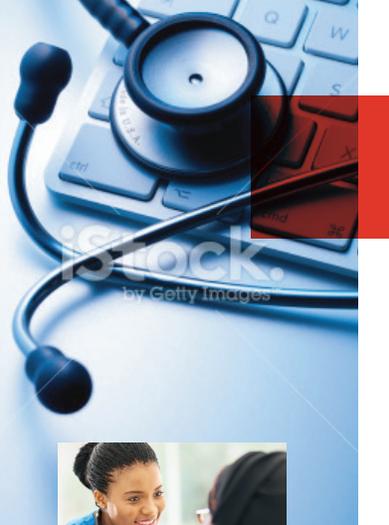




A Healthy Transition



Your first choice for quality care



A Year of Change and Achievement

Dear Friends,

This business year marks a critical point in the life of the Columbus Neighborhood Health Center (CNHC) operations.

One major development was the retirement of our long time leader, Tom Horan. One cannot say enough about his cogent leadership that began as a one-year stint in 2007 when we coaxed him out of retirement to stabilize our operations. Driven by his passion and commitment to public health, Tom went on to lead us for seven consecutive years. As a board member and chair, I bore witness to the vast challenges that faced this organization – health care reform, federal and local funding uncertainty, increasing community health problems, and a bevy of major projects to accomplish. Leading us was nothing short of a sisyphian task, but Tom took it on with gusto, implementing a corrective action plan that guided us back to stability.

In Tom’s final year, we accomplished successes on many fronts, including the unprecedented achievement of both the Health Resources and Services Administration’s (HRSA) review and the Patient Centered Medical Home (PCMH) recertification. I’m proud of the effort of our amazing staff, who took months to prepare for these two rigorous evaluations. The results

of their efforts were stunning – a 95% score on the PCMH evaluation, and a perfect 19 out of 19 on the measurement categories for our HRSA site visit. Tom’s tenure here is a tough act to follow – but we believe we found a successor who embraces the same values, qualities and level of passion as he did. On February 2, 2015, the Board of Trustees hired Charleta B. Tavares as our new CEO. Charleta has a long history and strong dedication to public health, and she’s someone who mirrors the Board’s vision for building a healthier community for all. She’s a dynamic and compassionate leader, and we’re thrilled to have her aboard.

“We are heirs and custodians of a great legacy, and we should bear this burden and glory with strength, dignity and determination.”

– Mary McCloud Bethune

Another exciting transition that began in 2014 was our new brand. This year, we’ve finalized our name change from “Columbus Neighborhood Health Center” to “PrimaryOne Health.” Accompanied by the tag line “Your first choice for quality care,” this new brand symbolizes our efforts to provide the best care to our patients at each of our sites – and bolsters our advocacy of a healthy lifestyle that embraces the diverse needs of our community. In the near future you will see changes to our website, literature, building signage, and other promotional materials that reflect our new brand.

With new leadership, a new brand, and national recognition for the quality of our care and operations, we believe we are well positioned for growth in the future.

Let us all embrace the challenges and exciting opportunities in the year ahead.

Kevin L Dixon, PhD
Chair, Board of Directors

Charleta B. Tavares
CEO

Mission Statement

To provide access to services that improve the health status of families – including people experiencing financial, social, or cultural barriers to health care.

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
Winifred Taylor | Nancie Bechtel, RN, BSN, MPH • Ex-Officio

Chief Executive Officer

Charleta B. Tavares

Our New Brand Speaking with **ONE** Voice

We are always looking to break down barriers and improve access to health care for everyone in our community.

Our Name

Positions us as an established provider of primary health care.

One of those obstacles was our brand, which had problems with inconsistency and low awareness. This made it difficult for those we seek to serve to find our centers and access our services.

In 2014, we decided to pursue a totally new branding approach, making a commitment to be more consistent. In May 2015, we launched our new brand.

Our new brand better reflects who we are. Applied consistently, it will make it easier for our diverse audiences to find us. Moving forward, such consistency allows us to speak with one voice.

So that those we serve will hear us loud and clear.

Our New Symbol

A circle built from intertwined primary colors, it symbolizes the well-rounded services we provide to promote the all-around health of a very diverse community.



PrimaryOne Health

Your first choice for quality care

Our Tag Line

Communicates that we're a top quality option for health care.

Profile

Charleta B. Tavares, CEO

Her pioneering work on harnessing the benefits of diversity through cultural competence is nothing short of groundbreaking. And, she's been a relentless public servant and advocate for those underserved by the health care system.

This lifetime of community service and knack for collaboration serves Charleta Tavares well in her new position as our CEO.

Tavares previously served as the Executive Director of the Multiethnic Advocates for Cultural Competence (MACC), a statewide non-profit organization whose mission is to enhance the quality of care in Ohio's health care system by incorporating culturally competent practices into the systems and organizations that serve Ohio's diverse populations.

Many in the community know her name from her political career, where she worked toward improving access to health care. Tavares currently serves in the Ohio Senate, representing District 15. She held a seat on Columbus City Council from 1999 to 2010, chairing

the Council's Health and Human Development committee. Tavares formerly served as Chief of the Children's Protection Section in the Ohio Attorney General's Office, playing a leadership role in developing and advocating for policy and legislative initiatives to protect the health, safety, education and security of Ohio's children.

She is also well known on the lecture circuit, delivering workshops and presentations on such varied disciplines as cultural competence, health disparities, behavioral and physical health integration, and social and criminal justice.

**Her life has been
one of trails blazed
and bridges built.**



Charleta B. Tavares



Going Out In Style **Tom Horan**

2014 was a sort of victory lap for Tom Horan. Our retiring CEO was recognized by two area publications for his skilled leadership and management. He was named one of Columbus Business First's

2014 Health Care Heroes, and was honored by Columbus CEO magazine as a finalist as Executive of the Year in its 2014 HealthCare Achievement Awards. None of this surprises us, as we saw Tom's great work in action, up close and personal for over seven years. We congratulate Tom on these honors and thank him for leading us with his signature blend of strength, wisdom and compassion.

Extending Our Reach

Behavioral Health Integration **Timely Transformation**

According to a study by the Substance Abuse and Mental Health Services Administration (SAMHSA)-Health Resources and Services Administration (HRSA) Center for Integrated Health Solutions, 45% of individuals who die by suicide saw their primary care provider in the past month.

“Our collaboration at our Dublin Counseling Center has been a great success. Offering integrated care will help our clients achieve their wellness goals.”

– Julie Rinaldi, CEO/Executive Director, Syntero

That stunning statistic has made the integration of behavioral health services into the primary care setting the new “gold standard” in health care – a level we always strive to reach.

In 2014, we launched our MEDTAPP (Medicaid Technical Assistance and Policy Program) Health Care Access Initiative, a unique partnership with The Ohio State University College of Social Work. As a result, we became

a site for 22 advanced-level MSW students in integrated care, training alongside our medical providers and offering a wide variety of evidence-based services including mental health and substance use screenings, short-term counseling, and crisis intervention and suicide risk assessment.

Beyond MEDTAPP, we began developing processes allowing us to screen and identify mental health and substance use issues, and link more patients to counseling and other social service resources. And, we set in motion staff training in the components of our integrated care trajectory, implementing varying levels of behavioral health care into seven of our centers.

We continued to partner with Southeast Health Care Services, Syntero, North Community Counseling, and Maryhaven to deliver a range of mental health and substance use treatments. Our collaboration with Syntero resulted in the successful launch of our newest health center inside of their Dublin Counseling Center.





Specialty Services

A Healing Collaboration

At the very core of our mission is improving access to quality health care, and adding specialty services has been a key factor.

“We saw the establishment of the PT clinic at the Maloney Center as an extraordinary opportunity to provide hands on training – while providing top quality services to an area in need.”

– Deborah S. Larsen, PhD;
Director, OSU School of Health
and Rehabilitation Sciences

The reason? All too often, when a primary care physician refers a patient to a specialist, their office is located outside of their neighborhood. Due to transportation challenges, this leads to missed appointments and worse, untreated conditions.

To break down this access barrier, we began a groundbreaking partnership with The Ohio State University Wexner Medical Center. This collaboration led to the addition of Cardiology Services at the John R. Maloney

Center on Parsons Avenue. As our very first Integrated Care Health Center, the Maloney site was a natural to offer this critical specialty.

The successful partnership with OSU led to the introduction of another high-demand specialty – Dermatology Services. There is great need for easing access to this important aspect of patient care. In response to another area of high need, Physical Therapy treatments were added to the roster of specialties in 2014, and Gastroenterology and Podiatry are set to be added in 2015.



Enhanced Services for Pregnant Women

Answering the Alarm

Last year, the alarming revelation that Ohio has one of the nation’s worst infant mortality rates served as a wake up call for our community. Adding services to meet the needs of pregnant women was an area of intense focus for us in 2014.

Central to this focus was our steadfast participation in Celebrate One, the collective impact initiative set in motion by the Greater Columbus Infant Mortality Task Force to improve the health of babies. Celebrate One’s goal is to assure that all babies survive and thrive well past those first birthdays, and



← CELEBRATEONE →

get to celebrate for many years to come. Many of our service enhancements were based on Celebrate One recommendations.

In one such enhancement, we piloted a program to provide extended initial OB intake visits at our East Central Health Center. In collaboration with our partners at Columbus Public Health, we have launched a similar pilot program at the John R. Maloney Health Center.

As part of a prenatal visit at both locations, patients are screened for high-risk factors, receive pregnancy education, learn how to keep themselves and their babies healthy and are offered referrals to community resources for other services they may need. Plans are in place to incorporate this intake process at all of our health centers that provide prenatal care.



In 2014, we were awarded a grant to implement the CHOICES for Victims of Domestic Violence program. CHOICES takes an evidence-based approach to educate women about contraception, with an emphasis on the efficacy of contraceptive choices. This program has been shown to reduce unintended pregnancies, particularly in adolescents, by increasing the use of more effective contraceptive methods.

Extending Our Reach

Health Care for the Homeless

Providing medical services to the homeless population in Columbus has always been an area of focus for us. In 2014, our Health Care for the Homeless program served more people than ever before. Our staff site enrollment visits increased, a Program Coordinator was hired to develop new relationships with our community partners that serve the homeless, and we initiated a plan to address respite care needs. As always, our goal is to continue to reduce the number of people who are homeless and in need of medical care and housing in Columbus/Franklin County.

Interpreting Services

The growth of Columbus' immigrant population inspired us to find an innovative approach to the increased demand for interpretation services. In 2014, we implemented the Martti® system thru the Language Access Network Company. This system allows us to provide interpretation for new immigrant populations in a cost-effective and efficient way.

The Martti® system is a wireless mobile touchscreen that provides "live interpreters" at the push of a button. It translates over 200 languages through a team of highly qualified medical interpreters.

The Martti® system supplements our Interpreter/Promotores contracts and bi-lingual staff that support the needs of our Limited English Proficient (LEP) customers and patients.



Nationally Recognized Care and Management

We are proud to have received high marks for the quality of our care and our fiscal management in 2014.

PCMH Recognition

A Quality Achievement

In 2014, the National Committee for Quality Assurance (NCQA) recognized us as a Patient Centered Medical Home (PCMH). PCMH is a model of care that strengthens the provider-patient relationship by replacing episodic care with coordinated care and fostering a long term healing relationship.



To receive PCMH recognition, we had to successfully pass a rigorous testing and evaluation process, including analysis of our medical record technology and our team approach to improve care access and coordination.

The NCQA evaluation results showed that we scored 95% or better for all of the eligible health centers, and showed improvement across the board for our care quality.

Clinical Indicator	Nat'l Average	State Average	2014
Pediatric Immunization	77%	78%	77%
Hypertension	64%	64%	55%
Diabetes Mellitus<9	69%	68%	77%
Papanicolaou Testing	58%	55%	83%
Asthma	81%	88%	97%
Colorectal Screening	35%	34%	63%

HRSA Site Visit

A Perfect Score

The Health Resources and Services Administration (HRSA) conducted an operational audit of Columbus Neighborhood



Health Center, Inc. in September 2014. This comprehensive review occurs once every three years for all Federally Qualified Health Centers (FQHCs).

We're proud to announce that we received a perfect score, receiving nineteen out of a possible nineteen measures. One of the reviewers commented that we were one of the top three out of more than a

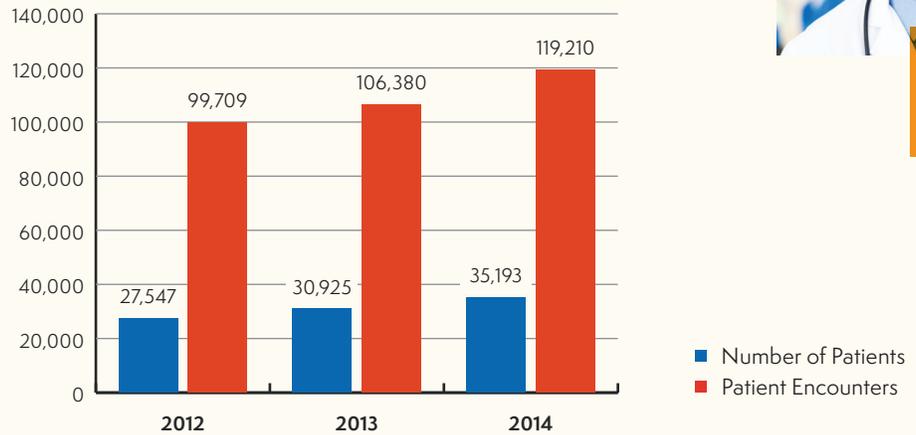
thousand HRSA conducted nationally. Our Diabetic Management Program, Corporate Score Card, and Fiscal Management practices were singled out to be shared at the national level as best practices.

"One HRSA reviewer told me that out of the thousand plus audits they had conducted, ours was definitely in the top three nationally."

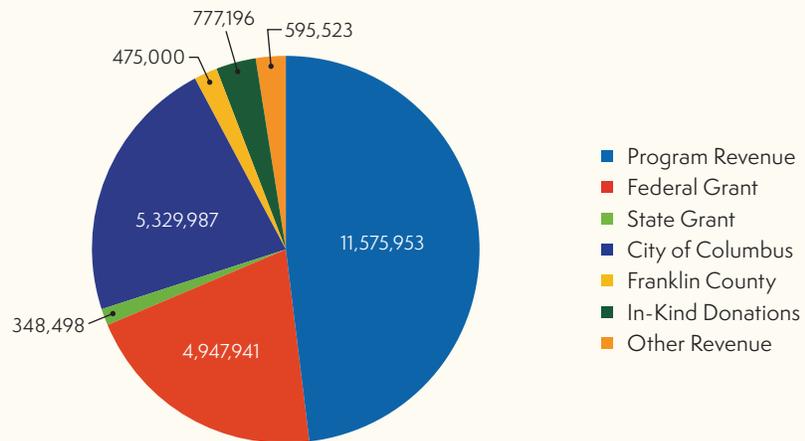
– Dr. Kevin Dixon, Board Chairman



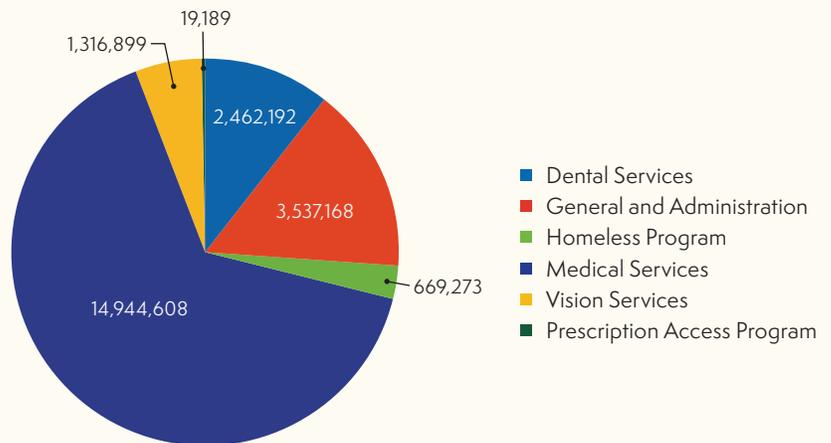
Patients and Visits



2014 Revenues \$24,050,098



2014 Expenses \$22,949,329



HW&Co., a certified public accounting and consulting firm, audited the financial statements of CNHC, Inc. as of and for the year ended 12/31/14 in accordance with auditing standards generally accepted in the USA and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the USA.

A Corporate Office
 1800 Watermark Drive, Suite 420
 Columbus, OH 43215
 614.645.5500 (phone)
 614.645.5517 (fax)

B Northeast + ♀ 👶 👤
 3433 Agler Road, Suite 2800
 Columbus, OH 43219
 614.645.1600

C St. Stephen's + ♀
 1500 East 17th Avenue
 Columbus, OH 43219
 614.645.2700

D East Central + 👁️ 🦷 ♀
 1180 East Main Street
 Columbus, OH 43205
 614.645.5535

E West Side + 👁️ 🦷 ♀ 👶 👤
 2300 West Broad Street
 Columbus, OH 43204
 614.645.2300

F Great Southern + 👶
 3781 South High Street
 Columbus, OH 43207
 614.645.3163

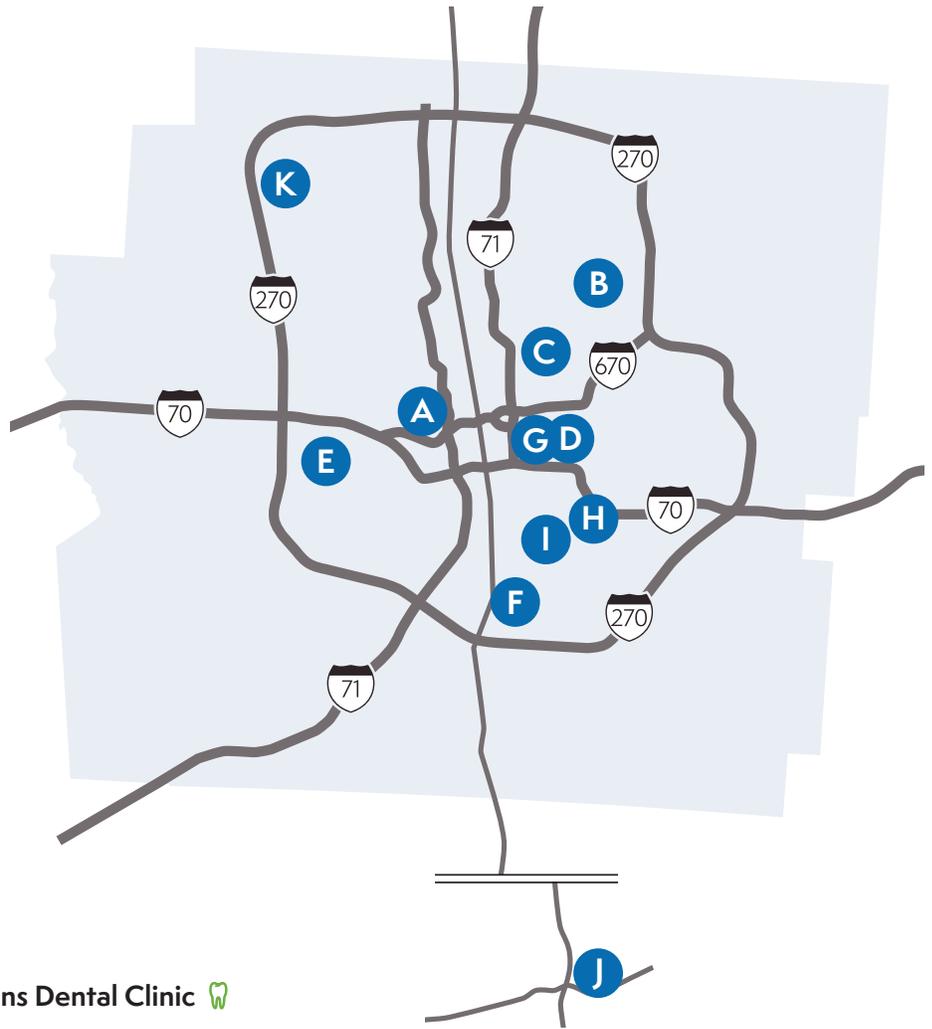
G Columbus Public Health – Parsons Dental Clinic 🦷
 240 Parsons Avenue
 Columbus, OH 43215
 614.645.5500

H Maryhaven + 👤
 1791 Alum Creek Drive, Suite 100
 Columbus, OH 43207
 614.526.5420

I John R. Maloney Center + 🏠 ♀ 🦷 🧑🏻‍🦯 👤
 1905 Parsons Avenue
 Columbus, OH 43207
 614.589.4159

J Circleville +
 600 North Pickaway Street
 Suite 300-3rd Floor-MO Building
 Circleville, OH 43113
 740.207.4202

K Dublin + 👤
 299 Cramer Creek Court
 Dublin, OH 43017
 614.526.3285



Services Provided

- + Primary Care
- ♀ Women's Health
- 👶 Pediatrics
- 🧑🏻‍🦯 Behavioral Health
- 👁️ Vision
- 🦷 Dental
- 🏠 Specialty Care
- 🧑🏻‍🦯 Physical Therapy



Your first choice for quality care