

Panel #4

**COVER SHEET 2018 GRANTS - ORRVILLE AREA UNITED WAY**

**AGENCY NAME:** Healthcare 2000 Community Clinic, Inc., dba Viola Startzman Clinic

**Mission Statement:** "The Viola Startzman Clinic provides medical and dental care, in an atmosphere of dignity and respect, to lower-income residents of Wayne County."

**AGENCY DIRECTOR/PRESIDENT:** Name Jaime Parsons

**Telephone** (330)262-2500 x102      **Fax**(330) 264-8713      **E-Mail** jparsons@startzmanclinic.org

**Board President:** Name Christine Vansickle

**Address** 779 Whitetail Crossing City Wooster, OH 44691      **E-Mail:** Christine.Vansickle@bonton.com

<u>Compute your Agency's overhead using your most recent 990 using this formula</u>		
Add Management & General (Part IX, Line 25, Column C)		\$63,401
Fundraising (Column D)	+	\$29,489
<b>TOTAL</b>	=	<b>\$92,890</b>
Divide total by Part VIII, Line 12, Column A (Total Expenses)		12.69%

**Program Funding Requests:**

1) Healthcare for the Underserved	<i>New Request?</i> <u>No</u>
<i>Funded 2017</i> \$35,000.00	<i>2018 Requested</i> \$45,000.00

**\$45,000**      **Sum Total of all Dollars Requested 2018**

I affirm that I have reviewed this application for funding, and, to the best of my knowledge, confirm that the information presented here is a financially, statistically, and programmatically accurate representation of our agency.

Jaime Parsons  
Chief Professional Officer Signature

9/8/2017  
Date

Christine VanSickle, Board Chair  
Board President Name (Please indicate which)

Christine VanSickle      9/8/2017  
Board President Signature      Date

# 2018 Program Information

**Please use a separate form for each program.**

1. Agency: Viola Startzman Clinic

2. Program Name: Health Care for the Underserved

A. Based on the targeted outcomes of this program, from which of the following community impact areas are you requesting funding?

**Nurturing Children & Youth**

(Provides positive outcomes that help children and youth succeed in school and develop into successful adults)

**Helping In Hard Times**

(Provides emergency assistance: food, shelter, clothing, and legal help)

**Developing Life Skills**

(Provides positive outcomes with programs that enable individuals and families to become more emotionally, physically, and/or financially stable)

**Promoting Health & Wellness**

(Provides positive outcomes with programs that enable individuals and families to have access to prevention and/or treatment in the health arena, enabling them to become and/or stay healthier emotionally, physically, and/or financially)

B. Is this Program

New program

Expanded program

Continuation of a previously funded program

3. Please complete the following for each program:

\$45,000	+	\$770,306	=	\$815,306
Funds Requested From OAUW		Funds Requested/Received From Other Sources		Total Program Funds

4. If previously funded program, are you asking for increased dollars of support?

Yes  No

5. If yes, why are you requesting more money?

We are excited to announce an expansion of our services to include a satellite location in Orrville. Beginning in January, 2018, we will have a clinic site inside the Orrville Area Boys and Girls Club for our uninsured patients from eastern Wayne County who have difficulty traveling to Wooster. In addition to partnering with the Boys and Girls Club for programming to benefit their students and families, we plan to provide medical, dental, behavioral health, wellness programs and some specialty care at that location for members of the community. We will continue to serve underinsured patients at our accredited site in Wooster, Ohio. We will also be expanding dental services to include dentures and several other specialty services for our patients.

In addition, we are anticipating an influx of uninsured patients based on forthcoming changes in Medicaid policy as well as increased premiums for Marketplace insurance plans for 2018. With uncertainty about the future of the Affordable Care Act and overall healthcare coverage, we believe there will be an increased need for our services. At this time, we are seeing an average of 40 new patients each week. Nearly 40% of our current patients have no health insurance. Nearly 75% of our dental patients have no dental insurance. For our low income patients with insurance, the average deductible is \$4,000, with \$8,500 in out-of-pocket expenses. For our patients, accessing affordable care would be impossible if it were not for our clinic.

For these reasons, we hope you will consider increasing our allocation from the Orrville Area United Way.

**6. If your agency was not funded for the full amount you requested for 2017, what impact did this have on your program? What adaptations did you have to make?**

We were funded for nearly the entire amount we requested. It was still a rough year financially as we fought through accreditation and insurance reimbursement issues. We had to decrease hours for a few months and rely more heavily on volunteer providers. This creates a barrier in continuity of care for patients. Fortunately, we weathered the storm and have been able to bounce back to full time staff hours. Because of capacity issues, we are still relying heavily on our volunteer team.

**7. How will the agency adapt this program next year if your requested funding level cannot be met or if a decision is made that the program will not be funded at all next year?**

If we are unable to secure adequate funding, we may have to delay or eliminate some services expansion we planned to implement in 2018. We may have to limit hours in our new Orrville location to only those when volunteer providers are available. Another modification we would consider is shortening appointment slots for medical patients and reducing the overall hours the clinic is open. This would reduce the time the provider is able to spend with each patient and severely limit the in-depth patient education / intervention that our providers currently devote to each patient. The quality of treatment interventions will consequently suffer. We will also be forced to begin reducing or eliminating all non-essential services such as dental cleanings, medication assistance programs, case management services, and patient wellness programs. These would have devastating effects on our patient outcomes and in the success we have seen in moving our patients into healthier overall lifestyles, enabling them to return to work or caring for their families.

**8. Please describe the fees and reimbursements associated with this program.**

**Fees:**

As with any healthcare provider, we have fees associated with every service we provide. By law, we cannot waive these fees for any patient. We can, however, utilize a sliding fee schedule and charitable care policies which must be applied across the board for all patients.

**Sliding Fee Schedule:**

In 2017, the VSC implemented a sliding fee schedule. This allowed us to meet CMS guidelines. It also allowed us to expand the charitable care we have been known for to provide affordable care to patients with household incomes up to 400% of the federal poverty level (our ceiling for charitable care was previously 200%). This helps us support our patients who are working to move their families out of poverty without encountering benefit "drop offs" that often hinder their efforts. Medical services remain free for uninsured patients with household incomes under 200% of the federal poverty level, and a sliding fee scale is used for discounting care to patients with incomes up to 400% of the federal poverty level. Uninsured patients with household incomes under 200% of the federal poverty level pay \$10 for all dental services, with discounts continuing to those with household incomes up to 400% of the federal poverty level. It is our hope that this model better supports our community members who are striving to reach a more financially-independent state.

**Insurance Reimbursement:**

If a qualified patient is insured, we bill their insurance for any applicable reimbursement. In 2016, we received \$12,276 in insurance reimbursement, a mere 2% of our overall income. In 2017 we became accredited as a Rural Health Clinic and contracted with all area insurance providers. We still only anticipate approximately 20% of our income coming from insurance payments. If a patient has a co-pay or deductible, we ask that they pay as much of it as possible. Most can pay little, if any, of these costs. If they cannot afford their fees, they can apply for charitable care discounts which are dependant on their household income. We are committed to providing care regardless of a patient's ability to pay, therefore we never turn anyone away for this reason.

**Government Subsidies:**

In 2018 the only government subsidy we will receive is a small grant from Job and Family Services through Title XX funding.

## Community Impact

**8. Describe the target population and eligibility requirements for the Program:**

The funding we receive from the Orrville Area United Way allows us to extend charitable care (free and discounted care) to lower income residents of Wayne County. Eligible patients must provide proof of residency in Wayne County as well as proof of household income. Discounted care extends to those patients with household incomes up to 400% of the federal poverty level.

**9. What agencies or programs in the community provide similar services? Please be specific about how we can differentiate this program from others.**

We are the only organization in Wayne County offering free / discounted comprehensive primary care and dental care services to the uninsured and underinsured. Some larger health systems and hospitals have charitable care discounts available, but these services typically provide necessary basic or emergency care only. In addition, many Medicaid patients cannot find providers to fully treat their complicated chronic healthcare needs, provide preventative care, access medications or medical supplies, or obtain dental treatment. We consider ourselves the safety net healthcare provider for our county, and are committed to accepting even those insurance plans which are difficult to work with or pay providers less than the cost of providing the service.

One differentiating factor is that we are committed to comprehensive care. That often means a patient sees a medical provider, a dentist, a counselor and a case manager in the same visit. We are usually the ones arranging rides for patients with transportation issues, and our case managers spend thousands of hours connecting patients with food resources, housing and other benefits. Patients often leave the clinic with free durable medical equipment such as blood pressure cuffs, blood sugar testing equipment, or nebulizers to monitor and treat chronic conditions. They are also often given their medications for free through our drug repository program. We do our best to remove any barriers to care for our patients.

As good stewards of the Clinic's finances, we continue to do our best to avoid duplication of services without compromising patient care, and we participate in collaboration of care with existing resources within Wayne County. We only consider adding duplicated services if there is a verifiable shortage of the service being offered by other agencies or if patients encounter repeated roadblocks in accessing services from other agencies.

The other differentiating factor is that our first effort to meet a need always starts with recruiting qualified volunteers. When we need to expand access to care, we recruit volunteer providers rather than immediately hire another staff provider. We tend to hire staff only for roles requiring continuity of care or supervision of volunteers. Because of this, our clinic staffing is very lean while our volunteer team continues to grow.

## **Impact Analysis**

**10. Describe the targeted outcomes of this program. In other words, you ran this program, you gave clients certain skill sets, you increased their knowledge, and you treated their illness, which is all good. But how have you changed the lives of those people, and as a result, our community?**

**Please include the following information in your narrative *and limit this to 2 pages*:**

**Description of the activities and resources you use to accomplish these outcomes**

- Comprehensive primary care medical services for preventative, acute and chronic conditions
- Dental services including cleanings, fillings, root canals, extractions, planing, fluoride treatments, sealants and dentures
- Same day appointments to treat acute issues and keep patients out of the Emergency Room.
- On-site specialty clinics including physical therapy, occupational therapy, urology, women's health, endocrinology, dermatology, infectious disease, pain management and others
- Behavioral health and substance abuse counseling provided both on-site through volunteer counselors and through collaboration with area agencies
- Intensive case management and Ohio Benefit Bank services
- Insurance enrollment and counseling via an onsite licensed Federal Insurance Navigator
- Wellness and educational programs including smoking cessation, diabetes support groups, weight loss, alternatives to pain control, healthy eating, financial literacy and others
- Durable Medical Equipment program to provide patients with needed supplies and equipment to monitor and treat chronic conditions effectively
- Medication assistance through discounted prescriptions, medication assistance plans through drug companies and free medications through our drug repository program

**In 2016, the VSC provided the following services:**

- 3,722 individuals served over the course of 10,104 patient visits for care
- 2,287 dental visits
- 1,264 referrals made for patients to receive free or reduced care from a medical specialist
- 19,045 free medications dispensed through our drug repository program
- 6,954 patient visits for in-house laboratory testing
- 322 preschool children assessed by Ohio Optometric Association certified screeners for vision correction issues
- 476 patients enrolled in a qualified health insurance plan by our certified insurance Navigator
- Nearly \$126,000 of benefits connected to 199 individuals through our Ohio Benefit Bank program
- 697 patients assisted through intensive case management, impacting nearly 2,100 family members
- 111 participants involved in our wellness / preventative care program

**In order to accomplish its Mission, the VSC relies on the following resources:**

- 7,800 square foot fully-functioning medical and dental facility, owned by the VSC
- New two-exam room satellite location in and donated by the Orrville Area Boys and Girls Club, scheduled to open in January, 2018

- Electronic Medical Record system donated by Wooster Community Hospital
- Laboratory testing provided free of charge by the Cleveland Clinic
- 15 member licensed clinical and support staff team (10 FTE's)
- 425+ member volunteer team
- Wooster Community Hospital, Aultman Orrville Hospital, and Cleveland Clinic Wooster, which provide both monetary and in-kind support
- Network of medical specialists who agree to treat VSC patients either free or at a reduced rate
- Contract with Ohio Drug Repository for donation of over \$6 Million of medications in 2016
- Large base of individual and corporate donors, as well as private foundations that support the VSC through grant funding

#### **Information about the tools you use to measure outcomes**

We utilize our Electronic Medical Record (Centricity) to track not only patient demographics and visit notes, but patient outcomes, Emergency Room utilization, referral tracking and more. Data is collected through clinical methods such as blood pressures, patient height / weight / BMI, CLIA-waived laboratory tests run in-house (hemoglobin A1C, stool cultures, pregnancy tests, etc.), blood tests, X-rays and other radiological studies, and other diagnostic testing. We also utilize annual patient surveys to gauge more subjective data such as patient satisfaction.

#### **Dialogue about the challenges you face in measuring the success of the program**

We face two main challenges in measuring overall patient health outcomes: we must rely on patient surveys to track and measure education and lifestyle changes and, while some health indicators are fairly easy to track, others are more subjective and thus harder to quantify. Nonetheless, tracking year-to-year demonstrates we do receive consistent, meaningful feedback from our patients indicating a high level of quality, comprehensive care and education.

#### **Specific information about the recorded outcomes you achieved last year**

In 2016 we tracked outcomes in several categories. Below are the results:

- 68% of diabetic patients reached a target HbA1C goal of a 7.0 or lower
- 52% of hypertensive patients reached a target blood pressure goal of 130/90
- 74% of hyperlipidemic patients reached a target LDL goal of 130 or lower
- 98% of patients claimed to be satisfied or strongly satisfied with their care
- 60% of patients report reducing or eliminating their emergency room usage after becoming a patient at the VSC
- 80% of patients report that receiving care at the VSC enabled them to return to work after an illness or injury
- 56% of patients who participated in a smoking cessation program reported reduced or eliminated dependence on nicotine after six months
- 89% of patients report increased quality of life after participation in our wellness programs

#### **Discussion of whether or not your outcomes met, exceeded or fell short of your desired outcomes**

All of our clinical goals were exceeded by our patient outcomes. Over the last nine years of tracking clinical outcomes, we have significantly improved health outcomes for patients with diabetes, hypertension (high blood pressure), and hyperlipidemia (high "bad" cholesterol). Our outcomes are competitive (and better in some cases) than national disease management standards. When you take into account the lifestyle challenges our patients face (lack of social support networks, lack of access to or funds to buy healthy food, chaotic lifestyles, etc.) we are very proud of our outcomes.

One additional goal was that at least 90% of patients would claim to be satisfied with the care they received and report that they were treated with dignity and respect. On our annual patient satisfaction survey, 98% of patients said they were satisfied with their care, and 99% said they were treated with dignity and respect. We are proud to have exceeded this goal as well.

## Program Outputs

**11. Define a unit of service. If it is not possible to define one unit, please state why.**

Remember that whatever the method of measurement, you are consistent from year-to-year.

A unit of service is defined as any type of patient visit to the main clinic or to an off-site location for a VSC-sponsored clinic. Examples of visit types include accessing a walk-in clinic, having an appointment with the nurse practitioner or dentist, refilling a medication, having a vision screening assessment, or having lab work completed. We do not count encounters at health fairs or other community events as a visit or a unit of service.

**12. Complete the following if the agency is seeking United Way funding for this program.**

Year	Number of Clients in zip codes 44667, 44618, 44645	Number of Clients in all of Wayne County	Clients on a Waiting List
2016 Actual	584	3,722	0
2017 Projected	615	4,000	0
2018 Projected	750	5,000	0

**13. Unit Cost: Please explain changes either up or down in your cost**

Year	Individuals or Units of Service	Total Cost of Program	Unit Cost (Cost/Units)
2016 Actual	10,104	\$692,805	\$68.56
2017 Projected	12,000	\$692,733	\$57.73
2018 Projected	13,000	\$815,306	\$62.71

**14. Individuals served**

Last year (actual): 3,722

This year (projected): 4,000

## Client Demographics

14.

		<b>NUMBER</b>
<b>Types of Clients:</b>	Individuals	3,722
	Information & Referral, Brochures	NA
	Organizations	NA

PLEASE COMPLETE THE INFORMATION FOR INDIVIDUAL CLIENTS ONLY		
<b>Age Group:</b>	Under 5	405
	6 thru 12	99
	13 thru 17	59
	18 thru 34	512
	35 thru 54	845
	55 thru 64	879
	65 thru 74	847
	75 thru 84	64
	85 and over	12
	Unknown	0
<b>TOTAL INDIVIDUALS:</b>		<b>3,722 100%*</b>
<b>Gender:</b>	Male	1563
	Female	2159
	Unknown	0
<b>TOTAL INDIVIDUALS:</b>		<b>3,722</b>

	NUMBER		NUMBER
<b>Household Income:</b>		<b>Ethnic/Racial Background:</b>	
\$0 thru \$11,999	1,114	White	2,859
\$12,000 thru \$14,999	951	Black or African American	179
\$15,000 thru \$24,999	1,189	Hispanic or Latino	522
\$25,000 thru \$49,999	374	American Indian or Alaska Native	9
\$50,000 thru \$74,999	41	Asian	102
More than \$75,000	2	Native Hawaiian or Pacific Islander	3
Unknown	51	Unknown	48
<b>TOTAL INDIVIDUALS:</b>	<b>3,722</b>	<b>TOTAL INDIVIDUALS:</b>	<b>3,722</b>

\*NOTE: All TOTALS should be the same number



**Orrville Area United Way  
Supplemental Agency Questions**

Viola Startzman Clinic  
*Agency Name*

9-8-2017  
*Date*

*Please check the appropriate box in answer to each question.*

	Yes	No	Don't Know
Does the agency have checks/balances and distribution of responsibilities such that tasks such as opening mail, paying bills, signing checks, bookkeeping, producing internal financial reports do not rest in the hands of too few persons?	X	<input type="checkbox"/>	<input type="checkbox"/>
Have the board and top administrative officers discussed/reviewed/agreed upon what is appropriate in terms of division of these responsibilities?	X	<input type="checkbox"/>	<input type="checkbox"/>
Does the agency have a board approved Fiscal Policy?	X	<input type="checkbox"/>	<input type="checkbox"/>
Did the auditor meet with the board and top administrator to discuss audit results?	X	<input type="checkbox"/>	<input type="checkbox"/>
Does the board conduct an annual evaluation of the top administrative officer?	X	<input type="checkbox"/>	<input type="checkbox"/>
Are the evaluation results in written form?	X	<input type="checkbox"/>	<input type="checkbox"/>
Does the agency have written by-laws to which they adhere?	X	<input type="checkbox"/>	<input type="checkbox"/>
Does the board and/or a Financial Committee or Executive Committee review complete financial statements monthly including cash flow statements?	X	<input type="checkbox"/>	<input type="checkbox"/>
Are the agency goals/objectives/plans in written form?	X	<input type="checkbox"/>	<input type="checkbox"/>
Do the agency by-laws/guidelines specify a length of term for board members?	X	<input type="checkbox"/>	<input type="checkbox"/>
Are board members required to rotate off the board for some minimum amount of time upon completion of some maximum time of service?	X	<input type="checkbox"/>	<input type="checkbox"/>
Is the agency currently compliant with guidelines for submitting an Audit including the management letter, 990, Agency Agreement, and Verification of Registration with the State of Ohio Attorney General's Office to United Way?	X	<input type="checkbox"/>	<input type="checkbox"/>
What percentage of your Board financially supports your agency?	100%		

Christine VanSickle  
*Christine VanSickle, Board President*

Jaimie Parsons  
*Jaimie Parsons, Executive Director*

Viola Startzman Clinic  
 2016-2018 Budget Prospectus

Ordinary Income/Expense	2016 Actual	2017 Projection	2018 Proposed
<b>Income</b>			
Total 040 · CONTRIBUTION INCOME	229,912.20	216,100.00	242,850.00
Total 041 · GRANT INCOME	98,479.43	150,000.00	165,000.00
042 · FUNDRAISING INCOME			
Total 042 · FUNDRAISING INCOME	41,088.19	18,917.63	30,000.00
Total 04300 · MEDICAID	4,203.78	22,000.00	20,000.00
Total 04310 · MEDICARE	761.83	7,500.00	15,000.00
Total 04315 · HUMANA	0.00	0.00	0.00
Total 04320 · MEDICAL MUTUAL	465.37	1,000.00	1,500.00
Total 04330 · SUMMACARE	0.00	0.00	500.00
Total 04335 · Misc. Insurance Companies	0.00	150.00	2,500.00
Total 04340 · TRICARE	0.00	0.00	0.00
Total 04345 · AULTCARE	0.00	250.00	5,000.00
Total 04360 · ANTHEM BLUE CROSS/BLUE SHIELD	399.91	500.00	7,500.00
Total 04370 · CARESOURCE	5,329.08	125,000.00	75,000.00
Total 04375 · UNITED HEALTHCARE	114.95	1,500.00	10,000.00
Total 04380 · PATIENT PAYMENTS	0.00	10,000.00	15,000.00
Total 04385 · MOLINA	0.00	1,000.00	2,500.00
Total 04390 · BUCKEYE	3,007.01	15,000.00	15,000.00
Total 044 · INVESTMENTS	38,209.59	50,850.68	51,956.00
Total 045 · UNITED WAY INCOME	141,210.00	137,450.00	155,200.00
Total 046 · MISCELLANEOUS INCOME	1,091.01	887.50	800.00
Total 047 · IN KIND INCOME	458,181.45	374,827.49	458,000.00
<b>Total Income</b>	<b>1,022,453.80</b>	<b>1,132,933.30</b>	<b>1,273,306.00</b>
<b>Gross Profit</b>	<b>1,022,453.80</b>	<b>1,132,933.30</b>	<b>1,273,306.00</b>

**Viola Startzman Clinic  
 2016-2018 Budget Prospectus**

	<b>2016 Actual</b>	<b>2017 Projection</b>	<b>2018 Proposed</b>
<b>Expense</b>			
Total 1000 · WAGES AND BENEFITS	512,133.81	554,750.00	585,263.00
Total 2000 · FACILITY	29,044.98	27,585.00	30,610.00
Total 3000 · PROFESSIONAL DEVELOPMENT	5,135.15	4,000.00	5,250.00
Total 5000 · DIRECT CLINIC COSTS	48,719.66	70,775.28	52,750.00
Total 6000 · VOLUNTEER/DONOR DEVELOPMENT	859.08	500.00	1,000.00
Total 7000 · FUNDRAISING EXPENSES	10,486.78	4,790.91	7,500.00
Total 7100 · CONTRIBUTION EXPENSES	5,192.78	2,526.64	7,000.00
Total 8000 · ADMINISTRATIVE COSTS	132,108.95	117,208.97	118,954.00
Total 9000 · IN KIND EXPENSES	451,182.53	374,827.49	458,000.00
<b>Total Expense</b>	<b>1,194,863.52</b>	<b>1,156,964.29</b>	<b>1,266,317.00</b>
<b>Net Ordinary Income</b>	<b>(172,409.72)</b>	<b>(24,030.99)</b>	<b>6,989.00</b>
<b>Net Income</b>	<b>(172,409.72)</b>	<b>(24,030.99)</b>	<b>6,989.00</b>

## **Viola Startzman Clinic**

### **Explanation of Financial Variations**

#### **Income**

##### **Grants:**

In 2017 we changed auditing firms. Our new firm disagreed with the way our previous auditors were having us record grants. We previously recorded all income at the time of the award letter, not when the revenue was earned or received.

Beginning this year, we are recording income from conditional grants at the time it is earned and billed to the grantor, or at the time the revenue is promised / received in the case of unconditional grants. Because of this, we show a wide fluctuation in grant income between 2016 and 2017. In 2018 we also show an increase in grant funding due to several new commitments from foundations and the state of Ohio for future funding.

##### **Fundraising Income:**

In 2017 we eliminated our "Meal that Heals" fundraiser due to waning interest and profit. In 2018 we plan to implement a new fundraiser to replace this income and hopefully spark new interest in a younger donor base.

##### **Insurance Income:**

This is the most debated budget variable for the clinic. In 2016-2017 we battled with CareSource, our major patient insurer, for credentialing of our providers in order to be paid. We received almost no income from them in 2016. We won the battle in the spring of 2017 and they are allowing us to back bill for services which were provided in 2016. This inflated the 2017 income disproportionately to the services provided in this calendar year. In 2018 we anticipate an "evening out" of insurance revenue. We are fully contracted and credentialed with all major insurance carriers, and with our accreditation as a Rural Health Clinic, will receive a slightly higher reimbursement rate for our Medicaid and Medicare patients.

##### **Patient Payments:**

In 2017 we implemented a sliding fee scale for patients with no insurance or those who could not afford their copays and deductibles. This income reflects the payments from patients under this new Charitable Care program. All uninsured dental patients pay a fee (the minimum is \$10). Because our dental clinic is so busy and the majority of the patients in the dental clinic do not have insurance coverage, this line item has been significant.

##### **Investment Income:**

Our endowment fund held at the Wayne County Community Foundation had better earnings this year than in 2016 due to the variation in the stock market. We were

notified in 2016 of an estate gift which will be deposited into this account at some time in either late 2017 or 2018. Because we do not have any idea on the size of this gift, we have not changed projections for 2018.

## **Expenses**

### **Wages and Benefits**

In 2017 we added a dentist to bring us to full time status. We also brought on a full time nurse practitioner in August 2017 to replace a previous 3 day a week nurse practitioner. With increased patient load at this time, we are planning to add additional support staff (dental assistants and nurses) later in 2017 and early 2018. Because of these changes, we are anticipating a higher wage / benefit expense for 2018. We do not project significant raises for current staff. All budget increases in this line will support growth in programming.

### **Direct Clinic Costs:**

In 2017 we had a significant investment in dental equipment to support our denture initiative and increased capacity. We also added pediatric medical equipment in 2017. These were one time expenses, which is why the line item goes back down in 2018.

## **Explanation for usage or funding of excess or deficits**

The leadership of the clinic closely monitors income and expenses, and makes timely adjustments to operations in order to stay within our budget. 2016 and early 2017 were rough financial times for the clinic, and we made as many cuts as we could without compromising patient care. We used nearly all of our savings to weather this tough time. When we won our fight with CareSource and achieved our accreditation as a Rural Health Clinic, we turned the corner. As you can see, in a three year progression, we are tracking in the right direction and are excited to see a net positive in 2018.

The budget submitted to you is an accrual basis, and includes two significant non-cash expenses (\$48,000 in depreciation and \$25,000 for an annuity which covers a life insurance plan that has been donated to the clinic). Taking these two items out of our budget, we will have approximately \$50,000 in cash excess at the end of 2017 and approximately \$80,000 cash excess at the end of 2018 if all projections hold true. This money will be put back into a money market account and used as savings for capital expenses or future budget deficits to get us through any tough times ahead.

## **Grants & Collaborations**

Orrville Area United Way – **Complete this form for each applicant program**

---

Date: September 8, 2017

Agency: Viola Startzman Clinic

Program: Healthcare for the Underserved

Please respond in writing to the following questions:

**1. What would happen if your program were to disappear?**

The Viola Startzman Clinic (VSC) is the only organization in Wayne County offering comprehensive health care services to the low-income, underserved residents in Wayne County for free or at a discounted price. These residents would turn to emergency departments at area hospitals or go without necessary medical care.

**2. What would happen if you were not to receive the requested amount?**

If we are unable to secure adequate funding, we may have to delay or eliminate some services expansion we planned to implement in 2018. We may have to limit hours in our new Orrville location to only those when volunteer providers are available. Another modification we would consider is shortening appointment slots for medical patients and reducing the overall hours the clinic is open. This would reduce the time the provider is able to spend with each patient and severely limit the in-depth patient education / intervention that our providers currently devote to each patient. The quality of treatment interventions will consequently suffer. We will also be forced to begin reducing or eliminating all non-essential services such as dental cleanings, medication assistance programs, case management services, and patient wellness programs. These would have devastating effects on our patient outcomes and in the success we have seen in moving our patients into healthier overall lifestyles, enabling them to return to work or caring for their families.

**3. Specifically, how would decreases in your grant impact your programming:**

a. 25% decrease?

A decrease of 25% could result in eliminating free medications and durable medical equipment to our patients, eliminating our denture service and decreasing our dental services to four days per week.

b. 50% decrease?

A decrease of 50% would result in the VSC doing all of the above, plus eliminating our dental hygienists and discontinuing our preventative care programs. It would also mean staffing our new Orrville site with volunteers only, which would limit clinic hours and services.

c. 75% decrease?

A decrease of 75% would mean the VSC would eliminate all case management services as well as the cuts listed above.

#### **4. What other organization/s provide/s the same or similar services/ programs?**

We are the only organization in Wayne County offering free / discounted comprehensive primary care and dental care services to the uninsured and underinsured. Some larger health systems and hospitals have charitable care discounts available, but these services typically provide necessary basic or emergency care only. In addition, many Medicaid patients cannot find providers to fully treat their complicated chronic healthcare needs, provide preventative care, access medications or medical supplies, or obtain dental treatment. We consider ourselves the safety net healthcare provider for our county, and are committed to accepting even those insurance plans which are difficult to work with or pay providers less than the cost of providing the service.

As good stewards of the Clinic's finances, we continue to do our best to avoid duplication of services without compromising patient care, and we participate in collaboration of care with existing resources within Wayne County. We only consider adding duplicated services if there is a verifiable shortage of the service being offered by other agencies or if patients encounter repeated roadblocks in accessing services from other agencies.

#### **5. Specifically, how are you collaborating with other agencies/ organizations?**

The VSC leads in finding collaborative arrangements that result in lower-cost patient care. For example, chronically ill patients require ongoing prescription care, which the VSC provides without charge by accessing many sources. Through an agreement with Wooster Community Hospital (WCH), we purchase many common medications at WCH's cost, saving thousands of dollars each year. To obtain expensive medications for individual patients, we access prescription assistance programs offered by pharmaceutical companies. The VSC receives free medications from the

Ohio Drug Repository program and several national distributors with whom we have contracted.

The VSC looks to many community partners to help bring our costs down to far below the national average for medical care. Patients requiring additional care beyond the scope of what the VSC provides are referred to local specialists for care and treatment. The VSC has relationships with approximately 60 area medical specialists who agree to treat referred VSC patients either free or at a reduced rate. While this is becoming more difficult, we are still able to leverage our relationships to access this care on a limited basis for patients without insurance. Our volunteers provide one hour of donated time for every four hours of paid staff time – a total of over 6,000 hours in 2016. These valuable partnerships within the local medical community, along with the help of our devoted 425+ member volunteer team, allow the VSC to provide comprehensive care to each patient for under \$150 a year.

We also have strong collaborations with other Wayne County agencies. For instance, through a partnership with OneEighty, we are able to offer basic substance abuse Interventions onsite at the VSC. In return, our providers offer physicals to shelter residents, as well as sick care to residents in all of the OneEighty shelters. Other collaborations are in place with People to People Ministries for medication assistance, The Counseling Center and Anazao (behavioral health services), Community Action (transportation), the local YMCA's (discounted memberships for our patients on wellness plans), Job and Family Services (Medicaid and benefit enrollment and administration), Ohio State Extension Office (educational classes), The College of Wooster (community garden) and many more.

The Cleveland Clinic processes all of our lab specimens as a donation, and both Wooster Community and Aultman Orrville Hospitals provide discounted or free diagnostics tests to our patients.

**6. What services/programs for which you are requesting support are complementary services in collaboration with other entities?**

Our comprehensive patient strategy is intricately intertwined with all of the above partners. The program we are requesting funding for is 100% dependent on these collaborations. Without them, we would not be able to effectively diagnose and treat our patients.



**VIOLA STARTZMAN CLINIC  
BOARD OF TRUSTEES ATTENDANCE 2016**

NAME	JAN	FEB	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT	OCT	NOV	DEC
Ferguson, Sharon	X	X	E	E	X	E	No Mtg	E	X	X	E	No Mtg
Fonte, Carla	X	E	X	X	X	X	No Mtg	X	X	X	X	No Mtg
Hoffman-Hanger, Traci	E	X	E	X	X	X	No Mtg	X	X	X	X	No Mtg
Hoffman, Tammy*	X	X	X	X	X	X	No Mtg	E	X	X	X	No Mtg
Keating, Adam	X	X	X	X	E	E	No Mtg	X	X	X	X	No Mtg
Kiefer, Alan	X	X	E	E	X	X	No Mtg	X	X	X	X	No Mtg
Montgomery, Joel*	X	X	X	E	X	X	No Mtg	X	X	E	X	No Mtg
Moomaw, Lynn*	X	E	X	X	X	E	No Mtg	X	X	X	X	No Mtg
Morgan-Clement, Linda	E	X	E	X	X	X	No Mtg	X	R	R	R	No Mtg
Proper, Roger	X	X	X	X	X	X	No Mtg	X	X	X	X	No Mtg
Relle, Ferenc	X	X	E	X	X	E	No Mtg	X	X	X	X	No Mtg
Sander, Larry	X	X	X	X	X	X	No Mtg	E	X	X	X	No Mtg
Streeter, Mary Alice	X	E	X	X	X	X	No Mtg	E	X	X	E	No Mtg
Tierney, Tom	X	X	X	X	X	X	No Mtg	X	X	X	X	No Mtg
Vanderzyden, Chris	X	E	X	E	X	X	No Mtg	X	X	X	X	No Mtg
VanSickle, Christy	X	X	E	X	X	X	No Mtg	X	X	X	X	No Mtg
Parsons, Jaime	X	X	X	X	X	X	No Mtg	X	X	X	X	No Mtg

"KEY"

CXL	CANCEL
AB	ABSENT
X	PRESENT
E	EXCUSED
R	RESIGNED
*	DENOTES NEW MEMBER

No Board Members are clients who are currently receiving services

# 2018 Fundraising Calendar

Event Name	Approximate Date	Projected Financial Goal
Hearts for Hope Campaign	January / February	\$5,000
Newsletter #1 Mailed	February	\$3,500
Charity Wine Tasting Event	April	\$20,000
Brown Bag Concert Series at St. James Episcopal Church	April-May	\$500
Newsletter #2 mailed	May	\$3,500
Summer Dental Campaign	August 1	\$20,000
Brown Bag Concert Series at St. James Episcopal Church	Oct.-Nov.	\$500
Annual campaign	Nov. 1	\$80,000