

Columbia Pacific CCO

Report to Community 2018-2019

# Healthy lives, healthy communities



**Columbia Pacific CCO™**

Part of the CareOregon Family



## **Our vision for our communities**

Helping those in need  
reach their highest potential  
by providing services  
that support their  
social, emotional and  
physical health.

## Dear friends and colleagues,

Welcome to Columbia Pacific CCO's second Report to the Community. Whether you are new to our work or highly familiar with it, we're glad to share this journey with you.

If you know us at all, you know we're committed to community health and well-being. We believe the work that we have focused on for the past several years is exactly what the Oregon Health Authority envisioned when it created coordinated care organizations.

In addition to improving health outcomes and patient satisfaction — all while reducing unnecessary costs — the state wanted CCOs to listen to community voices and use that input to improve community health.

The Columbia Pacific CCO Board and community volunteers, along with our staff, take that vision very seriously. That's why we're so proud of the unprecedented 18-month process of community engagement and discovery we undertook in 2018-2019 to create our "Regional Health Assessment & Regional Health Improvement Plan 2019" at [colpachealth.org/CommunityReport2019](http://colpachealth.org/CommunityReport2019)

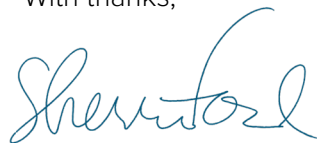
That process and the findings led us to the strategic priorities that will guide many of our efforts from now through 2024. Among the focus areas for improvement, our communities' highest priority was addressing the root causes of childhood trauma so that people affected by "adverse childhood experiences" have a greater ability to achieve their highest potential.

Our five-year effort will not be accomplished in silos of care and supports. Already, individuals and organizations are coming together, working across sectors to create system change and improve access to care and services across health care, education, law enforcement, social services, governmental agencies and nonprofit organizations.

We're grateful to the organizations and agencies that have used Columbia Pacific CCO grant funds in such meaningful ways. You'll find stories about six of those initiatives in this report. We are heartened to see how much is possible when we all join hands.

We look forward to the next five years with you.

With thanks,



Sherrie Ford  
Chair, Board of Directors



Mimi Haley  
Executive Director



## Merging many voices with data to set our 5-year strategic priorities

In fall 2018, you may have walked into a food pantry, library, medical waiting room or community action office on Oregon’s north coast and been greeted by someone who invited you to tell a story.

If you said yes, you answered a single question — on paper, online or by phone, in English or Spanish — about an experience with your health, or the health of your family or community.

And with that, your voice joined more than 1,300 other voices in stories that Columbia Pacific CCO collected across three counties. It was all part of our in-depth community needs assessment and five-year regional health improvement plan.

The ambitious project, designed and implemented through a participatory and value-based framework, was unlike anything any organization had ever undertaken in Oregon. For 2-1/2 months, our staff,

health plan members, clinicians and leaders gathered glimpses of diverse experiences that provided statistically reliable data to help us understand:

- ▶ Our region’s residents.
- ▶ Their health and equity issues.
- ▶ Their visions of well-being for the future.

We grouped the stories — or “micronarratives” — by theme, compared them with a great deal of secondary data, and aligned the results with local information about the social determinants of health that affect our members.

Finally, we presented our findings at 15 public sessions in our three counties, where audiences voted on their priorities.

In planning and carrying out this work with our members and community partners, we drew on a research method that organizations around the

world use to make sound decisions in a complex environment. We detail this exacting, exciting 18-month approach in our “Regional Health Assessment & Regional Health Improvement Plan 2019.”

Eight priority areas of focus emerged. They will guide our community and clinical strategies and investments for the next five years. (See graphic: “Achieving health equity through strategic priorities.”)

In this “Report to the Community 2018-2019,” we share six inspiring examples of the kinds of innovations, spearheaded by our communities, that we supported financially in those two years.

We’re excited that this five-year plan has been adopted by county leaders and health departments across our region to serve the people of Columbia, Clatsop and Tillamook counties. We greatly hope it’s a tool for improving health equity, leading to a region where health and well-being abound for all.

More info: [colpachealth.org/CommunityReport2019](http://colpachealth.org/CommunityReport2019)

## Thank you

We sincerely thank the many individuals and organizations who were essential in helping us with this highly participatory process:

- ▶ Columbia Pacific CCO regional and local community advisory councils.
- ▶ Seven partners who collaborated with planning: Clatsop County Health Department, Clatsop Behavioral Health, Columbia Community Mental Health, Columbia County Health Department, Columbia Memorial Hospital, Providence Seaside Hospital and Tillamook County Health Department.
- ▶ More than 2,000 individuals who supported, worked on and took part in developing the regional health improvement plan. The plan will increase efforts, community-wide, to improve the health and well-being of everyone in the region through 2024.

## Achieving health equity through strategic priorities

Columbia Pacific CCO developed this graphic to show the complex relationship among our eight strategic priorities, community voices and the path to health equity.

### In this report:

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# 1

STRATEGIC PRIORITY:

## Behavioral health

### Bringing addiction recovery services to the coast

When construction workers arrived at an old Coldwell Banker office off Highway 101 last May and began remaking the structure into a drug treatment center, something bigger than a down-to-the-studs rehab got underway.

The 7,000-square-foot facility in Seaside is breaking new ground as the north coast's first full-service treatment program for opioid addiction. The center — "Seaside Recovery Center" — will serve up to 300 clients a year, largely Oregon Health Plan members from Clatsop and Tillamook counties.

The center is a combined effort of Columbia Pacific CCO and Portland-based CODA Inc., the state's oldest nonprofit addictions treatment program.



As part of the site support team, Laura Schwenk welcomes clients as they check in for various CODA services, ranging from counseling sessions to periodic urinalysis.

The center removed a daunting barrier when it opened in early 2020. Until then, members with substance use disorder who wanted medication-assisted therapy

drove four to five hours roundtrip to the Portland area, as often as six days a week.

While treatment saves lives, the extensive travel impacted jobs and family life — as well as the environment and state Medicaid dollars, which often support members' transportation to medical appointments.

Comprehensive medication-assisted treatment programs show significantly lower relapse rates than programs that provide counseling but no medication. Seaside Recovery Center provides treatment approaches aside from medication, too, such as peer support groups facilitated by an addiction specialist.

"The goal of our program is to be as minimally invasive as possible," says Alison Noice, executive director of CODA. "It's a life-changing event when you see patients become successful through medication-assisted treatment."

Despite having the fourth-highest addiction rate in the nation, Oregon ranks 50th in access to treatment, ahead of only Nevada. The need is especially great in Clatsop and Tillamook counties.

Opioid addiction has touched everyone from injured timber workers struggling with chronic pain to survivors of trauma who accept a friend's leftover pill and find it relieves them from their emotional pain. Seaside Recovery Center is positioned to help the spectrum, reduce overdoses and enable rural residents to free themselves from the all-encompassing pain of addiction.

More info: [codainc.org](http://codainc.org)

# 2 STRATEGIC PRIORITY:

## Housing

### Home safety improvements help keep members healthy and housed

**D**rip, drip, drip. If it isn't fixed, a steady leak at the top of a window can develop into a wet, moldy wall frame.

Small home maintenance issues can turn into big problems — including hazards to health and livability. That's why Columbia Pacific CCO teamed up in 2014 with Community Action Team (CAT) — a nonprofit that connects Columbia County residents with resources they need to be self-sufficient — and piloted a project called Healthy Homes.

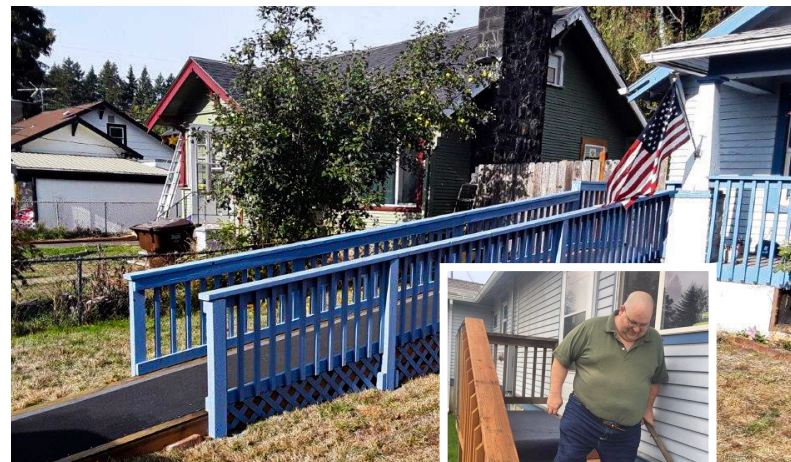
During its successful test run, Healthy Homes provided no-cost home repairs and improvements for our members who had respiratory illnesses, were at risk of falling due to balance issues, or had other health conditions their living environment could aggravate. Members didn't need to own their home. In 2018, Columbia Pacific expanded Healthy Homes to Clatsop and Tillamook counties, too.

Maintenance challenges can arise from situations such as an income too low to pay for repairs; physical limitations that make it impossible to handle fix-up tasks; an unresponsive landlord; and health challenges that create an immediate need.

Casey Mitchell, former CAT housing manager, remembers a Columbia Pacific CCO member who unexpectedly needed a wheelchair — and a ramp to the door. On the initial home visit, Casey and the CAT inspector spotted other issues that Healthy Homes could address: a non-slip mat at the entry, allergen covers on the bed, an exhaust fan in the bathroom, and smoke and carbon monoxide detectors.

At an overall minor cost, those measures “all enhanced the livability of the home for the CCO member,” says Casey, and helped avoid health issues that could land the member in the emergency room.

Healthy Homes combines the expertise of Community Action's housing inspectors — and their access to federal Housing and Urban Development, Weatherization and other housing funds — with referrals from community providers. CAT continues to expand its referral sources and partnerships.



Before Healthy Homes built sturdy steps and a wheelchair ramp, Michelle Pearson couldn't leave her St. Helens home without the help of her husband, Karl.

Helping keep current residences habitable, healthy and safe is an economical way to safeguard the area's strapped housing supply. With 36 homes in CAT's queue as either “to be assessed” or “completed,” each improvement is strengthening member health and the foundation of Columbia Pacific housing.

More info: [cat-team.org](http://cat-team.org)

STRATEGIC PRIORITY:

## 3 Chronic disease prevention

### Bringing healthy farm produce into schools helps students find fruits and veggies worth loving

With little bites of purple potatoes, nibbles of raw beets and forkfuls of spring salad greens, Tillamook County students at four elementary schools are broadening their taste buds and building healthier eating habits.



New favorites! Columbia Pacific helped Food Roots introduce an array of fruits and vegetables to Tillamook County students.

The tastings are the work of Food Roots, a nonprofit whose programs include “Farm to School,” supported by Columbia Pacific CCO and others in Tillamook County. Improved nutrition to help prevent chronic disease is a priority in the coordinated care organization’s Regional Health Improvement Plan.

Making healthier food choices is fundamental in fighting rising youth obesity rates. But first, kids need to be familiar with those choices.

Food Roots collaborates with area growers to offer periodic “Tasting Tables.” These are judgment-free opportunities for young students to try a rainbow of nutrient-rich fruits and vegetables, discover favorites and ultimately enhance their well-being.

Columbia Pacific’s grant underwrites other educational activities that include family garden engagement events, farm field trips, farmer visits and classroom lessons. Classroom lessons at six partner schools, touching 800 students monthly, are at the core of Farm to School.

Since 2017, we’ve supported Food Roots in:

- ▶ Hands-on activities about farms, food and health.
- ▶ Local produce to serve in school cafeterias.
- ▶ K-6 teacher training throughout Tillamook County in a new garden education curriculum.

Enabling kids to choose healthy options has translated to change outside the classroom, says Farm to School Program Manager Rachel Pettit. Parents who initially described their children as picky eaters reported that, after a taste test of Food Roots recipes, the children started eating more produce.

“That really shows us what we’re doing is positively impacting these youths,” Rachel says, “and making its way home.”

And ideally, they’re planting a lifelong habit of reaching for healthier foods, at home and beyond.

More info: [foodrootsnw.org](http://foodrootsnw.org)



STRATEGIC PRIORITY:

# 4 Primary care

## Columbia Pacific CCO funds efforts to help every young child be ready to succeed in kindergarten

Imagine that your toddler's primary care provider has just told you that your baby is showing signs of developmental and behavioral delays. The risk was caught because of the Ages & Stages Questionnaire you had filled out about your child.

The questionnaire is a simple-to-use screening tool, shown to be reliable and valid across cultures and in babies as young as 4 months.

"The Ages & Stages Questionnaire is a terrific way to identify when young children need extra services. Based on the need identified, we want to make sure they get those services," says Safina Koreishi, MD, medical director of Columbia Pacific CCO.

The extra services include speech, physical, occupational and social/emotional therapy to help the children be ready for kindergarten. Many times, though, the path between a medical office and needed therapies is beset with communication snags and lack of coordination. And children's early delays go unaddressed.

"A big part of this work is partnering with primary care and behavioral health clinics to improve screening and referral processes," Safina adds. "Another important aspect is identifying gaps in services within the community, and working to address them."

Those gaps prompted Columbia Pacific CCO to fund Northwest Early Learning Hub to work in partnership with Oregon Pediatric Improvement Partnership. Their charter from Columbia Pacific: Collaborate to create tools, referral processes

and resources for providers and parents in Columbia, Clatsop and Tillamook counties.

Together, they engaged stakeholders and gathered data to pinpoint where children were getting lost during handoffs, then developed improved processes. Columbia Pacific is now implementing a plan that includes increasing skills among clinic staff, and engaging clinic partners and community stakeholders to make sure young children get the services they need.



Parents answer age-related questions, observing their child's progress with milestones like cutting a straight line with scissors.

Maternal-child-youth health and well-being matter greatly to Columbia Pacific. And timing matters greatly for each baby. "The years between birth and 3," notes Dorothy Spence, Director of the Northwest Early Learning Hub, "are the most critical for lifelong success."

More info:  
[nwelhub.org/what-we-do](http://nwelhub.org/what-we-do)  
[agesandstages.com/about-asq](http://agesandstages.com/about-asq)  
[oregon-pip.org](http://oregon-pip.org)

STRATEGIC PRIORITY:

# 5 Trauma-informed care

## Mobile mental health team works with law enforcement to handle crisis calls

Time and again, on a street on the north coast, residents called police to report a neighbor's agitated behavior. Time and again, a police officer responded.

The cycle of response continued — until the officer offered the neighbor a choice: Would they like to go to a hospital emergency room? Or to Clatsop Behavioral Healthcare's Seaside office?



Ben Paz, left, and Neal Burton of Clatsop Behavioral Healthcare skillfully handle crisis calls from hospitals and law enforcement.

The individual chose Clatsop Behavioral Healthcare (CBH), which provides behavioral health and other services to county residents. Its mobile crisis team, funded by the Oregon Health Authority, responds to acute mental health and substance use situations.

At the CBH office, a team clinician met with the emotionally distressed neighbor — and successfully worked out a mental health plan.

“The police officer was in and out in 20 minutes,” says Amy Baker, executive director of CBH, “and we were able to get the person into services.” Other times, the mobile crisis team responds with law enforcement to an individual's home. The behavioral health experts help mitigate the crisis and make a plan to address whatever led to the escalation.

Those are precisely the scenarios that Columbia Pacific CCO hoped for when we funded a groundbreaking partnership between CBH and Clatsop County law enforcement. When appropriate, hospital emergency staff or law enforcement call the mobile crisis team directly, rather than calling 911.

“Law enforcement does their part by ensuring safety,” says Amy, “but then we have seasoned clinicians to talk to people in crisis,” evaluating what's needed. “It's way less intrusive,” she says, “and more effective.”

The mobile crisis team built relationships by going on ride-alongs with the county sheriff and local police. In its first six months, the team fielded nearly 200 calls from law enforcement; 40% of the involved individuals entered services at CBH.

Each handed-off crisis potentially saves an officer or deputy hours of managing a behavioral health situation, and lightens the impact on hospital emergency rooms. A social worker recently reported to CBH that she's seeing fewer behavioral health crises in the ER. “Whatever you're doing,” she told Amy, “it's working...”

More info: [clatsopbh.org/crisis-services.php](https://clatsopbh.org/crisis-services.php)

STRATEGIC PRIORITY:

## Suicide prevention

### Spike in suicides spurs Columbia County to pull together for prevention efforts

In early 2018, Columbia County was experiencing an extreme number of deaths by suicide. Beyond that, four of the 11 completed suicides involved high schoolers. The county was on its way to reporting Oregon's second-highest suicide rate, per capita — in a state already ranked seventh nationally.

The situation's urgency and intensity prompted Columbia Health Services — a nonprofit that offers broad-based health services — to mobilize a suicide prevention coalition in the county. Some 18 entities joined in the effort. (See box.)

Columbia Pacific CCO awarded the coalition a grant to hire a suicide prevention coordinator. Weston Perkins-Clark, the coordinator, led a Suicide Prevention Task Force through Columbia Health Services. Throughout 2019, Weston conducted trainings in QPR — “Question, Persuade, Refer” — to equip everyday county residents to recognize when someone is at risk of suicide, and how to step in to help. He also led Applied Suicide Intervention Skills Training (ASIST), an evidence-based approach that addresses effective intervention in more depth.

By November 2019, more than 300 community members — from Rotarians to educators to veterans — had undergone a QPR or ASIST training.

Through Columbia Community Mental Health's mobile crisis program, the suicide prevention effort includes a new “postvention” plan. Postvention is a response, after suicide, to help loved ones deal with grief and distress, and prevent suicide among anyone at high risk after being exposed to suicide.

Columbia County also launched Sources of Strength, an evidence-based, comprehensive program that boosts community connectivity. It aims to influence social issues — such as bullying, substance abuse and violence — that can lead to suicide. A core feature is an adult-teen mentorship program that:

- ▶ Increases the acceptability of seeking help.
- ▶ Increases connections with peers and caring adults.
- ▶ Increases awareness of risks and warning signs.

A year into the countywide efforts, the situation looked far more hopeful. At the close of 2019, deaths known to be suicide stood at seven — nine fewer than in 2018.

More info:

[sourcesofstrength.org](http://sourcesofstrength.org)  
[columbia-health.org](http://columbia-health.org)

#### Columbia County suicide prevention task force

- ▶ Columbia Pacific CCO
- ▶ Columbia County Mental Health
- ▶ Columbia County Public Health
- ▶ Columbia Funeral Home
- ▶ Columbia River Fire and Rescue
- ▶ Northwest Regional Educational Service District
- ▶ Oregon Department of Human Services
- ▶ St. Helens City Council
- ▶ St. Helens Community Credit Union
- ▶ St. Helens High School
- ▶ Student, St. Helens High School
- ▶ St. Helens Police Department
- ▶ St. Helens School District
- ▶ St. Helens Wauna Credit Union
- ▶ SAFE of Columbia County
- ▶ Warren Community Fellowship
- ▶ Yankton Community Fellowship
- ▶ Services for Veterans, Community Action Team

# Our governing bodies

We greatly appreciate our Board of Directors, Community Advisory Councils, Clinical Advisory Panel and many others in our communities who generously contribute their time and expertise to Columbia Pacific CCO. We thank them all for working with us on improving the health of our members and our region.

## Board of Directors

**Nancy Avery**

Manager, Dental Services, Moda Health

**Bill Baertlein**

Commissioner, Tillamook County

**Jonathan Betlinski, MD**

Director, OHSU Division of Public Psychiatry

**Pam Cooper**

Chief Financial Officer, Providence Seaside Hospital

**Erin Fair Taylor**

Chief Legal Officer, CareOregon

**Sherrie Ford**

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**Henry Heimuller**

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**Eric C. Hunter**

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**Debbie Morrow**

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**Marlene Putman**

Administrator, Tillamook County Community Health Centers

**Bruin Rugge, MD**

Associate Professor, Director of Patient Care  
OHSU Family Medicine

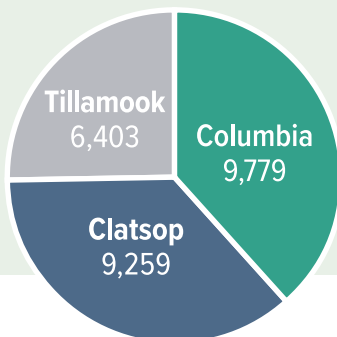
**Nicole Williams**

Chief Operating Officer, Columbia Memorial Hospital

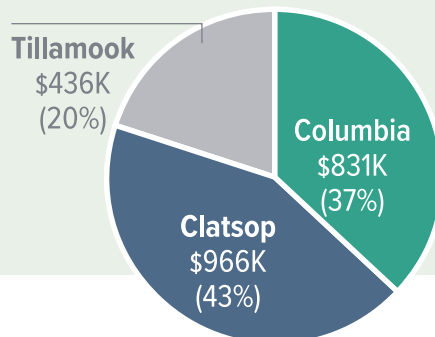
## Columbia Pacific CCO invests in care and communities

We're a nonprofit community benefit company, serving more than 25,000 Oregon Health Plan members.

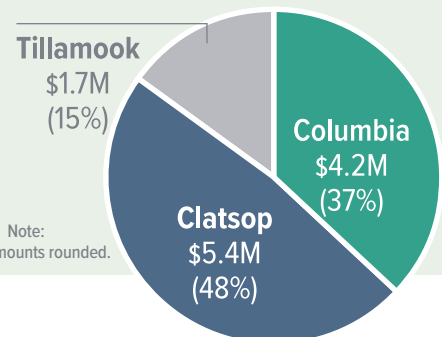
**Membership by county**



**Community investments 2018-2019**



**Clinical investments 2018-2019**



Note: Dollar amounts rounded.



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