



May 13, 2019

To: Tammy Hurst, OCAC, OPBC, SPC  
Oregon Health Authority  
[rfa.cco2.0@dhsoha.state.or.us](mailto:rfa.cco2.0@dhsoha.state.or.us)

From: PacificSource Community Solutions – Columbia Gorge  
Lindsey Hopper, [lindsey.hopper@pacificsource.com](mailto: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 Columbia Gorge 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 the Columbia Gorge.

Since 2012, PSCS has worked with local stakeholders, delivery systems, and providers in the Columbia Gorge 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 Columbia Gorge. 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".

Kenneth P. Provencher  
President and CEO, PacificSource

A handwritten signature in black ink, appearing to read "Lindsey Hopper".

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 – Columbia Gorge 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 the Columbia Gorge. Advantage Dental Services, LLC is a dental services company and has engaged with the PacificSource Columbia Gorge 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](http://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 Columbia Gorge 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](http://www.AdvantageDentalServices.com)

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

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 Columbia Gorge 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 Columbia Gorge 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 through 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 Columbia Gorge region.

Sincerely,

  
Mark Shalvarjian

President



**Public Health**  
Prevent. Promote. Protect.

---

**NORTH CENTRAL PUBLIC HEALTH DISTRICT**

*“Caring For Our Communities”*

419 East Seventh Street  
The Dalles, OR 97058-2676  
541-506-2600

May 2, 2019

To: PacificSource Community Solutions for submission to the Oregon Health Authority  
From: North Central Public Health District  
Re: Community letter of support for CCO 2.0: Columbia Gorge Coordinated Care Organization

To Whom It May Concern:

As the Local Public Health Administrator for Wasco County through North Central Public Health District (NCPHD), I am writing to support the application of PacificSource Community Solutions to continue to operate a Coordinated Care Organization serving the Columbia Gorge Region.

NCPHD is a local public health authority and has participated since 2012 in the PacificSource Columbia Gorge Coordinated Care Organization (CCO). We have participated in the collaborative CHA-CHIP process. We provide population health planning and policy work that affects the health of all residents of the PacificSource CGCCO region. We have led childhood obesity work in the region. We continue to provide clinical services to CGCCO members for immunizations, family planning, and STD testing and treatment. Our work as part of the Columbia Gorge CCO aligns with our organizational mission and values, including a focus on community 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 evolving 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.

One compelling reason that we look forward to maintaining the current CCO structure in our region is continuation of 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 fourteen organizations and pooling resources to produce a better product than any of us could do on our own
- Bridges to Health, a Pathways Hub for care coordination, employing community health workers and others using health plan and shared savings money as the source of sustainable funding
- 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 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.

Please accept this letter as formal recognition of the value of this application in helping the Columbia Gorge 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 continued work together.

Sincerely,



Teri Thalhofer, RN, BSN  
Director  
North Central Public Health District



**Columbia Gorge Health Council**

511 Washington Street  
Suite 101  
The Dalles, OR 97058  
info@gorgehealthcouncil.org

**Board of Directors**

Karen Joplin, Chair  
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Elizabeth Foster, MD  
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Dennis Knox, FACHE  
Paul Lindberg  
Trey Rigert, MD  
Leticia Valle  
Jeanie Vieira, RN

January 8, 2019

To: Office of Contracts and Procurement, Oregon Health Authority  
From: Columbia Gorge Health Council  
Re: Letter of support for PacificSource Community Solutions – Columbia Gorge Coordinated Care Organization

To Whom It May Concern:

As the officers of the Columbia Gorge Health Council and with the endorsement of the organization's full board, we are writing to strongly support the application of PacificSource Community Solutions to continue to operate a Coordinated Care Organization serving the Columbia Gorge Region.

The Columbia Gorge Health Council (CGHC) is a tax-exempt, not-for-profit corporation in Oregon and has served since 2012 as the community governance and engagement body for the PacificSource Columbia Gorge Coordinated Care Organization (CCO). Among other duties, CGHC

- provides leadership and project management to create a multi-agency, regional Community Health Assessment and Community Health Improvement Plan every three years,
- has decision making authority over the CCO budget,
- makes spending decisions for a portion of the State Quality Pool and for all shared savings funds above PacificSource's capped margin, and
- operates the Community Advisory Council, the Clinical Advisory Panel, a Finance Committee, and other committees and workgroups as needed to support CCO and CGHC objectives.

Our directors include representatives of all major health care providers in the region, representatives of each county served, community members, and practicing health care providers. Our organization has provided a conduit for the voices of clinicians, consumers, and organizational leaders to improve health outcomes and member experience. This governance structure has created a successful pathway for community engagement in leadership and doing the work of the CCO, and we would very much like for it to continue.

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.

PacificSource has expressed its commitment to continue to maintain a distinct CCO for the Columbia Gorge, to incorporate at a minimum all of Wasco and Hood River Counties, as well as to be flexible about adding additional areas if that shift would better meet the needs of the members and providers in the region. For

example, changes could be made to regional CCO boundaries that would better encompass where members live and travel to receive health care.

One compelling reason that we look forward to maintaining the current CCO structure in our region is continuation of 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 fourteen organizations and pooling resources to produce a better product than any of us could do on our own
- Bridges to Health, a Pathways Hub for care coordination, employing more than ten full-time community health workers in healthcare, schools and social service agencies using health plan and shared savings money as the source of sustainable funding
- Using Health Information Technology as means for digital equity for service partners. Our region has implemented a community-wide deployment of Reliance Health Information Exchange, PreManage, and Clara for health care, social service, and governmental organizations, supported high-speed internet to outlying healthcare organizations and electronic health record adoption in the regional jail and public health. These region-wide resources facilitate care coordination and reduce duplication of services and are 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

This work has been undertaken with a shared commitment to the following principles that are, again, derived from the Health Council – PacificSource partnership:

- Integrating the voice of members prominently in service planning and honoring their role as experts in their own needs and experiences
- Changing systems in ways that improve health care for all in our communities, not just Medicaid members
- Ensuring equity for members being served across the range of health care settings by including the full range from large to very small in our work, including quality improvement and value-based payment initiatives
- Incorporating social service and governmental agencies in Health Information Exchange, care coordination, system planning, and financial support activities because we can best serve our shared members across our varied settings through integration and collaboration.

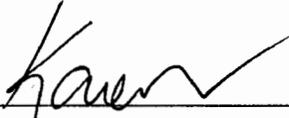
The proposed application is aligned with the needs of our community, and we expect that together the Columbia Gorge Health Council and PacificSource will have a continued positive impact through the following:

- ✓ 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 Columbia Gorge 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 continued work together.

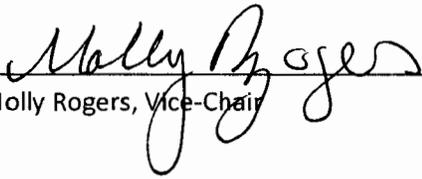
Sincerely,



Karen Joplin, Chair



Trey Rigert, Treasurer



Molly Rogers, Vice-Chair



Suzanne Cross, Secretary



February 19, 2019

To: Office of Contracts and Procurement, Oregon Health Authority  
From: Belinda Batcha, Interim Chief Executive Officer, One Community Health  
Re: Letter of support for PacificSource Community Solutions – Columbia Gorge Coordinated Care Organization

To Whom It May Concern:

I write on behalf of the One Community Health to strongly support the application of PacificSource Community Solutions to continue to operate the Coordinated Care Organization serving the Columbia Gorge Region.

One Community Health (OCH) is a membership organization that represents the independent physical health clinics and safety net providers in the Columbia Gorge. OCH has participated since 2012 in the PacificSource Columbia Gorge 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 to serve on the CCO governing board and to participate in CCO operating committees and care transformation initiatives. Our work as part of the Columbia Gorge CCO aligns 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, 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.

One compelling reason that we look forward to maintaining the current CCO structure in our region is continuation of 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 fourteen organizations and pooling resources to produce a better product than any of us could do on our own
- Bridges to Health, a Pathways Hub for care coordination, employing community health workers and others using health plan and shared savings money as the source of sustainable funding
- 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 Columbia Gorge 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 continued work together.

Sincerely,



Belinda Batcha, Interim Chief Executive Officer  
One Community Health



**BOARD OF COUNTY COMMISSIONERS**

511 Washington St, Ste. 101 • The Dalles, OR 97058  
p: [541] 506-2520 • f: [541] 506-2551 • www.co.wasco.or.us

*Pioneering pathways to prosperity.*

February 6, 2019

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

The Wasco County Board of Commissioners is writing to the Oregon Health Authority in support of PacificSource Community Solutions to continue to operate the Coordinated Care Organization serving citizens of the Wasco and Hood River county region.

In 2012 Wasco County participated in the selection and creation of the PacificSource Columbia Gorge Coordinated Care Organization (CCO). In fulfilling our role as the Local Mental Health Authority, Wasco County participates as one of the governing counties of Mid-Columbia Center for Living, a Community Mental Health Program jointly established with Hood River and Sherman Counties. Our role as the Public Health Authority is fulfilled through the North Central Public Health District established in partnership with Sherman and Gilliam Counties. The Columbia Gorge CCO has engaged these organizations in the work of the CCO and the many initiatives. Members of the organizations have been involved locally, and on statewide committees to improve community health, health care, and other issues related to the intersects with target populations such as children with obesity, criminal justice, and elderly care.

PacificSource through the community governance model with the Columbia Gorge Health Council has a presence in Wasco County. There is a commitment to using local community health data and outreach to guide the PacificSource in serving the community. This commitment has been evident in the work of the Community Health Assessment and the Community Health Improvement Plan. Examples include supporting implementation of electronic health records and the Health Information Exchange for both health care providers and community stakeholders, sharing information to improve the delivery of health care including clinical practices, and conducting business in a manner that allows for accountability and transparency with the local governing board.

Wasco County is confident that PacificSource and the Health Council will continue to utilize the Regional Health Improvement Plan to guide the delivery of services. The Regional Health Improvement Plan represents Wasco County's strengths and needs in the delivery of health care and other issues impacting the health of the citizens.

Wasco County expects continued positive outcomes through the following statements of action:

- Improved access and member experience in targeted areas including behavioral health and dental services.
- Partnership with local systems to ensure seamless services at all touch points for the safety net population served by public health and the local mental health authority.
- Delivery of cost-effective care through aligned payment models.
- Improvement in health outcomes for those members experiencing health disparities.
- Increasing collaborations and expanding partnerships with local system stakeholders to address social determinants of health.
- Conducting the business of the CCO with high levels of transparency.
- Engagement of the Regional Health Assessment and Regional Health Improvement Plan to inform policy and practice of the PacificSource CCO.

Wasco County continues to engage with PacificSource Community Solutions as the regional CCO and believe that the work provides significant value to the regional health and healthcare systems. It is our intention for this letter to act as our commitment to help the Columbia Gorge region to achieve the goals outlined above with PacificSource Community Solutions over the next five years.

Sincerely,  
Wasco County Board of County Commissioners

  
Steven D. Kramer, Chair

  
Scott C. Hege, Vice Chair

  
Kathleen B. Schwartz, County Commissioner



May 2, 2019

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

From: Hood River County Health Department, Hood River County

Re: Community letter of support for CCO 2.0: Columbia Gorge Coordinated Care Organization

To Whom It May Concern:

As the Public Health provider, I am writing to strongly support the application of PacificSource Community Solutions to continue to operate a Coordinated Care Organization serving the Columbia Gorge Region.

Hood River County Health Department has participated since 2012 in the PacificSource Columbia Gorge Coordinated Care Organization (CCO). We have had ongoing partnership with the CCO, and have had held voting seats in both the Clinical Advisory Panel and the Community Advisory Council. We have participated in the planning, implementation, and response to the Regional Community Health Assessment and Community Health Improvement Plan. Our work as part of the Columbia Gorge CCO aligns 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, 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.

One compelling reason that we look forward to maintaining the current CCO structure in our region is continuation of 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 fourteen organizations and pooling resources to produce a better product than any of us could do on our own
- Bridges to Health, a Pathways Hub for care coordination, employing community health workers and others using health plan and shared savings money as the source of sustainable funding
- 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 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.

Please accept this letter as formal recognition of the value of this application in helping the Columbia Gorge 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 continued work together.

Sincerely,

A handwritten signature in cursive script that reads "Patricia Elliott". The signature is written in black ink and includes a stylized star or asterisk at the end of the name.

Patricia Elliott, Director  
Hood River County Health Department  
1109 June Street  
Hood River, OR 97031



A PLANETREE HOSPITAL

January 2, 2019

1700 E 19<sup>th</sup> St.  
The Dalles, OR 97058

Tel. 541-296-1111  
Fax 541-296-7600  
[www.mcmc.net](http://www.mcmc.net)

To: Office of Contracts and Procurement, Oregon Health Authority  
From: Dennis Knox, Chief Executive Officer, Mid-Columbia Medical Center  
Re: Letter of support for PacificSource Community Solutions – Columbia Gorge Coordinated Care Organization

To Whom It May Concern:

I write on behalf of Mid-Columbia Medical Center to strongly support the application of PacificSource Community Solutions to continue to operate the Coordinated Care Organization serving the Columbia Gorge Region.

Mid-Columbia Medical Center is a not-for-profit health system offering hospital, outpatient, and clinic services in the region and has participated since 2012 in the PacificSource Columbia Gorge Coordinated Care Organization (CCO). In addition to providing a substantial portion of the clinical services for CCO members, we have supported representatives to serve on the CCO governing board and to participate in CCO operating committees and care transformation initiatives. Our work as part of the Columbia Gorge CCO aligns 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, 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.

One compelling reason that we look forward to maintaining the current CCO structure in our region is continuation of 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 fourteen organizations and pooling resources to produce a better product than any of us could do on our own
- Bridges to Health, a Pathways Hub for care coordination, employing community health workers and others using health plan and shared savings money as the source of sustainable funding
- 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.
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- ✓ 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 Columbia Gorge 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 continued work together.

Sincerely,



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Dennis Knox FACHE  
President and Chief Executive Officer  
Mid-Columbia Medical Center



Date: 4/22/2019

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

From: Department of Human Services, SSP/CW, District 9

RE: Community Letter of Support for CCO 2.0



To Whom It May Concern,

Department of Human Services, SSP/CW, District 9 strongly supports the application of PacificSource Community Solutions (PacificSource) so that it may serve Medicaid members as a Coordinated Care Organization in Hood River and Wasco Counties. PacificSource is an independent, non-profit organization based in Oregon, and is 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.

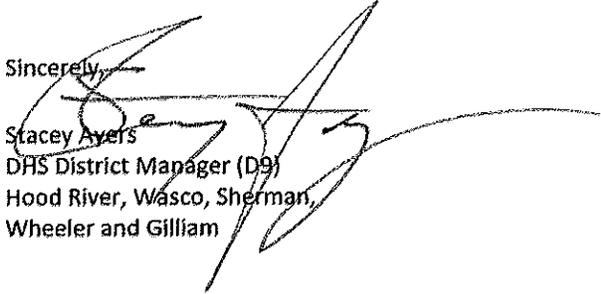
PacificSource's unique community governance model is a good fit for Hood River and Wasco Counties. It establishes a community-financing framework that will reinforce the region's health improvement efforts and is grounded in transparency, collective impact and inclusion. These are principles that are important to Department of Human Services, SSP/CW, District 9 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. [Department of Human Services, SSP/CW, District 9 looks forward to partnering with PacificSource, on behalf of community members served by Medicaid and toward building healthier communities in Hood River and Wasco Counties.

Sincerely,

  
 Stacey Ayers  
 DHS District Manager (D9)  
 Hood River, Wasco, Sherman,  
 Wheeler and Gilliam

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

Date: 4/19/2019

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

From: Aging and People with Disabilities

RE: Community Letter of Support for CCO 2.0

To Whom It May Concern,

Aging and People with Disabilities District 9 strongly supports the application of PacificSource Community Solutions (PacificSource) so that it may serve Medicaid members as a Coordinated Care Organization in Hood River and Wasco Counties. PacificSource is an independent, non-profit organization based in Oregon, and is 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 Hood River and Wasco Counties. 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 Aging and People with Disabilities 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. Aging and People with Disabilities looks forward to partnering with PacificSource, on behalf of community members served by Medicaid and toward building healthier communities in Hood River and Wasco Counties.

Sincerely,



David Brehaut District Manager



**JEFF HECKSEL, COUNTY ADMINISTRATOR**

601 State Street • Hood River, OR 97031 • (541) 386-3970 • FAX (541) 386-9392

**BOARD OF COMMISSIONERS**

MIKE OATES - CHAIR  
KAREN JOPLIN - DISTRICT NO. 1  
RICH McBRIDE - DISTRICT NO. 2  
BOB BENTON - DISTRICT NO. 3  
LES PERKINS - DISTRICT NO. 4

May 2, 2019

To: PacificSource Community Solutions for submission to the Oregon Health Authority  
From: Board of Commissioners, Hood River County  
Re: Community letter of support for CCO 2.0: PacificSource Community Solutions – Columbia Gorge Coordinated Care Organization

To Whom It May Concern:

I write on behalf of the Hood River County Board of Commissioners to support the application of PacificSource Community Solutions to continue to operate the Coordinated Care Organization serving the Columbia Gorge Region.

Hood River County has participated since 2012 in the PacificSource Columbia Gorge Coordinated Care Organization (CCO). In fulfilling our role as the Local Mental Health and Public Health Authority, Hood River County operates the Hood River County Health Department and is one of the governing entities of the Mid-Columbia Center for Living, a Community Mental Health Program jointly established by Hood River, Wasco, and Sherman Counties. Both of these organizations have been deeply involved with the Gorge CCO, as have members of our Board of Commissioners as leaders in statewide and local work involving community health, health care, and related concerns such as public safety and criminal justice.

PacificSource Community Solutions has a 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.

One compelling reason that we look forward to maintaining the current CCO structure in our region is continuation of 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 fourteen organizations and pooling resources to produce a better product than any of us could do on our own

A Small County with a big mission:

Attachment 10 - Community Letter of Support  
Providing Quality of Life for all.

- Bridges to Health, a Pathways Hub for care coordination, employing community health workers and others using health plan and shared savings money as the source of sustainable funding
- 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 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.

Please accept this letter as formal recognition of the value of this application in helping the Columbia Gorge 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 continued work together.

Sincerely,



Mike Oates, Chair  
Hood River County Board of Commissioners



# North Wasco County School District No. 21

## Office of the Superintendent

---

Date: 5/2/2019

To: PacificSource Community Solutions for submission to the Oregon Health Authority  
From: North Wasco County School District  
RE: **Community letter of support for CCO 2.0**

To Whom It May Concern,

North Wasco County School District strongly supports the application of PacificSource Community Solutions to be the Coordinated Care Organization in the Columbia Gorge. 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.

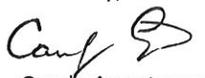
This commitment has been evident in their work as our region's CCO. Their collaborative Health Council model has directed investments that align with our regional health improvement plan, which includes social determinants of health, and have conducted CCO business with a high level of transparency for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

  
Candy Armstrong  
Superintendent

3632 West 10th Street • The Dalles, OR 97058  
541-296-6149 • Fax 541-298-6018



## MID-COLUMBIA CENTER FOR LIVING

Providing Mental Health, Developmental Disabilities & Alcohol and Drug Services to Wasco, Hood River, and Sherman Counties

**BUSINESS OFFICE, THE DALLES**  
Wasco County Courthouse, Annex A  
419 E. 7<sup>th</sup> Street, Room 207  
The Dalles, OR 97058  
Tel (541) 296-5452  
Fax (541) 296-9418

**HOOD RIVER OFFICE**  
1610 Woods Court  
Hood River, OR 97031  
Tel (541) 386-2620  
Fax (541) 386-6075

May 7, 2019

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

From: Mid-Columbia Center for Living

RE: Community letter of support for CCO 2.0

To Whom It May Concern,

Mid-Columbia Center for Living supports the application of PacificSource Community Solutions to be the Coordinated Care Organization in the Columbia Gorge. Mid-Columbia Center for Living is the Community Mental Health Program for Wasco and Hood River Counties and has engaged with PacificSource Community Solutions Columbia Gorge CCO for behavioral health system management, and as a contracted behavioral health provider.

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 is committed 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 Columbia Gorge 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,



Barbara Scatter  
Executive Director  
Mid-Columbia Center for Living  
Community Mental Health Program  
Hood River and Wasco County



April 24, 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,

The Next Door, Inc. strongly supports the application of PacificSource Community Solutions (PacificSource) so that it may serve Medicaid members as a Coordinated Care Organization in Hood River and Wasco Counties. PacificSource is an independent, non-profit organization based in Oregon, and is 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 Hood River and Wasco Counties. It establishes a community-financing framework that will reinforce the region's health improvement efforts and is grounded in transparency and collective impact. These are principles that are important to The Next Door, 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 through 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. The Next Door looks forward to partnering with PacificSource, on behalf of community members served by Medicaid and toward building healthier communities in Hood River and Wasco Counties.

Sincerely,

Janet L. Hamada, MSW  
Executive Director  
The Next Door, Inc.



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 Columbia Gorge 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 Columbia Gorge 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 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 Columbia Gorge region.

Sincerely,

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

Teri Barichello  
Vice President, Chief Dental Officer



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 – Columbia Gorge 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 Columbia Gorge Region.

Central Oregon Independent Practice Association (COIPA) is a membership organization that represents the independent physical health clinicians and safety net providers in the Columbia Gorge. COIPA has participated, since 2012, in the PacificSource Columbia Gorge 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 Columbia Gorge 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 continuation of 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 fourteen organizations and pooling resources to produce a better product than any of us could do on our own
- Bridges to Health, a Pathways Hub for care coordination, employing community health workers and others using health plan and shared savings money as the source of sustainable funding

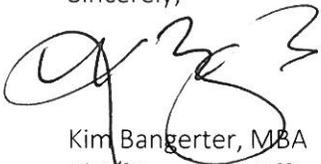
- Community-wide deployment of Reliance Health Information Exchange, PreManage, and Clara access for health care, social service, and governmental organizations to facilitate care coordination and reduce duplication of services, provided at no cost to organizations because all expenses are paid out of 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 Columbia Gorge 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



January 8, 2019

To: Office of Contracts and Procurement, Oregon Health Authority  
From: Joel Madsen, Executive Director, Mid-Columbia Housing Authority

Re: Letter of support for PacificSource Community Solutions – Columbia Gorge Coordinated Care Organization

To Whom It May Concern:

I write on behalf of Mid-Columbia Housing Authority to strongly support the application of PacificSource Community Solutions to continue operating the Coordinated Care Organization serving the Columbia Gorge Region.

Mid-Columbia Housing Authority works to promote affordable housing solutions throughout the Columbia Gorge. We work towards this goal through various housing assistance programs, resident services programs, affordable housing developments and affordable homeownership. We have been involved in the Columbia Gorge Coordinated Care Organization (CCO) since its founding and regularly attend the Community Advisory Council meetings. In addition to our core services which meet the housing needs for many CCO members, we have received CCO shared savings to employ community health workers through the CCO-supported Bridges to Health Pathways program. We plan to continue strong engagement with the CCO's work going forward with the focus on housing and addressing health disparities in CCO 2.0.

We look forward to maintaining the current CCO structure in our region to continue the many initiatives that have been made possible because of the unique relationship between the Columbia Gorge Health Council and PacificSource:

- A Regional Community Health Assessment and Health Improvement Plan incorporating fourteen organizations and pooling resources to produce a better product than any of us could do alone;
- Bridges to Health Pathways program which provides care coordination for CCO members and employs Community Health Workers and others using health plan and shared savings money as the source of sustainable funding;
- Community-wide deployment of Reliance Health Information Exchange, PreManage, and Clara, which are software systems that allow health care, social service, and governmental organizations to facilitate care coordination and reduce duplication of services, all expenses are paid out of CCO shared savings and provided at no cost to organizations;
- 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.

500 E 2<sup>nd</sup> St. The Dalles, OR 97058  
1-541-296-5462; 1-888-356-8919 (Toll Free)  
1-541-296-8570 (Fax)



Please accept this letter as formal recognition of the value of this application in helping the Columbia Gorge 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 continued work together.

Sincerely,

A handwritten signature in blue ink, appearing to read 'J. Madsen', written in a cursive style.

Joel Madsen  
Executive Director

**Providence Hood River**

**Memorial Hospital**

P.O. Box 149

810 12<sup>th</sup> Street

Hood River, OR 97031

t. 541.386.3911

f. 541.387.6456

[www.providence.org/oregon](http://www.providence.org/oregon)



January 8, 2019

To: Office of Contracts and Procurement, Oregon Health Authority  
From: Jeanie Vieira, Chief Executive Officer, Providence Hood River Memorial Hospital  
Re: Letter of support for PacificSource Community Solutions – Columbia Gorge Coordinated Care Organization

To Whom It May Concern:

As the Chief Executive Officer of Providence Hood River Memorial Hospital, I am writing to strongly support the application of PacificSource Community Solutions to continue to operate a Coordinated Care Organization serving the Columbia Gorge Region.

Providence Hood River Memorial Hospital is a not-for-profit health system offering hospital, outpatient, and clinic services in the region and has participated since 2012 in the PacificSource Columbia Gorge Coordinated Care Organization (CCO). In addition to providing a substantial portion of the clinical services for CCO members, we have supported representatives to serve on the CCO governing board, as well as participating in CCO operating committees and care transformation initiatives. Our work as part of the Columbia Gorge CCO aligns 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, 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.

One compelling reason that we look forward to maintaining the current CCO structure in our region is continuation of 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 fourteen organizations and pooling resources to produce a better assessment product than any of us could do on our own, promoting alignment of priorities for health improvement in the region.

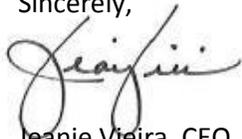
- Bridges to Health, a Pathways Hub for care coordination, employing community health workers and others using health plan and shared savings money as the source of sustainable funding
- Community-wide deployment of Reliance Health Information Exchange, PreManage, and Clara access for health care, social 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 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.

Please accept this letter as formal recognition of the value of this application in helping the Columbia Gorge 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 continued work together.

Sincerely,



Jeanie Vieira, CEO

Providence Hood River Memorial Hospital