

Annual Report

2021

LĀNA'I COMMUNITY HEALTH CENTER

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This report has been prepared as a review of our past year's overall performance, development, and accomplishments.

The Community is our Patient -- men, women, children, uninsured, insured!

E Ola nō Lāna'i
LIFE, HEALTH, and WELL-BEING FOR LĀNA'Ī

Date: October 2022

Prepared By: LCHC Leadership

A Message from the President of the Board of Directors

The Lānaʻi Community Health Center (LCHC) continues to serve the Lānaʻi City community through various programs that the Center has established. As the community grows, so does the Center. We look forward to growing and serving the island of Lānaʻi in 2022.

The Lānaʻi Community Health Center is committed to advocating for our patients – insured, under-insured, and un-insured – and to continue providing the highest quality health care. Lānaʻi Community Health Center is constantly looking for new ways to innovate and stay involved in the community. We look forward to serving our communities and improving our partnerships, so we can continue to fulfill the island’s needs.



Aaron Fernandez

Board of Directors

Incorporated in November 2004, governance rests entirely with its Board of Directors (BOD). LCHC's Board selects its own officers. Delineation of duties and responsibilities are detailed in our By-Laws, which are periodically reviewed to ensure compliance with the law. The BOD is comprised of users of our services (at least 51% is required by our Federally Qualified Health Center, FQHC, status), and is representative of our community as it pertains to ethnicity, sex, and age.

Our 2021 current Board is as follows:

- Aaron Fernandez, President
- Jennifer Montgomery, Vice President
- Michele Holsomback, Secretary
- Deborah dela Cruz, Treasurer
- Andrew de la Cruz
- Max Kincaid
- Karen deBrum
- Matthew Mano
- Randon Sanchez

From the Executive Director

Aloha Kākou,

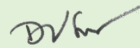
In 2021, LCHC continued to make progress with the handling of COVID and the many changes that were required to address the continuing pandemic. The changes we have made will most likely stay even beyond COVID, as they ultimately increase protection and safety of patients and staff. And though our staff border on burnout, we remain grateful for the many rewards of caring for our patients and the community. A few highlights follow:

- The LCHC team continues to pull together and the leadership continues to identify ways to show appreciation for their efforts. See especially the section of this report that highlights some of the scenes from our 2021 events!
- We provided continuing care services for a total of 1,965 patients, and COVID testing and immunization services only for an additional 1,048 individuals.
- 17% growth in grant funds due to increase in supplemental HRSA Grants, HRSA COVID Funding, Provider Relief Funds, Paycheck Protection Program (with loans forgiven, becoming a 'grant') and an overwhelming support from Foundations/Private Grants for COVID.
- 27% growth in Patient Service Revenues despite a decrease in encounters due to COVID. This is attributed to our extra effort in billing and collections and the work of updating our eCW fee schedule.
- Provision of 3 scholarships for a total of \$2,500: all three (3) were college students who are all repeat recipients of our scholarship.
- We survived a Virtual HRSA Operational Audit; while we were given a few conditions that we needed to address; all conditions were lifted before the end of the year.

We continued to focus on the future with:

- The hire of our first full-time physician, Arcelita Imasa, in September 2021, with a start date of August 2022.
- The hire of our first full-time dentist, Gordon Stanger, in October 2021, with a start date of February 2022. He will also serve as our Dental Director.
- The hire of our first full-time optometrist, Lorene Stanger, in October 2021, with a start date of February 2022.
- In June, with the realization that we had outgrown our space, we initiated an expansion team, with the intent to develop plans to renovate our current facility to provide more space for dental and optometry, our community health workers, medical, behavioral health and administrative support services. This project will continue into 2022 and, most likely 2023 and 2024. However, we have at least started this massive project.
- And, late in 2021, we initiated the search for the new Executive Director for LCHC, due to my retirement on December 31, 2022. We plan to hire the new person as the Associate Executive Director in 2022, with a training period to be assured of a smooth transition at the end of the year.

We continue to learn a great deal about resilience. And we also continue to learn about the importance of taking care of each other, as well as ourselves.



D M V Shaw, Executive Director

Contents

Vision Statement 5

Mission Statement 5

Advisors 5

 Clinical Programs: Chronic Disease 7

 Clinical Programs: Integrated Behavioral Health 9

 Clinical Programs: OB, Women’s Health, and Family Planning 10

 Vision 11

 Clinical Programs: Dental 11

 Wellness Programs 12

 Telemedicine 14

 Outreach, Community Health Worker, and Educational Programs 14

 Quality Initiatives 16

 Compliance and Risk Management 17

 Community Development Update 17

 Workforce Development and Internships 20

 Community Events, Awards and Recognitions 22

 Scenes from Our Various 2021 Events 24

Financial Analysis and Reporting 31

Statistics 35

 Active Patients 36

 Who Are Our Patients? 36

 Encounters 39

 Reserve 40

 Operating Expenditures 40

Value and Impact 41

Conclusion 44

Figure 1: Quality of Care Indicators 16

Figure 2: Team building at Lānaʻi Adventure Park..... 24

Figure 3: Community COVID Vaccine Clinic 24

Figure 4: Halloween Spirit Week: Twin Day (Left to Right: Indiya, Jelena, Absydee, Chelsea, Justin, and Jared)..... 25

Figure 5: Halloween Spirit Week Medical Department (Left to Right: Taryn, Chelsea, Absydee, Jelena, Anabelle, Indiya, Kris, Geneva, Justin, and Jared)..... 25

Figure 6: Christmas Spirit Week: Cookie Decorating Activity (Left to Right: Regina, Anabelle, and Pumpkin)..... 26

Figure 7: Christmas Spirit Week: Cookie Decorating Activity (Left to Right: Norraine, Stephanie, and Mindy)..... 26

Figure 8: Christmas Spirit Week: Ornament Decorating Activity..... 27

Figure 9: Christmas Spirit Week: Popcorn Snacks 27

Figure 10: Christmas Staff Luncheon in the LCHC Staff Parking Lot 28

Figure 11: Mai Movement Hawaiʻi Kit Distribution (Denise Ropa)..... 28

Figure 12: Happy Periods Hawaiʻi Kit Distribution 29

Figure 13: Lānaʻi Fitness Challenge (Jonie and Wendell Sarne)..... 29

Figure 14: Lānaʻi Fitness Challenge (Left to Right: Kei, Jared, Kendra, Cori, Geneva, Thess, and Justin) ... 30

Figure 15: Family Fitness Night Spring Break Winners 30

Figure 17: Balance Sheet..... 32

Figure 18: Profit and Loss..... 32

Figure 19: 2021 Liabilities 33

Figure 20: 2021 Patient Accounts Receivable..... 33

Figure 21: Revenue Breakdown excluding CIP..... 34

Figure 22: LCHC Number of Patients..... 36

Figure 23: Gender of Patients 37

Figure 24: Ethnicity of Patients 37

Figure 25: Age Groups of Patients 38

Figure 26: Poverty Levels 38

Figure 27: Medical Insurance..... 39

Figure 28: 2021 Health Center Encounters..... 39

Figure 29: Operating Expenses 40

Figure 30: Value and Impact of LCHC..... 42

Figure 31: Value and Impact of LCHC (continued)..... 43

Vision Statement

The Lānaʻi Community Health Center’s vision is to be a leader in innovative health care, with a focused culturally sensitive, holistic, patient-centered approach.

Mission Statement

The Lānaʻi Community Health Center’s mission is to take care of the community of Lānaʻi. A 501(c)3, nonprofit organization, LCHC takes care of the community with a focus on physical, mental, emotional, intellectual and spiritual welfare and by enriching and empowering lives to help build healthy families in a supportive environment.

LCHC carries out its mission:

- By directly providing comprehensive health and wellness services; AND
- By working collaboratively with partners to provide needed services for Lānaʻi.

LCHC serves all and does not discriminate based on race, color, national origin, religion, sex, gender identity (including gender expression), sexual orientation, disability, age, marital status, family/parental status, income derived from a public assistance program, political beliefs, or reprisal or retaliation for prior civil rights activity.

*Reviewed and Approved by the
LCHC Board of Directors on May 17, 2022*

Advisors

- Ms. Laura Anderson, Esq., Regulatory Compliance Consulting for the Health Care Industry
- Bank of Hawaiʻi; Banker
- Lānaʻi Federal Credit Union; Banker
- First Hawaiian Bank; Banker
- Carbonaro CPAs and Management Group; Accountant and Auditor
- BKD Consultants; Cost Reports and Fee Schedule Reviews
- Integration Technology; Virtual IT Services
- Essential Learning (Relias); Employee Orientation System
- Altres; Virtual HR Services
- Wainui, Inc.; CIP Fund Development Consultant

Projects, Programs, and Events

LCHC's focus continues to be 'the patient' – this means that we develop and implement our activities and workflows around patient needs deploying Community Health Workers (CHWs) and Medical and Dental outreach/screening programs. In addition, LCHC continues to leverage technology to increase patient access to care and reduce cost. We are using remote monitoring for blood glucose and blood pressure, fetal monitoring, and routinely using telehealth for psychiatry and ultrasound exams. We also continue to maintain our earlier programs in dermatology and retinal imaging. In addition, we now have the capability of providing teledentistry and are researching funding for a pilot program.

LCHC is nationally recognized for its outstanding achievement in utilizing health information technology to significantly raise the quality of patient healthcare, as we continue to provide and utilize sophisticated reports with the use of BridgeIT, a data warehouse that generates population-based reports, interfaced with eClinicalWorks (eCW), our electronic health record (EHR), and CDMP, our chronic disease management software. We have worked with our vendors and the State of Hawai'i to computerize the Family Planning Client Visit Record (CVR), and are currently working with eCW, Curas and Estenda to develop a 'single sign on' for eCW and CDMP. Our team approach supported by information technology has provided LCHC with the ability to expand existing programs into the home and community (such as pre-diabetes, pre-hypertension, Self-Managed Blood Pressure Program, and Blue-Tooth Blood Glucose Program), while continuing to identify new opportunities with a telemedicine focus for Pediatrics, OB, and Cardiology.

Clinical Programs: Chronic Disease

LCHC continues to see growth and positive changes in our Chronic Care Programs, which remains focused on hypertension, diabetes, and preventative health screenings.

Hypertension

As stated by former CDC Director Dr. Thomas Frieden, "blood pressure control, which can save more lives than any other clinical intervention, is successful in only about half of Americans". The American Health Association/American College of Cardiology in 2017 released new guidelines that recommended out-of-office blood pressure be used for both the diagnosis and treatment of hypertension. LCHC continues our Home-Based Blood Pressure Program, established in 2014, which continues to be consistent with updated guidance and recommendations. The new terminology for the Home-Based Blood Pressure Program is self-measured blood pressure (SMBP).

LCHC SMBP is our standard of care for hypertension diagnosis and management. We focus on team-based care and continue to have our CHWs work directly with our patients in promoting utilization of the SMBP monitors. They have clinical oversight from our case management nurse (Geneva Castro) and the medical provider who orders SMBP for the patient in their hypertension diagnosis and management. We continue to encourage all hypertension patients to participate in SMBP management and have very few patients continuing with office-based management. We have been able to utilize grant funding to provide SMBP monitors at no charge to our patients thus reducing barriers to SMBP participation. Our patient education for hypertension continues to be updated with best practices with Kris Aceret, DNP, FNP-BC, NP-C continually reviewing our education materials and ensuring our program is following update guidance/recommendations. Our patient tracking continues to be effective with CHW involvement and follow up with patients on the use of their SMBP monitors. Patients self-reporting of data (blood pressure readings) can be a SMBP management challenge at times, along with data

transmission but with the involvement of our CHWs has significantly reduced these challenges with our CHWs calling, conducting home visits, and following up with our patients. Consistent BP data collection via the patient, over several days, is required for proper management and reporting.

The number of patients participating in SMBP management increased by 13.6% in 2021 (from 198 in 2020 to 225 in 2021), as reported via our Program Uniform Data System (UDS) Data. UDS measures have not yet recognized the use of SMBP to manage hypertension, even though the national guidelines were published in November 2017. Consistent with the updated metrics in 2019, we were allowed to use the last home BP readings to determine our UDS measure. Based on the BP data collected, our UDS measure improved from 41% of people under control to 47% controlled. This value is low, as we manage hypertension with the home readings. Based on the current documentation from HRSA, there will be no change in the hypertension measure to align with the evidence-based medicine leading to the guidelines.

We have completed our fifth year of the CMS Million Hearts CVD Risk Reduction Model Research. The CMS Research Program focuses on reducing cardiovascular risk through changing the health care delivery systems by sharing best practices. LCHC continues to be recognized for our innovative delivery system and is honored to be asked to share aspects of our care model. There were over 200 care providers in this research project, which included large organizations (more than 200 providers with many more resources than a small rural health center). In addition, LCHC participates in the CDC Million Hearts SMBP Forum. LCHC continues to be cited as a leader in developing SMBP management, specifically with our remote BP monitoring.

Diabetes

LCHC continues our team-based Diabetes and Prediabetes Programs. The CHWs play a critical role in managing patients with difficulty controlling diabetes. Most patients with diabetes also have hypertension and patients overlap with both Diabetes and Hypertension Programs. We choose not to define programs, but rather focus our efforts on patient care and encourage our providers to refer complex patients to our Case Manager and CHWs. Diabetes management is far more complex than hypertension where there is frequent success with medication management. Diabetes adds more medication for patients who are already on multiple medications and presents the challenge of insulin management that requires self-monitor blood glucose (SMBG), frequent adjustment of medication, and personal/cultural resistance to treatment and diet changes. Our team invests substantial time in building positive patient relationships focused on interventions that are most effective. We also continue to support the patients on SMBP with remote monitoring, while providing diabetes management care.

Most traditional diabetes prevention programs require structured group education. However, we have found that this approach does not work for us. We, therefore, are focused on individuals and small group follow-up by our CHWs and building programs to support lifestyle changes with our exercise programs and walking groups. Diabetes Prevention Research demonstrated that the use of metformin, a diabetes medication, was as effective as lifestyle changes in preventing or delaying the progression of prediabetes to diabetes. Offering this treatment for patients that have prediabetes is a standard of care.

Preventative Health Screenings

We continued to structure our screening workflow based on the current US Preventive Service Task Force (USPSTF) Guidelines. In prior years, we were handicapped by problems filling Medical Assistant positions, as much of the screening and scheduling is managed by our Medical Assistants and such 'manpower' is critical in comprehensive care. Our medical providers work with our medical assistants to review screenings that are needed for our patients and ensure that at appointments our patients are offered the needed screenings.

Clinical Programs: Integrated Behavioral Health

LCHC's Integrated Behavioral Health (IBH) Program, at the end of 2021, includes two full-time licensed psychologists and two part-time psychology interns. Our Director of Behavioral Health (BH), Dr. Cori Takesue, is the only full-time on-island provider, who is providing both direct services as a licensed psychologist and supervisory services for psychology interns. Dr. Allison Seales joined the team in August 2021 as a part-time remote employee, providing supervisory services for psychology interns. She expanded services to full-time in December 2021 to include direct services as a licensed psychologist, providing both in-person and remote services via telehealth. Dr. Seales is on-island once per week and two days a week quarterly to provide health education services in the school with grades K-5. Albert Mah, part-time psychology intern through I Ola Lāhui, ended his contract in August 2021. At this time, Brienne Dickey and Alexander Minter, part-time psychology interns also contracted through I Ola Lāhui, started their internship year. Brienne Dickey is providing services three days per week and Alexander Minter is providing services two days per week. All BH providers are providing both in-person and telehealth services to accommodate Pt's needs. LCHC will continue to work with I Ola Lahui's training program to obtain a yearly rotation of interns or fellows to provide BH services at LCHC as long as funds are available.

The BH Department continued to see a strong steady increase in referrals since January 2021 till present and we have been able to manage referrals without a long waitlist. We have also started to create patient modules for Hypertension (HTN) and Diabetes Mellitus (DM) patients, with the goal of pilot testing their efficacy and acceptability and creating more to address more chronic disease conditions in 2022. In addition to direct patient services, our BH Department has also been able to provide health education classes (i.e. anxiety, healthy relationships/presenting a positive self) to grades K-5th, 8th, and 10th. In 2021, we provided a total of 18 classes. Our goal is to continue to provide health education classes on BH topics as directed and upon request to Lāna'i High and Elementary School. Dr. Allison Seales is currently working with our Community Health Workers (CHWs) on developing a curriculum with appropriate grade-level BH topics and will present this material when she is on-island every quarter for two days.

Our BH team is hoping to focus on putting out more social media content in the next year on relevant BH topics to engage with and educate our community on BH needs. Dr. Cori Takesue has been working with our CHWs on putting out relevant social media ads to educate and draw out our Lāna'i smokers and encouraging them to seek services through our Tobacco Cessation Program to assist them with quitting smoking. In 2021, we put out 4 social media ads/videos related to tobacco cessation and held one event (Great American Smokeout 11/2021). We also worked with Stephanie Badillo, one of our youth members from the Youth Coalition for a Tobacco-Free Hawai'i and a part-time LCHC staff member in the

Wellness Department, to develop a three-part video series focusing on the negative impact of electronic smoking device (ESD) use on youth's social functioning which was posted to our social media in 2021.

In addition, the University of Hawai'i (UCERA) Department of Psychiatry has continued to provide brief interventions, most often related to medication management, consultation, and curbside consultations. UCERA previously had two psychiatrists, Dr. Sara Haack and Dr. Anthony Guerrero, who were providing psychiatry services with LCHC's BH Program. Towards the end of 2021, Dr. Sara Haack left UCERA and started her own private psychiatry practice, Sound Mind Psychiatric, LLC; we developed a contractual partnership to continue our relationship under her private practice. We continue to work with both Dr. Guerrero through UCERA and Dr. Haack through Sound Mind Psychiatric, LLC to provide psychiatry services to LCHC patients. We hold monthly BH Integration meetings with the psychiatrists and the APRN staff to enhance referrals, program development, and treatment.

Clinical Programs: OB, Women's Health, and Family Planning

LCHC continues to partner with the UH Department of OB (University Health Partners, OB-GYN) and Maui Lani Physicians and Surgeons (Private practice OB-GYN group on Maui) to provide services for our Tele-Prenatal Care Program. Uninsured and insured pregnant women can continue to choose LCHC medical providers to provide their prenatal care, knowing they can trust our providers and stay on island until 36 weeks gestation, before transferring care to O'ahu or Maui. LCHC ultrasounds are performed by our certified ultra-sonographer. The scans are read by the certified University Health Partners Maternal and Fetal Medicine providers with whom we contract, thus continuing to allow our patients to remain on island for their ultrasounds. We have pregnant women who have become accustomed to the ability of LCHC providing ultrasounds; some of them have had multiple pregnancies cared for by LCHC since our Program started. In 2021, we provided prenatal care to 37 patients, an increase from 2020 when we saw 34 patients, continuing the increase we have seen in the use of our program since its start in 2017. Our partnership with the OB-GYNs allows for co-management of pregnant patients who choose to participate in our tele-prenatal care program have coordinated care with the OB-GYN along with LCHC medical providers. This enables smooth transition and continuity of care for our patients to delivery with the OB-GYNs on Maui or Oahu.

The Women's Health Program continues to provide outreach at health fairs and at the school. With increased education and awareness, more women, including teens, are becoming proactive about seeking birth control to prevent unwanted pregnancy, including seeking LARCs (i.e., long-acting reversible contraceptives, highly recommended by our State Title X grant, as well as being a best practice). We have also noted increased usage of free condoms provided in our facilities, which we feel is also due to our increased education efforts.

LCHC continues to work with patients in referring them to an off-island radiology facility for mammograms. We continue our relationship with Maui Diagnostic Imaging for interpretation of our general ultrasound imaging captured here on Lāna'i. We have continued our relationship with Queen's BCCC Program. This relationship allows for provision of free mammogram screening and cervical cancer screening for our uninsured patients who meet the federal poverty guidelines.

Vision

Vision services resumed in early 2021, and Maui Optix was able to provide eye exams and glasses to the Lānaʻi Community at least once, sometimes twice, a month. We are grateful to the optometrists at Maui Optix for all their years of service they have provided. Maui Optix continues to be a source of support to the LCHC Optometry Department as it expands in 2022.

The Optometry Department is looking to develop and grow, starting with the transitioning of Indiya Del Rosario, currently a medical assistant, to a full-time optometric technician in April 2022. She will begin to assist the new optometrist, Dr. Lorene Stanger, the first full-time optometrist to live on Lānaʻi who will be able to provide eye exams daily. She was born and raised on Oʻahu and has returned to Hawaiʻi after working for years at a tribal clinic in Oregon with her husband, Dr. Gordon Stanger, who is also the new dentist at LCHC. With over 20 years of optical experience, Dr. Lorene has done everything from making glasses in an optical lab to fitting and adjusting glasses for patients. She hopes to be able to apply her expertise at LCHC and give patients daily access to this care. As she starts to oversee the Department, Maui Optix opticians will continue to provide eyewear to patients until the Optometry Department can find a suitable space and be self-sustaining until the LCHC Expansion in a few years.

There are also plans for the Optometry Department to obtain specialized equipment to perform in-depth exams and procedures that patients would normally have to be referred off-island to providers for follow-up. Once this equipment is at LCHC, patients can be diagnosed early, managed, and treated for some eye diseases, such as glaucoma, macular degeneration, and diabetic retinopathy. These services can prevent avoidable sight loss and are integral to the overall health of patients. Dr. Lorene looks forward to teaming up with LCHC providers to be able to help patients in a multi-disciplinary approach.

Dr. Lorene will also be able to provide routine and comprehensive eye exams for adults and children, cataract evaluations and co-management, ophthalmology referrals, eyeglass refractions, contact lens exams and fittings, red eye urgent issues, corneal foreign body removal, and ocular disease management such as diabetic wellness exams.

Clinical Programs: Dental

Year 2 of the SARS-CoV-2 pandemic continued to challenge the LCHC Dental Clinic and its staff. We have weathered a year of change but continue to offer dental care to our community at a level never before available on island.

Dental procedures using air-powered handpieces and sonic instruments generate aerosols that can spread the SARS-CoV-2 virus. To safeguard our patients and staff, the LCHC Dental Clinic spent 2021 limiting dental care to emergent and non-aerosol generating procedures. At the same time the only other dental clinic on the island, the Hawaiʻi Dental Clinic, permanently closed its doors and off-island travel essentially stopped. The summertime loss of Dr. Benson and Dr. Sand drained our provider pool, and with Melorie Yuen, Registered Dental Hygienist, on maternity leave along with Dental Department Manager, Chanda Schutte's move to Oʻahu at the end of the year Dental staffing was really spread thin.

Decreased scope, increase in demand, fewer providers, and staff shortages generated a significant waiting list for dental care. That waiting list currently stands at 184 people. This is surprisingly low,

considering that there are roughly 3,500 residents of Lana'i, all of whom depend on LCHC for emergency care. Add in the history of suboptimal dental care on the island, and it is surprising that the waiting list is not substantially longer. As we opened to normal operations in February 2022, we expect to slowly be able to work through the patient waiting lists.

Mitigation of this perfect storm of dental demand is also multi-factorial. We have utilized a locum tenens dentist, Dr. Scott Lawson, during the months of November through February. The Montana native was a good fit, and he and his wife are currently shopping for a house on Lana'i. We also recruited Dr. Matt Oishi, who holds a master's degree in Public Health. He works at LCHC one day every other week. Dr. Spencer Kim, our pediatric attending, began bringing an extra resident dentist to take advantage of the open chair time during Ms. Yuen's maternity leave. We are happy to report that this has eliminated the pediatric waiting list. The addition of Dental Assistants, Ms. Tiare Evangelista and Ms. Celina Romero, to the dental staff in August has been a real blessing. They are both conscientious and hard working. Ms. Samantha Von Stetten joined the team in December and has brought much needed dental experience to the clinic. She has been able to step into the Dental Manager's role seamlessly despite very little overlap with the departing Chanda Schutte.

Dr. Gordon Stanger arrived on island in February and was able to begin seeing patients as of March 1, 2022. We are still in the process of transitioning the Clinic Directorship over to him, and we anticipate that you will receive your first monthly Director's report from him soon.

Of concern during this transition is staff burnout. Our staff has shouldered the brunt of patient frustration at the backlog of dental needs during the pandemic. Coupled with increases in workflow demands during the same time span, and we are extremely thankful for every day that our staff comes to work, and we truly work with heroes.

Looking at 2021 and forward to the balance of 2022, it is apparent that the dental clinic needs more capacity. We look forward to the eventual expansion of the clinic to make our providers more efficient and hope for more providers and staff.

Wellness Programs

2021 was a very unique year for our wellness team of instructors and participants due to the continued evolution of COVID-19, which turned into the Delta, and then, Omicron Variant. 2020 had been a full year of lockdowns, quarantines, and social distancing since our in-person fitness classes, which slowly carried over into the beginning of 2021. Though, we offered online formats through Zoom and Facebook live in 2020, many of our regular in-person class participants voiced their difficulty of working out at home. We saw our attendance drop dramatically because of the COVID-19 pandemic with only a few participants joining classes at the end of 2020.

In March 2021, the COVID-19 restrictions that were in place by our State and the County of Maui began to modify where outdoor gatherings of over 50 people were permissible. With this news, we had high hopes of reviving our Fitness Program by hiring 4 instructors that would become employees of LCHC. With a background in Zumba, Pua Turqueza, joined our team as an LCHC fitness instructor, with a certification in Zumba. She continues to provide weekly Zumba classes for our community and is a host instructor for Family Fitness Nights. Akiko Strickland, certified yoga instructor, came on board as an LCHC fitness instructor providing classes twice a week, as well as teaching at the Senior Center for our

Silver Sneakers Program. With a background in HIIT Training, Beth Conroy-Humphrey, joined LCHC to accommodate the high demand for Total-Body Conditioning. And lastly, Hung Nguyen, came on as staff as a certified fitness instructor in Soccer and Tai Chi.

There have been a few changes in positions within our Wellness Department. Mid-year, Mindy Bolo, became the Wellness Department Supervisor, overseeing all operations of this Department under the supervision of LCHC's Assistant Medical Director. Along with this change, Norraine Pascua, became the Wellness Department Lead, assisting in the daily tasks of the Department. We are thankful for their willingness to expand their skills to help further the impact for a healthier Lānaʻi.

Due to the high demand for large community COVID-19 vaccination events, LCHC's Wellness Department became the head group for volunteer efforts for our island. They helped by participating in the two mass COVID-19 vaccination events, as well as helped in our efforts to provide food and/or relief goods for those impacted by COVID-19. With the change in job descriptions, the Wellness Department was able to continue to function with their daily operations of providing fitness classes, as well as helping in these outreach endeavors.

In the month of May, we launched Zumba, Whole Body Stretch, Yoga, Taichi, Youth Soccer, Total-Body Conditioning Fitness Classes that would be in-person outdoors. We had a full schedule of classes and attendance was looking good, with an average of 30 people per week. With approved permitting from Pūlama Lānaʻi, we hosted all our classes around the community swimming pool and or Dole Park. Since then, we have been hosting in-person fitness classes, weather-permitting. We have seen attendance slowly build back up and continue to see our class participation increase. During our re-introduction to our in-person fitness classes, Youth Soccer became a big hit for kids.

The only Program we have still be unable to start back up is Silver Sneakers, our Senior Fitness Program, which was hosted at the Lānaʻi Senior Center. Due to the restrictions of the use of county facilities, the Lānaʻi Senior Center has been closed for 2021. With the senior population being the most vulnerable to COVID-19, the County of Maui has kept all county senior centers closed till further notice. We will continue to monitor the situation into 2022.

In March 2021, we hosted a virtual Spring Break Family Fitness Night, with an average attendance of 25 people. This was a 5-day event that comprised of different formats of exercise, like Yoga, Zumba, Total-Body Conditioning, and more. With funding from the Manele Koele Charitable Foundation, we were able to host 4 more Family Fitness Nights, either in-person or via Zoom, which averaged 40 participants per event. Due to the COVID-19 restrictions of large gatherings and outdoor location, we had to cancel a few events due to the weather.

With high anticipation from 2020, we hosted our 2nd Annual Lānaʻi Fitness Challenge. With over 250 people registered, we calculated that the total steps completed from the group as a whole was 62,073,620 steps, which is equivalent to 21,568 miles. Different from last year, we oriented this event to be more group-oriented vs individual, which became a more effective motivation for participants to exercise more frequently. With weekly social media challenges and group challenges, our 2021 Lānaʻi Fitness Challenge filled with prizes and winners.

With COVID-19 still lingering, we continue to take every precaution to protect our community by providing fitness in ways that were safe, in the guidelines of social distancing, and effective. We are

thankful for another year of fitness events that we could provide for our community, as well as all the sponsors for these events. Our greatest hope is that we can be the motivation this island needs for a healthier, happier, more wholesome Lānaʻi.

Telemedicine

We continued with our Integrated Behavioral Health Program with the UH Department of Psychiatry and, routinely, use telehealth for Psychiatry consults, nephrology consults, endocrinology consults, dermatology consults, and post-surgical follow-ups. As mentioned in the development of the OB Program, we continue videoconferencing for the patient to visit with the obstetrician. We continue our partnership with a Maui based Cardiologist to provide tele-cardiology. We have purchased equipment to provide teledentistry but have not yet initiated a program.

This past year, we were able to address a long-time request from many of our patients: the request to have a pediatrician involved with our team of medical providers. We established a relationship with Pediatricians Dr. Derek Ching and Dr. Tawni Gestueyala to provide pediatric telemedicine services for our pediatric population and also newborn care for our patients who deliver on Oahu. These pediatricians have tele-prenatal appointments with our pregnant patients to offer pediatric focused education and an opportunity for mothers/fathers to ask the pediatrician questions prior to delivery. Our Telemedicine Programs continue to connect patients to willing specialists in an effort to have our patients avoid off island travel. We are expanding the scope of specialists who provide support to LCHC patients, modeled after our Behavioral Health Integration.

Outreach, Community Health Worker, and Educational Programs

LCHC's mission and vision is to continuously support patients by providing comprehensive Health Care (Medical, Dental, and Behavioral) Services inclusive of outreach services and educational programs. During the pandemic, the whole LCHC organization took on additional roles in order to respond to the fight against COVID. The Community Health Workers (CHWs) in particular, were heavily involved in providing and assisting the Medical Team in administering COVID-19 Vaccinations. They also provided outreach services (and continue to do so), such as grocery and post office runs, medication drop-off, and medication pick-ups from the local pharmacy to our kūpuna (elders) and high-risk patients. They also help with the food pantry distribution every Friday conducted by Sacred Hearts of Jesus and Mary Church. Many times, because kūpuna were social distancing from others, they felt alone and isolated, even from their loved ones. Our CHWs provided companionship, even if it was just over the phone, "talking story". These outreach services are not just a "task" for our team, it is how we build long lasting relationships with our patients. And, as you know, social isolation is a strong predictor of poor health outcomes; therefore, we want to make sure that we do our part to provide quality care using all tools possible.

Our first and longest serving employee, Wilma Koep, continues to assist our patients with insurance and social program eligibility. Our CHWs, who are trained in assisting with SNAP, financial benefits, and health insurance also assisted her in providing these enabling services. Wilma Koep, Anabelle Elaydo (Medical Assistant), and Mairine Kaiko-George (CHW) also continue to provide translation services. Their ability to provide culturally sensitive translation services during appointments provides great comfort and security to our patients who primarily speak Ilocano, Tagalog, and Kosraen. Their guidance and

support to patients and families allows for better communication from provider to patient and/or caregiver and vice versa.

Besides taking on additional roles caused by the pandemic, CHWs kept up with their current duties with health education, outreach services, and their growing number of patients in the Self-Monitoring Blood Pressure (SMBP) and Self-Monitoring Blood Glucose Program.

For school year 2021-2022, Lānaʻi High and Elementary School is back to providing full time in-person education. Our LCHC Health Educators continue to provide weekly health education curriculum and physical education to students from kindergarten through 5th grade with the following required mitigation measures: wearing of face coverings/masks; physical distancing; handwashing; no physical contact activities; and providing physical education classes in open areas. As mental health continued to be a critical part of students' overall health and well-being, our Behavioral Health Specialists, also aided our Health Educators in educating students on such topics as bullying. During Spring Semester 2021, LCHC connected with high school students in the Health Career Pathways Class to provide a series of education presentations on the nursing profession. Kerri Cummins, APRN, provided a session to educate students about her role as an APRN and took the time to educate the students on the basics of vital signs. She was accompanied by the two LCHC Medical Assistants (MA), who also provided hands-on learning to the students, as well as providing information about their role as MAs.

One of CHWs biggest outreach projects continues to be the Tobacco Cessation Program – both the adult and youth (vaping). Through this program, CHWs can educate on the dangers of tobacco and tobacco related products. CHWs are also certified instructors for the Stanford Tobacco Toolkit, which is a standardized school curriculum to educate on tobacco and tobacco related products. As tobacco and vaping use poses particular risks for teens and young adults, with the assistance from the HCF ESD grant, 2 of our CHWs/Health Educators are able to complete a virtual Stanford Tobacco Toolkit curriculum presentation to Lānaʻi Academy of Performing Arts (LAPA) students and in-person presentation to 5th grade LHES students. Education and prevention were continued to be promoted via social media. On November 18, 2021, LCHC participated in the Great American Smoke Out which is an observance that encourages American people to stop tobacco smoking. It challenges smokers to quit cigarettes for 24 hours with the hopes of continuing the decision for a lifetime. Two of our CHWs set up a one-hour educational table event in front of the Health Center. Those who took the 24-hour pledge were given goody bags with Coalition for a Tobacco Free Hawaiʻi “swag”. CHWs also created a video, which we posted on our social media, showing 3 community members giving testimonials that they will take the 24-hr quit pledge. We take pride that throughout the pandemic, our CHWs continued to promote and educate messages of health and wellness as well as influence the youth and their families to embrace a healthier lifestyle.

To better capture SDOH data, in early December 2021, we implemented the use of PRAPARE smart form. It has been installed in our EMR for easy access and reporting. Currently, our CHWs are the ones responsible for completing this screener for our SMBP and SMBG patients.

It has been a collaborative effort between the entire LCHC team, including CHWs, to ensure quality care is provided to each patient. In particular, CHWs focus their patient care on those diagnosed with chronic disease management, such as hypertension, pre-hypertension, diabetes, and pre-diabetes. The SMBP and SMBG program continued throughout the pandemic. Home visits were resumed for those vaccinated individuals. With the blessings of our Medical Director and Associate Medical Director, CHWs

were also able to restart kūpuna walking and swimming groups. Our groups are small and average 2 to 3 participants per activity. The kūpuna who have been isolated for so long were so grateful for the companionship and the opportunity to exercise again. The bond between a patient and a CHW is one filled with care and ALOHA.

Quality Initiatives

LCHC leadership annually identifies quality initiatives (based upon LCHC performance on UDS metrics) and meets monthly to review performance on selected Plan-Do-Study-Act (PDSA) Projects. In addition, a review of ongoing performance of Uniform Data System (UDS) metrics is conducted quarterly. Lastly, monthly reports are made to the Board of Directors at routine monthly Board Meetings, and one Board Member is member of the Quality Assurance (QA) Committee and meets quarterly with the QA Committee.

We have improved or remained consistent with many of our performance measures except for colorectal cancer screening, entry into prenatal care in first trimester, antithrombotic therapy, tobacco use screening, depression screening, and dental sealants. These declines are multifactorial, including changes in measure requirements, continued effects of the COVID-19 pandemic, being short-staffed, and best practices changes. We continue to work on improving our measures, using various quality improvement tools to change workflows, including increased use of telehealth, and perfecting and nurturing our integrated team approach care. See chart below.

In our effort for continuous improvement, and to address issues we have identified from this past year, we continue to improve our workflow (medical, dental and front desk representatives) through additional trainings, meetings/huddles, and proper communication among our staff. We have made concerted efforts to increase our performance measures and these areas are being documented with PDSA's. Our Chronic Disease Program (Hypertension and Diabetes) participants continue to increase in number and in visits as we ensure that these patients are being followed up on by our care team and are well-managed. Our hypertension and diabetes measures have shown great improvement as compared to last year's.

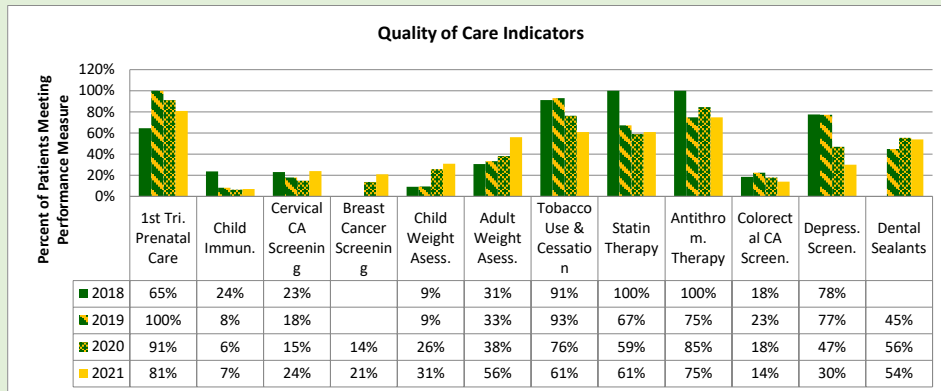


Figure 1: Quality of Care Indicators

LCHC has also achieved NCQA Patient-Centered Medical Home Recognition with BH Distinction awarded in June 25, 2021, covering the time period of June 25, 2021 thru July 21, 2022. This is in line with our goal of improving quality, building better relationships between patients and clinical and behavioral health care teams, and improving patient experience.

Compliance and Risk Management

LCHC continuously strives for quality improvement and minimizing risks for our patients as well as our staff members. Through leadership led Quality Improvement (QI) monthly meetings and QI Board of Directors' reports, incidents and "near miss" events are documented and discussed with the goal of preventing future similar occurrences from happening. In addition, we have placed a large degree of focus on education. With the assistance of Ms. Laura Anderson, Esq., Regulatory Compliance Consultant, LCHC staff receives quarterly HIPAA training focused on the content of protecting patient privacy via question-and-answer format as well as providing case scenarios. This approach has proven to be quite effective and, in fact, when on island, Ms. Anderson receives many HIPAA related questions that allows for staff learning opportunities. To assist our Board of Directors in understanding Risk Management, HIPAA and their role with HIPAA, the Board of Directors receives annual HIPAA and Risk Management trainings from Ms. Anderson. In our efforts to minimize unfortunate events from reoccurring, LCHC leadership ensures that staff members receive continuous training on protection of patient information and maintaining patient safety. LCHC continues to seek learning opportunities and discuss innovative ways to deliver quality care to our beloved community, with the intention of always obtaining optimal patient outcomes. Furthermore, our HIPAA/Safety Officer, Olivia Pascual, is required to complete a more intense HIPAA training to ensure that LCHC is up to date with current HIPAA laws.

Community Development Update

- Scholarship Program
 - In May 2021, we awarded a \$500 scholarship to a current university student (who is also a Lānaʻi High and Elementary School alumni) and two \$1,000 scholarships to students seeking a career in Healthcare – one was given to a graduating high school student and other to a university student.
 - Our scholarship applications received and awarded in 2021 for the periods of January 1, 2022 and April 22, 2022.
- Internship Program
 - At the end of 2020, we were fortunate to work with 4 interns. Our 2021 update:
 - Two of these interns accepted part-time jobs as Dental Assistants.
 - The third accepted a full-time position as a Front Desk Representative.
 - Our 4th student intern, who has been working at LCHC as a Wellness Coach Assistant since July 2019 officially transitioned to Medical Student Intern as she has expressed interest in becoming a Registered Nurse.
 - E Ola Kino Presentation. At the end of the 2020-2021 school year, students in Mrs. deBrum's expository writing class presented preliminary findings of the E Ola Kino Nutrition Assessment Survey. It was impressive to witness these students taking an active role in a school-based survey. In fact, the students learned a great deal about the culture and eating habits of Lānaʻi. Mrs. deBrum, Lānaʻi High and Elementary School (LHES) English Teacher,

plans to continue this project next school year and incorporate a student action plan with the goal of establishing healthier lifestyles in each household.

- Health Education in the School

- During Spring Semester 2021, LCHC connected with high school students in the Health Career Pathways Class to provide a series of educational presentations on the nursing profession. Kerri Cummins, APRN, provided a session to educate students about her role as an APRN, while taking the time to educate the students on the basics of vital signs. She was accompanied by two LCHC Medical Assistants (MA), who also provided hands-on learning to the students, as well as providing information about their role as MAs.
- For school year 2021-2022, LHES are back to providing full time in-person education. Our LCHC health educators continue to provide weekly health education curriculum and physical education to students from kindergarten through 5th grade with the following required mitigation measures: wearing of face coverings/masks; physical distancing; handwashing; no physical contact activities; and providing physical education classes in an open area.
- As mental health continued to be a critical part of student's overall health and well-being, our Behavioral Health Specialists, will aid our Health Educators in educating students on such topics as bullying and so forth.
- As tobacco and vaping use poses particular risks for teens and young adults, with the assistance from the HCF ESD grant, 2 of our CHWs/Health Educators were able to complete a virtual Stanford Tobacco Toolkit curriculum presentation to Lāna'ī Academy of Performing Arts (LAPA) students and in-person presentation to 5th grade LHES students.

- Health Education in the Community

- At the end of 2020, the nation received Emergency Use Authorization (EUA) to administer Moderna and Pfizer Vaccines. The goal of Lāna'ī was to vaccinate 70% of our island population. In 2021, to help raise awareness and educate our community, LCHC partnered with Anthony Pacheco, Film Producer/Director, to help create multiple COVID PSAs. The first 2 PSAs educated the public on the importance of following the social distancing rules and to also thank hard working health care heroes and volunteers who contributed towards the fight against the coronavirus. We continue to raise awareness and encourage our community members to get vaccinated through the power of social media. We reached our goal and are now on our way to see how close we can come to 100%!
- In early May, CDC received EUA by the Food & Drug Administration to allow 12- to 15-year-olds to receive the Pfizer-BioNTech Vaccine. LCHC quickly took advantage of this opportunity to vaccinate this age group. We again reached out to Anthony Pacheco to create 2 more PSAs, focusing on the adolescent group who provided personal testimonies of why the vaccine is important to them. To date, LCHC has vaccinated 78 adolescents aged 12 to 18 years old and 75 keiki aged 5 to 11 years old.
- In early November, under Emergency Use Authorization, CDC has authorized the administration of Pfizer-BioNTech Pediatric COVID-19 Vaccine to children 5 to 11 years old. With this, in addition to giving two doses of Pfizer-BioNTech and Moderna, and 1 dose of J&J Vaccines, as well as booster doses for the 3 COVID-19 Vaccines, we also started administering Pfizer Pediatric COVID Vaccine doses to our patients.

- Health and Wellness – Free Fitness Program (adult and child)

- Our total class attendance for 2021 is 929. Due to virtual classes occurring from the beginning of the year thru May 31, 2021, it has been difficult to determine the unduplicated participant count, at this time.

- Due to COVID, in 2020 we converted our in-class fitness sessions to a virtual format utilizing Facebook Live and Zoom to provide free virtual fitness classes. We continued virtual fitness classes in 2021 (thru May 31, 2021) providing some form of exercise activity for our community. Because of the lift in COVID restrictions, our Wellness Program is slowly coming back to life! As of June 1, and based on Maui County guidelines, we have resumed the following in-person fitness classes: ZUMBA, various Yoga Classes, Tai Chi (Adult and Youth), Soccer (fundamentals only), and Total Body Cardio. Fitness has always been a way to establish a healthy lifestyle.
- Resuming in-person fitness classes came at a great time! Our youth now have several fitness classes to keep them busy and moving during the summer months. Since the school year ended at the end of May, our Monday through Friday Youth Soccer Classes are averaging about 25-30 participants per day! We are happy to see that the youth and their parents/guardians see the importance of physical exercise.
- During Spring Break, LCHC also provided Family Fitness Nights, a week-long Virtual Event that provided various fitness classes to encourage families of all ages to get fit together. We provided nightly prizes to supplement the fun and energetic event. This was our first Family Fitness Night in 2021 that initiated our monthly Family Fitness Nights, starting in May. To date, we have provided the following Family Fitness Night Events:
 - May 2021: ZUMBA
 - June 2021: SOCCER
 - August 2021: HIIT
 - September 2021: ZUMBA

We plan to continue our Family Fitness Nights into 2022 as we see how great of an impact it makes for families in our community to do fitness together.

- While we continue to slowly resume fitness classes, we have not yet resumed our fitness classes at the Lānaʻi Senior Center. Pre-pandemic, LCHC provided free fitness classes such as Chair Yoga and Silver Sneakers Classes, such as Tai Chi and Senior ZUMBA. We are anxiously waiting for the reopening of the Lāna ʻi Senior Center, where we also provided free fitness classes to the kūpuna of Lānaʻi. We plan to resume these classes for our seniors when we have clearance from Maui County.
- Community Health Worker Program
 - Community Health Workers (CHWs) continue with our kūpuna swimming and walking groups activities. Our groups are small and average 2 to 3 participants per activity.
 - All CHWs continue to serve as Health Educators at LHES. Therefore, their time is divided between health education, outreach projects, and a growing number of patients in the Self-Monitoring Blood Pressure (SMBP) and Self-Monitoring Blood Glucose (SMBG) Programs.
 - CHWs successfully completed school year 2020-2021 via an All-Virtual platform using Google Meets. Fortunately, the Health Educators received training from Ms. Michelle Fujie, LHES Math Teacher, who instructed the LCHC staff on how to navigate/utilize the Google platform. Ms. Fujie's training proved vital in assisting our CHW's to develop the skills necessary to provide virtual health education and physical education to the elementary students. For school year 2021-2022, all students at LHES resumed in-person learning thus allowing all Health Educators to provide teaching in a classroom setting.
 - Despite not having active cases of COVID-19 on Lānaʻi and with loosening restrictions, our CHWs continue to offer our kūpuna services (grocery and post office runs, medication drop off, and medication pick-ups from the local pharmacy). They also help with the food pantry distribution every Friday conducted by Sacred Hearts of Jesus and Mary Church. They have

also resumed home visits for vaccinated patients to assist with our SMBP and SMBG Programs.

- In addition to their outreach efforts during the pandemic, CHWs have also been a big contributor to the Vaccine Team. In preparation for the overwhelming project of vaccinating our patients and community members, we needed to boost manpower for our vaccine efforts. The CHWs willingly took on this new role and began their training to administer intramuscular shots. Since December 2020, CHWs have been the main vaccinators of the Moderna, Pfizer, and Janssen Vaccines (including booster doses). Currently, CHWs aid other members of the medical team in administering COVID-19 Vaccines to our patients which we offer from Monday to Saturday during our clinic hours. They also have been involved in our mobile vaccine clinics (i.e. Four Seasons' Hotels, and during the School Resource Events at the Lāna'i Police Station).
- CHWs also continue to assist patients with applications for enabling services such as SNAP, Financial Benefits, and Health Insurance.
- On November 18, 2021, LCHC participated in the Great American Smoke Out which is an observance that encourages American people to stop tobacco smoking. It challenges smokers to quit cigarettes for 24 hours with the hopes of continuing the decision for life. Two of our CHWs set up a one-hour educational table event in front of the Health Center. Those who took the 24-hour pledge were given goody bags with Coalition for a Tobacco Free Hawai'i "swag". Nine community members took the 24-hour quit pledge while 3 community members expressed interest in our tobacco cessation services. CHWs also created a video, which we posted on our social media, showing 3 community members giving testimonials that they will take the 24-hr quit pledge.
- To better capture SDOH data, in early December 2021, we implemented the use of PRAPARE smart form. It has been installed in our EMR for easy access and reporting. Currently, our CHWs are the ones responsible for completing this screener for our SMBP and SMBG patients. As of December 31, 2021, we have completed 29 PRAPARE screeners for our patients.

Workforce Development and Internships

In one of our Strategic Planning Meetings a few years back, one of the Board of Director's goals was to become the employer of choice, next to the larger employers such as Four Seasons and Pūlama Lāna'i. As of 2021, our LCHC employee count is up to 62 employees (37 full-time and 25 part-time, 8 traveling employees who live off island, and 5 student interns). There is a total of 23 employees that are LHES alumni which represent 38% of our employee population. In addition, our LIP (Low-Income Persons) ratio for 2021 is 58%. This doesn't include the dozen plus contractors that we work with for clinical services and our wellness program. Based on our growth within the past five years, we believe that we have achieved that goal of becoming the employer of choice for the residents of Lāna'i.

We believe in the importance of workforce development and training; therefore, our goal is to have a student rotation program in place for all services: Medical, Dental, and Behavioral Health – including our support staff such as Front Desk Representatives, Medical Assistants, and Dental Assistants. This includes student interns that are in high school, rotating student providers, as well as development for those working adults who are looking to find a career rather than just a job.

The list below is our Workforce Development Efforts and the list of students who have interned and rotated at LCHC in 2021.

- Student Providers:
 - February 2 – 8 Rachel Graham – UH Mānoa FNP
 - February 15 – 19
 - March 1 – 3
 - May 31 – June 26 Liliuokalani Hiraide – UH Mānoa FNP
 - June 28 – July 9 Rita Abreu – United States University FNP
 - July 5 – August 6 Adeline Adachi – UH Mānoa FNP
 - August 23 – September 17 Cid Anthony Liggayu – USU FNP

- NYU Langone Pediatric Dental Residents:
 - January 11 – February 5 Dr. Joseph Cucolo
 - February 8 – March 5 Dr. Cory Daley
 - March 8 – April 2 Dr. Nicole Endo
 - April 5 – April 30 Dr. Spencer Kim (hiring in July 2021)
 - May 3 – May 28 Dr. Cory Daley
 - May 31 – June 30 Dr. Grace Kim
 - July 19 – July 20 Dr. Cody Sia
 - August 2 – 3 and 16 – 17 Dr. Grace Kim
 - August 30 – 31 Dr. Cory Daley
 - September and October Dr. Yelizaveta Heron
 - October and November Dr. Kelly Mika Katsura
 - November and December Dr. Cody Sia
 - December 20 – 21 Dr. Nadiene Wu

- Student Interns:
 - Stephanie Badillo – Medical Assistant and then back to Wellness
 - Reggie Kaiakamalie – Medical Assistant
 - Shennie Mae Vicente – Dental Assistant
 - Faith Arruiza – Finance

- Scholarships Provided:
 - Allyna Teppang, \$1,000
 - Angeline Matute, \$1,000
 - Colleen Sakuma, \$500

- Employee Continuing Education:
 - Denise Ropa, Social Work Degree, UH Maui – Completed in May 2021
 - Thessalonica Sandi, Community Health Worker Certification, UH Maui
 - Mairine George, Community Health Worker Certification, UH Maui – Completed in May 2021
 - Tanisha Magaoay, Community Health Worker Certification, UH Maui – Completed in May 2021

- Olivia Pascual, Master of Science in Nursing, University of Southern California – Projected Graduation Date: May 2024
- Community Partnerships for Student Programs:
 - Lānaʻi High and Elementary (LHES) School
 - LHES Foundation
 - UH Maui College – Lānaʻi Campus
 - AHEC
 - HOSA
 - John A. Burns School of Medicine
 - Maui County Healthcare Partnership
 - Maui Economic Development Board

Community Events, Awards and Recognitions

The list below is a sampling of the various Community Events and Awards that we sponsored, participated in, held, or received.

- **January 2:** The first community COVID Vaccine Event hosted by Maui Department of Health in Straub and Lānaʻi Hospital’s parking lot.
- **January 29:** Kerri, APRN, and Absydee, MA, spoke to LHES Health Services Class to introduce their career as an MA and an APRN. Provided general overview of vital signs. Teacher, Kapua Weinhouse, requested two additional dates of training to educate on vital signs (temperature, pulse, respirations, blood pressure, and oxygen saturation).
- **January 30:** Community Covid Vaccine Clinic. Administered 515 Covid Vaccines. Partnered up with Maui DOH and other community organizations to provide outreach service to Lānaʻi residents.
- **February 17:** Albert Mah, Psychology Intern, educated 24 first graders on anxiety.
- **February 19:** 1st vital signs training to healthcare services students.
- **February 24:** LCHC staff attended a career forum introducing their career as an MA, DA, and Front Desk Representative. Alumni and Summer Intern, Milenna Calilao, also participated via pre-recording.
- **February 27:** Community Vaccine Clinic: 476 doses administered to community members at the Administrative Building (provided to individuals based on government guidelines).
- **March 3:** Albert Mah, Psychology Intern, educated 26 second graders on anxiety and 16 fifth graders on Healthy Relationships/Presenting a Positive Self.
- **March 4:** Mai Movement Hawaiʻi Kit distribution.
- **March 10:** Albert Mah, Psychology Intern, educated 13 fifth graders on Healthy Relationships/Presenting a Positive Self.
- **March 12:** 2nd vital signs training to healthcare services students.
- **March 15 thru 18:** Family Fitness Nights (Virtual Platform via ZOOM):
 - Monday: 27 participants
 - Tuesday: 36 participants
 - Wednesday: 29 participants
 - Thursday: 27 participants
- **March 19:** Census 2020 Recognition.

- **March 24, 2021:** Albert Mah, Psychology Intern, educated 25 third graders on Anxiety and 25 fourth graders on Healthy Relationships/Presenting a Positive Self.
- **March 27:** LCHC participated in the DOH vaccine effort, spearheaded by Maui Health Systems.
- **March 29:** Albert Mah, Psychology Intern, educated 22 tenth graders on Healthy Relationships/Presenting a Positive Self.
- **April 9:** Albert Mah, Psychology Intern, educated 32 Kindergarten students on Anxiety.
- **April 10:** Happy Periods Kit distribution.
- **April 14:** Family Fitness Spring Break.
- **May 4:** Albert Mah, Psychology Intern, gave a presentation on Healthy Relationships/Presenting a Positive Self to an eighth-grade wellness class.
- **May 5:** Mai Movement Hawaii Kit distribution.
- **May 25:** Family Fitness Night (ZUMBA): 28 Participants.
- **June 14:** MEDB Summer STEMworks Student Internship begins. LCHC Hosting 3 students in the Medical, Dental, and Finance/Administration Departments.
- **June 18:** Four Season's COVID Vaccine Event for staff at both properties – Manele and Sensei.
- **July 9:** Four Season's COVID Vaccine Event for staff at both properties – Manele and Sensei
- **July 31:** BscK to School Resource Fair at the Lānaʻi Police Station, administered COVID Vaccines and provided giveaways.
- **August 11:** Family Fitness Night.
- **August 13:** Team building at Lānaʻi Adventure Park.
- **September 9:** Family Fitness Night.
- **September 10:** Stanford Tobacco Toolkit Education by Ola and Thess, CHWs Virtual Presentation – Session One (Brain 101) with LAPA Group: 4 students, 2 adults (3 students, 1 adult watched video recording of session at different time).
- **September 17:** Stanford Tobacco Toolkit Education by Ola and Thess, CHWs (Virtual Presentation) – Session Two (Addiction 101) with LAPA Group: 6 students, 2 adults (1 adult watched video recording of session at different time) AND Session Three (A Little History About Tobacco to Set the Stage) with LAPA Group: 6 students, 2 adults (1 adult watched video recording of session at different time).
- **September 24:** Stanford Tobacco Toolkit Education by Ola and Thess, (Virtual Presentation) – Session Four (Flavors, Manipulation, and Targeting) with LAPA Group: 5 students, 2 adults (1 student, 1 adult watched video recording of session at different time) AND Session Five (What's So Bad About E-cigarettes and Vape Pens) with LAPA Group: 5 students, 2 adults (1 student, 1 adult watched video recording of session at different time)
- **October:** Lānaʻi Fitness Challenge 2021 (all month long).
- **October 25 -29:** Halloween Spirit Week.
- **October 20:** Brianne Dickey, Psychology Intern, educated 35 fourth grade students on Anxiety
- **October 30:** Health Halloween Drive-Thru Health Fair hosted by Lānaʻi Kināʻole at the Administration Building parking lot. We administered COVID Vaccines, Boosters, and Flu Shots and gave out LCHC face masks.
- **November 11:** Pūlama Lānaʻi Flu Shot Event.
- **November 18:** Stanford Tobacco Toolkit Education by Ola and Thess, CHWs, Session One (Brain 101) with 5th grade: 34 students.
- **November 18:** Great American Smoke Out one-hour educational table event at Health Center. Those who took 24-hr quit pledge were given goody bags. 9 community members took the 24-hr quit pledge. 3 community members expressed interest in tobacco cessation services.

- **December 9:** Stanford Tobacco Toolkit Education by Ola and Thess, CHWs, Session Two (Addiction 101) with 5th grade: 35 students.

Scenes from Our Various 2021 Events...



Figure 2: Team building at Lāna'i Adventure Park



Figure 3: Community COVID Vaccine Clinic



Figure 4: Halloween Spirit Week: Twin Day (Left to Right: Indiya, Jelena, Absydee, Chelsea, Justin, and Jared)



Figure 5: Halloween Spirit Week Medical Department (Left to Right: Taryn, Chelsea, Absydee, Jelena, Anabelle, Indiya, Kris, Geneva, Justin, and Jared)



Figure 6: Christmas Spirit Week: Cookie Decorating Activity (Left to Right: Regina, Anabelle, and Pumpkin)



Figure 7: Christmas Spirit Week: Cookie Decorating Activity (Left to Right: Norraine, Stephanie, and Mindy)



Figure 8: Christmas Spirit Week: Ornament Decorating Activity



Figure 9: Christmas Spirit Week: Popcorn Snacks



Figure 10: Christmas Staff Luncheon in the LCHC Staff Parking Lot



Figure 11: Mai Movement Hawai'i Kit Distribution (Denise Ropa)



Figure 12: Happy Periods Hawai'i Kit Distribution



Figure 13: Lānaʻi Fitness Challenge (Jonie and Wendell Sarne)



Figure 14: Lānaʻi Fitness Challenge (Left to Right: Kei, Jared, Kendra, Cori, Geneva, Thess, and Justin)



Figure 15: Family Fitness Night Spring Break Winners

Financial Analysis and Reporting

Assets were \$9,677,738 versus \$8,904,740 in 2020 – a 9% increase; liabilities decreased to \$1,755,056 versus \$1,925,920 in 2020 – a 9% decrease; equity was \$7,922,683 versus \$6,978,820 in 2020 – a 14% increase. Revenues increased by 18% while expenses increased by 9% and we ended the year with a net income of \$943,861, which is a 141% increase over 2020. The increase in net income is due to a much needed second round of PPP funding. This increase in net income has helped us prepare for our additional providers coming on board in 2022 to increase our services for the community.

Commented [DMS1]: Cindy - please verify this number is accurate - Debbie said she thought 2020 was \$391,643 - which would be 241%.

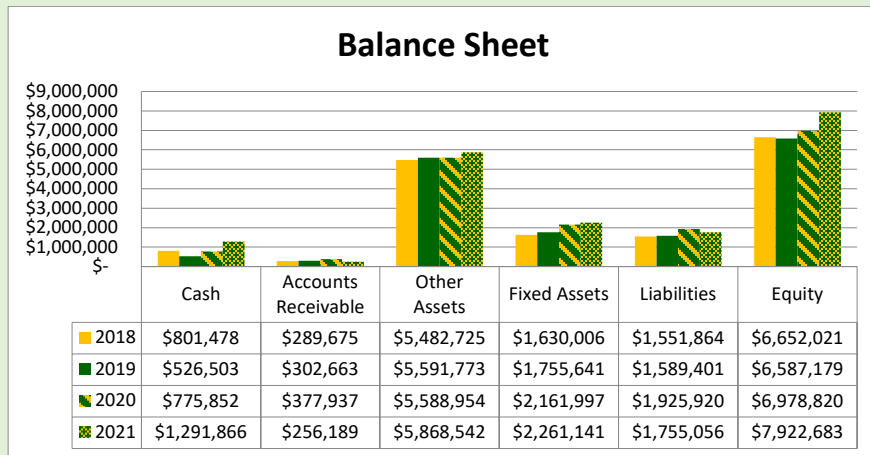


Figure 16: Balance Sheet

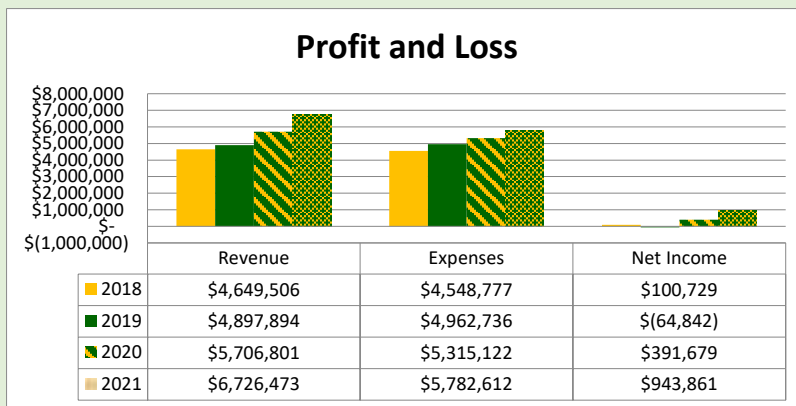


Figure 17: Profit and Loss

In 2021, our liabilities decreased by 9%. This decrease was due to the payoff of our condo mortgage and the reduction in our deferred revenue. We do anticipate an increase in our liabilities next year as we are

working with First Hawaiian Bank to provide us with a construction loan to demolish and rebuild 339 Sixth Street. We currently have a design for a seven-bedroom, three-bath provider house.

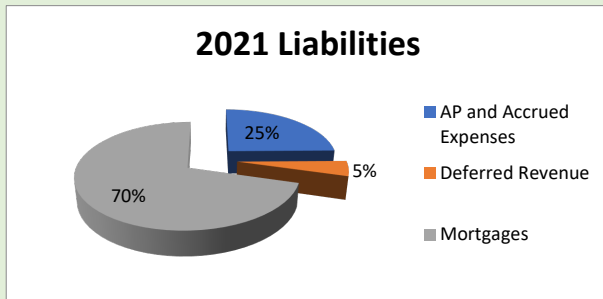


Figure 18: 2021 Liabilities

The graphs below represent insurance and patient collections, which have increased 22% compared to 2020. Although we have seen a slight increase in our patient service revenue, our accounts receivable has increased. We have also increased our allowance for bad debt to be conservative on what we report on as collectable. We continue to work closely with RCM360 to increase our billings and collections and look forward to an increase in our patient revenue in the upcoming year.

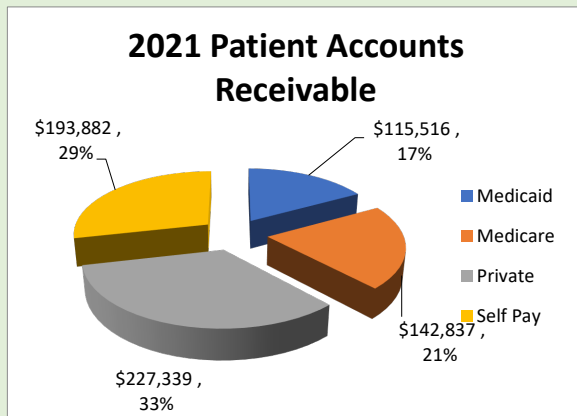


Figure 19: 2021 Patient Accounts Receivable

The chart below provides a glimpse of our revenues excluding CIP. The data shows that our largest increase came from our State Grants, which increased by 134% due to funding provided to assist with COVID. HRSA funding also increased by 36% with additional COVID funds and our patient service revenue increased by 27%. With these grants, we were able to assist our community that has been affected by the pandemic. Federal grants also provided additional COVID funds to allow Lānaʻi

Community Health Center to continue providing the utmost primary care to our patients. We were also fortunate to receive the PPP loan to keep our staff whole.

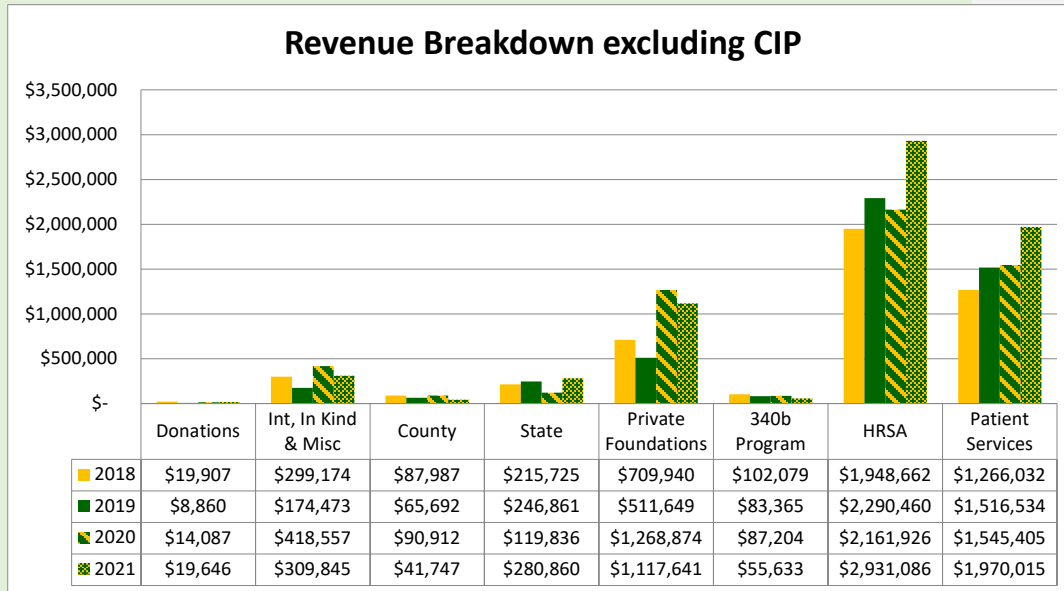


Figure 20: Revenue Breakdown excluding CIP

We have been awarded a HRSA ARA Capital grant in 2021 but didn't draw down on it until 2022. We are also working with the State of Hawaii to secure a \$1M capital loan to fund our expansion program. The LCHC Expansion Project Team has been meeting bi-weekly with planning and design of our expansion and our funding campaigns. We have also secured a construction loan with First Hawaiian Bank for demo and rebuild of 339 Sixth Street.

Statistics

Active Patients

In 2021, HRSA decided to change the way they count a patient for UDS. HRSA decided to remove the patients that have come to see us only for COVID purposes. Therefore, there was a 14.8% decrease of patients, 1,965 compared to 2020's 2,305 patients. We continue to monitor our patient and encounter trends closely and we anticipate an increase in the upcoming year as we continue to expand our programs and continue to provide health education in the school and community.

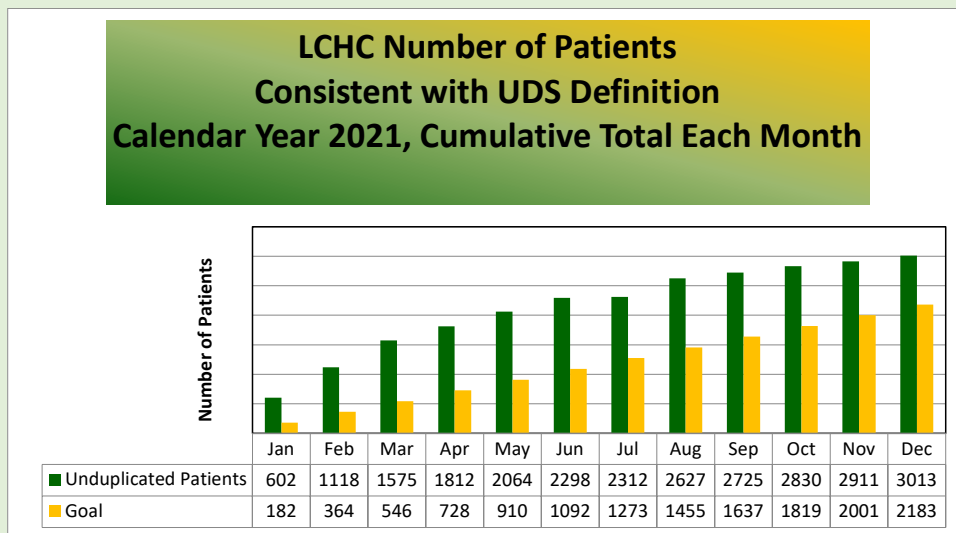


Figure 21: LCHC Number of Patients

Who Are Our Patients?

Who do we serve? What do we know about these individuals? (See Gender, Ethnicity, Age Groups Graphs.) We continue to serve more women than men – this is common in health care as women are more likely than men to seek preventive and routine care.

We also know that most of our patients are Asian, Native Hawaiian, and Other Pacific Islander. We want to recognize the hard work of our staff in obtaining ethnicity data as our patients are often reluctant to share this information. Their efforts can be seen by the percent of 'unreported/refused' continuing to decrease each year. The staff received education on the need for this information which produced results and gave them the tools to be more effective in informing our patients of the data's importance. Our education efforts will continue.

There was an increase in the aged 0-17 and 65 and older patients. Our efforts to outreach to Lāna'i High and Elementary School students and the elderly continue with our increased School Based Programs and Community Health Workers services and elderly programs. We are fortunate that we could continue our

presence at the school with our Health and Physical Education Program, which we hope will continue our growth as we reach out to students and families.

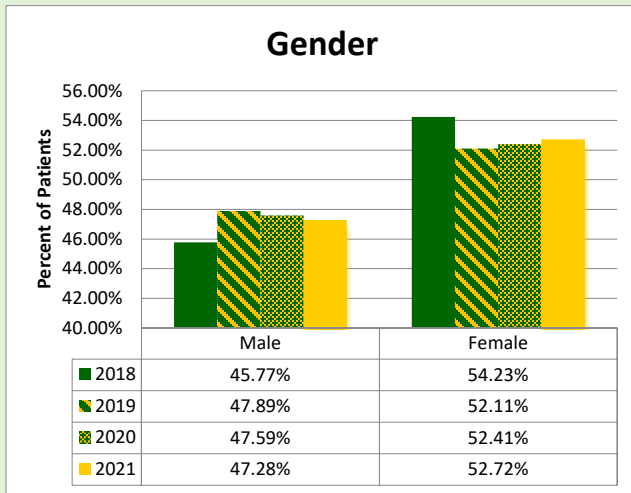


Figure 22: Gender of Patients

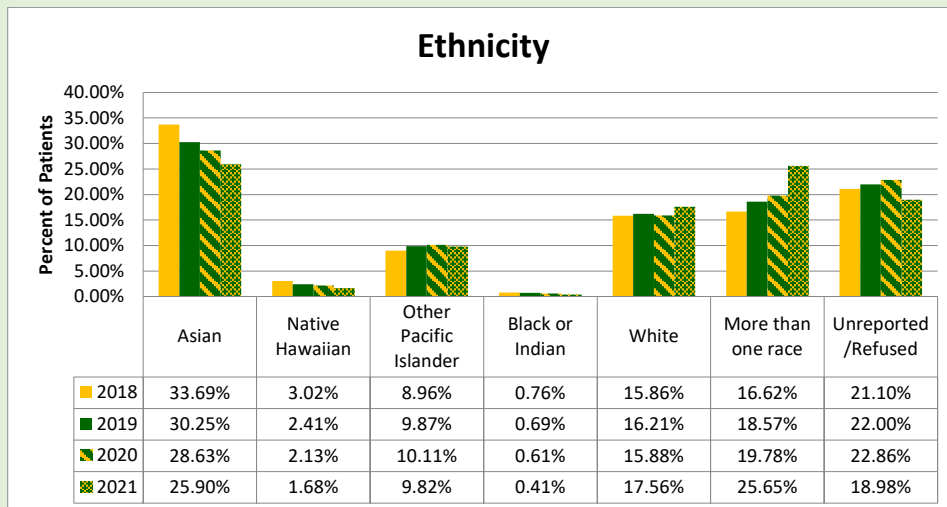


Figure 23: Ethnicity of Patients

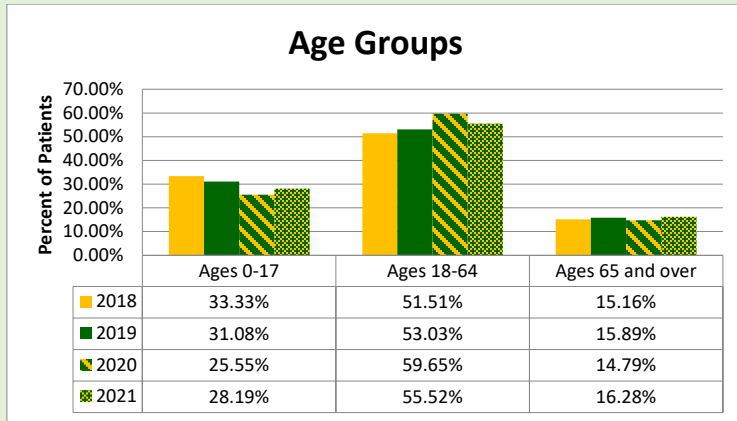


Figure 24: Age Groups of Patients

Federal Poverty Levels (FPL) are a measure of income issued every year by the Department of Health and Human Services (HHS). FPL is used to determine individual eligibility for certain programs and benefits, for example savings on Marketplace Health Insurance, and Medicaid. The FPL of our patients is also data that LCHC must report annually to the federal government.

We see a shift from the over 200% and 101-150% categories to the 100% and unknown categories. There was a change in our Sliding Fee Discount Program as a result of our HRSA Virtual On-Site Visit. We needed to revamp the entire program which also altered our incoming data and our reporting capabilities.

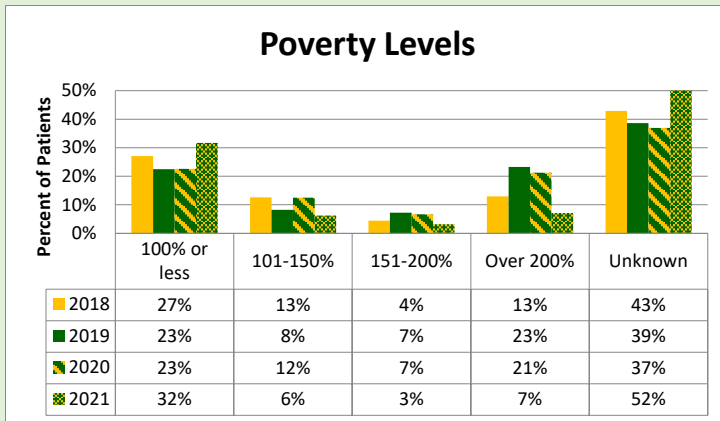


Figure 25: Poverty Levels

The Four Seasons Resort and Sensei Retreats fully opened during the festive season of 2020 as the travel restrictions were slowly being lifted. In 2021, everyone was back to full employment and hence, we see

a decline in the uninsured as more people return to work and once again covered by private insurance. We also still see an increase in Medicaid as changes to this program were made to ensure everyone is insured during the pandemic. Medicaid redetermination will take place sometime in 2022.

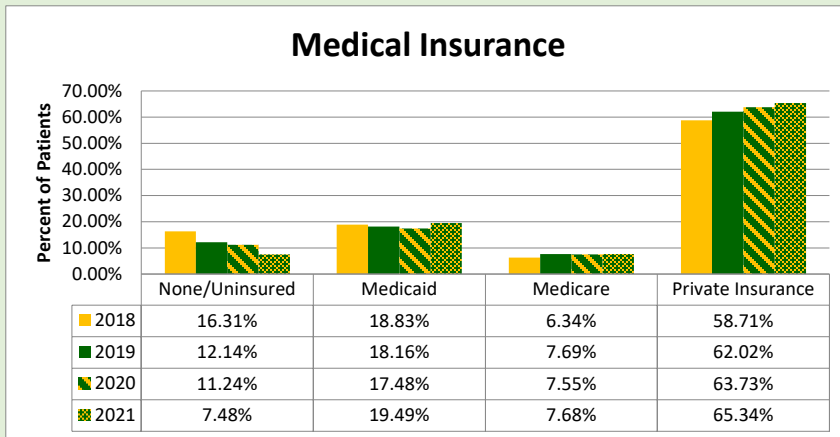


Figure 26: Medical Insurance

Encounters

Our encounters in 2021 grew 8.8% in 2021, bringing our total only 48 shy of pre-COVID 2019's total encounters of 12,291. Our dental and vision programs have seen the greatest increase in 2021 compared to 2020 as they were shut down for a period of time in 2020.

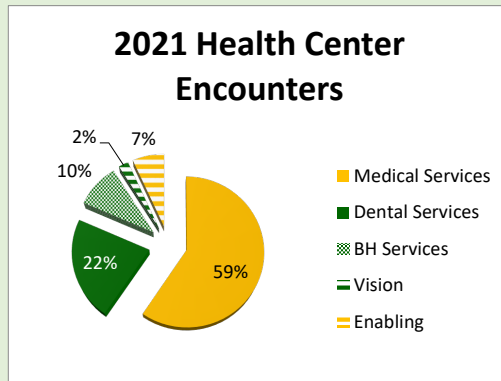


Figure 27 2021 Health Center Encounters

Reserve

Our reserve balance at the end of 2021 was \$730,616 which was higher than the required New Market Tax Credit (NMTC) reserve of \$70,000 and the USDA’s requirement of \$18,672. This year, we’ve strategically decided to invest \$100,000 into a long-term investment fund managed by Kobo Wealth. According to HRSA, an FQHC should have a reserve sufficient to cover 6 months of expenses; however, LCHC would prefer to have a reserve equal to one year’s worth of expenses – knowing that it would be difficult to recover quickly from a significant loss of funds due to the remote nature of our island and number of low-to-middle income patients. To have \$3M as a reserve is a long shot, but it is possible; it will just take time. We have set a SMART goal in the 2020 Strategic Plan: By December 31, 2023, LCHC will have a reserve equal to or greater than 2 months of expense, or approximately \$963,679. Every year our expenses, as well as our revenues increase, so as of 2021, our average monthly expense increased to \$481,884 which equates to \$963,679 for two months of expense.

Operating Expenditures

The following chart provides details regarding operations for the past four years. As true for most Health Centers, our primary operating expenditure is salary and benefits, with consultants (most of whom are providing direct services to our patients), which is the next largest single expenditure category. Consultants include contractors such as Maui Optix, contracted dentists, UCERA (contracted psychiatrists and OB ultrasound), Integration Technology, as well as Legal, Audit, and Revenue Cycle consultants. We continue to review our expenses, always looking for ways to increase cost effectiveness.

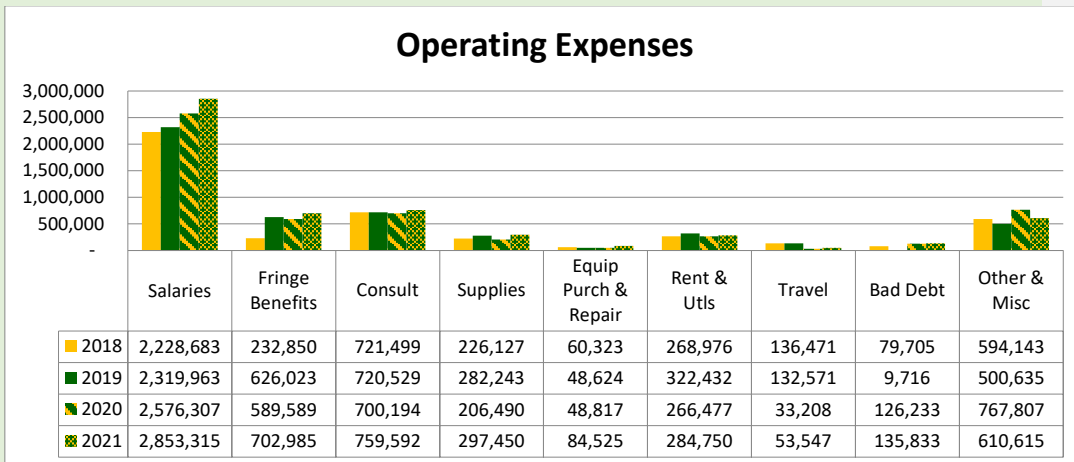


Figure 28: Operating Expenses

Value and Impact

Lastly, following is a graphic depiction of the value and impact LCHC has upon our community.

Figure 29: Value and Impact of LCHC

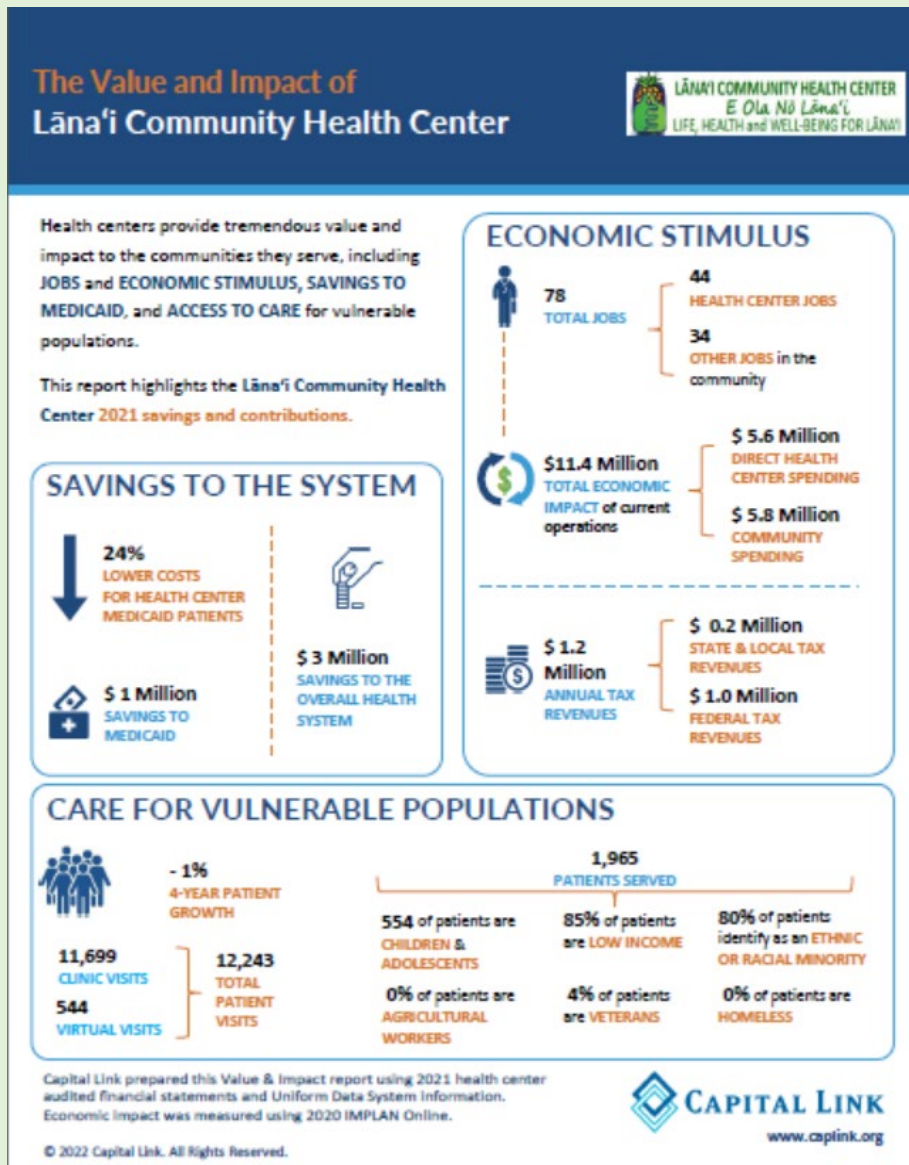
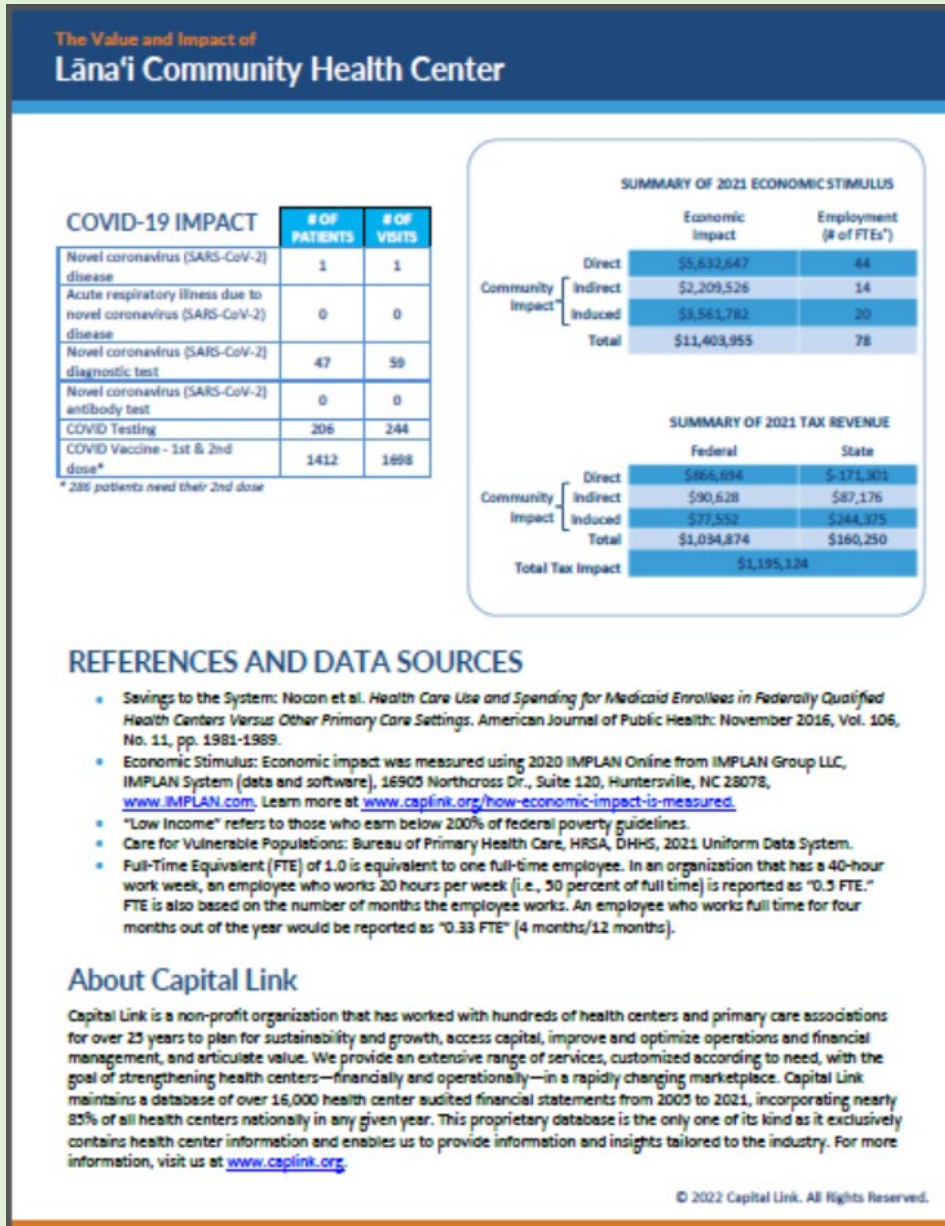


Figure 30: Value and Impact of LCHC (continued)



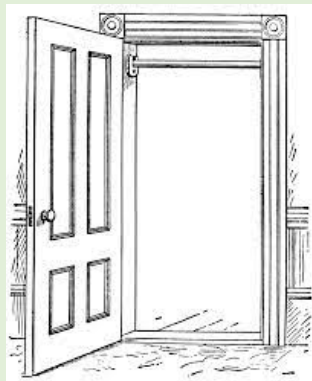
Conclusion

This past year continues to offer great challenges, with amazing opportunities for growth and learning. The future will continue in the same manner, with our continued focus on our patients, staff, and the community. We cannot forget the importance of our Board of Directors, also. They provide the guiding light for LCHC, and we are forever grateful for their efforts and dedication to serving LCHC and the community.

As noted in the 2020 Annual Report Conclusion:

“We continue to forge forward, being a voice for our patients and the community, and continuing to learn, to increase the skills of our workforce, the education and wellness of our patients, and awareness of policymakers. We continue to fulfill our vision and mission, set forth so eloquently by Phyllis McOmber and Jackie Woolsey, and continuously reinforced by our Board and Staff. We will not fail them, our patients, or the community.”

We entered 2021 with the knowledge that a great deal was unknown, however, as Sir Isaac Newton, the famous English scientist, once said, “If I have seen further, it is by standing on the shoulders of giants.” Newton was talking about collective learning—our unique ability to share, preserve, and build upon knowledge over time. It’s a key part of what makes us human. Our creative abilities depend on learning from the work of others—just like Newton did.¹ And so we enter 2022.



¹ <https://www.khanacademy.org/humanities/big-history-project/big-bang/how-did-big-bang-change/a/standing-on-the-shoulders-of-invisible-giants#:~:text=When%20Newton%20spoke%20of%20standing,others%E2%80%94just%20like%20Newton%20did.>



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