The mission of Neighborcare Health is to provide comprehensive health care 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.
Dear Friends,

“Community” is one of the most powerful words in our language. And it is at the heart of our mission at Neighborcare Health. The nation’s community health centers were founded 50 years ago on the premise that by firmly rooting health care in the community, the health of the poor and vulnerable members of our society would improve. We were - and are - agents of social change.

We know improving the health of our community is not just about building new clinics. In fact most of what impacts our health happens outside the clinics walls. That’s why addressing social determinants of health in community settings is so critical to our work at Neighborcare Health.

One area of focus for us is our presence in supportive housing for formerly chronically homeless people who need long-term assistance with an array of supportive services to lead the most productive life possible. Our Housing Health Outreach Team serves those with a myriad of mental illnesses, drug and alcohol dependency and chronic disease issues, allowing them to stay housed and improve their health.

Our school-based program brings care where young people can most directly access it, in their own schools, where our providers work in partnership with educators, families and other service providers. Our school based program supports young people in making the best choices to achieve their own health, education and life goals, giving them the best chance at achieving those goals for the long term.

And most recently our new Community Health Worker program, which is profiled later in this report, provides community members in distressed neighborhoods with the training and resources to support choices in nutrition, exercise and preventive care to live happier, healthier and more productive lives.

This is the sort of work that will distinguish those who are focused on true health from those who are focused only on providing health care. We are proud to be a part of this revolutionary work, and grateful for your partnership.

Mark Secord
Executive Director
With the support and partnership of our community, in 2014, we:

- Provided 215,296 visits to 55,118 people
- Provided 7,695 emergency dental visits
- Cared for 8,558 homeless or recently homeless individuals
- Provided supportive nursing to 800 chronically homeless adults transitioning into housing
- Provided care for families in crisis at four domestic violence and family shelters
- Welcomed 366 newborns through our OB and midwifery programs
- Enrolled 18,060 individuals in an affordable health plan
- Maintained 74% of diabetic patients in control of their condition
- Welcomed two new clinics into Neighborcare Health as they left the Public Health system
- Completed a remodel of Neighborcare Health at 45th Street to improve patient care
- Established a clinic in the St. Vincent DePaul Thrift Shop on Aurora Avenue N, an entry point to our primary care system
- Established a Community Health Worker program in Yesler Terrace (see more later in this report)
- Broke ground on the Meridian Center for Health to create a one-stop campus dedicated to health and wellness
- Began planning a Dental Education Center at Pacific Tower, a partnership with Seattle Central College and Seattle Vocational Institute
Neighborcare Health provided 215,296 visits to 55,118 people
One of our most important strategies for achieving our mission is to maintain deep ties with the communities we serve, meeting patients where they are, physically, emotionally and geographically.

In 2014 we furthered this strategy by implementing a Community Health Worker program in the Yesler Terrace Neighborhood.

Our Community Health Worker model recruits individuals from the community to be served, and provides the training and resources to bring better health outcomes to their own neighbors, families and friends. Serving the neighborhoods where they live and often grew up, Community Health Workers leverage their trust and kinship to share opportunities for better health in uniquely meaningful ways.

Another important aspect of the Community Health Worker project is coordinated partnerships with other organizations that grow out of, and serve, the same community. Our goal is to approach each setting with humility, asking the residents and others who are the experts on their own community what do you need, and what can we do to help you with your health goals?

In just the first year of the program, Community Health Workers in Yesler Terrace met with more than 1,000 residents, established a community walking group, a community gardening and kitchen program, held health screening events and support for Yesler Terrace after school programs.

Our work on healthy lifestyles, building community and increasing access to care showed real improvements in the first year Yesler Terrace residents reported an increase in those exercising seven or more times per week from 16% to 24%. Those who describe their health as excellent increased from 9.6% to 13%. Most remarkably, those who reported having health insurance increased from 17% to 94%.

We look forward to deepening this program in Yesler Terrace, and expanding the program to other neighborhoods we serve.
The CHW program helped those with healthcare coverage increase to 94%
2014 VISITS & PATIENTS

Medical visits 141,060
Dental visits 58,182
Behavioral health visits 16,054
Total Visits 215,296
Total patients 55,118

2014 Patient Demographics

20 most commonly spoken languages by our patients

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

Patients at or below 100% poverty level 70%
101-200% of poverty level 21%
Over 200% of poverty level 09%

Uninsured 29%
Homeless / Recently Homeless 16%
School-based patients 12%
Under Age 18 19%

White / Caucasian 32%
Black / African-American 28%
Asian 15%
Unreported 16%
Hispanic 16%
Multi-Racial 5%
Hawaiian / Pacific Islander 2%
American Indian / Native Alaskan 1%
10,274 of our patients are best served in a language other than English.
Thank you to the donors to the Meridian Center Campaign

$5,000,000
U.S. Department of Health and Human Services

$1,000,000
City of Seattle

$250,000-$499,999
The Employees Community Fund of Boeing Puget Sound
Washington Dental Service Foundation

$100,000-$249,999
Bill and Melinda Gates Foundation
The Martin-Fabert Foundation

$50,000-$99,999
Richard Barbieri & Lyn Tangen
James Douglas Dixon
D.V. & Ida J. McEachern Foundation
Seattle Children’s
Seattle-King County Dental Society and Foundation

$15,000-$49,999
Heather Andersen & Leslie Christian
Robbie & Pauline Bach
Mark Busto & Maureen Lee
Foundation of the American Academy of Pediatric Dentistry
Joshua Green Foundation, Inc.
The Mary Alice and Bennett Brown Foundation, Inc.
The Nesholm Family Foundation
Darryl Price & Wendy Graff
Roberts Family Foundation
The Seattle Foundation
Joseph & Barbara Shickich
Carol Thomas & Mark Wilbert

$5,000-$14,999
Blair Family Foundation
David & Elizabeth Golden
Group Health Cooperative Horizons Foundation
Jill Marsden & Ros Bond
Tamiko & John Miyano
Poo & Nat Penrose
The Polyclinic
Austin & Annette Ross
Mark & Linda Second
Mark & Debbie Stensager
Judy Tobin & Michael Baker
Karina Ulldal & Nancy Palmer

$1,000-$4,999
Anonymous (2)
Susan Amberson
Shannon Bailey & Kirk Bailey
Katie Bell
Moria & Lance Blair
Tony & Evie Bozzuti
Jenny Brackett
Dianne & Jan Brundage
Ashlee & Timothy Ceder
Janine Childs
Eugene Cho
Lloyd David & Michelle Marshall
RaShelle Davis
Charlotte Dixon
Michael & Alayne Fardella
Rose Feliciano
Paul Fredlund
Barcy Fisher & Tina Podlodowski
Amanda Gayles
Rolf Gruen
Bill Haggerty & Julie Schott
Serina Hijirida
Jim Jorgenson & Tom Mitchell
Joyce Lammert, MD
Rom & Ginna Lee
Elizabeth and Jeff List
Mary McWilliams
Shizuka Miyano
Neighborcare Health School-Based Program
Neighborcare Health Nurse Team
Neighborcare Health Development Team
 Neighborcare Health at Pike Place Market
Neighborcare Health at Lake City
Neighborcare Health at High Point
Neighborcare Health at Greenwood
Neighborcare Health at Columbia City
Neighborcare Health Administrative Department at Georgetown
Annette & Derek Neilson
Nenke Family
John H. Pierce & Vicki Pierce
Marcus Rempel & Sandi Everlove
The Potash Rubin Family
Reenie Scott
Larry Smith
Joseph Sparacio & Richmond Tracy
Tulalip Tribes Charitable Trust
Jack & Gayle Thompson
Michael & Sarah Vander Beek
Brooke Wallace
Wakefield
Claire Thomas Wilbert
David Wilbert
Shaio-Yen Wu

$1-$999
Thanks to the 262 donors who gave at under the $1,000 level
14,000 patients per year will receive care at the Meridian Center for Health
2014 Income & Revenues

Operating Income and Revenues

<table>
<thead>
<tr>
<th>Source</th>
<th>2014 Audited</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Revenue</td>
<td>$32,605,323</td>
</tr>
<tr>
<td>Government Grants</td>
<td>$13,538,226</td>
</tr>
<tr>
<td>Private Contributions &amp; Events</td>
<td>$1,276,767</td>
</tr>
<tr>
<td>Other</td>
<td>$1,574,099</td>
</tr>
<tr>
<td>In-kind</td>
<td>$1,619,589</td>
</tr>
<tr>
<td>Total Operating Income/Revenue</td>
<td>$50,614,004</td>
</tr>
</tbody>
</table>

Operating Expenses

<table>
<thead>
<tr>
<th>Source</th>
<th>$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program</td>
<td>$38,854,918</td>
</tr>
<tr>
<td>Administrative Overhead</td>
<td>$9,111,085</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$123,302</td>
</tr>
<tr>
<td>Total Operating Expenses</td>
<td>$48,089,305</td>
</tr>
</tbody>
</table>

NET OPERATING GAIN $2,524,699

Net operating gain is contributed to reserves to invest in new programs, new facilities and other expansions.
81% of every dollar was spent on direct patient care
2014 Contributors

Neighborcare Health thanks the following donors for their generous annual operating and program support during FY 2014.

$300,000 - $999,999
- The Market Foundation
- Lakeside Industries
- Polly Lassen
- Styx & Rayburn Lewis, MD
- Kevin McCollum
- Laketa & John Miyano
- Martha Moreno
- Mutual of America
- National Research Corporation
- NBBJ
- Steven D. Schell
- Kari Palmer, MD
- Regence Blairstein in Washington
- The Satya & Rao Ramala Foundation
- Marcus Rempel & Sandi Evetoo
- Doris & Ted Rempel
- Jeanne Roberts & Steve Dresang
- Brooke & Wallace
- Barton & Wallace
- David Barr
- Jennifer Kauffman & Jarold Morgan
- Robert Gertler
- Frederick Foster Trust Fund fbo K Milan Fund
- Jody Foster and Jody Foster
- Barcy Fisher & Tina Podlodowski
- William Dowling
- Jim Dixon & Linda Ingvaldsen
- Chris & Bonnie Delecki
- Catherine Holmes Wilkins Foundation
- Mark Busto & Maureen Lee
- Carolynne Bryant-Dowdy
- Tony & Evie Bozzuti
- Jabe Blumenthal & Julie Edsforth
- Bill and Melinda Gates Foundation
- Tal & Irene Blaske Saraf
- Tom & Susan Harvey
- Barbara Guzzo & Paul Purcell
- Tom & Susan Harvey
- $250 - $499
- Stacy & Tatyana Globerman
- Diana Gale & Jenny Hills
- April Gibson
- Stacy & Tatiana Globerman

Group Health Cooperative
- George & Lynn Gottmann
- Katie & Brian Haas
- Erin Hafer
- Sheila Hart
- James Helm
- Vi Hsiung
- Prizur Huida
- Richard & Margaret Hudson
- Susan Isacsson & Bob Jaffe
- Sue & Neil Jensen
- John & Emilie John
- Jane Johnson
- Mary Ellen Johnson
- Danae Kaemingk
- Dr. Gary & Wendy Kaplan
- Carolyn Kelley
- Michael Kelly
- Lesley & Steve Kennedy
- Kristierson Family
- Leslie Mallinger
- Enrico Martinez Palacios
- Cam & Reba McIntyre
- Timothy & Megan Miller
- Doug Morgan
- Roger Myers & Tidu Rowbury
- Mary Nelson
- Marsha Nemetz
- Rob Nielsen
- Karen Nordby
- Joe O'Neill, Jr.
- Roy O'Donnell
- Dr. Brian Owens
- Dr. Matthew Perez
- Eric Pettigrew
- Dale J. Pickler & John L. Larsen
- Prathiba Pinnamani
- Ryan Pang
- Jill Potte
- Alyssa and Harry Pyke
- Liza Redding
- Mandie Rhodes & Doug Nelson
- Kelly and David Rickenbacker
- Emily Rieser & Tom Sunderland
- Neil Robinson
- Austen Ross
- Alan Rothblatt, MD & Sima Kahn, MD
- Arlene & Roland Sargeant
- Potter Scott, MD & Susie Scott
- Thomas Scott
- Sabeena Seria & Glen Shapiro
- Gary Simmons
- G. Janeen Smith
- Julie & Lawrence Snyder
- Winnie & Sam Sperry
- Katelyn Stalney
- Larry Kratofer
- Mathew Sutherland
- Suzanne Kotz & Stephen Tarnoff, MD
- Wendy Taylor
- Jack E. Thompson
- Stephanie & Whitney Tice
- Karina Udall & Nancy Palmer
- Sarah Vander Beek
- Rachel Waile
- Colin Walker & Kie Dassel
- Susan Warder
- Kim & Robert Weis
- Lisa Werlech
- Bryant Williams
- Ruth Hawkins
- Melinda Wilson
- Jodie Weil & Richard Hert
Clinic sites

1. Neighborcare Health at 45th Street
   1629 N 45th St, Seattle, WA 98103 | 206-633-3350
2. Neighborcare Health Homeless Youth Clinic at 45th Street
   1629 N 45th St, Seattle, WA 98103 | 206-633-7650
3. Neighborcare Health at Bailey Gatzert Elementary
   1301 E Yesler Way, Seattle, WA 98122 | 206-548-3162
4. Neighborcare Health Ballard Homeless Clinic at Nyer Urness House
   1753 NW 56th St, #200, Seattle, WA 98107 | 206-782-5939
5. Neighborcare Health at Central District
   2101 E Yesler Way, Seattle, WA 98122 | 206-461-7801
6. Neighborcare Health at Chief Sealth International High School
   2600 SW Thistle St, Seattle, WA 98126 | 206-938-1360
7. Neighborcare Health at Columbia City
   4400 37th Ave S, Seattle, WA 98118 | 206-461-6957
8. Neighborcare Health at Dearborn Park Elementary
   2820 S Orcas St, Seattle, WA 98108 | 206-548-3166
9. Neighborcare Health at Denny International Middle School
   2601 SW Kenyon St, Seattle, WA 98126 | 206-923-2809
10. Neighborcare Health at Georgetown
    6200 13th Ave S, Seattle, WA 98108 | 206-461-6943
11. Neighborcare Health at Greenwood
    415 N 85th St, Seattle, WA 98103 | 206-782-8660
12. Neighborcare Health at High Point
    6020 35th Ave SW, Seattle, WA 98126 | 206-461-6950
13. Neighborcare Health at Highland Park Elementary
    1012 SW Trenton St, Seattle, WA 98106 | 206-455-9025
14. Neighborcare Health at Lake City
    12721 30th Ave NE, #101, Seattle, WA 98125 | 206-417-0326
15. Neighborcare Health at Madison Middle School
    3429 45th Ave SW, Seattle, WA 98116 | 206-933-7842
16. Neighborcare Health at McDermott Place
    12736 33rd Ave NE, #200, Seattle, WA 98125 | 206-367-0150
17. Neighborcare Health at Mercer Middle School
    1600 S Columbian Way, Seattle, WA 98108 | 206-762-2394
18. Neighborcare Health at Meridian
    10501 Meridian Ave N., Suite A, Seattle, WA 98133 | 206-296-4990
19. Neighborcare Health at Pike Place Market
    1930 Post Alley, Seattle, WA 98101 | 206-728-4143
20. Neighborcare Health at Rainier Beach
    9245 Rainier Ave S, Seattle, WA 98118 | 206-722-8444
21. Neighborcare Health at Roosevelt High School
    1410 NE 66th St, Seattle, WA 98115 | 206-527-8336
22. Neighborcare Health at Roxhill Elementary
    9430 30th Ave SW, Seattle, WA 98126 | 206-452-2660
23. Neighborcare Health at St. Vincent de Paul – Aurora
    13555 Aurora Ave North, Seattle, WA 98133 | 206-548-7600
24. Neighborcare Health at Van Asselt Elementary
    8311 Beacon Ave S, Seattle, WA 98118 | 206-548-3168
25. Neighborcare Health at West Seattle Elementary
    6760 34th Ave SW, Seattle, WA 98126 | 206-548-3164
26. Neighborcare Health at West Seattle High School
    3000 California Ave SW, Seattle, WA 98116 | 206-658-8048

= Medical  = Dental  = School-based Health Center