

Jennifer L. Friedman

(b)(6)

WORK EXPERIENCE

Stryker

Director, Government Affairs & Payment Policy

Washington, DC

December 2017 - present

- ◆ Lead Stryker's analysis and advocacy for Medicare payment policy across business divisions and within trade associations. Oversee comment letter development. Successfully secured Stryker positions or drove to consensus in various trade association and coalitions, often resulting in positive outcomes with the Centers for Medicare and Medicaid Services. Focus areas include Medicare inpatient hospital, outpatient hospital, physician fee schedule, COVID, and Medicare Coverage of Innovation Technology regulations.
- ◆ Advise business divisions on Medicare reimbursement, coding, coverage and other strategies to advance market access. Worked with product team to successfully secure Medicare Inpatient Hospital New Technology Add-on and Outpatient Hospital Transitional Pass-through Payments for the SpineJack Expansion Kit.
- ◆ Point person for all advocacy with Center for Medicare and Medicaid Innovation on behalf of Stryker's convener for Bundled Payments for Care Improvement Advanced Model.

GR Japan

Associate Director for Policy and Research

Tokyo, Japan

September 2015 - June 2017

- ◆ Senior member of health care team at Japan's leading government relations consultancy. Advised multinational health care companies on public policies affecting client market development in Japan.

Council on Foreign Relations

Meiji Institute for Global Affairs

Tokyo, Japan

September 2014 - August 2015

International Affairs Fellow in Japan, sponsored by Hitachi Ltd

- ◆ Conducted independent research on Japan's health care system to identify lessons for slowing health care spending growth.

U.S. House of Representatives, Committee on Ways and Means

Subcommittee on Health

Washington DC

February 2007 - June 2014

Deputy Staff Director (Democratic Staff), promoted from Professional Staff

- ◆ Advised Democratic Chairman/Ranking Member on development of, and strategy to advance, health policy agenda. Supervised and managed workflow of up to six staff. Served as Acting Staff Director for nine months during Staff Director's leaves of absence.
- ◆ Member of historic Congressional Committee staff team that developed the House of Representatives-passed health reform bill in 2010. Successfully negotiated many provisions with staff from U.S. Senate and White House for reconciliation bill amending the Affordable Care Act, resulting in Health Care and Education Reconciliation Act (final Obama health reform package).
- ◆ Crafted numerous Medicare policies enacted into law to improve the efficiency and value of

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health care delivery, including incentives to reduce preventable hospital readmissions, incentives for hospital adoption of electronic health records, new bundled payment system for dialysis providers, and development of collection tool for common assessment data across post-acute providers.

- ◆ Lead staffer with oversight responsibilities for \$350 billion of Medicare payments to acute, post-acute, and dialysis providers, and managed care plans. Crafted policy options and legislation, assessed political feasibility and impact on Medicare beneficiaries, and conducted outreach with interest groups. Monitored Administration's implementation of legislation and advocated for regulatory policies consistent with Congressional intent.
- ◆ Provided staff support to Democratic House Members serving on Joint Select Committee on Deficit Reduction (2011).

National Rural Health Association

Vice President, Government Affairs and Policy

Alexandria, VA

April 2006 – February 2007

- ◆ Represented 10,000-member trade association of rural health providers before Congress and the Executive Branch. Led teams of rural health care providers to identify policy problems, develop legislative and regulatory solutions, and execute advocacy strategy.
- ◆ Extensive public speaking at national and state conferences on rural health policy.

U.S. House of Representatives, Committee on the Budget

Senior Budget Analyst (Democratic Staff)

Washington, DC

January 2003 – April 2006

- ◆ Served as expert on budget process and rules, including reconciliation, as well as budget implications of federal health programs and proposed changes to those programs.

U.S. Office of Management and Budget

Program Examiner, Health Financing Branch

Program Examiner, Income Maintenance Branch

Washington, DC

2001 – 2003

1997 – 2001

- ◆ Formulated, analyzed and recommended policies for the President's annual budget as lead analyst for Medicare inpatient hospital payments.
- ◆ Negotiated and resolved policy and budget disagreements between White House and agencies.

EDUCATION

University of California at Berkeley, Goldman School of Public Policy

Master of Public Policy. Patricia Roberts Harris Fellow.

Georgetown University

Bachelor of Arts in Government, Minor in Theology. Magna Cum Laude, Phi Beta Kappa, and Political Science Honor Society.