

August 9, 2016

Dan Ruben, Executive Director  
Equal Justice America  
13540 East Boundary Road Building II, Suite 204  
Midlothian, VA 23112

Dear Mr. Ruben,

At the outset of my internship, I said that a summer spent working for Harvard's Center for Health Law and Policy Innovation would further my commitment to advocating for access, addressing barriers to healthcare as only the legal field can. Having spent over two months grappling with some of the most pressing issues facing access to health, I can say that my work with CHLPI did *not* succeed in deepening my devotion to the field. Instead, it equipped me with the knowledge and tools to genuinely *make* that commitment, to move forward in my own public interest career in a significant and genuinely fruitful way.

The Center for Health Law and Policy Innovation is not a traditional clinic; I did not see clients in my time there or focus on interviews and hearings. However, over the course of my ten weeks there I spent time on diverse projects revolving around questions of access to care and public health. First and foremost, I took the lead in developing the template for use by the Center in a 50-state survey of Medicaid hepatitis C criteria. The template was used by myself and the other interns to collect information regarding Medicaid prior authorization criteria surrounding Sovaldi, Harvoni, and Viekira Pak—the three medications introduced to the market in the past year with a high price point, despite their ability to reduce the hepatitis C viral load in twelve weeks (effectively curing a patient's HCV.) While Medicaid-eligible populations have higher incidences of HCV infection, state Medicaid programs almost uniformly placed stringent requirements around access to Sovaldi, Harvoni, and Vierkira Pak, in order to cut down on their coverage cost for these expensive drugs. This 50 state survey was conducted on behalf of the National Viral Hepatitis Roundtable, and other state and local advocates for future discriminatory Medicaid treatment litigation

In addition to research on HCV, I also spent significant time researching and writing about HIV access, in the complaints I drafted to the Office of Civil Rights (OCR) regarding Tennessee's insurers' restrictions to HIV pharmaceutical access on the ACA Marketplaces. The primary concern there was adverse tiering—the practice of insurance companies of placing medications, even

generics, on their highest cost-sharing tier in order to prevent individuals with chronic and costly conditions from joining the plans. But for individuals living with HIV, this can dramatically increase their medical bills. The OCR complaints further suggest that this is discriminatory—the use of adverse tiering in relation to HIV medications constitutes a violation of the ADA, the Rehabilitation Act, and the ACA’s antidiscrimination provisions. Hopefully these complaints will open up access to not just HIV drugs in Tennessee, but chip away at adverse tiering as a practice.

Finally, I also spent time researching and drafting whitepapers on topics relevant to healthcare stakeholders, such as property owner liability regarding public use, and the impact of the challenges to the Affordable Care Act’s contraceptive mandate.

However, while the subject-matter of my work was fascinating and reinforced my love of health law, it was not the part of the summer that meant the most to me. The lessons I took away were more structural and pragmatic—how to write a complaint, how to work with community partners, the kind of questions to ask to get a useful work-product or understand a need. In the end, all the writing and research in the world isn’t enough to enact real change if there’s no means of turning knowledge into reality. And for me, this summer was a study in those means.

Sincerely,

A handwritten signature in black ink that reads "Sarah Gregory". The signature is written in a cursive, flowing style.

Sarah Gregory, Loyola Law School Chicago '18



## CENTER FOR HEALTH LAW & POLICY INNOVATION HARVARD LAW SCHOOL

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Dan Ruben, Executive Director  
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Dear Mr. Ruben,

I appreciate the opportunity to write to you about my experience supervising Sarah Gregory in her summer 2016 legal internship with the Center for Health Law & Policy Innovation of Harvard Law School. Ms. Gregory was an excellent student colleague and made significant contributions to our work this summer. We thank you for making her time with us possible.

Ms. Gregory quickly distinguished herself with her strong writing and analytic skills. For example, she analyzed two diverse bodies of case law and produced: (1) a strong white paper on the Religious Freedom Restoration Act and its implications for access to care; and (2) a draft journal article that identified inconsistencies in application of a Massachusetts liability statute. In both documents, her writing was accessible, appropriate in tone for the intended audience, well-structured, and comprehensive. All staff members that worked with Ms. Gregory were impressed with the professionalism and thoroughness of her first drafts. They also noted that she took constructive critique well as she continued to refine her work product.

Ms. Gregory is also a strong researcher and can effectively use her research to support her point in both writing and discussion. I was confident as her supervisor that she had reviewed all the necessary information and engaged deeply and thoughtfully with her source material. She was also persistent in locating information that can be difficult to find, such as coverage policies of private health insurance companies. When she needed to track down an obscure document, she worked with the reference library staff.

Over the course of the summer, Ms. Gregory made two major presentations, one to internal staff and one to a group of our client's community partners. For both, it was clear Ms. Gregory was prepared, had invested effort into selecting the right visuals, and had practiced her remarks. Her style was conversational and engaging.

Finally, though I believe she produced the most work product and worked the hardest of any of our intern staff this summer, she made it look easy. She submitted work on deadline, volunteered for extra time-sensitive tasks, used her supervision time effectively, and projected a focused, calm attitude.

I believe Ms. Gregory is a consummate professional and that any law office would be lucky to have her. I am happy to speak further about her experience in our office this summer.

Sincerely,

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