

# NOELLE GAUGHEN

CPHQ

Senior Healthcare Policy Associate

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## Current Responsibility

Noelle Gaughen is a senior healthcare policy associate with the Indianapolis office of Milliman. She joined the firm in 2024.

## Professional Work Experience

Noelle has more than a decade of experience in healthcare and brings deep knowledge and practical skills to the design, operation, and evaluation of delivery system transformation and population health improvement programs. Her expertise in strategic planning, design thinking, and change management helps states incentivize quality, health outcomes, and value over volume. Noelle has extensive experience in developing and implementing quality strategies, aligning measurement strategies and program improvement initiatives, designing and evaluating state-directed payment programs, and engaging with healthcare providers and Medicaid beneficiaries. Her quality expertise includes managed care, integrated care, hospital quality, maternal health, population health, and long-term services and supports. Prior to joining Milliman, Noelle worked for a state Medicaid agency where she was the Director of Delivery System Quality & Innovation. Her work involved the successful design and execution of multi-billion-dollar programs to improve health outcomes, including 1115 waivers and state-directed payments for hospitals, nursing facilities, CCBHCs, and rural health clinics. She also led coordination with health plans, providers, and community-based organizations to develop strategies to address health-related social needs.

## Professional Designations

Certified Professional in Healthcare Quality (CPHQ)

## Education

- Masters of Public Affairs, LBJ School of Public Affairs, University of Texas at Austin
- Bachelor of Science, Sociology, Northern Arizona University