



May 13, 2019

To: Tammy Hurst, OCAC, OPBC, SPC
Oregon Health Authority
rfa.cco2.0@dhsosha.state.or.us

From: PacificSource Community Solutions – Central Oregon
Lindsey Hopper, lindsey.hopper@pacificsource.com

RE: Community Letters of Support, Attachment 10

PacificSource Community Solutions (PSCS) is an Oregon-based non-profit health plan currently serving coordinated care organization (CCO) members in Central Oregon and the Columbia Gorge. We will partner with the Central Oregon Health Council (Health Council) to serve members through shared commitments to transparency in governance and financial operations, collective impact, and community reinvestment. Together, we are innovative, flexible, and responsive to the unique needs of our communities and the opportunities for transformation. PSCS is part of the PacificSource family of companies, a non-profit organization serving 325,000 commercial, Medicare, and Medicaid members across Oregon, Idaho, Montana, and Washington. PacificSource has a history as a trusted community partner as the current CCO in Central Oregon.

Since 2012, PSCS has worked with local stakeholders, delivery systems, and providers in Central Oregon to build a community-based governance model and transparent and local CCO. We are proud to share the attached letters of support that reflect strong community participation and connections with PSCS, the Health Council, and our collective commitment to community engagement and health system transformation.

We look forward to the opportunity to continue to create a healthier Central Oregon. As a known and trusted partner of the Oregon Health Authority, we will collaborate with provider partners and engage Oregon Health Plan members to achieve the goals of CCO 2.0.

Sincerely,

A handwritten signature in black ink, appearing to read "Ken P. Provencher", written in a cursive style.

Kenneth P. Provencher
President and CEO, PacificSource

A handwritten signature in black ink, appearing to read "Lindsey Hopper", written in a cursive style.

Lindsey Hopper
VP, Medicaid Programs, PacificSource



Date: January 14, 2019

To: Office of Contracts and Procurement, Oregon Health Authority

From: Advantage Dental Services, LLC

RE: Letter of support for PacificSource Community Solutions – Central Oregon Coordinated Care Organization

To Whom It May Concern,

Advantage Dental Services, LLC strongly supports the application of PacificSource Community Solutions to be the Coordinated Care Organization in Central Oregon. Advantage Dental Services, LLC is a dental services company and has engaged with the PacificSource Central Oregon CCO since the inception of CCOs to the present. Our organizations have worked together to integrate oral health with physical health and mental/behavioral health to provide members with comprehensive health care that meets the triple aim. Together we have prioritized oral health care for certain populations that are at an elevated risk in order to provide effective health care outcomes and reduce medical costs.

PacificSource is an active community partner with a focus on provision of care that improves health care outcomes and reduces medical costs in alignment with the objectives of the original CCO model as well as the changes included in the CCO 2.0 policy objectives. With its decades of expertise as a health plan offering Medicaid, Medicare, and commercial coverage, PacificSource is ideally suited to be a primary agent of health system transformation in the region. PacificSource Community Solutions has a prominent community presence and commitment to improving health outcomes in the communities it serves.

This commitment has been evident in their work as our region's CCO. Examples include directing resources and technical assistance to speed integration of behavioral health in primary care settings, promoting integration of oral health services in primary care settings, creating substantial analytics capacity to inform clinical care processes and governance, and conducting CCO business with a high level of transparency for the governing board, participating provider organizations, and the community. PacificSource's Health Council model for decision making not only provides community transparency but also show commitment to serving the needs of members, the community, the CCO and OHA.

The proposed application is aligned with the needs of our community and the policy objectives of CCO 2.0, and we expect a continued positive impact through the following:

- ✓ Accountability for increasing integration of care and capacity to support this transformation.

To Improve the Oral Health of All

www.AdvantageDentalServices.com

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



- ✓ Improvement in health outcomes for those members experiencing health disparities.
- ✓ Broadening the impact of the CCO model through addressing social determinants of health.
- ✓ Delivery of cost-effective care through aligned payment models.
- ✓ Improved access and member experience in targeted areas including behavioral health and dental services.
- ✓ Improvement in the quality of health care across the entire community.

Please accept this letter as formal recognition of the value of this application in helping the Central Oregon region achieve our local goals for health improvement and the state's priorities for the Coordinated Care Organizations over the coming five years. We believe that PacificSource Community Solutions will continue to bring significant value and improvement to the overall health of our communities and are committed in our support for continuing our work together.

Sincerely,

A handwritten signature in black ink, appearing to read "Ellie Naderi".

Ellie Naderi, CEO

To Improve the Oral Health of All

www.AdvantageDentalServices.com

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



Date: December 12, 2018

To: Office of Contracts and Procurement

From: BestCare Treatment Services

RE: Letter of support for PacificSource Community Solutions – Central Oregon Coordinated Care Organization

To Whom It May Concern,

BestCare Treatment Services strongly supports the application of PacificSource Community Solutions to be the Coordinated Care Organization in Central Oregon. BestCare is a behavioral health agency providing addiction and mental health services in Jefferson and Deschutes County and has engaged with the PacificSource Central Oregon CCO through contracts for Community Mental Health Program services in Jefferson County and substance use disorder treatment services in Jefferson and Deschutes counties.

The proposed application is aligned with the needs of our community and the policy objectives of CCO 2.0, and we expect a continued positive impact through the following:

- ✓ Accountability for increasing integration of care and capacity to support this transformation.
- ✓ Improvement in health outcomes for those members experiencing health disparities.
- ✓ Broadening the impact of the CCO model through addressing social determinants of health.
- ✓ Delivery of cost-effective care through aligned payment models.
- ✓ Improved access and member experience in targeted areas including behavioral health and dental services.
- ✓ Improvement in the quality of health care across the entire community.

Please accept this letter as formal recognition of the value of this application in helping the Central Oregon region achieve our local goals for health improvement and the state's priorities for the Coordinated Care Organizations over the coming five years. We believe that PacificSource Community Solutions will continue to bring significant value and improvement to the overall health of our communities and are committed in our support for continuing our work together.

Sincerely,

A handwritten signature in blue ink, appearing to read "Rick Treleaven", is written over a white background.

Rick Treleaven, LCSW
CEO



Date: 5/1/2019

To: PacificSource Community Solutions for submission to the Oregon Health Authority

From: Bethlehem Inn

RE: Community letter of support for CCO 2.0

To Whom It May Concern,

Bethlehem Inn strongly supports the application of PacificSource Community Solutions to be the Coordinated Care Organization in Central Oregon. Bethlehem Inn is a regional emergency shelter serving vulnerable men, women and families experiencing homelessness. Our organization has engaged with the PacificSource Community Solutions Central Oregon CCO through a dedicated partnership in addressing social determinants of health with the shared population we serve. With the excellent leadership that PacificSource provides, our region has benefitted from improving organizational and community coordination and collaboration. On many levels, PacificSource serves as an excellent model of governance and transparency; they effectively demonstrate and expect accountability to and for those they serve.

PacificSource Community Solutions is an active community partner with a focus on provision of care that improves health care outcomes and reduces medical costs in alignment with the objectives of the original CCO model as well as the changes included in the CCO 2.0 policy objectives. With its decades of expertise as a health plan offering Medicaid, Medicare, and commercial coverage, PacificSource Community Solutions is ideally suited to be a primary agent of health system transformation in the region. PacificSource Community Solutions has a prominent community presence and commitment to improving health outcomes in the communities it serves.

This commitment has been evident in their work as our region's CCO. Their collaborative Health Council model has directed investments that align with our regional health improvement plan, which includes social determinants of health, and have conducted CCO business with a high level of transparency for the governing board, participating provider organizations, and the community.

The proposed application is aligned with the needs of our community and the policy objectives of CCO 2.0, and we expect a continued positive impact through the following:

- ✓ Accountability for increasing integration of care and capacity to support this transformation.
- ✓ Improvement in health outcomes for those members experiencing health disparities.
- ✓ Broadening the impact of the CCO model though addressing social determinants of health.
- ✓ Delivery of cost-effective care through aligned payment models.
- ✓ Improved access and member experience in targeted areas including behavioral health and dental services.
- ✓ Improvement in the quality of health care across the entire community.

Please accept this letter as formal recognition of the value of this application in helping the Central Oregon region achieve our local goals for health improvement and the state's priorities for the Coordinated Care Organizations over the coming five years. We believe that PacificSource Community Solutions will continue to bring significant value and improvement to the overall health of our communities and are committed in our support for continuing our work together.

Sincerely,



Gwenn Wysling

Executive Director

Date: 5/3/2019

To: To PacificSource Community Solutions for submission to the Oregon Health Authority

From: Capitol Dental Care, Inc.

RE: Community Letter of Support for CCO 2.0

To Whom It May Concern,

Capitol Dental Care, Inc. strongly supports the application of PacificSource Community Solutions (PacificSource), to serve Medicaid members as a Coordinated Care Organization in the Central Oregon region. PacificSource is an independent, non-profit organization based in Oregon, and a visible and committed community partner. With its decades of expertise as a health plan offering Medicaid, Medicare, and commercial coverage, PacificSource is ideally suited to help foster health system transformation in the region.

PacificSource's unique community governance model is a good fit for the Central Oregon region. It establishes a community-financing framework that will reinforce the region's health improvement efforts and is grounded in transparency, collective impact and inclusion. These are principles that are important to Capitol Dental Care, Inc. and to local stakeholders.

PacificSource's application is aligned with the needs of our community and we are confident in their ability to effectively achieve the policy objectives of CCO 2.0, through the following:

- ✓ Increase integration of care and capacity to support transformation.
- ✓ Improve health outcomes for members experiencing health disparities.
- ✓ Deepen the impact of the CCO model though addressing social determinants of health.
- ✓ Deliver cost-effective care through aligned payment models.
- ✓ Improve access and member experience with an emphasis on behavioral health and oral health.
- ✓ Improve the quality of health care across the entire community.

Please accept this letter as our formal support of PacificSource's application. We are confident PacificSource will advance our region's capacity to achieve local health goals and fulfill the state's priorities. [Capitol Dental Care, Inc. looks forward to partnering with PacificSource, on behalf of community members served by Medicaid and toward building healthier communities in the Central Oregon region.

Sincerely,


Mark Shalvarjian

President



Date: December 12, 2018

To: Office of Contracts and Procurement

From: Central Oregon Health Council

RE: Letter of support for PacificSource Community Solutions - Coordinated Care Organization,
Central Oregon

To Whom It May Concern:

The Central Oregon Health Council strongly supports the application of PacificSource Community Solutions to be the Coordinated Care Organization in Central Oregon. The Central Oregon Health Council is an incorporated, not-for-profit corporation in Oregon and has served since 2013 as the community governance and oversight body for PacificSource Community Solutions. Our organizations have provided a conduit regionally for the voices of clinicians, consumers, and organizational leaders to improve health outcomes and member experience. This governance structure has created a successful and effective pathway for community engagement and a high performing CCO. We would very much like for it to continue.

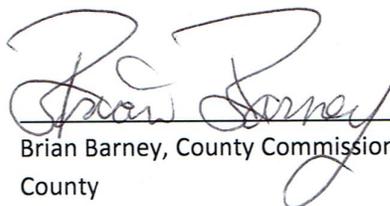
PacificSource Community Solutions and the Central Oregon Health Council have a prominent community presence and commitment to improving health care outcomes in the communities we serve. Together, we work transparently to provide our community members with better care, health, and costs in an effort to create a healthier Central Oregon. The Central Oregon Health Council has worked alongside PacificSource's Coordinated Care organization to create transformative and integrated care and we look forward to continuing our shared community goals in the coming years.

The Central Oregon Health Council endorses this CCO application and looks forward to ongoing collaboration within our regional areas of focus. These include but are not limited to Behavioral health integration, value-based payment innovation, investments in Social Determinants of Health, and health equity. Please accept this letter as formal recognition of the value of this application in helping Central Oregon achieve our local goals for health improvement and the state's priorities for the Coordinated Care Organizations over the coming five years. We believe that PacificSource Community Solutions will continue to bring significant value and improvement to the overall population health of Central Oregon and are committed in our support for continuing our work together.

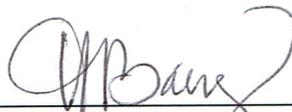
Sincerely,



Donna Mills, Executive Director, Central Oregon Health Council



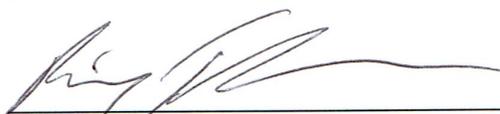
Brian Barney, County Commissioner, Crook County



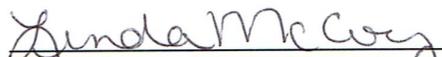
Tammy Baney, Chair, County Commissioner, Deschutes County



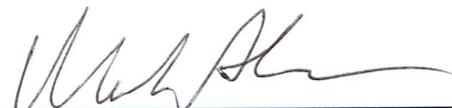
Linda Johnson, Community Representative



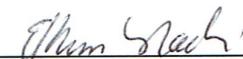
Rick Treleaven, Vice Chair, Executive Director, BestCare Treatment Services



Linda McCoy, Community Representative



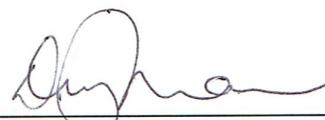
Mike Ahern, County Commissioner, Jefferson County



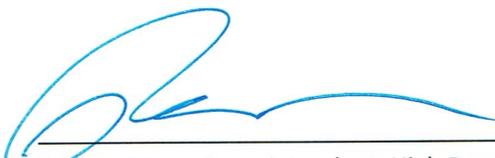
Ellie Naderi, Chief Executive Officer, Advantage Dental



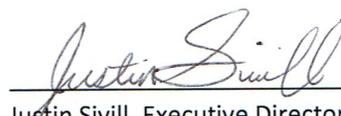
Eric Alexander, Chief Executive Officer, Partners in Care



Divya Sharma, MD, Medical Director, Central Oregon Independent Practice Association



Paul Andrews, Superintendent, High Desert Education Service District



Justin Sivill, Executive Director and Chief Operating Officer, Summit Bend Memorial Clinic



Joe Sluka, Chief Executive Officer, St. Charles



Megan Haase, Chief Executive Officer, Mosaic
Medical

January 9, 2019

Office of Contracts and Procurement
Oregon Health Authority
500 Summer St. NE
Suite E-15
Salem, OR 97301

Re: Letter of support for PacificSource Community Solutions – Central Oregon Coordinated Care Organization

To Whom It May Concern:

I write on behalf of the Central Oregon Independent Practice Association to strongly support the application of PacificSource Community Solutions to continue to operate the Coordinated Care Organization serving the Central Oregon region.

Central Oregon Independent Practice Association (COIPA) is a membership organization that represents the independent physical health clinicians and safety net providers in Central Oregon. COIPA has participated, since 2012, in the PacificSource Central Oregon Coordinated Care Organization (CCO). In addition to providing a substantial portion of the primary care and specialty services for CCO members, we have supported representatives who serve on the CCO governing board and participate in CCO operating committees and care transformation initiatives. The work of the Central Oregon CCO aligns well with our organizational mission and values, including a focus on member needs and experience, equitable health outcomes, cross-sector coordination, transparency in decision-making, and strong financial stewardship.

PacificSource Community Solutions has a prominent community presence and commitment to improving health outcomes in the communities it serves. This commitment has been evident in their work as our region's CCO. Examples include directing resources and technical assistance to speed integration of behavioral health in primary care settings and conducting CCO business with a high level of transparency for the governing board, participating provider organizations, and the community.

One compelling reason that we look forward to maintaining the current CCO structure in our region is continuity to the many initiatives that have been made possible due to the unique relationship between the Health Council and PacificSource:

- A Regional Community Health Assessment and Health Improvement Plan incorporating multiple organizations and pooling resources to synergistically produce better results.
- A three-year Patient-Centered Primary Care Home and Behavioral Health Integration grant was funded to provide regional clinics with resources and technical assistance encouraging clinics to

increase tier status and integrate behavioral health services. Prior to the grant we did not have any clinics at tier five and after the first year of the grant three clinics reached tier five status.

- Quality improvement positions at PacificSource, COIPA, Advantage Dental, and multiple primary care offices were filled and funded out of a community grant to work collaboratively on improving our Quality Incentive Metric performance
- Community-wide deployment of Reliance Health Information Exchange, PreManage, and Clara access for health care, social service, and governmental organizations to facilitate care coordination and reduce duplication of services, provided at no cost to organizations because all expenses are paid out of CCO shared savings
- Voluntary access for dual eligible members to both Medicare and Medicaid from a single company with multiple points of integration of care and consolidated support services through PacificSource

The proposed application is aligned with the needs of our community, and we expect that together we will have a continued positive impact through the following:

- ✓ Accountability for supporting integration of care and health care transformation.
- ✓ Improvement in health outcomes for those members experiencing health disparities.
- ✓ Broadening the impact of the CCO model though addressing social determinants of health.
- ✓ Delivery of cost-effective care through aligned payment models.
- ✓ Improved access and member experience in targeted areas including behavioral health and dental services.

Please accept this letter as formal recognition of the value of this application in helping the Central Oregon region achieve our local goals for health improvement, as well as the state's priorities for coordinated care organizations over the coming five years. We believe that PacificSource Community Solutions will continue to bring significant value to our coordinated care efforts.

Sincerely,



Kim Bangerter, MBA
Chief Executive Officer
Central Oregon Independent Practice Association



DR MARY BROWN • DR JOHN CHUNN • DR VALERIE BAILIE • DR DALE SVENDSEN
DR BRENDA • HEDGES DR CAROLINE GUTMANN • DR ERIN GARZA • DR LINDA STEINER
DR JENNIFER LACHMAN • DR JOHN PEOPLES • DR DANA PERRYMAN • DR MEGAN KARNOPP
DR LOGAN CLAUSEN • DR MARY ROGERS • DR JEFFREY MEYROWITZ • DR LESLIE AUSTIN
CRIS RICKER PA-C • CARISSA HONEYCUTT PA-C • MOLLY RADIS PNP • HAILEY GARSIDE PNP

Date: 4/30/2019

To: PacificSource Community Solutions for submission to the Oregon Health Authority

From: Central Oregon Pediatric Associates LLP

RE: Community letter of support for CCO 2.0

To Whom It May Concern,

Central Oregon Pediatric Associates (COPA) strongly supports the application of PacificSource Community Solutions to be the Coordinated Care Organization in Central Oregon. COPA is one of the largest Pediatric practices in the state caring for the majority of children in the Central Oregon region. COPA has engaged with the PacificSource Community Solutions Central Oregon CCO through multiple and significant quality programs and cannot stress enough the positive impactful work we have completed together in partnership. Our organization has appreciated PacificSource's dedication to partnering to solve community/regional health issues in a holistic, comprehensive, and collaborative way. It is not an exaggeration to say our region would not be nearly as far along in our efforts toward the quadruple aim without PacificSource as our partner.

PacificSource Community Solutions is an active community partner with a focus on provision of care that improves health care outcomes and reduces medical costs in alignment with the objectives of the original CCO model as well as the changes included in the CCO 2.0 policy objectives. With its decades of expertise as a health plan offering Medicaid, Medicare, and commercial coverage, PacificSource Community Solutions is ideally suited to be a primary agent of health system transformation in the region. PacificSource Community Solutions has a prominent community presence and commitment to improving health outcomes in the communities it serves.

This commitment has been evident in their work as our region's CCO. Their collaborative Health Council model has directed investments that align with our regional health improvement plan, which includes social determinants of health, and have conducted CCO business with a high level of transparency for the governing board, participating provider organizations, and the community.

The proposed application is aligned with the needs of our community and the policy objectives of CCO 2.0, and we expect a continued positive impact through the following:



2200 NE PROFESSIONAL COURT BEND, OR 97701
541 389 6313 PHONE 541 389 8760 FAX copakids.com
MAIN EASTSIDE BEND | WESTSIDE BEND | REDMOND

- ✓ Accountability for increasing integration of care and capacity to support this transformation.
- ✓ Improvement in health outcomes for those members experiencing health disparities.
- ✓ Broadening the impact of the CCO model though addressing social determinants of health.
- ✓ Delivery of cost-effective care through aligned payment models.
- ✓ Improved access and member experience in targeted areas including behavioral health and dental services.
- ✓ Improvement in the quality of health care across the entire community.

Please accept this letter as formal recognition of the value of this application in helping the Central Oregon region achieve our local goals for health improvement and the state's priorities for the Coordinated Care Organizations over the coming five years. We believe that PacificSource Community Solutions will continue to bring significant value and improvement to the overall health of our communities and are committed in our support for continuing our work together.

Sincerely,

A handwritten signature in black ink, appearing to read "Wade Miller". The signature is fluid and cursive, with a large initial "W" and "M".

Wade Miller, MBA

Chief Executive Officer

Central Oregon Pediatric Associates



CROOK COUNTY HEALTH DEPARTMENT

"A Healthy and Safe Future for the People of Crook County"

375 NW Beaver St., Suite 100 Prineville, OR 97754

Telephone: (541) 447-5165 Fax (541) 447-3093



Date: December 13, 2018

To: Office of Contracts and Procurement

From: Crook County Health Department

RE: Letter of support for PacificSource Community Solutions – Central Oregon Coordinated Care Organization

To Whom It May Concern,

Crook County Health Department strongly supports the application of PacificSource Community Solutions to be the Coordinated Care Organization in Central Oregon. Crook County Health Department is the public health authority/agency in Crook County and has engaged with the PacificSource Central Oregon CCO through development of the regional health assessment (RHA) and improvement plan (RHIP), coordination to meet metrics, participation on the Central Oregon Health Council Operations Committee, CAC participation, and the Provider Engagement Panel. Our organization has received grants to assist in meeting quality metrics and participated on various workgroups to improve health in the region through the CCO. Public Health is a strong partner in the work and will continue to coordinate with PacificSource in Central Oregon.

PacificSource is an active community partner with a focus on provision of care that improves health care outcomes and reduces medical costs in alignment with the objectives of the original CCO model as well as the changes included in the CCO 2.0 policy objectives. With its decades of expertise as a health plan offering Medicaid, Medicare, and commercial coverage, PacificSource is ideally suited to be a primary agent of health system transformation in the region. PacificSource Community Solutions has a prominent community presence and commitment to improving health outcomes in the communities it serves.

This commitment has been evident in their work as our region's CCO. Examples include directing resources and technical assistance to speed integration of behavioral health in primary care settings, creating substantial analytics capacity to inform clinical care processes and governance, and conducting CCO business with a high level of transparency for the governing board, participating provider organizations, and the community.

Crook County Health Department is a strong community partner and is invested in the decision making for health improvement in the region. We are committed to serving our community, the CCO, and coordinating the efforts of prevention that public health has the expertise to incorporate into the social determinants of health focus.

The proposed application is aligned with the needs of our community and the policy objectives of CCO 2.0, and we expect a continued positive impact through the following:

- ✓ Accountability for increasing integration of care and capacity to support this transformation.
- ✓ Improvement in health outcomes for those members experiencing health disparities.
- ✓ Broadening the impact of the CCO model though addressing social determinants of health.
- ✓ Delivery of cost-effective care through aligned payment models.
- ✓ Improved access and member experience in targeted areas including behavioral health and dental services.
- ✓ Improvement in the quality of health care across the entire community.

Please accept this letter as formal recognition of the value of this application in helping the Central Oregon region achieve our local goals for health improvement and the state's priorities for the Coordinated Care Organizations over the coming five years. We believe that PacificSource Community Solutions will continue to bring significant value and improvement to the overall health of our communities and are committed in our support for continuing our work together.

Sincerely,

A handwritten signature in black ink, appearing to read 'Muriel DeLaVergne-Brown', with a long horizontal line extending to the right.

Muriel DeLaVergne-Brown, RN, MPH
Crook County Health Department
Public Health Director



Date: December 14, 2018

To: Office of Contracts and Procurement

From: Deschutes County Health Services

RE: Letter of Support for PacificSource Community Solutions – Central Oregon Coordinated Care Organization

To Whom It May Concern:

Deschutes County Health Services strongly supports the application of PacificSource Community Solutions to be the Coordinated Care Organization in Central Oregon. Deschutes County Health Services serves, among other roles, as the Community Mental Health Program for Deschutes County and is the primary public provider of services for mentally ill persons in our county. As the Coordinated Care Organization for Central Oregon, PacificSource serves as the intermediary between the Oregon Health Plan and our organization for reimbursement of services. Particularly during the past year, PacificSource's leadership has exhibited an increasing understanding and flexibility in assisting us in meeting the needs of our complex array of services and necessary system supports and has worked with us toward a model for more proactively covering the true costs of these services. They have also demonstrated an increasing level of interest and commitment to increasing the integration of mental health and primary care services.

In support of these shared goals, PacificSource has directed an increasing amount of resources and technical assistance toward the integration of behavioral health in primary care settings. They have also demonstrated improvements and increasing transparency in providing analytics capacity to inform clinical care processes and reimbursement.

Based on this experience, we anticipate that the proposed application will align with the needs of our community by robustly fulfilling the policy objectives of CCO 2.0, and we understand from PacificSource that they are committed to making a positive impact through the following:

- ✓ Accountability for increasing integration of care and capacity to support this transformation.
- ✓ Improvement in health outcomes for those members experiencing health disparities.
- ✓ Broadening the impact of the CCO model though addressing social determinants of health.
- ✓ Delivery of cost-effective care through aligned payment models.
- ✓ Improved access and member experience in targeted areas including behavioral health and dental services.
- ✓ Improvement in the quality of health care across the entire community.

Please accept this letter as formal recognition of the value of PacificSource's application in helping the Central Oregon region achieve our local goals for health improvement and the state's priorities for the Coordinated Care Organizations over the coming five years. We believe that PacificSource Community Solutions will continue to bring significant value and improvement to the overall health of our communities and are committed in our support for continuing our work together.

Sincerely,

George A. Conway, MD, MPH
Director



Date: 4/24/2019

To: PacificSource Community Solutions for submission to the Oregon Health Authority

From: Family Access Network

RE: Community letter of support for CCO 2.0

To Whom It May Concern,

Family Access Network (FAN) strongly supports the application of PacificSource Community Solutions to be the Coordinated Care Organization in Central Oregon. FAN is a local non-profit with advocates in all public schools in Deschutes and Crook Counties. We serve over 9,000 low income children and family members each year. FAN has engaged with the PacificSource Community Solutions Central Oregon CCO by working together to provide support to families that are seeking health insurance or currently have insurance. Our organization has strong partnership with our current CCO, working side by side to help break down barriers so families can received adequate healthcare.

PacificSource Community Solutions is an active community partner with a focus on provision of care that improves health care outcomes and reduces medical costs in alignment with the objectives of the original CCO model as well as the changes included in the CCO 2.0 policy objectives. With its decades of expertise as a health plan offering Medicaid, Medicare, and commercial coverage, PacificSource Community Solutions is ideally suited to be a primary agent of health system transformation in the region. PacificSource Community Solutions has a prominent community presence and commitment to improving health outcomes in the communities it serves.

This commitment has been evident in their work as our region's CCO. Their collaborative Health Council model has directed investments that align with our regional health improvement plan, which includes social determinants of health, and have conducted CCO business with a high level of transparency for the governing board, participating provider organizations, and the community.

The proposed application is aligned with the needs of our community and the policy objectives of CCO 2.0, and we expect a continued positive impact through the following:

- ✓ Accountability for increasing integration of care and capacity to support this transformation.
- ✓ Improvement in health outcomes for those members experiencing health disparities.
- ✓ Broadening the impact of the CCO model though addressing social determinants of health.
- ✓ Delivery of cost-effective care through aligned payment models.
- ✓ Improved access and member experience in targeted areas including behavioral health and dental services.
- ✓ Improvement in the quality of health care across the entire community.

Please accept this letter as formal recognition of the value of this application in helping the Central Oregon region achieve our local goals for health improvement and the state's priorities for the Coordinated Care Organizations over the coming five years. We believe that PacificSource Community Solutions will continue to bring significant value and improvement to the overall health of our communities and are committed in our support for continuing our work together.

Sincerely,

A handwritten signature in black ink that reads 'Julie N. Lyche'.

Julie N. Lyche, Executive Director

Opening doors to hope, help and new possibilities.



2804 SW Sixth Street, Redmond, OR 97756 / P 541.693.5600 / F 541.638.9646 /

4/22/2019

To: PacificSource Community Solutions for submission to the Oregon Health Authority

RE: Community letter of support for CCO 2.0

To Whom It May Concern,

High Desert ESD strongly supports the application of PacificSource Community Solutions to be the Coordinated Care Organization in Central Oregon. HDESD is the regional K-12 and early childhood education leader in Central Oregon and has engaged with the PacificSource Community Solutions Central Oregon CCO through participation on the CCO governance body, the Central Oregon Health Council's Board. Our organization works very hard to bridge the gap between health and education and we see the work that PacificSource has done as our CCO toward that end as critical.

PacificSource Community Solutions is an active community partner with a focus on provision of care that improves health care outcomes and reduces medical costs in alignment with the objectives of the original CCO model as well as the changes included in the CCO 2.0 policy objectives. With its decades of expertise as a health plan offering Medicaid, Medicare, and commercial coverage, PacificSource Community Solutions is ideally suited to be a primary agent of health system transformation in the region. PacificSource Community Solutions has a prominent community presence and commitment to improving health outcomes in the communities it serves.

This commitment has been evident in their work as our region's CCO. Their collaborative Health Council model has directed investments that align with our regional health improvement plan, which includes social determinants of health, and have conducted CCO business with a high level of transparency for the governing board, participating provider organizations, and the community. HDESD has been an active partner in this work, especially around social determinants of health concerning education and learning milestones.

The proposed application is aligned with the needs of our community and the policy objectives of CCO 2.0, and we expect a continued positive impact through the following:

- ✓ Accountability for increasing integration of care and capacity to support this transformation.
- ✓ Improvement in health outcomes for those members experiencing health disparities.
- ✓ Broadening the impact of the CCO model though addressing social determinants of health.
- ✓ Delivery of cost-effective care through aligned payment models.
- ✓ Improved access and member experience in targeted areas including behavioral health and dental services.
- ✓ Improvement in the quality of health care across the entire community.

Please accept this letter as formal recognition of the value of this application in helping the Central Oregon region achieve our local goals for health improvement and the state's priorities for the Coordinated Care Organizations over the coming five years. We believe that PacificSource Community Solutions will continue to bring significant value and improvement to the overall health of our communities and are committed in our support for continuing our work together.

Sincerely,



Paul Andrews, Ed.D.
Superintendent



JEFFERSON COUNTY

Public Health

715 S.W. 4th Street, Suite C ▪ Madras, Oregon 97741 ▪ Ph: (541) 475-4456 ▪ Fax: (541) 475-0132

Date: December 24, 2018

To: Office of Contracts and Procurement

From: Jefferson County Public Health

RE: Letter of support for PacificSource Community Solutions – Central Oregon Coordinated Care Organization

To Whom It May Concern,

Jefferson County Public Health strongly supports the application of PacificSource Community Solutions to be the Coordinated Care Organization in Central Oregon. Jefferson County Public Health is a local governmental Public Health agency and has engaged with the PacificSource Central Oregon CCO through direct partnerships, participation on committees and boards, and through funding opportunities. Our organization has been able to support PacificSource by providing direct services locally while maintaining a community health approach to improving the overall health status of our county.

PacificSource is an active community partner with a focus on provision of care that improves health care outcomes and reduces medical costs in alignment with the objectives of the original CCO model as well as the changes included in the CCO 2.0 policy objectives. With its decades of expertise as a health plan offering Medicaid, Medicare, and commercial coverage, PacificSource is ideally suited to be a primary agent of health system transformation in the region. PacificSource Community Solutions has a prominent community presence and commitment to improving health outcomes in the communities it serves.

This commitment has been evident in their work as our region's CCO. Examples include directing resources and technical assistance to speed integration of behavioral health in primary care settings, creating substantial analytics capacity to inform clinical care processes and governance, and conducting CCO business with a high level of transparency for the governing board, participating provider organizations, and the community.

The proposed application is aligned with the needs of our community and the policy objectives of CCO 2.0, and we expect a continued positive impact through the following:

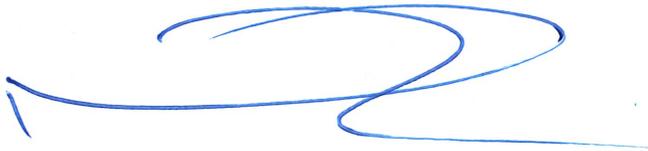


Public Health
Prevent. Promote. Protect.

- ✓ Accountability for increasing integration of care and capacity to support this transformation.
- ✓ Improvement in health outcomes for those members experiencing health disparities.
- ✓ Broadening the impact of the CCO model though addressing social determinants of health.
- ✓ Delivery of cost-effective care through aligned payment models.
- ✓ Improved access and member experience in targeted areas including behavioral health and dental services.
- ✓ Improvement in the quality of health care across the entire community.

Please accept this letter as formal recognition of the value of this application in helping the Central Oregon region achieve our local goals for health improvement and the state's priorities for the Coordinated Care Organizations over the coming five years. We believe that PacificSource Community Solutions will continue to bring significant value and improvement to the overall health of our communities and are committed in our support for continuing our work together.

Sincerely,



Michael K. Baker, PhD, MsPH, CEHS/RS
Health Services Director
Jefferson County Public Health



Board of Commissioners



Donnie Boyd, Commissioner
Position One

Kelley Minty Morris, Commissioner
Position Two

Derrick DeGroot, Commissioner
Position Three

January 3, 2019

Office of Contracts and Procurement, Oregon Health Authority

RE: Letter of support for PacificSource Community Solutions – Central Oregon Coordinated Care Organization

To Whom It May Concern,

The Klamath County Board of Commissioners strongly supports the application of PacificSource Community Solutions to be the Coordinated Care Organization (CCO) in Central Oregon, which includes Klamath County zip codes 97731, 97733, 97737, and 97739. The Klamath County residents in that region have benefitted from receiving care in Deschutes County due to geographic proximity and because of the commitment of PacificSource’s CCO to provide the same quality of care to members in rural and frontier areas as those in urban areas. It is our desire to retain the current boundaries of the PacificSource Community Solutions Central Oregon CCO for CCO 2.0, which spans 2020-2024, such that these northern Klamath County zip codes remain in the Central Oregon CCO.

PacificSource Community Solutions has a prominent community presence and commitment to improving health outcomes in the communities it serves. This commitment has been evident in their work as the CCO in Central Oregon. Examples include directing resources and technical assistance to support and accelerate integration of behavioral health in primary care settings, creating substantial analytics capacity to inform clinical care processes and governance, and conducting CCO business with a high level of transparency for the governing board, participating provider organizations, and the community.

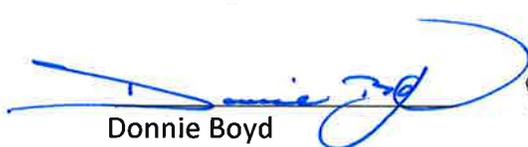
We are aware of the Oregon Health Authority’s policy on CCO boundaries, issued on November 28, 2018, for the CCO contracts that will run 2020-2024. The OHA determined that applicants for CCO contracts that intend to draw CCO boundaries not along county lines will need to seek exceptions and provide appropriate justification. As noted above, the Central Oregon CCO’s boundary through northern Klamath County does not follow county lines because it reflects how people seek care in the region. We support PacificSource in seeking an exception to county-wide coverage for this service area, which includes the Klamath County zip codes listed above, as it better addresses patient travel and referral patterns. It is not designed to minimize financial risk and does not create adverse selection. The proposed application is aligned with the needs of our shared community, and we expect PacificSource will excel in achieving the following transformation priorities of CCO 2.0:

305 Main Street, Klamath Falls, Oregon 97601

- ✓ Accountability for supporting integration of care and health care transformation.
- ✓ Improvement in health outcomes for those members experiencing health disparities.
- ✓ Broadening the impact of the CCO model though addressing social determinants of health.
- ✓ Delivery of cost-effective care through aligned payment models.
- ✓ Improved access and member experience in targeted areas including behavioral health and dental services.

Please accept this letter on behalf of the Klamath County Board of Commissioners as formal recognition of the value of this application in helping the Central Oregon region achieve our local goals for health improvement and the state's priorities for the Coordinated Care Organizations over the coming five years. We believe that PacificSource Community Solutions will continue to bring significant value and improvement to the overall health of our communities and are committed in our support for continuing our work together.

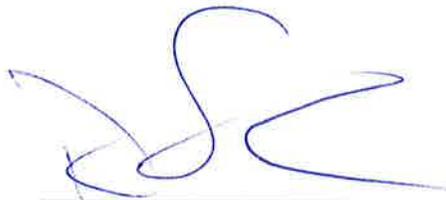
Sincerely,



Donnie Boyd
Chair



Kelley Minty Morris
Vice Chair



Derrick DeGroot
Commissioner



LaPine Community
**HEALTH
CENTER**

December 11, 2018

www.lapinehealth.org

51600 Huntington Rd. P.O. Box 3300 / La Pine, OR 97739 p: (541) 536-3435 / f: (541) 536-1040

Office of Contracts and Procurement

RE: Letter of support for PacificSource Community Solutions – Central Oregon Coordinated Care Organization

To Whom It May Concern:

La Pine Community Health Center (LCHC) strongly supports the application of PacificSource Community Solutions (PSCS) to be the Coordinated Care Organization in Central Oregon. LCHC is a Federally Qualified Health Center and was awarded a Section 330 Community Health Centers grant in March of 2009. LCHC provides access to the full scope of primary, preventive, and enabling services to all members of the communities in our service area without regard to the patients' ability to pay for care. LCHC meets the medical needs and improves the health of the underserved, low-income and at-risk population residing in the rural city of La Pine and surrounding rural communities in southern Deschutes, northern Klamath and Northern Lake Counties in Oregon without regard for their ability to pay.

LCHC has engaged with the PSCS through collaborative work as our CCO in the Southern Deschutes and Northern Klamath counties of our service area. The work of the management team and staff of PSCS is more than a working for a company that implements the insurance program for our Medicaid patients--they are true collaborative partners. As a small organization that provides primary medical care to patients in a large geographic area, there have been many times throughout past years that we have received assistance from the PSCS staff to provide information and at times assist us with the work we do for our Medicaid patients so that we can provide the best medical care and ultimately meet the standards that have been established by the state for our patients. Many of our patients from northern Klamath County would not receive the medical care they need if it were not for PSCS's extended service area to cover this portion of our service area—these patients would have to drive over two hours to receive primary care that they are now receiving in their small community. Allowing PSCS to continue to cover southern Deschutes and northern Klamath counties is imperative to the health of these communities.

The supportive work that PSCS has done for Central Oregon as the CCO can be seen through the many volunteer workgroups that were formed and that meet on a consistent basis so that providers from the areas serving the PSCS patients have an opportunity to work together and provide ideas to one another to continue to improve care for their patients.

Office of Contracts and Procurement
December 10, 2018
Page Two

PSCS is an active community partner with a focus on provision of care that improves health care outcomes and reduces medical costs in alignment with the objectives of the original CCO model as well as the changes included in the CCO 2.0 policy objectives. With its decades of expertise as a health plan offering Medicaid, Medicare, and commercial coverage, PSCS is ideally suited to be a primary agent of health system transformation in the region. PSCS has a prominent community presence and commitment to improving health outcomes in the communities it serves.

This commitment has been evident in their work as our region's CCO. Examples include directing resources and technical assistance to speed integration of behavioral health in primary care settings, creating substantial analytics capacity to inform clinical care processes and governance, and conducting CCO business with a high level of transparency for the governing board, participating provider organizations, and the community.

- Behavioral health integration
- PCPCH and other care transformation models
- Community transparency
- Health Council model for decision making around investments in SDoH and processes/dollars available to make that happen
- Solid core business functions
- Commitment to serving the needs of members, the community, the CCO, and the OHA
- Unwavering support for PSCS as the CCO

The proposed application is aligned with the needs of our community and the policy objectives of CCO 2.0, and we expect a continued positive impact through the following:

- ✓ Accountability for increasing integration of care and capacity to support this transformation.
- ✓ Improvement in health outcomes for those members experiencing health disparities.
- ✓ Broadening the impact of the CCO model though addressing social determinants of health.
- ✓ Delivery of cost-effective care through aligned payment models.
- ✓ Improved access and member experience in targeted areas including behavioral health and dental services.
- ✓ Improvement in the quality of health care across the entire community.

Please accept this letter as formal recognition of the value of this application in helping the Central Oregon region achieve our local goals for health improvement and the state's priorities for the Coordinated Care Organizations over the coming five years. We believe that PacificSource Community Solutions will continue to bring significant value and improvement to the overall health of our communities and are committed in our support for continuing our work together.

Sincerely,



Charla DeHate
Chief Executive Officer

Date: December 20, 2018

To: Office of Contracts and Procurement

From: Mosaic Medical

RE: Letter of support for PacificSource Community Solutions – Central Oregon Coordinated Care Organization

To Whom It May Concern,

Mosaic Medical strongly supports the application of PacificSource Community Solutions to be the Coordinated Care Organization in Central Oregon. Mosaic Medical is a Federally Qualified Health Center organization and has engaged with the PacificSource Central Oregon CCO since the beginning of CCOs in Oregon. Our organization has greatly benefited from PacificSource Central Oregon CCO's willingness to partner on quality improvement projects and has done so with community transparency and clear communications about their efforts to not only improve the quality of care provided, but also to ensure that our community is reaching optimal health.

PacificSource is an active community partner with a focus on provision of care that improves health care outcomes and reduces medical costs in alignment with the objectives of the original CCO model as well as the changes included in the CCO 2.0 policy objectives. With its decades of expertise as a health plan offering Medicaid, Medicare, and commercial coverage, PacificSource is ideally suited to be a primary agent of health system transformation in the region. PacificSource Community Solutions has a prominent community presence and commitment to improving health outcomes in the communities it serves.

This commitment has been evident in their work as our region's CCO. Examples include directing resources and technical assistance to speed integration of behavioral health in primary care settings, creating substantial analytics capacity to inform clinical care processes and governance, and conducting CCO business with a high level of transparency for the governing board, participating provider organizations, and the community.

The proposed application is aligned with the needs of our community and the policy objectives of CCO 2.0, and we expect a continued positive impact through the following:

- ✓ Accountability for increasing integration of care and capacity to support this transformation.
- ✓ Improvement in health outcomes for those members experiencing health disparities.
- ✓ Broadening the impact of the CCO model though addressing social determinants of health.
- ✓ Delivery of cost-effective care through aligned payment models.

Prineville Clinic
541-383-3005
375 NW Beaver St, Ste 101
Prineville, OR 97754

East Bend Clinic
541-383-3005
2084 NE Professional Ct
Bend, OR 97701

Complex Care Center
(Bridges Healthy/Internal Medicine)
541-383-3005
2965 NE Connors Ave, Ste. 280
Bend, OR 97701

Madras Clinic
541-383-3005
850 SW 4th St, Ste. 101
Madras, OR 97741

Redmond Clinic
541-383-3005
1250 SW Veterans Wy, Ste. 120
Redmond, OR 97756

- ✓ Improved access and member experience in targeted areas including behavioral health and dental services.
- ✓ Improvement in the quality of health care across the entire community.

Please accept this letter as formal recognition of the value of this application in helping the Central Oregon region achieve our local goals for health improvement and the state's priorities for the Coordinated Care Organizations over the coming five years. We believe that PacificSource Community Solutions will continue to bring significant value and improvement to the overall health of our communities and are committed in our support for continuing our work together.

Sincerely,



Megan Hease, FNP
Chief Executive Officer



4/26/2019

2125 NE Daggett Lane, Bend, OR 97701
phone 541.322.6820 web mtstar.org

To: PacificSource Community Solutions for submission to the Oregon Health Authority
RE: Community letter of support for CCO 2.0

To Whom It May Concern,

MountainStar Family Relief Nursery (MountainStar) strongly supports the application of PacificSource Community Solutions to be the Coordinated Care Organization in Central Oregon. MountainStar is 501c3 organization providing high-quality, trauma-informed, early childhood therapeutic early childhood classes, home visiting and supervised visitation services to high-stress families in Deschutes, Jefferson, and Crook counties. We have engaged with the PacificSource Community Solutions Central Oregon CCO through a variety of projects focused on improving the alignment of the early childhood and health systems. One of the projects is boosting connections between health care providers and early childhood programs like MountainStar. The potential benefit of this project is highlighted by the fact that parents have an average of 5 adverse childhood experiences and at elevated risk for many mental and physical health issues including early mortality. My hope is that even minor improvements to this system result in benefits to parents and their children.

PacificSource Community Solutions is an active community partner with a focus on provision of care that improves health care outcomes and reduces medical costs in alignment with the objectives of the original CCO model as well as the changes included in the CCO 2.0 policy objectives. With its decades of expertise as a health plan offering Medicaid, Medicare, and commercial coverage, PacificSource Community Solutions is ideally suited to be a primary agent of health system transformation in the region. PacificSource Community Solutions has a prominent community presence and commitment to improving health outcomes in the communities it serves.

This commitment has been evident in their work as our region's CCO. Their collaborative Health Council model has directed investments that align with our regional health improvement plan, which includes social determinants of health, and have conducted CCO business with a high level of transparency for the governing board, participating provider organizations, and the community.

The proposed application is aligned with the needs of our community and the policy objectives of CCO 2.0, and we expect a continued positive impact through the following:

- ✓ Accountability for increasing integration of care and capacity to support this transformation.
- ✓ Improvement in health outcomes for those members experiencing health disparities.
- ✓ Broadening the impact of the CCO model through addressing social determinants of health.
- ✓ Delivery of cost-effective care through aligned payment models.
- ✓ Improved access and member experience in targeted areas including behavioral health and dental services.
- ✓ Improvement in the quality of health care across the entire community.

Please accept this letter as formal recognition of the value of this application in helping the Central Oregon region achieve our local goals for health improvement and the state's priorities for the Coordinated Care Organizations over the coming five years. We believe that PacificSource Community Solutions will continue to bring significant value and improvement to the overall health of our communities and are committed in our support for continuing our work together.

Sincerely,



Tim Rusk
Executive Director



NeighborImpact

Supporting People, Strengthening Communities.

April 22, 2019

To: PacificSource Community Solutions for submission to the Oregon Health Authority

Fr: Scott Cooper, Executive Director, NeighborImpact

RE: Community letter of support for CCO 2.0

To Whom It May Concern,

NeighborImpact, the community action agency for Crook, Jefferson and Deschutes Counties and the Confederated Tribes of Warm Springs is pleased to support the application of PacificSource Community Solutions to be the Coordinated Care Organization in Central Oregon. NeighborImpact has worked with the Coordinated Care organization on matters such as a coordinated approach to homeless prevention, extending essential services such as health screenings and financial tools to Head Start families, obtaining and increasing the distribution of fresh food in our region. We are aware that CCO's in other regions of the state have had at times rocky relationships with their communities and with other community organization. By contrast, our experiences has been smooth, and we have found the CCO highly accessible and a willing partner in addressing the needs of the most vulnerable.

With its decades of expertise as a health plan offering Medicaid, Medicare, and commercial coverage, PacificSource Community Solutions is ideally suited to be a primary agent of health system transformation in the region. PacificSource Community Solutions has a prominent community presence and commitment to improving health outcomes in the communities it serves.

Our understanding from the healthcare community is that the direct investments made by the CCO through the regional health council have improved overall healthcare outcomes in our region. Key indicators show that population health is improving. High frequency utilization of the emergency department has declined, prenatal care in our region has improved and we have seen advances in the availability of treatment for mental and

2303 SW First Street Redmond, OR 97756 • tel 541.548.2380 • fax 541.548.6013 • www.neighborimpact.org.

United Way
of Deschutes County



behavioral health conditions. There has been a significant shift in awareness and attitudes among school districts and local nonprofits around the need for trauma-informed care models. The healthcare system is usually thought of now as a partner of choice to have at the table for regional problem solving.

It has taken time to build momentum to this point. However, we have finally gotten to an exciting place, and more change in the horizon as my organization and the entire community continue to raise their focus on social determinants of health. I look forward to future partnerships with the CCO and with Pacific Source in general as we continue to work together for a better, healthier Central Oregon, distinguished for its quality healthcare, efficient management of costs and wellness-focused approach.

Please accept this letter as formal recognition of the value of this application in helping the Central Oregon region achieve our local goals for health improvement and the state's priorities for the Coordinated Care Organizations over the coming five years. We believe that PacificSource Community Solutions will continue to bring significant value and improvement to the overall health of our communities and are committed in our support for continuing our work together.

Sincerely,

A handwritten signature in black ink that reads "Scott R. Cooper". The signature is written in a cursive style with a long, sweeping underline.

Scott Cooper
Executive Director



Date: 4/30/2019

To: To PacificSource Community Solutions for submission to the Oregon Health Authority

From: Oregon Dental Service

RE: Community Letter of Support for CCO 2.0

To Whom It May Concern,

Oregon Dental Service strongly supports the application of PacificSource Community Solutions (PacificSource), to serve Medicaid members as a Coordinated Care Organization in the Central Oregon region. PacificSource is an independent, non-profit organization based in Oregon, and a visible and committed community partner. With its decades of expertise as a health plan offering Medicaid, Medicare, and commercial coverage, PacificSource is ideally suited to help foster health system transformation in the region.

PacificSource's unique community governance model is a good fit for the Central Oregon region. It establishes a community-financing framework that will reinforce the region's health improvement efforts and is grounded in transparency, collective impact and inclusion. These are principles that are important Oregon Dental Service and to local stakeholders.

PacificSource's application is aligned with the needs of our community and we are confident in their ability to effectively achieve the policy objectives of CCO 2.0, through the following:

- ✓ Increase integration of care and capacity to support transformation.
- ✓ Improve health outcomes for members experiencing health disparities.
- ✓ Deepen the impact of the CCO model though addressing social determinants of health.
- ✓ Deliver cost-effective care through aligned payment models.
- ✓ Improve access and member experience with an emphasis on behavioral health and oral health.
- ✓ Improve the quality of health care across the entire community.

Please accept this letter as our formal support of PacificSource's application. We are confident PacificSource will advance our region's capacity to achieve local health goals and fulfill the state's priorities. Oregon Dental Service looks forward to partnering with PacificSource, on behalf of community members served by Medicaid and toward building healthier communities in the Central Oregon region.

Sincerely,

A handwritten signature in black ink that reads "Teri Barichello".

Teri Barichello
Vice President, Chief Dental Officer

PACIFIC CREST AFFORDABLE HOUSING

The Firehall
5 NW Minnesota Avenue
Suite 210
Bend, Oregon 97703
T (541) 383-2505
F (541) 383-3618

Date: January 18, 2019

To: Office of Contracts and Procurement, Oregon Health Authority

From: Pacific Crest Affordable Housing, LLC

RE: Letter of support for PacificSource Community Solutions – Central Oregon Coordinated Care Organization

To Whom It May Concern,

Pacific Crest Affordable Housing, LLC strongly supports the application of PacificSource Community Solutions to be the Coordinated Care Organization in Central Oregon. Pacific Crest is a Bend-based developer of affordable housing working to provide high quality housing for our community's low-income households. One of our areas of focus is addressing and analyzing the linkages between health and housing, and improving health equity through our efforts to house vulnerable populations. We have found PacificSource to be a dedicated and committed partner in this endeavor.

Specifically, PacificSource has entered into Memoranda of Understanding with Pacific Crest (and several healthcare providers in Central Oregon) for our 2 most recent housing projects and a soon-to-be-developed project. The partners to these agreements have committed to assist the residents of these housing projects through the coordinated delivery of on-site and off-site healthcare services, as well as assistance navigating health insurance benefits and accessing healthcare services and education.

In addition, the Central Oregon Health Council – the governing board for the CCO – provided a generous \$350,000 grant to assist with the development of our most recent project, Azimuth 315, located in Northwest Crossing in Bend. This project simply would not have been possible without this grant. As a result of this contribution, we were able to provide high quality permanent housing for 50 low-income households, combined with a suite of healthcare-related services, with the aim of improving financial stability, health, and quality of life for the residents.

PacificSource is an active community partner with a focus on provision of care that improves health care outcomes and reduces medical costs in alignment with the objectives of the original CCO model as well

as the changes included in the CCO 2.0 policy objectives. With its decades of expertise as a health plan offering Medicaid, Medicare, and commercial coverage, PacificSource is ideally suited to be a primary agent of health system transformation in the region. PacificSource Community Solutions has a prominent community presence and commitment to improving health outcomes in the communities it serves.

This commitment has been evident in their work as our region's CCO. Their collaborative Health Council model has directed investments that align with our regional health improvement plan, which includes social determinants of health, and have conducted CCO business with a high level of transparency for the governing board, participating provider organizations, and the community.

The proposed application is aligned with the needs of our community and the policy objectives of CCO 2.0, and we expect a continued positive impact through the following:

- ✓ Accountability for increasing integration of care and capacity to support this transformation.
- ✓ Improvement in health outcomes for those members experiencing health disparities.
- ✓ Broadening the impact of the CCO model through addressing social determinants of health.
- ✓ Delivery of cost-effective care through aligned payment models.
- ✓ Improved access and member experience in targeted areas including behavioral health and dental services.
- ✓ Improvement in the quality of health care across the entire community.

Please accept this letter as formal recognition of the value of this application in helping the Central Oregon region achieve our local goals for health improvement and the state's priorities for the Coordinated Care Organizations over the coming five years. We believe that PacificSource Community Solutions will continue to bring significant value and improvement to the overall health of our communities and are committed in our support for continuing our work together.

Sincerely,



Rima Wilson
Funding Director



2500 NE Neff Road
Bend, Oregon 97701
541.382.4321
www.stcharleshealthcare.org

December 10, 2018

Office of Contracts and Procurement
250 Winter Street NE, 3rd Floor
Salem, OR 97301

Re: Letter of support for PacificSource Community Solutions – Central Oregon Coordinated Care Organization

To Whom It May Concern,

St. Charles Health System strongly supports the application of PacificSource Community Solutions to be the Coordinated Care Organization in Central Oregon. St. Charles is a private, nonprofit organization that owns and operates hospitals in Bend, Redmond, Prineville and Madras and more than 20 outpatient clinics throughout the region. The health system has engaged with the PacificSource Central Oregon CCO by partnering with it to deliver care to CCO members, by participating in governance and operational leadership via the Central Oregon Health Council and by collaborating on innovative approaches to improving health outcomes for the Medicaid population in Central Oregon. St. Charles has dedicated leadership time and operational efforts to guide and carry out CCO initiatives in collaboration with PacificSource. The benefits of the CCO are evident in year-over-year improvement in quality scores and patient outcomes, multi-disciplinary approaches to care redesign and collaboration on member retention and care coordination.

PacificSource is an active community partner with a focus on provision of care that improves health care outcomes and reduces medical costs in alignment with the objectives of the original CCO model as well as the changes included in the CCO 2.0 policy objectives. With its decades of expertise as a health plan offering Medicaid, Medicare, and commercial coverage, PacificSource is ideally suited to be a primary agent of health system transformation in the region. PacificSource Community Solutions has a prominent community presence and commitment to improving health outcomes in the communities it serves.

This commitment has been evident in their work as our region's CCO. Examples include directing resources and technical assistance to speed integration of behavioral health in primary care settings, creating substantial analytics capacity to inform clinical care processes and governance, and conducting CCO business with a high level of transparency for the governing board, participating provider organizations, and the community.

The proposed application is aligned with the needs of our community and the policy objectives of CCO 2.0, and we expect a continued positive impact through the following:

- Accountability for increasing integration of care and capacity to support this transformation.
- Improvement in health outcomes for those members experiencing health disparities.
- Broadening the impact of the CCO model through addressing social determinants of health.
- Delivery of cost-effective care through aligned payment models.
- Improved access and member experience in targeted areas including behavioral health and dental services.
- Improvement in the quality of health care across the entire community.

Please accept this letter as formal recognition of the value of this application in helping the Central Oregon region achieve our local goals for health improvement and the state's priorities for the Coordinated Care Organizations over the coming five years. We believe that PacificSource Community Solutions will continue to bring significant value and improvement to the overall health of our communities and are committed in our support for continuing our work together.

Sincerely,

A handwritten signature in black ink, appearing to read "Joe Sluka", is written over a white background.

Joe Sluka
President and CEO
St. Charles Health System

United Way of Deschutes County

Date: January 16, 2019

2018
Corporate
Cornerstone
Partners

BendBroadband

Les Schwab Tire Centers

PacificSource Health Plans

St. Charles Health System

U.S. Bank

Bigfoot Beverages

Costco

Mt. Bachelor, Inc.

Robberson Ford

The Bulletin

Washington Federal

Callan Accounting Services

Nosler, Inc.

Selco Community Credit Union

To: Office of Contracts and Procurement, Oregon Health Authority

From: United Way of Deschutes County

RE: Letter of support for PacificSource Community Solutions – Central Oregon
Coordinated Care Organization

To Whom It May Concern,

United Way of Deschutes County supports the application of PacificSource Community Solutions to be the Coordinated Care Organization in Central Oregon. United Way of Deschutes County (UWDC) is a community building organization with a 66 year history of finding and funding solutions that change individual lives and build a healthier community in Central Oregon by addressing root causes and social determinants of health (SDOH).

PacificSource is a very active and respected community partner with a focus on provision of care that improves health care outcomes and reduces medical costs in alignment with the objectives of the original CCO model as well as the changes included in the CCO 2.0 policy objectives. The CCO demonstrates that its expenditures, both to its partners and to other SDOH and health & education services, address SDOH, health equity, health disparities, or population health policy and systems change as defined by OHA. With its decades of expertise as a health plan offering Medicaid, Medicare, and commercial coverage, PacificSource is ideally suited to be a primary agent of health system transformation in the region. PacificSource Community Solutions has a prominent community presence and commitment to improving health outcomes in the communities it serves.

This commitment has been evident in their work as our region's CCO. Their collaborative Health Council model has directed investments that align with our regional health improvement plan, which includes social determinants of health, and have conducted CCO business with a high level of transparency for the governing board, participating provider organizations, and the community.

UWDC and has worked with PacificSource Central Oregon CCO on multiple levels including employee and corporate fund raising and education, assessing needs through our annual community impact grants process, and ongoing engagement with the Central Oregon Health Council including assisting with the development of the Regional Health Assessment and Health Improvement Plan. For the last three years UWDC has



United Way of
Deschutes County

ADVANCING HEALTH, EDUCATION, RESILIENCE & FINANCIAL STABILITY

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led TRACES (Trauma, Resilience, and Adverse Childhood Experiences) a community-wide effort to build resilience in individuals and communities in direct support of the health council's Milestones of Health & Education workgroup goals.

The proposed application is aligned with the needs of our community and the policy objectives of CCO 2.0, and we expect a continued positive impact through the following:

- ✓ Accountability for increasing integration of care and capacity to support this transformation.
- ✓ Improvement in health outcomes for those members experiencing health disparities.
- ✓ Broadening the impact of the CCO model though addressing social determinants of health.
- ✓ Delivery of cost-effective care through aligned payment models.
- ✓ Improved access and member experience in targeted areas including behavioral health and dental services.
- ✓ Improvement in the quality of health care across the entire community.

Please accept this letter as formal recognition of the value of this application in helping the Central Oregon region achieve our local goals for health improvement and the state's priorities for the Coordinated Care Organizations over the coming five years. We believe that PacificSource Community Solutions will continue to bring significant value and improvement to the overall health of our communities and are committed in our support for continuing our work together.

Sincerely,



Ken Wilhelm

Executive Director



[First In Proactive Dental Care](#)

6950 NE Campus Way, Hillsboro, OR 97124
Tel 1.855.4DENTAL
www.willamettedental.com

Date: 5/9/2019

To: To PacificSource Community Solutions for submission to the Oregon Health Authority

RE: Community Letter of Support for CCO 2.0

To Whom It May Concern,

Willamette Dental Group (WDG), strongly supports the application of PacificSource Community Solutions (PacificSource), to serve Medicaid members as a Coordinated Care Organization in the Central Oregon region. PacificSource is an independent, non-profit organization based in Oregon, and a visible and committed community partner. With its decades of expertise as a health plan offering Medicaid, Medicare, and commercial coverage, PacificSource is ideally suited to help foster health system transformation in the region.

PacificSource's unique community governance model is a good fit for the Central Oregon region. It establishes a community-financing framework that will reinforce the region's health improvement efforts and is grounded in transparency, collective impact and inclusion. These are principles that are important to WDG and to local stakeholders.

PacificSource's application is aligned with the needs of our community and we are confident in their ability to effectively achieve the policy objectives of CCO 2.0, through the following:

- ✓ Increase integration of care and capacity to support transformation.
- ✓ Improve health outcomes for members experiencing health disparities.
- ✓ Deepen the impact of the CCO model though addressing social determinants of health.
- ✓ Deliver cost-effective care through aligned payment models.
- ✓ Improve access and member experience with an emphasis on behavioral health and oral health.

- ✓ Improve the quality of health care across the entire community.

Please accept this letter as our formal support of PacificSource's application. We are confident PacificSource will advance the region's capacity to achieve local health goals and fulfill the state's priorities.

Sincerely,

A handwritten signature in black ink, appearing to read 'Matthew Sinnott', with a long, sweeping horizontal stroke extending to the right.

Matthew Sinnott
Senior Director of Government Affairs and Contracts
Willamette Dental Group