



2015

REPORT TO
THE COMMUNITY

Letter from the President & CEO

Dear Friends,

Sea Mar Community Health Centers is pleased to share the 2015 report to the community, illustrating highlights and services over the last year.

The Affordable Care Act has brought many positive changes in healthcare. Thanks to the ACA, there are an estimated 609,395 Washingtonians who were formally uninsured, but now have insurance. Since the launch of the ACA in 2013, Sea Mar alone has assisted 162,919 individuals with insurance enrollment and Sea Mar's uninsured patients decreased by 47% from 2013 to 2015. Expanded health coverage means patients have increased access to services, including primary care, specialty care, prescription medications, and hospital services that are not affordable for those without insurance. At Sea Mar, we've responded to this increased demand by opening new medical clinics in Battle Ground, Vancouver and Elma, and expanding medical and adding dental services in Bellevue. These new sites have also allowed us to expand the provision of services at 91 sites across Washington.

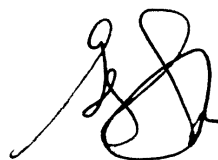
Affordable housing is a significant issue faced by the communities we serve. We're proud that over the last year we were able to open a new affordable housing development in Des Moines, WA to complement our current housing services in Seattle and Pasco. As the affordable housing crisis continues to grow, we are making future plans to add additional affordable housing developments in other parts of Washington state.

Sea Mar is committed to the national Triple Aim of improving the health of the patient, improving the health of populations, and reducing the per capita cost of health care—a model that will help bring Sea Mar to the next level. We are placing top priority on population health management and improving health indicators, as well as improving customer service. We are putting strategies in place to improve the overall health of our patients and the community by focusing on clinical quality measures that are designed to improve preventive health outcomes, chronic conditions, and overall health. This includes implementing a team-based model of care where providers are supported by a team of clinical staff that help them meet patient goals and a focus on integrated care so patients are able to easily access services under one roof. Sea Mar's goal is to be the provider and employer of choice, and over the last year we've focused our efforts on tactics that will directly improve the patient and employee experiences to ensure "Exceptional service. Every person. Every time."

Looking to the future, Sea Mar is dedicated to providing quality health, human, housing and educational services for all people, regardless of race, gender, religion, ethnic origin, sexual orientation, or ability to pay. We look forward to serving the community for another 38 years and beyond.



Rogelio Riojas
President and CEO



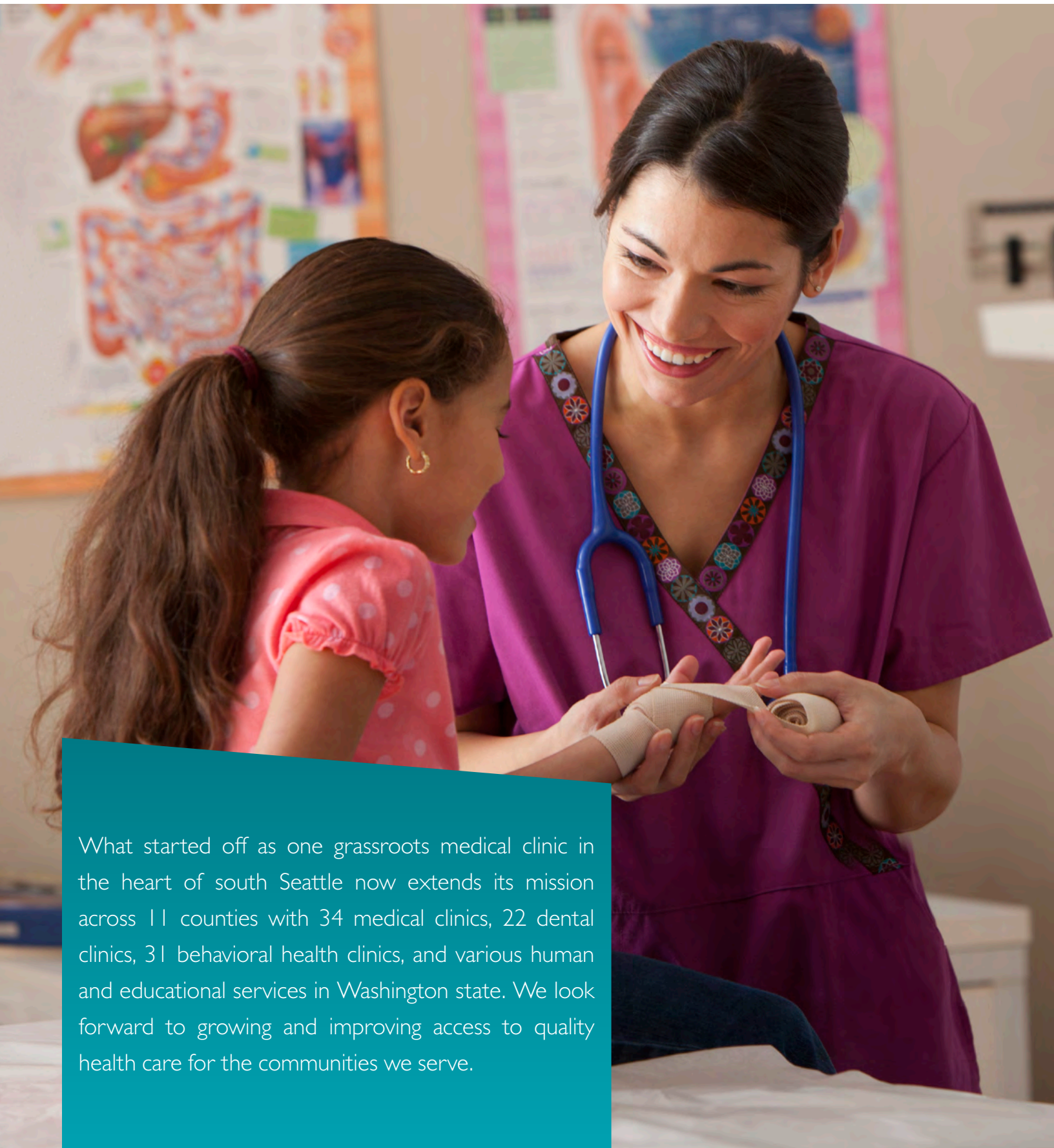
Gregory J. Ma
Chairman, Board of Directors

Our Mission



Sea Mar Community Health Centers is a community-based organization committed to providing quality, comprehensive health, human and housing services to diverse communities, specializing in service to Latinos.

About Us

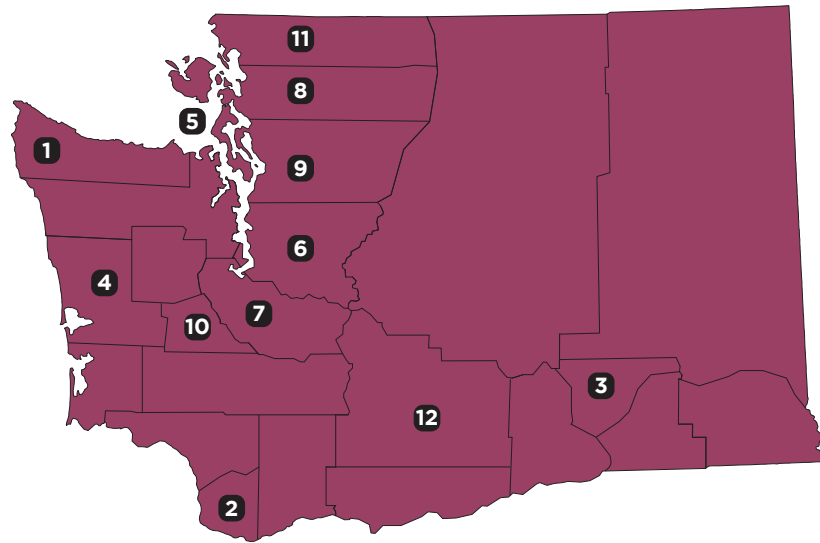


What started off as one grassroots medical clinic in the heart of south Seattle now extends its mission across 11 counties with 34 medical clinics, 22 dental clinics, 31 behavioral health clinics, and various human and educational services in Washington state. We look forward to growing and improving access to quality health care for the communities we serve.

Our Services

Sea Mar proudly calls Washington state home. Serving over 240,000 neighbors, our model of care places patients' needs at the center of attention as we deliver comprehensive health and human services, including medical, dental, behavioral health, preventive health, housing and education.

From Bellingham to Vancouver, we cover the western part of the state with affordable and quality care. These pages give a glimpse into the impact and stories that make Sea Mar the passionate organization it is.



Services By County:

1 Clallam
Dental

2 Clark
Medical, Dental, Behavioral Health, MSS, WIC

3 Franklin
Migrant and Seasonal Farmworker Housing

4 Grays Harbor
Medical, Dental, Behavioral Health, WIC

5 Island
Dental, Behavioral Health

6 King
Medical, Dental, Behavioral Health, Pharmacy
Preventive Health, MSS, WIC, Affordable Housing,
Skilled Nursing and Long-Term Care, Education,
Community and Social Services, Radio KKMO,
Inpatient Substance Abuse

7 Pierce
Medical, Dental, Behavioral Health, Pharmacy
MSS, WIC, Inpatient Substance Abuse

8 Skagit
Medical, Dental, Behavioral Health, Pharmacy, MSS,
Community and Social Services, Homeless Outreach,
Migrant and Seasonal Farmworker Outreach

9 Snohomish
Medical, Dental, Behavioral Health, Pharmacy, MSS

10 Thurston
Medical, Dental, Behavioral Health, Pharmacy, MSS,
WIC, Inpatient Substance Abuse

11 Whatcom
Medical, Dental, Behavioral Health, Inpatient
Substance Abuse, MSS and WIC

12 Yakima
Northwest Communities Education Center,
Radio KDNA

Who We Serve

Sea Mar is proud to serve as one of Washington's premier safety net health care systems. We consistently seek to provide quality health and human services to all individuals regardless of ability to pay. Our medical clinics serve an average of 18,709 clients per month; 51% of our patients use our other services.



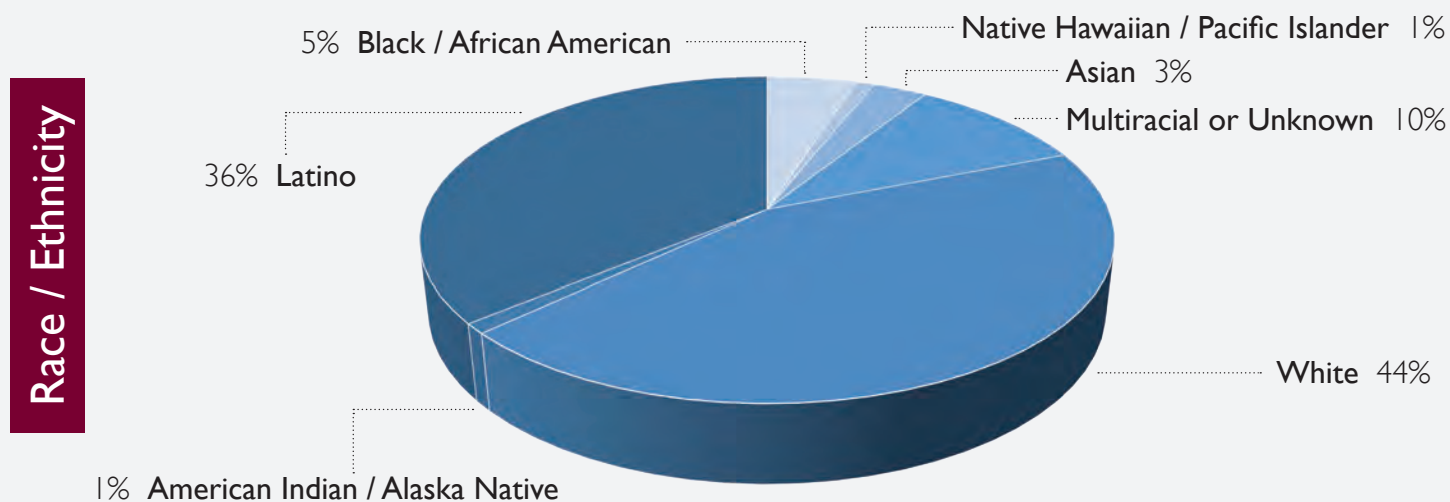
From April 1, 2014 to March 31, 2015, Sea Mar served:

Clients
247,447

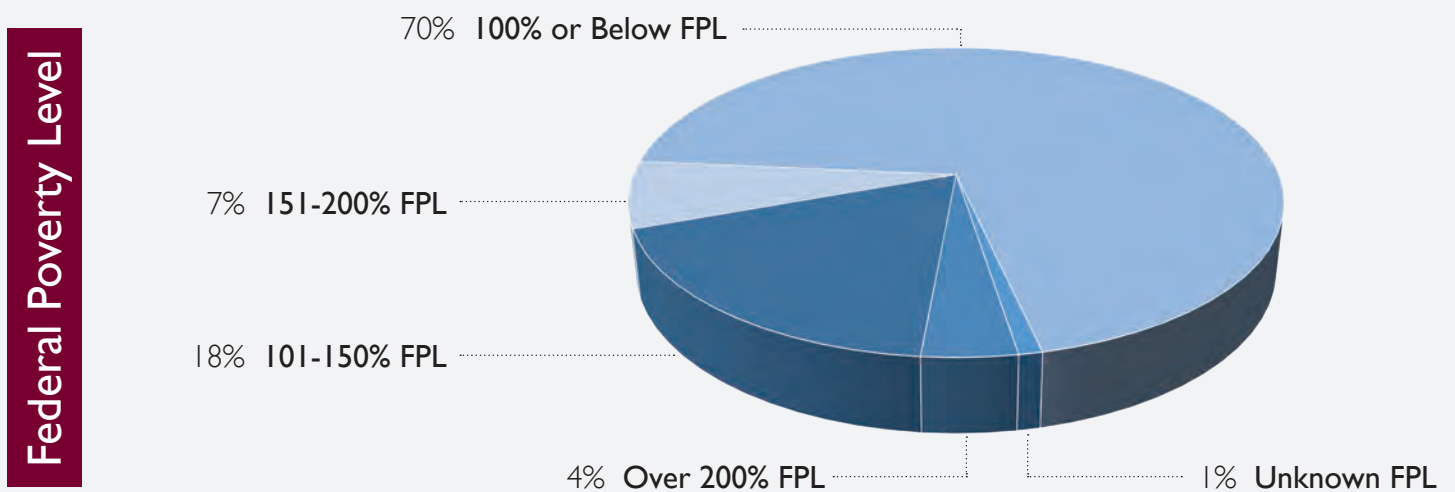
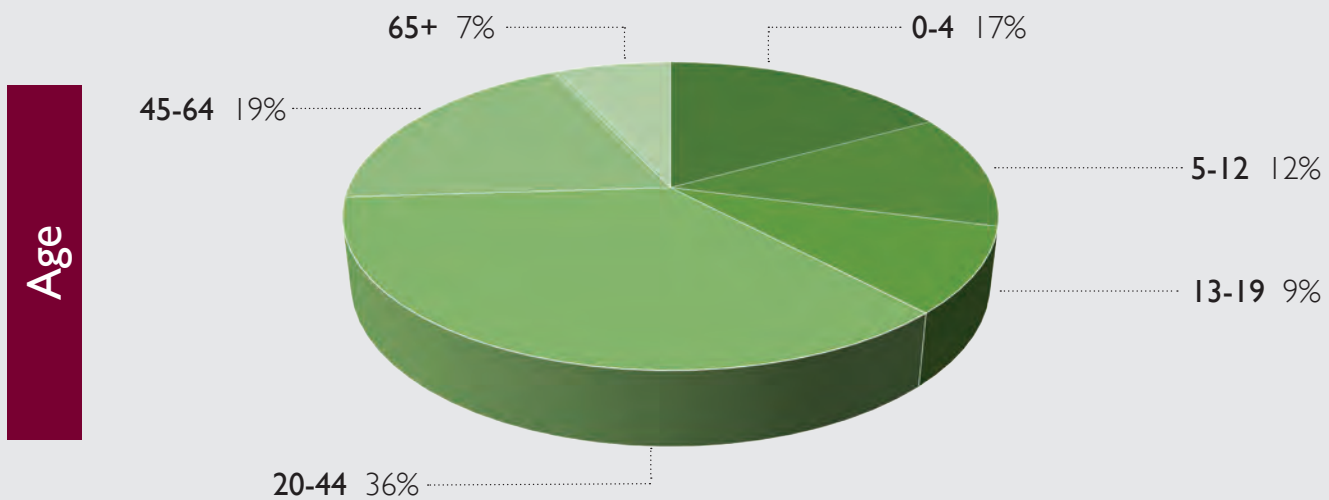
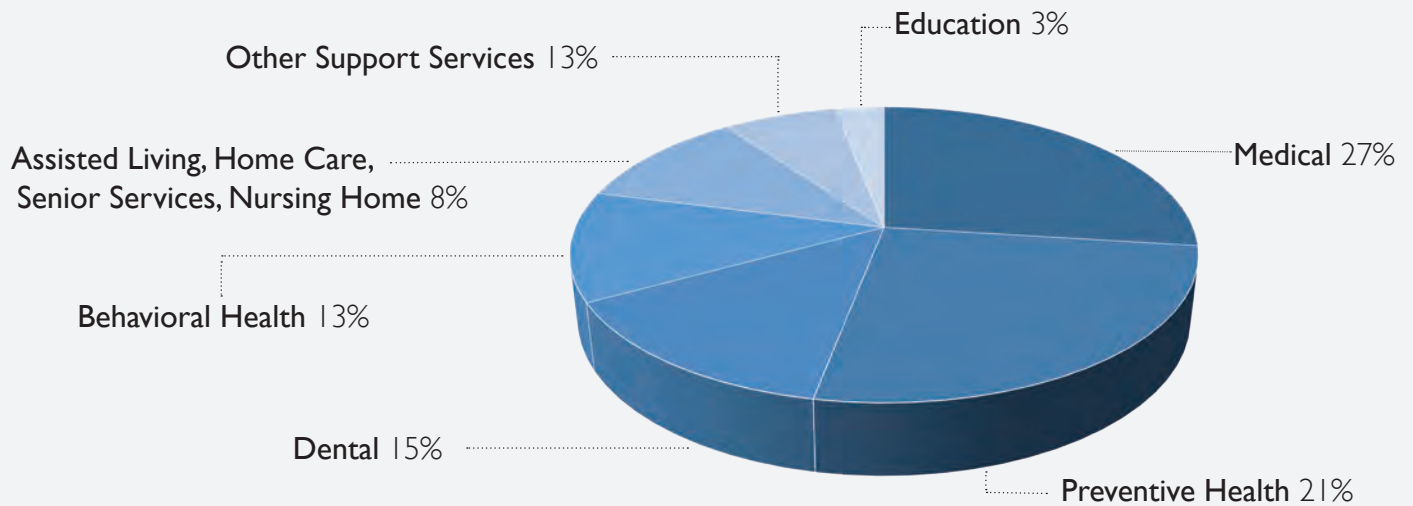
Encounters
1,277,894

2015 REPORT TO THE COMMUNITY

247,447 Clients



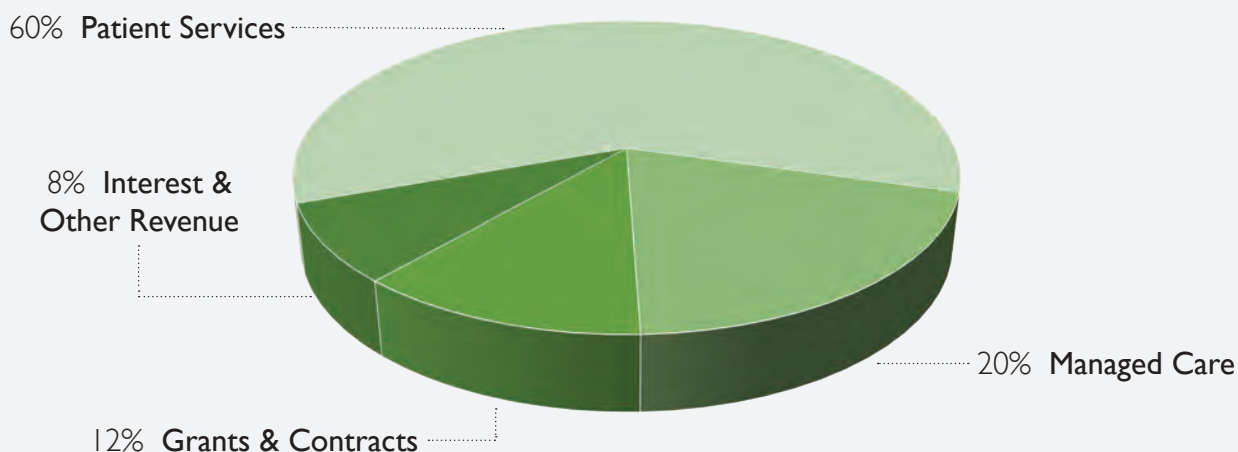
1,277,894 Encounters



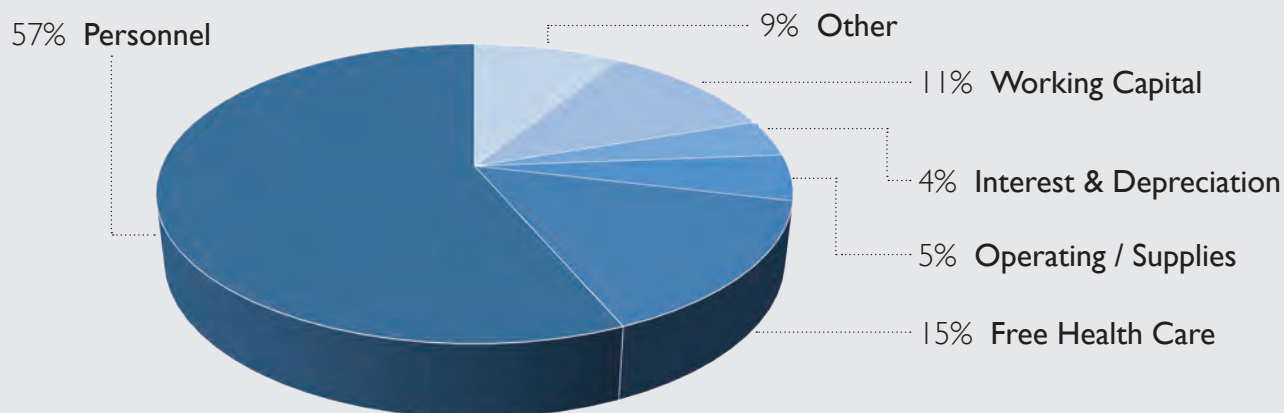
Finances

Financial reporting includes: Sea Mar Community Health Centers, Sea Mar Farmworker and Community Housing Development Association, Sea Mar Community Care Center, Northwest Communities' Education Center, Sea Mar South Park Family, LLC, Bazan & Associates, Inc., and Des Moines Housing

Revenue \$200,128,931



Expenses \$200,128,931



“ I owe this place everything ” **Latonia Girtman**

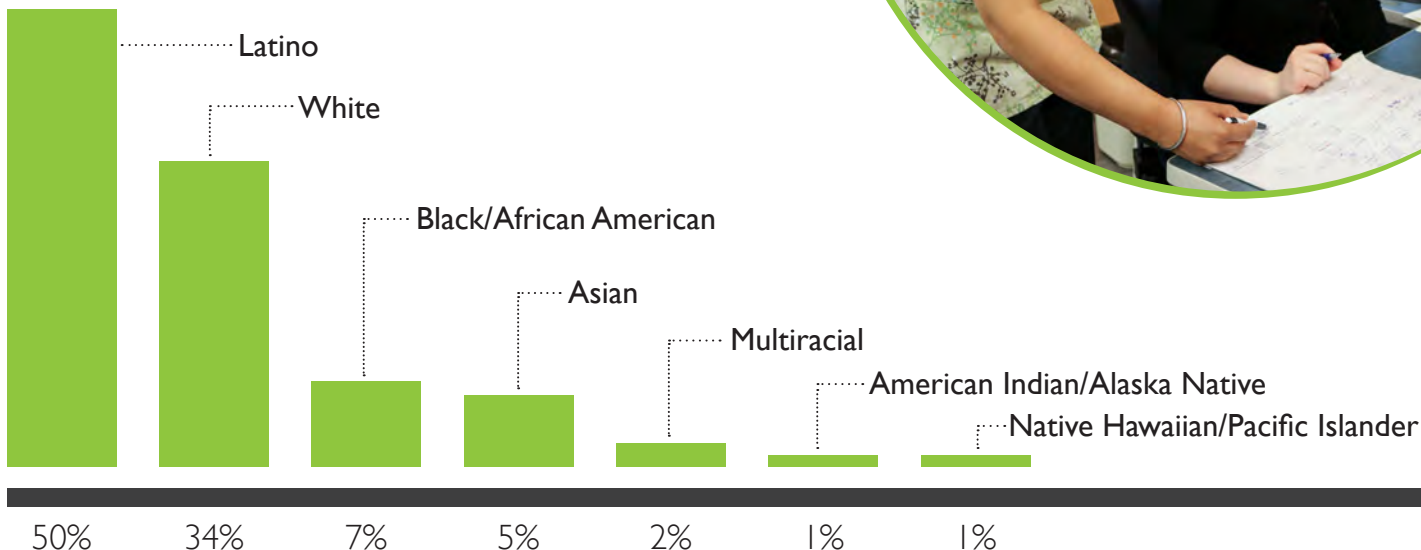
Latonia is a great example of how Sea Mar's integrated services benefit patients. In 2015, Des Moines Affordable Housing project opened its doors to its first residents. Before Latonia became the first person to call Des Moines a home, Latonia was living in her car with two kids with no hope for a brighter future. Latonia suffered an accident on her job and was unable to continue working. Without enough income to afford housing, she eventually became homeless. Living in a car was not a good environment for raising her two kids. What followed would change her life forever.

Now Latonia is back on the workforce and her oldest daughter was transferred to a better high school where she is getting straight A's. "I owe this place everything," Latonia says. Latonia recommends Sea Mar to others who are going through hard times because of the service she received. Sea Mar was able to help her get back on her feet in the face of significant challenges. "I'm so grateful to everyone who contributed to making this possible."



Our Team

The Sea Mar team is comprised of highly trained, passionate and dedicated professionals committed to community, while focused on mission. This fiscal year we employed 2,375 people, adding to a year of incredible growth.



Management Team

Adnan Mustafa
Clinical Director

Afsaneh Rahimian
PHS Director

Aleksandr Ivanchuk
Clinic Manager

Alex Narvaez
Dental Director

Angelica Barajas
Quality Management Director

Angelica Bejar
Clinical Director

Angie McClinton (Cook)
Billing Manager

Anthony Amos
Clinic Manager

April Guzman
Southern Regional Dental Manager

Audra Lutz
Clinic Manager

Belinda Montgomery
Clinic Manager

Brenda Grant
Clinical Director

Brianna Sam
Administrator

Carmen Nazario
Lab Director

Carolina Lucero
Senior Vice President

Charles Hardy
Clinic Manager

Claudia D'Allegri
Vice President of Behavioral Health

Csilla Muhl
Clinic Manager

Daniel Garcia
Clinical Director

David Jimenez-Celi
Clinical Director

Desiree Vives
Northern Regional Dental Manager

Diana Elenes
Children Services Director

Doug Dale
Vice President of Finance

Douglas Spingelt
Vice President Operations

Ellen Rak
Clinical Director

Eric Kalume
Clinic Manager

Federico Cruz-Urbe
Vice President Clinical Affairs

Gea Caballero
Pharmacy Director

Greg Sanders
Clinical Director

Hae Man Song
South Regional Director BH

Harshiem Ross
Clinic Manager

Hope Murray
Clinic Manager

Huong Lakin
Clinical Director

Ione Adams
Clinical Director

Jan Le
Clinic Manager

Jeffrey Neumann
Controller

Jennifer Black
Clinic Manager

Jorge Madrazo
Vice President Community Relations

Jose Mata
Clinical Director

Katherine Scott
North Regional Director BH

Kevin Proctor
Clinic Manager

Kristina Hoeschen
Administration Director

Kyle Davidson
Director of Population Health Management

Lee Gregory
Technical Support Manager

Mark Owens
IT Director

Marlene Reyes
Central Regional Dental Manager

Mary Bartolo
Deputy Director

MaryLou Martinez
Clinic Manager

Megha Rao
Clinical Director

Michael Bejenaru
Clinic Manager

Mike Leong
Vice President Corporate and Legal Affairs

Neha Yadav
Clinical Director

Nicholas Ramirez
Clinic Manager

Ocean Williams
Clinical Director

Pablo Blanco-Bosques
Call Center Manager

Philip Goritsas
Clinic Manager

Philip Reilly
Clinical Director

Phyllis Gutierrez Kenney
Vice President Leadership and Economic Development

Rashmi Narasimhamurthy
Clinical Director

Ricardo Jimenez
Medical Director

Ricardo Sanchez
Vice President Communications and Education

Rich Dixon-M'Ricard
Applications Manager

Richard Kubiniec
Clinical Director

Rogelio Riojas
Executive Director

Rudy Vasquez
Managed Care Operations Director

Ryan Sundquist
Clinic Manager

Sandra Miles
Administrator

Sara Barker
Health Home Director

Sean McCliment
Clinic Manager

Shane Dunaway
Clinical Director

Sonia Garza
Clinic Manager

Susie Meyer
Director of Nursing Services

Timothy Timmons
Clinical Director

Tony Stupski
Clinical Director

Vinay Sayala
Chief Information Officer

Virginia Ramos
Clinical Care Teams Manager

Highlights

These recognitions and events made the 2015 year even more special. The community and our team work together for amazing result like these:

■ How We've Grown

During fiscal year 2015, 22,928 new patients were added to the Sea Mar care community. This growth is due in part to the opening of the following clinics below:

Received HRSA New Access Point funding to open new clinic in Battle Ground. Opened with medical services, will eventually offer dental and behavioral health services.

CLARK

Relocated Clark County Vancouver medical clinic and Vancouver Women's Health Center to new, larger site in the Salmon Creek neighborhood of Vancouver.

CLARK

Opened new medical clinic in Vancouver.

CLARK

Opened new medical clinic in Elma, WA.

GRAYS HARBOR

Opened new affordable housing complex in Des Moines.

KING

Relocated Bellevue Medical to newly remodeled, larger facility. Opened dental services.

KING

Collaborated with Mercy Housing Northwest to open medical clinics inside their facilities in Bellingham, Olympia and Kent.

WHATCOM, THURSTON, KING

increased patient communication and advanced information sharing," he said.

Sea Mar's online portal had over 63,250 visits last year. This year's report shows that through Sea Mar's online and mobile health services; 803,051 lab test results were viewed online, 4,303 secure emails were sent, and 373,397 online prescriptions were refilled.

"The portal has reduced stress as patients simply log into their secure portal and view their lab results virtually as quickly as it is viewed by their provider. Likewise, waiting for a lab result can be stressful for patients," Doug added. This access to knowledge reduces stress levels caused by delays; no more phone-tag or fret over missing a call from our clinic.

Sea Mar patients can send messages directly to their provider's care team from their portal. Often these are updates or easily answered questions regarding a recent visit. With a quick turnaround response from Sea Mar, the patient has the information they need to make informed decision on their care in the comfort of their home.



■ Tech Meets Health as Sea Mar Patients Access Their Records Online

More than 8,000 patients in the Sea Mar Community Health Centers system are using Sea Mar's online health record platform, FollowMyHealth.

FollowMyHealth is a secure personal health portal that allows Sea Mar providers to help patients take a more active role in the management of their health and wellbeing. With this new patient portal, patients can manage their health, communicate with providers, and make more informed decisions about their care - 24/7 - from any computer, smartphone or tablet.

Sea Mar's Vice President of Operations, Doug Spingelt, confirms FollowMyHealth a great success. "Since implementing the portal we've seen several cases where FollowMyHealth has

■ FollowMyHealth Features

- Review medical records online in a safe, secure environment
- Communicate privately with providers via secure messaging
- View test and lab results, and read medical notes from your provider
- Update health information, such as allergies, medications, conditions, etc.
- Request prescription refills
- Receive email care reminders
- Request or change appointments
- Request proxy accounts for children or dependent adults

Highlights

■ Population Health & Care Management: Innovations For a New Era

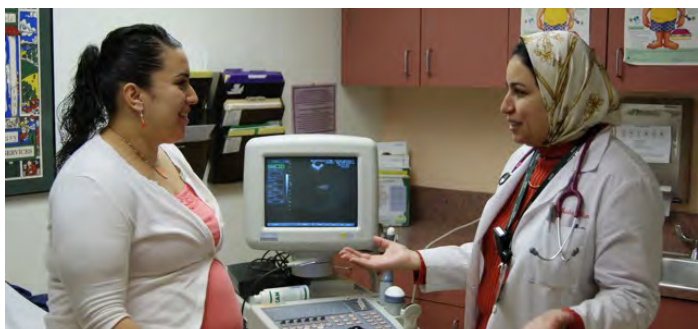
The term “population health” is receiving a lot of focus at Sea Mar. The 2010 passage of the Affordable Care Act represents the single largest policy change for our health systems in a generation. As its impact reverberates from the federal level into state governments and beyond, Sea Mar is assuring the organization is well positioned for this new era of health care reform. The old ways of paying for individual health care services through the fee-for-service model is being challenged and a new emphasis on efficiency and savings has arrived. A popular term within population health, the ‘Triple AIM’ initiative demands better care for individuals, better health for populations, and lower per capita costs. For this reason, Sea Mar has adopted a population health approach as a central pillar in providing exceptional healthcare to the patients we serve. Moving beyond providing services to an individual, we focus on how to strategically engage patients for more effective health outcomes. It is the primary mindset we now employ in our approach to working with patients and designing our systems and services.

Sea Mar implemented its care management program as a way to more effectively address population health. Care management focuses not only on the medical factors contributing to a person’s health, but also on the social determinants of health: the conditions where people live, work, learn and play that impact their health status. Sea Mar’s care management model aims to improve the transition of patients who are ‘high utilizers’ of the emergency department to outpatient care and ensure they continue to get the medical and other services they need. The term ‘high-utilizers’ describes individuals whose complex physical, behavioral and social needs are not met through the current fragmented health care system.

Care management has been proven to work. At the state level the Care Management Health Home program is improving health and showing Medicare savings. The report released by the Centers for Medicare & Medicaid Services (CMS) indicates \$21.6 million in savings in Medicare/Medicaid costs, of which the state could receive approximately \$10.8 million. “This initiative not only drives positive improvements for individuals with chronic and complex health needs, but also provides shared savings to the state for reducing Medicare health care costs,” said Bill Moss, DSHS Assistant Secretary. Since the program’s inception, 1,063 patients have been enrolled in the program. These patients have benefited from dedicated care coordination time being spent on assisting them in meeting their current healthcare needs and moving towards a healthier lifestyle in the future.

Care management is composed of an interdisciplinary team of nurses, community integration specialists and case managers. This team approach is person-centered and successfully engages difficult-to-reach patients by providing a more comprehensive understanding of the challenges they face, working outside the clinic setting. Care managers reach out to patients in their homes, as well as in other settings such as food banks, hospitals, homeless shelters and supported living facilities. The team then works closely with clinical staff to ensure patients are connected with their primary physician and the in-clinic care coordination teams to meet health goals and increase health outcomes. Sea Mar is excited to see this program continue to grow and contribute to our goal of “Exceptional Service. Every Person. Every Time.”

“ This initiative not only drives positive improvements for individuals with chronic and complex health needs, but also provides shared savings to the state for reducing Medicare health care costs. ”



Providing Exceptional Service. Every Person. Every Time.

When Sea Mar Community Health Centers welcomed its first patients in 1978, its sense of mission was clearly in place: “providing quality, comprehensive health, human and housing services to diverse communities, specializing in service to Latinos.” Sea Mar was founded in 1978 by a group of Latino community leaders to address the health care needs of the Spanish-speaking community in western Washington, particularly in terms of accessibility and cost. What started off as one grassroots medical clinic in the heart of King County now extends its mission across 11 counties with 34 medical clinics, 22 dental clinics, 31 behavioral health clinics, and many different human and educational services in Washington state.

Thirty-eight years and thousands of patients later, the mission statement remains a guiding principle for Sea Mar. The core value of services offered at Sea Mar is based on the belief that everyone deserves to be respectfully treated in a way that preserves dignity and enhances self-worth. Sea Mar is an advocate for its clients and aims to achieve industry-leading, client-centered, culturally-aware services. Sea Mar employees serve as an extension of this mission and demonstrate the commitment to an excellent client experience by:

- Understanding and empathizing with client needs.
- Surpassing client expectations.
- Demonstrating a high level of integrity.
- Exhibiting compassion and commitment.
- Advocating for social justice.
- Taking pride in individual work as well as that of the team.
- Continually learning to stay current with industry standards, best practices and technology.



Aside from striving to provide high-quality clinical care for patients, improving their experience as a whole is complex. It involves looking at every aspect of how care is delivered, including how the patient first comes into contact with Sea Mar. Efficient processes and strong clinical outcomes are critical components of a patient's experience, but these alone are not enough to achieve an excellent experience.

Patient experience is a recognized component of high-quality care for Sea Mar. In 2015 Sea Mar aimed to understand how patients are experiencing care and how to effectively translate their needs and preferences into higher quality and more efficient services.



■ What Sea Mar Patients Are Saying

In 2015 Sea Mar established the use of a carefully designed survey instrument to obtain detailed reports of patients' experiences. This survey became the founding model for measurement of the patient experience and is being conducted broadly throughout Sea Mar. As of today, Sea Mar has surveyed 3,250 patients. Results from the survey proved that 83 percent of Sea Mar patients received “Good” to “Excellent” service.

Sea Mar's goal is to bring this score to 100% in 2016 with the majority of patients reporting they had an “Excellent” experience.

■ Moving from Good to Excellent

In 2015, Sea Mar launched an **organization-wide campaign** to improve the patient experience. Sea Mar's "Improving the Patient and Employee Experience Campaign" is meant to engage all employees and give them the tools they need to provide **"Exceptional service. Every person. Every time."**

In response to this challenge Sea Mar embarked on a new initiative aimed at significantly elevating the standard for the optimal patient and employee experience. Senior leadership made a decision to establish a team named the Improving Patient and Employee Experience Committee, consisting of patient experience professionals and serves as a patient experience advisory resource for critical initiatives across Sea Mar.

During 2015 all staff received training that introduced the campaign to improve the patient experience and service protocols. Sea Mar conducted an employee engagement survey to hear directly from staff about the methods and tools they need to create an exceptional patient experience. Staff provided great feedback that is helping shape the campaign's priorities. The survey pointed out a need for Sea Mar to focus on enhancing not only the patient experience, but also the employee experience.

Thanks to the feedback of Sea Mar employees the Improving Patient and Employee Experience Committee took action to plan and implement various initiatives:

- The service improvement committee will look at patient feedback to identify necessary operational changes to improve service delivery.
- AIDET customer service training as the organizational patient communication tool to improve service excellence by engaging all staff in a structured methodology that facilitates patient communication and decreases the number of patient complaints related to communication gaps.

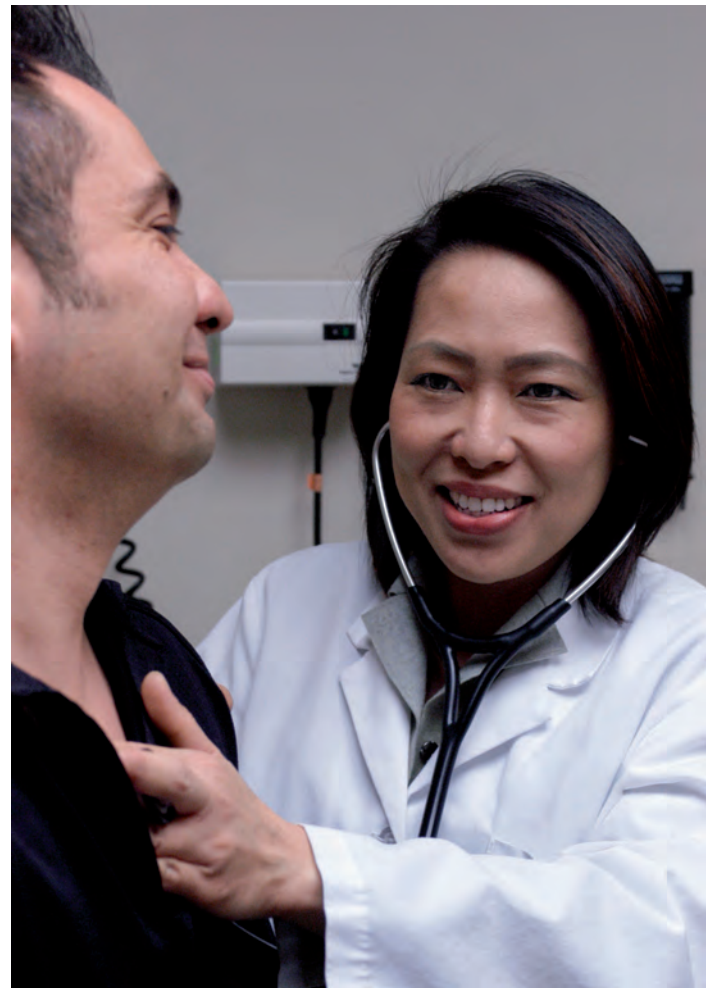


- Revamping employee orientation to jump-start new staff members awareness, familiarity and comfort with working and thriving professionally at Sea Mar. The new hire employee orientation

will be designed to help familiarize employees with Sea Mar's mission, vision, service culture and organizational goals.

- New employee recognition programs for those who exhibit exceptional customer service.
- Re-brand Sea Mar's logo to reflect Sea Mar's tagline: "Exceptional Service. Every Person. Every Time."
- Continued employee and patient focus groups to better understand where patients and staff believe they fit into the the Sea Mar experience and "move the bar" in terms of patient satisfaction.

The Improving the Patient and Employee Experience Campaign is already making a difference. It is a testament to the power of the positive; not just positive thinking, but positive meaningful action. Most importantly, it is a reflection of the power of partnership of patients, families and providers working together to redesign the system through the patient's eyes. There is much to learn and each one of us has something to teach.



Our Future

Sea Mar continues to grow to serve the needs of the community with the expansion of exciting projects:

■ New Sea Mar Community and Cultural Center

On November 24, 2015 Sea Mar attended the signing for the legislation that will provide \$28 million to arts, heritage and historical preservation projects throughout King County.

Sea Mar is a grateful recipient of one of the 100 grants being awarded through 4Culture as a result of this legislation. The grant will be used for the construction of Sea Mar's Community Center and Latino Cultural Museum, opening early 2017.

The center will be located at 9635 Des Moines Memorial Drive in the South Park neighborhood of Seattle. Plans call for a two-story, 22,000 square feet, multi-purpose complex that will include an education and community center and Latino cultural museum. The education center will offer meeting space, office space, classrooms, art rooms, and an athletic center that will be home to the Sea Mar youth boxing program. The Latino Cultural Center will display exhibits including film, artifacts, textual narrative and interactive displays that will tell the story and history of Latinos in the Pacific Northwest and their unique story of migrating to the region.

■ New Clinics

Construction has begun on new clinics located in Federal Way, Vancouver and Ocean Shores that will open later in 2016. In late 2015, Sea Mar received a federal grant from the Bureau of Primary Health Care that will help fund the construction of the Ocean Shores project. With these new locations, Sea Mar is committed in serving the healthcare needs of those who need it the most throughout Washington state.



“ I think Sea Mar is a beautiful organization ” Erica Chavez-Santos

Growing up in the small farmworker town of Pateros, WA, Erica witnessed first hand how health disparities affected her own community. With the passion and determination to make a change in the healthcare system, Erica decided to pursue her pre-medical studies at the University of Washington. In 2010, Erica received a Sea Mar educational scholarship and was able to graduate with a dual degree in biology and public health.

She is now part of Sea Mar's HealthCorps program and will soon be applying for medical school. “I think Sea Mar is a beautiful organization. Everyone has a story and I learn from working with them. Patients help me understand the current inequities in our healthcare system,” she says. For Erica, Sea Mar has given her a better understanding working with communities, implementing health programs, and delivering holistic care.

Donors

Sea Mar deeply appreciates the generosity and commitment of its donors and sponsors. With their support, we continue to focus our efforts on improving and growing our services to better serve Washington state.

Individuals

Abby Muro
 Adrian Moroles
 Alan Burke
 Alan Canode
 Alba Chavez
 Alejandro Narvaez and Norma Zavala
 Alison Puckett
 Allison Fischer
 Allison McCoy
 Amber Denise Gwin
 Amy Nunez
 Andrew Martinez
 Angela Cook
 Angelica Barajas
 Ann Jonsson
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