

**ANNUAL REPORT | 2022**

*Providing our diverse community with access to*  
***high-quality, affordable  
primary health care.***



## Mission

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

## Vision

A healthy community achieved through access to health care for everyone.

## Values

- **RESPECT**  
We treat all individuals with courtesy and dignity.
- **COMPASSION**  
We care for our patients with empathy and understanding.
- **CREATIVITY**  
We meet opportunities and challenges with innovative solutions.
- **TEAMWORK**  
We cooperate and collaborate to achieve CHC's mission.
- **APPRECIATION**  
We value the role each employee plays in fulfilling CHC's mission.
- **INTEGRITY**  
We adhere to ethical principles in all of our actions.
- **EXCELLENCE**  
We strive to exceed expectations in everything we do.



## MESSAGE FROM THE CEO

I am pleased to report another successful year for Community Health Center of Snohomish County (CHC). Despite the challenges posed by the ongoing pandemic and nationwide staffing shortages, our committed team has provided exceptional care to our patients and communities. We have much to be proud of.

One of the highlights of this year was the opening of our new state-of-the-art facilities at our Everett-Central clinic. This expansion has allowed us to grow our physical therapy, dental, and pharmacy services; provide more comprehensive patient care; and build a dental hygiene hub with community partnerships. We proudly offer the latest technology and equipment to support our healthcare professionals in delivering top-quality care.

We have also made noteworthy progress in promoting preventive healthcare, opening the first School-Based Health Center (SBHC) in Snohomish County in the fall. This



program has received state-wide attention for its ability to create opportunities and remove barriers for students to access healthcare on their school campus. By focusing on prevention, we aim to reduce the burden of chronic diseases and improve the overall health of our communities.

Our commitment to innovation and excellence has been recognized by several industry awards this year. We are proud to have received a renewal of our Patient-Centered Medical and Dental Home accreditation and badges from the Health Resource and Services Administration (HRSA) for *Advancing Health Information Technology for Quality* and *Health Center Quality Leader*. These awards are a testament to our staff's hard work and dedication and our organization's commitment to quality care.

In addition to our achievements, we have also faced challenges this year. The pandemic has placed immense pressure

on the healthcare system, and our organization is no exception. However, we have responded with agility and resilience, adapting our practices and protocols to ensure the safety of our patients and staff.

Looking ahead, we remain committed to our mission of providing our diverse community with access to high quality, affordable healthcare. We will continue to invest in our people, technology, and facilities to ensure that we can meet the evolving healthcare needs of our patients. We will also continue to collaborate closely with our partners and stakeholders to promote a healthier future.

Finally, I want to thank our Board of Directors, staff, and partners for their unwavering support and dedication. Our success is a collective effort, and we are proud to have such a committed team behind us.

A stylized, handwritten signature in orange ink, representing Joe Vessey.

**Joe Vessey, CPA, MBA, CHFP**





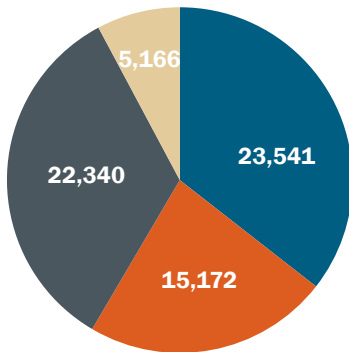
## THE COMMUNITY WE SERVE

### Our Patient Population

Calendar Year End - Dec. 31, 2022

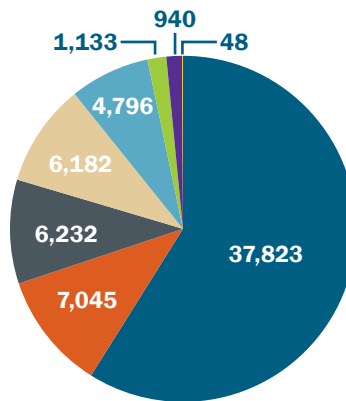
#### Age Group

- <20 years old
- 20-35 years old
- 36-64 years old
- 65 years old and older



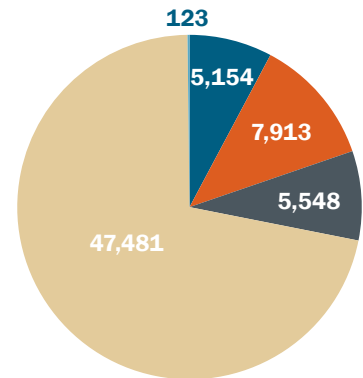
#### Race/Ethnicity

- White
- Other Race
- Asian
- Black or African American
- Declined to specify
- Native Hawaiian or Other Pacific Islander
- American Indian or Alaska Native
- Filipino



#### Insurance Type

- Uninsured/Self Pay
- Private Insurance
- Medicare
- Medicaid
- Other



**1,159** are Migrants/Seasonal **448** are Veterans **5,401** lack housing



## Top Languages

**12.4%**  
Spanish

**1.6%**  
Arabic

**2.4%**  
Russian

**1.6%**  
Vietnamese

**1.2%**  
Ukrainian



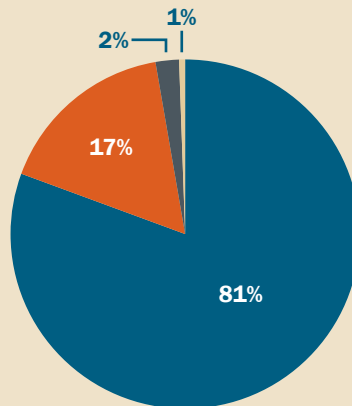
■ Greg Martinez, PA-C, Clinical Director

## Financial Performance

Fiscal Year End - June 30, 2022

### Operating Revenue

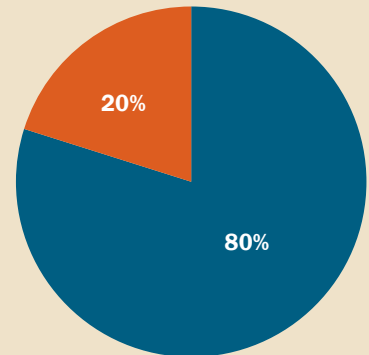
Patient-Related Revenue	\$58,367,000
Government Grants & Contracts	\$12,063,000
In-kind Contributions	\$1,570,000
Other	\$402,000
<b>Total</b>	<b>\$72,402,000</b>



- Patient-Related Revenue
- Government Grants & Contracts
- In-kind Contributions
- Other

### Expenses

Program Services	\$56,494,000
Management & General	\$14,236,000
<b>Total</b>	<b>\$70,730,000</b>



- Program Services
- Management & General



## MEETING THE NEEDS OF OUR COMMUNITY

### Smile Checks improve access to dental care

Between Sept. 28 and Dec. 13, CHC dentists and staff provided no-cost dental screenings in eight Mukilteo School District Schools. All families with students in grades K-6 were provided the opportunity and 1,317 “Smile Checks” were performed at the students’ school during a regular school day. **With staffing and supplies, the program provided nearly \$20,000 in dental services for students, at no cost to their families.**

As a result of the Smile Check, 251 students (19%) were identified as having urgent dental needs and 58 students had emergent dental needs (4.5%); these dental needs included issues from caries (cavities) to deep/rampant caries, infections, pain, and/

or broken teeth. CHC staff worked with families to get these students treated by a dentist as soon as possible.

“The most chronic childhood condition is tooth decay,” said Anna Scheglov, Dental Operations Director for CHC. “Tooth decay left untreated can cause a child pain and infection, as well as lead to serious lifelong issues with eating, speaking, and learning. CHC would like to improve access to dental care in our community and raise awareness of untreated dental decay.”

Smile Checks were available to all families in participating schools, regardless of insurance status. 55% of the students screened had state Medicaid coverage and 43.7% did not have insurance or were self-pay.



**1,317**  
smile checks  
performed



**251**  
urgent needs  
identified



**58**  
emergent  
dental needs



**43.7%** had no  
insurance

### Patient Services Specialists provide resources for patients

CHC is a Patient-Centered Medical and Dental Home. This means we focus on the whole person, looking beyond your immediate medical and dental needs to ensure each patient has the necessary support and resources to be as healthy as possible.

CHC’s Patient Services Specialists (PSS) are an important part of the healthcare team. The PSS department provides resources and referrals for patients who may need help with transportation, housing, or other important necessities.

The team members are also experts in the complex health plan system. PSS staff work with patients to apply for Apple Health or Medicare, renew their insurance plans, navigate the health plan exchange, and more.

#### 2022 Patient Services

**4,635**  
Health Plan  
Appointments

**3,965**  
Support &  
Resource  
Referrals

**6,160** Sliding Fee

# Pushing through healthcare barriers

For some members of our community, access to healthcare can be a challenge, especially for individuals without transportation or stable housing. In alignment with CHC's mission to provide accessible, high-quality healthcare for all members of our diverse community, we foster partnerships with several community organizations supporting members of our community experiencing challenges accessing healthcare in our clinics.

In 2022, CHC providers visited several community organizations in Snohomish County to provide healthcare and education for their residents and clients.

**673**

visits at  
Claire's Place

**46**

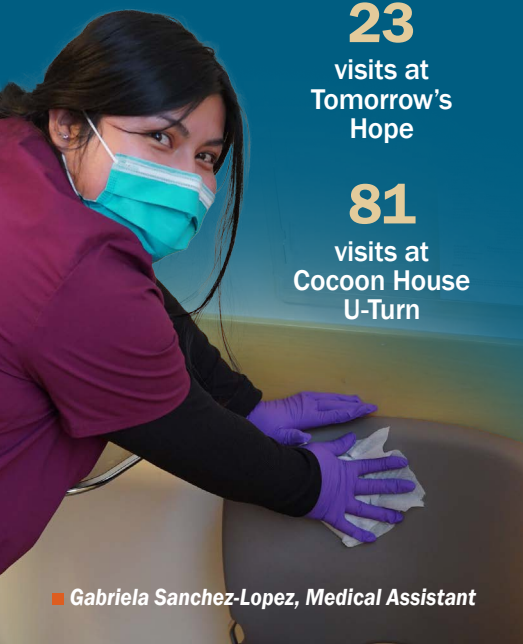
visits at  
Gospel Mission

**23**

visits at  
Tomorrow's  
Hope

**81**

visits at  
Cocoon House  
U-Turn



■ Gabriela Sanchez-Lopez, Medical Assistant

## First School-Based Health Center opened in Snohomish County



■ **The Meadowdale School-Based Health Center is available for students to receive comprehensive medical and dental services during their school day.**

CHC opened the first School-Based Health Center (SBHC) in Snohomish County in 2022. In partnership with Edmonds School District and Verdant Health Commission, the SBHC serves primarily as a walk-in clinic available to students at Meadowdale High School in Lynnwood.

While SBHCs are a new healthcare model for Snohomish County, they are well known in other parts of Washington and across the country for increasing healthcare access for youth and young adults. Experts agree that health disparities affect educational achievement. Student health affects attendance, classroom

behavior, grades, testing, and graduation. And, health risk factors are repeatedly linked to academic failure. Research has shown that SBHC patients demonstrate improvements in key academic achievement areas and health outcomes. SBHCs are also cost-effective. The timely prevention efforts of SBHCs help reduce the need for more costly interventions down the road for students.

CHC clinicians at the Meadowdale health center offer a variety of primary care services, such as well-child checks, sports physicals, immunizations, chronic condition management, evaluation and treatment of common health problems, age-appropriate reproductive health care, and more. Diagnostic and preventative oral health, as well as mental health, behavioral health, and social emotional health services are also available.

"It is exciting to create another access point for healthcare in Snohomish County," said Joe Vessey, CEO. "CHC has a long history of providing high-quality care in non-traditional settings. Bringing these services to the students, physically locating where they spend their time, aligns with our mission and benefits our community as a whole."





## HIGH-QUALITY HEALTHCARE

### Everett-Central services expansion

In August, CHC completed a substantial remodel of the Everett-Central Clinic on Rucker Ave. The first-floor remodel added a drive-thru pharmacy to the Everett-Central location, conveniently located next to the walk-in clinic.

The third floor of Everett-Central was completely renovated to create 12 new dental operatories and a physical therapy space. The new dental department was a much-needed addition to the CHC network of clinics, increasing dental access for patients in Everett. In the last four months of the year, the Everett-Central dental team saw nearly 19,000 patient encounters.

With the Everett-Central remodel complete, CHC now offers integrated medical, dental, and pharmacy services in six of our seven clinic locations.



■ A new dental operatory at our Everett-Central Clinic

### CHC Designated as Health Center Quality Leader

In 2022, CHC was recognized with a Bronze-level Health Center Quality Leader designation by the Health Resource and Services Administration (HRSA). Health Center Quality Leader badges are awarded to health centers with the best overall performance meeting or exceeding their clinical quality measures. Out of 27 health centers in Washington state, only seven health centers received Health Center Quality Leader recognition this year.

“This Health Center Quality Leader designation recognizes the tremendous amount of hard work our clinical teams have put forward to improve our quality metrics,” said Tové Skaftun, RN, Chief Nursing Officer. “The best thing we can do for patients is provide them with the highest quality of care possible.”

A central focus of CHC’s quality work is identifying care gaps. Care gaps are missed screenings based on best practice, such as cancer screenings or BMI measurements. These

assessments identify potential problems that can be mitigated or treated before they become serious health issues, so clinical teams are focused on making sure patients receive these preventative screenings.

CHC has created several tools to identify patients with care gaps, so these patients can be contacted and encouraged to come in for care. These tools include a quality dashboard that tracks progress across 30 quality metrics for CHC patient care.



In addition to HRSA designation as a Health Center Quality Leader, CHC also received a badge in recognition for Advancing Health Information Technology for Quality.

“CHC’s focus on quality is the foundation of our mission,” said Doug D. McMillen, MD, Interim Chief Medical Officer. “When patients get their preventative screenings and understand how to mitigate their health risks, we can truly improve the health of our community.”





# Leveraging Technology to Improve Patient Experience

CHC made several technology advances in 2022, focused on improving patient experience.

## NextGen Electronic Health Record

CHC transitioned to the NextGen Electronic Health Record (EHR) system in February, creating a singular health record for CHC patients and improving the continuity of care across service lines.

## Upgraded Patient Portal

Following the transition to NextGen, CHC upgraded and improved the Patient Portal. The new CHC Patient Portal helps patients connect with their providers through the messaging function, request an appointment, manage their health information, and more.

## Phreesia Express Check-In

CHC implemented the Phreesia platform in all medical and dental clinics in 2022. Phreesia allows patients to fill out forms and sign authorizations before arriving at the clinic, making their check-in process quick and easy.

## Language Line Services

CHC implemented technology with video and audio-only capabilities for remote interpretation services. The video remote interpretation service helps patients overcome language barriers, particularly with sign language.

## AAAHC Accreditation Renewed

The Accreditation Association for Ambulatory Health Care (AAAHC), a leader in accreditation services for ambulatory health care organizations, conducted an organizational audit of CHC in November of 2022. For the second consecutive term, CHC was granted accreditation status in recognition of our commitment to the delivery of high-quality care.



Through this process, CHC again received certification as a patient-centered medical and dental home. This certification demonstrates our dedication to whole patient care, recognizing the uniqueness of individuals and delivering care that is tailored to meet those needs.

Over three days, the AAAHC survey team took a deep dive into CHC processes, procedures, and systems, in addition to completing several clinic tours. In the closing session, feedback from the survey team was extremely positive, with several important quality improvements noted:

- The survey team mentioned several times that CHC staff and providers were welcoming, knowledgeable, and great to work with during their clinic visits.
- One of the surveyors observed a visit utilizing translation services and

noted how well the process worked. She praised the provider's approach in that encounter during her report.

- After reviewing clinical records in NextGen, CHC's electronic health record, the surveyors noted an excellent continuity of care across service lines.
- Multiple comments were given about CHC's quality improvement work, specifically noting the benefits of the quality dashboard, process improvement studies, and benchmarking against similar organizations.
- After a review of personnel processes and files, the surveyors noted the HR team is doing a great job with records and documentation.
- The survey team was impressed by CHC's IT security and called out the excellent work by the IT team.
- CHC facilities were given praise for being well kept and clean.

AAAHC surveys occur every three years and are an important part of CHC's ongoing focus on continuous improvement. Community members can learn more about CHC's commitment to being a Patient-Centered Medical and Dental Home on the website [CHCsno.org](https://CHCsno.org).



## ABOUT CHC

### Executive 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

**Jose Reynoso**, MBA  
Chief Information Officer

**Douglas D. McMillen**, MD  
Interim Chief Medical Officer

**Tové Skaftun**, RN  
Chief Nursing Officer

**Adam Heath**, MHA  
Chief Operating Officer

### Board Members

**Jessica Enick**, MSIO  
Board Vice Chair

**Robert “Max” Maxwell**  
Board Treasurer

**Julian King**  
Board Member

**Olivia Mathisen-Holloman**, RDN, CD  
Board Member

**Charles Mister**  
Board Member

**Razaq Raji**  
Board Member

**Ed Rogan**  
Board Member

**Lenora Rose**  
Board Member

**Sandra Toussaint**, MPA, CCRP  
Board Member

## Patient Encounters

**121,469**

Medical

**71,331**

Dental

**25,481**

Medical Walk-In

**8,003**

Behavioral Health

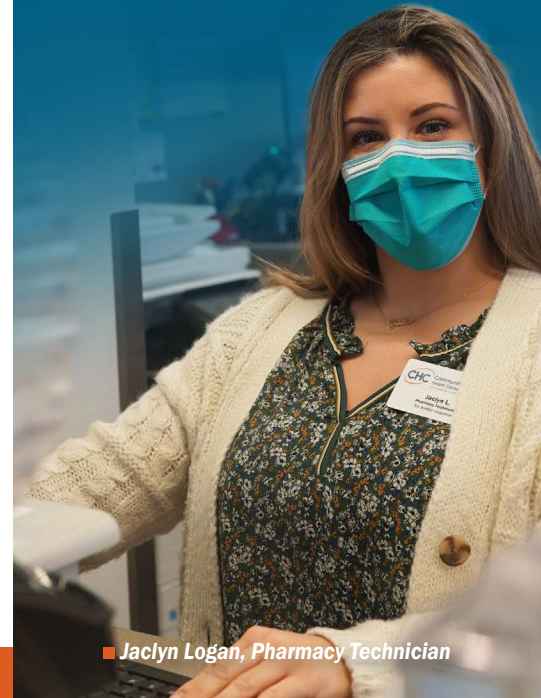
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**Total Patient Encounters**

**219,484**

**Total Patients**

**66,219**



■ Jaclyn Logan, Pharmacy Technician

## Locations

### Arlington

326 S. Stillaguamish Ave.  
Arlington, WA 98223

### Everett-College

930 North Broadway  
Everett, WA 98201

### Everett-North

1424 Broadway  
Everett, WA 98201-1720

### Everett-Central

4201 Rucker Ave.  
Everett, WA 98203

### Everett-South

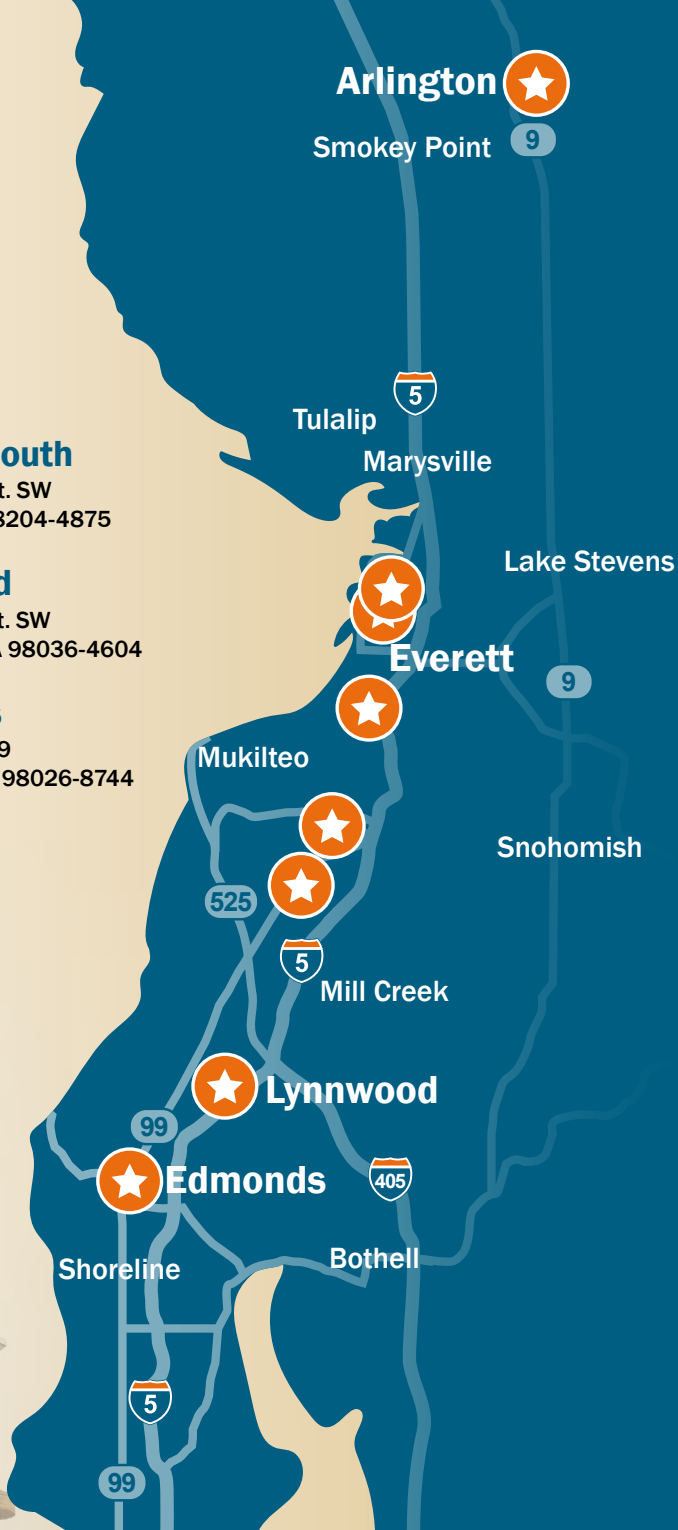
1019 112th St. SW  
Everett, WA 98204-4875

### Lynnwood

4111 194th St. SW  
Lynnwood, WA 98036-4604

### Edmonds

23320 Hwy. 99  
Edmonds, WA 98026-8744





8609 Evergreen Way • Everett, WA 98203 • (425) 789-3789

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



■ Samantha Sewell, Medical Receptionist Lead

■ Connie Lembke, Medical Assistant Lead