



Executive Committee Report

ACPA Board of Directors Meeting

Wednesday, August 26, 2026

President's Remarks

Another great quarter in the books! The Executive Committee continues to propel the college forward as the strategic planning committee's work nears completion, with the final presentation due at the leadership retreat. The NPAC team is hard at work planning the 2027 NPAC in New Orleans, following an outstanding event in Charlotte this year. A third cohort of mentors and mentees is about to begin mentoring to prepare them for the physician advisory leadership path. Budget hearings are underway as we prepare the 2027 annual budget.

I couldn't be prouder of the work my colleagues have done to advance ACPA!

Vice-President of Operations Report (Ahmad Kilani, MD, ACPA-C)

Work is underway to develop ACPA's 2026 strategic plan, which will guide the organization's priorities over the next five years. The Strategic Planning Committee has completed a SWOT analysis and held feedback sessions with the ACPA Board and Committee Chairs. In August, the committee will seek additional input from current and former ACPA Presidents and ACPA members at large. The committee will present the final strategic plan at the annual retreat in September.

A draft of the new ACPA Standard Operating Procedure has been completed and is under review by the ACPA President and Executive Committee. After this review, the draft will be shared with the Board and the broader ACPA leadership team. The Standard Operating Procedure is intended to be a living document and will be updated periodically as needed, with a formal annual review. New committee guidelines have also been developed to standardize committee structures across ACPA. These guidelines will take effect on January 1, 2027.

The frontline team has streamlined its workflow to improve operational efficiency. Parthavi Das is currently supporting operations, while Cortney Helton continues to support the committees.

CDI Committee

- The CDI Bootcamp project remains on track, with about 50% of the content complete.
- The committee expects to send the Bootcamp synopsis and speaker list to Tracy P. by the end of September.
- Updates to existing resource materials are in progress:
 - GI Bleed and Pneumonia are complete.
 - CHF is in progress
- Planning is underway for the October Town Hall, with the tentative topic "AI and CDI."

Government Affairs Committee

- Due to a change in her current role, Erin Boyd will step down as committee chair. A new chair will be selected. The EC confirmed Joanna Kipnes as the incoming chair.
- On June 18, the committee hosted a Town Hall titled “Turning Policy into Practice: CMS Models, Star Ratings, AI, and Payer Collaboration.”
- The committee continues to make progress on Medicaid initiatives, including educational efforts and the development of more targeted guidance for advisors.

Utilization Management Operations Committee

- The committee is updating its charter to reflect new requirements.
- Planning is underway for the next Town Hall, which is typically held in conjunction with the GAC Committee.

Pediatrics Committee

- The next Town Hall will be in September and will focus on bed status challenges for pediatrics
- Medicaid state-by-state variance in the description of observations vs inpatient cases is being submitted for publication (almost done)
- A team is developing an MOC4 workshop. The work product goal is to be presented at NPAC 2027 as a pre-registration event, where session participants have a (near) ready work piece they can submit to their institution to receive MOC4 credit for an area of their PA work
- The committee is still working to launch the NICU White Paper team and is seeking new leadership options
- Working with Tracy & Stephanie to further investigate the Pediatric CommUnities group to foster pediatric growth without overfilling the Committee

Vice-President of Education Report (Scott Ceule, MD, ACPA-C)

NPAC 2026

- Registration Totals:
 - Essentials and Fundamentals – 89 (89% of budgeted)
 - Total in-person - 550, including registrants, sponsors, speakers, and staff (110% of budgeted)
 - Virtual – 175(115% of budgeted)
 - Leadership summit with all spots taken – Rave reviews
 - Welcome reception with 482 attendees – Rave reviews
- Sponsorship - \$156,000 with budget of \$120,000
- Budget – Some remaining expenses outstanding, but a great year with likely over \$350,000 in net income

NPAC 2027

- Location will be New Orleans, April 6-8, 2027, with E&F/workshops on April 5, 2027
- The 2027 theme is *Physician Advisor Setting the Rhythm: Managing Change and All That Jazz*
- Excited to announce that planning for the inaugural CDI workshop as a pre-course will then enable the ability to take a sub-certification for CDI or for non-physicians to get certified without ACPA-C
- The Physician Leadership Summit will also occur with either invitations or applications to attend
- E&F will again occur as a pre-course
- The NPAC planning committee remained and is already working on reviewing keynote speakers, adding more panel discussions based on feedback, and possibly a C-suite panel as well.

NPAC 2028

- Location will be San Diego, April 4-6, 2028, with E&F/workshops on April 3, 2028

NPAC 2029

- Location will be Orlando, FL, at the Lowe's Portofino Resort, with E&F/workshops on April 16, 2029, and April 17-19, 2029.
- Working on an ACPA 15th-year celebration event

Essentials and Fundamentals

- Will offer a fall class on September 26, 2026, to no more than 50 registrants, occurring before the ACPA retreat, and currently has 32 registered as of August 6, 2026
- Will offer a fall E&F that will move to Chicago starting in 2027 and will align with the Board retreat, which will be based in Chicago for ease of travel and cost.

Certification

- Certification Council Co-chairs Elle Fertig and Ron Hirsch announced
 - Council is working to increase the number of test questions and to find a more secure way to administer the initial certification test
 - Reviewing the current recertification plan and looking to devise a more education-focused and MOC plan to stay up to date on changes rather than rigid testing
- ACPA has invested in a new LMS program that will provide greater flexibility and an updated platform for ongoing and growing educational offerings
- 2025 Certification income of \$300,123 on a budget of \$109,425 (274%)

- 2026 Certification income through July 2026 is \$193,946, with a budget expectation of \$229,350 (85%)
- APCA-C Holders as of July 1, 2026 – 788 total, with 578 members and 210 non-members. However, the percentage of non-members has increased since 2024, and over 35% of certified individuals are now non-members, representing an area of opportunity.

TLC

- 2025 TLC income of \$39,177 on a budget of \$67,500 (58%)
- 2026 TLC income to date of \$16,803 on a budget of \$25,000 (67%)
- Income from preparation course modules is applied to certification income.
- Expecting new and updated modules from CDI to support sub-certification and a workshop by the end of 2027. Will hold a boot camp/workshop at NPAC 2027 and then generate a test for the sub-certification offering by the end of 2027.

Vice-President of Member Engagement Report (Stephanie Van Zandt, MD, ACPA-C)

Member Engagement Focus

Continued progress in strengthening connections, leadership development, and collaboration across the Physician Advisor community through key initiatives.

Strategic Impact

CPAL, CommUnity, and strengthened editorial support collectively demonstrate ACPA's continued investment in leadership development, member engagement, and high-quality professional communications.

Cultivating Physician Advisor Leaders (CPAL)

- ACPA's flagship mentoring program, now in its third year, advances practical Physician Advisor leadership skills and strengthens cross-organizational relationships and ACPA's culture of mentorship.
- 19 mentor-mentee pairs launched for the 2025-2026 cohort cycle; two pairs discontinued due to the mentee's career transition.
- 2025-2026 CPAL Cohort - Program Closing Survey and Wrap-up session completed May 12, 2026
 - Year-end feedback reflects strong engagement and meaningful professional growth.
 - The data and insights below demonstrate excellent results aligned with the program's goals. Sentiment from both mentees and mentors was overwhelmingly positive, and the limited constructive feedback offers useful

guidance for future improvements, such as longer sessions, pre-planned meeting agendas, and mentees setting realistic goals before sessions.

- Informal Meet-up at NPAC 2026 – went well and will continue at the next NPAC
- July–August 2026 – Mentor-Mentee pairs with optimized matching based on the following:
 - Improved application questionnaire
 - Application behind ACPA firewall to avoid non-member applications

ACPA CommUnity Platform

Forum-based engagement platform to support real-time collaboration, resource sharing, and peer learning. Launched with four Interest Groups: Informatics, Care Transformation, Quality, and Denials & Appeals. Added two new Interest Groups based on feedback at NPAC 2026: Physician Advisor Leaders and Academic Physician Advisors.

ACPAdvisors CommUnity Interest Groups and Champions

- Academic Physician Advisors – Jillian McGrath
- Care Transformation – Deepthi Bollineni
- Denials & Appeals – Penny Jefferson
- Informatics – Robert Leviton
- Physician Advisor Program Leaders – Stephanie Van Zandt
- Quality – Suchet Sarda

Since ACPA CommUnity's inception:

- Soft Launch March 2026
- Formal introduction of ACPA CommUnity at NPAC April 2026
- Two general interest meetings were held in May and June 2026
- Informal Interest Group champion meetings
- Informational email to ACPA Committee Chairs in May 2026
 - Provided CommUnity PPT for site navigation.
 - Provided Code of Conduct (signed upon entry to the CommUnity forum interest group)
 - Links to the ACPA CommUnity dashboard are provided below:
 - [Dashboard - ACPADVISOR CommUnity](#)
 - [ACPA CommUnity | Overview](#)
 - Discussed Champion Position Expectations and Commitment
 - Time commitment: 1-2 hours per week
 - Champion Guardrails: Champions will serve as Moderators and Advocates for their assigned Group. Duties will include but are not limited to posting relevant and engaging subject-area materials for group members to read; fact-checking information shared by group members for accuracy and appropriateness, including ensuring it aligns with ACPA's overall goals and purpose; maintaining a positive and professional atmosphere within the group; adding and removing

members from the group as appropriate; and increasing Group participation through interaction within the Group.

- Monitor group chat frequency weekly, but may escalate an issue by Frontline if a complaint is received
 - Decision to invite only vs. public to any ACPA member
 - Escalation Process: Champion and/or Frontline >>>> Stephanie Van Zandt (ACPA VP Member Engagement) >>>> ACPA Exec Committee for a decision to warn or ban the member, depending on the degree of transgression
 - Activity Benchmark: Decision to form an ACPA committee from an interest group = 20-30 active and engaged group members who are willing to produce ACPA materials, contribute articles to the ACPA Update regularly, and host at least one Town Hall each year.
- ACPA Committee Chairs notified in late May 2026
 - **General Open Discussion Forum:** The CommUnity forum is now open to the general ACPA membership. I encourage each committee to participate by posting questions or pertinent information on the general open discussion board. The general discussion forum (see below) will serve as a listserv/message board for free-flowing PA-related information. We would like committee members to post questions and answer any they feel comfortable with. We will post a disclaimer on the open discussion board stating that all discussions on the open discussion board are individual and not a reflection of the beliefs or teaching of ACPA.
 - **New Topic:** Please select “Submit a New Topic” (see below) to access the form for electing possible new public discussion groups.
 - **Invite-only interest groups:** focused on specific topics and monitored by a champion. We have 6 interest groups and will pause creating new groups until CommUnity is more developed.
 - **Town Hall:** We also plan to use CommUnity’s “Town Hall Discussion Category” for follow-up after Town Halls to help answer questions and provide greater access. The plan is to have the Town Hall faculty monitor the questions in CommUnity for one week after the Town Hall presentation to answer posted questions.
 - **NEW Interest Group Orientation Meetings** -scheduled July and August
 - Welcome and introduction of group champion
 - Purpose and goals of the Interest Group
 - How you plan to use CommUnity for ongoing discussions and resource sharing
 - A walkthrough/tutorial of the group page, including:
 - Posting a discussion or question
 - Uploading files
 - Checking messages
 - Managing notification settings

- A brief introduction to the General Forum and when members should use it
- A reason for members to return regularly

Communications Support – Freelance Editor

- Ella Unal began as a freelance editor with ACPA in January 2026.
- Provides timely, high-quality editorial reviews for social media posts, the ACPA newsletter, and News to Note.
- Has proven to be an excellent professional fit as a non-physician editor, adding clear value to ACPA's communications.
- Medical content review remains under physician leadership (Dr. Van Zandt and relevant ACPA chairs as needed).

Vice-President of Finance Report (Ben Kartchner, MD, ACPA-C)

Mid-Year Position — Through June 30, 2026

- **YTD Net Income: \$594,806** against a full-year budget of \$12,322 — roughly 48x plan and the strong first half of the year. This confirms and extends the \$330K–\$392K Q1 estimate reported in March. YTD income \$1,450,667 (189% of YTD budget); YTD expense \$963,720.
- **Total Assets: \$2,559,801** — Chase Checking \$668,673; Savings \$115,603; Schwab investments \$1,714,273. Total Equity \$2,319,885. Accounts payable cleared to \$228 after NPAC vendor invoices were settled.
- **Paid Members: 1,449** — up 74 (+5.4%) since January, with steady organic growth independent of the conference cycle.

What Has Changed Since March

- **NPAC is complete, and its costs have cleared.** The large vendor invoices (hotel food & beverage, welcome reception, AV/labor) posted in April–May are now settled, so the June statement provides a clean read of the college's recurring position (with the caveats below).
- **The recurring base is strong and ahead of plan:** Certification is at 166% of budget, Membership at 136%, and the Learning Center at 175% through June — a healthy, growing foundation that underlies the event-driven swings.
- **Timing caveat:** a smaller fall event (Essentials & Fundamentals, on the board-retreat weekend) is still to come in Q3. Part of NPAC's remaining budget is earmarked for it, not savings — NPAC is not finished for the year from a financial

perspective. Please refer to the proposal below regarding creating a separate line-item budget/account for E&F (under NPAC) for 2027.

Succession Planning — Establishing a Finance Committee

- The 2026 SWOT identified the treasurer/VP-Finance succession as a key financial vulnerability. To address it, we are proposing a small standing Finance Committee to distribute oversight, build continuity, and reduce single-person dependency.
- **Proposed initial composition:** the VP of Finance (Treasurer), one member of the Board of Directors, and a representative from the NPAC committee — since NPAC is the college's single largest expense and revenue source (~64% of YTD costs), including NPAC input makes sense.
- **Request of the President / Board:** input on the board-member appointment and endorsement of the committee's formation, so we can build a bench of members familiar with the college's finances.

Key Items for The Board & FY27 Outlook

- **FY2027 budget (due at the end of September):** 2026 proved conservative across every revenue line — assumptions should be raised — while actual event costs were understated; NPAC food/beverage, reception, and AV lines should be rebalanced upward.
- **Recommend splitting Essentials & Fundamentals into its own budget line** — it now runs twice a year (spring with NPAC, fall with the retreat) but currently folds into NPAC, obscuring both. Given that E&F expenses are closely tied to NPAC, it will still be nestled under NPAC.