ACCESS to CARE
Message from the CEO

Virginia Garcia Memorial Health Center exists today because of the work that began 44 years ago by a handful of dedicated and driven community leaders who said, “¡Si se puede!” and believed that everyone, even migrant farmworkers, deserved health care.

Our founders took their passion for health care for everyone and turned it into a reality following Virginia’s tragic death. Within weeks of her passing, we were delivering critical care in a 3-car garage in Cornelius, removing barriers to health care for those who needed it most.

We are no longer in that garage: we are in 17 care sites, and a brand-new mobile clinic, employing more than 600 passionate, mission-driven employees, and our mission is the same. Our passion for our community remains the same.

In the following pages you will find stories of inspiration and hope that took place within the clinics of Virginia Garcia. You will hear about the young boy that came to the Beaverton Wellness Center with an infection in his foot that nearly cost him his life. You will learn about the groundbreaking work being done to address the opioid crisis through Medication Assisted Treatment, and you will hear about the team of dentists that works every day to ensure our youngest patients are receiving the dental care they need to thrive.

Virginia Garcia will continue to look beyond the exam room for new ways to ensure our patients have access to high-quality, culturally relevant care.

Vulnerable members of our community, particularly immigrants and those from diverse backgrounds, need our support. We’re proud to provide a welcoming health care home here at Virginia Garcia and hope you enjoy all of the stories and highlights of this past year contained in our annual report.

Gil Muñoz, CEO
Hilder is a quiet, charismatic 11-year-old with a cute dimpled smile that betrays nothing about the incredible journey he and his mother, Ventura, took before they arrived at Virginia Garcia’s Beaverton Wellness Center.

His mother, 7 months pregnant, arrived in Texas, carrying her 10-year-old son on her back. Hilder had a serious infection in his foot and was feverish. Doctors in Honduras told her he would die unless it was amputated, but Ventura knew medical care in the U.S. could save him so she started walking.

When border patrol saw his swollen, ulcerated foot, they immediately took him to a hospital where doctors operated and saved the boy’s foot. Just three days later, they sent the pair to Oregon to live with family, but the injury needed additional care. With no insurance and no knowledge of the health care system, they arrived late in the evening at the Beaverton Wellness Center on the advice of a family member.

Dr. Jason Soh and his team cleaned the wound, referred him to a specialist, ensured the family understood his prescriptions and had the ability to refill them as needed. They also helped his family sign up for health insurance and connected Hilder to the Beaverton School District, where he is currently a healthy fifth-grader.

Roughly 2,500 children were separated from their parents at the U.S. border in 2019. Hilder’s injury likely saved him from that fate.
Hilder is a quiet, charismatic 11-year-old with a cute dimpled smile that betrays nothing about the incredible journey he and his mother, Ventura, took before they arrived at Virginia Garcia's Beaverton Wellness Center.

His mother, 7 months pregnant, arrived in Texas, carrying her 10-year-old son on her back. Hilder had a serious infection in his foot and was feverish. Doctors in Honduras told her he would die unless it was amputated, but Ventura knew medical care in the U.S. could save him so she started walking. When border patrol saw his swollen, ulcerated foot, they immediately took him to a hospital where doctors operated and saved the boy's foot. Just three days later, they sent the pair to Oregon to live with family, but the injury needed additional care. With no insurance and no knowledge of the health care system, they arrived late in the evening at the Beaverton Wellness Center on the advice of a family member.

Dr. Jason Soh and his team cleaned the wound, referred him to a specialist, ensured the family understood his prescriptions and had the ability to refill them as needed. They also helped his family sign up for health insurance and connected Hilder to the Beaverton School District, where he is currently a healthy fifth-grader.
Addressing the Opioid Crisis

As the opioid crisis began to unravel across the United States, the communities Virginia Garcia serves were not immune.

Our Medication Assisted Treatment (MAT) program offers wrap-around services for our patients suffering from opioid use disorder. We provide Suboxone as a maintenance treatment medication to patients after they have completed an offsite addiction treatment program. They work with our behavioral health providers in the MAT program too.

“My time with patients is used to focus on their recovery by normalizing cravings and reminding patients to use coping skills they may already have to mitigate cravings,” said Ingrid Solares, behavioral health provider. “I like to focus on the ‘what now’ of recovery and work through some of the shame patients may feel about their history of substance use.”

MAT patients also have access to all of our medical, dental and wellness programs.

Christine* was addicted to heroin and had been through other treatment programs before a friend told her about Virginia Garcia. “I am thrilled with the program,” she said. “Dr. Carden is so non-judgmental, and you guys also treat overall health, which is so important and something I’ve never found in other treatment programs.”

Virginia Garcia was the 1st health care center to offer Medication Assisted Treatment to Medicaid patients in Washington County.

*Not her real name
CareOregon — Partners in Our Work

CareOregon, a nonprofit health plan that serves more than 300,000 members statewide, is at the forefront of meeting the needs of low-income Oregonians.

For more than 25 years, CareOregon has remained steadfastly committed to ensuring high-quality health care for all Oregon’s residents. The organization relies on key partnerships as it works with members, providers, and the community to protect and improve health and well-being.

Virginia Garcia counts on CareOregon as a true partner and champion of our mission in many ways, like: supporting our Saturday clinics, where in partnership with the Oregon Muslim Medical Association we offer culturally responsive care; advancing medical-dental integration; and, investing in workforce development for dental staff.

CareOregon’s leadership and generosity helps us inspire and engage others in the vital services we provide.

“We’re pleased to be long-time supporters of Virginia Garcia and their mission of providing high quality health care to those who need it most,” said Eric C. Hunter, president and CEO, CareOregon. “Virginia Garcia plays a critical role in providing quality health services to CareOregon members — and to all those who come to them in need of health care.”

Thank you, CareOregon, for investing in our community and supporting our patients.

“We appreciate that Virginia Garcia clinics deliver services in an intentional manner that values a person’s whole health and well-being.”

— Eric C. Hunter, president and CEO, CareOregon
The Census is a U.S. Constitutional mandate that happens every 10 years. The first census was in 1790. The Census ensures that each state has the correct amount of representation and that there is a fair and equitable distribution of federal dollars.

EVERYONE counts.

If you live in the state, we want you to be counted. Census results determine how much federal money Oregon gets for funding over the next 10 years. It’s a BIG DEAL and it’s important.

Census 2020: Everyone Counts

Virginia Garcia is counting on you to take part in federal funding for Oregon that includes programs like Medicaid, SNAP/WIC, student loans, public housing, school lunch program.

Medicaid is the largest portion of that funding with $6.6B. Oregon’s federal funding per capita estimate is $3,200.

$13.4B in federal funding for Oregon that includes programs like Medicaid, SNAP/WIC, student loans, public housing, school lunch program.

Timeline:
March 23 - July 24
Postcards begin arriving in March 2020. Don’t miss out.

Resources for you: bit.ly/2020-at-a-glance

Oregon populations hardest to count:
- Foreign Born: 97,547
- Migrant: 54,622
- Homeless: 13,953
- Children under the age of 5
- Home Under the age of 5

$13.4B
Medicaid is the largest portion of that funding with $6.6B.
**Resources for you:**


**Timeline:**

- **March 23 - July 24**
  - Postcards begin arriving in March 2020. Don't miss out.

---

<table>
<thead>
<tr>
<th>LUNES</th>
<th>MARTES</th>
<th>MIÉRCOLES</th>
<th>JUEVES</th>
<th>VIERNES</th>
<th>SÁBADO</th>
<th>DOMINGO</th>
</tr>
</thead>
<tbody>
<tr>
<td>MONDAY</td>
<td>TUESDAY</td>
<td>WEDNESDAY</td>
<td>THURSDAY</td>
<td>FRIDAY</td>
<td>SATURDAY</td>
<td>SUNDAY</td>
</tr>
<tr>
<td>LUNES</td>
<td>MARTES</td>
<td>MIÉRCOLES</td>
<td>JUEVES</td>
<td>VIERNES</td>
<td>SÁBADO</td>
<td>DOMINGO</td>
</tr>
<tr>
<td>MONDAY</td>
<td>TUESDAY</td>
<td>WEDNESDAY</td>
<td>THURSDAY</td>
<td>FRIDAY</td>
<td>SATURDAY</td>
<td>SUNDAY</td>
</tr>
<tr>
<td>LUNES</td>
<td>MARTES</td>
<td>MIÉRCOLES</td>
<td>JUEVES</td>
<td>VIERNES</td>
<td>SÁBADO</td>
<td>DOMINGO</td>
</tr>
<tr>
<td>MONDAY</td>
<td>TUESDAY</td>
<td>WEDNESDAY</td>
<td>THURSDAY</td>
<td>FRIDAY</td>
<td>SATURDAY</td>
<td>SUNDAY</td>
</tr>
</tbody>
</table>

1. **CELEBRATE DIVERSITY MONTH**
2. **CENSUS DAY**
3. **PASOVER BEGINS**
4. **PASOVER ENDS**
5. **RAMADAN BEGINS**
6. **GATHERING OF NATIONS**
7. **PALM SUNDAY**
8. **EASTER**
Helping Our Youngest Patients

Our School-Based Health Centers (SBHC) are often the entry point into health care for new immigrant families as they navigate the complicated requirements of enrolling their children in school.

“We see many children who are unable to attend school until they are vaccinated,” said Tera Roberts, SBHC Associate Medical Director. “They show up needing 7-9 immunizations to enroll.”

Navigating the U.S. health care system is difficult for people who speak English. Now imagine trying to understand the complexities when you come from another country and speak a different language. Our young School-Based Health Center patients and their families speak 28 different languages, from Swahili and Punjabi to Chinese and Spanish.

Using an on-site interpreter, we take the time to explain to parents the health care needs of their children in their native language. We also talk about the emotional and mental health challenges that their children face when transitioning into a new culture.

“Among the families we served last year was a father of two young children from Guatemala who had to leave his wife and other children behind,” shared Tera Roberts. “He profusely thanked us for being here and caring so deeply for the struggles of his newly immigrated family. This scenario happens weekly and our support staff work hard to serve everyone.”
Lucia Garcia-Martinez thrives on making a difference. Every day in her work as a Virginia Garcia Community Health Outreach Worker, she connects patients to resources in the community.

Recently, Lucia decided to take her commitment one step further by joining Virginia Garcia's RISE program. RISE – Reach. Inspire. Support. Engage. – is a civic engagement program for Virginia Garcia’s employees so that they have the skills and confidence to pursue civic leadership positions. Area civic leaders serve as coaches and mentors to the participants.

“RISE helped me focus on ways to be more involved in my community, and my mentor helped me learn how local government works,” Lucia said.

Lucia graduated from RISE and within a month was appointed to the City of Cornelius Planning Commission. She is the first Latinx community member to serve on the Planning Commission.

RISE is creating a new generation of leaders, like Lucia. Most participants in the RISE program are new to civic engagement. Through RISE they learn interview and public speaking skills. They learn how decisions are made and become more confident in their place at the table. They find their voice. Our employees witness the barriers that our patients face daily and understand them because of their own lived experiences facing those same barriers. RISE helps them to amplify their voices and the voices of our patients in the policy arena.

Lucia joined the Planning Commission at a very busy time. “I’m learning how to ask the right questions and what it takes to become an effective advocate,” she said.

43% of the first RISE graduating class are now members of decision-making boards and committees.
The first graduating class of RISE are now members of decision-making boards and committees.

**June Calendar**

1. LGBTQ PRIDE MONTH
2. FLAG DAY
3. JUNETEENTH
4. FATHER'S DAY

**Events:**
- **May 2020:**
  - 1 - 3
  - 4 - 10
  - 11 - 20
  - 21 - 31

- **June 2020:**
  - 1 - 30
  - 1 - 31

**MAY 2020:**
- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10
- 11
- 12
- 13
- 14
- 15
- 16
- 17
- 18
- 19
- 20
- 21
- 22
- 23
- 24
- 25
- 26
- 27
- 28
- 29
- 30

**JULY 2020:**
- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10
- 11
- 12
- 13
- 14
- 15
- 16
- 17
- 18
- 19
- 20
- 21
- 22
- 23
- 24
- 25
- 26
- 27
- 28
- 29
- 30
- 31
Meeting our Patients Where they Live and Work

Virginia Garcia’s medical and dental teams got to put our new mobile clinic into service as we returned to local migrant camps in June 2019. For many camp patients, their visit with Virginia Garcia is the only time they receive care for their medical and dental concerns.

This year our providers assisted 22-year-old Lupe*, who travels with her family to Oregon to work in the fields. She is a yearly patient for Dr. Eva Galvez, who has seen patients at the camps for nine years. This year, Lupe visited the mobile clinic because of severe abdominal pain over the past 12 months.

“She worried it was cancer,” Dr. Galvez said. “She told me that cancer would be devastating as she is the oldest of her siblings and feels responsible for their well-being. She also disclosed that her father, an alcoholic, is emotionally and verbally abusive and her mother is often withdrawn.”

Tests showed no physical problems, but Dr. Galvez suspected Lupe’s symptoms were connected to her psychological stress. “We made a plan to meet with behavioral health providers during her stay in the area.”

“At her final visit with me, she expressed hope regarding her future,” Dr. Galvez said. “I believe the first step in healing is feeling cared for, listened to, and validated.”

“We are a sending a message to this vulnerable part of our community that we see them as valuable and that we are moved to take action on their behalf.”

*Not her real name

Dr. Eva Galvez, Provider Hillsboro Clinic
“We are sending a message to this vulnerable part of our community that we see them as valuable and that we are moved to take action on their behalf.”

Dr. Eva Galvez, Provider
Hillsboro Clinic
Connecting Healthy Outcomes to a Healthy Mouth

Our dental sealant team visited 21 schools in Washington County last year and screened 2,000 children for dental problems. During one of their visits, school staff alerted the team to a young boy who was not eating because it appeared he was unable to chew his food, licking an apple instead of biting into it.

The boy, who was developmentally delayed and non-verbal, couldn’t tell anyone about his dental pain, but our dental staff saw severe swelling on one side of his face and knew the boy was suffering. Working with school staff, they got parental consent to check the boy and were able to assess his teeth and perform a cleaning. The boy had 17 teeth out of 24 that needed dental work.

Our dental team rallied around the boy, working diligently with everyone to ensure he received Medicaid coverage and an appointment at a pediatric hospital where his treatment could be completed all at once. The next time they saw him, his teeth were repaired, and he was smiling bigger than ever. He also received a new pair of eyeglasses, all as a result of his initial in-school dental visit.

“Our highly committed dental sealant team is dedicated to going above and beyond for kids,” said Kyle Allen, School-Based Health Center dental manager.

Virginia Garcia’s dental sealant program screened 2,000 children at 21 schools and provided sealants to 1,339 students for a total of 4,612 sealed molars.
<table>
<thead>
<tr>
<th>LUNES</th>
<th>MARTES</th>
<th>MIERCOLES</th>
<th>JUEVES</th>
<th>VIERNES</th>
<th>SABADO</th>
<th>DOMINGO</th>
</tr>
</thead>
<tbody>
<tr>
<td>MONDAY</td>
<td>TUESDAY</td>
<td>WEDNESDAY</td>
<td>THURSDAY</td>
<td>FRIDAY</td>
<td>SATURDAY</td>
<td>SUNDAY</td>
</tr>
</tbody>
</table>

**AGOSTO**

**VIRGINIA GARCIA MEMORIAL HEALTH CENTER**

### JULY 2020

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 |

**SEPTEMBER 2020**

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 |

**HAJJ ENDS**

**NATIONAL HEALTH CENTER WEEK BEGINS**

**NATIONAL HEALTH CENTER WEEK ENDS**

**AL-HIJRI**

**WOMEN'S EQUALITY DAY**

#RootedinCommunity  

virginiaargarci.org
Dentist Leads the Way for Future DREAMers

When he was 8 years old, Eddie Ramirez pulled on a dental mask and gloves and helped his aunt, a dentist in Mexico, work on a patient.

“I was in charge of cleaning the spit bowl,” he said. Even so, Eddie found dental work fascinating. “I fell in love with it.”

Twenty years later, after overcoming what many would consider insurmountable obstacles; Eddie became Virginia Garcia’s first Latinx dentist.

“I love the philosophy and the population at Virginia Garcia,” he said. “It connected with my upbringing. The struggles of our patients and communities are mine. I wanted to continue to be part of that effort and help in other aspects beyond dentistry, including advocacy. I knew Virginia Garcia would give me that opportunity.”

Eddie is one of at least 700,000 Deferred Action Childhood Arrival (DACA) recipients across the nation. His parents brought him to the U.S. when he was very young. He compares his struggles to become a dentist with those of his patients.

“Being an undocumented clinician is rare, and the journey I went through to get here is sometimes the same journey our patients go through just to get to the dental chair,” he said.
Deferred Action Childhood Arrival (DACA) recipients across the U.S.

- **SEPTEMBER 2020**

  - **AUGUST 2020**
    - 1
    - 2
    - 3
    - 4
    - 5
    - 6
  
  - **LABOR DAY**
    - 7
  
  - **SEPTEMBER 2020**
    - 8
    - 9
    - 10
    - 11
    - 12
    - 13
  
  - **HISPANIC HERITAGE MONTH**
    - 14
  
  - **MEXICAN INDEPENDENCE DAY**
    - 15
  
  - **ROSH HASHANAH BEGINS**
    - 16
  
  - **ROSH HASHANAH ENDS**
    - 17
  
  - **YOM KIPPUR**
    - 18
  
  - **OCTOBER 2020**
    - 19
    - 20
    - 21
    - 22
    - 23
    - 24
    - 25
    - 26
    - 27
    - 28
    - 29
    - 30
Moving Forward with Hope

We partnered with the Oregon Muslim Medical Association (OMMA) to open a mental health clinic serving Muslim refugee families once a month at our Beaverton Wellness Center.

Psychiatrist Dr. Omar Reda directs the program. Dr. Reda is a leading expert in psychotraumatology, therapy that focuses on PTSD, Trauma-Informed Care, as well as the mental health of Muslims, immigrants and refugees. Dr. Reda's program titled “Untangled” focuses on tackling the family dysfunction and youth vulnerability resulting from trauma.

We truly believe in the mission of Virginia Garcia, and it aligns with our own mission," said Nura Elmagbari, OMMA office manager.

"Everyone feels welcome here. It’s been very easy and pleasant to work with Virginia Garcia."

Most of the families OMMA serves are refugees who come from various war-torn countries. They have lost family members, lived through combat, and suffered abuse. They experience far higher rates of stress, depression and PTSD compared to the general population, and symptoms can last for years after a person is resettled. This is especially true for refugee children.

OMMA and Virginia Garcia are working together to help these families move forward with hope.
<table>
<thead>
<tr>
<th>LUNES</th>
<th>MARTES</th>
<th>MIÉRCOLES</th>
<th>JUEVES</th>
<th>VIERNES</th>
<th>SÁBADO</th>
<th>DOMINGO</th>
</tr>
</thead>
<tbody>
<tr>
<td>MONDAY</td>
<td>TUESDAY</td>
<td>WEDNESDAY</td>
<td>THURSDAY</td>
<td>FRIDAY</td>
<td>SATURDAY</td>
<td>SUNDAY</td>
</tr>
</tbody>
</table>

| Global Diversity Awareness Month | National Disability Employment Awareness Month | Breast Cancer Awareness Month | September 2020 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 |

| October 2020 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 |

| October 2020 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 |

| Sukkot Begins | Virgin Garcia's ¡Prospéra! | Halloween Day of the Dead Begins | November 2020 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 |
Helping Others Change Their Lives

For many patients, managing a chronic condition like diabetes can seem overwhelming. You need to exercise, watch your diet, track your blood pressure, and understand how to take your medication. You have to change your lifestyle.

This is where Alison Reta steps in. She’s a clinical pharmacist at Virginia Garcia’s Beaverton Wellness Center.

“As clinical pharmacists, we do much more than dispense medication,” Alison said. “We talk to each patient at length. We look comprehensively at their lifestyle, at challenges or barriers to managing their health. We help our patients develop short- and long-term goals.”

Virginia Garcia includes a clinical pharmacy program at every primary care clinic. Clinical pharmacists like Alison are co-located to support all primary care teams. That support can range from simple reminders to refrigerate medication to complex instructions on glucose meter testing, insulin injection techniques and proper use of inhalers.

The clinical pharmacy team uses a technique called “teach back” — asking patients to explain what they have learned about their condition, about their medication, and the effects of diet and lifestyle. For patients with literacy challenges, they draw pictures and diagrams.

“We have shifted the power of knowledge to our patients so they have the problem-solving tools to help themselves feel better; that’s what I consider success.”

— Alison Reta, clinical pharmacist, Beaverton Wellness Center

Alison works with a patient, making a healthy eating plan to help control her diabetes.
Health centers provide tremendous value and impact to the communities they serve, including jobs and economic stimulus, savings to Medicaid, and access to care for vulnerable populations. This report highlights Virginia Garcia Memorial Health Center’s 2017 contributions and savings.

**Making a Difference**

Virginia Garcia Memorial Health Center

- **Savings to the System**
  - $83M Savings to the overall health system

- **Care for Vulnerable Populations**
  - 24% Lower costs for Virginia Garcia Medicaid patients
  - 44,066 Patients served
  - 163,142 Patients visits
  - 41% Children + Adolescents
  - 0.6% Veterans
  - 0.6% Homeless
  - 13% Agricultural Workers
  - 87% Low Income
  - 67% Ethnic or Racial Minority

- **Economic Stimulus**
  - 869 Total jobs in the community
  - $96.7M Total economic impact of current operations

Capital Link prepared this Value & Impact report using 2017 health center audited financial statements and Uniform Data System information. Economic impact was measured using 2017 IMPLAN Online. © 2019 Capital Link. All Rights Reserved.
## Consolidated Financial Highlights

### YEARS ENDED MARCH 31,

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>5-YEAR CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OPERATING RESULTS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total revenue and support</td>
<td>46,833,700</td>
<td>55,005,403</td>
<td>56,906,337</td>
<td>60,543,766</td>
<td>58,453,494</td>
<td>24.8%</td>
</tr>
<tr>
<td>Program service expenses</td>
<td>33,296,243</td>
<td>37,710,982</td>
<td>39,849,827</td>
<td>43,232,344</td>
<td>48,103,496</td>
<td>44.5%</td>
</tr>
<tr>
<td>Management expenses</td>
<td>5,945,726</td>
<td>7,832,967</td>
<td>9,753,441</td>
<td>12,177,908</td>
<td>12,974,296</td>
<td>118.2%</td>
</tr>
<tr>
<td>Fundraising expenses</td>
<td>783,635</td>
<td>961,639</td>
<td>973,163</td>
<td>1,169,872</td>
<td>1,256,702</td>
<td>60.4%</td>
</tr>
<tr>
<td>Total expenses</td>
<td>40,025,604</td>
<td>46,505,588</td>
<td>50,576,431</td>
<td>56,580,124</td>
<td>62,334,494</td>
<td>55.7%</td>
</tr>
<tr>
<td>Program service expenses as % of total</td>
<td>83.2%</td>
<td>81.1%</td>
<td>78.8%</td>
<td>76.4%</td>
<td>77.2%</td>
<td>n/a</td>
</tr>
</tbody>
</table>

| **FINANCIAL POSITION** |          |          |          |          |          |               |
| Net property and equipment | 18,822,870 | 18,301,705 | 21,851,950 | 25,271,905 | 28,575,638 | 51.8%         |
| Total assets             | 36,219,246 | 44,622,318 | 54,571,874 | 57,781,288 | 54,980,925 | 51.8%         |
| Total liabilities        | 3,260,981  | 3,164,238  | 6,783,888  | 6,029,660  | 7,110,297  | 118.0%        |
| Net assets               | 32,958,265 | 41,458,080 | 47,871,966 | 51,751,628 | 47,870,628 | 45.2%         |

| **LIQUIDITY**            |          |          |          |          |          |               |
| Cash and liquid investments | 12,018,059 | 20,186,337 | 23,773,013 | 24,615,527 | 17,601,915 | 46.5%         |
| Average daily expenses   | 109,659   | 127,413   | 138,566   | 155,014   | 170,779    | 55.7%         |
| Number of days cash on hand | 110     | 158       | 172       | 159       | 103        | -6.0%         |
| Current ratio            | 5.79      | 8.25      | 5.32      | 6.42      | 5.73       | -1.0%         |

| **CAPITAL INVESTMENT**   |          |          |          |          |          |               |
| Acquisition of property and equipment | 1,260,135 | 609,837  | 4,745,197 | 5,151,218 | 6,136,643  | n/a           |
| Depreciation expense     | 1,028,532 | 1,131,002 | 1,179,594 | 1,485,684 | 1,889,696  | 83.7%         |
| Capitalization ratio     | 122.5%    | 53.9%     | 402.3%    | 346.7%    | 324.7%     | n/a           |

### REVENUE AND SUPPORT

- **2015**: $30,000,000
- **2016**: $35,000,000
- **2017**: $40,000,000
- **2018**: $45,000,000
- **2019**: $50,000,000

### NET ASSETS

- **2015**: $20,000,000
- **2016**: $25,000,000
- **2017**: $30,000,000
- **2018**: $35,000,000
- **2019**: $40,000,000

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.
## Our Leadership

### Virginia Garcia Memorial Foundation Board of Directors

<table>
<thead>
<tr>
<th>Name</th>
<th>Title/Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Matt Austin</td>
<td>Board Chair</td>
</tr>
<tr>
<td>Lina Garcia Seabold</td>
<td>Board Vice Chair, Founding Family</td>
</tr>
<tr>
<td>Ketan Sampat</td>
<td>Treasurer</td>
</tr>
<tr>
<td>Margaret R. Garza</td>
<td>Secretary, Founding Family</td>
</tr>
<tr>
<td>Diana Cruz</td>
<td></td>
</tr>
<tr>
<td>Imelda Dacones</td>
<td></td>
</tr>
<tr>
<td>Jon Down</td>
<td></td>
</tr>
<tr>
<td>Elizabeth Furse</td>
<td></td>
</tr>
<tr>
<td>Ellen Garcia</td>
<td></td>
</tr>
<tr>
<td>Anita Jackson</td>
<td></td>
</tr>
<tr>
<td>Michelle Kirkland</td>
<td></td>
</tr>
<tr>
<td>Katie O’Neill</td>
<td></td>
</tr>
<tr>
<td>Roger Reyes</td>
<td></td>
</tr>
<tr>
<td>Lisa J Rowley</td>
<td></td>
</tr>
<tr>
<td>Michelle Stafford</td>
<td></td>
</tr>
<tr>
<td>Michael Willes</td>
<td></td>
</tr>
<tr>
<td>A-dec</td>
<td></td>
</tr>
<tr>
<td>Garcia Seabold</td>
<td></td>
</tr>
<tr>
<td>Investments</td>
<td></td>
</tr>
<tr>
<td>CafeGive</td>
<td></td>
</tr>
<tr>
<td>Washington County</td>
<td></td>
</tr>
<tr>
<td>Cambia Health Solutions</td>
<td></td>
</tr>
<tr>
<td>Northwest Permanente, P.C.</td>
<td></td>
</tr>
<tr>
<td>University of Portland</td>
<td></td>
</tr>
<tr>
<td>Retired</td>
<td></td>
</tr>
<tr>
<td>Providence ElderPlace</td>
<td></td>
</tr>
<tr>
<td>Jackson Pacific Consulting</td>
<td></td>
</tr>
<tr>
<td>Tuality Healthcare</td>
<td></td>
</tr>
<tr>
<td>Legacy Health</td>
<td></td>
</tr>
<tr>
<td>Nike, Inc.</td>
<td></td>
</tr>
<tr>
<td>Pacific University</td>
<td></td>
</tr>
<tr>
<td>World Of Smiles</td>
<td></td>
</tr>
<tr>
<td>Pediatric Dentistry</td>
<td></td>
</tr>
<tr>
<td>Tonkon Torp LLP</td>
<td></td>
</tr>
</tbody>
</table>

### Virginia Garcia Memorial Health Center Board of Directors

<table>
<thead>
<tr>
<th>Name</th>
<th>Title/Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Laurinda Mackenzie</td>
<td>Chair</td>
</tr>
<tr>
<td>Ricardo Palazuelos</td>
<td>Patient Representative</td>
</tr>
<tr>
<td>Jessica Kitt</td>
<td>Vice Chair</td>
</tr>
<tr>
<td>Susan T. Felstiner</td>
<td>Treasurer</td>
</tr>
<tr>
<td>Alejandra Aguilar</td>
<td>Patient Representative</td>
</tr>
<tr>
<td>Ernestina Aranda</td>
<td>Founding Family</td>
</tr>
<tr>
<td>Ann E. Barr-Gillespie</td>
<td>Patient Representative</td>
</tr>
<tr>
<td>Miguel Calderon</td>
<td>Patient Representative</td>
</tr>
<tr>
<td>Rafal Decker</td>
<td>Patient Representative</td>
</tr>
<tr>
<td>Laurel Durham</td>
<td>Patient Representative</td>
</tr>
<tr>
<td>Wilfredo Figueroa</td>
<td>Patient Representative</td>
</tr>
<tr>
<td>Craig Hostetler</td>
<td>Community Representative</td>
</tr>
<tr>
<td>Ketan Sampat</td>
<td>Community Representative</td>
</tr>
<tr>
<td>Michael Yates</td>
<td>Patient Representative</td>
</tr>
<tr>
<td>Ketan Sampat</td>
<td>Community Representative</td>
</tr>
</tbody>
</table>

### Executive Leadership

<table>
<thead>
<tr>
<th>Name</th>
<th>Title/Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gil Muñoz</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td>Serena Cruz</td>
<td>Foundation Executive Director</td>
</tr>
<tr>
<td>Lisa Bozzetti</td>
<td>Dental Director</td>
</tr>
<tr>
<td>Laura Byerly</td>
<td>Medical Director</td>
</tr>
<tr>
<td>Sarah Deines</td>
<td>Director of Quality</td>
</tr>
<tr>
<td>Fred Dolgin</td>
<td>Deputy Chief Operations Officer</td>
</tr>
<tr>
<td>Juan Garfias</td>
<td>Information Technology Director</td>
</tr>
<tr>
<td>Araceli Gaytan</td>
<td>Chief Financial Officer</td>
</tr>
<tr>
<td>Christine Hicks</td>
<td>Director of Pharmacy</td>
</tr>
<tr>
<td>Chris Hill</td>
<td>Associate Medical Director</td>
</tr>
<tr>
<td>Rachel Li</td>
<td>Talent and Organizational Development Director</td>
</tr>
<tr>
<td>Maria E. Loredo</td>
<td>Chief Operations Officer</td>
</tr>
</tbody>
</table>

---

**EX-OFFICIO MEMBERS**

<table>
<thead>
<tr>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gil Muñoz</td>
</tr>
<tr>
<td>Serena Cruz</td>
</tr>
</tbody>
</table>

---

## #RootedinCommunity
**OUR DONORS**

**Foundation, Public & Corporate Partners**

Anonymous  
A to Z Wineworks / REX HILL  
A-dec  
Apple  
Austin Family Foundation  
Austin Industries  
Benson Family Foundation  
Bob's Red Mill  
The Burning Foundation  
Cambia Health Solutions  
Cameron Winery  
Capital Impact Partners  
CareOregon  
CareOregon Dental  
CE John Company, Inc.  
Cellar 503  
Centro Chiropractic Clinic  
Children's Trust Fund of Oregon  
The CHP Group  
The City of Beaverton  
The City of Hillsboro  
Clark/Lewis Family Foundation  
Columbia Bank  
Columbia Sportswear  
The Collins Foundation  
CommuniCare Program, The Harold & Arlene Schnitzer CARE Foundation  
DCI  
Doris H. & Michael F. Garcia Fund  
Echo Bay Foundation  
The Far West Recycling, Inc.  
The First Federal  
The First Republic Bank  
The First Tech Federal Credit Union  
The Ford Family Foundation  
Forest Grove Lions Club  
Geffen Mesher  
George Fox University, Graduate School of Clinical Psychology  
Green Grove Fund of The Oregon Community Foundation  
Hampton Lumber  
Hayes Family Foundation  
Health Share of Oregon  
The Healy Foundation  
HEDCO Foundation  
Health Resources & Services Administration  
Henry Schein Cares Foundation  
Impact Benefits & Retirement  
Intel Corporation  
Jackson Family Wines  
The Johnson Charitable Trust  
Juan Young Trust  
Justus Orthodontics, LLC  
Kaiser Permanente Center for Health Research  
Kaiser Permanente Northwest  
KAI-USA  
KingPins Family Entertainment Center  
Legacy Health  
Linfield College  
M.J. Murdock Charitable Trust  
March of Dimes  
Maybelle Clark Macdonald Fund  
McDonald Zaring Insurance  
McKesson Medical-Surgical  
McMenamins Cedar Hills  
McMenamins Grand Lodge  
Metropolitan Area Communications Commission  
Metropolitan Land Group  
Meyer Memorial Trust  
Mid-Valley Parenting  
Moda Health  
Nike Community Impact Fund  
Nike Employee Matching Gifts  
Nike Latino and Friends Network  
ninety-nine girlfrienfs  
Nonstop Administration and Insurance Services  
Northwest Farm Credit Services  
Northwest Health Foundation  
Northwest Permanente P.C.  
NW Natural  
OCF Joseph E. Weston Public Foundation  
OHSU Tuality Healthcare  
Oral Health America  
Oregon Association of Hospitals and Health Systems  
Oregon College Savings Plan  
Oregon Community Foundation  
Oregon Food Bank  
Oregon Health & Science University  
Oregon Health & Science University, Division of Hospital Medicine  
Oregon Health Authority, Office of Equity and Inclusion  
Oregon Health Insurance Marketplace  
Oregon Jewish Community Youth Foundation  
Organic Valley  
Pacific Landscape Management  
Pacific University  
Passport To Languages, Inc.  
PeaceHealth  
The Peierls Foundation, Inc.  
¡Por Qué No? Taqueria  
The Portland Clinic Foundation  
The Portland Foundation  
Portland Timbers  
Portland Timbers Community Fund  
Providence Health & Services  
Ray Hickey Foundation  
Regence BlueCross BlueShield of Oregon  
Reser's Cares  
Ride Connection  
Rose E. Tucker Charitable Trust  
Scott Edwards Architecture  
Siletz Tribal Charitable Contribution Fund  
Social Venture Partners Portland  
Spirit Mountain Community Fund  
The Standard Charitable Foundation  
Susan G. Komen Oregon & SW Washington  
Tillamook County Creamery Association  
Tonkon Torp, LLP  
TriMet  
TriMet Reduced Fare Program  
Tualatin Hills Park & Recreation  
U.S. Bank  
Umpqua Bank Charitable Foundation  
United Way of the Columbia-Willamette  
The Vanity Portrait Studio  
Washington County  
Commissioner Pam Treece  
Commissioner Jerry Willey  
Former Commissioner Greg Malinowski  
Public Health Department  
Welch Allyn  
Wells Fargo Foundation  
Willamette Valley Medical Center  
Windermere Foundation  
Women's Healthcare Associates, LLC  
World Of Smiles Pediatric Dentistry  
Wyss Foundation  
Yamhill Community Care  
Yellow House Fund of the Tides Foundation  
Zion Lutheran Church  

*Every effort has been made to list all supporters donating $1,000 or more between April 1, 2018 and July 31, 2019. If your company’s name has been omitted or listed incorrectly, please accept our apologies and contact us at foundation@vgmhc.org or (503) 352-8618 so we can correct it.*
Major Donors to Virginia Garcia

FRIEND & CHAMPION $25,000+
Michael & Kristen Kern
Ronni Lacroute
Patricia J. Reser
Dr. Curtis T. Thompson & Joseph F. Mitchoff

FRIEND $10,000 - $24,999
Susan Climo & Jack Friedman
Truman W. Collins Jr.
Colin & Rosine Evans
Janet Moss
WRG Foundation Fund of The Oregon Community Foundation

FRIEND $5,000 - $9,999
Ann & Peter Barr-Gillespie
In honor of Catherine Bax & Ann Turner
Davidson Family Giving Fund
Lina Garcia Seabold & Steve Seabold
Ned and Sis Hayes Fund of The Oregon Community Foundation
Brian & RaeAnn Jackson
Gil Muñoz & Julie Dir-Muñoz
Lynn Reynolds
Dr. Michelle Stafford
Christine & David Vernier

FRIEND $1,000 - $2,499
Anonymous
Cynthia & Steven Addams
Adriane T. and Samuel S. Blackman Family Fund of The Oregon Community Foundation
Elena Andresen & Kevin Mickelsen
Ater Family Fund of The Oregon Community Foundation
Ken & Celia Austin
Lynn Baker & Eve Lonnquist
Meena Baker
Bennett Battaile
Don & Bonnie Blish
Betty Bode, PhD, RN
Lisa Bozzetti, DDS & Káre Hultén
Brenda J. Brischetto, MD & Evan T. Saulino, MD
Terrence L. Brown & Trudy L. Wilson
Stefany Caballero & Ryan Crislip
Elizabeth & Jorge Casimiro
Joseph & Julie Cassin
Chinn Family Fund of The Oregon Community Foundation

Barbara Cohn
Michelle & Daniel Coggin
Dr. Imelda Dacones
Enrique de Castro, MD
Ammarie R. Dennis
Rachel M. & R. Brendan Dummigan
Charles & Angela Fleckenstein
Cara Frey & Jennifer Warner
Harry Gomez & Glenda Donato
Osvaldo Gonzalez & Dr. Elizabeth Flores
Mary Grant & Tony Greiner
Representative Mitch & Harriet Greenlick
Joshua & Sara Gregory
Dr. Lesley Hallick
Martha Hart (Schulte)
John and Dorothy Hay Fund of The Oregon Community Foundation
Michele Haynes & Jessica Bledsoe
Christine & Bud Hicks
Christian N. Hill, MD & Laura Korman, MD
James & Melissa Huntley
Ing Family Fund of The Oregon Community Foundation
Benson Inkleay
Dr. Danny & Nancy Jacobs
Lyn Jacobs & Juvencio Argueta
Joan Kapowich & Steve Miner
Michelle & Fletcher Kirkland
Theresa Kirsch & Bob Grover
Jim & Nancy Kratochvil
Steve & Lorretta Krautschied
Prakash Kripalani
Beckie Lee & Tim Kniser
Dr. Virginia (Jennie) Leslie & Bradley Taylor
Michael Lewellen
Rachel & Oscar Li
Sandra Little
Maria & Aloy Loredo
Paul Lumley
Jim Mark
Amadeo & Diana Martinez
Keith Mckalip & Connie Freeman
Tatiana Mendoza
Mark Miller & Dawn Daniels
Mark & Elizabeth Moisan

Kris Moore and Ryan Wilcoxen Fund of The Oregon Community Foundation
Michael & Panvadee Moore
Richard Myers & Mary Krummel
Maureen Nash
Amy O’Neill & Larry Staver
Katie O’Neill & Dell Herreid
Barbara & Art Palmer
Teresa Payne
Mike & Tammy Perham
Dr. Eric Poolman & Christine Mullowney
Meenakshi Rao
Myron Redford & Vikki Wettie
Sally Hart Retecki
Larry & Janet Richards
Woody and Rae Richen Fund of The Oregon Community Foundation
Janet Roberts & Ed Clark
Jennifer & Lee Robertson
Maria Rojo de Steffey & J. Daniel Steffey
Christine & Andy Rontal
Dr. Michael Ryan
Gretchen Schnepner & Darby Granberry
Chip Shields
Rolf Sohlberg & Luann Warren-Sohlberg
Darci and Charlie Swindells Fund at The Oregon Community Foundation
Evangeline & Jon Tardiff, PA-C
Julie & Nick Titus
Mrs. Moe M. Tonkon Fund of The Oregon Jewish Community Foundation
Rick & Cheryl Van Beveren
Foon Wei Lew & Jennifer Lee
Leslie Hilbert Wentz
Katrina and Ted Wheeler Fund of The Oregon Community Foundation
Commissioner Jerry and Judy Willey
Rick & Kasi Woidyla

Friends of Virginia Garcia are donors who give $1,000 or more annually. Every effort has been made to list all supporters donating $1,000 or more between April 1, 2018 and July 31, 2019. If your name has been omitted or listed incorrectly, please accept our apologies and contact us at foundation@vgmhc.org or (503) 352-8618 so we can correct it.
Health care outreach to migrant and seasonal farm workers is where our organization began, and it remains at the core of our mission. Some highlights from the last five years of summer farm worker visits:

- **3,154** patients seen
- **79** camp visits
camps and
nurseries in Washington & Yamhill counties
- **50+** community partners, including Adelante Mujeres, Centro Cultural, Community Action, Cascade AIDS Project, Oregon Food Bank and Pacific University