



National Alliance
of Healthcare Purchaser Coalitions
Driving Health, Equity and Value

LEAD

LEVERAGE

LOCALIZE

Creating a High-value
Healthcare Market

2021 ANNUAL REPORT



National Alliance

MISSION

Driving health, equity and healthcare value for organizations and communities across the country

VISION

To be a recognized force in leading constructive and collaborative change that enables higher value in the healthcare marketplace

VALUES

We will consistently act in the collective best interest of purchasers and coalition members while being candid, transparent and, at times, disruptive in our efforts to improve health and healthcare across America

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The National Alliance Annual Forum in November was the organization's first hybrid meeting with a strict vaccination mandate for in-person attendance as all participants were required to upload proof of full COVID-19 vaccination and complete a health questionnaire through Health Pass by CLEAR.

Message from President & CEO

In reflecting on the past year, I am awed by how our National Alliance community — regional coalitions, strategic partners, advisors, and staff — have exemplified courage, resilience and spirit. As important, we have come together with those we serve and depend on — employers, health plans, care systems, and innovators to work together to meet challenges head on and collectively lead with purpose, integrity and conviction. While we may want to believe the worst of the turbulence is behind us, the issues and changes that result from this period will influence our strategies for years to come.

Even before COVID-19, the US healthcare system was in crisis with poorer outcomes than any other country. Unrestrained healthcare costs; convoluted and misaligned supply chains; and siloed and underperforming interventions all reinforce that this is a “market” that often acts out of self-interest rather than the needs of purchasers, individuals and society.

The pandemic has reinforced how intertwined the health and wellbeing of our people is with the health and wellbeing of our economy and our country. And increasingly we realize that these opportunities and burdens do not fall evenly on our companies, our communities, or our people. It’s often said that “a crisis is a terrible thing to waste,” and we have escalated our leadership to address COVID-19, mental health, and equity.

As problems have accelerated, so has the urgency of our actions and the need for greater focus and coordination of the purchaser voice. Over the past year, we have put considerable resources toward rethinking and simplifying our strategic focus to make sure our work is more accessible and actionable as depicted in our

framework. If we are to preserve any type of free market system in healthcare, we must double down on delivery and payment reform. We must commit to a system of greater transparency and accountability, rewarding outcomes and value rather than opacity and volume. Our emphasis on health must be holistic and equitable, recognizing the need for more personalized support, earlier primary intervention, and systemic support of total person health. And finally, where market forces are misaligned or non-existent, we need to mobilize our collective voice and engage on policy changes that will recognize and address the systemic changes required by employers and other plan sponsors both regionally and nationally.

The foundation of our success is building on the diverse talents and efforts of our coalition leaders and their teams, our medical directors, our purchaser leaders, and our other strategic, stakeholder partners in ways that will drive systemic and long-overdue change. We offer our gratitude to those leaders who continue to make a difference in the face of uncertainty and adversity.

The National Alliance community is uniquely positioned and committed to working together to lead, leverage and localize substantive change by defining and driving value, engaging and enabling purchasers, and influencing and collaborating with stakeholders. We look forward with optimism and urgency that together, one step at a time, we can build a better future together!



Michael Thompson
President and CEO





About National Alliance

The only nonprofit 501(c)(6) purchaser-led organization in the country with a national and regional structure, the National Alliance and its members are a leading force for change. The organization represents private and public sector, nonprofit, and Taft-Hartley organizations, and more than 45 million Americans spending over \$300 billion annually on healthcare.

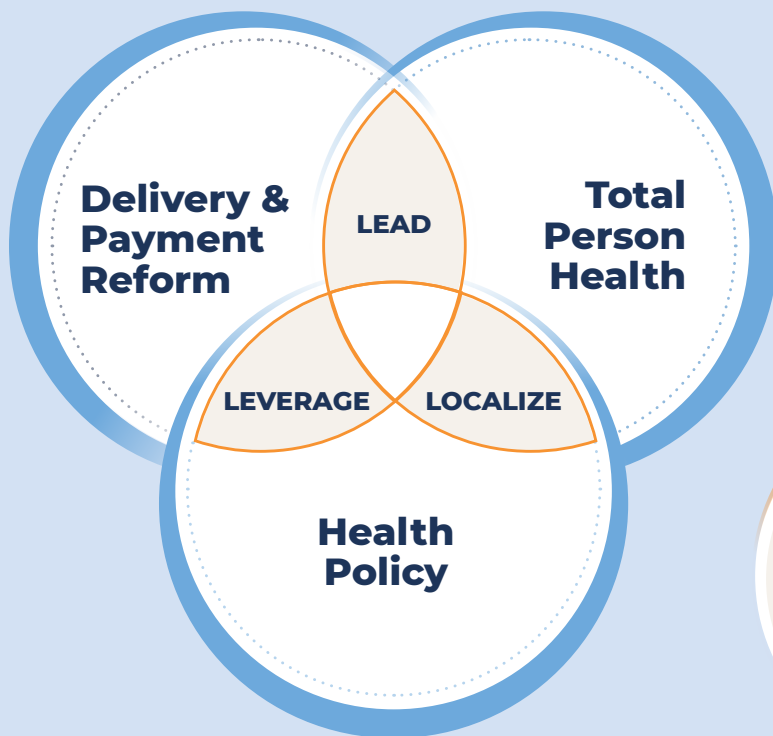
The National Alliance provides diverse expertise and serves as a forum for multi-stakeholder collaborations tackling various areas in healthcare such as total person health, delivery and payment reform, and health policy.

OUR DIFFERENTIATION:

- ▶ National and regional structure with boots on the ground
- ▶ Distributed change agents
- ▶ Deep knowledge of purchaser needs and healthcare issues
- ▶ Unparalleled collaboration
- ▶ Objectivity and independence

NATIONAL ALLIANCE OF HEALTHCARE PURCHASER COALITIONS

Representing purchasers covering 45 million Americans



OUR APPROACH

- define and drive healthcare value
- assess and improve the market
- engage and enable purchasers
- partner with and influence stakeholders
- continually connect and learn



Delivery & Payment Reform

A significant area of focus for the National Alliance, its members and partners is in shaping the area of delivery and payment reform. This requires strategic collaboration with industry stakeholders to develop a common point of view on future directions. Market assessments are used to help navigate current healthcare challenges and establish a set of tools and best practices for coalitions to share with their members and support purchaser implementation approaches.

KEY NATIONAL INITIATIVES INCLUDE:

► **Advanced Primary Care**

While the pandemic has made the extensive shortcomings of our healthcare system impossible to ignore, it has also opened promising opportunities to make meaningful course corrections. Primary care has much to contribute to drive a more adaptable,

streamlined, efficient system, advanced primary care (APC) offers a pathway to improve coordinated, high-value care that is more comprehensive, community-aligned, and meets the needs of various populations.

Primary care in the US has suffered due to under-investment and a fee-for-service reimbursement system that is misaligned and does not support key aspects including:

- Total person health
- Team-based care
- Care coordination and integration
- Interoperable health IT infrastructure

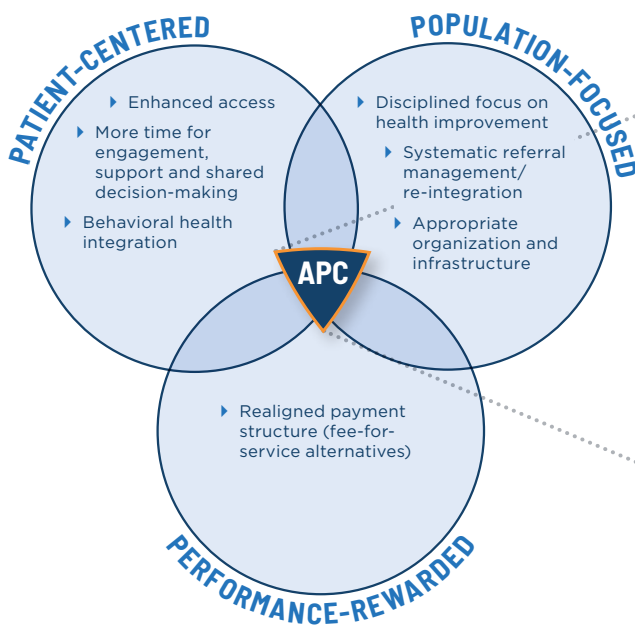
Employers, union trusts, and other plan sponsors with an interest in high-quality, efficient care delivery can act as change agents by seeking and supporting APC on

behalf of their plan participants. APC is defined as a primary healthcare structured to deliver increased value for patients and purchasers.

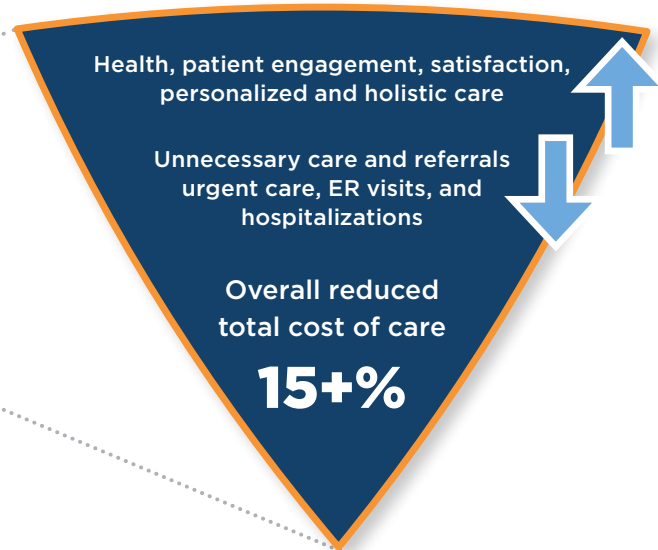
A number of tools and resources have been developed in partnership with regional coalitions, physicians, employers, consultants, health plans, and a variety of other subject-matter experts. For example, the recently released *Advancing Primary Care: A Purchaser Playbook for Action* features strategies to equip plan sponsors seeking high-value primary care.

“Advanced primary care needs to be the backbone of our healthcare system. We must invest more in primary care if we are going to improve the health and wellbeing of Americans and reduce overall costs.”

— *Michael Thompson, president and CEO, National Alliance*



THE PROMISE OF APC



What Makes Primary Care ADVANCED?

- 1 Enhanced access for patients
- 2 Optimized time with patients
- 3 Realigned payment methods
- 4 Organizational & infrastructure backbone
- 5 Disciplined focus on health Improvement
- 6 Behavioral health integration
- 7 Referral management

Click on the yellow buttons for more information

[PURCHASER PLAYBOOK](#)

[INFOGRAPHIC](#)

[DEEP DIVE REPORT](#)

► Hospital Price Transparency

Employers are the largest single provider and purchaser of health insurance in the US and must use this purchasing power to demand transparency, value and accountability from the healthcare system. However,

they often lack the right information to show what they are paying for and whether the prices for those services are reasonable.

The aim of the Hospital Price Transparency Initiative is to enable employers, patients, and

health plans to buy healthcare the way they buy other goods and services and to reward hospitals that provide high-quality, efficient, and cost-effective care.

The National Alliance has developed resources to support coalitions in learning how to best address high hospital prices in their regions. These efforts include support of the RAND Hospital Price Transparency study initiated in 2017 by the Employers' Forum of Indiana. Findings from RAND 4.0 will be released in spring 2022.

To equip purchasers in their conversations with health plans and hospital systems to advance quality care and realign hospital payment strategies, the National



“Uniquely in the world, US healthcare relies on ‘the market’ to deliver value for patients and purchasers. Yet when we compare the outcomes of hospital care to the prices for that care, we discern no consistent relationship. This is an unprecedented failure of an industry to deliver a reliable value proposition. Where’s the accountability?”

— Robert Smith, executive director, Colorado Business Group on Health

Alliance has also partnered with the National Academy for State Health Policy. These efforts will provide data points on hospital quality and financial metrics and develop materials (e.g., checklists).

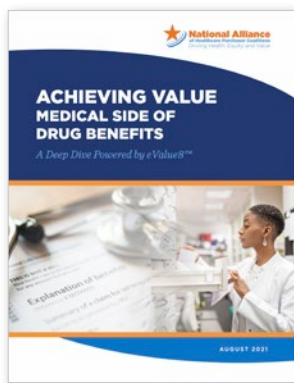
Released in November 2021, *Myths and Facts: Revealing Hospital Price Transparency Truths*, was developed to separate the business of healthcare from the delivery of healthcare. There is no question that hospitals are vitally important and that hospital workers are highly valued—more so than ever in light of their tireless and heroic service during the pandemic. However, meaningful conversations to drive change in the hospital industry are long overdue.

ACTION BRIEF

MYTHS AND FACTS

► Medical & Prescription Drug Management

The top 10 most expensive drugs in the US range from over \$633,000 to well over \$2 million annually and there is a growing list of specialty drugs and biosimilars in the pipeline. Many purchasers are surprised to learn



that nearly 50% of a plan's total drug spend comes from specialty medications and about 35% of those are currently billed through the medical benefit, according to the *2020 Express Scripts Drug Trend Report*. When purchasers understand the various pricing challenges and misaligned incentives,

they have a more complete picture of their overall drug spend and can drive better value.

To support regional coalitions and employers in their understanding of what health plans are currently doing and not doing to assess drugs offered through the medical benefit, the National Alliance conducted a deep dive assessment. The resource identifies challenges and offers strategies to enable purchasers to better address cost and system challenges with their drug management approach.

Pharmacy benefit management (PBM) transparency is critical to move the market toward better performance and value. The National Alliance conducts an annual assessment to arm employers and other purchasers with key data on the performance of their PBM vendors. The latest assessment, released in November 2021, is *Opportunities in Pharmacy Benefit Management*. The report offers insights to help employers:

- Take advantage of the Consolidated Appropriations Act
- Understand how PBMs are assigning value to the drugs employers are purchasing

“Even though the medical side of drugs is one of the fastest growing expenses under benefit plans, it’s largely avoided scrutiny. Our analysis found significant variation in practices and an uneven accountability to purchasers. Employers must set united expectations and be more engaged to achieve consistent value-based care for employees and their family members.”

—Margaret Rehayem, Vice President, National Alliance

- Deal with high-cost drugs that disproportionately drive healthcare spending
- Maximize competitive pressure biosimilars can exert on pricing
- Manage the disruption that comes with changing vendors or even formularies
- Understand the role PBMs should play in managing the mental health and health equity crises



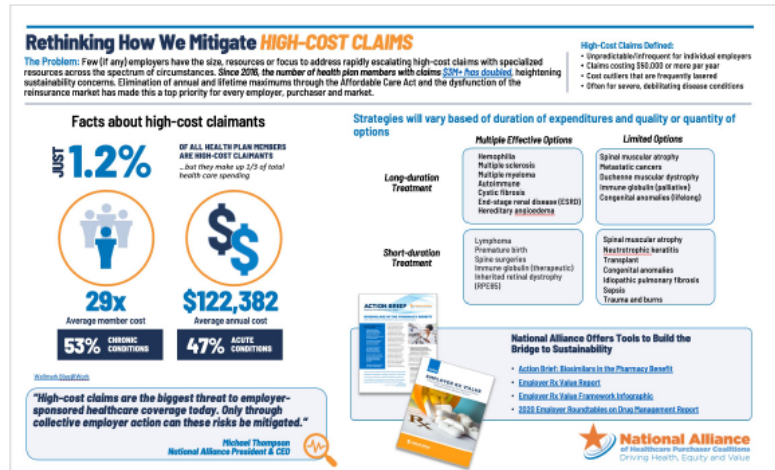
DEEP DIVE

PBM ASSESSMENT

INFOGRAPHIC

► High-Cost Claims

Few, if any, employers have the size, resources or focus to address rapidly escalating high-cost claims. Since 2016, the number of health plan members with claims of more than \$3 million has doubled, only heightening sustainability concerns. Elimination of annual and lifetime maximums through the Affordable Care Act and the dysfunction of the reinsurance market has made this a top priority for every employer, purchaser and market.



To rethink how purchasers mitigate high-cost claims, the National Alliance develop a multi-stakeholder advisory group to focus on developing actionable solutions that include assessment, contracting and plan design strategies for purchasers and identifying vendors to support. This group is creating employer resources so they can adopt strategies to improve healthcare benefit sustainability.

“The tools employers use to manage high-cost claims are simply not viable alternatives now and into the future. Employers must take control of not only the prevention and management, but also the payment methodologies involved in these claims. Only through working together can we address these critical issues.”

— Chris Syverson, CEO, Nevada Business Group on Health

INFOGRAPHIC

ACTION BRIEF

Total Person Health

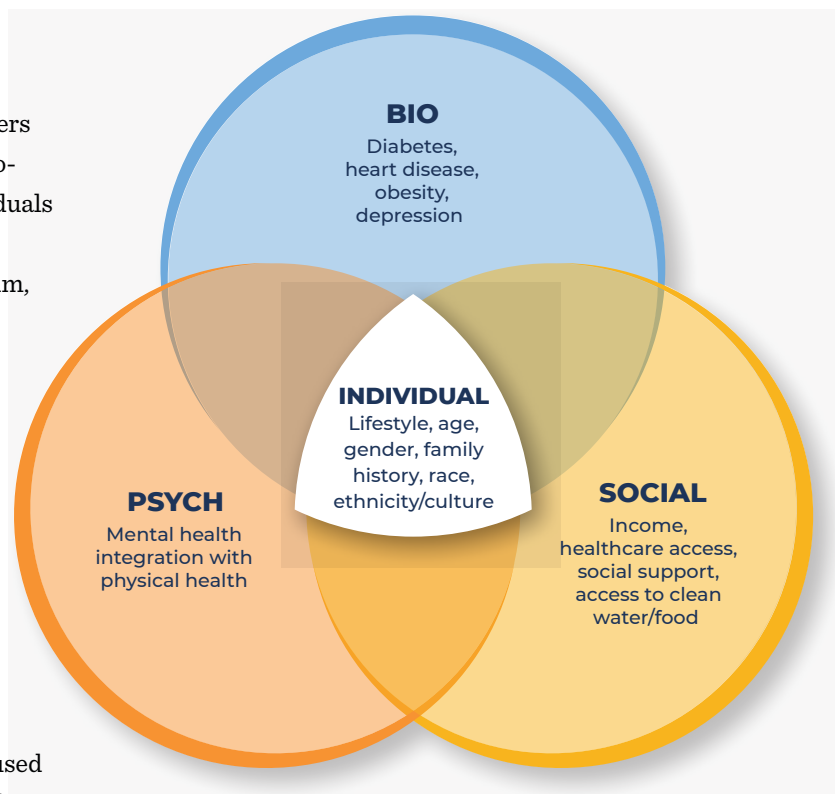
Total person health is an emerging area for employers that highlights the interplay and integration of a bio-psych-social dimension of health to support individuals on a more personalized basis. The opportunities to address total person health span across the spectrum, from wellness and prevention, to chronic disease management, to primary and specialty care delivery. This approach advocates for the inclusion of health equity and social determinants of health strategies that can impact various sub-populations of the workforce.

Population health can be optimized when employers build systems of support that recognize and address workforce health equity issues. Employers that use total person health focused interventions have been shown to outperform, both clinically and financially, those that do not.

► Social Needs/Determinants of Health

To learn what employers may need to begin the journey to address social risk factors and social determinants, the CDC's Office of the Associate Director for Policy and Strategy, the National Network of Public Health Institutes, and the National Alliance collaborated beginning in late 2020. Over a one-year period, two coalitions and several of their employer members participated in the project, titled "Leading by Example and Moving Upstream Together." The goal was to develop a process model to positively impact employee and community wellbeing.

Participating National Alliance member coalitions were already involved in examining the effects of social determinants, health equity, and racial bias on workplace health—Kentuckiana Health Collaborative and Pittsburgh Business Group on Health. The final report, Action Brief, and infographic will be released January 3, 2022.



► Oncology

For years, employers and health plans have been reticent to manage cancer care. However, the need and opportunity to address waste and low-value care and achieve a higher quality of patient care and support has never been greater. With the dramatic advances in the ability to treat cancer through the introduction of innovative diagnostics and medications, the cancer mortality rate has dropped by 25% in a recent 14-year period. At the same time, the cost of treatment has skyrocketed with the average costs of some common cancers now ranging from \$100,000 to \$300,000.

Last year, the National Alliance launched a series of employer roundtables to discuss ways to enhance employer cancer care strategies. Three employer learning modules were developed that cover the patient journey and include: (1) Prevention & Preliminary Diagnosis, (2) Diagnosis, Treatment Planning & Care, and (3) Survivorship, Surveillance & Back to Work. The Modules are available to regional coalitions and their employer members.

Health Policy

The US healthcare system is simply not sustainable and purchasers that provide coverage for more than 150 million Americans through employer-sponsored insurance must get better value for their investment.

As part of this strategic focus, the National Alliance is helping build coalition capacity to support regional stakeholders across the country, fostering collaboration, leveraging purchasing power, amplifying the purchaser voice, and influencing public policy.

Efforts include:

- ▶ Drafting letters to Congress offering legislative issue recommendations
- ▶ Collaborating to drive policy and practice changes
- ▶ Developing resources, town halls, and advisory councils

“Employers know what it is to compete in a free and fair market. Yet, it is clear that the market for prescription drugs is neither free nor fair. We want to be part of the solution, but the solution must protect private purchasers, not just Medicare and Medicaid.”

—Shawn Gremminger, director of health policy, PBGH

▶ Building Coalition Capacity to Address Costs

The National Alliance has partnered with the Purchaser Business Group on Health (PBGH) to mobilize regional coalitions and employer purchasers to educate policymakers and advocate for public policies to reduce health care prices. The project is intended to impact the market and regulatory environment to encourage healthy competition based on price, quality and patient experience; limit further consolidation among hospitals and provider groups; and prohibit anti-competitive practices. The effort also advocates for changes in policy that will better support employers and impact market forces.



FAIR HEALTH COSTS TOOLKIT

▶ Prescription Drug Prices

Efforts to drive fair and reasonable pricing for therapeutic drugs and COVID-19 vaccines and therapeutics are underway through collaboration with organizations such as the EmployersRx. A partnership of the National Alliance, Purchaser Business Group on Health, Silicon Valley Employers Forum, and the ERISA Industry Committee, EmployersRx seeks to strengthen competition and remove barriers that stifle the development and use of generic drugs and biosimilars. The partnership also supports policies that would require PBMs to make pricing data available to payers and compel drug companies to report and justify price increases for some medications.



Employers' Prescription for Affordable Drugs

Mental Health

Inadequate care for mental health and substance use has grown into a nationwide crisis, with rates of suicide and drug-related deaths at record levels—only exacerbated by the pandemic. The National Alliance is a leading voice on future directions in mental health with key initiatives in progress to promote systemic improvements in mental health and broker solutions for serious conditions prevalent among the US workforce including depression, anxiety and substance use disorders.



To realign market forces that focus on a more sustainable approach and ensure affordable access to high value, effective treatment, a group of influential nonprofit organizations announced a partnership to implement *The Path Forward for Mental Health and Substance Use*.

The National Alliance, American Health Policy Institute, American Psychiatric Association, American Psychiatric Association Foundation Center for Workplace Mental Health, The Bowman Family Foundation, HR Policy Association, The Jed Foundation, and Meadows Mental Health Policy Institute are the steering committee members for *The Path Forward*. Efforts are underway to execute a disciplined, private sector approach to measurably improve five established best practices of mental health and substance use care.



Bringing a standardized national mental health benchmark to business leaders nationwide, the Mental Health Index: U.S. Worker Edition measures the state of mental health among working Americans. Powered

FIVE OPPORTUNITIES TO STEM THE TIDE OF INEQUITABLE ACCESS



by Total Brain, a mental health and brain performance self-monitoring and self-care platform, the Index is distributed in partnership with the National Alliance, One Mind at Work, and the HR Policy Association and its American Health Policy Institute.

Monthly webinars have been held throughout 2021 to discuss the findings and offer insights for employers.

MENTAL HEALTH INDEX

THE PATH FORWARD

DEPRESSION

Depression costs employers an estimated \$44 billion each year in lost productivity alone. But it is also a major cause of disability, absenteeism, and presenteeism, in part because about half of employees with depression do not receive treatment. With proper treatment, it is highly likely people will get better.

Early detection and access to treatment is key and this *Action Brief*, released in November 2021, offers recommendations for employers to assess the risks in employee populations, design benefits that lead to early detection and treatment, and ensure mental health parity compliance.

Race, Health & Equity

The impact of the pandemic and high-profile racial and social injustices has highlighted the disproportionate level of disparities—particularly in healthcare—within communities of color. The National Alliance has invested in rethinking how employers can become more attuned to the importance of inclusive, equitable, comprehensive benefits to drive organizational performance and people-centered care that improves health and wellbeing.



National Alliance virtual town halls and webinars have fostered an open dialogue on complex health equity and disparity issues.

These events led to the formation of a Race, Health & Equity Advisory Council whose members developed key priorities to mobilize employers and created a framework to help guide this work. Recent education

efforts have focused on social determinants of health in the face of COVID-19; helping employers restart conversations around race, health and equity; and taking a mindful approach to mitigating racial biases.

The National Alliance has also developed employer and employee communication tools and resources in response to the pandemic's effect on communities of color, included in the COVID-19 section of this report.

An organizing framework is in place as an “activation starting point.” While many organizations are doing specific activities, none are doing everything across the framework and employer case studies are being developed to aid in ease of replication.

The National Alliance is seeking funding partners to support activities that can help us move the market and make a measurable difference. The vision is to bring regional coalitions and employers together to accelerate implementation of a health equity strategy that supports healthy workforces and communities.

**RACE, HEALTH & EQUITY
RESOURCES**

Race, Health & Equity Framework

Understand Impact of Differences

- Engage diverse communities
- Obtain data at community and organizational level
- Analyze “variation” not “average”
- Examine business case to address

Integrate Equity into Strategy

- Break down silos (e.g., D&I, HR, benefits, wellbeing)
- Establish equity metrics for programs
- Improve program responsiveness
- Extend cultural focus (e.g., culture of health, safety & equity)

Evaluate & Engage Supply Chain

- Include equity and inclusion in accountabilities
- Focus on direct (health plans, vendors) and indirect (providers) influencers
- Create transparency on performance
- Align incentives with expectations

Sustain Culture of Inclusion

- Makeup of governance and key advisors
- Inclusion in balanced scorecard
- Organization values and objectives
- Investment consistent with needs and strategy

► Supporting Coalitions, Employers and Employees during COVID-19

As it became clear that the pandemic would not be short-lived and the impact to the physical, mental and financial health of our people and organizations was far reaching, the National Alliance continued efforts to support employers and coalitions. Workgroups comprised of regional coalition members, employers, physicians, leaders from the Centers for Disease Control, and other trust advisors were formed. In addition to Employer Town Halls and webinars, resources include fact sheets, *Action Briefs*, and a video series to educate and debunk COVID-19 myths and reassure employees and their families that the vaccines are highly safe and effective.

VIDEOS

ACTION BRIEFS

TOWN HALLS
& WEBINARS



As safety measures and vaccinations continue and COVID-19 variants continue to challenge employers and the healthcare system, we will continue to assess what the future holds and make available timely resources for coalitions and employers.

NATIONAL ALLIANCE COMMUNITY



National Alliance Staff and Key Advisors



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Vice President



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Medical Director Advisory Council Chair



Cary Conway
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Susan Frank
Project Consultant



Foong-Khwan Siew
Director, Market Assessment



Board of Governors

The Board of Governors is comprised of regional coalition and national healthcare leaders who govern the National Alliance. They set short- and long-term goals to further the objectives and mission of the organization. Members are committed to ensuring the National Alliance is effectively and properly run and accountable to those who hold an interest or stake.



EXECUTIVE OFFICERS



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Advisor,
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Control and Prevention*



The Power of the National Alliance

- ▶ **Coalition leaders** are seasoned experts with diverse skills and expertise
- ▶ **Stakeholders and strategic business partners** represent an impressive array of thought leaders from public and private sectors
- ▶ **Leveraging and localizing** the work of member coalitions accelerates change
- ▶ **Together**, coalitions shape and support effective purchasing strategies, healthcare improvement, and delivery system innovations

Meet our Members

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

LIST OF MEMBER ORGANIZATIONS



Alabama Employer Health Consortium

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Central Penn Business Group on Health

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Connecticut Business Group on Health

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DFW Business Group on Health

Marianne Fazen
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The Pittsburgh Business Group on Health recently held its 2021 Stewardship Symposium



The Economic Alliance for Michigan

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FrontPath Health Coalition

Patricia Beham
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edHEALTH

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

Greater Philadelphia Business Coalition on Health

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Employers' Advanced Cooperative on Healthcare

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Healthcare Purchaser Alliance of Maine

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Kansas Business Group on Health

Kansas Business Group on Health

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Minnesota Healthcare Leadership Council

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Kentuckiana Health Collaborative

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

Kentuckiana Health Collaborative

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Employers for Healthcare Value Since 191

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Northeast Business Group on Health

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St. Louis Area Business Health Coalition

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Virginia Business Coalition on Health

Kelly Cannon
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Purchaser Business Group on Health

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Washington Health Alliance

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Rhode Island Business Group on Health

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Savannah Business Group

Angela Wood
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Wyoming Business Coalition on Health

Ryan Jackson
CEO
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wyohealth.org

Councils and Collaborators

National Health Leadership Council

Thought Leadership and Strategic Partnerships that Shape Future Directions

The National Health Leadership Council (NHLC) offers a unique forum to enable cooperation and exchange of ideas between key stakeholders that can promote market change. Members include health plans, pharmaceutical and provider organizations, health and wellness suppliers, employer-focused groups, and accreditation and advocacy organizations.

NHLC membership offers an exclusive opportunity to collaborate with National Alliance coalition members and other healthcare stakeholders. Members participate in high-level discussions of issues along with large public and private purchasers that play a central role in both innovating and driving the supply chain to improve health and value.

NHLC MEMBERSHIP



NHLC members as of September 2021

National Purchaser Leadership Council

The National Purchaser Leadership Council (NPLC) is a group of influential employers/purchasers who convene throughout the year to define healthcare priorities; identify issues and opportunities for managing supply chain challenges and value-based approaches; and support 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 with the National Alliance and its members and supports the growth of the coalition movement regionally and nationally.

NPLC MEMBERS



Andrea Cockrell
Administrative Services Manager, City of Plano



Russell DuBose
Vice President of Human Resources, Phifer, Inc.



Lisa Evans
Senior Director of Living Well, Southwire



Tom Ferraro
Assistant VP, MetLife



Larry Harvey
Chief People, Culture and Equity Officer, Reno-Tahoe International Airport Authority



Laurie Lee
Executive Director, Division of Benefits Administration, State of Tennessee



Demmy McBride
Manager, Health & Welfare Benefits, Ford Motor Company



Janet McNichol
Human Resource Director, American Speech Language-Hearing Association



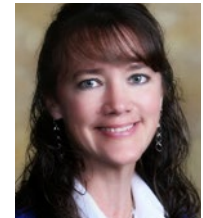
Ginger Miller
Health Promotion Manager, Utz Quality Foods



Rosa Novo
Employee Benefits Director, Miami-Dade County Public Schools



Mary Romero-Hart
Senior Manager Health, Benefits, & Employee Services, Sandia National Laboratories



Sherri Samuels-Fuerst
VP Total Rewards, Sargento Foods

Medical Director Advisory Council

Optimizing workforce health, productivity and performance

The National Alliance Medical Director Advisory Council supports the efforts of coalitions and other key stakeholders to optimize workforce health, productivity and performance. This clinician council addresses the latest science and health benefit strategies to help employers improve health and healthcare value.

The Council provides a forum for monthly discussion of clinically related and timely topics relevant

to employer benefits and creates a channel for information dissemination to coalitions. Members also engage in collaborative research to enhance the value employers can derive from their investments in workforce health and wellbeing.

Focus areas of the Medical Director Advisory Council are self-guided; the group selects topics for collective investigation and external funding support, as needed.

COUNCIL MEMBERS



Andrew Baskin, MD
Independent Consultant



Jan Berger, MD, CEO
Health Intelligence Partners, Medical Director, Midwest Business Group on Health



Faiyaz Bhojani, MD
Global Health Lead & Regional Health Manager, Shell



Jeff Burtaine, MD
Medical Director, Lehigh Valley Business Coalition on Healthcare; Family Medicine, St. Luke's University Health Network



Scott Conard, MD, DABFP, FAAFM
CEO, Converging Health, supporting CBGH, DFWBGH, and HPA of Maine (Council Chair)



Andrew Crighton, MD
CEO, Crighton Consulting Group LLC



Mark Cunningham-Hill, MB ChB (MD), FFOM, FACOEM
Medical Director, Northeast Business Group on Health



Charles Cutler, MD
President, Cutler Healthcare



Ray Fabius, MD
Co-founder and President, HealthNeXT



Ross Goldberg, MD
Specialty Ambulatory Medical Director; Vice Chair, Dept. of Surgery; Chief, General Surgery, Valleywise Health



Shawn Griffin, MD
President & CEO, URAC



Ryan Jackson, MD
CEO, Wyoming Business Coalition on Health



Ronald M. Kline, MD
Chief Medical Officer, US Office of Personnel Management



Mohammad (Ned) Kusti, MD, MPH, MRO, CPS/A
Medical Director, Pittsburgh Business Group on Health, Pivot Onsite Innovations



Justin Moore, MD, FACP
Medical Director, Kansas Business Group on Health



Suresh K Mukherji, MD, MBA, FACR
Medical Director, The Economic Alliance of Michigan



Wayne Rawlins, MD
Vice President & Chief Medical Officer, WellSpark Health



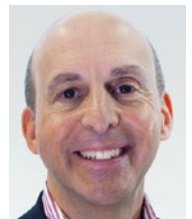
Stan Schwartz, MD, FACP
CEO, WellOK, The Northeastern Oklahoma Business Coalition on Health



Bruce Sherman, MD
Consultant, National Alliance



Christa-Marie Singleton, MD, MPH
Senior Medical Advisor, Centers for Disease Control and Prevention



Michael C Sokol, MD, MS
Senior Vice President, Clinical Strategy, Quantum Health

Affiliate Members

The National Alliance Affiliate Member Program enables participation of for-profit health and wellbeing vendors to increase their visibility to purchasers across the country.

The proliferation of employee health and benefit solutions has led to employer vendor fatigue. The National Alliance helps ease the pressure by featuring the healthcare products and services of trusted vendors

whose solutions are featured on the website, in a monthly newsletter, and an online directory. Resources include summaries, videos and other ways to get to know a variety of vendors in one convenient spot.



Many Affiliate Members are featured in a podcast series available on the National Alliance website.



Affiliate members as of September 2021

Young Professionals Group

New this year, the National Alliance has created a group to offer a network and mentorship for young professionals on staff of member coalitions. The Young Professionals Group offers a path for members to become involved with the National Alliance and sister coalitions and is meant to strengthen the impact of coalitions.



External Partnerships

When working to make fundamental changes to health and healthcare, there is strength in numbers. National Alliance partners with a number of nonprofit organizations and foundations including:

PATIENT-CENTERED OUTCOMES RESEARCH INSTITUTE® (PCORI®)



National Alliance has built a relationship with PCORI, an independent, nonprofit organization authored by

Congress in 2010, to share evidence-based research with employers to support improved healthcare planning. The National Alliance has received several engagement grants focused on capacity building to expand PCORI's research agenda and dissemination of relevant findings to employers. The recent report *Making Comparative Effectiveness Research a Stronger, More Relevant Tool for Employers*, highlights key areas of focus that employers will be addressing over the next few years.

HR POLICY ASSOCIATION



To better support system change

across healthcare, the National Alliance partners with other employer-focused organizations including the HR

Policy Association. Their work in mental health, through The Path Forward for Mental Health & Substance Use, is helping address a number of systemic issues, including network access and improved care through measurement-based and collaborative care models.

THE LEAPFROG GROUP



The Leapfrog Group is a national nonprofit organization driving

improved quality and safety in healthcare. The National Alliance has partnered with Leapfrog to promote high-value care and its coalition members serve as Regional Leaders to encourage hospitals to participate in Leapfrog's online patient safety survey and guide their employees and their families to the safest hospitals.

THE ERISA INDUSTRY COMMITTEE (ERIC)



The National Alliance works with ERIC through its policy agenda to help employers better understand

the impact of current healthcare legislation. These efforts are underway through several collaborations including Coalition Against Surprise Medical Billing and Employers' Prescription for Affordable Drugs.

Community Coalitions Health Institute

The Community Coalitions Health Institute (CCHI) is a 501(c)(3) national, nonprofit organization dedicated to identifying, developing and sharing best practices that drive health, equity and value for organizations and communities across the country.

CCHI's mission is to partner with regional coalitions, employers and aligned organizations to create healthy, equitable and thriving communities where people live, work, learn and play.



[LEARN MORE](#)

Pulse of the Purchaser

To gain insights on the views of employers around health benefits strategies and policy, the National Alliance and member coalitions survey employers. Fall survey findings offer insights on key topics including:

- ▶ Handling of COVID-19 in light of the Delta variant
- ▶ Employer health strategic priorities over the next two years
- ▶ Attitudes related to key health policy reforms currently under consideration

[SURVEY FINDINGS](#)

Networking, Education & Awards

The National Alliance helps coalitions and employers across the US find solutions to pressing employee health benefit issues. Key events make possible 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, more-affordable benefits for employees.



Leadership Summits

The 2021 Leadership Summits were held virtually June 7–8. This year's themes: Health Policy, Price & Performance; Virtual Work, Health & Value; and COVID-19's Lasting Legacy.



Annual Forum

The National Alliance hosted its first hybrid meeting while enforcing a strict vaccination mandate and health protocols for in-person attendance. The Annual Forum

is the National Alliance's flagship event and was held November 8–10 in Arlington, VA. The Forum covered relevant healthcare issues and strategies for employers around policy, payment and delivery reform, mental health, pharmacy value, opioids, economic recovery, and more.



Employer/Purchaser Excellence Awards

Turner Industries and Phifer Incorporated received the 2021 Employer/Purchaser Excellence at the Annual Forum.

The Employer/Purchaser Excellence Award is presented to a large and medium sized employer or purchaser that demonstrates leadership and innovation in advancing overall health and healthcare value through their approach to benefit programs and design, employee engagement, and support of coalitions efforts.



“Turner Industries is honored to receive this employer excellence award. While we are proud of our achievements on the wellbeing front, it is not done in a vacuum. Member organizations of the National Alliance help to amplify the voice of employers in the healthcare arena and serve as something of an innovation aggregator to their members.”

— Dan Burke, director, Corporate Benefits for Turner Industries, Group



“On behalf of the Phifer healthcare team, we are honored to be part of a family-owned company that supports and encourages healthcare innovation to provide world class care for our employees at an affordable price. Our ability to innovate and challenge the status quo with a continuous improvement mindset is key in our pursuit of healthcare excellence and results in healthier and happier families, which contributes to business success.”

— Russell DuBose, vice president of Human Resources for Phifer Incorporated

Member Leadership Award

The Economic Alliance for Michigan (EAM) was recognized with the 2021 Membership Leadership Award for efforts to lead healthcare policy at both state and national levels and collaboration with other employer coalitions across the country. EAM has increased awareness of the importance of patient safety through their work with The Leapfrog Group and the EAM Hospital Patient Safety Awards. Other health initiatives that bring various stakeholders together to improve quality and access to care include the Maternity Care Project, the Oncology Symposium series, and pharmaceutical roundtables.



“With health benefits being one of the largest expenses for employers, the EAM is dedicated to addressing healthcare affordability. Thank you to the National Alliance for this recognition and to the members of EAM for your commitment to patient safety, health equity and access to high value care.”

— Bret Jackson, EAM president

Medical Director Leadership Award

Mohannad Kusti, MD, MPH, was acknowledged with the inaugural Medical Director Leadership Award. Dr. Kusti was recognized for his active role in the National Alliance Medical Director Advisory Council and most notably his guidance for employers and coalitions to navigate the COVID-19 pandemic and return-to-work strategies and safety protocols. He is corporate medical director for Pivot Onsite Innovations, formerly with United States Steel Corporation, and currently Corporate Medical Advisor for Komatsu America Corp., Teradata, and Clinical Protocol Advisory Board member for COVID protocol Management and Occupational Mental Health Programs at Flairz Health.



eValue8™ Innovation Award

Cigna and Kaiser Permanente Washington were selected for the eValue8 Innovation Award which recognizes the innovative work and measurable results of health plans that participated in eValue8, the National Alliance's resource used by purchasers to measure and evaluate health plan and pharmacy benefit manager quality and performance.

Cigna was honored for its Distress Screening for Whole-Person Health program, a tool designed and integrated widely across its specialty management services to realize cost saving for patients and plan sponsors. Kaiser Permanente was recognized for its Community Resource Specialist Evaluation, an integrated role within primary care office designed to connect patients with resources to address psychosocial needs that come up during their care.





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