

DANIEL TSAI

(b)(6)

Experience

- COMMONWEALTH OF MASSACHUSETTS** **BOSTON, MA**
- 2015 – present **Medicaid Director and Assistant Secretary for MassHealth**
Appointed by Governor Charlie Baker to lead the state’s \$18 billion Medicaid program with a staff of ~900. Responsible for building a robust, sustainable Medicaid program and team that ensures equitable coverage and reshapes how health care is delivered for over 1.9 million people
- Delivery system reform, value-based care, and health equity: Led the most significant restructuring of MassHealth since the 1990s, including architecting, negotiating and implementing a landmark Medicaid 1115 waiver in 2016 with the Obama Administration
 - Achieved one of the most scaled, value-based care models in the nation: ~80% of eligible lives enrolled in Accountable Care Organizations (ACOs) with health care providers accountable for population health, quality and total cost of care
 - Launched unique program committing \$150 million to targeted housing and nutritional supports to address the social determinants of health for individuals with high health care costs
 - Negotiated new safety net hospital financing structure that preserves sustainable, critical support for the safety net while conditioning payments on participation in at-risk ACO models
 - Developed novel risk adjustment and pricing model for ACOs that incorporates housing instability and other social factors to more equitably allocate health care dollars
 - Coverage and affordability: Leverage Medicaid coverage and 1115 authorities to maintain the highest rate of health insurance coverage and one of the lowest Marketplace/QHP premiums in the country
 - Renegotiated federal authority for the state’s 1115 Medicaid “wrap”, which limits premiums and cost sharing for individuals on the Marketplace (QHP) to a certain percentage of income
 - Represented Massachusetts with a coalition of states to develop a fact base for a bipartisan group of Governors to oppose ACA “repeal and replace” efforts in 2017
 - Pharmacy and high-cost drugs: Led groundbreaking approach with legislative authority to directly negotiate with drug manufacturers; those that do not offer reasonable prices are subject to a public process
 - Delivered ~\$175 million in additional rebates and value as a result of the new negotiating authority
 - Also guaranteed consumer access to Hep C curative therapies with limited fiscal impact by removing all clinical restrictions and negotiating rebates for the first “exclusive” contract for one of these drugs
 - Cost containment, fiscal sustainability and program integrity: Reduced Medicaid cost growth from historical double digit to low single digit rates, while preserving or expanding eligibility and benefits for members
 - Achieved >\$500 million in annual savings from program integrity and operational improvements
 - People and team: Prioritized building a high performing, healthy organization, including empowering existing staff, bringing on new team members, and dedicating resources to professional development and culture
- 2020 (March – September) **Deputy Secretary of Health and Human Services**
Assumed daily responsibility at the height of COVID-19 for 22,000 employees and \$24 billion in HHS programs
- Responsible for operational oversight of Medicaid and the state agencies for child welfare, mental health, welfare and nutritional benefits, developmental disabilities and older adults, among others
 - Oversaw COVID-19 response at state operated hospitals, long term care facilities, and residential care settings, including rapid response to outbreaks, infection control, testing, staffing, PPE acquisition, and labor relations
 - Negotiated \$1 billion in state COVID-19 fiscal relief for health and human services providers
- 2007 - 2015 **MCKINSEY & COMPANY** **BOSTON, MA / NEW JERSEY**
Partner, Associate Partner, Engagement Manager, Associate, Business Analyst
Leader in McKinsey’s Healthcare practice with extensive experience across Medicaid, Medicare, and Commercial sectors and on the design and implementation of innovative models for health care coverage, delivery and payment
- Led engagements across almost every aspect of health care, including a diverse range of state Medicaid programs, health care providers, national and regional health plans, pharmaceutical manufacturers, and PBMs
 - Co-led a specialized, start-up division within McKinsey with 20+ full time staff that combined health care expertise, advanced analytics, actuarial and statistical capabilities, and coding to support health reform efforts
- Education**
- 2003-2007 **HARVARD COLLEGE** **CAMBRIDGE, MA**
A.B., *summa cum laude*, in Applied Mathematics and Economics
- Other** Board Member, National Association of Medicaid Directors; cuts hair at Boston Health Care for the Homeless