



Annual Report 2022



EASTSIDE HEALTH
NETWORK





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NETWORK

A year in review

The story of 2022 has been access.

The story of 2022 has been access. Early in 2022, access was challenging primarily because of staffing challenges. Later in 2022, the pressure came more from hospital flow, being able to move patients to the appropriate next step. Despite these issues, those of us who work in this field are somehow finding our way through with innovation, hard work, and continued commitment to the community members we serve every day.

This past year, Eastside Health Network (EHN) officially adopted a new mission, vision, and values. You will read more about them later in this report. However, I would like to take this opportunity, in my letter, to introduce you to our new values and show you how they relate to the important work we do at EHN.

Impact. Perhaps the most obvious way we see impact is in the success we reach on our contract performance. When we succeed, the hospitals and providers in our network make money, but patients live healthier lives, too. As our Medical Director, John Nelson says, our greatest success is what we don't hear about. The heart attack that doesn't happen. The patient who doesn't fall. Speaking of Dr. Nelson, he continued his work supporting providers through provider wellness groups. Our network continues to grow. The Health Connect contract reached and surpassed 10,000 lives.

To thrive in challenging times, EHN staff is leaning into **innovation**. We are finding ways to work within less-than-ideal circumstances. To accomplish the work we need to do, we are often having to be creative and think out of the box. I am constantly amazed at the ways the EHN team finds to do just that. You will see stories of this innovation throughout this report.

As a Clinically Integrated Network, we find our best success when we focus on **collaboration**. Collaboration with our colleagues at our partner hospitals. Collaboration with the clinics in our network. Collaboration with providers. As just one example, our work on Annual Wellness Visits involves the work of countless people at EHN, hospitals, clinics, and beyond.

And always, the end goal of all of this work is **excellence**. We strive toward great outcomes. We work to help clinicians in our network provide high-quality care. In that work, we hold ourselves to a high standard every day.

Thank you for all the ways you have contributed to EHN in 2022. If you are reading this report, I'm sure you have. I hope you enjoy reading about this past year as much as I do.



David LaMarche, MBA
PRESIDENT
EASTSIDE HEALTH NETWORK



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EHN by the numbers

Eastside Health Network (EHN) is a clinically integrated network bringing together EvergreenHealth, Overlake Medical Center & Clinics, and 100+ independent clinics. Our goal is to accelerate the transformation of healthcare through the coordination of comprehensive, efficient, and cost-effective care for our community.

A physician-led organization, EHN members share data to implement evidence-based clinical initiatives. This data-sharing helps us improve outcomes, increase efficiency, and reduce costs. EHN strives to enhance the health and well-being of the community across the continuum of care through excellence in primary care and inpatient services and specialty services. We are accountable to deliver quality and value, while collaborating on best practices through evidenced-based guidelines and a robust technology solution. We also focus on improving access to health-care providers and services and are committed to care coordination. Patients who utilize Eastside Health Network have access to a depth and breadth of services unrivaled on the Eastside.



Mission, vision, values

This past year, Eastside Health Network (EHN) updated our mission, vision, and values. These guiding principles help us clarify the essential work we do within our community and to EHN staff.

EHN's Senior Marketing/Communications Specialist Jessica Knapp led this work internally and worked to ensure contributions from all EHN staff. Our new mission, vision, values truly represent a team effort.

Mission

To accelerate the transformation of health care through the coordination of comprehensive, efficient, and cost-effective care for our community.



Clearly defined mission, vision, and values will help EHN build culture both internally and externally. EHN's leadership team will use the mission, vision, and values to inform the organization's strategic goals. EHN managers will leverage them when onboarding new employees.



Vision

To drive a simplified and improved experience for all participants in the health care ecosystem.

Values

Collaboration
Innovation
Impact
Excellence

2022 At-a-glance

Thriving despite the challenges

This past year has been one of growth for Eastside Health Network (EHN). Our Premera Health Connect contract grew past 10,000 lives. 2022 marked the first year of serving members in our Public Employees Benefits Board and School Employees Benefits Board contracts, which added 5,000 lives to our network. We also reconnected with Regence on a Medicare Advantage plan after a brief hiatus.

We began rigorous investigation into Medicare Shared Savings Plan as a future avenue and are continuing to slate that as a future pathway for EHN. We renewed our contracts with both Cigna and Aetna and pushed the payors to recognize our marked differentiated performance level in our contract, and they did.

Hospitals and clinics are emerging from the pandemic. One of the challenges they continue to face is access. Patients are waiting longer for care than they did before the pandemic. Our hospital and clinic partners are actively working on ways to increase access. Addressing access will continue to be a focus in 2023.

Staff and clinicians within EHN and within our larger network are addressing these challenges in truly innovative ways. EvergreenHealth has developed new processes for managing Annual Wellness Visits, which you can read more about on page 10.

EHN's own Senior Population Health Data Analyst Miranda Tomuro developed new code to automate Pre-Visit Planning, which saved the equivalent time of 1 FTE.

EHN built relationships with new partners, including American Senior Resources (ASR). ASR helps us develop and execute outreach for our Medicare Advantage work. They have expanded our work from a focus on direct mail to include staging



representatives in network hospitals and hosting Medicare 101 workshops. For 2023, we will further expand our work with them to involve Medicare patients in the turning 65 category.

Clinically Integrated Network Resource Group “CINRG” (pronounced synergy) was founded by EHN in 2021, but really took off in 2022. Leaders from the groups of seven Clinically Integrated Networks meet virtually four times per year to exchange ideas about effective approaches to success in value-based care, and to support one another. Each quarter we select a topic and collaborate on working towards a shared knowledge and best practice. Topics have included things like Care Management, organizational structure, and specialty care pharmacy. Additionally, organizations often contact one another informally outside of the scheduled meetings to discuss more granular topics. In the year to come, we hope to find a sponsor who might help defray costs for us to meet in person and allow for deeper connection and enhanced learnings.



Organizations who participate in CINRG include: Eastside Health Network (WA), Nebraska Health Network (NE), Asante Health Network (OR), Henry Ford Health Network (MI), Inspira Health Network (NJ), Ohio Health Clinically Integrated Network (OH), Western Clinical Alliance/Renown Health (NV), and Ochsner Health Network (LA).

Several of our network partners implemented Epic as a new Electronic Medical Record system. As of now, every hospital in our network is on Epic. You can read more information on this transition on page 16.

We also revised our mission and vision, and for the first time, crafted defined values for EHN. Details on that work are on page 4.

It continues to be a time of change and challenge in the health care industry, but our staff and network are rising to that challenge in inspiring ways. In this report, you will read further details about both the challenges and the way we are meeting those challenges, and even thriving despite the challenges.

Welcome Alicia Quaco!

In 2022, EHN hired its first-ever Director of Operations, Alicia Quaco. Alicia comes to EHN from Overlake Medical Center & Clinics, where she was supply chain manager. Alicia is also a veteran of the US Air Force, in which she obtained the rank of Captain.



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Care for the caregivers

In 2022, we continued our provider wellness small group support meetings. Providers met once a month for a series of six months, to discuss issues related to wellness. This cohort marked the third time we have held such meetings.

Unfortunately, burnout continues to be a problem for providers. At Eastside Health Network (EHN), we are dedicated to helping with provider wellness, and our efforts are led by our Medical Director, John Nelson, MD.

Providers who have participated in these meetings find them helpful for a variety of reasons.

"I greatly appreciated connecting with colleagues from various specialties in a relaxed and fun environment. It was a refreshing jolt of positivity

in a time of challenging clinical practice. I was reinvigorated by the resilience that I saw and the advice that I received. Thank you for putting this together and allowing me to take part," says Amrit Lamba, Hospitalist, EvergreenHealth Medical Group.

This program is modeled on one at the Mayo Clinic. Through a randomized controlled trial, the Mayo Clinic found that its effort had positive effects on physician wellbeing, meaning and job satisfaction.



For more information

EHN plans to hold a fourth cohort in 2023. If you are interested in participating, please contact EHN Medical Director John Nelson, MD.

johnr.nelson@overlakehospital.org



Medicare Advantage

EHN ended 2022 with strong performance across all four Medicare Advantage contracts: Aetna, Humana, Premiera Blue Cross, and UnitedHealth.

We distributed a total of \$1.7M to providers and practices through care coordination payments, incentives, and shared savings settlement. In 2022, some of the operational challenges that began in 2020, due to the pandemic, continued. Certain appointments were difficult to schedule due to Covid-19 demands and staffing challenges, specifically Annual Wellness Visit (AWV) completion, chronic condition re-documentation, and preventive screenings, such as breast cancer screenings, colorectal cancer screenings, and diabetic eye exams.

Despite these challenges, we have seen strong progress in practice engagement. Additionally, process improvements (such as those you can read about for AWVs on page 10), enhancements to data reporting and practice education helped us move the needle on these measures through 2022.

2022 Performance*

MEASURE	AETNA	HUMANA	PREMERA	REGENCE	UNITED	GOAL
Annual Wellness	65%	54.9%	65.7%	43.8%	60.1%	70%
STAR Ratings	4.30	3.45	4.4	3.85	4.55	4.25
Chronic Condition Re-assessment	61.79%	73.1%	63.84%	-	53.13%	75%

* Data up-to-date as of 12/31/2022.



Process improvements, enhancements to data reporting and practice education helped us move the needle on these measures through 2022.

Annual Wellness Visits

An important tool for managing chronic conditions

Annual Wellness Visits (AWVs) are a crucial part of performing well on our Medicare contracts. More than that, they are an important tool to help manage the health of our community members who have chronic conditions.

AWVs have a big impact

Overlake Medical Center & Clinics has been a strong performer in AWVs. In 2022, EvergreenHealth transformed their work on AWVs in a remarkable way. We'd like to highlight that transformation.

When patients are seen in the clinic, the team at EvergreenHealth is finding that Annual Wellness Visits are having a huge impact on provider ability to close overall care gaps with a patient. Komal Patil-Sisodia, MD, Endocrinology, EvergreenHealth, shares that EvergreenHealth patients under UnitedHealth who were not seen for the AWV had an overall STAR rating of 3.67, but patients who were seen for an AWV had an overall star rating

of 4.67. "It's a hard ask to get everyone aligned when we're down staff, but the Annual Wellness Visits are having a big impact," she says.

Historically, EvergreenHealth has tried many strategies for reaching out to patients. But one strategy has proven most effective. EvergreenHealth Medical Group Quality Manager Arkady DeRoest explains, "We find that the patients are really attached to their providers." One innovation from 2022 is that EvergreenHealth moved outreach through clinics. Evergreen Marketing also massaged the messaging and began saying "We've reserved a spot for you." This inviting language seemed to have an impact in how responsive patients were to scheduling requests.





Epic opens new avenues for outreach

EvergreenHealth's transition to Epic has opened up new avenues for outreach, avenues that the team hopes to further explore in 2023. Text messaging. Can invite patients to choose whether to schedule on their own or ask for a phone call. EvergreenHealth can also message patients through MyChart.

The team also uses more traditional techniques like direct mail. "It's a multi-pronged outreach campaign," Arkady says.

Collaboration is crucial

AWVs are a priority for Eastside Health Network and all provider organizations in our network. Once a month, EHN meets with stakeholders from EvergreenHealth and Overlake Medical Center & Clinics in a joint meeting to discuss shared challenges and ways we can better collaborate and support, and AWVs are a frequent topic of conversation.

At the end of the day, it really is about collaboration. Arkady makes it a point to have one-on-one conversations with each EvergreenHealth clinic she is asking to complete AWVs. EHN sends our Quality Specialists and other staff to clinics to reinforce messaging. Overlake Primary Director, Andrea Turner reinforces the interpersonal aspect of AWVs, "It's great to get to know your provider and your care team when you are not feeling sick—and to review strategies to maintain or improve your health for years to come."

"It's hard to get everyone aligned when we are down staff, but the Annual Wellness Visits are having a big impact."

KOMAL PATIL-SISODIA, MD, ENDOCRINOLOGY, EVERGREENHEALTH

Health Connect utilization

The Premera Health Connect plan is designed to foster patient engagement and enhance communication among the patient’s personalized care team—helping to ensure collaboration is streamlined across the full continuum of care for the best possible experience and outcomes.

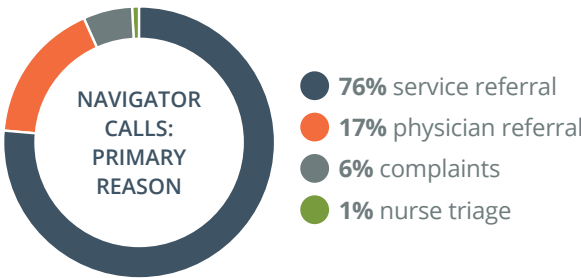
When designing the Health Connect plan, Microsoft, Premera, and Eastside Health Network focused on cultivating strong, effective patient-provider relationships. Health Connect utilization patterns demonstrate shared success in engaging patients in their health and ongoing care within EHN.

Speaking to the appeal of the plan, EHN Project Manager, Strategic Initiatives, Katie Chang says, “As a semi-young person with no chronic illness to manage and minimal interaction with the health system, at first glance, the biggest draw was the absence of a deductible for in-network services. No surprise costs. In only a few months, I’ve learned about all the ways Microsoft differentiates itself from other employers simply by how they care for their employees. The Health Connect plan complements that level of differentiation through services like concierge care with our Navigators.”

2022 brought continued challenges in member outreach due to staffing and access struggles related to pandemic recovery. EHN generally and Katie specifically have focused efforts on targeting the work of Navigators to direct members toward the most necessary and helpful resources. Navigators ask callers whether they are connected with a PCP. They help them find providers in specialties with challenging access or that meet patient’s criteria.

Health Connect quality metrics help demonstrate the strength of our patients’ relationships with their care providers, as well as their ability to access care when needed. Established patient and provider relationships with high degrees of trust generally lead to better adherence to preventive and chronic care management. Our philosophy is to build relationships throughout our network, Premera, and Microsoft with the end goal of bringing Health Connect Members the best care possible.

The table on page 13 provides quality measures tracked for Health Connect patients in calendar year 2022. This table specifically presents those patients who have received their care from an EHN provider, allowing EHN’s care management and quality staff to provide any needed support.



Health Connect Member performance by measure

MEASURE	PERFORMANCE RATE ¹		NCQA 75 TH PERCENTILE	
	2021	2022 ²	2021	2022
Adult Measures				
Avoidance of Antibiotic Treatment for Acute Bronchitis/Bronchiolitis	42.9%	70.0%	48.9%	53.2%
Breast Cancer Screening	67.8%	79.0%	74.1%	74.5%
Cervical Cancer Screening	75.4%	78.5%	77.4%	77.1%
Colorectal Cancer Screening	67.8%	68.8%	67.9%	68.6%
Comprehensive Diabetes Care – Eye Exams	66.9%	62.5%	55.3%	56.5%
Comprehensive Diabetes Care – HbA1c Control (<8%)	52.1%	61.0%	60.1%	63.3%
Kidney Health Evaluation	60.0%	57.0%	– ³	48.2%
Pediatric Measures				
Appropriate Testing for Pharyngitis ⁴	100.0%	–	80.4%	85.7%
Appropriate Treatment for Upper Respiratory Infection	96.3%	97.0%	86.8%	92.6%
Asthma Medication Ratio	72.4%	96.0%	84.3%	85.3%
Child and Adolescent Well-Care Visits	55.6%	60.4%	60.8%	64.1%
Immunizations for Adolescents	43.5%	42.9%	34.8%	37.1%
Childhood Immunization Status	68.6%	77.1%	66.6%	67.2%
Behavioral Health Measures				
Antidepressant Medication Management	79.8%	83.1%	77.5%	79.5%
Follow-Up After Hospitalization for Mental Illness	10.0%	25.0%	56.4%	54.2%
PHQ2 Depression Screening Rate (Over Age 12) ⁵	67.1%	66.7%	90.0%	90.0%

● Meets or exceeds benchmark. ● Is within 5 percentage points of benchmark.

¹ Measure must have at least 30 members in the denominator to be considered credible, measures that do not meet this threshold are not considered in the settlement calculation.

² Measure eligibility as of 8/31/2022; measure compliance as of 12/15/2022.

³ NCQA did not release benchmark in first year of Kidney Health Evaluation measure implementation.

⁴ May vary from historical reporting, error identified in original reporting, population now limited to pediatric members only.

⁵ Rate considers both CPT CAT II and LOINC codes for closure, not all forms are accepted by payer and thus rates may differ between reports.

Heather Sellers, a compassionate, thoughtful leader

Heather Sellers, MPH, RN, CPH, CHES® celebrated her second anniversary with EHN in 2022.



When people are out on leave, when EHN is in the process of replacing important roles, Heather is the first to step in and take on additional jobs. At a small, evolving organization like EHN, an attitude like this is not unusual. All EHN employees wear multiple hats and pitch in wherever they are needed. But no one does this more so than Heather.

Explaining her desire to help the team, Heather says, "Coming from military background, you have to just do what you do to get the job done."

Indeed, Heather joined EHN after a 20-year career as an officer in the U.S. Navy Nurse Corps. She retired at the rank of Commander or O-5. Heather deployed for Pacific Partnership 2015, a humanitarian mission, during which she traveled to remote sites as the lead nurse for the advanced on-site and pre-deployment site survey team. "It was actually a lot of fun," she says. One such mission was in Tarawa, Kiribati, which Heather describes as being a beautiful atoll but quite literally in the middle of the Pacific Ocean.

Heather has used her military background to bring process and systemization to EHN, which is incredibly valuable at a young and growing organization. EHN Ambulatory Care Manager Riaz Kanji says, "Heather is a compassionate, thoughtful leader with the right mix of analytics and healthcare knowledge in her everyday approach."

Heather is also a great mentor to upcoming leaders within EHN.

"Heather helped build out structure. She helped build out the team. She helped everyone grow in their space. I love working with Heather. I've learned so much working under her. I couldn't ask for a better director," says Christine McClurg, Quality Supervisor.

Never one to shy away from adventure, Heather continues to seek new experiences. Next fall, Heather will start the Doctorate in Public Health (DrPH) program at the Medical College of Wisconsin. She is interested in furthering her ability to apply data to understand our Eastside population and address health issues in our community. Heather has also recently been appointed to the Snohomish County Public Health Advisory Council. Both projects will help better understand the health needs of the population we serve.

One area in which Heather would like to focus in 2023 is EHN's utilization numbers. "A lot of what care management focuses on is patients who are over- or under-utilizing care...or inappropriately utilizing, care, for example, seeking care at the emergency department instead of through primary care," she says.

Heather is a crucial driver of the strategic vision for EHN. Her desire to help the team, develop new leaders, and maximize the health of our community will undoubtedly help us reach better health outcomes in the years to come.

Streamlining pre-visit planning

One of the important pieces of work we do at EHN is prepare Pre-Visit Planning forms for primary care facilities, which help them with Annual Wellness Visits (AWVs).

These forms are requested by payors and are filled out by each clinic or provider for each patient as part of an AWV. EHN began doing Pre-Visit Plans (PVPs) for every AWV patient in 2022.

Quality Supervisor Christine McClurg says, “The purpose is to bring forward quality opportunities or care gaps that need to be addressed and help with diagnoses to be reviewed during the visit.” However, early on, the work was hugely labor intensive.

Senior Population Health Data Analyst Miranda Tomuro noticed, one month, that she was hearing everyone complain about how long PVPs took to complete. “There was a month at the office where, if you talked to anyone, there were a lot of conversation about PVPs.”

The original form was a Word document, formatted in the style of the end document that would go to providers. Each Coder or Quality Specialist would visit five separate sources to find needed information for each PVP. They would manually copy and paste information, such as, patient name,

date of birth, which care gaps were applicable for the upcoming visit, etc.

Miranda noted that most of the resources the Coders and Quality Specialists were already using were in Excel. She got access to their lists, and instead of working through a Word doc, recreated the same document but as an Excel file. She coded the Excel file through the use of Visual Basic to automatically pull from the other Excel files to populate the needed fields. There is still a review phase required by Quality Specialists and Coders, but Miranda has saved two days’ work each week from each of our Quality Specialists and hours of work from each Coder. In total, she has saved well over the work of 1 FTE.

Moving forward, Miranda is collaborating with Senior Quality Specialist Evan Boog-Scott who is tailoring the new system to the specific needs of the Quality team. Evan says, “With the template and its continued updates, we have been able to create hundreds of forms a week efficiently and reliably.”



“There was a month at the office where, if you talked to anyone, there were a lot of conversation about PVPs.”

MIRANDA TOMURO, SENIOR POPULATION HEALTH DATA ANALYST

Informing decisions across the network

Data integrity is a significant factor in EHN's success. As a Clinically Integrated Network (CIN), we use data integrated strategies to help achieve our mission.

Our focus as a CIN is to make patient care comprehensive, efficient and cost-effective. Data informs our decisions across the organization. According to Leon Chan, Senior Systems Analyst, EHN, "At end of the day, all decisions of leaders, stakeholders, providers are only as good as the data we put into our system. A high level of data integrity is an absolute must for the work do."

Arcadia: our chosen solution

Arcadia is our chosen solution for ensuring data integrity. In general, data integrity can be a challenge for any CIN. CINs partner with multiple hospitals, independent practices Skilled Nursing Facilities, and payor organizations, and all these different sources have different file naming

conventions, different ways for handling data, different systems, etc. Imagine having to load all that disparate data into a single platform, which is what we are having to do with Arcadia. If we didn't have Arcadia, we wouldn't be able to make sense of that data. It allows us to compare apples to apples. Our teams know which high-risk patients we can best impact and which gaps we can help close.

Epic supports our patient populations

The Electronic Medical Record (EMR) of choice for all our hospital partners (Overlake Medical Center & Clinics, EvergreenHealth, Snoqualmie Valley Hospital) is Epic. As such, it is the data source that supports most of our patient populations. We rely on the Epic front-end users—any providers



inputting data at the hospitals—to correctly input data (diagnoses, lab values, etc.). Any inaccurate documentation could compromise patient care delivery or care coordination. More downstream, it could have impacts on our quality reporting. We also need to make sure Arcadia extracts data from Epic consistently, every night so that our teams see the most up-to-date information.

2022 was about implementation

Our work in 2022 was about implementation. We optimized a variety of tools in Arcadia related to analysis, reporting, and data capture. Dave Gainer and Miranda Tomuro oversaw the implementation of Foundry, a tool that allows us to be as granular as we want slicing views of data, which we could never do with our previous population health tool. The team also put in place Vista dashboards, an interactive visualization tool geared toward non-high-tech people. These dashboards make it quick and easy to manipulate data in real time.

Ensuring solid foundations

In 2023, we're looking to shore up our data integrity and make sure that our foundations are solid. Leon says, "Our 2022 focus was implementation. In 2023, we want to continue to evaluate the health of our data."

A team-heavy process

Implementing a tool like Arcadia has been a team-heavy process. Leon emphasizes that work this "vast and complex, with all its different functionalities" could not be done without the help of many people inside EHN and within our partner organizations. "Especially the Risk Team and Sahana [Ingale]." "I reach out to Dave and Miranda for help with validation all the time." He also notes that "Rachel Lam does a lot of behind the scenes work to ensure expenses stay below budget and confirms that payor revenue is accurate and timely. Rachel also calculates membership rosters for all plans."

Necessary for modern health care

As Leon so eloquently explains, modern value-based health care is only as good as the data we put into the system. This means, we need reliable data-management software. Having EHN's hospitals on Epic and having EHN fully implemented with Arcadia are huge steps toward providing accurate site lines to care gaps for our patients and allowing providers to make informed decisions in the moment of care.



"At end of day, all decisions of leaders, stakeholders, providers are only as good as the data we put into our system. A high level of data integrity is an absolute must for the work do."

LEON CHAN, EHN SENIOR SYSTEMS ANALYST

Improving patient outcomes

Dedicated nurse care managers partner with primary care providers to support patients with one-on-one outreach—proactively addressing a patient’s health care needs and identifying any potential issues based on personal family history or existing chronic conditions.

Moving from tractor to scooter



Last June, Eastside Health Network (EHN) Ambulatory Care Manager **Riaz Kanji** began working with an elderly man who had memory issues and was having trouble with falls.

Because of the memory issues, Riaz was unable to speak directly to the patient, so he first began conversations with the patient’s daughter-in-law. With the Primary Care Provider’s permission, Riaz sent outreach to the daughter-in-law. Riaz began the process of obtaining a release from the patient. (The release would allow Riaz to discuss patient health details with members of the family.)

In the meantime, Riaz could not share any health details with the daughter-in-law, but she was free to share with Riaz.

The patient lived with his 90-year-old wife across a field from his son and daughter-in-law. He was unable to walk and was wheelchair bound, but he would travel to his son’s house on a tractor.

From talking to the daughter-in-law, Riaz assessed that this family needed home caregiver assistance. A daughter who had medical background was doing most of the caregiving for both the patient and his wife, who had her own health issues. Riaz spoke to this daughter who expressed feeling overwhelmed.

Still waiting for a signed release, Riaz was able to speak to the patient’s wife who assured him that they were doing just fine and did not need any outside help. Riaz pointed out that the daughter felt overwhelmed. The daughter joined the phone call with Riaz and the mother and echoed the mother, saying everything was just fine. Riaz realized there might some family dynamics at play in this situation, too.

Riaz did a referral to EHN Social Workers, who would be able to connect the family to any resources they would accept and would be better equipped to unravel any family dynamics.

Release paperwork was completed after about two months. In the meantime, the patient was admitted to the hospital with a new diagnosis of Atrial Fibrillation. Luckily, Riaz and the patient soon had a professional caregiver in place. The professional caregiver was able to help the patient and give the daughter relief, improving her own health.

The patient’s health even improved to the point that he could often use a cane at home, instead of being entirely confined to a wheelchair.

Riaz was particularly excited about his work with this family he empowered all members of the family to meet their own needs.

And in maybe the most important marker of success, the patient now has a scooter so he can move across the field without firing up the tractor.

Finding a cat sitter

When Eastside Health Network (EHN) Social Worker **Brianna Taylor** inherited this particular patient, she was warned the case was complex. The woman used to be a nurse and didn't think she needed care management.

The patient was in her 60s and lived by herself in an apartment. She was obese to the point that she struggled to complete essential daily tasks. Because of her health, her home environment was not safe for her, but she was resistant to acknowledge the reality that her living situation was risky. Due to her weight, the patient had not left her house in three years. She was also low income and sat in the frustrating middle ground in which she was low income but not low income enough to qualify for Medicaid.

One of the woman's main needs was weekly bath aid. The patient had discontinued her relationship with her previous home-aide company because she did not like them. Brianna connected the patient with a new in-network service. The woman had an existing referral but had been denied service due to their previous experience working with the patient. Brianna coordinated a call with all parties in which they could discuss the situation and resolve any residual bad feelings.

Through working with this patient, Brianna found out that she had experienced a family tragedy about two years prior and had been struggling with related depression and anxiety. As a result, she had been pushing away anyone who was trying to help. Brianna informed the patient about virtual options for mental health services, and she started seeing a therapist. Her motivation began increasing, and she has begun to address core issues.

In January of 2022, the patient needed to go to the emergency department (ED) because of declining

health. She refused to go without first finding someone to take care of her cat. On a Friday afternoon, Brianna called around and found an organization that could care for the cat, meaning the patient would go to the ED for needed care. The woman was discharged from the hospital the next day but needed more care than anyone had previously realized. Brianna and EHN Ambulatory Care Manager, Jen Riley, convinced her to go back for a longer stay a week later.



On this second visit, the woman stayed in the hospital for a few weeks and got more of the care she needed. Also, for the first time ever, she became open to a conversation about moving into assisted living. She is still saying she wants to stay in her apartment, but she is starting to see that living in her apartment, on her own, may not be the healthiest choice for her, or her cat, and that is a huge shift for this patient.

Jen and Brianna both did a lot of motivational interviewing with the patient to get her to accept the reality of her life circumstances. Brianna saw a huge shift from a total refusal to acknowledge how serious the situation was to being open to greater levels of care. And that gave Brianna hope.



The woman stayed in the hospital for a few weeks and got more of the care she needed. Also, for the first time ever, she became open to a conversation about moving into assisted living.

Awards

EHN values and appreciates all of our network members—clinics, providers, administrators. The exceptional care and support our members provide to the patients in our community is unparalleled. For 2022, EHN would like to recognize a few members who have gone above-and-beyond, providing extraordinary care and services.

Outstanding Practice Manager Award



Maria Paneto
INTERLAKE MEDICAL CENTER

Maria is a long-time manager of Interlake Medical Center and is extremely knowledgeable about the practice and its day-to-day operations. When EHN reaches out to Interlake, she is quick to loop in other staff members who can help with goals. She collaborates with EHN staff to support Annual Wellness Visits and completion of Pre-Visit Planning forms. Maria is always a pleasure to interact with and helps us keep open the lines of communication at one of our crucial independent practices. Maria notes this success would not be possible without the assistance of Susan Concepcion. Together, they dramatically improved Annual Wellness Visit completion rates for Interlake in 2022.

Outstanding Partner Award



Anne Farrison and Miranda Provenza
AMERICAN SENIOR RESOURCES

American Senior Resources is EHN's partner for Medicare outreach. They have helped EHN develop and implement a plan for interpersonal outreach, which includes Medicare 101 workshops and tables in the lobbies of Overlake Medical Center and EvergreenHealth's main campus and EvergreenHealth Monroe during Medicare open enrollment. Their staff is responsive, helpful, engaging, and creative. They are all around great partners that EHN looks forward to working with in the years to come.

Quality Leadership Award



Deborah Johnson
OVERLAKE MEDICAL CENTER & CLINICS

Documentation and coding have become important to the work we do in health care. Deborah is exceptionally knowledgeable in coding and all related topics. She has done terrific work with provider education and facility implementation of pre-visit plans. She also assists in routing, monitoring, and tracking data. She has also been an engaged and responsive partner to EHN so we'd like to shout to the world how grateful we are to have her as a partner in this essential work.

Provider Contribution Award



Ross Klein, PA-C
OVERLAKE MEDICAL CENTER & CLINICS

When EHN hosts Provider Wellness Groups, we need a provider to captain each small group. These group leaders commit more time than the average participant, including managing logistics such as arranging the meeting space and communicating with group members. They lead discussion and come to all meetings prepared with questions to start conversation. Ross has served as a leader for three different groups and is the only provider to have done so. Through this service, he shows a commitment to the wellbeing and cohesion of our provider community. Ross is well deserving of this recognition, and we are so grateful for his continued support.

Lifetime Achievement in Value-Based Care



Greg Aeschliman, MD
EVERGREENHEALTH

Greg is retiring in 2023, after a career of dedication to the Eastside community. He is one of the visionaries in our region who has helped our system transition to value-based care. Greg was the creator of the Cascade Health Alliance. He developed and honed a strong interest in information technology and studied it with depth, contributing significantly in that area, even earning a Master's of Science in 2019. Greg was involved with the founding of EvergreenHealth Partners and helped on their committees, a role he continued when Washington's first Clinically Integrated Network (CIN) merged with Overlake's CIN to form Eastside Health Network.

Our committees, working for you

Eastside Health Network has established four committees comprised of individuals who are devoted to the transformation from volume to value. We are honored to share highlights of the great work accomplished by these teams in 2022.

Executive Committee

Lloyd Stambaugh, MD

CHAIR, RADIA

John Whittington, MD

VICE CHAIR, MATRIX ANESTHESIA

Allen Geltzer, MD

SECRETARY, OVERLAKE MEDICAL CLINICS –
INTERNAL MEDICINE

Steve Marshall, MD

PAST CHAIR, PUGET SOUND PHYSICIANS

Tina Mycroft

CHIEF FINANCIAL OFFICER, EVERGREENHEALTH

Andrew Tokar

CHIEF FINANCIAL OFFICER, OVERLAKE MEDICAL
CENTER & CLINICS

Board of Directors

Lloyd Stambaugh, MD

EHN BOARD CHAIR, PRESIDENT, RADIA INC.

Thomas Amidon, MD

OVERLAKE MEDICAL CENTER & CLINICS –
CARDIOLOGY

Tom Chi, MD

ORTHOPEDIC SURGERY, OVERLAKE MEDICAL
CENTER & CLINICS

Chad Crystal, MD

EMERGENCY MEDICINE, EVERGREENHEALTH

Allen Geltzer, MD

SECRETARY, OVERLAKE MEDICAL CLINICS –
INTERNAL MEDICINE

David Koh, MD

WOODINVILLE PEDIATRICS

Steve Marshall, MD

EMERGENCY MEDICINE, OVERLAKE MEDICAL
CENTER & CLINICS

Tina Mycroft

CHIEF FINANCIAL OFFICER, EVERGREENHEALTH

Mitch Nudelman, MD

OBSTETRICS & GYNECOLOGY, OVERLAKE
MEDICAL CENTER & CLINICS

Amy Numrych, MD

FAMILY MEDICINE, BELLEVUE FAMILY MEDICINE

Jonathan Paley, MD

OBSTETRICS & GYNECOLOGY, OVERLAKE OB/GYN

Pratima Sharma, MD

INTERNAL MEDICINE, EVERGREENHEALTH

Scott Stuart, MD

HOSPITALIST, EVERGREENHEALTH

Rachel Thompson, MD

CHIEF MEDICAL OFFICER, SNOQUALMIE
VALLEY HOSPITAL

Andrew Tokar

CHIEF FINANCIAL OFFICER, OVERLAKE MEDICAL
CENTER & CLINICS

John Whittington, MD

ANESTHESIOLOGY, MATRIX ANESTHESIA

BOARD OF DIRECTORS SUPPORT STAFF

David LaMarche

John Nelson, MD

Alicia Quaco

Heather Sellers

Cindy Trettevik

Contracting Committee

The Contracting Committee's purpose is to support EHN's Board of Directors with recommendations regarding contracting strategy, as well as present specific contracts that the committee believes are prudent to execute. Additionally, the Contracting Committee is responsible for creating an ongoing review of contracting guidelines to support the evaluation and negotiation of contracts on behalf of EHN. Finally, the design and implementation of the provider incentive payment program is under the purview of the Contracting Committee.

2022 HIGHLIGHTS

- Renewed Cigna contract to ensure EHN's performance is compensated fairly. Cigna agreed to recognize our market differentiated performance on cost and quality.
- First year of new Medicare Advantage contract with Regence.
- Studied Medicare Shared Savings Plans and investigated best ways and timing for Eastside Health Network to enter this arena.
- First year Puget Sound High Value Network on contracts with Public Employees Benefits Board and School Employees Benefits Board through the Washington State Healthcare Authority. This contract covers approximately 5,000 lives.
- Premera Health Connect contract reached milestone of 10,000 lives covered.
- EHN met with numerous brokers and employers in discussion regarding direct-to-employer contracting.

COMMITTEE MEMBERS

Scott Price, MD, Chair

ORTHOPEDIC SURGERY, EVERGREENHEALTH

Greg Aeschliman, MD

FAMILY MEDICINE, EVERGREENHEALTH

Tom Chi, MD*

ORTHOPEDIC SURGERY, OVERLAKE MEDICAL CENTER & CLINICS (*STEPPING DOWN JANUARY 1, 2023)

Chad Crystal, MD

EMERGENCY MEDICINE, EVERGREENHEALTH

Sean Kincaid, MD

ANESTHESIOLOGIST, MATRIX ANESTHESIA

Tina Mycroft, CPA, CGMA

CHIEF FINANCIAL OFFICER, EVERGREENHEALTH

Theresa Platz, MD

FAMILY MEDICINE, EVERGREENHEALTH

Eric Shipley, MD

EMERGENCY MEDICINE, OVERLAKE MEDICAL CENTER & CLINICS

Andrew Tokar

CHIEF FINANCIAL OFFICER, OVERLAKE MEDICAL CENTER & CLINICS

Andrew Turella, MD

CHIEF EXECUTIVE OFFICER, MATRIX ANESTHESIA

Mark Zobel, MD

DIAGNOSTIC RADIOLOGY, OVERLAKE MEDICAL CENTER & CLINICS

CONTRACTING COMMITTEE SUPPORT STAFF**David LaMarche (Lead)**

Gregg Aoyama

Sahana Ingale

Julie Keeffe

Rachel Lam

John Nelson

Alicia Quaco

Heather Sellers

Miranda Tumoro

Network Development and Nominating (ND&N) Committee

ND&N oversees the strategic direction of recruitment, onboarding, and retention of participating clinical providers and practices. The Committee reviews all applications for new EHN provider members and subsequently makes recommendations to the Board of Directors (BOD). ND&N is responsible for recruiting and nominating BOD and Committee members, recommending provider participation standards and credentialing verification policies and procedures. The Committee develops physician recruitment strategies based on EHN's goals. ND&N is central to the establishment of policies and procedures that help to govern EHN. The Committee also identifies opportunities to improve provider satisfaction, such as defining value-added services for independent practices and their associated providers.

2022 HIGHLIGHTS

- Instituted EHN's new simplified medical malpractice agreement with Physicians Insurance. Starting in 2022, providers no longer needed to complete a continuing education requirement to receive a premium discount.
- Helped support continuation of Provider Wellness Groups, led by Medical Director, John Nelson, MD.
- Updated EHN's operating agreement.
- Launched Group Purchasing program to help manage supply costs for independent provider group. Three clinics are participating as of 2022.

COMMITTEE MEMBERS

Lloyd Stambaugh, MD, Chair
PRESIDENT, RADIA INC.

Olabode Akinsanya, MD
FAMILY MEDICINE, OVERLAKE MEDICAL
CENTER & CLINICS

Chris Bredeson, MBA, FACHE
CHIEF OPERATING OFFICER, EVERGREENHEALTH

Joseph Hall, DPM
PODIATRIST, MILL CREEK FOOT & ANKLE CLINIC

Ken Nishino, MD
GERIATRIC MEDICINE, OVERLAKE MEDICAL
CENTER & CLINICS

Midori Larrabee, MD, FACP
HOSPITAL MEDICINE, OVERLAKE MEDICAL
CENTER & CLINICS

Venkat Mohan, MD
GASTROENTEROLOGY, WASHINGTON
GASTROENTEROLOGY

Jonathan Paley, MD
OBSTETRICS & GYNECOLOGY, OVERLAKE OB/GYN

ND&D COMMITTEE SUPPORT STAFF

Monique Gablehouse

David LaMarche

John Nelson, MD

Alicia Quaco

Heather Sellers

Cost & Utilization Committee

The Cost & Utilization Committee is responsible for overseeing the financial performance of EHN's value-based contracts and providing reporting and education to the practices and providers of EHN. Additionally, the committee is tasked with developing initiatives to meaningfully reduce the cost of health care, increase network utilization, and improve value for beneficiaries of the clinically integrated quality program.

2022 HIGHLIGHTS

- Network generic prescribing scorecards generated and discussed during committee meetings, focusing on high-cost medications and ways to reduce prescribing rates. Continuous work around clinic education on generic drug names and therapeutic alternatives.
- Quarterly generic prescribing scorecards distributed and discussed with primary care and specialty practices with focused interactions with high utilizers.
- Produce up-to-date dashboards to highlight out-of-network utilization by payor, service category, and inpatient specialty. Developing plans to encourage members who visit out-of-network providers to seek care in network.
- Continuous review of network revenue per-member, per-month performance to keep network on budget for the year. Month-over-month variance in membership and dollar value reviewed and discussed.

COMMITTEE MEMBERS

Theresa Platz, MD, Chair

FAMILY MEDICINE, EVERGREENHEALTH

Neal Perlmutter, MD, Vice Chair

CARDIOLOGY, OVERLAKE MEDICAL CENTER & CLINICS

Daniel Burdick, MD

NEUROLOGY, EVERGREENHEALTH

Christy Chan, MD

FAMILY MEDICINE, EVERGREENHEALTH

Arinola Dada, MD

RHEUMATOLOGY, OVERLAKE MEDICAL CENTER & CLINICS

Chester Gall, MD

INTERNAL MEDICINE, OVERLAKE MEDICAL CENTER & CLINICS

Ann Peterson, CHFP

AMBULATORY SERVICES FINANCIAL OFFICER, EVERGREENHEALTH

Scott Stuart, MD

INTERNAL MEDICINE, EVERGREENHEALTH

Lennart Tan, MD

CYTOPATHOLOGY, INCYTE DIAGNOSTICS

Elisa Vila, RPh, CACP

EXECUTIVE DIRECTOR, PHARMACY SERVICES, EVERGREENHEALTH

**COST & UTILIZATION COMMITTEE
SUPPORT STAFF**

Alica Quaco (Lead)

Gregg Aoyama

Arakady DeRoest

Dave Gainer

Sahana Ingale

David LaMarche

John Nelson

Heather Sellers

Miranda Tomuro

Cindy Trettevik

Quality and Patient Experience Committee

This committee is responsible for defining quality metrics and performance thresholds for providers and practices as a requirement for EHN network participation. The committee reviews payor-reported quality data for the network, designs strategies to optimize the analysis of data, and addresses quality gaps and opportunities. The committee also identifies clinical areas to build care pathways and best practices for network-wide patient management to achieve defined network and payor quality outcomes.

2022 HIGHLIGHTS

- Created recommendations for statin use for diabetics, following from EHN's quality protocol.
- Workshopped on rapid-cycle quality program improvement process, identifying our first targeted intervention as transitions of care.

COMMITTEE MEMBERS

Paul Mayeda, MD, Chair

FAMILY MEDICINE, EVERGREENHEALTH

Allen Geltzer, MD, Vice Chair

INTERNAL MEDICINE, OVERLAKE MEDICAL CENTER & CLINICS

Greg Aeschliman, MD

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CLINICAL MANAGER OF PREOPERATIVE SCREENING AND ASSESSMENT, EVERGREENHEALTH

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URGENT CARE, OVERLAKE MEDICAL CENTER & CLINICS

QUALITY AND PATIENT EXPERIENCE COMMITTEE SUPPORT STAFF

John Nelson (Co-Lead)**Heather Sellers (Co-Lead)**

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Arkady DeRoest

David Gainer

Kendra Johnson

Wendy Kessler

David LaMarche

Alicia Quaco

Miranda Tomuro

Elisa Vila

EHN Team

David LaMarche, MBA

PRESIDENT

Alicia Quaco

DIRECTOR OF OPERATIONS

Heather Sellers, MPH, RN, CPH, CHES

DIRECTOR OF CARE MANAGEMENT

John Nelson, MD

MEDICAL DIRECTOR

Layla Abdirahman, CPC, CRC

RISK CODER II

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SENIOR QUALITY SPECIALIST

Leon Chan, MHA

SENIOR SYSTEMS ANALYST

Katie Chang

PROJECT MANAGER, STRATEGIC INITIATIVES

Lindsay Cristobal

SENIOR QUALITY SPECIALIST

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Sahana Ingale, MBBS, MHPA, CRC

MANAGER, GOVERNMENT PROGRAMS

Bonnie Jeanice, MSN/ED, MBA, BSN

RN CARE MANAGER

Riaz Kanji, BSN, RN

RN AMBULATORY CARE MANAGER

Wendy Kessler, MHA, MBA

MANAGER OF QUALITY

Jessica Knapp, PhD

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FINANCIAL ANALYST

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NAVIGATOR

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Christine McClurg

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RISK CODER II

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CARE MANAGEMENT COORDINATOR

Brianna Taylor, MSW, LASW

AMBULATORY SOCIAL WORKER

Miranda Tomuro


SENIOR POPULATION HEALTH DATA ANALYTICS

Cindy Trettevik

EXECUTIVE ASSISTANT

Karen Tritten

RISK CODER II



Eastside Health Network (EHN) is a clinically integrated network bringing together EvergreenHealth, Overlake Medical Center & Clinics, and 100+ independent clinics. Our goal is to accelerate the transformation of health care through the coordination of comprehensive, efficient, and cost-effective care for our community.



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eastsidehealthnetwork.com
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