

Washington Association for Community Health

Community Health Centers
Advancing Quality Care for All

Annual Report 2019



A Message From Bob



AS I WRITE THIS, 2019 SEEMS LIKE IT HAPPENED A DECADE AGO RATHER THAN JUST NINE MONTHS.

When I look back, however, I'm glad The Association focused on the fundamentals last year, growing the programs and relationships that would be essential for the survival of health centers when this global health emergency struck. Last year our member health centers served over 1.2 million people, regardless of their economic or insurance status, and our mission to help health centers expand their reach is as vital as ever.

In 2019, while we had no idea what was in store for us, we laid the groundwork that is enabling health centers to address this crisis from a place of strength. We offered programs that helped health center staff gain skills and connect with their communities. Our policy and advocacy team worked to form relationships with government agencies and funders that allowed health centers to be front of mind when our state reacted to the crisis. And we expanded opportunities for staff from different health centers to learn from each other, growing connections that would prove essential for sharing best practices quickly.

I'm most proud of our focus on facilitating collaboration between health centers. When health centers share their expertise with each other, it means our entire system can ensure high quality care for our patients. In 2019, our MA apprenticeship program taught health center staff virtual care techniques and worked with apprentices to improve the cultural humility of health centers – skills that have only grown in importance over time. Similarly, our policy and advocacy staff worked to sharpen our joint legislative committee, strengthening a forum where health center leaders could gain information and respond to emergencies rapidly with a unified voice.

2019 also brought many challenges for our members and patients. Federal actions such as the "public charge rule" made it more difficult for immigrant families to access health care and other essential services. We joined with health centers across the state and country to fight policies that prevent people from getting health care and hurt communities. This fight continues and we will keep working to ensure that no one is denied health care because of their immigration or insurance status.

I'm honored to collaborate with our members and partner organizations to make affordable health care accessible to everyone. Insights from health center staff drive our programming and advocacy, and we rely on our members to help build the blueprint for a strong health care safety net in Washington. When you read this report, we encourage you to reach out to us about how our services can better support your organization and strengthen health centers for whatever the future holds.

Yours for community health,

A handwritten signature in black ink that reads "Marsalli". The signature is written in a cursive, flowing style.

Bob Marsalli
Chief Executive Officer



Community Health Center Impact


Washington State's community health centers provide essential health care to patients, regardless of their income or ability to pay.

At The Association, we support the work of our member health centers to make sure that everyone can access quality health care. We work to expand the reach of health centers and improve the health of the people they serve.

In 2019, Washington's 27 community health centers served over 1.2 million patients.

PROVIDED HEALTH CARE TO OVER
124,000 PATIENTS
EXPERIENCING
HOMELESSNESS

 **PROVIDED HEALTH CARE
TO 26,000 VETERANS**

 **SERVED
678,000
MEDICAID
PATIENTS**

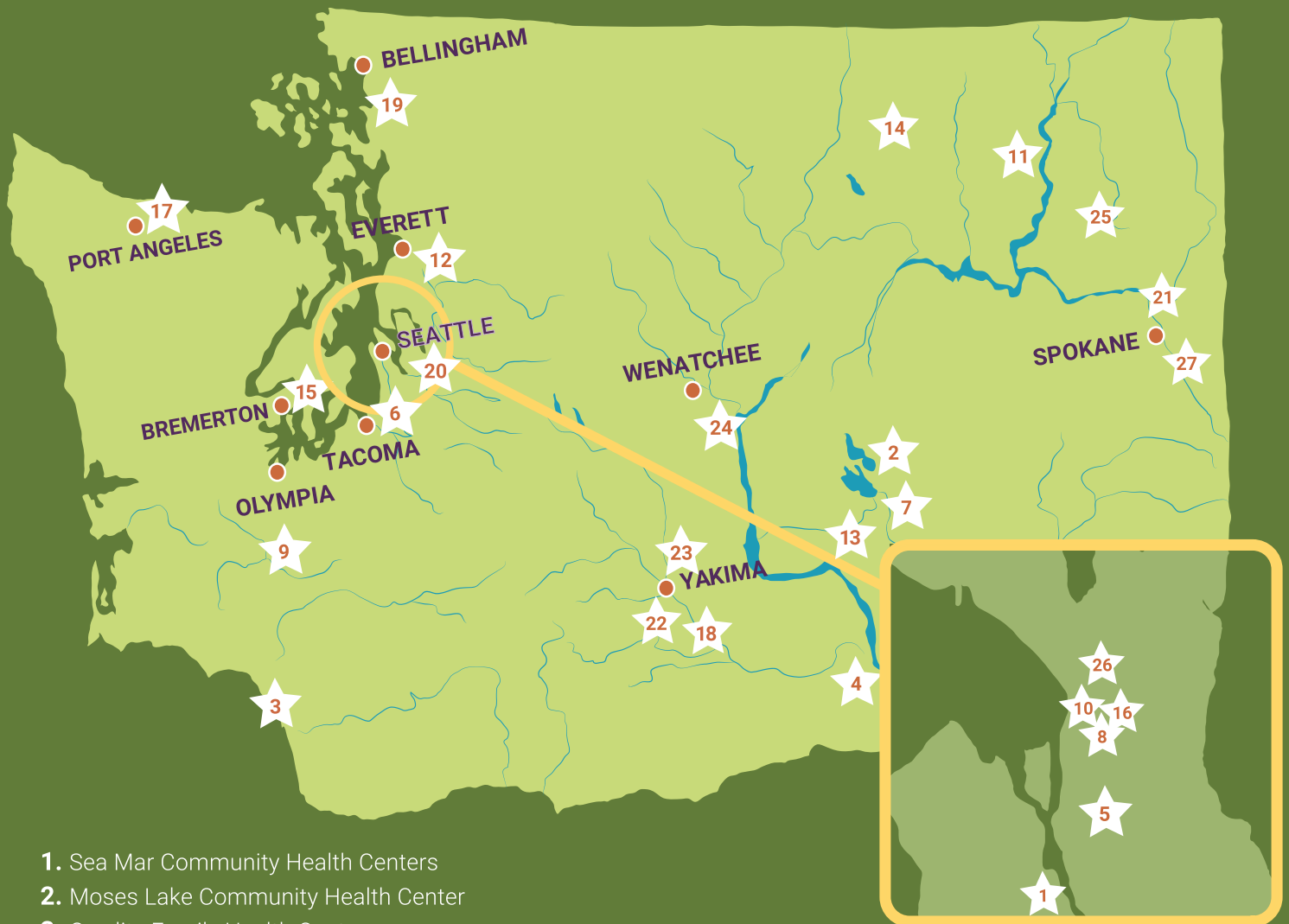
 **SERVED 314,000
PATIENTS IN A LANGUAGE
OTHER THAN ENGLISH**

 **PROVIDED OVER
1 MILLION AFFORDABLE
DENTAL CARE VISITS**

 **SUPPORTED
1,320,000 VISITS
FROM PATIENTS WITH MENTAL
HEALTH, SUBSTANCE USE OR
OTHER BEHAVIORAL HEALTH ISSUES**

27 Member Health Centers *Across the State*

The Washington Association for Community Health includes 27 member community health centers across the state. Many of our members operate multiple clinic locations, providing health care at over 300 sites in Washington.



1. Sea Mar Community Health Centers
2. Moses Lake Community Health Center
3. Cowlitz Family Health Center
4. Tri-Cities Community Health
5. Neighborcare Health
6. Community Health Care
7. Columbia Basin Health Association
8. International Community Health Services
9. Valley View Health Center
10. Health Care for the Homeless Network
11. Lake Roosevelt Community Health Center
12. CHC of Snohomish County
13. Mattawa Community Medical Clinic
14. Family Health Centers
15. Peninsula Community Health Services

16. Seattle Indian Health Board
17. North Olympic Healthcare Network
18. Yakima Valley Farm Workers Clinic
19. Unity Care NW
20. HealthPoint
21. The Native Project
22. Community Health of Central Washington
23. Yakima Neighborhood Health Services
24. Columbia Valley Community Health
25. NEW Health
26. Country Doctor Community Health
27. CHAS Health

Policy Advocacy And Implementation

The Association helps community health centers advocate for policies that provide affordable health care to more people. Our work has secured funding for more behavioral health clinics, increased state investment in affordable dental clinics, and made it easier for health care professionals to support people with substance use disorders through loan repayments and a streamlined credentialing process.

Our 2019 impact:

- Washington state's legislature invested \$12 million to fund 13 behavioral health clinics at community health centers across the state.
- Building on their historic 2018 investment in affordable dental clinics, the state legislature added \$4.5 million to fund seven more dental clinics.
- To address the serious shortage of behavioral health options in Washington, the state allocated \$2 million to fund loan repayment for behavioral health providers.
- The Association brought health center staff and patients to advocate and testify on key issues in Washington DC and Olympia.

HELPING HEALTH CENTERS SPEAK WITH ONE VOICE DURING CRISIS

When emergencies threaten the staff and finances of health centers, The Association gathers the experiences of health centers and helps them speak with a collective voice to policymakers. By speaking in unison about what they are facing, health centers can better advocate for the resources they need to serve patients. In 2019, we spoke out against the Public Charge rule and helped health centers navigate its impact on immigrant patients and their families.



STAFF PROFILE: IAN RANDALL, *Senior Strategy Advisor*

As The Association's Senior Strategy Advisor, Ian helps policy makers understand the critical role health centers play in providing a health care safety net and how policy changes can improve access to health care across the state. He collaborates with health centers to translate the insights of staff working on the frontlines into specific policy recommendations for the legislature and agency officials. The Association's policy team also helps health center staff develop relationships with their local elected officials to grow the collective voice of health centers to advocate for affordable, accessible health care.



IMPLEMENTING STATE REGULATIONS

In addition to advocacy, The Association maintains relationships with state and federal agencies to help community health centers navigate policy and provide feedback. If your organization needs help interpreting a rule or better understanding a grant program please reach out to our staff.



STAFF PROFILE: **JESSICA BATEMAN** *Health Policy Associate*

Jessica runs The Association's annual lobby day, which brings over 100 health center staff to Olympia to explain the importance of their work to elected officials. She enjoys coaching staff on how they can effectively speak to legislators and tracks the impacts of state and federal policy so staff can advocate persuasively. As a member of the Olympia city council herself, she brings a unique perspective of how policy makers take community input to create policy. Jessica also chairs committees where health center staff can share challenges they are facing around delivering dental and behavioral health care services, working with staff to develop requests for funding and policy that supports their work. She encourages health center staff to join a committee and make their voice heard.



Capacity Building

The Association provides training and technical assistance to build the capacity of community health centers to deliver effective, evidence-based health care. In 2019, we hosted trainings on how to retain frontline staff and offered apprenticeship programs to help CHC staff grow their skills.

Our services include one-on-one coaching, collaborative process improvement, and connections to industry experts.

Apprenticeship Programs

The Association provides apprenticeship programs that help staff at community health centers grow their skills to become medical assistants, dental assistants, and become certified to work with substance use patients. Many of the participants in apprenticeship programs come from the communities served by health centers, which expands the pool of health care staff who share the life experiences of their patients. Since 2014, we've graduated 600 apprentices and we currently have 400 active apprentices.

Workforce Development

The Association helps health centers recruit and retain talented staff. Each year, we work with health centers to identify areas where they have high turnover or trouble finding candidates, and create solutions such as job trainings programs or partnerships with community colleges. In 2019, we conducted 6 workforce development events to help health center staff gain skills, including shared learning peer discussions, healthcare apprenticeship advancement, and HR metrics development. Additionally, the Association hosts professional development trainings, including Implicit Bias Training and Provider Onboarding.



Technical Assistance for Dental and Behavioral Health

The Association provides support and technical assistance to health centers in their efforts to improve dental and behavioral health services. Health center staff can join committees to get updates on how rule changes impact dental and behavioral health delivery. The Association also offers one-on-one coaching to help health centers integrate behavioral health services and provides workshops and industry connections to share the latest information.

Open Enrollment

The Association helps health centers enroll patients with affordable insurance options by convening monthly workgroup calls where health center staff can discuss their outreach and enrollment work, share best practices, identify training needs, and issues that the Association needed to follow up on with state agencies. We also host in-person workshops in western and eastern Washington each September to help staff prepare for the open enrollment period.



STAFF PROFILE: **KATHERINE LECHNER** *Director of Workforce Development*

As The Association's Workforce Development Manager, Katherine works directly with health centers to develop apprenticeship programs and other unique training opportunities. In her role, she strives to create pathways for advancement for the people who work at and are served by health centers. In 2019, she oversaw programs that helped entry level staff gain skills to become medical and dental assistants. Katherine feels incredibly rewarded to be able to track the success of individuals as they learn and grow through the training and employment programs.



Convening Community Health Centers

By working together, community health centers exchange ideas, identify shared concerns, and develop solutions that benefit patients. The Association facilitates collaboration between health centers through in-person convenings, workgroups, and the online discussion forum on our website.

Health Equity

The Association assists health centers' efforts to achieve health equity for vulnerable populations by providing culturally and linguistically appropriate training for Community Health Workers and supporting participation in a program to increase access to care for agricultural workers and their families. Health centers are encouraged to join the Health Equity and Community Health Workers Workgroups to learn about more opportunities.

Data Analysis

The Association offers data analysis and help with developing consistent metrics across all of our programs and convenings. By collecting and formatting this information, the Association helps health centers tell the story of their impact to funders and elected officials. The Association convenes a bimonthly Clinical Quality Workgroup to create a space for networking, feedback, support, and innovation. In 2019, six health centers met to share promising practices, discuss common challenges, and seek recommendations from their peers. The Workgroup focused on and tracked childhood immunizations, blood pressure, and diabetes UDS measures.

Emergency Preparedness

The Association helps health centers prepare for natural disasters and other emergencies. We provide access to training and technical assistance from emergency preparedness experts. We also facilitate peer-to-peer linking among members to share best practices and lessons learned.

Group Purchasing Program

We help community health centers save resources, staff time and money by combining their collective purchasing power to purchase high quality products and services at preferential prices.

Mario Lopez, Purchasing Manager, Tri-Cities Community Health: "The Association always keeps in good communications with our vendors as they can be very knowledgeable and a lifeline to keeping supplies coming in during the challenging times we face."



STAFF PROFILE: **ASHLEY LILE**

Director of Training and Technical Assistance

As the Association's Director of Training and Technical Assistance, Ashley develops learning opportunities that health center staff can use to improve skills and provide high-quality care to all their patients. Trainings can take the form of large gatherings—such as a conference on working with opioid patients for providers in the Pacific Northwest—to smaller virtual workgroups on emergency preparedness. In 2019, Ashley developed a toolkit to help staff conduct social determinants of health screenings with new patients, allowing them to identify upstream issues that could be impacting patient health. She also worked to expand apprenticeship opportunities for health center staff and developed partnerships with organizations like the Washington Council for Behavioral Health to make sure health center staff got the latest information on how to best care for patients.

Welcome New Health Center Leaders

In 2019, The Association welcomed several new health center CEOs who made our network stronger. We're grateful for the opportunity to work with Gaelon Spradley of Valley View Health Center and Angela Gonzalez at Community Health of Central Washington, both of whom embody the patient-centered ethos of the community health system.



Supporting Health Centers Through Times of Crisis

When a crisis strikes, we know that it disproportionately impacts the patients served by health centers. We believe that health centers are stronger when they work together, especially in times where fast action and collaboration are needed to support patients and keep your doors open.

At the Association, we strive to be a mechanism that develops relationships and resources to help your center withstand a crisis. We set up learning opportunities that encourage health center staff to gain skills and connect with each other. By keeping staff in conversations about telehealth and best practices for serving farm worker populations, we prepare health centers to hit the ground running when an emergency arises. We also develop relationships with elected officials, government agencies and funders so that when a crisis arrives these sources of support know who health centers are and how important they are to the community. We work so that when the governor's staff picks up the phone after bad news, they ask for health center input on his response instead of what a health center is.

The Association works to create a stronger health care safety net so that patients and health centers continue to get essential health care -- no matter what. If you are interested in learning more about our programs visit: <https://www.wacommunityhealth.org/>

Financial information

Financial summary for 2019 (April 1, 2018 – March 31, 2019)

Revenues.....	\$2,818,776
Expenses.....	\$2,093,624
Assets.....	\$2,214,652
Liabilities.....	\$487,308

Washington Association for Community Health Staff



Jessica Bateman
Health Policy Associate



Terri Blazell-Wayson
*Administrative &
Group Purchasing*



Alyssa Burgess
*Workforce Development
Coordinator*



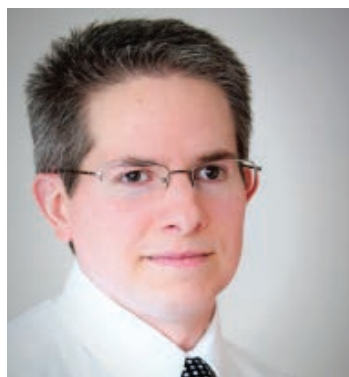
Deanna Fluke
*Executive Assistant &
Communications Coordinator*



Patricia Gepert
Health Access Coordinator



Ashley Lile
*Director of Training & Technical
Assistance*



Eric Griffith
*Director of Finance
& Operations*



Chris Kaasa
Senior Policy Advisor



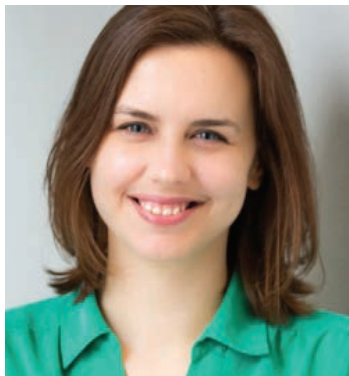
Katherine Lechner
*Director of Workforce
Development*



Bob Marsalli
Chief Executive Officer



Karie Nicholas
Data Analyst



Amanda Nicholson
*Education Systems
Administrator*



Ian Randall
Senior Strategy Advisor



Hannah Stanfield
*Practice Transformation
Coordinator*



Kate White Tudor
Lobbyist & Policy Advisor

2019 Association Board Members

Nieves Gomez, CEO, [Columbia Basin Health Association](#)

David Olson, CEO, [Columbia Valley Community Health](#)

Aaron Wilson, CEO, [CHAS Health](#)

David Flentge, President & CEO, [Community Health Care](#)

Joe Vessey, CEO, [CHC of Snohomish County](#)

Angela Gomez, CEO, [Community Health of Central Washington](#)

Raleigh Watts, Executive Director, [Country Doctor Community Health](#)

Dian Cooper, CEO, [Cowlitz Family Health Center](#)

Jesus Hernandez, CEO, [Family Health Centers](#)

Lisa Yohalem, CEO, [HealthPoint](#)

TJ Cosgrove, CHS Division Director, [Health Care for the Homeless Network](#)

Teresita Batayola, CEO, [International Community Health Services](#)

Joseph Pakootas, Executive Director, [Lake Roosevelt Community Health Center](#)

Sheila Berschauer, CEO, [Moses Lake Community Health Center](#)

Michael Erikson, CEO, [Neighborcare Health](#)

Desiree Sweeney, CEO, [NEW Health](#)

Michael Maxwell, CEO, [North Olympic Healthcare Network](#)

Jennifer Kreidler-Moss, CEO, [Peninsula Community Health Services](#)

Mary Bartolo, Executive Vice President, [Sea Mar Community Health Centers](#)

Esther Lucero, Executive Director, [Seattle Indian Health Board](#)

Toni Lodge, Executive Director, [The NATIVE Project](#)

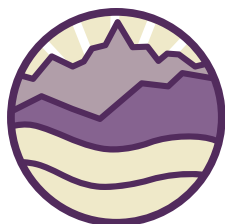
Jim Davis, CEO, [Tri-Cities Community Health](#)

Jodi Joyce, Executive Director, [Unity Care Northwest](#)

Gaelon Spradley, Executive Director, [Valley View Health Center](#)

Anita Monoian, President & CEO, [Yakima Neighborhood Health Services](#)

Carlos Olivares, CEO, [Yakima Valley Farm Workers Clinic](#)



Washington Association for Community Health

Community Health Centers
Advancing Quality Care for All

Our Mission: To strengthen and advocate for Washington's Community Health Centers as they build healthcare access, innovation and value.

**101 Capitol Way N., Suite 201
Olympia, Washington 98501**

360.786.9722

wacommunityhealth.org