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ALLIANCE
FOR HEALTH POLICY

FOUNDER & CEO
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What do you think is the most misunderstood aspect of your area of expertise?

Consulting, yes, is about technical expertise, but in large part it is about relationships and timing and luck. In order to truly effectuate good policy or good strategy you must have alignment of a pain point or need, good timing (government shutdowns are not good timing), and the state, federal, nation state, or corporate person across the table must know and trust you (not just your organization). This takes time to establish the right repore and to truly understand the other side's pain point, opportunity, or policy priority.

What is your proudest policy achievement?

I have been fortunate to be a part of every seminal CMS coverage and payment decision with the exception of the drug eluting stent. My proudest moment was creating a new benefit category for a Merck product, EMEND. We redefined coverage of anti-emetic therapies in concert with CMS and that product went on to be a global blockbuster. My second favorite moments are succeeding in both CMS parallel review negotiations working alongside our clients. Lastly, MFN – it has been rewarding to work with so many CEOs and their LTs on addressing the issues of global freeloading and tariffs.

