

DAY HEALTH STRATEGIES

A Year in Review

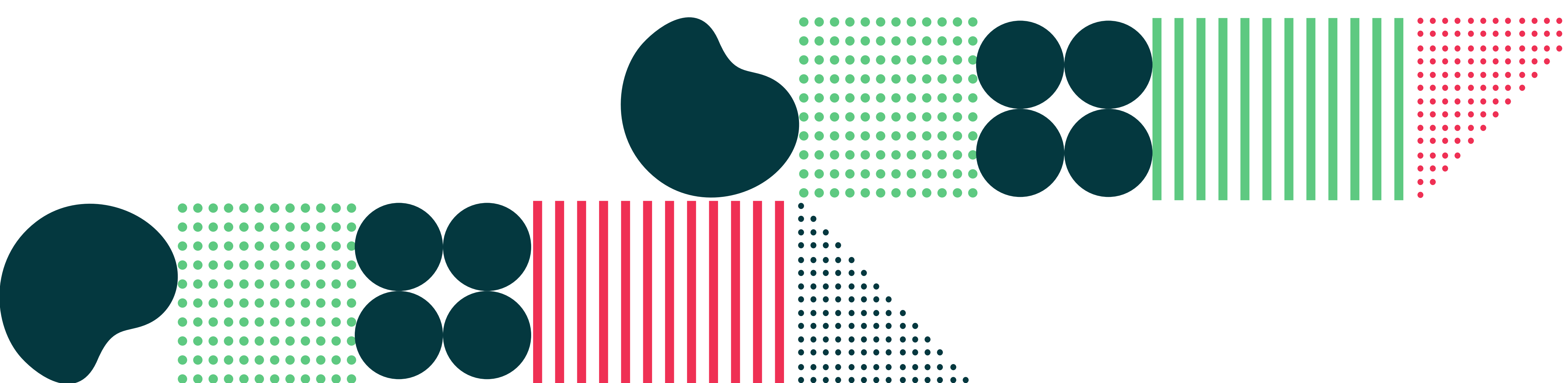
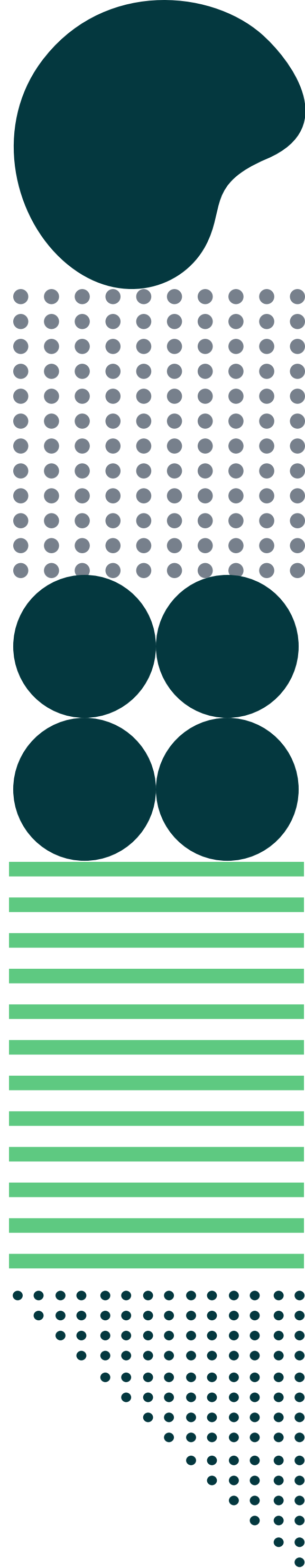
2021



Transforming health care one organization at a time. *Together.*

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A Message from Founder and CEO, Rosemarie Day



Colleagues,

In spite of the ongoing challenges we are all facing, 2021 was a great year for Day Health Strategies. As we close out 2021, I am glad for the opportunity to reflect on the significant work we have had the chance to engage in this year, and the wonderful partners with whom we've worked.

Our team is grateful for the impact we have been able to make this year. In early March, we were fortunate to be called upon to support ongoing COVID-19 response efforts in Massachusetts, and had the opportunity to support the creation of a COVID-19 Vaccination Playbook of Best Practices for Community Health Centers. We were humbled to play a role in this crucial health equity work that is so closely aligned with our mission.

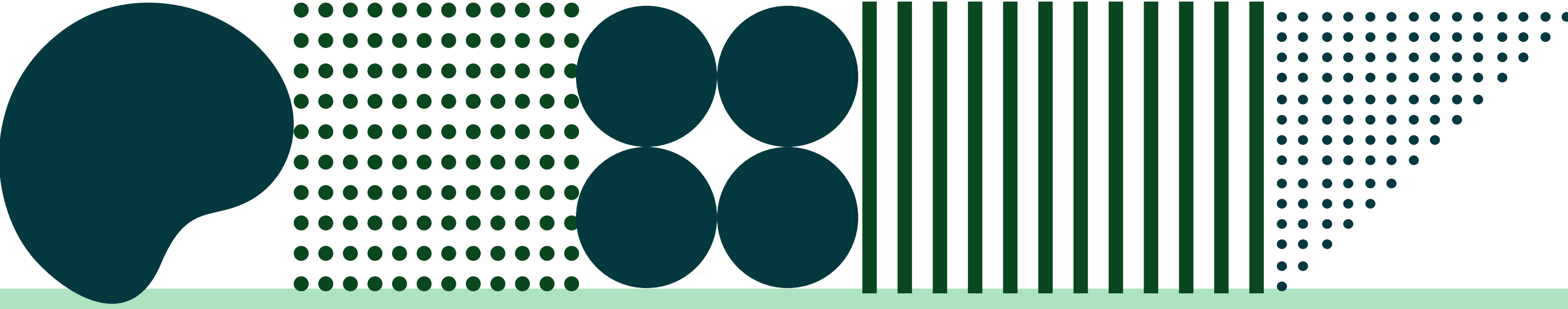
COVID-19 has been a common thread throughout all of our work this year, whether explicitly or implicitly. As you'll see in our review of our Top 5 actions for 2021, assisting stressed out health care organizations tops the list. COVID has been a stressor like no other, and we've seen it impact providers, payors, states, and everyone in between. We are proud to support our clients in recovering and rebuilding, and we know the work doesn't stop here.

Lastly, I want to acknowledge the work we've done as a firm to continue to build our anti-racism approach. We have been so fortunate to work with our colleagues at Sage Wellness Group to further our own education, and we look forward to bringing these tools to our client work in 2022 and beyond. We are proud to reaffirm our commitment to fighting structural racism and health inequities, and we hope you'll join us in this work in the new year.

As always, thank you for your support. We are looking forward to seeing what the new year brings!

In Solidarity,

Rosemarie Day
Founder and CEO, Day Health Strategies



A Look Back: Top 5 for 2021

At the end of 2020 as we set our priorities for 2021, we tried to imagine what the new year may hold. Facing down the first new year since COVID-19 spread into the U.S., there were immense uncertainties. However, we had a sense of what had changed in the healthcare landscape - and what hadn't. As always, we wanted to set our sights on the priority areas for the clients we serve.

More than ever, health care organizations would be facing new challenges that we were ready to help them tackle. And yet, issues of access, affordability, and equity persisted. We landed on our Top 5 key priority areas for 2021, below:

1 *Assisting stressed out health care organizations*

2 *Addressing structural racism*

3 *Transforming delivery of health care*

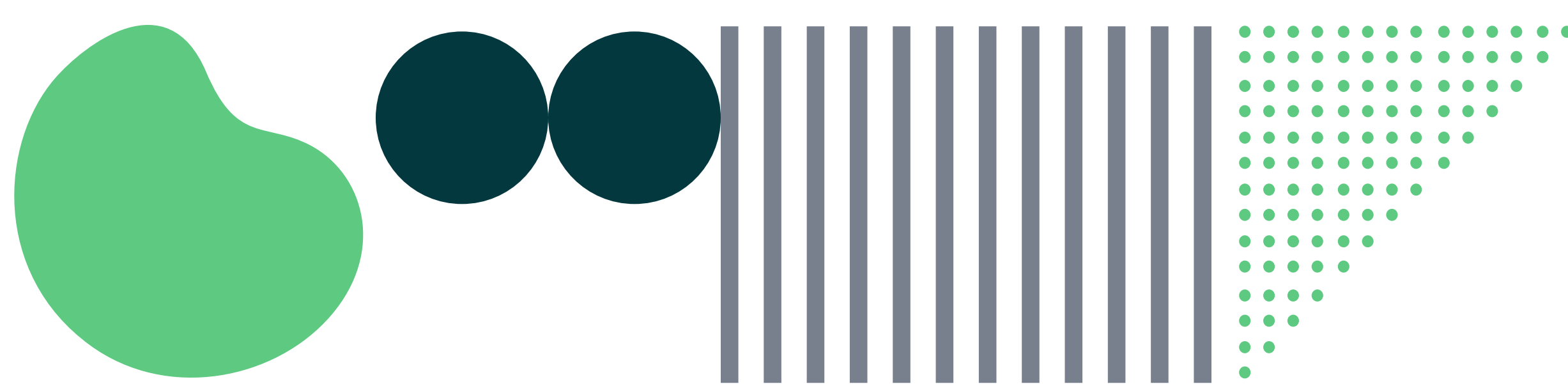
4 *Improving affordability of health care*

5 *Increasing access to health care coverage*

In the coming pages, we'll share just a few examples of how we addressed each of our Top 5 in 2021, and how we plan to build on this work in 2022.

With 2022 around the corner, we welcomed another opportunity to reevaluate our firm's priorities. As we have done so, we have found that these Top 5 still resonate with us.

For that reason, we will carry these five priorities with us into 2022. We plan to build these priority areas into our goals for the year and maintain a focus on doing our part to address each one.





A Look Back: Top 5 for 2021

1

Assisting stressed out health care organizations

Helping an Ohio-based reproductive health provider stabilize after change.

We helped a reproductive health provider in Ohio to identify challenges associated with recent changes, and co-created solutions to help them create a better patient and provider experience.

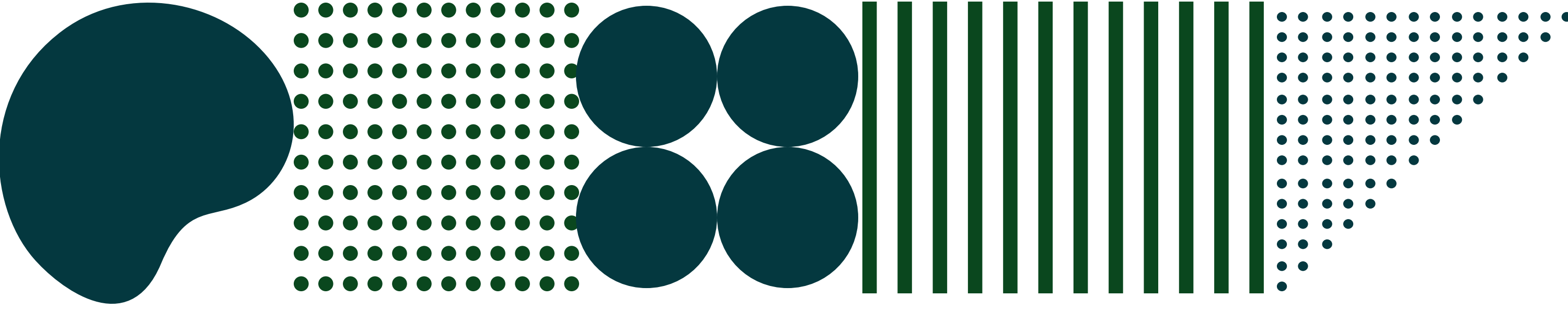
Developing a Playbook for COVID-19 Vaccination for Community Health Centers.

We worked with the Massachusetts League of Community Health Centers to develop an actionable guide for CHCs to develop vaccine programs that rapidly respond to the needs of their communities. Then, we worked closely with eight community health centers to use the Playbook to advance their vaccine programs.

...to be continued in 2022

As we prepare for 2022, we stand ready to help our clients continue to build back from the challenges of the past 18 months and counting. We know that the pandemic doesn't end here, and we want to help more organizations define their own "next normal." Thank you to all of the stressed out health care organizations who continue to do incredible work and who have partnered with us in 2021!





A Look Back: Top 5 for 2021

2

Addressing structural racism

Expanding reproductive healthcare access to underserved communities in Massachusetts.

We developed a business plan for a local reproductive health care provider to expand access to a new region by offering a new set of reproductive health services. We helped them identify appropriate opportunities to reach communities of color with a new service that is accessible and affirming to these groups.

Internal learning and development led by an expert anti-racism training facilitator.

We were fortunate to be joined by Dr. Nathalie Edmond of Sage Wellness for a series of workshops over several weeks. We reflected on the multiple privileged and marginalized identities each of us holds, and discussed how we can better mitigate the structures of oppression. We learned about the power of rest and reflection, and began to name the unexamined ways white supremacy culture shows up in our society and workplaces.

...to be continued in 2022

Heading into 2022, we are looking forward to developing a Diversity, Equity, and Inclusion Action Plan to guide our efforts to continue dismantling structural racism. Through a thorough and inclusive process, we will set measurable goals and develop policies and procedures to keep ourselves accountable to this work. For instance, we hope to explore how we can more consistently bring a lens of health equity to our clients, and develop a robust practice for doing so. Internally, we will seek out further trainings to help us grow our toolkits as managers and teammates to better support a wide range of marginalized identities. We look forward to doing the work required to better serve our communities and to be a better partner to our clients.





A Look Back: Top 5 for 2021

3

Transforming delivery of health care

Creating a bold strategic plan for a Primary Care Association.

We worked hand-in-hand with the leadership of a Primary Care Association to create a plan with vision, which reflects their values of supporting the health centers they serve in achieving their goals of accessible, quality, comprehensive, and community responsive health care and promoting health equity.

Helping advance an ACO's care management programs with evidence-based practice.

We helped a Rhode Island-based ACO redesign their care management programs to best serve patients with a variety of health care needs across the continuum of care and prepare for new opportunities within the Medicaid Managed Care program.

Supported the design of a new "Innovation Institute" for a local behavioral health provider.

In close collaboration with their leadership team, we helped with the design and planning of a new Innovation Center, meant to foster pilot programs for innovative behavioral health care delivery.

Provided guidance to help a leading health system respond to the continuing delivery system transformation in the Commonwealth.

We led a process and provided guidance to help two MassHealth ACOs and the broader health system understand and respond to the forthcoming MassHealth 1115 Waiver Demonstration Renewal.

...to be continued in 2022

We're energized by the opportunity to help our clients find innovative ways to better serve their populations, including upcoming projects in new, rural geographies. The health care landscape continues to evolve, and our clients have to keep up - this includes changes in the regulatory environment, emerging technologies, the rise of value-based care, and more. We hope to help them find their path through these changes!





A Look Back: Top 5 for 2021

4

Improving affordability of health care

Helping New Mexico launch a new state-based health insurance marketplace.

With our partners at Health Management Associates, we supported the state of New Mexico throughout their transition to a State-based Marketplace including assisting with the implementation of an Individual Exchange information technology platform. The new State-based Marketplace will provide subsidized and unsubsidized health insurance coverage to thousands of New Mexicans.

Supporting two MassHealth ACOs with ongoing reporting to better support their members.

We provided technical assistance that allows two Medicaid ACOs in Massachusetts to connect their MassHealth beneficiaries with vital supports and services through DSRIP and Flex Services funding. This work makes it possible for the ACOs to continue to partner with social service organizations and provide affordable care to enrollees.

...to be continued in 2022

Despite progress made in 2021 to improve access and affordability, including federal legislation like the American Rescue Plan Act and the Build Back Better Act, there's a long way to go to make sure that everyone has access to affordable, high-quality health care. We will continue to support our clients, whether they're states or health care organizations, as they engage in this vital work.





A Look Back: Top 5 for 2021

5

Increasing access to health care coverage

Helping Launch a New State-Based Health Insurance Exchange in Virginia

We are working with our partners at Health Management Associates to support the state of Virginia in launching a new state-based health insurance exchange. This includes assisting with the selection of a technology platform and customer service center for the exchange that will best meet the needs of the population, and coordinating with the Commonwealth's Medicaid program to help ensure a smooth consumer experience. This new exchange will provide access to high quality, affordable health care coverage to thousands of Virginians.

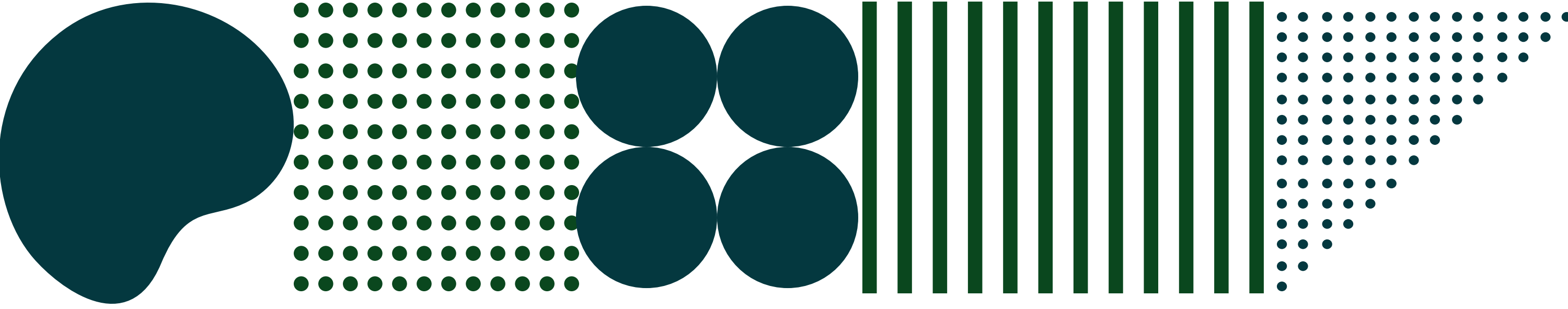
Publishing a whitepaper on the role of State-Based Exchanges as engines of innovation

In collaboration with Dave Johnson of 4Sight Health, Rosemarie Day published a two-part whitepaper series on how state-based insurance marketplaces have played an important role in innovating to expand consumer access and choice. You can find a link to this piece on the next page under Publications and Features.

...to be continued in 2022

In 2022, we hope to be part of the continued evolution and growth of state-based exchanges, just one of the ways we've been able to support expanded access to health care this year. We are eager for new ways to support access as well - there's always more work to be done.





Publications & Features



We're Ready for Mamala

By: Rosemarie Day and Deb Gordon



Rosemarie Day's Take on the Georgia Senate Election Results



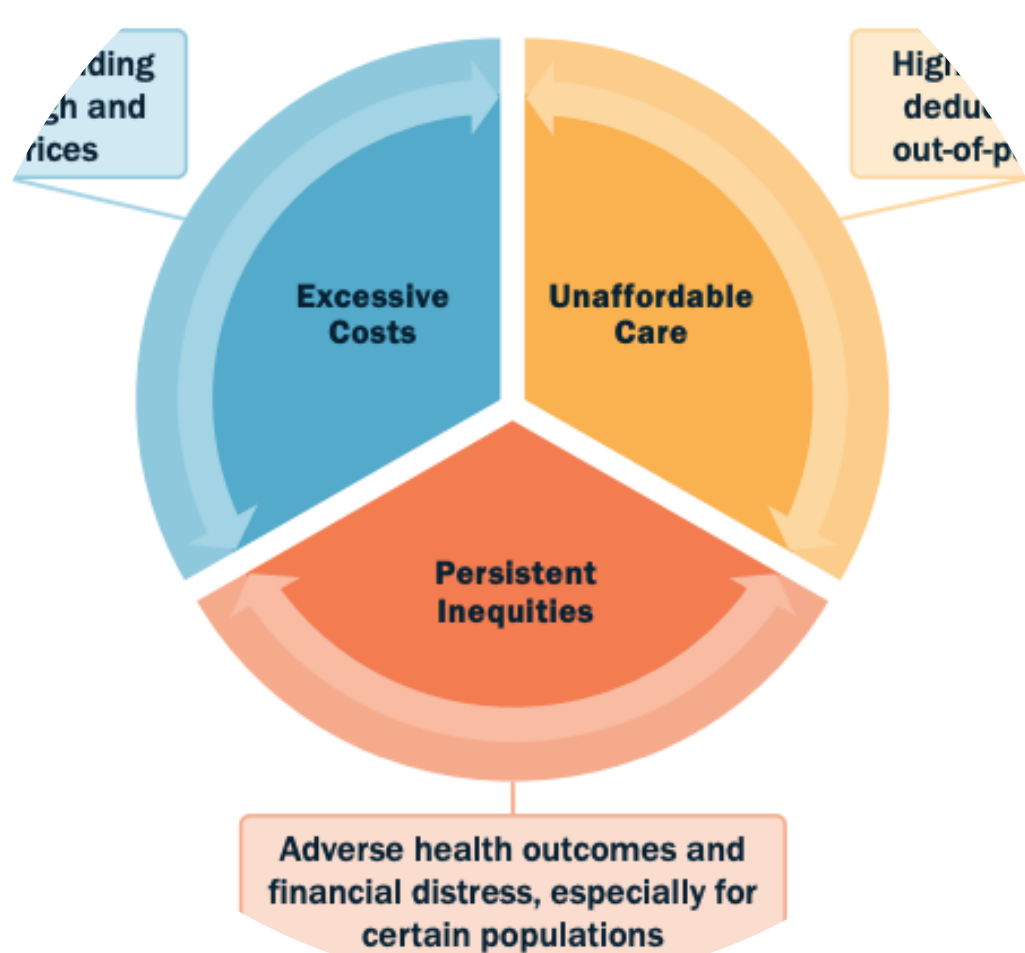
Mother's Day 2021: This Mother's Day Let's Get Mothers the Health Care Coverage They Need

By: Rosemarie Day and Deb Gordon



State Based Marketplaces 2.0 (Parts 1 & 2)

By: Rosemarie Day and Dave Johnson



HPC Cost Trends Hearing Key Takeaways

By: The Day Health Team



Social Determinants: Working Upstream to Solve Health Problems Before They Start

Chapter by Sarah Bliss Matousek and Niko Lehman-White



STAFF GROWTH AND DEVELOPMENT



Allie Dawson, Consultant

Allie joins us as a full-time Consultant. She brings to the firm experience with health care delivery, group benefits, and health communications. Since joining Day Health, Allie has supported clients with care delivery transformation projects, new service line rollouts, dashboarding and measurement, and project management. Allie holds an MPH from Tufts University School of Medicine with a concentration in Behavioral Science and Health Communications, and a BA in Community Health from Tufts University.



Emily George, Principal

Emily, who is currently working with us as an Affiliated Senior Consultant, will join Day Health full-time in January 2022 as a Principal. Emily recently earned her Doctorate in Public Health from Boston University School of Public Health. She is a nurse and public health practitioner with 17 years of experience in organizational leadership and strategy development, program and research design and implementation, change management, and strengthening health systems in high and low resource settings. In addition to her doctorate, Emily holds a BS in Nursing from MidAmerica Nazarene University and a Certificate from Managing Complex Humanitarian Emergencies from Boston University School of Public Health.



Krista Gon, Consultant

Krista joins us as a full-time Consultant. She brings to the firm a background in payment and health care delivery innovation, with a focus on Medicaid ACOs. Most recently, she served as an Associate Program Manager at MassHealth. Krista provides support to client engagements through data analytics, market research and project management. She has a passion for outdoor activities, including rock climbing and bike camping.



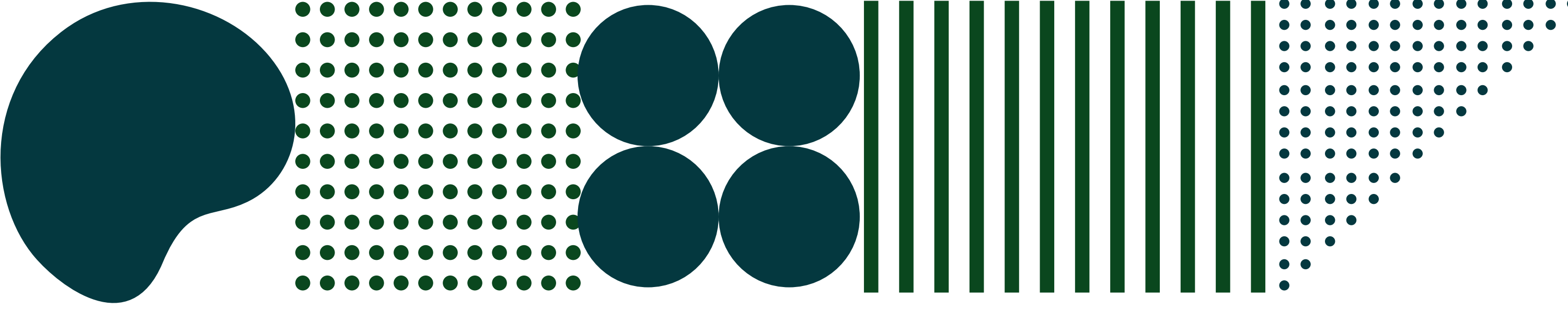
Zahra Khan, Project Associate

Zahra joins us as a full-time Project Associate. She brings to the firm a background in health communications, health promotion, and patient engagement. Most recently, Zahra worked at the Muslim Community Health Center of Wisconsin (MCHC), where she developed health education tools and resources for underinsured refugee and immigrant communities. Of Kashmiri-descent, Zahra's complex ethnocultural identity inspires her to improve equitable health practices in communities with limited English proficiency (LEP). She speaks English, Urdu, Hindi, Arabic, and Spanish, and is currently learning Mandarin. Zahra holds an MS in Health Communication from Northwestern University and a BA from Marquette University.



Melinda Stockwell, Associate Administrative Director

Melinda joined Day Health Strategies in November 2020. Having spent the majority of her career in small businesses, Melinda is a versatile team member, ready to take on any and all administrative projects. In her role at Day Health, she is the point person for all back office operations. Prior to joining Day Health Strategies, Melinda has filled an operations role in a wide variety of small offices, from non-profit to design to recruiting. She earned her BA at the University of Massachusetts Amherst in Social Thought and Political Economy.



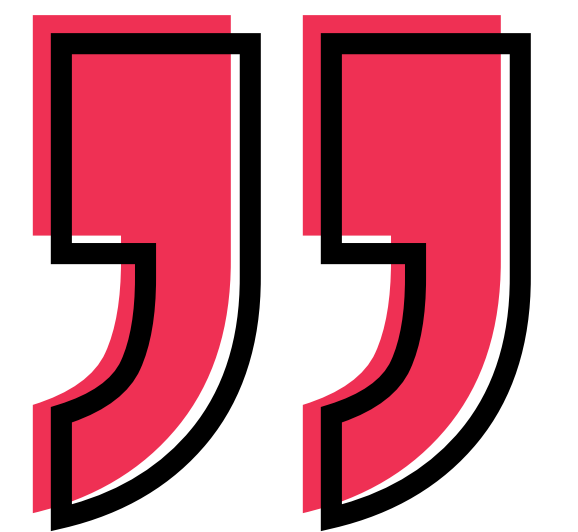
WHAT OUR CLIENTS HAVE TO SAY



“Day Health provided the right approach to help our organization chart a new course for the future. In transition, at times rudderless, disrupted and misdirected by a pandemic, we needed to focus on what we do best, and what our members expect from us. Day Health masterfully guided us through the process of visioning out the next three to five years with the requisite specificity and accountability, and even offered us our ‘hallway reputation’ with key stakeholders that helped us adjust our course. Great team with necessary expertise in health, which made them the right choice for the time!”

Michael Curry, CEO
Massachusetts League of Community Health Centers

Day Health Strategies has been instrumental in supporting us through significant organizational change by bringing in fresh insights and unique competencies to co-create solutions that work for our team. They mirrored our own culture by being mission-driven, communicative, and flexible. Additionally, they were consistent and attentive – quickly earning the trust of our leadership and staff and becoming a valued partner to our organization. We look forward to a continued partnership with Day Health!



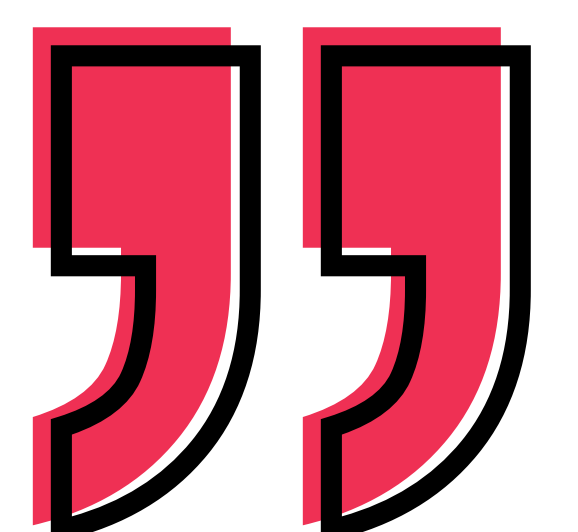
Iris Harvey, CEO
Planned Parenthood of Greater Ohio



“We have had the pleasure of working with Day Health twice over the course of the last year to develop strategic business plans for two of the Center’s programs that we feel have significant growth potential. We couldn’t have been more impressed with the Day Health team in both cases. They took the time to understand our program and the markets we were looking at, and came back with a realistic and comprehensive assessment of what we could accomplish along with what type of investment we would need to make to be successful. When you work with Day Health you don’t get a cookie-cutter approach to your project, instead you get a response that balances your goals with your organization’s strengths and weaknesses to develop a plan that is both realistic and visionary. We recommend Day Health without hesitation.”

Ian Lang, Executive Director
The Brookline Center for Community Mental Health

"[Day Health's] support and expertise came at exactly the right time for me. They were able to help me prioritize and kept me optimistic and focused. They were able to articulate what IT and data needs were lacking yet essential for this health center."



Anne Fine, Nurse Practitioner
Former COVID Vaccination Clinic Director
Hilltown Community Health Center

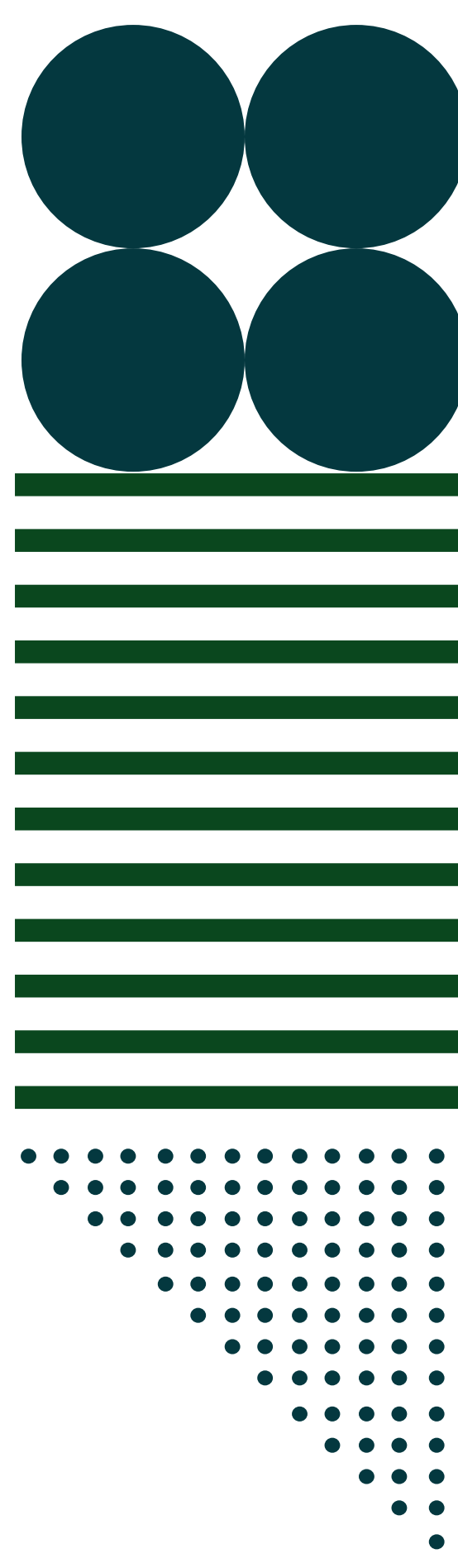
CLIENTS SERVED IN 2021



Beth Israel Lahey Health



the brookline center
for COMMUNITY MENTAL HEALTH



COMMUNITY CARE COOPERATIVE



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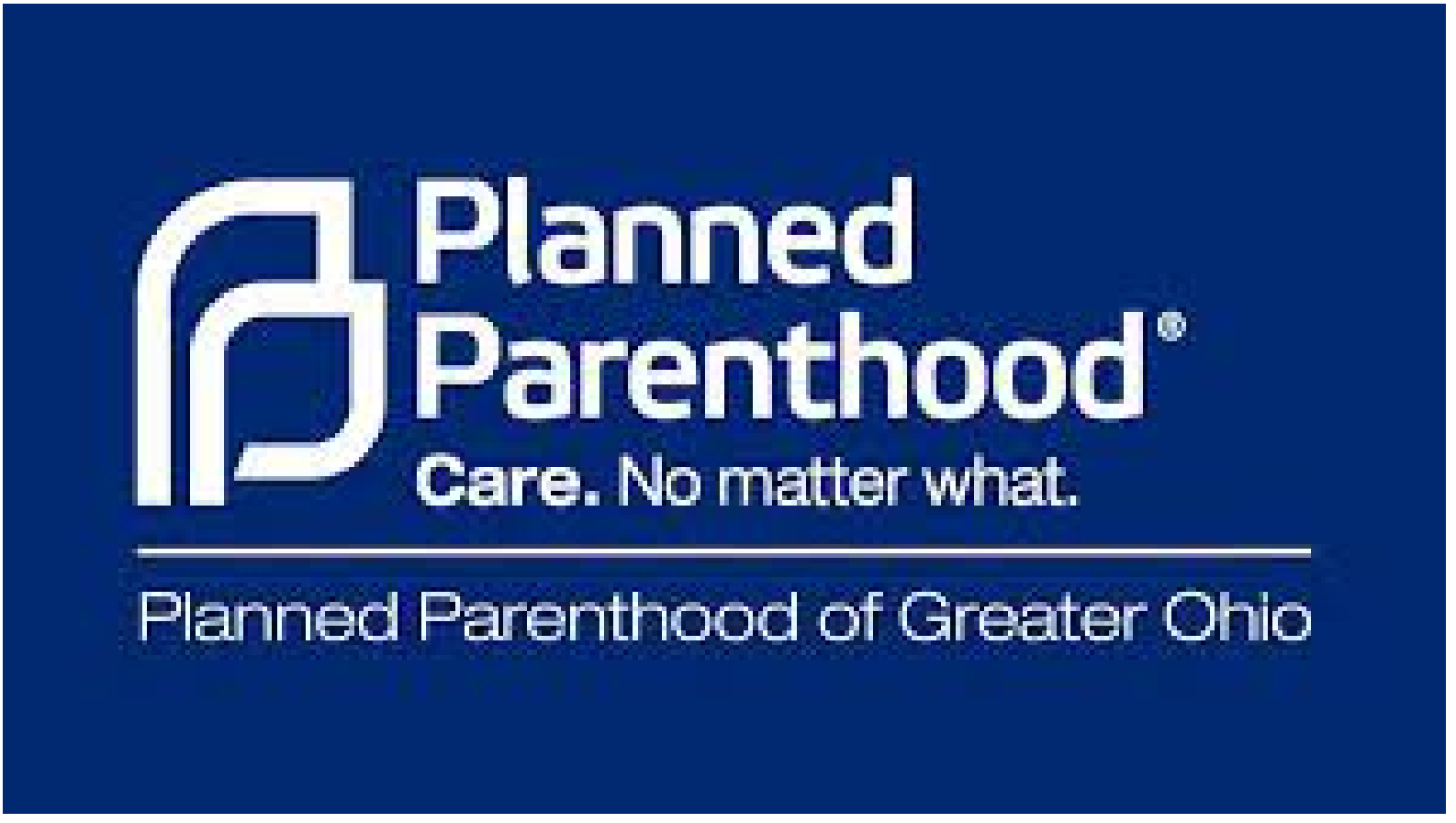
Hilltown Community Health Center



Massachusetts League
of Community Health Centers



PARK DUVALLE
COMMUNITY HEALTH CENTER



COVID-19 VACCINATION PLAYBOOK: BEST PRACTICES FOR COMMUNITY HEALTH CENTERS

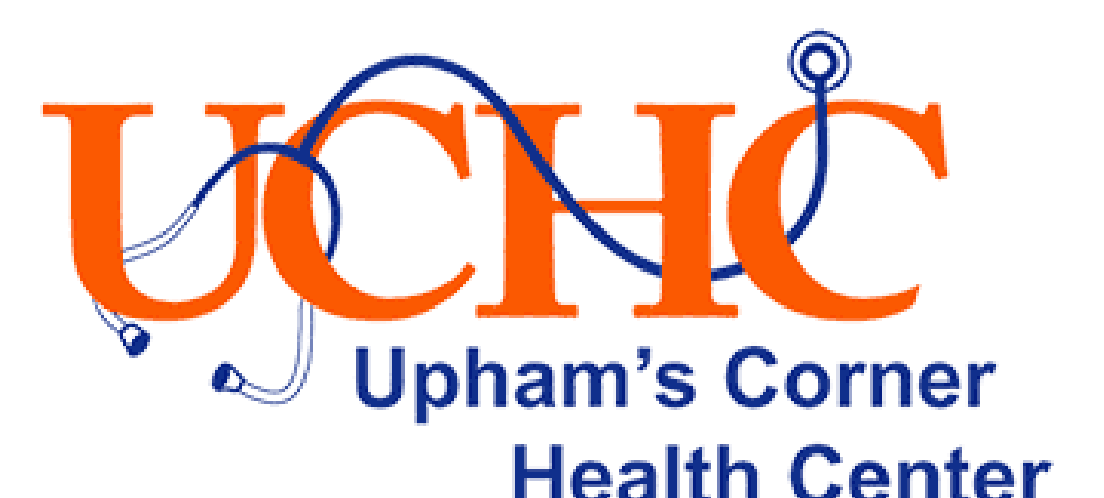
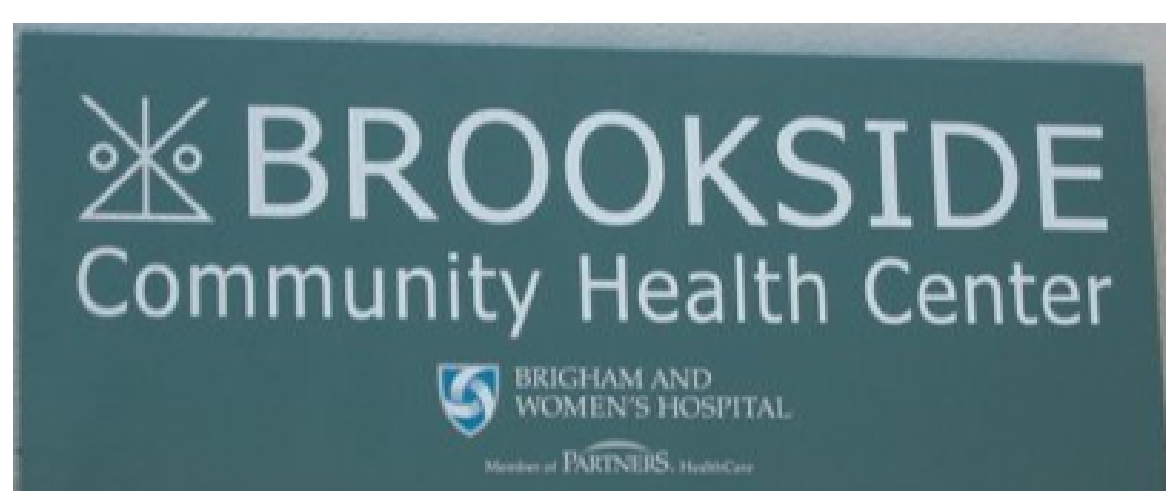
In March of 2021, Day Health Strategies partnered with the Massachusetts League of Community Health Centers to create the [COVID-19 Vaccination Playbook: Best Practices for Community Health Centers](#) sponsored by Blue Cross Blue Shield of Massachusetts. The Playbook was designed under the direction of the MassLeague's Clinical Health Affairs Division with extensive input from community health centers across Massachusetts.

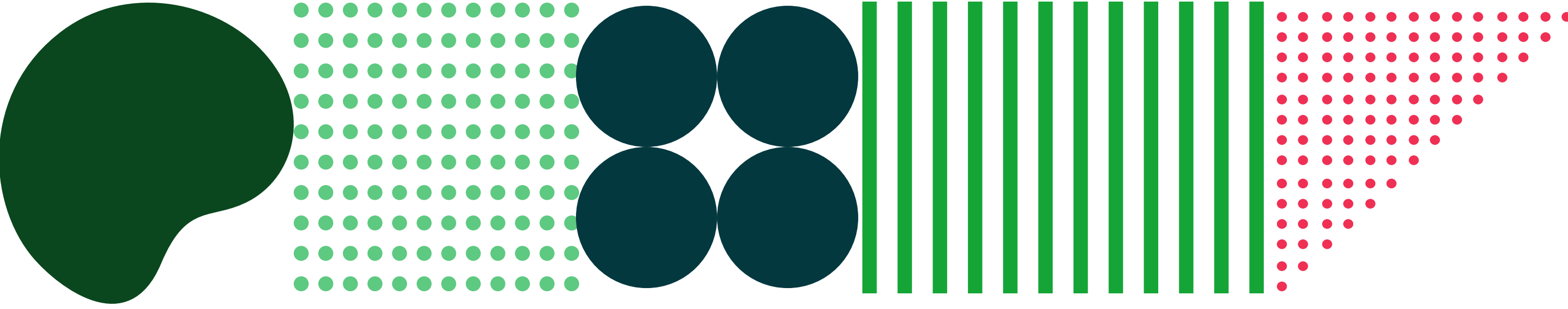
Day Health and the MassLeague continue to update the Playbook with new best practices and emerging trends in COVID-19 vaccination. Since its creation, Day Health and the MassLeague have presented the Playbook nationally and worked with community health centers across Massachusetts to implement the Playbook.



COMMUNITY HEALTH CENTER PROJECT MANAGEMENT

To support the roll out of the COVID-19 Playbook, Day Health provided hands-on project management to eight Massachusetts community health centers with their vaccination efforts. Our consultants assisted with a range of projects, including creating dashboards, training staff, designing mobile vaccination strategies, and supporting outreach efforts.





2021 PARTNERSHIPS

To amplify our impact and diversify our approach, Day Health Strategies works closely with organizations that share our mission and whose capabilities can complement ours. We believe that these partnerships help us better serve our clients.

Since our firm's inception, we have had the privilege of partnering with several leading health care consulting firms on exciting projects. Through these relationships, the combined value we are able to provide to our mutual clients is much greater than the sum of our individual parts.

We frequently partner with consulting firms led by women of color, including our sister consulting firm, led by María Fernanda Levis in San Juan, Puerto Rico ([Impactivo](#)) for many projects and advisory services.

We are also partnering with Dr. Tara Doaty and her group, [Sage Wellness](#) – their team works with us in an advisory capacity to provide expertise on our client projects from a racial equity lens.

We greatly value the different perspectives these teams bring to our shared work.

Partnerships are a core component of our company's approach. In fact, in 2021 approximately 15% of our revenue came from work with three long-time valued partners: [HMA](#), [Milliman](#), and [Segal](#). We truly value our partnership relationships, take our commitments seriously, and are appreciative of the trust these and other partners have placed in us.

