



**Community Benefit Report
Fiscal Year 2022
(July 1, 2021-June 30, 2022)**



Reference Documents

2019 Community Health Needs Assessment

http://tuality.org/wp-content/uploads/HCWC-Community-Health-Needs-Assessment-Report-July2019_0.pdf

2020 – 2022 Community Health Improvement Plan

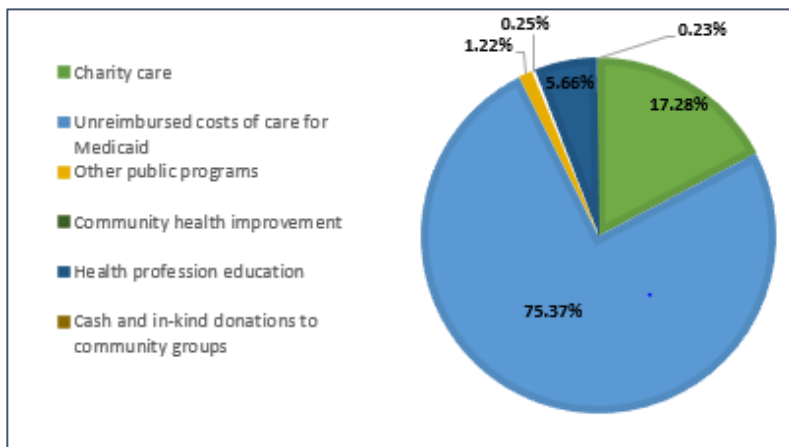
<http://tuality.org/wp-content/uploads/2019-2021-Community-Health-Improvement-Plan.pdf>

Hillsboro Medical Center provided over \$43 million in community benefit in fiscal year 2022, outlined in table 1-1. The community benefit included charity care, unreimbursed costs of care, community health improvement, health profession education and sponsorship of community partners, displayed in graphic 1-2.

Table 1-1: Community benefit in fiscal year 2022

Community benefits by category	
Charity care	\$ 7,457,258.17
Total charity care	\$ 7,457,258.17
Unreimbursed costs of care for Medicaid	\$ 32,532,858.33
Other public programs	\$ 524,697.15
Total government sponsored healthcare	\$ 33,057,555.48
Community health improvement	\$ 106,284.72
Health profession education	\$ 2,442,641.00
Cash and in-kind donations to community groups	\$ 97,913.34
Total other benefit	\$ 2,646,839.06
Total	\$ 43,161,652.72

Graphic 1-2: Community benefit by category



To evaluate community health needs and areas in which to focus, every three years Hillsboro Medical Center participates in the Healthy Columbia Willamette Collaborative (HCWC) to complete a four-county community health needs assessment (CHNA).

Consisting of seven hospital systems, four county health departments, and one coordinated care organization, the HCWC region covers Clark, Washington, Clackamas, Multnomah, and Washington counties in Oregon. This unique public/private partnership serves as a platform for collaboration around health needs assessments. It allows for a more comprehensive view of community needs, informs priorities for HCWC member organization improvement plans, and

supports a shared understanding for HCWC stakeholders and partners who collaborate on how to best meet community health needs.

HCWC focuses on broad issues impacting the health of the region, including chronic conditions, language barriers, economic instability, isolation, and others. HCWC identified discrimination, racism, and trauma as the overarching issues that shape the lives and health of community members. HCWC is committed to centering community voice and health equity in its work and as integral to its vision.

HCWC prioritized equity throughout the data collection, analysis, and reporting process for this CHNA. HCWC prioritized community input and lived experiences of priority populations and leaders from community-based organizations across the region. Volunteer participants shared their insights on the vision, strengths, challenges, and needs of their communities in town halls and listening sessions.

Town halls and listening sessions were conducted across the four-county region. Through the town halls and listening sessions, HCWC gathered feedback directly from community members to identify important issues. As supported by quantitative data collected and analyzed for the CHNA, HCWC identified core issues central to the needs of the region and Hillsboro Medical Center then identified an implementation plan.

1. Year of publication for the CHNA utilized in Fiscal Year 2022: 2019

2. Top health needs identified in the 2019 CHNA

Overall, HCWC identified discrimination, racism and trauma as the overarching issues that shape the lives and health of community members. The impact of these factors is considered within each focus area.

Given the restraints of time, money, expertise, and other hospital priorities, Hillsboro Medical Center categorized interventions into four priority strategies during the 2020 – 2022 period, including a fifth category to address the social determinants of health. No hospital can single-handedly address all the issues present in the community. Through our partnerships, though, we are confident the needs are being addressed by other community organizations.

Hillsboro Medical Center routinely prioritizes our top areas of focus according to where we can affect the most meaningful change. During this time, our selected focus areas were as follows:

1. Access to care
2. Culturally and linguistically appropriate care
3. Behavioral health
4. Chronic conditions
5. Social determinants of health and well-being

3. Significant community benefit activities to address identified health needs

Hillsboro Medical Center's implementation strategies

Focus Area 1: Access to Care

Objective: Improve access to primary care, with special emphasis on those covered by the Oregon Health Plan (Medicaid).

Interventions/Actions:

- ✓ Added numerous primary care and specialty providers in the community
- ✓ Implemented Graduate Medical Education (residency) program in Hillsboro to increase the supply of family medicine and internal medicine providers
- ✓ Implemented NICU and pediatric inpatient services at Hillsboro Medical Center to support patient medical needs within their home community
- ✓ Implemented the Epic electronic health record to facilitate patient communication with providers throughout the Portland area
- ✓ Expanded telemedicine/virtual visits to facilitate patient access to primary care and specialty care providers and to reduce time until appointment
- ✓ Implemented Patient and Family Advisory Council with diverse representation to seek feedback and to guide efforts to improve patient/family experience, provide input on new services, etc.
- ✓ Made flu and COVID vaccinations readily available to patients, hosting walk-in clinics and special vaccination events for underserved populations
- ✓ Expanded mobile mammography services into additional rural communities
- ✓ Expanded migrant/vineyard worker screenings through the ¡Salud! Mobile Clinic
- ✓ Expanded membership in Tuality Health Alliance/OHSU Integrated Delivery System which manages care for Oregon Health Plan members in Washington County
- ✓ Facilitated enrollment of patients needing insurance coverage or financial assistance
- ✓ Implemented Centralized Ambulatory Registration and Scheduling (CARS) to simplify scheduling process and reduce appointment timeframe
- ✓ Implemented automated appointment reminders and text confirmations via Epic and Odeza
- ✓ Supported Virginia Garcia Clinics and Project Access Now to provide safety-net services for uninsured patients

Implementation Highlight: COVID-19 vaccine clinics

Hillsboro Medical Center quickly identified the disproportionate impact of COVID-19 on underserved communities. Members of the LatinX community were hospitalized at a significantly higher rate than the rest of the population. Research data in September 2021 suggested that underserved communities were more likely to be diagnosed with or die from COVID-19.

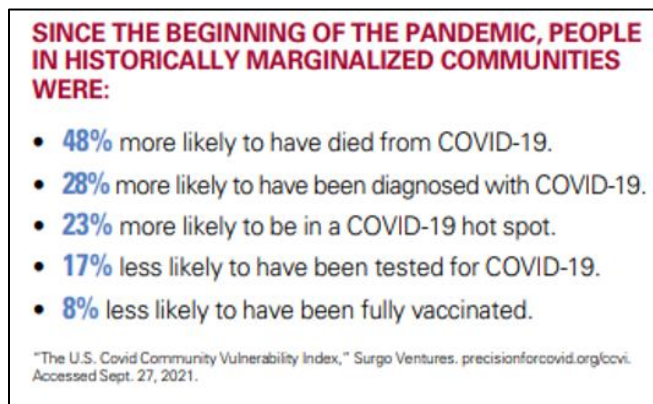
The urgency of getting vaccines to these communities was a priority. Hillsboro Medical Center partnered with health care providers and local businesses to provide over 30,000 vaccinations at

the hospital, clinics, and a drive-thru clinic at the Hillsboro Stadium. Over 200 community volunteers joined the Hillsboro Medical Center team to make this possible.

Image 1-1: Drive-thru clinic at Hillsboro Stadium



Image 1-2: "The U.S. Covid Community Vulnerability Index," Surgo Ventures. Accessed Sept 27, 2021.



In addition to special vaccination events for the LatinX and Pacific Islander communities, Hillsboro Medical Center quickly made the vaccine available to children once it had been approved.

Hillsboro Medical Center and the Hillsboro Hops baseball team collaborated to provide the first dose of the COVID-19 vaccine to children ages 5 – 18 on December 12, 2021 at Ron Tonkin Field. As part of the event, children receiving the vaccine were able to visit the Hillsboro Hops clubhouse, treated to ice cream and given a goodie bag afterward.

"It's important to be leaders in our community both on and off the field and getting our youngest fans vaccinated will make a tremendous impact for public health. We're excited to partner with Hillsboro Medical Center to provide a unique and positive experience for our community's kids."

Jen Anderson, Hillsboro Hops Vice President of People & Culture

"We're thrilled to help improve the safety and health of our local community by providing pediatric vaccines in partnership with the Hillsboro Hops. Hillsboro Medical Center hopes all eligible children get vaccinated, and we're looking forward to protecting some of our young community members in a place kids associate with fun, healthy activities."

Lori James-Nielsen, Hillsboro Medical Center President & Chief Executive Officer

Focus Area 2: Culturally and Linguistically Appropriate Care

Objective: In our diverse community, patients must feel welcome, comfortable, and safe as they access services which are culturally and linguistically appropriate.

Interventions/Actions:

- ✓ Expanded access to translation iPads that can be used 24/7 for patient translation services; monitored utilization of translation services to verify adequate usage
- ✓ Expanded diversity, equity, and inclusion committee; aligned HMC committee efforts with OHSU diversity, equity and inclusion efforts
- ✓ Expanded the amount of website content and patient printed materials available in Spanish
- ✓ Made bilingual Spanish preferred/required on relevant job descriptions
- ✓ Provided ongoing cultural awareness training to employees
- ✓ Provided gender-neutral restrooms for staff and public

Implementation Highlight: Translation Services

Hillsboro Medical Center believes patients feel more comfortable if they receive care in their native language. Given the diversity of our service area, we have spent considerable time and effort to implement resources to assist staff with communicating in diverse languages.

Contracts with translation providers have equipped our team to provide immediate translation services in 240 audio languages and 41 video languages. Patient documents are also translated into multiple languages, including consent forms, advance directives, and patient education materials.

The following graph illustrates the steady increase in translation services utilized by patients at Hillsboro Medical Center.

Graph 2-1: Translation services utilized in May 2019 – November 2022

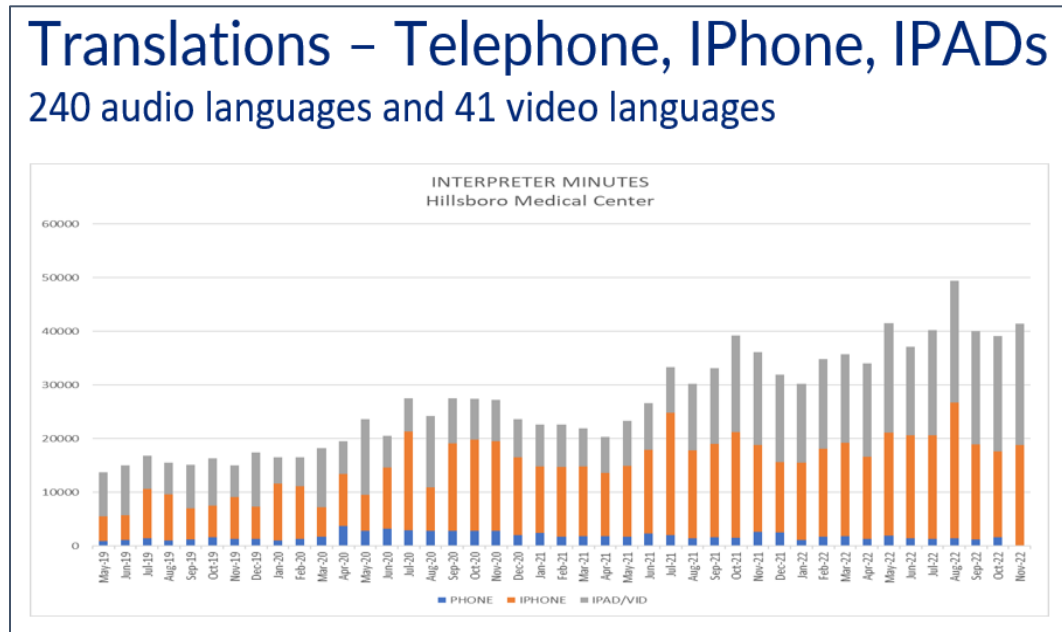
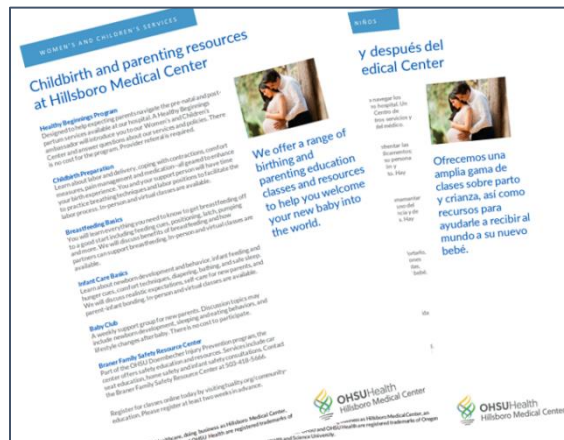


Image 2-2: Examples of patient resource materials printed in English and Spanish



LUNES	MARTES	MÉRCOLES	JUEVES	VIERNES	SÁBADO	DOMINGO
 MUY IMPORTANTES Esta es una de las cartas más importantes que debes tener siempre contigo.	PARAÍSO DE TIGRES Tarta de Tigres (tortado) Tarta de queso con mandarina Tarta de queso y chocolate Tarta de queso y chocolate	VIDUOS REVELADOS 3 Huevos Gringos 3 Huevos Gringos 3 Huevos Gringos 3 Huevos Gringos	CERIL DE TRIGO TETRADO Tarta de Ceril de Trigo Tarta de Ceril de Trigo Tarta de Ceril de Trigo Tarta de Ceril de Trigo	QUEZO COTTAGE Y MELÓN Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage	TOSTADAS DE DESAYUNO Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage	YOGUR CON FRUTAS Y YEMES Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage
HABINA DE AVENA Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage	FLUTE CON INSALADA DE NOPILES Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage	TILAPYA Y LENTILLAS Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage	CAJALDO DE POLLO CON INSALADA DE NOPILES Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage	CARIN ASADO CON INSALADA DE NOPILES Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage	TACOS DE CAMARONES CON INSALADA DE NOPILES Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage	YOGUR CON FRUTAS Y YEMES Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage
POLLO ASADO CON VERDURAS AL VAPOR Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage	TOSTADAS Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage	ENSALADA DE FRUTAS CON QUEZO COTTAGE Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage	SÁNDWICH DE JAMÓN DE Pavo Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage	SÁNDWICH DE INSALADA DE POLLO Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage	CAJALDO DE POLLO CON INSALADA DE NOPILES Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage	INSALADA DE NOPILES Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage
ATÚN CON VERDURAS ASADAS Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage	ENTRE COMIDAS Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage	ENTRE COMIDAS Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage	ENTRE COMIDAS Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage	ENTRE COMIDAS Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage	ENTRE COMIDAS Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage	ENTRE COMIDAS Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage Tarta de queso Cottage
OPCIONES DE CONDIMENTOS Esta opción de platos tiene la ventaja de que puedes elegir entre platos que no se encuentran en la carta. Agregar estos platos a tu orden te permitirá elegir entre platos que no se encuentran en la carta.	OPCIONES DE CONDIMENTOS Esta opción de platos tiene la ventaja de que puedes elegir entre platos que no se encuentran en la carta. Agregar estos platos a tu orden te permitirá elegir entre platos que no se encuentran en la carta.	OPCIONES DE CONDIMENTOS Esta opción de platos tiene la ventaja de que puedes elegir entre platos que no se encuentran en la carta. Agregar estos platos a tu orden te permitirá elegir entre platos que no se encuentran en la carta.	OPCIONES DE CONDIMENTOS Esta opción de platos tiene la ventaja de que puedes elegir entre platos que no se encuentran en la carta. Agregar estos platos a tu orden te permitirá elegir entre platos que no se encuentran en la carta.	OPCIONES DE CONDIMENTOS Esta opción de platos tiene la ventaja de que puedes elegir entre platos que no se encuentran en la carta. Agregar estos platos a tu orden te permitirá elegir entre platos que no se encuentran en la carta.	OPCIONES DE CONDIMENTOS Esta opción de platos tiene la ventaja de que puedes elegir entre platos que no se encuentran en la carta. Agregar estos platos a tu orden te permitirá elegir entre platos que no se encuentran en la carta.	OPCIONES DE CONDIMENTOS Esta opción de platos tiene la ventaja de que puedes elegir entre platos que no se encuentran en la carta. Agregar estos platos a tu orden te permitirá elegir entre platos que no se encuentran en la carta.

Focus Area 3: Behavioral Health

Objective: Expand the availability and coordination of behavioral health services.

Interventions/Actions:

- ✓ Continued providing depression, abuse, and suicide screening in the emergency department, inpatient services, and outpatient clinics
- ✓ Worked with HMC clinics and community providers on the treatment of depression
- ✓ Worked with OHSU Integrated Delivery System and medical homes to improve the treatment of depression
- ✓ Implemented Behavioral Health Consultants in primary care clinics to assist with mental health concerns and navigation within the health system and community
- ✓ Collaborated with community partners to expand behavioral health access:
 - Referred patients as needed to Hawthorn Walk-in Center (outpatient crisis intervention/urgent care)
 - Referred patients as needed to Unity Center (ED and inpatient) and Cedar Hills Hospital
 - Referred patients as needed to Rainier Springs (mental health and addiction treatment)
 - Referred adolescent patients as needed to Pacific University College of Psychology
- ✓ Provided inpatient geriatric psychiatry services
- ✓ Improved access to outpatient mental health and crisis intervention services
- ✓ Implemented Improving Addiction Care Team (IMPACT) program in the inpatient setting
- ✓ Supported Washington County Mental Health Resource Team (social worker assigned to collaborate with police/sheriff)

Implementation Highlight: Improving Addiction Care Team (IMPACT) Program

In the United States, Oregon has one of the highest death rates related to addiction yet has the poorest access to treatment. At Hillsboro Medical Center, 1 in 6 inpatients have a substance use disorder. Experts have identified that when a person with an addiction is hospitalized, it is a preferential time to approach the individual about treatment options.

The Improving Addiction Care Team (IMPACT) program was implemented at Hillsboro Medical Center as an interdisciplinary, hospital-based addiction medicine team dedicated to engaging and supporting patients struggling with substance use disorders. The team consists of physicians, a social worker, and a recovery mentor. The team provides peer support, assessment, and treatment to patients with substance use disorder at a reachable moment during hospitalization.

IMPACT partners with the hospital primary care team and nursing staff to support development of plans to improve patient success during hospitalization. Through this partnership, IMPACT aims to support and help patients engage in their hospital care, strengthen their trust in healthcare and health system providers, connecting the patients to community services following discharge.

Focus Area 4: Chronic Conditions

Objective: Expand community health and wellness outreach through community education programs.

Interventions/Actions

Diabetes

- ✓ Provided community education classes on diabetes management
- ✓ Provided outpatient diabetes consultations in the Hillsboro Medical Center Endocrine Clinic
- ✓ Provided monthly email educational newsletters to support community members with diabetes

Hypertension and Cardiology

- ✓ Provided community education classes on managing heart disease and blood pressure
- ✓ Provided a permanent location for an OHSU cardiology clinic on HMC campus; recruited additional providers to cover shortage of cardiologists in the local community
- ✓ Provided low-cost community training programs for adult and pediatric CPR/AED/First Aid in English and Spanish
- ✓ Achieved Primary Stroke Center Advanced Certification

Bariatrics

- ✓ Provided an integrated bariatric program including education, counseling and surgical options
- ✓ Invested in adaptive/bariatric equipment to facilitate care of bariatric patients
- ✓ Completed certification of Bariatrics program

Prenatal and Parenting

- ✓ Provided Healthy Beginnings outreach and information to OB/GYN and family practice clinics to improve access to early prenatal care
- ✓ Provided prenatal and parenting classes in English and Spanish; offered virtual options as requested
- ✓ Increased awareness of the Doernbecher NICU and Pediatric Unit at HMC

- ✓ Increased awareness of the OHSU providers (physicians and midwives) in the OB/GYN Clinic
- ✓ Increased awareness of the Braner Family Safety Resource Center at HMC including car seat safety, infant safety, gun and medication locking cabinets, etc.

Implementation Highlight: Safety Resource Center

The Braner Family Safety Resource Center at Hillsboro Medical Center is part of the OHSU Doernbecher Injury Prevention Program. The program is dedicated to keeping children safe, providing education, and reducing financial barriers so that families have the necessary resources to provide a safe environment at home. Supplies and equipment are provided at no cost or on a sliding scale based on family need.

The Braner Family Safety Resource Center provides safety education and resources for the community, including:

- Free educational materials
- Low-cost safety supplies
- Virtual and in-person consultation services supporting safe sleep, safe homes, safe travel, and safe play
- Safety education and classes for parents, caregivers, providers, schools, and partner agencies
- Support for qualifying low-income families to access resources for free or at reduced cost
- Community outreach to increase local access to safety-related education, resources, services, and support

During fiscal year 2022, Braner Family Safety Resource Center health educators assisted 402 patients. The center completed 463 car seat safety inspections and distributed more than 150 new car seats, 60 portable cribs, and other home safety items to families in our community.

Through our community partnerships, the Braner Family Safety Resource Center team provided information and services for the community at events such as the Hillsboro Tuesday Night Market and the Hillsboro Hops baseball games.

Image 3-1: Braner Family Safety Resource Center at community events



Focus Area 5: Social Determinants of Health and Well-being

Objective: Work with community partners to improve the social determinants of health with a focus on acknowledging and preventing discrimination, racism, and trauma.

Interventions/Actions:

- ✓ Provided vouchers for patients needing transportation, including taxi cabs, MAX and TriMet
- ✓ Implemented "Ride to Care" free transportation services for HealthShare patients
- ✓ Provided case management referrals to local agencies which can support patient social needs or concerns, e.g. Community Action, Washington County, etc.
- ✓ Provided training for staff and providers in trauma-informed care and adverse childhood experiences (ACES)
- ✓ Provided sponsorships to local community-based agencies supporting health improvement within the community
- ✓ Provided COVID-19 relief fund for Hillsboro Medical Center staff and their families impacted by the pandemic
- ✓ Provided outreach for staff and their families during the holidays
 - Thanksgiving baskets
 - Christmas gift cards and food baskets
 - Food and personal hygiene pantry
- ✓ Donated turkey/ham gift certificates to Centro Cultural for distribution to families in need
- ✓ Provided warm winter clothing for individuals experiencing homelessness (Open Door) and school-aged children (Lincoln Street Elementary)
- ✓ Provided Christmas gifts for Hillsboro Medical Center Home Health patients experiencing financial hardship and isolation
- ✓ Provided hygiene and toiletry items for refugees and migrant workers

Implementation Highlight: Coat and Clothing Drives

Hillsboro Medical Center staff, volunteers and providers participated in numerous outreach efforts to help meet the basic needs of underserved community members, including coat drives, blanket and sock drives, and toiletry drives. In partnership with Greater Than PDX, a non-profit agency that supports and empowers students from poverty-impacted families, a coat drive was held to provide new coats for students at our neighborhood school, Lincoln Street Elementary.



Image 4-1: Coat drive to benefit Lincoln Street Elementary students

4. Community benefit activity that addresses the social determinants of health

Addressing health-related social needs

Health related social needs include civic participation, discrimination, incarceration, social cohesion, access to health care, etc. Examples of Hillsboro Medical Center's community benefit activities addressing these areas include:

- Medical outreach to migrant farm workers
- Sponsorship of local community-based agencies that support health improvement
- COVID-19 testing and vaccine clinics for underserved communities
- Sponsorship of community events for LatinX and Pacific Islander communities
- Patient and Family Advisory Council with diverse community membership
- Expanded translation and interpreter services (iPads, iPhones)
- Increased diversity among employees and providers
- Improved referral process for patients needing support from community agencies
- Mobile mammography services outreach to women in underserved communities

Addressing systemic issues or root causes of health and health equity

Systemic issues include educational opportunities, language, literacy, employment, food insecurity, housing instability, poverty, etc. Examples of Hillsboro Medical Center's community benefit activities addressing these areas include:

- Financial counseling and assistance for patients in need of obtaining insurance coverage
- Better coordination of existing community resources
- Financial support for patient transportation
- Christmas gifts for low-income, home-bound patients
- Clothing and coat drive for local grade school students
- Clothing and coat drive for local shelter providing services to those experiencing homelessness
- Hygiene and toiletry drive for refugees and migrant workers

Implementation Highlight: Mobile Mammography Unit

Breast cancer is the most common cancer among American women, with 1 in 8 women developing breast cancer in their lifetime. Breast cancer is the second leading cause of cancer deaths. Mammograms save lives by detecting breast cancer early, which significantly improves the chance of survival.

Underserved women in rural and coastal communities face cultural, financial, and transportation barriers to getting mammograms. According to the CDC, rural communities in America are experiencing a slower reduction in cancer death rates than urban area as prevention, diagnosis, and treatment options can be limited for patients living in rural areas. As a result, women living in rural areas are more likely to be diagnosed with late-stage breast cancer.

Hillsboro Medical Center provided mobile mammography services in underserved communities in six counties throughout western Oregon, the only program of its type in the state. In fiscal year 2022, the mobile unit traveled to rural communities including Grande Ronde, Estacada, Welches, Sheridan and Vernonia, providing 1,674 screening mammograms for patients who otherwise may not have traveled to receive the life-saving screening.

Other locations the mobile unit traveled to during the year included:

- Beaverton Resource Center
- Borland Free Clinic in Tualatin
- Coffee Creek Correctional Facility
- NARA Native American population in Portland
- Tribal employees of Spirit Mountain Casino
- Virginia Garcia clinics

The mobile mammography team has partnered with Hillsboro Rotary Club and the Hillsboro Police Department to provide free mammograms at M&M Market, a LatinX market near downtown Hillsboro.

Image 5-1: Flyer for M&M Marketing Flyer with Hillsbo Medical Center Mobile Mammography Services



Implementation Highlight: Investments to Address Health Inequities

Since 2017, the region's major health providers including Hillsboro Medical Center have collectively invested in Project Access NOW, a non-profit focused on improving community health and equity by providing access to care, services, and resources for the underserved and uninsured.

To date, the regional health systems have invested more than \$40 million to support health services for Project Access NOW's clients who are largely low-income, non-native English speaking, and identify as Black, Indigenous, or people of color. Project Access NOW has become a critical link for health access and education, particularly for underserved communities.

Implementation Highlight: COVID-19 Response

During fiscal year 2022, regional public health authorities, Coordinated Care Organizations, and health systems including Hillsboro Medical Center partnered with dozens of community-based organizations to directly support their communities with essential resources and education.

Together, hundreds of vaccine and testing clinics were held and reached people who may have been missed by a more conventional approach. The foundational partnership work we do throughout the CHNA and CHIP processes enables us to respond faster together when emergencies arise.