

Rising Star: Crowell & Moring's Alex Lucas

By **Dan McKay**

Law360 (August 17, 2026, 4:03 PM EDT) -- Alex Lucas of Crowell & Moring LLP launched an innovative legal campaign to combat manipulation of the No Surprises Act arbitration system and secured the influential dismissal of a suit seeking health coverage for GLP-1 weight-loss medications, earning her a spot among the healthcare law practitioners under age 40 honored by Law360 as Rising Stars.

Her most interesting case:

Lucas has spent years helping clients navigate the independent dispute resolution process established under the No Surprises Act and now leads an expansive NSA practice, with a roster of marquee clients that includes some of the largest insurers in the country.

The law, which went into effect in 2022, was designed to protect patients from surprise medical bills, especially when out-of-network providers deliver emergency care.

Rather than stick the patient with the bill, the law requires the provider and insurer to head to arbitration if they can't agree on a price.

But the arbitration system has been flooded with far more disputes than expected, and many payers contend providers have gamed the system with ineligible claims to obtain lucrative awards.

Lucas helped devise an aggressive, multifront strategy to defend the integrity of the arbitration system, including the filing of racketeering suits on behalf of insurer Elevance Health against medical providers and third-party vendors accused of coordinating to abuse the system.

The cases were the first of their kind.

Another notable case:

Lucas secured an influential victory on behalf of Elevance Health last year amid the first wave of lawsuits aiming to obtain insurance coverage for

2026



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**RISING
STAR**



Alex Lucas
Crowell & Moring

Age: 39

Home base: Chicago

Position: Partner

Law school: University of Chicago Law School

First job after law school: Associate at Foley & Lardner

GLP-1 weight-loss medications.

In *Holland v. Elevance Health*, the plaintiff alleged the exclusion of coverage for the medicine violated the Americans with Disabilities Act and the anti-discrimination provisions of the Affordable Care Act.

The district court dismissed the case last year, and the First Circuit affirmed the dismissal in March.

"What was interesting was just how contemporary it was, how current all those issues are, and the precedential impact of that case, being one of the first to consider those issues," Lucas said.

What motivates her:

Lucas said she enjoys finding innovative ways to solve problems. She is energized by the chance to serve clients efficiently, sometimes through the use of technology, she said.

"Doing things in a different and better way has always been my primary motivation," Lucas said.

It's rewarding, she said, to help a client navigate the complex array of state and federal laws and "create a compliant process around something that's extraordinarily complex."

Why she's a healthcare attorney:

Lucas said she enjoys the constantly evolving nature of healthcare law. It offers opportunities to develop specialized expertise, and practitioners must stay on top of an array of changing federal and state laws, in addition to business strategies.

"On a state level, it's becoming quite a patchwork of different requirements," Lucas said. "For a regulatory healthcare attorney, there is so much to keep tabs on and help clients with. You never get bored."

Healthcare law also offers an opportunity to work in a field with obvious, real-world consequences for ordinary people.

"The impact of the things I'm working on is not theoretical," Lucas said. "It plays out even in my own life and the life of my loved ones — having their care covered and being able to access affordable healthcare," Lucas said.

On the future of the industry:

Lucas said she expects artificial intelligence, software development and other technology to continue to shape the legal profession.

She helped Crowell & Moring create new legal technology products for clients, including subscription-based trackers that cover the fast-changing legal environment for abortion rights and gender-affirming care. The trackers provide state-by-state updates, with analysis designed to help insurers and other healthcare companies.

"I think there's been more and more appetite — more and more demand — from clients to provide those sorts of solutions. It's exciting to be sort of what I consider on the cutting-edge of that — actively interfacing with software designers and using AI," Lucas said.

The trackers save time and money, allowing Crowell & Moring to analyze legal developments in a way that benefits subscribers as a whole, rather than billing each customer for legal work.

"Being able to answer those questions more proactively and efficiently, I think, is what we need to be doing as lawyers servicing our clients," Lucas said.

--As told to Dan McKay. Editing by Alyssa Miller.

Law360's Rising Stars are attorneys under 40 whose legal accomplishments belie their age. A team of Law360 editors selected the 2026 Rising Stars winners after reviewing more than 1,100 submissions. Attorneys had to be under 40 as of April 30, 2026, to be eligible for this year's award.