



FY 2024 ANNUAL REPORT

for Fiscal Year 7/1/23 - 6/30/24



“Together, we can take the important steps necessary to make PACE the preferred model of care in the nation.”

A Message from NPA Leadership

Growth and Change

We are proud of the continued growth and interest in PACE. In just the first half of 2024, 12 new PACE organizations have opened their doors, surpassing the six new programs established in all of 2023. Currently, we are tracking an unprecedented 70+ new PACE programs in active development, with most projected to open in the next two to three years.

This level of growth is so exciting to many of us in the PACE community who have dedicated our careers to PACE. It is very gratifying to see state policymakers, health care organizations, policy institutes and funders interested in PACE development.

Alongside our anticipation, we are conscious of the increased risks to the PACE model of care that may come with rapid growth due to the complexity of the model and the frailty of the population PACE serves. As we look to the future of PACE and consider these risks, we are faced with many questions. Do we have enough workers to staff PACE organizations? Do we have enough leaders with experience to effectively lead organizations that offer such a unique model of care? How does the PACE community align around the values of PACE that have made this model the success it is today while continuing to evolve into the future?

Each of these questions presents challenges to the association, and with every challenge comes the opportunity to rise to the occasion and overcome it. To do that, we must meet the changes ahead by being proactive and responsive.

This year, NPA celebrates its 30th anniversary. Over the past three decades, as the number and size of PACE organizations have grown, NPA also has grown and evolved in response to emerging member needs and opportunities.

Now, for the first time, NPA is undertaking a top-to-bottom reorganization to better serve our members. We began this process last year by working with an external consultant to assess our operations. The assessment identified opportunities to strengthen our administrative core and the functions that support our entire staff in supporting our members.

While change can be difficult, change is a powerful catalyst for progress when done well. Acknowledging this, we have approached this process with an attitude of openness and collaboration with staff. As a result, there is excitement among the staff to move forward and take NPA to the next level.

As the PACE community grows in unprecedented ways, we are committed to growing the association alongside you. Our goal continues to be supporting member efforts to serve older adults and their families. As more people discover PACE, we want to ensure the PACE brand continues to reflect the high-quality of life that PACE provides to our participants.

Together, we can take the important steps necessary to make PACE the preferred model of care in the nation.



Grace Li
Chair, NPA Board of Directors



Shawn Bloom
President and CEO
National PACE Association

Communications and Member Engagement

As PACE grows, new communities, sponsors, families, elected leaders and future PACE employees are discovering PACE for the first time. Many efforts of the Communications and Member Engagement Team have revolved around introducing PACE to people.

This past year, we launched a new NPA website that is more visual and designed with member input. For members of the public looking to learn more about PACE, we made that information front and center and explained the model of care in straightforward language that is easy to understand. The information also is available in Spanish.

We also designed a new PACE Finder tool on the website that is more visual. Now, more people than ever can use it to find their local PACE organizations.

To help attract new staff to PACE, we created a PACE Workforce Development Toolkit that contains tested messages and graphics to help members create online and promotional materials. NPA adopted the graphics for its own PACE Career Center. This effort was undertaken to support a new goal under the current NPA Strategic Plan to develop and retain a diverse and effective PACE workforce.

Through media relations and testimonials, we continue to tell the stories of PACE. As innovative a model of care as PACE is, the true power of PACE is the difference it makes in the lives of participants, caregivers and local communities.

Looking forward, we will focus on the following:

- » launching the new PACE Learning Center, a web-based training and education service;
- » developing a new PACE public awareness advertising campaign;
- » redesigning Keeping the PACE Newsletter to better serve our members;
- » enhancing the NPA e-Communities experience; and
- » continuing media outreach to build public awareness of PACE.

Over the past year, the Communications and Member Engagement Team accomplished the following:



launched the new NPA website



upgraded the PACE Finder tool



enhanced the NPA Career Center



created the Workforce Development e-Community for PACE



communicated PACE policy issues to the public and policy-makers



expanded media relations, particularly in support of the NPA advocacy agenda



explored new technologies in digital marketing



created resources celebrating PACE staff and participants for National PACE Month in September



conducted photo shoots at PACE organizations to provide an authentic reflection of PACE



laid the groundwork to launch the PACE Learning Center, a web-based training and education service



published 12 issues of the monthly NPA newsletter, Keeping the PACE, and 40 issues of the weekly NPA Headlines



completed the PACE Member Satisfaction Survey



developed feature stories on PACE efforts around innovations and PACE as a setting for clinical training



hosted monthly PACE Awareness calls to assist PACE organizations in their marketing and intake efforts



maintained a robust social media presence on Facebook, LinkedIn, X, YouTube and now Instagram to raise awareness about PACE and NPA and to engage with members and the public

Data

The information and insights provided by timely actionable data are key to making decisions that drive growth, quality improvement and innovation. The NPA Data Team continues to improve data collection and analysis capabilities and to refine the resulting benchmarking reports.

The NPA Data Team accomplished the following:



launched a Data Advisory Group consisting of PACE organization members to help guide the NPA services strategy moving forward



completed the 2024 Medicaid Capitation and PACE Data Report and distributed it to PACE organizations in May



completed the 2022 DataPACE3 (DP3) Benchmarking report and distributed it to participating PACE organizations in September 2023



completed the 2022 Financial Ratios Benchmarking and 2022 PMPM Benchmarking reports and distributed them to participating PACE organizations in August 2023



initiated data collection for the 2023 DP3 in February 2024, with an anticipated report distribution date of August 2024



initiated data collection for the 2023 Staffing Report in April 2024, with an anticipated distribution date of July 2024



initiated data collection for the 2023 PMPM and Financial Ratios in May 2024, with an anticipated report distribution date of August 2024



onboarded or reintroduced 20 PACE organizations to NPA data services

Looking forward, we will focus on the following:

- » collaborating with the Data Advisory Group toward a strategic initiative for data standardization and identification of data needs across PACE;
- » collaborating with EHR vendors on data quality and integrity;
- » continuing data onboarding with new PACE organizations in anticipation of growth; and
- » continuing implementing data warehouse interventions to optimize manual and automated DP3 processes.

Diversity, Equity and Inclusion

The NPA Council on Diversity, Equity and Inclusion (DEI) elevates and addresses issues of equity, social justice and racial justice. As reflected in the council charter, NPA believes in the fundamental principles of diversity, equity and inclusion and that proactive efforts to recognize these principles are necessary to realize the enormous opportunities that exist to increase the satisfaction and fulfillment of NPA and PACE organization staff and the experience and quality of care for PACE participants.

Recognizing that each PACE participant and staff person

offers a unique set of ideas, beliefs and skills shaped by their heritage, background and culture, NPA considers diversity, equity and inclusivity critical to the success of PACE and essential to the empowerment, collaboration and innovation needed to maintain PACE as a leader in the health care industry.

The council serves as a catalyst for change and advocates for diversity, equity and inclusion through the fulfillment of education and awareness, leadership development, workforce development, and analyses and evaluation.

Looking forward, the council will focus on the following:

- » developing resources to assist PACE organizations in assessing their communication and language assistance services, including a vetted list of translation and interpreter service providers and model practices for engaging PACE staff in the provision of translation and interpreter services (e.g., training and certification, compensation);
- » developing sustainable approaches to promote leadership diversity in PACE;
- » creating PACE inclusive leadership training, including a curriculum of foundational-level content, and coordinating the training for PACE leadership;
- » developing sustainable approaches to promote leadership diversity in PACE;
- » establishing a DEI resource library on the NPA website; and
- » promoting the incorporation of DEI principles in NPA member events.

Over the past year, the DEI Council accomplished the following:



hosted a workshop, under the guidance of the Leadership Development Workgroup of the council, during the NPA Annual Conference to promote resources developed to enhance DEI efforts in PACE



continued efforts to redesign the NPA PACE Leadership Training Program to promote DEI principles within PACE by increasing diversity in the program applicant pool, minimizing potential financial barriers, and integrating DEI concepts in the program curriculum



developed guiding principles and guidelines to help center DEI as fundamental values of event planning, specifically when selecting event locations and venues for NPA member events and meetings



initiated efforts to advance communication and language assistance efforts within PACE to improve the quality of services provided to all individuals, which ultimately will help reduce health disparities and achieve health equity



initiated a strategy to develop an inclusive leadership training program for PACE leaders to gain the support and ability for DEI to drive change throughout PACE and to promote a more diverse, inclusive and equitable workplace environment



initiated efforts to identify and promote strategies that attract, hire, and retain an inclusive and diverse PACE workforce

Education

Jessica Schubel, Special Assistant to the President for Health Care, addresses attendees at the NPA Spring Policy Forum in Washington, DC.



Each year, NPA hosts a virtual winter conference, a Spring Policy Forum, a summer conference, and an annual conference in the fall. In addition, we facilitate programs to help PACE organizations learn from one another and from experts in the field.

Looking forward, we will focus on the following:

- » planning and hosting the 2024 NPA Annual Conference Oct. 13-16 in San Diego, CA, with a concentration on behavioral health and a continued emphasis on diversity, equity and inclusion;
- » launching the NPA Learning Management System in September to create on-demand learning opportunities, including introductory PACE videos and discipline-specific courses such as the newly updated Interdisciplinary Teams in PACE Course; and
- » hosting the third annual NPA Virtual Winter Conference for front-line PACE staff.

Over the past year, the NPA Education Team accomplished the following:



held the 2023 NPA Annual Conference Sept. 9-12 in Miami, FL, with 945 registrants, 188 speakers, 63 educational sessions, 53 exhibitors, 11 sponsors, networking opportunities, site tours of local PACE programs, and social and fitness events



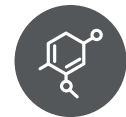
hosted the 2024 NPA Virtual Winter Conference Feb. 12-16, targeting members who were unable to attend the in-person annual conference, with 241 registrants, 27 speakers, 251 conference app users, 10 live sessions, nine prerecorded sessions and three networking sessions



held the 2024 NPA Spring Policy Forum March 11-12 in Washington, DC, with 311 attendees, eight plenary sessions, five networking opportunities, four sponsors, 22 exhibitors, and a keynote address by Jessica Schubel, Special Assistant to the President for Health Care Domestic Policy Council, Executive Office of the President



presented NPA Public Service Awards during the Spring Policy Forum to Sen. Bill Cassidy (R-LA); Adam Herbst, deputy commissioner of the Office of Aging and Long-Term Care, New York State Department of Health; and Rep. Brad Wenstrup (R-OH-2), and presented Lifetime Achievement Awards to Rep. Earl Blumenauer (D-OR-3) and Sen. Tom Carper (D-DE)



held the 2024 NPA Summer Conference June 7-9 in Grand Rapids, MI, consisting of Clinical and Quality symposiums and a Medical Director Essentials Course, with 162 attendees, six sponsors, networking opportunities, a site tour of the local PACE program, and a social event

Policy



NPA continued to play an active role in the public policy arena over the last year. The NPA Policy Team provided strong leadership supporting the growth, innovation, quality and success of the PACE model of care. The visibility of PACE continued to rise significantly among national and state thought leadership, academia, governments and lawmakers due to NPA outreach and positioning.

The increased interest in PACE often reflects the ongoing strategic endeavors of the NPA Policy Team to foster existing relationships and cultivate new ones with the Biden administration, Congress, states, think tanks and others. NPA also continued to support PACE organizations and State PACE Associations as they advocated for policies to improve access to PACE at the state level.

Looking forward, we will focus on the following:

- » developing educational resources and providing opportunities for member discussion (e.g., via member webinars) on upcoming federal PACE regulatory changes ahead of the Jan. 1, 2025, compliance timeframe;
- » continuing outreach to and advocacy with CMS on proactive opportunities to enhance PACE coordination across the agency;
- » conducting outreach and the potential provision of technical assistance to key federal advisory bodies, such as the Medicaid and CHIP Payment and Access Commission, to inform potential PACE policy recommendations; and
- » responding to the forthcoming CY 2026 annual PACE regulation through formal comments and intentional engagement with CMS.

Federal Regulations

This year, the NPA Policy Team accomplished the following:



secured key PACE regulatory changes for which NPA advocated, including certain regulatory flexibilities of PACE organizations, with the organizations retaining some discretion in implementing new personnel medical clearance requirements, among other provisions



secured NPA-backed regulatory changes to the Medicaid medically needy eligibility pathway to help make PACE more financially attainable for current and prospective participants



attained unprecedented participation in the 2024 NPA Spring Policy Forum, with 13 state officials and nearly 20 policy-makers from the Centers for Medicare & Medicaid Services (CMS)



convened several meetings with key CMS officials on federal PACE policy, regulatory and compliance issues, including Jon Blum, COO; Tim Engelhardt, director of the Medicaid-Medicare Coordination Office; Purva Rawal, chief strategy officer at the CMS Innovation Center; compliance officials such as John Scott, director of the Medicare Parts C & D Oversight and Enforcement Group; and Medicare officials on PACE Part D and reimbursement issues




facilitated and supported PACE center visits by members of Congress and CMS officials, including Engelhardt and several members of the Guiding an Improved Dementia Experience (GUIDE) Model team led by Tonya Saffer at the CMS Innovation Center




hosted one of the most widely attended NPA member education webinars on a timely policy topic, the use of over-the-counter (OTC) cards in PACE, in tandem with the NPA Communications and Member Engagement Team

State Level


The NPA Policy Team accomplished the following on the state level:




updated and distributed the NPA State Almanac




updated and distributed the 2023 NPA State Scorecard




worked with three states to improve access, growth and oversight of PACE through the PACE 200K initiative




developed an issue brief, in collaboration with West Health, examining how PACE can be promoted through state Multisector Plans on Aging



created the 2023 PACE Rates and Trends in Medicaid Payments



continued to support states looking to expand access to PACE




consulted and worked with several states looking to make PACE a state option

Looking forward, we will focus on the following:


- » supporting new PACE states, such as Illinois, as they open their initial PACE organizations;
- » continuing support of states looking to expand or improve access to PACE; and
- » offering webinars to PACE organizations and state administering agencies on policy initiatives and their effects on PACE.

PACE 200K and APIQ


The NPA Policy Team accomplished the following on PACE 200K and APIQ:




developed a revolving loan fund for organizations assessing the establishment or expansion of a PACE program (two \$50,000 loans were awarded to organizations seeking to establish new PACE programs)




launched the APIQ website and published the PACE 2.0 Implementation Toolkit to the website, including a series of short training videos on the expedited enrollment process and other key areas from the PACE 2.0 Growth Model



kicked off smart growth advisory pilot projects with five PACE organizations, using the recently drafted PACE Growth Advisory Services Model



held the second PACE Growth & Investment Summit in Scottsdale, AZ, attended by 129 NPA members representing 35 PACE organizations



launched the pilot PACE Recognition Program, which is aimed at establishing guardrails to assure PACE quality as growth accelerates

Looking forward, we will focus on the following:

- » completing the five Smart Growth Advisory Services pilot projects and refining the services and approach as needed based on lessons learned;
- » seeking the first non-grant-funded Growth Advisory Services clients to confirm viability as a self-supporting service; and
- » completing the pilot of the first recognition level for the three-level PACE recognition program.

Legislative and Other Accomplishments

The NPA Policy Team attained the following:



achieved passage of the Elizabeth Dole Home Care Act (H.R. 542) through the U.S. House of Representatives on Dec. 6 by a vote of 414-5; if enacted, the legislation would substantially increase access to PACE for veterans whose long-term care is furnished through their VA benefits, requiring Veterans Affairs Medical Centers to partner with local PACE organizations



published an article titled "Program of All-Inclusive Care for the Elderly (PACE) Organizations Flip the Script in Response to the COVID-19 Pandemic" in the Journal of the Society for Post-Acute and Long-Term Care Medicine (JAMDA) in February; the culmination of a three-year collaborative effort by NPA and Altarum, the article outlines the findings of a study by the Agency for Healthcare Research and Quality (AHRQ) on PACE adaptations during the pandemic



hosted a site visit by CMS Innovation Center staff at the new Edenbridge PACE at Skyland Town Center in Washington, DC, in October 2023



agreed to partner with the University of Minnesota Rural Health Research Center in December 2023 on a U.S. Health Resources and Services Administration grant seeking to better understand the experiences of PACE organizations serving rural areas; NPA provided data and researchers interviewed NPA members for the study, which is expected to be completed by January 2025



secured congressional appropriations report language on PACE in March 2024 requiring the secretary of the U.S. Department of Health and Human Services (HHS) to provide a report to Congress containing an implementation plan for PACE model tests examining methods of increasing access and affordability for Medicare and Medicaid beneficiaries within 120 days of enactment



collaborated with AARP on a paper titled "How the PACE Model Integrates Medical Care with Long-Term Services and Supports" (October 2023) as part of its LTSS Choices project



ensured PACE was included in the definition of "home and community-based-services" used by the Home and Community-Based Services (HCBS) Relief Act (S. 3118), which was introduced last fall by Sen. Bob Casey (D-PA), chair of the Special Committee on Aging; the bill would increase the federal medical assistance percentage (FMAP) for Medicaid HCBS, including PACE, by 10 percent for two years



procured KevinMD.com commentary on PACE and the PACE Part D Choice Act authored by Adam Burrows, MD, titled "Let the Secret Out by Expanding Older Adults' Access to PACE" (Nov. 26, 2023)



hosted a virtual Capitol Hill briefing about the PACE Part D Choice Act featuring Sen. Carper, Rep. Wenstrup and Lisa Hartoonian, director of Health at the Bipartisan Policy Center, as well as other speakers



hosted an open house for congressional staffers at Edenbridge PACE at Skyland Town Center so they could see the PACE model of care in action



received new infographic, messaging and other advocacy support materials from PlusPR, an NPA vendor

Looking forward, we will focus on the following:

- » urging Congress to pass the PACE Part D Choice Act to increase access to and affordability of PACE;
- » working to achieve final passage of the Elizabeth Dole Home Care Act; and
- » welcoming the 119th Congress through improved materials and augmented outreach.

Payment

The NPA Policy Team accomplished the following:



continued to offer bi-weekly Health Plan Management conference calls to assist PACE organizations in the ongoing administrative requirements of Medicare payment and reporting; CMS emails, HPMS memos and other communications were assessed for PACE applicability and reviewed for their potential impact on PACE



developed and distributed to our membership an impact analysis related to the CMS CY 2025 Advance and Final Notices of Payment



coordinated with staff from the CMS Medicare Plan Payment Group on their presentation at the NPA Spring Policy Forum that introduced two new requirements for PACE: the transition to PACE encounter data reporting for risk adjustment and PACE participation in the Manufacturer Discount Program, effective Jan. 1, 2025



continued working with PACE organizations in adapting to the transition to encounter data reporting for risk adjustment



continued working with PACE organizations in preparing for the implementation of the Inflation Reduction Act (IRA) Manufacturer Discount Program on Jan. 1, 2025

Looking forward, we will focus on the following:

- » developing and distributing an impact analysis related to the CMS CY 2026 Advance and Final Notices of Payment to the NPA membership;
- » continuing the bi-weekly Health Plan Management conference calls;
- » working with PACE organizations in advancing toward 100 percent encounter data reporting for risk adjustment;
- » developing resources related to encounter data reporting for risk adjustment for NPA members; and
- » continuing to work with PACE organizations in preparing for the implementation of the IRA Manufacturer Discount Program on Jan. 1, 2025.

Quality and Compliance

NPA shares our members’ interest in providing safe, high-quality care and exceptional service for older adults with complex care and long-term services and supports needs while maintaining regulatory compliance.

In recognition of the recent accelerated growth of PACE and in support of assuring the quality of the PACE care model, the NPA Quality and Compliance Team leads efforts focused on the development of quality and clinical resources and guidelines; oversight of initiatives in support of PACE workforce development; and

advancement of external partnerships and collaborations to further raise awareness of PACE and distinguish the PACE brand.

We also have the primary responsibility for developing and leading activities to support member compliance with relevant laws, regulations and standards applicable to PACE. This includes developing and disseminating resources and best practices that provide NPA members with the tools necessary to strengthen their compliance programs.

Over the past year, our team accomplished the following related to quality:



convened quarterly virtual Quality Committee meetings to provide an opportunity for members to engage in a discussion around a PACE quality-related topic and share resources to enhance local quality program activities




developed a hospital utilization resource guide, under the direction of the Quality Improvement Subcommittee of the NPA Quality Committee, and shared findings at the NPA Annual Conference; the guide shares model practice strategies implemented by PACE organizations to minimize unnecessary hospital utilization




facilitated a Quality Leader Learning Collaborative, under the direction of the Education Subcommittee of the NPA Quality Committee, that offered networking and educational opportunities for new PACE quality leaders


Over the past year, our team accomplished the following related to quality:




initiated efforts, under the direction of the Performance Measures Subcommittee of the NPA Quality Committee, to develop resources in support of the performance measurement strategy of PACE organizations




updated model practices for atrial fibrillation, chronic kidney disease and coronary artery disease, under the direction of the Clinical Practice Subcommittee of the NPA Medical Leadership Committee, to align with current clinical practice and expanded educational offerings to promote the use of model practices




hosted six behavioral health roundtable discussions to share best practices in support of behavioral health integration efforts in PACE




presented on behavioral health integration efforts in PACE at the NPA Annual Conference




concluded the Behavioral Health Integration Coaching Program, which supported the efforts of nine PACE organizations over three years




conducted a behavioral health analysis, under the direction of the Clinical and Operational Data Analysis Committee (CODAC), to examine trends in the proportion of PACE participants with behavioral health diagnoses over time and hospital utilization among the different groups; the results were presented at the NPA Annual Conference



conducted an end-of-life care analysis, under the direction of CODAC, to evaluate the experience of PACE participants during their last year of life, including variations in place of death, burdensome end-of-life care transfers and home time



hosted two member engagement sessions: one promoted strategies for reducing avoidable emergency department use in PACE, and the other focused on strategies for PACE medical leaders to enhance palliative and end-of-life care in PACE



hosted in-person summer and fall quality symposiums to provide educational and networking opportunities to PACE quality leaders



convened a learning community of six PACE organizations, in collaboration with the leadership of Patient Priorities Care (PPC), to promote the integration of PPC in PACE to align care delivery with what matters most to PACE participants; presented on related efforts at the NPA Annual Conference and published a PPC guidebook with a point of reference for PACE interdisciplinary teams



collaborated with the West Health Collaborative for Telehealth and Aging (C4TA) on efforts to promote age-inclusive telehealth principles and guidelines



engaged in state initiatives geared toward developing Value-Based Payment (VBP) programs for PACE



convened a Clinical Rotation Workgroup comprised of PACE clinical leaders to enhance clinical rotation offerings in PACE



collaborated on the development of a PACE medical director training program curriculum



assisted in coordinating a Medical Directors Essential Course to provide PACE medical leaders with an understanding of the key proficiencies of successful medical leadership



developed a preliminary framework for a PACE Recognition Program to provide the PACE community with an opportunity to evaluate quality and operational performance; conducted educational sessions to provide an overview of program components and initiated efforts to pilot an introductory level of the program



published a PACE medical director competency framework to broadly describe medical leadership performance excellence within the PACE model of care



co-presented on the key challenges that PACE participants experience with telehealth care and strategies for addressing barriers in providing equitable care

Looking forward, we will focus on the following:

- » facilitating an additional round of the PACE Quality Leader Learning Collaborative to provide professional development opportunities for new PACE quality leaders;
- » analyzing strategies utilized to promote participant-centered care plan development in PACE and facilitating member engagement sessions to promote model practices;
- » reconvening the Behavioral Health Workgroup and developing resources to support the PACE community in enhancing behavioral health integration efforts;
- » reconvening the Palliative and End-of-Life Care Workgroup to enhance palliative and end-of-life care programs in PACE;
- » conducting a health equity analysis to determine the extent to which the participant population of PACE organizations is representative of eligible beneficiaries in corresponding service areas;
- » revising model practices for diabetes and chronic heart failure;
- » collaborating on the development of PACE clinical rotation curricula and corresponding resources, developing a marketing strategy to promote PACE as a learning site, and establishing an NPA student membership category to further expose and promote PACE to learners;
- » continuing efforts to create a PACE medical director training program, including course content development;
- » undertaking efforts to update the PACE Quality Leader’s Handbook and developing supplemental resources;
- » continuing efforts to develop and promote a PACE Recognition Program, including piloting the second-tier level of the program;
- » developing a performance measurement toolkit, including a core set of performance measures and a performance measure dashboard template that can be leveraged by the PACE community to enhance local quality improvement program efforts; and
- » collaborating with state stakeholders to support PACE quality initiatives.

Over the past year, our team accomplished the following related to compliance:



ongoing engagement with the CMS Medicare Parts C & D Oversight and Enforcement Group to promote collaboration on PACE compliance and audit related initiatives



developed compliance program resources to assist PACE organizations in identifying gaps in PACE program requirements and the daily operational activities of PACE organizations



updated compliance program resources intended to support PACE audit readiness activities



facilitated an educational session during the NPA Annual Conference on the key components of an effective compliance program as outlined by the Office of Inspector General and strategies to develop and sustain a compliance program that aligns with CMS requirements



initiated efforts to gather qualitative and quantitative PACE audit data to inform on advocacy and member educational efforts



facilitated bi-monthly member engagement calls to afford PACE organizations an opportunity to share their experiences and lessons learned from CMS PACE audits with peers

Looking forward, we will focus on the following:

- » continuing advocacy and engagement with CMS to promote collaboration on PACE compliance- and audit-related initiatives;
- » convening a standing Compliance Committee to inform the position of NPA with respect to PACE compliance policies and initiatives to foster a culture of integrity, accountability and ethical behavior within PACE;
- » continuing to facilitate bi-monthly member engagement calls to promote a platform for sharing experiences and lessons learned from CMS audits and developing new and updated audit readiness resources to support the efforts of PACE organizations in preparing for and undergoing program audits;
- » developing and implementing a compliance program education and training strategy that includes a core curriculum and content to support ongoing education and awareness of PACE regulations, compliance and a PACE audit protocol;
- » continuing advocacy efforts to promote collaboration with CMS on PACE compliance and audit initiatives; and
- » undertaking an analysis of PACE audit qualitative and quantitative data to inform on advocacy efforts and member educational needs.

The Value of Membership



Through NPA membership, PACE programs leverage the collective expertise, resources and advocacy efforts of the association to deliver high-quality, person-centered care while effectively managing costs and staying informed about industry advancements. NPA is the only national organization that exclusively represents the PACE model of care.

NPA is committed to providing our members with programs and services that support them, their participants and the PACE model. We provide an invaluable platform for PACE organizations to identify challenges and work together to develop solutions. NPA fosters a supportive and vibrant community for PACE programs to collaborate and share knowledge. Our resources include toolkits, guidelines, templates and comparative reports, as well as training programs,

webinars and conferences that help members stay up to date on the latest information in the field. Consultations with NPA staff assist members in program development, operational challenges, regulatory compliance and other critical areas.

NPA engages with policy-makers, regulators and other stakeholders to shape and influence policies related to PACE. Through membership, PACE organizations enhance their voice in advocating for favorable policies, regulatory frameworks and reimbursement models that benefit their programs and participants. Our communication efforts ensure that members stay informed, and we build greater awareness and recognition of PACE among potential participants, caregivers, providers and government officials.

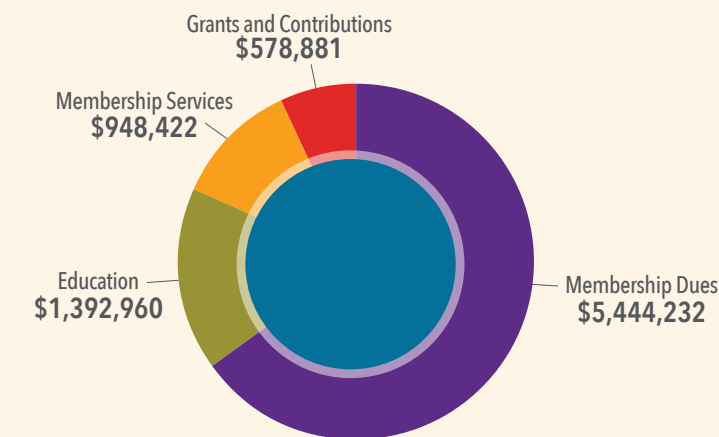
Revenue and Expenditures

The primary sources of NPA revenue are member dues, educational programs and member services. According to our most recent audited financial statements (FY 2023), 91.4 percent of NPA revenue is dedicated to policy, education and member services, including data and communication.

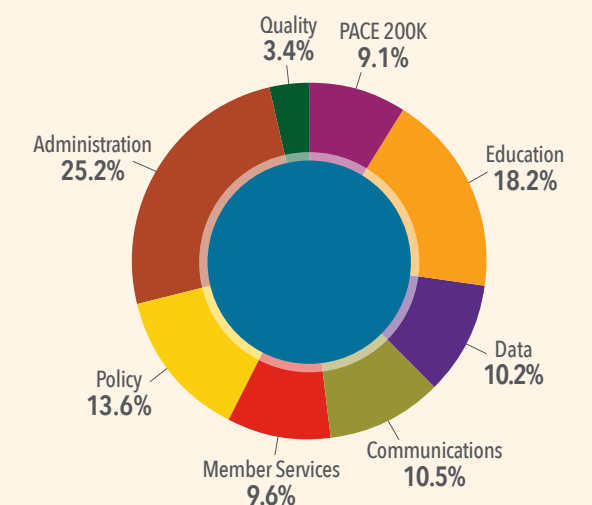
Our primary expenditures are in the areas of membership services, education, public policy and PACE 200K.

NPA revenue supports the NPA staff, whose time is devoted to providing programs and services for members. NPA staff time is allocated as indicated in the chart below.

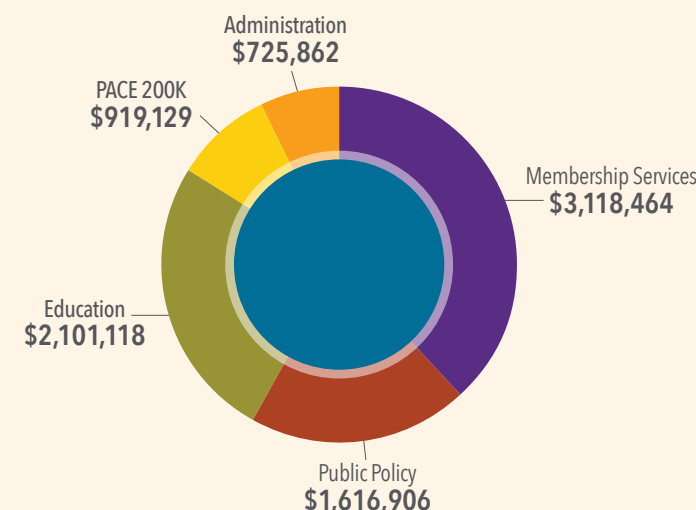
Revenue



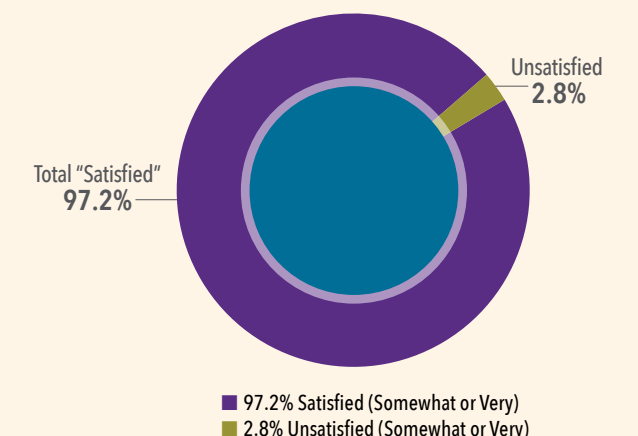
Allocation of Staff Time



Expenditures



2024 NPA Member Satisfaction Survey



Unique Services

This year, NPA rebranded our Shared Services Program as the Preferred Vendor Program to make the relationship between our strategic partners clearer. Under the Preferred Vendor Program, NPA contracts with a select number of strategic partners to provide services that are tailored to meet the unique needs of PACE organizations.

We continued to work with existing strategic partners in the Preferred Vendor Program in the areas of claims processing with encounter data reporting (PeakTPA), reinsurance products (Aon and PartnerRe), participant satisfaction measurement (Vital Research), and pharmacy benefits management (Pharmastar).¹

Looking forward, NPA will focus on the following:

- » encouraging interested vendors to join NPA and/or exhibit at our conferences to learn more about PACE;
- » supporting member user groups to provide feedback to strategic partners on their products and services;
- » hosting educational sessions for members presented by our strategic partners; and
- » acquiring new vendors for the Preferred Vendor Program as needed.

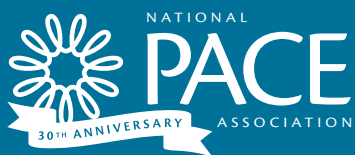
¹ NPA developed the Preferred Vendor Program to address the needs of its members for products and services that meet the unique requirements and operations of PACE programs. NPA receives a modest fee from participating vendors to manage the Preferred Vendor Program, which improves the quality, efficiency, financial performance and operations of its members.

Your NPA Staff



Pictured standing, from left to right: Venise Lewis, Jeff Olszewski, Sam Adebesein, Mia Phiifer, Nicole Daughters, Amie Schippa, Allison Record, Charles Fontenot, Tyler Coble, Robert Greenwood, Francesca O'Reilly, Alan Gay, Robin Iten Porter, Anita Gibson, Peter Fitzgerald, Liz Parry, Grace Li, Rachel Coggins, Kimberly Duong, Berry McCarthy, Desiree Brown, Livia Moulds, Sue Hagler, Shawn Bloom, Elizabeth Walsh, Jake Blumenstock and Lani Cadow. Seated in the front row, from left to right: Grazyna Pinkowska, Jessica Chan, Betsy Gant and Rungrote Athajarusith. Not pictured: Sari Bailey and Katie Pahner.

As the PACE community grows, so does the NPA staff. You can find a complete directory of NPA staff on our website. Contact us for all your member needs.



National PACE Association
675 N. Washington St.
Suite 300
Alexandria, Virginia 22314

info@npaonline.org
npaonline.org