Packard Health Administrative Offices
5200 Venture Drive
Ann Arbor, MI 48108

CHAIR
Gary Boren, Attorney

VICE CHAIR
Rana Smith, Children’s Services Supervisor, SOS Community Services

TREASURER
Thomas Biggs, Retired (UMHS CFO)

SECRETARY
Nora Maloy, DrPH, MHSA
Adjunct Clinical Instructor, Global REACH, U of M Medical School
Margaret Calarco, PhD, RN, NEA-BC
Director for Clinical Innovation, UoM School of Nursing
Brandie T. Ekpiken, MHA
Partner Liaison, Continuing Medical Education, U of M
Chuck Hoffman
Retired Healthcare Executive
Sharon Moore
Retired (UAW)
Edd Synder
Board President, Covenant Academies Foundation
Doug Strong
Retired Healthcare Executive
Deborah Vandenbroek
Retired Healthcare Executive
Bryan Wagener, P.E.
Director - Dept. of Environment & Sustainability, Wayne County Airport Authority
Molly Welch-Marahar
State Administrative Manager of Data & Policy, MDHHS

Packard Health was established in 1973 and is a Federally Qualified Health Center (FQHC) patient-centered medical home - Blue Cross Blue Shield of Michigan 501(c)3 not-for-profit organization.

Our mission is to provide the best possible care to our patients and community, including people whose economic, social or cultural conditions might otherwise prevent them from accessing health care.

2021 Financial Statement
SEPTEMBER 1, 2020 - AUGUST 31, 2021

REVENUE

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fees for Service</td>
<td>$6,333,305</td>
<td>56.78%</td>
</tr>
<tr>
<td>Government/Private Grants &amp; Contracts</td>
<td>$3,194,148</td>
<td>28.63%</td>
</tr>
<tr>
<td>340B Revenue</td>
<td>$928,968</td>
<td>8.33%</td>
</tr>
<tr>
<td>MiPCT/SIM</td>
<td>$6,500</td>
<td>0.06%</td>
</tr>
<tr>
<td>Contributions</td>
<td>$690,005</td>
<td>6.19%</td>
</tr>
<tr>
<td>Misc</td>
<td>$1,964</td>
<td>0.02%</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td>$11,154,890</td>
<td></td>
</tr>
</tbody>
</table>

EXPENSES

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patient Services</td>
<td>$7,447,715</td>
</tr>
<tr>
<td>Management</td>
<td>$1,819,286</td>
</tr>
<tr>
<td>Development/Fundraising</td>
<td>$399,802</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td>$9,666,803</td>
</tr>
</tbody>
</table>

PAYOR MIX

<table>
<thead>
<tr>
<th>Payor</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medicaid</td>
<td>43.35%</td>
</tr>
<tr>
<td>Private Insurance</td>
<td>32.83%</td>
</tr>
<tr>
<td>Medicare</td>
<td>18.09%</td>
</tr>
<tr>
<td>Washtenaw Health Plan</td>
<td>3.90%</td>
</tr>
<tr>
<td>Self-pay</td>
<td>1.82%</td>
</tr>
<tr>
<td><strong>TOTAL PAYOR MIX</strong></td>
<td>100%</td>
</tr>
</tbody>
</table>
BY THE NUMBERS
(September 1, 2020 through August 31, 2021)

- # of Covid-19 Vaccinations Given: 7,834
- # of Telehealth Appointments: 9,405
- # of Primary Care Visits: 38,546
- # of Behavioral Health Visits: 5,497
- # of Food Pantry Visits: 1,082
- # of Patients Helped by Patient Resource Specialists: 763

PACKARD HEALTH LOCATIONS
MAIN
2650 Carpenter Rd., Ann Arbor, 48105
WEST
1915 Pauline Ave., Ann Arbor 48103
YPSTLANT
200 Arnet St., Ste 150, Ypsilanti, MI 48198
ADMINISTRATIVE OFFICES
5200 Venture Dr., Ann Arbor, MI 48108
To schedule an appointment call: (734) 971-1703

Compassionate Care
"I value every day that I get to do this job, and appreciate each patient who comes through the door. Getting a chance every day to connect with individuals and families, I have the special opportunity to hear an infinite range of life stories and histories. It is in these stories and lives lived that humanity is expressed and that true relationships form. My goal for each person I see is to try to help each one live the life they want to live. Sometimes that means being healthy enough to play on the floor with grandchildren or preparing to add a new baby to the family. At other times, it is losing weight to appreciate each patient.

Leading the Way
"I chose to get vaccinated because of the herculean effect that COVID-19 has had on the African American community and the devastation that has impacted all of us. We are dying at a disproportionately higher rate and at even more of a lightning speed than any other race in the nation. As an African-American female, I all too well understand the adversities that the minority community has faced. Unfortunately, I also have pre-existing health conditions that put me in the percentage of a negative outcome - if I wasn’t vaccinated. But we as Americans, including all communities of color, need to separate science from society’s construct of race and lack of knowledge. Let us think of inclusiveness, the human race as a whole.

It only takes 1 person to make a change, I want to be that person. I want to be a part of the change, for all Americans — Let’s stop the spread and get vaccinated against COVID-19."

Tracey Williams, Practice Director, Packard Health

Raymond Rion, MD
Executive Director

For close to 50 years, Packard Health has been the leading voice in the creations of solutions to address complex health problems. Here in Washtenaw County, we have communities that face generational and systemic challenges to health care. The only way to provide health equity is to work hand-in-hand with our partners, other non-profits, our county leaders, and YOU, our supporters. Together we can ensure that all communities in Washtenaw County flourish.

At the beginning of 2019 we began an expansion campaign and as of today, I am happy to report that Packard Health providing health care in three locations throughout our service area. This would not have been possible without the support of so many who believe as we do that health care is a human right. We sincerely thank you.

As we look toward the future, we are committed to aligning our plans with the needs of our patients. Our core services of primary care and behavioral health continue to be a priority, but prevention and wellness programs, and expanded mental services are in great demand. The Packard Health Community Outreach Team is being called on for more assistance from patients facing income and language challenges. They need healthy food, nutritional education, insurance enrollment consultations, in-home medical monitors/education, referrals to wrap around services, and more.

Our team is in the beginning stages of a strategic plan to identify how we will meet the needs of our patients over the next three years - where they are. With your continued support, I have every confidence that we will succeed in this vision.

Yours in a healthy community.

Raymond Rion, MD
Executive Director

We care for patients at every stage of life and believe that everyone deserves access to affordable, high-quality primary care, behavioral health services and wellness and prevention programming.

Packard Health’s integrated health services provide a comprehensive approach where primary care physicians work alongside behavioral health professionals to ensure care of both body and mind.

When it comes to improving access to mental health services for families in vulnerable communities, research has proven that having a warm hand-off, which is a transfer of care between a primary care physician and mental health provider, will help build trust with the patient and lead to more successful outcomes. Packard Health has embraced this “whole person” health philosophy for years, regardless of a patient’s ability to pay.

Under-served populations face obstacles such as language barriers, lack of transportation, lack of insurance and stigmas around mental health, to name a few. Early access to a behavioral health services can be critical to addressing mental health before it becomes severe which can often lead to homelessness.

There is clearly a link between psychiatric disorders and homelessness; disentangling the nature of this relationship is complicated. Regardless of mental health status, people who are homeless generally have a history marked by poverty and social disadvantage, including considerable poverty in childhood and lower levels of education, and they are likely to belong to an ethnic minority. Mental illness or addiction, had preceded homelessness in about two-thirds of the cases seen by mental health professionals from 2000-2020. Based on what we are witnessing in our own community, Packard health has made the commitment to expand our model of care to address the whole patient.

Compassionate Care

“I value every day that I get to do this job, and appreciate each patient who comes through the door. Getting a chance every day to connect with individuals and families, I have the special opportunity to hear an infinite range of life stories and histories. It is in these stories and lives lived that humanity is expressed and that true relationships form. My goal for each person I see is to try to help each one live the life they want to live. Sometimes that means being healthy enough to play on the floor with grandchildren or preparing to add a new baby to the family. At other times, it is losing weight to be healthy enough to play. For each person I see, I want my patients to be able to imagine a life where their health (both physical and emotional) is not a barrier to achieving their dreams.”

Leading the Way

“I chose to get vaccinated because of the herculean effect that COVID-19 has had on the African American community and the devastation that has impacted all of us. We are dying at a disproportionately higher rate and at even more of a lightning speed than any other race in the nation. As an African-American female, I all too well understand the adversities that the minority community has faced. Unfortunately, I also have pre-existing health conditions that put me in the percentage of a negative outcome - if I wasn’t vaccinated. But we as Americans, including all communities of color, need to separate science from society’s construct of race and lack of knowledge. Let us think of inclusiveness, the human race as a whole. It only takes 1 person to make a change, I want to be that person, I want to be a part of the change, for all Americans — Let’s stop the spread and get vaccinated against COVID-19.”

Packard Health Locations

Main
2650 Carpenter Rd., Ann Arbor, 48105
West
1915 Pauline Ave., Ann Arbor 48103
Ypsilanti
200 Arnet St., Ste 150, Ypsilanti, MI 48198
Administrative Offices
5200 Venture Dr., Ann Arbor, MI 48108

To schedule an appointment call: (734) 971-1703

BY THE NUMBERS

(September 1, 2020 through August 31, 2021)

# of Covid-19 Vaccinations Given
7,834

# of Telehealth Appointments
9,405

# of Primary Care Visits
38,546

# of Behavioral Health Visits
5,497

# of Food Pantry Visits
1,082

# of Patients Helped by Patient Resource Specialists
763
Packard Health was established in 1973 and is a Federally Qualified Health Center (FQHC) patient-centered medical home - Blue Cross Blue Shield of Michigan 501(c)3 not-for-profit organization.

Packard Health Administrative Offices
5200 Venture Drive
Ann Arbor, MI 48108

2021 Financial Statement
SEPTEMBER 1, 2020 - AUGUST 31, 2021

<table>
<thead>
<tr>
<th>REVENUE</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Fees for Service</td>
<td>$6,333,305 (56.78%)</td>
</tr>
<tr>
<td>Government/Private Grants &amp; Contracts</td>
<td>$3,194,148 (28.63%)</td>
</tr>
<tr>
<td>340B Revenue</td>
<td>$926,968 (8.33%)</td>
</tr>
<tr>
<td>MI PCT/SIM</td>
<td>$6,500 (0.06%)</td>
</tr>
<tr>
<td>Contributions</td>
<td>$690,005 (6.19%)</td>
</tr>
<tr>
<td>Misc</td>
<td>$1,964 (0.02%)</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td><strong>$11,154,890</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Patient Services</td>
<td>$7,447,715</td>
</tr>
<tr>
<td>Management</td>
<td>$1,819,286</td>
</tr>
<tr>
<td>Development/Fundraising</td>
<td>$399,802</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td><strong>$9,666,803</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PAYOR MIX</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Medicaid</td>
<td>43.35%</td>
</tr>
<tr>
<td>Private Insurance</td>
<td>32.83%</td>
</tr>
<tr>
<td>Medicare</td>
<td>18.09%</td>
</tr>
<tr>
<td>Washtenaw Health Plan</td>
<td>3.90%</td>
</tr>
<tr>
<td>Self-pay</td>
<td>1.82%</td>
</tr>
<tr>
<td><strong>TOTAL PAYOR MIX</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Our mission is to provide the best possible care to our patients and community, including people whose economic, social or cultural conditions might otherwise prevent them from accessing health care.