



# Altarum

## 2024 IMPACT REPORT

# Table of Contents

	PAGE
A MESSAGE FROM OUR CEO	3
ABOUT ALTARUM	4
TRANSFORMING SERVICE DELIVERY	5
ADVANCING PUBLIC HEALTH	13
INTEGRATING PUBLIC HEALTH AND SERVICE	16
SCALING HEALTH INFRASTRUCTURE	19
CAREERS AND CULTURE	22
PARTNER WITH US	23

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[ALTARUM.ORG/ANNUAL-IMPACT-REPORT](https://altarum.org/annual-impact-report)



A MESSAGE FROM OUR CEO

# Hands-On Impact

## FROM POLICY TO PRACTICE

Our 2024 Impact Report highlights our commitment to transforming health policy into actionable solutions, showcasing tangible impact Altarum delivers for our clients and communities.

As I step into the role of President and CEO, I'm thrilled to have the opportunity to work alongside our dedicated team. Together, we will expand our impact and drive even more meaningful change in the years ahead.

### Max Entman

CHIEF EXECUTIVE OFFICER, PRESIDENT, AND TRUSTEE



## Our Mission in Action

Altarum is a nonprofit organization focused on improving the health of individuals with fewer financial resources and populations disenfranchised by the health care system.

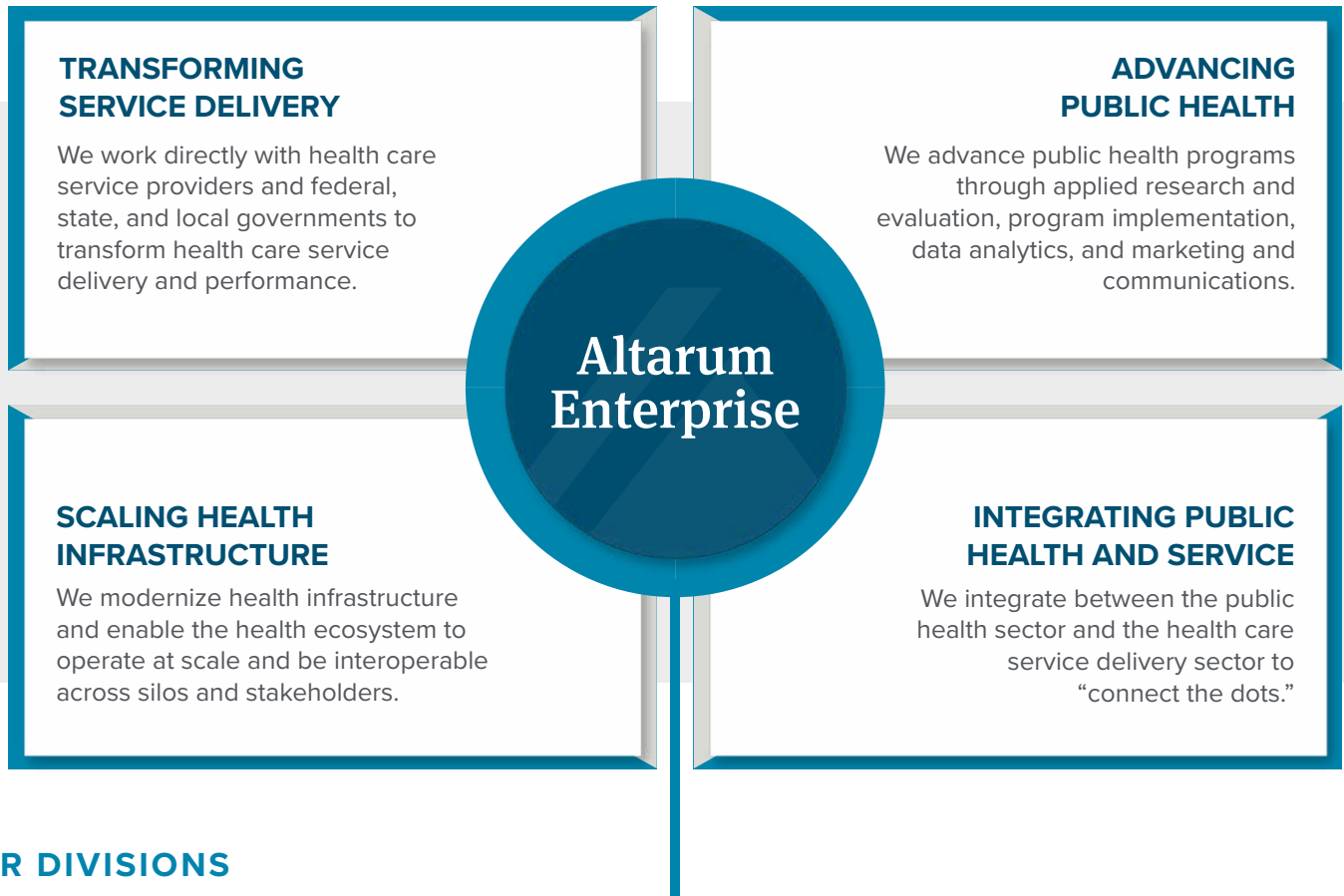
“At Altarum, our hands-on approach ensures that policies are not just ideas on paper but real-world solutions that make a difference. This year, we have seen firsthand the power of turning policy into practice, and the stories in this report are a testament to our team's dedication and impact.”

— Joseph Fifer, Chair, Altarum Board of Trustees and Former President and CEO, Healthcare Financial Management Association

## ABOUT ALTARUM

# We Work Across the Health Ecosystem to Improve Care

We work across the health ecosystem, translating policy into practice to improve care. By combining our expertise in public health and service delivery with technology development and implementation, practice transformation, training and technical assistance, quality improvement, data analytics, and applied research and evaluation, we have measurable impact. The innovative solutions and proven processes we spearhead result in better value for our partners and better health for all.



## FOUR DIVISIONS



**Altarum**  
**POPULATION HEALTH**

Altarum’s Population Health Division has three focus areas: Delivery System Transformation, Community Health, and Applied Research and Analytics.



**Altarum**  
**PUBLIC HEALTH SYSTEMS**

Altarum’s cross-functional Public Health Systems team of software engineers, data scientists, and public health analysts develop holistic public health solutions.



**Palladian Partners**  
An Altarum Company

A full-service strategic communications and marketing agency, Palladian Partners works on some of the toughest and most urgent issues in health and science.



**Amms**  
Altarum Medicare-Medicaid Services for States

AMMS helps states create financially sustainable solutions to advance health, wellness, and independent living for dually eligible individuals.



# Transforming Service Delivery

## PAGE

6

**Strengthening State Capacity in Advancing Care for Dually Eligible Individuals**

8

**Recovery, Not Recidivism: Mentoring Initiative Supports Peer-to-Peer Recovery Programs**

10

**Tailored Solutions, Greater Autonomy: Altarum Modernizes Intellectual and Developmental Disabilities Systems in Three States**

11

**Helping HRSA Build Pediatric Emergency & Disaster Readiness**

We design and implement solutions to advance the health of individuals with fewer financial resources and those that have been disenfranchised by the health care system.

Working directly with health care service providers and payers on quality and practice transformation, we transform service delivery and performance by:

- ▲ Redesigning systems of care,
- ▲ Supporting practice transformation,
- ▲ Educating and training payers and providers,
- ▲ Delivering technical assistance,
- ▲ Providing new, innovative tools, and
- ▲ Conducting applied research and evaluation/analytics.

# Strengthening State Capacity in Advancing Care for Dually Eligible Individuals

## A YEAR OF ADVANCEMENT

In 2024, Altarum Medicare-Medicaid Services for States (AMMS) made tremendous progress. We continued to support states in their efforts to improve the care quality and cost efficiency of services for those who are dually eligible for Medicaid and Medicare. Building on past success, we focused our efforts on developing and administering strategies that advance health, wellness, independent living, and effective, efficient program oversight.

[Our experts](#) led states to significant improvements in program advancement and efficiency for this diverse population. By adopting a flexible approach, we met states where they were in their journey to improving programs, offering tailored guidance and support to help them advance their initiatives.

## OUR IMPACT IN MAINE

In partnership with the Maine Department of Health and Human Services, the Maine Office on Aging and Disability Services, and the Office of MaineCare Services, AMMS supported efforts to enhance their existing programs for dually eligible individuals.

Our team provided critical expertise to improve the state's understanding and use of Medicare and Medicaid data, enabling more effective program oversight and integration.

To support these efforts, we:

- ▲ **Developed a comprehensive data chart pack** that outlined population characteristics and service utilization patterns,
- ▲ **Conducted a SWOT analysis (strengths, weaknesses, opportunities, and threats)**, which identified areas for improvement in Medicaid programs—particularly in long term services and supports,
- ▲ **Highlighted strategies to ensure Medicaid remains the payer of last resort**, optimizing funding and resource allocation, and
- ▲ **Explored coordination opportunities** between Medicaid and Medicare to enhance efficiency and care delivery.

Drawing on these insights, we worked with the state to design a multi-year roadmap with actionable steps to improve services for dually eligible individuals. This roadmap reflects state priorities and provides a structured approach to enhancing Medicaid and Medicare program coordination in Maine.

## OUR IMPACT IN MICHIGAN

In collaboration with the Michigan Public Health Institute and the Michigan Department of Health & Human Services, AMMS supported the transition from a demonstration program to a new permanent statewide Medicare-Medicaid integration initiative. This effort resulted in successful procurement of a Medicare Advantage highly integrated dual eligible special needs plan (HIDE SNP) program, designed to improve care for dually eligible individuals.

To support this transition, we provided:

- ▲ **Project management** to ensure a seamless implementation process,
- ▲ **Policy and program design support** to align the initiative with state and federal guidelines,
- ▲ **Development of the HIDE SNP request for proposals** to establish competitive program standards, and
- ▲ **A model contract** for the program.

We also offered leadership support and on-the-ground team assistance, facilitating strategic decision-making and fostering transparent communication.

The project led to the successful release of the request for proposal, with effective timeline management, resource coordination, risk mitigation, and post-release support, ensuring a smooth and effective proposal process.

## OUR IMPACT IN TENNESSEE

AMMS partnered with Tennessee to enhance care quality, improve service experience, and increase cost efficiency for full-benefit dually eligible individuals. Through the Quality and Enrollment in Aligned Dual Eligible Special Needs Plans (D-SNPs) Project, we continue to provide hands-on expertise, staff augmentation, and training to support state-led efforts.



Key activities include the following:

- ▲ **Defining integration goals:** Assisting Tennessee in refining its dual integration program goals and identifying policies and program options to support these efforts.
- ▲ **Enhancing quality measures:** Collaborating with TennCare (the state’s Medicaid managed long term services and supports (MLTSS) program) to develop whole-person quality metrics across Medicare and Medicaid, linked to incentive structures.
- ▲ **Strengthening SMAC provisions:** Supporting the drafting of state Medicaid agency contract (SMAC) provisions to better align D-SNP benefits with integrated care goals and Medicaid cost-saving strategies.

AMMS works as an extension of the TennCare D-SNP team. We mentor staff and provide training to build internal capacity for dually eligible program development, oversight, improvement and integration. This collaborative approach ensures sustainable improvements in Tennessee’s ability to manage and advance its integrated care efforts.

## LOOKING AHEAD

Our work sheds light on the complexities and value of meeting states where they are to advance programs of better quality, cost effectiveness, and more coordinated and integrated services and administration across Medicaid and Medicare, providing valuable insights and shaping the future of health care for dually eligible individuals. AMMS remains committed to supporting states at various stages of maturation and capacity by providing tailored solutions that address their unique needs and challenges.

AMMS facilitates knowledge exchange and collaboration. We enable states to learn from each other’s successes and challenges, fostering innovation and enhancing the effectiveness of state programs across the country. Our dedication to being [a voice of expertise](#) in this complex space and across Medicaid ensures that we will remain at the forefront of advancing better and more coordinated, integrated care for individuals who are dually eligible, driving positive outcomes and enhancing the quality of care nationwide.

“Michigan Medicaid would not be where we are today in our transition to a permanent [HIDE SNP] program without AMMS.”

— Meghan Groen, MDHHS  
Medicaid Director

# Recovery, Not Recidivism: Mentoring Initiative Supports Peer-to-Peer Recovery Programs

Peer recovery support specialists (peers) can transform the lives of people struggling with substance use. They fill gaps in care through connection and by offering alternatives to crisis and emergency services. By directing individuals toward treatment instead of activities that might result in incarceration, peer support promotes justice system diversion.

More than 81,000 people in the United States died from opioid overdoses in 2023. Altarum played a critical role in reducing these numbers through its work in peer recovery support services (PRSS), in collaboration with the Bureau of Justice Assistance (BJA). The collaboration was part of the Comprehensive Opioid, Stimulant, and Substance Use Program (COSSUP).

Peer support programs connect people to the treatment and resources they need. Peers come directly from the communities affected, receive specialized training and are certified through their states. They provide non-clinical support services, working directly with individuals dealing with substance use challenges.

Peers help break the cycle of addiction by modeling recovery, sharing coping strategies, and providing information and resources. For those newly released from incarceration, peer support helps them establish new routines, connect them to resources, and build new friendships. By guiding individuals through the recovery journey, peer support reduces recidivism.

## BJA AND ALTARUM: EMPOWERING COSSUP

COSSUP provides resources and technical assistance to help state, local, and tribal governments, as well as community organizations, combat opioid and other substance use. Recognized by BJA and others as a national PRSS expert, Altarum has managed COSSUP since its inception in 2019. We have successfully partnered with more than 400 grantees to deliver training and assistance.

COSSUP's PRSS Mentoring Initiative pairs organizations new to peer integration with experienced peers to foster peer-to-peer learning, networking, and the sharing of best practices. These efforts help grantees integrate peer support into their substance use disorder intervention and treatment strategies, maximizing the reach and effectiveness of peer recovery efforts. Evidence shows that peer support plays a pivotal role in advancing BJA goals, including minimizing substance use disorder harms, reducing overdose fatalities, and mitigating the impact on crime victims.

Since its launch in 2019, Altarum has supported more than 100 participants across 29 organizations. We've received consistently positive feedback and have set a national standard for mentorship in peer recovery.

## OUR APPROACH: CONNECTING MENTORS AND MENTEES

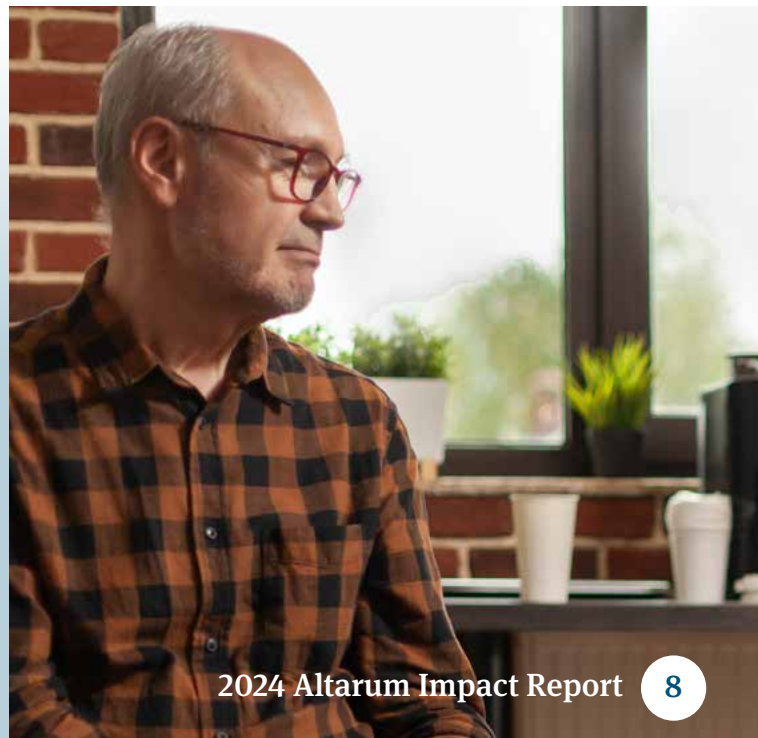
Each year, Altarum selects mentor sites through an application and interview process. These sites serve as models for individuals, teams, or early-stage programs looking to start or enhance their PRSS programs.

In 2024, our mentoring initiative collaborated with 28 sites across the country, covering communities from Idaho and California to North Carolina. We've worked with recovery community organizations, health networks, local police departments, rural and tribal communities, prisons, and peer-led nonprofits, serving hundreds of individuals.

This mix is essential: What works in one community may not work in another. Peer support must be adaptable to meet the unique needs of rural areas, tribal lands, and urban communities. It's important for organizations to connect with their peers with comparable experiences, and it's important for these activities to occur in a structured environment.

That's why Altarum's approach includes activities that promote an array of learning methods and domains; we tailor services and training to the specific needs of each organization. This is especially important for criminal justice organizations, which manage individuals with substance use challenges differently and require different knowledge, skills, and capacities for program implementation.

"Through this mentoring initiative, we thoughtfully pair organizations based on their program type, stated goals, and area of focus," explains Joanna Lowry, Project Manager, Community Health. "We then facilitate the learning experience by providing structured plans and meetings that culminate into an action plan the organizations can use to begin their work."



## CHANGING LIVES: RECENT SUCCESS STORIES

Here are just three of the many programs Altarum supported:

**Hendersonville, NC, and Akron, OH:** A mentee from Akron partnered with a mentor site in Hendersonville, the Hope Coalition, to set up a new recovery community organization. Inspired by the loss of a son who died of an overdose, the mentee and her husband transformed a log cabin into a walk-in recovery center, featuring a salt cave for holistic healing. Today, the programs offers connection to peer services, community education, grief and family support, recovery groups and recovery activities.

**Virginia Department of Corrections:** Certified peer mentors—including inmates—provide support through probation, parole offices, and correctional facilities. Virginia has served as a mentor site for the Colorado and Wyoming Departments of Corrections. They, too, are focusing on integrating peer services to better support efforts for substance misuse.

**Winthrop, MA Police Department:** Lieutenant Sarko Gergerian and Winthrop Director of Public Health and Clinical Services Meredith Hurley are expanding traditional law enforcement roles through community-based recovery efforts. By prioritizing rehabilitation over incarceration, they are fostering stronger community relationships. Their collaboration led to the development of the Winthrop CLEAR (Community and Law Enforcement Assisted Recovery) program. CLEAR models ways the community and police work together to support recovery. Through recovery-oriented community policing, CLEAR shows that anyone can achieve recovery.

In 2024, Gergerian and Hurley expanded their impact by partnering with the Navajo County Sheriff's Office. By sharing their own lessons learned, Gergerian and Hurley have supported the sheriff's office in identifying goals for their own program.

## HANDS-ON: MAKING CONNECTIONS, BUILDING CAPACITY

Our training and technical assistance services enabled governments and community organizations to build the capacity to advance and promote recovery. Participating programs developed skills and training needed to ensure sustainability without reliance on government funding.


Our impact is hands-on.

Altarum liaisons coordinate meetings, facilitate communication, and document key insights. By streamlining logistics and resources, we enable full engagement between mentors and mentees. Our liaisons monitor progress and refine support, acting as a bridge between mentees, mentors, and TTAC. They offer guidance and troubleshooting, ensuring alignment with BJA objectives. Our liaisons also coordinate virtual calls to facilitate meaningful discussions and identify each mentee's needs and priorities.

This is the epitome of taking our hands-on impact from policy to practice. Our liaisons' efforts—both virtually and in-person—ensure that each mentee organization walks away with relevant, memorable experiences and an actionable workplan to improve their PRSS programs.

*From pediatric readiness to improving the organ donation process, Altarum brings decades of expertise to bettering population health in communities across the country. Connect with us to learn how our team can help you design, implement, and scale solutions that improve access, strengthen systems and save lives.*





# Tailored Solutions, Greater Autonomy: Altarum Modernizes Intellectual and Developmental Disabilities Systems in Three States

States struggle to ensure adequate support services for people with intellectual and developmental disabilities (IDD). Outdated policies, lack of coordination across programs, and limited workforce capacity and training are just a few of the barriers public health agencies face as they try to serve people with IDD.

Ready to overcome these challenges, Connecticut, Ohio, and Rhode Island turned to Altarum. Altarum provided the research, recommendations, best practices, and implementation support to help these states modernize their systems and improve outcomes.

## MEETING THE CHALLENGE

At the project's onset, each state faced a unique set of challenges.

- ▲ **Connecticut** needed to identify regulatory language that could inadvertently hinder the effective delivery of IDD services. This included developing and evaluating statutory definitions of IDD and evaluating level-of-need assessment tools.
- ▲ **Rhode Island** sought systemic changes to its direct care workforce system to meet required standards for providing integrated employment and day services for Rhode Islanders living with developmental disabilities. It needed strategic interventions to improve recruitment, training, and retention of certified IDD direct service workers.
- ▲ **Ohio** sought to create new training for supporting young people with IDDs, particularly in areas such financial literacy, to foster independence as they transition to adulthood.

## OUR APPROACH: COLLABORATIVE, HANDS-ON, SUSTAINABLE

We pride ourselves on our ability to partner effectively with state agencies, advocacy groups, and others to create holistic and person-centered support systems.

We helped states reframe their approach to IDD services, prioritizing individualized support, skill development, and self-sufficiency for impacted populations. At the same time, we strengthened their workforce. In short, we gave state agencies tools, guidance, and support to better serve their citizens with

IDDs. Our hands-on collaborative approach led to sustainable improvements in each state.

### *Connecticut: Modernizing Policy for Inclusive Service Delivery*

In Connecticut, we worked closely with state officials to evaluate their policies and ensure they aligned with best practices. By law, the Office of Policy Management had to refine statutory definitions and regulations related to IDD service eligibility. Our team provided critical research and recommendations about opportunities to change statutory definitions of IDD and potential impacts to the state and impacted populations to guide these reforms, ensuring alignment with best practices and improved access to services.

### *Rhode Island: Strengthening the Direct Care Workforce*

Partnering with Sage Squirrel and other local organizations, we helped the Rhode Island Department of Behavioral Health, Developmental Disabilities, and Hospitals develop a scalable and sustainable workforce strategy for recruiting, onboarding, training, and retaining direct support professionals to meet the needs of people with IDD across the state. This involved conducting a survey to understand gaps in current training available to direct service professionals employed by agencies and individuals who self-direct their services.

Our approach recognized and addressed both historical and current workforce challenges, helping ensure that people with IDD and their families receive the support they need to fully live their lives.

### *Ohio: Empowerment Through Training and Resources*

In collaboration with the University of Missouri-Kansas City and the Ohio Department of Developmental Disabilities, and in consultation with members of the IDD community, we designed financial and literacy training programs that could support skill building in youth with IDD who were transitioning to adulthood. We focused on equipping youth and students with tools they could use to navigate adulthood and financial independence. By doing so, we help them cultivate autonomy.

The trainings were well received by participating youth, and our team was able to share the training content and information with transition-supporting professionals across the state. Recordings of the trainings were built into Ohio's Community Life Guide website to ensure access to even more youth and support professionals.

## OUR IMPACT: STRONGER SUPPORT, MORE AUTONOMY

Our work delivered tangible, sustainable improvements:

- ▲ **Connecticut:** Our evaluation of potentially outdated policies lays the groundwork for the state to pursue innovative approaches to IDD policy and improve service delivery and access. Connecticut is on track to be one of the first states to remove standardized IQ testing from their IDD requirements.
- ▲ **Rhode Island:** We helped develop a strengthened workforce strategy to encourage direct service workforce retention, which led toward more stable and effective care. Our collaboration with local partners helped us identify feasible and sustainable approaches that will allow these support systems to continue even after Altarum's direct involvement ends.
- ▲ **Ohio:** The training module we developed ([Community Life Guide | Financial and Digital Literacy](#)) has given young people with IDD the tools to manage their finances and make informed decisions about their future, supporting autonomy and independence. "The response from participants was overwhelmingly positive," Helen Dawson, Project Manager, Altarum, says. "They appreciated having engaging and useful resources that they could access on their own."

## LOOKING AHEAD

Altarum remains committed to helping these and other states modernize and expand services for people with IDD. Through advanced technology and innovative practices, we will continue to improve the quality of life for this population nationwide.

"It's encouraging to see this renewed commitment to improving IDD services," says Bethany Houpt, LTSS Project Manager, Altarum. "States have long struggled to anticipate and meet the needs of people with intellectual and developmental disabilities. Connecticut, Ohio, and Rhode Island are paving the way for broader transformation."

## Helping HRSA Build Pediatric Emergency & Disaster Readiness

STORY CONTINUES ON  
NEXT PAGE

Many hospitals struggle to serve the 30 million children in the United States who need emergency services each year. Children are dying as a result. More than 25% of deaths among children receiving emergency care in the United States could be prevented if emergency departments (EDs) met standards of pediatric readiness.

[High pediatric readiness scores](#) in EDs significantly reduce mortality rates in critically ill and injured children by up to 76% and 60%, respectively. With HRSA's support, the [Pediatric Pandemic Network](#) (PPN) helps save children's lives by enhancing hospital pediatric readiness and disaster preparedness.

**EDs with high pediatric readiness (those scoring 87 or higher on a 100-point scale) correlates with:**

- ▲ A 76% lower mortality rate in critically ill children, compared to EDs with lower readiness,
- ▲ A 60% lower mortality rate in injured children, compared to EDs with lower readiness, and
- ▲ The potential to save the lives of at least 1,400 children annually in the United States.

Families, especially in rural areas, often must seek emergency care for their children in community hospital EDs that primarily serve adults. These EDs tend to have limited pediatric readiness, pediatric supplies, and staff prepared to care for children, heightening the risk for young patients.

If hospitals struggle with routine emergency care, imagine what could happen when a natural disaster or other public health emergency happens in a community.

This work isn't merely theoretical. During the 2024 shooting at the Kansas City Super Bowl parade, Children's Mercy Hospital, a PPN participating hospital, established emergency response protocols to enable a rapid and coordinated response. The hospital's existing relationships with local emergency services and trauma centers, catalyzed through PPN, ensured that injured children received timely, high-quality care.

*With Altarum's help, HRSA supports and partners with the PPN to foster collaboration among children's hospitals and their communities, enabling consistent high-quality care during public health emergencies.*

# Helping HRSA Build Pediatric Emergency & Disaster Readiness *(continued)*



## WHAT IS A PPN?

The PPN consists of pediatric care experts focused on providing high quality care to children and families during emergencies and disasters. By utilizing existing resources and developing new ones, the PPN enables all children's hospitals in the network to be prepared and respond quickly.

The PPN facilitates drills and simulation exercises to build clinician confidence and maintain critical pediatric care competencies. Many prehospital EMS clinicians in the United States respond to fewer than 100 pediatric calls annually; PPN training can help them develop and maintain essential skills.

In late 2023, the Health Resources and Services Administration (HRSA) selected Altarum to lead the strategic support services for HRSA in supporting the PPN.

## PPN'S CHALLENGE: EXPAND ITS REACH

The PPN enhances readiness by ensuring that every prehospital and hospital service has the necessary pediatric-specific champions, competencies, policies, equipment, and resources to deliver high-quality emergency care. The PPN builds the necessary infrastructure by fostering collaboration among hospitals and their communities to prepare for emergencies. It also provides real-time dissemination of evidence-informed pediatric care to communities affected by disasters.

To achieve the goal of having a children's hospital within each of HRSA's regions, the PPN had to expand its reach beyond its initial 10 hospitals. It did this by including four affiliate sites for a total of 14 children's hospitals.

## ALTARUM'S IMPACT

To support HRSA and the PPN in accomplishing its goals, Altarum provided—and continues to provide:

- ▲ **Enhanced collaboration and communication:** By providing administrative and logistical support, we facilitate better communication and collaboration among the PPN and HRSA. This promotes shared learning from each other and focuses on effective implementation of best practices.

- ▲ **Strategic planning:** Altarum supported the PPN to develop a clear roadmap for a focused and sustainable approach to pediatric preparedness and response.
- ▲ **Comprehensive assessments:** Altarum's evaluations gave HRSA a detailed understanding of the Network's strengths and opportunities for improvement.
- ▲ **Product and publication development:** Altarum created materials that elevated the Network's activities and shared valuable insights and best practices with a broader audience.

Altarum also fosters knowledge-sharing and partnership with other EMS agencies through structured events and conferences; develops and identifies core resources to strengthen pediatric readiness; and provides hands-on technical support through site visits.

Our work directly targets the drivers of hospital pediatric readiness—a hospital's awareness, sufficient implementation supports, familiarity with pediatric populations, and community engagement.

"Disaster preparedness isn't just about response—it's about building a system that's ready before the crisis hits. With our deep subject matter expertise and strategic planning capabilities, we're helping HRSA develop a sustainable network that can protect children in any type of emergency," says Caley Small, Project Manager, Community Health at Altarum. "Our assessments and planning efforts help optimize resources, ensuring pediatric emergency care is effective and coordinated regardless of the situation."

## THE PLAN FORWARD

The PPN is building a robust national infrastructure to serve children during public health emergencies, and Altarum's expertise continues to strengthen these efforts. By improving coordination, facilitating strategic planning, conducting comprehensive assessments, and developing valuable resources, Altarum continues to help PPN enhance emergency preparedness and response.

The PPN doesn't just save lives: It streamlines funding, reduces administrative overhead cost for the government, and ensures that resources are directed where they are most needed.



# Advancing Public Health



We advance public health programs through applied research and evaluation, program implementation, data analytics, and marketing and communications. Working directly with public health agencies and other key stakeholders, we:

- ▲ Apply research and evaluation methods to assess the impact of programs,
- ▲ Support program implementation improvement of performance through technical assistance and training,
- ▲ Apply data analytics to enhance programs, and
- ▲ Provide expert marketing and communications support to share outcomes and practice and policy recommendations and guidance to policymakers, stakeholders, and the public.

## PAGE

14

**Putting a Spotlight on Heart Valve Disease: Increasing Awareness to Improve Health**

15

**Building Partnerships to Improve TB Treatment Options**

**PALLADIAN PARTNERS WORKS STRATEGICALLY AND SEAMLESSLY ON THE MOST VITAL ISSUES IN HEALTH AND SCIENCE.**

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# Putting a Spotlight on Heart Valve Disease: Increasing Awareness to Improve Health

## BACKGROUND

Heart valve disease (HVD) affects more than 5 million Americans and leads to 25,000 deaths annually, with rates expected to increase as the U.S. population continues to age. In 2021, Congressman Andy Barr sponsored the Cardiovascular Advances in Research and Opportunities Legacy (CAROL) Act to prioritize research funding for HVD. His bill was in honor of his late wife, Eleanor “Carol” Leavell Barr, who passed away from sudden cardiac death associated with undiagnosed heart valve disease. She was only 39.

The CAROL Act was signed into law in December 2022, and appropriated funds for HVD research to the National Heart, Lung, and Blood Institute as well as funds for a public awareness campaign to the Centers for Disease Control and Prevention (CDC). The CDC’s Division for Heart Disease and Stroke Prevention (DHDSPP) was tasked with raising awareness about risk factors, symptoms, and prevention measures. Palladian has been DHDSPP’s trusted communications thought partner in matters of the heart for over a decade, so when it came to their work on heart valve disease, there was no better team than Palladian to develop and execute the campaign.

## OUR APPROACH

Increased awareness about HVD risk factors, symptoms, and prevention measures has a real impact on reducing deaths and improving quality of life. Palladian’s deep knowledge of DHDSPP’s work and expertise in health communications gave us unique insight into how to maximize audience awareness within the short timeframe we had to work with.

Building on the formative research from our partners at Abt Global, we designed a campaign around three main objectives: increasing awareness of HVD as a type of heart disease; emphasizing the importance of patient-health care professional communication about all heart health concerns, including HVD; and improving the likelihood that patients would talk to their providers about heart health concerns.

Increasing awareness was paramount for the two primary audiences: the public and healthcare professionals. Heart valve disease affects 2.5% of Americans and diagnoses in the United States are projected to more than double by 2050, yet nearly 75% of adults in the United States know little to nothing about it. Our strategy was to create impactful and educational assets that were accessible in a user-friendly online experience. We produced infographics, fact sheets, and videos designed to educate and empower patients, such as our compelling video success stories from individuals living with heart valve disease. These narratives offer hope for those with HVD, practical

guidance for navigating treatment, and encourage people recently diagnosed or at risk of HVD to initiate discussions with their health care teams.

On the other side of the conversation, we created turn-key tools to enhance health care professionals’ understanding of HVD as an undiagnosed and undertreated condition and spur conversations with their patients. By equipping providers with accessible and actionable information, we help facilitate early detection and better management of HVD, addressing a critical gap in patient-provider communication and disease awareness. We also created an animated video for healthcare teams to use to kickstart the conversation around heart valve disease with their patients.

The initiative was labeled “Know Your Heart,” a simple yet effective message capable of speaking to the human experience of cardiovascular disease as well as the more technical nature of heart valve disease such as aortic stenosis.

## THE IMPACT

Palladian delivered more than 80 materials for this award-winning initiative. Within two weeks of launch, the campaign’s landing pages saw nearly 4,000 visits. We tracked over 150 resource downloads and 2,200+ video views. Our radio media tour and article placement reached nearly 150 million people, with the highest placement in one of the areas most impacted by heart disease and stroke: the southeastern United States. And this was just in the first two weeks of our launch.

## THE PLAN FORWARD

“Once you’re told you have any kind of heart condition, as the heart is the soul and the life of the body, you should learn about it. You should get involved. You should ask questions.” This is the message Joy Spencer Smith shared with Palladian when we interviewed her for our video success stories. It is also the best path forward: Learn about it, get involved, ask questions. Get to know your heart at [cdc.gov/KnowYourHeart](https://cdc.gov/KnowYourHeart).



**NAVIGATING HEART VALVE DISEASE DIAGNOSIS VIDEO:**  
[youtu.be/J5KQMC\\_Hjos](https://youtu.be/J5KQMC_Hjos)

# Building Partnerships to Improve TB Treatment Options



## TUBERCULOSIS AS A GLOBAL HEALTH CRISIS

Tuberculosis (TB) is a preventable and curable infectious disease caused by bacteria that often affects the lungs. Though we don't hear about TB in the United States very often, it is still a global health crisis. In 2023, 10.8 million people developed TB, resulting in 1.25 million deaths, including more than 160,000 people with HIV. According to the World Health Organization (WHO), TB has likely returned to being the world's leading cause of death from a single infectious agent.

Though there are treatments for TB, regimens are lengthy, can be costly, come with uncomfortable side effects, and may have a high pill burden. Additionally, drug resistance can impact treatment efficacy. When TB is resistant to more than one drug, known as multidrug-resistant TB (MDR TB), treatment that can take up to 30 months and often comes with much more toxic side effects. While interest in TB treatment research is on the rise, for decades, little progress was made in finding safer, more efficient, and more effective treatments.

## STREAMLINING THE PATH TO NEW TB TREATMENTS

Enter FAST-TB, which is supported by the U.S. National Institute of Allergy and Infectious Diseases (NIAID) in partnership with CRDF Global. FAST-TB's goal is to encourage a more efficient and streamlined process for the development, evaluation and introduction of novel TB treatment regimens by building a coalition of partners across disciplines and industries. By uniting a global network of researchers, clinicians, advocates, and TB-focused organizations, the FAST-TB program aims to break down silos, foster collaboration and trust, and ensure that TB research builds upon existing findings, effectively reducing redundancy in research and clearing the path for new discoveries.

As the development of new TB drugs and regimens is complex, lengthy, and costly, sharing information on drug combinations and trial designs is key to advancing clinical development and decreasing redundancy—and therefore wasted resources—in research around TB.

Though FAST-TB's end goal is clear—streamlining the process for development of new TB treatments—the “how” of their work needed further explanation. When FAST-TB met with NIAID representatives, they were tasked with developing a communications plan to ensure they were getting their message out clearly and broadly to bolster their network and accelerate the development of novel TB treatments.

## HELPING FAST-TB BUILD ITS NETWORK AND ADVANCE TB TREATMENT DEVELOPMENT

In 2024, CRDF-Global brought Palladian Partners onboard to develop a researched-based communications strategy and plan. Palladian connected with the leaders of FAST-TB to understand not only their public health goals but also their communication goals—who they were trying to reach, what they wanted to tell them, and why. To build an effective network of partners, FAST-TB needed tools and messaging to inform potential partners how they could contribute to the initiative, align their work with FAST-TB's mission, and benefit from joining the FAST-TB network.

Palladian conducted a landscape analysis of FAST-TB's existing partners and potential future partners to glean insights about the stakeholders and how they aligned with FAST-TB's broader goals. Additionally, we assessed the digital tools key stakeholders and leading groups in the TB space were using to determine those most successful—based on engagement rates and media coverage—and where gaps existed that FAST-TB could fill, both with outreach tools and messaging about its mission.

Using this research, we developed a communications plan and key messages, distilling down how joining the FAST-TB community would contribute to a reduction in the global burden of TB and advance innovative solutions to save lives. Additionally, we are partnering with FAST-TB to develop a suite of materials to share with potential partners, including:

- ▲ An updated brochure, clearly laying out each of the FAST-TB tracks,
- ▲ A social media strategy and initial content,
- ▲ Key messages document and program tagline,
- ▲ FAST-TB one-pagers/explainers with calls to action, and
- ▲ Q&A/FAQ documents about the program and individual tracks.

## IMPROVING PUBLIC HEALTH WORLDWIDE WITH COMMUNICATION

Through Palladian's work with FAST-TB, we hope to make an impact on TB rates worldwide, demonstrating the importance of communication in advancing public health goals. Our work with FAST-TB also grows our portfolio in our commercial work and in building coalitions—with federal and non-government clients alike—to advance public health objectives through proven health communication strategies and tactics.



# Integrating Public Health and Service Delivery

PAGE

17

**The Blueprint for  
Health Care Delivery in  
Connecticut:  
Statewide Facilities and  
Services Plan**

18

**Tracking and  
Preventing Multidrug  
Resistance Outbreaks  
with MDROxChange**

**OUR RESEARCH GOES  
BEYOND DESCRIBING  
A PROBLEM—IT'S THE  
FOUNDATION ON WHICH  
WE BUILD SOLUTIONS  
ACHIEVE A FUTURE OF  
BETTER HEALTH FOR ALL.**

We integrate between the public health sector and service delivery sector (e.g., those who deliver health-related services—providers, payers, community organizations, etc.) to “connect the dots.”

We work both with those in public health and those who deliver health-related services to deliver better value to states, providers, payers, and the populations they serve by:

- ▲ Ensuring the flow of information and insights,
- ▲ Streamlining processes and reducing redundancies to improve efficiency and effectiveness for individuals and organizations, and
- ▲ Promoting accountability for shared outcomes and integrated action across the sectors.

# The Blueprint for Health Care Delivery in Connecticut: Statewide Facilities and Services Plan

Altarum leverages our expertise to help U.S. state agencies develop and implement facilities and services plans. By doing so, we contribute to the broader goal of improving health care delivery and health outcomes across the country.

## TRANSFORMATIVE INSIGHTS FOR OPTIMAL PLANNING

Imagine a state where every health care facility operates in harmony—where resources are planned efficiently, ensuring each community has access to the care they need without unnecessary duplication. A well-crafted health care facilities and services plan can achieve this by mapping out the needs of the population and strategically aligning the health care delivery system to cover all areas. This prevents the waste of valuable resources *and* ensures that no region is left underserved.

To ensure efficient health care delivery across the state, Connecticut mandates a biennial update of its Statewide Health Care Facilities and Services Plan. This plan serves as a blueprint for health care policymakers, providing critical information, policies, and projections to guide the planning and development of health care facilities and services across the state. The primary goals of the plan are to prevent excess capacity, avoid duplication of services, identify gaps in health care provision, provide clear guidelines for adding services, foster fair competition within the health care market, and improve access to services.

## OUR APPLIED RESEARCH AND ANALYTICAL APPROACH

Connecticut's Office of Health Strategy selected Altarum to update and modernize the plan, building on the foundation established in the 2012 report. With our extensive [experience in health economics, analytics, and state policy analysis](#), our team of applied research and analytics experts ensured that Connecticut's Office of Health Strategy achieved its goals.

To develop the comprehensive insights offered in the 2024 plan, we conducted extensive evidence reviews, landscape analysis, and geospatial analysis. Well-attended stakeholder sessions, each aligned with the different topic areas of the plan, provided valuable feedback from experts and practitioners.

*Our Applied Research and Analytics capabilities includes Geographic Information System (GIS) technology that allows for the visualization and analysis of geographic data. For Connecticut, this provided critical insights about geographic distribution of needs and services, allowing the state to better understand access to care across the state.*

“This project tapped into our many areas of expertise. Our team included health economics experts, state health care affordability specialists from the Healthcare Value Hub, GIS experts to analyze data on access, and 508 compliance experts to ensure the report is accessible to all,” says Erin Butto, Senior Director of Applied Research and Analytics at Altarum. “This well-rounded approach allowed us to deliver a thorough and impactful plan for Connecticut.”

Altarum's deep experience in health economics, policy analysis and the use of All-Payer Claims Databases (APCD) made us uniquely suited for this project. We were able to offer detailed insights and comprehensive analysis. “For different populations, especially those experiencing health disparities, our work combined detailed analysis of health insurance claims to understand individual experiences within the health care system,” Butto explains. “Also, we examined Connecticut's policies on a global level, comparing them to other states. This approach provided critical information for effective health services planning.”

The collaboration between our team members and the state of Connecticut ensured that the plan was not only updated but also aligned with the state's health priorities and policy recommendations.

## OUR IMPACT

The updated plan has already enhanced health care delivery in Connecticut. It has provided clear guidelines for adding services, improved access to health care through transparency and data on geographic distribution, and identified gaps in services and unmet needs. The plan has also helped prevent excess capacity and duplication of services, ensuring that health care resources are utilized efficiently.

## THE PLAN FORWARD

The Altarum team continues to collaborate with Connecticut to further enhance health care delivery. We are currently working on an addendum to the FSP that highlights how health conditions and social determinants impact health care needs and utilization, which will serve as a foundation to the next State Health Assessment and State Health Improvement Plan. Both the Office of Health Strategy and the Department of Public Health contribute to this comprehensive approach, ensuring a focus on public health and health services. The goal is to offer the necessary data and insights to develop effective health policies and improved health outcomes for Connecticut residents.

# Tracking and Preventing Multidrug Resistance Outbreaks with the MDRO Xchange

## THE CHALLENGE OF ANTIBIOTIC RESISTANCE

Antibiotic resistance is a growing global threat. In the United States alone, more than 2.8 million antimicrobial-resistant infections occur each year. Over 35,000 people die as a result.

*Candida auris*, an often-fatal multidrug resistant organism (MDRO), saw a dramatic spike between 2022 and 2023. Moreover, at least 90% of isolates are resistant to at least one antifungal.

In response to this pressing issue, Altarum successfully launched the MDRO Xchange, a data exchange for the Orange County (CA) Health Care Agency's Public Health Services. The platform is now operational and ready to onboard more providers, marking a significant milestone in our mission to enhance public health surveillance and response.

Orange County's Public Health Services serves a population of 3.2 million.

## MDRO XCHANGE: A SAFEGUARD FOR PUBLIC HEALTH

The MDRO Xchange is designed to better safeguard public health by minimizing inadvertent exposures to MDROs. It aligns with the goal of the Centers for Disease Control and Prevention's Data Modernization Initiative to provide actionable insights faster for decision-making at all levels of public health.

The exchange allows acute care hospitals, long-term acute care hospitals, skilled nursing facilities, and local public health agencies to enter, store, and access data with minimal latency, providing near-real-time updates for patients who test positive for MDROs. Other provider types, including ambulance services, PACE centers, and kidney treatment facilities could also benefit from the MDRO Xchange.

Our team has specialized expertise in healthcare-associated infection (HAI) data exchange, including creating and parsing antimicrobial use and resistance reporting requirements for the CDC's National Healthcare Safety Network. We leveraged this knowledge to build Orange County's MDRO data exchange, which works to reduce infection rates, support efficiency, and improve population health.

## SUPPORT FOR PREVENTION

The MDRO Xchange helps facilities readily identify incoming patients carrying MDROs. This allows them to implement necessary precautions and prevent the spread of these organisms. The data exchange can track new outbreaks and exposure events, securely transmit and receive data in multiple formats, and integrate with other data systems.

These data include patient demographics, facility and laboratory data, case/investigation data, diagnoses, HAI and pathogen data, treatment, and procedures for patients who test positive for MDROs, including *C. auris*. Such data can show possible transmission within a facility or system, support the implementation of better infection control practices, protect the health of patients and residents, and minimize (or potentially eliminate) inadvertent MDRO exposure.

When facilities know they are dealing with MDRO exposure, their approach can be preventative rather than reactive. And being prepared not only protects the community and care team members—it also makes facilities more efficient, saving time, energy, and money.

Our MDRO data exchange offers a smooth user experience, modern architecture and a scalable security infrastructure. It's working in Orange County, and it can work in other jurisdictions. It's built and ready to implement.



# Scaling Health Infrastructure

We design and implement solutions to advance the health of individuals with fewer financial resources and those that have been disenfranchised by the health care system.

Our skilled team of IT professionals enables the health ecosystem to operate at scale and be interoperable across silos and stakeholders by:

- ▲ Developing and implementing IT systems—especially public health IT,
- ▲ Modernizing existing systems and processes,
- ▲ Developing interoperability standards, and
- ▲ Building solutions to support other programmatic work.

PAGE

20

**From Siloed to Seamless: How Altarum Helped KDHE Prepare to Modernize its Public Health Infrastructure**

21

**Supporting Public Health Agencies to Modernize Data Systems**

**ALTARUM IS COMMITTED TO STRENGTHENING THE PUBLIC HEALTH INFORMATION TECHNOLOGY INFRASTRUCTURE AND WORKFORCE CAPACITY.**

# From Siloed to Seamless: How Altarum Helped KDHE Prepare to Modernize its Public Health Infrastructure

Data modernization, including interoperability and integration of public health data systems, is essential to improving population health and care delivery. Yet, many states struggle with fragmented systems that hinder efficiency and slow responsiveness.

Recognizing this, the Kansas Department of Health and Environment (KDHE) turned to Altarum to provide the insight, guidance and support needed to move from a siloed system to a connected, resilient, adaptable, and sustainable response-ready data ecosystem.

“It was much more than simply providing training,” explains Mark Gaines, IT Project Manager, Public Health Interoperability and IT Systems “We equipped them with knowledge, and we also offered a detailed roadmap with practical guidance on how achieve their goals.”

## WHY ALTARUM?

Specifically, KDHE contracted with Altarum to assess data governance, system interoperability, and staff skills. We had the experience and capabilities to jump right in. We had already completed assessments and roadmaps for public health authorities in Kentucky, Rhode Island, Indiana, Washington D.C., Oregon, New York, Michigan, Pennsylvania, Ohio, California, Tennessee, Hawaii, Minnesota and Nebraska.

## OUR APPROACH

Altarum’s first step was to become familiar with KDHE’s current systems, data exchange processes, and staff capabilities. Only then could they understand how to use these systems effectively.

### *Project 1: Data Governance Structure Review and Development*

We conducted a security risk assessment to find areas where KDHE could better protect patient data. We used the freely available, Altarum-developed security assessment tool ([ASTP/ONC SRA Tool](#)) Altarum had previously developed for the ASTP/ONC. Using the SRA Tool, we were able to clearly identify gaps and highlight areas that require additional procedures to strengthen the existing process.

Once the assessment was in place, we worked with KDHE to:

- ▲ Create an innovation-management process to introduce new technology and software to employees, and

- ▲ Develop a standardized framework for data use and data sharing agreements across the department, replacing disparate processes with a unified, cross-department approach.

### *Project 2: Staff Skills Assessment and Training*

Altarum then set out to assess staff skills and identify training resources. The Altarum team sent a survey to all KDHE staff to self-identify their strengths and weaknesses across 14 different subject areas. The survey also identified transferable skills that could be used across different departments, especially during times of funding changes or resource reallocation.

From there, we:

- ▲ **Completed a gap analysis** to identify what training content the KDHE needed,
- ▲ **Developed a training hub website** that included training materials and guidance to help staff improve their skills and access necessary information; we also provided guidance on housing and distributing these materials, and
- ▲ **Conducted follow-up end-of-year surveys** to assess improvements and collect employee feedback.

### *Project 3: Technical Data Systems Assessment*

For the third part of the project, we conducted a comprehensive systems assessment to document KDHE’s current interoperability capabilities, followed by practical guidance for both long-term and short-term improvement.

The assessment process included the following:

- ▲ Surveys of program directors across KDHE to get a high-level overview,
- ▲ Focus group discussions with subject matter experts,
- ▲ A deep dive analysis of two programs,
- ▲ Development of action plans, and
- ▲ Creation of 10 value stream maps, offering visual representation of current state and future state processes, making it easy for KDHE to focus on identified inefficiencies and implement our recommended improvements.

## THE IMPACT: READY FOR THE FUTURE

Altarum assessed their systems and identified areas that needed action, but we didn't stop there. We gave them a roadmap, along with the necessary tools and guidance, to support their long-term modernization goals. This final roadmap outlined specific recommendations for improvement, allowing KDHE to:

- ▲ Anticipate and proactively respond to public health challenges,
- ▲ Strengthen governance and security across multiple departments, and
- ▲ Streamline processes for greater efficiency and improved data sharing.

This roadmap identified future initiatives, goals, objectives, and recommendations that KDHE could apply to other systems for detailed assessments. And it even included estimates of how long it would take the KDHE team to implement each recommendation.

## Supporting Public Health Agencies to Modernize Data Systems

By adopting the latest health information technology standards, public health agencies (PHAs) can ensure timely and accurate data exchange, leading to better health outcomes and more informed decision-making. But many agencies struggle with outdated, siloed systems. Modernizing public health data systems is crucial for enhancing the efficiency and effectiveness of health interventions. Altarum, in partnership with Mathematica, is providing the resources to make this happen.

### COLLABORATING FOR DATA MODERNIZATION

In July 2024, the Association of State and Territorial Health Officials, National Network of Public Health Institutes (NNPHI), and Public Health Accreditation Board launched the [Implementation Center Program](#) to support public health agencies as they modernize their data systems. Supported by the [Public Health Infrastructure Grant \(PHIG\)](#), the program provides tailored support and technical implementation services to accelerate adoption of current health data-exchange standards.

The implementation centers are a vital resource: They give health departments the tools and support they need to keep pace with the advancements already underway across health care. This investment supports data modernization by:

- ▲ Streamlining public health agency operations by using modern technologies,
- ▲ Reducing the burden of data exchange between public health agencies, health care, and the communities they serve, and

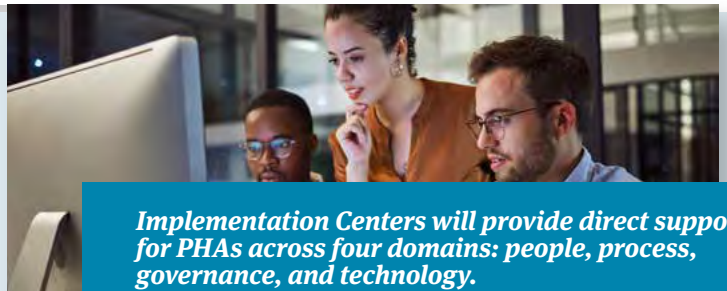
In-person, on-site collaboration contributed to our success. It helped that we went on site and got to know the team. Working this closely with the KDHE team helped us fully understand pain points and needs. This allowed us to develop more effective recommendations and solutions tailored to KDHE's specific requirements.

An assessment alone would not have accomplished this.

"A key difference is that while KDHE had undergone an assessment before, they had not received clear recommendations on how to move forward," explains Michael Yaskanin, Senior Product Manager, Public Health Interoperability and IT Systems. "We provided them with a clear path to get where they need to be."

### NEXT STEPS

KDHE plans to begin implementing the recommendations in 2025. Its overall goal is to achieve a modernized, secure, interoperable data ecosystem that brings value to those they serve, and to cultivate a workforce that excels in a modern data environment. Altarum's Data Modernization Team has equipped them to achieve both.



*Implementation Centers will provide direct support for PHAs across four domains: people, process, governance, and technology.*

- ▲ Maximizing existing investments in EHRs to support better, more timely data for public health action.

### EXPERT GUIDANCE

In February 2025, the first cohort of public health agencies kicked off, including 30 state, territorial, and local agencies.

Altarum brings more than [two decades of experience](#) in strengthening public health IT infrastructure to its collaboration with Mathematica, one of the three implementation centers. Through direct project implementation and community support, our team helps PHAs accelerate their data modernization activities, with a particular focus on adopting the latest health IT standards and participating in data exchange networks.

Our structured approach fosters collaboration with each PHA and emphasizes bi-directional engagement and shared accountability between PHAs and implementation centers.

### HANDS-ON ENGAGEMENT

Altarum has hands-on experience supporting agencies in [connecting health information](#) for better outcomes. Our cross-functional team of software engineers, data scientists, and public health analysts have the expertise to deliver impactful support and solutions. Our past performance includes advancing [electronic case reporting](#), [public health interoperability](#), and [vital records](#).

# Our Team

Within the Altarum enterprise, a vibrant synergy thrives among our entities.

Comprising four divisions—Population Health, Public Health Systems, Palladian Partners, and Altarum Medicare Medicaid Services for States (AMMS)—each facet contributes unique expertise.

Together, they harmonize to deliver unparalleled solutions and innovation to our clients.



## Our Values

FOR A GREATER GOOD

OWNING OUR FUTURE

SUCCESS THROUGH SERVICE

EXCELLENCE TOGETHER

UNITY

INTEGRITY FIRST

### CHARITABLE CONTRIBUTIONS

## Fostering Community Engagement

Altarum's Charitable Contributions Committee and Palladian's Palladian Cares initiative form the cornerstone of our commitment to fostering a robust culture of service. These employee-led initiatives actively engage our team members in service-based events and purpose-driven campaigns, emphasizing their integral roles as proactive members of a broader community.

Through active participation in service initiatives, our employees showcase their dedication to making a meaningful impact. These initiatives serve as a testament to our organizational ethos, nurturing a culture where service, compassion, and community well-being intersect.





# Careers

## JOIN US IN IMPROVING AND SHAPING THE FUTURE OF PUBLIC HEALTH AND HEALTH CARE DELIVERY

Our team members play a critical role in shaping a better future for all. We are a community of passionate individuals who are committed to creating positive change. Our mission-driven culture fuels our dedication to improving health and health care.

The stories in this Impact Report showcase the significant contributions and transformative outcomes our team achieved in 2024. Every member of our team contributes to projects that directly influence and enhance the well-being of communities, families, and individuals nationwide. From research and policy development to innovative health care solutions, each day at Altarum presents new and meaningful challenges that make a difference.

**ALTARUM WAS NAMED ONE OF THE BEST PLACES TO WORK IN VIRGINIA AND SOUTHEAST MICHIGAN!**

**VISIT [ALTARUM.ORG/CAREERS](https://altarum.org/careers) TO EXPLORE OPPORTUNITIES**

## Partner with Us

### EXPLORING INNOVATIVE PATHS TO GREATER IMPACT

At Altarum, we are passionate about building alliances to deliver exceptional services that cater to the diverse needs of our clients. We believe the best outcomes are the result of strategic collaborations that bring together a tapestry of expertise, perspectives, and resources.

Our commitment to excellence lies in fostering meaningful partnerships, harnessing a fusion of complementary skills, and co-creating strategies that maximize our collective potential. Whether you are a small business, a large organization, or an individual professional, we're open to discussions about how our collaborative efforts can create meaningful change and provide exceptional value within our client services.

We invite potential partners to engage in discussions that explore innovative pathways for impactful client solutions. Contact our Growth team to discuss how we can serve our clients better together.

TO LEARN MORE, CONTACT OUR GROWTH TEAM AT [GROWTH@ALTARUM.ORG](mailto:GROWTH@ALTARUM.ORG)





# *Hands-On Impact* **FROM POLICY TO PRACTICE**



# Altarum

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