



**At Elevate Health, our mission is to build and drive community coalitions that transform health systems and advance whole-person health for all.** We believe that every person in every community we serve deserves to live a full, healthy and vibrant life. Achieving this vision – and the transformation of health systems to create and provide that equity – is our primary goal.

Embedded in this goal is the knowledge that health is a complex construct, one in which physical health and behavioral health are interrelated. We also know that the social determinants of health – factors such as employment, access to housing, literacy and many other circumstances – account for 80% of a person's overall health.

In order to make health care better for all of Pierce County's residents, especially vulnerable populations, we at Elevate Health took stock of the health landscape. We amassed a great deal of health data. We utilized our own knowledge of health systems and models. Most importantly, we met with community stakeholders throughout Pierce County, and we secured feedback from local health providers.

Based on this information, Elevate Health decided to focus on four measurable initiatives in transforming health care: community-based care coordination, bidirectional health, addressing opioid use and

chronic disease prevention and control. All of this work, described in brief in the following paragraphs, has relied on collaborative, strong and trusting relationships with our community partners. Together, we will transform the ecosystem of care in Pierce County.

## Our Partners and Initiatives

Creating an equitable, integrated ecosystem of care for Pierce County residents requires weaving together the provision of health care, behavioral health care, and the vital services offered by community organizations.

Our partners – representing a broad swath of local health-related and social services – are an integral part of this transformation. We work with these organizations to develop best practices, hire compassionate and knowledgeable staff, and create powerful, encrypted data systems that allow us to assess clients' needs and develop a broader understanding of community health.

In transforming health care for residents of Pierce County – especially for Medicaid recipients and other vulnerable populations – Elevate Health and our partners focus on four primary initiatives:

### Community-Based Care Coordination

We ensure that clients receive the help they need, a process that often involves connecting them with the



right level of medical, behavioral or dental care. At the same time, we and our partners work together to ameliorate the social determinants of health that stand in our clients' way. To this end, we offer a set of programs (via our Care Continuum Network) that not only help clients access health-related care, but also help them overcome health-related hardships such as hunger, language barriers and homelessness (see sidebar). In the process, Elevate Health is creating a stronger, more integrated ecosystem of care for Pierce County.

### **Bidirectional Health**

Nearly 61,000 Pierce County residents enrolled in Medicaid in 2017 were diagnosed with a mental illness. Although behavioral health and physical health are deeply connected, seeking treatment often requires a client to pursue two separate sets of experts, a significant expenditure of time and resources. With the Collaborative Care model developed by the [University of Washington](#), we are helping embed social workers, psychiatrists and other behavioral health experts in healthcare clinics. This process lowers the barriers to health by providing whole-person care in one convenient, trusted location.

### **Addressing Opioid Use**

In 2017, nearly 22,000 Medicaid recipients had a diagnosis related to alcohol or substance use. What's more, 20% of prescription opioid users in Medicaid (without a history of cancer) had high-dose prescriptions. Elevate Health is part of two initiatives, one local and one national, related to helping end the opioid epidemic. Both of these initiatives aim to forward a number of best practices, including monitoring the prescription of opioids and the use of a patient screening tool, fostering awareness of and access to naloxone, and a shift away from punitive responses to overdose. Our goals include preventing the inappropriate prescription and use of opioids, avoiding overdose-caused deaths, increasing access to treatment for people with opioid-use disorder, providing recovery support and promoting long-term stabilization and whole-person health.

## **Drivers, Definitions, Principles**

At Elevate Health, our mission is to create affordable, accessible, whole-person health care for all. As an Accountable Communities of Health (ACH) organization, we bring together community and health care stakeholders to create greater health equity and to advance purposeful health care reform in Washington state.

**Health equity** is achieved when everyone has the opportunity to attain their full health potential.

**Social determinants of health (SDOH)** are environmental factors that affect a person's health and their access to health care. The determinants are divided into five categories: economic stability, education, social and community context, health and health care, and neighborhood and built environment. For example: food security is an example of a determinant within the category of economic stability; discrimination is a determinant within social and community context.

**Whole-person care** is the practice of understanding all of a client's health-related challenges: physical, mental, behavioral and those related to SDOH.

**Population health** consists of tracking, measuring and addressing the health needs of large groups of people.

**Community health** is achieved by taking into account the social determinants – such as employment or safe housing – that affect overall health of a particular region.

**The Quadruple Aim**, formerly known as the Triple Aim, is a framework intended to improve health systems and help patients. Its four cornerstones include improving the patient experience, improving population health, reducing costs and improving the experience of clinicians.

**Value-based care** is the practice of paying organizations when certain health outcomes are achieved.

## Chronic Disease Prevention and Control

More than 50,000 Medicaid enrollees in Pierce County have been diagnosed with at least one chronic condition, such as asthma or hypertension, and roughly 41,000 of them also have behavioral health diagnoses. At Elevate Health, we work with our partners to improve the health of individual people – including the management of chronic conditions – and we track an aggregate of health data to pinpoint and remedy emerging health trends in Pierce County.

## Sustainability

In addition to providing programs designed to foster whole-person health (see sidebar), Elevate Health has also developed major strategies, related to investment, management services and data, that are building our capacity to transform healthcare.

This comprehensive sustainability strategy includes the programs in the Care Continuum Network (mentioned on the previous page), as well as three other major components: the OnePierce Community Resiliency Fund, Innovations and Master Services and the Community Data Collective.

### INVESTMENT STRATEGY: ONEPIERCE

The OnePierce Community Resiliency Fund is the investment arm of Elevate Health. With the help of its funders, OnePierce distributes loans, grants and innovative funds to help community organizations provide whole-person health and bridge health equity gaps in Pierce County.

### MANAGED PARTNERSHIP STRATEGY: INNOVATIONS AND MASTER SERVICES

We share in the care of our community. In working with our partners, we provide services – such as system modeling, value-based contracting and strategic counsel – to healthcare and community organizations.

### DATA STRATEGY: COMMUNITY DATA TRUST

With our partners, we are building a flexible, HIPAA and HITRUST-compliant data source that will integrate and

analyze different sources of data – allowing multiple organizations to coordinate care and assess a broad view of population health in Pierce County.

## Achieving Whole-Person Health

Elevate Health is implementing many innovative programs that help give clients access to healthcare and address barriers around the social determinants of health. The programs, listed below, aim to help people coordinate and self-manage their health-related needs.

### Care Continuum Network Programs

#### Community Health Action Teams (CHAT)

provide intensive, short-term care coordination for people with complex medical and/or behavioral diagnoses.

**Health Homes** provide supportive, long-term care coordination for people at risk of hospitalization.

**Pathways Community HUB** provide focused, learning-based care coordination that help clients remove barriers to healthcare.

### Integrated Partnerships

Convenes and supports organizations using the system of Collaborative Care: embedding behavioral health experts in primary-care settings.

Each program represents strong, productive partnerships among Elevate Health and local healthcare providers and social services organizations.

# Trust and Stewardship

In addition to working with community organizations and healthcare providers, Elevate Health is serving as a close partner to local government in delivering health-related programs that require technological capacity and community trust. We are always exploring innovative payment models to address the work. Below is a brief overview.

	Partner(s)	Descriptor
Pierce County CARES Act	Pierce County	Elevate Health and OnePierce managed the rapid distribution of \$1.5 million in CARES Act funding to behavioral health providers in spring 2020.
Pierce County COVID-19 Response	Pierce County	In order to curtail viral spread of COVID-19 cases, help high-risk populations stay safe, and to keep people working under Gov. Inslee's "Safe Start" plan, Elevate Health has requested funding to leverage its data platform and Care Continuum Network to identify individuals with the virus, to make appropriate referrals and conduct contact tracing, to help clients navigate isolation or quarantine and to assist clients with other needs related to their health and well-being.

## For More Information

Elevate Health is proud to be in the vanguard in transforming health care – for individuals and entire populations – in Pierce County. If you would like to learn more about our mission, we would enjoy hearing from you.

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