Conference Program and Attendee Guide

NAHDO 2024
5th Annual Meeting and Networking Sessions

Deep in the Heart of Data

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May 7-8, 2025
Cambria Hotel Austin Downtown
Austin, Texas

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ABOUT NAHDO

The National Association of Health Data Organizations (NAHDO) is a not-for-profit national membership organization. We are dedicated to improving health care through the collection, analysis, dissemination, public availability, and use of health data. NAHDO serves the interests of health data organizations, academic institutions, policymakers, healthcare systems, payers, and many others with a common interest in the availability of high-quality and timely health data to inform questions of cost, quality, and access to care. NAHDO was created in the spring of 1985 by the Washington Business Group on Health (WBGH) and the Intergovernmental Health Policy Project at George Washington University. It was designed to assist state health data organizations, state agencies, and the public by creating, exchanging, and providing information and resources that promote effective healthcare data collection, analysis, and dissemination.

Today, the membership includes state agencies, federal agencies, health care vendors, associations, consulting groups, and others interested in the collection and use of health data.

What is the APCD Council?

The All-Payer Claims Database (APCD) Council is a program of NAHDO. The APCD Council convenes an expanding group of government, private, nonprofit, and academic organizations interested in the development and deployment of state or regional APCDs. Membership and partnership revenue also supports the APCD Council.

The APCD Council:

- Serves in an information-sharing capacity for those states who have developed, or are developing, all-payer claims databases.
- Provides technical assistance to states and entities interested in developing APCDs.
- Catalyzes efforts to achieve mutual goals.

Learn more
www.nahdo.org

www.apcdcouncil.org

TRAVELER INFORMATION

Airport Ground Transportation

The ground transportation center is a bit of a walk from the main terminal. Once you have your bags, exit the Barbara Jordan Terminal and take one of the marked pedestrian crosswalks to the garage. From Garage Level 1, take the elevator, or stairs up to Garage Level 2. Use the pedestrian walkway between columns J and K to reach the Taxi and Ride App Pick-Up, which is located on Level G of the Rental Car Facility.

Taxis - For taxi service at Austin-Bergstrom International Airport (AUS), you can find the official taxi stand in the Rental Car Facility, just north or behind the Red Parking Garage. Fares to the hotel should be $25 to $30.

Uber and Lyft - At Austin-Bergstrom International Airport (AUS), you can use ride-sharing services like Uber and Lyft, with designated pickup zones located in the Rental Car Facility, accessible by pedestrian walkways from the terminal. After exiting the Barbara-Jordan Terminal, take a marked pedestrian crosswalk to the garage. From Garage Level 1, take the shuttle, elevator, or stairs to Garage Level 2, and use the pedestrian walkway between columns J and K to reach the Taxi and Ride App Pick-Up located on Level G of the Rental Car Facility.

Hotel Information

Hotel Lobby and Facilities
The hotel lobby is on the 5th Floor. When you arrive at the hotel, take the elevator to the 5th floor. Also on the 5th floor are the heated rooftop pool, Graffiti restaurant and bar, 24 hour fitness center (with Peleton) and the marketplace convenience shopping.

Meeting Locations
The meetings will take place in the Waterloo and Moon Tower Rooms on the 6th Floor of the hotel. The easiest way to find us is to go to the lobby and take the stairs or elevator up to the Meeting Room Floor.

The lunches are currently planned to be in the Limestone Lounge on the 16th Floor.

Housekeeping

Like many hotels, the Cambria Hotel Austin Downtown provides housekeeping services on a three-day schedule. However, it is available more frequently upon request. Just let the front desk know when you check in.

Parking
Daily parking (for local guests) is available at the hotel for $30 per night. Please get the appropriate code from the front desk. Overnight guests will have a reduced rate applied to their room bill.

Pool Services
There are cabanas available for daily rental at the pool deck that can be reserved in advance. You can call the hotel for more information and to make a reservation.

In-House Restaurant Options
There is a full service restaurant on site that will be open for dinner. Graffiti is the main restaurant. Room service is available from Graffiti (5th floor) during operating hours:
- Breakfast daily from 6:00 AM - 11:00 AM
- Dinner daily from 5:00 PM - 10:00 PM
- All-Day Dining from 11:00 AM - 10:00 PM

Graffiti will be hosting live music on May 6 from 7-9 p.m. Stop by for a listen and maybe enjoy a drink or snack!

Staying Safe in Austin

Our top priority is the safety and well-being of our guests. Austin is a vibrant city with much to explore and generally considered safe. As with any urban environment, it's important to be aware of your surroundings. Here are some safety tips to help you have a safe and enjoyable stay:

- Travel in groups and avoid walking alone at night. This is especially important in less crowded areas or after dark.
- Be on the lookout for pickpockets, particularly in crowded tourist areas and during festivals. Consolidate your wallet, bring only essential cards, and keep it in your front pocket. Consider using a cross-body bag and keep it in front of you rather than a shoulder bag. Avoid displaying large amounts of cash in public.
- Pay attention when walking and using your smartphone. Distracted walking can make you a target for thieves.

- Do not leave your purse, backpack, or briefcase unattended, especially not on the back of your chair in restaurants or public spaces.
- Consider removing your convention badge when leaving your hotel or meeting venue. This can help avoid unwanted attention.
- When hailing a ride via a mobile app (Uber, Lyft, etc.), confirm the driver's identity (name and photo) before getting into the car.
- If you are intoxicated, please take a taxi, Uber, or Lyft instead of walking or driving, even for a short distance. Austin has a lively nightlife, and it's always best to prioritize safety.
- Trust your gut instincts. If someone or something seems suspicious, leave the area and alert a police officer. You can also call the Austin Police Department non-emergency line at 311. In case of an emergency, dial 911.
- Lock car doors and stow valuables out of sight in your vehicle. Car break-ins can occur.
- Ensure that your hotel room door is fully closed and locked at all times. Use the deadbolt and any additional security features.
- Do not leave your drink unattended or accept drinks from strangers. This is important to prevent drink spiking.
- Remember that most laws enforced in your city are enforced here as well. Be aware of local ordinances.
- Stay hydrated, especially if the weather is warm. Carry water with you and drink it regularly, particularly if you're spending time outdoors.
- Protect yourself from the sun. Use sunscreen, wear a hat, and sunglasses, especially during peak sunlight hours.
- Be aware of traffic and pedestrians. Austin's streets can be busy with cars, bikes, and scooters. Use designated crosswalks and look both ways before crossing. Be mindful of scooters sharing sidewalks and roadways.
- If you plan to explore parks or greenbelts, be mindful of local wildlife. Keep a safe distance and be aware of your surroundings.
- Be prepared for potential extreme weather, depending on the season. This could include severe thunderstorms or flash floods. Know how to receive weather alerts and what to do in case of severe weather.
- Be generally aware that different neighborhoods in Austin can have different vibes and safety considerations.
- On-site security is available from 8 pm until 10 am. You will need to use your room key to enter the building late at night. Room floor access also request a guest key.

WHAT TO EXPECT

Goals and Objectives: NAHDO is hosting our annual meeting and networking sessions with topic-driven events designed to identify solutions to some of the current challenges facing health data organizations.

Attendees will experience the following:
- Make connections with other attendees who have similar interests, face similar challenges, or can provide solutions to issues
- Understand how others view the topics discussed in the workshop
- Share knowledge and experience from your program
- Identify new opportunities and solutions to challenges or issues

This will be very different than a typical seminar or conference:
- No pre-scripted presentations (no slide shows)
- **Everyone** will participate, share, and learn
- Ample opportunity to work on issues and challenges in small groups

Format: Sessions will be designed to maximize personal involvement and interaction by participants. Attendees should expect to make connections with other participants with similar interests. During each time slot, attendees can choose from two concurrent options.

Invited Attendees: Everyone working with administrative healthcare data is invited, including program directors and managers, data and policy analysts, consultants and advisers, researchers, and database administrators. Space is limited and filling up fast, so you will want to [register now](). We already have a great list of committed participants who are excited to network and share ideas:
- Several state health data organizations plan to attend, including executives and technical experts in APCD, hospital discharge, and other administrative data.
- Leaders from NAHDO, APCD Council, Agency for Healthcare Research and Quality (AHRQ), and NAHDO Members

Dress Code:
Business Casual - A professional dress appropriate for a workshop or retreat is requested. Ties are discouraged.

2025 NAHDO EVENT SPONSORS

Petabyte

California Health Care Foundation

PETERSON CENTER ON HEALTHCARE

Terabyte

Freedman HEALTHCARE
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HSRI Human Services Research Institute
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MEAL MENUS

V - Vegan, VG - Vegetarian, GF - Gluten Free, DF - Dairy Free, CN - May contain nuts, CS - May contain shellfish

Wednesday, May 7, 2025

Breakfast Buffet

Serve Time: 7:30 AM to 8:20 AM

Orange Juice
Apple Juice
Sliced Fresh Fruit
Hot Horchata
Churro Donuts
Scrambled Eggs
Applewood Smoked Bacon
Served on the Side: diced tomato, onion & jalapeno
Flour & Corn Tortillas
House Made Salsas
Huevos Rancheros Cups: black beans, ranchero sauce, sliced avocado, pico, over easy egg
Crispy Breakfast Potatoes

Lunch Buffet

Serve Time: 11:45 AM to 1:15 PM

Slow and Low Smoked Brisket with Peach BBQ Sauce Station
Smoked Turkey Breast with Mustard BBQ Sauce Station
Smoked Wagyu Jalapeno & Cheese Sausage Station
BBQ Jackfruit
Smoked Mac & Cheese
Texas Style Potato Salad
Coleslaw
BBQ Baked Beans
Dessert – blackberry cobbler with vanilla ice cream

Thursday, May 8, 2025

Breakfast Buffet

Serve Time: 7:30 AM to 8:50 AM

Orange Juice
Apple Juice
Local Fruit Salad
Assorted Muffins and Biscuits
Whipped Butter and Jelly & Jams
Chicken Sausage Breakfast Links
Scrambled Eggs
French Toast with Maple Syrup
Texas Style Shrimp and Grits
Overnight Oats

Lunch Buffet

Serve Time: 11:45 AM to 1:15 PM

Beef, Chicken, Portobello & Chili Lime
Catfish
Rajas
Cilantro Lime Rice
Black Beans
Shredded Cheese
Sour Cream
Guacamole
Pico de Gallo
Flour & Corn Tortillas
House-made Salsas
Fiesta Salad - with avocado vinaigrette or jalapeno ranch dressing
Dessert – churro bar with caramel and chocolate dipping sauces

AGENDA

Tuesday, May 6, 2025

4:00-6:00 p.m. NAHDO Board Meeting (invitation only), Underdog Room, 6th Floor
6:30-8:30 p.m. NAHDO Board Meeting (invitation only), Anthem Restaurant

Wednesday, May 7, 2025

7:30-8:20 a.m. *Networking Breakfast,* - Waterloo, 6th Floor

8:20-8:50 a.m. *Opening Remarks and Award Presentations* - Waterloo, 6th Floor

- Welcome, **Kenley Money**, NAHDO Board Chair
- Recognition of Board Members, Facilitators, and Sponsors, **Norm Thurston**, NAHDO Executive Director
- Presentation of Awards
  - Innovation in Data Dissemination Award (Sponsored by Freedman HealthCare)

9:00-10:10 a.m. Networking Sessions

- *Addressing gaps in data, including non-claims payments,* **Sponsored by Mathematica** - Waterloo
  Chris Krawczyk (HCAI) & Robert Richards (Milliman MedInsight)
- *Innovations and best practices, including leveraging AI* - Moon Tower
  Paul McCormick (CIVHC) & Britteny Matero (Innsena)

10:10-10:30 a.m. Networking Break

10:30-11:40 a.m. Networking Sessions

- *Communicating Data,* **Sponsored by ACHI** - Waterloo
  Kyra Morgan (NV Dept of Health and Human Services), Dani Saunders (HSRI) & Emily Sim (Comagine Health)
- *Data Linkage* - Moon Tower
  Jennifer Howley (NH Dept of Health) & Kevin Rogers (HSRI)

11:45-1:15 p.m. *Networking Lunch and Meet the Awardees,* **Sponsored by Onpoint Health Data** - Limestone Lounge, 16th Floor

1:15-2:25 p.m. In-Person Meetings

- *General Meeting* - Waterloo
  Angela Taylor (Kentucky Office of Health Data and Analytics) & Katie Martin (HCCI)
- *APCD CEO Roundtable (by Invitation Only)* - Moon Tower
  Lee Spangler (UTHealth Center for Healthcare Data) Roundtable Chair

2:25-2:35 p.m. *Networking Break*

2:35-3:45 p.m. Networking Sessions

- *Data for informing policy, including federal policy directives* - Waterloo
  Kristin Paulson (CIHVC) & Kevin McAvey (Manatt)
- *Learning about new data sources* - Moon Tower
  Ashley White (Oklahoma Dept of Health) & Gina Robertson (Onpoint)

4:00-5:30 p.m. In-Person Meetings

- *NAHDO Member Meeting* - Waterloo
  Kenley Money, NAHDO Board Chair & Norm Thurston, NAHDO Executive Director -
  - Open to all current or prospective members

5:30-6:30 p.m. *Hotel Sponsored Beer & Wine Reception* - Limestone Lounge, 16th Floor

6:30-8:30 p.m. *Networking Dinner Groups* - Please Sign up by Wednesday noon

Thursday, May 8, 2025

7:30-8:30 a.m. *Networking Breakfast,* - Waterloo, 6th Floor

8:30-8:50 a.m. *Opening Remarks and Award Presentations* - Waterloo, 6th Floor

- Daily Welcome, **Norm Thurston**, NAHDO Executive Director
- Presentation of Awards
    - NAHDO Data Pioneer (Presented by **Monique Cote**)
    - Elliot M. Stone Award of Excellence in Health Data Leadership - (Presented by **Tanya Bernstein**)

9:00-10:10 a.m. In-Person Meetings

- *Hospital Data Forum* - Waterloo
  Pragya Bhattaria (Texas DSHS) & Theresa Mendoza (DFWHC Foundation)
- *APCD Development Forum* - Moon Tower
  Dawniece Lewis (VHI), Jonathan Mathieu (Freedman HealthCare) & Janice Bourgault (Freedman HealthCare)

10:10-10:30 a.m. Networking Break

10:30-11:40 a.m. Networking Sessions

- *Healthcare costs,* **Sponsored by Onpoint Health Data** - Waterloo
  Kathy Hines (CHIA), and KariAnn LeSpina, Julie Sonier & Sandra Chao (Mathematica)
- *Data sharing, including maintaining privacy* - Moon Tower
  Claudine Williams (HSCRC) & Mel Riffe (System 13)

11:45-12:45 p.m. *Networking Lunch* - Limestone Lounge, 16th Floor

12:45-2:00 p.m. Networking Session

- *Multistate/regional data collaboratives,* **Sponsored by Onpoint Health Data** - Waterloo
  Trudy Krause (UT Health), Sara Hallvik (Comagine Health) & Monique Cote (Onpoint Health Data)

PARTICIPANT GUIDES FOR EACH SESSION

APCD CEO Roundtable

Lee Spangler
May 7, 2025 - 1:15 PM

Agenda
- Deep Cuts in Federal Spending
- Product "Quick Wins" - What can be produced quickly and align with "like data" from other states.
  - Common data validation and groupers for APCDs.
    - Strategies for sharing/open source groupers
- "Re-sharing" CMS data via APCDs
  - State run data enclave vs. CMS VRDC
- Open Discussion

APCD Development Forum

Dawniece Lewis, Jonathan Mathieu, Janice Bourgault
May 8, 2025 - 9:00 AM

Purpose

The APCD Development Forum is intended as a working session where people identify approaches for tackling common problems and share opportunities to expand APCD capabilities, value, and address future needs. Most attendees will be associated with or have experience with a state APCD and are expected to represent a range of experience from novice or beginner, to intermediate, as well as seasoned experts.

Session Description:

The goal of the Development Forum is to provide people working in the APCD space with opportunities to:

- Ask questions about common needs and challenges facing all APCDs.
- Learn about different approaches and strategies for addressing them.
- Share best practices and lessons learned to help identify innovative solutions.

This working session will provide opportunities for staff in different roles to learn about the variety of options available for addressing various aspects of APCD operations. As the old saying goes, "if you've seen one APCD, you've seen one APCD" meaning there is generally no one correct or best approach for anything. This session will allow attendees to focus on key questions related to one of three broad topics. These include:

1. Leveraging CMS Medicaid Match funding to support APCD design, development, & implementation (DDI) and ongoing maintenance & operations (M&O) activities.
2. Acquisition and use of CMS Medicare FFS data under the State Research Request (State Agency) process and Qualified Entity Certification Program (QECP).
3. Data Governance: Policies and Procedures for APCD data access and release. Because this topic is very broad, three "tracks" will be available:
   a. Data availability: What data is available, to whom, for what purposes, under what conditions? Who decides? What are the Data Release Committee roles, responsibilities, and processes? Strategies for releasing sensitive records.
   b. Data Use Agreement (DUA) options: Standard DUA for all requests. Different DUAs for different data types, requestors, and/or use cases.
   c. Access to APCD data and linking to non-APCD data sources: Secure research enclave vs. transmission of files. Finder files, hashed data matching, lockbox vendor, etc.

Logistics

Participants will begin by selecting a specific topic of interest for them. Those selecting a particular topic will be seated at tables of between 8 and 10. A list of curated questions will be available for each topic and participants are encouraged to go "off script" and discuss additional issues and practical solutions. Each table will identify a "scribe" to record key details of approaches for addressing specific topics explored. Attendees at all levels of experience will gain knowledge and insights into different approaches for tackling various aspects of APCD operations, governance, and management.

Time Structure:

- Opening (10 minutes)
  - Participants arrive and select their preferred topic of interest on a flip chart using sticky dots.
  - Groups of 8 to 10 participants are assigned to topic specific tables.
  - Facilitators explain the very simple ground rules: Discuss and record key features of various approaches for addressing specific APCD related needs.
  - Each group identifies a "scribe" who records highlights of the discussion on flip charts.
- Group discussions (45 minutes)
- Each group briefly reports on the issue, and solutions discussed (15 minutes)

General Session
Remember the Datamo!

Angela Taylor & Katie Martin
May 7, 2025 - 1:15 PM

Session Description:

Join us for a unique and engaging General Session designed to foster community, resilience, and collaborative problem-solving within the complex world of health data. Inspired by a call to remember the critical role data plays and the challenges we collectively navigate, this session offers a structured space to acknowledge our professional trials, discover shared solutions, and cultivate a sense of hope for the future.

We'll begin with "Bad News, Good News," a dynamic segment where we'll create a supportive environment to share professional worries and challenges. In a unique format, we'll collectively respond to shared "bad news" with positive perspectives, potential solutions, or glimmers of hope, fostering resilience and a sense of community in the face of shared tribulations.

Next, we'll dive into the "Solution Fishbowl." Leveraging challenges submitted by participants in advance, this interactive segment will feature volunteers engaging in an open, on-stage discussion, offering diverse perspectives and collaborative thinking on real-world issues. The audience will have the opportunity to listen in and gain valuable insights from these candid conversations.

Finally, we'll conclude with a dedicated "Reflection" period. Participants will be invited to take a few moments for quiet introspection, utilizing provided prompts to consider their current projects, professional journeys, personal challenges, and sources of inspiration. This time for individual reflection aims to provide clarity, identify next steps, and cultivate a sense of inner direction amidst the complexities of our work.

Time Structure:
- 1:15 – 1:20 Gathering, Intro to the session
- 1:20 – 1:45 Bad News, Good News
- 1:45 – 2:15 Solution Fishbowl
- 2:15 – 2:25 Reflection

Discussion Guidelines

Bad News/Good News
- Come prepared to share some bad news (something that is worrying or troubling), professionally speaking, and we will collectively respond with some good news. This portion of the session will provide community and support for trials and tribulations we

are facing. The hope is that the discussion can facilitate resilience and provide hope moving forward.
- [Create two lines in the room: a bad news line and a good news line. A person in the bad news line will share the bad news and the person in the good news line will offer something positive about the bad news or a potential way to deal with/address the bad news that was shared.
- Alternative: audience members share bad news, and Angela and Katie provide the good news

Solution Fishbowl
- Participants submit in advance a question or challenge you have been wrestling with and about which you could use some additional thinking. In this part of the meeting, we will convene volunteers to discuss some of the submitted challenges on stage while the audience listens in. (challenges/topics will be pulled at random on stage). Requests from participants in advance: topics for discussion and volunteers to be inside the fishbowl/on stage to talk about whatever topics are sent in ahead of time.

Reflection
- Take the last few minutes of the session to sit quietly and reflect. Pick a prompt or two and record your thoughts and considerations.
- Prompts/Questions:
    - Regarding a current project at work or a professional journey I'm on or a personal challenge I'm facing: Am I on the right path? What tools do I need to get to the next step in my [journey/process/project]?
    - Generally speaking: What scares me the most right now? What is most inspiring? What is bringing me joy?
    - In thinking about a current challenge I face, what is the next right thing? A tangible step I can take? One thing in my control to address a situation that feels beyond my control.

Hospital Data Forum

Pragya Bhattarai & Theresa Mendoza
May 8, 2025 - 9:00 AM

Part of NAHDO's Hospital Data Initiative
Sponsors: System13 and hMetrix

Building on the success of last year's forum, this session again delves into the unique features and challenges of hospital data.

Session Description:

The goal of the Hospital Data Forum is to allow people working in this space a chance to ask questions of their colleagues and share best practices and learning.

This interactive session will explore critical challenges and opportunities facing hospital data programs, focusing on sustainability strategies, funding diversification, and data modernization. Through facilitated discussions and peer sharing in small groups, participants will examine innovative approaches to program sustainability, methods for demonstrating value to stakeholders, and opportunities for expanding data utility while managing costs. Topics include alternative funding models, data integration across state agencies, marketing strategies for broader data utilization, and emerging technical infrastructure needs. Attendees will gain practical insights from peers and contribute to developing solutions for common challenges in hospital data program administration.

Timing

70-minute session combining large group discussion and focused breakout groups
- 10 minutes - Sponsor Recognition, Welcome and Overview on NAHDO's Hospital Data Initiative
    - Regular meetings of the Hospital Data Forum
    - Creating Educational Materials
    - Coordination with HCUP
    - Q&A: What can the HDI do to support you?
- 5 Minutes - Introduction to the Purpose of the Hospital Data Forum
    - Ask questions of colleagues
    - Share best practices and learning
- 20 minutes - Facilitated Group Discussion on Topics of High Interest
- 25 minutes - Small Group Discussions
- 10 minutes - Recap and feedback

Structure/ Guidelines

- Session #1 - Facilitated Group Discussion on Sustainability & Providing Value - Possible Areas of Interest
  - Funding:
    - Reliance on Federal Funding
    - Dealing with Tight State Budgets
    - Coordinating Funding Strategies with Other Agencies or Organizations
  - Demonstrating Your Program's Value
    - Improving Cross-agency Collaboration and Data Sharing
- Session #2 - Facilitated Deep Dives & Small Group Discussions on Emerging Topics
  - Integrating Clinical Data - Kyle Russell
  - Sourcing reliable social determinants data - Mary Jo Condon
  - Patient Identification in a World without SSN - Nerissa Harvey
  - Simplified submission formats - Megan Denham
  - Data engineering & structure to optimize Utility at a low cost - Sara Lindberg
  - How are AI policies impacting you - Brenda Watson & Tanya Bernstein
  - Improving Public Reports and Supporting Community Health Needs - Kyra Morgan
  - Wild card - Problem Identification - Develop Topics for Future Hospital Data Forum work - Britteny Matero
- Recap
  - What have you learned during the last day that's helpful?
  - Which of the issues need further discussion so they can be addressed during our next Forum meeting?

Possible Examples of Question Prompts for The Facilitated Discussion

- What are the problems your hospital data program is experiencing?
  - What keeps you awake at night?
  - What are your top priorities?
- What are the topics you wish were being discussed in your state?
- What should be the goals of the Hospital Data Forum?
- How are programs planning to sustain operations with potential funding cuts?
  - What alternative funding streams are states developing beyond government funding?
  - How are you balancing modernization needs with cost constraints?
- How are you marketing your data to demonstrate value to stakeholders?
- Which community organizations could benefit from your data, and how can you make it accessible/affordable?
- What policies/statutes restrict data sharing, and how are you working around them?
- How are you managing data integration?
  - How are data being integrated across state agencies to reduce silos?
  - How are you approaching SOGI data collection and standardization?
  - What clinical data elements would add the most value to hospital discharge data?

- ○ What's your approach to collecting social determinants of health data?
- How are states developing AI policies to protect sensitive data?

1A: Addressing gaps in data, including non-claims payments

Chris Krawczyk , Robert Richards
May 7, 2025 at 9:00 AM

Session Sponsor: Mathematica

Format: Data Gap Snapshots

Session Description:

This dynamic session dives headfirst into the critical challenge of data gaps within APCDs and Hospital Discharge Databases. The session is structured to foster both focused small-group brainstorming and broader cross-pollination of ideas, culminating in concise, impactful presentations shared with the entire room.

Participants at each table will become mini-think tanks, focusing on a pre-selected data gap topic.

1. Introductions. The activity kicks off with brief introductions, allowing tablemates to connect before diving into the core task.
2. Small Group Discussions. The heart of the session involves small group discussions guided by the provided question prompts to dissect the issue, explore past attempts at solutions, identify remaining needs, and brainstorm potential future opportunities.
   a. First, each table of eight will strategically split into two subgroups of about four people to delve into their assigned data gap topic.
   b. Following these focused discussions, the subgroups will reunite at their original table to share their key insights and findings through quick cross-table reporting.
   c. This internal sharing will then fuel a collaborative effort to synthesize the table's collective understanding into a 2-minute Data Gap Snapshot – a brief, compelling summary of their data gap, identified challenges, and potential solutions. (See description below for what to include.)
3. The session culminates in a "lightning round" where each table designates a representative to deliver their 2-minute snapshot to the entire session. To add an element of friendly competition and encourage impactful communication, the final presentations will be framed with a subtle competitive element.

Time Structure:
- 10 min:
  - Introduction of the topic
  - Explain the format
  - Getting to know your tablemates - What is your favorite thing to do at the lake?
- 35 min: Small group discussions on data gaps

- - - Split each table into to 2 subgroups of 4 and discuss your topic (≈10-15 min)
    - Subgroups do a cross-table reporting to each other (≈5 min)
    - The group refines the thoughts into a short presentation (<10 min)
  - 25 min: Each table designates one person to deliver their 2-minute snapshot

Data Gap Snapshot Guidelines

- The goal for each table is to provide a two minute summary of their conversation in the form of a short talk
- Your snapshot should address as much of the following as you can:
  - Clearly define your data gap - a brief attention-grabbing statement of the problem
  - Explain how this data gap has impacted programs, research, patient care, or the broader healthcare system
  - Summarize any attempted or known solutions and their effectiveness
  - Articulate any remaining data gap needs
  - Offer one or two concrete and imaginative potential solutions (forward looking and intended to provoke further discussion)

Question Prompts for Discussion

- How has this data gap impacted your program?
- What have you attempted to address the problem?
- What did and didn't work?
- What solutions could you imagine being helpful?

Table Topics

1. Information about providers
   - Inconsistent provider identifiers
   - NPI limitations
   - Insufficient specificity
   - Speciality
   - Provider groups
   - Corporate ownership
2. Information about patients
   - Inconsistent patient identifiers (e.g., name variations)
   - Race and ethnicity
   - Socioeconomic data (e.g., income, education)
   - Other social drivers of health
   - Environmental factors
   - Geographic granularity
3. Data quality issues
   - Timeliness, delays, and latency
   - Data incomplete within records
   - Non-standard data

- ○ Inaccurate codes (e.g., CPT, ICD-10, NDC)
4. Health outcomes
    - ○ Clinical information
    - ○ Biometric values
    - ○ Lab results
5. Missing service classes
    - ○ Behavioral health
    - ○ Substance use claims
    - ○ Cash-pay and over-the-counter care
    - ○ Dental and vision
    - ○ Follow up care (for hospital data)
6. Total Cost of Care
    - ○ Primary care definition
    - ○ Care bundles definition
    - ○ Episodes of care
7. Delivery and payment models
    - ○ Non-claims payments
    - ○ Pharmacy rebates
    - ○ Bundled payments
    - ○ Novel payment arrangements
8. Missing populations
    - ○ Uninsured
    - ○ Federal employees
    - ○ Federal programs (VA, IHS, etc.)
    - ○ Self-fund employer
9. Benefit eligibility and participation (public and private)
    - ○ Public program participation
    - ○ Temporal gaps in coverage
    - ○ Matching across programs and enrollment
    - ○ Invisible or de facto eligibility (Eligible but not yet enrolled)
    - ○ Disenrollment codes
    - ○ Community based organizations

1B: Innovations and best practices, including leveraging AI

Paul McCormick, Britteny Matero
May 7, 2025 9:00 AM

Format: Future Scenarios
Groups are tasked with imagining future scenarios related to the topic. They develop detailed narratives, including challenges, opportunities, and potential solutions. This encourages strategic thinking and helps identify long-term implications. This is useful for topics that are rapidly changing.

Session Description:

This facilitated, interactive session invites participants to engage in a "future scenarios" exercise focused on health data innovations and best practices - with consideration for the use of AI. This session will challenge small groups to develop strategic narratives exploring opportunities, risks, and critical actions needed to have a more connected, data-driven health ecosystem. Participants will be led through critical discussions and in the end will be tasked with identifying a concrete step they can take to move their organization closer to their envisioned future.

Time Structure: 9-10:10am (1 hour and 10 minutes)

- 5 min open/welcome
- 30 min (10 min per topic) structured conversations
- 30 min report out by table
- 5 min wrap up

Discussion Topics

- It is ten years from now and health data is seamlessly integrated across systems. What does this look like?
    - How is AI being used to derive insights and inform decision making?
    - What has made this possible (innovations, best practices, public-private partnership)?
    - What challenges must be overcome?
- Imagine a public health emergency in 2035. How is health data now being used to drive real-time responses across the state agency and with community partners?
    - Does AI play a role in this and if so, what is the role?
    - What barriers need to be overcome to make this a successful public health response?

- - What innovations do you see today in health IT and data exchange that are underutilized, in your opinion, and might make a difference with broader adoption? What did you do in 2025 that led you to this place?
- What innovations or best practices from an imagined future can be piloted or proved out or implemented today?
  - What foundational steps can be taken to move this in the right direction?
  - Can you identify on action your organization/agency can take in the next year to move this towards your envisioned future?
  - Are there efficiencies in AI today that could help if leveraged?

2A: Data linkage

Jennifer Howley, Kevin Rogers
May 7, 2025 at 10:30 AM

Format: Future Scenarios

Session Description:

Data linkage has been a topic of discussion at many prior NAHDO meetings. We've discussed security and privacy, data governance, linkage methods, and many other aspects of this topic and one thing has been consistently clear throughout all these discussions: things are changing rapidly!

Today, we will be stepping into the future to consider what it has in store for us. What is on the horizon? What should we be thinking about now to make sure that we and our organizations are prepared to take advantage of new opportunities while overcoming the challenges and pitfalls we face?

Participants are asked to bring their knowledge, experience, and imaginations to the table as we consider the topics outlined below. Our goal is to work collaboratively to envision the future of data linkage to help us all determine what will be possible, what the potential risks are, and how can we position ourselves to ultimately improve the effective and cost-effective use of healthcare data.

During each discussion round, participants at each table will discuss "key questions" related to the table theme and record their collective insights on the flip chart next to their table. At the end of the round, there will be a brief 2-minute report out from each table of their key insights.

After the first round, participants will choose a new table and discuss not only the key questions, but the previous group's items on the flip chart. They will be free to add new items, elaborate on existing ones, and even post polite disagreement. The goal is that round two will use round one responses as a jumping off point to delve deeper into the topic.

Key Questions for Rounds 1 & 2

- What are the ethical considerations we need to keep in mind?
- How will this impact data quality?
- What new opportunities for research and funding will this create?
- How will this affect the Interpretability of results?
- What legal and data governance challenges will this introduce?
- What new training will staff need?
- What barriers, such as cost, might prevent us from doing this?

The goal of the third round is different than that of the first two. In the third round, each table will consider everything from the first two sessions and articulate their vision of the future by answering the following questions:

- How will our approach to data linkage change over the next five years?
- What will the biggest opportunities and challenges be?
- What skillsets are we likely to need to develop within our organizations to support these changes?
- What new funding sources or mechanisms do we think will be available to support this work?

Time Structure (1 hour 10 minutes total):

- Introduction (10 minutes)
    - Overview of the topic
    - Explanation of format
- Round One (15 minutes)
    - Discussions (14 minutes)
    - Report out (6 minutes: 3 tables * 2 minutes)
- Round Two (15 minutes)
    - Discussions (14 minutes)
    - Report out (6 minutes: 3 tables * 2 minutes)
- Round Three (20 minutes)
    - Discussions (14 minutes)
    - Report out (6 minutes: 3 tables * 2 minutes)
- Wrap up (10 minutes)

Discussion Topics (may have multiple per table)

- AI and Machine Learning in matching and data quality
- Matching techniques (e.g., deterministic, probabilistic, ontological reasoning, semantic network analysis, PPRL)
- Predictive analytics
- Data enrichment opportunities (SDOH, Bayesian inference such as BISG)
- Standardization of Coding (SNOWMED, LOINC, HL7, ICD)
- Multi-disciplinary teams

2B: Communicating data

Kyra Morgan, Dani Saunder, Emily Sim
May 7, 2025 at 10:30 AM

Session Sponsor: ACHI

Session Description:

Join this session for a dynamic **Rapid Fire Exchange** focused on real-world **Problem Solving**!

Ever feel like your data insights get lost in translation? Want to connect with fellow data enthusiasts and tackle the challenges of effective communication head-on? Then this is the session for you!

We'll kick things off with a quick dive into the landscape of data communication. Then, you'll have the chance to contribute your burning data dilemmas via a simple QR code. The heart of the session will be a fast-paced, collaborative problem-solving blitz. Working in small groups, you'll dissect common data communication hurdles and brainstorm practical solutions. Think speed dating for problem-solving! Finally, each group will share their most promising "win" and key takeaways.

This session promises to be engaging, insightful, and packed with actionable strategies you can implement immediately. Come prepared to share, learn, and connect with others who are passionate about making data understandable and impactful. Don't miss this opportunity to level up your data communication game!

Time Structure:

- 5 minutes - Welcome, explanation of the format, and introductory remarks by someone who is fairly knowledgeable in this area
- 5 minutes - Participants can scan a QR code and enter common or current problems with data communication that they would like to discuss in more detail in the following section.
- 30 minutes - Each table chooses a problem or situation from the list and identifies potential solutions or ways to address that problem. The table will then move on to the next problem, solving as many as they can or would like.
- 30 minutes - Each table reports out on the most "solvable" problem that they discussed and best practices or ideas about how they would approach that problem.

3A: Learning about new data sources

Ashley White, Gina Robertson
May 7, 2025 at 2:35 PM

Format: World Café

Session Description:

The world of healthcare data's changing all the time, with new data sources introduced year by year. What information can we glean from these new sources, how can we access them, and how can we build off one another's knowledge to ensure fluency in our data use and analytics?

This session will engage participants in learning from their fellow conference goers about a handful of new data sources. These data sources may be new to the world or just new to them. The session is structured to foster small group discussion and knowledge sharing across attendees.

- Session attendees will divide into 5 tables, with each table assigned a specific new data source. Each table will spend 8 minutes responding to discussion questions found at their table, with one participant serving as notetaker for their group.
- At the end of the 8 minutes, each table will rotate to a different new data source, with the exception of one participant who will stay at their table and briefly recap discussion from the prior group. The new group will add to the prior group's responses, providing the opportunity for experts across participants to give insight into each new data source.
- Groups will cycle through each table, and at the end of the session each table will have a chance to present a summary of their discussions to the larger group.

Time Structure

- **Introduction (1-3 minutes)**
- **Small Group Discussion (50 minutes):** Split into 5 tables by data source topic. Each table will have 8 minutes to discuss the question prompts, with a designated notetaker summarizing feedback in the response space provided. If applicable, add 1-2 questions that arise from your team during discussion for the teams that follow to respond to. After 8 minutes, groups will rotate to a new table, with the exception of one participant who will recap discussion from the prior group to the new group rotating in.

- **Reconvene & Recap (15 minutes):** A notetaker from each table shares a summary of discussion from their table to the larger group. At the end of the session, please remember to provide notes taken to session facilitators!

Questions for Discussion

- **What information of interest does the data source provide?** What gap(s) does the data source fill? How can the data source be used?
- **How do end-users access the data source?** Is the data public, or do end-users need to request permission to access or purchase the data? Are data use agreements necessary to obtain? What other permissions and access information should end-users be aware of?
- **Are there known data deficiencies within the data source?**
- **What risks does the data source present?**
- **What considerations related to format and validation of the data source should end-users be aware of?**
- **Are there known use-cases for linking the data source to or integrating the data source within other datasets/databases?**
- **What additional documentation or coding samples are available for end-users accessing the data?** This could include data dictionaries, examples showing how to use variables in dataset, etc.
- **Any additional questions your small group has about the data source?**

3B: Data for informing policy, including federal policy directives

Kristin Paulson, Kevin McAvey
May 7, 2025 at 2:35 PM

Format: Future Scenario + World Café (Blend!)
Session Description:

For this session, we will have two sets of 4 different tables (or more, potentially) each with one of the topics on the list. Folks would choose the topic they want to discuss first. It will be World Cafe-esque, but not to the letter. The second session is going to be focused on conversations about future planning, identifying opportunities and challenges, etc.

Duration: 70 min.

Agenda:
- **Intro (5 min., Kristin)**
- **How has your organization used data to support or inform these areas? (20 min., Group)**
    - Medicaid policy and programs
    - Public health and non-medical drivers of health
    - Behavioral health policy and opioid use disorder responses
    - Health care and drug price transparency
- **Report Out (10 min.)**
- **Federal Set-up (5 min., Kevin)**
- **How might a changing federal landscape impact your work in these areas? (20 min.)**
    - Medicaid policy and programs
    - Public health and non-medical drivers of health
    - Behavioral health policy and opioid use disorder responses
    - Health care and drug price transparency
- **Final Report Out (10 min.)**

4A: Data sharing, including maintaining privacy

Claudine Williams, Mel Riffe
May 8, 2025 at 10:30 AM

Session Format:

Goal for each table to provide an innovative solution to the discussion topic. Participants can come up with more than one solution but are expected to present their best solution for their table topic. At the end of the session the most unique solution will be voted on, and the winner gets NAHDO SWAG.

Timeline:

- 10 min - opening comments and topic introductions
- 35 min - table activity to address topics
- 20 min - 2 min per table to present solutions
- 5 min - vote on most unique solution; get NAHDO SWAG

Description:

In today's increasingly complex data landscape, healthcare organizations and researchers face a significant challenge: the compelling desire to collect more data – including highly sensitive information – often clashes with budgetary constraints, competing priorities, and the paramount need to maintain individual privacy. How do we navigate this tightrope to ensure timely data sharing, getting the *right* data into the hands of the *right* people, without compromising security and trust?

Join this interactive session as we lay out some of the contemporary pressures and dilemmas surrounding healthcare data sharing. We'll explore the real-world tensions arising from the push for richer datasets, the need to safeguard sensitive information, and the practical limitations imposed by resources and diverse stakeholder agendas.

More importantly, this session is a collaborative problem-solving space. We invite your active participation to explore potential – even unconventional – solutions to these pressing issues. Together, we will brainstorm innovative approaches to:

- **Prioritize Data Sharing Needs:** How can we strategically determine which data is most critical to share and with whom, given limited resources and competing demands?

- **Implement Agile and Timely Sharing Mechanisms:** What novel methods and technologies can facilitate faster and more efficient data sharing while adhering to security protocols?
- **Fortify Privacy Protections in Complex Datasets:** How can we effectively anonymize, de-identify, and apply advanced privacy-enhancing techniques to increasingly sensitive data?
- **Foster Collaboration and Break Down Silos:** What strategies can help overcome competing agendas and encourage a more unified approach to responsible data sharing across different entities?
- **Address Budgetary Constraints with Innovative Solutions:** Are there cost-effective and scalable approaches to data sharing and privacy maintenance that can be implemented within tight budgets?

This session is an opportunity to share your own experiences, learn from the challenges faced by others, and collectively forge new pathways for responsible and impactful healthcare data sharing in an era of increasing complexity. Your insights and creative thinking are crucial to unlocking effective solutions.

Discussion Topics

- **Addressing Downstream Data Breaches:** When partner organizations share your data without authorization, how do organizations manage the data security risk? .
- **Sharing of Sensitive Information (such as SOGI)**: How are organizations distributing or disclosing this information? Do you have policies in place that allow or prohibit disclosure?
- **Data Sharing Program Funding**: How are organizations funding data sharing programs in light of federal and state budgetary constraints?
- **Federal Changes to Data Reporting and Collection**: How are organizations responding to the changes that are being rolled out at the federal level (i.e., removing race/ethnicity/gender/gender-related diagnoses from public datasets)?
- **Leveraging AI:** How have organizations leveraged AI to assist in data sharing and privacy?
- **Multi-State HIE Programs:** How do partners and multi-state/organizations set up or maintain HIEs besides "communication"?

4B: Healthcare costs

Kathy Hines, KeriAnn LaSpina, Julie Sonier, Sandra Chao
May 8, 2025 at 10:30 AM

Session Sponsor: Mathematica

Session Format

World Café - An engaging and interactive session utilizing the World Café methodology to foster collaborative dialogue and explore diverse perspectives on critical healthcare cost drivers and potential solutions.

In the World Café format, participants will rotate between these tables, engaging in focused conversations, sharing insights, and building upon the ideas of others. This dynamic process encourages diverse perspectives, fosters collaborative learning, and aims to surface actionable insights and potential solutions to the multifaceted challenge of healthcare costs. Come prepared to share your expertise, engage in thoughtful dialogue, and contribute to a collective vision for a more affordable and sustainable healthcare system.

Session Description

Join us for a dynamic and participatory exploration of the pressing issue of healthcare costs. In this session, we'll utilize the World Café format to create an open and conversational space where participants can engage in small group discussions on key areas driving healthcare spending. Through multiple rounds of dialogue and cross-pollination of ideas, we'll collectively delve into the complexities and potential pathways towards a more sustainable healthcare future.

Time Structure:
- 5 min open/welcome including 3 minute sponsor introduction
- 30 min (10 min per topic) structured conversations
- 30 min report out by table
- 5 min wrap up

Discussion Topics

Our discussions will center around the following crucial topics, each explored at separate tables:

- **State Strategies to Rein In Healthcare Cost Growth:** What innovative policy levers and collaborative initiatives can states implement to effectively manage and reduce the escalating costs of healthcare?

- **Hospital Spending:** What are the primary drivers of rising hospital expenditures, and what targeted strategies can be employed to promote efficiency and value within hospital systems?
- **Pharmacy Spending:** How can we address the increasing costs of prescription drugs while ensuring patient access and fostering pharmaceutical innovation? (with **Professor Sayeh Nikpay, University of Minnesota**)
- **Primary Care Spending:** What investments and delivery models in primary care can lead to better health outcomes and overall cost savings across the healthcare system?
- **Value-Based Payment:** How can we accelerate the adoption and refinement of value-based payment models to incentivize quality, efficiency, and improved patient outcomes?
- **Wild Card – Bring Your Own Topics!** This table provides an open space for participants to introduce and discuss other pressing healthcare cost-related issues or innovative solutions that are top-of-mind.

5: Multistate/regional data collaboratives

Trudy Krause, Sara Hallvik, Monique Cote
May 8, 2025 at 12:45 PM

Session Sponsor: Onpoint Health Data

Session Description: World Café

In this format, participants rotate among different tables. Each table is assigned a specific topic or question related to the workshop's overall theme. Participants engage in conversations, share ideas, and build upon each other's contributions. The session facilitators shall remain at each table as "table hosts" for the next group to summarize the discussions and start the conversation for the new participants.

This interactive session invites participants to ponder and strategize on issues related to projects, research and reports that center on collaboration between two or more NAHDO members. Data collaboratives could refer to partnerships in data analysis/reporting or data sharing to assist a research team. Either situation would require a means of working together, cooperating, or joining forces to achieve a work product. Some examples of projects that seek collaboration are academic research, policy studies, or assessment of geographic differences, though there are others.

The number of tables will depend on the number of participants in this session. We could have as few as 3, or as many as 6. Tables are numbered according to consolidation potential.

Schedule

12:45: Welcome and introduction to the World Café
      OnPoint Health Data provides 2-3 minute intro
      Trudy, Monique and Sara each provide a person intro and a short story about why this topic is important and a story to illustrate (2-3 minutes each)
1:00: Relocation to topic tables
1:05 Topic Table Introduction of Participants
      Facilitator Introduction of Topic
      Open Discussion
1:17: Topic Table Introduction of Participants
      Facilitator Introduction of Topic
      Open Discussion
1:29: Topic Table Introduction of Participants
      Facilitator Introduction of Topic
      Open Discussion
1:41: Each facilitator will summarize comments for the full group
2:00: Adjourn

Topics for Discussion

Table 1a: Discussion of types of collaborative projects; academic research
- Do the regulations that established your APCD support these collaborative projects?
- Should there be different guidelines based on the type of project?
- What types of controls might be needed?
- Is there criteria for who, what would be considered a qualified researcher/collaborator or alternatively what would be considered an appropriate project?

Tabe 1b: Discussion of types of collaborative projects; policy studies
- Do the regulations that established your APCD support these collaborative projects?
- Should there be different guidelines based on the type of project?
- What types of controls might be needed?
- Is there criteria for who, what would be considered a qualified researcher/collaborator or alternatively what would be considered an appropriate project?

Table 1c: Discussion of types of collaborative projects; assessment of geographic differences
- Do the regulations that established your APCD support these collaborative projects?
- Should there be different guidelines based on the type of project?
- What types of controls might be needed?
- Is there criteria for who, what would be considered a qualified researcher/collaborator or alternatively what would be considered an appropriate project?

Table 2a: Discussion of variability between data organizations related to data quality and format.
Context:
- Data quality, completeness, and timeliness can vary widely between data organizations.
- Data formats can vary widely between data organizations
- How do you measure data quality and completeness, and how is this communicated to data requesters?

Table 2b: Discussion of variability between data organizations related to pricing models.
Context:
- Pricing models and purchase processes vary widely for data sets for individual researchers who are not seeking a joint project.
- There is no uniform pricing structure across APCDs, what is the pricing structure for your APCD?
- How does one get pricing information from your APCD?
- Are there situations allowing for waived pricing or discounting, i.e. for academic research?

Table 3: There are risks involved in data collaboration and data sharing
- How does one access shared data? (released data files or a "seat")
- Is aggregation permitted?
- Is some data suppressed, i.e. sensitive data, mental health, Medicare?
- Do privacy laws limit collaboration?

- Can identifiers be shared?

PROGRAM LEADERSHIP

Program Chair

Craig Schneider, HMA

NAHDO Conference and Events Steering Committee

Chris Krawczyk, HCAI, Co-chair
Kathy Hines, CHIA, Co-chair
Helen Figge, MedicaSoft
Kevin McAvey, Manatt
Kenley Money, ACHI

Sara Hallvik, Comagine Health
Craig Schneider, HMA
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Dina Nash, BerryDunn
Lori Savoie, Utah Department of Health
Jenn Toms, Onpoint Health Data
Monique Yanni, Onpoint Health Data
Fei Zou, BerryDunn

NAHDO SUBJECT MATTER EXPERTS

NAHDO will have subject matter experts on hand at the event to help guide the discussion and answer questions.

Norm Thurston, Executive Director, NAHDO & Chair, APCD Council
- APCD and Hospital Discharge Databases
- Project Management
- Procurement
- Public Relations, Politics, and Stakeholder Engagement
- Data Stewardship

Charles Hawley, Director of Projects, NAHDO
- Data Standards
- APCD and Hospital Discharge Databases
- Project Management
- Analytics and Data Management

Maureen Mustard, Senior Advisor for Strategic Initiatives, APCD Council
- Analytics and Data Management
- Program Administration
- APCD Development
- Project Management
- Advocacy and Education

LIST OF CONFERENCE ATTENDEES (As of 4/28/25)

Olga Armah	Manager for Research and Planning, CT Office of Health Strategy
Molly Bailey	Manager, HIR, Center for Health Information and Analysis (CHIA)
Vinay Balani	Cliant Manager, hMetrix
Josie Bechara	Senior Research Methodologist, NORC at the University of Chicago
Alexia Benshoof	Office of Analytics, Nevada Department of Health and Human Services, Office of Analytics
Tanya Bernstein	President, Freedman HealthCare
Pragya Bhattarai	Manager , Texas Health Care Information Collection
Srimoyee Bose	Director of Research, One Utah Health Collaborative
Janice Bourgault	Senior Consultant, Freedman HealthCare
Beth Bowerman	Project Manager, Minnesota Department of Health
Leanne Candura	Vice President, Human Services Research Institute
Monica Cañizares	Research Assistant, Human Services Research Institute
Sandra Chao	Senior Researcher, Mathematica
Mary Jo Condon	Principal Consultant, Freedman HealthCare
Lissette Curry	Team Lead, Department of State Health Services
McKenna Dahlquist	Project Manager, Comagine Health
Salome Deka	Sr Business Intelligence Lead, Georgia Data Analytics Center, Governor's Office of Planning and Budget
Megan Denham	Principal IT Program Manager, Mathematica
Bryan Dorsey	Vice President Business Development, Livanta LLC
Jesse Drummond	Director of Data Analytics, Onpoint Health Data
Jon Duke	Administrator, Georgia APCD, Georgia Tech Research Institute
Joanna Duncan	COO, Onpoint Health Data
Mike Emerson	Director, Data Science, PointClickCare
Matt Enright	Director of Data Analytics, DHIN
Haley Farrar-Muir	Associate Director of Strategy and Research, Center for Health Information and Analysis (CHIA)
Connor Ferguson	Associate Director of Biomedical Research, Kentucky Cabinet for Health and Family Services Office of Data Analytics
Karl Fernstrom	Manager, Minnesota Department of Health
John Freedman	Chief Executive Officer, Freedman HealthCare
Rik Ganguly	Senior Data Science Consultant, Freedman HealthCare
Ervin Garcia	Health Systems Epidemiology Program Manager, New Mexico Department of Health
Lorie Geryk	Senior Program Manager, Washington State Health Care Authority
Stefan Gildemeister	Health Economics Program Director, Minnesota Department of Health
John Gurski	Program Manager, hMetrix
Ryan Hall	Support Team, NAHDO
Sara Hallvik	VP Data Solutions, Comagine Health
Jim Harrison	President/CEO, Onpoint Health Data
Nerissa Harvey	Assistant Manager Hospital Discharge Data System, Tennessee Office of Healthcare Statistics
Charles Hawley	Director, Projects, NAHDO
Nathan Hedberg	VP, hMetrix
William Hendon	Project Manager 2, Freedman HealthCare
Melissa Hillmyer	Director of Strategic Operations and Program Management, Human Services Research Institute
Kathy Hines	Senior Health Care Data Advisor, Center for Health Information and Analysis (CHIA)
Devon Holgate	Chief Technology Officer, Onpoint Health Data
Jennifer Howley	UHFDDS Data Scientist, New Hampshire Division of Public Health
David Hughes	President, Human Services Research Institute
Andrew Jackmauh	Chief of Staff, Center for Health Information and Analysis (CHIA)
Taylor Johnson	Healthcare Data Analyst, Human Services Research Institute
Amy Kinner	Director of Health Analytics, Onpoint Health Data
Emmet Kordell	Data Analytics & Information Chief, Green Mountain Care Board
Trudy Krause	Professor, UTHealth Houston School of Public Health
Chris Krawczyk	Chief Analytics Officer, California Department of Health Care Access and Information
Erik Krisle	General Manager, Data Products, Milliman MedInsight
Daniel Kurowski	Senior Advisor, Health Care Cost Institute
Ravi Lala	Director, Green Mountain Care Board
KeriAnn LaSpina	Senior Health Researcher, Mathematica
Jeffrey Leintz	Vice President, NORC at the University of Chicago
Dawniece Lewis	Sr. Director of Programs, Virginia Health Information
Wen-Chieh Lin	Director of Research, Kansas Health Institute
Sarah Lindberg	Acting Director, Data Science, Freedman HealthCare
Jessica Little	Vice President, Programs and Operations, Civitas Networks for Health
Chad MacLeod	Senior Consultant, Freedman HealthCare
Sambadi Majumder	Data and Reporting Coordinator, Green Mountain Care Board
Katie Martin	President and CEO, Health Care Cost Institute
Britteny Matero	SVP, Innsena
Jonathan Mathieu	Senior Consultant, Freedman HealthCare
Kevin McAvey	managing director, Manatt Health

Paul McCormick	VP of Data Operations, CIVHC
Morgan McGrath	Health Care Manager, State Policy Engagement, Arnold Ventures
Alexandra Medlin	Project Portfolio Manager, Georgia Tech Research Institute
Theresa Mendoza	Principal of Data Services and Research, DFWHC Education & Research Foundation
Pamela Mink	Director of Health Services Research, Minnesota Department of Health
Kenley Money	Director of Information Systems Architecture, Arkansas Center for Health Improvement
Liz Mooney	VP of Research, Partnership, and Innovation, CIVHC
Anelia Moore	Assistant Director, Georgia Office of Health Strategy and Coordination
Kyra Morgan	Medical Epidemiologist, Nevada Division of Child and Family Services
Preston Morris, Jr.	President, System13, Inc.
Mika Morton	Statistical Analyst, Green Mountain Care Board
Maureen Mustard	APCD Council, NAHDO
Linda Newell	Data Sciences- Manager, AFMC
Patrice Nicholes	Bureau Director, Utah Department of Health & Human Services
Sayeh Nikpay	Associate Professor, University of Minnesota
Sarah Owens	Principal, HMA
Kristin Paulson	CEO, CIVHC
Annie Paumgarten	Healthcare Data & Statistical Analyst, Green Mountain Care Board
Laurie Paxson	Data Architect, Kentucky Cabinet for Health and Family Services Office of Data Analytics
Lauren Peters	Executive Director, Center for Health Information and Analysis (CHIA)
Bozena Piascik	Associate Health Care Analyst, CT Office of Health Strategy
Christina Pierotti	Project Manager 2, Freedman HealthCare
Erica-Lyn Plante	Senior Health Data Analyst, Institute for Health Policy and Practice at UNH
Donald Poe	Business Systems Developer, Arkansas Center for Health Improvement
Jaime Ransohoff	Health Care Data Analyst, Human Services Research Institute
Victoria Razin	Senior Research Engineer, Georgia Tech Research Institute
Robert Richards	Senior Manager, Data and Analytics, Milliman MedInsight
Dana Richardson	Chief Executive Officer, Wisconsin Health Information Organization, Inc.
Jillian Rider	Data Systems Manager, Virginia Health Information
Mel Riffe	Sr Analyst, System13, Inc.
Gina Robertson	Senior Data Analytics Manager, Onpoint Health Data

Kevin Rogers	Director of Technical Services, Human Services Research Institute
Arneris Rojas	Project Manager 1, Freedman HealthCare
Kyle Russell	CEO, Virginia Health Information
Dani Saunders	Data Scientist, Human Services Research Institute
Craig Schneider	Principal, HMA
Lauren Sears	Manager, Manatt Health
Katlynn Sifre	Project Manager, Georgia Office of Health Strategy and Coordination
Emily Sim	Sr. Director, Analytics, Comagine Health
Susan Slappey	Administrator, AHCA
Marissa Smith	Project Manager, Freedman HealthCare
Cameron Smith	Data Engineer , Freedman HealthCare
Julie Sonier	Senior Fellow, Mathematica
Lee Spangler	Associate Professor & Executive Director, TX APCD, UTHealth Houston School of Public Health
Audrey Speter	VP, hMetrix
Ben Steffen	Retired Executive Director, MHCC
Kristof Stremikis	Director, Market Analysis and Insight, California Health Care Foundation
Kate Talbert	Director, Reporting and Analytics, CRISP Shared Services
Angela Taylor	Data Architect, Kentucky Cabinet for Health and Family Services Office of Data Analytics
Kent Thompson	Data Sciences- Manager, AFMC
Norm Thurston	Executive Director, NAHDO
Margaret Tiedemann	Project Manager 2, Freedman HealthCare
Jenn Toms	Director of Business Development, Onpoint Health Data
Julia Tremaroli	Manager, Program Operations, Integrated Healthcare Association
Sharon Ulery	Research Associate, Human Services Research Institute
Michael Valle	Deputy Director, California Department of Health Care Access and Information
Kezia Wafula	Data Quality Analyst, Human Services Research Institute
Brenda Watson	Director, Advanta Government Services, LLC
Krischell Weston	Program Operations Administrator, AHCA
Ashley White	Assistant Director for Center of Health Statistics, Oklahoma State Department of Health
Claudine Williams	Principal Deputy Director, HSCRC
Monique Yanni	Senior Client Services Manager, Onpoint Health Data

NAHDO MEMBERS, April 2025

Collaborating Partners

- Datagaps, Corporate/Vendor, For-Profit
- Freedman Healthcare, LLC, Corporate/Vendor, For-Profit
- Mathematica, Corporate/Vendor, For-Profit
- Milliman MedInsight, Corporate/Vendor, For-Profit
- Onpoint Health Data, Corporate/Vendor, Non-profit

Featured Partners

- CareQuest Institute for Oral Health, Corporate/Vendor, Non-Profit
- Comagine Health, Corporate/Vendor, Non-Profit
- Human Services Research Institute, Corporate/Vendor, Non-Profit
- MedicaSoft, Corporate/Vendor, For-Profit

Contributing Partner

- Berry Dunn, Corporate/Vendor, For-Profit

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- Agency for Healthcare Research & Quality, Federal, Government
- Alaska Department of Health & Social Services, Public, Government
- American Institutes for Research (AIR)
- Arkansas Center for Health Improvement, Public, Government
- Arkansas Department of Health, Public, Government
- Arkansas Foundation for Medical Care, General, Non-Profit
- California Department of Health Care Access and Information, Public, Government
- CAQH, General, Non-Profit
- Center for Improving Value in Health Care, Public, Government
- Civitas Networks for Health, General, Non-Profit
- Connecticut Department of Public Health, Office of Health Strategy, Public, Government
- CyncHealth, Corporate/Vendor, Non-Profit
- Dallas-Fort Worth Hospital Council Foundation, Association, Non-Profit
- Delaware Health Information Network, Public, Government

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- Georgia Office of Health Strategy and Coordination, Public, Government
- Green Mountain Care Board, Public, Government
- Hawaii State Department of Human Services, Public, Government
- Health Care Cost Institute, General, Non-Profit
- Health Management Associates, Corporate/Vendor, For-Profit
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- Innsena, Corporate/Vendor, For-Profit
- Integrated Healthcare Association
- Kentucky Office of Health Data and Analytics, Public, Government
- Louisiana Health Care Quality Forum, General, Non-Profit
- Maine Health Data Organization, Public, Government
- Manatt Health, Corporate/Vendor, For-Profit
- Maryland Health Care Commission, Public, Government
- Massachusetts Center for Health Information and Analysis, Public, Government
- Midwest Health Initiative, General, Non-Profit
- Minnesota Department of Health, Public, Government
- Mississippi State Department of Health, Public, Government
- Nevada Department of Health and Human Services, Public, Government
- New Hampshire APCD (Formerly Bureau of Health Statistics), Public, Government
- New Mexico Department of Health, Public, Government
- New York State Department of Health - Bureau of Health Informatics, Public, Government
- NORC at the University of Chicago, Corporate/Vendor, Non-Profit
- Oklahoma State Department of Health, Public, Government
- Oregon Health Authority - Health Policy & Analytics Division, Public, Government
- Penn Medicine, Corporate/Vendor, Non-Profit
- Project Patient Care, General, Non-Profit
- SYNCRONYS, Corporate/Vendor, Non-Profit
- Tennessee Department of Health, Public, Government
- UT Health Center for Health Data, Public, Government
- Utah Department of Health and Human Services, Public, Government
- Velatura, Corporate/Vendor, Non-Profit
- Virginia Health Information, Public, Government
- Vizient, Corporate/Vendor, For-Profit
- Washington Health Care Authority, Public, Government
- Washington State Department of Health, Public, Government
- Wisconsin Health Information Organization, General, Non-Profit

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Health Care Associations - Association members consist of health care associations that represent providers that deliver health care services or collect, analyze and distribute health care data to inform providers of health care, who are not otherwise eligible as Public or Data Supplier members.

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NAHDO believes in the power of partnerships and collaborative efforts. Along with sustaining membership, strategic partnerships advance NAHDO's mission and priorities, and are essential for health data organizations that need data tools and services to be responsive to their key stakeholders.

Please view our 2025 strategic partnership opportunities here.

NAHDO, including the APCD Council, welcomes the opportunity to discuss what will work best for your organization. Please email us at info@nahdo.org for more information about becoming a Corporate Partner.