

January 25, 2017

The Honorable Donald J. Trump
President of the United States
The White House
1600 Pennsylvania Avenue, N.W.
Washington, DC 20500

The Honorable Michael R. Pence
Vice President of the United States
The White House
1600 Pennsylvania, N.W.
Washington, D.C. 20500

Dear Mr. President and Mr. Vice-President:

On behalf of the nation's leading clinicians, employers, hospitals, biopharmaceutical companies, pharmacists, patients, consumer groups and insurance providers, we are writing to underscore our commitment to advancing the highest quality, most cost-effective healthcare system in the world. We call upon Congress and the Trump Administration to help us achieve this goal.

Healthcare has been operating in a fee-for-service system designed more than 50 years ago. Over the years, the regulations governing this system have grown extraordinarily complex. This complexity hampers efforts of clinicians and other healthcare providers who have been diligently working to measurably improve quality, reduce costs and take accountability for populations of patients. Despite these impediments, organizations have made significant investments in building and testing alternative payment models that are designed to move healthcare forward to promote value.

This work has been spurred by nearly two decades of bipartisan leadership and was most recently accelerated by this Congress' overwhelming passage of the Medicare Access and CHIP Reauthorization Act (MACRA). Through private and public sector alignment, the move toward value-based care is succeeding, measurably improving healthcare quality and contributing to historically low costs. Now is not the time for policymakers to signal a shift away from value-based care, either through action or inaction.

We, the undersigned, strongly support this movement and are committed to working with Congress and the Trump Administration to build the next generation of healthcare policy. As you take up the mantle of addressing the challenge of improving quality while safely reducing costs, we strongly urge you to continue focusing on driving value-based, patient-centered payment models that incent healthcare innovation. Together, we share a vision for a modernized, sustainable healthcare system based on the following principles:

- Empower and engage patients to make healthcare decisions with information and support from their healthcare team.
- Invest in engaging patients in the development of measures of provider performance that are relevant to them and consistently and transparently reported by all public and private payers.
- Improve clinician and provider access to timely, accurate and complete claims data to better facilitate care management.
- Recognize that the socioeconomic status of many patients creates challenges in providing care, and adjust payments to providers as appropriate.

- Design voluntary payment models that incent greater participation and achieve the highest quality and cost value based on patient choice and competitive markets.
- Expand the use of waivers from fee-for-service legal and regulatory requirements that impede collaboration and shared accountability, while preserving consumer protections and safeguards against fraud.
- Build on and expand payment models that promote collaborative financial and care coordination arrangements using incentives that align payers, healthcare providers, providers of long-term care services and clinicians.
- Appropriately incent access to medical innovations and treatments that hold the potential to improve quality of care and reduce overall system cost.
- Promote public and private investment in the transparent, evidence-based testing and scaling of new alternative payment models as directed in MACRA so that clinicians, other healthcare providers and payers can learn how payment models work and evolve in the clinical setting.
- Ensure alignment between private and public sector programs, which is critical to a sustainable value-based payment marketplace.

We stand prepared to work vigorously with the Administration and the Congress to expand upon the quality and cost savings progress made in America, and we look forward to taking the next steps to reach and surpass the tipping point where value-based healthcare becomes a sustainable marketplace for generations of Americans to come.

Sincerely,

Advocate Health Care	American Academy of Pediatrics	American Medical Association
Aetna	American Academy of Physical Medicine and Rehabilitation	American Medical Group Association
Aledade, Inc.	American College of Cardiology	American Osteopathic Association
Alliance of Community Health Plans	American College of Clinical Pharmacy	American Pharmacists Association
American Academy of Family Physicians	American College of Physicians	American Society of Anesthesiologists
American Academy of Nursing	American College of Surgeons	American Society of Health-System Pharmacists
American Academy of Otolaryngology—Head and Neck Surgery Foundation	American Hospital Association	

American Society for Radiation Oncology	Blue Shield of California	Greenville Health System
America's Essential Hospitals	CAPG	Gross Electric
Amgen	Catholic Health Association of the United States	Guthrie County Hospital (Guthrie Center, IA)
AnMed Health (Anderson, SC)	Catholic Health Initiatives	Healthcare Financial Management Association
Anthem	Centra Health	Healthcare Leadership Council
Ascension	Change Healthcare	Health Care Transformation Task Force
Association for Community Affiliated Plans	Cleveland Clinic	HealthSouth
Association of American Medical Colleges	Coalition to Transform Advanced Care	Henry Ford Allegiance Health (Jackson, MI)
athenahealth	Cone Health	Heritage Development Organization
Aurora Health Care (Milwaukee, WI)	Dartmouth-Hitchcock	Hudson River Healthcare
Avera Health (Sioux Falls, SD)	Dartmouth Institute for Health Policy and Clinical Practice	Humboldt County Memorial Hospital (Humboldt, IA)
Atrius Health	Dignity Health	Inova Health System (Falls Church, VA)
Banner Health (Phoenix, AZ)	East Alabama Medical Center (Opelika, AL)	Johnson & Johnson
Baptist Health (Louisville, KY)	Einstein Healthcare Network (Philadelphia, PA)	LifeBridge Health (Baltimore, MD)
Billings Clinic (Billings, MT)	Ephraim McDowell Health (Danville, KY)	Marshfield Clinic Health System (WI)
Blue Cross Blue Shield of Massachusetts	Evolut Health	McKesson Corporation
Blue Cross Blue Shield of Michigan	Fresenius Medical Care	Memorial Health (Savannah, GA)
	Genesis Health System (Davenport, IA)	

Mended Little Hearts	National Physicians Alliance	Remedy Partners
Merck	National Rural Health Association	sanofi
Methodist Health System (Dallas, TX)	New Mexico Health Connection	SCAN Health Plan
MetroHealth System (Cleveland, OH)	North American Spine Society	SCL Health
Midwest Business Group on Health	Northwestern Memorial HealthCare (Chicago, IL)	Silicon Valley Employers Forum
Mosaic Life Care (St. Joseph, MO)	OSF HealthCare System	Society of Thoracic Surgeons
National Alliance for Healthcare Purchasers	Pacific Business Group on Health	Society for Vascular Surgery
National Association of ACOs	Partners HealthCare	SSM Health (St. Louis, MO)
National Coalition on Health Care	Partners in Care Foundation	Summa Health System (Akron, OH)
National Consumers League	PatientPing	Surescripts
National Committee on Quality Assurance	Pfizer, Inc.	Texas Health Resources (Arlington, TX)
National Health Council	Premier Inc.	Trinity Health
National Health Law Program	Press Ganey Associates, Inc.	Tucson Medical Center Healthcare
National Multiple Sclerosis Society	Providence Health and Services	UAW Retiree Medical Benefits Trust
National Partnership for Hospice Innovation	Public Sector HealthCare Roundtable	URAC
National Patient Advocate Foundation	Randolph Hospital (Asheboro, NC)	Vantage Healthcare Network (Meadville, PA)
	Regional Medical Center (Manchester, IA)	Vizient, Inc.
		Washington State Health Care Authority