



Report to the Community

2013



The mission of Neighborcare Health is to provide comprehensive healthcare to families and individuals who have difficulty accessing care; respond with sensitivity to the needs of our culturally diverse patients; and advocate and work with others to improve the overall health status of the communities we serve.



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EXECUTIVE LETTER

Dear Friends,

I am confident that we will look back at this time in Seattle's history—and the history of our nation's health care system—and say, this was a pivotal moment; this is when the ground shifted; when we made huge progress toward creating a health care system offering access to high quality, affordable health care for all. And Neighborcare Health, while it is tiny in comparison to the health care giants, is right there at the center of this effort.

In this report, I want to share a few of the ways that in 2013 we set the foundation for making history at Neighborcare Health.

In 2013 we began our effort to enroll patients and community members under the Affordable Care Act. We established an incredible staff of 24 eligibility and outreach staff members, speaking 14 languages, fanning out all over our community.

They show no signs of slowing down. Every day we have people who are getting health insurance coverage they have never been able to afford. There are tears of joy, and hugs all around.

Last year we continued to emerge as one of the nation's leading school-based health providers. We have school-based clinics in a dozen of the Seattle Public Schools, and provide on-site dental

services in many of them. In fact, last year we offered dental screenings and treatment in 42 public schools and Head Start locations. If you want to make an impact on the health of our city's school-age population, especially low-income students of color where the academic achievement gaps are greatest, go to where they are: go to the schools.

And in 2013 we began work on our most ambitious project, the Meridian Center for Health. When the center opens in the fall of 2015, it will be the first of its kind in Washington State: a one-stop for low income clients who will be able to get whatever they need—medical, dental, specialty mental health and chemical dependency services, public health services and other human services that have a bearing on health—all in an integrated fashion.

This is truly the most exciting time in Neighborcare Health's history. We are honored and grateful for your partnership in getting to this place.

A handwritten signature in black ink that reads "Mark Secord". The signature is fluid and cursive.

Mark Secord
Executive Director

2013

Achievements

With the support of our community, in 2013 we advanced the triple aim to improve the health of populations, improve the patient experience of care and reduce the per capita cost of health care.

We improved the health of our community:

- Provided **208,805 visits** to **52,872 people**
- Provided **7,393 emergency dental visits**
- Cared for **9,137 homeless or recently homeless individuals**
- Maintained **75% of diabetic patients in control**, better than the state or national rates for health centers
- Welcomed **410 new babies** through our OB and midwifery programs
- Of those newborns, **97% had a healthy birth weight**, better than the state or national rates for health centers

We improved the patient experience of care:

- Began planning the integrated care model at the **Meridian Center for Health** to create a one-stop campus dedicated to health and wellness (see story in this report)
- Began to remodel our **45th Street Medical & Dental Clinic** to create a more comfortable and efficient space
- Overall **patient satisfaction increased to 93.5%** from 91.2% the previous year
- Added four new **elementary school-based health centers** to increase ease of access for young patients

We reduced the cost of health care:

- Established the **Diabetes Education and Empowerment Program** to link diabetic patients with trained volunteers to support them in meeting their self management goals
- Established a **school-based dental program**, providing comprehensive dental services at 10 public schools, and additionally providing screenings at 21 elementary schools and 11 Head Starts
- Launched our **outreach and enrollment program** to enroll at least 12,600 people in health coverage (which we achieved by May 2014 - see story in this report)
- Developed plans for a new **community health worker program** in the Yesler Terrace neighborhood, to address social determinants of health



Neighborcare Health provided
208,805 visits
to 52,872 people



Increasing Access to Care in Our Communities

In 2013 the Affordable Care Act began implementation of its largest and most impactful phase, and Neighborcare Health was part of it. With new grant funding, our outreach and enrollment team grew to 24 staff individuals who worked one-on-one with individuals and families in clinics, food banks, low-income housing, shelters and even the day stalls of the Pike Place Market. And **by May 2014, the team met its grant goal of enrolling 12,600 people.**

Neighborcare Health will now be able to grow to serve more of our low-income neighbors, but we know *we will continue to serve large numbers of uninsured individuals and families.*

We can look to Massachusetts, which has lived with similar reform since 2006 as a test case. In Massachusetts, even as the percentage of the uninsured in the state plummeted to only 2%, that population continued to count on community health centers for care. In the first 6 years since its reform, Massachusetts health centers have grown to serve 43% more patients. Because of that growth, the number of uninsured patients cared for by health centers has reduced from 32% to 19%. But the absolute number of uninsured people served in health centers like ours is essentially unchanged.

That's what we expect for Neighborcare Health, which will grow to meet new demand, but will continue to provide a healthcare home for those who, for a variety of reasons, are ineligible for low-cost coverage.

In addition, dental coverage for adults is not mandated under the Affordable Care Act, and for many thousands of people Neighborcare Health will continue to be the only option for dental care. We will continue to provide both emergency care to relieve pain, and also preventive care to help establish long lifetimes of good oral health. We know that no one can have good overall health without good oral health.

Thank you once more for your support and partnership. We are still in the midst of major change, and are grateful to stand with you in our belief that everyone deserves access to quality health care.



We enrolled **12,600** people with coverage in the first **8** months of open enrollment



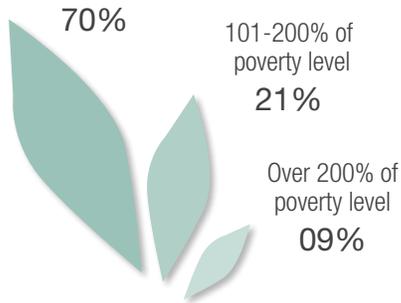
2013

Patient Demographics

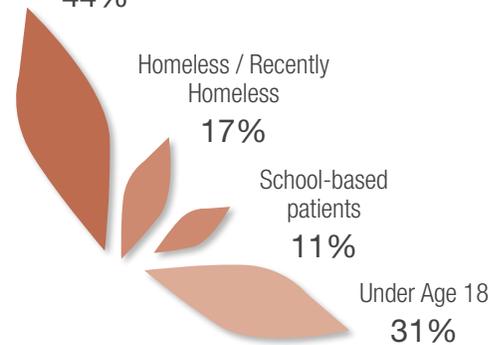
Medical visits	138,094
Dental visits	51,719
Behavioral health visits	18,992
Total visits	208,805

Total patients 52,872

Patients at or below 100% poverty level

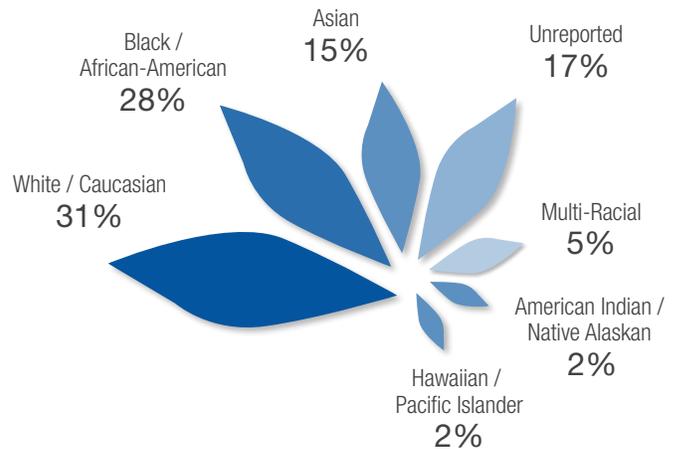


Uninsured 44%



20 most commonly spoken languages by our patients

- | | |
|---------------|---------------|
| 1. English | 11. Cantonese |
| 2. Spanish | 12. Thai |
| 3. Somali | 13. Arabic |
| 4. Vietnamese | 14. Mien |
| 5. Amharic | 15. Hmong |
| 6. Khmer | 16. Nepali |
| 7. Tagalog | 17. Russian |
| 8. Tigrinya | 18. Samoan |
| 9. Oromo | 19. Mandarin |
| 10. Laotian | 20. Punjabi |



9,717 of our patients are best served
in a language other than English



FEATURE STORY

The Meridian Center for Health

The vision of Neighborcare Health is to provide a health care home in every Seattle community. The greatest need today is in Seattle's north end – it is home to the largest segment of low-income residents, and the largest number of low-income residents not yet served by a community health center. In 2013, Neighborcare laid the groundwork for a campaign to meet that need and improve the lives of **14,000** people annually through the **Meridian Center for Health**.

The Meridian Center for Health, a one-stop campus for health, is a Neighborcare Health project in partnership with Public Health – Seattle & King County and Valley Cities Counseling and Consultation. The Meridian Center for Health will offer low-income families a health care home with:

- Primary medical and dental care – Neighborcare Health
- Public Health – Seattle & King County Public Health
- Specialty mental health and recovery services – Valley Cities Counseling and Consultation
- Additional human services, to be included over time, to meet evolving patient needs

Integrated care provides low-income patients with multiple needs better access to services. This model is particularly important for patients with transportation challenges, including families with multiple children, the elderly, and those challenged by language barriers or mental illness. Patients can use the array of services available under one roof, rather than being referred from one clinic to another, miles apart, and are more likely to follow through with referrals when services are integrated.

In 2013 Neighborcare launched the campaign to support the **Meridian Center for Health**. The capital budget for this project is \$22.5 million, plus \$1 million in planning and new program development. Funding will come from a variety of sources, including a \$5 million competitive federal grant awarded for this project, other government support, New Markets Tax Credits, reserves and financing. We are raising \$3 million in private support to complete this innovative project.



14,000 people will be served by the Meridian Center for Health each year



2013

Income & Revenues

(rounded to nearest 1,000)

Operating Income and Revenues

	2013 Audited Actuals
Program Revenue	\$25,504,000
Government Grants	\$13,011,000
Private Contributions & Events	\$1,126,000
Other*	\$1,114,000
In-kind	\$1,572,000
Total Operating Income/Revenue	\$42,327,000

*Includes investment return and other miscellaneous income/revenue.

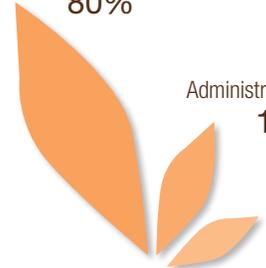
Program Revenue
60%



Operating Expenses

Program Services	\$33,965,000
Administrative Overhead	\$8,140,000
Fundraising	\$162,000
Total Operating Expenses	\$42,267,000
NET	\$60,000

Program Services
80%



80% of every dollar was spent on direct patient care



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Mental Illness and Drug Dependency
PRO Youth
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Seattle/King County Public Health
Health Care for the Homeless
Washington Health Benefit Exchange In-Person
Assister
Veterans and Human Services Levy
Washington Breast, Cervical and Colon Health
Program
Washington Department of Health
Adolescent Immunization Improvement Project
WIC Nutrition Program
Youth Mental Health Program



1. 45th Street Medical & Dental Clinic
 2. 45th Street Homeless Youth Clinic
 3. Bailey Gatzert School-Based Health Center
 4. Ballard Homeless Medical Clinic
 5. Central Area Dental Clinic
 6. Chief Sealth International School-Based Health Center
 7. Dearborn Park School-Based Health Center
 8. Denny International School-Based Health Center
 9. Georgetown Dental Clinic
 10. Greenwood Medical Clinic
 11. High Point Medical & Dental Clinic
 12. Highland Park School-Based Health Center
 13. Lake City Medical Clinic
 14. Madison School-Based Health Center
 15. McDermott Place Medical Clinic
 16. Mercer School-Based Health Center
 17. Pike Market Medical Clinic
 18. Rainier Beach Medical & Dental Clinic
 19. Rainier Park Medical Clinic
 20. Roosevelt School-Based Health Center
 21. Roxhill School-Based Health Center
 22. Van Asselt School-Based Health Center
 23. West Seattle Elementary School-Based Health Center
 24. West Seattle School-Based Health Center
- Future Site - Meridian Center for Health

This annual report was prepared by the Neighborcare Health Development Office. We sincerely apologize for any name we may have misspelled or inadvertently omitted from the donor list. Please advise us of any errors by calling (206) 548-3260 or emailing development@neighborcare.org.

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