Health Policy & Law Career Snapshots by Sector
Updated August 2024

Government Agencies	
Employer Examples	Sample Responsibilities & Skills
Local/State • MA Executive Office of Health & Human Services • MA Joint Committee on Healthcare Financing • MA Health Policy Commission • MA Dept of Public Health (MDPH) • Boston Public Health Commission • Boston Office of Recovery Services National • Centers for Medicare and Medicaid Services (CMS) • Centers for Disease Control and Prevention (CDC) • National Institutes of Health (NIH) • Food & Drug Administration (FDA) • Health Resources & Services Administration (HRSA) • Agency for Healthcare Research & Quality (AHRQ) • Substance Abuse and Mental Health Services Administration (SAMHSA) • Legislators (Senators & Congress Members) Global • USAID • Peace Corps • Department of Health and Human Services (HHS) – Office of Global Affairs	• **Draft memos** on current public health issues such as the increase in prescription drug costs and gun violence legislation. • Draft **policy briefs** on a state's health care quality measurement activities. • Conduct **extensive literature reviews** and **interview stakeholders** including legislators, state government officials (regulators/analysts, executive agencies, core service agencies), academics and policy experts, providers / health systems, insurance executives, and advocacy organizations to inform conclusions and policy recommendations. • Write **white paper** discussing the current policy debate, the ways in which integration can be achieved, and policy recommendations. • **Analyze current and proposed health policies** based on cost, access, quality, and equity; attend legislative debate and hearings regarding relevant legislation and topic areas. • **Track bills** pending before the Legislature and develop succinct and focused bill comments and position statements. • **Facilitate policy discussions** amongst programs, bureaus and senior staff; and develop deliverables such as Excel database to track legislative reports, policy brief, and legislative reports. • **Analyze data** such as those used to identify disparities or access issues to inform policy decisions.
Hospitals, Community Health Centers, & Other Providers	
Employer Examples	Sample Responsibilities & Skills
Local/State • Mass General Brigham • Fenway Health • Boston Children's Hospital • Cambridge Health Alliance	• **Contribute to quality and safety** initiatives by working with staff to understand regulatory compliance issues, implement safety programs such as compliance tools, and create high quality and safe care environment for patients and staff.

- Boston Medical Center - UMass Memorial Medical Center - Lynn Community Health Center National/Regional - Atlantic Healthcare - Kaiser Permanente - Tenet Healthcare - Veterans Health Administration (VHA)	**Evaluate current compliance** and **develop PowerPoint presentations** to educate staff on the importance of using a specific tool. Then, re-survey staff to learn establish whether education affected implementation of the tool. **Manage legislative and regulatory affairs** concerning health policy and advocacy issues focused on reducing access issues and financial barriers for patients, and supporting policies that reflect the importance of public health and prevention. Collaborate with Community Benefits Office in fulfilling regulatory requirements related to the Community Health Needs Assessment including the research, writing, and development of mandated reports on public health activities. - Within a Payer Strategy & Contracting department, **analyze Medicare policies and their implications** on financial revenue for hospitals, outpatient facilities, and post-acute care centers. Work on government revenue models, impact analytics, and inflation tracking to inform both fiscal and multi-year budget projections at a system level. **Identify common ethical challenges**, and **conduct extensive literature research** on issues related to specific ethics consult cases. Attend Ethics Committee meetings and ad-hoc team consults. Generate and disseminate improved ethics resources for the community, and track and evaluate ethical consults.

Pharmaceutical, Life Sciences, & Medical Devices

Employer Examples	Sample Responsibilities & Skills
- Biogen - Vertex - Genzyme (Sanofi) - Takeda - Hologic, Inc. - Pfizer, Inc. - Johnson & Johnson - EMD Serono - Novartis Consulting - Red Nucleus - ZS Associates - Alira Health Job Title Examples - Regulatory / Medical Affairs / Government Affairs - Patient Advocacy - Client Success Manager / Patient Support Specialist	**Conduct literature reviews**, attend meetings with federal stakeholders, and assist in the **development of advocacy plans and company policy positions**. **Act as liaison** for disease communities and **develop relationships** with patient advocates, advocacy group leaders, and other constituents to better understand the needs of specific populations and to be an internal champion for those populations. **Partner with international patient organizations** to support disease awareness, diagnosis, and educational initiatives along with other mutual objectives. **Co-author papers and country profiles** used to develop briefing books. Ensure country profiles provide deep perspectives on various company activities, and on healthcare systems and policies around the globe. **Develop understanding of each individual country's key challenges, regulatory environment** and key demographics in order to contribute to business development and respond to regulatory pressures. **Provide regulatory support** for post-marketing changes working closely with Manufacturing, Quality and Technical Support groups, and other Regulatory Affairs

	colleagues. Review technical documentation, and provide support to changes for manufacturing and compliance, ensuring conformance with existing regulatory approvals.
	• **Contribute to strategy development** through **direct lobbying**, **developing relationships** with legislators, governors, regulators, and state agencies to affect policy/legislation involving issues. Identify business risks and develop defensive and responsive strategies to address legislative and public policy initiatives that could affect patient access to products.

Associations, NGO's, Non-Profits, & Advocacy Groups

Employer Examples	Sample Responsibilities & Skills
Local/State • Greater Boston Food Bank • Boston Healthcare for the Homeless Program • Healthcare for All (HCFA) • MA Association of Community Health Workers • MA Public Health Association (MPHA) • Health Resources in Action (HRiA) National • Alzheimer's Association • American Heart Association • The Trevor Project • Community Catalyst • The National Alliance on Mental Illness (NAMI) Global • Catholic Relief Services • Partners in Health • Physicians for Human Rights	• **Track the bills and policies** involving health system impact on a particular issue or vulnerable population. • **Analyze population health data** to identify disparities or access issues based on policy decisions. • **Conduct review of scientific and grey literature**, **interview stakeholders** and research and **write briefs or case studies** on particular issue and policy approaches. • **Develop strategies** to mobilize groups to support advocacy efforts through social media and partnerships. • Attend state house meetings, research backgrounds of policy decision makers, and provide summaries for advocacy purposes. • **Manage relationships** with key coalitions focused on specific disease states and elements of care continuum. Contribute to drafting position statements, letters, and other materials and represent organization at meetings with policy makers. • **Conduct literature reviews** to assess policies in other countries. Attend ministry of health and ministry of education meetings, research backgrounds of policy decision makers, and provide summaries for advocacy purposes.

Research & Policy Consulting Firms, Academia

Employer Examples	Sample Responsibilities & Skills
• ForHealth Consulting at UMass Chan Medical School • Harvard School of Public Health • RAND Corporation • Mathematica Policy Research	• **Obtain data and information** from wide variety of sources, including federal agencies, state agencies, insurers, health care providers, human services providers, academic and professional journals, professional organizations, foundations, news outlets, blogs, consulting project clients and partners.

• RTI International • American Institutes for Research • WestStat • NORC • Urban Institute • Abt Associates • The Lewin Group • ICF International • FXB Center for Health and Human Rights • Booz Allen Hamilton • Public Consulting Group (PCG)	• **Perform policy and data analyses** of health care and human services topics and issues, requiring an understanding of policy context, and the ability to combine and synthesize data and information from multiple sources using **SAS and other statistical software tools**. • **Produce meeting materials** for government clients, public hearings and technical advisory groups. • **Collect direct feedback from stakeholders**, **synthesize takeaways** and action items, and act as subject matter expert. • **Prepare written summaries and reports** of policy and data analyses and provide input to written reports and other materials in easily understood formats (using charts, graphs and tables for presentations) for both internal and external distribution. • **Manage research projects** from inception to delivery, ensuring they adhere to timelines, budgets, and quality standards. • Ensure research activities **comply with ethical standards**, including the protection of sensitive data and informed consent of research participants.

Management & Regulatory Affairs Consulting

Employer Examples	Sample Responsibilities & Skills
• Analysis Group • Health Advances • Leerink Partners • Deloitte • McKinsey & Company • Accenture • KPMG • PwC (PricewaterhouseCoopers) • Booze Allen Hamilton • Boston Consulting Group Law Firms (that hire non-JDs) • Health Law Advocates (HLA) • Mannatt, Phelps & Phillips LLP • Hooper, Lundy & Bookman, PC • McDermott Will & Emery	• **Design and implement comprehensive compliance programs** for healthcare organizations to ensure adherence to legal and regulatory requirements. • **Analyze regulatory landscapes** and provide strategic advice to healthcare organizations on how to navigate complex regulations and reduce compliance risks. • Assist healthcare organizations in **developing, implementing, and evaluating policies** to meet regulatory standards and improve operational efficiency. Engage with key stakeholders including healthcare providers, insurers, and government agencies to align regulatory strategies with business objectives. • Provide strategic consulting services to optimize healthcare delivery systems, focusing on cost-effectiveness and regulatory compliance. • **Conduct market research and analysis** to provide insights into healthcare trends, competitor strategies and market opportunities. This may include **financial analysis** and consulting to help organizations improve profitability and manage costs.

	• Conduct comprehensive research on legal precedents, regulatory requirements, and policy issues related to healthcare. **Prepare detailed reports and briefs** that **synthesize legal and health information** to support decision-making processes.

Health Insurance Firms, Accountable Care Organizations (ACOs) & Foundations	
Employer Examples	Sample Responsibilities & Skills
Local/State • MassHealth (Medicaid of MA) • Blue Cross Blue Shield of MA • Point32Health • Community Care Cooperative (C3) • Mass General Brigham National • United Health Group • Anthem, Inc. • Aetna Insurance • Wellpoint Insurance • Kaiser Foundation Health Plan / KFF • Humana • Cigna • Tricare • Optum	• Identify and **analyze proposed legislative initiatives**, in coordination with regulatory department, to present significant implications to Plan's business operations. Identify policy questions, evaluate impact on Plan business, forge consensus in legislative areas, and prepare comments regarding recommended policy. Highlight policy positions and raise the visibility of Plan initiatives with key external audiences. • **Conduct monitoring activities** to **evaluate compliance** with federal and state regulations, including Centers of Medicare and Medicaid Services (CMS) and Medicare Advantage (MA) contract. Serve as a lead resource for trending information and compiling dashboards to include findings, observations, and recommendations. Conduct follow-up reviews by assessing previous issues of noncompliance and management actions plans to ensure the implemented corrective actions fully remediated the risk of noncompliance. • **Administer strategic initiatives** and services for members, including new opportunities in the Affordable Care Act, eligibility policy, and other Medicaid State Plan, Waiver, and Demonstration programs. • **Evaluate the impact of policy changes**, including ACA and other legislative, regulatory or management policies on systems development and operational needs. Work with federal and state officials on ongoing administration, amendment, and expansion processes related to the State Plan, Waivers, Demonstrations, Medicare, federal grants, federal contracts, and other federal partnership opportunities. • Play key role in ensuring overall effectiveness in generating and accelerating positive changes in health, working cross-functionally to design, implement and communicate Health Policy projects. Perform secondary research and analysis, design and execute studies to identify and describe health-related issues, and partner with funders and governmental entities in an objective and comprehensive manner. • Work independently to **conduct quantitative analyses assessing utilization, spending, and out-of-pocket costs** of sexual and reproductive health services, including defining analytic approaches, debugging and running code to carry out analyses, and writing up descriptions of methodologies and results.

	• **Conduct data analysis of Medicaid and employer plan claims data**, and in-house survey data, focused on women's health policy including contraception, abortion, maternal health, and other topics important to women's health. • **Serve as project officer** on contract-supported research and policy studies, and represent Foundation's Health Policy research in the community, at conferences, to elected officials and in the media.