

Subject: Re: [External] : EHRM FC Hearing Invite | September 2nd 2026
Date: Thursday, August 27, 2026 at 11:39:04 AM Eastern Daylight Time
From: Aliza Silver
To: Parada, Caleb
CC: Emalee Young, Clark, Jon, Gonzalez, Steve, Flynn, Katy, West, Nicholas, Harry, John, Stagner, Kassie, [REDACTED]
Attachments: image001.png, img-6b62d47e-7070-4057-b7e2-56e38ed0e36c.png

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Good morning, Caleb,

Thank you again for extending this invitation for Seema Verma to testify before the Committee. Unfortunately, due to time constraints and the two panel structure of the hearing, Ms. Verma will no longer be able to attend.

However, as a gesture of good faith, we do plan to submit a Statement for the Record and are happy to offer other opportunities for Ms. Verma to answer the Committee's questions; perhaps in a roundtable setting as was done in March. We are truly sorry that we couldn't make the schedule work and deeply appreciate your understanding. In the meantime, please let us know how we can be helpful at the staff level in answering any questions.

Most sincerely,
Aliza

ORACLE

Aliza Silver, JD MPH
Sr. Director, Healthcare Policy and Government Affairs
Mobile: [REDACTED]
901 F Street NW, Suite 800 | Washington, D.C. 20004



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From: Aliza Silver <[REDACTED]>
Date: Wednesday, August 26, 2026 at 10:25 AM
To: [REDACTED]

Cc: Emalee Young <[REDACTED]>; Jon Clark <[REDACTED]>
Steve Gonzalez <[REDACTED]>; Katy Flynn
<[REDACTED]>; Nicholas West <[REDACTED]>; John
Harry <[REDACTED]>; Kassie Stagner <[REDACTED]>;
Josh Pitcock <[REDACTED]>

Subject: Re: [External] : EHRM FC Hearing Invite | September 2nd 2026

Hello Caleb,

We are pleased to accept your invitation for Seema Verma to testify before the committee on September 2nd. We respectfully request that she be aborded the opportunity to depart by noon to make it to the airport.

We look forward to seeing you next week and in the meantime please don't hesitate to reach out for anything you may need.

Sincerely,
Aliza and Team Oracle

ORACLE

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901 F Street NW, Suite 800 | Washington, D.C. 20004



From: Aliza Silver <[REDACTED]>
Date: Thursday, August 20, 2026 at 6:00 PM
To: Caleb Parada <[REDACTED]>
Cc: Emalee Young <[REDACTED]>; Jon Clark <[REDACTED]>;
Steve Gonzalez <[REDACTED]>; Katy Flynn
<[REDACTED]>; Nicholas West <[REDACTED]>; John
Harry <[REDACTED]>; Kassie Stagner <[REDACTED]>;
Josh Pitcock <[REDACTED]>
Subject: Re: [External] : EHRM FC Hearing Invite | September 2nd 2026

Thank you, Caleb.
Have a great evening.

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Aliza Silver
Sr. Director, Healthcare Policy and Government Affairs
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On Aug 20, 2026, at 3:36 PM, [REDACTED] wrote:

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Good afternoon Aliza,

Please find the attached invitation to our Full Committee hearing on September 2nd.

As always, please let me know if you have any questions.

Thank you,

Caleb Parada | [REDACTED]
Chairman Mike Bost (IL-12)
[REDACTED]