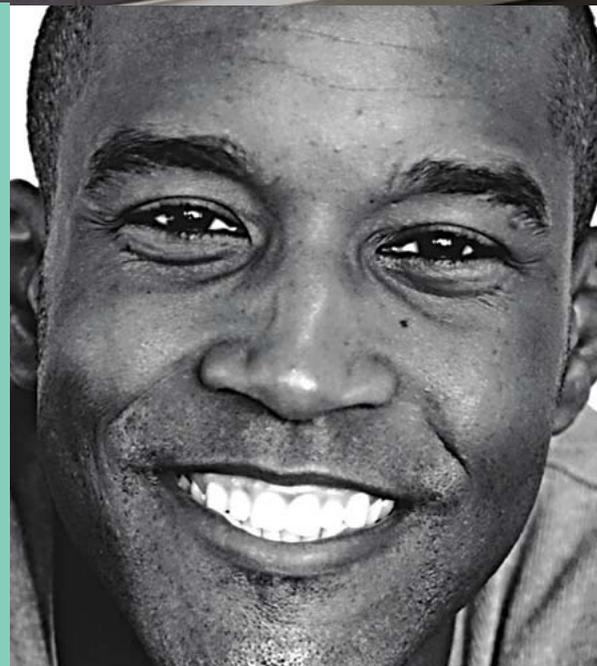


Celebrating the past.  
Building a healthy future.

*Columbus Neighborhood Health Center, Inc.  
2013 Annual Report to the Community*



## OUR MISSION

The mission of Columbus Neighborhood Health Center is to provide access to services that improve the health status of families including people experiencing financial, social, or cultural barriers to health care.

In 2013, we had much to celebrate at Columbus Neighborhood Health Center (CNHC), Inc. We marked fifteen years since our establishment as an incorporated entity and forty years since the first community health center opened its doors in Columbus. These milestones occurred amid a national spotlight on affordable health care for all, a principle that was the impetus for the very first health center and that carries through today at CNHC. CNHC also expanded in 2013 growing from seven locations to nine, including the opening of CNHC Circleville; our first location outside of Franklin County. But rather than pause to reflect on these events and achievements, the staff of CNHC continued to do what they do best – provide high quality primary, dental and vision care to our patients. Partnering with our patients to improve their health and experiencing success with them is the greatest reason to celebrate and it's what motivates us to continue.

**HAPPY 15TH ANNIVERSARY, COLUMBUS NEIGHBORHOOD HEALTH CENTER, INC.!**  
**HAPPY 40TH ANNIVERSARY COMMUNITY HEALTH CENTERS IN COLUMBUS!**

## BOARD OFFICERS

Kevin Dixon, PhD • Chair  
Carole Anderson, PhD, RN •  
Chair-Elect  
Virginia McKeon • Secretary  
Anthony Penn • Treasurer

## BOARD MEMBERS

David Ford  
Douglas Hammond  
Sonia Johnson-Carey  
Candi Pringle  
Charleta Tavares  
Winifred Taylor  
Josué Vicente  
Nancie Bechtel, RN, MPH • Ex-Officio

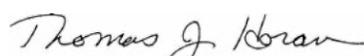
## CHIEF EXECUTIVE OFFICER

Thomas J. Horan, MPA

The opening of the Federal Healthcare Marketplace under the Patient Protection and Affordable Care Act drew important attention to the need for all Americans to have access to health care. Despite the ongoing political debate and challenging launch, success was achieved as uninsured individuals in Franklin County and across the country joined the ranks of the insured. CNHC was instrumental in the effort locally to assist individuals with both the Federal Marketplace and expanded Medicaid in Ohio. With the support of a federal grant, we hired and trained six Certified Application Counselors to assist CNHC's uninsured patients and individuals throughout the community with navigating the new health care options.

Yet access to health care means more than just having a way to pay for it. Access also means the availability of providers, removal of cultural barriers, and assistance with transportation challenges. There are still areas in Columbus such as the Southside that have been medically underserved with very few options for primary care. With the opening of the John R. Maloney Southside Family Health and Wellness Center, home to CNHC Parsons, Southside residents now have access to primary care, behavioral health and specialty services in a beautiful state of the art facility. CNHC Parsons joins CNHC Maryhaven and CNHC Great Southern as high quality affordable health care options for Southside residents.

As you peruse this report we hope you will share the pride we feel in our accomplishments. We hope you will also share our excitement for the future; there is still much work to be done. There will certainly be challenges, but we head confidently forward knowing that the dedication and commitment of our staff and Board of Directors is steadfast. We thank them and thank you friend and colleague for your support and interest in Columbus Neighborhood Health Center!

  
Thomas J. Horan, MPA  
Chief Executive Officer

  
Kevin L. Dixon, PhD  
Chair, Board of Directors



## CELEBRATING THE PAST.

### FORTY YEARS AGO

In 1973, Columbus welcomed its first community health center. Neighborhood House Health Center, located at 1000 Atcheson Street on Columbus' East Side, opened its doors to area residents in need of primary health care.

Its mission was to provide high quality care to people, many of whom had difficulty finding care due to lack of health insurance and lack of primary care providers in their neighborhood. Areas such as this were described as medically underserved and six areas were so designated in Columbus at that time. Between 1973 and 1978, five additional health centers opened: Southside Family Health Center, Hilltop Health Center, St. Stephen's Health Center, St. Mark's Health Center and the Franklinton Health Center. Each

of these centers was part of a national movement to improve the health of people regardless of their ability to pay and to remove the many barriers that kept them from accessing care. Forty years later, though the buildings have changed and the organizational structure is different, this commitment to improving health status person by person, neighborhood by neighborhood remains the same. It is the driving force behind everything we do, every single day at Columbus Neighborhood Health Center.

### FIFTEEN YEARS AGO

In 1997, the health care climate had changed dramatically from what existed in the early days of the community health centers.

Federal revenue sharing dollars which served as a primary source of funding for the centers were no longer available, replaced by City of Columbus General Fund money. Health care reform and other pressures made it clear that small, independent, free-standing health centers would not survive. With that in mind, the center directors and leadership from Columbus Public Health worked with a consultant to design a viable, sustainable community health care system based on the original principle of quality health care for all. The result was Columbus Neighborhood Health Center, Inc. The

existing seven community health centers became part of the incorporated entity. It was established as a 501(c)3 non-profit and Federally Qualified Health Center (FQHC). This opened the door once again to federal support for the centers, and created greater efficiencies and economies of scale among the centers. A twenty-person Board of Directors with 51% patient representation provided governance. For the 18,000 patients enrolled in the individual centers at the time, the transition was seamless. There was no disruption in care and no looming threat that they would be without access to health care in the future.



## BUILDING A HEALTHY FUTURE.

Staff of the original community health centers and Columbus Neighborhood Health Center, Inc. have much to be proud of throughout their 40 year history. We have provided high quality medical, dental and vision care to thousands of adults, children, and families throughout Columbus.

## BUILDING A HEALTHY FUTURE.

Improvements in health status demonstrated through quality improvement indicators and consistently high results on annual patient satisfaction surveys confirm this success. Yet in a changing health care environment and dramatically rising incidences of chronic disease, we must forge ahead with greater resolve to improve the health of our patients. So what are the building blocks for a healthy future?

**A**is for access which is the ease with which one can obtain needed health care services. It means entry in a convenient location, obtaining services based on need rather than ability to pay, and finding a provider with whom one can communicate and trust. In 2013, CNHC made great strides in improving access not only for our patients but for individuals throughout the region.

On October 28, 2013, Mayor Michael B. Coleman, Columbus City Council Member Priscilla Tyson, State Senator and CNHC Board Member, Charleta Tavares, and other community leaders cut a ceremonial ribbon to mark the **opening of the John R. Maloney Southside Family Health and Wellness Center** (pictured right, top). This state of the art, city built facility is home to our newest health center, CNHC Parsons and also houses the WIC Nutrition Program and specialty services provided by the Ohio State University Wexner Medical Center. The opening of the center fulfills Mayor Coleman's commitment to residents of the Southside to expand primary care options. CNHC Parsons joins CNHC Great Southern and CNHC Maryhaven on the Southside as three full-service primary care facilities serving children and adults.

**The opening of CNHC Circleville** on the campus of Berger Hospital marks CNHC's first expansion outside of Franklin County (pictured right, bottom). Through the support of federal access point funding, CNHC is partnering with Berger to provide primary care services to area residents. Not only does the location expand access to Circleville residents, it serves as a resource for hospital staff to refer discharged patients for follow-up care, and reduces inappropriate use of the emergency department for primary care needs.

A strong relationship between provider and patient is critical to a patient's success. It requires a high amount of trust and the ability for both parties to communicate. Providers and all staff must understand a patient's unique cultural background and respond accordingly. To that end, in 2013 the entire staff of CNHC **participated in multi-ethnic cultural sensitivity training provided by Multi-Ethnic Advocates for Cultural Competence**, a local organization specializing in cultural competency training for health care professionals. The training emphasized recognizing and responding appropriately to a patient's cultural distinctions and the important role this plays in positive health outcomes.

**The opening of the Federal Marketplace under the Affordable Care Act** and the expansion of Medicaid in Ohio in 2013 gave thousands of Ohioans greater access to health care than many had ever experienced. CNHC was instrumental locally in the effort to assist individuals in becoming enrolled. With the support of a federal grant, six Certified Application Counselors worked with CNHC patients and hundreds of other uninsured individuals educating them and aiding them with their coverage options. With 48% of CNHC's patients being uninsured, the opportunity for many of them to now have coverage will be of great assistance to them and to CNHC.



**Q**is for Quality. At CNHC our success is based on the health outcomes of our patients. Providers and staff at the centers work individually with patients to monitor health indicators and work to improve health status. Our Quality Improvement Team looks broadly at health outcomes to determine trends across the system of care. The goal of the program is to enhance patient experiences, improve health care processes and ultimately to achieve the highest health outcomes for our patients. During 2013, substantial strides were made in health outcomes in several areas:

<b>Newborn Birth Weight</b>	In 2013, 900 babies were born to CNHC patients. 93% of these babies were of a healthy birth weight (>2,500 grams). This exceeds the national average as well as a performance target of 90%.
<b>Postpartum Care Within Appropriate Intervals</b>	To assure healthy moms and babies, it is important that postpartum care is provided within 8 weeks of delivery. In 2013, 80% of CNHC's obstetric patients met this standard. This is continued improvement over 2012 (78%) and 2011 (71%) rates.
<b>Immunization Status</b>	With recent outbreaks of mumps and measles in Central Ohio, it is essential that all children are up-to-date with required immunizations. In 2013, CNHC made important strides on this indicator with 81% of its 3 year old pediatric patients being up-to-date. This is strong improvement over 2012 (47%) and 2011 (71%) rates. Success was achieved due to staff reviewing each patient's chart prior to the visit, alerting the patient care teams and following up with patient's families after missed appointments.

**Full Implementation of the Electronic Health Record (EHR)** across all service areas was achieved in 2013; an effort that has enhanced many aspects of care delivery. The built in care management in the EHR allows individual providers and care teams to identify and respond to chronic diseases management in an efficient and organized way. Each provider and care team becomes its own quality improvement laboratory, trying out interventions to see how they might improve care for patients. The EHR also enhances data collection and reporting capability which in turn increases the opportunity for greater consistency across facilities.



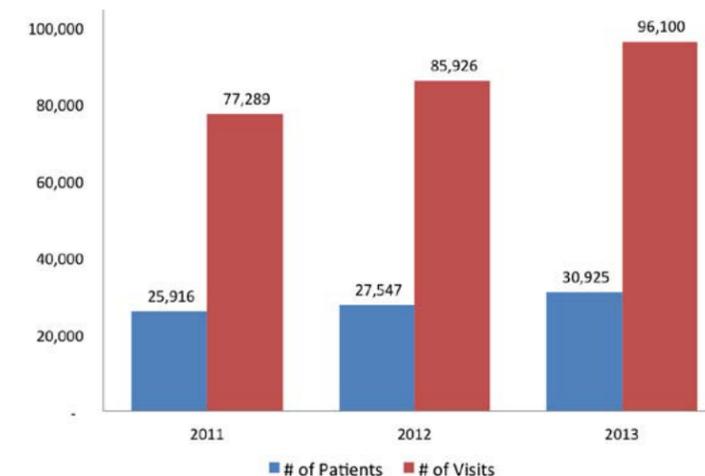
**MEET OUR DIRECTOR ■ DR. ANINDITA GHOSH**

Dr. Anindita Ghosh serves as Chief Clinical Officer for CNHC. In this role she leads the team of providers who work collaboratively to assure the highest quality of care for CNHC patients. In addition to her leadership role, Dr. Ghosh is a popular CNHC provider and carries a significant patient caseload. Dr. Ghosh was inspired to become a physician by her grandfather, a primary care physician in rural India. She completed residencies in Ophthalmology and Internal Medicine and worked with HIV patients in New York before joining CNHC as an Internist in 2008. Dr. Ghosh is passionate about providing care to the underserved and cites this as the reason she was drawn to CNHC. She has experienced first-hand the health care disparity that exists in the United States and is committed, along with the other CNHC providers, to bring affordable, high quality health care to all local residents.

*"I feel we have taken undeniable steps towards success at CNHC when I observe that our patients are now better educated about chronic illnesses, make healthier choices towards preventing these conditions and remain at the center of the decision making process for management of their own health."*

*Dr. Anindita Ghosh*

**2013 PATIENTS AND VISITS**



**C** is for Collaboration, During 2013, CNHC became one of only a handful of FQHC's across the country to offer specialty services to its patients.

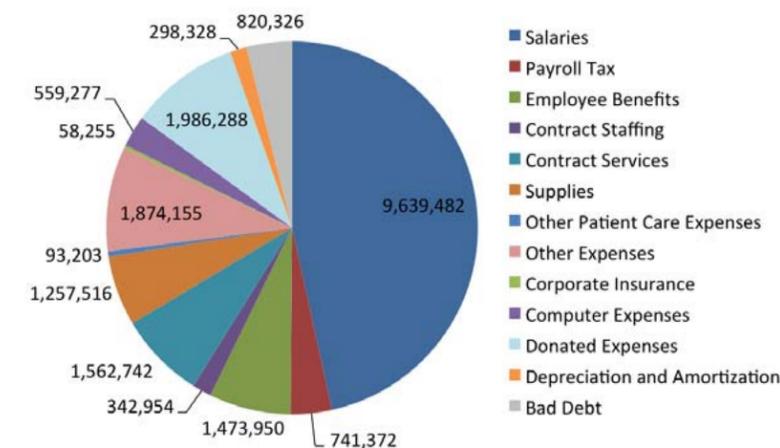
In partnership with the Ohio State University Wexner Medical Center, CNHC now offers Cardiology services. Dr. Rushicka Husa, an OSU cardiologist, provides care at the CNHC Parsons location for patients referred from any CNHC site. This will be the first of many specialty services available. Physical Therapy, Occupational Therapy, Dermatology and other services will follow in the coming months. By providing specialty care to patients in the same location as their primary care, the opportunity for follow-up and enhanced health outcomes increases.



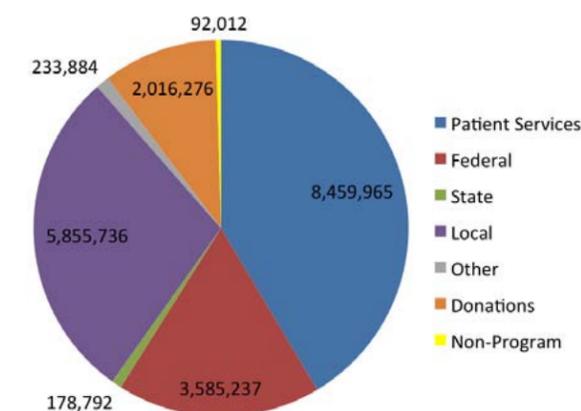
**F** is for fiscal accountability. During 2013, CNHC patient revenue increased by 13% over 2012 due to increased productivity.

New Access Point federal funding and grants for hiring Certified Application Counselors increased the total federal funding by \$838,162 over the 2012 total. Overall, CNHC's revenue grew by 7.5%. As a result of Medicaid expansion in Ohio and possible increase in the number of privately insured patients, revenue from Medicaid and commercial insurance is expected to grow in 2014.

**2013 OPERATING EXPENSES: 20,707,848**



**2013 REVENUES: 20,421,902**



**MEET OUR DIRECTOR ■ DR. JEFFREY MARABLE**

Dr. Jeffrey Marable serves as OB/GYN Medical Director at CNHC. He joined the team in 2010 having previously worked with a federally qualified health center in Phoenix, Arizona. Dr. Marable is board certified in ob/gyn and has more than 20 years experience. In his role as medical director, Dr. Marable is able to develop policies and procedures that benefit and improve the quality of life for the women and families he serves. He enjoys working with patients and staff from diverse backgrounds and appreciates the opportunity to learn from both. Dr. Marable believes passionately in the concept of providing affordable, quality health care to all, especially to those who have been underserved or forgotten. When he is not treating patients, Dr. Marable enjoys spending time with his wife, children and grandchildren. He is an avid sports fan and loves the Buckeyes!



*"With the help of CNHC, through its partners and affiliations, we can start to make an impact on improving the lives of the patients we serve."*

*Dr. Jeffrey Marable*

# Convenient Locations throughout Central Ohio

## A. CNHC Northeast

3433 Agler Road, Suite 2800  
Columbus, Ohio 43219-3389  
614.645.1600  
Primary Care

## B. CNHC St. Stephen's

1500 East 17th Avenue  
Columbus, Ohio 43219-1093  
614.645.2700  
Primary Care

## C. CNHC East Main

1180 East Main Street  
Columbus, Ohio 43205-1975  
614.645.5535  
Primary Care, Vision and  
Dental Services

## D. CNHC West Broad

2300 West Broad Street  
Columbus, Ohio 43204-3783  
614.645.2300  
Primary Care, Vision and  
Dental Services

## E. CNHC Great Southern

3781 South High Street  
Columbus, Ohio 43207-1930  
614.645.3163  
Primary Care

## F. CNHC at Columbus Public Health

240 Parsons Avenue  
Columbus, Ohio 43215  
614.645.5500  
Dental Services  
Bridge Clinic – CPH Internal Referrals  
Only

## G. CNHC Maryhaven

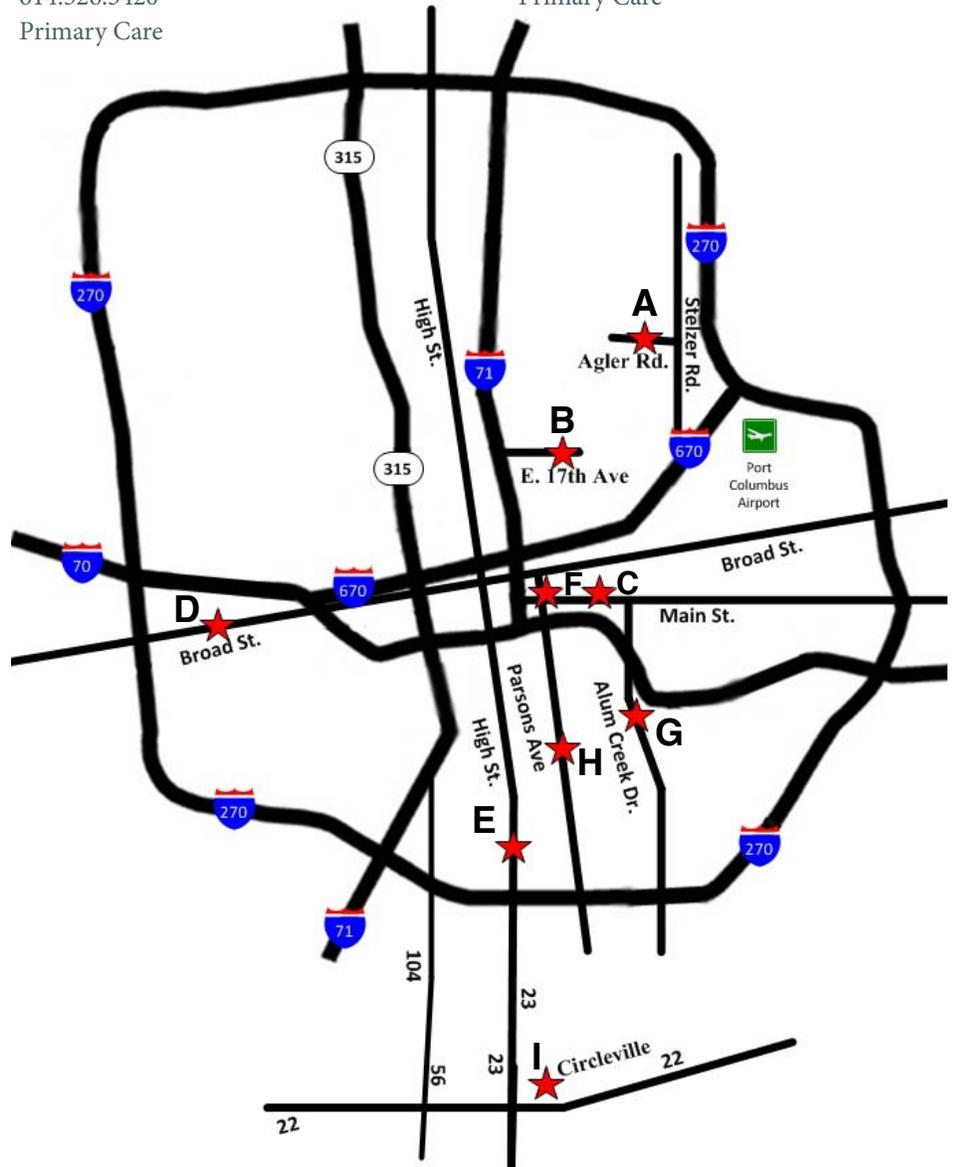
1791 Alum Creek Drive, Suite 100  
Columbus, Ohio 43207  
614.526.5420  
Primary Care

## H. CNHC Parsons

1905 Parsons Avenue  
Columbus, Ohio 43207  
614.586.4159  
Primary Care, Specialty Care

## I. CNHC Circleville

600 N. Pickaway Street, Suite 300  
3rd Floor Medical Office Building  
Circleville, Ohio 43113  
740.207.4202  
Primary Care



1800 Watermark Drive, Suite 420  
Columbus Ohio 43215

614.645.5500 tel  
614.645.5517 fax

[www.colnhc.org](http://www.colnhc.org)

*Columbus Neighborhood Health Center, Inc.*