

FY 2022 ANNUAL REPORT



NAMD
National Association of
Medicaid Directors

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A Message from NAMD

Dear State Medicaid Leader:
As we near the end of 2022, it is a good time to reflect on the past 12 months and what we have achieved together – as state leaders and the association and board of directors that serves you.

Our work was driven by three strategic goals in service to you:

- Increasing awareness of the impact of Medicaid and CHIP and the expertise you have as the programs' leaders;
- Positioning you to drive innovation and performance in your programs; and
- Growing the capacities of NAMD to deliver better programming and services.

Increasing awareness about the impact of Medicaid and CHIP and the expertise of state and territorial leaders

NAMD represented and elevated Directors at numerous national-level events hosted by state associations, congressional organizations, and industry leaders. While unwinding from the public health emergency dominated the discussions, of course, we also elevated the states' perspectives on behavioral health, high-cost prescription drugs, managed care contracting and oversight, maternal and child health, equity, and the need for cross-agency collaboration, among many other topics. We released public communications demonstrating how states are leading out of the pandemic

and where Medicaid is headed, how states are preparing for unwinding and how state and federal-level partners can facilitate, not hinder, this effort.

Positioning you as Medicaid leaders to drive innovation and high performance

We offered programming to support you and your teams in learning about successful ways to operationalize and lead Medicaid programs. Much of the state-to-state programming was focused on – can you guess? Yep. Unwinding from the public health emergency. NAMD also convened regular and frequent discussions with states and CMCS on issues related to unwinding, but also on topics like managed care, access, eligibility, and budget neutrality. Learning from our wildly popular CFO affinity group, we launched new peer groups for your deputy directors, state communications directors, and health equity leaders. Many of you and your team members engaged in our new skills building courses on communications, vendor management, and time management. Nearly one quarter of Directors and their staff members received free strategic planning, executive coaching and communications support from our on-demand consultants. And we were excited to bring everyone together again for our 2021 NAMD Fall Conference and 2022 Annual Membership Meeting in Boise, ID which was full of state-to-state learning and fellowship. Growing the internal capacities of NAMD to deliver new, high-quality, impactful

programming

Finally, in terms of growing our internal capacities, we've invested in a lot over the last year. We added new staff, redesigned our website, developed a communications strategy, adopted continuous quality improvement processes, invested in content management solutions and expanded our social media presence.

As you'll see from our financial snapshot on the next page, for the first time in NAMD's history, we ended the year with a deficit. This deficit is due in part to intentional one-time strategic investments in FY 2022. Meeting and travel costs during covid were substantial and also led to the shortfall. The recent stock market fluctuations have also impacted our financials. Although we were not satisfied with our deficit, it was not unexpected. To be sure, NAMD has excellent financial reserves and has plans for coming back even stronger in FY 2023, so we're confident we'll recover well.

Looking ahead to the new year

Certainly, 2022 has been a year of transition and growth for the organization. Founding Executive Director Matt Salo transitioned to a new chapter after 10 years at NAMD's helm, so an executive committee led a national search for its next leader. When the PHE ends, NAMD will provide robust programming to support you and your team through the challenges elevated by unwinding.

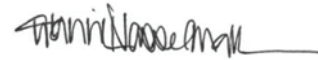
A Message from NAMD

We're headed for some new and exciting territory in 2023. We'll be releasing our new New Director Roadmap – a rich and insightful tool that supports a Director's first year on the job. We'll host a second national convening on advancing cross-agency partnership. We'll launch a new Member Re-Enrollment process in January so you can update and tailor the ways you want to engage with NAMD in 2023. And we'll be offering a new slate of skills building programming to support your teams in professional development.

Finally, we'll enthusiastically welcome a new Executive Director to NAMD along with the new vision, energy, and innovation that this individual will bring.

Together we have indeed accomplished a tremendous amount in 2022, and we are looking forward to the new and exciting ways we will evolve in 2023!

Yours in fellowship and service,



Dianne Hasselman,
Interim Executive Director



Allison Taylor,
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 89 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



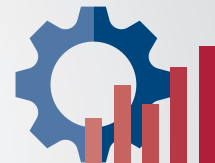
Increase awareness about the impact of Medicaid and CHIP and the role and expertise of the state and territorial Medicaid leaders.

2. Drive Innovation



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

3. Grow Capacities



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

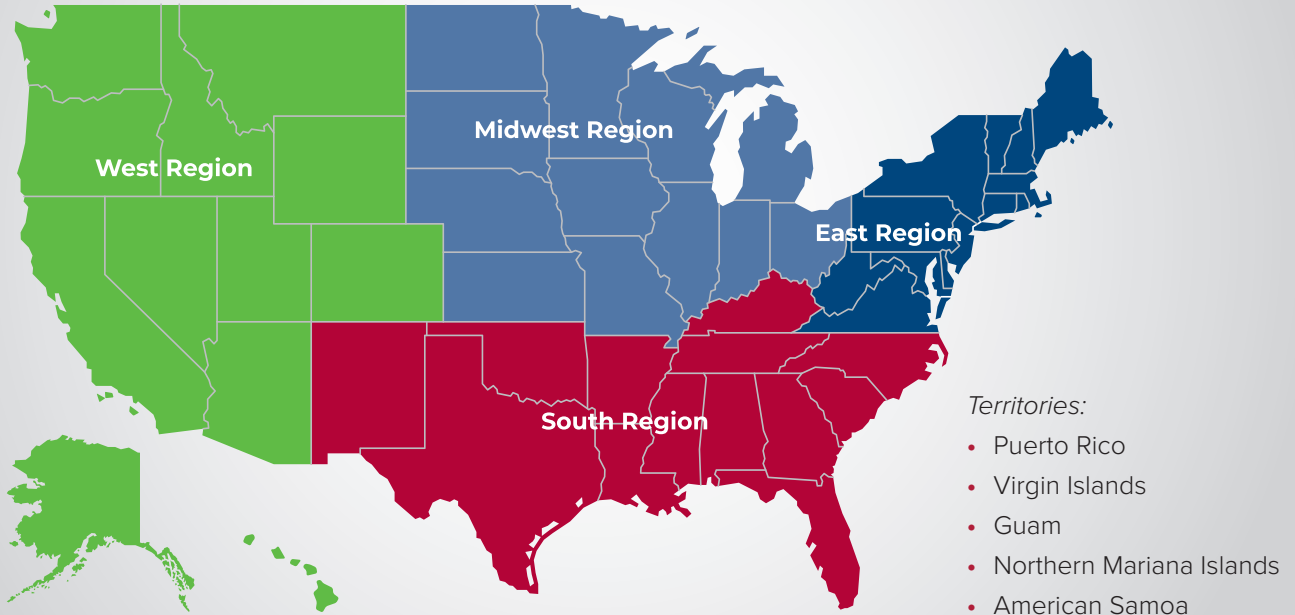
¹ [August 2021 Medicaid and CHIP Application, Eligibility Determinations, and Enrollment Report](#). Centers for Medicare and Medicaid Services (CMS), 2021.

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 2022 through March 2023 Board Members and their affiliated state are:

President

Allison Taylor
Indiana

Finance Chair

Lisa Lee
Kentucky

NAMD Midwest Region

Elizabeth Matney
Iowa

NAMD East Region

Melisa Byrd
Washington D.C.

President Elect

Cindy Beane
West Virginia

Governance Chair

Kevin Bagley
Nebraska

Sarah Fertig
Kansas

Michelle Probert
Maine

Immediate Past President

Jami Snyder
Arizona

NAMD West Region

Jacey Cooper
California

NAMD South Region

Stephanie Azar
Alabama

NAMD Territories

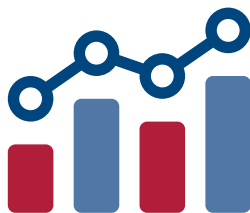
Gary Smith
U.S. Virgin Islands

Suzanne Bierman
Nevada

Lynette Rhodes
Georgia

Our Work:

Connecting Medicaid Directors to Information, Resources, and Colleagues



In FY2022, 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:

ONGOING

- **Resumed NAMD's In-Person Signature Events: The Fall Conference and Annual Membership Meeting.** NAMD gathered state Medicaid leaders, federal partners, and the Medicaid policy community for its first in-person conference since the pandemic began. The conference celebrated Medicaid's role as one of the nation's first responders to the pandemic and the opportunity for Medicaid to support the nation's recovery. NAMD also brought Medicaid leaders together for the state-only Annual Membership Meeting in June 2022. At the meeting, State leaders built new connections, grew their knowledge, and gained new skills.

- **Held monthly regional calls to keep Medicaid leaders connected and informed.** NAMD continues 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.

- **Offered State Solutions Series.** NAMD continued to offer our biweekly State Solutions Series where we feature a Medicaid agency which has solved, in full or in part, a shared problem that many other states face. In FY2022, NAMD held over 15 state solutions calls, averaging 45 attendees each call. The calls hit on a variety of issues including non-emergency medical transportation, implementing qualified residential treatment programs, and coordination with the 340B program.

NEW IN 2022

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:

- **Eligibility Affinity Group.** NAMD launched an affinity group for eligibility leaders in late 2021. This Affinity Group gives Medicaid eligibility leaders the space to share ideas and work through challenges in unwinding the national health emergency's continuous coverage requirement. It also helps these leaders build community and connection. Today, 38 states participate in this affinity group.
- **NAMD Workshop:** Unwinding the Continuous Coverage Requirement. NAMD convened 48 states and territories for a hybrid workshop in early 2022 with support from the Robert Wood Johnson Foundation's State Health and Value Strategies program. The two-day meeting equipped interdisciplinary teams of state Medicaid leaders with knowledge and resources to shape their approach to resuming eligibility operations at the end of the public health emergency.

Our Work:

Connecting Medicaid Directors to Information, Resources, and Colleagues

- **Behavioral Health Task Group and resources.** With support from the Commonwealth Fund, NAMD launched a task group of Medicaid leaders from over 10 states to address issues surrounding children and youth who are experiencing crisis. The task group focused on meeting the needs of children who have complex cooccurring behavioral health conditions and are involved in multiple systems, such as child-welfare, behavioral health, or juvenile justice. As a result of this task group, NAMD developed two major resources for the membership:
 - **Journey Map to Facilitate Cross Agency Communication.** The task group mapped out the care journey for children who have complex co-occurring behavioral health conditions resulting in repeated, and often preventable, use of emergency departments and residential facilities. This tool assists state Medicaid agencies to communicate with stakeholders on where Medicaid can intervene to support this population.
 - **Issue Brief Outlining Medicaid Levers to Address Children and Youth who May Experience Crisis.** The task group informed an issue brief that lays out potential Medicaid levers that can 1) Prevent avoidable emergency department use and residential placements for children with complex needs or may be in crisis, 2) Ensure compliance and promote quality within residential settings, and 3) Facilitate a seamless transition to the community.
- **Summer Intensive Series.** This fiscal year, NAMD launched the Summer Intensive Series which is a two-part series meant to support states in maximizing recent federal investments in Medicaid through the American Rescue Plan. In the first part of the series focusing on maximizing the postpartum extension, we held three calls averaging about 40 attendees on each session. The second part of the series will kick off in FY2023, which will center around enhanced funding for home and community-based services.



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 Into the Future



Medicaid Directors need a variety of competencies and skills to effectively lead the state Medicaid program. They also need capable and informed senior staff to execute a shared strategic vision and operational goals. NAMD supports leadership development through several areas of programming.

ONGOING

- **Public Sector Leadership Consortium.** Throughout FY2022, NAMD continued to convene the Center for Health Care Strategies (CHCS) and the Milbank Memorial Fund as part of the Public Sector Leadership Consortium. NAMD also created a library of leadership resources organized by the five core competencies as part of NAMD's new website launch. Through a series of mutually reinforcing activities and areas where each partner distinctly has its "own lane," the Consortium elevates the profile and skills of public sector leaders.
- **Onboarding New Medicaid Directors.** This fiscal year brought a large cohort of 23 new Medicaid Directors into service in either interim or confirmed positions. NAMD provides multimodal onboarding support. We convened an orientation at the NAMD Fall 2021 Conference and 2022 Annual Membership Meeting. Orientation included experienced Medicaid Directors who shared strategies, tips, and insights on how to successfully navigate and lead during the Public Health Emergency. These Directors are invited to join the New Directors Affinity Group which meets monthly to build peer connection and learning throughout a new Director's first year in the position.
- **Deputy Director Affinity Group Relaunch.** In 2019, NAMD launched the Senior Leader Affinity group to convene leaders at the next level down from Medicaid Directors. In spring 2022 the group was relaunched as the Deputy Director Affinity Group to increase membership, improve value, and convene meaningfully around high-priority topics. The relaunch drew 51 individuals from 28 states. The group will continue to meet bi-monthly, discussing leadership topics including rebuilding the workforce, meeting organizational priorities, and building a post-pandemic agency.
- **Connected state Medicaid Chief Financial Officers.** With support from the Commonwealth Fund, NAMD convened Medicaid Chief Financial Officers (CFOs) and other Medicaid financial leaders from 50 Medicaid agencies. Over the course of the fiscal year, NAMD held about 20 calls ranging in topics from planning for the unwinding of the public health emergency to the state of the economy to the pipeline of high-cost drugs. Finally, this year we convened an advisory group for Chief Financial Officers to highlight sustainability threats that Medicaid programs may face in the next five years.

Our Work:

Supporting Directors as They Lead Into the Future

- **Medicaid Insight Survey.** In FY21, NAMD moved away from fielding a comprehensive operations survey, focusing instead on a more nimble and relevant set of Insights Surveys deployed quarterly. These surveys allow for NAMD to provide states with insight on how programs and initiatives are happening at other state agencies. In FY22, these surveys focused on the operations and structure of the Medicaid agency, unwinding continuous coverage, and assessing and advancing access.

NEW IN 2022

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

- **Communications, Health Equity and Eligibility Affinity Groups.** To better meet the needs of programs, NAMD launched affinity groups to support key roles within a Medicaid agency. In FY22, NAMD created Communications, Eligibility and Health Equity Teams Affinity Groups. The groups meet monthly around

high value areas that have been identified by their respective advisory committees. Each is supported by industry experts and shepherded by NAMD staff. When appropriate, NAMD facilitates strategic conversation between Advisory Group members and CMCS staff.

- **Leadership Accelerator.** NAMD ran a six-month pilot Leadership Accelerator series that pairs peer discussion with supporting resource. Leadership Accelerator topics included leading by delegating, crisis leadership, building capacity for unwinding and building cross-agency collaboration.
- **Medicaid Leadership Exchange** Podcast | Season 3. In partnership with the Center for Health Care Strategies, NAMD recorded and released the third season of the Medicaid Leadership Exchange podcast which focused on leadership topics including unwinding pandemic-era Medicaid policies, home and community based services, workforce recovery, and Medicaid's ongoing equity commitment. Health equity and disparities was a throughline of the six-part series.



In the upcoming year, NAMD will continue to support Medicaid Directors as they lead their agencies through and out of the Public Health Emergency. In the first quarter of FY23 NAMD plans to release a comprehensive New Director Roadmap, which will provide insight to New Directors on the three phases of onboarding to their new role. The framework for public sector leadership, discussed above, will continue to be a cornerstone of NAMD leadership programming. Affinity groups for different senior leaders will continue to be convened and will meet at the Fall Conference.

Our Work:

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



NAMD's federal policy work ensures that Medicaid Directors are at the table in critical federal policy conversations. We keep our members informed of Congressional and regulatory activity and the potential impact of these changes on State Medicaid Agencies. We also work to identify consensus opinions among our members, and then communicate those positions to federal decisionmakers and the broader Medicaid policy community. In FY 2022, we continued to support state Medicaid agencies in their efforts to prepare for the public health emergency unwinding. However, we also launched new initiatives on key Medicaid policy topics, including budget neutrality, CMMI model development, and behavioral health.

ONGOING

- **Kept members informed with weekly federal policy updates.**

This year, NAMD continued our weekly federal update calls, which inform Medicaid Directors and their teams of legislative and regulatory developments. Throughout FY2022, NAMD averaged over 100 participants per call. NAMD also

circulated ad hoc updates to the membership on pressing issues throughout the year.

- **Supported engagement between Medicaid Directors and the Biden administration.** During FY2022, NAMD held 17 meetings between our leadership team and the CMCS Director to have candid policy discussions, flag emerging issues, and strategize on areas for more detailed dialogue with states. NAMD staff also met monthly with the HHS Counselor for Health Policy to discuss the COVID-19 public health emergency, behavioral health work, and other policy topics.
- **Convened state/federal working groups on significant policy areas, including the public health emergency unwinding, budget neutrality, and Center for Medicare and Medicaid Innovation (CMMI) model development.**

During FY2022, NAMD launched the Public Health Emergency Unwinding Workgroup with CMS to support states in their planning efforts and inform CMS' guidance and tools. This workgroup met

26 times in FY2022, with calls averaging over 120 participants. NAMD also launched workgroups focused on budget neutrality (4 meetings; 11 state participants), program integrity (2 meetings; 37 state participants), and CMMI model development (meeting on behavioral health model development; 2 meetings with CMMI leadership).

- **Elevated state priorities in the federal policymaking process.**

During FY2022, NAMD submitted 15 letters in response to proposed rules, legislation, and requests for information. These letters were developed with robust input from state Medicaid staff and resulted in on-going engagement with federal policymakers, including four meetings with Senate Finance Committee staff on behavioral health policy.

The COVID-19 pandemic intensified the United States' mental health and substance use crisis, with rising rates of overdose, depression, anxiety, and youth suicidality. Medicaid Directors and federal policymakers

Our Work:

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

turned their attention to these issues, with the Biden administration releasing a [National Mental Health Strategy](#) and the Senate Finance Committee launching a [bipartisan process](#) to develop a comprehensive behavioral health package. As the single largest payer for behavioral health services, Medicaid featured prominently in these policy conversations. NAMD worked with our members to elevate Medicaid-focused solutions to behavioral health challenges.

Specifically, NAMD advocated for policy changes to support Medicaid Directors in meeting the country's behavioral health challenges. In September, we [submitted a letter](#) to the Congressional Social Determinants of Health Caucus in response to their request for information; this

letter included strategies to meet Medicaid members' social needs, including housing. In November, we [submitted a letter](#) in response to the Senate Finance Committee's request for information on behavioral health. This letter resulted in four follow-up meetings with Senate Finance Committee staff on the behavioral health workforce, children and youth, crisis response, and parity laws. We launched a multi-modal communications strategy to highlight policy recommendations from the Senate Finance letter, including a series of seven [Federal Policy Briefs](#) and corresponding social media; our Federal Policy Briefs series received positive feedback and amplification from partner organizations.



In the coming months, NAMD will continue to elevate behavioral health priorities from across NAMD's program streams, including policy ideas identified through the Children and Youth in Crisis Task Group, to our federal partners. NAMD will also launch focused engagement with CMS on eligibility policy, managed care policy, and access to care.

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. Due to vaccines and ample safety precautions in 2022, NAMD was once again able to host in-person meetings. We were also able to expand our team by creating two new positions, and filling two vacant positions. We invested heavily in the NAMD's infrastructure and organizational capacity by launching a new website and standing up a Customer Relationship Management software.

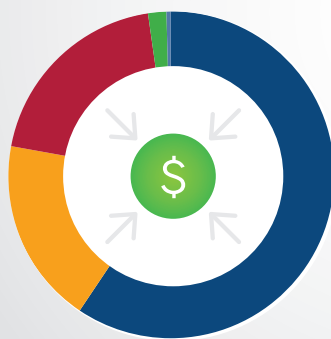
FY2022 Financial Summary

July 1, 2021 - June 30, 2022

Revenue		Expenses	
Meetings/ Conferences	\$ 1,994,740	Conferences	\$ 960,009
Membership Dues	\$ 618,874	Program Costs	\$ 1,474,511
Grants and Contracts	\$ 669,575	Office Operations	\$ 1,183,255
Investments	\$ 60,813	Market Loss	\$ 311,029
Other	\$ 14,193		
Total Revenue	\$ 3,358,195	Total Expenditures	\$ 3,928,029

Consolidated Revenue FY 2022

Total \$3,358,194



- Meetings/Conferences (59%)
- Membership (19%)
- Grants/Contracts (20%)
- Investments (3%)
- Other (.42%)

Consolidated Expenses FY 2022

Total \$3,928,029



- Meetings/Conferences (24%)
- Program Costs (38%)
- Staff/Office Operations (30%)
- Investment Gains/Losses (8%)

NAMD Partners and Funders

Throughout FY2022, 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
Kaiser Family Foundation

Milbank Memorial Fund
State Health and Value Strategies
Well Being Trust

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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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