THE FREE MEDICAL CLINIC OF GREATER CLEVELAND

KALEIDOSCOPE OF CARE





2012 ANNUAL REPORT

The Free Clinic's Mission:

To provide quality health care and related services free of charge to those who lack appropriate alternatives, and to advocate for policy changes that make health care available to all.

COMMUNITY HEALTH CENTER QUICK FACTS*

In June of 2012, The Free Clinic became Ohio's newest community health center (aka federally qualified health center). In this new role, we expect to have an even greater ability to provide high quality health care to medically underserved communities. Here are a few key facts about community health centers:

- Collectively, more than 1,200 community health center organizations are the health care homes for **24 million Americans** in over 8,000 urban and rural communities.
- Community health centers serve **1 of 7 uninsured individuals**, including 1 of 5 low-income uninsured persons.
- Community health centers care for **1 of 3** individuals living **in poverty** and 1 of 4 minority individuals living in poverty.
- It is estimated that by 2015, community health centers will double their current capacity in order to **care for 40 million patients** across the United States.
- Community health centers **save $1,263 per patient** per year compared to other health facilities.
- Every **$1 million in federal funding** for community health center operations yields $1.73 million in jobs and increased economic opportunity.
- In 2009 alone, community health centers generated **$20 billion in direct and indirect economic activities** to resource-poor rural and urban communities. They also produced **189,148 jobs** in many of the nation's most economically challenged areas.

*DATA PROVIDED BY THE NATIONAL ASSOCIATION OF COMMUNITY HEALTH CENTERS

HEALTH CARE IS A RIGHT, NOT A PRIVILEGE.



Steven J. Schochet Volunteerism Award



Behavioral Health interns collaborate



Volunteers build community garden



Phlebotomy student learns



Volunteer Appreciation Week



Syringe Exchange Program outreach

Community Health Centers and Free Clinics Make a Powerful Difference

Free clinics and community health centers enjoy a similar history. Both arose at the neighborhood level to provide access to health care for an increasing number of people who were falling through the cracks. The first free clinic, the Haight-Ashbury Free Medical Clinic, opened its doors in 1967 to address the substance abuse, mental health, and medical care needs of thousands of youth who were descending upon San Francisco during the "counterculture" movement of the late 1960s.

The first two federally funded community health centers were opened in 1965 to serve a rural community in the Mississippi Delta and a public housing project in Boston. The goals of those early community health centers, which continue today, were as follows:

- The provision of primary medical care to a defined area or population;
- The utilization of public health interventions to address social determinants of health;
- An emphasis on community participation and empowerment, leading to control of the new institutions; and
- The reduction of disparities in health and health care among minorities and the poor.

Community health centers rely upon a federal grant, reimbursements from Medicaid and Medicare, and private donations to provide a comprehensive range of services to covered and uninsured patients alike. Historically, free clinics focused almost exclusively on the uninsured and relied upon private contributions, foundation support, volunteer services, and in-kind gifts to maintain their activities. As the size and sophistication of these operations have grown, and the health care landscape has evolved, many free clinics have begun accessing public funding sources to underwrite the provision of primary care, HIV/AIDS medications, and substance abuse treatment.

Consequently, many of the oldest and largest free clinics in the country have converted to community health centers or "look-alike" organizations. The Free Clinic, one of the longest continuously operating clinics of its kind, received its community health center designation in June of 2012 – one of only 33 throughout the State of Ohio.

Not surprisingly, we are making this transition in our own unique way. While this new status requires that we institute a sliding fee scale for patients we serve, our Board has determined that we will use our other, non-government resources to offset those charges. So, no patient will delay or forego care at The Free Clinic for financial reasons.

In other words, **The Free Clinic will continue to be FREE!**

FY 2012 Stats and Figures:

Clinic services rendered
59,831

Patient visits conducted
39,479

Prescriptions dispensed
33,828

Unduplicated patients served
11,255



Stephen F. Thome



Danny R. Williams, JD, MNO

DEAR FRIENDS,

Beyond the visually captivating toy we enjoyed as children, a kaleidoscope has been variously defined as "a series of changing phases or events" and "a continually shifting pattern, scene, or the like." This year's annual report represents the wide range of experiences, approaches and outcomes that continues to shape The Free Clinic's future.

The saying, "Where you stand depends on where you sit," was never truer in health care than during the last year. For many, allowing children to be carried on their parents' health plans until age 26, or providing access to care to millions of poor and uninsured individuals by expanding Medicaid, were seen as key health care improvements. For others, these and other changes under the Affordable Care Act represented unreasonable federal government intrusion.

In response to this rapidly evolving environment, we have begun a historic transformation. In June of 2012, we became Ohio's newest community health center, a designation that opens new care options for our patients and important new revenue sources for us, including drawing upon Medicaid and Medicare reimbursement for eligible services. This new status will also enable us to extend our health care services to children and seniors, making us a more family-centered provider. However, remaining true to our founding mission, we will not be expecting patients to pay for their care. We will have a sliding fee scale in place, as required by this new status; however, we will use non-governmental funding to cover any charges.

So, as we continue to chart a course through this kaleidoscope of change, we will need your support more than ever to help us to care for those thousands who will look to us, next year and beyond, to provide excellent care and thoughtful advocacy in favor of greater access for everyone. Thank you for sharing our vision that "health care is a right, not a privilege."

Sincerely,

Stephen F. Thome
BOARD PRESIDENT

Danny R. Williams, JD, MNO
EXECUTIVE DIRECTOR



Mr. Drake

current Free Clinic patient

Mr. Drake understands the importance of customer service. In a commission-based sales profession, his livelihood depended on it. When sales declined with the economy, Mr. Drake struggled to live on his base wage earnings alone – less than $6/hour. Since he could not afford to pay for living expenses and health insurance, he had to forego the latter. After decades of employment, Mr. Drake was laid off in 2008, just one year shy of collecting Social Security. With no job, insurance, or income, he turned to The Free Clinic. For five years, Mr. Drake has relied on 90-day check ups to manage his hypertension and high cholesterol. He is especially grateful for the seven medications he receives at no cost through The Free Clinic's pharmacy. **"It's hard to imagine how the whole Free Clinic experience could be improved," Mr. Drake declares. "I really had no alternative but to go to another doctor and incur bills I couldn't afford to pay. I'm in a lot better shape now."** Mr. Drake just celebrated his 65th birthday and now qualifies for Medicare. Before our conversion to community health center status, Mr. Drake would have been forced to leave The Free Clinic to seek care elsewhere.

99% of our patients live below 200% of federal poverty guidelines

93% have no health insurance

64% are unemployed

Quality Care,

FREE OF CHARGE

The Free Clinic raised **more than $5 million** in cash and donated services in FY 2012. This allowed us to deliver **59,831 free services** to the community. In the coming year, staffing and services will expand to deliver a continuum of care, from pediatrics to geriatrics, at no cost to our patients. The Free Clinic introduced several programmatic enhancements during FY 2012:

HIV Outreach: With generous support from the AIDS Funding Collaborative, our Syringe Exchange Program (SEP) acquired a new and fully customized outreach van, equipped with a nurse's station and resource compartments. Having reliable transportation enabled the mobile harm-reduction program to serve 1,399 clients and exchange 129,165 syringes – a 13% increase from FY 2011.

Social Service Intake Program: Transportation challenges, childcare, utility payments, and food insecurity often present severe impediments to our patients' abilities to manage their health. In response, a dedicated group of masters' level student interns created this volunteer-led initiative to help patients identify and access comprehensive social services available to the underserved community.

Panoramic Care: Longtime supporter Patterson Dental donated a Panorex x-ray machine to improve efficiency through the use of panoramic imaging, thereby eliminating the need for time intensive full mouth x-ray series. The updated equipment increased the number of new patient intakes and enabled the collection of 2,177 diagnostic images to enhance patient care.



Inter-professional Learning

Student-Run
Free Clinic

THE FREE CLINIC MAINTAINS ACADEMIC AFFILIATIONS WITH INSTITUTIONS IN THE FOLLOWING FIELDS OF STUDY:

- Clinical Counseling
- Dental Assisting
- Dental Hygiene
- Dental Medicine
- Dermatology
- Family Medicine
- Human Services
- Internal Medicine
- Medical Assisting
- Medical Administrative Assisting
- Medical Secretary
- Nursing
- Ophthalmology
- Pediatrics
- Pharmacology
- Pharmacy Technology
- Physical Therapy
- Podiatry
- Psychiatry
- Psychology
- Social Work

"As the designated 'Resident Director' of Dermatology at Cleveland Clinic, my first mission was to improve volunteer coverage at The Free Clinic's monthly dermatology clinic by highlighting the fantastic learning environment there. At The Free Clinic, we have the opportunity to work as a team to provide care to an underserved population. The format allows for tremendous autonomy for students and residents to collaborate when presenting each patient and plan to the staff physician volunteer. Through the monthly clinic, we are exposed to a number of disease processes that we may not typically encounter. We have treated rare entities, detected skin cancers, and removed facial lesions that had caused patients years of distress and anxiety. With improved volunteer engagement, our corps has brought comfort to many afflicted with chronic skin disease."

Sara Lohser, MD, Dermatologist, Cleveland Clinic

Community partnerships designed to

TEACH & TRAIN

In FY 2012, The Free Clinic partnered with **30 academic institutions** to provide valuable opportunities for students, residents, and fellows to learn and practice alongside excellent providers as part of our community-based service delivery model. From dentistry and family medicine to clinical counseling and psychiatry, **approximately 300 future health care professionals** derived exceptional training experiences in our Medical, Dental, and Behavioral Health departments. In addition, the Student-Run Free Clinic collaboration provides inter-professional training for medical and nursing students from Case Western Reserve University while expanding acute care access two Saturdays per month at The Free Clinic.

Of the 13 volunteer-run specialty clinics The Free Clinic offers, scores of dedicated volunteer trainees and attending physicians staffed the Dermatology, Physical Therapy, Podiatry, Ophthalmology, Pulmonary, and Teen clinics. This staffing structure was vital in treating nearly **1,500** medically underserved patients who would otherwise be unable to access such costly specialty care.

The Free Clinic's academic partnerships yielded

18,223

hours of in-kind services in FY 2012 –
a value of more than **half a million dollars**.

Economic Development:
What's Health Got to Do With It?
April 2012





"At Parker Hannifin, we have established a global 'culture of health,' deploying new programs aimed at improving the long-term health and vitality of our employees and their families. The Free Clinic's Economic Development Forum introduced me to colleagues in the community who are equally committed to this goal, spreading the message that all of us benefit when our employees and the communities in which we live and work are healthier."

Keith Race, Manager, Benefit Services, Parker Hannifin Corporation



"We have known for years that obesity kills. The impact of poor health on individuals and families can be devastating. However, there is a growing body of evidence that an unhealthy workforce can also significantly harm our local businesses. To the extent we can share how we have helped and encouraged our employees to live healthier and more productive lives, we consider it our civic duty to do so. We commend The Free Clinic for convening local leaders around this important topic."

Michael F. Roizen, MD, Chief Wellness Officer, Cleveland Clinic

Respected thought leader and community

ADVOCATE

In collaboration with grassroots organizations and business executives alike, The Free Clinic is proud to be increasingly regarded as a thought leader on topics ranging from domestic violence to the Patient Protection and Affordable Care Act. In FY 2012, we proactively generated discussions and incited action to **improve overall wellness** – physical, mental, and economic – in our community.

This year, Famicos Foundation and Gateway 105 helped transform The Free Clinic's waiting room into a farmers' market offering affordable, healthy foods and locally crafted goods. WECO Fund, Inc., delivered free financial literacy sessions, and the Ohio Benefit Bank qualified patients for social service aid. Weekly yoga classes were held in the lobby, and a series of educational programs celebrated National Recovery Month.

In April, The Free Clinic presented a free community forum entitled "Economic Development: What's Health Got to Do With It?" to offer evidence of the connection between population health and regional economic vitality. More than 200 participants shared strategies for improving workforce wellness and, consequently, lowering profit-crunching employer health care costs.

75%

of chronic disease is caused by four lifestyle factors: tobacco, food choices and portion size, physical inactivity, and stress.

Source: Dr. Michael Roizen, Economic Development: What's Health Got to Do With It? April 24, 2012.

DONORS

Generous philanthropic community support sustains The Free Clinic. The following list recognizes donors and supporters for FY 2012, which runs from 7/1/11 to 6/30/12. We are deeply appreciative of every contribution; however, space constraints restrict our ability to acknowledge all supporters in our Annual Report. Donations below $100 and those designated to The Free Clinic through local United Way agencies and Greater Cleveland Community Shares are not reflected in the list below.

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Stephen Zinn

† In-kind contributions

* Also supported the Endowment Fund for The Free Clinic's Future

FY 2012 DONOR SPOTLIGHT



Jim Orenga
Ohio Materials Handling

Jim Orenga is the owner of Ohio Materials Handling, a successful small business that sells and services forklift trucks. He is proud to be able to provide health care coverage to his 100 employees despite recent double-digit premium increases. Jim and his employees have continued to contribute to the regional economy and support key safety-net charities, in spite of a challenging local manufacturing environment.

Fortunate to have the resources to manage his own diabetes, Jim is acutely aware that many in our community lack health care access. So, he supports The Free Clinic, adding that poor and underserved individuals "should not be deprived of health care because of their inability to afford coverage."

Jim's business savvy prompted him to leverage his Free Clinic contribution by designating, and thereby doubling, his six-figure donation to the dollar-for-dollar endowment challenge grant issued by the Skirball Foundation. Jim emphasizes that his overall philanthropic philosophy is fueled by his "unexplainable good fortune" and this scriptural passage: "To whom much is given, much is required." We thank Jim for his uncommonly generous support.

VOLUNTEERS

Since inception in 1970, volunteers have been an essential component of The Free Clinic's service delivery model. In FY 2012, **more than 600 volunteers** (ranging in talent and expertise from custodial workers to independently licensed practitioners) contributed their valuable time and skills to ensure the provision of quality medical, dental, behavioral health, and HIV services. We express our sincerest gratitude to these volunteers* who energize our staff, serve our community, and sustain The Free Clinic.

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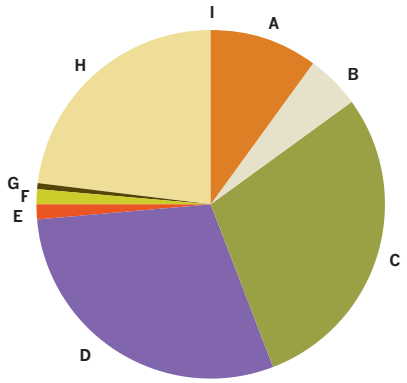
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* AS OF JUNE 30, 2012
**UNTIL MAY 2012

FINANCIALS

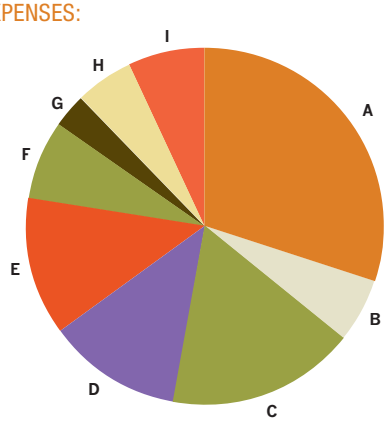
SUPPORT AND REVENUE:



- A Individuals – $509,793
- B Corporations – $261,960
- C Foundations – $1,470,232
- D Government grants and awards – $1,493,312
- E Special events, net of direct costs of $21,669 – $60,215
- F Miscellaneous income and services rendered – $71,907
- G Interest and dividend income – $33,073
- H Donated services – $1,159,362
- I *Net realized/unrealized gain (loss) on investments – ($35,846)

Total revenue – $5,024,008

EXPENSES:



- A Adult Medical - $1,530,215
- B Teen Clinic – $286,669
- C HIV Services – $862,969
- D Mental Health Services – $616,719
- E Substance Abuse Treatment – $636,359
- F Dental – $368,548
- G Advocacy – $145,591
- H Administration – $267,339
- I Fundraising – $351,071

Total expenses – $5,065,480

Net assets, beginning: $6,567,512
Net assets, ending: $6,526,040
Increase/(decrease) in net assets: ($41,472)

The Free Medical Clinic of Greater Cleveland
12201 Euclid Avenue
Cleveland, Ohio 44106
(216) 721-4010
www.thefreeclinic.org

LOOKING FORWARD

The delivery of health care is changing. Fast. We are in the early stages of several adaptations to ensure that our ability to serve remains responsive and viable.

Community Health Center Implementation – In June of 2012, The Free Clinic was officially designated a community health center. For most, this transition will be largely invisible. We will still use our unrestricted revenue to provide free health care for those who lack appropriate alternatives. Over the next year, we will be building the infrastructure to bill Medicaid and Medicare for eligible patients. This historic development will generate revenue to fill funding gaps that have developed as our local economy has languished.

Patient-Centered Medical Home Certification – In the spring of 2012, The Free Clinic joined an Ohio Department of Health pilot program designed to help organizations institute required policies and procedures to become certified by the National Committee for Quality Assurance as a patient-centered medical home. Completing this undertaking within the next 12 months will allow us to improve the continuity of care we provide to our patients.

Electronic Health Records Implementation – After several years of planning, we have secured financing and will soon select a vendor for an electronic health records system. Though the transition will cause a temporary loss in productivity, we will ultimately be able to more efficiently maintain patient records, track individual and group outcomes, and communicate with other health providers who serve our patients.

Endowment Campaign Completion – While our inaugural endowment campaign has raised approximately $1.8 million in response to the $1.5 million challenge grant by the Skirball Foundation, as of this writing, we must still raise approximately $100,000 by December 31, 2012, to receive the final $500,000 match from Skirball. By next year's report, we anticipate having an amount approaching **$3 million** under management with the Cleveland Foundation in *The Fund for The Free Clinic's Future*.

Expanding Our Footprint – Despite considerable progress this year, we continue to seek new ways to expand our reach and improve our impact. New uses of technology, new partners, expanded advocacy efforts, and even the possibility of additional sites for delivering care will all come under consideration. New challenges demand new solutions!

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