



## **NAACOS Board of Directors Orientation Manual** **Version 1/2022**

### **1. Introduction**

- Our goal in developing this comprehensive document is to orient our board members and others to the different components of NAACOS. This internal document describes everything from board documents such as bylaws and minutes, to membership types, webinars, conferences, newsletters, affiliations, data projects and more.

### **2. NAACOS Information**

- Mission
  - Foster growth of ACO models of care
  - Participate with federal agencies in development and implementation of public policy
  - Provide industry-wide uniformity on quality and performance measures
  - Educate members in clinical and operational best practices
  - Collectively engage the vendor community
  - Educate the public about the value of accountable care
- Incorporation status
  - 501 (c) 6 non-profit organization
- Conflict of interest policy
  - All board members are required to sign a conflict of interest policy document every year.
  - The Conflict of Interest Policy of the National Association of ACOs ("NAACOS") requires any director, officer, member of a Board of Directors committee, or key employee who: (1) has a direct or indirect financial interest with NAACOS to disclose any material direct or indirect financial interest that he or she has or reasonably expects to have in any proposed or existing contract, transaction, or arrangement with NAACOS, or in any other matter under consideration or to be considered by the Board of Directors or any Board Committee; or (2) has a dual interest with any other organization or entity that may affect NAACOS to disclose any such dual interest that he or she has or reasonably expects to have with any other organization or entity.
- Washington, D.C., Address – 601 13<sup>th</sup> Street, N.W., Suite 900 South, Washington, DC 20005
- Employee Benefits (Full Time)
  - 11 paid holidays (federal schedule).
  - Paid Time Off (PTO) — Full-time and regularly scheduled part-time employees are eligible to earn paid time off with 16, 21, or 26 days based on tenure. Paid time off may be taken for vacation, personal, or emergency time needed. Part-time employees will accrue hours based on hours worked. The amount earned for part-timers will be calculated each payroll period based on hours worked.

- Health Insurance — NAACOS contributes a maximum of \$807.66 per month towards total premiums covering medical, dental and vision for employee and family members if selected. Total premiums more than \$807.66 amount will be paid by employee through payroll deductions.
- 401K savings or comparable retirement plan with minimum employer contribution of 4 percent of salary.
- Short term disability/long term disability/accidental death and dismemberment — benefit for employees working at least 30 hours per week.

### **3. Description of Board Member's Role, Expectations and Benefits**

- Board Size (2022) — 16 seats
- Types of Board Members
  - Single Entity ACO — half of the board is comprised of executives from single entity ACOs. There are currently (2022) eight seats on the board. These members are voted on by the primary contacts from all of the single entity ACO members.
  - Commercial ACO — there is currently (2022) one seat on the board for a commercially owned ACO. This seat is voted on by the commercial ACO members.
  - Multi-owned ACO — there are currently (2022) six seats on the board. Seats for the multi-owned ACO board representatives are voted on by the board.
- Role of board member:
  - The NAACOS Board of Directors operates to advance the core mission of NAACOS, which focuses on fostering the growth of the ACO model of care. Board members represent a diverse range of ACO interests and help shape NAACOS priorities such as educating ACOs in operational and clinical best practices, advocating on behalf of ACOs with Congress and the executive branch, and educating the public about the value of accountable care.
- Board member expectations:
  - Serve a three-year term
  - Attend four 90-minute board meetings a year via webinar software
  - Attend one in-person full day board retreat in October every other year (currently held in even numbered years)
    - This year, 2022, we are holding an in-person retreat in February to review our strategic plan. We will not be holding an in-person retreat in October.
  - Attend two in-person conferences per year and any meetings that are scheduled within that conference including but not limited to: Board breakfasts, membership meetings, and VIP reception
  - Participate in the conferences in speaking, moderating or chairing roles as requested by NAACOS conference committee
  - Serve as discussants or speakers on webinars hosted by NAACOS
  - Participate in surveys, membership campaigns, and elections when requested
- Board member benefits:
  - Complimentary registration and lodging for the in-person conferences
  - Travel and lodging for the in-person retreat
- Board Election
  - Timeline:
    - May: Nominations for single and multi-ACO board representatives opens
    - June: Nominations for single and multi-ACO board representatives closes
    - Early July: Governance committee reviews nominees and creates recommendations
    - Late July Full Board Meeting: Board ratifies Governance committee recommendations

- Mid-August: Single and Commercial Board Elections open
- Mid-September: Single and Commercial Board Elections close and board elects multi-ACO representatives via email
- Fall Conference: New board members are announced and invited to participate in October board meeting/retreat
- October Meeting/Retreat: The executive committee positions of treasurer, secretary and member-at-large are voted in by full board for two-year terms when appropriate
  - Chair-Elect is voted in by full board each year and moves up into Chair and Past-Chair after a one-year term in each position. The Past-Chair position may be held by an ex-officio member of the board.
- By-Laws
  - The by-laws are sent to board members when they become part of the board.
  - By-law changes can be made at any time by a 2/3 vote from the full board.
  - Amendments are created by NAACOS staff and wording is ratified by the full board and added to the by-laws with a 2/3 vote.
  - NAACOS by-laws may not be distributed, disclosed or otherwise communicated to people or organizations outside of the NAACOS Board of Directors and its legal counsel.
- Minutes
  - Minutes are taken at each full board meeting by NAACOS staff and board secretary
  - Minutes for the previous full board meeting are ratified at the beginning of each board meeting
- Committees — NAACOS currently has four committees
  - Executive Committee of the Board
    - This committee includes six seats (Past-Chair, Chair, Chair-Elect, Treasurer, Secretary and Member-at-Large).
    - Executive committee meets on the fourth Thursday of every month that there is not a full board meeting.
  - Governance Committee
    - Four slots filled by board chair.
    - Committee reviews board nominations each year before elections.
    - Committee prepares recommendations for replacements of any board members who leave the board before term is completed.
  - Policy Committee
    - The NAACOS policy committee helps guide the NAACOS advocacy agenda to improve the long-term stability and success of the accountable care model. Policy committee members provide vital feedback to NAACOS staff on a variety of issues related to the accountable care model, including rules for the Medicare Shared Savings Program, the role ACOs play in Medicare payment reform, and how to enhance the role of population health management in the healthcare industry. Policy Committee members regularly give specific feedback on proposal regulation or legislation under consideration by the executive branch or Congress.
    - It is made up of individuals from active member ACOs who are involved in policy decisions made by the ACO.
    - Terms are two-years with the ability to serve two consecutive terms. The policy committee is currently working on a rotation of members and therefore some members are on for more than four consecutive years.

- The chairman of the board of directors works with the chair of the policy committee to determine who should serve on the committee and who should be removed.
    - The committee meets on the second Thursday of each month.
    - Chair of the policy committee is determined by the board chair.
  - Quality Committee
    - This committee is made up of NAACOS members, selected by the committee chair, board chair and NAACOS staff using the annual call for volunteers process.
    - Members serve a four-year term.
    - This committee discusses quality policy issues, as well as clinical quality issues affecting ACOs, with a focus on Medicare quality policy issues.
    - Committee members are asked to serve on various national work groups and committees discussing ACO quality measures.
- Terms
  - Each elected board member is elected to a three-year term.
  - If an elected board member changes positions and is ineligible to continue on the board, the board selects a replacement to serve out the remaining amount of time for that member.
  - Each member may serve two consecutive terms and must take one year off before becoming eligible to run again.
- 2022 Board Members
  - Travis Broome, VP of Policy, Aledade
  - Emily Brower, SVP Clinical Integration and Physician Services, Trinity Health
  - Rob Fields, SVP and CMO Population Health, Mount Sinai Health System
  - Clif Gaus, CEO, NAACOS
  - Tim Gronniger, President and CEO, Caravan Health
  - Kim Kauffman, Best Value Healthcare
  - Melanie Matthews, CEO, Physicians of Southwest Washington and MultiCare Connected Care
  - Jen Moore, President, MaineHealth ACO
  - Anthony Reed, VP of Population Health, Ascension
  - Jamie Reedy, Chief of Population Health, Summit Medical Group – NJ
  - Rebecca Rohrbach, Chief Population Health Officer, NOMS ACO
  - Nina Taggart, Medical Director, Lehigh Valley Health Network
  - Debbie Welle-Powell, Chief Population Health Officer, Essentia Health
  - Karen Wilding, Nemours
  - Anthony Valdes, President, Collaborative Health Systems

#### 4. Leadership & Staff

- CEO: Clif Gaus
  - Email: [cgaus@naacos.com](mailto:cgaus@naacos.com)
  - Phone Number: 202-640-1898
  - Core Responsibilities:
    - Oversee all aspects of the organization including but not limited to: budget, board activities, policy and advocacy, membership, and educational services.
  - Bio: Clif Gaus, Sc.D., is currently president and CEO of the National Association of ACOs which he helped found in 2012. Dr. Gaus has a diverse background as a public servant, entrepreneur and health executive. He served in senior health positions under Presidents Nixon, Ford, Carter, and Clinton. In the 1970's and 80's, as

associate administrator of HCFA (now CMS), he directed the development of a broad range of innovations in health care financing and delivery, including the DRG hospital payment system, RBRVS physician payment system, Medicare Hospice Programs and Medicare payment of Physician Assistants. From 1994 to 1997 he was the Administrator of the Agency for Health Care Policy and Research (now AHRQ). In the late 90's Dr. Gaus held the position of executive vice president and chief administrative officer of WellPoint Health Networks Inc. Prior to WellPoint, he was senior vice president of the national Kaiser Permanente Health System in Oakland, California. From 2002-10 he served on the Board of Directors of the Lucile Packard Children's Hospital, Stanford University. In recent years he has consulted for a number of prominent organizations, including a six month engagement with the Administrator of CMS working on the ACO regulations and the start-up of Center for Medicare and Medicaid Innovation (CMMI). He holds a master's degree in health administration from the University of Michigan and a Doctorate of Science in health care management from The Johns Hopkins University.

- Senior Vice President of Government Affairs: Allison Brennan
  - Email: [abrennan@naacos.com](mailto:abrennan@naacos.com)
  - Phone: 202-725-7129/ 202-640-2685
  - Core Responsibilities
    - Oversee and execute NAACOS federal policy and advocacy strategy and activities to advance the ACO model, advocating to Congress and the Administration
    - Support the CEO with policy and advocacy related Board discussions and manage the NAACOS Policy Committee
    - Oversee NAACOS grassroots strategy and activities, including the NAACOS Action Fund, a political action committee
    - Represent NAACOS in collaborative efforts, with the government and other healthcare organizations, to address pertinent policy issues.
    - Manage the NAACOS policy team, which includes three full-time staff and a few external consultants and focuses on work including:
      - Proactively identifying policy issues, strategies, and tactics for association advocacy and education initiatives.
      - Conducting in-depth analysis of legislation and regulation related to ACOs and translating analyses into policy strategies
      - Writing comment letters on issues of importance to ACOs
      - Creating summaries, articles and member resources to educate members on policy changes and new developments impacting ACOs
      - Communicating with the NAACOS member ACO executives and monitoring/translating their feedback into actionable advocacy
      - Work with NAACOS staff in developing and implementing the NAACOS conferences and webinars
  - Bio: Allison Brennan, MPP, is the Senior Vice President of Government Affairs for the National Association of ACOs in Washington, D.C. where she and her team develop and advocate for policies to benefit ACOs. Prior to NAACOS, Allison was a senior advocacy advisor at the Medical Group Management Association (MGMA) where she helped lead MGMA's advocacy efforts, focusing on federal regulatory and legislative issues and coordinating MGMA advocacy activities. Before joining MGMA, Allison worked as a program manager at the Brookings Institution where she designed and managed educational seminars focused on the policy process and federal leadership development. Allison began her career interning in the United

States Senate and then worked at the National Patient Advocate Foundation, where she lobbied state governments on behalf of patients and managed grassroots. Allison has a bachelor's degree in government and economics from the College of William and Mary and holds a master's degree in public policy from Georgetown University, with a focus on health policy.

- Director of Financial Management, Deborah Brafford
  - Email: [dbrafford@naacos.com](mailto:dbrafford@naacos.com)
  - Phone Number: 202-640-2648
  - Core responsibilities:
    - Oversee and manage all financial operations
    - Create budgets and model budget scenarios
    - Lead the analysis of pricing of services and deploying new services to membership
    - Manage account collections (A/R)
    - Oversee financial assistant/bookkeeper
    - Manage employee HR functions
    - Oversee relationship with corporate accounting firm
    - Manage website revenue collection functions and customer adjustments
    - Review/approve travel, contracts, and miscellaneous
  - Bio: Deborah joined NAACOS in July 2016 and serves as the Director of Financial Management reporting directly to the CEO bringing over 20 years of financial management experience in both the profit and non-profit sectors. She is responsible for managing all financial operations of the organization, which includes budgeting, pricing analysis, and management of human resources functions and accounts receivable. Deborah comes to NAACOS from the American Pharmacists Association (APhA) where she was senior director of business operations, communications and education for APhA's government contract with Health Resources and Services Administration's Office of Pharmacy Affairs management of the 340B Drug Pricing Program, responsible for financial and data management, contract compliance and reporting, oversight of subcontracts and subcontractors, communications and education. Prior to APhA she worked for the APhA Foundation and the Association of Independent Schools of Greater Washington, serving as director of finance in both organizations. She also brings operational, marketing and financial management experiences from two DC law firms, MCI and Citicorp. Deborah received a bachelor of arts degree in marketing and business management at DePaul University School for New Learning in Chicago.
- Vice President of Education: Melody Danko-Holsomback
  - Email: [mdholsomback@naacos.com](mailto:mdholsomback@naacos.com)
  - Phone Number: (202) 650-0962
  - Core responsibilities:
    - Determine agendas and speakers for NAACOS educational endeavors
    - Create educational content for NAACOS members and business partners
  - Bio: Melody Danko-Holsomback is the Vice President of Education, where she leads NAACOS' education on value-based care and supports members' educational needs. She has more than 27 years of practical experience in nursing, 21 of which have been within Geisinger Health. She has performed nursing roles in community practice, inpatient, and post-acute care settings. Additionally, she has worked in various analyst and consulting roles in information technology (IT) and population health consulting before entering her role as Chief Administrative Officer and Director of Operations and IT for Keystone Accountable Care Organization. Melody

also currently works as a skilled nursing facility provider for Geisinger Clinic. She has served as a member of the NAACOS Quality Committee, the National Quality Forum Measure-Loop-Feedback Committee, Health Care Transformation Task Force committees and board, and is a Days-at-Home Technical Expert Panelist. Melody attended Ohio University for her BSN and Wilkes University for her MSN as an Adult-Gerontology Primary Care Nurse Practitioner.

- Director of Regulatory and Quality Affairs: Jennifer Gasperini
  - Email: [jgasperini@naacos.com](mailto:jgasperini@naacos.com)
  - Phone Number: 202-640-2679
  - Core Responsibilities
    - Advocate on behalf of NAACOS with regulatory officials
    - Conduct analysis of health policy regulation relevant to ACOs
    - Write comment letters on issues of importance to ACOs
    - Create summaries, articles and member resources to educate members on policy changes and new developments impacting ACOs
    - Manage the NAACOS Quality Committee meeting and agenda
    - Contribute to NAACOS grassroots strategy and activities
    - Work with NAACOS staff in developing and implementing NAACOS conferences and webinars
    - Provide member education by answering questions on a wide range of policy issues
    - Provide webinars and presentations to assist members in understanding health policy issues relevant to ACOs
  - Bio: Jennifer Gasperini is the director of regulatory and quality affairs for the National Association of ACOs (NAACOS) where she works on federal regulatory issues facing ACOs. Ms. Gasperini brings 10 years of health policy experience on both the state and national levels. She came to NAACOS from the North Carolina Medical Society (NCMS) where she served as the director of health policy, working on a variety of state and federal health policy issues concerning physicians. Before joining the NCMS, she worked at the National Medical Group Management Association (MGMA) where she focused on federal legislative and regulatory issues pertaining to physician quality and payment including ACO issues, and value-based payment programs such as PQRS and the Value Based Payment Modifier. Ms. Gasperini holds a bachelor's degree in journalism, minor in political science from the Pennsylvania State University and a master's degree in legislative affairs from the George Washington University.
- Vice President, Membership and Business Services: Brian Hammer
  - Email: [bhammer@naacos.com](mailto:bhammer@naacos.com)
  - Phone Number: 202-640-2659
  - Core responsibilities:
    - Directs membership enrollment and retention via direct marketing and collaborative/partnership relationships.
    - Develops plans for increasing ACO and DCE membership in NAACOS
    - Provides outreach to and point of contact for current and potential ACO and DCE provider members and Business Partners
    - Maintains and establishes relationships with ACO and DCE providers and network partners
    - Manages NAACOS Business Partner recruitment and relationships
    - Analyzes benefits and services offered members, researches new products/services, survey/test markets, introduces and monitors for the membership

- Provides analysis of ACO and DCE industry through NAACOS partnerships and surveys/polls of ACOs and DCEs
    - Assists in developing NAACOS conferences and recruiting member participation
  - Bio: Brian Hammer, MS, MBA, FACHE is the vice president of membership and business services for the National Association of ACOs. As part of the executive team, Brian leads all activities developing relationships with new and existing ACOs contracting with CMS and commercial payers. Brian also oversees the procurement of strategic business partnerships benefiting ACOs. Before NAACOS, Brian's considerable experience in both the hospital arena and in the out-patient ambulatory setting proved beneficial to Meridian Health System as his work strategized primary care physician alignment through practice acquisition and recruitment initiatives. Prior to his hospital role, Brian was successful in the pharmaceutical space winning multiple national awards for companies such as Johnson & Johnson and Takeda Pharmaceuticals. Brian graduated top of his program for his master of science in health administration degree at St. Joseph's University. He also holds his MBA from Syracuse University, and his bachelor of science in business administration from Drexel University. He is a visiting adjunct professor at Monmouth University, is a fellow of the American College of Healthcare Executives, and volunteers as a mentor to healthcare MBA students.
- Director of Information Technology: Elizabeth Holder
  - Email: [eholder@naacos.com](mailto:eholder@naacos.com)
  - Phone Number: 202-640-1850
  - Core Responsibilities:
    - Development and management of website and association software
    - Support to membership team
    - Technical support to NAACOS and the Institute for Accountable Care
  - Bio: Elizabeth Holder has been with NAACOS nearly since its inception. She manages the development of web software, coordinates website development, and oversees technical support for members and staff. She works closely with other teams on projects requiring research and data support. Elizabeth has 20 years of experience working in information technology and marketing. She is an active volunteer in her community, working with local organizations to feed needy families and individuals. Elizabeth received a bachelor of arts degree from California State University, Northridge.
- Director of Operations: Anna LaFayette
  - Email: [anna@naacos.com](mailto:anna@naacos.com)
  - Phone Number: 202-640-1985
  - Core Responsibilities
    - Conferences, boot camps, and webinars
    - Communications
    - Newsletters
    - Board liaison and association governance
  - Bio: Anna LaFayette is the director of operations at NAACOS where she coordinates membership enrollment and renewals, content and registration for conferences and webinars, as well as the activities of the Board of Directors and many other things that keep the organization running day to day. Previously, Anna was a senior associate at AcademyHealth where she developed the content for its Annual Research Meeting by managing more than 500 speakers, a call for abstracts with 2,500 submissions, registration of 2,400 individuals, and several of adjunct meetings. Anna received a master's degree in forensic psychology from Marymount



University and a bachelor's degree in psychology from St. Mary's College of Notre Dame.

- Director of Institute for Accountable Care: Rob Mechanic
  - Email: [rmechanic@institute4ac.org](mailto:rmechanic@institute4ac.org)
  - Phone: (202) 640-2693
  - Core Responsibilities:
    - Research agenda
    - Data analytics
    - Health care learning and improvement activities
    - Grant writing
  - Bio: Robert E. Mechanic, MBA, is executive director of the Institute for Accountable Care, where he is responsible for leading its research agenda, data analytics, and health care learning and improvement activities. Rob is also a senior fellow at the Heller School of Social Policy and Management at Brandeis University, where he serves as executive director of the Health Industry Forum. His research focuses on health care payment systems and the adaptation of organizations to new payment models. Rob was previously senior vice president with the Massachusetts Hospital Association and was vice president with the Lewin Group, a Washington D.C.-based health care consulting firm. His work has been published in *The New England Journal of Medicine*, *JAMA*, and *Health Affairs*. He is a trustee of Atrius Health, an 800-physician multispecialty group practice and Next Generation ACO in Eastern Massachusetts, and he is a senior fellow of the Estes Park Institute. Mr. Mechanic earned an MBA in finance from The Wharton School and a BS in economics with distinction from the University of Wisconsin.
- Senior Vice President, Operations: Jennifer Muldoon
  - Email: [jmuldoon@naacos.com](mailto:jmuldoon@naacos.com)
  - Phone Number: 202-640-2643
  - Core Responsibilities:
    - Oversight of finance, membership, communications, operations
    - Day-to-day management of conferences, boot camps, and other educational events
    - Conference sponsorship development
  - Bio: Jennifer Muldoon has more than 25 years of experience leading core association activities such as membership and education. At NAACOS, she leads the operations team with responsibility for membership, educational events, communications, finance and operations. As the former director of conferences and educational programs at AcademyHealth, Jennifer led this society's key events for research dissemination and training. At Holy Cross Hospital, Jennifer implemented a patient information system for physicians and coordinated HIPAA compliance. Jennifer also has extensive experience managing core activities and strategic initiatives for health associations. At the American Academy of Physician Assistants, Jennifer launched the Network for Supervising Physicians, a resource for physicians to maximize the role of physician assistants on health care teams. During her seven-year tenure at the Association for Health Services Research, Jennifer's role included membership, advocacy, and publications. Jennifer graduated with superior distinction from Georgetown University receiving a master's degree in health systems administration. As an undergraduate, she studied Philosophy and Biology at Cornell University.
- Health Policy Analyst: Alyssa Neumann
  - Email: [aneumann@naacos.com](mailto:aneumann@naacos.com)
  - Phone Number: (202) 964-4460

- Core responsibilities:
  - Support government affairs team
  - Conduct analysis of health policy regulation relevant to ACOs
  - Write comment letters on issues of importance to ACOs
  - Create summaries, articles and member resources to educate members on policy changes and new developments impacting ACOs
  - Focus on certain issues and payment models related to primary care and health equity, among others
- Bio: Alyssa Neumann, MPH serves as health policy analyst for the National Association of ACOs (NAACOS), providing support for the Government Affairs team. Prior to NAACOS, Alyssa served as Senior Program Associate at the Primary Care Collaborative (PCC), providing support for grant projects, policy work, and communications. She is an active volunteer in the community, working as a Chapter Leader and Teaching Fellow with Girls Health Ed, providing vital health information to disadvantaged adolescent girls. Alyssa earned her MPH in Health Policy and Management at the George Washington University Milken Institute School of Public Health. Other prior experiences include work as a Graduate Teaching Assistant in Biostatistics at GWU, a Federal Affairs internship with the National Association of Community Health Centers (NACHC), and university research focused on topics such as behavioral health and SUD, health literacy, and the social drivers of health (SDOH). Alyssa received her bachelor's degree Summa Cum Laude in Political Sociology and Cultural Anthropology with a concentration in Social Disparities at the University of South Florida - Tampa.
- Educational Coordinator: Emily Perron
  - Email: [eperron@naacos.com](mailto:eperron@naacos.com)
  - Phone Number: 202-640-2674
  - Core Responsibilities:
    - Run exhibit and sponsorship program for conferences and boot camp
    - Run registration for educational activities
    - Works directly with director of operations and vice president of education on daily projects
  - Bio: Emily Perron is the administrative assistant at NAACOS where she works directly with the director of operations on tasks related to the day-to-day running of the organization and the two annual conferences. Before starting at NAACOS, she previously worked at Police and Firemen's Insurance Association (PFIA) in new business where she handled all incoming new life and disability insurance plans. While at PFIA, she obtained two Life Office Management Association (LOMA) certificates. She received a bachelor of science degree in elementary education from Liberty University.
- Senior Policy Advisor: David Pittman
  - Email: [dpittman@naacos.com](mailto:dpittman@naacos.com)
  - Phone Number: (202) 640-2689
  - Core Responsibilities:
    - Leads the association's efforts on certain policy topics, such as the Direct Contracting Model, health IT, telehealth and more
    - Manages policy related communications, including press releases and outreach to the media, as well as oversees social media for policy
  - Bio: David joined the National Association of ACOs in August 2018 as health policy and communications advisor, bringing a dozen years of experience in health journalism to the organization. Prior to NAACOS, David covered health care at POLITICO, including the worlds of ACOs and the Center for Medicare and Medicaid

Innovation. He helped launch the website's eHealth coverage in 2014. He was a fellow of the Association of Health Care Journalists in 2014, researching how states were adopting payment and delivery system reforms as budgets struggled to recover from the recession of the late 2000s. Before POLITICO, David served as the lone Washington reporter for the health news website MedPage Today, covering nearly all aspects of health policy from Medicare and Medicaid to the Affordable Care Act and Capitol Hill. David holds bachelor's degrees in journalism and chemistry from the University of Georgia, where he graduated in 2006. While in Athens, David worked as a staff writer of The Red & Black and eventually became editor-in-chief.

- Marketing Coordinator: Jaime Prestigiacomio
  - Email: [jaimep@naacos.com](mailto:jaimep@naacos.com)
  - Phone: 202-794-9048
  - Core responsibilities:
    - Provides support to membership team
    - Coordinates membership marketing campaigns
    - Supports NAACOS members and business partners
  - Bio: Jaime Prestigiacomio is the marketing coordinator for the National Association of ACOs. As part of the membership team, Jaime provides professional support to NAACOS ACO members and business partners, coordinates marketing campaigns, and assists in a variety of projects. Prior to NAACOS, she has experience in the insurance industry working for Everest Insurance and Crum and Forster in their respective operations departments where she documented process standards, workflows, and monitored updates on comprehensive project plans. Jaime holds a bachelor's degree in Finance from Monmouth University in West Long Branch, NJ, and in her spare time, Jaime volunteers for The Cheer Me Up Foundation and the Multiple Sclerosis Foundation to help spread awareness and advocacy.

## 5. Professional affiliations

- AcademyHealth
- National Quality Forum (NQF)
- Institute for Accountable Care
- Primary Care Collaborative

## 6. ACO and DCE Membership

- Benefits for all ACO and DCE Members include:
  - Representation in NAACOS' advocacy efforts
  - Eligibility to serve on NAACOS board and committees
  - Opportunity to vote in election of NAACOS board
  - Discounts on registration fees for NAACOS conferences and workshops
  - Access to members only resources (e.g., policy, operational papers, case studies) prepared by NAACOS
  - Free access to NAACOS live and archived webinars
  - Bi-weekly newsletter
  - Complimentary Benchmarking Report (BCAPA)
  - Free postings in career center
  - Online library of articles on operational, financial or legislative topics for ACOs
  - Dedicated Listserv to post/answer questions in direct connection with fellow members
  - Onboarding session
  - Access to NAACOS prescreened and approved Business Partner Network

- Four types of ACO membership:
  1. Single entity ACOs and DCEs
    - NAACOS defines this membership category as an ACO or DCE legal entity that holds one or more contracts with CMS for the MSSP or Direct Contracting Model or has been approved as one of these models and is in the process of signing a contract. Single ACOs/DCEs have one vote for single ACO/DCE board seats in each year's board election.
    - Dues are tiered based on the number of assigned beneficiaries
      - T1: up to 9,999 — \$4,000
      - T2: up to 24,999 — \$5,750
      - T3: up to 49,999 — \$7,500
      - T4: up to 99,999 — \$10,000
      - T5: up to 149,999 — \$12,000
      - T6: up to 199,999 — \$14,000
      - T7: up to 249,999 — \$16,000
      - T8: up to 299,999 — \$18,000
      - T9: up to 349,999 — \$20,000
      - T10: up to 399,999 — \$22,000
      - T11: up to 449,999 — \$24,000
      - T12: up to 499,999 — \$26,000
      - T13: 500,000+ — \$28,000
  - Multi-ACOs/DCEs
    - A multi-owned ACO/DCE is one legal entity that owns two or more ACOs and/or DCEs that have contracted with CMS. Ownership is defined as wholly owned or financially integrated through contracts either sharing gains, losses or both.
    - Dues: Rate varies depending on number of beneficiaries in CMS programming and then by the ACO/DCE count/portfolio owned by parent company. The more ACOs/DCEs in the portfolio, different rate tiers per ACO/DCE apply. Fee schedule as follow:

Beneficiary Count	Multi-ACO Model: \$1,500 after 1st ACO/DCE		Multi-ACO Model: \$1,000 after 10th ACO/DCE		Multi-ACO Model: \$500 after 20th ACO/DCE and beyond	
	Multi -2	Multi -10	Multi - 11	Multi -20	Multi -21	Multi -30
5,000 - 9,999	-	-	-	-	-	-
10,000 - 24,999	\$7,250	-	-	-	-	-
25,000 - 49,999	\$9,000	\$21,000	-	-	-	-
50,000 - 99,999	\$11,500	\$23,500	\$24,500	\$33,500	-	-
100,000	\$13,500	\$25,500	\$26,500	\$35,500	\$36,000	\$40,500
150,000	\$15,500	\$27,500	\$28,500	\$37,500	\$38,000	\$42,500
200,000	\$17,500	\$29,500	\$30,500	\$39,500	\$40,000	\$44,500

<b>250000</b>	\$19,500	\$31,500	\$32,500	\$41,500	\$42,000	\$46,500
<b>300,000</b>	\$21,500	\$33,500	\$34,500	\$43,500	\$44,000	\$48,500
<b>350000</b>	\$23,500	\$35,500	\$36,500	\$45,500	\$46,000	\$50,500
<b>400,000</b>	\$25,500	\$37,500	\$38,500	\$47,500	\$48,000	\$52,500
<b>450000</b>	\$27,500	\$39,500	\$40,500	\$49,500	\$50,000	\$54,500
<b>500,000</b>	\$29,500	\$41,500	\$42,500	\$51,500	\$52,000	\$56,500

2. Private Payer/Commercial ACOs

- Private Payer/Commercial payer ACOs are entities that own or are financially integrated with one or more ACOs. They do not contract with CMS, but they do contract with one or more commercial insurance organizations and/or state Medicaid agencies to provide accountable care to a specified population of beneficiaries and financially share in the risk and/or benefit from savings defined in the contract. They receive voting rights and are represented on NAACOS' board with a commercial ACO Board seat.
- This member type/rate applies to ACOs that are exclusively commercial.
- Dues: \$3,500 annually

3. Associate ACOs

- NAACOS Associate Members are ACO or DCE legal entities or other provider organizations in the process of applying to CMS or considering becoming ACOs/DCEs in the future. These members are non-voting.
- Dues: \$3,500 — only good for one year; members of this type must become single entity ACOs or DCEs in the following year.

**7. Business and Alliance Partners**

- Benefits for both types of partners:
  - Company's name/logo/link/description listed on the NAACOS Business or Alliance Partner webpage
  - Opportunity to sponsor, exhibit and attend NAACOS conferences
  - Attendee lists for all NAACOS conferences (Pre- and Post-meeting)
  - Complimentary registration for NAACOS live webinars and access to NAACOS on-demand webinars
  - Online library of articles on operational, financial, and legislative topics for ACOs
  - Free Job Board to place and view opportunities across the ACO and Partner community
- Business Partners
  - Definition: For-profit companies with products and services for sale to ACOs/DCEs
  - Additional benefits:
    - Complimentary table-top display at one NAACOS conference (spring or fall, \$3,500 value)
    - Webinar sponsorship opportunities
      - NAACOS-led with recognition — \$3,000-\$5,000
      - Partner-led — \$20,000-\$25,000
        - Allowed one per year
        - Scheduled when NAACOS events are not planned

- Annual Dues: \$6,000
- Alliance Partners
  - Definition: Non-profits with resources available to ACOs or DCEs at no charge. This may include universities, associations, foundations, government agencies and think tanks.
  - Annual dues: \$2,500
- Partner Circle
  - NAACOS has invited active Business Partners to join its Partner Circle to receive enhanced benefits and increased interaction with the board. NAACOS limits Partner Circle participants to only a few Business Partners, and the fee is \$30,000 annually.
  - Partner Circle participants are invited to engage the NAACOS board in person via Fall Conference strategy session. The goal is to identify legislative and operational challenges for ACOs, then work together to develop solutions to improve ACO/DCE performance. NAACOS will facilitate subsequent quarterly conference calls for progress updates.
  - Partner Circle participants get to choose several additional benefits from an exclusive menu. Ala carte discounts and benefits include but not limited to:
    - Discounts for leading or sponsoring a NAACOS webinar
    - Annual pass to VIP reception at NAACOS conference (Limit 2)
    - 2 complimentary registrants per NAACOS conference
    - Email blast to NAACOS members (Limit 1 per year)
    - Newsletter and website sponsorship

### Partner Benefits Comparison Chart

	Alliance Partner	Business Partner	Partner Circle
Company's name/logo/link/description listed on the NAACOS Business Partner webpage	X	X	X
Opportunity to sponsor, exhibit and attend NAACOS conferences	X	X	X
Attendee lists for all NAACOS conferences	X	X	X
One promotional email to NAACOS members		X*	X**
Complimentary registration for NAACOS live webinars and access to NAACOS archived webinars	X	X	X
Free Job Board to place and view opportunities across the ACO and Partner community	X	X	X
Complimentary table top display at one NAACOS conference (spring or fall, \$3,500 value)		X	X
Annual in person meeting with NAACOS Board (FALL DC)			X
Quarterly Advisory Committee Calls			X
Two complimentary passes to the Fall and Spring Conferences			X

Invitations to the VIP receptions at spring and fall conferences (max of 2)			X
Recognition on conference signage, NAACOS website, and in NAACOS newsletter			X
Annual profile in NAACOS newsletter			X
A dedicated page on NAACOS website			X
Choice of one additional benefit			X
Newsletter Sponsorship (1 month/2x edition coverage)			
Sponsor a NAACOS-led Webinar			
Second email blast to membership			
Annual Fee	\$2,500	\$6,000 <b>\$7,000</b> <b>starting</b> <b>7/1/22</b>	\$30,000
* One Time per Year with an added fee ** One Time per year without an added fee			

## 8. Advocacy and Policy Efforts

- Overview:
  - NAACOS staff including the President & CEO, Senior Vice President of Governmental Affairs, Director of Regulatory and Quality Affairs, Senior Policy Advisor, and Health Policy Analyst work in conjunction to develop and advocate for policies beneficial to ACOs on Capitol Hill, with the Administration and other relevant agencies and stakeholders.
- Key 2022 Advocacy Priorities:
  - The Value in Health Care Act (H.R. 4587)- NAACOS is working closely with our Congressional champions to advance legislation making needed changes to improve the MSSP and incentives for Advanced APMs. NAACOS will lobby to gain cosponsors and support for the bill and engage members in grassroots advocacy to advance this legislation. NAACOS also continuously monitors and takes action, as appropriate, with other legislation affecting ACOs and value-based payment.
  - With the second year of the 117<sup>th</sup> Congress and Biden administration, NAACOS looks forward to working hard to advance key policies to support ACOs and grow the size and impact of the Medicare ACO program.
  - In addition to the ACO priorities included in the Value in Health Care Act, such as increased shared savings rates and more time before assuming risk, advocacy priorities will include:
    - Revisiting ACO quality policies and changing certain ones that are problematic for ACOs
    - Creating favorable ACO models with improved methodologies such as more fair and accurate benchmarks.
    - Improving the Direct Contracting Model to favor provider-led DCEs
    - Addressing the overlap of APMs to prioritize accountable care models
    - Advancing health equity through the ACO model
- Key Advocacy Priorities and Accomplishments for 2021 include:

- Obtaining a three-year delay in the required move to electronic quality reporting for MSSP ACOs
- Working with our Congressional champions to introduce legislation, *The Value in Health Care Act* (H.R. 4587), to improve the Medicare Shared Savings Program and shift to value through extending and refining the Advanced APM bonus, among other Advanced APM changes
- Maintaining ACO protections from COVID-19 financial losses while protecting shared savings opportunities
- Expanding the use of telehealth through new regulatory flexibilities and advocating for increased access to claims data for beneficiaries with substance abuse disorders
- Providing key policy [recommendations](#) on improving health equity through changes to the ACO models
- **Education/Branding:**
  - NAACOS holds frequent meetings with policymakers and staff in the Administration as well as Senators, Representatives and Congressional staff to advocate on behalf of NAACOS member issues.
  - NAACOS hosts Congressional briefings (last held in July 2021 with one scheduled for January 2022) to continue educating policy makers on the status of the ACO program, sharing successes and challenges and needed improvements.
  - NAACOS leads an ACO Coalition comprised of leading national healthcare provider trade associations
  - NAACOS develops educational materials and resources to explain complex regulations and other policies affecting ACOs.
  - NAACOS staff present numerous webinars to educate members on key policy topics relevant to ACOs.

## 9. Educational Events

- **Conferences:**
  - Overview:
    - NAACOS conferences are designed as opportunities for ACO leaders to convene to learn from experts and CMS officials, to share their experiences with peers, and to network with colleagues and vendors.
  - Timing and Location
    - Conferences have been held twice annually (spring and fall) in the Baltimore and Washington, D.C. areas. These locations have been selected to facilitate the participation of CMS officials, which has become a distinguishing feature of NAACOS conferences. These locations also provide ample hotel space and several major airports allowing convenient access for attendees.
  - Format and Agenda
    - The NAACOS conference format is a two-day program with optional pre- or post-conference workshops. The program includes approximately seven plenaries and 15 breakouts. Seating at large round tables is designed to encourage networking among attendees in the presentation rooms. Other activities such, as the reception and optional group dinners, also foster networking.
    - The creation of the program is led by NAACOS staff with input from the board. Speakers are typically acknowledged experts in management, policy, and clinical issues related to ACOs. Many speakers are board members and leaders of member ACOs.



- NAACOS membership and board activities are also planned. For example, we plan peer to peer meetings for our membership and the board routinely meets during the conference as well.
- Attendees
  - The number of conference attendees has grown considerably since the first conference in Spring 2013. Approximately 600 attendees were at each of the last in-person meetings in 2019. As you know, due to the pandemic, both of NAACOS 2020 meetings and NAACOS Spring 2021 meeting were held virtually. Attendance was down significantly for these events, however they were all still very successful. We reconvened in-person in Fall of 2021 and had 358 people at the in-person meeting and about 350 registered virtually. We are currently planning on holding both 2022 conferences in-person with virtual options.
  - NAACOS member ACOs receive discounted registration rates, but any ACO employee (member or non-member) is allowed to attend. In order for a non-ACO to participate in the conference as an attendee, sponsor or exhibitor, the organization must first join NAACOS as a Business Partner (e.g., vendors) or an Alliance Partner (e.g., non-profits). All partners are limited to two registrations, both of which must be paid registrations. NAACOS does not offer exhibit-only registrations for a fee or for free. Sponsors receive complementary registrations that allow them to exceed the two-person registration limit.
- Sponsors & Exhibitors
  - NAACOS conferences feature a growing exhibit program with nearly 60 exhibits at the in-person 2019 conferences. There were about 40 exhibitors at the in-person Fall 2021 meeting, but we expect the 2022 numbers to be back to the normal 60 or so exhibitors. The exhibits have been located throughout the hallways connecting the plenary and breakout rooms. Activities such as breakfasts, breaks, and the reception have been held in the exhibit space to encourage attendees to interact with exhibitors. This format, along with a high ratio of ACO to vendor attendees, has established the NAACOS conference as a valuable event for vendors with ACO products and services.
  - Business partners receive one complementary table-top display as part of their 12-month partnership. They may pay a \$3,500 fee to exhibit at the second conference during their partnership. Alliance partners, a new partnership category, do not receive complementary table space but may pay \$3,500 to exhibit if space allows. In addition, NAACOS is now offering business partners a larger booth space for \$5,000. This is strictly a larger exhibiting space and is not a sponsorship level. The \$3,500 value of the table space does not contribute to the booth space. It is a separate opportunity if they so wish to take advantage of it.
  - NAACOS also offers Business Partners the opportunity to become sponsors of the conference. Sponsors pay an additional fee and receive benefits such as exhibit booths, complementary registrations, and invitations to VIP dinner. NAACOS allows vendors to make breakfast presentations for sponsorship of \$20,000. Vendors are also interested in obtaining email addresses for conference attendees. NAACOS has been very cautious in sharing this information. So far, email addresses of participants only have been provided only to the higher levels of sponsorship (\$15,000 and more). NAACOS will continue to experiment with new sponsor benefits, as we identify opportunities that appeal to vendors and do not negatively affect our attendees or jeopardize the high-quality of our program.
- Board Involvement in Conference Planning

- Board members are encouraged to volunteer to organize sessions, to present, and to offer suggestions for topics and speakers. Potential topics are typically presented to the board for its input.
- **ACO Boot Camps**
  - Boot camps deliver detailed instruction on core ACO operations and engage our ACO members and potential members in between the Spring and Fall conferences. The next boot camp will be held in-person and is scheduled February 7-8, 2022 in Orlando.
    - We allow two vendors to sponsor for \$15,000 each and allow their organizations to present and participate.
    - With the virtual format, we have set individual and organizational rates. When we are in-person, we limit participation to about 125 people to create a classroom format and allow interaction among peers.
  - We may hold summer boot camps depending on interest among our members and interest from sponsors/partners.
- **Webinars**
  - NAACOS webinars are offered to both NAACOS and non-NAACOS members. Our goal is to educate our members generally concerning ACO-related regulatory and legislative reforms as well as innovation in the clinical practice setting.
  - NAACOS ACO Members and Partners (both Alliance and Business) have no charge to attend our webinars. Non-members and non-partners are charged a fee of \$195 to participate.
  - NAACOS also hosts webinars that are sponsored by Business Partners. These webinars are led by the Business Partner, and the logistics (e.g., marketing, registration, technology) are handled by NAACOS. Sponsor typically pays \$25,000 to NAACOS, and webinar registration is free to ACO members and often non-member ACOs.
  - All webinars are posted on the NAACOS website within 24 hours of taking place. Members and partners can access the recordings for free, those who have paid (non-members) for a particular webinar can only access that webinar — they are required to pay for access to each individual webinar.

**10. Data Projects (this section has not been updated for 2022 – more information will be added at a later date)**

- **BCAPA Reports**
  - NAACOS has created Benchmarking Comparison and Performance Analysis Reports that allow ACOs to compare their performance with various peer groups on Part A and Part B beneficiary spending and utilization measures.
  - The web-based tool allows users to navigate across years, ACO beneficiary categories, and comparison groups. Information is updated quarterly.
  - The BCAPA tool is available to nearly all organizations, but the cost depends membership status and type of organization, with significant discounts afforded to NAACOS ACO members.
- **Custom analytics and data products**
  - QP scenario analysis by ACO and physician group
    - QP score determines if ACO physicians get 5% ACPM bonus
    - Thresholds increase from 50%/35% to 75%/50% for 2021
    - 86% of ACOs meet 2020 threshold; 48% meet 2021 threshold
  - Market-level benchmarking and analytics
  - Episode grouper analytics
- **ACO use of telehealth and other waiver authorities during the public health emergency**

- Analysis of monthly data with service use trends
- Modeling to determine ACO outcomes for HNHC populations
- PCORI proposal: 4-arm clinical trial to analyze comparative effectiveness of Grace and CAPABLE for home-based and office based primary care in ACOs
  - MGH Mongan Institute; Brandeis University; Institute
  - If awarded \$1.5M pilot phase and \$20M full trial
- ACO learning collaboratives
  - Home-based care in ACOs
  - High-value care and clinician culture

## 11. Website Management

- NAACOS is hosted by our association management system, Memberclicks in a 100 percent uptime guaranteed location with 24/7/365 support. The hosting company provides excellent data recovery solutions as well as security. Automatic daily backups are set up for all data and code. The web site is hosted on a scalable environment to accommodate growth in both size and speed. The programming language used is PHP and relational database are done with MySQL. The payment processing vendor is authorize.net and payments are processed over SSL. For security reasons, *no* credit card information is stored. Registrations paid by check are processed but on hold until payment is received. Check registration is closed a week before the conference. The administration section of the web site allows for changing status of check registration, creating webinars, adding content, emailing member and partner lists, running charges for membership/partner payment, as well as maintenance of member/partner database.
- Through the website, NAACOS maintains the registration systems for the conferences and webinars, the online library and other reference items, a job board, listing of our business and alliance partners and information on membership.
- Updates
  - Updates to different sections of the website occur on different timelines
    - Conferences: Updated immediately following a conference. Once the agenda begins to come together, updates are made as needed, sometimes several times a week.
    - Webinars: Webinar slides and recordings are posted within 24 of the webinar.
    - Business and Alliance Partners: These pages are updated as the applications are processed for the new partners with the partner's information. The logo page is updated monthly.
    - News page and news box on home page: these are updated as needed and three months at a time are shown
  - Pages not included above are evaluated every month.
  - All updates flow through the director of operations to our IT department (Elizabeth Holder) who then makes the updates, which are reviewed before the pages are made public.

## 12. Newsletters

- On June 11, 2014, NAACOS sent the first newsletter to ACO members and business partners
- The newsletter started as a way to share substantive policy developments relative to ACOs, information about NAACOS sponsored events and other pertinent information
- The newsletter started as a bi-weekly publication but has since evolved into a periodic piece when there is relevant information to send out. It is sent every other week.
- Content includes:
  - Policy Information

- CMS Announcements
- Legislative updates
- Conference and webinar information
- Welcome listing for new ACO members and Business and Alliance partners.
- And other information we deem important to our members

### 13. Listserv

- Enables individuals from ACO members to interact with each other by exchanging tips and discussing hot topics related to all things affecting ACOs through simple email exchange without revealing member email addresses.
- Listserv is open to all ACO members to post, reply and follow
- Grows NAACOS' credibility among members

### 14. NAACOL

- Purpose: Provide educational information to audience in an easy-to-find and consumable format
- Overview: NAACOL, which stands for *National Association of ACOs Online Library*, is an educational tool exclusive for NAACOS' ACO and DCE members and Business Partners to utilize.
  - Includes articles, white papers, publications, reports, and presentations
  - Encoded with keyword search feature
  - Topics include operations, legislative and policy, finance, IT, and quality
  - Content is supplied by NAACOS staff, non-profit organizations (associations, research think tanks, universities, etc.) and business partners. Business partner submissions are prescreened by NAACOS to ensure education element is the main goal and not a commercial sales pitch.

### 15. Institute for Accountable Care

- In 2018, NAACOS created the Institute for Accountable Care as a 501(c)(3) non-profit organization whose mission is to build the evidence base on the impact of accountable care delivery strategies in order to support care transformation and inform public policy.
- The Institute is a separate organization but is aligns with NAACOS mission to advance the ACO model. The Institute leverages a comprehensive Medicare data warehouse and close relationships with the ACO community to conduct timely research and translate findings into actionable resources for health care organizations committed to population health and value-based payment. It offers a wide range of analytic services to physician groups and health systems participating in ACOs.
- [www.instituteforaccountablecare.org](http://www.instituteforaccountablecare.org)
- Rob Mechanic serves as the Institute's executive director.