

# Annual Report



This past year, we witnessed continued consolidation among health care providers, while providers and health plans continued to fight, or simply ignore, transparency regulations.

The road the health care industry is on leads to market dynamics that cut deep into the promise of achieving high-value health care.

**Unless there is change.**

Employers and other health care purchasers must move from the back seat to the driver's seat and put their hands collectively on the steering wheel to coordinate and fully actualize the influence, leverage and power of the purchaser sector.

## CPR's 2021 MEMBERSHIP of leading employer-purchasers

32BJ Health Fund

Aircraft Gear Corporation

Aon

Arizona Health Care Cost Containment System (Medicaid)

AT&T

CalPERS

Compassion International

Covered California

Equity Healthcare LLC

General Motors

Group Insurance Commission, MA

Hilmar Cheese Company, Inc.

The Home Depot

Independent Colleges and Universities Benefits Association

Mercer

Miami University (Ohio)

Ohio Department of Medicaid

OhioPERS

Pennsylvania Employees Benefit Trust Fund

Pitney Bowes

Qualcomm Incorporated

San Francisco Health Service System

Self-Insured Schools of California

South Carolina Health & Human Services (Medicaid)

Teacher Retirement System of Texas

TennCare (Medicaid)

Unite Here Health

Walmart Inc.

Washington State Health Care Authority

Wells Fargo & Company

Willis Towers Watson

15M+ covered lives  
\$80B+ annual spend



# A Letter from Suzanne

Dear CPR Members,

I love the end of the year and the celebrations that come with it, followed by the fresh start of a new year. If only we also had a fresh start to our health care system...

Without that luxury, we must work together, step by step, to re-center the system in service of patients. No one is better positioned to lead this effort than employers and other health care purchasers who share and aggregate the patient's desire for higher quality, more affordable care.

Because of your participation in CPR, we have the bully pulpit on leading edge provider payment reforms, health care benefit and provider network designs, as well as price transparency. Equally important, CPR harnesses the voice of the employer-purchaser in fighting anticompetitive behavior by health care providers and health plans that works against the interest of patients.

Over the last few years, CPR has helped bring home successful settlements in antitrust cases against major health care systems and is now convening some of the greatest minds to envision future policies that can help the health care marketplace work better for those who use and pay for health care.

CPR is also preparing for a push to free the flow of data across the various vendors employer-purchasers rely on to deliver their health care programs. Purchasers must have the insights they need to design strategies and determine how well their health care programs perform.

CPR has an outsized impact given our small staff and budget. Your support and participation are critical to our continued success. We welcome and truly value your input, your voice, and your ongoing collaboration.

Best wishes for a happy and healthy 2022,  
Suzanne

Suzanne F. Delbanco, Ph.D.



Executive Director  
Catalyst for Payment Reform



# A Letter from Ryan

Dear CPR Members,

As I approach the five-year mark at CPR, I continue to be amazed everyday by the employers and other health care purchasers in CPR's sphere – both as CPR members and as engaged non-member purchasers who fit the mold of a CPR member organization. You exhibit sophistication in strategizing and implementing innovative benefits programs for your employees and their families. You critically think through the implications of a new strategy or offering, and how it will affect change in the marketplace – the dynamics among your organization, other purchasers, and payers and providers. And you go for it!

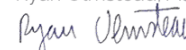
In our many touchpoints throughout the year – quarterly member strategy sessions, one-on-one check-in calls, our annual survey, health plan and pharmacy benefit manager user group meetings, ad hoc discussions, and so on – I appreciate hearing about your strategies and challenge areas. The programs you are implementing are ones that others are exploring. Other purchasers are likely experiencing similar challenges as well. And if we can develop resources and offer perspective through our association with those who have paved the way, then it will make the trek much easier for others in the future.

When I was 16 and wanted to become a physical therapist, it was because I wanted to treat patients to help them get back to full strength after an injury. Times have changed, but at least one thing remains the same – I like to help. I feel fulfilled when a CPR member or other purchaser finds a CPR resource useful, and it makes their job a little easier. I enjoy connecting members experiencing a challenge with other purchasers who have solved for it.

So, please reach out if there is ever a way you think CPR can help or if you are interested in becoming a member. While our name is Catalyst for Payment Reform, and payment reform is at our core, we have a broader agenda and broader expertise. Thank you for your engagement, and I look forward to hearing from you!

Sincerely,  
Ryan

Ryan Olmstead, MPH



Director of Member Services  
Catalyst for Payment Reform

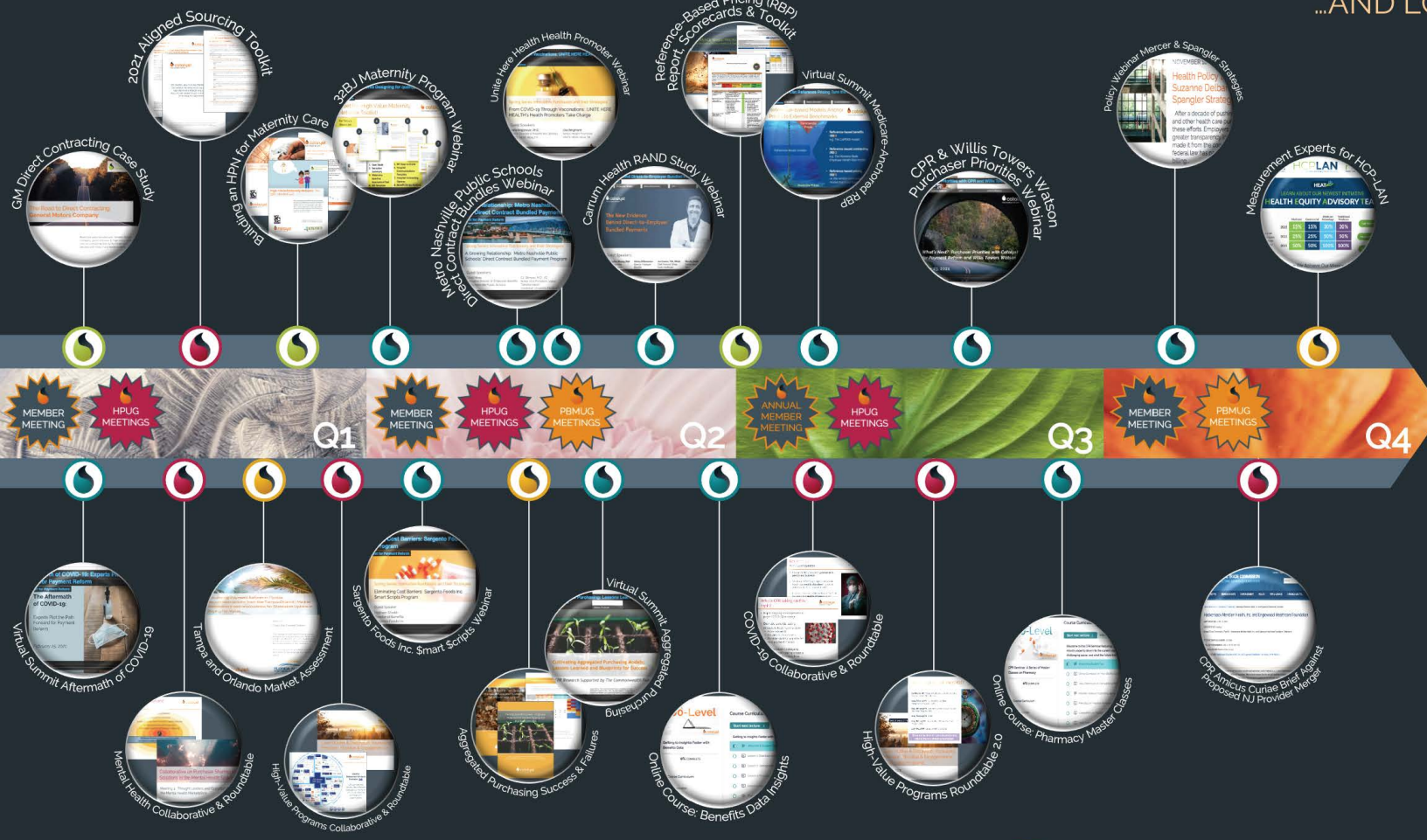




# A YEAR IN REVIEW

WHAT CPR AND CPR MEMBERS CATALYZED IN 2021

...AND LOOKING AHEAD TO 2022



- Quarterly CPR member meetings
- Health Plan User Group meetings on data sharing, high performance networks, and equity
- PBM User Group meetings
- Evaluations of health care market shapers (e.g., new value-focused TPAs)
- Toolkit and virtual summit to address data sharing and stewardship challenges
- Results from evaluations of purchasers' high-value programs
- Tracking payment reform for the HCP-LAN
- Work with the PACES Center to promote standard definitions of episodes of care
- Research on ideal combinations of state laws to contain prices and enhance competition
- Assisting federal agencies and state attorneys general in combatting provider market power
- New York State Consumer Empowerment Scorecard
- Curbside consulting for CPR members **and much more!**

Click the buttons to navigate to resources!



Keep being CATALYSTS for change in 2022!