



Tulalip Charitable Contributions Funds Distribution Report

NAME OF AGENCY: Neighborcare Health

ADDRESS: 1200 12th Ave. S., Suite 901, Seattle, WA 98144

CONTACT: (206) 323-4359; <http://www.neighborcare.org>

GENERAL GOALS: We are the largest provider of primary medical, dental and behavioral health care services in Seattle focusing on low-income and uninsured families and individuals, seniors on fixed incomes, immigrants, and the homeless.

SPECIFIC USE FOR THIS AWARD:

These funds were used in construction of a new facility for patient services. It has been very exciting for our community and Neighborcare Health.

For more information please see the attached report from Neighborcare Health.



August 17, 2016

Ms. Marilyn Sheldon, Director
Tulalip Tribes Charitable Fund
8802 27th Ave. NE
Tulalip, WA 98271

Transmitted via email:
msheldon@tulaliptribes-nsn.gov

Dear Ms. Sheldon and members of the Tulalip Tribes Charitable Fund,

With gratitude for the Tulalip Tribes Charitable Fund's generous grant award of [REDACTED] in support of Neighborcare Health's Meridian Center for Health capital campaign, please find enclosed a Final Grant Report for this project.

Completion of this capital construction project and the opening on December 16, 2015 of the new facility for patient services has been very exciting for our community and Neighborcare Health. The enclosed report provides a brief overview of the construction, project successes and challenges, demographic information about the patients served to date and healthcare visits provided, project photos and feature media piece about the effectiveness of the integrated care provided at Meridian.

We are grateful for the Charitable Fund's partnership, and you share in this tremendous success. On behalf of the thousands of patients who have already received care, and the many thousands more to be served in coming years, we again thank the Tulalip Tribes Charitable Fund for the generosity of your contribution to the health of our shared community through the Meridian Center for Health.

If you have any questions regarding this report or any other matter, please do not hesitate to contact me at 206-548-3265 or susana@neighborcare.org.

Sincerely,

A handwritten signature in cursive script that reads "Susan Amberson".

Susan Amberson
Director of Grants and Compliance

Encls.: Final Grant Report

Tulip Tribes Charitable Fund
Project: Meridian Center for Health
Final Grant Report – Q2 2015 14.2

Contact: Susan Ambers, Director of Grants & Compliance

Contact e-mail: SusanA@neighborcare.org

Grant Award: ██████████

Contact phone: (206) 548-3265 (direct)

No. Impacted by Award: 6,785 people to date, of all ages

Project Status: Completed

Construction

The completed new Meridian Center for Health building opened its doors on December 16, 2015. Somewhat later than originally planned for November 2015, there were ordinary timeline adjustments expected for a project of this scope. Receipt of the building permit was delayed due to a required short plat application which delayed breaking ground. A September 2014 “soft” ground breaking ceremony was well attended by local dignitaries, partner and funder representatives, donors, members of our Board of Directors and staff. This was followed by the actual “hard” ground breaking and start of construction in November 2014; Substantial Completion was achieved early in November 2015.

The Meridian Center for Health’s formal “Grand Opening” was on Saturday, January 23, 2016 and was well attended by more than 200 community members, health care partners, public officials, neighbors, patients and staff from Neighborcare Health and core Meridian partners Public Health – Seattle & King County (PHSKC) and Valley Cities Behavioral Health Care. The new facility is a model of LEED-certified green construction building including solar panels, and the grounds allow for future expansion into other potential services such as affordable housing, urban kitchen gardens and food education.

Final expenses for the new Meridian Center for Health came in under budget. After our capital campaign goal of \$2 million was reached in mid-September 2015, we recalibrated our philanthropic target to a stretch goal and raised a final total of \$2,418,195. Neighborcare is very gratified that, in combination, together these mean the funds required from long-term financing are nearly half of the total amount approved and which ultimately translates into more patient services.

Integration Care Model Implementation

By intent and design, the Meridian Center for Health is a replicable model of integrated medical care, dental care, behavioral health/mental health counseling and a capacity for additional social services appropriate to the patient population. It is also a building that facilitates, supports and reinforces this integrated model of truly integrated services. Formal partner agreements were finalized between the core partners followed by the creation and adoption of the Meridian Center for Health “Guiding Principles.” These provided the foundation for developing and implementing the partners’ integration and operational policies and procedures.

PHSKC was confronted with budgetary shortfalls and in December of 2014 transferred operations of two primary care sites to Neighborcare, including their North clinic. Had Neighborcare declined to assume operations of the North clinic, closure would have had a tremendously negative impact on patient access to care as well as on the Meridian partnerships, models of care and business operations. Services continued in the old facility prior to moving into the new Meridian Center for Health building.

This year-early transfer of the PHSKC North clinic operations created a challenge as well as an exciting opportunity requiring intensive revisions to project planning, integration efforts and the timeline.

Service integration was dramatically accelerated in order to transfer patient registration and health intensive community outreach began early in 2015 to leverage the work and relationships cultivated and strengthened during the planning and new primary care operations of PHSKC's former North clinic. This deepened our continued assessment of community needs and the kinds and range of social services and potential organizations to join the core partners in providing on-site integrated services.

Funding, Capital Campaign and Final Costs

Our original \$2Million philanthropic capital campaign goal was reached in September 2015, and the goal was "stretched" for additional support in order to reduce the needed amount of long-term financing. A final total of \$2,418,195 was raised through 24 foundation and corporate gifts totaling \$1,597,100 and 380 gifts totaling \$821,095 from private individuals including Neighborcare staff, leadership, Board of Directors, volunteers and community members. With an initial federal grant of \$5Million, the capital campaign gained traction and name recognition by leveraging the early support of funders such as the local Bill & Melinda Gates Foundation. Other funding sources included New Markets Tax Credits of \$4.7 Million; city and state support totaling \$3.5Million; Neighborcare's equity contribution of \$3Million, and our board approved guaranteed bridge loan financing of \$5.8Million which was finalized at \$2,969,690.

Project Successes:

The success and importance of the fully integrated care model was demonstrated on the new Meridian Center for Health's opening day, December 16, 2015. Two individual primary care patients exhibited such degrees of mental/behavioral health distress that the prompt intervention of specialty mental health services was warranted. Each patient's provider simply walked down the hall to our on-site Meridian specialty mental health partner, Valley Cities, whose staff were able to come back and see each patient in the privacy of their individual primary care exam room. Rather than sending these patients out with a referral and potential delays to be seen, they were able to connect with a counselor within minutes, literally "on the spot." The availability and importance of this capacity at the Meridian Center for Health was featured in a KUOW (National Public Radio, Seattle) story, " 'No Wrong Door': New Seattle Clinic Responds to Lack of Mental Health" (enclosed) on March 2nd can be accessed [here](http://kuow.org/post/no-wrong-door-new-seattle-clinic-responds-lack-mental-health-care) (<http://kuow.org/post/no-wrong-door-new-seattle-clinic-responds-lack-mental-health-care>).

Since opening in mid-December 2015, Neighborcare has cared for 6,785 patients at Meridian in 21,616 visits of which 66% were for medical concerns and 32% for dental needs. Of these, 56% are female, 44% male, and the average age is 34 years. Youth 18 years old and younger make up 27% of all patients, 19 to 64 year olds 64% and 65 years or older make up the remaining 9%. Among these patients, 90% are low-income with 67% living on incomes below the Federal Poverty Level (\$24,300 for a family of 4 and \$11,880 for a single individual in 2016); 21% are homeless and 17% are uninsured. Patients best served in a language other than English make up 21% of all those served, with Spanish the most commonly spoken other language followed by Amharic, Tigrinya, Arabic, Thai, Somali, Vietnamese, Mandarin and Punjabi. Patients self-identifying as white make up 37% of all patients; Hispanic/Latino(a) patients, 22%; Black/African American patients, 17%; Asian, 12%; those declining to specify, 6%; people of more than 1 race, 5%; and American Indian/Alaska Native or Native Hawaiian and Other Pacific Islander patients make up the remaining 2% of all patients seen to date.

A Neighborcare best practice is to establish a sustaining vision at the outset of our partnerships and striving to maximize flexibility in order to successfully manage unexpected events. This strategy sustained the project during the daunting work to assume operations of PHSKC's North clinic a year

early and accelerating implementation of the project's model of integration originally expected to be addressed through consultants. Fortunately, we had the internal capacity for an extremely competent Clinic Manager with a breadth of exceptional skills and expertise to assume these responsibilities. Because she was so well versed in the project's goals, our systems and practices along with excellent internal and partner relationships, this change to the plan achieved results far superior to those that could reasonably have been expected of consultants. We would replicate this project, and in fact are already managing similar, though smaller scale, public/private partnerships.

Our Development Department's leadership and expertise was demonstrated throughout this project, from initial planning to our final approach and surpassing the Meridian Center for Health's original capital campaign goal by over \$400,000. The campaign's feasibility study, creation and implementation of multi-level strategies and phases, cultivating relationships, developing and coordinating a Steering Committee and overseeing the entire endeavor was a remarkable success and set a new record as Neighborcare's campaign with the highest percentage of staff participation and support raised.

Project Challenges:

The challenge of taking on PHSKC's North primary care practice earlier than planned required the King County Council's approval. Given the County's layers of governmental authority, some negotiations were lengthier than anticipated and necessitated planning and timeline revisions. Fortunately, the strategies for project planning included a timeline able to accommodate such eventualities. This allowed the accelerated integration and delayed conclusion of negotiations to be successfully managed without damaging the partnership, integration process or needed ongoing services. This unexpected challenge also provided some of the greatest project rewards. It was the catalyst for developing a more unified staff, accelerated integration and early opportunities for local community engagement.

An unexpected challenge developed in mid-September 2015 when the Sheet Metal Workers Union Local 66 commenced project site picketing against Northshore Sheet Metal (NSM) which had fortunately already completed 98% of their work. Project general contractor Lease Crutcher Lewis effectively managed this turn of events by having NSM remove all tools and materials as they were no longer actively working onsite. A project site dual gate entry system was implemented to prevent timeline delays by assuring there was no interference with material deliveries to the project site and eliminating interference with construction workers' and subcontractors' site access. The picketing ended after three days and subcontractors were back working on site.

Conclusion:

Neighborcare is very grateful for the Tulalip Tribes Charitable Fund's investment in this project in order to provide an innovative and replicable model of care addressing community and public health needs. As opportunities arise and capacity allows, Neighborcare will pursue presentations about this project at local, area, regional and national workshops and conferences. In our rapidly evolving environment of healthcare delivery, costs and coverage, support such as the Tulalip Tribes Charitable Fund's is crucial for the health and wellbeing of our community's children and families. The Tulalip Tribes Charitable Fund's partnership has contributed to assuring access to needed healthcare for the most vulnerable, underserved and disadvantaged among all of our neighbors.

Thank you so very much.

Project Photos



Main Entrance to the North Public Health clinic after canopy removal.



Looking Westward across the site at the structural excavation for the foundation work.



Looking Southeast across the site during structural excavation.



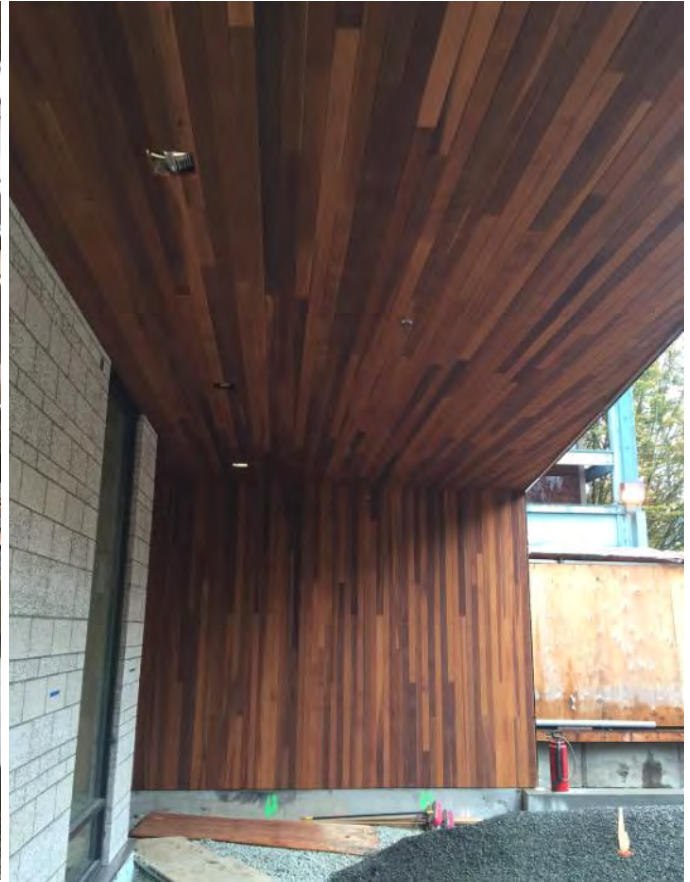
Rebar cage for the mat footing and elevator pit.



Slab on grade placement day.



Steel Erection



Progress of final exterior site work. . . .



. . . to near completion.

First Day Opening for Patient Services







Grand Opening



Meridian Center for Health grand opening ribbon cutting



AmeriCorps member Seda Ekici talks to a family about keeping their teeth healthy.



Children enjoyed spinning the prize wheel.



Guests enjoyed Ivar's clam chowder and getting to know Meridian Center for Health care team members

<http://kuow.org/post/no-wrong-door-new-seattle-clinic-responds-lack-mental-health-care>



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News

'No Wrong Door': New Seattle Clinic Responds To Lack Of Mental Health Care

By RUBY DE LUNA · MAR 2, 2016



KUOW PHOTO/RUBY DE LUNA

Emily Holt (left) and Kathleen Crump staff the Welcome Desk at Meridian Center for Health. The clinic provides medical, dental, mental health and maternal support services under one roof.

When it comes to providing care for people with mental illness, Washington ranks in the bottom five in the country.

The state has one of the highest percentages of adults with mental illness and one of the worst records for not getting them the treatment they need. One Seattle clinic wants to change that.

The Meridian Center for Health opened last December. Its patients are mostly low-income, usually with multiple and complex needs. When you

walk through the doors it's not clear what kind of clinic it is. And that's intentional. The mantra here is "no wrong door." This helps remove some of the stigma associated with seeking mental health care that can be a barrier for people.

Meridian provides medical, dental, mental and maternal support services all under one roof as a partnership between Neighborcare Health, mental health provider Valley Cities, and Seattle-King County Public Health.

It's a new approach that makes it easier for people to get care, especially mental health care, when they need it. Otherwise the problem could get worse and would require intensive, and often expensive, services down the road.

When Michelle Hidecker first came to the Meridian Center for Health in Northgate, she was scared, shaking and feeling hopeless. Hidecker has post-traumatic stress disorder. Over the years, she's learned to manage her anxiety and other symptoms with medication and coping skills learned through counseling.

But last December, just days before Christmas, Hidecker, her husband and teenage son became homeless. It started a cascade of crises. "We were very blindsided," Hidecker said. Hidecker didn't want to disclose specifics about what happened to protect her family's privacy. But she will say she was scrambling for help.

The situation triggered her PTSD symptoms. She knew she needed to take care of herself in order to take care of her family. "I came running in here in a panic." She thought it would be weeks before she could see anyone, but she met with a social worker who connected her with trauma specialist Susie Kroll.

"They gave me a little brief history about what was going on and what Michelle was experiencing," Kroll said. "I walked in and I said, 'You look like you're having a rough go at it today. My name is Susie, how can I help you?'"

Hidecker also recalled Kroll saying, "This is my specialty and I'm going to get you through it." "She's been a rock for me," Hidecker said.

That day, Hidecker saw a physician, a social worker and a crisis counselor all in the same afternoon.

In most circumstances, she would've been sent to different appointments in different clinics, probably in different neighborhoods. It might've been days, even weeks, before Hidecker would've gotten help.

Having the three services in the same building isn't just about sharing office space. Kroll said they actually work together and function as if they're an extension of their colleagues.

"We've learned what to listen for -- for the people in this building and for the people that provide services," says Kroll.

The providers keep their eyes and ears open for what patients may need. "I know cues and phrases that would be helpful for a doctor or nurse to know, or a dentist," Kroll said. "And they hear words they know would trigger them to call us and talk to behavior health people."

According to a recent state report, more than 25 percent of adults in Washington have mental health illnesses that aren't getting treated.

