

# National Alliance 2018 Update

Collaborating from  
Coast to Coast to Drive  
Transformative Change



**National Alliance**  
of Healthcare Purchaser Coalitions  
Driving Innovation, Health and Value

# National Alliance at a Glance

## Our Mission

Empower purchasers to drive innovation, health and value for our companies, our communities, and our country

## Our Vision

Be a nationally recognized leader in driving a value-based marketplace that assists purchasers in:

- Realizing higher value for less cost through healthcare innovations
- Tackling patient safety, quality and cost challenges
- Integrating health and wellbeing into human capital strategies to drive organizational success

Leverage regional innovation and experience to enable rapid learning, knowledge sharing, and national adoption

Support healthcare purchaser coalitions' efforts to bring clear value to their local markets

## Our Values

Promote practices, projects and service providers that are consistent with a value-based marketplace

Act in the collective best interest of purchasers and coalition members

Be candid, transparent, collaborative, engaging and, at times, disruptive in our continuous efforts to challenge the status quo

## Our Reach

Approximately 50 healthcare purchaser coalitions across the U.S., serving nearly every major metropolitan area and multiple rural locations

Represents a cross-section of private and public sector, nonprofit, and Taft-Hartley organizations

Supports over 12,000 healthcare purchasers providing health coverage to 45 million Americans, with healthcare spending estimated at more than \$300 billion

## Our Differentiation

National and regional networks that serve as distributed change agents

Deep knowledge of healthcare issues

Multi-stakeholder marketplace collaboration

Objectivity and independence

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Education, Networking, News

# A fresh look to move the system forward

President and CEO, Michael Thompson

We've changed our name, refined our mission, and are now taking a fresh look at our collective agenda. While the issues are not new, the need has never been more urgent to accelerate innovation and drive improvement in health and value for our companies and communities across the country.

The National Alliance has an impressive and growing agenda designed to bring transformational change to the healthcare marketplace through our member coalitions, who serve the largest purchasers of healthcare outside of our entitlement programs — employers.

U.S. healthcare spending is projected to reach nearly 20 percent of the GDP by 2025, leading Warren Buffet to call the ballooning costs of healthcare a hungry tapeworm on the American economy. To make matters worse:

- Waste in the system is estimated to be 30 percent of total U.S. health expenditures
- Healthcare prices far exceed those in other countries with pricing equity further skewed against U.S. employers
- The prevalence of high-cost claims has grown exponentially and shamelessly

We're still grappling with many of the same issues as 20 years ago: Lack of transparency, poor quality measurement, and the reality that only 12 percent of American adults have proficient health literacy. With an eye to disrupt a market that is not moving fast enough, we've re-examined and renewed our value-based agenda to address pressing and pervasive health, wellbeing, and value issues.

The power of the National Alliance lies in the fact that its members are purchaser-led coalitions, guided by diverse thought leaders from coast to coast who collectively represent over 12,000 healthcare purchasers and 45 million Americans, and spend more than \$300 billion. Also in our corner are National Health Leadership Council (NHLC) members and countless talented public and private sector change agents.

*Ultimately, the sheer breadth of our network opens doors for us to collaborate on an unmatched scale to make a lasting impact.*

We enable purchasers to convene, collaborate and speak with a collective voice, taking advantage of every opportunity to drive healthcare value and innovation that leads to better employee and community health. It's not easy. It demands a consistent and sustainable effort — one that requires a talented team willing to challenge, collaborate and, at times, disrupt the status quo. We are proud to help lead and be a part of this movement as we shape the next generation health system to drive innovation, health and value nationwide.



**“To the extent that we have seen innovation by insurers, it’s often at the behest of employers.”**

*Jonathan Kolstad,  
Ph.D., University of  
California, Berkeley,  
Haas School of  
Business*

**“Purchasers have always had the most balanced perspectives on the healthcare system — valuing the need to support and improve the health, wellbeing and productivity of their workforce while needing desperately to manage the costs and value of a runaway system.”**

*From “Health-Care  
Purchasers Take the  
Wheel,” CFO Magazine,  
May 25, 2017*

# About the National Alliance

The National Alliance of Healthcare Purchaser Coalitions (National Alliance), a non-profit, 501(c)6, is focused on promoting innovation to improve health, wellbeing and value for companies and communities across the country.

Membership consists of U.S. purchaser-led coalitions representing 12,000 healthcare purchasers (public and private employers, nonprofits, Taft-Hartley groups) and 45 million Americans, with healthcare spending estimated at more than \$300 billion. This “boots on the ground” network of city, county and regional coalitions is composed primarily of mid- and large-sized employers working to improve the value of healthcare covered through employer-sponsored health plans.

NATIONAL INITIATIVES						MARKET ASSESSMENTS	
Value-based agenda	Specialty drug marketplace	Mental health initiative	Obesity initiative	Wellbeing initiative	Opioid initiative	eValue8	PBM assessment tool

For more than 25 years, the National Alliance has provided expertise, resources and a voice to its member coalitions, representing each organization at the national level. Through education, community collaboration, group purchasing, quality improvement initiatives, data analytics, and direct contracting programs, the National Alliance and its members organize the buying power of purchasers to ensure safe, efficient, high-quality care.

Purchasers can no longer afford to conduct business as usual and are empowering themselves to change the marketplace by uniting with healthcare coalitions. The National Alliance continues to advance a thoughtful, collective agenda to lead members and purchasers down a path that leverages and scales best practices, and takes aim at high-cost, high-variability, and too-often-wasteful care.

## Strength in Numbers

Regional innovation and experience have led to rapid learning, knowledge sharing, and adoption of best practices. The National Alliance is a recognized leader of transformational change and, through its vast network of coalition members, helps purchasers:

- Develop programs and resources that bring clear value to regional coalitions
- Promote and facilitate collaboration, networking and sharing among member coalitions
- Execute strategies that make regional coalitions relevant to national stakeholders
- Serve as the national face of coalitions publicly and help lead and coordinate collective advocacy with national stakeholders
- Help define “next generation” strategies for coalitions, companies and communities
- Lead in facilitating a value-based marketplace
- Promote health care innovation that further bends the cost curve, producing higher value for less cost

“The National Alliance is an extremely valuable resource to me personally and to HBCH. I benefit through the continuous learning opportunities with my peers around the country, and our members benefit through the availability of the many resources, services and products provided through the National Alliance.”

*Chris Skisak, Executive Director, Houston Business Coalition on Health*

“Membership in the National Alliance gives us access to the intellectual capital, experience and resources of business coalitions across the nation. We have been able to share with our employer members educational materials and tools developed by our sister coalitions on topics such as antibiotic resistance, depression in the workplace, oncology care management, and ensuring appropriate use of specialty drugs. It’s great to have a national learning network and to not always have to start at square one in planning initiatives that will benefit employers and consumers in our region.”

*Neil Goldfarb, President and CEO, Greater Philadelphia Business Coalition on Health*

# National Alliance Organizational Structure

Board of Governors

National Purchaser Leadership Council



National Medical Director Council

National Health Leadership Council

Coalition Members: Leadership | Specialty

Vendor Affiliate Members

Coalition Affinity Groups

National Initiatives

## Board of Governors

The Board of Governors is comprised of regional coalition and business and consulting leaders who govern the National Alliance to set forth its short- and long-term goals, and further the objectives and mission of the organization. Members are committed to ensuring that the National Alliance is effectively and properly run, and accountable to those with an interest or stake in the organization.

### Executive Committee



**Chair**  
**Neil Goldfarb**  
President and CEO  
Greater Philadelphia  
Business Coalition on  
Health



**Vice Chair**  
**Jessica Brooks**  
Executive Director  
Pittsburgh Business  
Group on Health



**Secretary/  
Treasurer**  
**Chris Skisak**  
Executive Director  
Houston Business  
Coalition on Health



**Cristie Travis**  
CEO  
Memphis Business  
Group on Health



**Karen van Caulil**  
CEO  
Florida Health Care  
Coalition

### Board Representatives



**Chris Goff**  
CEO and General  
Counsel  
Employers Health



**Diane Hess**  
Executive Director  
Central Penn  
Business Group on  
Health



**Anne Ladd**  
CEO  
Wyoming Business  
Coalition on Health



**Chris Syverson**  
CEO  
Nevada Business  
Group on Health



**Lisa  
Wear-Ellington**  
CEO  
South Carolina  
Business Coalition  
on Health

### External Board Members



**Garry Carneal**  
Founder  
Schooner  
Strategies and Senior  
Policy Advisor  
Kennedy Forum



**Kulleni Gebreyes**  
Principal, Health  
Industries Advisory  
Practice  
PwC

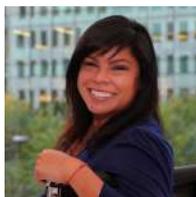
# National Alliance Staff and Key Advisors



**Mike Thompson**  
President and CEO



**Margaret Rehayem**  
Director of Initiatives  
and Programs



**Maria Cornejo**  
Director of  
Operations



**Alyssa Barilotti**  
Programs and  
Member  
Engagement  
Coordinator



**Foong-Khwan Siew**  
Director of eValue8



**Cary Conway**  
Director of  
Communications



**Bruce Sherman, MD**  
Chief Medical Officer



**Colleen Bruce, JD**  
Policy Advisor



**Larry Boress**  
Membership Advisor



**Liza Greenberg,  
RN, MPH**  
Special Projects  
Advisor



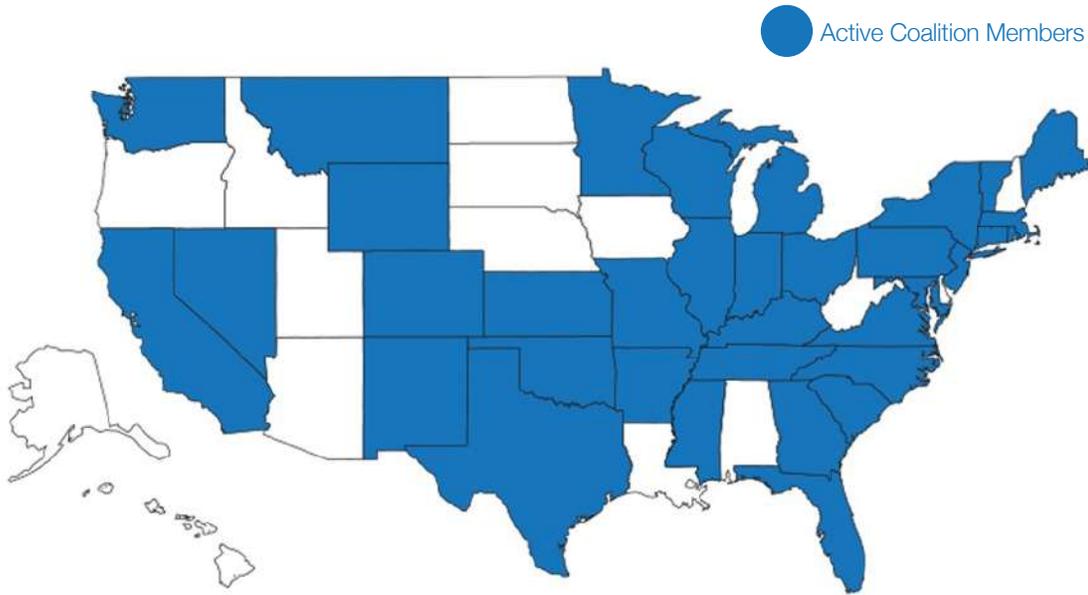
**Joe Checkley**  
Wellbeing Initiative  
Leader



## Meet Our Members

National Alliance coalition members serve as leaders in their cities, counties and regions and the majority are involved in education and networking, community collaboration and lead quality improvement and public reporting efforts.

### 2018 Coalition Membership Map



“It’s so important for all of us to work together to share our individual regional learnings for national action and rally our collective energy for the common good.”

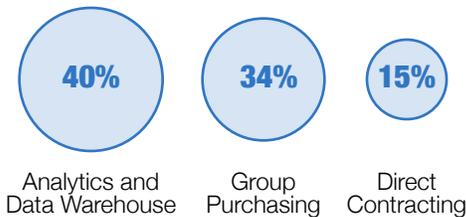
“The National Alliance facilitates opportunities to unite the efforts of its members.”

*Carolyn Pare, President and CEO, Minnesota Health Action Group*

### Primary Coalition Activities



### Additional priorities include:



“Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it is the only thing that ever has.”

*Margaret Mead*



### The Alliance

Cheryl DeMars, President & CEO  
Madison, WI  
the-alliance.org

The Alliance is a not-for-profit cooperative that moves health care forward by controlling costs, improving quality, and engaging individuals in their health. Members include more than 240 self-funded employers and multi-employer plans in Wisconsin, Illinois and Iowa. In 2017, the organization released a product for smaller employers (75 employees minimum) to transition from fully insuring health benefits to self-funding. It is called Single Source Self-Funding and ShareCap, a medical stop-loss captive. In 2018, The Alliance launched its new internal claims repricing system and will expand the QualityPath program to include colonoscopies in addition to hips, knees, CT scans, and MRIs. The coalition will continue to focus on membership growth and retention, diversification of revenue and business model exploration, provider network strategy, and geographic expansion.



### Business Health Care Group

Jeffrey Kluever, Executive Director  
Waukesha, WI  
bhcgwi.org

The Business Health Care Group (BHCG) is a coalition of committed employers throughout Eastern Wisconsin leveraging their purchasing power and knowledge to lead change and create value. It has made remarkable progress in slowing health care cost trend over the last 12 years. With the robust support and involvement of CEOs, member employer representatives, and strategic partners, BHCG creates value through innovative shared strategies to improve health care quality and cost efficiency for employers, employees and the community.



### Central Penn Business Group on Health

Diane N. Hess, Executive Director  
Lancaster, PA  
cpbgh.org

The Central Penn Business Group on Health has as its mission to promote continuous improvement in the cost and quality of healthcare for our member companies, their employees, and covered dependents. To succeed, CPBGH focuses on three core strategies: Collaboration and partnership, education and advocacy, and products and services. The organization plans to use these strategies to support its data analytics initiative and push for price transparency for healthcare purchasers. Through a relationship with data analytics partner, Innovu, CPBGH is poised to reach its goal in 2018 of having data on 100,000 covered lives in Central PA. Data will be shared with members and a broader audience through a community lens platform and a July 2018 release is anticipated.



### Colorado Business Group on Health

Robert J. Smith, Executive Director  
Lakewood, CO  
cbghealth.org

The Colorado Business Group on Health (CBGH) is "Working Together to Improve Health Care Value" for Colorado employers. CBGH offers practical tools, pioneering programs, and informative, insightful reports designed to support its members with market-based, employer-driven approaches to lowering costs and improving quality. The organization works with purchasing partners in the region, convening purchasers through transparency and engaging providers through tactical partnerships/aligned incentives. CBGH also hosts the annual Colorado Culture of Health & Wellbeing Conference, a collaboration of community partners working to improve employee health and the value of the health benefit spend of all Coloradans.



### Dallas-Fort Worth Business Group on Health

Marianne Fazen, Executive Director  
Dallas, TX  
dfwbgh.org

The Dallas-Fort Worth Business Group on Health (DFWBGH) is committed to educating and empowering local employers and their employees to make informed healthcare-related decisions and to promoting quality, cost-effectiveness, transparency, and accountability. DFWBGH serves as a Regional Leader for the Leapfrog Group and recently launched the Innovative Quality Healthcare Collaborative (IQ Healthcare) to improve healthcare quality, efficiency and patient safety in our community. The first area of focus is low back pain.



### Economic Alliance for Michigan

Bret Jackson, President  
Novi, MI  
eamonline.org

The Economic Alliance for Michigan (EAM) is focused on curbing healthcare costs through ways that improve patient safety and quality of care such as: Supporting legislation and Certificate of Need policies, providing education to employers, and awarding hospitals that deliver high standards of patient safety. In 2018, the EAM is concentrating on safer maternal and newborn health, behavioral health in the workplace, and continuing legislative efforts pertaining to patient safety and lowering health care costs.

## Employer Health Alliance of Georgia

Don Betts, President & CEO  
Ailey, GA

Employer Health Alliance of Georgia (formerly EmployersLikeMe) is an independent non-profit to help Georgia employers improve the health and wellbeing of the state's communities and workforce. In 2018, the organization will focus on three key areas: Education for HR and benefit directors and other stakeholders; direct employer assistance to help employers access and understand their health-care data; and advocacy and collaboration.

New logo coming soon!

## Employers' Forum of Indiana

Gloria Sachdev, President & CEO  
Indianapolis, IN  
employersforumindiana.org

The Employers' Forum of Indiana was established to improve the value received by employers and employees for their health care expenditures. Forum members are working together to develop a system of purchasing health care services that differentially rewards providers for producing superior value; incorporates this system of rewards in both insured and self-insured programs; measures plan performance; and rewards superior value.



## Employers Health

Christopher Goff, CEO and General Counsel  
Canton, OH  
employershealthco.com

Employers Health is an employer-led business group focusing on HR, legal, finance and procurement issues facing client organizations in the delivery of health benefits. The organization hosted three key conferences in 2017, including the second annual Employer Health & Wealth Workshop. They also hosted education sessions for employers on Ohio Issue 2, legislation that would have negatively impacted employers relative to drug pricing which was defeated. The coalition added 35 new members, grew staff to 34, and moved into its newly constructed headquarters building in Canton, OH. Key programs include Right Direction, a resource used by hundreds of employers across the country to address depression in the workplace.



## Employers' Health Coalition

Bob McCollins, Managing Director  
Fort Smith, AR  
ehcark.org

Employers' Health Coalition (EHC) coordinates and promotes programs and activities designed to benefit employer/employee provided health care and promote access to and information about quality healthcare to enhance the general health of the community. EHC developed the Diabetes Resource Program by adding the CDC National Diabetes Prevention Program to its initiatives, expanded educational offerings and its pharmacy benefit manager program, ECRx. In 2018 the organization will continue to provide value to its members through expanded educational resources, innovative risk management and group purchasing programs to increase membership and impact the risk and costs associated with members employer sponsored health and workers compensation benefits.



## Florida Health Care Coalition

Karen van Caulil, President & Chief Executive Officer  
Orlando, FL  
flhcc.org

The Florida Health Care Coalition (FLHCC) represents large Florida public and private sector health care purchasers covering over 2.5 million lives. In 2017, its Pain Management Collaborative engaged employers in Florida's fight against opioid addiction and abuse, providing guidance on promoting multimodal pain therapies. FLHCC's "Babies, Business and the Bottom Line" project with the March of Dimes created and implemented an action plan to improve Florida's worsening prematurity rate. Major initiatives in 2018 include implementation of an alternative payment model project in cardiology, and Cancer Care Connections program for FLHCC employer members.



## Fond du Lac Area Businesses on Health

Larry Richardson, Executive Director  
Fond Du Lac, WI  
faboh.com

The Fond du Lac Area Businesses On Health (FABOH) is an employer-owned business coalition with more than 20 shareholder and member organizations working to improve the cost effectiveness and quality of health care services purchased by area employers. Projects include leading Well City, a Fond du Lac initiative designed to engage entire business communities in improving the health and wellbeing of their workforce; maintaining a focus on reducing health care costs through provider discounts; and measuring and reporting provider value and quality. Efforts also include ensuring preventive care strategies are maximized through increased health literacy and consumerism and managing collaborative and productive working relationships with providers.





**Greater Philadelphia Business Coalition On Health**  
"Building Bridges to Better Healthcare"

### Greater Philadelphia Business Coalition on Health

Neil Goldfarb, President & CEO  
Philadelphia, PA  
gpbch.org

The Greater Philadelphia Business Coalition on Health (GPBCH) serves the Philadelphia five-county region, the State of Delaware, and Southern New Jersey. The organization works to increase the value of health benefit spending for employer members by improving workforce and community health, increasing healthcare quality and safety, and reducing health care costs. GPBCH serves as a Leapfrog Regional Leader for Southeastern Pennsylvania and Delaware and leads obesity initiatives including employer implementation of the CDC National Diabetes Prevention Program. In 2017, the coalition also conducted research on business engagement in community and population health, published a regional report on diabetes care quality, and provided employers with Value-Based Insurance Design recommendations. In 2018, GPBCH is launching new initiatives on diabetes management, specialty drug management, and workers compensation.



### Health Services Coalition

Stacie Sasso, Executive Director  
Las Vegas, NV  
lhsc.org

The Health Services Coalition (HSC) is a nonprofit group located in Southern Nevada that focuses on purchasing high-quality, cost-effective health care services for its members by working with health care providers and community leaders. The coalition is comprised of some of the largest self-funded employers and union-based health trust funds in the Silver State, representing 23 employers and over 280,000 employees and their dependents throughout Southern Nevada.

### HealthCare 21 Business Coalition

Gaye Fortner, President & CEO  
Knoxville, TN  
hc21.org

HealthCare 21 Business Coalition (HC21) is an employer-led coalition of healthcare leaders and other stakeholders with the mission to create ONE VOICE to build a value-based healthcare market. The organization represents 60+ members with more than 500,000 covered lives in East and Middle Tennessee. In 2017, HC21 celebrated 20 years of service and held its 20th Annual Health & Productivity Forum, annual Pharma U and Oncology Symposiums, and launched a monthly podcast. The HC21 team is committed to building a value-based health care market by providing vital education to member organizations and the community; publishing and promoting data on safety, quality, and transparency; helping employers address the opioid crisis and tackle specialty drugs with actionable results; and payment reform initiatives statewide deploying a retrospective episode payment model, a prospective bundle for joints, a bariatric carve out, and a high-performing network — HealthConnect.



### Healthcare Purchaser Alliance of Maine

Peter Hayes, CEO  
Topsham, ME  
purchaseralliance.org

The Healthcare Purchaser Alliance of Maine is a non-profit collaborative of private employers and public trusts dedicated to lowering healthcare costs and improving quality. Through collective action and innovative strategies, Alliance members drive the change they want to see in Maine's healthcare market.



**HEALTHCARE PURCHASER ALLIANCE OF MAINE**

### Houston Business Coalition on Health

Chris Skisak, Executive Director  
Houston, TX  
houstonbch.org

The Houston Business Coalition on Health (HBCH) is dedicated to being the leading resource for Houston employers working to provide health benefits with improved cost, quality and employee experience through effective benefits design, delivery and collective employer influence. HBCH highlights include a deep dive specialty pharmacy analysis for employers and a pilot to assist local employers in adopting the CDC National Diabetes Prevention Program. HBCH also conducted six general membership programs and hosted its inaugural annual conference in March 2018. New efforts in 2018 include using collective influence to support eValue8 and The Leapfrog Group reporting in the Houston market.



### Kentuckiana Health Collaborative

Randa Deaton and Teresa Coutts,  
Co-Executive Directors  
Louisville, KY  
KHCcollaborative.org

The Kentuckiana Health Collaborative (KHC) works to improve health status and healthcare delivery in Greater Louisville and Kentucky. In 2017, the coalition kicked off the first statewide development of a Kentucky Core Healthcare Measures Set (KCHMS) in partnership with Kentucky Medicaid to supplement the KHC's annual quality reports to providers and consumers. Additionally, the KHC received two grants to work on youth mental health and opioid use disorder and conducted several educational events. In 2018, the KHC will complete the development of the KCHMS, youth mental health research, annual consolidated measurement reports, and an SBIRT provider guide and will begin the development of an employer opioid toolkit.



*Building a Bridge to Better Health, Better Care and Better Value*

## Lehigh Valley Business Coalition on Healthcare

Carl Seitz, President  
Bethlehem, PA  
lvbch.com

For more than three decades, the Lehigh Valley Business Coalition on Healthcare (LVBCH) has been serving the needs of employers by leading the way in the development of affordable, cost-effective employee benefits. LVBCH provided educational programs for employers and brokers regarding vision care, substance abuse, challenges for health care networks and payers, stress, and employee benefits. Its 37th Annual Meeting in May was attended by over 200 people. A Diabetes Prevention work group was formed that includes representatives of local providers, purchasers and employers. The group has started to promote the CDC National Diabetes Prevention Program to area employers and is working to promote online access.



## Memphis Business Group on Health

Cristie Travis, Chief Executive Officer  
Memphis, TN  
memphisbusinessgroup.org

Memphis Business Group on Health (MBGH) is a coalition of member employers sharing solutions, providing connections, and offering tools to its members so they can better manage the cost and quality of employee health benefits in an ever-changing environment. In 2017, MBGH led a Regional Market Payment Reform Project to accelerate adoption of new payment models and established a Clinical Advisory Committee of regional medical directors of health systems and major physician practices. The organization's CEO Culture of Health initiative received the prestigious U.S. Chamber of Commerce Foundation's Health Means Business Healthy10 Award. The Group also led workshops on using data to drive improvements in specialty pharmacy and diabetes and a learning session on employer role in the opioid crisis. In 2018, MBGH will be offering a new prospective bundled payment pilot with a major Tennessee health plan.



## Mid-America Coalition on Health Care

Troy Ross, President & CEO  
Overland Park, KS  
machc.org

The Mid-America Coalition on Health Care (MACHC) leverages the expertise, experience and resources of its multi-disciplinary membership to promote the health and wellbeing of current and future employees and their families in the greater Kansas City area. Through the power of collaboration and using innovative best practices, MACHC provides leadership and acts as a catalyst to effect positive changes for containing healthcare costs and improving health outcomes. The coalition addresses the rising costs of healthcare and works to improve the health and wellbeing of current and future employees and their families.



**Mid-America  
Coalition on  
Health Care**

## MidAtlantic Business Group on Health

John Miller, Executive Director  
Greenbelt, MD  
mabgh.org

The MidAtlantic Business Group on Health (MABGH) is an association of employer healthcare purchasers that drives cost-effective healthcare through value-based purchasing. In 2017, MABGH led efforts around obesity, working with employers, health plans, providers, public health, and advocacy groups to address this health issue with the same rigor as is applied to other chronic conditions. In 2018, MABGH will continue its obesity work, and also focus on behavioral health and family health initiatives.



## Midwest Business Group on Health

Cheryl Larson, President & CEO  
Chicago, IL  
mbgh.org

The Midwest Business Group on Health (MBGH) is one of the nation's leading business groups of over 130 mid and large self-insured public and private employers that provide health benefits to over 4.5 million people and spend more than \$4 billion annually on healthcare benefits. MBGH hosts one of the leading employer health benefits conferences in the country, conducts educational programs on relevant healthcare topics, and conducts focused initiatives around key topics such as specialty drugs and diabetes management. In 2018, MBGH will offering topic-specific employer roundtables, continue research projects and related toolkits, and consider new group purchasing offerings.



### Minnesota Health Action Group

Carolyn Pare, President & CEO  
Bloomington, MN  
mnhealthactiongroup.org



For 30 years, the Minnesota Health Action Group has been singularly focused on healthcare, uniting diverse employers from public and private sectors around common issues, amplifying the voice of those who write the checks for healthcare, and improving patient experience and outcomes. Members work together to support high-quality, high-value healthcare through key initiatives like Learning Networks that address topics such as mental health, total joint replacement, back pain, and maternity and infertility. Its Specialty Drug Guiding Coalition developed the "Five Rights Framework," which has been adopted by the National Alliance. The Action Group also conducts an Annual Employer Benefits Survey designed by employers, for employers; hosts an annual all-day Employer Leadership Summit and regular member meetings featuring local and national thought leaders and top-of-mind topics; and supports local roll out of national initiatives including The Leapfrog Group, Honoring Choices, and the CDC National Diabetes Prevention Program.

### Mississippi Business Group on Health

Murray Harber, Executive Director  
Madison, MS  
msbgh.org



Mississippi Business Group on Health (MSBGH) works to improve the culture of health by applying best practices and offering value-based strategies. In 2017, MSBGH hosted the Annual Healthcare Summit, Annual Healthy Workplace Healthy Communities Conference, Regional Diabetes - Employer Solutions, and other employer and healthcare roundtables. The organization also hosted the Healthiest Workplace Awards and is working to evolve its Health Data Set and create pilot opportunities for both employer and industry members. In 2018 the coalition will continue to advance employer health across the state by growing membership, working with other collaborative organizations, and providing additional value-based opportunities for its members.

### Montana Association of Health Care Purchasers

Don Creveling, Executive Director  
Missoula, MT  
mahcp.org



The Montana Association of Health Care Purchasers (MAHCP) is an independent, not-for-profit partnership of self-funded health plans formed by employers to pool their purchasing and healthcare data power. MAHCP's programs focus on the integration of data-driven decision making and combined economies of scale. MAHCP offers in-depth pharmacy, population health, and medical spend analysis. It is MAHCP's mission to expand our market's understanding of the power of data-driven health plan management.

### Nevada Business Group on Health

Chris Syverson, CEO  
Reno, NV  
nvbgh.org



The Nevada Business Group on Health (NVBGH) is dedicated to supporting employers through education on the evolving health care and benefits market, disease management trends and competencies, health care consumerism, and the purchasing of essential, ancillary and carve-out services. NVBGH was recognized with the 2017 National Alliance Membership Award for leadership in advancing value-based purchasing. Recognized for its innovative contracting initiatives, NVBGH/Nevada Health Partners' employer members are leading the way in making meaningful changes to improve the value and quality of healthcare for area employees, employer members, and the community.

### New Mexico Coalition for Healthcare Value

Patricia (Pat) Montoya, Executive Director  
Albuquerque, NM  
nmhealthcarevalue.org



The New Mexico Coalition for Healthcare Value (NMCHCV) brings together purchasers, employers, physicians, healthcare systems and hospitals, consumers, and state leaders to create change in the healthcare system to benefit the people of New Mexico. In 2017, the Coalition published its second edition of the Employers Guide to Managed Care 2017 and conducted and produced the first statewide employer benefit survey done in the state since 2001. NMCHCV held two statewide educational summits around pharmacy drug cost and heart disease, and hosted a roundtable as a follow up to the CMS Hip and Knee Replacement Initiative local hospitals participated in, ultimately sharing the results. The Coalition is working to create more alignment between employers, health plans, and the delivery system and participate in the CDC National Diabetes Prevention Program and tie into an Obesity Summit grant provided by the National Alliance.

## North Carolina Business Group on Health

Jon Rankin, President  
Charlotte, NC  
ncbgh.org

The North Carolina Business Group on Health (NCBGH) is a trade association of employers using their collective voice to influence decisions that impact the quality and cost of healthcare delivery systems in North Carolina. Efforts to foster North Carolina's economic development include advocating a shared vision and message on matters of healthcare policy, regulation and legislation based on sound fiscal principles and quality standards; implementing solutions to improve the overall cost and quality of the healthcare delivery system; and educating to promote health and wellness education and advocate for provider performance disclosure of both quality and outcomes to help employees become better consumers of healthcare services.



## Northeast Business Group on Health

Candice Sherman, CEO  
New York, NY  
nebgh.org

Northeast Business Group on Health (NEBGH) is an employer-led coalition of healthcare leaders and other stakeholders with the mission of empowering members to drive excellence in health and achieve the highest value in healthcare delivery and the consumer experience. In 2017 NEBGH continued efforts toward improving employee population health and moving the healthcare delivery system toward providing more value. Initiatives included working with New York State to develop a new model of Advanced Primary Care, mental health programs, hosting the Annual Health & Wellness Benefit Conference, and education programs and guides focused on cancer, musculoskeletal disorders, specialty pharma, and supporting caregivers in the workplace. In 2018, NEBGH will focus on employee engagement, reducing healthcare waste, employee-centric approaches to supporting those with cancer and chronic conditions, and value-driven approaches to working with the delivery system.



## Pacific Business Group on Health

David Lansky, CEO  
San Francisco, CA  
pbgh.org

The Pacific Business Group on Health's (PBGH) member organizations of private employers and public agencies are the most powerful voice for consumers and patients in the U.S. In 2017, PBGH kicked off a feasibility study to evaluate a common waste-free formulary; partnered with IHA to develop a core measurement set adopted by a handful of plans and promoted through members; and continued CMMI-funded work to transform practices supporting coordinated/integrated care. PBGH continued to operate nationally recognized centers of excellence program for joints, spines, bariatrics, and shared funding with regional coalitions through the Purchaser Value Network program to promote value-based payments. The Group was also a key operator in CA-based anti-consolidation/anti-trust legislation (SB538) and kicked off the DRIVE initiative in partnership with ERIC to educate policy makers.



## Pittsburgh Business Group on Health

Jessica Brooks, CEO/Executive Director  
Ambridge, PA  
pbghpa.org

The Pittsburgh Business Group on Health (PBGH) is an employer-led, coalition of large, mid-size, and small employers representing various business segments, including private and public employers, government and academia. In 2017, PBGH increased overall member value by 5% year over year through group purchasing programs and educational opportunities and increased employer engagement by 63%. PBGH's value-based purchasing module became part of the re-certification of provider networks of SHRM and HRCI to award continuing education credits. Programs were launched around healthcare data, group dental and vision benefit purchasing, and clinical management aimed at providing additional savings to employers via their prescription drug program.



## Rhode Island Business Group on Health

Al Charbonneau, Executive Director  
Narragansett, RI  
ribgh.org

The Rhode Island Business Group on Health (RIBGH) is a membership organization representing the voice of RI business on healthcare. In 2017 RIBGH focused on the continued roll out of Choosing Wisely, developing public reporting on costs, representing business at the Rhode Island Legislature and in healthcare reform initiatives, and educating members. Primary goals of RIBGH for 2018 are to (1) determine how much is spent on low-value care (2) continue refinement of cost metrics (3) sponsor legislation improving healthcare reform (4) organize the business community into a political force.



### Savannah Business Group

Gary Rost, Executive Director  
Savannah, GA  
savannahbusinessgroup.com



Savannah Business Group (SBG) is a business coalition that group purchases health care services for self-funded employers by negotiating rates, services and access directly with medical service providers. SBG's PPO strategy has held the cost of health care to its members to 51% over the past 18 years compared to the regional increase of over 250%; an average of less than 3% per year. In 2017 SBG continued to modify and refine its direct contract agreements, including price adjustments, refining readmission rules, and selecting a new set quality indicator measures. SBG's PBM contracting strategy continues its success with all members continuing to see reductions in costs. SBG continues to support community collaborations including child obesity initiatives, Healthy Savannah, and the Safety Net Council. Key goals for 2018 include growing membership, expanding use of coalition services, continuing to move toward an advanced medical contract, working with statewide programs, and collaborating with national advocate groups.

### Silicon Valley Employers Forum

Lisa Yee, Executive Director  
San Francisco, CA  
sveforum.org



The Silicon Valley Employers Forum (SVEF) is a coalition of high-tech employers that impacts and influences the evolution of global benefits. SVEF facilitates the sharing of domestic and international benefits practices, results, and benchmarking to enable its members to strategize, optimize and manage benefit programs in support of their employees and family members. SVEF hosted several summits focused on Global Benefits, Communications & Engagement, Innovation and Benchmarking. In 2018, SVEF will also host education sessions focused on Innovation, Wellbeing, Benefits Governance, and Communications.

### South Carolina Business Coalition on Health

Lisa Wear-Ellington, President/  
CEO  
Greenville, SC  
scbch.org



The South Carolina Business Coalition on Health (SCBCH) is a coalition of businesses whose goal is to "Maximize the Value of the Dollar Spent on Health Care." The organization takes a multi-stakeholder approach to find sustainable solutions to healthcare issues where both employers and the community benefit. In 2017, SCBCH created a narrow provider network in South Carolina with direct contracts for TPA and Rx. SCBCH also works with the AMA and National Association of Chronic Disease Directors on prediabetes awareness and the CDC National Diabetes Prevention Program. The Coalition also serves on the boards of the South Carolina Clinical & Translational Research Institute, Medical University of South Carolina, and SCaledown, a statewide obesity prevention program. SCBCH also produces an annual hospital quality guide.

### St. Louis Area Business Health Coalition

Louise Probst, Executive Director  
St. Louis, MO  
stlbhc.org



The St. Louis Area Business Health Coalition (BHC) supports employer efforts to improve the wellbeing of their enrollees and enhance the quality and overall value of their investments in health benefits. In 2017, the BHC celebrated its 35th anniversary of connecting and supporting the region's leading employers. Key initiatives included the creation of a new Total Worker Health® Employer Guide and an online St. Louis Worksite Wellness Resource Guide; member collaborations to evaluate and prepare for shared worksite clinics; assessment of new models for managing pharmacy spending; and the engagement of community partners to align actions to improve the appropriateness of emergency department use. The BHC looks forward to collaborating with its 60 member organizations to develop campaigns addressing diabetes, health care affordability, and health plan performance guarantees.

### Virginia Business Coalition on Health

Kelly Cannon, Acting CEO  
Richmond, VA  
myvbch.org



The Virginia Business Coalition on Health (VBCH) represents business leaders who understand the importance of health care to public wellbeing, and to Virginia's business and economic prosperity. At a time of rapid change in health care for Virginia and our nation, these leaders are working toward solutions to bring quality, accessible, affordable health care to Virginians.

## Washington Health Alliance

Nancy Giunto, Executive Director  
Seattle, WA  
wahealthalliance.org

The Washington Health Alliance brings together those who get, give and pay for healthcare to create a high-quality, affordable system for the people of Washington state. The organization published its 2017 Community Checkup, providing data and analysis of the quality of healthcare in Washington state, and a report highlighting opioid use in Washington state. The Washington Health Alliance also released a members-only report on hospital value, ranking hospitals on quality, patient experience, and cost. In 2018, the coalition is convening stakeholders to take action steps based on the data and results in reports that will be released such as "First, Do No Harm," which uses the Health Waste Calculator, developed by Milliman, to determine the prevalence and estimated cost of unnecessary health care services in Washington.



## WellOK

Dr. Stanley Schwartz, President & CEO  
Tulsa, OK  
wellok.org

WellOK, The Northeastern Oklahoma Business Coalition on Health is advancing its mission to promote value in the healthcare its members purchase. The coalition held education efforts including lunch meetings and a large annual meeting featuring national speakers on quality and safety. WellOK expanded to 32 corporate, government and philanthropic organizations. In 2018, the organization will expand its roll out of Choosing Wisely, advocate for greater community efforts to prevent diabetes, and engage more hospitals to be transparent on quality, and work with its quality rating collaborators to produce a guide to hospital quality in our region.



## Wichita Business Coalition on Health Care

Janet Hamous, Executive Director  
Wichita, KS  
wbchc.com

The Wichita Business Coalition on Health Care (WBCHC) is a multi-stakeholder membership organization made up of employers, providers, health plans, benefits consultants, and other stakeholders who work together to address healthcare costs, quality and access in the community. WBCHC recently completed its sixth year of the WorkWell KS initiative to provide leadership and resources to businesses to encourage policy, environment and benefit design changes related to health with 655 participating organizations statewide. The Coalition also collaborated with local health partners to introduce a website related to diabetes prevention and management, hosted the 39th Annual Health Care Roundtable and Innovation Summit, and other educational programs focused on wellness program design, obesity, data, cognitive impairment, and social determinants of health.



**Wichita Business Coalition  
on Health Care**

## Wyoming Business Coalition on Health

Anne Ladd, CEO  
Casper, WY  
wyohealth.org

The Wyoming Business Coalition on Health (WyBCH) is dedicated to educating and engaging the business community across the state on issues relating to healthcare financing, cost structure, and quality. Key efforts for the WyBCH include building a multi-payer claims database and serving as a Leapfrog Regional Leader. In 2018, WyBCH is focused on educating members, advocating price and quality transparency, and increasing the number of participants in the voluntary multi-payer claims database.



“The NHLC offers a diverse perspective on a variety of complex issues impacting the health care marketplace. We contribute to that perspective and also learn from other key stakeholders in the process.”

Paul Fronstin, Ph.D.  
 Director, Health  
 Research & Education  
 Program, Employee  
 Benefit Research  
 Institute

## National Health Leadership Council: Thought Leadership, Innovation, Insights and Directions

*The National Health Leadership Council (NHLC) is a unique forum to enable cooperation and exchange of ideas between key stakeholders. The NHLC is composed of leading national health plans, pharmaceutical and provider organizations, health and wellness suppliers, employer-focused groups, and accreditation and advocacy organizations.*

Members gain a unique opportunity to collaborate with the network of National Alliance coalitions, as well as with one another to:

- Engage in high-level discussions with leaders of business and other purchaser organizations, as well as their employer members, in high-level discussions of issues important to purchasers of healthcare services and products
- Inform perspectives of the National Alliance and its member coalitions of the views of other stakeholders on industry trends, challenges and innovations in the marketplace
- Shape the purchasing, strategy, health care improvement and delivery system innovations, agendas, and programs for national and local initiatives
- Be actively involved in strategic partnerships through the National Alliance and its coalition members
- Interact with other key healthcare stakeholders in a neutral, informative, open forum
- Network with large healthcare purchasers that play a central role in both innovating and driving the supply change to better improve health and value

NHLC is the only organization that provides a collective national voice to promote market change; advocates for members nationally and regionally through distributed change agents across the country with deep knowledge of healthcare, specifically within local communities; and informs, leverages and scales the efforts of coalitions that support, align and guide purchasers.

## National Health Leadership Council Members



## Affiliate Members

Created earlier this year, the National Alliance affiliate program is the newest membership established to enable participation of for-profit health and wellbeing vendors looking to increase their visibility to purchasers across the country.



PINNACLECARE



## National Purchaser Leadership Council

In early 2018, the National Purchaser Leadership Council (NPLC) was launched to serve as a national advisory council to the National Alliance. This group of influential employers defines purchaser healthcare priorities; identifies issues and opportunities for managing supply chain challenges and value-based approaches; and supports the direction and execution of national initiatives.

Comprised of organizations representing diverse private and public sector industries, NPLC has a history of active engagement and leadership within a National Alliance coalition network and supports the growth of the coalition movement both regionally and nationally.

## National Medical Director Council

The National Alliance is in the early stages of developing the National Medical Director Council. The addition of a chief medical officer is part of our growth strategy to support the efforts of member coalitions and other key stakeholders to optimize workforce health, productivity and performance. This Council will address the latest science and employer health benefit strategies to help employers improve health and healthcare value.

# National Alliance Initiatives: *Ambitious and Gaining Strength*

## Bringing About a Value-Based Marketplace

The National Alliance and its member coalitions have continued to play a major role in defining and helping bring about a value-based marketplace. Keys to that include promoting greater transparency on cost and quality, educating and supporting employers on key tools and drivers, engaging and supporting consumers with incentives and tools, and promoting alternative payment methodologies that reward and recognize value not volume.

Over the last year, we've taken a fresh look at this agenda, examining what has worked and challenging our assumptions where results have been mixed by:



- **Reviewing emerging evidence and starting to reshape our vision of how we can be more successful in an age of healthcare consumerism.**

*Our webinars, Action Briefs, stakeholder engagement, innovator programs, and policy positions have placed greater emphasis on advocacy and support, value-based design, simplification of the consumer experience, actionable approaches to transparency, and real-time support.*

- **Recognizing the uneven results that have emerged in attempting to influence and improve the health of our populations.**

*We are now rolling out programming through our coalitions that emphasize the evidence-based practices of leading companies that have moved the dial while helping reorient our approaches to have greater focus on culture, trust, personalization and alignment with the talent agenda.*

- **Rethinking the value purchasing agenda in an era of broad networks and significant provider consolidation.**

*We are working to define, educate and promote advanced primary care and bundled payments with a renewed emphasis on greater alignment and transparency of accountable care arrangements, elimination of waste, improvement in pricing equity, and scaling of alternate payment mechanisms.*

- **Challenging a dysfunctional prescription drug marketplace rife with runaway pricing, misaligned incentives, and an increasing loss of credibility and trust.**

*By facilitating a common agenda, we are educating on the issues, assessing performance and, as appropriate, stepping in on behalf of purchasers to tackle these complex issues.*

We will continue to engage, challenge and influence coalitions, purchasers and stakeholder partners in our deliberations and, together, we will emerge with an updated value-based marketplace agenda that will realign our efforts over the next decade to drive better health, outcomes and value across the system.

## Obesity Initiative

In late 2017, the National Alliance launched a number of activities under the umbrella of a “National Alliance Obesity Initiative,” with the overall goal of influencing how employers and other healthcare stakeholders engage with this complex topic. This will require a sustained, multi-faceted effort that goes well beyond what employers are doing today. This approach, which builds on the emerging science and complex chemistry of obesity, involves defining ways to direct employers through continuous learning and engagement.

In 2018, we laid the groundwork with the following activities to rethink our path forward and determine areas of impact. The key areas of focus included:

- Building a guidebook to define a multi-stakeholder approach to engagement in addressing obesity as a disease
- Launching an obesity portal to provide broader support to coalitions
- Implementing a matching grant program with 10 coalitions that are hosting workshops consistent with the guidebook to start a new approach of stakeholder engagement and to ensure a baseline understanding of obesity as a disease
- Hosting a National Leadership Summit on Obesity (March 2018) where there was robust discussion on issues related to the evolving science and recognition of obesity and the related barriers related to stigma, the rollout of the CDC National Diabetes Prevention Program, and emerging innovations and best practices from employers and vendors

Going forward, we look to build on the learnings from our initial launch, collaborate with national leaders, and continue to evolve a framework that can be executed in engaging employers and other stakeholders across the country.

## Mental Health Initiative

Over the past two years, the National Alliance has become a leading voice on future directions for mental health. Building on the efforts of several of our coalitions over the past decade, we are actively developing consensus with key stakeholders on a path forward to promote systemic improvements in mental health.

In April 2017, the National Alliance hosted its inaugural Leadership Summits in Denver. The two-day event focused on mental health and wellbeing and helped educate on a wide array of issues related to developing a “collective agenda.” The Summits helped spur a growth of activities in 2017 and 2018 within our coalitions across the country as well as other related employer-focused organizations. We continued the conversation at our 2018 Leadership Summits in March in Dallas, with a focus on healthy minds, which promotes an emotionally healthy workforce to ensure optimal performance.

### The eValue8 Mental Health Module and Beyond

In the fourth quarter of 2017, the National Alliance developed and executed the first-ever eValue8 Mental Health Deep Dive Module. Building on our existing eValue8 infrastructure, this performance assessment focuses on the role health plans and behavioral health organizations have in supporting the collective agenda. This process, guided by our Mental Health Purchaser Advisory Council, sparked additional engagement by the American Psychiatric Association, the American Academy of Child & Adolescent Psychiatry, Health Plans and Public Health Agencies, and others.



*Guidebook on Addressing Obesity as a Disease*

## Mental Health Agenda

- Collaborative care
- Address disparities in network and pharmaceutical management
- Behavioral health performance metrics and accountability
- Proactive strategies to break the silence and mitigate stigma
- Reassess the impact of mental health on broader functioning and other healthcare costs
- Early identification and intervention
- Broaden access through telehealth and other avenues
- Support pharmacogenomics to get to the right treatment faster
- Promote brain wellness
- Broaden the focus on wellbeing

## Opioid Initiative

Over the last year, the National Alliance has brought together a number of coalition members and healthcare stakeholders to discuss the issues and challenges employers are facing regarding the national opioid epidemic. According to the 2015 Institute of Medicine Report, pain related conditions affect 116 million adults in the U.S., resulting in \$560-\$635 billion in medical costs and lost productivity. Despite these statistics, many employers have struggled to build the business case for addressing pain management and preventing/treating opioid misuse. This initiative will help demonstrate the impact of opioid use on employers and employees and will include effective interventions — including healthcare and community partnerships — to prevent and treat opioid misuse.

Over the past year, we engaged in the following ways:

- In the spring, a webcast outlined the issues, challenges and tools, such as a new opioid abuse calculator
- In the fall, several activities were completed including:
  - Multi-stakeholder discussions at our combined NHLC/all-member dinner in November with guest speakers from Shatterproof Foundation
  - An infographic on opioids was developed and shared with the coalitions
  - Baseline questions on opioid management were developed for our PBM Assessment and Mental Health Deep Dive Module

In 2018, we convened a panel of coalition leaders to define a national framework for the coalitions to support. Later this year we expect to complete this framework and take a baseline assessment of employer efforts to combat opioids misuse within their organizations.

## Specialty Drug Initiative

To drive collaboration to control cost, reduce waste, and maximize effectiveness of specialty drugs, the National Alliance and its member coalitions have developed stakeholder guidelines and an engagement framework targeting critical issues and opportunities for specialty stakeholders including manufacturers, providers, health plans, and pharmacy benefit managers.

Titled “The Five Rights Framework,” these guidelines are meant to bring all healthcare stakeholders to the table to improve value for healthcare purchasers and work toward delivering the best possible patient care.

The key priorities for this initiative include a focus on clinical efficacy and safety; improved assessment for correct drug, dosage and duration; expand purchaser transparency and engagement; use of National Drug Codes; value-based contracting to align performance and adherence; sites of care; and evaluation of conflicting practices.

In 2018 we’ve integrated these guidelines into our 2018 PBM Assessment and also our Oncology Deep Dive Assessment. Efforts around specialty drugs will continue to be a major focus of our broader value-based marketplace agenda.



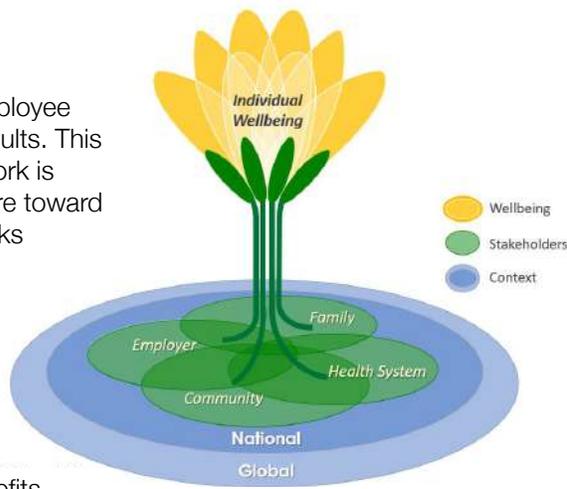
Infographic on Opioids

The infographic is titled "A Future Vision for the Specialty Drug Marketplace" and outlines the "Five Rights Framework" for specialty drug stakeholders.
 

- RAISING THE STAKES:** Specialty drugs are one of the fastest growing areas of spending for both private & public purchasers. Some drug prices grow at 500% or more; US buys more and pays more than any other country.
- High Cost, High Variation, High Waste:** Variation in management of formulary, specialty list, utilization, clinical, pipeline, etc.; Wide variation in price 2x-25x; Up to 30% not filled, 50% not taken, 10% admissions due to poor adherence.
- Complexity, Middlemen, Conflicts:** Employers are often left without the needed data and information to manage specialty drug use and cost; Our "stewards" contribute to these issues by adding complexity and cost to an inefficient supply chain.
- High Value THE FIVE RIGHTS FRAMEWORK:**
  - Right Drug
  - Right Price
  - Right Place
  - Right Data
  - Right Support

## Wellbeing Initiative

For the better part of two decades there have been substantial efforts among employers to improve employee health, wellness and productivity — with uneven results. This has led to a growing consensus that a new framework is needed: One that can shift a company and its culture toward a more engaged and productive workforce; that looks to the overall wellbeing of people as a foundational tenant and can be shaped and embraced by and for the benefit of our employers, our communities, and our health systems.



In early 2016, thought leaders from across the country engaged with the National Alliance in a thoughtful and rich dialogue about the role and benefits of wellbeing. From this dialogue, the Wellbeing Initiative was born and, with it, this inner circle has been developing a foundational approach that looks at the influence of and benefits of wellbeing to employers, communities, and health systems. The following mission was developed: “To be a recognized, leading voice advocating for and demonstrably improving the wellbeing of individuals and their families through and to the benefit of employers, communities and healthcare delivery.”

Over the last two years, a number of activities have occurred:

- A wellness leadership team meets throughout the year and provides strategic direction
- Specific sub-teams provide thought leadership on the four key areas: Employers, families, communities and health systems
- A Wellbeing Maturity Model was developed to highlights specific areas employers can focus on to support enhancement of current approaches
- A webinar provided an overview of wellbeing for employers and the value this approach can provide organizations
- An employer workshop focused on providing an overview of the science of wellbeing and in-person activities that allowed employers to complete an organizational assessment and determine initial steps to take back to their organization (workshop was launched in February 2018)

We will be reaching out to other coalition members and into the community to gauge interest and provide additional education on wellbeing. We are also seeking grants to help with the development of additional activities that will support coalitions and employers to dive deeper into developing and implementing strategies.

## Innovator Programs

We recognize that innovation is in the lifeblood of driving health and value across our system. Through our webinars, conferences and meetings, Leadership Summits, eValue8 awards, and innovators’ showcases, we are continuing to identify innovators that appear to be worthy of broader dissemination and evaluation through our coalitions. Some of the areas that have been highlighted include:

- Advanced Primary Care models
- Bundled payment, direct contracting models
- Cancer “huddles”
- Concierge-level advocacy
- Opioid-reducing surgical solutions
- Pharmacogenomic solutions
- Actionable benefits data
- Women’s health
- Resilience programs
- Surgeon-level quality transparency
- Transparent and passthrough PBM solutions

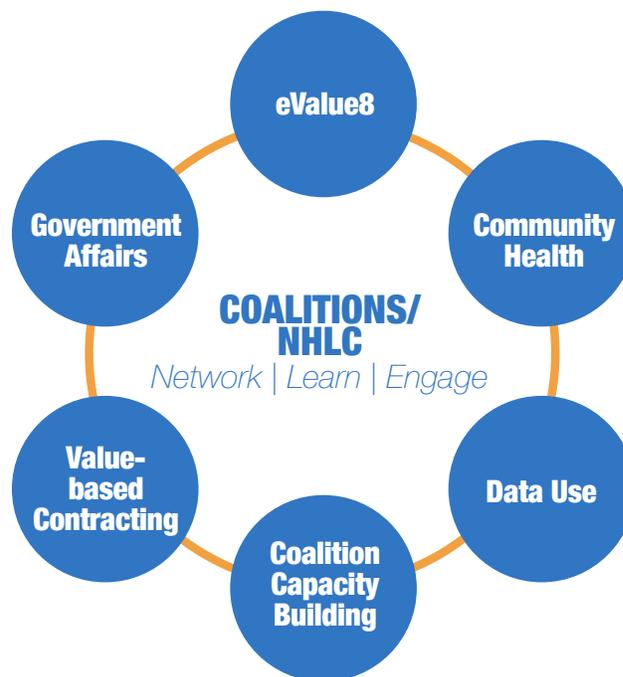
We appreciate that our coalitions collectively represent the eyes and ears of the marketplace across the country and have helped us to be at the forefront of innovation in the industry.

# Affinity Groups:

## Accelerating Marketplace Disruption

Comprised of National Alliance staff and leaders from member coalitions, newly redefined affinity groups cover key areas affecting the current healthcare marketplace. These groups provide peer-to-peer learning opportunities through topic-specific forums, allowing members to gain up-to-date information and respond quickly to the ever-changing healthcare landscape.

### 2018 Affinity Groups



#### Government Affairs

*Bret Jackson and Anne Ladd*

Maintains a member-oriented federal healthcare policy agenda that supports, monitors and reports federal legislation and initiatives to advance value-based purchasing, improve general population health, and protect and strengthen the employer-based health care infrastructure.

#### Community Health

*Janet Hamous and Cristie Travis*

Enables members to share information and lessons learned that influence health and culture in diverse communities.

#### eValue8™

*John Miller*

Provides a forum for National Alliance members who use eValue8™ to discuss issues, opportunities and lessons learned to influence improved health plan performance.

Four types of assessments are supported by the tool: The core, mental health, oncology and PBM.

#### Data Use

*Jessica Brooks and Chris Skisak*

Informs National Alliance members about data integration capabilities of peer members and shares technical and non-technical challenges and opportunities to support improved value-based population health management and/or to collectively influence other data management stakeholders (e.g., health plans, consultants).

#### Value-Based Contracting

*Emma Hoo and Chris Syverson*

Offers a discussion forum for National Alliance members who use, or are considering using, direct contracting with health care providers (i.e., hospitals and physicians) to promote value-based purchasing strategies and exchange information, news and ideas.

#### Coalition Capacity Building

*Larry Boress*

Enables new coalition members to learn and share information on key topics and discovers key priorities for the coalitions along with approaches to address them.

## Collaborating Partners

With the rapidly changing healthcare landscape, it's essential to collaborate with like-minded organizations that have their finger on the pulse of innovation in specific areas. Here are a few of the organizations we align with that will help us accelerate movement toward our vision of a health care system that supports and rewards equitable access to high quality care delivery and cost-effective patient outcomes.



### Choosing Wisely®

Working with the ABIM Foundation to expand the Choosing Wisely campaign, we will help promote conversations between clinicians and patients about overuse and responsible stewardship of healthcare resources. Activities include convening a consumer/purchaser advisory committee to enhance Choosing Wisely strategies to improve care and reduce unnecessary procedures/treatments, and measurement of outcomes related to Choosing Wisely recommendations (e.g., overuse of imaging).



### The Leapfrog Group

To support employers' quest for value in the purchase of healthcare benefits and services, the National Alliance and its member coalitions work with The Leapfrog Group to involve employers, health plans, and hospitals in a national movement to promote patient safety and standardized national metrics.



### National Committee for Quality Insurance (NCQA)

National Committee for Quality Assurance (NCQA) is a not-for-profit organization dedicated to improving healthcare quality. The National Alliance and NCQA have similar missions to drive improvement in the healthcare system and elevate the issue of healthcare quality to the top of the national agenda. NCQA has helped support the work of a number of initiatives that impact large employers to decide what's important, how to measure it, and how to promote improvement.



### Patient-Centered Outcomes Research Institute (PCORI)

PCORI focuses on educating and informing healthcare benefits professionals about relevant patient-centered outcomes and comparative-effectiveness research strategies. This collaboration encourages and guides employers to align their thinking and decision making toward a stronger evidence-based approach for effective healthcare planning.

"It's critical that we continue the national dialogue to avoid unnecessary medical tests, treatments, and procedures. Our employer/purchaser coalition members are in the unique position to develop best practices relative to Choosing Wisely recommendations, push for increased communication between patients and physicians in their communities, and support a research agenda that measures the impact of these efforts."

*Mike Thompson,  
National Alliance  
President and CEO*

“We have a long way to go, but new things are coming online. Our challenge is to make them real, improve access, and build scale. Being part of an alliance is a way we can get more scale, and that gives me a great deal of hope.”

Mary Gillberti, CEO, NAMI

“Wellbeing is not a thing unto itself. It is a quality that all other things are imbued with.”

Bill Duane, Superintendent of Sustainable Well-being and Performance, Google

“Prevent the preventable so we can deal with the inevitable.”

Nick Macchione, Agency Director, County of San Diego, Health and Human Services Agency

## National Alliance Education and Networking

The National Alliance helps coalitions and employers across the U.S. find solutions to pressing employee health benefit issues. Through key events, research and collaboration with thought leaders and subject-matter experts, resulting forums, publications and webinars offer unique insights into healthcare topics on behalf of members and employers to bring balanced, timely, actionable ideas to the forefront. The goal is to contribute to solving the challenges employers face as they balance priorities to provide high-quality benefits for employees.

As education and networking are key areas of focus for National Alliance member coalitions, we convene members, employers and other key stakeholders for three events each year:

### Annual Forum

Our flagship event of the year, the Annual Forum is chock full of informative panels and keynote speakers, offering opportunities for networking with old and new colleagues. We cover top healthcare issues ranging from policy, payment and delivery reform, mental health, pharmacy value, the opioid crisis, caregiver employees, and more.

*The 23rd Annual Forum will be held November 12-14, 2018, in Washington, D.C. Attendees include employers and other healthcare purchasers, business and health coalitions, health plans, providers, and other key stakeholders who gather to focus on critical issues in the marketplace that promote value, quality and a more engaged workforce.*

### Coalition and Member Awards

A coalition and an employer member are honored at our Annual Forum each year. At the last event, Southwire Company, LLC was presented with the 2017 Employer Excellence Award. The Nevada Business Group on Health was recognized with the 2017 Membership Award for leadership in advancing value-based purchasing.



## Annual All-member and NHLC Meetings

Held twice yearly, these meetings allow for coalitions and industry stakeholders to network and discuss critical identified topics.

## Leadership Summits

Our first Leadership Summits, focused on mental health and wellbeing, were held in Denver in April 2017. The 2018 Summits were held in March in Dallas and focused on healthy minds, obesity, caregiving, and culture and community.



“We’ve got a room of very important purchasers and I want to encourage all of you to demand much more of the industry.”

*Ceci Connolly, President & CEO, Alliance of Community Health Plans Human Services Agency*

## Benchmarking Leads to Improved Value

To gather information about the value-based agenda, the National Alliance has retained Gallagher Benefit Services to conduct a national survey. The goal is to discover the best and most sustainable solutions to healthcare's cost and quality challenges so we can help our stakeholders improve value through better health, improved productivity, and increased efficiency.

## Publications Keep Readers on Top of Hot Health Care Topics

National Alliance publications address issues that are top-of-mind for employers:

### Action Briefs

Action Briefs hone in on topics such as healthcare consumerism, mental health, and rheumatoid arthritis to help employers take action to ensure benefits are keeping pace with the times.

### Research Review

A special brief focused on healthcare research for coalitions and employers to understand the latest findings and impacts for purchasers.

### Health Policy in Transit

A Purchaser Viewpoint offers the latest in what employers need to know about health policy and how it may impact their decision making and programs.

### White papers

National Alliance white papers offer in-depth exploration and best practices on key topics such as wellbeing and pharmacy benefits management.



## Webinars: Easing Access to Essential Learning Opportunities

Members and other attendees say National Alliance webinars are an important way to stay apprised of the top healthcare issues facing purchasers. Among coalition leaders are seasoned corporate executives, attorneys, physicians, pharmacists, consultants, and medical directors who help shape and present the topics. Attendees benefit from high-quality content that enables them to learn about and share best practices – and stay at the top of their game.




# National Alliance in the News

The National Alliance and its member coalitions serve as expert resources to the media to educate, offer commentary, and shine a light on the work of coalitions and the industry around efforts to improve health and healthcare in the U.S.

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Human Capital

## Work-life balance takes effort, but rewards are worth it

by Karen Talley | Mar 29, 2018 11:54am

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## Health-Care Purchasers Take the Wheel

Managed care and health-care consumerism didn't deliver the promised value, so purchasers are banding together to create heightened value themselves.

Michael Thompson

May 25, 2017 | CFO.com | US

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Today we are at a crossroads. Not since the turn of the century have we fundamentally reexamined our overall

**TheUpshot**

## Can Amazon and Friends Handle Health Care? There's Reason for Doubt

Jeff Bezos, chief executive of Amazon, at Spheres, the company's new office space in Seattle. He has disrupted many industries, but health care is a particularly challenging one.

Jason Redmond/Agence France-Press — Getty Images

**SIRM**  
SOCIETY FOR HUMAN RESOURCE MANAGEMENT

## Employers Take Steps to Address Opioid Crisis

Postsurgical care remains a 'gateway' for opioid addiction

By Stephen Miller, CEBS  
Nov 28, 2017

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Views Can employers force healthcare providers to compete?

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By Kathryn Moyer

Published March 27 2018, 9:58pm EDT

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Benefit offerings are one of the most important tools for retaining and recruiting employees — but what happens when workers don't utilize the offerings available? And is the plethora of available resources truly improving a workforce's health and wellbeing?

**Workforce** MENU

## Little Change for IRS Limits on HSAs, but Employers Still Seek Innovation

The IRS's health saving account limits for 2019 climb by \$50, but that doesn't mean organizations don't see room for improvement.

May 23, 2018

by Andie Burjek

The IRS has announced its 2019 health savings account limits, and although very few changes were made from 2018's limits, that doesn't mean that innovation in HSAs and high-deductible health plans aren't on employers' agenda.

Between 2018 and 2019, the annual HSA contribution limit for an individual increased from \$3,450 to \$3,500 and for a family increased from \$6,900 to \$7,000. The maximum out of pocket for HDHP for an individual increased from \$6,650 to \$6,750 and for a family increased from \$13,300 to \$13,500.

Kim Buckley, health compliance expert and vice president of client services at DirectPath, a Birmingham-based health care consultancy, doesn't expect employee usage of HSAs and HDHPs to change. Employees tend to focus on the premium rather than the total cost of the plan, and they should learn to think of HSAs as more than just a short-term funding mechanism, she said.

"More education is needed around how HDHPs and HSAs work if employers seek to drive enrollment in these plans," she said. "Employees tend to focus on those big numbers — the high deductible and the account limits — and shut down."

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## Debate over third-party payments for dialysis patients revived in Washington as Calif. eyes limits

By Susannah Luthi | April 17, 2018

The fight over third-party premium assistance for dialysis patients is heating up this week in California and Washington, D.C. as employers and labor unions get involved.

The broadening interest in the issue shows the mounting financial stakes for the insurance and dialysis industries. The focus has expanded from dialysis patients in the Obamacare individual market to those in the employer market. The sheer

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