

Building Whole Health Together

CASCADIA HEALTH ANNUAL REPORT | 2023 - 2024

Photo Credit: Michelle O'Shea

Whole Health, Whole Lives, Whole Community

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To our whole community

Whole Health is a phrase we use a lot at Cascadia.

More than a phrase, it's become the driving force behind the services we provide, how we seek to serve people, and the vision and responsibilities we have for our community. Over the past year, we've had many conversations about what this truly means, and how we continue to ensure it accurately embodies the many parts of who we are.

Ultimately, Whole Health grounds us in our mission to serve our community by opening the door to a more connected system and organization that delivers integrated mental health, addiction treatment, primary care, housing, and more. It informs the many initiatives that are core to our work, and throughout this report, we hope you'll see how Whole Health shows up for us each day, and how it is grounded in our vision for the future.

This past year, we were equally intentional about understanding what Whole Health looks like for our staff. We sought ways to connect, listen, and learn from each other. Through multiple workgroups and initiatives composed of staff across all levels of the organization, we used Whole Health as a lens to enhance workforce development, compensation, recruitment, safety, equity, and so much more. By looking inward, focusing on people (page 7), and collaborating across disciplines, we are strengthening our foundation and increasing our capacity to solve a complex puzzle that goes beyond ourselves.

This internal work led to major overhauls of systems to improve and better integrate care for our clients (page 11) and prioritize sustainable and responsible **stewardship of our resources (page 23)**. It provided us with a framework for how to modernize digital platforms, revamp access points, and pursue clinical and operational reforms to better coordinate care for desired outcomes. This included expanding OCHIN Epic across all behavioral health services (page 13), streamlining finance and human resource functions through Workday (page 13), implementing team-based care to coordinate services across departments (page 13), and opening the new Talbert Health Center to increase capacity and broaden access within Clackamas County (page 15), among other vital initiatives.

This year, the Whole Health of our clients, communities, and staff was impacted by the complexities of the homelessness crisis, the dangers-and increased availability—of fentanyl and other drugs, as well as continued underinvestment in community behavioral health. Working closely with industry and community partners, Cascadia committed itself to prioritizing advocacy and engagement to lead conversations and impact decisions that yield positive and equitable changes for our communities (page 17). This included pursuing legislation to enhance workplace safety within behavioral health, fund behavioral health workforce education, and establish the Certified Community Behavioral Health Clinic (CCBHC) model for expansion statewide, along with measures and investments addressing substance use disorder treatment, criminal justice efforts, and housing.

As I look at what we've accomplished and the many lives we've touched, I'm proud and I'm hopeful. Whole Health is achievable. And it is with this belief and intention that we'll ensure everyone can experience the wellbeing and self-directed and connected life they deserve.



Derald Walker

Derald Walker President & Chief Executive Officer Cascadia Health



As I look at what we've accomplished & the many lives we've touched, I'm proud and I'm hopeful.

Whole Health is achievable.



Our Vision:

A community where everyone benefits from whole health care, experiences wellbeing, and has a self-directed, connected life.



Our Mission:

Cascadia Health delivers whole health care-integrated mental health and addiction services, primary care, and housing—to promote and support the wellbeing of the communities we serve.



Our Values:

Accountability | Determination | Equity | Innovation | Knowledge | Organizational Health | Respect | Wellbeing

With our belief and intention in achieving Whole Health, our focus on people, care, community, stewardship of resources, along with a foundation of equity, will lead us toward success.

Cascadia works to advance a workplace culture that fosters trust, transparency, cultural responsiveness, belonging, safety, and learning in support of community.

COMMUNITY

Cascadia prioritizes engagement with community to promote equitable whole health and improve the system of care.

> Cascadia believes in Whole Health-integrated mental health, addiction services, primary care, housing, and more—to promote and support the wellbeing of those we serve, regardless of ability to pay.

Our Roadmap

EQUITY + INCLUSION

PEOPLE

STEWARDSHIP

Cascadia looks to establish and maintain sustainable systems and investments that move our resources into support of the community.

CARE

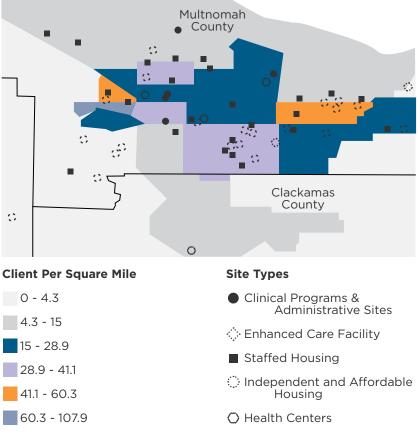


Our people make the daily work of Whole Health possible. Facing immense challenges this year, together our staff has risen to the mission of serving our whole community. The dedication of each person who shows up to serve every day is the reason why our clients have homes, stability, connection, and opportunity.

Over the course of the year, Cascadia employed 1,245 individuals representing dozens of departments and hundreds of roles across 65 locations.

We are counselors, clinicians, nurses, peers, social workers, treatment specialists, skills trainers, case managers, property management and office specialists, tech and data experts, project managers, and so much more.

The Communities We Serve





different credentials are represented across our substance use, mental health, primary care, and peerdelivered services, including:

87 employees certified as recovery mentors and alcohol and drug counselors

552 certified mental health workers, including 172 master's-level providers

80 psychiatric and primary care providers, including doctors, nurses, medical assistants, and more

> 98 providers of peerdelivered services



Master's-level clinicians used the licensure supervision support benefit to pursue their Licensed Clinical Social Worker (LCSW), Licensed Professional Counselor (LPC) or Licensed Marriage and Family Therapist (LMFT) licenses.



At Cascadia Health, we believe it is critical to support our people as they bring their whole selves to work.

In the past year, we have continued to invest in programs, initiatives, and activities aimed at promoting wellbeing, professional growth, and community, including:

- Strengths Based Leadership: Since 2014, more than 400 employees have completed this program designed to empower individuals to explore, develop, and use their personal strengths in their work. Congratulations to the 23 employees who successfully completed this program last year.
- Loan Forgiveness Assistance: Cascadia is dedicated to empowering employees to pursue student loan forgiveness for which we provide assistance in completing applications.
- Licensure Supervision Support: Cascadia takes pride in nurturing the professional growth of our employees. Through financial

assistance, employees can access support from Board-approved LPC, LMFT, and LCSW supervisors in the community to satisfy licensure requirements.

- Volunteer Time Off: Cascadians are passionate about giving back to their communities. Cascadia believes in supporting this passion by providing volunteer time off to engage in meaningful volunteer activities and make a positive impact beyond the workplace.
- Trauma Support Team: This team offers unique staff-to-staff support to help employees process ongoing work stressors like burnout or traumatic events.



By the **Numbers**:





Hiring events at our sites and in the community held by Cascadia this year



Strength Based Leadership graduates





Employees were active in the apprenticeship program, a career pathway that lets staff get on-the-job QMHA training

Instances of staff-to-staff trauma support, helping more than 100 employees

Of current Cascadia

employees hold at least

one mental health, medical,

psychiatric, substance use, or

peer services credential









"There's so much that goes into the whole picture of supporting someone, and I want our community to know that Cascadia can offer those services. They're available, and they're accessible."

Marie Aquino

Clinical Director



CARE

When people come to Cascadia Health for support, we know our care needs to address the whole person. When a client seeks mental health or addiction treatment, our teams can also address housing needs or connect individuals to shelter options.

We support them in getting enough to eat, taking a shower, washing their clothes, seeing a doctor, filling medications, and supporting their overall wellbeing.

Between July 2023 and June 2024, Cascadia provided mental health, addiction treatment, primary care, housing support, wellness services, and crisis response to over 18,000 unique individuals and families across Clackamas, Multnomah, and Washington counties, including 12,000 ongoing clients.

- 10,292 received mental health services
- 1,075 received addiction treatment
- 2, 288 received primary care
- 1,136 received wellness and community support, including supported employment, housing, and street outreach services.
- 593 received specialty mental health services, including treatment and counseling for those who are justice involved.
- 6,115 individuals received crisis response services in the community through Cascadia's Project Respond teams
- Nearly 1,200 individuals and families accessed housing and housing support services, including 374 individuals across residential treatment and supported housing, and 825 individuals in independent affordable housing.



"They have the health care, the mental health care, they even have case workers, street outreach, and housing. The fact that they have all those things means a lot of stability for me. I started with the mental health aspect, then I went to primary care. It helped me get where I am today. I was briefly homeless, and they had the outreach team and a case worker help me. Now I'm housed with Cascadia."

Cheyenne

Cascadia Client

Transforming Together: Innovations for Whole Health

There are many pieces to Whole Health: physical, mental, social, environmental. Too often these pieces are fragmented, separated by specialties, diagnoses, billing codes, physical spaces, funding streams, and more, creating barriers to getting what we need to be well.

Cascadia is on a path toward putting these pieces together. We're modernizing our technologies, uniting teams across disciplines, opening doors to make it easier to find and get needed care and services, and creating more efficient and cost-effective systems that focus on improving health outcomes.

SHIFT: Cascadia Health was selected to be part of CareOregon's first cohort of behavioral health organizations to participate in SHIFT, giving Cascadia access to resources and expertise to build client-driven, outcomes-focused, teambased care models that reduce health inequities, assure timely access to care, and prepare for advanced value-based payment models.

Team-Based Care: In November 2023, Cascadia began implementation of team-based care, an evidence-based model of care that allows clinicians and other service providers to better meet the needs of clients. Whether a client needs help managing blood pressure or depression, or to be connected to social or wellness services, their team of providers can help coordinate those needs together. To-date, fifteen teams have been trained and assigned a panel of clients. Over 2,600 Cascadia clients are assigned to a team of providers who are working to meet their needs holistically. **OCHIN Epic:** As we continued our focus on care integration, it became clear that moving to a single electronic health record system was vital. Streamlined access to diagnoses, medications, appointments, billing, and more will help Cascadia providers focus on serving our clients' integrated needs. OCHIN Epic for non-residential and outpatient settings is expected to go live September 2024. Residential settings, PSRB, and respite are expected to begin using Epic in early 2025.

Workday: In line with upgrading technology systems on the clinical side, we worked to modernize business functions through a new enterprise resources planning system: Workday. Workday allows us to streamline finance and accounting functions and enhance human resource capabilities. Like Epic, this effort will help standardize internal workflows, improve reporting and analytics, and enhance system security and manage IT complexities.

Peer Services: We saw exciting growth in our peer navigator program, increased peer support in staffed housing, and participated in the forensic navigator pilot, helping set the bar for better support of the Aid and Assist population.

Whole Health takes all of us **Partner Spotlight: CareOregon**

This year of transformation and growth would not be possible without key partners.

Through investments, resources, collaboration, and genuine conviction in the work Cascadia does, CareOregon has been a champion for our cause and for the clients and communities we serve.

- **\$1.8 Million:** Investment towards the new Talbert Health Center
- **\$6.25 Million:** Investment towards expanding OCHIN Epic



- **\$12 Million:** Across services contracts
- **Spearheaded SHIFT:** Selecting Cascadia Health to participate in its first cohort to build client-driven, outcomes-focused, team-based care models that reduce health inequities, assure timely access to care, and prepare providers for advanced value-based payment models.



Whole Health **Under One Roof**

Last year, Cascadia moved its Clackamas Health Center to a larger facility in the heart of Clackamas County.

Looking to expand access and broaden services, the new Talbert Health Center officially opened in November 2023, and Cascadia leadership, staff, and community partners celebrated its official opening in spring 2024.

The clinic offers clients a new wellness center, on-site child-sitting for clients accessing services, and an expanded array of Cascadia's existing mental health, addiction medicine, and primary care services, as well as connection to housing and wellness supports.

Talbert brings to Cascadia:

- 13 additional staff workstations
- A designated child and family space in the lobby
- A resource room (including laundry and shower facilities for clients to use)
- A child-sitting and family services room
- Additional group spaces
- 3 additional primary care exam rooms, with the ability to add more down the road
- One extra care coordinator
- The addition of a psychiatric mental health nurse practitioner



"Where we get care matters. As we grow to meet the needs of the community, we want to ensure the spaces in which we provide care offer clients a sense of welcome, of safety, and where healing can truly flourish."

Bukhosi Dube, MD,

Chief Medical and Health Integration Officer

Easier Access to **Care**

Over the past year, Cascadia Health has focused on making access to outpatient mental health services faster, easier, and more client friendly.

Prior to 2023, in order to get a mental health Today, hospitals, community partners, and assessment and access mental health services. existing clients can now connect with an an individual would need to call Cascadia on access group twice a week to begin the intake the first of each month and hope appointments process and have their needs met. In addition, were available. This often resulted in delayed community members and individuals seeking care or leaving individuals without a pathway care can call Cascadia's Access, Information, and to care altogether. Referral (CAIR) phone line any time to receive immediate services through the access groups, Through an internal Access Workgroup, Cascadia wellness centers, or peer navigators.

developed objectives to help guide and rethink intake processes for both hospital discharges and By flipping the intake process on its head, 65% existing client referrals, as well as address internal of individuals who came into Cascadia services capacity issues. At the same time, the workgroup through a hospital discharge were connected ensured that all pathways to care addressed an to, or are active in services. In addition, 77% individual's immediate needs first (such as food, of existing clients were connected to mental hygiene, shelter, or primary care), in addition to health services. accessing mental health services.

Addiction Medicine and Harm Reduction

We believe that more than anything, our community deserves compassionate and responsive integrated care, as we serve our clients exactly as they are.

As we continually evaluate our approach, Cascadia has expanded its philosophy to better meet individuals where they are in their recovery journey, including medicationonly options. At the same time, we know that acceptance and respect are the first steps to reducing harm and meeting someone where they are, and over the last year we rolled out key changes to help them stay in treatment, avoid additional health risks associated with drug use, maintain employment, and more.

To make sure we're always meeting that standard, Cascadia spent the last year expanding our policies in addiction medication and harm reduction—an evidence-based and sustainable method of helping people heal, create change, and stay safe. Since 2018. Cascadia Health has offered medication coupled with therapy for individuals living with substance use disorders.

Whole Health: Advocacy + Engagement

Over the past year, Cascadia has focused on building relationships and participating in conversations that yield meaningful and positive change for our communities.

Whether in Salem or Portland, we continue to take part in dialogue that advocates for equitable whole health and improves the systems we rely on to care for people.

This spring, the Oregon Legislature passed major policies during a short session often reserved for technical amendments and minor budget reallocations. Individual reforms were packed into two main bills: House Bill 4002 and its companion bill, House Bill 5204. Ultimately, these measures set in motion reforms to Measure 110, authorizing funding to help counties implement deflection programs in addition to funding for crisis stabilization centers. Other policies and subsequent funding under these bills included various priority legislation for Cascadia:

- Establishing the CCBHC model in Oregon statute, beginning expansion statewide
- Creating a task force on workplace safety issues within behavioral health
- Funding the United We Heal apprenticeship program
- Funding behavioral health workforce education at Oregon's six public universities
- Studying barriers to SUD treatment and opioid use disorder medication for Oregon youth
- Eliminating certain prior authorization requirements for utilization management of SUD medications
- Allowing pharmacy to prescribe and dispense "early refills" of medication for opioid use disorders
- Creating a task force on behavioral health accountability focused on regional collaboration of behavioral health resources



Key legislation during the 2024 session put into motion the Oregon Taskforce on Improving the Safety of Behavioral Health Workers, directly aligned with Cascadia's priority around improving safety.

Two Cascadia staff were selected to represent both behavioral health workers and employers, including Eric Sevos, Chief Operating Officer, and Jeremy Lankenau, Crisis Counselor.



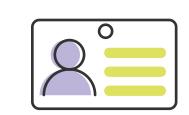
Whole Health in Our Community:



Workgroups + Committees 45+ External committees and workgroups on which Cascadia Health staff served



Supplies + Donations Gathered \$760,918 in donations. 250+ pairs of socks in our Pride sock drive, and served nearly 100 kids at our school drive and haircut event.



Job + Resource Fairs Conducted outreach and tabled at more than 20 community events, raising awareness about career opportunities.



Sponsorships Distributed \$28,735 in sponsorship of nonprofit events, in addition to staff support for marketing, social media, tabling, & swag



Community Socials + Support Groups

Held monthly community wellness socials at Garlington Health Center, bringing clients, families, and neighbors together for music, food, and fun. The Conversations on Aging team tabled at four events.

Honors + Recognition

- Project Respond was honored with the "Charles Moose Community Service Award" by the Portland Police Bureau
- Chief Medical and Health Integration Officer, Bukhosi Dube, MD received Fellowship in the American College of Physicians
- Project Respond participated in Portland City Club's "It Takes a Village" event series
- Senior Director of Peer-Delivered Services, Molly Griggs, honored as Oregon's "Homegrown Peer Leader of the Year" at Peerpocalypse 2024
- Cascadia Health recognized by the Portland Timbers during Mental Health Awareness Night
- Centennial Place Apartments named "Project of the Year" by the Daily Journal of Commerce

Spotlight on Safety

The work we do is challenging and does not come without risk. This means that as an agency, as leaders, as staff, and as a community the need to recognize, foresee, and plan for various situations is ongoing.

This past year was one of regrounding, with our leadership and staff prioritizing ways to improve and ensure safety and wellbeing for employees and clients alike. As part of this effort, Cascadia Health contracted with an independent consultant to conduct a safety evaluation and set in motion multiple efforts addressing environmental risks, security culture and management, security policies and operations, technology, and training. In addition, Cascadia committed \$1 million toward investing in safety-specific measures

- Staffing: Hired Director of Security
- Staffing: Hired full time Safety Administrator
- **Staffing:** Increased safety staffing at each health center
- Staffing: Scheduled two staff for all overnight shifts within staffed housing
- Staffing: Increased shift differentials for overnight shifts within staffed housing
- **Technology:** Updated camera systems and communication technology
- Environmental: Improved lighting and visibility surrounding Cascadia sites
- **Operations:** Updated supervision templates to ensure safety and security are discussed as teams
- **Training:** Require Pro-ACT training as part of new employee orientation (prior to reporting to work sites)
- Advocacy: Received two appointments on the legislature's Taskforce on Improving the Safety of Behavioral Health Workers
- Advocacy: Continued work with county and state officials to ensure appropriate funding for our existing workforce-and increased workforce needs-as well as advocate to adjust Oregon Administrative Rules and the payment structure to support better staffing and increase safety for both staff and clients.

As these and other initiatives continue in the months and years ahead, we will regularly review safety from clinical, facilities, and staffing perspectives and continue to find ways to support each other, learn together, and build an environment where everyone feels safe.

COMMUNITY

Whole Health **Supported by Philanthropy**

Culture of Caring Gala | 2023

Cascadia's 7th Annual Culture of Caring Gala was a unique hybrid event. We celebrated in-person with an intimate donor recognition gathering on October 5, 2023, followed by a vibrant virtual gala on October 12. This event brought awareness to Cascadia's mission and shone a light on clients, dedicated staff, and outstanding community members whose impactful contributions span health and housing, art and social justice, and civic engagement. The gala featured captivating musical performances by Gabriel Kahane. Together, we raised over \$310,000 in support of Cascadia's initiatives.

HEART | 2024

Each year, Cascadia's HEART events explore challenges unique to women in our community while working to reduce the stigma of mental illness, and celebrating stories of hope. Heart 2024 was Cascadia's first fully in-person event

since the COVID-19 pandemic. We featured the work of local artist and disability activist. Alexis Neumann. Her piece "Rose-Colored Windows" was installed throughout the month of May at Sisters Coffee in Portland where we gathered to raise awareness of the importance of mental health care for all women. Our event featured Cascadia's Sr. Director of Peer Delivered Services, Molly Griggs, and Medical Director of Acute Crisis Services, Dr. Rocky Hostetler Lippy.

Thank you, Donors!

We extend heartfelt thanks to our generous donors for their continued support. Your contributions to Cascadia enable us to deliver transformative health and housing services to individuals of all ages facing mental health challenges, addiction, trauma, poverty, housing instability, and homelessness. For a detailed list of our corporate and individual donors, please see page 25.



Whole Health Rooted in **Equity, Diversity & Inclusion**

2024 – 2026 Equity Action Plan

When Whole Health is steeped in equity, everyone benefits. Since 2020, Cascadia Health has committed to integrating equity into our daily work using the Protocol for Culturally Responsive Organizations. With guided strategic discussions across nine workgroups, we have been able to assess, plan, and take action on feedback gathered from Cascadia's annual employee survey. As we looked to inform the 2024-2026 Equity Action Plan, we combined work and feedback from Cascadia's Racial Equity Team, Trauma-Informed Care Committee, as well as the annual employee survey. The 2024-2026 Equity Action Plan identifies five main focus areas, as well as goals and objectives for each.

- Commitment in Governance and Leadership
- Organizational Climate, Culture, and Communications
- Service-Based Equity
- Workforce Composition and Quality
- Data, Metrics and Quality Improvement, **Resources and Contracting Practices**

Cascadia's EDI Team

Cascadia's Equity, Diversity & Inclusion Team works across the organization to provide tools, resources, opportunities, and activities to engage staff and community in fostering a culture of equity and belonging. This includes a Racial Equity Plan created by Cascadia's Racial Equity Team to help guide the organization across a three-year period. The current Racial Equity Plan spans 2024-2026.

The EDI Team engages employees and community through Employee Resource Groups (ERGs), caucuses, community groups, and activities, including:

- Monthly meetings of the Pride Employee Resource Group (ERG). This team extended its reach this year by presenting at the Wellness monthly community social and conducting three "Pronoun Gym" training sessions
- Launched the Disability Advocacy ERG and held monthly meetings
- Monthly PRIDE Caucus meetings
- Monthly SURE (Show Up for Racial Equity) **Resource Group meetings**
- Two yearly Strengths Based Leadership cohorts
- STIRY (Supporting Transgender Immigrant & Refugee Youth)
- Weekly Mindfulness Moments
- Portland Pride
- Kickstarted "Women of Cascadia Leadership," began regular meetings

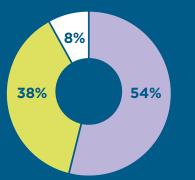


When Whole Health is steeped in equity, everyone benefits.



Whole Health **Investing in Our Future**

Revenue



In 2023. Cascadia received a total of \$105 million in funding:

54% (\$57 million) from clinical and residential services (feefor-service, case rates, and personal care services)

38% (\$40 million) from service contracts and grants

8% (\$8 million) from other revenue, including investment, rental, and fundraising income This past year we focused on strengthening and expanding existing services and infrastructure to support Cascadia's long term capacity to serve our community, including:

- The new Talbert Health Center on Sunnyside Road replaced the McLoughlin site that was in need of more space and updates. Today, the Talbert Health Center offers more services and opportunity for our Clackamas communities.
- Cascadia invested in three new sites to expand residential services. The purchase and renovations of these residential sites (partially funded through grants provided by the Oregon Health Authority) will open for services in 2025.
- Cascadia made infrastructure investments to better integrate care and improve operational functions through expanding Epic electronic health record system across behavioral health and residential services, and implementing a new enterprise resource planning (ERP) system, Workday.
- Increasing salaries and benefits for all employees
- Investing in workplace safety and security

Board & Leadership

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Cascadia Health

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STEWARDSHIP

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> The CommuniCare students of Tualatin **High School** (IB Seminar)

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