

# Report to the Community 2022

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Guided by  
our members,  
our communities



**Columbia Pacific CCO™**

Part of the CareOregon Family

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# Guided by our members, our communities

## A message from Nancy Knopf, Director, Community Health Partnerships

Hello and welcome to Columbia Pacific's 2022 Report to the Community.

In 2022, we celebrated our 10th anniversary as a coordinated care organization. It's hard to believe we've been working for more than a decade to improve the health and well-being of our members and the wider communities we serve.

One of the ways we work toward our mission is by keeping the voices of our members front and center. And we couldn't do that without our Community Advisory Councils.

Having just marked our 10th anniversary, it seems fitting to celebrate and honor the work of our advisory councils in this report.

As the stories and videos in this report show, our advisory council members give us feedback on important issues, such as health equity and social needs that impact health (like food and housing insecurity). They help us improve our programs and suggest new ones. And they advise our Board of Directors on how to respond to members' needs and plan for community health improvements.

Over the years, we've worked hard to make sure our advisory councils reflect our membership. And we're proud of how far we've come. Eighty percent of those who serve on our county-level advisory councils are Columbia Pacific members.

Not only do our advisory council members help us understand community health, they've led the way on other important issues – like making sure we create an engaging and welcoming space on our councils for members from diverse backgrounds.

For instance, in 2022 we began holding advisory council meetings in English and Spanish using certified interpreters. That change allowed Columbia Pacific health plan members who only speak Spanish to participate.

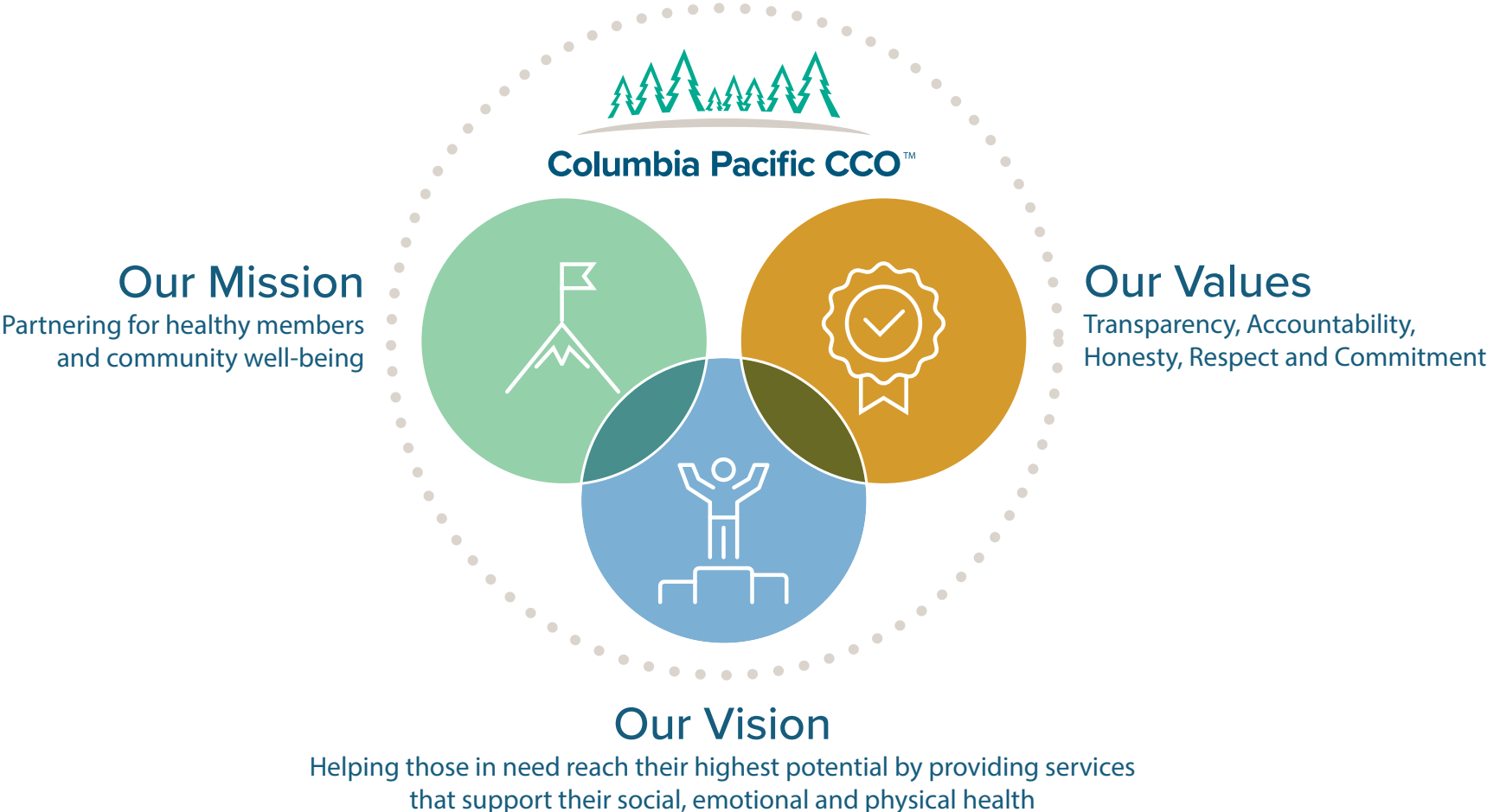
As I share this report, our advisory councils are kicking off work on one of the most important things they do: overseeing our Regional Health Assessment and Improvement Plan. They are helping us to reach deep into our communities for feedback that will inform our next five-year Regional Health Improvement Plan.

We are incredibly grateful for the dedicated people who volunteer their time and talents on our Advisory Councils, our Clinical Advisory Panel and our Board of Directors. And, of course, we're incredibly grateful to continue serving the beautiful communities of Northwest Oregon.



[Watch full video ►](#)

# Mission, Values and Vision



# By the Numbers

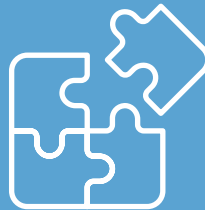
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\*Amounts rounded, data as of Dec. 31, 2022



**\$2.6 million**

Amount invested in Northwest Oregon community-based organizations in 2022



**700**

Number of members who received care coordination services in 2022 through our Regional Care Team



**\$3.5 million**

Amount our Regional Housing Impact Fund has invested to increase affordable housing in Clatsop, Columbia and Tillamook counties since 2020\*\*

\*\*Funds provided by Columbia Pacific CCO and its Clatsop County risk-share participants, Providence Seaside Hospital, Columbia Memorial Hospital and Clatsop Behavioral Healthcare

# In their own words

Meet some members of our Community Advisory Councils.

### Jody Bell

Member, Community Advisory Council of Tillamook County



[Watch full video ▶](#)

### Susan Prettyman

Chair, Community Advisory Council of Clatsop County



[Watch full video ▶](#)

### Yesenia Sanchez Chan

Co-chair, Community Advisory Council of Columbia County



[Watch full video ▶](#)



## Columbia Pacific Community Advisory Councils mark a third year of working to reduce health disparities

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How would our communities be different if everyone had a fair opportunity to be as healthy as possible? We believe our members and community leaders who work directly with people experiencing hunger, housing insecurity and other inequities know best when it comes to answering this question.

That's why we depend on our Community Advisory Councils to help us work toward health equity. In 2022, our advisory councils continued their years-long deep dive into health equity, drawing on their experiences to shed light on inequities in our communities and identify potential solutions.

**Continued ►**

## Advisory councils mark a third year ... (continued)

Our advisory councils began their deep dive into health equity in early 2020, amid the national reckoning over racial injustice and the onset of the COVID-19 pandemic. That year, council members worked to draft health equity vision statements for each of the counties we serve, describing what they'd like to see in their communities and how they'll work to get there.

“During the protests over the killing of George Floyd and the early days of the pandemic – which had a disparate impact on our rural communities – our advisory councils decided to revisit the issue of health equity. Those discussions led them to articulate what it means for them to be engaged in health equity work,” recalled Heather Oberst, Community Engagement Manager.

In 2021, as the pandemic wore on, our advisory councils took a hard look at some of the most-profound health disparities in our region and proposed ways to address them. Topics included low COVID-19 vaccination rates among certain groups and the systemic issues, such as language barriers, that contributed to vaccine inequity.

“We were able to take feedback from our advisory councils to our community partners to offer resources and help to alleviate some of the stress our members and social services and health care organizations were experiencing at the time,” explained Oberst.

In 2022, our advisory councils reviewed the health equity statements tied to each strategic goal in our **2020-2024 Regional Health Improvement Plan** and worked to put those statements in their own words. As part of that process, they identified which groups face the biggest barriers to housing, trauma informed care, suicide prevention services, mental health care, substance use treatment and social services. They also envisioned how the communities we serve might be different if the playing field were level.



**of our Regional Community Advisory Council\* members are Columbia Pacific members**

\*Regional Community Advisory Council members are chairs and co-chairs of county-level Community Advisory Councils



## Advisory councils mark a third year ... (continued)

Here's a glimpse of what they had to say:

“Human dignity is not defined by documentation status, income, culture, background ... and we all deserve housing and health.”

“People who are experiencing homelessness or need mental health supports are still people. They should be treated with dignity.”

“Support social connections for seniors and disabled [people] to ensure isolation and loneliness are not overwhelming factors that can lead to depression and helplessness.”

For Anita Redheart, an OHP member who serves on our Tillamook Community Advisory Council, the experience has helped her to feel seen and heard.

For many years, “I never knew how to voice that I didn't think I was getting good care, enough care or quick-enough care,” said Redheart, who has spent most of her life in Tillamook and has deep family ties there. According to Redheart, she is also an enrolled member of Citizen Potawatomi Nation of Oklahoma and a local advocate for Native American rights and cancer support and connection.

As member of our Tillamook advisory council, Redheart has been a voice for friends and neighbors who struggle to put food on the table, to get off the streets, to rebuild their lives after incarceration or to figure out how to find help with basic needs.

“Everyone seems thrilled about getting all these different ideas from the advisory council members. That's such a comforting feeling to somebody that has been ignored for what seems like forever. I consider it an honor to be part of this group,” said Redheart, who was once houseless.

Interested in learning more about health equity? Read [this article](#) by the Robert Wood Johnson Foundation. ■



*“Human dignity is not defined by documentation status, income, culture, background ... and we all deserve housing and health.”*



## Columbia Pacific and Clatsop County risk-share partners invest \$3.5 million to address Northwest Oregon’s housing crisis

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Oregon’s housing crisis continued to make headlines over the past year. To us, it is hardly news. Ever since we completed our 2020-2024 *Regional Health Improvement Plan* – in partnership and with oversight from our Community Advisory Councils – we’ve been working to address the housing crisis in our region.

Since 2020, the Columbia Pacific CCO *Regional Housing Impact Fund* has invested \$3.5 million to increase affordable housing in Tillamook, Columbia and Clatsop counties. Funds were provided by Columbia Pacific and its Clatsop County risk-share participants. And we’re not finished yet.

[Continued ►](#)

## Columbia Pacific and Clatsop County risk-share partners ... (continued)

The housing crisis is less visible in rural Northwest Oregon than it is in some large metro areas, but it's no less acute.

Even before the pandemic worsened inequities in our region, Clatsop County had the highest per capita rate of houselessness of all Oregon counties, with more than 17 houseless people for every 1,000 residents, according to a **2019 study** commissioned by the county and several other municipalities. Tillamook County had the next-highest per capita rate, with nearly nine houseless people for every 1,000 residents. By comparison, on a statewide basis there were 3.4 houseless people for every 1,000 residents.

How did we get here? In Clatsop County, the proliferation of short-term vacation rentals reduced an already constrained supply of housing, pushing up rents for what is left on the market. And throughout our region, abundant wetlands and floodplain areas result in a scarcity of centrally located parcels that are suitable for development.

“The natural environment is one of the things that makes living in these counties wonderful, but it also makes it more challenging to build,” said Elissa Gertler, Executive Director of the **Northwest Oregon Housing Authority**, which works to provide safe, affordable housing for low-income residents of Clatsop, Columbia and Tillamook counties.

Fortunately, we are seeing a growing level of grassroots activity surrounding affordable housing. More than 200 people turned out for the December 2022 **North Coast Housing Summit**, which we co-sponsored. They included government officials, developers, financiers, and others who play a direct role in creating affordable housing.

“The momentum around housing solutions has continued to grow now that people know about our housing work. We’re involved in a lot of local conversations about affordable housing,” said Leslie Ford, Columbia Pacific’s Housing Strategy and Development Advisor.



*“We have a severe shortage of affordable housing, particularly for people who need extra support, like those who are houseless or in behavioral health treatment.”*

– Elissa Gertler, Executive Director of the Northwest Oregon Housing Authority

## Columbia Pacific and Clatsop County risk-share partners ... (continued)

Local organizations are not only talking about the issue but making substantial financial commitments along with us.

Over the last two years, three of Clatsop County's largest health care providers (*Providence Seaside Hospital*, *Columbia Memorial Hospital* and *Clatsop Behavioral Healthcare*) have collectively dedicated nearly \$2.9 million to an affordable housing fund. So far, they've awarded grants totaling nearly \$1.9 million, including \$1 million (split between two grants) to projects that will **create affordable housing in Astoria** for seniors, people with disabilities and others.

All three organizations participate in a risk-sharing agreement with Columbia Pacific and have dedicated most of their earnings from that agreement to their housing fund. The agreement is one way Columbia Pacific is working with partners to improve community health. Earnings from the agreement are the result of cost savings from effective care management (like *care coordination services*) that results in fewer hospital visits and better health.

We've supported the housing work of our risk-share partners by contributing our time and expertise. We use our housing investments platform to vet applications for projects in Clatsop County and make grant recommendations to our risk-share partners.

"Affordable housing not only helps to improve the quality of life and health of our members but benefits everyone in the communities we serve," said Ford. "By supporting our risk-share partners and investing through our Regional Housing Impact Fund, we're helping to make our communities stronger and healthier."

The housing crisis has hit our region in a multitude of ways. Among other things, it has made it harder for employers, including health care providers, to recruit workers from outside the region.

Pam Cooper, Director of Finance for Providence Seaside Hospital, says the hospital has difficulty recruiting doctors, nurses and other health care providers



**Total number of affordable housing units funded, including 76 deeply affordable\* units (as of Dec. 12, 2022)**

\*Priced to be affordable to people making less than 30 percent of area median income. Total includes units funded by Clatsop County risk-share participants.

## Columbia Pacific and Clatsop County risk-share partners ... (continued)

because the few rental homes that are available locally are usually too expensive for these professionals. It is even harder for the hospital to attract lower-wage workers, like environmental and food-service workers, from outside the region.

“Health care workers often have student loans, which makes it very difficult for them to afford rental homes in our area,” said Cooper, who has cultivated relationships with local landlords in order to provide transitional housing, when necessary, to newly hired doctors, therapists, nurses and critical temporary staff.

Little by little, the situation on the ground is improving. In June 2022, we celebrated the groundbreaking of Trillium House at Chelsea Gardens, a 42-unit affordable apartment project in Warrenton. In 2020, our Regional Housing Impact Fund awarded a \$400,000 grant to the project, which will be owned and operated by the Northwest Oregon Housing Authority, in partnership with **Northwest Housing Alternatives**. The grant was the first ever from our housing fund.

When it opens in 2023, Trillium House at Chelsea Gardens will offer one-, two- and three-bedroom apartments that are priced to be affordable to people making less than 60 percent of area median income. Five units will be set aside for clients of **Clatsop Behavioral Healthcare**, and the agency will provide on-site support to those clients. In addition, **Clatsop Community Action** will support all residents on an as-needed basis, helping them to avoid eviction, access food and energy assistance and address other needs. Six units will also be set aside for agricultural workers.

“Trillium House at Chelsea Gardens represents the very best of our region. It demonstrates how we pull together to solve our biggest challenges,” said Gertler of the Northwest Oregon Housing Authority. ■



## Columbia Pacific backs community-led efforts to address childhood trauma, increase community resilience

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Trauma informed care and community resilience have long been priorities for our Community Advisory Councils and many organizations in our service region. And it's not hard to see why.

Adverse childhood experiences (ACEs) – potentially traumatic events during childhood – *are linked* to chronic health problems, mental illness and substance use and other long-term problems. Research shows that adults living in parts of *Northwest Oregon* have relatively high rates of ACEs. But there is hope. With our support, dozens of community-based organizations are working together to address childhood trauma and increase resilience.

[Continued ►](#)

## Columbia Pacific backs community-led efforts to address ... (continued)

In April 2022, the Resilient Clatsop County network and the Columbia County Childhood Trauma Informed Network celebrated their one-year anniversaries.

The trauma informed care networks are made up of a diverse group of organizations, including school districts, health care providers, government entities and nonprofits.

By sharing information, adopting best practices and learning together, members of the networks are working to reduce adverse childhood experiences, promote the use of trauma informed practices across sectors and services and build resilience in children and families at the local level. The idea is that by working together, they can have a greater impact than by working alone.

“Research shows that when caregivers provide physically and emotionally safe environments for children and teach them how to be resilient, the negative effects of adverse childhood experiences can be reduced. Our brains are plastic. Our bodies want to heal,” said Angel Escobedo Sr., a Program Development Specialist who was hired by Columbia Pacific in 2018 to provide backbone support to the then-emerging networks.

What are adverse childhood experiences? They include abuse or neglect, witnessing violence at home or in your community, or growing up in a household where a parent is not able to be fully present for their child because of mental illness, substance use, incarceration or other factors.

“In health care, we’re seeing that people with higher numbers of unaddressed adverse childhood experiences are at greater risk for developing health and social problems. But when children have safe environments to process trauma, the long-term impacts can be reduced,” said Escobedo, who is also a dad of three young sons.

“As a parent, I know how important community supports are to family health,” he added.



*“Our brains are plastic.  
Our bodies want to heal.”*

– Angel Escobedo Sr.,  
Program Development Spec.,  
Columbia Pacific

## Columbia Pacific backs community-led efforts to address ... (continued)

How are the networks making an impact?

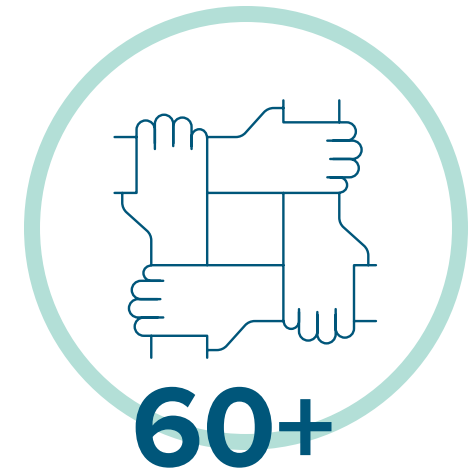
Both networks, for instance, have prioritized the ***Handle-with-Care model*** as a simple and effective step to help kids get the support they need after experiencing trauma. Handle with Care helps schools and child care providers identify kids who might need extra support following a traumatic event, such as exposure to domestic violence at home.

Here's how it works: When law enforcement encounters a child at the scene of a traumatic event, the child's name and three words, "handle with care," are communicated to that child's school before the start of the next school day. The information empowers teachers and other staff to offer support, rather than discipline a child who may be acting out. Teachers, for instance, may provide extra help with coursework, refer a child to the school counselor, provide extra time to complete assignments or reschedule exams.

In addition to Handle-with-Care initiative, both networks have rolled out a training and capacity-building process, with the support of ***Trauma Informed Oregon***. The process helps member organizations adopt trauma informed approaches to care and services. The first trauma-informed care training took place in April 2022, followed by two technical follow-up conversations in sector workgroups.

How are the networks tracking their impact?

Both are working with community partners to track and measure specific areas of impact. For instance, the Columbia County Childhood Trauma Informed Network tracks such data as reports of child abuse, the percentage of children who received dental care or attended well-child visits, school absenteeism, access to childcare and food insecurity at the county level.



**Member organizations  
belonging to the Resilient  
Clatsop County network  
and the Columbia County  
Childhood Trauma  
Informed Network**



## Columbia Pacific backs community-led efforts to address ... (continued)

“From my perspective, trauma informed care is about understanding where people are coming from: In other words, understanding how their life experiences contribute to how they deal with the world around them,” said Todd Jacobson, Executive Director of **Columbia Community Mental Health**.

Columbia Community Mental Health is the behavioral health provider for Columbia County and a member of the Columbia County Childhood Trauma Informed Network.

Participating in network meetings and workshops has helped the agency prioritize a trauma informed approach to providing care and engaging with its own employees, said Jacobson, a member of the network’s steering committee.

“Not only do we try to be trauma informed in how we provide services to our clients, but also in how we operate as an organization,” he said. The Columbia County Childhood Trauma Informed Network “helps us keep trauma and trauma-informed care at the forefront of our discussions.”

Interested in learning more about the work of the Resilient Clatsop County network and the Columbia County Childhood Trauma Informed Network? Visit their websites:

- Resilient Clatsop County: [resilientclatsopcounty.org](https://resilientclatsopcounty.org)
- Columbia County Childhood Trauma Informed Network: [columbiacountyctin.org](https://columbiacountyctin.org) ■

# Membership & Community Investments

## Columbia Pacific invests in care and communities

We are a nonprofit community benefit company serving more than 33,000 Oregon Health Plan members.



\*Clinical Investments do not include distributions from risk-sharing agreements

Note: dollar amounts rounded

# Our Board of Directors

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**Nancy Avery, Board Chair**

Manager  
ODS Community Dental

**Jonathan Betlinski, MD**

Director, Division of Public Psychiatry  
OHSU

**Cathy Bond**

NW Rides Brokerage Manager  
Tillamook County Transportation District

**Pam Cooper**

Chief Financial Officer  
Providence Seaside Hospital

**Sherrie Ford**

Director  
Columbia Health Services

**Henry Heimuller**

Commissioner  
Columbia County

**Tim Hennigan**

Medical Services Compliance Officer  
Columbia River Fire & Rescue

**Eric C. Hunter**

President and Chief Executive Officer  
CareOregon

**Monica D. Martinez**

Vice President/General Counsel,  
Legal and Regulatory Affairs  
CareOregon

**Viviana Matthews**

Executive Director  
Clatsop Community Action

**Marlene Putman**

Administrator  
Tillamook County Community Health Centers

**Erin Skaar**

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Tillamook County

**Joe Skariah, DO**

Portland Residency Director,  
Department of Family Medicine, OHSU

**Eric Swanson**

President  
Adventist Health Tillamook

**Nicole Williams**

Chief Operating Officer  
Columbia Memorial Hospital