



*PARTICIPANT HANDOUTS*  
**CHAMPS 2025/2026 Health Care  
for the Homeless Collaborative  
Session 4: Community  
Partnerships**

*Thank you for attending today's training. By doing so, you are strengthening the ability of your community-based and patient-directed health center to deliver comprehensive, high-quality primary health care services.*

**Presented by:**

Charles Rourke, [Partnership Health Center](#) and  
Rebecca Goe, [Partnership Health Center](#)

**Live Event Date/Time:**

Wednesday, February 18, 2026  
12:00–1:00PM Mountain Time /1:00–2:00PM Central Time

**Target Audience:**

This collaborative is intended for Region VIII health center staff who serve people experiencing homelessness and key PCA contacts to hear from experts in the field, discuss challenges, and identify desired training and technical assistance.

**Event Overview:**

This session of the 2025/2026 [CHAMPS Health Care for the Homeless Collaborative](#) highlights Partnership Health Center's new Watershed Navigation Center, a day center serving individuals and families experiencing housing instability in the community and highlights the community partnerships developed to help people access services and connect with vital resources.

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## **CHAMPS ARCHIVES**

This event will be archived online. This online version will be posted within two weeks of the live event and will be available for at least one year from the live presentation date. For information about all CHAMPS archives, please visit <https://champsonline.org/events-trainings/distance-learning/online-archived-champs-distance-learning-events>.

## **DESCRIPTION OF CHAMPS**

Community Health Association of Mountain/Plains States (CHAMPS) is a non-profit organization dedicated to supporting all Region VIII federally-designated Community Health Centers so they can better serve their patients and communities. Currently, CHAMPS programs and services focus on education and training, collaboration and networking, workforce development, and the collection and dissemination of regional data. Staff and board members of [CHAMPS Organizational Members](#) receive targeted benefits in the areas of business intelligence, networking and peer support, recognition and awards, recruitment and retention, training discounts and reimbursement, and more.

**For over 40 years, CHAMPS has been an essential resource for Community Health Center training and support!** Be sure to take advantage of CHAMPS' programs, products, resources, and other services. For more information about CHAMPS, please visit [www.CHAMPSonline.org](http://www.CHAMPSonline.org). The Happenings box in the middle of the CHAMPS home page highlights the newest CHAMPS offerings, while the CHAMPS Membership box on the lower part of the home page lists current benefits for CHAMPS Organizational Members.

## **SPEAKER BIOGRAPHIES**

### **Charles Rourke**

Chaz Rourke is the [Watershed Navigation Center](#) Manager and has been with Partnership for almost 13 years. He has always worked in innovative healthcare programming targeted towards marginalized populations.

### **Rebecca Goe**

Rebecca Goe is the Chief Innovations Officer at Partnership Health Center. She has extensive experience in community health, organizational and program development. Her work focuses on improving access to high-quality, patient-centered care, particularly for individuals with complex medical, behavioral health, and social needs. She is committed to fostering collaborative partnerships and building systems that advance health equity and measurable outcomes.

# Community Partnerships

Charles Rourke, Partnership Health Center

Becca Goe, Partnership Health Center

Wednesday, February 18, 2026

## 2025/2026 CHAMPS Health Care for the Homeless Collaborative



# Watershed Navigation Center & Clinic

Presented by Charles Rourke and Becca Goe



# Agenda

- Who we are
- What is Watershed? And How did it start?
- Operations
- Partnerships
- Lesson's Learned and Success Stories
- Funding & Sustainability





Rebecca Goe is the Chief Innovations Officer at Partnership Health Center. She has extensive experience in community health, organizational and program development. Her work focuses on improving access to high-quality, patient-centered care, particularly for individuals with complex medical, behavioral health, and social needs. She is committed to fostering collaborative partnerships and building systems that advance health equity and measurable outcomes.

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## Who we are –

- Served 18,004 patients in 2025
  - 37% No insurance/uninsured
  - 21% Medicaid
  - 1167 + patients identify as unhoused.
- Co-located with the Family Medicine Residency of Western Montana
- 15 sites across our service area including 8 school-based sites and one dental only site at the Missoula Foodbank and Community Center

# Evolution of Services



*Now open!*

## WATERSHED NAVIGATION CENTER



-  Free Laundry
-  Free Lockers
-  WiFi
-  Computers & Printers
-  Document Storage
-  Mail Services
-  Clothing
-  Small Food Items  
e.g. Cup of Noodles
-  Free Coffee, Cocoa & Tea
-  Hygiene Kits
-  Safe, Climate-Controlled Space
-  Rotating Community Partners
-  Friendly & Supportive Staff



 **2200 MULLAN ROAD**

 **(406) 258-4889**

### Hours of Operation

Monday · 1 p.m. – 5 p.m.

Tuesday · 8 a.m. – 5 p.m.

Wednesday · 8 a.m. – 5 p.m.

Thursday · 8 a.m. – 5 p.m.

Friday · 8 a.m. – 5 p.m.

 **Closed Daily from 12-1 p.m.**

[partnershiphealthcenter.org/watershed](https://partnershiphealthcenter.org/watershed)

# Watershed Navigation Center

- Part of the Trinity Housing Project – A development project that includes 30 Permanent Supportive Housing units and over 200 income restricted apartments.
- Land next to the jail was donated by Missoula County following a study on jail overcrowding which concluded that a jail expansion would be necessary without significant diversion efforts.
- Watershed Navigation center in the same building as the Permanent Supportive Housing units and Medical Clinic
- City and County government partnership and vision for the space;

**“They may forget what  
you said, but they will  
never forget how you  
made them feel.”**

**– Carl W. Buechner**

**A safe,  
welcoming,  
and judgement  
free space for  
people to be  
without  
buying. A  
space to  
recharge your  
electronics and  
yourself.**

- Laundry
- Lockers
- Wi-Fi
- Computers & Printers
- Document Storage
- Mail Services
- Clothing
- Small food Items
- Hot Beverages
- Hygiene Kits

# Tenancy Support Services

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- Documents in Homeless Management Information Systems
- Helps people attain documents required to enter housing.
- Completes Housing Applications
- Attends CES case Conferencing
- Support people with the transition to housing and works with client and landlords.



# Medical Integration

- **Wednesday Walk-in Clinic Day:**

- Patients at the Nav. Center can be seen by the provider at the adjacent Clinic
- Wound care and long acting injectables as well as routine primary care.

- **State Hospital Transition**

- Discharges had classically happened in the Poverello parking lot. Now, folks are being discharged to the navigation center where services are already scheduled.

- **Jail Transitions**

- People are able to exit the jail and walk a short distance to discuss their medical needs. While jail is difficult, it is also a chance for people to experience consistent medication management and sobriety. This can be an important window of change and being able to offer low barrier access to health services is key to keeping people engaged in their sobriety and with their medications.

# Roles at Watershed

## Front Desk –

- Welcomes guests; takes care of small requests and has quick conversations

## Community Room

- Works to maintain a calm environment in large community space; Helps Clients with applications that aren't overly sensitive

## Office and Admin

- Meets with people in a private office to do more in-depth work.

# A Day at Watershed

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- 7:30 – Stock front desk area
- 7:45 – Daily Huddle
- 8:00 – Open front doors
- 8:15 – have people complete sign I she
- 8:00-12:00 Work with people on variety of housing related task
- 12:00-1:00 Lunch
- 1:00- Turn on afternoon movie
- 2:00 Welcome Community Partners
- 4:30 Give people the 30 min warning that we are closing
- 5:00 Close the doors and clean up

Lean Daily Management

Huddle time: 7:45 am - 8:00 am

Participants: Medical + Nav teams

Purpose: Alignment and Coordination of care

Agenda

1. Staffing Levels - Medical clinic →  
(planned and unplanned) - Navigation Center →
2. Daily Insights and anticipated challenges →
3. Any clients of shared concern? → Chris Board
4. Safety issues to watch for (including weather concerns) → Cold
5. Calm Metric for day prior. (write on laminated sheet)

HAPPY BIRTHDAY CHAZ!

updates ↓

# Community Justice Department

- Re-entry Navigator is a key role in support guests who are exiting Department of Corrections programs and re-entering society. All of the pre and post trial service providers and requirements are wildly complex and having an expert with connections is vital to effectively supporting those populations.
- ComMUNItY Court.
  - Bi-Monthly access to Municipal "zoom court" where guests can see their assigned judge through zoom AT the navigation center.
  - Last Friday of the month is a large community event that will include haircuts, increased access to clothing, and direct access to other community partners.

# Partnerships

- Veterans Incorporated–
  - Access to DD214's and other Veteran specific services access in the community.
- Job Services–
  - Helps guests navigate the job market and helps with things like resumes and letter of explanation.
- Housing Advocacy Network – Missoula Interfaith Collaborative
  - Local Volunteers help people navigate the housing market with one on one time and follow up.
- SNAP Services–
  - Assists guests in navigating new SNAP requirements that often include a need for technological access and support.
- AWARE Mental Health Center – Program for Assertive Community Treatment (PACT)
  - Many of their Patients organically come to Watershed already for our baseline services.
  - Adding PACT office hours allows patients and their PACT team to a chance to regularly meet .

# Partnerships

- Mobile Support Team –
  - A partnership between PHC and the fire department and EMS Services.
  - Watershed and the Community Care team act like mobile Primary Care Access, while MST acts more like mobile Emergency Room Care.
  - MST has access to the brick and mortar services and amenities over nights and weekends while the Navigation Center would otherwise be closed.
- Poverello Center–
  - Missoulas only remaining Shelter.
  - They often send folks our way during the day, and we have a space to send them back to at night.
  - Rather than physically having to sign up for the lottery, front desk staff is able to call and put someone on the lottery list without having to physically leave the Navigation Center.

# SUCESSES and Stories

- Feeling like a person again–
  - At the very least, Watershed is able to provide a space for people to rest and recharge their batteries and electronics.
  - Nightly sweeps, without a day time places to rest can make being unsheltered even harder than it already is.
  - After resting gusets are able to access food, hygiene kits, and laundry.
  - Conversations with people after their basic needs are met are VERY different than having them outside of their tent.



# SUCCESSES and Stories



- TR was released from State Prison after being arrested when she was 19, over twenty years ago.
- She struggles in different, higher barrier settings due to her systems trauma at the DOC.
- Regularly comes to Watershed for hygiene and laundry, slowly starts working day labor jobs, saves enough to enter housing.
- Comes back to the Nav Center to help others.

# SUCCESSSES AND STORIES

- State Hospital Discharge Coordinator Calls ahead for warm hand off.
- Guest is dropped off, changes into her own clothes for the first time in months and goes out to buy minutes for her phone and nachos.
- Comes back to access services like PACT and establish her SDMI waiver with 3rd party evaluator.
- Coordinated Hotel Stay using State funding. Established care with vital partners and only stayed 1 night in shelter.



# Some Numbers

- 50–70 unique individuals a day.
- 12–16 loads of laundry a day.
- 24 lockers being checked weekly.
- Countless Coffee and Cups of Noodles.
- Endless amount of patience, respect, and rapport building.
- Hard to gauge exactly HOW many people have been housed. But, new housing stories about every 3–4 weeks.
- Community Partners provide "tiny homes" to people one or two steps from housing, leaving Watershed with higher acuity patients. TSS has housed 2 guests in the last month they have worked with for over 5 years. In part because they are regularly able to meet at the Nav Center.

# Challenges

- Watershed opened right when the Crises Receiving Center closed.
  - Some Community partners will try and use watershed as a crises receiving space.
- There is no place for people to safely detox or to safely use.
- Shelter capacity is limited; A lot of people sleeping outside.
- So many places to document; asking a lot of sensitive questions repeatedly
  - HMIS
  - Grant Reporting
  - EPIC (our EMR)

# Budget Info and Sustainability

Roughly \$400,000 to operate annually.

- Currently have a \$335,761 grant to cover most of the costs
- \$65,000 for direct client goods the remainder is for FTEs.

## Tenancy Support Billing

- On July 1<sup>st</sup>, 2025 Tenancy Support became a billable service to Medicaid in Montana
- \$17.01 per 15 minutes
- Still working through this process.

## Medical and Behavioral Health Billing .



# Questions?

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# Thank you for joining us!

By attending today's event, you are strengthening the ability of your community-based and patient-directed health center to deliver comprehensive high-quality primary health care services.

To learn about other upcoming CHAMPS events, visit:

<http://champsonline.org/events-trainings/distance-learning/upcoming-live-distance-learning-events>

To view this event archive as well as other past CHAMPS events, visit:

<http://champsonline.org/events-trainings/distance-learning/online-archived-champs-distance-learning-events>



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