

KEYNOTE

Looking Ahead to 2026: What I Have Learned from Taylor Swift

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Looking Ahead to
2026: What I've
Learned From Taylor
Swift — Embracing
adaptability, creativity,
advocacy,
collaboration, and
storytelling from the
vantage point of a 34-
year veteran of health
policy, politics,
innovation, and reform

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Taylor's Wisdom: What I've learned as a policymaker and founder

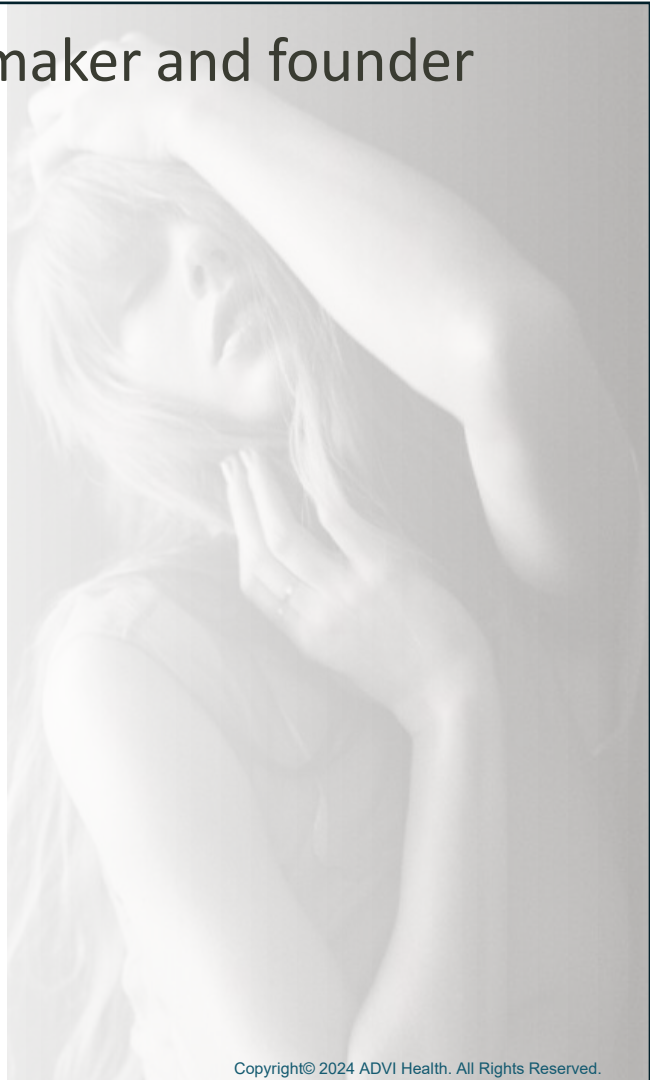
Adaptability: Reinventing her artistic identity mirrors the need for healthcare organizations to evolve, pivot, and respond to disruptive change in technology, science, policy, and politics

Creativity: Genre-crossing albums and innovative branding highlight creativity as a driver for novel solutions in financing, care delivery, and patient engagement

Advocacy: Her tireless defense of her creative rights underscore the value of advocacy—reminding us to amplify patient voices, champion access, and empower underserved communities

Collaboration: Her success is dependent on building partnerships—with fans, producers, teams, and organizations—demonstrating that progress in healthcare demands teamwork across sectors, disciplines, and stakeholders

Storytelling: Compelling narratives and the 5-minute rule underpin storytelling in healthcare—using patient experiences and real-world evidence to foster understanding, shape policy, and drive meaningful change



The Debut Era: Adaptability

While a more collaborative environment with regulators is emerging, it should not be mistaken for a desire to maintain the status quo. This means that if your organization is not preparing for change, you may be left behind

"I'll be strong. I'll be wrong. oh but life goes on"



Fearless: Bold Creativity

The Administration, through the Centers for Medicare and Medicaid Innovation (CMMI), will continue to promote new payment models that incentivize innovation and value-based care, tackling issues such as the challenge of high cost, low volume therapies (CGTAM) and Medicare Advantage. Bold legislative movements supporting rural health transformation and Medicare Part D reform signal real momentum

"Fearless. I don't know how it gets better than this."

Speak Now: The Power Of Advocacy

Formation of new patient advisory committees influencing HHS policy decisions elevates patient voices to shape new perspectives, reduce regulatory burdens, and expand preventive care centered around patient needs

"Speak now or forever hold your peace"



Red: Navigating Complexity

Post-2024 election payors have a more collaborative environment with regulators, the GOP's focus on making Medicare "work better" means that there is the potential for reform in the areas of supplemental benefit transparency, risk coding, stars, and prior authorizations

"Loving him was red"

1989: Digital Transformation

Mandates for enhanced data interoperability and beneficiary digital tools including the use of AI and a focus on wellness improves care coordination and patient engagement through technology integration

"The rest of the world was black and white. but we were in screaming color"



Reputation: Transparency And Public Perception

As we enter 2026, an area to watch is the relationship between RFK and the doctors within the GOP and Congressional Doctor's Caucus specifically. External stakeholders remain visibly shaken by many of HHS' ongoing policy priorities

"My reputation's never been worse so you must like me. for me"

Lover: Harmonizing Collaboration at FDA

Effective FDA reform requires collective action and trust. Success depends on collaboration: policymakers, industry, patient groups, and regulators aligning to foster innovation.

Of note:

- Proposing fast-track programs for new drugs aligning U.S. and global pricing to promote accessibility.
- Accelerating development and market entry of biosimilars to lower drug costs.
- Enhancing guidance on data integrity, supply chain transparency, and import safety

"I've loved you three summers now, honey. but I want them all"



Folklore/Evermore: Storytelling And Data

Near-term, there remains uncertainty around funding the government, eAPTC extension, and year-end policy bills. A clean continuing resolution remains the focus for Congress as Dems threaten to hold out unless the GOP agrees to extend the eAPTCs. Unions are now involved.

"In my defense I have none. For never leaving well enough alone"



Midnight/Evermore: Darkness Before The Dawn

Drug pricing reforms in Medicaid and Medicare acknowledging “foreign freeloading” while balancing the repatriation of manufacturing and research dollars remain top of mind for the Administration. Stress on both sides could create sustainable innovation and funding solutions for high-cost drugs, new payment models, acknowledging how innovation usually happens at the precipice of crisis

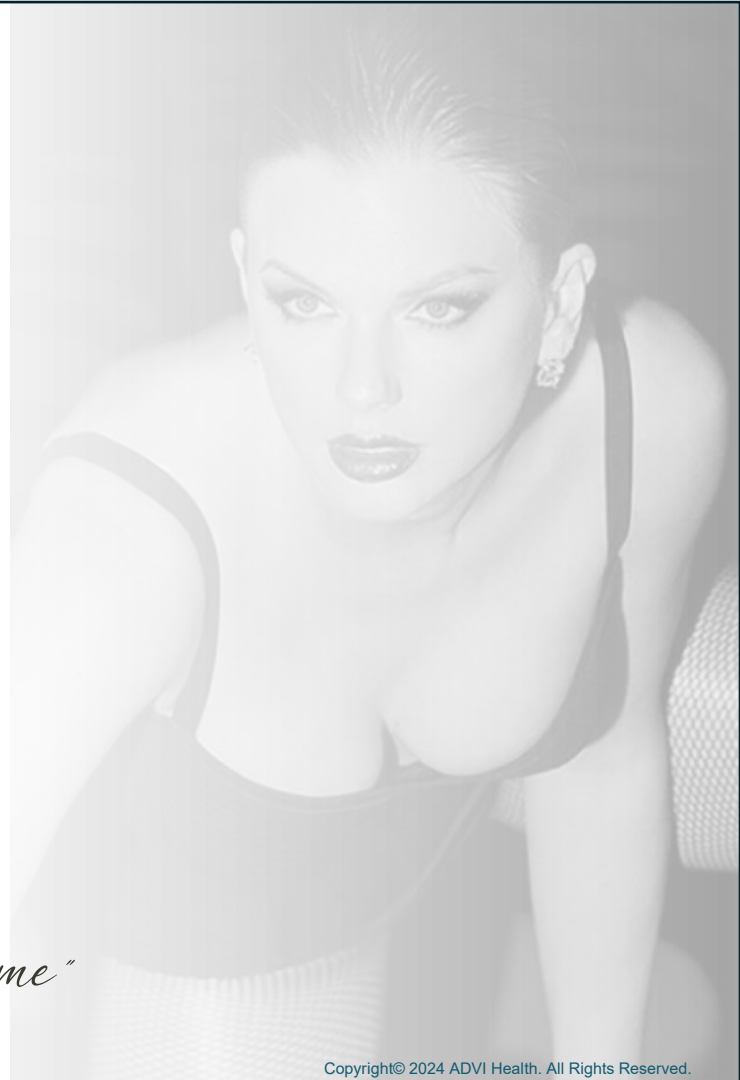
“The clock struck midnight, you were in my arms”



The Life of a Showgirl: Necessary Leadership

Partisan tensions increase the near-term challenges to pass legislation, with several separate areas that will impact Healthcare Products (medtech, precision medicine, pharma) and Services (pharma services, CRO, hospitals, managed services, etc.) broadly into the end of the year. This leaves most of the longer-term changes more likely to come from CMS and the states than from Congress

"This empire belongs to me"





Thank you