

Report Type: Nominee Report

Year (Annual Report only):

Date of Appointment:

Date of Termination:

Executive Branch Personnel Public Financial Disclosure Report (OGE Form 278e)

Filer's Information

Makary, Martin

Commissioner of Food & Drugs, Food & Drug Administration, Department of Health & Human Services

Other Federal Government Positions Held During the Preceding 12 Months:

None

Names of Congressional Committees Considering Nomination:

- Committee on Health, Education, Labor, and Pensions
-

Electronic Signature - I certify that the statements I have made in this form are true, complete and correct to the best of my knowledge.

/s/ Makary, Martin [electronically signed on 01/28/2025 by Makary, Martin in Integrity.gov]

Agency Ethics Official's Opinion - On the basis of information contained in this report, I conclude that the filer is in compliance with applicable laws and regulations (subject to any comments below).

/s/ Hall, Randall, Certifying Official [electronically signed on 02/25/2025 by Hall, Randall in Integrity.gov]

Other review conducted by

/s/ Hall, Randall, Ethics Official [electronically signed on 02/25/2025 by Hall, Randall in Integrity.gov]

U.S. Office of Government Ethics Certification

/s/ Apol, David, Certifying Official [electronically signed on 02/26/2025 by Apol, David in Integrity.gov]

1. Filer's Positions Held Outside United States Government

#	ORGANIZATION NAME		CITY, STATE	ORGANIZATION TYPE	POSITION HELD	FROM	TO
1	Ladner-Drysdale, LLC		Austin, Texas	Limited Liability Company	Managing Member; Director; Principal	7/2024	Present
2	Responsive Health Benefits, LLC	See Endnote	Wilmington, Delaware	Limited Liability Company	Co-President	6/2023	Present
3	Global Appropriateness Measures, LLC	See Endnote	Austin, Texas	Limited Liability Company	Managing Member; Co-Owner	10/2019	Present
4	Global Appropriateness Measures, LLC		Austin, Texas	Limited Liability Company	President	1/2020	12/2024
5	Green Monument Living, LLC	See Endnote	Austin, Texas	Limited Liability Company	Principal; Director; Manager	1/2016	Present
6	Johns Hopkins University		Baltimore, Maryland	University/College	Professor, by Courtesy, Johns Hopkins Carey Business School	2/2021	Present
7	Johns Hopkins University		Baltimore, Maryland	University/College	Chief, Islet Transplant Surgery, Johns Hopkins Medicine	6/2013	Present
8	Johns Hopkins University		Baltimore, Maryland	University/College	Professor, Johns Hopkins University School of Medicine	7/2003	Present

#	ORGANIZATION NAME	CITY, STATE	ORGANIZATION TYPE	POSITION HELD	FROM	TO
9	Harrow, Inc.	Nashville, Tennessee	Corporation	Member, Compensation Committee of the Board of Directors	4/2024	1/2025
10	Harrow, Inc.	Nashville, Tennessee	Corporation	Chairperson, Nominations & Governance Committee of the Board of Directors	1/2024	1/2025
11	Harrow, Inc.	Nashville, Tennessee	Corporation	Member, Nominations & Governance Committee of the Board of Directors	6/2022	1/2025
12	Harrow, Inc.	Nashville, Tennessee	Corporation	Member, Audit Committee of the Board of Directors	6/2022	1/2025
13	Harrow, Inc.	Nashville, Tennessee	Corporation	Member, Board of Directors	4/2022	1/2025
14	National Physician Quality Institute, LLC (dissolved)	Dover, Delaware	Limited Liability Company	Member	6/2023	1/2025
15	Avalon.AI, LLC	Weston, Florida	Limited Liability Company	Advisor	4/2022	12/2024
16	Sidecar Health, Inc.	Covina, California	Corporation	Member, Advisory Board	7/2021	12/2024
17	Turquoise Health Co.	San Diego, California	Corporation	Member, Advisory Board	7/2021	12/2024
18	Paragon Health Institute	Arlington, Virginia	Non-Profit	Public Advisor	6/2021	12/2024

#	ORGANIZATION NAME		CITY, STATE	ORGANIZATION TYPE	POSITION HELD	FROM	TO
19	Advocate, Inc.		New York, New York	Corporation	Chief Medical Advisor	9/2020	12/2024
20	Sesame, Inc.		New York, New York	Corporation	Chief Medical Officer; Advisor	2/2020	12/2024
21	MedRegen, LLC		Baltimore, Maryland	Limited Liability Company	Advisor	6/2019	12/2024
22	H-E-B, LP	See Endnote	San Antonio, Texas	Limited Partnership	Advisor (Previously Consultant and Chief Medical Officer)	8/2018	12/2024
23	Fox News Network, LLC		New York, New York	Limited Liability Company	Contributor	3/2020	6/2024

2. Filer's Employment Assets & Income and Retirement Accounts

#	DESCRIPTION	EIF	VALUE	INCOME TYPE	INCOME AMOUNT
1	Ladner-Drysdale, LLC	No			
1.1	Harrow, Inc.	N/A		Board of Directors Member Fees	\$92,215
1.2	H-E-B, LP (supermarket chain)	N/A		Consulting Fees	\$216,658
1.3	Fox News Network, LLC (cable network and news channel)	N/A		Contributor Fees	\$62,500
1.4	"Blind Spots: When Medicine Gets It Wrong, and What It Means for Our Health," Bloomsbury Publishing, Inc. (value not readily ascertainable)	N/A		Advance	\$100,000

#	DESCRIPTION	EIF	VALUE	INCOME TYPE	INCOME AMOUNT
1.5	"Blind Spots: When Medicine Gets It Wrong, and What It Means for Our Health," Bloomsbury Publishing, Inc., royalties: advance receivable	N/A	\$100,001 - \$250,000		None (or less than \$201)
1.6	"The Price We Pay: What Broke American Health Care—and How to Fix It," Bloomsbury Publishing, Inc. (value not readily ascertainable)	N/A			None (or less than \$201)
1.7	Coptic American Chamber of Commerce - 10/19/2024	N/A		Honorarium	\$1,000
1.8	Trend Macrolytics, LLC - 10/15/2024	N/A		Honorarium	\$3,000
1.9	Sagility, LLC - 09/23/2024	N/A		Honorarium	\$17,500
1.10	Managed Care Risk Association - 09/18/2024	N/A		Honorarium	\$18,000
1.11	Self Fund Health (Carebot Health, Inc.) - 08/29/2024	N/A		Honorarium	\$6,500
1.12	New York Post Holdings, Inc. - 08/25/2024	N/A		Honorarium	\$400
1.13	New York Post Holdings, Inc. - 06/04/2024	N/A		Honorarium	\$400
1.14	Wired (Advance Magazine Publishers, Inc.) - 07/17/2024	See Endnote	N/A	Honorarium	\$250
1.15	Center for American Ideas, Inc. - 07/09/2024	N/A		Honorarium	\$10,000
1.16	Washington Post - 07/08/2024	N/A		Honorarium	\$300
1.17	Advanced Medical Strategies, LLC - 06/12/2024	N/A		Honorarium	\$12,100
1.18	Memorial Healthcare System - 05/31/2024	N/A		Honorarium	\$10,000
1.19	American Head & Neck Society, Inc. - 05/15/2024	N/A		Honorarium	\$7,500
1.20	Zelis Healthcare, Inc. - 05/14/2024	N/A		Honorarium	\$22,500

#	DESCRIPTION		EIF	VALUE	INCOME TYPE	INCOME AMOUNT
1.21	Health Plans, Inc. - 04/30/2024		N/A		Honorarium	\$18,500
1.22	Washington University - 04/16/2024		N/A		Honorarium	\$2,000
1.23	Berkley Accident & Health, LLC - 04/08/2024		N/A		Honorarium	\$10,000
1.24	Docs 4 Patient Care Foundation, Inc. - 03/15/2024		N/A		Honorarium	\$5,600
1.25	Imagine 360 Administrators, LLC - 03/06/2024		N/A		Honorarium	\$7,500
1.26	Imagine 360 Administrators, LLC - 02/21/2024		N/A		Honorarium	\$7,500
1.27	Healthcare Financial Management Association - 02/26/2024		N/A		Honorarium	\$22,000
1.28	Health Action Council - 02/20/2024		N/A		Honorarium	\$21,500
1.29	Trinity University - 02/05/2024		N/A		Honorarium	\$30,800
1.30	Johns Hopkins Department of Gynecology & Obstetrics, Johns Hopkins Medicine - 01/11/2024		N/A		Honorarium	\$1,000
2	Global Appropriateness Measures, LLC (health care data analytics)		N/A	\$5,000,001 - \$25,000,000	Business Income	\$513,000
3	S2 Bryans Road Associates, LLC (real estate holding company)		No	\$15,001 - \$50,000		
3.1	Undeveloped land, Bryans Road, Maryland		N/A			None (or less than \$201)
3.2	Commercial real estate, Baltimore, Maryland	See Endnote	N/A		Rent or Royalties	\$50,001 - \$100,000
4	Johns Hopkins University		N/A		Salary	\$302,891
5	Harrow, Inc. (HROW)	See Endnote	N/A	\$500,001 - \$1,000,000		None (or less than \$201)
6	Avalon.AI, LLC (health care scheduling platform), vested equity units		N/A	\$15,001 - \$50,000		None (or less than \$201)

#	DESCRIPTION	EIF	VALUE	INCOME TYPE	INCOME AMOUNT
7	Sidecar Health, Inc. (health insurance), vested stock options	N/A	\$1,001 - \$15,000		None (or less than \$201)
8	Turquoise Health Co. (health care pricing platform), vested stock options	N/A	\$15,001 - \$50,000		None (or less than \$201)
9	Advocate, Inc. (benefits brokerage), vested stock options	N/A	\$15,001 - \$50,000		None (or less than \$201)
10	Sesame, Inc. (health care marketplace), vested stock options	N/A	\$250,001 - \$500,000		None (or less than \$201)
11	MedRegen, LLC (clinical stage pharmaceutical), vested profits interests	N/A	\$250,001 - \$500,000		None (or less than \$201)
12	Amaze, PBC (telehealth, health education, and medical billing advocacy)	N/A	\$15,001 - \$50,000		None (or less than \$201)
13	Kyruus, Inc. (hospital appointment scheduling software)	N/A	\$50,001 - \$100,000		None (or less than \$201)
14	Johns Hopkins University, 403(b) plan	No			
14.1	Vanguard Institutional Index Fund - Institutional Plus Shares (VIIIX)	Yes	\$1,000,001 - \$5,000,000		None (or less than \$201)
14.2	Vanguard Total Stock Market Index Fund - Institutional Plus Shares (VSMPX)	Yes	\$1,000,001 - \$5,000,000		None (or less than \$201)
15	SEP-IRA	No			
15.1	Carnival Corporation (CCL)	N/A	\$250,001 - \$500,000		None (or less than \$201)
15.2	Lindblad Expeditions Holdings, Inc. (LIND)	N/A	\$100,001 - \$250,000		None (or less than \$201)
15.3	Paycom Software, Inc. (PAYC)	N/A	\$100,001 - \$250,000		None (or less than \$201)
15.4	Schwab Value Advantage Money Fund - Investor Class (SWVXX)	Yes	\$50,001 - \$100,000		None (or less than \$201)

#	DESCRIPTION	EIF	VALUE	INCOME TYPE	INCOME AMOUNT
15.5	U.S. brokerage account (cash)	N/A	\$100,001 - \$250,000		None (or less than \$201)
16	Traditional IRA	No			
16.1	Lindblad Expeditions Holdings, Inc. (LIND)	N/A	\$1,001 - \$15,000		None (or less than \$201)
16.2	U.S. brokerage account (cash)	N/A	\$1,001 - \$15,000		None (or less than \$201)
17	Roth IRA	No			
17.1	SPDR S&P 500 ETF Trust (SPY)	Yes	\$250,001 - \$500,000		None (or less than \$201)

3. Filer's Employment Agreements and Arrangements

#	EMPLOYER OR PARTY	CITY, STATE	STATUS AND TERMS	DATE
1	Ladner-Drysdale, LLC	Austin, Texas	The company will remain dormant during my appointment.	7/2024
2	Harrow, Inc.	Nashville, Tennessee	I will divest my stock as soon as practicable but not later than 90 days after my confirmation.	6/2022
3	Avalon.AI, LLC	Weston, Florida	<p>Pursuant to the terms of my agreement with the company I received equity units as my compensation for services I provided as an advisor.</p> <p>In December 2024, I resigned from my position with the company. The company has agreed to buy back my equity units. I agree that I will complete the divestiture of all of my equity in the company as soon as practicable but not later than 90 days after my confirmation. The company has agreed to purchase my equity.</p>	4/2022

#	EMPLOYER OR PARTY	CITY, STATE	STATUS AND TERMS	DATE
4	Sidecar Health, Inc.	Covina, California	I will divest my stock options and stock in Sidecar Health, Inc., as soon as practicable but not later than 90 days after my confirmation. If I divest the stock options by exercising them, I will divest the resulting stock as soon as practicable but not later than 90 days after my confirmation. The company has agreed to purchase my equity.	7/2021
5	Turquoise Health Co.	San Diego, California	<p>Pursuant to the terms of my agreement with the company I received stock options as compensation for services I provided to the Advisory Board. Subsequent to the granting any options, all have vested, and I currently retain only vested stock options</p> <p>In December 2024, I resigned from my position with the company. The company has agreed to permit me to sell my private equity in the company. I agree that I will complete the divestiture of all of my equity in the company within 90 days of my confirmation. If I divest my stock options by exercising them, I will divest the resulting stock as soon as practicable but not later than 90 days after my confirmation.</p>	7/2021
6	Advocate, Inc.	New York, New York	I will divest my stock options and stock in Advocate, Inc., as soon as practicable but not later than 90 days after my confirmation. If I divest the stock options by exercising them, I will divest the resulting stock as soon as practicable but not later than 90 days after my confirmation. The company has agreed to purchase my equity.	9/2020

#	EMPLOYER OR PARTY	CITY, STATE	STATUS AND TERMS	DATE
7	Sesame, Inc.	New York, New York	<p>Pursuant to the terms of my agreement with the company I received stock options as compensation for services I provided to the Advisory Board. Subsequent to the granting of these stock options, all have vested. I currently retain only vested stock options.</p> <p>In December 2024, I resigned from my position with the company. The company has advised that I am permitted to sell my private equity in the company. I agree that I will complete the divestiture of all of my equity in the company within 90 days of my confirmation. If I divest my stock options by exercising them, I will divest the resulting stock as soon as practicable but not later than 90 days after my confirmation.</p>	2/2020
8	MedRegen, LLC	Baltimore, Maryland	<p>Pursuant t to the terms of my agreement with the company I received profit interests as my compensation for services I provided as an advisor.</p> <p>In December 2024, I resigned from my position with the company. The company has advised me that I may divest of my private equity profit interests in the company. I agree that I will complete the divestiture of all of my equity in the company as soon as practicable but not later than 90 days after my confirmation.</p>	6/2019
9	Amaze, PBC	Denver, Colorado	<p>As part of my compensation for services that I provided to the company I was granted shares of private company stock.</p> <p>I ceased to provide services to the company in 2020. The company has agreed to buy back my shares of company stock. I agree that I will divest of my stock in Amaze PBC as soon as practicable but not later than 90 days after my confirmation. The company has agreed to purchase my equity.</p>	6/2019
10	Global Appropriateness Measures, LLC	Austin, Texas	<p>I currently retain equity units in Global Appropriateness Measures, LLC (GAM). I do not hold any other equity interest in GAM. I will divest my equity units in GAM, as soon as practicable but not later than 90 days after my confirmation.</p>	1/2016

#	EMPLOYER OR PARTY	CITY, STATE	STATUS AND TERMS	DATE
11	Kyruus, Inc.	Boston, Massachusetts	As part of my compensation for services that I provided to the company I was granted private equity options by the company. During the period of time that I provided services, my options vested and I purchased stock in the company. I ceased to provide services to the company in 2017. The company has agreed to buy back my private company stock. I agree that I will divest of my stock in Kyruus, Inc. as soon as practicable but not later than 90 days after my confirmation. The company has agreed to purchase my equity.	9/2014
12	Johns Hopkins University	Baltimore, Maryland	I will continue to retain the 403(b) plan. The plan sponsor will not make further contributions after my separation.	1/2004

4. Filer's Sources of Compensation Exceeding \$5,000 in a Year

#	SOURCE NAME	CITY, STATE	BRIEF DESCRIPTION OF DUTIES
1	Johns Hopkins University	Baltimore, Maryland	Professor, School of Medicine; Professor, by Courtesy, Johns Hopkins Carey Business School; Chief, Islet Transplant Surgery, Johns Hopkins Medicine
2	H-E-B, LP	San Antonio, Texas	Advisor; Chief Medical Officer (paid through Ladner-Drysdale, LLC; also a client of Global Appropriateness Measures, LLC)
3	Ladner-Drysdale, LLC	Austin, Texas	Managing Member; Director; Principal
4	Global Appropriateness Measures, LLC	Austin, Texas	Co-Founder and Co-Owner
5	Fox News Network, LLC	New York, New York	Contributor (paid through Ladner-Drysdale, LLC)
6	Harrow, Inc.	Nashville, Tennessee	Member, Board of Directors (paid through Ladner-Drysdale, LLC)
7	America's Health Insurance Plans, Inc.	Washington, District of Columbia	(client of Global Appropriateness Measures, LLC)

#	SOURCE NAME	CITY, STATE	BRIEF DESCRIPTION OF DUTIES
8	Cedar Gate Technologies, Inc.	Greenwich, Connecticut	(client of Global Appropriateness Measures, LLC)
9	Accolade, Inc	Seattle, Washington	(client of Global Appropriateness Measures, LLC)
10	NavHealth, Inc.	Arlington, Virginia	(client of Global Appropriateness Measures, LLC)
11	Clarify Health Solutions, Inc.	San Francisco, California	(client of Global Appropriateness Measures, LLC)
12	Highland Physicians, Inc.	Kingsport, Tennessee	(client of Global Appropriateness Measures, LLC)
13	Cohere Health, Inc.	Boston, Massachusetts	(client of Global Appropriateness Measures, LLC)
14	Booz Allen Hamilton, Inc.	McLean, Virginia	(client of Global Appropriateness Measures, LLC)
15	Healthcare Bluebook	Nashville, Tennessee	(client of Global Appropriateness Measures, LLC)
16	Ballad Health	Johnson City, Tennessee	(client of Global Appropriateness Measures, LLC)
17	Florida Health Care Plan, Inc	Daytona Beach, Florida	(client of Global Appropriateness Measures, LLC)
18	Avalon.AI, LLC	Weston, Florida	(client of Global Appropriateness Measures, LLC)
19	NFP Insurance Services, Inc	New York, New York	(client of Global Appropriateness Measures, LLC)
20	Community Health Choice, Inc	Houston, Texas	(client of Global Appropriateness Measures, LLC)
21	Mainstem Health	Nashville, Tennessee	(client of Global Appropriateness Measures, LLC)
22	Morpheus Holdings, Inc	Atlanta, Georgia	(client of Global Appropriateness Measures, LLC)
23	Washington University	St. Louis, Missouri	(client of Global Appropriateness Measures, LLC)

#	SOURCE NAME	CITY, STATE	BRIEF DESCRIPTION OF DUTIES
24	The American Society of Dermatopathology	Bannockburn, Illinois	(client of Global Appropriateness Measures, LLC)
25	Concierge Nurse Navigators, LLC	Ashtabula, Ohio	(client of Global Appropriateness Measures, LLC)
26	QUI, LLC	Tulsa, Oklahoma	(client of Global Appropriateness Measures, LLC)
27	Employer Direct Healthcare	Dallas, Texas	(client of Global Appropriateness Measures, LLC)
28	Devoted Health Services, Inc.	Waltham, Massachusetts	(client of Global Appropriateness Measures, LLC)
29	Advocate, Inc.	New York, New York	Chief Medical Advisor
30	Turquoise Health Co.	San Diego, California	Member, Advisory Board
31	Sidecar Health Inc.	Covina, California	Member, Advisory Board
32	Sesame, Inc.	New York, New York	Chief Medical Officer; Advisor
33	Sagility Health LLC	Westminster, Colorado	Speaking fees
34	Managed Care Risk Association	Minneapolis, Minnesota	Speaking fees
35	Self Fund Health (Carebot Health, Inc.	Madison, Wisconsin	Speaking fees
36	Center for American Ideas, Inc.	Washington, District of Columbia	Speaking fees
37	American Head & Neck Society, Inc.	Los Angeles, California	Speaking fees
38	Zelis Healthcare, Inc.	Boston, Massachusetts	Speaking fees

#	SOURCE NAME	CITY, STATE	BRIEF DESCRIPTION OF DUTIES
39	Health Plans, Inc.	Westborough, Massachusetts	Speaking fees
40	Berkley Accident & Health LLC	Hamilton, New Jersey	Speaking fees
41	Docs 4 Patient Care Foundation, Inc.	Ann Arbor, Michigan	Speaking fees
42	Imagine 360 Administrators, LLC	Wayne, Pennsylvania	Speaking fees
43	Healthcare Financial Management Association	Downers Grove , Illinois	Speaking fees
44	Health Action Counsel	Cleveland, Ohio	Speaking fees
45	Trinity University	San Antonio, Texas	Speaking fees
46	Advanced Medical Strategies	Lynnfield, Massachusetts	Speaking fees
47	Memorial Healthcare System	Hollywood, Florida	Speaking fees

5. Spouse's Employment Assets & Income and Retirement Accounts

#	DESCRIPTION	EIF	VALUE	INCOME TYPE	INCOME AMOUNT
1	Greenwood Health Consulting, LLC (health benefits consulting)	N/A	None (or less than \$1,001)	Consulting Fees	
2	USI Advantage Corporation (health benefits consulting)	See Endnote	N/A	Consulting Fees	
3	BOK Financial Corporation, 401(k) plan	No			
3.1	BOK Financial Retirement 2050 - Class III	Yes	\$50,001 - \$100,000		None (or less than \$201)

#	DESCRIPTION	EIF	VALUE	INCOME TYPE	INCOME AMOUNT
4	Aon, PLC, 401(k) plan	No			
4.1	Fidelity Government Money Market Fund (SPAXX)	Yes	\$1,001 - \$15,000		None (or less than \$201)

6. Other Assets and Income

#	DESCRIPTION	EIF	VALUE	INCOME TYPE	INCOME AMOUNT
1	U.S. bank (cash)	N/A	\$50,001 - \$100,000	Interest	\$201 - \$1,000
2	MemoryWell, Inc. (digital human-to-human health care engagement solution)	N/A	\$1,001 - \$15,000		None (or less than \$201)
3	U.S. brokerage account	No			
3.1	Paycom Software, Inc. (PAYC)	N/A	\$1,000,001 - \$5,000,000	Dividends	\$5,001 - \$15,000
3.2	Baldwin Insurance Group, Inc. (BWIN)	N/A	\$500,001 - \$1,000,000		None (or less than \$201)
3.3	Harrow, Inc. (HROW)	See Endnote	\$1,000,001 - \$5,000,000		None (or less than \$201)
3.4	Lindblad Expeditions Holdings, Inc. (LIND)	N/A	\$250,001 - \$500,000	Capital Gains	\$15,001 - \$50,000
3.5	ODDITY Tech Limited (ODD)	N/A	\$250,001 - \$500,000		None (or less than \$201)
3.6	RxSight, Inc. (RXST)	N/A	\$250,001 - \$500,000	Capital Gains	\$100,001 - \$1,000,000
3.7	MicroStrategy, Inc. (MSTR)	N/A	\$100,001 - \$250,000	Capital Gains	\$50,001 - \$100,000

#	DESCRIPTION		EIF	VALUE	INCOME TYPE	INCOME AMOUNT
3.8	Six Flags Entertainment Corporation (FUN)		N/A	\$50,001 - \$100,000		None (or less than \$201)
3.9	Six Flags Entertainment Corporation (amusement parks operator)	See Endnote	N/A	None (or less than \$1,001)	Dividends	\$5,001 - \$15,000
3.10	SPDR S&P 500 ETF Trust (SPY)		Yes	\$500,001 - \$1,000,000		\$201 - \$1,000
3.11	Schwab Value Advantage Money Fund - Investor Class (SWVXX)		Yes	None (or less than \$1,001)		\$15,001 - \$50,000

7. Transactions

(N/A) - Not required for this type of report

8. Liabilities

None

9. Gifts and Travel Reimbursements

(N/A) - Not required for this type of report

Endnotes

PART	#	ENDNOTE
1.	2	No reportable value or income. Subsequent to filing this report on January 28, 2025, I dissolved this entity with the state of Delaware.
1.	3	Moreover, the official operating agreement of 2020 listed me as Member and a more recent 2024 agreement listed me as Manager.
1.	5	This company holds only one asset, my personal residence.
1.	22	Initially, in 2018, I served as a consultant. From 2018 to 2023, I served as Chief Medical Officer. In 2023, I transitioned from being Chief Medical Officer to being an advisor. My duties did not change; only my position title changed.
2.	1.14	The date of submission of the article is approximate. The article was never published.
2.	3.2	This developed area is leased to the University of Maryland, which uses it for a nutrition education center and a primary care clinic for a nurse practitioner.
2.	5	Received for services provided through Ladner-Drysdale, LLC.
5.	2	The filer's spouse ceased to provide consulting services to this entity in November 2024.
6.	3.3	Purchased in the open market. Not related to compensation from Harrow, Inc., which is separately reported in Part 2.
6.	3.9	This line reflects income received from Six Flags Entertainment Corporation before a July 2024 merger. Before the merger, it traded under the ticker symbol SIX.

Summary of Contents

1. Filer's Positions Held Outside United States Government

Part 1 discloses positions that the filer held at any time during the reporting period (excluding positions with the United States Government). Positions are reportable even if the filer did not receive compensation.

This section does not include the following: (1) positions with religious, social, fraternal, or political organizations; (2) positions solely of an honorary nature; (3) positions held as part of the filer's official duties with the United States Government; (4) mere membership in an organization; and (5) passive investment interests as a limited partner or non-managing member of a limited liability company.

2. Filer's Employment Assets & Income and Retirement Accounts

Part 2 discloses the following:

- Sources of earned and other non-investment income of the filer totaling more than \$200 during the reporting period (e.g., salary, fees, partnership share, honoraria, scholarships, and prizes)
- Assets related to the filer's business, employment, or other income-generating activities (1) that ended the reporting period with a value greater than \$1,000 or (2) from which more than \$200 in income was received during the reporting period (e.g., equity in business or partnership, stock options, retirement plans/accounts and their underlying holdings as appropriate, deferred compensation, and intellectual property, such as book deals and patents)

This section does not include assets or income from United States Government employment or assets that were acquired separately from the filer's business, employment, or other income-generating activities (e.g., assets purchased through a brokerage account). Note: The type of income is not required if the amount of income is \$0 - \$200 or if the asset qualifies as an excepted investment fund (EIF).

3. Filer's Employment Agreements and Arrangements

Part 3 discloses agreements or arrangements that the filer had during the reporting period with an employer or former employer (except the United States Government), such as the following:

- Future employment
- Leave of absence
- Continuing payments from an employer, including severance and payments not yet received for previous work (excluding ordinary salary from a current employer)
- Continuing participation in an employee welfare, retirement, or other benefit plan, such as pensions or a deferred compensation plan
- Retention or disposition of employer-awarded equity, sharing in profits or carried interests (e.g., vested and unvested stock options, restricted stock, future share of a company's profits, etc.)

4. Filer's Sources of Compensation Exceeding \$5,000 in a Year

Part 4 discloses sources (except the United States Government) that paid more than \$5,000 in a calendar year for the filer's services during any year of the reporting period.

The filer discloses payments both from employers and from any clients to whom the filer personally provided services. The filer discloses a source even if the source made its payment to the filer's employer and not to the filer. The filer does not disclose a client's payment to the filer's employer if the filer did not provide the services for which the client is paying.

5. Spouse's Employment Assets & Income and Retirement Accounts

Part 5 discloses the following:

- Sources of earned income (excluding honoraria) for the filer's spouse totaling more than \$1,000 during the reporting period (e.g., salary, consulting fees, and partnership share)
- Sources of honoraria for the filer's spouse greater than \$200 during the reporting period
- Assets related to the filer's spouse's employment, business activities, other income-generating activities (1) that ended the reporting period with a value greater than \$1,000 or (2) from which more than \$200 in income was received during the reporting period (e.g., equity in business or partnership, stock options, retirement plans/accounts and their underlying holdings as appropriate, deferred compensation, and intellectual property, such as book deals and patents)

This section does not include assets or income from United States Government employment or assets that were acquired separately from the filer's spouse's business, employment, or other income-generating activities (e.g., assets purchased through a brokerage account). Note: The type of income is not required if the amount of income is \$0 - \$200 or if the asset qualifies as an excepted investment fund (EIF). Amounts of income are not required for a spouse's earned income (excluding honoraria).

6. Other Assets and Income

Part 6 discloses each asset, not already reported, (1) that ended the reporting period with a value greater than \$1,000 or (2) from which more than \$200 in investment income was received during the reporting period. For purposes of the value and income thresholds, the filer aggregates the filer's interests with those of the filer's spouse and dependent children.

This section does not include the following types of assets: (1) a personal residence (unless it was rented out during the reporting period); (2) income or retirement benefits associated with United States Government employment (e.g., Thrift Savings Plan); and (3) cash accounts (e.g., checking, savings, money market accounts) at a single financial institution with a value of \$5,000 or less (unless more than \$200 in income was received). Additional exceptions apply. Note: The type of income is not required if the amount of income is \$0 - \$200 or if the asset qualifies as an excepted investment fund (EIF).

7. Transactions

Part 7 discloses purchases, sales, or exchanges of real property or securities in excess of \$1,000 made on behalf of the filer, the filer's spouse or dependent child during the reporting period.

This section does not include transactions that concern the following: (1) a personal residence, unless rented out; (2) cash accounts (e.g., checking, savings, CDs, money market accounts) and money market mutual funds; (3) Treasury bills, bonds, and notes; and (4) holdings within a federal Thrift Savings Plan account. Additional exceptions apply.

8. Liabilities

Part 8 discloses liabilities over \$10,000 that the filer, the filer's spouse or dependent child owed at any time during the reporting period.

This section does not include the following types of liabilities: (1) mortgages on a personal residence, unless rented out (note: certain PAS nominees and appointees are required to report all mortgages); (2) loans secured by a personal motor vehicle, household furniture, or appliances, unless the loan exceeds the item's purchase price; and (3) revolving charge accounts, such as credit card balances, if the outstanding liability did not exceed \$10,000 at the end of the reporting period. Additional exceptions apply.

9. Gifts and Travel Reimbursements

This section discloses:

- Gifts totaling more than \$480 that the filer, the filer's spouse, and dependent children received from any one source during the reporting period.
- Travel reimbursements totaling more than \$480 that the filer, the filer's spouse, and dependent children received from any one source during the reporting period.

For purposes of this section, the filer need not aggregate any gift or travel reimbursement with a value of \$192 or less. Regardless of the value, this section does not include the following items: (1) anything received from relatives; (2) anything received from the United States Government or from the District of Columbia, state, or local governments; (3) bequests and other forms of inheritance; (4) gifts and travel reimbursements given to the filer's agency in connection with the filer's official travel; (5) gifts of hospitality (food, lodging, entertainment) at the donor's residence or personal premises; and (6) anything received by the filer's spouse or dependent children totally independent of their relationship to the filer. Additional exceptions apply.

Privacy Act Statement

5 U.S.C. § 13101 et seq., and 5 C.F.R. Part 2634 of the U. S. Office of Government Ethics regulations require the reporting of this information. Failure to provide the requested information may result in separation, disciplinary action, or civil action. The primary use of the information on this report is for review by Government officials to determine compliance with applicable Federal laws and regulations. This report may also be disclosed upon request to any requesting person in accordance with 5 U.S.C. §§ 13107 and § 13122(b)(1) or as otherwise authorized by law. You may inspect applications for public access of your own form upon request. Additional disclosures of the information on this report may be made: (1) to any requesting person, subject to the limitation contained in section 208(d)(1) of title 18, any determination granting an exemption pursuant to sections 208(b)(1) and 208(b)(3) of title 18; (2) to a Federal, State, or local law enforcement agency if the disclosing agency becomes aware of violations or potential violations of law or regulation; (3) to a source when necessary to obtain information relevant to a conflict of interest investigation or determination; (4) to the National Archives and Records Administration or the General Services Administration in records management inspections; (5) to the Office of Management and Budget during legislative coordination on private relief legislation; (6) when the disclosing agency determines that the records are arguably relevant to a proceeding before a court, grand jury, or administrative or adjudicative body, or in a proceeding before an administrative or adjudicative body when the adjudicator determines the records to be relevant to the proceeding; (7) to reviewing officials in a new office, department or agency when an employee transfers or is detailed from one covered position to another, a public financial disclosure report and any accompanying documents, including statements notifying an employee's supervising ethics office of the commencement of negotiations for future employment or compensation or of an agreement for future employment or compensation; (8) to a Member of Congress or a congressional office in response to an inquiry made on behalf of and at the request of an individual who is the subject of the record; (9) to contractors and other non-Government employees working on a contract, service or assignment for the Federal Government when necessary to accomplish a function related to this system of records; (10) on the OGE Website and to any person, department or agency, any written ethics agreement, including certifications of ethics agreement compliance, filed with OGE by an individual nominated by the President to a position requiring Senate confirmation; (11) on the OGE Website and to any person, department or agency, any certificate of divestiture issued by OGE; (12) on the OGE Website and to any person, department or agency, any waiver of the restrictions contained in Executive Order 13989 or any superseding executive order; (13) to appropriate agencies, entities and persons when there has been a suspected or confirmed breach of the system of records, the agency maintaining the records has determined that there is a risk of harm to individuals, the agency, the Federal Government, or national security, and the disclosure is reasonably necessary to assist in connection with the agency's efforts to respond to the suspected or confirmed breach or to prevent, minimize, or remedy such harm; and (14) to another Federal agency or Federal entity, when the agency maintaining the record determines that information from this system of records is reasonably necessary to assist the recipient agency or entity in responding to a suspected or confirmed breach or in preventing, minimizing, or remedying the risk of harm to individuals, the recipient agency or entity, the Federal Government, or national security. See also the OGE/GOVT-1 executive branch-wide Privacy Act system of records.

Public Burden Information

This collection of information is estimated to take an average of ten hours per response, including time for reviewing the instructions, gathering the data needed, and completing the form. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Program Counsel, U.S. Office of Government Ethics (OGE) 250 E Street, S.W., Suite 750, Washington, DC 20024-3249.

Pursuant to the Paperwork Reduction Act, as amended, an agency may not conduct or sponsor, and no person is required to respond to, a collection of information unless it displays a currently valid OMB (that control number 3209-0001, is displayed here and at the top of the first page of this OGE Form 278e).
