Spotlight on Innovation
The Response to COVID-19
BY BETTER MEDICARE ALLIANCE
APRIL 2020
DEAR FRIEND,

As the Better Medicare Alliance prepares to publish this report, Americans - and especially seniors and those with disabilities - continue to grapple with the threat of the novel coronavirus (COVID-19) to our communities.

Our way of life has been dramatically altered as working from home, social distancing, and face masks in public become a difficult but necessary temporary normal to protect ourselves and our neighbors. Most tragically, more than 50,000 Americans have lost their lives to coronavirus as of this writing - a number that, sadly, is sure to become outdated by the time this report reaches your hands.

For all the loss, loneliness, and harm that coronavirus has wrought, it also carries inspiring stories of everyday Americans rising up in the midst of unprecedented challenges to care for those in need: health care workers who selflessly sacrifice to save human life, first responders who continue to protect and serve in uncertain times, and grocers and truckers who maintain the availability of essential products on store shelves.

In this difficult hour, the Medicare Advantage community—health plans, health systems, provider groups, nonprofits, and local partners— is doing its part to meet beneficiaries’ needs as well; bringing healing and hope to those who are impacted by this infectious disease. We are deeply proud of the important work carried out by our 143 Ally organizations - many of whom are on the frontlines of the fight against COVID-19.

Recognizing that other health care needs don’t stop for a pandemic, our Allies also continue to care for the many beneficiaries with chronic conditions and other acute illnesses that require attention during this challenging time.

In these pages, we are pleased to share a few of their stories with you. These stories are only a sampling of the ongoing efforts led by the Medicare Advantage community to save and sustain life during this global pandemic.

As you read these messages, I hope you find encouragement in the knowledge that there is good news to be shared, even now. We should also recognize that it is the innovative, value-based framework of Medicare Advantage itself that makes much of this noble work possible.

As a bipartisan effort signed into law more than 20 years ago and sustained and supported by Democratic and Republican administrations alike ever since – now earning the overwhelming backing of 75 percent of Congress – Medicare Advantage has seen us through trying times before. With the continued support of policymakers, it will remain a trusted source of health and financial security to the 24.4 million Medicare Advantage beneficiaries today, and those still yet to come.

Stay safe,

Congresswoman Allyson Y. Schwartz
President and CEO
Better Medicare Alliance

As of this writing, the coronavirus pandemic remains an active health care emergency. Visit coronavirus.gov for the latest information from the Centers for Disease Control and Prevention.
I. Introduction

On January 20, 2020 the first case of coronavirus (COVID-19) was reported in the United States. As the impact of the virus mounted, the World Health Organization declared it a “Public Health Emergency of International Concern” a mere ten days later. By early March, the novel coronavirus was declared a pandemic. At the time of this report, coronavirus remains an ongoing crisis—impacting lives and livelihoods in all 50 U.S. states, territories, and the District of Columbia.

Research suggests that up to 25 percent of those infected with coronavirus may not exhibit symptoms, but for the Medicare Advantage community of seniors and Americans with disabilities, coronavirus can be especially perilous – leading some to experience respiratory problems, lengthy hospital stays, and even death.

In these pages, Better Medicare Alliance has chronicled a small sampling of the many ways our 143 Ally organizations—health plans, providers, physician groups, community partners, advocacy organizations and others—are rising up to meet Medicare Advantage beneficiaries’ needs in this unprecedented time.

To learn more about the work of Better Medicare Alliance and our Ally organizations, as well as how you can become involved, visit www.bettermedicarealliance.org.
II. Health Care Providers and Health Systems

Atrius Health

As of this writing, the state of Massachusetts has seen over 38,000 confirmed cases of COVID-19, with Boston being called the latest “hot spot.” Our Allies at the Massachusetts-based nonprofit Atrius Health are delivering compassionate care to many of these patients across their 31 medical practice locations. Roughly half of Atrius Health Medicare patients at any given time are Medicare Advantage beneficiaries.

In the face of COVID-19, Atrius Health quickly pivoted to treat many patients via telehealth. It also established a COVID-19 call center that is receiving roughly 1,500 calls a day. Atrius Health also offers COVID-19 screening at seven drive-thru testing sites.

Like many health care practices, Atrius Health faces a special challenge in this time: while doctors, nurses, and pharmacy staff are taking extraordinary measures to care for the community, their practices have also seen a reduction in revenue due to the postponements of elective services and deferred care. Better Medicare Alliance continues to advocate for Allies like Atrius Health to receive the federal dollars needed so that they can continue to do what they do best: bringing quality, efficient care to their 745,000+ patients.
Our Allies at Austin Regional Clinic, a multispecialty medical group operating across 28 locations in 13 central Texas cities, are truly on the frontlines in the battle against COVID-19. While much of America sheltered in place, the health care heroes at Austin Regional Clinic remained available to serve the public—keeping all clinic locations open, fulfilling appointments via telemedicine, operating a 24-hour hotline, and even providing drive-up testing at multiple clinic sites.

Several Austin Regional Clinic locations even extended hours amid the coronavirus pandemic, keeping their doors open longer to serve more patients. “We are ensuring safe environments for our patients, separating patients with respiratory illness from other patients,” said Dr. Jay Zdunek, Chief Medical Officer at Austin Regional Clinic.

Dr. Zdunek and his team also know that coronavirus testing can be complicated to patients, with confusion remaining over who is deemed medically in need of testing and who is not. That is why Austin Regional Clinic is offering on-the-spot telemedicine appointments to anyone who arrives for drive-up testing without first having a physician’s referral.
As a family-owned, physician-led practice, ChenMed is a proud BMA Ally operating a network of 59 primary care centers for seniors on Medicare Advantage across the country. By harnessing the flexibilities and innovative benefit design found in Medicare Advantage, their care models result in 50 percent fewer hospital admissions than a standard primary-care practice.

ChenMed has maintained a patient-centered approach to care throughout the coronavirus out-break, with news outlets like Modern Healthcare reporting on how they are leveraging telehealth to treat up to 90 percent of patients through virtual care during the coronavirus outbreak—keeping them safe at home and limiting their risk of exposure to the disease. ChenMed staff even dropped off iPads at the homes of patients who lack the technology to complete virtual appointments.²

Appearing on Al Jazeera News, Dr. Faisel Syed, ChenMed’s National Director for Primary Care, elaborated on the innovative ways the organization is meeting seniors’ needs during this time, saying “I’m seeing doctors and nurses working with food banks to have food delivered to our patients … our average patient is about 72 years old, so to hear these stories about our care teams delivering food to patients, having groceries delivered to patients, even having toilet paper delivered to the patients— you never would expect that to happen.”

Syed adds that every ChenMed patient receives at least one phone call from ChenMed staff on a weekly basis—just another way they keep their patients happy, healthy, and at home, even amid a global pandemic.

“Many of us got into health care to rise up in situations like this. Some of the actions I’m seeing of people—doctors, nurses, their care teams—what they’re doing on a daily basis, really it’s nothing short of heroic,” Syed concludes.³
ConcertoHealth
@ConcertoHealth | concertohealth.com

ConcertoHealth is a field-based complex care provider and proud BMA Ally. Its multidisciplinary care teams are comprised of complex care medical doctors, nurse practitioners, physicians assistants, registered nurses, clinical care navigators, patient care and experience navigators, pharmacy teams, transition of care nurses, health coaches, social workers, and more.

As ConcertoHealth explains, “It is in times of crisis that our teams have a true opportunity to step-up and serve the needs of the frail and vulnerable populations in America.”

ConcertoHealth staff saw the impact of coronavirus firsthand, as their teams were on the front-lines of patient care amid some of the first domestic COVID-19 cases in Washington state.

“We continue to offer in-person, field-based care to keep frail and vulnerable patients in the home setting, even when they test COVID-19 positive, at no additional cost to the patient,” said Robin Tam, Senior Vice President for Strategy and Business Development. “We take our colleagues’ safety seriously, because if they cannot be safe, then they cannot serve those in need. We have been observing best practices … including daily health checks and taking universal precautions when entering congregate home settings with pre-screening and full use of PPE [personal protective equipment]. We are partnering with county health departments to deliver in-home COVID-19 testing to residents and caregivers in these high-risk living situations.”

“We can perform telehealth as well as home-based treatment of COVID-19 positive patients, even to support transition of care efforts post-hospitalization,” says Tam. “We also facilitate transitions of care through facility rounding.”

ConcertoHealth is known for “standing shoulder to shoulder with patients”—a motto that shines through in its noble work to meet patients at their point of need. Whether at home, via tele-health, or through other means of care, ConcertoHealth works tirelessly to keep patients on the path to wellness and stem the tide of coronavirus on our vulnerable senior populations.

Iora Health
@IoraHealth | iorahealth.com

Caroll Hayman, M.D., Regional Medical Director for Iora Health, describes the organization as “a way to provide comprehensive, wraparound, high-quality, evidence-based primary care using a team model.” Iora Health takes pride in knowing patients by name—a quality that proves important in times like these.

Amid the coronavirus pandemic, Iora Health has made it a point to reach out to every one of its patients, starting with those who are the most chronically ill, to ensure they are cared for, know how to communicate with their doctors, and have their immediate needs met.

Prior to the height of coronavirus, Iora was already using a variety of technologies to reach out to their patients, from texting and phone calls to virtual visits.
In a recent blog post, Iora’s Sarah G. Candler, M.D. explains the secret to Iora’s personalized care – both in today’s crisis and in more normal times: “The main reason most of this is possible is the biggest thing that sets us apart from most primary care practices: value-based payment,” Candler explains. “Most of our patients are reimbursed through partnerships with Medicare [Advantage] insurance plans that pay flat rates (adjusted for severity of illness) for us to take care of our patients. As a result, ‘taking care of our patients’ can look pleasantly different than a typical doctor’s visit.”

Landmark Health
@LandmarkHealth_ | landmarkhealth.org

While some might think that personalized, quality care delivered through the old-fashioned doctor’s housecall is a thing of the past, our Allies at Landmark Health are here to prove otherwise. Landmark is the largest risk-based, in-home medical provider group in the country; specializing in team-based care to Medicare Advantage beneficiaries with multiple chronic conditions. At the outset of 2020, Landmark anticipated making 335,000+ house calls in 2020. Amazingly, the coronavirus pandemic has not slowed them down.

Amid the coronavirus outbreak, Landmark has innovated to see patients via virtual platforms like FaceTime and WhatsApp when this is the safest, most clinically appropriate option. Indeed, over the final 16 days in March 2020, Landmark saw a 1,267 percent increase in its company’s telehealth visits across 14 states.

Still, Landmark recognizes that sometimes the in-person, home-based care for which it is known remains necessary – even in these times. “A patient with COPD may need breathing treatments or steroid medications. A patient experiencing dehydration may need IV fluids. A patient retaining fluid may need Lasix treatments. Even a minor accident while preparing dinner may require stitches,” Landmark explains. “These high-touch medical needs require in-person treatments, and home-based medical services can easily address these scenarios with the patient never leaving the comfort of home.”

Landmark also reminds us that, while coronavirus rightly consumes much of our thoughts at this moment, seniors’ other health care needs have not stopped. “Our patients’ chronic conditions, including diabetes, heart disease, high blood pressure, lung disease, and cancer, still require preventive and urgent medical care,” said David Hirota, MD, Landmark’s Senior Medical Officer and Infectious Disease Specialist.

Whether Landmark is administering care for coronavirus or more routine health concerns, and whether appointments are conducted in person or through virtual methods, Landmark’s dedicated team of Medicare Advantage health professionals ensure that patients receive the care they need.
Visiting Nurse Service of New York
@VNSNY_News | vnsny.org

The largest and one of the oldest not-for-profit home and community-based health care providers in the country, Visiting Nurse Service of New York (VNSNY) has cared for vulnerable New Yorkers both in good times and bad for over 125 years—from the AIDS crisis, to the aftermath of September 11, 2001, to today.

Speaking to Better Medicare Alliance last year, prior to the onset of the coronavirus outbreak, VNSNY Executive Vice President and CFO Dan Savitt explained the value of Medicare Advantage to the organization’s mission, saying “Medicare Advantage plans offer us new ways of bringing care into the home. For us, that’s critical – we’re in the home every day.”

While much has changed during the coronavirus outbreak, VNSNY’s commitment to its patients has not – including a commitment to home care where appropriate. On April 1, VNSNY began to accept patients diagnosed with COVID-19 for home care and home hospice services. This means that patients who can safely go home—under their nurses’ trusted care—are able to recover in comfortable, familiar surroundings.

VNSNY nurses like Eileen, a nurse in Staten Island who has been with the organization for nearly three decades, explains her process for housecalls during the coronavirus pandemic this way: “Once they open the door, I greet them with a smile and a ‘Hello, how’s everything?’ I assure them things will get better, and that we just have to take it one day at a time. We are New Yorkers—we’re resilient!”

This is a uniquely challenging time to deliver care in the home, but thanks to our Allies at VNSNY and their heroic nurses like Eileen, Medicare Advantage beneficiaries continue to receive care where and when they need it.
III. Medicare Advantage Community Partners

Meals on Wheels America
@_MealsOnWheels | mealsonwheelsamerica.org

More than 10 million older Americans are at risk of hunger every day\textsuperscript{12}, a problem that threatens to be made worse by coronavirus, as seniors are encouraged to stay home and avoid public places. Medicare Advantage is innovating to meet seniors’ nutritional needs, including through supplemental benefits not found in Traditional Medicare. The latest study shows that nearly half of Medicare Advantage plans provide some form of a meal benefit.\textsuperscript{13}

One way that Medicare Advantage fulfills these benefits is through partnerships with community organizations like Meals on Wheels America—a nonprofit committed to fighting hunger and food insecurity by delivering some 220 million meals to 2.4 million seniors across the country every year.

Recently, the New York Times highlighted the way that Meals on Wheels’ community partners help address concerns of social isolation during this time, speaking with Dr. Dan Blazer, a psychiatrist at the Duke University School of Medicine who’s 96-year-old mother in law is among the many seniors served by Meals on Wheels local chapters during this critical time.

“Blazer reports that the drivers delivering Meals on Wheels to his 96-year-old mother-in-law in suburban Atlanta, instead of just dropping off food as usual, now tap on her door and chat from across the hallway,” says the Times.

“They have a conversation from six feet away. She says it makes a huge difference,” Blazer explains.
Our Allies at MANNA—the Pennsylvania-based nonprofit preparing and serving nutritional meals to those battling serious illness across the Greater Philadelphia region, Southern New Jersey, and beyond—often say that “food is medicine.” This rings especially true to those facing a diagnosis of coronavirus, for which there remains no cure.

Nutrition service organizations like MANNA face special challenges today: demand for its services has increased due to the coronavirus outbreak, yet some volunteers are also self-quarantining and unable to help. Still, they are keeping their doors open and their delivery trucks running. The Philadelphia Inquirer reports that, in some cases, senior leaders of the organization are making deliveries in lieu of volunteers to ensure that meals can arrive to their destination on time.

MANNA CEO Sue Daugherty, a registered dietician, explained to the Inquirer that, “We have no plans on disrupting normal delivery. These are scary times for a lot of us, and terrifying for our clients, 95 percent of whom fall well below the poverty level and are unable to get to a grocery store.”

Better Medicare Alliance is grateful for the heroic work of our Allies like MANNA during this time, and for the innovative benefit design in Medicare Advantage that helps organizations such as these continue to offer these sorely needed services.

With community centers, gymnasiums, and many public parks closed amid COVID-19, finding ways to stay active can be a challenge for some seniors on Medicare Advantage. That’s where our Ally SilverSneakers comes in.

Many are familiar with the SilverSneakers name. Their fitness classes are offered free to seniors in participating Medicare Advantage plans at over 17,000 locations in communities across the country. With many of their host facilities temporarily shuttered, SilverSneakers went digital; posting over 200 on-demand workout videos online and even offering periodic free workout videos on Facebook to their community of 830,000 online followers.

“One on demand workouts are great! I am doing a new one each day, and it really helps make up for the cancelled gym classes … Thanks so much for doing this!” —Comment from SilverSneakers user
IV. Medicare Advantage Plans

CVS Health
@CVSHealth | cvshealth.com

From waiving charges for home delivery of prescription medications, to $0 telemedicine visits, to lifting cost-sharing for COVID-19 testing and treatment, CVS Health and its Aetna Medicare Advantage plans are standing on the side of seniors amid the COVID-19 pandemic.

CVS Health didn’t wait to act—it enacted many of these policies such as free diagnostic testing and no co-pay telemedicine visits back in early March, before COVID-19 was even declared a pandemic.

“Supporting the health and well-being of our members and removing barriers to care are among our key areas of focus as we navigate the spread of COVID-19,” said Karen S. Lynch, Executive Vice President, CVS Health, and President, Aetna, at the time.

CVS Health has also opened up large-scale rapid COVID-19 testing sites in Connecticut, Georgia, Massachusetts, Michigan and Rhode Island, which provide on-the-spot results. The company conducts thousands of tests every day across the five sites.

HUMANA

DID YOU KNOW?
All of BMA’s Ally Medicare Advantage health plans have temporarily waived in-network cost-sharing for COVID-19 related medical screening and treatment.

Humana
@Humana | humana.com

While seniors face many uncertainties amid the constantly evolving COVID-19 pandemic, the more than four million Medicare Advantage beneficiaries who trust their care to Humana are able to find peace of mind in these difficult times.

Humana has acted to waive consumer costs for COVID-19 treatment and testing, lift costs for telehealth visits with participating providers, allow early prescription refills to help beneficiaries avoid frequent visits out of the home, and even provide a member support line with specially trained call center employees to help support Medicare Advantage beneficiaries with specific coronavirus questions and concerns, including live assisting with telehealth.

The Humana Foundation made a $500,000 donation to coronavirus relief and recovery efforts. Additionally, Humana has made more than 500,000 proactive calls to members to address their health concerns and social and behavioral challenges related to the pandemic.

“"No American should be concerned about the cost of care when being treated for coronavirus.”
—Bruce Broussard, President and CEO, Humana
As a not-for-profit Medicare Advantage plan serving over 200,000 beneficiaries throughout California, SCAN Health Plan is a lean and mighty operation that delivers personalized coverage to all it serves.

Early on in the coronavirus crisis, SCAN took compassionate steps to help beneficiaries access care whenever and wherever they needed it. For example, if a beneficiary’s regular SCAN doctors are unavailable due to issues related to COVID-19, SCAN allows the beneficiary to receive medically necessary services from any available Medicare-certified provider or facility, including those outside of their network.

SCAN also provides $0 coronavirus screening when ordered by a health care provider and is temporarily waiving primary care and urgent care copays for COVID-19-related visits, including those done virtually or by phone.

SCAN is allowing beneficiaries to refill prescriptions early to ensure they have enough on hand. It also has a home delivery pharmacy service that delivers 90-days supplies of many medications for free to patients’ homes.
UnitedHealth Group
@UnitedHealthGrp | unitedhealthgroup.com

Our Allies at UnitedHealth Group are taking bold steps to remove barriers to care for Medicare Advantage beneficiaries during this time – from temporarily waiving cost-sharing for COVID-19 testing and treatment - to removing prior authorization requirements related to COVID-19 and even offering $0 telemedicine visits for any reason in order to encourage beneficiaries to remain safe at home.

What’s more, UnitedHealth Group developed and tested a new self-administered COVID-19 swab protocol, which is now FDA approved, and promises to help achieve important gains in coronavirus testing nationwide. Its philanthropic arm, the UnitedHealth Foundation, has pledged an astounding $70 million¹⁵ to fight COVID-19 and help vulnerable populations during this time —including generous contributions to food banks, emergency service centers, and homeless shelters.

With many health care providers facing short-term financial pressures due to the COVID-19 emergency, UnitedHealth Group also took action to provide nearly $2 billion¹⁶ in accelerated payments and financial support so its care provider partners can focus on what matters most in this moment: bringing help to those in need.

In addition to the efforts that Medicare Advantage plans are voluntarily taking upon themselves, policymakers have taken action to temporarily require plans to waive costs for COVID-19 testing, ease restrictions on the use of telehealth, cover out-of-network facilities at Traditional Medicare rates, and other measures to ease access to COVID-19 care.
V. Advocacy Organizations

Alliance for Aging Research
@Aging_Research | agingresearch.org

The Alliance for Aging Research is the leading nonprofit organization dedicated to accelerating the pace of scientific discoveries to improve the universal human experience of aging and health—work that is especially important today, as coronavirus threatens too many seniors’ ability to age with independence and dignity.

In partnership with the National Association of Area Agencies on Aging—another proud BMA Ally—the Alliance for Aging Research developed a brochure called “Staying Safe at Home During the COVID-19 Pandemic” that was distributed to countless seniors and those with disabilities.

As of this writing, Alliance for Aging Research is also in the process of organizing a national volunteer effort to help fill needs for home and community-based services for area agencies on aging.

National Alliance on Mental Illness
@NAMICommunicate | NAMI.org

One in five Americans lives with a mental health condition, but the social isolation that many are experiencing during the COVID-19 pandemic can stir mental health challenges for anyone. Our Allies at the National Alliance on Mental Illness (NAMI) play a critical role in addressing these issues.

“We recognize that people affected by mental illness face additional challenges dealing with COVID-19,” says NAMI President and CEO Daniel H. Gillison Jr. “Now, more than ever, it’s important to remember that there is no health without mental health.”

With over 600 state organizations and affiliates across the nation, many NAMI chapters are turning to online peer support groups—allowing those facing mental health challenges to find virtual community and share their concerns with a trained facilitator they can trust.

With many of us spending more time on our phones than ever before, NAMI partnered with Instagram to share ways to support mental health during the pandemic. NAMI additionally created a thoughtful “COVID-19 Resource and Information Guide” with helpful guidance on stress, anxiety, loss, and isolation during this time.

Download this resource for you or a loved one at: https://nami.org/covid-19-guide
National Coalition on Health Care
@NC_HC | NCHC.org

Like Better Medicare Alliance, our Allies at the National Coalition on Health Care are on Capitol Hill right now ensuring that seniors are heard loud and clear in discussions on possible future coronavirus relief legislation.

In an April 6 letter to Congress, National Coalition on Health Care advocated for many priorities shared by Better Medicare Alliance, like expanding coverage for the cost of coronavirus treatment, helping to address social isolation, and improving our public health infrastructure.

National Coalition on Health Care President John Rother joined Better Medicare Alliance President and CEO Congresswoman Allyson Y. Schwartz in penning a recent joint op-ed for RealClearHealth supporting measures to harness the use of telehealth both during and after this pandemic, writing “Let’s learn from this national emergency and encourage the full potential of telehealth to deliver care for seniors. CMS is proposing rules that support telehealth and quality networks of providers that move health care forward into the future. We should stand with Medicare Advantage beneficiaries and support these proposed rules to ensure patients get the care they need.”

National Medical Association
@NationalMedicalAssn | nmanet.org

As the collective voice of African American physicians, our Allies at National Medical Association are doing critical work to support minority clinicians on the frontlines of the battle against coronavirus, while also seeking to remedy deeply troubling racial disparities in the impact of this disease.

National Medical Association President Oliver T. Brooks, M.D., has urged the Centers for Disease Control and Prevention “to provide more data regarding the racial and ethnic disparities in COVID-19 outcomes that many cities are starting to see” while further urging policymakers “to acknowledge the disparate effect of COVID-19 on the African-American community thus enabling serious, targeted health education to our communities.”

National Medical Association also joined our allies at the National Hispanic Medical Association and others on a recent letter to the U.S. Department of Health and Human Services calling on the agency to “collect, analyze, and make available to the public, explicit, comprehensive, standardized data on race, ethnicity, and patients’ preferred spoken and written language related to the testing status, hospitalization, and mortality associated with the pandemic novel coronavirus, COVID-19.”

National Medical Association provides a list of helpful coronavirus resources on its website and has also recorded a podcast series with expert guests discussing coronavirus’s impact, particularly on communities of color. Listen to their podcast at gotostage.com/channel/nma.
VI. Our Allies in Support of Medicare Advantage

ADVOCACY ORGANIZATIONS
Academy of Managed Care Pharmacy
Alliance for Aging Research
American Speech-Language-Hearing Association
American Telemedicine Association
Asian & Pacific Islander American Health Forum
Association for Behavioral Health and Wellness
Association for Community Affiliated Plans
Coalition of Texans with Disabilities
Coalition to Transform Advanced Care
Consumer Action
Council for Affordable Health Coverage
Direct Primary Care Coalition
Global Alzheimer’s Platform Foundation
Healthcare Leadership Council
National Alliance on Mental Illness
National Association of Nutrition and Aging Services Programs
National Caucus and Center on Black Aging
National Coalition on Health Care
National Hispanic Council on Aging
National Minority Quality Forum
National Patient Advocate Foundation
Patient-Centered Primary Care Collaborative
Population Health Alliance
Smarter Health Care Coalition
SNP Alliance
Society for Women’s Health Research
The Gerontological Society of America
The Latino Coalition
WomenHeart

POLICY AND RESEARCH ORGANIZATIONS
Health Care Transformation Task Force
Network for Excellence in Health Innovation
University of Michigan Center for Value-Based Insurance Design
National/Local Community Based Organizations
MANNA
Meals on Wheels America
Partners in Care Foundation
YMCA of the USA

AGING SERVICE ORGANIZATIONS
Area Agency on Aging Palm Beach / Treasure Coast, Inc.
Consortium for Older Adult Wellness
Elder Services of the Merrimack Valley
Florida Health Networks
International Council on Active Aging
LeadingAge
National Association of Area Agencies on Aging
Philadelphia Corporation for Aging
Senior Resource Alliance

MEDICARE ADVANTAGE PLANS
Aetna
Humana
SCAN Health Plan
Tufts Health Plan
UPMC Health Plan
UnitedHealth Group
Health Partners Plans
BENEFITS PLANS
Delta Dental of CA, PA, NY, & Affiliates
LIBERTY Dental Plan Foundation
National Association of Dental Plans
VSP Vision Care

PUBLIC SECTOR PURCHASER ORGANIZATIONS
Public Sector Healthcare Roundtable
Teachers’ Retirement System of Kentucky

PROVIDER ASSOCIATIONS
Academy of Nutrition and Dietetics
American Academy of Audiology
American Association of Nurse Anesthetists
American Association of Nurse Practitioners
American Medical Group Association
American Nurses Association
American Occupational Therapy Association
American Osteopathic Association
American Physical Therapy Association
American Podiatric Medical Association
Dental Trade Alliance
Federation of American Hospitals
Gerontological Advanced Practice Nurses Association
Home Care Association of America
National Adult Day Services Association
National Association of Hispanic Nurses
National Association of Hispanic Nurses Garden State Chapter
National Black Nurses Association
National Hispanic Medical Association
National Hospice and Palliative Care Organization
National Medical Association
National Respite Coalition (NRC)
New Jersey Association of Nurse Anesthetists
New Jersey State Nurses Association
Nurse Practitioner Association of New York State
Visiting Nurse Associations of America
Hearing Loss Association of America

NATIONAL BUSINESS ORGANIZATIONS
American Benefits Council
Arizona Association of Health Underwriters
National Association of Health Underwriters
National Association of Manufacturers
National Business Group on Health
National Retail Federation
U.S. Chamber of Commerce
Pacific Business Group on Health

HEALTH SYSTEMS/PROVIDER GROUPS
Atrius Health
Austin Regional Clinic (ARC)
Banner Health
Central Ohio Primary Care Physicians
ChenMed
Commonwealth Care Alliance
ConcertoHealth
Einstein Healthcare Network
Gunderson Health System
Health Quality Partners
Indiana University Health
Intermed
Iora Health
Landmark Health
Lehigh Valley Health Network
Martin’s Point Health Care
Mercy Health
Northwell Health
Novant Health
Oak Street Health
Prevea Health
SSM Health
Summa Health
Temple Health
Trinity Health
Unity Point
Vancouver Clinic
Virtua
Visiting Nurse Service of New York
STATE/LOCAL
BUSINESS ORGANIZATIONS
Business Council of New York State
Chamber of Commerce Southern New Jersey
Commerce and Industry Association of New Jersey
Connecticut Association of Health Underwriters
Delaware State Chamber of Commerce
Denver Metro Chamber of Commerce
Greater Pittsburgh Chamber of Commerce
Greater Philadelphia Business Coalition on Health
Greater Philadelphia Chamber of Commerce
Inland Empire Association of Health Underwriters
New Jersey Business and Industry Association
New Jersey State Chamber of Commerce
Orange County Association of Health Underwriters
Oregon Association of Health Underwriters
Palm Coast Association of Health Underwriters
Pennsylvania Chamber of Business and Industry
Pittsburgh Business Group on Health
Texas Association of Business

HEALTH COMPANIES
Tivity Health
Silver Sneakers – a Tivity Health Company
naviHealth
Endnotes
