

March 6, 2017

Oregon State Legislature  
House Revenue Committee  
900 Court St. NE  
Salem Oregon 97301

**Re: *BILLS 2115 and 2047 – Relating to Community Benefit and Non-Profit Hospital/Health System Property Tax Exemption***

Chair Barnhart and Members of the Committee:

Thank you for the opportunity to testify. I am Dr. George Brown, president and chief executive officer of Legacy Health and the chair of the hospital association's community benefit policy workgroup.

On behalf of Oregon's 62 hospitals, health care systems, and the patients they serve, the Oregon Association of Hospitals and Health Systems (OAHHS) appreciates the opportunity to comment on bills 2115 and 2045. While we oppose both bills as written, we believe we are on the cusp of proposing a policy package, through amendments that responds to the intent of both bills.

First, let me start by saying how important community benefit is to the mission of my health system as well as those around the state. We take our responsibility to give back to the community very seriously, and consider it part of our role in creating healthy communities. It was ten years ago that hospitals proposed the current community benefit reporting bill with the support of Representative Greenlick.

The topic of community benefit has once again been under discussion for more than a year. With the changes to our health care system as a result of the Affordable Care Act (ACA), most Oregonians have health insurance, leading to a drop in charity care. This is a good thing! We supported the ACA for precisely this reason—people now have access to care and coverage. We should celebrate. But with that change we need to have the discussion we're having today; how does community benefit change in a post-ACA world?

In 2015, hospitals made pledges to keep community benefit whole despite the charity care drop. I am pleased to report today that this pledge was collectively achieved. Today we are talking about statutory changes that may go beyond our successful voluntary pledges.

For the past year, Oregon's hospitals have been developing a community benefit policy proposal which would reflect the new realities of our post-ACA landscape. It will also build in flexibility to preserve our ability to continue to give back and stay financially sustainable in light of any future changes to the ACA or the health care landscape, which could have a dramatic effect on charity care, one of the community benefit categories.

Our policy proposal:

- includes minimum thresholds for community benefit spending;
- includes continuous improvement for hospitals going forward; and
- aligns with the federal definition of community benefit.

We believe it also creates the clear bright line around property tax status that many in the tax assessor community have been seeking. This reflects our commitment in our process to hear from multiple stakeholders about improvements they believed could be made and then deliver a package that addresses them.

In addition, it considers the intent of both HB 2115 and HB 2407. We believe a holistic approach needs to be considered around charity care and overall community benefit. Conversely a siloed view of how to handle hospitals and outpatient settings owned by hospitals, limits the policy conversation regarding enhanced community benefit. As a health system we are moving to integrated health care, away from sick care, where we are seeing volume shift from inpatient to outpatient settings. As a health system, our net patient revenues role up to the system level and capture both the inpatient and outpatient operations. Again, our proposal accounts for this.

Specific to community benefit investments supporting social determinants of health, it already happens in meaningful ways from community to community. For example, this fall, four health systems in Oregon – including Legacy and others here today – provided more than \$20 million in community benefit funding for Central City Concern and their Housing is Health affordable housing project. We are very proud to be part of this work, which we believe will have a direct impact on health. I believe there has been material provided on this project. In addition, Legacy Health's commitment with our partners - Adventist, Kaiser, and OHSU - to behavioral health through the Unity Center for Behavioral Health, and our partnership with Providence to create the first Ebola containment unit for Oregon, are examples of health systems coming together to respond to community need with significant community benefit investment. If these investments were not made, the responsibility would fall on the state and local municipalities to invest further in these efforts.

Before closing, I want to emphasize how important it is to keep in mind potential federal changes to the ACA. Repeal and replace would likely jeopardize the success we have made as a state in both access and coverage. And in turn, people would again turn to hospitals as a safety net and increase charity care. We stand ready to serve in that role if needed. But from a policy perspective, that safety net and associated infrastructure has to be maintained to meet that future demand; the demand for services will only increase, not decrease if changes take effect in the ACA.

The outlook for our health care system is very uncertain. As a result, we strongly feel this has to be a collaborative and thoughtful policymaking process. We have appreciated your partnership thus far on this topic. We look forward to continuing to work with this committee and Representative Greenlick. Our goal is the same—ensuring hospitals continue to invest in the health of our communities through a robust, measurable and effective community benefit program.

Thank you for your consideration.



**FOR IMMEDIATE RELEASE**

Sept. 23, 2016

## **Oregon healthcare organizations invest \$21.5 million in innovative programs to support housing, medical services**

Portland – Six Oregon healthcare organizations will invest \$21.5 million in a unique partnership with Central City Concern to respond to Portland’s urgent challenges in affordable housing, homelessness and healthcare.

“This project reflects what we've known for a long time -- health begins where we live, learn, work, and play,” **Governor Kate Brown** said. “Stable, affordable housing and health care access are so often intertwined, and I’m gratified to see collaborative solutions coming from some of our state’s leading organizations. I applaud the efforts of all those involved and am grateful for the partnership in moving Oregon forward and making ours a home where each Oregonian thrives.”

The investment will support 382 new housing units across three locations, including one with an integrated health center in Southeast Portland.

“It’s exciting that health care providers recognize the deep connection between housing and health care,” said **Multnomah County Chair Deborah Kafoury**. “This is exactly the kind of collaboration that our community needs during this housing crisis. None of us can solve homelessness alone. But this collaboration will change hundreds of lives at a critical time of need.”

**The Eastside Health Center** will serve medically fragile people and people in recovery from addictions and mental illness with a first-floor clinic and housing for 176 people. The center will also become the new home for an existing Central City Concern program, Eastside Concern, and will offer 24-hour medical staffing on one floor.

**The Stark Street apartments** in East Portland will provide 155 units of workforce housing.

**The Interstate apartments** in North Portland will provide 51 units designed for families. It is part of Portland's North/Northeast Neighborhood Housing Strategy to help displaced residents return to their neighborhood.

"This significant contribution is an excellent example of healthcare organizations coming together for the common good of our community," said **Ed Blackburn, executive director of Central City Concern**. "It also represents a transformational recognition that housing for lower income working people, including those that have experienced homelessness, is critical to the improvement of health outcomes. This housing will remain affordable for generations and it couldn't come at a better time,"

The healthcare organizations contributing \$21.5 million to the initiative are:

- Adventist Health Portland
- CareOregon
- Kaiser Permanente Northwest
- Legacy Health
- OHSU
- Providence Health & Services – Oregon

"Health and home go hand-in-hand," said **Nan Roman, president and CEO of the National Alliance to End Homelessness**. "This is a breakthrough collaboration with the health care community and a partnership that has the potential to change the landscape of how we can end homelessness in this country."

**About Housing is Health:** The Housing is Health network supports innovative approaches to housing and healthcare in the Portland region. Learn more at <http://www.centralcityconcern.org/Announcement> and join the conversation on social media at #HousingisHealth

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“It’s a privilege to live our mission focused on improving the health of our community. Adventist Health’s long history of preventive care and wellness compels us to align our services with the changing needs of the community. We are proud to support safe, affordable housing for residents of East Portland through this collaborative effort.”

David Russell  
President and CEO  
Adventist Health Portland

“People with health issues, who don’t have stable housing, just can’t make the changes they need, whether they’re recovering from hospitalization, managing chronic health conditions or overcoming addiction. Housing not only improves health outcomes, but helps reduce the overall costs of health care. CareOregon’s support is an investment in preventive health care and our members’ futures.”

Eric C. Hunter  
President & Chief Executive Officer  
CareOregon

“We see this unique housing partnership as supportive of both mental and physical health at a time when people are most in need. We know that health is more than medical care. And we need to eliminate barriers to health for the most vulnerable members of our community.”

Andrew McCulloch  
President  
Kaiser Permanente Northwest

“Part of Legacy Health’s mission is good health for our community. As an individual and as a leader at Legacy Health, I believe that adequate housing is a component of good health for our community. Legacy needs to make this investment if we truly want to fulfil our mission. I’m proud to work with Central City Concern and my health care colleagues to make a contribution to a housing project that will truly make a difference within our community and our world.”

George J. Brown, M.D.  
President & Chief Executive Officer  
Legacy Health

“OHSU is proud to join with other local health systems in support of Central City Concern’s Eastside Health Center. We recognize that good health requires more than good health care. We understand the value of transitional housing as a key component of improving health for vulnerable populations. No one meets those needs better than Central City Concern.”

Joe Robertson, MD, MBA  
President  
OHSU

“In health care, we are moving from a focus on caring for disease and acute illness toward ongoing care and treatment of a patient’s overall needs. We know that access to housing helps stabilize people’s lives – and as a result, puts them in a better position to get the best level of care to keep them well.”

Dave Underriner  
Chief executive  
Providence Health & Services – Oregon

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**Eastside Health Center | 25 N.E. 122nd Ave.**



**Stark Street Apartments | 12647 S.E. Stark St.**



**Interstate Apartments | 6905 N. Interstate Ave.**



## FACT SHEET

### Eastside Health Center

**Summary:** The Eastside Health Center is a clinic with on-site housing that serves medically fragile people and people in recovery from addictions and mental illness. Central City Concern will own the building and operate the programs.

**Health care services:** The health center will have two floors of integrated primary care, substance use disorder treatment, domestic violence counseling and wellness services. This includes substance use disorder treatment and domestic violence counseling programs relocated from Central City Concern's current Eastside Concern location. Services will also include 24/7 clinical support for some programs.

**Housing:** The center will provide housing for 176 people over the top four floors of the six-story building with a mix of studios, single-room occupancy and private/shared rooms.

**Third floor:** Medically served units with intensive staff support  
45 beds for medical respite and palliative patients  
17 beds for people transitioning from a mental health crisis

**Fourth and fifth floors:** 80 single-room occupancy units

**Sixth floor:** 34 studio units

**Location:** The northwest corner of 122nd Avenue and Burnside Street at 25 N.E. 122<sup>nd</sup> Ave.

**Parking:** 75 underground parking spots.



**Capital budget:** The total capital construction budget is \$40.5 million. The six healthcare organizations will provide \$20 million, and Central City Concern will finance the remaining \$20.5 million through tax credits, private fundraising, bonds and other sources.

**Timeline:** Construction is scheduled to begin in summer 2017 and finish in winter 2018.

### **Start Street Apartments**

**Summary:** The Stark Street Apartments will provide 155 apartments for workforce housing, primarily one-bedroom apartments. The apartments will be available to individuals making up to \$30,900 or to families of four with incomes up to \$44,100.

**Location:** 12647 S.E. Stark St.

**Capital budget:** The total capital construction budget is \$19.7 million. The six healthcare organizations will provide \$1 million. The Portland Housing Bureau will provide \$7 million. Central City Concern will finance the remaining \$11.7 million through tax credits, loans and private fundraising

**Timeline:** Construction is scheduled to start in August 2017 and finish in September 2018.

### **Interstate Apartments**

**Summary:** The Interstate Apartments will provide 51 apartments designed for families. The apartments are part of the City of Portland's N/NE Neighborhood Housing Strategy that gives priority access to applicants who have been displaced from the area or who are at risk of displacement. The apartments will be available to individuals making up to \$30,900 or to families of four with incomes up to \$44,100.

**Capital budget:** The total capital construction budget is \$7.6 million. The six healthcare organizations will provide \$500,000. The Portland Housing Bureau will provide \$2.2 million. Central City Concern will finance the remaining \$4.9 million through tax credits, loans and fundraising.

**Location:** 6905 N. Interstate Ave

**Timeline:** Construction is scheduled to start in July 2017 and finish in June 2018.

**Project Funding**

Adventist Health	\$1.5 million
CareOregon	\$4.0 million
Kaiser Permanente	\$4.0 million
Legacy Health	\$4.0 million
OHSU	\$4.0 million
Providence Health & Services	\$4.0 million
Total	\$21.5 million

**Central City Concern**

Central City Concern (CCC) will own, operate and manage all three apartment buildings. CCC is a non-profit organization that serves the housing, health and employment needs of approximately 13,000 people across the Portland metro area each year. The organization was founded in 1979 and is highly regarded for its integrated approach to helping people permanently end their homelessness and achieve a higher potential.

CCC owns/manages 24 buildings in the Portland area with more than 1,700 apartments. The agency is also a Federally Qualified Health Center with 11 locations serving upwards of 8,000 people yearly. In addition, CCC helps people secure financial stability, through employment or benefits.

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At Adventist Health, we take pride in serving as a health and wellness resource for our community. Our faith-based, not-for-profit network encourages a healthy lifestyle through preventive and health care services offered at our 302-bed medical center, 34 medical clinics and home care and hospice services. Our primary service area in Southeast Portland is diverse and more than 50 percent of our patient population in this area either receive charity care or have Medicaid.

But community benefit work is about more than charity care. We are most proud of our efforts to improve the overall health of the community, which for the last several years has centered around improved access to care, chronic illness and behavioral health issues. In 2015, Adventist Health contributed more than \$27.5 million to the community in the form of community benefit. Our extensive community wellness programs and ongoing education efforts teach community members how to live well and maximize their health.

In 2015 we had:

- 10,539 patient care visits for patients receiving charity care.
- 46,865 patient care visits for patients who had Medicaid coverage.
- 13,222 encounters through our community health improvement services

We consider it an honor and a privilege to serve our communities and live out our mission of demonstrating the human expression of the healing ministry of Jesus Christ.

### **Meals On Wheels**

Adventist Health team members regularly deliver food to individuals in east and southeast Portland in partnership with Meals on Wheels. Our twice-weekly routes are supported by paid staff and volunteers with an annual in-kind contribution of more than \$10,000.

## **Unity Center for Behavioral Health**

The mission of Adventist Health calls us to constantly find better ways of caring for more people in our community. One of our strategic initiatives for fulfilling that mission involves partnering with other healthcare organizations on the Unity Center for Behavioral Health, an unprecedented and collaborative approach to surrounding those suffering from mental illness or experiencing a psychiatric emergency. We are now a partner in the Unity Center for Behavioral Health, an innovative concept for delivering mental health services to Portland, which opens in early 2017.

## **Central City Concern**

The initial draft of our pending 2017-2019 Community Health Needs Assessments shows a growing concern for homelessness and housing availability within our community. The community-wide issue that has the largest impact on overall quality of life in East Multnomah County was overwhelmingly listed as “homelessness” by 67.6 percent of respondents. When this opportunity was presented to us, it was obvious we had to be involved.



CareOregon, a nonprofit involved in health plan services, reforms and innovations since 1994, serves approximately 240,000 members, including both Medicaid and Medicare recipients.

CareOregon's mission is building individual well-being and community health through shared learning and innovation. Our vision is healthy communities for all individuals, regardless of income or social circumstances.

We focus on the total health of our members, not just clinical care. By teaming up with members, their families, their communities and local partners, we help Oregonians live better lives, prevent illness and respond effectively to health issues. To support those efforts, in the past 18 months, CareOregon has committed \$6 million in Community Benefit funds.

We provide Smaller Sponsorships (\$1,500) and Capacity Investments (\$1,500-\$20,000) to local partners to build capacity.

CareOregon's larger Development Investments grants (\$20,000-\$100,000) create a shared learning environment. Together, we hope to both fund important work and increase our collective impact.

Our community benefit process focuses primarily on overcoming health disparities, such as lack of stable housing and access to needed health care, food or socialization. Health disparities adversely affect groups who have systematically experienced greater social or economic obstacles to health based on their racial or ethnic group; religion; socioeconomic status; gender; mental health; cognitive, sensory or physical disability; sexual orientation; location; or other characteristics historically linked to discrimination or exclusion.

### **Helping Hands Re-entry Outreach Center**

Providing individuals with a residence and a physical address to call home is the foundation from which a successful re-entry plan can be built. Funds from CareOregon's grant will be used for operational support for the Tillamook homeless shelter, as well as a variety of its support services to individuals and families. This program serves an area of coastal Oregon traditionally underserved by emergency shelters and support services.

### **Portland Homeless Families Solutions**

Portland Homeless Families Solutions helps families with children get back into housing – and stay there. CareOregon’s grant will provide support for enhanced housing retention efforts to help 125 homeless families remain in stable housing. The program will hire a Retention Specialist to ensure families with children are able to stay housed and receive the supportive services they need. Portland Homeless Families Solutions is a founding member of the Multnomah County Homeless Family System of Care, a collaboration of 8 agencies working to coordinate housing intake and referral in Multnomah County.

### **ROSE Community Development Baby Booster Program**

This “collective impact” project in the challenged Lents neighborhood in Southeast Portland brings together agencies and community resources to coordinate housing and social services to improve birth outcomes for high-risk expectant mothers and newborn babies. Improving nutrition and reducing toxic stress, caused by housing and financial instability is crucial. The grant will help stabilize housing in two ways: increase the supply of affordable housing that meets the needs of families with young children; and organize parents to revitalize the neighborhood without displacing low-income families and communities of color.



For more than 70 years, Kaiser Permanente's mission has been to provide high-quality, affordable health care and to improve the health of our members and the communities we serve.

Community Benefit connects Kaiser Permanente with the communities we serve, expanding our influence beyond our clinics and hospitals to create new and equal opportunities for everyone to live a long, healthy life.

We engage in partnerships and investments that focus on eliminating barriers to health experienced by members of underrepresented, low-income, and marginalized populations. In 2015, we contributed more than \$141 million toward healthier communities in the Northwest. Our work spans care for low-income people, safety net partnerships, community health initiatives, research and education, and community engagement.

### **Unity Center for Behavioral Health**

As the first behavioral health center of its kind in the region, the Unity Center is expected to become a national model for providing compassionate mental health care in times of crisis, without unnecessary waiting. It will provide a new model of care for people having a psychiatric emergency and for inpatient mental health treatment. The Unity Center is a collaborative project between Kaiser Permanente, Legacy Health, Oregon Health & Science University, and Adventist Health. The Center is projected to open in early 2017.

### **Warriors of Wellness Project, Oregon Community Health Workers Association**

The Warriors of Wellness (WOW) Community Health Worker (CHW) Project establishes a model through which healthcare organizations can contract with community-based organizations for culturally-specific CHW services to improve the health of their members while improving health equity. The tri-county Portland metro area is the most diverse region in Oregon. Significant racial and ethnic health disparities exist, including higher rates of chronic conditions and higher rates of hospitalizations due to these conditions. WOW CHWs have been working with members of their communities to improve chronic disease prevention and management, protect and improve mental well-being, and increase well-child visits. Approximately 250 people will be served.

## **Housing for Health Grant Initiative**

Kaiser Permanente Northwest intends to award almost \$2 million in community grants to support organizations that help people with behavioral health challenges to secure and maintain safe, stable housing. Six grants of up to \$325,000 will be awarded for projects lasting three and a half years. Projects must include the involvement of peers or community health workers (CHWs) and must involve collaboration between housing providers, health care providers (including behavioral health service providers) and those community organizations employing peers or CHWs.





Legacy Health's Community Benefit work provides financial, in-kind and personnel support for dozens of nonprofits and community programs throughout the Portland-Vancouver metropolitan area. Legacy supports every safety-net clinic in the area; helps to fund Project Access NOW, which coordinates specialty care for un- and under-insured residents; and historically leads the region in providing charity care for the uninsured. Legacy Health's Community Health Fund also has given out \$7.3 million in grants to 45 programs, of which 62 percent have benefitted communities of color. Legacy Health employees also serve on the boards of more than 100 nonprofit organizations throughout the region.

### **YES (Youth Employment Summers) scholarship program**

Legacy Health offers paid summer employment (10 weeks of full-time work) plus academic scholarships (\$3,000-\$6,000) annually to about 15 college students who represent marginalized and under-represented communities. Student may remain in the program as long as they maintain a certain GPA and continue their studies in a health care-related field.

### **Cuts & Checks**, in partnership with North by Northeast Community Health Center

Legacy Health partnered with North by Northwest Community Health Center to train employees in a North Portland barbershop to take customer's blood pressures, a creative, grassroots way to address the disparate level of hypertension among African American males. Legacy's support helped launch this program, which North by Northeast has since operationalized.

### **Food Drive and Sock Drive**

Each year, Legacy Health holds a food drive in the spring and a sock drive in the fall, collecting tons of food and tens of thousands of pairs of socks to benefit the hungry and homeless. The collective impact of this work is felt in every corner of our service area.



For more than 129 years, OHSU (Oregon Health & Science University) has been Oregon’s only public academic health center, training the doctors, dentists, nurses, pharmacists and advanced care professionals crucial to the health care of Oregonians. Outreach and scholarships put health care careers in reach of aspiring Oregon students from diverse backgrounds.

Today, our public commitment extends well beyond formal education of future care providers. OHSU and its current 15,000 employees engage communities around the state providing personal health education, care access for underserved populations, community-focused health research and support of other health advocacy groups.

OHSU provided \$368 million in community benefit for the 2015/16 fiscal year. An important part of this benefit is directly funded by revenues from our hospitals and clinics, which this year equaled \$90 million directly to research and education programs. This significantly reduces the level of state taxpayer support otherwise required to provide these services.

OHSU also participates in more than 200 community programs across Oregon, including:

#### **The Casey Eye Institute Outreach Van**

The Casey Eye Institute Outreach Van hosts mobile screenings in communities around Oregon. The van and staff travel throughout Oregon and collaborate with programs serving people in need to identify common preventable and treatable eye conditions. Since its inaugural voyage in 2010, the Casey Outreach Van has provided service to more than 4,100 Oregonians and has helped identify common preventable and treatable conditions related to refractive error, diabetes, macular degeneration, and glaucoma. An all-volunteer staff of eye doctors, technicians, interpreters, and assistants gathers each weekend to provide this much needed service. Thirty three foot, fully outfitted mobile ophthalmology unit and ongoing medical supplies are purchased through the generosity of private donors.

## **Knight Cancer Community Grants**

The OHSU Knight Cancer Institute created the Community Partnership Program to help Oregonians address community-identified cancer needs. Grants fund projects anywhere along the cancer continuum from prevention and early detection to treatment and survivorship. All funded projects leverage the expertise of the OHSU Knight Cancer Institute by being supported by a range of academic consultants who can provide technical assistance. The Program is designed to grow and change with the evolving needs of Oregon communities. Three tiers of grants are available to meet the differing needs of communities. To date, Community Partnership Program grants have funded 43 projects in 32 of Oregon's 36 counties.

## **On Track OHSU!**

*On Track OHSU!*, OHSU's health and science outreach initiative, is designed to inspire and support underrepresented students in the sciences. *On Track OHSU!* serves students in grades 6-12 by providing them with authentic educational experiences at OHSU, connections with OHSU students across a variety of disciplines, and additional summer opportunities. OHSU's goal is to increase the number of underrepresented students in OHSU's schools and programs by engaging them in the health sciences and STEM careers and guiding them through the STEM pipeline. OHSU currently work with three communities and their students in grades 6 - 12. They are:

- Portland Public Schools:
  - Jefferson Middle College for Advanced Study, Biotechnology Program
  - Jefferson's nine feeder Middle Schools
- Woodburn School District:
  - Woodburn High School, Wellness Business and Sports School (WeBSS)
  - French Prairie Middle School
  - Valor Middle School
- Jefferson County School District 509J:
  - American Indian students from Warm Springs and Madras High School
  - Warm Springs K-8 Academy



Providence Health & Services is guided by a mission of caring that the Sisters of Providence began in the Northwest 160 years ago. As Oregon's largest health care provider, we provide compassionate, high-quality, affordable care across our eight hospitals and more than 90 primary care clinics in Oregon.

Continuing our tradition of compassion, especially for the poor and vulnerable, Providence is committed to reaching beyond the walls of our clinical settings to create healthier communities. We do this work through direct investments in each of our communities, partnerships with organizations that share our vision and implementation of innovative clinical models that are helping us achieve the Triple Aim.

Last year in Oregon Providence provided more than \$417 million in community benefit; an increase of \$42 million over 2014. This included over \$43 million in charity care for the uninsured or underinsured and \$16 million in community investments to directly fund health improvement programs across Oregon.

In 2016 Providence has continued to increase our community investments and develop innovative partnerships to address significant health-related needs in each of our communities.

### **Food insecurities and childhood hunger**

Oregon is one of the nation's most food insecure states. Providence is supporting efforts statewide to address immediate needs - particularly in communities with a high number of children receiving Free and Reduced Price Lunch – through local backpack buddies programs which send home nutritious meals for children who are going without. We are also working with experts to identify solutions that address the systemic problem of hunger. Through partnerships with organizations like Partners for a Hunger Free – Oregon, work is underway to increase capacity to serve students and families statewide.

### **Integration and access to social services**

Frontline Providence caregivers provided feedback about how to better serve our most vulnerable patients and identified difficulty accessing community supports and services to meet basic needs. This became more apparent as we integrated screenings for basic needs and behavioral health into our clinical settings. In response Providence has developed a partnership with IMPACT NW to place a physical desk at PMG clinics that care for large populations of low-income patients. The service, which is available to patients and all members of the community, served more than 1,500 individuals at two locations in the first year. In 2016-2017 the program will expand to Tanasbourne, Milwaukie and Seaside.

### **Increasing access to community-based health care services**

Providence is committed to supporting community partners focused on building their capacity and planning for long-term success. Much of this work happens in the form of consultation support and technical assistance in such areas as business planning, clinic capacity, board development, and other topics related to changing and adapting current service models. Neighborhood Health Center initially co-located on the Providence Milwaukie campus to improve access to dental care, and recently expanded services to primary care as well. In addition, they will be co-locating a full panel of services in the Tanasbourne location. We've been proud of their success, as well as partners such as Virginia Garcia, La Clinica and Central City Concern.