

## Health Share of Oregon Community Reinvestment Summary

Health Share’s mission is to partner with the community to transform healthcare and achieve the best possible health outcomes for each individual and family. We are proud of our collaborative that brings together oversight, investment, and strategy from our 11 Founding Member Organizations and a broad array of community partners to meet the needs and improve health outcomes for Health Share’s more than 460,000 members.

Together, we have supported our provider network and community partners in responding to the unprecedented COVID-19 pandemic, led the way in increasing Behavioral Health rates by 30% to provide the opportunity for livable wages for that critical workforce, and invested \$15M in piloting housing as a Medicaid benefit, among many other investments. The Health Share collaborative is committed to ongoing investment in the community and addressing our most challenging issues including critical gaps in behavioral health services, addressing houselessness, and increasing health equity. What follows presents a snapshot of these community investments.

### A Grounding in Health Equity and Community Health Improvement Plan

Health Share’s Community Health Improvement Plan (CHIP) is a central driver of this work, demonstrating our strong commitment to health equity and, specifically, eliminating health disparities for our members of color and those most harmed by systemic and structural oppression. In response to this reality, in June of 2021, Health Share’s Board made a commitment to “Lead with Race” and adopted the following Racial Equity Statement:

*“Health Share of Oregon acknowledges the inequitable health outcomes, and the deep and lasting impacts of structural and pervasive racism on marginalized populations, in particular for communities of color. As part of our continual learning and actions we seek to recognize, reconcile, and rectify historical and contemporary injustices. Recognizing that change starts with us individually, we commit to continue this equity journey.”*

We strive to reflect this commitment in our CHIP priorities and in the strategies and activities that support them. The CHIP that spans 2019-2024 identified five key areas of focus: **1) Access to Care 2) Housing 3) Chronic Conditions, 4) Food Access, and 5) Social Connection.** Consultation with our Community Advisory Council, partner organizations, delivery systems, counties, our partner CCO in the region, tribal providers, and other community partners inform the development of strategies and activities.

In 2021, Health Share’s Board adopted a new **Strategic Roadmap for 2021 – 2024** focused on eliminating health disparities and three areas of impact: racial equity, early life health, and behavioral health. Additionally, Health Share identified Social Determinants of Health and Integration as focus areas. Our efforts in community investment have been guided by these strategies, along with input from our governance structure.

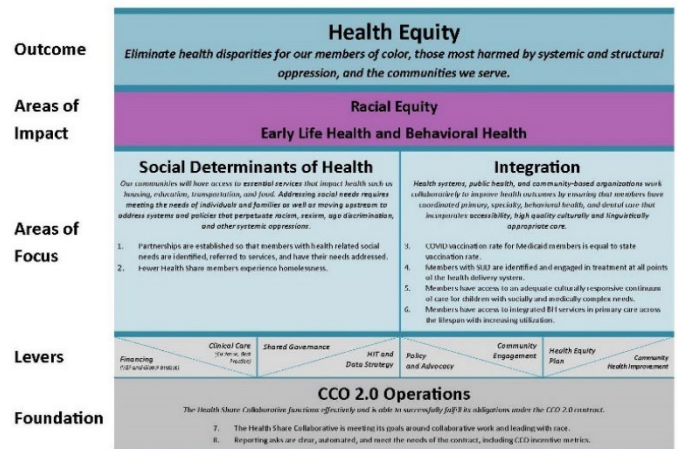
### Governance

Health Share is proud of our model structure and governance that leverages our partners assets, institutional experience, organizational reach and commitment to serve our community. All of Health Share’s Board Committees are empowered to elevate areas that require additional community investment to improve access, increase equity, and align with our CHIP and Strategic Framework. Most often these recommendations come from the Quality and Health Outcomes Committee (QHOC), Community Impact Committee (CIC), Community Advisory Council (CAC), and Clinical Advisory Panel (CAP) to make investment recommendations to our Board.

July 17, 2023

### Strategic Framework for the Health Share Collaborative 2021-2024

*All members have a fair and just opportunity to be as healthy as possible.*



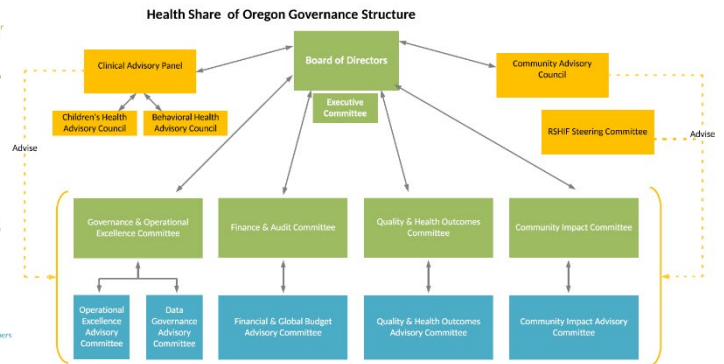
The CIC was established to promote community health and wellness, advising on investments in social determinants of health in both clinical and community settings; advancing health and racial equity; the CHIP; policy, and strategic community initiatives and investments. The CAC innovates to respond to consumer and community health needs, oversees the development of our CHNA and CHIP, and serves as a liaison between the community and Health Share. QHOC oversees quality performance and makes recommendations to support clinical transformation, ensuring quality and improved member outcomes in areas related to health system integration. The CAP oversees provider engagement and addresses system alignment to ensure consistency in clinical service delivery and brings clinical expertise to Health Share’s population health strategies.

**Board of Directors:** The Board is composed of Member Directors, Elected Directors and the CAC Directors. All Members have the same rights and responsibilities. The Executive Committee is composed of the Board Chair, Secretary and the Member Director of a Member that holds more than 50% of the risk for QHP members.

**Advisory Panels and Councils:** Each Advisory Panel, Steering Committee and Council is chartered by the Board to advise the Board but does not have authority to exercise Board responsibilities. They may be comprised of persons who are not Board members.

**Board Committees:** Board Committees are composed of Board Members only; each committee shall have no less than 3 and no more than 7 members.

**Member Advisory Committees:** Each Member Organization has a seat on an Advisory Committee. Committees are chartered by the standing Board Committee to which they report and chaired by members of the committee.



## 2020-2022 Community Investment Highlights

Health Share has leveraged our structure to identify initiatives and allocate funds to address gaps in our system. Through these investments we strive to address the needs outlined in our Community Health Improve Plan and Strategic Framework with a commitment to health equity and social determinants of health. The following sections detail examples of our multi-year investments in each area. These represent investments across our collaborative and include significant investments by our Integrated Community Network, CareOregon, as well as our Integrated Delivery Systems, including Providence, Kaiser Permanente, OHSU Health, and Legacy Health-Pacific Source.

### Addressing the Social Determinants of Health: \$36.5M

In alignment with our values to leading with race, these investments were designed to serve populations with special needs, enhance community partnerships, support quality metric performance, and have strong alignment with Health Share’s strategic aim at achieving Health Equity by addressing Social Determinants of Health and Integration.

| Investment                                               | Description                                                                                                                                                                                                                                                                                                                                                                | Amount |
|----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| Covid Impact Support Funds                               | Investment to provide flexible grants to culturally specific Community-based Organizations during an unprecedented emergency with a focus on building organizational capacity among historically underserved/ marginalized populations. Designed to be low barrier to get funds quickly to CBOs to enable agile response based on the needs of the communities they serve. | \$4.8M |
| CBO Capacity Building for HRSN Benefits                  | Capacity building investment for CBOs interested in offering Medicaid-funded benefits. This includes resources to support development of new financial structures/tracking systems, providing training for staff on workflows, IT platforms, and training for Traditional Health Workers.                                                                                  | \$2M   |
| Food Access Initiative                                   | Investment to support culturally specific organizations serving diverse community members with priority focus serving communities of color, immigrants, refugees, farm workers, and individuals/families at risk of or experiencing houselessness.                                                                                                                         | \$1.5M |
| Training for Health Care Interpreters                    | Investment to Oregon Health Care Interpreters Association to increase language access services in the Portland Metro area by increasing the number of credentialed interpreters in Oregon.                                                                                                                                                                                 | \$525K |
| Tri-County Urban Heat Island Assessment and Hazards Plan | Investment supports improved collaboration and planning among CCOs, health systems and public health in the tri-county region to support a coordinated regional response to climate-related events.                                                                                                                                                                        | \$175K |

## Housing Highlight: \$27.5M

Health Share partners have long understood the connection between Housing + Health. Several of our members including Kaiser, Legacy, CareOregon, Providence, Adventist, and OHSU contributed a groundbreaking \$16M in 2016 to build the Blackburn Center – a model for supportive housing within the nation. We leveraged those investments to launch the Regional Supportive Housing Impact Fund Steering Committee and the investments below highlight our emerging leadership and commitment to bridging the divide between housing and health.

| Investment                                    | Description                                                                                                                                                                                                                                                                                                                                        | Amount |
|-----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| Piloting Housing as a Health Benefit          | 18-month demonstration pilot to design and test a housing benefit program with a package of services for members, focused on assisting members through eight high-risk transitions into housing with the support of county and CBO partners in the tri-county area. The pilot program has enrolled 461 members and housing 291 members to date.    | \$15M  |
| Metro 300                                     | This was the first major project of the Regional Supportive Housing Impact Fund (RSHIF). The Metro 300 program secured housing for 343 houseless seniors, surpassing the program's original goal of housing 300 houseless seniors with chronic health conditions. <i>Donated by Kaiser Permanente and administered via Health Share of Oregon.</i> | \$5M   |
| Low-income Tax Credit Housing Investment      | Investment to expand housing capacity at Central City Concern. PacificSource Community Solutions invested in a USB LIHTC Fund 2022-1, LLC with U.S. Bancorp Community Development Corporation, a wholly owned subsidiary of U.S. Bank National Association. There are 9 years remaining of unexpired tax credits.                                  | \$5M   |
| Central City Concern River Haven              | Investment to support renovation of River Haven at Central City Concern. The program is a 65-room community located in NE Portland that serves as transitional, early recovery housing for BIPOC people experiencing homelessness, and integrates SUD clinical services.                                                                           | \$1.2M |
| Project Turnkey                               | Investment to increase the availability of non-congregated transitional housing units in a neighborhood with a high poverty rate and high volume of Medicaid members.                                                                                                                                                                              | \$1M   |
| Informing the Future of Homelessness Analysis | This initiative expands Health Share's analyses of members with Opioid Use Disorder (OUD), Stimulant Use Disorder, Alcohol Use Disorder (AUD) and Severe and Persistent Mental Illness (SPMI) to increase understanding of drivers of homelessness and to develop new interventions with key stakeholders.                                         | \$300K |

## Integration Between Health Systems, Community Organizations, and Public Health: \$40.7M

These investments were designed to work across different sectors of the health system and community partnerships to better serve populations with special needs, increase equitable access and outcomes, and support community health. They are made on behalf of the collaborative, and through our Integrated Community Network partner, CareOregon.

| Investment                                       | Description                                                                                                                                                                                                                                                                                              | Amount  |
|--------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
| Behavioral Health Crisis and Safety Net Services | Crisis and safety net services encompass county crisis lines, crisis mental health walk in centers, peer support services and mobile behavioral health crisis units. These services provide essential functions in each of their local service areas responding to member's urgent mental health needs.  | \$16.6M |
| Recuperative Care Program                        | Expands regional Recuperative Care Program (RCP) addressing post-acute hospital transitions. The program will expand from fifty-one dorm style beds to ninety beds.                                                                                                                                      | \$6M    |
| Tri-County 911                                   | Investment serves tri-county residents with frequent contact with ambulance/fire agencies. The program consists of licensed clinical social workers who connect clients with mental health/social resources.                                                                                             | \$3M    |
| Health & Human Services Call Center              | Funds the Regional Health and Human Services Call Center that supports Public Health preparedness and response. Connects community members with culturally responsive emergency services.                                                                                                                | \$1.63M |
| Medication Assisted Treatment Expansion          | Investment to increase access to Medication for Opioid Use Disorder (MAT MOUD), reduce unmet treatment need, and reduce opioid overdose-related deaths through prevention, treatment, and recovery activities. Funds supported CareOregon, Kaiser, Providence, Tuality and the Wheelhouse Collaborative. | \$600K  |
| Addiction Benefit Coordinators                   | Support regionally deployed Addiction Benefit Coordinators to do community outreach to clients where they are and collaborate on developing treatment plans and connecting them to health systems.                                                                                                       | \$590K  |

| Investment                             | Description                                                                                                                                                                                                                                                                                                                                                                                                               | Amount |
|----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| Emergency Department SUD pilot project | Includes a partnership between a local Emergency Department, primary care, specialty behavioral health and local peer organization to increase MOUD access and to offer enhanced SUD services in the ED setting. In addition, a two-year contract with the Harm Reduction and Bridges to Care (HRBR) clinic to support increasing access to medication first treatment and culturally responsive peers has been executed. | \$366K |

**Strengthening Children, Youth and Families Impact Highlight: \$11.9M**

*Health Share has a longstanding commitment to upstream prevention work and acknowledges the importance of intervening as early as possible to achieve long term health outcomes. We have invested collaboratively and through our IDS/ICN and County partners in community initiatives that work across health and community sectors to strengthen families and provide children with access to preventive services to support their health, wellbeing, and Kindergarten Readiness.*

| Investment                                    | Description                                                                                                                                                                                                                                                                                                                                                            | Amount  |
|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
| Autism Assessment and Capacity                | Investment to improve access to assessment for autism evaluations and diagnoses including increasing family navigators at Autism Alert; training and workforce development.                                                                                                                                                                                            | \$3.18M |
| Foster Care Medical Homes                     | The Every Step Clinics are a network of clinics supporting the health and wellbeing of children in foster care promoting access to AAP best practice in coordination with child welfare agencies and stakeholders.                                                                                                                                                     | \$2.6M  |
| Help Me Grow                                  | Help Me Grow is a centralized access point to services and support for young children and their families. It uses a CHW/Peer model to provide navigation to families and guidance on developmental and behavioral screening and services. Recent expansion of the program includes a culturally adapted model, focusing on American Indian and Alaska Native families. | \$2.56M |
| Social Emotional Health Capacity              | Investment includes community and clinical interventions focused on workforce development and on building the capacity of organizations to ensure the full spectrum of social-emotional health resources are available for young children and their families.                                                                                                          | \$2M    |
| DHS Medical Liaisons                          | Supports two Medical Liaisons who collaborate with health system partners to problem solve challenges, share critical case information, and support clinical transformation efforts.                                                                                                                                                                                   | \$1.1M  |
| Culturally and Linguistically Specific Doulas | This program will increase access to doula support for CCO members by increasing Oregon Doula Association’s capacity to support culturally and linguistically diverse workforce development.                                                                                                                                                                           | \$500K  |

**Capacity Building to Increase Access, Stabilize the Workforce, and Enhance Culturally and Linguistically Responsive Services: \$96.8M**

These investments were designed to support capacity building and workforce stabilization, especially in light of recovery from the COVID-19 pandemic. Special attention is paid to building a more culturally and linguistically responsive workforce and services where possible. These are examples of the types of capacity building work that is undertaken and does not include the significant investments the Health Share collaborative made in provider stabilization payments, increasing rates for BH providers to reach a livable wage, among other investments.

| Investment                            | Description                                                                                                                                                                                                                                                                                                                                                                                                                           | Amount |
|---------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| NEMT Capacity and System Improvements | These investments increase the capacity and responsiveness of the NEMT network and increase culturally specific provider capacity. These programs build a new, non-profit ambulance/stretchers transport system, provides technology to drivers, increases mileage reimbursement for members, and provides TA for small business owners.                                                                                              | \$7.7M |
| Community Information Exchange        | These investments support Connect Oregon, connecting members to food, housing, education and other social supports. This allows all affiliated providers, counties, and all CBOs access to the network and on-boarding support. Also funded network access to Collective Medical Technologies ER/hospital event notifications for behavioral health providers to improve information exchange between physical and behavioral health. | \$3.4M |
| Dental Network Capacity Building      | Includes dental capacity building in standalone ambulatory surgery center to increase access and decrease wait times for dental procedures, workforce development, provision of community based oral health services, and improving dental quality outcomes.                                                                                                                                                                          | \$3.1M |

| Investment                               | Description                                                                                                                                                                                             | Amount |
|------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| Community-based Redetermination Outreach | Investment supports community-based organizations to hire assisters to prepare for redetermination; they will provide culturally/linguistically responsive outreach, enrollment and navigation support. | \$375K |

### Behavioral Health Capacity Building Investment Highlight: \$40M

*The Health Share collaborative is wholly invested in improving the behavioral health system for both members and providers. We have an all-in effort to improve access, improve provider rates, and improve equity. In assessing the triple threat of severe mental illness, substance use, and homelessness, we identified and are addressing the bottleneck of access to acute services. Through funding from CareOregon, our two hospital systems have completed architectural and business planning for expansion of beds, Psychiatric Emergency Services, intensive interventional and outpatient services, detox, and transition planning, in addition to the many other investments listed below.*

### Behavioral Health Investments and Supporting Members with Substance Abuse Issues Highlight: \$42.2M

*Health Share is dedicated to meeting the mental health and substance use treatment needs of the region we serve. This dedication is shown through investments in expanding the service delivery infrastructure for our region and leading system transformation efforts. Through our innovative approach to BH and SUD investments, our members have increased access to evidence-based treatments in the communities where they live.*

| Investment                                         | Description                                                                                                                                                                                                                                                                                                                                                                                                                        | Amount  |
|----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
| Strategic Healthcare Investment for Transformation | CareOregon's SHIFT program is a new investment in transforming specialty behavioral health organizations across Oregon. SHIFT will build member-driven, outcome-focused, team-based care models that reduce health disparities, assure timely access to care and prepare providers for value-based payment models.                                                                                                                 | \$18M   |
| Community Infrastructure Investments               | Health Share and our ICN, CareOregon, provided investments for the following behavioral health infrastructure improvements: Washington County LifeWorks Children's Relief Nursery; MH and Addictions Association of Oregon building a recovery campus in East Portland, Morison Family Services Clackamas site lease, 4 <sup>th</sup> Dimension LGBTQ True Colors Recovery Center.                                                 | \$8M    |
| Center for Addictions Triage and Treatment         | This investment supported capital expenses acquiring and renovating the physical spaces in which the program will operate for the CATT program in Washington County. The populations provided services and support those with substance use disorder, are from marginalized communities, need treatment services, crisis response, housing and/or recovery support.                                                                | \$7.6M  |
| Behavioral Health Resource Center (BHRC)           | This project funded Multnomah County to increase peer-led points of entry for community members to meet their basic needs, including access to housing resources. It includes a low-barrier shelter and a bridge to housing program that will support members as they transition from houselessness into a continuum of housing supports that works at the intersection of houselessness and severe and persistent mental illness. | \$3.78M |
| Intensive Community Based SUD                      | Health Share invested in creating a regional, intensive, and community-based mobile team to serve adult members with SUDs who are not well-served by existing services.                                                                                                                                                                                                                                                            | \$1.86M |
| Early Childhood Mental Health Consultation         | Provides access to ECMH consultation services at LifeWorks NW and Morrison, an evidenced based practice that supports behavioral health providers to effectively care for our youngest member's (0 – 5) behavioral health needs.                                                                                                                                                                                                   | \$1.4M  |
| Outreach and engagement                            | Efforts to improve engagement and early intervention includes funding and mobilizing pre-services prior to assessment and treatment.                                                                                                                                                                                                                                                                                               | \$1.3M  |
| Culturally Specific Addiction Counseling           | 40 scholarships in Portland Community College's (PCC) Alcohol and Drug Counseling degree/certificate program for professional development of existing staff, and a coordinator at PCC.                                                                                                                                                                                                                                             | \$344K  |

## **Hospital System Commitment to Community Health and Additional Investments**

Health Share acknowledges that our organization is just one part of a much larger health ecosystem delivering care to the millions of citizens residing in the greater metro area. Health Share’s network hospitals are significant contributors to our community and due to complexities in reporting and organizational structure, the majority of our partners’ community investments are not apparent in CCO Exhibit Ls. The table below highlights the Community Health investments by Health Share’s network hospitals for 2020-2022.

| <b>Hospital CBR Reports 2020-2022</b> |                                     |                 |                                                           |                           |
|---------------------------------------|-------------------------------------|-----------------|-----------------------------------------------------------|---------------------------|
| <b>Medicaid Losses</b>                | <b>Community Health Improvement</b> | <b>Research</b> | <b>Health Professions Education/Workforce Development</b> | <b>Community Building</b> |
| \$3,352,101,523                       | \$217,020,265                       | \$392,016,032   | \$1,509,311,974                                           | \$64,643,771              |

Health Share committed an additional \$9.79M in SHARE contribution out of 2022 net income. We are in the process of developing a SHARE policy and will begin working on investment targets with our community partners and CAC later this summer. CareOregon is committing additional funds out of 2022 net income that will continue to support efforts around behavioral health capacity, workforce, and housing.

Health Share and our partners are committed to this work and moving the needle on equity and community partnership. We look forward to the continuing conversation about community investment, how to support our fragile health care workforce, increase access to culturally specific services, and to best prepare for roll out of HRSN benefits with OHA and other CCO partners.