

NATIONAL HEALTH POLICY

FORUM



annual report

2013

National Health Policy Forum

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Icons (p. 10), *left to right*
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The National Health Policy Forum is a nonpartisan research and public policy organization at The George Washington University. All of its publications since 1998 are available online at www.nhpf.org.

—from the director

Welcome to the National Health Policy Forum's 2013 Annual Report! This year's report represents a departure from how we've presented our accomplishments and activities in the past. We hope you like the new design and that the changes in layout and content will help you better understand the Forum, what we do, and who we serve. One thing has not changed, however: The Forum remains committed to supporting a learning community where congressional and federal staff can come together to explore the issues, challenges, and trade-offs in health policy. Our work is premised on the core belief that empowering policymakers with information in a neutral, press-free setting leads to better decisions.

Perhaps the most fundamental aspect of empowering policymakers is providing basic education to those new to the Hill or new to a particular slice of health policy. To that end, the Forum reprised its biannual Health Policy Essential briefings during the early days of the 113th Congress. These briefings outlined the factors that contribute to high health care spending, laid out the fundamental components of key programs such as Medicare and Medicaid, and provided an overview of private health insurance, among other topics.

Other 2013 meetings and papers addressed a wide variety of topics—all in some way related to the challenges of creating a sustainable health care system that is affordable, equitable, and efficient. For ease

of reading, we have grouped our work into seven issue areas with a very brief narrative overview, as well as information about funders and the kinds of products and activities undertaken.

We are also pleased to be able to share information this year about the number and characteristics of our participants and, in their own words, the impact of the Forum's activities on their understanding of issues and potential solutions.

The Forum would not exist without the grants and contributions provided by our foundation and corporate sponsors. We appreciate their continued support, especially in the midst of competing priorities. Indeed, we are gratified that our sponsors recognize the value of providing opportunities for congressional and federal staff to learn and, ultimately, to make better policy.

Best regards,



Judith Miller Jones, MA

Director

“Just having begun work in this area, this [Health Policy Essentials] session was perfect for me and was very helpful in breaking down some very complicated concepts. New to the issues, I appreciate the in-depth analysis of a very complex system and issues.”

—New congressional staffer

contents

the forum

- our vision
- our goal
- our approach



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we asked...

- what did you particularly like?
- how will this inform your work?





the forum

our vision > A **sustainable** health care system that is **affordable, equitable, and efficient**.

our goal > A **better-informed policymaking** process that results in a sustainable health care system.

our approach > **Empowering policymakers** through **authentic exploration** of key issues, challenges, and trade-offs in health policy.

We do this by providing

- **Access** to experts, thought leaders, and new knowledge in a rich learning community environment
- **Opportunities** to forge bipartisan/bicameral working relationships
- **Guidance** through the tangle of issues with Forum meetings, site visits, and balanced publications



U.S. CAPITOL

ALL VISITORS

• Capitol Tours

• Official Business and Appointments

• No Pets or Service Animals

programming

topics

The Forum's body of work, by definition, shifts in focus from year to year based on the legislative agenda and policymakers' needs for information about current policies, programs, and developments in markets across the country.

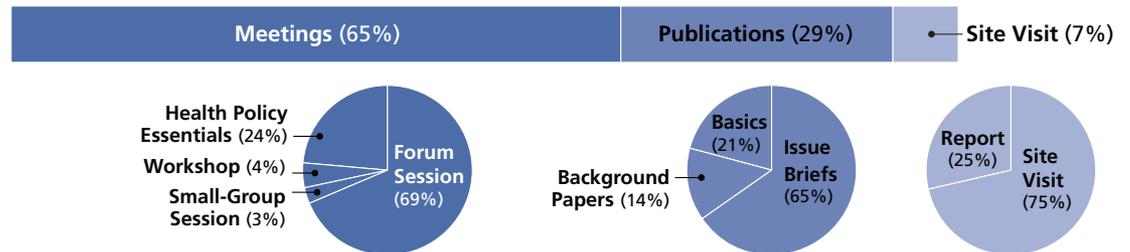
For 2013, activities fell into seven broad topic areas. The proportion of programming by topic, based on percentage of staff effort, is shown below.



products

While the majority of Forum staff time is devoted to developing meetings for our primary audience of congressional and executive branch staff, Forum staff also devote significant effort to writing publications and coordinating site visits.

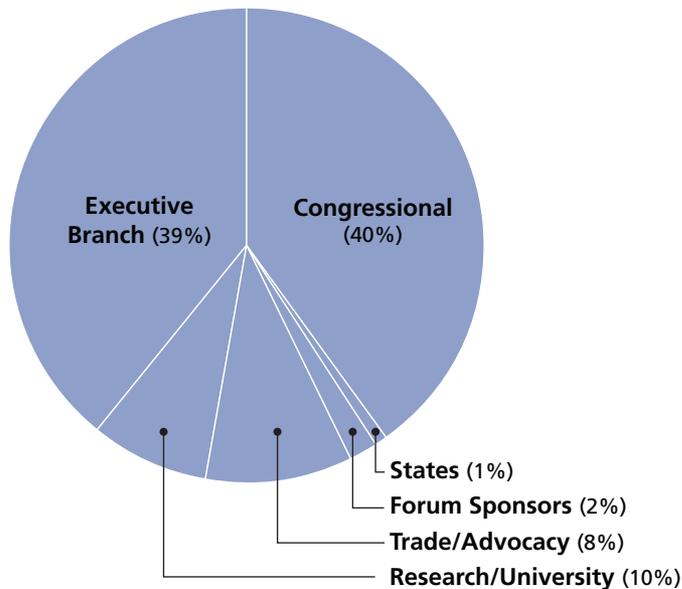
2013 Products, by Percentage of Staff Effort



Meetings include our signature Forum sessions, as well as workshops and small-group sessions for senior staff and “Health Policy Essentials” briefings designed for new staff at the start of every congressional session. **Publications** range from the deep-diving background papers and issue briefs to the quick-study basics line. And **site visits** provide a look at a market or theme for a small group of federal and congressional participants, to see legislative efforts in action.

attendance

The Forum primarily serves congressional and executive branch staff, but many other stakeholders also contribute to the dialogue.



1,659

number of individuals who participated in Forum meetings in 2013

38

percent of individuals who attended more than one meeting in 2013



we asked...

what did you particularly like about this session?

"Views & discussions were outside anything else I've heard on the Hill. **Very fresh, very interesting & outside the group-think** I often get frustrated with."

"Very helpful data and **real-world perspectives**. Also helpful to see detailed data, and not just generalizations."

"Real-world experiences and approaches. Great to have people implementing these programs sharing their experience."

"The point-counterpoint nature of the ensuing **discussion was illuminating without generating the usual heat!**"

"**Lots of synergies in the discussion**. Such a complex subject! Panelist POV's meshed in a way that you couldn't exactly orchestrate, but reflected artful suppositions by meeting planners."

"**Timely** topic, **unbiased** panel."

how will this session inform your work?

"The **Health Policy Essentials are like grad school**—form the basis of my understanding and thinking—especially since the field has changed in recent years."

"Called to my attention some resources of which I had not been aware; **sparked creative thinking** about community benefit measurement."

"[As a Medicaid drafter] it's useful to understand what States are dealing with."

"I am working on developing a PCMH evaluation for HRSA and **this provided a lot of context** for this [work]."

"Discussions about the limitations created by legislative language were **informative to my work as a Legislative Assistant for a Senator**. The overall information will help inform future advice and critical thinking on this issue."





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ARTIST



CAPITOL

the breakdown

Medicare

As measured by effort, Medicare occupied the top spot on the Forum's agenda with payment policy a predominant theme. Specifically, the Forum looked at how Medicare Advantage plans are paid; proposals to replace the sustainable growth rate (SGR) formula, which was designed to control total expenditures for physicians; and the hospital readmission reduction program, which penalizes hospitals for excessive readmissions. Other areas addressed in 2013 included recent proposals to change cost sharing for Medicare beneficiaries, the Medicare savings programs that pay all or a part of cost-sharing for low-income beneficiaries, performance measures for clinical professionals providing services to Medicare beneficiaries, and Medicare's value-based purchasing initiatives.

products

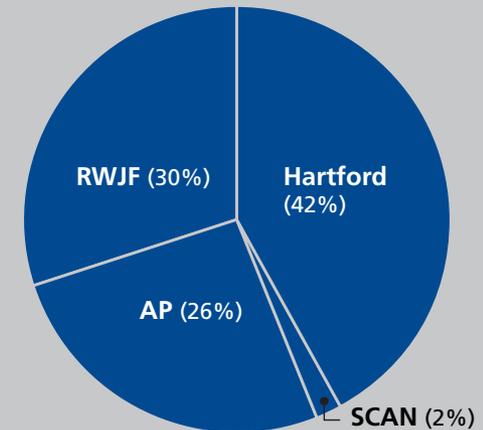
45% Forum Sessions

26 Issue Briefs

23 Health Policy Essentials

6 Basics

funders



Hartford: The John A. Hartford Foundation
RWJF: The Robert Wood Johnson Foundation
AP: The Atlantic Philanthropies
SCAN: The SCAN Foundation

See p. 37 for a full list of sponsors.

Medicare

 **The Basics, January 15** [Publication updated February 12, 2014; link goes to current iteration.]

Author: Sally Coberly, PhD

The Medicare Drug Benefit (Part D)

 **The Basics, January 15** [Publication updated February 20, 2014; link goes to current iteration.]

Author: Sally Coberly, PhD

Health Policy Essentials: Medicare and Health Care Spending (Part I)

 **Fundamentals Briefing, February 8**

Managers: Kathryn Linehan, MPH & Sally Coberly, PhD

Health Policy Essentials: Medicare and Health Care Spending (Part II)

 **Fundamentals Briefing, February 8**

Managers: Kathryn Linehan, MPH & Sally Coberly, PhD

*Rethinking Medicare’s Cost Sharing and Supplemental Coverage:
Options and Implications*

 Forum Session, April 12

Manager: Kathryn Linehan, MPH

Getting the Price Right: Ensuring Access and Promoting Efficiency in Medicare Advantage

 Forum Session, May 17

Manager: Kathryn Linehan, MPH

The Medicare Hospital Readmissions Reduction Program: Time for an Update?

 Forum Session, June 21

Managers: Sally Coberly, PhD & William J. Scanlon, PhD, Consultant

Medicare Advantage Update: Benefits, Enrollment, and Payments After the ACA

 Issue Brief No. 850, July 19

Author: Kathryn Linehan, MPH

Restructuring Medicare Cost Sharing: Exploring Options to Protect Low-Income Beneficiaries

 **Forum Session, August 2**

Manager: Sally Coberly, PhD

Replacing the SGR: Changing the Paradigm for Medicare Physician Payment?

 **Forum Session, September 20**

Manager: William J. Scanlon, PhD, Consultant & Sally Coberly, PhD

Seeking Value in Medicare: Performance Measurement for Clinical Professionals

 **Issue Brief No. 852, October 30**

Author: Lisa Sprague, MBA

Seeking Value in Medicare: Addressing Quality and Cost

 **Forum Session, November 22**

Manager: Lisa Sprague, MBA

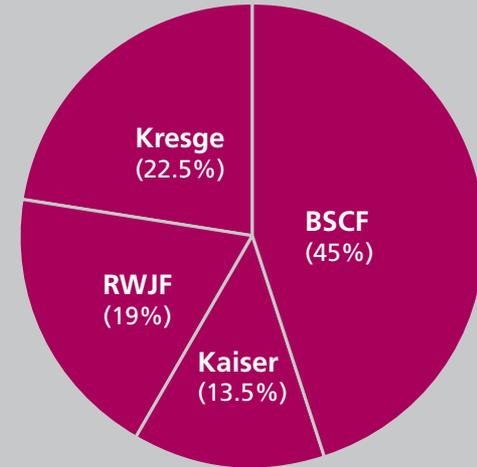
safety net & public health

A site visit to San Diego, its accompanying report, and a Washington-based meeting on one of the themes of the visit—caring for frequent users of emergency medical services—constituted a significant portion of the Forum’s activity focused on the health care safety net. Other topics included new hospital community benefit requirements for tax-exempt hospitals, such as hospital community health needs assessments; the implications of the Affordable Care Act for individuals with HIV/AIDS; and the transformation of behavioral health care practice, payment, and policy. The Forum’s public health activities centered on educating congressional staff about public health programs and included a Health Policy Essentials briefing and a basic on the Public Health Service.

products



funders



BSCF: Blue Shield of California Foundation

Kresge: The Kresge Foundation

RWJF: The Robert Wood Johnson Foundation

Kaiser: Kaiser Permanente

See p. 37 for a full list of sponsors.

The “Coopetition” Model: Caring for San Diego’s Low-Income Population

 Site Visit, February 19–20

Managers: Lisa Sprague, MBA & Jessamy Taylor, MPP

The Public Health Service

 The Basics, March 19

Author: Jessamy Taylor, MPP

Health Policy Essentials: Improving the Nation’s Health: Spotlight on Public Health

 Fundamentals Briefing, March 22

Manager: Jessamy Taylor, MPP

Can I Get a Break? Hospital Financial Assistance, Billing, and Debt Collection

 Forum Session, April 26

Manager: Eileen Salinsky, MBA, Consultant

EMS “Hot Spotting”: San Diego’s Experience Creating a System of Care for Frequent Users of Emergency Medical Services

 Forum Session, June 14

Author: Jessamy Taylor, MPP

*Hospital Community Health Needs Assessment:
An Analytic Approach to Community Benefits*

 **Forum Session, June 28**

Manager: Eileen Salinsky, MBA, Consultant

*The Affordable Care Act and HIV/AIDS: Implications for Coverage,
Access to Care, and Payment*

 **Forum Session, July 19**

Manager: Jessamy Taylor, MPP

*Transforming Behavioral Health Practice, Payment, and Policy:
Too Fast, Too Slow, or Just Right?*

 **Forum Session, September 20**

Manager: Jessamy Taylor, MPP

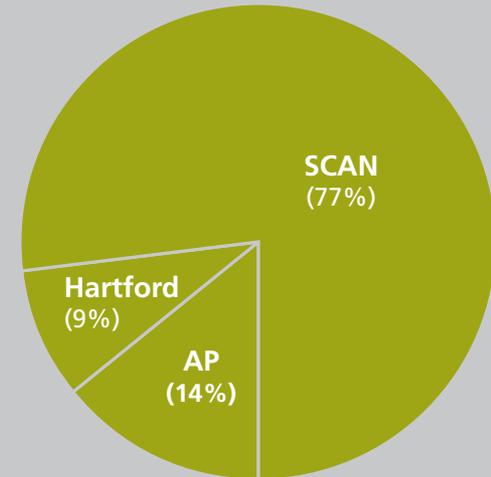
aging & long-term services and supports

Topics falling under the rubric of aging and long-term services and supports were varied but largely focused on the implementation of specific programs, such as Money Follows the Person, and demonstrations, such as those designed to coordinate care for individuals dually eligible for Medicare and Medicaid. The effects of the Affordable Care Act on the implementation by states of several existing home- and community-based services were also explored. Another session explored the key dimensions of high-quality care for older adults, especially those with multiple chronic conditions, and the opportunities and challenges that providers, payers, and policymakers face in their efforts to improve care delivery and outcomes. New written products as well as updates of several previously published documents accounted for much of the Forum's efforts in this area.

products



funders



SCAN: The SCAN Foundation
AP: The Atlantic Philanthropies
Hartford: The John A. Hartford Foundation
See p. 37 for a full list of sponsors.

*The Community Living Assistance Services and Supports (CLASS) Act:
Major Legislative Provisions*

 **The Basics, January 3**

Author: Carol V. O'Shaughnessy, MA

*Family Caregivers: The Primary Providers of Assistance to People with Functional
Limitations and Chronic Impairments*

 **Background Paper No. 84, January 11**

Author: Carol V. O'Shaughnessy, MA

Assisted Living: Facilities, Financing, and Oversight

 **The Basics, January 29**

Author: Carol V. O'Shaughnessy, MA

National Spending for Long-Term Services and Supports (LTSS), 2012

 **The Basics, February 1** [Publication updated March 27, 2014; link goes to current iteration.]

Author: Carol V. O'Shaughnessy, MA

Pursuing High-Quality Care for an Aging Population: Challenges and Opportunities

 **Forum Session, March 29**

Manager: Lisa Sprague, MBA

Health Policy Essentials: Aging in America: Trends in Income, Health, and Personal Health Care Spending

 **Fundamentals Briefing, April 12**

Manager: Carol V. O'Shaughnessy, MA

State Variation in Long-Term Services and Supports: Location, Location, Location

 **Forum Session, July 19**

Manager: Carol V. O'Shaughnessy, MA

State Progress in Implementation of Home- and Community-Based Service Programs Enacted by the ACA

 **Forum Session, September 27**

Manager: Carol V. O'Shaughnessy, MA

The Commission on Long-Term Care: Background Behind the Mission

 **The Basics, October 17**

Author: Carol V. O'Shaughnessy, MA

*Medicaid Home- and Community-Based Services Programs Enacted by the ACA:
Expanding Opportunities One Step at a Time*

 **Background Paper No. 86, November 19**

Author: Carol V. O'Shaughnessy, MA

*CMS-State Demonstration for Medicare-Medicaid Beneficiaries: Implementing the
Financial Alignment Initiative*

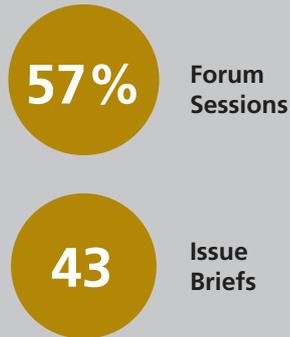
 **Forum Session, December 6**

Manager: Carol V. O'Shaughnessy, MA

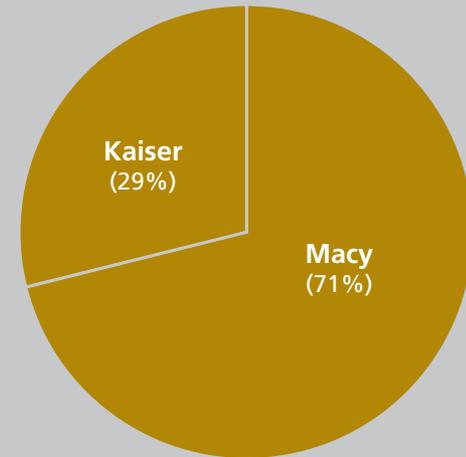
workforce

The Forum conducted four meetings and produced one issue brief on workforce topics. This body of work focused on proposals to target Medicare's investment in graduate medical education, the potential role of GME in smoothing disparities in physician supply, the difficulty of making workforce projections, and using scope of practice as a tool to address shortages in primary care services.

products



funders



Macy: The Josiah Macy, Jr. Foundation

Kaiser: Kaiser Permanente

See p. 37 for a full list of sponsors.

Projecting Health Care Workforce Needs in an Era of Practice and Technological Change

 Forum Session, April 19

Managers: Rob Cunningham, Consultant & William J. Scanlon, PhD, Consultant

Graduate Medical Education: Targeting Medicare's Investment?

 Forum Session, September 6

Managers: William J. Scanlon, PhD, Consultant & Sally Coberly, PhD

Health Workforce Needs: Projections Complicated by Practice and Technology Changes

 Issue Brief No. 851, October 22

Author: Rob Cunningham, Consultant

Smoothing Disparities in Physician Supply: A Role for Graduate Medical Education?

 Forum Session, October 25

Managers: William J. Scanlon, PhD, Consultant & Sally Coberly, PhD

Reconsidering Scope of Practice: The Right Medicine for Primary Care?

 Forum Session, November 15

Manager: Lisa Sprague, MBA

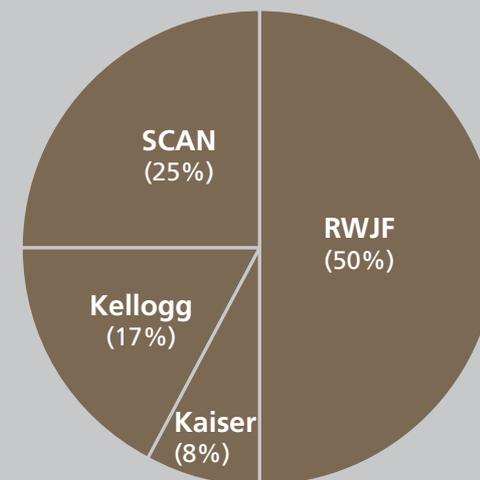
Medicaid

Basic education for new Hill staff was a primary focus of the Forum's efforts regarding Medicaid, with updated basics on key aspects of the program and a Health Policy Essentials briefing on Medicaid, the Children's Health Insurance Program (CHIP), and Medicaid-financed long-term services and supports. Proposed changes to the allocation of disproportionate share hospital payments were discussed in an issue brief. Other meetings focused on the future of the CHIP and Medicaid health homes, an initiative of the Affordable Care Act.

products



funders



RWJF: The Robert Wood Johnson Foundation

SCAN: The SCAN Foundation

Kellogg: The W.K. Kellogg Foundation

Kaiser: Kaiser Permanente

See p. 37 for a full list of sponsors.

Medicaid Financing

 **The Basics, February 13**

Author: Kathryn Linehan, MPH

Health Policy Essentials: Medicaid, CHIP, and Long-Term Services and Supports (LTSS)

 **Fundamentals Briefing, March 15**

Managers: Kathryn Linehan, MPH & Carol V. O’Shaughnessy, MA

CMS’s Proposed Rule Implementing the ACA-mandated Medicaid DSH Reductions

 **Issue Brief No. 849, June 25**

Author: Kathryn Linehan, MPH

The Future of CHIP

 **Forum Session, November 1**

Manager: Eileen Salinsky, MBA, Consultant

Medicaid Health Homes: Delivery System Glue for People with Chronic Health Conditions

 **Forum Session, December 13**

Manager: Jessamy Taylor, MPP

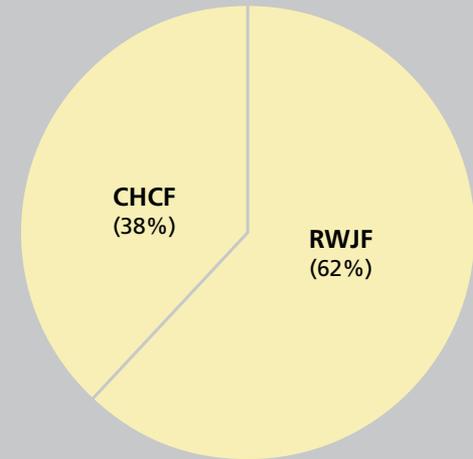
private markets

Many of the Forum's meetings touched on aspects of private markets, but three sessions were exclusively focused on the operations of insurance in the private sector. These included a Health Policy Essentials briefing on private insurance, a session on the implementation of the new health insurance exchanges, and a meeting focused on the use of out-of-network providers and associated financial consequences.

products



funders



*RWJF: The Robert Wood Johnson Foundation
CHCF: The California HealthCare Foundation*

See p. 37 for a full list of sponsors.

Health Policy Essentials: Private Health Insurance

🗨️ **Fundamentals Briefing, March 1**

Manager: Kathryn Linehan, MPH

Understanding New Exchange Marketplaces for Health Insurance

🗨️ **Forum Session, March 1**

Manager: Kathryn Linehan, MPH

Going Out of Network: Why It Happens, What It Costs, and What Can Be Done

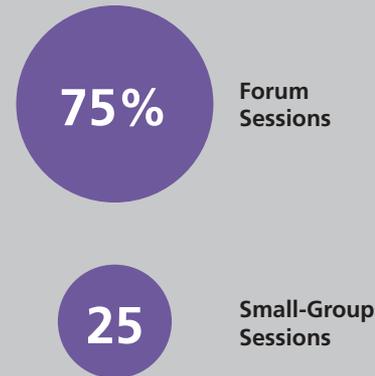
🗨️ **Forum Session, December 6**

Manager: Sally Coberly, PhD

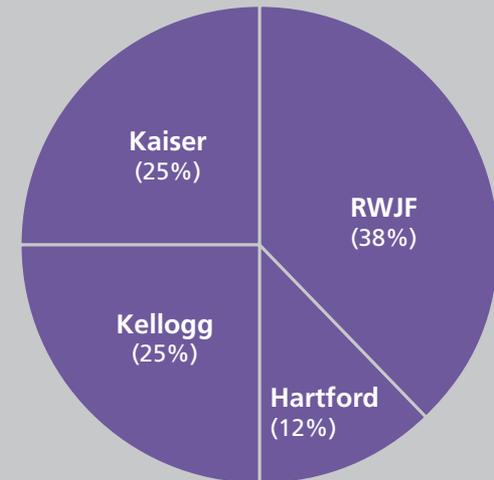
delivery system transformation

Like the private markets area, many of the Forum's meetings in 2013 could have been included in this category. But four sessions were predominantly focused on transforming the way in which care is delivered. A small-group session, which included a number of the Beacon Communities, focused on the crucial role of health information exchange in facilitating better care coordination and transitions. A session on "value" looked at how private sector purchasers, health plans, and providers are using and responding to value-based purchasing as a tool to transform care. Other sessions looked at the nation's experience with patient-centered medical homes and pediatric medical homes as vehicles for transforming primary care.

products



funders



RWJF: The Robert Wood Johnson Foundation

Kaiser: Kaiser Permanente

Kellogg: The W.K. Kellogg Foundation

Hartford: The John A. Hartford Foundation

See p. 37 for a full list of sponsors.

Health Information Exchange: Promise, Practice, Prospects

 **Small-Group Session, May 22**

Manager: Lisa Sprague, MBA

Payers and Patients: Searching for Value

 **Forum Session, July 12**

Manager: Lisa Sprague, MBA

Patient-Centered Medical Home: Research Results Mixed, Experience Yields Optimism

 **Forum Session, September 13**

Manager: Lisa Sprague, MBA

*Implementing Pediatric Medical Homes: Challenges of Improving
Primary Care for Children*

 **Forum Session, November 8**

Manager: Eileen Salinsky, MBA, Consultant



our resources

expenditures

Total expenditures for 2013 were \$2,417,188, distributed across eight broad categories. A full budget summary follows on the next page.



funding

The Forum is primarily funded by grants from charitable foundations; we do not accept contributions from any governmental sources. See p. 37 for a full list of sponsors.



budget summary

[January 1–December 31, 2013]

These figures have been compiled from National Health Policy Forum records. This is not a certified accounting. A complete audited accounting for the entire University, including expenditures of the Forum, is presented in the University's annual report.

	AP*	BSCF†	CHCF‡	Hartford	Kaiser§	Kellogg	Kresge	Macy	RWJF**	SCAN	General	TOTAL
Salaries	\$88,869	\$81,193	\$15,551	\$126,729	\$87,098	\$108,149	\$150,989	\$77,972	\$247,538	\$176,174	\$0	\$1,160,262
Fringe Benefits	22,351	20,380	3,888	31,872	21,905	27,200	37,974	19,610	62,256	44,307	0	291,743
Meetings	15,411	11,620	3,852	18,079	15,483	8,045	10,283	15,090	26,657	13,676	281	138,477
Speaker Travel	3,225	29,393	0	3,954	4,848	1,580	5,837	5,255	7,062	1,383	78	62,615
Staff Travel	363	7,285	73	538	339	295	3,365	325	1,111	1,247	281	15,222
Postage	37	508	6	63	44	0	84	54	119	50	-6	959
Telephone	1,069	941	180	1,207	1,160	0	2,076	737	3,908	1,332	0	12,610
Books/ Subscriptions	328	73	4	584	444	0	706	252	1,322	739	0	4,452
Leasing/ Maintenance	2,363	1,151	207	2,335	2,334	0	4,736	1,453	8,306	3,887	0	26,772
Supplies	1,076	1,110	57	1,335	1,029	0	1,918	678	3,290	1,379	325	12,197
Services	6,073	1,566	473	12,662	30,547	20,000	33,631	18,379	25,309	6,740	10,138	165,518
Rent	21,475	20,266	4,096	22,732	21,132	0	36,945	19,517	67,916	28,715	0	242,794
Indirect Costs	16,264	26,323	4,258	22,209	27,954	24,790	57,709	15,932	54,575	33,555	0	283,569
TOTAL EXPENSES	\$178,904	\$201,809	\$32,645	\$244,299	\$214,317	\$190,059	\$346,253	\$175,254	\$509,369	\$313,184	\$11,097	\$2,417,190

sponsors

The following is a list of current sponsors and those whose grants or contributions were in effect during any part of the period January 1 to December 31, 2013.

foundation grants

- Robert Wood Johnson Foundation
- The Kresge Foundation
- The SCAN Foundation
- The John A. Hartford Foundation
- Blue Shield of California Foundation
- W.K. Kellogg Foundation
- The Atlantic Philanthropies
- The Josiah Macy, Jr. Foundation
- California HealthCare Foundation

corporate grants

- Kaiser Permanente

general corporate supporters

- The Alliance of Community Health Plans
- BlueCross BlueShield Association
- Johnson & Johnson

2013 forum staff

- **Judith Miller Jones, MA**, *Director*
- **Sally Coberly, PhD**, *Deputy Director*

- **Diane L. Harvey**, *Manager, Systems & Operations*
- **Marcia Howard**, *Program Associate*
- **Julie La Orban, MPH**, *Program Associate*
- **Kathryn Linehan, MPH**, *Principal Policy Analyst*
- **Monique Martineau, MA**, *Director, Publications & Online Communications*
- **Carol V. O'Shaughnessy, MA**, *Principal Policy Analyst*
- **Moira Muccio Secrest**, *Manager, Fiscal Operations*
- **Lisa Sprague, MBA**, *Principal Policy Analyst*
- **Jessamy Taylor, MPP**, *Principal Policy Analyst*

- **Rob Cunningham**, *Consultant*
- **Eileen Salinsky, MBA**, *Consultant*
- **William J. Scanlon, PhD**, *Consultant*



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