



STORIES OF WELLNESS



2013 Virginia Garcia Memorial Foundation Annual Report

CONTENTS



School-Based Health Care: Samantha's Story	1
Mental Health: Mohammad's Story	2
Wellness Program: Erika's Story	3
Dental Care: Jesus's Story	4
Clinical Pharmacy: Cary's Story	5
Primary Care: Toni's Story	6
Volunteer Spotlight: Dr. McBride	7
Sponsor Spotlight	8
Thank You To Our Community Partners	9
Financial Report	9
2013 Board Members	11

We are so grateful to our patients who chose to share their stories of health and healing for this report. A special thank you goes to Susan Climo for her insightful contributions to the writing of this report and to the creative team at Brand Incite for a design that reflects the unique qualities of Virginia Garcia.



FORWARD

MESSAGE FROM THE CEO, GIL MUÑOZ



Seven years ago, Virginia Garcia was fortunate to be part of a delegation that traveled to Anchorage, Alaska to learn how a native Alaskan organization was transforming the delivery of health care. Southcentral Foundation had created one of the first medical homes and during our visit we learned how a patient-centered model, using an integrated team of providers, focuses on the patient's overall health. We saw how patients at Southcentral Foundation were receiving more consistent, less costly health care with better results. We were impressed.

Today, with implementation of the Affordable Care Act around the corner, more people are recognizing the advantages of the Patient Centered Primary Care Home. At Virginia Garcia, we've been putting this model to work for the benefit of our patients and our community. Over the past seven years we have adopted, expanded and improved our team-based medical home and created opportunities to expand the role of primary care across the health care continuum. One example is our coordinated care collaboration with Providence St. Vincent Medical Center. A team of Virginia Garcia providers, including a nurse practitioner, a community health worker and a mental health care provider, are working with St. Vincent to follow patients once they are discharged from the hospital. We enroll these patients in a primary care home at Virginia Garcia and provide intensive follow-up care, including home visits, with the aim of reducing readmissions. So far, the results are remarkable. Preliminary data shows readmissions and hospital-based health care charges have fallen by more than 75 percent. This evidence reinforces our patient-centered approach to health care, demonstrating that increased investment at the primary care level provides savings by reducing the need for costly hospital care down the road.

Another innovative example involves bringing primary care into mental health care clinics. As many health care providers can attest, patients with persistent mental health challenges often do not get the basic primary care they need and chronic conditions go untreated. This summer, with grants from Providence Health System and Kaiser Permanente, we placed a nurse practitioner at LifeWorks NW in Hillsboro. We're currently working to expand this approach in Yamhill County through a partnership with the Yamhill County Mental Health Department.

This spring we opened our fourth school-based health center at Century High School in Hillsboro and we plan to open a fifth at Beaverton High School next year. We are also working with Kaiser Permanente to look at new ways to care for children and adolescents who have experienced childhood trauma. We expect this "trauma informed care" will help us provide positive, early interventions in our school-based health centers.

One critical step in developing an effective health care home has been a move to an alternative payment methodology (APM). In March, Virginia Garcia implemented this state-sponsored payment reform pilot which aligns reimbursement with the patient centered primary care home model. The pilot program focuses on the population served rather than office visits and procedures. It reimburses the medical home for the care provided and the results achieved. By following this new payment structure, the APM frees up teams of primary care providers, behaviorists, clinical pharmacists, nurses and community health workers to provide patient-centered care. This gives us the flexibility to care for our patients in the way that we envisioned.

All of these innovations point to a transformation in how health care may be delivered going forward. The small, patient-centered changes that once flew under the radar are now rising to the top. At Virginia Garcia, we embraced a pro-active model of health care delivery many years ago. And now that health care executives around the state – and the country – are catching up, they're looking to Virginia Garcia to see what works.

SCHOOL-BASED HEALTH CARE

Samantha's Story

In many ways Samantha Rumley's concerns are those of typical teenagers: "What should I wear? How do I look? What's happening this weekend?" In other ways, her concerns are more befitting of an adult: "What will we have for dinner? How can I find a job? Why do I keep getting headaches?"

"I just felt bad a lot of the time," shared Samantha. "There were a lot of days last year when I didn't come to school or days when I had to leave early."

Samantha is a 15-year old sophomore at Willamina High School, a small rural school of 300 students. The town of Willamina has historically depended on the local lumber mill for its economy, but now suffers from high unemployment and social problems linked to poverty. During the fall of 2012, Virginia Garcia opened a School-Based Health Center (SBHC) on the school's campus.

"I had been to the school nurse before," said Samantha, "but she couldn't figure anything out. She took my temperature and asked questions about my sexual activity. It made me feel judged. The only thing she did was give me Tylenol and send me back to class. So I was not sure about the new health center. But when I walked in, everyone was really friendly. The doctor gave me a very thorough exam. We talked about my overall health, my diet and natural remedies for colds. We talked about safe sex and birth control. We talked about a lot of stuff."

Janet Mathews, a nurse practitioner at the SBHC, sees Samantha regularly. "Samantha is a bright, sensitive girl who is surrounded by socio-economic stressors. We know that poverty aligns with disease. Some of Samantha's symptoms are brought on by stress. I suggest ways for her to manage stress, such as regular sleep and diet. School is a big part of her support structure, so having the school-based health center right here is very important. With many teenagers if you're not within five minutes or five feet, you're not on their minds. We want this to be their place."

"When I told my mother that Virginia Garcia had opened a health center at my school, her face lit up. She had been to Virginia Garcia in McMinnville and had a great experience. The best part about having the health center at my school is building relationships. I feel like they know the look on my face and can tell what's going on. They listen and they treat me with respect."



MENTAL HEALTH

Mohammad's Story

"I came to the U.S. 32 years ago from Iran. I was working in the defense ministry at the time of the revolution and had to flee. I lost everything. But I picked myself up and made a life here in the U.S. I have had many struggles in my life, but I have always kept going. It's very hard for me to admit I need help."

Mohammad was uninsured and without a primary care doctor when he came to Virginia Garcia in 2010 with complications from diabetes, headaches and back pain following spinal cord surgery. His VG care team referred Mohammad to Greta Lyders, a behavioral health provider. "Mohammad was referred to me to help him manage his diabetes and obesity," said Lyders. "He told me that he also suffered from depression and insomnia. He was very forthcoming. He was worried. He needed help."

Lyders took his health history and after careful evaluation, reached the diagnosis of bipolar disorder. She concluded that he couldn't manage his physical health until his mental health was stabilized.

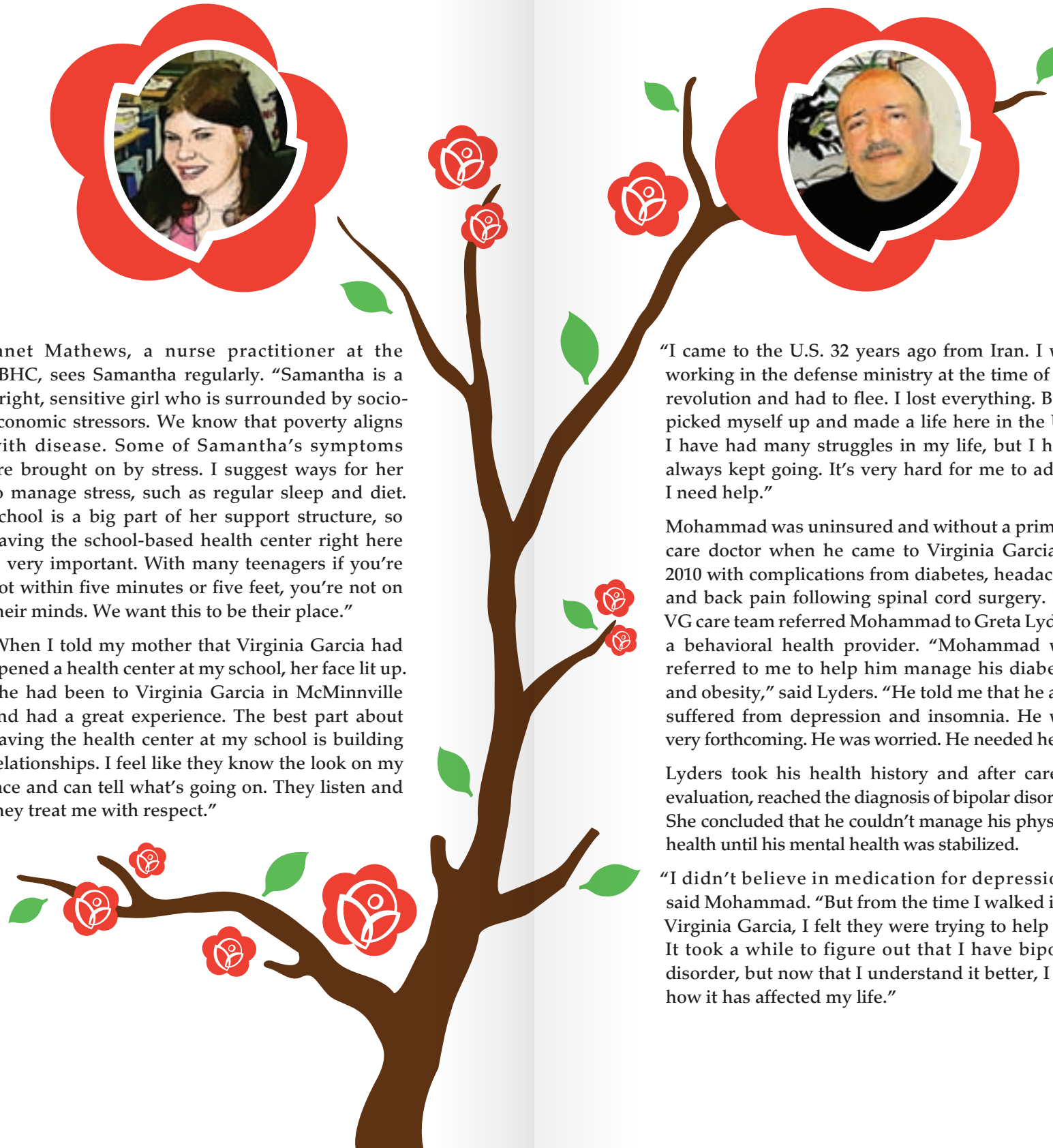
"I didn't believe in medication for depression," said Mohammad. "But from the time I walked into Virginia Garcia, I felt they were trying to help me. It took a while to figure out that I have bipolar disorder, but now that I understand it better, I see how it has affected my life."

Mohammad was a social worker for years and received an award for distinguished service from former governor Barbara Roberts. "I loved my job, but after a while I just couldn't do it anymore. I was so tired. I wanted to give up and I thought about suicide. My care team at Virginia Garcia basically saved my life."

Mohammad regained control of his life and manages his chronic pain and diabetes with medication, diet and therapy. "I have real relationships with people here," said Mohammad. "They tell me I'm a model patient."

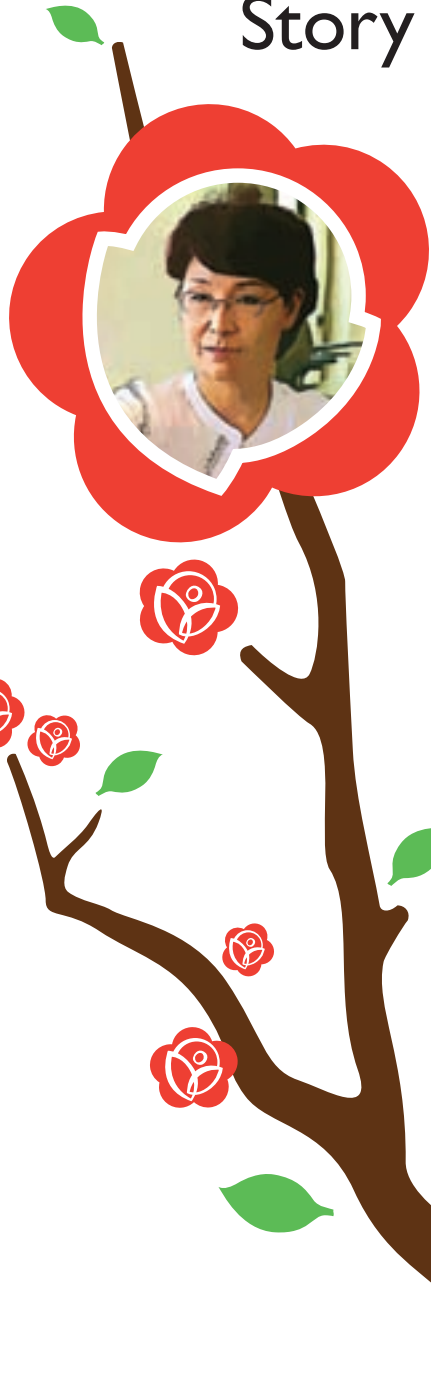
"Working with Mohammad has taught me to examine how we think as behavioral health providers – to look beyond the physical symptoms. For example, chronic pain in some cases can be the bellwether sign of bipolar disorder," said Lyders. "I took this job to pay off my student loans. I had no idea how rewarding this would be. With people like Mohammad, I feel that I'm having an impact."

"I'd like to go back to Iran someday and tutor young people," said Mohammad. "I'd like to help. I'm poor, but I'm happy."



WELLNESS PROGRAM

Erika's Story



It's Tuesday at 5 p.m., the end of a busy day. But when you enter the classroom in the Cornelius Wellness Center, you check your stress at the door. VG patients, community members and staff fill the room as Dave Barrett begins the class. "Tai Chi is a traditional Chinese exercise program. Formerly known as a martial art, it has since become a widely-accepted therapeutic exercise. We now understand its value in promoting health."

Dave's movements create images in a slow, fluid, exacting pace. "In the cloud hands sequence we use the entire structure of the arm in a continuous, flowing motion. Like clouds moving across the sky."

Erika Nada listens intently as she mirrors his movements. She is relaxed and smiling. But that wasn't always the case. Two years ago Erika was in a bad car accident and sustained numerous injuries.

"I could not even lift my arm. My shoulder was frozen and I couldn't use my hand. Worse, I lost my dearest friend in that accident. I felt hopeless and wouldn't leave my room. I was deeply depressed. We have no insurance, but my husband heard about Virginia Garcia and got me an appointment. The doctor helped me with medication and also suggested I try one of the wellness classes. She told me about Tai Chi."

"When Erika first came to my class, she was timid," said Dave. "But she comes regularly, is focused, yet at ease in learning the movements. She also seems to enjoy the others in the class."

The idea to offer Tai Chi at the Wellness Center came from former VG board member Fred Bruderlin. "There's a spiritual component that complements the moves in Tai Chi," said Bruderlin. "It promotes self-awareness and confidence."

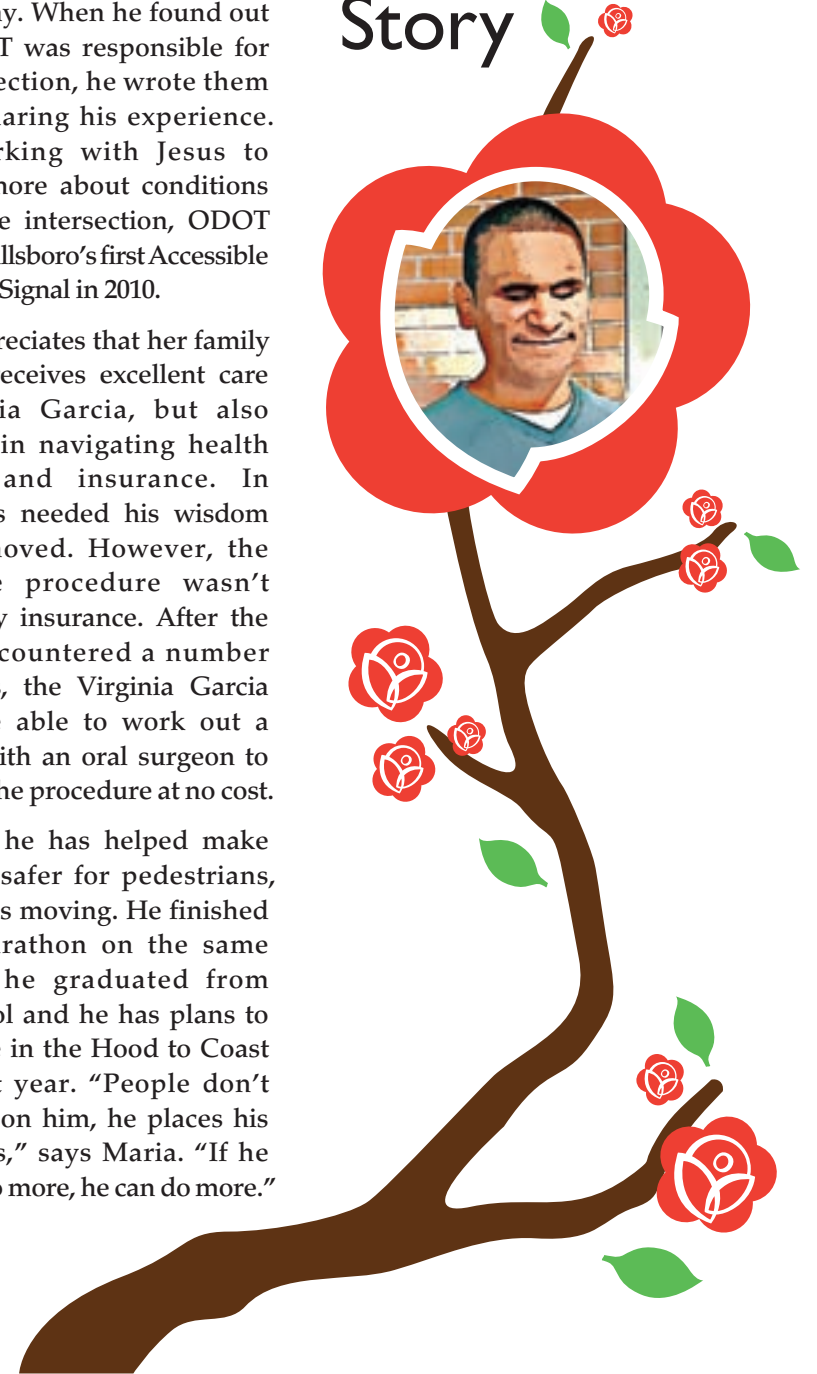
"I'm Korean and was looking for more natural ways of health care. I'm more comfortable with a holistic approach to medicine," said Erika.

Virginia Garcia is fortunate to have a master instructor like Dave Barrett. "In each class we build on choreography from the previous lesson," said Dave. "There's a lot of repetition in Tai Chi which makes it easy for anyone to join. We emphasize balance and connectedness as we move forward. And then I like to add a little humor."

Erika balances in the final posture. "I like coming here," she says. "I take the bus every Tuesday and Thursday from Beaverton to take Dave's class. Tai Chi has really helped me use my arm again. I feel much better. And I like the people."

DENTAL CARE

Jesus's Story



in front of him. But to get from home to the clinic, Jesus has to cross Southeast 10th Avenue, a quiet street that has lighter traffic. Noise from nearby streets makes it difficult for Jesus to determine whether he has the right of way. When he found out that ODOT was responsible for the intersection, he wrote them a letter sharing his experience. After working with Jesus to find out more about conditions around the intersection, ODOT installed Hillsboro's first Accessible Pedestrian Signal in 2010.

Maria appreciates that her family not only receives excellent care at Virginia Garcia, but also guidance in navigating health services and insurance. In 2010, Jesus needed his wisdom teeth removed. However, the expensive procedure wasn't covered by insurance. After the family encountered a number of hurdles, the Virginia Garcia staff were able to work out a solution with an oral surgeon to complete the procedure at no cost.

Now that he has helped make Hillsboro safer for pedestrians, Jesus keeps moving. He finished a half marathon on the same day that he graduated from high school and he has plans to participate in the Hood to Coast relay next year. "People don't put limits on him, he places his own limits," says Maria. "If he wants to do more, he can do more."

Jesus Reyes is completely blind, but that doesn't slow down the dynamic 19-year-old.

This spring, Jesus finished his first year at Clark College in Vancouver and he recently interned at a community radio station. Over the summer, he travelled to Mexico to visit family. Next, he's hoping to start volunteering at a non-profit that recycles used computers and provides the community with access to technology.

Jesus's mother Maria first brought him to the Virginia Garcia dental clinic in Cornelius when he was a young boy. When he was a little older, Jesus began visiting a dental clinic in Portland. "For a 45-minute appointment, I would have to travel two hours," Jesus said. The trip involved riding the MAX from Hillsboro and transferring to a bus in Portland.

Virginia Garcia's expansion to Hillsboro was a welcome change for Jesus. Now, he can walk from home and be in the dentist's chair in 15 minutes. "Virginia Garcia is a welcoming place," Jesus said. "It's not intimidating and everything is well organized."

While the new dental clinic was much closer to home, it wasn't always so easy for Jesus to walk to. Jesus can safely cross many city streets by listening for traffic

Cary Joyce led a very physically active life – he worked as a fire sprinkler installer and enjoyed river rafting. But today, he struggles just to breathe.

“I have lung cancer and had part of my lung removed. I am diabetic too so my medication regime and schedule is complicated. I don’t know what I would do without Sarah’s help.”

Sarah Deines, a Virginia Garcia clinical pharmacist, helped Cary manage his medications, diet and appointment schedule for the past year. “Cary was in and out of the emergency department many times this past year. He has a complex set of medical conditions we are treating in addition to chemotherapy for cancer. I’m looking closely for potential harmful interactions with medications he takes for diabetes and high cholesterol. We modified dosage or changed his medications several times.”

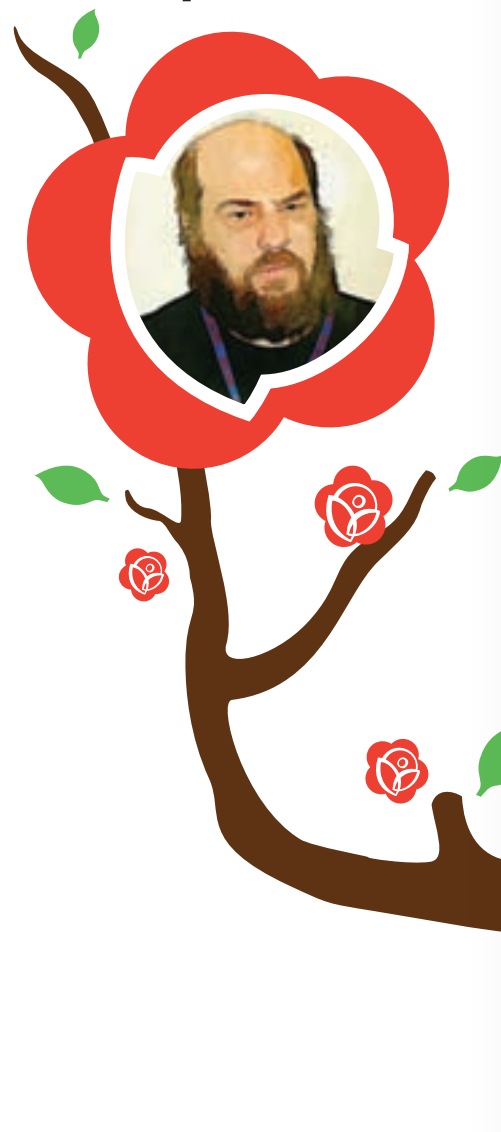
This spring Cary had a close call. “I was taking a combination of Carboplatin to fight the cancer and steroids to reduce the swelling it can cause. One evening when I tested my blood sugar levels as part of my diabetes management, the meter went to the limit – too high for the meter to read. I was literally off the charts. I called Sarah at the clinic and got through right away. She talked to me calmly to make sure I was coherent and explained that the spike was probably due to the steroids. She told me to wait and keep testing to make sure my blood sugar levels were coming down. She was right.”

The VG clinical pharmacy program works with Tuality Healthcare to identify patients like Cary who are high risk, uninsured and who face barriers to getting the medications they need for chronic medical conditions. “The patients are enrolled in the Tuality Community Health Resource (CHR) program. We see them after discharge from the hospital to go over their medications and set up a plan for getting prescriptions filled and for follow-up appointments,” said Sarah. “One of our goals is to have all patients come through the clinical pharmacy program after hospital discharge so we can review medications before they see their providers. This way the providers can focus less on their medications and more on their medical care.”

Despite all his challenges, Cary is making real progress in managing his health. “He’s very motivated to learn about his medical conditions and is invested in his own health care,” said Sarah.

CLINICAL PHARMACY

Cary’s Story



PRIMARY CARE

Toni’s Story

“Of course I heard of the Virginia Garcia clinic, but I thought it was for migrant farm workers, so I never considered going,” said Toni Borgun. “When I ended up in the Tuality Healthcare emergency department with a kidney infection, I was referred to Virginia Garcia for follow-up care. Boy was I wrong! Virginia Garcia has been a lifeline, literally, for me and my family.”

Like many people in our communities, Toni has worked numerous jobs without health benefits. Last year when her health went into serious decline, she had no doctor and no insurance. “Most doctors won’t see you if you don’t have health insurance,” said Toni. “But from the moment I walked into the Virginia Garcia clinic in McMinnville, I was treated with respect.”

“When I first met Toni she seemed like she was only looking for medication and a quick fix. Without a primary care physician, she had been in and out of the emergency department. Toni was very anxious. It was clear she needed to talk,” said McKenzie Thurman, PA at the VG McMinnville Clinic.

In the medical home model, patients are introduced to a team of providers who oversee their ongoing care. The team includes primary care and behavioral health providers who collaborate in diagnosing and treating their patients. This integrated team approach can be very successful for patients like Toni who struggle with complex medical and mental health conditions.

“Toni was introduced to Scott Kaper, the team’s behavioral health specialist, who now sees her on a regular basis. She has a lot of back pain and Scott’s classes on living with chronic pain seem to have really helped her. We’re managing her hypertension with medication, but also with diet, exercise and lifestyle counseling,” said McKenzie. “Too often patients with anxiety think their situation is dire, so they go the emergency department when what they really need is access to care providers and advice. Our team has a good working relationship with Toni. We know where she’s coming from and how to help her.”

“I know I can always call Virginia Garcia and get through to somebody,” said Toni. “It feels like they care about my problems and really listen to what I have to say. Everybody is on my side.”

Toni has gone back to school part-time to become a community health worker. Her VG primary care team is her inspiration. “If not for Virginia Garcia I’m not sure where I would have ended up,” said Toni. “They’ve inspired me to want to give back.”



VOLUNTEER SPOTLIGHT Dr. McBride

To say Dr. Charlie McBride is rooted in his community is an understatement. He is the third generation to practice optometry in his family, all within walking distance of where he grew up.

“My grandfather was an optometrist here in Beaverton, as was my father. By the time I was 9 years old, I knew that’s what I wanted to do.” Charlie’s reputation preceded him, and several years ago he was approached by Betty Bode, the former manager of the VG Beaverton Clinic, who asked if he was interested in getting involved.

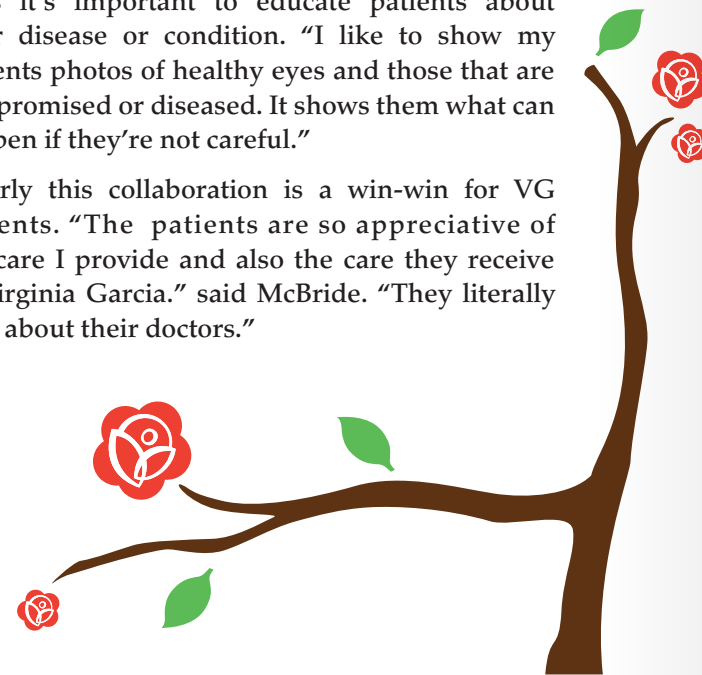
“She told me the clinic was seeing more and more patients with eye problems who needed a specialist. She was correct—and I was very interested. For the past six or seven years, I have seen three patients a week from Virginia Garcia pro-bono.”

People who have uncontrolled diabetes are at risk for eye problems, even blindness. “The VG patients I see are often those with severe problems. Some have diabetic retinopathy, a condition that puts them at risk for becoming blind. The earlier we catch retinopathy, the better. I have a great relationship with Virginia Garcia. They send patients with physician’s notes, labs, and other information so I can see the whole diagnosis. Once I have made my diagnosis and recommendations for treatment, I send a full report back to Virginia Garcia.”

VG Beaverton is fortunate to have this collaboration. Several years ago Dr. Chris Hill had a patient come into the clinic with a red, painful eye and blurry vision. “I knew this was possibly acute angle glaucoma, a rare but serious form of the disease, but we don’t have the equipment to make a definitive diagnosis. I called Dr. McBride, who was able to see the patient right away. He confirmed the diagnosis and the patient was referred to an ophthalmologist at the Casey Eye Institute where an operation saved his sight. Our relationship with Dr. McBride for cases like this, as well as for regular exams, is indispensable.”

Like the physicians at Virginia Garcia, Dr. McBride feels it’s important to educate patients about their disease or condition. “I like to show my patients photos of healthy eyes and those that are compromised or diseased. It shows them what can happen if they’re not careful.”

Clearly this collaboration is a win-win for VG patients. “The patients are so appreciative of the care I provide and also the care they receive at Virginia Garcia.” said McBride. “They literally rave about their doctors.”



SPONSOR SPOTLIGHT

CareOregon, Kaiser Permanente, Providence Health & Services, Tuality Healthcare



“Our partnership with Virginia Garcia is a critical component in achieving our mission to improve and protect the health of the communities we both serve. Together, we help Oregonians live better lives, prevent illness and respond effectively to health issues,” explains **CareOregon** president and CEO Patrick Curran. “Virginia Garcia is a vital connection that allows CareOregon to contribute and connect with the community on a dynamic, personal level.” Additionally, CareOregon collaborates with the VG pharmacy team on the Care Support and System Innovation Program addressing performance of care through the Triple Aim framework, contributing to better patient outcomes.



Kaiser Permanente has spearheaded initiatives focusing on the health of children served at school-based health centers. These initiatives expand oral health services, champion healthy eating and active lifestyles, and establish an Adverse Childhood Experiences Intervention program. “There’s no question that Virginia Garcia is one of our key community partners. We support the important work they do to provide health care and services to our region’s most vulnerable residents,” expressed Kaiser Permanente’s Regional President Andrew McCulloch. “But we also learn from each other. Kaiser Permanente and Virginia Garcia share many of the same values, including high quality, affordability, health equity and innovation. I can’t imagine operating in this community without them.”



As a key partner, **Providence Health & Services** has long been committed to the migrant camp program and now they lead the charge on an innovative Hotspotting program to connect patients in emergency departments with primary care homes. “Providence is proud to partner with Virginia Garcia,” states Priscilla Lewis, executive director of Community Services and Development. “Our missions are aligned to serve those most in need and we are able to accomplish more together than working alone. After 25 years of partnership, we continue to be impressed with their commitment to the highest quality care for the most vulnerable. Virginia Garcia can be counted on to be compassionate, innovative and to deliver high quality results.”



When Virginia Garcia prepared for the construction of the Cornelius Wellness Center, **Tuality Healthcare** donated use of their facilities, enabling Virginia Garcia to continue patient services during construction. “At Tuality Healthcare, we believe in partnerships to help provide the best health care possible to the residents of Washington County,” said Dick Stenson, Tuality president and CEO. “Our partnership with Virginia Garcia is one of our most important because it results in the delivery of quality health care to some of our most needy citizens. We plan to continue to partner for many years to come.”



THANK YOU TO OUR COMMUNITY PARTNERS

Thank you to everyone who donates to Virginia Garcia – your generous support helps us provide health care to those who need it most. We are pleased to recognize our friend-level donors, each of whom gave \$1,000 or more between April 1, 2012 and July 31, 2013.

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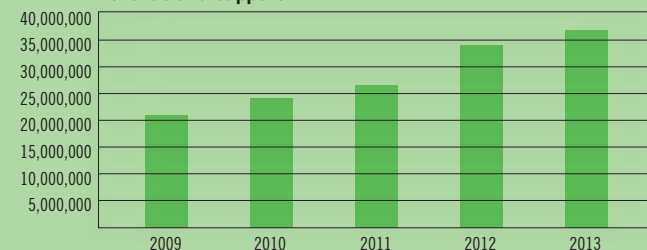
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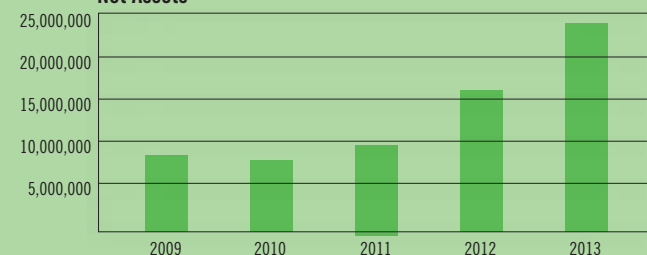
Years Ended March 31	2009	2010	2011	2012	2013	5-yr change
1. Total revenue and support	20,940,861	23,546,269	26,842,555	33,937,608	37,124,894	77.3%
2. Program service expenses	18,171,915	20,858,424	21,959,113	22,825,430	25,065,302	37.9%
3. Total expenses	21,365,272	23,816,408	25,479,202	27,058,703	29,621,641	38.6%
4. Program service expenses as % of total	85.1%	87.6%	86.2%	84.4%	84.6%	n/a
5. Net property and equipment	5,694,499	5,853,334	5,665,546	10,214,677	18,048,866	216.9%
6. Total assets	11,209,215	11,258,441	12,198,925	19,746,371	26,695,897	138.2%
7. Total liabilities	3,118,654	3,438,019	3,015,150	3,683,691	3,129,964	0.4%
8. Net assets	8,090,561	7,820,422	9,183,775	16,062,680	23,565,933	191.3%
9. Cash and liquid investments	1,839,025	1,277,585	2,353,680	2,766,303	4,531,559	146.4%
10. Average daily expenses	58,535	65,250	69,806	74,133	81,155	38.6%
11. Number of days cash on hand	31	20	34	37	56	77.7%
12. Purchases of property and equipment	327,357	579,465	287,625	5,196,333	8,470,763	2487.6%
13. Depreciation expense	388,420	421,630	475,413	453,282	636,574	63.9%
14. Capitalization ratio	84.3%	137.4%	60.5%	1,146.4%	1,330.7%	n/a
15. Current ratio	3.22	2.58	3.99	3.77	3.80	n/a

CONSOLIDATED FINANCIAL HIGHLIGHTS

Revenue and Support



Net Assets



The information in this document was derived from the Center's audited consolidated financial statements. However, it does not constitute a complete financial statement presentation in accordance with accounting principles generally accepted in the United States.



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The leadership, expertise and guidance of our Board members who served in 2012-2013 are the reason that Virginia Garcia thrived. We thank everyone for their time and dedication to our mission.

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Community Representative

Mary Kane Marshall, Vice Chair
Kaiser Permanente
Community Representative

Kathleen O'Leary, Secretary
Washington County
Community Representative

Laurinda Mackenzie, Treasurer
Oregon Anesthesiology Group
Community Representative

Alejandra Aguilar
Beaverton School Employee
Patient Representative

Hans "Chris" Alker
Beaverton School Employee
Patient Representative

Ernestina Aranda
Retired
Patient Representative

Ann Barr-Gillespie
Pacific University
Community Representative

Susana Carrazco
Hillsboro School Employee
Patient Representative

Donna Lozon
Patient Representative

Dorothy Mielke
Pacific Lamp Wholesale
Patient Representative

Wilfredo Figueroa
Intel Corporation
Patient Representative



Virginia Garcia Memorial HEALTH CENTER

The mission of Virginia Garcia Memorial Health Center is to provide high-quality, comprehensive and culturally appropriate primary health care to the communities of Washington and Yamhill Counties with a special emphasis on migrant and seasonal farm workers and others with barriers to receiving health care.



Virginia Garcia Memorial FOUNDATION

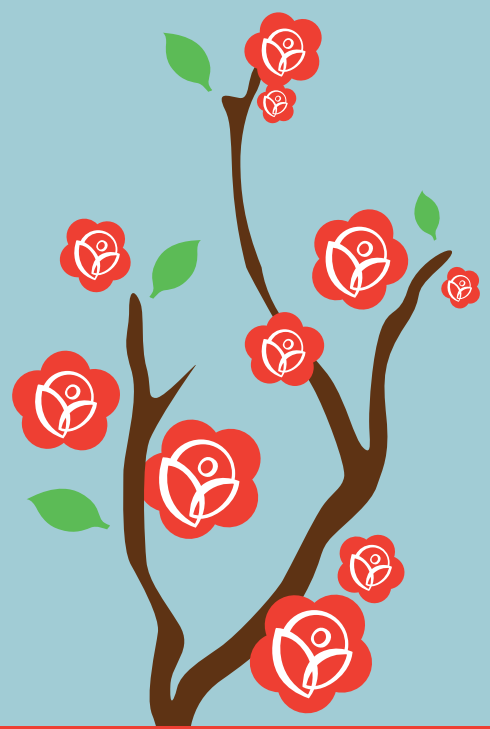
The mission of Virginia Garcia Memorial Foundation is to provide enduring support for Virginia Garcia Memorial Health Center through funding, community relations and through the cultivation of community friendships, partners and donors.

Do you know the story of Virginia Garcia?
www.viriniagarcia.org

brand incite

Brand Incite donated their brand expertise and time to design our 2013 annual report. Based in Portland, Oregon, the agency provides brand development, management and marketing services that drive growth for its clients.

Learn more at www.brandincite.com.



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Virginia Garcia Memorial
FOUNDATION

