

QUALITY

SAFE

WE ARE

HealthLinc[®] Strong

KNOWLEDGEABLE

EXPERIENCED

CARING

PATIENT-CENTERED

INNOVATIVE

2020 Annual Report

DEAR PATIENTS, COLLEAGUES & FRIENDS:

This was a year we will never forget. In 2020, our strength, endurance, compassion and will were tested in ways we never could have imagined. Early in the year, we learned of a highly contagious virus that would likely spread throughout the world. In February, there was great debate as to whether this was the next bubonic plague or fear mongering. By March, there was no doubt that this new virus named COVID-19 was life-changing. COVID-19 ushered in what would soon be known as the year of the “new normal.”

As a part of our ongoing operations, we develop a new strategic plan every three years. Used as a guide for planning and decision-making, the strategic plan is one way to keep current with the needs of our communities, patients, staff and working conditions. Fortunately, our new strategic plan was approved by our Board of Directors. While not set to begin until 2021, it included many actions, such as telemedicine and remote work, which became necessary to implement at the start of the pandemic.

While lockdown, work from home, shelter-in-place and quarantine became language used in daily conversations, the need for quality health care remained at the top of our priority list. We quickly adapted to ensure that the healthcare needs of our patients continued without jeopardizing their safety or that of our staff.

We began COVID-19 testing at most clinics, scheduling additional time between appointments for cleaning, temperature screening at entryways, requiring face masks and social distancing and nightly, vigorous sanitizing of all clinics. We beefed up the personal protective equipment (PPE) for staff, initiated telemedicine appointments and opened drive-thru options for patients.



Beth A. Wrobel

Beth A. Wrobel
Chief Executive Officer

Just as we were becoming comfortable with how we were continuing to provide services to our patients and communities, we were rocked again. The deaths of George Floyd and Breanna Taylor added social injustice to the conversation and further tested an already fragile country. Health care is typically at the center of social and political issues, and in 2020, the stakes were even higher. As a federally qualified health center, we see daily the need to address racial discrimination as it impacts our most vulnerable citizens.

A deadly virus, more racially motivated injustices and an economic shutdown with no end in sight placed an incredible strain on everyone. It seemed as if solutions were not coming fast enough.

In July, we were asked and agreed to assist with the Janssen (J&J) vaccine trials as part of Operation Warp Speed. We were eager and excited to be part of the solution and pioneering of a new frontier. Our participation included providing space on our property for the trailers where study participants received the vaccine, staff to administer vaccines and distribution of educational materials on the study and safety of the vaccine. I felt this was so important that I volunteered and was accepted to be a part of the study.

The end of 2020 saw a ray of hope as vaccines began to roll out and we immediately went into action. A COVID-19 Task Force was put in place to begin planning how we would add vaccine administration to our already heavy workload. As an active member of many state committees, I pushed to ensure that community health centers and specifically HealthLinc, would be at the center of any effort to deliver vaccines to the community. As a result, we were chosen to be one of the first community health centers in the country to receive regular shipments of available vaccines.

This was a long and grueling year. Staff was stretched beyond imaginable limits, and their resiliency and courage deserved every accolade they were given. In recognition of their efforts, the entire staff was named a 2020 HealthLinc Hero during our company-wide annual conference held virtually this year. A HealthLinc Hero is someone who goes above and beyond day-to-day responsibilities on behalf of our patients and the organization, and every staff member was asked to do that, and much more, this year.

Throughout these pages, you will see how this organization adapted, re-focused and used every resource available to not just cope, but succeed. As you read about the many accomplishments we achieved, I hope you feel the same sense of pride that I do in our HealthLinc staff and spirit to overcome adversity and fulfill our vital mission in the face of new and unforeseen challenges.

LEADERSHIP & STAFF

SENIOR LEADERSHIP

Beth A. Wrobel
Chief Executive Officer

Brandi Anstine
Chief Branding Officer

Paula Armour
Director of Administrative Support

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

Chris Atherton
Secretary

Kristi Figg
Treasurer

Robert Franko

Chrissy Graeber

Lisa Kizer

Stephen Massa

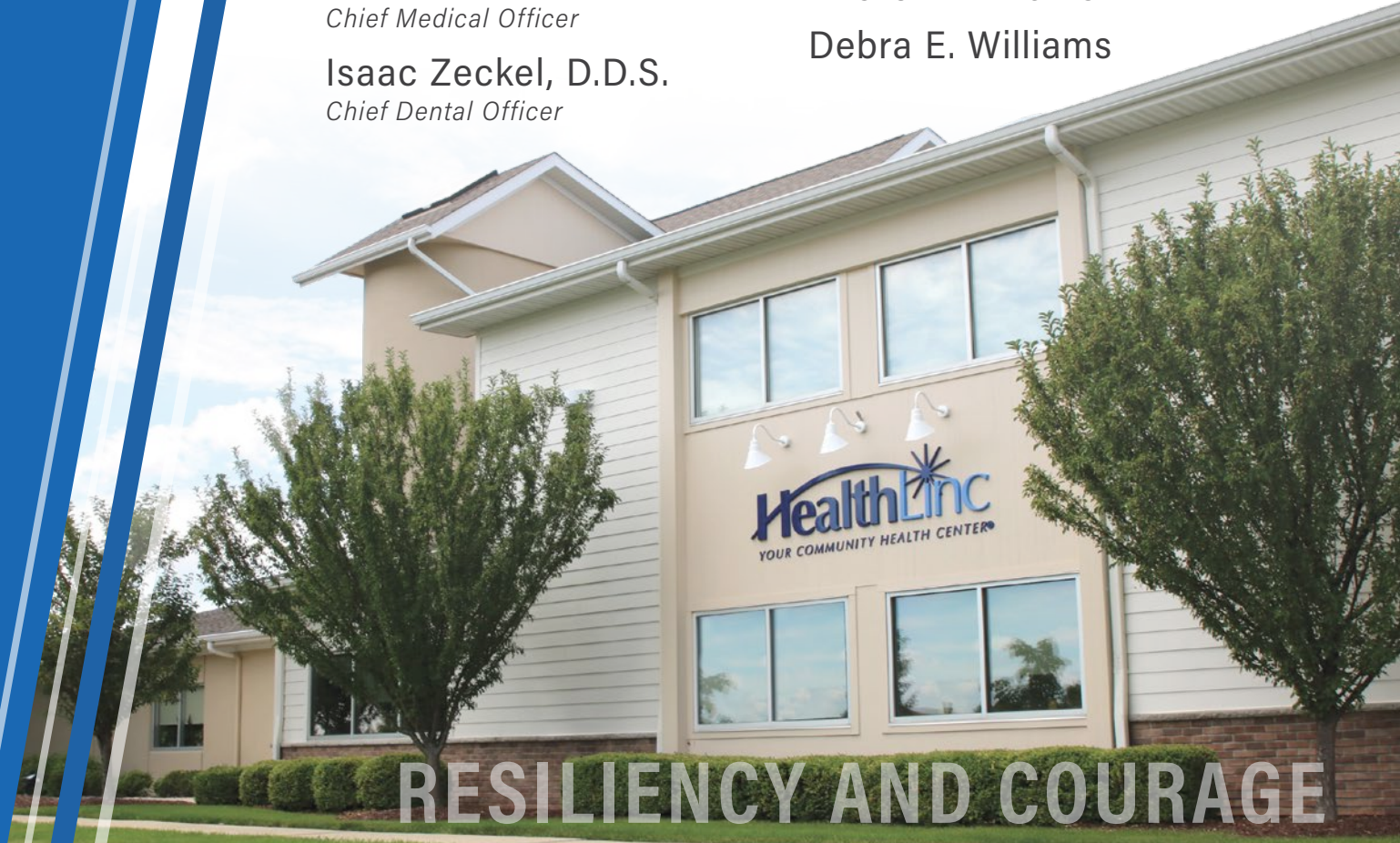
Shery Roussarie

Donnita Scully

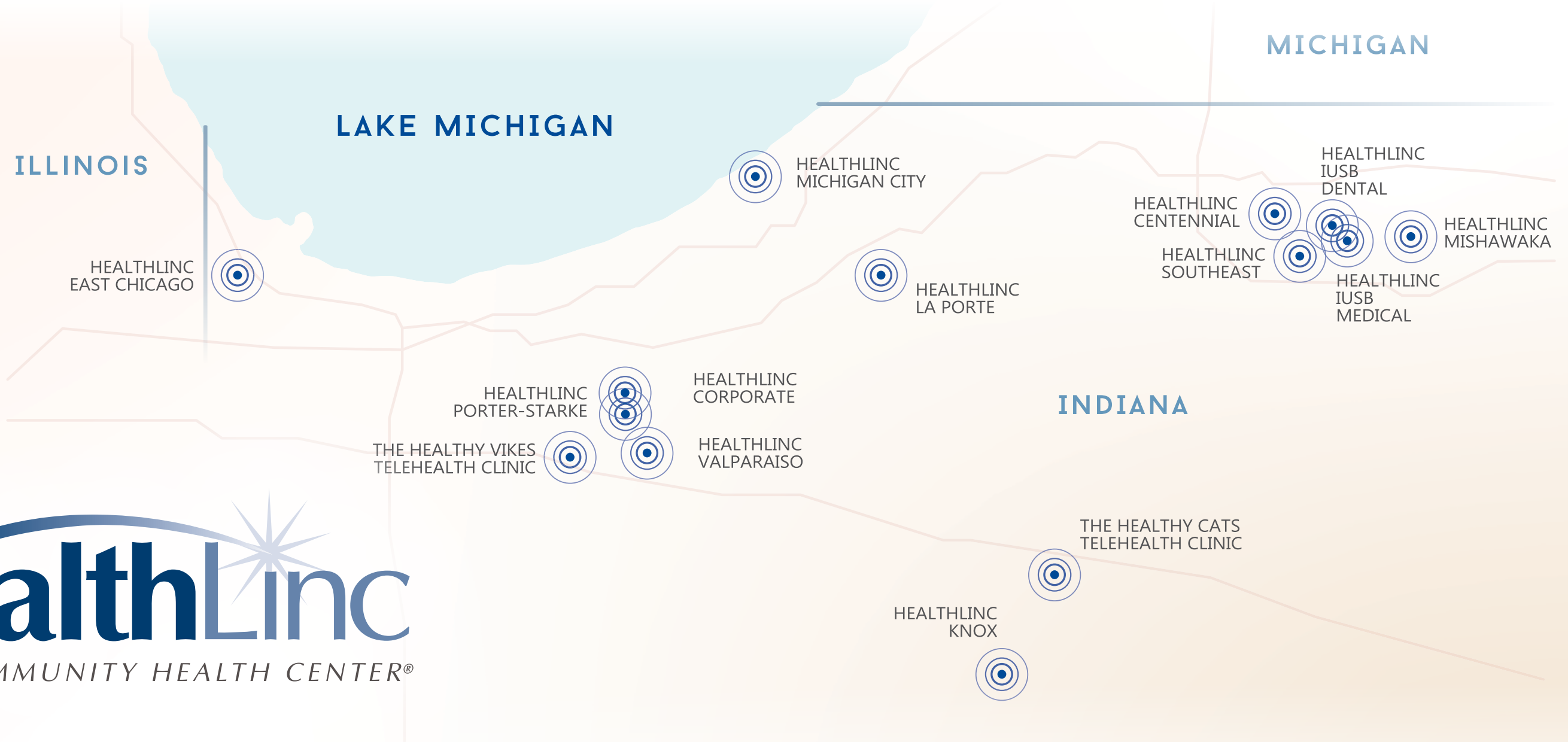
Pat Terrell

Andrew Williams

Debra E. Williams



RESILIENCY AND COURAGE



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

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



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

40,286 patients served in 2020

HealthLinc Strong

VIRTUAL CONFERENCE

The 2020 HealthLinc Annual Conference took place virtually on Friday, October 2. This organization-wide day, normally packed full of great speakers, breakout sessions, awards and entertainment, was scaled down as a result of COVID-19. Included in the virtual conference was a town hall and Q&A session with Beth Wrobel, CEO, boxed lunches, a drawing for raffle prizes and a #HealthLincStrong jacket for every employee.



BENEFITS FOR EMPLOYEES

HealthLinc provides a robust employee benefits package, and added additional benefits in 2020 to assist with managing challenges as a result of COVID-19:

- Remote work opportunities for employees, when possible
- Temporary pay increase - in appreciation for continued service during the pandemic, qualified employees received a \$2.00/hour shift differential for hours worked from April 6 through May 30
- Participation in Families First Coronavirus Response Act and the Emergency Family and Medical Leave Expansion Act
- Added an additional holiday (for 2020 only)
- Suspended the attendance and tardiness point system from March 13 through September 7
- Relaxed the dress code

ORGANIZATION RESPONSE TO COVID-19

Our leadership team rapidly modified policies and procedures to adapt to COVID-19. The following actions were taken to protect employees, patients and the organization:

- Did not permanently close any clinics and had no layoffs
- Maintained adequate personal protective equipment (PPE) for all staff
- Upgraded facilities for employee safety
- Implemented technology to maintain social distancing
- Offered employees COVID-19 testing
- Provided daily updates to processes
- Added new communication platforms
- Evaluated the 2019 reorganization for effectiveness

Nadine Salman
Nurse Practitioner - East Chicago



Even though it was different than previous conferences, the opportunity to connect was very important in this unusually stressful year.



COVID-19 Response



VIRTUAL CHECK IN

Providers connected with patients virtually to follow up on a visit or provide lab results. Patients were able to ask questions and get additional information.



VIRTUAL CARE AT HOME

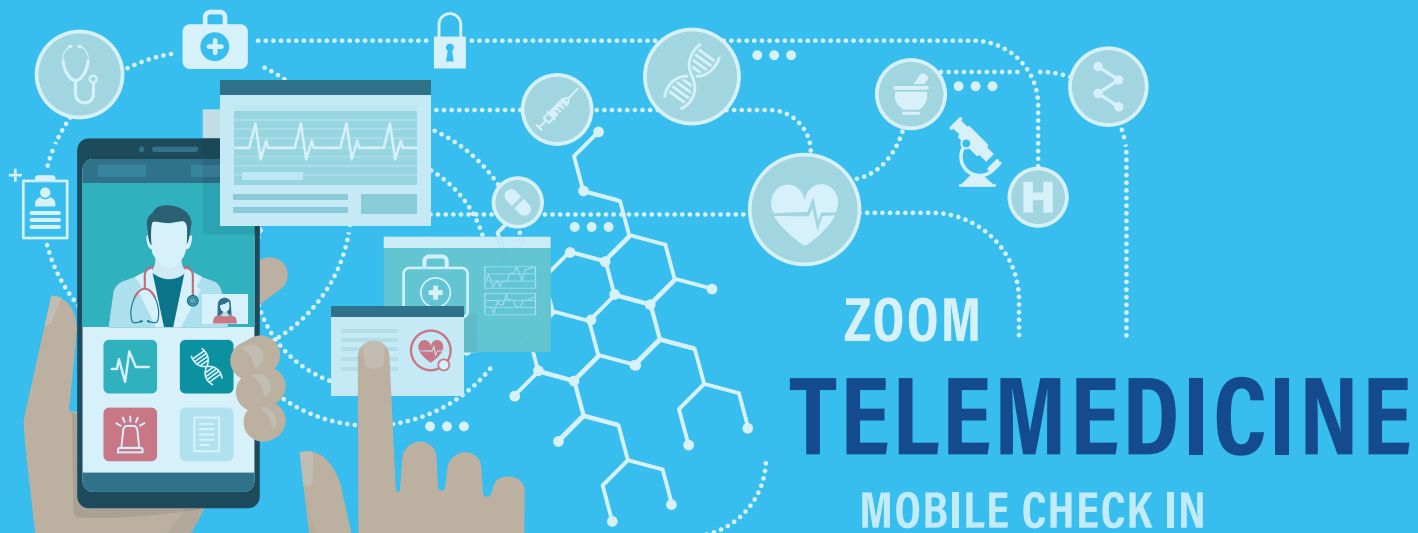
Patients received medical equipment and training on how to use the equipment. They were monitored and received on-going health care from home.

DRIVE-THRU SERVICE

Drive-thru services were offered for COVID-19, strep and flu testing beginning on March 27. Drive-thrus saw patients who had a telemedicine appointment and were given an order to be screened.

COVID-19 TESTING

We were on the front lines of the COVID-19 response, conducting **14,499 COVID-19 tests** and **158 antibody tests** in 2020 to patients and community members.



We expanded our telemedicine services to include both telehealth and phone communications for medical and behavioral health, providing continuity of care, greater access and reducing risk to both patients and staff.

In 2020, we conducted over **13,456** telemedicine visits.

Let's make history.

Win the battle against COVID.



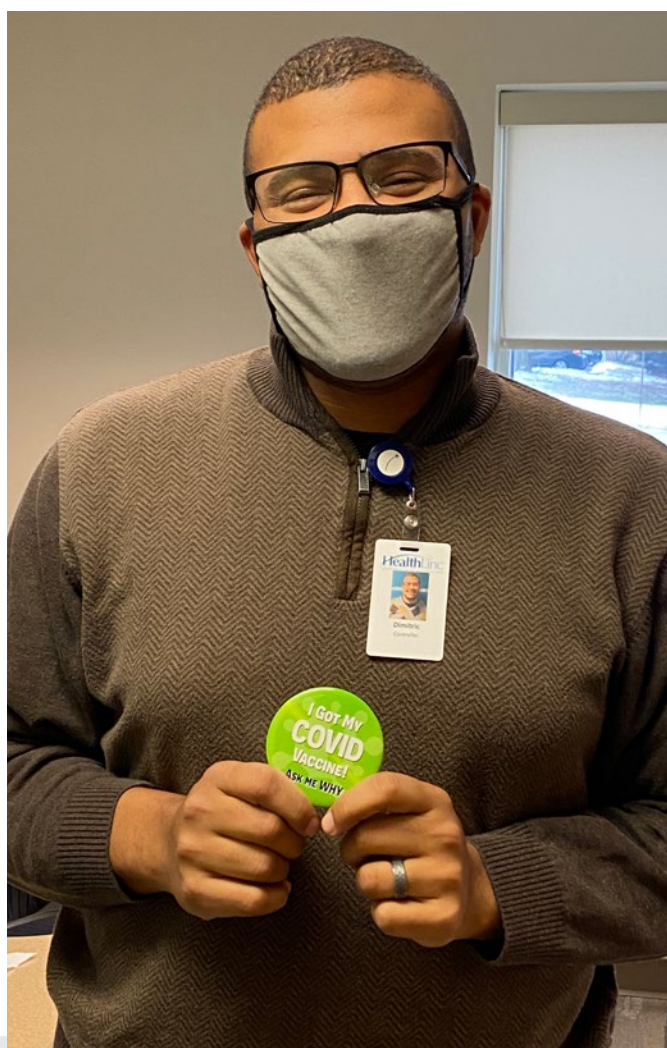
A COVID-19 Vaccine Task Force was assembled to establish policies and procedures for the rollout of the vaccine in clinics. Their first action was to deploy an employee survey to gauge interest and concerns regarding the COVID-19 vaccine.

On December 18, the first vaccine was given to a HealthLinc staff member, Dr. Debra Zack, Family Physician, Michigan City, and the "Let's make history. Win the battle against COVID." campaign officially began.

The push was on to get as many HealthLinc staff vaccinated as possible. While supply and locations were initially limited, the HealthLinc staff immediately registered to receive the life-saving vaccine and were uniquely positioned to comfort patients who had questions. There is nothing like knowing your own provider has taken the very medicine they are encouraging you to take.



Dimitric Fresh
Controller - Corporate



Beth Wrobel
HealthLinc CEO pictured with special guests

On Friday, November 19, HealthLinc received a special visit from the administrator of Health Resources and Services Administration (HRSA), Tom Engels. Administrator Engels, along with Ben Harvey, CEO of Indiana Primary Health Care Association (IPHCA), and Ann Alley, Director of Primary Care for the Indiana Department of Health (IDOH), toured the corporate office, the Velocity Research Clinical Trial for the Johnson & Johnson vaccine, located in the parking lot of the HealthLinc corporate office, and the Valparaiso clinic.

In July of 2020, HealthLinc was asked to participate in the ground-breaking clinical trial of the Janssen (J&J) COVID-19 vaccine. We hosted a testing site for the Johnson & Johnson clinical trials conducted by former HealthLinc provider Dr. Robert Buynak. HealthLinc pharmacists assisted in the trial, and HealthLinc staff was invited to take part. HealthLinc staff that participated received half of a Wellness Day for their involvement.



OUTREACH & A HELPING HAND

Even through the pandemic, the Outreach Team hosted and participated in 132 events. Though we were not able to go out into the community like before, 8,900 community members were impacted.

Educational Events:

- Healthy Eating Events
- Community Resource Health Fairs
- Heart Health Education Sessions
- Senior Care/Medicare Education
- Mobile Food Pantries

- Baby Showers
- Santa Zooms
- Sports Physicals
- And More!

Give Kids A Smile

Hosted five community events to promote good oral health:

- 178** Fluoride Treatments
- 410** Sealants
- 174** Cleanings
- 208** Screenings

2020 Outreach Enrollment Numbers

With over 12,000 consumers assisted with health insurance options, we are committed to enrolling patients in the appropriate healthcare plan.

- 12,332** Total Insurance Assists
- 2,514** Insurance Applications and Enrollments



National Health Center Week (NHCW)

During 2020 NHCW events, we hosted seven events and distributed **1,162** backpacks (with school supplies), **733** health packs, **92** dental packs, provided food-to-go for the attendees and conducted **147** well-child checkups and sports physicals. Drive-thru opportunities and expanded hours were used to overcome the challenges of COVID-19.

1,548 Attendees



SANTA EXPRESS - ZOOM

In 2020, Operation Santa went virtual. Kids who received a well-child checkup beginning November 24 through December 4 received a phone call or had a Zoom meeting with Santa Claus.



NEW ALLIANCES

We began a partnership with **The Midwest AIDS Training + Education Center (MATEC)**, a federally funded organization that provides HIV/AIDS training and technical assistance to healthcare providers.

Expanding access to health care is the result of our partnership with **inHealth**, an ambulance service that provides paramedicine services to our patients in Lake, Porter and LaPorte counties. They send an inHealth Paramedic or EMT to a patient's house to facilitate a telemedicine visit and perform vitals, labs, COVID-19 / flu / strep testing, vaccinations and other services recommended by the provider.

We worked with **CENSUS 2020** to share the importance of being counted to our patients and staff and encouraged everyone to participate.



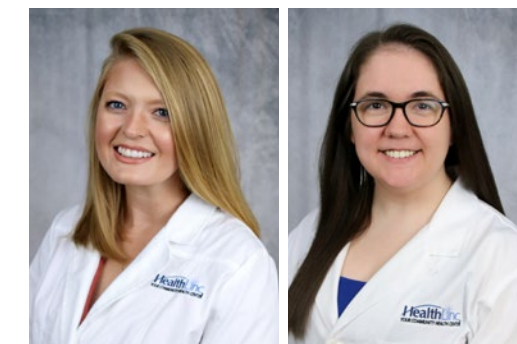
TRAINING FOR THE FUTURE

Pharmacy Residency Program

*In partnership with
Purdue University College of Pharmacy*

Through HealthLinc's PGY-1 Community Pharmacy Residency Program, residents gain experience in direct patient care with a wide variety of chronic medical conditions.

Lauren Keaveney and Katelyn Wees
Pharmacy Residents - Pictured from left to right

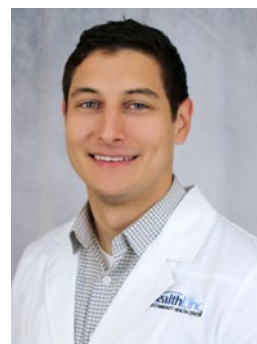


KNOWLEDGE

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.



Alexander Tokarski
FNP 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 assistant.



**Debra Borolov, Diana Corona, Kim Kennedy
Lisa Reynolds and Kristi Soto**
NIMAA Students - Pictured from left to right starting at top



GROWTH



On Friday, May 1, 2020, HealthLinc Pharmacy Mishawaka opened for business. The Mishawaka pharmacy joined the Valparaiso pharmacy in providing full-service access to quality medications, over-the-counter products, medication education and counseling and cost-savings programs, including 340B pricing for HealthLinc patients.

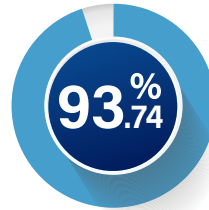
Monica Rivers
Pharmacy Manager - Mishawaka

QUALITY ACHIEVEMENTS

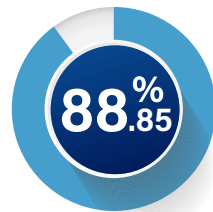
Percentage of children and adolescent medical patients who received weight assessment and counseling for nutrition and physical activity.



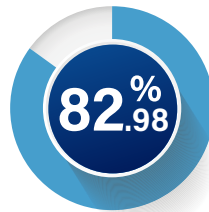
Percentage of adult medical patients who received a Body Mass Index (BMI) screening and follow-up plan.



Percentage of adult medical patients screened for tobacco use and received cessation counseling if needed.



Percentage of patients aged 21 and older at high risk of cardiovascular events who were prescribed or were on statin therapy.



Percentage of adult medical patients with Ischemic Vascular Disease (IVD) who were prescribed an antiplatelet or antithrombotic.



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

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

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.

TARGET TYPE 2 DIABETES

Recognized by the American Heart Association and the American Diabetes Association's Know Diabetes by Heart Initiative as a practice that has improved the quality of care through management of cardiovascular risk factors.

THE 'RISE ABOVE' RECOGNITION AWARD

From the Medical Group Management Association (MGMA).

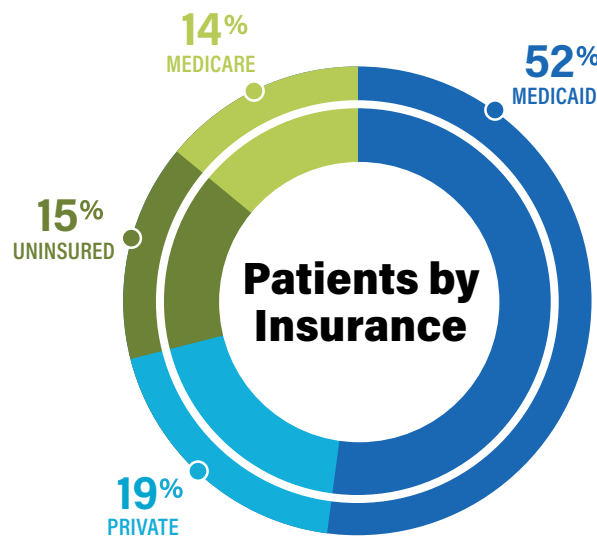
GRANTS RECEIVED

- \$ **48,214** American Cancer Society Coaches Vs. Cancer (Increased Cancer Screenings)
- \$ **5,000** Anderson Foundation (Virtual Care Equipment)
- \$ **10,000** Centene Foundation for Quality Healthcare in partnership with the Association of Clinicians for the Underserved (Optometry Services)
- \$ **142,200** Centene/National Association of Community Health Centers (Telehealth Services)
- \$ **4,000** Delta Dental - (Dental Isolate Systems)
- \$ **1,000** First Merchants Banks (Optometry Services)
- \$ **2,500** First Merchants Banks (COVID-19 Relief)
- \$ **10,000** Foundations of East Chicago (Colonoscopies)
- \$ **5,000** Foundations of East Chicago (Thermometers and PPE)
- \$ **65,750** Health Resources and Services Administration (Quality)
- \$ **167,000** Health Resources and Services Administration (Integrated Behavioral Health Services)
- \$ **4,584,258** Health Resources and Services Administration (330 Funding)
- \$ **76,602** Health Resources and Services Administration (Coronavirus Supplemental Funding)
- \$ **1,000,000** Health Resources and Services Administration (COVID-19 CARES Funding)
- \$ **700,000** Health Resources and Services Administration (Expanding Coronavirus Testing)
- \$ **10,403** Indiana Community Housing and Development (Tax Credit)
- \$ **1,160,702** Indiana State Department of Health (Operating Support)
- \$ **50,000** Indiana State Department of Health (Diabetes, Heart Disease and Stroke Prevention and Management)
- \$ **1,500** Kappa, Kappa, Kappa (Empowerment Purses Program)
- \$ **20,000** Lake Area United Way (Medical-Legal Partnership)
- \$ **7,500** Legacy/Foundations of East Chicago (Coronavirus Response)
- \$ **10,000** Legacy/Foundations of East Chicago (Paramedicine)
- \$ **8,292** MHS/NCIL (Equipment for Patients with Disabilities) – In-Kind
- \$ **2,027,000** Family and Social Services Administration (Mobile Integrated Response Teams)
- \$ **10,000** Porter County Community Foundation (Paramedicine)
- \$ **10,000** St. Joseph County United Way (Paramedicine)
- \$ **12,000** United Way Porter County (Patient Navigator)
- \$ **600,000** SAMHSA (PIPBHC) - Annually
- \$ **3,000** Unity Foundation of La Porte County (Virtual Patient Monitoring Devices)
- \$ **33,600** Health and Hospital Corporation of Marion County (Eskenazi Health) (MATEC HIV Practice Transformation Expansion Project)

DONATIONS

- \$ **36,000** Bomba Socks (Homeless and Low-Income Families)
- \$ **500** Centier Bank (National Health Center Week 2020)
- \$ **2,500** Delta Dental (PPE)
- \$ **23,940** Henry Schein Cares Global Product Donation Program (Medical and Dental Support)
- \$ **13,000** Mr. John Peyton (Support for HealthLinc Valparaiso)

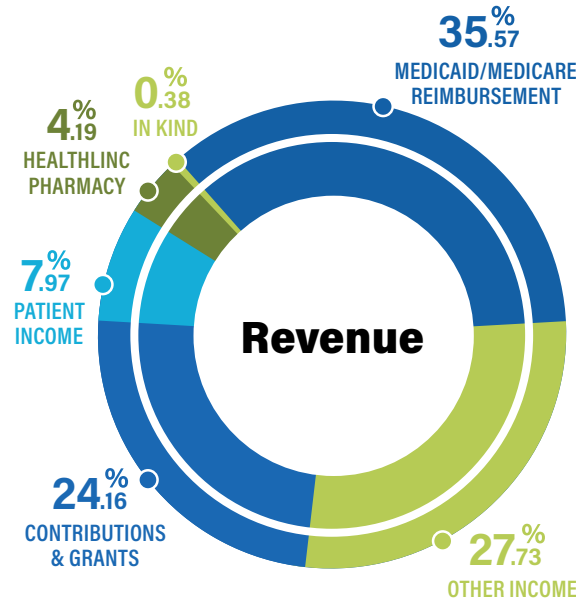
SOUND FINANCIAL DECISIONS



Patients by Insurance

Medicaid	\$8,247,119
Private	\$3,013,371
Uninsured	\$2,378,977
Medicare	\$2,220,378

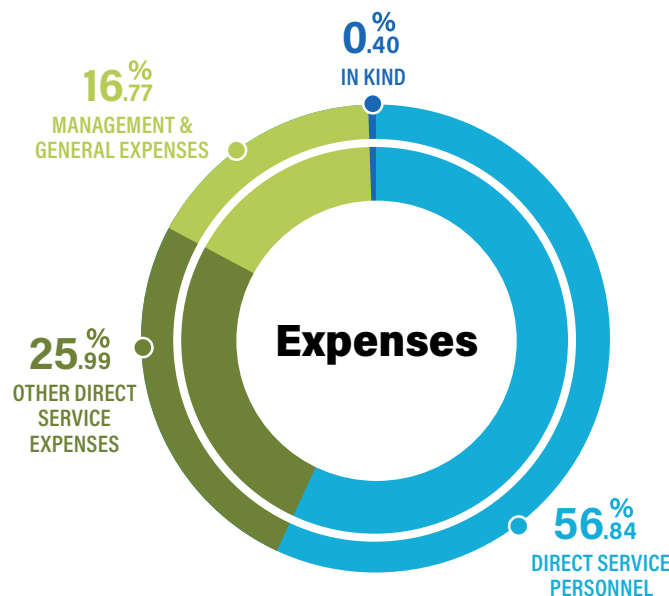
Total \$15,859,845



Revenue

Medicaid/Medicare Reimbursement	\$15,859,845
Other Income	\$12,365,915
Contributions & Grants	\$10,772,982
Patient Income	\$3,554,009
HealthLinc Pharmacy	\$1,866,921
In Kind	\$170,575

Total \$44,590,247



Expenses

Direct Service Personnel	\$24,436,863
Other Direct Service Expenses	\$11,172,679
Management & General Expenses	\$7,207,508
In Kind	\$170,575

Total \$42,987,625



The renovation of the corporate office, which began in 2019, slowed during 2020 due to the global shut down of all non-essential workplaces.

118 New Employees Hired

12 New Positions and Promotions Created

- HIV Practice Transformation Coach and Training Coordinator
- Traveling Medical Assistant - Certified
- Prapare Project Coordinator
- Program Evaluation Manager
- Quality Improvement Specialist
- Quality Improvement Support
- Recruiting Manager
- Staff Pharmacist
- Temperature Screener
- MA Supervisor-Traveling MA
- Lead Community Health Worker
- Clinical Pharmacist Lead

We are

#HEALTHLINCSTRONG



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



2020 Annual Report

1-888-580-1060
healthlincchc.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.