



Your health. Your clinic. Your neighborhood.

ANNUAL REPORT 2021-2022





Jeri Weeks, MBA
Chief Executive Officer

A Message From our CEO

Throughout this past year, NHC strengthened our focus on enhancing our quality of care, and the talents and dedication of our staff is directly responsible for these successes.

- We hosted our first-ever fundraising event, the Bridging the Gap Luncheon, on November 3, 2022.
- We added dental services to a School-Based Health Center serving Tualatin-Tigard School District students and siblings.
- We merged two medical clinics, originally just a mile apart, to provide better patient care and expanded services.
- We added 56 new staff including five new director positions.
- We prioritized strategic development, added a Strategic Planning Coordinator, and implemented the use of Cascade Strategic Planning software.
- We received NWRPCA's 2022 Summit Award: Employer of Choice.
- We were honored as one of The Oregonian's Top Workplaces for the 3rd year in a row.

All of these things contribute to higher quality care and patient outcomes. In 2022 we dedicated ourselves to providing a best-in-class Employee Experience, which allowed us to grow and nurture our staff, retain quality employees, build strong teams, and enjoy a productive and efficient workplace.

We add to this an effort to identify current best practices, encourage inter-department collaboration, and provide transparent and respectful communications.

Today, three years after the World Health Organization officially declared COVID-19 a pandemic on March 11, 2020, NHC is in a very different place. And while we continue to care for our community's most vulnerable, we continue to face new challenges.

- Staffing shortages across healthcare continue to affect our clinics and programs while hiring candidates that support our culture is more important than ever.
- New candidates often seek options for remote or hybrid work.
- Our patients are seeing the end of pandemic benefits, which provided better access to the care and resources they need.
- There is a greater need for mental healthcare services than ever.

Throughout our 13 years as a community health center, we have proven ourselves to be agile, nimble, resilient, and tenacious. I am proud of our unified approach to a culture of caring.

Sincerely,

Jeri Weeks, MBA, CEO





A Message From Our Board Co-Chairs

As the Board of Directors, comprised of both patient and community advocates, we serve as an independent governing body focused on providing vision, leadership, support, and long-term strategic planning to ensure Neighborhood Health Center's (NHC) viability far beyond our 13-year anniversary celebration in June 2023. Over the past three years of the public health emergency there have been several significant changes in the healthcare industry. Many of which have impacted NHC.

The Board of Directors of NHC are proud of the stability and growth NHC has continued to experience in these otherwise challenging times. The acquisition of the new clinics in 2019 allowed us to increase our services offered, expand our patient-centered care model, and increase the number of patients we serve from 16,987 in 2020 to 20,773 in 2022.

The consolidation of our Beaverton Clinic with our Tanasbourne Clinic allowed us to increase access to integrated healthcare services to patients in Washington County while providing greater support for our staff. These expanded services allow us to achieve greater health outcomes for our patients and the communities in which they live.

In 2022 NHC hosted our first-ever Bridging the Gap in Healthcare luncheon raising \$20,000 from 135 attendees while recognizing our great partnership with CareOregon for the past 13 years.

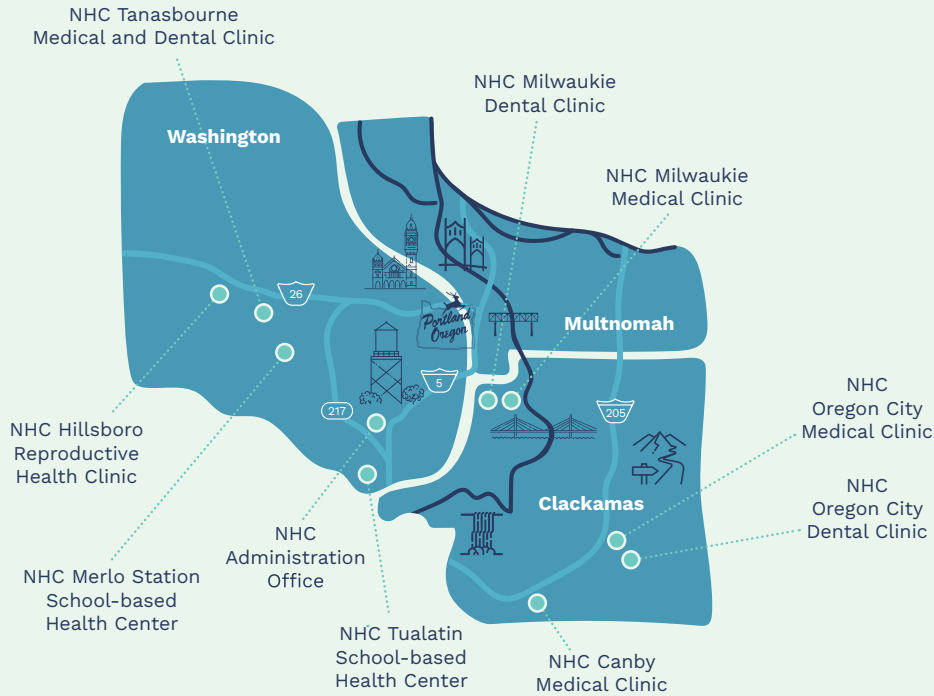
NHC has over 215 employees allowing us to increase program services including the addition of Community Health Workers, the expansion of Behavioral Health Services, the launch of a medical student learner program, medical and dental assistant training programs, and more. NHC staff continue to work diligently every day to care for each other while caring for our patients to improve health outcomes for all.

We are confident that we speak for the entire Board of Directors when we say we continue to be impressed by the entire organization and are honored to be part of Neighborhood Health Center. We look forward to continuing our commitment to NHC in support of our mission to build healthy communities – one neighbor at a time – through patient-centered healthcare, regardless of income or current state of wellness.


Donaldda Dodson, Co-Chair


Brittany Marks, Co-Chair

2022 In Review



11,228
Primary Care
Patients



15,893
Dental
Patients



794
Reproductive
Health Patients



1,893
Behavioral
Health Patients

20,763
Patients Served

70,864
Patient Interactions

2,241
Children Immunized



Men
8,434

Women
11,097

Trans
94

Other
221

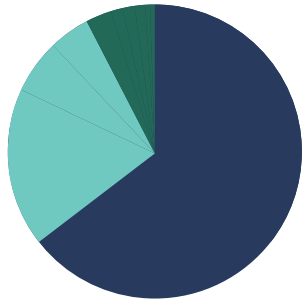
64.2%

of NHC patients live 200% below
the federal poverty level



Fiscal Highlights

2021 AUDITED FINANCIALS

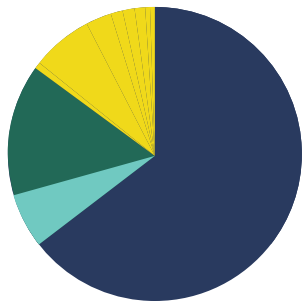


2021 Revenues

- Patient Services – 61.32%
- Grants and Contracts – 27.34%
- Patient Centered Care Home – 10.91%
- Other – 0.44%

Revenues

	2021	2020	2019
Patient Services	\$17,926,900	\$13,990,761	\$12,013,580
Grants and Contracts	\$7,992,140	\$10,129,170	\$5,033,133
Patient Centered Care Home	\$3,189,553	\$2,964,861	\$1,991,461
Other	\$127,364	\$17,904	\$32,926
Total Revenues	\$29,235,957	\$27,102,696	\$19,071,100



2021 Expenses

- Payroll and Benefits – 69.69%
- Medical/Dental Supplies – 5.35%
- Facilities – 11.00%
- Other – 12.72%
- Depreciation & Amortization – 1.24%

Expenses

	2021	2020	2019
Payroll and Benefits	\$19,149,913	\$17,369,927	\$13,380,845
Medical / Dental Supplies	\$1,469,536	\$1,417,139	\$1,204,541
Facilities	\$3,022,690	\$2,680,064	\$2,128,766
Depreciation & Amortization	\$341,868	\$326,072	\$266,225
Other	\$3,494,972	\$3,121,966	\$2,581,209
Total Expenses	\$27,478,979	\$24,915,168	\$19,561,586

#PROUD2BNHC Employee Giving Funds Used to Help Patients

Funds support a houseless patient prepare for a colonoscopy.

Jim*, one of our unhoused patients, needs routine colonoscopies for colorectal cancer screening and to help manage his Crohn's disease. With Jim's housing status, his ability to get a colonoscopy hinges on whether or not he has access to a reliable bathroom for procedure preparation.

When the time came for his most recent colonoscopy, his care team utilized the Proud2BNHC Employee Giving Fund to book Jim a hotel room for comfortable procedure preparation.

REMOVING BARRIERS TO PATIENT CARE

The Proud2BNHC Committee was founded in 2021 by NHC's Development Department to help patients like Jim access health-related items or services they are unable to pay for on their own and that are not covered by the patient's insurance. It is 100% employee-led and funded, with the sole purpose to support patients' uncovered healthcare costs.

The Proud2BNHC Committee fosters a culture of caring and giving among employees and improves trust between patients and their providers.

Since its founding, the committee has grown from five members to fourteen members from various departments within the organization, including Development and Communications, Finance, Referrals, Membership and Engagement Services, and multiple providers and clinic staff.

The fund has financed wheelchairs, blood pressure monitors, walkers, compression socks, eyeglasses, tooth extractions, and more, saving patients thousands of dollars in out-of-pocket healthcare expenses.

**Patient name has been changed for privacy.*



▲ Staff gathers after an appreciation luncheon for those who donate to Proud2BNHC.

A TEAM EFFORT

Jim was able to get a two-night hotel stay booked for procedure prep and recovery thanks to primary care provider Dr. Carolyn Emerick and nurses Rubi Jimenez and Trinity Greene quick collaboration with the Proud2BNHC Committee.

With only a few days before the procedure, NHC Grant Manager and Proud2BNHC Committee Vice Chair Eric Bruckbauer was able to schedule the hotel stay the same day Jim's care team requested assistance.

Eric followed up to make sure Jim was able to check in to his hotel with no issues, and Dr. Emerick confirmed the procedure went smoothly thanks to the help from the Proud2BNHC Committee.

“*The patient was very grateful and touched that this request was fulfilled. I am very happy to know we have a program like this available for our patients, and staff that go above and beyond.* –Rubi Jimenez, RN

A success story in interdisciplinary collaboration

A PATIENT IN CRISIS

One of our patients, a recent immigrant from Central Africa, was experiencing a mental health crisis when she arrived at the clinic on a Friday afternoon for a routine appointment with her primary care provider, Dr. Carolyn Emerick.

Marie* has many chronic health conditions (uncontrolled Type 2 diabetes, chronic pain, hypertension, high cholesterol), has extremely limited health literacy, speaks very little English, and is on some high-risk medications.

Dr. Emerick provided compassionate care and ensured Marie was listened to and supported. Marie shared that she was experiencing a number of financial stressors including housing insecurity.

Dr. Emerick then asked Rebekah Bartholomew, PharmD to immediately provide a consult on ways to make Marie's medications safer and contacted Amanda Kruzska in Behavioral Health, to meet with Marie for a same-day urgent visit.

Amanda and nurses Rubi Jimenez and Trinity Greene helped identify mental health providers that speak Swahili (Marie's native language) and looked into resources to help Marie obtain Social Security.

SHORING UP SUPPORT FOR MARIE

The following Monday, Rubi called Immigrant and Refugee Community Organization (IRCO) Africa House to see what resources they could offer. (IRCO Africa House is the only culturally and linguistically specific one stop center targeting the increasingly diverse and rapidly growing number of African immigrants and refugees living in Oregon.)

Amanda got in touch with Marie's previous psychiatrist at Oregon Health & Science University (OHSU) who speaks Swahili and was able to get her back into mental health care with that same provider.

Drs. Emerick and Bartholomew coordinated on how best to support Marie at her appointments scheduled for the following day.



▲ (Left to right) Amanda Kruzska, Rebekah Bartholomew, Carolyn Emerick, and Trinity Greene pause between patients to collaborate in the hall at the Tanasbourne clinic.

TIME WELL SPENT

Marie arrived at the clinic on Tuesday for follow-up appointments and was again treated with “all hands on deck” care by the NHC team. Dr. Emerick helped address Marie's mental health needs and put together a plan for Social Security. Dr. Bartholomew obtained a continuous glucose monitor and made insulin therapy changes to make the regimen safer.

At her initial appointment on Friday, Marie was in the clinic seeing various providers and staff for about two hours. The following Tuesday, she spent another two hours in the clinic again, seeing providers back to back. Countless hours were spent in between coordinating care and finding resources for Marie.



At the end of her Tuesday appointments, Marie said:

*I feel very cared for and taken care of at this clinic.
I know you all are worrying for me and care for me.*

A success story continued...

A STEP IN THE RIGHT DIRECTION

At a recent follow-up appointment, Dr. Bartholomew noted:

“[Marie] was clearly and visibly in better spirits today and was joking with NHC staff and seemed much more calm than the last time her primary care provider and I met with her. Her diabetes is better today and she hasn’t had any low blood sugars since she met with me about two months ago.”

Dr. Bartholomew added that “[Marie] feels very supported here at NHC and feels a lot more comfortable with her diabetes now. She left the clinic today in good spirits with a solid plan in place on how best to proceed with her care, both medically and socially.”

Marie’s care team at NHC connected her with CareOregon’s new case manager who works out of NHC’s Tanasbourne clinic to further support her with signing up for Social Security and help Marie with things like getting her a cooler to transport her insulin in.

Dr. Bartholomew commented:

“Personally and professionally, I feel much better about this patient’s current situation and plan for her healthcare (and that we are heading in the right direction) and am hopeful for her continued support here at NHC.”

**Name and some biographical details changed to protect patient privacy*



▲ *Rebekah Bartholomew, PharmD, at her desk in the Tanasbourne Medical and Dental Clinic.*

Dr. Bartholomew noted that Marie’s story, while uniquely complex, underscores the importance of involving more team members – and illustrates the value in engaging team members with varied professional backgrounds:

*“The fact that NHC has a coordinated care team embedded in the clinic makes all the difference for patients like Marie – and enables us to provide better wrap-around services, all in one place. **It’s just one of the things that sets NHC apart and really makes this place special.**”*

New Faces

Our leadership team has grown in response to our organizational development and increasing need for services within the community. In 2022, NHC gained five new directors, three in newly created positions.



Van Nielsen

Director of Compliance and Risk

Van has been with NHC since 2020, serving as the Risk Manager before being promoted to his current role as Director of Compliance and Risk. He leads the development and administration of the Risk Management team.



Greg Guffanti, MD

Medical Director of Primary Care Operations

Greg has been with NHC as a family physician at NHC Milwaukie Medical Clinic since 2014. In his new role, he provides medical leadership for our primary care providers and medical staff. He continues to see patients at NHC Milwaukie Medical Clinic.



Amanda Miller, MPAS, PA-C

Medical Director of Clinical Informatics

Amanda joined NHC in November of 2022 to serve in this new position as a partner to the Director of IT and Quality Improvement team with a medical provider lens. Amanda is also a provider at NHC Milwaukie Medical Clinic and NHC Tanasbourne Medical Clinic.



Angela Hall, RN

Director of Nursing and Clinical Services

Angela joined NHC from the Multnomah County Health Department, where she was the Regional Nurse Manager for East County Health Center and Rockwood Community Health Center. In her new role, she promotes and supports the development of our nursing teams.



Nicole Watson

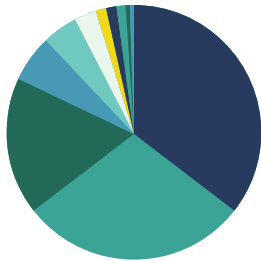
Director of Primary Care Operations

Nicole joined NHC in July of 2022 from OHSU Health Hillsboro Medical Center. At NHC, she provides leads the management and development of NHC's primary care clinics and operations.



\$632.39

Per Staff Member



- Staff Clothing Allowance - 41%
- Quarterly Wellness Program Reimbursement - 24%
- Staff Zoo Picnic Event - 17%
- NHC Wellness Boxes - 8%
- Wellness Pet Therapy Events - 4%
- NINA Staff Promo Gifts - 2%
- 2022 Holiday Calendars - 1%
- Appreciation Day Gifts (i.e. Nurse's Day) - 1%
- 12th Anniversary Mugs - 1%
- 12th Anniversary Pins - 0.5%
- 12th Anniversary Keychains - 0.5%

A Quality Employee Experience is Key

RECRUITING AND RETENTION: AWARDS / WEBINAR / APPRECIATION / ZOO EVENTS

NHC is dedicated to providing a best-in-class employee experience. So much so that Northwest Regional Primary Care Association (NWRPCA) recently invited NHC to present the webinar “Innovating the Employee Experience” as part of their “Community Health Innovations” series.

In 2022, NHC was honored as one of The Oregonian’s Top Workplaces for the third year in a row, showing this work has not gone unnoticed.

We look for opportunities to show our staff how much we appreciate them.

In 2022 alone, we spent \$632.39 per staff member on appreciation gifts, events, and reimbursements. That’s nearly \$130,000 invested in enhancing the employee experience — beyond bonuses and wage increases.

These costs range from individualized and personalized appreciation gifts such as themed pins, small succulents, and cards signed by leadership to a \$200 gift card to the NHC branded store. Over the year, NHC provided t-shirts, pet therapy events, and holiday gifts for staff. Additionally, we offer wellness reimbursements for gym memberships, smoking cessation programs, and more every quarter.

Also in 2022, we hosted our first-ever family event at the Oregon Zoo. This weekend event helped us celebrate our 12th anniversary. Staff were encouraged to invite their families and loved ones, and after a picnic lunch with coworkers they had only seen on Teams, got to explore the zoo.

7th Annual Community Health Fair

ANOTHER YEAR CELEBRATING COMMUNITY HEALTH CENTERS

The 7th Annual Community Health Fair was held at the Washington County Administrative Building in Hillsboro on August 13. This free public event was sponsored by CareOregon and held in partnership with Kaiser Permanente in celebration of National Health Center Week, an annual celebration aimed at raising awareness about the mission and accomplishments of America's community health centers over the past five decades.

In 2022, vendors and activities included COVID-19 vaccines and school immunizations, dental screenings, Oregon Health Plan and health insurance enrollment assistance, blood pressure and glucose screenings, and a kids' safety talk from the Hillsboro Police. Attendees also received a token for the Washington County Farmers Market to turn in for some fresh produce at the end of their visit. It takes a village to build a healthy community.





◀ NHC honored CareOregon with the Founders Recognition Award at this 2022 event. The award was accepted by Eric C. Hunter, President & CEO.

Bridging the Gap in Healthcare Luncheon

NHC'S FIRST IN-PERSON FUNDRAISING EVENT

In 2022, NHC held its first-ever fundraising event, the Bridging the Gap in Healthcare Luncheon. The goal was to raise awareness and funds to support NHC's mission to build healthy communities — one neighbor at a time — through patient-centered healthcare, regardless of income or current state of wellness.

Roughly 130 community partners, regional health professionals, and those passionate about healthcare showed up to support NHC and learn more about the excellent work we do every day. We raised over \$20,000, which will help NHC maintain and grow our primary medical, dental, behavioral health, and community outreach programs. It will also help offset the \$1.5 million charity care NHC provides. Charity care is the cost of serving patients who can't afford to pay for treatment.

A special thanks to our 2022 luncheon sponsors CareOregon, OHSU Division of Business Management, Providence Health Services, Old Towne Law, LLC, and Trillium Community Health Plan. We couldn't have put on such a successful event without their generous support. NHC is grateful to be part of this talented community of partners working hard to bring change and provide health equity to the people of Oregon.



Grant Management Program

CELEBRATING 3 YEARS

In 2022, we received over \$1,000,000 in local, state, and national community grant awards to help us grow our services. With support from our grantors, NHC expanded care, hired new staff, and opened up new programs to serve our mission of building healthy communities, one neighbor at a time.

A grant from the Health Resources and Services Administration (HRSA) allowed us to expand dental care to NHC Tualatin High SBHC, increasing dental care access to students in the Tualatin-Tigard School District. In addition, this grant funded the implementation of a dental operatory where one of our longest-serving dental hygienists can provide routine cleanings, sealants, and oral hygiene education to students at the SBHC. Thanks to this grant and the expansion of our dental care to Tualatin High, many more students have access to high-quality, low-cost dental, including some who have previously never had access.

In December 2022, CareOregon awarded NHC a \$175,000 grant to support organizational recruiting and retention efforts. This grant helped to offset the cost of a market-adjusted pay increase for NHC staff. Fair compensation allows NHC to ensure positions meet equitable pay standards and provide pay transparency. With our rapid expansion and the increasingly high demand for low- and no-cost healthcare, this grant positioned NHC to compete with private sector healthcare for employees and retain our exceptional workforce.



▲ Dental Hygienist Kristen Gallaway meets with a student inside the new dental operatory located at Tualatin High School.

2022 Grants

CareOregon \$175,000

Roots & Wings Foundation \$45,000

Cohen Foundation \$2,000

Portland IPA \$47,850

Washington County \$97,768

Oregon Department of Transportation \$5,000

Oregon Health Authority \$237,468

HRSA \$400,000

Prioritizing Strategic Focus

ADVANCING NHC'S STRATEGIC PLAN

NHC's Strategic Planning Coordinator (foreground) facilitates a brainstorming session at an all-day leadership retreat. ►



Leadership Retreat

In 2022, NHC enhanced efforts to grow and improve through the prioritization of our Strategic Plan. NHC's first Strategic Planning Coordinator joined the team in June. In this role, Natalie Werst supports the leadership team to organize, collaborate, and execute the plan. Much of this work is done in a new strategic planning program called Cascade. NHC's leadership team can now collaboratively schedule objectives, track key performance indicators, and measure strategic performance success in real-time.

NHC's new Strategic Plan is structured with three primary focus areas for clarity and action: Our Patients, Our People, and Our Organization.

Our Patients

Building strong relationships with patients, families, and communities, NHC will provide high-quality, patient-centered, and patient-centered care focusing on population health management. By coupling innovation with excellent customer service, NHC will deliver the best possible health outcomes to our communities.

Projects in this area include creating care teams for every patient, offering more internal services such as prenatal care, and launching mobile care services.

Our People

NHC will make diversity, equity, and inclusion a top priority through an actionable approach that is effective and genuine. Leveraging a strong cultural foundation, NHC will continue to improve how we collaborate through empowerment and supporting our people. To plan for growth, NHC will focus on innovative ways to recruit and retain people who bring talent, passion, and commitment to our critical mission.

Projects in this area include providing bilingual compensation, creating an internal training department, and expanding staff wellness programs.

Our Organization

NHC will be recognized as an excellent healthcare provider who is a good neighbor to our community, patients, and people. We will have solid systems, processes, technology, and a communications framework that will translate into streamlined workflows. NHC's organizational structure will be broad, deep, and well-defined to support strategic growth. Guided by strong organizational values and performance metrics, focused financial stewardship will lay the foundation for NHC's long-term sustainability.

Projects in this area include updating facilities to improve workflow, creating a succession plan, and the further development of an intranet [NINA].



Grantors & Sponsors

Our mission to build healthy communities one neighbor at a time could not be done without the generous support of our trusted community partners. Thank you!

