

COMMITTEE ON ETHICS

EMPLOYEE POST-TRAVEL DISCLOSURE FORM Original Amendment

This form is for disclosing the receipt of travel expenses from private sources for travel taken in connection with official duties. This form does not eliminate the need to report privately-funded travel on the annual *Financial Disclosure Statements* of those employees required to file them. In accordance with House Rule 25, clause 5, **you must complete this form and file it with the Clerk of the House by email at gifttravelreports@mail.house.gov, within 15 days after travel is completed.** Please **do not** file this form with the Committee on Ethics.

NOTE: Willful or knowing misrepresentations on this form may be subject to criminal prosecution pursuant to 18 U.S.C. § 1001.

1. Name of Traveler: Christopher Mahler
2. a. Name of Accompanying Relative: _____ **OR** None
b. Relationship to Traveler: Spouse Child Other (specify): _____
3. a. Dates: Departure: Thursday, March 5 Return: Friday, March 6
b. Dates at Personal Expense, if any: _____ **OR** None
4. Departure City: Washington, DC Destination: Boston, MA Return City: Washington, DC
5. Sponsor(s), Who Paid for the Trip: No Patient Left Behind (NPLB)
6. Describe Meetings and Events Attended: Meeting: How Funding Decisions are Made with RA Capital.
Discussion: Challenges to Raising Seed Stage Capital. Site Visit: Wave Life Sciences. Site Visit: C4 Therapeutics.
7. Attached to this form are **each** of the following, *signify that each item is attached by checking the corresponding box*:
 - a. a completed *Sponsor Post-Travel Disclosure Form*;
 - b. the *Primary Trip Sponsor Form* completed by the trip sponsor **prior** to the trip, **including all** attachments **and** the *Additional Sponsor Form(s)*;
 - c. page 2 of the completed *Traveler Form* submitted by the employee; **and**
 - d. the letter from the Committee on Ethics approving my participation on this trip.
8. a. I represent that I participated in each of the activities reflected in the attached sponsor's agenda. *Signify statement is true by checking the box.*
b. If not, explain: _____

I certify that the information contained on this form is true, complete, and correct to the best of my knowledge.

Signature of Traveler:  Date: 3/17/2026

I authorized this travel in advance. I have determined that all of the expenses listed on the attached *Sponsor Post-Travel Disclosure Form* were necessary and that the travel was in connection with the employee's official duties and would not create the appearance that the employee is using public office for private gain.

Name of Supervising Member: Jodey C. Arrington, Chairman Date: 3/18/2026

Signature of Supervising Member: 

COMMITTEE ON ETHICS

SPONSOR POST-TRAVEL DISCLOSURE FORM

Original Amendment

This form must be completed by an officer of any organization that served as the primary trip sponsor in providing travel expenses or reimbursement for travel expenses to House Members, officers, or employees under House Rule 25, clause 5. **A completed copy of the form must be provided to each House Member, officer, or employee who participated in the trip within 10 days of their return.** You must answer all questions, and check all boxes, on this form for your submission to comply with House Rules and the Committee's Travel Regulations. Failure to comply with this requirement may result in the denial of future requests to sponsor trips and/or subject the current traveler to disciplinary action or a requirement to repay the trip expenses.

NOTE: Willful or knowing misrepresentations on this form may be subject to criminal prosecution pursuant to 18 U.S.C. § 1001.

1. Sponsor(s) who paid or provided in-kind support for the trip: _____

2. Travel Destination(s): _____

3. Date of Departure: _____ Date of Return: _____

4. Name(s) of Traveler(s): _____

Note: You may list more than one traveler on a form only if **all** information is **identical** for each person listed.

5. **Actual amount** of expenses paid on behalf of, or reimbursed to, each individual named in Question 4:

	Total Transportation Expenses	Total Lodging Expenses	Total Meal Expenses	Total Other Expenses (dollar amount per item and description)
Traveler				
Accompanying Family Member				

6. All expenses connected to the trip were for actual costs incurred and not a *per diem* or lump sum payment. Signify statement is true by checking box.

I certify that the information contained in this form is true, complete, and correct to the best of my knowledge.

Signature: Priscilla VanderVeer Date: _____

Name: _____ Title: _____

Organization: _____

I am an officer of the above-named organization. Signify statement is true by checking box.

Address: _____

Telephone: _____ Email: _____

Committee staff may contact the above-named individual if additional information is required.

If you have questions regarding your completion of this form, please contact the Committee on Ethics at 202-225-7103.

COMMITTEE ON ETHICS

TRAVELER FORM

1. Name of Traveler: Christopher Mahler
2. Sponsor(s) who will be paying or providing in-kind support for the trip: No Patient Left Behind (NPLB)
3. City and State **OR** Foreign Country of Travel: Boston, MA
4. a. Date of Departure: Thursday, March 5 Date of Return: Friday, March 6
b. Yes No Will you be extending the trip at your personal expense?
If yes, list dates at personal expense: _____
5. a. Yes No Will you be accompanied by a family member at the sponsor's expense? **If yes:**
 - (1) Name of Accompanying Family Member: _____
 - (2) Relationship to Traveler: Spouse Child Other (specify): _____
 - (3) Yes No Accompanying Family Member is at least 18 years of age?
6. a. Yes No Did the trip sponsor answer "Yes" to Question 8(c) on the *Primary Trip Sponsor Form* (i.e., travel is sponsored by an entity that employs a registered federal lobbyist or a foreign agent)?
b. **If yes**, and you are requesting lodging for two nights, explain why the second night is warranted:

7. Yes No *Primary Trip Sponsor Form* is attached, including agenda, invitation, invitee list, and any other attachments and Additional Sponsor Forms.
NOTE: The agenda should show the traveler's individual schedule, including departure and arrival times and identify the specific events in which the traveler will be participating.
8. Explain why participation in the trip is connected to the traveler's individual official or representational duties. **Staff should include their job title and how the activities on the itinerary relate to their duties.**
I serve as a Senior Policy Advisor handling health care policy for the House Budget Committee.

This trip will examine how federal policies impact drug development, which in turn impacts federal health care programs like Medicare and Medicaid, as well as federal spending writ large.
9. **Yes No Is the traveler aware of any registered federal lobbyists or foreign agents involved in planning, organizing, requesting, or arranging the trip?**
10. For staff travelers, to be completed by your employing Member:

ADVANCED AUTHORIZATION OF EMPLOYEE TRAVEL

I hereby authorize the individual named above, an employee of the U.S. House of Representatives who works under my direct supervision, to accept expenses for the trip described in this request. I have determined that the above-described travel is in connection with my employee's official duties and that acceptance of these expenses will not create the appearance that the employee is using public office for private gain.

Signature of Employing Member: _____



Date: 2/2/2026

COMMITTEE ON ETHICS

PRIMARY TRIP SPONSOR FORM

This form should be completed by private entities offering to provide travel or reimbursement for travel to House Members, officers, or employees under House Rule 25, clause 5. A completed copy of the form (and any attachments) should be provided to each invited House Member, officer, or employee, who will then forward it to the Committee together with a *Traveler Form* **at least 30 days before the start date of the trip**. The trip sponsor should *NOT* submit the form directly to the Committee. The Committee's website (ethics.house.gov) provides detailed instructions for filling out the form. The Committee will notify the House invitees directly of its decision and will not notify the trip sponsors.

NOTE: Willful or knowing misrepresentations on this form may be subject to criminal prosecution pursuant to 18 U.S.C. § 1001. Failure to comply with the Committee's Travel Regulations may also lead to the denial of permission to sponsor future trips. Signatures must comply with section 104(bb) of the Travel Regulations.

1. Sponsor who will be paying for the trip:

No Patient Left Behind (NPLB)

2. I represent that the trip will not be financed, in whole or in part, by a registered federal lobbyist or foreign agent. *Signify that the statement is true by checking box.*

3. **Check only one.** I represent that:

a. The primary trip sponsor has not accepted from any other source, funds intended directly or indirectly to finance any aspect of the trip; **OR**

b. The trip is arranged without regard to congressional participation and the primary trip sponsor has accepted funds only from entities that will receive a tangible benefit in exchange for those funds; **OR**

c. The primary trip sponsor has accepted funds, services, or in-kind assistance from other source(s) intended directly or indirectly to finance all or part of this trip and has enclosed disclosure forms from each of those entities.

If "c" is checked, list the names of the additional sponsors: _____

4. Provide names and titles of **ALL** House Members *and* employees you are inviting. **For each House invitee, provide an explanation of why the individual was invited** (include additional pages if necessary): See attached.

5. Yes No Is travel being offered to an accompanying family member of the House invitee(s)?

6. Date of Departure: Thursday, March 5, 2026 Date of Return: Friday, March 6, 2026

7. a. City of departure: Washington, DC

b. Destination(s): Boston, MA

c. City of return: Washington, DC

8. **Check only one.** I represent that

a. The sponsor of the trip is an institution of higher education within the meaning of section 101 of the Higher Education Act of 1965; **OR**

b. The sponsor of the trip does not retain or employ a registered federal lobbyist or foreign agent; **OR**

c. The sponsor employs or retains a registered federal lobbyist or foreign agent, but the trip is for attendance at a one-day event *and* lobbyist / foreign agent involvement in planning, organizing, requesting, or arranging the trip was *de minimis* under the Committee's travel regulations.

9. **Check only one of the following.**
- a. I checked 8(a) or(b) above; **OR**
 - b. I checked 8(c) above but am not offering any lodging; **OR**
 - c. I checked 8(c) above and am offering lodging and meals for one night; **OR**
 - d. I checked 8(c) above and am offering lodging and meals for two nights. If you checked this box, explain why the second night of lodging is warranted. _____
-

10. Attached is a detailed agenda of the activities House invitees will be participating in during the travel (i.e., an hourly description of planned activities for trip invitees). *Indicate agenda is attached by checking box.*

11. **Check only one of the following.**
- a. I represent that a registered federal lobbyist or foreign agent will not accompany House Members or employees on any segment of the trip. *Signify the statement is true by clicking the box; OR*
 - b. *Not Applicable.* Trip sponsor is a U.S. institution of higher education.

12. For **each** sponsor required to submit a sponsor form, describe the sponsor's interest in the subject matter of the trip **and** its role in organizing and/or conducting the trip:
Attached.

13. **Answer parts a and b. Answer part c if necessary:**
- a. Mode of travel: Air Rail Bus Car Other (specify: _____)
 - b. Class of travel: Coach Business First Charter Other (specify: _____)
 - c. If travel will be first class, or by chartered or private aircraft, explain why such travel is warranted:

-

14. I represent that the expenditures related to local area travel during the trip will be unrelated to personal or recreational activities of the invitee(s). *Signify that the statement is true by checking box.*

15. **Check only one.** I represent that either:
- a. The trip involves an event that is arranged or organized *without regard* to congressional participation and that meals provided to congressional participants are similar to those provided to or purchased by other event attendees; **OR**
 - b. The trip involves events that are arranged specifically *with regard* to congressional participation. If "b" is checked:
 - 1) Detail the cost *per day* of meals (approximate cost may be provided): The approximate cost of meals per day is \$69.00 per day since these are both travel days.
 - 2) Provide the reason for selecting the location of the event or trip: This location was selected because Boston, MA is a global leader in life sciences and drug development. It is one of the nation's leading biotech hubs.

16. Name, nightly cost, and reasons for selecting each hotel or other lodging facility:

Hotel Name: The Sheraton City: Boston, MA Cost Per Night: \$249.00
 Reason(s) for Selecting: Close to downtown making visits to small bio tech companies easy and accessible.

Hotel Name: _____ City: _____ Cost Per Night: _____
 Reason(s) for Selecting: _____

Hotel Name: _____ City: _____ Cost Per Night: _____
 Reason(s) for Selecting: _____

17. I represent that all expenses connected to the trip will be for actual costs incurred and not a per diem or lump sum payment. *Signify that the statement is true by checking the box.*

18. **Total Expenses for each Participant:**

<input type="checkbox"/> Actual Amounts <input checked="" type="checkbox"/> Good Faith Estimates	Total Transportation Expenses per Participant	Total Lodging Expenses per Participant	Total Meal Expenses per Participant
For each Member, Officer, or Employee	\$650.00	\$249.00	\$138.00
For each Accompanying Family Member			

	Other Expenses (dollar amount per item)	Identify Specific Nature of "Other" Expenses (e.g., taxi, parking, registration fee, etc.)
For each Member, Officer, or Employee		
For each Accompanying Family Member		

19. **Check only one:**

- a. I certify that I am an officer of the organization listed below; **OR**
- b. *Not Applicable.* Trip sponsor is an individual or a U.S. institution of higher education.

20. **I certify by my signature that**

- a. **I read and understand the Committee's Travel Regulations;**
- b. **I am not a registered federal lobbyist or registered foreign agent; and**
- c. **The information on this form is true, complete, and correct to the best of my knowledge.**

Signature: Peter Rubin Date: 1/12/2026
 Name: Peter Rubin Title: Executive Director
 Organization: No Patient Left Behind (NPLB)
 Address: 700 12th Street, NW | Suite 700 | Washington, DC 20005
 Email: andrea@mietusevents.com Telephone: 301-518-6336

If there are questions regarding this form, please contact the Committee on Ethics at 202-225-7103 or travel.requests@mail.house.gov.

Michael Guest, Mississippi
Chairman
Mark DeSaulnier, California
Ranking Member

Andrew R. Garbarino, New York
Ashley Hinson, Iowa
Nathaniel Moran, Texas
Brad Knott, North Carolina

Deborah K. Ross, North Carolina
Glenn F. Ivey, Maryland
Sylvia R. Garcia, Texas
Suhas Subramanyam, Virginia



ONE HUNDRED NINETEENTH CONGRESS

U.S. House of Representatives

COMMITTEE ON ETHICS

Thomas A. Rust
Staff Director and Chief Counsel

Jordan Downs
Chief of Staff to the Chairman

David Arrojo
Counsel to the Ranking Member

1015 Longworth House Office Building
Washington, D.C. 20515-6328
Telephone: (202) 225-7103
<https://ethics.house.gov>

March 3, 2026

Mr. Christopher Mahler
Committee on the Budget
204 Cannon House Office Building
Washington, DC 20515

Dear Mr. Mahler:

Pursuant to House Rule 25, clause 5(d)(2), the Committee on Ethics hereby approves your proposed trip to Boston, Massachusetts, scheduled for March 5 to 6, 2026, sponsored by No Patient Left Behind.

You must complete an Employee Post-Travel Disclosure Form (which your employing Member must also sign) and file it, together with a Sponsor Post-Travel Disclosure Form completed by the trip sponsor, with the Clerk of the House within 15 days after your return from travel. As part of that filing, you are also required to attach a copy of this letter and both the Traveler and Primary Trip Sponsor Forms (including attachments) you previously submitted to the Committee in seeking pre-approval for this trip. If you are required to file an annual Financial Disclosure Statement, you must also report all travel expenses totaling more than \$525 from a single source on the "Travel" schedule of your annual Financial Disclosure Statement covering this calendar year. Finally, Travel Regulation § 404(d) also requires you to keep a copy of all request forms and supporting information provided to the Committee for three subsequent Congresses from the date of travel.

If you have any further questions, please contact the Committee's Office of Advice and Education at extension 5-7103.

Sincerely,

Michael Guest
Chairman

Mark DeSaulnier
Ranking Member

MG/MD:rp

Question # 4

These Staff were selected from office and committee with a strong health policy background. This will be a perfect opportunity for them to gain firsthand insight into how patient care programs operate in real-world settings. These visits help them evaluate policy effectiveness, understand patient and provider challenges, and develop stronger, better-informed legislative recommendations.

First	Last	Title	Office
Puj	Adusumilli	Senior Legislative Assistant	Office of Representative Ross (D-NC)
Shinnola	Alexander	Policy Advisor	Office of Representative Sara Jacobs (CA—51)
Liz	Amster	Chief of Staff	Office of Representative Auchincloss (D-MA)
Matthew	Arthur	Senior Adviser	Office of Representative Harriss
Mariah	Baker	Senior Policy Adviser	Office of Representative DelBene (D-WA)
Preston	Bell	Professional Staff Member	Office of Representative Smith (R-MO)
Elizabeth	Beltran	Senior Policy Adviser	Office of Representative Troy Carter (D-LA)
Sedef	Berk	Legislative Assistant	Office of Representative Simon (D-CA)
Cameryn	Blackmore	Health Policy	Office of Congresswoman Terri A. Sewell (AL-07)
Bella	Borbonus	Legislative Assistant	Office of Representative Diana DeGette
Jack	Boyd	Deputy Chief of Staff	Office of Representative Tenney (R-NY)
Dan	Butler	Legislative Director	Office of Representative Kean (R-NJ)
Robin	Cheung	Policy Advisor	Representative Goldman (NY-10)
Dillon	Cooke	Legislative Director	Office of Representative Peters (D-CA)
Tim	Del Monico	Chief of Staff	Office of Rep. Sam Liccardso
Clare	Dentner	Legislative Assistant	Office of Representative Fitzpatrick (R-PA)
Kit	Devine	Legislative Assistant	Office of Representative Mullin (D-CA)
Ariel	Dorsey	Senior Professional Staff	Office of Ways and Means
Betsy	Dudley	Deputy Chief of Staff and LD	Office of Representative Marilyn Strickland
Patrick	Dumas	Staff Director	Office of Representative Smith (R-MO)
Michelle	Galdamez	Senior Health Policy Advisor	Office of Rep. Robin Kelly (D-1L)
Jake	Ganter	Legislative Director	Office of Representative Carter (R-GA)
Jay	Gulshen	Chief Counsel	Office of Representative Guthrie (R-KY}
Amy	Hall	Staff Director	Office of Representative Neal (D-MA)
Jordan	Jablonski	Legislative Assistant	Office of Representative Morelle (D-NY)
Alexandra	Karabatsos	Legislative Director	Office of Representative Trahan (D-MA)
Kate	Kenworthy	Chief of Staff	Office of Representative Mullin (D-CA)
Joel	Keralis	Legislative Director	Office of Representative Smith (R-NE)
Ata	Khan	Deputy Chief of Staff/Legislative Director	Office of Representative Harder (D-CA)
Jonathan	Kupperman	Legislative Director	Office of Representative Arrington (R-TX}
Richard	Lamura	Legislative Council	Office of Representative Bean (R-FL}

Sarah	Levin	Deputy Staff Director	Office of Representative Neal (D-MA)
Tre	Lind	Legislative Assistant	Office of Representative Allen (R-GA)
CJ	Mahler	Senior Policy Advisor- Health Care	House Budget Committee
Andrew	Mansell	Legislative Assistant	Office of Representative Moore (R-UT}
Megan	Medley	Senior Adviser	Office of Representative Robert Aderholt
Ian	Merritt	Legislative Director/National Security Adviser	Office of Representative Fleischmann (R-TN}
Davis	Michols	Legislative Director/Deputy Chief of Staff	Office of Representative Griffith (R-VA)
Zachary	Newman	Legislative Assistant	Office of Representative Gottheimer (D-NJ)
McLean	Piner	Legislative Director	Office of Representative Murphy (R-NC)
Evangelos	Razis	Counsel	Subcommittee on Commerce, Manufacturing, and Trade
Laura	Rincon Bianchi	Senior Legislative Assistant	Office of Representative Hernandez (D-PR}
Alex	Rosemond	Deputy Chief of Staff/Legislative Director	Office of Rep Richard Hudson
Alex	Sells	Legislative Assistant	Office of Representative Kelly (R-PA)
Emma	Schultheis	Policy Analyst	Office of Representative Morgan Guthrie
Jack	Siepmann	Legislative Assistant	Office of Representative Peters (D-CA)
Hatti	Specter	Legislative Aide	Office of Representative McBride (D-DE)
Peter	Stein	Senior Policy Adviser	Office of Representative Harshbarger (R-TN}
Alex	Stepahin	Legislative Director/Deputy Chief of Staff	Office of Representative Hudson (R-NC)
Ashley	Strobel	Legislative Assistant	Office of Representative Obernolte (R-CA)
Matt	Tucker	Deputy Chief of Staff	Office of Representative Joyce (R-PA)
Jerome	Vainisi	Legislative Director	Office of Representative Crenshaw (R-TX}
Nikita	Varman	Health Legislative Assistant	Office of Representative Auchincloss (D-MA)
Bridget	Visconti	Senior Legislative Assistant	Office of Representative Yakym (R-IN)
Nicholle	Vo	General Counsel	House Committee on Small Business
Kobe	Walker	Legislative Assistant	Office of Representative Landsman (D-OH)
Yebbie	Watkins	Chief of Staff	Office of Representative James Clyburn
Brayden	Woods	Legislative Director	Office of Representative Van Duyne (R-TX}
Emma	Zafran	Legislative Director	Office of Representative Houlahan (D-PA)
Amy	Zhou	Senior Legislative Assistant	Office of Representative Schrier (D-WA)



**NPLB Congressional Staff Delegation Agenda
Boston, Massachusetts
Thursday, March 5 – Friday, March 6, 2026**

Thursday, March 5, 2026

- 9:30 am Arrive Ronald Reagan National airport (DCA) Delta gate for departure
- 10:25 am Delta Flight #5852 departs Reagan National Airport (DCA)
- 12:06 pm Delegation arrives Boston Logan International Airport (BOS)
- 12:30 pm Delegation met by NPLB Bus for transportation to meetings
- 12:30 pm Depart for RA Capital Management
200 Berkeley Street | 18th Floor | Boston
- 12:30 – 12:55 pm *Drive time 25 minutes to RA Capital Management*
- 1:00 – 3:30 pm** **How Funding Decisions are Made with RA Capital** *(lunch will be provided)*
Overview: Walk through how funding decisions are made by biotech investment firms
Speakers: Peter Kolchinsky - Manager Partner, RA Capital & Founder/Board Member, NPLB
Tess Cameron - Principal, RA Capital
- 3:30 pm Depart RA Capital for The Courtyard by Marriott Boston Downtown
275 Tremont Street | Boston | MA
- 3:35 – 3:45 pm *Drive time 10 minutes to Courtyard by Marriott Boston Downtown*
- 3:45 – 5:00 pm Check-in & Executive time
- 5:00 pm Depart hotel for Third Rock Ventures
201 Brookline Ave | Boston
- 5:00 – 5:20 pm *Drive time 20 minutes to Third Rock Ventures*
- 5:30 pm Arrive Third Rock Ventures
- 5:30 – 8:15 pm** **Investors & Entrepreneurs: Challenges to Raising Seed Stage Capital**
Overview: What biotech seed-stage funding looks like in reality, how early-stage biotech companies secure investor funding, explain what early-stage investment conversations look like/include

Roundtable Discussion:

Moderator: Carter Gould - Managing Director, Senior Analyst
Biotech/Pharma, Cantor Fitzgerald

Speakers: Tess Cameron - Principal, RA Capital

Jodie Morrison - CEO, Q32 Bio

Daphne Zohar - Founder & CEO, Seaport Therapeutics

Dinner Remarks

Overview: Keynote speaker shares thoughts related to biotechnology, health innovation, regulatory framework and policy implications for the life sciences sector; share their inspiration for innovation

Speakers: Peter Kolchinsky - Managing Partner, RA Capital

Reid Huber - Partner, Third Rock Ventures

8:30 pm Depart Third Rock Ventures for the Courtyard by Marriott Downtown
275 Tremont Street | Boston | MA

RON: The Courtyard by Marriott Boston Downtown
275 Tremont Street | Boston | MA

Friday, March 6, 2026

7:00 – 8:00 am Breakfast at the Courtyard by Marriott Boston Downtown
Join the NPLB team for a review of yesterday’s visit and a look at what today has to offer.

8:15 am Depart hotel for Wave Life Sciences (*with all luggage*)
115 Hartwell Ave | Lexington

8:15 – 8:40 am *Drive time 30 minutes to Wave Life Sciences*

9:00 – 10:30 am Small/Mid Cap Biotech Visit at Wave Life Sciences (*clothing requirements*)
Overview: Focus on first year of launch/determining value of launching a new medicine (License, Make/Market, or Exit/Sell to large pharma); importance of large pharma and how hard it is to commercialize plus how hard it is to get phase 3 trials done; decision making process for dilute vs. license vs. make, market, or sell; build out expertise
Speakers: Paul Bolno - CEO, Wave Life Sciences

10:35 am Depart Wave Life Sciences for C4 Therapeutics
490 Arsenal Wy Suite 120 | Watertown, MA

10:35 – 11:00 am *Drive time 25 minutes to C4 Therapeutics*

11:15 am – 1:15 pm Clinical/Developmental Stage Biotech Visit at C4 Therapeutics (*lunch provided, clothing requirements*)
Overview: Site visit to clinical/development stage biotech focusing on small-molecule oncology in volatile policy environment; discussion of time/funding needed to survive the biopharmaceutical “valley of death” and achieve FDA approval (from Phase 1 to Phase 3)
Speakers: Andrew Hirsch - CEO, C4 Therapeutics
Kendra Adams - CFO, C4 Therapeutics

— END OF PROGRAMMING —

1:15 pm Depart C4 Therapeutics for Boston Logan International Airport (BOS)

1:15 – 1:45 pm *Drive time 20-25 minutes to Boston Logan International Airport*

1:45 pm Arrive Boston Logan International Airport (BOS)

3:55 pm Delta Flight #5689 departs Boston Logan International Airport (BOS)

5:50 pm Delegation arrives Ronald Reagan National Airport (DCA)

#12

No Patient Left Behind (NPLB), founded in 2020, is a bipartisan 501(c)(3) educational nonprofit dedicated to advancing biomedical affordability and innovation. Our coalition of innovators, investors, economists, healthcare professionals, and patients produces rigorous, independent research and engaging educational materials to inform policy and public understanding.

This trip provides congressional staff with a unique opportunity to gain firsthand insight into the innovation, challenges, and economic impact of one of the nation's leading biotech hubs. Participants will learn how federal policies on FDA regulations, drug pricing, intellectual property, and research funding directly affect small biotech companies—knowledge that can help Congress craft laws that foster innovation while ensuring patient access.

The trip will be organized and guided by the No Patient Left Behind team, who will accompany staff throughout all site visits in Boston.



January 10, 2026

CJ Mahler
Senior Policy Advisor- Health Care
House Budget Committee
U.S. House of Representatives
Via Email

Dear CJ,

No Patient Left Behind (NPLB) invites you to join us for a staff trip to Boston, MA for two days of intensive programming, including discussion and site visits with small biopharma's and the investors at the forefront of biomedical discovery and innovation. Participants will depart for Boston on Thursday, March 5th and return to Washington, DC on Friday, March 6th.

The 2026 NPLB Innovator and Investor Site Visits will be held in Boston, MA and convene industry leaders from across the biotech ecosystem, including biotech innovators and investors, to engage in critical discussions centering on the intricacies and realities of the drug discovery process. With a focus on education, events will offer staffers the opportunity to interact with executives engaged at all steps of the drug funding and discovery process (i.e. seed level, approval stage, etc.) to acquire a comprehensive understanding of the risks and complexities of American drug innovation. Recognizing that the fight to maintain American biomedical excellence relies on continued engagement from both industry and policymakers, events will prioritize dialogue building to consider sustainable, effective pathways forward.

NPLB's programming will include on-site visits to key stakeholder headquarters (biotech investor and development teams), roundtable discussions with seed investors funding the biotech industry, and a keynote dinner and reception. Participants will learn about and discuss the drug discovery process, the myriad of actors involved, and the complex network of funders that support American biopharmaceutical innovation. Our coalition members are eager to discuss pathways to ensuring continued American excellence in drug discovery and improved patient access for both branded and generic medicines, and your participation in these conversations will be critical in informing industry conversations.

NPLB was founded in 2020 as an educational, bipartisan 501(c)(3) non-profit organization. Our coalition of innovators, investors, economists, healthcare professionals, and patients generate both rigorous, independent research and engaging educational materials to support biomedical affordability and innovation. In addition to funding research and public education campaigns, NPLB outreach programming includes roundtable and panel-style events and dinners, patient-focused webinar opportunities, and a free student fellowship program.

NPLB offers to cover your travel, transportation for your arrival and departure from Boston, and any ground transportation we arrange during your participation in trip programming. We will cover meal expenses related to the trip, in compliance with the rules under House ethics laws.

To ensure submission of ethics materials to the appropriate committees by Tuesday, February 3, 2026, please let us know if you have any questions by emailing Executive Director, Peter Rubin, at prubin@nopatientleftbehind.org.

Sincerely,

Peter Rubin

Peter Rubin
Executive Director, No Patient Left Behind