

MASSACHUSETTS
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Excellence IN THE LAW 2021

DANIEL S. HOFFMAN

Partner, Latham & Watkins, Boston
Boston University School of Law, 2011

As a member of Latham & Watkins' emerging companies practice, Daniel S. Hoffman develops business and legal solutions for high-growth private companies across the country. He works with clients at the forefront of cutting-edge solutions in technology and health care and represents them in all stages of their life cycle, from incorporation through venture financings and, ultimately, some of the region's most notable M&A deals.

Q. What's the most satisfying case or matter you've worked on so far?

A. Over the past year, I represented VillageMD, an innovative provider of primary care and other medical services, in its \$1 billion investment from, and commercial partnership with, Walgreens. This partnership will result in the opening of 500 to 700 primary care clinics co-located at Walgreens stores and we hope will transform the health care industry. Being part of something that will hopefully positively impact the health outcomes of so many people around the country was tremendously satisfying.

Q. What is the best piece of professional advice you ever received?

A. We are in the ultimate client service business. At the end of the day, our job is to meet the needs of our clients.

Q. What's the toughest part of your job?

A. The toughest part of my job is delivering news that I know the client will not want to hear. It could be a project getting delayed unavoidably or because what the client wants to accomplish is not legally possible. It's important to explain

alternatives in these situations so that you can work on solutions, even if it isn't exactly what the client wanted.

Q. How has the pandemic affected your life and career?

A. I work from home, which has been difficult in some respects but overall has come with some great benefits: no commute, much more time with family, and surprise visits from my kids, which are always enjoyable so long as I'm not on a Zoom call with clients!

Q. What makes someone a really good lawyer? Are you there yet?

A. In my practice area, representing startups, it's imperative to sift through the myriad of difficult issues and provide practical, actionable advice without getting bogged down in every possible outcome. I've certainly improved over time, but it's called practicing law for a reason. You can always improve.

Q. As a lawyer, what are you most afraid of?

A. I think disappointing the client or letting the client down is always in the back of my head. **MLW**



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Volunteer, Boston chapter of Lawyers Committee for Civil Rights