



*Striving to exceed expectations in everything we do.*



**Compassionate. Affordable. Accessible.**

# From Our CEO



**Joe Vessey, CPA, MBA, CHFP**  
Chief Executive Officer

Welcome,

This year has been like no other in our lives as we fight a pandemic that continues to produce uncertainty in our communities and worldwide. COVID-19 has brought with it many challenges but also many opportunities for innovation and heroic feats. Here at Community Health Center of Snohomish County (CHC), we remain steadfast in our mission to provide high quality, affordable primary care to our patients, with safety and ingenuity at the forefront of every conversation.

When the pandemic first erupted, we immediately took steps to ensure our employees' and patients' safety. We deployed internal resources and training, allowing our clinics to respond swiftly to this unforeseen and ever-changing situation. We quickly developed tools that would enable us to treat and protect our most vulnerable patients. Our incredible staff rapidly implemented a telehealth program, including teledentistry, allowing high-risk patients to receive care in their homes while also keeping patients out of the ER while most dental practices were closed. Our Walk-In clinics quickly pivoted to COVID-19 treatment facilities, complete with rapid testing and enhanced safety precautions. Our newest Walk-In Clinic on our Edmonds campus opened just in time to help meet the latest surge of COVID-19 cases. Within weeks of opening, we are already seeing greater numbers of patients per day. And as we continue to look for innovative ways to serve our patients better, we can now provide Medication-Assisted Treatment (MAT) for opioid use disorders the same day at our Walk-In Clinics.

I am deeply grateful for every one of our employees who are the unsung heroes in this war on COVID-19, working around the clock to provide treatment, resources, and hope to our patients and each other. They are a shining example of CHC's values and vision as they have made these essential changes possible and continue to display incredible dedication by fulfilling their commitment to our patients by providing the highest quality of care during this challenging time.

As an organization, CHC has devoted many resources to prepare for the new environment, and we will continue to do so. CHC will continue to be focused on the health and well-being of our patients, employees, and the community. Stay safe and healthy.

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## Leadership

Joe Vessey, CPA, MBA, CHFP  
Chief Executive Officer

Dion Kapetanov, PHR, CMPE  
Chief Administrative Officer

Sue Yoon, DMD  
Chief Dental Officer

Ben Luety, CPA, MBA  
Chief Financial Officer

Thomas Tocher, MD, MPH, FACP  
Chief Medical Officer

Tové Skaftun, RN  
Chief Nursing Officer

Adam Heath, MHA  
Chief Operating Officer

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## Board of Directors

Olivia Mathisen-Holloman  
Board Chair

Angelica Montanari  
Board Vice Chair

Jessica Enick  
Board Secretary

Ed Rogan  
Board Treasurer

Bich-Nga Nguyen  
Board Member

Charles Mister  
Board Member

Jessica Enick  
Board Member

Lenora Rose  
Board Member

Mike Shaw  
Board Member

Robert Maxwell  
Board Member

Robin Fenn  
Board Member

Tracy Cuajao  
Board Member

# More Than 35 Years

## PATIENT-CENTERED CARE

CHC provides affordable health services including medical, dental, pharmacy, behavioral health, and substance abuse treatment. We welcome patients who are on Washington Apple Health, Medicaid, Medicare, Medicare Advantage, Tricare, select private insurances, and those who are uninsured. For those without insurance, CHC will help patients sign up for Washington Apple Health and Qualified Health Plans (QHPs); if ineligible, we offer a sliding fee discount based on household income and family size.

At CHC we believe in practicing patient-centered care, where our team of health care professionals work WITH patients to build a relationship based on their health care needs.

## COMPREHENSIVE SERVICES

We strive to meet the needs of all of our patients through comprehensive services that include:

- Medical Primary Care
- Medical Walk-In
- Dental Care
- Dental Walk-In
- Pharmacy
- Behavioral Health
- Community Resources
- Medication-Assisted Treatment
- Nutrition
- Physical Therapy

## OUR MISSION

To provide our diverse community with access to high quality, affordable primary health care.

### Community Health Center of Snohomish County's Clinic Locations:



Arlington Clinic



Edmonds Clinic



Everett-Central Clinic



Everett-College Clinic



Everett-North Clinic



Everett-South Clinic



Lynnwood Clinic

If you'd like to make an appointment or learn more about our services, call us at (425) 789-3789 or visit our website at [www.CHCsno.org](http://www.CHCsno.org) for more information.

# Telehealth Comes to CHC!

## TELEDENTISTRY



Dr. Ritika Chandra showing a young patient how to brush her teeth properly.

When COVID-19 hit, dental clinics and practices throughout the world felt a distinct impact. Instruments used by dental providers create aerosols, which increases the risk of infection, so CHC's dental clinics amplified personal protection equipment (PPE), purchased air filtration systems, and modified dental care. Along with changing in-person practices, dental clinics also implemented an entirely new way to see patients. "Circumstances often breed ingenuity. I think this was the case with teledentistry," said Dr. Ritika Chandra, Clinical Director at the Lynnwood Dental Clinic.

With many providers in our local area stopping routine exams and cleanings in March, it was critical for our organization to mobilize methods of treating emergency patients who came to CHC seeking care. CHC providers also worked hard to keep dental emergencies out of hospital emergency rooms to conserve resources for COVID-19 patients, and with the incorporation of teledentistry, patients were getting the care they needed. "We were able to see a high volume of patients the same day and take care of their emergent

needs while maintaining social distancing protocols and conserving PPE. We were then able to better coordinate in-office procedural care for the patient," said Dr. Chandra, who has seen up to 30 patients per day in a combination of teledentistry and in-person appointments.

The benefits of teledentistry appointments go beyond social distancing as patients are opting for teledentistry appointments. For example, when patients aren't able to take time off from work, they can utilize this service. "I think that there is so much opportunity for the growth of teledentistry moving forward into the post COVID-19 era, and it will likely be a part of our new normal," said Dr. Chandra. While there are still processes, trainings, and infrastructure to optimize, teledentistry has proven to be a positive outcome of COVID-19 and a way of the future for CHC.

## MEDICAL TELEHEALTH

Though most of the pandemic's impact on our community has been negative, CHC has seen some positive lasting effects. While telehealth was a new program implemented by CHC when COVID-19 appeared in our state, some providers found the implementation easier than initially thought; feedback from patients and providers alike have been encouraging.

Since telehealth visits were put into practice, medical providers have seen better productivity because patients found it convenient, which resulted in fewer missed appointments.

In addition to keeping our patients safe, providing better access to health care to patients in rural areas has also been a key strength of the telehealth program. Amberly Halbert, Clinical Director at CHC's Arlington Clinic, says, "It has been very rewarding to offer this {telehealth} as an option to patients. Arlington clinic is in a rural setting, and patients struggle with transportation. Telehealth allows them to receive continuous care that is convenient for them."

Patients appreciate CHC's expanding network of care and telehealth appointment offerings, as it gives them the ability to be seen by their providers in a safe and convenient setting.



CHC's provider during a telehealth appointment.

# CHC Responds to COVID-19

## THE LANDSCAPE OF HEALTH CARE

What began as a few grains of sand shifting beneath our feet as the year kicked off quickly cascaded into carving new peaks and valleys as COVID-19 took the world's breath away. Our country wasn't immune as the virus crept in through our state and spread out to the rest of the nation. For weeks, then months, our country and our state shut down. Businesses scrambled to find a way to withstand the flood of expenses when deprived of their once steady stream of income. Long-standing fixtures of the community closed, unable to survive the muddy waters of maintaining livelihood during a pandemic. Much like every other business and organizations that grabbed a new footing by adjusting their services to help the community, so did CHC.

CHC was able to respond to COVID-19 in real-time because of the respiratory protection program, which had been activated two years prior, according to Chief Nursing Officer Tové Skaftun. At the time, CHC purchased respirators, and staff were trained to use them alongside infection control protocols in the negative pressure rooms. As prepared as the medical teams were for COVID-19, CHC was not yet ready to integrate dental clinics. Working with patients who showed symptoms of respiratory disease was rare among dental providers. So the research that went into supplying our medical clinics was used to outfit our dental clinics as well, making for a calmer process than other organizations experienced.

News agencies across the state and country reported on

**“Our staff are putting themselves in harm’s way every day to take care of our vulnerable population and they need to be commended for that because they do an amazing job under really stressful situations. - Tové Skaftun**

hospitals and health organizations who were deficient in PPE, which wasn't the case for CHC. Skaftun credits CEO Joe Vessey for strategically sourcing necessary PPE in anticipation of global supply chain interruptions. “He had the vision and forethought early on to ramp up our supplies quickly,” said Skaftun.

This allowed CHC to protect staff as they continued, without disruption, to provide patient care or organizational operations.

As the public needed time to understand the virus, CHC faced the challenge of having patients wear face masks. Even though a few patients continued to decline, the majority knew that



they needed to wear a mask if they wanted to be seen by our providers. While the people who make up this organization have been gracefully agile, that strength has come with an emotional toll only a pandemic could create. Long-time patients within CHC succumbed to the effects of COVID-19, leaving faint divots in staff who took the time to know their stories and care for them. “Our staff are putting themselves in harm’s way every day to take care of our vulnerable population, and they need to be commended for that because they do an amazing job under really stressful situations,” said Skaftun.

Though our staff deals with the intricacies of helping vulnerable people in our community every day, at times, they forget to remember that they, too, are vulnerable. Their skin is hollowed by the loss of a loved one taken by the disease. Their personal lives are also in disarray, as daycares and schools moved to online learning or with family members losing their jobs. While the emotional toll can't be erased, CHC made efforts to help ease the financial burdens staff may have by creating an Employee Assistance Fund and adopting schedules that better fit their families' needs. “Feeling like you're cared for, you're taken seriously, and you're taking priority - I think it has come a long way in helping our staff feel that they matter,” Skaftun remarked.

After seven months of wading through the pandemic, waters once diminished have swelled again. If the way CHC has navigated unprecedented seas the past several months is any indication of how it will handle what lies ahead, our staff and patients will continue to be in safe hands.



# Getting to know Snohomish County

Data gathered from 2014-2018 unless otherwise stated.

## Population Estimate

• July 1, 2019 = 822,083

## Income & Poverty

- Median household income - \$82,751
- Per capita income in the past 12 months - \$37,671
- Residents with income less than 200% of the Federal Poverty Level - 21%

## Health

- Persons with public health insurance - 34.8%
- Persons without health insurance - 6.8%
- Persons with a disability, < 65 years old - 8.2%

## Housing

- Owner-occupied housing unit rate - 66.8%
- Median value of owner-occupied housing units - \$371,600
- Median selected monthly owner costs (mortgage) - \$2,040
- Median selected monthly owner costs (no mortgage) - \$643
- Median gross rent - \$1,371

Data gathered from:  
<https://www.census.gov/quickfacts/snohomish-county-washington>

# Patient Demographics at CHC

## MEDICAL PATIENT VISITS

184,697

## DENTAL PATIENT VISITS

68,577

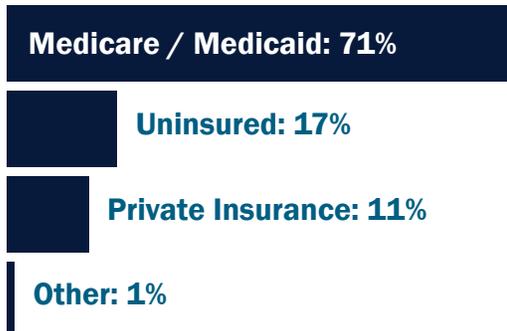
## TOTAL INDIVIDUAL PATIENTS

67,090

## TOP SPOKEN LANGUAGES

English	Vietnamese
Spanish	Amharic
Russian	Korean
Arabic	Ukrainian

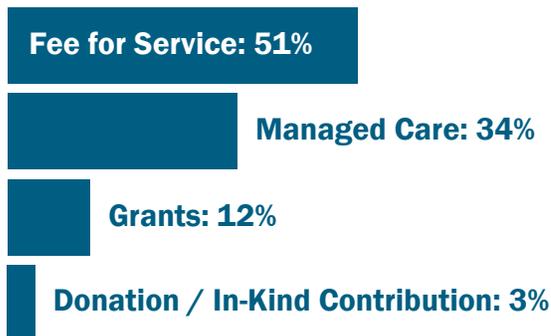
## PATIENTS BY INSURANCE TYPE



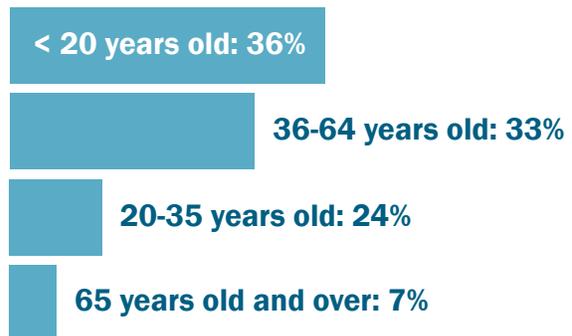
## PATIENTS BY POVERTY LEVEL (FPL)



## REVENUE



## PATIENTS BY AGE



# A Snapshot of Our Year



## IMMUNIZATION AWARDS

### GOLD STATUS

- Edmonds Medical Clinic
- Everett-Central Medical Clinic

### SILVER STATUS

- Everett-North Medical Clinic
- Lynnwood Medical Clinic

### BRONZE STATUS

- Everett-North Medical Clinic (adolescent only)
- Edmonds Medical Clinic (adolescent only)



## PROVIDER RECOGNITION

### DR. RITIKA CHANDRA SELECTED AS ONE OF DENTAQUEST'S 2020 HEALTH EQUITY HEROES—A HERO IN THE AGE OF COVID-19

Dr. Chandra was a major contributor in allowing CHC to launch teledentistry in just one week and trained several providers and support staff along the way. Her innovation and adaptation to change amidst the pandemic have been inspirational.

### DR. CHRIS SMITH AWARDED PRECEPTOR OF THE YEAR BY THE UNIVERSITY OF WASHINGTON SCHOOL OF DENTISTRY

Dr. Smith has been providing mentorship and clinical guidance to third and fourth-year dental students since 2016 to complete a 4-6 week clinical rotation at our Edmonds Dental Clinic throughout the school year.

### RIZWANA LOTT, PA, AWARDED MEDEX NORTHWEST'S PRECEPTOR OF THE YEAR

Rizwana Lott, PA, was awarded MEDEX Northwest's Preceptor of the Year. Lott became involved with MEDEX once she began working at CHC as she wanted to impart to others the positive experiences her mentors and preceptors had given her.



## NEW LEADERSHIP

### BEN LUETY, CPA, BEGINS POSITION AS CHIEF FINANCIAL OFFICER

Ben Luety brings over 20 years of financial background and 15 years in leadership positions to CHC. He holds an Executive Master of Business Administration (MBA) from the University of Washington Foster School of Business and previously worked as the Chief Financial Officer for the Seattle Indian Health Board. His experience also includes Director of Finance at the Family Impact Network, Assistant Vice President at Banner Bank and US Bank, and Senior Financial Analyst with Washington Trust Bank. As CHC's Chief Financial Officer, Ben strives to create teams that perform on a high level and enjoys serving as a mentor, motivator, and leader while nurturing team camaraderie.

### ADAM HEATH, MHA, ACCEPTS POSITION AS CHIEF OPERATING OFFICER

Adam Heath joined CHC in August 2020. He received his bachelor's degree in Russian from Brigham Young University and a Master of Health Administration (MHA) from the University of Washington. He previously worked as a Director of Operations at Providence Health Group and Dignity Health Medical Foundation. While working at the Golden Valley Health Centers, he took on the roles of Director of Operations and Quality Improvement Director. As a health care advocate, Adam has provided information to local leaders to advance legislation that benefits the health care industry nationally.

# Our Wonderful Contributors

Acora Foundation	Connect Your Care	Dr. Nancy Foote
Amazon Smile Donation	Dr. DeeAnna Maughan	Northsound EDI
Amerigroup	Denise Serfas	Rafael Ventura
The Benevity Community Impact Fund	Jimmy Johns - Everett	The Rock - Lynnwood
Boeing	Kris Sorenson	Teriyaki Plus - Everett
Charities Aid Foundation	Lani Gallegos	United Healthcare
Community Health Plan of Washington	Linda Van Pelt	Verdant
	Molina	West Motorsports - Everett

*Thank you for making our mission possible!*

## EDMONDS WALK-IN CLINIC RIBBON CUTTING

CHC's leadership and staff cut the ribbon on the new Edmonds Medical Walk-In Clinic as the sun started to peak out. Chief Executive Officer, Joe Vessey; Chief Medical Officer, Tom Tocher and Edmonds Medical Clinic Practice Manager, Cesar Hernandez spoke about what this clinic will mean for the community. Services available at this clinic will include walk-in care, substance use counseling and treatment, as well as physical therapy. CEO Vessey read a letter of support from Governor Jay Inslee's office and Senator Patty Murray participated via a recorded video message championing our efforts.

The Edmonds Medical Walk-In Clinic, located at 23320 HWY 99, officially opened on Monday, November 2.



## Arlington Clinic

Medical/Dental/Pharmacy  
326 S. Stillaguamish Ave.  
Arlington, WA 98223

## Edmonds Clinic

Medical Primary Care & Walk-In/Dental/  
Pharmacy/Physical Therapy  
23320 HWY. 99  
Edmonds, WA 98026

## Everett-Central Clinic

Medical Primary Care & Walk-In  
4201 Rucker Ave.  
Everett, WA 98203

## Everett-College Clinic

Medical Primary Care  
930 North Broadway  
Everett, WA 98201

## Everett-North Clinic

Medical/Dental/Pharmacy  
1424 Broadway  
Everett, WA 98201

## Everett-South Clinic

Medical/Dental/Pharmacy  
1019 112th St. SW  
Everett, WA 98204

## Lynnwood Clinic

Medical/Dental/Pharmacy  
4111 194th St. SW  
Lynnwood, WA 98036

\*All CHC Dental Clinics offer  
Dental Walk-In services.



(425) 789-3789

[www.CHCsno.org](http://www.CHCsno.org)