

# OCHIN



INNOVATION

COLLABORATION

EXCELLENCE

Annual Report 2017

OCHIN is a nonprofit health care innovation center designed to provide knowledge solutions that promote quality, affordable health care to all.



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**OCHIN Headquarters**


1881 SW Naito Parkway  
Portland, Oregon 97201  
503.943.2500

**OCHIN/PTSO**

2101 Fourth Avenue, Ste. 850  
Seattle, Washington 98121  
206.454.2800

**OCHIN/California Telehealth Network**

2001 P Street, Ste. 100  
Sacramento, California 95811  
855.385.5082



**F**ounded in 2000, Oregon-based nonprofit OCHIN is one of the largest and most successful health information and innovation networks, serving hundreds of organizations comprised of more than 10,000 clinicians across the nation, with solutions that improve the integration and delivery of health care services. As a learning organization, OCHIN started with a commitment to deliver health information technology support and services, and has continued to provide its expanding community of customers and partners with the innovative tools, knowledge, and voice needed to participate in the national health care landscape.

OCHIN is unlike any other community-based resource in our nation. We help our member organizations reduce costs, leverage federal and state funding, and maximize reach in treating the most vulnerable populations, and support providers in their efforts to improve quality of care and health outcomes.

*Vision for the Future:*  
Every time we touch an organization,  
we leave them better.



Dear Members and Colleagues,

In 2017, despite the many challenges our nation is facing, and specific concerns about funding and the future of health care reform, we saw OCHIN member clinics persevere. OCHIN research has shown that member clinics have not only increased access and dramatically improved overall health outcomes for millions of our country's most underserved, they demonstrated better outcomes than the industry average when patient complexity is considered. They accomplished this while piloting value based payment programs, forming Accountable Care Organizations, testing new models of care, and collecting the data needed to act on their patients' social determinants of health. We are deeply honored to partner with our members in support of their critically important work.

OCHIN strives to improve and deepen the ways we support our member clinics. During this past year, we enhanced our telehealth and broadband network offering through our acquisition of California Telehealth Network. We added a NextGen offering by integrating two health IT services companies, Voxent and PTSO, into OCHIN. We're also doing more work in partnership with other networks of clinics. In other good news, in 2017 OCHIN ranked #8 in Oregon Business Magazine's "100 Best Nonprofits to Work For in Oregon." We feel this was a clear sign that what we are doing, matters.

Looking forward to 2018, we will remain focused on patient care coordination, improving access to care, and supporting clinic efficiency efforts. OCHIN will also be focused on acquiring Medicaid data to support total cost of care analysis and the creation of efficient community virtual care networks. We will continue our advocacy efforts at the state and federal level by advancing the national health policy conversations with our research findings, conducted in collaboration with member clinics and national partners.

Thank you for all that you have accomplished in 2017. While we know there will be challenges in the year ahead, OCHIN remains committed to finding new and better ways to support the important work our members are accomplishing in underserved communities across the nation.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Abby', written in a cursive, flowing style.

Abby Sears, CEO  
OCHIN

# 2017 OCHIN BOARD

## Officers



**Chair**  
Denise Honzel, *Owner*  
Honzel Health Care  
Consulting



**Treasurer**  
Phil Lamb, *Retired Vice  
President*  
U.S. Bank



**Member at Large**  
Craig Hostetler,  
*Executive Director*  
Oregon Primary Care  
Association



**Chair Elect**  
Vanetta Abdellatif,  
*Director of Integrated  
Clinical Services*  
Multnomah County  
Health Department



**Secretary**  
Mario Gutierrez,  
*Executive Director 2010  
- 2017*  
Center for Connected  
Health Policy



**Immediate Past Chair**  
Bob Marsalli, *CEO*  
Washington Association of  
Community and Migrant  
Health Centers

## Directors



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*President/CEO*  
Yakima Neighborhood  
Health Services



Homer Chin, MD,  
*Retired CMIO*  
Kaiser Permanente NW



Kurt Stange, MD, *Professor of  
Family Medicine and Community  
Health, Epidemiology and  
Biostatistics, Oncology and  
Sociology*  
Case Western Reserve University



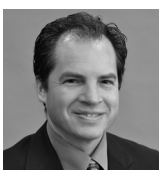
Bill Adams, MD, *Director  
of Community Health  
Informatics*  
Boston Medical Center



Jean Polster,  
*Executive Director*  
Neighborhood Family  
Practice



Liz Gibboney, *CEO*  
Partnership HealthPlan of  
California



Gil Muñoz, *CEO*  
Virginia Garcia Medical  
Health Center



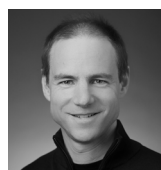
John Saultz, MD,  
*Professor Emeritus,  
Department of Family  
Medicine,*  
Oregon Health & Science  
University



Tom Andriola, *CIO*  
University of California



Herrmann Spetzler,  
*CEO/Executive Director*  
Open Door Community  
Health Centers



Josh Lemieux, *Director,  
Business Planning and  
Marketing, Datacenter  
Health & Life Sciences  
Group*  
Intel Corporation

“OCHIN understands the FQHC perspective and challenges.”

—OCHIN MEMBER

## OCHIN MEMBERS

Our members are focused on serving the most vulnerable populations and serve patients in a number of settings, including community health centers, free clinics, school-based health centers, correctional facilities, and more. They work towards a common goal: improving health equity and access to care, in order to affect a positive change in the overall health of underserved communities.

### HIGHLIGHTS & IMPACTS

**273**

UDS Quality Improvement Awards totaling \$6.4M.

**825**

providers meeting Meaningful Use Stage 2, of 2171 eligible (38%).

**81%**

of OCHIN FQHC members are PCMH recognized.

**21.3M**

patient records exchanged with over 35.4K organizations including hospitals, emergency departments, and clinics in all 50 states.

**\$3.1M**

in FCC Healthcare Connect Fund subsidies to members.

### MEMBERS ARE DOING CRITICAL WORK



60.8K children and adolescents counseled for nutrition



4,740 toddlers fully immunized by their second birthday



298.4K patients screened for depression w/ appropriate follow-up



273.5K patients screened for BMI w/appropriate follow-up

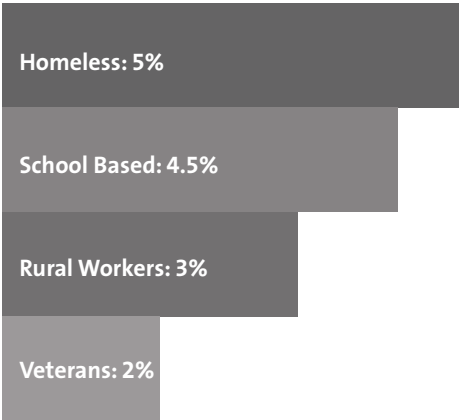
The OCHIN Collaborative relies on a variety of OCHIN products and services:

**126** Organizations Using Acure | **22** OCHIN Billing Services Organizations | **47** Compliance and Risk Assessment Services  
**106** OCHIN Epic Organizations | **36** OCHIN NextGen Organizations | **1,360** Oregon Medicaid Meaningful Use Technical Assistance Program (OMMUTAP) Providers | **78** Broadband Network Services Organizations | **80** California Telehealth Network Organizations

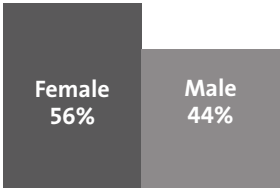


**Our members' patient population included over 5.4 million patients seen in the last three years.**

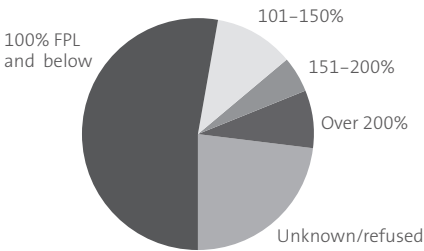
Special Populations



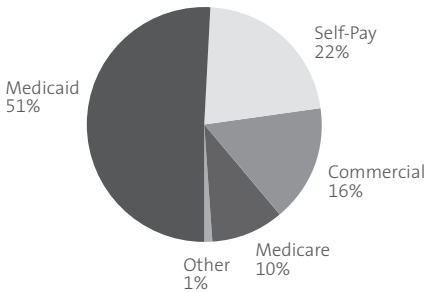
Gender



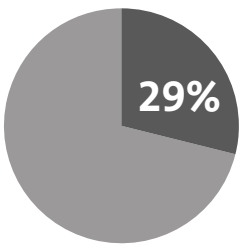
Federal Poverty Level



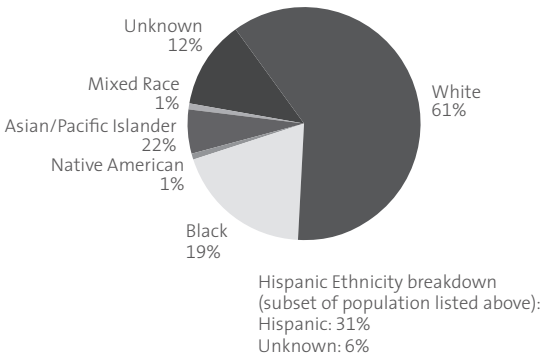
Payor Mix

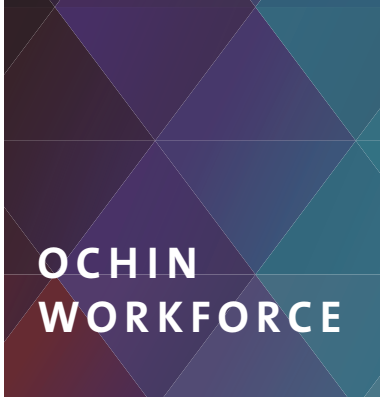


Children



Race





 **20%**  
increase in  
full-time staff,  
reaching  
**382** | **23**  
employees | states

Higher ratio than  
industry average:  
**64%**  
female staff  
**59%**  
female leadership

*"As a lifelong learner, I'm really grateful for OCHIN's commitment to my ongoing development. In particular, OCHIN's professional development benefit is very generous, and has helped me pursue learning opportunities across a broad range of topics."*

**\$409K**  
invested in professional  
development training

 **#8**  
in Oregon Business  
Magazine's "100  
Best Nonprofits  
to work for"

**46**  
staff promotions  
**17**  
into leadership  
roles



**BENEFITTING OUR COMMUNITY**

We focused our volunteering on programs that addressed poverty, hunger, shelter, clothing, and sustainability.

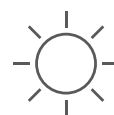
				
<b>GIVING TREE</b> 5 families adopted	<b>AIDS WALK PORTLAND</b> \$3,941 raised	<b>AMERICAN HEART ASSOCIATION</b> \$4,000 raised	<b>OREGON FOOD BANK NETWORK</b> 10,000 meals & \$2,810 donated	<b>AMERICAN RED CROSS</b> 241 pints of blood & employee support fund

# BUILDING THE WORKFORCE OF THE FUTURE



- ✓ Expand skills such as networking, resume building, customer service, and business management skills
- ✓ Make meaningful relationships
- ✓ Opportunities to display professionalism and practice the work I plan on doing in my career
- ✓ Incredibly hands-on

## Summer Internship Program



# 16

summer  
interns



# 3,686

hours



# 11

work teams  
supported



# 4k

raised for  
AIDS Walk  
Portland

## School Year Internships

OCHIN partners with De La Salle North Catholic High School in Portland, Oregon, sponsoring tuition for four students and providing an on-the-job learning experience, mentoring the students as part-time interns during the school year.

“Holy smokes! It sounds like you guys have a great bunch of very active interns! On CAP’s behalf, please extend our thanks and gratitude to the group. It is so wonderful to hear about everything that they are doing to raise money!”

— CASCADE AIDS PROJECT



## OCHIN PROFESSIONAL SERVICES

One of our most significant focus areas in 2017 was in professional services. This portion of services grew significantly. OCHIN's first professional offering was billing services, but we've expanded far beyond the traditional customer base that has worked with us in this capacity. OCHIN provides quality improvement services, as well as compliance and risk assessment to many of our current and new customers. Through the Oregon Medicaid Meaningful Use Technical Assistance Program, OCHIN provides technical assistance to remote primary care physicians and clinics in Oregon and beyond, helping them to achieve Meaningful Use and requirements of other regulatory programs.

### **OCHIN Billing Services**

Provides billing services ranging from outsourced billing to temporary staff augmentation and training

### **Practice Facilitation | Coaching | Quality Improvement Services**

OCHIN's research, experience with technology, rich data, and collaborative learning provide a unique perspective

### **Compliance and Risk Assessments**

Provides comprehensive audit and remediation planning services for organizations

### **Evaluation Services**

OCHIN brings together analytics and data, providing short turnaround studies for health care organizations as well as states, legislators, foundations, and others

### **Telehealth Consulting**

Range of training, implementation, and consulting services

### **Workflow Design**

OCHIN offers best practice workflows and guide books integrated with OCHIN technology solutions designed to support regulatory requirements and improved health outcomes



OCHIN's NextGen business came from the acquisition of two other organizations, Voxent and PTSO, which provided NextGen hosting and support. Voxent, acquired in November 2016, was a nonprofit health care technology services firm offering Planned Parenthood affiliates NextGen hosting and support, data warehousing, optimization, and consulting. OCHIN and Voxent's relationship allowed the two organizations to strengthen each other's capabilities, and deepen their service offerings. Together, Voxent and OCHIN provide product diversification, greater scale, and additional research data infrastructure.

In December of 2016 OCHIN acquired PTSO of Washington, a nonprofit organization that provides hosted EHR solutions on NextGen, as well as other related professional services and support and data warehousing. By bringing together PTSO and Voxent, both focused on NextGen, we have created greater economy of scale and technical expertise that benefits all of our NextGen members.

Since 2004, PTSO has been committed to providing its member community health centers (CHCs) with effective health care technology services and solutions that enhance patient care and safety while maximizing business process efficiency. Its collaborative clinical and patient management systems, technological infrastructure, and support result in integrated systems that facilitate informed and comprehensive care delivery.

PTSO, like OCHIN, was awarded a Health Resources and Services Administration (HRSA) Health Center Controlled Network (HCCN) grant in 2016. Through this grant, PTSO supports 12 CHC organizations in Washington, Nebraska, Iowa, and Illinois. PTSO's HCCN grant runs through July 2018.

We have a total of 36 organizations working with us on the NextGen platform, five of which are hosted through OCHIN, and 31 receive template support and other technical services. Most of these organizations are contracted to use Acuire and will be going live in 2018.

Our work this year included:  
Hosted EHR Upgrade  
Hosted EDR (Dental) Upgrade  
Updated Templates for Affiliates  
Major Projects: PRAPARE,  
Hepatitis-C Template, Asthma  
Template Set, Title X Reporting



#### NEXTGEN CLIENTS SAY THEY VALUE:

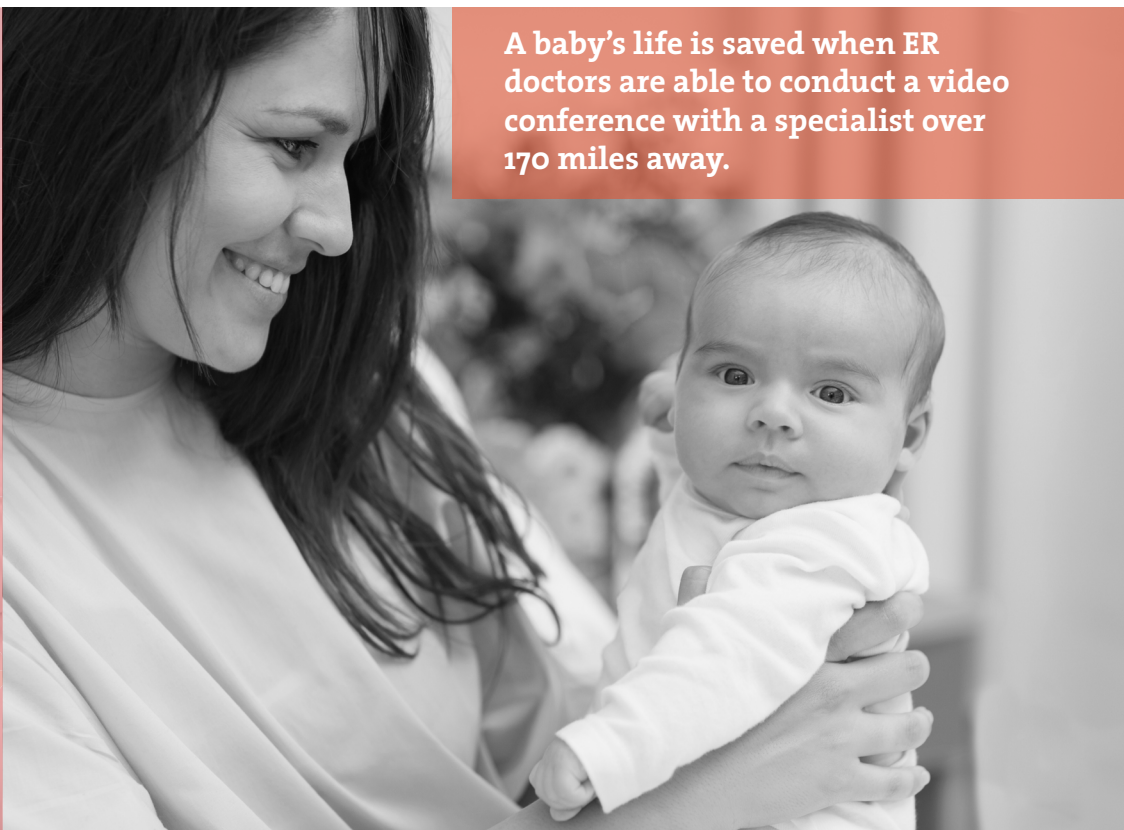
"Working on support tickets in a timely fashion - good relationships with the staff I deal with."  
"The meetings to determine if we need anything."  
"The NextGen templates have improved our clinic processes tremendously."  
"I value working with the knowledgeable staff...and appreciate those working relationships."

## OCHIN CALIFORNIA TELEHEALTH NETWORK



In May 2017, California Telehealth Network (CTN) became part of the OCHIN family of companies. CTN is a nonprofit provider of telecommunications infrastructure and telehealth services and California's leading agency focusing on increasing access to quality health care with a focus on rural and medically underserved communities. OCHIN and CTN have aligned missions, values, and solution offerings, and bringing CTN into the OCHIN family makes additional resources and skills available across California.

CTN also operates the California Telehealth Resource Center, which is the HRSA-funded organization focused on expanding telehealth awareness, training, and adoption in California.



**A baby's life is saved when ER doctors are able to conduct a video conference with a specialist over 170 miles away.**



In the small rural town of Tehachapi, California, located in the mountains between the San Joaquin Valley and the Mojave Desert, a young mother experienced complications while delivering her baby at home under the care of a midwife. The family rushed the baby to the local hospital, a member of the CTN consortium with an HCF-subsidized broadband connection that enabled the Tehachapi hospital emergency room doctors to conduct a video conference with a Neonatal Intensive Care Unit (NICU) specialist at the Valley Children's Hospital in Madera, over 170 miles away. The NICU specialists were able to advise the local doctors over the broadband connection, saving the baby's life.

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“OCHIN enables us to deliver the best care to patients.”

—OCHIN MEMBER



**Children receive life-changing speech therapy, thanks to the power of telehealth services.**

In remote desert communities in Imperial County, California, children are now receiving speech therapy within the Clinicas De Salud Del Pueblo Community Health Centers. CTN's HCF-subsidized broadband connections allow children to take part in live telemedicine virtual consultations with speech therapists at Rady Children's Hospital in San Diego, 120 miles away. Children in these remote communities are now receiving treatments that were previously geographically out of reach. One child in Calexico who participates in therapy each month via telemedicine has never actually spoken to a clinician in a face to face visit, but is now speaking and interacting with telemedicine specialists over CTN's broadband connections.

**CTN provides medical grade broadband to 80 organizations with a total of 241 connected sites.**

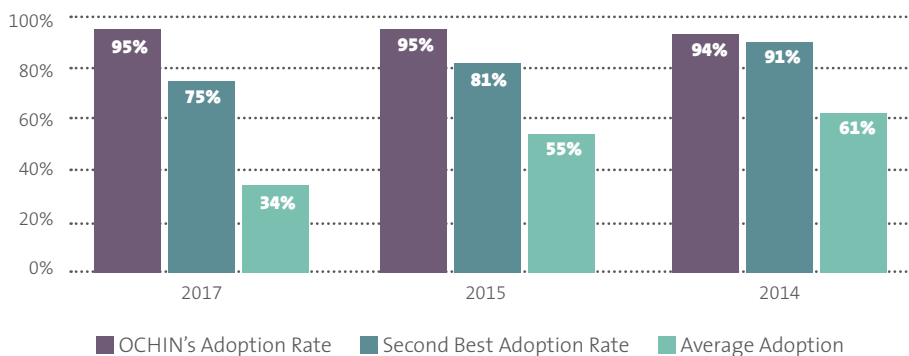
**CTN connects over 800 California health care providers in underserved areas to a state- and nationwide broadband network dedicated to health care.**



OCHIN's customized Epic environment accommodates the unique business and patient care needs of FQHCs, rural health centers, safety net clinics, community health centers, and small practices without compromising the integrity or power of the system. OCHIN Epic is a full scale system that is able to accommodate small to very large systems with a few to several thousand providers. Our highly customized, hosted EpicCare ambulatory EHR is currently deployed in 106 health care settings comprised of 581 clinics located in 18 states.

Together with Epic, OCHIN has helped bridge the technology divide that exists between ambulatory health systems that are adequately resourced and those that are not, while fostering improved interoperability and integration. OCHIN's Epic platform is a fully integrated EHR solution that manages complete patient care (registration to electronic medical record), offering a full Ambulatory EMR with integrated Behavioral Health and Specialty Mental Health tools and support for other specialties such as OB, Optometry, STD clinics, HIV/AIDS and more. In 2017 OCHIN implemented Epic's dental module, Wisdom, to create a system that offers a comprehensive health record that includes a full bio, psycho, social, and dental record for our collaborative patients.

In April 2017, OCHIN upgraded to the most current version of Epic and leads the nation in adoption rate and functionality. OCHIN has the best Staying Current adoption rates across the Epic community for the last three major versions, with adoption rates of 95%, 95% and 94% for the 2017, 2015, and 2014 versions respectively.



“We value OCHIN staff’s in-depth knowledge of Epic and your excellent customer service.”

—OCHIN MEMBER



**23M**  
electronic health  
records exchanged  
with



**34K**  
organizations  
in



**50**  
states

# OCHIN RESEARCH & INNOVATION

Fiscal Year 2017 was another exciting year for Research and Innovation at OCHIN.

We participated in a significant number of research projects, and were fortunate to be awarded funding for our work in the fields of research and innovation. Our ADVANCE Research Data Warehouse achieved significant growth, and OCHIN members remain at the heart of our research efforts.

## Journals in which OCHIN Research was highlighted:

American Journal of Preventive Medicine  
BMC Health Services Research  
Contemporary Clinical Trials  
Implementation Science  
Journal of Ambulatory Care Management  
Journal of Health Care for the Poor and Underserved  
Journal of Innovations in Health Informatics  
Journal of Primary Care & Community Health  
Journal of the American Health Association  
Journal of the American Medical Informatics Association  
Medical Care  
The Journal of Behavioral Health Services & Research  
The Journal of the American Board of Family Medicine  
Transgender Health Journal



# \$8.3M

Total dollar amount in new awards awarded to OCHIN in FYE 2017 (\$7M for Research Awards, \$1.3M for Innovation Awards)

ADVANCE Research Data Warehouse grew by 540,000 patients. Community-level social determinants of health linked to 2.2 million of the total 4 million patients.

The Institute for Patient and Family-Centered Care highlighted the OCHIN Patient Engagement Panel as a Best Practice, demonstrating OCHIN's increasing visibility and recognition on the national stage for the work we do in research and patient engagement. OCHIN is proud to be part of the first

Patient Centered Outcomes Research Institute (PCORI) funded study to successfully complete the PCORI peer review process: IMPACCT Kids Care study.



# 32

active  
research  
projects in  
FYE 2017



# 26

partnered  
OCHIN  
research  
proposals  
submitted



# 22

research  
partner  
organizations  
nationwide



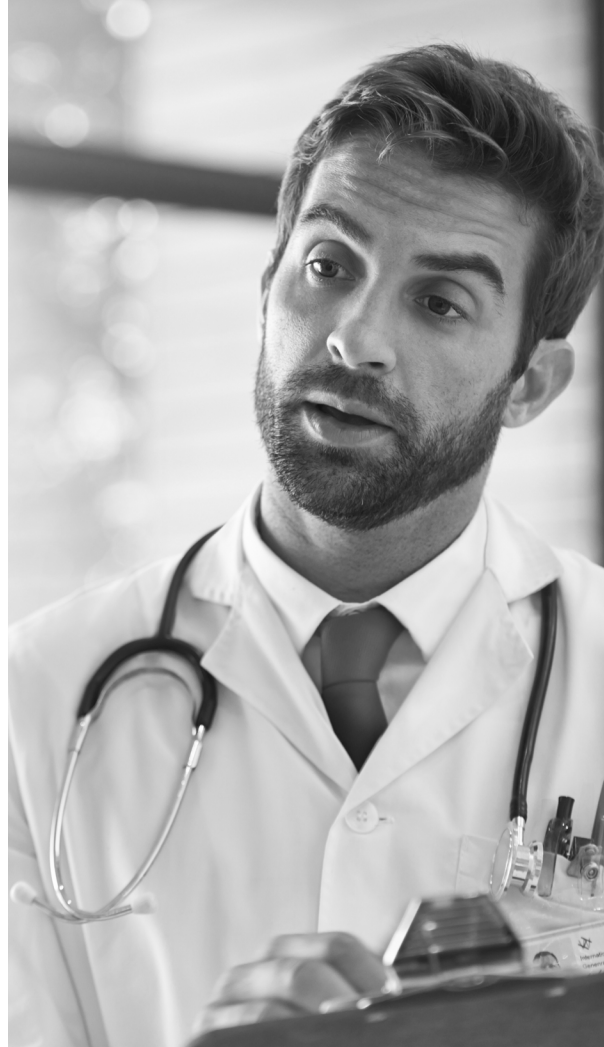
# 44

participating  
members



# 21

Number of  
publications in  
which OCHIN  
Research was  
highlighted



## Examples of How OCHIN Research Impacts the National Landscape

### *OPIOID EPIDEMIC*

Understand usage to  
influence policy and  
interventions

### *HEALTH EQUITY*

Identifying and  
addressing SDH needs  
can mitigate barriers

### *COVERAGE EXPANSION*

Continuous enrollment  
supports improved  
outcomes

### *HEALTH POLICY*

Foster children have more  
risk factors and greater  
medical complexity

## REVENUE

Implementation fees  
Member service fees  
Grant and contract revenue

TOTAL

## EXPENSES

Salaries and benefits  
Maintenance and support  
Administration

TOTAL

Extraordinary items

## CHANGE IN ASSETS

Earnings before interest, taxes,  
depreciation & amortization

	2016	2017	CHANGE (2016-2017)	%
<b>REVENUE</b>				
Implementation fees	6,408,175	6,808,465	400,290	6%
Member service fees	27,121,600	38,427,916	11,306,316	42%
Grant and contract revenue	10,375,239	13,959,757	3,584,518	35%
TOTAL	43,905,014	59,196,138	15,291,124	35%
<b>EXPENSES</b>				
Salaries and benefits	19,598,400	30,096,092	10,497,692	54%
Maintenance and support	7,485,550	11,638,041	4,152,491	55%
Administration	11,695,136	15,118,638	3,423,502	29%
TOTAL	38,779,086	56,852,771	18,073,685	47%
Extraordinary items	19,207	2,606,503	2,587,296	
<b>CHANGE IN ASSETS</b>				
Earnings before interest, taxes, depreciation & amortization	5,145,135	4,949,870	(195,265)	-4%
	10,348,263	12,280,918	1,932,655	19%

“OCHIN is a powerful, smart system with a friendly support team.”

—OCHIN MEMBER



#### IN MEMORIAM

Mario Gutierrez. *Executive Director 2010 - 2017*  
Center for Connected Health Policy

Long time OCHIN and CTN board member and friend, Mario Gutierrez passed away on August 16, 2017. Mario was an amazing person who dedicated over 30 years to the nonprofit and health philanthropy sectors. He most recently served as Executive Director at the Center for Connected Health Policy in Sacramento, California, where Mario worked tirelessly to end health care disparities for the most vulnerable populations.

Having served on the OCHIN and CTN Board of Directors since 2010, Mario is remembered for many things: inspiring innovative solutions that address social disparities, for his leadership and kindness, and his tireless work to address the social inequities that affect underserved communities both in the US and abroad.

We will miss his passion for helping others both in their professional and personal lives, and will continue to honor his memory by remaining true to the spirit of philanthropy and service to those most in need, that he best exemplified.

“OCHIN is not afraid of a challenge in taking on things they haven’t done before.”

—OCHIN MEMBER



**OCHIN**

[www.ochin.org](http://www.ochin.org)