

FY 2021
ANNUAL REPORT



NAMD
National Association of
Medicaid Directors



Table of Contents

A Message from NAMD	3
NAMD’s Strategic Plan	4
Our Members and Board of Directors	6
Our Work.....	7
• Connecting Medicaid Directors to Information, Resources, and Colleagues	7
• Supporting Directors as They Lead Through Unprecedented Times.....	8
• Serving as the Voice of Consensus-Driven Priorities for Medicaid Directors	9
• Ensuring NAMD has the Organizational Capacity to Realize its Vision, Mission and Objectives	10
FY2021 Financial Summary	10
NAMD Partners and Funders	11
NAMD Staff.....	11



A Message from NAMD

2021 was a momentous year for Medicaid programs, the first full year that we spent living and working through the COVID-19 pandemic. Medicaid demonstrated again that it is a critical first responder for any number of crises and natural disasters facing the country. Medicaid grew to cover more than one in four Americans and was a vital lifeline for beneficiaries, providers and the broader health care system.

We saw the promise and the hope of what widespread vaccinations could mean for a return to normal. But we also saw the challenges of translating that hope into reality as low take up rates have allowed the Delta variant to take root and push the light at the end of the tunnel back even further.

Medicaid programs have never been more important to the health and safety of our country, and Medicaid Directors and their teams across the country doubled down on their extraordinary efforts to lead through the chaos. In this annual report, we celebrate the incredible work they've done as we document how we've positioned ourselves to serve.

We purposefully downplayed a key landmark of the association's

development amidst the more important work of supporting our members through this difficult time. NAMD celebrated its 10 year anniversary this year, and while we haven't made much noise about it (yet), it has marked an inflection point for how we think about our future and our next 10 (plus) years. The team at NAMD has invested significant time and energy into thinking purposefully about our long-term strategic plan and shorter term operational plan, which you will see reflected in everything we do and say. The enclosed report thoughtfully lays out our mission, vision, and values in service to this.

We talked last year about three themes of flexibility, innovation, and resiliency. Those three remain critically important today, but for this year's annual report, we wanted to highlight the ways we are serving Medicaid Directors in the spirit of our mission, vision, and values.

First, we support our members by ensuring Medicaid Directors are connected to information, resources, and colleagues. This is the heart of our true north goal of creating an authentic community for all 56 Medicaid Directors and their teams. Second, we, along with our partners in the Public Sector Leadership Framework support our members by expanding

resources to help them lead through unprecedented times. Third, we serve as the voice for consensus-driven priorities of the Directors. This is for our federal counterparts at the Executive and Legislative branch levels, as well as the broader policy and stakeholder community. Fourth, we serve as the trusted source of information about Medicaid programs and its leaders. Finally, we cannot neglect the foundation of everything that our work is built upon, the financial and organizational capacity of the organization and our team.

We hope you join us in celebrating the work of state Medicaid program leaders this past year, and we look forward to partnering with you as we tackle the challenges and opportunities we face for the next.

Sincerely,



Matt Salo
Executive Director



Jami Snyder
NAMD Board President

NAMD's Strategic Plan

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 81 million Americans.¹ Medicaid directors work tirelessly to provide the best possible health care to vulnerable Americans while being responsible stewards of taxpayer dollars.

OUR VISION IS THE FUTURE WE AIM TO CREATE:

Healthy people served by high-performing and sustainable Medicaid and CHIP programs led by strong leaders.

OUR MISSION IS WHO WE SERVE AND WHAT WE DO:

NAMD represents, elevates, and supports state and territorial Medicaid leaders to deliver high value services to the millions of people served by Medicaid and CHIP so they can achieve their best health and thrive in their communities.

THE PRINCIPLES THAT GUIDE OUR WORK:

- **Community.** We are dedicated to creating a strong, connected, and inclusive fellowship of state and territorial Medicaid leaders.
- **Non-partisanship.** We are committed to advancing the work of state Medicaid leaders and the programs they manage without bias toward one political party or ideology.
- **Independence.** Our priorities and work are directed by our members.
- **Partnership.** We commit to working in partnership with federal officials and other leaders to advance the work of the association and state and territorial Medicaid leaders.
- **Excellence.** We strive for continuous improvement in our service to members, our operations and within the Medicaid and CHIP programs and commit to conducting ourselves and our work with the highest integrity.
- **Equity.** We recognize and honor the diversity of our staff, our association members and the individuals served by Medicaid and CHIP and we strive to conduct our work to ensure diversity, inclusion, and advance equity.

Our Three Goals

1. Increase Awareness



To increase awareness about the impact of Medicaid and CHIP and the role and expertise of the state and territorial Medicaid leaders.

2. Drive Innovation



To position and empower Medicaid leaders to drive innovation and high performance of Medicaid and CHIP programs.

3. Grow Capacities



To grow the capacities of the Association to deliver new high-quality and impactful programming and services to members.

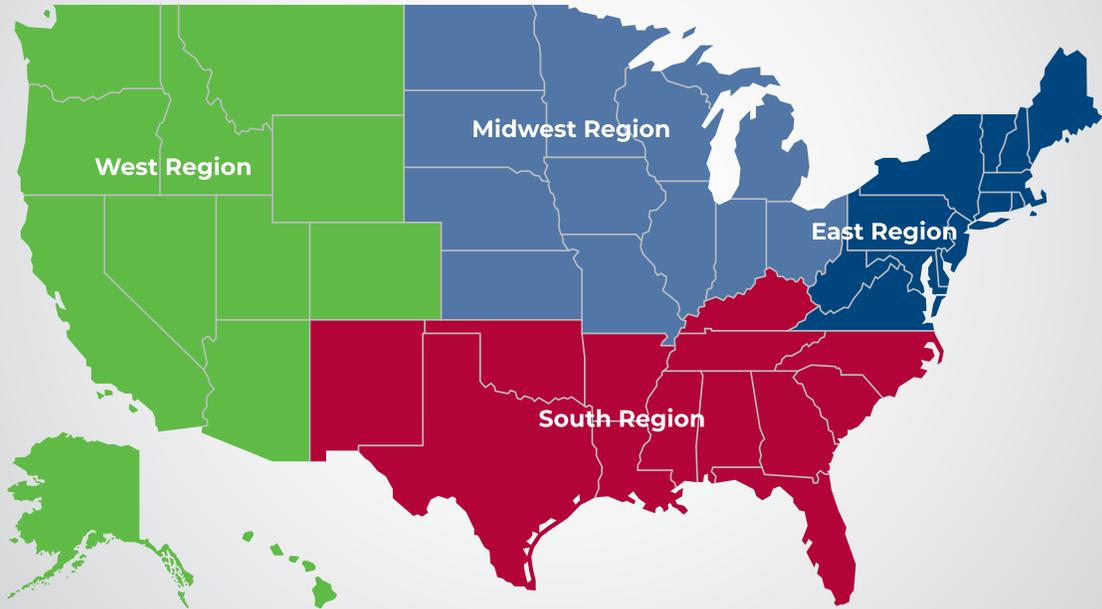
¹ [August 2021 Medicaid and CHIP Application, Eligibility Determinations, and Enrollment Report](#). Centers for Medicare and Medicaid Services (CMS), 2021.

NAMD's Strategic Plan



Our Members

NAMD's members are the 56 Medicaid Directors from all 50 states, the District of Columbia and the U.S. territories. A printable 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:



Our Board of Directors

NAMD's Board of Directors is comprised of 14 state and territory Medicaid Directors elected by their peers. The April 2021 — March 2022 Board Members and their affiliated state are:

President

Jami Snyder
Arizona

Finance Chair

Caprice Knapp
North Dakota

NAMD Midwest Region

Kate Massey
Michigan

NAMD East Region

Karen Kimsey
Virginia

President Elect

Allison Taylor
Indiana

Governance Chair

Cindy Beane
West Virginia

Jim Jones
Wisconsin

Ben Shaffer
Rhode Island

Immediate Past President

Stephanie Azar
Alabama

NAMD West Region

Jacey Cooper
California

NAMD South Region

Stephanie Azar
Alabama

NAMD Territories

Gary Smith
U.S. Virgin Islands

Tracy Johnson
Colorado

Lynette Rhodes
Georgia

Our Work:

Connecting Medicaid Directors to Information, Resources, and Colleagues

In FY2021, NAMD continued to offer our core programming to connect Medicaid Directors and their staff to resources and colleagues so they would be informed, supported, and capable of leading normal operations and responding to the ongoing pandemic:

- **Convened Medicaid leaders virtually for a Fall and Spring Conference.** NAMD's 2020 Fall Conference was the Association's first ever virtual event of this size. We brought together over 900 participants, including state leaders from 54 states and territories for 16 sessions. These sessions explored topics like COVID testing and vaccines, health equity, and Medicaid's role in shaping the new normal in American health care. At our virtual Spring Meeting we had 50 States and Territories attend, with a total of 243 participants.
- **Held monthly regional calls to keep Medicaid leaders connected and informed.** Throughout the pandemic, we continued to hold our monthly regional all Director calls. These calls provided a community and place for Medicaid Directors to regularly check-in and discuss key leadership, operational, and policy challenges in a small group environment.
- **Connected state Medicaid Chief Financial Officers.** We convened Medicaid Chief Financial Officers (CFOs) and other Medicaid financial leaders from 51 Medicaid agencies and held over 20 calls. These discussions allowed CFOs to share state strategies and approaches for navigating the financial uncertainty from the pandemic.

In addition to continuing core programming, NAMD also launched several new areas of programming to ensure Medicaid Directors and their staff are well connected and to share best practices for responding to the pandemic:

- **Launched three Medicaid Forward executive working groups.** NAMD brought together these working groups of states and national leaders to identify concrete, actionable ways that Medicaid programs could shape the new normal in health care as we emerge from the pandemic. These focused on areas where pandemic-related impacts have been greatest: behavioral health, children's health, and long-term services and supports. Across the three groups there were 46 participants representing 21 states. These groups produced two public reports with two associated webinar launches that had an average of 90 participants (with a third to be released in September 2021).
- **Held a series of topic-specific Task Groups.** NAMD held 9 unique task groups, responding to priority topic issues including Vaccine development and administration, Telehealth, Equity and Emerging from the Public Health Emergency. Over 300 Medicaid Directors and state staff participated.
- **Launched the State Solutions Series.** NAMD launched a bi-weekly series of calls that feature how a state Medicaid program has solved a shared challenge. NAMD held 12 calls in FY2021 averaging 40

participants per call on topics ranging from justice involved populations and electronic visit verification to children's behavioral health.

- **Hosted the Summer and Winter Sessions.** During the pandemic one of the biggest challenges people faced was isolation, and not being able to meet with friends, family, and colleagues. To promote connection, NAMD launched the Summer and Winter Sessions to provide a forum for Medicaid Directors and their teams to meet with each other online (in addition to the Fall and Spring Conferences). The 2020 Summer Sessions had 32 States and Territories participate, with 65 individual participants and the 2021 Winter Sessions had 220 registrants, and 190 logged in to view the sessions.
- **Launched the COVID Open Thread.** The Open Thread gave states a vehicle for Medicaid Directors and their teams to ask their colleagues questions about their COVID-response. During CY2021, we fielded more than 115 questions and circulated the response to all states on the Open Thread. NAMD has since concluded this program offering.

In the coming year, NAMD will continue this programming that provides connection and resources to Medicaid Directors and their teams. It will focus on helping state Medicaid leaders continue to navigate the pandemic and emerge from it, as well as advance strategic priorities around equity, long-term services and supports, and behavioral health.

Our Work:

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. In FY2021 NAMD continued to provide key leadership development programming.

In the last year, NAMD:

- **Launched the Public Sector Leadership 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, launched 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. To promote the framework, the consortium produced a series of 6 podcasts and associated blog posts titled Leadership Forward.
- **Oriented 17 new Medicaid Directors through a New Director Orientation and an ongoing Affinity Group.** NAMD convened an Orientation at the Fall 2020 and Spring 2021 meeting. These discussions were facilitated by experienced Medicaid Directors who shared strategies, tips, and insights for how to be successful in navigating the Medicaid Director position during a pandemic. After each Orientation, the New Directors are invited to join a monthly companion affinity group for New Directors to continue to connect and learn from each other throughout their first year in the position.

- **Held five Senior Leader affinity group calls.** As staff across the country continued to work remotely throughout FY2021, NAMD recognized the importance of continuing to promote connection amongst NAMD's members, including senior leaders. In FY2021 we held five calls where we discussed a series of leadership topics including managing work/life balance, leading remote teams, and leading through transition and back to the office plans.

In addition to continuing to offer key leadership training opportunities for state Medicaid staff, NAMD also launched several new areas or programming to connect Medicaid Directors and their staff:

- **Hosted a weekly state discussion group on leading through COVID.** Throughout 2020, 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. These conversations were accompanied by a weekly podcast and one-pager on the leadership topic.
- **Season 2 of the Medicaid Leadership Exchange Podcast Series:** In partnership with the Center for Health Care Strategies, NAMD recorded and released the second season of the Medicaid Leadership Exchange podcast which focused on equity. This includes topics such as vaccine

equity, using data to empower Medicaid to support health equity, and building health equity into Medicaid budgeting.

- **Medicaid Insights Survey:** In 2020 NAMD pivoted away from its large annual survey to instead administer smaller, quarterly surveys. These surveys provide NAMD and its Medicaid Directors with timely and actionable information related to timely topics. Throughout FY2021 NAMD administered four surveys, on the Medicaid Agency workforce, Medicaid member engagement, communications, and leadership and operational priorities. Across the four surveys 48 states and 4 territories provided insights into their state Medicaid programs. The results of the communications survey helped inform NAMD's new communications strategy. In addition, NAMD hosted two calls (with another in July) for Directors and their staff to discuss the results and published three public blog posts.

In the upcoming year, NAMD will continue to support Medicaid Directors as they lead their agencies through and out of the Public Health Emergency. The framework for public sector leadership, discussed above, will be a cornerstone of this effort as well as the launch of a new website, where NAMD will host a leadership resource and learning library. Finally, NAMD is planning to launch two additional affinity groups for Health Equity Leaders and Communications Leaders similar to our Senior Leader Affinity Group.

Our Work:

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 inform Medicaid Directors of policy conversations happening within the administration and Congress and elevate the consensus views of the membership in those conversations. In FY 2021, our federal work focused specifically on ensuring Medicaid and CHIP programs had the resources and flexibilities necessary to successfully operate through the health and fiscal challenges facing the nation as the impact of COVID continued to be felt.

This year, NAMD:

- **Kept members informed with weekly federal policy updates:** During the pandemic, NAMD provided Medicaid Directors and their teams with a weekly federal policy update call. Throughout FY2021 NAMD held 44 calls averaging over 100 participants per call. NAMD also circulated ad hoc updates to the membership on pressing issues throughout the year.
- **Convened state/federal working groups on significant policy areas:** Throughout the pandemic and the transition to a new administration, NAMD maintained strong relationships with federal partners. NAMD Board leadership met with CMCS senior leadership 11 times, NAMD staff held over 40 calls with the CMCS Acting Director, and NAMD connected 37 states with federal policy makers through a variety of listening sessions, meetings, and briefings.

- **Advanced state priorities in response to rulemaking:** As NAMD identified areas of significant policy change needing state perspectives, we produced detailed analysis and initiated sustained membership engagement to identify shared priorities to articulate to policymakers. This included submitting 12 federal letters in response to rulemaking and activities in Congress.

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.

Specifically, NAMD advocated for stability in federal supports for Medicaid during the pandemic.

As Congress initiated widespread stimulus and relief for the nation, NAMD partnered with the Medicaid policy community to advocate for ensuring these supports reached Medicaid agencies, providers, and members. Specific areas of focus included process improvements for the Provider Relief Fund, requests for additional federal support for Medicaid to meet enrollment redetermination and renewal obligations when the Public Health Emergency eventually ends,

federal support for Medicaid's role in rolling out the COVID-19 vaccines for Medicaid members, operationalizing federal investments in Medicaid home- and community-based services, and seeking more certainty for states regarding how long the Public Health Emergency will last and how much advance notice states will have before it ends.

In the coming months, NAMD will continue to advocate for critical federal flexibilities and resources to support ongoing state responses to the COVID pandemic, which is entering a new phase with the Delta variant and the evolving picture on vaccines regarding boosters and anticipated approvals for pediatric populations. NAMD will also focus on advancing broad strategic goals for advancing equity in the Medicaid program, strengthening long-term services and supports, addressing the social determinants of health, and continuing to advance payment and delivery system reform.

Our Work:

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 held a very successful Fall Meeting, encourage robust connection and development for our staff, and continue to maintain a diverse revenue portfolio. In FY2021 we also created a new Strategic and Operational plan for the next three years, contracted with a communications firm to help NAMD develop its communication strategy, expanded our team by bringing on four new staff members, and launched the procurement of a new website.

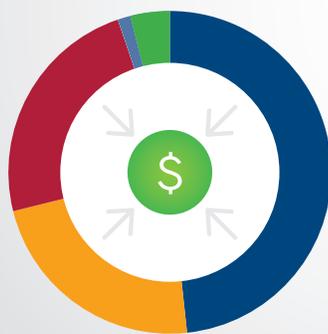
FY2021 Financial Summary

July 1, 2020 - June 30, 2021

Revenue		Expenses	
Meetings/ Conferences	\$ 1,226,240	Conferences	\$ 264,000
Membership Dues	\$ 579,609	Program Costs	\$ 824,259
Grants and Contracts	\$ 600,268	Office Operations	\$ 941,000
Other	\$ 32,771	Consultants	\$ 425,955
Investments	\$ 99,993	Total Expenditures	\$ 2,455,215
Total Revenue	\$ 2,538,880		

Consolidated Revenue FY 2021

Total \$2,538,880



- Meetings/Conferences (48%)
- Membership (23%)
- Grants/Contracts (24%)
- Other (1%)
- Investments (4%)

Consolidated Expenses FY 2021

Total \$2,455,215



- Meetings/Conferences (11%)
- Program Costs (34%)
- Staff/Office Operations (38%)
- Consultants (17%)

NAMD Partners and Funders

Throughout FY2021, 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

Gordon and Betty Moore Foundation

State Health and Value Strategies

Center for Health Care Strategies

Kaiser Family Foundation

Well Being Trust

The Commonwealth Fund

Milbank Memorial Fund

NAMD Staff

Matt Salo

Executive Director

Karen Seaver Hill

Director of Leadership Development

Dianne Hasselman

Deputy Executive Director

Hannah Maniates

Policy Analyst

Tess Moore

Operations Director

Dawn Cutler-Tran

Program Coordinator

Lindsey Browning

Director of Medicaid Operations

Neda Jasemi

Program Coordinator

Jack Rollins

Director of Federal Policy

Esther Hibbs

Operations Associate

Connect With Us!

Stay up to date with everything happening at NAMD and with our members.

Visit our website at www.medicaiddirectors.org

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