

GENERAL TAX Welsh, Carson, Anderson, and Stowe What is your proudest policy achievement? The development and passage of MMA (Medicare Part D and Medicare Advantage).

What's one moment in your career that shaped how you think about health policy? The repeal of Medicare Catastrophic in 1989 (the first Medicare Rx benefit) over the opposition of President Bush 41 – and over my very prone torso. Made me understand that for controversial and far reaching health policy to survive you need at least some level of bipartisan support and the understanding of key leaders in both parties.

What's one piece of advice you'd give to someone newer in their health policy career? Learn the substantive detail in Medicare and Medicaid as much as possible. The politics will always be rough, but if you understand the policy better than 95% of the world you will always have the chance to have an impact.

