

An aerial photograph of a small town at sunset. The sun is low on the horizon, casting a warm, golden glow over the entire scene. In the foreground, there are several houses with dark roofs and some trees. A road runs diagonally from the bottom left towards the center. In the middle ground, there's a church with a prominent steeple on the right side. The background shows a large, flat field, possibly a farm or a park, with some distant hills or mountains visible under a hazy sky. The overall mood is peaceful and nostalgic.

2021 **ANNUAL** REPORT

OCHIN



Dear Members and Colleagues,

As we enter the third year of a devastating global COVID pandemic, I'm conscious of the considerable loss and ongoing challenges it has brought to each of our communities.

Too many lives have been lost, the toll on our health care heroes is immeasurable, and the work to dismantle systemic inequities that continue to plague our health care system has only just begun.

Yet, the leadership and dedication OCHIN network members have shown in the face of this protracted crisis also gives me hope. As the adage goes, "necessity is the mother of invention," and the insights, ingenuity, and collaboration we've witnessed across the OCHIN network have already begun to illuminate a path forward. That path connects each of us to the horizon of progress, but it demands we harness the invaluable insights, lessons learned, and hard-earned gains taking shape, community by community, to drive swifter and systemic change. It's a path that urges us to view innovation through the lens of equity and reminds us that any sustainable health care transformation must be human-centered, data-driven, and technology-enabled.

At heart, OCHIN exists to drive health equity and we do this by supporting a robust national network of community care organizations that has rapidly grown to encompass nearly 1,000 care delivery sites across 45 states. While the needs and aspirations of each community are different, there are common challenges and a collective will to overcome them. This year's annual report highlights these community-driven efforts and offers key opportunities, inspired by this grassroots leadership, to transform health care for the better.

As we continue to rise to meet this pivotal moment in shaping the future of health care, I am reminded of the power of community to enhance all that we do, together.

With gratitude and appreciation,

A handwritten signature in black ink, appearing to read 'AS', with a long, sweeping horizontal line extending to the right.

Abby Sears, CEO

Community: At the Center of Our Progress

The road to health equity starts by fostering a strong circle of care in every community. While the COVID-19 pandemic continues to reveal gaps and disparities in our nation's health care system, it has also catalyzed a positive transformation in local health care delivery. The OCHIN network is at the heart of leading that change. Together, we are accelerating innovation that draws on our collective data insights and tailored solutions expertise to meet the unique needs and aspirations of each patient our members serve, through an ever-widening community of connected care.

In 2021, OCHIN worked with our network of local health care providers to expedite vaccine rollout for underrepresented communities and manage the disproportionate toll of the pandemic on people of color, from infection through long-COVID care. Drawing on our deep portfolio of community health data and more than 20 years of practice-based research and experience, we believe that "one patient, one record" will bring us one step closer to achieving health equity. From ambulatory or specialty care to acute care and social determinants of health, OCHIN is helping our members shape a more just and equitable health care system by connecting patients to the comprehensive, community-based health care they deserve.

Nurturing a Sustainable Health Care Workforce

Reducing clinical burden was a clear focus for OCHIN and our members in 2021. Our collective efforts to address this included development of new EHR tools to help vaccinate and care for patients, as well as streamline clinical workflows. Our new credentialing services help outsource time-consuming processes associated with provider health plan enrollment, verifying medical staff credentials, and more. Our expanded Provider and Clinical Content Builder programs enable clinicians to customize the EHR for their organization's unique needs and workflows, improving productivity and user satisfaction. And our expanded portfolio of integrated technology applications helped create new efficiencies by streamlining clinics' vaccine management, and reducing providers' administrative burden with single sign-on access to our tools as well as virtual scribes so they can focus on providing the best patient care.

Hands-on Tools

72%

increase in active Provider Builders and Clinical Content Builders in FY2021

23

toolkits developed in 2021 to streamline member operations in cybersecurity, patient engagement, change management, data exchange and integration, and more

8

new preferred technology partners in FY2021 to boost efficiency, expand access, and connect patients to needed social services

Common Challenges Facing Health Centers



Staff Turnover



Provider Burnout



Inequitable Opportunity



Cultural Competency

The workforce of the future depends on the opportunities we create today, and in 2021 OCHIN kicked off a partnership with AmeriCorps to support building new skills and increasing job opportunities for a diverse health care workforce to provide culturally and linguistically appropriate care for diverse communities. We also developed new toolkits to spur innovation and efficiency, and increased investments in training opportunities that help our members expand and maximize clinical capacity. Our investments in these areas help ensure community-based health care organizations have access to the talent and technical support needed to meet increasing demand, without overburdening their staff. We will enhance our workforce efforts further with expanded learning and development programs in 2022.

MEMBER STORY

Neighborcare Health, Seattle, Washington

Through a partnership with the Washington Service Corps, OCHIN recruited AmeriCorps member Sofi Rossil-Bolaños to provide crucial support services to expand outreach during COVID-19 to Neighborcare Health's patients, including many who are experiencing housing insecurity or are uninsured or publicly insured. "Outreach is one of those things in community health that everyone wants to do, but it comes down to a matter of time and resources," said Kate Greenawalt, Operations Project Manager.

"Sofi connects patients with tailored culturally appropriate services and adds that personal touch to the outreach system that creates trust and encourages

patients to schedule appointments and seek care."

In addition to helping health centers close gaps in their operations, OCHIN's program increases talent and equity in the health care workforce by connecting a more diverse pool of young people to career development opportunities in community health centers. "It was really important for me to work with Neighborcare because they provided that first step for me and I wanted to be that first step for many others," said Rossil-Bolaños. "I see this experience as a really important way to give back to my community."

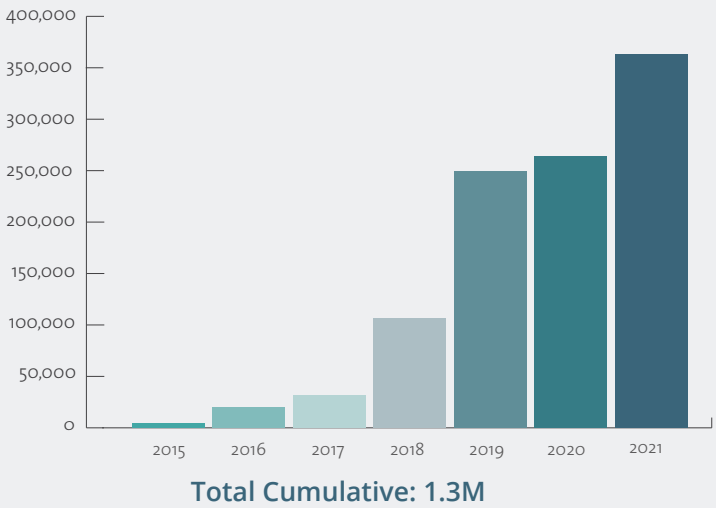


Creating New Models to Value Whole-Patient Care

OCHIN members care for patient populations that are historically underserved and marginalized with unique social and medical challenges. Together, OCHIN and member providers ensure access to care for the whole community by valuing care for the whole patient. This means accounting for and addressing patients’ social determinants of health (SDOH) as well as meeting their diverse behavioral, cultural, linguistic, or geographic needs. It also requires new value-based payment models that incentivize efforts to keep patients healthy in rural and underinvested communities.

OCHIN members have recorded more than one million SDOH screenings for over 500,000 patients in OCHIN Epic. This major milestone, along with integrated adverse childhood experiences (ACEs) screening pilots, help providers understand and treat patients holistically, and enables integrated social service resource locators to better connect patients to needed services in their community.

OCHIN SDOH Screenings Surpass One Million



MEMBER STORY

Bay Area Community Health, Fremont, California

About two years ago, Bay Area Community Health (BACH) started screening patients for toxic stress in an effort to provide more holistic care. Newly integrated screening tools in OCHIN Epic have streamlined BACH’s once paper-based workflow to more efficiently record and follow up on these screenings. “It was great when we saw that we could actually enter the score in Epic—that was wonderful,” said Suksham Puri-Kumar, a physician at BACH. “That makes it easier, and we don’t need to use paper copies anymore.”

BACH has also benefited from the ease with which the new EHR integration links its ACEs screenings to the appropriate billing codes for reimbursement through California’s ACEs Aware initiative—a state-run incentive program to encourage more providers to offer ACEs screenings, especially during pediatric visits where timely intervention can have the greatest positive effect on young patients’ long-term health outcomes.

“It was great when we saw that we could actually enter the score in Epic ... we don’t need to use paper copies anymore.”

—Suksham Puri-Kumar, Physician at BACH

Thanks in part to OCHIN’s advocacy efforts, the Biden Administration has prioritized and accelerated the adoption of national health data standards, through the Office of the National Coordinator for Health Information Technology, to support the uniformity and suitability of demographic and SDOH data to inform public health, clinical care, delivery reform, and research. This past year, a promising white paper from the Center for Medicare & Medicaid Innovation (CMMI) supported OCHIN’s long-standing recommendations for expanding access to specialty care and other services through value-based payment models that support health equity. This is forward progress as OCHIN continues to work with national and local partners to advance this important work.



Using Representative Data to Drive Inclusive Health Care Innovation

At OCHIN, we believe representative data makes the invisible visible. Technology, research, and innovation must be representative and inclusive to help identify disparities, expand access, drive community benefit, and avoid perpetuating harm, especially in communities of color. With the most comprehensive database on health care and outcomes of underserved patients in the U.S., OCHIN uses our unique insights to advance patient-centered research to address systemic inequities and drive real change in our health care system, national policies, and in our communities. OCHIN is also now leading the data and research component of the National Institutes of Health (NIH) AIM-AHEAD program kicking off in 2022 to advance health equity and diversity in artificial intelligence, machine learning, and research.

Throughout the year our data continued to reveal systemic disparities in terms of care access. And as the COVID pandemic raged on we saw persistent racial disparities in who was vaccinated, with just 19% of Black patients in our members’ patient population fully vaccinated, compared to 28% of white patients. OCHIN and our members saw the need to expand the use of telehealth and other virtual care tools and for extensive multilingual, multicultural outreach efforts to dispel myths and increase access and trust in COVID vaccines, especially in communities of color and those served best in languages other than English. This year we continued to optimize our patient engagement and virtual care tools to better reach and serve diverse patient populations. To meet patients where they are—and in their language—we established new technology partnerships to simplify and enhance patient communication and remote care, including multilingual translation services for culturally appropriate care, and eConsults to expand access to specialty care during the pandemic.

2021 Research Highlights:



\$5.7M

awarded in FY2021 for research in areas including COVID-19, virtual care delivery, mental health, health policy, SDOH, artificial intelligence, and more



856

citations of OCHIN research publications



45

active research projects



44

OCHIN member organizations taking part in clinic-based research projects



33

research partner organizations in 15 states and Washington, D.C.



13

new research publications in leading scientific journals; 43 presentations and posters

MEMBER STORY

Asian Health Services, Oakland, California

Patients in the OCHIN network who identify as Asian were 1.5 times more likely to be fully vaccinated than non-Asian patients. For community-based providers, like Asian Health Services, language is one of the most important considerations for offering safe, effective care for their patients—especially throughout the vaccination process. In fact, **52% of fully vaccinated Asian patients in the OCHIN network are best served in a language other than English.** That is why, in addition to providing pop-up vaccination clinics in community parks, Asian Health Services has conducted extensive multilingual outreach via their website, staff phone calls, helplines, direct mailers, and platforms that its population uses and trusts, such as using WeChat to reach Chinese patients and YouTube to reach Vietnamese patients. “We are doing everything we can to meet patients where they are, both in community and ‘in language,’ so that we can eliminate disparities in access, especially those that we are seeing among the diverse Asian populations we serve,” said Thu Quach, Chief Deputy of Administration at Asian Health Services.

Improving COVID Vaccine Equity

At the end of 2021, the percentage of COVID-19 vaccine booster shots administered in the OCHIN network to patients of color exceeded the U.S. average:

27%

to Hispanic patients, compared to 8% nationally

11%

to Black patients, compared to 7% nationally

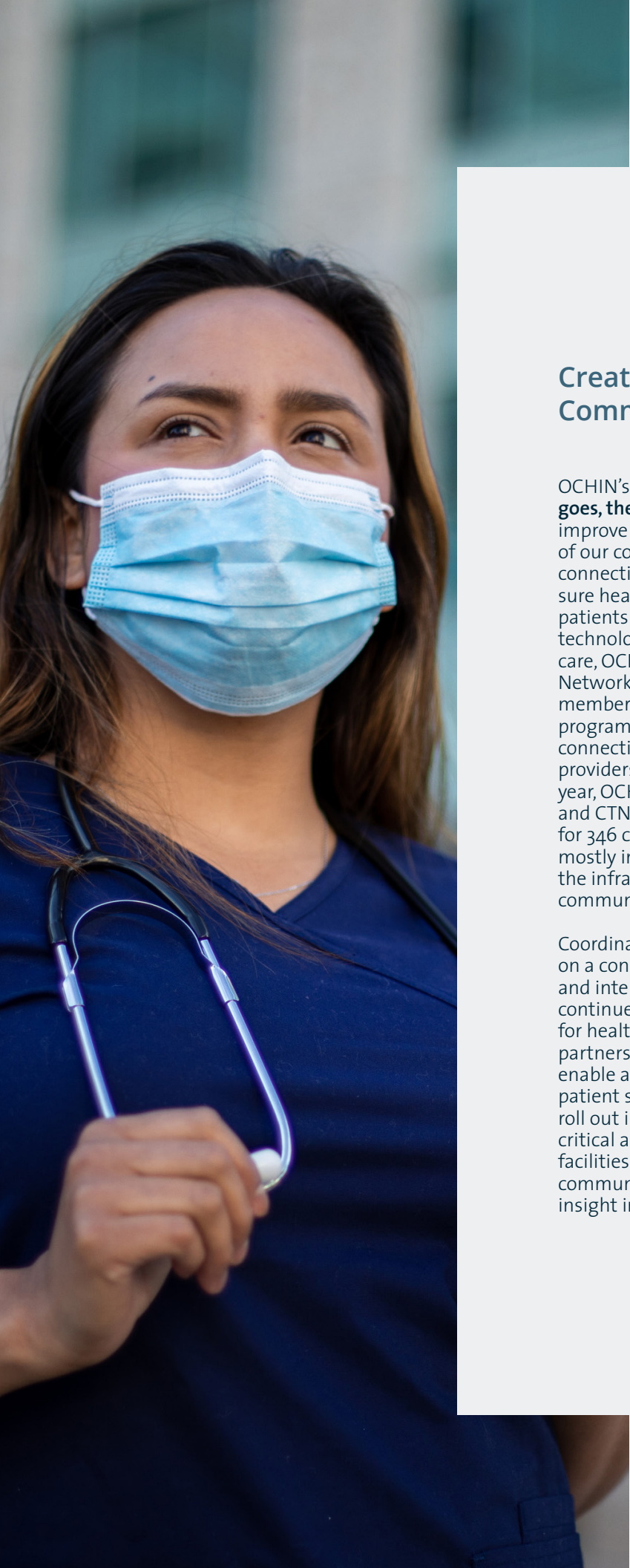
8%

to Asian patients, compared to 4% nationally

MEMBER STORY

Montessori Autism Programs & Services, El Dorado Hills, California

When COVID-19 forced providers and patients nationwide to turn to virtual services, rather than in-person care, Montessori Autism Programs & Services (MAPS) turned to the California Telehealth Resource Center, part of OCHIN, for support establishing a telehealth program to deliver much-needed care and services in their community. Toby, a young man with Down syndrome and associated health concerns and disabilities, receives care virtually from MAPS to help him build relationships and work on behavioral, communication, and independent living skills to help him be successful in life. **“Individual needs really need to be considered when looking at things like virtual therapy,”** says Toby’s mother, Elaine. “Toby really looks forward to these sessions. They have been one of his only ways to connect with peers on a regular basis.”



Creating a Connected Community of Care

OCHIN's goal is that **wherever the patient goes, their health data flows**. We must improve the quality, efficiency, and resilience of our country's health care system by connecting care communities and making sure health records flow seamlessly between patients and their providers. To enable technology-driven, connected patient care, OCHIN and our California Telehealth Network (CTN) continue to support our members through the FCC's Rural Health Care program (RHC), which subsidizes broadband connectivity and services for health care providers in underinvested communities. This year, OCHIN Broadband Network Services and CTN helped secure nearly \$3.5 million for 346 connected sites across 11 states, mostly in rural communities, to expand the infrastructure to connect care in more communities.

Coordinated whole-person health care relies on a connected community of providers and interoperable technology, and OCHIN continues to expand our network's capacity for health information exchange with partners throughout the country to help enable a single unified health record for each patient seen by our members. In 2022, we will roll out integrated acute care functionality for critical access hospitals and other inpatient facilities to further connect care in our communities and give providers greater insight into their patients' health.

This year we saw the need for standardized and interoperable data to support public health efforts, uncover COVID disparities, and reallocate resources—such as vaccines—fairly and effectively. OCHIN network data also helped reveal the disproportionate challenge of duplicate patient records among communities of color, which impedes quality care and adds administrative risk and burden across the health system.

At the onset of COVID-19, lack of data standards and interoperability led to confusion and delays in everything from local contact tracing to national vaccine distribution. That's one reason OCHIN worked closely with the CDC early in the pandemic to improve and automate electronic case reporting (eCR), which has now delivered more than 1.4 million electronic case reports to the CDC across all 50 states. OCHIN network data, accompanied by dozens of member testimonials from the frontline, also helped inform the Biden Administration's decision to allocate additional COVID vaccines directly to community health centers early in the year when supply was still limited, helping close equity gaps in national and state vaccination efforts.

MEMBER STORY

Virginia Garcia Memorial Health Center, Cornelius, Oregon

Virginia Garcia Memorial Health Center, a trusted health care provider for Hispanic/Latinx patients, created a COVID-19 Response (CoRe) team to reach underserved populations using a mobile clinic to ensure equitable access to COVID-19 testing and vaccination for communities of color—including many migrant and seasonal farmworkers—by meeting them where they live and work. In April 2021, Virginia Garcia hosted its first mobile vaccination clinic, where it vaccinated almost 300 people. "Our patients were the hardest hit by the pandemic," said Misty Downey, CoRe Team Program Manager. ***"The work that the CoRe Team does each week is critical to ensuring the most vulnerable populations have access to the vaccine."*** With OCHIN's integrated tools, including the COVID-19 mobile app, patients' test results and vaccination records feed directly into the EHR for a single unified health record, even when administered outside of the clinic.

Moving and Using Data to Connect Community Care

\$3.5M

in 2021 Rural Health Care Program funding to members in 11 states to expand broadband access to enable modern health care

221.8M

clinical summaries exchanged since 2010

62.1M

clinical summaries exchanged in FY2021

17.9M

all-time transactions through the nationwide Carequality framework (7M in FY2021)

13M

exchanges with non-Epic partners during FY2021

6K

non-Epic exchange partners (16% increase over 2020)

1M

electronic case reports triggered by COVID-19 events in FY2021

254K

exchanges with the Department of Veterans Affairs in FY2021

27K

exchanges with the Social Security Administration in FY2021

21

connections to state immunization registries (20 bidirectional)



Community Collaborations that Matter

At OCHIN we believe in the power of collaboration to spark and drive enduring health care transformation on a local level and on a national scale. That's why we partner with our national network of community health centers to disseminate best practices and solutions to shared challenges; conduct patient-centered research in partnership with leading institutions to inform more equitable policies, payment structures, and models of care; and we work with governments and other national entities to expand health care access and drive for equity in every community.

Supporting a National Network of Community Providers

UCHIN's Health Center Controlled Network (HCCN) is the largest in the nation, helping participating health centers (PHC) optimize their use of technology and collaborate to find innovative solutions to complex challenges. The COVID-19 public health emergency shifted priorities for health centers, and together we have found innovative ways to meet the specific needs of each participating health center through tailored, collaborative support that is making a real difference in their communities. As we approach the close of a three-year grant cycle, OCHIN's PHCs have shown a marked increase in provider satisfaction, reduced burnout, and greater patient engagement, among other accomplishments. We also saw the value of providing tailored consulting and technical support to help health centers optimize virtual care delivery through a patient-centered approach during the pandemic.

MEMBER STORY

Laguna Beach Community Clinic, Laguna Beach, California

Throughout the COVID-19 pandemic, OCHIN's HCCN has provided ongoing technical assistance to help health centers deploy virtual and telehealth tools and workflows to ensure they stayed open and connected to their patients. By focusing on improving patients' online experience, the Laguna Beach Community Clinic was able to scale its MyChart patient portal usage from a monthly average of less than 28% of patients before the pandemic to more than 43% by February 2021—all with support from OCHIN's HCCN.

"The feeling of having a team behind us... is a huge relief. It is really a lot of process improvements needed, and your experts will help us find the way."

—Joan Churchill, CEO, Alliance Medical Center,
Healdsburg, CA

OCHIN HCCN Impacts:

During the 2019-2021 grant cycle, our 97 participating health centers achieved:

925

health care delivery sites supported across 12 states

2.2M

patients supported

825%

increase in digital tool use for patient and care team communications

365%

increase incorporating social risk factor screenings into care plans

227%

increase in overall provider satisfaction

10%

reduction in provider burden after Relational Leadership program

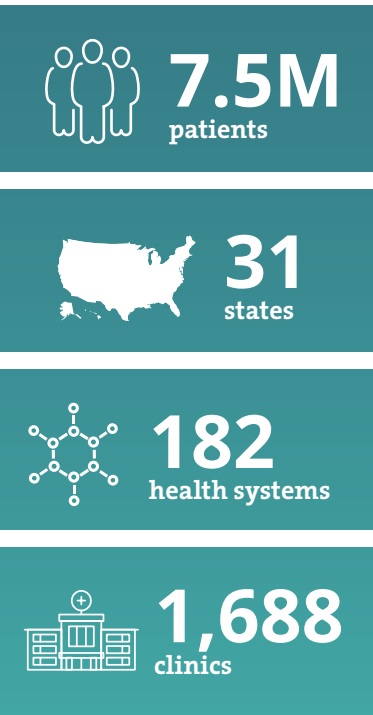
72

PHCs earned UDS Community Health Quality Recognition badges in 2021

Transforming Care Through Patient-Centered Research

OCHIN partners with leading academic, health care, and research institutions across the country to conduct patient-centered research that advances more equitable models of care delivery, informs health care policy, and effects meaningful change for communities across the nation. OCHIN participates in 10 national research networks and has received renewed funding from the Patient-Centered Outcomes Research Institute (PCORI) to lead the ADVANCE Clinical Research Network for three more years. The OCHIN-led ADVANCE network is a partnership with Fenway Health, Health Choice Network, and Oregon Health & Science University (OHSU) with the aim of maintaining partnerships and infrastructure to advance health equity research. In 2021, the ADVANCE Data Warehouse grew by more than one million patients, surpassing seven million, further expanding our insights into the care and outcomes of underserved populations across the nation to inform our research for greater impact.

ADVANCE Data Warehouse



Collaborating to Diversify Artificial Intelligence and Machine Learning

In 2021, OCHIN was selected to lead the data and research component of the National Institutes of Health (NIH) AIM-AHEAD program, a new artificial intelligence and machine learning consortium to advance health equity and researcher diversity. Under the overall leadership of the University of North Texas Health Science Center in Fort Worth, the \$50 million NIH initiative brings together experts in community engagement, artificial intelligence/machine learning

(AI/ML), health equity research, data science training, and data infrastructure. The program is designed to close significant gaps in diversity of AI/ML researchers and data used to train AI/ML models for industry use. Left unaddressed, these gaps threaten to exacerbate bias, racism, and inequity in the health care system, widening national health disparities. We are excited to start this important work with our program partners in 2022.

Demonstrating the Benefits of Medicaid Expansion



A report from the Kaiser Family Foundation this year reviewed over 600 studies, including 19 papers from OCHIN’s shared Affordable Care Act portfolio with our partners at OHSU. Our cited research demonstrates the positive effects of Medicaid expansion across a multitude of outcomes, including cancer and chronic diseases, reducing disparities, sexual and reproductive health, and social determinants of health.

Advocating to Support and Sustain Community Health Transformation

OCHIN has played a key role in shaping the national policy dialogue by working closely with the Biden Administration, as well as congressional and state leaders, to secure major victories to advance health equity and community health transformation. Driven by the demands of the ongoing pandemic, the Biden Administration, Congress, and state leaders have advanced an unprecedented number of policies to strengthen public health and address health equity for rural and underinvested communities.

In late 2020, OCHIN capitalized on the opportunity to lay out policy priorities for the incoming Biden Administration. We highlighted the urgent need to close the digital divide, while sustaining and transforming health care delivery; including public

health modernization, broadband investments, and national standards for a digital health data framework. OCHIN’s advocacy for investments in these priority areas at the federal and state levels saw an unprecedented level of success in 2021. The first-hand accounts of the daunting challenges facing our members, combined with solutions that work and learnings from OCHIN’s research and informatics teams, have opened doors and changed minds.

Our work is not done, but we are optimistic about the momentum we have gained on behalf of the OCHIN network, and we look forward to expanding our circle of impact to include new partners for community health transformation in 2022.

	After OCHIN laid out for White House officials the capacity of community clinics to effectively reach underserved communities, the Biden Administration began delivering COVID-19 vaccines directly to federally qualified health centers (FQHCs).
	OCHIN’s policy priorities for value-based payment reform were adopted by the Center for Medicare & Medicaid Innovation, including a focus on community care, Medicaid, specialty care, and SDOH.
	OCHIN, with a coalition of stakeholder partners, persuaded the Biden Administration to rescind a 340B drug pricing program policy that would have financially devastated community clinics, and advanced policymakers’ awareness of community clinics’ long-term sustainability needs.
	For the first time ever, funding for an OCHIN proposal was included in the 2022 Senate Appropriations Committee bill (currently pending), as well as language urging HRSA to fund a virtual specialty network to serve community health care providers.
	OCHIN and our members successfully urged the Biden Administration to remove restrictions on opioid use disorder treatment that reduced access for underserved communities.
	Leading with data-driven recommendations from member experience, OCHIN was central in legislative wins securing permanent coverage of telehealth, including audio-only in state Medicaid in Oregon and Washington, and extending coverage, particularly for FQHCs, in California.
	OCHIN members mobilized rapidly to advance expanded access to substance use disorder treatment early in the Biden Administration.

Collaborating with National Stakeholders to Improve Care and Health

Since 2017, OCHIN has been an active member of the Institute for Healthcare Improvement (IHI) Leadership Alliance, a dynamic learning community of health care leaders who work together and in partnership with patients, workforce, and communities to deliver on the full promise of the IHI Triple Aim: better care, better health, and lower costs. This year, OCHIN participated in workgroups to explore innovations in health care delivery and to dismantle institutional racism and address inequities in health outcomes. In the spring of 2021, OCHIN shared our work to expand the use of actionable data to ensure equitable administration of COVID-19 vaccines in the OCHIN network.

MEMBER STORY

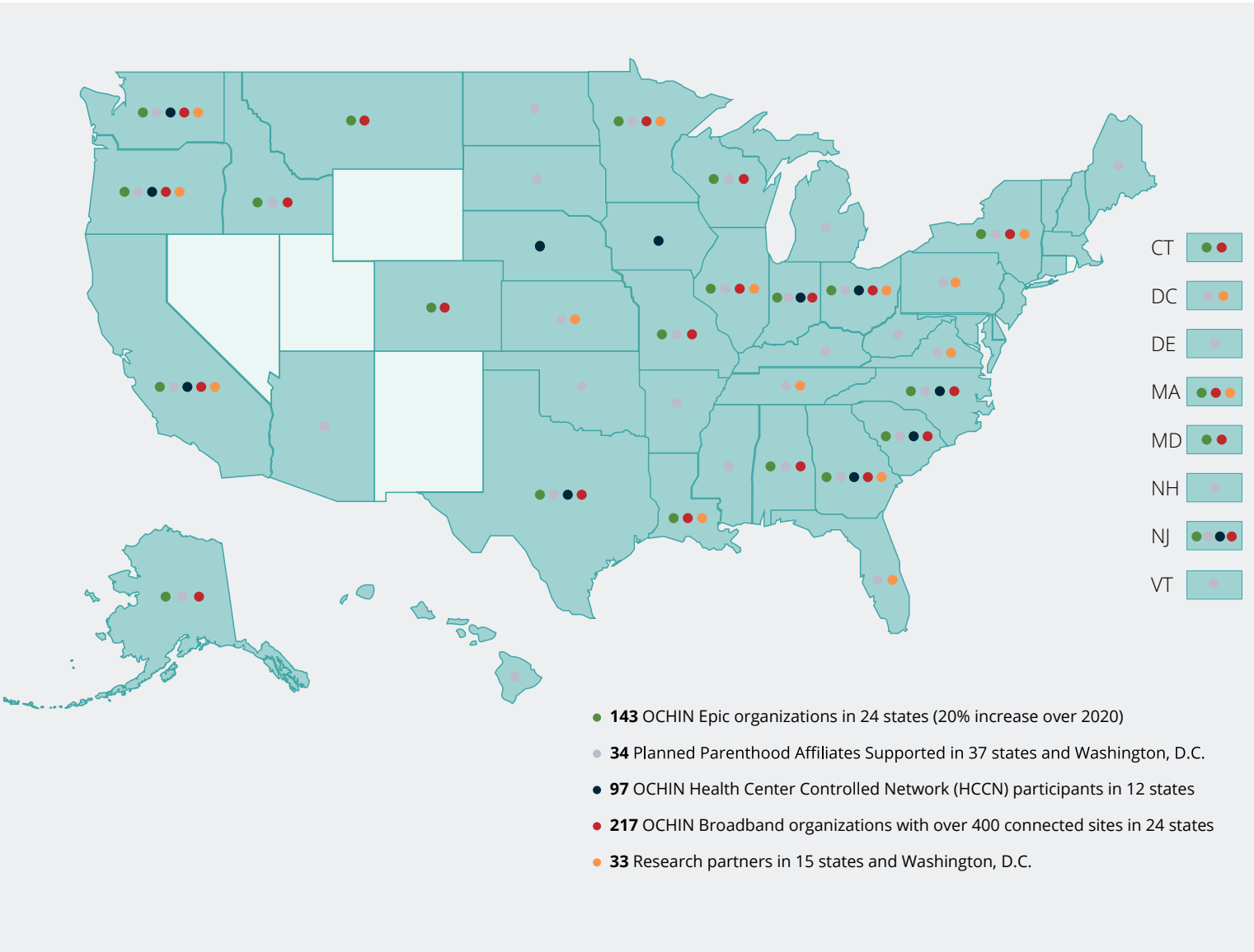
Roanoke Chowan Community Health Center, Ahoskie, North Carolina

OCHIN partnered with IHI Leadership Alliance member and OCHIN member Roanoke Chowan Community Health Center (RCCHC) to improve patient success managing diabetes via remote patient monitoring tools. OCHIN helped RCCHC apply a user-centered design approach that considered patient and provider perspectives, as well as the intersection of various systems and services, to identify gaps in workflows and standing orders. With this expanded focus, RCCHC improved its clinical protocols and processes to enhance their remote patient monitoring program.

The Power of Community: 2021 By the Numbers

OCHIN provides solutions expertise, clinical insights, and tailored technologies to a national network of locally-controlled organizations who provide independent, community-based care to patients across a variety of health care settings. We support a network of more than 21,000 providers who reach over 6 million diverse patients nationally—the largest network of community-based providers in the country.

OCHIN supports nearly **1,000** community health care sites in **45** states



2021 Impacts and Milestones



EPIC CONNECT ACCREDITATION
OCHIN is one of 40 organizations to achieve this accreditation



EPIC GOLD STARS LEVEL 9
OCHIN is in the top 13% of organizations using the most cutting edge EHR tools



NCQA PCMH PREVALIDATED
OCHIN is a prevalidated vendor in NCQA's Patient-Centered Medical Home Recognition program

21K

providers supported at nearly 1,000 care delivery sites nationwide

6.2M

patients served by OCHIN members in 45 states

2.2M

patients served by OCHIN's HCCN participants across 12 states

\$3.5M

in FCC Rural Health Care Program funding to members in 11 states

2.8M

telehealth encounters in FY2021

1.1M

COVID-19 vaccine doses administered by OCHIN members

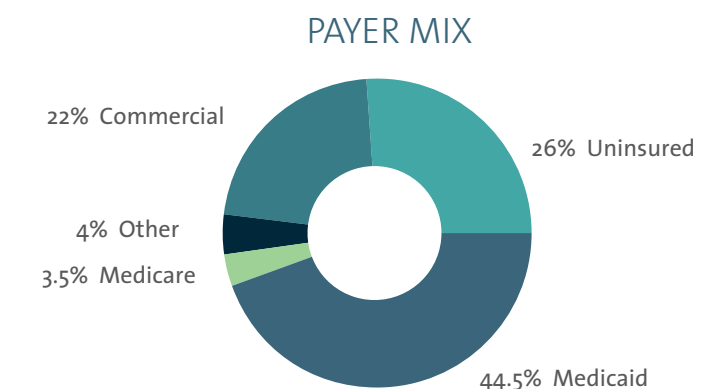
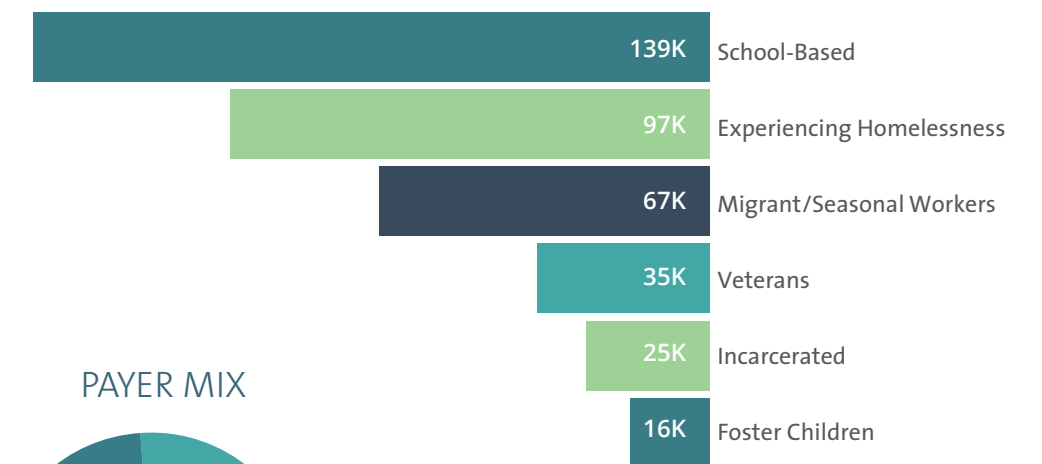
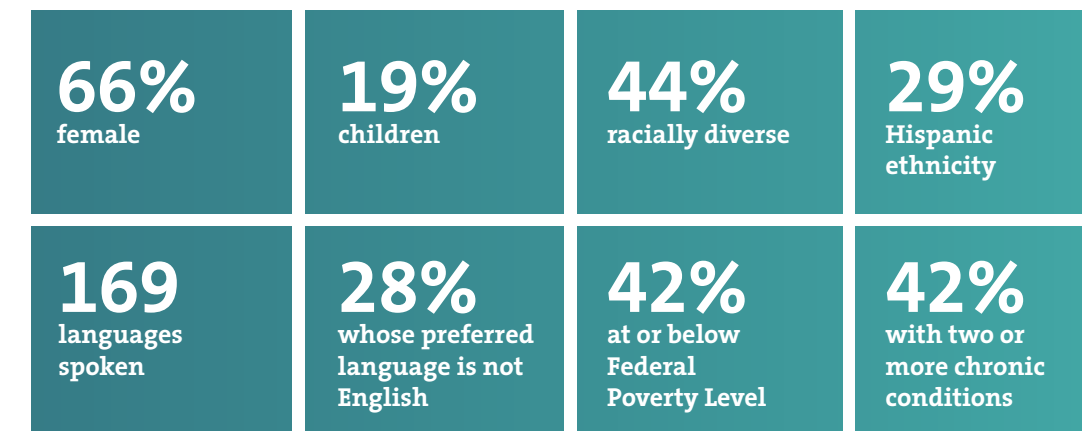
129

OCHIN members and HCCN participants received UDS Community Health Quality Recognition badges

Patient Population and Demographics

OCHIN is helping our members improve access and health outcomes for the nation's most underserved communities and historically marginalized and medically complex patients.

Across EHR platforms, our members' patient population includes over 6.2 million patients seen in the last three years.

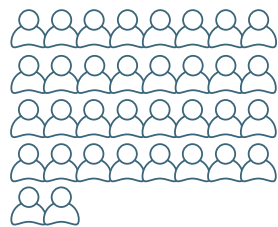


Workforce

615
employees

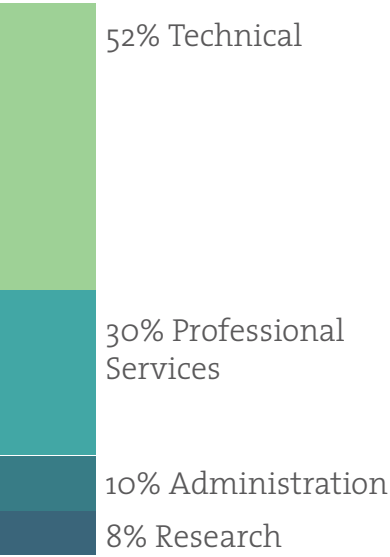
67%
female

41
states



34
high school &
college interns

Staff Functions



Board of Directors

Board Officers

Chair
Liz Gibboney
Partnership HealthPlan of California
Fairfield, CA

Secretary
Jean Polster
Neighborhood Family Practice
Cleveland, OH

Immediate Past Chair
Vanetta Abdellatif
Alcora Foundation,
Seattle, WA

Treasurer
Phil Lamb
Retired Banking Executive
Oro Valley, AZ

Chair Elect
Mike Gifford
Vivent Health
Milwaukee, WI

Directors

Bill Adams, MD
Boston HealthNet
Boston, MA

Kevin Hart
Kaiser Permanente
Oakland, CA

Bob Marsalli
Washington Association for
Community Health
Olympia, WA

Kim Schwartz
Roanoke Chowan Community Health
Center
Ahoskie, NC

Denise Rodgers, MD
Rutgers Biomedical and Health Sciences
Newark, NJ

Marc Hackett
Jane Pauley Community Health Center
Indianapolis, IN

Gil Muñoz
Virginia Garcia Memorial Health Center
Hillsboro, OR

Pamela Riley, MD, MPH
District of Columbia Department of
Health Care Finance
Washington, D.C.

Homer Chin, MD
OpenNotes and Oregon Health & Science
University
Portland, OR

Tom Andriola
University of California
Irvine, CA

John Saultz, MD
Oregon Health & Science University
Portland, OR

Financials

OCHIN’s growth allows us to improve access and health in more communities, strengthen our collective voice, and better position us to lead the path toward health equity.

REVENUE

Implementation fees
Member service fees
Grants and contract revenue

TOTAL REVENUE

EXPENSES

Salaries and benefits
Maintenance and support
Administration

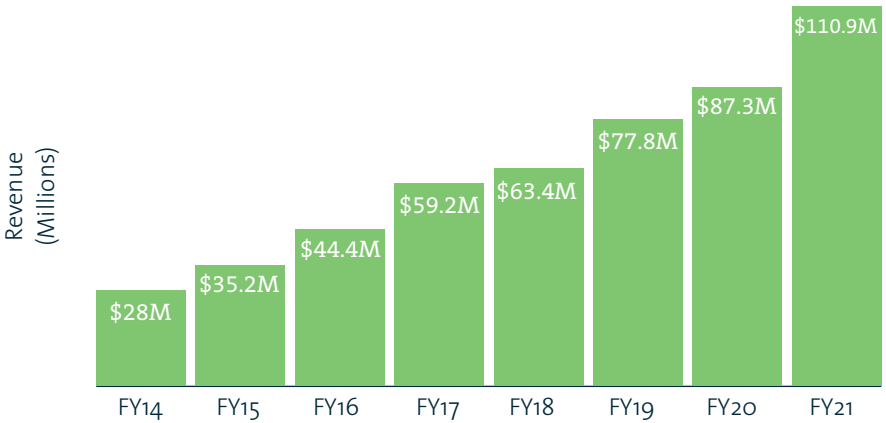
TOTAL EXPENSES

CHANGE IN NET ASSETS

NET INCOME MARGIN

	2020	2021	CHANGE (2020-2021)	%
Implementation fees	14,203,596	20,563,233	6,359,637	45%
Member service fees	59,044,949	73,345,972	14,301,023	24%
Grants and contract revenue	14,007,884	16,985,539	2,977,655	21%
TOTAL REVENUE	87,256,429	110,894,744	23,638,315	27%
Salaries and benefits	49,623,855	63,052,940	13,429,085	27%
Maintenance and support	17,055,569	25,456,523	8,400,954	49%
Administration	18,827,539	16,903,798	(1,923,741)	-10%
TOTAL EXPENSES	85,506,963	105,413,261	19,906,298	23%
CHANGE IN NET ASSETS	1,749,466	\$5,481,483	\$3,732,017	213%
NET INCOME MARGIN	2%	5%		

OCHIN’s Growth



Thanks to Our Partners and Funders

OCHIN could not accomplish everything we do without the generous support of our foundation partners and funders. These relationships enable us to innovate on a larger scale and deliver greater impact for communities nationwide. These organizations awarded funding to OCHIN in FY2021:

AmeriCorps	National Center for Advancing Translational Sciences
Bill & Melinda Gates Foundation	National Institute of Diabetes and Digestive and Kidney Diseases
Blue Shield of California	National Institute of Minority Health and Health Disparities
CareOregon	Oregon Primary Care Association
Centers for Disease Control and Prevention	Public Health Informatics Institute
Epic Systems	Robert Wood Johnson Foundation
Federal Communications Commission	Task Force for Global Health
Heartland Health Network	Universal Service Fund
HRSA Bureau of Primary Health Care	Washington Service Corps
Merck CORE	Yarg Foundation
Microsoft Airband	
National Association of Community Health Centers	
National Cancer Institute	

Our Journey Forward

At OCHIN, we aspire to manifest our commitment to health equity in our thoughts, decisions, and actions. We know our efforts to foster a more welcoming and inclusive workplace are just as important as the work we do to create a more just and equitable health care system. In fact, it is an essential ingredient to the community-led transformation we seek.

In 2021, we initiated our first-ever Diversity, Equity, Inclusion, and Belonging Council, under the stewardship of a new leader of People and Culture. We initiated new strategies to support pay transparency for our staff and introduced a leading parental bonding policy to ensure our workplace provides flexibility and fairness for all families. Further, we continue to support the creation of new, living-wage jobs in critical disciplines—such as data science, informatics, research, engineering, and consulting—so we can expand opportunity and attract new talent among smaller, more rural communities. Underscoring all these initiatives is an awareness that the pursuit of equity, in all its dimensions, starts from within. At OCHIN, we are excited by the steps we’ve taken, and the continued strides we’ll make together, in our journey to create the world we want to live in.

The logo consists of the word "OCHIN" in a white, serif, all-caps font, centered within a dark blue rectangular background.

OCHIN

Cover Image: Portrait of a Northeast community where OCHIN's network is making progress

www.ochin.org