

Adria Warren

Partner

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Adria Warren is a partner and health care M&A and regulatory lawyer with deep experience advising hospitals, providers, and health care enterprises on complex transactions, corporate, and regulatory compliance matters. Her experience includes mergers, acquisitions, joint ventures, and other affiliations and strategic transactions; forming provider groups, networks, and alliances; and advising on fraud and abuse, corporate practice of medicine, privacy and security (HIPAA) and other specialized health regulatory compliance, employment, and reporting and disclosure requirements. Adria has specialized experience in oncology transactions and is a frequent speaker and contributor on issues unique to the field.

“She knows the healthcare space in the northeast and is an integral part of the team.” — Chambers USA

A partner with over two decades of experience Adria brings a wealth of business and transactional experience to assist clients in the health care industry, including hospitals and health systems, providers, private equity, medical device companies, life sciences companies, and health care information technology companies. In addition, Adria counsels entrepreneurs and established companies on a wide range of day-to-day legal and business issues from starting-up through going public, including corporate governance issues, securities laws compliance, tax, and employment matters. Adria is a member of the firm’s Health Care & Life Science Sector.

Representative Experience

- Represented Sports Medicine North Orthopedic Surgery, Inc., and its affiliated ambulatory surgery center in their acquisition by Connecticut-based orthopedic and spine care management services organization Spire Orthopedic Partners, a portfolio company of Kohlberg & Co.
- Advised Saint Luke’s Health System on its US \$40MM acquisition, through a long-term lease, of a publicly-held critical access hospital.

- Served as outside general counsel for over three years for New England Baptist Hospital, a specialty orthopaedic hospital in Boston.
- Advised New England Baptist Hospital on its consolidation with Beth Israel Deaconess Medical Center, Lahey Health System, Mount Auburn Hospital, and Anna Jaques Hospital to form Beth Israel Lahey Health.
- Advised regional developer of ambulatory surgery centers in connection with the transaction structuring, development and implementation of multiple ambulatory surgical centers, including securities offerings and regulatory advice.
- Advised Emerson Hospital in connection with negotiating, documenting and implementing two imaging center joint ventures.
- Represented multiple oncology practices in their affiliation with hospitals and private equity-backed platform companies.
- Advised multiple physician groups in sales to hospitals, health systems, health management organizations and private equity.
- Multiple physician group affiliations and corporate reorganizations.
- Advised multiple providers and hospital system clients in connection with new physician alignment models and strategies, including leasing, professional services and employment arrangements.
- Supported the corporate reorganization of a physician group consisting of over 500 physicians, including advising on corporate governance and compensation matters.
- Advised Cobius Healthcare Solutions, a leading provider of reimbursement and compliance risk management tools for hospitals and healthcare systems, on its sale to MRO Corporation.
- Advised life sciences, health information technology (IT) and infomatics companies on regulatory compliance needs.
- Relationship partner supporting all the health transaction and regulatory needs for a large regional health system that includes 18 hospitals and campuses.

International Experience

- Lived in China from 1990-1993 and in 1996, and has worked extensively with China and Southeast Asia in numerous capacities.

Thought Leadership

Adria speaks and writes frequently on health care legal matters, including for *Health Care Law Today*, the Cancer Center Business Summit (the preeminent national conference focusing on the business of oncology), Strafford, the Boston Bar Association, the Association of Corporate Counsel, the National Law Review, and MCLE New England. Some illustrative recent examples are below.

- Co-author, “Massachusetts: Expansion of Oversight Authority — New Notice of Material Change Form for Health Care Transactions,” *Health Care Law Today* (March 27, 2025)

- Speaker, "Navigating Reimbursement Realities: Challenges & Opportunities in Value-Based Cancer Care," CancerX Webinar (February 12, 2025)
- Co-author, "Private Equity Investments in Oncology: Top Five Things to Know," *Journal of Health Care Compliance* (January 2025)
- Co-author, "Reimagining Home-Based Cancer Care: Key Legal and Regulatory Considerations," *Health Care Law Today* (October 7, 2024)
- Co-author, "Artificial Intelligence in Health Care: Key Considerations for Oncology," *Health Care Law Today* (September 25, 2024)
- Co-author, "The 340B Drug Pricing Program: Top Five Things to Know," *Health Care Law Today* (September 17, 2024)
- Co-author, "Massachusetts Health Care Act Dies at the End of Legislative Session But Previews Sweeping Changes for the Health Care Industry," *Health Care Law Today* (August 5, 2024)
- Moderator, "Risk & Rewards of Oncology Joint Ventures & Strategic Partnerships," Clinical Pathways Congress + Cancer Care Business Exchange (September 6, 2024)
- Speaker, "Hospital Acquisitions of Physician Practices," Strafford (Dec. 2023)
- Panelist, "Consolidation in the Oncology Industry," 2023 HMP Cancer Care Business Exchange (Oct. 2023)
- Regular speaker and author on "Hospital Law Basics" for MCLE New England Massachusetts Health and Hospital Law Manual
- Speaker, "Emergent Payment Issues in Oncology", Association of Community Cancer Centers (ACCC) Annual Meeting & Cancer Business Summit (AMCCBS) Conference (March 2023)
- Co-author, "The Future of the 340B Program: 2023 Key Decisions," *Health Care Law Today* (March 2023)
- Speaker, "Forming Physician Supergroups: Structural and Regulatory Challenges", *Strafford Webinar* (June 2023)
- Speaker, "Industry Consolidation: The Nuts & Bolts," The ACCC 48th Annual Meeting & Cancer Center Business Summit (March 2022)
- Co-author, "Nevada is Latest State to Enhance Oversight of Health Care Transactions," *Health Care Law Today* (September 2021)
- Co-author, "New Advisory Opinion on ASCs: New Flexibilities (Or Not?), *Health Care Law Today* (July 2021)
- Co-author, "Stark Law Changes Coming to Physician Compensation Models in 2022," *Health Care Law Today* (May 2021)
- Speaker, "The 2021 'Level Set in the Sprint to Value-Based Care," The ACCC 47th Annual Meeting & Cancer Center Business Summit (March 2021)
- Speaker, "Current Deal Trends in Oncology," The ACCC 47th Annual Meeting & Cancer Center Business Summit (March 2021)

Leadership

- Training Chair, Foley & Lardner Health Care Practice Group
- Advisory Board Member, HMP Cancer Care Business Exchange
- Contributor, CancerX, a public-private partnership to boost innovation in the fight against cancer
- Co-Chair, Foley & Lardner National Women's Network (2015-2023)
- Adjunct Lecturer on Health Transactions, Boston University School of Law

Recognition

- Recognized in *Chambers USA* for her work in Health Care Law (2021-2025)
- Named a Thomson Reuters Stand-out Lawyer (2024-2025)
- Selected by her peers for inclusion in *The Best Lawyers in America®* list in the field of Health Care Law since 2019
- Named a Top Massachusetts Woman Attorney in “Super Lawyers and Rising Stars” in 2019

Professional Memberships and Affiliations

- Boston University Law School of Law adjunct faculty, teaching “Health Transactions”
- HMP Cancer Care Business Exchange – Advisory Board
- Board of Directors of the Marino Foundation, a grant-making organization working to promote the advancement of integrative medicine”
- Previously served on the Steering Committee of the Boston Bar Association’s Health Law Committee, and co-chaired its Education Subcommittee (2015 to 2018)
- Previously co-chaired the China Committee for the American Bar Association’s Section of International Law, and editor of its “Year in Review (China)”

Sectors

- [Health Care & Life Sciences](#)
- [Payor Provider Convergence](#)
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- [Racial Justice & Equity](#)

Practice Areas

- [Capital Markets & Public Company Advisory](#)
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- [Health Care](#)
- [Health Care Regulatory](#)
- [Health Care Transactions](#)
- [Health Care in Sports](#)
- [Mergers & Acquisitions](#)
- [Private Equity](#)

- [Transactions](#)
- [Venture & Growth Capital](#)

Education

- Smith College (A.B., cum laude, 1990)
- The Fletcher School of Law and Diplomacy (M.A., 1997)
- University of California, Los Angeles School of Law (J.D., 1998)

Admissions

- Commonwealth of Massachusetts