

Boldly bridging gaps to appropriate health care services



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In January, I had the honor of speaking at the **Washington State of Reform Health Policy Conference**. Led by moderator **Paul Hollie**, director of social impact for Premera Blue Cross, my peers and I spent almost an hour talking specifically about how we build ties between health care and homelessness.

It was inspiring to see so many of our friends in attendance, including **Virginia Mason, CHI Franciscan Health, Kaiser Permanente, Community Health Plan of Washington, Molina Healthcare, UW Medicine, Pacific Hospital Preservation & Development Authority** and others. Each organization and more than 700 people gave their days to build collaboration and social capital.

DJ Wilson, president and CEO of **State of Reform**, wrote in his welcome to attendees that, “their work is to break down the silos of health care and to bridge the gap between health care and health policy.”

Through our dedicated volunteers and talented staff, Project Access Northwest is also focused on boldly breaking down silos with expertise in bridging gaps to appropriate health care services. Our measurable results in 2018 alone include:

- **Creating life-changing and sometimes life-saving Health Action Plans with 246 individuals who chose to work with us through an option offered to all under Medicaid.** These plans were written and are being tracked after completing **1,700 face-to-face visits** and placing more than **2,000 phone calls** through our Health Home program.

- **Logging almost 30,000 appointments and/or calls for specialty medical care.** In doing so, we dramatically reduced health care costs for providers and for our partner hospitals and medical systems. As a result, thousands of people are able to regain health and the ability to give back to their local communities.

With funding secured in 2018, this year so far our **Premium Assistance** program purchased health insurance on the exchange for **70 members** through five different insurance carriers and partnerships with **CHI Franciscan, UW/Harborview, Multicare, Providence** and **Swedish** hospitals.

We look forward to providing our full annual report and highlighting even more accomplishments in the coming months. For now, we are also turning our attention to the road ahead.

Clear strategy yielding measurable results

Thanks to the wisdom of our board of directors, we have a new and powerful **strategic framework** to guide our effort over the course of the next two years. In a time of political unpredictability and health care debate, it is empowering to have a solid and flexible strategy to meet the demands ahead. One of our treasured board members, **Shirley Bishop**, writes more on this topic on page 2.

Whether you are new to the organization or a long-time donor, we would love to hear from you. Please reach out. Let's have coffee and talk about your reflections and ideas for our future.



Download our 2019–2020 Strategic Framework at projectaccessnw.org/strategy

Strategic framework provides valuable road map for 2019–2020



Shirley Bishop
Retired, President
Shirley Bishop, Inc

All organizations struggle with the questions: *What should we be doing? What do we want to accomplish? Start new programs or focus on expanding current ones? Serve this population or that one?*

Too often, organizations abandon any real effort to plan. Either they just keep on doing the same-old, same-old, or they snatch at any new idea that floats by: “Ooh, that’s exciting... let’s do that!”

Project Access Northwest has taken a different approach. In planning for the next two years, the board and staff started with a full review of the organization, stating our vision and mission, spelling out our values and the principles by which we act, examining each current program, and conducting a SWOT study: *What are our strengths and our weaknesses, and what opportunities and threats does the organization face?*

In light of the information gathered, and very extensive discussions, we decided to focus on a small number of important goals. As outlined in the [strategic framework](#) (available at projectaccessnw.org/strategy), the goals are all very specific. They are also measurable and reflect a firm commitment on the part of the organization. For

example, the first goal is “Facilitate at least 6,000 client appointments in 2019 and at least 7,000 client appointments in 2020.” **Note how specific this is:** It doesn’t say, “Facilitate more appointments in 2019 and even more in 2020.” **Note how measurable it is:** We either facilitate at least 6,000 appointments or we don’t. **Note the firm commitment to achievement:** It doesn’t say, “Try to facilitate 6,000 appointments.”

Under each goal are listed one or more activities which, if executed successfully, will lead to achieving the goal. Each of these activities specifies a responsible party (for all staff activities, that’s the executive director) and a timeline. Throughout 2019 and 2020, the executive director will report to the board on whether activities are being carried out successfully and on progress toward the goals, so that any delays or problems can be addressed promptly.

Board members have been very supportive of the framework. Comments include: “It’s concise, powerful. It’s reasonable but ambitious;” “Goals are clear and specific;” and “It reflects our priorities.”

It should provide Project Access Northwest with a valuable road map for our next two years.

CellNetix and Project Access Northwest celebrate a 10-year partnership



A guest column by CellNetix

This year marks the decade-long partnership between CellNetix and Project Access Northwest. Since 2009, CellNetix has provided pathology-related services to Project Access Northwest at no cost. Most recently, CellNetix was proud to be the premier sponsor at the **2018 Strike Down Barriers to Health Care event**, which raised \$93,600 thanks to many generous donors.

CellNetix is dedicated to giving back and is committed to the health and wellness of the people we serve and places where we live and work. Partnering with Project Access Northwest was an easy decision for CellNetix, as its mission of opening doors to health care for all individuals with limited

access aligns with our own mission of providing excellence in patient care — every diagnosis, every day. **Kathleen Fondren**, chief executive officer of CellNetix, commented: “We know that excellence in patient care must first start with access to quality health care, and we are proud to support Project Access Northwest, which works hard to make quality health care a reality for underserved patients throughout our region. We hope to continue a lasting partnership for many more years to come.”

“Project Access Northwest is grateful for its partnership with CellNetix,” says Melissa Johnson, deputy executive director of Project Access Northwest. “The support of CellNetix doctors have made our services even more valuable and efficient

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Welcome to our new, volunteer board members

Project Access Northwest is governed by a volunteer board of directors. Our members bring a variety of professional skills (legal, medical, fundraising, health planning and administration) and represent various segments of the community. The board meets six times a year, and board members serve three-year terms.



Gregg Aoyama, director of Payer, Employer & D2B Initiatives at EvergreenHealth, joins the board after serving as a volunteer on the Finance Committee. He brings more than two decades of experience in the finance sector with

particular focus on managed care strategy, contract negotiation, business development, operational and capital budgeting and project management.

"I have seen many individuals face challenges and uncertainty in accessing necessary care... and I am appreciative of the guidance, financial/social support, and improved access to health care services that Project Access Northwest provides," says Gregg. "My interest in becoming a board member is to further contribute to the success of Project Access Northwest by supporting its management team ... and helping to guide the overall strategic and long-term plans."



Tracy Corgiat, vice president of Marketing and Development at The Polyclinic, offers expertise in strategic marketing and communications, program development, non-profit leadership — including

eight years as executive director of Polyclinic Community Health Foundation — as well as strategic and long-range planning.

"All people in our society need access to health care," says Tracy. "We can make that happen — but it will take... creative solutions like Project Access Northwest, industry change, policy change and social resolve to do it."

"I hope to bring insight into the for-profit health provider struggles in the current market and help Project Access Northwest navigate barriers it may face in growing capacity for specialty and ancillary care," she adds.

Thank you and best wishes!

We bid farewell and thank you to retiring board members **Pat Cooke, Jennifer Freeman, Debra Gussin and Grace Wang**, who have served on the board since 2013. We appreciate their leadership, wisdom and hard work in support of our mission.



Pat Cooke



Jennifer Freeman



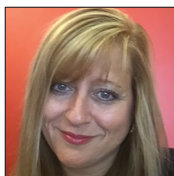
Debra Gussin



Grace Wang



Janie Downs
Health Home
Coordinator



Laura Hinds
Accountant

Welcome new staff members!

Janie Downs has joined our staff as a Health Home coordinator. She has extensive experience as a caregiver and program supervisor for a local licensed home health care agency. **Laura Hinds** is our new accountant. She has been working in the accounting and finance fields for more than two decades, most recently as director of finance for DNA Seattle.

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CellNetix and Project Access Northwest celebrate a 10-year partnership

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as patients arrive at their specialist visits having their labs and pathology complete. Donating financially and through its services to our patient population allows us to remove barriers that our patients face in accessing health care. Additionally, continued support of our annual events allows us to share our mission and reach a wider audience, which is integral to our success."

CellNetix is the premier anatomic pathology laboratory in the Pacific Northwest and the largest independent, private practice pathology group in the country. Its 65 board-certified pathologists, more than 25 pathology subspecialties, a dedicated team of 350 professionals and 28 hospital partners offer one of the largest and most comprehensive services in the region. Valued as a partner in pathology, CellNetix has a passion to improve all patient outcomes, delivering on its vision to raise the bar for diagnostic health care and match its services with the needs of the changing health care environment.



Project Access Northwest executive director Gary Renville and CellNetix CEO Kathleen Fondren at the Strike Down Barriers to Health Care event

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OUR 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.

We invite your comments and questions.

Visit www.projectaccessnw.org to learn more.