Table of Contents

Guiding Principles ........................................1
Mission Statement ........................................1
Who We Are ................................................1
Executive Team & Board Members .............2
Our Services ................................................2
Letter from the CEO ...................................3
Letter from the Chairman of the Board ......4
A Few Highlights ........................................5-7
2017 Statistics ........................................5-6,8,9
Success Stories ..........................................8
Patient Stories ..........................................9
What are Great Lakes Bay Health Centers?

GLBHC is actually one Community Health Center Umbrella made up of 26 locations throughout the Great Lakes Bay Region and beyond in 16 different counties. Most locations are set up to serve medically underserved populations, but our doors are open to anyone regardless of insurance or lack of insurance. We provide comprehensive quality medical care, dental care, and behavioral health care to over 48,000 patients. Our Patient Centered Medical Home philosophy really helps our patients overcome many barriers to their care, and coordinates an integrated approach to treat patients as a whole.

We Change Lives Because We Truly Care, and provide Quality Healthcare for Everyone.

Mission Statement
The mission of Great Lakes Bay Health Centers is to provide excellent health care to individuals and communities, especially those who are underserved, uninsured, or underinsured. The services provided are sensitive to the needs of the community, are not based on ability to pay, and are offered without regard to criteria such as race, religion, national origin, sexual orientation, or gender identity.

Guiding Principles
Based on our Mission Statement, GLBHC is committed to:
• Excellence
• Dedication to Employees, Family, and Community
• Convenient and Comfortable Health Care Centers
• Forward-thinking Positive Attitudes
• Collaboration with Educational Institutions and Other Area Providers
• Respect for Diverse Cultures and Different Languages
• Coordinated, Comprehensive, Cost Effective
our services

- Behavioral Health Services
- Care Management
- Dental
- Exercise Classes
- Head Start Physicals & Dental Evaluations
- Hepatitis C treatment
- HIV Prevention & Treatment
- Inpatient Care
- Insurance Assistance
- Mammography
- Maternal Infant Health Program (MIHP)
- Migrant Health Care
- MIHP
- Nutrition
- OB/GYN
- Optometry
- Pharmacy
- Phlebotomy
- Primary Care
- Same Day Acute Care
- School Based Care
- Transportation
- Women, Infant, and Children (WIC)
- X-ray
The year 2016 to 2017 has been a transformational year for Great Lakes Bay Health Centers. We started the year as Health Delivery, Incorporated and ended the year as Great Lakes Bay Health Centers. This strategic name change better delineates what we do as a community health center and the region that we serve.

We then thoughtfully modified our mission statement and our guiding principles. Great Lakes Bay Health Centers developed a new vision which truly inspires our daily work: We Change Lives Because We Care.

This year nearly every service line cared for more people; medical, dental, vision, behavioral health, substance abuse, maternal and infant health services and enabling services. We are providing integrated behavioral health services and community health worker services at all of our year round primary care sites. We offer dental services in all five counties in which we have year round primary care services. We started MI Care Team services in order to begin the process of moving from volume based to value based health care services and have accomplished some amazing, life changing results. We began substance abuse screening at all primary care sites and developed substance abuse counseling and medication assisted treatment in Saginaw. We also added fluoride varnish in our primary care sites, rheumatology, and child and adolescent psychiatry services in conjunction with Central Michigan University Partners psychiatry residency program.

Great Lakes Bay Health Centers began collecting sexual orientation and gender identity patient information to better care for our patients. We continue to be recognized by the National Committee for Quality Assurance at all of our primary care sites as patient centered medical homes. Women’s Care in Saginaw moved to our Old Town site. We held our first Changing Lives Because You Care event raising over $100,000 in donations and pledges from our community to further our mission.

We continue to transform into an organization that adapts to our changing environment so we can continue to improve the health of our communities and effectively change lives because we care.

I would like to thank our community supporters who are key to our success, our devoted Board Members, our fantastic leaders, our dedicated employees and our patients who honor us with the privilege of providing them excellent health care and sharing in their lives.

Brenda M. W. Coughlin, M.D., MPH, FAAFP
President/CEO
Doctor Coughlin is on record saying that we are going through a transformational year. I think of it more as a transitional year. A positive transitional period! And a very exciting year!

As the Chair of the Board of Directors I take great pride in the dedication of the Directors. As a group they represent diverse segments of the region GLBHC serves. And, individually, each Board member brings to the Board a wealth of specialized talents and experiences that greatly benefit the Board and the organization.

I am excited about the new name—Great Lakes Bay Health Centers. While "G-L-B-H-C" does not roll off the tongue easily, it conveys the region we serve and the services we provide. With respect to the latter, we are offering an expanding array of health care services, more recently in behavioral health and substance abuse.

Finally, our Board members continue to attend more professional conferences to educate themselves on the work of other health care centers across the country. The information and contacts they come back with are invaluable. I continue to be proud of our Board, proud of the services we provide to the community. And I am proud to continue serving as Chair.

Santiago Peregrino
Chair, Board of Directors
Through a partnership with Central Michigan University (CMU) Partners, the CMU residency program based in Saginaw, GLBHC has expanded our psychiatry services with the addition of psychiatry residents to be able to provide more adult psychiatry services. In addition, through the psychiatry residency, we have been able to add child and adolescent psychiatry services to fill a significant gap in care for our patients and, ultimately, the surrounding community.

This year has also been an exciting year for dental expansion. We were able to secure two grants, one through the Health Resources and Services Administration, the other through a community partnership with Delta Dental, to purchase a new mobile dental unit with a wheelchair lift. Our hope is to be able to provide dental services to more schools and to residents of nursing homes. The grants will also help us to hire more dentists, hire staff for our new mobile dental unit and help fund the community health worker for our migrant population. GLBHC is also moving forward with plans to expand dental services in Saginaw by building more dental operatories at a new downtown dental site.

Two other new services that we have been able to add to better serve our patients’ and communities’ needs are Rheumatology at Janes Street & Maternal and Infant Health Program Services inside of the Valley Ob/Gyn office in Saginaw. Several rheumatologists have moved out of our area recently. Our patients were experiencing significant waits and barriers to receiving medical care for diseases such as lupus and rheumatoid arthritis. GLBHC was able to partner with a Rheumatologist, Dr. Karrar, from Flint to come to our Janes Street facility regularly to provide this specialty consultation to our patients. Saginaw’s infant mortality rate is unacceptably high and GLBHC has run a Maternal and Infant Health Program for many years which is proven to improve birth outcomes. We were able to partner with Valley OB, a local private obstetrics and gynecology provider, to begin providing MIHP services to their pregnant patients with Medicaid.

---

**Patients by Ethnicity**

- Hispanic/Latino: 11%
- Non-Hispanic: 89%
- White: 61%
- African American: 26%
- Hawaiian/Pacific Islander: .8%
- Asian: .5%
- American Indian: .04%
- Unknown: 7.60%
- More than one race: 4%

**Patients by RACE**

- White: 61%
- African American: 26%
- Hawaiian/Pacific Islander: .8%
- Asian: .5%
- American Indian: .04%
- Non-Hispanic: 89%
- Unknown: 7.60%
- More than one race: 4%

---

**FQHCs by definition:** Federally qualified health centers (FQHCs) include all organizations receiving grants under Section 330 of the Public Health Service Act (PHS). FQHCs qualify for enhanced reimbursement from Medicare and Medicaid, as well as other benefits. FQHCs must serve an underserved area or population, offer a sliding fee scale, provide comprehensive services, have an ongoing quality assurance program, and have a patient-based governing Board of Directors.
Highlights

GLBHC has six primary care sites which received renewal of recognition by the National Committee on Quality Assurance as Patient-Centered Medical Homes.

We have three new sites that have applied. We anticipate recognition for these three sites within the next three months. We were able to complete grant-funded re-modeling at Janes Street which provides our patients and staff with a much more patient-centered and updated environment to provide better medical care. We moved our obstetrics and gynecology services in Saginaw to a new updated facility at Old Town and received the largest quality recognition grant from the Federal Government that we have ever received.

This year has been a year of transformation in our community engagement. We have continued to expand our Together Events which introduce interested community partners to our services. We have welcomed hundreds of community members to hear patient stories and tour our facilities in Saginaw. We have also expanded these events into Bay City. GLBHC held its first ever Changing Lives Because You Care event which raised over $100,000 in donations and pledges to enable our life-transforming work. This “Changing Lives Because You Care” event was designed to raise money to support our work with our patients who cannot pay for their services and to support the services that we offer for which we do not get paid.
success stories

• We won the Health Diabetes Challenge. Robyn Reynolds, PA-C at DRG receives the award from Covenant Health Care winning the Health Diabetes Challenge! The YMCA of Saginaw and the Covenant Outpatient Diabetes Center worked with patients and physician offices to encourage patients to become healthier. The focus of the challenge was to have good outcome measurements of: HgA1C, Blood Lipid Levels, and BMI. The winning physician’s office received a certificate as a symbol of commitment and partnership in wellness initiatives related to diabetes. Job well done!

• Congratulations to Amanda Forsmark, Health Educator at Saginaw High, for being a recent honoree of the “Emerging Leader Award”. The Emerging Leader Award, part of the Geiger Gibson Program in Community Health Policy at the Milken Institute School of Public Health at George Washington University, was created to highlight and share the accomplishments of exceptional young members of health centers and primary care associations. The award was presented at the 2016 Geiger Gibson Symposium held in conjunction with the National Association of Community Health Centers Policy and Issues Forum in Washington, D.C. on March 19, 2016.

• Hundreds gathered to celebrate those “fighting for social justice and equality” at the Saginaw NAACP’s annual Freedom Fund Banquet and Gala. The event was not entirely a call for action. It was also an opportunity to recognize success and those fighting for equality in the community.

As we look to the years ahead, there is no doubt that changes will occur in our reimbursement structure. There are threats to our Federal Grant. The funds obtained through pharmacy discounts are shrinking and value based health care is replacing volume based. The model and means of delivering excellent health care is in transition, but Great Lakes Bay Health Centers is positioning ourselves to be successful moving into this unknown future.

• Thomas S. Markus, MD, Gynecology & Obstetrics, was recognized as the recipient of this year’s Arthur D. Allen, MD Service Award on behalf on McLaren Bay Region during a celebration at the Double Tree Hotel on December 14th. Dr. Markus has devoted his life to the service of medicine, to the health of his patients and to the welfare of his community. Congratulation Dr. Markus! Great Lakes Bay Health Centers is proud to have you on our team!

• On behalf of Great Lakes Bay Health Centers, Angelia Williams was proud to accept the Bishop Kenneth E. Untener Cup awarded by the New Ezekiel Project. The award was presented in recognition of their dedication to provide exemplary health services to every member of the Great Lakes Bay Region and beyond, regardless of their socioeconomic status.

Highlights
This year of transformation has also extended into our management and employee engagement. Great Lakes Bay Health Centers’ senior leadership began a translational leadership project with the goal of fully engaging all employees in working together to improve our effectiveness in reaching personal and professional goals. We are becoming a truly transformational organization with flexibility to respond to changing market forces in a way that will ensure our ability to continue to change lives well into the future.
Total Patients

2016-17
TOTAL PATIENTS
48,445

Patients Volume by Services

<table>
<thead>
<tr>
<th>Service</th>
<th>Volume</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical</td>
<td>37,433</td>
<td>77%</td>
</tr>
<tr>
<td>Dental</td>
<td>15,872</td>
<td>33%</td>
</tr>
<tr>
<td>Mental Health</td>
<td>3,146</td>
<td>6%</td>
</tr>
<tr>
<td>Substance Abuse</td>
<td>1,360</td>
<td>3%</td>
</tr>
<tr>
<td>Other Professional</td>
<td>270</td>
<td>0.6%</td>
</tr>
<tr>
<td>Vision</td>
<td>1,401</td>
<td>3%</td>
</tr>
<tr>
<td>Enabling Services</td>
<td>2,698</td>
<td>6%</td>
</tr>
</tbody>
</table>

2017 ANNUAL REPORT | PAGE 8
“My doctor and I have a good partnership”

Margaret worked for much of her life as a special education teacher for the Saginaw Public Schools. She was always healthy until a blood clot formed in her lung about a month after a surgery. “I was at home and I felt like I had run a marathon and couldn’t catch my breath. We called 911.”

Doctors at the hospital told her she was lucky to be alive. “I was supposed to be dead. They said I had the lungs of a dead person. But the angels weren’t ready to take me yet.”

The hospital assigned her to Dr. Brenda Coughlin at GLBHC Janes Street. “I latched onto her and she onto me.”

After a second clot, Margaret, 78, was put on blood thinning drugs, permanently. She comes to Janes Street for monthly monitoring and lab services and even walks over in the summer.

“I knew about this building, but I didn’t think about it for me because I have insurance. But they can bill my insurance and I have no complaints. Dr. Coughlin is my favorite doctor. We are friends and have a good partnership. I am healthy. I go to the YMCA three times a week. This condition is an inconvenience only.”

“God intervened here. This cure is a blessing. I will never do drugs again. I’ve got another chance.”

“This cure is blessing”

Hepatitis C is caused by a virus spread through contact with blood from an infected person. Without treatment, it is the leading cause of liver cancer and liver transplants and reduces lifespans by 20 years.

Thanks to a new medication and care at Great Lakes Bay Health Centers, Paul has found a cure for his Hepatitis C.

He lives in Midland with his brother and drives to Saginaw for care at the Janes Street center. He started coming here shortly after he was released from prison in 2016.

“I like it here because I am treated right. They have been more than helpful. It is the best place around because they take care of you and don’t judge you. I would rather drive here for the way I am treated.”

Paul calls the new treatment “a magic pill.” The Epclusa drug is a cure for nearly 100 percent of patients and involves just one pill a day for 12 weeks. Patients come in every 2-4 weeks during treatment for blood work. Care management at Janes Street also helped him get counseling for depression in the behavioral health department. Paul’s liver damage won’t progress now that the virus is gone and the organ could repair itself.

“God intervened here. This cure is a blessing. I will never do drugs again. I’ve got another chance.”
Payor Mix

Patients by Age

Great Lakes Bay Health Centers complies with applicable Federal civil rights laws and does not discriminate on the basis of race, color, national origin, age, disability, or sex. GLBHC does not exclude people or treat them differently because of race, color, national origin, age, disability, or sex.

GLBHC provides free aids and services to people with disabilities to communicate effectively with us, such as:

- Qualified sign language interpreters
- Written information in other formats (large print, audio, or accessible electronic formats)
- Provides free language services to people whose primary language is not English
- Qualified interpreters
- Information written in other languages

If you need these services, contact Lisa Burnell, VP of Clinical Services.

If you believe that GLBHC has failed to provide these services or discriminated in another way on the basis of race, color, national origin, age, disability, or sex, you can file a grievance with: Lisa Burnell, 501 Lapeer, Saginaw, MI 48607. Phone 989-759-6439, Fax 989-759-6424, Email lburnell@GLBHealth.org. You can file a grievance in person or by mail, fax, or email. If you need help filing a grievance, Lisa Burnell is available to help you. For hearing impaired concerns call Michigan Relay 711.


Great Lakes Bay Health Centers cumple con las leyes federales de derechos civiles aplicables y no discrimina por motivos de raza, color, nacionalidad, edad, discapacidad o sexo. GLBHC no excluye a las personas ni las trata de manera diferente debido a su raza, color, nacionalidad, edad, discapacidad o sexo.

GLBHC proporciona ayudas y servicios gratuitos a personas con discapacidades para comunicarse de manera efectiva con nosotros, tales como:

- Intérpretes de lengua de signos calificados
- Información escrita en otros formatos (letra grande, audio o formatos electrónicos accesibles)
- Proporciona servicios de idiomas gratuitos a personas cuyo idioma principal no es el inglés
- Intérpretes calificados
- Información escrita en otros idiomas

Si necesita estos servicios, comuníquese con Lisa Burnell, vicepresidenta de servicios clínicos.

Si cree que GLBHC no ha brindado estos servicios o ha sido discriminado de otra manera por motivos de raza, color, nacionalidad, edad, discapacidad o sexo, puede presentar una queja ante: Lisa Burnell, 501 Lapeer, Saginaw, MI 48607. Teléfono 989-759-6439, Fax 989-759-6424, correo electrónico lburnell@GLBHealth.org. Puede presentar una queja en persona o por correo, fax o correo electrónico. Si necesita ayuda para presentar un reclamo, Lisa Burnell está disponible para ayudarlo. Para personas con problemas de audición, llame al Michigan Relay 711.

Great Lakes Bay Health Centers

www.GreatLakesBayHealth.org

Administration Offices
501 Lapeer • Saginaw, MI 48607
PHONE: 989.759.6470 • Fax: 989.759.6418

our sites

• Arthur Hill
• Bayside
• Belding
• Bridgeport
• David R. Gamez
• Hearth Home
• Imlay City
• Integrated Care - Saginaw
• Integrated Care - Shiawassee
• Integrated Care - Thumb Area
• Janes Street
• Mobile Dental 1, 2, & 3
• Mobile Medical
• Old Town
• Roosevelt S. Ruffin
• Saginaw High
• Shiawassee
• St. Vincent
• Thumb Area
• Wadsworth Dental Center
• Wolverine - Saginaw
• Wolverine - Vassar
• Women’s Care - Bay City
• Women’s Care - West Branch