



Lucy Pagel

Policy Consultant

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Lucy Pagel is a Senior Policy Consultant at Harbage Consulting, where she is responsible for policy analysis, project management, stakeholder engagement, and outreach activities on behalf of clients. Lucy works with states to develop and implement Medicaid section 1115 waivers, leads Learning Collaborative efforts, and helps clients analyze and implement policies and regulations that address social determinants of health and promote behavioral health integration.

Lucy joined the firm full-time in 2015 as part of the policy team. She supported the California Department of Health Care Services (DHCS) on the development of the Medi-Cal 2020 section 1115 waiver and continues to support implementation of the Whole Person Care program and the Public Hospital Redesign and Incentives in Medi-Cal (PRIME) program. Lucy plays a key role in managing the Learning Collaboratives for each program. In addition, Lucy has authored several publications, including; [Medi-Cal 2020: Continuing Transformation and New Initiatives to Improve Health Outcomes](#), [The Medi-Cal 2020 Global Payment Program \(GPP\): A New Approach to Safety Net Funding for Public Hospital Counties](#), [The Public Hospital Redesign and Incentives in Medi-Cal \(PRIME\) Program: Continuing California's Delivery System Transformation](#), and [California's Whole Person Care Pilot Program: County Partnerships to Improve the Health of Medi-Cal Beneficiaries](#).

Lucy also supports Harbage Consulting's behavioral health work where she provides project management, policy, and stakeholder support to state and county entities. She assists clients in developing and implementing new health initiatives, such as the Medicaid Managed Care Final Rule, the Drug Medi-Cal Organized Delivery System, and the California Medication Assisted Treatment (MAT) Expansion project.

Prior to joining Harbage, Lucy worked as a Health Care Financing intern at DHCS, where she contributed to California's Medicaid 1115 waiver renewal process by conducting research on delivery system and payment reform approaches and supporting the stakeholder engagement process. Lucy also wrote a memo to communicate the state's rate development methods to health plans and was a member of a team working to develop a health homes program in California. Lucy's internship experience culminated in a capstone paper exploring the progression of Delivery System Reform Incentive Payment (DSRIP) Programs throughout the country since 2010.

Lucy also worked as a program consultant for the Medical Education Cooperation with Cuba (MEDICC). In that position, she organized and disseminated webinars focused on different aspects of U.S. health policy to American students studying medicine in Cuba, arranged internships at U.S. hospitals for the students, and conducted research to help inform the organization's quarterly journal, The MEDICC Review.

Lucy has an MPH in health policy and management from the UCLA Fielding School of Public Health and a bachelor's degree from UC Berkeley, where she graduated with distinction. In her spare time, she competes in running races, dotes on her fur baby Mia, and takes to the road and skies to explore new food scenes and escape into nature.

At the intersection of health care policy, politics and communications.