

# 2023 Meeting of Members

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# Agenda

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- Welcome
- 2023 Membership Overview
- Strategic Plan Overview
- Education Update
- Advocacy Update
- General Q&A

# Housekeeping

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- Speakers will present for approximately 45 minutes
- Q&A will take the remainder of time
  - You can submit written questions using the Questions tab on your dashboard to the right of your screen at any time during the webinar
  - During the Q&A session, you can use the “raise hand” feature on your dashboard to ask a live question

# 2023 Board of Directors



## Executive Committee



Emily  
Brower  
*Chair*



Stephen  
Nuckolls  
*Secretary*



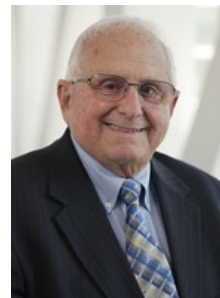
Travis  
Broome  
*Treasurer*



Melanie  
Matthews  
*Member-  
at-Large*



Debbie  
Welle-  
Powell  
*Past Chair*



Clif Gaus  
*President  
and CEO*

# 2023 Board of Directors



## Additional Board Members



Rebecca Adkins



Tim Gronniger



Jen Moore



Geoffrey Nicholson, Jr.



Margarita Ollet



Arshad Rahim



Bob Rauner



Rebecca Rohrbach



Nina Taggart



Anthony Valdés



Karen Wilding

# 2023 Education Committee



Jennifer Moore  
*Chair*



Jessica Martensen



Tori Bratcher



Henish Bhansali



Matt Duckworth



Beth Patek



David Van Winkle



Kimberly Kauffman



Jake Woods



Rebecca Rohrbach



Bob Rauner



Taylor Hall

# 2023 Quality Committee



Ashish Parikh  
*Chair*



David Basel



Lori Schultz



Pamela Bruce



Brian Steele



Rayna Caplan



Daniel Hyman



Aaron Clark



Nate Hunkins



Rob Fields



Josh Israel



Megan Reyna



Yates Lennon



# 2023 Policy Committee



Travis Broome  
*Chair*



Maria Alexander



Jessica Landin



Emily Brower



Jessica Martensen



Sean Cavanaugh



Melanie Matthews



Greg Dadlez



Steven Miracle



Trevey Davis



Sandy Nesin



Rick Foerster



# 2023 Policy Committee Continued



Stephen Nuckolls



Mark Gwynne



Melissa Pollock



Kathy Harris



Kelli Todd



Jessica Hohman



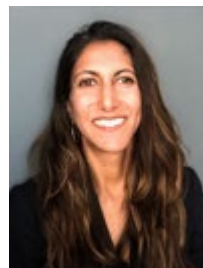
David Tyson



Gary Jacobs



Jessica Walradt



Natasha Jivani



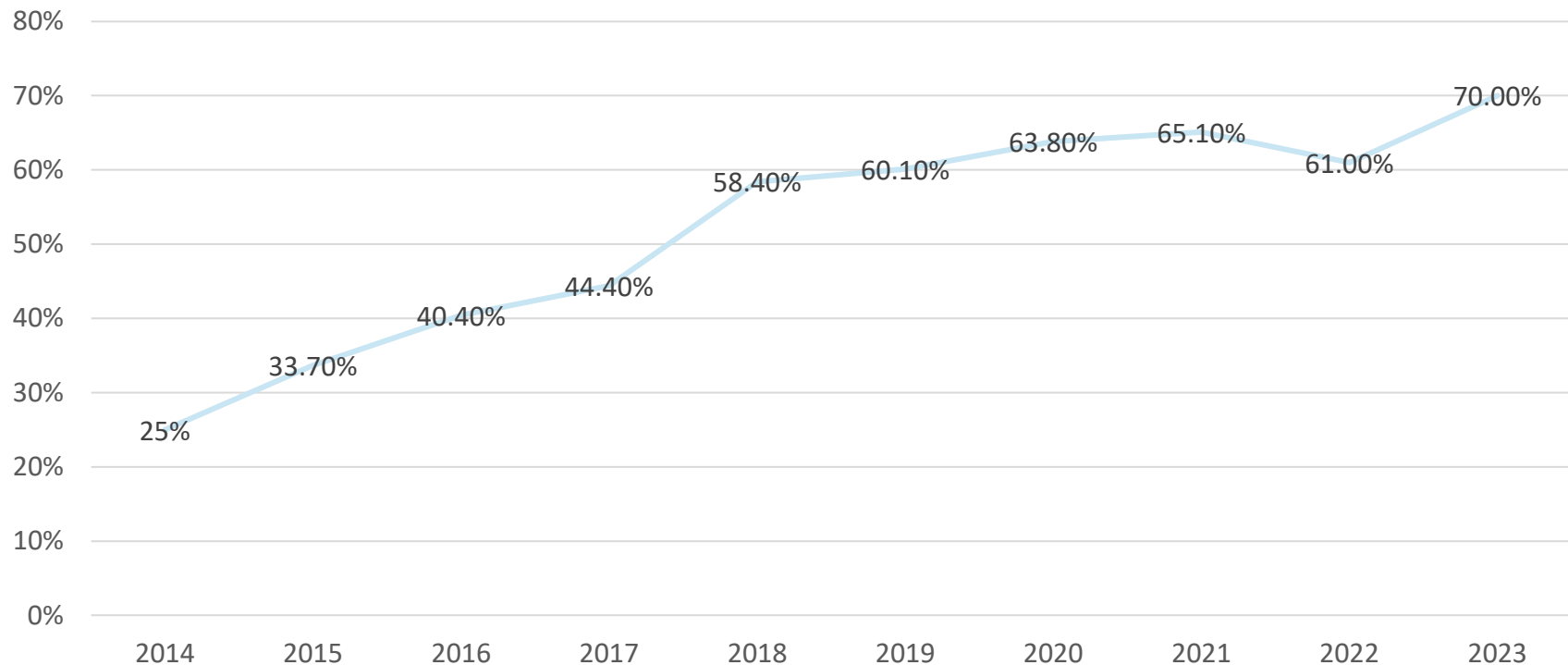
Spenser Weppeler



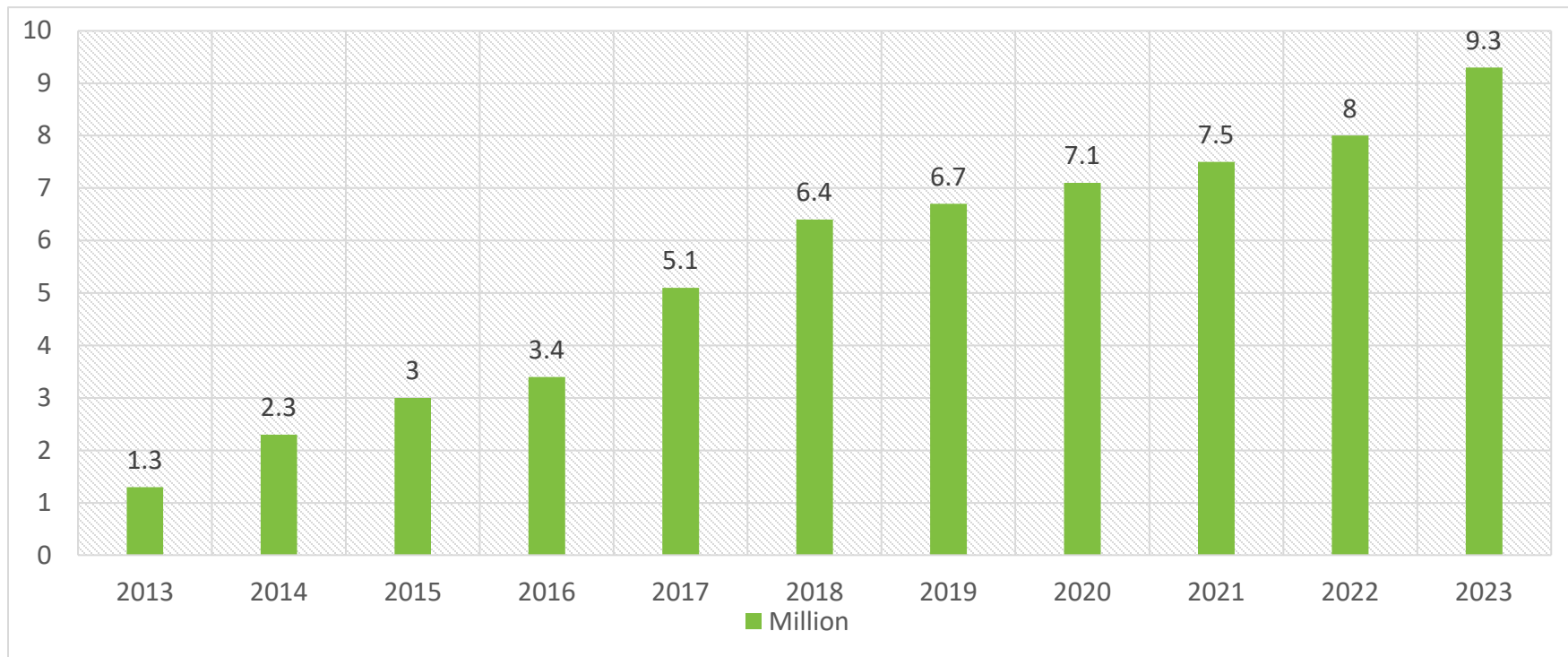
Thomas Kloos

# Membership

# NAACOS Market Share



# Member Beneficiary Total



# NAACOS Partners



- Business Partner: 118
- Alliance Partners: 7
- Payer Partners: 1 (BlueCross BlueShield of South Carolina)

## Search Partners via NAACOS Marketplace:

Organization

Categorization

- |                                                                 |                                                              |
|-----------------------------------------------------------------|--------------------------------------------------------------|
| <input type="checkbox"/> Care Management and Coordination       | <input type="checkbox"/> Patient Engagement                  |
| <input type="checkbox"/> Consulting (General)                   | <input type="checkbox"/> Pharmacy (PBM/Providers/Consulting) |
| <input type="checkbox"/> Data Analytics/Claims Line Feed (CCLF) | <input type="checkbox"/> Physician Engagement                |
| <input type="checkbox"/> Financial and Reimbursement Services   | <input type="checkbox"/> Population Health Management        |
| <input type="checkbox"/> Hospitalist                            | <input type="checkbox"/> Post-Acute Care (Provider/Services) |
| <input type="checkbox"/> IT (General)                           | <input type="checkbox"/> Quality Reporting Management        |
| <input type="checkbox"/> Lab Services                           | <input type="checkbox"/> Telemedicine Services               |
| <input type="checkbox"/> Legal Services                         | <input type="checkbox"/> Other                               |
| <input type="checkbox"/> Medical Benefits Administration        |                                                              |

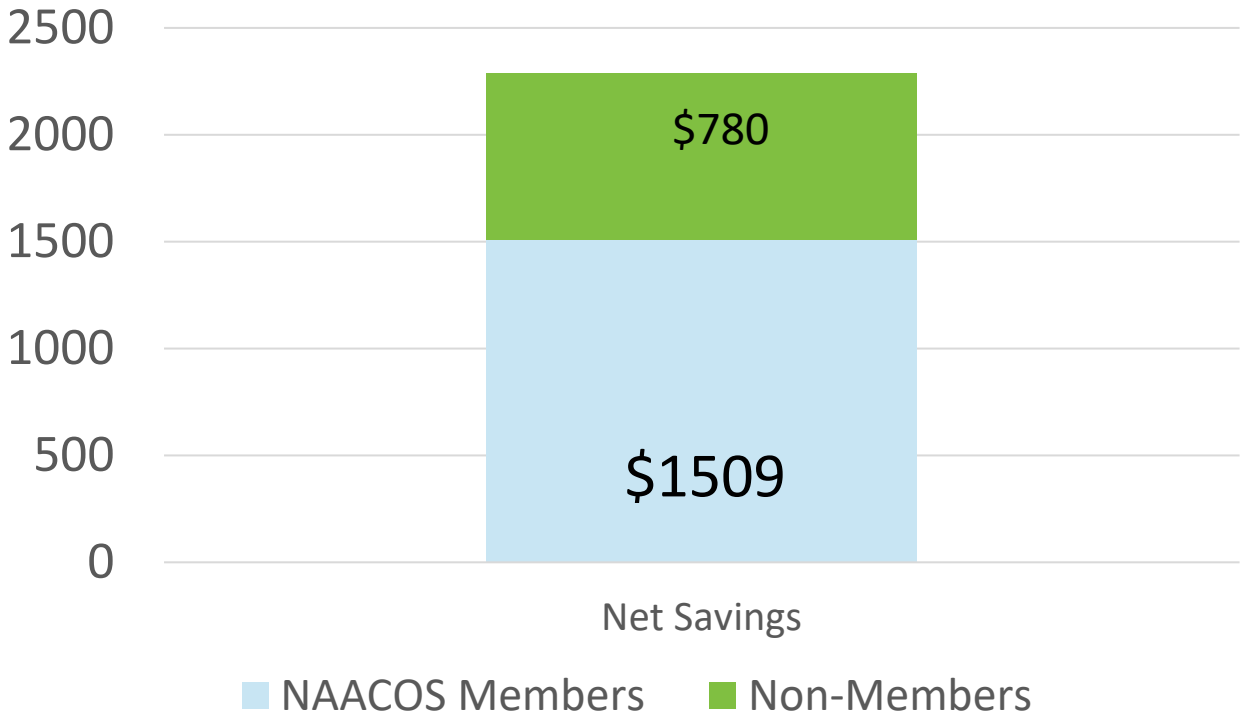
This search uses "or", so to increase the results, use fewer criteria.

# **PY 2023**

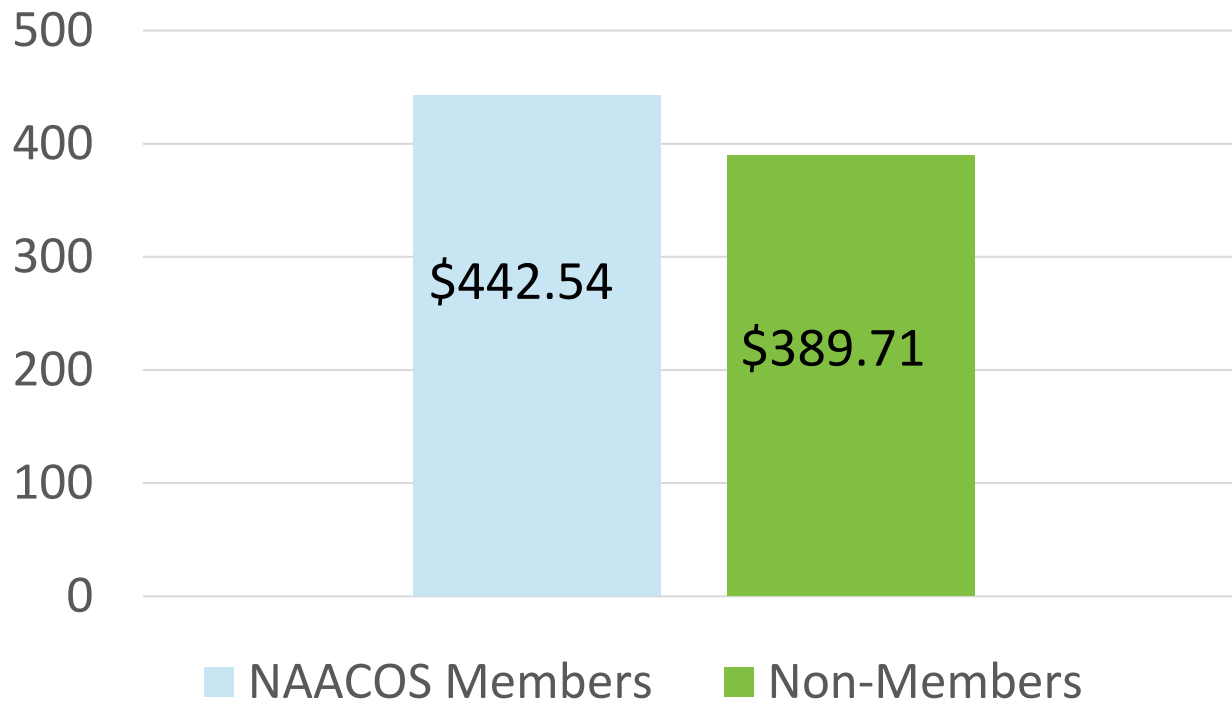
# **Member Results**



# Net Savings to Medicare (in Millions)



# Average Gross Savings per Beneficiary



# **Member Satisfaction Survey Results**

# Highlights



- 96% of respondents found strong or moderate support from NAACOS membership for their organization's development, including education, networking, quality improvements, and shared savings.
- 83% of participants identified Educational Webinars as their most valuable resource.
- 87% of survey participants indicated that NAACOS excels in providing support to its members regarding ACO-related questions and information, including government regulations, resource locations, data inquiries, and ACO networking.

# Several Key Themes

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- **Value-Based Care Education and Strategy**
- **Organizational Growth and Transition**
- **Technology and Innovation**
- **Performance Improvement**
- **Engagement Strategies**
- **Care Delivery Innovations**

# Additional Feedback

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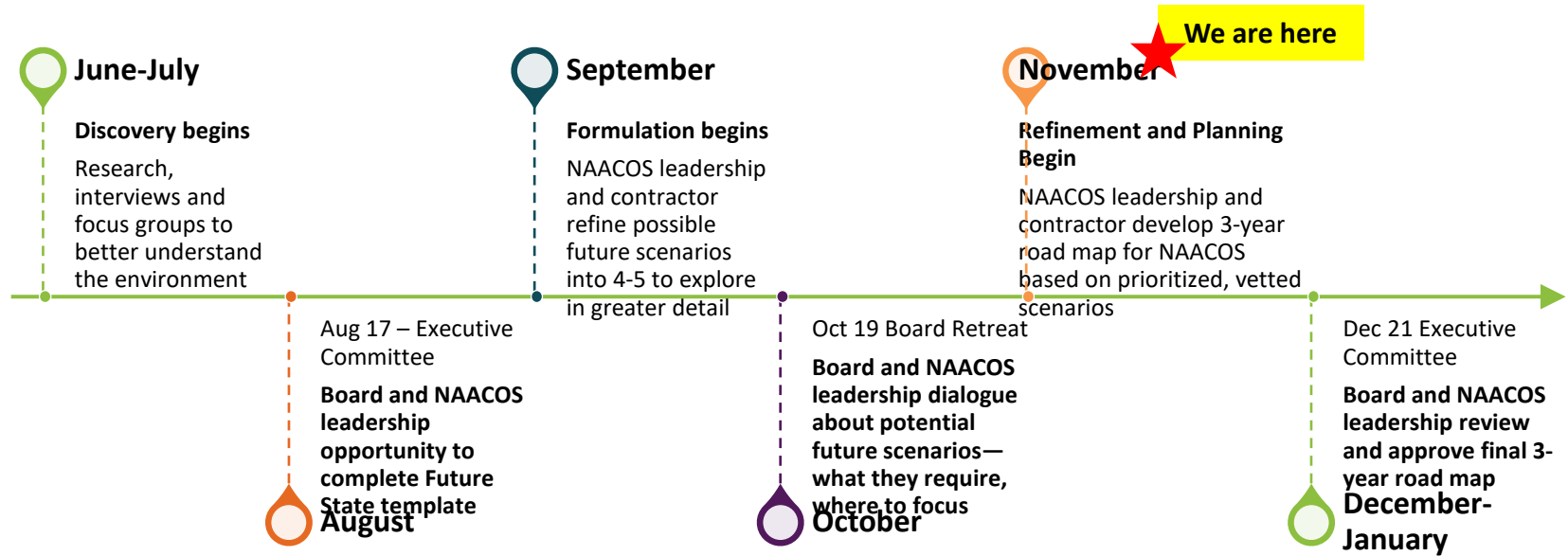


- **Engagement and Community**
- **Feedback and Communication**
- **Resources and Tools**
- **Quality Reporting and Support**



# Strategic Plan

# Timeline



# Scenario of Emerging Consensus



## Quantum leap in education

More content – tools and resources  
More, specialized, conferences/events  
More access to educational events and content



## Sharing the tent

Grow understanding, inform one another  
Including some may be nearer than others  
Phase in over time



## Mission, members and marketing

Updates to **mission** (better care, better cost), **membership** (providers, professionals, and entities contracting for accountable care delivery) and **marketing** (broaden name, market to more, level up marketing) needed.

# **Education Update/ Education Committee Report**

# Boot Camps



## NAACOS Winter Boot Camps

- February 8–9, 2024
- Concurrent events at one location
  - Marriott Orlando Airport Lakeside, Orlando, FL

## Choose either:

1. Clinical Operations in Care Transformation
2. Data and Analytics for Care Excellence

# Future Conference Dates



2024 Spring Conference – April 10–12  
Hilton Baltimore Inner Harbor  
Registration Now Open!

2024 Fall Conference – October 16–18  
Marriott Marquis Washington, D.C.

2025 and 2026 dates are available on our [website](#)!



# Affinity Groups.....



- Purpose
  - Peer-to-peer discussion throughout the year for ACO employees
  - Interaction and connection with individuals in like roles
  - Engagement and education for up-and coming leaders in the population health work of ACOs
- Six role-based groups (Executive, Clinical, Operations, Quality, Data & Analytics, and newly added Compliance & Legal)
- Three additional virtual meetings between conferences
- In-person group meetings at spring and fall conferences
- Discussions led by NAACOS members on topics of their choosing

# Learning Labs



- Purpose
  - In-depth discussion and time to work through potential solutions for complex topics
  - Review of best practices or current knowledge and discovery of new ideas to advance overall value-based care efforts
- Open to NAACOS ACO members
- Current offerings include:
  - Medicaid Learning Lab
    - December 2022 through December 2023
    - Recordings posted on the NAACOS Website
  - AWW Learning Lab
    - October 2023 through March 2024

# Other Educational Opportunities



**Webinars:** Policy and operational webinars each month

**Discovery Calls:** Zoom calls to discuss popular topics expressed on the NAACOS listserv or other venues and determine future education activities

**NAACOS Listservs:** Forum for members to pose questions or interact with peers on hot topics

**NAACOS Website:** Contains information about the organization, board and committees, newsletters, upcoming and past events, policy and operational documents and recordings, and so much more

**Speaker Application:** Available on the Education and Events tab dropdown

# Education Committee



- Committee Chair: Jennifer Moore, President, MaineHealth ACO
- Purpose
  - Provide guidance on topics for conferences, boot camps, webinar, etc.
  - Provide guidance on additional educational opportunities and formats
- Meets every other month
- Committee will add up to 6 additional members from recent submission for January 1, 2024, to increase the committee membership to 16–18 members

# Advocacy Update

# NAACOS 2023 Priorities



- Grow Congressional Champions
  - ✓ Reintroduction of Value Act
  - ✓ Discussions of Improving MACRA
- Improve the Brand of Value Based Care
  - ✓ Alliance for Value-Based Patient Care
- Improvements and Innovation In MSSP and REACH
  - ✓ Prospective population-based payment for primary care discussions underway
  - ✓ Enhanced+ RFI
  - ✓ Benchmark improvements, ongoing administrative benchmark discussions
  - ✓ ACO REACH modifications announced
  - ✓ Advanced approaches for inclusion of other providers in ACOs
  - ✓ New MSSP quality reporting option as alternative to eQMs
- Focus on Patient Engagement
  - ✓ [Best practices resource](#) and [factsheet](#) published
  - ✓ [ACO patient success stories](#) supporting advocacy
    - Improve MSSP Beneficiary Notification
- Support Members in Other Payer Arrangements
  - ✓ Playbook on best practices for data sharing



# Congressional Advocacy



## Value Act

- House bill introduced on July 27; discussions re Senate bill
- Coordinated support letter w 17 organizations; 6 sponsors
- NAACOS [Press Release](#) w additional info available

## MACRA

- Congressional sign on letter w 90+ House Members
- E&C Hearing re MACRA implementation
- Value 101 briefing; more hearings and briefing in fall

## Medicaid Duals

- Sen. Cassidy and other SFC members working on bill
- NAACOS submitted comments; staff is open to modifications
- Introduction in Oct or Nov; consideration in 2023 unlikely

## NP Assignment

- Rep. Kilmer working on updated version of bill
- NAACOS supports NPP expansion but continues to advocate for exclusion of specialty NPPs

# Value in Health Care Act (H.R. 5013)



## MSSP Provisions

- ✓ Eliminates high low revenue distinction
- ✓ Establishes benchmark guardrails & requires CMS to report back to Congress
- ✓ Establishes optional full risk track in MSSP

## APM Provisions

- ✓ Two-year extension of APM incentives at original 5 percent
- ✓ Gives CMS more authority to set QP thresholds
- ✓ Provides more technical assistance for APMs
- ✓ Studies parity between APMs and MA

➤ **Help us build support for the bill by asking your representatives to cosponsor.**



- Visit our [2023 congressional priorities](#) page for resources to support your outreach.
- Contact [Robert Daley](#) for more information on how to engage with your Members of Congress.

# Congressional Agenda & Priorities



## What else is Congress working on in 2023?

- **Debt Ceiling Increase & Appropriations** – Lawmakers reached debt ceiling agreement but disagreement on spending priorities makes funding bills difficult to pass
- **Expiring Health Provisions**– SUD/ MH; pandemic prep; workforce
- **Medicare Payment**– APM incentives expiration; fee schedule conversion factor & codes
- **MACRA Reform** – Evaluate incentives; Medicare payment adequacy; and MIPS requirements & interoperability issues
- **Health Costs** – Passing bills to increase price transparency; limit consolidation; site neutral; and reform PBMs
- **Telehealth**– Long-term plans to extend telehealth flexibility post PHE
- **MA Oversight** – Deeper look at upcoding and improper payments
- **Claims Data** – Efforts to require commercial payers to share data w providers to enable better progress towards value
- **All Payer** – Ongoing discussions about all payer claims data
- **Chronic Care Management** – Efforts to eliminate cost sharing for CCM

# ALLIANCE FOR VALUE-BASED+ PATIENT CARE



Launched in 2022 to better leverage strategic communications and support the advocacy of value-based care:

[valuebasedcare.org](https://valuebasedcare.org)  
[X](#) and [LinkedIn](#)

# Final 2024 MPFS Rule



- [Final rule](#) released November 2
- MSSP provisions address areas of NAACOS Advocacy:
  - Benchmarks: Eliminates negative regional adjustment, caps regional risk score
  - Quality: CQM reporting for Medicare-only; updates quality performance standard
  - RFIs: Enhanced+, ACPT improvements
  - AIP: Allows transition to risk in Basic Track, allows early renewal
- Other MSSP provisions:
  - Expanded assignment window
  - QP calculation changed to individual-level rather than ACO-level
- Other physician payment provisions:
  - Conversion factor decrease from \$33.89 to \$32.75 for 2024.
  - E&M visit add-on code for complexity (G2211) implementation with modifications.
  - New codes for community health integration services and social determinants of health (SDOH) risk assessment.

## NAACOS Resources:

- [Press release](#)
- In-depth analysis [coming soon](#)
- [Comments](#) on proposed rule
- Email us your feedback—[advocacy@naacos.com](mailto:advocacy@naacos.com)
- [NAACOS Winter boot camps](#) Feb. 8-9 in Orlando, FL

## CMS Resources:

- CMS [fact sheet](#)
- MSSP [fact sheet](#)
- QPP [factsheet](#)
- CMS [press release](#)

# Primary Care Payment



- NAACOS is advocating for a voluntary [population-based payment option](#) for primary care within MSSP
  - NAACOS & the Primary Care Collaborative led a [sign on letter to CMS](#) with core principles
  - NAACOS & PCC convened a meeting with CMS to propose the option and [two payment approaches](#)
  - CMS subsequently held listening sessions on this topic with ACOs, primary care clinicians, & consumer advocates
- Key considerations for CMS:
  1. Guardrails to ensure practice-level payment changes
  2. Additional supports needed for small/rural/safety net practices
  3. Increasing investment in primary care within constraints of ACO benchmarks

# ACO REACH 2024 Changes



- CMMI announced several changes to ACO REACH starting in 2024
  - NAACOS [was pleased](#) to see these changes
  - More information available in [this NAACOS resource](#)
- Added components to the health equity benchmark adjustment
- Risk corridors applied to retrospective trend adjustment
- Applies 1% cap to coding intensity factor; Blends new V28 risk model
- Adds 10% buffer to minimum beneficiary requirements
- Expanded eligibility criteria for High Needs ACOs
- Increases the financial guarantee for ACOs participating in Enhanced Primary Care Capitation and the APO
- No need to “stack” financial guarantees if ACOs pay losses in a provisional settlement

# Landscape of CMMI Models



## Total Cost of Care / Global Budget

Medicare Shared Savings Program	<i>Permanent program</i>
ACO REACH Model (formerly Direct Contracting)	<i>Operating through 2026</i>
Comprehensive Kidney Care Contracting	<i>Operating through 2026</i>
CHART Model (community transformation)	<i>Operating 2023 through 2028</i>
Enhancing Oncology Model	<i>Operating 07/01/2023 through 06/30/2028</i>
Oncology Care Model	<i>Operated through 06/30/2022</i>
<b>States Ahead Model</b>	<i>Applications Due March 2024</i>



## Episode-Based Payments

BPCI Advanced	<i>Operating through 2023</i>
Comprehensive Care for Joint Replacement*	<i>Operating through 2024</i>
ESRD Treatment Model*	<i>Operating through 06/30/2027</i>
Radiation Oncology*	<i>Permanently delayed</i>
<b>GUIDE (Dementia Care Model)</b>	<i>Begins July 1, 2024</i>
<i>RFI on future episode-based payment model design released 07/14/2023</i>	



## Primary Care Capitation

Primary Care First	<i>Operating through 2026</i>
Kidney Care First	<i>Operating through 2026</i>
Making Care Primary	<i>Operating 07/01/2024 through 12/31/2034</i>

\*indicates mandatory model



# Patient Engagement



- NAACOS' patient engagement strategy includes 3 main objectives:

Establish partnerships  
with patient/consumer  
advocacy organizations

Leverage ACO patient  
representatives and patient  
stories for advocacy and  
communications

Support ACOs'  
patient engagement  
efforts

- To achieve these objectives, NAACOS has:
  1. Convened a patient engagement workgroup to inform these efforts
  2. Developed member resources to support efforts to engage and solicit feedback from patients
  3. Connected with patient advocacy organizations and developed a plan for engaging these groups moving forward
  4. Surveyed ACOs to gather data about how ACOs use patient board representatives, patient engagement tools and incentives, and what additional resources are needed

# Patient Engagement



## ***New resources available:***

- [Survey Results: ACO Patient Engagement Strategies](#)
- [Recruiting & Engaging Patient Representatives: Foundations & Best Practices for ACOs](#)
- [ACOs & Patients: Care Focused on Individuals](#)

## ***Next steps include:***

1. Developing data-driven vignettes about the patient benefits of ACOs
2. Collaborating with patient advocacy groups to develop patient-facing resources for ACOs to use in their patient engagement efforts, gather feedback on key topics, and inform advocacy priorities related to patient engagement
3. Promoting ACO patient engagement through patient-centered presentations, events, and/or op-eds touting ACOs' effects on patients and their families and caregivers

- Advocating for improved quality policies for MSSP ACOs
  - Calling on CMS to pilot eCQMs/MIPS CQMs
  - Improving quality scoring policies implemented to align with MIPS
- Engaging in national quality committees to advance ACO goals in quality development
  - Core Quality Measures Collaborative (CQMC) – to align quality measure sets across payers (seats on ACO/PCMH Work Group, Digital Measurement Work Group and Steering Committee)
  - Pre-Rulemaking Measure Review (PRMR) – to influence CMS quality measure selection prior to rulemaking (seats on Clinician and Hospital Committees)

- Calling on CMS to pilot eCQMs/MIPS CQMs until concerns are addressed
  - CMS introduced a new reporting option for MSSP ACOs, Medicare CQMs, to address concerns raised by NAACOS
- Improving quality scoring policies implemented to align with MIPS
  - CMS finalized policies to improve the Quality Performance Standard (QPS) calculations – changes will allow ACOs to know the QPS target in advance of the PY starting and will result in more appropriate QPS calculations
  - CMS made favorable changes to measure suppression policies for ACOs – will award the higher of the ACO's own score or the QPS if any measures are suppressed in the PY
  - These are issues NAACOS has advocated for and will benefit ACO quality scores

- Looking ahead: NAACOS will advocate for...
  - **CMS to pilot eCQMs, MIPS CQMs and digital quality measures (dQMs)** to test technical feasibility and impact of the shift to all-payer measurement for ACOs. The Web Interface option should not be removed until CMS has tested capabilities and reporting is feasible for all ACOs
  - **CMS to consider the future of digital quality measurement (dQM) goals & how they align w/ current req's** – ACOs should not have to invest in developing processes now that will have reduced utility when new process are introduced in future, like FHIR APIs
  - **ONC to create EHR certification criteria that supports ACOs** in what they are required to achieve for electronic and digital quality measurement

# Phase I: Data Sharing

**Product:** **Playbook** of best and promising practices for overcoming key challenges associated with data sharing for VBC arrangements that persist today, taken directly from the expertise of those participating.



# NAACOS 2024 Priorities



- Advance legislation to improve long-term incentives for value-based care
  - Decouple advanced APMs from MIPS.
  - Simplify incentive structure & develop three-tier system.
    - 1) FFS/MIPS; 2) APMs; 3) Advanced APMs
- Improve the Brand of Value Based Care
  - Continuation of Alliance for Value-Based Patient Care
- Improvements and Innovation In MSSP and REACH
  - Benchmarks: Ratchet, Administrative Benchmarks
  - Burden Reduction and Additional Waivers
  - ACO REACH improvements and clear future direction
  - Improve MSSP eCQM reporting
  - Improve MSSP Beneficiary Notification
  - Prospective population-based payment for primary care discussions underway
  - Enhanced+
  - Advance approaches for inclusion of other providers in ACOs
- Support Members in Other Payer Arrangements
  - Playbook on best practices for payment models
- Other??

# Advocacy Team

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**Aisha Pittman**

Senior Vice President,  
Government Affairs  
NAACOS



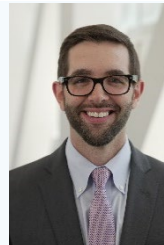
**Jennifer Gasperini**

Director, Regulatory and  
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**David Pittman**

Director, Communications  
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NAACOS



**Robert Daley**

Director, Legislative Affairs  
NAACOS



**Alyssa Neumann**

Senior Analyst, Regulatory  
Affairs  
NAACOS

[advocacy@naacos.com](mailto:advocacy@naacos.com)



# How to Get Involved

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## Policy Committee

### Government Relations Advocacy Call

Monthly discussion  
focused on  
Congressional activity  
for member GR teams

### Advocacy and Learning Collaboratives

Quarterly discussion  
groups focused on  
advocacy and shared  
learning  
ACO REACH; Patient  
Engagement; Rural and  
Underserved;  
Benchmarks; MA Risk  
Arrangements

### Workgroups

Time-limited groups  
focused on advocacy or  
shared learning for a  
specific content area

- Specialty  
Engagement

## Quality Committee

### eCQM Implementation Workgroup

# Q+A Discussion