



OHP Open Card Lived Experience Advisory Panel (LEAP)

Annual Report, 2025-2026

Executive Summary

This report provides an overview of actions and recommendations generated by the Oregon Health Plan (OHP) Open Card Lived Experience Advisory Panel (LEAP) during its second year, March 2025 - April 2026. OHA and LEAP members collaboratively designed LEAP to engage members' lived experience to provide recommendations to Medicaid leadership and staff on how to improve Open Card (also known as Fee-for-Service, or FFS). LEAP dedicated its first year to establishing a Charter, focusing on advisory panel recruitment, gaining Medicaid context through education and training, creating advisory feedback processes, and developing a LEAP-OHA collaborative "advisory proposal process" designed to strengthen Open Card services and inform Medicaid policy decisions. During its second year (March 2025- April 2026), LEAP implemented the advisory proposal process and developed the following Open Card recommendations (pp. 11-14) for Medicaid leadership:

- Make current Open Card member feedback data actionable by developing annual analysis reports.
- Direct Open Card rates staff to integrate member experience as a process step for Open Card rate policy changes.
- Improve Open Card communications by engaging member experience in the development of materials designed for members.
- Strengthen Open Card provider recruitment and retention by elevating member voice in the development of provider outreach strategies and education materials.

Key Terms

Open Card	OHP (Oregon Health Plan or Medicaid) coverage for members not enrolled in a coordinated care organization (also known as Fee-for-Service, or FFS).
Fee-for-Service	Medicaid healthcare billing system for health care services and supports that is directly managed by the Oregon Health Authority (OHA). While Fee-for-Service (FFS) and Open Card are sometimes used interchangeably, this report will use Open Card because members prefer the term Open Card.
Proposal Process	OHP Lived Experience Advisory Panel (LEAP) - OHA collaboration structure to improve Open Card (pp. 7-10)
Feedback Model	Member-led, advocacy-to-action model designed by LEAP to elevate member voice in Medicaid decision-making (pp. 13-16)

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OHP Open Card LEAP Background

The Oregon Health Plan (OHP) is Oregon's Medicaid program. It provides health care coverage for people from different backgrounds across Oregon. As of July 2026, more than 1.4 million people are enrolled in the Oregon Health Plan ([OHP Enrollment Report](#)). A majority of OHP members (92.9%) are enrolled in a coordinated care organization (CCO) based in their region. A CCO is a network of all types of health care providers who have agreed to work together in their local communities to serve people who receive health care coverage under OHP. Currently, about 7.0 % of OHP members (just over 98,000 people) receive their benefits through the Open Card Fee-for-Service (FFS) health care delivery system. Open Card members get all or part of their health care services (including physical, behavioral, and dental) from providers that have a direct agreement with OHA.

OHA leadership is committed to listening to people who use OHP and engaging with communities to make policy, program, funding, and resource decisions based in their lived experience(s). One way OHA does this is through the OHP Open Card Lived Experience Advisory Panel (LEAP). The LEAP is Open Card's community advisory group in Oregon.

LEAP Purpose

LEAP (see [link](#) to LEAP website) is a member-led collaboration focused on improving Open Card services. LEAP members include past or present Open Card members and their families and people who assist members and their families in navigating the Open Card health care delivery system. Together, they share their experiences to advise OHA on policies and make recommendations to improve health care services for all Open Card members. Through a strong collaborative partnership with OHA, LEAP lifts up member voice in decision-making about Open Card policy, funding, and services.



LEAP improvement efforts align with OHA’s strategic goal to eliminate health inequities by 2030. This includes developing more responsive feedback systems, influencing internal processes, and strengthening how OHA engages with members. LEAP seeks to establish an Open Card feedback system that increases the responsiveness of internal Medicaid policy development to member voice. LEAP’s OHA-member collaborative improvement processes will also help build OHA’s internal capacity for eliminating health inequities by providing a model for leveraging member voice to improve Medicaid health care services. The LEAP 2025-2026 Annual Report describes the collaborative model that LEAP members and OHA staff have built to ensure member perspectives impact Open Card policy, program, funding, and resource decisions.

Second Year in Review, 2025-2026

During its second year, LEAP met goals established in LEAP’s Charter and outlined in the LEAP 2024-2025 Annual Report. Since the previous reporting period, LEAP accomplished the following:

- Recruited and onboarded 10 new members in June 2025;
- Increased monthly member participation from 5 per month in March 2025 to average of over 10+ per month by April 2026
- Implemented first iteration of the Advisory Proposal Process, designed to develop LEAP and OHA collaborative projects to improve Open Card services;
- Developed first set of Open Card policy recommendations for Medicaid leadership (see pp. 11-14 in “LEAP Recommendations”)
- Developed Open Card Member Feedback Model (Figure 1) designed to structure member-agency collaboration and operationalize advocacy through Medicaid policy change

Table 1: LEAP activities and milestones, March 2025-April 2026

Month	Activities and Milestones
March 2025	LEAP members supported the recruitment of new LEAP members by: • Hosting a new member information session; • Sharing LEAP recruitment materials; • Developing a scoring rubric for new member applications; and • Identifying a LEAP application scoring committee.
April 2025	• LEAP designed a new “Advisory Proposal Process” to identify and develop LEAP and OHA collaborative projects to improve Open Card services. • The OHA LEAP application scoring committee reviewed LEAP applications and recommended new members to LEAP.
May 2025	• LEAP reviewed the applications (content questions) of recommended new members and voted to approve 13 new LEAP members.
June 2025	• OHA and care coordination contractor Acentra staff provided orientation and onboarding support for 10 new LEAP members. While not all invited new members joined the advisory committee, LEAP developed a system for “alternates” selected through its recruitment process approved in June 2026 Charter revisions. • LEAP launched the new Advisory Proposal Process, which invited LEAP members and OHA staff

	to submit Open Card improvement project proposals to LEAP for consideration.
July 2025	• LEAP received 13 total project proposals in this first submission round of the Advisory Proposal Process. • Proposals included 10 submissions from LEAP members and 3 from OHA staff.
August 2025	• The LEAP Coordinator developed a draft work plan based on all of the proposals submitted, and LEAP members provided feedback. • OHA staff provided LEAP members with a detailed presentation on the new Basecamp platform used by LEAP members (since January 2025) for advisory file storage and communications.
September 2025	The LEAP Coordinator developed a LEAP 6-month work plan based on LEAP feedback on the draft plan, including: • Pilot project options based on LEAP Advisory Proposal Process submissions • Plans for developing LEAP’s first set of recommendations for Medicaid leadership in 2026 • Plans for LEAP’s 2026 recruitment process
October 2025	Responding to LEAP member requests for additional research and development, the LEAP Coordinator presented two pilot project options for LEAP to consider: • “Direct Open Card Member-to-LEAP Feedback Loop” • “Open Card Provider Directory Improvement” projects LEAP members voted to prioritize the “Open Card Member-to-LEAP Feedback Loop” project for two main reasons:

	- the high number (4) of LEAP members that addressed the topic in the proposal process, and - the belief that the intended outcome will strengthen LEAP's future ability to develop recommendations for Medicaid leadership and projects to improve Open Card services for members.
November 2025	- LEAP launched a Work Group (November 2025-April 2026) to implement LEAP's 6-month Work Plan. - At the first Work Group meeting, LEAP revisited major feedback themes (Quality of Care, Member Rights & System Accountability, Access to Services, and Access to Information) identified in fall 2024 and explored follow-up opportunities for collaboration with identified OHA partner staff (Ombuds staff, Open Card rates staff, OHP Communications staff and Medicaid Medical Leadership Staff [MLT]). - OHA also shared a presentation with LEAP on the anticipated impacts of House Resolution 1 (HR 1) for Medicaid members.
December 2025	- The LEAP Coordinator organized a meeting (December LEAP monthly meeting) between Ombuds staff and LEAP to address LEAP questions about the Open Card member feedback and the opportunity for Ombuds analysis to help support LEAP's charge to represent Open Card members. - At the first Work Group meeting, LEAP developed a set of questions to share with the Ombuds staff about accessing Open Card member feedback collected through the OHP Feedback App.

	As a result of the collaboration, the Ombuds staff offered to provide an Open Card member feedback Annual Report for LEAP to help support LEAP in the development of Open Card policy recommendations for Medicaid leadership.
January 2026	LEAP began formally developing Open Card policy recommendations for Medicaid leadership, and prepared questions about Open Card provider rates for Open Card rates staff
February 2026	- Open Card rates staff provided LEAP with an overview presentation on the rate development process and collaborated with LEAP on how best to integrate member voice in that process. - LEAP also worked to prepare questions for the Medicaid Medical Leadership Staff (MLT) on Open Card provider coverage concerns.
March 2026	- OHP Communications staff collaborated with LEAP to identify priorities for review of Open Card member materials. - LEAP provided substantive and detailed feedback in small groups on Chapter 1 (“About Open Card”) of the OHP Open Card Member Handbook.
April 2026	- LEAP provided feedback on Chapter 2 (“Your Benefits”) and the “Glossary of Terms” in the Open Card Member Handbook. - The Medical Leadership Staff (MLT) also presented to LEAP on their scope of work to LEAP members and discussed future collaboration opportunities with LEAP

	to improve Open Card provider recruitment, retention, and accessibility.
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LEAP Advisory Proposal Process

LEAP launched the Advisory Proposal process in June-July 2025 to create a formal structure for LEAP-OHA collaboration to improve Open Card services. The LEAP Coordinator invited project proposal submissions from interested LEAP members and OHA staff. To support the development of proposals, the LEAP Coordinator held interest sessions and met individually with LEAP members and OHA staff, resulting in 13 total submissions (10 from LEAP members and 3 from OHA staff). In August-September 2025, the LEAP Coordinator reviewed all submissions and developed two pilot project options for LEAP members to consider based on:

- Overall common themes shared among proposal process submissions
- Amount of LEAP member interest in topics of interest identified through the Advisory Proposal Process

The Project Bank Table (Table 2) below reflects the two pilot project options presented to LEAP for consideration, common themes identified by LEAP members and OHA staff, and potential future project ideas:

LEAP Advisory Proposal Process Project Bank (Table 2)

Project Idea	Number of Proposals	Proposal Sponsor
Open Card Member-to-LEAP Direct Feedback Loop (Pilot Project 1)	4	LEAP members (3) and OHA staff (1)
Open Card Provider Directory Improvements (Pilot Project 2)	3	LEAP members (3)

LEAP voice in Open Card Provider Rates Development	2	LEAP members (1) and OHA staff (1)
LEAP input in Reentry Health Care Program	1	OHA staff (1)
Improve Traditional Health Worker (THW) services through educational materials and proposed new billing hub	1	LEAP members (1)
Peer Support Services for populations in transition	1	LEAP members (1)
Access to Flex Funds for Open Card members	1	LEAP members (1)

Following the presentation of the two pilot project options (Open Card to LEAP Member Feedback Loop and Provider Directory Improvements) to LEAP members in September 2025, LEAP members:

- Voted in October 2025 to begin with the Open Card to LEAP Member Feedback Loop Project
- Approved a Work Plan proposed by the LEAP Coordinator (October 2025) including monthly LEAP Work Group meetings to support the project
- Determined to revisit additional proposals not selected for the pilot phase of this process when and if appropriate

Open Card Recommendations, 2025-2026

LEAP's first set of recommendations below provides a strategic direction for how OHA can further integrate member voice to improve Open Card services. The



recommendations developed from LEAP feedback collected since February 2024 and LEAP's collaborative work with OHA to identify four major focus areas (**member feedback data, Open Card rates, member communications, and provider coverage**) to help improve Open Card services. From November 2025-April 2026, LEAP implemented the following process steps to develop the recommendations:

- Established a six-month Work Group meeting monthly
- The LEAP Work Group developed subject matter questions for OHA staff representing LEAP's focus areas
- OHA staff developed presentations for LEAP based on LEAP questions and agency subject matter expertise
- LEAP and OHA developed recommendations through commonly identified concerns and centering member voice in process improvements

The goals of LEAP's first set of recommendations are to improve understanding of existing Open Card member feedback data and strengthen OHA processes for engaging member voice. To help ensure accountability for OHA's commitment to member voice, Medicaid leadership will provide a formal response to recommendations in the LEAP 2026-2027 Annual Report.

Use of Open Card Member Feedback Data

LEAP identified that improving OHA's use of Open Card member feedback data is an opportunity for OHA to better understand and respond to consumer experience. LEAP's interest in OHA's use of Open Card member feedback is reflected in LEAP feedback analysis from 2024 and a LEAP project proposal process in 2025. LEAP recommends OHA should organize, analyze, and report on Open Card member feedback data in the following ways:

- **Ombuds Program:** LEAP recommends that the Ombuds Program analyze Open Card member feedback stored in the OHP Feedback App.



- LEAP recommends that the Ombuds Program develop an Annual Report based on Open Card member feedback analysis that includes recommendations for Medicaid leadership.
- **Client Services Unit (CSU):**
 - LEAP recommends that OHA analyze Open Card member feedback gathered by Client Services Unit (CSU), which is stored in the Medicaid Management Information System (MMIS).
- **Office of Health Policy and Analytics (HPA) staff dedicated to the Consumer Assessment of Healthcare Providers and Systems (CAHPS) survey:**
 - LEAP recommends CAHPS staff consult LEAP feedback in the development of its new Open Card consumer feedback dashboard.
 - LEAP recommends CAHPS staff present LEAP analysis of Open Card consumer feedback data on an annual basis.

Member Voice in Open Card Rate Development

LEAP determined engagement with Open Card member lived experience in the Open Card rate development process will elevate member voice and support OHA's goal of eliminating health inequities. LEAP's interest in working with OHA on the Open Card rate development process is reflected in LEAP feedback analysis from 2024 and a LEAP project proposal process in 2025. LEAP recommends the following for integrating member voice in the Open Card rate development processes:

- LEAP recommends that the Open Card rates staff prioritize consulting LEAP as a process step for Open Card rate policy changes
 - LEAP recommends that the Open Card rates staff provide an annual presentation to LEAP on Open Card rates changes, rate exceptions most requested, and other trends and updates



Member Voice in Open Card Member Materials

LEAP identified a lack of availability of useful Open Card member communications materials. As reflected in LEAP member feedback since 2024, LEAP members recommend OHA consult LEAP as an important process step for improving Open Card member-facing materials including:

- The OHP Open Card Member Handbook
- Open Card member notices
- Open Card member website materials
- Open Card marketing and branding

Member Voice in Open Card Provider Engagement

LEAP determined provider engagement with member voice as an opportunity to improve Open Card provider recruitment, engagement and retention. LEAP recommends OHA elevate member voice through provider engagement in the following ways:

- Through existing programs such as Clinical Connections
- To support the development of Open Card provider education materials

LEAP Forward: Goals for 2026-2027

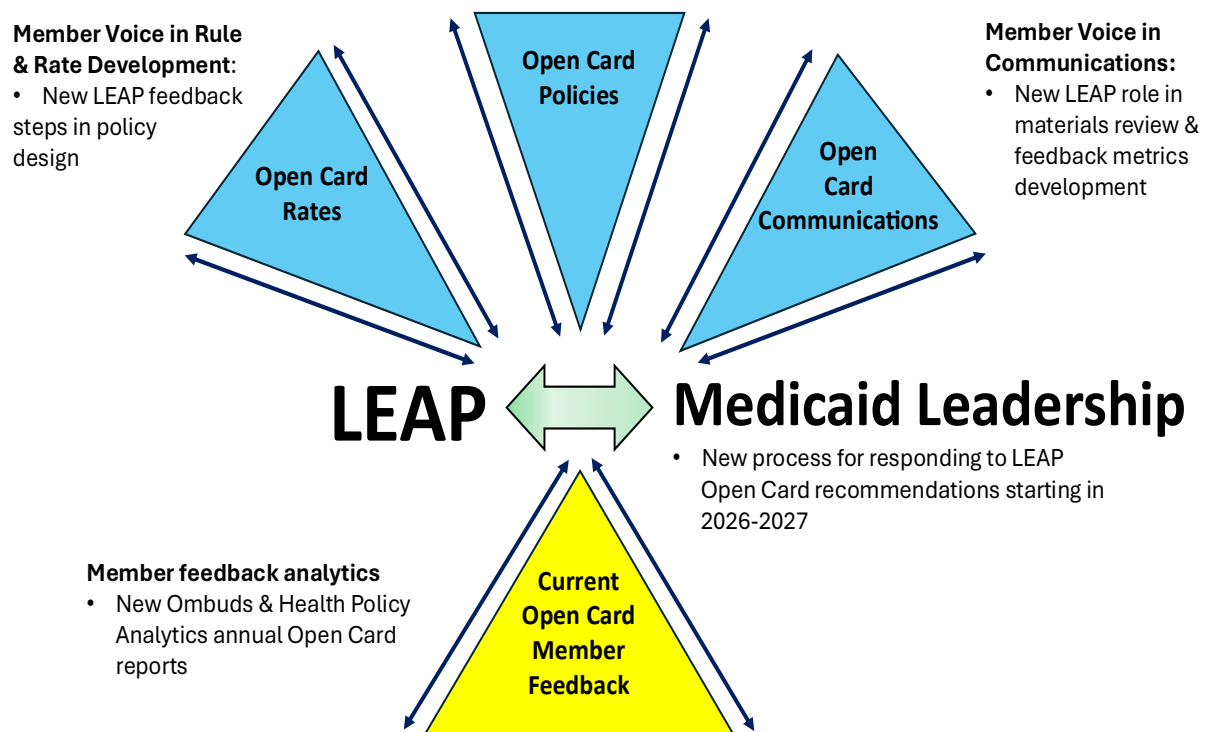
LEAP plans to continue developing as a representative advisory committee and model for integrating member feedback into Medicaid improvement processes. LEAP will support the transition of Healthier Oregon program members to Open Card in January 2027, representing over 100,000 new Open Card members. Due to an updated federal policy, members who have OHP through Healthier Oregon will move to OHP Open Card in January 2027. LEAP looks forward to incorporating Healthier Oregon member voice in 2027 advisory recruitment, representation, and recommendation development processes.

LEAP will also continue collaboration with OHA to strengthen member voice in the development of Open Card policy, rate, administrative rulemaking, and member communications materials. The resulting Open Card Member Feedback Model (Figure 1.1) will strengthen member engagement with Medicaid leadership and lead to long-term improvements in Open Card member services.

Open Card Member Feedback Model

Collaboration with Ombuds and Health Policy and Analytics staff will provide LEAP with access to Open Card member feedback data, and LEAP plans to further develop its Open Card Member Feedback Model (Figure 1) through work with the OHP Communications, Community Engagement and Fee for Service Quality Assurance staff.

Open Card Member Feedback Model (Figure 1)





Operationalize Existing Member Feedback

- LEAP will review Open Card member feedback analytics reports from Ombuds and Health Policy and Analytics, supporting the development of LEAP recommendations for Medicaid leadership in 2026-2027.
- LEAP will also seek to represent Open Card members through participation on the Ombuds Advisory Council.

Open Card Rules and Rates

- Work with OHP Community Engagement staff to provide feedback for Open Card-related administrative rulemaking including feedback and public comment on the Transition of Care rule (OAR 410-141-3850) supporting the transition of designated CCO members to Open Card
- Review annual presentation from Open Card Rates staff on rate development process and annual changes for Open Card
- Work with Open Card rates staff to provide lived experience feedback to inform Open Card rate development policy

Open Card Communications

- Work with OHP Communications staff to provide feedback about materials supporting the transition of CCO populations to Open Card including: notice letter, member ID cards, and provider search tool
- Work with OHP Communications staff to identify and prioritize Open Card member materials for improvement in 2027
- Work with OHP Communications and Fee for Service Quality Assurance staff to improve sources of Open Card member feedback, including member communications and the transition of Healthier Oregon program members to Open Card



Medicaid Response to LEAP Recommendations

Following the next LEAP Annual Report, Medicaid leadership will provide a formal response to LEAP recommendations. LEAP collaboration with the Ombuds and Health Policy and Analytics (HPA) and Consumer Assessment of Healthcare Providers and Services (CAHPS) staff will provide LEAP with Open Card consumer feedback analysis reports (Q4 of 2026). LEAP will utilize the reports to support its recommendation development process, and Medicaid leadership will provide a formal response to LEAP 2026-2027 recommendations by July 2027.