

Two vertical white lines of different heights are positioned on the left side of the page.

Annual Report

OUR IMPACT

Prepared For :

National Partnership for Healthcare
and Hospice Innovation

601 Massachusetts Avenue NW Ste. 520
Washington, D.C. 20001

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2024



Tom Koutsoumpas, CEO and Co-founder of NPHI and Carole Fisher, President, addressing NPHI 2024 Summit attendees in Kansas City, MO. The 2024 Summit was the largest Summit held since NPHI’s inception in 2015. Photo: NPHI.

About NPHI

The National Partnership for Healthcare and Hospice Innovation (NPHI) is the leading organization representing nonprofit, community-based hospice and advanced illness care providers. Committed to excellence, NPHI’s members ensure patients and families receive compassionate, high-quality care that respects their goals, values, and dignity. NPHI helps nonprofit providers thrive in an increasingly profit-driven healthcare landscape by advancing innovative, person-centered models and strengthening collaboration with leaders, policymakers, and healthcare partners nationwide. Learn more at nphihealth.org.



NPHI and our members are viewed as a **trustworthy** and respected resource for leaders in Washington—and they are listening to us.

- Tom Koutsoumpas, CEO

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This report was put together by NPHI’s Communications team:

- **Matt Wilkinson**, Communications Director
- **Alex Campos**, Communications Intern

With contributions from NPHI staff.

Advancing Innovation & Quality

2024 was a year of significant strides in innovation, advocacy, and quality, driving forward our mission to elevate nonprofit hospice providers and strengthen support for patients and families nationwide.

When we established the National Partnership for Healthcare and Hospice Innovation ten years ago, it was with a bold vision: to set the standards of what care should look like for people facing advanced illness. We realized we would achieve that by uniting like-minded nonprofit hospice providers under a single banner. From the beginning, our mission has been to put compassion and quality at the forefront of end-of-life care—always prioritizing people over profits.

As we move into our tenth year, I am proud to reflect on 2024—a year that not only marked tremendous growth across our network but also reinforced the strength of our mission. NPHI has grown into a powerful coalition of members now uniting almost 120 providers across the country who bring hope, dignity, and comprehensive support to families and communities nationwide. This report captures our collective story, milestones, and innovative solutions that defined our work in 2024, advancing our shared vision for a healthcare system where every person is seen, heard, and supported.

Leaders in Nonprofit Hospice Care

Today, NPHI stands as the national voice for **nonprofit**, mission-driven hospice and palliative care providers at a time when for-profit and private-equity-backed providers continue to expand nationally. We know that the unique care our members provide makes a vital difference for patients and families. Together, we remain committed to securing the long-term sustainability of nonprofit hospice care by anticipating change, advocating with impact, and ensuring our members' success in serving their communities with unwavering integrity and compassion.

Throughout 2024, we doubled down on our work with CMS and Congress to address the issues of fraud, waste, and abuse, all while working to improve the hospice audit process. We expanded our Innovation Lab resources with new guides on critical areas such as dementia care, oncology, marketing, and elder abuse prevention.

We also launched a value-based contracting playbook, providing members with practical strategies for navigating today's changing landscape. Each initiative speaks to our focus on equipping members with the tools to compete in new ways, establish meaningful partnerships, and lead with the expertise that has always defined nonprofit care.

Looking Ahead to 2025 and Beyond

As we look toward 2025, our collective impact is more profound than ever. Today, our members care for over 52,600 hospice patients daily, employ more than 35,300 dedicated staff, engage 27,600 volunteers, and raise nearly \$284 million each year to ensure the highest quality care. These achievements belong to our members—the largest and most compassionate collective of hospice providers in the U.S.—and they highlight the power of our unified voice in shaping the future of hospice care.

As we enter our tenth year, we celebrate a decade of progress and impact. The past decade has taught us invaluable lessons, yet we know there's more to do. Together, we will continue to lead, innovate, and advocate for a future in which quality, nonprofit hospice care remains accessible to all. This journey remains possible because of the commitment, strength, and resolve of our members, and I look forward to the transformative work we will continue to achieve together in the coming years.



Tom Koutsoumpas

Tom Koutsoumpas
Co-founder & CEO



Carole Fisher
Carole A. Fisher
President

As we mark a decade of impact at NPHI, 2024 stands out as a year of dynamic progress in our mission to strengthen nonprofit end-of-life care across the country. I am immensely proud of the advancements we've made to elevate the quality and accessibility of care through innovative solutions and resources.

This year, we enhanced our support for members by welcoming new expertise to our team, launching a more user-friendly member portal, and releasing essential Innovation Lab resources on topics like dementia, oncology, elder abuse, and value-based contracting. These strides, along with our deepened focus on advocacy and regulatory support, position NPHI as a leading force in the ever-evolving hospice landscape.

As we look ahead, NPHI remains committed to driving change and supporting our members through innovation, collaboration, and advocacy. Thank you to our members, partners and all those who engage with us for your continued support of our mission as we continue to build on a decade of success and work toward an even brighter future for hospice care.



Building Member Resilience

Resilience is built by working together and sharing knowledge, helping our members adapt and succeed in a fast-changing healthcare world. By collaborating, we make sure our members are ready to face challenges and keep providing great care to those who need it most.

In 2024, we focused on strengthening our members' resilience by giving them the tools and knowledge to navigate the changing world of hospice care. Important events, like the Annual Summit in Kansas City and our Fall CEO Meeting in Washington, D.C., were great chances for members to meet, exchange best practices, and listen to leaders from the Centers for Medicare & Medicaid Services (CMS) and experts in hospice and end-of-life care.

Our leadership plays an important role in shaping the future of hospice care. They work hard to support policies that help nonprofit hospice providers and make sure our members are ready for upcoming changes. In 2024, our efforts helped our members innovate and adjust to the new developments in end-of-life care.

Brenda Ho, CEO of Hawai'i Care Choices asks a question to Meena Seshamani, Director, Center for Medicare at Centers for Medicare & Medicaid Services. NPHI 2024 Annual Summit. Photo NPHI.

| Aiming Higher

In 2024, we strengthened our commitment to quality and helping our members provide the best care. To improve care and better serve communities, we started developing a quality dashboard for all members and introduced resources to support ongoing improvement. These efforts help set our members apart and give them the tools to create a new standard of excellence in delivering patient-centered care.



Quality is what sets us apart. Our members are united by a shared commitment to delivering the highest level of care—focused on patients and families above all else. By driving innovation and maintaining standards, we continue to raise the bar for what compassionate, community-based care should look like.

- Tom Koutsoumpas, CEO



SOME WAYS WE HELPED ELEVATE QUALITY FOR OUR MEMBERS

Value-Based Contracting Playbook

- 3 modules released to help members in providing advanced illness care in a value-based landscape

New Member Portal

- Released in December with enhanced features, this new and improved platform provides members with tools for success

Commissioned Quality Dashboard

- Built using public data, the new dashboard will show member leaders how their organizations are performing compared to other providers

New Clinical Guides

- We developed new clinical resources to assist our members in care delivery



Photo: Pexels

Our Team

Our work is driven by a team of experts, including clinical leaders, policy experts, and communication specialists. (Team as of December 31, 2024).



Tom Koutsoumpas
CEO



Carole Fisher
President



Cameron Muir, MD
Chief Medical & Innovation Officer



Larry Atkins
Chief Policy Officer



Robin Shultz
VP of Member Programs & Engagement



Marian Grant, DNP
Clinical Advisor, Innovation Lab



Judi Lund Person
Senior Advisor, Fraud & Abuse



John Richardson
Senior Policy Advisor



Beth Kurta
Senior Director of Member Engagement



Ethan McChesney
Senior Policy Director



Margherita Labson
Regulatory & Compliance Director



Stephanie Rogers
Director of Member Services



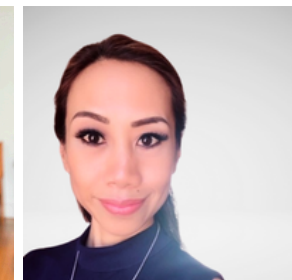
Matt Wilkinson
Communications Director



Quinten Lyons
Policy Associate



Shelby Jones
Administrative Assistant



Wendy O'Brien
Finance Coordinator

Our Board

Our mission is supported by an amazing Board of Directors, made up of visionary leaders, industry experts, and dedicated advocates.



Tom Koutsoumpas
CEO



Diana Franchitto, MBA, FACHE
Board Chair



Debbie Shumway
Vice Chair



Viki Jingle
Secretary



Karen Rubel
Treasurer



Cathy Conway
Director



David W. Cook, MBA
Director



William E. Finn
Director



Phillip W. Heath
Director



Patricia "Patti" Moore, APRN, MSN
Director



Lynne Sexten, FACHE
Director

Emeritus Board Members

Samira K. Beckwith, LCSW, FACHE, LHD
NPHI Founder Emerita

Christy Whitney Borchard
NPHI Founder Emerita

Senior Advisors

- Ray Quintero, Healthsperien
- Andrew MacPherson, Healthsperien
- Patrick J. Kennedy, Healthsperien
- Dr. John Mach, Healthsperien
- Peter Benjamin

Loaned Executives

- Chris Comeaux, Teleios Collaborative Network
- Steve Cone, Capital Caring Health
- Annette Kiser, Teleios Collaborative Network
- Tasha Walsh, ConnectionsPlus Healthcare + Hospice

Welcome to the Team

In 2024, we had the privilege of welcoming talented new professionals to our team! Each of these individuals bring skill sets that help strengthen our work.



Robin Shultz
VP of Member
Programs &
Engagement

Robin Shultz joined NPHI as Vice President of Member Programs and Engagement in late 2024. She has extensive experience in healthcare leadership, including developing Inova Health System’s first palliative care program. Robin is passionate about creating innovative strategies and building strong connections. In her role, she focuses on improving member engagement and promoting inclusivity at all levels of participation.



Judi Lund Person
Senior Advisor,
Fraud & Abuse

Judi Lund Person joined NPHI as Senior Advisor in mid-2024. She brings over 20 years of experience from her role as Vice President of Regulatory and Compliance at the National Hospice and Palliative Care Organization (NHPCO). With her deep knowledge of hospice care and dedication to regulatory excellence, Judi is a key part of our efforts to fight fraud and abuse in the industry.



Quinten Lyons
Policy Associate

Quinten Lyons joined NPHI as a Policy Associate in the 3rd quarter. In his role as Policy Associate, Quinten tracks legislation, provides updates to members, and helps coordinate advocacy efforts to support our mission. His enthusiasm and dedication make him a valuable member of the team as we work to improve nonprofit hospice care through strong policy efforts.



Shelby Jones
Administrative
Assistant

Shelby Jones joined NPHI as an Administrative Assistant in the summer of 2024. She brings a passion for organization and efficiency to our growing team. Shelby plays an important role in supporting different administrative tasks, such as managing memberships, communications, and coordinating meetings. Her dedication helps our organization run smoothly and effectively as we work to advance our mission.



Alex Campos
Communications Intern

Alex Campos joined NPHI in October as a Communications Intern, where she helps with both internal and external communications. With a passion for making complex information easier to understand, Alex is great at turning detailed ideas into clear, simple content for different audiences. Her work on this annual report has been extremely helpful, showing her skills in content creation and writing, and her dedication to our mission.

As we continue to expand our mission, we look forward to growing our team with passionate people who want to make a difference. With every new team member, we become stronger and better able to reach our goals and make an impact.

Explore our team to learn more about the dedicated professionals behind our work.

Meet Our Team

Our Members

Based on total members on December 31, 2024

- Adoray Home Health & Hospice
 - Agrace HospiceCare, Inc.
 - Alivia Care, Inc.
 - Amorem
 - Ancora Compassionate Care
 - Arkansas Hospice
 - AuthoraCare Collective
 - Avow Hospice
 - Big Bend Hospice
 - Blue Ridge Hospice
 - By the Bay Health
 - Calvary Hospice
 - Capital Caring Health
 - Care Dimensions
 - Carolina Caring, Inc.
 - Catholic Hospice
 - Cedar Valley Hospice
 - Center for Hospice Care
 - Central Wyoming Hospice
 - Chapters Health System
 - Choices Healthcare
 - Coastal Hospice
 - Community Healthcare of Texas
 - Community Hospice & Palliative Care
 - Community Nursing Services
 - ConnectionsPlus Healthcare + Hospice
 - Cornerstone Hospice & Palliative Care
 - Emmanuel Hospice
 - EverHeart Hospice
- EveryStep
 - Fairhope Hospice & Palliative Care
 - Foothills Compassionate Care
 - Four Seasons
 - Gilchrist
 - Good Samaritan Hospice, Inc.
 - Good Shepherd Community Care
 - Goshen Home Care and Hospice
 - Grace Hospice
 - Harry Hynes Memorial Hospice
 - Hawai'i Care Choices
 - Heartlinks Hospice and Palliative Care
 - Hinds Hospice
 - Hope Healthcare
 - HopeHealth Hospice & Palliative Care
 - HopeWest
 - Hosparus Health
 - Hospice Alliance, Inc.
 - Hospice & Palliative Care Association of New York State (HPCANYS)
 - Hospice & Palliative Care Buffalo
 - Hospice & Palliative Care of Iredell County
 - Hospice Austin
 - Hospice East Bay
 - Hospice of Acadiana, Inc.
 - Hospice of Cincinnati
 - Hospice of East Texas
 - Hospice of Humboldt
 - Hospice of Lansing & Ionia Area Hospice
 - Hospice of Northwest Ohio
- Hospice of Redmond
 - Hospice of San Joaquin
 - Hospice of Santa Cruz County
 - Hospice of Southern WV
 - Hospice of the Chesapeake
 - Hospice of the Panhandle
 - Hospice of the Piedmont
 - Hospice of the Red River Valley
 - Hospice of the Valley
 - Hospice of the Western Reserve
 - Hospice of Washington County
 - Hospice of Wichita Falls
 - Hospice Savannah, Inc.
 - Houston Hospice
 - Housecall Providers
 - Hudson Valley Hospice
 - Kansas City Hospice and Palliative Care
 - Kaua'i Hospice
 - Lightways Hospice and Serious Illness Care
 - Midland Care Connection
 - MiraSol Health, Inc.
 - MJHS Hospice & Palliative Care
 - Montgomery Hospice & Prince George's Hospice
 - Mountain Valley
 - Nathan Adelson Hospice
 - Navian Hawaii
 - North Hawaii Hospice
 - Northern Illinois Hospice
 - NorthStar Care Community
- Novant Health Hospice
 - Ohio's Hospice
 - Rainbow Community Care
 - Samaritan
 - Sharon S. Richardson Community Hospice
 - Snowline Health
 - St. Francis Reflections Lifestage Care
 - St. Helena Hospice
 - Stillwater Hospice
 - Sutter Care at Home
 - Teleios Collaborative Network
 - The Connecticut Hospice
 - The Elizabeth Hospice
 - The Hospice of Baton Rouge
 - The Non-Profit Hospice Alliance (TNPHA)
 - The Watershed Group
 - Tillery Compassionate Care
 - Trellis Supportive Care
 - TRU Community Care
 - Unity Hospice & Palliative Care
 - Valley Hospice, Inc.
 - VNACare
 - VNA Health
 - VNA Health Group
 - VNA Hospice of Northwest Indiana
 - VNS Health
 - Willamette Vital Health
 - YoloCares

New Members We Welcomed in 2024

- Blue Ridge Hospice
 - ByThe Bay Health
 - Catholic Hospice
 - Center For Hospice Care
 - Community Nursing Services
 - Fairhope Hospice & Palliative Care
- Hospice Austin
 - Hospice of Northwest Ohio
 - Hospice of Redmond
 - Hospice of the Piedmont
 - Hospice of Wichita Falls
 - Hudson Valley Hospice
- Midland Care Connection
 - Montgomery Hospice & Prince George's Hospice
 - Navian Hawaii
 - North Hawaii Hospice
 - St. Helena Hospice
 - Stillwater Hospice
 - Tillery Compassionate Care

NPHI By the Numbers

The end of 2024 marks a year of major growth for NPHI, with 15 new member organizations joining us. This growth shows how much of an impact we are making on the lives of those served by our members, helping us strengthen our reach and mission.

From left to right: Tom Koutsoumpas (NPHI CEO), David Wiley (CEO, Kansas City Hospice & Palliative Care), Carole Fisher (NPHI President), and Samira Beckwith (NPHI Board Chair at time this photo was taken). Photo: NPHI

614,793

The total number of patients served by our members throughout 2024.

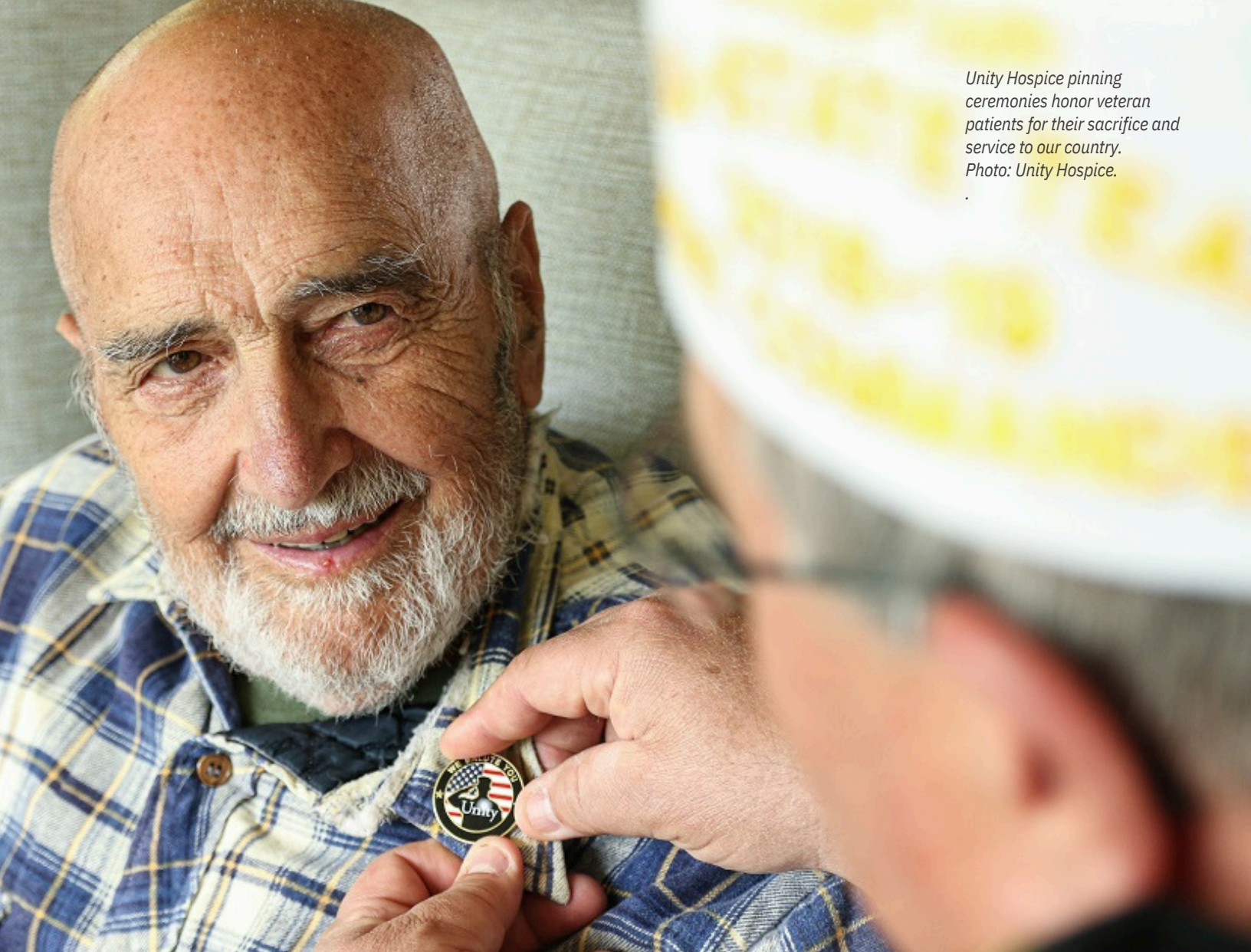
2,705,089

The collective number of family members and caregivers that our members cared for throughout 2024. This number assumes that NPHI Members care for an average of 4.4 individuals for every patient served.

17

The number of full or part time staff who support our members from our home in Washington D.C.





Unity Hospice pinning ceremonies honor veteran patients for their sacrifice and service to our country. Photo: Unity Hospice.



HopeWest's Heirlooms store volunteers & shoppers. This store helps support HopeWest's mission. Photo: HopeWest's Heirlooms for Hospice.

53,213

Average Daily Census (the average number of patients cared for by our members on any given day).

35,776

Passionate and dedicated staff members delivering top quality care on any given day.

139,037

Palliative patients served during 2024.

1,709,647

Total number of volunteer hours provided by 27k+ volunteers in 2024.

9

The number of Senior Advisors and "Loaned Executives" who support our mission.

27,948

Compassionate and devoted volunteers who support our members each day.

\$247,562,337

The total amount of philanthropic dollars raised by our members throughout 2024.

\$284,946,140

The total amount of charity dollars spent in our member communities.

| 2024 Milestones

January

- **Reengaging with Congress**

In January, we reconnected with important Congress members from the House and Senate committees, such as Ways & Means, Finance, and Health, Education, Labor, and Pensions (HELP). We focused on educating lawmakers and their staff about issues of fraud and abuse in the hospice community and stressed the important, caring work our nonprofit members do.

April

- **Advancing Fraud Prevention in Hospice Care**

In April, we met with CMS and lawmakers to keep addressing fraud issues. We reported a rise in fraudulent hospice providers, including a sharp increase in Medicare-certified hospices in Nevada. We gave policy suggestions to fight this problem nationwide.

June

- **Elder Abuse Resource Published**

In June, we released our Elder Abuse Resource, developed with NOMORE.org, an organization focused on ending domestic violence and sexual assault. This guide helps raise awareness and equips providers, caregivers, and the public to recognize and deal with elder abuse.

August

NPHI named *Fierce 50 of 2024* by Fierce Healthcare/Pharma

November

- **Cancer Guide Released**

In November, we proudly released our Cancer Patient and Caregiver Guide, developed with the American Cancer Society. This guide helps those facing cancer by providing essential information and best practices to manage the challenges of cancer care.

Sept

September

- **CEO Meeting in D.C.**

In September, we hosted a two-day meeting for the CEOs of our member organizations in Washington, D.C. They heard from CMS leaders, Congresswoman Beth Van Duyne, NPHI staff, and other experts on important issues including fraud and abuse and innovative ways hospice providers are improving care.

2025

Moving into our tenth year, we opened 2025 by reflecting on & celebrating: “A Decade of Impact.”

Feb

March

- **Dementia Clinical Guide Released**

In March, we published our Dementia Clinical Guide for member clinicians. This is the second guide after the 2023 release of our Patient and Caregiver Guide. These resources help those caring for individuals with dementia by providing best practices and practical tools. They also support our members in creating dementia care programs, advancing compassionate, specialized care for those affected by this condition.

April

June

May

- **Annual Summit Gathering**

In May, we hosted our largest and most successful Annual Summit in Kansas City, Missouri, with nearly 400 attendees. The summit featured healthcare leaders, including CMS representatives and powerful keynote speakers such as Patrick Kennedy (JFK’s nephew and Senior Advisor to NPHI). Discussions covered key topics like value-based care, health equity, and workforce challenges.

Additionally, we hosted our first Summit Celebration evening, complete with awards, entertainment, and a keynote from *Modern Family* actor Eric Stonestreet.

Policy & Advocacy

In 2024, our Policy Team at NPHI worked hard to advocate for our policy priorities and address key challenges in the hospice industry, while pushing for important changes to support nonprofit, mission-driven providers.

CHAMPIONING LEGISLATIVE REFORM

A key achievement this year was the introduction of the Hospice CARE Act, the first major proposal in over 40 years to improve the Medicare hospice benefit and ensure its integrity. Our team worked closely with lawmakers and regulators, including longtime supporter, former Representative Earl Blumenauer (D-OR), to push this important legislation forward. This act is a crucial step in protecting and updating hospice care. Looking forward, we are dedicated to enhancing these collaborations and informing new Congress members about important issues and chances for growth in the hospice field.

ADVANCING HOSPICE BENEFIT MODERNIZATION

Our partnership with the actuarial firm Milliman marked significant progress in reimagining hospice benefit structures. We developed a framework that helps hospice providers start caring for patients earlier and ensures they get paid properly for the important care services they provide. This work supports the shift towards paying for the value of care in Medicare, which helps providers save money for the program. We will keep focusing on this important work in 2025 to create a detailed and effective policy proposal.



NPHI's Policy Leaders, Larry Atkins, Chief Policy Officer (left) and Ethan McChesney (right), Senior Policy Director, address Summit attendees. Photo by: NPHI.

POLICY ENGAGEMENT

Throughout 2024, we contributed numerous comment letters advocating for NPHI's priorities, consistently communicated with members of Congress and federal regulators, leading to the distribution of many policy briefs and comment letters. This engagement covered a broad spectrum of topics including:

- Advocacy and Summary of the Hospice CARE Act 10.8
- NPHI and Hospice Organizations Submit Joint Telehealth Advocacy Letter 9.26
- Submitted a response to CMS's RFI on the PEPPERS Reports 8.19
- Hospice Final Rule Summary 8.5
- FY25 Hospice Proposed Rule Comment Letter 5.28
- Accreditation Organization (AO) Proposed Rule Comment Letter 4.14

PROGRAM INTEGRITY ADVOCACY

We built upon previous relationships with staff at CMS and its Center for Program Integrity (CPI), working towards a realignment of the auditing process to better identify hospices that are failing to provide adequate care. In more detail, we worked with CPI on the following initiatives:

- In person Roundtable with lead CPI staff to discuss our recommendations for reform of audit targeting and process (2.7)
- NPHI engagement with House Ways and Means Committee Members on congressional letter to CPI on fraud and audits (March)
- CPI briefing to Ways and Means Committee on status of CPI activity on enforcement and audits (4.26)
- Follow-on in person meeting with lead CPI staff to focus on progress in audit targeting and audit process reform (11.5)



Judi Lund Person (left), NPHI's Senior Advisor on Fraud & Abuse leads a panel at the 2024 Summit with NPHI Board Members: Viki Jingle (middle) & Diana Franchitto (right). Photo By: NPHI

Addressing Fraud & Abuse

We continued on our commitment to fighting fraud and abuse within the hospice industry. In 2024, we worked with the Centers for Medicare and Medicaid Services' (CMS) Center for Program Integrity (CPI) to tackle issues with the growing number of for-profit providers in states like California, Texas, Nevada, and Arizona, where fraud is most common.

By maintaining open communication with CPI, we raised awareness about these challenges and collaborated to improve audit targeting criteria. This partnership aimed to reduce unnecessary administrative burdens for our members while ensuring CMS oversight focused on bad actors rather than well-meaning providers.

Through these achievements, we have laid a strong foundation for 2025, reaffirming our role as a trusted advocate for nonprofit hospice care and a driving force for innovation and integrity in the industry.

NPHI'S ROLE IN COMBATING FRAUD AND ABUSE IN HOSPICE CARE

Throughout the year, NPHI made significant contributions to media discussions focused on combating fraud and abuse within the hospice industry. Our CEO, Tom Koutsoumpas, was at the forefront of these discussions, actively participating and being featured in respected healthcare publications such as Axios, Hospice News, and more. His vocal advocacy for revising hospice eligibility criteria and exploring the integration of curative treatments within hospice care was notably covered in an [Axios](#) article.



These efforts are part of a broader commitment by NPHI to enhance the integrity and transparency of hospice care, ensuring that services provided to patients and their families are of the highest quality and free from unethical practices.

STRENGTHENING INTEGRITY: NPHI'S PROACTIVE FRAUD PREVENTION

Red Flag Report:

- NPHI's policy team developed a member resource known as the Red Flag Report, which outlines several potential indicators of fraudulent hospice activity. The purpose of this report is to provide our membership with the necessary tools to efficiently identify potentially fraudulent actors within their markets. Although still in development, the report will also include an actionable list of next steps that an NPHI member can take once they believe they have identified fraud in their area.

Audit Targeting Criteria:

- In an effort to reduce the number of unnecessary audits on well-intentioned providers, NPHI internally produced a set of audit targeting criteria with the goal of better orienting Medicare Administrative Contractors (MACs) around metrics that are more indicative of profiteering, fraud and abuse in the hospice industry. NPHI also shared this product with CPI to support federal efforts to better align audit practices with the original intent of the service.

Member Engagement

Member engagement was a top priority for NPHI in 2024, and we saw great improvements in several areas. More members participated in our forums, enhancing collaboration and discussions. Interaction went up on our Member Portal, with increased downloads of member resources, as well as email click-through and open rates, performing well above national averages. These metrics highlight the value members place on NPHI's resources. Our 2024 Annual Summit also marked a milestone as the best-attended summit in NPHI's history, further reinforcing the strong connection between our organization and members.

Recognizing that there was still room to enhance the overall member experience, the NPHI team took a major leap forward with a complete redesign of the Member Portal. Beginning in February, the team focused on creating a platform that better meets members' evolving needs. After months of thoughtful planning and design work, the new and improved portal was unveiled in December 2024, offering an enhanced user experience and improved access to key resources. This investment demonstrates NPHI's ongoing commitment to delivering meaningful engagement and support for our members as they continue to provide exceptional care in their communities.

NEW MEMBER PORTAL FEATURES

Personalized Dashboard

- Showing members upcoming events/meetings, updates, and forum-specific discussions.

Meeting Replay Hub

- Members who missed a previous meeting or simply want to replay one, now have the ability to do so.

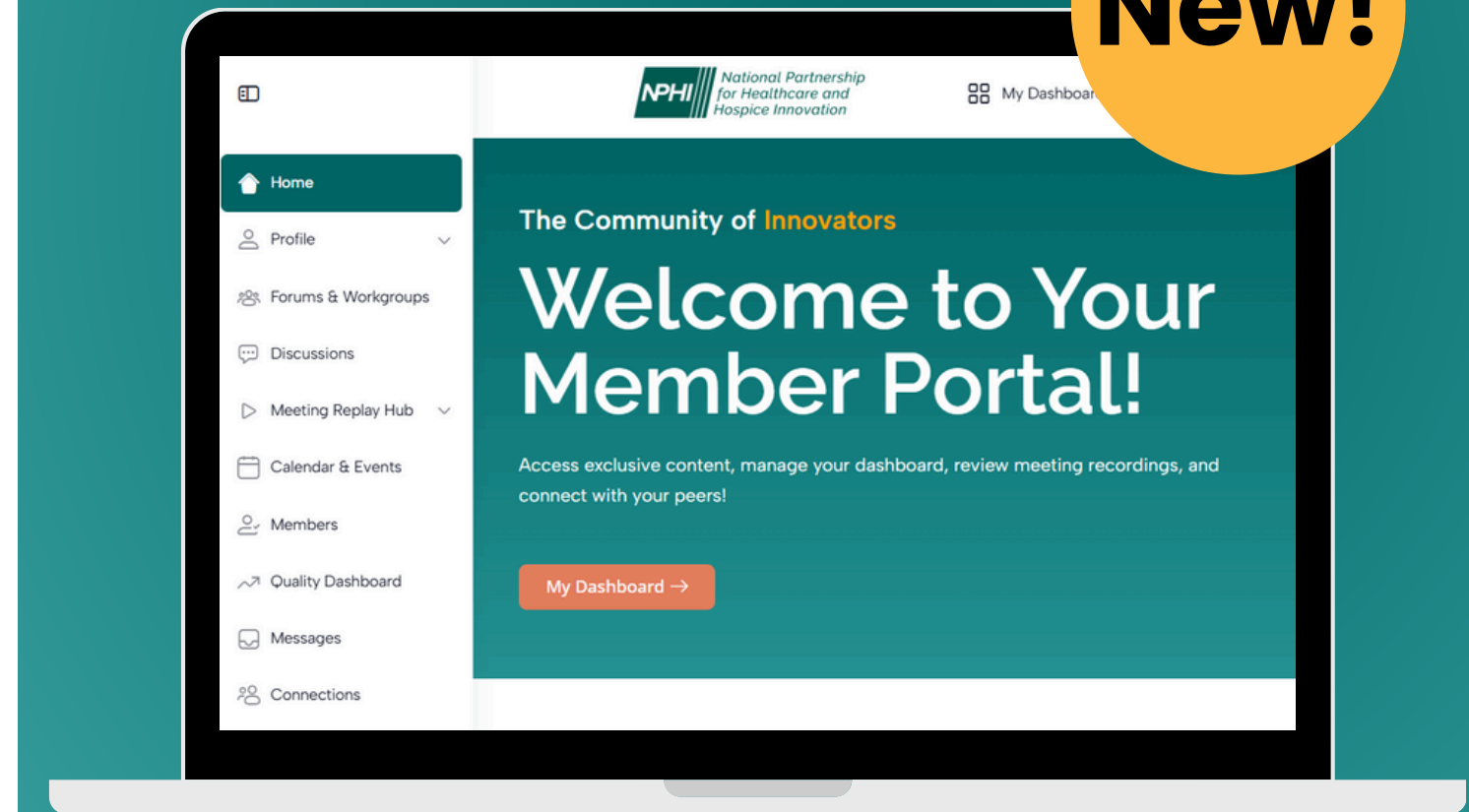
Centralized Resource Hub

- All member-only resources are now housed in a single location with easy access and search functions.

New Education Hub

- As we expand our educational offerings, the new Education Hub will serve as the central platform for accessing these valuable opportunities.

New!



In December, NPHI unveiled a new and improved Member Portal that promised to enhance the member experience. The portal was in planning and development from February onwards and was the result of over 250 hours of work by NPHI's Communications & Administrative teams.

A Team Effort to Build Our Portal

Hundreds of hours of work were put into building the new member portal and more than 90% of the work was performed by our internal team led by Matt Wilkinson our *Communications Director*, Stephanie Rogers, *Director of Member Services*, and Alex Campos our *Communications Intern*. The team even designed and built the bulk of the new website and gathered feedback from 15-20 member staff.

“

We're committed to enhancing services that **empower members** to connect, share, and achieve more.”

- Tom Koutsoumpas, CEO
(referencing the new Member Portal)

NPHI & CEO Recognized Among the Fierce 50 for Innovation in Healthcare

In 2024, NPHI and Tom Koutsoumpas, CEO, earned stature among healthcare’s leading visionaries as a “Fierce 50 Innovator,” an honor celebrating organizations and individuals driving bold, transformative change in healthcare.



Awarded by:
Fierce Healthcare &
Fierce Pharma

Click the button below or scan
the QR code to read more

Read the Article



#WeAreFierce

Highlighted for our leadership in hospice, palliative, and advanced illness care, NPHI and its leaders exemplify the “**visionaries, risk-takers, and disruptors who refuse to accept the status quo and are united by their pursuit of progress.**”

The recognition was celebrated by members of NPHI’s leadership team at the Fierce 50 Awards Gala in New York City on December 5th. The event brought together innovators across biopharma and healthcare, shining a light on those “turning big ideas into tangible results.” As part of this prestigious group, Tom Koutsoumpas, CEO, shared NPHI’s story of advancing compassionate, equitable care through its network of nonprofit providers, emphasizing how NPHI is able to support members and ultimately patients and families everywhere.

This award highlights our commitment to shaping the future of advanced illness care and inspiring others to join the movement for improved healthcare outcomes. Quite frankly, we’re also honored to be recognized as visionaries and **risk-takers**—it’s at the core of who we are when it comes to seeking progress!

Top: NPHI team members and Senior Advisors along with family and guests pose on stage at the Lighthouse, Chelsea Piers. Lower left: Tom Koutsoumpas & Carole Fisher on the red carpet. Lower right: Tom Koutsoumpas poses in front of Fierce 50 sign. Photos by: NPHI.



Innovation Lab

Innovation remained central to NPHI's work in 2024, driven by a coalition of dedicated members who unite to think boldly and act collaboratively. Through the Innovation Lab, we harness collective intelligence and partner with experts to develop forward-thinking clinical, patient, and caregiver resources that improve outcomes for providers and the individuals they serve.

In 2024, we proudly introduced two new guides: a dementia clinical guide designed to support our provider members in delivering exceptional care for patients with advanced dementias, including Alzheimer's disease, and a comprehensive cancer patient and caregiver guide.



NPHI's Dementia Care Resources Guide for provider members.

A New Oncology Guide for Patients & Families

In 2024, NPHI used feedback from a member survey to improve our population health guides, making them easier to use and more effective. With the support of an Elea Institute Grant, we introduced a new oncology care guide designed for both digital and print formats, offering streamlined content and additional resources via QR codes. This guide, written in plain language, improves accessibility for caregivers and patients alike.



NPHI's Advanced Cancer Care Resources Guide for patients, families & caregivers.

A special thank you to the Elea Institute for generous grant funding in 2024 to support our Innovation Lab

ELEA INSTITUTE



Dr. Cameron Muir, NPHI's Chief Medical & Innovation Officer (left) leads a panel on NPHI's new dementia clinical guide with Ab Brody, PhD, Founder, Aliviado Health (middle), and Maureen Leahy, Chief Clinical Officer, Sharon S. Richardson Community Hospice (right). Photo by: NPHI.

Revised Marketing & Education Materials

To support better program implementation, we revised our implementation and marketing guides, and in response to member feedback, we began developing on-demand educational curricula. This will allow teams to access flexible, disease-specific training at their convenience, with the potential for earning certificates in areas like cardiac care, lung care, and dementia care.

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Innovation drives our efforts to help our members deliver exceptional advanced illness care to patients and families everywhere. We're equipping our provider members with impactful resources to ensure the **highest quality care**.

- Dr. Cameron Muir, Chief Medical & Innovation Officer

Population Health: A Greater Priority

Our work on population health is aimed at helping caregivers and clinicians provide high-quality, patient-focused care. In 2024, we deepened our efforts by leveraging insights from this work to better understand and address the total cost of care.

Our programs have shown clear success in cutting costs while keeping or improving care quality. This ensures that resources are used wisely and effectively to help patients and their families.



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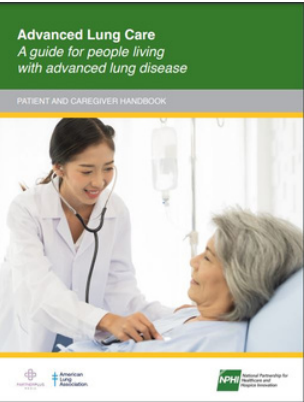
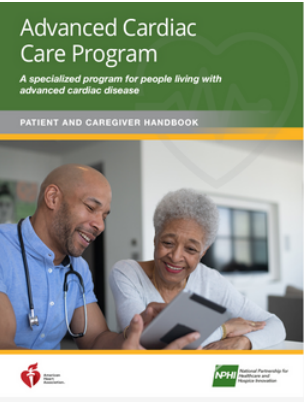
Our members are leading the way when it comes to new innovations and programs. At NPHI, we help them bring their ideas to life and transform care.

- Dr. Cameron Muir, Chief Medical & Innovation Officer

Expanding National Impact Through NPHI’s Population Health Programs

NPHI’s population health guides have greatly improved how hospice care is delivered and the outcomes for patients within our member organizations, such as Hospice of Cincinnati and Gilchrist. For example, **Hospice of Cincinnati** has seen a significant and steady increase in heart failure patients, showing the program's effectiveness in meeting important needs. Specifically, the number of heart failure patients grew by 17% in the first year, 80% in the second year, and another 20% this past year.

These improvements show that more people in the community trust their cardiac care services. The time that cardiac patients stay has also gone up by 82%, which shows that the program is good at providing long-term, meaningful care. Additionally, the program has greatly reduced the number of times these patients need to go back to the hospital, with almost no readmissions last year. This success highlights the program's strong clinical impact and thorough approach to care.



NPHI’s four disease-specific patient, caregiver, & provider guides cover: Heart, Lung, Dementia, Cancer.

Gilchrist’s use of NPHI’s care guides led to impressive results. In just one year, heart failure admissions increased by 46%, with these patients growing from 8% to 12% of all admissions. The average length of stay also improved, showing better and more consistent patient involvement. While the rates of patients being discharged alive versus those passing away showed some changes, with an average of 16% and monthly variations up to 26%, this demonstrates the program's ability to adjust to different patient needs.

These results highlight how NPHI Care Guides help increase access, enhance care quality, and tackle the specific challenges of advanced illnesses while reducing hospital visits. These programs are prime examples of how community-driven innovation can significantly improve hospice and palliative care for patients and their families.

Breaking the Silence on Elder Abuse, Domestic Violence, & Neglect

In June, NPHI partnered with NO MORE to release *Breaking the Silence*, a comprehensive guide aimed at addressing domestic violence, elder abuse, and neglect. This resource highlights the frequency and forms of abuse, provides healthcare professionals with tools to identify and respond to abuse, and offers practical support for victims, caregivers, and families.

By emphasizing trauma-informed care and education, particularly for those with cognitive impairments, this guide emphasizes our commitment to creating safer, more compassionate care environments for vulnerable populations.



NPHI & NO MORE released *Breaking the Silence* resource in June to educate the public and those who care for vulnerable populations.

“Understanding and addressing elder abuse and domestic violence is essential to protecting the dignity and safety of our aging population.”

- Carole Fisher, *President*

Innovation Lab Partners for 2024



Aliviado Health, with work led by its founder Dr. Ab Brody, played a key role as a partner and resource in the development of our 2024 Dementia Clinical Provider Guide. Aliviado’s expertise was critical to the guide helping support healthcare providers in delivering compassionate dementia care.



The American Cancer Society collaborated with us as a subject matter expert and partner on our new Cancer Patient & Caregiver Guide, released in November. As the leading voice in cancer care, we look forward to continuing our partnership with the Cancer Society on an upcoming clinical guide set to launch in 2025.



The American Heart Association (AHA) remained a valued partner in 2024, collaborating with NPHI on a joint webinar in November to spotlight NPHI’s population health programs. Additionally, AHA provided resources to help NPHI members achieve certification in heart failure care, enhancing member’s ability to deliver specialized services.



The Center to Advance Palliative Care (CAPC), led by CEO Brynn Bowman, was a valuable partner in the development of our 2024 Dementia Clinical Provider Guide. Their expertise in palliative care was instrumental in ensuring the guide supports healthcare providers in delivering effective dementia care.



NO MORE served as NPHI’s subject matter expert and key partner on the Breaking the Silence Guide. As a global leader in the fight against domestic and sexual violence, NO MORE brought invaluable expertise to the project, enhancing its effectiveness in raising awareness and providing actionable guidance for healthcare providers.

Hurricane Impact on Members

In 2024, Hurricane Helene brought widespread devastation to communities in North Carolina and other Southeastern states, leaving a trail of destruction that deeply impacted many of our members. The storm caused significant damage to healthcare facilities, homes, and infrastructure, displacing families and caregivers while putting immense pressure on already strained healthcare systems. The hurricane's toll was felt in both physical and emotional ways.

Despite the severity of the damage, our members showed incredible resilience in the face of adversity. They worked with determination to rebuild and support their communities, ensuring that care for patients and families remained a top priority. Though the road to recovery will be long, our members' commitment to their mission proved stronger than the storm, and they continue to make progress with great support.

Click to read article from our member Carolina Caring:

["Carolina Caring Robin Johnson House Welcomes New Patient in Aftermath of Hurricane Helene."](#)



Devastation caused by Hurricane Helene, September 2024. Photo: Bilanol

NPHI provided donations to 3 of its members in North Carolina impacted by the hurricane.

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The storm is one thing, but the aftermath is another. It's not just about coming back together quickly—this will take years to truly recover from.”

- Chris Comeaux, CEO of Teleios Collaborative Network discussing the impact of Hurricane Helene on North Carolina.



Devastation caused by Hurricane Helene, September 2024. Photo by Bilanol.

2024 Annual Summit

Our 2024 Annual Summit in Kansas City brought together visionaries, leaders, and changemakers, all dedicated to advancing nonprofit hospice and palliative care. This year's event highlighted the power of collaboration, innovation, and shared purpose.

The summit kicked off with engaging speeches from three CMS leaders, who recognized the important insights from NPHI and our members in shaping healthcare policy and practice. Former Congressman Patrick J. Kennedy delivered a keynote speech, urging our members to focus on mental health in healthcare delivery. Dr. John Mach from the John A. Hartford Foundation and our President Carole Fisher also inspired attendees, with Carole revealing plans for NPHI's resource on Trauma-Informed Care.

During the summit, breakout sessions and expert panels discussed important issues like workforce development, value-based care, and understanding healthcare policy.

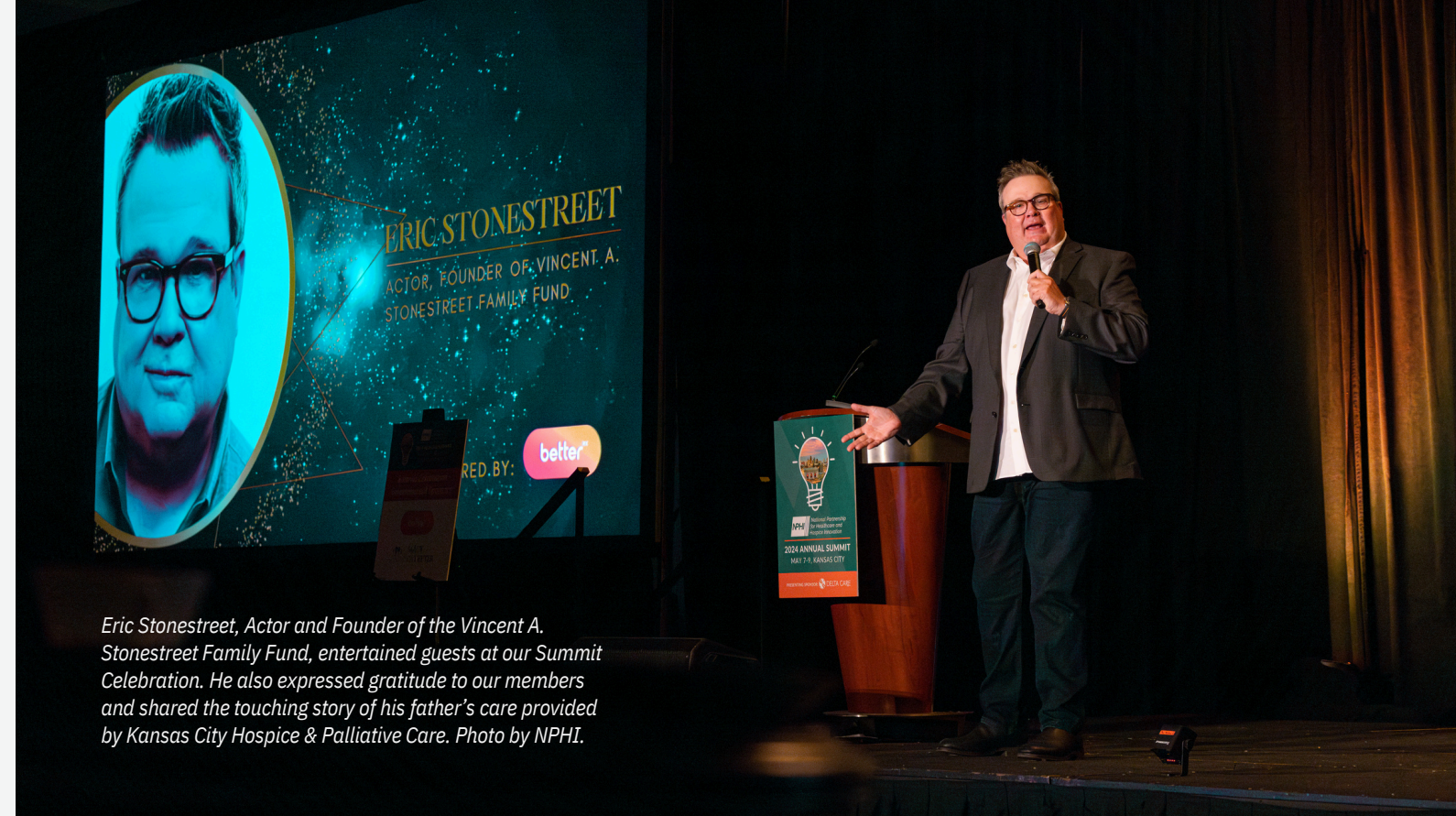
The event wrapped up with our first-ever Summit Celebration, a special evening for our members. The entertainment featured amazing performances by Dr. Rosenkranz, the physician magician, and actor Eric Stonestreet, who had everyone laughing.

Thanks to the generous support of our sponsors, staff, and the hard work of David Wiley, president and CEO of Kansas City Hospice and Palliative Care, and his team, the summit was a huge success. We're excited to keep this momentum going and see everyone at our next Summit in Las Vegas in April 2025.

“

Our Annual Summit is more than just an event—it's a catalyst for **innovation, collaboration, and transformation**. It empowers our members with the tools, insights, and connections they need to advance quality care for patients and families.

- Tom Koutsoumpas, CEO



Eric Stonestreet, Actor and Founder of the Vincent A. Stonestreet Family Fund, entertained guests at our Summit Celebration. He also expressed gratitude to our members and shared the touching story of his father's care provided by Kansas City Hospice & Palliative Care. Photo by NPHI.



Patrick Kennedy, Senior Advisor to NPHI, delivers keynote address focusing on mental health in care delivery. Photo by NPHI.

Dr. Ricardo Rosenkranz, the infamous Physician Magician, entertained our audience by intertwining the concepts of medicine & magic. Photo by NPHI.

2024 Annual Summit Sponsors

Presenting Sponsor

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Horizon Oxygen	StateServ (now Dragonfly Health)
Hospi Corporation	Teleios Collaborative Network (TCN)
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Husch Blackwell	Trella
IntellaTriage	WellSky
KanTime	Wise Hospice Options
MissionCare	Curated Talent



Sponsor signage and Summit check-in desks at the Westin, Kansas City. Photo: NPHI.



Our Annual Summit is made possible by the support of our generous sponsors, whose services empower our members to provide the highest quality of care."

- Carole Fisher, President

Summit Awards

We presented four prestigious Summit Awards to outstanding individuals and organizations who have demonstrated exceptional leadership, innovation, and commitment to advancing compassionate, high-quality care.



Healthcare in Action Innovation Award

This award was given to the Lung Association for "120 years of innovative and outstanding contributions to global lung health." The American Lung Association has consistently grown as a health innovator, working tirelessly to improve health equity for everyone. Harold Wimmer, the exceptional CEO of the Lung Association, graciously accepted the award on behalf of the organization.



Chirag Patel Legacy Award

This honor is awarded to individuals who embody compassion, innovation, and patient-centered care, qualities that the late Dr. Patel was known for. Dr. Rana Patel, his wife, accepted the award in an emotional moment for everyone present. Going forward, we will proudly present this award annually at our Summit to honor Dr. Patel's inspiring legacy.



Champion of End-of-Life Care Award

Christy Whitney received the NPHI Champion of End-of-Life Care Award for her leadership and dedication to promoting mission-driven end-of-life care. Since NPHI began, Christy has been a strong supporter and advocate for our cause. She now serves as an emeritus member on the NPHI Board.



Lifetime in Excellence Award

Judi Lund Person, MPH, CHC, received the NPHI Lifetime in Excellence Award for her exceptional advocacy work. Judi's relentless efforts and collaboration with a committed group of advocates were crucial in getting hospice care included in Medicare in 1982. Her commitment to improving regulatory and compliance standards has made her a well-known leader in our community.

Celebrating Judi Lund Person's Lifetime in Excellence Award

Click the button or scan the QR code to watch

Watch Here



The Major Roles We Play

Advocate

We actively advocate for policy reforms that support the sustainability and growth of nonprofit hospice and palliative care, ensuring that our members have a voice in shaping regulations that impact the care they provide.

Educator

NPHI provides cutting-edge resources, education, and tools to help members improve care delivery, enhance workforce development, and adapt to the evolving healthcare landscape.

Innovator

We help define and promote industry-leading standards for high-quality, compassionate care, equipping our members with the tools and guidance needed to implement these practices across their organizations.

Collaborator

By creating collaboration among members, we enable organizations to share innovative practices, solve common challenges, and advance collective goals for the benefit of patients and communities.

Connector

Through national summits, forums, and initiatives, we connect members with leaders in policy, healthcare, and innovation, creating a collaborative environment that drives meaningful change and growth.



NPHI serves as a trusted voice in Washington, D.C., working closely with policymakers to shape legislation and regulations that prioritize quality care for patients and families. Stock photo.



In Washington, our voice is not just heard—it's respected. Policymakers are recognizing the positive insights and expertise NPHI and our members bring to the table, shaping policies that truly prioritize patients and families."

- Tom Koutsoumpas, CEO. Opening Remarks at 2024 NPHI Annual Summit.

Looking Ahead

As we celebrate a decade of meaningful impact in 2025, NPHI is well positioned for an exciting future. With a new administration in Washington, we are confident about the opportunities to engage with incoming leaders and strengthen our relationships with key policymakers. NPHI recognizes the critical role of collaboration with this administration to shape policies that better serve our members and their communities. Moving forward, our focus will be on elevating quality as a top priority, helping our members raise the bar even higher in the care they provide. Here are some priority areas for 2025 and beyond:

- **Strengthen our focus on quality initiatives**
- **Increasing advocacy & engagement with the new administration in Washington**
- **New education offerings for members**
- **Revamping & expanding opportunities for our new partnerships program**
- **New opportunities for in-person engagement**
- **A strengthened focus on data analytics & care management**

Members of NPHI pose at step and repeat at NPHI's 2024 Summit Celebration evening. Photo by NPHI.





The National Partnership for Healthcare and Hospice Innovation (NPHI) is the leading organization representing nonprofit, community-based hospice and advanced illness care providers. Committed to excellence, NPHI's members ensure patients and families receive compassionate, high-quality care that respects their goals, values, and dignity. NPHI helps nonprofit providers thrive in an increasingly profit-driven healthcare landscape by advancing innovative, person-centered models and strengthening collaboration with leaders, policymakers, and healthcare partners nationwide.

For more information, visit www.nphihealth.org

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