



NAAOP 2026 Strategic Action Plan

With the retirement of our Founding Executive Director, George W. Breece, NAAOP will work in 2026 to continue advancement of O&P policy and advocacy on behalf of the profession and patients served as we build a sustainable resource base to support a longer-term executive to run the association's activities. For 2026, the NAAOP Board recently ratified the following strategic priorities:

1. Targeted Year-Round Legislative and Regulatory Engagement

- Develop policies and messaging to proactively advance and react to policy developments impacting O&P care
- Coordinate strategic meetings with key legislators and regulators throughout the year
- Leverage NAAOP members with influence in priority states and Congressional districts
- Equip members with advocacy tools (How to Advocate Toolkit) to conduct effective local meetings
- Maintain consistent federal presence throughout the year and counsel the O&P Alliance, working in collaboration with O&P association partners, including the Amputee Coalition and So Every BODY Can Move

2. 2026 George & Dena Breece Fellowship

- 2026 Fellow Selected: Elijah Brummond
- Continue to identify and cultivate future O&P Leadership
- Organize the 2026 In-Person Congressional Fly-In and actively engage in O&P policy development and advocacy
- The Fellow will also identify supplemental grant opportunities to strengthen long-term Fellowship sustainability, draft timely response documents regarding O&P policy topics, and interface with members across the nation to expand his knowledge base

3. 2026 In-Person Congressional Fly-In (Washington, DC)

- Host targeted fly-in for 30–40 members and former Fellows; 4–7 Congressional meetings per participant
- **Primary mission:** Advance the following policy priorities:
 - Exempt certified and licensed O&P practitioners from Medicare Off-the-Shelf Orthotic Competitive Bidding Program
 - Ban drop shipment of custom orthotics and all prosthetics to patients' homes without necessary clinical care
 - Secure FY 2027 O&P outcomes research funding at the Department of Defense
 - Advance Medicare coverage of custom-formed breast prostheses for women post-mastectomy



- Medicare and Medicaid coverage of anti-obesity medications to reduce limb loss

4. NAAOP Executive Director Funding

- Secure financial resources to hire a permanent executive to manage the association
- Maintain operational continuity through transition
- Elevate NAAOP's long-term national influence

5. Membership Growth & Member Engagement

- Expand membership by engaging leaders in companies with emerging O&P technologies
- Diversification of fundraising to blend improving membership contribution alignment with membership type, engagement of new members, and identifying non-membership revenue sources
- Host training, policy, and advocacy webinars with CEU credits, publish quarterly policy articles in O&P Edge, issue monthly government relations video updates, and issue practical resources that reinforce NAAOP as a consistent, reliable, and effective policy and advocacy voice for the O&P profession.

The 2026 Strategic Action Plan focuses NAAOP on structured, sustainable federal engagement with policymakers on behalf of O&P patients and the providers who serve them. Our strategy focuses on:

- Advancing legislative and regulatory O&P policies (Fly-In + Targeted Meetings)
- Developing a new generation of O&P leaders (Breece Fellowship)
- Educating the field on federal and state government relations and O&P policy priorities (Government relations updates, webinars, articles, and educational resources)
- Membership growth, empowerment, and financial infrastructure (Executive leadership and sustainability)

With disciplined execution and funding alignment, 2026 will serve as a foundational year that positions NAAOP for long-term federal impact and organizational stability. Join us in making this happen.



NAAOP 2026 Strategic Action Plan Quarterly Breakdown (Q2-Q4)

Quarter 2 (April – June):

Priority	Deliverables	Metrics
Legislative Engagement (Core Function)	<ul style="list-style-type: none"> ✓ Ongoing Congressional/agency meetings ✓ Standardized policy briefs ✓ Pre-Fly-In policy alignment ✓ Participate in O&P Policy Forum ✓ Limit scope of OTS Orthotic CBP ✓ Challenge upper limb prosthetic codes and payment levels ✓ Advocate for O&P Patient-Centered Care Act ✓ Seek O&P Outcomes Funding Earmark 	Continue to monitor and address message consistency
Membership Engagement	<ul style="list-style-type: none"> ✓ Outreach to members and prospects ✓ Secure membership commitments ✓ Webinar on key topic ✓ Q2 article in O&P Edge 	95% Membership renewals 10 – new members
Breece Fellowship	<ul style="list-style-type: none"> ✓ Schedule Fellowship activities ✓ Orientation for Selected Fellow ✓ Secure Fellowship housing ✓ Begin Congressional Fly-In coordination 	Confirm/collect funding Confirm details of major planned events
Congressional Fly-In	<ul style="list-style-type: none"> ✓ 30–40 participants ✓ 4–7 meetings each ✓ Materials prepared 	Approximately 100 Congressional Meetings

Quarter 3 (July – September):

Priority	Deliverables	Metrics
Legislative Engagement (Core Function)	<ul style="list-style-type: none"> ✓ Host Congressional Fly-In ✓ Secure Congressional commitments for O&P outcomes research funding ✓ Ongoing CMS meetings on: <ul style="list-style-type: none"> - Competitive Bidding - Upper limb coding and payment - Fraud and abuse Provisions - Moratorium on new Suppliers - Advance Medicare coverage of custom form breast prostheses ✓ Engage membership in local and in-district meetings 	Continue to monitor and address Message consistency Report to membership on consistent basis
Membership Engagement	<ul style="list-style-type: none"> ✓ Targeted expansion ✓ Webinar on key topics ✓ Q3 article in O&P Edge 	95% Membership renewals 10 – new members
Breece Fellowship	<ul style="list-style-type: none"> ✓ Final policy outputs ✓ Fellowship concluding report ✓ 2 Fellow visits outside of DC 	2 deliverables/ policy-based responses Completion of Fellowship Report to funders
Executive Director Search and Support	<ul style="list-style-type: none"> ✓ 2027 Executive Director budget established 	50-75% funding secured

Quarter 4 (October – December):

Priority	Deliverables	Metrics
Legislative Engagement (Core Function)	<ul style="list-style-type: none"> ✓ Election Monitoring ✓ Pursue year-end legislative strategy ✓ Develop 2027 roadmap 	Legislative Outcomes Regulatory Outcomes
Membership and Revenue Structure	<ul style="list-style-type: none"> ✓ Membership year-end report ✓ Continue to develop diverse funding streams 	Net growth 20% non-dues revenue identified



Breece Fellowship Sustainability	✓ Secure 2027 funding	\$22,000 committed 10 funding partners
Executive Director Search and Support	✓ Search continues for ED	100% funding secured