# CORE

## Center for Outcomes Research and Education

# 2025 Annual Report

## MISSION

**To drive meaningful improvements in health and health equity through collaborative research, evaluation, analytics, technical assistance, and capacity building.**

## VISION

**Engaged communities, effective programs and policies, equitable systems, and healthy people.**

# CORE

Evidence *for* Change

**ProvidenceOregon.org/CORE**

# Welcome

## WELCOME TO CORE'S 2025 ANNUAL REPORT.

This past year was a difficult one for public health. Research funding declined, health systems faced financial strain, and new policies added pressure to already stretched systems—often with the greatest negative impact on low-income and marginalized communities. In the face of these headwinds, CORE remained steadfast in our mission of making meaningful improvements in health and health equity.

This report shares some of that work, highlighting projects, partnerships, findings, and accomplishments across our research, evaluation, strategic consulting, and capacity-building portfolio. Inside, you'll learn about our 20+ years of Medicaid work, and projects focused on topics such as behavioral health, data capacity, health policy, doula access, healthy births, economic mobility, and health-related social needs like housing and food access.

We also saw our team grow in 2025 with the addition of several fantastic new team members. Organizationally, we focused on strengthening our internal shared learning practices and better understanding our approach to equity in terms of topics, practice, and impacts.

As we move into 2026, we are thrilled to continue collaborating with so many inspiring partners on efforts aimed at building a brighter, healthier future for all.

Thank you to our partners, funders, research participants, and the CORE team for all your contributions and support. We couldn't do this work without you!

Keri Vartanian

Keri Vartanian, PhD
*Director of CORE*

# About CORE

## WHO WE ARE

The Center for Outcomes Research and Education (CORE) is an independent team of scientists, researchers, and data experts with a vision for a healthier, more equitable future. We work with communities and a wide range of cross-sector partners to take on today's biggest barriers to better health.

## WHAT WE DO

We help our partners gather, analyze, interpret, and use data and information for better decision-making and more effective programs and policies. Through this work, we deliver evidence and insights that shape and sustain healthier systems, policies, programs, and communities.

## OUR PARTNERS

We work with health systems, community-based organizations, Medicaid programs, foundations, the housing, education, and criminal/legal sectors, and more.

> CORE was the ideal partner, helping us analyze our data and translate it into a compelling story that showcases the impact of a vital program for Latine community leaders."

–Ruth Zúñiga, PhD
*Co-founder and Executive Director, Raíces de Bienestar*

## 2025 BY THE NUMBERS

**64** PARTNERS & FUNDERS

**30** STAFF

**14** NEW PROJECTS AWARDED

**28** ACTIVE PROJECTS

**15** PUBLICATIONS & PRESENTATIONS

**7** STATES

# OUR FOCUS AREAS

## HEALTH SYSTEMS & SERVICES

We examine how health care programs, care delivery systems, and innovations impact patient and system outcomes, with a focus on equity. We support advancements in care, quality, and cost while emphasizing the voices of patients, the workforce, and the community.

## SOCIAL DETERMINANTS OF HEALTH

We explore how housing, food access, transportation, education, and other social needs influence health, and how organizations and systems can respond more effectively and equitably to these needs.

## HEALTH POLICY

We collaborate with health systems, government agencies, policymakers, providers, patients, and communities to evaluate health policies, apply data and analytics to decision-making, and ultimately improve access, equity, and outcomes.

# OUR SERVICES

### RESEARCH & EVALUATION

We evaluate the impact of innovative programs and policies, and help our partners imagine how to make them better.

### DATA COLLECTION & ANALYSIS

We use quantitative and qualitative methods to collect and give meaning to complex data and apply it to decision-making and program design. We excel at working with data from across sectors such as housing, health care, and education.

### TECHNICAL ASSISTANCE & CAPACITY BUILDING

We provide a wide range of technical assistance and expertise and help organizations of all sizes grow their capacity to use data.

***To learn more about our services:***

**DOWNLOAD THE CORE SERVICES OVERVIEW**

# CORE's Medicaid History

## CELEBRATING 20+ YEARS OF IMPACT

Last year marked more than two decades of Medicaid-related work at CORE. In that time, we've explored and shaped policy and system transformation; evaluated programs led by the Oregon Health Plan's (OHP's) Coordinated Care Organizations (CCOs) and Washington State's Accountable Communities of Health (ACHs); provided technical assistance; and developed metrics and dashboards to support data-informed decision-making.

## EXAMPLES OF OUR MEDICAID WORK: 2005–PRESENT

**2005**

- Studies of how new premiums & cost-sharing impact OHP members
- Studies of OHP disenrollment & churn for adults & children
- Landmark Oregon Health Insurance Experiment

**2010**

- Evaluation of the Tri-County Health Commons programs
- Study of context, culture, governance, & payment for Oregon's CCOs
- Evaluation of Oregon CCOs' progress on health transformation
- Production of incentive metric dashboards for Oregon's CCOs (8 years)
- Production of incentive metric dashboards for Healthier Washington (5 years)
- Consulting on policy, strategy, & planning for Washington ACHs
- Evaluation of Health Share programs (e.g., integrated pregnancy & SUD care)
- Evaluation of AllCare programs (e.g., children's oral health & dental care)
- Exploration of Oregon policy providing coverage regardless of immigration status

**2020**

- Study of the rollout of a new CCO language access incentive metric
- Producing Health Share incentive metrics, dashboards, & analytic modeling
- Updated CareOregon's behavioral health quality metrics
- Evaluation of Health Share's housing benefit pilot
- Evaluating Oregon Health Authority's (OHA's) 2022–2027 1115 Waiver
- Evaluating Oregon Health Authority's (OHA's) 2023–2028 Contraceptive Care Waiver

**2025**

- Evaluating Health Share's health-related social need capacity-building investment

***To learn more about our Medicaid work:***

GET IN TOUCH  VISIT OUR BLOG

# 2025 Projects & Highlights

## Supporting investments in Portland's Medicaid behavioral health space

A CORE-supported data and Medicaid claims analysis is helping Health Share of Oregon (HSO) shape major investments in services for members with high behavioral health needs. This work helped guide HSO, Oregon's largest Medicaid Coordinated Care Organization (CCO), to invest more than $7.6 million over two years in interventions to support a cohort of high-risk members. CORE is now helping HSO monitor the impact of these interventions.

- **READ MORE** *about CORE's HSO data analysis*

> CORE's analysis was critical to informing our development of a system of interventions for some of our most vulnerable members."
>
> –Cat Livingston, MD, MPH
> *Medical Director,*
> *Health Share of Oregon*

## Data for Change: growing community data capacity

CORE's Data for Change program offers technical assistance, data-related support, and collaborative learning to Providence Oregon Community Health's community-based grantees. At least 30 organizations participated in 2025. We held our third annual in-person Data Summit and several educational webinars. We were also excited to expand this model into Washington State through a data capacity-building project with Better Health Together and its community grantees.

- **READ A RECAP** *of the 2025 Data Summit*
- **VISIT OUR** *YouTube channel to view our webinars*
- **READ MORE** *about Data for Change on our website*

*CORE's Lisa Angus (left) and Apoorva Somayazulu (right) with Dr. Aileen Alfonso Duldulao of the Filipino Bayanihan Center, pictured at CORE's 2025 Data for Change Data Summit.*

## Examining costs, needs, and utilization in a Medicaid housing pilot

Recognizing the links between housing and health, Oregon and other states are experimenting with housing-related benefit programs for Medicaid members. However, most health care systems are new to the housing space, and further research is needed on costs and other key considerations. Research by CORE and **Health Share of Oregon** (HSO), published in the high-impact *Journal of the American Medical Association (JAMA)*, is helping fill those gaps.

- **READ MORE** *about the HSO study*
- **READ THE PAPER** *at JAMA*

## Helping a culturally grounded nonprofit tell its data story

Latine and Spanish-speaking communities face major obstacles to mental health services and suicide prevention resources that go beyond language barriers. The Hillsboro, Oregon-based nonprofit **Raíces de Bienestar** (Raíces) is working to change that through its culturally responsive suicide prevention training for Traditional Health Workers and other community leaders. In 2025, CORE supported this work by helping Raíces use its data to demonstrate the impact of these trainings.

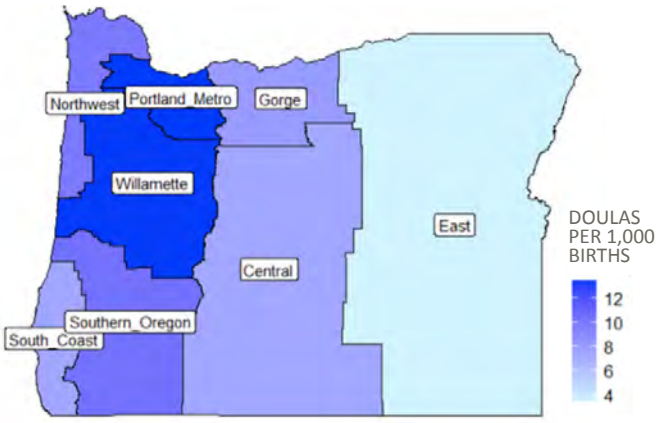
- **READ ABOUT** *the Raíces de Bienestar project*

## Studying Oregon's birth doula workforce and integration efforts

Oregon was an early leader in birth doula policy and among the first states to cover birth doula services through Medicaid. In 2025, following years of advocacy and policy change, **Oregon Perinatal Collaborative** and **Oregon Doula Association** sought to understand the impacts of these investments on the state's doula workforce. CORE's research and interviews with working doulas offer evidence of real progress, with many opportunities ahead.

- **READ ABOUT** *the doula workforce analysis*

**Doulas residing per 1,000 births (2024)**




*The number of registered doulas residing per region is derived from the THW registry extract (May 2025, N = 457).*

## Understanding what providers need to integrate pharmacogenomics (PGx)

PGx tests examine how your genes may affect your response to medications. That extra information could improve care decisions and outcomes. However, widespread adoption of these tools in today's health care system remains challenging, and further research is needed to guide these efforts. Research and an environmental scan by CORE for **Providence Genomics** offer several key lessons for providers and decision-makers.

- **READ ABOUT** *CORE's PGX research*

> CORE's analysis provided actionable strategies for bringing PGx into everyday clinical practice and identified areas where it can have the greatest impact. We've used these insights to successfully launch two pilots, and we aim to expand this personalized care system-wide."
>
> –Lilly Yuan
> *Pharmacogenomics Pharmacist, Genetics & Genomics Program, Providence*

## Revealing the factors that shape heart disease treatment adherence

Atherosclerotic Cardiovascular Disease (ASCVD), a type of heart disease and a leading cause of death globally, is often managed with medication. However, patients must receive and follow their prescribed treatments. A study co-authored by researchers from CORE, **Providence CARDS**, and **Providence Health Research Accelerator** revealed factors that influence why patients do, or don't, adhere to their treatments, including negative health care experiences, patient-provider communication, and unmet social needs.

- **READ A SUMMARY** *of the ASCVD study*
- **READ THE PAPER** *in Progress in Cardiovascular Diseases*

> As health systems work to improve ASCVD outcomes, this research points to several clear priorities: strengthen patient-provider communication, address social determinants of health, and support providers so that they can provide sufficient time, information, and respect in every interaction."
>
> –Sarah Roth, PhD
> *Research Scientist, CORE*

## Building a system to evaluate a 10-year community investment

Sobrato Philanthropies' Thriving Communities (TC, formerly Silicon Valley Program) is a major 10-year philanthropic investment in economic mobility for the Silicon Valley region of California. Since 2024, CORE has worked with TC and its partners to build a framework to measure the impacts and ripple effects of this wide-ranging strategy. In 2025, we focused on establishing key outcomes, measures, and analysis plans to track TC's impacts.

**READ MORE** *about CORE's TC partnership*

## Daniel J. Fish selected for OHA Metrics & Scoring Committee

We're proud to share that in 2025, CORE Data Scientist Daniel J. Fish, PhD, was selected to serve as a measurement expert on the Oregon Health Authority (OHA) Metrics and Scoring Committee. Dan's expertise will be a fantastic asset to the committee's work selecting quality measures and benchmarks for Oregon's Medicaid CCO Quality Incentive Program (QIP).

## Examining patient views on a partnership to improve birth equity

As more health systems look to partner with culturally specific organizations to improve health outcomes, patient voices are key to shaping more impactful partnerships. In 2025, CORE continued working with Dr. Roberta Hunte of Portland State University to study patient perspectives on Providence's partnership with Multnomah County Healthy Birth Initiatives (HBI).

**READ MORE** *about the HBI study*

> This study reinforces what many in maternal health already know: culturally specific programs can make a real difference for Black patients and their babies."
>
> –Monique Gill, PhD, MPH
> *Research Scientist, CORE*

## Sarah Roth briefs lawmakers on the links between food access and health

In October 2025, CORE Research Scientist Sarah Roth, PhD, joined partners from Providence's Population Health Program and Community Teaching Kitchen to testify to a committee of Oregon legislators on the links between food access and health outcomes. The evidence they shared underscores the urgency of protecting programs such as SNAP.

*From left: Shelley Yoder, Director of Community Health, Providence, Oregon Region; Oregon State Senator Deb Patterson; Sarah Roth, Research Scientist at CORE; and Heidi Davis of the Providence Milwaukie Community Teaching Kitchen and Family Pantry at the Oregon State Capitol.*

## Lessons from an older adult-led changemaking initiative

Since 2024, CORE has partnered with The SCAN Foundation as a shared learning partner on its Advancing Health Equity in Aging initiative. Over 18 months, CORE conducted interviews and gathered data from Equity Community Organizing (ECO) Groups of older adults and stakeholders in four California communities that were working to identify a health inequity affecting older adults and propose a potential solution. Our work offers lessons for anyone pursuing a similar community-led approach.

▸ **READ KEY TAKEAWAYS** *from the initiative*

> We learned so much from the ECO Groups, not only about local needs, but also about what it takes to stand up highly engaged community-led stakeholder groups."
>
> –Narda Ipakchi, MBA
> *Vice President of Policy and Programs, The SCAN Foundation*

# 2025 Publications, Reports, & Resources

CORE is committed to sharing evidence, insights, and tools with others who might learn from and build on our work. Below you'll find peer-reviewed publications, reports, presentations, and webinars from 2025.

*CORE's Aisha Gilmore presenting at our 2025 Shared Learning Day.*

## PEER-REVIEWED JOURNAL ARTICLES

**Participant needs, service utilization, and costs in a Medicaid housing pilot program,** Monique Gill, Megan Holtorf, Ben Gronowski, Catherine J Livingston. *JAMA Network Open.* READ THE PAPER

**Treatment adherence patterns for patients with atherosclerotic cardiovascular disease: patient and provider perspectives,** Kyle Jones, Sarah Roth, Roxanne Marsillo, et al. *Progress in Cardiovascular Diseases.* READ THE PAPER

**Geno4ME Study: implementation of whole genome sequencing for population screening in a large healthcare system,** JB Rinaldi, Lindsay Dickey, Kyle Jones, et al. *NPJ Genomic Medicine.* READ THE PAPER

**Staff engagement in the implementation of a primary care value-based payment program increases outpatient care utilization: a mixed methods study,** Ritu Ghosal, Natalie Kenton, Megan Holtorf, Lisa Angus, Hannah Cohen-Cline. *Inquiry.* READ THE PAPER

## REPORTS

**Oregon doula workforce analysis,** Aisha Gilmore, Apoorva Somayazulu, Lindsay Dickey, Rosemelly Jimenez Medal. Developed for Oregon Perinatal Collaborative and Oregon Doula Association. READ THE REPORT

**Understanding the impact of the Care Connect Washington program,** Hannah Cohen-Cline, Dan Fish, Taylor Doren, Abby Bush. Developed for the Washington State Dept. of Health. READ THE REPORT

**ECO Group phase I summary,** Claire Devine, Lisa Angus. Developed for The SCAN Foundation. READ THE PHASE I SUMMARY

*For more current and past publications, webinars, and reports:*

VISIT CORE'S PAGE ON PROVIDENCE DIGITAL COMMONS

# 2025 Publications, Reports, & Resources

*CORE's presenters at the 2025 Oregon Public Health Association Annual Conference and Meeting.*

*CORE's presenters at the 2025 Cascadia R Conference, which focuses on programming and data science.*

## PRESENTATIONS

**At the crossroads: initial findings and lessons learned from a Medicaid housing benefit pilot,** Megan Holtorf, Ben Gronowski, Cat Livingston, Alyssa Cragie. Siren National Research Meeting, February 2025.

**Experiences and impacts of a hospital-based, Spanish-language teaching kitchen and garden on staff and participants,** Sarah Roth, Ben Gronowski, Heidi Davis. Siren National Research Meeting, February 2025.

**Perceptions of the health care system as mediators in the association between experiences of discrimination, communication from providers, and gaps in mammography,** Hannah Cohen-Cline. Society for Epidemiologic Research Annual Meeting, June 2025.

**Addressing housing as a health-related social need: insights from a Medicaid housing pilot in Oregon,** Megan Holtorf, Ben Gronowski. Academy Health Annual Research Meeting, June 2025.

**Inpatient utilization among Medicaid members with substance use and serious mental illness in Oregon,** Megan Holtorf. Academy Health Annual Research Meeting, June 2025.

**Leveraging Large Language Models in R: practical applications with {ellmer},** Yan Liu. Cascadia R Conference, June 2025.

**Taking action while you sleep: using GitHub actions to schedule email updates,** Megan Holtorf. Cascadia R Conference, June 2025.

**Simplify repetitive report creation,** Lindsay Dickey. Cascadia R Conference, June 2025.

**Housing insecurity is associated with higher utilization of acute care services among Oregon Health Plan members with behavioral health conditions,** Megan Holtorf, Cat Livingston. Oregon Public Health Association Annual Conference & Meeting, October 2025.

**Addressing housing as a health-related social need: insights and impacts from Health Share's housing benefit pilot program,** Monique Gill, Ben Gronowski. Oregon Public Health Association Annual Conference & Meeting, October 2025.

## DATA FOR CHANGE WEBINARS

**Introduction to data management and analysis,** Claire Devine, Taylor Doren. WATCH THE WEBINAR

**Hands-on data visualization**, Apoorva Somayazulu, Roxanne Marsillo, Chia-Hua Yu. WATCH THE WEBINAR

**Storytelling with data,** Apoorva Somayazulu, Sarah Roth. WATCH THE WEBINAR or READ THE BLOG POST

# What's Next

Here are some of the exciting projects CORE is working on next.

## SUPPORTING COMMUNITY HEALTH IMPROVEMENT PLANS FOR OREGON'S CCOs

CORE will help OHA and its Medicaid providers understand overlapping and new requirements under House Bill 2208 for community health improvement plans for CCOs and their partners.

## IDENTIFYING TRANSPORTATION NEEDS DATA FOR A RURAL HEALTH COALITION

CORE is partnering with the Clatsop Rural Health Coalition in 2026 to use data to identify local transportation needs and barriers for substance use disorder treatment.

## STUDYING THE IMPACTS OF A COMMUNITY TEACHING KITCHEN

With funding from the William E. and Thelma F. Housman Foundation for Medical Research, CORE will study the impact of the Providence Milwaukie Community Teaching Kitchen's services on key measures of diabetes management and health care utilization.

## USING DATA TO GUIDE INVESTMENTS IN CARE AND COMMUNITY CONNECTIONS

CORE will work with Washington's CHOICE ACH and its partners to identify characteristics of populations with high health care usage to inform investments in care and needed community services.

## COLLABORATING WITH GREATER HEALTH NOW TO EVALUATE LOCAL INITIATIVES

CORE will design evaluation plans for several key initiatives of Greater Health Now, an ACH in Washington, such as community paramedicine and community health worker workforce development.

## DELIVERING A LEARNING SERIES ON A KEY CCO FOSTER CARE METRIC

CORE will support OHA's six-month learning series for CCOs and provider partners focused on improving performance on the CCO incentive metric for timely health assessments for children entering foster care.

# With Gratitude

***... to all our partners and funders, project participants, and community stakeholders*** for your collaboration and support. We're proud to be a part of your important work!

***... to the community members, providers, and survey and interview participants*** who put your trust in us and took the time to contribute to this work by sharing your insights and experiences.

***... to the entire CORE team*** for your hard work, ideas, and commitment to advancing health and health equity every day.

*Thank You*

# PARTNERS & FUNDERS

CORE's work is generously funded and conducted in partnership with our cross-sector partners, including foundations, government agencies, ACHs, CCOs, health systems, and more. Examples include:

Agency for Healthcare Research & Quality (AHRQ)

Better Health Together

Booker T. Washington Community Service Center

Bridges to Change

California Black Women's Health Project

California Health Care Foundation

CareOregon

Cascade Crest Consulting

Cascadia Health

Center for Health Systems Effectiveness (CHSE)

Central City Concern

Clackamas County Health Centers

Clatsop Child Care

Coalicion Fortaleza

CohnReznick

Columbia Pacific CCO

ColumbiaCare

Doulas Latinas International

Elevate Health

Health Share of Oregon

Healthy Birth Initiatives

Hearst Foundations

Immigrant & Refugee Community Organization (IRCO)

Imperial Valley Wellness Foundation

Jack Coleman Communications

Learning for Action

MDRC

Merck

Morrison Child & Family Services

Mosaic America

National Council for Mental Wellbeing

New Narrative

On the Margins

OnTrack Rogue Valley

Oregon Center for Children & Youth with Special Health Needs (OCCYSHN)

Oregon Doula Association

Oregon Health & Science University

Oregon Health Authority (OHA)

Oregon Perinatal Collaborative

Pixel37 Design

Portland Adventist Community Services

Providence Center for Cardiovascular Analytics, Research + Data Science

Providence Genomics

Providence Network Clinical Outreach Service

Providence Oregon Community Health

Providence Portland Medical Foundation

Raíces de Bienestar

Robert Wood Johnson Foundation

Rockwood CDC

Rose Haven

Save First Financial Wellness

SIREN University of California, San Francisco

Sobrato Philanthropies

Southern Oregon Early Learning Services

Southwest Washington Accountable Community of Health (SWACH)

The Patrick & Catherine Weldon Donaghue Medical Research Foundation

The Salvation Army, Medford Citadel Corps & Community Center

The SCAN Foundation

The William E. & Thelma F. Housman Foundation for Medical Research

Todos Juntos

United Way of Jackson County

Virginia Garcia Memorial Health Center

Volunteers of America Oregon

Washington County, Oregon

# THE 2025 CORE TEAM

*Members of the CORE team at our 2025 Shared Learning Day.*

**Keri Vartanian, PhD,** *Senior Director of CORE*

**Lisa Angus, MPH,** *Program Director, Analytics & Strategic Consulting*

**Denise Baldwin,** *Senior Administrative Coordinator*

**Abby Bush, MPA,** *Senior Project Manager*

**Emily Bryce, PhD, MSPH,** *Associate Research Scientist*

**Hannah Cohen-Cline, PhD, MPH,** *Program Director, Research & Evaluation*

**Claire Devine, JD, MPH,** *Lead Research Associate*

**Lindsay Dickey, MPH,** *Senior Data Analyst*

**Taylor Doren, BA, BS, MA,** *Data Engineer*

**Kristen Dulacki, MPH, PMP,** *Program Manager, Operations*

**Daniel J. Fish, PhD,** *Data Scientist*

**Audrey Fleming,** *Student Intern*

**Ritu Ghosal, MS, MPH,** *Research Associate*

**Monique Gill, PhD, MPH,** *Research Scientist*

**Aisha Gilmore, MPH, PMP,** *Senior Project Manager*

**Ben Gronowski, MHR,** *Lead Research Associate*

**Megan Holtorf, MPH, CCRP,** *Manager, Analytics Business Intelligence*

**Rosemelly Jimenez Medal, MPH, BA,** *Research Associate*

**Kyle Jones, MSc, MA,** *Senior Data Analyst*

**Kristen Lacijan, MS, MHP,** *Program Manager*

**Yan Liu, MS, MM,** *Data Analyst*

**Roxanne Marsillo, MA,** *Senior Research Associate*

**Erica Millan-Juarez,** *Administrative Coordinator*

**JB Rinaldi, PMP,** *Senior Project Manager*

**Sarah Roth, PhD,** *Research Scientist*

**Brent Sandmeyer, MPH,** *Program Manager*

**Charles Schroeder, MPA, CRA,** *Principle Financial Analyst*

**Apoorva Somayazulu, MHA,** *Program Manager*

**Maggie Weller, MS, PMP,** *Supervisor, Project Management*

**Chia-Hua Yu, MBI,** *Data Analyst*

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