

# Center for Healthcare Economics and Policy

# FTI Consulting's Center for Healthcare Economics & Policy

At a time when healthcare organizations face unprecedented challenges and pressures to reduce spending while expanding access to care, demonstrating consumer value is critical to engaging effectively in high-stakes debates.

The Center for Healthcare Economics and Policy applies cutting-edge economics and quantitative methods to assess the impact of innovations, interventions and policy reforms on the healthcare system and key stakeholders. We customize our advanced modeling and economic analytical capabilities using extensive proprietary and public data, regulatory and policy expertise, and industry experience to generate unique insights and data points that shape the narrative around complex issues.

Working with FTI Consulting's experts in public affairs and strategic communications, our interdisciplinary healthcare policy team produces economic analyses that provides the basis for compelling evidence-based analysis and strategies set out in white papers, issue briefs, infographics and other content designed to have maximum impact in addressing critical client issues and influencing the healthcare policy debate.

## We Specialize in Solutions

Economic Modeling

Legislative and Regulatory Impact Analyses

Population Health Projections

Demand Forecasts

Competitive Assessments

Pricing Reviews

Economic Impact Studies

Issue Monitoring

Policy Mapping

## How We Communicate Results

White Papers

Issue Briefs

Infographics

Expert Panels

Advocacy Campaigns

Thought Leadership

Media Relations

Stakeholder Engagement

# Our Approach

Healthcare economics is the application of economic theory and methods to determine how best to meet the healthcare needs of a population while providing greater value. Employing economic analysis to influence policy outcomes also requires a deep understanding of the politics, policy and stakeholder dynamics. We consider each of these angles to ensure that clients are armed with the most effective content and data to influence key decisionmakers. FTI's interdisciplinary health policy team combines rigorous economic analysis with policy expertise and political intelligence to generate compelling, evidence-based content.



## Healthcare Policy Analysis

The pace of change in healthcare is unlike any other industry. In a rapidly evolving legislative and regulatory environment, healthcare organizations must act swiftly to evaluate the impact of new policies and communicate the effects to policymakers. In evaluating policy proposals at the federal and state levels, FTI Consulting's economists work alongside our experts in public affairs to help clients identify research questions and methodologies that will generate the most relevant and impactful insights. FTI's interdisciplinary team bridges the gap between public policy and strategic communications to synthesize and communicate findings for a range of stakeholders.



## Competition and Market Dynamics

Our economic analyses, supported by economic and industry research and advanced modeling, enables clients to make informed decisions on business strategies that impact market and competitive dynamics via market restructuring and consolidation/divestitures.



## Modeling & Transformation

Because providers, insurers, and governments operate in a dynamic and complex healthcare environment, sound predictions require more complex modeling than many analysts can provide. The Center's models are customized for every application and can include as many interdependent factors as are necessary to produce reliable estimates. Our communications team can message complex model outcomes for stakeholders to influence strategic change and policy.



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## Health Economics and Outcomes Research & Market Access

Center economists have expertise generating state-of-the-art health economics & outcomes research (HEOR) evidence to support life science products' commercialization. FTI combines unparalleled expertise in life sciences with the ability to distill analytical findings and communicate the value of our clients' innovation to diverse stakeholder audiences.



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## Public Affairs and Government Relations Support

Getting things done in today's political environment requires strategic engagement, experienced coalition-builders, and an in-depth knowledge of state and federal legislative processes. We design, execute and implement Public Affairs and Government Relations strategies – in Washington, D.C. and with partners in state capitals around the country – to build momentum, create favorable regulatory environments, or raise concerns about controversial and unproven policies.



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## Stakeholder Engagement

FTI's deep expertise in public policy enables our team to quickly build effective public education and advocacy campaigns around the most complex issues in health policy, engaging stakeholders with compelling messages and proof points. With persuasive research, tailored messages, targeted audiences, and engaging, shareable content, the client controls the dynamics and contours of the public debate. As a result, clients can put opponents on their back foot by creating a constant loop of credible, fact-based information amplified by an orchestra of allies, influencers and thought leaders.



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## Strategic & Management Consulting

Center economists bring advanced analytics and industry expertise to help clients solve their most pressing challenges – current and future demand, optimizing or reconfiguring system assets, and assessing outcomes and benefits from change. Our rigorous, proactive analyses of investments in technologies or facilities or changes in services or capacity help identify strategic choices, regulatory risks, and benefits and determine economic, market and care delivery impact.



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## Opinion Research

From strategic planning and audience research to evaluating communication effectiveness, our team of industry experts helps clients better understand, leverage, and measure the dynamics driving reputation and decision-making. FTI's team of experts in opinion research has deep subject matter expertise in healthcare policy, enabling us to construct surveys and other research tools to serve myriad purposes, whether informing stakeholder engagement strategies or creating new data points to support a client's messaging, market and care delivery impact.

# The industry leader in healthcare economics and policy.

Combining evidence-based healthcare economics with effective stakeholder engagement, healthcare economics is the application of empirical techniques and analytical theory to questions concerning how best to provide healthcare services to meet the needs of a population. Employing economic analysis to influence policy outcomes requires a deep understanding of the politics, policy and stakeholder dynamics. FTI's interdisciplinary health policy team combines rigorous economic analysis with policy expertise and political intelligence to generate compelling, evidence-based content.

FTI Consulting professionals experts include Ph.D. economists with specialized health economics expertise across many applications with private and public sector experience, supported by analytic consultants and expert modelers, as well as experts in public policy with extensive experience serving in state and federal government. We benefit from an Advisory Board of industry leaders and the ability to draw on practitioners and professionals from

across FTI's strong multi-disciplinary practices. Our public affairs team provides high-level experience advising senior decisionmakers with appropriate and effective messaging of evidence-based supporting analyses.

Headquartered in Washington, D.C. with offices in every major center of government — from Brussels to Beijing — FTI Consulting offers specialized expertise and global reach.



Hospitals & Health Systems



Physicians & Nonphysician Providers




Insurers/Payers



Outpatient Services



Pharmaceuticals



Medical Devices



Clinical Laboratories



Patient Advocacy



Public Health



Health Equity

# Our Team



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## **MARGARET E. GUERIN-CALVERT**

President and Senior Managing Director

Margaret (Meg) Guerin-Calvert is FTI Consulting's founding president of its Center for Healthcare Economics and Policy. She has over 30 years of experience as an economist in both public and private sectors, in competition and regulatory policy, mergers, intellectual property, and litigation matters including damages and class certification. Ms. Guerin-Calvert's experience on regulatory policy includes economic analyses of markets, price caps, capacity, and community needs assessment; she assists clients with economic and strategic assessments on transactions, realignment and economic impact.

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## **CHARLENE MACDONALD**

Senior Managing Director

Charlene MacDonald serves as Head of the Healthcare & Life Sciences sector in the Americas. Ms. MacDonald has nearly 20 years of experience navigating complex healthcare issues at the nexus of business, government, and finance. Ms. MacDonald advises clients on the development and execution of public affairs and stakeholder engagement strategies related to legislation, government investigations and regulatory policy. She frequently provides counsel to clients on matters concerning health policy and health economics, harnessing the power of data to develop compelling messaging campaign.

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## **SUSAN MANNING, Ph.D.**

COO and Senior Managing Director

Susan Henley Manning, Ph.D. has over 30 years of economics and litigation consulting experience, including extensive expertise in antitrust and competition issues, mergers and acquisitions, and regulatory policy analysis. Dr. Manning's most recent healthcare work has focused on using sound empirical economic analysis to identify levers for improving access and quality of healthcare within a community with more cost-efficient delivery structures, such as integrated care organizations and accountable health communities. Dr. Manning has used microsimulation and other economic models to assess the demand for healthcare services and resources, including advanced methods for treating cancer.

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## **JASON SHAFRIN, Ph.D.**

Senior Managing Director

Jason Shafrin, Ph.D. has over 15 years of health economics research experience serving as trusted advisor and expert to a wide variety of healthcare life sciences companies, governments and non-governmental organizations (NGOs). Dr. Shafrin is an expert in applied economics with a specialty in health economics research. His work has assisted clients addressing policy changes, navigating regulatory processes, evaluating pricing, value and outcomes and supporting innovation and transformative change.

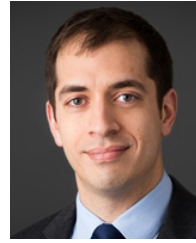
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**DENISE H. CLAYTON, Ph.D.**  
Managing Director

Denise H. Clayton, Ph.D. has over 15 years of healthcare economics and analytics experience serving as trusted advisor to healthcare payers, providers, life sciences organizations, and governments. Dr. Clayton is an expert in health economics with a specialty in impact analysis and program evaluation, health equity, risk adjustment, and quality measurement. She has helped clients expand value-based arrangements to novel settings, understand the impact of new technology on key outcomes, and navigate evolving payment and policy landscapes. Her experience includes cost-benefit analysis, mixed methods program evaluation, real-world data analysis, policy impact analysis, and supply and demand forecasting.

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**JEREMY NIGHOHOSSIAN, Ph.D.**  
Managing Director

Jeremy Nighohossian, Ph.D. is an expert in analytics and modeling, providing support to clients on issues related to the intersection of health economics and public policy. Dr. Nighohossian has conducted many analyses using discrete choice methods to help predict where patients would seek treatment among several alternatives. Dr. Nighohossian also has extensive experience with demand modeling, and applying a multitude of econometric and forecasting techniques to provide insights to hospitals and communities about healthcare.

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**CITSEKO STAPLES MILLER**  
Managing Director

Citseko Staples Miller leads the Healthcare & Life Sciences Public Affairs team. For more than 20 years, she's been engaged in comprehensive, multi-faceted public policy campaigns focused on health care, access to coverage, cancer control and prevention, appropriations and government finance. With experience in state government, the private and non-profit sectors, Ms. Miller has led national and state efforts to influence health care policy decisions through the development and execution of strategic legislative, regulatory and administrative advocacy campaigns.

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# Our Advisory Board includes Health Plan, Government and Policy Leaders

## Michael W. Cropp, MD

President & CEO, Independent Health

## W. David Helms, Ph.D.

Senior Associate, Bloomberg School of Public Health, Johns Hopkins University  
Former President & CEO, AcademyHealth

## George J. Isham, MD, MS

Senior Fellow, HealthPartners Institute

## Bill Purcell, JD

Former Mayor of Nashville  
Counsel, Frost Brown Todd LLC

## Our Clients



Trade Associations



Coalitions



Hospitals and  
Healthcare Providers



Insurers



Life Sciences



Patient Advocacy  
Organizations



Government Agencies



Foundations

## EXPERTS WITH IMPACT™

**FTI Consulting** is an independent global business advisory firm dedicated to helping organizations manage change, mitigate risk and resolve disputes: financial, legal, operational, political & regulatory, reputational and transactional. FTI Consulting professionals, located in all major business centers throughout the world, work closely with clients to anticipate, illuminate and overcome complex business challenges and opportunities.

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