

# Annual Report

## 2023

*Providing our diverse 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

I am pleased to share the remarkable achievements and updates from the past year. Throughout our four-decade journey, we have remained committed to providing our diverse community access to high-quality, affordable primary healthcare. This commitment has led to significant achievements as we honed in on strategic growth, population health, and legislative advocacy over the year.

In 2023, we strengthened our collaboration with external entities, evaluated our service lines, and advocated for our organization and patients with the local, state, and federal agencies. After opening our first school-based health center last year, I'm happy to report the state-wide attention remained as we continued to grow and expand the program throughout 2023. We now have two school-based health centers in the Edmonds School District and plan to expand into the Everett School District with two additional locations in 2024. By investing in young people's health, we are removing barriers to improve long-term health outcomes and contribute to a healthier population overall.

We worked collaboratively alongside Housing Hope in a successful bid to develop land in Lynnwood near the future light rail station. This expansion will include space for medical, dental, and adolescent behavioral health services on a mixed-use affordable housing campus that will open in 2027. This innovative partnership can provide endless possibilities, starting with affordable housing and expanded access for youth in a convenient location that will provide safety and security for many in our community.

Our six pharmacies received a Medicare Part B accreditation, making us the only Federally Qualified Health Center pharmacy within 200 miles! This accomplishment expanded patient access while removing barriers, allowing Medicare patients to obtain diabetic testing supplies in the same place where they receive care and fill medications.

Additionally, we have proactively addressed barriers to dental care by increasing access, expanding service types, and building partnerships for sustainability. We have expanded hygiene care by obtaining a major site affiliation with Lake Washington Institute of Technology and look forward to another in 2024 with Shoreline Community College. We partnered with school districts to provide dental outreach services, with plans to expand into the Marysville school district in 2024, increasing our program's footprint to nearly 50 schools.

As we look ahead at the next 40 years, we will continue to use our mission as our guiding light and our community's needs as our north star. We are grateful for the support and dedication of our board of directors, staff, and partners, and we look forward to a healthier future together.



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

### EXECUTIVE LEADERSHIP

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

**Adam Heath, MHA**  
Chief Operating Officer

**Jose Reynoso, MBA**  
Chief Information Officer

**James Geracci, MD**  
Interim Chief Medical Officer

**Dion Kapetanov, PHR, CMPE**  
Chief Administrative Officer

**Joel Emery, MBA**  
Chief Financial Officer

**Tové Skaftun, RN**  
Chief Nursing Officer

**Sue Yoon, DMD**  
Chief Dental Officer

### BOARD OF DIRECTORS

**Jessica Enick, MSIO**  
Board Chair

**Robert "Max" Maxwell**  
Board Treasurer

**Razaq Raji P. Eng, PMP**  
Board Member

**Gregg Miller, MD**  
Board Member

**Charles Mister**  
Board Vice Member

**Sandra Toussaint, MPA, CCRP**  
Board Secretary

**Julian King**  
Board Member

**Ed Rogan**  
Board Member

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

# Our Patient Population

January 1, 2023 – December 31, 2023

## Age Range



Less than 13  
17,177  
**24.8%**



13-19  
9,199  
**13.3%**



20-34  
14,050  
**20.3%**



35-64  
19,961  
**28.8%**

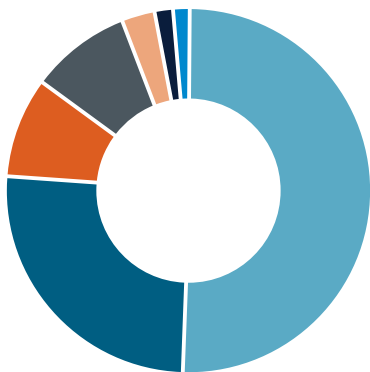


65 and older  
8,821  
**12.8%**

**Total Patients: 69,208**

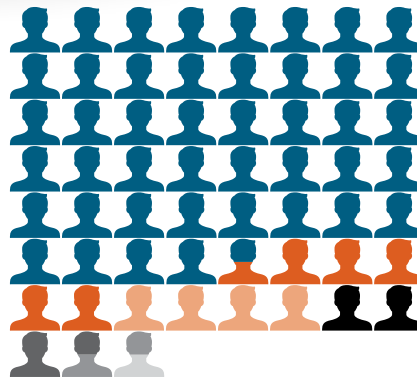
## Patient Encounters

All Encounters	221,386
Medical	122,442
Dental	86,511
Behavioral Health	12,433



## Race/Ethnicity

White	34,918	50.5%
Asian	6,128	8.9%
Black / African American	6,115	8.9%
Native Hawaiian / Other Pacific Islander	1,239	1.7%
American Indian / Alaska Native	924	1.3%
More than one race	2,040	2.9%
Undisclosed	17,844	25.8%



## Top Languages

English	72.6%
Spanish	12.8%
Ukrainian	3.4%
Russian	2.5%
Arabic	1.5%
Vietnamese	1.4%
Other	5.8%

We provided interpretation for **91** languages in 2023

## Special Populations

Migrant / Seasonal Workers	1,197
Lack Housing	1,062
Veterans	365

**26%** of patients identified as Hispanic/Latino.

## Patients By Poverty Level

Less than 100%	52,214
100-200%	6,323
More than 200%	1,521
Unknown	9,150

**75%** of patients seen are at or below the federal poverty level.



## Insurance Type

Uninsured	6,591
Medicaid	49,300
Medicare	4,696
Private Insurance	8,621

# Outreach: Mammogram Van

CHC began partnering with Fred Hutchinson Cancer Center in November to host their state-of-the-art Mammogram Van during quarterly events at our clinics, removing traditional barriers that keep our patients from accessing vital healthcare screenings, such as:

## Appointment Availability

Mammograms can be difficult to schedule at local imaging centers because the demand is so high, and appointments are often backlogged by several months. These quarterly events are a convenient way for our patients to access preventative healthcare screenings without the wait.

## Financial Need

Though most insurances cover mammograms, many of our patients are uninsured/underinsured and cannot afford the screening. When scheduling an appointment at the Mammogram Van, patients can ask for a "Sponsored Mammogram" through a program that offers funding for mammograms to patients without insurance coverage.

## Location

Our clinics are strategically located on major thoroughfares with access to central bus lines, making them accessible to our diverse patient population. Hosting Fred Hutch's Mammogram Van allows our patients to access services at a location that is convenient and familiar.

Currently, CHC is continuing the partnership with Fred Hutch with quarterly events in 2024. However, due to high demand and positive results, we're developing a plan to increase the frequency to monthly events and host the van at various locations.



■ **Nanci Olsen-Hernandez and Sara Chain at November event at Everett-South.**

# School-Based Health Center Expansion

In partnership with the Edmonds School District and with funding from Verdant Health Commission, we significantly expanded our school-based health program in 2023. The Meadowdale High School clinic now serves students and their families at the 7 elementary and middle schools who feed into their high school. A second clinic at Mountlake Terrace High School was opened in January of 2024 and was celebrated with a grand opening in March. These recent expansions solidify our shared commitment to offering accessible and coordinated healthcare to Snohomish County students in a way that meets their needs.

Services offered by the school-based health center at Mountlake Terrace High School are only available to students who attend the high school, however, there are plans to extend services to neighboring middle and elementary schools, known as feeder schools, in spring 2024.

The school-based health center model has received statewide 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.

Collaboration with school staff and family engagement are also critical components of the school-based health center model. Services provided include primary medical care, mental health care, and dental services. All services are provided to students at no cost to the family and follow the same healthcare privacy rules as standard healthcare facilities.



## MEADOWDALE'S FIRST YEAR SNAPSHOT

**624** patients served  
*(185 dental and 439 Medical)*

**1,536** eligible students  
at the start of 2023

**4,901** eligible students at the end of  
2023 with the addition of feeder schools

■ **Pallavi Golani, BDS, and dental assistant, Star Montoya at the March school-based health center ribbon cutting.**

## Lynnwood Clinic



“When we called to find out if they took Apple Health, I was extremely happy that they did. They were so kind and helpful over the phone and when in person at the clinic. Extremely patient and lovely people to talk to when you have questions. They don’t treat you badly or talk down to you because you happen to have state medical. I WILL MOST DEFINITELY refer them to anyone. We will MOST DEFINITELY go back.”



■ Hibaaq Arte, Medical Receptionist at Everett College

# Everett-North Dental: Phase One Complete

Midway through 2023, CHC announced plans to renovate Everett-North Dental to support the growing need for dental services in Snohomish County that currently exceeds capacity.

The 3-phase renovation of the existing space will increase capacity by 33%, opening approximately 4,200 additional appointments and significantly reducing the current wait time of 4-6 weeks.

Phase one was completed in early January updating the floor and dental chairs in existing operatories to align with those that will be added in later phases of the renovation.

In phase two we will relocate the current sterilization center to an underutilized closed operatory. With the sterilization center relocated, phase three involves adding four operatories into that space. This will make for a 12 operatory clinic.

In addition to improving in-clinic patient access, the renovated clinic will serve as a hub to support further dental outreach expansion in north Snohomish County. Currently, Everett-North Dental is the main referral source for urgent dental needs from Providence Everett, as well as our Medical Outreach Program that provides onsite services at Cocoon House, Everett Gospel Mission, and Tomorrow's Hope, and our Dental Outreach Program that serves over 50 schools throughout Snohomish County. The clinic's expansion is vital as these programs continue to grow and the demand for dental services increases.

To support the expansion, the clinic will add five new positions, including two clinical roles (one dentist and one hygienist) and three non-clinical support roles, and it will expand job training, externship, and clinical rotation programs.

This multi-year project will be completed by June 2025.

■ **Gabija Revis, DMD, and patient at Everett-Central clinic.**



## Dental Call Center

After experiencing a significant increase in patients accessing dental services, we relaunched our Dental Call Center marking a significant step towards operational efficiency and enhancing patient experience.

This relaunch involved creating several new roles, including dedicated Dental Patient Access Specialists, intended to centralize the management of dental scheduling calls across all clinics, and two new Call Center Supervisor positions.

The new Dental Call Center team received extensive training, mentorship, and oversight to support a successful launch in November. Onsite training for the Call Center staff was conducted for

the first six months, with an option to transition to a remote position post-training, aligning with our organization's effort to offer flexible work schedules and promote a healthy work-life balance.

With dedicated Dental Patient Access Specialists managing appointments, the Dental Call Center can handle a higher volume of calls, reducing wait times and ensuring that patients can reach us when they need to. In turn, dental receptionists can focus on patient check-in and registration duties instead of scheduling appointments. This improvement in call management ultimately leads to streamlined scheduling, improved check-in efficiency, and increased patient access to our dental services, providing a more seamless and accessible experience for everyone in need of care.

### 2023 DENTAL SERVICE DATA

**34,526** patients  
(17.1% increase over 2022)

**86,511** visits  
(20.1% over 2022)

### 2022 DENTAL SERVICE DATA

**29,480** patients

**72,004** visits

# Arlington Clinic



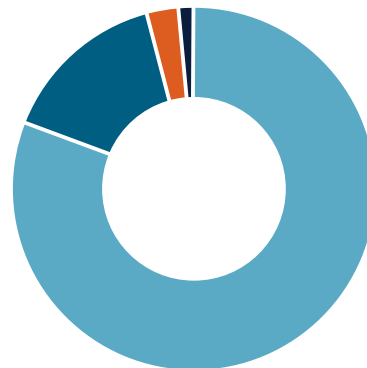
“In my experience, for some of us on Medicaid, our healthcare options are very limited, and seem to be the bottom of the barrel. I was very pleased to see that this dental office was not that. This office was nice and comfortable as well as very clean. The thing that struck me the most is having options of many different A+ Dentists, who actually take time and care about their patients, regardless of their financial status, and seem to love their job and are good at it too! I have extreme anxiety when it comes to going to the dentist, but this place has put me at ease in many ways. I would highly recommend this office.”

## Financial Performance

July 1, 2022 - June 30, 2023

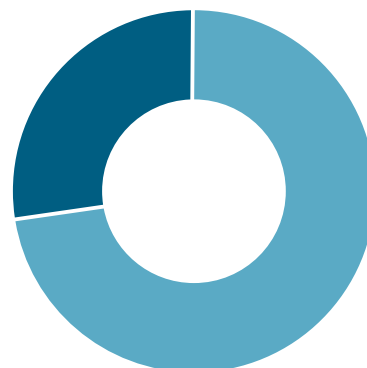
### Operating Revenue

● Patient-Related Revenue	\$67,128,401	81%
● Government Grants	\$12,165,182	15%
● In-kind Contributions	\$1,222,170	1%
● Other	\$2,216,322	3%
<b>TOTAL</b>	<b>\$82,732,075</b>	



### Expenses

● Program Services	\$61,062,828	72%
● Management & General	\$23,348,248	28%
<b>TOTAL</b>	<b>\$84,411,076</b>	





# Advancing Technology

Last year, CHC embraced a series of technological advancements, improving the way we communicate with patients and enhancing patient experience.

## New Website

In December, the Communications team launched a brand-new website. The comprehensive upgrade provides enhanced website security, offers better analytics, and improves user experience for patients and staff.

Key features of the new website include: a fresh, modern look to make it clean, professional, and reflective of the high-quality care provided at CHC; a powerful search bar on the homepage to significantly improve the website's user-friendliness; fewer web pages and an improved navigation system to increase efficiency; and accessibility, making the site mobile-friendly and adaptive to better meet patients' diverse needs.

## Phone System

Plans for a new and improved CHC phone system were approved in September and launched in January 2024.

This upgrade modernized CHC's technology and improved patient experience by introducing enhanced functionalities for patients and the employees serving them. New features include: the ability to request a callback instead of waiting in the queue, a voicemail that automatically routes to the Patient Access team for faster response, and a secured chat function.

## Chat Feature

A new secure chat software was launched with the phone system upgrade, significantly improving accessibility and expanding the options for patients to access scheduling services. This new Call Center software allows patients to access a secured chat function via CHC's website that is managed by a subset of the Patient Access team for scheduling, cancelling, and rescheduling appointments.

## Text Messaging

In October, CHC made a shift in external patient communications from direct mailers to text messaging. Texting has proven to reduce costs, improve patient engagement, increase compliance, reduce no-show rates, and increase efficiency of patient communication. Nearly 7,400 patients received texts regarding preventive screenings across two campaigns in 2023. Text campaigns will continue in 2024, with the goal of reaching even more patients with important health information and reminders for routine screenings and well-checks.



# Edmonds Pharmacy



“Everyone I’ve ever interacted with — pharmacy, front desk, administration, medical assistants, dental, etc. — has also been *\*incredibly\** good. ESPECIALLY the pharmacy staff. They have proven competent and caring and treated me with respect and kindness. Always. Everyone seems to be on the same page there. It’s a good page.”

In calendar year 2023, **18,114** unique patients used CHC pharmacies and **159,205** total prescriptions were filled.



■ Staff member at Everett-Central Pharmacy



# Edmonds Clinic



“Rachel Skalina, MD at CHC is an exceptional physician and a great asset to CHC of Edmonds. She is inquisitive and has a progressive approach to teen care. I highly recommend her for adolescents medical and mental care needs.”



“I have been here for 6 years I believe. I love Dr. McMillen. He has helped me turn my life around. I was a hot mess when I first went to see him, and I have come a long way with help of his team. I adore everyone there the front desk. They are so helpful and nonjudgmental. Now I can function in the world, and I have more confidence than I have ever had. So, thank you so much from the bottom of my heart. You gave me my life back.”



## Clinics

**Arlington**  
326 S Stillaguamish Ave  
Arlington, WA 98223

**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

**Edmonds**  
23320 Hwy 99  
Edmonds, WA 98026

**School-Based Health Center at Meadowdale High School**  
6002 168th St SW  
Lynnwood, WA 98037

**School-Based Health Center at Mountlake Terrace High School**  
21801 44th Ave W  
Mountlake Terrace, WA 98043





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[chcsno.org](http://chcsno.org)