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Forum on Rural Population Health

May 19-21, 2025
Seaside, Oregon
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**Equitable Community Partnership
A Reflection Tool**

Lisa Parks, Willamette Health Council

Marion County & Polk County Coordinated Care Organization (Marion-Polk CCO)
Joint Management Structure

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JOINT MANAGEMENT AGREEMENT

PacificSource Community Solutions

CORE RESPONSIBILITIES:

- CCO community governance
- Community investments
- Community Health Assessment & Community Health Improvement Plan

CORE RESPONSIBILITIES:

- Holds & manages CCO contract with the Oregon Health Authority
- Oregon Health Plan benefit administration
- Health plan operations

Board of Directors
(acts as the CCO's Governing Board)

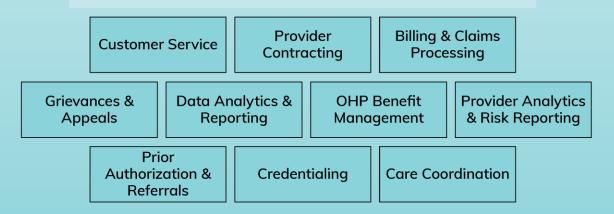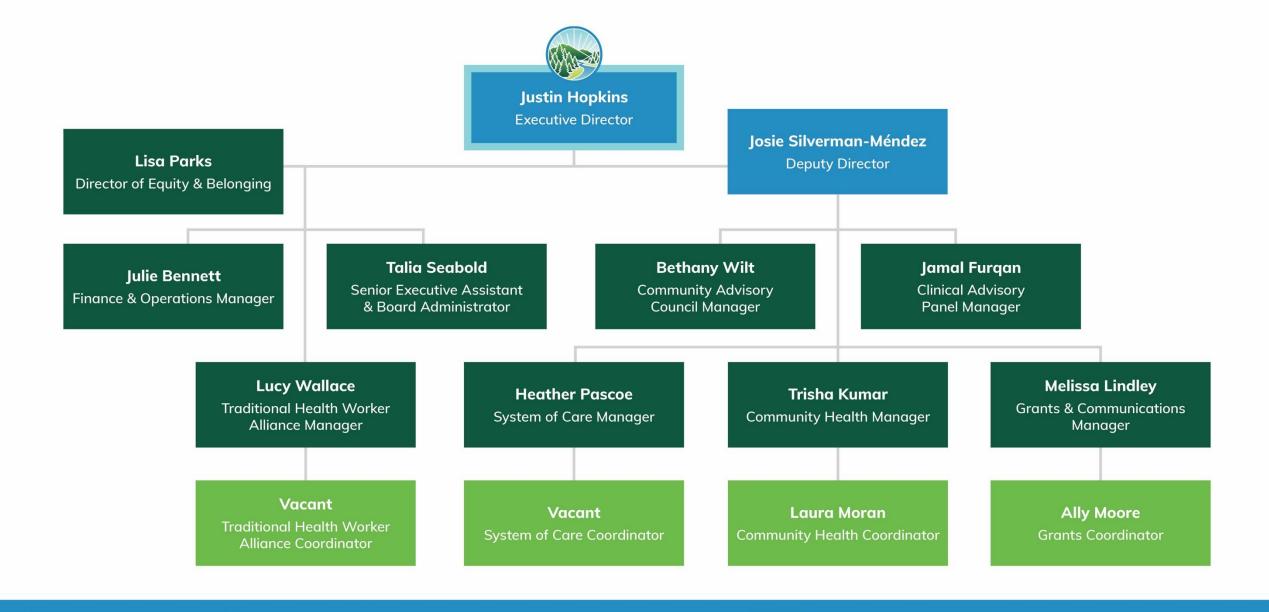| Community Advisory Council	Clinical Advisory Panel	Community Impact Committee	Marion-Polk System of Care

Finance Committee	THW Alliance	Community Health Program

Customer Service	Provider Contracting	Billing & Claims Processing

Grievances & Appeals	Data Analytics & Reporting	OHP Benefit Management	Provider Analytics & Risk Reporting

Prior Authorization & Referrals	Credentialing	Care Coordination

Last updated: October 2024

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Director of Equity & Belonging

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Alliance Manager

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The purpose of this study is to help community members, academic institutions, public sector agencies and/or non-profit organizations reflect on equitable practices for partnering with communities to achieve social change goals.

LIMITATION

Institutional policies, organizational structure, or funding requirements can limit how partners are able to work together.

This tool is neither a remedy to institutional barriers nor a substitute for the critical work of challenging the power structures that govern institutions.

Detailed protocols, restrictions on funding, and administrative requirements are among the realities that limit institutions' flexibility to partner with grassroots organizations or community groups in ways that are meaningful and beneficial to communities.

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To make the most of this tool, here are a few tips:

- **Preparation:** Encourage team members to reflect on the questions individually before the group discussion. This can help them organize their thoughts and feel more comfortable sharing.

- **Inclusivity:** Make sure that everyone has a chance to speak. You might want to set some ground rules to ensure that the discussion remains respectful and that all voices are heard.

- **Flexibility:** Adapt the questions to fit the specific needs of your team and the stage of your project. Feel free to modify or add questions as needed.

- **Documentation:** Keep a record of the key takeaways from the discussions. This can be useful for future reference and for sharing with team members who were unable to attend.

- **Follow-up:** Revisit the reflection questions periodically, especially during times of transition or significant changes in the project. This can help ensure that the team remains aligned and that any issues are addressed promptly.

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Dimension 1: Shared Understanding. These questions are designed to help your team align on the purpose, goals, values, and roles within your partnership

The main point of Dimension 1:

- Shared Understanding is to ensure that all partners in a project have a clear and mutual understanding of the purpose, goals, values, and roles within the partnership.
- This involves individual reflections on personal motivations and roles, as well as team reflections on shared values, goals, project plans, roles, institutional context, and accountability.
- The goal is to create a cohesive and aligned team that can work effectively together towards common objectives.

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Individual Reflections

- **Motivations and Roles**:
What motivates me to commit to this partnership?
- **Lessons from the Past**:
What challenges have I experienced related to building a shared understanding of team goals, member roles, and the scope of work?

Team Reflections

- **Values**:
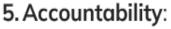What values, intentions, or commitments do we want to adopt to guide our work together?
- **Goals**:
What main goals do we hope to achieve, overall or in the current phase?
- **Institutional Context**:
Are there any policies, procedures, or regulations that will influence our work together?
- **Roles**:
What roles need to be filled during each phase of our project?

5. **Accountability**:
How will we keep ourselves accountable to the values, goals, and roles we have agreed on?

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Dimension 2: Collaborative Decision-Making ensures that all partners share influence over their work from the beginning to the end of their project.

The main point of Dimension 2:

- Collaborative Decision-making is to ensure that all partners share influence over their work from the beginning to the end of their project.
- Making decisions together or deciding that certain partners have more say over specific parts of the work.
- The goal is to increase community partners' influence over key decisions, potentially through consensus-based decision-making processes or by giving community partners the final say over key decisions.

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Individual Reflections

- **Participation in Decision making**:

What decisions are important for my partners and me to make together?

- **Lessons from the Past**:

What challenges have I experienced in the past related to decision-making?

Team Reflections

- **Establishing Decision-making Processes**:

How does our team want to make decisions? What kind of guidelines or processes would we like to use to support our decision-making?

- **Institutional Context**:

What decision-making rules or practices in the organizations represented here might affect how our team makes decisions?

3. **Promoting Equal Voice**:

How can our team address barriers to ensuring all team members can actively participate in making decisions?

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Dimension 3: **Meaningful Representation** focuses on reflecting on personal and professional experiences, gathering input from relevant groups, and creating a plan to ensure meaningful representation.

The main point of Dimension 3:

- Meaningful Representation is to ensure that the most critical perspectives are included in the project. Communities or groups that the project aims to benefit.
- Discuss whether team members are expected to represent specific groups and if they feel comfortable doing so.
- Periodically check in to discuss community representation, addressing any concerns that come up and revisiting the conversation as needed

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Individual Reflections

• **Personal Perspectives and Experiences**
What decisions are important for my partners and me to make together?
• **Lessons from the Past**:
What challenges have I experienced in the past related to decision-making?

Team Reflections

• **Defining Community:**
How does our team want to make decisions? What kind of guidelines or processes would we like to use to support our decision-making?
• **Representation:**
What are the most important decisions we should make together as a team?
• **Inviting People to the Table:**
Who will be present for these decisions?

4. **Gathering Additional input and Feedback:**
Which decisions (if any) can be made with limited input from the full team? Who will take the lead on those?

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Dimension 4: Reciprocal Partnership emphasizes the importance of partners exchanging expertise, experience, resources, and power to achieve their shared goals.

The main point of Dimension 4:

- Ensure that partners exchange expertise, experience, resources, and power to achieve their shared goals.
- Emphasizes the importance of mutual support, addressing barriers to participation, and ensuring that all partners benefit from their involvement in the project.
- Creating a balanced and equitable partnership where everyone contributes and receives value

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Individual Reflections

*   **Contributions**:

Currently, how much time can I give to this project?

*   **Risks**:

What risks (if any) do I face by taking part in this project?

*   **Benefits**:

What do I hope to gain from this project?

*   **Lessons from the Past**:

Have I experienced a partnership in which I or others felt overburdened?

Team Reflection

Reviewing Our Needs

•What additional knowledge, experiences, resources, skills, and time commitment do we need to make this project successful?

Addressing Barriers and Burnout

•How can we remove or address barriers that prevent people from participating in this project in the ways that they want to?

•**Ensuring Mutual Benefit**

•What practices or processes can we use to ensure that everyone is getting what they need and expect out of their participation in this project?

*   **Reducing Risk**

What can we do to reduce any fears or risks folks may be taking on by participating?

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Dimension 5: Respectful Relationships emphasizes the importance of building relationships based on mutual care, shared purpose, and respect for the unique contributions each partner brings to the table.

The main point of Dimension 5:

- Recognizing the value of all types of knowledge and experiences, and integrating community history, language, and traditions into the work.
- Ensure that all team members and the broader communities they work with feel valued, respected, and acknowledged.
- Identify any institutional or logistical limitations that make it difficult to build relationships in the broader community or integrate community knowledge, culture, or practices into the project design.

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Individual Reflections

Honoring Identities
•How do I prefer to be addressed?
Lessons from the Past
•In past experiences, what has made me feel valued as a member of a team?

Team Reflections

Community Building and Relationships
•What can we do to ensure everyone feels valued and recognized for their work?
Community History
•What should we know about communities' historical experiences with relevant institutions?
Community Strengths
•How can we emphasize, mobilize, and integrate community strengths into the project design and implementation processes?
Contextual Limitations
•Are there any institutional or logistical limitations that make it difficult to build relationships in the broader community or integrate community knowledge, culture, or practices into our project design?

Cultural Relevance
•What are some culturally appropriate and accessible ways of communicating with communities about this project?

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The Community Engagement Spectrum can be categorized into different levels of engagement based on the degree of community involvement and influence. Here are the categories:

1. **Ignore**: This level represents no engagement with the community. The community is not considered or involved in any part of the decision-making process.
2. **Inform**: At this level, the community is provided with information about decisions that have already been made. The goal is to keep the community informed, but there is no opportunity for feedback or input.
3. **Consult**: This level involves seeking input and feedback from the community on specific issues or decisions. The community's opinions are considered, but the final decision is still made by the project team or organization.
4. **Involve**: At this level, the community is actively involved in the decision-making process. Their input is sought throughout the process, and they have a more significant influence on the outcomes.
5. **Collaborate**: This level represents a partnership between the community and the project team or organization. The community is involved in all aspects of the decision-making process, and there is a shared responsibility for the outcomes.
6. **Defer**: At this highest level of engagement, the community has the final say in the decision-making process. The project team or organization defers to the community's decisions and supports their implementation.

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Group Activity:

The vignette illustrates the different levels of community engagement:

- Collaborate with 3 to 4 people in the room
- Your team is struggling with one of the Dimensions(Lisa will give your group a dimension)
- Decide which Community Engagement Spectrum your team lands on to make the best decision for the community.

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Thank you!

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Thank you to the 2025 Forum partners!

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