

# Celebrating a Decade



Community Health Centers  
of Greater Dayton

2018  
ANNUAL REPORT

# Letter from the Board President



Our Board of Directors is passionate about providing affordable, high-quality health care to all we serve. The Board's primary function is to provide oversight for the

Community Health Centers of Greater Dayton.

Mindful of our community's ongoing needs, we continually seek to deliver measurable improvements in the health and lives of our patients while offering them a stable medical home. Working through the Executive Director, we help maintain current daily operations as we constantly strive to improve our service through various long-range objectives.

By FQHC mandate, the majority of our board's seats must be filled by patients—members who depend on CHCGD for their personal health care. Their unique perspective consistently adds valuable insight to the decision-making processes.

It's been my privilege to serve on CHCGD's board for more than a decade. As a patient/member myself, I know firsthand the importance of access to quality health care—to both an individual and a community.

– Jim McGuire

“...we are fortunate to have **great community partners** to help us deliver quality services to our patients.”

– Gregory Hopkins, Executive Director

# Letter from the Executive Director



We are committed to being your neighborhood doctor's office. While much has changed in the last decade, we are even more focused on our mission to improve

lives by providing quality primary and preventive health care services to those in need, regardless of ability to pay.

Rapid expansion marked our first five years (2008-2013) as we grew from three to six health centers. Since 2013, we've added dental health care, a mobile health unit in partnership with Dayton Public Schools, and an appointment call center. We've also focused on improving our quality, our services, and our facilities.

I hope you'll enjoy reading more about our growth and services in the pages of this, our first, annual report.

From the very beginning CHCGD was formed with the help and support of hospital systems and the health department. While we have always operated as an independent organization, we are fortunate to have great community partners to help us deliver quality services to our patients. We have an outstanding team of staff and providers who do the heavy lifting each and every day to meet the needs of our patients. Most important, we are humbled and honored that our patients trust us with their care and the care of their families.

– Gregory Hopkins



2018 Board of Directors, from left to right.  
Front row: Karla Garrett Harshaw, Janet Cook, Dan Barrett  
Back: Tim Nolan, Thomas Herchline, M.D., Jim Gross,  
Jim McGuire, Anthony Webb, Thomas Curtin  
Not pictured: Johnnie Bradford, Becky Lewis,  
Kathy Rowell, and Theresa Wheeler.



*On our logo are the words care and compassion, twinned within the Yin and Yang fishes in the ancient Tai Chi symbol. We believe that compassion—the warmth of human touch, empathy and understanding—is as essential to quality health care as is state-of-the-art equipment.*

As we celebrate more than a decade of providing compassionate, quality health care, we reflect proudly on our core values and the collaboration that birthed the Community Health Centers of Greater Dayton.

In late 2006, the leaders of Dayton’s major hospital systems recognized that the health clinics their institutions operated separately could serve the community better if they were joined together. Corwin Nixon Health Center belonged to Grandview Hospital, Charles Drew to Good Samaritan Hospital, and East Dayton to the Miami Valley Hospital. Separately, each of the hospitals were incurring millions of dollars in uncompensated costs—at their health centers and in their emergency rooms where patients without insurance often turned for non-emergency care.

Moreover, none of the health centers were Federally Qualified Health Centers, which meant that they were not eligible for federal funding. Instead, they depended heavily upon support from Montgomery County Human Services property tax levies and cash infusions from the hospitals.

“We thought, ‘Wouldn’t it make sense to join the FQHC system?’” says healthcare consultant James Gross, who at the time was an assistant to the Montgomery County health commissioner. “A lot of people would say, ‘What took you so long?’”

Gross, Roy Chew, then president of Grandview Hospital, and James Pancoast, who was president of Good Samaritan Hospital, formed our first board with Gross serving as its first president.

The board established a non-profit 501(c)(3) corporation, and in 2009, CHCGD became a Federally Qualified Health Center. Over the last decade, we’ve added three more primary care health centers and a dental center. Today, in addition to primary care, CHCGD offers an array of medical and social services, including behavioral health services, to serve more than 17,700 patients.

“The needs are greater than ever,” says Chew, who retired in February 2019 as president of the Kettering Hospital Network. “And I think the Community Health Centers of Greater Dayton has had a fantastic track record of meeting the needs of its target population.”

Gary LeRoy, M.D., began his medical career at East Dayton Health Center 27 years ago and was medical director there in 2006. As a member of the board of directors at Miami Valley Hospital at the time, LeRoy also was instrumental in CHCGD’s founding. Now an associate dean at Wright State University Boonshoft School of Medicine, LeRoy still sees patients at East Dayton two days a week. “If we focus on the community and focus on the patients and focus on our families and our children,” says LeRoy, “then magical things happen.”

# Patterson Park Health Center



**We relocated our Southview Health Center to a new facility in southeast Dayton in May 2018 and renamed it the Patterson Park Health Center.** The 5,400-square-foot health center, renovated at the cost of \$300,000, features 10 patient exam rooms, offices, a conference room, and a lab. Two physicians and two nurse practitioners see patients at the facility, which is conveniently located near public transportation in the Breitenstrater Square Shopping Center at Patterson Road and Wilmington Avenue.

*“I know I’m just doing my job, but it’s awesome when I’m able to help someone. You can just see the relief and the tension lift when you tell a patient that you’ve gotten them on Medicaid or in an ACA plan.”*

– Shanise Wade, Certified Application Counselor and Outreach and Enrollment Coordinator



**CHCGD and Dayton Public Schools partner to provide health care at area schools with the Mobile Health Unit,** which is equipped with two exam rooms, a nurses’ station, and computer access to the health center’s electronic health records system. The mobile unit has been especially valuable for nurses who are helping asthma patients better manage their conditions and reduce asthma attacks.

**October 2007** Non-profit 501(c)(3) is established.

**March 2009** CHCGD receives FQHC status.

**April 2013** Southview Health Center is added.

2007

2008

2009

2011

2013

**July 2008** CHCGD is formed with Charles Drew Health Center, East Dayton Health Center, Corwin Nixon Health Center.

**June 2011** Victor Cassano Health Center joins.

# Letter from the Medical Director

At the Community Health Centers of Greater Dayton, we are intently focused on providing quality patient care. To that end, we have expanded our teams to provide needed services and undertaken initiatives to improve patient outcomes.



As a recognized Level 3 Patient-Centered Medical Home, we actively coordinate care for each patient. This effort begins with patient-friendly scheduling to ensure that patients get appointments that fit their needs. Our providers not only treat acute illnesses and manage chronic diseases, but they also review preventive care with patients, make recommendations, and follow up on referrals.

If patients don't follow our medical advice, we want to know why, so we can work with them to remove barriers to treatment—whether those barriers are transportation, language, or simply a lack of understanding. Recently, we've begun addressing food and housing insecurity—two major issues that adversely impact the health of our patient population.

When we realized that mental health issues were a growing concern for our patients, we expanded our behavioral health services. Now when primary care providers suspect mental health problems, such as depression, they can refer those patients to our behavioral health professionals for assessment and care.

In 2018, we hired registered nurse-care coordinators to work with our highest risk patients to develop personal goals, address barriers to care, and help with medication reconciliation. We added community health workers to help these same patients access and use community resources to better complete their care plans. Our referral outreach staff also works with patients to complete the referral loop.

Top among our quality improvement efforts have been initiatives to increase childhood vaccination and colorectal cancer screening rates. While our vaccination and screening rates for 2017 were above state and national averages, "above average" is not good enough for us. To improve hypertension management, we're doing 30-day follow-up appointments at Charles Drew Health Center for patients whose blood pressure is not well controlled. Asthma and diabetes management remain top priorities as well.

*“Numbers and rates help us measure our progress, but the well-being of our patients is the ultimate goal. . .”*



Numbers and rates help us measure our progress, but the well-being of our patients is the ultimate goal as we strive to provide comprehensive, quality care for our communities.

Anna Roetker, M.D.

**March 2014** East Dayton Dental Center opens.

**November 2017** Corwin Nixon Health Center is renovated.

**2013**

**2014**

**2016**

**2017**

**2018**

**July 2013** Alex Central Health Center opens.

**December 2016** CHCGD and Dayton Public Schools launch Mobile Health Unit.

**May 2018** Patterson Park Health Center opens.



## Dental

*Since we began offering dental health care in 2014, our dental patient population has increased by more than 150 percent. And the demand continues to grow.*

Our dentists see several new patients a day at the East Dayton Dental Center, where our five exam rooms are equipped with the latest technology. Most of these patients tell us that they have not seen a dentist in seven to 10 years. Consequently, many have advanced periodontal disease with extensive tooth decay and need full-mouth extractions and dentures.

“We really try to focus on education and teach our patients how to take care of their mouths,” says CHCGD Dental Director Timothy Jason Zigler, D.D.S. “We want to impress upon them that they can prevent what happened to them from happening to their children or grandchildren.”

Cost is one of the major obstacles for many patients. At CHCGD, we offer sliding-scale fees based on income for patients who do not have Medicaid or private insurance. “We want people to know,” says Zigler, “that we are here and that we take patients, regardless of their ability to pay.”

Dental Visits



Unduplicated Patients



## Behavioral Health Services

*CHCGD’s behavioral health team screens for depression and provides mental health counseling.*

*“Health care is always changing and we’re always trying to stay ahead of the next thing that comes along in order to provide the appropriate care for our patients. Integrating behavioral health with primary care is one way we’re evolving to provide for our patients on a better, higher level.”*

– Patty Griswold, MSW, LISW-S

# Financial Highlights

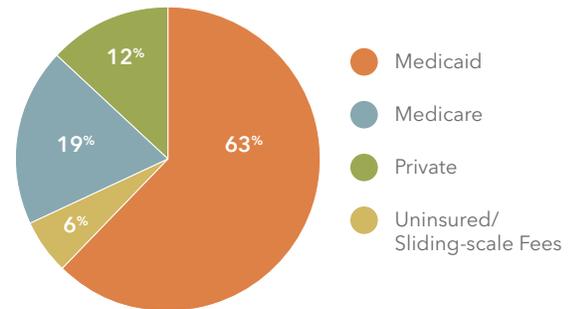
*Financial performance for the Community Health Centers of Greater Dayton remained strong in 2018 with revenues exceeding expenses for the third consecutive year. We reported a surplus in 2018, which we reinvested in general operations, as we have done in previous years.*

Medicaid reimbursement continues to account for more than 60 percent of our revenues from payors, although we have seen slight increases in the number of Medicare, uninsured, and privately insured patients.

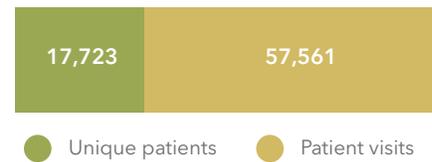
Our move from the Southview Health Center to the larger, more visible Patterson Park Health Center will enable us to serve more patients and improve access for residents in central and southeast Dayton. We also added three care coordinators to better manage patients with complicated or chronic illnesses, and we hired three community health workers to expand our outreach and address community-wide issues.

Since our founding, our patient population has increased by more than 150 percent from about 7,000 patients in 2009 to more than 17,700 today. We look forward to continued growth as we strive to provide high quality care for all.

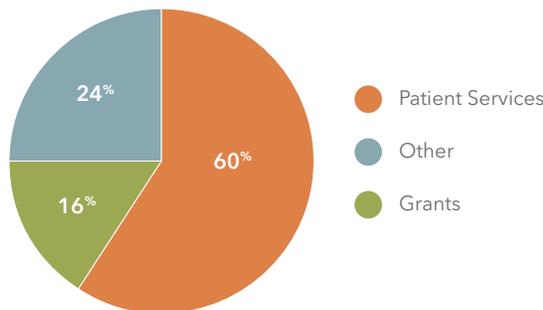
2018 Payor Mix



2018 Patients



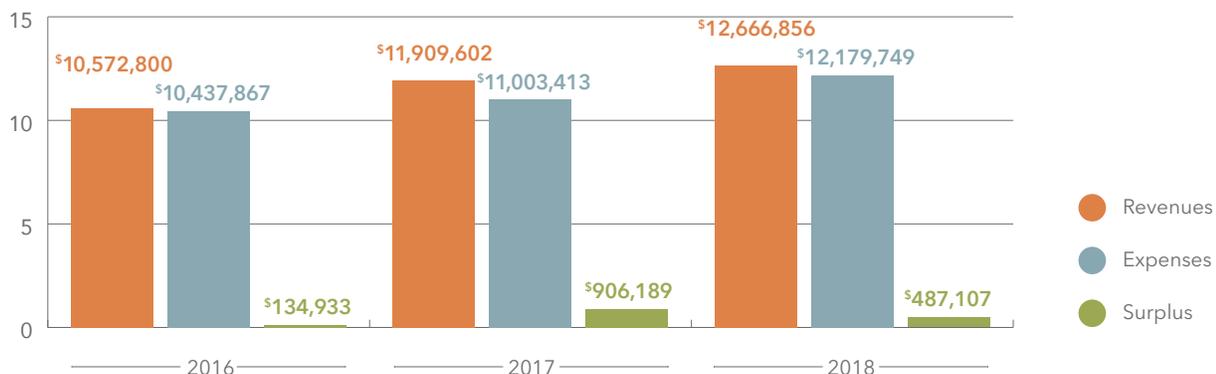
Revenue Sources



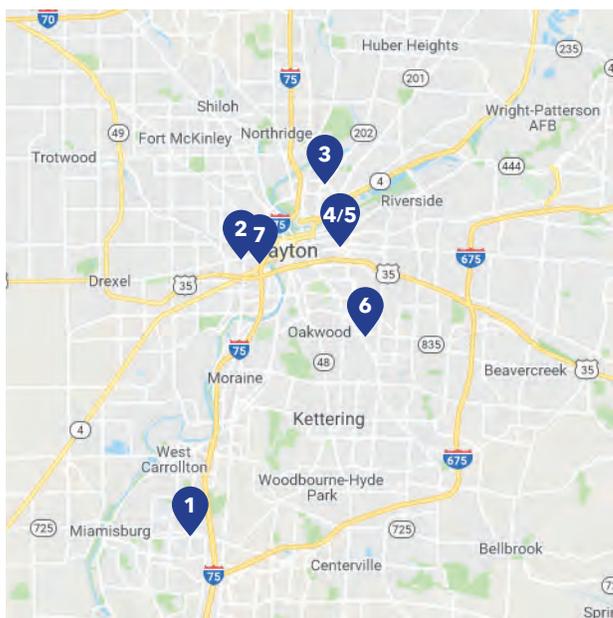
Patient Population Growth



Revenues and Expenses



*Improving lives by providing quality primary and preventive health care services to those in need, regardless of ability to pay.*



- 1. Alex Central Health Center**  
5 S. Alexandersville Road  
Miamisburg, OH 45342
- 2. Dr. Charles R. Drew Health Center**  
1323 West Third Street  
Dayton, OH 45202
- 3. Corwin Nixon Health Center**  
2351 Stanley Avenue  
Dayton, OH 45404
- 4. East Dayton Dental Center**  
2132 East Third Street  
Dayton, OH 45403
- 5. East Dayton Health Center**  
2132 East Third Street  
Dayton, OH 45403
- 6. Patterson Park Health Center**  
1074 Patterson Road  
Dayton, OH 45420
- 7. Victor Cassano Health Center**  
165 South Edwin C. Moses Blvd.  
Dayton, OH 45402
- 8. Mobile Health Unit**  
CHCGD & Dayton Public Schools