

BUILDING HEALTHY COMMUNITIES



YOUR HEALTH | YOUR CLINIC | YOUR NEIGHBORHOOD

7320 SW Hunziker, Rd #300 | Portland, OR

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2019 ANNUAL REPORT

OUR MISSION

Building healthy communities – one neighbor at a time – through patient-centered health care, regardless of income or current state of wellness.

OUR VISION

NHC's patient-centered approach to health care honors the unique needs and circumstances of each individual patient.

OUR VALUES

PATIENT-CENTERED

Each patient is at the center of their own health goals, treatment, and decisions.

Individual patient needs and circumstances are prioritized whenever possible.

RESPECT

Differences in people and perspectives are acknowledged, encouraged, and addressed equitably.

Individuals are valued members of their team or group, and have the support they need to do their jobs well.

We honor patient choice, and patients can rely on NHC to be responsive, honest, and reliable at every point of contact.

CONTINUOUS IMPROVEMENT

Team members pursue ongoing professional development to ensure high quality patient care.

Any community member who has contact with NHC has the opportunity to provide feedback on the experience; and community feedback is regularly reviewed by leadership.

TRANSPARENCY

Operational processes and decisions are informed by data, best practices, and stakeholder feedback.

Communication, internal and externally, is clear and consistent.

All aspects of the organization are in compliance with applicable rules, standards, and laws.

HEALTH & WELLNESS

NHC models an organizational culture of health and wellness through professional development opportunities, team cohesion, and human resource practices.

A MESSAGE FROM OUR CEO

June 2020 was NHC's Ten Year Anniversary. We began 2020 with an All Staff meeting in January to kick off our 10-year anniversary by honoring staff and board that have been with NHC since the beginning. Their stories are included in this annual report.

We were excited about the plans we had throughout the year to celebrate our accomplishments and the staff that had been so instrumental in our success. However, as the COVID-19 pandemic raced across the country our plans changed from celebration to crisis management. At first it seemed overwhelming, NHC did what we do best. We adapted. I've often said that NHC is nimble and scrappy and these traits have served us well over the past 9 months.

Our leadership and staff pulled together and accomplished a number of tasks that represent the true nature of our mission.

We:

- Opened an emergency day camp to support staff affected by the closure of schools and day cares
- Implemented RN Triage protocols to respond to patient's COVID-19 concerns
- Quickly established work from home options for as many staff as possible
- Reallocated dental staff to support the day camp, COVID-19 screenings, increased cleaning and support of front desk staff and medical assistants in medical clinics
- Ramped up telehealth capabilities for all primary care and dental services in record time
- Implemented a Care Management model to outreach to our most at-risk and vulnerable patients and connect them to the services they needed
- Implemented centralized supply chain management of all PPE with long-term planning to keep stocks coming in
- Increased MyChart enrollment to 35%, the highest number in the OCHIN collaborative

Just when we thought shelter-in-place my let up in June we heard public health experts say that the pandemic would be with us for least another 12 months. Unemployment at an all-time high, economy at an all-time low, and at the end of May George Floyd was brutally murdered by police officers in Minneapolis. His murder ignited a movement that reminded us that racial inequality and injustice is a cancer to our society. It reminded us that the work we do every day at NHC is necessary to care for our communities without judgement and prejudice.

In September Oregon was ravaged with unprecedented wildfires that burned thousands of acres, displaced hundreds of families, burned hundreds of homes, and turned our skies black and red with ash, exacerbating the pre-existing health issues associated with COVID-19.

As we close out 2020 political tensions are at an all-time high as we wait the outcome of the presidential election that will have long-term profound affects on community health centers, the services we provide and the patients we serve.

2020 has been a tumultuous year. Yet, NHC is nimble. We adapted, responded and came together as an organization in support of each other, our patients and our community.

Organizationally we have:

- Retained staff throughout the economic downturn
- Returned to pre-pandemic patient visit numbers, albeit through telehealth, for both medical and dental
- Raised over \$500k in local grant dollars for COVID-19 response efforts
- Received some \$4M in federal, state and CCO funds for COVID-19 response efforts and general operating support for loss of revenue

We've seen a lot of change in 2020 and we will see even more change and uncertainty in 2021. But one thing I do know is that working together our board, staff and leadership team can and will continue to succeed in 2021.



Jeri Weeks, MBA, Chief Executive Officer

Dr. Philip Miller, Pediatrician

Over the course of his career, Dr. Philip Miller, a pediatrician with Neighborhood Health Center (NHC), estimates that he's seen more than a quarter of a million patients.

This year Dr. Miller celebrates ten years with NHC.

What's the most rewarding part of his job? He says it's being in a position to give people access to care when they need it.

Dr. Miller does his part to help patients navigate a broken health care system. "I think health care is a right. It defines who we are as a nation," he explains. Dr. Miller says the fact that so many Americans lack adequate health insurance is more than an oversight, "It's a blight on our nation."

He acknowledges that while the system does work to a degree for some (those with coverage through their employer, for example), far too many Americans fall through the cracks. As far as he's concerned, it's a huge problem. That's where NHC steps in, acting as a bridge to care for the underserved and vulnerable in our communities.

"I think health care is a right. It defines who we are as a nation."

Dr. Miller works hard to try to improve his clients' lives. He doesn't hesitate to follow-up with his patients after hours. "If I'm concerned about something (important) I call them," he says. "I'll call them at night."

He acknowledges that patients aren't always compliant. "People are human. You just have to do your best." He finds it especially rewarding when a young patient does take his advice to heart. Oftentimes it's a simple behavior change like making the choice to stop drinking or to start eating a healthy breakfast that can make a big difference. And those changes can have a ripple effect, impacting the entire family unit.

"You just have to do your best."

What prompted him to pursue a career in healthcare? "I chose to go into medicine to help people," Dr. Miller explains, adding "I like what I do."

Thank you to Dr. Miller and to all the providers who work hard to serve our community's most vulnerable. We're so grateful for the care and dedication you bring to your role each and every day.

Dr. Phillip Miller estimates that he's seen more than a quarter of a million patients over the course of his career.



Donalda Dodson, Board Chair

When asked what makes Neighborhood Health Center (NHC) special, Donalda Dodson doesn't miss a beat: "Listening to the patients, being community-driven, and working within the community... and having a high bar for quality," she adds.

And Dodson would know. She has invested in NHC for the past ten years, serving on its board of directors, most recently as board chair. "We hear what's going on in the community, we respond to what the community needs are -- and that enables us to be successful."

Dodson explains that NHC has a brand, a methodology and a presence that sets it apart: "It feels more responsive to the community. It's living the mission."

Dodson says that her experience with NHC has given her a better understanding of where health care is going. She explains, "When we first started, we were a clinic. We were focused on clinical services. Now we're focused on how we can enrich health services for that community. We're asking, 'How can we be more comprehensive?'"

To Dodson, being comprehensive means taking the time to ask the right questions: "We cannot serve a client or a patient if we don't understand the environment in which they live or they're going back to or which they're from."

Dodson also serves on the National Council for Migrant Health and is Executive Director for Oregon Child Development Coalition (OCDC). OCDC provides Early Childhood Care and Education services to Head Start and Early Head Start eligible low-income children, pregnant women and families.

To Dodson, NHC provides a community service that is a quality service -- and allows health care to be given to whomever needs it. "When a patient comes, regardless of what they need, it's addressed."

Serving on NHC's board has given Dodson an opportunity to set the guidance for NHC and bring her expertise to the board. She says it's a rewarding experience to see the services evolve, mature and to grow.

Dodson also notes that NHC's leadership culture sets it apart, describing it as participatory and communal, not hierarchical. Having patient or client representation on the board helps bring perspective and challenge assumptions, according to Dodson. "It makes us better, too," she adds.

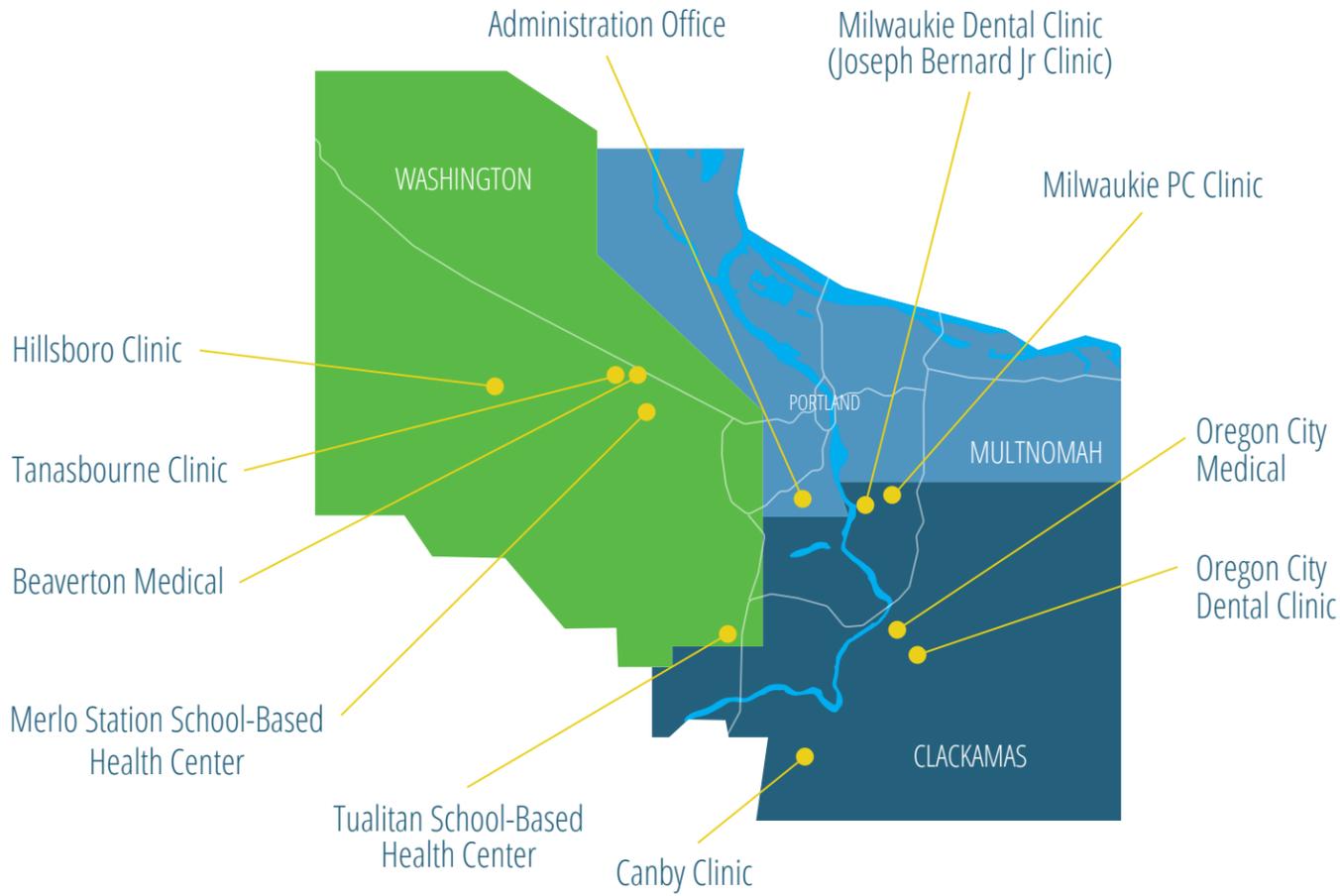
Dodson says she continues to invest in NHC because she recognizes what a valuable resource it is to the community. And when it comes to why others should consider giving, Dodson doesn't mince words: "If you have a heart for health, this is a good place to put your dollars."

"If you have a heart for health, this is a good place to put your dollars."

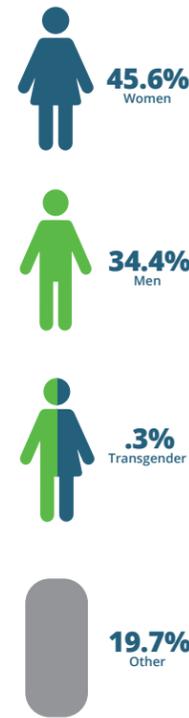
She says the experience has changed her. "It's made me more informed, more committed." Dodson credits her experience serving on NHC's board to her decision to apply to be on the National Council for Migrant Health.

Thank you, Donalda Dodson, for your service to Neighborhood Health Center.

LOCATIONS



FISCAL HIGHLIGHTS



	2019	2018	2017
CURRENT ASSETS	\$ 8,860,380	9,016,556	8,330,783
NON-CURRENT ASSETS	\$ 13,928,320	1,155,101	1,242,390
TOTAL ASSETS	\$ 22,788,700	10,171,657	9,573,173
CURRENT LIABILITIES	\$ 2,740,031	1,488,160	1,377,970
NON-CURRENT LIABILITIES	\$ 12,367,877	511,650	385,829
TOTAL LIABILITIES	\$ 15,107,908	1,999,810	1,763,799
NET ASSETS	\$ 7,680,792	8,171,847	7,809,374
TOTAL LIABILITIES & NET ASSETS	\$ 22,788,700	10,171,657	9,573,173

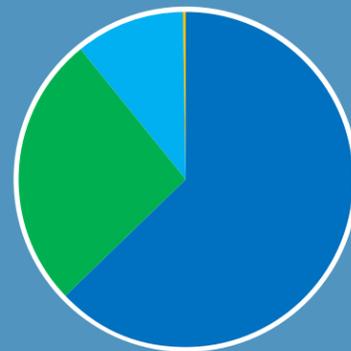


IMPACT

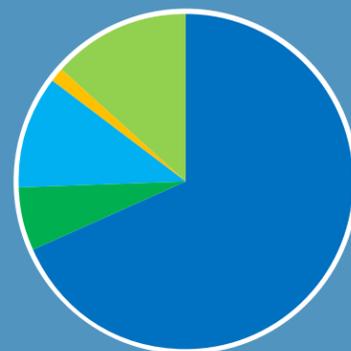
REVENUES	2019	2018	2017
PATIENT SERVICES ● 63.69%	\$ 12,013,580	10,859,749	10,298,308
GRANTS AND CONTRACTS ● 26.21%	\$ 5,032,247	4,469,690	3,979,460
PATIENT CENTERED CARE HOME ● 9.79%	\$ 1,991,461	1,668,520	1,505,718
OTHER ● .31%	\$ 33,812	53,405	23,960
TOTAL REVENUES	\$ 19,071,100	17,051,364	15,807,446

EXPENSES	2019	2018	2017
PAYROLL & BENEFITS ● 67.71%	\$ 13,380,845	11,299,781	10,351,261
MEDICAL/DENTAL SUPPLIES ● 5.92%	\$ 1,204,541	988,040	806,344
FACILITIES ● 10.25%	\$ 2,128,766	1,710,120	1,473,538
DEPRECIATION & AMORITIZATION ● 1.79%	\$ 266,225	298,619	246,628
OTHER ● 14.33%	\$ 2,581,209	2,392,331	2,104,658
TOTAL EXPENSES	\$ 19,561,586	16,688,891	14,982,429

2019 REVENUE



2019 EXPENSES



PATIENTS SERVED

