



**ANNUAL
REPORT
2020**

 **UMPQUA HEALTH**

www.umpquahealth.com

MISSION

To promote and provide high quality, readily accessible healthcare
in a patient-centered system of care for those we serve.

VALUES

Accountability • Efficiency • Be a Team Player • Integrity • Stewardship

AGREEMENTS

Clear about our purpose before we act
Present and engaged with one another as we work
Real and authentic in our communication
Connected through being kind and caring
Creative and innovative individually and collectively



Contents

Message from the CEO	Page 4
Executive Team	Page 5
Who We Are	Page 6
Who We Serve	Page 7

Looking Back on 2020

Health Care in a Pandemic	Page 8
Year in Review	Page 10

The Umpqua Health Mission

Our Triple Aim	Page 11
Community Investments	Page 12
Community Advisory Council	Page 13
Strategic Plan and Key Performance Indicators	Page 14
Financial Investment: Quality Care at Lower Costs.....	Page 16

Investing in Quality

Equity: Serving the Whole Community	Page 18
Quality: Meeting the Metrics	Page 19

Investing in Community

CHIP Spotlights.....	Page 21
Community Health Improvement Plan	Page 22
Partner Spotlight: Yoncalla Literacy Program	Page 23

Investing in Our Future

Blue Zones.....	Page 25
I.M.P.A.C.T.S.....	Page 27
New Day	Page 28

Umpqua Health-Newton Creek

UHNC Patients.....	Page 30
Care Teams.....	Page 31
Roseburg Family Medicine Residency Program	Page 32
Community Sponsorships	Page 33

Umpqua Health Employees Matter	Page 34
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As one of sixteen Coordinated Care Organizations in Oregon, Umpqua Health is proud of its stewardship of the Oregon Health Plan and the social contract it has to coordinate and deliver the best care to over 30,000 individuals who live, work, and play in Douglas County. Our work is guided by the Triple Aim of healthcare delivery; Improve Quality, Enhance Experience, and Lower Costs. We therefore continuously strive to ensure Umpqua Health members have access to the right care, at the right time, in the right place.

Umpqua Health recognizes that the care members receive is inherently linked to the engagement of local provider organizations and community partners. We seek to build partnerships with a robust network of physical, behavioral, and oral health providers to ensure members have access to quality care in a highly coordinated fashion. Umpqua Health, through its local provider network, has consistently scored in the highest tiers for Quality and Access to care as measured by the Oregon Health Authority.

In addition, we understand that health in our community extends far beyond the doctor's office. We know that much of what impacts people's health is the community where they live, the food they eat, the places they work, and where their children learn and play. Umpqua Health embraces the transformative concept that the entire local community is part of the healthcare system and we therefore work with local social service and safety net programs, non-profits, government agencies, community benefit organizations, and local tribes to ensure individual and community social needs are met.

If 2020 has taught us anything, it is that we must all come together as individuals and organizations to create local solutions in the promotion of health for our community. I am continuously humbled, honored, and appreciative of the collaborative partnerships that ensure Umpqua Health members and our community at large will enjoy a future of better health.



A blue ink handwritten signature of Brent Eichman.

Brent Eichman
Chief Executive Officer



Dr. Bart Bruns

Board of Directors

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Tim Powell, MD
Gary Allen, DMD, MS
Larissa Hoskin

Executive Team



Brent Eichman
MBA, CHFP
Chief Executive Officer



Tanveer Bokhari
MBBS
VP - Quality and Health Equity



F. Douglas Carr
MD, MMM
Chief Medical Officer



Heidi Hill
MHA
VP - Transformation



Layne Jorgensen
DO
Chief Clinical Officer



Keith Lowther
CPA
Chief Financial Officer



Nancy Rickenbach
MBA-HM
VP - Operations



Michael von Arx
MHA, MA, CHC
Chief Administrative Officer



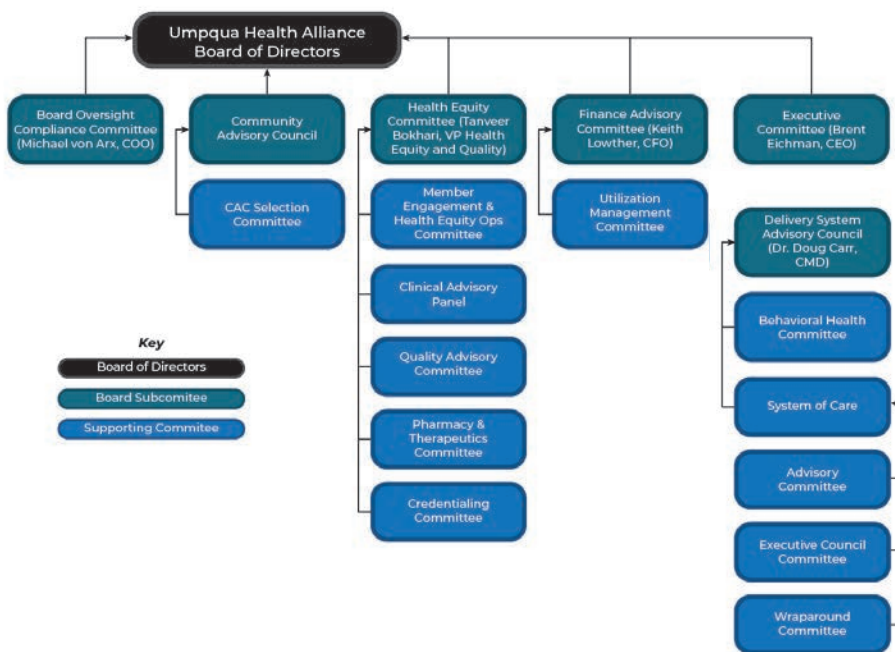
Lindsey Baker
MBA-HM
Executive Administrator

Who We Are

Umpqua Health is deeply rooted in Douglas County. We are proud to call the Umpqua Valley our home. Our integrated network of skilled local providers delivers high quality healthcare for Douglas County residents. Umpqua Health also works closely with community partners to evaluate ongoing healthcare needs and issues, while collaborating to find local solutions.

Our subsidiary, the Umpqua Health Alliance (UHA), is one of 16 coordinated care organizations (CCOs) in Oregon that has served members of the Oregon Health Plan since 2012. UHA connects more than 30,000 Douglas County OHP members to physical, behavioral, and oral care through an integrated network of providers. UHA is managed through a locally based board of directors and Community Advisory Council that ensures local healthcare needs are fully met.

Umpqua Health also operates the Umpqua Health-Newton Creek Clinic, a certified Rural Health Clinic in Douglas County that offers expert pediatric and adult primary care, urgent care, and behavioral health services.



Local governance and oversight are at the center of the Coordinated Care model and the heart of the original vision of Governor John Kitzhaber. This is because people who live locally know how to best care for our communities.

Health Care Terms

Coordinated Care Organization (CCO)

A coordinated care organization is a network of all types of health care providers (physical health care, addictions and mental health care and dental care providers) who work together in their local communities to serve people who receive health care coverage under the Oregon Health Plan (Medicaid). CCOs focus on prevention and helping people manage chronic conditions, like diabetes.

Oregon Health Plan (OHP)

The Oregon Health Plan (OHP) provides health care coverage for low-income Oregonians from all walks of life. The Oregon Health Plan is Oregon's unique model of the federal medicaid program which allows for investments in quality care, prevention, and community.

Community Advisory Council (CAC)

Community Advisory Councils are a key component to the unique Oregon CCO model. CACs are governing bodies that include at least 51% medicaid consumers and other stakeholder community members. They provide member voice and authority in our plan and are charged with:

- Ensuring our members receive the highest quality patient care and service possible.
- Give voice to member satisfaction and experience.
- Participate in the development of the Community Health Assessment, and Community Health Improvement Plan, administer Innovation Investments informed by the Community Health Improvement Plan, and to provide oversight in initiatives designed to increase health equity.

Who We Serve

5,071
square miles
Size of Douglas County
(5th largest in Oregon)

112,530
population
Portland State University
estimate for 2020,
9th largest county
in Oregon

54%
unincorporated
Percent of population
who do not live within
city limits.

'MUA'
by definition
"Medically
Under-served Area"

'Rural'
by definition
According to Oregon
Office of Rural Health

25.1%
65 or older
Percent of people older
than 65, compared to
15.6% nationally

92.6%
White
Percentage of population,
according 2019 census
estimates.

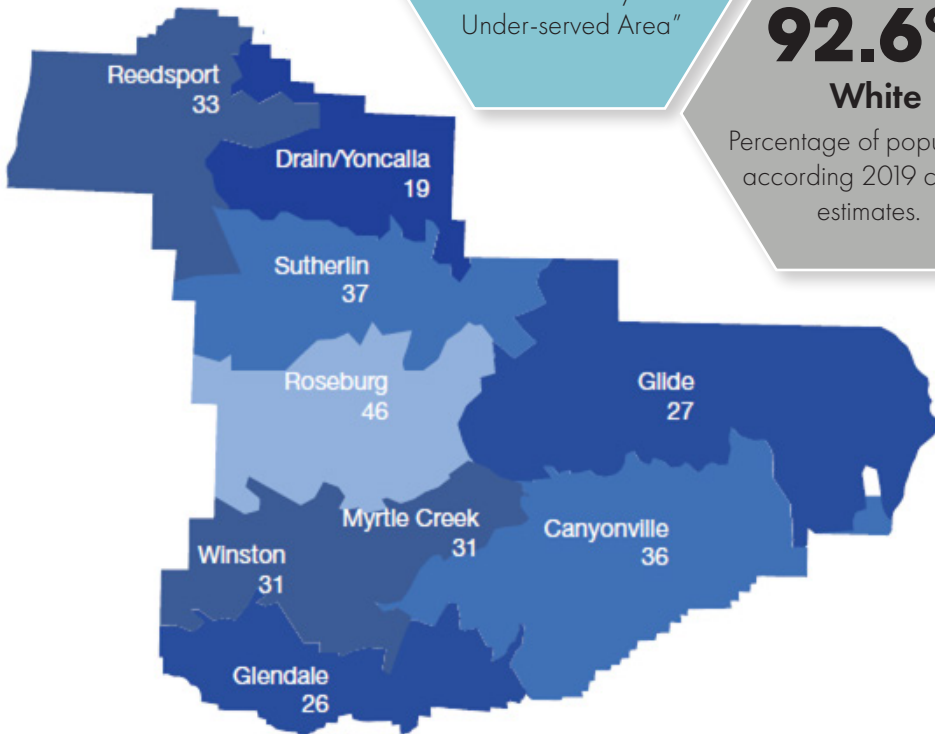
13
cities
Incorporated cities,
along with numerous
small communities

28.6%
kids in poverty
Percentage of children
under 18 living in
poverty in 2016.

3.3%
non-English
Percentage of people
who don't speak English
(3,924 total)

1.9%
Spanish speakers
Percentage of people
who speak only
Spanish

5.3%
Latino/a/x
Percentage of population,
according 2019 census
estimates.



A County in Need

The Oregon Office of Rural Health designates Douglas County as a Medically Under-served Area, a Health Professional Shortage area and a Health Professionals Shortage for Dental and Mental Health Providers. Most of Douglas County is also listed in the Governors Certified Shortage Area. The numbers on the map above indicate the number of medical needs met for each region, with lower numbers indicating fewer needs met.

Source: Oregon Office of Rural Health, 2018

Health Care in a Pandemic

Supporting public health, local providers, and community partners in a year like none other

As Umpqua Health entered the new decade, we could not foresee the COVID-19 pandemic, nor how it would shape and reshape the way we work and prioritize resources. The pandemic has altered the landscape of lives around the globe. Umpqua Health, as a pillar of the healthcare community in Douglas County, has responded to the demands and changing priorities of this situation through various strategies to care for our members, our community partners, and our employees.

With already significant deliverables associated with our core functions and Strategic Plan, the pandemic of 2020 forced us to be nimble in prioritizing and in some cases redirecting resources in order to ensure the needed ongoing access and support for our members in the clinical system, as well as the social service network. Beginning in March, Umpqua Health has served as a community convener and collaborative partner with our network of providers, the State of Oregon, Douglas Public Health Network, and our local Community Benefit Organizations. Our focus has been the safety of our staff, our members, and our community. As we

reflect on our support of the COVID-19 efforts of 2020, we are aware our support will continue into 2021 with the promising distribution of the vaccine.

From the initial statewide closures and directives to work from home and social distancing guidelines initiated in March, to vaccination distribution preparation, Umpqua Health has worked diligently to ensure the safety of our community. Investments and Collaboration with Public Health:

Umpqua Health was called upon early to partner in the community COVID-19 response. In collaboration with public health and other community partners, we participated in the Douglas Public Health COVID-19 response in the following ways:

- Providing personnel to staff the call center
- Loaning executives and medical personnel to develop community plans for hospital overflow, testing sites
- Connecting support personnel with protective equipment

This included the role of Dr. Tanveer Bokhari, the Vice President of Quality and Health Equity, who served at a temporary post as the Incident Commander for the Douglas County Emergency Operations Command Center, as well as continued Executive Leadership on behalf of CEO Brent Eichman with other community leaders to identify and respond to potential gaps in resources.

These efforts have focused on the establishment of testing sites, hotline services for community questions, planning efforts for anticipated hospital overflow scenarios, and other public health initiatives to care for our sick, and prevent the spread.

Community Investments

Our local healthcare system is not the only system that has been impacted by the COVID-19 virus. Loss of employment, social distancing, work from home environments, and dramatic changes to our business infrastructure have stressed our social support and safety net programs. Since March of 2020, the Umpqua Health Alliance membership has increased by over 3,000 members. This is a growth largely attributed to regional job loss and enrollment in the Oregon Health Plan. Additionally, our community partners have experienced a large increase in demand for services. Unfortunately, Douglas County has mirrored national trends in experiencing a significant increase in domestic violence, and the need for food security programs and support for our homeless members and neighbors has climbed dramatically.



Community Relief Grants

To support our community, UH expedited a COVID-19 Relief grant process for Community Benefit Organizations. In total, UH distributed over \$250,000 to community partners including:

Peace at Home

- ▶ Domestic Violence Prevention and Resources

The Friendly Kitchen

- ▶ Meals on Wheels

The Fish Pantry

- ▶ Food Bank

ADAPT

- ▶ Housing and Rental Assistance

Douglas Educational Service District

- ▶ Home Visiting Organization

Family Development Center

- ▶ Food Pantry/Virtual Learning

UCAN Food Bank

- ▶ Food Bank

Roseburg Rescue Mission

- ▶ Adult homeless shelter

HIV Alliance

- ▶ Homeless Support

Housing Umpqua First

- ▶ Homeless Support

Aviva Veggie RX

- ▶ Food Insecurity and Delivery

While many partners benefited from the UH support, the biggest need was identified early by Peace at Home, a domestic violence shelter. For this organization alone, Umpqua Health was able to contribute \$40,000 to ensure a safe place to shelter for many in our community. Altogether, Umpqua Health expedited the grant process and distributed more than \$250,000 to community partners. (See partial list at left)

Supporting our Healthcare System

COVID-19 has impacted the way we do business everywhere, perhaps most significantly our healthcare system. Protective equipment shortages, cancellation of services to mitigate viral spread, and loss of insurance put financial strain on many providers as routine services and procedures were stalled and sometimes halted for significant periods of time. Fortunately, Umpqua Health was able to assist in the sustainability of our healthcare system by offering alternative payment and contracting models specifically designed to support our providers. These contracting models focused on sustainability and allowed many providers in large and small clinics to maintain their staff and continue providing access and services to our members and the community.

Impacts to Staff and Daily Work

Along with other organizations across the globe, Umpqua Health was thrust into the large task of deploying a fully functional workforce within a matter of days. During the early weeks of the pandemic, senior leadership established a COVID-19 taskforce and worked with IT to purchase all needed equipment, prioritize departments for remote functioning, and train staff on remote work systems. Staff worked overnight to deploy nearly 125 home workspaces. In addition to the technical infrastructure, a new culture of intentional connection with remote methods was required. Individuals and teams learned quickly how to maintain the core functions of the business, continue cross-departmental collaboration, and maintain the connection for their teams through Zoom and web-based technology. Umpqua Health is proud of the commitment and hard work our staff demonstrated to make this transition so quickly and effectively. In spite of our physical distance, 2020 has united us as a team by highlighting how much value we gain from our interpersonal connections.



JANUARY

- UH held a strategic planning retreat with the Board of Directors, resulting in a 5-year Strategic Plan

FEBRUARY

- Community Health Improvement / SDOH Fund grantees notified of awards, totaling over \$300,000
- Hosted all-employee strategic planning event
- Hired VP, Transformation

APRIL

- Hired VP, Operations
- UNHC Launched telehealth services

JUNE

- UHA provided funding to organizations adversely affected by COVID-19

AUGUST

- UHNC successfully passed Rural Health Clinic (RHC) Audit, allowing UHNC to continue to provide care to the underserved population in Douglas County

OCTOBER

- UHA released Community Health Improvement Plan funding application

DECEMBER

- Hosted Umpqua Identity – Sharing Community Innovations Conference

YEAR IN REVIEW

MARCH

- COVID-19 Pandemic; provided community, provider, and OHP beneficiary support
- Deployed remote workforce

MAY

- UHA participated in countywide Community Health Survey through Network of Care
- UHA contributed \$400,000 to Roseburg Family Medicine Residency Program

JULY

- UHNC received first doctor-in-residence through Roseburg Family Medicine Residency Program

SEPTEMBER

- Douglas County Wildfires; UH provided community & OHP beneficiary support
- Employee appreciation event with food trucks, giveaways, and raffle prizes

NOVEMBER

- Opened applications for 2021 Community Health Improvement Plan funding

Our Triple Aim

Umpqua Health operates from the belief that health is not something that can only be found in a doctor's office or achieved through medical intervention — a person's health is impacted by a variety of conditions. For the 31,654 members we serve, it is our duty to strive to achieve the Triple Aim of better health outcomes and a better health care experience for members and providers at a lower cost. Umpqua Health works to do this through a variety of efforts, including:

- Investing in our communities
- Focusing on the social determinants of health and health equity
- Ensuring our members get the highest quality of care (through metrics investments and upgrades to health information technology)
- Transitioning from paying for sick care to paying for better health

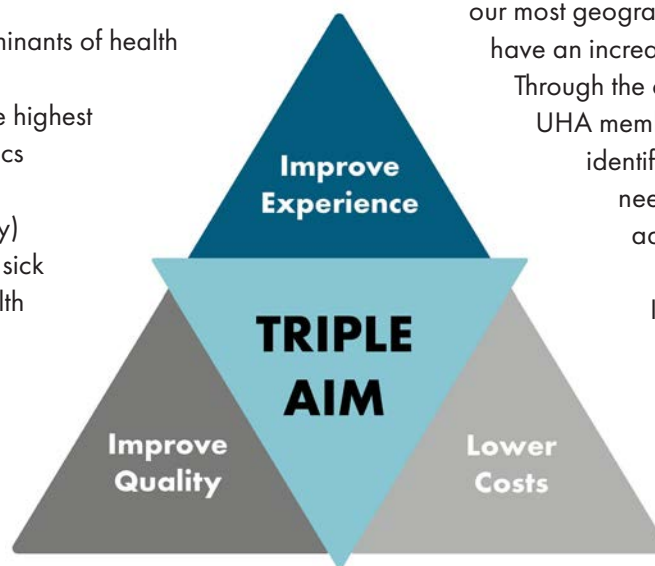
We are a collective. Umpqua Health is many things to Douglas County: a clinic, a leader in health care, a

thought partner, and an ally in creating a healthier community. We do this work through the lens of the Triple Aim, but beyond that, we achieve our goals as members of this community who want to see it thrive. This desire is manifested through our multiple investments in health. Whether this is by ensuring our patients receive the best care at Umpqua Health-Newton Creek, our providers are supported in health information technology, or through our investments in our program that tracks quality metrics, UHA is a major contributing member of our collective Douglas County healthcare and social service network.

Douglas County is unique. Our members face health disparities that are specific to a rural population, and our most geographically disenfranchised neighbors have an increased level of health disparities.

Through the collection and understanding of UHA members' REAL+D data, we can better identify individual as well as aggregate needs and strategize unique ways to address those needs.

It is our belief that by improving the overall health of our members, we can improve the health and well-being of our community and the people we serve for years and potentially even generations to come.



Glossary of Terms

Behavioral Health (BH)

The overall well-being of body and mind as it relates to health

Community Advisory Council (CAC)

A council of community members and healthcare representatives (P. 13)

Community Health Assessment (CHA)

A health report produced for a specific region through data collection and analysis

Community Health Improvement Plan (CHIP)

Long-term, systematic efforts to address health issues, needs and priorities (P. 22)

Community Benefit Initiative (CBI)

Local interventions focused on improving population health and health care quality

Electronic Health Record (EHR)

A digital version of a patient's records from multiple providers

Health Equity (HE)

When all people can reach their full health potential and well-being and are not disadvantaged by race, ethnicity, language, disability, gender, gender identity, sexual orientation, social class, intersections among these communities, or other socially determined circumstances (P. 18)

Health Related Services (HRS)

Non-covered services offered as a supplement to Medicaid benefit that support members achieving health. Examples: a refrigerator, running shoes, or healthy food

Medical Benefit Ratio (MBR)

Incurred medical costs divided by medical related revenues (P. 16)

Non-Emergent Medical Transportation (NEMT)

Rides provided for medical appointments

Oregon Health Authority (OHA)

The state agency that oversees healthcare

Patient Centered Primary Care Home (PCPCH)

Health care clinics that have been recognized by the OHA for their commitment to providing high quality, patient-centered care (P. 30)

Rate of Growth (ROG)

A calculation that compares the per member per month cost from one year to the next (P. 16)

Social Determinants of Health (SDOH)

The social, economic, political, and environmental conditions in which people are born, grow, work, live, and age

Responding in Times of Need

Umpqua Health believes in helping our members and our community not just today, but for years to come. As we work to improve the overall health of Douglas County, we look at partnerships, projects and programs that will shape our health landscape.

We understand that we are stronger as a collective. Working with community partners, we are able to leverage our funding so our work has more impact. In 2020, this work included supporting community gardens, constructing a track at an area elementary school, and providing meals for senior citizens and people with disabilities.

These came from not only our traditional community benefit initiative funding process, but also a funding stream that focused on organizations addressing issues that were heightened or arose due to COVID-19. This funding touched area food pantries, supported efforts to provide masks for community members, and provided funding to an area shelter for pregnant women.

2020 has been a year with an array of challenges. In addition to the global pandemic, Douglas County was also ravaged by a wildfire. The Archie Creek fire began in the early morning hours of September 8 and quickly burned through a large portion of eastern Douglas County. More than 130,000 acres burned, and more than 100 homes and buildings were destroyed. The fire filled the skies with smoke, creating what was for a time one of the most hazardous breathing conditions in the country. Umpqua Health saw this as yet another opportunity to help our members, patients and neighbors, and purchased necessity goods for those impacted by the fire. Additionally, Umpqua Health made a financial contribution to the community-wide effort to help the individuals who were displaced by the Archie Creek fire.



Left: The Archie Creek Fire burned more than 130,000 acres and more than 100 homes in Douglas County in September.

Top: The Roseburg Community Garden is among the projects support by UHA.

Center: Community investments include goods for struggling families.

Community Advisory Council

Local Members Foster Innovative Health Improvement Projects

Umpqua Health's Community Advisory Council (CAC) is a group of community volunteers with a passion for health. The 16-person council is made up of at least 51% UHA members who are covered by the Oregon Health Plan and can speak to the real experience of consumers. This council helps provide input from the perspective of UHA members and community partners.

The CAC oversees much of UHA's community benefit initiative work. This work is based on UHA's Community Health Improvement Plan (CHIP), which has four focus areas: behavioral health and addictions, social determinants of health, healthy lifestyles and families and children. All of these have an overarching lens of health equity. The CAC has full autonomy on the community benefit initiative spending related to the CHIP. In 2020, UHA allocated \$300,000 for this work.

But more than overseeing the community benefit initiative investments, the CAC also provides Umpqua Health with input from the member perspective. This helps to shape Umpqua Health's foundational work in health equity, and how Umpqua Health works to address social determinants of health. The CAC meets monthly to discuss topics that impact member services and overall community well-being.

In 2020, the CAC began working with a wide array of community partners on an updated Community Health Assessment. This work is a collaborative effort with the area public health entity, area federally qualified health centers and other healthcare providers, our area hospital, our local mental health authority, and more. This shared community health assessment will pave the way for a synergistic process to create a joint community health improvement plan, which will help align community efforts to improve the health and well-being of Douglas County.



Members of the Community Advisory Council participate in an online meeting.

Strategic Plan to Achieve Triple Aim

Triple Aim Key Performance Indicators



Improve Experience











Improve Quality



Lower Costs

As a Coordinated Care Organization, we continually seek to provide the best care at the right time, in the right place for our members, and do so in a financially sustainable manner. This is complex work requiring expertise and strategies across disciplines, and sometimes across professional sectors. Umpqua Health Alliance has developed and is implementing a 5-year Strategic Plan with investments in Cost Containment, Health Information Technology, Social Determinants of Health, and Behavioral Health.

 COST CONTAINMENT	
GOALS	PROGRESS
1. Achieve a sustainable rate of growth 	In 2020, UHA focused on coordinating care for our members by training 70% of our care management staff on Collective Medical, a hospital event notification platform. This assists our members in receiving appropriate care at the right place.
2. Increase value based programs (VBP) to providers 	Umpqua Health continues to focus on building reports and payment models that are informed by the risk and disease burden of our members, and that encourages our network to focus on HEALTH care, rather than sick care. UHA made significant progress with the introduction of two reports focused on our members and familiarizing and partnering with our network to devise future payment models.
3. Develop a SDOH-E spending program	Postponed until further guidance from the OHA and new contractual deadlines and in-place. Guidance and deadline delayed due to COVID.
4. Enhance health-related services program 	Health Related Services Policy developed focusing on the most cost effective interventions. Policy was reviewed through several committees for applicability to our membership and will enable investments in Flex and Community Benefit Dollars to maximize benefit to membership.

 HEALTH INFORMATION TECHNOLOGY	
GOALS	PROGRESS
1. Expand EHR adoption to 99% of physical health, 50% of oral and behavioral health 	Right care at the right time, in the right place, is what quality care is all about. UHA seeks to reduce inappropriate emergency department utilization, and increase the care for our members by the use of the hospital event notification system, Collective Medical. At the end of 2020 50% of our network has access to this technology through the diligent work of our IT department and our network.
2. Expand HIE adoption to 75% physical health, 50% of oral and behavioral health 	At UHA we recognize evolving technology to support high quality care can be a financial burden for our rural network. In order to support we offered the Health Information Technology Bonus program to offset expenses and incentive use of current technology. In 2020, we celebrated the success of this program by having 12 practices meet the criteria to be eligible for this bonus.
3. Expand VBP tool to 75% for providers with arrangements	UHA is taking steps to ensure providers on VBPs are able to access reports that describe the risk associated with their population.
4. Expand access to Hospital Event Notification 	A great experience starts with accurate and appropriate data about the patient. Electronic Health Records play an increasingly important and relevant role in a tailored high quality experience for the patient. With increasing sophistication in this realm, UHA recognized the importance of ensuring our network has the best technical infrastructure to meet these needs. In 2020 UH supported 90% of our practice network in transitioning from an older/dated EMR to a high quality and current EMR – eClinical Works.



SOCIAL DETERMINANTS OF HEALTH

GOALS

PROGRESS

1. Collect and use data to improve community health



UHA is committed to the reduction of health disparities. Before we can achieve health equity, we must have an understanding of the underlying causes of inequities in health outcomes and the delivery system. This year UHA completed CLAS training for nearly 100% of its' staff and governing body members.

2. Workforce diversity and inclusion plan



To provide equitable healthcare, knowing who our membership is and what issues they may be dealing with matters. In 2020 UHA made progress by developing protocols to receive SDoH data from two of our Patient Centered Primary Care Homes. This data enables us to tailor future services based on our populations unique needs

3. Health equity plan

UHA successfully engaged our community in the approval and vetting process for our Health Equity Plan. It was submitted and approved by the OHA in 2020, marking a significant milestone for this work.

4. Community engagement plan

UHA was approved by OHA (due to the Covid-19 environment) to collect and provide meaningful Community Engagement through the operation of its Member Engagement & Health Equity Committee, and by adding additional members (representing vulnerable populations) to the Committee. This was done, and feedback collected in person and via survey in December 2020.

5. SDOH community engagement process



UHA envisions our entire community as part of the healthcare system. This year, UHA hosted its' first ever Community Benefit Organization community wide conference. At this event, CHIP funded projects were able to showcase specific projects and demonstrate how small community investments in social determinants and healthy lifestyles can have a BIG Impact on prevention and lowering potential medical expenses.

6. Traditional health worker

UHA is actively engaged with OHA committees dealing with THW issues, has hired THWs and is planning to have internal CM staff certify as THWs, as well as exploring the possibility of using Tribal Training facilities for training THW in the community.



BEHAVIORAL HEALTH

GOALS

PROGRESS

1. Effective partnerships to meet community needs



Care Coordination is key for those experiencing Mental Health and Behavioral Health issues. By ensuring 70% of our members who are referred for psychological evaluation have documented care coordination between primary care and behavioral healthcare, we ensure our members are receiving the care and services they need.

2. Robust services for high needs populations

Development of a Behavioral Health referral matrix that is updated weekly and circulated to providers, and outcomes measures for 2021 contract year including the use of PHQ-9, GAD-8, C-SSRS, and WHODAS.

3. Develop and implement member engagement program

UHA has included in VBPs an engagement and retention metric for major SUD providers, and has partnered with community members to receive the IMPACTs grant allowing a concentrated focus on the criminally involved BH population.

4. Provide multi-faceted care coordination



Care Coordination is a key intervention for ensuring our members are able to access care in the right place and avoid inappropriate access of utilization of other systems. Our goal for 2020 was to make sure that 70% of our members who require a prior authorization for behavioral health services are also open for Care Coordination with Umpqua Health Alliance. We surpassed this goal and we currently have 80% of members open for coordination efforts.

5. Improved workforce capacity



Nothing replaces the human touch for our members. To ensure our members have a real person to rely on at Umpqua Health Alliance, we set a goal of increasing our Behavior Health Care Coordinator staff from one individual to four. We met this goal earlier in 2020, and have been working with our members ever since as partners in their health.

Quality Care at Lower Costs

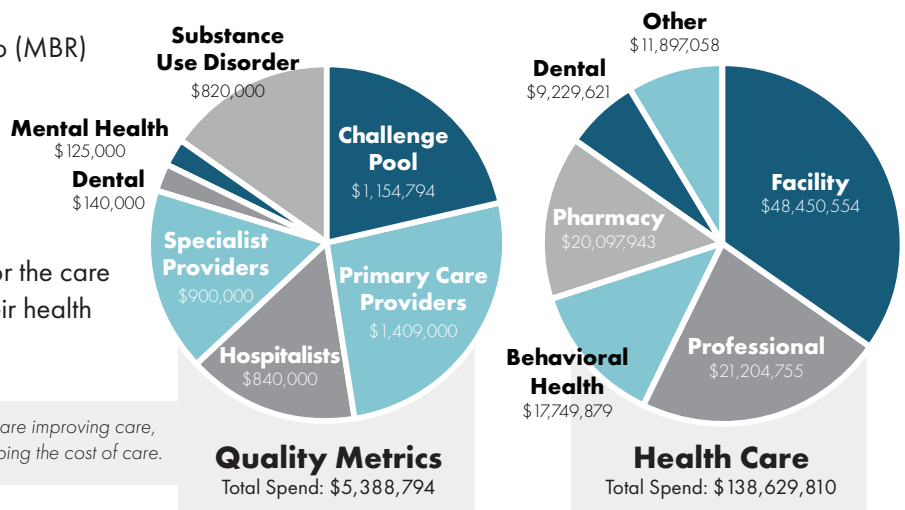
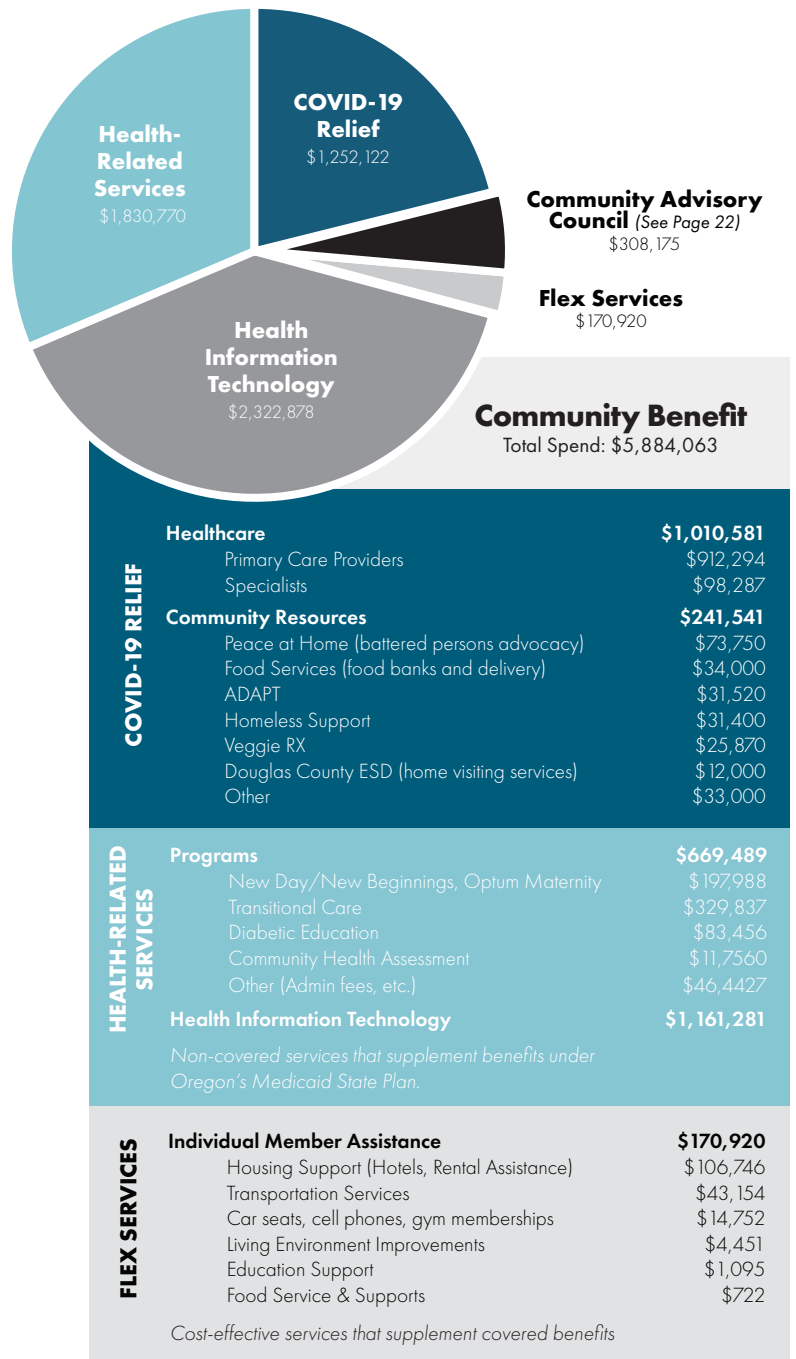
As a Coordinated Care Organization (CCO), Umpqua Health Alliance (UHA) is part of a unique model for administering the Medicaid health benefit known as the Oregon Health Plan (OHP) in our state. We are charged with providing quality, patient-centered care while continuing to lower the total cost to the healthcare system. To accomplish all three objectives, known as the Triple Aim, the state has three focus areas for CCOs:

- Expanded focus on integration of physical, behavioral, oral, and dental health care through a performance driven system that incentivizes continual improvements to health outcomes while lowering the cost of services.
- Investing in Social Determinants of Health and Health Equity across all low-income and vulnerable Oregonians in order to improve population health outcomes.
- Committing to sustainable Rate of Growth (ROG) through value-based payments and investing in health-related services that help our members remain healthy and receive the care they need in the clinical setting and in their day-to-day lives.

First, we must maintain an ROG of 3.4% for administration and delivery of services from one year to the next. For many years in Oregon and nationally, healthcare costs have grown unchecked. UHA is on pace to maintain an average annual ROG of around 3.4% based on 2020 results and 2021 budget expectations, which means we are providing quality care at a lower cost.

Additionally, Umpqua Health strives to control its administrative overhead. Our Medical Benefit Ratio (MBR) is the ratio between administrative overhead and the actual cost of delivering health services. UHA continues to exceed the minimum 85% MBR outlined by the state with a ratio of 88.76% in 2020. This means that a high percentage of premium dollars entrusted to UHA for the care of over 30,000 OHP patients goes directly into their health and the well-being of our community.

Quality Metrics are the measurements used to show how well CCOs are improving care, making quality care accessible, eliminating health disparities, and curbing the cost of care.





Investing in Quality

Improving the quality of local health care and the equity of access for our members.

Serving the Whole Community

Looking at Umpqua Health's Work Through a Lens of Equity

Health equity has been at the forefront of the Coordinated Care Organization (CCO) model since its inception. At its very core, each CCO is designed to identify ways to ensure each and every member has an equal opportunity to live a healthy life if they choose to.

But at Umpqua Health, we are working to do more than ensure an equitable approach — we're trying to liberate our members and our community and remove any barriers to health in general. This work is multifaceted: UHA is working on more than 65 unique efforts in Douglas County to positively impact health equity. These efforts range from assisting individuals who are experiencing or have experienced domestic violence to increasing access to healthy and nutritious foods, and even early childhood education programs. Umpqua Health is actively working to reduce health disparities by addressing the social determinants of health and the cultural, socioeconomic, racial, and regional disparities in health care.

This kind of work cannot be done in a silo. Umpqua Health has established several external committees to bring health equality, health equity and health liberation to the forefront of the community discussion. These committees include the Health Equity Committee, and the Member Engagement and Health Equity Committee.

Umpqua Health is also integrating Health Equity work into existing committee structure, including a diversity, equity and inclusion learning session for the Umpqua Health, Umpqua Health Alliance and Community Advisory Council. Umpqua Health staff were also given the opportunity to take a culturally and linguistically appropriate services training for the first time in 2020, and 99% of UH staff were trained.

Umpqua Health also uses a health equity lens to assess opportunities for external funding. All applicants for Community Health Improvement Plan (CHIP) funding were asked how their proposed project addresses health equity, any specific learning or health disparities addressed, and were even asked to supply a specific example of how the project incorporates a lens of health equity. Umpqua Health is weaving health equity into all parts of the organization, both internally and externally.

65
unique efforts
UHA is involved in various programs to help achieve equity.

99%
of UH staff trained
in a culturally and linguistically appropriate service training.



Meeting the Metrics

Each year the Oregon Health Authority identifies best practices in preventative care and establishes state-wide Quality Metrics as an indicator of how the Coordinated Care model is improving care, making quality care accessible, eliminating health disparities, and assisting to bend the cost curve to our healthcare system.

Umpqua Health Alliance has a significant Quality Program that focuses on assisting our providers in learning about these best practices and partners with them to ensure accessible, quality care is available throughout our network. This program is key to connecting our members to a variety of physical and behavioral health services.

How well CCOs perform on these metrics is shared in the first quarter of the subsequent year. In 2020, UHA was honored for it's metrics performance. Because of our quality program, UHA was among the top-performing CCOs in the state in 2019. We exceeded 16 of the 20 one-year benchmark and improvement targets in 2019 and demonstrated the greatest progress in reducing smoking prevalence, emergency room utilization and increasing childhood immunization

rates and oral health assessments with adults with diabetes. UHA did exceptionally well in metrics related to children's health, including access to care, adolescent well-care visits, assessments for children in DHS custody, dental sealants, developmental screenings, postpartum care and health counseling.

Because UHA exceeded its benchmarks and improvement targets from the previous year, we earned a full quality pool payout from the Oregon Health Authority, along with only four other CCOs.

"The CCO model shifts the focus from paying for sick care to paying for better overall health," said CEO Brent Eichman. "The progress is evident when we look at measures like reduced smoking, fewer emergency room visits, and increased childhood immunization rates. By working with our community partners to constantly set our sights on the next target and the next challenge, we are seeing the rewards of a healthier Douglas County. This milestone is a direct result of the collective work of our local health care providers and community partners."

	Advanced Health	AllCare	Cascade	Columbia Pac.	EOCCO	Health Share	IHN	Jackson	PacSource Central	PacSource Gorge	PrimaryHealth	Trillium	Umpqua	WVCH	Yamhill
Access to care (CAHPS) - adults								*							
Access to care (CAHPS) - children											*				
Adolescent well-care visits										*					
Ambulatory care - ED utilization										*					
Assessments for children in DHS custody^										*					
Childhood immunization status^										*					
Cigarette smoking prevalence (EHR)			*												
Colorectal cancer screening									*						
Controlling high blood pressure (EHR)											*				
Dental sealants for children	*														
Depression screening and follow up (EHR) - must pass			*												
Developmental screening ^										*					
Diabetes HbA1c poor control (EHR)											*				
Disparity measure: ED util for members w mental illness							*				*				
Effective contraceptive use (ages 15-50)								*							
Oral evaluation for adults with diabetes						*									
Prenatal and postpartum care: Postpartum care rate^			*												
Patient-Centered Primary Care Home (PCPCH) enrollment - must pass									*						
SBIRT (EHR) - must pass															
Weight assessment, nutrition, and activity counseling kids (EHR)															*

The CCO model shifts the focus from paying for sick care to paying for better overall health.

- Brent Eichman
Umpqua Health CEO



Investing in **Community**

Creating a healthier and happier community by **improving the care experience and lowering costs.**



It's been really helpful, given me someplace to come to in the daytime where I feel accepted and just have people around me that care. It's been beneficial in finding me housing. I'm really proud to have a place to call my own.

- Chadwick Clubhouse member

CHIP SPOTLIGHT

Chadwick Clubhouse

The ongoing need for physical distancing due to COVID-19 has elevated the importance of mental health and wellness for all members of our community, alongside the need for continued safety measures related to reducing the spread of respiratory infection.

As a result, the impact of COVID-19 underscores the importance of the Chadwick Clubhouse as a resource for adults in Douglas County who are most vulnerable to stressors related to mental health. It spotlights the immense value of our members' skills related to resiliency and their life experience managing and overcoming significant challenges.

Umpqua Health remains focused on safeguarding our members' physical health while continuing to practice creativity and flexibility in our work to end the isolation of adults living with serious mental illness.



COVID SPOTLIGHT

Safe Haven Maternity Home

Funding paid for the creation of an isolation room and capacity for a mother and her child. A letter from Safe Haven:

When Covid hit, we knew that we needed to create an isolation room in the event that a client or child contracts a communicable disease. We had one location that would work for this isolation room, but it would need a new fire exit door. This grant enabled us to create the fire exit door.

This has been a tremendous help, as Covid has spread, we have had to change our intake procedures. Thanks to this grant, we now have a place to isolate our new residents when they first come in.

The remainder of the money provided for one mother and her baby to stay at Safe Haven for four months. When this resident's Child Welfare case closed, she was unable to move out due to the lack of housing that was exasperated by Covid.

When the fires hit, things got hard. She was worried that if Child Welfare was not paying for her spot, she would be asked to leave. We were able to assure her that even if we did not get the financial support, she can stay until she is ready to leave. We are proud to report that she received her keys to her first apartment a few weeks ago.

Our non-child welfare beds are often funded by private donors. As people have been hit financially, it has been a struggle for them to give. The grant for UHA enabled us to provide a place for mother, and keep her in a safe, familiar place during this hard time.



Community Health Improvement Plan

The following programs were funded in part by Community Health Improvement Plan (CHIP) funds directed by the Community Advisory Council for the improved health of Douglas County:

Eastwood Track: Built a track at Eastwood Elementary in Roseburg.

Friendly Kitchen/Meals on Wheels: Provides meals for seniors and people with disabilities throughout Douglas County.

Chadwick Clubhouse: A place for individuals with behavioral health disorders to socialize, find help with employment, and access general life skills training.

Douglas County HIV and HCV Prevention and Opioid Response Program: Supports the HIV Alliance's work specifically related to reducing transmissions of HIV/ HCV and instances of overdose. This program provides support for individuals affected by opioid use disorder by supplying items that prevent harmful or deadly health outcomes and by connecting individuals to related services.

Yoncalla Literacy Camp: Funding was initially allocated for an in-person summer camp for children in Yoncalla School District with a focus on literacy and continued learning. Because of COVID-19, Yoncalla SD adapted the program to a mobile book and food delivery system to continue serving children in Yoncalla and ensure that education was not disrupted due to the pandemic.

Parent Education Groups: Supports several parenting education opportunities specifically focused on families with young children.

Canyonville Farmers' Market: Supports a produce match program for individuals using SNAP benefits at the market, as well as overall market operations.

Dolly Parton's Imagination Library: Allows Roseburg Library to participate in Dolly Parton's Imagination Library, a program that sends free, age-appropriate books to children 0-5.

EID Training for Behavioral Health Professionals: Allowed for multiple free, community-wide trainings for behavioral health professionals regarding equity, inclusion and diversity.

Lifestyle Intervention Projects: Supports lifestyle intervention classes focused on whole food, plant based eating and moderate activity.

Community Baby Shower: Funding was originally earmarked for two live events supporting expecting and new parents, but due to COVID-19 the focus was changed to a virtual event and website.

Orthodontic Treatment for Under-Resourced Kids in DC: Pays for a minimum of six Douglas County youth identified as furthest from opportunity to receive orthodontic treatments.

Rise Up Resilience: Allows for Phoenix Charter School to provide coping strategy education, youth development and healthy lifestyle activities to students and families.

Community Garden Coordinator: Supports an Americorps Member to act as a community garden coordinator in Douglas County, effectively managing all local community garden efforts.

SouthRiver Community Health Center: Provides healthy lifestyle updates to SouthRiver CHC facilities, including a fridge stocked with free healthy foods, an area for fitness education classes, and other upgrades.

Healthy Infants and Toddlers: Funding initially was intended to provide diapers, wipes and formula for FISH Food Pantry clients with infants and toddlers. After changes to operation because of the pandemic, part of the funding will also be used to provide blankets to families.

Telehealth in Schools: funding provided equipment to support telehealth services for children and educators in the Roseburg School District. This work aims to reach children where they're at to provide a variety of care, including behavioral health supports, in a trusted environment. By increasing access to care, this program aims to increase positive health outcomes while simultaneously decreasing absenteeism.

Family Wellness Program: Provides YMCA memberships for 100 people for two months.

Rental Assistance Program: Provides assistance to those having trouble making ends meet through the Neighborworks program.

Education Goes on the Road

Yoncalla Literacy Program Gets Reinvented for COVID-19

Umpqua Health strives to impact health not just today, but the health of our members, patients and community for years to come. As part of this work, UH is particularly interested in efforts that address the needs of children. This includes supporting childhood literacy. Research shows the importance of literacy in youth, and how a focus on literacy is highly correlated with better education and health outcomes.

To support this, Umpqua Health provided funds to the Yoncalla School District for a Youth Literacy Summer Camp. Initially, the plan was to hold a summer camp with a focus of literacy for youth, while including free breakfasts and lunches for participants. Due to Covid-19, Yoncalla School District had to completely rewrite the plan for the program. Instead of providing a program at the Yoncalla School, organizers switched their focus to support learning remotely. Instead of bringing kids to a camp, officials brought the camp to participants. The program also grew in scope. Initially, the goal was to reach 30-40 students in the lower elementary ages. Eventually the meals and educational materials reached 190 total students – a majority of the students in the school district.



Yoncalla is a small town in northern Douglas County. With travel restrictions in place due to the coronavirus and limited opportunities for local education or entertainment, many families were stuck at home. The twice-weekly deliveries of food and educational activities were well-received as a break from the stresses of 2020. The academic packages varied. Along with helping children build their home libraries with new books from the Yoncalla Public Library, there were engineering and crafting projects like marble runs and simple woodworking kits to challenge kids to build.

In addition to this project, Umpqua Health provided funding to the Friends of the Roseburg Public Library to participate in Dolly Parton's Imagination Library. This program sends a free book to children 0-5 years of age monthly. This program supports early childhood education and literacy, which research shows sets a child up for future success. As of October 26th, 835 youth in the service area are participating in the program. This represents nearly a quarter of all eligible children. Anecdotally, Friends of the Roseburg Public Library say that many parents report their children are thrilled to receive their books in the mail, and it has helped spark a love of reading for many participating children.





Investing in **Our Future**

Supporting and developing special programs for our youth and other groups that **improve quality outcomes.**

Blue Zones

Project-Umpqua Has Enabled Our Community's Health Initiative to Improve the Well-Being of the Umpqua Valley as it Heads Into its Fourth Year

Blue Zones Project (BZP) focuses on making permanent and semi-permanent changes to address social determinants of health while helping people live longer, healthier lives with lower rates of chronic disease and a higher quality of life. Through the community-led effort, driven by local volunteers, leaders, and organizations, the Umpqua Valley can take pride in positive outcomes and bending the trend for greater well-being. Our community members are reporting eating healthier, getting more physical activity, and adopting healthier lifestyle habits as a result of participating in Blue Zones Project.

Over the last three years since Blue Zones Project launched, nearly 7,100 residents have participated in an activity for their well-being and have taken a personal well-being pledge, surpassing the three-year project goal of 6,300 engaged residents four months early.

Healthy Lifestyles

The Blue Zones concept of Moais, a Okinawan term that describes a social group that meets for a common purpose, has been widely embraced throughout the community and has resulted in 474 people and 72 teams completing a 10-week Moai based around walking, purpose, or plant-slant potlucks while cultivating brand new friendships and social connections. Out of the 474 people that completed a Moai, over 80% reported that they made a new long-term friend from their group.

Families and Children / Prevention

644 people, including over 200 high school students, have participated in Purpose Workshops – an opportunity to reflect on one's gifts, values and unique purpose in life and how to share their gifts with the community. 977 have volunteered with Blue Zones Project with a total of 8,787 service hours. That calculates to over \$150k in value generated from volunteer hours from Blue Zones Project alone. 19 of the top 20 largest worksites in the Umpqua Valley are engaged in Blue Zones Project and 12 of the top 20 have implemented enough well-being interventions that they now

meet the criteria to become Blue Zones Project Approved. The creation of worksite wellness initiatives resulted in the engagement of more than 150 individuals serving on 14 new employer-led wellness committees. 14 employers have now adopted smoke-free campus policies.

Six schools are now Blue Zones Project approved with four walking school buses during the 2019-2020 school year, providing kids the opportunity to walk to school safely with volunteers for an extra dose of physical activity. Bicycle and pedestrian safety education was provided to over 500 students in 4th and 5th grade last year through a Safe Routes to School and Jumpstart Grant secured by the Blue Zones Project Built Environment Committee. BZP has also supported the goals Roseburg Public Schools and Douglas Education Service District to significantly increase the number of faculty and staff trained in Adverse Childhood Experiences, Conscious Discipline and Restorative Justice practices by co-sponsoring a series of capacity building trainings, summits, and site visits. To date 8 elementary schools and 3 secondary schools in Roseburg School District are now implementing these practices.

Healthy Lifestyles: Food and Nutrition

Seven restaurants are Blue Zones approved with Shanti's Indian Cuisine reporting a 35% increase in sales since approval. Loggers Tap House reported a 70.5% rise in sales of Blue Zones Project menu items after two years. Sherm's Thunderbird, an approved grocery store, reported it sold an additional 10,000 pounds of produce and 14,000 liters of water through the Blue Zones Checkout Lanes over the last two years.



Investing in Our Future

The Food Policy Committee worked with community partners to add 17 new organizational gardens, including the new Gateway Community Garden in SE Roseburg – a classified food desert, and developed a produce prescription program called VeggieRx. The program is now in its third year with five healthcare clinic partners and three redemption sites. Of the nearly 150 patients who enrolled, 62% of the patients completed the program (this includes data from 2020 that was impacted due to COVID), 57% percent increased their overall produce consumption and 40% reported a reduction in their household's food insecurity during the program. VeggieRx also had a positive economic impact on the community, with over \$15,000 of produce purchased at the local farmers market and the Downtown Market corner store that partnered with Blue Zones Project on a market transformation in downtown Roseburg.

Social Determinants of Health

The BZP Built Environment Committee has helped to secure \$4.4 million in outside funds through Safe Routes to School and Transportation and Growth Management grants to promote pedestrian and bike-friendly infrastructure including buffered bike lanes, new sidewalks, safe crossings and traffic calming treatments near schools. After reviewing the alarming rates of melanoma in Douglas County, the committee authored a city-wide Shade Policy that was adopted by City Council in 2019 to help prioritize shade structures in children's play areas including the Splash Pad and the Skate Park. The committee continues to work towards policies and programs that will enhance our community's livability for all ages including active transportation amenities and infrastructure and promoting housing diversity with healthy neighborhood design principles.

Behavioral Health and Addictions

Blue Zones Project's Tobacco Policy Committee authored a proposal for a smoke-free outdoor events policy for downtown Roseburg that was voted in by City Council and became effective in November 2020. The Committee also launched a community-wide youth vaping cessation program in response to the soaring vaping epidemic. 16 evidence-based community policies and transformation projects have been implemented.

Community Impact

The results of the second community-wide well-being index survey conducted in late 2019 showed that benchmark goals were surpassed, demonstrating 63% of the public was aware of Blue Zones Project surpassing the goal of 45% and 36% of the population saw the Blue Zones Project as having a positive impact on the community, exceeding the goal of 30%.

The national survey also showed that the Umpqua Valley is outperforming the state of Oregon in three health risks: 22% less risk in poor nutrition, 8% less risk in exercise, and 24% less risk in life evaluation. It's estimated that the county has accrued over \$1.5 million in medical and productivity value in just two years based on reducing these health risks alone.

For more information and updates please visit oregon.bluezonesproject.com and Blue Zones Project Umpqua on Facebook.

7,100

residents

took the well-being
pledge in past three
years

474

people

completed a 10-week
Moai social group
course

17

gardens

added to prescription
VeggieRX program

644

participants

in Purpose Workshops
including 200 high
school students

500

students

received bicycle
and pedestrian
safety courses

\$4.4

million

secured for pedestrian
and bicycle friendly
transportation

We look forward to our future work with the Community Health Improvement Plan to further leverage and align resources for an even bigger impact. The community has deemed the project of great value and stepped up to provide the funding and engagement for this crucial and timely work to continue into the next three years.

*- Jessica Hand,
Blue Zones Executive Director*



Douglas County
Commissioners



State of Oregon
Justice Dept.



Roseburg Police
Department



Douglas County
Sheriff's Office



COW CREEK BAND
OF UMPQUA TRIBE OF INDIANS

I.M.P.A.C.T.S.

A Community Effort to Address Behavioral Health

There is a very real connection between mental illness, substance use disorders, jail, emergency room care and homelessness. This cycle can perpetuate itself, continuing to impact a person's ability to get well and stay well. This intersection of health and social determinants of health spurred a new grant program call IMPACTS (Improving Peoples' Access to Community-based Treatments, Supports and Services) that was approved by Oregon Legislature in 2019. Douglas County and the Cow Creek Band of the Umpqua Tribe of Indians worked together on complimentary proposals, and secured a large amount of funding for a collaborative effort to address the needs of a population that has historically been underserved. Umpqua Health Alliance will be part of a two year collaboration to remove barriers to care.

The county's grant will fund an Intensive Care Coordination team that will work with high utilizers of the Douglas County jail and local emergency rooms to identify underlying barriers to this population leading healthier lives. Funds will also expand detox services, assist with startup costs for a sobering center and create crisis resolution rooms for people who are experiencing a mental health crisis. Umpqua Health was not only a driver for this collaboration, but even analyzed data to identify the target population. This collaborative effort is expected to reduce unnecessary costs while helping the stabilization and recovery of the identified cohort, resulting in a healthier and safer Douglas County.

This work is especially impactful as it relates to Health Equity. This target population currently receives more services, but those services have not been able to address the underlying issue resulting in the increased need. This Intensive Care Coordination team will provide individuals with the supports they need, ensuring that everyone in Douglas County has an equal opportunity to live a healthy life.

Helping Expectant Mothers

Umpqua Health Alliance (UHA) has multiple programs to serve specific target populations, including youth ages 0-5 and pregnant women. Working to meet the needs of this population aligns with UHA's vision to impact health upstream and ensure that our youth have an equal opportunity to live a healthy lifestyle. One of these programs is New Day, which offers a fresh start for mothers and their newborns from the first trimester through childbirth. For many, it's quite literally a life saver.

New Day was developed in 2017 to help pregnant women struggling with substance use disorder or other behavioral health challenges. New Day now works with any pregnant woman facing barriers to a healthy pregnancy, including drug treatment, oral health, and legal advocacy. The main goal of the program is a healthy baby and keeping the mother and baby together.

Aside from the average cost of about \$60,000 for a newborn's stay in the Neonatal Intensive Care Unit (NICU), the toll on the baby, mother and family is immense. The New Day program aims to alleviate that strain by connecting expectant mothers to a range of services and programs to ensure healthy development and delivery. While addiction recovery is where the program first started, it now addresses a range of social determinants of health.

The services are paying off. At the end of 2019, there had been 101 members in the program leading to 66 births, with six going to the NICU, including only two for complications due to substance abuse.

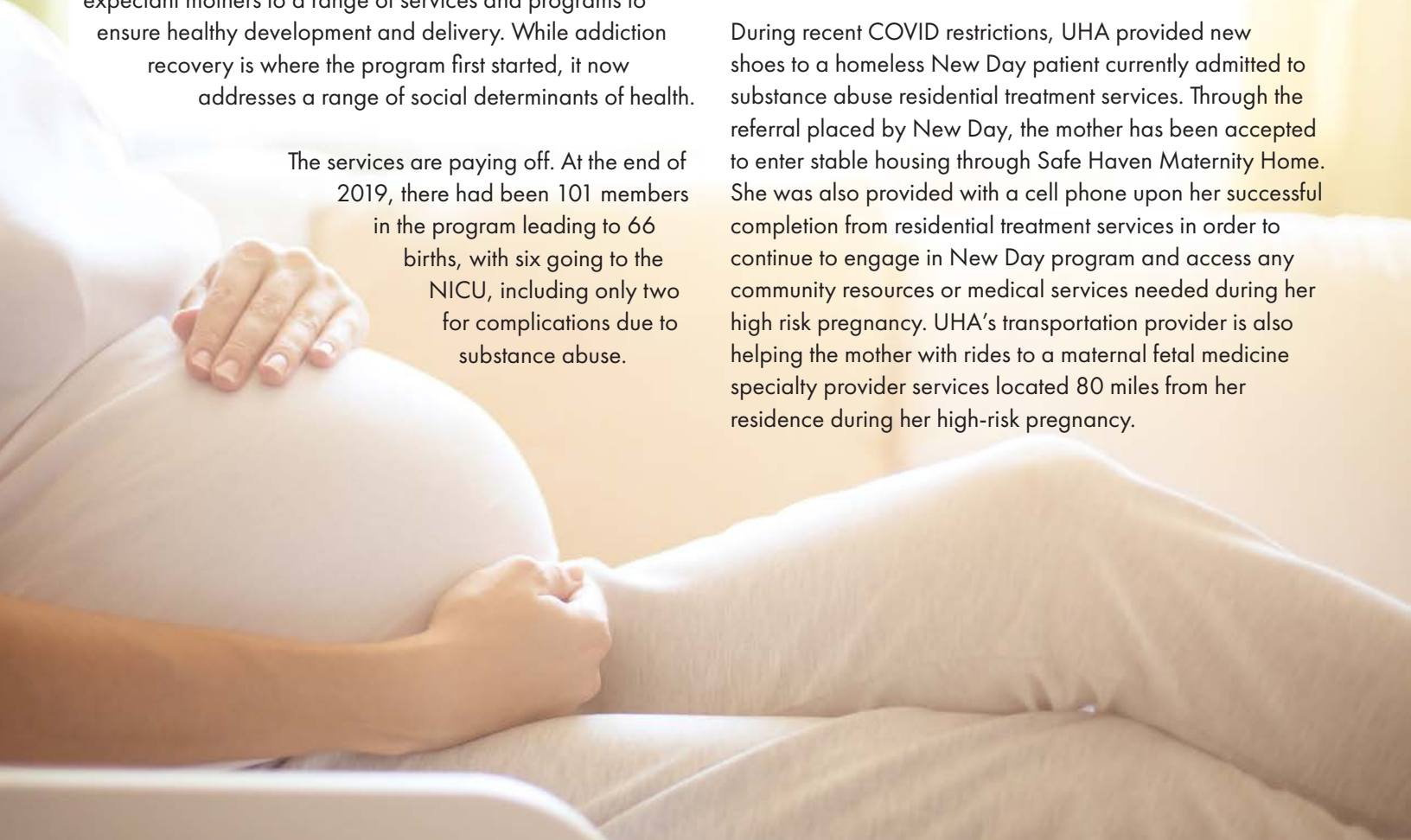
Keeping the vast majority out of intensive care represents a total potential savings of about \$3.6 million.

New Day stories

One member was enrolled in the New Day program at two months pregnant. At the time of referral and enrollment in the program she was homeless and had no personal transportation or any driving education in order to obtain a driver's license.

UHA provided funding and helped the expectant mother enroll in Umpqua Community College's Workforce Development Driving Courses in order to gain self-sufficiency and obtain a driver's license to provide her own transportation to/from medical appointments and personal needs for herself and future newborn. Through the New Day program, the patient was referred to Safe Haven Maternity Home and received placement. The woman was stably housed upon birth of her newborn and obtained self-sufficiency skills to transport herself and newborn to other needed community resources. This process also promoted a sense of self confidence/ability/esteem in this patient.

During recent COVID restrictions, UHA provided new shoes to a homeless New Day patient currently admitted to substance abuse residential treatment services. Through the referral placed by New Day, the mother has been accepted to enter stable housing through Safe Haven Maternity Home. She was also provided with a cell phone upon her successful completion from residential treatment services in order to continue to engage in New Day program and access any community resources or medical services needed during her high risk pregnancy. UHA's transportation provider is also helping the mother with rides to a maternal fetal medicine specialty provider services located 80 miles from her residence during her high-risk pregnancy.





Umpqua Health Newton Creek

Providing primary care, pediatrics, urgent care and behavioral services to **meet the health care needs of Douglas County.**

www.umpquahealthclinic.com

The Patients We Serve

Umpqua Health - Newton Creek (UHNC) is a Tier 4 Patient Centered Primary Care Home (PCPCH) and a designated Rural Health Clinic (RHC). UHNC provides access to care for our community in Primary Care, Pediatrics, Behavioral Health and Urgent Care Services.

What does it mean to be a PCPCH?

A Tier 4 PCPCH is a health clinic that works directly with the Oregon Health Authority (OHA) and is recognized for its commitment to high-quality patient-centered care through better coordination of comprehensive and continuous services. The UHNC care teams help patients navigate the healthcare system, getting to personally know the patient and being accessible when needed.

What is an RHC?

As a subsidiary of a Coordinated Care Organization (CCO) umbrella, Newton Creek offers a critical primary care access point for our Oregon Health Plan (OHP) members. The RHC requirements incentivize providers to use a team approach of physicians and advanced care providers, offering a sustainable reimbursement model and loan repayment for providers who work and live in rural service areas.



Behavioral Health

- 1 Psychiatrist
- 1 Licensed Clinical Social Worker
- **6,194** patient Encounters



Primary Care

- 4 Physicians
- 2 Family Nurse Practitioners
- **19,648** Patient Encounters



Urgent Care Services

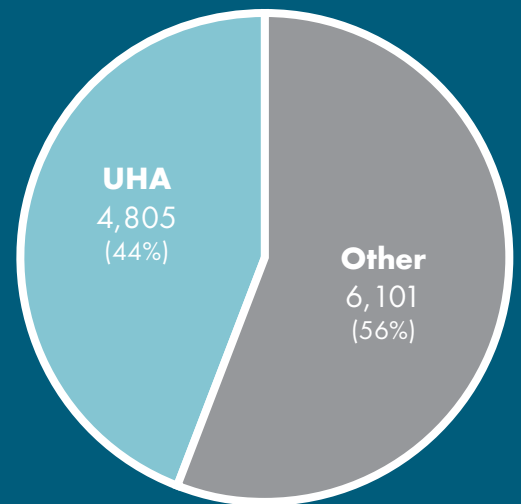
- 1 Physician
- 2 Family Nurse Practitioners
- **9,874** Patient Encounters

COVID Impact

COVID-19 has presented UHNC with a unique year. Our care teams were successful in safely continuing to provide high quality care for the patients and community through telehealth and curbside visits by increasing safety standards and staff screenings. UHNC providers combined for over 3,700 telehealth visits from April - December.

Newton Creek Clinic Patients by Primary Insurance

1/1/2020 - 12/31/2020



Dr. Capannolo understands the importance of being responsible for the needs of patients. I never feel rushed or just a number.

- April L. Moore, Canyonville



Pathway Program

As a rural health clinic, UHNC offers a sliding fee scale for qualifying patients in need. In 2020 UHNC was able to approve and provide care to 123 patients in our community through Pathways.

Our Care Teams

Family Practice, Care Team 1



Dr. Layne Jorgensen
Chief Clinical Officer

Dr. Steven Jorgensen
Family Practice

Family Practice, Care Team 2



Dr. James Hoyne
Family Practice

Janna Manson
Family Nurse
Practitioner

Family Practice, Care Team 3



Dr. Cristina Capannolo
Family Practice

Lily Smolinski
Family Nurse
Practitioner

Urgent Care/Family Practice, Care Team 4



Dr. Matthew Blacke
Family Practice



Richard Frank
Family Nurse
Practitioner



Jeremy Hollingsead
Family Nurse
Practitioner

Behavioral Health, Care Team 5



Dr. Scott Mendelson
Psychiatrist



Candice Voynick
Licensed Clinical
Social Worker

Dr. Layne Jorgensen's care team will always have a place in my heart and it's because I know that my family's best interests are taken into consideration at all times.

- Marchae Reyes, Roseburg



Healthcare Information Technology

The transition to eClinicalworks provides improved healthcare to our patients at UHNC offering:

- Modern features and communications with patients including text reminders, bill-pay and other applications.
- Direct connection with the regional healthcare information exchange, providing a hospital event notification system.

Commitment to Community

Supporting our community and providing medical access for our members is a mission for us in all business lines at Umpqua Health. Supporting our community partners in the funding and participation of the new Roseburg Family Medicine Residency (RFMR) program is one way Umpqua Health has given back in 2020. Douglas County is a Health Professional Shortage Area (HPSA) in all health disciplines and is working to train family physicians who are suited for rural practice, through an ACGME accredited three-year residency program in Roseburg.

In addition to the \$400,000 in funding Umpqua Health provided RFMR, Umpqua Health- Newton Creek Urgent Care is participating in the hands-on training as residents rotate through our clinic to experience real-world mentoring and training.



2020 Residents at Newton Creek



Dr. Simran Waller
St. George's University School of Medicine, Grenada



Dr. Eric Wong
Ross University School of Medicine, Dominica



Dr. Melissa Snell
Pacific Northwest University of Health Sciences, Yakima





Recipients of Community and Youth Donations*

- Safari After Dark
- Blue Zones
- All Around Sports
- Camp Millennium
- Freemont Middle School
- Oregon State University
- Melrose PTAN
- Douglas ESD
- RHS Cross Country
- Geneva Academy
- RHS Drug Free Grad Night
- Roseburg Hometown 4th of July Fireworks
- Roseburg Rotary - 4H Auction
- ECHO Every Child - Golf Tournament
- Costco - Children's Miracle Network
- Peace at Home Advocacy Center
- Mercy Foundation
- FEMA Fire Relief

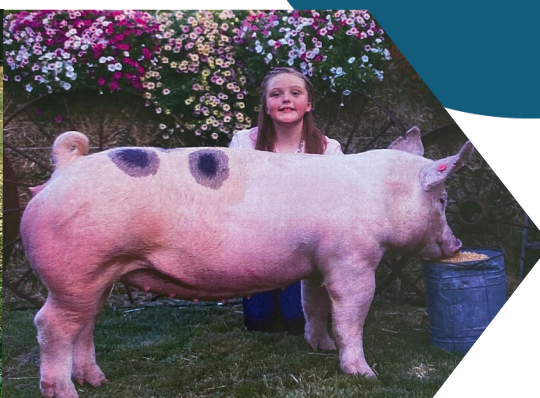
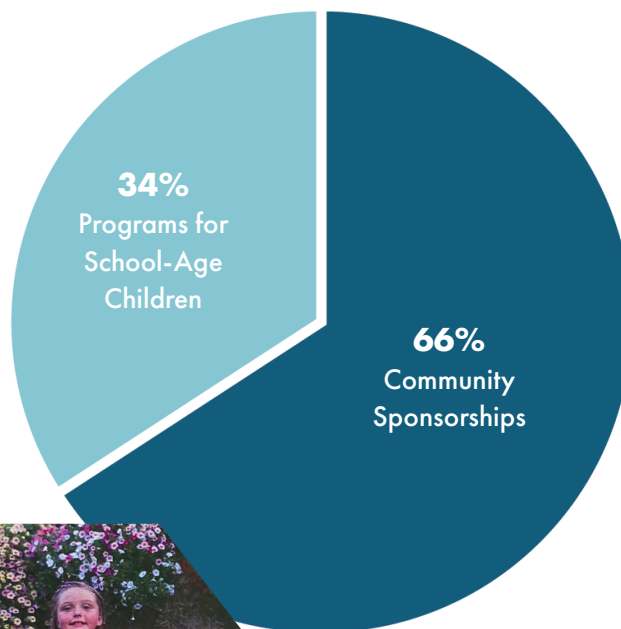
* Not a complete list

\$60,000
total funding

Helping Our Community

Umpqua Health has presented over \$60,000 in sponsorship funds to organizations in the community, with an emphasis on events that have a direct impact on schools and school-age children.

2020 Sponsorships



Our Umpqua Health Employees Matter

At Umpqua Health Alliance (UHA), we know our biggest assets are the people who make the work happen. Umpqua Health employs nearly 125 people who are charged with the complex work of coordinating the care for over 30,000 Oregon Health Plan members. Our staff includes professionals of multiple



UH Staff delivered Valentines to local assisted living centers.



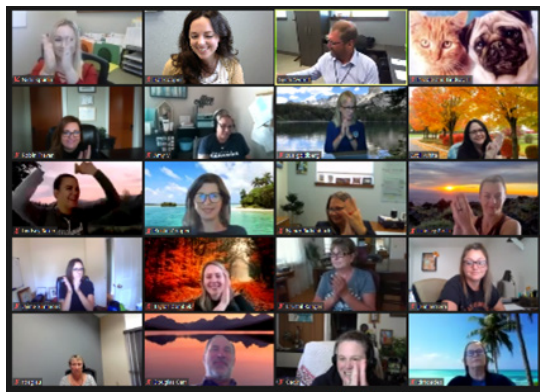
UH employees enjoy a food truck lunch event, one of the regular staff meals.

disciplines, from customer service to clinical providers to health plan executives who are astute to the complex and diverse skills required for this health coverage model.

We know that work/life satisfaction is more than financial and traditional benefit compensation. As people first and employees second, we know our team members perform their best when they are valued, connected, free to contribute to the organizational objectives, and engaged and proud of their work. In 2020, UH invested in an intentional adoption of a culture of shared agreements. **Collectively, we want to be Clear, Present, Real, Connected, and Creative (CPRCC) in our work together.** By practicing these agreements in all of our interactions, we ensure that people are able to contribute in a real way and their creativity drives the innovations required to achieve our organizational objectives. In addition, we continue to become more connected as individuals and teams through shared work. With this investment we have also been able to maintain a feeling of connection through a year when all of us are less able to interact and share experiences in person.

Adapting to COVID-19

Throughout the pandemic, UH has embraced the cultural changes and CPRCC, keeping communication open and clear. The staff has adapted well with a majority of administrative employees moving to a remote work location and using Zoom for work, employee events, and even wellness challenges.



CEO Brent Eichman addresses the staff at a lunch meeting.



UH staff enjoys the Super Bowl Cook-Off and Taste Test.

CPRCC has shown me how deliberate actions taken to be our authentic selves in every setting can reduce stress, build more meaningful relationships, and bring creativity and harmony to the workplace.

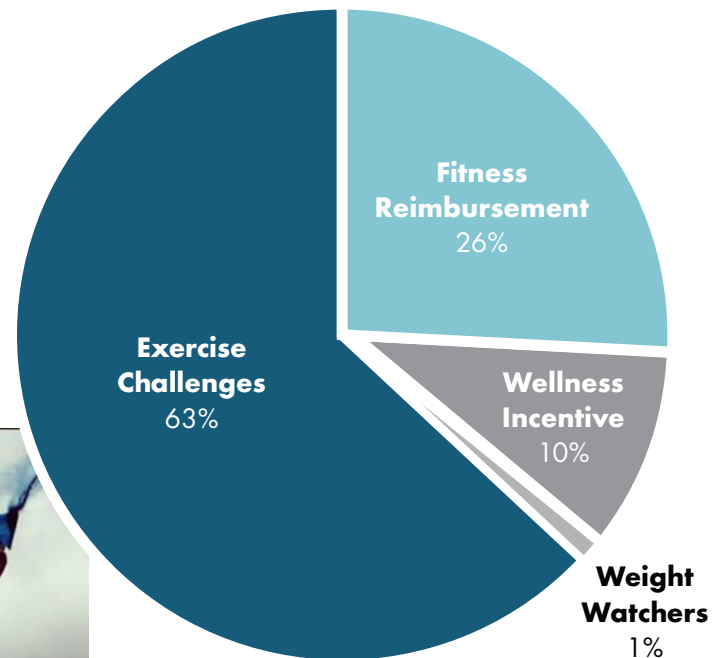
- Karen Wright,
Provider Network Representative

Getting Healthier As A Team

At Umpqua Health (UH) we focus on community wellness, and our employees' health is a part of that mission. In addition to providing medical, dental and vision benefits, our employees are encouraged to participate in our fitness or 'gym reimbursement' clinic discount program, wellness incentive and ongoing exercise challenges throughout the year. Those who participate can earn some great UH swag!



2020 Wellness Program Participation



I am so thankful to work for a company that wants to see each of us succeed and grow. The Umpqua Health Wellness Program motivates me to focus on my own mental and physical health so I can better help to serve others.

- Lindsey Birch, Utilization Program Director

Umpqua Health

500 SE Cass Avenue
Suite 101
Roseburg, OR
541-229-4842
info@umpquahealth.com
www.umpquahealth.com

Umpqua Health - Newton Creek

3031 NE Stephens St.
Roseburg, OR
541-229-7038
www.umpquahealthclinic.com