PROGRESS REPORT
2013–2017

'A'ohe hana nui ke alu 'ia
No task is too big when done together by all
MESSAGES FROM THE BOARD CHAIR AND PRESIDENT & CEO

I have been honored to serve on the Board of Directors at our Health Center since 2005. I am also a patient. We have an amazing success story born of community action and visionary leadership that began in 1972 with just one doctor and a staff of five. Today, we have more than 650 employees providing services to 37,000 patients annually at nine clinic sites.

We have always been “Hawaiian at heart” and are committed to preserving and promoting Hawaiian cultural practices that promote mental, physical, and spiritual wellness through the guidance of the Elders Council of our Dr. Agnes Kalaniho’okahā Cope Native Hawaiian Traditional Healing Center. These treasured kūpuna are recognized by the state of Hawai‘i as certified master practitioners and we look to them often for their expertise and guidance on traditional Hawaiian practices and protocols and Hawaiian language translations.

While providing health care has and always will be our foundation, many people do not know that we also offer health career training programs for a wide range of professions including nurses, dentists, psychologists, and physicians. Our partnership with A.T. Still University School of Osteopathic Medicine has graduated 62 physicians at our beautiful Wai‘anae main campus facilities.

As the largest private employer on the Wai‘anae Coast, we play a crucial role in its economic development. More than half of our 650 employees live in our Wai‘anae Coast communities.

I invite you to learn more about us in the following pages and see how anything is possible when a community with great needs comes together with focused intent, a clear vision, and sincere aloha. ‘A‘ohe hana nui ke alu ʻia.

Anthony R. Guerrero, Jr.
Board Chair

To the extent we can say that our Health Center and our community are one—then we can truly feel a sense of accomplishment. Success means the values we express, the services we provide, and the grounds and facilities we develop all align with the dreams and vision of the people we serve. One way we verify that alignment is by asking our patients, “Would you recommend our services to family and friends?” and “Were you treated with aloha?”

In the following report, we describe our performance over the past five years. The next five years will present new challenges. Healthcare is changing. There will be new ways for our patients to access care and for us to help them monitor their health. Technology will lead to remote visits.

We will continue to be proactive in addressing the increasing shortage of primary care doctors by training our own team of healthcare providers. They will come from multiple disciplines and be trained in settings similar to the health homes in which they will serve. The healthcare provider of the future will be a specialist and a generalist—trained to deal with medical complexity and behavioral conditions and skilled at addressing the social barriers that affect their patients’ wellbeing.

Lastly, the Health Center will continue to be a responsible partner in reducing the growth in healthcare costs. We will do so by being conscious of a patient’s total cost of care and shifting the focus away from expensive crisis-driven care toward community-based services—while also enhancing the quality of services our patients deserve.

Mahalo to our Board members, staff, patients, donors, payers, and our community for all they do to contribute to our Health Center and its success.

Richard P. Bettini, MPH, MS
President & Chief Executive Officer

OUR MISSION

The Waianae Coast Comprehensive Health Center is:

A healing center that provides accessible and affordable medical and traditional healing services with aloha.

A learning center that offers health career training to ensure a better future for our community.

An innovator, using leading edge technology to deliver the highest quality of medical services to our community.

Richard P. Bettini, MPH, MS
President & Chief Executive Officer

Anthony R. Guerrero, Jr.
Board Chair
OWNED AND OPERATED BY THE COMMUNITY VIA OUR VOLUNTEER BOARD

The Health Center is owned and operated by the community it serves and is governed by a volunteer Board of Directors. More than half of its members must be consumers of the Health Center’s services and are elected by the Health Center’s Corporate Members. Additional Board Members with special expertise in law, medicine, finance and community affairs are appointed by elected members.

CURRENT BOARD MEMBERS AND YEARS SERVED*

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Anthony R. Guerrero, Jr.—First Hawaiian Bank, Vice Chairman (retired)</td>
<td>Chair</td>
<td>Chair</td>
<td>1st VC</td>
<td>Chair</td>
<td>Chair</td>
<td>Chair</td>
</tr>
<tr>
<td>Keola Lloyd—James Campbell Company, VP of Shareholder Relations &amp; Grant Manager</td>
<td>1st VC</td>
<td>1st VC</td>
<td>Chair</td>
<td>1st VC</td>
<td>1st VC</td>
<td>1st VC</td>
</tr>
<tr>
<td>Dan Gomes—Business Consultant, previous Pitney Bowes Customer Service Manager (retired)</td>
<td>2nd VC</td>
<td>2nd VC</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
</tr>
<tr>
<td>Candy Suiso—Searider Productions, Executive Director</td>
<td>3rd VC</td>
<td>3rd VC</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
</tr>
<tr>
<td>Wayne Suehiro—First Hawaiian Bank, Senior Vice President &amp; Area Manager</td>
<td>Treasurer</td>
<td>Treasurer</td>
<td>Treasurer</td>
<td>Treasurer</td>
<td>Treasurer</td>
<td>Treasurer</td>
</tr>
<tr>
<td>Billie Hauge—Waianae Mental Health Center, HCAP, Former ED, WMHC Coordinator (retired)</td>
<td>Secretary</td>
<td>Secretary</td>
<td>Secretary</td>
<td>Secretary</td>
<td>Secretary</td>
<td>Secretary</td>
</tr>
<tr>
<td>Merrie Aipoalani—Hawaii State Department of Human Services/BESSD-Pauahi Unit</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
</tr>
<tr>
<td>Ginger Fuata—Lili‘uokalani Trust, Community Building Facilitator</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
</tr>
<tr>
<td>Charles Hew-Len—Hew-Len Group, CEO/President</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
</tr>
<tr>
<td>Clifford Isara—Sonoda &amp; Isara, LLP, Partner</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
</tr>
<tr>
<td>Kimo Alama Keaulana—Honolulu Community College, Asst. Professor of Hawaiian Language &amp; Culture</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
</tr>
<tr>
<td>Denice Keliikoa—Valley of Rainbows, Making Dreams Come True, Executive Director</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
</tr>
<tr>
<td>Barbara Keola—Active in Lions Club &amp; AARP (retired)</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
</tr>
<tr>
<td>Cameron Nekota—First Hawaiian Bank, Bank Properties &amp; Government Affairs</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
</tr>
<tr>
<td>Flo Pell—Speech Pathologist (retired)</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
</tr>
<tr>
<td>Renee Rego—Teamsters Local 681, President &amp; CEO (retired)</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
</tr>
<tr>
<td>Charles Wheatley—Former Marine &amp; many years in police work/private security (retired)</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
<td>Director</td>
</tr>
</tbody>
</table>

PAST BOARD MEMBERS AND YEARS SERVED*

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Donna Broome</td>
<td>Director</td>
<td>Director</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kauila Clark</td>
<td>2nd VC</td>
<td>2nd VC</td>
<td>2nd VC</td>
<td>2nd VC</td>
</tr>
<tr>
<td>Jeanne Delacruz</td>
<td>Director</td>
<td>Director</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kamahanahokulani Farrar</td>
<td>Director</td>
<td>Director</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cedric Gates</td>
<td>Director</td>
<td>Director</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brian Keaulana</td>
<td>Director</td>
<td>Director</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Roy Magnusson, MD</td>
<td>Director</td>
<td>Director</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bill Wilson</td>
<td>3rd VC</td>
<td>3rd VC</td>
<td>3rd VC</td>
<td>3rd VC</td>
</tr>
</tbody>
</table>

*During Reporting Period 2013–2017

Member Highlight

Bill Wilson, past president of Hawaiian Dredging Construction Company (HDCC), served on the Board of Directors for more than 10 years until 2016. Long before Bill’s appointment to the Board, HDCC employees, friends, and family have been helping the Health Center with a variety of projects at the Annual Day of Caring, which was launched in 1993.

Mahalo to Bill and HDCC for their many contributions!
More than a decade ago, our community-led Board of Directors launched a three-phase construction plan to transform the original main campus buildings into a state-of-the-art healthcare facility.

Mahalo to our funders for their generous support!

Harry and Jeanette Weinberg Foundation

Alexander & Baldwin Foundation
Armstrong Foundation
Atherton Family Foundation
Bank of Hawaii Charitable Foundation
City & County of Honolulu/Community Development Block Grant/HUD
Cooke Foundation
First Hawaiian Bank Foundation
Gannett (Honolulu Advertiser)
Hawaii State Department of Health
HEI Charitable Foundation
James & Abigail Campbell Foundation
James Campbell Company
Mary D. & Walter F. Frear Eleemosynary Trust
McInerny Foundation
R. M. Towill Foundation
Samuel N. & Mary Castle Foundation
Sophie Russell Trust
U.S. Department of Commerce Economic Development Administration
U.S. Department of Health and Human Services Health Resources and Services Administration
Vijay Singh Charitable Foundation
Watumull Foundation
The first building was completed in 2009 despite the challenging economic recession that hit the nation in 2008. The three-story building is home to the Pediatrics and Women’s Health clinics and features a massive copper ‘ulu art installation by the Health Center’s world-renowned resident artist, Sooriya Kumar. The artwork pays homage to the large ‘ulu tree to the left of the entrance planted years ago by one of the Health Center’s founders. The beautiful ‘ulu tree was saved thanks to a building design revision requested by the Board of Directors and bears abundant fruit to this day.

The second building was completed in 2013 and is home to the Pharmacy and Adult Medicine Clinic and also served as the temporary home for the Emergency and Radiology Departments during the construction of the new Emergency Medical Services Building. In 2014, the building’s lead design firm, Kober Hanssen Mitchell Architects, Inc., received the Kukulu Hale Award in the Nonprofit Project Division from the commercial real estate development association, Hawaii NAIOP. In 2015, the building’s construction firm, Hawaiian Dredging Construction Company, received the Overall Grand Award in the New Commercial Division in the Building Industry Association of Hawaii Renaissance Building and Remodeling Awards.

The third building was completed in 2018 and will house the Emergency Department, Laboratory, Radiology, offices, and training space. The Health Center has provided Wai’anae Coast communities with 24-hour, 365-day access to health care since 1986 and is one of the most heavily utilized emergency rooms on O‘ahu with an average 24,000 visits per year. Recognized by the state of Hawai‘i as a Trauma Support Facility, it is one of only two community health centers in the country with this capability.

As we move forward, our construction efforts will be focused on expanding our main campus dental clinic and new clinics in Nanakuli and Kapolei.
In addition to five satellite clinics and two school-based health centers, we offer several programs designed to expand access for our patients in the communities we serve.

**SCHOOL-BASED HEALTH CENTERS**

Thanks to a suggestion by a community schools group for an innovative way to address chronic student absenteeism, the Health Center, in partnership with Wai‘anae High and Wai‘anae Intermediate Schools, opened two school-based health centers (SBHCs) in 2016. Primary care and behavioral health services are available to students at clinics located right in their school.

In 2016, we opened school-based health centers at Wai‘anae Intermediate School (WIS) and Wai‘anae High School (WHS)

GOALS

1. Improve chronic absenteeism by offering primary care and behavioral health services at the school, and allowing students to return to class.

2. Improve health literacy by focusing on prevention, health education, early intervention, and risk reduction.

93% of students were able to return to class after treatment (August 1, 2016–May 26, 2017)
For more than two decades, our Community Health Services outreach team has been providing health care and other services to the homeless living on the Wai‘anae Coast. Many of the people we help would never seek care until they end up in an emergency room with critical health issues. Providing early and preventive care helps those in need while also reducing the expense of emergency room visits.

In 2016, healthcare access became more convenient for Veterans living on the Leeward Coast of O‘ahu thanks to a special partnership between our Health Center, the Veterans Affairs Pacific Islands Health Care System, and TriWest Healthcare Alliance. This partnership allows Veterans eligible for the Veterans Choice Program to obtain primary care and a wide variety of other services offered at our clinics.

It’s all about HELPING PEOPLE where they are.

Serving Those Who Have Served our Country
WE ARE A VETERANS CHOICE PROVIDER

In 2016, healthcare access became more convenient for Veterans living on the Leeward Coast of O‘ahu thanks to a special partnership between our Health Center, the Veterans Affairs Pacific Islands Health Care System, and TriWest Healthcare Alliance. This partnership allows Veterans eligible for the Veterans Choice Program to obtain primary care and a wide variety of other services offered at our clinics.

Open Access Scheduling
SAME-DAY APPOINTMENTS AVAILABLE

All of our Health Center’s clinics have open appointment slots built into providers’ daily schedules to improve access for patients who request to be seen on the day they call the clinic. Same-day appointments are perfect for when a patient wakes up feeling ill or when they are due for a well visit or physical and have some time in their schedule that day.
In 2017, we cared for 37,204 patients through 203,512 visits at our clinic sites.

---

### WHO WE SERVE

#### GROWTH IN NUMBER OF PATIENTS

![Growth Chart](chart.png)

<table>
<thead>
<tr>
<th>Year</th>
<th>Patients</th>
</tr>
</thead>
<tbody>
<tr>
<td>1975</td>
<td>5,663</td>
</tr>
<tr>
<td>1985</td>
<td>13,733</td>
</tr>
<tr>
<td>1995</td>
<td>20,000</td>
</tr>
<tr>
<td>2005</td>
<td>25,943</td>
</tr>
<tr>
<td>2017</td>
<td>37,204</td>
</tr>
</tbody>
</table>

---

### PATIENTS BY LOCATION

- Waianae: 24,585
- Kapolei: 3,538
- Ewa Beach: 2,643
- Waipahu/Kunia: 2,931
- Central/Windward/North Shore: 1,314
- Pearl City/Aiea: 869
- Honolulu/Other: 846

---

### INCOME AS % OF POVERTY LEVEL

Socio-Economic Characteristics

- 100% & Below Poverty Level (65%)
- 101 – 150% (5%)
- 151% – 200% (1%)
- Over 200% (22%)
- Unknown (7%)

---

**Growth in Number of Patients**

**Patients by Location**

**Income as % of Poverty Level**

---

**Page 7**
Our Health Center recognizes that job training and education programs are vital to the health of a community. Through a wide variety of career training programs, we are addressing critical healthcare provider shortages while providing training for good jobs in the healthcare field by “growing our own healers”.

**WORKFORCE DEVELOPMENT**

**MEDICAL SCHOOL**
Since 2011, the Health Center has served as one of 11 community health center “hub sites” for the prestigious A.T. Still University School of Osteopathic Medicine, training physicians during their last three years of medical school. The program emphasizes primary care in a community health model and has graduated 62 doctors with 76% choosing primary care for their residency.

**DENTAL RESIDENCY**
Since 2005, the Health Center has been a training site for the largest post-doctoral residency program in the U.S., New York University Langone Health. Accredited by the Commission on Dental Accreditation, the program offers pediatric, advanced general dentistry, and dental public health residencies. Fifty residents have graduated as of June 2017 with five residents scheduled to graduate in May 2018.

**NURSE PRACTITIONER RESIDENCY**
In collaboration with Connecticut’s Community Health Center Inc., this 12-month paid Nurse Practitioner Post-Graduate Residency is the only one in the state that helps new family and adult nurse practitioners expand their clinical skills. All nine graduates from the first two cohorts accepted full-time positions at the Health Center with seven residents accepted in the third cohort that began September 2017.

**BACHELOR OF SCIENCE IN NURSING**
In 2013, the Health Center’s Wai’anae Health Academy and the University of Hawai’i - Hilo began a BSN training program for Leeward Coast residents. The program graduated 24 nurses during its three-year grant from the U.S. Department of Health and Human Services/Health Resources and Services Administration. In 2018, the Health Center provided funding for five more students who will graduate in 2019.

**PSYCHOLOGY INTERNSHIP**
The Pre-Doctoral Psychology Internship Program has been accredited by the Commission on Accreditation of the American Psychological Association since 2013. The next site visit will be during the 2020 academic year. The program has been a member of the Association of Psychology Postdoctoral and Internships Centers since 2006. Since September 2007, 42 interns have successfully completed the program.

**OTHER PARTNERSHIPS**
Hands-on clinical training is a requirement of most health career degrees but it is often difficult for faculty to secure commitments from healthcare sites so students can meet this requirement. Our Health Center has long been committed to providing on-site training for students in a variety of healthcare fields including pharmacy, nursing, psychology, and social work. Our partnerships have endured for as long as two decades and include the University of Hawai’i (at Mānoa and Hilo), Hawai’i Pacific University, Argosy University, and others.
Our Health Center offers a wide variety of events and activities that bring the community together.

MĀKEKE – A FARMERS’ AND GREEN MARKET

MĀKEKE ‘IKI
Main Campus
Every Tuesday
10:00 AM – 1:00 PM

MĀKEKE WAI’ANAE
Wai’anae Mall
Every Saturday
8:00 AM – 12:00 PM

MĀKEKE KAPOLEI
Kapolei High School
Every Thursday
3:00 PM – 6:30 PM

OTHER COMMUNITY PROGRAMS

Health and wellness is also promoted through our annual events, including the Wai’anae Eat Local Challenge, Ka Holo Ho’olaule’a~5K Celebration Run/Walk, and Mauka to Makai. Other events include health fairs, Christmas Ho’olaule’a, candidate forum, movie screenings, blood drives, and more.

WAI’ANAE EAT LOCAL CHALLENGE
A month-long event held annually since 2014. Each year a new local fruit or vegetable is featured. Participants enjoy health education, cooking demos and a chance to win prizes.

KA HOLO HO’OLAULE’A 5K CELEBRATION RUN/WALK
Held annually since 2015, family and friends run, jog or walk at this fun event that promotes a healthy lifestyle and kicks off the Wai’anae Eat Local Challenge.

MAUKA TO MAKAI
This two-day event held in 2017 offered participants the chance to learn traditional Hawaiian practices including growing and preparing healthy food, water activities, and environmental awareness.
Our Wai‘anae Coast communities have one of the highest percentages of Native Hawaiians in the world. Our Health Center has long been committed to preserving and expanding traditional Hawaiian cultural practices that promote mental, physical, and spiritual wellness.

RICHARD PAUL KIA‘I KEOLAMAIOLA BETTINI GARDENS AND HĀ OLA VILLAGE
More than 20 years ago, the Health Center began transforming the barren hillside above its clinic buildings from dry brush and rock-strewn land into gardens and trails. Today, these lush gardens include more than 1,000 trees, water features, artwork, spectacular ocean views and 1.5 miles of walking trails with more than two dozen information kiosks. Visit www.wcchc.com/trails for more information and to view live webcams and videos produced by Wai‘anae High School’s Searider Productions.

In 2017, the Health Center established Hā Ola Village, a Hawaiian cultural village that offers staff, community members and guests from around the world the opportunity to participate in guided walks on our trails and traditional Hawaiian cultural practices that inspire and promote wellness. Hā Ola translates to the “Breath of Life” or the “Mana” (life force) that sustains all living things. Created under the guidance of the Health Center’s Elders Council and Board of Directors, Hā Ola Village’s experiential and interactive cultural activities are aligned with the Health Center’s mission to provide cultural training and to promote health and wellness. Email info@haolavillage.com for more information.
Our Health Center has exhibited financial ikaika (strength) for the past two decades thanks to its productive staff and careful management of expenses.

FINANCIAL PERFORMANCE RESULTS

STEADY FINANCIAL GROWTH OVER THE PAST 5 YEARS
(Net Assets at End of Fiscal Year)

2013: $48,743,630
2014: $49,173,494
2015: $51,497,648
2016: $53,035,124
2017: $58,105,602

REVENUE SOURCES
(FY 2017—Unaudited, General Operations Only)

- Patient Services (71%)
- Contributions & Other (15%)
- Grant Awards (14%)

PATIENT SERVICES REVENUE
(Breakdown)

- Medicaid (68%)
- Private Insurance (14%)
- Medicare (13%)
- Other/Self Pay (5%)

PARTNERSHIPS THAT SUPPORT OUR GROWTH

Our Proactive Role in Payment Reform

Our Health Center is a founding member of AHARO Hawaii, a partnership of four health center communities seeking to assume responsibility for total cost of care for their patients while working cooperatively to improve quality. AHARO Hawaii works with selected health plans to reform the payment system on a foundation of trust, transparency, and aligned incentives.

Visit www.aharo.net to learn more.

Best Practices in Health Care

In 2012, our Health Center was invited to join Community Health Best Practices, LLC, a network of 14 of the leading federally qualified health centers across the U.S. partnering to improve the health of the communities they serve. Its annual Forum gathering provides an opportunity to share the latest in best practices across a wide range of topics.

Visit www.bestpracticesllc.org to learn more.
### CONSOLIDATED BALANCE SHEETS (Unaudited)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Current assets:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash &amp; cash equivalents</td>
<td>$13,743,050</td>
<td>$10,308,666</td>
<td>$10,015,751</td>
<td>$5,894,896</td>
<td>$6,317,317</td>
</tr>
<tr>
<td>Receivables, less allowance for doubtful accounts</td>
<td>$8,431,480</td>
<td>$5,748,601</td>
<td>$5,045,595</td>
<td>$7,851,443</td>
<td>$5,623,845</td>
</tr>
<tr>
<td>Contributions receivable</td>
<td>0</td>
<td>$1,500,000</td>
<td>$3,000,000</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Investments</td>
<td>$65,548</td>
<td>$65,354</td>
<td>$65,160</td>
<td>$64,959</td>
<td>$64,755</td>
</tr>
<tr>
<td>Due from government programs</td>
<td>$1,999,789</td>
<td>$4,237,148</td>
<td>$2,528,601</td>
<td>$1,577,289</td>
<td>$3,874,196</td>
</tr>
<tr>
<td>Inventories</td>
<td>$238,656</td>
<td>$202,860</td>
<td>$209,496</td>
<td>$259,398</td>
<td>$296,814</td>
</tr>
<tr>
<td>Prepaid expenses &amp; other</td>
<td>$871,461</td>
<td>$2,123,926</td>
<td>$925,239</td>
<td>$1,036,643</td>
<td>$516,166</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td><strong>$25,349,984</strong></td>
<td><strong>$23,276,525</strong></td>
<td><strong>$21,789,842</strong></td>
<td><strong>$16,684,628</strong></td>
<td><strong>$16,688,493</strong></td>
</tr>
</tbody>
</table>

**Total liabilities** $14,891,578  $9,304,802  $7,990,389  $7,027,230  $8,610,753

**Total assets** $72,997,181  $62,339,926  $59,488,037  $56,200,724  $57,354,383

### CONSOLIDATED STATEMENTS OF UNRESTRICTED REVENUES, EXPENSES & OTHER CHANGES IN ASSETS (Unaudited)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Net patient service revenue</td>
<td>$46,480,461</td>
<td>$39,841,300</td>
<td>$34,427,274</td>
<td>$36,086,794</td>
<td>$34,479,575</td>
</tr>
<tr>
<td>Capitation revenue</td>
<td>$2,304,091</td>
<td>$1,836,707</td>
<td>$1,669,320</td>
<td>$1,764,987</td>
<td>$1,612,397</td>
</tr>
<tr>
<td>Grant awards</td>
<td>$8,139,207</td>
<td>$7,848,939</td>
<td>$7,453,289</td>
<td>$6,607,486</td>
<td>$7,127,415</td>
</tr>
<tr>
<td>State of Hawaii Med-QUEST payments</td>
<td>$4,784,869</td>
<td>$7,942,151</td>
<td>$5,996,805</td>
<td>$5,393,012</td>
<td>$1,058,720</td>
</tr>
<tr>
<td>Billing services &amp; other revenue</td>
<td>$2,548,480</td>
<td>$2,048,170</td>
<td>$4,963,299</td>
<td>$4,922,491</td>
<td>$4,988,771</td>
</tr>
<tr>
<td>Contributions in kind</td>
<td>$350,197</td>
<td>$350,197</td>
<td>$350,197</td>
<td>$373,513</td>
<td>$373,513</td>
</tr>
<tr>
<td>Construction grant revenue</td>
<td>$4,181,984</td>
<td>$1,696,716</td>
<td>0</td>
<td>$221,120</td>
<td>$7,986,423</td>
</tr>
<tr>
<td>Net assets released from restriction</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

**Total unrestricted revenues** $68,789,289  $61,564,180  $54,165,843  $55,369,643  $57,618,796

**Total expenses** $63,936,468  $60,283,768  $55,820,399  $55,174,165  $50,476,267

| Excess of revenues over expenses           | $4,852,821     | $1,280,412     | $(955,215)     | $195,478       | $7,148,290     |
| Net assets released from restriction for building | $3,877,942  | 0              | $(6,457)       | 0              | $(3,001,340)   |
| Increase in unrestricted net assets       | $8,730,763     | $1,280,412     | $(948,758)     | $195,478       | $10,149,869    |
| Temporarily restricted net assets          | $227,657       | $257,064       | $3,279,369     | $234,366       | $180,774       |
| Net assets released from restriction       | $13,877,942    | 0              | $(6,457)       | 0              | $(3,001,340)   |
| Increase in temporarily restricted net assets | $(3,660,285) | $257,064       | $(3,272,912)   | $234,366       | $(2,820,566)   |
| Increases in net assets                   | $5,070,478     | $1,537,476     | $2,324,154     | $429,864       | $7,329,303     |
| Net assets at beginning of year            | $58,105,603    | $53,035,124    | $51,497,648    | $49,173,494    | $48,743,630    |

**Net assets at end of year** $58,105,603  $53,035,124  $51,497,648  $49,173,494  $48,743,630
Serving with Aloha...
Since 1972, our dedicated employees have provided health care and other services to our communities—with Aloha.

IHI LEADERSHIP AWARDS
Honors employees whose service and dedication have been recognized as extraordinary by our Board, Elders Council, and management.

2017 IHI Leadership Award Recipients

An Economic Engine IN OUR COMMUNITY
664 EMPLOYEES
54% LIVE IN WA’IANAE COAST COMMUNITIES
16% INCREASE IN # OF JOBS SINCE 2013

How are we doing?

Very likely to refer family & friends: 84.3%
Very likely to return: 90%
Very much treated with Aloha: 94.6%
Overall satisfaction excellent or good: 95.7%

Compiled from 469 Patient Satisfaction Surveys completed during 2nd quarter of 2017.
We are grateful to the following agencies, foundations, businesses, and individuals for their generous support of the Waianae Coast Comprehensive Health Center. *

Accuity
Aipoalani, Merrie
Akai, G.P.
Akaka, Gerard K.
Akana Trucking
Aki, George A.
Alexander & Baldwin
Allied Machinery
Alm, Robert A.
Aloha Marketing
Aloha Pacific Federal Credit Union
Aloha United Way
AlohaCare
Alston Hunt Floyd & Ing
Alternative Structures International
Amaral, Warren E.
Ameron Hawaii
Assoc. of Asian Pacific Community Health Orgs.
Asselbaye, Amy B.
Atheron Family Foundation
A.T. Still University
Awana, Donna B.
Awana, Luella K.
Aweau, Donald
Azara Healthcare
Babson, Judy
Bank of Hawaii
Bassett, James E.
Bernardino, Rogue
Bettoni, Brian
Blaisdell, William W.
Bollett, B. L.
Bradley, Dr. Stephen
Braun, J. B.
Bridges, Atareta L.
Burns Jr., Paul K.
Cabinatan, Douglas
Camiman, Luwana K.
Campton, Joseph E.
Can-Do Construction Supply, LLC
Canonigo, Margaret P.
Cardiopulmonary Diagnostic Services
Carole Kai Charities, Inc.
Cayetano, BJ
Centene Management Co.
Community Health Best Practices
Community Health Center, Inc.
Concrete Washout Systems
Chen, James Z.
Cheung, Virna S.
Chun-Lum, Sharlene L.
Chun, MJ
City and County of Honolulu
Clark, Kauiu
Columbia Basin Health Association
Community Health Ventures
Cornerstone Air Conditioning Hawaii
Courier Corporation of Hawaii
Crabbe, Benjamin K.
De Silva, Kathleen K.
Dela Cruz, Donalyn A.
Delacruc, Jeanne
Delta Dental
Department of Health and Human Services
Directo, D.
East Boston Neighborhood Health Center
El Rio Community Health Center
Fabris, Sonia C.T.
Family Healthcare Network
Fidelity Charitable
Figueroa, Russell
First Hawaiian Bank Foundation
First Hawaiian Bank—Kokua Mai
Four Seasons Resort
Friends of Hawaii Charities
Fuata, Virginia
Galang, Babette
Gates, Cedric
Gomes, Daniel H.
Grace Pacific, LLC
Grebar, Ronald
Guerrero Jr., Anthony R.
Hanawahine, Roxanne L.
Harry and Jeanette Weinfield Foundation
Hasegawa, Edward K.
Hauge, Billie
Hawaii Community Foundation
Hawaii Wood Treating
Hawaii Primary Care Association
Hawaiian Cement
Hawaiian Earth Products
Hawaiian Electric Company
Hawaiian Electric Industries
Hazauma, Dr. Devin
Hee, W.R.
Hew Len, Charles
HC & D, LLC
HDS Foundation
HMSA
HMSA Foundation
Hoag, John A.
Homu’apo
Honsador Lumber
Hustace, Iris J.
Ifuku, Gail T.W.
Ikeda, D.R.
Island Ready Mix Concrete
Island Topsoil
Imagine Nation Books
Imua Pumpcrete, Inc.
Industrial Hardware Hawaii
In Memory of Bill Shanks
In Memory of Toshie Hishinuma
Ironworkers Union Local 625
Isara, Clifford
Issacs, Margaret
Iwahali Foundation
James Campbell Company
James & Abigail Campbell Foundation
Jones, Christopher T.
Kaahui, Desiree
Kailaulu, Pat M.
Kaiser Foundation
Kamaka, Martina L.
Kapoi, Cynthia U.
Kapunial, Marion K.A.
Kauakahi, Louis R.
Kaulupali, Rodney
Keaulana, J. Kim X.
Keliikoa, Denice
Keola, Barbara
Kila, Kim A.
Kila, Victor A.
Kim, Alan G.B.
Kippen, Colin C.
Kirk, K. & Elizabeth
Kobayashi, Ann H.
Laboratory Corporation of America
Lao, Dr. Donald
Lee, Malia-Susanne
Leonnardi, Luwella
Liliuokalani Trust
Llanos Enterprise, Inc.
Lloyd, Dale Keola
Lockett, Grace M.
Lone Star Circle of Care Community Health Center
Mariposa Community Health Center
Massachusetts League of Community Health Ctrs.
Masagatani, Jo B.K.
Matson Navigation Company
McComas, John and Kobayashi, Christine
McHerny Foundation
McLehaney, Richard
Menehune Water
Mensendiek, Martha
Mokuau, Norma L.K.
Mokusua, Edward H.
Mokusua, Norma L.K.
Morris Heights Health Center
Murai, Mary M.
Mutual Benefit Association
Nagamine Okawa Engineers, Inc.
Nalani, Solomon D.K.
Nasue, June Leilani
National Association of Community Health Ctrs.
Nekota, Cameron
Neuwoks Corporation
New York Life Insurance
NextGen Healthcare
North East Medical Services
Ohau Battery Sales
Okinawa Dental Affairs
Okino, Helene
Omori, Gary K.
Open Door Community Health Center
Pacific Health Ministries
Pacific Building Materials
Pacific Links Foundation
Palakkio-Bealezy, Puuanani
Paris, Thomas G.
Pearl City Hongwanji
Pearl Family Dental
Pell, Florene D.
Pine, Kemberly N.
Pronesti, Denise
Presbyterian Medical Services
PVT Land Company, LTD
Queen’s Health Systems
Quest Diagnostics
Quinquio, Juenal
R.M. Towill Foundation
Ralph S. Inouye Co., Ltd.
Rapoza, Victor
Rego, Renee
Ribbons Productions LLC
Royal State Insurance
Sabal, Jennifer
Safety Systems & Supplies
Salud Family Health Centers
Samaan Church of Hawaii LMS
Say, Calvin K.
Sedig, Vija
Shimabukuro, Haruko
Shimabukuro, Malie
Simmons Steel
Sia, S.
Spoehr, Hardy
State of Hawaii
Suehiro, Wayne
Siegel, Elliot R.
Sokugawa, Raymond K.
St. Francis Health Care
Still and Moving Center
Suiso, Candy
Taleff, Audrey
Tamamoto, Brian
Tassill, Renwick V.J.
Tenn, Earl S.
Tamura Super Market
The Queen’s Medical Center
Tojar, Harriet E.
Tong Investment
Torkildson, Katz, Moore
United Healthcare Services
U.S. Department of Education
Visitor Industry Charity Walk
Voloch, Kelli-A
Wahjawa Family Dental
Waianae Civic Club
Waianae Super
WallMart
West Oahu Aggregate Co., Inc.
Wheatley, Charles
White Cap Construction Supply
White, Geoffrey & Nancy
Williams, Kenneth
Wilson, Michael D.
Wilson, William
Wong, Livingston S.M.
Wright, Nicole S.
Yakima Valley Farm Workers Clinic
Yanagida, Jodi K.H.
Yim, Patrick K.S.L.
Yoshimura, Takashi & Helen

* During Reporting Period of 2013 - 2017