



healthy
alliance

2021
Impact Report





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NOTE FROM ERICA, HEALTHY ALLIANCE'S CEO



Colleagues:

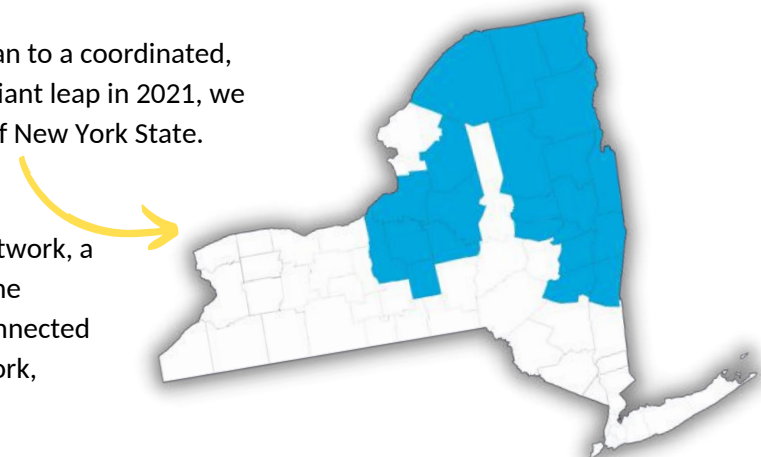
2021 brought us several remarkable moments. For the first time in US history, a female vice president, as well as the first Black and Asian vice president, was inaugurated. The record-setting Covid vaccine development and deployment to the public began, resulting in over 200 million Americans vaccinated by year end. Juneteenth was established as a federal holiday. Despite these achievements, there remains a lot of work to address the great disparities in health across the communities we serve. Your efforts are critical in this journey toward health equity.

SOCIAL CARE PROVIDER NETWORK GROWTH

We grew from a handful of organizations sitting around a table discussing a post-DSRIP sustainability plan to a coordinated, managed network of over **500** participating organizations and **1250+** programs and services. Making a giant leap in 2021, we went from operating in 6 counties to **22**, encompassing the capital, north country, and central regions of New York State.

COMMUNITY MEMBER FOCUS

In the past year, over 40,000 community members were screened for SDoH needs by partners in the network, a significant increase from 2020. This was a great leap forward - providing opportunities to engage with the member to discuss and identify needs with the ability to make referrals to address these needs. As a connected system, providers were able to collaborate with other providers and service areas across a robust network, meeting the unique needs of the members that may not be covered by their specific service offerings.



BEST PLACES TO WORK

For the third consecutive year, out of 114 companies, we were named a winner in Albany Business Review's Best Places to Work Contest and became a first-time recipient of the Modern Healthcare Best Places to Work in Healthcare Award - a true reflection of the inclusive, resilient, and autonomous workplace culture we've sustained.



REGIONAL PARTNERSHIPS

We continued our work this year, collaborating with other regional leaders with the objective of ensuring all New Yorkers have access to a comprehensive, coordinated social care service network.

NONPROFIT/AWARDED GRANT

Stanford University Research Team was awarded a Robert Wood Johnson Foundation Grant to study the effectiveness of our business model, examining the 'wrong pocket problem,' which looks at how spending and investments in social services leads to financial benefits in other places, such as health care. Given our success with grants, we recently formed Healthy Alliance Inc. - a nonprofit designed to pursue grant opportunities more readily.

Despite the recurrent change and pivot mentality we've grown accustomed to, it's important to note that through and through, our strategy has remained the same:

create a sustainable and scalable business that gives health plans, government, and other key customers access to a growing statewide network of organizations providing services that are essential for a healthy life.

Clear and tangible alignment between our long-term strategy and priorities is critical to our success. I'm excited to share the following priorities for 2022:

- 1. Continue to build a diverse and high performing team** that embraces change through investment in leadership development and performance management.
- 2. Demonstrate network strength in 22 counties**, as measured by coverage and accessibility of needed services for those in typically underserved locations.
- 3. Further invest in our core business and technology infrastructure and advance key strategic partnerships** to support streamlined business workflows and enable data acquisition, aggregation, and analysis – following data security and privacy best practices.
- 4. Plan, Do, See, Act** – operationalize quality measures, standards, and improvement processes across the social care network to address customer (individuals served by the network) satisfaction, health equity, and improvement.
- 5. Be prepared and act quickly upon growth opportunities** that align with our strategic direction.
- 6.** Through strong strategic partnerships with leaders across NYS and relevant, relatable marketing/branding, **grow the breadth and depth of the social care network**, providing easy access (no wrong door) and a high quality, consistent experience to individuals across the state.

I am honored to be working with all of you as we forge forward – never losing sight of those that we're here to support.

Erica



OPERATIONS — REFERRAL COORDINATION



The Referral Coordination Team expanded both geographically and in number this past year with the addition of Referral Navigators in the Central New York and Adirondack regions and a Program Assistant to support the Food as Medicine Program with CDPHP. In addition to a manager promotion and change in director, the team continued to expand operations in support of 22 counties.

The team's focus remained consistent by collaborating closely with Performance, Strategic Partnerships, and Community Empowerment Teams to continue the support and training of network partners, as well as identify new partners that offer needed services in the network.

NETWORK GROWTH RATES

	2018	2019	2020	2021
ORG. SITES	179	295	470	520
USERS	445	1,178	2,515	2,967
UNIQUE CLIENTS	497	3,718	5,188	9,194
SERVICE REQUESTS	741	6,791	10,155	19,233
COUNTIES	6	6	8	22

NETWORK PERFORMANCE RATES

	BENCHMARK	2018	2019	2020	2021
REFERRAL ACCEPTANCE RATES	65%	43%	54%	54%	65%
AVG. DAYS UNTIL REFERRAL ACCEPTANCE	UNDER 4 DAYS	4.9 DAYS	4.3 DAYS	3.6 DAYS	3.0 DAYS
AVG. DAYS UNTIL CASE CLOSED	UNDER 30 DAYS	67 DAYS	73 DAYS	24 DAYS	18 DAYS
RESOLUTION RATE	70%	59%	50%	60%	70%

TOP SERVICE EPISODES BY SERVICE TYPE



3,321

PHYSICAL HEALTH



2,958

FOOD ASSISTANCE



2,843

HOUSING + SHELTER



2,448

CLOTHING + HOUSEHOLD ITEMS



2,086

BENEFITS NAVIGATION

WHAT'S HAPPENING IN 2022?

The focus on state-wide partnerships will continue, along with efforts to improve the overall health of the network, with an emphasis on meeting the needs of community members, wherever they are. The team is working on engaging existing network partners and cross-functional collaborations to have a successful and robust network in 2022 and beyond.

OPERATIONS — PERFORMANCE



Like the Referral Coordination Team, 2021 was an exciting year for the Performance Team – growing the scope of their reach with the addition of two Central New York Performance Consultants. This team has a hand in all partner-related activities – providing ongoing management and support with contracts, programs, trainings, spur-of-the-moment needs, and much more.

2021 WINS:

- Trained 332 new users and provided 87 users with additional Unite Us training.
- Launched new, enhanced tools to manage and communicate partner performance.
- Increased awareness and use of the self-referral resource for community members.
- Enhanced partner communication by regularly sharing target reports for contract management through consistent monthly meetings, including meetings with executive team members to ensure everyone stays informed.
- Collaborated to revise the 2021 CDPHP Food as Medicine Program.

WHAT'S HAPPENING IN 2022?

The team will continue to assist in Network Development, working and collaborating with partners on workflows, data capture, and reporting - making the work across the network visible.

AT A GLANCE:

228 PARTNERS MANAGED BY PERFORMANCE CONSULTANTS

41,047 SCREENINGS COMPLETED BY PARTNERS WITH HELP FROM PERFORMANCE CONSULTANTS

22 PARTNERS USING IPA GRANT SERVICES **60** GRANT APPLICATIONS SUBMITTED

WITH AN AWARD TOTAL OF OVER **\$1,050,000**

600 CALLS MADE IN LANGUAGE LINE PROGRAM

350 LANGUAGES OFFERED ACROSS ~20 IPA PARTICIPANTS

4,800

RIDES FOR SOCIAL CARE CONNECTIONS MADE THROUGH THE TRANSPORTATION PROGRAM

MARKET STRATEGY + COMMUNICATIONS



The crew added Kayla, the Communications Specialist, to our team this year!

2021 was a year of evaluation for the Market Strategy + Communications Team, unearthing ways to better communicate with both colleagues and the community alike. The team started the year by taking a deep dive into communication wins and barriers both inside and outside the organization. They responded with new ways to keep everyone better informed, with formal processes to make sure *the right information gets to the right people in the right way at the right time*. This is an ongoing work in progress and they will continue to learn from partners and adjust.

SOCIAL MEDIA FOLLOWER GROWTH

+38%



REACHED
1,000+
FOLLOWERS
IN 2021

+29%



TOTAL IMPRESSIONS
ACROSS PLATFORMS

+13%



133K+

In early fall, the team set out to identify the community's needs and, in parallel, how well the current network was meeting them. Completing a detailed market analysis by zip code, the team evaluated where current partner locations and services were and compared them to hotspot locations as defined by various datasets and social determinant of needs data, including the social vulnerability index. This analysis is used by the Business Development Team as a guide for network expansion opportunities.

WHAT'S HAPPENING IN 2022?

The new year brings an emphasis on advertising – getting the organization's message out more widely and simplistically to connect community members in need to the collective network of organizations ready and willing to help. But it also brings other exciting (and necessary) changes.

As of 4/4/22, Alliance for Better Health, Healthy Alliance IPA, Healthy Alliance Inc., and Healthy Together all fall under one cohesive brand – Healthy Alliance – accompanied with a new logo, website, social media handles, resources, and more.

Nothing will change when it comes to contracts, scope of work, staffing, relationships, etc. The Market Strategy and Communications Team has a detailed plan to ensure this transition is as seamless and easy as possible for everyone – stay tuned!

NEW PUBLICATIONS/INTERVIEWERS

n p r FORTUNE

TIME HEALTHCARE Healthy BOTTOM LINE POLITICO NEW YORK

BEST PLACES TO WORK AWARDS



THIRD CONSECUTIVE WIN
for Albany Business Review's Best Places to Work Award (2019-2021)

FIRST-TIME RECIPIENT
of Modern Healthcare Best Places to Work in Healthcare Award (2021), ranking **18 OUT OF 75** in the supplier category!

NETWORK DEVELOPMENT



We continue to grow the network in an intentional, strategic, and methodical way. As the backbone behind this progress, the Network Development Team remains agile and committed to learning what works and what doesn't throughout the process – adjusting accordingly. The strategic approach for Network Development in 2021 was simple in theory, *eliminate barriers for relationship building and create an easy solution to collaborate with organizations within the community.* To accomplish this, a new streamlined engagement process and agreement was implemented.



The team took the time this year to get to know those doing similar work beyond the Capital Region – finding connections among other PPS, CBO Consortiums, BHCCs, and coalitions across the state.

Thanks to these efforts, the team has found opportunities to collaborate with several new organizations throughout the state, establishing a performance infrastructure and enhancing data collection. This is just the start; in 2022, be on the lookout for greater collaboration throughout New York!

WHAT'S HAPPENING IN 2022?

The 2022 Network Development pipeline includes well over **100** engaged organizations. As the team looks ahead, the network will expand to include education and government entities, with a focus on services that align with high priority community member needs.

The IPA Integration and Quality Committee advises on the organization's quality and integration plan to ensure it is consistent with the mission, vision, and values. They review and approve the organization's criteria and expectations for IPA participation, current performance, and make recommendations for optimization.

This year, the internal team began drafting the plan – sharing high level criteria for IPA participation with the committee for feedback. This plan included research on best practices for measuring outcomes and health equity, an outline on the measurement framework and a timeline for implementation. The committee continues to provide input on the plan to ensure that 2022 is a year of optimization and growth among the right participants.

2021
ACCOMPLISHMENTS
41 NEW PARTICIPANT/AFFILIATE AGREEMENTS
REACHED OVER **100** PARTICIPANTS AND IT CONTINUES TO GROW!

THE IPA INTEGRATION + QUALITY COMMITTEE

BUSINESS DEVELOPMENT + STRATEGIC PARTNERSHIPS



In 2021, the team continued to engage in contracts with MVP Health Care, CDPHP, and Eddy SeniorCare’s PACE Program – building on what had been started in previous years. Through the Collaborative Approach to Public Good Investment (CAPGI) economic model – the organization, as a trusted broker within the community, continued their collaboration with local managed care organizations and hospitals, investing in the COVID-19 vaccine equity pre-registration tool and outreach efforts to get more community members vaccinated.

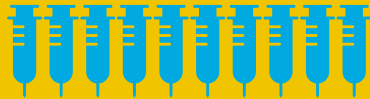
THANKS TO CAPGI:



PRE-REGISTRATION PROGRAM SERVED OVER 40,000 PEOPLE



CONNECTING OVER 9,500 PEOPLE TO A VACCINE AT POPUP CLINICS



2021 HEALTH PLAN ENGAGEMENT

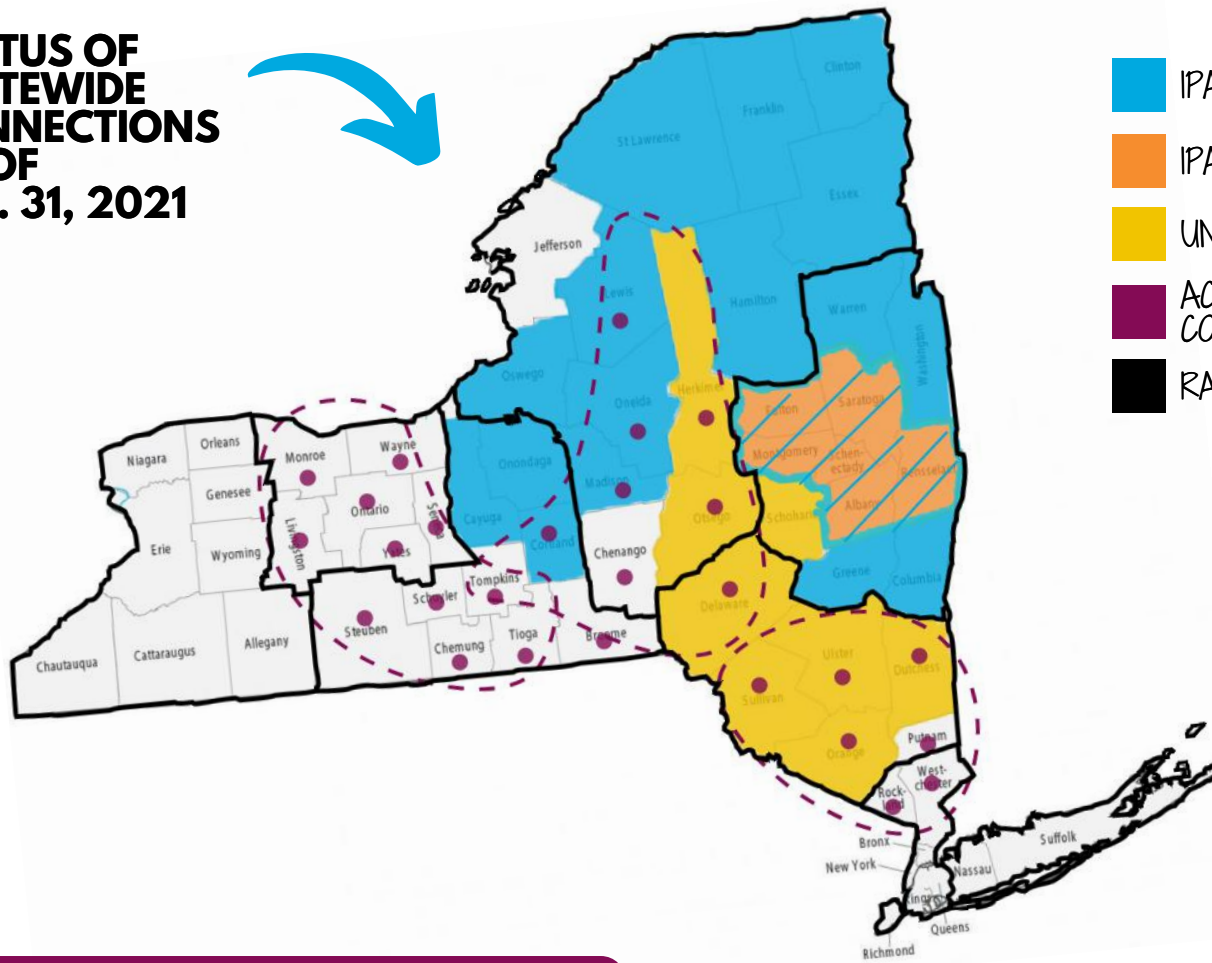


1115 WAIVER CONCEPT PAPER

The team continues to strengthen strategic partnerships with like-minded organizations, industry associations, and thought leaders across the state.

Defining a Social Determinants of Health Network (SDHN) as a coordinated network of community based organizations (CBOs) that, “takes a comprehensive and outcomes-focused approach to addressing the full spectrum of social care needs offered by CBOs in a region, create a supportive IT and business processes infrastructure, and adopt interoperable standards for a social care data exchange,” [the concept paper](#) cited Healthy Alliance IPA as a successful SDHN example!

STATUS OF STATEWIDE CONNECTIONS AS OF DEC. 31, 2021



- IPA MANAGING REFERRALS
- IPA PARTICIPANTS
- UNITE US LICENSES - PHASE ONE
- ACTIVE OPPORTUNITIES FOR EXTENDING CONNECTIONS
- RATING REGIONS FROM III5 WAIVER

WHAT'S HAPPENING IN 2022?

The vision is to expand the reach of the social care referral network across New York so that care managers, navigators, and others have access to a robust tool to assess individuals for social care needs and confidently connect them to regional resources that improve health. The Strategic Partnerships Team continues to work diligently to establish relationships, build trust, and (when appropriate) sign contracts across New York State with associations and collaborations that organize and advocate for social care providers. In doing this, silos will be broken down – **providing a consistent, positive experience for members across the state.**



TRANSFORMATION



In 2021, the Transformation Team expanded to include technology, reporting and analysis, and business process and implementation management functional areas. With six seasoned employees taking on different roles and the addition of four new faces, the team continues to develop to ensure business needs are being met.

The team's goal is to collaboratively establish and maintain a backbone of core infrastructure, processes, solutions, and data that promote the organization's core values; drive innovative and meaningful decisions; support daily operations of an agile and high performing enterprise/network; and allow the team to evolve and respond to internal needs and external changes in the market.



TECHNOLOGY 2021 WINS

- Reviewed and updated security policies and procedures to ensure better technology safety for staff.
- Completed a compliance assessment and penetration testing, with no significant findings (a good thing!)
- Provided IT infrastructure management including vendor contracts/renewals, upgrades, maintenance, and employee/partner support.
- Played a pivotal role in the development and implementation of the COVID-19 vaccine pre-registration database.
- Designed and developed a new Data Factory Minimal Viable Product (MVP) with consultants, which will contain person-centric data from all data sources.
- Worked closely with internal business team and business solution vendors, including Unite Us and Ride Health, to optimize the use of solution applications.
- Streamlined contracting process within the customer relationship management (CRM) system, as well as led the optimization of the business workflows and data capture.



RECEIVED THE 2021 ERASTUS CORNING, 2ND ACHIEVEMENT AWARDS FOR INTERMUNICIPAL COOPERATION FOR ADAPTATION AND RESPONSE TO THE IMPACTS OF COVID-19 BECAUSE OF THE WORK DONE HERE!

WHAT'S HAPPENING IN 2022?

The team will continue to monitor, evaluate, and optimize the technical infrastructure, solutions, and processes – making sure business needs are being met and that the organization is compliant with all security and data privacy standards. A key deliverable will be the addition of Power Business Intelligence and additional data sources to the Data Factory.

3 INNOVATION FUND AND GROWTH FUND PROJECTS COMPLETED THIS YEAR, RESULTING IN FUNDING TO **12** PARTNER PROGRAMS AND A PILOT MICRO-SPEND PROGRAM WITH **2** PARTNER ORGANIZATIONS — THAT HAS TURNED INTO A FULL PROGRAM WITH **18** PARTNERS IN 2022.



REPORTING + ANALYSIS 2021 WINS

- Assisted in the development of a new, repeatable process for innovation and growth initiatives.
- Developed standardized internal and external reports.
- Created a roadmap for quality measures - evaluating case studies/publications for potential health care utilization/cost data and health equity/disparity data variables.

WHAT'S HAPPENING IN 2022?

The primary focus will be on the data reporting and analytics implementation plan, which includes automated reporting, partner dashboards, and performance/quality measures. Reporting and analysis will be used to produce case studies and promote program and network partner successes as well as learning about areas of opportunity.

BUSINESS PROCESS + IMPLEMENTATION MANAGEMENT 2021 WINS



WHAT'S HAPPENING IN 2022?

The team will continue to design and improve cross-functional, end-to-end business processes and tools necessary to ensure optimization of resources (people, processes, systems, and data) – staying aligned with the business strategy and priorities. They will also work closely with internal teams and partners on opportunities for improvement and continued success/sustainability of programs.



Improved workflows, processes, and data capture for the CDPHP Food Insecurity Program - providing on-going support to the Operations Team in managing the program.



Assisted in the implementation and management of multiple programs, including Ride Health Transportation, Transformation, Supplemental Transformation, COVID Continued Response, Changemaker Fund, and the Integration and Quality Committee.



Developed implementation plans and defined program measures to drive and evaluate the success of the Changemaker and Social Care Innovation Funds, working with internal cross-functional teams to document, analyze, and identify improvement opportunities for internal processes.





FINANCE 2021 WINS

The Finance Team has been busy supporting the many entities within the organization's business structure – Alliance for Better Health PPS, Healthy Alliance IPA, and the newly formed non-profit, Healthy Alliance, Inc. The team continued to enhance financial systems and planning to adapt to the evolving business plan/remote environment – maximizing efficiencies as a “paperless office” by using automated tools for budgeting, financial reporting, and expense and payment processing.

WHAT'S HAPPENING IN 2022?

The Finance Team will create the financial systems for the non-profit, while remaining focused on developing flexible payment models with partners, regional leads, and payors to support the business model for growth and collaboration across the state.

IN 2021, THE ORGANIZATION:

- ✓ DESIGNED, IMPLEMENTED, AND MANAGED **15 SDOH FOCUSED PROGRAMS,**
- ✓ COLLABORATING WITH **76 UNIQUE CLINICAL AND SOCIAL CARE PARTNERS**

GOVERNANCE/COMPLIANCE 2021 WINS



The organization continued to evolve and expand throughout 2021 to advance sustainability, including strategically positioning for the new 1115 Waiver. The shift of activity to the IPA continued, reflecting deeper engagement with social and clinical providers in the Capital Region as well as expansion – primarily in the Central and Northern regions of the state. The IPA began engaging providers as Affiliates; instead of being eligible for contracting, Affiliates are provided with licenses to send and receive referrals – joining the network in a way that is more aligned with their interests and needs.

Healthy Alliance, Inc., the non-profit, was created in 2021, joining Alliance for Better Health and Healthy Alliance IPA as a new affiliate. Healthy Alliance Inc. allows the organization to pursue grants and other funding in alignment with the core mission to improve health for the underserved.

WHAT'S HAPPENING IN 2022?

There will be an emphasis on the continued monitoring of the 1115 waiver and other business sustainability and expansion developments – making any adjustments that may be necessary to align business objectives and governance structure.

HUMAN RESOURCES 2021 WINS



HR continued to support employees through the ups and downs of COVID – encouraging vaccination in early 2021 and reopening the office with safety restrictions and limited capacity early in the year. Taking advantage of the warm weather, HR led an outdoor employee outing in June – the first opportunity wherein everyone was able to interact in person since the stay-at-home orders took place in early 2020. For many, this was the first time ‘meeting’ their coworkers in person. As the kickoff event to a series of quarterly in-person gatherings planned by the Social Committee (with safety protocols in place – of course!), these days give staff the chance to experience the much-needed connections and conversations that can only happen away from their computers/Zoom.

A LOOK BACK AT THE YEAR:

7 INTERNAL PROMOTIONS

3 NEW POSITIONS/
LATERAL MOVES

BECAME A
WOMEN-LED
ORGANIZATION

WHAT'S HAPPENING IN 2022?

Building and maintaining a healthy organizational culture and cultivating talent is key to driving business objectives forward. In 2022, the HR Team will be focused on optimizing HR processes and priorities for hiring and retention to drive the organization’s business strategy forward.

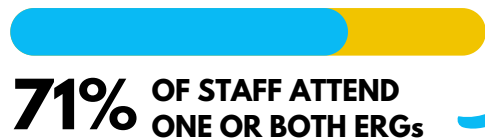


DIVERSITY, EQUITY, AND INCLUSION (DEI)

With the desire to create an internal safe space for people of color to share experiences and discuss matters related to personal and professional development in the workplace and in the community – staff members founded Working ‘N Color; as one of the two Employee Resource Groups (ERGs), participation is encouraged from employees of all races who share an affinity for promoting a culture of diversity and inclusion through continual learning and awareness. Each session ended with a call to action, identifying opportunities for team members to make a change inside and outside of the organization.

Fundamentally, the team understands that differences in backgrounds, perspectives, and lived experiences make them stronger. To provide a fair and just opportunity for every community member to be as healthy as possible, the team must honor and value diversity in thought, race, ethnicity, gender, culture, education, sexual orientation, disability, socioeconomic status – and so much more!

Committed to creating a culture wherein everyone has a voice – the team ended 2021 by surveying staff to understand what other topics they wanted to explore in current and potentially new ERGs. Here’s what they found:



TOP THREE TOPICS OF INTEREST



WORDS USED TO DESCRIBE THE ERGs

Experiences Safety
Community Compassion
Learning Appreciation
Awareness Perspective
Understanding Admiration

THIS YEAR, THE ERGs DISCUSSED:

- UNCONSCIOUS BIAS
- IMPLICIT BIAS
- DEI IN THE CAPITAL REGION
- HEALTH LITERACY
- MICROAGGRESSIONS
- MENTORING PROGRAMS

WHAT'S HAPPENING IN 2022?

Training is a priority in 2022 – providing all-staff with sessions on diversity training relative to issues of culture and identity, as well as quarterly DEI workshops to raise awareness of the current landscape in the Capital Region. Building on what has been started – the team hopes to have more courageous conversations around diversity in the workplace, equity, empathy, mental health, education, and cultural competency – as well as dive deeper into implicit bias and microaggressions, business acumen, and leadership/professional skills. Investing in and amplifying the voices of BIPOC-led and minority owned organizations that are part of the network will remain a focus.

The team will stay abreast, adopt, and promote best practices as it relates to health literacy, cultural competency, consumer engagement, and data collection not just within the four walls of the organization, but across the entire network.

DEI will stay at the forefront of the organization's work – with a goal of doing better and carrying a sense of humility and common purpose, while charting a new course – as one unified team.

TO ALL OF OUR PARTNERS,

THANK YOU FOR AN AMAZING YEAR

WE'RE EXCITED FOR WHAT'S TO COME IN 2022 AND BEYOND

- YOUR FRIENDS AT HEALTHY ALLIANCE

