

MULTISECTOR PLAN FOR AGING:

Paving the Way for Healthy Aging

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WEST HEALTH



In recent years, state governments have been leading the charge to develop strategic plans that address the needs of a growing number of older adults now and in the future.

Multisector plans for aging (MPAs) are cross-sector plans that create a coordinated system of high-quality care and support services that promote healthy aging, independent living, and social engagement, while also addressing intersecting issues related to healthcare, housing, transportation, and other social determinants of health. MPAs coordinate and uplift existing efforts within the state by working across state agencies and departments to engage diverse stakeholders including older adults, caregivers, industries, providers, researchers, and more.

As of November 2024, nine states have developed MPAs: California, Colorado, Massachusetts, North Carolina, Oklahoma, Pennsylvania, Texas, and Vermont. Utah is in the process of publishing their final plan. These states represent one-third of the U.S. population – covering a range of characteristics from demographics and political leaning to population density, geography, and size of the state. While “multisector plan for aging” is the umbrella term used to describe these plans, each state named its plan to reflect its unique values. In addition to the nine states with MPAs, dozens more are working towards a plan, and many already have either an Executive Order or legislation to support or authorize their plan. Figure 1 below shows a current snapshot of state MPA activity across the country.

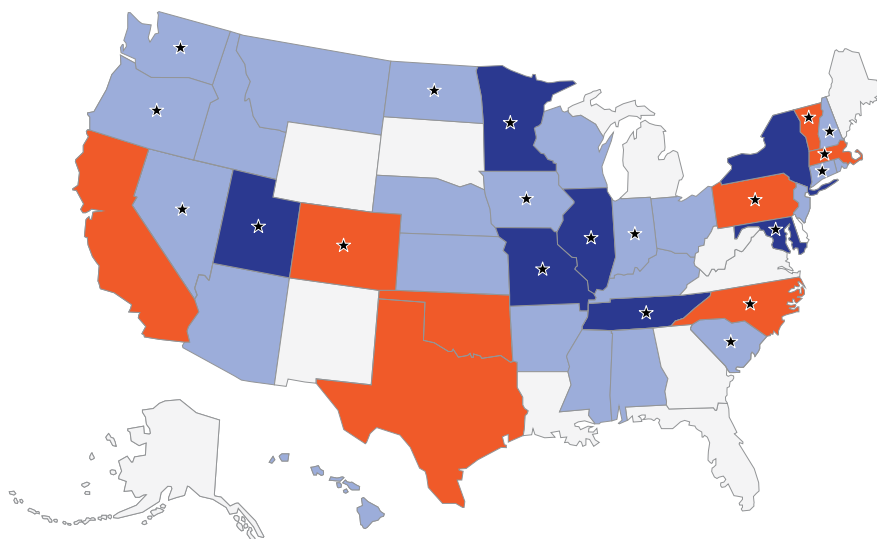


Figure 1: Majority of States are Working Towards an MPA

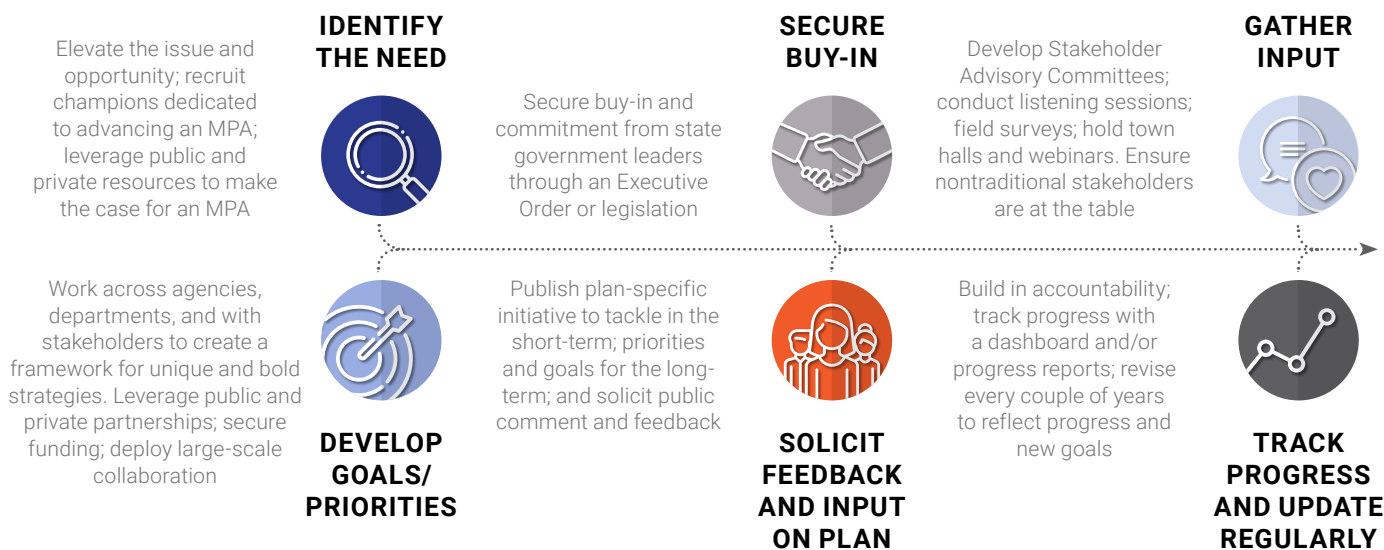
- ★ MPA Learning Collaborative
- Implementing/Refreshing an MPA
- Legislation/Executive Order
- Interested/Actively Planning
- Not Actively Engaged

In this brief, we provide an overview of MPA development, highlighting similar themes and elements across the nine plans. Additionally, we provide a snapshot of each plan – including key goals, interesting features, leading agencies, and timeline.

Framework for getting started with an MPA

Most states structure the development of their plans similarly. Typically, the process begins by identifying the need for an MPA. This involves recruiting championing voices and support for the plan and gathering necessary resources to make the case for an MPA. Once the case has been made, it is important to secure support from the state government – often through an Executive Order or legislation. After support for the plan has been established, gathering input from stakeholders and diverse groups with lived experience is critical for the plan’s development. These efforts help inform goals, priorities, and recommendations, which are core elements of the plan. Even once goals and priorities have been published, the work is not finished. Soliciting continued stakeholder and community input, tracking progress, and making regular updates to refresh the plans are equally important steps. Exhibit 1 below shows an example of an MPA development timeline that can be used to inform future efforts. For more information and steps on how to develop an MPA, review these [Getting Started](#) and [Developing an MPA](#) toolkits.

Figure 2: States often follow a similar process of developing their MPAs – Timeline



Overlapping Goals

Perhaps the most important aspect of an MPA is the identification of goals and priorities. While states often create recommendations based on their own unique needs, several key elements emerged as common themes across the nine plans. Exhibit 2 below shows themes/focus areas that are present in all plans. The most common goals and priorities that states identify in their plans include physical health, housing, community/social engagement, caregiving, and transportation. However, how states choose to incorporate these elements into their plans differs. The following sections of this brief provide a more detailed look at each state’s plan.

Exhibit 1: Elements States are Prioritizing through their MPAs*

ELEMENT	# OF STATES	CA	CO	MA	NC	OK	PA	TX	UT	VT
Physical Health	9	■	■	■	■	■	■	■	■	■
Housing	9	■	■	■	■	■	■	■	■	■
Community/ Social Engagement	9	■	■	■	■	■	■	■	■	■
Caregiving	9	■	■	■	■	■	■	■	■	■
Transportation	9	■	■	■	■	■	■	■	■	■
Behavioral Health	9	■	■	■	■	■	■	■	■	■
Employment Opportunities	8	■	■		■	■	■	■	■	■
Long-Term Care/ LTSS	8	■	■		■	■	■	■	■	■
Economic Security/ Affording Aging	8	■		■	■	■	■	■	■	■
Food Security and Nutrition	7	■			■	■	■	■	■	■
Ageism	7	■	■	■	■		■		■	■
Dementia	6	■	■	■			■	■	■	
Volunteer Opportunities	6	■	■		■		■		■	■
Exploitation/Abuse	6	■	■		■		■		■	■
Equity	6	■	■	■			■		■	■

* Note: The boxes criteria were based on explicit mention of the element within the plan. Not having a checkmark does not indicate that states are not prioritizing the element.

The section below features state profiles for the nine states with an MPA. Within these profiles, readers will find key information about the plans such as goals/recommendations, leading agencies, timeline, and status of the plan. Links to each plan are also provided in case you want to learn more.

Multisector Plan for Aging State Spotlight: California



Plan Name

[Master Plan for Aging](#)

LEADING AGENCY

California Health and Human
Services Agency, California
Department of Aging

TIMELINE

[Executive Order](#) in 2019; Initial
Plan Release 2021

POPULATION OF OLDER ADULTS (AGE 65+)

6.3 million

FREQUENCY OF UPDATES

The Master Plan for Aging Annual Report is published each year, and every two years, the Master Plan for Aging initiatives are updated.

OTHER PLANS THAT WERE IN PLACE BEFORE THE MPA

[California State Plan on Aging](#)

[California State Plan for Alzheimer's Disease](#)

KEY GOALS

- 1. Housing for All Ages & Stages:** We will live where we choose as we age in communities that are age-, disability-, and dementia-friendly and climate- and disaster-ready
- 2. Health Reimagined:** We will have access to the services we need to live at home in our communities and to optimize our health and quality of life.
- 3. Inclusion & Equity, Not Isolation:** We will have lifelong opportunities for work, volunteering, engagement, and leadership and will be protected from isolation, discrimination, abuse, neglect, and exploitation.
- 4. Caregiving that Works:** We will be prepared for and supported through the rewards and challenges of caring for aging loved ones.
- 5. Affording Aging:** We will have economic security for as long as we live.

INTERESTING FEATURE

- California has created the [Data Dashboard for Aging](#) to track progress on its MPA goals. The dashboard includes key indicators within each of the five MPA goals, including the specific strategies outlined to meet those goals. In many cases, the data can be viewed at the county level.

- California has an [MPA Implementation Tracker](#), a publicly available resource to monitor and share the implementation and progress of the MPA's initiatives.
- Stakeholder engagement has been critical in the development and implementation of California's MPA. The MPA coordinates [six stakeholder advisory committees](#) that address issues related to home and community living, elder and disability justice, equity, Alzheimer's and dementia, research, and MPA oversight. Committees meet several times per year. The MPA stakeholder committees are led by people with lived experience, consumers, providers, philanthropic partners, and academics, with a focus on developing recommendations to the state on key issues that impact older adults, people with disabilities, and caregivers.
- The MPA is a living document. Every two years, California's MPA is "refreshed" with new and revised initiatives to ensure the MPA remains responsive to and reflective of the evolving landscape.

Multisector Plan for Aging State Spotlight: Colorado



Plan Name

[Strategic Action Plan on Aging](#)

LEADING AGENCY

Department of Human Services,
Office of Aging and Disability

TIMELINE

[Legislation](#) in 2015; Final mandated plan in 2020

POPULATION OF OLDER ADULTS (AGE 65+)

943,000

FREQUENCY OF UPDATES

Last updated in 2020. Currently developing implementation plan for next iteration of MPA to be released July 2025.

OTHER PLANS THAT WERE IN PLACE BEFORE THE MPA

[Colorado State Plan on Aging](#)

KEY GOALS

1. Older Coloradans will be able to live and fully participate in their communities of choice for as long as possible.
2. Older Coloradans will be able to stay engaged in the labor force and volunteer sector for as long as they want or need
3. Older Coloradans and their families will be more financially secure and prepared to meet the challenges of aging.
4. Coloradans will be prepared for the challenges of caring for an aging loved one and will be able to do so without endangering their own health or well-being or the health and well-being of the recipient of care.
5. There will be enough skilled, educated, and trained workers, paid commensurate to their abilities and training, to meet the needs of the employers and industries serving Colorado's growing older adult population.
6. Older Coloradans will stay healthier longer through access to quality and affordable person-centered care that aligns with their preferences and values.
7. All levels of government will meet their commitments to support older Coloradans and their families.
8. Colorado will empower and protect older adults from abuse, neglect, and exploitation.

INTERESTING FEATURE

The plan includes a recommendation for the Governor to create a high-level office or position within the executive branch to lead and be accountable for the state government's work on aging-related issues.

Multisector Plan for Aging State Spotlight: Massachusetts



Plan Name

[ReiMAGine Aging](#)

LEADING AGENCY

Massachusetts Executive Office of
Elder Affairs

TIMELINE

[Executive Order](#) in 2017;
Recommendations released in 2018

POPULATION OF OLDER ADULTS (AGE 65+)

1.3 million

FREQUENCY OF UPDATES

The plan will be annually updated
and modified based on resident
and stakeholder input and progress
to-date. The plan is going through a
strategic refresh and update in 2024.

OTHER PLANS THAT WERE IN PLACE BEFORE THE MPA

[Massachusetts State Plan on Aging](#)

KEY GOALS

- 1. Community:** Deepen and strengthen age- and dementia-friendly efforts to be inclusive of all communities and populations.
- 2. Information and Communication:** Communicate information in an accessible and user-friendly manner to residents, organizations, and municipalities.
- 3. Reframing:** Change the conversation about aging from a “challenge” to an “asset,” increase literacy about issues related to aging, and eliminate ageist images and expressions in language across social, print, and other media.
- 4. Policy and Practice:** Encourage the adoption of age-friendly policies and practices in all sectors.
- 5. Economic Security:** Take specific actions to improve economic security of older adults and caregivers.
- 6. Sustainability:** Leverage existing structures to sustainably guide and support the work of Age-Friendly Massachusetts and partner initiatives.

INTERESTING FEATURE

In October 2023, the Massachusetts Executive Office of Elder Affairs released a podcast series, called ReiMAGine Aging. The series tells the story of the age- and dementia-friendly movement taking place across Massachusetts. This initiative is closely tied to the MPA and was part of a collaboration with the Massachusetts Healthy Aging Collaborative to highlight local efforts and report on the progress to become an Age- and Dementia-Friendly Commonwealth.

Multisector Plan for Aging State Spotlight: North Carolina



Plan Name

[All Ages, All Stages NC](#)

LEADING AGENCY

Department of Health and Human
Services, Division of Aging

TIMELINE

[Executive Order](#) in 2023; Plan in 2024

POPULATION OF OLDER ADULTS (AGE 65+)

2 million

FREQUENCY OF UPDATES

The plan is a living document that will be updated and refreshed regularly as needed. There will be more cycles of prioritization and action beyond the initial 2024-2026 recommendations of the 10-year plan, ensuring adaptations and progress is made continuously to address the challenges and opportunities associated with North Carolina's Aging Population.

The Division of Aging has partnered with the UNC Sheps Center for Health Services Research to create a data dashboard that supports evaluation and data-driven implementation planning by identifying targets and data sources for each of the goals, priorities, and recommended action steps.

OTHER PLANS THAT WERE IN PLACE BEFORE THE MPA

[North Carolina State Aging Plan](#); AdvaNCing Equity in Aging

[NC Institute of Medicine Taskforce on Healthy Aging Report: A Place to Thrive. Creating Opportunities to Age Well in North Carolina](#)

[Dementia Capable North Carolina: A Strategic Plan for Addressing Alzheimer's and Related Dementias](#)

[NC Strategic Housing Plan](#)

[North Carolina Health Disparities Data Report](#) and Guide

KEY GOALS

- 1. Supporting Older Adults and Their Families:** North Carolinians will have access to services and resources that will enable them to stay in their homes and communities as they age and will support their families in their efforts to provide care when needed.

2. **Strengthening Communities for a Lifetime:** North Carolinians will live in communities, neighborhoods, and homes that support thriving at all stages and ages.
3. **Optimizing Health and Wellbeing:** North Carolinians will have access to person-centered services and supports that will optimize their life-expectancy and health quality.
4. **Affording Aging:** North Carolinians will have the means to effectively strategize for their later stages of life, ensuring sufficient and sustainable financial provisions, fostering avenues for personal growth and advancement, and actively contributing their knowledge and expertise to the betterment of their communities.

INTERESTING FEATURE

Along with their MPA, North Carolina published a [stakeholder engagement document](#) that highlights their process of engaging over 200+ stakeholders who led or participated in shaping the plan. These stakeholders drafted 160 recommendations aimed at improving the quality of life for older adults in the state. All Ages, All Stages NC and NCDHHS leadership then combined, prioritized, and streamlined these recommendations into 41 vetted action steps that the state government will focus on over the next two years.

In addition, North Carolina conducted targeted focus groups to ensure the inclusion of voices from underrepresented and structurally excluded populations, whose input may not have been fully captured in the initial survey. A [focus group summary report](#) was also published, detailing the strengths, challenges, and needs of older adults across the state. This report not only informed the development of the MPA but can also be used as a tool for fostering collaboration and advocating for policy change.

Multisector Plan for Aging State Spotlight: Oklahoma



Plan Name

[Aging Our Way Oklahoma](#)

LEADING AGENCY

Oklahoma Human Services

TIMELINE

[Surveys & listening sessions](#) in 2023/2024; plan in 2024

POPULATION OF OLDER ADULTS (AGE 65+)

674,000

FREQUENCY OF UPDATES

In addition to a toolkit, an annual report and online dashboard will be available throughout the 10-year implementation period.

OTHER PLANS THAT WERE IN PLACE BEFORE THE MPA

[Oklahoma State Plan on Aging](#)

[Oklahoma Alzheimer's Disease and Related Dementia plan](#)

KEY GOALS

1. Oklahomans have services, resources, and support available when needed.
2. Oklahoma's No Wrong Door system makes it easy for older adults to find and receive the services, resources, and support they need, including Person-Centered Options Counseling.
3. Oklahomans receive quality services as a result of fiscal accountability and transparency.
4. Organizations serving older Oklahomans work together to share data, align resources, and coordinate the use of public funding.
5. Oklahomans have safe, accessible, and affordable housing options across their lifespan.
6. Oklahoma's transportation services are safe, reliable, affordable, available, and designed to meet the needs of older adults.
7. Oklahoma champions age-friendly communities and opportunities for residents to participate in their local communities.
8. Oklahomans have a positive and realistic understanding of aging that empowers them to prepare for future stages of life.
9. Oklahomans are healthy and empowered, with high quality of life outcomes.
10. Oklahomans experience a sense of community across generations and opportunities for social and civic engagement.
11. Caregivers are valued and have the support and resources needed to provide quality care.
12. Oklahomans have opportunities to remain engaged in the workforce for as long as they choose.
13. Oklahoma's health, behavioral health, and social services workforce can provide quality services that consider the strengths and needs of older adults.

INTERESTING FEATURE

Through the Aging Our Way: Ambassador Program, Oklahoma Human Services is recruiting aging service professionals, community leaders and volunteers, people over age 60, family caregivers, Oklahomans interested in aging well, and representatives of the diversity of the state to serve as ambassadors for the MPA in their communities.

Multisector Plan for Aging State Spotlight: Pennsylvania



Plan Name

[Aging Our Way, PA](#)

LEADING AGENCY

Pennsylvania Department of Aging

TIMELINE

[Executive Order](#) in 2023; Plan Released in 2024

POPULATION OF OLDER ADULTS (AGE 65+)

2.6 million

FREQUENCY OF UPDATES

The plan is designed to be refreshed and advanced as priorities shift based on stakeholder needs and tactics are executed over the next 10 years and beyond. Any changes will be published as needed, through an Implementation and Progress Update.

OTHER PLANS THAT WERE IN PLACE BEFORE THE MPA

[Pennsylvania State Plan on Aging](#)

[Pennsylvania State Plan for Alzheimer's Disease & Related Disorders](#)

[A Blueprint for Strengthening Pennsylvania's Direct Care Workforce](#)

KEY GOALS

- 1. Unlocking Access:** We will design and offer equitable, affordable, and available options and opportunities that older adults may choose from for healthy and engaged lives, regardless of ability; socioeconomic status; racial, ethnic, linguistic, or cultural backgrounds; or geographical location
- 2. Aging in Community:** We will remediate barriers that prevent older adults from remaining in their own homes, maintaining familiar surroundings, staying connected to their communities, and living in secure dwellings.
- 3. Gateways to Independence:** We will promote unhindered mobility by designing transportation systems that allow older adults' safe, convenient, and autonomous use of transportation services.
- 4. Caregiver Supports:** We will build a comprehensive catalogue of supports and enhancements that provide caregivers with help at home, respite, training, and navigation tools.
- 5. Education and Navigation:** We will lead a coordinated network of community and partners to raise public awareness of services for older adults, provide information that reaches everyone and is understandable by all, ensure timely and streamlined connection to assistance with any need, and resolve the challenging problems that older adults face in their daily lives.

INTERESTING FEATURE

Pennsylvania's plan provides stories of real-life experiences older adults in the community face, and how the MPA will address these. For example, one such story involves George, a 95-year-old veteran with congestive heart failure who occasionally experiences loneliness and depression, who will benefit from the continuum of community supports that **Aging Our Way, PA** hopes to expand.

Multisector Plan for Aging State Spotlight: Texas



Plan Name

[Aging Texas Well Strategic Plan](#)

LEADING AGENCY

Texas Health and Human Services

TIMELINE

[Executive Order](#) in 2005; Plan in 2019

POPULATION OF OLDER ADULTS (AGE 65+)

4.2 million

FREQUENCY OF UPDATES

Updated every two years. The last visioning plan was 2022-23, which included priorities identified by older adults, caregivers, and providers. Texas has implemented a two-year update for 2024-25: The Aging Texas Well Strategic Plan for 2024-2025.

OTHER PLANS THAT WERE IN PLACE BEFORE THE MPA

[Texas State Plan on Aging](#)

[Texas State Plan on Alzheimer's Disease](#)

KEY GOALS

1. Caregiving
2. Community support
3. Education
4. Employment
5. Financial
6. Health and long-term care
7. Housing
8. Legal
9. Mental health
10. Physical health
11. Protections
12. Recreation
13. Social engagement
14. Spirituality
15. Transportation
16. Volunteerism

INTERESTING FEATURE

Texas' MPA process includes presenting progress reports of the plan to Aging Texas Well Advisory Committee members, HHSC program areas, other state agencies, and the HHSC Executive Commissioner.

Multisector Plan for Aging State Spotlight: Utah



Plan Name

[Utah for the Ages](#)

LEADING AGENCY

Utah Commission on Aging

TIMELINE

[Legislation](#) in 2023; Draft plan in 2024; Currently publishing final plan

POPULATION OF OLDER ADULTS (AGE 65+)

417,136

FREQUENCY OF UPDATES

Annual updates to recommend future adjustments and legislation as may be required.

OTHER PLANS THAT WERE IN PLACE BEFORE THE MPA

[Utah State Plan on Aging](#)

[Utah Alzheimer's and Related Dementias State Plan](#)

KEY GOALS

- 1. Age-Friendly Ecosystems: Staging Successful Aging** — Utah adults benefit from age-friendly principles in our communities of living, education, health care, workplace, and public health that improve the quality of life and the aging experience for all.
- 2. Live Well Everyday: Sustaining Health and Wellness** — Utah adults access services and resources that optimize our quality of life by caring for our physical, mental, and social well-being, and establishing healthy lifestyles towards a successful aging experience.
- 3. Affording Aging: Financial Sufficiency** — Utah adults work, save, manage, and protect their assets and resources, free from exploitation and ageism, to sustain economic viability for life.
- 4. Plan for Life: Personal Empowerment** — Utah adults live self-determined lives with dignity, autonomy, competence, and freedom from social isolation.
- 5. Networks for Care: Support Systems** — Utah adults access education, resources, and support services to better serve those for whom they care and to preserve their own well-being.
- 6. Embrace Technology: Educated Aging** — Utah adults are empowered through technology and safe device utilization to make informed choices on issues that impact the way we age.

INTERESTING FEATURE

The Utah Commission on Aging engages in various collaborative relationships to ensure thorough and inclusive input into establishing core issues, priorities, key strategies, recommendations, and measurable outcomes. This includes UCOA Quarterly Summits, the Utah Aging Services Partnership, and Research and Academic Partnerships.

Multisector Plan for Aging State Spotlight: Vermont



Plan Name

[Age Strong VT](#)

LEADING AGENCY

Department of Health/ Department of Disabilities, Aging and Independent Living (co-leads)

TIMELINE

[Legislation](#) in 2020; Plan in 2024

POPULATION OF OLDER ADULTS (AGE 65+)

143,123

FREQUENCY OF UPDATES

The plan is a living document that will be updated and refreshed regularly as needed. To ensure tracking of impact of this work, through the auspices of the Vermont Community Foundation, the Age Strong VT Steering Committee is currently working with a contractor called Professional Data Analysts (PDA) to develop an initial evaluation plan with data-driven outcome measures for the launch of the Plan in 2024. The first annual report will be completed in January 2025.

OTHER PLANS THAT WERE IN PLACE BEFORE THE MPA

[Vermont State Plan on Aging](#)

[Vermont State Health Improvement Plan](#)

[State Action Plan on Alzheimer's Disease, Related Dementia and Healthy Aging](#)

KEY GOALS

- 1. Affordable Aging:** Financial security is closely connected to health and well-being, and an age-friendly state works to support efforts to make aging affordable. Prioritizing the strengths that Vermont has to offer in job training, home sharing, and volunteer-led initiatives position our state towards affordable aging.
- 2. Healthy Aging for All:** All Vermonters deserve the opportunity for optimal health, wellness, physical, and mental vitality that is free of chronic disease and its impairments.
- 3. Social Connection is Key:** In May 2023 the US Surgeon General released a report on the Epidemic of Social Isolation in America. Chronic social isolation, defined as a lack of connection to others, leads to serious health problems, including heart disease, depression, and 50% higher risk of death. How do we combat social isolation? Through meaningful connection and engagement.

4. **Infrastructure for the Future:** Affordable housing and accessible transportation and community are the building blocks of a vibrant, age-friendly state. These components encourage people to grow up and raise their families in Vermont and for new residents to move to the state and stay.
5. **Valuing Family Care Partners:** Family care partners are fundamental to supporting the health and well-being of Vermonters across the lifespan. They are the backbone of the home- and community-based service system. In an age-friendly state, their hard work and contributions are respected, valued, and supported.
6. **The Fight for Justice:** A strong Elder Justice system is an important part of making Vermont an age-friendly state. Older Vermonters have the right to make decisions about their own lives and to be free of abuse, neglect, or exploitation.
7. **Strengthening Systems of Support:** Per Act 156, older Vermonters should be able to benefit from an age-friendly system of services, supports, and protections, including protective services, that is coordinated, equitable, and efficient; includes public and private cross-sector collaboration at the State, regional, and local levels; and avoids duplication while promoting choice, flexibility, and creativity.

INTERESTING FEATURE

The Age Strong VT Advisory Committee gathered public input on the plan through a statewide survey, public listening sessions, focus groups with historically marginalized populations, the Age Strong VT website, and the annual Vermonter Poll. Additional state agencies and organizations are using this input for their state plans as well (for example, the AmeriCorps Senior State Service Plan). The results of all of the above are shared in the “Resources” section on the Age Strong VT webpage: [Age Strong Vermont: Our Roadmap for an Age-friendly State | Vermont Department of Health \(healthvermont.gov\)](https://www.healthvermont.gov/age-strong-vt).

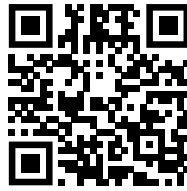
Conclusion

MPAs are critical to ensuring that older Americans – and indeed, all residents – have the programs and services they need as they age. With increased pressure on state healthcare systems, the direct care workforce, accessibility of home- and community-based services, housing, and transportation, states have taken it upon themselves to create plans that address these needs. While the specifics of MPAs differ across states, including unique goals, strategies, and responsible leads, all plans provide a detailed and concrete framework for ways to improve aging across the lifespan. As momentum for MPAs continues to grow across the country, those looking to create new plans or refresh existing ones can use this brief as a tool for identifying common and unique elements for a plan.

Getting Involved and Staying Up-to-Date On MPAs



JOIN THE MOVEMENT



Sign up for our MPA newsletter at: multisectorplanforaging.org, a hub for involvement opportunities, tracking statewide MPA progress, and resource sharing.

The Center for Health Care Strategies (CHCS) **MPA Learning Collaborative** can help states looking to develop an MPA. With support from West Health, the SCAN Foundation, and the May and Stanley Smith Charitable Trust, the CHCS learning collaborative has brought twenty states together to foster peer-to-peer exchange, access to a network of experts, and technical assistance for MPA development.

About West Health



Based in the nation's capital, the West Health Policy Center conducts policy research, education, and outreach on a range of issues including healthcare costs and prescription drug pricing, value-based care models, equitable COVID-19 vaccine distribution, and senior-specific models of care. The goal is to connect best practices to policies that increase access, lower costs, and improve care.

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