



# Community Impact Report

2019 - 2020





## Advocating for our patients

Along with the rest of the world, Mosaic was challenged to adapt like never before this last year. What I find remarkable is that—despite the unprecedented circumstances—our people just kept on doing what they always do: providing high quality healthcare to those who need it most.

As you'll read in the small sampling of patient stories that follow, Mosaic kept helping people find a way to afford their medications. Mosaic kept fighting to help children get the care they deserve. And through our comprehensive medical, dental and other services, Mosaic kept walking alongside patients on their paths of recovery and healing.

Also in this unprecedented year, we remained constant in our commitment to expand our services to more people. We opened our first retail pharmacy in Prineville, completed a buildout on a new community-funded mobile clinic and made progress on plans for new clinic locations.

We are energized by our work and excited for the future. Thank you for helping us honor another year of service.



*Megan*  
Megan Haase, FNP  
Chief Executive Officer

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### OUR MISSION

To improve the health and well-being of the individuals, families and communities we serve.

### OUR VISION

Every person in Central Oregon will benefit from quality health care services.

### OUR VALUES

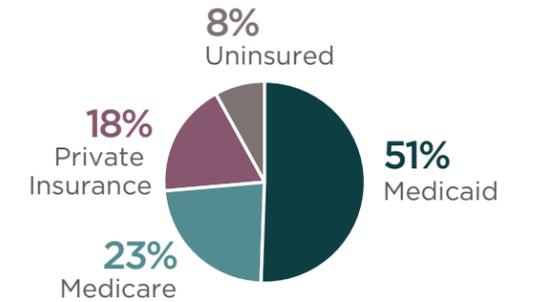
Advocacy  
Cultural Sensitivity  
Compassion & Respect  
Quality  
Integrity  
Collaboration



# Year in review

Demand for Mosaic Medical services continued to grow during our last fiscal year (July 2019 - June 2020). Below, we provide a summary of our patient demographics, service offerings and financials for the year.

**23,643** Patients cared for across Central Oregon



**188,601** Care steps (direct interactions)



**Medical**  
(153,294)



**Behavioral**  
(22,293)



**Dental**  
(9,042)



**Pharmacy**  
(2,344)



**Nutrition**  
(1,628)

**986**

Unhoused patients served

**3,757**

Total speakers of a non-english language

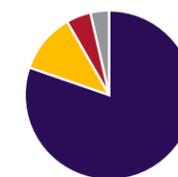
**7,911**

Visits attended by interpreters

**9,592**

Interventions by Community Health Workers

## Revenue



**80% Patient Services**  
\$32,430,391

**11% Federal Grants**  
\$4,561,274

**6% Private Grants**  
\$1,983,313

**3% Other Revenue**  
\$1,367,675

TOTAL: \$40,342,653

## Expenses



**81% Direct Service**  
\$30,288,957

**13% Administrative**  
\$4,838,100

**6% Facilities**  
\$2,138,633

TOTAL: \$37,265,690



## Fostering fresh starts

By the time Paula moved to Central Oregon in 2017, she had accomplished a lot. She had quit drinking. She had quit taking opioids originally prescribed after a serious fall at work. And, she had built up the courage to address health issues she had put off for years.

“I knew I needed to get help for stuff that had come up since I got sober,” said Paula. “I just had to figure out where to start.”

Paula found a listing for Mosaic Medical during a search for local health services. She established with a primary care provider who also helped her connect with staff in Mosaic’s newly opened dental suite.

“It had been 13 years since I had seen a dentist,” said Paula. “I was embarrassed and fearful to go in, but I knew my mouth health needed some serious work.”

Over the years, Paula had developed periodontal disease. Her workplace accident had also damaged her front teeth. She needed extractions, scaling and root planing as well as support developing new hygiene habits to restore her oral health.

“My dental hygienist, Courtney, was so kind and welcoming from the moment I walked in,” said Paula. “She helped me sort out my dental coverage and taught me how to take care of my teeth after I finished treatments.”

Working with a team she could trust, Paula became a model dental patient. She kept up with her cleanings and diligently followed Courtney’s hygiene recommendations.

“It was so wonderful to see her take such pride in her health,” said Courtney. “She created a fresh start for herself and she wasn’t taking it for granted.”

Paula’s newfound oral health brought other benefits, too. Her blood pressure went down and other health metrics improved. She was so impressed with the results that she convinced her husband—who was also wary of medical professionals—to give Mosaic Medical a try.

“I’m so thankful for Mosaic and their employees,” said Paula. “You just feel true caring when you walk through the door. It’s beyond anything I’ve experienced.”



*Paula with Mosaic dental hygienist, Courtney.*



## Making medication affordable

While he had faced high prescription copays in the past, Elmer had never seen anything like this and the stakes had never been higher.

Elmer receives his primary care at Mosaic, and was referred to an oncologist after an abnormal colonoscopy. He was diagnosed with colon cancer and prescribed a chemotherapy medication to slow the spread of the disease.

“It is such a rollercoaster to be prescribed a critical medication, and then find out later that it costs as much as a mortgage payment,” said Elmer. “I don’t know anyone who could afford to pay that much on medication every month.”

This wasn’t the first time that Elmer was forced to choose between buying medication or forgoing treatment to make other ends meet. As he has in the past, he turned to Mosaic Pharmacy for support.

“I knew about the Mosaic Pharmacy because they helped me find a way to pay for my maintenance inhalers,” he said. “I was at my breaking point with the inhalers when I met the Mosaic Pharmacy Team.”

Due to the 340B savings that the Mosaic Pharmacy receives as a Federally Qualified Health Center, the organization is able to buy medications at a significantly reduced rate, and pass savings along to their clients.

“The 340B program was made for patients like Elmer,” said pharmacist Alison Hoffman. “It is unreasonable to expect patients with limited incomes to pay for medications that are billed in the triple digits.”

Working together, the Mosaic Pharmacy team was able to get Elmer enrolled in a sliding scale program that matched his income. When paired with the savings associated with the 340B program, his out of pocket costs for both his inhalers and chemotherapy medication dipped to a level that he could comfortably afford every month.

“The Mosaic Pharmacy gave me a chance to fight for my health,” said Elmer. “It puts people on a level playing field, and I am so grateful.”

The Mosaic Pharmacy - Prineville opened to both patients and the general public in March. The organization plans to open additional pharmacy locations in Bend and Madras to serve more Central Oregonians.



*Elmer with Mosaic pharmacist Alison Hoffman.*



## Getting patients on their feet

Like most adolescent boys, Brad loves being outside, playing soccer and jumping on his trampoline. Unfortunately, unlike his peers, Brad was born with congenital claw toe, an anomaly in his feet that caused him significant pain with any sort of activity.

“After he played, he couldn’t fall asleep because of pain,” said Brad’s mother. “And the next morning, he’d wake up in pain.”

Over the years, Brad had tried everything to get better. He taped his toes down so they’d be straight. He did stretching exercises with physical therapy. He wore larger shoes, tighter shoes, shoes with orthotic inserts and even no shoes at all. Nothing he tried seemed to work.

There was one solution—orthopedic surgery—but Brad’s condition was not covered under his insurance. The family had already submitted two appeals, but both were denied. By the time they turned to Mosaic Medical, Brad’s future was uncertain and the family was losing hope.

Determined to help, a Mosaic Community Health Worker named Sonia joined Brad’s care team led by Mosaic Pediatrician Dr. Beau Gilmore.

Together, Sonia and Brad’s mother mounted a third appeal, but it too was denied. Undeterred, Sonia helped the family lobby for an in-person hearing. When the appeals agency lost Brad’s paperwork, Sonia made a copy and helped the family resubmit.

Meanwhile, Brad’s situation worsened. He experienced significant abdominal pain due to a side effect from the medicine meant to relieve his foot pain. His mood was deteriorating at home, too. He often asked “why me?” through tears of frustration.

And then, finally, a decision on Brad’s fourth appeal arrived. He was approved, and received surgery earlier this summer right before his birthday. Since that time, he has been more active with friends than ever. His mood improved, his energy returned, and he’s even helping around the house more often.

Mosaic’s team-based approach to care opens new doors for patients. In addition to Community Health Workers, our Nurse Case Managers and Enrollment Specialists help break down barriers related to insurance and help families access basic needs.



From left: Dr. Gilmore, Brad and Sonia.

# Ensuring quality care

Mosaic Medical is governed by a volunteer, patient-majority board of directors with representatives from Crook, Deschutes and Jefferson Counties. We are grateful for our board members who share their time and talent with us to ensure that everyone has access to quality care throughout Central Oregon.

## 2019-2020 BOARD OF DIRECTORS



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## PATIENT ADVISORY COUNCILS

Over 50 patients sit on our Patient Advisory Councils and provide a valuable perspective related to the delivery of care and communication across Mosaic's 15 clinics. We are extremely appreciative of their donated time and knowledge.

# Collaborating for change

Thank you to our community partners and supporters, who help us advance our mission by collaborating with us in regional health initiatives and by providing in-kind and/or financial support:

## DONORS

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### Organizations

ADEC  
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Bend Radio Group  
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Central Oregon Emergency Mask Makers  
Central Oregon Health Council  
Central Oregon Intergovernmental Council  
Central Oregon Mask Makers  
Central Oregon Realtors Association  
Christmas Valley Knitters  
Cow Creek Umpqua Indian Foundation  
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United Way of Central Oregon  
Ward Family Fund of The Oregon Community Foundation

## PARTNERS

509-J School District  
Bend La-Pine School District  
Bend Parks Rec Center  
BestCare  
Bethlehem Inn  
Better Together Bottledrop  
Central Oregon Health Council and Workgroups  
Central Oregon Independent Practitioner Association  
Central Oregon Veterans Outreach  
Children's Forest of Central Oregon  
Council on Aging  
Crook County Health Department  
Crook County on the Move  
Crook County School District  
Deschutes County Health Services  
Deschutes Public Library  
Faith Based Network, Madras  
Family Access Network  
Family Kitchen  
Furnish Hope  
Healthy Beginnings  
High Desert Education Service District  
High Desert Food and Farm Alliance  
Homeless Leadership Coalition

Housing Works  
J Bar J Youth Services  
Jefferson County Health Department  
Jericho Road  
Kemple Memorial Children's Dental Clinic  
La Pine Community Health Center  
Latino Community Association  
Legal Aid  
LINC Madras  
Lines For Life  
NeighborImpact  
Oregon Primary Care Association  
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PacificSource Health Plans  
Partners in Care  
Salvation Army  
Saving Grace  
Shepherd's House  
St. Charles Health System  
St. Vincent De Paul  
Teen Challenge  
The Giving Plate  
Thrive Central Oregon  
United Methodist Church  
Volunteers In Medicine  
And many more!

# Adapting to a new normal

In a surprising way, the stress of the pandemic helped highlight some of Mosaic's unique strengths. It showed how agile we can be in launching new resources like the behavioral health and OHP enrollment hotlines. It highlighted the deep trust we've established with

the Spanish-speaking community. And it reinforced the critical role we play in Central Oregon. The experience has galvanized us to keep innovating and keep working to strengthen patient safety nets both now and in the future.



**Late Feb.** Mosaic's leadership team assembles a COVID-19 work group and begins taking decisive action to protect staff and patient health



The call center processes more than 15,000 calls a month while transitioning to remote systems



The triage nursing team provides advice and home care tips to thousands of concerned callers



Clinic leaders develop dozens of new procedures to meet the needs of patients while protecting the health of providers and clinic staff



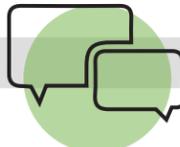
Providers, RN's and MA's implement virtual technology; virtual primary care visits soar from 27 per week pre-COVID to 1320 a week in June



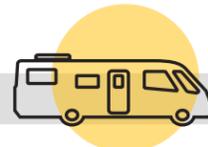
BHCs switch to remote visits, make wellness calls and launch a hotline to support patients susceptible to anxiety, depression and substance abuse



The Pharmacy team opens first retail pharmacy in Prineville; refill assistants work tirelessly to process requests, which increased by 21% in early March



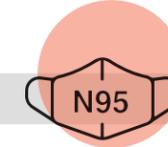
Leadership staff engage with legislators to advocate for critical community health center funding in federal stimulus bills



Mobile Clinic staff modify their intake processes to continue safely serving patients experiencing homelessness in Central Oregon



The Clinical Apps team develops new workflows to support virtual patient engagement



The clinical education team develops a centralized inventory system, trainings, and conservation strategies for PPE



Dental staff pivot to meet patient needs through a combination of tele-dentistry and safe in-person visits



CHWs compile Google Docs to track the availability of food, shelter and other resources for patients. This info is later used to launch the Central Oregon Resource Directory



Mosaic conducts an outreach campaign to check in with patients, get them signed up for MyChart and collect data; calls jump from an average of 44 per week to 438 the week of Mar. 22



The OHP enrollment team launches a new hotline to help newly unemployed Central Oregonians secure health insurance



## LOOKING FORWARD



Mosaic receives over \$1.6 million in grant funding from federal and state sources, foundations and individuals that will be used to respond to our community's needs



Mosaic implements Drive-Up Care to provide important point-of-care testing and health checks to patients in a safe outdoor environment



## BEND

**East Bend Clinic:** 2084 NE Professional Court  
**Ariels Community Clinic:** 1700 SE Tempest Drive  
**Courtney Clinic:** 2577 Courtney Drive, Suite 100  
**Complex Care Center:** 2965 NE Connors Avenue, Suite 280  
**Bend High SBHC:** 230 NE 6th Street, Room S-19  
**Ensworth SBHC:** 2150 NE Daggett Lane

## PRINEVILLE

**Prineville Clinic:** 375 NW Beaver Street, Suite 101  
**Mosaic Pharmacy-Prineville:** 375 NW Beaver Street, Suite 103  
**Crook Kids Clinic:** 757 E 1st Street

## MADRAS

**Madras Clinic:** 850 SW 4th Street, Suite 101  
**Madras High SBHC:** 390 SE 10th Street

## REDMOND

**Redmond Clinic:** 1250 SW Veterans Way, Suite 120  
**Lynch SBHC:** 1314 SW Kalama Avenue, Room B  
**Redmond High SBHC:** 675 SW Rimrock Way

## MOBILE COMMUNITY CLINIC

Visit [mosaicmedical.org/clincs](https://mosaicmedical.org/clincs) for locations



**Mosaic**Medical  
Quality Care For All