LEAD
LEVERAGE
LOCALIZE

Building a Value-based Market Together

2019 UPDATE
National Alliance

MISSION
Driving innovation, health and 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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Letter from President & CEO

In 1989, 12 business groups came together to form what became the National Business Coalition on Health, the predecessor to what is now the National Alliance. The group’s primary responsibilities were to foster purchaser leadership and community-oriented reform to manage health costs, quality and access across the US. Fast forward 30 years and the case for coalition and purchaser leadership has never been greater. The challenges and opportunities we face today are significant, and the market and political dynamics have never been more concerning. Industry consolidation combined with misaligned stakeholder incentives have led to a healthcare system even less focused on the purchaser, with increasingly apparent conflicts and an insatiable appetite for growth without commensurate improvements in value.

Even with these obstacles we remain confident that the mobilization of the collective purchaser voice is the key to sustainable health reform that drives innovation and aligns with better health, wellbeing and value. Over the past few years, the National Alliance has offered a renewed vision of the value-based marketplace we need. Our coalitions are tackling the issues that are critical to purchasers and are not being adequately addressed by the market. Working together, we provide the leadership to define and drive a fresh view of purchaser and patient expectations, we leverage each other’s efforts to scale and coordinate our collective impact, and we localize to adapt to the unique circumstances in each of our regions across the country.

Over the last year, we’ve led and leveraged efforts that promote greater transparency, reward and recognize value and performance, engage consumers, educate and support employers, improve health and access, and facilitate alternative payment methodologies. We have assessed the market and defined major concerns in areas like inequitable hospital and drug pricing, waste and inappropriate use, and consumerism. We’ve also better defined a value and policy agenda for mental health, opioids, obesity, oncology, and drug management. As important, we are helping to foster new momentum around value-based design, advanced primary care, episodes of care and association health plans.

All these efforts have been the product of unprecedented collaboration; leveraging of the diverse skills, efforts and interests of our coalitions; and our ability to partner with and influence key stakeholders regionally and nationally. But none of this happens without the leadership of purchasers across the country. Our National Purchaser Leadership Council and other purchaser advisors have been critical to ensuring our agenda is consistently aligned with their needs and that stakeholders understand and act on them. Sustained market pressure, collaboration with engaged stakeholders, and thoughtful health policy will be critical in our efforts to move the market in a constructive way.

As we celebrate our 30th anniversary, we continue 2019 energized to support and empower plan sponsors and challenge and collaborate with our stakeholder partners. Our unique national and regional structure positions us to engage and influence effectively from both a market and policy perspective. Together we will advance our value-based market agenda to drive innovation, health and value across the system.

Michael Thompson
President & 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 powerful force for change — representing more than 12,000 employers/purchasers and 45 million Americans, spending more than $300 billion annually on healthcare.

The National Alliance provides diverse expertise and resources, serving as a leading voice in the employer community and representing its members on 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 promote and support safe, efficient, high-quality care.

In this changing environment, purchasers and coalitions can no longer afford to conduct business as usual. They are repositioning and empowering themselves and uniting to change the market. The National Alliance is advancing a thoughtful, collective agenda to help guide members and purchasers down a path that leverages best practices and identifies new opportunities aimed at reducing costs, eliminating inappropriate care and improving health outcomes.

OUR DIFFERENTIATION:

- National/Regional Structure
- Distributed Change Agents
- Deep Knowledge of Healthcare Issues
- Unparalleled Collaboration
- Objectivity/Independence

NATIONAL INITIATIVES

- MENTAL HEALTH
- WELLBEING
- NATIONAL BUNDLED PAYMENTS
- ONCOLOGY
- ASSOCIATION HEALTH PLANS
- PHARMACY & MEDICAL DRUGS
- OPIOIDS
- OBESITY

MARKET ASSESSMENTS

eValue8™

PBM ASSESSMENT TOOL
We are the only nonprofit, purchaser-led organization with a national and regional structure dedicated to driving health and healthcare value across the country. Our members represent more than 12,000 employers/purchasers and 45 million Americans spending more than $300 billion annually on healthcare.
Board of Governors

The Board of Governors is comprised of regional coalitions and national healthcare leaders who govern the National Alliance. They set forth its short- and long-term goals, and 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 with an interest or stake in the organization.

EXECUTIVE COMMITTEE

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President & CEO
Greater Philadelphia Business Coalition on Health

VICE CHAIR
Jessica Brooks
Executive Director
Pittsburgh Business Group on Health

SECRETARY/TREASURER
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Executive Director
Houston Business Coalition on Health

Cristie Travis
CEO
Memphis Business Group on Health

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Colorado Business Group on Health

Randa Deaton
Co-Executive Director
Kentuckiana Health Collaborative

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HealthCare 21 Business Coalition

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Central Penn Business Group on Health

Anne Ladd
CEO
Wyoming Business Coalition on Health

Cheryl Larson
President & CEO
Midwest Business Group on Health

Chris Syverson
CEO
Nevada Business Group on Health

EXTERNAL BOARD MEMBERS

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Schooner Strategies
Senior Policy Advisor
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Project & Member Engagement Coordinator

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Policy Advisor

Joe Checkley
Wellbeing Initiative Leader

Cary Conway
Public Relations & Communications Advisor

Susan Frank
Project Consultant

Jean Hanvik
Marketing Communications Advisor

Bruce Sherman, MD
Medical Director

Foong-Khwan Siew
Director of eValue8™
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.

We welcome three new members — the Alabama Employer Health Consortium, the Connecticut Business Group on Health and NH Purchasers Group on Health (New Hampshire).

Primary Coalition Activities*

Top services and programs offered

- Educational programs
- Transparency & public reporting
- Benchmarking
- Regional activities
  
- Represent purchasers in multi-stakeholder forums

Top group purchasing activities

- PBM contracting
- Data warehousing
- Carrier contracting or negotiations
- Chronic disease management
- Wellness programs

*Per the 2019 member survey
The Alabama Employer Health Consortium (AEHC) formed in 2018 to bring employers together statewide for the improvement of healthcare in Alabama. We provide a forum so employers can share best practices with each other and get better results. AEHC was selected as the Regional Leader for Alabama for The Leapfrog Group. AEHC held its first event in early 2019 featuring national speakers on health care quality and legislative awareness. In addition, AEHC provides its members with legislative updates from national and state levels.

The Alliance is a not-for-profit cooperative whose mission is to move healthcare forward by controlling costs, improving quality, and engaging individuals in their health. Members include more than 245 self-funded employers and multi-employer plans in Wisconsin, Illinois and Iowa. The Alliance maintains a comprehensive network of providers for its members, along with a data warehouse to enable employers to have access to their claims data. Current priorities include (1) intensifying our efforts to move market share to high-value physicians and hospitals through employer benefit plan design, (2) high-value primary care strategies including development of shared-site employer clinics, (3) payment reform, and (4) membership growth and strategic geographic expansion.

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. The organization has made remarkable progress in slowing healthcare cost trend over the last 13 years. With the robust support and involvement of CEOs, member employer representatives, and strategic partners, BHCG creates value through innovative shared strategies to improve healthcare quality and cost efficiency for employers, employees and the community.

The mission of the Central Penn Business Group on Health (CPBGH) is to promote the continuous improvement in the quality and cost of healthcare for our member companies, their employees, and covered dependents. To accomplish this, the organization focuses on three core strategies: collaboration and partnership, education and advocacy, and products and services. CPBGH uses these strategies to bring together all healthcare stakeholders in our region to discuss the pressing issues and trends. Our partnership with Innovu, a data analytics company based in Pittsburgh, has allowed us to aggregate healthcare data on over 100,000 covered lives in the Central Penn region. We share our findings with members and the community semiannually, along with periodic topical releases. These findings have affected the way benefits are offered in our region, leading to more visibility for CPBGH and an amplified employer voice with our provider partners.

CPBGH regularly convenes members and other thought leaders to address healthcare challenges.
The Colorado Business Group on Health (CBGH) realized several successes in efforts to work with employers and stakeholders to improve healthcare value. This includes completing a statewide Bridges to Excellence (BTE) study documenting 11%-25% lower costs per episode of care (for all conditions) for BTE-recognized physicians. Additionally, actual pharmacy benefits manager program savings of 25%-32% were realized for three members. CBGH continued efforts to promote transparency and help employers get improved value by demonstrating wide quality variations among Colorado hospitals in major service lines using CareChex; completed Medicare pricing analysis with the Center for Improving Value in Health Care showing hospital prices are two to five times higher than required for a reasonable profit; and used The Leapfrog Group’s Lost Dollars calculator to demonstrate how complications cost an estimated 6-8% of total premium. CBGH also participates in eValue8™ and convened its 11th Colorado Culture of Health with more than 400 attendees.

The Connecticut Business Group on Health (CTBGH) continues its efforts to achieve higher value healthcare in Connecticut. Scheduled events include a Center of Excellence focused meeting in June, and a Future of Healthcare meeting in September. We continue our collaboration with the Connecticut Choosing Wisely® Collaborative, the Moving to Value Alliance, The Leapfrog Group, Northeast Business Group on Health, and many more. Our Healthcare Delivery Committee will be educating members on the state of value-based contracting in Connecticut. The Wellbeing Committee is also re-forming and will be sharing best practices.

The Dallas-Fort Worth Business Group on Health (DFWBGH) is a regional coalition of 70 large and mid-size employers and 60 health services organizations dedicated to improving healthcare quality, cost-effectiveness, transparency and accountability. DFWBGH members provide healthcare benefits to over 800,000 DFW area employees and dependents. Current initiatives include educational programs on health benefits issues; community-wide healthcare quality improvement initiatives focused on promoting coordinated cancer care, advocacy for appropriate musculoskeletal treatment; and improving access to mental health services. DFWBGH also serves as Regional Leader for The Leapfrog Group’s patient safety initiative, executive member of the North Texas Accountable Healthcare Partnership, and key partner in the Mental Health Policy Institute’s new “End Depression in North Texas Initiative.” DFWBGH is a founding member of the Texas Business Group on Health, a statewide coalition of Texas employers and employer coalitions.
The Economic Alliance for Michigan (EAM) is focused on curbing healthcare costs through ways that improve patient safety, reduce waste, and improve quality of care. In 2019, EAM is concentrating on safer maternal and newborn health, deep dives into cellular therapy, prescription drug policies, prescription drug costs, prescription drug supply chain, surprise billing, hospital transparency, and oncology. In addition to our Annual Conference held in May that focused on value purchasing, we held a Pharmacy Roundtable, an Oncology Symposium, and various in-person and webinar-based educational opportunities for our members.

Employer Health Alliance of Georgia is an independent nonprofit to help Georgia employers improve the health and wellbeing of the state’s communities and workforce. The organization is focused on education for HR and benefit directors and other stakeholders; direct employer assistance to help employers access and understand their healthcare data; and advocacy and collaboration.

The Employers’ Advanced Cooperative on Healthcare rebranded from Employers’ Health Coalition in 2018. Key program successes include improvements to our diabetic care management program with the addition of registered dietician and Certified Diabetes Educator coaching support. We collaborated with the Wyoming Business Coalition on Health to offer our ECRx pharmacy benefit program to select members and implemented our first two new groups. In 2019 we are developing partnerships with chambers of commerce in communities to offer a health insurance solution for their members with more than two employees; develop a direct contract health offering with a local health system in Fort Smith and Northwest Arkansas; continue to support National Alliance STAR Captive Solutions to participating coalitions; enhance risk management and saving programs for each member; improve wellness consulting resources and services; and continue to grow our ECRx pharmacy benefit program.

Founded in 1983, Employers Health provides aligned, independent and transparent resources, tools and expertise to help plan sponsors deliver access to high-quality health benefits at a sustainable cost. Employers and plan sponsors benefit from Employers Health’s group purchasing opportunities for pharmacy, medical, employee assistance program services, dental and vision benefits. Employers Health began group purchasing for pharmacy benefit management services in 1995, making it one of the oldest and most established employer-founded group purchasing coalitions in the country. Today, more than 250 employer-members in 34 states participate in our group purchasing programs for pharmacy benefits through CVS Health, OptumRx and EnvisionRx. In 2018, the organization hosted more than 40 virtual and in-person events including three key conferences: the 19th Annual Innovations in Benefits Conference, the third annual Employer Health & Wealth Workshop, and the second annual Ohio PBM Conference. Last year, Employers Health added 30 new members accounting for more than 150,000 lives. Today, the coalition’s more than 215 employer members purchase pharmacy benefits with an annual spend of over $1 billion. Additionally, after an extensive search, Employers Health selected EnvisionRx to add to its lineup of preferred pharmacy benefit management organizations that provide pharmacy benefit management (PBM) services to its member organizations throughout the country.
In 2018 the Employers’ Forum of Indiana developed an employer opioid toolkit and developed a novel value-based payment reform model with Anthem Corporate. In 2019 the Forum hosted a National Hospital Price Transparency Forum in March and in May released the National Hospital Price Transparency study in conjunction with RAND Corporation with findings from 25 states and almost 1,600 hospitals. Recruitment is underway to expand this study for 2020. The Forum will continue to focus on efforts that address healthcare affordability, value-based payment models and benefit design, and opportunities to lower prescription medication costs.

The Florida Alliance for Healthcare Value (formerly the Florida Health Care Coalition) was proud to receive the 2018 Member Leadership Award from the National Alliance for our work to implement episode payment programs/bundled payments in Florida. Real progress is being made with our employers, their benefits consultants and health plan partners, and the major healthcare providers in the state. Implementation of these programs will start in late 2019. We are currently undertaking a demonstration project of our cancer patient navigation program which was developed in partnership with the Patient Advocate Foundation. We plan to develop a business model that other coalitions can implement. Reducing unnecessary C-sections continues to be a top concern in Florida and a new partnership with the Florida Perinatal Quality Collaborative (FPQC) has been forged which will utilize the leverage of FAHV through our efforts with The Leapfrog Group to encourage hospitals to fully participate in the FPQC technical assistance, quality reporting, and education programs. In our 35th year, we’ve recently undergone a name change and a re-branding. Our name change signals the commitment that our members have made to work together in a unified fashion toward the common goals of improving the quality, cost and value of healthcare throughout the state.

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 healthcare 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.

Nearly 250 employers and healthcare system stakeholders attended the 2018 GPBCH Annual Conference.
The Greater Philadelphia Business Coalition on Health (GPBCH) continues to provide high-quality member education and peer-to-peer learning opportunities. Our efforts to promote transparency through our role as a Regional Leader for The Leapfrog Group have been highly successful, with 70% of the region’s hospitals now participating. We are advancing the transparency agenda to include reporting at the provider level using various data sources. Our ongoing efforts to address obesity and prevent diabetes, including promotion of the National Diabetes Prevention Program, have yielded results, and we continue to focus on best practices for addressing obesity through wellness programs, benefits design, provider education, and policy. Other areas in which we have programming and initiatives include migraine management, addressing musculoskeletal conditions through physical activity and other interventions, improving oncology care quality measurement, and specialty drug management. In 2019 new areas of attention include improving diabetes management and reducing waste (starting with overuse of imaging tests) through Choosing Wisely®-based strategies.

The Health Services Coalition (HSC) is a nonprofit group located in Southern Nevada that focuses on purchasing high-quality, cost-effective healthcare services for its members by working with healthcare 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 25 member groups and over 280,000 employees and their dependents throughout Southern Nevada.

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 continues to drive change needed to improve the value of healthcare in our markets. The Nashville Employer Council was formed in 2018 to convene large employers who take an active role in collectively tackling industry pain points. The HC21 team is committed to building a value-based healthcare 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.

The Healthcare Purchaser Alliance of Maine successfully launched three major purchaser initiatives that are gaining traction and changing the conversations and provider behavior in our community. These programs are a transparent PBM, a consumer shopping tool for incenting high-value sites of care (SmartShopper) and a national Centers of Excellence program. In 2019-20 we will continue to focus on promoting and socializing these initiatives while developing additional solutions for musculoskeletal and diabetes programs. Additionally, we’ll be creating a vendor library of solutions to identify best-in-class plug-in solutions for a wide range of healthcare services that are not being executed or managed well by the current insurance carriers in the Maine marketplace.
Houston Business Coalition on Health
Chris Skisak
Executive Director
Houston, TX
houstonbch.org

Key areas of focus for the Houston Business Coalition on Health in 2019 include:
1) Convened an annual conference with a theme of Benefits of Leadership focused on the multi-stakeholder collaboration required to advance the triple aim. 2) Payment reform initiatives that includes member participation in the RAND Corporation National Hospital Cost Transparency project(s), member participation in an accountable care organization (ACO) value initiative, and the National Alliance/Remedy Partners episodes of care initiative. 3) Quality improvement initiatives such as our participation as a Regional Leader in the Houston market for The Leapfrog Group and participation in eValue8™ quality of health plan assessment. 4) Hosting employer-only roundtables on obesity, mental health, cancer care, pharmaceuticals, eValue8™, and ACOs. 5) Educating members via programs on critical topics such as mental health, wellbeing, cancer care, and the results of the RAND national hospital price transparency benchmarking. 6) Continuing support in ongoing initiatives to conduct a specialty pharma SWAT analysis (Spend Waste & Trend), and to implement the National Diabetes Prevention Program.

Kansas Business Group on Health
Shelley Duncan
Executive Director
Wichita, KS
ksbgh.org

The Kansas Business Group on Health (KBGH, formerly the Wichita Business Coalition on Health Care) became an affiliate of the Medical Society of Sedgwick County in August 2018. A nonprofit group of employers, healthcare providers, health plan carriers, benefit consultants, and others, KBGH provides access to benefits and insurance design strategies, membership-level resources, and tools for lowering healthcare costs. The coalition recently completed re-branding and a name change and will offer new initiatives to members and partner with the local chamber of commerce. Focus has been on increasing member benefit by offering specific initiatives and expanding membership. The coalition is working with other coalitions to co-brand upcoming initiatives.

Kentuckiana Health Collaborative
Randa Deaton
Executive Co-Director
Louisville, KY
KHCollaborative.org

The Kentuckiana Health Collaborative (KHC) works to improve health status and healthcare delivery in Greater Louisville and Kentucky. The KHC continues its focus on driving healthcare quality and value through measurement and transparency in our 12th year of reporting to providers and group practices in Kentucky and Southern Indiana. KHC expanded the work on the development of the Kentucky Core Healthcare Measures Set (KCHMS) by selecting 34 primary care measures for the Commonwealth of Kentucky, intended to align measurement efforts toward shared areas of focus. Meetings with public and private organizations across the state are being held to adopt the measures set. A Screening, Brief Intervention, and Referral to Treatment (SBIRT) provider guide was completed and distributed to providers and practice administrators throughout Kentucky. The KHC is convening a worksite addiction committee to help guide the KHC’s development of an employer toolkit on opioid use disorder to be completed in spring 2019. KHC, in partnership with the Student Alliance for Mental Health Innovation and Action (StAMINA), a network of students driving the movement to improve youth mental health through research and action, completed and released research findings to the community. KHC joined coalitions across the country through the Affordable Care Together Campaign to bring healthcare affordability to the forefront of healthcare transformation efforts by tackling the affordability drivers of health, price, and waste. The effort kicked off with a Community Health Forum in December 2018 and the creation of a community action plan to address healthcare affordability in the region.
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 for 39 years. LVBCH provides purchasing programs for medical, dental, vision, PBM and much more. LVBCH also offers educational programs and recent topics include: quality and safety, mental health, substance abuse and stress, as well as pharmacy costs, vision, opioids, medical marijuana, telehealth, and a screening of the patient safety documentary “To Err Is Human.” The 38th Annual Meeting had a record 250+ attendees and 24 exhibitors, and featured an Executive Leadership in Wellness Award. The 39th Annual Meeting features an Executive Conversation about Health Care issues and will include leaders from local employers, payers and providers as well as national representation. LVBCH also released community reports including the sixth Diabetes Report, and a COPD report. New preferred partners, Capital BlueCross and Geisinger Health Plan, were announced, and planned partner-vendor analyses are planned for other endorsed programs and services. LVBCH continues to serve in its ninth year as a Regional Leader for The Leapfrog Group, and recently toured local hospitals with leadership from Leapfrog and local employers. LVBCH also partnered with NEPA Manufacturers and Employers Association to bring its purchasing programs to their employer members. LVBCH partners with Geneia for data analytics and is expanding committees to include an employer data group and plans to continue focusing on quality and data initiatives and other educational opportunities.

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 2019 MBGH is focusing on mental health, erasing that artificial line employers have drawn between mental and physical health. Activities include Mental Health First Aid at Work training for area HR/Benefits professionals, regional survey of current and planned employer approaches to comprehensive mental health benefits and supports; development of the Addiction Recovery Medical Home and aligned alternative payment model; and mental health educational sessions and webinars. Other strategic activities include deploying The Leapfrog Group’s Ambulatory Surgical Center and Hospital Outpatient Department surgery survey; continuation of the Clinical Advisory Committee; expansion of our Health Benefits Peer Roundtable; and our Health & Well-Being Peer Roundtable. Memphis Business Group continues to serve in national leadership positions with the National Alliance, The Leapfrog Group, National Quality Forum, NCOA, and the Core Quality Measurement Collaborative.

In 2018, the MidAtlantic Business Group on Health (MABGH) continued its 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. We also explored family health initiatives. In 2019, MABGH will continue its obesity work, and also focus on behavioral health and cancer care.
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 120 mid and large self-insured public and private employers that provide health benefits to over 4 million people and spend more than $4.5 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 2019, MBGH will offer topic-specific employer roundtables, continue research projects and related toolkits, and launch a new group purchasing offering.

Minnesota Health Action Group

Carolyn Pare
President & CEO
Bloomington, MN
mnhealthactiongroup.org

The Minnesota Health Action Group is a coalition of public and private purchasers whose sole purpose is to represent the collective voice of those who write the checks for healthcare in Minnesota. Action Group members collaborate with community stakeholders to drive innovations that support high-quality healthcare, create engaged consumers, and ensure the economic vitality of all Minnesota communities. Key initiatives have included mental health, specialty drugs, total joint replacement, back pain, and maternity and infertility. The 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 those of the National Alliance, The Leapfrog Group, Honoring Choices, and the CDC National Diabetes Prevention Program.

Montana Association of Healthcare 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 initiated discussions and provided education to members and providers on the concept of advanced primary care. The organization also renewed three hospital contracts, one dental, and one employee assistance program with zero rate increase for 2019.

Indy Car Racer Charlie Kimball was keynote presenter sharing challenges of being a top athlete with Type 1 diabetes at Nevada Business Group on Health Annual Conference.
The New Mexico Coalition for Healthcare Value (NMCHCV) brings together purchasers, payers, providers, healthcare systems and hospitals, and state leaders to work on transforming healthcare in the state in order to improve the value of healthcare for the people of New Mexico. This work is done through neutral convenings, educational summits, and advocating through the health policy arena for transparency of healthcare data as it relates to quality and costs. There is also work done on encouraging employers to implement value-based contracting. The coalition also advocates for developing new payment models in the healthcare arena. NMCHCV earlier this year published its third edition of the Employers Guide to Managed Care, and in the last year provided three educational summits on the following topics selected by employer members: Obesity, Total Cost of Care, and Innovation in Health Care. The coalition is currently transitioning with a new executive director who is focused on building employer membership, bringing in small employers and laying a foundation for long term sustainability. Key areas for the coming year include diabetes, waste in healthcare, and opioids.

The NH Purchasers Group on Health is a collaboration of the state’s three largest public healthcare purchasers and represents approximately 120,000 covered individuals and nearly three quarters of a billion dollars in annual healthcare expenditures. The NH Purchasers Group on Health is focused on pharmacy benefits management transparency, managing hospital consolidations, value-based payments required by third party administrators, and reporting score card development for The Leapfrog Group.

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 (NEBGH) is an employer-led coalition of benefits leaders and other stakeholders with the mission of empowering our members to drive excellence in health and achieve the highest value in healthcare delivery and the consumer experience. NEBGH provides educational and informational help to our members via conferences, webinars, roundtables and purchaser guides on topics like mental health and wellbeing, cancer, caregiving, diabetes, pharma and obesity, as well as on benefits strategy and administration, communication and talent. NEBGH promotes member interests and those of all consumers in our region via projects aimed at enhancing value, quality and transparency like ExpectNY, NYSS’s SIM primary care project and The Leapfrog Group, and participating in state, regional and national efforts aimed at fixing healthcare.
**Pacific Business Group on Health**  
Elizabeth Mitchell  
President & CEO  
San Francisco, CA  
pbgh.org

The Pacific Business Group on Health (PBGH) continues to be active in the pharmacy supply chain space with "biosimilar adoption" as an upcoming focus area. For 2019, we intend to target three geographical regions for partnership with purchasers for change in some value-based healthcare initiatives such as payment reform. This is consistent with our Purchaser Value Grant Phase 2. We are very active in development and promotion of patient reported outcomes as a next generation measurement objective. And with the introduction of our oncology Center of Excellence these programs are gaining traction and attention. Low-value care and healthcare waste are also big priority areas. And maternity continues to be a mainstay of our work, this year with a focus on promotion of midwifery.

**Pittsburgh Business Group on Health**  
Jessica Brooks  
CEO/Executive Director  
Pittsburgh, PA  
pbghpa.org

The Pittsburgh Business Group on Health’s key focus is on member engagement by optimizing communication channels and creating climactic messaging through channels such as our eblasts, newsletters and website. This allows us to effectively attract and retain our mid- and small-market employers with less than 1,000 employees and create a differentiated opportunity for the small and mid-market segment. This key initiative creates a unique experience for this market addressing issues such as surprise billing, price transparency, and prescription drug issues. In addition, we are supporting large companies’ momentum around areas of interest including direct contracting for medical and prescription drugs.

**Rhode Island Business Group on Health**  
Al Charbonneau  
Executive Director  
Narragansett, RI  
ribgh.org

The Rhode Island Business Group on Health (RIBGH) is a member organization representing the voice of business in RI healthcare. In 2018, RIBGH focused on the following initiatives: statewide roll out of Choosing Wisely®; representing business in all major healthcare reform initiatives in the state; calling for and using cost information to inform the community. RIBGH is the single source of granular cost data that answers the questions – what's deriving premiums and self-insured employers’ cost. The organization also continued lobbying at the General Assembly and efforts to educate members on important issues such as hospital consolidation, surprise billing, and payment reform.

**Savannah Business Group**  
Gary Rost  
Executive Director  
Savannah, GA  
savannahbusinessgroup.com

Savannah Business Group (SBG), established in 1982, focuses on the containment of healthcare costs. Utilizing the principles of value-based purchasing, SBG been direct purchasing healthcare services from providers since 1986. SBG’s strategy to direct purchasing healthcare services has held the cost of healthcare to its members to under 50% over the past 20 years compared to the regional increase of over 250%. SBG supports community collaborations including child obesity initiatives, Healthy Savannah, CDC REACH, and the Safety Net Council. Key goals for 2019 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.
Celebrating its 25th year in 2019, the Silicon Valley Employers Forum has realized a number of successes, including working with major local providers to develop a unique and new solution to behavioral health access and advocacy model for our members as a coalition collaborative. SVEF also deployed an online automated benchmark survey for US and global and hosted its first benefits conference. Areas of focus for the remainder of 2019 and into 2020 include: a continued collaboration with major local providers as well as digital solutions to develop a unique solution for behavioral health access and advocacy for our members as a coalition collaborative; planning for country benchmark surveys for deployment in 2020-2021; and optimization of existing data to support members.

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 healthcare. 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 third party administrators and prescription drugs. 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.

For 37 years, the St. Louis Area Business Health Coalition (BHC) has supported employer efforts to improve the wellbeing of their enrollees and enhance the quality and overall value of their investments in health benefits. Through a strategic planning process, the BHC’s 60 members have selected three priority projects for the 2018-2020 years: (1) Implementing the Defeat Diabetes STL campaign with a goal of preventing, better managing, and reversing type 2 diabetes for a meaningful number of people in the region, (2) Increasing the public’s understanding of healthcare and its role in improving the value of American health care through workplace education and community-wide messaging, and (3) Driving improvements in the region’s health system performance through the focused use of data and health plan performance guarantees. In addition to these objectives, the BHC looks forward to continuing to provide value to its members through over 20 annual educational and networking events; competitive group purchasing opportunities for pharmacy benefits and flu shots; evidence-based research on healthcare and wellbeing trends; and actionable insights into health policy issues on a local and national level.

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.
The Washington Health Alliance works collaboratively with employers, health plans, providers, hospitals, consumers, and other health care partners to measure quality and value and use that information to drive change in our health care system.

In 2018, the Alliance published two editions of *First, Do No Harm*, using a Health Waste Calculator software tool developed by Milliman MedInsight. In the second report, it found that of the 48 common treatments for the commercial and Medicaid populations, only 10 were responsible for 88% of the overuse, totaling $341 million spent on low-value care for one year. The Alliance also issued a Community Checkup, and reports on hospital value, patient experience with primary care providers and medical groups, bariatric surgery, C-section, hysterectomy, and oophorectomy rates, and alcohol and opioid use.

In 2019, the Alliance analyzed 171 inpatient treatments and found wide variation in price both statewide and by facility. Using online tools, purchasers can compare prices to multi-payer results and consumers can see the kind of variation that exists to help prepare themselves for potential financial obligations. In addition, the Alliance analyzed the root causes for statewide spending trends, breaking it down by volume and price. And the Alliance worked with employers and union trusts using eValue8™ and found Kaiser Permanente HMO was the top-performer in four out of seven categories.

These Alliance reports are available at wacommunitycheckup.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 37 corporate, government and philanthropic organizations. We also have eight stakeholder provider members. Going forward, the organization will continue its advocacy for Choosing Wisely®, greater community efforts to prevent diabetes and advanced primary care. We will engage more hospitals to be transparent on quality and have produced a guide to hospital quality in our region.

Data from the Wyoming Business Coalition on Health’s voluntary, multi-payer claims database gets cited in news stories, public presentations, as well as legislative reports and debates. Our organization is gaining visibility and credibility in the market and has become a trusted source for business and political leaders seeking objective information. Our price transparency website, built in cooperation with the Wyoming Department of Health (www.mpcd.wyo.gov), is free and open to any member of the public interested in comparing prices for over 200 bundles of care. The number of local providers willing to engage on the topic of payment reform is growing, and we continue to work with them on quality improvement and public reporting of quality measures.
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 the network of National Alliance coalitions and their members to:

► Engage with leaders of purchaser-led coalitions in high-level discussions of issues important to purchasers of healthcare services and products
► Network with large public and private purchasers that play a central role in both innovating and driving the supply chain to improve health and value
► Inform the National Alliance and its member coalitions of perspectives and insights of stakeholders on industry trends, challenges and innovations in the marketplace
► Work with the National Alliance and its members to shape the purchasing strategy, healthcare improvement and delivery system innovations, agendas, and programs for national initiatives and structured roll-out across regional coalitions
► Network with other key healthcare stakeholders in neutral, informative and open forums to shape an evolving value-based marketplace
► Invite strategic dialogue with National Alliance Leadership, including face-to-face meetings as appropriate
► Be actively involved in strategic partnerships with the National Alliance and its coalition members through activities like: eValue8™; research, Clinical Briefs and Actions Briefs; National Initiatives; education; national webcasts; and Leadership Summits on emerging issues and opportunities

NHLC MEMBERSHIP
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

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

Rosa Novo
Employee Benefits Director
Miami-Dade County Public Schools

Demmy McBride
Manager, Health & Welfare Benefits
Ford Motor Company

Andrew Crighton, MD
Chief Medical Officer & Vice President
Prudential

Larry Harvey
Vice President of Human Resources
Reno Tahoe Airport Authority

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

Sherri Samuels-Fuerst
Vice President
Total Rewards
Sargento Foods Inc.

Lisa Evans
Senior Director of Living Well
Southwire Company

Laurie Lee
Executive Director
Division of Benefits Administration
State of Tennessee

Mohannad Kusti, MD
Corporate Medical Director of Health Services
Chief Medical Officer
United States Steel Corporation
Medical Director Advisory Council

The National Alliance Medical Director Advisory Council supports the efforts of coalitions and other key stakeholders to optimize workforce health, productivity and performance. Comprised of clinicians who are medical directors from member coalitions, this council addresses the latest science and employer 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. The members also organize, lead and participate in the monthly Medical Director on Demand discussion forums.

COUNCIL MEMBERS

Bruce Sherman, MD
Medical Director
National Alliance (Council Chair)

Scott Conard, MD
CEO
Converging Health
Medical Advisor supporting the Colorado Business Group on Health, Dallas-Fort Worth Business Group on Health, and Healthcare Purchaser Alliance of Maine

Andrew Crighton, MD
Chief Medical Officer
Vice President
Prudential Financial
Member of Northeast Business Group on Health

Mark Cunningham-Hill, MD
Medical Director
Northeast Business Group on Health

Ray Fabius, MD
Co-founder and President
HealthNeXT Consulting Medical Director
Greater Philadelphia Business Coalition on Health

Mohannad Kusti, MD
Corporate Medical Director of Health Services, Chief Medical Officer United States Steel Corporation, Medical Director Pittsburgh Business Group on Health

Justin Moore, MD
Medical Director
Kansas Business Group on Health

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

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

The National Alliance Affiliate Member Program was established in 2018 to enable participation of for-profit health and wellbeing vendors looking to increase their visibility to purchasers across the country.
BRINGING ABOUT A VALUE-BASED MARKETPLACE

The National Alliance and its member coalitions play a major role in defining and helping bring about a value-based marketplace through programs and tools that promote greater transparency on cost and quality, educate and support employers, engage consumers, and promote alternative payment methodologies that reward and recognize value not volume.

In 2019 we continue to engage, challenge and influence coalitions, purchasers and stakeholder partners to move forward our value-based marketplace programs and strategies to drive better health, outcomes and value across the system.
Mental Health Initiative
Collaborating with key stakeholders and our members, the National Alliance is a leading voice on future directions for purchasers in mental health. We are actively developing consensus for a path forward to promote systemic improvements in mental health and broker real solutions for serious conditions prevalent among the US workforce including depression, anxiety and substance use disorders.

In 2018 we released our report *Achieving Value in Mental Health Support: A Deep Dive Powered by eValue8™* to identify underlying gaps in mental healthcare and related benefits administration based on our annual eValue8™ survey of health plans. In addition two Mental Health *Action Briefs* were created for purchasers: *Mental Health: Accelerating Action for Parity and Peak Performance* and *Hope and Healing for Mental Illness is Possible.*

This year we conducted a national survey on mental health attitudes and strategies of employers across the country. Findings revealed that almost 80% of employers consider mental health important to their management strategy; 99% agree that the mental health of their employees is directly linked to the overall performance of the organization.

Wellbeing Initiative
The Wellbeing Initiative was launched to help organizations understand that there are many aspects of an individual that are as important as physical health such as mental, financial, social and environmental. By addressing all aspects, organizations can chart a path forward to better optimize personal wellbeing — and organizational performance.

We’re working with coalitions and their employer members through assessments, workshops and seminars. This year we are promoting an expanded wellbeing framework for organizations, a whitepaper, and other activities to further highlight the connection between mental health and wellbeing — an area the National Alliance has helped bring onto the national radar. With most adults spending about one-third of their time at work, employers are in a unique position to improve mental health and wellbeing. Human resources and benefit executives can play a powerful role in developing organizational strategies that improve employee wellbeing and mental health.

As we move into 2020, we will look at additional employer-focused activities and collaborative learning exercises that will bring employers together to learn from each other.

"Supporting the mental health of our employees and their families is foundational to our organization’s total health and safety agenda. We need our vendor partners to be similarly aligned and this report reinforces key gaps that must be addressed.”
— Andrew Crighton, MD, Vice President of Global Health and Medical and Chief Medical Officer for Prudential Financial, Inc.

"While nomenclature in the current vendor climate has frequently relabeled ‘wellness efforts’ as ‘wellbeing,’ at its core, a wellbeing approach is focused on engaging people to be at their best and enhancing organizational performance.”
— Joe Checkley, Leader, Wellbeing Initiative
**National Bundled Payments Initiative**

As a key value-based care strategy, bundled payments are an alternative payment model that offers incentives to providers to increase coordination and efficiency of care while improving quality and outcomes at lower costs. The National Alliance is collaborating with Remedy Partners, the nation’s leading episodes of care company, to help accelerate development of employer adoption of bundled payments across the country.

Progress has been made over the last year to assist purchasers in the development, implementation and administration of bundled payment programs with multiple employers active in Florida through the Florida Alliance for Healthcare Value. Other states such as Colorado, Pennsylvania, Tennessee and Texas are also moving forward. To support these efforts, a toolkit is being developed that will provide materials to support the implementation process and educate on standards and carrier assessments.

“Employer-led bundled payments can truly bring about the change required in the broken healthcare market. And working through our regional and national network of member coalitions can enable faster and more seamless execution of episode-of-care payment models across the country.”

—Michael Thompson, President & CEO, National Alliance

**Oncology Initiative**

One of our newest programs, the Oncology Initiative was developed to support the needs of coalitions and employers seeking successful strategies across the patient journey continuum.

In January 2019, the report, *Achieving Value in Cancer Care*, was launched and identifies gaps in treatment and related benefits administration based on the National Alliance’s annual eValue8™ survey of health plans. It provides a framework and recommendations for purchasers, health plans, and providers to collaborate on the delivery of high-value, patient-centered care.

As supporting material to the report, an infographic was developed to help employers/purchasers facilitate thoughtful conversations with plans and providers.

Moving forward we are creating a set of modules on the patient journey, hosting employer roundtables for coalitions and developing *Action Briefs* that will educate employers on strategies and best practices.

“The Achieving Value in Cancer Care report puts the emphasis where it needs to be — striving for patient-centered care — laying out the cancer patient’s journey, and offers opportunities for adding value and pitfalls along the way to provide a roadmap for employers.”

— William Rosenberg, Healthcare Advisor to the report
“STAR Captive Solutions is a self-insured health fund, with individual employer contracts, that give members the ability to control their claim costs, learn and apply best practice strategies, and take advantage of a healthier pool.”

— Bob McCollins, Managing Director, Employers’ Advanced Cooperative on Healthcare and Association Health Plans Initiative Lead

**Association Health Plans Initiative**

Association health plans (AHPs) were approved for the market with support of the Trump administration in June 2018. While an innovative approach to combat rising employer healthcare prices, it has been met with opposition, lacks clarity, and has many carriers and states taking a wait-and-see approach. As a result, the National Alliance developed this initiative to bring together coalitions who are working on this effort together. It continues to monitor AHPs as a viable option for coalition member programming and explore other options for small- to mid-size employers.

In the past year, some key educational areas of focus have included employee benefit captive programs. This allows small-to mid-size employers to self-fund their healthcare program, yet leverage the stability of being a part of a larger group and a healthier pool as the result of wellness and risk management programs built into the benefits. Additionally, employers benefit from having access to claims data to better manage and make strategic decisions on the cost of healthcare.

Currently on target to launch later this year, the STAR Captive Solutions program is an exciting new option that any coalition can participate in to foster membership growth and, where available, bring value to group purchasing and educational programs.

“Purchasers need to understand direct and indirect costs and cost offsets of each. With escalating drug prices, the time is now to coordinate efforts and leverage our collective strengths to impact the marketplace. As patent protections expire, policy must better enforce and support a competitive market.”

— Michael Thompson, President & CEO, National Alliance

**Pharmacy & Medical Drugs Initiative**

To drive collaboration for value and alignment of healthcare stakeholders, in the last year, the National Alliance has brought coalition leaders together to discuss a number of topics that are currently impacting the pharmacy and medical side of benefits. This includes contracting and formulary management, reducing waste, pharmacy benefit manager (PBM) performance, pricing inequity, personalized medicine, and value-based benefit design.

The key priorities for this initiative include a focus on clinical efficacy and safety; hospital transparency; expanding purchaser transparency and engagement; promotion and utilization of National Drug Codes; value-based contracting to align performance and adherence; sites of care; and evaluation of conflicting practices.

The group has been a steward to developing guidelines and an engagement framework targeting critical issues and opportunities for healthcare stakeholders including manufacturers, providers, health plans, and PBMs. Titled **The Five Rights Framework**, these
guidelines bring all healthcare stakeholders to the table to improve value for healthcare purchasers and work toward delivering the best possible patient care.

We integrated these guidelines into our 2018 PBM Assessment and developed a new set of key principles for examining an influential drug policy moving forward from a purchaser perspective. Looking forward, we will continue to expand our efforts by examining the practices currently being used by intermediaries to manage drug spend administered under the medical benefits.

**Key Prescription Drug Purchaser Policy Principles**

- Full transparency
- No conflicts of interest
- Pricing equity
- Defined value
- Competitive market dynamics

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**Opioids Initiative**

The National Alliance continues efforts to bring together coalition members and healthcare stakeholders to address the issues and challenges employers face regarding the opioid epidemic. This initiative helps demonstrate the impact of opioid use on employers and employees and includes effective interventions — including healthcare and community partnerships — to prevent and treat opioid misuse.

In 2018 we convened a panel of coalition leaders to define a national framework for the coalitions to support and will be releasing this framework and the results of a baseline assessment of employer efforts to combat opioid misuse within their organizations.

A number of coalitions have made focused efforts in their markets. HealthCare 21 has led local and state programs, including development of a bundled payment. The Kentuckiana Health Collaborative developed an employer toolkit as part of the Kentucky Opioid Response Effort, providing best practice data analytics, benefit design, and employee education. Other coalitions, such as the Pacific Business Group on Health focused on “Accelerating Opioid Safety” and the Midwest Business Group on Health developed an “Employer Guide to Pain Management” resource to support employers in managing costs and pharmacy strategy.

“One of the biggest remaining gaps in confronting the opioid crisis in the workplace is employee education. Employers have been reluctant to accept that they or their employees may be impacted. The misinformation and misunderstanding around opioids is significant and requires a concerted education effort.”

— Gaye Fortner, CEO, HealthCare 21 and Opioids Initiative Advisor
Obesity Initiative

The National Alliance began a multi-faceted approach to engage healthcare stakeholders to address obesity as a serious condition with significant health and economic consequences. We are executing a number of activities under the umbrella of this initiative with a longer term focus of producing meaningful impact in the health of our populations through education, policy, community health, and treatment.

In the first year, we developed an online portal and a coalition guidebook that outlines a multi-stakeholder approach to address obesity as a disease. This guidebook was used to execute on a set of matching grants with 10 coalitions across the country, bringing employers, health plans, and providers together to learn how to rethink obesity in their markets. These coalitions reached over 354 companies and 900 attendees, including major purchasers, health plans, consulting houses, healthcare providers, and community groups.

We are now expanding efforts to broaden our communication and promotion of evidence-based practices to address obesity and its downstream impacts.

Outreach activities identified key learnings that laid the groundwork for our next round of activities later in 2019 and into 2020, including a focus on more specific activities for the employer community that will help them have access to more “real-world” information on the costs and benefits of coverage. This will enable them to make more informed decisions for the health of their populations, streamline work with vendor partners, and implement strategies focused on eliminating stigma.

“For the past few decades, employers have struggled to combat obesity. Though it contributes to the rising rates of conditions like diabetes and cardiovascular disease, it is not diagnosed, treated or covered like other medical conditions, in spite of being recognized as a disease by authoritative health organizations.”

— John Miller, Executive Director, MidAtlantic Business Group on Health and Obesity Initiative Advisor
**Affinity Groups**

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.

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**Choosing Wisely**

*Neil Goldfarb*

Educates coalitions, employers and their workforce on the *Choosing Wisely* Campaign and provide recommended actions to advance conversations between providers and consumers and the resulting care processes and outcomes.

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**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 best practice approaches.

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**Community Health**

*Janet Hamous and Cristie Travis*

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

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**Data Driven Strategy**

*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).

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**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: core, mental health, oncology and pharmacy benefits management. A new assessment is being developed for advanced primary care.

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**Health Policy**

*Bret Jackson and Colleen Bruce*

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 healthcare infrastructure.

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**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 healthcare providers (e.g., hospitals and physicians) to promote value-based purchasing strategies and exchange information, news and ideas.
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
- Reinvention of prevention as the gateway to employee engagement
- Integration of behavioral health into primary care
- Healthcare marketplace and price transparency
- Evidence-based approach to behavior change
- Bundled payment and direct contracting models

We appreciate that our coalitions 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.
Networking, Education & News

The National Alliance helps coalitions and employers across the US 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.

Leadership Summits
Now in its third year, our 2019 Leadership Summits are June 24-26 in Pittsburgh. This year’s theme is Mobilizing the Power of the Employer and discussion will center around Peak Health & Performance, Benefits & Care Redesign, and Patient-centered Value.

Annual Forum
Our flagship event of the year, the Annual Forum will be November 11-13, 2019, in Washington, and will highlight informative panels and keynote speakers, offering opportunities for networking with colleagues. We cover top healthcare issues ranging from policy, payment and delivery reform, mental health, pharmacy value, the opioid crisis, caregiver employees, and more.

Annual All-member and NHLC Meetings
Held twice yearly, these meetings allow for coalitions and industry stakeholders to network and discuss critical identified topics.

2018 Employer/Purchaser Excellence Award
Walmart honored for efforts to improve healthcare delivery system

Walmart was presented with the 2018 Employer/Purchaser Excellence Award at the annual forum in November 2018. Walmart, the world’s biggest retailer, is focused on quality and has pioneered innovator programs to encourage associates to seek higher quality providers via direct accountable care organization contracting for population management in select markets. Their Employer Centers of Excellence Program prioritizes quality, better associate experience, and payment reform.

“Walmart cares about its associates and takes seriously our responsibility to think bigger than benefits. We’re working to change the landscape of benefits management to drive the quality and affordability of healthcare and we appreciate this recognition as a validation of our ongoing efforts.”

— Lisa Woods, Senior Director of US Health Care at Walmart, and Board Chair for the Pacific Business Group on Health
2018 Member Leadership Award

Florida Health Care Coalition (FLHCC)* and Kentuckiana Health Collaborative (KHC) were recognized with the 2018 Member Leadership Award for leadership in advancing value-based purchasing. These organizations were celebrated for efforts to improve quality and efficiency of the healthcare delivery system, employee engagement and, ultimately, health.

FLHCC was honored for its efforts as a community catalyst that uses its collective purchasing power to improve health care delivery and quality. Among FLHCC’s innovative programs is the development of a value-based bundled payment blueprint for SMARTCare (Smarter Management and Resource Use for Today’s Complex Care), a three-year CMS Innovation project.

KHC was recognized for efforts to improve the health status and healthcare delivery system in Greater Louisville and Kentucky. KHC initiatives include a focus on youth mental health, substance use disorder screening, healthcare affordability, and measurement alignment. One key project included a collaboration with the Kentucky Department for Medicaid to create common primary care measures to improve the quality and value of care, reduce provider reporting complexity, and align Kentucky’s healthcare measurement.

*FLHCC was recently renamed the Florida Alliance for Healthcare Value

Benchmarking

BENCHMARKING LEADS TO IMPROVED VALUE

To gather information about the value-based agenda, in 2018 the National Alliance collaborated with Gallagher Benefit Services to conduct a national survey on employer views and strategies around healthcare system waste. Every year the healthcare industry wastes an estimated $750 billion, and while employers overwhelmingly perceive this to be a problem, our survey found a sizable percentage (60%) are not actively managing the issue.

And in 2019, we conducted a survey on mental health attitudes and strategies of employers across the country finding that nearly all (99%) purchasers/employers agree that the mental health of their employees is directly linked to the overall performance of the organization. But only one in eight say they have data directly connecting mental health with overall health and performance. Still, respondents say that the emotional wellbeing of employees impacts absenteeism (63%), work performance (73%), and conflicts at work (42%).

“We’ve been working with coalition members and their employers/purchasers to improve their mental health strategies for the last few years. As serious deficiencies in access are revealed, we encourage coalitions and purchasers to partner with their health plans and pharmacy benefit managers to change the behavioral health debate from a focus on cost to the broader value discussion.”

— Margaret Rehayem, Director of Initiatives & Programs, National Alliance
**HOT HEALTHCARE TOPICS:**

**PUBLICATIONS FOR PURCHASERS**

National Alliance publications address issues to educate and offers insights on critical topics for employers/purchasers.

**ACTION BRIEFS**

*Action Briefs* examine topics such as healthcare consumerism, mental health, and rheumatoid arthritis to help employers act to ensure benefits are keeping pace with the times.

**CLINICAL BRIEFS**

These briefs provide coalitions and employers with educational, clinical information on uncommonly addressed health conditions, tests, and new treatments in the market. The resource highlights why it’s important for employers to consider including these options as part of their overall healthcare strategy.

**RESEARCH REVIEWS**

Initially developed in partnership with the Patient-Centered Outcomes Research Institute (PCORI), this resource focuses on healthcare research to help coalitions and employers understand the latest findings and impacts for purchasers.

**HEALTH POLICY IN TRANSIT: A PURCHASER VIEWPOINT**

These viewpoints offer the latest in what employers need to know about health policy and how it may impact their decision making and programs. Topics recently covered include an update on mental health parity, insights around hospital transparency, and the latest legislation for association health plans.

**WHITE PAPERS**

National Alliance white papers offer in-depth exploration and best practices on key topics such as wellbeing which will be published shortly.

**WEBINARS**

Our webinars provide easy access to essential learning opportunities. The timely and topical content helps coalitions and purchasers stay apprised of key healthcare issues and learn and share best practices and insights. Speakers include coalition and healthcare thought leaders and seasoned corporate executives.
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 US.