

**NATIONAL ASSOCIATION
OF MEDICAID DIRECTORS**

**FY2020
ANNUAL
REPORT**

JULY 1, 2019 THROUGH JUNE 30, 2020



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A Message from NAMD

When we set out to write this annual report, we had barely entered the COVID-19 pandemic and were thinking, like many, that it would only be a piece of our work for the year. We were excited to showcase our many in-person gatherings which bring together Medicaid Directors and their teams to connect and learn about topics such as leadership development, managed care best practices, quality measurement, financial management strategies, and more. We were also excited to highlight some of our new programming efforts, such as our first annual U.S. Territories Survey and our new Framework for Public Sector Leadership. These programs are still very much worth celebrating, and we highlight them throughout this report.

However, like you, and indeed the rest of the world, we have had to dramatically shift our activities to respond to the pandemic and the immediate, sharp economic downturn. We have also begun the long overdue work of examining and seeking solutions to the crisis of racial disparities in health care and the fact that communities of color are being disproportionately hit by both the pandemic and the financial downturn. These shifts not only consumed the final quarter of FY2020, they now shape all our programming for the foreseeable future.

Three main themes have emerged among our team and our members that will influence our future work:

Flexibility: As the pandemic set in, we shifted to telework on a scale we have never seen. This includes our office at NAMD, state offices, and provider offices across the country. Workers are now daily performing feats of flexibility, balancing family obligations, homeschooling, and work while maintaining difficult and isolating social distancing. Programming has also had to be flexible, pausing long-standing projects to pivot to emerging priorities. In addition to these new priorities, we are all fighting to maintain our core functions—administering the largest health insurance program in the nation and supporting the individuals who do this work. This has required us to continually rethink how to achieve those goals as circumstances around us change rapidly.

Innovation: This crisis has highlighted the need to ensure that Medicaid remains relevant for the 73 million (and growing) Americans who rely on it as a matter of life and death. Medicaid has delivered this healthcare to its members throughout the pandemic in new and innovative ways, including a virtually overnight revolution in telehealth. Some of the innovations in Medicaid could permanently change the shape of healthcare in America. Here at NAMD, we are

supporting these shifting priorities and initiatives through a variety of new programming and federal policy efforts.

Resiliency: Our members and staff have showcased extraordinary resiliency in the face of an unprecedented pandemic and financial crisis. This resiliency has allowed us to not only survive the coronavirus pandemic but hopefully to emerge from it with new programming, connections, and strength that will actively shape the program for years to come.

We hope you join us in celebrating the work of 2020, and we look forward to partnering with you as we tackle the challenges and opportunities we face for 2021.

Sincerely,



A handwritten signature in black ink, appearing to read "Matt Salo".

Matt Salo
Executive Director



A handwritten signature in black ink, appearing to read "Beth Kidder".

Beth Kidder
NAMD Board President



The National Association of Medicaid Directors (NAMD) began as an independent, bipartisan, nonprofit, professional organization in 2011 and represents the 56 Medicaid Directors who oversee the Medicaid program in 50 states, the District of Columbia and the U.S. territories. Medicaid is one of the nation’s most vital and complex health care safety net programs and covers more than 73 million Americans.¹ Medicaid directors work tirelessly to provide the best possible health care to vulnerable Americans while being responsible stewards of taxpayer dollars.

VISION

NAMD’s vision is to work to ensure better care and improved health, at lower cost, for the over 73 million people served by Medicaid.

MISSION

NAMD’s mission is to support Medicaid Directors to administer the program in cost-effective, efficient and visionary ways to enable the over 73 million people served by Medicaid to achieve their best health and to thrive in their communities.

STRATEGIC PRIORITIES

In FY2020, four strategic priorities guided NAMD’s work.

- Develop informed and capable Medicaid Directors and senior program staff.
- Serve as the voice of consensus-driven priorities of Medicaid Directors.
- Serve as the trusted source for collecting, analyzing and disseminating information about Medicaid Directors.
- Ensure NAMD has the organizational capacity to realize our vision, fulfill our mission and reach our objectives.

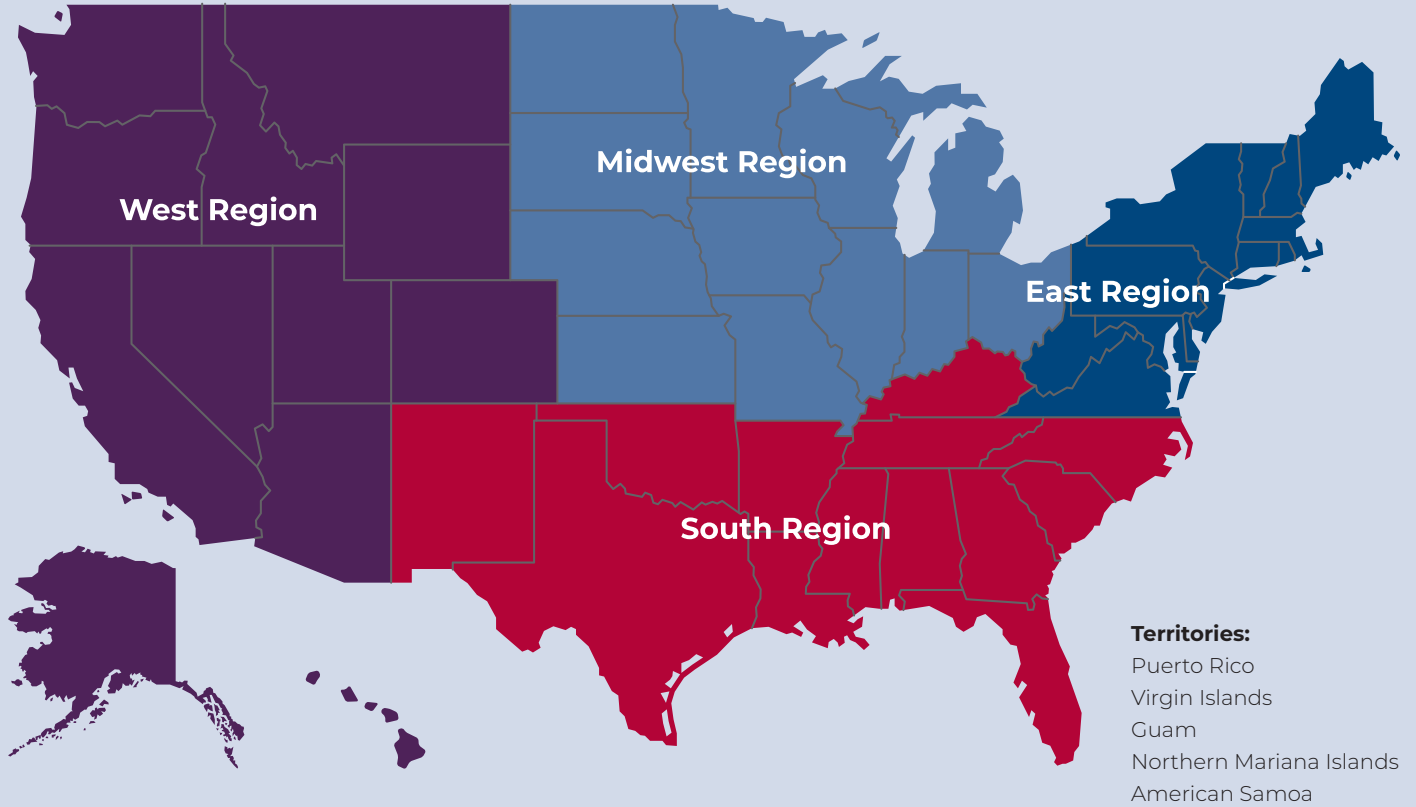
With the onset of COVID-19 and the Public Health Emergency (PHE) in March 2020, NAMD remained grounded in these four priorities. However, all of our work was in service to the Medicaid Directors’ new priorities: navigating the PHE, and related recession, and advancing health equity using the unique role of Medicaid. NAMD’s formal statement on the latter follows:

The National Association of Medicaid Directors is committed to health equity and working with our members and partners to improve the health and well-being of the 73 million people served by Medicaid and CHIP. Racism and racial injustices are barriers to health and to the ability for Black, Indigenous and People of Color to access resources that support health including access to health care services, stable housing, safe communities, nutritious food and employment. As a non-partisan, consensus-based organization we commit to working with our members, our federal partners and other health care organizations to pursue policies and programmatic innovations that seek to erase inequity and create meaningful opportunities for good health and well-being for Marginalized Communities and all individuals served by Medicaid and CHIP. We also recognize the need to ensure that Medicaid leadership is more representative of those served by Medicaid, and we will add this focus to NAMD’s leadership development curriculum.

¹ May 2020 Medicaid and CHIP Application, Eligibility Determinations, and Enrollment Report. Centers for Medicare and Medicaid Services (CMS), 2020. <https://www.medicaid.gov/medicaid/program-information/medicaid-and-chipenrollment-data/reporhighlights/index.html>.

OUR MEMBERS AND BOARD OF DIRECTORS

NAMD's members are the 56 Medicaid Directors from all 50 states, the District of Columbia and the U.S. territories. A list of all of the state and territory Medicaid Directors can be found [here](#). NAMD divides its membership into four regions and the U.S. Territories as shown below.



NAMD's Board of Directors is comprised of 14 state and territory Medicaid Directors elected by their peers. The April 2020–March 2021 Board Members and their affiliated state are:

President

Beth Kidder
Florida

President Elect

Jami Snyder
Arizona

Immediate Past President

Kate McEvoy
Connecticut

Finance Chair

Caprice Knapp
North Dakota

Governance Chair

Cindy Beane
West Virginia

NAMD West Region

Matt Wimmer
Idaho

Lori Coyner
Oregon

NAMD Midwest Region

Allison Taylor
Indiana

Jim Jones
Wisconsin

NAMD South Region

Stephanie Azar
Alabama

Dave Richard
North Carolina

NAMD East Region

Karen Kimsey
Virginia

Dan Tsai
Massachusetts

NAMD Territories

Sandra King Young
American Samoa

Connecting Medicaid Directors to Information, Resources and Colleagues

NAMD connected Medicaid Directors and staff to resources and colleagues in FY2020 so they would be informed, supported and capable of leading programs as complex and challenging as Medicaid.

■ **NAMD's Fall 2019 Conference**

was the most successful in the association's history with more than 1,000 participants, including representation from all 56 Medicaid programs. We convened 23 sessions which included learning from members about patient perspectives, working within federal constraints, establishing strategies for value-based purchasing, improving maternal and infant mortality and morbidity rates, and understanding how Medicaid can support better, more stable housing.

■ **We kept 280 state staff informed regularly**

through our weekly NAMD Member Newsletter which highlighted Federal activity in Congress and within the Administration, the latest news and resources from Medicaid-related stakeholders, findings from the latest Medicaid research, and other information.

■ **We convened Medicaid Chief Financial Officers (CFOs)**

and finance staff from 38 Medicaid agencies in 23 discussions to share information about financial modeling and sustainability strategies. This existing affinity group proved incredibly fortuitous when the COVID-related recession hit, and Medicaid programs needed to think through policy and operational options for budget cuts.

■ We developed six resources for the CFOs including State Budget trackers, a document defining CFO Roles and Responsibilities, and an issue brief articulating Medicaid Strategies for Responding to Proposed State Budget Cuts.

■ **In 2019, NAMD hosted intensive in-person workshops**

to enhance state knowledge of strategies to procure, contract, and partner with managed care plans. We brought nine states together to learn about the increasingly sophisticated ways states are advancing managed care.

■ We developed three resources for states related to managed care strategies as well as an in-depth takeaways document.

In March 2020, when the coronavirus first emerged in Washington and New York, NAMD pivoted all resources to intensive programming to help Medicaid Directors navigate through the unfolding crisis and learn how their peers were responding.

■ **We facilitated daily exchange among states**

of how they were tackling immediate challenges related to a multitude of issues including: paying for testing, managing nursing home infections, changing provider payment, implementing telehealth, understanding how COVID impacts populations inequitably, supporting access to behavioral health care and pediatric care, setting up field hospitals, among numerous COVID-related issues.

■ **We held All Director calls multiple times a week**

during the initial crisis that provided a needed support group for Directors.

■ **We designed and launched five short-term Task Groups**

(working groups) with numerous states on acute, time sensitive topics. The groups identified COVID-related challenges, barriers, and solutions to overcome the barriers. We produced ten resources as a result of these Task Groups, including formal and informal communications to the Center for Medicaid and CHIP Services (CMCS) reflecting how states were navigating these challenges, and what assistance was needed from CMCS.

IN THE UPCOMING YEAR, NAMD will support Medicaid Directors as they continue to navigate through the tumult of the pandemic and recession. We anticipate programs to help them start to rebound from this crisis and to strengthen health care areas that have been deeply impacted by COVID.

Supporting Directors as They Lead Through Unprecedented Times

Medicaid Directors need a variety of competencies and skills to effectively lead their state's Medicaid program. They also need capable and informed senior staff to execute the Director's strategic vision and operational goals. NAMD's Leadership Development FY2020 programming developed informed and capable state Medicaid Directors and senior program staff in three ways:

1. By getting new Directors up to speed quickly,
2. By supporting the development of Directors' leadership capacities and skills, and
3. By positioning NAMD as a recognized "home" for development of Medicaid leaders.

In the last year, NAMD:

■ **Developed a framework for defining the core features of successful public sector leadership.** NAMD, in partnership with the Center for Health Care Strategies (CHCS) and the Milbank Memorial Fund, identified a comprehensive suite of five domains unique to public sector leadership. Each domain is underpinned by a set of core competencies and associated

skills and behaviors. We convened a group of six experts in public sector leadership and four Medicaid Directors to develop this framework. This framework for public sector leadership will be used to guide FY2021 leadership development programming.

■ **Offered strategic planning, team development and executive coaching services to all Medicaid Directors.** Twenty Directors and their senior teams engaged in these activities over the course of the year, and NAMD made site visits to nine states to work one-on-one with senior leaders.

■ **Oriented 17 new Medicaid Directors through a New Director Orientation and an ongoing Affinity Group.** NAMD convened an in-person Orientation at the Fall 2019 meeting. This discussion was facilitated by experienced Medicaid Directors who shared strategies, tips, and insights for successfully navigating the position. NAMD launched a companion affinity group for New Directors, which began in January 2020 and convenes monthly.

With the onset of COVID, the strength and leadership skills of Medicaid Directors were tested and stretched. NAMD reinforced existing programming to reflect the demands of "leadership on steroids" faced by the Medicaid Directors. NAMD:

■ **Launched weekly podcasts focused on how to lead through the pandemic.** Recognizing that leading through a pandemic requires a unique

set of skills and practices, in partnership with CHCS, NAMD produced eight leadership podcasts on leading through the pandemic. Topics included delegating and developing staff members remotely, building and using relationships during COVID-19, and using emotional intelligence to influence others.

■ **Hosted a weekly state discussion group on leading through COVID.** NAMD, in partnership with CHCS and national leadership expert Dr. Ed O'Neil, convened Directors and their leadership teams in weekly conversations to address pressing leadership questions as they navigate the complex dynamics of leading through COVID-19.

■ **Assisted 15 Directors in understanding how their staff were responding to COVID-19.** In partnership with CHCS, NAMD helped Directors field a COVID Snapshot Survey with their state staff. From the survey results, Directors gained an understanding about how their staff were experiencing the pandemic, including how well the Director was leading the team through uncertainty and fear, whether working remotely was a positive or negative experience, and how staff were faring.

IN THE UPCOMING YEAR, NAMD will continue to support Medicaid Directors as they lead their agencies through the PHE and recession. The framework for public sector leadership, discussed above, will be a cornerstone of this effort.

Serving as the Voice of Consensus-Driven Priorities for Medicaid Directors

NAMD's federal policy work aims to elevate the voices and expertise of Medicaid Directors to inform key federal policy conversations that impact the Medicaid program. We do this by informing members of significant conversations and debates playing out at the federal level, identifying the areas of common concern across the state, and articulating those views back to policymakers.

This year, NAMD:

- Kept members informed with weekly federal policy updates:** Each week, NAMD provided Medicaid Directors and their teams with a federal policy communication. These allowed NAMD to share the nuances of federal policy debates emerging in Congress and share analysis of guidance and rulemaking from the Administration.
- Convened state/federal working groups on significant policy areas:** NAMD convened state staff with policymakers within CMS to explore barriers and identify mutually workable solutions. These included methods to improve the managed care contract approval process and, in partnership with sister state associations, initiate discussions on development of a holistic access monitoring

framework applicable in both fee-for-service and managed care delivery systems.

- Advanced state priorities in response to rulemaking:**

We produced detailed analysis and initiated sustained membership engagement to identify shared priorities to articulate to policymakers. This included responding to proposed rulemaking from the Administration, most notably the Medicaid Fiscal Accountability Regulation.

With the emergence of the pandemic, Medicaid quickly became one of the critical elements of every state's response. National public health emergency declarations opened new flexibilities for states to modify their programs, including rapidly expanding telehealth and implementing infection mitigation policies across Medicaid provider types. Congress also acted quickly on a variety of fronts to address the crisis. NAMD adapted to this environment of significantly increased policy action and:

- Advocated for significant federal investment in Medicaid:**

With an anticipated recession looming and the countercyclical nature of Medicaid, states know there will be a need for substantial federal resource

investment in the program. NAMD is aligning with other state associations in calling for additional enhancements to Medicaid Federal Medical Assistance Percentage (FMAP), with a longer duration than those passed by Congress for the duration of the public health emergency.

- Increased the frequency of policy communications to a daily cadence:** NAMD prioritized daily analysis and communication of emergency waiver flexibilities for members to facilitate effective tracking and utilization of all available options.

IN THE COMING MONTHS,

NAMD will continue our efforts to ensure states have enough federal resources to meet significantly increased Medicaid enrollment and mitigate the need for difficult policy decisions as state budgets contract. We will also identify which processes and flexibilities implemented during the emergency period should be made permanent, such as those supporting wider adoption of telehealth and telemedicine.

Serving as the Trusted Source for Data About Medicaid Programs and its Leaders

NAMD aims to serve as the trusted source for collecting, analyzing and disseminating information about the national Medicaid program, Medicaid Directors, and their individual state programs.

Most notably this includes conducting an Annual Operations Survey and partnering with Kaiser Family Foundation on a 50-State Survey. This year, NAMD also created a home for Medicaid data and resources during the coronavirus pandemic and continuing to gather and disseminate information on Medicaid's response to COVID-19.

This year, NAMD served this priority and:

- **Published NAMD's Seventh Annual Operations Survey:**

On November 11, 2019, NAMD released its **Seventh Annual Medicaid Operations Survey**

Report, providing a unique look at state Medicaid agency operations and priorities from the perspective of Medicaid Directors in each of the 50 states and the District of Columbia.

- **Published the first Annual U.S. Territory-Specific Survey**

Report: For the first time, NAMD administered a **territory-specific survey** to the five U.S. territories. This survey is NAMD's first published document with the goal of elevating awareness and appreciation of the unique nature of the territories' programs as well as the unique financial challenges they face.

- **Partnered with Kaiser Family Foundation (KFF) for its Annual 50-State Medicaid Budget Survey.**

Every year, NAMD partners with the KFF on an annual survey to give input on

the survey tool and organize a panel of Directors to present the survey results at a live event in Washington DC.

- **Launched a Members-Only Website:**

NAMD created a Members-Only Website to house helpful information and resources to support Directors in successfully running their programs. To continue to provide relevant information throughout the pandemic, NAMD expanded the website to house federal, state and NAMD created resources on the pandemic response, including telehealth, health equity and long-term care services.

LOOKING AHEAD TO FY2021,

NAMD will change its approach and conduct shorter, quarterly surveys of members on new and timely topics.

Ensuring NAMD has the Organizational Capacity to Realize its Vision, Mission and Objectives

NAMD is continually working to support a high-functioning Board of Directors, to develop and support staff members, and to ensure the financial sustainability of the association. The pandemic challenged our ability to convene our members and staff in person, and the recession is posing financial challenges to almost all organizations. However, despite these challenges, we continue to provide virtual connection events for our Board and members, encourage robust connection and development for our staff, and continue to maintain a diverse revenue portfolio.

Below are the FY2020 financials from July 1, 2019 to June 30, 2020.

Our FY2020 Financial Summary

Revenue

Conference Registrations and Sponsorships	\$ 2,117,174
Membership Dues	558,676
Grants and Contracts	565,288
Other	49,451

Total Revenue

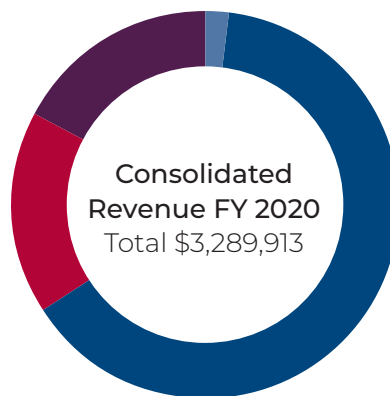
\$3,290,589

Expenses

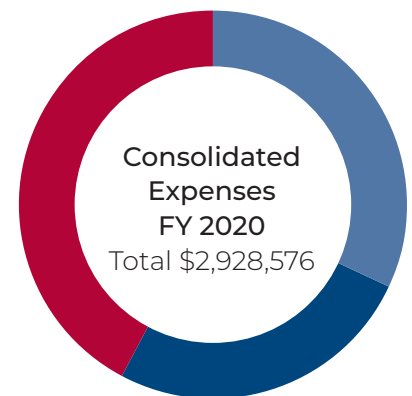
Conferences	\$ 770,514
Program Costs	1,230,426
Office Operations	935,334
Other	(7,698)

Total Expenditures

\$2,928,576



- Meetings/Conferences
- Membership
- Grants/Contracts
- Other



- Meetings/Conferences
- Program Costs
- State/Office Operations

Throughout FY2020, NAMD partnered with several organizations to provide innovative and responsive programming to Medicaid Directors and their agencies. We would like to thank our partners and funders for their support and engagement:

Annie E. Casey Foundation

Center for Health Care Strategies

The Commonwealth Fund

Gordon and Betty Moore Foundation

Kaiser Family Foundation

Milbank Memorial Fund

State Health and Value Strategies

Well Being Trust

Our Team

Matt Salo

Executive Director

Dianne Hasselman

Deputy Executive Director

Jack Rollins

Program Director for Federal Policy

Tess Moore

Operations Director

Lindsey Browning

Program Director for
Medicaid Operations

Katherine Minnes

Program Associate

Hilary Kennedy

Program Director for
Medicaid Leadership

Dawn Cutler

Program Coordinator



Connect With Us!

Stay up to date with everything happening at NAMD and with our members. Visit our website at www.medicaiddirectors.org

National Association of Medicaid Directors

601 New Jersey Avenue NW
Suite 740
Washington D.C., 20001

