



# The Budget Bill Is Bad for Maine

The "One Big Beautiful Bill Act" terminates health coverage, drives up costs and cuts care across the country — eliminating health coverage for nearly 16 million people<sup>1</sup> and resulting in over 51,000 preventable deaths nationwide.<sup>2</sup> If Congress charges ahead with either the Senate or House version of the bill, at least 40,000 Mainers will lose health coverage<sup>3</sup> and Maine's uninsured rate will increase by 50%.<sup>4</sup>

# The act threatens the health and financial security of Mainers in every community:

- Makes the largest cut to Medicaid in history, gutting a whopping \$859 billion from Medicaid<sup>5</sup> and the low-income families, workers, veterans, and people with disabilities who rely on it for their care including 392,000 children and adults in Maine.<sup>6</sup>
- **Drains \$349 billion from Marketplace coverage,** jeopardizing small businesses and entrepreneurs (including those covered through CoverME, Maine's version of the Marketplace).
- Forces another \$500 billion in mandatory cuts to Medicare by triggering federal spending laws on top of the Medicaid cuts that will already impact seniors and people with disabilities who are also covered by Medicare (dual-eligibles).

### The act will wreak havoc on Maine's health system and economy:

Maine will be forced to offset budget holes caused by this bill by terminating coverage for families, eliminating essential health services, and cutting provider rates so drastically that doctors and hospitals are forced to close their doors — particularly in rural communities.

Hospitals like Cary Medical Center and Northern Light A.R. Gould Hospital in Aroostook County, Northern Light Maine Coast Hospital in Hancock County and Calais Community Hospital in Washington County will be at greater financial risk of closing due to Medicaid cuts in the bill.

Congress should reject these harmful cuts and instead take steps to protect health coverage programs that serve as lifelines for Mainers.

June 2025 Fact Sheet

# The budget bill would roll back the last decade of improvements to Maine health coverage and care

MaineCare (Maine's version of Medicaid) will face major cuts, forcing the state to make tough decisions about rolling back the services it provides — including things like dental care, prescription drugs, and mental health. The bill would also raise costs for Maine's low-income seniors and people with disabilities who have Medicare coverage but also rely on MaineCare to help pay for out-of-pocket costs and access services not covered by Medicare. These cuts undermine the core financial backbone of Maine's health care system, as MaineCare pays for a significant portion of care and services at local clinics and hospitals and serves as a critical engine for the state's economy.

### MaineCare covers 392,000 children and adults:



2 in 7 Maine residents.9



**140,000 children** — half of all children in Maine<sup>10</sup>



109,700 seniors and people with disabilities in Maine.<sup>11</sup>

CoverME will be undermined in its mission to provide access to health care for Mainers who do not qualify for MaineCare and do not have affordable coverage through their employers. The bill would make it harder for Mainers to buy their own health coverage through CoverME without pre-existing condition exclusions. Marketplace coverage provides comprehensive health benefits, including things like cancer screenings and treatment for diabetes and high blood pressure. The bill was also written with the assumption that Congress will allow enhanced premium tax credits to expire, which will make coverage even more unaffordable for Mainers.

### **CoverME** provides:



Coverage for **64,000 Maine residents.**<sup>12</sup>



Coverage for **8,300 small business owners** in Maine and **13,000 self- employed** Maine residents.<sup>13</sup>



Premium tax credits to help **85% of enrollees** pay their premiums.<sup>14</sup>

The budget bill will harm Maine families, workers, and small businesses by wrapping health coverage and care in red tape, undermining critical consumer protections, and making health care unaffordable.

## Making public and private coverage more expensive, harder to get and keep

The bill imposes higher out-of-pocket costs and cumbersome verification procedures for both MaineCare and CoverME. It will also eliminate automatic enrollment and shorten the annual open enrollment period for the Marketplace, threatening coverage for the **35,800 people in Maine who will no longer be able to automatically re-enroll** in their CoverME plans from year to year. Around **3,000** additional Mainers will become uninsured if Congress fails to renew enhanced premium tax credits that help them afford plans offered through CoverME.

### Kicking working people off coverage by creating bureaucratic barriers

The act will attack Maine's successful Medicaid expansion, which covers 106,500 Mainers. <sup>17</sup> In 2017, Mainers voted to provide Medicaid coverage to residents who earn less than \$21,597 per year. <sup>18</sup> The act will make it hard for these Mainers to keep their coverage, requiring them to re-verify they are eligible every 6 months.

It also imposes the most **onerous work reporting requirements ever attempted** — requiring workers to prove that they have one or more jobs that meet the hourly minimum or they are exempted. Based on the experience of states that previously — and unsuccessfully — tried to implement work reporting requirements, an estimated 34,000 people are at risk of losing their coverage in Maine, <sup>19</sup> including seasonal farm and hospitality workers, caregivers, students, and people with disabilities. **An estimated 100 avoidable deaths will occur in Maine each year when adults lose coverage because of work reporting requirements.** <sup>20</sup>

### Rolling back consumer protections for children

For children enrolled in the Children's Health Insurance Program (CHIP), the act eliminates current bans on annual and lifetime caps, enrollment waiting periods, and lockout periods for families who miss a premium payment because they cannot keep up with the cost of coverage.

# Raising costs for the poorest and most vulnerable Mainers covered by Medicare

MaineCare helps about 90,000 seniors and people with disabilities afford their Medicare expenses, <sup>21</sup> including premiums and out-of-pocket costs when they see a doctor or need a hospital stay. The act eliminates commonsense approaches like automatic data verification and streamlining applications that will make it harder for these Mainers to get the help they need to pay for their health care.



MAINE'S HEALTH CARE SYSTEM WILL LOSE AN ESTIMATED

# \$447 MILLION

PER YEAR IN FEDERAL FUNDING

# The budget bill will create a crisis for Maine's health system and state budget

With tens of thousands of Mainers set to lose access to their MaineCare and CoverME coverage, Maine's health care system will lose an estimated \$447 million per year in federal funding, making it nearly impossible for the state to maintain current levels of coverage, benefits, and payments to providers. Maine taxpayers will have to spend at least that much each year to cover additional uncompensated care costs at hospitals and clinics that provide health care services to newly uninsured residents who lack the ability to pay. The loss of federal funding will cause at least 4,300 total job losses (including jobs outside the health care sector) and \$759 million in reduced economic output.

The act also eliminates Maine's flexibility to fund MaineCare in a way that works best for the state by freezing taxes on health care providers at current rates. This will leave Maine with few options to address budget shortfalls and meet future demands resulting from hardships caused by storms, public health emergencies, and economic downturns.

- Maine's total tax base from health care providers is expected to decrease by \$40 million starting in fiscal year 2026.<sup>24</sup>
- Newly proposed taxes on in-state ambulance providers currently under consideration to help fill gaps in state funding<sup>25</sup> would be prohibited under both the House and Senate version of the bill.

#### Cuts will make it much harder for Maine to fund:

- 2 in 5 births for Maine moms.<sup>26</sup>
- 1 in 3 Maine nursing home residents.<sup>27</sup>
- A significant portion of services at 33 Maine hospitals. For example, MaineCare pays for 28% of all hospital services at MaineHealth Pen Bay Hospital in Rockport and and 24% of all hospital services at MaineHealth Waldo Hospital in Belfast.<sup>28</sup>

# The Senate should reject this ill-conceived proposal and instead vote to protect access to MaineCare, CoverME and Medicare so that:

#### **CHILDREN IN MAINE**

Have access to newborn care, checkups, care for diabetes and asthma, and more.

Stay healthy and ready to learn, miss fewer school days, are more likely to graduate, and earn more as adults.<sup>29</sup>



#### **FAMILIES IN MAINE**

Have access to cancer screenings, mental health and substance use disorder treatment, and diabetes and blood pressure medications.

Have less risk of medical debt and eviction and can better afford to buy groceries or pay rent.<sup>30</sup>







#### **SENIORS IN MAINE**

Have access to nursing home care, transportation to medical appointments, and home health services.

Stay healthy and receive needed care in their homes and communities.



The bill's proposed cuts to MaineCare, CoverME, and Medicare are direct attacks on the health and financial security of Maine residents and run counter to the will of the vast majority of voters from across political parties.<sup>31</sup>

- 92% of Maine voters want a "strong, sustainable Medicaid program." 32
- 73% of Maine voters oppose cutting funding for Medicaid.33
- **82% of adults nationwide** including 67% of Republicans want Congress to maintain or increase Medicaid spending.<sup>34</sup>

Congress has the responsibility to stand with families in Maine and across the country by rejecting these cuts.

#### **Endnotes**

- <sup>1</sup> "Alice Burns, Jared Ortaliza, Justin Lo, Matthew Rae, and Cynthia Cox," <a href="https://www.kff.org/affordable-care-act/issue-brief/how-will-the-2025-reconciliation-bill-affect-the-uninsured-rate-in-each-state-allocating-cbos-partial-estimates-of-coverage-loss/">https://www.kff.org/affordable-care-act/issue-brief/how-will-the-2025-reconciliation-bill-affect-the-uninsured-rate-in-each-state-allocating-cbos-partial-estimates-of-coverage-loss/</a>
- <sup>2</sup> June 3, 2025 letter from the University of Pennsylvania, Leonard Davis Institute of Health Economics and the Yale University, School of Public Health, Center for Infectious Disease Modeling and Analysis to U.S. Senators Ron Wyden and Bernie Sanders, <a href="https://files-profile.medicine.yale.edu/documents/9726518b-c99b-4cd8-93c0-6962ed6db2b9">https://files-profile.medicine.yale.edu/documents/9726518b-c99b-4cd8-93c0-6962ed6db2b9</a>.
- <sup>3</sup> "Alice Burns, Jared Ortaliza, Justin Lo, Matthew Rae, and Cynthia Cox," <a href="https://www.kff.org/affordable-care-act/issue-brief/how-will-the-2025-reconciliation-bill-affect-the-uninsured-rate-in-each-state-allocating-cbos-partial-estimates-of-coverage-loss/">https://www.kff.org/affordable-care-act/issue-brief/how-will-the-2025-reconciliation-bill-affect-the-uninsured-rate-in-each-state-allocating-cbos-partial-estimates-of-coverage-loss/</a>.
- <sup>4</sup> Families USA analysis of Burns et al., "2025 Reconciliation Bill," and U.S. Census Bureau, U.S. Department of Commerce, "Selected Characteristics of Health Insurance Coverage in the United States," American Community Survey, 2023: ACS 1-Year Estimates Subject Tables, Table S2701, filtered for Maine, accessed February 10, 2025, <a href="https://data.census.gov/table/ACSST1Y2023.52701?q=S2701&g=040XX00US23">https://data.census.gov/table/ACSST1Y2023.52701?q=S2701&g=040XX00US23</a>.
- <sup>5</sup> https://familiesusa.org/wp-content/uploads/2025/06/Harmful-Impacts-of-Proposed-EC-Medicaid-Cuts.pdf
- <sup>6</sup> "Impact of Federal Medicaid Proposals on Maine," Maine Department of Health and Human Services, May 2, 2025, <a href="https://www.maine.gov/dhhs/blog/impact-federal-medicaid-proposalsmaine-2025-05-02">https://www.maine.gov/dhhs/blog/impact-federal-medicaid-proposalsmaine-2025-05-02</a>.
- https://familiesusa.org/wp-content/uploads/2025/06/Harmful-Impacts-of-Proposed-EC-Medicaid-Cuts.pdf
- <sup>8</sup> Families USA analysis of data from "Hospital Cost Tool," National Academy for State Health Policy, last updated February 7, 2025, <a href="https://tool.nashp.org/">https://tool.nashp.org/</a>; Letter from Mark Holmes, George H. Pink, and Tyler L. Malone, University of North Carolina, Gillings School of Global Public Health, Cecil G. Sheps Center for Health Servicers Research, to U.S. Sen. Edward Markey et al., June 10, 2025, <a href="https://www.markey.senate.gov/imo/media/doc/sheps\_response.pdf">https://www.markey.senate.gov/imo/media/doc/sheps\_response.pdf</a>; Letter from U.S. Sen. Edward J. Markey et al. to President Donald Trump, Sen. John Thune, and Rep. Mike Johnson, June 12, 2025, <a href="https://www.markey.senate.gov/imo/media/doc/letter">https://www.markey.senate.gov/imo/media/doc/letter</a> on rural hospitals.pdf.
- <sup>9</sup> Families USA analysis of data from "Impact of Federal Medicaid Proposals on Maine," Maine Department of Health and Human Services, May 2, 2025, <a href="https://www.maine.gov/dhhs/blog/impact-federal-medicaid-proposalsmaine-2025-05-02">https://www.maine.gov/dhhs/blog/impact-federal-medicaid-proposalsmaine-2025-05-02</a>, and U.S. Census Bureau, U.S. Department of Commerce, "Age and Sex," American Community Survey, 2023: ACS 1-Year Estimates Subject Tables, Table S0101, filtered for Maine, accessed on May 28, 2025, <a href="https://data.census.gov/table/ACSST1Y2023.S0101?q=S0101&g=040XX00US23">https://data.census.gov/table/ACSST1Y2023.S0101?q=S0101&g=040XX00US23</a>.
- <sup>10</sup> Families USA analysis of data from Maine Department of Health and Human Services, "Impact," and U.S. Census Bureau, "Age and Sex."
- 11 Rhiannon Euhus, Alice Burns, and Robin Rudowitz, "Congressional District Interactive Map: Medicaid Enrollment by Eligibility Group," KFF, March 11, 2025, <a href="https://www.kff.org/medicaid/issue-brief/congressional-district-interactive-map-medicaid-enrollment-by-eligibility-group/">https://www.kff.org/medicaid/issue-brief/congressional-district-interactive-map-medicaid-enrollment-by-eligibility-group/</a>.
- <sup>12</sup> "Health Insurance Exchanges 2025 Open Enrollment Report," U.S. Centers for Medicare and Medicaid Services, 2025, <a href="https://www.cms.gov/files/document/health-insurance-exchanges-2025-open-enrollment-reportpdf508-compliant.pdf">https://www.cms.gov/files/document/health-insurance-exchanges-2025-open-enrollment-reportpdf508-compliant.pdf</a>.
- <sup>13</sup> "Marketplace Coverage of Small Business Owners and Self-Employed Workers," Issue Brief No. HP-2024-23, Office of Assistant Secretary for Planning and Evaluation, U.S. Department of Health and Human Services, November 1, 2024, <a href="https://aspe.hhs.gov/sites/default/files/documents/f42b40313bb5fbce4952799bcd3dfee5/Marketplace%20">https://aspe.hhs.gov/sites/default/files/documents/f42b40313bb5fbce4952799bcd3dfee5/Marketplace%20</a> Coverage%20Economic%20Benefits%20FINAL%2011-1-2024.pdf.
- 14 "Health Care in Maine," KFF, n.d., https://www.kff.org/statedata/election-state-fact-sheets/maine/.
- <sup>15</sup> "State Health Facts, Marketplace Plan Selections by Enrollment Type," KFF, n.d., <a href="https://www.kff.org/affordable-care-act/state-indicator/marketplace-plan-selections-by-enrollment-type-2/?currentTimeframe=0&sortModel=%7B%22colld%22:%22Location%22,%22sort%22:%22asc%22%7D.
- <sup>16</sup> "Who Would Lose Coverage If Enhanced Premium Tax Credits Expire?" Urban Institute, November 14, 2024, <a href="https://www.urban.org/data-tools/health-insurance-premium-tax-credit">https://www.urban.org/data-tools/health-insurance-premium-tax-credit</a>.

- <sup>17</sup> "MaineCare Expansion," Maine Department of Health and Human Services, n.d., <a href="https://www.maine.gov/dhhs/data-reports/mainecare-expansion#:~:text=MaineCare%20(Medicaid)%20Update%3A%20October,12%2C180%20">https://www.maine.gov/dhhs/data-reports/mainecare-expansion#:~:text=MaineCare%20(Medicaid)%20Update%3A%20October,12%2C180%20">https://www.maine.gov/dhhs/data-reports/mainecare-expansion#:~:text=MaineCare%20(Medicaid)%20Update%3A%20October,12%2C180%20">https://www.maine.gov/dhhs/data-reports/mainecare-expansion#:~:text=MaineCare%20(Medicaid)%20Update%3A%20October,12%2C180%20">https://www.maine.gov/dhhs/data-reports/mainecare-expansion#:~:text=MaineCare%20(Medicaid)%20Update%3A%20October,12%2C180%20">https://www.mainecare-expansion#:~:text=MaineCare%20(Medicaid)%20Update%3A%20October,12%2C180%20">https://www.mainecare-expansion#:~:text=MaineCare%20(Medicaid)%20Update%3A%20October,12%2C180%20">https://www.mainecare-expansion#:~:text=MaineCare%20(Medicaid)%20Update%3A%20October,12%2C180%20">https://www.mainecare-expansion#:~:text=MaineCare%20(Medicaid)%20Update%3A%20October,12%2C180%20">https://www.mainecare-expansion#:~:text=MaineCare%20(Medicaid)%20Update%3A%20October,12%2C180%20">https://www.mainecare-expansion#:~:text=Mainecare%20(Medicaid)%20Update%3A%20October,12%2C180%20">https://www.mainecare/expansion#:~:text=Mainecare%20(Medicaid)%20Update%3A%20October,12%2C180%20">https://www.mainecare/expansion#:~:text=Mainecare%20(Medicaid)%20Update%3A%20October,12%2C180%20">https://www.mainecare/expansion#:~:text=Mainecare%20(Medicaid)%20Update%3A%20October,12%2C180%20">https://www.mainecare/expansion#:~:text=Mainecare%20(Medicaid)%20Update%3A%20October,12%2C180%20">https://www.mainecare%20(Medicaid)%20Update%3A%20October,12%2C180%20">https://www.mainecare%20(Medicaid)%20Update%3A%20October,12%2C180%20">https://www.mainecare%20(Medicaid)%20Update%3A%20October,12%2C180%20">https://www.mainecare%20(Medicaid)%20(Medicaid)%20(Medicaid)%20(Medicaid)%20(Medicaid)%20(Medicaid)%20(Medicaid)%20(Medicaid)%20(Medicai
- <sup>18</sup> "2025 Poverty Guidelines: 48 Contiguous States (all states except Alaska and Hawaii)," U.S. Department of Health and Human Services, Office of the Assistant Secretary for Planning and Evaluation, 2025, <a href="https://aspe.hhs.gov/sites/default/files/documents/dd73d4f00d8a819d10b2fdb70d254f7b/detailed-guidelines-2025.pdf">https://aspe.hhs.gov/sites/default/files/documents/dd73d4f00d8a819d10b2fdb70d254f7b/detailed-guidelines-2025.pdf</a>.
- <sup>19</sup> Elizabeth Zhang and Gideon Lukens, "Harsh Work Requirements in House Republican Bill Would Take Away Medicaid Coverage From Millions: State and Congressional District Estimates," Center on Budget and Policy Priorities, May 13, 2025, <a href="https://www.cbpp.org/research/health/harsh-work-requirements-in-house-republican-bill-would-take-away-medicaid-coverage">https://www.cbpp.org/research/health/harsh-work-requirements-in-house-republican-bill-would-take-away-medicaid-coverage</a>.
- <sup>20</sup> Natasha Murphy and Andrea Ducas, "House Republicans' Medicaid Cuts and Associated Lives Lost by Congressional District," Center for American Progress, May 15, 2025, <a href="https://www.americanprogress.org/article/house-republicans-medicaid-cuts-and-associated-lives-lost-by-congressional-district/">https://www.americanprogress.org/article/house-republicans-medicaid-cuts-and-associated-lives-lost-by-congressional-district/</a>.
- <sup>21</sup> "Distribution of Medicare Beneficiaries Enrolled in the Medicare Savings Programs, by Program," Timeframe: 2021, KFF, n.d., <a href="https://www.kff.org/other/state-indicator/distribution-of-medicare-beneficiaries-enrolled-in-the-medicare-savings-programs-by-program/?currentTimeframe=0&sortModel=%7B%22colld%22:%22Location%22,%22sort%22:%22asc%22%7D.
- <sup>22</sup> "The Effects of House Budget Bill on Medicaid Enrollment and Expenditures: Key Findings From the Manatt Medicaid Financing Model by State," State Health & Value Strategies, June 2, 2025, <a href="https://shvs.org/resource/house-budget-bill-medicaid-proposals-state-by-state-estimates-of-impacts-on-expenditures-and-enrollment/">https://shvs.org/resource/house-budget-bill-medicaid-proposals-state-by-state-estimates-of-impacts-on-expenditures-and-enrollment/</a>.
- <sup>23</sup> Leighton Ku et al., How Potential Federal Cuts to Medicaid and SNAP Could Trigger the Loss of a Million-Plus Jobs, Reduced Economic Activity, and Less State Revenue (Commonwealth Fund, Mar. 2025), <a href="https://www.commonwealthfund.org/publications/issue-briefs/2025/mar/how-cuts-medicaid-snap-could-trigger-job-loss-staterevenue">https://www.commonwealthfund.org/publications/issue-briefs/2025/mar/how-cuts-medicaid-snap-could-trigger-job-loss-staterevenue</a>.
- <sup>24</sup> "Medicaid/MaineCare Dedicated Revenue Taxes," Maine State Legislature, Revenue Forecasting Committee, December 2024, <a href="https://legislature.maine.gov/doc/11248">https://legislature.maine.gov/doc/11248</a>; "DHHS Addresses Long-Standing MaineCare Financing Issue," Maine Department of Health and Human Services, January 18, 2024, <a href="https://www1.maine.gov/dhhs/blog/dhhsaddresses-long-standing-mainecare-financing-issue-2024-01-18">https://www1.maine.gov/dhhs/blog/dhhsaddresses-long-standing-mainecare-financing-issue-2024-01-18</a>.
- <sup>25</sup> Emma Davis, "Health Care Providers Push for Cost-of-Living Adjustments, Against New Taxes in Two-Year Budget Plan," Maine Morning Star, February 17, 2025, <a href="https://mainemorningstar.com/2025/02/17/health-care-providers-pushfor-cost-of-living-adjustments-against-new-taxes-in-two-year-budget-plan/">https://mainemorningstar.com/2025/02/17/health-care-providers-pushfor-cost-of-living-adjustments-against-new-taxes-in-two-year-budget-plan/</a>.
- <sup>26</sup> "Medicaid in Maine," KFF, May 2025, n.d., https://files.kff.org/attachment/fact-sheet-medicaid-state-ME.
- <sup>27</sup> KFF, "Medicaid in Maine."
- <sup>28</sup> Families USA analysis of Hospital Cost Tool," National Academy for State Health Policy, last updated February 7, 2025, <a href="https://tool.nashp.org/">https://tool.nashp.org/</a>.
- <sup>29</sup> "How Medicaid Supports Student Success," Georgetown University McCourt School of Public Policy, Center for Children and Families, n.d., accessed March 11, 2025, <a href="https://ccf.georgetown.edu/2025/01/09/how-medicaid-supports-student-success/">https://ccf.georgetown.edu/2025/01/09/how-medicaid-supports-student-success/</a>.
- <sup>30</sup> David U. Himmelstein et al., "Prevalence and Risk Factors for Medical Debt and Subsequent Changes in Social Determinants of Health in the US," *JAMA Network Open* 5, no. 9 (2022): e2231898, <a href="https://jamanetwork.com/journals/jamanetworkopen/fullarticle/2796358">https://jamanetwork.com/journals/jamanetworkopen/fullarticle/2796358</a>.
- <sup>31</sup> Grace Sparks, Robin Rudowitz, and Ashley Kirzinger, "Public Opinion on the Future of Medicaid: Results From the KFF Medicaid Unwinding Survey and KFF Health Tracking Poll," KFF, June 4, 2024, <a href="https://www.kff.org/medicaid/poll-finding/public-opinion-on-the-future-of-medicaid-kff-medicaid-unwinding-kff-health-tracking-poll/">https://www.kff.org/medicaid/poll-finding/public-opinion-on-the-future-of-medicaid-kff-medicaid-unwinding-kff-health-tracking-poll/</a>.
- <sup>32</sup> "Medicaid Matters to America," Modern Medicaid Alliance, n.d., https://data.modernmedicaid.org/MMA/
- <sup>33</sup> Modern Medicaid Alliance, "Medicaid Matters to America."
- <sup>34</sup> "7 Charts About Public Opinion on Medicaid," KFF, March 7, 2025, <a href="https://www.kff.org/medicaid/poll-finding/7-charts-about-public-opinion-on-medicaid/">https://www.kff.org/medicaid/poll-finding/7-charts-about-public-opinion-on-medicaid/</a>.

This publication was written by the following Families USA staff: Ben Anderson, Deputy Senior Director of Health Policy Cheryl Fish-Parcham, Director, Private Coverage Mary-Beth Malcarney, Senior Advisor on Medicaid Policy

The following Families USA staff contributed to the preparation of this material (listed alphabetically): Nicholas Chang, Policy Analyst Nichole Edralin, Associate Director, Design and Publications Mackenzie Marshall, Senior Manager, Government Relations Bailey Reavis, Senior Manager, Government Relations Jen Taylor, Senior Director, Government Relations Sophia Tripoli, Senior Director, Health Policy Kiersten Zinyengere, Communications Manager











