



***Celebrating 10 Years of Service***  
**2022 Impact Report**

*Lakeshore opened its doors in 2012  
thanks to leadership and support from:*



Aurora Health Care®

We are  Advocate Aurora Health



HSHS  
St. Nicholas  
Hospital

PREVEA  
health



United Way of  
Sheboygan County



HEALTHY  
SHEBOYGAN  
COUNTY



acuity  
INSURANCE

**Dr. Kurtis & Ruby Kellner**

## Mission:

To provide access to comprehensive, integrated health care, regardless of insurance status or the ability to pay, thus eliminating health disparities among the underserved.



Dental Director Casey Wilson talking with a patient at Albrecht Free Clinic in West Bend. Learn more about the partnership on page 8.

## Initial Advisory Council and Board of Directors

Jose Araujo  
Jean Beinemann  
Cynthia Bertsch  
Kristin Blanchard Stearns  
Mel Blanke  
Ed Bradley  
Barbara Dodge  
Judy Dreiling  
Dr. Helminak

Dale Hippensteel  
Joan Ketterman  
Donna Liedtke  
Suni McCall  
Bev Randall  
Martin Schaller  
Sandi Vasatka  
Joann Wieland  
Tom Zilavy

**Special Thanks to:** Ann Wondergem, Virginia Thomas and WPHCA staff.

*Thank you to our supporters, who have helped increase access to high-quality, affordable dental, medical, mental health care and pharmacy services.*

*We're grateful for everyone who has taken the time to raise awareness of the services we offer or recommend Lakeshore to someone struggling to find care.*

## Board of Directors

We would like to thank our Board of Directors for their strong leadership and support. **Two-thirds** of our Board Members use LCHC's services. Their invaluable insights lead to policies that better serve all of our patients.

### OFFICERS

Brenda Smith, *President*  
Denise Wittstock, *Vice President*  
Leighanne Metter-Jensen, *Treasurer*  
Kelyn Netz, *Secretary*

### MEMBERS

Sherrie Boettcher  
Heather Feest  
Ruth Henkle  
Bill Pfefferkorn  
Shenita Salaam  
Amalia Vargas  
Robert Ziegelbauer

## Leadership Team

Kristin Blanchard Stearns, *Chief Executive Officer*  
Caleb Jensema, *Chief Financial Officer*  
Michele Schmitt, *Chief Operations Officer*  
Casey Wilson, DDS, *Dental Director*  
Diane Oppeneer ACNP, *Chief Clinical Officer*  
Shelby Kuhn, LCSW, SAC, *Chief Behavioral Health Officer*  
Christa Wilson, PharmD, *Director of Pharmacy*

## Our Providers

### Dental

Christina Bennett, DMD  
Maura Darnieder, DDS  
Subhashish Das, DDS  
Calara Hardin, DDS  
Hanan Kayali, DMD  
Smriti Madrecha, DMD  
Natalie Ordonez, DDS  
Aadya Sharma, DDS  
Olaifa Turner, DMD  
Eli Vang, DMD  
Casey Wilson, DDS\*

### Pharmacy

Kaytlyn Dummer, PharmD  
Larry Mihalevich, RPh  
Hannah Neff, PharmD  
Christa Wilson, PharmD\*

### Medical

Donna Buechner, PMHNP  
Brian Dewey, DC  
Diane Oppeneer, ACNP\*  
Wyatt Tyler, DC  
Pajin Vang, MD, MPH

### Mental Health

Sarah Appfelbeck, LPC  
Madison Dowidat, LPC--IT  
Teri Klavekoske, LCSW, SAC  
Shelby Kuhn, LCSW, SAC\*  
Erin Meyer, APSW  
David Ohrmund, LPC  
Kayla Ostermann, LPC  
Rachael Sass, LPC  
Amanda Schroeder, LPC  
Frank Simac, LPC, CSAC  
Alexia Samsal, LPC-IT  
Kialeah Sumpter, LCSW  
Kristen Wlodek, LPC

*\*Department Director*

# Dear Friends and Supporters,

It has been an exceptional ten years since opening our doors in June 2012 as a federally qualified health center. Lakeshore Community Health Care has grown from a small community non-profit to a trusted part of the local healthcare landscape. Your support and partnerships over the last decade have been instrumental in helping us increase access to dental, medical, and mental health services.



## Growing New Fields of Talent

The greatest challenge businesses face today is filling open positions, and Lakeshore feels the same constraints. Over the past decade, we have consciously built partnerships and programs to cultivate future providers and team members.

Through collaborations with A.T. Still University, Concordia University, Lakeshore Technical College, and our UW System, Lakeshore has hired dentists, pharmacists, and dental assistants we first worked with as students. With help from individual donors and a state grant, Lakeshore is investing in mentoring and developing post-graduate counselors through the 3,000 hours needed to become licensed therapists.

This year, we also joined our Wisconsin Primary Health Care Association (WPHCA) and health centers across the state to launch the Medical Assistant Apprenticeship Program. This allows three of our internal team members to work while earning their Medical Assistant certification.

## Putting Down Roots

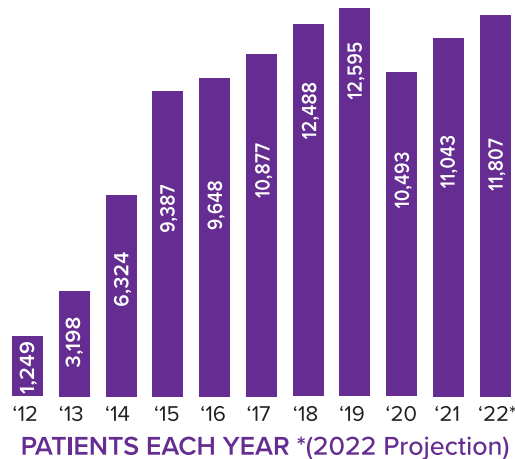
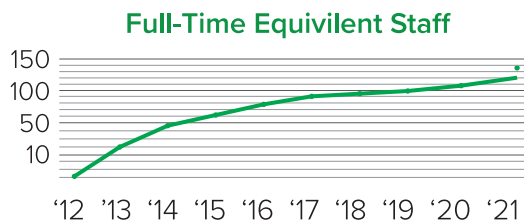
Over the past year, we have been working with the Albrecht Free Clinic in West Bend to help them serve those needing access to oral health care. In September, we began providing dental care within their clinic. Last summer we also purchased the building our Manitowoc clinic occupies, ensuring we can grow to meet the community's needs well into the future.

## Planting Seeds for the Next Decade

Lakeshore will continue to look for opportunities to increase access to those with barriers to care. With this solid foundation, I feel enthusiastic about our next decade. We look forward to nurturing our current partnerships and growing new ones to sow the seeds of a healthy community for everyone.

*Kristin Blanchard Stearns*

Kristin Blanchard Stearns  
Chief Executive Officer



## 2022 Highlights

- 🌐 Began providing dental care at the Albrecht Free Clinic in West Bend. Learn more about the partnership on page 8.
- 🌐 Hosted a record number of college students, with a focus on recruiting clinical staff. Find out how LCHC accomplished this on page 6.
- 🌐 Hired our first Chief Behavioral Health Officer, Shelby Kuhn, LCSW. Details on how she'll expand Lakeshore's mental health services are on page 7.
- 🌐 Enhanced integrated care by placing a full-time hygienist and half-time clinical pharmacist on the medical team. Learn more about our hygienist integration on page 4.
- 🌐 Implemented a new Electronic Health Record system (OCHIN Epic) to improve integration across services and provide automated communication with patients including texting, making care more efficient.
- 🌐 Purchased the Manitowoc clinic building for facility improvements and future expansion.

## Recognition

Named a Dementia Friendly Workplace by the Aging and Disability Resource Center of Sheboygan County.

CEO Kristin Stearns and school-based therapist Kristen Woldek named top 5 at ATHENA Awards.

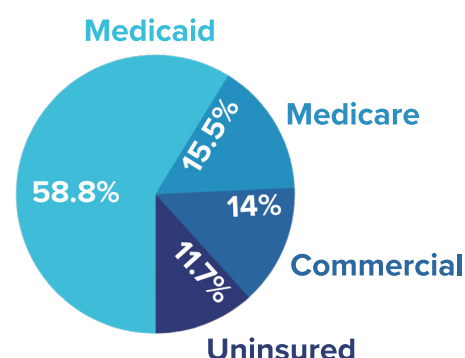
Manitowoc & Sheboygan Clinics renewed as a Patient Centered Medical Home.

Received a clean federal audit of our clinical, administrative, and financial practices.

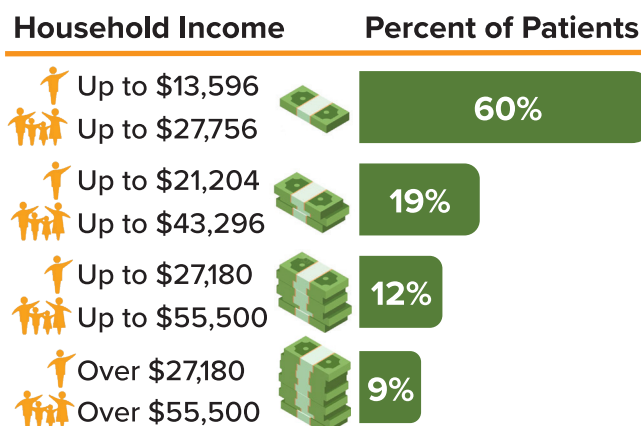
## The Year Ahead

- 🌐 A new RV with two dental operatories will improve our school dental program and bring dental and vaccine programs to new parts of our community.
- 🌐 Continue to close care gaps related to breast, colorectal, and cervical cancer screening.
- 🌐 Launch school-based mental health care in the Manitowoc Public School District.
- 🌐 Explore incorporating group therapy in our behavioral health services.
- 🌐 When the federal COVID-19 public health emergency ends, assist patients renewing their Medicaid coverage and connect those losing coverage to other insurance options.

## Patient Insurance Coverage



## Patient Income Levels





## Cultivating Integrated Care

Given the connection between physical, oral and mental health, Lakeshore Community Health Care (LCHC) has championed the many benefits of integrated care. Recent grant funding from the Roots & Wings Foundation allowed us to enhance integration in new ways. LCHC hired a dental hygienist who works as a member of the medical team in Sheboygan. The hygienist conducts oral health assessments and fluoride treatments for medical patients as a part of their medical visit.

The program yielded bountiful results: medical patients who have delayed or neglected oral health care have been referred to LCHC's dental team. Many are at high-risk for serious dental problems. Another benefit is that we can discover emerging oral health concerns among our dental patients during their medical appointments.

Thanks to our new Electronic Health Record system (OCHIN Epic), we are able to identify medical patients who lack a dental provider and establish them as dental patients at Lakeshore. As a result of this success, we are planning a similar program in Manitowoc as well as placing a Medical Assistant in Dental to facilitate similar cross-over care.



*Fluoride treatment during a medical visit.*

## Giving Patients Time to Blossom

***“Many people have dental anxiety or had a poor experience at the dentist. A hygiene visit in medical is more than a quick oral health assessment. It’s the first step to addressing a patient’s dental concerns. I listen to each patient and build a positive relationship with them. This helps patients become comfortable scheduling additional care with our dental team.” - Andrea***

Our medical hygienist, Andrea, saw one patient in his mid-late 20's, with terrible fears and anxiety about anything dental related. He hadn't been to a dentist in about 8 years. Each time she came into a medical visit, he couldn't even bring himself to open his mouth because he was terrified. She sat and talked with him, asked a few questions, but mostly listened without judgement. Slowly, visit by visit, the patient started to relax.

One visit, Andrea asked if he would be open to her just taking a look in his mouth, ensuring there was no pressure whatsoever. He was in the driver's seat. He said, “That would be more than I've done in the past 8 years!” With some gentle encouragement she took a look and applied a fluoride varnish. Unprompted, the patient asked to be scheduled for a dental appointment.

She was elated that he chose to take the next step. The patient said he had nothing but great experiences at LCHC with each staff member that he encountered and he felt like he was ready to take

the next step because of his interactions with Andrea. After the visit, she prepared the dentist who would be seeing the patient, sharing the patient's specific needs and fears so he could be given extra patience and care during his first dental appointment.

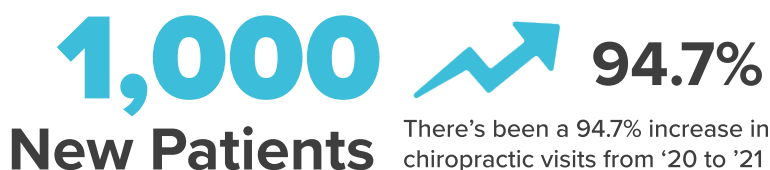
## *Sarah's Story - Patient to Champion*

Sarah has been a patient at LCHC for over 4 years. She remembers coming to our first clinic in Sheboygan, on 8th street, when she was looking for a dentist that accepted Medicaid. She's been with us ever since. "Everyone at Lakeshore is polite. They want to help you," Sarah shared. In addition to dental services, she receives chiropractic care from Dr. Dewey. They've shared many laughs over the years.

As a fun individual with a great sense of humor, Sarah makes friends everywhere she goes. She often takes the bus and shares her positive experiences with others in the community that don't know much about Lakeshore. Going to a new health care facility can be scary, but Sarah says, "You don't have to feel nervous, because everyone here will help you."



*Dr. Dewey provides an adjustment.*



## *Bringing Different Perspectives to the Board of Directors*



Denise Wittstock has been a board member and patient of LCHC since 2020, allowing her to view our growth through multiple lenses. After moving from Arizona in 2016 as a nonprofit professional, she began networking with nonprofits.

"I met Kristin, LCHC's CEO, and discovered the clinics are one of the best hidden gems in our area," Denise said. As the executive director of Big Brothers Big Sisters (BBBS), Denise's extensive knowledge in nonprofit management and connection to local resources are valued additions to the Board of Directors.

As a patient, she receives dental and chiropractic care and occasionally utilizes LCHC's medical services. "I love how integrated everything is," she explained, "I can go to a chiropractic appointment and get a flu shot." Over the years, she has seen growth in awareness of LCHC's services and an increase in patients. "There's a stigma around community health centers," said Denise, "but each person receiving care is treated with respect. I tell all my BBBS families about LCHC's services and educate my friends and family about the organization."

LCHC is making immense strides in filling provider positions. Over the next five years Denise wants to see the organization continue expanding, both in services and reaching out to new patients. She emphasized, "The gap Lakeshore Community Health Care fills is vital."

## Growing New Fields of Talent

The challenge of provider shortages in all fields of health care will only increase over the next decade. Lakeshore has been working to address this and hired a record number of providers and staff this year who first experienced the organization as students, including one pharmacist, a nurse practitioner, two dentists and three dental assistants.

Our partnership with A.T. Still University's dental programs in Missouri and Arizona began three years ago. They are well known for multidisciplinary healthcare education and working with health centers to prepare students to work with underserved communities and patients with complex needs. LCHC offers up to eight four-week clinical rotations each year in both the Manitowoc and Sheboygan clinics. Several dentists have been hired from the program. Locally, we partner with Lakeshore Technical College to provide clinical opportunities for students in the Dental Assistant certification.

***“My clinical rotation with the dental team was the best I had. I was able to perform a wide range of procedures. I enjoyed the dentists and team members I worked with and Lakeshore’s positive work environment.”  
– A.T. Still University Student***



*Kaytlyn Dummer joined Lakeshore as a pharmacist and Dr. Eli Vang and Dr. Hanan Kayali were hired as dentists after experiencing the clinic as students.*

The pharmacy team has always welcomed students, working with Concordia University to offer job shadows, short and long-term rotations and a year-long pharmacist residency. Our Quality Improvement Director and pharmacy team collaborated this year to provide a dietitian student from UW-Green Bay the opportunity to work with patients to manage their diabetes and hypertension through a healthy diet.

The shortage of mental health professionals was intensified by COVID-19. LCHC recently started a Clinical Supervision Program to supervise therapists for 3,000 hours, a requirement to receive their license. Three post-graduates have already joined the program, with another starting in the new year. We anticipate this will be a pipeline to fill therapist positions, once they complete their hours and receive their licenses.

The medical department also offers a variety of options for students, from medical assistants and phlebotomy students to nurse practitioners. Working with the Wisconsin Primary Health Care Association (WPHCA), LCHC currently has three staff members completing a year-long medical assistant apprenticeship program. The staff members are able to continue working and train new team members, while they are training for their new roles.

All of these partnerships offer tremendous advantages for students, our staff and LCHC. We will continue to strengthen our student opportunities and build relationships with new schools to reach even more students, who could one day become team members.



## Nourishing Mental Health Services

Shelby Kuhn, LCSW joined LCHC as its first Chief Behavioral Health Officer this summer. While working in behavioral health at Aurora Health Care, she admired the care patients received at Lakeshore. She's excited to build a solid foundation for the department to grow and be a part of providing whole patient care. "I have goals to help improve our efficiency, consistency, and quality of care," explained Shelby. "I look forward to opportunities to expand services and improve access to mental health care for all of our patients."

One opportunity coming to fruition is offering school-based mental health services in the Manitowoc Public School District. Eight LCHC counselors provide school-based mental health care through United Way of Sheboygan County's PATH program, and there's a waitlist of 70 students. "The needs in Manitowoc schools are just as great as in Sheboygan," said Shelby.

*"I have the best doctor I have ever had! She listens to everything I have to say and takes the time for me without me feeling like she has somewhere better to be. She has helped me so much and continues to do so. I also have the best mental health therapist you could ask for. I have never had the amount of trust and feeling comfortable with any therapist before!" - A.S.*

Shelby will also explore how group and peer therapy can enhance LCHC's current services, especially for patients with substance use and/or chronic medical conditions. This type of therapy provides vital social connections and hearing others' experiences can be validating for patients, helping improve their overall health.



*Shelby provides traditional therapy and brief visits during medical appointments.*

## PATH Program Spotlight

United Way of Sheboygan County's PATH program partners with Lakeshore and others to provide school-based mental health care to students in public schools across Sheboygan County.

By removing financial, transportation and other barriers to mental health services, students experience better academic performance and improved social relationships. Suspensions, detentions, unexcused absences, and symptoms of poor mental health are also reduced.



**94% of children in PATH**

agreed that they feel better about life now than before they began counseling

Students	Visits	School Year
215	2,359	2019 - 2020
253	3,688	2020 - 2021
266	4,051	2021 - 2022

*PATH Students served by LCHC's therapists.*

## *Sprouting in Washington County*

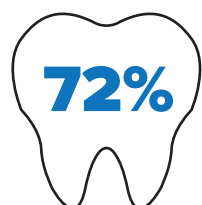
Lakeshore is excited to begin a new partnership with The Albrecht Free Clinic in West Bend. Albrecht, founded in 1996 by Dr. James E. Albrecht, is staffed by volunteer providers and staff. Lakeshore utilizes Albrecht's three-chair clinic to bring dental care to low-income and underserved people in Washington County. Albrecht continues to provide medical care for uninsured residents with incomes  $\leq 200\%$  of the federal poverty level.

As in Sheboygan and Manitowoc, affordable dental care is one of the greatest unmet needs in Washington County. The volunteer clinic faced daunting challenges, particularly since the pandemic, due to staffing shortages which have impacted the dental industry. Both parties are hopeful that the partnership will sow the seeds of Albrecht's solid foundation.

*"We've been exploring creative ways to increase our capacity, and a partnership with Lakeshore Community Health Care will allow more residents to get the dental care that they desperately need." - Ruth Henkle, Executive Director of the Albrecht Free Clinic*

Lakeshore is inspired not only by Albrecht's long record of service and growth, but by the extraordinary commitment of its volunteers and the generous and consistent support it receives from the West Bend and Washington County community. Lakeshore and Albrecht are excited to carry this legacy into the future together.

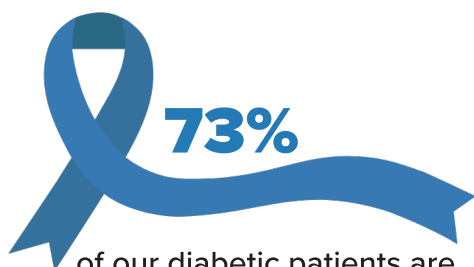
## *Quality Highlights*



of children served in dental  
were able to receive sealants  
on first year molars

**10% increase from prior year**

*"They helped me get my confidence back with my smile. The dentist and nurses are extremely professional and polite. They are a huge part of my new path in life." - M.M.*



of our diabetic patients are  
in control of their diabetes

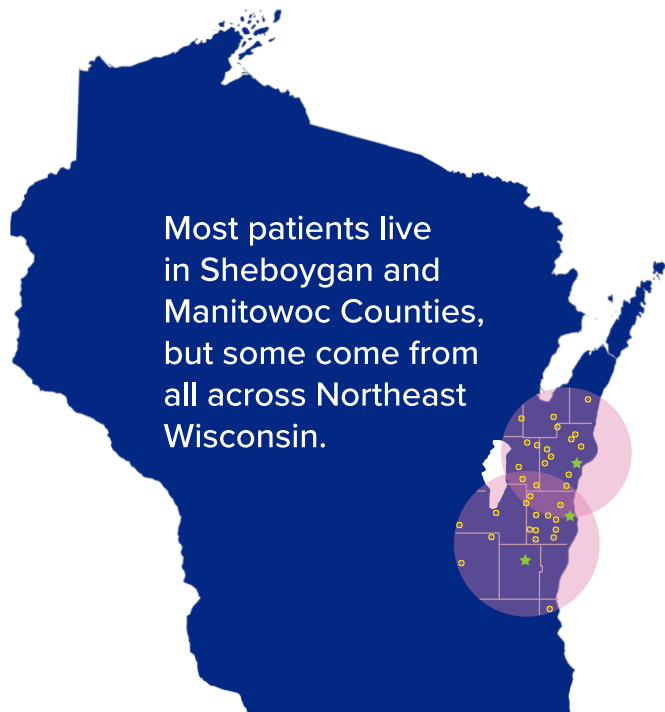
**8% increase from prior year**

**1,511** patients



were provided smoking  
cessation counseling

## Patient Population



We provided care and resources to

**176 Veterans**

10.2% of patients are best served in a language other than English.

**1121**

**1,636**

students received school-based care (dental and mental health)



## Finances

June 1, 2021 - May 31, 2022

	Without Donor Restrictions	With Donor Restrictions	Total
Revenues, gains and public support:			
Patient service revenue	\$ 9,419,387	\$ -	\$ 9,419,387
Pharmacy revenue	735,107	-	735,107
Government and other grants	3,765,333	-	3,765,333
Contributions	20,250	85,000	105,250
In-kind contributions	-	-	-
Interest income	69,460	-	69,460
Loss on disposals and sale of equipment	(53)	-	(53)
Miscellaneous	73,798	-	73,798
Net assets released from restrictions	82,303	(82,303)	-
<b>Total revenues, gains, and public support</b>	<b>14,165,585</b>	<b>2,697</b>	<b>14,168,282</b>
Expenses:			
Program services	10,798,250	-	10,798,250
Management and general	4,258,828	-	4,258,828
<b>Total expenses</b>	<b>15,057,078</b>	<b>-</b>	<b>15,057,078</b>
Changes in net assets	(891,493)	2,697	(888,796)
Net assets at beginning of year	10,033,614	715,356	10,748,970
<b>Net assets at end of year</b>	<b>\$ 9,142,121</b>	<b>\$ 718,053</b>	<b>\$ 9,860,174</b>



**LAKESHORE**

community health care

2022 Impact Report



*We are so grateful for the encouragement & support these last ten years. This has allowed us to increase access to care within our communities.*

*Wishing you a healthy & happy holiday season!*

*With Gratitude,  
Kristin Blanchard Stearns*

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