

David Applegate, MPP

Healthcare Consultant



EDUCATION

Master of Public Policy, University of Chicago,
Harris School of Public Policy – 2015

Bachelor of Arts, Political Science and Philosophy – 2008



OVERVIEW OF EXPERIENCE

David is a Healthcare Consultant with Milliman. He joined the firm in 2021. David brings nearly 14 years professional experience and brings over 6 years' experience in healthcare policy. He specializes in providing policy solutions to public sector healthcare clients.

Since joining Milliman, David has conducted in-depth analysis and research for clients on a range of topics and issues related to healthcare and human services. Most recently, he has been focused on the child welfare system and systems for children with high-level behavioral health needs. He has also conducted research and analysis in support of client needs in the context of Medicare and Medicaid.

David has extensive experience and is particularly well-versed in issues pertaining to behavioral healthcare, particularly as it relates to mental health and addiction. He is a resource to clients looking to ensure parity compliance and access to behavioral health services for consumers. Prior to joining Milliman, David worked for an Illinois nonprofit as the Director of State policy where his focus was on developing and advancing public policy solutions that increased access to behavioral healthcare. In this role, he worked closely with the spectrum of stakeholders, including direct work with consumers, providers, state regulatory agencies, state legislators, pharmaceutical companies, and health plans. He specifically worked with the Illinois Department of Insurance and Illinois' state Medicaid agency on issues pertaining to mental health and addiction parity and general access to behavioral healthcare, such as helping consumers navigate potential parity violations, providing technical assistance, feedback, and support to the Departments on a range of behavioral health issues when needed, and working to craft public policy that ensured coverage of medically necessary behavioral healthcare in Illinois. He was a key contributor to the ongoing development of Illinois' parity compliance tool, which will be used by state regulators of both commercial health plans and Medicaid plans in Illinois to ensure plans' imposition of nonquantitative treatment limitations (NQTLs) is in compliance with state and federal parity law. David served as a general subject matter expert on behavioral health issues in Illinois offering technical assistance on the spectrum of behavioral health issues ranging from insurance coverage, workforce, health inequities, telehealth, and more.

In addition to policy analysis and development, David brings a depth of experience in stakeholder engagement and management. He is able to assist clients looking to form policies and procedures that balance and take into account the needs and demands of a range of interests and constituencies. Beyond his most recent experience, David has also worked in the United States Senate where his focus was on stakeholder engagement in the areas of federal health and environmental policy. He also has significant experience working in the advocacy and nonprofit sectors.





RELEVANT WORK EXPERIENCE:

Though David only recently started with Milliman, he has already worked on projects involving a wide range of health policy issues in support of state clients and also has substantial relevant experience prior to his time with Milliman. For example:

Milliman, Inc (November 2021- Present)

- **Behavioral Health:** Since joining Milliman, David has become one of Milliman's behavioral health specialists. He provides clients with technical assistance and subject matter expertise on a range of issues related to mental health and substance use disorder care but has a specific focus on policy mechanisms states can leverage to increase access to care. He is currently working with the State of Washington on a project to enhance its consumer and provider education resources around general access to care, with specific attention to mental health and addiction parity. This project involves extensive stakeholder engagement with providers, consumers, and other community stakeholders, along with significant policy research and analysis.
- **Child Welfare:** David is a key contributor to Milliman's work in the child welfare space. He is currently part of a team assisting the State of Ohio restructure its child welfare system – specifically as the state works to roll-out and create rates for tiered foster care, Qualified Residential Treatment Facilities (QRTFs), and Psychiatric Residential Treatment Facilities (PRTFs). This has required significant research and analysis of the spectrum of services available to children in Ohio's child welfare system, particularly as it relates to the behavioral health needs of children and adolescents in Ohio's child welfare system.
- **Federal Policy Analysis:** Given his experience in the United States Senate, David has recently helped with research and analysis of federal policy changes. Though the legislation did not ultimately pass, David helped spearhead an analysis of the implications of the Build Back Better Act on commercial health plans and Medicaid. He also helped lead research on changes in the Medicare physician fee schedule, highlighting key trends and important changes in recent years, like increased coverage of treatment for opioid use disorder (OUD) and telehealth services.

The Kennedy Forum Illinois (2019-2021)

- David served as the Director of State Policy at The Kennedy Forum Illinois – a nonprofit organization focused on increasing access to mental health and substance use disorder care – where he was responsible for developing and advancing the organization's public policy and legislative agenda in the state. He provided subject matter expertise and technical assistance, internally and externally, on policy issues related to mental health and substance use disorders, with a specific focus on increasing access to care and insurance coverage of mental health and addiction treatment. David represented the organization externally and was the primary liaison between the organization and public officials, regularly offering formal testimony to the state legislature, speaking on panels, webinars, workgroups, and conferences.

United States Senate (2017-2019)

- Upon her election, David worked in Senator Duckworth's Chicago office as the Senator's Special Projects Manager. His primary responsibility was establishing and managing relationships with stakeholders to maintain the Senator's present in Illinois, specifically in the areas of health and environmental policy. He represented the Office externally at meetings, policy conferences, legislative briefings, and other public engagements. David

drove stakeholder outreach by organizing events such as community roundtables with the Senator to staff-level meetings focused on matters of public policy. He worked extensively with state and federal agencies – particularly the Environmental Protection Agency, Department of Health and Human Services, and Department of Labor.

Tammy Duckworth United States Senate Campaign (2015-2017)

- David held several positions during then Congresswoman Duckworth's 2016 United States Senate Campaign. He started by spearheading a statewide petition drive by coordinating volunteer efforts and working with community, labor, and political partners in the lead-up to the primary elections. He ultimately served as Political Director for the state's coordinated campaign where he managed special projects through the campaign related to political activities and operations. This experience involved intensive stakeholder engagement and strategy with individuals and organizations from diverse communities across Illinois.

Heartland Alliance for Human Rights & Human Needs (2014-2015)

- While working towards completing his graduate degree in public policy, David served as a Policy and Research Assistant at the Chicago-based nonprofit Heartland Alliance. During his time at Heartland, David worked with Heartland Human Care Services in documenting and evaluating the organization's current practices in data management, training assessment, and record management in an effort to identify efficiencies and improve quality. He worked with the National Initiatives on Poverty and Economic Opportunity team conducting policy research focused on poverty, inequality, and chronic unemployment – including co-authoring a policy paper on employment opportunities for at-risk youth.