Annual Report
2020
OUR MISSION
The mission of The HealthCare Connection (THCC) is to provide quality, culturally sensitive and accessible primary healthcare services focusing on the medically underserved, underinsured and uninsured residing in northern Hamilton County and surrounding areas.

OUR VISION
Our vision is to be the leader in providing and managing affordable and quality health care services to meet the needs of a diverse patient population in a compassionate, collaborative, culturally competent, creative and cost effective manner.

OUR CORE VALUES

SERVICE
We have a burning commitment to serve the health needs of all our patients, regardless of their ability to pay, and to provide services that meet or exceed their expectations.

RESPECT
We strive to treat patients, employees and colleagues as we would want to be treated.

INTEGRITY
We will consistently be honest and fair in communications and interactions with our patients, employees, colleagues and partnering organizations.

ACCOUNTABILITY
We take responsibility for managing the human and financial resources of THCC for our patients' benefit, and value the opportunity to be of service beyond our organization through community outreach.

INNOVATION
We are willing to learn, try new approaches to do things better, & anticipate the needs and expectations of our patients, employees, colleagues & the community, & recognize that this is only possible through free exchange of diverse ideas and teamwork.

DIVERSITY
We are committed to employing a team of employees whose diversity mirrors the population we serve.

EXCELLENCE
We expect excellence in performance and adherence to professional and organizational standards, and we develop processes and programs to measure and continually improve quality in everything that we do.

Because everyone deserves quality healthcare
Dear Friends,

The impact of COVID-19 on The HealthCare Connection (THCC) overshadows much that came before and during that resulted in profound changes. Through it all, we have prioritized the health and well-being of our patients and staff, made decisions grounded in facts and science, and our entire team has shown up in a positive and responsible way to serve our communities. We made and continue to make a difference. **Throughout this dynamic crisis every decision made was rooted in our mission and values. They are and always will be our compass.**

In the middle of the pandemic, with the help of many, THCC successfully completed the construction of the Mt. Healthy Family Practice health center, a new, larger site that offers comprehensive services to include medical, dental, and behavioral health. THCC was also one of four health centers in the nation to be awarded a grant from the Humana Foundation to address social determinants of health, more specifically food insecurities, which proved to be very timely. We also celebrated the retirement of our founder and CEO for the past 53 years, Mrs. Dolores J. Lindsay. **Mrs. Lindsay’s legacy will forever be a thread woven into the organization guiding us as a beacon of hope in setting the course for our future.**

Unfortunately, like most healthcare organizations, THCC experienced both a decline in patient visits and related revenue, and an increase in expenses due to the pandemic. However, the rapid implementation of telehealth services allowed THCC to continue delivering care. The impact on revenue was offset by a Payroll Protection Program loan and several COVID-specific grants received. We are grateful to Direct Relief, Greater Cincinnati Foundation, and United Healthcare for their support during this challenging time. Telemedicine has become a valuable tool for delivering primary care services during the COVID-19 pandemic. We see it as an effective way to extend our care beyond the walls of our health centers to our most vulnerable patients throughout our service area for the foreseeable future.

Throughout the COVID-19 pandemic, our team members continue to provide vital services and embody the phrase Health Heroes every day. Each one has stepped up – in every instance and against any obstacle. You will read about them in the pages to follow.

We are a family of healers, supporters, and educators. With a full heart, we thank our entire board and staff, as well as those who support our vision, our values, and our mission.

Sincerely,

Jolene K. Joseph, DBH, LCSW, LISW-S, CHCEF
Greetings!

Have you wondered what board leadership looks like or what it does? The picture below is the board leadership of The HealthCare Connection, Inc (THCC). Patients of THCC comprise 51% of the board and represent the diverse population our center serves. Board members are selected for their expertise in areas such as law, community affairs, the trades, finance, education, etc. These 15 individuals have made a commitment to ensure that The HealthCare Connection will fulfill its mission of providing quality, culturally sensitive, and accessible primary health care to all residents in northern Hamilton County and surrounding areas.

Our purpose is to support the goals of the organization and staff by providing management oversight, creating policies for operation, fundraising, and strategic planning. The board and the standing committees each usually meet once a month, but last year our board and committees met twice a month (sometimes more) to accomplish several goals. Here are a few:

- Conducted a national search and hired our current CEO
- Seasoned and newly appointed board members completed training sponsored by our governing agency, Health Resources and Services Administration (HRSA)
- Set and approved the annual budget
- Approved plans and procedures to protect staff and patients during the pandemic
- Reviewed and revised health center policies
- Created a new board orientation program and board manual
- Continued fundraising through the Friends and Family Campaign and the Mt. Healthy Commemorative Brick Campaign

Although the pandemic caused a decline in our patient encounters in 2020, the board is confident that our extended hours and additional services will increase our patient utilization and keep THCC financially stable. With the complex and unprecedented year behind us, we look forward to the upcoming year as we strategize to increase our COVID-19 testing and vaccinations, expand our School-Based Health Center services, and continue our legacy as a premier federally qualified health center.

If you are a patient, resident of the communities we serve, or a member of a sustaining partner organization who believes in our vision and mission, perhaps you may want to consider being a board member or serving as a non-board member on one of our standing committees. If you are interested, please contact our executive assistant at terrih@healthcare-connection.org.

Sincerely,

LaVerne Mitchell
Board Chair
Special Thanks To Our Campaign Supporters:

Felisa Bethel-Jenkins
Barbara Bailey
Melody Blume
Amber Brogden
Linda Childs-Jeter
Heidi & Doug Collins
Jack & Marcia Collopy
Christine Colella
James Cowan
Lisa Degaro
Dwight L. Moody Insurance Agency Inc.
Dwight Favors
Rev. Roger and Ruth Foote
Linda Fox
Hall & Associates, Inc.
Dr. Stewart M. Harris, Jr.
Robert L. Hall
Denise Hayes
Melvyn Heard
Adhrain Griffith
Horan Associates
Laurie Jahnke
Kathie Killeen
Donna Lindsay
Dolores Lindsay
Kenneth Lindsay
John & Kathy Lorenz
Medicount Management
Anny McIntosh Grimme
LaVerne Mitchell
Mary McAlister
Modern Office Methods
Molina Healthcare
Gail Myers
Kevin & Jill O’Connell
Paramount
PMG, Inc.
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Kyle Rife/THCC Management Staff
Kenyatta Riley
Tanna Scholz
Sharefax Credit Union
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Strategic HR
Angela Taul
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Alan & Marjorie Ullman
US Bank
Teresea Washington
Barbara Winter
George & Blanche Williams
Charles Woode
Betsy Zelek

After 52 years of providing quality and affordable health care, The HealthCare Connection is deeply proud of the achievements and grateful for the generosity of our supporters. In 2014, we launched a $5M capital campaign to provide new and expanded services to better serve the community! The goal of the Celebration Campaign was to build a brand new healthcare home in the Mt. Healthy community that would allow us to triple the impact and continue to provide accessible, affordable and quality health care.

On September 11, 2020, the stand-alone Mt. Healthy facility opened its doors to the public. The new 30,000 square foot facility is complete with 18 exam rooms, eight operatories for dental treatment and prevention and onsite laboratory services provided by LabCorp.

*Generous support also comes from Federal, State and Local Funders.*
Susan Wyder believes every child should have appropriate access to healthcare, especially while in school. That is why, when she had a Princeton student contact her about dental pain, she rushed him to The HealthCare Connection. “It was really a no-brainer,” said Susan. “I’m a huge believer in the work of THCC, and Princeton is fortunate enough to have the School-Based Health Center located right within the high school.”

Susan has been a part of the Princeton School District for decades. She sent all four of her children through Princeton schools, as well as taught for more than 30 years. Now, she is on her third term as the Vice President of the School Board and running Princeton Closet which helps school-age children have the proper necessities to be successful in the classroom.

During her time on Princeton’s School Board, Susan was on the committee that brought the Viking School-Based Health Center to Princeton. “When the pandemic first started, Princeton was 70% poverty. The School-Based Health Center and THCC have been great resources for our students and families because they take Medicare, Medicaid and offer a sliding scale.”

Susan remembers one student in particular that touched her and her husband. Victor and his siblings were Guatemalan and had never been to the dentist because their parents were unsure if they had Medicaid and spoke little English. “It’s truly a gift having The HealthCare Connection as a partner. There are so many students in Princeton like Victor and his siblings that need appropriate healthcare.”

Today, she continues to touch the lives of many Princeton students through the Princeton Closet, a staple for students to be successful in the classroom. Whenever she comes across a student who needs to go to the doctor or see a dentist, she sends them over to THCC. “I truly believe in the mission and the work that you all are doing. I’ll always be an advocate for The HealthCare Connection.”
In October 2020, Dolores J. Lindsay, founder, president and CEO of The HealthCare Connection (THCC) announced her retirement at the end of 2020.

Lindsay is the longest-serving community health center CEO in the country. She has led the organization since 1967, when it became the first community health center in Ohio, serving patients in a four-room apartment in Lincoln Heights with a group of volunteer physicians, dentists (housed in the basement of the apartment), nurses and staff.

The drive to provide quality health care in the Lincoln Heights community began when funding opportunities became available under President Lyndon Johnson's War on Poverty, through the Economic Opportunity Act of 1964 that established community health centers. With these developments, a group of Lincoln Heights residents joined together to identify health needs in their own community. As a young mother, Lindsay was recruited by her daughter's school PTA to get involved in the endeavor.

Towards the end of 2020, she received the first ever Clifton A. Cole Vision Award from the National Association of Community Health Centers. This award is given to someone who is a pioneer of the community health center movement and a true agent of change.

"Dolores Lindsay has always been at the forefront of community health care in the state and the country," said LaVerne Mitchell, board chair of THCC. "She didn't just start this organization; she grew it through sheer determination and perseverance and brought The HealthCare Connection to where we are today. She is known as the godmother of community health leaders across the country. It's bittersweet to see her go, but she is leaving us with a healthy and thriving organization."

"The HealthCare Connection has been my life and my mission for more than 50 years," says Lindsay. "I am proud of what we have accomplished in bringing much-needed health care services to people who otherwise lacked access to quality health care. I am confident that I left the organization in good hands, with leadership and staff who remain committed to the belief that Everyone Deserves Quality Healthcare."
COVID-19 and Meeting Patients Where They Are Through Telehealth

The HealthCare Connection (THCC) and TriHealth collaborated to offer drive-through COVID-19 testing on eight Sunday afternoons this past summer to residents of Lincoln Heights, Mt. Healthy and surrounding communities in northern Hamilton County who may have lacked access to testing sites.

In order to facilitate the delivery of quality health services to people sheltering in place during the pandemic, from March 24th through October 31st, THCC completed just over 5,800 telehealth visits. The peak months were April and May when THCC performed 1,230 and 1,173 visits, respectively. In April, telehealth visits represented 60% of the total visits completed while May’s telehealth visits represented 54% of the total visits.

From March 8th through November 13th, THCC has provided 1,266 COVID-19 PCR tests with 76 positive results for a 6% positivity rate. Of the tests performed during June 21st through August 22nd time frame, 1,048 were performed when THCC was operating the Sunday pop-up testing.

2020 COVID-19 Testing Partners:

- Princeton City School District
- THCC
- TriHealth
- The Health Collaborative via the University of Cincinnati and UC Health.
In a year unlike any other, The HealthCare Connection (THCC), has been busy with many new initiatives to better improve care for the patients we serve. Not only did 2020 bring a global pandemic, but it brought some quality changes to THCC. Throughout the year, THCC has re-engineered our provider-patient schedules to increase availability for patients. Due to Covid-19, we added virtual and telehealth visits for patients who were unable to come into any of our current locations.

In 2019, THCC implemented Care Message as a way to communicate with patients. Since then, it has been used to send appointment reminders, send patient satisfaction surveys, send focused messages about Covid-19 and our response, messages to specific populations, and alert patients to site changes such as hours, closures, etc.

THCC was fortunate to be one of four Federally Qualified Health Centers (FQHCs) across the country to receive a $500,000 grant from the Humana Foundation for improving services to patients related to social determinants of health. The Security to Health Grant consists of three different initiatives:

- Identifying food insecurity and providing patients with resources, including assisting eligible patients in signing up for SNAP benefits and/or referrals to local food pantries, etc.
- A “Food Prescription” Initiative which identifies patients with the chronic conditions of hypertension and/or diabetes and providing them with education, support and a food voucher card to assist them in purchasing healthy foods.
- The Social Isolation Initiative identifies patients who are experiencing social isolation and provide resources to help them improve their social connectiveness.

**Special Thanks**

bi3, Bethesda Inc.’s grantmaking initiative, has awarded $50,000 to The HealthCare Connection to better support its patients during the COVID pandemic by helping to build our capacity, strengthen operations and be better able to meet future needs.

The Deaconess Associations Foundation awarded $250,000 to The HealthCare Connection. Funds will be used for oral health to expand our impact and reach.
2020 IMPACT

15,110 TOTAL NUMBER OF PATIENTS

58% Female 42% Male
53% Children under 18 years of age

Non-Hispanic/Latino 14.9%
Hispanic/Latino 35.6%
Caucasian 15.8%
Minority 33.7%

35,585 TOTAL NUMBER OF OFFICE VISITS

Medical: 29,950
Dental: 4,306
Behavioral: 1,329

Household Income Breakdown By Federal Poverty Levels (%)

54.2% 100% and below
13.7% 101 - 200%
3.1% More than 200%
29% Unknown

Patients by Insurance (%)

4.7% Medicare
15.1% Uninsured
70% Medicaid
9.5% Private Insurance
Statement of Activity

Sources of Revenue

- Federal Covid Funding $1,612,163 (16.4%)
- Other Public Support $282,252 (3%)
- Other Income $655,784 (6.7%)
- Other Public Support $282,252 (2.9%)
- 330 Grant $2,472,773 (25.2%)
- Patient Services $4,782,375 (48.8%)

Total Revenue: $9,805,347

Total Expenses:

- Administrative & Support Services $1,945,062 (20.8%)
- Communication & Fundraising Expenses $149,579 (2%)
- Program Expenses $7,302,812 (77.2%)

End-of-year Net Assets: $6,958,255

*2020 Statement of Activity
Our Family of Supporters

The HealthCare Connection depends on the generosity of our loyal supporters, partners and volunteers. Your generosity is vital to our ability to provide quality and affordable healthcare in our community. We are honored by your commitment and on behalf of our staff and patients, thank you for your generosity and continued support.

Claudia Abercrumbie
Sadiya Asif
*Barbara M. Bailey
Felisa Bethel-Jenkins
*Melody Blume
*Amber Brogden
Kathleen Brogle
Carol Bullock-Carpenter
John & Lynne Burke
Nancy Carter
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Lana Hole
Rosie Holloway
Linda Hood
Terri Hornbach-Torres
Pam Ison
Doris Jackson
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Thomas Law
Nina Lewis
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Donna Lindsay-Thomas
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Abigail McIntosh
Diana McIntosh
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Marva Moore
Nicholas & Alethea Morrow
Gail Myers
Elbert Nelson
Cedric & Lillie Newberry
Monica Newby
*Kevin O’Connell
*Charlotte Powell
Kenyatta Railey
Aliya Riddle
*Dr. Lynda Riddle
*Kyle Rife
Edwin & Carole Rigaud
Gloria Riley
Shawn Robinson
*Vern Rolf
Samuel & Margo Ross
Mary Andres Russell
Tanna Scholz

Lloyd & Mary Shackelford
Pamela Shaw
Melissa Sheridan
*Rochelle Shields
*Vanessa Smedley
Cathlee Snyder
Mary Ann Stenson
Lorraine Maxine Stevenson
Angela Taul
Carolyn Teague
Nia Terry
Thelma Thomas
Robin Throckmorton
Thomas Todd
Susanne Tulloss
Angela Underwood
Alan Ullman
Emily Vaill Pfaff
Kyle Vath
Barbara Westendorf
Stephen & Barbara Winter
*Charles Woode
Susan Wyder
Walter Wyder Jr.
Betsy Zelek

Corporations:
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Benefity Fund
CareSource
Delta Dental
Dwight L. Moody Insurance Agency Inc.
GHG Timing LLC
Gross Insurance Agency
Hall & Associates Inc.
Horan & Associates
LabCorp
Liberty Mutual Group
Medicount Management, Inc.
Modern Office Methods
Molina Healthcare of Ohio
Mount Zion Baptist Church
Paramount Advantage
Princeton Sharonville Kiwanis Club

*Board Members and Staff

Deceased
Emily Stewart has been a long-time patient at The HealthCare Connection. When she was looking for healthcare back in the 1970s, she turned to THCC. “I learned about THCC from women that my husband worked with. They mentioned how they accepted the WIC Program which was huge for us.”

Emily likes the fact that THCC is so close to home and the staff are very welcoming. She loved being a patient that she later became an employee of THCC in 1975. “I've always received great care and enjoyed everyone that worked here so I thought why not work here.” Once she started at THCC, she worked as a receptionist and as founder, Dolores Lindsay's go-to person for many years.

As Mrs. Lindsay's go-to, she learned a lot from the beloved founder, and saw first-hand the community she built in 1967. “I was there when the health center was really struggling with funding. It's amazing to see the determination of Mrs. Lindsay and the whole staff to have it where it is today. Our community is very lucky to have The HealthCare Connection.”

Although she retired years ago, Emily still comes to THCC for appointments. She sees Dr. Mary Weatherington at Lincoln Heights. “I love Dr. Weatherington. She really takes time for each patient.” She also says each person that helps her is always very friendly and thorough with their work. “The community has always made it easier to keep coming back. I absolutely love it here.”