



Annual Report 2019

Mission Details:

BACK TO BASICS



From the desk of:
The Commander-in-Chief

DEAR PATIENTS, COLLEAGUES & FRIENDS:

In 2019, we went “Back to Basics” and focused on what defines us as an organization. Our mission and values influence our long-term strategic plans and our daily activities as we engage with our patients and communities.

The “Back to Basics” theme represents how each department supports the entire organization and our efforts to care for the most basic needs of our patients to improve their quality of life. We have a diverse and knowledgeable staff who provide a strong foundation, rooted in the basics of health care.

To start the year, I asked for an “all-in” effort to achieve some very ambitious goals. In January, we added two new clinics, Southeast and Centennial, in the South Bend area, and in September, we opened a clinic in La Porte. These additions brought new providers and services to areas that were underserved.

It has become a basic need in communities across our country to respond to the opioid crisis and other substance use issues. To combat the epidemic, we launched the Mobile Response Teams (MRT) in LaPorte, Porter, and Starke counties. MRT responds to non-fatal overdoses and referrals from community partners to connect those individuals with wrap-around services, including HealthLinc’s Medication Assisted Treatment (MAT) to support their recovery.

As we continued “Back to Basics,” we opened the Medical Assistant Training Program, which provides innovative training for our employees and opportunities for advancement. This represents a commitment to the growth and development of our employees. As a result of our team’s engaged care, each of our clinics received Quality Improvement Awards from the Health Resources and Services Administration (HRSA), including: Health Disparities Reducer, Advancing HIT for Quality, Access Enhancer, and the National Committee for Quality Assurance (NCQA) Award as a Patient-Centered Medical Home.

The end of 2019 was a busy time for us. As we assessed our referrals and patient barriers to access, we determined our patients would benefit from a new specialty service line. On November 18, we added podiatry services at the Valparaiso clinic to address many podiatry needs with a focus on diabetic foot care. We hope to expand podiatry to our other clinics as demand increases.

HealthLinc Pharmacy opened its doors in November. The full-service pharmacy, located in the Valparaiso clinic, provides access to affordable medications, a basic need for our patients.

Our biggest accomplishment of 2019 was reaching the goal set by the Human Resource Service Administration (HRSA) of serving 33,400 unduplicated patients. We not only achieved this goal (in October), we smashed it by serving 40,043 unduplicated patients (with a total of 147,008 encounters)!

Our journey “Back to Basics” was important because it allowed us to remember and celebrate our roots and build on the foundation that leads directly back to our patients. Throughout this annual report, I hope you enjoy reading about the many dedicated HealthLinc employees and their amazing achievements. We are honored to serve our communities and privileged to provide best-in-class, patient-centered services to our patients.

Beth A. Wrobel

Chief Executive Officer

LEADERSHIP & STAFF

SENIOR LEADERSHIP

Beth A. Wrobel

Chief Executive Officer

Brandi Anstine

Chief Branding Officer

Paula Armour

Director of Administrative Support

Eleather Baker

Chief Strategy & Corporate Compliance Officer

Chris T. Beebe

Chief Human Resource Officer

Joan Bondi

Chief Financial Officer

Mimi E. Gardner

Chief Behavioral Health and Addictions Officer

Melissa Mitchell

Chief Operating Officer

Ruth D. Stevens, M.D.

Chief Quality Officer

Carl Toren, M.D.

Chief Medical Officer

Isaac Zeckel, D.D.S.

Chief Dental Officer

BOARD OF DIRECTORS

John D. Gornto

Chairperson

Clarence Gehrke

Vice Chairperson

Kristi Figg

Treasurer

Chris Atherton

Secretary

Robert Franko

Christine Graeber

Lisa Kizer

Stephen Massa

Donald Ramirez

Donnita Scully

Pat Terrell

Debra Williams





Corporate Headquarters

LAKE MICHIGAN

ILLINOIS

HEALTHLINC EAST CHICAGO

HEALTHLINC CORPORATE
HEALTHLINC PORTER-STARKE

THE HEALTHY VIKES TELEHEALTH CLINIC

HEALTHLINC VALPARAISO

Our Services:
Whole-Person Care



MEDICAL

Primary and preventive care, physical examinations, immunizations, pediatrics, women's health including obstetrics, MAT, podiatry, and more



DENTAL

Examinations, x-rays, treatment planning, cleanings, extractions, fillings, patient education, and more



Pharmacy Services, Community Outreach, Medical-Legal Partnership, and Health Insurance Enrollment Assistance

GOAL: ~~33,400~~ Patients Served in 2019
40,043 - exceeded goal!

HealthLine

Annual Report 2019



BEHAVIORAL HEALTH

Healthy lifestyle choices, stress reduction, anxiety and depression management, goal setting, and more



OPTOMETRY

Eye examinations, dilated retinal evaluations for diabetes, cataract and glaucoma screenings, eyeglass prescriptions, and more

Back To Basics

COMMITTED
★ CADETS ★
MISSION FOCUSED

An **“all-in” staff effort** was the tactical response to an extended federal government shutdown that started in 2018 and ended in January 2019. We **mobilized a food drive** in our clinics to provide meals for our patients who had their SNAP checks delayed and ensured their healthcare needs were met. To combat further interruptions to services, we advocated for federal legislation that would guarantee long-term funding for community health centers into the future. These **advocacy** efforts on behalf of the entire staff were rewarded with the Gold Level Advocacy Center of Excellence Award from the National Association of Community Health Centers (NACHC) for the second time.

“Back to Basics” was the theme and driving force of the 2019 HealthLinc Annual Conference. Because of our rapid growth, we wanted to make sure everyone was moving in the same direction. Keynote speakers and breakout session presenters, many of whom were HealthLinc staff, provided valuable information about the important challenges facing our communities and those we serve. Topics included challenges we see every day as we care for our patients and education on how we are **working together** to meet those challenges. The time spent together, learning from and motivating each other as an organization, helped us be more effective when we returned to our clinics.

HealthLinc staff is provided one day each year of **Wellness Time Off** (WTO) to engage in preventative healthcare services. In 2019, 225 WTO days were used, which helped to keep staff healthy and available to help our patients.

In 2019, HealthLinc employees served our communities with 686 hours of Volunteer Time Off. Employees **volunteered** at animal shelters, built homes for Habitat for Humanity, helped employees at churches and assisted living facilities, chaperoned events at various schools throughout our communities, and much more!



HealthLinc employees are committed to our organization's goals and values.



Vision



Values



HEALTHLINC HEROES CLASS OF 2019



Beth Wrobel and Rebecca Hurni



Dr. Ed S. Hassan and Family



Penny Collier and Family



Crystal Lee and Family

Listed in Alphabetical Order:

- Penny Collier
Assistant Site Operations Director
HealthLinc Centennial
- Celeste Fonseca-Tames
Medical Assistant
HealthLinc East Chicago
- Dr. Ed S. Hassan
Internal Medicine Physician
HealthLinc East Chicago
- Rebecca Hurni
Call Center Manager
HealthLinc Corporate
- Crystal Lee
Medical Assistant
HealthLinc Valparaiso
- Dr. Jennifer Maya
Site Medical Director
Family Medicine Physician
HealthLinc Valparaiso
- Charita Weekly
Family Nurse Practitioner
HealthLinc East Chicago
- Dr. Brandon Zabukovic
Family Medicine Physician
HealthLinc Centennial

Mission

A HealthLinc Hero is nominated by their peers and someone who has made a significant impact on a patient, co-worker, the organization, or the community.

2019 MARY BETH WITCHER PATIENT ADVOCATE AWARD

The 2019 Mary Beth Witcher "Patient Advocate" Award goes to someone who is committed to putting the best interest of our patients ahead of all-else.

"Brock doesn't just tell a patient what to do, he shows them. His demeanor and presence with our patients is inspiring. Brock's ability to motivate and relate to our patients is unmatched and our patients, co-workers, and clinics are better because of him."

2019 Award Winner Pictured with Mary Beth Witcher:
Brock Davis
Clinical Pharmacist - HealthLinc Mishawaka



Hitting the ground running

★ OUTREACH RANGERS ★

EDUCATIONAL EVENTS

The Outreach Team hosted and participated in 428 events, impacting over 27,300 people throughout the communities we serve. Here are a few examples:

- | | | |
|---------------------------------|----------------------|--------------------|
| Baby Showers | Diabetes Events | Senior Care Events |
| Men's and Women's Health Events | Mental Health Events | Sports Physicals |
| Healthy Eating Events | Santa Express | And more... |

NATIONAL HEALTH CENTER WEEK

Hosted or participated in 16 community events to promote well-child exams and school physicals:

SUPPLIES DISTRIBUTED:

2,397	BACKPACKS WITH SCHOOL SUPPLIES
255	BE YOU HYGIENE KITS
122	SCHOOL UNIFORMS
113	SCHOOL SPIRIT SHIRTS
5,084	Attendees!

GIVE KIDS A SMILE

Hosted 4 community events to promote good oral health:

144	FLUORIDE TREATMENTS
256	SEALANTS
143	CLEANINGS
155	SCREENINGS



Leadership



Community



Family



2019 Outreach Enrollment Numbers

With over 10,000 consumers assisted with health insurance options, we are committed to enrolling patients in the appropriate healthcare plan.

10,118	Total Insurance Assists
2,384	Insurance Applications and Enrollments

LOCKED ON TARGET

HealthLine focuses on the patient receiving compassionate customer service in every interaction.



patients agree it is easy to make an **appointment**.



patients agree the **facilities** are comfortable, easy to navigate and have convenient operating hours.



patients agree the **providers** are attentive, caring and knowledgeable when speaking with them.



patients agree the **staff** are courteous, friendly and helpful during their visit.



Patient Satisfaction

"For the first time in 12 years I have a medical staff that I feel I can trust. Your office is priceless to me and my family!"

"I love them!"

"Everyone in that office has been working for me to get healthier and more productive in my life. Every person I have met is a valuable asset to your team. Thank you."



TACTICAL TRAINING



Family Nurse Practitioner Residency Program

In partnership with CHC, Inc.

The Family Nurse Practitioner Residency Program is designed for new nurse practitioners with a commitment to developing career practices in the challenging setting of community health centers. This residency provides intensive training on both the clinical complexity of family practice and the high-performance Patient-Centered Medical Home (PCMH) model.



From left to right:

Priscah Odongo
Michael Glorioso
Tracy Elder

*Family Nurse Practitioner Resident
Residency Program Coordinator
Family Nurse Practitioner Resident*

Medical Assistant Training Program

In partnership with the National Institute for Medical Assistant Advancement (NIMAA)

Students who join HealthLinc's Medical Assistant Training Program gain hands-on learning in our primary care clinics. Graduates gain the competencies, skills, productivity, and knowledge to assist as an entry-level medical assisting professional.

2019 Medical Assistant Training Program Students:

Anne Brown Amy Pierczynski
Camille Diggins Paige Washington



*Brenda Riley (Clinical Nurse Educator)
and Camille Diggins (NIMAA Student)*



Venipuncture Practice Arm



*Paige Washington (NIMAA Student)
and Amy Pierczynski (NIMAA Student)*



Pharmacy Residency Program

In partnership with Walgreens and Purdue University College of Pharmacy

Through HealthLinc's PGY-1 Community Pharmacy Residency Program, residents gain experience in direct patient care with diabetes, anticoagulation, dyslipidemia, and hypertension.

From left to right:
Kristen Bessler Pharmacy Resident
Lynn Thoma Director of Pharmacy
Henry Papineau Pharmacy Resident

HealthLinc improves community health and positively impacts social determinants such as access to health care through

PARTNERSHIPS

HealthLinc
Telehealth
Clinics



THE HEALTHY CATS
TELEHEALTH CLINIC

Our innovative partnerships include:

MEDICAL-LEGAL PARTNERSHIP

Partnered with Indiana Legal Services to address social conditions at the root of poor health and provide legal intervention by embedding a civil legal aid attorney with the HealthLinc healthcare team. In 2019, MLP had:

- 374 REFERRALS
- 143 RECEIVING DIRECT LEGAL AID

COACHES VS. CANCER

The funds were raised by the National Association of Basketball Coaches (NABC), American Cancer Society Lakeshore Division, and Sunny 101.5 Radio Station through the Coaches vs. Cancer Radiothon. HealthLinc Mishawaka will use the funds to increase cancer screening rates for breast, cervical, and colorectal cancers utilizing evidence-based methods, and create a small fund for diagnostic and follow-up care.

MENTAL HEALTH AMERICA LAKE COUNTY

HealthLinc and Mental Health America (MHA) are partnering on a program called Early Start funded through the Indiana State Department of Health Maternal Child Health Division. The goal of Early Start is to get pregnant women in Lake County prenatal care as early as possible. MHA will provide program outreach and send identified women to HealthLinc to receive prenatal care services.

★ QUALITY ACHIEVEMENTS ★

Measures met or exceeded in 2019:

MET ★

Cervical Cancer Screenings

- Goal: 58% Actual: 58%

EXCEEDED ★

Clinical Depression and Follow-up Plan

- Goal: 71.38% Actual: 73.81%

EXCEEDED ★

Sealants for Children with Elevated Carries Risk

- Goal: 82.95% Actual: 87.77%

AWARDS RECOGNITIONS

ADVOCACY CENTER OF EXCELLENCE (ACE) GOLD LEVEL

Achieved Gold Level status for advocacy through the National Association of Community Health Centers (NACHC) Advocacy Program.

CHECK. CHANGE. CONTROL. CHOLESTEROL™ AWARD

Recognized by The American Heart Association as a practice committed to improving ASCVD (Atherosclerotic Cardiovascular Disease) with risk assessment and screening.

CHRONIC CARE MANAGEMENT EXEMPLARY PRACTICE

Recognized by the Great Lakes Practice Transformation Network as an exemplary practice achieving significant advancement within the Transforming Clinical Practice Initiative (TCPI) for Chronic Care Management to demonstrate exceptional patient care, engagement, and improved outcomes at a lower cost.

DEAP ACCREDITATION (DIABETES EDUCATION ACCREDITATION PROGRAM)

Received DEAP Accreditation through the American Association of Diabetes Educators (AADE).

INDIANA QUALITY IMPROVEMENT NETWORK LEADING EDGE AWARD

Recognized by the Indiana Quality Improvement Network (IQIN) for the highest commitment and advancement along the Health IT Roadmap.

PATIENT-CENTERED MEDICAL HOME

Achieved recognition as a Level 3 (the highest level) Patient-Centered Medical Home for six clinics.



TARGET BP GOLD STATUS HYPERTENSION CONTROL

Recognized by the American Heart Association as a practice that has 70% or more of the adult patient population with high blood pressure controlled.



GRANTS RECEIVED

\$5,000	Anderson Foundation (Colonoscopy Program)
\$1,424,708	Family and Social Services Administration (Mobile Integrated Response Teams)
\$10,000	Foundations of East Chicago (Early Detection Colonoscopies)
\$379,771	Healthcare Foundation of La Porte
\$4,287,391	Health Resources and Services Administration (Operating Expenses)
\$200,000	Health Resources and Services Administration (Oral Health)
\$148,989	Health Resources and Services Administration (Quality)
\$110,000	Health Resources and Services Administration (Substance Use Disorder and Mental Health Services - SUDMH)
\$11,399	Indiana Community Housing and Development Association (Tax Credit)
\$50,000	Indiana State Department of Health
\$894,612	Indiana State Department of Health (Operating Support)
\$20,000	Lake Area United Way (Medical-Legal Partnership)
\$3,000	Michigan City Community Enrichment (Opioid Focused Lunch and Learns)
\$9,100	Porter County Community Foundation/Rosemary Hollingshead Aldrich/Rankin Roberts IV Fund (Training - Prenatal Ultrasounds)
\$600,000	Substance Abuse and Mental Health Services Administration (PIPBHC Program)
\$1,000	Unity Foundation (Community Closet for Michigan City)
\$12,000	United Way Porter County (Patient Navigator)

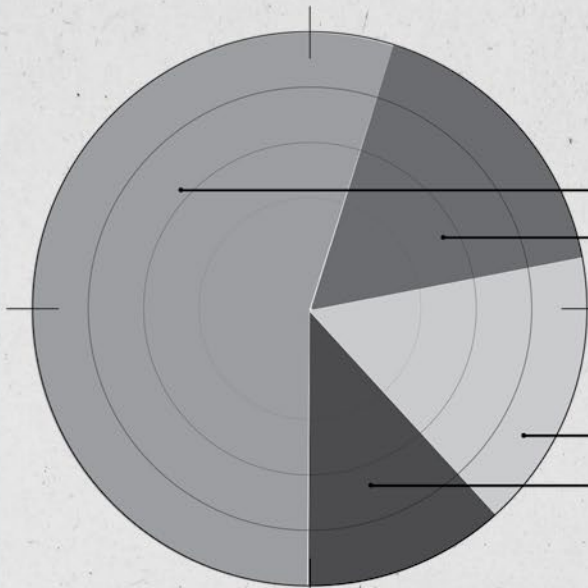
DONATION PARTNERS

Bombas - Socks (Homeless & Low-Income Families)
 Centier Bank (Reach Out and Read Program)
 Henry Schein Cares (Global Product Donation Program)
 Legacy Foundation (National Health Center Week)
 NiSource (Board Service Recognition)
 -Donation received on behalf of
 HealthLine board member Kristin Figg

MAKING SOUND

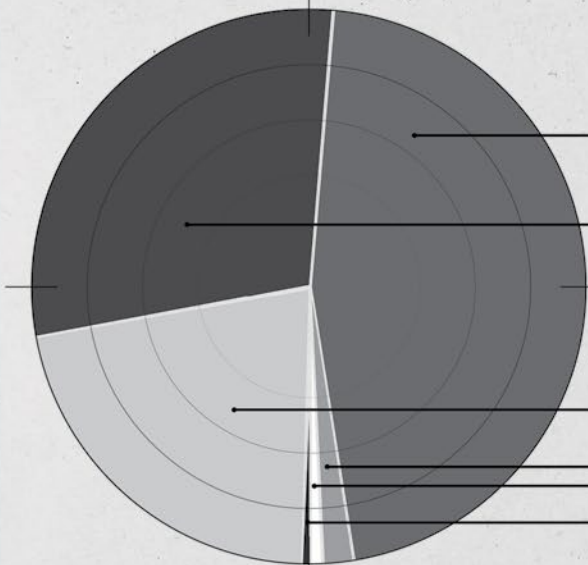
FINANCIAL

DECISIONS



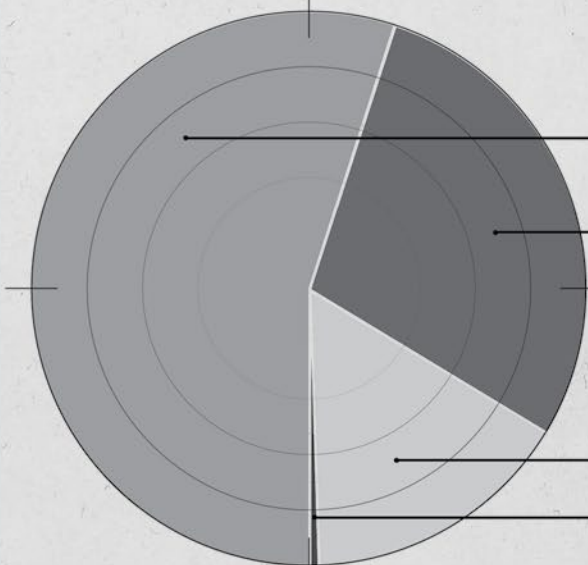
Patients by Insurance

53%	MEDICAID
19%	PRIVATE
16%	UNINSURED
12%	MEDICARE



HealthLine Revenue

\$18,389,232	MEDICAID/MEDICARE REIMBURSEMENT
\$11,663,818	PATIENT INCOME
\$8,643,187	GRANTS
\$726,007	OTHER
\$265,499	IN-KIND
\$174,317	CONTRIBUTIONS
\$39,862,059	TOTAL



HealthLine Expenses

\$21,146,522	DIRECT SERVICE PERSONNEL
\$11,020,775	OTHER DIRECT SERVICE EXPENSES
\$6,089,052	MANAGEMENT AND GENERAL EXPENSES
\$211,495	IN-KIND
\$38,467,843	TOTAL

STRATEGY & GROWTH

HealthLine plans and executes actions based on sound fiscal judgement and capacity to fulfill health needs.

New Employees

Hired: **189**

New Positions

Created: **22**

1. Chief Behavioral Health and Addictions Officer
2. Integrated Behavioral Health Program Manager
3. Behavioral Program Assistant
4. Residency Program Coordinator
5. Mobile Integrated Response Coordinator
6. Billing Lead
7. Lead Coder
8. Certified Recovery Specialist
9. Clinical Nurse Educator
10. Clinical Team Coordinator
11. Pharmacy 340B Technician
12. Pharmacy Manager
13. Pharmacy Technician
14. Senior Pharmacy Manager
15. Project and Program Manager
16. Quality and Risk Program Specialist
17. Sterilization Technician
18. Strategy and Compliance Program Manager
19. System Analyst
20. System Support Lead
21. Training Program Manager
22. Human Resource Manager

AIR MAIL



HealthLine Southeast
Opened: January 2, 2019



HealthLine Centennial
Opened: January 2, 2019



HealthLine La Porte
Opened: September 3, 2019



HEALTHLINC CENTENNIAL
621 Memorial Dr., Ste. 402
South Bend, IN 46601

HEALTHLINC IUSB DENTAL
1002 S. Esther St.
South Bend, IN 46615

HEALTHLINC KNOX
104 E. Culver Rd., Ste. 106
Knox, IN 46534

HEALTHLINC MICHIGAN CITY
710 Franklin St., Ste. 200
Michigan City, IN 46360

HEALTHLINC PORTER-STARKE
701 Wall St.
Valparaiso, IN 46383

HEALTHLINC VALPARAISO
1001 N. Sturdy Rd.
Valparaiso, IN 46383

**THE HEALTHY CATS
TELEHEALTH CLINIC**
IN OREGON-DAVIS ELEMENTARY SCHOOL
5860 N 750 E, Hamlet, IN 46352

HEALTHLINC EAST CHICAGO
1313 W. Chicago Ave.
East Chicago, IN 46312

HEALTHLINC IUSB MEDICAL
1960 Northside Blvd.
South Bend, IN 46615

HEALTHLINC LA PORTE
400 Teegarden St.
La Porte, IN 46350

HEALTHLINC MISHAWAKA
420 W. 4th St.
Mishawaka, IN 46544

HEALTHLINC SOUTHEAST
1708 High St.
South Bend, IN 46613

**THE HEALTHY VIKES
TELEHEALTH CLINIC**
IN VALE SCHOOL
653 Hayes Leonard Rd., Valparaiso, IN 46385

HEALTHLINC CORPORATE
2401 Valley Dr.
Valparaiso, IN 46383

2019 Annual Report

1-888-580-1060
healthlinchc.org



This health center receives HHS funding and has Federal Public Health Service (PHS) deemed status with respect to certain health or health-related claims including medical malpractice claims for itself and its covered individuals.