

# Impact Report

*Our Decade of Impact*



*People Over Profits™*

2025

Learn more  
[www.nphihealth.org](http://www.nphihealth.org)

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

- Matt Wilkinson, Communications Director
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With contributions from NPHI staff.



Introduction



# A Decade of Impact and Laying the Groundwork for What Comes Next

Ten years in, 2025 was a year of momentum for NPHI. We celebrated our history while accelerating progress across membership growth and retention, innovation, and national advocacy — positioning our community for the challenges and opportunities ahead.

**Begin reading our Impact Report to see what we accomplished with our members last year.**

Message from Leadership



# Ten Years In — Our Decade of Impact

This year marked a defining milestone for our community. We celebrated a Decade of Impact—ten years of serving **nonprofit** hospice and advanced illness providers, advocating for dignity at every stage of an illness, and ensuring that patients and families receive the kind of compassionate, ethical, person-centered care they deserve. **A decade of proving that when mission leads, quality follows.**

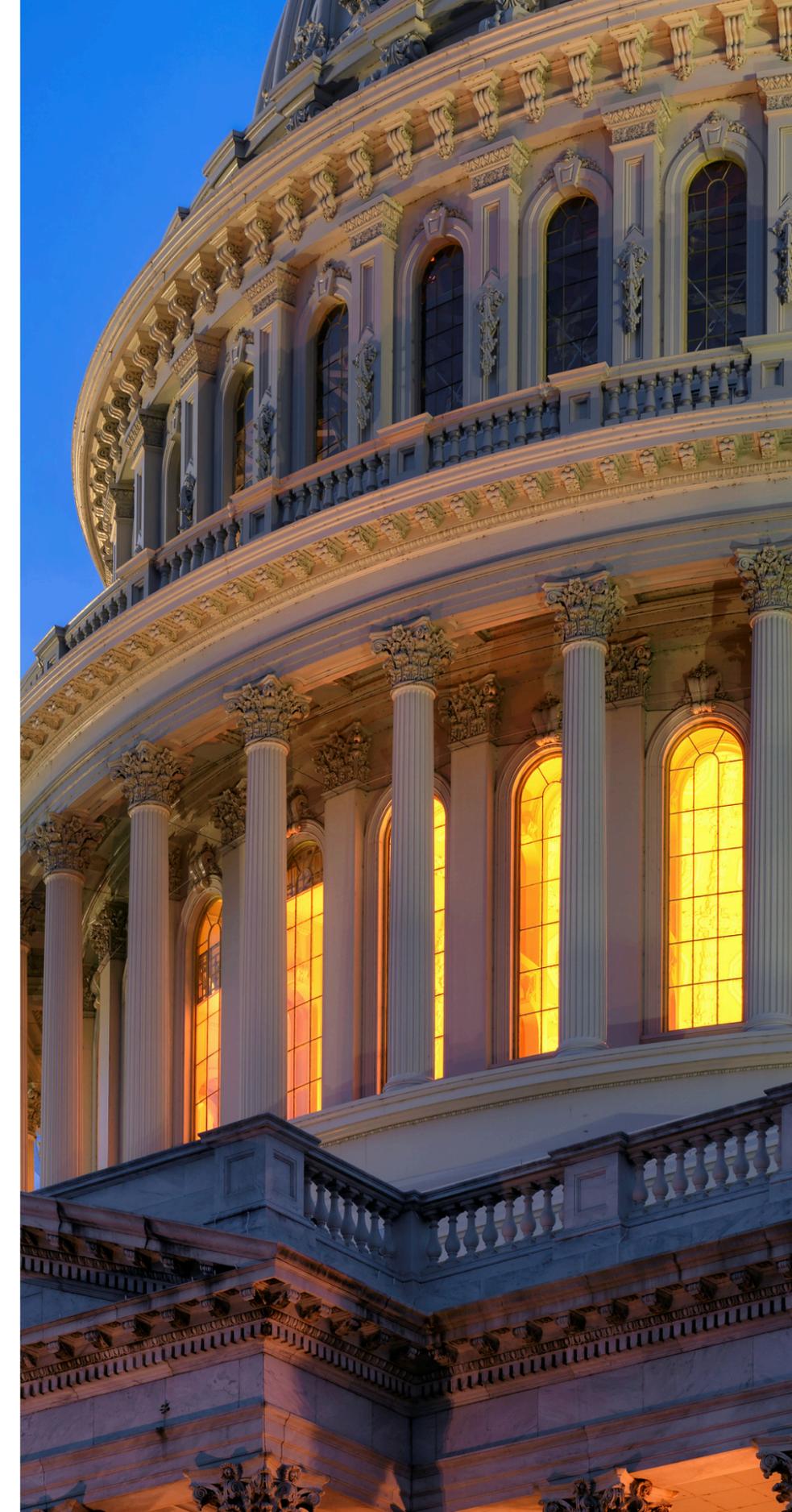
Over the past year, we expanded our membership and sharpened our focus on quality initiatives that truly move the needle. Just as importantly, we invested in supporting our members so they can stay centered on what they do best: delivering exceptional care when it matters most. Their commitment continues to inspire our work every single day.

We strengthened our relationships with the new administration and advanced our role as a trusted, solutions-driven resource in Washington. Policymakers, partners, and national leaders increasingly look to NPHI for clarity, integrity, and a grounded understanding of the realities facing patients, families, and the workforce that cares for them.

As we step into the next decade, our mission remains unwavering. We will continue to champion nonprofit providers, elevate quality, and drive the kind of change that honors the people at the center of this work. Together, we are not just reflecting on ten years of impact—we are building the next ten with purpose, momentum, and a shared belief in what's possible for patients and families across the United States and beyond.

Tom Koutsoumpas, Founder & CEO

Carole Fisher, President





## MISSION

To ensure all individuals facing advanced illness receive the highest quality care and support they deserve.

We achieve this through bold innovation, collaboration, advocating for meaningful change, and helping nonprofit hospice and advanced illness care providers thrive in a changing healthcare landscape.

## VISION

For a healthcare system where every person and their loved ones receive compassionate, quality care that:

Supports their goals  
Honors their values  
Upholds their dignity



## About 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.



## Core Team

- Tom Koutsoumpas, Founder & CEO
- Carole Fisher, President
- Cameron Muir, MD, Chief Medical & Innovation Officer
- Robin Shultz, VP for Member Programs & Engagement
- Ethan McChesney, Senior Policy Director
- Stephanie Rogers, Director of Member Services
- Matt Wilkinson, Communications Director
- Margherita Labson, Regulatory & Compliance Director
- Quinten Lyons, Policy Analyst
- Alexandra Campos, Member Programs & Communications Associate
- Jennifer Driscoll, Operations Coordinator
- Wendy O'Brien, Finance Coordinator
- CB Wismar, Events Producer

## Sr. Strategic Advisors

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

## Senior Advisor Team Members

- Judi Lund Person, Fraud & Abuse
- Larry Atkins, Policy & Advocacy
- Marian Grant, Innovation Lab Clinical Advisor
- Peter Benjamin, Strategic Advisor
- Jeff Lycan, Group Purchasing Network Advisor
- Annette Kiser, Technical Strategic Advisor

## The Board

- Diana Franchitto, Board Chair
- Debbie Shumway, Vice Chair
- Karen Rubel, Treasurer
- Viki Jingle, Secretary
- Cathy Conway, Director
- David W. Cook, Director
- William E. Finn, Director
- Philip W. Heath, Director
- Lynne Sexten, Director

\*As of December 31, 2025





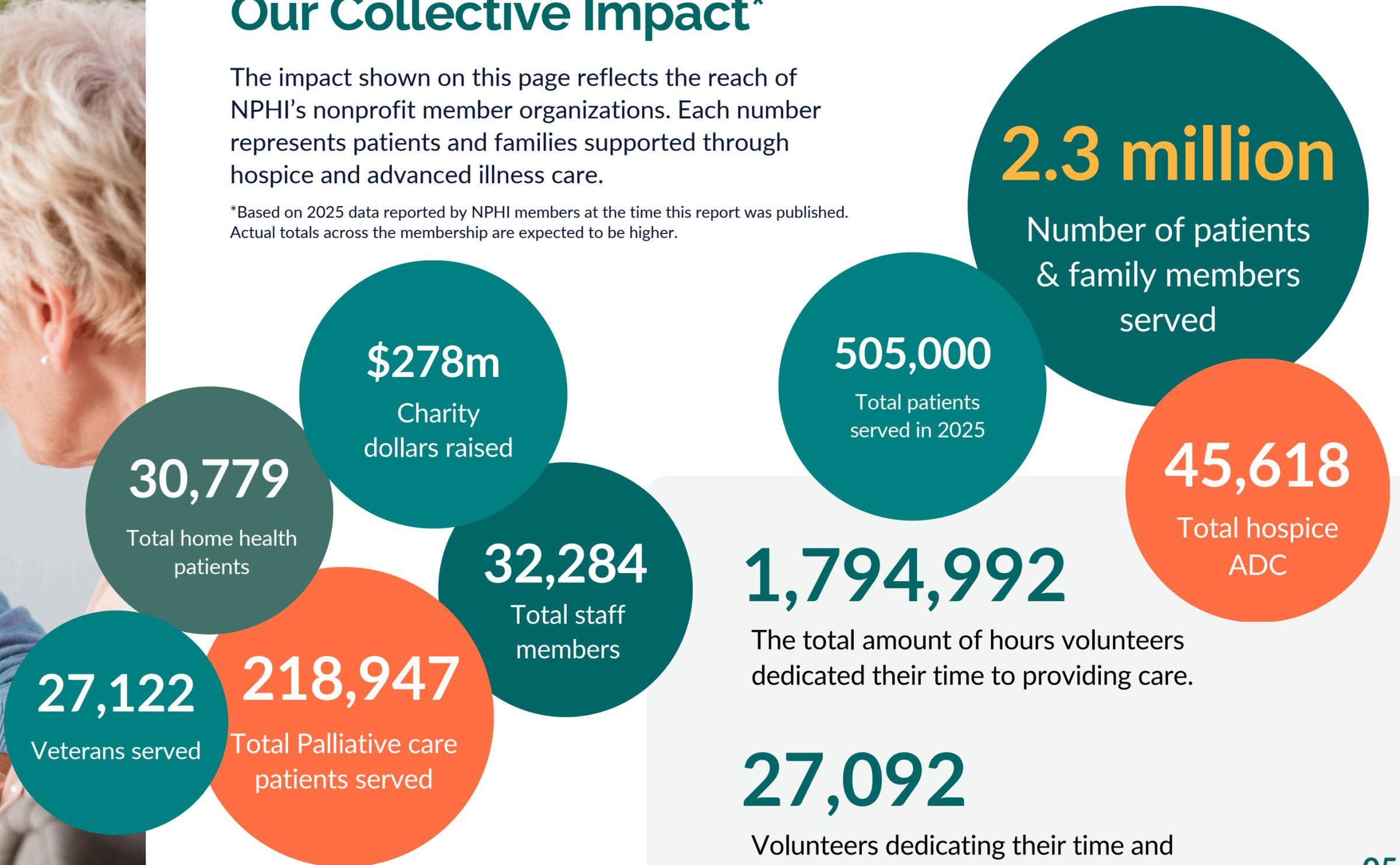
By The Numbers



## Our Collective Impact\*

The impact shown on this page reflects the reach of NPHI's nonprofit member organizations. Each number represents patients and families supported through hospice and advanced illness care.

\*Based on 2025 data reported by NPHI members at the time this report was published. Actual totals across the membership are expected to be higher.



## Our Members



- Adoray Home Health and Hospice
- Agrace
- Alivia Care
- Amorem
- Ancora Compassionate Care
- AuthoraCare Collective
- Avow Hospice
- Big Bend Hospice
- Blue Ridge Care
- By the Bay Health
- Calvary Hospice
- Capital Caring Health/Chapters Health System
- Care Dimensions
- Carolina Caring
- Catholic Hospice
- Cedar Valley Hospice
- Center for Hospice Care
- Central Wyoming Hospice
- Chapters Health System
- Choices Healthcare
- ClearPath Healthcare (Hospice of Redmond)
- Community Healthcare of Texas
- Community Hospice & Palliative Care
- Community Nursing Services
- ConnectionsPlus Healthcare + Hospice
- Emmanuel Hospice
- EverHeart Hospice
- EveryStep
- EveryStep
- Fairhope Hospice & Palliative Care
- Foothills Compassionate Care
- Four Seasons
- Gilchrist
- Good Samaritan Hospice
- Good Shepherd Community Care
- Goodwin Hospice
- Grace Hospice
- Hawai'i Care Choices
- Heartlinks Hospice and Palliative Care
- HIA Health
- Hinds LifeCare
- Hope Healthcare/Chapters Health System
- HopeHealth
- HopeWest
- Hosparus Health
- Hospice Alliance
- Hospice and Palliative Care Association of New York State (HPCANYS)
- Hospice & Palliative Care Buffalo
- Hospice & Palliative Care of Iredell County
- Hospice Austin
- Hospice East Bay/Chapters Health System
- Hospice of Acadiana
- Hospice of Cincinnati
- Hospice of East Texas
- Hospice of Humboldt
- Hospice of Lansing & Ionia Area Hospice
- Hospice of Northwest Ohio
- 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 Valley
- Hospice of the Western Reserve
- Hospice of Washington County
- Hospice of Wichita Falls
- Hospice Savannah
- Housecall Providers
- Houston Hospice
- Hudson Valley Hospice
- Kansas City Hospice & Palliative Care
- Kaua'i Hospice
- LifeTouch Health (Arkansas Hospice)
- Lightways Hospice & Serious Illness Care
- Midland Care Connection
- MiraSol Health, Inc.
- MJHS Hospice & Palliative Care
- Montgomery Hospice & Prince George's Hospice
- Mountain Valley
- Nathan Adelson Hospice/Chapters Health System
- 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
- Stillwater Hospice
- Teleios Collaborative Network
- The Connecticut Hospice
- The Elizabeth Hospice
- The Hospice of Baton Rouge
- Tillery Compassionate Care
- TNPHA
- Trellis Supportive Care
- TRU Community Care
- Unity Hospice
- Valley Hospice
- VNAcare
- VNA Health (CA)
- VNA Health Group (NJ)
- VNA Hospice of Northwest Indiana
- Willamette Vital Health/Chapters Health System
- YoloCares

## New Members We Welcomed in 2025

- Alive Hospice
- Big Bend Hospice
- Bluegrass Care Navigators
- Coalition for Compassionate Care of California
- Community Hospice
- Everent Health
- Goodwin Hospice
- Hospice Maui
- Hospice of Hope
- Livingston Memorial VNA
- St. Anthony's Hospice
- St. Francis Hospice
- Transition LifeCare
- Treasure Health
- Visiting Nurse Association For Vermont & New Hampshire

# Member Engagement

In early 2025, NPHI expanded its team by welcoming a new Vice President of Member Programs and Engagement, along with additional team members, reinforcing a strong investment in how members connect with one another and engage with NPHI.

These additions strengthened the organization's focus on building more inclusive, responsive, and member-driven spaces for collaboration.



Philanthropy Collaborative gathering in Louisville, Kentucky to bring together fundraising leaders from across our member organizations.

## Key engagement advances in 2025 included:

- ✓ Reimagined member Forums as “Collaboratives,” reinforcing a culture of shared leadership, inclusion, and peer-driven problem solving.
- ✓ Expanded opportunities for connection, with a growing number of Collaboratives and Workgroups meeting more frequently in response to member interest and need.
- ✓ Refined group structure and focus, ensuring Collaboratives better reflect members’ roles, expertise, and real-world impact.
- ✓ Laid the groundwork for new strategic projects in priority areas such as Palliative Care, PACE, Quality, and Education to meet evolving member needs.
- ✓ Broadened leadership participation, bringing more diverse perspectives into Collaborative leadership and strengthening member ownership.
- ✓ Established clear guiding principles and charters to align Collaboratives with NPHI’s refreshed strategy and ensure consistent value for participants.
- ✓ Improved cross-collaborative learning, creating stronger connections and shared frameworks across groups.
- ✓ Delivered timely, high-impact content, addressing emerging issues such as innovation, new care models, and the future of nonprofit care delivery.





Policy Leadership



# Policy, Regulatory, & Advocacy Efforts

In 2025, our Policy Team at NPHI remained proactive, deploying a strategic, multi-pronged effort to strengthen the hospice benefit and present clear, solution-oriented pathways to policymakers. Through direct collaboration with federal leadership, targeted advocacy on Capitol Hill, and data-driven policy analysis, we worked to safeguard access to high-quality, community-based, nonprofit end-of-life care.

## Innovation in Action

In 2025, NPHI advanced a solutions-driven agenda focused on shaping policy, not just responding to it. By engaging lawmakers with proactive recommendations and innovative care models, we positioned nonprofit hospice and advanced illness care as part of the answer to the nation's most pressing challenges.

## Combating Hospice Program Integrity

NPHI has taken deliberate action to combat hospice fraud and abuse by engaging federal leadership, advancing targeted advocacy, pursuing strategic litigation, and supporting data-driven policies that protect high-quality, nonprofit hospice care.

## Successful Advocacy for Nonprofit Providers

Deliberate advocacy efforts protected nonprofit hospice providers by leveraging bipartisan relationships, opposing harmful policy changes, and ensuring program integrity initiatives did not undermine high-quality, community-based care.



# Successful Advocacy for Nonprofit Providers

## COLLABORATION WITH THE ADMINISTRATION TO COMBAT HOSPICE FRAUD

In 2025, NPHI convened a high-level roundtable with members of the NPHI Board and the Deputy Administrator and Chief Operating Officer of the Centers for Medicare & Medicaid Services (CMS), creating a direct forum for sharing firsthand provider perspectives on how hospice fraud undermines nonprofit, community-based care. During her engagement with NPHI membership and leadership in Washington, D.C., the discussion also provided valuable insight into CMS' ongoing and planned program integrity efforts aimed at preventing fraud and abuse within the hospice benefit.

## LITIGATION CHALLENGING CMS' SPECIAL FOCUS PROGRAM

In response to concerns that CMS' Special Focus Program would inadvertently penalize high-quality hospice providers, NPHI led a coordinated stakeholder effort that included:

- Coordinated with aligned hospice stakeholders to challenge CMS' Special Focus Program (SFP)
- Supported the program's intent while opposing a flawed algorithm that misidentified high-performing hospices
- Legal action resulted in CMS withdrawing the SFP and committing to rework the methodology before re-release

## SUCCESSFUL ADVOCACY AGAINST THE HOSPICE MEDICARE ADVANTAGE CARVE-IN

Through targeted, relationship-driven advocacy on Capitol Hill, NPHI took decisive action to prevent structural changes to the Medicare program that would have undermined hospice care, including:

- Leveraged long-standing relationships with bipartisan champions on the House Ways and Means Committee
- Successfully halted efforts to carve hospice into Medicare Advantage
- Preserved the integrity of the Medicare program and protected patient access to specialized end-of-life care

## U-SHAPED PAYMENT CURVE ANALYSIS

Amid growing concern over potential federal rate reductions, NPHI advanced targeted analytic work to strengthen payment policy and safeguard access to high-quality hospice care, including:

- Completed analysis during heightened risk of across-the-board federal rate cuts
- Advanced payment models supporting higher reimbursement for resource-intensive care earlier in the benefit period
- Achieved potential Medicare savings while protecting access to high-quality care
- Retained findings as an internal contingency resource and a foundation for long-term hospice benefit modernization efforts planned for 2026





# Addressing Hospice Program Integrity Concerns

In 2025, NPHI played a central role in advancing hospice program integrity efforts by working closely with policymakers, regulators, and members to address fraud and abuse while protecting beneficiaries and compliant, mission-driven providers. We remain committed to continuing our work in this area in 2026.

✓ Partnered directly with CMS leadership and program integrity team throughout 2025 to elevate the scale and patterns of hospice-related fraud and abuse, with a particular focus on protecting beneficiaries and preventing bad actors from destabilizing mission-driven, compliant providers.

✓ Convened and coordinated NPHI member-provider intelligence (front-line operational examples, market-level trends, and emerging schemes) to translate anecdotal concerns into actionable insights for federal policymakers and oversight entities.

✓ Provided targeted policy and technical input to CMS on enforcement and oversight tools emphasizing approaches that improve detection and accountability while minimizing unnecessary administrative burden for compliant hospices.

✓ Supported member engagement with Congress by equipping leaders with consistent messaging, background, and examples to reinforce urgency around hospice fraud and abuse and the need for durable program integrity actions.

✓ Maintained an ongoing communications cadence to ensure NPHI remained a reliable, solutions-oriented partner to regulators and policymakers as the issue evolved across 2025.





Unity Hospice



Choices Healthcare



EveryStep Hospice & Cedar Valley Hospice



MiraSol Health



September Hill Day

# NPHI Members on the Hill

Hill Day exemplified the impact of nonprofit providers coming together to proactively shape the national conversation. NPHI members engaged in more than 60 meetings across Capitol Hill in September, delivering a unified message focused on protecting patients, supporting families, and preserving the integrity of nonprofit, community-based hospice and advanced illness care.

These direct, face-to-face conversations ensured that the perspectives of providers “on the front lines” were heard by policymakers at a critical moment. By elevating member voices and building bipartisan relationships, Hill Day reinforced the importance of proactive advocacy and positioned nonprofit care providers as a trusted, informed voice in federal policy discussions.



# Driving Innovation & Education

Innovation remained central to NPHI's work, guided by a committed community of members who come together to think strategically and act collaboratively. Through the *Innovation Lab*, member expertise and external partnerships were leveraged to develop practical, forward-looking clinical, patient, and caregiver resources that support high-quality care and improve outcomes for providers and the individuals and families they serve.

## Quality Dashboard & TCOC Reports

- ✔ Continued strong member engagement with the new Quality Dashboard and Total Cost of Care (TCOC) reports, reinforcing the value of data-driven insights to support quality improvement and performance benchmarking.

## New Resource Developments

- ✔ Launched a comprehensive member-only Cancer Guide for clinical providers at the Summit in April.
- ✔ Developed a Spanish-language version of the Cancer Guide to expand accessibility and reach for patients and their families.
- ✔ Rebranded and trademarked all Innovation Lab guides and strengthened their placement on the public website to increase visibility and impact.
- ✔ Initiated development of a Pediatric Guide, laying the groundwork for its 2026 release.



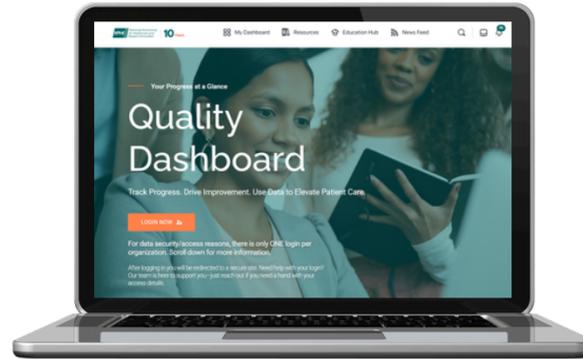
From left to right: Tom Koutsoumpas, Founder & CEO, NPHI; Dr. Arif Kamal, Chief Patient Officer, American Cancer Society; and Dr. Cameron Muir, Chief Medical & Innovation Officer, NPHI.

## Education Impact

- Offered continuing education credits at the Summit for the first time.
- Delivered two successful Interdisciplinary Hospice and Palliative Care Review Courses.
- Hosted a nursing workshop in recognition of National Nurses Month.
- Designed and built the foundation for a new care management program to support future education and workforce development efforts.

Quality Dashboard

# NPHI's Commitment to Quality Care & Improvement



In 2025, we launched our \*Member Quality Dashboard, bringing publicly available data into a single, secure platform. The dashboard enables members to compare performance against national, state, and NPHI peer benchmarks, helping them identify opportunities to strengthen care and to see where they are performing exceptionally well. Here are some data points that highlight where NPHI members exceed in delivering quality care:

88%

would recommend an NPHI member

Families rate NPHI members 5% higher than the national average, with 88% of families who experienced NPHI member care saying they would recommend their provider—well above national benchmarks (data from CAHPS survey in the Hospice Quality Reporting Program).

6% more care

visits in the last days of life

NPHI Members provide more visits in the last days of life (61.31%) than the National Average of 55.84% (data from HVLDL measure in the Hospice Quality Reporting Program).

36% Lower

live discharge rate

NPHI member have a 36% lower live discharge rate and a 42% lower hospital readmission rate relative to the national average. Lower readmission rates mean more patients are able to remain safely at home, where most prefer to receive care. (Data from Medicare Claims Data).

42% Lower

hospital readmissions rate

5% lower

total cost of care compared to member competitors

NPHI members total cost of care (\$67,412) is 5% lower than the competitors in their service areas (\$70,809). (Data from Medicare Claims Data & Medicare Cost Reports).

\*The Dashboard is a members-only resource that transforms publicly available data into a unified performance snapshot designed to support quality improvement. As an internal product, it is not publicly accessible. For more information, please contact [media@nphihealth.org](mailto:media@nphihealth.org).

# Communications & External Positioning

In 2025, NPHI continued to sharpen its communications strategy to strengthen our national presence, elevate the nonprofit voice, and deepen engagement with members, policymakers, media, and the public.

Across digital platforms, earned media, and major campaigns, our communications efforts focused on credibility and connection — ensuring NPHI is seen as a trusted, solutions-driven leader at the intersection of humanity and healthcare.

## Expanding Our Digital Footprint

- ✓ New public website launched, designed to improve usability, storytelling, and access to resources.
- ✓ Substantial increases in engagement, including higher page views, more clicks, and longer time spent on site — indicating stronger user interest and retention.
- ✓ Content architecture now better supports NPHI's role as a national thought leader and member resource hub.

## Member-Focused Communications & Engagement

- ✓ Ongoing enhancements to the Member Portal, introducing new features and improved navigation to support collaboration and value for members.
- ✓ Member Portal engagement increased, reflecting stronger adoption and repeat usage.
- ✓ Email performance consistently exceeded industry benchmarks, signaling a highly engaged and responsive member audience.

## National Campaign Leadership

- ✔ Established 2025 *National Hospice & Palliative Care Month* campaign centered on the theme “*We See the Whole You*”.
- ✔ Campaign hub generated 6,000+ visits, demonstrating strong resonance with the message and effective amplification across channels.
- ✔ Campaign helped position members as trustworthy providers in their local communities.

## Strategic Partnerships & Media Visibility

- ✔ Served as a partner on the PBS *Caregiving* documentary, expanding NPHI’s reach to a broad national audience and reinforcing credibility in the healthcare and aging space.
- ✔ Secured high-profile media placements in outlets including U.S. News & World Report, Forbes, and McKnight’s Senior Living.
- ✔ Maintained frequent trade press coverage throughout the year, with regular mentions in Hospice News and other industry outlets, reinforcing NPHI’s role as a go-to expert source.

## Positioning Impact

Through intentional messaging, strong visual identity, and consistent external engagement, NPHI continues to elevate the nonprofit perspective in advanced illness and hospice care. Our communications work not only increased visibility – it strengthened trust, deepened member connection, and amplified the values that define our mission.





The NPHI team at the 2025 Summit



Dr. Bethany Snider - recipient of the 2025 Chirag Patel Legacy Award



Samira K. Beckwith received the Lifetime in Excellence award for services to NPHI and the national care landscape.

Events



## 2025 Summit & Events

At our 2025 Annual Summit, we celebrated a Decade of Impact, marking 10 years since NPHI's founding; a milestone that set the tone for the year ahead.

Throughout 2025, our events brought members together in bigger ways than ever, from the virtual Winter Leadership Meeting to our largest-ever Summit in Las Vegas, Nevada, followed by the Philanthropy Conference in Louisville, Kentucky, and the Washington (D.C.) Leadership Conference. Each gathering was well-attended, inclusive, and designed to strengthen connection and shared purpose across our membership.

The 2025 Annual Summit concluded with a Summit Celebration that reflected both the scale of our impact and the strength of our community.

The evening also featured the presentation of the NPHI Lifetime in Excellence Award, recognizing a co-founder of NPHI, Samira Beckwith, whose leadership has shaped hospice care nationally and helped build the foundation of the movement over the past decade. This year's honoree was celebrated for her enduring impact on hospice and advanced illness care.



Celebrating Samira Beckwith with the Lifetime in Excellence Award

Click the button or scan the QR code to watch

Watch Here

# Looking Ahead

We know NPHI members are among the highest-quality hospice, palliative, and advanced illness care providers in the country. That commitment to excellence is foundational—and it's something we will continue to protect, strengthen, and elevate in the coming years.

As we look ahead, our focus is clear: quality in action. In 2026 and beyond, NPHI will double down on helping members not only maintain the high standards they are known for, but raise the bar even further—through expanded policy initiatives, stronger collaboration, and practical tools that support care delivery on the ground. This focus will be front and center at our 2026 Summit in Chicago, Illinois, themed *Quality in Action*, and woven throughout our work in the years ahead.

With the administration's second year in Washington and continued momentum across our membership, NPHI is well positioned to advance policies, programs, and partnerships that reflect what quality truly looks like in healthcare.

## 2026 Areas of Focus:



### Policy & Advocacy

- Advocating for quality-driven improvements to the Medicare Hospice Benefit, including the CARE Act and Milliman-related work, while addressing audit overreach and program integrity concerns affecting mission-driven providers.

### Quality Improvement

- Expanding practical member-led quality initiatives that support continuous improvement, real-world measurement, and shared best practices across care settings.

### Innovation Lab & Education

- Growing the Innovation Lab and education portfolio, with expanded offerings in pediatric palliative care and the development of care management curriculum.

### Partnership Program

- Launching an enhanced, tiered Partnership Program—Executive, Premier, and Impact—aligned with advancing quality and supporting nonprofit providers.

### Membership Diversification

- Broadening engagement with Senior Living and PACE organizations to reflect the evolving continuum of community-based care.

### Member Engagement, Communications & PR

Strengthening Collaboratives, continuing enhancements to the Member Portal, and launching a new podcast, *Inside View by NPHI*.



# 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, collaboratives (Forums), and initiatives, we connect members with leaders in policy, healthcare, and innovation, creating a collaborative environment that drives meaningful change and growth.

*Ethan McChesney, Senior Policy Director, presenting at a plenary session of the 2025 Summit in Las Vegas.*



**Stay connected**



[nphihealth.org](https://nphihealth.org)

For inquiries about this report or NPHI more broadly,  
please contact our media team at [media@nphihealth.org](mailto:media@nphihealth.org).

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