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ANNUAL REPORT 2023-2024

# Meeting Patients **Where They Are**



MEDICAL

BEHAVIORAL HEALTH

DENTAL

REPRODUCTIVE HEALTH

PHARMACY

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**Nominated as one of  
The Oregonian's Top  
Workplaces for five  
consecutive years.**



**Honored as a Women-led Workplace in 2024**



**HRSA Community Health Quality Recognition and Status Badges:**



## *Dear Friends and Supporters,*

This year, we met patients where they are—both physically and emotionally—by expanding services, reducing barriers, and listening closely to their needs. From opening new clinics to launching innovative programs, every step we took reflected our commitment to providing accessible, high-quality care.

Reflecting on 2024, we celebrate the achievements made possible through collaboration with our staff, partners, and supporters. Looking ahead, we will continue to innovate and advocate for equitable healthcare access for all, ensuring every patient feels supported and valued.

- **Canby Expansion:** Purchased our first building and opened a co-located clinic to expand healthcare access in rural Canby, improving local access to medical, dental, behavioral health, and pharmacy services.
- **Innovative Pharmacy Access:** Launched our first walk-up Pharmacy (Canby) and opened an automated Pharmacy Locker in Tanasbourne, the first in the Portland Metro area.
- **Enhanced Women's Health:** Added obstetric services, specifically available at our NHC Tanasbourne Medical and Dental Clinic.
- **Community Engagement:** Participated in 21 events across Washington and Clackamas Counties to deepen our community presence.
- **Patient Empowerment:** Formed a Patient Advisory Council to enhance patient-centered care, improving patient satisfaction and outcomes.
- **Patient Support:** Added Community Health Navigators in our clinics to advocate for and assist with patients' social health needs. We also provided patients with \$13,521 in additional healthcare equipment through Proud2BNHC, a 100% employee-funded and managed program developed to support patient needs not covered by insurance.
- **Workforce Development:** Implemented a standard Medical Assistant onboarding program.
- **New Service Area:** Expanded dental services for Marion County residents at the new NHC Canby Medical and Dental Clinic, in partnership with PacificSource.

Thank you for standing with us in this important work. Together, we are creating healthier futures for everyone we serve.

Sincerely,

**Jeri Weeks**  
CEO





# Mission:

Building healthy communities – one neighbor at a time – through patient-centered healthcare, regardless of income or current state of wellness.

# Vision:

Neighborhood Health Center's patient-centered approach to healthcare honors the unique needs and circumstances of each individual patient.

NHC sees people, not problems, and recognizes that the time spent as a patient in a doctor's office is only one factor in a person's overall health. Our leading-edge, integrated clinical teams work in partnership with patients, their families, and the communities we serve to provide whole-person care, prevention, and ongoing support. As a result, NHC is our neighbors' first choice for health and wellness.

# Values:

- Patient-centered
- Respect
- Transparency
- Continuous improvement
- Health and wellness



### *Dear NHC Community,*

As we enter our 15th year, we take pride in the many milestones and accomplishments that have shaped NHC's journey. Each year has brought change—change that has driven meaningful improvements for our staff, our patients, and the communities we serve. As members of the Board of Directors, we are honored to provide governance, support, and guidance to an organization dedicated to delivering high-quality, patient-centered care.

We are especially proud of the strategic initiatives achieved in 2024. One of our long-term goals—the acquisition of NHC's first owned clinic—became a reality this year. This milestone was further amplified by the expansion of services, including the integration of a dispensing pharmacy within a clinic for the first time. This is particularly significant for our most rural clinic, where such programs are essential and life-changing.

As we prepare for the changes and challenges ahead, we remain confident that NHC will continue to provide whole-person, patient-centered healthcare for all. The achievements of 2024 reflect our ongoing commitment to innovation and community health:

- **Canby Expansion** – Extending our reach to better serve the community.
- **Increased Pharmacy Access** – Enhancing patient care through improved medication availability.
- **Addition of OB/Women's Health Services** – Strengthening comprehensive care for women.
- **Increased Community Relations and Outreach** – Building deeper connections and partnerships.
- **Patient Advisory Council** – Amplifying patient voices in our decision-making.
- **Expanded Patient Support Programs and Services** – Addressing social determinants of health to improve outcomes.

We extend our deepest gratitude to our community partners, funders, elected officials, and associations who have stood by us throughout this journey. Most importantly, we thank NHC's Leadership Team, clinical staff, and administrative personnel—our most invaluable resources—whose dedication makes our mission possible.

As we look ahead to 2025, we are excited about the future and all that NHC will accomplish in its 15th year. Together, we will continue to grow, innovate, and serve those in need. Thank you all for being part of this journey.

#### **The NHC Board of Directors**

Co-Chairs, Donalda Dodson and Brittany Marks

The image shows two handwritten signatures in blue ink. The top signature is 'Donalda Dodson' and the bottom signature is 'Brittany Marks'.

Our leadership team and Board of Directors are dedicated to driving NHC's mission forward. Their expertise ensures we stay focused on expanding access and improving outcomes.

### Executive Leadership Team



**Jeri Weeks, MBA**  
Chief Executive Officer



**Blain A. West, CPA**  
Chief Financial Officer  
Chief Operations Officer



**Ann Tseng, MD, MBA,**  
Chief Medical Officer



**Jonathan Hall, DMD**  
Chief Dental Officer

### DIRECTORS

**Annmarie Dennis, CHC, MBA** – Director of Risk and Compliance

**Gregory Guffanti, MD** – Medical Director of Primary Care Operations

**Angela Hall, RN, MN** – Director of Nursing and Clinical Services

**Trenton Harris** – Director of Technology

**Sara Hergic-Sehovic, LCP, MBA** – Director of Behavioral Health

**Alynn Vienot Hayes, EDPH, MPH** – Director of Dental Program Operations

**Alyssa Martinez** – Director of Facilities

**Sherrill Martin** – Director of Finance

**Amanda Miller, MPAS, PA-C** – Medical Director of Clinical Informatics

**Penny L. Moore, MA Comms** – Director of Development and Communications

**Melissa Nystrom, JD** – Director of Quality and Performance Improvement

**Angela Searls, MBA** – Director of Human Resources

**Michele Taney, PharmD** – Director of Pharmacy

**Nicole Watson** – Director of Primary Care Operations

### BOARD OF DIRECTORS

**Donalda Dodson**, Co-Chair

**Brittany Marks**, Co-Chair

**Rudy Mazza**, Treasurer

**Wayne Schmidt**, Secretary

**Mary Fitzpatrick**, Member

**Brett Hamilton**, Member

**Donna Internicola**, Member

**Steve Kinder**, Member

**Ashley Morales**, Member



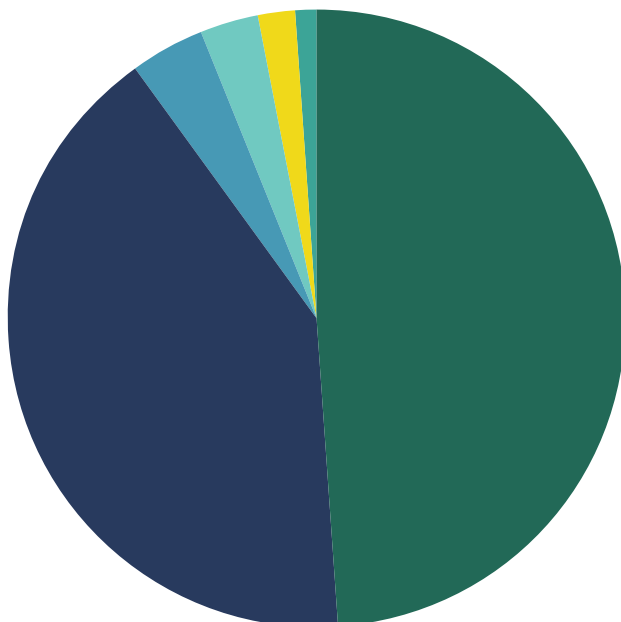
# Our Greatest Asset: Our Staff

NHC’s dedicated staff are the heart of our organization—the driving force behind our commitment to meeting patients where they are and providing whole-person care with lasting impact. Their unwavering dedication ensures that every patient feels valued, supported, and understood.

Our success is built on the strength of our diverse teams. Many of our staff members share lived experiences with our patients, allowing them to better understand challenges, bridge language gaps, and deliver culturally responsive care. Their empathy, insight, and deep community connections are what make NHC’s approach so effective.

As we continue to grow, recruiting and retaining a diverse team remains essential to fulfilling our mission. All of our staff members play a vital role in building healthier, stronger communities.

We are especially grateful to those who have grown with us over the years. As of December 2024, 28% of our staff have been with NHC for five years or more—including 20 team members who have been with us for a decade or longer.



## Staff Diversity

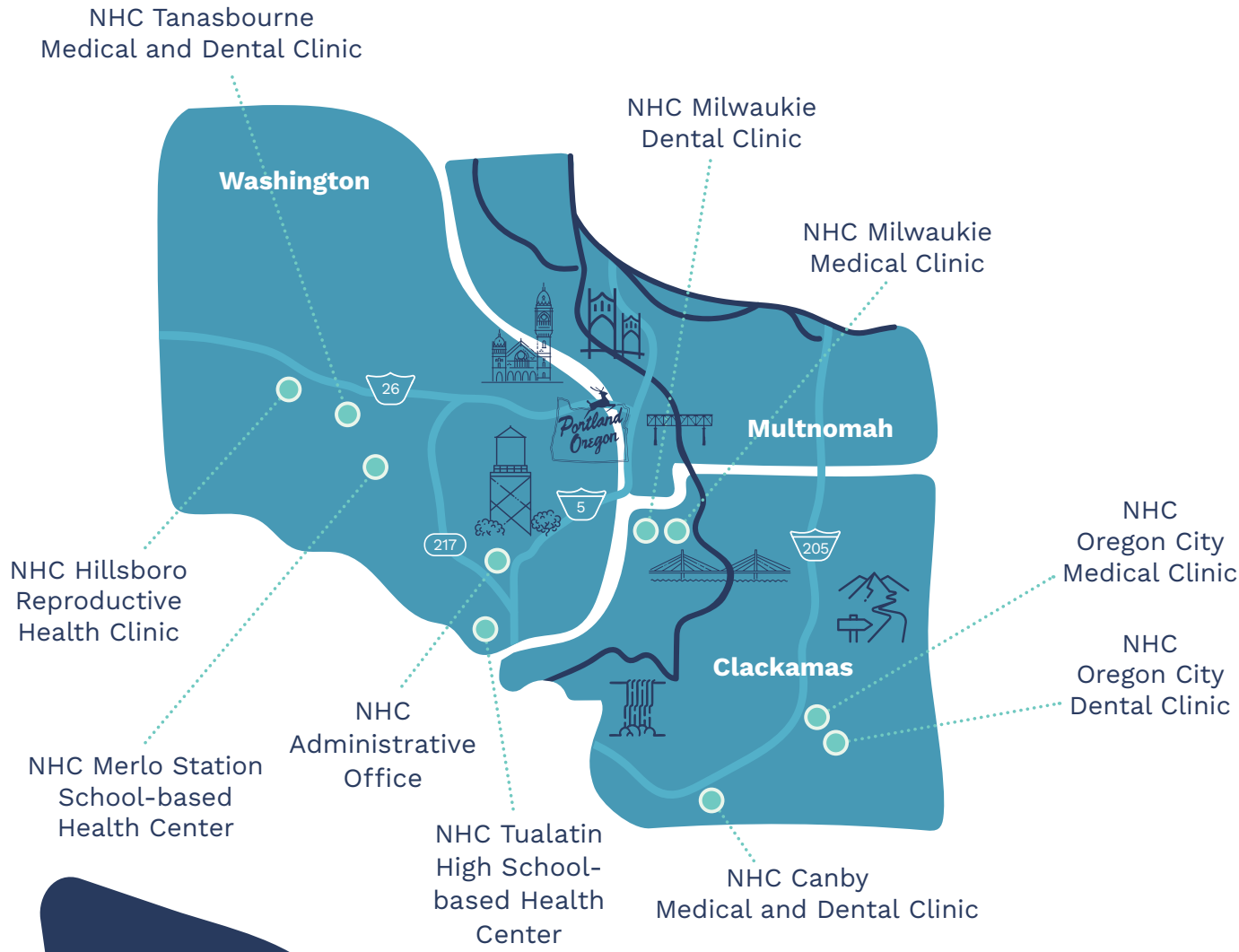
**257 TOTAL STAFF \***

- 49%—white
- 41%—Hispanic or Latino
- 4%—two or races
- 3%—Asian
- 2%—Black/African American
- 1%—I do not wish to self-identify

*\* As of December 31, 2024*



# 2024 in Review



73,762  
PATIENT INTERACTIONS

23,114  
PATIENTS SERVED

7,465 MEN    10,454 WOMEN    137 TRANS    289 OTHER





13,554  
PRIMARY  
CARE PATIENTS



7,714  
DENTAL PATIENTS



2,866  
BEHAVIORAL  
HEALTH PATIENTS



698  
REPRODUCTIVE  
HEALTH PATIENTS



3,988  
COMMUNITY  
DENTAL ENCOUNTERS



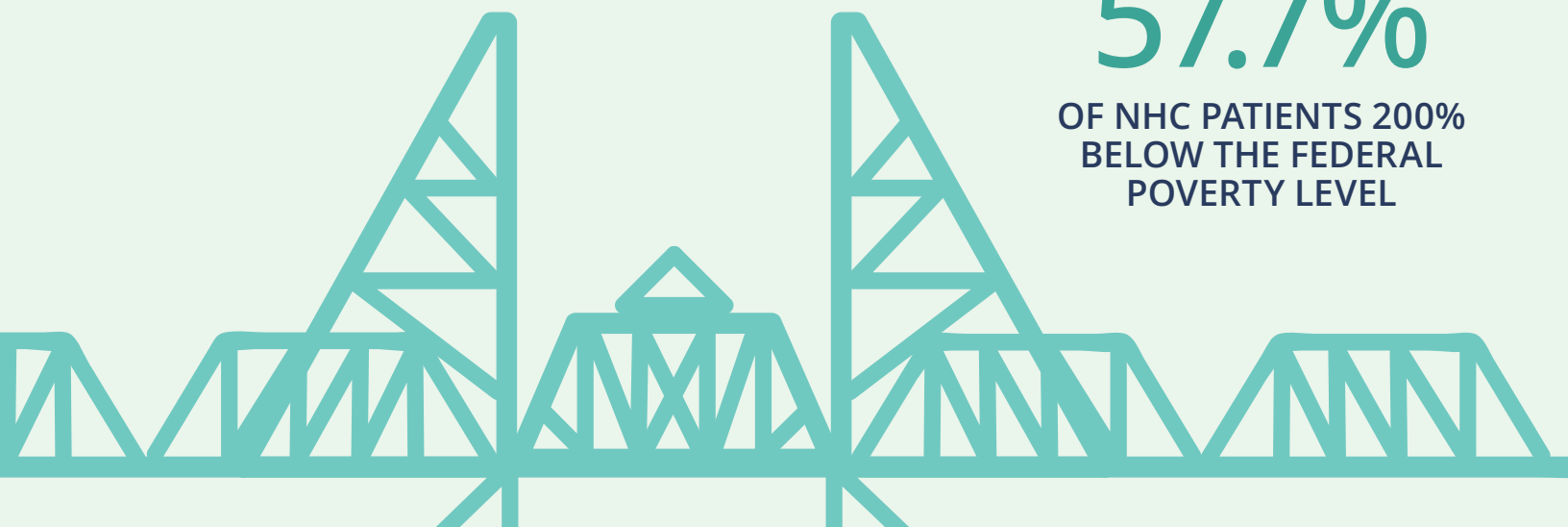
1803  
CHILDREN  
IMMUNIZED

5,339  
IMMUNIZATIONS  
GIVEN

3,355  
SBHC STUDENT  
VISITS *(all services)*

57.7%

OF NHC PATIENTS 200%  
BELOW THE FEDERAL  
POVERTY LEVEL





# More Services, More Care, More Impact

## Bringing Comprehensive Care to Rural Canby

In September, our smallest clinic in Canby became our new flagship—a co-located clinic, bringing much-needed services to the city and surrounding area. Situated in the heart of downtown Canby, this expanded facility houses our largest variety of services under one roof, including medical, dental, pharmacy, behavioral health, and reproductive health services.

As NHC's first fully owned clinic, this expansion provided an exciting opportunity to design the entire patient experience—from the moment they walk through the doors. The new building reflects NHC's welcoming and inclusive brand and sets a standard for future co-located NHC clinics.

A standout feature of the new clinic is the full-size mural by local artist Una Kim. The vibrant artwork incorporates familiar landmarks and symbols that celebrate the Canby community. This is the fifth and largest mural Una has created for NHC, adding a touch of local pride and creativity to the space.

In a rural community like Canby, access to inclusive, community-focused care is more important than ever. As the cost of quality healthcare continues to rise, our clinics provide essential services that many community members might otherwise struggle to access.



*Supported by a generous grant from longtime partner CareOregon and M. J. Murdock Charitable Trust.*



## Making Prescriptions More Accessible

As part of our expansion, NHC's dispensing pharmacy relocated to the new Canby clinic, offering patients enhanced access to prescription care and convenient, in-clinic dispensing services. For the first time, NHC pharmacists can assist patients in a walk-up setting, providing a more personalized and responsive pharmacy experience.

The NHC pharmacy prioritizes patient support through education, prescription coordination, and chronic disease management. Additionally, the pharmacy introduced MedSync—a medication synchronization program that aligns all a patient's prescription refills to a single schedule, typically monthly. This streamlined approach simplifies prescription management, reduces pharmacy visits, and improves adherence to medication schedules.

The relocation of NHC's pharmacy services to our Canby clinic represents our continued focus on removing barriers to care and ensuring patients have convenient access to the resources they need to manage their health effectively.

*A big thank you to CareOregon whose generous grant supported the purchase and development of this clinic.*





# Innovating Accessibility

NHC proudly opened the Portland Metro area's first contactless prescription pharmacy locker at NHC Tanasbourne Medical and Dental Clinic—only the fourth of its kind in the entire state of Oregon.

This cutting-edge system provides patients with secure, convenient access to their prescribed medications while streamlining clinic operations and improving efficiency.

Prescriptions scheduled for pickup at the locker are filled at our dispensing pharmacy in Canby and delivered to Tanasbourne.

Patients receive instant notifications when their prescriptions are ready, allowing them to pick up medications on their own schedule—eliminating long pharmacy wait times and adding flexibility.

On its busiest days, NHC Tanasbourne Medical and Dental Clinic serves up to 200 patients. The new locker allows patients to complete their medical appointments, consult with a pharmacist, and pick up their prescriptions—all in one location and one trip.

This innovative locker is just one component of our broader strategy to expand pharmacy services and improve medication access. As a Community Health Center, we are committed to reducing barriers to care by embracing innovation and leveraging technology. This addition is a step forward in our mission to enhance accessibility and improve health outcomes in the communities we serve.

*Installment was supported by a generous grant from CareOregon.*



# Expanding Obstetrics (OB) Care for Growing Families

This year NHC reached an incredible milestone: the launch of a new prenatal care program for patients at NHC Tanasbourne Medical and Dental Clinic.

For the first time, NHC can provide vital prenatal and postnatal care, in partnership with Oregon Health and Science University's Hillsboro Medical Center.



Pregnant patients at NHC can receive routine examinations, lactation education and support, and birth planning. After delivery, patients and their newborns can receive postpartum and well-baby care. Specialty referrals are available for infertility care, ultrasounds, contraception procedures, postpartum mental healthcare, and more.

Since the start of the program in February 2024, 26 patients have received prenatal care, with nine having delivered their babies and 17 currently receiving prenatal services in our care. NHC upholds a continuum of care for those babies born through this program, continuing to provide newborn services for six babies, emphasizing our commitment to fostering long-term health and wellness within our community.

We recognize that not every pregnancy journey is the same. Patients with high-risk pregnancies are referred to specialists outside of NHC for more personalized care, reinforcing the importance of community partnerships in such a comprehensive field of care.

As we look ahead to how this program will grow in 2025, we are excited to continue expanding this program to more NHC medical clinics and increasing the reach of this vital service – one family at a time.

# Transforming Patient Care



## Improving Patient Outcomes With Technology and Teamwork

In 2024, improvements to our electronic health record (EHR) system [OCHIN Epic] have enhanced how care is delivered while reducing stress on providers. These exciting changes, rolled out by our Epic team, make healthcare better for patients and easier for care teams.

The updated EHR system now gives care teams instant tools to track patient health. These tools help identify high-risk patients, allowing staff to act quickly and improve outcomes. The result? Fewer unnecessary tests, better coordination, and more personalized care.

The Epic team integrated medical, dental, and pharmacy records into a single system for Medicaid patients. This means providers can see a complete health history at a glance, leading to smoother care and fewer repeated tests.

Working closely with the Quality Improvement and Data departments, the Epic team uses technology to improve preventive care and help patients manage chronic conditions more effectively.

They also introduced new automated workflows to speed up appointment scheduling, medication refills, and follow-up care. With less time spent on paperwork, providers can focus on what matters most—connecting with patients.

Thanks to the Epic team's innovative work, NHC is making healthcare more accessible, efficient, and even more patient-focused. The team's efforts reflect the NHC core values of respect, teamwork, and continuous improvement, ensuring every patient gets the care they deserve.





# Creating Hope Through Employee Giving

## Staff Listen and Take Action

To our patients, NHC represents more than medical care – we symbolize hope and a path to a healthier future. Many patients come to NHC after being denied care elsewhere due to lack of insurance or inability to pay. At NHC, we offer low- and no-cost services, regardless of insurance status. For patients facing costs beyond their means, the #Proud2BNHC Employee Giving Fund steps in to help. The program is 100% employee-funded and managed by a committee of NHC staff who are dedicated to helping patients like Maria\*.

Maria, a dental patient at NHC, has insurance through Oregon Health Plan (OHP). When her dentist recommended a root canal, Maria was devastated to learn it wasn't covered. A single mother of five, working full-time without child support, Maria couldn't afford the procedure. Missing teeth on the other side of her mouth, she worried about her ability to chew food properly.

Understanding the gravity of her situation, the clinic manager reached out to the #Proud2BNHC committee for help.

**“ I just didn't want to lose more teeth. I'm already missing two teeth on one side. Thinking about losing more teeth while pregnant was a lot. When I heard the committee wanted to help me any way they could, I just started crying. ”**

Recognizing that this was an extraordinary case, the committee made the rare decision to cover the cost of Maria's root canal, as well as the consultation and x-rays—saving her over \$2,700.

“The tooth pain is gone, and I can eat and continue life as normal,” Maria said. “Everything looks really good now, and that makes me really happy.”

Maria added, “I've never heard of a program like this before, and it means everything. Continue doing what you're doing because you are changing lives.”

While most #Proud2BNHC requests involve smaller items, like blood pressure cuffs or glucometers, the committee recognized Maria's urgent need for extenuating support. This level of support is an exception, made possible by the generosity of our staff and this unique need for assistance.

The #Proud2BNHC Employee Giving Fund reflects NHC's dedication to bridging gaps in healthcare access. As we look toward 2025, we remain inspired by the impact we can achieve when we prioritize community-centered care.

*\*Patient name has been changed to protect privacy.*



# Building Healthy Communities – One Neighbor at a Time

At NHC, we're closing gaps in healthcare by delivering vital services directly to our neighbors, engaging our patients, and empowering healthier lives and stronger communities.





## Dental Care on the Move

The Community Dental team brings quality dental care to schools, Head Start programs, and community events across the Portland Metro area. In just one weeklong event this fall at Milwaukie High School, the team provided 562 dental screenings and 361 fluoride treatments. Students needing follow-up care were referred to the Tooth Taxi (a nonprofit mobile dental clinic), their dental home, or scheduled for on-site appointments at the school-based health center.



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## Bringing Health Services to the Community

NHC's ninth annual Community Health Fair, held in August during National Health Center Week, welcomed over 200 attendees and 35 vendors. Services included blood pressure checks, vision screenings, and free produce from Mudbone Grown for those visiting 25 or more booths. Dave's Killer Bread donated 300 loaves and Feed the Mass prepared 200 meals for attendees to take home.

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## Supporting Community Partners

Throughout the year, NHC's Community Relations Manager shared services at 23 community events, including Beaverton Resource Center and the Mexican Consulate's Ventanilla de Salud. These outreach efforts support existing patients and the community and introduce NHC as a valuable resource to those who may not be familiar with our services. The manager also joined the Safe Kids Washington County Committee, becoming the first representative of a community health center.



## Developing a Patient Advisory Council

This year, NHC launched its first Patient Advisory Council (PAC) with four members, advancing our commitment to patient-centered healthcare. The PAC provides a structured platform for patients to share their experiences, perspectives, and needs, ensuring their voices shape our care.

Through quarterly 90-minute virtual meetings, patient advocates offer invaluable insights into their experiences at NHC and receive a stipend to honor their contributions. This year, PAC members contributed to improving new patient paperwork and reviewing a Social Drivers of Health form for a 2025 initiative.

The PAC strengthens the connection between patients and providers, integrating clinical expertise with the lived experiences of our community. This collaboration enhances our ability to deliver personalized, effective, and compassionate care.

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## Supporting Healthier Lives with Community Health Navigators

In 2024, NHC introduced Community Health Navigators (CHN) to our care teams to improve patient health outcomes with stronger connections to vital resources. This new role builds on the work of Community Health Workers, focusing on one-on-one guidance to help patients tackle challenges and navigate their care more easily.

Our CHNs work in our clinics to provide individualized support to patients, streamlining their access to services and ensuring continuity of care. This personalized, hands-on support ensures they have access to the services they need, which includes transportation assistance, childcare coordination, and navigating complex medical systems. By addressing real-life barriers like housing or food insecurity, CHNs make it easier for patients to stay healthy and get the care they deserve.

This transformative shift in patient care reflects our ongoing commitment to whole-person care and services that are equitable, accessible, and impactful for all. It's a step forward for better health, stronger communities, and a future where no one is left behind.

## Bridging the Gap in Healthcare Success

NHC hosted its annual Bridging the Gap in Healthcare Luncheon on October 24 at Portland's World Forestry Center. Over 170 community partners, health professionals, and staff gathered to support NHC's mission of providing accessible, patient-centered care for all.

The event raised over \$32,800 to fund NHC's medical, dental, behavioral health, and outreach programs, helping offset \$1.5 million in annual charity care.

**Visit [NHCOregon.org/Donate](https://NHCOregon.org/Donate) to make a gift today.**

*We are grateful to our generous donors and dedicated staff who helped make this event a success. Your support drives NHC's work to build healthier, more equitable communities.*



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## Marion County Expansion with PacificSource

In 2024, NHC expanded into Marion County to address a pressing need for dental care in a community with limited provider options. Due to a shortage of providers, many in this area have been unable to access timely, affordable dental services leaving critical oral health needs unmet.

NHC knows that oral health is a vital part of overall well-being, and too many people have gone without care due to cost or transportation challenges, as well as a lack of available providers who accept OHP insurance. We are committed to removing these barriers to improve health outcomes and build healthier communities in Marion County and beyond.

# Real Talk: Teens Leading the Conversation on Wellness

The Real Talk Podcast amplifies youth voices through an inspiring collaboration between Merlo Station Community School, NHC Merlo Station School-based Health Center, and a dynamic Leadership class. Guided by leadership teacher Jillian Sheffield and School-based Engagement Ambassador Jovani Corona, students take the mic each quarter, sharing their fresh teen perspective.

The podcast offers a relaxed space for authentic, teen-led discussions on topics tied to broader conversations about wellness. Over the year, topics have included drug use, relationships, and current events, and featured adult experts in social work, fitness training, and substance use counseling. Students prepare discussion points during class, but the best content is found in the unscripted moments that let their voices shine.

Episodes, recorded weekly, reflect the heart of NHC's mission: empowering communities to take charge of their health. By providing a platform for open dialogue, Real Talk not only engages listeners in what wellness means to them but also equips teens with tools to lead thoughtful conversations.

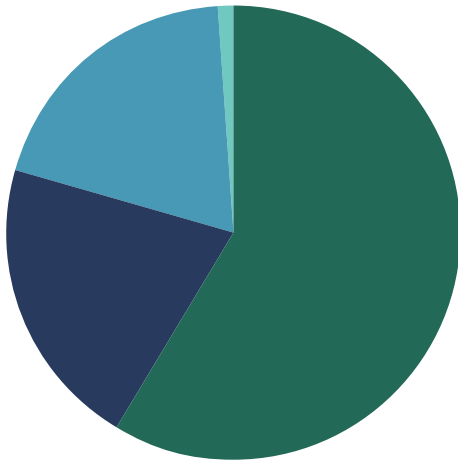


Find *Real Talk* episodes from 2024 on Spotify, Apple Music, or Amazon Music.



# 2023 Audited Financials

In 2024, NHC remained financially strong, enabling us to expand programs, deepen community partnerships, and meet the needs of underserved populations.



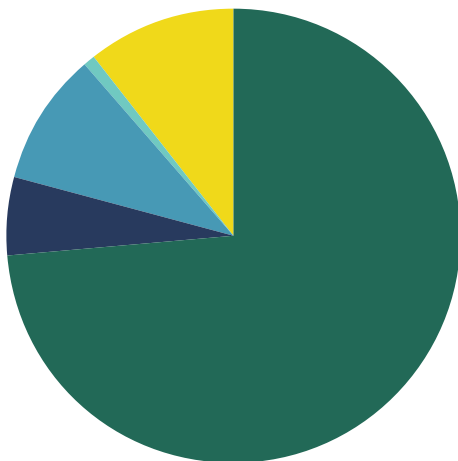
- Patient Services 59%
- Grants & Contracts 21%
- Patient Centered Care Home 19%
- Other 1%

## 2023 Revenues

Revenues	2023	2022
Patient Services	\$21,865,816	\$19,994,881
Grants & Contracts	\$7,686,653	\$9,556,631
Patient Centered Care Home	\$7,274,632	\$4,293,719
Other	\$352,381	\$244,718
<b>Total Revenues</b>	<b>\$37,179,482</b>	<b>\$34,089,949</b>

## 2023 Expenses

Expenses	2023	2022
Payroll and Benefits	\$26,295,121	\$22,427,141
Medical/Dental Supplies	\$1,909,308	\$1,509,589
Facilities	\$3,387,713	\$3,373,362
Depreciation & Amortization	\$332,094	\$390,454
Other	\$3,676,815	\$3,502,744
<b>Total Expenses</b>	<b>\$35,601,051</b>	<b>\$31,203,290</b>



- Payroll and Benefits 74%
- Medical/Dental Supplies 5%
- Facilities 10%
- Depreciation & Amortization 1%
- Other 10%



# Grants Expand Access and Impact

## Strengthening and Expanding Services

In 2024, NHC achieved transformative growth, thanks to 16 grants from new and established funders. These investments expanded critical services, improved health outcomes, and addressed evolving community needs.

Additionally, a grant from the Health Resources and Services Administration (HRSA) strengthened our behavioral health workforce, improving access to mental health and substance use disorder services. With added clinical and administrative staff, NHC launched new programs focusing on youth-specific care. We are now equipped to sustain and grow our Mental Health and Substance Use Disorder program, reaching an estimated 550 more individuals in need.

A major contribution from CareOregon enabled us to open the NHC Canby Medical and Dental Clinic in October. This multi-service line facility offers medical, dental, behavioral health, clinical pharmacy, and a dispensing pharmacy—all under one roof. CareOregon's support expanded access to high-quality care for over 3,500 additional patients in Canby and nearby communities, including those in Marion County. The clinic ensures families have convenient, comprehensive care close to home.

These grants expanded essential services and reaffirmed our commitment to health equity. We are deeply grateful to HRSA, CareOregon, and other partners for helping us build healthier, more resilient communities.

## Total Grants Raised in 2024: \$6,658,961



## Partners in Progress

Thanks to the generous support of sponsors and grantors NHC removed barriers to care, expanded critical services, and brought health and hope to thousands of patients.

### Bridging the Gap in Healthcare Luncheon Sponsors



### Community Health Fair Sponsors



### Grantors



Meeting patients where they are isn't just our approach—  
it's our promise. By listening, responding, and caring for the  
whole person, NHC is transforming the lives of our patients and  
strengthening entire communities—one neighbor at a time.



Connect with us: [NHCOregon.org](https://NHCOregon.org) @NHCOregon



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