



YEAR ONE UPDATE, FY 2023

Community Health Implementation Strategy
TILLAMOOK COUNTY

2023

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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. 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 Year One Update, FY 2023 of the Community Health Implementation Strategy also known as the Community Health Plan Update, FY 2023, 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 2015 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

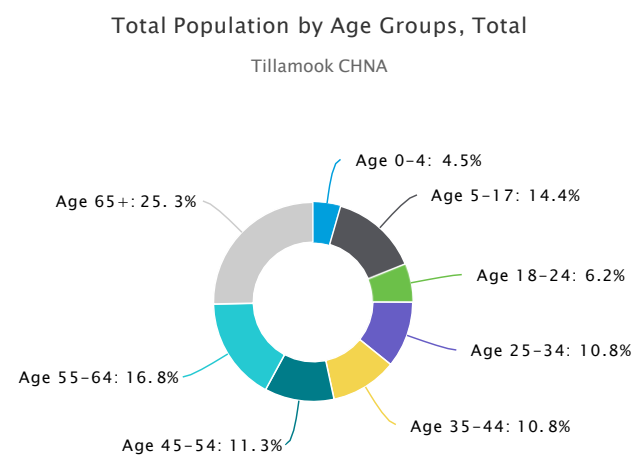
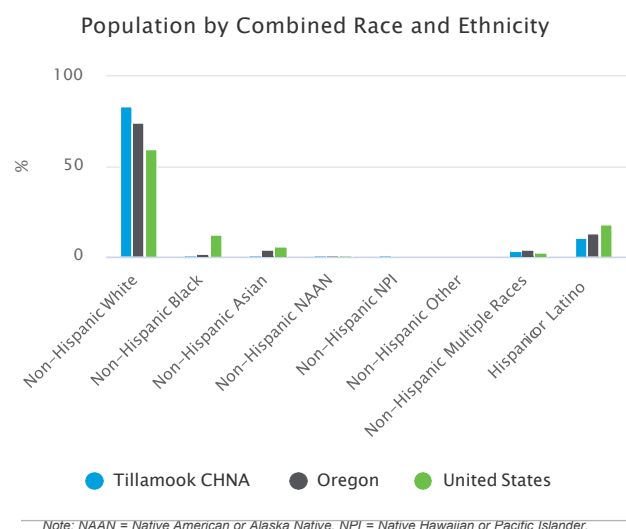
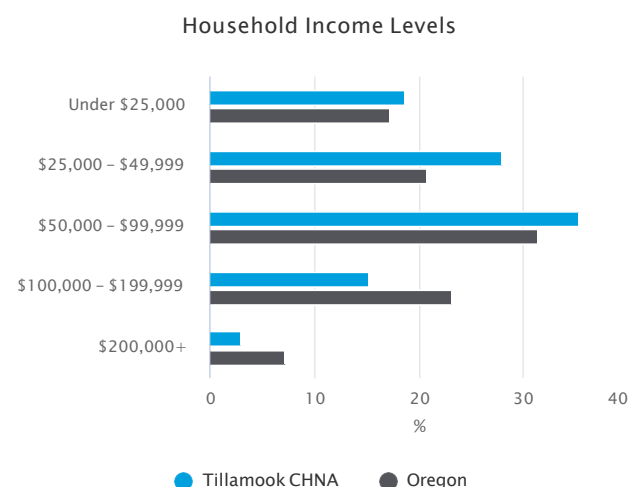
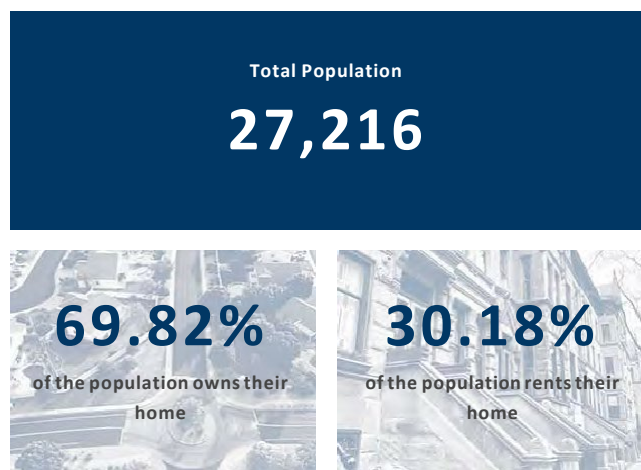
Tillamook County Board
of Commissioners
Tillamook County
Creamery Association
Tillamook County Family YMCA
Tillamook County Pioneer
Tillamook County Department
of Community Development
Tillamook School District 9

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.



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 that time. 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 Implementation Strategy Year One Update, FY 2023.

Action Plan for Addressing High Priority Needs

The following pages reflect the goals, strategies, actions, and resources that Adventist Health Tillamook provided in 2023 to address each selected High Priority Need

Adventist Health Tillamook has demonstrated a strong commitment to community impact through collective action in partnership with a broad cross section of local organizations. These collaborations align with the hospital's mission and priorities identified in the hospital's 2022 Community Need Assessment. In 2023, Adventist Health Tillamook collaborated with these organizations to offer programming, services, cash contributions or in-kind donations, including nearly \$100,000 in community coalition building support. These community partnerships help to protect or improve the health and safety of our community by strengthening the community's capacity to promote the health and well-being of its residents.

Key partnerships include:

- Rural Healthcare Partner Network including all local healthcare agencies serving Tillamook County
- Tillamook County Housing Commission
- Tillamook Bay Community College
- CARE, Inc.

In addition to the partnerships and project outcomes listed below, Adventist Health Tillamook provided direct cash donations to twelve local non-profits in 2023. These include the following:

- North County Recreation District swimming/therapy pool (\$500,000)
- Tillamook Bay Community College Healthcare Education Building & Nursing Program (\$44,000)
- Community Childcare Project (\$15,000)

ADDRESSING HIGH PRIORITY: ACCESS TO CARE

GOAL 1	Provide more effective and meaningful care to target populations by improving access to verbal and written translation services.
Strategy 1:	Identify, communicate, and increase current resources for language, interpretation and translation services; Leverage support area agencies' desire to provide equitable and inclusive services.
Action 1: Program/Activity/Tactic/Policy	
• Collaborate with Tillamook County (TC) healthcare providers and CBOs to identify and implement collaborative strategies to increase access to translation and interpretation services. • Recruit and deploy bilingual community health workers (CHW) in TC and/or increase availability of tools (i.e., telemedicine) to facilitate effective communication. • 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.	

GOAL 2	Improve awareness, knowledge, provider relationships and health outcomes by increasing health literacy among Tillamook County residents.
Strategy 2:	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.
Action 2: Program/Activity/Tactic/Policy	
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.	

GOAL 3	As a county, adopt policies that further support culturally and linguistically responsive specific services.
Strategy 3:	Promote and support advancing diversity, equity and inclusion throughout Tillamook County as a way to lower barriers to accessing care in our community
Action 3: Program/Activity/Tactic/Policy	
Collaborate with Behavioral Health Resource Network (BHRN) partners to update and implement policies to include culturally and linguistically responsive specific services.	

GOAL 4	Address root causes of health disparities and inequities through screening and closed-loop referrals for social determinants of health (SDoH).
Strategy 4:	Reduce the need for hospital, clinic visits, and on-going care management by addressing SDoH.
Action 4: Program/Activity/Tactic/Policy	
- Collaborate with Access to Care committee members to increase the number of partner organizations, CBOs and relevant programs actively using the Connect Oregon Network. - Deploy CHWs and provide training to CBO staff to effectively facilitate closed-loop referrals between individuals and programs supporting SDoH. - 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.	

2023 COMMUNITY IMPACT SUMMARY Access to Care/ALL STRATEGIES	
Spanish Translation: Translation services: Many providers in the area were lacking culturally and linguistically inclusive practices. In order to increase inclusivity, certified interpreters were identified as a need. Tillamook County Community Health Center (TCCHC) has four certified interpreters (CI). One of the interpreters is also a Community Health Worker. We are currently working to fill five vacant CI positions. We also have five bilingual staff members who are not qualified per the Oregon Health Authority. Adventist Health Tillamook has no certified bilingual staff and uses video translation service in all departments via iPads, including use in clinics, ER, and OB. Nehalem Bay Health Center & Pharmacy (NBHCP) has no certified medical interpreters and 2 bilingual CHWs. There are no bilingual CI/CHWs at CARE, Inc. Tillamook Family Counseling Center (TFCC) has one CI, two bilingual behavioral health clinicians and one part-time bilingual psychiatric mental health nurse practitioner.	
Health Literacy: Tillamook County Wellness (TCW) Access to Care (A2C), via Tillamook County Community Health Center (TCCHC), applied for a Knight Cancer Institute grant to implement a Health Literacy campaign, which was awarded November 2023. A grant coordinator was hired who will work with the TCW A2C committee to identify priority topics and campaign schedule in Q1 2024.	
DEI Policies: The following policies were developed and/or adopted by NBHCP, TCCHC and AHTM in 2023: - Accessibility for People with Physical Disabilities - Accessibility for People with intellectual and Developmental Disabilities - Culturally and linguistically Specific Services - Culturally and Linguistically Responsive Services - Gender Affirming and Responsive Care - LGBTQIA2S+ Affirming and Inclusive Services - Patient (Person) Centered and Non-Stigmatizing Services - Process and procedure for Data Collection - Services for Parents and Non-Traditional Parents with Minor Children	

- Services for Pregnant persons
- Trauma Informed Engagement and Care
- Youth Friendly and Youth Inclusive Services

Connect Oregon Network: The Access to Care committee continues to meet monthly, during which updates are presented by Unite Us on the Connect Oregon Network, including the number of partners, programs and utilization data. During 2023, Adventist Health Tillamook integrated the Unite Us platform into Cerner EMR to streamline anticipated workflows.

Other: Provided close to 3,000 weekly hot meals and fellowship for homeless and low-income community members totaling nearly \$50,000 in 2023. Provided community programming such as childbirth classes, rehab services, grief support and cancer support to 571 community members at no charge. Conducted an early childhood screening event supporting 21 children. Supported 1,617 community members with charitable prescriptions and respite day care. Provided significant support for health insurance enrollment.

2023 STRATEGY THAT CHANGED DURING THE YEAR:

During 2023, TCCHC was awarded a HRSA Healthcare Partner Network Development Planning grant to explore establishing a formal partner network among all healthcare entities serving Tillamook County. The goals outlined in this report represent many of the goals of the partner network. As this develops, planning and implementation for these goals may shift away from the TCW coalition over to the healthcare partner network.

ADDRESSING HIGH PRIORITY: FINANCIAL STABILITY

GOAL 1	Increase income earning potential for local residents through enrollment in healthcare career education pathways.
Strategy 1:	Increase nursing career pathways and workforce employment pipelines for skilled healthcare occupations.
Action 1: Program/Activity/Tactic/Policy	
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.	
Increase healthcare occupations internship options in partnership with Tillamook Works.	
GOAL 2	Increase labor work force participation rates by increasing childcare availability and affordability.
Strategy 2:	Develop a multi-solution, county-wide plan to expand and sustain childcare in Tillamook County.
Action 2: Program/Activity/Tactic/Policy	
- Assess the current landscape to identify gaps, needs, and factors impacting available childcare such as zoning, facilities, regulatory barriers, workforce, etc. - Develop holistic, countywide plan with multiple potential solutions to increase childcare access and increase/sustain related workforce. - Identify and seek out revenue sources to increase childcare supply at affordable and attainable rates. - Build awareness of and buy-in around solutions with targeted partners, including local, regional, state, and federal government and area employers.	
GOAL 3	Improve financial stability for individuals and families by increasing awareness, knowledge and skills related to financial literacy.
Strategy 3:	Humanize financial literacy through inspiring, cultural, and linguistically relevant storytelling and increase access to financial literacy programs.
Action 3: Program/Activity/Tactic/Policy	
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.	
GOAL 4	Support individuals with substance use disorder (SUD), and who are experiencing poverty, regain stable long-term employment.
Strategy 4:	Partner with individuals in our community to provide resources, skills, and opportunities to return to the workforce.
Action 4: Program/Activity/Tactic/Policy	
Implement a supportive employment program.	

2023 COMMUNITY IMPACT SUMMARY Financial Stability /ALL STRATEGIES

Healthcare Education Pathways: June 2023 marked state approval for a two-year associate degree Nursing Program at Tillamook Bay Community College (TBCC). A Nursing Director was hired, and student enrollment began winter term with course options including nursing fundamentals, advanced care, pharmacology as well as NCLEX-RN exam prep courses. During 2023, design and planning continued on a new healthcare education building to be added on the TBCC campus by Fall 2025. Opportunity to bridge high school health occupations enrollment from the current rate of 18%. Lack of childcare has been identified as a barrier to enrollment/program adherence.

Childcare: During 2023, a comprehensive analysis, funded by numerous area employers, was conducted to examine specific childcare needs for Tillamook County. The analysis continues and a proposal for a multi-solution approach is expected in 2024.

Financial Literacy: During 2023, financial literacy classes were offered at TBCC in English & Spanish, at Helping Hands homeless re-entry program and Trask High School for incarcerated youth. A total of 11 volunteers were trained. In total, class signups/attendance included: 21 (Spanish) and 26 (English) adults and approximately 40 youth.

Supportive Employment: CARE, Inc. peers provide supportive employment assistance to their clients, including those transitioning from homelessness. Their program is being updated in 2024. Tillamook Family Counseling Center (TFCC) was without a supportive employment provider for most of 2023. They were able to fill the position in November and will be ready to reboot their program in 2024.

Charitable Prescriptions: Adventist Health Tillamook provides charitable prescription services at no cost to recipients. Such patients may be uninsured, underinsured, jailed (and thus uninsured by design), or simply require drugs that are too expensive for most households to afford. No-cost prescriptions may also be offered to patients with limited access to a retail pharmacy, such as on the evening of hospital discharge or on holidays. Finally, no-cost medications are provided for emergency supplies, such as Epipens for fire departments, Naloxone for the police, or the Tsunami emergency medication stockpile in Manzanita. Much of the drug cost is offset by the 340B Drug Discount program—which allows eligible facilities such as Adventist Health Tillamook to buy medication at “single payer” rates. As of Q3, 2023, approximately half of our charitable prescriptions have been to continue to fill the gap of service due to the loss of Tillamook Pharmacy. The retail pharmacies in our community unfortunately have not been able to get critical medications in an acceptable timeframe.

Serving Up Hope meal program: Hot, nutritious meals are served at a local church by Adventist Health Tillamook staff and subsidized by nutritional care services for all in the community including those facing food insecurity, unstable housing or needing a community connection.

Other: Provided nursing-instructor education valued at more than \$50,000 to support 18 nursing students. Held multiple job fairs and an OT/PT career education class series for 50 students.

ADDRESSING HIGH PRIORITY: HOUSING

GOAL 1	Reduce housing cost burden and improve quality of life by increasing access to affordable and workforce housing.
Strategy 1:	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.
Action 1: Program/Activity/Tactic/Policy	
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.	

GOAL 2	Increase connectivity of resources and housing placement for individuals with no or inadequate housing, and/or housing in need of repairs and maintenance.
Strategy 2:	Partner with clinical and community-based organizations to screen for and connect people to housing navigation and home repair/maintenance support.
Action 2: Program/Activity/Tactic/Policy	
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.	

GOAL 3	Provide low-barrier shelters to create safe sleeping locations for people who are unhoused or experiencing homelessness.
Strategy 3:	Partner with OUR Tillamook and Tillamook County Behavioral Health Resource Network (BHRN) partners to create a low-barrier sustainable shelter program.
Action 3: Program/Activity/Tactic/Policy	
1. Increase # of low barrier shelters. 2. Track and manage the percent of occupancy of shelters. 3. Implement wrap-around service delivery, including connectivity to transitional housing, long-term housing, employment, mental health support, and substance use treatment.	

2023 COMMUNITY IMPACT SUMMARY Housing /ALL STRATEGIES

Housing Production Catalyst Funding: In 2023, a total of \$750,000 was distributed to six housing development projects. Funding supported 87 new housing units from pre-construction to construction phases of development. The Tillamook County Housing Commission website and social media pages were enhanced with educational and community-focused content regarding housing needs and how increasing housing improves individual and community well-being as a social determinant of health. Lastly, one-page descriptions of each of the housing commission committees were developed, posted and distributed.

Housing Repairs: During 2023, Habitat for Humanity completed five critical repair projects in Tillamook County, including three full roof replacements. No coordinated referrals were in place to facilitate connection to these services but that is a goal for 2024.

One barrier identified is that the homeowner (listed on deed) must be the applicant for critical repairs eligibility. Habitat has some flex funding for repairs on affordable rentals. These require lead and radon testing which they contract out. They can also contract out for mold investigation. Community Action Team (CAT), based in Clatsop County, provides mold mitigation services in Tillamook County through Community Block Development Grant funding. CAT's Healthy Homes program is another community partner that is used as a referral resource for home repairs.

Habitat and CAT are both on the Connect Oregon Network, but no formal referral channels or referrals were made in 2023.

Shelters: In 2023, property was identified and transferred with a \$1/year lease from the County to CARE, Inc. for individual and communal shelters for the houseless population. Approval and funding (\$266,000 via Measure 110) for the project were secured with plans for a 400 sf, no-barrier shelter to be open 365 nights/year and six smaller shelters to allow clients to transition to permanent housing. All structures come from Pallet Shelter and can be assembled within hours. A second phase of this project is to have 14 additional shelters, a commercial kitchen, computer lab, laundry facilities and classroom/meeting spaces to expand housing transition services.

COMMUNITY IMPACT IN THE NEWS:

[Housing Article](#)

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 2023. 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
Lower Priority Needs that will not be addressed directly by Adventist Health Tillamook due to limited resources, expertise and feasibility of viable interventions
Mental Health
Health Risk Behaviors
Health Risk Conditions
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.](#)



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Thank you for reviewing our Year One Update of the Community Health Implementation Strategy, FY 2023.

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. You may also request a copy free of charge.

Eric Swanson, MBA, FACHE, NRP
President, Adventist Health Tillamook