LETTER FROM BRUCE GRAY,
NWRPCA Chief Executive Officer

Traditionally, we reserve this space to describe the key issues, opportunities and challenges NWRPCA experienced in the preceding year, as well as our major accomplishments. This year, we’d like to take the opportunity to address not only such things, but also our organizational vision for strengthening our connections to all of you, as administrators, staff, and board members at health centers here in the Northwest, in 2019 and beyond.

NWRPCA has provided quality services and products to the Northwest’s health centers since 1983. In 2018, we conducted three large-scale conferences, eight intensive in-person trainings, and 32 web-based presentations, including two year-long webinar series. We also celebrated the graduation of our 8th class of AT Still University osteopathic medical students; a successful year of providing family medicine residency development consulting services through our Education Health Center Initiative; the conduct of both our Annual Measure of Finance, Operations and Productivity (AMFOP) and Biennial Salary Survey, with the highest participation levels ever for both and a new productivity expectations section for the former; and the formation, in partnership with various health centers, national cooperative agreement organizations, and primary care associations, of a national community health worker (CHW) interest group aimed at supporting the development and integration of CHWs into health centers. And to top off the year, in December we hosted FY18 audit and HRSA performance review on-site visits, the former resulting in no findings for the 10th year in a row and the latter producing a similar “clean bill of health” on programmatic commitments to our federal funder.

These external indications of a solid foundation have encouraged us to push even harder in 2019 into what we perceive as our areas of greatest need related to growth and improvement. One such area centers on the breadth and depth of our connection to you, our Northwest health center colleagues, as reflected by you and your health center’s degree of engagement with us. Frankly, we feel we can do better in this area. While we certainly feel we’ve built and maintained strong relationships with many of you and your predecessors over the years, we’re looking to deepen these relationships through more innovative approaches.

To this end, over the coming year, we’re looking to pilot, with select, interested health centers, more individually-tailored engagement plans. Specifically, we plan on listening and learning more systematically from those of you willing about what you’re truly experiencing in your professional environment, how you feel about those experiences, and how we might best serve and support you in responding to that environment. We’re excited about this approach and trust you will be as well once you’ve learned more.

So please “stay tuned” for a more detailed outreach from us on this effort, including how to get involved. We look forward to serving you as your regional association in 2019 and beyond!

With deep appreciation for the work you do each day,

Sincerely,

Bruce Gray
NWRPCA Chief Executive Officer
LEADERSHIP AND STAFF

Sadie Agurkis, Chief Operating Officer
Marleen Arenivar, Event Planner
Caroline Baptist, Marketing Specialist
Seth Doyle, Director of Strategic Initiatives
Aine Foran, Program Support Associate
Bruce Gray, Chief Executive Officer
Rachel Gunsalus, Director of Education and Training
Janeane Harwell, Development Specialist
Sonia Handforth-Kome, Chief Financial Officer
Thomas Johnson, Data and Information Specialist
Mikayla Kiyokawa, Program Support Associate
Crysta Maniscalco, Member Services Specialist
Maribel Montes de Oca, Community Health Improvement Specialist
Chris Spencer, Distance Learning Specialist
Nicole Strauss, Rotations Coordinator
Nathan Thomas, Workforce Specialist
Kelly Rondou, Director of Program Support
Katie Yankula, Accounting and Human Resources Specialist

BOARD OF DIRECTORS

Executive Committee
Chair: Heidi Hart, ED, Terry Reilly Health Services, ID
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Vice Chair: Patrick Luedtke, MD, Community Health Centers of Lane County, OR
Secretary: Eric Gettis, Director of Practice Management, SEARHC
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Member at Large: Charla DeHate, CEO, La Pine Community Health Center, OR
Member at Large: Bob Farrell, CEO, Community Health Centers of Snohomish County, WA

Board Members

ALASKA: Lecia Scotford, EVP & COO Bristol Bay Area Health Corporation; Melody West, Executive Director, Sunshine Community Health Center
IDAHO: Helo Hancock, CEO, Marimn Health; Mindy Stosich-Benedetti, CEO, Health West
OREGON: Sherlyn Dahl, ED, Community Health Centers of Benton & Linn Counties; Gil Munoz, ED, Virginia Garcia Memorial Health Center
WASHINGTON: John Browne, CFO, CHAS Health; Mike Maples, CEO, Community Health of Central Washington
NORTHWEST REGIONAL PRIMARY CARE ASSOCIATION (NWRPCA) is a not-for-profit 501(c)3 membership-driven organization that serves community and migrant health centers (CHCs) in Alaska, Idaho, Oregon, and Washington (federal Region X).

Founded in 1983, NWRPCA offers a range of programs and services to support and strengthen CHCs in the Northwest. We work to ensure equal access, regardless of one’s financial or insurance status, to primary and preventive health care for all residents living in the region.

OUR MISSION
NWRPCA is a member organization that strengthens community and migrant health centers in the Northwest by leveraging regional power and resources on their behalf.

OUR VISION
With the support of NWRPCA, our community and migrant health centers will be exemplary professional homes for their staffs and will serve their communities well.

OUR VALUES
» COMMUNITY: We support the consumer-driven governance of the community and migrant health center.
» SOCIAL JUSTICE: We advocate for social justice, particularly for the right to wellness and health.
» RESPECT: We demonstrate respect for each other and those we serve.
» TRUST: We build trust by acting with honesty and integrity.
» DIVERSITY: We celebrate diversity as the pathway to insightful work and enriched relationships.
» EXCELLENCE: We constantly aspire to excellence through innovation and continuous improvement.

OUR PROGRAMS & STRATEGIC QUADRANTS
Business Intelligence for Region X (BIX)
Community Health Improvement
Education & Training
Member Services
Workforce Development

Business Model Evolution
Collaboration Model Evolution
Quality Evolution
Workforce Imperative
NWRPCA proudly serves the 98 community & migrant health centers (C/MHCs) in Region X.

In 2018, 87% of Region X CHCs were members of NWRPCA. Membership is also offered to individuals and organizations who support the mission of the CHC movement.

IN 2017, Region X health centers

Served more than 1,750,000 patients

Reached more through 650+ health center locations

Experienced an overall 30% increase of patients since 2012

In 2017, Region X health centers served

143,378 migrant / seasonal workers
141,063 experiencing homelessness
569,288 living near public housing
395,657 speaking in a primary language other than English
868,493 living at or below the poverty line
947,321 covered by Medicaid
341,034 without insurance
REGION X HEALTH CENTERS
CHAMPIONS IN BEHAVIORAL HEALTH EXPANSION

Mental Health

Year after year, Region X health centers increase their mental health service offerings as well as the number of patients served. As of 2017, 94% of all health centers reported offering mental health services alongside their primary care offerings.

Total mental health patients served in 2017: 152,343

which is an 80% increase since 2012

Total Number of Mental Health Professionals Employed by FQHCs in Region X

Source: Uniform Data System, 2012-2017, HRSA

EXPANDING BEHAVIORAL HEALTH AND MENTAL HEALTH WORKFORCE: 2017 showed a steady growth rate in mental health professionals employed by CHCs, which reflects the widespread push for health centers to offer integrated services to patients.

Opioids

91% OF REGION X HEALTH CENTERS ARE ADDRESSING THE OPIOID CRISIS via Medication Assisted Treatment (MAT) or Access Increases for Mental Health and Substance Abuse Services (AIMS) funding.

Region X health centers have grown their Substance Use Disorder programs by 34% since 2012.
MEMBER SERVICES: Serving those who serve all

As a membership association, NWRPCA values our members as our greatest asset and our first priority.

Through collaboration, outreach, and data collection with health centers, NWRPCA is able to offer its members and other health centers in Region X outstanding benefits in workforce development, education and training, business intelligence, networking and partnerships, and high-level advocacy. In 2018, NWRPCA visited 12 member CHCs. During National Health Center Week, we visited three of these centers to help celebrate and honor the invaluable work our community health centers are doing.

NWRPCA visits International Community Health Services for their HRSA Quality Improvement Award ceremony during National Health Center Week. Photo courtesy of ICHS.

NWRPCA visits Unity Care during their National Health Center Week celebrations.

NWRPCA’s Member Services Specialist checks her hands for germs with Peninsula Community Health Services’ hand washing “GlitterBug” device during National Health Center Week.

2018 NWRPCA Annual Awards Recipients

**LEGACY AWARD**
Craig Hostetler, former Executive Director of OPCA

**HELPING US HELP YOU AWARD**
Region X State PCAs: OPCA, IPCA, APCA, and WACH

**SUMMIT AWARD**
Dr. Kristin Miller, CMO & Family Practice Provider at Siskiyou CHC
EDUCATION & TRAINING

In 2018

89 of 98 Region X health centers participated in NWRPCA Education & Training offerings

1,905 individuals participated in 2018 offerings and were awarded a total of 2,229 CEU credits through one or several of NWRPCA’s trainings:

» Three annual conferences: Western Forum for Migrant and Community Health in February, Spring Primary Care Conference in May and Fall Primary Care Conference in October
» Our annual Corporate Compliance training in January
» Two management trainings in March and September
» A training for Clinical Directors in partnership with CHAMPS and NACHC in October
» Three in-person trainings: Finance Bootcamp, Addressing Diabetes through Patient Engagement and Technology (in partnership with IPCA), and Promotores de Salud/CHW Training (in partnership with the Washington Association of Community Health and several Washington CHCs)
» Annual Uniform Data System (UDS) training in December
» 32 webinars including:
  • Two 10-part, year-long webinar series: Chronic Disease Prevention and Self-Management and Primary Care and Behavioral Health Team-based Care

NWRPCA offers professional development opportunities for CHC staff, leaders, and board members. The program aims to provide an “education home” for CHC professionals.

Conferences, Workshops, and eLearning

Education and training is delivered through conferences, workshops, webinars, and eLearning. We design and offer three cornerstone annual conferences and provide stand-alone intensive workshops on specific topics. And because our members are spread across 900,000 square miles, we conduct live webinars and provide eLearning offerings such as recorded webinars and online learning courses for CHC staff who are unable to attend in-person conferences and workshops.

Learning Vault

The Learning Vault is a centralized place for all conference and training content. There are a total of 708 sessions, online learning tutorials, and recorded webinars in the Learning Vault. In 2018 we added 204 offerings as well as 1,103 new users with over 14,500 views.
2018 PRIMARY CARE CONFERENCE HIGHLIGHTS

Spring Primary Care Conference
May 19–22 | Portland, Oregon

WITH 232 ATTENDEES, 86% OF SURVEYED ATTENDEES indicated that attending the conference enhanced their professional effectiveness. The Spring Primary Care Conference also hosted NWRPCA’s Annual Membership Meeting and Award Ceremony. Participants had the opportunity to tour Outside In, a community health center in downtown Portland.

Fall Primary Care Conference
October 20–23 | Denver, Colorado

WITH 395 ATTENDEES, 92% OF SURVEYED ATTENDEES gained tools through the sessions that will enable them to improve the quality of services their organization provides. The Fall Primary Care Conference is a collaboration between NWRPCA and the Community Health Association of Mountain/Plains States (CHAMPS).
WORKFORCE DEVELOPMENT

Workforce Leadership Pipeline Development

2018 saw the creation of the Strategic Initiatives department of NWRPCA, which brought together our Community Health Improvement and Workforce programs. Program development efforts resulted in multiple projects poised to begin in early 2019. Among these are the awarding of a grant from RCHN Community Health Foundation to explore CHW involvement in Behavioral Health Integration and a partnership with leaders in the Naturopathic Medicine field to create pathways for Naturopath Doctors to become primary care providers in health centers. Look for the development of these projects in 2019!

Education Health Center Toolkit

In 2018, NWRPCA and CHAMPS were awarded a grant from HRSA to update the 2011 Education Health Center Toolkit, a resource for helping CHCs start their own residency programs. This joint effort involved the partnership of numerous industry leaders in the Education Health Center field, including Wipfli, the National Association of Community Health Centers, the law firm of Feldesman Tucker Leifer Fidell LLP, and community health center leaders from multiple Regions of the US, to develop new and enhance existing health center-based Graduate Medical Education programs. Look for the new and improved Education Health Center Guide online and in print later in 2019.

Career Center

This online resource is an opportunity for Region X CHCs to share clinical and administrative job openings, and is typically viewed by those seeking employment at Region X health centers.

A.T. Still University School of Osteopathic Medicine in Arizona (SOMA) — NWRPCA Regional Campus

NWRPCA’s regional campus based in Portland, OR is part of an innovative CHC-based osteopathic medical school accredited through A. T. Still University. This model helps address the country’s workforce shortage by training future physicians in rural and urban underserved communities through hands-on clinical experience directly at health centers, hospitals and other clinics. Thanks to their hard work and the work of their instructors and rotations coordinators, the graduating class of 2018 enjoyed a 100% match rate, with five of the nine graduates moving successfully into Family Medicine residencies! ATSU SOMA partners such as NWRPCA also actively promote the Hometown program that connects promising mission-focused community members with pathways into ATSU as medical students. NWRPCA is proud to announce its first referral of a student to the Hometown program; this student will start their medical school journey at the Arizona ATSU campus in 2019 and join our Region X Portland campus in 2020!
Supporting our Communities

NWRPCA works to strengthen health and health care services for vulnerable populations, including veterans, migrant and seasonal agricultural workers, people experiencing homelessness, and residents of public housing, through coordination, information sharing, partnerships, and training among CHCs and allied organizations.

In 2018, NWRPCA continued to support the coordinated efforts of the Agricultural Worker Access 2020 Campaign, with the goal of serving two million migrant and seasonal agricultural workers and their family members by 2020. NWRPCA staff have participated on the Campaign’s Task Force since its inception, and in 2018 worked alongside partners at the National Association of Community Health Centers, the National Center for Farmworker Health, and other Task Force members to broaden the efforts of the Campaign through collaboration with other sectors that share a common mission of improving the health and wellbeing of agricultural workers.

Community Health Worker Workforce Support

NWRPCA is committed to supporting the heart of our community health center movement through Community Health Worker (CHW) workforce development. NWRPCA provides coordinated trainings and peer networking opportunities for CHWs, technical support for grants focused on CHW interventions, and education to state and federal officials on the roles and impact of CHWs. In 2018 we supported trainings and pursued related collaborations throughout our region.

Training Intensive & “Glamping”

We “glamped” in style with over 50 of our closest colleagues from the Washington Community Health Workers/Promotores Network at the 10th Spring Intensive Capacity Building for Health Promoters. This popular free 2-day training intensive was organized and led by local partners and experts including Moses Lake/Quincy Community Health Centers, Chelan-Douglas Health District, Family Health Centers, the Washington Association for Community Health, and Visión y Compromiso. The days were filled with bilingual interactive popular education, art, great food and hiking.
COMMUNITY HEALTH IMPROVEMENT

CHWs & Behavioral Health Integration
In late 2018, NWRPCA received a one year planning grant from the RCHN Community Health Foundation to identify how CHWs can be leveraged to enhance the effectiveness of integrated behavioral health and primary care services in CHCs. We look forward to working with CHCs across Region X to better understand the crucial work that CHWs do in this space.

Immigration & Public Charge
NWRPCA proudly stood alongside our CHCs and partners to express opposition to the public charge proposed rule. Many of our region’s CHC patients and local communities would be significantly impacted should the federal government issue the proposed changes on Inadmissibility on Public Charge Grounds. NWRPCA joined with the National Health Center Immigration Workgroup and the Protecting Immigrant Families (PIF) Campaign in submitting public comments and encouraged partners to do the same.

Western Forum for Migrant and Community Health
The 2018 Western Forum for Migrant and Community Health in Seattle, WA brought together nearly 300 health care and public health professionals from across the region. The 2018 theme, Resilient, Strong Communities, recognized the importance and power of collective action in our pursuit of creating sustainable, lasting change. We engaged in 3 days of sessions with topics related to CHWs, social determinants of health, community partnerships, mental health, and agricultural workers.

The conference featured several expert speakers including an opening plenary panel with Seattle City Councilmember Lorena Gonzalez, Jorge Barón of Northwest Immigrant Rights Project, and Dr. Julian Perez of Sea Mar Community Health Centers. The panelists shared their insights and strategies for community engagement, emphasizing the importance of focusing on community assets and resilience to help communities recognize their own power and ability to advocate against injustice.
BUSINESS INTELLIGENCE

NWRPCA works with key partners to leverage data in pursuit of the Institute for Healthcare Improvement’s Triple Aim: improving the patient experience of care, improving the health of populations, and reducing per capita costs.

The Region X Biennial Salary and Benefits Survey

This survey identifies trends in the marketplace and provides information specific to CHCs. This year, a new productivity expectations section was added to the survey. Aggregate data and trends from the 2018 survey were shared and discussed at the annual Fall Primary Care Conference. NWRPCA is planning to produce a new Recruitment and Retention Benefits Strategy survey for 2019 as an enhancement to our Biennial Salary and Benefits Survey.

The Annual Measure of Finance, Operations, and Productivity (AMFOP) Report

The AMFOP report, produced in partnership with CliftonLarsonAllen (CLA), provides annual CHC-specific benchmarking for financial and operational performance metrics.

In 2018, over 50 CHCs participated in AMFOP by contributing data to the report. These centers were provided with individualized reports comparing their performance data to Region X, state, and historical data. Participants then had the opportunity to meet at the 2018 Fall Primary Care Conference to review the results and consider refinements in data collection and analysis for future reporting.

In addition to our usual CLA partnership and sponsorship of the AMFOP, both CLA and Scribe-ex sponsored our 2018 Salary Survey, marking the first time the salary survey has ever been sponsored by a partner.

Both reports were conducted in cooperation with the Community Health Association of Mountain/Plains States (CHAMPS), the Region VIII Primary Care Association.
OUR 2018 FINANCES: REVENUE vs EXPENDITURES

In the 2018 fiscal year, NWRPCA’s operations delivered positive net revenue. The organization’s dedicated staff and volunteers implemented essential programs and services to improve health outcomes and support CHCs throughout Region X.

Revenue: $2,782,664

- HRSA Grant Revenue $969,999
- Contract Revenue $478,552
- Registration Fees $628,247
- Grants – Other $131,000
- Membership Dues $166,786
- Other $83,895
- Contributions $13,195
- Advertising Fees $4,710

Expenditures: $2,664,613

- General & Administrative $392,983
- Program Services $1,508,323
- Education & Training $984,520
- Education Health Center Initiative $236,244
- Fundraising $42,237
- Workforce Development $249,894
- Community Health Improvement $74,967
- Member Services $310,254

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<th>Corporate Partners</th>
<th>Revenue Share 2018</th>
<th>Revenue Share - Total 2014 to 2018</th>
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<td>McKesson CHV Value in Purchasing (ViP) Agreement</td>
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<td>NonStop Wellness Administration and Insurance Services (NAIS) CHV Value in Benefits (ViB) Agreement</td>
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<td>CHV (Combined McKesson, NAIS, and Schein revenue share)</td>
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<td>$195,170</td>
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PARTNERS, SUPPORTERS, SPONSORS & VOLUNTEERS

NWRPCA introduces key partners to Northwest CHC leadership and encourages exhibitors to learn alongside attendees at the conferences, thereby creating opportunities to build long-term, trusting relationships. The 2018 Member Survey on Vendors provided insights into the informational and service needs of our members and helped NWRPCA to identify and include in our events key new professional organizations with expertise in technical, legal, insurance, and recruiting areas.

2018 Annual Sponsors
Annual sponsors provide funding that supports NWRPCA operating expenses while bringing knowledge and expertise in the primary care sector, including lab solutions, insurance options, smart purchasing, responsible banking services, and more.

2018 Conference Sponsors

**Platinum Sponsor:** $25,000
**Gold Sponsor:** $20,000
**Bronze Sponsor:** $10,000

**Bronze Plus Sponsor:** $10,000
**Copper Sponsor:** $5,000

**Volunteers** support NWRPCA’s mission, events and programs. We are so grateful for those who donated their time in 2018:

Luke Allen, Benjamin Berthet, Rachel Chisausky, Quinton Harold, Aya Al Najjar, Tami Putzier, Shelli Ross, Jessica Sallstrom, Jonathan Swan, Casey Wyatt, Jessica Yanow

New conference sponsors in 2018: 8
2018 NWRPCA MEMBERSHIP

As a membership association, NWRPCA views our members as our greatest asset and our first priority. All the services and programs we provide, though, are available to CHCs in federal Region X—Alaska, Idaho, Oregon, and Washington.

ALASKA MEMBERS
Anchorage Neighborhood Health Center
Bethel Family Clinic
Bristol Bay Area Health Corporation
Camai Community Health Center
Council of Athabascan Tribal Governments
Cross Road Medical Center
Eastern Aleutian Tribes
Girdwood Health Clinic
Ilianka Community Health Center
Iliuliuk Family and Health Services, Inc.
Interior Community Health Center
Kodiak Area Native Association
Kodiak Community Health Center
Mat-Su Health Services
Peninsula Community Health Services of Alaska
SE Alaska Regional Health Consortium
Seward Community Health Center
Southcentral Foundation
Sunshine Community Health Center
Tanana Chiefs Conference
Yakutat Community Health Center
Yukon-Kuskokwim Health Corporation

OREGON MEMBERS
ATSU Osteopathic Medical Students
Community Health Centers of Benton & Linn Counties
Clackamas County Community Health
Coast Community Health Center
Columbia River Community Health Services
Klamath Health Partnership
La Clinica
La Pine Community Health Center
Community Health Centers of Lane County
Lincoln County Health and Human Services
Mosaic Medical
Multnomah County Health Department
Native American Rehabilitation Association of the Northwest
Neighborhood Health Center
Northwest Human Services, Inc.
OHSU Family Medicine at Richmond
OCHIN
One Community Health
Outside In
Rinehart Clinic
Rogue Community Health
Siskiyou Community Health Center
Tillamook County Community Health Centers
Umpqua Community Health Center
Virginia Garcia Memorial Health Center
Wallace Medical Concern
Waterfall Community Health Center
Winding Waters Clinic

OTHER MEMBERS
National Center for Farmworker Health
Catherine L Smith, Resident

IDAHO MEMBERS
Adams County Health Center
Community Council of Idaho
Family Health Services
Glenns Ferry Health Center
Grand Peaks Medical Dental
Health West
Heritage Health
Kaniksu Health Services
Marimn Health
Terry Reilly Health Services
Valley Family Health Care

WASHINGTON MEMBERS
American Cancer Society
Arcora Foundation
CHAS Health
Columbia Basin Health Association
Columbia Valley Community Health
Community Health Care
Community Health Center of Snohomish County
Community Health of Central Washington
Community Health Plan
Country Doctor Community Health Centers
Cowlitz Family Health Center
Family Health Centers
HealthPoint
International Community Health Services
Lake Roosevelt Community Health Centers
Mattawa Community Medical Clinic
Moses Lake Community Health Center
National Network of Libraries of Medicine, Pacific Northwest Branch
Naturopathic Academy of Primary Care Physicians
Neighborcare Health
North Olympic Healthcare Network
Northeast Washington Health Program
Peninsula Community Health Services
Sea Mar Community Health Centers
Seattle Indian Health Board
Seattle King County Department of Public Health
Tri-Cities Community Health
Unity Care NW
Valley View Health Center
Yakima Neighborhood Health Services
Yakima Valley Farm Workers Clinic

We are proud to work with allied organizations including Region X PCAs: Alaska Primary Care Association, Idaho Primary Care Association, Oregon Primary Care Association, and Washington Association for Community Health