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.
Message from the Executive Director

50 Year of Providing Accessible Care to Our Community

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As you read through our annual report, you will see some of our historic milestones and accomplishments, including the opening of the Packard Health Pharmacy in late spring at our Carpenter Rd. location. The pharmacy will be open to everyone in the community. We are pleased with the contribution to our community the organization has made over the last 50 years and we believe that, when we work together, the best is yet to come.

Sincerely,

Raymond Rion, MD
Executive Director
**Program Spotlight:**

**kNEWjoy Mental Health Programming for young Black Men and boys**

In 2022, Packard Health entered into partnership with a local nonprofit organization, kNEWjoy, to address the behavioral health needs of young Black men and boys in Washtenaw County.

This project will identify and develop culturally-tailored, gender-specific, and age-appropriate resources that support the mental health needs of young Black men and boys. The project will bolster the efforts of Packard staff, community leaders, and health equity experts to develop forward-thinking strategic action plans and resources that positively impact young Black men and boys’ behavioral health. Participants will be between the ages of 13 and 21.

The goal is to reach 200 young Black men and boys in Washtenaw County with behavioral health resources over the next two years. Many Black male participants will be identified through organizations that are committed to addressing the needs of historically marginalized groups. We will learn about the strategies that influence and shape young Black males’ ideas and experiences with mental health. From there, specific mental health programming and supplemental resources will be developed to support this group.

**MILESTONES AND ACHIEVEMENTS**

**1973**
Packard Health Community Clinic was founded by Dr. Jerry Walden with the belief that everyone deserves access to quality health care, including minorities and people without means to pay.

**2014**
Earned national recognition as a Federally Qualified Health Center (FQHC).

**2015**
Opened Packard Ypsilanti location to serve at-risk, vulnerable populations in their neighborhoods. The expansion was made possible as Packard achieved FQHC certification and directed increased funding to the Ypsilanti community.

**2016**
Packard Health West moved to Pauline Blvd. in Ann Arbor and we significantly expanded behavioral health services.

**2009**
Packard Health West opened on Maple Rd. in Ann Arbor.

**2015**
Integrated primary and mental health care and nutrition to treat the whole patient – an innovative model far ahead of its time.

**2020**
In response to community need, Packard opened a drive-thru COVID-19 testing site at the Perry Early Learning Center in Ypsilanti in collaboration with Washtenaw County Department of Public Health and Ypsilanti Public Schools.

To help patients access healthcare during the COVID-19 pandemic Packard Health launched Telehealth services. This service continues to be available to our patients.

**2021**
We opened our new main location on Carpenter Road in Ann Arbor in August of 2021.

**2020**
A collaboration with the American Heart Association (AHA) provides education, training and free in-home blood pressure cuffs to Packard Health patients suffering from high blood pressure. This 3-month voluntary program, monitors each patient’s blood pressure.

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**Packard Health By the Numbers**

(January through December 2022)

Metrics on the programs and services provided by our dedicated health care team.

- **Number of COVID-19 Vaccinations Given:** 4,632
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**Dr. Daphne Watkins**

Daphne C. Watkins is a University Diversity and Social Transformation Professor at the University of Michigan who studies: (1) behavioral interventions for historically marginalized groups; (2) mixed methods approaches to research in context; and (3) leadership development and organizational structures.

Centering the strategies for success among historically marginalized groups, Professor Watkins’ research aims to maximize human potential, elevate social experiences, and provide equitable impact in communities and organizations.

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Packard Health provides recuperative care for individuals experiencing homelessness who require a space to rest and recuperate after an acute medical issue that required hospitalization. This program in partnership with the Shelter Association of Washtenaw County (SAWC), provides a 30 to 45 day stay in a local hotel where they receive care from a Packard Health nurse practitioner.

While they are in care, they receive many wrap around services with the end goal of full recuperation and permanent housing. 63% of recuperative care clients were housed in 2022 upon exit from the program. Some of the clients returned to the shelter warming center and then were housed from there. Many of the people needing this type of care do qualify for some type of housing voucher and/or are pulled off the Community Housing Prioritization list to get housed as soon as possible and in some cases we help facilitate locating subsidized housing that will accept their voucher.

The Recuperative Care program is a critical safety net for our community.

**Program Spotlight: Recuperative Care**

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**MILESTONES AND ACHIEVEMENTS**

**2015** Launched the Family Shelter Assessment and Referral Program (FSHARP) in collaboration with the Corner Health Center, to provide on-site health care to families in shelters and to connect families to primary care in the community.

**2016** Significantly expanded behavioral health services in response to our community’s mental health services crisis. Assumed responsibility to run the Shelter Medical Clinic at the Delonis Center.

**2017** Launched Medication Assisted Treatment (MAT) program in response to our community’s growing epidemic of opioid abuse, dependence and overdose.

**2018** Expanded outreach services to Avalon Housing’s Miller Manor residents to address the specific health challenges faced by chronically homeless and medically vulnerable individuals and families.

**2019** Began providing nursing care for individuals discharged from area hospitals with no home to return to, via the Delonis Center’s new Recuperative Care Program.

Received the gift of the building at 5200 Venture Drive in Ann Arbor to establish a fourth location and to empower Packard Health to meet the health and wellness needs of our community for generations to come.

**2019** Packard Health $8M Expansion Campaign began and Covid-19 became a pandemic.

**2019** Purchased the building at 2850 Carpenter Road in Ann Arbor to replace our original main location on Packard Road and expand services.

**2019** Transitioned to SAWC Residential Program

**2019** Exited to Nursing Home/Hospital

**2019** Housed

**2019** Exit Unknown

**2019** Hotel Paid by Client

**Who We Served**

15% percent of patients newly diagnosed with renal failure needing dialysis

23% needing wound care and recuperation from surgery

8% undergoing cancer treatment

54% requiring chronic disease stabilization through medication management and patient education

**Program Spotlight:**

**Behavioral Health and Medication Assisted Treatment (MAT)**

Packard Health has been a leader in the nationally recognized integrated health model for over a decade. Our behavioral health providers work collaboratively alongside your primary care physician to ensure comprehensive care of both mind and body.

In partnership with Washtenaw County CMH, Packard Health offers on site integrated behavioral health services at all our locations.

Our target population is patients in Washtenaw County between the ages of 22 and 45 who need therapy for mental illness as well as substance use disorder. The patients are historically marginalized and vulnerable, susceptible to suicide, overdose, hepatitis C and other communicable diseases.

In 2019, as we expanded services, Corey Telin, LMSW, MHSA, was hired to lead the Behavioral Health Team.

**Eliza Hutchinson, MD**
MAT Medical Director

**Corey Telin, LMSW, MHSA**
Director of Behavioral Health

The University of Michigan/Michigan Medicine Emergency Department continues to work directly with our team to send referrals to our program. The importance of this collaboration led to the appointment of a U of M Doctor to fill our part-time MAT Medical Director position. Dr. Eliza Hutchinson was hired in October.

The Packard Health Medication Assisted Treatment Program (MAT) is seeing a steady increase. The final quarter of 2022, October through December, saw a 6% increase over the same time frame of 2021 and 20% overall increase in total visits from 2020.
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Sincerely,

Raymond Rion, MD
Executive Director

MILESTONES AND ACHIEVEMENTS

2022  In January 2022 Packard Health completes the $8M Expansion Campaign.

Packard Health held over 40 community outreach clinics that provided Covid-19 vaccinations and supplemental food to underserved neighborhoods in Washtenaw County.

Packard Health acquires a new suite in our Ypsilanti location to expand Behavioral Health services.

2022  Michigan Medicine Laboratories opens a new MLab blood draw and specimen collection site at our main location on Carpenter Rd.

2023  In February 2023, Packard Health in collaboration with the University of Michigan (UM) Rogel Cancer Center was awarded a grant from the Health Resources and Services Administration to provide accelerated life-saving cancer screenings to our most vulnerable population in Washtenaw County.

Expanding Patient Services for Our Community

One year after our Expansion Campaign was completed, Packard Health is working hard to bring more programs and services to our patients.

Packard Health Ypsilanti located off of Arnet St. is expanding. In addition to our original space in suite 150 we have expanded across the hall to include suite 110. We are currently offering behavioral health services in the new space, and this additional room will allow us to expand our primary care services in the future as well.

In a partnership with MLabs at the University of Michigan, our Carpenter Rd. location opened a blood draw lab in May of 2022.

The next exciting service is the Packard Health Pharmacy which is slated to open in late spring of 2023 and it will be open to the entire community. With plenty of parking and easy access, we hope everyone will consider using our pharmacy for their prescription needs. This pharmacy brings our vision of a one-stop medical home closer to fruition.

In 2023 Packard Health West Willow will open in a joint partnership with U of M School of Nursing and New Covenant Missionary Baptist Church (NCMBC). This collaboration will establish a part-time outreach clinic located in the NCMBC, operated as a satellite location of Packard Health, staffed by UMSN faculty and Packard Health, and supported by UMSN and other University of Michigan students and Packard Health.
Board of Directors

Rana Smith - Chair
Children’s Services Supervisor, 380 Community Services

Deborah VandenBrook - Vice Chair
Retired Healthcare Executive

Thomas Biggs - Treasurer
Retired (U of M Health System CFO)

Nora Maloy, DrPH, MSHA - Secretary
Adjunct Clinical Instructor, Global REACH, U of M Medical School

Gary Boren
Attorney

Margaret Calarco, PhD, RN, NEA-BC
Director for Clinical Innovation, U of M School of Nursing

Ruth Cassidy
Senior Biostatistician
Anesthesiology Department, Michigan Medicine

Chuck Hoffman
Retired Healthcare Executive

Paula Lantz
James B. Huisk Professor of Health Policy
U of M Gerald R. Ford School of Public Policy

Juan Marquez, MD, MPH
Adjunct Clinical Assistant Professor, Epidemiology, U of M School of Public Health, Medical Director, Washtenaw County Health Department, Medical Director, Livingston County Health Department

Sharon Moore
Retired (UAW)

Edd Snyder
Board President, Covenant Academies Foundation

Doug Strong
Retired Healthcare Executive

Bryan Wagner, P.E.
Director - Department of Environment & Sustainability
Wayne County Airport Authority

Molly Welch-Marshar
State Administrative Manager of Data & Policy
Office of Policy & Planning, Michigan Department of Health & Human Services

Raymond Rion, MD
Executive Director, Packard Health

Packard Health was established in 1973 and is a Federally Qualified Health Center (FQHC) patient-centered medical home - Blue Cross Blue Shield of Michigan 301(c)(3) not-for-profit organization.

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

www.packardhealth.org

2022 Financial Statement
SEPTEMBER 1, 2021 - AUGUST 31, 2022

REVENUE

<table>
<thead>
<tr>
<th>Description</th>
<th>Revenue</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fees for Service</td>
<td>$6,319,727</td>
<td>54.80%</td>
</tr>
<tr>
<td>Government/Private Grants &amp; Contracts</td>
<td>$3,415,320</td>
<td>29.61%</td>
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<tr>
<td>340B Revenue</td>
<td>$1,180,946</td>
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<tr>
<td>MiPCT/SIM</td>
<td>$0</td>
<td>0.00%</td>
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<tr>
<td>Contributions</td>
<td>$573,394</td>
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<tr>
<td>Meaningful Use</td>
<td>$0</td>
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<tr>
<td>WHP Safety Net</td>
<td>$41,667</td>
<td>0.36%</td>
</tr>
<tr>
<td>Misc</td>
<td>$1,438</td>
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<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td><strong>$11,532,491</strong></td>
<td><strong>100%</strong></td>
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EXPENSES

<table>
<thead>
<tr>
<th>Description</th>
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<tr>
<td>Patient Services</td>
<td>$8,139,732</td>
<td></td>
</tr>
<tr>
<td>Management</td>
<td>$2,985,854</td>
<td></td>
</tr>
<tr>
<td>Development/Fundraising</td>
<td>$209,046</td>
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</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td><strong>$11,334,632</strong></td>
<td></td>
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</tbody>
</table>

PAYOR MIX

<table>
<thead>
<tr>
<th>Description</th>
<th>Percentage</th>
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</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>
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