



UNITED
STATES *of*
CARE

.....

2020 Annual Report

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Introduction

When 2020 began, we could have never predicted all that would lie ahead. No one could. We faced a year of a pandemic that's claimed more than 700,000 lives.

USofCare is proud of what we accomplished in 2020 — what we accomplished not just in spite of the trials the year held, but because of them.

Thank you for being a part of our work.

Letter From Our Co-Founder

Since the founding of United States of Care, we have remained ever focused on people. We strive every day toward our mission to make sure that everyone in America has access to quality, affordable health care regardless of health status, social need, or income.

We have a unique approach to creating a better, durable, and responsive health care system by focusing on what matters: **Listening to People.**

We then take action: actively pursuing solutions that are immediately viable through our campaigns, state and federal efforts and innovative, new, cross-sector solutions where they don't currently exist.

Most interesting to me in the years of talking to people about their experiences in health care?

In every conversation, there's no sense of a shared experience with health care. Everyone feels like they're going at this alone, which is often reflected as a personal failure to manage this complex system rather than a systemic issue.

When people feel alone, they can't imagine change — let alone dream of a system reformed to meet their needs.

USofCare knows the key to longstanding reform is **changing the conversation** of what a health care system would look like based **on shared values across people, and using every tool we have to drive change in the near and long-term.**

Through listening to people across demographics — USofCare has adopted these four goals as our North Star for change. These drive the work we do.

We know we need a health care system where:

- ★ People have the certainty they can afford their health care.
- ★ People have the security and freedom that dependable health care coverage provides as life changes.
- ★ People can get the personalized care they need, when and how they need it.
- ★ People experience a health care system that's understandable and easy to navigate.

We wake up every day thinking about a health care system that will meet people's needs. You can partner with us in making these goals a reality for the next generation.



Natalie Davis
Co-Founder

A Year of Pandemic and Racial Injustice

The cracks in the health care system and its long-standing disparities became wider and wider.

The nation started a long-overdue — and continuing — reckoning with racial injustice after the murder of George Floyd.



Our team addressed both head-on, with renewed dedication. We recommitted to pursuing equity in everything we do.

- ★ **We launched** multiple initiatives to guide state and national lawmakers on fighting COVID-19. We advocated for federal funds that could help change the course of the pandemic.
- ★ **We learned** more from people than at any time in our history. And we learned that people recognize how important it is to emerge from the pandemic with a better and more equitable health care system. We put those lessons into policy proposals that would make real and positive impacts on people's lives.
- ★ **We realized** that we couldn't afford to go back to the way the health care system was before COVID-19. That's what you'll read about in the USofCare 2020 Annual Report, the concrete ways we've shaped our work to ensure that we can pursue tangible outcomes for people in the wake of the pandemic.

2020 By The Numbers



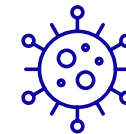
2,600

Candidates received election health care education



1,780

Policy makers stayed connected via bi-weekly e-newsletters



96

COVID resources were created for the public and policy makers



150+

COVID rapid responses given to more than 30 states



13

Telebriefings and virtual events held



395

New donors to USofCare



43

Focus groups and listening sessions hosted



2

National opinion polls conducted



2,523

People signed up for our e-newsletter



10

Paid internships working on policy, communications, and fundraising



Impact for People

USofCare's dedication to taking on the urgent and critical issues of the day is demonstrated below in progress we helped make amid the myriad challenges the country faced in 2020.

Using Research to Shape Our COVID-19 Response Priorities

USofCare's listening work in 2020 related to the pandemic, which has long-term implications, demonstrating people's shared desire for:



A reliable and fully resourced health care system



A health care system that cares for everyone



Accurate health information and clear recommendations



Ability to provide care to ourselves and for our loved ones



COVID-19 Rapid Response

We are ensuring a strong response to the pandemic to build a better health care system.

Our Efforts:

- ★ Responded to more than **150 requests** from more than **30 states** for COVID-related technical assistance and support through our Rapid Response effort.
- ★ Sent over **35 e-updates** to **700 state executive and legislative leaders** with COVID-19 response resources and highlights of innovative state actions.



“Taking action together is the only way to ensure our organization is positioned to continue to impact health care for the better for all Americans. So many words connect us during this uncertain time, but the one that carries us farthest is *together*.”

Dr. J. Mario Molina, United States of Care Board Chair

Successes in States

Change requires targeted progress and our team of experts knows how to navigate the political system to achieve tangible wins.

We work at the state and federal levels to secure legislative and executive solutions that most effectively eliminate the barriers people face to accessing affordable health care.

We know how the political system works and which levers to pull in order to reach desired results. Our team takes a multi-faceted approach to provide resources, strategic advice, and technical assistance while sharing best practices with partners on the ground across the country.

“There is nothing more serious. There’s nothing that has more importance than access to health care in our country.”

Andy Slavitt, Co-Founder of USofCare and Board Chair Emeritus



We released policy recommendations for **state executive and legislative action**, a **preparedness handbook** to help state leaders prepare for future spikes of COVID-19, and a **guide for states** on how to prepare for COVID and the flu converging.

Successes in States

We cultivated relationships with **21 additional legislators** in **11 states** with diverse political leadership. Topics covered include:

- ★ Public option
- ★ Medicaid expansion
- ★ Improved access to behavioral health care



We released a brief on state-based solutions to improve mental health care (in partnership with Well Being Trust).



Post-election, USofCare shared materials with incoming state senators and representatives on how to meet their constituents' needs. Examples include: a **memo on state funding options, policy recommendations** and corresponding **blog for states** to address post-pandemic, **recommendations** for the upcoming flu season, and **efforts to standardize consumer affordability**.

In 2021, USofCare converted these contacts into our State Leader distribution list, where we will continue to share resources, recommendations, and highlight progress across states.

Driving Federal Action



USofCare released four sets of **federal recommendations** for Congressional response legislation informed by our Founder's Council and reflecting everyday people's needs. Many of these priorities have been included in the **COVID response legislation**, including significant investments in detecting, diagnosing, tracing, and monitoring COVID-19 infections and a new Health Care Ready Reserve.

Sent the incoming Biden-Harris Administration a **federal transition memo** with robust recommendations in four key areas to improve our health care system and respond to the pandemic and resulting economic downturn.

USofCare brought together more than 20 Board, Founders and Entrepreneurs Council members to think through immediate steps that should be taken to address the pain points we know exist for people.

“I care about health care because too many Americans still don't have access to the basics. USofCare has put politics aside to help guide us towards a better health care experience for all Americans!”

Kim Smith, USofCare Founder's Council Member

Our State and Federal Work in Action

USofCare identified the need and offered comprehensive resources, expertise, and advocacy to **advance action in states and nationally and drive the national conversation around safe reopening.**

Our ever-growing body of work on COVID-19 has enabled us to expand our profile and public reach over the last several months. We continue to see press interest in resources we put together, such as:

- ★ Our [Federal Policy Recommendations](#)
- ★ [State of Contract Tracing in the United States](#)
- ★ Our [Preparedness Guide](#)
- ★ [Bipartisan Public Health Leaders Letter](#)
- ★ [Fact Sheet on COVID-19 Vaccines](#)



FEATURED CASE STUDY: Contact Tracing

We learned from our listening research that people want and need reliable data, information, and support to stay safe and return to normalcy, and harnessed this knowledge to shape effective advocacy.

1



#OpenSafely

Executive Director and Founder's Council members signed letter supporting #OpenSafely measures

[Read More](#) →

4



Created a "State of the States of contact tracing" resource to inform other states

[Read More](#) →

2



Partnered with [COVID Exit Strategy](#), using data to track progress by state to metrics for opening

[Read More](#) →

5



Centered public narrative and media outreach on: 1) The need for Federal funding, 2) State progress, 3) Contact tracing

[Read More](#) →

3



Called on the federal government to fund contract tracing and other activities needed to safely open

[Read More](#) →

6



National telebriefing to educate private and public sector leaders on contact tracing

[Read More](#) →

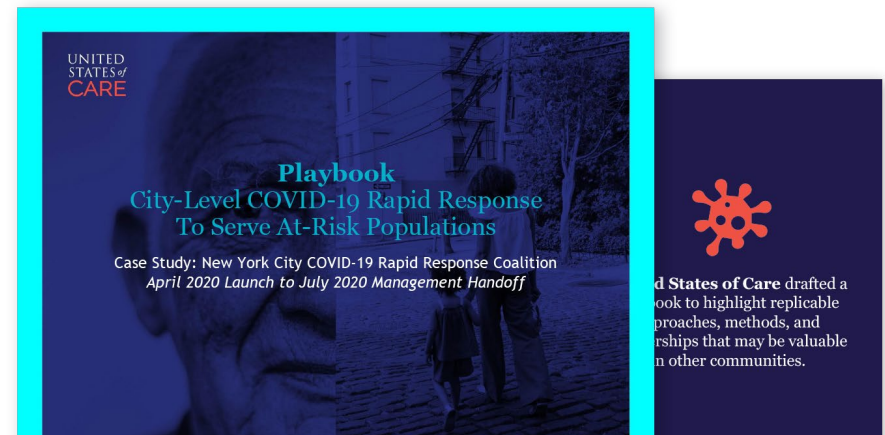
Influence and Innovation

Recognizing the distinct and imperative needs that 2020 presented, USofCare provided thought leadership, conducted a year-long media effort, and planted policy flags that would help increase the quality, affordability, and equity of the nation's health care. Below is just some of the work we undertook to influence and innovate in a truly unprecedented year.

Playbooks and Other Resources:

- ★ Highlighting unique approaches to isolation and quarantine solutions for at-risk populations: [View Playbook](#)
- ★ A case study of the NYC Rapid Response Coalition's work to serve the most vulnerable during the initial days of the pandemic: [View Case Study](#)

- ★ *Older Adults' Experience of Virtual Care: Action Steps to Increase Access and Equity*, completed in partnership with West Health, which identifies recommendations for health systems and policymakers drawn from our listening work and three case studies: [View Playbook](#)
- ★ Released recommendations to reduce racial disparities in COVID-19 via our Board member Dr. Rhonda Medows: [View Recommendations](#)
- ★ Joined Walton Family Foundation, AEI, and others on issuing a report on school reopening, examining the collective findings of more than 120 studies, to encourage informed, evidence-based decision making. The report covers a wide array of topics, including risks for children, transmissibility concerns, and the impact of school reopenings on community spread: [View Report](#)



Our Partners and Supporters





Educating Voters & Candidates

Health care remained one of the most important challenges facing America during the COVID pandemic. USofCare was doing our part to inform and engage policy makers and voters during the 2020 Election.



USofCare encouraged Americans to participate in our democracy and exercise their right to vote on November 3, 2020. While COVID-19 meant fewer state fairs, parades, and forums, there were still opportunities to become an informed voter and engage with candidates.

- ★ **Released a [2020 Voter Action Guide](#)** to empower and educate voters.
- ★ **Hosted a live virtual event** featuring Andy Slavitt and comedian Mike Birbiglia with more than 300 participants, providing voters with key tools, questions, and messages to communicate with candidates.

7 states + 2,600 candidates

USofCare completed state legislative **[candidate education materials](#)** for seven states (CO, GA, MI, MN, NV, PA, TX), shared with more than 2,600 candidates in August, and provided a webinar for the Georgia Democratic caucus to inform their members and candidates. These materials were featured in the **[Washington Post Health 202](#)**.

- ★ **Initiated a relationship with the Latino Caucus for Public Health** (a section of the American Public Health Association), and co-presented a webinar on the USofCare Voter Action Guide and discussion on civic engagement for their young professionals virtual forum.





Looking Forward

Since our founding nearly four years ago, we have remained ever focused on people. We strive every day toward our mission to ensure that everyone in America has access to quality, affordable health care regardless of health status, social need, or income.

Focusing on What Matters

We have a unique approach to creating a better, durable, and responsive health care system by focusing on what matters: Listening to People.

We then take action, actively pursuing viable solutions through our campaign and State and Federal efforts. We also take those lessons and create innovative new solutions where they don't currently exist.

“I love the work USofCare is doing and am honored to be a part of all this. Thank you for continuing to include caregivers like myself in the strategy for advancing health equity across this country!”

Rebekah Alexander, Voices of Real Life Member



A New Vision: Goals for People

At USofCare, we're committed to building a **stronger and more equitable system in the wake of the pandemic**. We know we can't go back to a system that wasn't working for far too many people.

What we also know are people's needs from the health care system. And we know because we've asked and listened. Their responses have helped us coalesce around four Goals For People.

People across demographics, across the country, and at every level of income relay constant needs. We wrap them up into these four categories, and the tireless pursuit of these concrete improvements to people's lives drives every bit of USofCare's work.

2021 Priorities

By listening to people across demographics, we know that there is a shared vision for health care. We adopted these goals as our North Star for change.

4 Goals for People and Why

These four goals drive all of the work we do and inspire us in making these a reality for the next generation.



Affordable: People have certainty they can afford their health care.



Dependable: People have the security and freedom of dependable health care coverage throughout life changes.



Personal: People can get the personalized care they need, when and how they need it.



Understandable: People experience a health care system that's understandable and easy to navigate.



Engaging Our Networks

Our partners are deeply committed to improving the health care system for people while increasing health care access and affordability. They represent a diversity of cross-sector perspectives and are uniquely positioned to provide strategic insight to drive positive change.



FOUNDER & BOARD OF DIRECTORS

Our bipartisan Board supports our mission and principles and represents a wide variety of relevant expertise in governance and health care delivery and policy.

Dr. J. Mario Molina, Board Chair and USofCare Co-Founder, Former CEO of Molina Healthcare

Chanda Smith Baker, Chief Impact Officer & SVP for Impact at the Minneapolis Foundation

Steve Beshear, Former Governor of Kentucky

Jim Douglas, Former Governor of Vermont

Dr. Bill Frist, Former U.S. Senate Majority Leader From Tennessee; Chairman & Founder, NashvilleHealth

Dr. Mark McClellan, Robert J. Margolis Professor of Business, Medicine and Policy

Dr. Rhonda Medows, President for Population Health Management at Providence St. Joseph Health System; CEO, Ayin Health Solutions

Anita Pramoda, CEO of Owned Outcomes, Inc.

Andy Slavitt, USofCare Co-Founder and Board Chair Emeritus

FOUNDERS COUNCIL

More than 100 experts from across industries and experiences including patients, caregivers, advocates, clinicians and other care providers, policy experts, former elected and appointed officials, and others.

ENTREPRENEURS COUNCIL

Leading executives who combine transformational thinking with practical solutions and the real-world success necessary to solve our most substantial health care challenges.

HOSPITAL SYSTEM LEADERSHIP COUNCIL

Diverse set of nonprofit hospitals providing us with technical and strategic insights that ultimately develop solutions to make the health care system better.

VOICES OF REAL LIFE

Individuals representing diverse communities with various experiences and health care perspectives who guide our work of listening and centering the experiences of people.





Thank You For Your Support

Our funders are generous individuals, foundations, and nonprofit organizations who share in our mission and goals. To ensure there is no perception external parties can influence our work, we have not and will not accept funding from trade associations, PACs, pharmaceutical or insurance companies to demonstrate the value and autonomy of our work.

Our 2020 partners provided invaluable support to our work.



NON-PROFIT HEALTH CARE ORGANIZATIONS

AARP

Allina Health System

Ballad Health

Cedars-Sinai Health System

Christiana Care Health System

Marshfield Clinic Health System

MD Anderson Cancer Center

Providence Health and Services

Sutter Health

FOUNDATIONS

Arnold Ventures

California Health Care Foundation

The Commonwealth Fund

George Family Foundation

Well Being Trust

West Health



Financials

Fiscal Year Jan 1 - Dec 31, 2020

