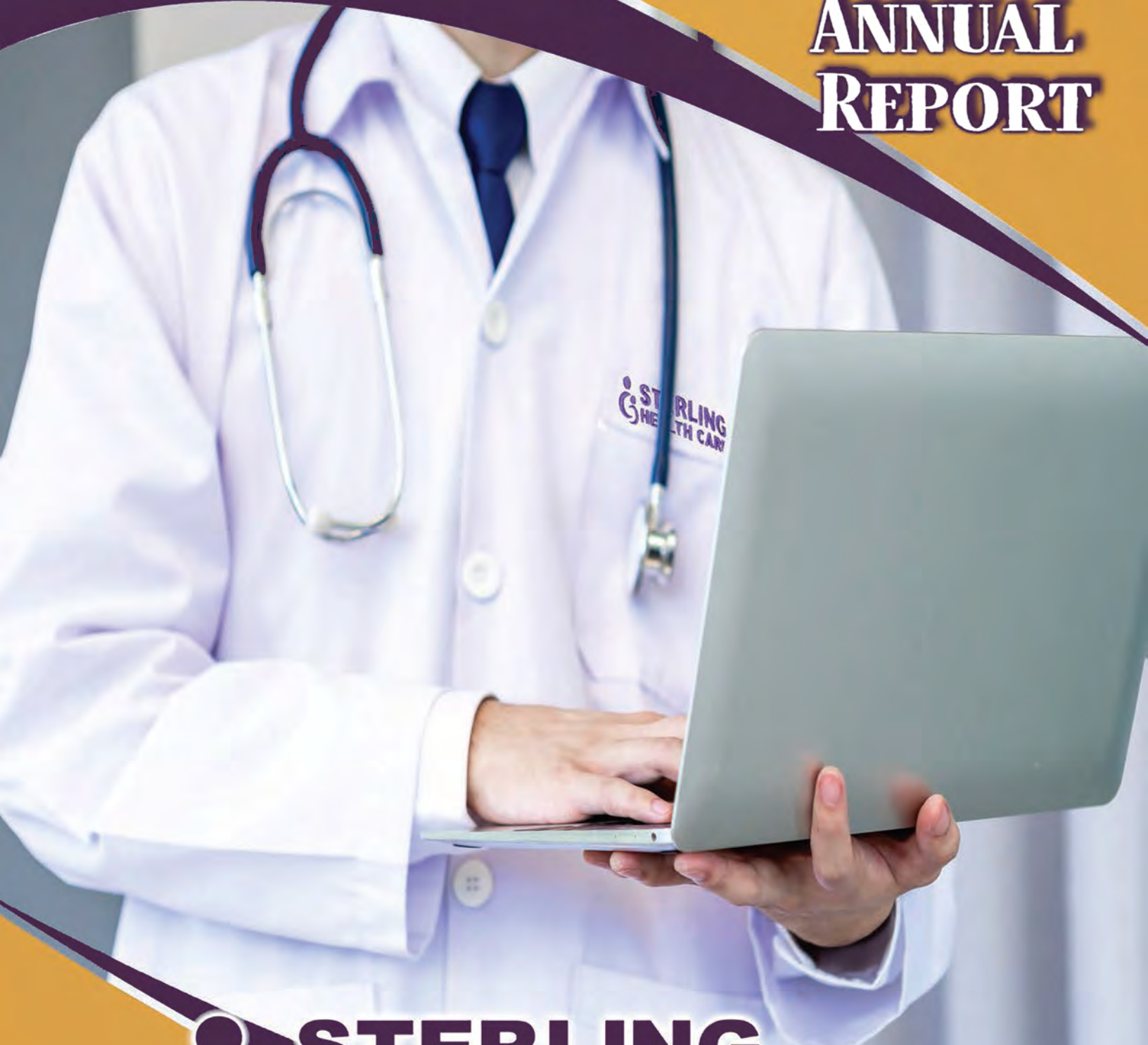


# 2021 ANNUAL REPORT



*We're Here For Your Family!*

**MOUNT STERLING** ◊ **OWINGSVILLE** ◊ **STANTON** ◊ **CARLISLE** ◊ **WINCHESTER**

Our mission is to improve the lives for all people in the communities we serve through improved health regardless of their ability to pay.

## Board of Directors



Roger Riggs  
President



Dorothy Clemons  
Vice President



Cheryl Mahler  
Secretary



Sally Purvis  
Treasurer

### Members

Gay Hudson

Lisa Peck

Sandy Romanesko

Jan Chamness

Alan Shepherd

Pam Shouse

Lindsay Rice

Barry Frazier

## Leadership Team



### Row 1, L-R:

Tina Bryant, *Chief Executive Officer*

Dr. Richard Hall, *Chief Medical Officer*

MinDee Hudson, *Chief Operations Officer*

Rick Grant, *Chief Financial Officer*



### Row 2, L-R:

Dr. Leslie Aslam, *Director of Behavioral Health & Substance Abuse Disorder Services*

BJ Bussell, *Director of Quality*

Kim Moore, RPh, *Director of Pharmacy*

Dr. Nathan Rusher, *Dir. of Dental Services*

### CONTACT US

- Phone: (859) 404-7686
- Fax: (859) 274-4312
- Mail: 236 West Main Street  
Mount Sterling, KY 40353
- Web: [www.sterlinghealthky.org](http://www.sterlinghealthky.org)

## The Family



**54** Providers



**78** Clinical Staff



**60** Administrative Staff



**192** Caring Individuals



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## A Message from the CEO

When I look back on 2021, I am reminded of the words of the philosopher Confucius who said, 'The gem cannot be polished without friction nor man without trials.'

The same can be said of business and 2021 certainly brought its fair share of trials to the doorstep of Sterling Health Care. Lingering effects of an historic pandemic, concerns of balancing the health of our employee family with the mission of providing optimal care for our valued patients, as well as wondering if plans for not one but two new facilities would become reality... these were just a few of the challenges the SHC family faced in this difficult year. We struggled through some tough days, sharing tears of pain and stories of setbacks while wondering aloud if brighter days were waiting out there somewhere. We had plenty of anxious moments and many nights spent over desks beyond quitting time, wondering if the onslaught of uncertainty would lessen anytime soon for everyone.

Today, I look back on 2021 and I see what was happening to our family here: Sterling Health Care was being polished.

Yes, we had our share of those down times but we also had two constants working for us: We had the unwavering belief that our mission was worth the fight and we had each other. We were being reminded that our course started in 2012 needed to undergo testing on occasion to prepare us for greater things. We needed to be ready to handle greater needs from the communities we serve, to make the connections at higher levels in order to construct a better network for greater effectiveness, and most

## Our Resolve Has Been Tested & We Are Stronger

importantly, remember that we are a company bonded by more than a work address and schedules... we are a family. Our resolve and our resilience had been tested and we have entered 2022 with a clear purpose, a renewed commitment, and a larger employee family than ever before. We've withstood the friction, we've weathered the testing trials, and we stand poised to face new challenges with a firm determination built only through experience. In short, we are ready to shine as never before in the great Commonwealth of Kentucky!

Governor Andy Beshear summed it up best when he spoke at our official groundbreaking on October 5, 2021, stating, "When we invest in greater health care access, we are investing in our future and building a better Kentucky." The numbers provided throughout this report display our commitment and we welcome the opportunities that lie before us. We stand prepared to move forward with conviction, resolved to build on the legacy of Sterling Health Care and make our communities a better place for all of us.

We are pioneers in expanded services that help patients get the care they need, with an integrated approach by highly-trained professionals.

# Our Team of Professionals

*Family Health & Children's Health*



**Row 1, L-R:**

Holly Becker, APRN  
Ashley Berry, PA-C  
Troy Brooks, PA-C  
Laura Carroll, PA-C  
Christa Caudill, APRN



**Row 2, L-R:**

Sarah Crabtree, APRN  
Richard Hall, MD  
Kevin Holbrook, MD  
Jessica Ison, MD  
Jeremy Keller, DO



**Row 3, L-R:**

Ginger McDaniel, APRN  
Jeffrey McGinnis, MD  
Hannah Patrick, APRN  
Tracey Sizemore, APRN  
Neil Smith, DO



**Row 4, L-R:**

Kemberly Spencer, APRN  
Shellie Stone, APRN  
Apurva Subbaswamy, MD  
Jennifer Tabor, APRN  
Melissa Walden, APRN



**Row 5, L-R:**

Michelle Watkins, APRN  
Lori Wells, APRN  
Kristie Wheeler, PA-C  
Barry Williams, MD  
Erica Wilson, PA-C



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# HIGH QUALITY HEALTHCARE

**Sterling Health Care:  
A purpose-driven Federally Qualified  
Health Center (FQHC)**

## Our Team of Professionals

*Mental Health & Substance Use Disorder*



**Row 1, L-R:**

Leslie Aslam, MD  
Courtney Elam, Psych. APRN  
Stephanie Goodpaster, LCSW  
Janey Huff, LCSW



**Row 2, L-R:**

Sooksai Kaewbua, Psych. APRN  
Stacy McCune, LCSW  
Amanda Miller, LCSW  
Crystal Mobley, LCSW  
Amanda Ortt, LCSW



**Row 3, L-R:**

Kim Pulliam, LCSW  
Rebecca Redd, LCSW  
Victoria Sain-Ingle, LCSW  
Kourtney Stevens, LCSW  
Chris Vickrey, Psych. APRN



*Pharmacy*  
⇒

Kimberly Moore, RPh  
Rick Slone, RPh

We are forward-thinking, offering solutions that bring you to health care or health care to you.

# Our Team of Professionals

## Women's Care



**Row 1, L-R:**

Joanna Banks, CNM  
Elizabeth Case, MD  
Leigh Doane, MD  
Rachel Gilliam, APRN



**Row 2, L-R:**

John Greene, MD  
Shane Hirst, CNM  
Mark Pascuzzi, MD  
Bryam Ratliff, MD

## Dental Care



**Dental, L-R:**

Charis Brooks, DMD  
Cami Cole, RDH  
Casey Howard, RDH  
Hannah McKenzie, DMD  
Nathan Rusher, DMD

### CONTACT US

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- Fax: (859) 274-4312
- Mail: 236 West Main Street  
Mount Sterling, KY 40353
- Web: [www.sterlinghealthky.org](http://www.sterlinghealthky.org)

## We're Here For Your Family!

- Family Health
- Women's Health
- Children's Health
- Mental Health
- Substance Use Disorder
- Dentistry
- In-house Pharmacy
- OnDemand (Telehealth)
- School-Based Health Centers
- Online Patient Portal
- Financial Assistance
- Community Health Workers Ready to Assist You
- Transportation
- Translators



*We're Here For Your Family!*

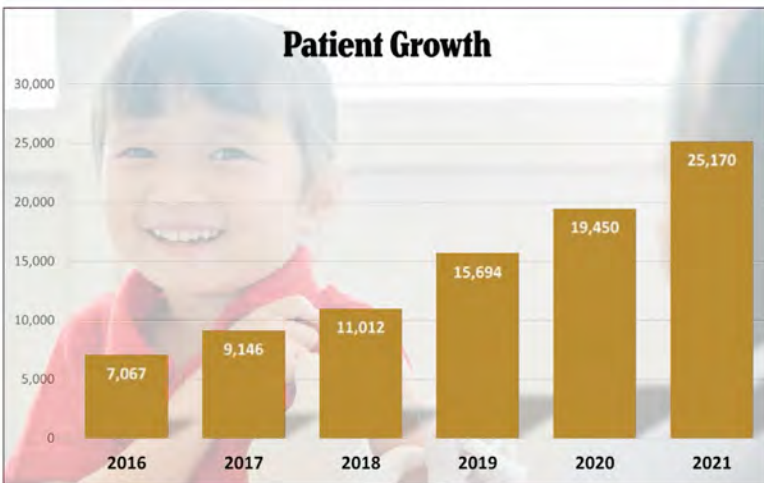
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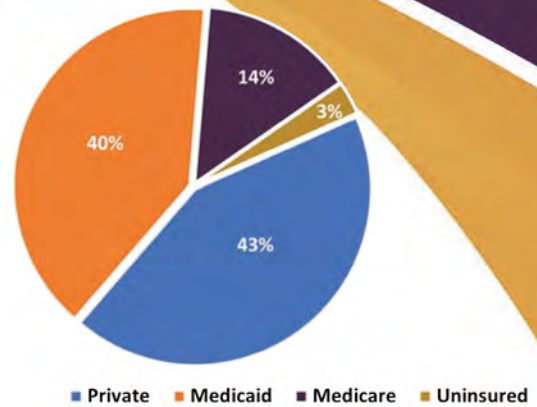
The SHC employment boost from 2020 to 2021 represented a 22% increase, compared to the national average of 0.7% over the same time span.

## 2021 By The Numbers

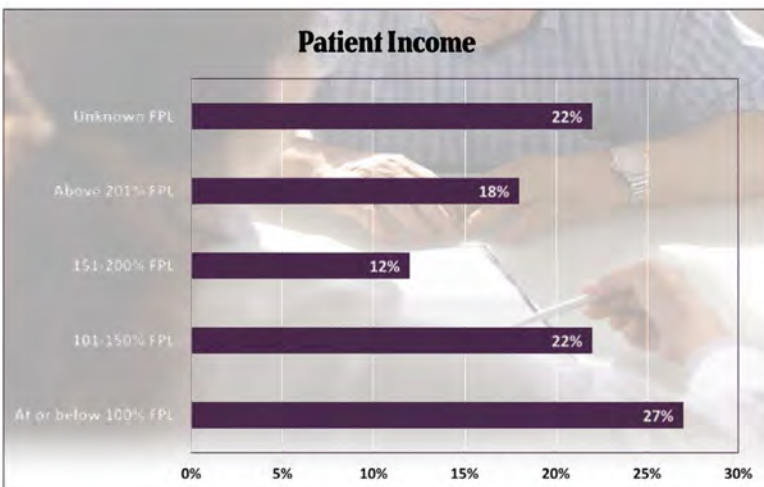
**Patient Growth**



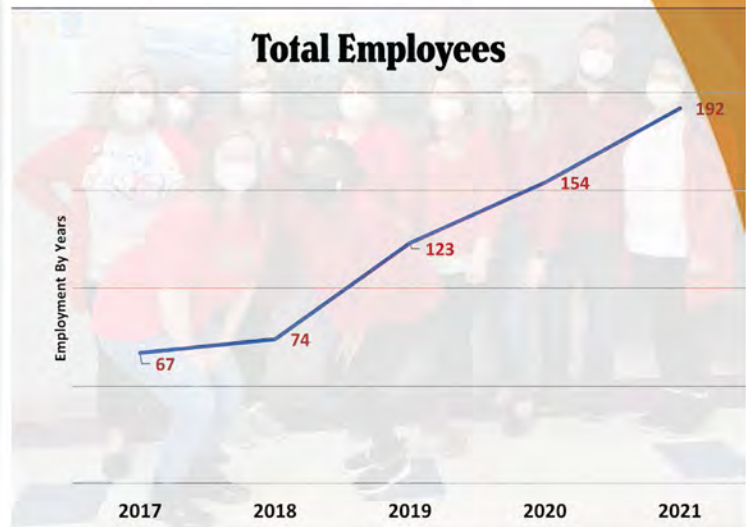
**Insurance Source**
















**Patient Income**



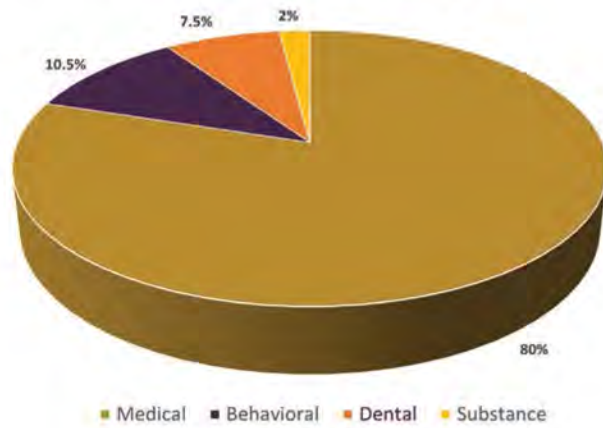
**Total Employees**



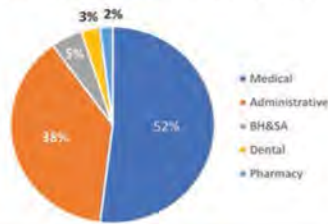
# Visits by Demographics

-  **25,170** total patients  
*(Note: Some patients receive multiple services)*
-  **100,384** total visits
-  **243** homeless patients
-  **92** veteran patients
-  **2,625** school-based patients
-  **360** agricultural-worker patients
-  **80,395** medical patient encounters
-  **7,524** dental patient encounters
-  **10,582** mental health patient encounters
-  **1,223** substance use patient encounters
-  **660** babies delivered
-  **1,371** virtual medical patient encounters
-  **3,352** virtual mental health patient encounters

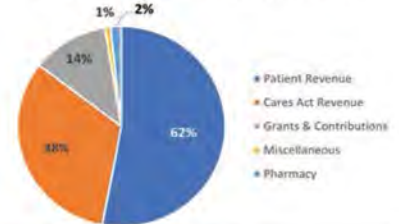
## Visits by Service Type



2021 Total Expenses: \$19,031,385



2021 Total Revenue: \$22,004,275



## Goals For 2022

- Opening of pharmacies in Stanton and Owingsville.
- Adding dental, pharmacy and X-ray services in Carlisle.
- Continue to safely and efficiently make progress on construction projects in Mount Sterling and Carlisle.
- Over 120,000 visits will be provided.
- Over 28,000 individual patients will be served.



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# 2021 By The Numbers



**12,945** COVID-19 Tests Conducted



**2,802** Vaccinations Administered

## Screenings for Depression

Kentucky Average: 75%



## Controlling High Blood Sugars in Diabetes

Kentucky Average: 70%



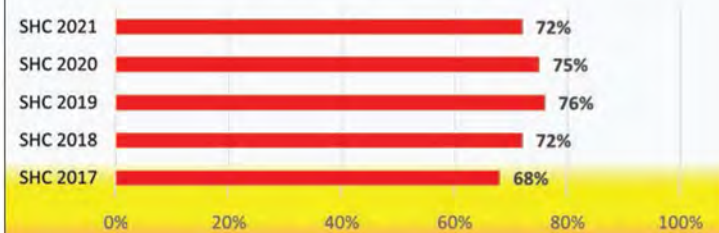
## Colorectal Cancer Screenings

Kentucky Average: 46%



## Controlling High Blood Pressure

Kentucky Average: 70%



*Quality care helps our patients live healthier and fuller lives. Partnering with patients to help them achieve their health goals is central to our work.*

# 2021 Notable Achievements



- All SHC Primary Care facilities have been recognized as Patient Centered Medical Homes (PCMH) by the National Committee for Quality Assurance (NCQA) because of the ongoing quality care they provide.
- Dr. Leigh Ann Doane films a commercial for the Kentucky Primary Care Association (KPCA) entitled "Take It From Me" to promote the COVID-19 vaccine.



- SHC administers COVID-19 vaccinations to teachers in Powell County.
- Give Kids a Smile Day is provided at the SHC Dental Center.
- SHC brings the mobile Mammogram van to its clinics in Owingsville and Carlisle
- SHC-Stanton goes live, with providers Troy Brooks (PA-C) and Sarah Crabtree (APRN) joining the organization.
- Provided assistance to flooding victims

- Hosted its first COVID-19 vaccination clinic in May.
- Utilizing the social media platform, SHC takes to Facebook Live with Community Health Workers and Community Outreach.
- SHC participates in the Gateway Regional Arts Center International Day for Families.
- In June, SHC School-Based Health offers the COVID-19 vaccine to students.
- SHC provides donation to 4 school systems (Bourbon, Montgomery, Nicholas and Powell counties) allowing students to go to home sporting events at no cost.



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- SHC holds groundbreaking events in October at Mount Sterling and Carlisle locations to ceremoniously initiate the start of construction on facilities at each location.
- SHC receives Quality Award from the Health Resources and Services Administration.
- SHC's Dr. Leslie Aslam is a featured speaker at the KPCA fall meeting held in Lexington, KY.
- Staff awards presented; company receives American Heart Association Award.



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## A Milestone Day

A monumental step in the company's history that also set the stage for future success occurred on October 5, 2021, when official groundbreaking ceremonies were held in both the Mount Sterling and Carlisle communities.

Company leadership was joined by local and state officials, as well as representatives from national offices, in officially announcing SHC's plans for upcoming construction. A new 20,000-square-foot facility at 635 Maysville Road will consolidate the providers, staff and services currently at the main campus, Indian Mound and the Urgent Treatment Center, while Carlisle will upgrade from 2,000 to 9,400 square feet offering more providers, services and appointment opportunities.

"We are an organization committed to our mission of improving the lives for all people, regardless of their ability to pay," said Tina Bryant. "We believe the expansion of resources and provider services afforded by these new facilities will allow us to meet the growing needs of

communities where we're located in an efficient manner while providing quality medical care."

Kentucky Governor Andy Beshear served as the keynote speaker for the event and spoke to the skill and expanse of SHC's capabilities.

"Sterling Health Care has been a great Team Kentucky partner as we have worked to manage the worst of the COVID-19 pandemic... and these two facilities in Mount Sterling and Carlisle will serve even more Kentucky families."



## Company Growth in a Pandemic

Without question, the medical providers and industry in general has been hardest hit by the historic impacts of COVID-19. Facility staffs have been decimated around the country, with many talented professionals choosing to leave their first love in search of a different work-life balance.

For others, the effects of the pandemic meant new challenges to be faced and embraced. Such was the case for SHC's own Jennifer Hager who became the organization's first Clinical Manager in 2021. Along with new responsibilities came the planning that would shape the way employees would meet the demands of patients while staying healthy themselves.

"Stepping into 'new shoes' at Sterling Health has been challenging but rewarding," she says. "The first obstacle I encountered was 'Omicron.' Shortly after starting this role, we had multiple team members contract COVID along with many others exposed. Through Employee Health, I actively tested/quarantined and screened staff under the supervision of our Chief Medical Officer, Dr. Richard Hall. Through close monitoring, we were able to keep all sites open and available for our patients."

Hager reflects that SHC has had staffing challenges like most healthcare organizations during the pandemic and remains on the active recruiting

*"In this busy world we live in, families need access to care when, where and how they need it. Having all aspects of care available is putting the patient first and that is always a win."*

trail in order to continue providing a 'therapeutic, safe and engaged environment' for patients. The importance of the engagement aspect of care cannot be overstated according to Hager.

"Sterling Health is a 'one stop shop,' she said. "In this busy world we live in, families need access to care when, where and how they need it. Having all aspects of care available is putting the patient first and that is always a win.

"Sterling Health is here for the whole patient," she continued. "Not only our patients' physical well-being through primary care, women's care and dental, but also their mental/emotional wellness with our behavioral health department; their economic well-being with our sliding scale fee program and 340B pharmacy benefits; and life satisfaction with knowing they are fully taken care of by our devoted care teams."



Hager (right) is pictured conducting a clinical lab at SHC's Administration Building.



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## Providing Access To Keys For Success

The story is familiar in the world of Sterling Health Care but the profound impact on the company and on each individual recipient never diminishes.

It began with a simple inquiry to Kim Bartley, Substance Abuse Coordinator, in the SHC Owingsville clinic. She was working with a patient during the intake process when the story of an incident the previous day came pouring forth. The patient told Bartley of her scheduled start at a new job being over before it began because she did not have black shoes or pants, which initiated questions about the SHC program.

SHC Patient Service Outreach Coordinator Tiffany Taul Scruggs was on the other end of the line when Bartley immediately placed a call. New black shoes that had been donated to the Sunshine Room were the first step in the solution process, followed by assistance from a community partner who was able to provide five pairs of the required pants so the patient could begin work. A few days later, a request by the same patient for a coat, gloves and toboggan was fulfilled as well.

Some days, the approach to the program's mission is this direct and rewarding. On other occasions, the victories may be somewhat more engaging as the team works through a maze of information to get resolutions for a patient.

"We explore ways we can help tackle the challenges you face to being a healthier you," Scruggs said. "The team advocates daily to help patients understand how to

navigate the health care system, assist the uninsured, under-insured, and underserved population. We provide access to primary providers, deliver medication with the 340B program, provide health education and, most importantly, we celebrate the accomplishment of goals."



### Patient Assistance in 2021


Food Insecurity .....	78
Housing Insecurity .....	61
Financial Strain .....	197
Lack of transportation	
Number of rides provided .....	1,266
Outreach and Enrollment	
Patients assisted with obtaining health insurance .....	550

# Programs Offer Help and a Cure

The Centers for Disease Control and Prevention (CDC) lists Hepatitis C as a liver disease caused by the Hep-C virus, usually spread when someone comes into contact with blood from an infected person. Further, the CDC states that most people who get infected can expect to develop a chronic, or lifelong, infection. Left untreated, chronic hepatitis C can cause serious health problems including liver disease, liver failure, liver cancer, even death.

Sterling Health Care provides a much brighter prognosis with a 3-month program coordinated by Kim Bartley, Substance Abuse Coordinator.

"A patient will take medicine for eight to 12 weeks depending on the medicine used," she said. "We will check their labs halfway through treatment, and again three months after they finish treatment. If they are still testing negative



**Dr. Richard Hall**  
Chief Medical Officer

***"Providers can treat diabetes and hypertension every day with medication just to keep it under control; however, after the three month Hep C treatment, the patient is cured. It's very satisfying as a physician to be a part of this treatment for Hep C patients and seeing how much better they feel shortly after starting the medication."***

at the end of three months, they have been cured.

Patients will be cured if they have taken their medicine the way they have been instructed and have not relapsed and gone back on the needle. So their cure depends on them."

Depending on the type of insurance, all or most costs of the treatment are covered; assistance is available from several sources to help with costs not covered. Providers for this program are available at the Mount Sterling and Stanton clinics.

## Crossroads to Recovery

The battle with substance use disorder is complex and difficult, requiring the one dealing with uncontrolled use of a substance despite its harmful circumstances to make the conscious decision to stop the cycle. It takes resolve and extreme commitment... and help.

"In Crossroads to Recovery, we try to meet the patient where they are in their recovery," Bartley said. "We start with an evaluation of what their needs are, from primary care needs

to counseling and education. We help with insurance, transportation, food, housing... whatever the patient needs to be successful in their recovery."

The program is out-patient in nature, requiring the patient to go through a 90-minute session their first visit, then come in twice a week for the first six weeks. The process then brings the patient in every two weeks, then monthly "depending on if they are successful in the visits, as far as coming to all the appointments and clean drug screens," according to Bartley.



**STERLING CROSSROADS**  
Substance Use Disorder Treatment Program

*We're here to help you find the right path!*



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**“From our Outreach program to our Suboxone/Hep C treatment to our school-base care, having such a committed staff provides many great benefits for our community.”**

**Brandy Phillips,  
Practice  
Manager**

## **Excitement Building at Stanton**

It’s been just a little more than one year since Sterling Health Care became the primary provider of medical services at 68 E. Elkins Street in Stanton. Assuming the role on March 1, 2021, SHC recognized it faced a number of inherent challenges within the community but soon established a plan for personnel and operations all hoped would be embraced by patients and the community in general.

Through the remainder of the year, SHC went about providing quality care and treatment to more than 2,000 patients... 2,152 to be exact. Ranging from newborns to elderly, all were welcomed by familiar faces as well as a number of new providers coming together to help Stanton and surrounding communities with more than 150 years of medical experience. Services included primary care, behavioral health, school-based health, x-rays, Suboxone

therapy, COVID vaccination/testing, Hepatitis C treatment, and Quest.

“X-ray and lab costs are much more affordable,” said Troy Brooks, SHC Physician’s Assistant and Stanton resident, when asked about the positives now being seen at the clinic. “Community Health Workers deliver meds, help with utilities, transportation, food and security, and people here are looking forward to the pharmacy opening.”

“Being a Federally Qualified Health Center, we are fortunate to be able to provide significant discounts on many medications for patients and staff who find it hard to afford those medications,” added Brandy Phillips, Practice Manager. “With a new on-site pharmacy being available soon, we are close to home and may even be able to provide medication delivery to our patients. Our patients and our staff is ready for it!

“Many of our staff is local and truly understands the needs of our patients. It is SHC’s mission to provide the best quality of care for our patients, meet their needs, and become a dependable asset within this community.”



# SBHC Offers Options for Parents

Any parent with school-age children knows the feeling. The phone rings and it's the school secretary sharing the news that your child is sick and someone needs to pick them up. Your schedule that moments prior was packed with activities is now centered around getting to the school and taking care of a child who depends on you for everything.

With a number of employees who have children of their own, SHC knows exactly the tailspin that can ensue and the challenges that follow because parents care so much. Parents want their children to be well while also providing for all the

opportunities that require physicals, immunizations, and other necessities. It's for all those reasons SHC initiated School-Based Health Centers (SBHC) which are found in four of the county school systems surrounding Mount Sterling. This program provides valuable peace of mind for parents while also ensuring a child can receive all those necessities, including quality medical care, right away without worry or the unexpected phone call.

"I love working in the schools, seeing the impact of how appreciated the service is to 'keep' kids in school, and school staff not having to miss a day of work for a sick visit, flu shot or employment physical," said Jessie Stigall, SHC School-Based Health Coordinator since December 2021. "They are very thankful."

### How It Works

A child can see the school nurse, who will decide if a visit to a



**Colby Toy, Dental Lead for the SHC School-Based Health team, dressed as the Tooth Fairy to talk to first grade students at North Middletown Elementary in Bourbon County.**

medical provider is needed. The parent/guardian may choose to see their provider or the student can be seen at the SBHC. The SBHC does NOT replace the child's current health provider, but a full report of services is provided to parents to share with them. With no payment due the day of service, a parent/guardian can choose to be present during the child's visit but it is not required. Appointments can be requested by phone.

"It is important because the kids are sent to school regardless if sick,"

said Stigall. "This helps care for them where as they would be waiting until late in the evening at a line in a walk-in clinic or unnecessary emergency room visit due to time. It also keeps single parents from missing work.

"The school staff has been very happy and thankful (for the program)," she added, "and so have parents."

Following enrollment in the program, it has proven to be ideal for allergies, bronchitis, cold, cough, ear pain, nausea/vomiting, lice, rashes/skin infections, sore throat, urinary tract infections, flu, immunizations, physicals, COVID-19 testing, and dental.

### SBHC Impacts Since August 2021

	Montgomery	Bourbon	Nicholas	Powell
<b>Patients</b>	1,326	1,125	1,115	1,213
<b>Remained @ School</b>	765	648	838	677
<b>Went home</b>	559	483	483	548
<b>Physicals / Well. Visits</b>	41	61	98	54



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**“The providers and staff at Sterling Health Care are second to none. Their skills and commitment to providing the best care possible for each patient is a testament to their dedication.”**

**MinDee Hudson  
Chief Operations  
Officer**



# Company Implements Fresh Look

For the first time in the organization's history, SHC has a dedicated full-time professional at the helm of the Marketing/Public Relations department. Jeff Pinkerton, former Communications Manager for a prime contractor to the United States Department of Energy, officially started on Oct. 4, 2021, but actually was already putting his experience to work in advance with the planning and coordination of the two groundbreaking events scheduled for Oct. 5.

"Upon accepting the offer in September, the leadership team informed me of the two events and it was time to hit the ground running," he said. "It was a little stressful with everything going on but it was also very exciting to get to know the great team I'd be working with going forward while going through those circumstances.

"This is a phenomenal company with great people, a great history, and a tremendous story to tell," he added. "Sterling Health Care is ready to help patients in any way they can, so to be part of this team and help spread the word about the many services and resources they provide is very exciting."

With assistance from Executive Assistant Shelia Logan and others, Pinkerton has gone about implementing

several noticeable changes in his short tenure so far with plans for several others ongoing or scheduled to begin in the months to come. Examples include:

- Change of color usage in the company's color schemes and designs;
- Utilization of professional photography to increase the visual appeal of clinic and administrative spaces, as well as build a visual catalog of providers and employees for marketing and/or advertising purposes;
- A corporate donation program soliciting employee suggestions and requests;
- Commitment to community involvement through event participation



- and volunteer opportunities;
- Replacement of the current website with a new branded site that is compatible with different devices, implements new features for easier navigation, delivers responsive feedback to patient inquiries, and provides a better overall experience for patients;
- Building an expanded internal communication structure that highlights the family atmosphere of the company and employee accomplishments;
- A data-driven approach to advertising budget, placement and discretionary spending;
- Increased usage of social media and digital marketing platforms;
- Plus, a revamped choice of materials consolidating the company's many features and services into concise packaging at each clinic.



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**Annual Award Winners**

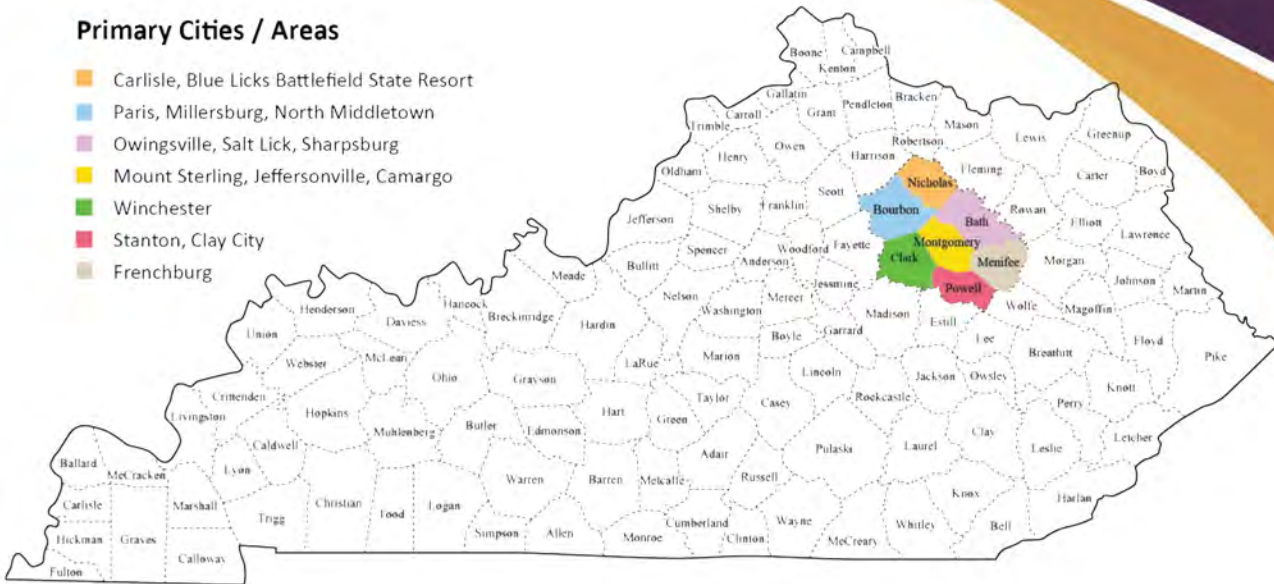
**A fresh new look  
is coming soon...**

[www.sterlinghealthky.org](http://www.sterlinghealthky.org)

# Serving the Gateway Area

**Primary Cities / Areas**

- Carlisle, Blue Licks Battlefield State Resort
- Paris, Millersburg, North Middletown
- Owingsville, Salt Lick, Sharpsburg
- Mount Sterling, Jeffersonville, Camargo
- Winchester
- Stanton, Clay City
- Frenchburg



**SHC - Mount Sterling  
Sterling Health Pharmacy**  
209 North Maysville Road, Suite 200  
Mount Sterling, KY 40353

**SHC - Carlisle**  
2330 Concrete Road  
Carlisle, KY 40311

**Sterling Women's Care - Winchester**  
225 Hospital Drive, Bldg. B, Suite 255  
Winchester, KY 40391

**SHC - Indian Mound**  
103 Commonwealth Drive  
Mount Sterling, KY 40353

**SHC - Owingsville**  
44 Water Street  
Owingsville, KY 40360

**Montgomery Dental Center**  
635 Maysville Road, Suite B  
Mount Sterling, KY 40353

**SHC - Urgent Treatment Center**  
506 North Maysville Street, Suite 2  
Mount Sterling, KY 40353

**Sterling Women's Care - Mount Sterling**  
635 Maysville Road, Suite A  
Mount Sterling, KY 40353

**SHC - Stanton**  
68 E. Elkins Street  
Stanton, KY 40380



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