

2015 ANNUAL REPORT  
CHARTING OUR COURSE



**PrimaryOne**  
Health

Your first choice for quality care

## Our Services:

- Internal Medicine
- Family Practice
- Obstetrics/Gynecology
- Pediatric
- Dental
- Vision
- Behavioral Health
- Cardiology\*
- Physical Therapy\*
- Dermatology\*
- Gastrointestinal (GI)\*

## Enabling Services:

- Healthcare for the Homeless
- Pharmacy Services
- Patient Education
- Social Work
- Transportation
- Translation/Interpreters

\*OSU Collaboration

## 2015 PrimaryOne Health Officers and Board

### OFFICERS:

Kevin L. Dixon, *Chair*  
Carole Anderson, *Chair-Elect*  
Virginia McKeon, *Secretary*  
Dewitt Harrell, *Treasurer*

### MEMBERS:

Seleshi Asfaw  
Mark Craddolph  
Jacqueline Downey  
David Ford  
Sonia Johnson-Carey  
Candi Pringle  
Samantha Shuler  
Winifred Taylor

### EX-OFFICIO MEMBER:

Nancie Bechtel

Charleta B. Tavares

**Chief Executive Officer**

Dear Friends:

On behalf of the Board of Directors and Executive Team at PrimaryOne Health, we want to thank the dedicated support, clinical and administrative staff for a successful year. We also want to thank our more than 37,000 patients who put their trust in the hands of our devoted and committed staff to offer a wide range of services in order to address their health needs. Last February, the board selected Charleta Tavares as Chief Executive Officer of PrimaryOne Health was charged with moving the organization forward by increasing patient counts with the expansion of Medicaid insurance, improving quality care while reducing risk, stabilizing revenue, improving the corporate brand, and better positioning our organization to navigate the rapidly changing healthcare industry. This was an ambitious yet necessary agenda for ensuring that PrimaryOne Health becomes the provider of choice for many central Ohioans.

PrimaryOne Health practitioners fully understand the challenges we have before us — and have made strides to reduce health disparities and improve the overall wellness of our patient population. This is a multifaceted approach that will involve focusing on patient outcome data, enhanced staff and provider cultural competency education efforts, expanded specialty services within our centers, and broadening service hours that meet the needs of patients. The work of our practitioners is supported by a host of other staff located in our call center, ten health service locations, corporate office and those in the field registering individuals who are uninsured.

The Board of Directors recently joined the members of the Executive Team at a retreat to establish a new set of strategic objectives for the next three years. The retreat provided an opportunity for us to pause and reflect upon past successes and the challenges ahead in order to create some guidelines for navigating the emerging healthcare changes. Although we are still finalizing those over-arching strategic objectives, we know that more collaboration amongst our key stakeholders and partner organizations must occur if we are to address community-wide health issues such as infant mortality, high diabetes rates, cardiovascular disease and other preventable illnesses.

Finally, as a healthcare system, if we are not laser focused on being a community partner to help address the social determinants of health, we are naïve to believe we will move the needle on health disparities. In essence, we are continuing to treat the symptoms and not examining the etiology of illness and disease. We know that chronic and toxic stress caused by poverty, discrimination and racism, food insecurity, inadequate housing, the lack of safety and security along with other conditions that impact how and where we live, learn, work and play, influences our overall health and wellbeing. If we are sincere about improving the health conditions of all people in our society, we cannot be spectators or fringe dwellers, but advocates and agents of change that deracinate these societal problems. In other words, we can do it tomorrow - if we wake up tonight.



**Kevin L. Dixon, PhD**  
Chair, Board of Directors



**Charleta B. Tavares**  
Chief Executive Officer



This health center is a Health Center Program grantee under 42 U.S.C. 254b, and a deemed Public Health Service employee under 42 U.S.C. 233(g)-(n).

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



# "HONORING THE PAST, CELEBRATING THE FUTURE"

## PrimaryOne Health Celebrates Anniversary of FQHCs



PrimaryOne Health celebrated the 50th Anniversary of Community Health Centers in America and the 18th Anniversary of PrimaryOne Health on November 12, 2015 with more than 250 guests at the



Hilton Downtown Hotel. The signature event honored Congressman Louis Stokes, posthumously and announced the first Health Care Justice Award recipient, Tom Horan, former CEO of the organization. The event celebrated the history of one of the most successful programs developed out of President Lynden B. Johnson's War on Poverty—Community Health Centers



now known as Federally Qualified Health Centers (FQHCs). There are currently 45 FQHCs or Look-A-Likes in sixty-five of the 88 counties in Ohio. These centers have 250 sites serving more than 500,000 patients annually.

PrimaryOne Health (formerly Columbus Neighborhood Health Centers, Inc.) was established in 1998 as a health care center system that combined seven independently operated community-based health centers



into one. The first community-based health center, the Billie Brown Jones Center (Neighborhood House) in Columbus was established more than forty years ago. PrimaryOne Health now has ten locations in Columbus, Franklin and Pickaway counties serving more than 37,000 patients.

## PrimaryOne Health Community Partnerships

PrimaryOne Health is proud to report that during the 2015-16 Open Enrollment period of the Affordable Care Act (ACA) and the ongoing Medicaid enrollment, that new partnerships were developed with community service agencies and faith-based organizations. Each of our partners played an important role in working with our Certified Community Health Outreach Workers (CHWs) to help our uninsured patients and residents with securing health insurance.

Our CHWs partnered with many agencies and coalitions, in reaching into the community to assist and provide information on the ACA Open Enrollment and Medicaid. During 2015, our partnerships included: UnitedHealthcare, IMPACT Community Action Agency, Molina Health, Mid-Ohio Food Bank, Radio One, Buckeye Health, Cardinal Health, Community Health Ad-



visory Committees, CareSource, Central Ohio Diabetes Association, Columbus Public Health, UHCAN and many more. With the support of our partners, our efforts during the Open Enrollment Period helped us to: assist 2984 individuals; submit 1209 applications; and enroll an estimated 1120 people in health care coverage. These totals are all above last year's

totals which made it a successful Open Enrollment Period, thanks to the ongoing support and help of our many partners.

These numbers also demonstrate the hard work and effort on the part of the Community Services staff and the other PrimaryOne Health staff within each of our centers, who helped to direct uninsured patients to our counselors for assistance; truly a team effort!

We thank every one for their assistance, support and hard work in making sure that our patients and residents, who were uninsured, received the opportunity to learn about, get assistance with and enroll into a health insurance plan that will ultimately provide them with "access to healthcare". **The Open Enrollment period for 2017 has been set for November 1, 2016 – January 31, 2017.**

## LEADERSHIP CHANGES

### Clark and Reissland Join Executive Team

Dr. Aaron Clark and Ms. Gaibrelle Reissland, RN, JD, bring significant experience and knowledge to their respective positions of Chief Clinical Officer and Compliance Director. As PrimaryOne Health continues to expand its clinical programming, improve operational efficiency, maximize the use of technology to provide clinical services and leverage its Electronic Health Records (EHRs) to document its commitment to quality care, their leadership will be instrumental.



Dr. Aaron Clark

**Dr. Clark** was appointed Chief Clinical Officer for PrimaryOne Health in the fall of 2015. He has been a practicing family medicine physician since 2003. He graduated from

Ohio University Heritage College of Osteopathic Medicine in Athens, Ohio; completed his residency in family medicine; and also completed a fellowship in health policy training through the New York Institute of Technology. Before coming to PrimaryOne Health, he served in various leadership roles at The Ohio State University Wexner Medical Center (OSUWMC) including serving as Lead Physician of the

largest family medicine clinic in that system which serves over 20,000 patients. Prior to joining OSUWMC, he practiced family medicine with the Licking County Health System in Newark, Ohio. While with these organizations, he served on the following committees: Physician Compensation, Ambulatory Policy and Procedure and Patient Centered Medical Home (PCMH). He remains committed to medical education and remains a faculty member at OSUWMC. Currently, Dr. Clark is completing a selective seminar series offered by the OSUWMC Faculty Leadership Institute. He notes that his goal is to provide comprehensive primary care to his patients personally and to create an environment for the ongoing continuous improvement on the provision of care to the patients of PrimaryOne Health. In his free time, Dr. Clark spends as much time as possible with his wife, Sara, and their three children.



Ms. Gaibrelle Reissland, RN, JD

**Gabby Reissland** joined PrimaryOne Health as its Compliance Director in early 2016. She has over 30 years' experience in healthcare. She earned her Bachelors of Science in Nursing

and Juris Doctorate in Law from Capital University. She also completed a special certification program in Healthcare Corporate Compliance from George Washington University, making her one of a select few with this special certification. She started her career as a Registered Nurse taking care of patients before and after surgery. After graduating from law school, she joined a law firm that specialized in class action suits against pharmaceutical companies. After a short time-period in litigation, she served for 17 years as Director of Risk Management at The OSU Medical Center. She was then recruited to start the University's first Enterprise Risk Management Program, where she managed the risk management and insurance programs and had oversight of the business continuity program and later she led their expanding compliance program. She is an accomplished speaker and is published. Gabby's goal is to use education to help bring the complicated world of laws, rules, policies and protocols to a level of understanding for providers and staff to bring about the best patient care in a manner that is consistent with best practices. Gabby spends her free time doing home crafts which she donates the majority to charity.

### PT Student Therapy Clinic



In 2014, PrimaryOne Health became one of a very few FQHCs to open a Physical Therapy (PT) Clinic which is located at 1905 Parsons Avenue in the John R. Maloney Health Facility. As the program continued to grow, PrimaryOne Health and The OSU

Physical Therapy Program realized that there was an opportunity to provide significant educational experiences for students in the OSU PT Program. In the fall of 2015, the two organizations established a full-service physical therapy clinic providing free services to uninsured and underinsured residents of Central Ohio.

The Student Therapy Clinic is a full-service clinic, offering physical therapy services to uninsured and underinsured residents of Central Ohio. Services include a free examination and diagnosis, as well as the

development of a personalized treatment plan to address impairments and limitations of neuromuscular, musculoskeletal and cardiovascular systems. All physical therapy services are provided by graduate students in the doctorate of physical therapy (DPT) program at The Ohio State University, under the supervision of PrimaryOne Health's licensed physical therapist. The Student Therapy Clinic opened in September 2015 and meets two afternoons per week. The Student Clinic sees between 1-3 patients for examinations and an average of 4-5 patients for treatment per session.



## PrimaryOne Health Awarded Funding to Increase Services

PrimaryOne Health was extremely successful in 2015 in its pursuit of grants to support its mission and expand health care services for our community residents. Grants were awarded for the expansion of Dental Services, additional of Substance Abuse Services, the renewal of the Franklin County Women's Health grant and the maximum three-year renewal of the Health Resources and Services Administration (HRSA) grant.

The Dental Expansion grant (\$365,846, spanning portions of 2016-17), will allow for the expansion of hours of service at our 2300 West Broad Street health center and the addition of service at the 1180 East Main Street health center. The award of the Substance Abuse grant will allow PrimaryOne Health to add clinical and medical staff to provide substance abuse treatment and coordination for medication-assisted treatment. Further, the grant (\$325,000 for two-years) offers our providers training on opiate addiction, safe prescribing practices, and coordination with partner agencies for medication-assisted treatment. The Women's Health grant (\$475,000 for one-year) enables PrimaryOne Health to continue to serve some of our community's most vulnerable women and to assure that the care is of

the highest quality. The grant supports PrimaryOne Health's efforts to ensure pregnant women are receiving prenatal care during the first trimester, learning how

to best care for their babies, and delivering healthy babies. HRSA also announced that PrimaryOne Health's core grant was renewed for 2016-2018.

### DENTAL SERVICE EXPANSION

In an effort to serve the needs of our patients, PrimaryOne Health applied for and received a grant from the Health Resources and Services Administration (HRSA) to expand the dental services program. An award in the amount of \$365,846 was received by PrimaryOne Health in October 2015. The grant award and will allow PrimaryOne Health to add the following staff to the dental team:

- 2 full time Dentists
- 3 full time Dental Assistants
- 1 full time Dental Hygienist; and
- 1 full time Dental Front Desk Staff

Our goal is to increase services to our existing primary care patients as well as, new patients from the community. As a result of this dental expansion, we are projecting that PrimaryOne Health will be able to serve an additional 1484 unduplicated dental patients at the 1180 E. Main and 2300 W. Broad Street dental locations. This grant will also improve capacity to increase access and services for our patients who are homeless.

Our funding partnership with HRSA will positively impact PrimaryOne Health's efforts to integrate our oral health and primary care practices.



## Behavioral Health Integration: Continuing to Grow

Our Behavioral Health Department has continued to grow and integrate into a whole health care model in 2015, providing thousands of patients with needed services. PrimaryOne Health's behavioral health services include screenings for anxiety, depression, and substance use, assessing for perinatal mental health and substance use concerns, assessing suicide risk, provide counseling, education, and psychiatric services while connecting patients to social service resources to address disparities.

How did we do it? We grew our workforce from 3 social workers in 2014 to 11 Behavioral Health Clinicians and an Integrated Care Manager in 2015. In ad-

dition to strengthening our partnerships with Syntero, Maryhaven, and Southeast Health Care Services, we have developed new collaborations with CompDrug and the Ohio State University Medical Center's (OSUMC) Department of Psychiatry. Our relationship with OSUMC's Department of Psychiatry allowed us to begin a psychiatry clinic with one attending and 3 resident psychiatrists at our East Main Street location.

We received funding from the Franklin County ADAMH Board to contract with Southeast to provide us with a psychiatrist who has been training and consulting with our medical providers to give them the support that they need to help our patients

with depression and anxiety. Further, we continued to be the training site for the OSU College of Social Work's Medicaid Technical Assistance and Policy Program (MEDTAPP) intensive training program for nineteen Master's in Social Work (MSW) graduate students learning the Integrated and Culturally Relevant Care curriculum.

Late in the year we applied for and were awarded a Health Resources and Services Administration (HRSA) expansion grant that would allow for more growth providing substance abuse treatment and coordination for medication-assisted treatment. This programming will begin in 2016.

# PRIMARYONE HEALTH DISEASE MANAGEMENT TEAM

## Places 2nd In National Competition

PrimaryOne Health was honored to be selected to present two posters at the National Association of Community Health Centers' (NACHC) Health Institute Conference in Orlando.

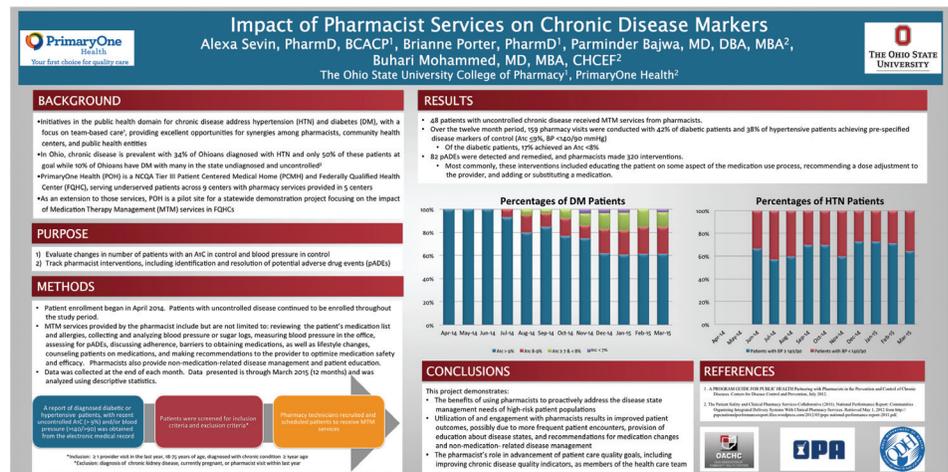
### 1. Impact of Pharmacist Services on Chronic Disease Markers

### 2. Diabetes Management Program

Out of ninety-five posters from all over the country one of the posters in the research criteria, "Impact of Pharmacist Services on Chronic Disease Markers" received a second-place award. The research study focus was on the positive impact on a patient's HB A1C and blood pressure with interventions by a pharmacist.

This project examines patients with uncontrolled chronic diseases in a Federally Qualified Health Center (FQHC) for the purpose of 1) Evaluating changes in the number of patients with an A1C in control and blood pressure in control 2) Tracking the pharmacist interventions, including identification and resolution of potential adverse drug events.

PrimaryOne Health serves as a pilot site for a statewide demonstration project focusing on the impact of Medication Therapy



Management (MTM) services in FQHCs. A report of patients diagnosed with diabetes or hypertension, with recent uncontrolled A1C and/or blood pressure was obtained from the electronic medical record. Patients who had not seen a pharmacist for at least one year were identified from this report and recruited to receive MTM services. Patient enrollment in the project began in April 2014 and continued throughout the study period through March 2015 (12 months) and the data was analyzed using descriptive statistics.

This project demonstrates with the utilization of and engagement of

pharmacists that the results can lead to improved patient outcomes. The improved outcomes may be attributable to more frequent patient encounters, provision of education about disease states, and recommendations for medication changes and non-medication-related disease management. As members of the health care team, pharmacists help to advance patient care quality goals, including improving chronic disease quality indicators. Pharmacists also provide education to other members of the team through consultations, leading to more appropriate and effective medication use among all patients.

## SIGNAGE

### Marketing Our Brand

PrimaryOne Health changed its name in May 2015 and is ensuring that the name and brand are reflected in and outside of its health center locations. The various signs are in color and include the name, the primary color palette and the tagline. Our branding efforts include placing internal signage at all of our health center sites



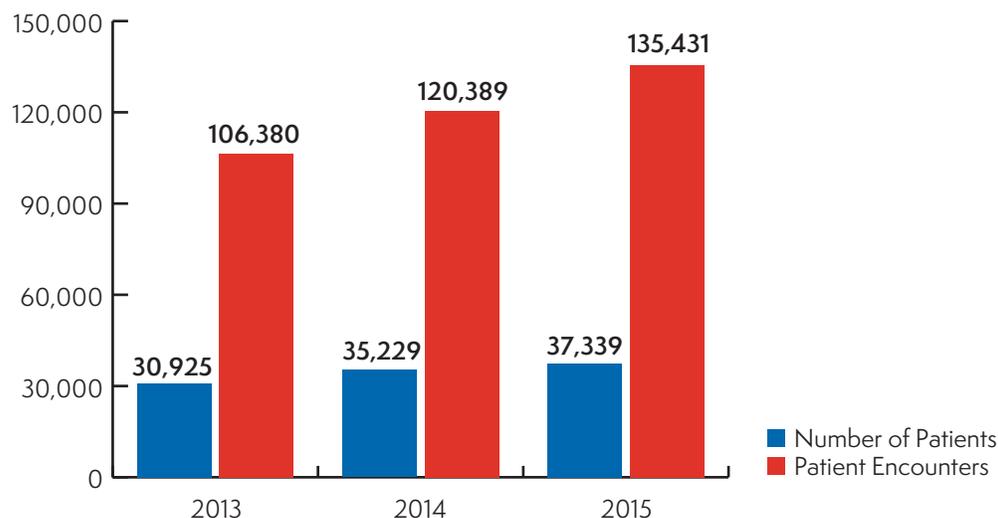
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and, wherever possible, on the exterior of the buildings. All internal signage will be fully installed by the first quarter of 2016. External signage has been installed at both

3681 South High St. and 1500 East 17th Ave. The placement of additional external signage is dependent on various leases and local permit requirements.

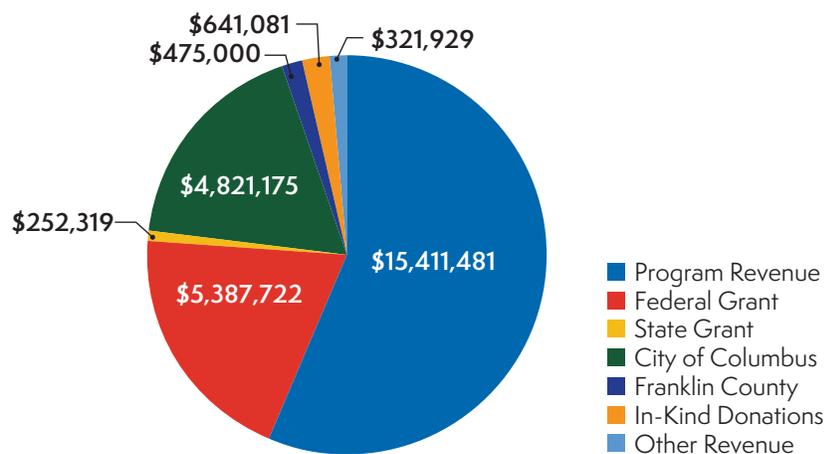
# FINANCIALS

## Patients and Visits



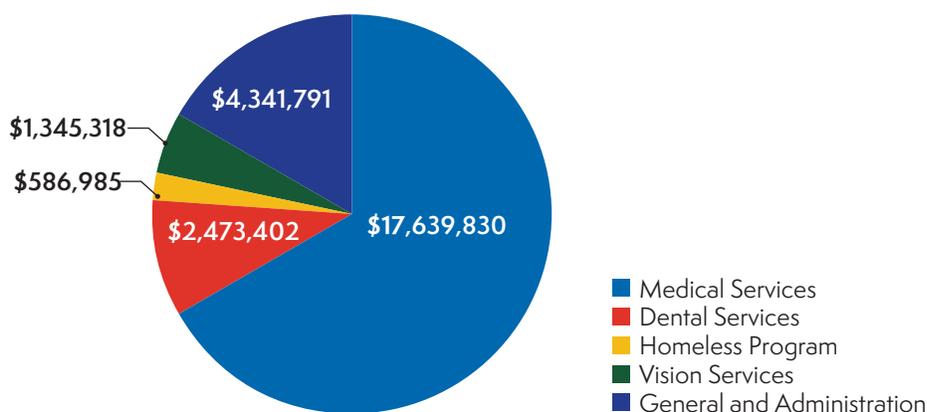
## 2015 Revenue

\$27,310,707



## 2015 Expenditures

\$26,387,326



HW&Co., a certified public accounting and consulting firm, audited the financial statements of PrimaryOne Health as of and for the year ended 12/31/15. HW&Co. issued an unmodified opinion on the financial statements and an unmodified opinion on compliance requirements.



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**A.** 1180 East Main Street  
Columbus, OH 43205-1975  
Phone: 614.645.5535  
Fax: 614.645.5546  
+ Vision Women's Health Dental

**B.** 2300 West Broad Street  
Columbus, OH 43204-3783  
Phone: 614.645.2300  
Fax: 614.645.2333  
+ Vision Women's Health Pediatrics

**C.** 3781 South High Street  
Columbus, OH 43207-1930  
Phone: 614.645.3163  
Fax: 614.645.5893  
+ Pediatrics Behavioral Health

**D.** 1500 East 17th Avenue  
Columbus, OH 43219-1093  
Phone: 614.645.2700  
Fax: 614.645.2727  
+ Women's Health Behavioral Health

**E.** 3433 Agler Rd, Suite 2800  
Columbus, OH 43219-3389  
Phone: 614.645.1600  
Fax: 614.645.1347  
+ Women's Health Behavioral Health Pediatrics

**F.** 1791 Alum Creek Drive, Suite 100  
Columbus, OH 43207  
Phone: 614.526.5420  
Fax: 614.526.5421  
+ Behavioral Health

**G.** 600 N. Pickaway Street  
Suite 300 3rd Floor MO Bldg  
Circleville, OH 43113  
Phone: 740.207.4202  
Fax: 740.207.4221  
+ Behavioral Health

**H.** 1905 Parsons Avenue  
Columbus, OH 43207  
Phone: 614.586.4159  
Fax: 614.586.4252  
+ Specialty Care Women's Health Physical Therapy

**I.** 240 Parsons Avenue  
Columbus, OH 43215  
Phone: 614.645.5500  
Fax: 614.645.7080  
Dental

**J.** 299 Cramer Creek Ct.  
Dublin, OH 43017  
Phone: 614.526.3285  
Fax: 614.526.3286  
+ Behavioral Health



★ **Corporate Office**  
1800 Watermark Drive  
Suite 420  
Columbus, Ohio 43215  
p: 614.645.5500  
f: 614.645.5517  
[www.primaryonehealth.org](http://www.primaryonehealth.org)

**Services Provided**

- + Primary Care
- ♀ Women's Health
- 👶 Pediatrics
- 🧠 Behavioral Health
- 👁️ Vision
- 🦷 Dental
- 🏥 Specialty Care
- 🏠 PT Physical Therapy