

# Scott Gottlieb, MD

July 08, 2019

The Honorable Elizabeth A. Warren  
309 Hart Senate Office Building  
Washington, DC 20510

Dear Senator Warren,

I am writing in response to your letter dated July 2, 2019, in which you requested I resign from my new role as a member of the Board of Directors of Pfizer Inc.

During my tenure as Commissioner of Food and Drugs, I appreciated our constructive relationship and the opportunity to work directly with you and your staff to advance shared public health priorities. It was a high honor to serve with, and lead, the talented team at the U.S. Food and Drug Administration (FDA). I know that we were more effective in fulfilling the Agency's mission because of the strong, bipartisan support we received from Congress, and the close engagement of elected officials, like you, who shared our commitment to public health. And I remain grateful for your collaboration on many issues, including the work we did together on antimicrobial resistance, combatting youth nicotine addiction, opioid addiction, and advancing medical countermeasures for our troops, among many other priorities. I also valued your perspective and shared your commitment to promoting the development of over-the-counter hearing aids, finding cures for rare diseases, and advancing the use of unique device identifiers.

As we first discussed in your office during my confirmation process, I have spent my entire professional career working to enhance patient access to high quality healthcare and to advance the cause of public health; whether it is as a physician who provided direct patient care, in my government roles, or as a business professional who worked to promote life science and healthcare service endeavors through private enterprises. I am humbled to have had four separate opportunities to serve the American people in roles at FDA, as well as the Centers for Medicaid and Medicare Services (CMS); and proud of my record as a public official helping to support the mission of these critical agencies. During my time in the private sector, I am equally proud to have partnered with companies developing innovative new medicines, technologies, and other products that improve patient care and promote consumers' health and wellness.

When I testified before you at my confirmation hearing, I said I believed that my experiences as a father, physician, cancer survivor, former government official, entrepreneur, business advisor, and policy analyst would make me an effective Commissioner. I said I would remain impartial in my decision making and committed to the public health. I said that I would be guided by science and I would support and respect the expert judgement of the FDA's career professional staff. As Commissioner, I fulfilled these commitments and dedicated myself each day to improving the lives of Americans. During my entire tenure at FDA, I remained true to my values and the commitments I made to the Senate and to the American people as I worked to help advance care for patients and animals and protect consumers.

That same commitment and dedication still motivates me. As I move into this next phase of my professional life, I am focused on opportunities that will provide me a platform to remain engaged in -- and vocal on -- public health issues and opportunities to advance healthcare. While there are many policy matters and political issues on which we may never agree, I know we both share a commitment to patient safety and public health. Based on my experiences, I believe I can effectively promote these important causes through both public service and the private sector. And I am confident that my post-FDA professional engagements will not undermine the public's confidence in FDA's actions under my leadership, or in the future. During my time at FDA, I adhered to all of the rules regarding conflicts of interest and will continue to follow all ethics requirements regarding post-government employment.

I am proud to have joined the Board of Directors of Pfizer Inc. I believe that taking on this role is fully consistent with my lifelong commitment to improving healthcare. I bring to this position the same dedication to helping patients and promoting innovation that I committed myself to throughout my career. I am confident that my broad perspective on healthcare and my shared commitment to public health values informs the charge that I bring to my roles in the private sector, including my public and private board positions. I look forward to helping advance Pfizer's engagement in life science innovation and areas of critical public health importance like vaccines, rare diseases, chronic health conditions, and biosimilars. As a private citizen, in this role, I will help Pfizer promote shared public health goals.

I appreciate your commitment to FDA, our work together, and the opportunity to respond directly to your letter. If you would like to discuss your concerns further, I would welcome the opportunity to do so in-person or by phone.

Sincerely,

A handwritten signature in black ink, appearing to read "Scott Gottlieb", with a long horizontal flourish extending to the right.

Scott Gottlieb, MD