

Ensuring Continuity of CARE

2020 Report to
the Community



AFFINIA
HEALTHCARE™

Inspired by the Patients We Serve

COVER: Senior Vice President and Chief Operating Officer, Dr. Kendra Holmes checks COVID-19 testing information at our 1717 Biddle Street drive-thru testing location.

BELOW: The Affinia Healthcare mobile COVID-19 testing team tests in Fountain Park in North St. Louis City.

MISSION

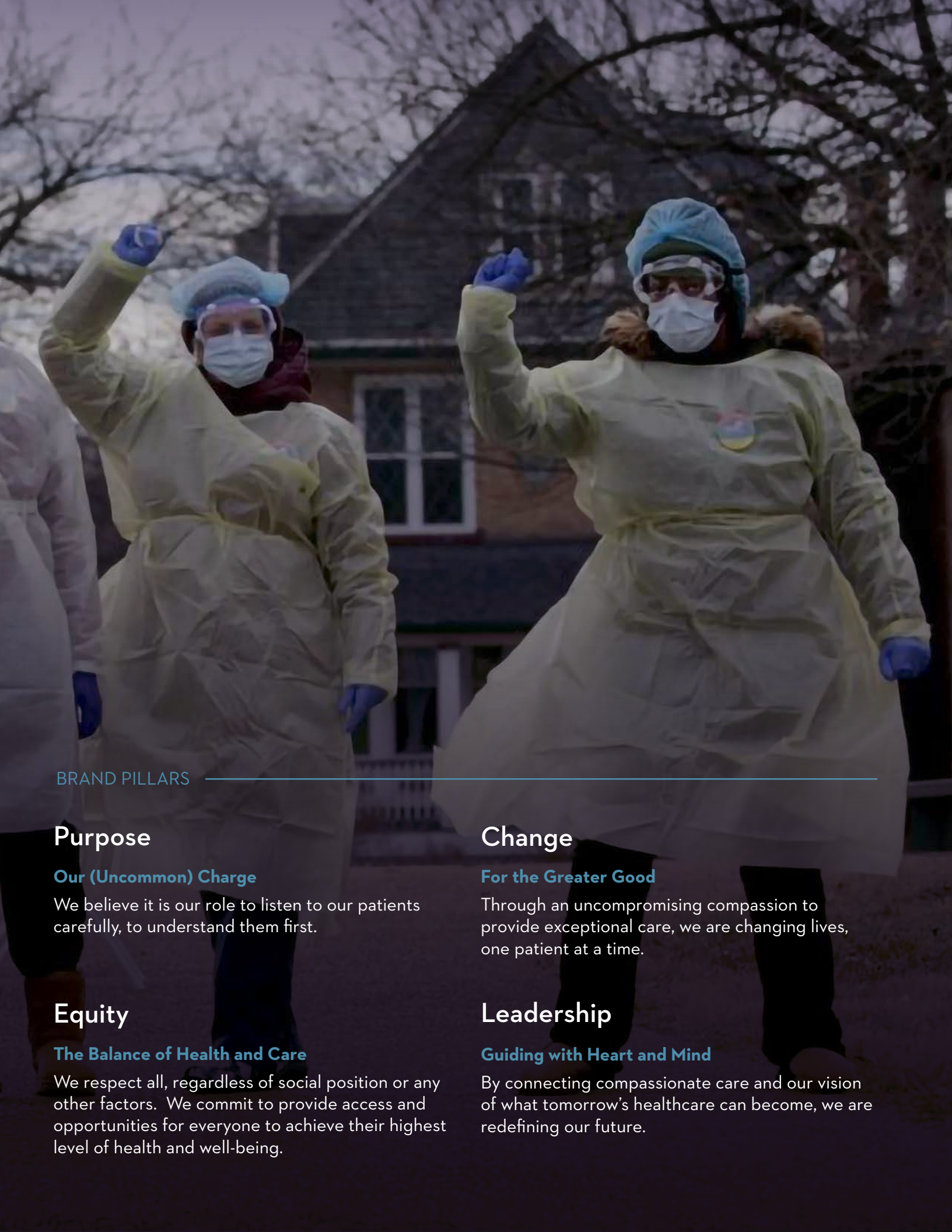
To provide high quality health care and exceptional service, while promoting healthy lifestyles.

Vision

Affinia Healthcare is the patient-centered health home of choice in St. Louis, and is recognized locally and nationally as a dynamic and transformative leader among community health systems.

Values

Our patients, communities, and staff can count on us to be dependable, compassionate, dynamic, and ethical in all aspects of our jobs.



BRAND PILLARS

Purpose

Our (Uncommon) Charge

We believe it is our role to listen to our patients carefully, to understand them first.

Equity

The Balance of Health and Care

We respect all, regardless of social position or any other factors. We commit to provide access and opportunities for everyone to achieve their highest level of health and well-being.

Change

For the Greater Good

Through an uncompromising compassion to provide exceptional care, we are changing lives, one patient at a time.

Leadership

Guiding with Heart and Mind

By connecting compassionate care and our vision of what tomorrow's healthcare can become, we are redefining our future.

Board of Directors and Advisors

Our board members are some of our best ambassadors, advocates, strategists, and supporters. At defining moments and key events, they are always there, leading and representing.



ABOVE: Affinia Healthcare board members and executives attend virtual board meetings held via zoom during 2020, due to the COVID-19 related safety measures.

IN 2020 . . .

BOARD OFFICERS

Board Chair

Laura Tinsley

Vice Chair

Jean Frazee

Secretary

Gilbert Peoples

Treasurer

Robert Jacobson

Immediate Past Chair

David Walters

BOARD MEMBERS

Elizabeth Coleman

Tondaleria Curry

Paula Davis

Debra Leonard

Kevin Hachegechog

Gwendolyn Hall

Georgia Harris

Joan D'Ambrose

Harry Dengler

Riisa Rawlins-Easley

Araceli Escalante-Gudino

Dr. Forbes McMullin

Kimball McMullin

William Van Luven

GENERAL ADVISORS

Mitchell L. Baris

Pamela Barsh

Dr. Ebony Boyce Carter

James Lippert

Vickie Lomax

EX-OFFICIO

The Rt. Rev. Deon Johnson

Dr. Alan O. Freeman

A letter from our CEO

Think about this with me for a moment . . . over the past 115 years, the lives of several hundred thousand people have been enriched - and at times, sustained - through the wide range of high quality medical, dental, behavioral and mental health, ancillary, and enabling support services Affinia Healthcare (the former 'Grace Hill Health Centers') has provided. That fact speaks for itself.

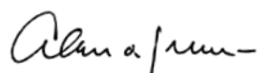
In this letter introducing our 2020 report, Ensuring Continuity of Care, my thoughts are focused on the efforts of our extraordinary staff. And let me tell you, if any collection of clinicians, health services providers, clinical and non-clinical support staff, and other healthcare professionals deserves the title 'Healthcare Super Heroes', it's this group . . . my co-workers and colleagues at Affinia Healthcare!

As you will read, they have been relentless and unfailing in their preparation, response and resolve during an ongoing, once-in-a-lifetime public health crisis. 'Yes' has been their only answer when asked to serve, inform, support, treat, protect and advocate for our patients and communities. 'NO' has never been an option!

I have witnessed and experienced a great deal in my thirty-seven years of service in the health care community throughout Missouri . . . yet I must say, nothing that compares to the compassionate care and concern offered by our staff, contractors and volunteers during the COVID-19 pandemic. I am awestruck, beaming with pride, and so very thankful!

Our 2020 Report to the Community, Ensuring Continuity of Care, is dedicated to them!

In service to others,



Alan O. Freeman, *DMgt, FACHE*
President and Chief Executive Officer

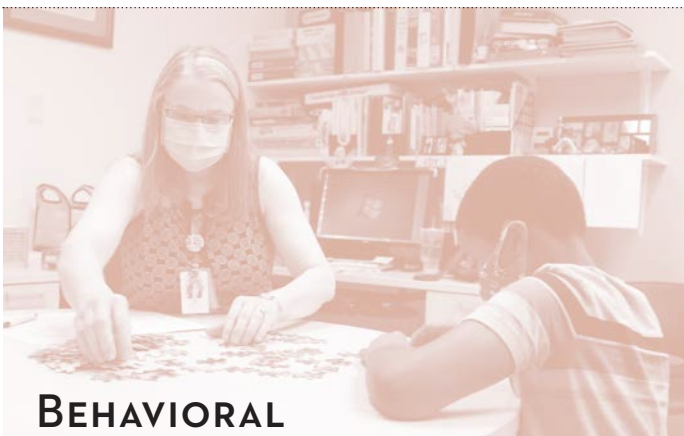


Services



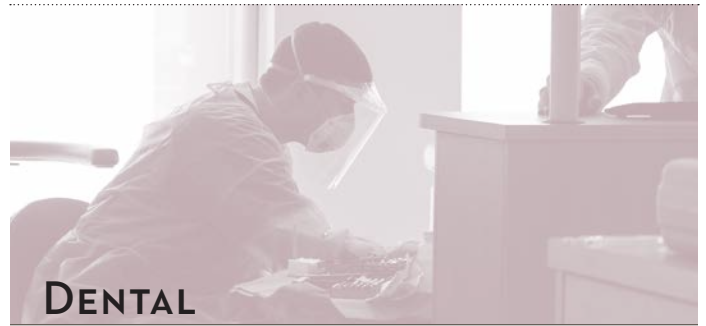
MEDICAL

- Audiology
- Chiropractic Care
- Family Practice
- Internal Medicine
- Obstetrics/Gynecology
- Optometry
- Podiatry
- Pediatrics
- Urgent Care



BEHAVIORAL

- Child Development Center
- Medication Assisted Treatment
- Mental and Behavioral Health
- Psychiatry
- Psychology
- Substance Use Disorders Treatment



DENTAL

- General Dentistry
- Specialty Dentistry
- Urgent Care



COMMUNITY HEALTH

- Chronic Disease Management
- Chronic Pain Management
- Health Outreach
- Homeless Services
- Mobile Medical and Dental
- Patient Centered Health Home
- Prenatal and Pediatric Care Management
- Public Housing
- Referral Planning



ANCILLARY SERVICES

- Laboratory
- Pharmacy
- X-Ray and Digital Ultrasound
- Interpretation
- Transportation
- Women, Infants, and Children (WIC)

Expanded I.T. Capacity

Affinia Healthcare laid the groundwork for an upgraded phone system, which allows for the expanded usage of telehealth solutions. This and other developments were supported via federal CARES Act grant funding authorized through the St. Louis City Department of Health. In addition, Affinia Healthcare deployed 100 hotspots with plans for deployment of an additional 550 hotspots to patients in need of telehealth services. Affinia Healthcare also launched a patient portal, giving patients access to their health information from home.

COLLABORATIONS



This year, Affinia Healthcare expanded its collaborations with Logan University to include an enhanced Physical Function Chiropractic Care service model, the addition of Occupational Therapy, and Nutrition Services.



New collaboration agreements were established with the **St. Louis City Department of Health**, expanding access to STI Screening and Treatment, TB Services, and Immunization Services, and community Influenza Vaccine Events.



A.T. Still University Partnership

Since 2015, Affinia Healthcare has partnered with ATSU's Missouri School of Dentistry and Oral Health (MOSDOH) at the St. Louis Dental Center. The St. Louis Dental Center is a state-of-the-art 79,000-square-foot clinical education facility with 93 dental chairs. Here, MOSDOH trains its dental students. The dental clinic is operated by Affinia Healthcare. Through this unique and highly-effective collaboration, dental care is also provided to tens of thousands by Affinia Healthcare dentists and staff who work and serve alongside ATSU-MOSDOH faculty and dental students.



United Way Employee Giving Campaign

Affinia Healthcare participated in the 2020 United Way Employee Giving Campaign, exceeding our \$10,000 campaign goal. The campaign ran from September 25th through November 25th. Many of the resources provided by United Way help address negative social determinants of health that impact our patients' lives, such as early childhood education, financial literacy resources, and health and social services. Affinia Healthcare is a proud United Way member.

Partners

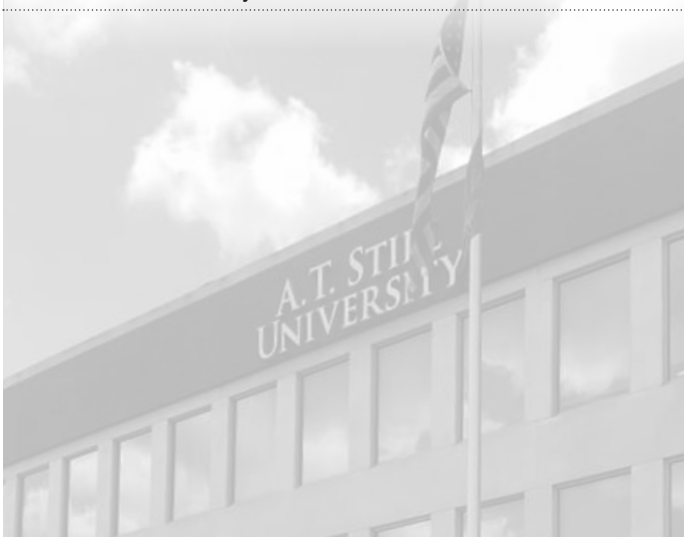
Affinia Healthcare has cultivated a rich network of partner organizations, allowing for the provision of high quality healthcare to tens of thousands of patients in need.

All Access Interpreters

Archdiocese of St. Louis Schools

Aerotek

A.T. Still University



Berland Radiology

Beyond Housing



Behavioral Health Network

BKD

Bridgeway Behavioral Health

BJC HealthCare

BJC Behavioral Health



Capes Sokol

Carrollton Bank

Chamberlain College of Nursing

Confluence Academy



Fiance Early Learning Center



Grace Hill Settlement House

Hazelwood School District

International Institute of St. Louis

Junior League of St. Louis

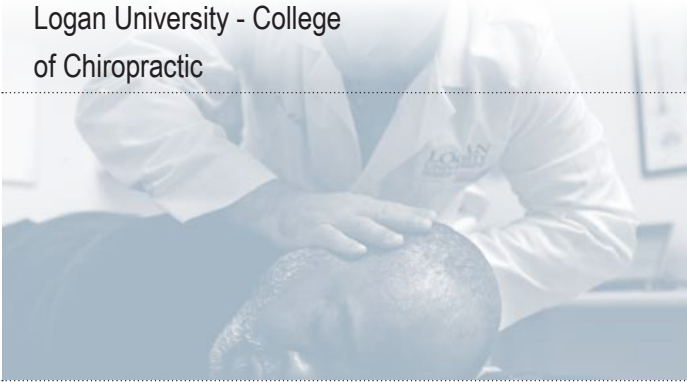
Legal Services of Eastern Missouri

Lift For Life Academy



Link Market

Logan University - College
of Chiropractic



Maryville University

Missouri Foundation for Health

Missouri National Guard

Missouri Office of Minority Health

Missouri Primary Care Association

Missouri School of Dentistry and Oral Health
(MOSDOH)

National Association of Community Health Centers

Midwest Podiatry Associates

Normandy Schools Collaborative



Operation Food Search

Saint Louis University

Salvation Army



Siteman Cancer Center

Southern Illinois University - Edwardsville

State Bank of Waterloo

St. Louis Center for Hearing and Speech



St. Louis Children's Hospital

St. Louis City Department of Health

St. Louis College of Pharmacy

St. Louis Community College

St. Louis County Prosecuting Attorney

St. Louis Integrated Health Network

St. Louis Metro Market

St. Louis Regional Health Commission

St. Mary's Hospital

St. Patrick Center

St. Louis Public Schools

Urban League of Metropolitan St. Louis

Urban Strategies

United Way of Greater St. Louis

University of Missouri - St. Louis



Washington University School of Medicine



WestEnd Clinic

Wyman

Gateway Region YMCA

Quality Improvement

Through committed and inspired leadership, clinicians, and dedicated staff, the following key measures exemplify how we are moving the quality-of-care needle.

42% ↑ 14% since 2018

Screening for Adolescent Depression and Follow-up

Screening for depression is a key step in raising healthy kids. With services such as our Child Development Center, we are able to provide wraparound care to help children and families with behavioral health challenges they face.

48% ↑ 11% since 2019

Dental Sealants for Children between ages 6-9

Tooth decay is the most common childhood disease in St. Louis. Our quality initiative to increase the number of kids with tooth sealants in our community leads to improved health and better performance in school!

43% ↑ 19% since 2019

Adolescent HPV Immunizations

HPV is a very common STI and can lead to cervical cancer if left untreated. By continuing to improve our HPV vaccination efforts, we are helping to create a healthier future for women in St. Louis.

61% stable since 2019

Diabetes Patients with HbA1c levels less than 9

The HbA1c test is an important metric when screening individuals for untreated diabetes and prediabetes. Stabilizing unregulated blood sugar levels helps patients avoid serious complications.

41% ↑ 18% since 2017

Childhood Immunizations

DTP, IPV, MMR, HIB, HEPB, VZV, PCV, FLU

(OF 2 YEAR OLDS SEEN IN THE LAST 12 MONTHS)

In recent years, our Mobile Medical Unit, school-based health centers, and pediatric departments have greatly increased the number of kids who are fully vaccinated in our community.

63% ↑ 1.7% since 2019

HIV Screening

Screening is an important first step in treating individuals living with HIV. Once patients have been identified, our team of providers can create the best treatment plans and help patients live fulfilling lives.

Swift. Informed. Determined.

On January 31st, 2020, a national public health emergency was declared upon the emergence of the novel coronavirus (COVID-19). Leaders at Affinia Healthcare stepped up and soared to extraordinary heights. Recognizing that access to testing and other life-saving measures was required immediately in order to serve the most vulnerable in our service areas, our board of directors, executives, managers, clinicians and support staff acted . . . without hesitation. Our emergency preparedness protocols were instituted. Our stores of personal protective equipment (PPE) were accessed and distributed. Staff communication and training took place. On April 2, 2020, Affinia Healthcare established the first COVID-19 testing location in North St. Louis. Subsequently, numerous stationary and mobile

testing sites were implemented, serving community need in various hot spots across our region. Telehealth for medical and behavioral health services was implemented, which assured that patient care continued while necessary precautions were taken to avoid direct face-to-face contact between thousands of our patients and their caregivers while the pandemic raged. Additionally, collaborative partnerships to provide food, diapers, and other essential items were strengthened, which helped address the negative social determinants of health that are pervasive in our under-resourced communities. The effects of COVID-19 on our daily operations in 2020 were unprecedented. However, due in large part to the compassionate, adaptive, and resilient nature of our exceptional staff, and federal financial support that included

a substantial SBA Paycheck Protection Program forgivable loan through Carrollton Bank, Affinia Healthcare weathered the storm and further cemented its earned station as the standard bearer for serving patients and communities most in need.

BRAND PILLARS IN ACTION!

Leadership

Affinia Healthcare's leadership redefined our community's future through connecting compassionate care with a vision of what quality healthcare in a pandemic could be.



LEFT: Yvonne Buhlinger, Vice President, Development and Community Relations; Dr. Kendra Holmes, Senior Vice President, Chief Operating Officer; Dr. Melissa Tepe, Vice President, Chief Medical Officer; and Dr. Ebony Carter, General Advisor to our Board, participate as panelists in a community webinar about the safety of covid-19 vaccines.

Profiles of Exceptional Leadership



Kendra Holmes, Pharm.D., CHCEF
Senior Vice President and Chief Operating Officer

In August 2020, Dr. Kendra Holmes was promoted to Senior Vice President and Chief Operating Officer. She previously served as vice president/COO. This promotion acknowledges the expanded senior leadership position Dr. Holmes has earned at Affinia Healthcare, and the respected station she achieved and maintains while engaging our important influential partners in the broader community.

During the COVID-19 health emergency, Dr. Holmes led Affinia Healthcare's implementation of COVID-19 testing procedures, ensuring safety and appropriate staff training. Under her leadership, service protocols were developed, a COVID-19 screening and appointment phone line was established, supplies were inventoried, and drive up (or walk up) COVID-19 testing stations were established at five Affinia Healthcare locations. Dr. Holmes assisted as part of the staff team at numerous

COVID-19 testing events, lending her direct support to the staff and bolstering trust in our established safety protocols.

In addition, recognizing that the most vulnerable have been affected also by the economic impact of the COVID-19 pandemic, Dr. Holmes worked to strengthen Affinia Healthcare's collaborations to provide fresh fruits and vegetables, diapers, and other essential items on a regular basis for our patients and other residents and inhabitants in the communities served by Affinia Healthcare.

During 2020, Dr. Holmes participated in over 40 panel discussions related to the COVID-19 pandemic, addressing the need for COVID-19 testing, with a particular focus on the black community and other vulnerable individuals impacted by negative social determinants of health. In addition, she serves on several boards, including the Missouri Primary Care Association, Integrated Health Network, the Goldfarb School of Nursing at Barnes-Jewish, and the St. Louis College of Pharmacy, where she is Secretary of the Board and serves as Chair of the Academic & Student Affairs Committee.

Dr. Holmes' efforts have been recognized through a number of awards by area organizations, including the YMCA of Metro St. Louis, and national recognition as the 2020 Patient Care Provider of the Year Award through the Next-Generation Pharmacist Awards program.

Making COVID-19 testing available in neighborhood areas and building trust through collaborations with community organizations were essential aspects of Affinia Healthcare's successful approach to reaching the most vulnerable and under-resourced communities. Some key collaborations included the Missouri Office for Minority Health, St. Louis City and St. Louis County Health Departments, the Missouri National Guard, Beyond Housing, the Urban League of Metropolitan St. Louis, the St. Louis Public Housing Authority, several K-12 schools, regional police departments and municipalities, shopping malls, numerous churches, and other area organizations primarily serving vulnerable and under-resourced communities. These collaborative efforts helped as we provided over 24,500 COVID-19 tests during 2020 in the St. Louis region.



Dr. Melissa Tepe, MD, MPH, FACOG
Vice President and Chief Medical Officer

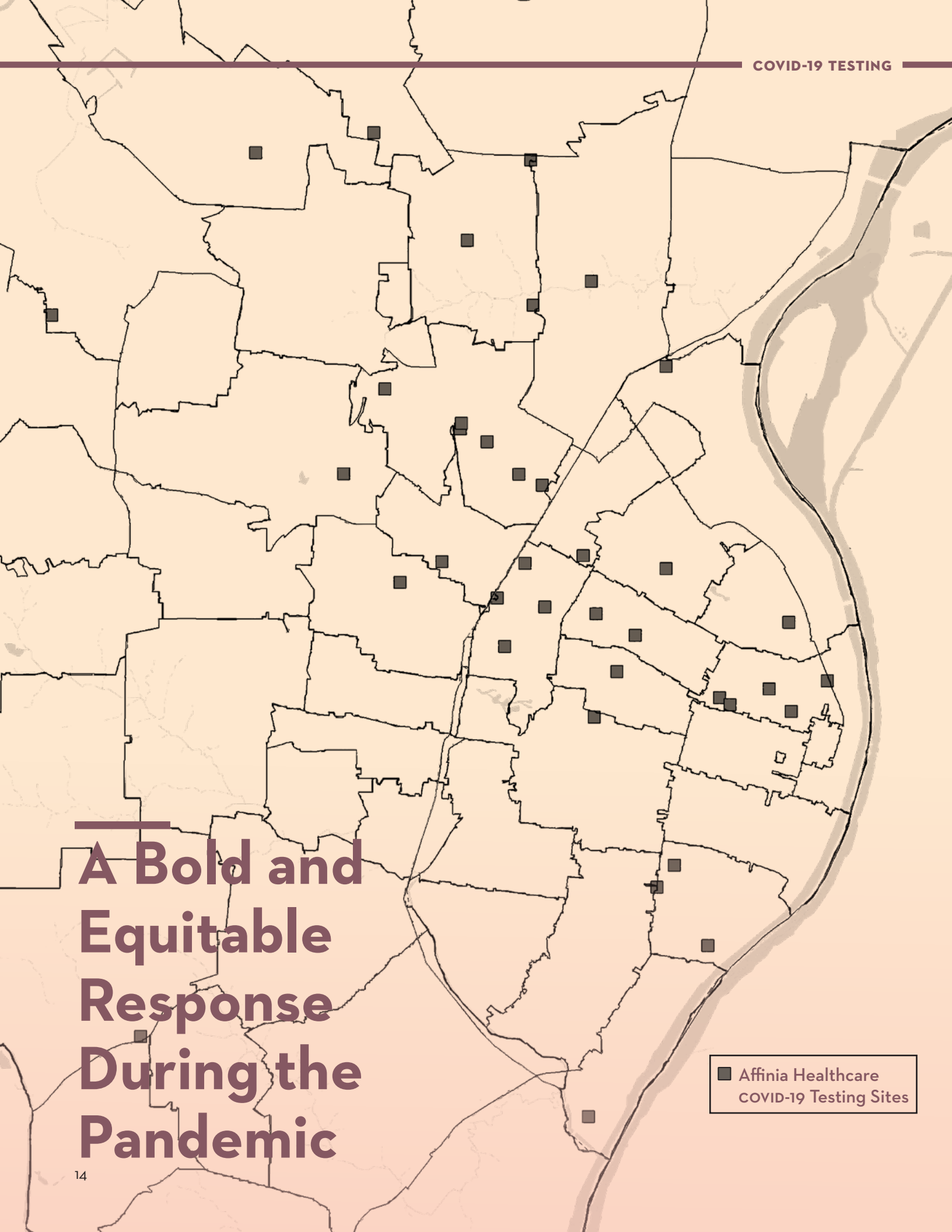
Dr. Melissa Tepe is a compassionate and dedicated physician and community health executive, committed to addressing the needs of the most disenfranchised and vulnerable in our community. Since 2014, she has led Affinia Healthcare's clinical team with a focus on racial equity and high quality care.

When the coronavirus health emergency wreaked havoc in our region, Dr. Tepe, supported by our medical team, developed methods to operate safely, and to continue to deliver much-needed primary medical, dental and behavioral health services. Through her leadership and teamwork, access to services during the pandemic was expanded to include telehealth for medical and behavioral health. She led Affinia Healthcare's clinical component in providing COVID-19 tests, offering the first testing site in St. Louis City on April 2, 2020, at our 1717 Biddle location. Dr. Tepe

also helped spearhead a collaboration with the State of Missouri's Office of Minority Health Mobile Unit for testing in hot spot/high risk areas, and integrated Narcan distribution for opioid overdoses into our testing sites.

Undaunted, and further propelled by the COVID-19 health emergency, Dr. Tepe continued to work to solidify and expand partnerships to address unmet healthcare needs in our community. During this time, Dr. Tepe successfully expanded the relationship between Affinia Healthcare and Logan University, integrating chiropractic care into primary care, adding physical function therapy, occupational therapy, and nutrition services for adults and children who do not qualify for WIC services. She also championed an expanded partnership between Affinia Healthcare and the St. Louis City Department of Health (STL DOH) for tuberculosis testing and treatment services, which are now provided by the STL DOH at one of our health center locations. This mutually-beneficial strategy has helped STL DOH tuberculosis clinic patients access additional health care services offered by Affinia Healthcare. In addition, the relationship with STL DOH expanded to include contracts for the provision of immunization services, STI screening treatment and COVID-19 vaccination to better serve all St. Louis City residents.

In early 2020, Dr. Tepe was recommended by the leaders of the region's community health center organizations to serve on our collective behalf on the St. Louis Metropolitan Pandemic Task Force. She was chosen among several physicians who serve in chief medical officer roles for the region's primary care safety net providers. In addition to her clinical and leadership work at Affinia Healthcare, Dr. Tepe serves as an expert panelist for the High Risk OB Telehealth ECHO - COVID, and on the Enhanced Centering Pregnancy Committee and the Integrated Health Network Academic Community Partnership Committee. She also participates in a number of other committees focused on improving the health of vulnerable populations, such as the Alive & Well Communities; Trauma Informed Care Health Leaders Work Group; the Women & Infants Clinical Operations Review at Barnes-Jewish Hospital; and the Missouri Hospital Association Maternal Mortality Learning Collaborative. In her professional capacity as a well respected obstetrician, Dr. Tepe delivered 58 newborns and cared for 1,024 clinic patients at Affinia Healthcare during 2020.



A Bold and Equitable Response During the Pandemic

■ Affinia Healthcare COVID-19 Testing Sites

The COVID-19 public health emergency has posed new barriers to health care access and worsened many existing disparities. The pandemic has negatively impacted income for non-essential workers, lowered access to support systems like day care and schools for children, and increased transportation challenges. In order to counteract these challenges, Affinia Healthcare significantly increased its telehealth services for medical and behavioral health visits, implemented curbside pick-up for prescriptions, and established in-vehicle medical urgent care services, including a number of lab tests and screenings. As a result of this shift in service delivery, most new patients have been able to establish care via a telehealth visit.

Affinia Healthcare has provided over 24,500 COVID-19 tests for under-resourced and vulnerable individuals in the St. Louis region, accounting for approximately 20% of all COVID-19 testing by Missouri's community health centers. Our testing activities have helped support access for those disproportionately impacted by the pandemic. We have served more individuals in the community than ever before by collaborating with organizations to reach a majority Black and Hispanic/Latinx populations, the unhoused, public housing residents, refugees, and the LGBTQA+ community.

BRAND PILLARS IN ACTION!

Purpose

In the midst of an emergency, we relied on our (uncommon) charge to listen to our patients carefully to guide our decisions.

Testing Where It Mattered Most

On April 2nd, Affinia Healthcare launched the first drive-through COVID-19 testing station in St. Louis City at our 1717 Biddle location, near several public housing complexes and the largest homeless shelter in the region. Testing protocols were developed, a COVID-19 screening and appointment phone line was established, supplies were inventoried, signage was created, and tents were erected. Soon, patients lined up around the block to receive a test at our first testing site.



FIRST RESPONDERS

On April 17th, Affinia Healthcare was selected by the St. Louis City Department of Health to provide COVID-19 testing to the City's first responders, including EMS, police and firefighters.

BRAND PILLARS IN ACTION!

Equity

Choosing to test in North St. Louis was a commitment to providing access and opportunity for everyone to achieve their highest level of health and well-being.

MOBILE TESTING

The Office of Minority Health in the Missouri Department of Health and Senior Services selected Affinia Healthcare to collaborate on a mobile COVID-19 testing initiative.

This collaboration deployed the State mobile outreach unit to COVID-19 'hot spots' in underserved areas of St. Louis City and County. Affinia Healthcare employees registered the patients and administered the tests, clinicians were deployed to oversee and advise, and nursing staff and support teams were trained to screen patients and administer the tests. Areas of North St. Louis City and County are disproportionately impacted by COVID-19. Chronic disease and health disparities place patients in those communities at increased risk of developing complications. Access to mobile testing in these areas allowed for early intervention and decreased the spread of COVID-19.

Adjusting our delivery of care to maintain the safety of our staff and patients was an essential step in responding to the COVID-19 pandemic.



Ensuring Continuity of Care

TELEHEALTH

Remote Care has become an excellent venue for expanded access to health care services for our patients. With new technologies available, such as video-supported patient visits and integration of telehealth with electronic medical records, many primary medical and behavioral health visits can be effectively provided in the most convenient manner for patients. Telehealth removes barriers to care by eliminating the need for patients to find transportation to healthcare appointments. During the pandemic, telehealth keeps our patients and staff safer by limiting their use of public transportation, and reducing patient volume in our waiting rooms. In addition, through telehealth services, we are able to reach more patients who live in areas of our community that lack access to primary medical and behavioral health services.

"Affinia Healthcare endeavors to eliminate barriers to healthcare access for the patients we serve. Technological advances such as telehealth are among our essential tools."

**—Dr. Alan Freeman DMgt, FACHE
President and CEO**

Addressing Social Determinants of Health

Affinia Healthcare distributed diapers, food and essential items at our health centers, public housing, and other community locations to help address the impact of the negative social determinants of health, exacerbated in underserved communities due to the COVID-19 pandemic.

COMMUNITY PARTNERSHIPS

We collaborated with partners such as the St. Louis Diaper Bank, St. Louis Food Bank, the Missouri National Guard, Urban League, the Hispanic Leaders Group, Beyond Housing, volunteers, and individual donors to test for COVID-19 and provide free resources at our health centers and other community locations on a regular basis.

BRAND PILLARS IN ACTION!

Change

Responding to both persistent and emergent needs with community-centered services, we helped change the lives of our patients.



DISTRIBUTING ESSENTIAL GOODS

Lack of access to fresh fruits and vegetables and other basic needs are ongoing challenges for many in the communities served by Affinia Healthcare.





BLOOD DRIVES

As part of our COVID-19 response and to offer our staff other ways to help the community, Affinia Healthcare partnered with the American Red Cross of St. Louis to conduct a series of blood drives. The blood drives help address the blood reserve shortages caused by the COVID-19 pandemic. This collaborative effort was expanded to include Grace Hill and The Urban League of Metropolitan St. Louis on three different drives.



INFLUENZA VACCINATIONS

Affinia Healthcare was awarded a contract by the St. Louis City Department of Health to administer the influenza vaccine at community locations, free of charge. The flu vaccine was especially important this year due to the COVID-19 crisis. Prevention activities which help protect communities that are disproportionately impacted by COVID-19 and other health disparities are at the core of our mission.



Our pharmacies transitioned to curbside delivery to limit contact while continuing to provide needed prescriptions to patients.



SAFETY MEASURES

While we transitioned some of our in-person patient visits to telehealth, throughout the pandemic we continued to see patients in our health centers while keeping them and our hard-working staff members safe. We added temporary plexiglass at all workstations where staff routinely interact with patients, and implemented social distancing, sanitation, and temperature check protocols at all of our locations.

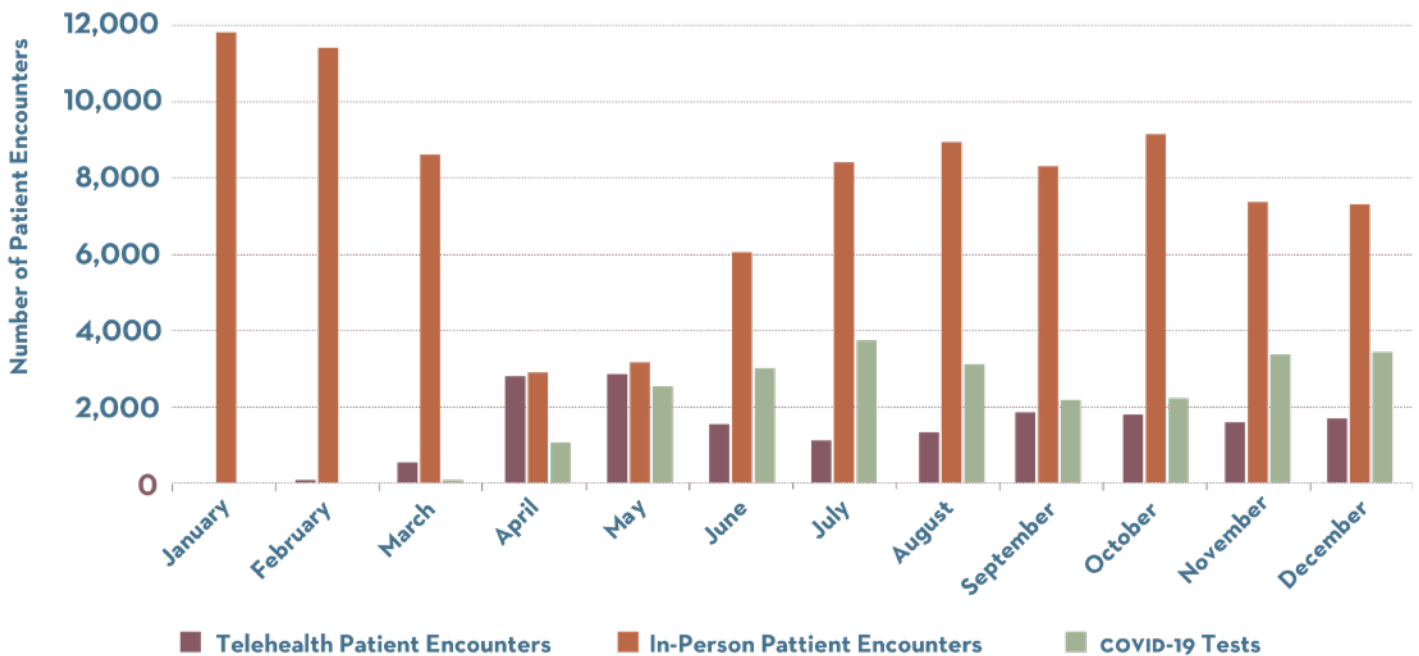
Encounters in 2020

In the face of the COVID-19 pandemic, 36,339 patients received clinical services and an additional 24,500 COVID-19 tests were provided. Affinia Healthcare served 81% of patients forecasted before the pandemic.

Medical Encounters	72,255
Dental Encounters	25,274
Behavioral Health	10,022
Substance Use	27,846
Other Clinical Services	5,530
Enabling Services	11,840
Total Encounters	152,767



Volumes Per Encounter Type Per Month in 2020



Patient Data

Equity is one of our four brand pillars. It grounds our work to eliminate disparities in health indicators by providing access and opportunities for everyone to achieve their highest level of health and well-being.

92%

have incomes under 100% of the Federal Poverty Level

10%

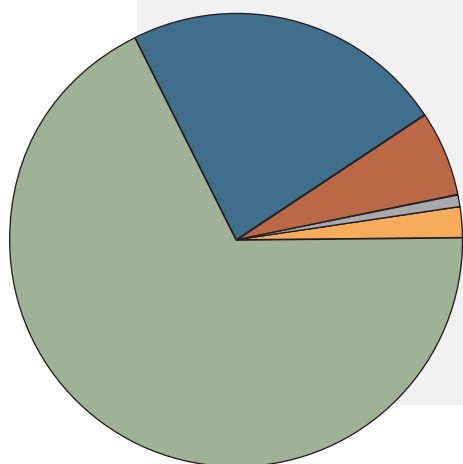
of our patients are unhoused

10%

of our patients are best served in a language other than English

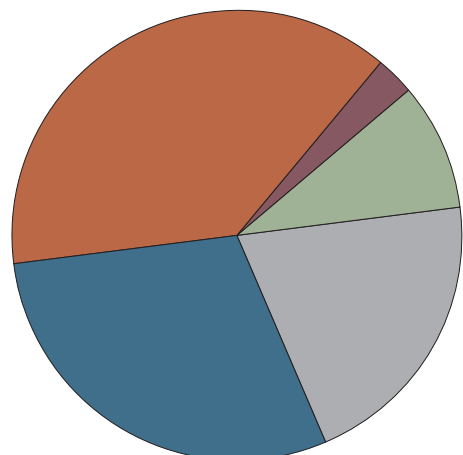
11%

our patients self identify as Hispanic/Latinx



Our Patients by Race

- 68% African American
- 23% Caucasian
- 6% Unreported
- 1% More than one race
- 2% Asian



Our Patients by Insurance Type

- 30% Uninsured
- 38% Medicaid
- 3% Medicare
- 9% Gateway to Better Health
- 20% Commercial Insurance

Delivering on a promise

In 2020, 21% of babies born at Barnes Jewish Hospital were delivered by an Affinia Healthcare Obstetrics Provider. Lowering racial disparities affecting babies born under weight is a quality improvement initiative at Affinia Healthcare.

Financials

Through great adversity during the pandemic, Affinia Healthcare maintained a healthy financial position in 2020.

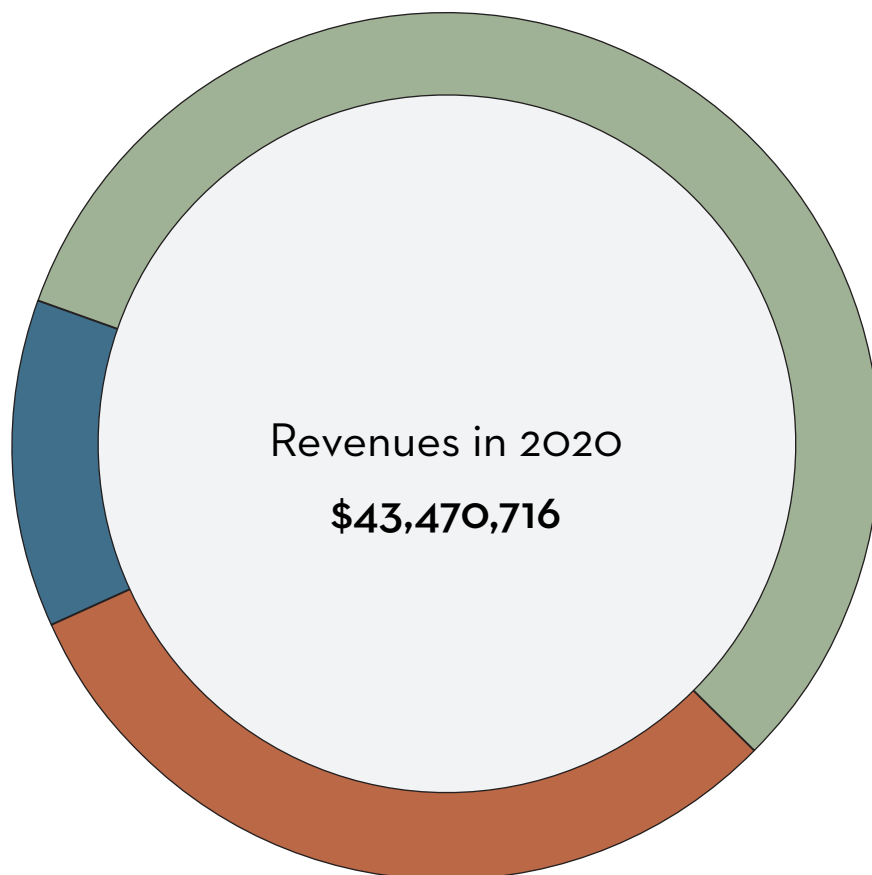
In every year, the Affinia Healthcare Board of Directors and senior leadership are cautious stewards over our organization's financial resources. In 2020, the first year of COVID-19, unprecedented access to new government and non-government funding presented opportunities to prepare for and respond to the COVID-19 crisis, meet dire needs in our communities, and further sustain our organization into the future.

In 2020, we reported an operating income of \$3,014,302, and an operating margin of 6.93% on net revenues of \$43,470,716. Patient service revenue, reimbursements from Medicaid, Medicare and commercial insurance, and patient co-pays represented 57% of total revenues. Grant revenue increased to 31% to offset the cost of care provided to individuals who qualify for the sliding fee and to provide for the cost of COVID-19 testing and other pandemic-related activities. Another 12% was received from private grant funders and donors. More than 80% of our revenues support direct services to the community through our medical, dental, mental and behavioral health, pharmacy and WIC services. The financial health of our organization is strong, with a current ratio that exceeds 2:1, and cash on hand of about 99 days of average operating expenses.

57%
Patient Services
Revenue

12%
Private Grant Funders
and Donors

31%
Public Grants
and support



Our Leadership Team

Throughout the pandemic, our senior leadership team has displayed strength and vision, and has pivoted to meet community needs.



The Affinia Healthcare Senior Leadership Team includes (from the left): Yvonne Buhlinger, Vice President, Development and Community Relations; Janet Voss, Vice President, Chief Financial Officer; Steve Harmon, Vice President of Human Resources, Equity and Inclusion; Dr. Alan O. Freeman, President and CEO; Dr. Melissa Tepe, Vice President, Chief Medical Officer; and Dr. Kendra Holmes, Senior Vice President, Chief Operating Officer.

Our President and CEO, Alan O. Freeman, DMgt, FACHE (center), joined us in 2006. His professional experience spans more than 35 years, including chief executive roles in two hospitals and two community health center organizations. He also served as Director of the Missouri Department of Social Services. Dr. Freeman proudly exclaims: "My colleagues are simply the most qualified, compassionate, and hardest working that will be found in the community health center environment."



Our Staff

The People Who Make it Happen

The staff of Affinia Healthcare has been truly remarkable during this crisis. Their dedication has deeply impacted countless lives in the St. Louis region, and the story of what they've done has reached every corner of our state and well beyond.





Affinia Healthcare Foundation

MISSION

To secure financial resources to address unmet healthcare needs in our community, and support the strategies of Affinia Healthcare.

BOARD OFFICERS

Board Chair

Joan D'Ambrose

Vice Chair

John Meyer, Jr.

Secretary

Clint Hasse

Treasurer

Dr. William (Bill) Campbell

Executive Committee

Appointee

Brian Fabiano

EX-OFFICIO

Dr. Alan O. Freeman

STAFF

Yvonne M. Buhlinger

BOARD MEMBERS

Joel James

Traci O'Bryan

Art Perry

Tabitha Sarris

David Walters



Securing In-kind Donations

Through efforts coordinated by the Affinia Healthcare Foundation, a number of donors provided supplemental PPE.

The cost for Personal Protective Equipment (PPE) rapidly escalated during the COVID-19 pandemic. In some cases, there were shortages and longer-than-usual waits for delivery of purchased PPE. During the year, donors provided 300 special goggles for our dental team, 500 shoe covers, 400 N-95 face masks for medical professionals, and over 6,000 face masks for patients and staff. An anonymous donor provided over 5,000 reusable face masks for our staff and patients. These are only a few examples of the generosity our Foundation has experienced. We are grateful to all of our in-kind donors, providing nearly \$107,000 worth of donated PPE to support our mission during the COVID-19 pandemic.

Serving Our Mission

The Chapman & Co. Leadership Institute offered a special virtual session of its Include diversity and inclusion class, donating all proceeds to support the mission of the Affinia Healthcare Foundation. The goal was to have a positive impact on inclusion within the organizations represented in the virtual class, while supporting health equity through our mission.



A Quarantine Scavenger Hunt

This free event was an indoor picture scavenger hunt to encourage people to remain at home and have fun, while providing an opportunity for participants to donate in support of our mission. The event was hosted by Wondervent in partnership with Affinia Healthcare Foundation. Wondervent donated the hosting services and all proceeds benefited our mission.



Fashion Trivia

The Affinia Healthcare Foundation's Friends Council spearheaded a Fashion Trivia event at HealthWorks! Kids' Museum St. Louis.

Fashion Trivia was launched as a collaborative fundraiser of the Affinia Healthcare Foundation and HealthWorks! Kids' Museum St. Louis, to support the healthcare needs of women and children in our community who lack adequate financial resources and face many barriers to health and wellbeing. This fabulous event was SOLD OUT. More than 100 attendees joined together to support the mission of these two great organizations! The event featured a trivia contest, a silent auction, raffle, a photo booth, a best-decorated table contest, music by D.J. Carlos Suarez, and lots of fun!

Locations

Affinia Healthcare at
1717 Biddle Street
St. Louis, MO 63106

Affinia Healthcare at
2220 Lemp Avenue
St. Louis, MO 63104

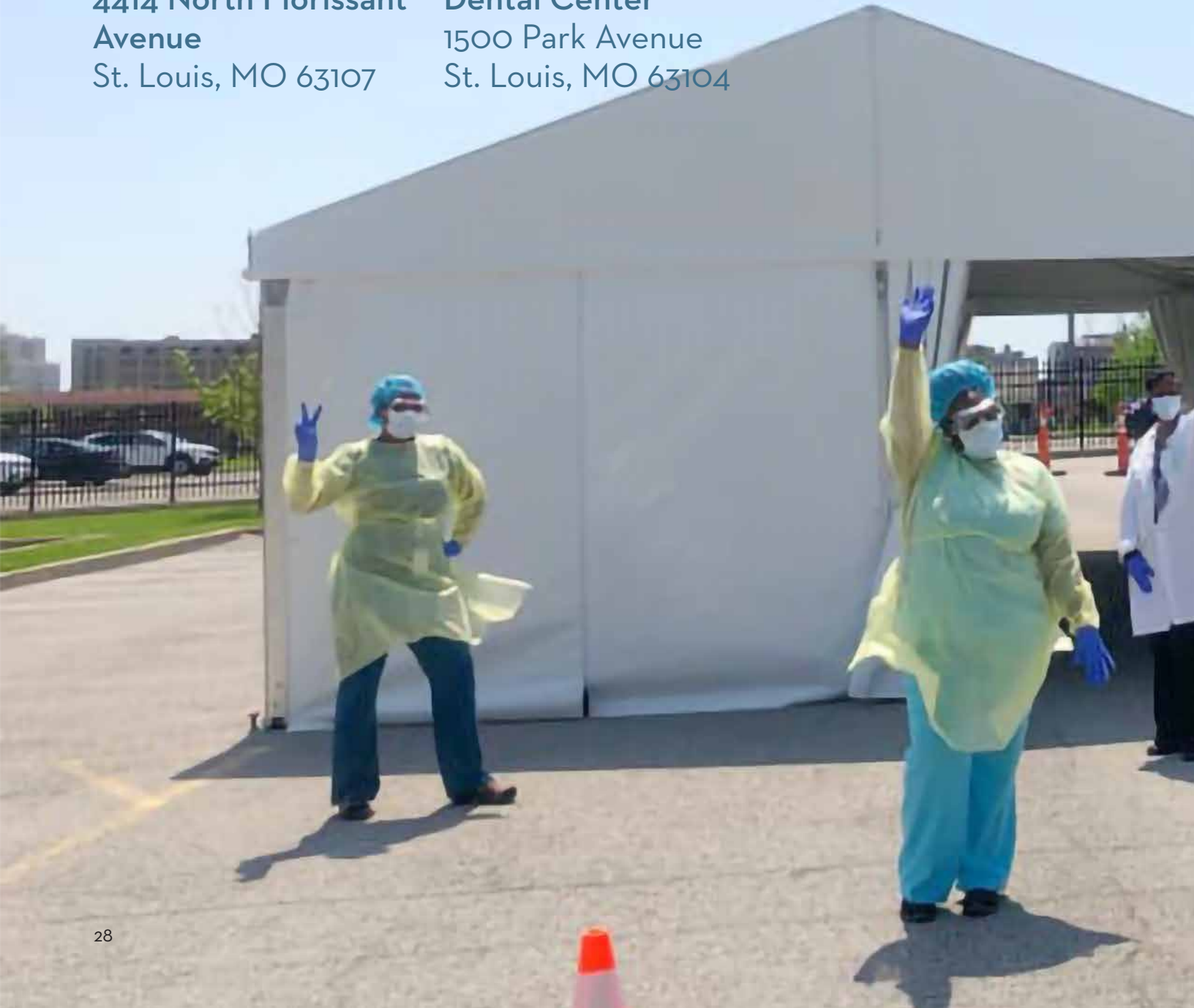
Affinia Healthcare at
4414 North Florissant
Avenue
St. Louis, MO 63107

Affinia Healthcare at
6763 Page Avenue
St. Louis, MO 63133

Affinia Healthcare at
3930 South Broadway
St. Louis, MO 63118

St. Louis
Dental Center
1500 Park Avenue
St. Louis, MO 63104

Affinia Healthcare
Program Office
2524 Hadley Street
St. Louis, MO 63106



**Affinia Healthcare
at Normandy
High School (North
Hall)**
6701 St. Charles Rock Rd.
St. Louis, MO 63133

**Affinia Healthcare
at BJC
Behavioral Health**
1430 Olive Street,
Suite 500
St. Louis, MO 63103

**Affinia Healthcare at
Midtown Service and
Treatment Center**
2900 Washington
Avenue
St. Louis, MO 63106

**Affinia Healthcare
at Flance Early
Learning Center**
1908 O'Fallon Street
St. Louis, MO 63106

**Affinia Healthcare
at Confluence
Aspire Academy**
5421 Thekla Avenue
St. Louis, MO 63120

**Affinia Healthcare at
Lift For Life Academy**
1704 S. Broadway
St. Louis, MO 63104





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Inspired by the Patients We Serve



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[@AFFINIA_HEALTHCARE_FOUNDATION](https://www.instagram.com/AFFINIA_HEALTHCARE_FOUNDATION)