



**TO:** Tammy L. Hurst, OCAC, POBC, SPC

**FROM:** Maggie Bennington-Davis, M.D.  
Interim Chief Executive Officer

**DATE:** May 14, 2019

**SUBJECT:** RFA 4690 | Health Share of Oregon Community Letters of Support

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Health Share of Oregon’s mission is to partner with communities to achieve ongoing transformation, health equity, and the best possible health for each individual. This mission cannot be realized without extensive partnerships and meaningful relationships with our members, individuals within the community, as well as a diverse network of government, social service, and community-based organizations.

The following community letters of support demonstrate these partnerships and relationships, representing 70 diverse stakeholders, including each of the three counties, all three regional DHS managers, seven school districts, seven hospital/health systems, six pediatric clinics, 10 behavioral health providers, five dental care organizations, five FQHCs, and nearly 30 community-based organizations. Collectively, we are transforming health care, advancing health equity and addressing the social determinants of health for our members.

To create ready and resilient communities, our partnerships strategically reach beyond health care—in schools, social services, housing, culturally specific services, and more. In addition to our founding organizations and clinical partnerships, Health Share:

- Invests in infrastructure to support traditional health workers and peers
- Convenes networks and organizations to ensure children are ready for kindergarten and families are connected to the resources they need
- Collaborates across systems (including DHS Child Welfare) to improve systems of care for populations with complex needs, such as foster children
- Builds models of care to address substance use disorders, including Project Nurture, Wheelhouse, and more

As an integrated collaborative of health care and community services, Health Share functions more effectively together than each component can on its own. These organizations—from our founding partners to DHS Child Welfare to school districts and traditional health workers—provided input and helped inform Health Share’s CCO 2.0 Application—a vital piece to ensuring Health Share upholds its mission and realizes its vision for a healthy community for all.



May 8, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

Adventist Health  
Portland

Medical Group

tel 503-251-6292  
fax 503-251-6286  
AdventistHealth.org/Portland

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

10000 SE Main St., Suite 116  
Portland, OR 97216

Dear Dr. Bennington-Davis,

Adventist Health Portland is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

For more than 125 years, Adventist Health Portland has been serving our community as a resource for health, wholeness and hope. As one of Health Share of Oregon's founding members our collaborative relationship has increased awareness, understanding and support for the unique whole person needs of our community. We work together on major initiatives such as the Healthy Columbia Willamette Collaborative, the housing resources delivered by Central City Concern, while also partnering at the member level to ensure the patients we serve every day have the support and resources they need for the best possible wellness outcomes. Adventist Health Portland has invested significantly in providing navigators and culturally specific care to the Russian speaking populations in our service area.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

A handwritten signature in black ink that reads "Dorane Brower".

Dorane Brower  
Vice President of Integrated Physician and Health Plan Services  
Adventist Health Portland

RFA4690-Health Share of Oregon-Letters of Support



May 9, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

315 SW Fifth Ave  
Portland, OR 97204  
503-416-4100 or 800-224-4840  
(TTY/TDD 711)  
careoregon.org

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis:

CareOregon is thrilled to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19.

Since its inception, Health Share and its partners have been successfully serving Medicaid and community members in the Portland Metropolitan tri-county area of Clackamas, Multnomah and Washington counties. By coordinating the efforts of its members, Health Share's record of success is undeniable — setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities and investing in innovative, upstream strategic initiatives to improve the health of our community. In 2018, together we achieved 100% on the CCO Incentive Metrics and the 3.4% Target Rate of Growth, demonstrating our ability to both improve the health of the population while controlling costs and being good stewards of public dollars.

Health Share successfully brought the major health plans, counties, hospitals and delivery systems together to leverage our collective strengths and expertise and benefit from the synergy of our collaboration.

Together, we've pioneered new, more effective and equitable ways of delivering care and have torn down the walls separating physical, behavioral and oral health.

We've worked together to address life-changing and community-wide problems of cultural inequity, substance use disorder and housing insecurity.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in its track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise of better care, smarter spending and healthier people in the way that makes the most sense for our region.

CareOregon, the state's largest provider of OHP Medicaid benefits, is a nonprofit community benefits company involved in health plan services, reforms and innovations since 1994. We currently serve more

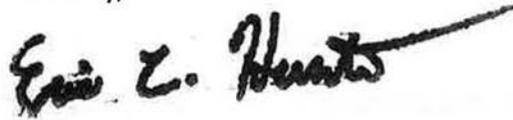
RFA4690-Health Share of Oregon-Letters of Support

than 275,000 Oregon Health Plan/Medicaid and Medicare members. By listening to our members and exploring innovative solutions with our providers and communities, we help Oregonians prevent illness and live better lives. Every day, we strengthen our communities by making health care work for everyone.

As a Founding Member of Health Share, we have been pleased to contribute to an organization that is exemplary of that ideal, improving the health and wellness of OHP members and positively affecting the communities of its service area.

When we, joined in the effort to consider how CCOs should function in our urban service area, we believed that could best be accomplished by one organization and the successes of the past year have proven that to be true.

Sincerely,

A handwritten signature in black ink that reads "Eric C. Hunter". The signature is written in a cursive style with a long, sweeping horizontal line extending to the right.

Eric C. Hunter  
President and CEO  
CareOregon

May 8, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

Kaiser Permanente is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

As a founding member organization and integrated delivery system within Health Share of Oregon, Kaiser Permanente is deeply committed to the CCO model and the ongoing success of HSO. Kaiser Permanente's mission is to improve the health of our members and the communities in which we serve; Health Share is an integral partner and supports our ability to deliver on this mission through alignment of Community Health Improvement Plans and strategic investments addressing the Social Determinants of Health for our communities. Additionally, the unique collaborative model within Health Share of Oregon leverages the strengths of the premier health care delivery systems within the Portland metro area, and supports continued improvements to Population Health and the triple aim for our region's Medicaid members.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

Beth Spinning, MSW  
Director, Medicaid and Charitable Care  
Kaiser Permanente Northwest



Legacy Health  
1919 N.W. Lovejoy St.  
Portland, OR 97209  
503.415.5600 phone  
503.415.5777 fax

May 7, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis:

Legacy Health is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

Legacy Health is a community based not-for-profit integrated delivery system consisting of two regional hospitals, four community hospitals, a comprehensive medical center for children, and a founding partner of the Unity Center for Behavioral Health. The mission of the 15,000 plus employees of Legacy Health is to create a legacy of health for our people, our patients, our communities and our world. As the state of Oregon's largest provider of Medicaid services, we fully support the CCO efforts and strongly support Health Share of Oregon as the sole CCO for this region.

Our roots in this community go back more than 100 years. From Legacy's inception to today, our focus on the underserved has been a foundation of Legacy Health. We have made significant investments to improve the system of care for Oregon Health Plan (OHP) members as an early adopter and pioneer in the development of primary care medical homes, integration of physical and behavioral health, advancement of health literacy, addressing the social determinants of health, and community benefit investments. During the initial formation of CCOs, Legacy Health was active in supporting the state's efforts,

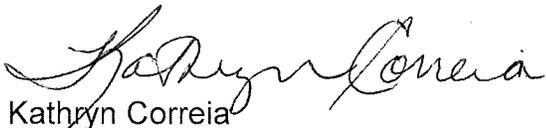
RFA4690-Health Share of Oregon-Letters of Support

and we continue to support this transformational work as a founding and current member of Health Share of Oregon.

Based on our long and deep experience caring for the underserved in our local community, we believe that there are several essential elements needed to continue the success demonstrated in CCO 1.0 for the 300,000 plus OHP members in this region. Broad provider engagement and support of the CCO is critical. A focus on the local community is essential. A proven track record of collaboration is crucial. And an understanding of the resources and relationships needed is vital.

Health Share's mission to partner with this community to achieve ongoing transformation, health equity and the best possible health for each individual is evident with a proven track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,



Kathryn Correia  
President and Chief Executive Officer



May 9<sup>th</sup> 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

OHSU Health System

tel 503 494-1450  
fax 503 346-8334

[www.ohsu.edu](http://www.ohsu.edu)

Mail code: CR96  
3181 S.W. Sam Jackson Park Rd.  
Portland, OR 97239

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

OHSU is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

As the state's only Academic Medical Center, OHSU has a long history of serving the state's Medicaid beneficiaries throughout the entire state, from primary to quaternary care. Specifically in the Portland Metropolitan area, OHSU has been a long time partner with the Medicaid programs since the launch of the Fully Capitated Health Plan structure in the mid-1990s and culminating with our role as a founding partner of Health Share of Oregon.

Since Health Share's inception, OHSU has built strong provider relationships with most of the Health Share provider networks, insuring timely and efficient care to Health Share members. Through our close working relationship with Health Share partners, OHSU has engaged in many programs to transform the delivery of healthcare to Health Share members. These programs include increasing access to high acuity neurology care; improving SUD treatments to members admitted for non-SUD related medical inpatient services; providing interventionist services through the OHSU NICH program for high-risk pediatric patients; engaging in improving care to Foster Children; building a Medical-Legal program and launching Project ECHO.

These and other programs are all based on our direct relationship with Health Share and its mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region.

We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

A handwritten signature in black ink that reads "John G. Hunter". The signature is written in a cursive style with a large initial "J" and "H".

John G Hunter MD FACS FRCS Edin(hon)  
Executive Vice President and Chief Executive Officer, OHSU Health System  
Mackenzie Professor, OHSU School of Medicine  
3181 SW Sam Jackson Park Road  
Portland OR 97239  
503-494-1450



Providence Health and Services  
4400 NE Halsey St., Building 2  
Portland, OR 97213  
[www.providence.org/oregon](http://www.providence.org/oregon)

May 3, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

Providence Health & Services - Oregon and Providence Health Assurance are pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

Providence engages with Health Share in many ways. Providence is a founding partner of Health Share and engages in the governance of Health Share as a Board member. Additionally, Providence Health Assurance is a risk accepting entity of Health Share, serving approximately 55,000 OHP members with approximately 30,000 of those members assigned to Providence Medical Group for primary care. Providence Health & Services also has contracts to serve the majority of Health Share members for specialty and facility-based care.

Additionally, Providence engages with Health Share on regional community health investments and health care transformation initiatives. Examples of this include, among many others, the **Help Me Grow** and **Project Nurture** programs.

**Help me Grow** is a national model that builds a system of collaboration and coordination across early childhood and health sectors to assure that children at risk for developmental delays receive the services they need. Help Me Grow Oregon is housed at Providence's Swindells Family Resource Center, funded in partnership with Health Share, and implemented in partnership with the Early Learning Hubs of Clackamas, Multnomah, and Washington Counties and the Oregon Health Authority's Maternal Infant Early Childhood Home Visiting Program.

**Project Nurture** is an innovative model of care that integrates maternity care and substance use treatment for pregnant women with a substance use disorder. Through funding from Health Share, Providence launched a Project Nurture program at Providence's Family Medicine clinic in Milwaukie.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,



Lisa Vance  
Chief Executive  
Providence Health & Services - Oregon



Michael Cotton  
Chief Executive Officer  
Providence Health Assurance

May 8, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

Tuality Healthcare is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

As one of the founding partners of Health Share, Tuality believes that collaboration is necessary requirement in order to improve the health outcomes of all, and that collaboration goes well beyond just excellence in care. It requires all of us to be integrated and be active in community health outreach and involvement, as well as the sharing of health information.

Since the beginning, our partnership with Health Share has resulted in increased collaboration with its other founding members, its participating physical, behavioral and oral health plans, and its extensive relationships with public and community organizations. We have certainly been able to accomplish more together in transforming care delivery and working towards the Quadruple Aim than any of us could have imagined working through alone.

Together we have tackled diverse health issues including opioid prescribing and misuse, timely prenatal care, mental health and substance use. We have made vast improvements in the availability of medication assisted treatment (MAT) for opioid use disorder and have been able to utilize data to identify additional needs, best practices and opportunities to bend the cost curve by strategically addressing this epidemic. We have also worked to improve care for the most vulnerable populations, such as our work on improving care coordination and assessments for children in foster care.

We now look forward to continuing the work we started with Health Share and make further progress towards transforming healthcare to improve quality and outcomes while keeping costs within the growth target. We look forward to working with Health Share's vast network of partners to address social determinants of health and health disparities, to improve the exchange of health information and to construct meaningful value based payment models to our provider network.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

A handwritten signature in black ink that reads "Michelle Kirkland". The signature is written in a cursive style with a large, sweeping initial "M".

Michelle Kirkland  
Vice-President of Provider and Network Services  
Tuality Healthcare

May 6, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to  
RFA OHA-4690-19

Dear Dr. Bennington-Davis,

Clackamas County Health, Housing and Human Services (H3S) is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

Clackamas County H3S is a founding partner of Health Share of Oregon with an active seat on the Board of Directors. In addition, I chair the Health Share's Finance and Audit Committee. As part of this long standing partnership, Health Share has annually committed funding to our county-based crisis and safety net behavioral health services.

Health Share has established MOUs with the Local Mental Health Authority and the Local Public Health Authority. The MOU with the LMHA addresses the support and commitment of funding of the crisis safety net system and recognizes that not only is Health Share supporting the overall health of OHP member but supporting the entire community. The MOUs with the LPHA address our collective work with Health Share such as chronic disease prevention and data sharing. Health Share is an active participant and collaborator in the Healthy Columbia Willamette Collaborative, a regional health assessment collaborative, which informed our recent Blueprint for a Healthy Clackamas County. Health Share was a key stakeholder in the development of the Blueprint, and helped us elevate community strengths, resources and needs used to inform our community investment grants. A member of Health Share's leadership team is part of the Public Health Advisory Committee and we are member of Health Share's Community Advisory Council. Most recently, Health Share partnered with our LPHA to address vaccine hesitancy.

Health Share has been an active member of the Clackamas County Early Learning Hub, bringing knowledge of early life health and assisting us in leveraging existing and new resources. An example of this critical partnership is the Regional Kindergarten Readiness Network, which addresses social determinants of health and education for children and families in Clackamas County and across our region.

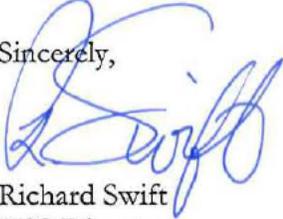
*Healthy Families. Strong Communities.*

2051 Kaen Road, Oregon City, OR 97045 • Phone (503) 650-5697 • Fax (503) 655-8677

[www.clackamas.us](http://www.clackamas.us)

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,



Richard Swift  
H3S Director  
Clackamas County Health, Housing and Human Services



**Deborah Kafoury**  
Multnomah County Chair

501 SE Hawthorne Blvd., Suite 600  
Portland, Oregon 97214  
Phone: (503) 988-3308  
Email: [mult.chair@multco.us](mailto:mult.chair@multco.us)

May 8, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

Multnomah County is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah, and Washington counties.

Multnomah County is a proud founding member of Health Share. We continue to value this partnership and the mutual benefit it brings. As the Local Mental Health Authority, our County operates a 24-hour crisis hotline and mobile crisis outreach. As the Local Public Health Authority, we work to prevent disease, enforce public health laws, ensure clean air and water, and address critical issues such as opioids and tobacco use. As the Area Agency on Aging, we help older adults and people with disabilities get needs assessed, identify services, and connect with providers. As the Community Developmental Disabilities Program, we provide case management services to people with intellectual and developmental disabilities and connect them with Medicaid-funded residential, in-home, and brokerage services. And as the County Community Action Agency, we assist with income stability through work with partner agencies, assist families to live in stable homes, and provide support with energy bills.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership.

Sincerely,

  
Deborah Kafoury  
Multnomah County Chair

May 1, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, OR 97201

**RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19**

Dear Dr. Bennington-Davis:

As a founding member of Health Share of Oregon, Washington County is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable—setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

Washington County and Health Share have collaborated on several important initiatives that improves health for all community members. Health Share has supported critical access to mental health crisis and safety-net services, studies of vaccine hesitancy and our early learning and health programs. The crisis and safety-net system support ensures residents have access to mental health experts regardless of their insurance status, assistance with transitioning back to community from jail or residential care and important wrap-around services that support mental health and substance use disorder recovery. The early learning and public health support ensure children and families have appropriate developmental screening, preventive health messages about the importance of vaccination and access to critical services to ensure children are healthy and ready for learning.

Health Share has also been a strong partner at the Healthy Columbia Willamette collaborative (HCWC). The HCWC is a coalition that includes all three counties and the non-profit health system. The purpose of the collaborative to complete a comprehensive regional Community Health Needs Assessment and Community Health Improvement Plan. I believe Health Share will be in a strong position to lead this collaborative work in 2020.

Finally, the work Health Share has done to advance health equity is a model for all CCOs. We have learned from their work on using data to highlight inequities that is used to make changes to health care delivery as well as changes to community services, programs and systems. Their approach to inequity is an approach that will transform health.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for all individuals is evident in their track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people—in the way that makes the most sense for our region.

Sincerely,

A handwritten signature in blue ink that reads "Marni Kuyl". The signature is written in a cursive, flowing style.

Marni Kuyl, RN, MS  
Director, Department of Health and Human Services  
Robert Wood Johnson Foundation Executive Nurse Fellow



May 8, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

On behalf of Central City Concern, I am pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

Central City Concern is a founding member of Health Share of Oregon (HSO). Representing CCC, I serve on the HSO Board and on the HSO Audit and Finance Committee. From health disparities to diabetes control, our partnership helps us take on some of health care's biggest challenges—ensuring everyone has the opportunity to live full and healthy lives. Since the inception of HSO, we have been able to do so much more together, working within our communities to create solutions inside and outside the doctor's office.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Rachel Solotaroff', is written over the word 'Sincerely,'.

Rachel Solotaroff MD, MCR  
President and CEO  
Central City Concern



May 9, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

Adelante Mujeres (Women Rise Up) is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

Adelante Mujeres' mission is to provide holistic education and empowerment opportunities to low-income Latina women and their families to ensure full participation and active leadership in the community since 2002. We served over 8,000 individuals in 2018 with comprehensive, life-changing services in Washington County, OR. Our partnership with Health Share has been key to effectively support our Latino community for several years. We have partnered with Health Share through our involvement in Health Share's Regional Kindergarten Readiness Network that addresses the social determinants of health and education for children and families in Washington County. Equity and social determinants of health require cross-sector collaboration, systems alignment, and advocacy. We actively advocate and are engaged with Health Share to ensure health equity is community-based and executed through a cross-sector partnership.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

Bridget Cooke, Executive Director  
[bcooke@adelantemujeres.org](mailto:bcooke@adelantemujeres.org)



May 8, 2019

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Tyler TerMeer

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Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon’s CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

Cascade AIDS Project is pleased to provide this letter of support for Health Share of Oregon’s CCO 2.0 application in response to RFA OHA-4690-19. Cascade AIDS Project (CAP) is a non-profit AIDS service organization with a 36-year history that serves the entire Ryan White Part A Portland Transitional Grant Area (TGA), which includes Clackamas, Columbia, Multnomah, Washington, and Yamhill counties in Oregon, as well as Clark County in Washington. In response to community need CAP recently expanded its focus to address overall LGBTQ+ health by opening a primary care clinic in 2017. The clinic, known as Prism Health, is located in Multnomah County and addresses the local need for LGBTQ+ culturally specific and responsive healthcare. At full capacity, Prism Health will serve approximately 6500 patient lives. Collectively, CAP and Prism Health’s mission is to support and empower all people with or affected by HIV, and reduce stigma provide the LGBTQ+ community with compassionate healthcare.

Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share’s record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

By partnering with Health Share, we have more capacity than ever to improve health, not only for our OHP patients, but for the entire community. Together, we can work strategically to invest and innovate care that reaches people when and how they need support.

t > 503 223 5907  
f > 503 223 6437  
cascadeaids.org

520 NW Davis St. Suite 215, Portland, OR 97209

RFA4690-Health Share of Oregon-Community Letters of Support

Further, Health Share shares our commitment to addressing the social determinants of health as a key component of achieving health equity for all members of our community. Such efforts require cross sector collaboration, community-based and member-driven efforts, and investments into the root causes of inequities. Health Share's strategic initiatives and community investments, like Ready + Resilient, TC-911, ORCHWA and Regional Community Health Network, provide a foundation for this work moving forward.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

A handwritten signature in black ink, appearing to read 'Tyler TerMeer', with a stylized flourish at the end.

Tyler TerMeer  
Executive Director  
Cascade AIDS Project & Prism Health



**EPHC**  
El Programa Hispano Católico  
Cultura • Comunidad • Oportunidad

May 7, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

I am pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

El Programa Hispano Católico (EPHC) provides a wide array of social services in the Portland metro area.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

Edith Molina  
Executive Director  
El Programa Hispano Católico



IMMIGRANT AND REFUGEE  
COMMUNITY ORGANIZATION

MISSION:

TO PROMOTE THE INTEGRATION OF  
REFUGEES, IMMIGRANTS, AND THE  
COMMUNITY AT LARGE INTO A SELF-  
SUFFICIENT, HEALTHY, AND INCLUSIVE  
MULTIETHNIC SOCIETY.

IRCO Headquarters  
10301 NE Glisan Street  
Portland, OR 97220  
Tel: 503-234-1541  
[www.irc.org](http://www.irc.org)

May 6, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application

Dear Dr. Bennington-Davis,

The Immigrant and Refugee Community Organization (IRCO) is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19.

Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. IRCO was founded 40+ years ago by refugees seeking to strengthen the health and success of immigrant and refugee communities in Oregon. Today we provide more than 200 culturally specific and responsive programs in Oregon to further this goal.

Addressing equity and social determinants of health requires cross sector cooperation, and Health Share and IRCO have enjoyed a long-history of successful partnerships that leverage each of our agency's strengths to achieve ongoing transformation, health equity and the best possible health for each individual.

Our regional work with Health Share focuses on the specific needs of some of our most vulnerable populations. Health Share supported our pilot efforts for a culturally specific school-based Community Health Worker at Earl Boyles—one of the neediest elementary schools in East Portland. We have aligned our efforts through the Early Learning Hubs, like our parent cafés to engage Bhutanese and Vietnamese communities in understanding early childhood development and milestones. Health Share's Regional Kindergarten Readiness Network is an effective vehicle for engaging organizations like IRCO in multiplatform community engagement, systems alignment/improvement, and advocacy. The CCO Hub work ties to these goals.

We are excited to continue our partnerships with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people.

Sincerely,

Lee Po Cha  
Executive Director  
Immigrant and Refugee Community Organization

Immigrant &  
Refugee  
Community  
Organization



**LatinoNetwork**  
www.LatNet.org

410 NE 18th Ave  
Portland, OR 97232

Info@LatNet.org  
503.283.6881

May 8, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

Latino Network is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

As a leading culturally specific organization serving Latinx communities in Multnomah and Washington counties, Latino Network is thrilled to partner with Health Share in their Regional Kindergarten Readiness Network. The network is addressing the social determinants of health and education for children and families in our region and serves as an effective vehicle for cross sector community engagement, systems alignment/improvement, and advocacy

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

Carmen Rubio  
Executive Director  
Latino Network



Native American Rehabilitation Association of the Northwest, Inc.  
A Non-Profit Organization

**Oyate Administration & Nak-Nu-Wit Family Services**  
1776 SW Madison  
Portland, OR 97205  
[p] 503.224.1044  
[f] 503.621.2235

**Residential Treatment Ctr**  
17645 NW St. Helens Hwy  
Portland, OR 97231  
[p] 503.621.1069  
[f] 503.621.0200

**Outpatient Treatment Ctr.**  
1631 SW Columbia St  
Portland, OR 97201  
[p] 503.231.2541  
[f] 503.231.1654

**Totem Lodge**  
1435 SE Division St  
Portland, OR 97201  
[p] 503.548.0348  
[f] 503.232.5959

**Indian Health Clinic**  
15 N Morris  
Portland, OR 97227  
[p] 503.230.9875  
[f] 503.230.9877

**Wellness Ctr & Youth Ctr.**  
12360 E Burnside  
Portland, OR 97233  
[p] 971.279.4800  
[f] 971.279.2051  
*Youth Center Direct Line:*  
[p] 971.279.4838

May 8, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

NARA NW is honored to be writing this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19.

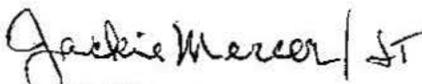
Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community. Throughout this time, I have been honored to serve on the Board.

I have not only been given opportunities to participate on board and committee meetings, I served as part of a team that focused on the building and strengthening of behavioral health systems of care through the work of Pathways. And I currently serve as the Chair of the Board's Governance committee.

NARA NW has grown in our ability to serve our community through these years due in large part to Health Share's commitment to equity. I can attest to the Board and staff's commitment to a high quality of care, improved health outcomes, reduced costs and reducing health disparities. As also a co chair of the Alliance of Culturally Specific Behavioral Health Providers, I can speak to the way that our programs and services have been expanded and improved due to our involvement with Health Share.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

  
Jackie Mercer  
CEO  
NARA NW

May 6, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA  
OHA-4690-19

Dear Dr. Bennington-Davis,

Oregon Spinal Cord Injury Connection is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

Oregon Spinal Cord Injury Connection envisions a community of Oregonians and SW Washingtonians who are thriving despite their paralysis. OSCI is an SCI-lead organization that works to improve our quality of life through social connection, programs, and access to resources that support health and independence. Partnering with Health Share, we have more capacity to improve health, not only for OHP members, but for our entire community. Together, we can work strategically to invest and innovate care that reaches people when they need support.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,



West Livaudais  
Executive Director  
Oregon Spinal Cord Injury Connection

May 3, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

Outside In is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

For more than 50 years, Outside In has helped vulnerable youth and adults move to improved health and self-sufficiency. We are a federally qualified health center, a licensed mental health and substance use treatment agency, and offer a variety of other social services including basic needs, employment, education, and housing services for individuals experiencing homelessness and those living in poverty.

We continually assess and tailor our programs to address physical health, behavioral health, housing, and social services to meet the changing needs of our community. Our partnership with Health Share will allow us to continue to address equity and social determinants of health.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success in our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

  
Patricia Patrón  
Executive Director



*The point of return.™*

1132 SW 13th Ave.  
Portland OR 97205

503.535.3800  
503.223.6837 fax

[www.OutsideIn.org](http://www.OutsideIn.org)

**EXECUTIVE DIRECTOR**

Patricia Patrón

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RFA4690-Health Share of Oregon-Letters of Support

Our mission: To help homeless youth and other marginalized people move towards improved health and self-sufficiency.



Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

Self Enhancement, Inc. (SEI) is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has strived to successfully serve and partner with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's has been intentional and proactive in creating community-based partnerships and investing in innovative, upstream strategic initiatives to improve the health of our community through initiatives such as the Regional Kindergarten Readiness Network.

SEI currently partners with Health Share as part of the Regional Kindergarten Readiness Network – Health Share's Regional Kindergarten Readiness Network is addressing the social determinants of health and education for children and families in our region. This network serves as an effective vehicle for cross sector community engagement, systems alignment/improvement, and advocacy. SEI is proud to be a part of this network in partnership with Health Share and we are excited to see how this work can move forward as a result of diverse array of cultural wisdom, thought, and ideas that Health Share has been able to bring together.

We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

Sahaan McKelvey  
Director of Restoration and Identification  
Self Enhancement, Inc.

RFA4690-Health Share of Oregon-Community Letters of Support

SELF ENHANCEMENT, INC.

**CENTER FOR SELF ENHANCEMENT** 3920 North Kerby Avenue Portland, Oregon 97227-1255 PHONE (503) 249-1721

COMMUNITY + FAMILY PROGRAMS 4803 Northeast Seventh Avenue Portland Oregon 97211 PHONE (503)285-0493

[www.selfenhancement.org](http://www.selfenhancement.org)



## Children's Institute

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**Swati Adarkar**

President & CEO

May 6, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

Children's Institute is pleased to provide this letter to convey our enthusiastic support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah, and Washington counties. Health Share's record of success and impact is undeniable — including setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

Children's Institute is a nonprofit policy and advocacy organization with a mission of ensuring every child in Oregon is prepared for success in school and life. We champion public policy and investments in the healthy development of kids prenatal to third grade. Research clearly demonstrates that investing early in kids and their families is the most effective strategy for improving long-term outcomes for children, families, and communities.

Health Share has been a leader in the state and nation for advancing upstream initiatives targeted at improving the health and well-being of children. We are proud to have partnered with Health Share on various strategies within its early life health initiative over the past several years. Health Share and Children's Institute collaborated with the Immigrant and Refugee Community Organization and Earl Boyles Elementary School to pilot a school-based Community Health Worker and Community Ambassador program, which were the first programs of their kind in the state. Learnings from that work continue to highlight the value of traditional health workers and the importance of addressing family needs and social determinants of health through culturally-responsive approaches in the context of a trusted and welcoming community setting.

Children's Institute is also a partner in Health Share's Regional Kindergarten Readiness Network, which has already become a dynamic and effective vehicle for cross-sector community engagement, systems improvement, and advocacy to improve children's health and well-being. In turn, Health Share participates in a statewide Early Childhood Coalition convened by Children's Institute to provide an important practice-to-policy feedback loop so that the learnings and priorities of Health Share members inform state policy.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity, and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending, and healthier people — in the way that makes the most sense for our region.

Sincerely,

Swati Adarkar  
President and CEO  
Children's Institute



**Clackamas  
Workforce  
Partnership**  
WORKFORCE DEVELOPMENT BOARD

365 Warner Milne Rd, Suite 202  
Oregon City, OR 97045  
(503) 657-6644  
[www.clackamasworkforce.org](http://www.clackamasworkforce.org)

May 7<sup>th</sup>, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

My name is Bridget Dazey and I am Executive Director of Clackamas Workforce Partnership (CWP), the workforce development board serving Clackamas County. I am pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

As the local workforce development board, CWP is responsible for fostering collaborative relationships between the private and public sector to identify and address issues in the local workforce and our communities. Our goal is to develop a strong local economy, thriving business community, and a skilled workforce well-equipped to meet the demands of work in the 21<sup>st</sup> century. Partners, such as Health Share of Oregon, work with us to address and remove barriers that keep people from maintaining long term, stable employment. Lack of accessible health services, support systems for families, and early childhood education opportunities are major obstacles to overcome; through our collaborative efforts, however, we have been better able to meet community needs through policy change and special initiatives, such as the Early Learning Hub and with the participation of the Regional Kindergarten Readiness Network. It is these organizations that address the social determinants of health and education for our children and families in our region.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

Bridget Dazey

Executive Director

Clackamas Workforce Partnership



May 7, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

Swindells Resource Center of Providence Health & Services is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community. An example of this is the grant support of Health Me Grow Oregon, housed at Swindells Resource Center.

The Swindells Resource Center at Providence Health and Services was founded in 1994 with the goal of providing space, supports, and education to families and providers who care for children experiencing special health care needs. With grant funding from Health Share of Oregon, The Swindells Center is proudly housing Help Me Grow Oregon. This innovative program aims to develop a coordinated early childhood referral system. Coupled to a national model founded by Dr. Paul Dworkin, Help Me Grow has spread to 30 states across the country. Due to Health Share, Oregon is one of those states that is committed to supporting early childhood programming and ensuring all children grow strong.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

*JoAnn Vance*

JoAnn Vance  
Executive Director of Developmental Health  
Providence Health & Services

*Hannah Lobingier*

Hannah Lobingier  
Director-The Swindells Center  
Providence Health & Services

together  
we are  
greater than.

May 4, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

Greater Than (formerly "I Have a Dream" Oregon) is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application. Greater Than's mission is to support and empower students from poverty-impacted communities to thrive in school, college, and career. Through a cradle-to-career national demonstration project in the Rockwood neighborhood in East Portland, and in collaboration with dozens of community and education partners, we serve over 800 students and many of their families each year with a variety of supports that help level the playing field for educational success.

Over the past two years, we have had the pleasure of working with Health Share leaders on your innovative Regional Kindergarten Readiness Network, which is addressing the social determinants of health and education for children and families in the Portland metro area. We have served as an active member of this network since its inception, and most recently, we have been asked to play a leadership role in the network via a new Design Team that is charting a path forward for the Network to achieve greatest impact.

In addition to the Regional Kindergarten Readiness Network, we were pleased to participate as presenters at Health Share's 2019 Better Together conference. Health Share has sponsored our annual fundraising event for the past two years, and we are also currently in conversations with Health Share and other partners about creating a locally-grounded demonstration project in East County that would more robustly weave health care, housing, education, and community supports together to transform social determinants outcomes.

Via all of these endeavors, Health Share is truly blazing a trail for connecting the health care sector with other major sectors - all aimed at maximizing outcomes by maximizing alignment and collaboration. We have been so active with Health Share, because we are so inspired by your vision, by your authentic desire to spur lasting change, and by your steadfast commitment to equity. With Health Share's leadership, we see great promise in cracking the very hard nut of robust, sustainable cross-sector collaboration to better serve children and families.

Working with over 70 partners over the past eight years on our national demonstration project, we know first-hand how difficult it can be to create and sustain cross-sector partnerships. What we see in Health Share is an impressive and unique capacity, expertise, and commitment to collaborate, because you know that deeper partnerships across sectors are absolutely necessary if we are to move the social determinants needles in a comprehensive and sustainable fashion.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,



Mark Langseth  
President and CEO



Jessica Arzate  
Senior Director of Impact



Investing in our future

May 7, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

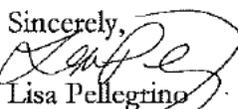
Dear Dr. Bennington-Davis,

The Portland Children's Levy (PCL) is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share sets the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

Health Share has been an invaluable partner to the Portland Children's Levy in:

- Supplying aggregate descriptive data on Health Share members ages 18 and younger to inform PCL of local needs and opportunities to fund children's wellbeing;
- Leading and establishing the Regional Kindergarten Readiness Network, a cross sector movement to improve community engagement, systems alignment, and advocacy addressing the social determinants of health and education for children and families in our region;
- Convening short-term early childhood system workgroups to problem-solve system gaps and identify solutions, including language access in developmental screening and increased access to Early Childhood Mental Health Consultation;
- Coordinating the Youth Child Wellness Council, a regional quarterly meeting of early childhood system leaders for ongoing understanding and voice in the intersection of state early childhood policy and health policy.

We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,  
  
Lisa Pellegrino  
Director

RFA4690-Health Share of Oregon-Letters of Support

319 SW Washington, Suite 415 Portland, Oregon 97204 503 823.2936 [www.portlandchildrenslevy.org](http://www.portlandchildrenslevy.org)  
Follow us on social media @pdxkidslevy





1808 SE Belmont Street  
Portland, OR 97214  
phone 503.232.0007

Moving Lives Forward.

[www.metfamily.org](http://www.metfamily.org)

May 6, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

Metropolitan Family Service is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

Health Share's Regional Kindergarten Readiness Network is addressing the social determinants of health and education for children and families in our region. This network serves as an effective vehicle for cross sector community engagement, systems alignment/improvement, and advocacy.

We are also working together on regional efforts to support stable and attached families, kindergarten readiness and early learning system coordination at the Early Learning Hub(s).

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in its track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

A handwritten signature in blue ink that reads 'Judy Strand'. The signature is written in a cursive, flowing style.

Judy Strand, CEO  
Metropolitan Family Service



where great stories begin™

May 10, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

Reach Out and Read Oregon is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

Reach Out and Read (ROR), an evidence-based model that promotes brain development and early learning through pediatric primary care, is an effective, affordable way to help Oregon's youngest children prepare for kindergarten and school success. Literacy is the gateway skill that enables children to access future learning and achievement; yet, over half of third-graders statewide aren't meeting state reading benchmarks. Across Oregon, 80 percent of low-income children aren't meeting the third-grade benchmark, and a major and persistent opportunity gap exists for children of color, children with disabilities, and English Language Learners.

Reach Out and Read is a supportive partner of Health Share's Regional Kindergarten Readiness Network as it addresses the social determinants of health and education for children and families in our region. It has a strong focus and goal to work together with partners in the community to assure that income, ethnicity and disability are no longer barriers for families' to access quality early childhood services and support that develop early literacy skills thus opening door to success in other areas of school, and in life.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

Samira Godil  
Executive Director  
Reach Out and Read Oregon



**SOCIAL VENTURE  
PARTNERS**

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May 6, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

Social Venture Partners Portland (SVP) is pleased to provide this letter of support for Health Share of Oregon. SVP has been partnering with Health Share as part of the Kindergarten Readiness Network, due to Health Share's adept leadership of this cross-sector, community-based effort, commitment to working to eliminate health disparities, investment in innovative, upstream strategic initiatives to improve the health of our community, and specific focus on improving early childhood outcomes.

In 2018, SVP invested in what we believe is the first significant, large-scale effort by the local healthcare community to impact kindergarten readiness. The Regional Kindergarten Readiness Network is addressing the social determinants of health and education for children and families in our region, and serves as an effective vehicle for cross sector community engagement, systems alignment / improvement, and advocacy. The healthcare community is, to date, one of the most well resourced, connected and influential set of organizations and institutions to turn its attention to this vitally important issue. Its reach and relevance to early childhood well-being and readiness are enormous. SVP's seed investment, along with that of other early investors, will help us determine where, how, and when major players in healthcare, alongside other sectors, can most effectively bring innovation and support to kindergarten readiness efforts. We believe this is a critical stage to initiating this unprecedented level of local public and private action on this issue.

We are optimistic about the Kindergarten Readiness Network, in large part due to Health Share's leadership, and believe it is a strategic next step to build collective momentum and design powerful solutions that fundamentally shift how health, education and social services work together to support all children and families.

Sincerely,

Lauren Johnson, Executive Director  
Social Venture Partners Portland



May 9, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

United Way of the Columbia-Willamette is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

At United Way of the Columbia-Willamette (UWCW), our mission is to improve lives, strengthen communities, and advance equity by mobilizing the caring power of people across Clackamas, Multnomah, and Washington Counties in Oregon and Clark County in Washington. We bring people and community partners together to invest in our region's kids so they are free from poverty and free to reach their full potential.

UWCW is the backbone organization for the early learning hubs in Multnomah and Washington counties who work in close partnership with Health Share. For five years the leaders of the three metro early learning hubs have met with Health Share staff to strategize and act together to address the social determinants of health and school success. Here are a few of the things we have accomplished together:

- Launched, staffed and supported the Regional Kindergarten Readiness Network—an effective vehicle for cross sector community engagement, systems alignment/improvement, and advocacy to address social determinants of health and education. UWCW as a community partner is active in the Regional Kindergarten Readiness Network.
- Addressed racial and linguistic disparities in developmental screening rates through The Developmental Screening Project—piloting culturally relevant screening tools and using community-based participatory research to generate culturally relevant screening practices.
- Envisioned and supported Help Me Grow—a regional effort to provide effective connection to resources for medical providers and community navigators helping families with developmental concerns.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the

coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

A handwritten signature in black ink, appearing to read 'Amanda Whalen'. The signature is fluid and cursive, starting with a large 'A' and ending with a long horizontal stroke.

Amanda Whalen  
Chief Impact Officer  
United Way of the Columbia-Willamette  
[AmandaW@unitedway-pdx.org](mailto:AmandaW@unitedway-pdx.org)



Children's Programs  
Community Services

Over 89 years of  
building community,  
one friend at a time.

May 6, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

Friendly House is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

Partnering with Health Share, we have more capacity than ever to improve health, not only for OHP members, but for the entire community. Together, we can work strategically to invest and innovate care that reaches people when they need support, especially the older adults we help to maintain dignity and independence in their own homes.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

Mya Chamberlin  
Assistant Director  
Friendly House, Inc.

RFA4690-Health Share of Oregon-Letters of Support

May 1, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

NAMI Clackamas is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

NAMI Clackamas has collaborated for over 30 years with Clackamas County in serving people with mental health issues and their loved ones, many of whom have OHP as their insurer and Health Share as their CCO. Since 2010 Clackamas County Behavioral Health Peer and Clackamas County Clinics have funded many of our programs. Those include free support groups, educational classes and one-on-one resource and advocacy help for people with mental health issues. We have also helped individuals navigate systems and apply for OHP. The majority of our work could not be done without our funding and collaboration with the county, a founding partner of Health Share. Staff, members and clients also hold positions on Clackamas County's Peer Advisory Council, Clackamas County's Mental Health and Addiction Council, OHP's Peer Delivered Services Core Team. These relationships have made a difference in the quality of care for some of the most vulnerable people in our county as well as the surrounding counties.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue and expand our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

Michele Veenker  
Executive Director  
503-344-5050  
[michele@namicc.org](mailto:michele@namicc.org)

May 3, 2018

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

Oregon Food Bank is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

Oregon Food Bank's mission is to end hunger and its root causes. As the Regional Food Bank serving the tri-county Portland Metro area, we share a service landscape with Health Share of Oregon. We also share a belief that community-driven solutions will be most effective in addressing the issues the people we serve face, and a fundamental awareness of the intrinsic relationship between hunger and health. And we share a responsibility and commitment to centering marginalized communities in our work, and achieving equitable health and food security outcomes. The compatibility of our core values will surely support our partnership going forward as we imagine a healthier community, together.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

A handwritten signature in black ink, appearing to read "Jen Turner", with a long horizontal flourish extending to the right.

Jen Turner  
Regional Network Manager  
Oregon Food Bank



May 9, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

The Oregon Public Health Institute (OPHI) is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

OPHI looks to Health Share as a thought partner and co-leader in Healthy Equity, by its design and deployment of such initiatives across the region. Addressing equity and social determinants of health requires cross sector collaboration, community-based and member-driven efforts, and investments into the root causes of inequities. Health Share's strategic initiatives and community investments, like Ready + Resilient, TC-911, ORCHWA and Regional Community Health Network, provide a foundation for this work moving forward.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

Cyreena Boston Ashby  
CEO  
Oregon Public Health Institute (OPHI)

RFA4690-Health Share of Oregon-Letters of Support

May 6, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

Oregon Wellness Network, a division of Oregon Association of Area Agencies on Aging (O4AD) is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

OWN's strength lies in the work we have done and will continue to do in the areas of equity and social determinants of health. We will continue to collaborate with all of our CCO partners, including Health Share, in the area of community based and member-driven efforts to look at the root causes of inequities and to work with Health Share to offer programs to address some of those causes.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,



Lee Girard  
OWN Board Chair

May 8<sup>th</sup>, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

Project Access NOW is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. As observers of Health Share's creation and partners in its evolution, we are thrilled to support your application for continued CCO status. Health Share has been a successful and forward thinking CCO. Moreover, your ability to provide a collaborative approach as the single CCO in our region has been, and continues to be, critical to our regional success.

We began our partnership with Health Share through our Community Assistance Program, a community-wide solution that connects people in need of health related social needs to the appropriate resources in the community. Your willingness to partner with an already existing resource that is utilized by your other partners demonstrates your willingness to collaborate and to leverage efficient community-based resources.

We are most excited about your investment in and leadership of the Regional Community Health Network (RCHN), a collaborative framework currently being facilitated by Project Access NOW. The goal of this approach is to align and coordinate efforts across the region that are working to improve community health and health equity through addressing social needs and social determinants of health. RCHN seeks to connect health sector efforts with community-based and community-driven efforts with the eventual goal of increased power sharing between community and health sector entities.

There are many excellent efforts across our region committed to addressing social determinants of health and health equity. RCHN provides shared infrastructure, definitions of success and measurement, alignment of efforts with the same families (trauma informed), and a commitment to continuous improvement that authentically involves communities most impacted most by health and racial disparities. This approach also serves to better connect different yet critically important efforts all along the public health stream. This work simply could not happen without Health Share's engagement and leadership.

We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,



Linda Nilsen, MPA  
Executive Director



## Mental Health & Addiction Certification Board of Oregon

2209 Lloyd Center, Portland OR 97232-1315

Phone: (503)231-8164

[www.mhacbo.org](http://www.mhacbo.org)

[mhacbo@mhacbo.org](mailto:mhacbo@mhacbo.org)

May 5, 2019

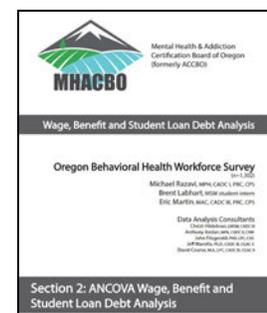
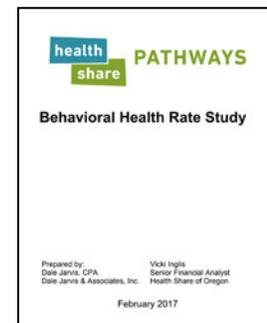
RE: Health Share Letter of CCO Recommendation

Health Share has been the sole CCO for the tri-counties. Health Share has made significant “Community Engagement” efforts. As Oregon’s largest CCO, Health Share has engaged with MHACBO, Oregon’s largest behavioral health workforce credentialing organization on efforts regarding health care equity, diversity, and workforce recruitment.

Health Share has worked with and supported MHACBO in peer research workforce assessments, training and support. Health Share funded the first and largest peer workforce analysis in late 2015. The 2016 MetroPlus Substance Use Disorder Peer Delivered Services Survey, laid the groundwork for the tri-county Regional Facilitation Center grant.

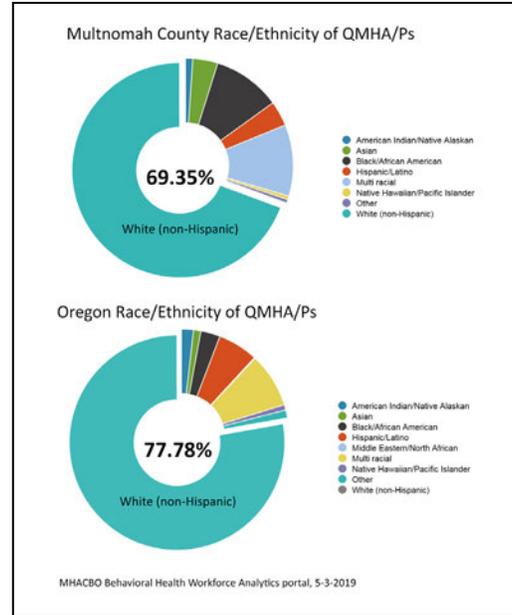
Health Share has led hundreds of stakeholder groups, seeking input from community partners, with a specialized focus on: 1) equity, 2) peer servicers, 3) workforce diversity, and 4) staff retention.

Health Share consulted on MHACBO’s 2018 Oregon Behavioral Health Work Force Survey (n=1,302). Health Share also consulted on the goals and desired outcomes of the tri-county Regional Facilitation Center. As a result of these research efforts, including, but not limited to Health Share supported MAAPP, MHACBO & Jarvis studies, Health Share has made bold steps to increase SUD reimbursement rates in the tri-counties.



We strongly support the work of Health Share, applaud their community engagement efforts, and their dedication to racial/ethnic diversity and equity.

The MHACBO Behavioral Health Workforce Analytics portal reveals that 69% of Multnomah County QMHAs & QMHPs are non-Hispanic whites, compared to the statewide average of 77.78% of Oregon QMHAs & QMHPs being non-Hispanic white. It is important to note that Multnomah Counties workforce matches the demographics of the county's general population, while statewide Oregon's general population is 75% non-Hispanic white.



Health Share has demonstrated their commitment to a culturally diverse workforce, and the workforce data is evidence of their efforts.

Thank you,

Eric Martin, MAC, CADC III, PRC, CPS  
MHACBO, Director of Policy, Compliance & Legislation  
Board of Directors, NW Instituto Latino de Adicciones  
Director, MetroPlus Association of Addiction Peer Professionals  
Eric@MHACBO.org

May 6, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application  
in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

The Oregon Community Foundation is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

Health Share's Regional Kindergarten Readiness Network is addressing the social determinants of health and education for children and families in our region. This network serves as an effective vehicle for cross sector community engagement, systems alignment/improvement, and advocacy. The Oregon Community Foundation was pleased to be one of the original seed funders of the network.

We also appreciate Health Share's staff participation in the Early Childhood Funders Learning Circle, which helps to align our early

childhood priorities and funding across sectors. Health Share continues to convene the Young Child Wellness Council, which provides a forum for child and family serving organizations to share emerging trends and create connections. This convening role supports organizations in the Metro area to respond to the needs of our priority populations.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

A handwritten signature in black ink that reads "Mary Louise McClintock". The signature is written in a cursive style and is centered within a light gray rectangular box.

Mary Louise McClintock  
Director of Education Programs



May 12, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #20  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

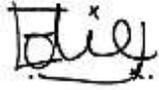
The Oregon Community Health Workers Association (ORCHWA) is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid members and other community members in the tri-county areas of Clackamas, Multnomah and Washington Counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

ORCHWA has been fortunate to partner with Health Share of Oregon (HSO) and is willing to continue the partnership in order to serve our tri-county region in the next 5 years of CCO 2.0. A two year grant of \$3.3 million that we received in 2017 from HSO is continuing to build ORCHWA's infrastructure in 3 important areas:

- Integration of Community Health Workers (CHWs) into healthcare systems: Assisting health clinics and health systems to contract with community-based organizations (CBOs) that employ CHWs.
- Workforce development of CHWs: Providing training and supporting community-based organizations to grow their own culturally specific CHW programs.
- Technical assistance: Development and dissemination of resources and research to enhance use of the CHW model.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share of Oregon as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

A handwritten signature in black ink, appearing to read 'Edna' with a small 'x' above the 'i'.

Edna Nyamu, MS, CHW  
Interim Co-Executive Director  
Oregon Community Health Workers Association

Noelle Wiggins, EdD, MSPH  
Interim Co-Executive Director  
Oregon Community Health Workers Association



May 2, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #20  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

The Oregon Health Equity Alliance (OHEA) is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. We know that Health Share serves many of the communities OHEA works with across Clackamas, Washington and Multnomah counties; many of these communities face glaring health inequities. Health Share has led strong efforts to engage in health equity work, including their internal Health Equity team and their upstream strategic initiatives to improve the health of our communities most impacted by health inequities.

As CCOs engage more deeply in health equity work that is rooted in a strong understanding of racial and social justice, OHEA supports continued partnerships with regional health equity coalitions, culturally specific community based organizations and initiatives that are rooted in a deep understanding of the social determinants of health.

As a participant on Health Share's Kindergarten Readiness Anti Racist Organizational Change group, OHEA has seen the power of a CCO using a strong racial justice framework with their partners, and the rich and deep work that has come from using this framework.

We support Health Share's prioritization of health equity frameworks and we advocate for community based groups who have a long history of doing health equity work, to be seen as meaningful partners in this work. Together we can work towards our collective goal of mitigating health disparities and supporting better health outcomes for all Health Share's members.

Sincerely,

Dr. Zeenia Junkeer  
Director, Oregon Health Equity Alliance (OHEA)



May 3, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share CCO 2.0 Application in response to RFA OHA-4690-19

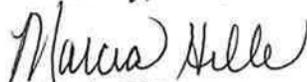
Dear Dr. Bennington-Davis,

Tri-County Behavioral Health Providers Association is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is impressive –creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

Our association's mission is to strengthen tri-county behavioral health providers through advocacy, best practice advancement, shared learning, and collaboration to improve the health of our community members. Our members, community-based organizations who serve the majority of the region's Medicaid clients, appreciate the opportunity to meet on a regular basis with Health Share and health plan staff at our membership and committee meetings to collaborate on issues such as Feedback Informed Treatment (FIT), furthering integrated care and care coordination, developing and honing APMs, reducing health disparities in target populations, HIE, improving the SUD system of care and much more. Many of our members also participate in the SUD standards workgroup, Health Share Board, RBHC and other Health Share initiatives.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

  
Marcia Hille  
TCBHPA President

5/2/2019

Tony Vezina  
Executive Director  
4<sup>th</sup> Dimension Recovery Center  
3807 NE MLK Jr. Blvd  
Portland, Oregon 97212

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

4<sup>th</sup> Dimension Recovery Center is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

While the 4<sup>th</sup> Dimension has not contracted with Healthshare directly, through our organizations policy work we have noted Healthshare's commitment to positively transforming the substance use disorder treatment system. This commitment has been exemplified in the following ways.

- A commitment to health equity
- Healthshare staff members who listen to the community, most notably Jennine Smart. Her intelligence, insight and commitment have been invaluable to system transformation efforts. Specifically, the 4<sup>th</sup> Dimension would like to note her support of the peer workforce.
- Overall, through our interactions with Healthshare, we note an overall support to the peer workforce. We believe that this commitment is helping promote peer utilization across the state.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

Tony Vezina  
Executive Director  
4<sup>th</sup> Dimension Recovery Center



Cascadia  
Behavioral Health

Central City  
Concern/  
Old Town Clinic

Children's  
Community Clinic

Health Centers of  
University of  
Western States

Mercy & Wisdom  
Community Health  
Clinic

NARA Indian  
Health Clinic

National University  
of Natural Medicine  
Community Clinics

Neighborhood  
Health Center

North by Northeast  
Community Health  
Center

OHSU Family  
Medicine at  
Richmond

Oregon College of  
Oriental Medicine

Outside In

Prism Health

PACS Family  
Health Clinic

Rosewood Family  
Health Center

SW Community  
Health Center

The Wallace  
Medical Concern

May 8, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

The Coalition of Community Health Clinics is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

As a coalition of 16 community health clinics that serve nearly 80,000 patients annually, many of whom are on Medicaid, we know that this work cannot be done alone- it requires all of us. That is why we believe in a strong system of patient-centered, coordinated, integrated, culturally and linguistically responsive care.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

A handwritten signature in black ink that reads 'Sam Chase'.

Sam Chase, Executive Director  
sam.chase@coalition-clinics.org

Main Street Office:

445 East Main Street  
Hillsboro, Oregon 97123

Orenco Station Office:

6125 Northeast Cornell Road, Suite 240  
Hillsboro, Oregon 97124



Phone: (503)640-2757  
Toll free: 1(877)300-6102  
Fax: (503)640-9753  
[www.HillsboroPeds.com](http://www.HillsboroPeds.com)

### Caring for Infants, Children & Adolescents

Hillsboro Pediatric Clinic LLC complies with applicable Federal civil rights laws and does not discriminate on the basis of race, color, national origin, age, disability, or sex.  
ATENCIÓN: Si habla español, tiene a su disposición servicios gratuitos de asistencia lingüística. Llame al 1-503-640-2757.  
CHÚ Ý: Nếu bạn nói Tiếng Việt, có các dịch vụ hỗ trợ ngôn ngữ miễn phí dành cho bạn. Gọi số 1-503-640-2757.

Date April 30, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

Hillsboro Pediatric Clinic LLC is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

Hillsboro Pediatrics is proud to be recognized as a Foster Care Medical Home. Through Health Share's Foster Care Collaborative we have had the opportunity to receive in-depth trauma informed care training and partner with other healthcare systems to develop best practices for serving this vulnerable population.

Health Share has been very successful in using this collaborative approach; bringing providers from different systems together to share their expertise, identify roadblocks and brainstorm solutions. Through our work with Health Share, Hillsboro Pediatric Clinic now provides integrated behavior health services, is a 5 STAR Medical Home and consistently meets OHA and additional CCO metrics.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

A handwritten signature in black ink, appearing to read "Dana R. Nason".

Dr. Dana R. Nason  
Medical Director  
Hillsboro Pediatric Clinic LLC

May 2, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

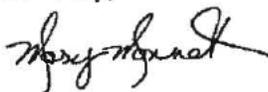
Dear Dr. Bennington-Davis,

LifeWorks NW is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

LifeWorks NW greatly values our ongoing partnership with Health Share via our work together on the Wheel House initiative to enhance our ability to offer medication assisted treatment, Project Nurture to assist pregnant women with substance use disorder, the recent diabetes grant targeting serious mentally ill consumers with diabetes, and our continuing role as a large specialty behavioral health provider within your network. Health Share is an excellent community partner and has been very responsive to the emerging needs within the community. As a champion of more integrated care between behavioral health, primary care and oral health, LifeWorks NW is excited about the future direction of Health Share to advance this important integration effort. Finally, as an elected director for behavioral health on the Health Share board since its beginning, I am keenly aware of how member and mission focused the organization is on all levels. It is an honor to serve in this board capacity and to help strengthen our focus on behavioral health integration.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,



Mary Monnat  
President & CEO  
LifeWorks NW





4 May 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

Doernbecher Children's  
Hospital

School of Medicine

Division of General Pediatrics

Mail code CDRC-P  
707 SW Gaines Road  
Portland, OR 97239-3098  
tel 503 494-6513  
fax 503 494-1542  
[www.ohsудоernbecher.com](http://www.ohsудоernbecher.com)

**Tamara M. Grigsby, MD**  
Associate Professor  
General Pediatrics  
Child Abuse Pediatrics  
[grigsbyt@ohsu.edu](mailto:grigsbyt@ohsu.edu)

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

On behalf of the pediatric residents and clinical support staff caring for foster children and youth at Doernbecher Department of Pediatrics and Adolescent Health (DPAH), Tamara Grigsby, MD is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

The Department of Pediatric and Adolescent Health (DPAH) at Doernbecher, is the primary ambulatory educational environment for OHSU pediatric residents. Foster families, patients and clinic staff who care for foster care children and families provide hands on learning, not attained in books, webinars, didactics and other graduate medical education components of residency. The Foster Care/Families in Transition (FIT) enhanced medical home has undergone a renaissance since participating in the Health Share Foster Care Learning Collaborative. Care coordination, quality improvement research and direct patient care are aspects of our outpatient foster care program benefitting from Health Share's collaboration and grants for a Foster Care Designated Social Worker and a community DHS medical liaison. Health Share's Foster Care Program Manager, Bobby Martin, is responsible for setting a course, cultivating relationships, and welcoming all stakeholders to the table, including youth in and out of foster care.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are looking forward to a continued partnership, as we implement strategies internal and external to DPAH to enhance services and care coordination; and advocate for interventions that will strengthen foster and kinship families and ensure a positive foster care experience.

Sincerely,

Tamara M. Grigsby, MD

A handwritten signature in blue ink that reads "Tamara M. Grigsby".



5/3/2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

Doernbecher Children's  
Hospital

School of Medicine

Division of General Pediatrics

Mail code CDRC-P  
707 SW Gaines Road  
Portland, OR 97239-3098  
tel 503 494-6513  
fax 503 494-1542  
[www.ohsdoernbecher.com](http://www.ohsdoernbecher.com)

**Gregory Blaschke, MD**  
*Division Chief,*  
*Division of General Pediatrics*  
[blaschke@ohsu.edu](mailto:blaschke@ohsu.edu)

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

Greg Blaschke, MD MPH and Doernbecher Children's Division of General Pediatrics is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

Specifically we are very pleased to work with Health Share Oregon on behalf of children at risk or already involved with DHS and Foster Care placement. We are excited to continue this work on behalf of some of our most at risk children and families through joint learning with Randall Children's Hospital's General Pediatric Foster clinic, as well as community partners not limited to Oregon Pediatric Society, other foster medical homes like Hillsboro Pediatrics and many community based organizations trying to improve outcomes for this group.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

A handwritten signature in blue ink, appearing to read "Blaschke", with a long horizontal flourish extending to the right.

Gregory Blaschke, MD, MPH, FAAP

May 7, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

I am pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

As a practicing pediatrician, I have had deep experience with the impact that Health Share has on our communities as a CCO. Their investment in health, and not just the system of health care sets them apart from other payors. As a public health leader, I have been impressed by the unique depth and breadth of Health Share's commitment to social justice, equity and ability to both think and work upstream.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

A handwritten signature in black ink, appearing to read 'Benjamin Hoffman', with a stylized flourish extending to the right.

Benjamin Hoffman MD CPST-I FAAP

May 7, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

Swindells Resource Center of Providence Health & Services is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

The Swindells Resource Center at Providence Health and Services was founded in 1994 with the goal of providing space, supports, and education to families and providers who care for children experiencing special health care needs. Since that point, Swindells has grown to serve families across Oregon and Southwest Washington through three physical resource centers, a statewide library of over 4,500 books, and countless educational events held in the tri-county region to the most rural corners of the state.

With grant funding from Health Share of Oregon, The Swindells Center proudly piloted a peer family navigator role in 2016 with the goal of providing parent led support to families that are walking the journey of having a child receive a diagnosis. During the pilot, these roles quickly became part of the care team at the Providence Children's Development Institute, and in 2018 the positions were rolled into the operational budgets of the clinics. Along with this transformational impact at the point of care, Health Share has spurred forth the development of the traditional health workforce by supporting the creation of a Peer Wellness Specialist curriculum, which was approved by the Oregon Health Authority Traditional Health Worker Council in 2019.



The root of innovation is often partnership, and it is through The Swindells Center's various collaborations with Health Share of Oregon that the Center has been able to better serve the families in our communities by addressing the systems and structures that drive family support in Oregon. An example of this has been the Regional Kindergarten Readiness Network, which convened for the first time in 2018. Health Share's Regional Kindergarten Readiness Network is addressing the social determinants of health and education for children and families in our region. This network serves as an effective vehicle for cross sector community engagement, systems alignment/improvement, and advocacy.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

A handwritten signature in black ink that reads "JoAnn Vance".

JoAnn Vance  
Executive Director of Developmental Health  
Providence Health & Services

A handwritten signature in black ink that reads "Hannah Lobingier".

Hannah Lobingier  
Director-The Swindells Center  
Providence Health & Services

Date 5/7/19

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA  
OHA-4690-19

Dear Dr. Bennington-Davis,

Christian Huber is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

Randall Children's ambulatory services offers care to children with complex medical and social needs. Health Share of Oregon has partnered with Randall's to provide and promote alternative care delivery models to at risk populations with the goal of decreasing cost while improving care. Health Share of Oregon has specifically funded Randall Children's Foster Care Medical Home. Together, we have developed best practices to deliver superior patient care to this at-risk population. Health Share of Oregon, through a collaboration with DHS, community partners and area pediatric primary care practices, is working to eliminate the health disparities experienced by children in foster care.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

Christian Huber RN, BSN, MBA  
Manager Ambulatory Services  
Randall Children's Hospital



Virginia Garcia Memorial  
**HEALTH CENTER**

PO Box 6149  
Aloha, OR 97007  
P (503) 352.8681  
F (503) 359.8532

VirginiaGarcia.org

May 3, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

Virginia Garcia Memorial Health Center is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

At Virginia Garcia, our partnership with Health Share has led to increased capacity to improve health, not only for OHP members, but for the diverse communities we serve. Your generous support of our Health Care Symposium, Community Health & Resource Fairs, and other community events helps us create the space to convene health care leaders and professionals to discuss important industry trends and bring critical resources to community members. I am confident that together, we can continue to work strategically to invest and innovate care that reaches people when they need support.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We look forward to our continued partnership and delivering on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

A handwritten signature in blue ink that reads "Gil Muñoz".

Gil Muñoz  
Chief Executive Officer  
503-359-8503

RFA4690-Health Share of Oregon-Letters of Support

May 1, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

On behalf of Wallace Medical Concern (Wallace), I'm pleased to write in support of Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share has built an impressive record—setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

Wallace began partnering with Health Share in early 2012, when we received Federally Qualified Health Center designation and opened our first primary care clinic in Rockwood. Our relationship continues to increase our capacity to support improved health, not only for our OHP members, but for our entire community—especially those who experience health inequities and barriers to care.

Health Share's mission to collaborate with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our alliance with Health Share to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,



Lisa A. Cline, MPH  
Chief Executive Officer



**Jared Cordon**  
 Administrator for Early Learning & Elementary  
 Curriculum, Instruction, and Assessment  
**Teaching & Learning**  
 Beaverton School District 48J  
 16550 SW Merlo Road  
 Beaverton, OR 97003  
 503.356.4373 • Fax: 503.356.4415  
 Administrative Assistant: Maggie Munoz  
 Jared\_cordon@beaverton.k12.or.us



May 2, 2019

Dr. Maggie Bennington-Davis  
 Interim Chief Executive Officer  
 Health Share of Oregon  
 2121 SW Broadway, #200  
 Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon’s CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

I am thrilled to provide this letter of support for Health Share of Oregon’s CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share’s record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

Health Share has been a critical partner for the Beaverton School District in supporting the Regional Kindergarten Readiness Network. Health Share’s Regional Kindergarten Readiness Network is helping school districts across the State, including the Beaverton School District, address the social determinants of health and education for children and families in our region. Health Share is providing a critical venue that allows for networking that is leading to unprecedented engagement, systems alignment and improvement, and advocacy.

Health Share is also working collaboratively on priority topics through the Early Learning Washington County Governance Council. Their partnership and leadership continues to be a catalyst for deep levels of cross-sector collaboration that is leading to palpable, positive change.

Health Share’s mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

Jared Cordon  
 Administrator for Early Learning and Elementary Curriculum, Instruction, and Assessment  
 Beaverton School District

**District Goal:** WE empower all students to achieve post-high school success.

The District prohibits discrimination and harassment based on any basis protected by law, including but not limited to, an individual’s actual or perceived race, color, religion, sex, sexual orientation, gender identity, gender expression, national or ethnic origin, marital status, age, mental or physical disability, pregnancy, familial status, economic status, veteran status, or because of a perceived or actual association with any other persons within these protected classes.

RFA4690-Health Share of Oregon-Community Letters of Support



# **Multnomah Early Childhood Program**

## **David Douglas School District**

5208 NE 122<sup>nd</sup> Ave. | Portland, Oregon 97230 | 503-261-5535

May 6, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

Lisa Grotting is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

Multnomah Early Childhood Program (MECP) provides early intervention and early childhood special education services to children birth to age five in Multnomah County. MECP and Health Share Oregon have worked on many joint projects that include:

- Working on joint projects through Early Learning Multnomah Governance Council
- Partners with Health Share, IRCO and Multnomah County Hub (ELM) on a community outreach project in order to begin to have a better understanding of cultural aspects to child development. The voice of the Bhutanese and Vietnamese families has been captured through family cafes.
- Health Share also participates in MECP's Local Interagency Coordinating Council.
- Regional Kindergarten Readiness Network. Health Share's Regional Kindergarten Readiness Network is addressing the social determinants of health and education for children and families in our region. This network serves as an effective vehicle for cross sector community engagement systems alignment/improvement and advocacy.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

Lisa Grotting  
Director of EI/ECSE  
Multnomah Early Childhood Program

May 7, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

My name is Shelly Reggiani and I am the Executive Director of Equity and Instructional Services for the North Clackamas School District. I am pleased to represent my school district in providing this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Health Share has been a consistent leader in successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is unmatched – setting the standard for creating innovative community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

I am please to represent North Clackamas as a member of the Regional Kindergarten Readiness Network, a diverse group of educators, health care providers, social services, and community based organizations who all share the mission of removing barriers for children and families in school readiness, especially those from historically underserved populations. This cross sector network lead by Health Share is a prime example of advocacy, policy, leadership, and systems alignment, all in service of children and families.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,



Shelly Reggiani  
Executive Director, Equity and Instructional Services  
North Clackamas School District



**Northwest Regional**  
Education Service District

5825 NE Ray Circle  
Hillsboro, OR 97124  
Ph: 503-614-1428 Fax: 503-614-1440

May 8, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon’s CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

Northwest Regional Education Service District-Early Intervention/Early Childhood Special Education Program is pleased to provide this letter of support for Health Share of Oregon’s CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share’s record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

Health Share of Oregon works closely with the medical community to insure children experiencing disabilities ages birth to kindergarten are referred to the early intervention/early childhood program for services. Research demonstrates how critical it is to provide intervention as early as possible for the best outcomes for children demonstrating developmental delays.

Health Share’s mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

Nancy M. Ford, Director  
Early Intervention/Early Childhood Special Education

RFA4690-Health Share of Oregon-Letters of Support

**Early Intervention / Early Childhood Special Education**

**Nancy M. Ford, M.Ed.** Director ~ 503-614-1251

<b>Heather Botcheos</b> Principal Tualatin Early Childhood Center 503-614-1429 or 503-614-1720	<b>Karen Shepherd, M.S.</b> Coordinator SAIL & Community Action 503-614-1671 or 503-614-1272	<b>Liane Chappell, MAT</b> Principal Hillsboro Education Center 503-213-1717 or 503-213-1700	<b>Lori Kellogg, M.S., CCC-SLP</b> Principal Beaverton Early Childhood Center 503-614-1274 or 503-614-1790	<b>Peggy Freund, Ph.D</b> Coordinator Washington 503-614-1430 or 503-614-1272	<b>Stacy Rager, M.S.</b> Coordinator Evaluation Team 503-614-1429 or 503-614-1272
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## PORTLAND PUBLIC SCHOOLS

### OFFICE OF FUNDED PROGRAMS

501 North Dixon Street / Portland, OR 97227

Telephone: (503) 916-3231 / Fax: (503) 916-3111

Mailing Address: P. O. Box 3107 / 97208-3107

May 8, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, # 200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

I am pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

- Working together on the **Early Learning Multnomah's Governance Council and the Parent/Family Council**, guiding policy and work for Early Learners and Families across Multnomah County
- **Regional Kindergarten Readiness Network** – Health Share's Regional Kindergarten Readiness Network is addressing the social determinants of health and education for children and families in our region. This network serves as an effective vehicle for cross sector community engagement, systems alignment/improvement, and advocacy
- Participating on the **Mapping the Money Workgroup & on the Systems Alignment Workgroup** that supports work across Clackamas, Multnomah, and Washington Counties

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

Leslie O'Dell  
Senior Director  
Funded Programs & Early Learning  
Portland Public Schools



May 7, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

Dear Dr. Bennington-Davis,

The Reynolds School District is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success sets the standard for creating community partnerships, executing quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

To date, we appreciate Health Share's engagement as a thought partner and source of reliable analytics as we strive together to impact the areas of:

- Access to high quality Pre-K programs through Early Learning Multnomah Governance Council
- Regional Kindergarten Readiness Network – Health Share's Regional Kindergarten Readiness Network is addressing the social determinants of health and education for children and families in our region.
- Initial convenings with Health Share, the Reynolds School District, Home Forward and Greater Than to study the intersections between health and student attendance.

Looking ahead to CCO 2.0, we are excited to strengthen our partnership with Health Share as we elevate the four priorities areas identified by Governor Kate Brown: improve the behavioral health system, increase value and pay for performance, focus on social determinants of health and health equity, and maintain sustainable cost growth.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in their track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share to deliver on the coordinated-care promise: better care, smarter spending and healthier people – executed through strategies that are informed by and make the most sense for our constituents.

Sincerely,

A handwritten signature in black ink, appearing to read "Danna Diaz", with a stylized flourish extending to the right.

Dr. Danna Diaz  
Superintendent,  
Reynolds School District



Tigard-Tualatin School District 23J  
Larry Hibbard Administration Center  
6960 S.W. Sandburg St.  
Tigard, OR 97223  
503-431-4000; FAX: 503-431-4047  
www.ttsdschools.org

5/2/19

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

On behalf of the Tigard-Tualatin School District, I am pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

We have been proud to partner with Health Share through the Washington County Early Learning Governance Council. Health Care's mission aligns with our District's strategic plan. We both focus on equity and improving the lives of children and their families. Through the Regional Kindergarten Readiness Network, we have been able to work through and address the social determinants of health and education for our region. This network has served as an effective vehicle for cross sector community engagement, systems alignment/improvement and advocacy. Health Share's leadership has been instrumental in making this happen.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

Karen Twain  
Assistant Superintendent  
Tigard-Tualatin School District

Rodney A. Cook, Director

Children, Family & Community Connections Division

April 30, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

The Early Learning Hub of Clackamas County is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

The Early Learning Hub of Clackamas County is working with partners across our region to assure cross sector collaboration and alignment across the early learning system. Our partnership with Health Share is critical to assure that we are addressing equity and social determinants of health for all young children across our region. Health Share's Regional Kindergarten Readiness Network is addressing the social determinants of health and education for children and families and serves as an effective vehicle for cross sector community engagement, systems alignment, improvement and advocacy.

Health Share's strategic initiatives and community investments, like Ready + Resilient, provide a foundation for this work moving forward. Investments in systems like *Help Me Grow* demonstrate Health Share's commitment to assuring that all children have a healthy start in life and that families have the resources and supports needed to thrive.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,



Rodney A. Cook, Director  
Children, Family & Community Connections

RFA4690-Health Share of Oregon-Community Letters of Support



**EARLY LEARNING  
MULTNOMAH**

May 2, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

Early Learning Multnomah is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

Early Learning Multnomah is a strategic initiative of United Way of the Columbia-Willamette and one of the sixteen early learning hubs funded through Oregon's Early Learning Division. We are building an early learning system that is free from bias and gives every child what they need to learn and grow. We work closely and cooperatively with Health Share to reach the goals given to us by the state of Oregon: every child ready for school success at kindergarten entry, families with the stability and resilience to support their children's success and a complex cross-sector system that is responsive to family needs.

For five years the leaders of the three metro early learning hubs have met with Health Share staff to strategize and act together to address the social determinants of health and school success. Here are a few of the things we have accomplished together:



**EARLY LEARNING  
MULTNOMAH**

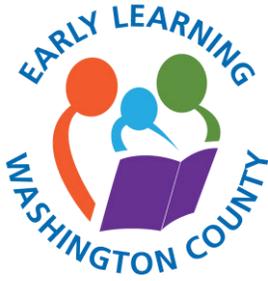
- Launched, staffed and supported the Regional Kindergarten Readiness Network—an effective vehicle for cross sector community engagement, systems alignment/improvement, and advocacy to address social determinants of health and education
- Addressed racial and linguistic disparities in developmental screening rates through The Developmental Screening Project—piloting culturally relevant screening tools and using community-based participatory research to generate culturally relevant screening practices
- Envisioned and supported Help Me Grow—a regional effort to provide effective connection to resources for medical providers and community navigators helping families with developmental concerns

Health Share is a member of Early Learning Multnomah's Sector Council and has become a trusted partner for the Parent Accountability Council that is the heart of Early Learning Multnomah's governance structure. Centering family voice and disrupting patterns of racism are consistent themes in Early Learning Multnomah's partnership with Health Share.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

Molly Day and Frances Sallah  
Directors of Early Learning Multnomah  
[mollyd@unitedway-pdx.org](mailto:mollyd@unitedway-pdx.org) [frances@unitedway-pdx.org](mailto:frances@unitedway-pdx.org)



Services are aligned,  
coordinated and effective

Families are healthy, stable  
and attached

Children are ready for  
kindergarten, reading  
at grade level and  
successful in school

*A partnership between  
United Way of the  
Columbia-Willamette &  
Washington County Health  
and Human Services*



April 30, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

**RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19**

Dear Dr. Bennington-Davis,

Early Learning Washington County is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

To achieve these goals, they have partnered with us in a number of ways, including:

- Equity/Social Determinants of Health – Addressing equity and social determinants of health requires cross sector collaboration, community-based and member-driven efforts, and investments into the root causes of inequities. Health Share's strategic initiatives and community investments, like Ready + Resilient, provide a foundation for this work moving forward. Our regional CCO Hub work ties directly to these goals:
  - Help Me Grow
  - Sign Up Early for Kindergarten Campaign (in multiple languages)
  - "Big Feelings, Tough Behaviors" parent/caregiver conference
  - Parent Advisory Committees as a way Health Share might engage more directly for "consumer voice."
- Strong Early Learning leadership to work upstream and promote equity
  - Health Share hosts the *Regional Kindergarten Readiness Network*, which is addressing the social determinants of health and education for children and families in our region. This network serves as an effective vehicle for cross sector community engagement, systems alignment/improvement, and advocacy.
  - Meets with the three metro-area Early learning hubs monthly to coordinate our efforts.
  - Serve as a strong and active member of the Early Learning Washington County hub.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

A handwritten signature in blue ink, appearing to read "Adam Freer". The signature is fluid and cursive, with a long horizontal stroke at the end.

Dr. Adam Freer, MDiv, MSW, DPPD  
Director  
Early Learning Washington County



**Child Care Resource and Referral of Multnomah Co.**

4510 NE 102<sup>nd</sup> Ave  
Portland, Oregon 97220  
Tel 503.491.6205  
Fax 503.491.6930



May 3, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

Mt. Hood Community College's Child Care Resource and Referral of Multnomah County (MHCC CCR-MC) is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

MHCC CCR-MC is the state Child Care Resource and Referral agency for all of Multnomah County. We provide supports such as professional development, technical assistance, career planning, and systems navigation in 6 languages, with the early learning workforce. Our mission includes promoting access to high quality child care experiences for all children and families. Through participation with the Regional Kindergarten Readiness Network, The Young Child Wellness Council, and projects such as ASQ translation and screening, we have been able to further our mission by sharing the voices of child care programs-voices from the places that many children spend the majority of their week. Health Share's leadership in strategic planning and community engagement has given us new connections to the health sector and paved the way for our community to truly think about how systems and family interact. Through these partnerships, more child care providers are utilizing the ASQ for child screening, we are learning together what it truly means to be a family centered and culturally responsive and trauma informed agency, and we are digging deeper to explore the routes and solutions to preschool expulsion in our community.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

Christine Waters  
Director  
Child Care Resource and Referral of Multnomah County

May 7 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA  
OHA-4690-19

Dear Dr. Bennington-Davis,

The Center for Improvement of Child and Family Services at Portland State University is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

As the Director of Early Childhood and Family Support Research at PSU, our team has worked closely with Health Share on several projects, most recently on their ground breaking effort to build a Regional Kindergarten Readiness Network (RKRN). Health Share's commitment to elevating the importance of kindergarten readiness as a key goal for the health care community shows leadership and vision. It is clear that they are taking a holistic, partnership oriented approach to improving community health by addressing social determinants that are not easily solved by any one organization. Their work on the RKRN has brought together a large and diverse group of stakeholders to build a collective vision for the region related to supporting child and family well being and reducing inequities in kindergarten readiness, a key foundation for later success in school and life. It is notable that while Health Share is a large and potentially formidable organization, the team moved forward in a spirit of genuine collaboration, owning their positionality and continually working to create opportunities for diverse community partners to come to the table and engage in the work.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

Beth L. Green, Ph.D.  
Research Professor and Director of Early Childhood and Family Support Research  
Portland State University

May 9, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

On behalf of Advantage Dental from DentaQuest, I am pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

As a contracted dental plan, Advantage has administered the Oregon Health Plan dental benefit for assigned Health Share members since 2014. Partnering with Health Share, we have more capacity than ever to improve oral health and overall health, not only for OHP members, but for the entire community. Together, we can work strategically to invest and innovate care that reaches people when they need support.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,



Kevin Boie  
Chief Operating Officer  
Advantage Dental from DentaQuest

To Improve the Oral Health of All

[www.AdvantageDentalServices.com](http://www.AdvantageDentalServices.com)

442 SW Umatilla Avenue Redmond, OR 97756 | TEL: 866.268.9631 | FAX: 866.268.9618



May 9, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

CareOregon Dental is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

As an oral health plan partner, CareOregon Dental shares Health Share's goal of building partnerships and capacity in our oral health community for transformative work to emerge. Because of our relationship with Health Share, CareOregon Dental has invested millions of dollars in oral health integration and capacity-building initiatives in our safety net program partners. These projects are advancing the importance of oral health and better whole-person care. In addition, Health Share is dedicated to elevating oral health awareness, and through our combined advocacy, focuses attention on the oral health-overall health connection and how integrating the health disciplines is transforming health care and maximizing health outcomes for both individuals and populations.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for everyone is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

A handwritten signature in black ink that reads "Alyssa Franzen".

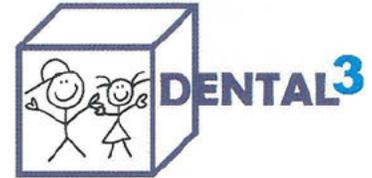
Alyssa Franzen, DMD  
Chief Dental Officer  
CareOregon and CareOregon Dental

RFA4690-Health Share of Oregon-Letters of Support

315 SW Fifth Ave, Portland, OR | 888-440-9912 | TTY/TDD 711 | [careoregondental.org](http://careoregondental.org)

## Dental3

7420 SW Hunziker St. Ste F, Tigard, OR 97223  
Tel 503-521-7166 | Fax 866-806-4967  
admin@dental3.net  
dental3.net



5/6/2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis

Dental3 is pleased to support Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

Dental3 was formed in 2014 as a unique partnership of Medicaid dental plans, coordinated care organizations, and community partners to improve oral health in Clackamas, Multnomah, and Washington counties. Dental3 and its partners provide community based services targeting Medicaid eligible individuals and other populations in need. Services include dental screenings, sealants, fluoride varnish, and care coordination and navigation. Dental3 is a nonprofit governed by a Board of Directors that includes representatives from Medicaid dental plans, community members, and a representative from Health Share. Health Share's input has been valuable for increasing our capacity to improve oral health, not only for OHP members, but for the entire community. Together, we work strategically to innovate solutions that meet people where they are, reach vulnerable populations, and support the integration of oral health into the overall health and wellness of the community.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in its track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

A handwritten signature in blue ink that reads "Amber Hansen".

Amber Hansen  
Executive Director  
Dental3  
amberhansen@dental3.net



May 10, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

ODS Community Dental is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

Partnering with Health Share, we have more capacity than ever to improve health, not only for OHP members, but for the entire community. Together, we can work strategically to invest and innovate care that reaches people when they need support.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to deliver on the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

A handwritten signature in black ink that reads "Teri Barichello". The signature is fluid and cursive, with a long horizontal stroke at the end.

Teri Barichello  
Vice President, Chief Dental Officer

RFA4690-Health Share of Oregon-Community Letters of Support



First In Proactive Dental Care

6950 NE Campus Way, Hillsboro, OR 97124  
Tel 503.952.2000 Fax 503.952.2200  
www.willamettedental.com

April 16, 2019

Review Committee – RFA-OHA-4690-19  
Oregon Health Authority  
500 Summer Street NE  
Salem, OR 97301

To whom it may concern:

Willamette Dental Group, PC (WDG) has been serving individuals on the Oregon Health Plan (OHP) for over 30 years, both as a direct contractor with the state and in partnership with local Coordinated Care Organizations (CCOs). In our vast and diverse experience, there are certain organizations who excel at providing compassionate, appropriate care for OHP clients and we believe that Health Share is one of them.

Since 2014, we have served as a dental subcontractor of Health Share and a partner in establishing an innovative approach to care that is patient-centered, promotes quality outcomes and maximizes the resources available to benefit of the community at large. Over past five years, Health Share has consistently demonstrated visionary, mission-driven accountability to the community and has led the development and institutionalization of an inclusive and sustainable system of care.

Willamette Dental Group (WDG) proudly supports Health Share's application to be a Coordinated Care Organization in Multnomah, Clackamas and Washington counties.

Sincerely,

A handwritten signature in black ink, appearing to read 'Matt Sinnott', is written over a light blue horizontal line.

**Matt Sinnott**  
Senior Director of Government Affairs and Contract Management  
Willamette Dental Group, PC

RFA4690-Health Share of Oregon-Community Letters of Support

5/8/19

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

I, [REDACTED], am pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success is undeniable – setting the standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

Not only am I an OHP consumer, I also serve on Health Share's Community Advisory Council (CAC) and Board of Directors. As the liaison between the CAC and Board, I advocate for a two-way communication, transparency and accountability in the Community. I also serve in the North by Northeast, Patient Wellness Council.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. I am excited to continue supporting Health Share's coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region and our members.

Sincerely,

[REDACTED]



# Oregon

Kate Brown, Governor

**Department of Human Services  
District 2 Administration  
2446 SE Ladd Avenue  
Portland OR 97214-5427  
Phone: 503-731-3111  
Fax: 503-731-3377**

May 2, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

Child Welfare is providing this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Health Share is partnering with Child Welfare to understand and serve the unique needs of the foster youth population in the Tri-county area of Clackamas, Multnomah and Washington Counties. Below are some examples of collaboration:

- Health Share invested in PHTech, a referral manager platform, two and a half years ago to specifically assist with managing the DHS metric. Physical, dental and mental health plans communicate via PHTech to coordinate initial assessments when youth enter foster care.
- Health Share and Child Welfare have partnered with the Oregon Health Authority to align Child Welfare policy with CCO metric guidelines for the 2020 Child Welfare metric.
- Health Share hosts a monthly meeting between the three County mental health plans and the health plans for dental and physical health to problem solve the unique health needs of foster youth and ways to coordinate ongoing care.
- Health Share has grant funded a full-time Child Welfare position in Multnomah County for the past three years to assist with aligning strategies for foster youth. A second Medical Liaison is to be on-boarded within the next few months to serve Clackamas and Washington Counties.
- Health Share funds four Advanced Primary Clinics (APC), identified as centers of excellence in understanding and serving the needs of foster youth. Health Share is in support of Child Welfare's plan to enroll more foster children in these clinics. Health Share hosts a quarterly meeting to bring APC staff together with Health Share and Child Welfare.
- Health Share has collaborated with Multnomah County Child Welfare, Multnomah County Behavioral Health and MindSights to develop the RAPID assessment and payment structure.
- All three Counties participate in the Regional System of Care to add Child Welfare's voice to the on-going conversations.

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An Equal Opportunity Employer*



# Oregon

Kate Brown, Governor

Department of Human Services  
District 2 Administration  
2446 SE Ladd Avenue  
Portland OR 97214-5427  
Phone: 503-731-3111  
Fax: 503-731-3377

Self Sufficiency clients in the Tri-county area have also benefitted from Health Share services as Health Share's collaboration with Child Welfare has increased Health Share's knowledge about the needs of families living in poverty.

We look forward to continuing our partnership with Health Share as we work together to improve the overall health and well-being of foster youth, one of the most vulnerable populations in our community.

Sincerely,

Sherrelle Jackson, Seth Lyon, Rolanda Garcia  
Multnomah, Clackamas, Washington County District Managers  
Oregon Department of Human Services

*"Safety, health and independence for all Oregonians"*  
*An Equal Opportunity Employer*



# JOINT OFFICE OF HOMELESS SERVICES

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May 6, 2019

Dr. Maggie Bennington-Davis  
Interim Chief Executive Officer  
Health Share of Oregon  
2121 SW Broadway, #200  
Portland, Oregon 97201

RE: Letter of Support for Health Share of Oregon's CCO 2.0 Application in response to RFA OHA-4690-19

Dear Dr. Bennington-Davis,

The City of Portland and Multnomah County Joint Office of Homeless Services (JOHS) is pleased to provide this letter of support for Health Share of Oregon's CCO 2.0 application in response to RFA OHA-4690-19. Since its inception, Health Share has been successfully serving and partnering with Medicaid and community members in the tri-county areas of Clackamas, Multnomah and Washington counties. Health Share's record of success sets a strong standard for creating community-based partnerships, executing on quality incentive metrics, working to eliminate health disparities, and investing in innovative, upstream strategic initiatives to improve the health of our community.

JOHS administers annually administers more than \$70 million of federal, state and local resources, contracted to dozens of community-based nonprofit organizations who collectively provide emergency shelter, homelessness prevention, and housing placement services to more than 35,000 of our most vulnerable neighbors. Most of them are eligible for and actively engaged in Medicaid-funded health services, so coordination across our respective housing and health systems is critical for addressing this key social determinant of health. Health Share has been an active and committed partner in A Home for Everyone (AHFE), our county-wide effort to end homelessness. In particular, Health Share and its organizational partners support direct integration of strategies and investments in housing stability to improve health outcomes and provide strong leadership in pursuit of racial equity in housing and health.

Health Share's mission to partner with communities to achieve ongoing transformation, health equity and the best possible health for each individual is evident in your track record of success as the single CCO serving our region. We are excited to continue our partnership with Health Share as we work together to address social determinants of health to achieve the coordinated-care promise: better care, smarter spending and healthier people – in the way that makes the most sense for our region.

Sincerely,

Marc Jolin, Director

RFA4690-Health Share of Oregon-Community Letters of Support