

2025-2027 Strategic Framework

ACHIEVING AFFORDABLE, HIGH-QUALITY, EQUITABLE HEALTHCARE

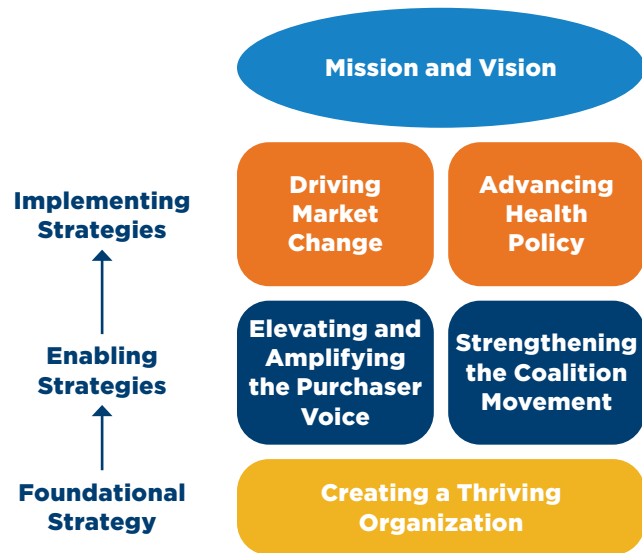


Strategic Priorities

Beginning in 2025, the National Alliance will focus on achieving its updated mission and vision through five strategic priorities.

These priorities include foundational strategies, enabling strategies, and implementing strategies to support our updated mission, ultimately achieving our vision for healthcare.

1. Driving Market Change
2. Advancing Health Policy
3. Elevating and Amplifying the Purchaser Voice
4. Strengthening the Coalition Movement
5. Creating a Thriving Organization



MISSION

Working *with and through* purchaser coalitions, we help employers and purchasers deliver affordable, high-quality, equitable healthcare for employees and their families. The National Alliance and its member coalitions do this by driving transparent, fair, and competitive markets; effective purchasing; and meaningful policy changes at federal, state, and local levels.

“With and Through”

The more than 40 national, regional, state, and local employer/purchaser coalitions around the country form the core membership of the National Alliance of Healthcare Purchaser Coalitions. It is for the benefit of these coalitions that the National Alliance was founded more than 30 years ago, and their success is our central focus.

All National Alliance ongoing and future strategic initiatives will be conducted “with and through” our coalition members:

- ▶ **With Coalitions:** Several of our strategic initiatives require the leadership, expertise, and national scope of the National Alliance for their success. In these initiatives, which may include providing direct education,

support, and services to employers and purchasers, coalitions will play a vital role as strategic advisors, partners, educational faculty, disseminators, and translators of National Alliance work.

- ▶ **Through Coalitions:** Many other strategic initiatives are best implemented at the local and regional level. The exact design of initiatives will vary by local and regional market and the needs of employers and purchasers in those areas. In these initiatives, it is vital that coalitions play the leading strategic and implementing roles, with the National Alliance focused on providing strategic, logistical, financial, and other support to coalitions to execute successful strategies.



VISION

A healthcare system that delivers affordable, high-quality, equitable care for employers, other purchasers, and the people they serve.



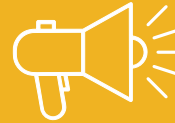
DRIVING MARKET CHANGE

Empower purchasers with and through coalitions to enable effective and scalable solutions that improve access to affordable, high-quality, equitable care.



ADVANCING HEALTH POLICY

Partnering with like-minded groups, coalitions, employers, and purchasers, the National Alliance advocates for health policies that drive market competition, transparency, fair pricing, and affordability at federal and state levels.



ELEVATING AND AMPLIFYING THE PURCHASER VOICE

Communicate the challenges and vision of healthcare purchasers, positioning member coalitions as changemakers by elevating and amplifying their voices and those of their employer/purchaser members.



STRENGTHENING THE COALITION MOVEMENT

Develop and disseminate high-impact best practice solutions to support and promote new and existing coalitions as they recruit and engage members to create a flourishing movement.

The commercial market today

The American healthcare system today could scarcely be imagined by the coalitions that founded the National Alliance in 1992. In many ways, our system is one of great success. New prescription drugs and medical technologies are extending lives and improving livelihoods for millions of people. Across the country, hospitals continue to build gleaming new facilities with the latest in modern technology. The percentage of people in the United States without health insurance is half of what it was in 2000. Average life expectancy has increased by four years since 1992. Issues regarding inequities in access to care and outcomes for racial and ethnic minorities, LGBTQ+ communities, people in rural areas, and others were barely acknowledged in the 1990s. Today, they are front-and-center in the national healthcare discourse.

With each success, however, we have seen at least as many setbacks. Far too many measures of health have seen barely noticeable improvement. Quality remains uneven and concerning. Despite more than 20 years of efforts, patients are more than twice as likely to die at low-quality hospitals than at high-quality hospitals.



And people of color are much more likely to be treated in lower-quality hospitals and health systems than white people. More than any other problem, the cost of care has become not just unsustainable, but intolerable for employers, purchasers, and families alike. Unconstrained costs reduce wages for working families, impact the competitiveness of employers, and threaten the ability of employers and purchasers to continue to provide access to high quality care for the 165 million people who rely on them for coverage.

The National Alliance fundamentally believes that solving these problems—unbearably

high costs without quality improvement to justify them, continued lack of access to care for many people, and inequitable outcomes—requires nothing less than a revolution in how healthcare is purchased and delivered in the commercial market. At the center of that revolution must be well-informed, sophisticated, and determined healthcare purchasers—***the only sector in the healthcare ecosystem that has the joint power and aligned incentives to drive meaningful change.***

The state of the National Alliance and the coalition movement

Thanks to years of strong stewardship and leadership, the National Alliance rests on a solid financial foundation with healthy reserves and a diverse set of funders. Member satisfaction and engagement are high. Yet much of the organization's funding is derived from individual grants and contracts from philanthropies and partners. While this funding model has served the organization well, it poses significant challenges to ongoing and future success in driving change. The model is inherently fragile as the loss of a few grants can require significant changes in spending, and it makes it more difficult for the organization to invest in high-value and impactful areas of work that do not have significant areas of funding.

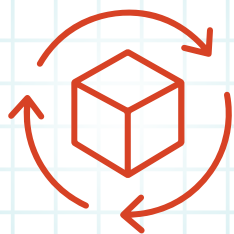
Across the country, coalitions face many of the same headwinds as the National Alliance. While many coalitions have strong membership, healthy bottom lines, and real success in driving impact for employers and purchasers, too many continue to struggle



financially. Over the past five years, the National Alliance has seen its coalition membership decline. Some of these reductions are the result of intentional mergers between coalitions. But many are caused by coalitions that have ceased to exist. Today, several of

the largest metropolitan areas in the country do not have an active employer/purchaser coalition. Coalitions need additional support in leveraging their joint power to make meaningful change and ignite a refreshed movement.

Driving Market Change



Description

Empower purchasers *with and through coalitions* to enable effective and scalable solutions that improve access to affordable, high-quality, equitable care.

Vision for Success

More employers and purchasers are contracting with *unconflicted, transparent industry partners* that deliver *high value and equitable outcomes*.

Coalition affiliated employers and purchasers are experiencing a *lower cost trend* to the national average.

Affiliated employers and purchasers can *confidently demonstrate* that they are *prudent fiduciaries*.

The market is reacting: Moving toward fair prices, greater transparency, and value-based models.

Strategies to Achieve Vision

The National Alliance community aligns around a vision for what we want healthcare delivery and financing to look like. We have buy-in across our membership and our vision is understood by outside partners.

The National Alliance and its coalitions develop and disseminate best practices for contracting and accountability to drive mission-aligned market change.

The National Alliance rapidly elevates and promotes solutions created across the coalition community to markets across the country.

The National Alliance identifies and partners with industry influencers that are aligned with our mission and vision.

Advancing Health Policy



Description

Partnering with groups aligned with our mission, vision, and values, coalitions, and employers, the National Alliance advocates for non-partisan health policies that drive market competition, transparency, and affordability at federal and state levels.

Vision for Success

The National Alliance and coalition **platform and vision for health policy is clear and well understood** among key policymakers and stakeholders.

The National Alliance and member coalitions have **meaningfully impacted state and federal policy** and can point to successes that have helped employers and purchasers. Coalitions are **continually aware and collaborating** with the National Alliance on critical issues affecting the policy goals of the coalition movement.

Strategies to Achieve Vision

Working **with and through** coalitions, the National Alliance establishes a clear non-partisan policy platform that is well understood within the membership and among policymaker audiences.

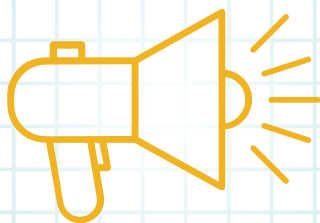
The National Alliance maintains and builds partnerships with aligned allies, including through the [National Health Leadership Council \(NHLIC\)](#).

The National Alliance builds durable bi-partisan relationships with policymakers and other key stakeholders at the federal level.

The National Alliance develops a process to identify areas of policy alignment from coalition membership, new developments in healthcare, and other sources.

The National Alliance dedicates significant resources to develop coalition capacity to engage at state and local levels.

Elevating the Purchaser Voice



Description

Communicate the challenges and vision of the healthcare purchasers in the healthcare ecosystem and demonstrate the value of the member coalitions as changemakers, working with aligned organizations to strengthen the voice of coalitions, employers, and purchasers.

Vision for Success

Media, policymakers, and others see us as ***the go-to source of information and opinion*** on matters relating to improving affordability, quality, and equity for employer-sponsored healthcare.

Having established a clear and distinct voice among employer and purchaser stakeholders, we are ***driving the narrative*** around health system change.

Increased value proposition of coalition membership with employers and purchasers, brokers, and other healthcare stakeholders.

Coalition leaders view National Alliance affiliation is ***part of their identity*** and integrates that into how they introduce themselves.

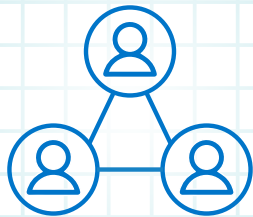
Strategies to Achieve Vision

The National Alliance establishes a constant stream of thought leadership emanating from the organization and its member coalitions.

The National Alliance focuses resources on disseminating and promoting organization and coalition efforts and successes.

The National Alliance has a strong voice across all established communications platforms and is regularly featured in significant outlets and at major meetings.

Strengthening the Coalition Movement



Description

Develop and disseminate high-impact tools, resources, and best practices for coalition management, as well as opportunities for networking and sharing across coalitions. This enables a flourishing movement with existing coalitions retaining and recruiting members and new coalitions forming in markets where they don't currently exist.

Vision for Success

Increase in the **net number of National Alliance member coalitions** including growth of coalitions in new markets and memberships from existing coalitions that are not currently members.

Increased satisfaction with the National Alliance and member financial stability (as reported by coalitions).

Members view the National Alliance as a **trusted source of information** and seek advice and connections with other coalitions when needed.

The National Alliance has developed **high-value tools**, resources, best practices, and case studies, that are being used by member coalitions.

The National Alliance actively supports coalitions in **developing collaborative initiatives among one another**.

Strategies to Achieve Vision

The National Alliance develops an intensive strategy to meet current coalition needs and assist coalitions in best practices on coalition management, marketing, recruitment, and other areas of interest to members.

The National Alliance investigates and pursues strategies to provide direct services to coalitions to ease burden, including potentially providing "back office" support.

The National Alliance develops and secures funding to execute a robust strategy to incubate new coalitions in targeted areas.

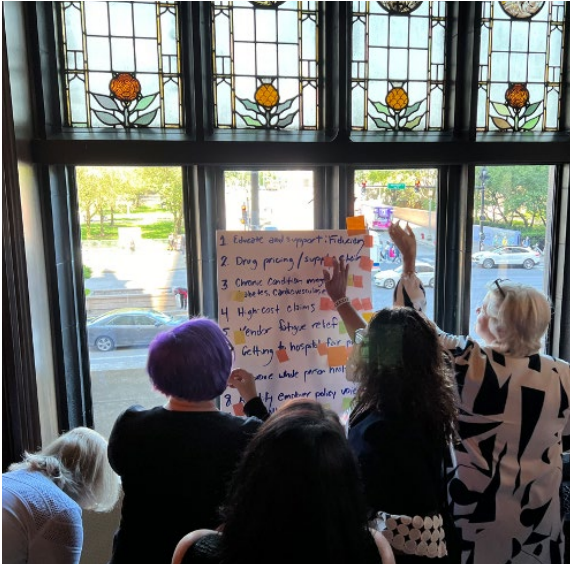
The National Alliance expands to incorporate additional existing coalitions into the membership.

The National Alliance collaborates with coalitions to implement a strategy that cultivates future coalition leaders from existing staff.

Understanding the strategic framework

Based on our understanding of the current environment of the commercial market, the state of the National Alliance, and coalition movement, and the extensive research conducted over the course of 2024, the strategic framework seeks to align the organization’s work into five clear **strategic priorities** designed to successfully fulfill our new mission and vision. These are:

<h3>Driving Market Change</h3> <p>Empower purchasers <i>with and through coalitions</i> to enable effective and scalable solutions that improve access to affordable, high-quality, equitable care.</p> <h3>Advancing Health Policy</h3> <p>Partnering with like-minded groups, coalitions, employers, and purchasers, the National Alliance advocates for health policies that drive market competition, transparency, fair pricing, and affordability at the federal and state levels.</p> <h3>Elevating the Purchaser Voice</h3> <p>Communicate the challenges and vision of healthcare purchasers in the healthcare ecosystem and demonstrate the value of member coalitions as changemakers, working with aligned organizations to strengthen the voice of coalitions, employers, and purchasers.</p>	<h3>Strengthening the Coalition Movement</h3> <p>Develop and disseminate high-impact tools, resources, and best practices for coalition management, as well as opportunities for networking and sharing across coalitions to enable a flourishing movement with existing coalitions retaining and recruiting members, and new coalitions forming in markets where they don’t currently exist.</p> <h3>Create a Thriving Organization</h3> <p>We look for ways to diversify and strengthen our own business models and organizational structure. We identify and pursue ways to innovate and create sustainable revenue opportunities that advance the mission of the National Alliance and our members.</p>
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Each of these strategic imperatives has 3–6 **measures of success** that provide a future vision against which National Alliance members, staff, and Board of Governors can measure success and progress over time.

The framework contemplates 3–5 **strategic initiatives** under each imperative. These initiatives are meant to provide member coalitions, staff, and partners a clear indication of the organization’s intentions but will remain flexible and may change as needs shift and opportunities arise.

How this framework will be used in practice

This strategic framework will act as the essential text to guide National Alliance activities in 2025–2027. Beginning in January 2025, National Alliance staff will develop a detailed operational plan based on progressive efforts to achieve the measures of success described in the framework. To ensure focus and increase impact, extension of current projects, new funded projects, and all strategic initiatives will be weighed against the updated vision and mission statements and the strategic priorities. To the extent current projects and future funding opportunities do not clearly align with this framework, the National Alliance will not pursue them, though it may play a connecting role in helping coalitions and other partners take advantage of opportunities as they arise.



A Special Thank You

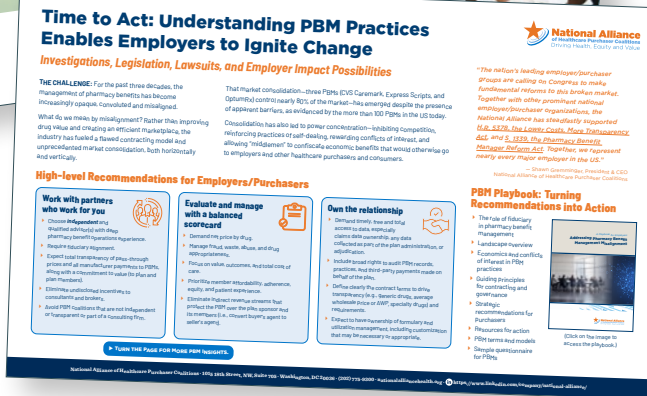
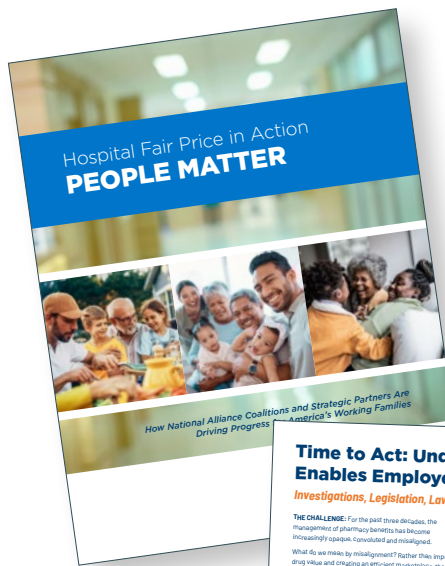
This strategic framework is the product of a nearly year-long process that began in January 2024. The National Alliance and its consultants deployed two surveys to coalitions, affiliated employers and purchasers, partners, funders, and others. We held six focus groups with various constituents and conducted more than 20 one-on-one interviews. The National Alliance held a two-day Coalition Strategy Summit attended by more than 150 people to receive further feedback and additional context to research findings.

The results of this research formed the basis of the strategic framework, which was developed by the strategic framework working committee appointed by the Board of Governors. The National Alliance staff would like to express

its sincere gratitude to the members of the strategic framework working committee that dedicated many hours to this process:

- ▶ Randa Deaton – Vice President, Purchaser Engagement, Purchaser Business Group on Health
- ▶ Neil Goldfarb – President and CEO, Greater Philadelphia Business Coalition on Health
- ▶ Bret Jackson – President and CEO, Economic Alliance for Michigan
- ▶ Chris Syverson – Chief Executive Officer, Nevada Business Group on Health
- ▶ Hemi Tewarson, JD – Executive Director, National Academy of State Health Policy
- ▶ Matt Thibault – Executive Director, Kansas Business Group on Health





Click on the images to access these National Alliance resources. Click [here](#) to view all National Alliance resources.

Dedication

More than half of the people in the United States receive health coverage through their employers. These individuals and their families are as diverse as the nation at large, representing every race, ethnicity and identity; every income level; and every region. Many are healthy and have good access to healthcare, but millions struggle with poor health, chronic conditions, barriers to access to care, and inequitable outcomes. When they seek healthcare, far too many people with employer-sponsored coverage face a healthcare system that is not well designed to meet their needs.

Serving these families are tens of thousands of benefits professionals at employers and purchasers across the country who have one of the most difficult jobs in healthcare—providing access to affordable, high-quality, equitable healthcare to employees and families while holding costs down in a healthcare system where lack of transparency and high inflation is taken as a given.

This strategic framework is dedicated to the more than 165 million who receive healthcare from their employers and the benefits leaders who are doing everything in their power to deliver for them.

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For over 30 years, the National Alliance has united business healthcare coalitions and their employer/purchaser members to achieve high-quality care that improves patient experience, health equity, and outcomes at lower costs. Its members represent private and public sector, nonprofit, and labor union organizations that provide health benefits for more than 45 million Americans and spend over \$400 billion annually.