



Lucy Pagel

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Lucy Pagel is a Policy Consultant at Harbage Consulting, where she is responsible for a range of policy analysis, project management, and stakeholder engagement and outreach activities. Lucy works with states to develop and implement Medicaid section 1115 waivers, provides strategic outreach and communication support to California’s Coordinated Care Initiative (CCI), and analyzes policies and regulations to support behavioral health integration and policies that advance “whole person care.”

Since she joined the firm in 2015, Lucy has been supporting the California Department of Health Care Services (DHCS) on the development of the Medi-Cal 2020 section 1115 waiver and implementation of the Public Hospital Redesign and Incentives in Medi-Cal (PRIME) program. In addition, Lucy has contributed to two publications related to the California waiver – Medi-Cal 2020: Continuing Transformation and New Initiatives to Improve Health Outcomes and The Medi-Cal 2020 Global Payment Program (GPP): A New Approach to Safety Net Funding for Public Hospital Counties.

Prior to joining Harbage, Lucy worked as a Health Care Financing intern at DHCS. During her time at DHCS she participated in the beginning of California’s Medicaid 1115 waiver renewal process, conducting research on potential delivery system and payment reform methods and aiding in the formation of a process to engage stakeholders in the development of the state’s waiver application. 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 home 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. Lucy arranged internships at U.S. hospitals for the students to ensure that they received valuable experience practicing medicine in the U.S. system before beginning residency programs. She also researched health topics focused on global health, Cuban access to pharmaceuticals, and topical diseases to help inform the organization’s quarterly journal, The MEDICC Review.

Lucy has an MPH in health policy and management graduating from the UCLA Fielding School of Public Health and a bachelor’s degree from UC Berkeley, where she graduated with distinction in 2012. In her spare time, she competes in triathlons and road races, explores the Northern California food scene, and enjoys trying new outdoor activities.