizing campaigns, and preparing post-arbitration briefs.

Licensed in Tennessee and Arkansas, Mollie has a presence in both states, as well as the Mid-South area. But as an Arkansas native, Mollie prides herself on having a particular knowledge of the businesses and communities within the state. Mollie also has a nationwide presence, assisting clients from Florida to California on issues ranging from lawsuits within the federal courts to vacation and paid time off policies and practices.

While in law school, Mollie gained extensive legal experience working in private practice as a summer associate and law clerk in three different law firms. She also devoted time advising clients in a pro bono capacity as a student attorney with the University of Memphis School of Law Children's Defense Clinic and completed a judicial clerkship with the Honorable Judge Brian S. Miller of the U.S. District Court for the Eastern District of Arkansas.

Regardless of the problem or issue, Mollie will get to know clients on both a personal and professional level as she believes this helps her focus on their specific needs while working in partnership with them to obtain desired outcomes unique to the client's business goals.

Representative Experience

- » Served as second chair during jury trial; participated in witness cross-examination, arguing jury instructions, and arguing motion for summary judgment before the judge.

EDUCATION

- » University of Memphis School of Law (J.D., 2018)
- » University of Arkansas at Fayetteville (B.A., 2014)

BAR ADMISSIONS

- » Tennessee
- » Arkansas

COURT ADMISSIONS

- » U.S. District Court for the Western District of Tennessee
- » U.S. District Court for the Western District of Arkansas
- » U.S. District Court for the Eastern District of Arkansas

LANGUAGES

- » German - Proficient speaking, reading, and writing