



# 2019 ANNUAL REPORT

Where **HEALING, HOPE** and **COMMUNITY** COME FIRST.

# BOARD OF DIRECTORS

Dear Colleagues,

This past year Outreach Community Health Centers (OCHC) continued to harvest the bounty from seeds planted in prior years, and that harvest gave OCHC the foundation and the financial health it needed to develop more services that respond to community needs. Along the way, we have built new partnerships, focused on responsible revenue development, and reaffirmed our commitment to meet the needs of our community. It is not always easy to bring those things into alignment, but that is the mission to which we are committed.

However, we cannot stop and be content with our successes. We have to continue to evaluate the needs of Milwaukee County residents by implementing programs and services, often in partnership with other organizations.

Our plans for 2020 are to integrate patient engagement services, including pre-built campaigns driving additional client services, and collaborations. As a primary care provider and medical home, we will continue to evaluate the changing needs of our patients throughout the process.

Outreach Community Health Centers' service goal has always been to treat the whole person. Toward that end, we will continue to try to better understand our patients' whole life needs, explain to them how those needs impact the overall picture of their health care, and assist them in addressing unmet needs so that they can become and remain healthy. We best accomplish this success by forming a strong relationship with each patient as an individual and strong relationships with other service providers that are important to our patients' success.

As Chairman of the Board of OCHC, it is a privilege to be part of an evolving and sorely needed community-focused healthcare center. Thank you for allowing us to serve you, and thank you to the many staff, donors, supporters and community partners who help make OCHC's vision a reality!

Sincerely,



Warner Jackson  
Board Chair



Warner Jackson \*  
Board Chair



Don Cohen \*  
Board Vice-Chair



Carla Cross \*  
Board Secretary



James Hill \*  
Resource Development  
Committee Chair



Suzanne Schuler \*  
Quality Committee  
Co-Chair



Elizabeth Behrens



Camelia Clark



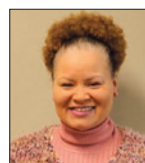
Rep. David Crowley



Dian Fellows



Lisabeth Marquardt



Donna Shepard



Jennifer von Helms



Tavaris White, Sr.

\* Executive Committee  
Members

## Mission Statement

Promoting health and wellness to all individuals that we serve.

# LEADERSHIP TEAM

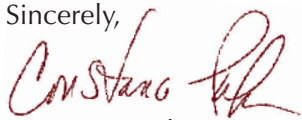
Dear Colleagues,

When I look back over my three plus years at Outreach Community Health Centers, I am excited about how much we've accomplished. We fought together to sustain some of our most historic programs, making our commitment to that original mission remain as strong as ever. As excited as I was by the obvious opportunities I saw ahead, I have to admit the turnaround was difficult, more difficult than we wanted it to be. However, hard work, dedication and determination pays off. Perhaps slowly at first, but steadily, until it all comes together and the signs are all around us:

- It took us over a year, but we finally have a new Obstetrician on staff, as well as a new Certified Nurse Midwife. Dr. Hillary Evans and Eunice Asiedu, Certified Nurse Midwife are perfect fits with our service mission and women's health and pediatric services are growing strong!
- Our long struggle to secure on-site dental services is almost over and we have every reason to believe that a mobile dental clinic is now on the horizon. Stay tuned!
- Our C-Suite talent has really performed. Dr. Anthony Linn, our Chief Medical Officer, has turned a team of Providers into a team of champions, each with his/her own health project. Julia Harris Robinson, our Chief Financial Officer, set up a structure in which our overall financial position has improved dramatically. Chief Operating Officer, Sue Gadacz marshalled both an outburst of expanded programming and, with some help from key friends, a build-out of unused space in which to expand our partnership with Milwaukee County's Behavioral Health Division. And finally, our new provider recruitment efforts, led by Chief Human Resource Officer, LeighAnn Zimmer, have returned quite the bounty. Not only have we been able to recruit the right talent to join our mission, but people are now contacting us to inquire about opportunities!

Our Strategic Plan, approved in 2018, guides our efforts. The results can already be seen in the strengthening of our workforce, a better integration of physical and behavioral health, and the expansion of services for youth and families. For 2020 and beyond, we expect to continue to sprout new growth for the benefit of clients, our staff and our supporters. Our mission commitment remains strong, and new horizons loom before us. We encourage you to join us on this journey as we continue to hold a special place in the hearts of the Milwaukee service community.

Sincerely,



Constance Palmer  
President & CEO



Constance Palmer  
President & CEO



Sue Gadacz  
Chief Operating  
Officer



Julia Harris Robinson  
Chief Financial Officer



Anthony Linn, M.D.  
Chief Medical Officer



LeighAnn Zimmer  
Chief Human  
Resources Officer



Penelope Stewart  
Director of Marketing



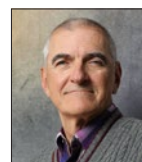
Stacey Pendzich  
Director of  
Community Services



Rodney Ivey  
Director of Clinics and  
Provider Relations



Janet Malmon  
Director of Quality



Tom Pire  
Director of Pharmacy



Dr. Angela Sanders  
Director of Behavioral  
Health Services

# WELCOMING ALL



Outreach Community Health Centers' Family Care and Adult primary health care clinics, located at 210 West Capitol Drive, provide all the routine health services any member of a family might need over the course of their lives. This includes treatment for minor illness, chronic diseases, and non-life-threatening conditions, as well as immunization services and screenings for various health conditions. OCHC clinics also offer specialized obstetric care and enhanced support for pregnant women and podiatry services for diabetics and those suffering a wide range of foot health conditions. From birth until the later stages of life, OCHC provides the same high-quality compassionate care to those who have insurance and those who do not in one convenient location. For person's experiencing homelessness, OCHC also underwrites services at Ascension St. Ben's, the Salvation Army Clinic, and at Ascension Seton Dental Clinic. In all our efforts, Outreach Community Health Centers providers strive to see and treat the whole person, for whom health, emotional well-being, and life circumstances are not separate things, but interwoven strands that combine to determine health outcomes.



## Eunice Asiedu

Eunice Asiedu, MSN, joined Outreach Community Health Centers' family services team in May of 2019 as a Certified Nurse Midwife (CNM) and Certified Lactation Counselor (CLC). Eunice is a native of Ghana, and moved to the United States with her husband, a physician-scientist specializing in nephrology. She has an absolute passion for women's health. "Women are always so busy doing for others and taking care of other people. We never take time for ourselves. I want to educate women about their own health so they can take more control over their own bodies." She has found a variety of ways to satisfy that desire. In addition to her work with patients,

Eunice hosts an internationally-broadcast radio program about women's health and leads video seminars on the same subjects for various immigrant women's groups.

Eunice and her family have lived in three different countries and four different states as she and her husband pursued educational and professional opportunities. "I think it makes you a more open, more flexible person; it certainly opens your eyes." She loves working at Outreach Community Health Centers because she loves working with those we serve. "Some of them have so many obstacles laid out before them, and so little support in climbing over those obstacles. Sometimes all they need is for someone to listen. Whatever is going on with them, there is usually a story underneath. So I say 'Tell me your story'". And they do.

## Client Story

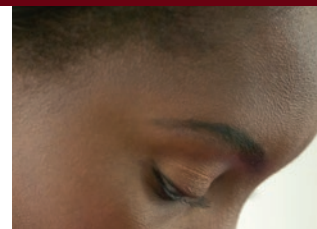
Eunice had a patient we'll call "Felicia" (not her real name) who was only 18 when she came to OCHC to tested for a sexually transmitted disease. Eunice gently talked her through the exam and screening procedure, all the while conscious of the mix of fear and shame women carry with them into the exam room in those circumstances. Eunice wanted not just to treat whatever, if anything, might be revealed by the tests, but to empower Felicia with the knowledge and tools she might use in the future. So when the exam was over, and Felicia had dressed herself to leave, Eunice went back into the exam room and pulled her chair up close. "Can I ask? Is there a story behind this that you would like to share?"

At first, Felicia's reaction was a blast of defensive anger. "What do you mean - 'what's the story?' - what is that supposed to mean?!" Her face was flushed.

"It's okay." Eunice responded, "You don't have to tell me anything if you don't want to. I just wanted you to know that you could. You could tell me."

Felicia's eyes welled up and her story poured forth. As it turns out, she was being sexually abused by a member of her family, and the abuse had been going on since she was 10. Shortly after it started, she had tried to tell someone, but no one believed her. She was only a child, after all. Since that time she had just endured; she had told no one else. Since she was now technically an adult, there was only so much that Eunice could do. She talked to Felicia about options, about places she could call that would help her find a way out. She asked Felicia if she was willing to talk to someone from our Behavioral Health Department, and told them to come quickly when the answer was "yes."

As the therapist arrived and Eunice prepared to leave the room, Felicia stood up, walked over and hugged her. "Thank you" she said, "Thank you for listening. I never told anybody before. Thank you for believing me."



# OFFERING HOPE

## *Behavioral Health Services*

Outreach Community Health Centers operates a dually certified Behavioral Health Outpatient Clinic that offers both mental health and substance use services designed to meet the needs of individuals experiencing mental health conditions and substance use disorders across a continuum from mild to acute. Under the direction of Dr. Angela Sanders, licensed Clinical Psychologist, the service team includes psychiatrists, psychiatric advance-practice nurse prescribers, therapists and certified substance abuse counselors. Services include individual therapy, group therapy, Intensive Outpatient Program and medication management.

## *Group Services*

Group services constitute a vital element in the delivery of behavioral health care and OCHC now offers a variety of groups, including an early recovery group to support individuals wanting to make a change in their substance use behaviors. We also offer separate, gender responsive groups for men and women recovering from substance use and trauma. Other group offerings help individuals manage grief, and gain skills related to mindfulness, mood regulation and improving relationships.

## *Intensive Outpatient Program*

In June of 2019, Outreach Community Health Centers added to its array of substance use disorder services a new Intensive Outpatient Program (IOP). The program delivers person-centered care for three hours a day, three days a week, and specializes in helping individuals experiencing co-occurring mental health and substance use disorders.

## *Specialized Case Management*

Outreach Community Health Centers' original homeless services mission uniquely positioned our staff to deliver culturally-proficient and clinically-excellent services to people experiencing complex mental health and substance use disorders. Thus we came to operate one of the first Community Support Programs (CSP) for individuals with serious and persistent mental illness, as well as problems with substance use. Today, OCHC's Community Support Program continues to help those individuals learn to manage their challenges, set and achieve other goals, and live safe, meaningful lives surrounded by a community of care.

In 2017, OCHC launched its Comprehensive Community Services (CCS) program, in which Care Coordinators work with people experiencing diagnosed mental health and/or substance use disorders who need support in promoting recovery.

## *Mental Health First Aid*

Mental Health First Aid is a licensed program in which certified Instructors help other service professionals, community leaders and others learn to recognize the signs and symptoms of mental distress, provide a sensitive response, and direct those individuals to appropriate care. With support provided by the Greater Milwaukee Foundation, OCHC extended its original, adult-focused effort and had Instructors trained in the Youth Mental Health First Aid model. People interested in receiving this 8-hour training should contact the behavioral health department for more information.



### **Greg Schoeneck**

Greg Schoeneck joined the behavioral health service team over three years ago as a Therapist, and has served as Clinic Coordinator for the last two years. With his background in youth and family services, Greg has taken on the task of expanding services in that area and is excited to watch them unfold. "It's growing!" he says with a light in his eyes.

While most behavioral health clinics specialize in serving either adults or youth and families, Outreach Community Health Centers' clinic serves both. "That's one of the things that's special about OCHC," said Greg, "It's nice to be able to work with all the members of a family – individually and together. I may be providing services to a mom, while K.D. is seeing the daughter, for example. Each of us can focus on our work with the individual, but then we have opportunities to collaborate to support the whole family. So many of our youth and families are impacted by trauma, which oftentimes might not be recognized. We want to work with a kid when he's 10 instead of waiting until he's in his 20s or 30s. The opportunity to do that is what keeps me going; it's why I do what I do."



### **Brooke Taylor**

Brooke Taylor serves as Intake Coordinator for Outreach Community Health Centers' CCS, and served as a Care Coordinator for that program almost since its beginning in 2016. Brooke comes by this work naturally. She is a registered nurse, and after several years as a stay-at-home mom for her children, took a position conducting health assessments for Repairers of the Breach. There, she discovered what people at OCHC have always known to be true: that underneath the homelessness, the substance use disorder and/or the mental health condition that can be easily seen, most often lies trauma, and often multiple traumatic experiences, that lie hidden

inside. Brooke's innate empathy led her to love working within the community health environment; at Outreach, she says she has never felt more "at home."

In her role as Intake Coordinator, Brooke touches every client that chooses Outreach Community Health Centers as their care provider. It is Brooke who develops the initial care plan for every client served, working closely with the program's Mental Health professional when substance use concerns are involved. After three years, Brooke is no less excited than she was at the beginning. She gets to see the impact CCS has on the lives of those they serve when, as she describes it, "We assemble a village around people in need, and I feel like this is my community."

## **Client Story**

"Carol" (not her real name) was in her early 60s when she and Brooke first met, and Brooke had just started working as a Care Coordinator in the CCS program. At the time she enrolled for services, Carol was homeless and had a long history of debilitating substance use disorder. As is too often the case, she also experienced a long list of physical health conditions, some of which were quite serious.

Carol's entire life had been marked by hardship, from the time she was a little child. Her mother had untreated and co-occurring mental health and substance use disorders, and brought Carol along with her on her own troubled journey. In her own account, she described herself to Brooke as a "gypsy", who had been homeless on and off her whole life. She had never been able to hold down a job for very long, had never been able to attach herself to any kind of "grounding" from which she could build a different kind of life. She wanted it to stop.

Her first goal was to get herself clean and sober, so Brooke and the care team got her into a residential treatment program. From there, they got her transferred into a transitional living program, and worked to support her in hanging on to the recovery she had achieved. It took a solid three years, but Carol got the keys to her own independent housing a few months ago. She's still receiving CCS services and is well on her way to claiming a life she seldom let herself imagine.



# COMMUNITY SERVICES

## *Targeted Case Management*

Targeted Case Management (TCM) provides a person-centered approach to individuals living in the community who have been diagnosed with a serious and persistent mental illness and/or face substance use challenges, those needs are somewhat less acute than the people served in CSP. Targeted case managers support each individual's recovery by facilitating individualized goals related to physical and mental health, community involvement, employment, benefit acquisition and money management. Case managers also make sure that individuals have safe and stable housing as well as provide crisis prevention, management and intervention. Like CSP and CCS, TCM services are authorized by the Community Access to Recovery Services (CARS) department within the Behavioral Health Division of Milwaukee County.

## *Linkage to Care*

In 2017, the most recent year for which complete data is available, 51% of all new cases of HIV were reported in Milwaukee County. Outreach Community Health Centers' Linkage to Care program seeks to improve access to care and treatment adherence among those that are either newly diagnosed, disengaged from HIV medical care or living with HIV and releasing from incarceration. The program partners with clients to link them to an HIV medical provider of their choice, provide education and support with health care navigation, and address any barriers to health care engagement such as housing, behavioral health, transportation, insurance and basic needs. Not only does the Linkage to Care program improve health outcomes among those individuals receiving direct service, but it reduces risks of further transmission in the community, as 92% of people receiving treatment come to pose no risk of transmitting the disease to others. OCHC maintains a close partnership with the City of Milwaukee's Health Department in this effort and has office space in the Keenan Sexual Health Clinic.

## *Benefits Assistance*

Outreach Community Health Centers operates a Benefits Assistance program through which trained Specialists help people navigate the complexities of insurance and other benefit programs to gain access to supports for which they may qualify. These include the state's Badgercare Program, EBT Medicaid, and insurance available through the

Affordable Care Act Marketplace. The program also offers specially-trained staff, called SOAR Benefits Specialists, to help people experiencing disabling mental health conditions gain access to disability income. In November of 2019, state and local officials, including Governor Tony Evers, Mayor Tom Barrett, State Commissioner of Insurance Mark Afable, and Jenny Appleby from Covering Wisconsin, came to OCHC's clinic at 210 West Capitol Drive to publicize the beginning of the 2019 Open Enrollment period and encourage qualifying people to apply. The event was sponsored by OCHC and the Milwaukee Enrollment Network (MKEN) convened by the Milwaukee Health Care Partnership.





# HOMELESS SERVICES

## *PATH and Street Outreach*

Services to individuals and families experiencing homelessness formed the foundation for Outreach Community Health Centers' original mission. They remain a core part of the organization's identity and add up to a large share of the unique contributions OCHC makes to the Milwaukee area community. OCHC has two separate mobile outreach teams that move throughout the Milwaukee region seeking out persons experiencing homelessness who are in need of services. Street Outreach is tasked to serve a general population, while PATH (Project for Assistance in the Transition from Homelessness) offers clinical support and specialized case management to individuals experiencing both homelessness and mental illness. Every day, these teams conduct both traditional street outreach and scheduled "in-reach" at a long and growing list of selected sites. Libraries, meal sites and transportation hubs are all traditional locations for outreach, but those experiencing homelessness have also been found under overpasses, in wooded areas, in parks, tunnels and abandoned buildings. Combined, the two programs touch the lives of over 1,000 homeless persons annually, the majority of which are found living in places not meant for human habitation.



Staff from OCHC's Homeless Services department play leadership roles in the Milwaukee Continuum of Care, which in turn guides and governs the development and prioritization of homeless programs and services in our community. In the Fall of 2019 the PATH and Street Outreach teams were instrumental in placing 12 homeless persons from the 6th and Clybourn encampment into permanent housing.

## *Rapid Re-Housing*

"Housing First" is now the model for service delivery to persons experiencing homelessness throughout the country. This, because studies have shown that those who are homeless become more willing to accept other services once they are safely housed. Outreach Community Health Centers currently offers short-term rental subsidy for a total of 45 units of housing for periods that range from three to eighteen months. The length of subsidy is determined at the time of program entry, and is based on the unique strengths and challenges of each individual. For most of our history operating housing programs, OCHC efforts have been targeted toward homeless families, and for many years ours was the only program tailored to their needs. Although the program now also serves homeless individuals, our focus on homeless families remains our primary commitment, primarily because of the trauma and damage the experience can be for children. Milwaukee Public Schools reports that over 4,000 students annually are homeless at some point in the year.

Families come into service through Milwaukee's Coordinated Entry system, and are provided the services of a rental specialist to identify and secure housing that is suitable to their needs. Once stabilized and housed, families are provided case management and counseling services designed to help them achieve goals that will support self-sufficiency and independence, while addressing any challenges that may have contributed to housing instability.

# GROWING A HEALTHY COMMUNITY



OUTREACH MIS





SION PARTNERS

A Proud Member of  
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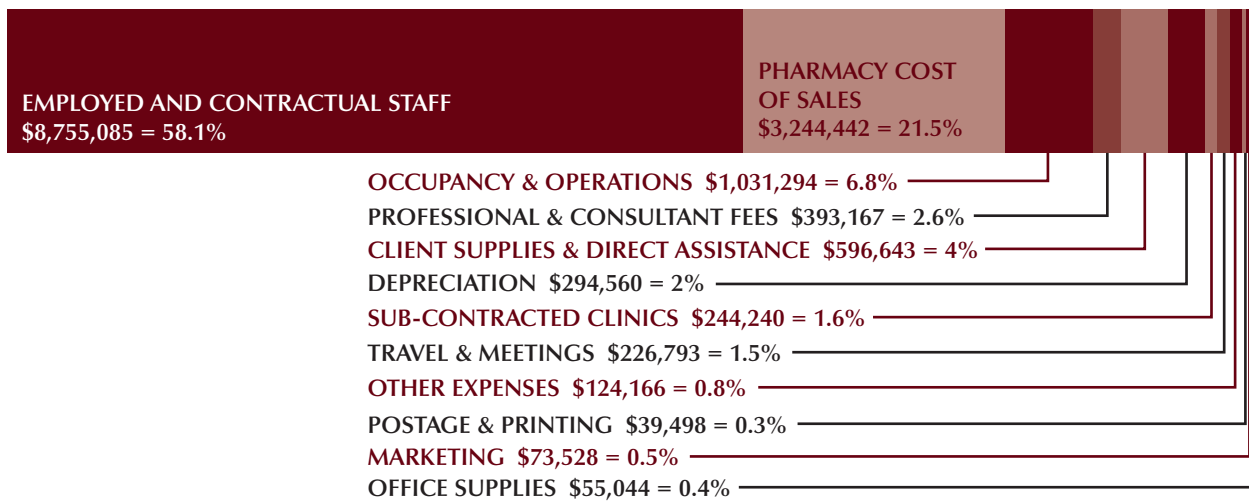
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# AUDITED FINANCIAL STATEMENTS

## 2018 REVENUE



## 2018 EXPENSES BY CATEGORY



## 2018 EXPENSES BY PROGRAM/DIVISION



# SERVICE DATA REPORT

## WHO WE SERVE

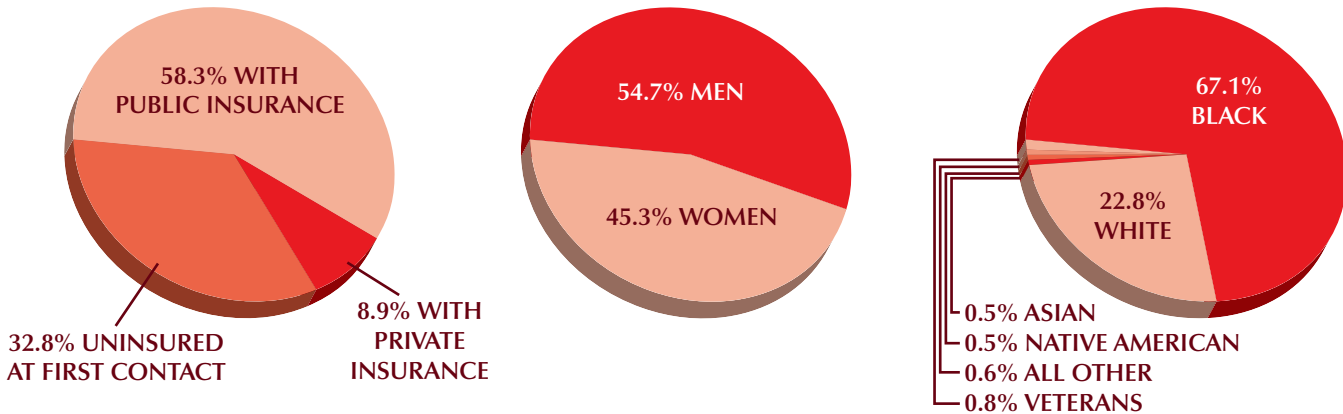
8,685 IN 2018



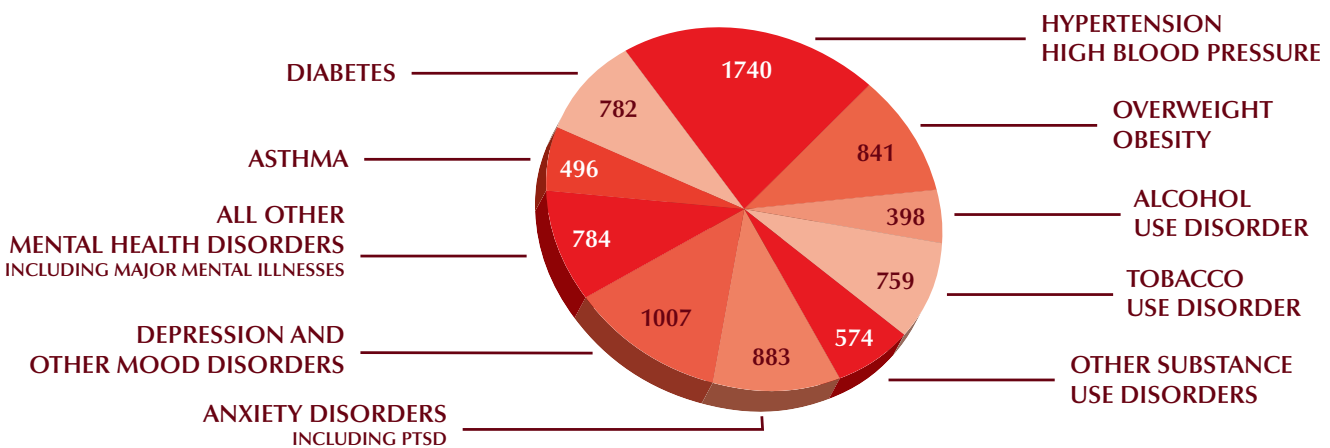
2449 WERE HOMELESS AT SOME POINT IN THE YEAR



8529 WERE LOW-INCOME, EARNING LESS THAN 200% OF THE FEDERAL POVERTY LEVEL



## PATIENT DIAGNOSES



# DONORS & SPONSORS

American Cancer Society  
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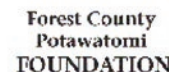
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 LabCorp  
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# Outreach

COMMUNITY HEALTH CENTERS

## MAIN BUILDING

Administration,  
Case Management,  
Housing, Street Outreach,  
HIV Services

711 West Capitol Drive,  
Milwaukee, WI 53206

Monday - Friday  
8:30 am - 4:30 pm

Telephone (414) 374-2400  
Toll Free (800) 952-1086

## OUR LOCATIONS

### OUTPATIENT CLINICS

210 West Capitol Drive  
Monday, Wednesday, Friday

8:00 am - 5:00 pm

Tuesday & Thursday

8:00 am - 7:00 pm

9120 West Hampton  
(Behavioral Health only)

Tuesday & Friday

9:00 am - 5:00 pm

### ADULT PRIMARY CARE AND BEHAVIORAL HEALTH SERVICES

Telephone (414) 727-6320

### FAMILY SERVICES

Telephone (414) 906-5306

### PHARMACY

Telephone (414) 962-3750

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**COME FIRST.**