If there’s one word I would choose to describe the last two years it would be **CHANGE**. We have experienced change at all levels and in every corner of our Center. Some of the change has been strategically planned, but some are a result of a challenging healthcare environment and the resulting demands. We’ve had to make some difficult choices about operations, as well as financial and human resources. These have been important markers in our journey. As difficult as implementing some of our “course correction” has been, the time has also been so beneficial to us, as servants to our mission, and to our patients whom we ultimately serve.

**CHANGE**: invited, welcomed or not, can help us pause; reflect; and ultimately-recommit. And that’s exactly what we’ve done. Raphael’s Board of Directors, Providers, our Senior Management Staff and our entire Team.

More than ever, we believe in our mission and the foundation from which it began. It’s rock solid and stands the test of time. What has changed is how we work as a team, how we consider and make decisions, and our focus on stewardship of all of our resources. This is critically important so Raphael may serve the community for years to come.

In the midst of our change so many good things have happened, too many to mention here, but we have to celebrate at least a few:

- Our Diabetic Navigator has made a real and lasting impact working with our patients to not only get their blood sugars under control, but also decreasing some of the patient’s levels significantly.
- A Community Health Ambassador has been making home visits and manages a texting program for our moms-to-be, as well as new moms. This is one part of our approach to serve our community. One of Raphael’s key zip codes is in the top 10 Indiana highest zip codes for Infant Mortality.
- We expanded Mental Health Services, including Addiction services. This includes the addition of a Psychiatric Nurse Practitioner and two new Counseling rooms. It’s no secret that our nation, our state, and our neighborhood is in a daunting struggle to address these concerns. Raphael is poised to help in this fight.
- We added legal services onsite, through a partnership with the Neighborhood Christian Legal Clinic.
- We completed an expansion that includes additional Dental Chairs, additional exam rooms for our Physicians and Nurse Practitioners to see patients, Optometry rooms to provide this important (and lacking) service to our patients, and lastly, a Community room complete with a Teaching Kitchen. Our partners at the federal level gave us one million dollars to do this. We are committed to assuring the remaining 1.6 million dollars are raised to keep us moving forward.
- We started serving two schools: Shortridge High School and School 48 elementary students.

So many good things have been done by a team that is truly committed to our mission. Change can be hard, but we definitely have experienced how change can also be exciting, motivating and foundational to keep our mission thriving.

— Sherry Gray, CEO
our mission

To provide community-based, full-service health care of the highest quality, with respect and dignity for all people, including the underserved and uninsured, within a setting that shares the love and healing of Jesus Christ.

standards

Patients: We will provide quality healthcare in a compassionate and respectful manner that meets our patients’ needs and expectations.

Team Members: We will develop, train, support and respect our team members. We will encourage and empower them to achieve continuous improvement and excellence in quality and service.

Business Associates: We will develop and foster relationships in line with our mission and the community that we serve.

Process: We will persistently review our policies, procedures and processes to continually improve the services that we provide.

Confidentiality: We will observe HIPAA (Health Insurance Portability and Accountability Act) regulations and take high level privacy precautions with all of our patient, business, or other relationships to prevent the misuse of any and all privileged information.

vision

To improve the health status of our community by providing convenient, culturally sensitive, high quality, cost efficient healthcare.

revenues

<table>
<thead>
<tr>
<th>Source</th>
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<tbody>
<tr>
<td>Net Patient Service Revenue</td>
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<tr>
<td>Federal Support</td>
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<td>State Support</td>
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<tr>
<td>Other Revenue</td>
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<td><strong>Total Operating Revenue</strong></td>
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expenses

<table>
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<td>Benefits</td>
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<td>Payroll Taxes</td>
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<td>Other Operating Expenses</td>
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<tr>
<td><strong>Total Operating Expenses</strong></td>
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</tbody>
</table>

INCOME SOURCES

- Patient Billings: 51%
- Federal & State Grants: 42%
- Contributions: 3%
- Other Grant Revenue: 2%
- Quality Incentives: 1%
- Interest: 1%

values

Care & Compassion We will treat all people with respect and dignity within a setting that shares the love and healing of Jesus Christ.

Honesty & Integrity We will use the highest ethics in our relationships and collaborations, performing fairly and honestly in all situations.

Excellence & Quality We are committed to quality and strive to exceed expectations.

Teamwork We work together cooperatively, recognizing that our combined effort exceeds what we can accomplish individually.

Holistic Patient Care We will treat the whole person, mind, body and spirit, as we follow our mission that promotes caring and compassion for all people.

Patient Centered Medical Home (PCMH) As a PCMH, we will use a team based health care delivery model to provide comprehensive and continuous medical care to patients with the goal of obtaining maximized health outcomes.
Access to optometry services in Raphael Health Center’s (RHC’s) primary service area (46205, 46208, and 46218) is almost non-existent. Specifically, there are zero optometrists in 46205 and one optometrist for every 13,058 individuals in 46208.¹

Raphael Health Center just opened its long awaited expansion which adds an additional 6,868 square feet to RHC’s already 17,364 square foot building. With this new space, we will be able to serve 37% more patients in just the first year. This includes 1,170 new medical patients, 700 dental patients and 115 optometry patients.

Vision care is part of comprehensive health care, and offering this service is even more crucial because many of the patients serviced by RHC are single females, head of their household, and are more likely to live in poverty. If patients with inherent life challenges can receive comprehensive healthcare in one location offered by healthcare providers they trust, they are more likely to attend appointments and make suggested lifestyle and health-related changes. RHC envisions all patients having access to vision screenings, and this service will be of additional benefit to the large number of patients seen at RHC who also have diabetes.

While it may seem minor at first, untreated tooth decay can lead to pain, loss of teeth, and loss of self-confidence. An abscess from a cavity can cause very serious infections if left untreated, and children with tooth pain cannot eat or sleep properly, and are more likely to miss school.

Health Professional Shortage Areas (HPSAs) are areas the federal government identifies as having an inadequate population-to-provider ratio. The need for dental services in our five primary zip codes is critical – in 46218, there is one dentist for every 12,278 people. This zip code, along with 46205 is a federally designated HPSA. Additionally, 46260, a rapidly growing zip code for Raphael, has been designated by the governor as a Medically Underserved Area.

In 2018, our Dental clinic saw 1,243 patients, of which 25% were children under 18. We know that tooth decay can be prevented with good oral care. Additional dental services, including a second dentist, will help address the need in terms of clinic capacity and parent/patient education initiatives.

¹ Data provided by the Bowen Center for Health Workforce Research and Policy at the Indiana University School of Medicine.
² Data provided by the Bowen Center for Health Workforce Research and Policy at the Indiana University School of Medicine.
³ UDS Mapper, udsmapper.org
Dorothy Boersma, MD
Medical Director & Family Physician

Ross Bowen, DDS
Dentist & Dental Director

Suzanne Montgomery, MD
Family Physician

Jessica Brown, FNP-C
Certified Family Nurse Practitioner

Gwyndolen Morson, FNP-C
Certified Family Nurse Practitioner

Ashley Greer, FNP-BC
Certified Family Nurse Practitioner

Alicia Ottenweller, FNP-C
Certified Family Nurse Practitioner

Cara Hargett, LCSW
Behavioral Health Consultant

Susan Ross, LCSW
Behavioral Health Consultant

Chelsea Kepler, DDS
Dentist

Nathan V. Roth, MD
Family Physician w/Obstetrics (OB)

Jennifer McNair, FNP-C
Certified Family Nurse Practitioner

Mary “Michelle” Wade, RDH
Hygienist

Sarah Miller, PMHNP-BC
Certified Psychiatric Nurse Practitioner

Rachael Ziegler, Psy-D, HSPP
Behavioral Health Supervisor
Victoria has been a Raphael Health Center (RHC) patient for a little over two years. Prior to RHC, she had visited many other clinics and just could not find providers who would listen to her and give her the care she needed. She had recently given birth and was searching for a health care provider who better fit the needs of her and her newborn baby. She contacted RHC and was able to get in quickly with one of our primary care physicians, Dr. Suzanne Montgomery, MD. It was during this appointment that Victoria finally felt comfortable talking about some of her struggles with what turned out to be anxiety. During this initial visit she was introduced to one of the Behavioral Health Consultants, Dr. Rachel Ziegler who continued talking to her about the connection between her mental and physical health. She recalls her first medical appointment at RHC:

“...My beliefs and overall perception of my childhood trauma changed drastically, much quicker than I could have ever expected.

— Victoria, RHC patient
Dr. Montgomery was very compassionate and caring. She not only addressed my health needs, but also helped me to realize that many of the physical symptoms I was having were the physical effects of depression and anxiety. Then I met [Dr.] Rachel. I felt previously overlooked, thus not getting the care I needed. Raphael Health Center helped me realize I deserve better. I trust that [Dr.] Rachel and Dr. Montgomery care about me and will listen to my concerns.

As a clinic that offers integrated care, Raphael Health Center’s Behavioral Health services are a key component to offering a holistic approach to patient care. This service affords us an opportunity to teach patients new strategies to assist them in identifying and challenging anxious thoughts while improving behavior in daily functioning. The Behavioral Health Consultants are receiving training and certification in Eye Movement Desensitization and Reprocessing (EMDR) therapy in order to better serve our patients who may have experienced traumatic stress and/or persistent anxiety. Victoria has experienced significant results including a decrease in symptoms of depression and anxiety, while also noticing an increase in self-worth and self-confidence. With access to integrated medical and behavioral care, Victoria is an example of a success story that RHC will duplicate many times over.

Victoria’s symptom improvement was a joint effort between her and her doctors. Her quality of life has improved because Dr. Ziegler offered her EMDR as part of her regular therapy sessions, and Victoria did tremendous work outside of those scheduled appointments by completing assignments and implementing what she learned. Thanks to Victoria’s and Dr. Ziegler’s work, Victoria is creating a ripple effect by positively impacting others around her. She is now a better mother, sister, daughter, wife and friend. Victoria describes the effect EMDR has had on her.

I have never felt so listened to, loved on and cared for in one place. The warmth and compassion I get every time I visit Raphael is priceless. I feel seen in ways that no one has ever seen me before and that is what has built a strong trust in me towards RHC staff. The work I have done with EMDR helps me to better love and accept myself in ways like never before. My experience and treatment here at Raphael has also made me more confident in my life decisions as opposed to searching for the approval of others. My friends and family have noticed the that I have been happier and the change in my behavior. As a result, I have referred many family and friends to Raphael as they obtain better mental health as well.

“The care I’ve gotten from RHC has been priceless. It has made me the person I wished to be.”
— Victoria, RHC patient
I feel blessed to have Raphael Health Center and their staff in my life and the lives of my family members. I wanted my kids to grow up with a family physician who knew them and cared about them as people, not just as patients.

These are the words that Patrice and Johnny use to explain what RHC means to them. Patrice has been a patient for over 9 years, and has since referred Johnny and many other family members.

In 2009, Patrice found out she was pregnant with her first of three sons. In search of support for new parents

— Johnny, RHC patient
prenatal care, her cousin suggested she go to a nearby medical office. That experience made her realize that “lots of offices lack empathy and connection.” After coming to RHC, she discovered that “Raphael is different and has continued to be over the years. I trust them with my life, and that is hard to do.”

Something that sets RHC apart from other offices is that parents have access to Belva, RHC’s Patient Advocate. Belva works with all new and expectant mothers and guided Patrice through her three pregnancies. Belva offers comfort, empathy and helps parents obtain needed resources, including but not limited to, vouchers for diapers and wipes. One of the most important things Belva provides, however, is education.

Education for Indiana’s new and expectant mothers and fathers is critical. In 2016, 623 Hoosier babies died before celebrating their first birthday – enough to fill 33 kindergarten classrooms or 11 school buses. In Indiana, a baby dies about every 14 hours and about every 3 ½ days in the Indianapolis area. 46208, one of RHC’s target zip codes, is in the top three Indiana zip codes for infant deaths which are primarily caused by unsafe sleep practices and lack of prenatal education. To address this, Raphael has two full-time staff focused on helping parents learn safe sleep practices and parenting skills.

At RHC, mothers and fathers are educated as a unit because the father is an important part of ensuring better outcomes for children. As Johnny says:

RHC is supportive, and you know they will help you through anything. They will also check on you and see how things are even when you are not coming in for an appointment. They make you feel comfortable, uplift you, and provide stability for you and the whole family — dad and mom and the kids.
The public health challenge of Type 2 diabetes is all around us, affecting 30 million Americans. Another 84 million, or one in three adults, have pre-diabetes, and nine out of 10 do not know it. Diabetes is diagnosed by testing a person’s A1c count which indicates how much glucose is in a person’s blood, on average, over the course of two to three months. Pre-diabetes is diagnosed when an A1c count is between 5.7 and 6.4 percent, while Type 2 diabetes is diagnosed when an A1c count is 6.5 percent or higher. And all this is treatable.

I was the first patient to complete all four Diabetes Mapping Classes, held regularly by LaJeune, RHC’s Diabetes Navigator, to help me understand Type 2 diabetes and how to control it. Attending these classes has motivated me so much, that I chose to attend another set of classes at my local YMCA which included access to the exercise equipment. Thanks to all this support and hard work, my A1c went from 7.2 to 5.8.
— Darlene, RHC patient

My A1c was 10.8 in September. I did not have insurance, but RHC helped me to get enough samples to get my A1c to 7.4 by December of the same year. I am going to meet with RHC’s financial counselor to help me get on insurance so I can maintain my normal target A1c and get the other medical care I need. I would not have been able to do this without RHC.
— Brianna, RHC patient

I have maintained an A1c of 6.4–6.5 and have lost over 40 pounds. Forty pounds is the weight of an average 4-year-old child. I have been able to do this by attending Diabetes classes at RHC and redeeming over 10 vouchers for fresh fruits and vegetables. RHC provides fresh fruits and vegetables to diabetic patients every week. I believe that the fruit and veggie program at RHC has kick-started my healthy eating and helps keep my A1c under control.
— Jill, RHC patient
looking to the future
where we are going:

“Have I not commanded you? Be strong and courageous. Do not be afraid; do not be discouraged, for the Lord your God will be with you wherever you go.” This is the verse Raphael’s team members chose to frame 2019. We know that strength and courage are what is needed to fulfill our mission. We also know that God has some places He wants us to go, so we are counting on His presence and guidance to get there.

— Joshua 1:9

Raphael is completing its Strategic Plan for the next five years, which will act as our road map for the next part of our journey as a mission focused health center. Our purpose will be activated in several specific ways:

- Continuing to build our community relationships so that we are a trusted and welcoming place where all “God’s kids” (of all ages, races, religious beliefs or not) know they will receive excellent care that reflects the character and actions of Jesus.
- Increasing our capacity to serve every single person that comes through our doors. This means we have to become more efficient and effective internally through operational excellence, including financial health and a high functioning team. Externally? Making sure our current and future friends, families and neighbors know we are here to serve them. We’ve heard so many times that “Raphael Health Center is one of the best kept secrets”. Let’s make this year and beyond, a secret no more!
- Strategically considering where the next place our mission will take us. We believe we are called to serve beyond 34th and Central. We also believe that timing and the right partnerships are key to this decision.
- Growing key services that our most vulnerable sisters and brothers struggle accessing, specifically Dental, Opthalmology and Mental Health/Substance Abuse services.

We have so much work to do, but so much we can look forward to. We are ready, and it will be our privilege to share that with you as we continue on this journey to, provide community-based, full-service healthcare of the highest quality with respect and dignity for all people including the underserved and uninsured within a setting that shares the love and healing of Jesus Christ.

— Sherry Gray, CEO
board members

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Janell Gurney, Vice President
Shana D. Paul, Esq., Secretary
Sanford Garner
Jacquie Green
Sharon Marshall
Bloor Redding
Grace Sibley
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Claire Kammen, Project Coordinator
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Victoria Petersen Elia, CFRE, Development Officer
Dan Ramsey, Director of IT

All patient stories and quotes are included with their consent and approval.