



EXPANDING SERVICES. COMMITTED TO *excellence.*

CELEBRATING THE CRESCENT TEAM





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LEFT TO RIGHT:
Claudia Nadermann, Patient Support Representative
Beth Farrey, Patient Support Representative
Renee Speaker, Patient Support Representative
Linda Schneider, Patient Support Representative
Michelle Udelhofen, Patient Support Team Lead
Allison Hencke, Patient Experience Facilitator
Carolyn Rees, Clearance Table Health Screener
Carrie Worthington, Patient Support Representative
Tracy Runder, Patient Support Representative
Lucy Bravo, Patient Support Representative

MISSION

Crescent Community Health Center provides high-quality, respectful and affordable medical, dental, and brain health care to improve the health and well-being of our community.

VISION

Quality care for all, resulting in a healthy community.

VALUES

Accessibility

We believe all individuals, regardless of ability to pay, should have access to quality healthcare services and the opportunity to be integrated with people who have the means to pay.

Collaboration

We believe collaboration and affiliation with other providers/agencies will strengthen our program with regard to levels of care and breadth of services.

Diversity and Dignity

We value diversity and believe in the dignity of each person.

Quality

We believe that the highest standard of care should be available for all. We exist to enhance and promote the health and well-being of everyone through education, prevention and treatment.

Advocacy

We will represent the people we serve and promote the right of everyone to receive the highest quality healthcare.

Service

We believe every aspect of our services provided by a caring staff should reflect that meeting the needs of each client is paramount to the dignity of each person.

Support

We believe families are successful with community support, and our communities can and should work together for the needs of all in the tri-state area.



CASSIE FOLEY
HEALTH & WELLNESS COORDINATOR



GARY COLLINS, CHIEF EXECUTIVE OFFICER
ANN DECKER, BOARD CHAIR

EXPANDING SERVICES. COMMITTED TO EXCELLENCE.

Dear Friends,

Crescent Community Health Center (Crescent) enjoyed a fantastic 2021 as we continued to expand services and support while remaining committed to excellence in our care delivery systems. Our patient base grew 17% compared to 2020 and our visits were 39% higher than the prior year. This growth was possible due to our tremendous community support, the commitment of our team and the resolve of our volunteer board of directors' focus on our three-year strategic plan, in particular our growth trajectory.

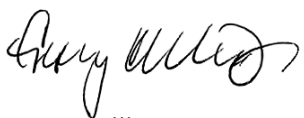
In August 2021, Crescent celebrated a remarkable 15-year anniversary amid our full second year of the pandemic. We remained national leaders in quality, earning five Health Resources and Services Administration (HRSA) recognition distinctions for our quality achievements: Quality Leaders, Access Enhancer, Health Disparities Reducer, COVID-19 Data Reporter and Patient Centered Medical Home. Our health center embraced health equity, growing our patient community of Black, Hispanic, Pacific Islander, Asian and patients identifying with more than one race by 21% versus 2020. The patients best served in a language other than English grew to almost 9%, a 27% increase over 2020.

Our strategic investments to enable our future expansion are already yielding successful outcomes. We saw Brain Health visits grow more than 62% and we grew Dental visits more than 55%. The demand for our services increased immensely during the pandemic. We saw telehealth start to level off as we saw more patients in person; however, we still recorded 4,835 telehealth visits in 2021.

We continue to celebrate our enthusiastic and caring team who have held steadfast throughout the pandemic. The teams throughout the health center stepped up to provide extraordinary care during these challenging years. Patient satisfaction and employee engagement scores also revealed our team's all-around strong commitment to these efforts. Many of the categories scored in both surveys exceeded national averages.

The success of our leadership teams, board of directors and care teams to keep our community healthy was a resounding reminder of the tenacity and strength of our resources to also remain dedicated to distinction. It is with great excitement that we move into the new year with the promise of continuing to serve our patients, expand our care and ensure the quality outcomes we have historically delivered. Thank you for your partnership in our important work to ensure affordable, equitable and quality care for all.

In health and with gratitude,



Gary Collins
Chief Executive Officer



Ann Decker
Board Chair

FUNDAMENTAL LEADERSHIP

The unified board of directors, executive leadership team and providers guide each department, special initiative and service to achieve Crescent's vision of quality care for all, resulting in a healthy community.

Over half of our board of directors is comprised of patients to ensure major decisions for Crescent are made with patient input. As a result, we are held accountable to the unique needs of our community. In addition to valued consumer input, our board has expertise in marketing, healthcare, public health, legal counsel, small business, finance and non-profits.

Together, with their direction, our teams are improving the patient experience through increased access to affordable, respectful and high-quality care.

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Immediate Past Chair
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Stephanie Martin
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Stanley Samson
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Medical Director
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Chief Financial Officer
Barb O'Hea
*Director of Mission Advancement
and Community Relations*
Dr. Marco Rouman, DDS
Chief Dental Officer

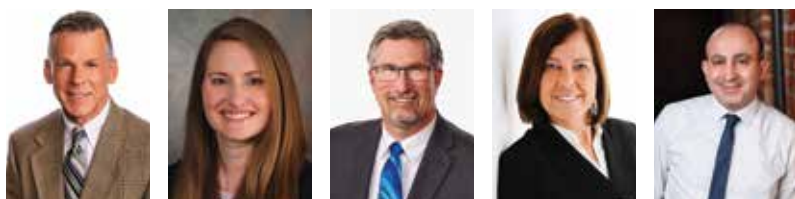
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Jennifer Zalaznik, ARNP

BOARD OF DIRECTORS



EXECUTIVE LEADERSHIP



PROVIDERS



EMPLOYEE ENGAGEMENT

At Crescent, we believe that the key to fulfilling our mission is **our people**. Our employees' feedback is crucial for employee retention and fundamental in our pursuit of fostering a culture of innovation, communication, and growth.

Employee engagement is the simultaneous employment of an individual's preferred self through physical, cognitive, and emotional means.

What does preferred self mean? Employees are faced with countless decisions in the workplace. When an individual invests in their preferred self, they express their real identity, thoughts and feelings (authenticity). This brings their entire being to their role. This brings them **alive** to their role.

Ninety-seven percent of respondents look for opportunities to support others they work with.



Ninety-four percent of respondents are glad they decided to join Crescent.

Eighty-nine percent of respondents feel their work environment inspires them to perform at their very best.



Ninety-four percent of respondents expressed they take great pride in their job.

WHAT EMPLOYEES *are saying...*

Crescent is an exciting place to work as it is growing and expanding services constantly. The opportunities for personal/professional growth and opportunities to serve our patients are very motivating and make me feel like I make a true difference each and every day.

I love working at Crescent and I have recommended Crescent to friends and family for both patient care and employment opportunities.

Overall, Crescent provides an excellent work environment that promotes self-growth and professional advancement. As an organization there are numerous mentoring opportunities, as well as initiatives to promote individual thoughts and ideas. As a care facility the services provided are par excellence and allows clients of all ages or background to receive the comprehensive care that they require make a true difference each and every day.

Crescent has expanded and really tried to focus on employees in the past couple of years. We are moving in the right direction and I feel like the company cares about the employees and the opinions of the employees that work here. I hope we never lose this as I believe being heard and appreciated is an important piece of the pie for most employees.

Coming to Crescent it has been a great experience and a bit of a breath of fresh air I look forward to working here for many years.



2021 QUALITY METRICS TO NOTE

- 88% of eligible patients were screened for depression and, if positive, had a follow-up plan documented
- 75% of children received a weight assessment and participated in a physical activity and nutrition counseling if needed
- 57% of patients with hypertension now have controlled blood pressure
- 47% of patients with diabetes have gained control of the condition

QUALITY COUNTS

In September 2021 Crescent was awarded five Community Health Center Quality Recognition (CHQR) badges from HRSA. The CHQR badges recognize Health Center Program awardees and look-alikes (LALs) that have made notable quality improvement achievements in the areas of access, quality, health equity, and health information technology for the most recent UDS reporting period. In addition, COVID-19 badges

were introduced to recognize health centers' contributions to the public health emergency response in the areas of data collection, testing, and vaccinations.

Crescent was awarded the Silver Health Center Quality Leader, Access Enhancer, Health Disparities Reducer, COVID-19 Data Reporter, and Patient Centered Medical Home badges. Below is further detail on each badge.



Health Center Quality Leaders achieve the best overall clinical quality measure (CQM) performance among all health centers. They are recognized in the following tiers: Gold (top 10%), Silver (top 11-20%), or Bronze top (21-30%).



The Access Enhancer award recognizes health centers that increase the total number of patients they serve and the number of patients who receive at least one comprehensive service (mental health, substance abuse, vision, dental, and/or enabling) by at least 5%.



The Health Disparities Reducer badge recognizes health centers that:

- Meet or exceed Healthy People (HP) goals in the areas of low birth weight, hypertension, or uncontrolled diabetes for at least one racial/ethnic minority group.
- Demonstrate at least a 10% improvement in the areas of low birth weight, hypertension, or uncontrolled diabetes for at least one racial/ethnic group.



COVID-19 Data Reporter: Recognizes health centers that supported data for public health emergencies with response rates of 90% or more to the weekly Health Center COVID-19 Survey from April 10, 2020 to July 2, 2021.



Patient Centered Medical Home Recognition (PCMH): Recognizes health centers with PCMH recognition in one or more delivery sites.

KEEPING OUR COMMUNITY HEALTHY

Crescent first opened in October of 2006, led by a group of dedicated board members and generous community supporters who identified the need for primary medical and dental care for underserved populations.

For more than 15 years, Crescent has been providing access to primary healthcare services to those in our tri-state communities who need them most. Our doors are open to everyone including families and children, elderly, homeless, those who are uninsured, on Medicaid or have private insurance. No one is ever turned away.

2021 PATIENT METRICS TO NOTE

- **68.4% of Crescent patients are at or below the 200% Federal Poverty Line**
- **714 patients are served in a language other than English**
- **1,222 patients were tested for HIV**
- **113 children between ages 6–9 had dental sealants applied**
- **792 patients participated in a cervical cancer screening**
- **530 patients participated in a colorectal cancer screening**
- **239 patients participated in a breast cancer screening**



2021 BY THE NUMBERS



29,177 CLINIC VISITS*



14,124
Dental Visits



8,871
Medical Visits



6,182
Brain Health
Visits



23,410
Prescriptions
Written



1,890
Open Enrollment
Assists



1,299
Enabling
Services

8,216 PATIENTS SERVED



4,600
Women



3,616
Men



627
Age 65 & Older



2,113
Children



255
Veterans



5,214
White

1,381
Black/African
American

832
Hispanic/
Latino/a

326
Pacific
Islander

378
More than
One Race

85
Asian

TRI-STATES SERVICE AREA

Illinois

Jo Daviess County 623

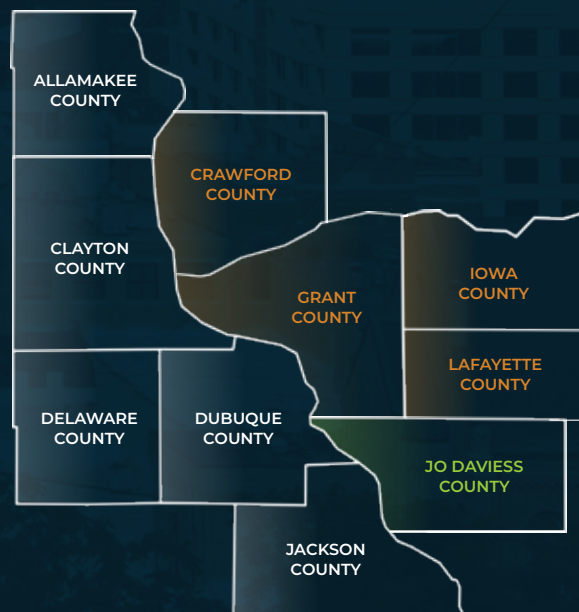
Iowa

Allamakee County 55
Clayton County 140
Delaware County 48
Dubuque County 6,194
Jackson County 212

Wisconsin

Crawford County 28
Grant County 491
Iowa County 17
Lafayette County 170

Other 238



*Includes 4,835 Telehealth Visits

DEFINING MOMENTS

SHINING A LIGHT ON SOCIAL WORK

Crescent serves many patients who are living at or below the poverty line. It is important that our patients know that Crescent's dedication to their wellbeing extends beyond addressing their medical, dental, and brain health needs. Shawna Domeyer, our social worker, helps our patients overcome the various barriers they face to achieving their optimal health. Social workers at Crescent understand that every patient's life situation is different, and thus provide a variety of services catered toward their individualized needs.

Shawna helps patients apply for several types of assistance, including but not limited to:

- Supplemental Nutrition Assistance Program (SNAP)
- Medicaid
- Rental assistance
- Government cellphones

- Supplemental Security Income (SSI)
- Social Security Disability Income (SSDI)
- Utility assistance
- Medical debt forgiveness
- Free transportation
- VA health benefits
- Veterans Trust Fund assistance

Working closely with several local organizations, we are able to take many of these services a step further by helping our patients:

- Receive assistance with immigration issues
- File their taxes for free
- Find employment
- Secure appropriate housing
- Enter job training programs
- Escape and recover from domestic violence
- Receive substance abuse treatment
- Reintegrate into society after serving time in prison or jail



Shawna collaborates with the Iowa City VA to ensure that our veteran patients' needs are being met and they are receiving all the benefits to which they are entitled. Many veterans are not accustomed to asking for help, even when it is desperately needed. Rather than waiting for them to reach out to her, Shawna personally invites every veteran patient to meet with her after their appointments. While some of them are doing perfectly well, others have been struggling in silence for years.

Shawna has met with one of these veteran patients over twenty times, and during those meetings, she has helped him secure:

- Medicaid coverage
- Free tax preparation
- Utility assistance
- A free cellphone with a good data plan
- Multiple healthy meal kits
- SNAP benefits
- Assistance paying overdue bills
- Free repairs on his broken furnace

Shawna assists our patients in overcoming some of their biggest challenges. Having someone who is ready to help, without any fear of judgment, makes a world of difference to our patients in need.

BRIDGING A CULTURAL DIVIDE WITH COMMUNITY HEALTH WORKERS

A team-based approach to healthcare is one of the qualities setting Crescent apart from other care providers. To take our mission a step further, we have invested heavily in adding non-clinical staff to our team helping to bridge cultural gaps in our community. One of these investments has been the expanding our community health worker team by adding Yazmin Miranda, who focuses solely on serving the Hispanic population.

The primary goal of community health workers at Crescent is to help patients feel supported in improving their overall health and making sure they are connected to the resources they need. The role of community health workers across the healthcare industry has become increasingly prominent as the pandemic further distinguished the social determinants of health.

Just over 10% of Crescent patients identify as Hispanic, many of whom also need translation services. In her role as a community health worker, Yazmin provides translation for patients, advocates for Hispanic patient needs and assists in care coordination and referrals. As a member of the Hispanic community, Yazmin acts as a cultural broker, helping to relay the needs, struggles and goals of this patient population to Crescent staff.

The Crescent team of community health workers have established several new partnerships over the past year which are helping to bridge the cultural divide with the Hispanic population.

- **Increased transportation options.** Lack of transportation has been identified as a primary social determinant of health within the Hispanic community. Crescent's community health workers have successfully developed relationships with the RTA, Jo Daviess County Transit, the Jule and Volunteer Immigrant Assistance Transportation Services (VIAT) to schedule transportation to and from appointments. Removing this barrier has led to an increase in patient appointment attendance.
- **Expanded access to women's health services.** The majority of Crescent's Hispanic patient population travels to our clinic from Illinois. The community health worker team has established connections with the Stephenson County Health Department in Freeport, Illinois as a resource for under-or uninsured female patients to receive annual exams, mammograms, lab work and annual physicals at no cost.

The efforts of the community health worker team are impacting our patients in countless ways, helping them to take an active role in their health and wellness. Looking ahead, this team hopes to develop even more community partnerships and continue patient outreach helping those facing adversity feel more hopeful for a healthy future.



YAZMIN MIRANDA
HISPANIC COMMUNITY HEALTH WORKER



CRESCENT QUICK

Crescent has had a long-term vision to add an acute care clinic to our service offerings. This vision came to fruition in August 2021 when we expanded onto the first floor of our building. We opened the Crescent QuickCare walk-in clinic to expand our services and reach in the community. At Crescent QuickCare we combine our high-quality clinical expertise with care and convenience to help patients with urgent or serious but not life-threatening conditions.

An accessible and affordable walk-in clinic has never been available to our patients prior to this expansion, as they face transportation, financial and often language barriers. By offering our community access to the walk-in clinic, we are saving both the patient and the local healthcare system from potentially thousands of dollars in unpaid medical bills, while fulfilling our mission to improve the health and well-being of our community.

After being open for only the last half of the year, Crescent QuickCare served patients with 664 clinic visits. In 2022, we are forecasting QuickCare to see 200 clinic visits per month.



SHAY LEHMAN, ARNP, NURSE PRACTITIONER
ANGIE CURTIS, LPN

UNIFIED IN HEALTHCARE



Unified Therapy Services (Unified Therapy) opened its doors in Dubuque, Iowa in 2006. They provide Physical, Occupational, Speech-Language, and ABA therapy. Unified Therapy Services helps individuals of all ages and diagnoses. They can serve the tri-state area through their four locations, three in Dubuque and one in Fennimore, Wisconsin.

A partnership was formed early on between Crescent and Unified Therapy from their shared passion for helping the underserved populations in our community. Six years ago, Crescent contacted Unified Therapy to discuss the idea of a medical campus where all health care services would be offered. Unified Therapy was excited to be part of this team and to move forward with the mission and expansion of an Elm Street clinic. Unified Therapy open their doors at the Elm Street location in October of 2021 and the medical partnership with Crescent has flourished since day one!

Having all types of medical providers under one roof has made service delivery seamless and communication effortless. The patients are who benefit the most from this relationship. When varied providers have this collaboration it ensures the whole person is being taken care of and not just one perspective of that patient's care. Providers can brainstorm when progress seems slow, they are able to analyze medical limitations while working on functionality of day-to-day life. The team works together to develop the best plan to achieve patient centered outcomes.

This medical campus located in the downtown Dubuque area has provided those with limited access to resources and transportation a place they can go for support. Kelly Heysinger, co-owner of Unified Therapy stated, "Being downtown now has allowed us to reach the population who didn't have access to our west-end clinics as well as create more access to those that work downtown and for Illinois and Wisconsin residents."



Unified Therapy’s data prior to opening the Elm Street clinic indicated their services were missing community members that lived in this area. Convenience of location has been impactful in providing access to these much-needed therapy services.

As Crescent continues to grow as a patient-centered medical facility, Unified Therapy is an integral part of the vision. Through these critical partnerships, Crescent and Unified Therapy patients are receiving a collaborative approach to their care in environments focused on advocacy and healing.



FRONT ROW LEFT TO RIGHT:
 Rebecca Knepeer, M.S. CCC-SLP, Speech Therapist
 Kelly Heysinger, DPT, Co-Owner, Physical Therapist
 Paige Hentrich, DPT, Physical Therapist
 Emily Reilly, Rehab Assistant

BACK ROW LEFT TO RIGHT:
 Sadie Conrad, DPT, Clinic Director, Physical Therapist
 Kara Takes, COTA, Rehab Director, Certified Occupational Therapy Assistant
 Sarah Adams, Director of Business Operations and Development
 Shelly Kozak, Patient Care Coordinator
 Shelby Steffen, COTA, Certified Occupational Therapy Assistant
 Michelle Sullivan, DPT, Clinic Director, Physical Therapist

“Our vision includes educating our patients on resources available to them, transportation options, and sliding fee scales to decrease the number of obstacles they face when trying to attend medical appointments. Future plans include growing our staff to allow us to see more patients, to add ABA therapy “at this clinic and to partner with Crescent in other endeavors!”

KELLY HEYSINGER
 CO-OWNER OF UNIFIED THERAPY SERVICES

MANAGING RESOURCES

Throughout fiscal year 2021, Crescent maintained strong financial performance while continuing to experience an increase in demand for our services. Crescent cared for more than 8,200 patients with 29,177 clinic and telehealth appointments.

Our partnerships with Mercy Family Pharmacy, Infocus Pharmacy Services, Envision Consulting Pharmacy Services, United Clinical Lab, Iowa Primary Care Association and Iowa Health+ have continued to flourish, enabling Crescent to provide our patients affordable access to even more services.

Crescent continues to be a crucial provider for both primary and complex healthcare. As a result, we are continually expanding services to meet the demand while fulfilling national quality standards.

LEFT TO RIGHT:

Jackeline Gutierrez Perez, Billing Services Representative

Damon Maiers, Controller B.A.P

Jeremy Runde, Controller F.A.R.

Doug Jaeger, Chief Financial Officer

Joann Cook, Billing Specialist



2021 FINANCIAL OVERVIEW

(unaudited)

REVENUE

Patient Service Revenue	\$ 9,950,810
Grant Revenue	2,966,185
Contributions	540,447
Other Revenue	127,894
Total Revenue	\$ 13,585,336

EXPENSES

Salaries & Wages	\$ 6,105,350
Employee Benefits	1,331,895
Services & Other Professional Fees	2,006,467
Supplies & Other	2,260,826
Occupancy	218,622
Depreciation	550,245
Total Expenses	\$12,473,405
Operating Income	\$ 1,111,931

A COMMUNITY ASSET

8,216

Distinct patients from
the tri-state areas served
by Crescent in 2021

\$1,331,895

Benefits paid to employees
(401K match, health, dental
and life insurance)

\$6,105,350

Salaries and wages paid
to employees

118

Number of employees

BRAD CAVANAGH
MAYOR OF DUBUQUE



PILLAR OF PUBLIC HEALTH

Crescent is an essential pillar of the Dubuque healthcare community. Over the past 16 years, the organization has grown to serve the healthcare needs of Dubuque both equitably and effectively.

In Dubuque and all over the country, we saw firsthand the hard-hitting effects of the pandemic on those who were already struggling with challenges including financial, transportation and language-barriers. Crescent helped all Dubuquers maintain access to the healthcare they needed when they needed it most.

It is widely known that we still have a healthcare system in our country where too many people fall through the cracks. Not only does Crescent give people access to the medical, dental and brain healthcare they need when they have nowhere else to turn, Crescent helps with affordable prescriptions, vision care, and connects patients to other critical resources in our community. We have excellent healthcare in Dubuque, but without Crescent, there would be too many of our neighbors who would not have the access they need to live healthy lives.

I am so excited for the bright future Crescent has serving Dubuque and our neighbors in Wisconsin and Illinois. Their impressive growth, particularly in the last five years, shows the agency is ready to keep growing and serving our community for many years to come.

OUR DONORS

Crescent would like to thank the many families, individuals, local healthcare providers, employees, businesses and foundations whose contributions make our work possible. The following list includes donors who made gifts or grants during calendar year 2021.

100+ Women Who Care
Addoco Pallet Company
Anonymous
Andersen Corporation
Amazon Smile Org Central
Sr. Dorothy Adams
Dr. Edward and Patricia Alt
Dr. Peter and Cynthia Alt
Wilma "Sam" Bauer
Cottingham & Butler
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John Deere Dubuque Works
Union Hoermann Press

Every effort has been made to ensure the accuracy of this list. For errors or omissions, please contact Barb O'Hea at 563.690.2432.

IN MEMORIAM

Our heartfelt condolences to those that lost loved ones in the last year. May the memories of your loved ones bring you comfort during these difficult times.



Crescent Community HEALTH CENTER

1690 ELM STREET, SUITE 300 | DUBUQUE, IA 52001

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Dental Clinic | 563.690.2852

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RIBBON CUTTING CEREMONY, AUGUST 12, 2021