



→ Adam Herbst

Partner

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Adam S. Herbst is a nationally recognized leader in healthcare policy, Medicaid innovation, and system transformation, with decades of experience driving impactful change across government, health systems, and the private sector. His expertise in Medicaid reform, healthcare operations, and integrated care delivery has made him one of the foremost thought leaders in addressing the nation's most pressing healthcare challenges.

As Deputy Commissioner at the New York State Department of Health and Special Advisor to two New York State Governors, Adam played a pivotal role in shaping healthcare policy and strategy for one of the nation's largest and most complex healthcare systems. During the COVID-19 pandemic, he served as a critical bridge between New York State and the federal government, working closely with the White House under both the Trump and Biden administrations to manage the state's pandemic response. His leadership in coordinating with federal agencies ensured access to critical resources, vaccine distribution, and hospital capacity planning during one of the most challenging periods in public health history.

Adam led numerous transformative initiatives, including the Medicaid 1115 research and demonstration waiver, managed care reform, and value-based care strategies, reshaping healthcare delivery for millions of New Yorkers. His strategic oversight during the pandemic extended to developing policies that maintained care delivery, expanded telehealth, and prioritized equity for underserved communities. His work earned him several awards for innovation in healthcare and insurance, recognizing his contributions to improving access and outcomes through creative and scalable solutions.

In addition to his government service, Adam has an extensive background as a healthcare operator and administrator. As a C-suite executive, he successfully led a children's hospital, managing over 3,000 employees and overseeing complex clinical and operational programs. He also directed strategic initiatives as the leader of a large community health center, implementing innovative approaches to enhance patient care and operational efficiency. At the state level, Adam oversaw more than 6,000 employees, driving comprehensive health policy and regulatory programs while maintaining a focus on outcomes, equity, and fiscal sustainability. His ability to integrate public policy expertise with private-sector innovation has made him a national leader in advancing care models for diverse populations.

As a Partner at Sheppard Mullin, Adam leverages his deep expertise to advise clients on healthcare policy, regulatory compliance, and corporate strategy. He is a sought-after voice on Medicaid reform, healthcare innovation, and system transformation, regularly contributing to national discussions that shape the future of healthcare. Adam's reputation as a forward-thinking strategist, effective collaborator, and seasoned executive makes him a trusted advisor to government agencies, health systems, and private equity firms navigating the complexities of the healthcare landscape.

Adam's leadership, combined with his hands-on experience during the pandemic, his C-suite operating expertise, and his innovative approach to healthcare policy, has positioned him as an influential figure in the evolution of American healthcare.

Articles

- The Medicaid Reckoning: Era of Fiscal and Policy Flux
MedCity News, 06.23.2025
- America's Aging Crossroads: Will We Rise to the Challenge or Fall Behind?
MedCity News, 03.31.2025
- Opinion: New York's future depends on investing in older adults
City & State New York, 02.14.2025

Healthcare Law Blog Posts

- "Congressional Budget Proposal Includes Adjustments to Dual-Eligible Enrollment Pathways and Medicare Savings Program Rules," June 24, 2025
- "Understanding the Federal Reconciliation Bill's Implications for MCO Tax Structure," June 18, 2025
- "Proposed Rule on Medicaid Tax Waivers: CMS Moves to Close a Loophole Shifting Costs to the Federal Government," May 28, 2025
- "CMS to Withdraw Federal Medicaid Match for Workforce, Social Needs, and Infrastructure: What States, Health Care Providers and Community Organizations Need to Know," April 16, 2025
- "Medicaid in the Crosshairs What Restructuring Could Mean for States, Providers, and Beneficiaries," February 24, 2025
- "Updated: The Future of Gender-Affirming Care – New Legal and Regulatory Considerations for Hospitals Providing These Services," February 12, 2025
- "Healthcare Industry Leaders Predict Four Areas to Watch After the U.S. Election: Takeaways from the Business of Health Care Conference Hosted by the Miami Herbert Business School," February 5, 2025
- "New York's Health Information Privacy Act: A Turning Point for Digital Health or a Roadblock to Innovation?," January 31, 2025
- "Navigating New York's Proposed Cost Market Impact Review," January 24, 2025
- "Building a Smarter Long-Term Care System in New York," January 10, 2025
- "Inside the World of Long-Term Care Certificate of Need (CON): An Exclusive Opportunity," January 10, 2025
- "Health Care at a Crossroads: Insights from the Post-Election Health Care Conference," January 10, 2025
- "The Legal and Economic Realities of Medicare Drug Pricing: Navigating Opportunities and Challenges," December 20, 2024

Media Mentions

What the state budget does (and doesn't do) for seniors

The Capitol Pressroom, 06.26.2025

Trump Administration's Anti-Competitive Efforts Could Implicate 80/20 Rules

Home Health Care News, 05.13.2025

What the Supreme Court's Medicare DSH pay ruling means

Modern Healthcare, 05.01.2025

State Could Lose Billions in Future Medicaid Dollars Amid Federal Policy Change

Crain's New York Business, 04.15.2025

CMS Policy Shift on Medicaid

Politico Pro, 04.14.2025

CMS to End Federal Match for States' Medicaid Funding Requests

Fierce Healthcare, 04.11.2025

Repeal Of Social Needs Guidance Sows Medicaid Uncertainty

Law360, 03.19.2025

Speaking Engagements

"Miami Healthcare Breakfast Salon," November 18, 2024

Events

Behind the Curtain: How CON, HEIA, and Policy are Reshaping Long-Term Care in New York

07.24.2025

French American Innovation Day: Bridging Health Innovation - French & New York Perspectives

Financial Panel

06.20.2025

AI in Healthcare: What's Real, What's Hype, and What's Next

Webinar, 05.29.2025

Home Care Association of NYS Annual Conference

Major Directions & Roles for Home & Community Based Services in the Evolving Health Care System

New York, 04.30.2025

Home Care Association Sheppard Mullin Reception

04.29.2025

Home Care Forum 2025

Inside Albany | The Future of Home Care, Aging Services & the NYS Budget

Albany, New York, 02.24.2025

The Business of Health Care
Lightning Round: Recap and Q&A
University of Miami, 01.24.2025

Memberships

Advisory Board, Department of and Center for Health Management and Policy at the University of Miami Herbert Business School

American Health Lawyers Association

New York State Bar Association

Podcasts & Webinars

Inside the World of Long-Term Care Certificate of Need (CON)
02.04.2025

Practices

Governmental

Healthcare

Industries

Healthcare

Education

J.D., Albany Law School

M.B.A., Union College

B.A., American University, *summa cum laude*

Admissions

New York

New Jersey