It was a significant year for the Odessa Brown Children’s Clinic (OBCC). From changes to our leadership structure to opening a new clinic location, we have made transformational advancements in the way we serve our patients and their families.

In January, I was given the incredible opportunity to become senior medical director of OBCC. This year, we also welcomed several new leaders to our team, including Aaron Williams as director of OBCC in January and Dr. Kenisha Campbell as medical director of OBCC in May.

In March, we opened our new location in the Othello Square complex where patients receive access to an innovative, integrated approach to care — where medical, dental, behavioral health, physical therapy and rehabilitation, nutrition services and more are available under the same roof, at the same appointment, if needed.

As part of our goal in creating a structure of transparency, accountability and autonomy that supports OBCC’s clinical care and operations, we allocated resources to expand the social work team serving OBCC patients and families. This expansion from one to five social workers provides patients and families with services beyond clinical care such as evaluating social determinants of health (including suicide screening), family and staff support, and child advocacy that impacts overall health.

In July, we made the difficult decision to temporarily close our Central District location for much-needed renovations, which resulted in shifting all of our operations to the Othello location. We did our best to communicate to our workforce and community the importance of this location, as it is the heart and soul of OBCC, where we have been serving patients and their families for the past 50 years. We are firmly committed to the Central District community and to working toward a solution. We promise to keep patients, families and the community updated on progress.

In September, a new group called the Odessa Brown Children’s Clinic Governance Council was formed. Selected members of the community are working to engage in dialogue about advancing health equity work. We laud their willingness to do self-work, educate, challenge and interrupt inequity when encountered, speak truth to leadership and champion racial equity and the inclusion of underrepresented groups.

As we look ahead, we are excited for what the future holds for OBCC. In continuing our efforts to further Odessa Brown’s relentless pursuit of providing children quality care with dignity, we are dedicated to evolving the ways we care for patients and their families no matter their social, economic or environmental circumstances.

Finally, we are grateful for our workforce for their support and cooperation during these times of change. Without their steadfast commitment to OBCC’s mission, we would be unable to provide compassionate care to those who need it most.

Sincerely,

Dr. Shaquita Bell
Senior Medical Director, OBCC
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OBCC Patient Demographics

RACIAL/ ETHNIC IDENTITIES
October 21, 2021 – September 30, 2022

- 32% Black or African American
- 18% Hispanic
- 18% Non-Hispanic White
- 11% Asian
- 8% Two or more races
- 6% Unknown
- 5% Other
- 1% American Indian and Alaska Native
- 1% Native Hawaiian and other Pacific Islander

TOP LANGUAGES SPOKEN* (Interpreter Services Needed)
October 21, 2021 – September 30, 2022

- 46% Spanish
- 15% Cantonese
- 10% Somali
- 8% Vietnamese
- 7% Oromo
- 6% Other
- 5% Amharic
- 2% Tigrinya
- 1% Mandarin

* 61% of our patients are insured by Medicaid

Core Services

Our core clinical services at OBCC include primary care, dental care and behavioral health.

We also maintain relationships with five local schools (Beacon Hill International, Leschi Elementary, John Muir Elementary, the Seattle Nativity School and Lowell Elementary) to provide care in the community. Licensed behavioral health therapists and nurse practitioners deliver health services in the schools several days each week. Community care coordinators at the schools provide case management, engage parents, identify psychosocial barriers and supply resources to students and their families. The school-based health centers also offer nutrition and cooking programs, behavioral health and parenting groups, and summer fitness camps.

In addition, we offer sports medicine, dermatology, adolescent specialty care, social work, care coordination, nutrition and lactation services. Our programs and partnerships strive to impact the whole child and enable higher chances of success later in life.

“We’re setting up young people for a lifetime of good oral health. Typically going to the dentist isn’t people’s favorite place to be, and some children come in very worried. One of the biggest successes for me is tailoring the treatment and care of those fearful children to not only successfully complete their needed treatment but to help some even enjoy coming to the dentist. We know that if children have positive dental experiences, they are less likely to delay or avoid dental care as an adult.”

– Dr. Kari Sims, Dental Director, OBCC
Our community care coordinators are critical for connecting families with resources they need and helping to navigate systems that are otherwise daunting. OBCC maintains a strong presence in the community as active participants in events such as Big Day of Play and Umoja Fest.

We focus our efforts heavily on school readiness by age five. Specifically, we emphasize the domain of social-emotional readiness for young children and their parents. We aim to use a relationship-based model, which may mitigate some of the stigma associated with standardized screening tools.

Our expansion of services, which includes improving adolescent care, shows our dedication to care for patients as they grow and progress in life.

“There are so many people struggling right now. We know we are in a mental health crisis. There is a shortage of providers, and there is a higher percentage of patients needing more intensive services. We are working fast to redevelop ourselves, to cast wider nets and provide a greater variety of services so we can serve more people.”

– Dr. Christen Manangan, Behavioral Health Director, OBCC

“I always wanted to be a doctor. I was inspired by my childhood pediatrician, and I followed my dream since I was five years old. In my third year of medical school, I found a love for adolescents and decided to pursue adolescent medicine.”

– Dr. Kenisha Campbell, Medical Director, OBCC

Using an equity framework, we recognize the diversity of families and their needs, which requires flexibility in our approaches. We would like to be able to provide screening to families in their preferred language and therefore are committed to hiring a diverse workforce to enable this. OBCC works closely with our families and community partners to find the best way to do this work.
EARLY CHILDHOOD DEVELOPMENTAL (ECD) NAVIGATOR PILOT PROJECT

Early identification of developmental delays, behavioral concerns, family social stressors and timely connection to appropriate services is foundational to whole-child health. The ECD Navigator Pilot, a community organization–medical home partnership with Childhaven and Harborview Pediatrics, focuses on integrating principles and practices of early childhood development and early relational health into pediatric primary care. The four areas of the program’s focus are (1) culturally responsive developmental screening and early identification; (2) strengths-based developmental promotion; (3) proactive referral, intake, evaluation and enrollment in services for children up to 5 years old; and (4) case-specific and systemic advocacy.

CONCRETE NEEDS

Providing coats, jackets, hats, gloves, socks, backpacks and other necessities for kids and teens. In addition, the program offers emergency funds to families (shelter, housing, food, transportation and other basic needs).

In FY22, OBCC provided families 263 food baskets, 2,200 diapers/hygiene bags, 600 backpacks and 420 outerwear items from our marketplace.

PROGRAM DESCRIPTION

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NOTABLE NUMBERS

- Two ECD navigators covered five pediatric providers’ birth through 5 patients — about 30 to 40% of OBCC’s total visits in this age range.
- Survey results of parents/caregivers at OBCC and Harborview show that 92% rated their experience with ECD navigators as excellent.
- We are working to make this a permanent program for our patient families.

Services and Key Partnerships F22 Highlights

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<thead>
<tr>
<th>PROGRAM DESCRIPTION</th>
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<th>SERVICES AND KEY PARTNERSHIPS</th>
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<tr>
<td>Alexis Dassler, ARNP</td>
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**PRODUCE PRESCRIPTION PROGRAM (WA DOH FRUIT AND VEGETABLE RX PROGRAM & CITY OF SEATTLE FRESH BUCKS PROGRAM)**

This program provided “prescriptions” for families to redeem for fruits and vegetables at Safeway and other participating local markets.

- Total: $59,187
  - WA DOH: $12,222
  - Fresh Bucks: Enrolled 93 patient families, total value = $46,965

**MEDICAL-LEGAL PARTNERSHIP**

Identifies, addresses and prevents unmet legal needs that may be health-harming for vulnerable children.

- From October 2021 to August 2022, MLP consults provided to OBCC. Five OBCC cases were opened
- MLP consultants are available in person at Othello every other week

**MINDFULNESS PROGRAMS**

Free classes in English and Spanish in which parent facilitators and participants learn mindfulness and self-compassion practices and also share their own practices to support collective healing and build resilience to navigate parenting challenges. We also train participants who want to become new parent facilitators on our team. One-third of the annual budget is funded by OBCC and two-thirds of the annual budget is supported by grants.

- 453 parents/caregivers have attended mindfulness drop-in sessions
- 74 parents/caregivers have attended a six-week mindfulness class in English or Spanish
  - 86% are people of color:
    - 69% Latinx community
    - 18% Black/African American community
    - 14% Unknown

**SICKLE CELL CARE**

The Sickle Cell Disease Program team is working every day to ensure kids with sickle cell disease (SCD) have full, active lives. Steady progress has been made to improve and build the program to best serve our patients and their families.

- In FY22, a new, integrated Center of Excellence was launched to improve the care of patients with SCD. Led by the Cancer and Blood Disorders Center and OBCC, it focuses on reducing the racism and bigotry that these patients have traditionally experienced and improving outpatient and inpatient care.
- We made outpatient care more accessible by expanding the program’s team of nurses and doctors, and added a psychologist and social worker.
- We also began offering provider visits five days a week.
- When patients with SCD require admission, their care is now overseen directly by a pediatric hematologist.

**SMILEMOBILE**

Arcora Foundation’s three-chair dental clinic on wheels—delivers services to people with access challenges to dental care across Washington state. In 2022, the SmileMobile dental team partnered with community organizations, schools and other groups.

- For ongoing care, the team connects patients to Arcora’s Access to Baby and Child Dentistry (for children under 6 with Apple Health/Medicaid) and DentistLink (a dental care referral service for people with or without insurance, including Apple Health). Since it began services in 1996, the SmileMobile has served more than 47,000 patients with a focus on babies, children, youth, pregnant or postpartum people, and adults at designated clinics.
- 1,426 examinations
- 1,232 fluoride varnishes
- 722 silver diamine fluoride applications
- 385 fillings
- 51 emergency pain relief cases

**WOMEN, INFANTS, AND CHILDREN (WIC) CLINIC**

On-site clinic supports the nutritional needs of women and children. The WIC program provides supplemental foods, healthcare referrals and nutrition education.

- ~535 individuals received WIC benefits each month in FY22 in both Othello and Central District locations.
MARKETPLACE — Many of our families need assistance meeting their basic needs such as diapers, diaper wipes and personal hygiene items. Often when families have needs in the community, they have to share their story with complete strangers and hope they are believed; we believe that takes away a piece of their dignity. Through generous donors, guilds and organization support, we are able to provide many basic needs for our families in our marketplace. When families can access the marketplace and take what they need without having to share their story, it is quality care with dignity in action.

COVID-19 Response

VACCINE CLINICS AND TESTING — We are determined to eliminate inequities in access for BIPOC, immigrant and refugee communities for COVID-19 testing, vaccination and information. We now always have vaccines on site during operating hours (no appointment needed) for anyone who needs and wants one (who qualifies). We have trained all advanced practice providers APPs, medical assistants MAs and registered nurses RNs to deliver these. This created continuous coverage for anyone who came into the building (not just medical). We will offer vaccines at all school-based health sites and Wellspring, and we will continue to partner with community groups like Seattle Housing Authority to provide mobile vaccine clinics.

DBCC has worked with community partners to host 12 mobile vaccine clinics, administering 623 COVID-19 and routine immunizations to approximately 350 patients. In FY22, we administered approximately 4,275 COVID-19 vaccines at our clinic. Our numbers continue to grow as we partner with schools and organizations to increase immunization access in ZIP codes with a Social Vulnerability Index of 0.6 or higher.

WE ARE GRATEFUL TO OUR COMMUNITY PARTNERS WHO SUPPORTED THESE EFFORTS: Seattle Public Schools, Renton School District, Public Health - Seattle King County, Centro Rendu, Wellspring, Othello Station Pharmacy, El Centro de la Raza, Homesight, Communion Restaurant, Carolyn Downs, Urban League and Estelita’s Library.
Milestone Events

COMMUNITY CONVERSATIONS
We hosted several in-person and virtual community conversations throughout the year where we invited members of the community to discuss the issues that have emerged in the renovation project at OBCC Central District. We also shared information and introduced our Governance Council. In FY23, we will continue to host community conversations, called Community Grand Rounds: The OBCC Town Hall Series, covering various topics.

OBCC OTHELLO BACK-TO-SCHOOL AND CAREER RESOURCE FAIR
OBCC partnered with Seattle Children’s People and Culture Division to host a walk-in clinic where attendees received COVID-19 vaccines and well-child and back-to-school readiness exams (such as sports physicals) without having to schedule in advance. We offered resources and information on career opportunities and job openings, internships and volunteering.

OBCC COMMUNITY OPEN HOUSE
On July 9, we hosted an open house where we set up an injury prevention tent, which had life jacket, bike helmet, safe firearm storage and car passenger safety stations. More than 500 people showed up, and we properly fitted and gave away 456 safety devices. We also gave away 135 safe firearm storage devices. Many families expressed their gratitude for the fittings and education.

DR. SHAQUITA BELL NAMED 2022 ASSOCIATION OF AMERICAN INDIAN PHYSICIANS “PHYSICIAN OF THE YEAR”
We celebrated Dr. Shaquita Bell’s recognition as “Physician of the Year” by Dr. Odessa Brown at a community event.

As medical director of OBCC’s two locations in the Central District and at Othello Square, Dr. Campbell is passionate about improving the standard of care and quality of life of the broader community, especially vulnerable populations.

Looking to the future, Dr. Campbell is hopeful about the impact OBCC will continue to make in the community.

“My primary goals are ensuring that every patient at OBCC is receiving the absolute highest quality and compassionate care possible and that services are fully integrated with behavioral health and dental,” she said. “We have a lot of resources and services, but we’re working on integrating those to try to be as effective as we can be. My focus is really going to be on quality, education and integration.”

Quality and Patient Experience Are Our Priorities

Based on Press Ganey survey comments, patients are highly satisfied with their experience and show tremendous loyalty to OBCC as their primary healthcare provider. In FY23, it is our goal to continue addressing gaps in our patient experience. We acknowledge the barriers in our scheduling practices and are working to change from a centralized to localized process, while moving and closing some clinics to create more access to care.

Comment Sentiment Distribution by Section

<table>
<thead>
<tr>
<th>Access</th>
<th>Moving Through Your Visit</th>
<th>Nurse/Assistant</th>
<th>Care Provider</th>
<th>Personal Issues</th>
<th>Overall Assessment</th>
<th>Telemedicine Technology</th>
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<td>78.3%</td>
<td>73.5%</td>
<td>46.7%</td>
<td>60%</td>
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</tr>
<tr>
<td>30.4%</td>
<td>21.5%</td>
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<td>14.7%</td>
<td>13.3%</td>
<td>12.5%</td>
<td>12%</td>
</tr>
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</table>

Positive    Neutral    Mixed    Negative

ACCESS AND QUALITY MEASURES
This is an area of focus for our teams to ensure children can access our services when needed. We have great opportunities to reduce missed appointments, thereby ensuring patients and families receive the care they need.

Additional improvements underway:
- Focused missed appointment initiative aimed at reducing missed appointments for Black/African American patients and families
- Understanding true clinic capacity
- Scheduling template clean-up
- Aligning schedules to provider deployment expectations
- Increased telehealth
- Matching visit types to patient needs
- Distribution of flu and COVID-19 vaccines during clinic visits
- Releasing unfilled held slots within a defined timeframe
- Expand with community-driven metrics

I felt listened to, like my concerns were addressed, I left with a great action plan and lots of next steps that were reasonable.

PATIENT AND FAMILY EXPERIENCE
The newest clinic location (OBCC Othello), which opened March 2022 near the light rail Othello Station, is closer to the 75% of families served by OBCC who have moved to South Seattle and South King County for more affordable housing. The clinic is located within Othello Square, an urban community concept on 3 acres that offers complementary services, partners and residences. These include an economic opportunity center, computer lab, charter school, early learning center and mixed-income housing.

Our OBCC redevelopment project aimed to align three major streams of work:

SERVICES
OBCC Othello assures more care for all our service lines. We enhanced our mental health services, a service all communities tend to find underresourced.

OBCC Othello provides better care. We have an improved integrated model, making all our services connected more seamlessly for families. We are better able to serve special populations, especially for our medically complex kids and kids in foster care. We also provide new services, including adolescent care, sports medicine, radiology and dermatology. We know our care is better by investing in robust program measurement and research potential on site.

OBCC Othello provides better connections. We are better connected to our families through convenience, increased outreach and more innovative ways to interact with us. We are better connected to other services that create opportunity for families.

Our Roadmap Leads Us to a Sustainable Future

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Dr. Shaquita Bell

FY22 OBCC APPOINTMENT VOLUMES

<table>
<thead>
<tr>
<th>IN-PERSON</th>
<th>TELEMED</th>
<th>TELEPHONE</th>
<th>GRAND TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completed Apps</td>
<td>Missed Apps</td>
<td>Late Cancels</td>
<td>Total</td>
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<tr>
<td>Grand Total</td>
<td>23,806</td>
<td>4,485</td>
<td>3,754</td>
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<tr>
<td>SCH Odessa Brown</td>
<td>12,194</td>
<td>2,404</td>
<td>3,001</td>
</tr>
<tr>
<td>SCH Odessa Brown Othello</td>
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<td>1,979</td>
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<tr>
<td>SCH School Clinic</td>
<td>817</td>
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MISSED APPOINTMENTS AND LATE CANCELS

<table>
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<tr>
<th>IN-PERSON</th>
<th>TELEMED</th>
<th>TELEPHONE</th>
<th>GRAND TOTAL</th>
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<tbody>
<tr>
<td>Missed Apps</td>
<td>Missed Apps</td>
<td>Late Cancels</td>
<td>Total</td>
</tr>
<tr>
<td>Grand Total</td>
<td>4,485</td>
<td>15.9%</td>
<td>3,754</td>
</tr>
<tr>
<td>OBCC Behavioral Health</td>
<td>15.6%</td>
<td>14.1%</td>
<td>13.3%</td>
</tr>
<tr>
<td>OBCC Dental</td>
<td>18.1%</td>
<td>18.1%</td>
<td>13.7%</td>
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<tr>
<td>OBCC Medical</td>
<td>15.6%</td>
<td>15.6%</td>
<td>13.7%</td>
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OBCC REDEVELOPMENT UPDATES

GOVERNANCE AND LEADERSHIP
- Determining infrastructure, roles and accountabilities of leaders and teams (ongoing)
- Current transitions in leadership structure and openings for leadership positions
- Change management (ongoing)

OPERATIONAL INITIATIVES
- Clinic template utilization and provider deployment
- Epic optimization to facilitate greater efficiency and service delivery
- Creation and expansion of Innovation Hub and growth of clinical programs, including Gender Care and Sickle Cell
- Key performance indicator refinement and monitoring (ongoing)
- Improvement of integrated care services of medical, mental health and dental
- Hired business manager
- Enhanced staff resources (i.e., using Qgenda to schedule clinic and PTO coverage) (ongoing)
- Increased administrative support
- Streamlined grant management
- Partnered with philanthropy

PLANNING & STRATEGY
- Analysis of population health needs to prioritize service offerings (ongoing)
- Leveraged partnerships with internal and external parties such as Molina and SCCN
- Addressed recommendations from Covington Report

SPACES
OBCC Othello increased the number of spaces (medical increased from 11 to 16 exam rooms; dental increased from seven to 11 chairs; mental health has eight consult rooms). We invested in spaces that showcase gardens and teach healthy food preparation. We have a Lenny Wilkens Recreation Center that can help every child of every ability know themselves as physically active beings. We promoted healthier lifestyles for the staff who work at OBCC.

More than 20 artists from the local community who are Black, Latinx or Indigenous were commissioned to contribute more than 30 pieces of original artwork in the new building. Using the guiding principles of art that would support health through nature, celebrate inclusiveness, cultivate wonder and joy, and celebrate and honor history, artwork was carefully selected and placed throughout the clinic to enrich the space.

Artwork by Juan Alonso
Time and time again, our generous community of donors has partnered with OBCC to meet the needs of patients and families. Thanks to this commitment, more children than ever have access to medical, dental, behavioral health, nutrition, physical therapy and rehabilitation services — regardless of their family’s ability to pay.

**FY22 HIGHLIGHTS:**
- Last year, generous donors contributed $11.6 million to OBCC, supporting all areas of care, research and operations. A total of 370 donors made 660 gifts ranging from $2.50 up to $3 million in FY22.
- We established the OBCC Greatest Needs Endowment — an opportunity for donors to provide critical and flexible support to OBCC in perpetuity. Our goal is to partner with the community and raise $37.5 million to create a sustained source of support, enabling OBCC leadership to invest in priorities that help build on the clinic’s legacy and maintain its vital place in the community for generations to come. All gifts to the OBCC Greatest Needs Endowment are matched by Seattle Children’s, dollar for dollar, to address the most pressing needs of children and families. In FY22, donors contributed more than $5.8 million to this fund, which was doubled through the match.
- Community members continued to provide wraparound support for patients and families through in-kind donations — from diapers to personal hygiene items to grocery gift cards. During the Guild Association’s annual heartwarming drive, more than 20 guilds raised $40,000 and donated 300 items; Seattle Children’s Bargain Boutiques also donated backpacks, shoes, rain boots and winter coats. Learn more about current needs through our online wish list.
- We celebrated the contributions of Coach Lenny Wilkens, Marilyn Wilkens and the Lenny Wilkens Foundation to the clinic over the past 50 years with the naming of the Lenny Wilkens Foyer and Recreation Center at OBCC Othello.

We Are Grateful for Generous Community Support

- OBCC was honored to be an inaugural recipient of the Champions of Change initiative formed by former Seahawks Cliff Avril, Doug Baldwin and Michael Bennett to support organizations that offer services for families and champion dignity, empowerment and collaboration.
- It Starts With Yes: The Campaign for Seattle Children’s concluded in December 2021. Our generous community contributed more than $125 million to OBCC during the 11-year campaign.

**LOOKING FORWARD**
- Moving forward, generous contributions to the OBCC Greatest Needs Endowment will be used to address the highest priorities and most urgent needs of families served by OBCC. Learn more about making a donation.
- Through giving, donors can help advance sickle cell disease care and research, as well as the health innovation and learning center at OBCC Othello. This support will help provide innovative, integrated care that closes gaps in health equity and improves health outcomes.
- In partnership with donors, OBCC will continue to provide quality care with dignity and grow wellness to promote healthy, thriving lives throughout the community we serve. Thank you for standing with us to ensure the next 50 years of community health.