

REDEFINING HEALTHCARE



KATIE FELDERMAN,
CERTIFIED MEDICAL ASSISTANT

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MISSION

Crescent Community Health Center provides high-quality, respectful and affordable medical and dental 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 health care.

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.





REDEFINING HEALTHCARE FOR A HEALTHIER COMMUNITY

Dear Friends,

The past year was framed with remarkable activities as Crescent Community Health Center (Crescent) celebrated its thirteenth year as a health center and welcomed many organizational and operational changes. Crescent continued to shine as a national quality leader. In 2019, Crescent once again received a Health Center Quality Leader award from HRSA (Health Resources and Services Administration). Only the best overall clinical performers and community health centers were recognized for this award. Patient satisfaction and quality outcomes are paramount to our ongoing success and our ability to best serve our patient population.

Crescent welcomed me as the new CEO in June 2019, at which time I had more than 25 years in global corporate finance and the last nine years working with the community health center model in Ohio and California. With renewed leadership, energy and focus I will lead Crescent during the uncertain times we face with the dawn of COVID-19 now a factor in our decision-making.

Crescent moved into the new, expanded and innovative facility in November 2019. The move enabled us to co-locate the wellness center on-site with the medical, dental, behavioral health and administration functions. The nearly 25,000 square foot space was historically re-purposed to allow easy access on the north end of Dubuque for the patients served in the tri-state area. Crescent saw nearly 6,500 patients during 2019. Nearly 18% of those served call Illinois or Wisconsin home, but claim Crescent as their medical home. With the additional space and expanded capability, Crescent is well on the way to our 2021 goal of 8,000 patients.

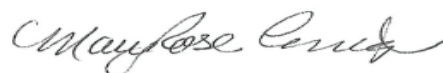
In the fourth quarter of 2019, Crescent began the strategic planning work for 2020-2023. The plan is reflective of the framework needed to succeed in our new space and drive quality care forward for vulnerable patients. We are excited to see what the new location will bring to the community. We know we have the capacity, energy, skill and talent to move into our new surroundings with a solid financial performance at our back and an immense opportunity awaiting.

With enormous appreciation and excitement, we look forward to another remarkable year serving our patients, staff, board and community! Thank you for your continued support as we navigate in a new era.

In health and with gratitude,



Gary Collins, CEO



Mary Rose Corrigan, Board of Directors

FUNDAMENTAL LEADERSHIP

Leadership will continue to be fundamental as Crescent consistently works to **redefine healthcare** for our patients and community. 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 redefining healthcare to improve the patient experience through increased access to affordable, respectful and high-quality care.

BOARD OF DIRECTORS

Mary Rose Corrigan (Board Chair), Ann Decker (Vice Chair), Jim Miller (Treasurer), Deb Hickmon, Robin Kennicker, Stephanie Martin, Mike Muench, Lynee Robson, Gary Runde, Matt Schmid, Maxine Tone, Mark Wagner, Chris Williams

EXECUTIVE LEADERSHIP

Gary Collins, Chief Executive Officer; Brooke Gomez, Chief Operating Officer; Mary Jo Kenneally, Chief Workforce Officer; Dr. Heather Kruse, Medical Director; Barb O'Hea, Director of Mission Advancement and Community Relations

PROVIDERS

Dr. Jeffry Breitbach, DDS; Tassie Carter, ARNP (*not pictured*); Penny DeBuhr, CDH; Jon Decker, LMHC; Juanita Furry, CDH; Cathy Hawyard, CDH; Tammy Kloser, CDH; Tara Morgan, ARNP; Heather Rickertsen, PharmD; Dr. Susan Roewe, MD; Christina Steel-Lietz, LMHC; Dr. Kevin Stingley, DDS; Jennifer Zalaznik, ARNP

BOARD OF DIRECTORS



EXECUTIVE LEADERSHIP



PROVIDERS



MOVING FORWARD

Through transformative and strong community support and dedicated staff, Crescent was able to complete construction on the top two floors of the historic Metz building at 1690 Elm Street, bringing this outstanding endeavor to patients. On Monday, November 25, 2019, Crescent opened its doors at the brand-new facility. The move was critical to support both the mission of the organization and for strategic growth.

The innovative new clinic offers nearly double the space, thus increasing accessibility and service capacity. Crescent's expansion includes 15 dental suites, 18 medical exam rooms, an on-site wellness center and training kitchen, employee training center, patient kiosks and much more.

Crescent is expected to serve over 8,000 patients by 2021. As a whole, community health centers continue to be economic drivers, having a \$35.5 million annual economic impact in Iowa alone. They are also cost-effective Medicaid providers, serving 13.6% of all Medicaid beneficiaries in Iowa, but representing only 1.21% of the state of Iowa's total Medicaid expenditures. In our local service area Crescent has a 23% penetration rate of the uninsured population and a 34% penetration rate of the total Medicaid population.

"I never dreamed Crescent would outgrow the original space in only 10 - 12 years time but that just speaks to both the community need for healthcare access, as well as to the quality of care Crescent provides. Crescent's new and expanded facility will allow us to serve our growing patient base holistically while continually improving our quality and patient outcomes," said Mary Rose Corrigan, Board Chair. "After several years of thoughtful and strategic planning by our board of directors, staff and community partners, we're delighted to move into the Metz building, a historic and repurposed facility that will serve the surrounding neighborhoods and the tri-state area."



Crescent Community
HEALTH CENTER
Dental Clinic

COMMUNITY COMMITMENT

Without community support, this advanced facility would not have been possible. Crescent has received more than \$670,000 in gifts and pledges to support the Metz Building Capital Campaign. Thanks to this generous support, Crescent can grow to serve as the healthcare leader our patients deserve.

DIANA GAU,
DENTAL ASSISTANT



QUALITY COUNTS

In 2019, Crescent was again named a Health Center Quality Leader, an award given by HRSA. As a Health Center Quality Leader, Crescent achieved the best overall clinical performance among all health centers in the United States, placing in the top 30% of the adjusted quartile rankings for clinical quality measures.

Health centers qualify for this award based on critical national benchmarks including chronic disease management, preventative care and behavioral health.

Crescent has always been about quality, affordability and access. This HRSA award demonstrates the continued efforts of

our providers and staff to strive for the best patient outcomes while remaining affordable and accessible to all.

Crescent served 6,465 patients in 2019. These patients comprised a total of 18,794 clinic visits, of which 45% were medical appointments and 55% were dental appointments. It is rare among health centers that dental appointments outweigh medical appointments, which points to the unique access and care needs in our community.

Preventative care benchmarks which qualified Crescent for the HRSA award include:

- Sixty-three percent of patients with hypertension now have controlled blood pressure.
- Ninety-seven percent of tobacco users participated in counseling to reduce use.
- Fifty-six percent of eligible patients received colorectal cancer screenings.
- Ninety-six percent of eligible patients were screened for depression and, if tested positive, had a follow-up plan documented.
- Seventy-seven percent of children received a weight assessment and received physical activity and nutrition counseling if needed.

A HEALTHIER COMMUNITY

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 13 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 turned away.



2019 BY THE NUMBERS



18,794 Clinic Visits



10,205
Dental Visits



8,104
Medical Visits



485
Brain Health
Visits

6,465 Patients Served



1,647
Children



487
Age 65 & Older



2,985
Women



2,364
Men



214
Veterans



263
Pacific Islanders

Service Area

Illinois

Jo Daviess County 497

Iowa

Allamakee County 24

Clayton County 55

Delaware County 14

Dubuque County 4,840

Jackson County 139

Wisconsin

Crawford County 35

Grant County 411

Iowa County 12

Lafayette County 176

Other 262



DEFINING MOMENTS

Joyce has been a healthcare patient of Crescent since 2015, but two years ago she was introduced to Crescent's health and wellness coordinator, Cassie Foley. Since then, Cassie and Joyce have been working together to change Joyce's relationship with food and fitness. The results? A 55-pound weight loss and a new outlook on life.

"The biggest driver and original goal of my weight loss was to lose enough to qualify for bariatric surgery," said Joyce. "When I first started working with Cassie we would meet every two weeks to hold me accountable on my nutrition and fitness. Now that I've learned how to practice what I was taught, we meet monthly so I stay on track."

Cassie and Joyce first worked together on Joyce's relationship with food by focusing on nutrition rather than restriction. "Prior to making a change, Joyce's diet largely consisted of processed foods like cereals, sweets and snacks. We took a look at her food log and started to make nutritious swaps. Now her snacks consist of tomatoes, apples and grapes, where she would normally grab junk food. Joyce is now using seasonal vegetables and protein in her diet all while staying within her budget."

Diet is not the only major lifestyle change Joyce has made. She also uses Crescent's wellness center to ride bikes and practice stretching exercises. With Joyce's care team working together across departments, she is now completely off oxygen and many medications, and feels more in control of her life than ever before. Even her daughter and granddaughter have started to partake in her healthy lifestyle by assisting in the kitchen!

Now that she is over halfway to her goal weight, bariatric surgery is no longer what she is working towards. "I feel confident now that I can and will lose the rest of the weight myself and keep it off," said Joyce. "Without Crescent and the support of my wonderful providers, I would never have been able to reach these goals that have had such a profound impact on not only my life but the lives of my family as well."



“In 2019 we had 227 wellness center visits. Now that we have moved and our wellness center and training kitchen are conveniently located on-site I expect this number to drastically increase. My passion is helping patients change their relationship with food to be less about a restriction and focus on nutrition,” said Cassie Foley, Health and Wellness Coordinator.



REDEFINING ACCESSIBILITY TO BRAIN HEALTH

As part of our mission and commitment to serve the tri-states, we have expanded our brain health services to include the addition of one full-time care provider to this team. Last year Crescent served 222 brain health patients, resulting in 485 visits. Looking ahead, we expect our number of visits to double in 2020 with the retainment of yet another full-time prescriber, adding 40 more hours per week of accessibility to brain health services.

Building upon last year's ongoing development of this department, Crescent's brain health team is collaborating with other Crescent departments on more ways to efficiently and effectively meet the ever-growing and evolving brain health needs of our patient community. Collaboratively, the team has implemented procedures to enhance the access to urgent care for many complex conditions which, without immediate intervention, would often go untreated.

These new policies and procedures have proven successful. Crescent data reports patients are 85% more likely to follow through with brain health appointments when our licensed mental health counselor is mobile throughout the clinic and available to provide immediate care during the time of their visit, as opposed to a patient who didn't receive an urgent intervention.

BREAKTHROUGH TECHNOLOGY

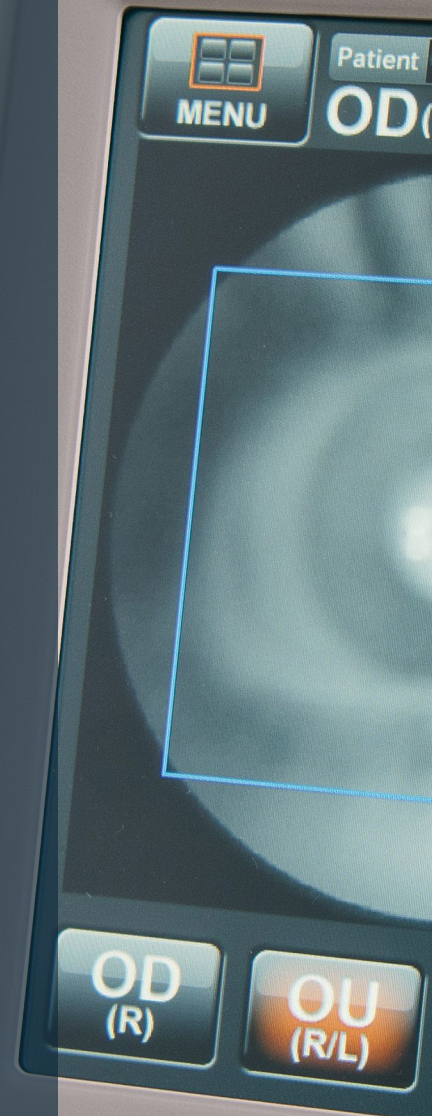
Since opening our doors, diabetes has been one of the most prevalent chronic conditions among Crescent patients. Diabetes causes diabetic retinopathy, one of the most common causes of blindness in patients 25-74 years of age. This type of blindness is often preventable with screening and early treatment. Inaccessibility to providers who could screen for this disease has posed an obstruction to care, until now.

Thanks to a generous grant from the Dubuque Racing Association (DRA), Crescent now has the first FDA-approved artificial intelligence device capable of screening for diabetic retinopathy. With the addition of this breakthrough device, called IDx-DR, Crescent providers are now able to screen adult patients without requiring an eye specialist to scan images for signs of diabetic retinopathy.

According to the Centers for Disease Control and Prevention (CDC), at least 50% of diabetics are not regularly getting eye exams, or are receiving a diagnosis too late to be treated. For many people, the biggest barrier is access to care. By removing the accessibility barrier and offering quick results with the IDx-DR device, Crescent is able to create a follow-up care plan with the patient while they are still in the office.

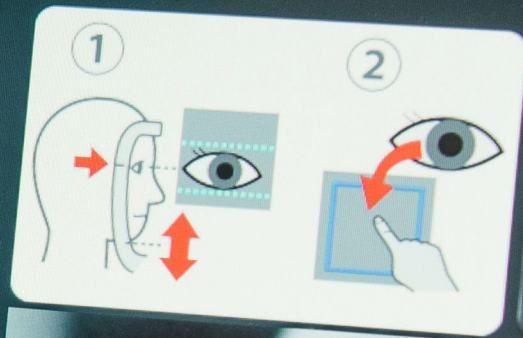
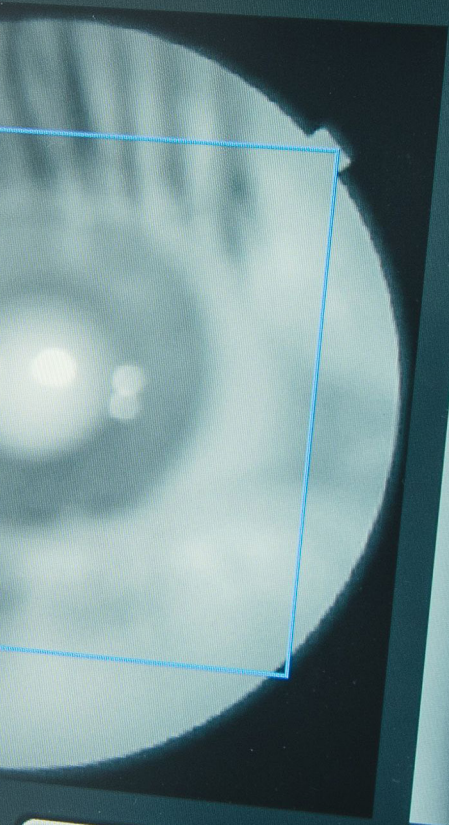
“This device and service is drastically changing the quality of care we can provide patients who are living with or at risk for diabetes,” said Dr. Heather Kruse, Medical Director at Crescent. “In just six months of having this machine on-site our team has screened an additional 60 patients. When diagnosed early and effectively managed, we can save a patient’s eyesight, which is an extraordinary feeling for our patient and care teams, and is a great illustration of the impact we can have on our patients’ lives.”

Looking ahead to spring 2020 Crescent plans to expand our optometry services by partnering with Klauer Optical. This partnership will result in our being able to offer on-site optometry care and access to low-cost glasses.



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WHAT IS A PATIENT CENTER MEDICAL HOME (PCMH)?

The HRSA Accreditation and PCMH Initiative supports health centers working towards better care and lower costs for patients. PCMH recognition assesses a health center's approach to patient-centered care. Health centers can achieve PCMH recognition by meeting national standards for primary care that emphasize care coordination and ongoing quality improvement.



PATIENT-CENTRIC CARE.

Pursuing Better Outcomes and Healthier Patients.

With a focus on patient-centric care and lifelong health and wellness through the coordination of the right care, at the right time and in the right setting, Crescent is determined in its pursuit of better futures for our patients and the communities we serve. Regularly engaging patients in healthier lifestyles is getting Crescent closer to this goal.

Crescent's unique patient-centric approach to care offers the ability to share critical information among team members related to patient care, allowing our providers to establish comprehensive treatment plans to address the medical, psychological and social needs of each patient. The results are:

- Increased engagement with stakeholders, patients and providers, leading to decreased overall expenses.
- Improved knowledge and understanding among patients of their own health, well-being and healthcare choices, leading to improved care and decreased levels of illness. This knowledge can also result in reducing hospital visits.
- When providers collaborate with patients in the decision-making process, providers can make better decisions regarding a patient's health plan.
- Better quality of life for patients leads to an increase in patient and provider satisfaction.



MANAGING RESOURCES

Throughout fiscal year 2019, Crescent maintained strong financial performance while continuing to experience an increase in demand for our services. Crescent cared for over 6,400 patients with 18,794 clinic visits.

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 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 to meet the demand while fulfilling national quality standards.

2019 FINANCIAL OVERVIEW

REVENUE

PATIENT SERVICE REVENUE	\$5,384,000
GRANT REVENUE	\$1,765,000
CONTRIBUTIONS	\$710,000
OTHER REVENUE	\$63,000
TOTAL REVENUE	\$7,922,000

EXPENSES

SALARIES & WAGES	\$3,428,000
EMPLOYEE BENEFITS	\$725,000
SERVICES & PROFESSIONAL FEES	\$1,112,000
SUPPLIES & OTHER	\$1,260,000
OCCUPANCY	\$193,000
DEPRECIATION	\$96,000
TOTAL EXPENSES	\$6,814,000
OPERATING INCOME	\$1,108,000

A COMMUNITY ASSET

6,465

DISTINCT PATIENTS FROM THE TRI-STATE AREA SERVED BY CRESCENT IN 2019.

72

NUMBER OF EMPLOYEES

\$3,428,000

WAGES PAID TO EMPLOYEES

\$725,000

BENEFITS PAID TO EMPLOYEES (RETIREMENT, HEALTH, DENTAL AND LIFE INSURANCE).

CULTIVATING SUPPORT

Federal dollars account for one quarter of Crescent's operating budget; the remaining balance is covered by insurance payers and philanthropic donations from our generous donors and community partners.

Our donors include families, individuals, local healthcare providers, employees, businesses and foundations. Philanthropy is essential to help us continue to provide high-quality and affordable care to the people we serve. We are truly grateful for this ongoing philanthropic support. Without such benevolence, Crescent would not be a nationally ranked health center leader.

The support of our donors and federal grants allow us to **redefine** what healthcare means to our community and patients by increasing accessibility to lifesaving services, while remaining affordable for those who need it most.

A photograph of a dental assistant, Kara Simon, sitting at a desk in a dental office. She is wearing purple scrubs and has her hair tied back. She is looking down at a computer monitor. The background shows dental cabinets and equipment.

KARA SIMON,
DENTAL ASSISTANT



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 2019.

Tina and Dave Adams
Dr. Edward and Patricia Alt
Dr. Peter and Cynthia Alt
Apple Inc.
Wilma " Sam " Bauer
David and Amy Becker
Reverends Dr. Ken and Nancy Bickel
Black Hills Corporation Foundation
Paul and Jean Blaser
Shirley Briggs
Doug and Diane Brotherton
Roy and Deborah Buol
Sr. Kathleen Marie Carr, BVM
Center Grove United Methodist Church
Gail Chavenelle and William Dicken
Linda Claussen
Dr. Greg Paulsen and Mary Coan
Gary Collins and Clay Gibson
Paula Connors and Paul Opperman
Michael and Valerie Konzett
Gus Psihoyos and Mary Rose Corrigan-Psihoyos
Cottingham & Butler
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Crescent Electric Charitable Foundation
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Eric Dregne
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Sr. Marian Einck
Envision Mental Health Endowment
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Sr. Mildred Nachtman
New Melleray Abbey Community
Paula Norby
Constance Norby
John and Mary Beth O'Connor
Barb and Dave O'Hea
Jack O'Hea
Patrick and Darlene O'Neill

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 Wahlert Foundation
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 Kathleen Weber
 Jack Wertzberger
 Tess Wertzberger
 Dr. Jim White
 Richard and Sue Whitty
 Judy Wolf
 Wendy Woodhouse



REMEMBERING SISTER HELEN HUEWE

It is safe to say Crescent would not be here today without the dedication and strength of Sister Helen, a founding board member of Crescent.

Despite being turned down for federal grant funding for several years, our health center opened on a small scale in 2006 thanks to local support. Due to the persistence of Sister Helen, Crescent was awarded a federal grant in August 2007 which allowed Crescent to expand to the full health center model of care. "When I got the word that we got the grant, so Crescent Community Health Center became a federally qualified health center, my only response was to cry," said Sister Helen. "This Crescent Community Health Center is about people helping people. People giving of themselves to help those who need it most. It's about people supporting and enhancing a health care model in our community that will provide quality care to everyone. It's about people sticking with it long enough to see success."

We remember Sister Helen graciously and look forward to continuing her legacy of leading with determination and compassion.



Crescent Community HEALTH CENTER

1690 Elm Street, Suite 300 | DUBUQUE, IA 52001

563.690.2850 | WWW.CRESCENTCHC.ORG

