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Experience

- 5/18- **ELLIS HEALTH POLICY, INC.** Vienna, VA
As President, provide quantitative and economic analysis and modeling of health care policies; assistance in developing policy initiatives and analyses related to health insurance; and cost estimates for legislative proposals affecting Medicare and other health insurance programs, with a focus on prescription drug benefits. Drawing on expertise developed through more than two decades of public- and private-sector experience, analyze a broad range of issues in health care policy.
- 2/17-4/18 **ACUMEN, LLC** Washington, DC
As a Senior Research Director, ran the firm's growing DC office and managed a variety of projects providing data analysis and analytic support to the Centers for Medicare & Medicaid Services (CMS), the Medicaid and CHIP Payment and Access Commission (MACPAC), the Bipartisan Policy Center (BPC), and other clients. Successfully completed several studies regarding dually eligible enrollees for the Medicare-Medicaid Coordination Office in CMS and for MACPAC. Managed engagements with CMS to analyze effects of policies for a range of Medicare payment systems, including skilled nursing facilities, inpatient rehabilitation facilities, and durable medical equipment.
- 4/13-2/17 **CONGRESSIONAL BUDGET OFFICE** Washington, DC
Health, Retirement, and Long-Term Analysis Division
As Senior Advisor (2013-15) and *Deputy Assistant Director* (2015-17), led a team of analysts examining various aspects of the health sector. Managed and wrote reports examining trends in health insurance premiums and federal policies affecting them and explaining the budgetary and economic effects of repealing the Affordable Care Act (including a dynamic score accounting for economic feedback effects). Also managed several projects using claims data from the Health Care Cost Institute to analyze provider payment rates under commercial insurance and the Medicare Advantage program.

7/02-2/11 **Health and Human Resources Division**

As *Unit Chief* (2008-10) and *Deputy Assistant Director* (2010-11), led CBO's health team during the debate over the Affordable Care Act. Directed the analysis of provisions affecting private health insurance, worked with Congressional staff to clarify proposals and communicate results, testified before Congressional committees, and drafted letters explaining CBO's findings. In October 2009, profiled in the *Washington Post* as "the most powerful guy you've never heard of in the health-care debate" ([link](#)). Received a special award for "Outstanding Leadership during CBO's Analysis of Health Reform Proposals, 2008-10."

As a *Senior Analyst* (2002-2008) at CBO, estimated the cost of proposals for a Medicare drug benefit and wrote a 2004 report explaining the final cost estimate for that program. Also authored reports examining the issues involved in assessing the comparative effectiveness of medical treatments and in analyzing the impact of high-deductible health plans. Analyzed issues surrounding and wrote testimony on a variety of other health topics including disease management, Medicaid and Medicare reform, and broader health care reform options. In 2008, organized, edited, and wrote sections of the agency's major report on *Key Issues in Analyzing Major Health Insurance Proposals*. Received Director's Awards in 2003 and 2008 for outstanding performance.

2/11-4/13 **UNITEDHEALTH GROUP**

Washington, DC

Center for Health Reform and Modernization

As *Senior Vice President* in a small policy/strategy group led by Simon Stevens, advised on implementation of health reform legislation and development of new policy initiatives. Wrote an extensive working paper on issues and options for reforming payments to providers. Lead author of a 2012 *Health Affairs* article analyzing episode costs and care quality using United's commercial claims data.

7/01-7/02 **HEALTH AND HUMAN SERVICES DEPARTMENT** Washington, DC

Office of the Assistant Secretary for Planning and Evaluation

Senior Advisor to the Deputy Assistant Secretary for Health Policy and *Acting Director*, Division of Health Financing Policy. Worked closely with ASPE leadership and Congressional staff to develop Medicare reform and drug benefit legislation.

9/97-7/01

TREASURY DEPARTMENT

Washington, DC

Economist and principal health policy analyst in the Office of Economic Policy. Designed the bidding system for private insurance plans in Medicare that was featured in the Clinton Administration's 1999 Medicare reform proposal—and was largely enacted into law in 2003 as the payment mechanism for Medicare Advantage plans. Working under Dr. Mark McClellan in 2001, helped develop the Bush Administration's framework for Medicare reform.

Education

MASSACHUSETTS INSTITUTE OF TECHNOLOGY

Cambridge, MA

Ph.D. in Economics, September 1999. National Science Foundation fellowship. Concentration in public finance and industrial organization. Primary thesis advisor: Dr. Jonathan Gruber.

HARVARD UNIVERSITY

Cambridge, MA

Kennedy School of Government

Master of Public Policy, June 1990. Kennedy Fellowship.

STANFORD UNIVERSITY

Stanford, CA

B.A. with distinction with a double major in Economics and International Relations, June 1987. National Merit Scholarship. Phi Beta Kappa.

Reports & Publications

Effects of the Most Favored Nation Model for Part B Drugs, Ellis Health Policy Memorandum (January 8, 2021); [link](#).

Private Health Insurance Premiums and Federal Policy, Congressional Budget Office, February 2016 (with Alice Burns); [link](#).

Telemedicine, Congressional Budget Office Blog Post (with Lori Housman and Zoe Williams), July 29, 2015; [link](#).

Budgetary and Economic Effects of Repealing the Affordable Care Act, Congressional Budget Office, June 2015 (with Ben Page); [link](#).

Comparing the Costs of the Veterans' Health Care System with Private-Sector Costs, Congressional Budget Office, December 2014 (with Elizabeth Bass and Heidi Golding); [link](#).

Farewell to Fee-for-Service? A "Real World" Strategy for Health Care Payment Reform, UnitedHealth Center for Health Reform and Modernization, December 2012; [link](#).

"Wide Variation in Episode Costs Within a Commercially Insured Population Highlights Potential to Improve the Efficiency of Care," *Health Affairs*, September 2012 (with Lewis G. Sandy, Aaron J. Larson, and Simon L. Stevens); [link](#).

Selected CBO Publications Related to Health Care Legislation, 2009-2010, Congressional Budget Office, December 2010 (with many others); [link](#).

Key Issues in Analyzing Major Health Insurance Proposals, Congressional Budget Office, December 2008 (with many others); [link](#).

Research on the Comparative Effectiveness of Medical Treatments: Issues and Options for an Expanded Federal Role, Congressional Budget Office, December 2007; [link](#).

"The Challenge of Rising Health Care Costs—A View from the Congressional Budget Office," *New England Journal of Medicine*, November 1, 2007; and "Addressing Rising Health Care Costs—A View from the Congressional Budget Office," *New England Journal of Medicine*, November 8, 2007 (both co-authored with Peter Orszag); [link](#).

Consumer-Directed Health Plans: Potential Effects on Health Care Spending and Outcomes, Congressional Budget Office, December 2006; [link](#).

Testimony on Medicaid Spending Growth and Options for Controlling Costs, Congressional Budget Office, July 13, 2006; [link](#).

A Detailed Description of CBO's Cost Estimate for the Medicare Prescription Drug Benefit, Congressional Budget Office, July 2004; [link](#).

Expert Reports & Depositions

Expert report for *U.S. ex rel. Edwin Gvavech v. Kroger Specialty Pharmacy, Inc.*, December 30, 2022 (Civil Action No. CV 17-02141 SB(Ex)).

Expert report for *U.S. v. Teva Pharmaceuticals USA, Inc.*, December 19, 2022 (Civil Action No. 20-cv-11548-NMG); depositions on January 23, 2023, and April 12, 2023 (related to a rebuttal report).

Deposition for *Humana Inc. v. Celgene Corp.*, August 10, 2022 (Civil Action No. 18-CI-00617 (Pike County, KY)).

Expert report for *U.S. ex rel. Amy Sanchez and Ashok Kohli v. Smart Pharmacy, Inc., SP2, LLC, and Gregory H. Balotin*, January 26, 2021 (Civil Action No. 3:14-cv-1453-J-39JBT); deposition on April 20, 2022.

Expert report for *U.S. ex rel. Steven Scott v. Humana, Inc.*, April 21, 2020 (Civil Action No. 3:18-cv-00061-JRW-CHL); deposition on June 12, 2020.

Testimony & Presentations

The Future of National Health Insurance: Debates During a U.S. Presidential Election Year, appearance at the Harvard T.H. Chan School of Public Health, January 13, 2020; [link](#).

Examining the Continuum of Coverage Proposals, presentation at the Alliance for Health Policy, October 18, 2019; [link](#).

Health Care Reform Legislation Mark-up, Day 9, Part 1, appearance before the Senate Health, Education, Labor, and Pensions Committee, July 8, 2009; [link](#).

House Health Care Legislation Financial Markup, Part 1, appearance before the House Ways and Means Committee, July 16, 2009; [link](#).

Growth of Health Spending, presentation at the American Enterprise Institute, July 17, 2006; [link](#).