



IMPLEMENTATION STRATEGY
Year Three Update, FY 2025
January 1, 2025 – January 31, 2025
TILLAMOOK COUNTY

2025

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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. 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 2025, 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

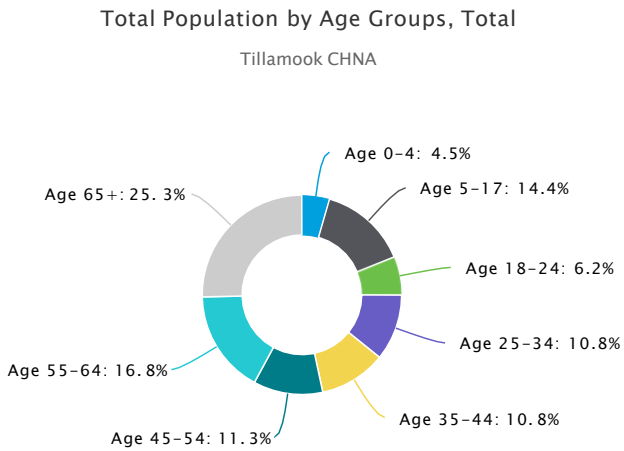
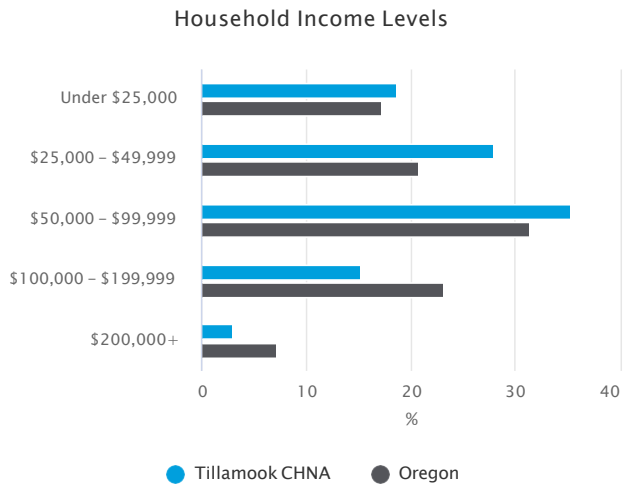
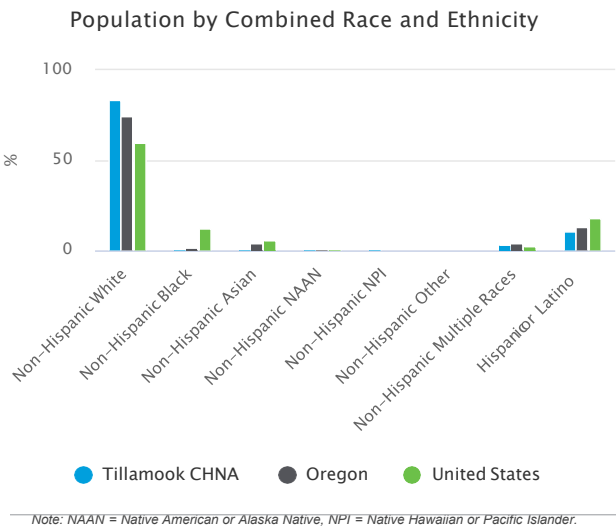
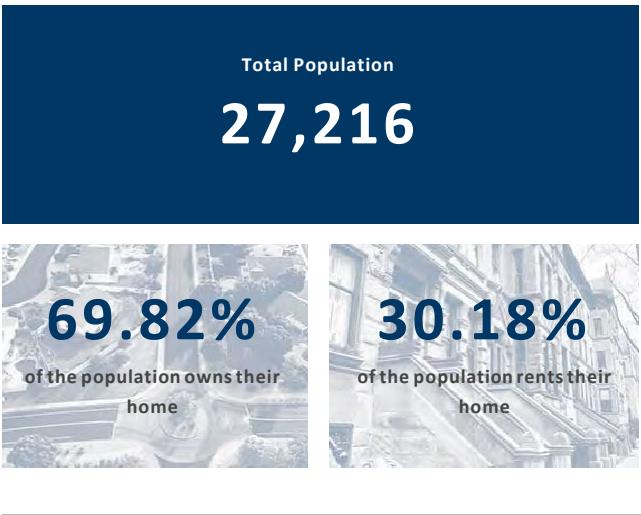
Tillamook County Board
of Commissioners
Tillamook County
Creamery Association
Tillamook County Family YMCA
Tillamook County Pioneer
Tillamook County Department
of Community Development
Tillamook School District 9

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.



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 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 2025 to address each selected High Priority Need.

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.
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Priority Area:	Access to Care	Sub-Category:	Barriers – Health Literacy	Defining Metric:	Linguistically Isolated Households
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Strategy:	Identify, communicate, and increase current resources for language, interpretation and translation services; Leverage support area agencies' desire to provide equitable and inclusive services.
Population Served:	Vulnerable populations: Population with limited English proficiency
Internal Partners:	Adventist Health care providers, teams and staff.
External Partners:	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) and employers.

Action:
Program/Activity/Tactic/Policy
- Collaborate with Tillamook County healthcare providers and community-based organizations (CBOs) to identify and implement collaborative strategies to increase access to translation and interpretation services. - Recruit and deploy bilingual community health workers (CHW) in Tillamook County 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. Worksites: promote ESOL classes, health literacy and language resources in Spanish.
FY 2025 YEAR THREE
Implement shared strategy to increase cultural and language access. Resurvey Tillamook County providers and CBOs to measure effectiveness.
Increase the number of bilingual and multicultural CHWs in Tillamook County to at least three (3).

ADDRESSING HIGH PRIORITY: ACCESS TO CARE

GOAL #2	Improve awareness, knowledge, provider relationships and health outcomes by increasing health literacy among Tillamook County residents.
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Priority Area:	Access to Care	Sub-Category:	Barriers – Health Literacy	Defining Metric:	Population with no health insurance; Adults with no high school diploma
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Strategy:	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.
Population Served:	Total population
Internal Partners:	Adventist Health Tillamook Marketing and Communications, Well-Being, Oregon Health Plan (OHP) enrollment assister, care providers, care coordinators and staff.
External Partners:	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)

Action:
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.
FY 2025 YEAR THREE
Continue to offer and plan for health literacy education opportunities.

ADDRESSING HIGH PRIORITY: ACCESS TO CARE

GOAL #3	As a county, adopt policies that further support culturally and linguistically responsive specific services.
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Priority Area:	Access to Care	Sub-Category:	Barriers – Health Literacy	Defining Metric:	Population without medical insurance; Households with no vehicle, Adults with no high school diploma
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Strategy:	Promote and support advancing diversity, equity and inclusion throughout Tillamook County as a way to lower barriers to accessing care in our community
Population Served:	Vulnerable Populations: Single-Parent Households, Disengaged Youth, Population with Limited English Proficiency, Aging population, Population with a Disability, Veterans
Internal Partners:	Administration, Business Development, internal OUR Tillamook team, Wellness
External Partners:	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)

Action:
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.
FY 2025 YEAR THREE
Continue to evaluate and update policies to reflect changing cultures.

ADDRESSING HIGH PRIORITY: ACCESS TO CARE

GOAL #4	Address root causes of health disparities and inequities through screening and closed-loop referrals for social determinants of health (SDoH).
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Priority Area:	Access to Care	Sub-Category:	Availability – Primary Care	Defining Metric:	Primary Care Shortage Areas
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Strategy:	Reduce the need for hospital, clinic visits, and on-going care management by addressing SDoH.
Population Served:	Vulnerable Populations including single-parent households, disengaged youth, population with limited English proficiency, aging population, population with a disability, children in poverty, and veterans.
Internal Partners:	Adventist Health Tillamook care providers, care coordinators, staff and volunteers.
External Partners:	CARE Oregon, Columbia Pacific CCO (CPCCO), partner organizations and CBOs within the Connect Oregon Network, powered by Unite Us.

Action:
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.

FY 2025 YEAR THREE

Deploy targeted improvements and investments in CHW utilization and Connect Oregon referrals to increase the number of closed-loop referrals for SDoH.

COMMUNITY IMPACT Access to Care SUMMARY/ALL STRATEGIES

On-going: Care teams continued to provide flu shot clinics, community-based well-checks, blood pressure and A1C screenings throughout the year. On-going screening and data tracking for social determinants of health was implemented within all healthcare settings. On-going distribution of over 3,100 Narcan opioid overdose reversal kits throughout Tillamook County was achieved in 2025 through the OUR Tillamook consortium led by Adventist Health Tillamook.

Goal 1: In 2025, there were a total of 1.6 FTE Spanish-language speaking Community Health Workers (CHWs) working directly in healthcare. This includes 0.0 FTE at Adventist Health Tillamook, 1.0 FTE CHW at Nehalem Bay Health Center & Pharmacy, 0.6 FTE CHW at Tillamook County Community Health Centers (Health Center). That said, approximately 22% of Health Center patients identify as Hispanic/Latino with over 60% of those seeking services in Spanish. When surveyed, patients expressed a strong preference for in-person interpretation over the video interpreters. The Health Center has consistently endeavored to have staff that can communicate with patients in their primary language, leading to setting targets for language capability staffing criteria. Typically, staffing ranges from 19 -25% of staff as Spanish language qualified via the County criteria. In 2025, 13.2 FTE at the Health Center were Spanish language qualified, including 3.8 FTE Care Coordinators. The Health Center incentivized the qualification criteria, so staff receive a 5% pay differential when qualified.

There are an additional 3.0 FTE Spanish language speaking CHWs at Tides of Change, the local domestic violence support center. These roles are using UniteUs for health-related social needs referrals. They are also tracking healthcare referrals to their services.

Goal 2: Health literacy was an on-going focus in 2025 through Tillamook County Wellness Health Promotions messaging via social media platforms and Radio PSAs. Additionally, health literacy content created in prior years continued to be featured on the Tillamook County Wellness website.

Goal 3: Prior policy efforts were augmented in 2025 by several workforce training courses that took place at Adventist Health Tillamook and Tillamook County Community Health Centers. These included evidence-based training that promoted self-awareness, communication skills, emotional intelligence, and social and cultural empathy.

Goal 4: Several community-based organizations (CBOs) in Tillamook County continued to use the statewide Community Information Exchange (CIE), UniteUs/Connect Oregon Network, for Social Determinants of Health (SDoH) referrals. While all healthcare partners conducted regular SDoH screenings during 2025, they did not follow up with closed-loop referrals within a CIE. Healthcare partners determined that it will be necessary for the CIE to be fully (aka bi-directionally) integrated into their electronic medical records system to avoid duplication of work. The lack of staff capacity was noted as a barrier.

In 2025, the Adventist Health system announced its electronic medical record transition from Cerner to EPIC and its contract with FindHelp, a Community Information Exchange (CIE) similar to UniteUs, to allow for integrated Social Determinants of Health (SDoH) screening and referral workflows beginning in 2026. The decision to use FindHelp, rather than UniteUs, will require Tillamook County CBOs to join another CIE in order to continue to work together on referrals. This will require additional staff capacity by both Adventist Health Tillamook and the community organizations to which referrals are made.

Healthcare partners' success with the 2024 Health Resources and Services Administration (HRSA) Rural Healthcare Partner Network planning grant resulted in an implementation grant application submission in January 2025. The long-term goal of the grant is to pilot and then scale closed-loop SDoH screening/referrals by adding care coordination capacity with Community Health Workers.

In May 2025, Tillamook County Community Health Centers received notification of award for the 4-year HRSA grant to continue implementation of the Tillamook County Rural Healthcare Partner Network. A network grant director was hired, and partners were convened beginning October 2025. The "Connect Well" grant work plan includes development of screening workflows for patients with pre-diabetes and use of both CHWs as well as a Community Information Exchange (CIE) to facilitate referrals to community-based programs whenever possible. The grant also includes a comprehensive diabetes prevention health promotions campaign, including promotion of the Connect Well program as well as the National Diabetes Prevention Program.

STRATEGY THAT CHANGED DURING THE YEAR:

The announcement by Adventist Health of their new contract with FindHelp resulted in strategic changes. Through prior grant funding, UniteUs had been integrated into Cerner allowing for closed-loop SDoH referrals to be conducted within the integrated CIE. However, given the planned transition from Cerner to EPIC and from UniteUs to FindHelp in August 2026, training staff on a process that will no longer be in use would not have been practical.

ADVENTIST HEALTH COMMUNITY IMPACT IN THE NEWS:

AHTM rural health clinics provided seasonal flu walk-in events, community-based well-checks, as well as blood pressure and A1C screenings throughout the year. On-going screening and data tracking for social determinants of health was implemented within all healthcare settings.

AHTM provided financial support in 2025 in support of access to care and health-related through community benefit contributions totaling \$5,000 to local community-based organizations including Tillamook YMCA, Tillamook Serenity Club, and Tillamook County Wellness.

The OUR (Opioid Use Response) Tillamook county-wide consortium that includes the Tillamook County BHRN (behavioral health resource network) is led by Adventist Health Tillamook. This group of collaborative community partners held 10 monthly all-partner meetings and 21 various workgroup meetings in 2025 to strengthen low-barrier

access to care for individuals impacted by substance/opioid use disorder and behavioral health needs. Six community partners, including AHTM, were awarded Oregon State BHRN grants for fiscal years 2025-2029 to continue services of outreach, screenings, assessment, treatment, housing support, and harm reduction.

[Adventist surgery expansion progressing | News | tillamookheadlightherald.com](#)

ADDRESSING HIGH PRIORITY: FINANCIAL STABILITY

GOAL #1	Develop an Associate of Applied Science Nursing Program that prepares students to take the NCLEX-RN licensure exam to become a Registered Nurse.
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Priority Area:	Financial Stability	Sub-Category:	Employment	Defining Metric:	Median household income
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Strategy:	Increase nursing career pathways and workforce employment pipelines for skilled healthcare occupations.
Population Served:	Total population
Internal Partners:	Adventist Health Tillamook President, EMS/Ambulance, Lab, Clinics, Urgent Care, and Hospital
External Partners:	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.

Action:
Program/Activity/Tactic/Policy
• TBCC Board of Education approves degree offering. • Complete program approval with Oregon State Board of Nursing. • Notify Northwest Commission on Colleges and Universities for approval to offer new degree. • Develop partnership agreements between clinical sites. • Design program evaluation plans. • Recruit nursing faculty for didactic and clinical instruction. • Recruit permanent Nursing Director. • Sign articulation agreements with educational partners.
FY 2025 YEAR THREE
Evaluate employment outcomes and/or transfer rates for first cohort.

ADDRESSING HIGH PRIORITY: FINANCIAL STABILITY

GOAL #2	Increase labor work force participation rates by increasing childcare availability and affordability.
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Priority Area:	Financial Stability	Sub-Category:	Employment	Defining Metric:	Median household income; Labor force participation rate
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Strategy:	Develop a multi-solution, county-wide plan to expand and sustain childcare in Tillamook County.
Population Served:	Total population
Internal Partners:	AHTM care teams, associates, and patients.
External Partners:	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

Action:
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.
FY 2025 YEAR THREE
Continue implementation and assessment of solutions. Measure improvements and secure sustainable funding.

ADDRESSING HIGH PRIORITY: FINANCIAL STABILITY

GOAL #3	Improve financial stability for individuals and families by increasing awareness, knowledge and skills related to financial literacy.
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Priority Area:	Financial stability	Sub-Category:	Stability	Defining Metric:	Housing cost burden; Delinquent debt
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Strategy:	Humanize financial literacy through inspiring, cultural, and linguistically relevant storytelling and increase access to financial literacy programs.
Population Served:	Total Population
Internal Partners:	AHTM Care Teams, associates, and patients.
External Partners:	Urban Rural Action (UR Action), Financial Beginnings Oregon (FBOR), Tillamook Bay Community College (TBCC), Tillamook School District 9 (TSD9), Habitat for Humanity, CARE, 1 st Security, community volunteers.

Action:
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.
FY 2025 YEAR THREE
Integration of “Financial Beginnings” into at least one school district, K-12.

ADDRESSING HIGH PRIORITY: FINANCIAL STABILITY

GOAL #4	Support individuals with substance use disorder (SUD), and who are experiencing poverty, regain stable long-term employment.
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Priority Area:	Financial stability	Sub-Category:	Stability	Defining Metric:	Unemployment
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Strategy:	Partner with individuals in our community to provide resources, skills, and opportunities to return to the workforce.
Population Served:	Vulnerable populations including disengaged youth, single-parent households, and the veteran population
Internal Partners:	AHTM Opioid Use Response (OUR) Tillamook Team, Well-Being
External Partners:	CARE, Tillamook County Community Businesses, Tillamook County BHRN Partners, Tillamook Family Counseling Center (TFCC)

Action:
Program/Activity/Tactic/Policy

- Implement a supportive employment program.

FY 2025 YEAR THREE

Track the number of people successfully employed after interaction with the supportive employment program.

COMMUNITY IMPACT Financial Stability SUMMARY/ALL STRATEGIES

Goal 1: In 2025, the Tillamook Bay Community College (TBCC) first RN cohort pass rate was 13 out of 14 for the National Council Licensure Examination (NCLEX). At least 11 of these 13 have been employed as Registered Nurses. It is unclear if 1 of the remaining 2 became employed and the final student has yet to take the NCLEX.

All seven (7) Medical Assistant (MA) students passed the national certification and found employment.

Sixteen (16) students completed the phlebotomy course with many going on to other programs, and at least 2 being hired at Adventist Health Tillamook.

There were seventeen (17) students who completed the EMT basic course with 12 students out of 13 passing the national exam. The remainder had not taken the test as of the end of 2025.

Goal 2: Childcare continued to be a critical focus in 2025. Selected as a stand-alone Community Infrastructure priority for the 2025 CHNA, childcare partners convened in four (4) workshops, May – October 2025. During this time, two (2) committee co-chairs volunteered to lead on-going meetings, along with development and implementation of a strategic plan. A formal, diverse committee was established which met six (6) times in 2025. The committee identified two (2) main focus areas with related goals. They gathered program details, cost information, and success stories from the established Clatsop County childcare solutions model. These goals will become part of the 2026-2028 CHIP.

Goal 3: Through a partnership with Financial Beginnings, free financial literacy classes continued to be offered throughout Tillamook County. Classes were held at Helping Hands, a homeless reentry program, the Oregon Youth Authority/Trask River High School, CARE, Inc., Tillamook Early Learning Center and Tillamook Bay Community College. A total of 29 classes served 420 individual sessions in 2025. Additional discussions took place with Consejo Hispano and Tillamook County Library, where classes would also be offered in Spanish.

During 2025, a Tillamook area representative was hired by Financial Beginnings. Through that role, discussions were conducted with all local school districts regarding embedding financial literacy education into K-12 curricula. Two of the 3 school districts are moving forward with plans to implement Financial Beginnings curricula in 2026. The third school

district has already adopted an alternate K-12 financial literacy curriculum. Additionally, this representative began discussions with local employers to introduce financial literacy as a workforce development training tool.

Goal 4: Through its supported employment program, Tillamook Family Counseling Center supported eleven (11) clients securing a total of 18 jobs (with certain individuals finding multiple jobs), during 2025. Many of these individuals are also supported by Peer Support Specialists. The OUR Tillamook consortium in 2025 used grant funding to set up active engagement and outreach pathways that connected 18 people with unmet SUD and behavioral health needs to services including housing support, medication assisted treatment, and peer support.

STRATEGY THAT CHANGED DURING THE YEAR:

During 2025, discussions were held between Adventist Health Tillamook Well-Being Director and Financial Beginnings to offer financial literacy training to associates in 2026. Due to recent organizational changes, this strategy will likely change in 2026.

ADVENTIST HEALTH COMMUNITY IMPACT IN THE NEWS:

AHTM is a long-standing partner with Tillamook Bay Community College (TBCC) in support of clinical courses and certification. In 2025, AHTM again provided in-kind clinical practice experience onsite at the hospital and clinics in which nursing students work side by side with inpatient and outpatient registered nursing staff. AHTM also contributed \$50,000 in community benefit funding for the TBCC nursing program. AHTM is a key employer for all of TBCC's clinical courses and certification, including nursing, medical assisting, phlebotomy and emergency medical services.

Through its role as a leader of the OUR Tillamook Consortium, in 2025 AHTM also facilitated grant funding for, and outreach focused on, housing services for people impacted by substance/opioid use disorder in Tillamook County. Two (2) project management staff employed by AHTM and funded by grants lead county-wide efforts to both bring in grant funding as well as lead frontline work to connect people to these services.

ADDRESSING HIGH PRIORITY: HOUSING

GOAL #1	Reduce housing cost burden and improve quality of life by increasing access to affordable and workforce housing.
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Priority Area:	Housing	Sub-Category:	Housing Costs	Defining Metric:	Severe Housing Cost Burden: H+T Affordability Index
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Strategy:	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.
Population Served:	Total Population
Internal Partners:	AHTM Administration & Human Resources, Community Well-Being
External Partners:	Tillamook County Department of Community Development (TCDCD), Tillamook County Housing Commission (TCHC) and its members, private developers, businesses, residents, and local municipalities

Action:
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.
FY 2025 YEAR THREE
Increase county housing vacancy rate from 1% (2019 baseline) to at least 5% through addition of new housing units.

ADDRESSING HIGH PRIORITY: 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.
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Priority Area:	Housing	Sub-Category:	Housing Costs; Homelessness	Defining Metric:	Cost Burden, Evictions, Homeless PIT and Students/Youth
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Strategy:	Partner with clinical and community-based organizations to screen for and connect people to housing navigation and home repair/maintenance support.
Population Served:	Vulnerable Populations including single-parent households, disengaged youth, population with limited English proficiency, aging population, population with a disability, children in poverty, veterans
Internal Partners:	RN Nurse Care Navigators, Care Managers, and care teams.
External Partners:	Potential external partners including CARE, Helping hands, Habitat for Humanity, churches, schools, and Community Benefit Organizations (CBOs).

Action:
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.
FY 2025 YEAR THREE
Increase the number of successful, closed-loop housing and home repair referrals.

ADDRESSING HIGH PRIORITY: HOUSING

GOAL #3	Provide low-barrier shelters to create safe sleeping locations for people who are unhoused or experiencing homelessness.
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Priority Area:	Housing	Sub-Category:	Homelessness	Defining Metric:	Homeless Point in Time (PIT)
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Strategy:	Partner with OUR Tillamook and Tillamook County Behavioral Health Resource Network (BHRN) partners to create a low-barrier sustainable shelter program.
Population Served:	People without housing, with insufficient and/or unsafe housing, especially homeless or unhoused individuals, people with low-incomes and among disadvantaged populations.
Internal Partners:	AHTM Business Development, OUR Tillamook Project Manager, OUR Tillamook Project Director
External Partners:	CARE, Tillamook County BHRN Partners, OUR Tillamook

Action:
Program/Activity/Tactic/Policy
• Increase # of low barrier shelters. • Track and manage the percent of occupancy of shelters. • Implement wrap-around service delivery, including connectivity to transitional housing, long-term housing, employment, mental health support, and substance use treatment.

FY 2025 YEAR THREE
Track shelter utilization and continue to provide wrap around services evaluate tracking later defined successes such as employment, transitional housing, long term housing etc.

COMMUNITY IMPACT Housing SUMMARY/ALL STRATEGIES
Housing was selected once again as a CHNA priority area in 2025. During May through October 2025, housing partners convened and established goals and measures for the 2026-2028 CHIP. Goal 1: Significant housing progress was made in 2025. While the vacancy rate remained near zero, \$3.78M in new funding was leveraged in support of middle and workforce housing development in Tillamook County. Additionally, \$400K was awarded in 2025 to local housing projects supporting 133 new housing units in various stages of development. Finally, the Tillamook County Housing Commission supported efforts by a commercial housing developer to establish a non-profit workforce housing development company. They were awarded non-profit status in 2025 and secured the property and financing needed to build a 72-unit workforce housing development near the hospital, which committed to preleasing units. Also, in 2025, a 60-unit affordable housing project was approved and started in the city of Manzanita, an area where the median house price exceeds \$800K. Notably, the land/project is deed restricted in perpetuity. Goal 2: For reasons explained under Access to Care, Goal 4, closed-loop referrals, using a CIE, did not occur as planned in 2025. However, all healthcare partners did regularly screen patients for housing as a social determinant of health and make referrals to CARE, Inc. when shelters and/or transitional housing was identified as a need. CARE places people within their shelters or refers them to other local shelter options. CARE, Inc. is using UniteUs to make their external referrals. Unfortunately, healthcare partner referrals are not happening within a CIE, resulting in inconsistent data tracking/reporting. Meetings were held in 2025 with Community Action Team (CAT) and Habitat for Humanity to discuss how healthcare partners can better refer patients with home repair needs to the Critical Repairs program. This information was shared with care coordinators and case managers but as yet, there is no formal workflow or means for tracking these referrals.

Tillamook County Wellness highlights the Critical Repairs program through multiple media, including a radio interview with the program director, to increase awareness among the public about the program.

Goal 3: In October 2025, CARE, Inc. officially opened West Shelter Village, adding 10 micro shelters to their original 6, with 24 beds. They also opened the Anchor Shelter, an 8+ bed congregate shelter. Staffed with peer support specialists, the new low-barrier shelters provide extensive wrap-around services and care coordination with local partners. By year end, 2025, the micro shelters were at 80% capacity and the congregate shelter consistently at/over 100%.

The average length of stay was 29 days and the percentage of people exiting to positive housing destinations was 15% between the shelter opening in October and the end of the year.

The local domestic violence service provider, Tides of Change, also offers shelter services and reported a 90% utilization rate for 2025 of the 6 available rooms. (Note: There are a total of 13 shelter beds, but individuals/families do not share rooms. Therefore, the bed utilization rate was 47%.)

ADVENTIST HEALTH COMMUNITY IMPACT IN THE NEWS:

[Tillamook County Housing Production Solutions Fund Accepting Applications for “Middle Housing” Projects – Tillamook County Pioneer](#)

[Tillamook County Housing Commission Announces Game-Changer Boost in Funding – Tillamook County Pioneer](#)

[Oregon Health Authority : New Tillamook shelter expands recovery housing access : External Relations Division : State of Oregon](#)

AHTM provided in-kind support in 2025 for the County-wide housing through the well-being director serving on the Tillamook County Housing Commission. AHTM also contributed \$2,500 in community benefit funding toward critical repairs and safe housing through Tillamook County Habitat for Humanity.

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 2025. 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 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

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Thank you for reviewing our Implementation Strategy Year Three Update, FY 2025. 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.

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/>

