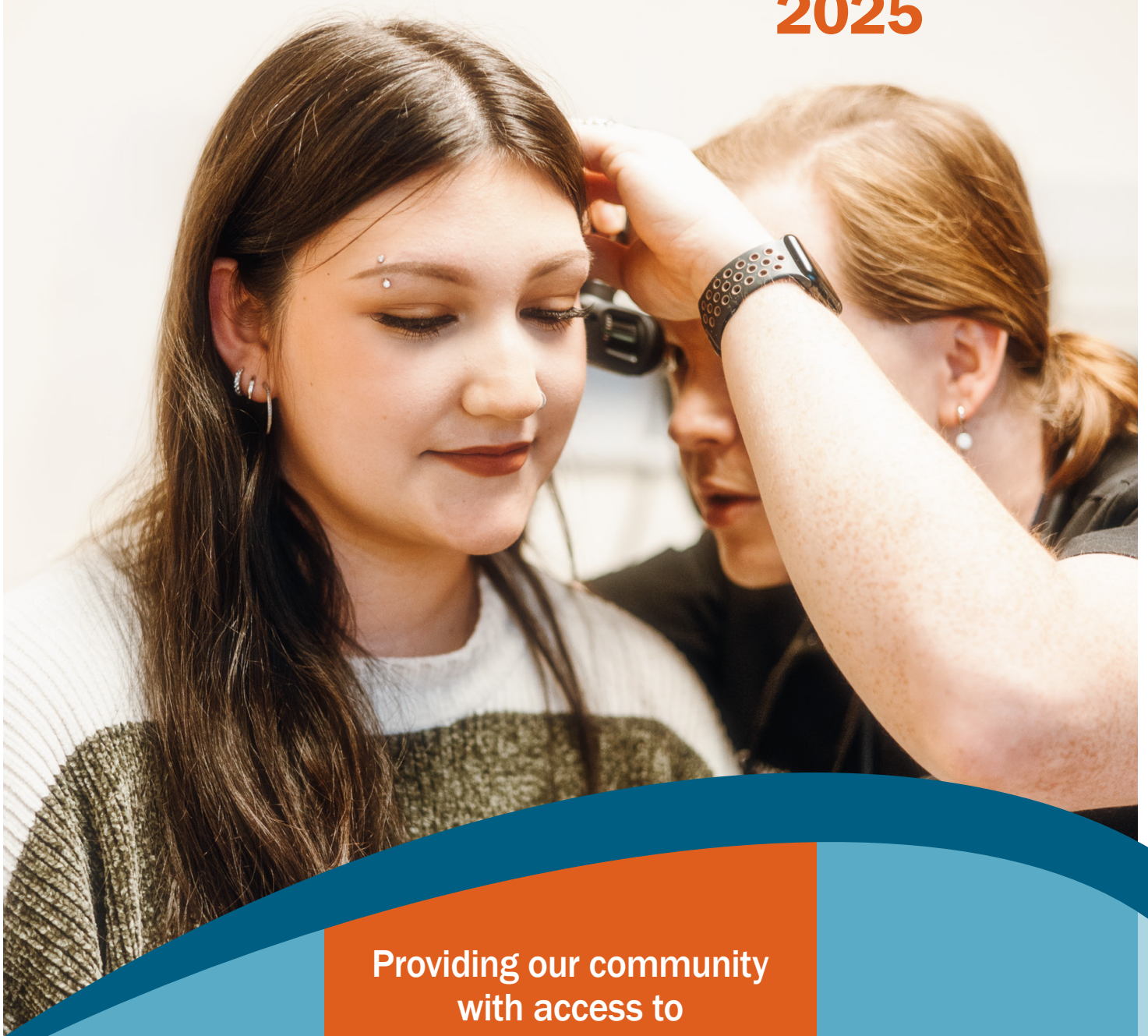




Annual Report

2025



Providing our community
with access to
high-quality, affordable,
primary healthcare.



Mission

To provide our diverse community with access to high-quality, affordable, primary healthcare.

Vision

A healthy community achieved through access to healthcare for everyone.

Values

- **Appreciation** – We value the role each employee plays in fulfilling CHC's mission.
- **Compassion** – We care for our patients with empathy and understanding.
- **Creativity** – We meet opportunities and challenges with innovative solutions.
- **Excellence** – We strive to exceed expectations in everything we do.
- **Integrity** – We adhere to ethical principles in all of our actions.
- **Respect** – We treat all individuals with courtesy and dignity.
- **Teamwork** – We cooperate and collaborate to achieve CHC's mission.



Message from the CEO

The year 2025 brought significant challenges to healthcare. Rapid change and uncertainty across the policy landscape tested our resolve and demanded focus, adaptability, and collaborative problem-solving. For Community Health Center of Snohomish County (CHC) and the nearly 80,000 patients who choose us for their healthcare, these pressures clarified our purpose and strengthened our commitment to what matters most: access, stability, and high-quality care for our community.

Throughout this period, the unwavering dedication of our board, employees, and community partners was truly remarkable. Together, we moved forward with purpose, anticipating challenges when possible, responding decisively when required, and remaining firmly grounded in the needs of those we serve.

Advocacy was central to our work this year. We engaged directly with numerous federal and state lawmakers, elevated the voices of our patients, defended essential services, protected the 340B pharmacy program, and championed sustained state and federal health center funding.

These efforts were not only necessary but also impactful, reinforcing our mission and strengthening our organization for the long term.

Our commitment to prevention and early intervention continued through our school-based programs. Longstanding partnerships with local school districts enabled us to deliver critical dental services to students across our region. In 2025, thousands of children received sealants and fluoride applications, helping set the foundation for lifelong oral health.

We also reached an important milestone with the opening of two new school based health centers at Everett and Cascade High Schools. Supported by capital funding secured in 2024 and in partnership with Everett Public Schools, these centers expand access to medical, behavioral, and dental care, meeting students where they are and investing directly in the health of the next generation.

While 2025 will be remembered as a year of change, it will also stand as a year of courage, progress, and collective achievement. I am deeply proud of what we accomplished together and grateful for the continued trust, engagement, and advocacy of our community. Because of your support, CHC is not simply responding to challenges; we are shaping a stronger, healthier future.

With gratitude,



Joe Vessey, MBA, CMPE





Financial Performance

July 1, 2024 – June 30, 2025

Operating Revenue

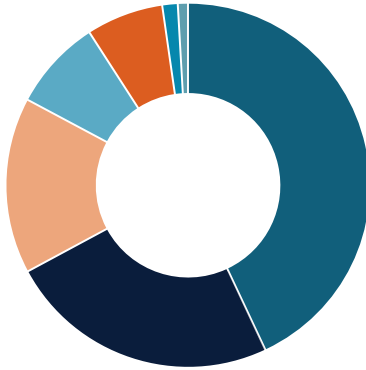
Patient-Related Revenue:	\$93,552,941
Grants:	\$5,557,860
In-kind Contributions:	\$2,801,728
Other Revenue:	\$5,297,176
Total:	\$107,209,705

Expenses

Total	\$102,957,825
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Our Patient Population

January 1, 2025 - December 31, 2025



Insurance Type

Uninsured	8,147	11%
Medicaid	50,527	66%
Medicare	5,201	7%
Private Insurance	12,137	16%

Race/Ethnicity

White	32,687	43%
Black / African American	6,147	8%
Asian	5,206	7%
Native Hawaiian / Other Pacific Islander	1,042	1%
American Indian / Alaska Native	688	1%
More than one race	11,888	16%
Undisclosed	18,354	24%

Patient Encounters

Medical	152,002
Dental	93,986
Behavioral Health	8,344
Total	254,332

Total Patients: **76,012**

Special Populations

Agricultural Workers	4,342
Lack Housing	7,593
School-Based Services	1,395
Veterans	299

Age Range



Children Under 18
26,311
35%



Adults 18-64
43,725
57%



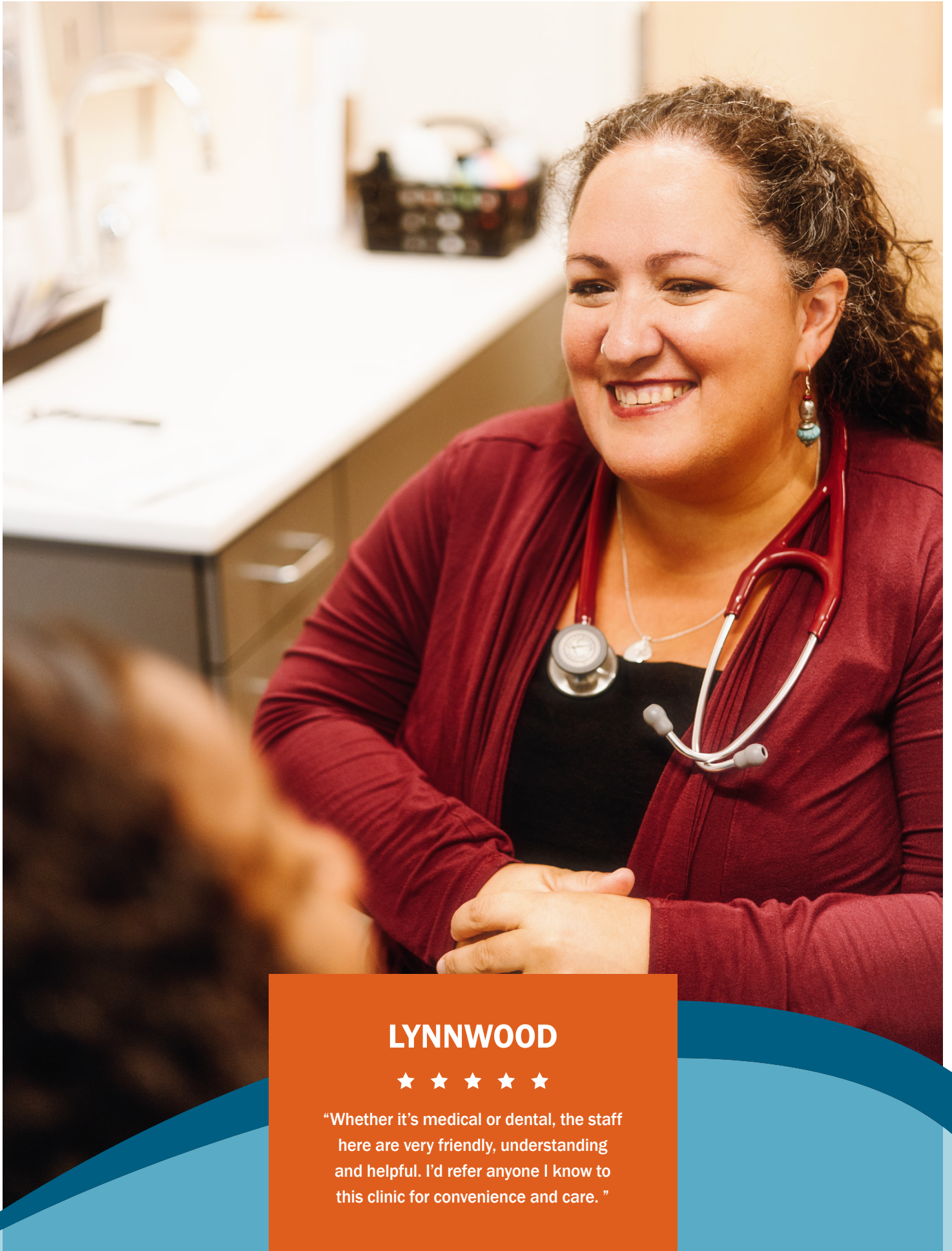
Older Adults 65+
5,976
8%



We provided interpretation for **89** languages in 2025

Top Languages

English	72%	Russian	2%	Other	6%
Spanish	14%	Arabic	1%		
Ukrainian	4%	Vietnamese	1%		



LYNNWOOD



“Whether it’s medical or dental, the staff here are very friendly, understanding and helpful. I’d refer anyone I know to this clinic for convenience and care.”

School-Based Health Center Expansion into Everett Public Schools

In 2025, we proudly expanded our school-based health program into **Everett Public Schools**, marking an exciting new chapter in our commitment to student health and well-being. With the opening of two new school-based health centers at **Cascade High School** and **Everett High School**, we are broadening access to essential healthcare services for students in the Everett community.

These new centers build on the success of our existing model and reflect strong collaboration with school leaders, families, and community partners. Together, we share a commitment to delivering accessible, coordinated healthcare in a setting that is convenient, trusted, and responsive to student needs. By bringing services directly onto school campuses, we are removing common barriers to care, such as transportation, scheduling challenges, and cost, so students can focus on learning and thriving.

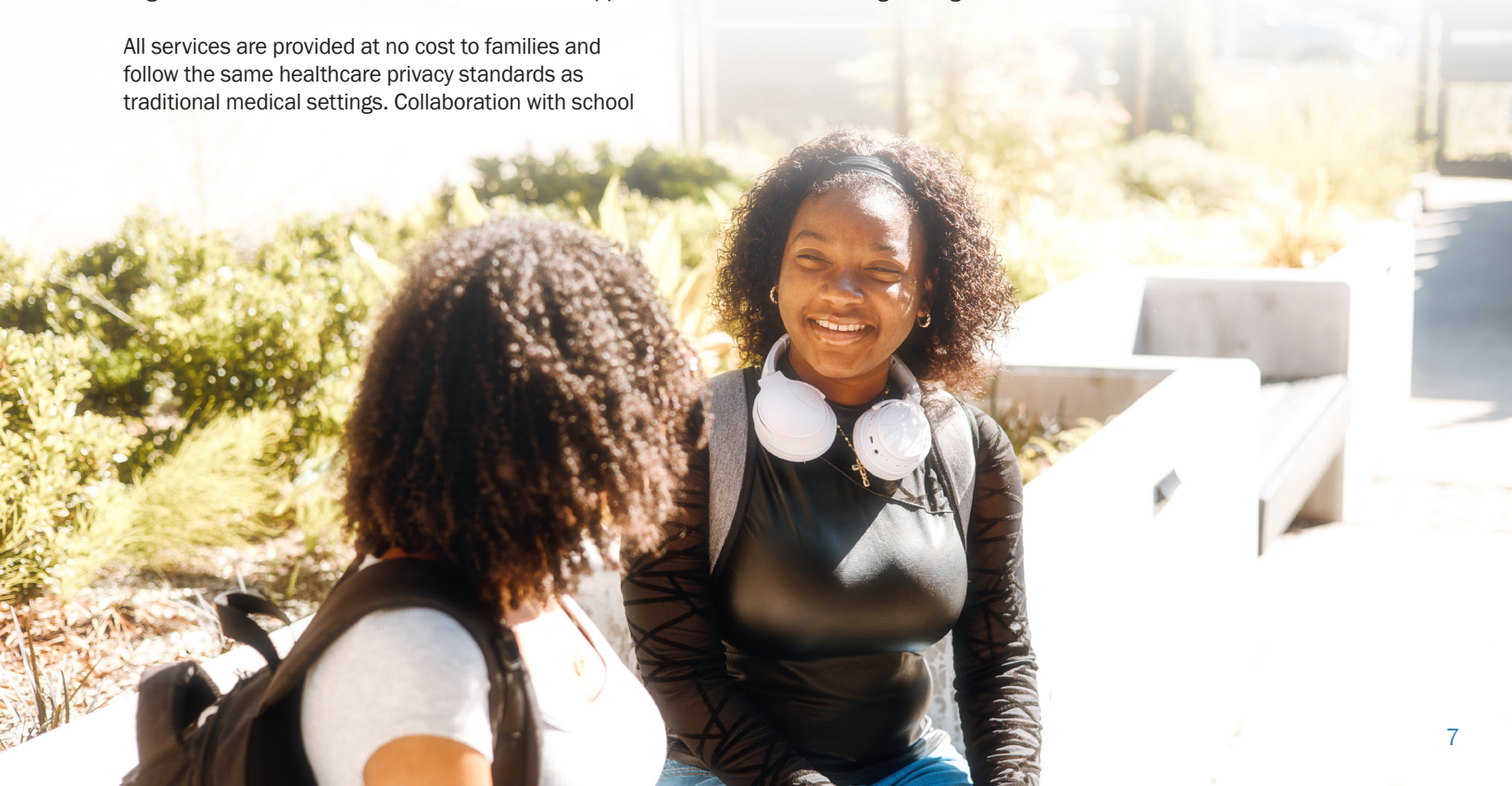
Our school-based health centers provide comprehensive services, including primary medical care, dental services, and behavioral health support. Behavioral health services play a critical role in supporting students' emotional well-being, offering counseling, early intervention, and connections to additional resources when needed. By integrating mental health care into the school environment, we help reduce stigma and make it easier for students to seek support.

All services are provided at no cost to families and follow the same healthcare privacy standards as traditional medical settings. Collaboration with school



staff and family engagement remain central to the model's success, ensuring care is coordinated and responsive to each student's unique needs.

The school-based health center model continues to receive statewide recognition for its ability to expand access and remove barriers to care. By emphasizing prevention, early intervention, and whole-person health, we are helping reduce the burden of chronic disease, supporting student success, and strengthening the overall health of our communities.





EDMONDS



"My recent visit with my dietitian at CHC was a great experience. From the moment I arrived, I felt welcomed and comfortable. Everything was clearly explained, which made it easy to understand my goals and next steps. I also truly appreciated how supported I felt throughout the entire appointment. Overall, it was a positive and helpful visit — thank you!"

Advancing Technology to Empower Exceptional Care

This year marks significant progress in advancing our strategic technology priorities and strengthening the digital infrastructure that supports both our care teams and the patients we serve. We remain committed to investing in innovative, secure, and intuitive solutions that enhance data protection, improve operational efficiency, and expand access to high-quality care.

These advancements reflect strong cross-functional collaboration, disciplined implementation, and a shared commitment to continuous improvement. By leveraging emerging technologies, we are building a more connected, efficient, and patient-centered organization—well positioned to meet the evolving needs of our community now and into the future.



Integrating Advanced Technologies to Drive Performance

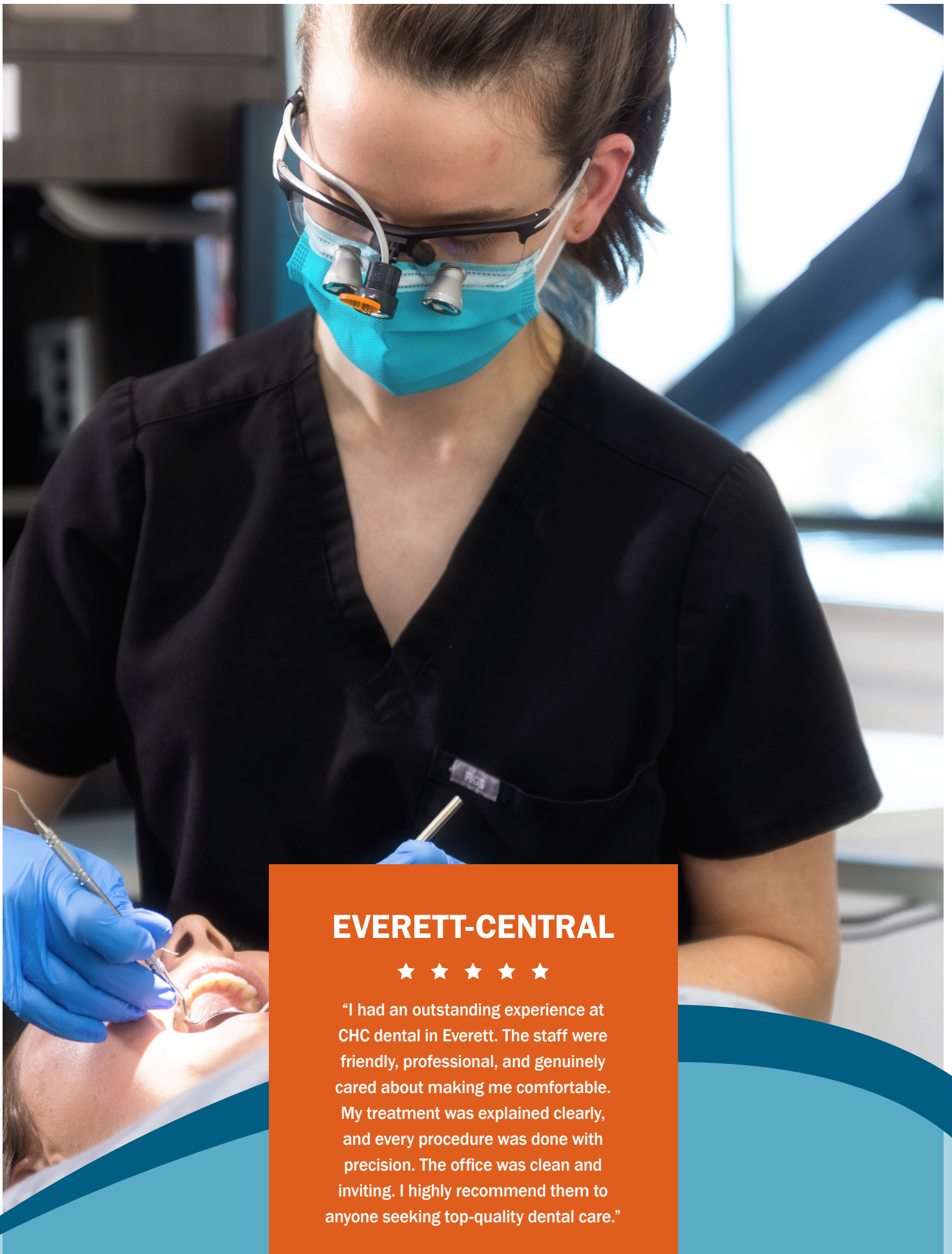
We have made meaningful strides in adopting automation and artificial intelligence (AI) to strengthen security, streamline workflows, and improve daily operations.

- **The implementation of PharmaWatch**, an automated temperature monitoring system for vaccine storage, enables real-time oversight, reduces risk, ensures regulatory compliance, and eliminates manual logging—ultimately safeguarding vaccine integrity and patient safety.
- **Payment posting automation** within NextGen has significantly reduced manual data entry, accelerating processing times while improving accuracy and consistency in financial operations.
- **The introduction of Fellow**, an AI-powered meeting assistant, has enhanced workforce efficiency by automatically capturing meeting notes and action items, reducing administrative burden and allowing staff to focus on higher-value work.

Enhancing Efficiency Through Interoperability and System Optimization

We also achieved major milestones in improving the efficiency and effectiveness of our electronic systems through enhanced interoperability and process automation.

- **The implementation of NextGen Share HIE**, a cloud-based interoperability platform, enables seamless data exchange between our electronic health record (EHR) system and external healthcare organizations, including hospitals. This connectivity supports more coordinated care, faster clinical decision-making, and improved patient outcomes.
- **The addition of an ADT** (Admissions, Discharges, Transfers) data feed from Providence provides real-time notifications within NextGen when patients experience care transitions. This capability strengthens population health management and ensures more timely and effective follow-up care.
- **The rollout of self-scheduling functionality** has introduced a fully integrated, automated appointment process for established patients. This enhancement improves access to care, reduces administrative workload, and delivers a more convenient and responsive patient experience.



EVERETT-CENTRAL



"I had an outstanding experience at CHC dental in Everett. The staff were friendly, professional, and genuinely cared about making me comfortable. My treatment was explained clearly, and every procedure was done with precision. The office was clean and inviting. I highly recommend them to anyone seeking top-quality dental care."

Dental Services in Action: Key Initiatives and Impactful Results

In 2025, our dental services continued to advance our mission of providing high-quality, patient-centered care regardless of ability to pay. Guided by a commitment to improving access, reducing barriers, and promoting health equity, our teams implemented several key initiatives that are already delivering meaningful results for the communities we serve.

One of the most impactful efforts this year was the launch of the Phreesia Appointment Accelerator. Designed to reduce wait times and improve access, this system allows patients to move into earlier appointment slots when cancellations occur. While seamless for patients, the initiative required significant operational coordination. More than 19,000 appointments were converted into new scheduling event types, reflecting strong collaboration across clinical and operational teams. The result is a more responsive and efficient scheduling process that maximizes every available opportunity to deliver care.

We also made significant strides in expanding our pediatric dental program to better serve children and families. Each dental site introduced dedicated daily pediatric appointment capacity, ensuring greater availability at times that meet family needs. In addition, self-scheduling tools and targeted text outreach campaigns were implemented to connect with pediatric patients already engaged in medical care but not yet established in dental services. These efforts empower families to schedule conveniently while supporting early intervention and long-term oral health outcomes for children.

Finally, we deepened our focus on whole-person care by more closely aligning medical and dental services. Expanding beyond our initial work with pregnant patients,

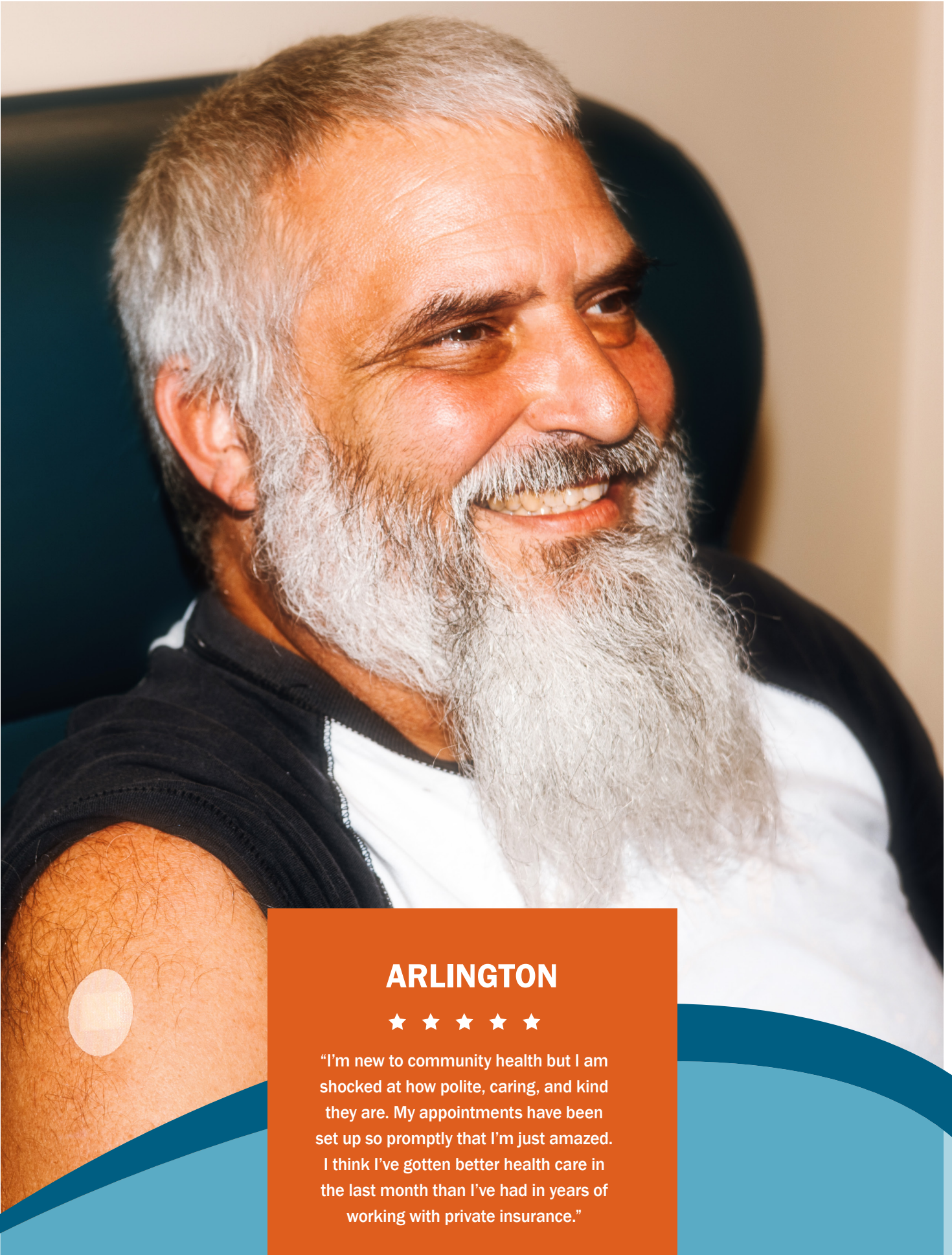


we prioritized individuals with diabetes, recognizing the strong connection between oral health and systemic disease. Through targeted outreach and coordinated care pathways, patients are connected more efficiently to dental services. During visits, patients receive screenings, personalized education, and proactive scheduling for ongoing oral care, supporting better overall health outcomes.

Together, these initiatives demonstrate our commitment to innovation, collaboration, and equity. By leveraging technology and strengthening interdisciplinary partnerships, we are improving both access and quality of care, bringing us closer to our vision of healthier communities for all.

“My son had his cleaning at CHC dental yesterday, and the assistant was wonderful! She took the time to explain everything to him, made the experience fun, and still got the cleaning done efficiently. It’s not always easy keeping kids comfortable in the dental chair, but she made it seem effortless. We really appreciate her kindness, patience, and professionalism — highly recommend her!”

Patient



ARLINGTON



“I’m new to community health but I am shocked at how polite, caring, and kind they are. My appointments have been set up so promptly that I’m just amazed. I think I’ve gotten better health care in the last month than I’ve had in years of working with private insurance.”

Protecting Our Community: A Coordinated Response to Measles

As 2025 drew to a close, our organization began proactive planning in anticipation of a potential measles outbreak, recognizing rising regional risk and the importance of early preparedness. When the first case was confirmed in Snohomish County in early January, our teams quickly activated a coordinated response. Guided by our mission to provide accessible, patient-centered care, we acted swiftly to protect patients, staff, and the broader community while supporting public health efforts to contain the spread.

In close partnership with the Snohomish County Health Department, we implemented enhanced screening protocols across all sites to rapidly identify potential measles cases and minimize exposure risk. Patients were screened for symptoms and recent exposures before entering care settings, enabling our teams to respond proactively and maintain a safe environment. This process led to the early identification of a patient with measles before their visit, likely the first measles case ever seen at CHC. The child was evaluated, diagnosed, and tested in their car, with no exposure to staff or other patients within our clinics.

At the same time, we expanded access to measles vaccinations for individuals in need. Through targeted outreach and increased on-site availability, we worked to ensure individuals, particularly those at higher risk, could receive timely immunization. These efforts played a critical



role in limiting transmission and protecting vulnerable populations. Despite widespread exposure in schools, restaurants, and places of worship, the measles outbreak in Snohomish County was contained to 14 cases.

This rapid response highlights the strength of our partnerships, the agility of our teams, and our unwavering focus on community well-being. By working collaboratively and acting decisively, we were able to support public health efforts and continue providing safe, reliable care when it was needed most.

“Our proactive planning positioned us to respond immediately when the first case emerged. That level of preparedness enabled a swift, coordinated approach that not only protected patients and staff, but also helped limit the broader impact on our community.”

Pam Sheffield MD, Chief Medical Officer

Leadership

Board of Directors

Olivia Mathisen-Holloman, RDN
Board Chair

Jessica Enick, MSIO
Board Vice Chair

Robert “Max” Maxwell
Board Treasurer

Tom Bull
Board Secretary

Charles Mister
Board Member

Gregg Miller, MD
Board Member

Kallanna Manjunath
Board Member

Kathy Solberg
Board Member

Mike Shaw
Board Member

Sanchita Williams, MD
Board Member

Executive Leadership

Joe Vessey, MBA, CMPE
Chief Executive Officer

Adam Heath, MHA
Chief Operating Officer

Dion Kapetanov, PHR, CMPE
Chief Administrative Officer

Jose Reynoso, MBA
Chief Information Officer

Pam Sheffield, MD
Chief Medical Officer

Sue Yoon, DMD
Chief Dental Officer

EVERETT-COLLEGE



“This was my first visit to CHC where I sought out follow-up care after a local ER visit. The air of professionalism, efficiency, and compassion with which I was met was impressive. My provider was attentive and responsive to my needs. Her recommendations were both helpful and reassuring, which I found during my hospitalization. I am glad to have become acquainted with this important medical safety net. I am grateful to have benefited from its good work.”

Clinics

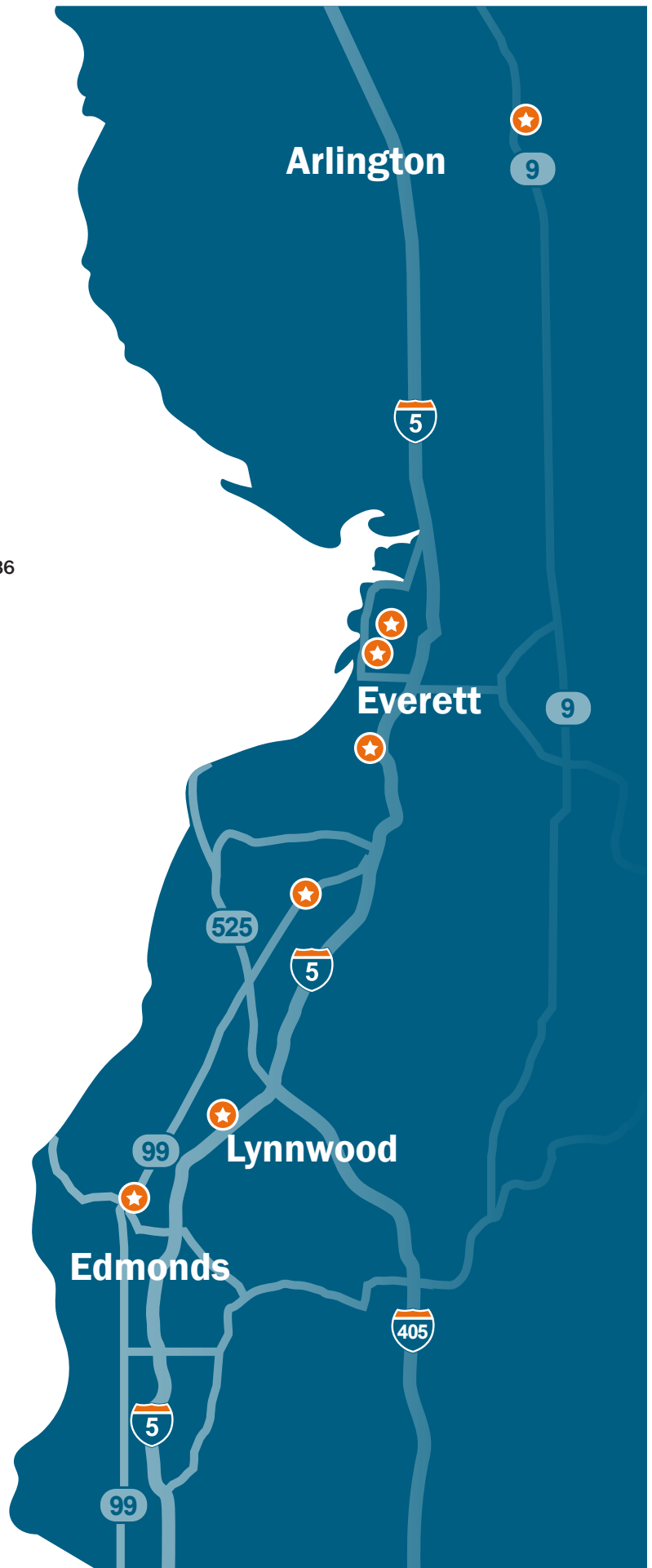
- ★ **Arlington**
326 S Stillaguamish Ave
Arlington, WA 98223
- ★ **Edmonds**
23320 Hwy 99
Edmonds, WA 98026
- ★ **Everett-College**
930 North Broadway
Everett, WA 98201
- ★ **Everett-North**
1424 Broadway
Everett, WA 98201
- ★ **Everett-Central**
4201 Rucker Ave
Everett, WA 98203
- ★ **Everett-South**
1019 112th St SW
Everett, WA 98204
- ★ **Lynnwood**
4111 194th St SW
Lynnwood, WA 98036

School-Based Health Centers

- Cascade High School
- Everett High School
- Meadowdale High School
- Mountlake Terrace High School

Clinical Outreach Sites

- Cocoon House
- Madrona Highlands





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

