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Chris McCarthy, MBA, MPH



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**What do you think is the most misunderstood aspect of your area of expertise?**

Health care innovation is assumed to be technology. But there is so much more that can be redesigned or rebuilt: spaces, tools, processes, and even policies. Too many limit their thinking to digital-only.

**Who was a mentor or role model for you, and what did they teach you?**

Marilyn Chow, VP of Patient Care Services at Kaiser Permanente, was the ultimate champion of change. She taught me two indelible lessons: First, don't limit yourself to your job title; passion and savviness expanded her scope in unique ways. And second, her poised, kind, and direct approach allowed her to gracefully move forward the most complex topics.

**What's a book, podcast, or idea that's recently inspired your thinking?**

I am hooked on the book "Abundance" by Erza Klein. It has helped articulate a very difficult set of principles that have plagued policy-making and its effects. Ezra masterfully illuminates these issues.

