



Annual Report



2021

Year in Review

2021 - A Year of Change

Lisa Evangelista, *Chief Executive Officer*



In 2021, the pandemic was once again the major issue impacting Fairfield Community Health Center (FCHC), however now we had a vaccine to combat COVID-19. FCHC opened our clinics to all in the community who wanted a vaccination, and we used our mobile clinic to collaborate with our community partners in order to provide both testing and vaccination services.

We continued to receive funding from Health Resources Services Administration (HRSA) to respond to the pandemic and we used these funds to ensure that our satellite sites and the mobile clinic would remain open to serve the community. As the year progressed, we could see the pandemic becoming less of a threat due to the availability of vaccines, and we continued to ensure that we offered primary and behavioral health care to all.

The following are some additional highlights from the 2021 calendar year:

- We created a new mission, vision, and value statement that better reflects our commitment to the community.
 - Our MISSION: To Strengthen our Community by Caring for You.
 - Our VISION: To be The Chosen Health Partner and Employer in Our Community.
 - Our VALUES: Together we RISE: Respect, Integrity, Stewardship, and Excellence.
- A Chief Nursing Officer position was developed to strengthen our clinical operations and to work closely with our Chief Medical Officer on clinical initiatives in the organization.
- Renovations of the former South School building broke ground in June 2021, and we plan to complete the restoration of the school to a state-of-the-art medical building by early 2023. We appreciate the generosity of our donors and the private grant funding we have received over the past year(s) that has enabled us to begin this renovation.

In 2022, we continue to plan our move into the new South Clinic and strategize ways our renovation will give us an opportunity to provide additional healthcare services to our community. Thank you to everyone who has supported us, including the community, our donors, and our FCHC team members.



Members of FCHC's executive team and Board of Directors are joined by the South Clinic architects from VPL for the ground breaking ceremony



FCHC staff and their families joined us for the 2021 Lancaster Holiday Parade. We handed out candy and information to members of the community

A Note from the Board

Sandy Smith, *Board President*



The last couple of years have seen challenges and unexpected opportunities for everyone, including FCHC. The coming year should be even more exciting with the opening of the new clinic on Walnut Street in Lancaster. We on the Board have been apprised of all the happenings within the organization as well as the current and new services that will be available to all in our community. We would like everyone in the community to benefit from the health care provided by FCHC and their excellent team.

CNO Snapshot

Julie Rutter, *Chief Nursing Officer*



The Chief Nursing Officer position was created in 2021 to oversee clinic operations, which includes medical records, referrals, diagnostic, and lab tracking as well as risk and quality. The CNO position is also in place to assist with providing leadership that reflects the Mission, Vision, and Values of FCHC. As a team, we prioritized the needs of the community in relation to the pandemic. We simultaneously worked tremendously on the processes of restructuring, assisting with enhancing workflows, and standardization with cross-functional collaboration as we prepare for the move into our new state-of-the-art building.

FCHC has worked to build the structure which includes the following:

- Multidisciplinary work groups to design the new care model for staffing and operations.
- Process mapping to develop process workflows for each position in the new model.
- Risk scoring and analytics to implement a new composite risk score to generate actionable insights and power identification and stratification.
- Provider engagement to engage clinical staff with leadership champions and population health education sessions.
- Project management to deploy standard processes to communicate progress and manage performance.
- Communication and change management to deploy proactive change management strategies to share timely information.

Entities use data and analytics to identify populations for which a population healthcare delivery model will have the greatest impact. Organizations that successfully integrate a comprehensive care experience can see positive ROI and meaningful reductions in the emergency department (ED) admissions and facility readmissions along with overall improved outcomes.

I am proud of the strides FCHC has made and am looking forward to our continued growth in these critical areas.

Family Medicine Residency Program

Dr. Troy Hampton, Chief Medical Officer



The Fairfield Medical Center Family Medicine Residency Program continues to prepare family physicians for our community and beyond. FCHC continues to house the residents for their central outpatient primary care experience - the centerpiece of residency training for family physicians. The residents continue to provide care to over 2800 unique patients, which represents approximately 25% of FCHC's total patient population. They are meeting the needs of many patients who struggle to gain access to continual primary care and for whom social determinants of health often significantly impede wellness.



Dr. Henry McConaha
1st Year Resident



Dr. Tori Horne
1st Year Resident

The Family Medicine Residents provide diversity to our provider staff and offer a unique opportunity to sharpen the clinical knowledge and skills utilized in FCHC through training and clinical practice. The residency program continues to admit 4 new residents per year, who are present with FCHC for 3 years. 2023 will see our 10th class of residency graduates and our 40th board-eligible graduate family physician! Residency continues to be a primary avenue for recruitment of highly sought-after primary care physicians and has been the source of 3 of our staff physicians in the last 9 years.

We are proud of our residents, our precepting physicians, and the continued care that the Family Medicine Residency affords at FCHC. We look forward to continued mutual benefit as we see lives impacted through both training and care with the family medicine residents at FCHC.



Dr. Graham Purdy
3rd Year Resident



Dr. Andrew Gregory
2nd Year Resident



Dr. Opti Robinson, 1st Year Resident &
Dr. Troy Hampton, CMO



Dr. Ethan Ekstrand, 1st Year Resident &
Dr. Troy Hampton, CMO



Dr. Casey Norris
3rd Year Resident



Dr. Shereen Farooq
3rd Year Resident

Integrating Primary & Behavioral Health

Dr. Emily Sims, *Behavioral Health Manager*



What does integrated Behavioral Health and Primary Care mean?

- Primary care and behavioral health (BH) providers work together to treat the *WHOLE* patient in one place. This means addressing physical health and mental health needs with a cohesive and unified plan.

Has FCHC always offered integrated Behavioral and Primary health care services?

- While FCHC always strived to provide a truly integrated model of care, prior to recent changes, we had a much different structure for identifying and caring for patients' comprehensive needs. Originally, FCHC had BH services located onsite, but the communication/collaboration between primary care and behavioral health was limited. For example:
 - Patients were placed on a waiting list, which meant a patient could have to wait up to four months to receive BH services after their Primary Care provider (PCP) placed a referral
 - Patients on average received one therapy session per month
 - Patients who expressed a need for BH services during their PCP appointment met with a medical assistant to schedule their initial BH appointment

What has been done to improve integration between BH and Primary Care?

- Recent changes ensure that each patient who engages in behavioral health services will be guaranteed 10 BH sessions that average 30 minutes in length. These 10 sessions are focused on providing treatment that is tailored to the patient's specific diagnosis, which is supported by testing completed when the patient starts BH services.
- A therapist is now available during most clinic hours to personally meet with primary care patients who desire BH services. During this meeting, the therapist gathers more information about what the patient is experiencing, provides brief interventions, and provides the patient with an appointment for an intake to start BH services. The therapist then reports back to the PCP to aid the PCP in better understanding the patient's BH needs/diagnosis.

How have these changes improved integration at FCHC?

- The wait time to start BH services is now approximately 2 weeks, instead of 3 to 4 months.
- Patients are seen on a weekly basis for their therapy appointments.
- Therapists and PCPs are regularly conversing to ensure the best patient care.
- Therapists are present to offer patients help in real-time during PCP appointments.

Do you have proof that these changes are working?

- Originally only 50.43% of patients would show up for scheduled therapy appointment sessions. After making these changes, that number improved to 71.93%.
- This increase in show rate suggests patients value what they are getting from the BH changes and when patients value what they are getting, *they get better*.

FCHC's South Clinic Renovation

The Future of Healthcare in Our Community



The excitement continues to grow in our community and in our organization as each day puts us closer to moving into our newly renovated South Clinic. The building itself is a nearly 100-year-old former elementary school with a legacy of positively impacting lives in our community.

The building was purchased in 2016 and FCHC immediately began the multi-year process of preparing for the renovation. When complete the 32,000-square-foot clinic will be home to our entire team, including our primary, behavioral, pediatric, and women's health providers, our management and executive teams, as well as our administrative support staff.



Even though the exterior of the historic building will remain largely the same, the interior will be completely transformed into a state-of-the-art healthcare facility. Each former classroom will become a 3-room provider suite with enough space for an entire care team to address the unique needs of each individual patient.



While the building will feel brand new inside, certain aspects of the original architecture have been kept in an effort to pay homage to the building's former life. Some original elements that will be retained through the renovation include refurbishing the classic black & white checkerboard floor in the hallways, showcasing a small selection of student handprints that, at one time, lined the hallways, and preserving many of the original arched windows, which helped to give a classic look to the building.



Making sure the entire building is accessible for all of our patients and staff was a top priority for us. An elevator shaft was one of the first major structures of the renovation to be completed, which will ensure every person who receives care from FCHC will have the ability to easily traverse all 3 levels of the building.



Many of the windows in the building will remain from its days as an elementary school. However, over a dozen new windows were added to the back of the building, to what was formerly the back wall of the stage in the gymnasium, to provide natural light for our administrative staff who will be working in newly constructed offices.



The large open area in front of the building gives us a unique opportunity to add beautiful landscaping that will help foster a positive environment for patients and staff before they ever even walk in the door. Thanks to generous grant funding from the South Central Power Foundation we will be able to feature plants that are native to our area to enhance the aesthetic appeal of the building.



Another key feature of the building renovation is the purchase of a whole-building generator.

The Kohler generator was designed with healthcare facilities in mind and ensures that no matter what Ohio weather may throw our way, we will be able to provide the quality, dependable healthcare our patients deserve.

Fiscally Focused & Financially Firm

Daniel Fisher, Chief Financial Officer



From a financial perspective, 2021 was FCHC's best year to date. This is largely thanks to our team striving to embody our Values Statement, "*Together We RISE: Respect, Integrity, Stewardship, and Excellence.*" By placing an emphasis on respecting our patients, making decisions with *integrity*, and prioritizing being good *stewards* of the resources at our disposal, *excellence* has become the standard at FCHC.

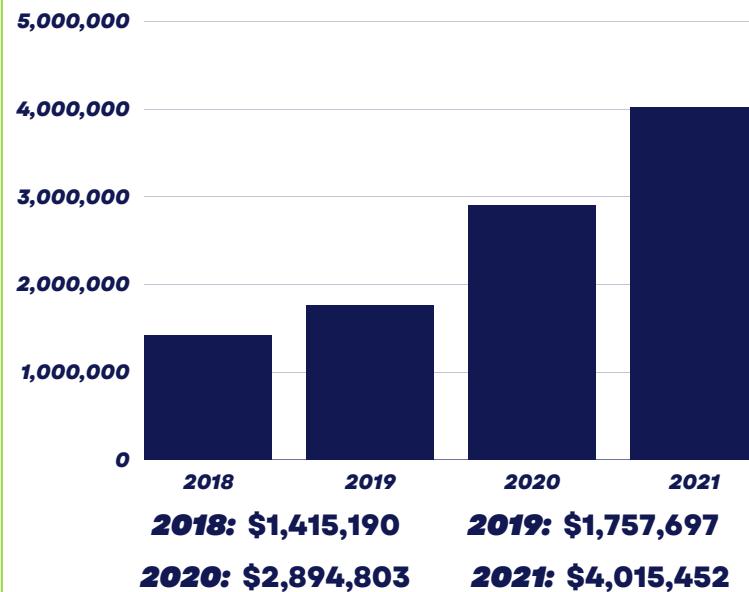
Financial stability has afforded us the opportunity to expand our service offerings, save for our South Clinic renovation, and grow our team to meet the ever-changing needs of our community. We were proud to once again receive a clean audit report from independent auditors with Whited, Seigneur, Sams & Rahe CPAs, which showed increases in annual revenue and current assets, as well as a decrease in current liabilities.

If you would like a copy of our full financial records please email CSkaggs@FairfieldCHC.org to request a digital copy.

ASSETS REPORT

CURRENT ASSETS	2021	2020
Cash and Cash Equivalents	\$ 519,883	\$ 1,346,440
Receivables:		
Patient Accounts, net	528,586	467,962
Grants	107,310	63,890
Residency Program	18,166	20,846
Other Assets	262,874	240,089
TOTAL CURRENT ASSETS	1,436,819	2,139,227
PERMANENT & DEPRECIABLE ASSETS, NET	2,536,025	586,291
RESTRICTED CASH		
Capital Campaign Funds	42,108	169,285
Renovation Checking	500	-
TOTAL RESTRICTED FUNDS	42,608	169,285
TOTAL ASSETS	\$ 4,015,452	\$ 2,849,803

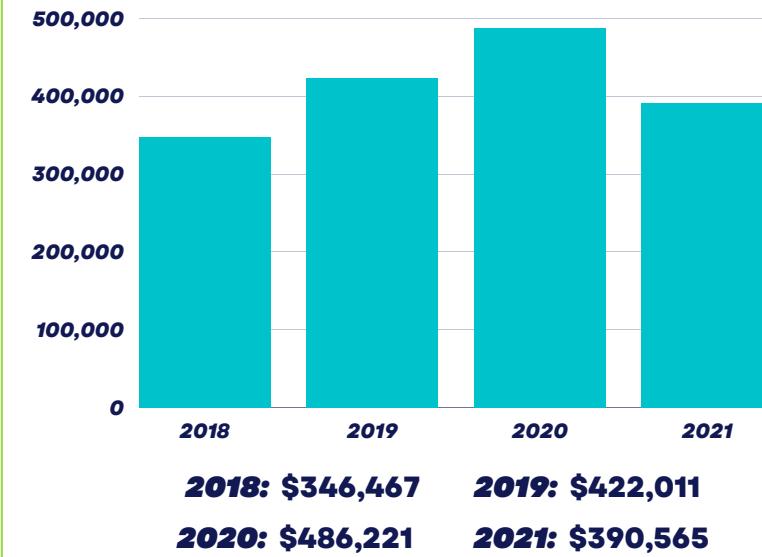
CURRENT ASSETS BY YEAR



LIABILITIES AND NET ASSETS REPORT

CURRENT LIABILITIES	2021	2020
Accounts Payable	\$ 184,601	\$ 226,831
Accrued Wages:	177,599	175,662
Other Liabilities	26,451	-
Unearned Revenue	1,914	83,728
TOTAL CURRENT LIABILITIES	390,565	486,221
LONG-TERM LIABILITIES		
Construction Loan	524,234	-
TOTAL LIABILITIES	914,799	486,221
NET ASSETS		
Without Donor Restrictions	3,058,045	2,239,297
With Donor Restrictions	42,608	169,285
TOTAL NET ASSETS	3,100,653	2,408,582
TOTAL LIABILITIES AND NET ASSETS	\$ 4,015,452	\$ 2,894,803

CURRENT LIABILITIES BY YEAR



2021 REVENUE & EXPENSES REPORT

	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total</u>
REVENUES, GAINS, & OTHER SUPPORT			
Fees for Services	\$ 3,440,367	\$ -	\$ 3,440,367
Grants	3,028,896	-	3,028,896
340B Drug Pricing Program	1,972,928	-	1,972,928
Other	642,539	-	642,539
Capital Campaign Contributions	-	57,692	57,692
Net Assets Released from Restrictions	184,369	(184,369)	-
TOTAL REVENUES, GAINS, & OTHER SUPPORT	9,269,099	(126,677)	9,142,422
EXPENSES			
Program Expenses	5,082,092	-	5,082,092
Management & General Expenses	3,368,259	-	3,368,259
TOTAL EXPENSES	8,450,351	-	8,450,351
CHANGE IN NET ASSETS	818,748	(126,677)	692,071
NET ASSETS, BEGINNING OF YEAR	2,239,297	169,285	2,408,582
NET ASSETS, END OF YEAR	\$ 3,058,045	\$ 42,608	\$ 3,100,653

2020 REVENUE AND EXPENSES REPORT

	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total</u>
REVENUES, GAINS, & OTHER SUPPORT			
Fees for Services	\$ 3,444,787	\$ -	\$ 3,444,787
Grants	2,810,280	-	2,810,280
340B Drug Pricing Program	1,565,945	-	1,565,945
Other	1,067,775	-	1,067,775
Capital Campaign Contributions	-	68,121	68,121
Net Assets Released from Restrictions	6,186	(6,186)	-
TOTAL REVENUES, GAINS, & OTHER SUPPORT	8,894,973	61,935	8,956,908
EXPENSES			
Program Expenses	4,721,549	-	4,721,549
Management & General Expenses	3,162,463	-	3,162,463
TOTAL EXPENSES	7,884,012	-	7,884,012
CHANGE IN NET ASSETS	1,010,961	61,935	1,072,896
NET ASSETS, BEGINNING OF YEAR	1,228,336	107,350	1,335,686
NET ASSETS, END OF YEAR	\$ 2,239,297	\$ 169,285	\$ 2,408,582

TOTAL REVENUE BY YEAR



2018: \$6,162,751

2019: \$6,909,787

2020: \$8,956,908

2021: \$9,142,422

The Impact of FCHC

From the Perspective of our Team

"The work we do here at FCHC impacts me day in and day out. Every phone call, every conversation, and every appointment allows us to make a difference in the lives of our patients. Many patients are just looking for someone willing to listen to what they have to say. I try to lend a compassionate ear and offer my support to every patient we encounter."

- Caroline Dannaher, Care Manager



"FCHC makes a profound impact on the lives of our patients. A lot of our patients face barriers that impede their ability to lead a healthy lifestyle. Our team works directly with our patients to help them address those obstacles and overcome them."

- Marcy Forester, CMA

"I am proud to serve as a consumer board member of Fairfield Community Health Center. The team at FCHC cares for me as an individual and cares for all the communities that make up Fairfield County. Day in and day out they show their commitment to providing access to high-quality healthcare that supports the health and wellness of those who call Fairfield county home."

- Samantha Shafer, LISW-S, Patient Board Member

"I think FCHC represents 'blind healthcare.' What I mean by that is, we do not see age, gender, ethnicity, insurance status, or ability to pay for care. We truly provide health care for all. Many of our patients wouldn't receive any health care at all if it weren't for FCHC. We ensure every member of our community has access to quality health care. I am so proud of this team."

- Mark Irving, PA-C, Assistant CMO

"Each day someone at FCHC goes above and beyond to make a positive difference for a patient. There are so many people who work behind the scenes, such as our medical records and billing staff. They de-escalate worries and fears on a different level by reassuring patients and calming financial doubt that many people associate with medical care."



- Sally DeGarmo, Referral Specialist



"Because of my experience at FCHC, I have learned to appreciate the little things in life. So many of our patients are dealing with real struggles in their lives. Many of these struggles are much greater than what I have ever had to deal with in my life. These patients are a blessing to me. I love to hear their stories, and most of all, I love that I get to be a small part of their personal journey."

- Angie Carpenter, Lead Behavioral Health Navigator

"I love our patients and I've gotten to know a majority of them over the last 2 years. When people come in and I can see they are getting better since the last time I saw them it reminds me why I love my job so much. Our patients aren't just patients to me. They are more than that. I hope they know they impact my life just as much, or maybe even more than we impact their lives."



- Taylor Ward, Front Desk

FCHC Supporter Spotlight

Patient Partners

Lifetime Donations over \$25,000

Park National Bank
Peoples Bank Foundation

Fairfield County Foundation

FCHC Team Member Payroll Donations
Fairfield Federal Savings & Loan

Cure Creators

Lifetime Donations of \$10,000 - \$24,999

Melodee Kornacker
Dan & Lisa Evangelista

The Savings Bank
John & Mary Snider
PNC Foundation

Vinton County National Bank
The Columbus Foundation

Healing Helpers

Lifetime Donations of \$1,000 - \$9,999

Francis & Anne Brown
Dorothy L. Giles
Dr. Brad & Barbara Hedges
St. Paul Evangelical Lutheran Church
RVM Construction
Laura Tussing & Josh Bruce

William Edward Mahon
Dr. Troy Hampton
Paul & Barbra Martin
Christopher & Cathy Skaggs
Fairfield Medical Center

Paul & Sandra Moentmann
Samantha Shafer & Makaila Tussing
David & Deb Smith
Daniel Yarmesch
Daniel & Kelcie Fisher
Kevin & Mary Jo Bowman

Advocacy Ally

Lifetime Donations up to \$999

Donna Ballmer
Mark & Carolyn Bateson
Aimee Case
Cindy Cohen
Dr. Andrew & Kathy Connor
Jay & Sheri Dodds
Dr. Robert Dominguez
Lee Ann Dye
Charles & June Farrell
Troy & Nikki Gloyd
Leah Hackleman-Good
Randy & Christina Graf
Phyllis Heister
Greg & Jacqueline Howard
Amazon Smile
Kiwanis Club of Lancaster
OSIS
McClain, Hill, Rugg & Associates
Bays Food Market
William Meyer
Tim Kemmerer
Bev Cook
Stebelton Snider LPA
Bill Cipparrone
John Evangelista
Theresa Evangelista
Kristen Wilson
Kenny & Katie Rich
Karen Martin
Pediatric Associates of Lancaster

William & Barbara Hunzicker
The Instigators
Patsy Jones
Bob & Janis Kemmerer
Myles & Anne Kiphen
Jessica Lawson
Randy & Angel LeuVoy
Christopher & Laura Lombard
Julie Kibler
Troy & Tesa Kratzenberg
Harley & Judith Monson
Aaron & Bethany Murfin
Pinnacle Orthodontics, INC
Elizabeth Randles
Joseph Rich
Suzanne Keller
Kroger
Hoon, INC
VPL Architects
Walker's Shoe Center
Easy IT
Laura Vlack
Greg & Julie Rutter
Connexion West
United Way of Fairfield County
Jennifer Theller
Crystal Hughey
Rena Shook
Lorelle Driggs
Sandy Walker

Peter & Deborah Rockwood
Lowell & Tammy Shelly
Brian & Dawn Shonk
Chad & Kim (Rase) Shuttleworth
Hunter & Melissa Skaggs
Sandra Smith
David Spicer
St. Edward Church
Marilyn Steiner
Evan & Molly Thomas
William & Dolores Veroski
Michael & Patricia Wood
Paula Knight
Guy Van Horn
Justin Curtis
Carrie Farquhar
Target Circle
Stifle
Integrated Services
Whited Segneur Sams & Rahe CPAs
Porta Clean
Timothy Oatney
Dale Edwards
Dr. Carri Brown
James Ellinger
Kelly & Kyle Fannin
Judy Seifert
Julie Kibler
Tyler Turnbull



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WE ARE A FTCA DEEMED FACILITY

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