New Hope Health Center is a 501(c)(3) non-profit organization.

**Mailing Address:**
100 Andover Park W
PMB 212, Suite 150
Tukwila, WA 98188

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15880 Military Road
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Executive Summary

Introduction

New Hope Health Center (NHHC) is a faith-based medical center organized to serve the medically uninsured in the 98168 and 98188 zip codes of South King County, WA. NHHC will be operated as a primary health care center providing routine, non-emergency medical services to our clients living in our target area. NHHC is a collaborative effort of a number of local church congregations, representing a variety of traditions, in South King County.

Organization

New Hope Health Center is a non-profit, 501(c)(3) organization, incorporated with the State of Washington in December of 2007. NHHC’s ongoing operations will have the oversight of a Board of Directors. Bylaws of the Corporation have been completed and adopted and will govern the decisions of the Corporation.

Scope of Service

New Hope Health Center is being established to offer a wide range of medical services, at no charge, to the uninsured who reside in the 98168 and 98188 zip codes of South King County.

Evidence of Need

New Hope Health Center is positioning itself to serve an area of King County which contains the highest percentage of medically uninsured adults, the highest percentages of adults who did not see a doctor in the past five years because of costs, and some of the highest percentages of people living at or below 200% of the Federal Poverty Level (FPL). In addition, this area of King County contains local populations having some of the highest percentages of avoidable hospitalizations.

Implementation

The opening for NHHC is April of 2010 in a preliminary facility. Our ultimate vision is to move NHHC into a long-term facility on or near Tukwila-International Blvd. (U.S. Hwy 99), north of SR 518 in Tukwila, WA.
Financial Plan

Start-up and operating costs at our preliminary site through the end of 2010 are estimated at $24,705. We anticipate deriving income from individual donors, local church congregations and businesses, and grant funding. Based upon estimated operating expenses and client load, we anticipate initial costs per client visit to range between $53 and $105.

Benefits and Uniqueness of New Hope Health Center

*New Hope Health Center* will be a positive addition to our community by providing the following benefits:

- *Compassionate health care* to an underserved portion of the community.
- *Reducing costs* at local hospitals and emergency rooms.
- *Value to the business community* as *NHHC* will help increase the health and wellness of the local work force.
- *A sense of purpose* to our volunteers and supporting partners.

*New Hope Health Center* is also *unique* in its approach to health care for the following reasons:

- We are the *only* health center within our target area that provides *free* primary care to the medically uninsured through an all volunteer organization.
- We are the *only* health center in the area that is committed to recognizing the importance of the spiritual needs of our clients as well as the physical and emotional needs.
- We are the *only* health center in the area that provides the faith-based community an opportunity to share their faith through serving the medically underserved.
Introduction

*New Hope Health Center (NHHC)* is a faith-based medical center organized to serve the medically uninsured in the 98168 and 98188 zip codes of South King County, Washington. Our long term plan is to locate **NHHC** in Tukwila on, or near, Tukwila-International Blvd. (U.S Hwy 99), north of SR 518. **NHHC** will operate as a primary health care center providing routine, non-emergency medical services to clients living in target area. Our desire is to build long-term relationships with clients in order to serve them on a personal level. As resources are developed, our goal is to expand benefits to the community by broadening our medical services, providing dental and counseling services, and by offering educational classes to improve the health of our clients.

**NHHC** is a collaborative effort of local church congregations, representing a variety of traditions, in South King County. Volunteers will be recruited from these congregations, as well as from the community at large. In addition, we anticipate a portion of our operational funding to be provided by these congregations.

In establishing the model of care that will be pursued at **NHHC**, various free clinics around the Pacific Northwest have been studied, including New Heights Clinic of Vancouver, WA, Good News Clinic of Gresham, OR, and Haller Lake Christian Health Clinic of Seattle, WA. Assistance has also been sought from the Washington State Association of Free Clinics, and **ECHO** (Empowering Church Healthcare Outreach), a non-profit organization assisting churches in launching and maintaining health clinics.

**New Hope Health Center's** target area was chosen by area churches who saw the need to ‘put feet’ to their faith by providing practical acts of service to the surrounding community through medical care. According to the most recent statistics compiled by the King County Health Department and the United Way of King County, the target area has the highest percentage of medically uninsured people in the state. Their statistics also reveal that approximately 29% of the residents of this area live at or below 200% of the Federal Poverty Level.

**New Hope Health Center** is *unique* in its approach to health care for many reasons: We are the *only* health center within our target area that provides *free* primary care to the medically uninsured with an all volunteer staff. We are also the *only* health center in the area that attempts to address the spiritual needs of clients as well as their physical and emotional needs. We are the *only* health center in the area that provides the faith-based community an opportunity to demonstrate their faith to the underserved through health care. This uniqueness allows **NHHC** to avoid duplication of existing services offered in this community. We will also partner with existing health care providers in the surrounding area in order to provide clients with services that we do not offer.
Organization

Mission

*New Hope Health Center* is an expression of the Christian community providing primary health care to the medically uninsured in the 98168 and 98188 zip codes in a manner which proclaims the love of Christ. *NHHC* attempts to provide primary health care to all without regard to race, color, gender, sexual orientation, religion, age, marital status, disability, or national origin. Due to its mission and scope of services offered, *NHHC* will utilize the network of safety net providers who, in relationship with *New Hope*, will be willing to address patient needs that are outside the current scope of services.

Vision Statement

To proclaim Jesus Christ through word and deed, to the cities of Tukwila and SeaTac, Washington, through a faith-based health center for the medically uninsured.

*Proclaiming Jesus Christ to:*

- **The medically uninsured** by giving them quality, compassionate health care while asking the Holy Spirit for opportunities to share the Good News of Jesus Christ with them.

- **The Christian community** by providing God’s people opportunities to proclaim Jesus through word and deed, and by training God’s people to sacrificially serve the underserved in the humility of Jesus, showing Christ to others through their words and deeds.

- **The people of Tukwila/SeaTac** through the unity of the Body of Christ as we come together to sacrificially serve the medically uninsured.

Legal Entity

*New Hope Health Center* is a non-profit, 501(c)(3) organization, incorporated with the State of Washington in December of 2007.

History

In the summer of 2007, religious and community leaders in Tukwila, WA, formed an exploratory committee for the purpose of establishing a faith-based health center for the medically uninsured in our area. From that committee of approximately 12 leaders, a group of 4 individuals was tasked with taking formal steps to establish a legal, non-profit entity with the State of Washington for that purpose.
New Hope Health Center Organization

The initial board of NHHC consists of 4 members of the community, and they have been proceeding since the summer of 2007 to lay the necessary groundwork for the Center. In September, 2009, the board signed a contract with ECHO (Empowering Church Healthcare Outreach); a non-profit organization assisting churches in launching and maintaining health clinics.

Currently, the board of NHHC consists of:

**Dr. Robert Thompson, M.D., President**
Bob is a graduate of Washington State University (B.S, 1975) and Indiana University School of Medicine (M.D., 1981). He completed his residency in family medicine at Methodist Hospital, Indianapolis, IN. In addition to serving over 25 years as a family physician at Valley Medical Center, Bob serves as the medical director of the Renton Rotacare Free Clinic. A life-long resident of South King County, Bob is also a member of the Renton Rotary and Highline-Tukwila area Young Life.

**Rev. Gary Vanderhoff, Vice President**
Gary is a credentialed Assembly of God minister, and the founding pastor of Neighborhood Life Center, where he has ministered the past 12 years. A long time resident of South King County, Gary is heavily involved within the community, having served on the Human Services Board for the city of Tukwila, and the board of the Highline YMCA. Gary is also an active member of the SeaTac Rotary Club and the Church of Tukwila, an inter-denominational gathering of pastors.

**Betsy Schmidt, R.N., Treasurer**
Betsy is a graduate of the University of Vermont (B.S.N, 1975), and has been a resident of SeaTac, WA, since 1979. A nurse for over 34 years, Betsy brings considerable experience to NHHC. In addition to being a Certified Diabetes Educator, Betsy has experience with the management of acute and chronic diseases, as well as emergency medicine. Her current position with Group Health Cooperative as an RN in the medical home model provides NHHC with expertise in day-to-day administration of a medical office.

**Rev. David Sobocinski, Secretary**
David is a graduate of the University of Texas (B.S.ChE, 1983), as well as Dallas Theological Seminary (ThM, 1991). Currently serving as pastor of Fellowship Bible Church of Tukwila, David has experience in a variety of manufacturing environments as well.
In addition to the current board, support services are provided by the following:

Sharon Hall, Accountant
Sharon is the Chief Financial Officer of the Washington Credit Union League. Sharon brings tremendous experience to NHHC in the areas of financial planning and operations, budget forecasting, development and management, start-up planning, strategic planning, and human resources. Sharon is a long-time resident of South King County and graduated from Griffin Business College (B.S. Accounting, 1986). She is currently attending the Western CUNA Management School.

Wendell de Moura, IT Support
A native of Brazil, Wendell exemplifies the America dream. Wendell immigrated to the United States in 2002, speaking very little English. Today, he is a senior programmer and in charge of the IT department for Visual Commands, a local company specializing in the automation of lighting, climate, and security systems for both homes and businesses.

New Hope Health Center’s ongoing operations will have the oversight of a Board of Directors. Bylaws of the Corporation have been completed and adopted and will govern the decisions of the Corporation. An Executive Director and Medical Director (both voluntary positions) will carry out day-to-day operations and decisions. They will coordinate the efforts of the pool of professionals and lay volunteers who will deliver the services of the center and manage the business of the center. These directors will report to the board of directors.

Complete medical and business procedures will be written and approved by the Board of Directors. Established procedures from other free clinics and associations will be used as guides.

The Board of Directors has created four planning teams to publicize, recruit volunteers, draft the medical and non-medical procedures, complete all legal requirements, acquire needed facilities, equipment and supplies, and prepare the Center for opening and operation. The four teams are as follows:

- Administration
- Promotion
- Equipment and Supplies
- Staffing
Evidence of Need

**New Hope Health Center’s** mission is to provide primary health care for the medically uninsured in South King County, Washington. Our initial target area consists of the 98168 and 98188 zip codes of South King County. These zip codes encompass most of SeaTac and Tukwila, Washington. In addition, because of the need for quality primary health care for the uninsured in South King County, we anticipate attracting clients from the greater South King County area – in particular Burien and White Center.

King County’s estimated population in 2008 was 1,861,792. South King County is the largest sub-region of King County with 35.6% of its population, and it has the second highest growth rate in the county. The following data has been compiled from the most recent statistics of the King County Health Department and the United Way of King County.

**Health Insurance Coverage**

The existence of insurance positively influences the behavior and overall health of the individual. Persons with health insurance coverage generally seek appropriate treatment and engage in preventative care – blood pressure screening, diabetes testing, etc. Lack of health insurance is a major barrier to obtaining needed and preventative care. Uninsured people have an increased risk of morbidity from preventable diseases, and they are also less likely to get preventative care and needed screenings. This also significantly reduces employee productivity and increases absenteeism. In 2004, 15.5% of adult residents in King County lacked health insurance.

![Percent Uninsured in Last 12 Months, Ages 18-64, by Region, King County, 3-Year Rolling Averages, 1995-2004](image)

Data Source: Behavioral Risk Factor Surveillance System
Produced by: Epidemiology, Planning & Evaluation, Public Health - Seattle & King County
Contributing to the increasing numbers of the uninsured are rising insurance premiums and reduced employer participation. The wage levels in South King County, combined with the percentage of income residents have to spend on housing, has made South King County the region with the largest percentage of people having no medical insurance. The areas NHHC will be targeting contain some of the largest uninsured communities within the southern region. In the four communities of interest (SeaTac, Tukwila, Burien, and White Center), approximately 13,000 adults have no health insurance.
In 2004, 12.6% of King County adults reported not getting needed medical care due to cost. In the three-year period 2000-2003, South King County became the region with the largest percentage of people not seeing a doctor due to cost. Once again, the areas NHHC will be targeting, contain some of the communities with the largest percentage of people who did not see a doctor due to cost.
Income

The fastest growing segment of the uninsured population is the working poor or those individuals or families earning 200% or less of the Federal Poverty Level (FPL). Studies conducted by The Kaiser Family Foundation indicate that over 60% of the uninsured are non-elderly, full-time workers. They typically earn low wages and work in service industries, agricultural enterprises, and small businesses that do not offer health insurance to their employees. Small businesses that are able to offer insurance coverage often require premium cost sharing, making coverage unaffordable for low income individuals.

The FPL is just one measure used to calculate the number of people living in poverty. The Living Wage (or Family Wage) is another. The Living Wage is defined as the minimum income that is needed to purchase basic necessities without assistance from public programs. The Living Wage is always higher than the FPL. Even those who have an income above the FPL might still be unable to afford basic necessities for themselves or their families – such as medical insurance and health care. The Federal government places the poverty level for a family of 4 at approximately $21,200. By contrast, the Living Wage needed for a family of 4 in King County (assuming 2 children and 2 adult-wage earners) would be $71,374.

According to the 2008 Census, over 50% of the households in South King County earn less than $49,999 per year, and about 30% of the households in South King County earn less than $35,000 per year. The Highline and Tukwila school districts (both part of our target area) had over 55% of children receiving Free and Reduced lunch.

<table>
<thead>
<tr>
<th></th>
<th>King County</th>
<th>Washington State</th>
<th>Burien</th>
<th>SeaTac</th>
<th>White Center</th>
<th>Tukwila</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>1,737,034</td>
<td>5,894,121</td>
<td>31,881</td>
<td>25,496</td>
<td>20,975</td>
<td>17,181</td>
</tr>
<tr>
<td>Percent living below 200% FPL</td>
<td>19.6</td>
<td>25.9</td>
<td>24.6</td>
<td>27.1</td>
<td>34.3</td>
<td>30.5</td>
</tr>
</tbody>
</table>

Housing Costs

Households that must pay a high percentage of their income for housing have little left over for other basic necessities such as health care. According to the U.S. Department of Housing and Urban Development, 30% of gross income is the most that all but wealthy households can pay for housing without creating an excessive housing-cost burden. Housing that requires more than 30% of income is considered to be “unaffordable”.

<table>
<thead>
<tr>
<th></th>
<th>King County</th>
<th>Washington State</th>
<th>Burien</th>
<th>SeaTac</th>
<th>White Center</th>
<th>Tukwila</th>
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<td>31,881</td>
<td>25,496</td>
<td>20,975</td>
<td>17,181</td>
</tr>
<tr>
<td>Percent paying 30% or more on housing</td>
<td>67.2</td>
<td>67.4</td>
<td>70.2</td>
<td>61.7</td>
<td>70.9</td>
<td>69.6</td>
</tr>
</tbody>
</table>
Avoidable hospitalizations are an indicator of inadequate primary care or poor access to appropriate medical care. Avoidable hospitalization may occur for a number of reasons; among the most common are lack of health insurance coverage, lack of transportation, and language barriers. In 2004, there were 16,152 avoidable hospitalizations among King County residents, which accounts for 14% of all non-childbirth hospitalizations. South King County had the highest age-adjusted rate of avoidable hospitalization of any of the regions of the county. The rates in SeaTac, Tukwila, and White Center are all significantly higher than the county rate.
More than half of the avoidable hospitalizations were caused by bacterial pneumonia, congestive heart failure (CHF), and kidney/urinary infection. They accounted for 23%, 20%, and 10% of all avoidable hospitalizations, respectively. Available vaccines for bacterial pneumonia could prevent about half the hospitalizations for this condition. For CHF, poverty was the biggest predictor of hospitalization. The risk of hospitalization for CHF increases as neighborhood poverty grows.

Avoidable Hospitalizations in King County, Three Year Average, 2002-2004

**“Other”** includes: incarcerated hernia, primary hypertension, angina, dental conditions, Grand Mal status, and hypoglycemia

Data Source: Hospitalization Discharge Data, Washington State Department of Health, Office of Hospital and Patient Data Systems
Produced by: Epidemiology, Planning & Evaluation, Public Health - Seattle & King County
Obesity and Weight Issues

Controlling weight through proper nutrition and regular physical activity is an important part of a healthy lifestyle. Lack of exercise and being overweight are risk factors for serious illnesses such as coronary heart disease, hypertension and diabetes, and contribute to premature death. From 2005-2007, 34.6% of adults in King County were overweight. For the same period, 20% of adults in King County were obese. Both the percentage of adults who were overweight, and those who were obese were the highest in South King County.

Oral Health Care

There is mounting evidence to suggest that there is a direct relationship between poor oral care and increased morbidity and mortality. Dental health coverage is not as available as medical health coverage. Even when coverage is offered, it often has high deductibles, exclusions, and co-pays. Getting regular preventative oral care is often seen as discretionary – particularly among low-income families.
In 2004, 25.9% of adults in King County had not seen a dentist or dental clinic in the past year. Prior to 2000, South King County experienced a decreasing trend in the number of adults who had not seen a dentist or dental clinic in the past year. Since then the trend has reversed itself, and now South King County has one of the highest rates of adults who have not seen a dentist in the past year.

Infrequent dental care was one-and-one half to two-and-one half times more likely to occur in lower income people than those making $50,000 or more. Within South King County, SeaTac and Tukwila have the highest rates of no regular dental care.

### Did Not See a Dentist Within the Past Year Among King County Adults Age 18+ by Region, Three-Year Rolling Averages, 1995-2004*

<table>
<thead>
<tr>
<th>Region</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>North</td>
<td>35.0%</td>
</tr>
<tr>
<td>South</td>
<td>30.0%</td>
</tr>
<tr>
<td>Seattle</td>
<td>25.0%</td>
</tr>
<tr>
<td>East</td>
<td>20.0%</td>
</tr>
</tbody>
</table>


### Have Not Been To A Dentist in More than One Year, King County Adults, Five-Year Average, 2000-2004

<table>
<thead>
<tr>
<th>City</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tukwila/SeaTac</td>
<td>37.0%</td>
</tr>
<tr>
<td>Downtown &amp; Central Seattle</td>
<td>36.2%</td>
</tr>
<tr>
<td>Renton</td>
<td>33.0%</td>
</tr>
<tr>
<td>West Seattle/Deridge</td>
<td>31.3%</td>
</tr>
<tr>
<td>Lower Valley</td>
<td>30.5%</td>
</tr>
<tr>
<td>Southeast King County</td>
<td>29.3%</td>
</tr>
<tr>
<td>Beacon &amp; SE Seattle</td>
<td>29.1%</td>
</tr>
<tr>
<td>White Center/Boulevard Park</td>
<td>28.7%</td>
</tr>
<tr>
<td>Federal Way</td>
<td>28.4%</td>
</tr>
<tr>
<td>Auburn</td>
<td>28.3%</td>
</tr>
<tr>
<td>N Seattle/Shoreline</td>
<td>27.7%</td>
</tr>
<tr>
<td>Kent</td>
<td>27.3%</td>
</tr>
<tr>
<td>Burien/Des Moines</td>
<td>26.9%</td>
</tr>
<tr>
<td>King County</td>
<td>25.7%</td>
</tr>
<tr>
<td>Ballard/Fremont/Green Lake</td>
<td>23.7%</td>
</tr>
<tr>
<td>Capitol Hill/Eastlake</td>
<td>23.6%</td>
</tr>
<tr>
<td>Bothell/Woodinville</td>
<td>22.9%</td>
</tr>
<tr>
<td>Bellevue</td>
<td>22.2%</td>
</tr>
<tr>
<td>Cascade &amp; Covington</td>
<td>21.9%</td>
</tr>
<tr>
<td>Issaquah/Sammamish</td>
<td>21.3%</td>
</tr>
<tr>
<td>Queen Anne/Magnolia</td>
<td>20.3%</td>
</tr>
<tr>
<td>NE Seattle</td>
<td>19.4%</td>
</tr>
<tr>
<td>Redmond/Union Hill</td>
<td>18.6%</td>
</tr>
<tr>
<td>Kirkland</td>
<td>15.0%</td>
</tr>
<tr>
<td>Vashon Island</td>
<td>14.7%</td>
</tr>
<tr>
<td>Mercer Island/Point Inlet</td>
<td>5.9%</td>
</tr>
</tbody>
</table>

*Data Source: Behavioral Risk Factor Surveillance System
Produced by: Epidemiology, Planning, and Evaluation Surveillance System, Public Health - Seattle & King County
**Area Providers**

The following map shows the health care providers within a 10 mile radius of **NHHC**. The star, designated as FBC, represents the initial location of **NHHC**. The map legend is on the following page.
The legend for the map(s):

An expanded view of the 98168 and 98188 zip code areas:
Currently there are no King County Public Health centers in the 98168 and 98188 zip code areas. The only health care provider in the target area is HealthPoint at 4424 S 188th St. which provides services to clients on a sliding scale. HealthPoint also has a corresponding satellite facility nearby at the Tyee Educational Complex (4040 S 188th St.). **NHHC** will be the only health facility in the area that will offer *free* health care to the medically uninsured. In addition, **NHHC** will be the only faith-based clinic in the area attempting to deal with the spiritual needs of clients.

**Summary**

**New Hope Health Center** is positioning itself to serve an area of King County which contains the highest percentage of medically uninsured adults, the highest percentage of adults who did not see a doctor in the past five years due to cost, and some of the highest percentages of people living at or below 200% of the FPL. In addition, this area of King County contains local populations having some of the highest percentages of avoidable hospitalizations. Percentages of adults who are obese or overweight are also higher in our target area than in the rest of the county. **NHHC** is *unique* because we will not charge for our services. We are committed to recognizing the importance of the spiritual needs of our clients as well as the physical and emotional needs. **NHHC** will collect and maintain data on its clients so that our services will closely align with the needs of our community. Since the percentage of adults who have not seen a dentist in the past year is also higher in the target area than in the rest of the county, **NHHC** will look to address oral health care issues as we are able to expand our scope of services.
Scope of Services

Summary of Services

New Hope Health Center is being established to provide medical services at no charge to the uninsured who reside in the 98168 and 98188 zip codes of South King County. The scope of services will develop over time based both on community need and community resources available to support clinic operations.

NHHC will be operated as a primary health care center on an appointment basis. Our desire is to build long-term relationships with our clients, so that we can serve them on a personal level.

NHHC will work closely with local medical facilities in order to refer clients for services not available on site such as basic radiological services, and limited blood and urine testing. The board of NHHC is actively pursuing the development of such partnerships.

Initially, NHHC will provide primary health care services.

Other Services

Trained staff will be provided to befriend and help clients through the process of being treated at NHHC. Follow-up counseling for all clients and interpretation services for non-English speaking clients will be provided as these resources become available to NHHC.

New Hope Health Center will continually assess the needs of the target population and make every effort to adjust services and staffing levels in order to achieve our mission and vision.

Prescription Drugs

NHHC will develop partnerships with local pharmacies and area hospitals in order to secure a source for free or low-cost prescription drugs for our clients. No controlled substances or prescription medications will be kept on-site.

Patient Eligibility

Eligible patients of NHHC will:

- Live in the 98168 or 98188 zip codes of South King County.
- Have no private or government funded medical insurance.
We anticipate a demand for services beyond our target area. Those clients seeking treatment that do not meet the eligibility criteria will be handled on a case-by-case basis. Depending on the requirements or limitations of funding sources available to NHHC, and the ever-changing environment of health care, eligibility criteria may be modified. Referral sources will be identified and coordinated from supporting churches, community organizations, hospitals, and other health service organizations to enhance access to NHHC.

**Facilities**

Our desire is to locate New Hope Health Center in Tukwila on, or near, Tukwila-International Blvd. (U.S. Hwy 99), north of SR 518. This area is in close proximity to numerous bus routes and within walking distance of a large number of apartment complexes.

The establishment of our preliminary site is underway at Fellowship Bible Church (15880 Military Road S in Tukwila, WA). This site will consist of two exam rooms and an office to be used for administrative functions, record keeping, and storage.

Initial services are anticipated to begin in April of 2010. At that time, we plan to offer one mid-week evening session, treating approximately 8 to 16 clients per week. As resources develop, we plan on adding additional sessions during the week.

**Quality Medical Care**

Quality medical care begins with skilled, experienced and caring professionals. A number of retired and actively practicing physicians, nurses, and others have expressed a high degree of interest in volunteering to serve at NHHC. We will continually recruit adequate numbers of experienced professionals in order to meet the Center’s staffing needs.

Volunteer medical professionals will be screened and must have an exemplary record. Appropriate credentials will be required. All volunteers will undergo a background check.

Washington State law RCW 4.24.300 (Immunity from liability for certain types of medical care), commonly referred to as the Good Samaritan Law, states:

(2) Any licensed health care provider regulated by a disciplining authority under RCW 18.130.040 in the state of Washington who, without compensation or the expectation of compensation, provides health care services at a community health care setting is not liable for civil damages resulting from any act or omission in the rendering of such care, other than acts or omissions constituting gross negligence or willful or wanton misconduct.

(3) For purposes of subsection (2) of this section, “community health care setting” means an entity that provides health care services and:

(a) Is a clinic operated by a public entity or private tax exempt corporation, …
For those medical professionals who wish to volunteer at NHHC and are currently retired, malpractice insurance fees can be covered through Washington State’s Volunteer/Retired Provider Program.

(http://www.doh.wa.gov/hsga/Professions/RetiredMedicalWorker/default.htm)
Implementation

Start Up Plan

New Hope Health Center will begin operations in an initial site located in one of the supporting churches. This site will utilize a classroom of approximately 300 square feet which will be converted into two exam rooms, and a spare office which will house the administrative functions and records. Additional rooms will be used for client counseling. The intended opening date for NHHC is April of 2010, and we anticipate remaining in this facility through the end of 2010.

Long-Range Vision

Our intention is to move NHHC into a larger, more permanent facility on, or near Tukwila-International Blvd. (U.S. Hwy 99), north of SR 518 in Tukwila, WA. This area is in close proximity to numerous bus routes, and within walking distance of a large number of apartment complexes.

Based upon a preliminary study, we anticipate the need of approximately 2500 square feet to provide ideal service to our clients. NHHC will continue to evaluate the medical needs of our target population and expand services based upon these needs, as well as the availability of volunteers, funding, and facilities.

The long-range vision to move NHHC out of the initial church building and into a more neutral, permanent facility in the community is critical to the long-term success of the Center. The church building is an ideal initial space for NHHC – allowing us to establish a visible presence within the community, credibility with its residents and with potential supporters, and allowing us to refine our policies and procedures on a smaller, more manageable scale. However, the church building is not on a direct bus line, and is more difficult to access by the targeted population.

The establishment of a larger, long-term facility will be one of the responsibilities tasked to the Board in 2010.
Financial Plan

The financial data that follows reflects the estimated expenses to start-up and sustain NHHC in the first year of operation.

Assumptions include the following:

- **NHHC** will be in operation for three of four quarters in 2010 (beginning in April).
- A lease has been negotiated with Fellowship Bible Church of Tukwila for the exclusive use of one classroom and one office for $1 per year through the end of 2010. Utilities and internet are included in the agreement; phone service is excluded. Non-exclusive use of other rooms is included in this lease.
- In the event that adequate funding does not materialize that would enable **NHHC** to transition into a long-term facility the lease with Fellowship Bible Church can be extended.

<table>
<thead>
<tr>
<th>Item</th>
<th>2010</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equipment and Furnishings</td>
<td>$3,000</td>
<td>Exam tables, chairs, cabinets; mid-level in-kind</td>
</tr>
<tr>
<td>Rent</td>
<td>$1</td>
<td>Waypoint</td>
</tr>
<tr>
<td>Utilities</td>
<td>-</td>
<td>Electric, water/sewer, janitorial, …</td>
</tr>
<tr>
<td>Space Prep/ Renovation</td>
<td>$500</td>
<td>Mid-level in-kind</td>
</tr>
<tr>
<td>Medical Supplies</td>
<td>$2,500</td>
<td>Disposables, such as gloves, gowns, exam table paper, …</td>
</tr>
<tr>
<td>In-House Lab Testing</td>
<td>$2,000</td>
<td></td>
</tr>
<tr>
<td>Expanded Lab/ Imaging</td>
<td>-</td>
<td>In-kind</td>
</tr>
<tr>
<td>Pharmaceuticals</td>
<td>$1,000</td>
<td>Medications not available through free programs, mid-level in-kind</td>
</tr>
<tr>
<td>Printing/ Copying</td>
<td>$1,500</td>
<td>Brochures, letters, business cards, forms, charts, …</td>
</tr>
<tr>
<td>Postage</td>
<td>$1,000</td>
<td>Internal and external mailings</td>
</tr>
<tr>
<td>Computer hardware/ maintenance</td>
<td>$1,500</td>
<td>Mid-level in-kind</td>
</tr>
<tr>
<td>Software/ maintenance</td>
<td>$1,500</td>
<td>CPM/EMR, Quickbooks, Office, …</td>
</tr>
<tr>
<td>Telephone/ Internet</td>
<td>$204</td>
<td>Service for 2 lines – VoIP</td>
</tr>
<tr>
<td>Office Supplies</td>
<td>$1,500</td>
<td>Paper, pens, charts, folders, …</td>
</tr>
<tr>
<td>Insurance</td>
<td>$2,500</td>
<td>Professional, D&amp;O, gen liability, property</td>
</tr>
<tr>
<td>Meeting Expenses</td>
<td>$500</td>
<td>Coffee, tea, light refreshments</td>
</tr>
<tr>
<td>Volunteer Appreciation</td>
<td>$500</td>
<td></td>
</tr>
<tr>
<td>Fundraising Expenses</td>
<td>$2,000</td>
<td>Advertising, materials, vendor payments, …</td>
</tr>
<tr>
<td>Fees and Dues</td>
<td>$1,000</td>
<td>Association dues, P.O.Box lease, other filings</td>
</tr>
<tr>
<td>Conference and Training</td>
<td>$750</td>
<td>Mileage and meals to conduct business</td>
</tr>
<tr>
<td>Travel</td>
<td>$750</td>
<td></td>
</tr>
<tr>
<td>Financial Services</td>
<td>-</td>
<td>In-kind</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>$500</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$24,705</strong></td>
<td></td>
</tr>
</tbody>
</table>
Cost Effectiveness

For 2010, we assume operations for three-quarters of the year running 1 session/week. The low-end estimate of clients to be seen is 6 clients/week. Our hi-end estimate of clients seen is 12 clients/week. Using these assumptions, we estimate the cost per client to be between $53 and $105. With the addition of more sessions per week, the cost per client will be further reduced.

Fundraising

Potential sources for start-up funds, capital projects, and ongoing expenses include:

- Churches
- Individual Donors
- Local and National Foundations
- Local Businesses
- Local Service Organizations (such as Rotary Club)

We will contact area churches to request their annual support for NHHC through their missions budget (or other appropriate channels). We expect that the largest contributors to the start up launch, and our transition to a long-term facility will be individual donors and foundations, while ongoing expenses will primarily come from churches and businesses. We have set up a PayPal account enabling us to accept on-line donations from our website (http://www.newhopehc.org).

We also assume a great percentage of our needed items will be a result of in-kind contributions from businesses, medical facilities and organizations, and foundations. As of December, 2009, NHHC has received approximately $1000 in contributions from individual donors; no grants or large sources of income have been received.

Fellowship Bible Church of Tukwila has sold a parcel of property, and is offering a $50,000 matching gift to NHHC from the proceeds of this sale. NHCC has two years from the completion of the sale of this property to match these funds. This matching gift will be distributed quarterly to NHHC.

Accounting

NHHC seeks to be an organization of integrity; honoring God with the resources He provides, and using them in the most efficient manner possible. NHHC will comply with strict internal control procedures, as established by our accountant, in order to operate with full accountability, and financial statements will be audited by an outside accounting firm on an annual basis.
Benefits

When operational, New Hope Health Center will be a positive addition to our community by providing the following benefits:

- **Compassionate health care to an underserved portion of the community.** NHHC intends to deliver health care to the medically uninsured in a loving and caring environment.

- **Reducing costs at local hospitals and emergency rooms.** NHHC will offer primary care in a more appropriate, low-cost setting.

- **Value to the community.** NHHC will strive to quickly help injured or ill workers return as healthy members to the workforce.

- **A sense of purpose to our volunteers and supporting partners.** By providing this opportunity to assist the underserved, NHHC provides a sense of community and purpose for our volunteers and partners to live out their faith and convictions.

Now there's hope for the medically uninsured...