



AFFINIA
HEALTHCARE™

Inspired by the Patients We Serve

report to the

Community



a decade of **Care**

2009-2019

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



Our (Uncommon) Charge

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

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.

For the Greater Good

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

Guiding with Heart and Mind

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





a decade of Care

CEO Report

Community health centers have experienced unprecedented political and economic change in this new century. Of course, Affinia Healthcare (the former 'Grace Hill Health Centers') has a rich and storied history that began in 1906. Our organization has always remained steadfast to our mission and the evolving needs of our patients. During our highlighted "decade of care," we have implemented important strategies and expanded vital services to adapt, grow and serve.

- Constructed a new health center facility at 4414 N. Florissant. Purchased, remodeled and reappointed our facilities at 1717 Biddle and 2220 Lemp, and leased and remodeled space for new clinic services at 3930 S. Broadway and 6763 Page
- Purchased two RV-type mobile units and outfitted them for medical and dental care
- Started a school-based health center initiative through relationships with the Normandy Schools, Lift for Life, and Confluence Academy
- Implemented urgent care and substance use and abuse (Medication Assisted Treatment) services at our 2220 Lemp location
- Collaborated with key partners to provide audiology, podiatry and chiropractic services
- Formed a one-of-a-kind relationship with A.T. Still University and its Missouri School of Dentistry and Oral Health, which expands access to oral health services for thousands at the new St. Louis Dental Center, and supports the training of dental students
- Installed a new enterprise-wide practice management and electronic medical records system
- Initiated a teams-based quality improvement process, making significant strides in measuring and enhancing our care delivery
- Joined the St. Louis Regional Health Commission and others to establish Gateway to Better Health, a hybrid health care model for eligible uninsured adults
- Maintained full accreditation through the prestigious Joint Commission, and attained Level III PCMH status through the National Committee for Quality Assurance (NCQA)
- Launched the Affinia Healthcare Foundation

Since 2009, Affinia Healthcare has not only persevered . . . we have thrived. Through our renewed brand, exceptional care and service, highly-trained clinical and support staff, and dedicated board of directors, Affinia Healthcare continues to prove that we are the patient-centered health home of choice in St. Louis. We are recognized locally and nationally as a dynamic and transformative leader among community health systems!

In service to others,

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

then & Now



In early 2009, a fire destroyed the shopping center in which the original Water Tower Health Center was located.

In June 2009, we broke ground on the new Water Tower Health Center.



On April 30, 2010, we held a ribbon-cutting ceremony for the new Grace Hill Water Tower Health Center at 4414 N. Florissant. Missouri Governor Jay Nixon provided the keynote address.

In 2011, extensive renovations at our 3930 S. Broadway location were completed.



In June 2015, ATSU-MOSDOH dental students cheered as the ribbon was cut to open the new St. Louis Dental Center at 1500 Park.

2019 board of Directors

Active Participants

Board Officers

David Walters
Board Chair

Laura Tinsley
Vice Chair

Robert Jacobson
Treasurer

Gilbert Peoples
Secretary

Board Members

Pamela Barsh
Elizabeth Coleman
Tondaleria Curry
Joan D'Ambrose
Paula Davis
Harry Dengler
Riisa Easley
Kevin Hachegechog
Gwendolyn Hall
Georgia Harris
Debra Leonard
Jean Frazee
Dr. Forbes McMullin
Kimball McMullin
William Van Luven

General Advisors

Mitchell L. Baris
Immediate Past Chair

Jim Lippert
Vickie Lomax

Ex-Officio

The Rt. Rev. George Wayne Smith
Dr. Alan O. Freeman

**Our board members and advisors
who continuously served
throughout the decade are:**

Mitchell Baris
Elizabeth Coleman
Tondaleria Curry
Joan D'Ambrose
Harry Dengler
Jean Frazee
Gwendolyn Hall
Robert Jacobson
Debra Leonard
Vickie Lomax
William Van Luven



steadfast Supporters

Affinia Healthcare's Board of Directors are some of our best ambassadors, advocates, strategists, and supporters. At defining moments and key events, they are always there, leading and representing.



Board Members participate in a ceremonial "turning of the dirt," which marked the building stage of our new 4414 North Florissant location in 2009.



David Walters, 2019 Affinia Healthcare Board Chair, addressed VIP donors during the first Affinia Healthcare Foundation Special Reception.



Board Members participate in the ribbon-cutting ceremony to commemorate the opening of our new Substance Use Treatment Center at 2220 Lemp Avenue in 2019.



2019 Services

Caring

Audiology
Child Development Centers
Chronic Disease Management
Chronic Pain Management
Chiropractic Care
Dentistry
Family Practice
Health Outreach Services
Homeless Services
Internal Medicine
Interpretation Services
Medication Assisted Treatment
Mental and Behavioral Health
Mind Body Classes
Mobile Medical and Dental
Services
Non-Invasive Cardiology
Laboratory Services

Obstetrics/Gynecology
Optometry
Patient Centered Health Home
Podiatry
Pediatrics
Pharmacy
Psychiatry
Psychology
Prenatal and Pediatric Care Management
Support
Public Housing Services
Referral Planning
Substance Use Disorders Treatment
Transportation Services
Urgent Care (Medical and Dental)
Women, Infants, and Children (WIC) Services
X-Ray and Digital Ultrasound Services



2019 Partners

All Access Interpreters
Archdiocese of St. Louis Schools
Aerotek
Aspire Confluence Academy
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
Flance 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
Logan University - College of Chiropractic
Maryville University
Missouri Foundation for 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 Strategies
University of Missouri - St. Louis
Washington University
WestEnd Clinic
Wyman
YMCA



The St. Louis Dental Center opened June 15, 2015. Through this ground-breaking partnership, MOSDOH trains dentists and Affinia Healthcare patients receive oral health care through the CHC delivery model.



addressing Disparities

In 2018, a population-based community needs assessment was conducted by Affinia Healthcare to inform and improve the delivery of services and decrease health disparities. A thorough analysis of the primary and secondary sources revealed gaps in care and areas of opportunity. A strategic plan was developed to address three key areas: health disparities, social determinants of health, and organizational sustainability.

Affinia Healthcare has seen significant improvement in a number of health outcomes impacting our patients.

At the end of 2019 ...

- The percentage of normal birth weight babies born to Affinia Healthcare moms has increased from 82% in 2016 to 87%.
- The percentage of children receiving dental sealants increased from 35% to 55%.
- The number of patients utilizing medication assisted treatment (MAT) for the treatment of substance use disorders has increased by 42% since its inception in 2016.
- Body Mass Index screenings increased from 25% in 2013 to 93%.
- Colorectal cancer screening increased by 30% since 2012.
- The number of adults receiving depression screenings increased by 81% since 2015.

Community



and moving the Needle



Pictured: (center, left) Dr. Kendra Holmes, Affinia Healthcare Vice President, Chief Operating Officer serving on Wesley Bell's (center right) Prosecutor Diversion Advisory Committee. The partnership with the St. Louis County Prosecutor's office links individuals in the criminal justice system to our behavioral health and substance use disorder treatment services.

During 2019, 1,026 low-level offenders were identified for the St. Louis County Prosecutor's diversion program. As a result, the jail population has been decreased by nearly 30%.



Pictured: In 2018, Affinia Healthcare employees packed the St. Louis Zoo Auditorium for LGBTQ cultural training.

Our partners from PROMO provided staff with LGBTQ cultural competency training to help promote a more welcoming and inclusive environment.



Pictured: Affinia Healthcare's Centering Pregnancy program helps to eliminate racial disparities in preterm birth.

Barnes-Jewish Hospital partners with Affinia Healthcare to provide needed prenatal education and support for our expectant moms.



Pictured: Affinia Healthcare Vice President and Chief Medical Officer, Dr. Melissa Tepe, poses with the President and CEO of Beyond Housing, Chris Krehmeyer, during the opening of our 6763 Page Avenue location.

Relationships have been formed with organizations such as Beyond Housing to refer patients to affordable housing resources. These partnerships provide the socioeconomic tools required to achieve sustained improvement in health outcomes.



community Impact

2019

*Medical Visits	85,837
*Dental Visits	38,516
*Mental Health	12,284
*Substance Abuse	38,720
*Enabling Services	16,544

Total Service Encounters: 191,901

2009

*Medical	96,796
*Dental	16,273
*Mental Health	6,609
*Substance Abuse	7,959
*Enabling Services	26,087

Total Service Encounters: 153,724

Our Patients



patient Data

2019

*Below 100% of the FPL	90%
*Homeless	10%
*Children (under 18 yrs)	28%
*Uninsured	45%
*Medicaid	38%
*Medicare	7%
*Commercial Insurance	10%

68% African American
25% Caucasian
1% More than one race
6% Other/Unreported

2009

*Below 100% of the FPL	90%
*Homeless	23%
*Children (under 18 yrs)	26%
*Uninsured	59%
*Medicaid	33%
*Medicare	5%
*Commercial Insurance	3%

73% African American
13% Caucasian
3% More than one race
11% Other/Unreported

In 2009, within all the racial categories above, 7.3% of our patients identified as Hispanic/Latino. In 2019, 11% identified as a part of this ethnic group.





meeting the Need

Progress

In May 2017, we opened our new health center at 6763 Page Ave. The site is Affinia Healthcare's first location in St. Louis County.



In August 2017, Affinia Healthcare at Normandy High School opened to provide care to students within the Normandy Schools Collaborative.

In November 2019, student ambassadors applauded as officials cut the ribbon to open the new Affinia Healthcare at Lift For Life Academy school-based health center.



In 2019, our staff, VIPs, and student representatives cut the ceremonial ribbon to officially open Affinia Healthcare at Aspire Confluence Academy.

In 2019, we expanded access to care by adding a new Substance Use Treatment Center at our 2220 Lemp Avenue location.

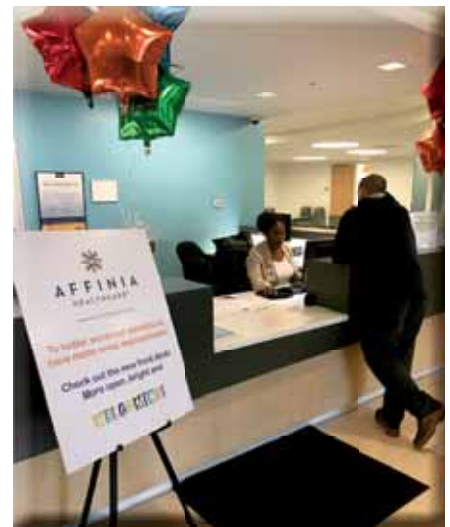


trauma-informed care Achievements

Toxic stress and trauma disproportionately impact low income and minority communities. Affinia Healthcare has been an active participant and a key community partner in the Alive and Well Communities efforts to address the severe, long-term health risks of toxic stress and trauma in the St. Louis region.

In order to address these issues...

We make trauma-informed decisions on policies, procedures and new programs.



All staff are trained on trauma-informed care and provided refresher training annually.

We implemented “warm introductions” to behavioral health consultants by other providers.

Meditation and deep breathing exercises are provided to patients on compact disc and also available on our website.

We provide Mind-Body Skills groups for patients to build resilience and promote healing.

We provide Seeking Safety (trauma support) sessions and free Yoga classes for our patients.

We implemented kid-friendly wall art to improve the patient experience.

We provide trauma-informed care awareness and stress management training to community organizations.

We continue to learn and become more trauma-informed and effective in supporting our staff, patients and the community, in living healthier lives.



financial Resources

Finances

Affinia Healthcare's Board of Directors and senior leadership are cautious stewards over our organization's financial resources. Each year, we plan for and work to achieve a very modest profit from operations, such that we can reinvest a substantial majority of our resources into services that benefit the residents of our challenged communities.

In 2019, we posted an unaudited income from operations of \$497,750 or 1.3% of total revenues of \$38,197,926. Reimbursements through Medicaid and Medicare, commercial insurances, and patient co-pays represented about 68% of our revenues. Federal grant sources that offset the cost of care provided to people who qualify for our sliding fee scale represented 22%. Another 8% was derived from private grant funders and donors. More than 80% of our revenues support our medical, dental, mental and behavioral health, and pharmacy services.

We are immensely grateful to Carrollton Bank, our primary financial institution, and the State Bank of Waterloo, for meeting our banking and lending needs.

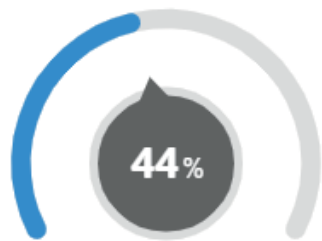
As a nonprofit community health center, sustainability through the political and economic volatility we have experienced during this decade has required a very delicate balance. Cash reserves are always difficult to build, and even harder to retain while patient volumes and payer sources are strained. And little did we know that at this report's deadline, the COVID-19 crisis would begin raging, presenting unprecedented challenges.

Our patients, community, clinicians, leaders, staff, and partners are alarmed by this global health threat. Still, no matter what we face, we are resolute in our charge and our vision. It is Affinia Healthcare's mission to provide high quality healthcare and exceptional service, and that is exactly what we will always endeavor to do.

quality Improvement

Anchored by our mission, vision and values, Affinia Healthcare maintains and continually improves the effectiveness of our quality systems through committed and inspired leadership and dedicated staff. The following key measures exemplify how we are moving the quality-of-care needle.

Depression Screen & Follow-up



20% improvement from 2018
(families)

Asthma Pharma Therapy

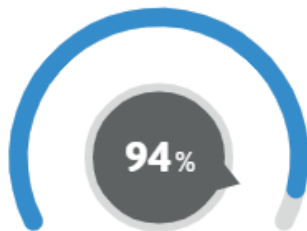


Figure as of December 2019
(families)

Adult Weight Scrn/Follow-up



46% improvement since 2016
(adult)





2019 leadership Team

Affinia Healthcare is an organization of 360+ staff members who are led by 33 management professionals. Six of those leaders are members of a senior executive team that provides oversight of Affinia Healthcare strategy and operations.

Alan O. Freeman, DMgt, FACHE (center), is president and CEO. He 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.

Leadership



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

our exceptional Staff

Our staff are skilled, enthusiastic individuals who are passionate about the St. Louis community. Affinia Healthcare is able to provide high-quality care to those who are most vulnerable because of the compassionate care our talented, well-qualified staff have for every patient we treat. Be sure to visit our social media pages to see an assortment of additional photos.





affinia healthcare Foundation

Mission:

To secure financial resources to address unmet healthcare needs in our community.

Board Officers

Joan D'Ambrose
Board Chair

John Meyer, Jr.
Vice Chair

William (Bill) Campbell, MD
Treasurer

Clint Hasse
Secretary

Board Members

Brian Fabiano

David Walters

Traci O'Bryan

Art Perry

Joel James

Tabitha Sarris

EX-OFFICIO

Alan O. Freeman, DMgt, FACHE

STAFF

Yvonne M. Buhlinger, MSW, CHCEM

Giving

Thank
you



foundation Report

The new Affinia Healthcare Foundation took shape in 2017. The inaugural board was constituted in February of 2018.

The purpose of the foundation is fundraising that supports Affinia Healthcare. By raising additional money, we help increase access to care and strengthen our organization. The Foundation promotes the annual Starburst Gala, and shepherds our fundraising activities and campaigns.

Yvonne Buhlinger, Vice President of Development and Community Relations for Affinia Healthcare, assumed the additional role of Executive Vice President for the Affinia Healthcare Foundation. Dr. Alan Freeman, President and CEO, helps oversee the Foundation's ongoing development and is ex-officio on the Foundation Board of Directors.

We are so very grateful to our Foundation Board for their willingness to champion our Foundation and advance our vital mission.

The following events have been hosted by the Foundation:

- Starburst Gala 2017: The Time Is Now
- Starburst Gala 2018: Together We Rise
- Starburst Gala 2019: Boldly Inspired
- 2019 Special VIP Reception
- Other activities included donor appeals and participation in local and national giving campaigns and brand development.



gala Photos

2019



2018



2017





access to Care

Since 2009, the number of Affinia Healthcare sites has increased from eight to 13.

Locations

4414 North Florissant Avenue
St. Louis, MO 63107

2220 Lemp Avenue
St. Louis, MO 63104

3930 South Broadway
St. Louis, MO 63118

1717 Biddle Street
St. Louis, MO 63106

6763 Page Avenue
St. Louis, MO 63133

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

Affinia Healthcare at Normandy High School
6701 St. Charles Rock Road
St. Louis, MO 63133

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

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

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

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

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

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



Students created this colorful welcome board at our Confluence Aspire Academy school-based health center.



Affinia Healthcare at 6763 Page Avenue



Affinia Healthcare's mobile medical and dental units take needed health care services directly to the community



Inspired by the Patients We Serve

Affinia Healthcare
PO Box 551
St. Louis, MO 63188-0551

Main Line: (314) 898-1700

