



HealthLinc
YOUR COMMUNITY HEALTH CENTER®



One Team
ONE DREAM



2024

ANNUAL REPORT



PATIENTS, COLLEAGUES AND FRIENDS.

Reflecting on my first year as CEO, I see a team that played with heart, grit and determination—living out the spirit of *One Team, One Dream*. This year wasn't just any game; it was a championship-level test of our resilience.

We faced tough opponents: unexpected weather conditions, cyber connectivity issues, Medicaid Unwinding and the shifting dynamics of health care. However, we adjusted our strategy, stayed in the game and pushed forward toward our shared vision of healthier communities.

Despite the challenges, we scored big with remarkable milestones that demonstrated our collective drive for excellence.

Expanding Access to Care: We proudly opened new clinics in Michigan City and East Chicago. Both locations include pharmacies and accept all insurance types. These advancements bring us closer to ensuring accessible care for all.

Enhancing Pediatric Care: At the end of 2024, we assumed operations of Northwest Medical Group-Pediatric Care in La Porte and Michigan City, preventing a critical gap in pediatric services. This transition ensures continuity of care for our youngest and most vulnerable patients, particularly those relying on Medicaid.

In addition to expanding our footprint, we focused on strengthening our internal capabilities and fostering a culture of growth and innovation.

Aligning Strategically: We rolled out our 2025–2027 Strategic Plan and 2025 Strategic Plan Goals to align individual and team objectives with our mission and vision.

Launching Organizational Learning: We introduced HealthLinc University and completed three Leadership .5 courses.

Advancing Technology and Processes: Partnering with Greenway, we implemented new tools such as Clinical Assist and Care Hub, enhancing workflows and optimizing care delivery for our patients and providers.

Just as important is our commitment to listening and learning from our community and staff. I hosted town halls and listening tours at clinics, which allowed me to hear directly from staff, patients and community members about their experiences and needs.

Meanwhile, the HealthLinc Ambassadors—a powerhouse continuation of the HealthLinc Task Force formed in 2022—have been leading the charge, tackling burnout head-on and driving stronger communication and engagement across the organization.

These achievements are the result of teamwork, innovation and relentless drive from every player on our roster. I'm deeply grateful for the dedication of our staff, the unwavering support of our patients and the encouragement from our community stakeholders. Together, as "One Team, One Dream," we've proven that when we work as a unit, we can turn challenges into victories and create a healthier future for everyone.

As we prepare for the next season, I'm fired up by what lies ahead and confident in our ability to take our game to the next level. Thank you for being an essential part of our mission, for trusting us and for staying in the game with us as we push toward our goals.

With gratitude,

Melissa Mitchell

Melissa Mitchell
Chief Executive Officer

SENIOR LEADERSHIP

MELISSA MITCHELL

Chief Executive Officer

BRANDI ANSTINE

Chief Branding Officer

PAULA ARMOUR

Chief of Staff

CHRIS T. BEEBE

Chief Human Resources Officer

JOAN BONDI

Chief Financial Officer

NICOLE CIMBALJEVICH

Chief Risk and Compliance Officer

NATHAN DOLAN

Chief Operating Officer

DEVON JONES

Chief Behavioral Health and Addictions Officer

LAWRENCE RAMUNNO, M.D.

Chief Medical Officer

ISAAC ZECKEL, D.D.S.

Chief Dental Officer

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PAT TERRELL

SUSAN THORNER

EHIMAN UWIDIA

*Our Mission
We create healthy communities*

IN 2024, WE HAD...

48,302 UNIQUE PATIENTS

179,898 PATIENT VISITS

550 STAFF MEMBERS

30 NEW POSITIONS CREATED

20 SERVICES



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.

AND

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

Greenway Update

In 2024, HealthLinc partnered with Greenway to introduce upgrades to our electronic health records (EHRs) designed to improve provider workflow and enable more quality time with patients. Updates were released starting in early fall and included:

- **Clinical Assist** provided AI software to assist with constructing medical notes. This helps to decrease time spent charting and documenting visits, increase patient engagement, ensure accurate capture of patient concerns, physical findings and treatment plans and increase provider work-life balance and patient satisfaction.
- **Care Hub** refreshed and simplified the interface of the EHR and allowed for better alignment of organizational priorities with documenting ease.
- **Clinical Pathways** helped with clinical support for nuanced quality measures and challenging clinical care, including difficult-to-find diagnosis codes for ease of documenting and immediate access to helpful guides for smoking cessation, diet, contraception and more.



Our annual employee conference brought together the entire staff to celebrate our successes and remind us that we are **One Team with One Dream:**

To create healthy communities!

HealthLinc Heroes Class of 2024

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

Kayti Bonczynski
Family Nurse Practitioner, Centennial

Nicole Stavitz
Care Team Nurse, East Chicago

Donnie Drake, Sachen Emery, Philip O'Reilly, Samuel Pauk, Kevin Schwenk, David Shoemaker and Benjamin Wilson
I.T., Corporate



Mary Beth Witcher Patient Advocates

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

Camille Diggins
OB Coordinator, Mishawaka

Adriana Sosa
Assistant Site Operations Director, Mishawaka

AN ENGAGED TEAM

364 staff members used their **Wellness Time Off (WTO)**, totaling **2,912 hours** dedicated to caring for their health.

150 employees spent **1,200 Volunteer Time Off (VTO)** hours volunteering in our communities at non-profits, community organizations, local schools and more.

Bringing Home the Gold

HealthLinc received a Gold level designation from the Advocacy Center of Excellence (ACE) for the fourth consecutive time due to our ongoing engagement and commitment to making advocacy for community health centers an organizational priority. Each designation is valid for two years.



HealthLinc University

As part of our ongoing commitment to staff development and success, we launched HealthLinc University to provide development opportunities for those holding leadership positions. The course discusses leadership topics, including effective meeting management, communication, problem-solving/decision-making, customer service, leadership, ethics and more. **In total, 65 staff members completed the 0.5 leadership course.**



NEW CLINICS!



HealthLinc Michigan City
200 Alfred St.
March 4, 2024



HealthLinc East Chicago Harbor West
2106 Broadway St.
June 25, 2024



HealthLinc La Porte Pediatrics
1509 State St., Ste. B
December 2, 2024

TRAINING AND...

Behavioral Health Residency Program

In June, HealthLinc launched the behavioral health residency program, designed to provide master-level behavioral health graduates with enhanced training and clinical supervision. Residents provide brief behavioral health interventions and participate in clinical rotations and shadowing experiences while working alongside trained professionals in a multitude of healthcare settings.

Residents: Gabriela Del Real, Sara Sharpe, Jessica Sternberg, Jenna Bubalo-Szaday and Jaslyn Taylor

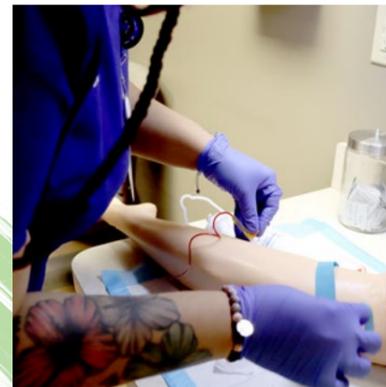
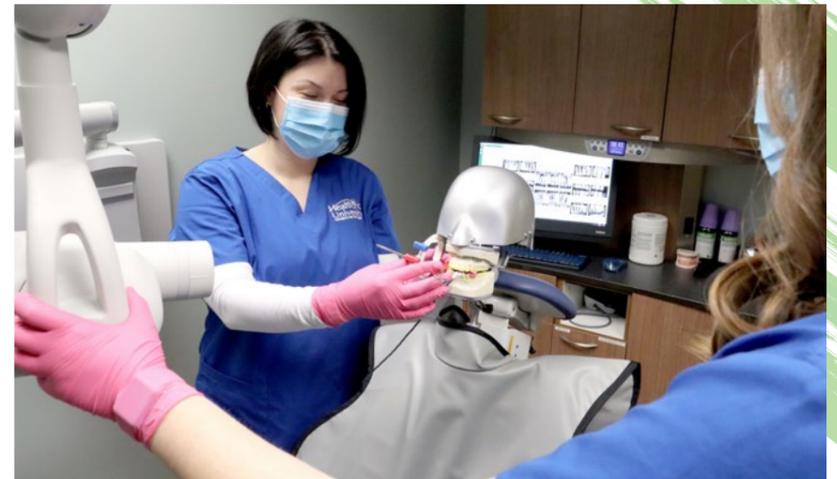
Family Medicine Residency Program

- In partnership with Northwest Health

This three-year program provides comprehensive training to help develop and solidify skills in an integrated medical setting. Residents work with physicians across HealthLinc, Northwest Health and Lutheran Children's Hospital.

Year One Residents: Dr. Pooja Bai, Dr. Bobby Glinton, Dr. Aazib Irshad, Dr. Aladdin Kawaiah, Dr. Maria Mustafa and Dr. Arshia Sidhu

Year Two Residents: Dr. Sarah Elassal, Dr. Chukwuka Ikediashi, Dr. Andrea Origenes, Dr. Jessica Swearingen, Dr. Laura Vives and Dr. Yangyang Wang



Family Nurse Practitioner Residency Program

- In partnership with CHC, Inc.

The family nurse practitioner residency program gives new nurse practitioners intensive training on the clinical complexities of family practice and the high-performance Patient-Centered Medical Home (PCMH) model. In 2024, the program received a five-year re-accreditation from the Consortium for Advanced Practice Providers.

Residents: Kevin Bryant, Ceara Burton, Caitlin Giddens and Jessica Monjaras



Pharmacy Residency Program

- In partnership with Purdue University College of Pharmacy

HealthLinc's PGY1 Community-Based Pharmacy Residency focuses on ambulatory care. Residents partner with Purdue University for research and learning experiences and complete a teaching certificate through the Indiana Pharmacy Teaching Certificate Program (IPTeC). In 2024, the program received an eight-year re-accreditation from the American Society of Health System Pharmacists - the highest possible accreditation tenure.

Residents: Alyssa Barnes and Makhaila Esquibel

Dental Assistant Training Program

This program provides students with hands-on experience and the opportunity to participate in classroom-based lectures and labs on a range of dental topics. Students are ready to take the DANB radiology exam by the end of the training program. Upon completion, graduates are educated for their role in the dental clinics as a dental assistant.

Students: Kylee Brunker and Caitlin Lindwall

Medical Assistant Training Program

- In partnership with the National Healthcareer Association (NHA)

This comprehensive training program is designed with learning objectives aligned to the NHA developmental standards. Students benefit from hands-on experience in our clinical training center and immersive on-site learning at one of our primary care clinics. Upon completion, graduates are equipped with the essential skills, knowledge and competencies required to excel as an entry-level medical assistant.

Students: Neka Brady, Jada Catching, Michelle Holt, Adrianna Martinez, Salina Valdez and Jessica Zaideman

...CONDITIONING



Outreach

Outreach hit it out of the park in 2024, shattering their record by welcoming over **30,600** attendees at **424** community events.

- Baby Showers
- Cooking Demonstrations
- Diabetes Resource Fairs
- Give Kids A Smile
- Holidays with HealthLinc
- Insurance Education Sessions
- Pizza & Paint Parties
- And More!

↶ No-cost dental visits at our 5 dental clinics

National Health Center Week (NHCW)

HealthLinc helped students prepare for the upcoming school year by hosting...

10 RECORD-BREAKING back-to-school events,

welcoming more than **5,500 ATTENDEES**

and handing out **3,874 BACKPACKS** to students in need.

Additionally, **293 WELL-CHILD CHECKUPS**

AND SPORTS PHYSICALS were completed.



Enrollment

We're in the game to help community members score big with their health insurance! This season, our team coached **2,873** players through insurance applications and enrollments and assisted more than **three times** as many.



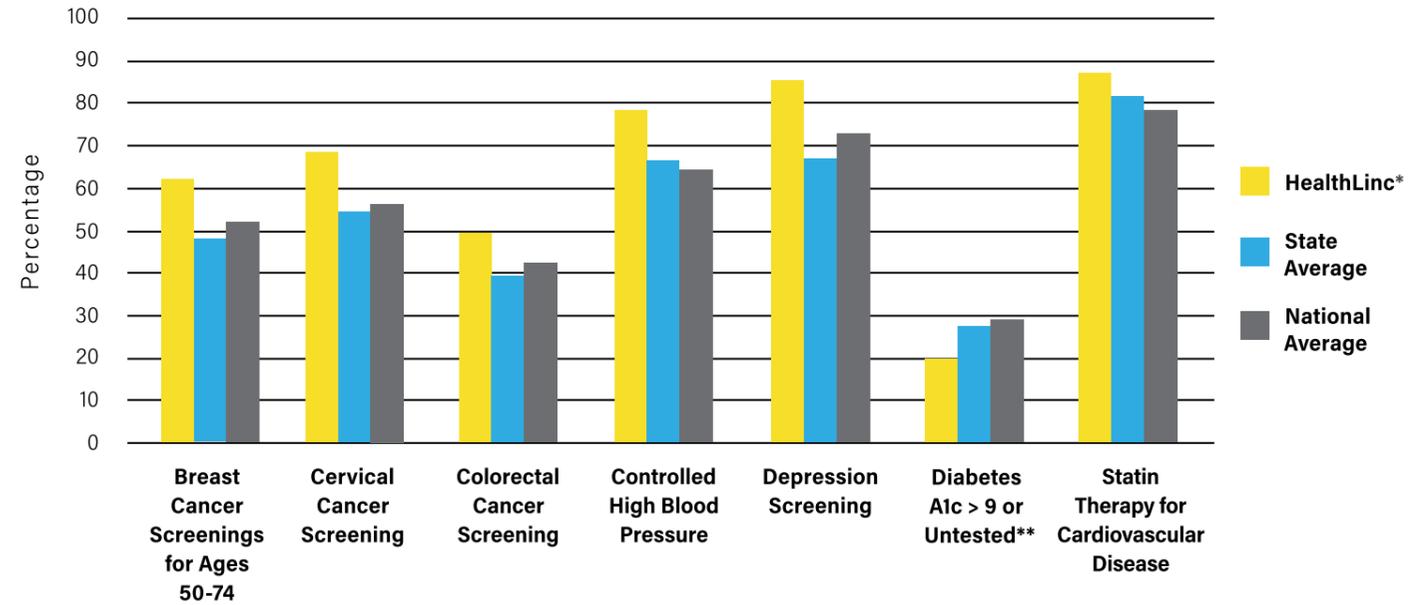
AWARDS AND ACHIEVEMENTS

In 2024, HealthLinc was awarded accreditation from the Accreditation Association of Ambulatory Health Care (AAAHC). This accreditation recognizes our commitment to the highest standards of patient care, safety and operational excellence. As part of the accreditation process, we underwent extensive review of our primary care services, including preventative medicine, dentistry, telehealth and behavioral health. By achieving this accreditation, HealthLinc affirms our dedication to delivering safe, high-quality and patient-centered care while continuously striving to exceed national quality benchmarks.

Awarded Accreditation by



QUALITY



*HealthLinc percentages are based on 2024 encounters. National and state percentages are based on 2023 numbers.
 **A lower number is better, meaning fewer patients have uncontrolled or untested diabetes.



Prescriptions filled: 164,534 (43,518 more than 2023)
Scripts filled through sliding scale for discounted pricing: 34,621 plus countless additional discounts through the 340B Drug Pricing Program

The pharmacy department helps provide patient care services such as medication distribution, vaccine administration, customer education and compliance for the 340B Drug Pricing Program.

340B Drug Pricing Program - Contract Pharmacies
 In 2024, \$3.7 million was reinvested into patient care because of 340B savings generated from the contract pharmacies. HealthLinc currently contracts with pharmacies throughout northern Indiana, including local Walgreens, CVS and Kroger. Internal audits of the program resulted in a > 99% compliance rate of captured claims.

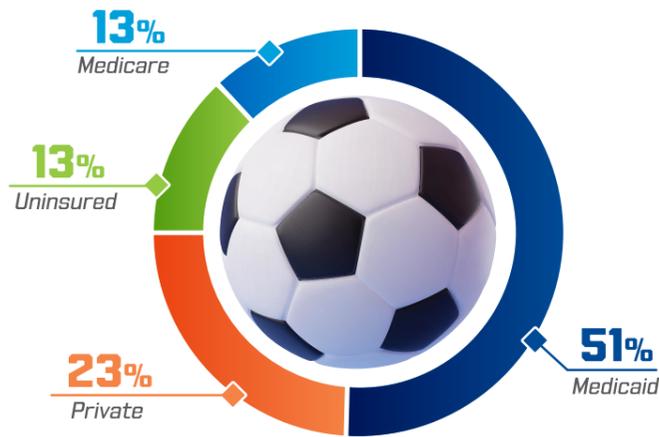
8 PHARMACISTS

15 TECHNICIANS

2 PGY-1 Community-Based PHARMACY RESIDENTS

New Pharmacies
 HealthLinc Pharmacy opened two new locations in our East Chicago Harbor West and Michigan City clinics. Both clinics provide full-service access to affordable medications, over-the-counter products, medication education and counseling and the 340B Drug Pricing Program for HealthLinc patients.

2024 FINANCIAL STATS



PATIENTS BY INSURANCE

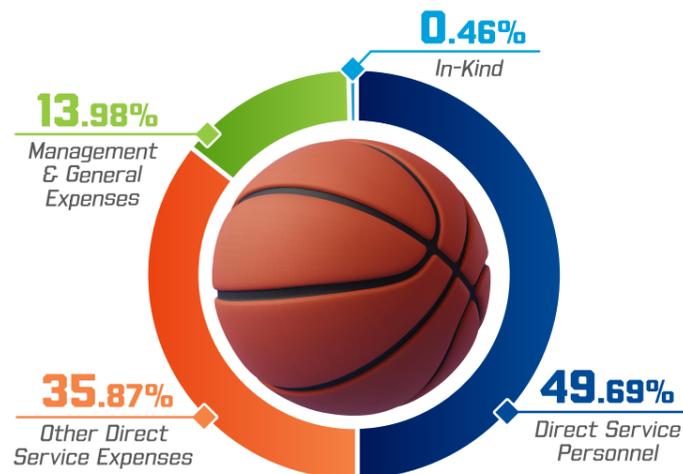
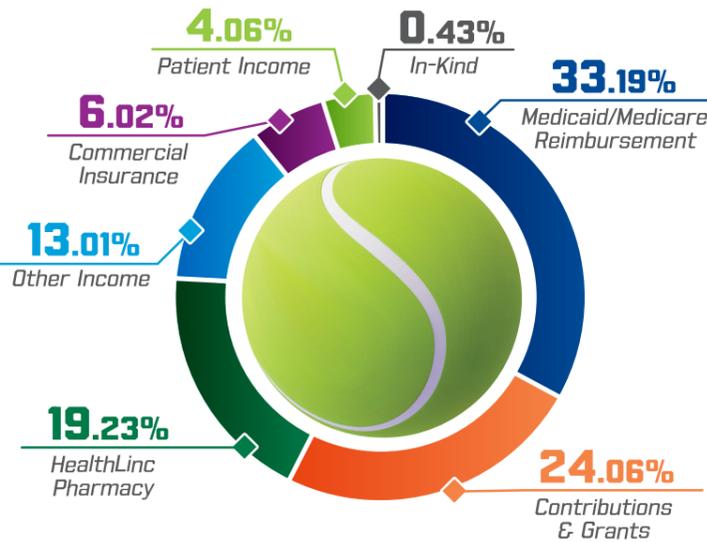
Medicaid	24,106
Private	11,022
Uninsured	6,188
Medicare	5,887
TOTAL	48,302

REVENUE

Medicaid/Medicare Reimbursement	\$27,409,842
Contributions & Grants	\$19,871,605
HealthLinc Pharmacy	\$15,877,032
Other Income	\$10,745,354
Commercial Income	\$4,974,703
Patient Income	\$3,344,713
In-Kind	\$354,061
TOTAL	\$82,577,310

EXPENSES

Direct Service Personnel	\$38,036,049
Other Direct Service Expenses	\$27,455,232
Management & General Expenses	\$10,702,858
In-Kind	\$354,061
TOTAL	\$76,548,200



GRANTS

\$ 10,000	1st Source Foundation (Reach Out and Read program support)
\$ 10,000	American Cancer Society (Colorectal cancer screening and awareness)
\$ 10,000	American Cancer Society - ECHO (Under-resourced population cancer awareness)
\$ 17,000	American Cancer Society - Roche (Cervical cancer screenings in Michigan City)
\$ 2,000	American Heart Association (Target BP)
\$ 2,000	American Pharmacists Association (Pharmacy resident research)
\$ 19,058	Delta Dental Foundation (Diabetic retinopathy machines for dental patients)
\$ 18,400	Foundations of East Chicago (Food as Medicine program support for East Chicago patients)
\$ 500,000	Health Foundation of La Porte (Support for the La Porte Pediatrics clinic)
\$ 4,876,751	Health Resources and Services Administration (330 funding for administrative support)
\$ 1,348,678	Indiana Department of Health (CHC funding for operating support)
\$ 1,901,273	Indiana Department of Health (Mobile Integrated Response Team for substance abuse)
\$ 2,067	Ivy Tech (Intern support)
\$ 50,000	Jasper Newton Foundation (Newton County expansion)
\$ 3,450	Kankakee Valley REMC (Kits for housing insecure patients)
\$ 22,002	Neighborhood Assistance Program (Dental care for patients)
\$ 39,247	St. Joseph County Health Department (HIV/HCV/STI testing and training)
\$ 628,299	Substance Abuse and Mental Health Services Administration (Integration of primary and behavioral health care)
\$ 3,450	United Health Services (Heart Healthy Hoosiers program support for St. Joseph County)
\$ 4,977	Unity Foundation (Cold and flu kits)

MULTI-YEAR GRANTS

Ongoing	Elevance Health (Food as Medicine program)
\$ 410,887	Family and Social Services Administration (Workforce grant for behavioral health residency program)
\$ 67,227	Health Foundation of Greater Indianapolis (Hepatitis C care coordinator)
\$ 14,901	Health Resources and Services Administration (Accelerating cancer screening for colorectal cancer)
\$ 51,572	Health Resources and Services Administration (COVID-19 bridge funding)
\$ 22,260	Health Resources and Services Administration (COVID-19 vaccine awareness)
\$ 201,618	Health Resources and Services Administration (Teaching Health Centers Graduate Medical Education grant for dental residency program planning)
\$ 17,992	Indiana Department of Health (Breast and Cervical Cancer program)
\$ 35,652	Indiana Department of Health (CATAPULT hypertension and hyperlipidemia program)
\$ 417,662	Indiana Department of Health (Challenge grant for Remote Patient Monitoring program)
\$ 19,309	Indiana Department of Health (Heart Healthy Hoosiers)
\$ 9,768	Indiana Department of Health (Refugee funding for St. Joseph County)
\$ 47,144	Indiana Family Health Council, Inc. (One Key Question for family planning)
Ongoing	Jacob's Ladder Pediatric Partnership (Pediatric development screenings)
\$ 229,000	LISC Uber (Uber Health Program and gas cards for patients needing help with transportation)
\$ 935,100	Northwest Indiana READI 1.0 Grant (Valparaiso medical resident expansion)
\$ 22,006	Purdue Northwest Partnership (Child trauma screenings)
\$ 330	Starke United (Knox mobile food market)
\$ 7,920	United Way of Northwest Indiana (Colorectal cancer screening kits)
\$ 75,000	Penn State University (Guardant Health colorectal cancer blood tests)

DONATIONS AND IN-KIND SUPPORT

\$ 2,021	BENCO (Employee engagement)
\$ 20,000	Bombas Gives (Socks for unhoused or under-resourced patients)
\$ 500	Cintas (Employee engagement)
\$ 1,000	Comcast (Employee engagement)
\$ 1,799	Delta Dental Foundation (Oral hygiene and education materials)
\$ 137,656	Direct Relief (Medications)
\$ 24,360	EssilorLuxottica Foundation (Glasses for low-income patients)
\$ 359	Family Express (Bottled water for National Health Center Week)
\$ 500	Horizon Bank (Employee engagement)
\$ 3,500	Horton Group (Employee engagement)
\$ 1,500	Horton Group-Mike Wojcik (Employee engagement)
\$ 35,000	Indiana Workforce Development/Next Level Jobs (MA and DA training support)
Ongoing	John Peyton Fund (HealthLinc Valparaiso patient fund)
\$ 5,000	Larson-Danielson (Employee engagement)
\$ 700	Northwest Health (Residency support)
\$ 162,019	Northwest Health (Support for HealthLinc La Porte)
\$ 80,000	Managed Health Services (Medical-legal partnership)
\$ 2,500	McGriff (Employee engagement)
\$ 500	Phreesia (Employee engagement)
Ongoing	Prescription for Play (LEGO Duplo kits)
\$ 201,903	Private Donations (Creating healthy communities)
\$ 7,559	Reach Out and Read National (Books for pediatric patients)
\$ 309	Soap Donation Center (Soap for unhoused or under-resourced patients)
\$ 5,000	UMR (Employee engagement)
\$ 7,500,000	Yield Giving (Creating healthy communities)

HEALTHLINC CENTENNIAL

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

HEALTHLINC EAST CHICAGO

1313 W. Chicago Ave.
East Chicago, IN 46312

**HEALTHLINC EAST CHICAGO
HARBOR**

2323 Broadway St.
East Chicago, IN 46312

**HEALTHLINC EAST CHICAGO
HARBOR WEST**

2106 Broadway St.
East Chicago, IN 46312

HEALTHLINC IUSB DENTAL

1002 S. Esther St.
South Bend, IN 46615

HEALTHLINC IUSB MEDICAL

1960 Northside Blvd.
South Bend, IN 46615

HEALTHLINC KNOX

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

HEALTHLINC LA PORTE

400 Teegarden St.
La Porte, IN 46350

HEALTHLINC LA PORTE PEDIATRICS

1509 State St., Ste. B
La Porte, IN 46350

HEALTHLINC MICHIGAN CITY

200 Alfred St.
Michigan City, IN 46360

HEALTHLINC MISHAWAKA

420 W. 4th St.
Mishawaka, IN 46544

HEALTHLINC PORTER-STARKE

701 Wall St.
Valparaiso, IN 46383

HEALTHLINC SOUTHEAST

1708 High St.
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