

2022

Annual Report

**



Attitude for Gratitude



PATIENTS, COLLEAGUES & FRIENDS,

This was another important year at HealthLinc, and once again, we surpassed expectations. It has been over three years of non-stop work to meet the challenges of the COVID-19 pandemic and, at the same time, deliver the much-needed health care to those we are committed to serving.

To prepare for the future, we conducted a company-wide organizational assessment with LINK Strategic Partners, and the results confirmed that our mission and the work we do are the reasons most staff join HealthLinc - a fact we never want to lose sight of. We also conducted a companion assessment on diversity, equity and inclusion. These assessments are the roadmap for the growth and direction of the organization. They make sure every voice is heard and that our efforts are directed toward achieving health equity for all.

For 2022, the leadership team felt it was important to focus on the staff and self-care, so we were at our best to achieve our goals. We adopted the theme of Attitude for Gratitude, highlighted the physical and mental health benefits of gratitude and encouraged everyone to express what they were grateful for throughout the year.

We weaved the theme into our communications, activities and goals. We started with the creation of our patient tracker; a graphic representation of the patients we serve monthly as the word GRATITUDE filled in. We hosted a gratitude lunch for staff at every location and in April, we distributed signs asking staff to write down what they were grateful for and take a picture. It was amazing to see the messages of what is important and connects us. Clinics posted these on a gratitude board to be an ongoing reminder.

A highlight of 2022 was the return to an in-person annual conference. It allowed many of our staff to meet their co-workers for the first time and reconnect with others they hadn't seen in three years. The 9th Annual HealthLinc Conference Attitude for Gratitude was a fantastic day. The lobby games brought everyone together, and breakout sessions on mindfulness and chair yoga allowed staff to relax and reset. There were great speakers, good food, lots of fun and amazing stories announcing another class of HealthLinc Heroes and the Mary Beth Witcher Patient Advocate.

In November, we broke ground on a new 39,000-square-foot, state-of-the-art healthcare facility located adjacent to the Ivy Tech campus in Michigan City, IN. We were joined by many state and community leaders, including U.S. Congressman Frank Mrvan (IN01) and Indiana State Senator Ed Charbonneau, who advocate for critical legislation in support of the work we do.

In addition to the expanded health and community services being offered at the new clinic, HealthLinc will also partner with Ivy Tech in Michigan City to create a learning lab for students to address the need for a well-educated and prepared healthcare workforce.

As I reflect on 2022 and look toward the future, we have much to be grateful for. I am most grateful for the staff I am honored to lead, their commitment to our patients and communities and their selfless pursuit to fulfill our mission to create healthy communities.

Beth A. Wrobel

Beth A. Wrobel
Chief Executive Officer



Leadership

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
- Steve Butera**
Chief Behavioral Health and Addictions Officer
- Nicole Cimbalevich**
Director of Risk and Corporate Compliance
- Melissa Mitchell**
Chief Innovation and Strategy Officer
- Garrett Olin**
Chief Quality and Informatics Officer
- Carl Toren, M.D.**
Chief Medical Officer
- Isaac Zeckel, D.D.S.**
Chief Dental Officer

BOARD OF DIRECTORS

- Kristi Figg**
Chairperson
- Chris Atherton**
Vice Chairperson
- Robert Franko**
Secretary
- Stephen Massa**
Treasurer
- Chanthini Fowler**
- Victor Garcia**
- Chrissy Graeber**
- David Pearman**
- Shery Roussarie**
- Pat Terrell**
- Susan Thorner**
- Nora Wiergacz**



42,127



Patients Served in 2022

MEDICAL

Primary and preventative care, pediatrics, women's health, chiropractic, podiatry, immunizations, MAT and more

DENTAL

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

OPTOMETRY

Comprehensive exams, diabetes evaluations, cataract and glaucoma screenings, eyeglass prescriptions and more

BEHAVIORAL HEALTH

Anxiety and depression management, healthy lifestyle choices, stress reduction, goal setting, addiction services and more



Pharmacy Services, Community Outreach, Health Insurance Enrollment Assistance, Medical-Legal Partnership and Mobile Intergrated Response Teams

Achievements

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

Building Bridges to Better Health Phase 1 Winner Recognized by the Health Resources and Services Administration (HRSA) as a Phase 1 winner of the Building Bridges to Better Health: A Primary Health Care Challenge for adding a Patient Activation Measure (PAM), which gives patients a score that ranks their need for immediate intervention from highest to lowest.

Target Blood Pressure Gold Plus Award Recognized for demonstrating a commitment to measurement accuracy and achieving at least 70% blood pressure control in the adult patient population at the following clinics: Centennial, East Chicago, IUSB Medical, Knox, La Porte, Michigan City, Mishawaka, Porter-Starke, Southeast and Valparaiso.



Michigan City Groundbreaking

On November 28, we broke ground on our new clinic in Michigan City.

- 33 Medical Exam Rooms
- 2 Procedure Rooms
- 12 Dental Rooms
- Community Center
- On Bus Route



THE 9TH ANNUAL HEALTHLINC CONFERENCE



The 9th Annual HealthLinc Conference Attitude for Gratitude was the first time the entire organization could be together in person since 2019. The day was full of fun, motivation and, of course, gratitude. Keynote speaker Dr. Derek Greenfield, back by popular demand, spoke on the importance of caring for ourselves and our colleagues as we navigate the ever-changing medical field. Breakout sessions, including chair yoga hosted by HealthLinc's very own Dr. Leah Osorio, covered topics such as self-care, time-management and cultural competency.



- Listed in Alphabetical Order
- Michelle Boyes**
Healthcare Data Analyst, Corporate
 - Thomas Keller**
Behavioral Health Consultant, Mishawaka
 - Carrie Kuck**
Marketing and PR Manager, Corporate
 - Edie McGoldrick**
Medical Assistant, Valparaiso
 - Liz Pina**
Outreach and Enrollment Representative Lead, Corporate
 - Stacy O'Donnell**
Site Operations Director, Centennial
 - Mariah Rodriguez**
Assistant Site Operations Director, East Chicago

HealthLinc Heroes Class of 2022

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

2022 Mary Beth Witcher Patient Advocate

A Mary Beth Witcher Patient Advocate recipient is a staff member who consistently places the needs and interests of our patients first by engaging in patient-centered care, working to improve the quality of care of our patients and much more.



Brooke Butler
Family Nurse Practitioner, Knox



Beth was surprised with the State Health Commissioner Award for Excellence in Public Health, presented by Indiana State Health Commissioner, Dr. Kristina Box.



OUTREACH

The outreach team hosted and participated in **248** community events, impacting **more than 20,000** people in the communities we serve.

Events:

- Baby Showers
- Community Resource Fairs
- Medicare Presentations
- Men's & Women's Health Events
- Holidays with HealthLinc
 - In-person photos with Santa returned with 466 total attendees.
- Mobile Food Pantries
- Nutrition Classes
- Pizza & Paint Parties
- Senior Resource Fairs
- And More!

2022 Enrollment Numbers

We are committed to enrolling patients in the best health plan for them.

20,248 total insurance assists

2,351 insurance applications & enrollments



National Health Center Week (NHCW)



To celebrate NHCW and help prepare students for the school year, we hosted eight events. In total, we distributed **2,035** backpacks and **661** hygiene bags. Additionally, **262** well-child checkups were conducted, and **71** future appointments were scheduled.

3,053 Attendees



Helping Address Food Insecurity

Outreach hosted 14 mobile food bank events throughout our communities and served more than **3,164** households. Additionally, they put together Thanksgiving baskets, which included a turkey and groceries, helping over **400** households in our communities.

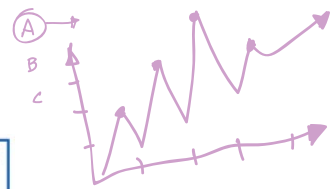
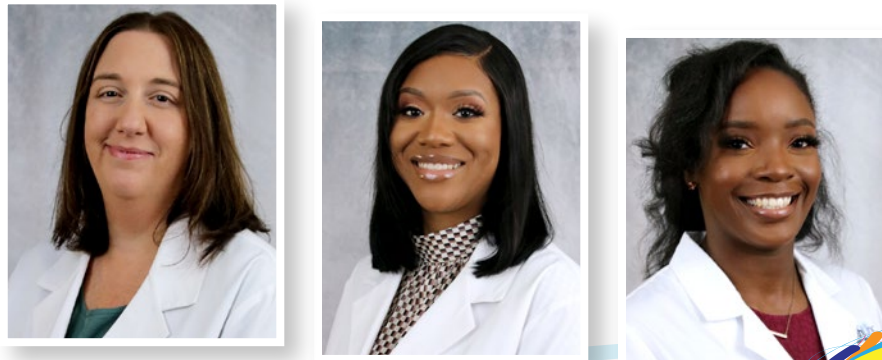


The future of Training & Education

Family Nurse Practitioner Residency Program In partnership with CHC, Inc.

The HealthLinc Family Nurse Practitioner 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.

Sarah Feeler, Nicole Ford and Tiara Williams
Family Nurse Practitioner Residents - Pictured from left to right

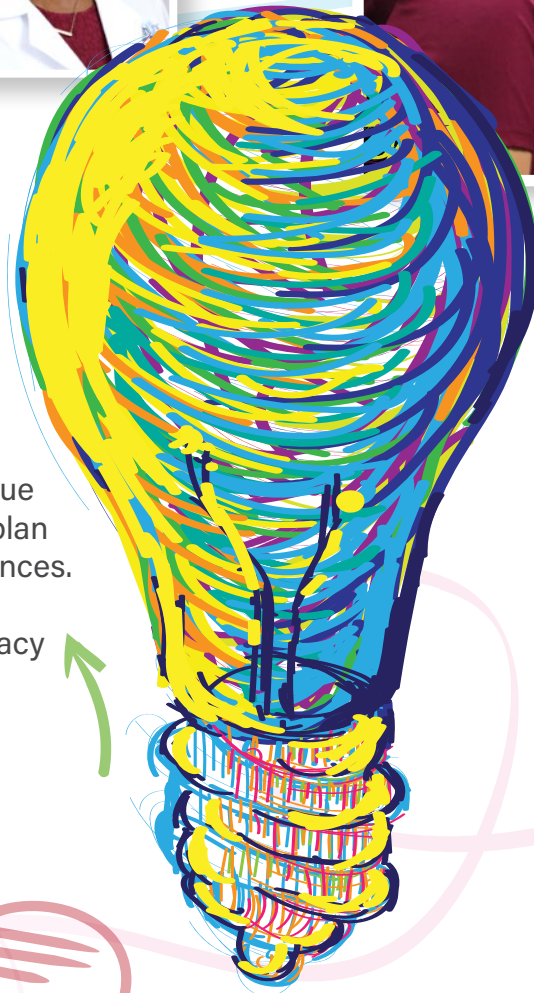
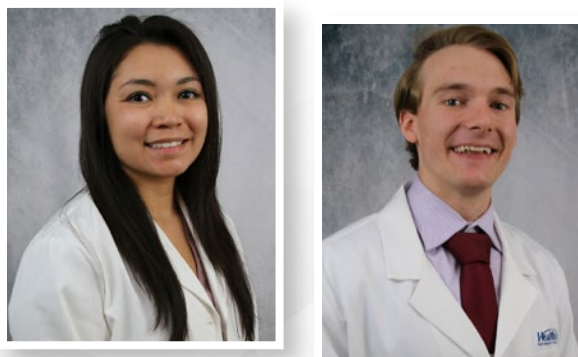


Pharmacy Residency Program In partnership with Purdue University College of Pharmacy

The HealthLinc Pharmacy Residency Program is a PGY1 Community Pharmacy Residency with a focus on ambulatory care for underserved populations, including Spanish-speaking populations. Residents have the opportunity to provide chronic disease state management by working under multiple collaborative practice agreements.

The residency also partners with Purdue University for the research, business plan and drug information learning experiences. Residents will complete a teaching certificate through the Indiana Pharmacy Teaching Certificate Program (IPTeC).

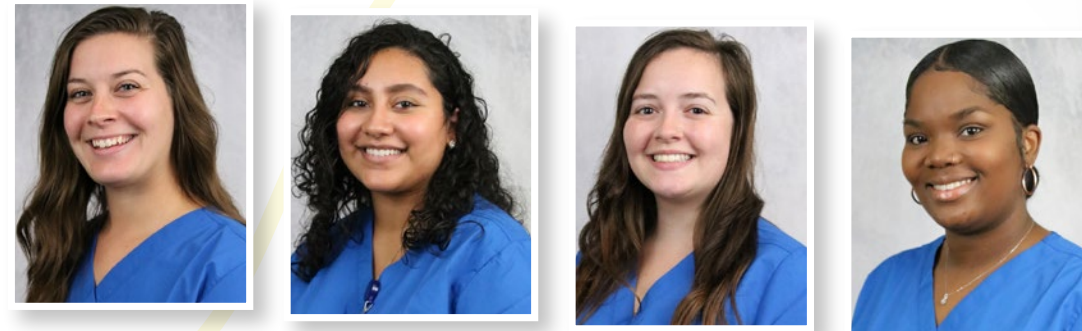
Chelsea Herrarte and Alexander Wilcox
Pharmacy Residents - Pictured from left to right



Medical Assistant Training Program

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

HealthLinc is helping to expand access to health care by training its future leaders in the healthcare community. Students who join HealthLinc's Medical Assistant Training Program gain hands-on learning and experience in our primary care clinics. Graduates gain the competencies, skills, productivity and knowledge to assist as an entry-level medical assistant.



Moranda Fugate, Analya Gonzalez, Megan Rarity and Raven Taylor
NIMAA Students - Pictured from left to right



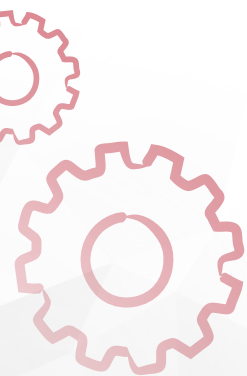
Dental Assistant Training Program

On January 17, 2022, HealthLinc's Dental Assistant Training Program welcomed its first class of students. The program, designed to help increase the number of trained dental assistants in HealthLinc and our communities, provides students with hands-on experience in one of our many dental clinics across northern Indiana. Alongside in-clinic training, students participate in classroom-based lectures and labs on a range of topics, including an introduction to dental

assisting and dental terminology, patient care management and preparation for the DANB radiology test. When completed, graduates are ready to enter the dental field as entry-level dental assistants.



Elizabeth Davis, Jeirylis Delbrey, Alexandra Dziubla, Heather Loser, Raquel Paulino, Amanda Rust, Tatiana Vega, Arianna Viggiani, Hilary Zemlik
Dental Assistant Students - Pictured from top left to bottom right

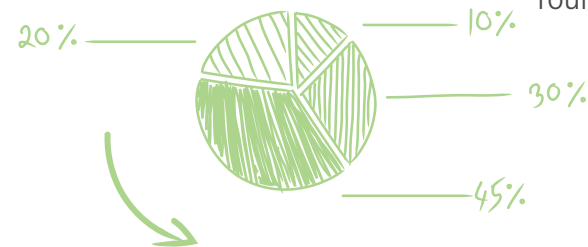


GRANTS

- \$ **20,000** American Cancer Society (Colorectal cancer screening and education)
- \$ **25,000** American Heart Association - Anthem Foundation (Food as Medicine program)
- \$ **2,000** American Pharmacy Association (Pharmacy resident research)
- \$ **65,500** American Rescue Plan (Supplemental funding for TytoCare telehealth software)
- \$ **2,500** Association of Clinicians (Justice, equity, diversity and inclusion training program)
- \$ **10,000** Delta Dental Foundation (Dental assistant training program)
- \$ **10,000** Foundations of East Chicago (Colonoscopies)
- \$ **417,712** Health Resources and Services Administration (COVID-19 vaccine funding)
- \$ **11,111** Health Resources and Services Administration (Phreesia patient activation measure partnership)
- \$ **22,200** Indiana Housing & Community Development Authority (Neighborhood Assistance Program tax credits for dental care)
- \$ **10,000** John W. Anderson Foundation (#LimitlessLacrosse for Kids program)
- \$ **1,000** Kankakee Valley REMC (Knox National Health Center Week support)
- \$ **140,000** Local Initiatives Support Corporation (LISC) in partnership with Uber (Patient transportation)
- \$ **40,000** Managed Health Services (Medical-Legal partnership support)
- \$ **11,000** Newton County (Rural health research)
- \$ **50,000** Next Level Jobs (Dental assistant and medical assistant training programs)
- \$ **14,555** Northwest Indiana Community Action (Vaccine events in East Chicago and Knox)
- \$ **25,000** St. Joseph County Community Foundation (Food as Medicine program for seniors)
- \$ **20,000** State Office of Rural Health Funding (Knox clinic community health worker)
- \$ **6,723** Starke County Community Foundation (Vision spot eye machine)
- \$ **50,000** United Healthcare Foundation (Medical-Legal program for seniors)
- \$ **4,457** Unity Foundation of La Porte County (Pregnancy monitor)
- \$ **70,000** University of Chicago ACCSIS (Blood test research for colorectal cancer)
- \$ **1,000** Valparaiso Noon Kiwanis Club (#LimitlessLacrosse for Kids program)

Multi-Year Grants

- \$ **3,035,471** American Rescue Plan (COVID-19 relief)
- \$ **940,528** American Rescue Plan (Capital grant for Valparaiso warehouse)
- \$ **69,324** Centers for Disease Control and Prevention/Indiana Department of Health (Diabetes education and awareness)
- \$ **1,574,992** Elevance Health Foundation (Food as Medicine program)
- \$ **4,824,591** Health Resources and Services Administration (330 funding)
- \$ **301,200** Indiana Department of Health (Heart Healthy Hoosiers program)
- \$ **844,169** Indiana Department of Health (Health issues and challenges funding)
- \$ **1,348,706** Indiana Department of Health (Operating support)
- \$ **685,551** Indiana Family and Social Services Administration (DMHA partnership)
- \$ **18,087** Managed Health Services and Anthem (Reach Out and Read program)
- \$ **1,000** Starke United (Mobile marketplace food drive)
- \$ **1,945,831** Substance Abuse and Mental Health Services Administration (Mobile Integrated Response Team support)
- \$ **600,000** Substance Abuse and Mental Health Services Administration (Integrating primary and behavioral health)
- \$ **12,000** United Way of Northwest Indiana (Patient navigator for FOBT kits)
- \$ **84,000** University of Chicago ACCSIS (Colorectal cancer funding)



DONATIONS

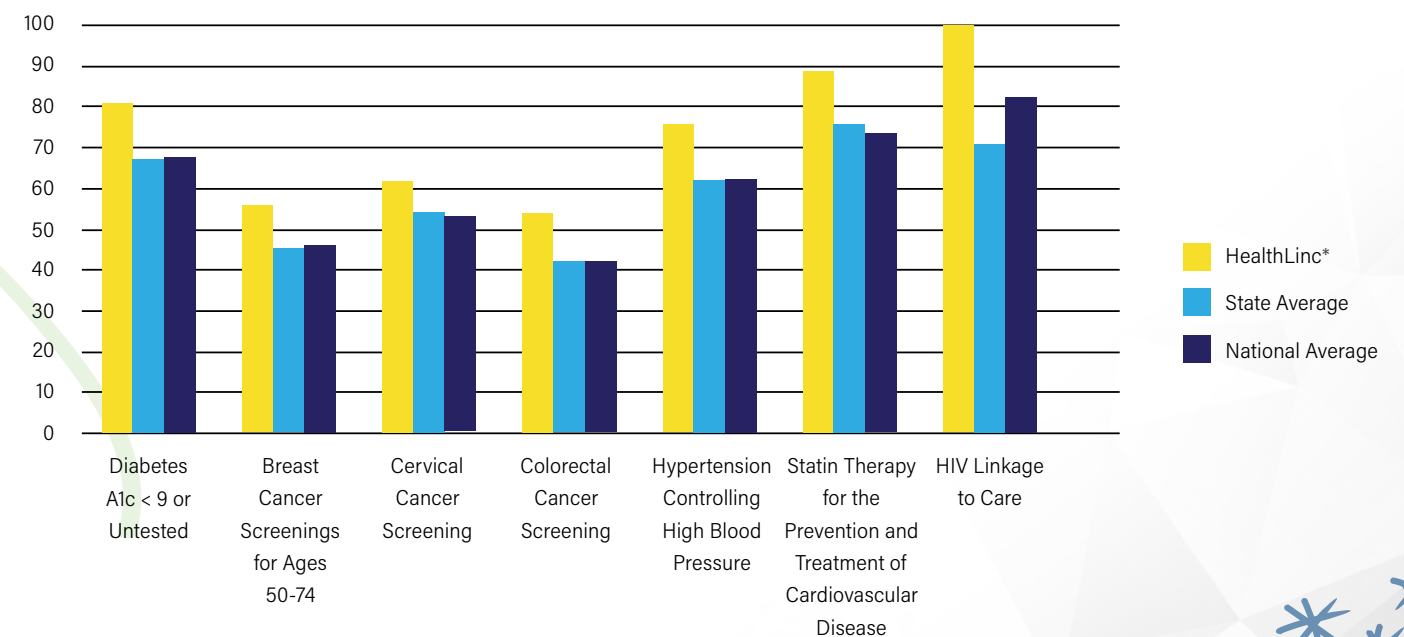
- \$ **500** Benco Dental (Employee conference support)
- \$ **18,000** Bombas (Sock donation)
- \$ **500** Centier Bank (Employee conference support)
- \$ **500** Intecare (Employee conference support)
- \$ **105,896** John Peyton Fund (Support for HealthLinc Valparaiso)
- \$ **1,000** Michael Wojcik-Horton Group (Employee conference support)
- \$ **500** Paycom (Employee conference support)
- \$ **500** Phreesia (Employee conference support)
- \$ **5,000** Porter County Community Foundation (Rosemary Hollingshead Aldrich/Rankin Roberts IV Fund for exam table and baby scale)
- \$ **66,181** Universal Service Administrative Company (RHC) Program (Phone and internet credits for HealthLinc Knox)
- \$ **1,500** The Horton Group (Employee conference support)
- \$ **5,000** United Healthcare Services (Employee conference support)
- \$ **1,000** Walmart (Employee conference support)



In-Kind Donations

- Delta Dental Foundation (Education and dental materials)
- Direct Relief (IUD prescriptions)
- Henry Schein (PPE)
- Prescription for Play (LEGO Duplo kits)
- Young, Black, and Lit (Books for Black/African American children in Michigan City)

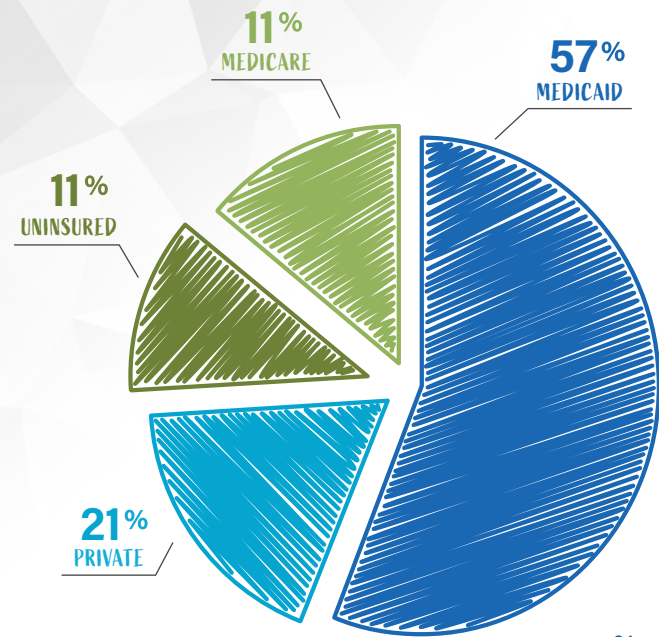
QUALITY



*HealthLinc percentages are based on 2022 encounters. National and state percentages are based on 2021 data.

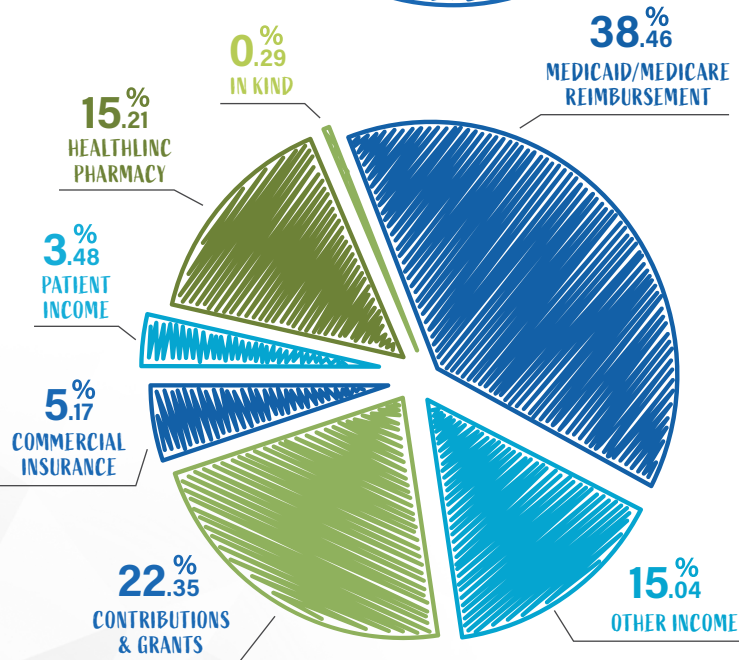


2022 FINANCIAL REPORT



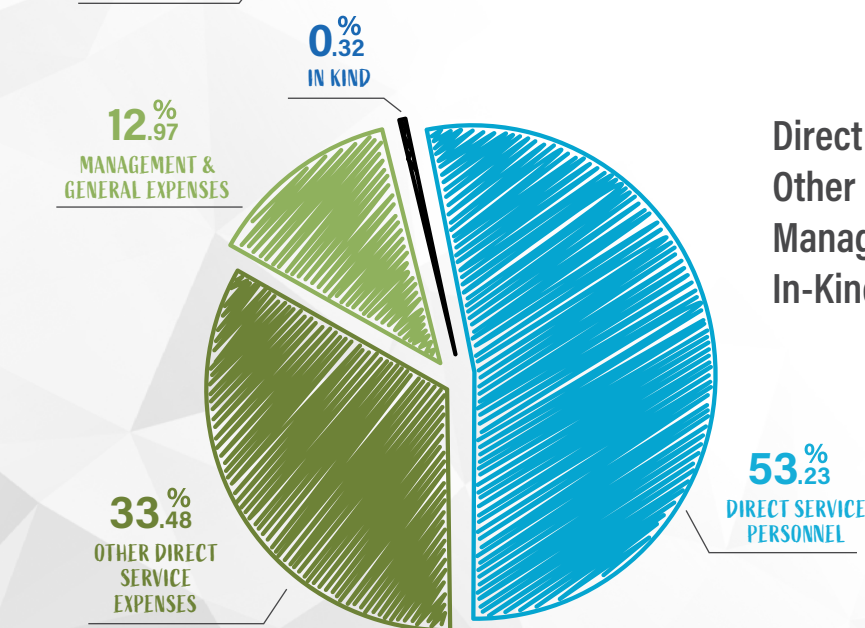
PATIENTS BY INSURANCE

Medicaid	23,871
Private	8,809
Uninsured	4,610
Medicare	4,837
Total	42,127



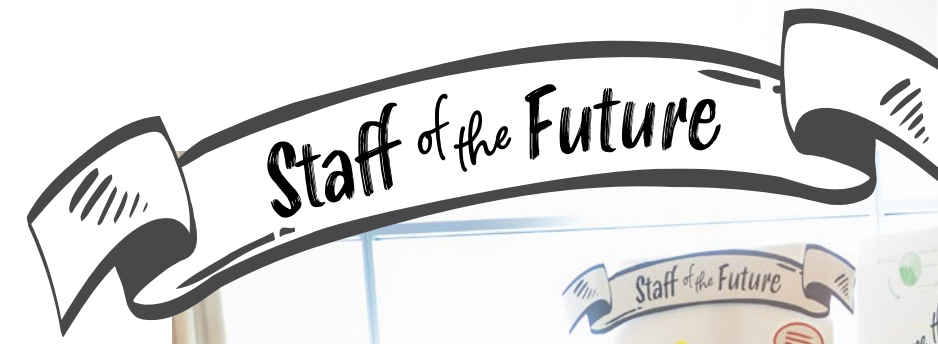
REVENUE

Medicaid/Medicare Reimbursement	\$25,749,821
Other Income	\$10,069,809
Contributions & Grants	\$14,959,753
Commercial Insurance	\$3,462,110
Patient Income	\$2,330,638
HealthLinc Pharmacy	\$10,182,012
In-Kind	\$193,565
Total	\$66,947,708



EXPENSES

Direct Service Personnel	\$31,758,683
Other Direct Service Expenses	\$19,973,175
Management & General Expenses	\$7,735,860
In-Kind	\$193,565
Total	\$59,661,283



The 2022 HealthLinc Annual Conference featured an employee engagement board where staff provided input on how they see HealthLinc in the future.

Pictured Beth Wrobel with Cindy Thomas from NACHC

Total New Positions: **11**

New Positions:

- Director of Grants Management
- Facilities Supervisor
- Facilities Technician
- Heart Healthy Hoosier Program Coordinator
- Lead Outreach and Enrollment Representative
- MIRT Case Manager
- Outreach Medicare Specialist
- Patient Van Driver
- Process Improvement Director
- Senior Software Analyst
- Specialty Services Director





2022 Annual Report



HEALTHLINIC CENTENNIAL

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

HEALTHLINIC EAST CHICAGO HARBOR

2323 Broadway St.
East Chicago, IN 46312

HEALTHLINIC IUSB MEDICAL

1960 Northside Blvd.
South Bend, IN 46615

HEALTHLINIC LA PORTE

400 Teegarden St.
La Porte, IN 46350

HEALTHLINIC MISHAWAKA

420 W. 4th St.
Mishawaka, IN 46544

HEALTHLINIC SOUTHEAST

1708 High St.
South Bend, IN 46613

THE HEALTHY VIKES TELEHEALTH CLINIC

IN VALE SCHOOL
653 Hayes Leonard Rd.
Valparaiso, IN 46385

HEALTHLINIC EAST CHICAGO

1313 W. Chicago Ave.
East Chicago, IN 46312

HEALTHLINIC IUSB DENTAL

1002 S. Esther St.
South Bend, IN 46615

HEALTHLINIC KNOX

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

HEALTHLINIC MICHIGAN CITY

710 Franklin St., Ste. 200
Michigan City, IN 46360

HEALTHLINIC PORTER-STARKE

701 Wall St.
Valparaiso, IN 46383

HEALTHLINIC 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

HEALTHLINIC CORPORATE

2401 Valley Dr.
Valparaiso, IN 46383

