In 2012, the Pacific Hospital Preservation and Development Authority completed its strategic plan for 2012–2015. The plan focuses on three major goals: access to health resources, improvement of health outcomes and enhanced stewardship. With the implementation of the Affordable Care Act, we recognize that the health care landscape is rapidly changing. However, disparities in health and access to quality health care will continue to be a challenge for vulnerable populations. Our strategic plan addresses these gaps with a focus on access to health resources and improving health outcomes for the underserved residents of our community.

**Access to health resources**

For the vulnerable populations in Puget Sound, there are significant barriers related to the geographic distribution of care, cultural differences, language and other social determinants of health. The Pacific Hospital PDA will focus on improving access to a broad range of health resources, not limiting ourselves to medical care access alone.

**Improvement of health outcomes**

To reduce disparities in health outcomes, the Pacific Hospital PDA will focus on improving the capability of the health care system. We will support resources that link and coordinate health services for underserved communities. We will work with multiple sectors of the community to achieve this goal.

**Enhanced stewardship**

The Pacific Hospital PDA will continue to improve its long-term financial stability and grantmaking capacity.

We appreciate the support of community leaders in developing and implementing our strategic plan and look forward to working with them in the future.
Collaborations essential for improving dental access

Focus on uninsured adults with specialty dental needs

The Pacific Hospital PDA, the Seattle-King County Dental Foundation, the Seattle-King County Dental Society, the Swedish Medical Center Foundation and Swedish Medical Center are all working together to provide dental extractions at the Swedish Community Specialty Clinic (SCSC) dental program. SCSC is designed to treat low-income uninsured and underinsured patients who have nowhere to turn for dental problems beyond the scope of safety net providers. Each partner plays a key role in providing specialty dental care for patients.

The Pacific Hospital PDA provides grant funding to Project Access Northwest to case manage patients referred by the safety net to the SCSC for dental extractions. Case managers appoint persons referred by safety net clinics, make reminder calls and arrange for interpreters.

Seattle-King County Dental Foundation (SKCDF) is dedicated to eliminating dental infection and pain for populations that lack resources or access to dental care. SKCDF helped fund the specialty dental operatory equipment and continues to provide funding for ongoing operating costs. The Seattle-King County Dental Society (SKCDS) recruits volunteer dentists to treat the patients. Swedish Hospital and the Swedish Medical Center Foundation provide operating support for the SCSC.

Dental care for uninsured adults has always been a challenge, but the problem has become worse in the past two years. In January 2011, 450,000 adults lost Medicaid coverage for dental care due to cuts enacted by the Washington State Legislature. In a weak economy, uninsured patients are already struggling to pay for basic necessities and most cannot afford preventive oral health care. When adults do not receive regular dental care, routine problems like cavities deteriorate into severe infections and lost teeth.

"Since the cut in 2011 to the Medicaid program, we have provided much more emergency care," said Dr. Sarah Vander Beek, a dentist who treats low-income patients at Neighborcare Health Rainier Beach Medical and Dental Clinic in South Seattle.

"Unfortunately, we are treating dental disease when it is more advanced, complex and expensive. What could have been a filling is now an extraction."

Uninsured adults often end up in our local emergency departments to deal with dental pain that could have been avoided with regular preventive care. In fact, dental pain is one of the top five reasons uninsured adults seek care in an emergency room. According to the Washington Dental Service Foundation, over an 18-month period, 54,000 emergency room dental visits cost more than $36 million in charges.

Untreated dental problems cause needless pain and suffering, threaten overall health and increase health care costs. This specialty dental collaboration has begun to bridge the gap in dental health care access. In 2012, more than 570 dental patients had 2,163 teeth extracted and over $731,000 in donated care was provided at SCSC. With the SCSC adding a fourth treatment day in the spring and a fifth day by mid year, these numbers will only increase. The unmet need is still great, but the initial results are encouraging and we are proud to be a part of the effort.
Pacific Tower lease update

On September 30, 2012, the Pacific Hospital PDA, our tenant WRC.Com Tower LLC and Wright Runstad entered into a formal lease termination agreement, ending the long-term lease for the Pacific Tower building. Since October 1, 2012, the Pacific Hospital PDA has been maintaining and operating the building.

The Pacific Hospital PDA retained CenturyPacific LP as our broker. The Pacific Tower is now being actively shown to numerous interested parties. It is an iconic property, in great condition and close to downtown.

Our other performing lease arrangements provide more than $1 million in rent monies annually, to support our mission and to maintain the property until a suitable Pacific Tower tenant can be found. Current leases include:

- A lease with WRC.Com Development LLC for the north lot (the surface parking lot and grassy area on the north side of the property)
- A lease with Pacific Medical Centers for the ground floor and basement of the Pacific Tower, the Officers’ quarters and the patient parking garage.

replacement. As I reflect on the 10 years I have spent with the Pacific Hospital PDA, I am grateful for the outstanding colleagues I have worked with over the years, many of whom have been committed to improving health access and outcomes for decades. It has been an honor to work with them, learn from them and envision future possibilities with them. As I step down from the leadership of Pacific Hospital PDA, I am confident that the organization is in good hands and ready to face the future. Thank you for your ongoing support of the Pacific Hospital PDA and our mission.

Rosemary Barker Aragon, MPA

Pacific Hospital PDA Grants 2012

In 2012, the Pacific Hospital PDA funded more than $300,000 in grants

- Project Access Northwest Dental Case Management $62,429
- Project Access Northwest Medical Case Management $150,000
- Pacific Medical Centers Interpreter Services for Medicaid Patients $89,660
- Health Philanthropy Partnership $2,500
New in 2012

Nate C. Dreon, MBA
Commercial Real Estate
Council Member

Michael E. Heinisch, MC
Kent Youth & Family Services
Council Member

Judy M. Tobin
Community Volunteer
Council Member

Jackie C. Wolfe
CBRE, MultiCare Health System
Strategic Advisor to Finance

New in 2013

Diane M. Narasaki, MNPL
Asian Counseling & Referral Service
Council Member

Sharyne Shiu Thornton, PhD
Interim CDA
Strategic Advisor to Planning

Michael Leong, JD
SeaMar Community Health Center
Strategic Advisor to Planning

The meetings of the Pacific Hospital PDA Governing Council and its committees are open to the public. The Governing Council meets regularly from 5:30–7:00 p.m. on the second Tuesday of every month at the Pacific Hospital PDA offices. The beginning of each meeting is reserved for public comment.

Thank you to Linda Ruiz for her service to the Pacific Hospital PDA

Ms. Ruiz was appointed to the Pacific Hospital PDA Governing Council by Mayor Greg Nickels in 2004 and served through 2012. She ably chaired the Pacific Hospital PDA Planning Committee (2004–2008) and served as Governing Council secretary (2011–2012). She is a public member of the Washington State Medical Quality Assurance Commission. Ms. Ruiz is retired from the Centers for Medicare and Medicaid, where she worked as an attorney, a Director of Payment Safeguards and finally as Regional Administrator for Region 10. Ms. Ruiz has been a stalwart supporter of health care access and an invaluable asset to the Pacific Hospital PDA. We are grateful for her years of service.