



IMPLEMENTATION STRATEGY  
Year Two Update, FY 2024  
Period: 1/1/24 – 12/31/24  
**TILLAMOOK COUNTY**

2024



# Table of Contents

- I. PURPOSE & SUMMARY .....2
- II. GETTING TO KNOW US .....3
  - Who we Serve .....3
  - Adventist Health .....4
- III. ACTION PLAN 2024 .....6
  - a. High Priority: Access to Care .....7
  - b. High Priority: Financial Stability ..... 11
  - c. High Priority: Housing.....16
- IV. SIGNIFICANT IDENTIFIED HEALTH NEEDS .....20
- V. COMMUNITY HEALTH FINANCIAL ASSISTANCE FOR MEDICALLY  
NECESSARY CARE COMMITMENT..... 21
- VI. Closing ..... 22

# Purpose & Summary

Non-profit health systems, community-based organizations, and public health agencies and community collaborations across the country all share a similar calling: to provide public service to help improve the lives of their community. To live out this calling and responsibility, Tillamook County Wellness (TCW), a countywide health improvement collaborative, conducts a Community Health Needs Assessment (CHNA) every three years, with our most recent report completed in 2022. Part of that process is engaging our community through focus groups, key informant interviews and surveys. Represented and vulnerable populations included: Community-based organizations focusing on education, higher education, low-income, medically underserved, minority populations, food insecure, providers, student populations

Now that our communities' voices, stories, and priority areas are reflected in the CHNA, our next step is to complete a Community Health Improvement Plan (CHIP), or as we refer to it, a Community Health Implementation Strategy (CHIS).

The CHIS consists of a long-term community health improvement plan that strategically implements solutions and programs to address our health needs identified in the CHNA. Together with the Adventist Health Well-Being team, local public health officials, community-based organizations, medical providers, students, parents, and members of selected underserved, low-income, and minority populations, Tillamook County intentionally developed a strategic plan to address the needs of our community.

In this Community Health Plan Update, FY 2024, you will find strategies, tactics, and partnerships that address the following health needs identified in the 2022 Tillamook County CHNA:

## Access to Care

## Financial Stability

## Housing

We hope this report is leveraged by all local partners and community members, empowering them to own the potential of healthy living for all.

Tillamook County Wellness (TCW) is a formal, charter-bound partnership of health and government agencies, community- and service-based organizations and private businesses that came together in May to participate in the development of a collective CHNA exercise and population health improvement initiative. TCW has continued to collaborate on the 2022 CHNA report and beyond.

The following healthcare agencies and Advisory Members comprise the Tillamook County Wellness team.:

Adventist Health Tillamook  
Nehalem Bay Health  
Center & Pharmacy  
Tillamook County Community  
Health Centers  
Tillamook County Public Health  
Tillamook Family  
Counseling Center  
City of Tillamook  
Columbia Pacific CCO  
Consejo Hispano

Food Roots, NGO  
Northwest Regional  
Education Service District  
Northwest Senior &  
Disability Services  
Oregon Dairy & Nutrition Council  
Oregon Health & Science  
University (OHSU)  
Oregon State University Extension,  
Community & Family Health  
Tillamook Bay Community College

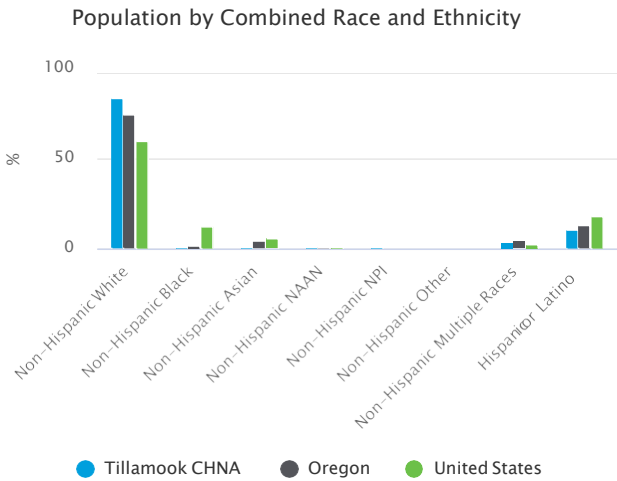
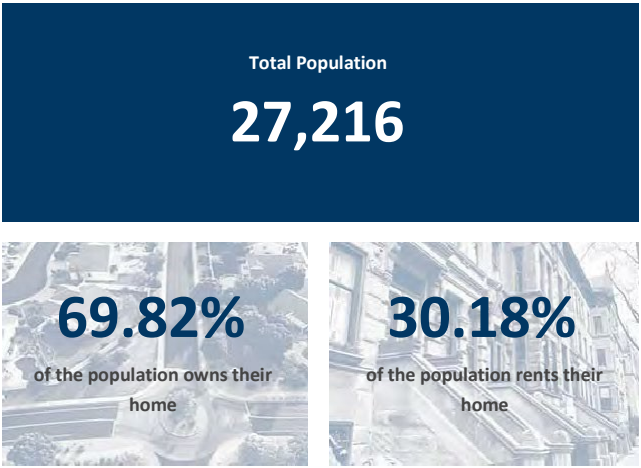
Tillamook County Board  
of Commissioners  
Tillamook County  
Creamery Association  
Tillamook County Family YMCA  
Tillamook County Pioneer  
Tillamook County Department  
of Community Development  
Tillamook School District 9

# Who We Serve

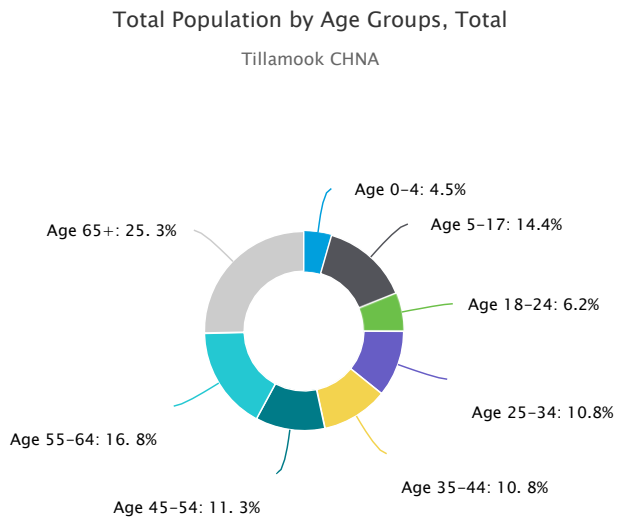
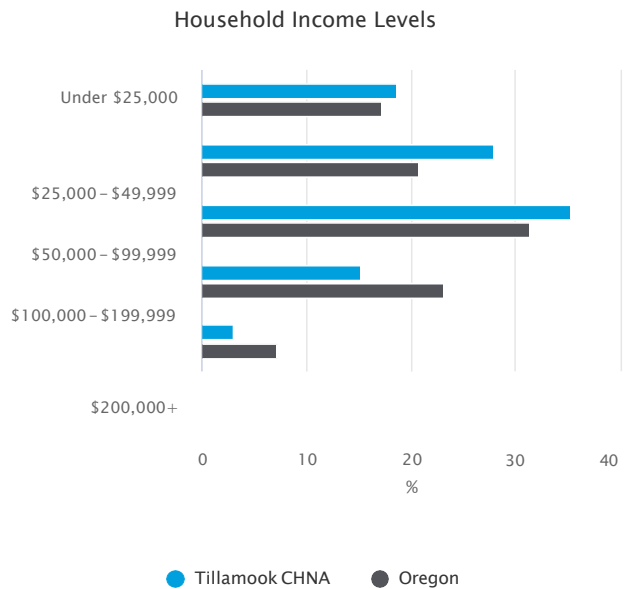
## DEMOGRAPHIC PROFILE

The following zip codes represent Tillamook County’s primary service area (PSA), accounting for 75% of hospital discharges. Additionally, we took a collaborative approach and expanded our PSA by inviting Steering Committee members to include the zip codes of those they serve.

The Tillamook County CHNA market has a total population of 27,216 (based on the 2020 Decennial Census). The largest city in the service area is Tillamook, with a population of 4,971. The service area is comprised of the following zip codes: 97107, 97118, 97131, 97136, 97108, 97147, 97122, 97149, 97134, 97130, 97135, 97141, 97112.



Note: NAAN = Native American or Alaska Native, NPI = Native Hawaiian or Pacific Islander.



# About Us

## Adventist Health Tillamook

Adventist Health Tillamook is a 25 - bed critical access medical center with key service areas including 24-hour ambulance and emergency services, clinical outpatient therapy services, imaging, laboratory, medical and surgical services. We are proud to serve the rural community of Tillamook, found on the northern Oregon coast that ordinarily would not have access to many of the advanced medical services we offer.

## Adventist Health

Adventist Health is a faith-inspired, nonprofit integrated health system serving more than 80 communities on the West Coast and Hawaii. Founded on Adventist heritage and values, Adventist Health provides care in hospitals, clinics, home care agencies, hospice agencies and joint-venture retirement centers in both rural and urban communities. Our compassionate and talented team of 34,000 includes associates, medical staff physicians, allied health professionals and volunteers driven in pursuit of one mission: living God's love by inspiring health, wholeness and hope. Together, we are transforming the American healthcare experience with an innovative, yet timeless, whole-person focus on physical, mental, spiritual and social healing to support community well-being.

## Tillamook County Community Health Centers

Tillamook County Community Health Centers (TCCHC), is a Federally Qualified Health Center primarily serving the residents of Tillamook County. TCCHC is committed to providing quality, compassionate,

affordable and accessible services without discrimination based on race, color, national origin, religion, gender, disability, political beliefs, age, sexual orientation or religious creed. No one is refused service due to an inability to pay. The Center offers a wide array of services throughout the county in its facilities and mobile clinic to meet the diverse bio-psycho-social needs of the community. The Centers provide medical, behavioral, and dental/oral health services. TCCHC also provides comprehensive public and environmental health services for the community. The mission of TCCHC is to promote and protect the health of all people in Tillamook County.

## Tillamook Family Counseling Center

The Tillamook Family Counseling Center (TFCC) is a comprehensive behavioral health services provider serving youth, adults and their families in Tillamook County. The agency was incorporated in 1983 and has been successfully operating in Tillamook County since then. TFCC serves the community out of its main office in Tillamook, and in North Tillamook County at its Rockaway Beach location. As a private, non-profit agency, TFCC is certified by the Health Systems Division of the Oregon Health Authority. Additionally, the agency is certified by the Oregon Department of Human Services to provide services and supports for individuals with Intellectual and Developmental Disabilities.

## Nehalem Bay Health Center & Pharmacy

Nehalem Bay Health Center & Pharmacy (NBHC) is a Community Health Center in Wheeler, Oregon. The clinic's mission is delivering compassionate team-based health care and wellness education to improve the lives of ALL in our community.

NBHC has been operating in one form or another since 1913. The clinic's long history provides the care team a comprehensive understanding of the community's health and wellness needs, and the ability to adapt as those needs change.

NBHC also operates Neah-Kah-Nie (NKN) Student Health & Wellness Center, the only certified school-based health center in Tillamook County. The center, located at Neah-Kah-Nie High School, is open to all students and staff in the NKN School District.

## Tillamook County's Approach to CHNA & CHIS

We prioritize well-being in the communities we serve across our system. We use an intentional, community centered approach when creating our CHNA's to understand the health needs of each community. After the completion of the community assessment process, we address health needs such as mental health, access to care, health risk behaviors, and others through the creation and execution of a Community Health Implementation Strategy (CHIS) for each of our hospitals and their communities.

The following pages highlight the key findings the Tillamook County CHNA Steering Committee identified as their top priority health needs, or as we refer to them in this report, their 'High Priority Needs'. The High Priority Needs are addressed in this Community Health Implementation Strategy.

# Action Plan for Addressing High Priority Needs

The following pages reflect the goals, strategies, actions, and resources that Adventist Health Tillamook provided in 2024 to address each selected High Priority Need.

## ADDRESSING HIGH PRIORITY: ACCESS TO CARE

<b>GOAL 1</b>	Provide more effective and meaningful care to target populations by improving access to verbal and written translation services.
---------------	--

<b>Priority Area:</b>	Access to Care	<b>Sub-Category:</b>	Barriers – Health Literacy	<b>Defining Metric:</b>	Linguistically Isolated Households
-----------------------	----------------	----------------------	----------------------------	-------------------------	------------------------------------

<b>Strategy:</b>	Identify, communicate, and increase current resources for language, interpretation and translation services; Leverage support area agencies' desire to provide equitable and inclusive services.
<b>Population Served:</b>	Vulnerable populations: Population with limited English proficiency
<b>Internal Partners:</b>	Adventist Health care providers, teams and staff.
<b>External Partners:</b>	Adventist Health Tillamook, Nehalem Bay Health Center, Tillamook Family Counseling Center, Tides of Change, Consejo Hispano, Tillamook County YMCA, Columbia Pacific CCO, Tillamook Bay Community College (TBCC), Tillamook County Community Health Centers (TCCHC) and employers.

<b>Action:</b> Program/Activity/Tactic/Policy	<b>Organization</b>
Collaborate with Tillamook County (TC) healthcare providers and CBOs to identify and implement collaborative strategies to increase access to translation and interpretation services.	TCCHC
	Adventist Health
	Nehalem Bay Health Center
Recruit and deploy bilingual community health workers (CHW) in TC and/or increase availability of tools (I.e., telemedicine) to facilitate effective communication.	Tillamook Family Counseling Center
	Tides of Change
	Consejo Hispano
Clinics and CBOs use the Connect Oregon Network to provide referrals for English as a Second Language (ESOL) programming to interested patients and clients. Promote ESOL classes, health literacy and language resources in Spanish via worksites.	Tillamook YMCA
	Columbia Pacific CCO
	TBCC

<b>YEAR TWO</b>
Meet with TC providers and CBOs to identify gaps and opportunities for resource alignment and expansion. Increase the number of certified medical interpreters in TC to reflect the percentage of populations served.

## ADDRESSING HIGH PRIORITY: ACCESS TO CARE

<b>GOAL 2</b>	Improve awareness, knowledge, provider relationships and health outcomes by increasing health literacy among Tillamook County residents.
---------------	--

<b>Priority Area:</b>	Access to Care	<b>Sub-Category:</b>	Barriers – Health Literacy	<b>Defining Metric:</b>	Population with no health insurance; Adults with no high school diploma
-----------------------	----------------	----------------------	----------------------------	-------------------------	---

<b>Strategy:</b>	Improve health outcomes by partnering with healthcare and CBOs, and via outreach to the general public, to increase awareness, confidence, skills and trust through increased levels of health literacy.
<b>Population Served:</b>	Total population
<b>Internal Partners:</b>	Adventist Health Tillamook Marketing and Communications, Well-Being, Oregon Health Plan (OHP) enrollment assister, care providers, care coordinators and staff.
<b>External Partners:</b>	Potential external partners include Helping Hands, CARE, Tillamook County Library, Food Banks, Marie Mills, and Tillamook County School Districts, Tillamook County Community Health Centers/Public Health (TCCHC/PH)

<b>Action:</b> Program/Activity/Tactic/Policy	<b>Organization</b>
Collaborate with Access to Care Committee members to identify health literacy opportunities and/or projects and initiate engagement with external partners.  Conduct a community health literacy awareness campaign using multiple media channels (radio PSAs, social and print media), flyers at key community locations and targeting communications and promotions through local worksites.	TCCHC/ PH
	Tillamook YMCA
	Tides of Change
	Northwest Seniors and Disability Services
	Adventist Health Tillamook
	Tillamook County Veteran Services
	Nehalem Bay Health Center
	Columbia Pacific CCO
	Tillamook Family Counseling Center

<b>YEAR TWO</b>
Evaluate health literacy program effectiveness and create sustainability plan.



## ADDRESSING HIGH PRIORITY: ACCESS TO CARE

<b>GOAL 3</b>	As a county, adopt policies that further support culturally and linguistically responsive specific services.
---------------	--

<b>Priority Area:</b>	Access to Care	<b>Sub-Category:</b>	Barriers – Health Literacy	<b>Defining Metric:</b>	Population without medical insurance; Households with no vehicle, Adults with no high school diploma
-----------------------	----------------	----------------------	----------------------------	-------------------------	--

<b>Strategy:</b>	Promote and support advancing diversity, equity and inclusion throughout Tillamook County as a way to lower barriers to accessing care in our community
<b>Population Served:</b>	Vulnerable Populations: Single-Parent Households, Disengaged Youth, Population with Limited English Proficiency, Aging population, Population with a Disability, Veterans
<b>Internal Partners:</b>	Administration, Business Development, internal OUR Tillamook team, Wellness
<b>External Partners:</b>	CARE, Tillamook County Community Health Centers/ Public Health (TCCHC/PH), Tillamook Family Counseling Center (TFCC), Nehalem Bay Health Center (NBHC), Tillamook Serenity Club (TSC), Tillamook County Behavioral Health Resource Network (BHRN)

<b>Action:</b> Program/Activity/Tactic/Policy	<b>Organization</b>
Collaborate with Behavioral Health Resource Network (BHRN) partners to update and implement policies to include culturally and linguistically responsive specific services.	TCCHC/ PH
	CARE
	TSC
	NBHC
	Adventist Health Tillamook
	TFCC

<b>YEAR TWO</b>
Evaluate policy success and adherence.

## ADDRESSING HIGH PRIORITY: ACCESS TO CARE

<b>GOAL 4</b>	Address root causes of health disparities and inequities through screening and closed-loop referrals for social determinants of health (SDoH).
---------------	--

<b>Priority Area:</b>	Access to Care	<b>Sub-Category:</b>	Availability – Primary Care	<b>Defining Metric:</b>	Primary Care Shortage Areas
-----------------------	----------------	----------------------	-----------------------------	-------------------------	-----------------------------

<b>Strategy:</b>	Reduce the need for hospital, clinic visits, and on-going care management by addressing SDoH.
<b>Population Served:</b>	Vulnerable Populations including single-parent households, disengaged youth, population with limited English proficiency, aging population, population with a disability, children in poverty, and veterans.
<b>Internal Partners:</b>	Adventist Health Tillamook care providers, care coordinators, staff and volunteers.
<b>External Partners:</b>	CARE Oregon, Columbia Pacific CCO (CPCCO), partner organizations and CBOs within the Connect Oregon Network, powered by Unite Us.

<b>Action:</b> Program/Activity/Tactic/Policy	<b>Organization</b>
Collaborate with Access to Care committee members to increase the number of partner organizations, CBOs and relevant programs actively using the Connect Oregon Network.	TCCHC/ PH
	Tillamook YMCA
	Tides of Change
Deploy CHWs and provide training to CBO staff to effectively facilitate closed-loop referrals between individuals and programs supporting SDOH.	Northwest Seniors and Disability Services
	Adventist
Monitor Connect Oregon Network data reports to identify gaps, opportunities, and resource needs to further support connectivity to SDOH and to reduce the burden on under-resourced healthcare systems.	Tillamook county Veteran Services
	CARE
	CPCCO
	Tillamook Family Counseling Center

<b>YEAR TWO</b>
Hire and train CHWs and partner organization staff to utilize the Connect Oregon Network.
Increase the number of closed-loop referrals for SDOH in Connect Oregon Network.

<b>COMMUNITY IMPACT Access to Care SUMMARY</b>
<p><b>On-going in 2024:</b> Care teams providing community-based well-checks, blood pressure and A1C screenings throughout the year. On-going screening and data tracking for social determinants of health. On-going distribution of Narcan kits for opioid use response throughout Tillamook County, including Tillamook Family Counseling center, Tides of Change, libraries, fire stations and at the county fair. See Financial Stability section for updates regarding healthcare workforce initiatives.</p> <p>In 2024, AHTM donated \$50,000 to Tillamook Bay Community College for construction of the new Healthcare Education Building in support of local healthcare workforce development. The Tillamook Bay Community College Health Advisory Committee convened to share updates on the progress of healthcare education pathways and construction of new healthcare education building. The committee is comprised of representatives from the healthcare partner network, community college and school district. Further updates can be found under the Financial Stability section of this report.</p> <p>Adventist Health Tillamook (AHTM) launched its Health Equity Committee, with representation across multiple departments from both acute and ambulatory care settings. The committee will focus on workflows for social determinants of health (SDOH) screening and referrals. A meeting was held with the Executive Director of CARE, Inc. the</p>

local anti-poverty agency, regarding referral workflows for homelessness and helping meet people's basic needs. Through Oregon's Measure 110 legislation and funding, CARE is working to expand shelter capacity and are on-boarding several peer support specialists. CARE clients often present at the Emergency Department for non-emergent needs. There is now a workflow in place to contact CARE's peers to come to the hospital in support of meeting patients' health-related social needs outside of the healthcare system. Local healthcare partners are also utilizing the region's Coordinated Care Organization flex funds for covered SDOH needs, including costs of meals and hotel stays for patients experiencing houselessness.

Rural healthcare partner network (TCRHN), with representation from Adventist Health Tillamook, Columbia Pacific CCO, Nehalem Bay Health Center & Pharmacy, Oregon Health & Science University, Tillamook County Community Health Center, and Tillamook Family Counseling Center, convened to develop a strategic plan for moving community health implementation plan priorities forward. The plan included: 1) formalization of rural healthcare partner network with quality improvement process and resource and data sharing agreements, 2) collective and systems-driven social determinants of health screenings and referrals, utilizing a health information exchange (such as Unite Us), 3) traditional/Community Health Worker initiatives, and 4) workforce development to equip local health professionals with skills and competencies to address health equity issues with compassion and expertise. Conversations and planning for development of the Rural Healthcare Partner Network (TCRHN) continued during Quarter Four in preparation for submission of the HRSA 038 Outreach Implementation grant in 2025.

**Goals 1 & 3:** Cultural and linguistic access to care policy evaluation is built into the healthcare partner network strategic plan.

**Goal 2:** A robust health literacy campaign was designed and implemented by the Tillamook County Wellness Access to Care committee, with representation from local healthcare agencies. Funded through a grant from the OHSU Knight Cancer Institute, the multi-media messaging campaign rolled out via radio, email, print and social media over a 12- week period. Additionally, a landing page for all content was built into the [TCW website](#) to which all campaign materials were directed. Campaign analytics were tracked to determine impact. Building off the success of the Health Literacy campaign, community partners planned a series of Health Fairs, to take place in English and Spanish November 2024.

**Goal 4:** While social determinants of health (SHOH) screening is occurring universally among all healthcare partners, the implementation of community health workers (CHW) in support of SDOH referral navigation is inconsistent among partners and use of a health information exchange for SDOH referrals has not been implemented due to capacity constraints. These strategies are included in the HRSA Outreach grant work plan, which would increase capacity for overall project coordination of such things as workforce training, interpretation needs assessments, workflow development, data tracking procedures, CHW training and CHW hub coordination.

Additional Access to Care updates for 2024, include: 1) 1,977 Narcan kits were distributed through channels noted above and 2) Adventist Health Tillamook contributed \$10,000 toward updating decades old public safety emergency communications system.

## ADDRESSING HIGH PRIORITY: FINANCIAL STABILITY

<b>GOAL 1</b>	Increase income earning potential for local residents through enrollment in healthcare career education pathways.
---------------	---

<b>Priority Area:</b>	Financial Stability	<b>Sub-Category:</b>	Employment	<b>Defining Metric:</b>	Median household income
-----------------------	---------------------	----------------------	------------	-------------------------	-------------------------

<b>Strategy:</b>	Increase nursing career pathways and workforce employment pipelines for skilled healthcare occupations.
<b>Population Served:</b>	Total population
<b>Internal Partners:</b>	Adventist Health Tillamook President, EMS/Ambulance, Lab, Clinics, Urgent Care, and Hospital
<b>External Partners:</b>	Tillamook Bay Community College (TBCC); all agencies represented through TBCC's Healthcare Advisory Committee; Adventist Health Tillamook (AHTM); Tillamook County Community Health Centers (TCCHC); Nehalem Bay Health Center & Pharmacy (NBHC&P); Nehalem Bay Health District (NBHD); NeahKanie, Nestucca, and Tillamook School Districts.

<b>Action:</b> Program/Activity/Tactic/Policy	<b>Organization</b>
Concurrent with Tillamook Bay CC's plans to increase healthcare career and nursing education pathways, work with local school districts to introduce students to healthcare career options.	TBCC
	TCCHC
Increase healthcare occupations internship options in partnership with Tillamook Works.	NBHC&P
	NBHD
	NKN School Dist.
	Tillamook School Dist.
	Nestucca School Dist.
	AHTM
	EMS/Ambulance
	Lab
	Lab
	Clinic
	Urgent Care
	Hospital
	Business Dev.
	Community Health

<b>YEAR TWO</b>
Report percentage of student retention from year one to year two for first cohort; Report percentage of students who pass the NCLEX-RN.



## ADDRESSING HIGH PRIORITY: FINANCIAL STABILITY

<b>GOAL 2</b>	Increase labor work force participation rates by increasing childcare availability and affordability.
---------------	---

<b>Priority Area:</b>	Financial Stability	<b>Sub-Category:</b>	Employment	<b>Defining Metric:</b>	Median household income; Labor force participation rate
-----------------------	---------------------	----------------------	------------	-------------------------	---

<b>Strategy:</b>	Develop a multi-solution, county-wide plan to expand and sustain childcare in Tillamook County.
<b>Population Served:</b>	Total population
<b>Internal Partners:</b>	AHTM care teams, associates, and patients.
<b>External Partners:</b>	Tillamook County, Tillamook County Creamery Association (TCCA), Child Care Resource & Referral (CC R&R), Tillamook County Family YMCA (YMCA), Tillamook Early Learning Center (TELC), School Districts and area childcare providers and employers

<b>Action:</b> Program/Activity/Tactic/Policy	<b>Organization</b>
Assess the current landscape to identify gaps, needs, and factors impacting available childcare such as zoning, facilities, regulatory barriers, workforce, etc.	Board of Commissioners, Tillamook County
	TCCA
	East Impact
Develop holistic, countywide plan with multiple potential solutions to increase childcare access and increase/sustain related workforce.	CC R&R
	YMCA
	TELC
Identify and seek out revenue sources to increase childcare supply at affordable and attainable rates.	NKN School District
	Tillamook School District
	Nestucca School District
Build awareness of and buy-in around solutions with targeted partners, including local, regional, state, and federal government and area employers.	AHTM

<b>YEAR TWO</b>
Prioritize and implement solutions. Evaluate efficacy and make continuous improvements. Targeted financial investments

## ADDRESSING HIGH PRIORITY: FINANCIAL STABILITY

<b>GOAL 3</b>	Improve financial stability for individuals and families by increasing awareness, knowledge and skills related to financial literacy.
---------------	---

<b>Priority Area:</b>	Financial stability	<b>Sub-Category:</b>	Stability	<b>Defining Metric:</b>	Housing cost burden; Delinquent debt
-----------------------	---------------------	----------------------	-----------	-------------------------	---

<b>Strategy:</b>	Humanize financial literacy through inspiring, cultural, and linguistically relevant storytelling and increase access to financial literacy programs.
<b>Population Served:</b>	Total Population
<b>Internal Partners:</b>	AHTM Care Teams, associates, and patients.
<b>External Partners:</b>	Urban Rural Action (UR Action), Financial Beginnings Oregon (FBOR), Tillamook Bay Community College (TBCC), Tillamook School District 9 (TSD9), Habitat for Humanity, CARE, 1 <sup>st</sup> Security, community volunteers.

<b>Action:</b> Program/Activity/Tactic/Policy	<b>Organization</b>
Implement “Financial Beginnings” curriculum through local community partners and trained volunteers, concurrent with a marketing campaign to increase awareness and perceived relevance of financial literacy to increase well-being, which reflects the diversity of our communities. Develop and share resources for financial wellness in English and Spanish.	UR Action
	FBOR
	TBCC
	TSD9
	Habitat for Humanity
	AHTM
	1 <sup>st</sup> Security
	Volunteers
	Volunteers

<b>YEAR TWO</b>
Participation increases of 10% over year one baseline. Establish a website landing page with financial wellness resources.

## ADDRESSING HIGH PRIORITY: FINANCIAL STABILITY

<b>GOAL 4</b>	Support individuals with substance use disorder (SUD), and who are experiencing poverty, regain stable long-term employment.
---------------	--

<b>Priority Area:</b>	Financial stability	<b>Sub-Category:</b>	Stability	<b>Defining Metric:</b>	Unemployment
-----------------------	---------------------	----------------------	-----------	-------------------------	--------------

<b>Strategy:</b>	Partner with individuals in our community to provide resources, skills, and opportunities to return to the workforce.
<b>Population Served:</b>	Vulnerable populations including disengaged youth, single-parent households, and the veteran population
<b>Internal Partners:</b>	AHTM Opioid Use Response (OUR) Tillamook Team, Well-Being
<b>External Partners:</b>	CARE, Tillamook County Community Businesses, Tillamook County BHRN Partners, Tillamook Family Counseling Center (TFCC)

<b>Action:</b> Program/Activity/Tactic/Policy	<b>Organization</b>
Implement a supportive employment program.	CARE
	AHTM
	Tillamook County Wellness
	TFCC

<b>YEAR TWO</b>
Track the number of people engaged with the supportive employment program.

<b>COMMUNITY IMPACT Financial Stability SUMMARY</b>
<p><b>On-going in 2024:</b> Through a partnership with Financial Beginnings, free financial literacy classes are being offered throughout Tillamook County. Classes are held at Helping Hands, a homeless reentry program, the Oregon Youth Authority and Tillamook Bay Community College, where classes are offered in both English and Spanish. The program has been well received by volunteers, program partners and participants alike. A presentation was made to the Tillamook Education Consortium where school superintendents of all three school districts expressed interest in adding financial literacy education to K-12 curricula.</p> <p><b>Goal 1:</b> Tillamook Bay Community College (TBCC) broke ground on its new healthcare education building on June 21, 2024. The 28,000-sf building will include a state-of-the-art teaching lab for the new nursing program as well as a lab for emergency medical services. The nursing program is up and running with a full cohort of residents.</p> <p>Efforts continue to strengthen and expand the local healthcare workforce throughout 2024. See Tillamook Bay Community College construction updates via the link below. Efforts are also underway to expand higher income earning career pathways beyond healthcare for area youth. Commitments were made to actively participate in program development, resource sharing, and program evaluation of the Oregon Coastal Apprenticeship Hub and Training Center, for which \$1M in grant funding was awarded to the Tillamook Education Consortium. See complete details in the article link below.</p> <p>2024 Healthcare education enrollment for Tillamook Bay Community College:</p> <ul style="list-style-type: none"> <li>-RN Program: 14 out of 17 students from Cohort 1 completed their program; 26 applicants for Cohort 2</li> <li>-MA Program: 10 out of 13 students completing year 2</li> <li>-Phlebotomy Program: 13 students completed first term; offering 2 cohorts in 2025</li> <li>-EMT Program: 20 students with plans to add Advanced EMT in 2025</li> <li>-Emergency Vehicle Operation (EVOC) training being incorporated into EMS program in 2025</li> </ul>

**Goal 2:** Approximately, 20 stakeholders convened July 23, 2024, to review childcare data and proposal for a multi-stage, multi-year approach. Data shows that childcare demand far exceeds availability with a mere 6% coverage for ages 0-2 and 55% for ages 3-4, designating Tillamook County as a childcare desert with a combined coverage of 27% of demand.

Organizations involved in collectively creating the plan for the county identified Northwest Regional Childcare Resource and Referral to be the organization to support the hiring of a program developer for the Tillamook County Childcare Initiative. Funds of \$240,000 are being sought to support two years of program development, with a potential funding source pending.

The childcare strategy has not changed but the timeline for implementation is being pushed back due to leadership restructuring. This project is expected to be an on-going priority area for addressing community health.

**Goal 3:** Partners highlighted financial literacy topics and local class offerings at the Tillamook County Fair. A “Financial” wellness, health literacy event was held for children in grades 3-6. A report for the fiscal year June 2023 – July 2024 indicated 682 individual financial literacy sessions were conducted in Tillamook County.

**Goal 4:** Tillamook Family Counseling Service has fully implemented a supportive employment program serving individuals struggling with mental health challenges and substance use. The program has a caseload of approximately 20 clients and discussions are underway to expand the program based on its success.

#### **COMMUNITY IMPACT IN THE NEWS:**

[Tillamook Bay Community College Celebrates — Groundbreaking for Health Education Building June 21, 2024 \(VIDEO\) \(tillamookcountypioneer.net\)](https://tillamookcountypioneer.net)

[Live link](#) to construction of TBCC Healthcare Education Building

[Nestucca Valley School District awarded a \\$1M Workforce Ready Grant through Future Ready Oregon - Tillamook Bay Community College \(tillamookbaycc.edu\)](https://tillamookbaycc.edu)



## ADDRESSING HIGH PRIORITY: HOUSING

<b>GOAL 1</b>	Reduce housing cost burden and improve quality of life by increasing access to affordable and workforce housing.
---------------	--

<b>Priority Area:</b>	Housing	<b>Sub-Category:</b>	Housing Costs	<b>Defining Metric:</b>	Severe Housing Cost Burden: H+T Affordability Index
-----------------------	---------	----------------------	---------------	-------------------------	---

<b>Strategy:</b>	Reduce barriers and create incentives to increase the number of affordable and workforce housing units at rents up to 120% Area Median Income (AMI) in Tillamook County.
<b>Population Served:</b>	Total Population
<b>Internal Partners:</b>	AHTM Administration & Human Resources, Community Well-Being
<b>External Partners:</b>	Tillamook County Department of Community Development (TCDCD), Tillamook County Housing Commission (TCHC) and its members, private developers, businesses, residents, and local municipalities

<b>Action:</b> Program/Activity/Tactic/Policy	<b>Organization</b>
1) Educate and communicate to identify challenges, opportunities, and perceptions on supporting affordable/workforce housing. 2) Evaluate and advocate for local, state, and federal policies promoting affordable and/or workforce housing. 3) Identify and promote places for affordable and/or workforce housing. 4) Identify opportunities for financial support for affordable and/or workforce housing.	TCDCD & TCHC
	Housing Commission
	Private Developers
	Cities
	Community Advisory Councils
	Community Advisory Councils

<b>YEAR TWO</b>
County-wide policies allow construction of Accessory Dwelling Units (ADUs) in all areas of the county. Finalize opportunity list of potentially buildable land. Establish a Housing Navigator role at TCDCD to assist new/first-time developers in navigating the permit process.

## ADDRESSING HIGH PRIORITY: HOUSING

<b>GOAL 2</b>	Increase connectivity of resources and housing placement for individuals with no or inadequate housing, and/or housing in need of repairs and maintenance.
---------------	--

<b>Priority Area:</b>	Housing	<b>Sub-Category:</b>	Housing Costs; Homelessness	<b>Defining Metric:</b>	Cost Burden, Evictions, Homeless PIT and Students/Youth
-----------------------	---------	----------------------	-----------------------------	-------------------------	---

<b>Strategy:</b>	Partner with clinical and community-based organizations to screen for and connect people to housing navigation and home repair/maintenance support.
<b>Population Served:</b>	Vulnerable Populations including single-parent households, disengaged youth, population with limited English proficiency, aging population, population with a disability, children in poverty, veterans
<b>Internal Partners:</b>	RN Nurse Care Navigators, Care Managers, and care teams.
<b>External Partners:</b>	Potential external partners including CARE, Helping hands, Habitat for Humanity, churches, schools, and Community Benefit Organizations (CBOs).

<b>Action:</b> Program/Activity/Tactic/Policy	<b>Organization</b>
Assess current resources, programs, and referral practices to identify gaps, opportunities and resource needs. Identify key pathways for referrals with existing programs. Work with clinics and CBOs to increase closed-loop referrals for housing and home repairs using the Connect Oregon Network. Deploy community health workers (CHW) to further support connectivity for housing and home repairs.	CARE
	Habitat for Humanity, Ramps & Rails
	Northwest Senior and Disability Services

<b>YEAR TWO</b>
Identify funding and partner organizations for a Housing Navigation CHW (FTE). Increase adoption of referrals within the Connect Oregon Network.

## ADDRESSING HIGH PRIORITY: HOUSING

<b>GOAL 3</b>	Provide low-barrier shelters to create safe sleeping locations for people who are unhoused or experiencing homelessness.
---------------	--

<b>Priority Area:</b>	Housing	<b>Sub-Category:</b>	Homelessness	<b>Defining Metric:</b>	Homeless Point in Time (PIT)
-----------------------	---------	----------------------	--------------	-------------------------	------------------------------

<b>Strategy:</b>	Partner with OUR Tillamook and Tillamook County Behavioral Health Resource Network (BHRN) partners to create a low-barrier sustainable shelter program.
<b>Population Served:</b>	People without housing, people with insufficient and/or unsafe housing, especially homeless or unhoused individuals, people with low-incomes, and disadvantaged populations.
<b>Internal Partners:</b>	AHTM Business Development, OUR Tillamook Project Manager, OUR Tillamook Project Director
<b>External Partners:</b>	CARE, Tillamook County BHRN Partners, OUR Tillamook

<b>Action:</b> Program/Activity/Tactic/Policy	<b>Organization</b>
Increase number of low barrier shelters.	CARE
Track and manage the percentage of occupancy of shelters.	TFCC
Implement wrap-around service delivery, including connectivity to transitional housing, long-term housing, employment, mental health support, and substance use treatment.	AHTM
	TCCHC

<b>YEAR TWO</b>
Track shelter utilization and continue to provide wrap around services to reduce the need for sheltering and/or increase shelter for unhoused individuals.

<b>COMMUNITY IMPACT Housing SUMMARY</b>
<p><b>Goal 1:</b> As an appointed member of the Tillamook County Housing Commission, Adventist Health Tillamook Well-Being Director participated in an innovative Housing Production Solutions Fund to award \$400,000 to six housing development projects that will add 145 new housing units in Tillamook County. These funds are accrued through the county's short term rental operator license fees, creating an on-going source of funding for workforce housing projects which often cannot "pencil out" without subsidies. Funds awarded to projects have helped to leverage additional funding, ensuring project viability.</p> <p>Significant progress is being made to increase the amount of affordable housing and workforce housing with 54 planned affordable housing units (60% AMI) and 34 planned workforce housing units (&lt;120% AMI), as well as 24 completed low-income housing units (&lt;30% AMI). Tillamook County leaders approved an ADU Ordinance to allow construction of ADUs in unincorporated rural residential areas, exclusively for long-term rentals.</p> <p>Two potential building sites for multi-family housing have been identified. The Housing Commission is facilitating pre-lease agreements with non-profit developers for workforce housing of 36 units in pre-development near the hospital. Adventist Health Tillamook has provided a letter in support of pre-leasing units for this development.</p> <p><b>Goal 2:</b> CARE received grant funding for capacity building to provide Waiver 1115-covered services, including housing support.</p> <p><b>Goal 3:</b> CARE broke ground for new no/low-barrier shelters. During 2024, a French drain was installed, trees removed,</p>

electrician hired, and plumbing was laid out. CARE's current 6 shelters remain consistently occupied, two of which are expected to become transitional housing for individuals discharged from the hospital with severe medical conditions and/or on hospice once the new shelters are in place.

Helping Hands homeless reentry program moved their second story expansion forward during 2024, adding 40 new shelter beds in December. See the article link below for more details.

Unfortunately, construction delays have affected the timeline for shelters and limited capacity has hindered the exploration of home repair program supports, but the work is steadily moving forward.

#### **COMMUNITY IMPACT IN THE NEWS:**

[CARE breaks ground on new shelter | News | tillamookheadlightherald.com](#)

[Accessory Dwelling Unit \(ADU\) Ordinance for Tillamook County's Unincorporated Residential Areas to Be Considered by Board of Commissioners January 30 \(tillamookcountypioneer.net\)](#)

[Housing commission makes multi-family housing grant recommendations | News | tillamookheadlightherald.com](#)

[Tillamook County Housing Commission opens 2024 round of funding for Housing Production Solutions Fund projects; Applications close December 31, 2024. \(tillamookcountypioneer.net\)](#)

[Helping Hands doubles shelter capacity at Port of Tillamook Bay | News | tillamookheadlightherald.com](#)



# Significant Identified Health Needs

The Adventist Health Community Well-Being team and community partners collectively reviewed all relevant significant health needs identified through the CHNA process. Using a community health framework developed for this purpose, 12 significant health needs were initially considered. The list of significant needs are as follows:

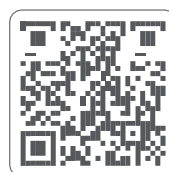
- Access to Care
- Community Safety
- Community Vitality
- Education
- Environment & Infrastructure
- Financial Stability
- Food Security
- Health Conditions
- Health Risk Behaviors
- Housing
- Inclusion & Equity
- Mental Health

From this group of 12, several high priority health needs were established for Tillamook County. High priority health needs were chosen as they had demonstrated the greatest need based on severity and prevalence, intentional alignment around common goals, feasibility of potential interventions, and opportunities to maximize available resources over a three-year period.

Using the criteria mentioned above, we were able to determine which needs were high priority, as compared to those that were significant needs. The High Priority Needs are the focus of the community implementation strategy and this accompanying Community Health Plan Update, FY 2024. The remaining significant health needs are not addressed directly but will likely benefit from the collective efforts defined in this report.

TABLE OF SIGNIFICANT IDENTIFIED HEALTH NEEDS

Access to Care
Financial Stability
Housing
<b>Lower Priority Needs that will not be addressed directly by Adventist Health Tillamook due to limited resources, expertise and feasibility of viable interventions</b>
Mental Health
Health Risk Behaviors
Health Risk Condition
Food Security
Environment & Infrastructure
Inclusion and Equity
COVID
Education
Community Vitality
Community Safety



Scan the QR code for the full Secondary Data Report



## Community Health Financial Assistance for Medically Necessary Care Commitment

Adventist Health understands that community members may experience barriers in paying for the care they need. That is why we are committed to providing financial assistance to those who may need support in paying their medical expense(s).

Community members can find out if they qualify for financial aid in paying medical bills by completing a financial assistance application. Applications can be filled out at the time care is received or after the bill has been administered. To access the financial assistance policy for more information or contact a financial assistant counselor, please visit us: [us](#):

[Adventist Health - Help Paying Your Bill.](#)





**Adventist Health Tillamook**  
1000 Third Street Tillamook, OR 97141  
(503) 842-4444  
<https://www.adventisthealth.org/tillamook/>



Thank you for reviewing our Implementation Strategy Year Two Update, FY 2024. We are proud to serve our local community and are committed to making it a healthier place for all. To provide feedback on this community benefit report or other reports referenced, please email [community.benefit@ah.org](mailto:community.benefit@ah.org). You may also request a copy free of charge.

To review this report as well as our most recent Community Health Needs Assessment and Community Health Implementation Strategy please visit: <https://www.adventisthealth.org/tillamook/about-us/community-benefit/> or <https://www.adventisthealth.org/about-us/community-benefit/>