



# HealthierHere

2024-2028 Strategic Priorities

**Be the Change That We Can Be  
Help Others To Do the Same**

## Mission

Eliminate health disparities and improve the health and wellbeing of all people in King County through innovative, cross-sector collaborations.

## Vision

All people in King County are healthy and achieve their optimal physical, mental and social well-being.

## Values

HealthierHere operates from a core set of values. These values will be at the forefront of our work and drive how we make decisions and how we approach transformation.

**Equity:** We work to eliminate disparities in health and well-being and address the current power dynamic and structural racism in our health care system.

**Community:** We ensure community members have what they need to engage effectively and develop formal, ongoing feedback processes for those making decisions to respond to and take action on consumer recommendations.

**Partnership:** We take a multi-sector, multi-pronged approach to make systemic change at the local, state, and federal levels.

**Innovation:** We are committed to fundamental system transformation, prioritizing strategies that improve health care delivery and address population health, prevention, and the social determinants of health.

**Results:** We improve health outcomes across King County, with a particular focus on health equity and eliminating disparities, prioritizing resources and efforts to those most marginalized and implementing strategies that can scale for broader population health impact.

## Our Unique Approach

HealthierHere (HH) is positioned to create system change through trusted community and Tribal partnerships. Using a multi-sectoral, collective impact approach, HH addresses health equity and system change by ensuring the early and persistent inclusion of community voices in planning, learning, analyzing, and decision-making. HH generates and shares learnings about promising approaches and new successes in addressing disparities related to access to provision of equitable care.

We engage in co-design/co-creation processes with our King County community. We create shared space among service providers, policymakers, and others to empower those closest to the issues to be part of the solution. How we work:

- Engage with, listen to, and be accountable to community members, consumers, and Tribal leaders when developing solutions.
- Convene and connect across multiple sectors including both health care and social care systems.
- Collect and analyze data to drive change.
- Advance policy and practice change with accountability at all levels.
- Build capacity through infrastructure investments, training, and technical assistance.

## Goals

### **Promote health equity for all, by all.**

People in King County participate in the design and implementation of health system change through meaningful engagement, co-creation, and oversight and accountability.

### **Increase access to coordinated whole-person care.**

People in King County have access to effective and appropriate care coordination to serve their health care and social care needs.

### **Build community capacity.**

Through HH's investment of resources and other supports, community partners have improved infrastructure and capacity to serve community members in the ways they need and prefer to be served.

### **Achieve organizational excellence, accountability, and sustainability.**

HH is a financially sustainable organization respected and trusted by the community we serve and the individuals and organizations with whom we work to achieve health equity for all.

**Partnering with** health providers, social service agencies, community organizations and consumers to **design and implement** new and better ways to address **health and social needs**.

# 2024 – 2028 Strategic Priorities

## 1. Coordinated Whole Person Care

*Challenge:* For too many populations, health care and social care systems are difficult to navigate under the best of circumstances and inaccessible at the worst. Insufficient tools and lack of interoperability across systems prevent service providers from sharing the information necessary to effectively coordinate whole person care. Without trusted care coordination services, people continue to struggle to get the services and resources they need to meet their health and social care needs.

Organizations providing care coordination services struggle to maintain consistent funding for their services; more so for necessary infrastructure, including indirect and administrative costs. Consistently and sustainably supporting care coordinating organizations through funding, technology, and trainings can improve the provision of whole person care and improve health outcomes for underserved populations.

### Key Activities

- **Care Connect Hub** – Washington State Department of Health (DOH) is funding HH and the eight other Accountable Communities of Health (ACHs) through mid-2025 to provide care coordination to individuals impacted by COVID-19 who need health and social care services. DOH is also funding technical assistance to help ACHs grow and mature their hub operations to meet or exceed national standards and to serve more clients.
  - HH will fulfill Care Connect deliverable through the Community Hub and will continue developing the Hub to maturity and high function.
- **MTP 2.0 Community Hub** – Pursuant to a 1115 Medicaid Waiver (MTP 2.0 Waiver), Washington State Health Care Authority (HCA) is funding HealthierHere and the eight other ACHs in WA through mid-2028 to establish and operate a Community Hub connecting and serving community organizations that provide care coordination, health care, and health related needs services to address social determinants of health.
  - HH will continue building, operating, and improving this Community Hub to optimize network capacity, service quality, geographic coverage, and population inclusion.
  - HH will generate, collect, and analyze data to deepen understanding about inputs, outputs, and impact, to drive quality assurance and improvement efforts, and to support the work of developing financial sustainability for Community Hub operations.

- HH will seek to diversify and increase revenue streams supporting the Community Hub beyond the MTP 2.0 Waiver funds to bolster long-range sustainability efforts. We will seek to develop opportunities with other parties interested in accessing the hub and joining our network for providing whole person community-based care coordination.
- **Connect2 Technology** – HealthierHere has been co-creating and co-designing our Connect2 technology since 2019 with the goal of delivering a community-centered, interoperable system that provides an accurate resource directory, closed loop referral capability, referral history, and care team information with the ability to exchange data with other systems. We are working to implement our Connect2 technology in our own Community Hub and to offer adoption or integration opportunities to all the other ACH hubs and their partners across Washington State.
  - As we grow and strengthen relationships within the King County Community Care Network, HH will continue to co-design Connect2 to be responsive to community need.
  - HH will increase the number of Connect2 users through adoption of Connect2 Coordinator or integration with Connect2 Exchange throughout King County and Washington State.
  - HH will develop and execute a sustainability plan to ensure that Connect2 endures as an affordable, community centric, interoperable technology supporting the efficient exchange of information between organizations seeking to coordinate health and social services on behalf of communities.

## 2. Equitable Systems Change

*Challenge:* Many people in our community do not have equitable access to the services they need from health and social care systems, resulting in preventable suffering and harm. Focusing solely on the suffering and harm treats the symptoms and not the causes of the problem. In too many cases, attempts to address the causes do not include the lived experience of those who are closest to the problem.

Centering equity in our work requires that both the results and the process by which they are achieved are equitable. Trustful, productive community and tribal engagement when addressing system transformation ensures that our process embodies “nothing about us without us.” Knowledge of people’s circumstances, needs, goals, and capabilities, when designing system transformations, ensures that our outcomes embody “meeting people where they are.” Maintaining trustful, valuable relationships requires that HealthierHere continually adds value to our community through: 1) meaningful engagement and accountability in all board and committee work, convenings, cohorts, and other

collaborations with community members; 2) ensuring that authentic community and tribal voices are raised at local, state, and other policy making tables; 3) technical assistance and trainings for community and tribal partners and their staff; and 4) financial support for community and tribal partners' sustainability, infrastructure needs, and growth.

## Key Activities

- **Stewardship and development of a robust community and tribal network** – Included in the MTP 2.0 Waiver are infrastructure funds for HH to distribute to organizations for capacity building in technology, business operations, workforce development, and outreach. Additionally, HH uses our power to convene, collaborate with, and engage community and tribal partners so we can continuously add value beyond money.
  - HH will distribute MTP 2.0 Waiver funds to strengthen and grow our community and tribal network infrastructure and will seek other means to do so in the years following the MTP 2.0 Waiver.
  - HH will maintain and form relevant advisories, workgroups, and committees that allow us to obtain input from communities, tribes, and the urban Indian population, and to provide accountability back to them.
  - HH will firm up a regular cadence of convening opportunities for learning, sharing, coordinating, collaborating, problem-solving and celebrating.
- **Development of HealthierHere's equity practice** – HH has earned a reputation among community and tribal partners for the consistent and effective use of equitable practices that promote trust and inclusion. We must formalize our work so we can solidify and grow it and improve consistency within HH and with our partners. We will seek opportunities to share our practices with others to advance equity throughout our community.
  - HH will distill and document the equitable practices and processes that have been successfully employed in engagement and accountability work, evaluate the practices to validate their effectiveness, and secure appropriate intellectual property rights.
  - HH will explore opportunities to create curricula and training programs to help others employ equitable practices to improve their engagement and accountability work.
  - HH will seek to innovate and to continuously improve equitable practices for itself and others.
- **Growth of communications scope and reach** – As HealthierHere matures and continues to advance system change to achieve health equity, establishing and maintaining a

consistent brand and messaging throughout our organization is essential. HH must maximize all media and channels, not only to allow us to be the change that we can be, but also to persuade others adjacent to us to be the change that they can be, increasing our collective impact.

### 3. Sustainability and Impact

*Challenge:* HealthierHere was founded as a limited liability company with fiscal sponsorship from the Seattle Foundation. Subsequently, HH established a 501(c)3 nonprofit corporation (Non-Profit) to run parallel with the LLC. Currently, the Non-Profit only operates the DOH Care Connect program or other contracts requiring single audit. The bulk of HH's operations are conducted by the LLC and nearly all the revenue is from the MTP 2.0 Waiver, which ends June 30, 2028. There is no guarantee that HCA will apply for or receive a 1115 Waiver to succeed the MTP 2.0 Waiver. To fulfill the Governing Board's vision of HealthierHere existing beyond the term of the MTP 2.0 Waiver, new and varied revenue must be developed.

#### Key Activities

- **Complete transition of operations from LLC to 501(c)3** – Work is well underway for HH to complete the transition of all operations from the LLC to the 501(c)3.
  - HH will complete building up the capacity of the 501(c)3, transition all LLC operations to the 501(c)3, and end the fiscal sponsorship arrangement with The Seattle Foundation by January 1, 2025.
  - HH will determine whether to suspend or terminate the LLC.
- **Grantmaking strategies** – Sustainability for HH depends on sustainability of the community organizations and communities we serve. In considering our own financial sustainability we are mindful that one of the ways the community looks to HH to add value to the community networks is through its ability to provide equitably driven grantmaking.
  - HH will develop a grantmaking program to advance capacity building and strengthen community organizations.
  - HH will develop the funding vehicle needed to sustain grantmaking into the future.
- **Revenue Diversification** – Sustainability for HH depends on diversifying and increasing revenue. This must be done in a way that does not create competition with our partners in the community.



- HH will pursue contracts from both the public and private sector with an emphasis on supporting ongoing community hub operations and our Connect2 technology.
- HH will pursue grants from corporate, philanthropic, and other grantors who do not typically fund our community partners, seeking opportunities to not only fund HH operations but also distribute to community partners.
- HH will pursue social impact investments from individual investors, donor advised funds, and other sources not typically available to community-based organizations.
- HH will pursue opportunities to build and increase earned revenue through board approved investment strategies, and the creation of products and services from HH's equity practice.