OREGON RURAL HEALTH TRANSFORMATION | OREGON HEALTH AUTHORITY

Rural Health Transformation Program

Rural Health Coordinating Council (RHCC)

October 9th, 2026

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Disclaimer

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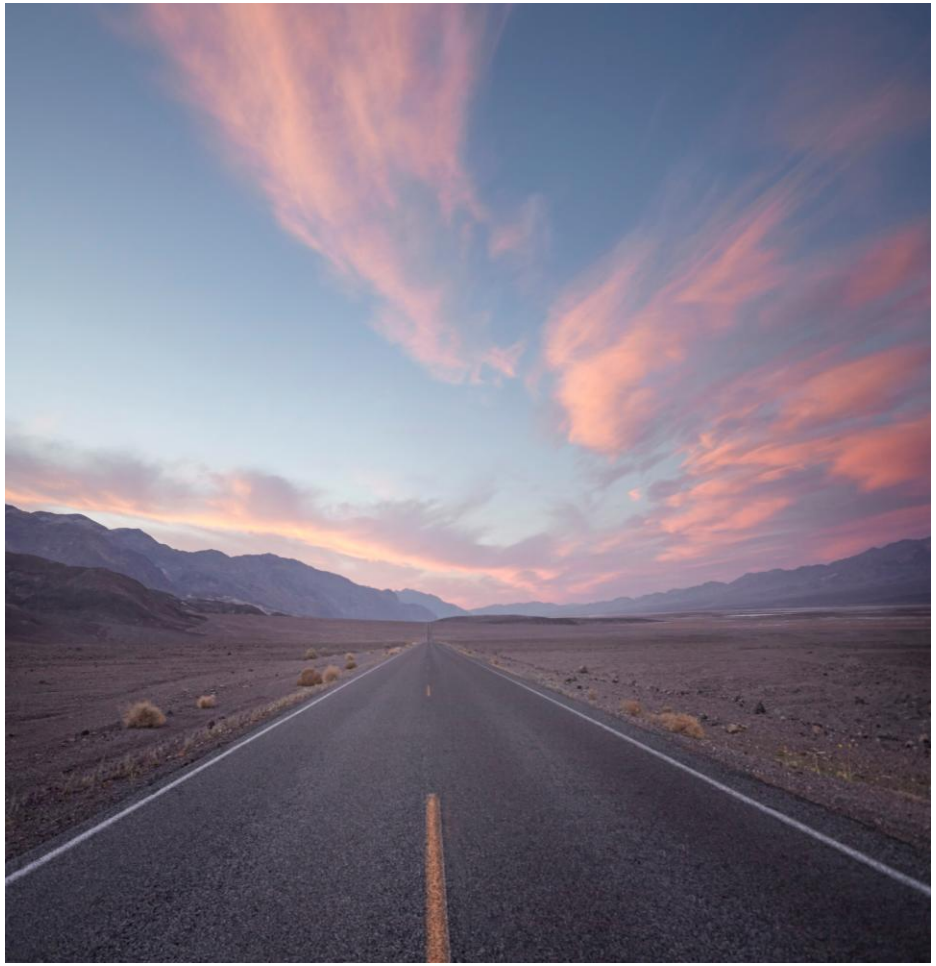
Agenda

I. Background
   I. Foundational RHTP design for Oregon
   II. Summary of Year 1 Funding

II. Budget Year 2
   I. Status, plan, and implementation

III. Future planning
   I. Phase 2 visioning

IV. RHTP – OHA operational updates



RHCC's Advisory Role in Year 2

The Council brings rural expertise into program planning and implementation.

- Identify emerging needs, regional priorities and implementation barriers
- Advise OHA on partner engagement, technical assistance and future planning
- Offer rural perspectives on how proposed decisions may affect communities
- Help OHA understand where communication or coordination needs to improve

Advisory Role

RHCC provides expertise, perspective and recommendations. OHA retains responsibility for final program, funding and compliance decisions.

RHCC Discussion Questions

Operational

- What are your reflections on the Transformation Fund [direct] awards for Years 2+?
  - What are the pros/cons of the different funding distribution pathways?
- When will partners be best prepared for another large procurement process?
- Are targeted procurements more effective (e.g., infrastructure focused) or do they cause admin burden?

Policy Design

- Are there any RHTP-funded programs that the RHCC thinks would benefit from greater alignment and/or scaling in future funding?
- Where would you individually want to see more funding directed (specific activities or transformational ideas) in the future?

Background:
Foundational RHTP Program Design and Summary of BY1 Funding

Oregon's 5 Initiatives

$197.27M
For Budget Year 1



Initiative Name	Initiative Description
Regional Partnerships & System Transformation	Applies regional solutions to enhance Oregon's shared healthcare infrastructure and promote financial stability in rural communities. This initiative funds local proposals to create and sustain partnerships between health care and social service entities. It leverages a hub-and-spoke model to improve care coordination and build long-term sustainability, with a focus on at-risk services like maternity care.
Healthy Communities & Prevention	Bolsters rural health systems by expanding access to integrated primary care and social health services that promote prevention and care management. The initiative supports Oregonians across all life stages, from expanding nurse home-visiting programs for new families to community-based services that help seniors age in place. It leverages local partnerships and technology-driven solutions to address health needs across the entire lifespan.
Workforce Capacity & Resilience	Addresses the growing shortage of health care professionals in rural communities through targeted investments and innovative strategies. This initiative expands Oregon’s skilled health care workforce by creating new training opportunities and long-term capacity across the state. It supports the current workforce by enhancing provider wellness and retention through peer support and expanded tele-mentoring.
Technology & Data Modernization	Transforms Oregon's rural health communities through investments in enhanced technological approaches and solutions including artificial intelligence (AI) and remote patient monitoring. This initiative ensures digital access and secure sharing of health information, reducing administrative burden and improving coordination across providers, patients, and systems. It focuses on support for providers and rural communities to thoughtfully invest in technologies that meet their needs.
Tribal	Supports the Nine Federally Recognized Tribes of Oregon in implementing and enhancing projects that align with their individual priorities and goals. This initiative honors the self-determination and sovereignty of the Tribes, recognizing them as best positioned to lead healthcare transformation for their communities. It leverages partnerships between the Oregon Health Authority (OHA) and Tribal governments to ensure investments create long-lasting and sustainable impacts.

Types of funding pathways

1. Transformation Fund Awards
    - Rural Health Clinics
    - Rural hospitals
    - Local Public Health Authorities
    - Federally-Qualified Health Centers
2. Catalyst Awards (RFGP)
3. Immediate Impact direct awards
4. Regional Planning
5. Tribal Initiative Awards



Year 1 reflections on success

Overall: Met all funding and obligation objectives for Year 1 in only 5 months (budget finalization in March and Annual Report in August)



- ✓ One of first states in the country to get dollars out the door
- ✓ Over 300 projects funded, covering every county in Oregon
- ✓ Met all administrative requirements for CMS reporting
- ✓ All Budget Year 1 dollars obligated by 10/30/2026
- ✓ Direct awards for all rural hospitals, LPHAs, RHCs, FQHCs
- ✓ Supported 8 Regional convenings across the state

RHTP Catalyst Awards

Award distribution | Click to view project details

Total projects funded

103

Statewide Year 1

Healthy Communities & Prevention	54
Regional Partnerships	8
Technology & Data Modernization	21
Workforce Capacity & Resilience	20

Total funds distributed

$80.1M

Year 1

Healthy Communities & Prevention	$39.2M
Regional Partnerships	$6.4M
Technology & Data Modernization	$19.1M
Workforce Capacity & Resilience	$15.4M

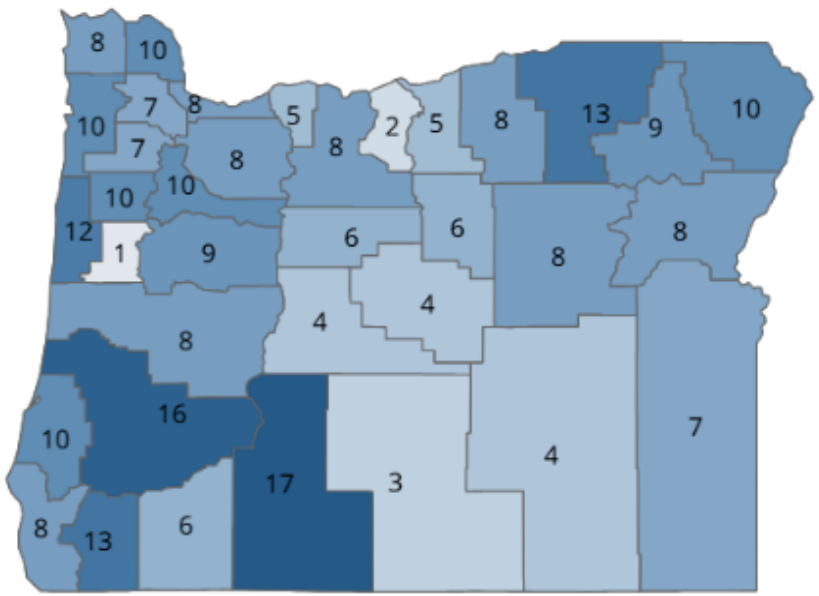
View by county or region: County

Select initiative: (All)

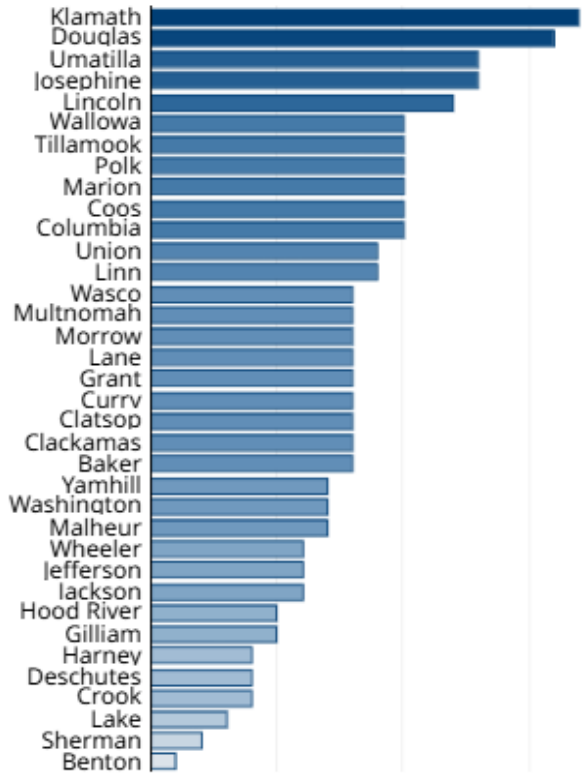
Select organization type: (All)

Number of projects serving each county.

An additional **16** projects serve all counties statewide (not shown in counts below).



Some projects serve multiple counties. The sum of the projects across counties may be greater than the total number of projects in the state. See the 'Project Details' tab for more information.



See interactive map on RHTP Awards page

https://www.oregon.gov/oha/HPA/HP/Pages/rhtp-awards.aspx

Implementation and Partner Engagement

July 2026

CMS visited Oregon and met directly with rural partners to learn about implementation.

- OHA convened Immediate Impact and Catalyst awardees to support project startup and answer early implementation questions
- The Oregon Office of Rural Health launched regional convenings to identify local priorities, barriers and technical assistance needs
- Early projects began expanding mobile care, naloxone access, preventive dental services and rural emergency response capacity

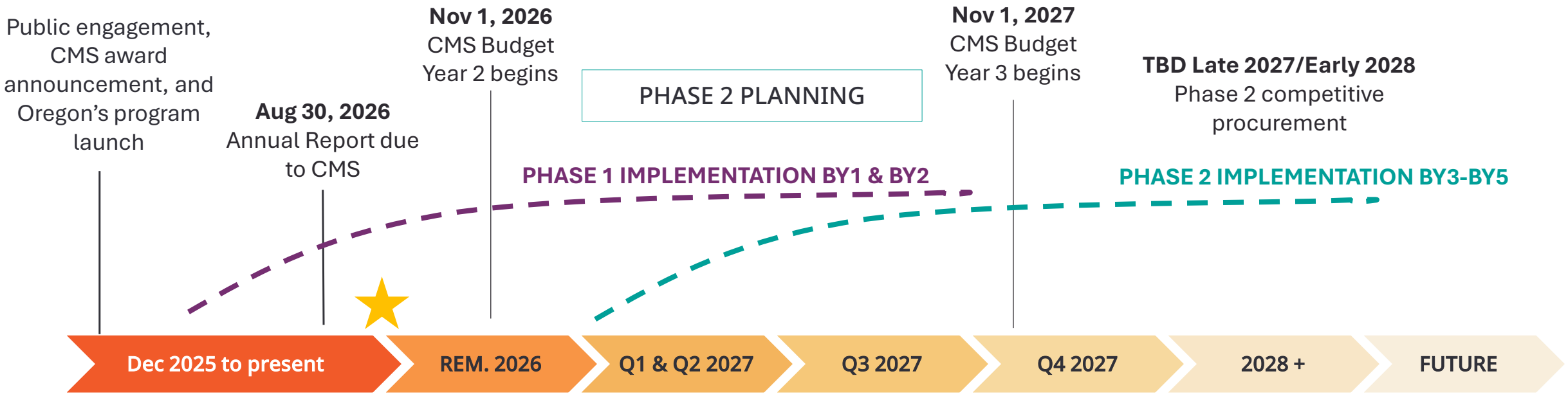
Regional and awardee feedback is helping OHA improve implementation support as the program develops.

Elevating Rural Priorities Through Partnership with the Office of Rural Health (ORH)

Regional convenings:

- Eight convenings: **Klamath Falls, Coos Bay, The Dalles, Burns, La Grande, Cottage Grove, Tillamook and Madras**
- Oregon Rural Health Conference: We are here!
- Rural input informing ongoing RHTP implementation
- Technical assistance offered to communities for planning, strategic transformation, and quality improvement activities

Oregon's Timeline and Phases



Application and Award

Public engagement and state application development led to Oregon's federal award and the launch of state funding opportunities.

Current Focus: Move Awards into Action

Complete project and budget reviews, support awardees and move funded activities into implementation in rural communities.

Phase 1: Fast-Track Deployment (FY 2026-7 Focus)

- Support ready-to-launch projects for immediate impact and timely funding

Phase 2: Sustain and Grow (FY 2028+)

- Invest in longer-term, regionally-driven efforts for sustainable transformation

*Milestone dates will be added when confirmed and remain subject to federal requirements.

Workforce Capacity & Resilience Initiative

Key themes of funded activities:

- Expands proven education and training programs while supporting several innovative partnerships
- Strengthens multiple points in the workforce pipeline—from K–12 career pathways and new certifications to upskilling the existing workforce
- Builds on the expertise and infrastructure of established workforce leaders
- Includes a strong focus on behavioral health and maternal health workforce needs
- Some projects may be subject to a five-year service commitment in rural communities; OHA continues to work with CMS to clarify requirements and support implementation

Technology & Data Modernization Initiative

Key themes of funded activities:

- Strengthens foundational technology infrastructure through EHR adoption, expanded capabilities and improved health information exchange
- Uses AI-enabled tools to support providers and patients, including clinical documentation, data analytics and patient-facing resources
- Brings care closer to where people live through innovations such as naloxone delivery, automated methadone dispensing and same-day hepatitis C testing
- Supports remote patient monitoring, particularly for people aging in place and those managing chronic conditions

Healthy Communities & Prevention Initiative

Key themes of funded activities:

- Expands access through more than 20 mobile care projects, including mobile clinics, pharmacy services and ambulances—representing a meaningful shift in how care reaches communities
- Strengthens local capacity through clinic expansions and targeted infrastructure investments
- Addresses workforce needs through recruitment and retention incentives, training opportunities, new provider types and expanded language access
- Extends specialty and dental care through telehealth and teledentistry
- Supports innovative pharmacy and surgical care, including new robotic surgical technology in La Grande
- Restores local access by reopening a closed clinic serving Jordan Valley and Malheur County

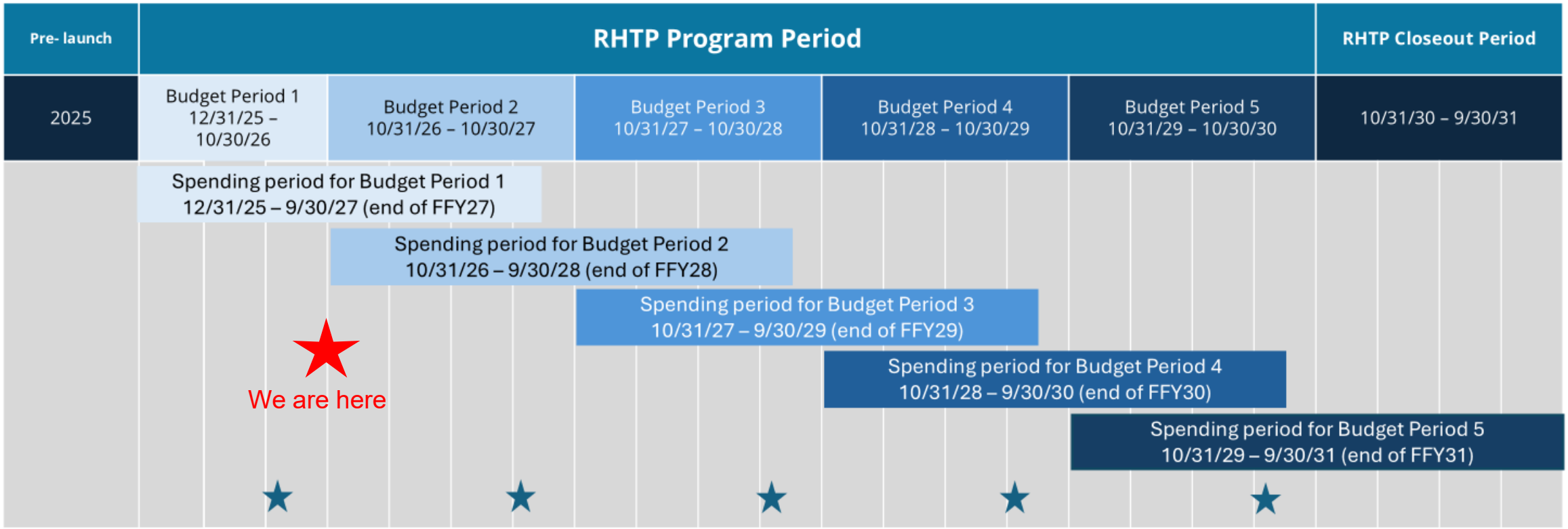
Regional Planning & Sustainability Initiative

Key themes of funded activities:

- Builds regional partnerships among public health agencies, schools, clinics and health systems
- Invests in maternal and newborn health projects, which is the focus of half of the recommended projects
- Strengthens regional emergency medical services through two projects
- Supports workforce training partnerships, shared governance and regional coordination efforts

RHTP Year 2
Award Status, Plan and Implementation

RHT Program Spending Timeline



★ Metric milestone/target reporting

Explanation: Funds cannot be carried over from one budget period to another. Subcontractors and subgrantees will have through the following Federal Fiscal Year (FFY) to spend funds awarded for each budget period. Subcontractors and subgrantees can only pay for expenses that have been approved for the budget period. No new activities for the second year can be proposed once the budget period ends, but the subcontractors and subgrantees can still access the funds in the FFY following the budget period to pay for activities approved for that budget period.

Sample Scenario: A state is awarded funding for the budget period of 12/31/25 – 10/30/26 to implement an initiative that will take 18 months to complete. In this scenario, the state would have access to the funding after Budget Period 1 ends to pay the contractor for those services until the end of the next FFY (9/30/27). That means if the contractor did work from January to June 2027, and that work was an approved activity for Budget Period 1, the state could pay for those costs incurred in January – June 2027 from Budget Period 1 funds.

Budget Year 2 Activities (still phase 1!)

IMPLEMENT:
Continue the work already underway

- Support current awardees as projects move from startup into implementation
- Provide clearer reporting guidance and technical assistance
- Finalize Budget Period 2 agreements, budgets and awardee expectations
- Address policy, budget and contracting questions that affect implementation

PLAN:
Prepare for the next stage

- Engagement: local and statewide endorsement/validation of priorities
- Research/monitoring/reporting: promising practices for continued funding
- Regions will need to build strategic plans in key areas that focus on sustainability and transformation

Specific Year 2 funding pathways and timelines will be added once leadership and CMS decisions are final.

Year 2 Award Status

CMS decision pending

Anticipated around October 15, 2026

October 15 CMS anticipates issuing Year 2 awards.

After award OHA will confirm funding, implementation expectations and partner communications. Catalyst Awards covered both Budget Years 1 and 2.

All Year 2 funding and dates remain contingent on CMS approval.

PLAN: Phase 2 Visioning (2028-2030)

Oregon's Approach: Two phases of transformation

Phase 1 (FFY 26-27) focuses on **Activation, Stabilization, Planning**

- Our aim is to support partners throughout the implementation phase

Phase 2 (FFY 28-30) focuses on **Scaling and Sustainability**

- Continuation of some non-competitive funding is planned to sustain and expand current successful projects
- At least one future large competitive funding opportunity (similar to Phase 1) that focuses on collaboration, partnership and sustainable transformation

Phase 2 Vision

- Establish a financially sustainable rural healthcare system in Oregon
- Ensure the healthcare system can adapt to changes in federal funding and the state's managed care system
- Improve access to necessary, quality care for individuals in rural and remote communities
- Operationally:
  - Keep dollars flowing to communities [keep Admin low]
  - Move towards more strategic and significant transformation: investments that will carry our system forward past the end of RHTP
  - Balance of community-driven needs and larger collective investments

Does this resonate? What's missing?

Phase 2 Planning Process

1. Establish Statewide priorities and transformation “menu”
   - Over the next year, OHA, in partnership with ORH, develops the statewide RHTP priorities informed by learnings from regional convenings and other conversations
   - These priorities could be statewide (e.g., an Oregon-specific provider recruitment approach) or an expectation for alignment (e.g., a specific approach for specialty care in rural communities or changes to reimbursement)
   - It could be expected that awards would need to align with or address at least one statewide priority, OR that funds are set aside to specifically move the needle

- Key intent:
  1. Where is it most important for there to be alignment across the state?
  2. Would significant, strategic investment in a key area make a long-term difference?

Phase 2 Planning Process

2. Priorities are shared with relevant state advisory boards and committees (e.g., OHPB, Workforce Committee) for insight and shaping

3. Priorities receive feedback and endorsement from RHCC for consideration against overall RHTP design

4 . Funds are appropriately allocated in Phase 2 to align with the priorities, and any necessary expectations are built into awards or procurement

Timeline: Planning for Phase 2 (during BY2)

Dec. 2026

Aggregate learnings from regional convenings and BY1 investments and activities (“what are we collectively doing in RHTP?”)

Summer 2027

Finalize any statewide priorities

Build expectations into Phase 2 procurement/awards

Spring 2027

Develop priorities for Phase 2

Ensure input and feedback from advisory bodies and partners

Fall 2027

Fall 2027

BY3 Award Announcement

Phase 2 Procurement

Broader RHCC Discussion Questions

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RHTP Leadership Updates

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New RHTP Director

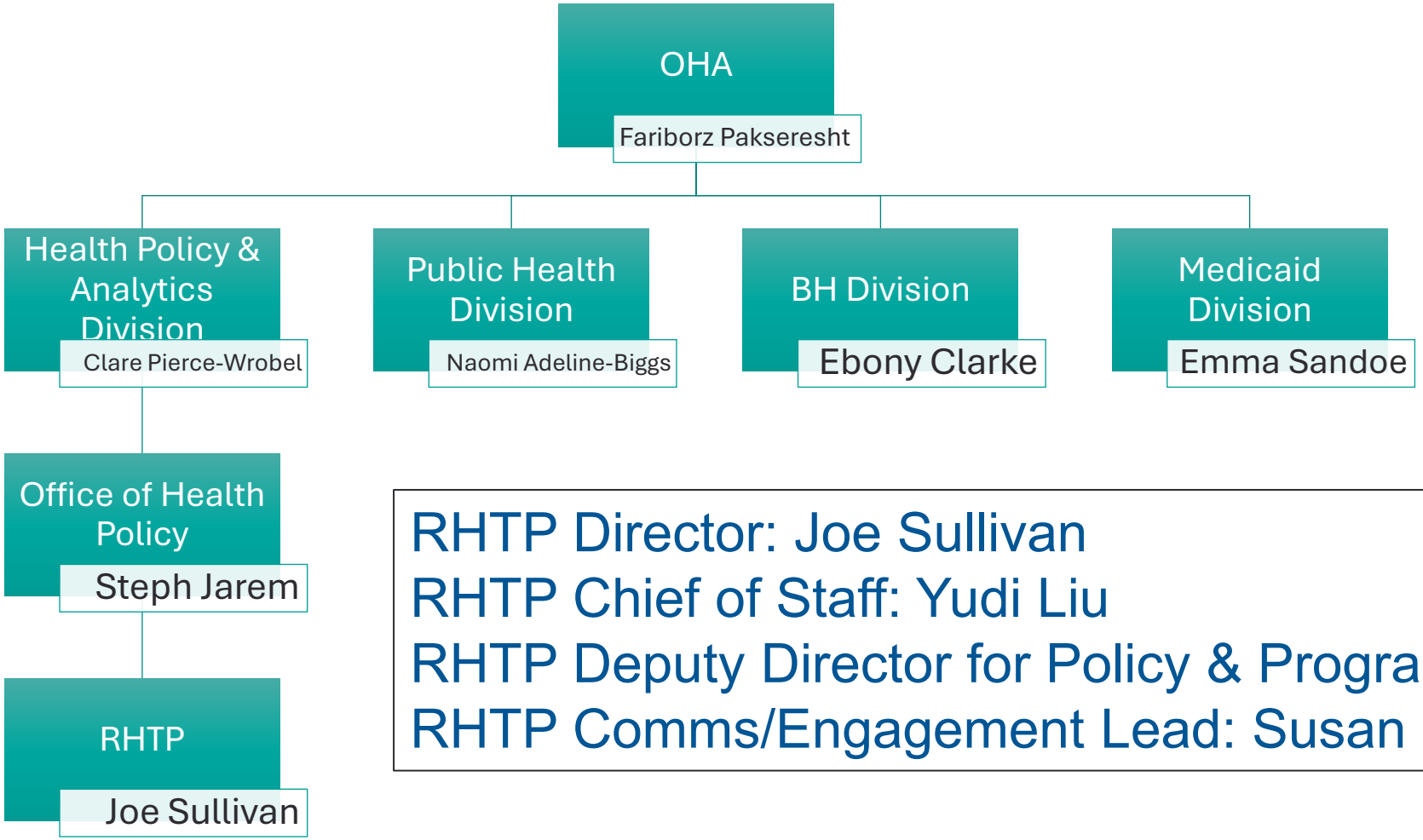
Joe Sullivan, starting Nov 1

With nearly nine years of service at the Oregon Health Authority and more than 15 years working in healthcare policy, Joe is excited to begin his tenure as the Rural Health Transformation Program Director. Throughout his career, Joe has worked on healthcare workforce development, health equity, Medicaid policy, behavioral health, compliance, community engagement, and cost regulation. In his current role at OHA, he leads the Temporary Health Care Staff Rate Setting Program.

Continuity during the transition

- Current implementation and awardee support continue
- Enhanced support for grant management coming soon from the CDC Foundation
- Existing program and workstream leads remain available
- RHTP Program remains within Office of Health Policy (Steph Jarem is the office Director)

RHTP Key Contacts and Org Chart



RHTP Director: Joe Sullivan
RHTP Chief of Staff: Yudi Liu
RHTP Deputy Director for Policy & Programs: Laurel Swerdlow
RHTP Comms/Engagement Lead: Susan El-Mansy

Home page and newsletter

Visit our home page:

https://www.oregon.gov/oha/hpa/hp/pages/rural-health-transformation.aspx



- This QR code will take you to the RHTP home page

Sign up for bimonthly newsletter:

https://public.govdelivery.com/accounts/ORHA/subscriber/new?topic_id=ORHA_209



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Thank you