CHOICE

FISCAL YEAR 2025

ANNUAL REPORT 2025

LATEST INFORMATION AND UPDATES
ABOUT CHOICE REGIONAL HEALTH NETWORK

PREPARED
OCTOBER 2025

A WORD FROM THE CHIEF EXECUTIVE OFFICER

I'm blessed to have grown up in Western Washington and to have spent my career working alongside so many caring professionals. Whether in community mental health, public health, or hospital-based healthcare settings, I have come to recognize the profound need for access to community resources that not only treat disease but also foster health and connection.

2025 marked another significant step forward for CHOICE as we foster a culture of appreciative inquiry and continuous improvement. Our team focused on expanding community projects and strengthening our Care Hub to facilitate these vital connections.

There are steep challenges in building a healthier, more equitable world. Our work ahead will require grit, creativity, and determination. Thankfully, those are all the qualities possessed by the people of our region, as well as the incredible team here at CHOICE.

JP ANDERSON
CHIEF EXECUTIVE OFFICER

CONTENT

OUR TEAM

Beth Mizushima

Chief Transformation Officer

Cassie Lentz

Community Partnerships Director

Connie Sowa

Operations Manager

Dawn Beers

Training Specialist, Community Care Hub

Delaney Eckhart

Operations Coordinator

Greg Filer

Data Specialist, Community Care Hub

Jerry Rajcich

Network Development Manager

Jessica Diaz-Bayne

Community Care Hub Director

Jessica Porter

Tribal Partnerships Manager

Joyce Heck

Network Development Manager

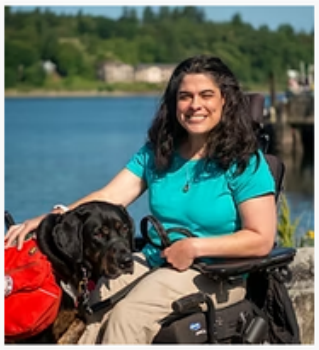
Katie Willet

Programs and Compliance Administrator

Lindsey Shankle

Community Data Manager

OUR TEAM



Melissa Mitchell

Referral Coordinator, Community Care Hub

Michele Fasano

Chief Operations Officer

Patrick Suther

Workforce Development Manager, Community Care Hub

Pilar Garcia

Referral Coordinator, Community Care Hub

Scott Spencer

Accounting Clerk

Sean Weston

Accounting Manager

Sheena Johnson

Oral Health Program Manager

Trish Cerza

Network Development Manager

Tyjana Campbell

Referral and Coordination Manager, Community Care Hub

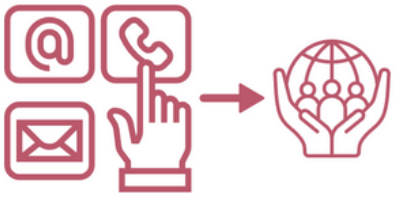
COMMUNITY CARE COORDINATION

Community Care Coordination is the process of connecting people with complex health needs to the most appropriate care and social supports in community settings to improve and manage their health.

Our Community Care Hub Team has worked to ensure program service delivery throughout the region, supporting a network of partners who provide community-based care coordination. In the years to come, we are working to strengthen the connection among partners who provide care and support to people in need.

WHAT IS A COMMUNITY CARE HUB?

A person identifies an unmet need for themselves or someone else, and would like to receive support for resource navigation.



That person or someone assisting that person such as a friend, family member, or provider places a referral to the Community Care Hub by phone, web form, or connecting with one of our network partner agencies.

A community-based worker connects with the person to learn how they can help.

Based on the person's needs and goals, the community-based worker connects them with resources.

COMMUNITY CARE HUB NETWORK

Below is a list of partners who provide community-based care coordination, listed by geographic service areas in our Hub Network.

COWLITZ

- Love Overwhelming
- Youth and Family Link
- Lower Columbia Community Action Program
- Child and Adolescent Clinic

MASON

- Youth Connections
- Crossroads Housing
- Family Education and Support Services

LEWIS

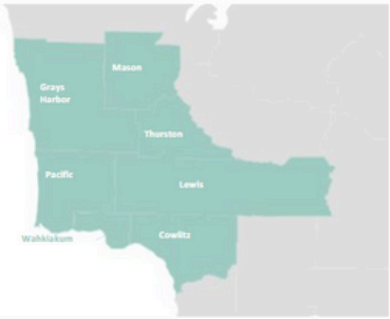
- Gather Church
- Coastal Community Action Program
- Family Education and Support Services
- Child and Adolescent Clinic
- Valley View Health Center

GRAYS HARBOR

- SeaMar Community Health Centers
- Coastal Community Action Program
- Chaplains on the Harbor

PACIFIC

- Coastal Community Action Program
- Destination Hope and Recovery
- Valley View Health Center



THURSTON

- Thurston County Public Health & Social Services
- Family Education and Support Services
- SeaMar Community Health Centers
- Family Support Center of South Sound
- Olympia Mutual Aid Partners
- Community Action Council of Lewis, Mason and Thurston
- Washington United Migrant
- Valley View Health Center

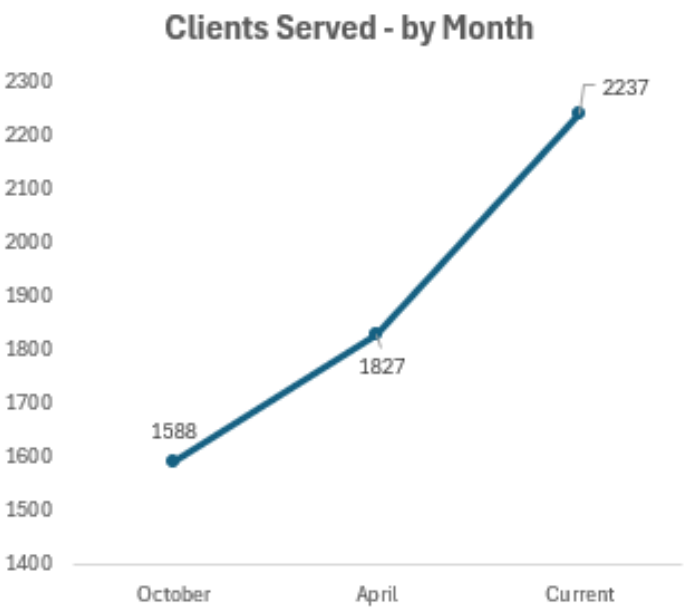
WAHKIAKUM

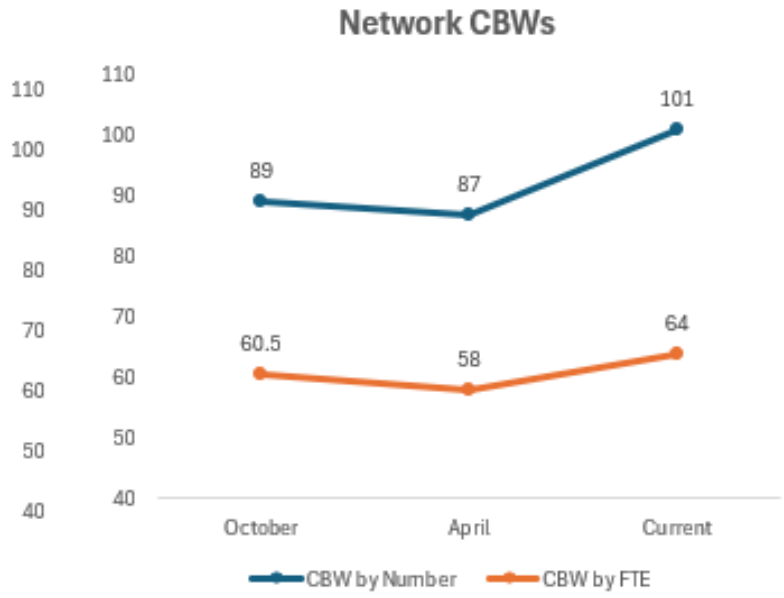
- Destination Hope and Recovery
- Child and Adolescent Clinic
- Wahkiakum Public Health and Human Services (11/1)

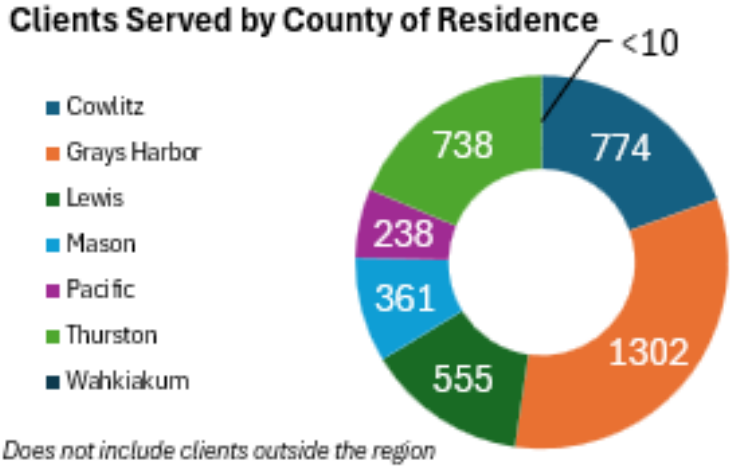
COMMUNITY CARE HUB DATA

The data below represent the fiscal year from October 2024 to September 2025. A total of **4100** unique clients were served. With the increase in total provider agencies from 11 to 16, we have expanded the total number of people we can serve from 1,331 clients in October 2024 to **2,880** clients in September 2025.

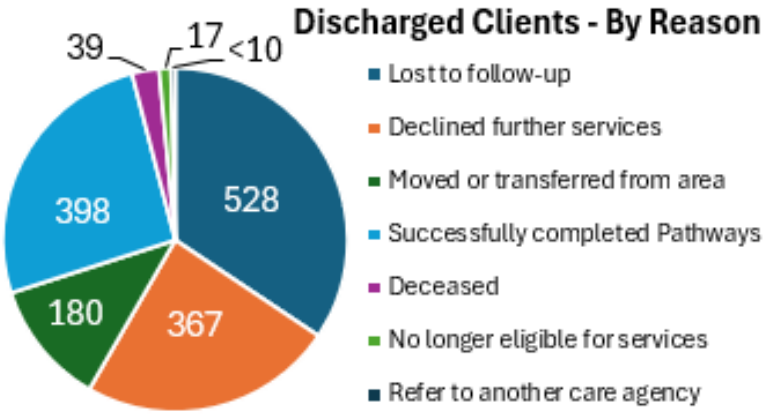
"THEY WERE OPEN AND HELPED ME WITH EVERYTHING – INCLUDING FOOD FOR MY CATS. IT MADE ME THINK PEOPLE WERE OK AGAIN."
-Former community-based care coordination client







* *Does not include clients outside the region*

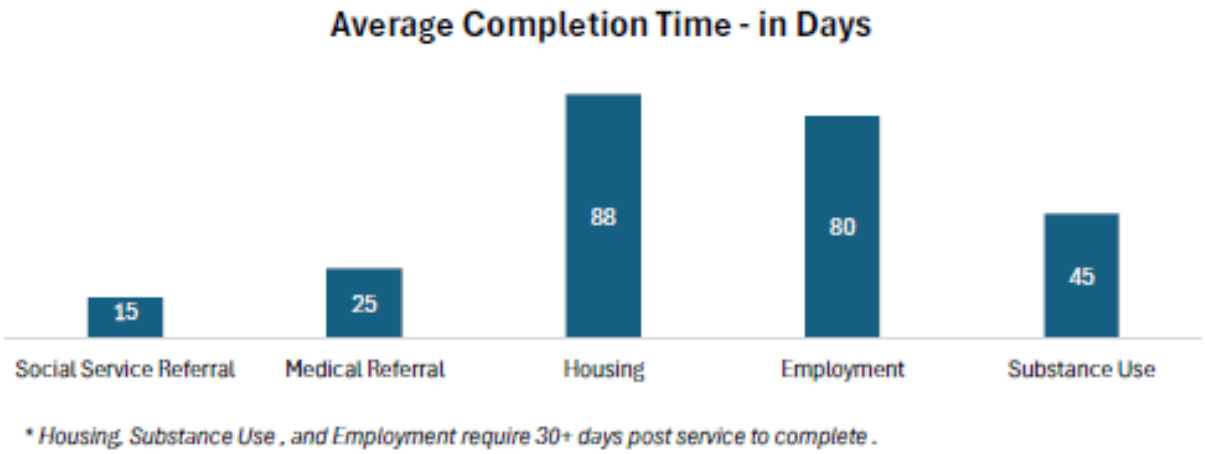


COMMUNITY CARE HUB DATA

In January, our Community Care Hub updated our model for providing Care Coordination under the Pathways Community Hub Institute accredited program from what was known as “Pathways 1.0” to “Pathways 2.0". The “2.0” model offered detailed definitions and new pathways to include needs such as Food Security and Transportation, for example.

In total, 13,843 needs were successfully met from October 1, 2024, to September 30, 2025, excluding documentation for Client Education and Learning Modules.

Top 5 Indentified Needs	Number of Needs identified	Number of Needs met
Social Service Referral	12,325	9,097
Medical Referral	3,080	1,693
Housing	2,743	809
Employment	1,358	174
Substance Use	1,274	481



** Housing, Substance Use , and Employment require 30+ days post service to complete .*

TRAINING AND QUALITY ASSURANCE

The Number of Community-Based Workers Trained by Focus Area	
Supervisors	45
PCHI Model Certification	66
CHOICE Program	55
Behavioral Activation	40
De-escalation	120
Cultural Awareness	120

We have focused on improving quality assurance and monitoring procedures to ensure partners receive helpful training and technical assistance, and contracts are within compliance and performance standards.

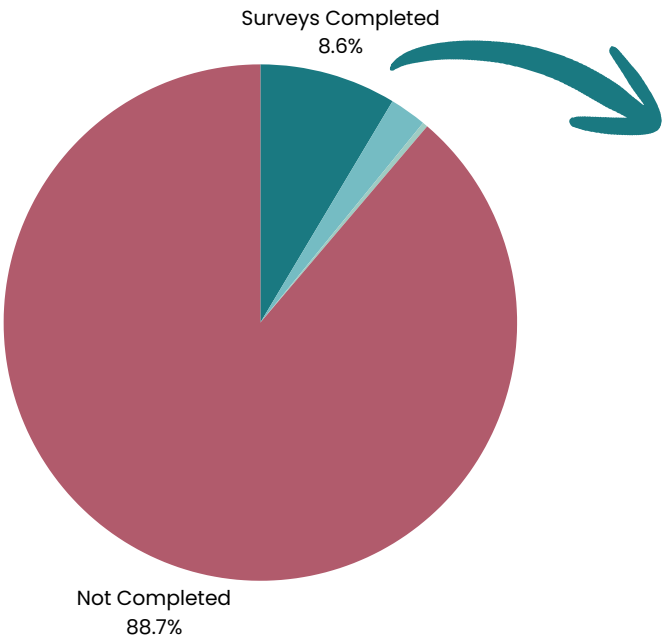
These efforts focused on supporting partners, evaluating and improving consistency of service delivery, and centering the client experience.

Examples:

- Updated reports to be more user-friendly and actionable
- Performed routine client file reviews and discussions
- Streamlined policies and procedures
- Implemented updated monitoring plan and risk assessments with subrecipients
- Conducted client experience surveys

HUB CLIENT SURVEY

A total of 302 survey calls were attempted in the year. Of those calls, 26 (8.6%) completed the survey, 7 (2.3%) re-engaged in the program, and 1 (0.3%) connected with the ACH in their new area.



Clients enrolled in Pathways who completed the survey:

100%

Felt Heard

100% of clients shared they felt their community based worker listened to their needs

91%

Needs Met

91% of clients shared their community-based worker was able to help get their needs met

100%

Would Recommend

100% of clients would recommend this program to friends or family

Represented Sectors

- Public Health
- Hospital Systems
- Fire/EMS
- FQHC
- Community-Based Organizations
- Education
- Libraries
- Legal system
- Managed Care Organizations
- Behavioral Health Care
- Primary Care Groups
- Community Health Clinics

REFERRAL PARTNERSHIPS

CHOICE has been working with community partners who may benefit from connecting their clients to social care services and resources.

These partnerships increase connection for people to social services and expand the network of partners collaborating to get people the resources they need.

We are grateful to the 31 partners who have provided referrals to the Community Care Hub this year.

HUB ADVISORY COMMITTEE

The committee comprises 22 members from across the region.

The Hub Advisory Committee helps guide CHOICE's work on care coordination and system improvement. It is important that the committee reflects the diversity of organizations, communities, and lived experiences in our area so that decisions are shaped by multiple perspectives, not just a few.

Together, the group is working on strengthening how people are connected to resources, identifying gaps in services, and advising on strategies that make our system more responsive, equitable, and community-centered.

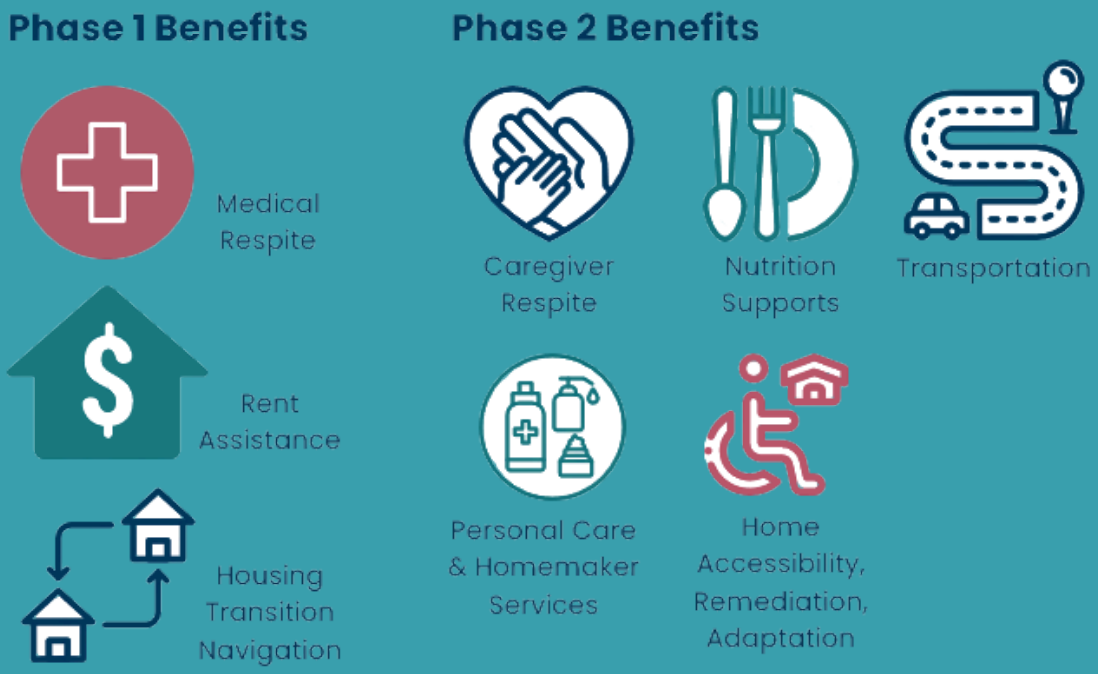
If you are interested in joining, we would love to hear from you! Contact: info@crhn.org

CAPACITY BUILDING

At CHOICE, we recognize that strong, resilient, creative partnerships are crucial to achieving real and lasting positive change. That's why we invest in infrastructure and capacity building—to share resources that support partners with what they need to build a more connected network of care. By supporting partner readiness, collectively, we are more prepared to meet new requirements, and are more connected, and better equipped to serve people who count on them every day.

HEALTH-RELATED SOCIAL NEEDS READINESS

What does it mean to be ready to address health-related social needs (HRSN), and why does it matter? As our region prepares for Medicaid Transformation Project 2.0, HRSN readiness takes on new importance in our community's long-term well-being. CHOICE knows that health is shaped by more than medical care—it's about whether people have stable housing, healthy food, transportation, and a sense of belonging and connectedness. Strengthening regional readiness means supporting the partnerships, data systems, and workforce capacity needed to connect people with the right supports at the right time. Through this work, CHOICE is helping create a more coordinated and equitable system where every person has what they need to thrive. Below is a list of the health-related social needs that are a part of the Medicaid Transformation Project 2.0 effort that are in addition to community-based care coordination.



RE-ENTRY SUPPORT

CHOICE believes it is essential to stay connected with jail, prison, and related partners as new benefits become available as part of the Medicaid waiver. These services enhance client experience and outcomes, providing a key revenue stream to local and State facilities to sustain essential services at their locations. CHOICE works to ensure that jail partners are aware of the community care hub and can quickly and effectively refer individuals when appropriate, thereby increasing the success of those transitioning back into the community.

More than $3.4 million has been invested through dozens of partnerships.

STRENGTHENING CONNECTIONS OF CARE

CHOICE has been working with partners in Tribal health services, health care systems, community-based health and social service organizations to support internal capacity in business competencies, workforce development, technology, and community outreach and engagement.

The goal of this work is to increase partners' ability to strengthen connections of care, and increase readiness to participate in the MTP 2.0 health-related social need service delivery. Below are a few examples of the efforts partners have focused on this past year.

Business Competencies

- Planning and development of policies for service provision.
- Develop processes to enhance access to HRSN services (ie. billing and invoicing processes).
- Evaluation of Electronic Health Records services for their specific needs.

Community Outreach and Engagement

- Increased support for community members connecting with an expanded continuum of health-related social needs services.
- Convening to collaborate on social services and HRSNs.

Technology

- Implementation and customization of systems to enhance care coordination workflow and improve access to services.
- IT Support to assist with technology infrastructure improvements to maintain HIPAA-compliant systems.

Workforce Development

- Support the hiring and onboarding of new staff for HRSN provision.
- Training and technical assistance to support professional development.

SPONSORSHIP

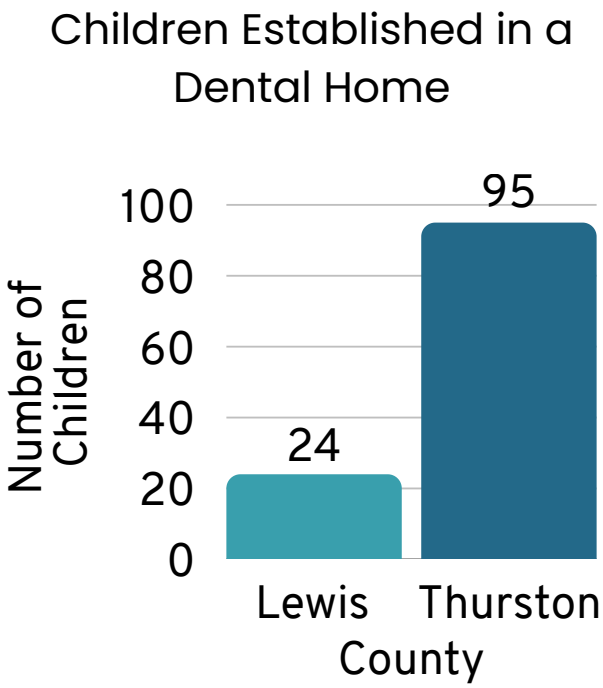
At CHOICE, we know that health is about more than just access to medical care—it's also about feeling connected and like you belong. That's why we invest in sponsorships, supporting a wide range of events and community-led initiatives that bring people together. We're proud to help support spaces where community members connect, share, and build a stronger sense of community, because those connections are an essential part of living a healthy, thriving life.

CHOICE sponsored 50 events or projects throughout the region. A total of $93,500.00 was distributed to Tribal partners, community-based, and governmental organizations holding events with educational, promotional, networking, and celebratory themes.

ACCESS TO BABY & CHILD DENTISTRY (ABCD)

Access to Baby & Child Dentistry (ABCD) connects Medicaid covered children ages 0-6, and children up to age 12 with a Developmental Disabilities Administration (DDA) indicator, with a dental home. The Access to Baby and Child Dentistry program helps put young children on a lifelong path to good oral health.

Our coordinator supports Thurston and Lewis Counties for the Health Care Authority (HCA). HCA reports that dental utilization for children under age 6 has increased from State Fiscal Year 2023 to State Fiscal Year 2024 by 0.5% in Thurston County and 2.2% in Lewis County, with a statewide increase of 2.3%.



WELLNESS COLLABORATIVES

CHOICE began its work by investing in the Blue Zones model in three of our communities, helping to spark interest and action around healthy living. As those efforts grew, we shifted to supporting more community-led wellness collaboratives, giving local voices and leadership a central role in shaping priorities. Today, that work has evolved even further—many collaboratives are focusing on strengthening local food systems, which not only promote healthier living but also align with health-related social needs (HRSNs) like food security. This journey reflects our commitment to community-led solutions.

$75,000

Food skills classes in Lewis County through seven local partners.

$50,000

Hub Cuty Greenway trail signage and Chehalis Pocket Park sponsorship.

$75,000

Match funds were allocated to support key partnerships with entities such as the Northwest Agriculture Business Center (NABC), Mason Health, and local schools, enhancing food access and sustainability efforts through a collaborative grant application.

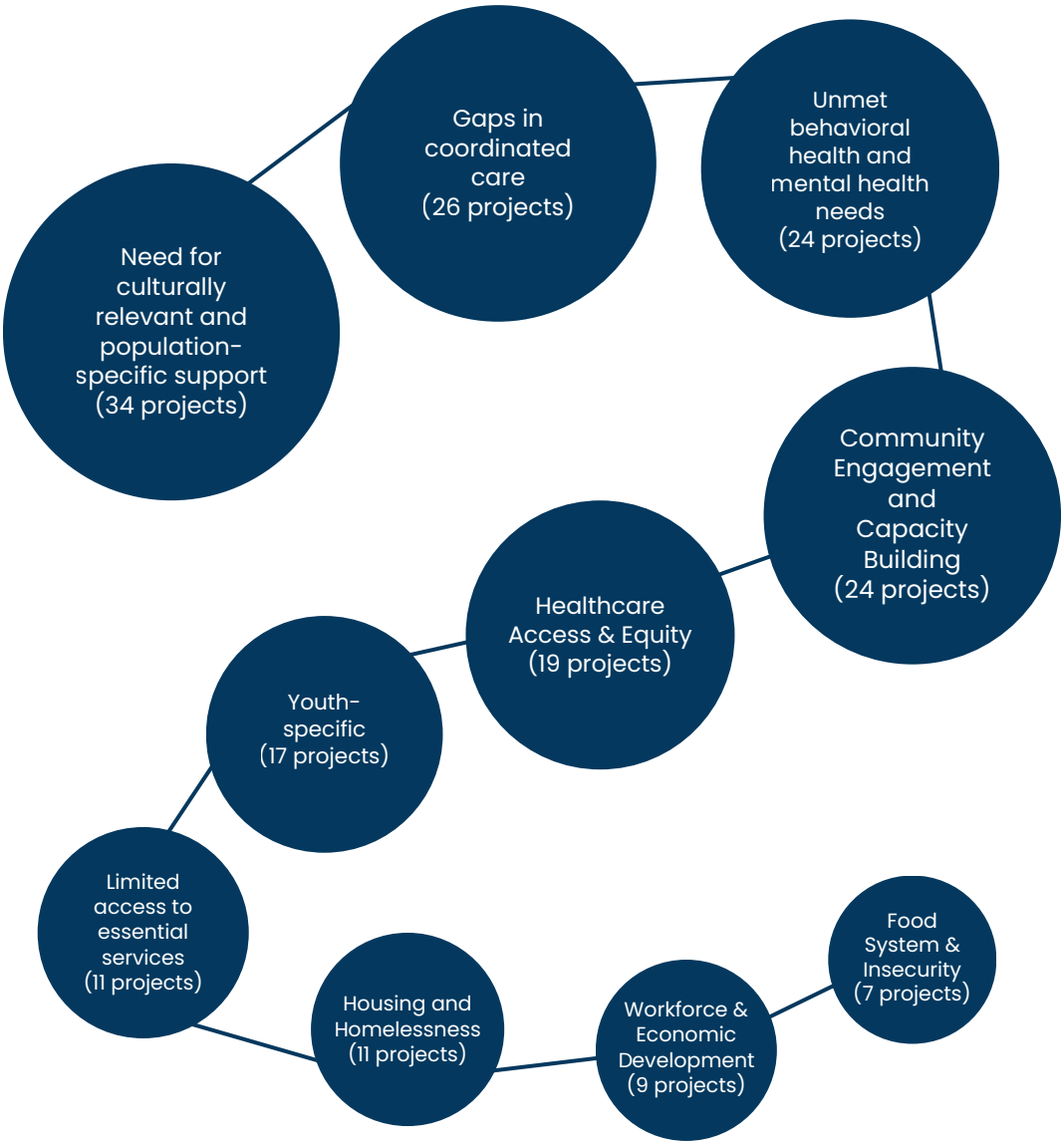
$60,000

Purchased bike racks, striping, and wayfinding signs for Grays Harbor County trails.

HEALTH EQUITY PLANNING

CHOICE regularly met with a group of Tribal Health leaders across the region where meeting agendas and discussions were guided by the priorities identified by Tribal health leaders. This year's discussions served as a parallel process with a new effort where we established a health equity cohort to understand community strengths and opportunities, and develop a health equity plan. Through meetings with Tribal health leaders, these discussions helped us build a more collective understanding of the strengths of Tribal health systems and examples of innovative work in the region. We also discussed challenges and potential opportunities for regional collaborations that could enhance services and improve community members' health outcomes. We are grateful for their continued interest in having a space to think and plan together, and for the opportunity to build relationships with one another and CHOICE.

Through the Health Equity Cohort, we also gained valuable insights into both the strengths in our region and the barriers that still stand in the way of achieving equity. Through our parallel processes, we understand that communities are finding success with collaborative, community-centered services, trusted outreach, and building social networks that foster a sense of belonging. At the same time, challenges such as access barriers, a lack of shared community spaces, polarization, and gaps in connecting formal and informal systems persist. We care deeply about these themes. They guide our work—reminding us that to advance health equity, we must listen, adapt, and invest in solutions that strengthen connection, belonging, and community-led leadership.



HEALTH EQUITY PROJECT SELECTION PROCESS

To help advance health equity as described in the Health Equity Plan, CHOICE initiated a funding opportunity in the Spring of 2025. The request for proposal process generated a strong response, with 48 applications, requesting a total of $4.4 million.

From this pool, CHOICE awarded nearly $1 million across 23 selected projects. Large projects averaged approximately $100,000 per award, whereas small projects averaged $10,000 per award.

Applicants also expressed a clear need for non-financial capacity-building support in areas such as evaluation, sustainability, and partnership development.

HEALTH EQUITY PILOT PROJECTS

CHOICE launched health equity pilot projects to learn, together with our partners, about what works to bridge gaps in care. These pilots were designed around local priorities, ranging from expanding access to culturally relevant food to building connections between formal healthcare and community support, to creating spaces that strengthen a sense of belonging. Each project provided valuable lessons about both opportunities and challenges in advancing equity. Moving forward, we will build on these insights to guide future investments and scale strategies that can have the most significant impact across our region.

Centro Integral Educativo Latino de Olympia

Promotora de la Comunidad: Indigenous-Led Health Access in Mason and Lewis Counties

Skokomish Indian Tribe

Increasing Healthy Outcomes Through Culture & Tradition

Crossroads Housing

Mason County Community Service Hub

Support for Early Leaning and Families

Southwest Washington Child Care Partnership

Equity Institute

Men's Healing Network

Touched by One, Touched by All

Mobile Safe Haven: A Community Resource Hub for Families

Faith Lutheran Church

Hope Plaza / Plaza Esperanza

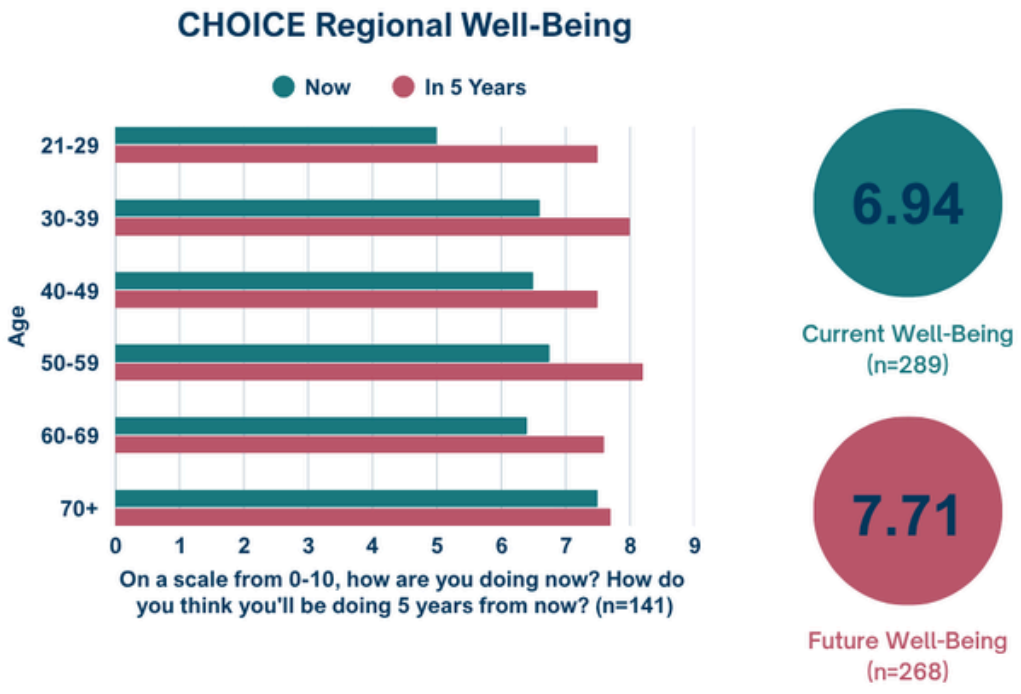
LISTENING TO COMMUNITY

Listening to our community is at the heart of our work. We know real change only happens when the voices of people who live and work here help shape the solutions. That's why we invest time and attention to listening—through individual and re-occuring meetings with Tribal health leaders, community advisory groups, surveys, conversations, and partnerships — and then put what we learn into action. By listening to people's experiences and knowledge, we can ensure that the improvements we're working toward are rooted in local solutions and truly meet the needs of our region.

WELLBEING SURVEY

The Wellbeing Survey is a vital tool because it goes beyond simply tracking illness or negative health outcomes—it captures what it truly means for individuals to thrive. By exploring physical, mental, social, and emotional dimensions of wellbeing, the survey helps identify both strengths and gaps in the community's support systems. This holistic approach enables us to understand not only where people are struggling, but also what resources, connections, and opportunities are helping them flourish, thereby guiding more effective strategies to promote health, resilience, and overall quality of life. Further data analysis is anticipated to be complete by January 2026.

Survey says...



Data includes full survey responses as well as responses to in-person Cantril's Ladder activities.

LEARNING THROUGH FRONTLINE PROJECTS

CHOICE invested $425,000 in collaborations to learn how to serve the needs of unique populations better. These projects establish referral partnerships and support care coordination in Cowiltz, Lewis, Mason, and Thurston Counties.

This co-learning is informing the next steps in strategies to come.

I-SHARE

Improving Senior Healthcare Access in Rural Environments.
Connecting Seniors with technology and support to engage with telehealth and other services at Valley View Health Center.
26 clients engaged.
Needs like medical referrals, telehealth education, clothing, food, and housing were met.

PATCH

Patients Accessing Trusted Community-based workers in the Hospital.
Embedded community-based worker in St. John's Hospital for real-time connection & care planning for hospital patients with social care needs.
118 clients engaged.
Needs like medical referrals, clothing, food, and transportation were met.

OFD CARES

Olympia Fire Department Community Assistance Referral and Education Services.
Follow-up and social care referral support for frequent users of 911/EMS services to ensure linkage to preventive care.
59 clients engaged.
Needs like ADL (activity of daily living) services, health education, medical referrals, establishing medical homes, and medication adherence were met.

MIHP

Mobile Integrated Health Program.
In-home patient services through a mobile multidisciplinary team to provide evaluations and treatments for physical and mental health, as well as resource navigation.
510 clients engaged.
380 emergency department visits were avoided, resulting in an estimated cost savings of $1,880,000.00.

OPERATIONAL EXCELLENCE

At CHOICE, we recognize that strong internal capacity is essential to achieving real and lasting positive change.

FISCAL SUMMARY

This year, CHOICE maintained a strong financial position while supporting multiple partners in the region. During Fiscal Year 2025, CHOICE received revenue from the Washington State Waiver MTP 2.0 of $6.2 million in Service Costs and $5.4 million in Infrastructure funding. Care Connect grants from the DOH totaled $1.2 million.

CHOICE invested $7.7 million in the community for services, $1.1 million in Community Wellness Initiatives, $0.46 million in Health Equity projects, and almost $100,000 in sponsorships. CHOICE expects a fully completed audit for fiscal year 2025 by the end of March 2026.

CHOICE continues to align financial decisions with prudent expense management to ensure the success of our long-term mission, ensuring sustainability and resilience in changing environments.

CHOICE financial decisions were focused on the contract deliverables of the MTP 2.0 waiver as well as the close-out of the Care Connect contract with DOH.

Our liquidity and capital reserves remain healthy, positioning CHOICE for further opportunities.

In 2025, CHOICE was issued unqualified financial and federal audit opinions.

A snapshot of prior CHOICE 990 tax returns is included in the following tables.

FISCAL SUMMARY TABLES

REVENUE	Fiscal Year 2024 (10/1/2023-9/30/2024)
Contributions and Grants	$10,163,905.00
Investment Income	$867,332.00
Total Revenue	$11,031,237.00

EXPENSES	Fiscal Year 2024 (10/1/2023-9/30/2024)
Salaries, Benefits, Other Compensation	$1,904,438.00
Partner Provider Contracts	$4,524,603.00
Subcontracts	$2,563,882.00
Supplies	$261,288.00
Other Expenses	$1,709,161.00
Total Expenses	$10,963,372.00

Conclusion

As we reflect on the past year, CHOICE is proud of the meaningful progress made toward creating a healthier, more connected region. Together with partners, we have deepened collaboration across Tribal health systems, medical and social service systems, taken key steps towards advancing equity, and strengthened our region's readiness for Medicaid Transformation Project 2.0. From listening, strengthenig relationships, and facilitating shared learning to launching new community investments and expanding care coordination capacity, each effort has been grounded in the belief that health is shaped by connection, belonging, and access to the supports people need.

The coming year will bring new opportunities and challenges as we continue building toward a system that not only delivers care but also strengthens the conditions for everyone to thrive. CHOICE remains committed to learning alongside our partners, lifting up community voices, and translating shared vision into sustainable action for the wellbeing of our region.

Questions? Contact us at:
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