KEYS TO SUCCESS: Collaboration and creative problem solving

The year 2016 launched us into our second decade serving the uninsured and underserved residents of King, Kitsap and Snohomish counties. While the national health care debate rages on, we are focusing on simple, innovative solutions that remove barriers to care for our patients and deliver measurable results for our health care partners. We are building on the vision of our founders and embracing new opportunities to collaborate and serve emerging needs.

We continued to offer our core Care Coordination Program in three counties, helped low-income Washington residents to acquire private health insurance through our Premium Assistance Program, connected emergency room and hospital patients to health care homes through our Primary Link Program, and laid the groundwork for our new Health Home Program, which provides intensive, home-based, care coordination services for individuals with one or more chronic conditions. With the support of 1,640 volunteer providers, we served 6,304 patients in 2016 alone, bringing our total to almost 40,000!

As this report goes to press, our organization is undergoing a leadership transition, as founding executive director Sallie Neillie retires and Gary Renville takes the helm. With her careful planning and collaboration with Gary, we anticipate a smooth transition. Thank you, Sallie!

Thank you also to all who support and partner with Project Access Northwest. Your investment in our mission has improved the lives of thousands of patients and helped to build a healthier community. Working together, we are truly making a difference.

New executive director Gary Renville has worked closely with retiring Sallie Neillie to ensure a smooth transition.
The encouraging results are in from our Primary Link pilot project with five of the Swedish Emergency Departments. The project targeted Apple Health (Medicaid) and uninsured Swedish Medical Center emergency department (ED) users who had health care needs that could be appropriately addressed in primary care. Primary Link staff connected these patients to a primary care provider in one of the community health centers and provided other resources depending on the stated needs of the patients.

The study assessed whether there were reductions in ED use resulting from the Primary Link program. We used a comparison group of patients who met the criteria for being contacted by the program, but were not contacted due to program capacity.

While there was little or no change in ED visits in the Primary Link-contacted groups, there were significant increases in the comparison group. The Primary Link program appears to have prevented an increase in ED visits that would have occurred in the absence of the program.

Translating the reduction in ED visits into cost savings showed that $284,000* was saved in avoided visits in the six months following our intervention, for Molina Healthcare patients alone. We thank Molina and Kaiser Permanente Washington Health Research Institute for partnering with us in the research part of this effort.

* commercial insurance rates

### PRIMARY LINK AT SWEDISH:

<table>
<thead>
<tr>
<th>Category</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ER discharges*</td>
<td>26,738</td>
</tr>
<tr>
<td>Unique patients</td>
<td>16,385</td>
</tr>
<tr>
<td>Outreach cases</td>
<td>6,538</td>
</tr>
<tr>
<td>Phone calls</td>
<td>10,518</td>
</tr>
<tr>
<td>Letters mailed</td>
<td>4,998</td>
</tr>
<tr>
<td>Appointments scheduled</td>
<td>933</td>
</tr>
</tbody>
</table>

### PRIMARY LINK AT PROVIDENCE EVERETT:

<table>
<thead>
<tr>
<th>Category</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inpatient hospital discharges*</td>
<td>2,709</td>
</tr>
<tr>
<td>Unique patients</td>
<td>2,174</td>
</tr>
<tr>
<td>Outreach cases</td>
<td>1,445</td>
</tr>
<tr>
<td>Appointments scheduled</td>
<td>433</td>
</tr>
<tr>
<td>Appointments within 12 days after discharge.</td>
<td>91%</td>
</tr>
</tbody>
</table>

* discharges that met our program criteria

---

**2016 AT A GLANCE:** Connecting prescreened patients to caring providers

- **1,640** Volunteer Providers
- **3,099** Dental Referrals
- **3,205** Medical Referrals
Removing barriers to care

PATIENT-CENTERED CARE: Molina Medical Group Clinic in South Everett

Family practice physician Marcia M. Wharton, MD understands the many obstacles her patients must overcome to obtain health care. Many are low income or uninsured. Some struggle with addiction or mental illness. Almost all need help navigating the system. So when she got the chance to assist in transforming the way health care was delivered in Molina Medical Group’s only outpatient clinic in this state, she jumped right in.

As associate medical director for Washington state outpatient clinics at Molina Medical Group, Dr. Wharton has been working with her staff and the Molina Healthcare administration to redesign the care delivery model and create a welcoming, patient-centered health care home, with comprehensive care on site—from social work and mental health services to primary care and chronic disease management.

“We want our patients to feel that this is their medical home,” explains Dr. Wharton. She hopes the clinic can eventually become a one-stop shop for most patients, or at least serve as a central touch point for patients who may need support from other partner agencies.

The clinic also will be using patient navigators to meet patients where they live and try to solve their most urgent needs—which often mean the basics of survival: food, clothing and shelter.

“We will put the patient at the center of the care plan and start by identifying each person’s primary needs,” Dr. Wharton explains. “They may need to move to permanent housing, or they may need food stamps, addiction medicine services or mental health care. They may be covered by Medicaid but not really know what that means,” she adds.

“It’s completely different than our traditional care model, which we know—for many patients—doesn’t work,” she says. “We’re excited to see the results!”

A powerful partner in care: Molina Medical Group

Molina Medical Group is a critically important partner in our mission to open doors to quality health care for low-income individuals — as it both receives referrals for primary care and sends referrals for specialty care.

Through the Hospital Inpatient Discharge Program at Providence Regional Medical Center in Everett, Project Access Northwest places many low-income uninsured and Medicaid patients who are soon to be released from inpatient care into follow-up primary care appointments within 12 days of their discharge. This program is designed to reduce the incidents of follow-up care taking place in the emergency department and to reduce the number of readmissions to the hospital for the same health issue.

Project Access Northwest also partners with Molina Medical Group by helping its patients receive specialty care services. Molina Clinic can refer patients to Project Access Northwest for care in more than 40 specialties.
Changing lives immeasurably

WHY OUR MISSION MATTERS: Insights from our care coordinators

We’re helping people access resources that are... basic human rights.
— PROJECT ACCESS NORTHWEST CARE COORDINATOR

We’re providing people with a lifeline and helping them move forward.
— PROJECT ACCESS NORTHWEST CARE COORDINATOR

I am helping people not be in pain anymore.
— PROJECT ACCESS NORTHWEST CARE COORDINATOR

I experienced a point when I had no insurance, so I know how difficult it can be.
— PROJECT ACCESS NORTHWEST CARE COORDINATOR

It is important to assist patients as it can be confusing to navigate the systems.
— PROJECT ACCESS NORTHWEST CARE COORDINATOR

We once coordinated with the Lion’s Club and Pacific Medical Centers to provide a cornea transplant to a young father. When he described seeing his daughter for the first time and his overwhelming joy and excitement at seeing the world... It was incredibly humbling.
— PROJECT ACCESS NORTHWEST CARE COORDINATOR
Retiring executive director Sallie Neillie and longtime supporter and former board member Rayburn Lewis, MD were the honored guests at our annual Celebrating our Partners event in May 2017. Dr. Lewis received the second annual Andrea Castell Access to Health Care award for his early and enduring support for the organization. Ms. Neillie was honored for her vision and drive in founding this organization in 2006 and for being a tireless advocate for uninsured and underserved patients.

The Sallie Neillie Founder’s Circle
Members pledge three years of financial support

**PLATINUM**
Brent Benjamin, MD & Alejandra Tapia
Andrea Castell
Scott Combs
Pat Cooke & Emer Dalton
Shannon Diede
Jennifer & Jason Freeman
Maureen Hughes
David & Melissa Johnson
Robin Larmer
Laurel Lee
Linda Marzano & Julie Beall

Kara Morse
Sallie Neillie & Liese Frankenstein
Susan & Michael Peskura
Providence Northwest Service Region
Kerry Radcliffe
Gary Renville
H. Scott Shurtleff & Stephen Lloyd
Heather and Eric van der Wal
Grace Wang
Marcia Wharton

**GOLD**
Gary Davis & Rod Shutt
Kit and Newby Herrod
Leonard Rickey Investments
Lynn LaBoda
Robert Sims, MD and Maria Sims
Henry Veldman
Chrissy Yamada
The study assessed whether the encouraging results are due to program capacity. While there was little or no number of readmissions to the hospital for the same health issue. Designed to reduce the incidents of follow-up care taking place in the emergency department and to reduce the at Providence Regional Medical Center in Everett, Project Through the Molina Medical Group is a critically important partner in our mission to open doors to quality health care for low-
**Multi-specialty medical groups**

Harrison HealthPartners
Kaiser Permanente
Kaiser Permanente Physicians
Overlake Internal Medicine Associates
Pacific Medical Centers
The Doctors Clinic
The Everett Clinic
The Polyclinic
Providence Medical Group, Everett
Southlake Clinic
Western Washington Medical Group

**Community Health Centers**

Christ Community Free Clinic
Community Health Center of Snohomish County
Country Doctor Community Health Center
HealthPoint
International Community Health Services
Neighborhood Health
New Hope Health Center
Peninsula Community Health Services
Public Health—Seattle & King County
Puget Sound Christian Clinics
RotaCare Free Health Clinic—Lake City
RotaCare Free Health Clinic—Renton
Safe Harbor Free Clinic
Sea Mar Community Health Centers
Seattle Indian Health Board

**Hospital & health systems**

CHI Franciscan Health
EvergreenHealth
Harrison Medical Center
Highline Medical Center
MultiCare
Overlake Hospital Medical Center
Providence Health & Services
Swedish Medical Center
UIW Medicine/Harborview
UIW Medicine/Valley Medical Center
Virginia Mason Medical Center

**Ancillary services & medical equipment providers**

Acumen USA Headquarters
Alcon Labs
Associated Valley Ob/Gyn
Association of Emergency Physicians
Auburn Anesthesia
Belfair Primary Care
Bellevue Healthcare
Bellevue Podiatry
BioMed, Inc.
Bremerton Breast Care
Bremerton Cardiothoracic Surgery
Bremerton Thoracic & Vascular Surgery and the Vascular Lab
Bremerton Urology
CarePlus Medical Center
Cascade Cancer Centers
Cascade Kidney Specialists
Cascade Primary Care
CellNetix Pathology & Laboratories
Center for Women's Health
Cep America
Cornerstone Prosthetics & Orthotics
CytoLabPathology Services, Inc., PS
DePuy Synthes joint Reconstruction
DePuy Synthes Joint Sports Medicine
Dermatology Associates, PLLC
Dermatopathology
Northwest, PLLC
Duvall Advanced Family EyeCare, PS
Dynamic Language
Eastside Cardiology Associates
Eastside Endoscopy Centers
Eastside Medicine
Eastside Nephrology
Eastside Pathology Associates
Eastside Urology Associates
Edmonds Center for Outpatient Surgery
Electrodiagnostic Medical Group & Rehab, PLLC
Evergreen Wound Care Clinic
Exectech, Inc.
Family Resource Center
Foot & Ankle Center of WA
Forensic Laboratories
Forks Family Medical Center
Highline Pathology Associates
Incyte Diagnostics
InHealth Imaging, LLC
Kemp Surgery Center
Kirkland Dermatology Associates
Kirkland Rheumatology
Kirkland Spine Care
Knee Foot Ankle Center

**Laboratory Corporation of America**

Mark Valentine, MD
Dermatology
Matrix Anesthesia, PS
Medical Imaging Northwest, LLP
Medtronic
Neurological Associates of Washington
North Seattle Women's Group
North Sound Emergency Medicine
Northwest Eye Surgeons
Northwest Gastroenterology
Northwest Medical
Northwest Radiologists, Inc., PS
Northwest Spine & Sports
Northwest Tumor Institute, Seattle
Northwest Vision Institute
Northwest Women’s Healthcare
Orthopedic Physicians Associates
Overlake Imaging Associates, PC
Paceline Anesthesia, LLC
Pacific Anesthesia Medical Group
Pacific Gynecology Specialists
Pacific Physicians Laboratory
Pacific Sleep Center
PACLAB Network Laboratories
Pathology Associates
Medical Labs
Physicians Anesthesia Services, Inc.
Plastic Surgery Associates of Seattle
Proliance Surgeons
Providence Everett Medical Labs
Providence Everett
Women’s Services
Puget Sound Cancer Centers
Puget Sound Foot & Ankle Center
Puget Sound Gastroenterology
Puget Sound Institute of Pathology, PLLC
Puget Sound Physicians, PLLC
Radia Inc., PS
Rehabilitation Medicine
Renton Dermatology
Richmond Internal Medicine Associates
 Roxbury Spine and Wellness Clinic
Seattle Anesthesiologists, PS
Seattle Cancer Care Alliance
Seattle Downtown Dental
Seattle Foot & Ankle Clinic
Seattle Hand & Surgery Group
Seattle Ob/Gyn Group
Seattle Orthopedic Center
Seattle Radiologists
Seattle Surgery Center
Seattle Ultrasound Associates
Seattle Urological Associates
SightLife
Sleep Apnea Associates
Smith & Nephew
Snouqualmie Valley Eyecare Associates
Spencer Vascular Diagnostic Services, Inc.
Stat Medical
Stephen Markowitz & Associates
Styrker
SW Seattle Orthopedics & Sports Medicine
Synergy Medical Systems, Inc.
The Seattle Arthritis Clinic
The Tumor Institute
The Vasectomy Clinic
Total Joints Orthopedics
UniCare, Inc.
Valley Anesthesia Associates
Valley Diagnostics
Valley ENT
Valley Nephrology
Valley Orthopedic Associates
Valley Surgical Specialists
Vantage Radiology & Diagnostic Services
Washington Hand Surgery
Washington Imaging Services
Washington Sports
Medicine Associates
Western Washington Medical Group
Zimmer

**Individual Donors**

**bold designates providers who also donate**

Bryan Aghayani
Mary Anderson
Lydia Andriss
Robin L Baxter, MD
Winifred Becker
Lauren Beliveau
Edessa Bello-Rapoport
**Brent D Benjamin, MD**
Donald Bennett, MD
Howard Bernstein and Dana Burns
Robert Mark Bernstein, MD & Julie Ellner, MD
Meredith Birkmeyer
Ann C & Lyle Bjork
Roswell Bond and Jill Marsden
Jazmyn Bounyavong
Carol Bruce
John H Brunsmann, DPM
**Katherine Byron, ARNP**
**Robert Cancro, MD**
Kathy Carson
Andrea Castell, RN BSN MBA
Jeanie Chang
Linda Jean Clark, MD & Timothy Joe Stearns
Martha Clay, RN BSN MSN FNP

**Our complete list of volunteer providers is now online! projectaccessnw.org/providers**
resulting from the Primary Link there were reductions in ED use the stated needs of the patients.

In the research part of this effort.

Institute for partnering with us in Washington Health Research.

visits into cost savings showed that visits that would have occurred change in ED visits in the Primary

TOTAL: 3004

16,385 unique patients

10,518 phone calls

2,709 inpatient hospital

Medical

days after discharge.

F

and create a welcoming, patient-centered health care home, with a center of the care plan and start by chronic disease management.

Designed to reduce the incidents of follow-up care taking place in the emergency department and to reduce the

Molina Medical Group is a critically important partner in our mission to open doors to quality health care for low-income patients.

A POWERFUL PARTNER IN CARE:

As associate medical director understands the many

family practice physician

receives referrals for primary care

and

Molina Medical Group Clinic in South Everett.

Through the

at Providence Regional Medical Center in Everett, Project

received promises for projects to

Physician

those who are homeless, housing, or they may need food

Snohomish Health District

EverTrust Foundation

Community Health Plan of Washington

First Choice Health

Union Pacific Foundation

Satterberg Foundation

Physicians Insurance, A Mutual Company

PhRMA

Northwest Kidney Centers

Molina Healthcare of Washington

PLATINUM SPONSORS

The Everett Clinic

Sprague Israel Giles

Seattle First Baptist Church

Physicians Insurance

Jacobsen Jarvis

Incyte Diagnostics

Coordinated Care

Arcora—The Foundation of Western Washington

The Doctors Clinic

Virginia Mason Medical Center

UW Medicine/Valley Medical Center

Highline Medical Center

systems

Foot & Ankle Center of WA

Edmonds Center for Medicine Associates

Forensic Laboratories

Foot & Ankle Center of WA

Eastside Pathology Associates

Eastside Nephrology

Eastside Endoscopy Centers

DePuy Synthes Joint

CytoLab Pathology

Bremerton Urology

Bremerton Cardiothoracic

Auburn Anesthesia

Associated Valley Ob/Gyn

medical equipment

Outpatient Surgery

Surgery

Physicians

Roxbury Spine and

Puget Sound Physicians, PLLC

Puget Sound Institute of

Puget Sound Gastroenterology

Puget Sound Foot & ankle

Providence Everett

Pathology Associates

Pacifi c Gynecology Specialists

Pacifi c Anesthesia Medical Group

Paceline Anesthesia, LLC

Northwest Tumor

Northwest Radiologists, Inc., PS

Medical Imaging Northwest, LLP

Laboratory Corporation

Diagnostic Services

Medicine Associates

Medical Labs

Medicine Associates

Dermatology

Jazmyn Bounyavong

Roswell Bond and Jill Marsden

Ann C & Lyle Bjork

Meredith Birkmeyer

Robert Mark Bernstein, MD

J Scott Craven & Trina Young

Robert Mark Bernstein, MD

Anna Chilton & Paul Smethurst

Robert Mark Bernstein, MD

Bill & Nancy Costello

Barbara Culbertson Allen

Gary A Well, MD

Lesa and Brian Welcker

Marcia Wharton, MD

Debra Weiss Wilson

& Gary Wilson

Janet and Lawrence Wilson, MD

Brian T Wright

John D Wynn, MD

Chris Tyser

Sally Tate

Jan Zemplenyi, MD

Anita Tourigny, ARNP

Christy N Ulleland, MD

Mark Valentine, MD

Heather and Eric van der Wal

Laura Van Tosh

Jamie Veldman

Grace M Wang, MD MPH

Robert Wasik

Valerie Wegemann

Gary A Well, MD

Lesa and Brian Welcker

Marcia Wharton, MD

Debra Weiss Wilson

& Gary Wilson

Janet and Lawrence Wilson, MD

Brian T Wright

John D Wynn, MD

Chris Tyser

Sally Tate

Jan Zemplenyi, MD

Mary & Sheldon Zwerling

Statement of Activity

Revenue

Dec. 31, 2016

Dec. 31, 2015

Contributions $1,246,079 $1,037,635

In-kind contributions 6,417 19,207

Government Contracts & Grants 126,473 168,380

Non-Government Contracts & Grants 648,553 770,712

Interest & Other Income 244 259

Total Revenue and Support $2,027,766 $1,996,193

Expenses

Salary, Wages & Benefits $1,180,578 $1,077,446

Professional Services 764,122 671,151

Facilities 45,260 56,428

Operations 43,226 48,483

Other Expense 65,214 93,199

Total Expense $2,098,400 $1,946,707

Change in Net Assets <70,634> 49,486

Statement of Financial Position (Balance Sheet)

Assets

Dec. 31, 2016

Dec. 31, 2015

Current $1,064,376 $1,072,184

LT Promises to Give 14,000

Fixed 74,688 107,714

Total $1,153,064 $1,179,898

Liabilities and Net Assets

Current $313,746 $269,946

Net Assets 839,318 909,952

Total $1,153,064 $1,179,898

Audited financial statements and Form 990 available upon request.

1 due to higher amount of revenue released vs. income received.
Mission: Project Access Northwest collaborates with the health care community to open doors to medical and dental care for low-income individuals with limited access.

Vision: Everyone in our community will have appropriate access to health care services.

Project Access Northwest leadership

2017 Board of Directors

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Chrissy Yamada
Chief Financial Officer
US Anesthesia Partners

VICE PRESIDENT
Susan Peskura
Retired, Associate Vice President, Marketing & Sales
Physicians Insurance, A Mutual Company

TREASURER
Scott Combs
Chief Financial Officer
Pacific Medical Centers

SECRETARY
Henry Veldman
Retired, Vice President Operations
PeaceHealth Medical Group

Pat Cooke
Vice President of Business Solutions
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Stoel Rives

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Family Practice Physician
Kaiser Permanente

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Vice President, Legal Services & Regional General Counsel—Northwest Division
Catholic Health Initiatives

Grace M Wang, MD, MPH
Family Practice Physician
International Community Health Services

EX OFFICIO MEMBER
Kristina Larson MS, CCO
Executive Director & CEO
King County Medical Society

Staff

Dalila Acevez
Care Coordinator

Andrea Castell, RN, BSN, MBA
Lead Operations Nurse

Yasmin Chavarin
Care Coordinator

Aileen Delansig
Dental Lead/Care Coordinator

Symone Edwards
Health Home Director

Navil Escarcega
Dental Administrative Assistant

Adam Gilbert
Care Coordinator

Daphne Green
Care Coordinator

Martha Hopler, MSW
Care Coordinator

Molly James
Care Coordinator

Melissa Johnson, MNPL
Development Director

Nadine Joy
Care Coordinator

Linh Le
Primary Link/Premium Assistance Manager

Peter Merritt
Care Coordinator

Sallie Neillie, MS
Executive Director, retired June 2017

Kyle Reinhart
Care Coordinator

Gary Renville, MA
Executive Director, hired June 2017

Nathan Rex
IT Support Technician

Scott Shurtleff
Operations Director

Joe Stover
Care Coordinator

Heather van der Wal, RN, BNSc, MSc
Kitsap Provider Liaison/Operations Nurse

Cindy Wang
Care Coordinator

Laura Weishaar
Primary Link Coordinator

Lesa Welcker
Administrative Assistant

Program & committee volunteers

Nora Almунif
Gregg Aoyama
Pam Bingen
Kit Herrod
David Johnson
Juan Orr
Sudiptho Paul
Harkiran Singh
Joseph Smith
Alyssa Wilde

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