



EASTSIDE HEALTH  
NETWORK

## 2020 ANNUAL REPORT

## A Year in Review



As I reflect upon 2020, one thing that can be unequivocally heralded is the triumph and perseverance of the healthcare community. The providers of EHN are the heroes of 2020...providing patients with care, both physically and emotionally, while helping to ensure that the needed stability and comfort were present in times of great anxiety and fear. EHN recognizes the contribution of the entire healthcare community—from clinical to administrative, all have kept exceptional medical care moving in a forward direction, ensuring patients are cared for in the safest and cleanest environments.

Eastside Health Network has been fortunate to have had a front-row seat to the heroic and steadfast work of the entire network. Throughout 2020, EHN sought to bring value and support to our community. I would like to share three examples:

- EHN has been **focused on supporting providers** through our COVID calls, helping practices by stepping in to share information on a variety of issues, from PPE needs, to financial support via PPP loans, from plexiglass to post-discharge care. The EHN team of Molli Robertson (Provider & Payor Relations) and John Nelson, MD, (EHN Medical Director) spent countless hours researching and preparing for the daily calls.
- The year **demonstrated infrastructure integrity**, as highlighted by the tremendous success in our Medicare Advantage clinical quality performance and will translate into strong financial rewards for work completed. Ultimately, EHN anticipates seeing results that outperform 2019's results, a dramatic accomplishment in the face of COVID.
- As part of our work focusing on the quadruple aim, EHN launched our **Provider Wellness** initiative in 2020. The pilot program, led by six provider team captains, brought together over 50 providers and was facilitated by Dr. John Nelson. These groups seek to create connection and provide a forum for EHN providers to support one another, which has demonstrated longitudinal impacts.

These and other accomplishments highlighted throughout our 2020 Annual Report chronicle the impact that the providers and administrators of EHN are having on the Eastside community. The entire EHN team would like to thank you for the privilege of supporting the work of the hospitals, clinics, and providers. We all look forward to a successful, rewarding, and healthy 2021.

Sincerely,

A handwritten signature in black ink that reads "David LaMarche". The signature is fluid and cursive, written in a professional style.

David LaMarche, MBA  
Eastside Health Network  
Chief Administrative Officer



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## EHN by the Numbers

Eastside Health Network (EHN) is a clinically integrated network bringing together EvergreenHealth and Overlake Medical Center & Clinics, along with 100+ independent clinics, with the goal to deliver high-quality care and an exceptional patient experience at the best possible value.

A physician-led organization, EHN focuses on sharing data to implement evidence-based, data-driven clinical initiatives in an effort to improve outcomes, increase efficiency, and reduce costs in the inpatient and outpatient setting.

EHN strives to enhance the health and well-being of the community across the continuum of care through excellence in primary care, inpatient, and specialty services, and is accountable to deliver quality and value, while collaborating on best practices through evidenced-based guidelines and a robust technology solution.

With a focus on improving access to healthcare providers and services and a commitment to care coordination, patients who utilize the Eastside Health Network have access to a depth and breadth of services unrivalled on the Eastside.



**1,451**  
Providers



**87**  
Specialties



**62,017**  
Lives Covered



**4**  
Hospitals



**5**  
ERs



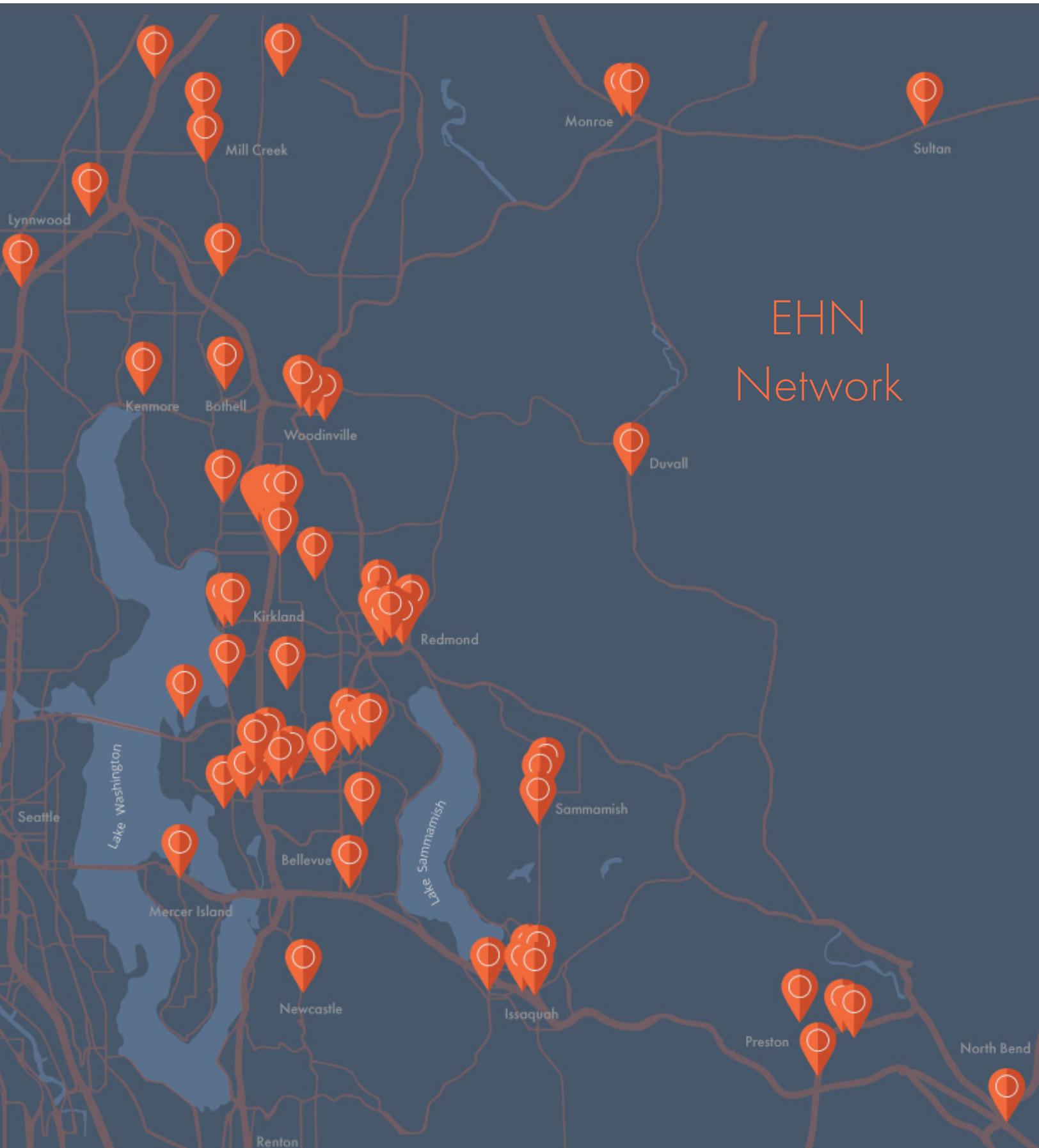
**8**  
Skilled Nursing Facilities



**12**  
Urgent Care Clinics



**42**  
Primary Care Locations





### Support for EHN's Independent Practices and Providers: COVID-19

As COVID-19 began to impact our community in February 2020, and the public health emergency was declared on March 1, EHN saw the need for additional communication and informational resources to support our independent practices and providers.

Dr. John Nelson, EHN's Medical Director, and Mollie Robertson, EHN Provider & Payor Relations, started hosting daily calls on March 16, 2020 to provide both clinical and operational information related to the crisis.

The "8am COVID Update Calls" have been well-received as a way for independent practices to keep abreast of information that has been changing rapidly. The calls also serve as a forum for clinic administrators and providers to discuss concerns and problem solve directly with one another, resulting in an overall sense of community and support.

The clinical portion of EHN's COVID Update Calls provide the latest data related to case COVID volumes at our Network hospitals, as well as our broader community, state, and the US as a whole.

As the first weeks of the pandemic progressed there were an increasing array of data sets documenting trends in case volumes and outcomes by geography, patient characteristics, and other parameters—and organizations such as the University of Washington's IHME (Institute for Health Metrics and Evaluation) and others started providing projections of future trends. Providing a summary of this data to EHN practices has been a priority for the updates.

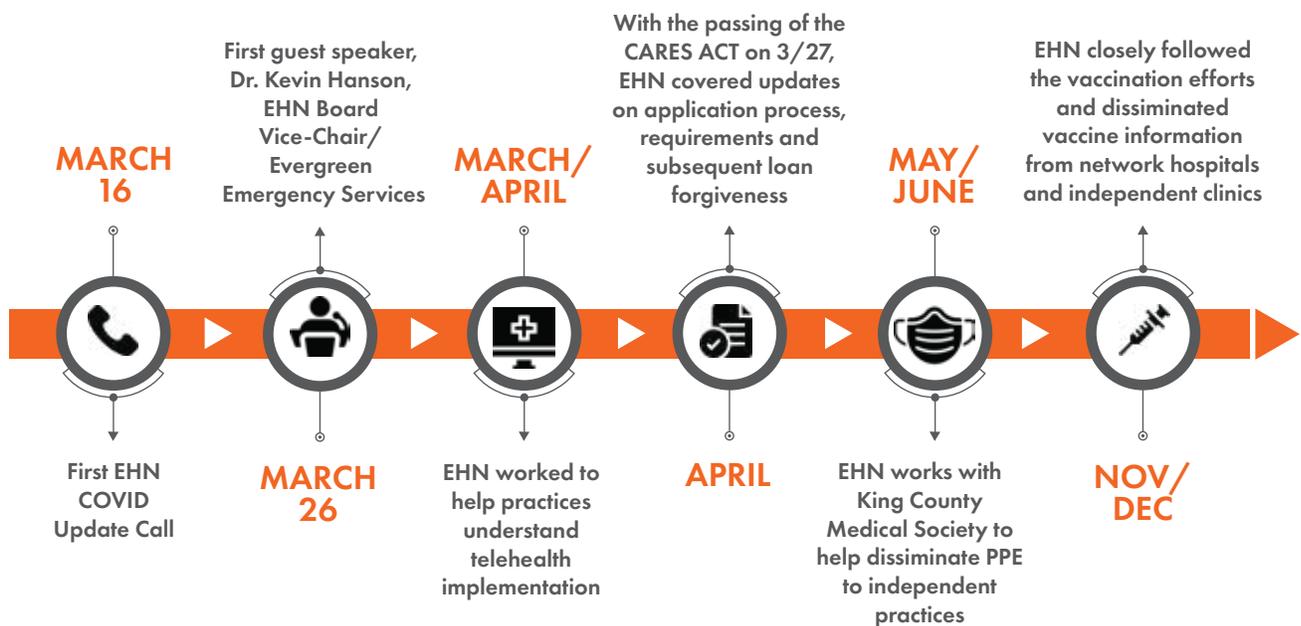
The calls have also served as a means to keep providers up to date on evolving information regarding COVID clinical management. Issues addressed during the pandemic's first weeks focused on testing, social distancing, and personal protective equipment (PPE). All three of these issues were evolving so rapidly that there were often significant changes from one day to the next. EHN sought to serve as an information hub for things such as where independent practices might get access to additional PPE, and where patients could go to be tested.

As vaccines neared approval, much of the clinical focus shifted to reviewing how the vaccines work and expected side effects, as well as the state's

prioritization of what populations should be vaccinated first. And, as the year drew to an end, the update calls focused on the very rapidly changing information regarding where those in the highest priority group for vaccination could get their shot. Evergreen and Overlake hospitals both began vaccinating staff within hours of receiving their first doses. And two of EHN’s independent practices, Lynn Albertson, NP, and Stepping Stone Pediatrics, became community vaccination sites to serve those in the highest priority groups who are not employed by one of the hospitals.

Since that initial first call in March 2020, EHN has hosted over 80 calls and has had the pleasure of hearing from a multitude of guest speakers from within EHN and other experts from our area and around the world. EHN would like to take this opportunity to thank each presenter. You provided much value and insight and for this, we thank you!

### COVID-19 Support Timeline



**//** As an independent group practitioner you can sometimes feel a bit isolated. Since the very first EHN COVID-19 Update Call, I’ve felt like EHN had my back in helping me be a part of something bigger. Having missed very few calls, these have become a welcome part of my morning ritual. The information included in each morning packet has changed the way our practice approached survival through this pandemic in countless ways. **//**

**Dr. Mitch Nudelman,**  
Bellevue OB/GYN

### Information and resources addressed during the weekly calls:

#### Operational Updates:

- PPP Loan - requirements, application, and loan forgiveness processes
- Telehealth Implementation - tip sheets, payor updates; billing and coding
- CMS regulations - updates as to interim rules
- Payor Updates - updates related to interim billing and virtual care guidance, cost share waivers, and testing and vaccine coverage
- AMA - COVID coding updates
- List of Vendors - helping to keep clinics safe (PPE, plexiglass, air-purifiers)

#### Clinical Updates:

- Social distancing guidelines and state policies
- Testing - who should be tested, what type of test, where tests are available, etc.
- Case volumes and trends
- Treatment
- Vaccines - risks/benefits, where to access vaccines
- Back to work guidelines

### Thank you to all our guest presenters!

- **Dr. Kevin Hanson**, Eastside Health Network Board Vice-Chair, Evergreen Emergency Services
- **Dr. Peter Hashisaki**, Infectious Disease Specialist
- **Dr. Ettore Palazzo**, Chief Medical Officer, EvergreenHealth
- **Joan Flood**, Parker, Smith & Feek
- **Dr. Bryan MacWilliams**, Evergreen Emergency Services
- **Zornitza Shomev**, Advanced Family Medicine
- **Dr. Aileen Mickey**, Chief Medical Officer, EvergreenHealth Medical Group
- **Dr. Todd Freudenberger**, Overlake Medical Clinics, Critical Care
- **Dr. Tinsley Coble**, Coble Consulting
- **Dr. Mitch Nudelman**, Bellegrove OBGYN
- **Joe Fain**, President, Bellevue Chamber of Commerce
- **David LaMarche**, Chief Administrative Officer, Eastside Health Network
- **Jacqueline Longmire**, Quartet Health
- **Claire Jai**, Manager Infection Prevention, Overlake Medical Center & Clinics
- **Dr. Charlie Peterson and Shawn Quigley**, Proliance Surgeons
- **Dr. Ken Nishino**, Overlake Medical Clinics, Geriatric Care
- **Andrew Tokar**, Chief Financial Officer, Overlake Medical Center & Clinics
- **Dr. Frank Riedo**, Medical Director, EvergreenHealth Control and Prevention
- **Michelle Steele, RN**, Clinic Administrator, Eastside Endoscopy Center
- **Anhaita Jamula, CCRC**, Research Director, EvergreenHealth
- **Dr. Teresa Girolami**, Bel-Red Internal Medicine
- **Nancy Belcher**, Chief Executive Officer, King County Medical Society
- **Cathy Crosslin**, Chief Executive Officer, Instar Performance
- **Dr. Kim Witkop**, Chief Medical Officer and Interim Chief Executive Officer, Snoqualmie Valley Hospital
- **David Stiefel**, Certified Public Accountant, Bader Martin
- **Dr. Jeff Tomlin**, Chief Executive Officer, EvergreenHealth
- **Dr. Eric Shipley**, Dept. Chairperson, Emergency Department, Overlake Medical Center
- **Luke Schenck**, Clinic Administrator, Carla J. Bauman
- **Dr. David Likosky**, EvergreenHealth Neurohospitalists Services
- **Dr. Fred Appelbaum**, Professor, Clinical Research Division, Fred Hutchinson Cancer Research Center
- **Dr. Steve Marshall**, Chair Eastside Health Network Board of Directors
- **Dr. Albert Tsai**, Overlake Medical Clinics, Psychiatry
- **Kim-Thuy Truong, MD**, Overlake Medical Clinics, Pulmonary Care
- **Dr. Tom Miller**, Medical Director for Quality & Safety, Overlake Medical Center & Clinics
- **Dr. Win Whitcomb**, Society of Hospital Medicine
- **Anand Kartha, MD, MPH**, Assistant Professor, Weill Cornell Medicine Qatar
- **Dr. Edward Leonard**, Overlake Medical Clinics, Infectious Diseases
- **Dr. Lucas Gortz**, Internal Medicine Residency Program, Curitiba, Brazil
- **Cassie Sauer**, Chief Executive Officer, Washington State Hospital Association
- **Patty Hayes**, Director of Public Health, King/Seattle County
- **Dr. Dave Knoepfler**, Chief Medical Officer, Overlake Hospital Medical Center & Clinics

// At the start of the COVID pandemic, myself and 2 other solo family practice doctors held emergency meetings hoping to protect our patients and ourselves. We felt like we were huddled on a tiny lifeboat in a dark, unpredictable ocean storm.

Then Eastside Health Network started daily briefings for independent providers. Dr. John Nelson, (EHN Medical Director) presented accurate, scary data, but the togetherness and his reassuring voice helped us cope. Molli Robertson, (EHN Provider & Payor Relations) worked tirelessly to bring every detail we might need about loans, PPE and reimbursement. They organized small group meetings to help prevent physician burnout, answered every question, and secured top notch speakers.

Because of Eastside Health Network, I've been able to keep my website and my advice up to date throughout the pandemic and thrive as part of a caring community of providers. //

**Dr. Gwen Hanson,**  
**Rockwood Family Medicine**

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## COVID-19 and Public Health Emergency Leads to Increased Use of Telehealth

As the pandemic unfolded, many clinics needed to quickly adapt to the fast-changing environment that was occurring. Telehealth and virtual care became front-and-center to providing the care that patients needed in a way in which was safe, efficient and effective. EHN worked to help some of the independent clinics as they navigated new and uncharted areas to deliver patient care.

### EHN provided information related to:

- Annual Wellness Visits conducted via telemedicine
- Various telehealth platforms
- The 1135 Waiver, pertaining to new flexibilities for telehealth services
- Telehealth TIP Sheets —supplying pertinent information which was displayed for quick and easy access
- Payment parity for virtual visits. Worked with EHN's payor partners to obtain the most up-to-date data



## Eastside Health Network 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 notably unparalleled.

For 2020, EHN would like to recognize a few members who have gone above-and-beyond, providing extraordinary care and services.

### EHN 2020 Provider Contribution Award

We're pleased to award the 2020 EHN Provider Contribution to **Dr. Joe Hall**. Dr. Hall has been a terrific volunteer facilitator of one of EHN's small provider wellbeing groups. Despite meeting only virtually, Dr. Hall created an environment and discussions leading to a successful and engaged group that participants have found valuable, fun, and a good way to form new friendships with other providers.



These EHN small groups began meeting monthly in August and are comprised of between five and eight EHN providers. The goals of the meetings are to discuss and support provider wellbeing as well as to socialize and get to know one another. The participants in Dr. Hall's group have repeatedly provided positive feedback about the experience and gratitude for his effectiveness as facilitator.

Dr. Hall's practice, Mill Creek Foot & Ankle, joined EHN in 2018 and soon after that he joined EHN's Network Development & Nominating Committee and continues to serve as an active member. His breadth of knowledge of value-based care and his engaging personality have positioned him to be a terrific contributor to the network in many ways.

### EHN 2020 Clinical Process Improvement Award

EHN is happy to announce that **Lynn Albertson, ARNP** and **Advanced Family Medicine**, are being awarded the Clinical Process Improvement Award for their outstanding work in improving workflows for Annual Wellness Visits and care/coding gap reviews. These practices are our top performers in Annual Wellness Visit completion and Clinical Documentation & Coding Accuracy (HCC Recapture Rates) and have seen significant improvement in their performance year over year.



## EHN 2020 Exceptional Practice Manager

EHN is pleased and excited to announce that **Michele Appelbaum**, Clinic Administrator, Overlake Family Medicine, has been awarded the EHN Exceptional Practice Manager Award! Overlake Family Medicine has been an EHN member since its inception in 2017, and Michele has been a consistent contributor to the network. Always a faithful participant, Michele regularly attends practice manager meetings and contributes to the conversations—always posing thoughtful questions and offering additional comments.

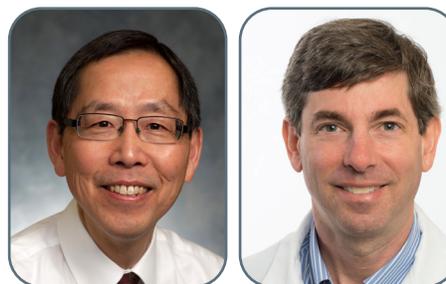


During 2020, as EHN began hosting weekly COVID-19 update calls, Michele was a regular attendee on the calls and frequently offered valuable updates and resources. Additionally, Michele helped to organize the delivery of much needed PPE to other EHN independent practices.

EHN is extremely thankful for Michele's contribution and enthusiasm related to participation in the network! The team enjoys working alongside her and values the hard-work and achievements that are brought to fruition due to her strong work ethic, professionalism, and dedication.

## EHN 2020 Quality Leadership Award

We are excited to recognize **Dr. Paul Mayeda** (EvergreenHealth Primary Care, Totem Lake) and **Dr. Allen Geltzer** (Overlake Medical Clinics, Internal Medicine) with our 2020 Quality Leadership Award for their contributions to our 2021 Quality Program Model! Dr. Mayeda and Dr. Geltzer were integral to the design of this innovative, homegrown quality program and worked collaboratively with our Quality & Patient Experience Committee to garner support and approval. Key objectives for these measures were to fully leverage our claims dataset, reduce the reporting burden of our participating practices, and better understand where we have opportunities to advance value-based care. Below are a handful of example metrics from this new model:



- ED visits per 1000 (Primary Care)
- % Out-of-Network Utilization (Primary Care)
- ED Visit for Migraine in 12 Months following Clinic Visit (Neurology)
- Annual Follow-up Visit for Patients with Diabetic Retinopathy (Ophthalmology)
- PT Utilization for Knee Pain Prior to MRI/MRA (Sports Medicine)
- ED Visit/Hospital Admission within 30 Days Following Procedure (Surgical Specialties)
- Follow-up Visit within 30 Days Post-Discharge (Inpatient Team)

Thanks to Dr. Mayeda and Dr. Geltzer's leadership, this program was unanimously approved by the Quality & Patient Experience Committee in November, and will be implemented in 2021.

## Commercial Contracts

At the start of 2020, we kicked off our normal population health activities specific to our commercial line of business, including outreach for preventative screenings and chronic condition maintenance to members in our Aetna, Boeing, Cigna, Regence, and Premera contracts, but quickly paused these plans as COVID-19 emerged in our own backyard. We resumed our normal operations in late spring and proceeded to monitor our patients' activity over the course of the year. Understandably, we observed that many patients had postponed needed care like mammograms, eye exams, and well child visits as the pandemic continued.

Over the course of the year, we witnessed the vulnerabilities that COVID-19 both exposed and exacerbated in our community, particularly with regard to health disparities, behavioral health needs, and social determinants of health. As we look ahead to 2021, we are actively collaborating with our payor partners to incorporate thoughtful changes to care coordination—such as providing greater access to behavioral health providers or building connections with community resources - and support our patients when and how they need it most.

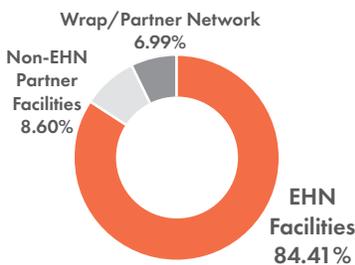


## Microsoft Health Connect: Utilization

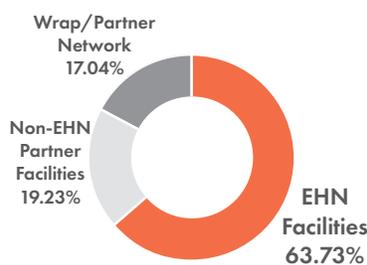
When designing the Health Connect Plan, Microsoft and Premera focused on cultivating strong, effective patient-provider relationships. Health Connect utilization patterns demonstrate shared success in engaging patients in their health and ongoing care within EHN. The Health Connect plan is designed to foster patient engagement and prevention, and enhance communication among each patient's personalized care team—helping to ensure collaboration is streamlined across the full continuum of care for the best possible experience and outcomes.

Establishing care with a primary care provider (PCP) is an effective tool for increasing patient engagement in preventative care and navigating a highly complex health care system. This combined with the challenges brought in 2020 drove review and outreach to ensure members' needs were met. EHN identified a subset of the population not engaged in healthcare or utilizing providers outside EHN. In 2021 EHN will be focused on enhanced outreach to these members to drive a relationship with an EHN primary care provider.

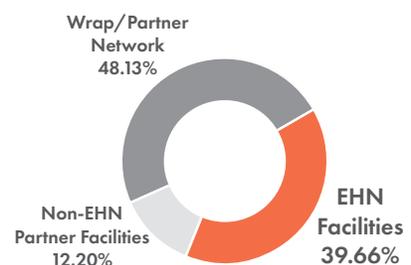
**Facility Inpatient Utilization by Volume**



**Facility Outpatient Utilization by Volume**



**Professional Utilization by Volume**



## Microsoft Health Connect: Quality

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 leads to better adherence to preventive and chronic care. Offering convenient, expanded appointment options and maintaining ongoing communication with patients through education and timely reminders for recommended wellness visits, cancer screenings, and chronic condition maintenance contribute to patient engagement, satisfaction, and industry leading quality performance.

The table below provides quality measures tracked for Health Connect patients in calendar year 2020. This table specifically presents those patients who have received their care from an EHN provider, allowing EHN's care management and population health staff to provide any needed support. The left column shows industry standard benchmarks from the National Committee for Quality Assurance (NCQA) as a comparison.

Measure	NCQA 75th Percentile	Performance Rate
Annual Well-Care Visits	57.3%	56.6%
Antidepressant Medication Management	74.8%	81.6% ✓
Appropriate Testing for Pharyngitis	82.7%	60.9%
Appropriate Treatment for Upper Respiratory Infection	84.8%	95.6% ✓
Avoidance of Antibiotic Treatment for Acute Bronchitis	44.8%	59.1% ✓
Breast Cancer Screening	76.7%	77.6% ✓
Cervical Cancer Screening	79.6%	85.4% ✓
Colorectal Cancer Screening	69.6%	69.9% ✓
Comprehensive Diabetes Care - Eye Exams	60.8%	58.6%
Comprehensive Diabetes Care - HbA1c Control (<8.0%)	63.3%	67.1% ✓
Comprehensive Diabetes Care - Kidney Screening	91.4%	84.3%





## EHN Medicare Advantage Initiative

EHN ended 2019 with exceptional performance across all four (4) Medicare Advantage contracts and distributed a total of \$1.7M to providers and practices through care coordination payments, incentives, and shared savings settlement.

2020 was a more challenging year operationally due to the COVID pandemic and fluctuations in visit volume. We have seen that the pandemic has adversely affected the contract performance specifically related to Annual Wellness Visit (AWV) completion, chronic condition re-documentation, and preventive screenings such as breast cancer screening, colorectal cancer screening, and diabetic eye exams. Despite these challenges, we

have seen strong progress in practice engagement and are confident that the process improvements, enhancements to data reporting and practice education will help us move the needle on these measures through 2021 and onwards.

One such success resulted from enlisting the help of our Member Support Center to schedule AWVs beginning in June. By the year's end, this team contacted 2,389 patients and successfully scheduled 1,049—resulting in a 44% completion rate!

As a result, EHN is projecting to distribute \$2.3M to the providers and practices through care coordination payments, incentives, and shared savings settlements.

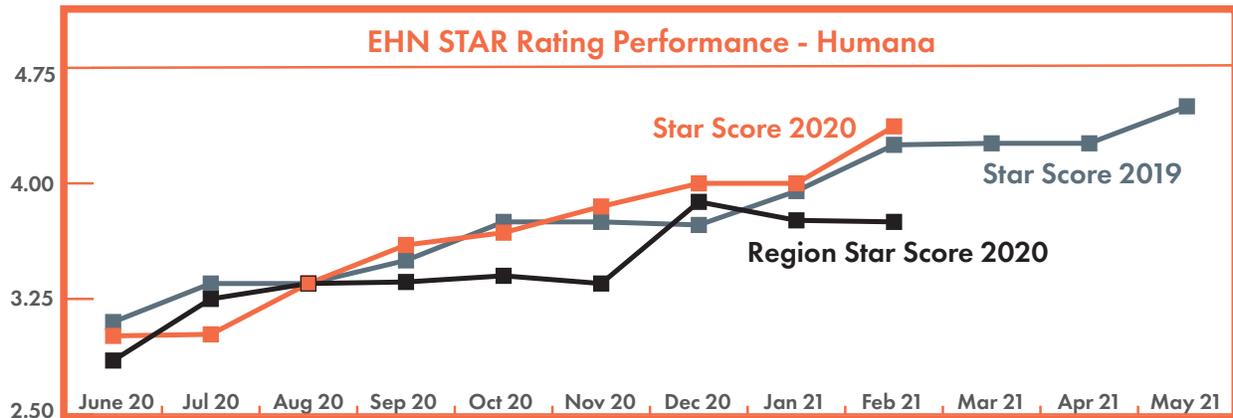
### 2019 Performance

Measure	Aetna	Humana	Premera	United	Goal
Annual Wellness Visits	43.80%	55.40%	51.00%	51.38%	50.00%
STARs	4.14	4.24	3.86	4.30	4.00
Chronic Condition Re-assessment	72.00%	71.00%	73.50%	45.00%	65.00%

### 2020 Performance \*

Measure	Aetna	Humana	Premera	United	Goal
Annual Wellness Visits	54.60%	44.70%	51.30%	56.20%	65.00%
STARs	4.00	4.19	3.67	4.13	4.00
Chronic Condition Re-assessment	63.00%	73.00%	63.00%	54.80%	70.00%

Medicare Advantage 2020 Successes:



**Chronic Condition Re-assessment Rate - Humana**

**73%** For the second time in a row, EHN achieved a 70%+ chronic condition re-assessment rate for Humana Medicare Advantage members demonstrating the impact of compliant and accurate coding and documentation practices

**Patient Experience Rating**

**81%** EHN practices and providers have consistently scored >80% in the CAHPS/HOS surveys in 2020 demonstrating top quartile performance in coordination of care, patient access, quality of care and clinical conversations domains

**Clinics exceeding 65% Annual Wellness Visit Completion**

- Lynn Albertson ARNP, PS
- Advanced Family Medicine
- Overlake Medical Clinics - Internal Medicine
- Overlake Family Medicine
- Overlake Medical Clinics - Kirkland Primary Care

**Clinics exceeding 4 STAR Quality Performance in 2020**

- EvergreenHealth Primary Care - Redmond
- Overlake Medical Clinics - Senior Health Clinic
- Overlake Medical Clinics - Sammamish Primary Care
- EvergreenHealth Primary Care - Woodinville
- EvergreenHealth Internal Medicine & Primary Care
- Overlake Medical Clinics - Hospital Campus Primary Care
- EvergreenHealth Primary Care - Millcreek
- Lynn Albertson ARNP, PS
- Evergreen Internists
- Advanced Family Medicine
- Overlake Medical Clinics - Downtown Bellevue Primary Care
- Overlake Medical Clinics - Remond Primary Care
- EvergreenHealth Primary Care - Canyon Park
- EvergreenHealth Primary Care - Lakeshore Bothell
- Overlake Medical Clinics - Issaquah Primary Care
- EvergreenHealth Primary Care - Sultan
- Overlake Medical Clinics Kirkland Primary Care

**Clinics exceeding 65% Chronic Condition Re-assessment Rate**

- EvergreenHealth Primary Care - MillCreek
- EvergreenHealth OBGYN - Coral
- EvergreenHealth Geriatric Care
- Mill Creek Family Practice
- EvergreenHealth - Internal Medicine & Primary Care
- Overlake Medical Clinics - Redmond Primary Care
- EvergreenHealth Primary Care - Lakeshore Totem Lake
- Lynn Albertson ARNP, PS
- Overlake Medical Clinics - Hospital Campus Primary care
- EvergreenHealth Primary Care - Lakeshore Bothell
- Bellevue Family Medicine Associates
- EvergreenHealth Primary Care - Woodinville
- Overlake Medical Clinics - Kirkland Primary Care
- Overlake Family Medicine

### Chronic Condition Re-assessment

#### Optum Initiative:

EHN worked with Optum in 2020 to develop a more comprehensive understanding of Chronic Condition Re-assessment performance for Medicare Advantage contracts. This engagement included analytics to identify opportunities for improvement pertaining to specific chronic condition groups, chart reviews to help support education and learning sessions for providers and practices. Based on this review, six chronic condition groups were prioritized which presented the strongest opportunities for improved accuracy, including:

- Diabetes
- Congestive Heart Failure
- COPD
- Breast, Prostate & Other Cancers
- Vascular Disease
- Rheumatoid Arthritis

Included in this initiative were two learning sessions conducted at Overlake Medical Center & Clinics & EvergreenHealth with the goal to share best practices for improving clinical documentation and coding accuracy.

These education sessions were further supplemented by the 1:1 feedback sessions conducted by coding teams at Overlake Medical Center & EvergreenHealth. Further, the Medicare Advantage scorecard and gap list launched by EHN has also helped practices and leadership to monitor and track performance.

#### Looking ahead:

EHN plans to launch a robust provider education initiative in 2021 focused on sharing best practices in STARs improvement and clinical documentation and coding accuracy. We will be utilizing a multipronged approach to enhance participation through lunch and learns, 1:1 sessions, group education sessions, tip sheets, and on-demand webinars.

EHN firmly believes that ongoing education, data sharing and targeted workflow improvements will help optimize performance and continue to produce contract success.

More accurate coding supports:

- Identification of patients who could benefit from additional clinical support
- Better understanding of financial performance



## Provider Wellbeing: The Quadruple Aim

One of EHN’s goals is to support the wellbeing of clinicians in the network. To that end, we formed several groups of 6-8 providers who have been meeting via video conference every month to get to know one another and discuss work and wellbeing, and simply to socialize.

Our effort has been modelled on a program developed at the Mayo Clinic a few years ago. Through a randomized controlled trial, they found their effort had positive effects on physician well-being, meaning, and job satisfaction.

Over fifty providers chose to participate in our initial phase and were assigned to one of six small groups. The original plan was for each meeting to take place in a restaurant chosen by the group, but COVID caused us to change to a virtual format which has been very effective.

Following the Mayo Clinic model, each group met monthly for six months, and some have chosen to continue meeting beyond that. And most participants have expressed a desire to have an in-person “reunion” of their group when COVID restrictions allow it. Many participants didn’t know one another prior to their group’s formation, so a reunion will be their first time seeing each other in person (rather than just via a computer screen).

Participants have really found value and satisfaction in these groups, and EHN will launch a new cohort of small discussion groups around March 2021.

### Thanks to those who volunteered to serve as facilitators:

- Joe Hall, DPM, Podiatry
- Ross Klein, PA-C, Emergency Medicine
- John Nelson, MD, EHN Medical Director
- Patty Read-Williams, MD, Primary Care
- Nicole Rosales, MD, Urgent Care
- Jenny Carcia Rabbat, Concierge Medicine

“ I somewhat reluctantly joined an EHN small group given my time constraints despite feeling that they were certain to be valuable, but I have truly enjoyed the experience. I did not know anyone in my group prior to starting this, yet I would consider them all friends at this point. ”

**Ben Tibbals, MD**  
Matrix Anesthesia

“ I have really enjoyed getting to know some providers outside of my usual work circle. The past year it’s been hard enough to maintain social connections with those we know well, but even more difficult to connect with anyone new. ”

**Rachel Chesley, ARNP**  
Evergreen Sultan Primary Care

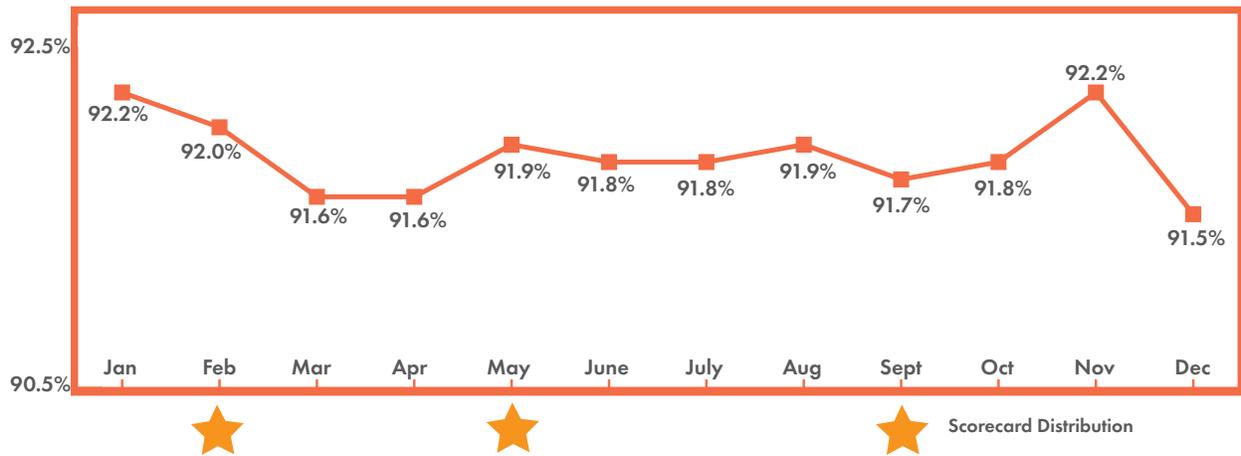
## Generic Prescribing Improvement

EHN's prescribing scorecards continue to be delivered every February, May, and September to participating providers in family medicine, internal medicine, pediatrics, OB/GYN, gastroenterology, and radiology. In 2020, we added rheumatology and neurology practices to this distribution.

These scorecards are maintained in partnership with our network pharmacists, and provide unique performance data for individual prescribers, including their generic dispensing rate (GDR) for patients active in EHN's contracts and how they perform in comparison to their peers practicing in the same specialty. In addition are suggested therapeutic alternatives for patients currently receiving brand name or high cost medications complete with an associated savings estimate.

As of the end of 2020, our reporting identified 6,730 possible conversion opportunities with an estimated savings per script equal to \$160.23. EHN's GDR finished at 89.81%, consistent with our 2019 rate of 89.77%. The power of this initiative, however, is clear: a 1% increase in our network's total generic dispensing rate is capable of yielding a conservative cost savings of over \$500,000.

2020 Generic Dispensing Rates Among Specialties Receiving Scorecards



## Delivering Better Value to Eastside Employers

In 2020 Eastside Health Network, in conjunction with First Choice Health (FCH), a leading provider-owned healthcare administrator in the Northwest, launched a progressive, first in the market, Direct-to-Employer contracting initiative. The new product will provide self-funded employers on Puget Sound’s Eastside direct access to health care providers, offering higher-quality, and comprehensive care at a more affordable cost.

The partnership is a departure from the traditional health insurance model and offers unique integration between employers and healthcare providers. Through this model, EHN’s primary care providers (PCP) work directly with EHN care coordinators and nurse care managers to partner with patients and help them navigate the complex landscape of health care. For patients with chronic health and wellness conditions, this means they have a dedicated partner in creating health goals, managing their complex care needs with different physicians across specialities and practices, and tracking their progress. This elevated, personalized approach helps ensure patients utilize and experience the best possible care and outcomes.

Uniquely, the program seeks to engage employers in the design of the plan, while focusing on key objectives of success:



// Improving the quality of care for employees and expanding access to that care, all while keeping costs down, is what First Choice Health is all about. Eastside Health Network is the leading clinically integrated network in the greater Puget Sound area, and we’re thrilled to be working with such a forward-leaning organization. //

**Jaja Okigwe, First Choice Health CEO and President**



## A Top Priority: Better 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. In addition, EHN’s social workers partner with patients — helping to connect them to the useful resources, while offering valuable assistance.

// 65-year-old Jane\* receives her care from EvergreenHealth Primary Care, Lakeshore Bothell, and sees a rheumatologist from another local provider. As a child, Jane suffered a traumatic brain injury and since then, life has not been easy for her. As she attempts to navigate complex healthcare systems, she often found herself struggling from both financial and emotional stressors.

When her mother passed away, the family home fell into disrepair and Jane was no longer able to live there. As an EHN social worker, I helped her look at various housing options in Bothell, near her life-long home, which felt familiar and comfortable to her. Jane had been on the list of a senior housing complex for over a year, and now, she was able to

move into a one-bedroom apartment that she can call home.

I also met with Jane over a number of appointments to assist her in choosing a Medicare Advantage plan. Jane could not afford the co-pay for her \$1,700 Humira medication, so we helped her apply for the patient assistance program—and she was approved to receive her medication free for one year! Jane will need to renew her application each year, but she is hoping to find a new rheumatologist closer to home, and find an alternative, more convenient medication option. We will be here to help her every step of the way. //

**Julie E. Jacobson, LICSW**, EHN Social Worker

// I made a follow-up call to Anne,\* who had been seen in the Overlake ED for a foot infection the previous day. I introduced myself as her dedicated care manager, and explained the purpose of my call. Anne instantly starting crying and asking for my help. She was in pain and didn’t know where to turn.

Her podiatrist, who had been treating her for a fungal infection of her left foot, had retired a few months prior and her foot had gone untreated. I proceeded with my intake assessment and worked with her to set goals: send a referral for a podiatrist to her primary care physician, commit to daily stretches for muscle pain, and consider daily meditation to help with her anxiety. At first, she was hesitant about seeing a new podiatrist, but I explained that sometimes it’s good to get a second opinion, as her

new podiatrist might offer a different treatment that works better for her. She agreed and her referral was authorized. She was seen twice by my next follow-up call, and she couldn’t believe the results. Within a month, her foot was completely healed!

Within three months, Anne had reached her goals. She listened to her new podiatrist’s advice and is doing her daily stretches and taking her medication. We continue to work together to improve her quality of daily life and anxiety symptoms. This case was a simple referral from my standpoint, but to her it meant the world. She is able to walk again, and her anxiety is much more manageable. I am glad I was able to make the right call at the right time for this patient. //

**Monica MacDonald, RN**, EHN Ambulatory RN Care Manager

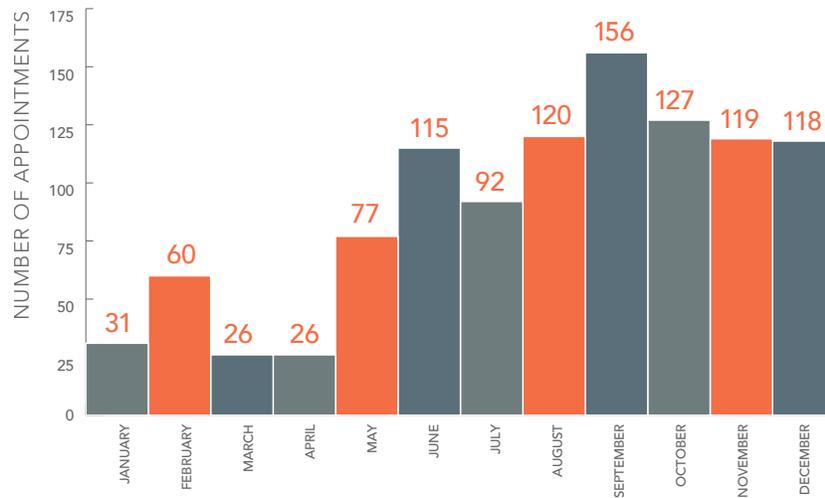
\*Names have been changed to respect the privacy of our patients.

## Premera Pulse

In January 2020, EHN went fully live with Premera Pulse—an online provider directory for EHN providers. This online tool allows patients to view, locate, and request an appointment for both primary and specialty care providers directly from the Premera website. Premera Pulse leverages data and analytics to develop an algorithm that identifies and selects high-quality providers who best meet specific “search” criteria. With its streamlined and user-friendly platform, patients can easily find providers who meet their needs and preferences.

In total, 1,067 appointments were scheduled in 2020 through the use of Premera Pulse. EHN continues to explore ways in which this tool can be expanded by working to offer more services and options as a one-stop, seamless resource for patients to locate and be connected to the provider of their choice

PREMERA PULSE – REQUEST TO BOOK 2020



## Medical Malpractice: A Value Added Service for Our Participating Members

For a second consecutive year, EHN is proud to offer access to Medical Professional Liability Insurance! Made available in partnership with Parker, Smith & Feek and offered through Physicians Insurance, A Mutual Company, the product is **specifically designed for eligible EHN participating physicians** only and includes a 10% risk management credit (applied upon renewal).

EHN is excited to be able to furnish this opportunity for savings and is pleased to report that 84% of the eligible physicians participated in the program in 2020. Network-wide savings totalled \$294,000.

### Additional Exclusive Products for EHN Members Include:

- Risk consulting services
- Full claims management
- Peer & litigation support
- Human Resources
- Cyber & technology
- Practice operations

## Specialty Drug Utilization

In the fall of 2020, EHN kicked off its specialty pharmacy initiative by pulling together a team to explore the challenges associated with infusion, specialty, and biologic drug prescriptions and their current rate of utilization within the network. Specialty drugs are a relatively recent designation of pharmaceuticals that are classified as high cost, high complexity, and or/high touch.

Since 2014, biologic drugs are responsible for nearly all net drug spending growth—approximately \$120 billion in 2017, or 37% of drug spend for only 2% of prescriptions.<sup>1</sup> Aside from the cost of therapy, issues include the lengthy prior authorization processes that these drugs require, differing place of service requirements and reimbursement by payor, and immature understanding of clinical outcomes.

As we continue this work in 2021, we endeavor to assist our member organizations in defining a specialty drug strategy that supports data-driven clinical decision-making and financial sustainability.

## Enhancing Member Experience in the Moments that Matter Most

Mental health is key to overall health and wellness. Offering accessible, approachable mental health resources is a vital part of how we support our members in living happily and healthfully, every day. In late 2020, EHN engaged Dorothy Teeter to serve as a behavioral health strategic advisor to further support and accelerate our behavioral health program. Focusing on supporting patients and providers by seeking to improve and ease the referral process was identified as a key piece of this work.

### 2020 Work:

- Assessment of the current system from the perspective of behavioral health and primary care providers
- Review of behavioral health service utilization data
- Assessment of current referral resources/methods/processes
- Secured UW MHA Capstone team to support 2021 improvement strategy



// EHN has an opportunity to differentiate itself in the provision of high quality, accessible behavioral health services. This will make an incalculable difference in the health and well-being of all members. //

**Dorothy F. Teeter, MHA**

<sup>1</sup> Roy, A. (2019, March 8) Biologic Medicines: [The Biggest Driver of Rising Drug Prices. Forbes.](#)

## 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 2020.

### Executive Committee

**Steve Marshall, MD - Chair**, Puget Sound Physicians  
**Kevin Hanson, MD - Vice Chair**, Evergreen Emergency Services  
**Allen Geltzer, MD - Secretary**, Overlake Medical Clinics - Internal Medicine  
**Lloyd Stambaugh, MD - Treasurer**, Radia  
**Tina Mycroft**, Chief Financial Officer - EvergreenHealth  
**Andrew Tokar**, Chief Financial Officer - Overlake Medical Center & Clinics

#### Support Staff

**David LaMarche**, Chief Administrative Officer - Eastside Health Network  
**John Nelson, MD**, Medical Director - Eastside Health Network

### 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.

#### Members

**Scott Price, MD - Chair**, Proliance Surgeons  
**Greg Aeschliman, MD**, EvergreenHealth Medical Group - Primary Care  
**Tom Chi, MD**, Proliance Surgeons  
**Chad Crystal, MD**, Evergreen Emergency Services  
**Theresa Platz, MD**, EvergreenHealth Medical Group - Primary Care  
**Eric Shipley, MD**, Puget Sound Physicians  
**Andy Turella, MD**, Matrix Anesthesia  
**Mark Zobel, MD**, Radia  
**Tina Mycroft**, Chief Financial Officer, EvergreenHealth  
**Andrew Tokar**, Chief Financial Officer, Overlake Medical Center & Clinics

### 2020 Accomplishments

- Completed negotiations with Aetna to launch a new three (3) year commercial ACO contract as well as a three (3) year contract for Aetna's Whole Health product. Both products are effective January, 2021.
- Renewed Regence Accountable Health Network Contract.
- Completed a new two (2) year contract for Cigna's commercial ACO, effective January, 2021.
- Launched the Medicare Advantage RFI/RFP to select payor partners for 2022.

#### Support Staff

**Gregg Aoyama - Committee Lead**, Director of Payor, Employer & D2B Contracting, EvergreenHealth  
**David LaMarche**, Chief Administrative Office, Eastside Health Network  
**John Nelson, MD**, Medical Director, Eastside Health Network  
**Sara Bidgood**, Manager, Quality & Analytics, Eastside Health Network  
**Molli Robertson**, Provider & Payor Relations, Eastside Health Network  
**Dave Gainer**, Senior Population Health Analyst, Eastside Health Network  
**Lisa Jackson**, Strategic Project Manager, Eastside Health Network  
**Sahana Ingale**, Manager, Government Programs, Eastside Health Network  
**Rachel Lam**, Financial Analyst, Eastside Health Network

## Network Development & Nominating Committee (ND&N)

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 member participation and subsequently makes recommendations to the Board of Directors. ND&N is responsible for recruiting and nominating Board of Directors and Committee members, recommending provider participation standards and credentialing verification policies and procedures, as well as developing and reviewing periodically, the implementation of participating provider membership criteria. The Committee develops physician recruitment strategies based on EHN's goals. ND&N is central to the establishment of policies and procedures which help to govern EHN.

The Committee identifies opportunities to improve provider satisfaction, such as defining value-added services for independent practices and their associated providers. These services aid in offering financial savings, assistance and support, while helping with the essential amenities that otherwise might not be available. Additionally, the Committee helps to establish and facilitate programs and/or services that lend to improving overall provider wellbeing and fulfilment.

### Members

**Kim Witkop, MD - Chair**, Chief Medical Officer and Interim Chief Executive Officer, Snoqualmie Valley Hospital  
**Preetha Ali, MD**, Overlake Medical Clinics - Colon and Rectal  
**Chris Bredeson, MD**, Chief Operating Officer, EvergreenHealth  
**Monique Gablehouse**, Chief Operating Officer, EvergreenHealth Post-Acute Care  
**Joseph Hall, DPM**, Mill Creek Foot & Ankle Clinic  
**Midori Larrabee, MD**, Chief Medical Officer, EvergreenHealth Monroe  
**Venkat Mohan, MD**, Washington Gastroenterology  
**Ken Nishino, MD**, Overlake Medical Clinics - Senior Health  
**Jonathan Paley, MD**, Overlake OB/GYN  
**Lloyd Stambaugh, MD**, Radia

### 2020 Accomplishments

- For the second year, facilitated and carried out the Medical Malpractice Product with Physicians Insurance. For 2020, over 84% of all eligible physicians participated, resulting in an overall estimated savings of \$294,000 network-wide.
- Drafted and finalized Board Seat Management policy to ensure successful nomination of candidates to serve as replacements for existing Board Members whose term has ended.
- Helped support the formation of the EHN Provider Wellbeing Groups.
- Formalized processes and procedures for the additional reporting requirement surrounding specific new participating practices.
- Supported the 2020 EHN Annual Provider Event.
- Recommended to Board of Directors, and successfully brought into the network, five (5) new practices.

### Support Staff

**Molli Robertson - Committee Lead**, Provider & Payor Relations, Eastside Health Network  
**David LaMarche**, Chief Administrative Officer, Eastside Health Network  
**John Nelson, MD**, Medical Director, Eastside Health Network  
**Sara Bidgood**, Manager, Quality & Analytics, Eastside Health Network  
**Lisa Jackson**, Strategic Project Manager, Eastside Health Network

## 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 and increase value for beneficiaries of the clinically integrated quality program.

### Members

**Theresa Platz, MD - Chair**, EvergreenHealth Medical Group - Primary Care  
**Neal Perlmutter, MD - Vice Chair**, Overlake Medical Clinics - Cardiology  
**Preetha Ali, MD**, Overlake Medical Clinics - Colon and Rectal  
**Gregg Aoyama**, Director of Payor, Employer & D2B Contracting, EvergreenHealth  
**Daniel Burdick, MD**, EvergreenHealth Parkinson's and Movement Disorders  
**Abhineet Chowdhary, MD**, Overlake Neuroscience Institute  
**Chester Gall, MD**, Overlake Medical Clinics - Primary Care  
**Scott Stuart, MD**, Medical Director, EvergreenHealth Hospital Medicine  
**Lennart Tan, MD**, InCyte Pathology  
**Elisa Vila, RPh**, Executive Director, EvergreenHealth Pharmacy Services

## 2020 Accomplishments

- Engaged Optum to assist with claims and record review for risk adjustment improvement, education, and implemented process for provider education and training based on findings.
- Surpassed 2019 HCC recapture rates in Medicare Advantage contracts.
- Expanded reach of prescribing scorecards to include providers in neurology and rheumatology.
- Developed a more comprehensive utilization dashboard to identify care settings and services driving cost.
- Created a work group to begin investigating specialty drug utilization.

### Support Staff

**Sara Bidgood - Committee Lead**, Manager, Quality & Data Analytics, Eastside Health Network  
**David LaMarche**, Chief Administrative Officer, Eastside Health Network  
**John Nelson, MD**, Medical Director, Eastside Health Network  
**Dave Gainer**, Senior Population Health Analyst, Eastside Health Network  
**Sahana Ingale**, Manager, Government Programs, Eastside Health Network  
**Lisa Jackson**, Strategic Project Manager, Eastside Health Network  
**Molli Robertson**, Provider & Payor Relations, Eastside Health Network

## Board of Directors

**Steve Marshall, MD - Chair**, Puget Sound Physicians  
**Kevin Hanson, MD - Vice Chair**, Evergreen Emergency Services  
**Allen Geltzer, MD - Secretary**, Overlake Medical Clinics - Internal Medicine  
**Lloyd Stambaugh, MD - Treasurer**, Radia  
**Thomas Amidon, MD**, Overlake Medical Clinics - Cardiology  
**Tom Chi, MD**, Proliance Surgeons  
**David Koh, MD**, Woodinville Pediatrics  
**Tina Mycroft**, Chief Financial Officer, EvergreenHealth  
**Julie Nicholson, MD**, Overlake Medical Clinics - Primary Care  
**Mitch Nudelman, MD**, Bellegrave OB/GYN  
**Amy Numrych, MD**, Bellevue Family Medicine  
**Jonathan Paley, MD**, Overlake OB/GYN  
**Pratima Sharma, MD**, Medical Director, EvergreenHealth Medical Group  
**Jeff Stickney, MD**, Proliance Surgeons  
**Scott Stuart, MD**, Medical Director, EvergreenHealth Hospital Medicine

**Andrew Tokar**, Chief Financial Officer, Overlake Medical Center & Clinics  
**John Whittington, MD**, Matrix Anesthesia  
**Kim Witkop, MD**, Chief Medical Officer and Interim Chief Executive Officer, Snoqualmie Valley Hospital

### Support Staff

**David LaMarche**, Chief Administrative Officer, Eastside Health Network  
**John Nelson, MD**, Medical Director, Eastside Health Network  
**Molli Robertson**, Provider & Payor Relations, Eastside Health Network  
**Lisa Jackson**, Project Manager for Strategic Initiatives, Eastside Health Network  
**Sara Bidgood**, Manager, Quality & Data Analytics, Eastside Health Network  
**Sahana Ingale**, Manager, Government Programs, Eastside Health Network  
**Rachel Lam**, Financial Analyst, Eastside Health Network

## Quality & 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. Moreover, 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.

### Members

**Paul Mayeda, MD - Chair**, EvergreenHealth Medical Group - Primary Care  
**Allen Geltzer, MD - Vice Chair**, Overlake Medical Clinics - Internal Medicine  
**Greg Aeschliman, MD**, EvergreenHealth Medical Group - Primary Care  
**Bassim Dowidar, MD**, Evergreen Emergency Services  
**Sadia Habib, MD**, Overlake Medical Clinics - Primary Care  
**Carolyn Kline, MD**, Eastside Maternal-Fetal Medicine  
**David Koh, MD**, Woodinville Pediatrics  
**Ettore Palazzo, MD**, Chief Medical Officer, EvergreenHealth  
**Amy Richardson, MD**, Redmond Foot and Ankle  
**Sara Sherwin, ARNP**, EvergreenHealth Preoperative Services  
**Kylie Smith, MD**, Bellgrove OB/GYN  
**Ben Tibbals, MD**, Chief Financial Officer, Matrix Anesthesia  
**Linda Van Hoff, ARNP**, Overlake Medical Clinics - Primary Care  
**Eunjoo Yoo, MD**, Overlake Medical Clinics - Urgent Care

## 2020 Accomplishments

- Developed quality program to support 2019 shared savings distribution.
- Created and distributed MA scorecards, informing providers and practices of performance and opportunities through the entire year
- Year-round focus on AWW scheduling, with calls beginning in 12/2019.
- Achievement of 3.7 STAR rating prior to Q4.
- Built process to review and communicate Health Connect quality opportunities to practices/patients on a monthly basis.
- Facilitated communication (via Premera) to members in Health Connect without established relationship with a PCP in network.
- Expanded scope of care management program to include support for Health Connect patients with major depression and anxiety.

### Support Staff

**Sara Bidgood - Committee Lead**, Manager, Quality & Data Analytics, Eastside Health Network  
**David LaMarche**, Chief Administrative Officer, Eastside Health Network  
**John Nelson, MD**, Medical Director, Eastside Health Network  
**Arkady DeRoest**, Quality Program Manager, EvergreenHealth Medical Group  
**David Gainer**, Senior Population Health Analyst, Eastside Health Network  
**Lisa Jackson**, Project Manager for Strategic Initiatives, Eastside Health Network  
**Molli Robertson**, Provider & Payor Relations, Eastside Health Network  
**Elisa Vila, RPh**, Executive Director, EvergreenHealth Pharmacy Services

## EHN Team

**David LaMarche**, Chief Administrative Officer  
**John Nelson, MD**, Medical Director  
**Heather Sellers**, Director of Care Management  
**Sara Bidgood**, Manager, Quality & Data Analytics  
**Sahana Ingale**, Manager, Government Programs  
**Lisa Jackson**, Project Manager for Strategic Initiatives  
**Molli Robertson**, Provider & Payor Relations  
**David Gainer**, Senior Population Health Data Analytics  
**Stephanie Tsang**, Senior Population Health Data Analytics  
**Leon Chang**, Data Analyst  
**Rachel Lam**, Financial Analyst  
**Lorena Salazar**, RN Care Manager  
**Monica MacDonald**, RN Care Manager  
**Neelam Kaur**, RN Care Manager

**Bonnie Jeanice**, RN Care Manager  
**Jennifer Riley**, RN Care Manager  
**Julie Jacobson**, Ambulatory Social Worker  
**Peter Norkus**, Ambulatory Social Worker  
**Laurie Sperry**, Population Health Coordinator  
**Christine McClurg**, Population Health Coordinator  
**Tayyaba Bhatti**, Population Health Coordinator  
**Brittini Hedstrom**, Population Health Coordinator  
**Lorraine Macapinlac**, Population Health Coordinator  
**Katie Olney**, Executive Assistant  
**Claire Young**, Member Services Representative  
**Danica Porneil**, Member Services Representative  
**Autumn Ta**, Member Services Representative



# EASTSIDE HEALTH NETWORK

The Eastside Health Network (EHN) is a comprehensive network of providers, hospitals, and urgent care clinics on the Eastside. EvergreenHealth and Overlake Medical Center and Clinics came together to create a Clinically Integrated Network comprised of over 1,400 independent and affiliated providers, representing 87 specialties in 194 care locations. EHN patients experience coordinated care through providers working across multiple disciplines to deliver the highest quality care, improve patient experiences, reduce duplicate testing, and lower out-of-pocket costs.

[eastsidehealthnetwork.com](http://eastsidehealthnetwork.com)  
(425) 906 7800