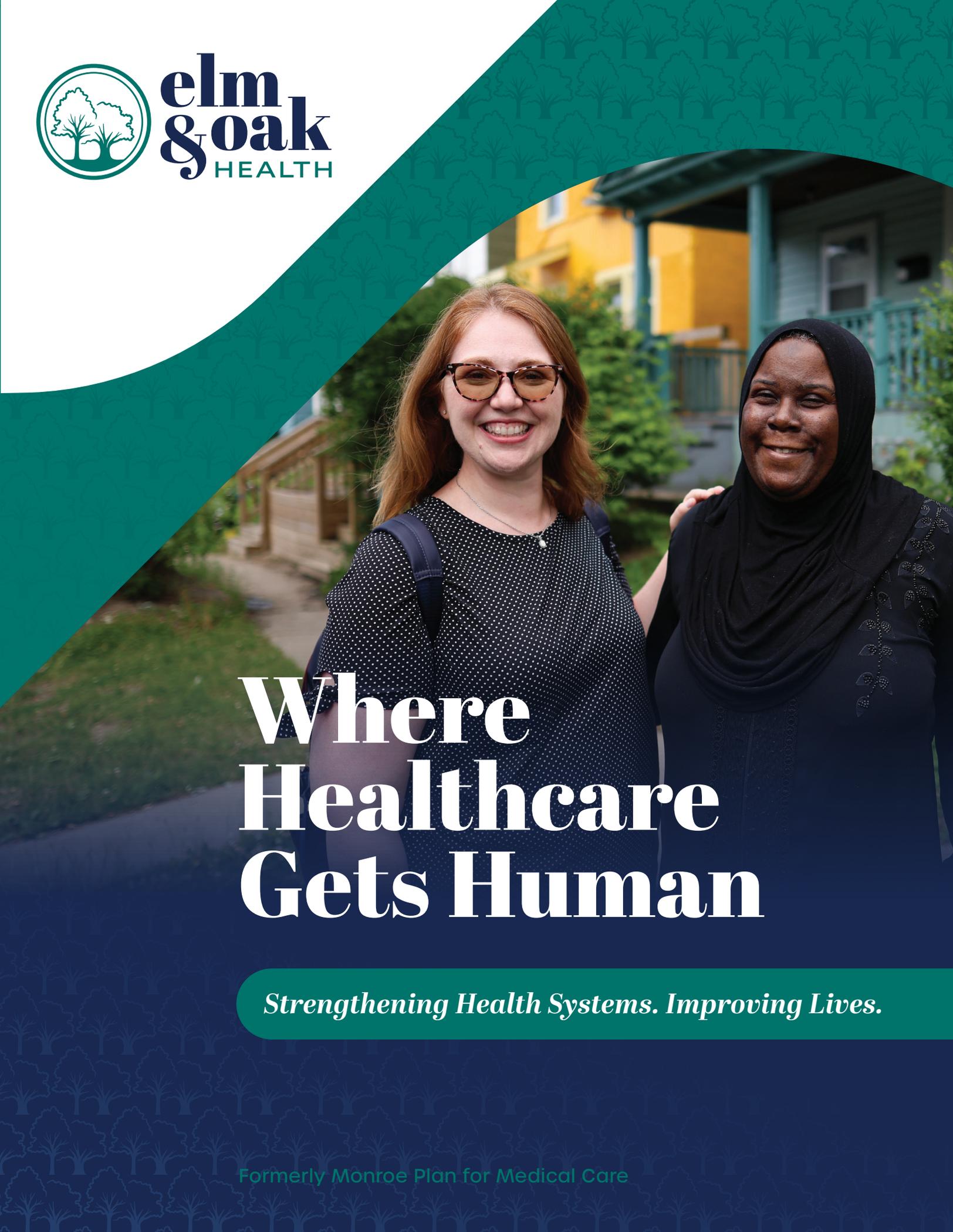




**elm
& oak**
HEALTH

A photograph of two women standing outdoors in front of a house. The woman on the left has long reddish-brown hair, wears glasses, and a dark polka-dot top. The woman on the right is wearing a black hijab and a black top. They are both smiling warmly. The background shows a house with a porch and some greenery.

Where Healthcare Gets Human

Strengthening Health Systems. Improving Lives.

Formerly Monroe Plan for Medical Care

Rooted in Human Understanding & Data-Driven Insights

Elm & Oak Health (formerly Monroe Plan for Medical Care) was founded in 1970 as an Independent Practice Association (IPA) by a group of forward-thinking physicians who believed that underserved communities deserved better access to quality care. What began as a small, physician-led effort has grown into a trusted partner improving health outcomes across New York and beyond.

In our early years, we worked closely with a major regional health plan, supporting its government-sponsored programs and helping build a stronger, more coordinated network of care. Over decades, we became known for our member-focused approach, deep relationships with providers, and our reputation for delivering practical, people-centered solutions.

In 2015, we expanded our impact by launching our own managed care organization (MCO), YourCare Health Plan, gaining firsthand experience in every aspect of health plan management. In 2020, we transitioned the plan to reinforce our core strengths—continuing to support the community through network, quality, and care management services, and sharpening our leadership in population health and health equity.

We believe every person deserves quality care, and every provider deserves a partner who understands both the human and organizational sides of delivering it. By addressing the whole person, we help partners amplify their impact and improve the healthcare system for all involved.

Today, Elm & Oak Health blends data, insight, and compassion to support payers, providers, and the people they serve. Our commitment remains unchanged: to help communities thrive by making healthcare work better for everyone.

Our Mission

- Elm & Oak supports low-income individuals, working poor, and other populations served by government-sponsored programs to improve their health status and that of their families. We dedicate our efforts to:
- Facilitating access to quality healthcare.
- Educating providers, individuals, and their families in areas that foster empowerment, shared decision-making, and effective care.
- Supporting our partners and communities in delivering high quality healthcare services and promoting healthy lifestyles.
- Collaborating with others around issues that affect the health of our enrollees and their families.

Our Vision

We will be a leader in transforming healthcare for individuals and their families served by government-sponsored programs by improving health outcomes, reducing disparities, and being good stewards of community resources. We achieve this through effective partnerships, innovative programs, community leadership, and progressive strategic management.

New Name, Same Community Focus

For more than 55 years, we were known as Monroe Plan for Medical Care. Today, we are Elm & Oak Health—a name that reflects both our deep roots in community health and our continued growth in the future. While our name has changed, our mission, people, and commitment to improving health outcomes for vulnerable populations remain the same.



What We Do

Elm & Oak helps healthcare organizations manage costs while improving care for the people who need it most. We combine healthcare expertise, human connection, and data-driven insight to support individuals and strengthen systems.

Population Health Solutions



We help providers, health systems, and community organizations improve outcomes by addressing medical needs alongside the social, behavioral, and environmental factors that shape health. Our work aims to:

- Reduce disparities by identifying and closing gaps in outcomes across populations.
- Enhance care coordination among providers, community partners, and public health systems.
- Promote prevention through early intervention and chronic disease management.
- Lower costs by preventing avoidable utilization and addressing root causes of poor health.
- Elevate quality performance through evidence-based care and performance tracking.
- Deliver improved outcomes through targeted, data-driven interventions.

Care Management Services



Our care management model takes a proactive, population-based approach, using data to identify gaps, stratify risk, and improve engagement over time. Care management provides long-term, whole-person support, while case management

offers short-term, intensive intervention during specific episodes or high-need moments. Our interdisciplinary team meets clients where they are, coordinating care across clinical and social needs. We also deliver disease management through structured, evidence-based programs.

Health Equity



As longtime champions for equity, we help organizations recognize disparities, remove systemic barriers, and create lasting change. Our services include:

- Consulting to strengthen equity performance.
- Support navigating equity-related regulations.
- Strategic health equity planning.
- Independent NYS Health Equity Impact Assessments (HEIAs).

IPA & Provider Network Expertise



Our IPA equips providers to succeed in value-based care with tools, resources, and quality support that improve sustainability while keeping care

patient-centered. We serve as both advocate and MCO liaison – improving practice performance and quality, and resolving operational challenges.



The Right Care at the Right Time & the Right Cost

Population health management improves outcomes for defined populations by integrating data, care coordination, and community-based support. It begins with identifying at-risk members, then proactively engaging them with interventions that address both clinical needs and the social factors shaping health. Through continuous monitoring and provider collaboration, organizations achieve better outcomes, stronger member experiences, and lower costs.

At Elm & Oak, population health is our purpose. We pair advanced analytics with hands-on coordination to improve health at scale. By identifying risk early, addressing barriers, and supporting whole-person needs, we help partners deliver measurable, community-wide impact.

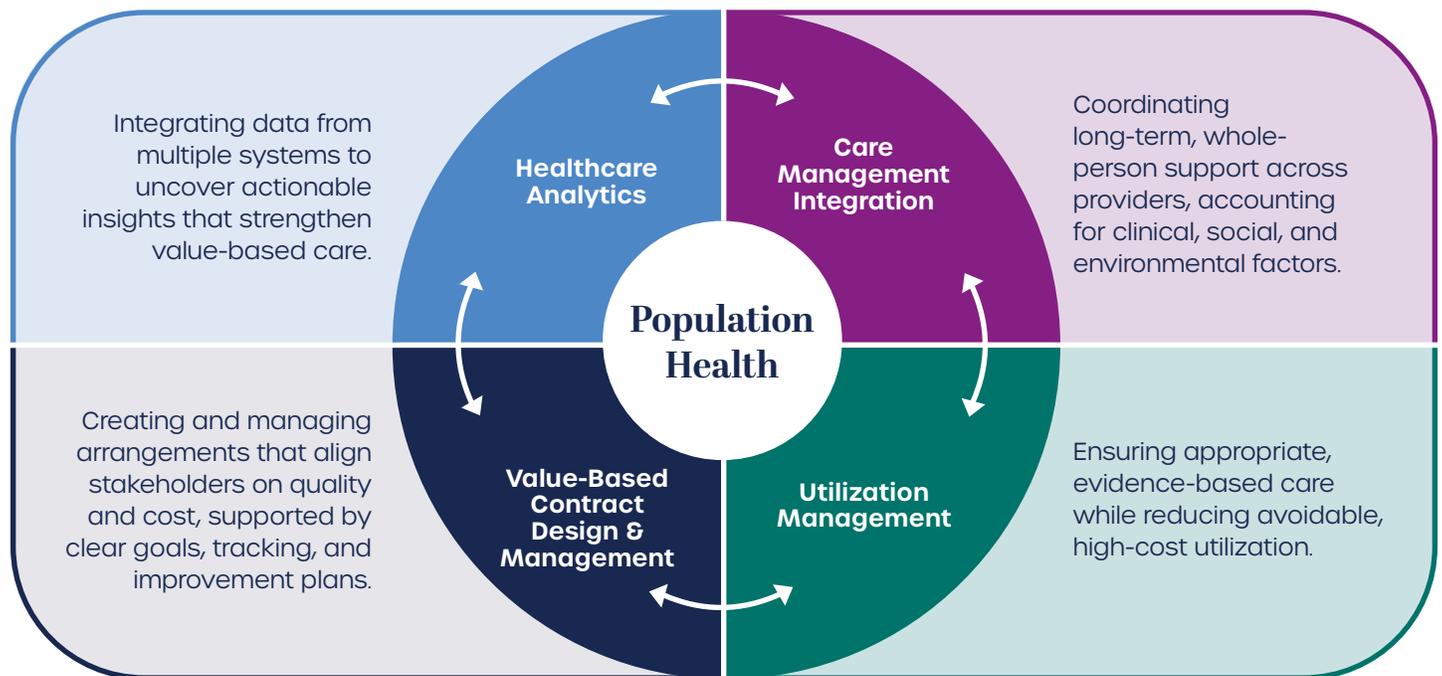
Customizable Solutions

Organizations can work with Elm & Oak in the way that best fits their goals and capacity. We can:

- Design and run a **full-service population health program**, from analytics and risk stratification to care management, utilization management, and value-based performance monitoring.
- Fill specific gaps through **targeted services** such as care management campaigns, utilization management support, or value-based contract design and reporting.

This flexibility allows health plans, IPAs, ACOs, and provider groups to choose the level of partnership that aligns with their needs and timeline.

Our Systematic Approach





Fostering Whole-Person Care for Lasting Outcomes

Care management is a long-term, holistic approach designed to support individuals over time. Using a proactive, population-based model, Elm & Oak combines data, healthcare expertise, and human connection to help people navigate care more independently and achieve sustained health outcomes.

Our care management model supports whole-person needs by:

- Providing ongoing, high-touch support that adapts as needs change.
- Prioritizing prevention and early identification of health risks.

- Addressing Social Determinants of Health (SDOH), including food, housing, and transportation.
- Coordinating across medical, behavioral health, and community-based services to create a unified care plan and reduce fragmentation.
- Emphasizing long-term engagement for high-risk individuals.

This approach is especially effective for individuals with multiple interconnected medical, behavioral health, and social needs who require sustained engagement and intensive coordination across systems.

Case Management

While care management focuses on long-term engagement, case management is a short-term, intensive model that supports individuals during specific episodes or transitions in care.

Our case management services focus on:

- Advocacy, barrier reduction, and system navigation.
- Time-limited or event-driven support.
- Post-acute and transitional care, including hospital-to-home transitions.

Disease Management

We deliver structured, evidence-based programs for conditions such as asthma, diabetes, and prenatal care. These programs emphasize education, self-management, and standardized protocols to reduce exacerbations and hospital utilization.

Health Home Care Management

Established in 2013, our Health Home Care Management Agency is the largest outside metropolitan New York City, providing community-based support to Medicaid members with complex needs across Rochester, Binghamton, Syracuse, Buffalo, Albany, and beyond. We are a respected and trusted partner to health home hubs serving thousands of members across 30 counties.

Beyond New York's Health Home program, we bring the systems, workforce, and operational experience to support similar state-sponsored care management and community-based programs. Our model is designed to adapt to different regulatory environments, populations, and program requirements.

Grant Programs

Elm & Oak is a trusted partner to government agencies, with experience designing and operating population health programs that meet grant specifications and regulatory requirements. We have consistently been awarded multi-year, multi-million dollar grants to implement innovative programming that has real impact on individual and community health.

Our work includes New York State grants such as:

- **Office of Addiction Services and Supports (OASAS):** Utilization management reviews for adolescent residential substance abuse programs
- **Safe Options Support/Critical Time Intervention (SOS/CTI):** Intensive outreach, engagement, and care coordination for individuals experiencing homelessness

These efforts reflect our broader capability to build, staff, and implement compliant population health programs for defined populations, timelines, and reporting needs.



Supporting Real Change in Real Communities

Elm & Oak has been working to remove barriers to care for decades – long before equity became a regulatory requirement or funding priority. Meaningful change requires system-level action and a deep understanding of the lived experiences of the people we serve.

Our work helps partners:

- Identify and reduce disparities in care for underserved populations.
- Strengthen strategic planning and improve equity performance.
- Achieve sustainable goals such as reduced readmissions, improved medication adherence, and better maternal health outcomes.
- Navigate equity-related regulations in New York and other states.

Health Equity Impact Assessments

New York State requires Health Equity Impact Assessments (HEIAs) for Certificate of Need applications to ensure equity is built into planning. As one of the first organizations to offer HEIAs after the 2023 mandate, Elm & Oak brings experience that helps partners meet requirements efficiently and effectively.

Our guidance through the HEIA regulatory process can help:

- **Provide actionable insights** so data leads to meaningful change.
- **Strengthen community connections** by identifying and engaging those most affected.
- **Inform recommendations** that minimize any negative impacts on underserved groups.
- **Support transparency and accountability** through clear monitoring and reporting.
- **Turn compliance into an opportunity** for stronger outcomes.

We understand the complexities and common challenges of HEIAs, effectively helping organizations meet regulatory expectations. When done strategically, a HEIA becomes more than a mandate — it becomes an opportunity to advance equity, build trust, and improve community health.





Partnering With Providers. Providing for Healthier Communities.

For more than 55 years, Elm & Oak has operated one of New York's strongest Independent Practice Associations (IPAs), now supporting more than 12,000 healthcare professionals statewide. Our IPA equips providers with the tools, insight, and advocacy they need to succeed in value-based care, backed by a partner who understands both the human and operational realities of delivering care.

The IPA brings providers together under one entity that:

Represents providers in contracting by negotiating and managing agreements with health plans.

- **Supports quality performance** by helping practices meet measures tied to incentives and value-based payments.
- **Addresses operational challenges** such as claims issues, authorization delays, and workflow barriers.
- **Advocates with health plans** on network-wide issues including policy changes, payment timeliness, and adequacy concerns.

What This Means for IPA Members

As an IPA at our roots, Elm & Oak brings perspective that goes beyond contracting and administration.

IPA members gain a partner who:

- Understands provider challenges firsthand, shaped by decades of working alongside practices navigating operational complexity.
- Brings health plan insight to provider advocacy, informed by years of supporting and operating Medicaid health plans and understanding payer decision-making.
- Applies real-world, value-based expertise, with hands-on experience designing and managing value-based arrangements that align incentives and performance expectations.

Together, this combination of provider-rooted insight, health plan experience, and value-based expertise enables Elm & Oak to serve as a practical, credible partner for IPA members navigating an increasingly complex healthcare environment.

Expertise You Can Trust. Impact You Can Measure.

With decades of experience — spanning services for large managed care organizations, operating our own Medicaid plan, leading a large IPA, and delivering community-based care management — Elm & Oak understands healthcare from every angle. We use that 360° perspective to design solutions that work in the real world.

We are mission-driven champions of health equity, backed by teams and systems built for operational excellence. Our deep experience with Medicaid programs, state contracts, Health Home hubs, and community partners demonstrates our ability to deliver reliable, performance-driven results.

We know meaningful outcomes start with a whole-person approach. By combining data, compassion, and community insight, we work alongside providers, state agencies, and health systems to create measurable, people-centered impact.

Because when healthcare works for people, outcomes improve for everyone.

Elm & Oak. Where Healthcare Gets Human.

Reach out to learn how we can support your organization today:

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