

December 4, 2023

Oregon Health Authority  
Health Care Market Oversight  
500 Summer Street, NE, E-20  
Salem, OR 97301-1097

To Whom It May Concern:

I write to offer my strong support for CareOregon and SCAN Group coming together under the HealthRight Group.

This endorsement is informed by my four decades of professional experience leading nonprofit and for-profit healthcare organizations and as a longtime Portland resident. I served as the CEO of HealthChoice, an Oregon non-profit, helping to implement the innovative Oregon Health Plan and similar Medicaid programs in states across the country. I was a member of the CareOregon board of directors for 10 years and I have been on the SCAN board of directors for 15 years. I also had the privilege of serving on the board of Legacy Health for 10 years. The sum of these experiences inspires my advocacy for ensuring that non-profit healthcare remains a vital part of our communities and provides a unique insight as to how the combination of these mission-aligned organizations will benefit Oregon and Oregonians.

The Oregon Health Authority (OHA) plays a vital role in considering potential impacts and benefits to Oregon Health Plan members and the communities currently served by Care Oregon's coordinated care organizations (CCOs). In my estimation, the HealthRight Group offers not only the best opportunity to preserve the healthcare safety net that CareOregon helped build and currently maintains, but also creates a necessary scale of operations to shield both organizations from ongoing healthcare industry consolidation threats posed by large, national for-profit companies. Importantly, it establishes a culture of innovation and collaboration through the pooling of resources and sharing of best practices for delivery of healthcare that is premised on what is in the best interests of the patient -- not on maximizing profits for shareholders.

Nationally, the healthcare industry is undergoing rapid transformation, and its direction is being dictated largely by a few national healthcare companies and private for-profit groups seeking greater and greater control. Oregon is not immune to this reality. This trend is disturbing as the net effect often means fewer choices, less competition, reduced access and one size fits all plans that are poorly suited to individual and community health needs. This proposal to establish the HealthRight Group takes a

starkly different approach in further investing—and preserving—the non-profit model that uses its margins to invest in the health of members rather than returns to shareholders. HealthRight will ensure that our most vulnerable and frail Oregonians continue to benefit from human-centered, compassionate care. CareOregon will continue to make decisions that prioritize the best interests of the Oregon Health Plan members they serve without any disruption. CareOregon will continue to be led by its same highly respected leadership team. CareOregon and each CCO will maintain their independent boards of directors and each CCO will retain its community advisory council. CareOregon will retain its board of directors, leadership and staff and will continue its commitment to upholding Oregon's health safety net. It also bears noting that SCAN is contributing \$240 million to HealthRight Group to support both SCAN and CareOregon's respective missions and community focus.

We should embrace SCAN and CareOregon as thriving, mission-driven, community-focused organizations, nationally recognized as leaders in providing high quality health plans and services, that seek to partner to further their work in caring for underserved populations. While they are known for operational excellence and high rates of member satisfaction, what unites them is a common belief that healthcare is a right and that the best healthcare outcomes are achieved by keeping healthcare local and putting people first. This sounds obvious but is in fact is an all too rare reality in healthcare. These are pioneering not-for-profit healthcare organizations that provide complimentary services to Medicare and Medicaid eligible populations, ensuring a continuum of care in a dynamically changing environment.

The HealthRight Group represents a compelling vision of two strong, mission-committed organizations coming together to solve the most complex challenges in our healthcare system. I strongly encourage OHA to approve this partnership to better serve the health needs of Oregonians through this proven and promising not-for-profit model.

Sincerely,

Colleen Cain