



**2018
Annual
Report**

We are celebrating 25 years of making health happen as the Primary Care Coalition, and I'm delighted to share that work with you in this 2018 Annual Report. It highlights both our core programs and bold new initiatives as we leap into our next quarter-century.

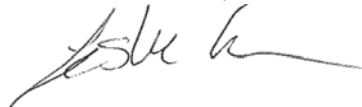
As we reflected on the past and looked to the future, we saw fit to expand our vision and mission. This expansion allows us to continue our history of building systems that help our most vulnerable neighbors access health care, while adding to the health-related needs we address. Genuine health systems should be broader than clinical health care, and we are collaborating to target many non-clinical factors in the health of our communities, including food security, affordable housing, education, and economic stability.

Collaboration is more than the latest buzzword for PCC. It is an approach that has been central to our identity as an organization for all our 25 years. In fact, the collaborative, systems-oriented approach we take has often made it hard to explain exactly what we do. But now, more than ever, collaboration matters. The challenges we face are too big for any single organization to solve, no matter how innovative or resourceful it might be.

We have spent 25 years building expertise in program design, operations, and collaboration as we served people and families experiencing vulnerability. But safety-net service is not enough. In the coming years, we will bring those tools to bear on our fundamental challenge: creating more equitable opportunities for people to lead their healthiest lives.

We are excited about the work that lies ahead, and we hope you are too!

Sincerely,



Leslie Graham, President & CEO





Vision

PCC envisions a vibrant community that supports all people in leading healthy lives.

Mission

Our mission is to improve the health of vulnerable individuals and families by building partnerships, and strengthening systems.

More Than Luck

Getting meaningful health care shouldn't be a matter of luck. It should be a matter of fact.

Health systems can be right up there with accounting rules in the degree of interest to the casual observer. We're passionate about them, though, and here's why: they help take the happenstance out of getting health care and achieving wellbeing.

Imagine you have a low-income, you're uninsured, and you're sick, maybe even really sick. Assuming you have the cash to see a doctor, that spending may mean you don't have the cash for other critical things like food and rent. But, if you don't get medical treatment or buy medicines now, you might just get sicker and face even bigger medical bills in the future. But, maybe you're one of the lucky ones. Maybe a friend knows about a local clinic that treats people without insurance. Maybe the doctor there happens to know another doctor who specializes in exactly your kind of case and is willing to do the occasional free visit. And maybe that specialist has a good rapport with her pharmaceutical representative and has free samples of the medicines you need. Maybe it turns out okay because you stumbled into just the right place at just the right time.

But what if you didn't?

What if your friend didn't know of that clinic? What about all the other people in your same circumstance? Should luck be the sole determinant of your health? No, and that's why we love building quality health systems that are accessible for low-income and uninsured people. From clinics with sliding-fee scales, to pro-bono specialists, to free or reduced-price medicines, it's no luck required.



Health care is a continuum of primary care, specialty care, medication access, and behavioral health. In the old “charity care” model, a low-income patient without insurance would be lucky to get one of these services. But being able to see a doctor, get the medicine you need, or even have a necessary surgery shouldn’t be a matter of luck. It should be a matter of fact. That is why we build partnerships across organizations, sectors, and service providers to create a comprehensive, coordinated system of care.

As you read through this annual report, you will learn about the work of the Primary Care Coalition to build the partnerships and systems of care that provide access to high-quality, affordable, and coordinated care for our neighbors who are experiencing vulnerability.

Food Is Medicine

Because food really is medicine... and rental assistance, too.

There are over 60,000 Montgomery County residents who do not have consistent access to safe, sufficient, and nutritious food. In fiscal year 2018, PCC partnered with Manna Foods and launched Food Is Medicine, a new initiative to create a pathway between health care services and food assistance programs.

IMPACT

Our data show that reliable access to healthful food is improving the health outcomes we expected, like improving diabetes control. This we expected, but improving housing stability? That was a surprise! Many patients report that saving money on food made them able to divert those resources to their rent, increasing housing stability and reducing stress.

WHAT NEXT?

PCC plans to expand the Food Is Medicine program by partnering with more safety-net clinics and food distribution partners. We will also explore opportunities for crossover programming that engages affordable housing, food access, and health care delivery sectors. After all, if a partnership between the food and health care sectors can produce outcomes in housing stability, imagine what a partnership that also includes the housing sector can do!

Funded by the Institute for Public Health Innovation's Transforming Communities Initiative and Business Leaders Fighting Hunger.



IN FISCAL YEAR 2018:

\$500,000

over 4 years funding commitment
from Business Leaders
Fighting Hunger collaborative

400+

food-insecure households
linked to food assistance and
nutrition education

60%

of patients with
high risk for diabetes
reduced their BMI

55%

of diabetic patients
improved blood sugar
control

Business Building Blocks

Because strong organizations make a strong safety net.

A health safety-net system is only as strong as the providers that participate in it. That is why PCC partners with safety-net clinics to fine-tune their business models. In 2011, PCC began providing clinics with technical assistance to accept Medicaid and other insured patients, and improve their medical claims billing processes. Since 2016, this work has evolved into a Business Model Transformation initiative, designed for clinics to understand their external patient market opportunities, financial models, and internal business performance indicators.

IMPACT

Our safety-net clinic partners are working to blend their commitment to missions with sustainable business foundations. More payment sources make them less vulnerable in a rapidly changing health care market, and a patient-centered focus means better all-around care for patients. Business models aren't just about money, after all, but about the ways a better back office supports providers in delivering high-quality care.

WHAT NEXT?

Business sustainability isn't just about the financials. The health care market is constantly changing, and our community is too. Building internal talent to lead rapid change is also important. PCC recently started a Middle Managers' Academy to support clinic staff development for the future.

The Healthcare Initiative Foundation funds the Business Model Transformation Initiative.



IN FISCAL YEAR 2018:

6

clinic organizations actively participated in quarterly learning collaborative

21

coaching calls provided to support clinics in completing and implementing business plans

Key Performance Indicator dashboard developed to help track business indicators

10 out of **10**

safety-net clinics now accept or are on the path to accepting Medicaid

Community Roundtables

Because we can do more together.

Many of the people we help access health care also need wraparound services such as nutrition assistance, affordable housing, and workforce development. In other words, nonprofits across diverse sectors tend to serve the same client households. We also see that individual and family needs surpass available funding in every sector. We believe more nonprofit collaboration will make services less fragmented and more resident-centered, and provide nonprofit organizations with data for their own strategic planning. This will bring more efficiencies, providing bigger impact for the same budget. That is why PCC has partnered with Nonprofit Montgomery to convene a series of discussions about how nonprofits can set shared goals to better serve our community.

IMPACT

These roundtable conversations have strengthened relationships among service providers and laid the groundwork for more intensive collaboration.

WHAT NEXT?

Nonprofit service providers are working toward coordinated goals and shared quality-of-life outcomes that we pursue together.



IN FISCAL YEAR 2018:

3

Community Roundtables convened

>100

Nonprofit leaders engaged

Vision document and
goals developed

Nexus Montgomery

Because health is about more than the health care system.

Nexus Montgomery is a hospital-led collaborative to reduce avoidable hospital use by investing in community-based services. The PCC has supported this collaboration since its inception in 2015, providing staffing, infrastructure, and program operations.

IMPACT

Hospitals are jointly investing in non-hospital services to improve community health and decrease the need for acute care services. With our 25-year history of work in the community, PCC has brokered relationships among hospitals and community organizations serving senior citizens, residents without insurance, and those needing mental health treatment.

WHAT NEXT?

Our work with Nexus Montgomery has opened the door to new work at the intersection of clinical and non-clinical health care. With its focus on measurement, this work will demonstrate ways that prevention investments return meaningful savings in acute care.

Nexus Montgomery is a collaboration among Adventist HealthCare Shady Grove Medical Center, Adventist HealthCare Washington Adventist Hospital, Holy Cross Hospital, Holy Cross Germantown Hospital, MedStar Montgomery Medical Center, and Suburban Hospital.



IN FISCAL YEAR 2018:

Opened community-based mental health crisis house, resulting in

>6,000
avoided hospital days

370
uninsured patients received specialty care follow-up after hospital discharge

625
frail elderly residents of senior living facilities connected to community-based services and supports

Community physician engagement program launched

\$6M
saved in potentially avoidable hospital use

Care for Kids

Because healthy childhoods are the foundation for a healthy future.

PCC administers Care for Kids, a public-private partnership that provides affordable health services to children from low-income families who are not eligible for state and federal health care programs. Private pediatricians, safety-net clinics, school-based health centers, and Kaiser Permanente all participate in providing coordinated medical care to these vulnerable children.

IMPACT

Care for Kids is an investment in the future. Through this program, PCC and our partners give children the medical and mental health care they need to enter adulthood without the burden of poor health.

WHAT NEXT?

Care for Kids recently added integrated behavioral health care to its list of services. Going forward, we are testing opportunities for a broader range of behavioral health services and treatment settings so that all kids can access the care they need.



IN FISCAL YEAR 2018:

5,530
children served

6,280
primary medical
visits provided

1,180
specialty care
referrals served

1,330
children received
case management
for complex
medical needs

390
children had eye exams,
and **380**
received glasses

Montgomery Cares

Because everyone deserves health care.

Montgomery Cares is a public-private partnership, administered by PCC, that provides health care to adults who live in Montgomery County, have limited resources, and cannot get health insurance.

IMPACT

With PCC as its backbone, Montgomery Cares has grown into a system that provides meaningful health care to uninsured residents by integrating primary care, specialty care, medicine access, and behavioral health services. Participating clinics deliver high quality care that consistently meets or exceeds national benchmarks (HEDIS Medicaid) for diabetes and hypertension control.

WHAT NEXT?

Universal access to health coverage is within sight for Montgomery County. The next step is designing stronger coverage for our underinsured neighbors—those who cannot afford traditional insurance, even with subsidies, and are ineligible for Montgomery Cares.

IN FISCAL YEAR 2018:



25,960
patients served in
72,497
encounters



172
countries of origin and
64
languages spoken



1,360
patients received
free medication
through MedBank



4,150
specialty care referrals
served by Project Access
network of physician
specialists



1,770
patients received behavioral
health services through
Montgomery Cares Behavioral
Health program

\$1.2 MILLION
in generic medications dispensed at clinics
including insulin, pulmonary, cardiovascular,
endocrine, and mental health medications



AMERICAN HEART ASSOCIATION
recognized Montgomery Cares in its Target BP program

Adult Immunization Grant

Because immunizations are a cornerstone of public health.

With the belief that essential immunizations should be available to all residents regardless of income or insurance status, the medical directors of Montgomery Cares participating clinics reviewed the CDC immunization schedule and identified the most needed immunizations for the Montgomery Cares population. PCC sought funding to expand the immunizations available to Montgomery Cares patients—previously restricted to just seasonal flu vaccines.

IMPACT

Thanks to a grant from Maryland Physicians Care, PCC was able to provide adult immunizations for the first time. Montgomery Cares clinics ordered 950 doses of TDaP and 830 vaccines to protect against pneumococcal disease.

WHAT NEXT?

PCC and our partners are advocating to the county for continued funding for adult immunizations, and PCC continues to seek grant funding to support this essential need.



Advocating for a Strong Safety Net

Because policies affect how we care for patients.

During the 2018 legislative session, PCC advocated for two pieces of legislation, which passed the Maryland House and Senate and have been signed into law.

IMPACT

SB549/HB591 authorizes Physician Assistants (PAs), under delegation agreements, to prepare and dispense any medication that they are able to prescribe in the course of treating a patient. The passage of this legislation was a coordinated two-year effort between PCC and the Maryland Academy of Physician Assistants, and was conducted at the request of Montgomery Cares Medical Directors.

SB835/HB1682 requires the Maryland Department of Health to establish and fund a Pilot Program for Maryland Medicaid recipients using the Collaborative Care model—an evidence-based approach for integrating behavioral health services in a primary care setting. PCC has managed one of the longest-running collaborative care behavioral health programs in Maryland and was proud to participate in this advocacy effort led by The Mental Health Association of Maryland.

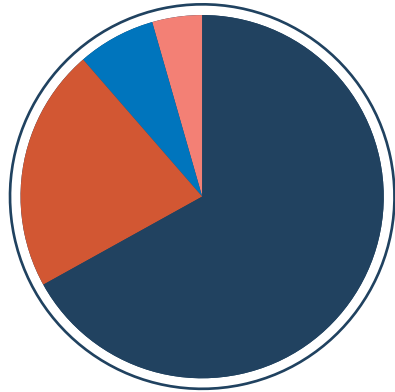
WHAT NEXT?

PCC will continue to work with patients, partners, and other stakeholders to understand priority needs and advocate for policy changes to support a comprehensive, sustainable, culturally sensitive, and patient-centered system of care delivery.

Financial Statements

Sources and uses of funds for the fiscal year ended June 30, 2018

Revenue and Support



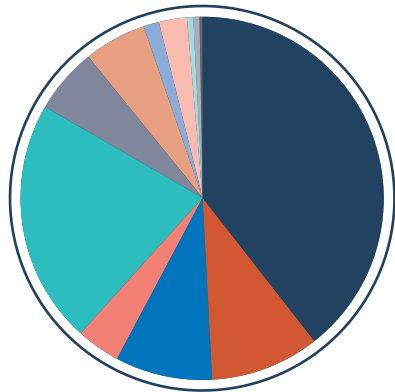
- County Funders
- Hospital Funders
- In-Kind Medical Services
- Grants, Donations, and Other Income

	Unrestricted
	\$ 14,453,826
	4,615,628
	1,521,086
	928,681

Total Revenues

\$ 21,519,221

Expenses



- Montgomery Cares
- Project Access
- Community Pharmacy/MedBank
- Center for Health Improvement
- Nexus Montgomery
- Care for Kids
- Minority Health Initiative
- Child Assessment Center
- Community-Based Health Informatics
- Other Projects
- Health Care for the Homeless
- General and Administrative

	Unrestricted
	\$ 8,378,650
	2,096,615
	1,846,674
	798,636
	4,615,628
	1,205,411
	1,218,610
	254,188
	536,132
	125,009
	103,191
	46,211

Total Expenses

\$ 21,224,955

THANK YOU

to our
**25th Anniversary
Sponsors**



is a proud sponsor of the
Primary Care Coalition's
25th Anniversary.

We have a mutual
interest in achieving
great things

Kaiser Permanente is proud to support
PCC's 25th Anniversary Symposium.
We salute the work you're doing
to improve the quality of life
for those in the communities
we both serve.



Kaiser Foundation Health Plan of the Mid-Atlantic States, Inc., 2101 E. Jefferson St., Rockville, MD 20852
61171415 MAS 11/28/18-12/31/18



DHHS

MONTGOMERY COUNTY

Department of Health
and Human Services

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MEMBERSHIPS

- Clinicians for the Underserved
- Communities Joined in Action
- Healthcare Council for the National Capital Area
- National Community Reinvestment Coalition
- Nonprofit Montgomery
- Regional Primary Care Coalition

PARTNERS AND COLLABORATORS

MONTGOMERY CARES PARTICIPATING CLINICS

- Care for Your Health*
- Catholic Charities Center
- CCI Health and Wellness
- Chinese Culture and Community Services Center – Pan Asian Volunteer Health Clinic
- Community Ministries of Rockville – Mansfield Kaseman Clinic
- Holy Cross Health Centers
- Mary's Center for Maternal and Child Care, Inc.
- Mercy Health Clinic
- Mobile Medical Care, Inc.
- Muslim Community Center Clinic
- Proyecto Salud

* Left Montgomery Cares network in FY2018

CARE FOR KIDS PROVIDERS

- All Day Medical Care
- Broad Acres Elementary School-Based Health Center
- Catholic Charities Center
- CCI Health and Wellness
- Gaithersburg Wellness Center
- Harmony Hills Elementary School-Based Health Center
- Highland Elementary School-Based Health Center
- Holly Cross Health Center Germantown
- Kaiser Permanente of the Mid-Atlantic
- Mary's Center for Maternal and Child Care, Inc.
- Milestone Pediatrics
- New Hampshire Estates Elementary School-Based Health Center
- Northwood Wellness Center
- Rolling Terrace Elementary School-Based Health Center
- Summit Hall Elementary School-Based Health Center
- Veirs Mill Elementary School-Based Health Center
- Weller Road Elementary School-Based Health Center

PROJECT ACCESS PARTICIPATING PRACTICES

- Advanced Neuro & Orthopedic Physical Therapy, LLC
- Advanced Podiatry
- Adventist HealthCare Rehabilitation
- Aesthetic Skin Care & Derma Surgery
- Affiliate PET Systems
- Arthritis and Rheumatism Associates, Inc.
- Associates in Gastroenterology
- Dr. Mario Belledonne
- Capital Cardiovascular and Thoracic Surgery Assoc.

- Capital Digestive Care
- Cardio Vascular Specialists
- Cardiocare, LLC
- Columbia Lighthouse for the Blind
- Community Audiology
- Community Hematology & Oncology
- Community Radiology
- Dr. Michael Dempsey
- Divine Chiropractic
- Dr. Daniel Clarke
- Dr. James Clarke
- Dr. Marcia Hutcheon
- Drs. Hecht, Bass, Schwartz, and Hila
- Endocrine & Diabetes Associates
- ENT Specialists of Shady Grove
- Feldman & Galotto MDs
- Dr. Kashif Firozvi
- Dr. Daniel Lahr
- Dr. David Levine
- Dr. Francisco Lugo, DPM
- Friendship Surgery Center
- G.M. Din MD, PA, Inc.
- Georgetown Orthopedic Group
- Greenbelt Anesthesia Associates
- Greenbelt Endoscopy Center
- Dr. G. Gibeily
- GWMFA Oncology
- Hanger Orthopedic
- Heme/Onc SNP at Spanish Catholic
- Holy Cross Anesthesia Associates
- Holy Cross General Surgery
- Kensington Eye Center
- LeVisage ENT & Facial Plastic Surgery, LLC
- Maryland Digestive Disease Center of Takoma Park
- Maryland Foot and Ankle Associates, LLC
- Maryland Radiation Oncology Associates
- MedStar Multispecialty Physician Office
- Dr. John Merendino, Jr.

- Metropolitan Gastroenterology Group
- Mid Atlantic Epilepsy Center
- MM/NIH Endocrine Clinic at Suburban
- Montgomery Eye Physicians & Surgeons, PA
- Montgomery Medical Clinic and Sports Medicine
- Montgomery Orthopedics
- Montgomery Otolaryngology Consultants, PA
- Montgomery Surgery Center
- Nephrology Associates
- Palisades Eye Surgery Center
- Physicians Associates
- Precision Orthopedic and Sports Medicine
- Pulmonologists PC
- Dr. Asif Qadri
- Dr. Jonathan Rhee
- Rheumatology Associates
- Dr. James Robey
- Dr. Nirupma Rohatgi
- Dr. James M. Salander
- SGAH Wound Care Center
- Shady Grove Radiology
- Dr. Mushtaq Shah
- Silver Spring Eye
- Skin Cancer Surgery Center
- Dr. Joseph Snyder
- Spanish Catholic Center General Surgery
- Dr. Ashraf Sufi
- Summit Ambulatory Surgery Center
- Takoma Surgical Associates, PA
- The Feldman ENT Group
- The Neurology Clinic of Washington
- The Retina Group of Washington
- Visionary Eye Doctors
- Washington Adventist Interventional Radiology
- Washington Podiatrist

- Dr. Laurie Wenger
- Dr. Dany Westerband
- White Flint Surgery Center
- Dr. Ryan Zucker

HOSPITALS AND HEALTH SYSTEMS

- Adventist Health Care
- Dimensions Healthcare System
- Doctors Community Hospital
- Holy Cross Health
- MedStar Montgomery Medical Center
- Suburban Hospital
- Nexus Montgomery LLC

PUBLIC SECTOR PARTNERS

- Housing Opportunities Commission of Montgomery County
- Montgomery County Cancer Crusade
- Montgomery County Department of Health and Human Services – Public Health
- Montgomery County Public Schools
- Montgomery County Special Needs Housing – Health Care for the Homeless
- Prince George's County Department of Social Services
- Prince George's County Health Department

ACADEMIC INSTITUTIONS

- Georgetown University Department of Psychiatry
- Montgomery College School of Nursing
- University of Maryland School of Nursing

- University of Maryland Schools of Pharmacy Baltimore and Eastern Shore
- University of Maryland School of Public Health
- University of Maryland Schools of Social Work at Baltimore County and Shady Grove

OTHER PROGRAMS AND ORGANIZATIONS

- Access to Behavioral Health
- Adult Behavioral Health
- Affiliated Sante Senior Services
- Agencies of the Emergency Assistance Coalition
- ALFA Specialty Pharmacy
- America's Tooth Fairy
- Aspire Counseling
- Ayuda
- C-4 Clothing Closet
- Capital Breast Care Center
- Catholic Charities D.C.
- Community Health and Empowerment through Education and Research (CHEER)
- Consumer Health First
- Consumer Health Foundation
- Cornerstone Montgomery
- EveryMind
- Family Justice Center
- Family Services, Inc.
- Gilchrist Center
- Innovative Clinical Associates
- Institute for Healthcare Improvement
- Institute for Public Health Innovation
- Intercultural Counseling Connection
- Interfaith Works
- John Snow, Inc.

- Mid County United Ministries (MUM)
- Mil Mujeres
- Ministries United Silver Spring/ Takoma Park(MUSST)
- Montgomery Coalition for Adult English Literacy (MCAEL)
- Montgomery College
- Montgomery County Food Council
- Montgomery County Holiday Giving Project
- Montgomery Housing Partnership
- National Alliance on Mental Illness
- Nonprofit Montgomery

FY18 FUNDERS (JULY 1, 2017 – JUNE 30, 2018)

FOUNDATIONS

- Clark-Winchcole Foundation
- Consumer Health Foundatoin
- Daniel F. Lynch Memorial Fund
- Delta Dental of Pennsylvania
- Eagle Bank Foundation
- Healthcare Initiative Foundation
- Kaiser Permanente of the Mid-Atlantic
- MAXIMUS Foundation
- Meyer Foundation
- Morris and Gwendolyn Cafritz Foundation

PUBLIC GRANTS

- Maryland Department of Health
- Montgomery County Executive Community Grant
- U.S. Health Resources Services Administration – Healthy Tomorrows Program

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- Adler Family Fund of the Community Foundation of Greater Washington
- Brown Family Charitable Fund
- Cliff & Deborah White Family Fund of the Community Foundation of Greater Washington
- Daniel F. Lynch Memorial Fund of the Community Foundation of the NCR
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- Lester Poretsky Family Foundation, Inc.
- Rossetter Family Foundation
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- Karen DeHaas
- Julia Doherty
- Anne F. Doyle
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- Kenneth & Beverly Goodrich
- Leslie Graham
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- Rabbi Bruce Kahn
- Mansfield & Dianne Kaseman
- Michael & Angela Keating
- David Kleinberg
- Kathryn & Theodore Kolenda
- Matthew Kolenda
- Jessica Kronstadt
- Tristram Kruger
- Pamela Larmee
- Paul Lauria
- Meng Kuan Lee
- Isiah & Catherine Leggett
- O'Dene Lewis
- Tom Lewis
- Steven & Hannah Lieberman

PRIVATE ORGANIZATIONS

- Business Leaders Fighting Hunger
- Central Maryland Eye Associates
- Holy Cross Church
- North Bethesda United Methodist Church
- Smart Link Strategies & Solutions
- Social & Scientific Systems, Inc.

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- Alice Zic
- Victor Zubiate
- Carolina Zuniga

* Left the organization in FY2018

** Left the organization since FY2018

[†]Joined the organization in FY2019

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- James T. Marrinan
- Wilbur W. Malloy
- Steven Raetzman[†]
- Charles V. Stewart
- Edward Wan*

EX OFFICIO

- Leslie Graham

* Resigned from the Board in FY2018

[†]Joined the Board since FY2018



We're an
ADVOCATE
for patients and
the clinics that
serve them.

This Annual Report has not been reviewed by the Montgomery County Department of Health and Human Services, Nexus Montgomery Board of Directors, or any of our partners or funders.