



One Community Health



2023

ANNUAL REPORT

 541.386.6380

 www.onecommunityhealth.org

  @onecommunitygorge

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Pictured front cover: Erika Bahena, Bianca Valdovinos, and Flavia Finn, Patient Care Advocates;
German Mondragon, Patient Care Advocate Manager

Welcome

from the CEO



As I reflect on lessons learned and progress made during 2023, I am proud of One Community Health's (OCH) commitment to our mission of advancing health and social justice for all members of our community. Our 2023 annual report highlights the investments we've made to improve health equity and address barriers to care.

Dental care is one of the greatest needs in our community, and our teams continue to innovate around capacity and resources to serve more patients. This past year we launched Oregon's first dental assistant apprenticeship program, helping us to recruit and retain employees from underrepresented backgrounds. Similarly, our rural family medicine residency program equips physician residents with the skills and knowledge necessary to serve our priority populations effectively. It is the only residency program in the country to integrate community health workers in the applicant interview process.

Equally important to the health services we provide is ensuring our patients have health insurance. I am so proud of the work our patient care advocates do with and on behalf of our patients to enroll community members in Medicaid and other assistance programs.

As we look ahead in 2024, we are excited to integrate NorthShore Medical Group's clinics in White Salmon and Stevenson into One Community Health and increase access to immediate care with our new Express Clinic in The Dalles. We will also continue to advocate for policies that promote health equity at the local, state, and national levels. We believe that systemic change is essential for creating lasting improvements in health outcomes and reducing health disparities. Through our advocacy efforts, we hope to influence policy decisions that impact our communities and secure resources to support our mission. The passion, commitment, and diversity with which we serve our patients is an essential building block to advancing equity.

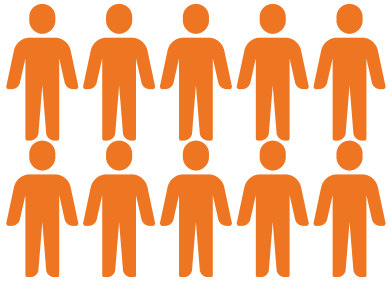
I invite you to learn more about our work through this annual report, via our website, and by following One Community Health on social media. Thank you for your continued support as we strive to build a healthier and more equitable future for all.

A handwritten signature in black ink that reads "Jennifer Griffith".

Jennifer Griffith
Chief Executive Officer
One Community Health

Who We Serve

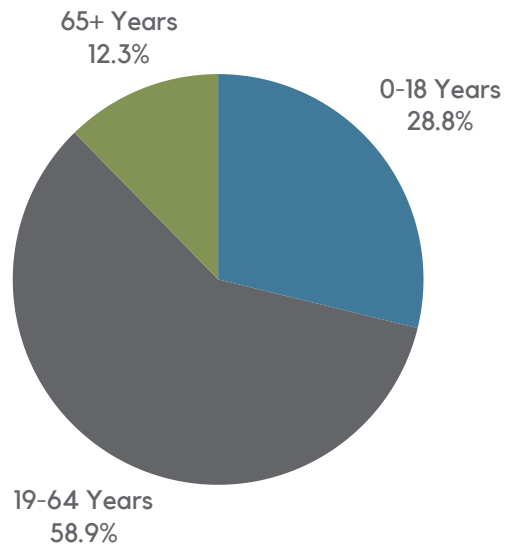
Understanding who we serve helps us grow the programs and services that are most needed and connect our patients to community resources



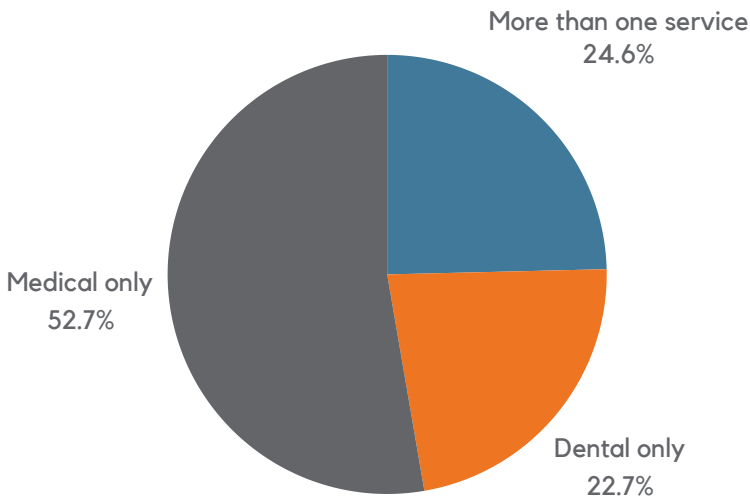
22,436

Total Patients

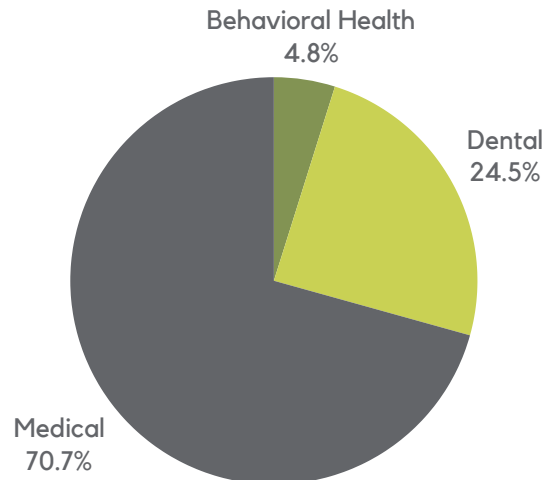
Patients by Age Group



Patients by Area of Service

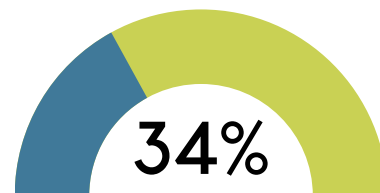
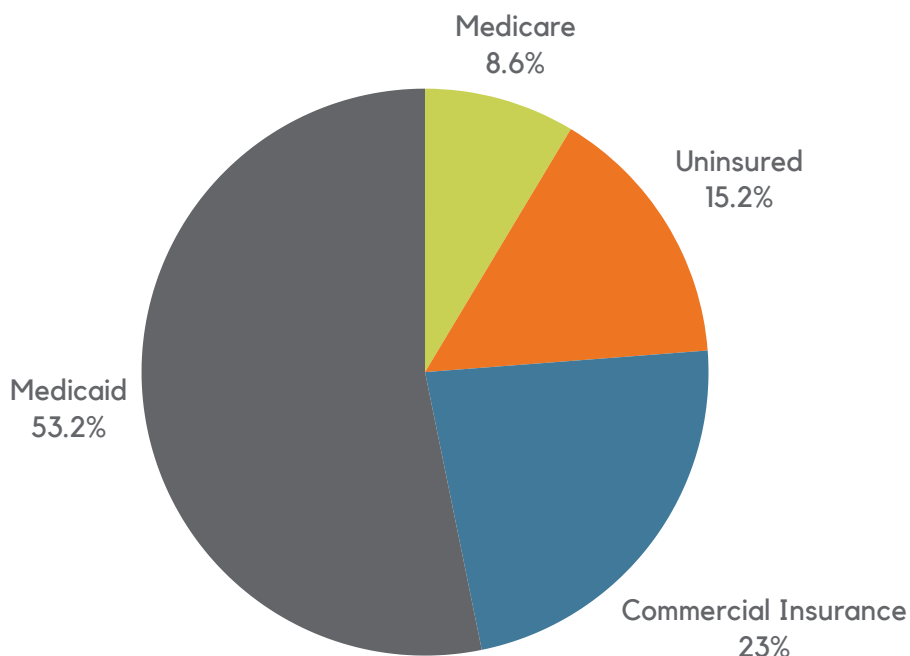


Visits by Area of Service



Who We Serve

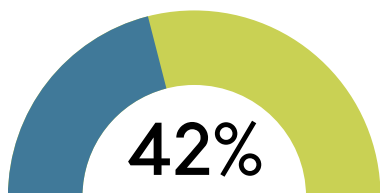
Patients by Insurance Coverage



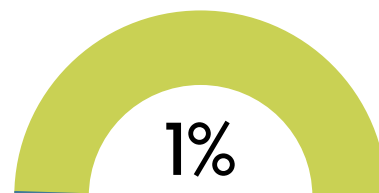
Patients that Identify as Hispanic, Latino/a, or Spanish Ethnicity



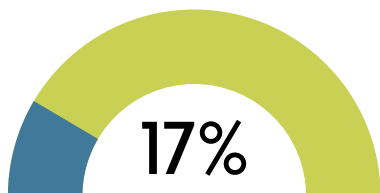
Patients that Identify as Migrant or Seasonal Farmworkers



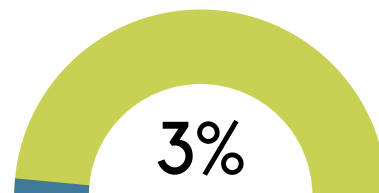
Of Patients Asked, Percentage under 200% of the Federal Poverty Level



Patients that Identify as Native or American Indian



Of Patients Screened, Positive for Food Insecurity



Patients that Identify as LGBTQIA2S+





Our Dental Teams Going Above and Beyond

One of the greatest community needs in the Columbia River Gorge is oral healthcare. An estimated 34% of adults went without a dental visit in the past year. One Community Health (OCH) serves as a safety net clinic and one of the only dental clinics that accepts Medicaid and offers a sliding fee discount for uninsured patients. Notably, dental care is not covered by Medicare and more than 15% of OCH dental visits are with uninsured patients. While some Medicare Advantage plans cover dental services, they are often limited and can result in high out-of-pocket costs.

Sadly, the unmet need in our community is greater than our current capacity. OCH currently has an eight-month backlog of patients who need to complete their treatment plans and almost 900 people on a wait list to become a new patient. OCH also serves as a dental emergency room for the Gorge. Established patients can call and get an urgent appointment, but those who are not established arrive as early as possible and wait for a cancellation, meaning they may wait all day in our lobby. Our teams work hard to fit emergency situations into the schedule, sometimes staying until 7pm at night, an hour and a half after the clinic closes to care for those who are in pain and need to be urgently seen. OCH has a compassionate team of dentists, hygienists, and dental assistants that care deeply about serving their community. Across our two clinics, they see roughly 200 emergency patients per month and try to balance preventative cleanings and exams with restorative services. Unfortunately, they see many people who have delayed preventative care and thus require more intensive treatment.



As a primary care home, OCH integrates medical, dental, and behavioral health services. Our dental teams check health markers such as blood pressure and blood sugar and connect patients to medical care when needed. They also prioritize appointments for those who are pregnant, have a diabetes diagnosis, or are receiving treatment for cancer. Our medical teams ensure kids coming in for well child checks receive fluoride varnish and are seeing a dentist. Patients who have dental phobias, and thus are more likely to delay care, have access to our behavioral health team. This approach ensures our patients receive whole-person care.

"I'm thankful for high quality care in a beautiful facility that matches my ability to pay."
- Hood River dental patient



Elizabeth Dial, DDS, after a great visit with a patient



Dental Assistant Liz Medrano educating patients and their families on the importance of prevention

To help ensure kids receive the dental care they need, OCH provides free dental services at elementary schools in the Hood River Valley School District. The care team then communicates with the student's dentist on any follow-up needs. In addition, our outreach program provides dental education and services at local community events.

OCH is working hard to help address the unmet need in our community, exploring options like weekend availability and increasing our physical space. We are soliciting the support of Congressional partners and funders for mobile dental services, a new dental clinic in White Salmon, and hope to expand our clinic's footprint in The Dalles. We hope that you will also advocate and contribute to our efforts to serve the oral health needs of all here in the Gorge.

Supporting Recovery

Addiction is a public health issue growing in size and impact - it affects not only the individuals struggling with substance use but their friends, families, and our community as a whole. Fentanyl in particular has contributed to the alarming rise in opioid-related overdose deaths; the drug is potent and fast-acting, so a single dose can be fatal. Fentanyl is now the leading cause of death for ages 18 to 45 in our country, and Oregon had the highest rate of increase in fentanyl deaths in the U.S. from 2019 to 2023. Oregon also has the lowest access to treatment. While there is no one solution for this issue, integrating addiction treatment into healthcare settings and making it widely available has been proven to help.

One Community Health (OCH) began offering integrated medication-assisted treatment (IMAT) in 2016 and had over 200 people in the IMAT program in 2023. Our IMAT program includes medications prescribed by a doctor that help reduce cravings, manage withdrawal symptoms, and prevent relapse. Patients also receive counseling from our behavioral health team and individual and group support from peer specialists. Peer specialists have firsthand experience with addiction and recovery and serve as recovery coaches. They lead by example, sharing their experience, strength, and hope. OCH has two peer specialists, Marcus Ybarra and Amanda Middleton. Marcus, with fellow IMAT team member Rebecca Garrett, RN, is pictured below.



Marcus serves on the Board of the Crisis Resolution Center and is a Drug and Mental Health Court team member for both Wasco and Hood River counties. In 2022, Marcus began OCH's partnership with the Northern Oregon Regional Correctional Facility. He recognized that incarceration provides an opportunity to connect those battling addiction to care.

Marcus has been in recovery himself for seven years and notes that each person has their own individual reason to recover. When he was finally ready, he came to OCH for help and he says that he never felt judged receiving care, acknowledging the stigma surrounding addiction.

Recovery can wax and wane and as a result, some patients in the IMAT program require more intense follow up and support than others. Many of these patients also have limited transportation and communication options and are challenged with other needs such as safe housing, food, and income. Our peer specialists help patients navigate these other health-related social needs. This year OCH started a walk-in clinic for IMAT patients, helping them get the support they need when they need it.

Marcus underscores the need for more treatment providers and more sober living housing in the Gorge. The Dalles has three sober living facilities which are often full, and none currently exist in Hood River. Consequently, the IMAT team is often forced to refer patients to Portland. OCH is accepting donations to support interim solutions such as hotel stays. By increasing access to substance use treatment and addressing social needs like housing, we can foster safer and healthier communities.



IMAT team members Rebecca Garrett and Kaitlyn Lehman participating in the Overdose Awareness Walk in The Dalles



4,700

Phone calls made by peer specialists and nurses to patients



886

IMAT visits at our Oregon clinics last year



480

OCH patients with a substance or opiate use disorder diagnosis



Training the Next Generation of Family Physicians

One Community Health (OCH) became a clinical site for the Providence Hood River Rural Residency Program in 2013, helping to train new physicians in rural family practice medicine and bring more providers to the Columbia River Gorge. In 2023, the program celebrated its 10th year. Fewer doctors are going into primary care, opting instead for more lucrative specialties, and recruiting doctors to live and work in rural areas like the Gorge can be very challenging. Through the residency program our experienced doctors train the next generation of physicians, ensuring that our community will have compassionate family medicine practitioners for years to come. The residents spend the bulk of their first year in Portland but work with patients in Hood River at OCH during all three years of their residency training.



Community health worker Evaristo Romero, past Resident Fernando Polanco, MD, Orchard Foreman Belialdo Galvez, and past Resident Jessica Worrell, MD



Resident Carina Souflee, MD, Program Director Robert Gobbo, MD, and Resident Owen Willis, MD

**"We really need to get more
physicians into small towns."**

*-Connie Serra, MD, Residency Associate Program
Director and OCH Oregon Medical Director*

Residents gain experience in OCH's team-based care model, working alongside community health workers (CHWs), behavioral health consultants, nurses, medical assistants, and referral coordinators. OCH was one of the first clinics in Oregon to integrate CHWs into primary care in the 1980s. Now, CHWs are an essential part of our care teams, helping patients navigate the healthcare system and access resources. Residents learn to integrate CHWs into their practice, leveraging their relationships and knowledge. Currently, OCH is the only program in the country where CHWs are part of the team interviewing residency applicants.



OCH offers a unique learning environment where residents gain hands-on experience in our clinics and in the community, serving Native Americans along the Columbia River, farmworkers in local orchards, and our growing houseless population. The program's curriculum covers a wide array of clinical skills, including obstetrics, end-of-life, substance use, and gender affirming care, as well as topics such as cultural humility, food as medicine, and systemic inequities. For example, residents come to understand the barriers to care and health challenges our farmworker community faces when they visit a local orchardist and harvest fruit for a day. Every summer, OCH residents and providers also offer well child checks and acute care for more than 200 children whose parents are working in local orchards. OCH's residents were an instrumental part of outreach during the pandemic, testing and vaccinating community members at large clinic and community events. Notably, each resident leads an improvement project to improve care at OCH. In the past, these have included physician home visits, health-related social needs screening and navigation, and chronic disease management, among others.



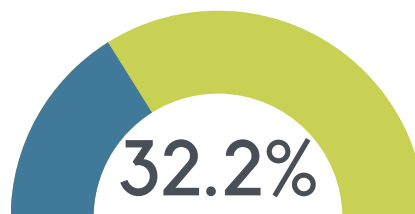
Current resident, Jack Kennady, DO, seeing a child during an Oregon Child Development Coalition event

Family medicine physicians often have to be very resourceful in the care they provide. In a rural area, specialty care is not as accessible, and our patients are often logistically and economically unable to travel long distances to specialty providers. Being a relatively small community, our local providers are also a tight group that comes together to help cover after-hours care for the local critical access hospital and innovate new programs like community health worker home visits for the elderly. The residency program's success is a testament to OCH's team of experienced medical providers who care immensely about our community and educating the next generation.

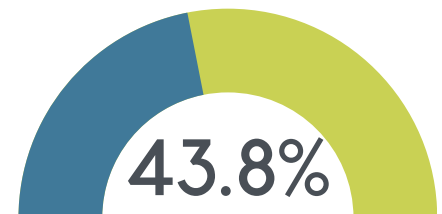
16 Residency graduates



Percentage of graduates OCH hired



Percentage of graduates practicing in the Gorge



Career Paths in Dental

Earn While You Learn

Our dentists and hygienists depend upon a team of dental assistants to help them care for our patients. Assistants support them during procedures, ensure equipment has been properly sterilized, and educate patients, among other important tasks. Despite the growing demand for dental assistants, there is a shortage of training programs, limiting the number of assistants in the workforce. To address this issue, One Community Health (OCH) launched a Dental Assistant Apprenticeship program, the first of its kind in Oregon.

This past September, OCH welcomed its first cohort of apprentices. The program provides on-the-job training to students, allowing them to “earn while they learn.” The students complete an online curriculum and train alongside our experienced dental team. Our seasoned dental assistants serve as mentors who guide apprentices in their professional development, with the apprentices rotating among mentors to gain exposure to different work styles. The students train to master essential skills in dental radiography and radiation health safety. The program is designed to prepare apprentices for the Dental Assisting National Board (DANB) exam, a nationally recognized certification.

**“This is more than a job.
It’s a career.”**

-Dental Apprentice Nina Magana Cazares



One Community Health

OCH's groundbreaking dental apprenticeship program marks a significant step forward in oral health education in Oregon, providing a way for individuals to advance their careers while also earning a living. This model particularly benefits the Gorge, where traditional educational opportunities are less accessible due to geographic and economic barriers. By offering paid training locally, OCH is helping to make the dental assisting profession more attainable and preparing students for careers without taking on student debt. These educational opportunities can also furnish a pathway for assistants to further advance their careers by becoming dental hygienists or dentists, providing upward mobility for individuals who otherwise would struggle to access higher education. The program will develop a more diverse and sustainable dental workforce that benefits individuals, other dental practices, and the wider community.



Training for New Dental Apprentices and mentors



Dental Assistant Lane with Dental Assistant Apprentice Nina Magaña Cazares

Dental Assistant Apprenticeship at a Glance

12

Months to complete

297

Hours online education

2,000

Paid work hours

\$0

Cost to apprentice



Navigating Health Insurance

Enrolling and Assisting Community Members as State Options Shift

Health insurance offers a sense of security and stability in the face of unforeseen health challenges and encourages preventative care rather than reactionary crisis intervention. Our patient care advocates (PCAs) help patients understand which health insurance programs they are eligible for and can assist them in applying for Oregon and Washington Medicaid.

During the public health emergency, adult Medicaid eligibility requirements expanded to 200% of the federal poverty level, up from 138%, and those with Medicaid were continuously enrolled and not required to annually renew their applications. In April 2023, the federal government ended the public health emergency and began “unwinding” Medicaid. More than 15 million people have been disenrolled nationwide and notably 1.8 million have lost Medicaid coverage in Texas alone.

Fortunately, Oregon has enacted several policies that are helping residents maintain Medicaid coverage. For example, Oregon is now the first state in the country allowing children enrolled in Medicaid at birth to maintain coverage until age six. Similarly, the Washington Health Care Authority projects that less than 140 people will lose Medicaid coverage in Skamania and Klickitat Counties due to Medicaid “unwinding.”



Patient Care Advocates Bianca Valdovinos and Maricela Ceballos at a community event



Patient Care Advocate Cinthia Marquez-Funez, providing an overview of Medicaid eligibility and benefits for a patient

Our PCAs help community members navigate all of these changes and are available to all, not just patients of One Community Health. In 2023, our PCAs helped more than 1,100 people with new Medicaid applications and aided nearly 2,500 people with their renewals. They also attend events in the evenings and on weekends to help inform people of their services and work closely with our partners.

Many more people in the Columbia River Gorge are now eligible for the Oregon Health Plan thanks to a program called Healthier Oregon, which provides coverage regardless of immigration status. Washington will launch a similar program in July 2024. These programs have been life-changing for many of our patients who previously delayed or avoided care for fear of the associated healthcare costs.

For example, this past winter, a patient came to see a PCA to inquire about their health insurance options. The patient did not look well and was drinking a lot of water. The PCA was able to inform her that she was eligible for the Healthier Oregon program and could help her apply, then she immediately called a nurse to see the patient. Without insurance, she had been avoiding care and had not been taking her medications due to cost. The nurse checked her blood glucose levels and they were so high that she was at-risk of a diabetic coma. Our care team called an ambulance, and she was transported to the hospital. She then returned to OCH for follow up care and was very thankful to all who helped her that day. Our PCAs have many similar stories about the incredible impact of programs that have expanded state health insurance eligibility.



Spotlight on Cancer Prevention

Human papillomavirus (HPV) is the most common sexually transmitted infection in the United States, affecting roughly 43 million people and causing about 37,000 cases of HPV-associated cancers each year. Many of these infections and cancers can now be prevented thanks to the HPV vaccine. The vaccine is safe, effective, and the immunization series can be started as early as age 9, though often begins at age 11 or 12.

In 2021 One Community Health (OCH) joined the Rural Adolescent Vaccine Enterprise (RAVE) project, a statewide effort to improve HPV vaccination rates. Oregon 2020 vaccine data indicated that only 55% of adolescents aged 13-17 years were fully immunized for HPV. The Oregon Rural Practice-based Research Network (ORPRN) coordinated the effort across 45 clinics over 18 months. At OCH, a multidisciplinary team came together to pilot different strategies.



Kate McKenna, MD, MPH, and Marilu Landin, CMA led improvement efforts in Hood River



Jennifer Jehnsen, MD, and Sandra Castro, CMA, led adolescent immunization improvements in The Dalles

The team was comprised of family physicians, a physician assistant, medical assistants, a dental hygienist, site director, call center team, as well as our population health and marketing departments. OCH partnered with the Hood River County and North Wasco School Districts, The Next Door Inc., and the local health departments. They tested 11 different strategies from November 2020 to May 2022 and made significant improvements to vaccination rates at OCH's clinics. With the increase in vaccine hesitancy since the pandemic, the team's strategies focused on community education and family communication, as well as internal workflow design and documentation.

Our provider champions Drs. Jehnsen and McKenna strategized with the care teams at each clinic and identified effective talking points regarding the importance of cancer prevention. OCH raised awareness by providing culturally appropriate information on its website, social media, in exam rooms, lobbies, and its dental department. Schools supported the campaign by sending home educational flyers in backpacks with every kid, and the health departments issued public service announcements.



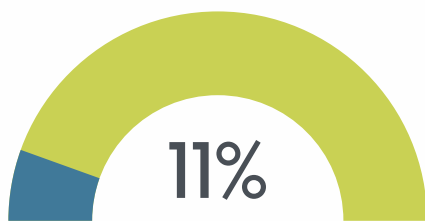
Reminder magnets developed for kids and parents

Since HPV is a vaccine series, OCH scheduled patients for future doses and provided magnets reminding them of their next scheduled appointment. Our medical assistant and call center teams were instrumental in reviewing schedules and contacting those due for an immunization. All of these efforts contributed to our resounding success.

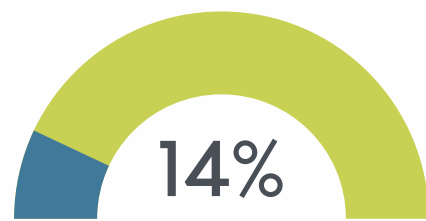


One Community Health received the 2023 Oregon Rural Quality Excellence Award

Vaccination rates for the first HPV dose increased from 53% of eligible patients to 67% at our Hood River clinic and 64% to 75% in The Dalles. Similarly, HPV series completion rates increased from 67% to 71% in Hood River and 62% to 66% in The Dalles. OCH has sustained these improvements and HPV immunization rates are now well above the state and national averages. In 2023, OCH was nominated by ORPRN and awarded the Oregon Office of Rural Health’s 2023 Rural Quality Excellence Award for our quality improvement efforts through the RAVE project.



Percent increase in The Dalles vaccination rate for initial HPV dose



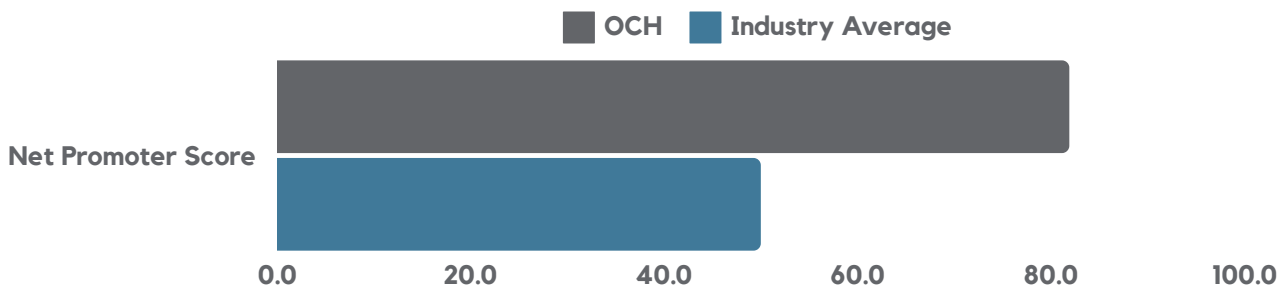
Percent increase in Hood River vaccination rate for initial HPV dose

Patients: Our Top Priority

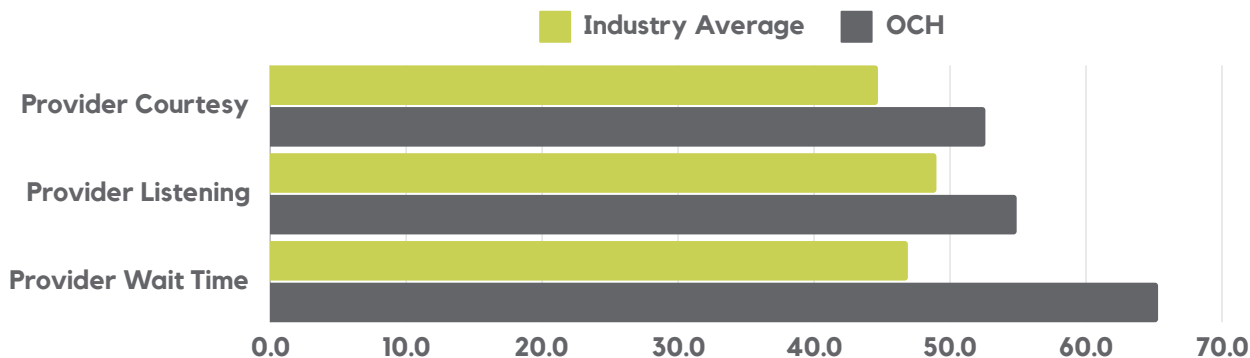


We value our patients and regularly ask patients for feedback on their experience. After each visit, patients are asked about their likelihood to recommend OCH. We also contract with a vendor to call patients and gather patient satisfaction information; they ask about topics such as quality of care, front desk experience, respect, and access. In addition, OCH hosts monthly focus groups with patients to gather in-person feedback.

How likely is it that you would recommend OCH to a friend or colleague?



Patient Satisfaction

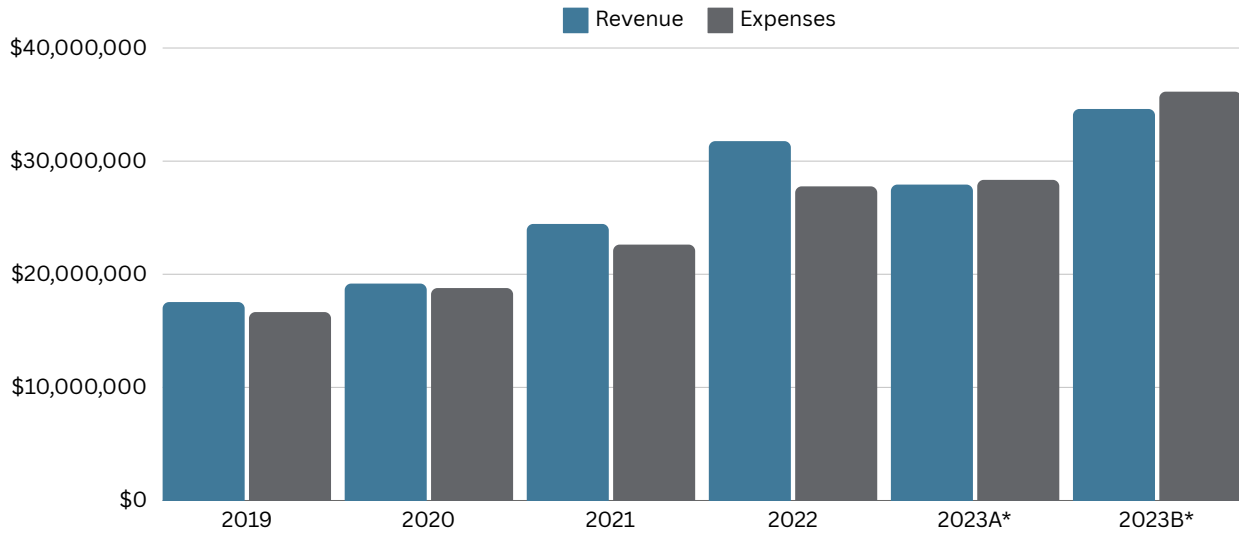


Financial Report

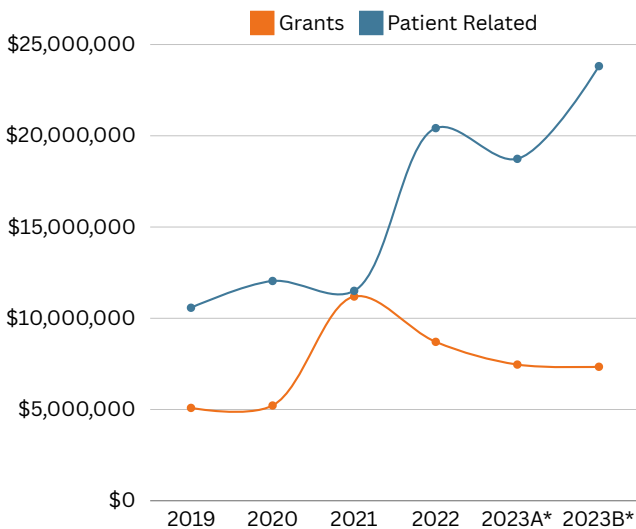
\$6.5 million

2023 Charitable & Discounted Care

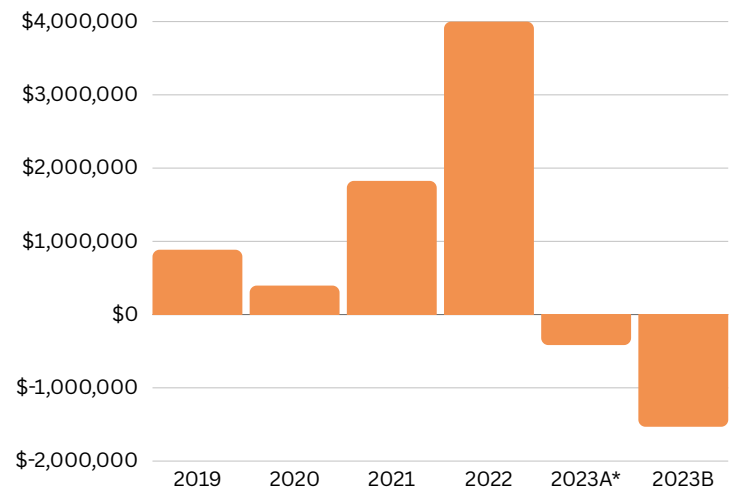
Revenue and Expenses



Major Revenue Sources



Net Income



*OCH changed its fiscal year to align with the calendar year. As a result, FY 2023-A reflects a short period from February 1, 2022 - December 31, 2022 and FY 2023-B reflects the new fiscal calendar, January 1, 2023 - December 31, 2023.

Your Donations Support Us



Federal grants and insurance reimbursement help us cover our medical, dental, and behavioral health services, but we rely on grants and donations to cover the cost of our patient assistance and outreach programs.

Our Native American Health and Wellness Team, mobile medical services, and addiction support services are examples of specialized programs that have a significant impact on our community but are not funded through federal grants or insurance reimbursement.

Your donations help us to provide vital services for our community. Please consider donating today - any amount helps. Together, we can build a healthier community for all!

\$25

Covers the cost of a backpack for our Native back-to-school event

\$100

Covers a vaccine for an uninsured farmworker

\$500

Covers 2 months of cooking classes

\$1,000

Sponsors the licensure of a new dental assistant

onecommunityhealth.org/donate

Scan here to donate 



One Community Health

Thank You to Our Funders!

Our grantors and funders make it possible for us to advance our mission of providing healthcare to all members of our community. We would like to express our appreciation to the following organizations for their support in 2023:

- | | | |
|---|---|--|
| Acora Foundation | Health Resources and Services Administration | Oregon Department of Transportation |
| Casimiro Westernwear | Hood River Rotary Club | Oregon Health Authority |
| Central Oregon Independent Practice Association | Juanantonio's Tortilla Chips | Oregon Health and Science University |
| Central Oregon Health Quality Alliance | Los Pinos Outdoor Co. | Oregon Rural Practice-based Research Network |
| Columbia Gorge Health Council | Marie Lamfrom Charitable Foundation | PacificSource Foundation |
| Direct Relief | National Council on Aging | Pacific Power Foundation |
| The Ford Family Foundation | Network for Community-Engaged Primary Care Research | The Roundhouse Foundation |
| Gorge Community Foundation | The Next Door Inc. | United States Department of Agriculture |
| Harold and Arlene Schnitzer CARE Foundation | Odell Hispanic Coalition | Walmart Foundation |
| | Oregon Community Foundation | |



Looking Ahead



NorthShore Medical Group

joined One Community Health on January 1, 2024. This acquisition adds 18,000 new patients to One Community Health, as well as NorthShore's beautiful clinics in White Salmon and Stevenson.

NorthShore has served Klickitat and Skamania Counties for 50 years with a similar mission of supporting the community. We are excited for the addition of 13 medical providers, two behavioral health providers, and 40+ support staff beloved by their patients and community. Look for services to be added to our White Salmon and Stevenson locations in 2024, including insurance enrollment assistance, medication discounts, and an expanded sliding scale discount program for services.



The Dalles Express Clinic

opened in summer 2023 in response to the need for more acute care access in the community.

Limited urgent care options in the Gorge mean that people often use the emergency room, resulting in a higher bill for the patient and adding strain to the healthcare system. 63% of patients report that their visit to the Express Clinic kept them from seeking care at the emergency room. The clinic is currently open to the community, not just OCH patients, two days per week. The Express Clinic staff saw over 400 appointments last year and are looking forward to further increasing its immediate care access in 2024.

Board of Directors

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Providence Health & Services

Suzanne Cross

Vice Chair

Oregon Health Authority

Shawn Whalen

Treasurer

Consultant

Jonathan Kara

Secretary

City of The Dalles

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K&K Land Management

Shanon Saldivar

Member

Saldivar Insurance

Elizur Bello

Member

The Next Door, Inc.

Reyna Fonte

Member

Green Ocean; Delve Inc.

Yesenia Victoria Deras

Member

McClaskey Orchards

Amy Klee

Member

Sewn Studio

Buck Jones

Member

Columbia River Inter-Tribal
Fish Commission

Maria Elena Castro

Member

Oregon Health Authority

Charles Hogue

Member

Retired

Tiffany Davis

Member

K&K Land Management





One Community Health

Hood River Clinic

849 Pacific Ave.
Hood River, OR 97031
541.386.6380

School-Based Health Center at Hood River Valley High School

1220 Indian Creek Rd.
Hood River, OR 97031
541.308.8345

The Dalles Clinic

1040 Webber St.
The Dalles, OR 97056
541.386.6380

Express Clinic

1010 Webber St.
The Dalles, OR 97058
541.386.6380

White Salmon Clinic

65371 Highway 14
White Salmon, WA 98672
509.493.2133

Stevenson Clinic

875 Rock Creek Drive SW
Stevenson, WA 98648
509.427.4212



Your donations support those most in need in our community. Scan this QR code to donate today!