



health brigade
formerly Fan Free Clinic

ANNUAL REPORT 2016



Our Mission

The mission of Health Brigade, formerly Fan Free Clinic, is to provide quality health services, especially to those least served, in a compassionate and non-judgmental environment.

Our Values

WELCOMING: We respect the worth, dignity, and equality of every person.

IMPACTFUL: We provide effective, quality care that improves the health of our service population.

TRUSTED: We provide a professional and safe environment for our patients, clients, volunteers, and staff.

RESPONSIVE: We advocate for and provide services to address evolving community needs.

INTEGRATED: We focus on the health and well-being of the whole person.

Cover Story

Sophia Toe spent eight weeks this summer working in the Medical Clinic at Health Brigade through The Shepherd Internship Program. The college program enables participants to serve impoverished persons through agencies committed to underserved communities. Sophia lived in a house with five other interns working in the Richmond area. Each intern lived on \$11 a day to immerse themselves in the experience of the people they served.

Sophia is a biology major at Berea College—a liberal arts work college in the city of Berea, located 35 miles south of Lexington, Kentucky.

When asked what she enjoyed the most about her time at Health Brigade, Sophia said, “I like the people. It’s like a big family that takes care of their entire community. It’s beautiful really.”

Cover photo by Sid Koerin

What’s in a name? A lot!

People grow very attached to names, especially when they are almost 50 years old. But, after much study and conversation and input, we did it. We changed our name this year from Fan Free Clinic to **Health Brigade**.

The need was clear. We hadn’t been located in the Fan area of Richmond since 1997. In a time of rapid health care changes, we can’t guarantee entirely “free” services into our future if we are to remain sustainable. And, most importantly, we have always been more than a Medical Clinic. Our Health Outreach team touches hundreds of lives when visiting neighborhoods, gathering places, centers and prisons. Our Mental Health Program spans across short-term sessions in the medical clinic to more comprehensive community-based mental health services—including psychiatry, individual therapy and psycho-social groups.

Over \$50,000 of professional research, strategy and art development for our new name and logo was donated to us through the generous and creative hearts of EAB Research, ideaspring and ndp.

When all was said and done and presented, it seemed our name conveyed two thoughts: 1) “Health” is what we do, and 2) “Brigade” is how we do it. Think Bucket Brigade—a human chain working together for the common good, circling back around to refill and keep the formation going.

We hope this annual report will be a glimpse of how our year was, as we took our first steps to grow into our new identity.



Karen A. Legato

Susan Brock Wilkes

Executive Letter

Last year was a time of change and renewal for us—**Fan Free Clinic became Health Brigade!**

Health is what we do. Brigade is how we do it. The word “brigade” is both a noun—a group of people organized for certain task—and a verb—to group together.

You have “grouped together and organized” with us for nearly 50 years to serve our neighbors. You have provided quality health care, advocated for health access, fought against health disparities and given your valuable time and resources.

You are part of our Medical and Mental Health brigade on-site in our health center. You are a part of our Health Outreach and Advocacy brigade in public housing communities, treatment centers, prisons, college campuses and other community venues.

You work arm-in-arm with us, proactively leading the charge to bring health and wellness to all people, but especially to those most vulnerable and stigmatized in the community.

You know that **our holistic, person-centered, comprehensive, creative approaches to health and wellness not only meet the clinical quality standards of the traditional health system, but often exceed them in compassion, care coordination, cultural sensitivity and patient satisfaction.**

Embracing our identity as Health Brigade this past year was much bigger than just a name change. Our leadership worked tirelessly in parallel strategic planning processes to align our vision, mission, programs, brand identity and sustainability.

Thanks to a generous grant from the Jenkins Foundation we were able to engage Dena Frith Moore of DFM Advisory, LLC to provide strategic consultation to a work group

of Board members and volunteer health experts from the community. This group was charged with recommending strategies to ensure the viability of our current and future work in the health safety net.


After months of deliberations, our leadership identified several strategies for further consideration. The first strategy was to realign our services with our mission and flesh out our brand identity and new name. The realignment led to reorganization of program services throughout the agency with a stronger focus on comprehensive integrated care while deepening our commitment to the “person-centered health home” model of care.

As part of the realignment strategy, we also reorganized our Administration and Development departments to meet the growing complexity of the agency. By integrating these two departments, we were able to improve efficiency and enhance the quality of all processes throughout the organization.

There is still much work to be done, but just like the integration of services has led to better health for patients and clients, integration across all departments is leading to better health for the organization.

In the pages that follow, we share our new identity, and accomplishments of the past year. We also share a few snapshots of those who make up Health Brigade—volunteers, donors, practitioners and staff. In addition, you will see a cross-selection of representatives of each of our service areas illustrating a diverse brigade.

With respect and appreciation,


Karen A. Legato
Executive Director


Susan Brock Wilkes
Board Chair



Laura C. Brewer, PhD, LCP

Volunteer Mental Health Provider, 7 years

Dr. Laura Brewer has been a volunteer mental health provider and donor at Health Brigade since 2009.

Before moving to Richmond, Dr. Brewer had volunteered in a mental health center very similar to Health Brigade (HB). When she arrived here, she wanted to continue to volunteer in a free clinic setting.

"I called Fan Free Clinic and they called me back," and the connection was formed.

Dr. Brewer says she appreciates that the Mental Health and Wellness program at HB is set up very much like a private practice.

"The big difference is our clients have so much more going against them, such as transportation challenges and having access to the medications they need."

"We are not all born mentally healthy. Not everybody is fortunate enough to have work. Poverty makes mental illness worse. Most people are not trying to milk the system. They want to work, but when you are not getting the proper care you need, you can't."

"What our clients need most from us is patience. The model here allows that. I can

work with the same client consistently over the long term, for however long they need."

When asked why she gives her time and financial support to Health Brigade, Dr. Brewer says **"we are all blessed with talents and I believe we are obligated to give back"** to those with less.

She grew up in a family that modeled giving back to one's community. She sees that reflected in the concept of a "health brigade"—working together as one entity, connected, not separate parts, giving back.

Wendy S. Klein, MD, MACP

Medical Director, 1 year

Dr. Wendy Klein thought she had retired. She was planning to devote her time to national projects. Then, HB Executive Director Karen Legato called her.

"I was so profoundly impressed by the number of services Fan Free Clinic—now called Health Brigade—provided plus **the depth of caring, the warmth of the staff and the respect shown to patients** that I accepted the position of Medical Director," said Dr. Klein.

"We live up to high standards here. We try very, very hard to be a medical home for our patients." True to the concept of a health brigade, Dr. Klein says the Medical Clinic collaborates closely and regularly with other agency departments—Mental Health & Wellness and Health Outreach & Advocacy.

"Everyone here recognizes that health is very complicated. It's not just one thing. The folks we see are beset by so many challenges—safety issues, availability of food, transportation needs and mental illness.

"It's hard for people with the privilege of a job and personal security to understand how great the need is. There is a vast pool of people who are poor who need our services. **We are trying to keep our patients out of ERs and to engage them in healthier lifestyles.**"

Dr. Klein says one of the joys of practicing at Health Brigade is not having to deal with insurance companies. "You're not pressured to see 'X' number of patients in an hour."

"It's very rewarding. It helps me remember why I went into medicine."





Edward Lee Peters
Outreach Specialist, 14 years

When Edward was in high school, he needed a physical to get a work permit. A friend suggested he check out Fan Free Clinic. It was 1972 and the clinic was located on Hanover Avenue. Who would have known that 30 years later, Edward would join the staff of FFC, now Health Brigade, and become one of its longest serving team members.

Edward is an outreach specialist working with intravenous drug users. He works in the community and in health, rehab and testing centers handing out bleach kits to reduce the risk of spreading HIV and Hepatitis C. The process of building trust with users can oftentimes lead them to be tested for HIV and, finally, to get treatment and rehabilitation.

"One of the greatest things we have is the trust of the communities we serve. They watch out for us. They will tell us when they know something is about to go down. We know when it's time to leave."

Some of the gang members, "they thank us for coming to their communities, for caring enough to show up."

Edward reassures those he serves that Health Brigade's name change is more of an organizational thing, "that **our care is the same. Just like the old fire bucket brigades, down the line," they can trust us to be there for them.**"

Jihad Abdulmumit
Community Case Manager, 13 years

There is "an esprit de corps that is Health Brigade," Jihad says. **"The culture here is we work as a functional unit.** That's why our new name fits us so well."

"It implies that we are on the frontlines addressing the needs of marginalized people."

"I'm excited about our name change. Health Brigade has a progressive ring to it. It implies 'liberated thinking.' **We bring along the history of Fan Free Clinic but we are turning to address contemporary needs.**"

Jihad says the "boots on the ground" image that the word 'brigade' conjurs is especially fitting for the work he does.

Jihad is a community case manager doing prison outreach. Health Brigade's prison outreach program addresses the health needs of incarcerated individuals living with HIV/AIDS as they are released from jails and prisons.

Our name "is really appropriate for those of us who interact with aspects of the community where others don't always want to go" like prisons and public housing neighborhoods. **Not only does Health Brigade serve the underserved through our Medical Clinic but we are "marching forward addressing health needs in sometimes hostile environments,"** Jihad says.



Health Brigade offers an integrated model of care and services. We are advocates for those we serve because it is the right thing to do.

Primary Care provided to low income and uninsured residents in Greater Richmond

5,380 patient visits

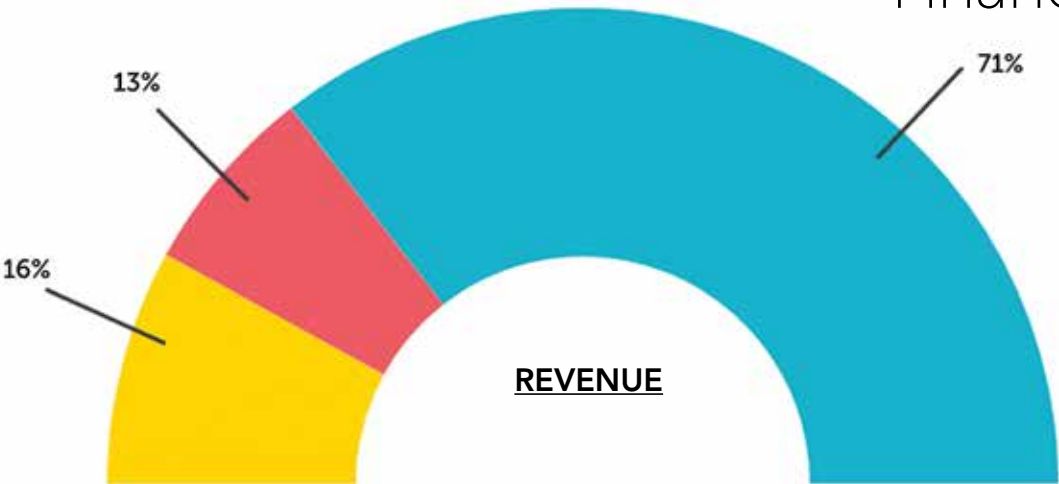
Mental Health & Wellness provided to clients and patients to enhance life satisfaction and well-being

4,400 mental health & wellness encounters

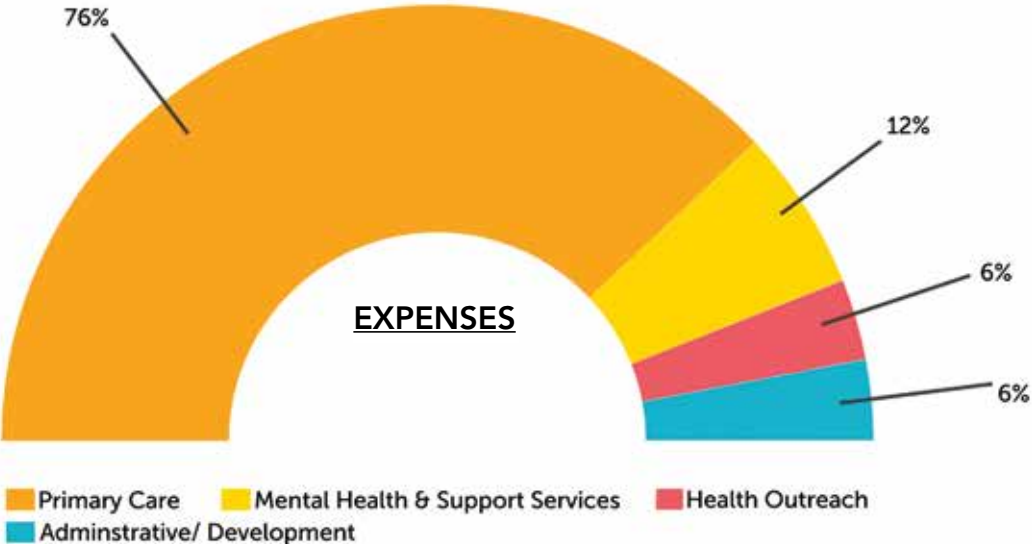
Health Outreach & Advocacy provided sexual health education and testing services to the community

13,920 outreach encounters

Financials

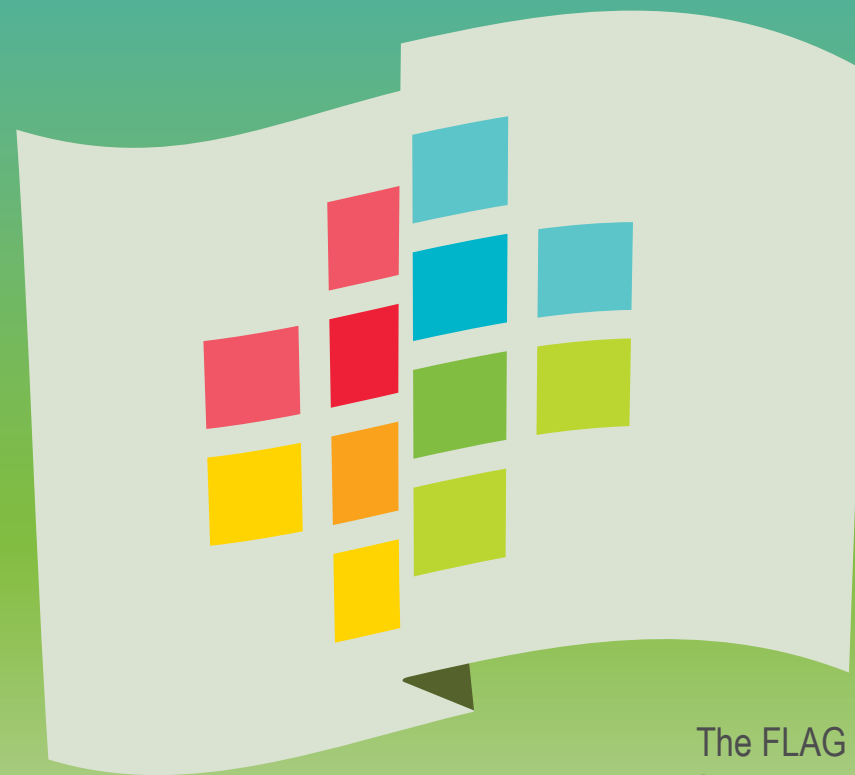


REVENUE		EXPENSES	
Earned Revenue		Primary Care	
Government Contracts	1,232,600	Cash	891,874
Private Contracts	217,324	In-Kind	6,123,873
Contributed		Mental Health & Support Services	
Associations/Faith Orgs	23,305	Cash	989,762
Bequests	11,712	In-Kind	159,214
Corporations/Businesses	201,041	Health Outreach	
Foundation	659,326	Cash	493,274
Individuals	250,646	In-Kind	16,690
Other	18,952	Administration/Development	
In-kind	6,460,972	Cash	377,454
Total	9,075,878	In-Kind	161,195
		Total	
		Cash	2,752,364
		In-Kind	6,460,972
			9,213,336



Our new logo

The MOSAIC represents the diversity of who we are and the people we serve. The abstract symbol is a health cross.



The background color of the flag is between the two lightest blue and green MOSAICS. This color represents health and vitality without overpowering the MOSAIC.

The elongated “L” works as a flag pole.

The FLAG points to the right—referencing forward movement.

health brigade

Green text symbolizes health and vitality.

The word BRIGADE is a stronger green color, emphasizing the importance of the people.

We turn every \$1 donated
into \$8 worth of health services.



For \$600, we can care for a chronically ill patient providing
primary care visits, labs and radiology for one year.
In the current health care market,
the same uninsured patient would pay thousands out-of-pocket.

Our volunteers are able to help us improve
the quality of life for thousands of people throughout
the Richmond area. During this past year:



THANK YOU!

We couldn't do what we do without our talented
volunteers who lend a hand as: Physicians, Registered
Nurses, Nurse Practitioners, Psychiatrists, Nutritionists,
Licensed Mental Health Providers, Board Members,
Administrative Support,
Health Outreach Support, and more!

Volunteers

Health Brigade, formerly Fan Free Clinic, gratefully acknowledges the dedicated volunteers listed below as well as the unlisted individuals who volunteered for special events and one-time activities from July 1, 2015 – June 30, 2016.

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Honor Roll of Donors

In fiscal year 2016 (July 1, 2015 - June 30, 2016), Health Brigade received over \$2.8 million in contributions from those listed below. It is this tremendous generosity that enables us to serve as a medical home for our neighbors and friends. Thank you!

THE ANNUAL FUND

Annual gifts that provide flexible, unrestricted support across programs and services are critical to sustaining ongoing agency operations. Last year, over \$200,000 was given through The Annual Fund program.

\$100,000+

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It takes a brigade to serve our patients and clients. Three different departments—Medical Clinic, Health Outreach & Advocacy and Mental Health & Wellness—collaborate daily to provide quality care to those who need it most. Just like a bucket brigade, we put out the fires and assist others in building healthier lives.



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