A bridge from hope to health care stability

Every day, thousands who call Washington state home face a difficult decision: Do they pay for food, rent and utilities or seek the health care they need? Thousands more struggle to buy affordable health insurance. They don’t qualify for Medicaid or Medicare but cannot afford the monthly premiums that insurance policies require. Project Access Northwest is on a mission to change that.

With a community of more than 1,700 medical providers, 100 strategic partners and hundreds of donors in King, Kitsap and Snohomish counties, and across the state through our Premium Assistance program, we believe that everyone can have access to appropriate health care services in our lifetime.

Our staff is composed of 15 intelligent, generous, hard-working people who are committed to changing the world together. In 2019, we provided care coordination for 5,829 patients living at or below 300% of the federal poverty level. Our patients’ monthly income is $3,190 or lower, while Seattle’s average rent is almost $2,200.

Thanks to the hard work and generosity of so many, we have served more than 56,000 of our most vulnerable neighbors. Yet there is much work ahead.

As we prepared this annual report, our growing COVID-19 health crisis was compounded by the racial injustices seen across our country, which demonstrate yet again the disparity in how we treat the lives, safety and security of African Americans. Black lives matter, and these disparities adversely impact the social determinants of health of our fellow human beings.

These are the times when Project Access Northwest is called on to rally our community and shine our best so that we can ensure that those most in need have a bridge from their fear, depression and isolation, to health care stability.

As we look to equip our community with the tools and resources that we have available for patients, providers and partners, we ask that you connect to our website at projectaccessnw.org to learn more about how we are transforming access to health care in Washington.

As we look to mobilize our community further and continue to open doors to medical and dental care for low-income individuals with limited access, we ask that you follow us on Facebook and like and share our social media posts.

As we look to inspire that transformation, we ask that you share your stories, your passion and your “why” that describes the connection you have with our organization. You are vital to our mission of matching our most vulnerable patients to the care they need.

Terri Rambosek, Board President

Gary Renville, Executive Director
Innovative programs

Care Coordination
In 2019, our care coordinators scheduled more than 5,800 specialty care appointments. We reduced the costs of the care for our partners, increased access to services, and ensured people were returned to health, their families and their communities.

Health Home
By the end of 2019, we had enrolled 721 people into the Health Home program and we completed 3,243 appointments. Due to a lack of sustainable funding, we made the difficult but necessary decision to end this program.

Premium Assistance
In 2019, with the support of our generous partners, we were able to purchase health insurance on the Exchange for 56 members in 44 households. Through this program, we ensure patients have access to appropriate health care before their medical need results in an emergency department visit or a more extensive problem.

Dental
In 2019, we continued our partnership with Northwest Kidney Centers to provide dentures and dental clearances for patients in need. As a result, more than 100 patients have been cleared for and received a kidney transplant.

THANK YOU to CHI Franciscan for their multi-year funding commitment and for ensuring care for our patients in the South King County region!

SO MUCH APPRECIATION for Verdant Health Commission for their multi-year funding of our work in South Snohomish County!

Project Access Northwest offers Care Coordination services throughout King, Kitsap and Snohomish counties. Our Premium Assistance program serves residents statewide.
Community support

PREMIER SPONSORS

CHI Franciscan
Kaiser Permanente

PLATINUM SPONSORS

HealthierHere
Providence Health & Services

Public Health
Seattle & King County
UW Medicine
Harborview Medical Center
Virginia Mason

GOLD SPONSORS

Community Health Plan of Washington
EvergreenHealth
EverTrust Foundation
Garneau-Nicon Family Foundation
Moccasin Lake Foundation
MultiCare Health System
Northwest Kidney Centers
Overlake Medical Center and Clinics
Providence General Foundation
Sheng-Yen Lu Foundation
St. Michael Medical Center

SILVER SPONSORS

Lucky Seven Foundation
Physicians Insurance
A Mutual Company
Providence Regional Medical Center — Everett
The Everett Clinic Foundation
Washington State Hospital Association

ADDITIONAL SUPPORT

Amazon Smiles
Milliman Match Gift Program
TechSoup
The Boeing Company Gift Match/ BPAC Program

<table>
<thead>
<tr>
<th>Service Region</th>
<th>Service Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>Western Washington</td>
<td>The Polyclinic</td>
</tr>
</tbody>
</table>
| The Doctors Clinic | Overlake Internal Medicine
| Kaiser Permanente Physicians | Harrison HealthPartners |
| Medical Groups | Multi-specialty Services |
| St. Michael Medical Center | EvergreenHealth |
| Grant Thornton | Cornerstone Medical Services |
| Digestive Disease and Transplant Surgery | ConcertoHealth |
| Associated Valley OB/GYN | Specialty Clinics |
| Specialty Clinics | Specialty Clinics |
| Everett Dermatology | Health Services |
| Family Medicine | Westside Family Clinics |
| Valley ASAC Clinic | UW Eye Institute |
| Swedish Outpatient Services | Swedish Family Medicine |
| Seattle Indian Health Board | RotaCare Free Health Clinics—Renton |

Our complete list of volunteer providers is now online! projectaccessnw.org/providers

Your support is changing patients’ lives. Thank you!

Sallie Neillie & Liese
Penelope Edlund
Brent Benjamin, MD
Stuart L Dautoff
Frankenstein
Tarek Dawoud
Gina Davito
Gary Davis & Rod Shutt
James Congdon
Linda Clark, MD & Timothy
Alex Charters
Jeannie Chang
Rebecca Catlin
Laura Casey
Kathy Carson
Llewellyn Packia Raj, MD
Maureen Noonan
Sallie Neillie & Liese
Penelope Edlund
Brent Benjamin, MD
Stuart L Dautoff
Frankenstein
Tarek Dawoud
Gina Davito
Gary Davis & Rod Shutt
James Congdon
Linda Clark, MD & Timothy
Alex Charters
Jeannie Chang
Rebecca Catlin
Laura Casey
Kathy Carson
Llewellyn Packia Raj, MD
Maureen Noonan

Contributions,
\[
\text{Total Income} = \text{Interest & Other Income} + \text{Contributions} + \text{Private Grants & Contracts} + \text{Other Income} + \text{Program Services} + \text{Government Audited Financial Statements and Form 990 Available Upon Request.}
\]

SHOUT OUT to Public Health Seattle-King County for their many years of partnership!
program serves residents statewide.

Snohomish counties. Our

Premium Assistance

Project Access Northwest offers

services throughout King, Kitsap and

KITSAP

Health Home program and we completed

3,243 appointments

2019, we had

coordinators

In 2019, our care

sustainable funding, we made the difficult but

ensured people were returned to health,

5,800 specialty care appointments

SNOHOMISH

KING

department visit or a more extensive problem.

their medical need results in an emergency

and

Centers

Northwest Kidney

In 2019, we continued

Dental

we were able to purchase health insurance on the

support of our

Premium

to

and for ensuring care for

THANK YOU

56 members

APPRECIATION

Verdant Health

St. Michael Medical Center

Sheng-Yen Lu Foundation

EvergreenHealth

Community support

The Boeing Company Gift Match/

Milliman Match Gift Program

Washington State Hospital Association

Providence Regional Medical Center —

Physicians Insurance

Everett

PLATINUM SPONSORS

ADDITIONAL SUPPORT

Seattle-King County

for their many years

Creative partnerships

Generous donors

Western Washington

The Polyclinic

The Everett Clinic

Providence Medical

Kaiser Permanente Physicians

Lake Washington

Lahai Health

International Community

Highlands Primary Care

InHealth Imaging

International Community

Health Services

Kent Primary Care

Kitsap General Surgery

Lahai Health

Lake Washington

Sports and Spine

Lifelong

Molina Medical Clinic

Neighborhood Health

Neighborhood Clinic Tacoma

New Hope Health Center

Newcastle Primary Care

North Bend Family Clinic

Northwest Kidney Centers

Orthopedic Physician

Associates

Peninsula Community

Health Services

Port Gamble S’Klallam

Tribal Health Clinic

Proliance Eastside ENT

Public Health—Seattle

& King County

RotaCare Free Health

Clinic—Lake City

RotaCare Free Health

Clinic—Renton

Roxbury Spine and Wellness

Safe Harbor Free Clinic

Sea Mar Community

Health Centers

Seattle Indian Health Board

Seattle King County Clinic

Seattle Pacific University

Healthcare Center

Seattle Specialty Care Dentistry

Snoqualmie Triblcal Clinics

Swedish Community

Specialty Clinic

Swedish Family Medicine

Swedish Gynecology Clinic

Swedish LEEP/Colposcopy Clinic

Swedish OB Consult Clinic

Swedish Outpatient

Procedure Clinic

Swedish Transgender

Health Clinic

UW Eye Institute

Valley ASAC Clinic

Valley Family Medicine

Washington Gastroenterology

West Sound Free Clinic

Westside Family Clinics

EVENT SPONSORS 2019/2020

Arcora Foundation

Ash Consulting

Cambia Grove

CellNetix Pathology and Laboratories

CHI Franciscan

Community Health Plan of Washington

Companis

Conover Insurance

EvergreenHealth

First Choice Health

Grant Thornton

Kaiser Permanente

Molina Health Care

Overlake Medical Center and Clinics

PayNorthwest

PhRMA

Physicians Insurance A Mutual Company

Seattle First Baptist Church

Seattle King County Dental Society

Seattle Lives

Sprague Israel Giles

Stoel Rives, LLP

The Partners Group

The Polyclinic

Virginia Mason

Washington State Hospital Association

West Monroe Partners

SHOUT OUT
to Virginia Mason for their increased donation by 10% in 2019 to include sponsorship for Strike Down Barriers to Health Care!
Project Access Northwest offers services throughout King, Kitsap and Clallam Counties! By the end of 2019, we had made significant progress toward our goal of sustainable funding, which included increasing access to services, and partnering with generous individuals and organizations. In 2019, we continued to receive multi-year funding commitment from SNOHOMISH SNOHOMISH KING 5 members of our Board of Directors. Through this program, we ensure patients have access to appropriate health care before they experience barriers to health care! In 2019, with the generous support of Verdant Health for their many years of leadership, we were able to continue our mission of providing comprehensive health services to our patients. Generous donors

**Individual Donors**

**BOLD DESIGNATES PROVIDERS WHO ALSO DONATE**

Nadim Abdo
Yashovaedhan Agarwalla
Donna Allred
Diane Altman Dautoff & Stuart Dautoff
Lyle & Kristen Anderson
Mary Anderson
Jessica Andrade
Gregg & Kirsten Aoyama
John Araya
Mike Arnold
Erica Ash, MBA CPA
Deepak Awari
Bahram Banisadr
Anthony Barnett
Pablo Bautista
Winnie Becker
Natanya BednarSKI & Greg Johnson
Lauren Beliveau
**Brent Benjamin, MD**
Abigail Bergman
Robert Mark Bernstein, MD & Julie Ellner, MD
Julian Bester
Rick & Judy Billingham
Shirley & Michael Bishop
Ann & Lyle Bjork
Amanda Black
Adwoa Boateng-Kwakye
Sue Bohn
Roswell Bond & Gillian Marsden
Mabel Bongmba
Don & Meg Briggs
Kelly Brown
Anne L Buchinski, MD
Dana Burns

Colin Butler
Sherry Carpenter
Kathy Carson
Laura Casev
Andrea Castell, RN BSN MBA
Rebecca Catlin
Alvin & Miriam Chambliss
Jeannie Chang
Tom & Cheryl Charlesworth
Alex Charters
Ronak Chokhani
Zawad Chowdhury
Domenica Clark
Linda Clark, MD & Timothy Joe Steams
Stephen & Arlene Cohen
James Congdon
Ruth A Conn, MD
Tracy Corgiat
Roscius N Doan, MD
Chris Douglas
Penny Edlund, RN
Adam Edwards
Kwame Efah
Michael & Ann Erickson
John & Ann Evanow
Jay Fathi, MD & Joelle Fathi, ARNP

**Judy Featherstone, MD & Pat Montgomery**

Kathleen Fondren
Frederick Forsyth
Jennifer & Jason Freeman
Debbie Furtado
Sejal Gajarawala
Gwyn Ganjeau
Catherine Gaylord
Modi Gendelman
Erin Greenlee
William A Gruber, MD & Beverly Gruber
Debra Gussin & Jordan S Gussin
Heather Hamilton
Navneet Hans
George S Heffner, MD & Gabriella Uhlar-Heffner
Catherine & Newby Herrod
Laura Hinds
Rebecca & Tom Hirt
Darren Hochstedler
Clark Hoffman, MD & Carrie Horwitch, MD & Michael Dehaan
Christopher Howard
Dan Howell
Sarah & David Huffbauer
Maureen Hughes
Candace Hunsucker
Joe Izenhour

**THANK YOU to St. Michael Medical Center for opening their doors to our patients in Kitsap County!**

Shelby & Jeff Damiani
Gary Davis & Rod Shutt
Gina Davito
Tarek Dawoud
Steve Deddens
Charlie & Leslie DeGasparis

**Generous donors**

Ehud Itshaki
Roxanna Jessen
David & Melissa Johnson
Muriel Jones-Cashdollar, MD & Jack T Cashdollar
Radhika Kashyap
Bharath Kayyar
Sharon B Kelly, MD
Lynn Kertell
Karen Kilen
Zach Knowling
Dan Kraus, MD & Sandra Kraus
McKensie Krebs
Bruce G Kulander, MD
Ramesh Kumar
Lynn LaRoda
Kim Lambert
John Laney
Adam Lassman
Alan Lau
Ngoc-Linh Le
Alex & Lydia Lee
Christopher Leinninger, MD & Jyl Leinninger
M Leinonen & Barbara Culbertson Allen
Luis Leon Plata
Nelson Licea Tapia
Steve Lieberman
Steve Lim
Joe & Toni Lloyd
Nadya Lobalzo
Michael Lui
Jean MacKinnon
Ralph Justin Malott, MD
Vinayak Prasad Manda
Bob Marsalli
Jonathan Matson
Michael Maxin & Marianne Greenbaum
Laura May
Anne McBride
Jason McClenshie
Joe McDaid
Candice McDonald
Pamela H McDonald, MD & David McDonald
Michael McLaughlin

**PROJECT ACCESS NORTHWEST LEADERSHIP CIRCLE**

**PLATINUM**

Brent Benjamin, MD
Andrea Castell
Penelope Edlund
Maureen Hughes
David and Melissa Johnson
Sallie Neillie & Lise Frankenstein
Susan and Michael Peskura

Providence Northwest Service Region
Gary Renville
H. Scott Shurtleff & Stephen Lloyd
Heather and Eric van der Wal

**GOLD**

Rebecca Catlin
Newby & Kit Herrod
Leonard Rickey Investments
Eric Troyer, MD
Henry Veldman

**Our complete list of volunteer providers is now online! projectaccessnw.org/providers**
Quynh Nguyen, DDS
Ken Nichols
Maureen Noonan
Harrison Norwood
Ayse Onalan
Llewelyn Packia Raj, MD
Pramila Padmanabhan
Eric Peavy, MD
Laurie Pederson
Elizabeth & Ray Pelley
Margaret Pepper
Lindsey Pervinich
Michael & Susan Peskura
Sarah & Tas Phulp
David T Pitkethly, MD
Rahul Prakash
Maria Puertas Calvo
Kevin Qi
Kerry Radcliffe, JD & Michael Fox
Kanna Ramasubramanian
Terri Rambosek & Jeff Donahue
Preeti Rastogi
Jon A Reed, MD & Nobuko Akashi-Reed, CCC SLP
Jennifer Rees
Gary Renville
Matthew Rimer
Marc Robinson
Juan Rodriguez
Nick Romjue
Huwen Ru
Karen Schoen
Greg Scully
Alison L Shigaki, MD
H. Scott Shurtleff & Stephen Lloyd
Margaret E Sigley, MD
Robert Sims, MD & Maria B Sims
Randeep Singh
John Sittser
Samuel L Slonim, MD
Vince Smith
James M Squire, MD
Kristen Stagner
Margaret Stanley
Jerry Steiert, MD & Claire Waltman
Jackie Suarez
Jeffrey Sullivan & Jenny Pang
Irene N Swanberg
Beth Sylves
Krista Szafranski
Steve Taroff
Dorothy Teeter
Rahul Tewari
Teresa & Chase Thompson
Benjamin Tibbals, MD
Anita Tourigny & Jerry Hamel
Victor Trinidad Foonecara
Eric Troyer, MD
Jessica Tsay
Christy N Ulleland, MD
Mark Valentine, MD
Heather van der Wal
John & Linda Vandree
Henry Veldman
Grace M Wang, MD MPH
Qi Wang
Todd Wanke
Virginia M Warfield
Raleigh Watts
Valerie Wegermann
Gary A Weil, MD
Mary B Weiss, MD
Lesa & Brian Welcker
Jeff Wendorf
Erik Wilterding
Marilah Wine
Sarah & Jason Wine
Winfred Wong
Deacon Brian Wright
Danbin Xu
Anand Yadav
Chrisy & Eric Yamada
Ginny Young
Jiri Zacal
Jan Zempleniyi, MD
Casey Zhang
Nate Zuiker

A HUGE THANK YOU to Pacific Medical Centers for including our patients in their diabetes education programs!

Your support is changing patients’ lives. Thank you!

Statement of Activity

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Dec. 31, 2019</th>
<th>Dec. 31, 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions</td>
<td>$538,785</td>
<td>$1,350,716</td>
</tr>
<tr>
<td>Private Grants &amp; Contracts</td>
<td>$579,643</td>
<td>$654,885</td>
</tr>
<tr>
<td>Premium Assistance</td>
<td>$170,000</td>
<td>$335,000</td>
</tr>
<tr>
<td>Government Contracts</td>
<td>$214,005</td>
<td>$246,223</td>
</tr>
<tr>
<td>Interest &amp; Other Income</td>
<td>$195</td>
<td>$248</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td><strong>$1,502,628</strong></td>
<td><strong>$2,587,072</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Services</td>
<td>$1,755,379</td>
<td>$1,703,067</td>
</tr>
<tr>
<td>Management and General</td>
<td>$176,601</td>
<td>$181,497</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$195,493</td>
<td>$168,508</td>
</tr>
<tr>
<td><strong>Total Expense</strong></td>
<td><strong>$2,127,473</strong></td>
<td><strong>$2,053,072</strong></td>
</tr>
</tbody>
</table>

| Change in net assets         | $(624,845)    | $354,000      |

Statement of Financial Position (Balance Sheet)

<table>
<thead>
<tr>
<th>Assets</th>
<th>Dec. 31, 2019</th>
<th>Dec. 31, 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current</td>
<td>$808,371</td>
<td>$1,215,768</td>
</tr>
<tr>
<td>LT Promises to give</td>
<td>$0</td>
<td>$262,500</td>
</tr>
<tr>
<td>Fixed</td>
<td>$26,786</td>
<td>$45,880</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$835,157</strong></td>
<td><strong>$1,524,148</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities and Net Assets</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Current</td>
<td>$102,623</td>
<td>$166,769</td>
</tr>
<tr>
<td>Net Assets</td>
<td>$732,534</td>
<td>$1,357,379</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$835,157</strong></td>
<td><strong>$1,524,148</strong></td>
</tr>
</tbody>
</table>

Audited financial statements and Form 990 available upon request.
More than 160 friends and supporters joined us for our second annual STRIKE! Down Barriers to Health Care event on October 15, 2019, for an evening of fun and fundraising. Thanks to our donors and sponsors, including King Pin sponsor CellNetix Pathology & Laboratories, we raised $114,825! Our evening featured: a welcome from board president Terri Rambosek and directors Kit Herrod and Joelle Fathi; a special message from CellNetix CEO Kathleen Fondren; and an inspiring story from our patient Sandra Alvarez Castillo. We capped off the event with an exciting raffle and “raise the paddle” with our celebrity emcee, Bender.

SPECIAL THANKS: Our Strike! and Spare! level sponsors provided key support
Patient Insights

- 72% FEMALE
- 73% HISPANIC
- 83% ELIGIBLE FOR MEDICAID BUT UNINSURED

Medical Specialties

- 12.4% GASTROENTEROLOGY
- 11.1% PT/OT/SLP
- 8.0% GYNECOLOGY
- 5.9% OPHTHALMOLOGY
- 5.4% CARDIOLOGY
- 5.3% RADIOLOGY
- 4.3% GENERAL AND THORACIC SURGERY
- 4.3% ENDOCRINOLOGY
- 4.0% UROLOGY
- 3.6% OTO/ENT
- 3.0% NEUROLOGY
- 2.8% HEMATOLOGY/ONCOLOGY
- 2.0% DERMATOLOGY
- 1.6% NEPHROLOGY
- 1.2% SLEEP MEDICINE
- 1.2% ORTHOPEDICS
- 23.9% ALL OTHER SPECIALTIES

With a patient no-show rate of just 4.99%, our providers can count on efficient use of their time.

A HUGE THANK YOU to Kaiser Permanente for playing a critical role in helping to continue our programs with a three-year commitment and $600,000 worth of funding!

56,000+ patients served

STRIKE! DOWN BARRIERS TO HEALTH CARE

Virtual event in support of Project Access Northwest

Join us from the comfort of home this year!
October 13, 2020, 7–8 PM; 6:30 PM preshow
Go to: panw.ejoinme.org
Connecting patients to care

2019 CARE COORDINATION AT A GLANCE

1,740 volunteer providers

5,829 patients served

ALL major hospitals & medical systems in our service area

Patient Insurance

Uninsured 98.23%

Medicaid 1.77%

Patient Languages

Spanish 73.8%

English 17.1%

Other 8.4%

Patient Income

compared to Federal Poverty Level

2019 FEDERAL POVERTY LEVEL

0–99% 66.2%

100–138% 17.8%

139–200% 6.3%

201–300% 7.6%

Provided interpreters for 32 patient languages
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

#### 2020 Board of Directors

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRESIDENT</td>
<td>Theresa J Rambosek, JD</td>
<td>Kaiser Permanente</td>
</tr>
<tr>
<td></td>
<td>Vice President, Legal Services &amp; Regional General Counsel—Northwest Division</td>
<td>Catholic Health Initiatives</td>
</tr>
<tr>
<td>VICE PRESIDENT</td>
<td>Dan Howell</td>
<td>West Monroe Partners</td>
</tr>
<tr>
<td>TREASURER</td>
<td>Lindsey Pervinich, CPA, MBA</td>
<td>University of Washington</td>
</tr>
<tr>
<td></td>
<td>Director of Finance, Finance Site Lead</td>
<td>Medical Center/University of</td>
</tr>
<tr>
<td></td>
<td>University of Washington Medical Center/University of Washington Physicians Network</td>
<td></td>
</tr>
<tr>
<td>SECRETARY</td>
<td>Henry Veldman</td>
<td>PeaceHealth Medical Group</td>
</tr>
<tr>
<td></td>
<td>Retired, Vice President Operations</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gregg Aoyama</td>
<td>EvergreenHealth</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Director of Payer, Employer &amp; D2b Initiatives</td>
<td></td>
</tr>
<tr>
<td>Shirley Bishop</td>
<td>Retired, President</td>
<td></td>
</tr>
<tr>
<td>Gregory Clark</td>
<td>Chief Administrative Officer</td>
<td></td>
</tr>
<tr>
<td>Tracy Corgiat</td>
<td>Vice President of Marketing &amp; Development, The Polyclinic</td>
<td></td>
</tr>
<tr>
<td>D. Chris Douglas, MBA, CMPE</td>
<td>President and CEO, Douglas Healthcare Consulting LLC</td>
<td></td>
</tr>
<tr>
<td>Penny Edlund, RN, BSN, MBA</td>
<td>Senior Healthcare Management Consultant</td>
<td></td>
</tr>
<tr>
<td>Erik Wilterding</td>
<td>Principal, Strategy &amp; Transformation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Grant Thornton</td>
<td></td>
</tr>
<tr>
<td>Gary Renville</td>
<td>Executive Director</td>
<td></td>
</tr>
</tbody>
</table>

#### Staff

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lauren Beliveau</td>
<td>Premium Assistance Specialist</td>
</tr>
<tr>
<td>Andrea Castell, RN, BSN, MBA</td>
<td>Operations Nurse</td>
</tr>
<tr>
<td>Navil Escarcega</td>
<td>Care Coordinator</td>
</tr>
<tr>
<td>Daphne Green</td>
<td>Care Coordinator</td>
</tr>
<tr>
<td>Laura Hinds</td>
<td>Accountant</td>
</tr>
<tr>
<td>Martha Hopley, MSW</td>
<td>Care Coordinator</td>
</tr>
<tr>
<td>Molly James</td>
<td>Care Coordination Manager</td>
</tr>
<tr>
<td>Melissa Johnson, MNPL</td>
<td>Deputy Executive Director</td>
</tr>
<tr>
<td>Shonita Johnson-White</td>
<td>Care Coordinator</td>
</tr>
<tr>
<td>Yesenia Mendoza-Ramos</td>
<td>Care Coordinator</td>
</tr>
<tr>
<td>Juan Orr</td>
<td>Care Coordinator</td>
</tr>
<tr>
<td>Gary Renville</td>
<td>Executive Director</td>
</tr>
<tr>
<td>H. Scott Shurtleff</td>
<td>Senior Program Director</td>
</tr>
<tr>
<td>Joe Stover</td>
<td>Care Coordinator</td>
</tr>
<tr>
<td>Heather van der Wal</td>
<td>Operations Nurse</td>
</tr>
</tbody>
</table>

#### Program & committee volunteers

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tina Azares</td>
<td></td>
</tr>
<tr>
<td>Arlene Cohen</td>
<td></td>
</tr>
<tr>
<td>Tuesday Darling</td>
<td></td>
</tr>
<tr>
<td>Anthonese Gavin</td>
<td></td>
</tr>
<tr>
<td>Kelley A Hanrahan, MD</td>
<td></td>
</tr>
<tr>
<td>Haily Ho</td>
<td></td>
</tr>
<tr>
<td>Roxanna Jessen</td>
<td></td>
</tr>
<tr>
<td>Nick Johnson</td>
<td></td>
</tr>
<tr>
<td>Ngoc-Linh Le</td>
<td></td>
</tr>
<tr>
<td>Stephen Lloyd</td>
<td></td>
</tr>
<tr>
<td>Julia Nussenbaum</td>
<td></td>
</tr>
<tr>
<td>Chris Palachuk</td>
<td></td>
</tr>
<tr>
<td>Susan Peskura</td>
<td></td>
</tr>
<tr>
<td>Greg Scully</td>
<td></td>
</tr>
<tr>
<td>Natalie Smith</td>
<td></td>
</tr>
<tr>
<td>Brittney Thornton</td>
<td></td>
</tr>
<tr>
<td>Jessica Tsay</td>
<td></td>
</tr>
<tr>
<td>Makenzie White</td>
<td></td>
</tr>
</tbody>
</table>

CREDITS: Writing & Design: Kimberley Lambert; Desktop Creations; Event Photos: Chris Burch Photography