Medicaid Transformation

Demonstration Year 6 (DY6) Pay-for-Reporting (P4R) Report

DY6 P4R 1 Report
Contact Information

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<tr>
<th>ACH name:</th>
<th>Elevate Health</th>
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<tbody>
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<td>Alanna Hein, Interim Executive</td>
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Status Updates

Attachments

Please see attached partnering provider roster.

Narrative responses

Challenges and mitigation activities: A) Provide an update on COVID-19 response and recovery activities, as well as any other relevant disaster declarations or similar crises in your region. Please describe ACH activities that emerged or evolved since January 1, 2022 (e.g., project management, communication and engagement, coordination of funding, etc.).

Positioned at the intersection of public health, social services, and health delivery systems, Pierce County Accountable Community of Health (Elevate Health) and OnePierce Community Resiliency Fund (OnePierce) have continued to adapt and respond to critical community needs in the evolving climate of the COVID-19 pandemic. Elevate Health has leveraged the Care Continuum Network’s (CCN) care coordination programs to provide support to the most vulnerable populations during the ongoing COVID-19 crisis. OnePierce has leveraged and invested funding to support providers to both expand access to behavioral health services and provide organizational bridge loans for rental assistance across the region. Many ACH activities have pivoted to address new needs in response to the pandemic.

Pierce County Accountable Community of Health (Elevate Health) Activities:

During this reporting period, Elevate Health advanced progress around DSRIP initiatives while simultaneously attending to the unique regional challenges presented by COVID-19. Elevate Health has
focused on DSRIP initiatives around response, recovery, and crisis work including: the Community-Based Care Coordination Hub, the Pierce County Opioid Task Force, Trueblood Activities, Workforce Development, and Medical Respite.

1. Care Continuum Network (CCN) Activities: On Track

Two of the CCN’s care coordination programs (Pathways and Washington Care Connect) have supported vulnerable populations during COVID. In addition, the CCN has taken on distribution of Personal Protective Equipment (PPE). The services Elevate Health has continued to offer through care coordination have become critical as our community addresses the enhanced biopsychosocial needs of individuals who are high-risk for contracting COVID-19, as well as those exposed to, and positive for, the virus.

A. Pathways Community Hub: On Track

Pathways maintained operations but continued to see a decrease in community referrals, as well as CHW capacity, as a result of pivoting toward COVID-19 response work due to surges and surge-induced backlogs. Programmatically, the Pathways model and certification review began per requirements of the Pathways Community HUB Institute.

B. Washington Care Connect Program: Expanded

During this reporting period, Elevate Health continued a contractual partnership for a second year with the Washington State Department of Health (DOH) to continue providing COVID-19 specific care coordination support to Pierce County. During this period, Elevate Health expanded partnerships to include the Asia Pacific Cultural Center to bring the total number of partners working on the COVID-19 work to six (6). As of 04/05/22, our support numbers are as follows:

- Total referrals received: 2,762
- Assigned to our CHWs: 2,076 (of which 796 enrolled for services)
- Assigned to WR: 686 (enrolled # unknown; pending report from DOH)
- Households receiving Rent/Mortgage Assistance: 686
- Households receiving Fresh Food Assistance: 1,073
- Households receiving Utilities Assistance: 304
- Adults served: 1,698
- Children served: 1,354

In addition to its contracted use of funds, Elevate Health obtained approval from the Department of Health to support COVID-19 relief efforts in collaboration with the Tacoma Pierce County Health Department by providing up to $20k in funding for the warehousing of care and non-perishable food storage kits, as well as deliveries of these and other necessary resources for maintenance of isolation and quarantine. Elevate Health is also working with local food pantries to reimburse them for food deliveries during COVID.
C. Personal Protective Equipment (PPE) Distribution: On Track

Elevate Health has continued to support the warehousing and distribution of PPE throughout the Pierce County community during this reporting period. Sourced through the Washington State Emergency Operations Center, Elevate Health has distributed 19,200 pieces of PPE to community partners and organizations during the past three months. PPE was utilized to support vaccine clinic efforts in Pierce County.

2. The Pierce County Opioid Task Force: On Track

Opioid use and overdoses have skyrocketed during the pandemic. In response, Elevate Health is working as the lead community partner alongside the Tacoma Pierce County Health Department (TPCHD), Pierce County, and the City of Tacoma to aid strategic planning, oversight, and community engagement for the Pierce County Opioid Task Force (OTF). The task force promotes positive behavioral health and well-being and works to reduce stigma. The committees of the OTF focus on prevention, education, access to treatment and transportation, and connecting people with the right services at the right time.

During the reporting period, Elevate Health and TPCHD hosted the 2022 Opioid Summit: “Rooting Our Response to the Opioid Crisis in Racial Equity,” on March 17, 2022. The Summit centered on equity strategies and approaches to the opioid crisis. The objectives of the Summit were to raise awareness, identify gaps, take action, and provide continuing education for the Opioid Response Network. The Summit consisted of community engagement, keynote speakers and report-outs from committees working on Access to Treatment, Right Service Right Time, Prevention and Education, and Transportation. Elevate Health Communications produced the summit logo and materials in support of the event.

In addition to the Summit, Elevate Health is supporting the task force by developing strategies for dissemination of the drug Narcan in partnership with Beacon Health. This endeavor will bring access to life-saving interventions in rural parts of the county where there are limited or no supplies to reverse drug poisonings.

Elevate Health also expanded its “Community Care Conversations” podcast series to share education and learnings from both community voices and providers, the first of which featured a local Opioid Task Force Coordinator. This past quarter, Elevate Health engaged Abi McLane from the Crystal Judson Family Justice Center and Robert Hamilton, SUDP Manager with MultiCare, as guests on a podcast to discuss substance use and intimate partner violence. Providing a platform where community resources can be shared in an alternative setting has been well received and widely applauded.

Finally, Elevate Health is an active member with the ACH and Addiction, Drug, & Alcohol Institute (ADAI) collaboration, which meets monthly to receive statewide information with the goal of improved ACH reach into the communities we serve. Elevate Health engages in monthly
calls with other ADAI members to discuss Criminal Justice/Jail services and Pregnant/New mothers. Engagement with our communities and collaboration with experts is critical to address the opioid epidemic.

3. **Workforce Development: On Track**

COVID-19 has highlighted weaknesses in our healthcare system, especially in our workforce readiness. In response, Elevate Health has initiated a workforce development strategy in collaboration with OnePierce Community Resiliency Fund. A landscape assessment has been completed, which has led us to three core areas of focus: 1) Policy and advocacy; 2) Professional development; and 3) Training and education. These focus areas will be applied to behavioral health workers, community health workers, and entry level workers in health careers. The landscape assessment will remain a working document. Elevate Health has committed $600K to this work in addition to a OnePierce Resiliency Fund commitment of $100K.

In addition, Elevate Health is partnering with MultiCare to support training and credentialing of individuals from Communities of Focus/BIPOC Communities as Certified Nursing Assistants. To date, the distribution of 27 hires from the program into the Pierce County area is: 4.15% in Lakewood, 6.22% in Tacoma, 4.15% in Puyallup, 1.4% in Sumner, 2.7% in Spanaway and 2.7% in Graham. This demonstrates an emphasis on more rural and underserved areas.

Elevate Health is also partnering with local groups through community forums and contracts, including the Pierce County Behavioral Health Workforce Workgroup, the Behavioral Health Apprenticeship consortium, and the Community Health Worker Forum. Elevate Health is developing a Community Health Worker (CHW) survey to identify educational topics and interests of CHWs in Pierce County.

Elevate Health holds a seat on the Washington State CHW Leadership committee and is actively involved in aligning our efforts with statewide partners.

**OnePierce Community Resiliency Fund (OnePierce) Activities: On Track**

OnePierce Community Resiliency Fund, the investment arm of Elevate Health, has continued to support COVID-19 pandemic demands by funding providers who have subsequently increased equitable access to rental and utilities assistance, behavioral health, and food.
1. **Grants to Increase Equitable Access to Behavioral Health & Food**

OnePierce disbursed $111,896 of its $200,000 Behavioral Health Equity Challenge grants. Its six grantees include First 5 FUNdamentals, Recovery Café Orting Valley, RISE Center, Tahoma Indian Center, Pierce County Library Foundation, and Pacific Islander Health Board. All payments are made for milestones that increase equitable access to behavioral health services in the community. Culturally relevant programming, such as traditional food preparation for indigenous people, is also included in the grant plans.

Additionally, OnePierce began development of a participatory grantmaking program in February 2022. The grants will focus on healthy food access in a community of focus within Pierce County. The program is being developed with guidance from local stakeholders, especially Tacoma Pierce County Department of Health, which has expertise in designing and implementing participatory budgeting processes. In a participatory process, funding is given to a representative community steering group, which will collectively develop and vote on proposals to improve equitable food access.

2. **Bridge Loans to Aid Rental Assistance**

OnePierce approved a third round of loan distributions to five service organizations that deliver rental assistance. These bridge loans are essential to ensuring that community-based organizations have responsive funding to meet emergent community needs prior to reimbursement allocations of state and federal pandemic dollars. In the January through March 2022 timeframe, OnePierce disbursed $2.1M under this program. This work builds on two previous rounds of bridge loans.

**Narrative responses**

**Challenges and mitigation activities:** B) Describe specific risks/issues, challenges, or other setbacks that emerged since January 1, 2022, including any notable impacts to specific providers or communities. Also highlight any mitigation strategies or activities that shifted as a result, if applicable.

**Pierce County Accountable Community of Health (Elevate Health) Activities**

1. **Community Health Worker and Hub Administrative Workforce Capacity Challenges**

In January 2022, the Omicron variant of COVID surged in Washington State, overwhelming the staff and resources of Elevate Health, as well as those of our partners. We drafted a Request for Proposals to send out to partners and the community in an effort to recruit additional partners to the cause. However, because of the short runway for execution and the extensive resources being expended on COVID response in the community, we received no proposals.
2. **Interoperability and Reporting Challenges**

The COVID-19 pandemic environment has cast a spotlight on rapid data sharing and systems interoperability as an imperative to public health; effective community health interventions require collaborative data enterprises. In the execution of COVID response, we partnered with Within Reach for surge support. Unfortunately, there was no linkage between Within Reach’s data system and Elevate Health’s, so Within Reach was not able to share demographics, symptoms tracking, or risk factor data, which would have helped determine if clients should be referred to Pathways.

Due to a lack of interoperability, Elevate Health could not directly access data from the Department of Health. We had to create our own Excel spreadsheets for referrals using Power BI. This was an arduous task since we could not track or distinguish new referrals from previously received referrals; we had to import cases and delete duplicates manually to determine the new caseload. This also meant we couldn’t share documentation or comments with DOH, and we had to compile reports manually, which was time consuming and resource intensive.

Washington Disease Reporting System (WDRS) experienced reporting issues such as duplicate entries, labs that weren’t reporting, and broken linkages between lab sites and WDRS. This resulted in delayed lab results and a subsequent backlog.

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**OnePierce Community Resiliency Fund (OnePierce) Activities**

1. **Upfront Funding Need for Completing COVID-Response Contracts**

The influx of federal and state funds for providers of healthcare and basic services has created an uneven playing field for entities that work to reimbursement-based contracts. For example, rental assistance providers may need to disburse hundreds of thousands of dollars prior to being reimbursed under local contracts. This is challenging for newer, smaller, or BIPOC-led organizations with historic inabilities to access traditional financing such as bank loans. OnePierce has mitigated this challenge through the creation of its bridge loans program. However, in the spirit of supporting the most underserved organizations, OnePierce has not charged interest or fees for its funding, which is not sustainable in the long-term.

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**Narrative responses**

**Scale and sustain update:** A) Briefly describe the ACH’s approach and activities related to sustainability of DSRIP investments, programs, projects, and any other planning taking place in this area.

**Pierce County Accountable Community of Health (Elevate Health) Activities**

Elevate Health is assessing the funding sources of each of its programs as we come to the end of DY6. Sustainability planning will be largely dependent on the content of the new MTP waiver application,
expected in draft form by May 2022. Other sources of future funds may include Washington Department of Health disaster preparedness work and care coordination for the private payer market.

Sustainability Updates:

1. **Community Partner RFP:** In addition to its care coordination contracts, Elevate Health has begun an additional contracting process designed to develop and support the CHW workforce with new and existing partners. These contracts are expected to begin in Q2 2022 and to sustain for twelve months. For more information, see the following section on new funding initiatives.

2. **Pathways Hub:** While Elevate Health has demonstrated the effectiveness of risk-stratified care coordination through our Hub project, long-term sustainability remains our greatest challenge in the environment of misaligned incentives and cost structures. The cost of this type of community-based care delivery is an expensive proposition as our financial modelling has shown, especially given the high infrastructure costs of technology and adequate program staffing. However, data provides convincing evidence that the potential return on investment for community-based care coordination is high. Elevate Health looks to the ongoing development of the new MTP waiver as a potential source of future funds.

3. **Health Homes:** With an intent to focus our community-based care coordination efforts on a rising risk interventional model, Elevate Health made the strategic decision to terminate its Health Homes Lead Entity Contract with the State for the Health Homes Program. This choice was made after careful consideration in order to allow Elevate Health to focus on the role of the community health worker in addressing rising social determinants of health risk. The team at Elevate Health is committed to facilitating the ongoing success of the Health Homes program during a three-month transition set to end April 1, 2022.

Other DSRIP Activities Updates

4. **Trueblood Activities: On Track**

As part of the Trueblood settlement agreement, Elevate Health facilitates discussions in committees, gives presentations, and uses multiple platforms to promote collaboration between Trueblood programs and stakeholders. Elevate Health is active in the community, participating in: Criminal Justice Steering Committee, Operations Committee, Element Coordination Meeting, Pierce County MCO Trueblood Collaborative Meeting, ACH/WASPC Quarterly Report.

Community conversation is where Elevate Health has been a key player. By being curious, asking questions, and providing a platform for agencies to come together, Elevate Health has generated collaboration. One of Elevate Health's successes is the Pierce County MCO Trueblood Collaborative Meeting that started in Spring 2021. Prior to this meeting, front-line forensic staff were not aware of the benefits of including managed care organizations with the care plan of Trueblood members.
A working document has been created and shared with Forensic Teams, HCA leaders and MCO contacts to assist with collaboration of Trueblood members. Monthly conversations continue to push the work forward by improving collaboration, providing education about the Trueblood process and having an open dialogue about identified gaps in service.

5. Medical Respite, Integrated Services for Displaced Populations: On Track

Elevate Health is the convener for the Pierce County Community Medical Respite Initiative. The steering committee of committed partners meets every two weeks with a community meeting held quarterly (except for January 2022) to keep the community informed of the progress. In January 2022, a joint meeting that included steering committee members and staff from the Managed Care Organizations was held to discuss this initiative. Partners supported the intention for a medical respite facility that would provide medical, behavioral health, dental and wrap-around services to address individual social determinant of health needs.

The proposed model is a 50-bed, 24/7 secured area, co-located within a 100-bed homeless shelter environment that would serve all genders, 18 years of age and older. The center would provide short-term residential care and medical services for unstable individuals, provide daily medical assessments and treatments, as well as wrap-around services that would support behavioral health and/or substance use needs, dental care, and social services.

In February 2022, the steering committee met to review proposed sources of financial support. These sources include: $4.5 million in ARPA Home Funds; a $5 million federal grant submission endorsed with letters of support from community partners; and the potential for a $1.5 million building acquisition loan from OnePierce. The committee also met with a representative from Turner Impact Capital to discuss financing options.

6. Pierce County Local Impact Network – Oral Health: On Track

Elevate Health participates in the Pierce County Local Impact Network, a community-led approach to bridge the oral health equity gap in Pierce County. Sponsored by the Arcora Foundation, the Public Health Centers for Excellence at the Tacoma-Pierce County Health Department is the backbone entity. Local Impact Networks (LINs) address factors that influence oral and overall health, including disease prevention, access to dental care, and healthy behaviors. The goal of the LIN is to make measurable progress toward oral health equity by creating a sustainable network of partners, programs, and resources. Elevate Health staff participate in quarterly community meetings, have a voting seat at the monthly Core Team meeting and chair the monthly Care Coordination Anchor Strategy Workgroup.

The Core Team kick-off was in January 2022, with the Care Coordination Anchor Strategy workgroup kick-off in February 2022. In addition, Elevate Health participates as a team member on the newly launched Workforce Development Anchor Strategy workgroup.
OnePierce Community Resiliency Fund (OnePierce) Activities

Elevate Health established OnePierce, its community investment arm, as a sustainable entity that would continue to invest in the community beyond the MTP timeline. By blending ACH funding with contributions from public, private, and philanthropic sectors, OnePierce has grown an initial investment of $4 million from Elevate Health into more than $8 million in funded projects. In the first quarter of DY6, OnePierce recycled more than $2.1 million in repaid bridge loan funding. OnePierce funding supports the mission of Elevate Health by improving health equity in Pierce County.

Narrative responses

Scale and sustain update: B) Briefly describe any changes to the funding and financing of partnering providers and community initiatives in DY6 (and beyond, if applicable), compared with DY1-5. This could include provider contracts and relationships, scope, project transitions/project sustainability, etc.

In addition to funding for care coordination, Elevate Health has allocated $2 million in project funding with outcomes-based reporting for 2022. During the reporting period, Elevate Health created a request for proposal (RFP) to be distributed to mission-driven organizations in Pierce County. The RFP focuses on historically marginalized populations and smaller community organizations. Funding selection priorities will include projects that cover multiple areas of interest, including professional development of behavioral health and community health workers, substance use disorder and behavioral health, chronic disease management, community information exchange and behavioral and physical health integration. Priority will also be given to organizations that serve individuals in Communities of Focus (or closely adjacent areas) and/or areas defined by the Tacoma Pierce County Health Department as having the poorest regional health outcomes. Elevate Health will offer up to $100,000 per organization in project funding during calendar year 2022 for projects and innovations selected in accordance with the criterion. Funding and payments to support innovation and collaboration will be based on completion of project milestones as defined in partner contracts. Actual projects, budgets and funding levels will be reviewed and approved by Elevate Health.

Elevate Health, like many ACHs, has undertaken a strategic review of its programs as it approaches the end of DY6 and awaits the anticipated approval of the new waiver. As part of this review, Elevate Health has approached hospital systems to invite them to participate in Elevate Health’s data platform through use of a per member fee. If contracts move forward, inclusion of partners on the data platform will support the sustainability of Elevate Health’s data work.

OnePierce Community Resiliency Fund (OnePierce) Activities

OnePierce contracted five borrowers of new zero-interest bridge loans. These bridge loans support borrowers’ contracts with Pierce County or the City of Tacoma to deliver rental and utilities assistance.
In addition, OnePierce contracted Open Arms Perinatal Services for birth doula training for BIPOC individuals with intentions to practice in Pierce County. OnePierce pays for trainees’ tuition, stipends, and materials, as well as their first births attended in Pierce County. An outcomes-based payment structure also pays Open Arms Perinatal for improved birth outcomes (reduced low-birth weights and reduced pre-term births) relative to state and local data. The training took place from December 2021 to January 2022.

Attestations

<table>
<thead>
<tr>
<th>4. The ACH supported Independent External Evaluator (IEE) activities to understand stakeholders’ and partners’ successes and challenges with Medicaid Transformation Project implementation.</th>
<th>Yes</th>
<th>No</th>
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<tr>
<td>ACH support or engagement may include, but is not limited to:</td>
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<td>• Identification of partnering provider candidates for key informant interviews.</td>
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<td>• ACH participation in key informant interviews. Note: Participation in interviews for the evaluation is voluntary.</td>
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<td>• Directing the IEE to public-facing documents (e.g., fact sheets for providers or community members) that help the IEE understand ACH transformation projects and related activities.</td>
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<th>5. The ACH supported WA-ICA communication and technical assistance as requested by HCA (see Section 2, Pay-for-Reporting)</th>
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<th>4. The ACH sent the requested physical and behavioral health partnering provider information on or before the due date as instructed by HCA</th>
<th>Yes</th>
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If the ACH checked “No” in item above, provide the ACH’s rationale for not supporting IEE activities for evaluation of Medicaid Transformation during the reporting period.

• For Item 4: Elevate Health was not made aware of a specific request from IEE during this reporting period. Elevate Health will continue to work with HCA to support all requests.