LETTER FROM BRUCE GRAY, NWRPCA Chief Executive Officer

We at Northwest Regional Primary Care Association are delighted to share our 2016 Report to Stakeholders with you and your health center colleagues, and to thank you sincerely for the role you played in NWRPCA’s success over the past year.

2016 was yet another pivotal year for the association — a year of innovation, opportunity, and transformation with energized staff and new partnerships and programming, including the Speakers Bureau, the Learning Vault, and an expanded Community Health Leadership Institute. We’re also very proud that the osteopathic medical school campus we administer on behalf of A.T. Still University experienced its most successful year to-date, our Community Health Worker efforts further blossomed through the Western Forum for Migrant and Community Health and a well-received regional member survey, and our behavioral health-primary care integration support model took root.

Our commitment to ensuring access to quality care for all, regardless of financial or insurance status, remains as firm as ever. We look forward to working closely with you in 2017 as we strive toward that goal through a regional network of vibrant, quality health centers with a high-performing workforce, strong community connections, data-driven decision-making, and a clear focus on health equity and healthy communities.

Sincerely,

Bruce Gray
NWRPCA Chief Executive Officer
NORTHWEST REGIONAL PRIMARY CARE ASSOCIATION (NWRPCA)
is a not-for-profit 501(c)3 membership-driven organization that serves community and migrant health centers (C/MHCs) in Alaska, Idaho, Oregon, and Washington (federal Region X).

Founded in 1983, NWRPCA offers a range of programs and services to support and strengthen C/MHCs in the Northwest. We work to ensure equal access, regardless of one’s financial or insurance status, to primary and preventive health care for all residents living in the region.

OUR MISSION
NWRPCA is a member organization that strengthens community and migrant health centers in the Northwest by leveraging regional power and resources on their behalf.

OUR VISION
With the support of NWRPCA, our community and migrant health centers will be exemplary professional homes for their staffs and will serve their communities well.
NWRPCA proudly serves over 85 community & migrant health centers (C/MHCs) in Region X through the membership program. Membership is also offered to individuals and organizations who support the mission of the C/MHC movement.
MEMBERS & POPULATIONS SERVED

Region X health centers serve over 1,600,000 patients in urban, rural, and frontier areas. Health centers in Western Washington serve the Seattle-Tacoma-Bellevue metropolitan area, the 15th largest metropolitan area in the country, while only a few hundred miles to the north, health centers in frontier Alaska serve a population of only 10,000 spread across a geographic area as large as the state of Illinois.

**In 2015** Region X C/MHCs served

- 135,847 migrant and seasonal agricultural workers
- 123,697 homeless individuals
- 338,544 residents of public housing

**IN 2015–2017**

- 22.7% of patients in Region X are best served in another language.
- Region X C/MHCs have over 400 sites across the region.
- The number of patients served increased 19% between 2012 & 2015.
- 64.8% were below 100% of the poverty line.
- 90% of our C/MHCs have Patient Centered Medical Home (PCMH) recognition.
- About 1/3 of our C/MHCs use telemedicine.
- More than 85% offer medical student rotations or residency opportunities.

Special Populations account for 37% of the total number of patients served at Region X C/MHCs.
COMMUNITY HEALTH IMPROVEMENT: IMPROVING POPULATION HEALTH OUTCOMES

NWRPCA is committed to achieving health equity by working to ensure that all communities have the necessary conditions for good health.

Vulnerable Populations
NWRPCA works to strengthen health and health care services for vulnerable populations, including veterans, migrant and seasonal agricultural workers, the homeless, and residents of public housing through coordination, information sharing, partnerships, and training among C/MHCs and allied organizations.

Our 2016 initiatives included:

» Veterans Choice Program (VCP): Through a partnership with NACHC, the VA, and Ward Circle Strategies, NWRPCA provided training and resources to Region X C/MHCs to enroll as VCP providers and enhance health care services provided to veterans.

» Dental Sealant Project: In partnership with NACHC and the WA Dental Service Foundation, we recruited three C/MHCs to join a national pilot project to address the UDS dental sealant measure for children of migrant and seasonal agricultural workers.

» Ag Worker Access 2020 Campaign: In partnership with NACHC and the National Center for Farmworker Health, NWRPCA is participating as a Task Force member to help identify and implement strategies and best practices to advance the Campaign goal of serving two million migrant and seasonal agricultural workers by 2020.

Outreach and Enrollment
NWRPCA supports C/MHCs’ efforts in helping consumers find health coverage, determining tax credits to reduce premium costs, and providing training to facilitate access to coverage for hard-to-reach populations such as immigrants, refugees, migrants and seasonal agricultural workers. NWRPCA also provides technical expertise, resources, and training for migrant health centers to serve H2A visa holders, in partnership with Farmworker Justice.
Community Health Worker (CHW) Workforce Support

NWRPCA provides coordinated trainings and peer networking opportunities for CHWs, technical support for grants focused on CHW interventions, education to state and federal officials on the roles and impact of CHWs, and CHW-focused sessions at the annual Western Forum for Migrant and Community Health.

In 2016, NWRPCA conducted a comprehensive survey of Region X C/MHCs, with 60% member participation, assessing the role of CHWs in Region X.

Western Forum for Migrant and Community Health

The Western Forum for Migrant and Community Health, one of the three annual conferences coordinated by NWRPCA, brings together health professionals from C/MHCs and allied organizations for the purposes of education and training, information and resource sharing, coalition building, and program and policy development.

2016 Western Forum for Migrant and Community Health Overall Survey

99% of attendees indicated that attending the conference enhanced their professional effectiveness and that they will apply the information and tools they gained to improve the quality of services in their organization.
WORKFORCE DEVELOPMENT: PURSUING INNOVATIVE RECRUITMENT and RETENTION STRATEGIES

NWRPCA is dedicated to supporting and developing the growth of the clinical and administrative workforce at C/MHCs, and helping to make Region X C/MHCs both Providers and Employers of Choice in their communities.

Career Center
This online resource is an opportunity for Region X C/MHCs to share clinical and administrative job openings, and is frequently viewed by anyone seeking employment at Region X health centers. In 2016, the Career Center had 291 job postings from 62 health centers in Region X across all four states.

Education Health Center Initiative (EHCI)
NWRPCA and the Community Health Association of Mountain/Plains States (CHAMPS), the Region VIII primary care association, provide financial and operational consulting services to help develop and expand primary care residency programs at C/MHCs across the United States. Through the A.T. Still program and EHCI, NWRPCA is helping to “grow our own” health care workforce to meet the challenges and demands of the 21st century.

NWRPCA-A.T. Still University Campus
The campus is an innovative C/MHC-based osteopathic medical school, administered and managed by NWRPCA, and accredited through A.T. Still University. The campus hosts clinical rotations and capitalizes on other partnership opportunities available to students. This model addresses the country’s workforce shortage by training future physicians in rural and urban underserved communities through hands-on clinical experiences directly at C/MHCs, hospitals, and other clinics. The NWRPCA campus is based in Portland, OR at the Multnomah County Health Department — North Portland Clinic, and sends students for rotations across Region X.

In 2016, 88% of students matched into primary care and needed specialty residencies.
A.T. STILL SCHOOL OF OSTEOPATHIC MEDICINE in ARIZONA (SOMA), NWRPCA Campus Rotation Sites as of August 2016

Oregon
01. COASTAL FAMILY HEALTH Astoria
02. COMMUNITY HEALTH CENTER White City
03. GOOD NEWS CLINIC Portland
04. LA CLINICA DEL VALLE FAMILY HEALTH SERVICES Medford
05. MOSAIC MEDICAL
   A. Bend
   B. Prineville
06. MULTNOMAH COUNTY HEALTH SERVICES
   A. Gresham
   B. Portland
07. NORTHWEST HUMAN SERVICES Salem
08. OUTSIDE IN Portland
09. RINEHART CLINIC Wheeler
10. SISIKIYOU FAMILY HEALTH CENTER Grants Pass
11. VIRGINIA GARCIA MEMORIAL HEALTH CENTER Portland
12. CAREOREGON Beaverton
13. LANE COUNTY
14. NEIGHBORHOOD HEALTH

Idaho
11. FAMILY HEALTH SERVICES
   A. Burley
   B. Jerome
12. TERRY REILLY HEALTH SERVICES Nampa
13. ST. MARY’S CLINIC

Washington
W1. CHAS HEALTH Spokane
W2. COWLITZ FAMILY HEALTH CENTER
   A. Longview
   B. Woodland
W3. HEALTHPOINT Seattle
W4. MOSES LAKE COMMUNITY HEALTH CENTER
   A. Quincy
   B. Moses Lake
W5. ORCAS FAMILY HEALTH CENTER Orcas Island
W6. SEAMAR COMMUNITY HEALTH CENTER Vancouver
W7. TRI-CITIES COMMUNITY HEALTH Pasco
W8. VALLEY VIEW HEALTH CENTER Chehalis
W9. YAKIMA NEIGHBORHOOD HEALTH SERVICES Yakima

Alaska
A1. BETHEL FAMILY CLINIC Bethel
A2. CROSS ROAD MEDICAL CENTER Glennallen
A3. LIU LIUK FAMILY AND HEALTH SERVICES Unalaska
A4. KODIAK COMMUNITY HEALTH CENTER Kodiak
A5. PENINSULA COMMUNITY HEALTH SERVICES Soldotna
A6. EDGAR NOLLER HEALTH CENTER Galena
A7. NORTON SOUND HEALTH CORPORATION
A8. NINILCHICK COMMUNITY CLINIC
A9. CHIEF ISAAC HEALTH CENTER Fairbanks
A10. SEWARD COMMUNITY HEALTH CENTER Seward
BUSINESS INTELLIGENCE: Identifying, Collecting, Analyzing, and Utilizing Data to IMPROVE PATIENT EXPERIENCE OF CARE and REDUCE PER CAPITAL COSTS

The Region X Biennial Salary and Benefits Survey
This survey identifies trends in the marketplace and provides information specific to C/MHCs. Aggregate data and trends are shared and discussed at the annual Fall Primary Care Conference.

The Annual Measure of Finance, Operations, and Productivity Report (AMFOP)
In 2016, 45 Region X C/MHCs participated at no cost in the data collection for the AMFOP report. They were provided with individualized reports comparing their performance data to current regional and national, and historical, data.

NWRPCA continuously seeks to improve AMFOP and other data collection/evaluation efforts and to streamline the process for gathering data.

NWRPCA works with experts in predictive analytics, data analysis, cost reporting, and business modeling in order to bring robust, appropriate training to grantees in Region X. Additionally, NWRPCA is currently in discussion with CliftonLarsonAllen LLP regarding how to utilize the data collected for AMFOP and make it most useful to our C/MHCs.

Both reports were conducted in cooperation with the Community Health Association of Mountain/Plains States (CHAMPS), the Region VIII Primary Care Association.
EDUCATION & TRAINING: Strengthening HEALTH CENTERS in Region X

NWRPCA's Education and Training program offers professional development opportunities for C/MHC staff, leaders, and Board Members. The program aims to provide an “education home” for C/MHC professionals.

Conferences and Trainings

NWRPCA currently designs and offers three annual conferences: two primary care conferences, one in the spring and one in the fall, and the Western Forum for the Migrant and Community Health. The Fall Primary Care Conference is coordinated in partnership with Regions VIII and IX. NWRPCA also offers several tailored trainings on subjects ranging from Uniform Data System (UDS) to Mid-Level Management throughout each year.

Speakers Bureau

The Speakers Bureau builds upon NWRPCA’s expertise in creating events as well as identifying and vetting highly qualified speakers. It also serves as another avenue to bring trainings to C/MHCs throughout the region. This offering is comprised of three opportunities:

- SPEAKER REFERRAL SERVICE
- SUPPORT SERVICES for your training
- SPEAKERS BUREAU ROADSHOW

Distance Learning Opportunities

NWRPCA’s members are spread across 900,000 square miles, and many C/MHC staff are unable to attend in-person conferences and workshops. Distance learning opportunities available on NWRPCA’s website, as well as hosted live webinars, enable Region X C/MHCs to conveniently continue their professional education and training.

Des Skubi, 2016 Legacy Award winner

2016 Training Participation Attendees

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<th></th>
<th>Total</th>
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<td>WORKSHOPS</td>
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<td>WEBINARS</td>
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<td>CONFERENCES</td>
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2016 Training Participation by State

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<th></th>
<th>AK</th>
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<td>163</td>
<td>441</td>
<td>474</td>
<td>1303</td>
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<tr>
<td>PERCENT OF TOTAL</td>
<td>12%</td>
<td>9%</td>
<td>24%</td>
<td>25%</td>
<td>70%</td>
<td>100%</td>
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The Top Challenges Identified by Region X C/MHCs through NWRPCA’s 2016 Training Needs Survey include:

1. Provider Recruitment
2. Staff Retention
3. Care Coordination
4. Quality Improvement
5. Patient Engagement and Satisfaction
6. Management / Leadership Training
7. Payment Reform / Value-based /Accountable Care Transition
8. Clinic Operations
9. Behavioral Health Integration
10. Compliance
11. Data Analytics

2016 Spring Primary Care Conference Overall Survey
85% of attendees indicated that attending the conference enhanced their professional effectiveness and that they will apply the information and tools they gained to improve the quality of services in their organization.

2016 Fall Primary Care Conference Overall Survey
90% of attendees indicated that attending the conference enhanced their professional effectiveness and that they will apply the information and tools they gained to improve the quality of services in their organization.
PARTNERS, SUPPORTERS and SPONSORS: COLLABORATING and BUILDING BRIDGES

NWRPCA partners with strategic not-for-profit and for-profit organizations to further our mission, adding value, generating benefits, and supporting programming for C/MHCs in the Northwest.

Annual Sponsors
Annual sponsors provide funding that supports NWRPCA operating expenses while bringing knowledge and expertise in the primary care sector, including lab solutions, insurance options, smart purchasing, responsible banking services and more.

GOLD SPONSOR: $20,000

BRONZE SPONSORS: $10,000

COPPER SPONSORS: $5,000

Supporters
Donors. This year we started the individual giving program to support programs and operations. We thank our 2016 donors, including our Board of Directors who led this initiative.

Volunteers support NWRPCA’s mission, events and programs. We are grateful for our volunteers, who donated their time in 2016:

Linda Beller, Lisa Crabtree, Marie Jackman, Mitra Kaiminaser, Carol Lewis, Joey Yunyi Liao, Suzanne Niemi, Erinn Rieser, Jessica Sallstrom, Sara Schroeder, Lindsey White

Conference Sponsors
Conference sponsors help us provide high-quality events where we train and convene C/MHC leadership in the Northwest. We thank our 2016 conference sponsors:

$10,000+: Nonstop Wellness

$5,000 - 9,999: Quest Diagnostics, Amerigroup, Alaska Native Health Board, Foundation for Healthy Generations,

$1,000 - 4,999: Community Health Ventures, UnitedHealthcare Community Plan, Community Health Plan of WA, Bastyr University, CNECT (formerly Council Connections), Moss Adams, RubiconMD, FQHC Associates, Parker Smith & Feek, Alaska Communications, Colorado Community Health Network, Pacific Northwest Agricultural Safety and Health Center, Pfizer RxPathways, The Inline Group

$200 - 999: Benco Dental, Mediquire, Merces Consulting
In the 2016 fiscal year, NWRPCA’s operations delivered **positive net revenue** and a return to sustainable financial performance. The organization’s dedicated staff and volunteers implemented essential programs and services to improve population health outcomes and support C/MHCs throughout Region X.
LEADERSHIP AND STAFF

BRUCE GRAY, CEO
THORNTON BOWMAN, COO
AARON STARR, CFO
SADIE AGURKIS, Education and Training Program Manager
SETH DOYLE, Community Health Improvement Program Manager
NAVEEN KANITHI, Workforce Program Manager
KELLY RONDOUT, Executive Support Manager
JESSICA BURKARD, Project Manager, Community Health Improvement
ROSA MITSUMASU SCOTTI, Development Specialist
BRIANNA OLIVER, Marketing Specialist
ALYSSA PANNING, Member Services Coordinator
KATIE YANKULA, Accounting and Human Resources Coordinator
KATIE SIRI, Rotations Coordinator
MARLEEN ARENIVAR, Event Planner
CHRIS SPENCER, Distance Learning Specialist
KRISTA CHUSCAVAGE, Program Support Associate
THOMAS JOHNSON, Program Support Associate
MIKAYLA KIYOKAWA, Program Support Associate

2016 BOARD OF DIRECTORS

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Chair: Kevin Munson, CEO, Mat-Su Health Services, AK
Vice Chair: Heidi Hart, ED, Terry Reilly Health Services, ID
Secretary: Charla DeHate, CEO, La Pine Community Health Center, OR
Treasurer: Anita Monoian, CEO, Yakima Neighborhood Health Services, WA
Member at Large: JC Rathje, ED, Kodiak Community Health Center, AK
Member at Large: Patty Kleinkopf, COO, Family Health Services, ID
Member at Large: Gil Munoz, ED, Virginia Garcia Memorial Health Center, OR

BOARD MEMBERS
Alaska:
LaTesia Guinn, ED, Bethel Family Clinic
Joel Medendorp, CEO, Cross Road Health Ministries, Inc
Idaho:
Mike Baker, CEO, Heritage Health
Brian Hadlock, ED, Grand Peaks Medical & Dental
Oregon:
Patrick Luedtke, MD, Community Health Centers of Lane County
Sherlyn Dahl, ED, Comm. Health Centers of Benton & Linn Counties
Washington:
John Browne, CFO, CHAS Health
Bob Farrell, CEO, Community Health Center of Snohomish County
Mike Maples, CEO, Community Health of Central Washington
2016 NWRPCA MEMBERSHIP

As a membership association, Northwest Regional Primary Care Association members are our greatest asset and our first priority. However, all the services and programs we provide are for the benefit of all C/MHCs in HRSA Region X — Alaska, Idaho, Oregon, and Washington.

ALASKA MEMBERS
Anchorage Neighborhood Health Center
Bethel Family Clinic
Bristol Bay Area Health Corporation
Camai Community Health Center
Council of Athabascan Tribal Governments
Cross Road Medical Center
Eastern Aleutian Tribes
Girdwood Health Clinic
Ilanka Community Health Center
Iliuliuk Family and Health Services, Inc.
Interior Community Health Center
Kodiak Area Native Association
Kodiak Community Health Center
Mat-Su Health Services
Peninsula Community Health Services of Alaska
SE Alaska Regional Health Consortium
SVT Health & Wellness
Seward Community Health Center
Southcentral Foundation
Sunshine Community Health Center
Tanana Chiefs Conference
Yakutat Community Health Center
Yukon-Kuskokwim Health Corporation

OREGON MEMBERS
ATSU Osteopathic Medical Students
Community Health Centers of Benton & Linn Counties
CareOregon
Central City Concern
Clackamas County Community Health
Coast Community Health Center
Coastal Family Health Center
Columbia River Community Health Services
Klamath Health Partnership
La Clinica
La Pine Community Health Center
Community Health Centers of Lane County
Lincoln County Health and Human Services
Mosaic Medical
Multnomah County Health Department
Native American Rehabilitation Association of the Northwest
Neighborhood Health Center
Northwest Human Services, Inc.
OHSU Family Medicine at Richmond
OCHIN
One Community Health
Outside In
Rinehart Clinic
Rogue Community Health
Siskiyou Community Health Center
Tillamook County Community Health Centers
Umpqua Community Health Center
Virginia Garcia Memorial Health Center
Wallace Medical Concern
Waterfall Community Health Center
Winding Waters Clinic

WASHINGTON MEMBERS
American Cancer Society
Bastyr University
Columbia Basin Health Association
CHAS Health
Columbia Valley Community Health
Community Health Care
Community Health Center of Snohomish County
Community Health Center of Central Washington
Community Health Plan
Country Doctor Community Health Centers
Cowlitz Family Health Center
Family Health Centers
HealthPoint
International Community Health Services
Lake Roosevelt Community Health Centers
Mattawa Community Medical Clinic
Moses Lake Community Health Center
National Network of Libraries of Medicine, Pacific Northwest Branch
Neighborcare Health
North Olympic Healthcare Network
Northeast Washington Health Program
Orcas Family Health Center
PTSO of Washington
Peninsula Community Health Services
Cindy Robertson
Sea Mar Community Health Centers
Seattle Indian Health Board
Seattle King County Department of Public Health
Tri-Cities Community Health
Unity Care NW
Valley View Health Center
Yakima Neighborhood Health Services
Yakima Valley Farm Workers Clinic

OTHER MEMBERS
National Center for Farmworker Health
Thuy Pham, Arroyo Vista Family Health Center
Catherine L Smith, Resident