

## ELIZABETH J. FOWLER, PhD, JD

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### WORK EXPERIENCE

#### **THE COMMONWEALTH FUND, New York, NY**

##### **Executive Vice President, Programs – July 2019 –Present**

Manage grantmaking and research at a nationally recognized and well-respected foundation dedicated to promoting a high-performing health care system that provides affordable access to care, improved quality, and greater efficiency, particularly for society's most vulnerable populations. Primary responsibilities include setting strategic direction for a staff of 35 with an annual budget of approximately \$30 million and a grant portfolio of approximately \$25 million. Areas of focus include healthcare coverage and access, cost containment, Medicare, Medicaid, and healthcare delivery system and payment reform. Oversee the foundation's international activities and engagement with Congress, the Executive Branch and policymakers at the state level.

#### **JOHNSON & JOHNSON, Washington, DC**

##### **Vice President, Global Health Policy -- December 2012–July 2019**

Led a global team of health policy professionals and payment policy experts focused on universal health coverage; payment policy including health technology assessment and value-based models; regulatory policy; and international trade. Developed policy proposals, positions and analyses on healthcare system reform in the U.S and emerging markets. Identified opportunities for J&J to shape health policy worldwide and provide strategic insight – with a focus on U.S. payment reform and public-private initiatives to drive quality improvement and care coordination.

#### **THE WHITE HOUSE, NATIONAL ECONOMIC COUNCIL, Washington, DC**

##### **Special Assistant to the President for Healthcare and Economic Policy -- March 2011–November 2012**

Provided support for the President and senior policy advisors in the development of health policy and federal activities to implement the Affordable Care Act with a direct focus on insurance market reforms, insurance Marketplaces, and delivery system reforms to improve healthcare quality, reward care coordination, and reduce healthcare costs. Led an interagency process to shape health reform policies affecting employer responsibility requirements. Developed Medicare and Medicaid budget options in the context of deficit reduction negotiations. Educated and briefed outside stakeholder groups on the President's healthcare agenda and priorities.

#### **U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES, Washington, DC**

##### **Deputy Director, Center for Consumer Information & Insurance Oversight -- July 2010–March 2011**

Coordinated policy development of regulations, sub-regulatory guidance, and other administration activities to implement health insurance market reform provisions of the Affordable Care Act. Part of a team that developed a schedule for publishing regulations, guidance and grant announcements related to insurance Marketplaces. Helped shape regulations to implement medical loss ratio, rate review, and other market reform provisions of the Affordable Care Act. Led development of guidance and Q&A documents to clarify regulations for employers, consumer groups, states, health plans, other stakeholders and the media. Represented the agency in high-level inter and intra-departmental, White House, and Congressional meetings as well as at external conferences and meetings.

#### **U.S. SENATE, COMMITTEE ON FINANCE, CHAIRMAN MAX BAUCUS, Washington, DC**

##### **Chief Health Counsel and Senior Counsel to the Chair -- March 2008–July 2010**

Coordinated the development, planning and execution of the Committee's health reform plan. Responsibilities included: planning hearings, orchestrating a congressional summit featuring Federal Reserve Chair as keynote speaker, researching and preparing a White Paper to lay out a framework for health reform legislation, directing production of 'policy options' papers, managing the Committee markup, and working with the Congressional Budget Office. Played a leading role in merging the Finance and HELP Committee bills in preparation for Senate floor debate. Prepared talking points, floor speeches, and worked with members' staff on floor amendments. Participated in House-Senate negotiations resulting in the reconciliation bill that eased passage of legislation. Ongoing management of other policy areas including unemployment insurance and Medicare physician payment. Negotiated provisions included in the 2009 economic recovery act and reauthorization of Trade Adjustment Assistance.

**WELLPOINT, INC.,** Washington, DC

**Vice President, Public Policy and External Affairs -- 2006–2008**

Responsible for managing policy analysis and development for the largest health insurance company in the U.S., with enrollees in Medicare, Medicaid, and the non-group, small group and large group markets. Directed internal and external research to shape and support the company's policy positions on pending State and federal legislation and regulations, as well as emerging policy issues representing a future risk or opportunity for the company. Served as the primary liaison to key trade associations on policy issues and managed the company's intergovernmental affairs function. Interacted with the company's senior management team, as well as outside policy experts, academicians, think tanks, trade associations, and foundations. Managed a professional staff located in three States and D.C.

**HEALTH POLICY ALTERNATIVES, INC.,** Washington, DC

**Principal -- 2005–2006**

Partner in an established consulting firm with a diverse client base including national associations, drug and health plan companies, non-profit advocacy groups and think tanks. Prepared White Papers for clients on topics including physician profiling, quality-based payments for Medicare managed care plans, biosimilars, and U.S. funding for global health. Advised clients on pending legislation and technical aspects of Medicare Part D.

**U.S. SENATE, COMMITTEE ON FINANCE, RANKING MEMBER MAX BAUCUS,** Washington, DC

**Chief Health and Entitlements Counsel -- 2001–2005**

Oversaw legislative activities in federal health and welfare programs including Medicare, Medicaid, Children's Health Insurance Program, and TANF. Provided policy guidance and developed legislative strategy on wide range of health policy issues, including solutions to cover the uninsured, address rising health care costs, and improve the long-term financial solvency of entitlement programs. Represented the Finance Committee and Senator Baucus as a speaker at conferences and at meetings. Managed professional staff.

- Identified key areas for legislative activity and developed strategy to carry out policy priorities in collaboration with other congressional Democrats and major stakeholders. Planned hearings and markups, and solicited research from agencies and outside groups in furtherance of policy goals.
- Played major role in negotiating the 2003 Medicare Modernization Act, which included the Part D prescription drug benefit and other Medicare payment changes. Negotiated health tax provisions in the 2002 Trade Act.

**U.S. CONGRESS, JOINT ECONOMIC COMMITTEE AND SENATE FINANCE COMMITTEE**

**Professional Staff -- 1999–2000**

Served as Professional Staff for Senator Daniel Patrick Moynihan on the Senate Finance Committee and Rep. Pete Stark on the Joint Economic Committee. Coordinated Committee agenda, hearings and markups.

- Helped develop a Democratic substitute to the House Republican Medicare prescription drug plan.
- Drafted legislation to expand health insurance coverage to all Americans through an employer-mandate with subsidies for small businesses and low-income individuals and families.
- Participated in negotiations on Medicare provider payment provisions included in the "Balanced Budget Refinement Act of 1999" and the "Benefits Improvement and Protection Act of 2000."

**HOGAN & HARTSON, L.L.P.,** Washington, DC

**Associate -- 1998–1999, Summer Associate -- 1997**

Served as legal advisor to clients on Medicare and Medicaid issues regarding reimbursement, coverage, eligibility, and pending federal legislation. Prepared comments on proposed regulations on behalf of clients. Conducted legal research and prepared written memoranda on health law topics including antitrust, confidentiality of personal health information, and State licensure of health care entities.

**PARK NICOLLET MEDICAL FOUNDATION, Minneapolis, MN**  
**Senior Research Associate, Health Research Center -- 1995-1998**  
**Research Associate -- 1993-1995**

Developed, managed and participated in research projects related to health status assessment for managed care plans, chronic disease management models, and survey research methods. Consultant to project team working with the Minnesota Department of Health to develop and test a risk adjustment system for managed care plans participating in State-run public programs. Co-Investigator on a project to survey Medicare beneficiaries enrolled in a managed care plan in the Twin Cities with respect to health status and health risks.

**OTHER RELEVANT WORK EXPERIENCE**

Increasingly responsible positions with the U.S. Health Care Financing Administration (now the Center for Medicare and Medicaid Services), Office of Legislation as Medicare Program Analyst, the Johns Hopkins Center for Hospital Finance and Management as Research Assistant on hospital payment methodology, and the U.S. General Accounting Office (now the Government Accountability Office).

**EDUCATION**

**J.D., UNIVERSITY OF MINNESOTA**

Graduated *Cum Laude*; University of Minnesota Law Review, Managing Editor  
Bar memberships: Maryland (since 1998); District of Columbia (since 1999); U.S. Supreme Court (since 2012)

**Ph.D., JOHNS HOPKINS BLOOMBERG SCHOOL OF PUBLIC HEALTH**

*Dissertation: "Predictive Performance of Current Risk Adjustment Systems: Application to Pediatric Populations"*

**B.A., UNIVERSITY OF PENNSYLVANIA**

Graduated *Magna Cum Laude*

**PROFESSIONAL AFFILIATIONS**

Grantmakers in Health, Board member, 2021-  
Medicare Rights Center, Board member, 2006-2008 and 2019-present  
Elizabeth Glaser Pediatric AIDS Foundation, Board of Directors, 2018-2020  
Aspen Health Innovators Fellowship, Inaugural Class, 2015  
David A. Winston Health Policy Fellowship, Board of Directors, 2014-present  
National Quality Forum (NQF), Board of Directors, 2014-2019  
National Health Council, Board of Directors, 2014-2019  
AcademyHealth Coalition for Health Services Research, Board member, 2006-2008, and 2015-2016  
Primary Care Collaborative (PCC), Board of Directors, 2013-2016  
Adjunct Lecturer, George Washington University, Department of Health Policy, 2005-2010  
National Academy of Social Insurance, Member 2003-present

**PUBLICATIONS AND REPORTS**

Authored and co-authored multiple articles in nationally recognized, peer-reviewed health publications including the *New England Journal of Medicine* and *Health Affairs*. List of publications available upon request.