



# 2022 ANNUAL REPORT



We're Here For Your Family!

MOUNT STERLING • OWINGSVILLE • STANTON • CARLISLE • WINCHESTER

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**Even with a known answer,  
it is still a tough question**

It doesn't matter if we are a parent, a son or daughter, a career-minded professional, or someone enjoying well-earned retirement, we all find ourselves facing the same universal question at some point in our lives. It's an unavoidable inquiry we all ponder and face with difficulty, even though the answer is simple and is the same for all of us.

Where did the time go?

As a whole, our family at Sterling Health Care is a collection of mission-minded professionals who know all about the art of staying focused. We are constantly assessing needs, coordinating and defining pathways to success, then setting about on the tasks necessary to bring about our desired results. With determination, we handle the obstacles, work through the issues, then take a breather every now and then to reflect on lessons learned. At the end of the day, we come

*See Question, next page*

## EXECUTIVE TEAM



**From L-R:**

Tina Bryant, Chief Executive Officer  
MinDee Hudson, Chief Operations Officer  
Dr. Richard Hall, Chief Medical Officer  
Florence Mahoney, Chief Financial Officer



**From L-R:**

Dr. Leslie Aslam, Director of Behavioral Health & Substance Abuse Disorder Services  
Rebecca Thomas, Director of Quality  
Kim Moore, RPh, Director of Pharmacy  
Dr. Nathan Rusher, Director of Dental Services



**From L-R:**

Dawn Craft, Director of Revenue Cycle  
Dr. Barry Williams, Director of School-Based Health Program

## 2022 Notable Achievements

Visions started to evolve into reality with the appearance of large construction equipment in early 2022. Construction projects in Mount Sterling and Carlisle were a constant focal point throughout the entire year.



Patients in Stanton received the gift of a new service in May with the official opening of a new, on-site pharmacy.

After months of extensive preparation, SHC unveiled its brand new website in October 2022. With user friendliness, ease of navigation, and consistent updating as the primary focal points, the website serves as the central hub of information for patients and the general public.



The exceptional work of several SHC employees was recognized in 2022, including that of Morgan Chance (far left), Information Technology Manager who was named Employee of the Year; and Dr. Byram Ratliff (above), who was honored with the Lifetime Achievement Award from the Northeast Kentucky Area Health Education Center during its conference in November.

### Question

*Continued from previous page*

to realize our sacrifice of time has yielded a measure of progress. It may be a step forward for the individual, the team, or maybe for the company as a whole but, regardless, it was a labor performed in the spirit of making Kentucky and our place in the world a better place to live.



The year 2022 will always be a special milestone in the history of Sterling Health Care, officially designating a decade of service to patients in and around the Mount Sterling area. For the few who have been with the company from the beginning in 2012, it held special significance and offered a strong sense of purpose and accomplishment. For later additions, it was a year of being part of more company 'firsts' and discovery of the roles they could play in plans for the next decade.

Where did 2022 and 10 years go so quickly? The simple answer is time simply continued on as it always has, though it probably seemed faster for us than most because of the focus factor. Time fluctuates for no one, as every minute and every hour are the same length regardless of your gender, age, location, etc. In the end, we are left with the fact the real question is not where the time goes... it's how did we spend it and was our investment in it the best it could be?

## 2022 Notable Achievements

If construction or remodeling was not the primary focus of a conversation, there was a very good chance it was SHC's transition to AthenaOne for its Electronic Health Records (EHRs). Following a scheduled, strategic plan, management and employees alike worked tirelessly to get the system implemented in September 2022.



At left, SHC Stanton Practice Manager Brandy Phillips assists a booth visitor with filling out an informational sheet and raffle entry at Stanton's Music in the Park event in July. SHC's presence in area communities became more prominent than ever in 2022 through displays, health services and promotional items being provided by a number of departments and employees.

SHC gained more exposure on the state-wide level in 2022, being involved in a number of initiatives for the good of patients. As SHC's Tiffany Taul-Scruggs and others look on during a July event in Frankfort, Kentucky Governor Andy Beshear signs six healthcare bills designed to provide Kentucky families with better access to medical care.



## Construction keeps eyes on new horizons

Sterling Health Care's (SHC) current and envisioned facilities enjoyed great progress throughout 2022, with employees working through ever-changing conditions to meet the needs of patients while planning for noticeably different future.

- February: Foundation work for the new Carlisle location quickly appears and work moves to other areas of construction. Concrete is soon being poured and installation of lumber walls starts to give shape and dimension to the structure.

In Stanton, installation of drywall, water lines and cabinetry overtakes the clinic's former conference room and ultimately sets the stage for a new on-site pharmacy.

- March: Three of the Carlisle clinic's walls are standing, with construction on exterior walls and framework continuing throughout the month of June. The installation of the final exterior wall on June 20th allows workers to turn their attention inward and make significant progress on the facility's interior.

▪ May 11: First patients are welcomed to utilize the services of the new Stanton pharmacy.

- September: The end of the summer season sees Carlisle's new structure under a completed roof with bricks dotting exterior walls.

In Mount Sterling, large relocations of earth, continual noise of machinery, and numeric expansion of construction workers produces its own structural results with the completion of first-floor exterior walls and addition of metal infrastructure for second-floor

*See BUILDS, page 6*

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## VISITS

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**26,521** total patients  
*(Some patients receive multiple services)*



**108,885** total visits



**226** homeless patients



**95** veteran patients



**3,398** school-based patients



**368** agricultural-worker patients



**87,202** medical patient encounters



**7,469** dental patient encounters



**14,214** mental health patient encounters



**2,158** substance use patient encounters



**659** babies delivered



**1,351** virtual medical patient encounters



**2,845** virtual mental health patient encounters

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## STAFFING

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**82** Clinical Staff



**54** Providers



**86** Admin. Staff



**222** Total

## 2022 Notable Achievements

Sterling Health Care continued to establish its commitment to service in the local communities through donations to several programs and organizations. Employees also gave of their free time to work or volunteer at a number of community events throughout the year.



The community of Carlisle played a major role in the company's plans for 2022, with ongoing construction of a new facility as well as involvement in the town's festival. SHC was the sole sponsor of the event's 5K race and also operated two booths to provide information and a chance at prizes. SHC's Jennifer Carpenter, Tina Bryant and Traci Miles are pictured with the winner of one grand prize.

SHC was involved in several collaborative efforts with institutions of higher education in 2022, an initiative led by the marketing and human resources departments. Jennifer Carpenter, HR manager, is pictured as she shares insights about the medical industry and hiring practices with a class at Shawnee State University (SSU) in Portsmouth, Ohio.



## Substance abuse services expanded

In September of 2022, Sterling Health Care (SHC) was notified by the Health Resources and Services Administration (HRSA) that the organization had been chosen as one of only 11 nationwide recipients of the Rural Communities Opioid Response Program Medication Assisted Treatment (RCORP-MAT) grant.

The grant awarded SHC with \$3 million to be split over the course of three years, amounting to \$1 million a year from September 2022 through September 2025. This funding allows SHC to expand substance abuse services, mainly housed at their Owingsville clinic, to other counties in

*See GRANT, page 7*

## BUILDS

*Continued from page 4*  
walls.

- October and November:  
Ductwork and wiring take center stage in Mount Sterling, where preparations for another major addition - this one internal - ultimately gives way to the installation of an entryway staircase and internal walls.

In Carlisle, crews work to establish the framework of the parking lot, while continuing painting and electrical work inside the facility. With sliding doors and windows installed in months prior, the exterior ideas of the clinic were close to reality. The year ended with the painting of the parking lot, bringing the end to the year's exterior construction.



**Kim Bartley**

## 2022 By The Numbers

### GRANT

*Continued from page 6*

the service area.

"Overdose fatality rates across Kentucky continue to grow and so does the need for treatment. Dangerous drugs like Fentanyl are the cause of overdoses and have deadly consequences," said Kim Bartley, SHC Substance Abuse Program Coordinator. "It is important that we continue to support substance use recovery. The goal is to improve access to needed services and save one life at a time."

With this grant, the organization can cover staffing and equipment costs, as well as the cost of renovation of the building that currently houses the SHC-Indian Mound clinic. Located behind the Walmart facility in Mount Sterling, the building will serve as a new substance abuse

facility after the completion of the new Mount Sterling facility and merger of the existing clinic locations.

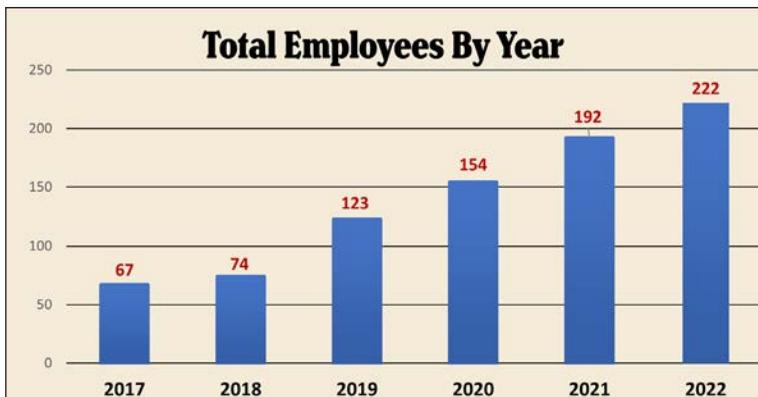
The MAT program offers several paths of treatment, including Suboxone medication, Vivitrol medication, individual counseling, and group therapy. SHC's substance abuse program also offers life skill classes at the jail on a weekly basis.

"The funds provided have allowed expanded services and increased our workforce to accommodate the need in these rural areas," said Bartley. "The MAT access grant will allow us to meet our patients where they are on their journey to recovery. It will allow patients to receive services that they would otherwise have to go out of town to receive. Most importantly, it will help us do our part in saving lives and bringing families back together."

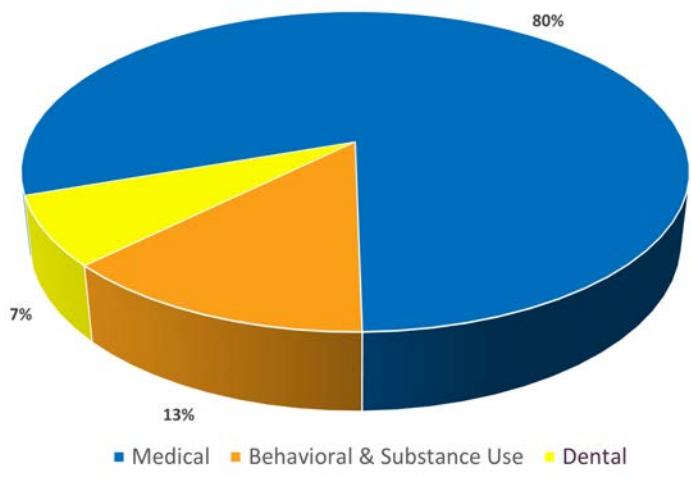
Patients, families, and community partners will also be able to reap the benefits of the grant, with a portion of the funds awarded going to aid patients and their families/caregivers in the cost of overcoming opioid use disorder.

**"The funds provided have allowed expanded services and increased our workforce to accommodate the need in these rural areas."**

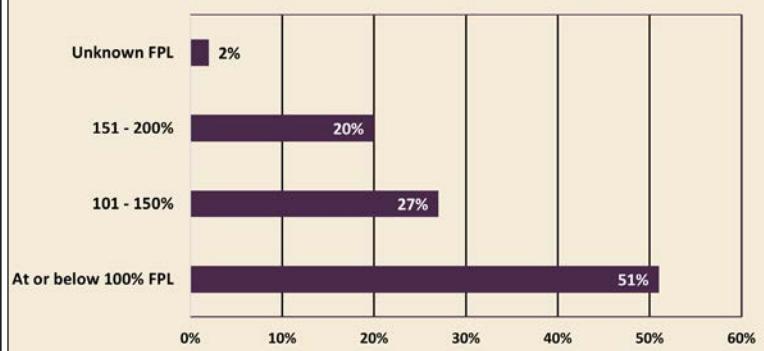
*Kim Bartley*



### Visits by Service Type



### Patient Income (FPL = Federal Poverty Level)



### Patient Assistance

	2021	2022
Food insecurity .....	78	135
Housing insecurity.....	61	35
Financial Strain .....	197	269
Transportation rides provided .....	1,266	1,537
Assist w/ obtaining health insurance ..	550	576

# Many milestones achieved along the way to a decade of service

A company milestone was reached on October 1, 2022, when SHC officially celebrated the 10-year anniversary of caring for its first patient. A total of 718 patients were provided care through the remainder of 2012, launching the story of a company that today employs approximately 225 employees.

A number of significant markers outline SHC's first decade and provide the foundation for the growth that continues today. (*Note: This information also located at [www.sterlinghealthky.org](http://www.sterlinghealthky.org).*)



## Facilities

### 2012

- First clinic opens at 209 N. Maysville Street in Mt. Sterling
- The OB/GYN office of Dr. Byram Ratliff is acquired, giving SHC two locations in Montgomery County

### 2016

- SHC-Owingsville clinic opens
- Montgomery Dental Center opens
- School-Based Health opens in Montgomery County
- SHC-Carlisle clinic opens

### 2017

- Montgomery Dental Center and Sterling Women's Care move to a new facility

### 2018

- Sterling Health Pharmacy opens

### 2019

- School-Based Health opens in Nicholas County
- Administrative offices move to current location
- SHC-Indian Mound clinic opens
- School-Based dental program begins in Montgomery County

### 2020

- Sterling Women's Care-Winchester opens
- SHC Urgent Treatment Center opens
- School-Based Health opens in Powell and Bourbon counties

### 2021

- SHC-Stanton clinic opens

### 2022

- Stanton on-site pharmacy opens

## Patients Receiving Care



## Major Steps Along The Way

### 2016

- Patient Centered Medical Home (PCMH) recognition received for SHC-Mt. Sterling

### 2017

- Full-time onsite interpreter added to the staff

### 2018

- Sterling Crossroads (drug abuse) program begins

### 2019

- Beginning of transportation services and Community Health & Outreach programs
- PCMH recognition for clinic in Owingsville

### 2021

- PCMH recognition received for both Carlisle & Indian Mound clinics
- Groundbreaking ceremonies held for new facilities in Carlisle and Mount Sterling

### 2022

- SHC is informed by Kentucky Primary Care Association (KPCA) as choice to receive mobile medical unit for future services
- Company transitions to new Electronic Record Provider
- SHC receives \$3 million grant to fight substance use disorder in high-risk rural communities

## Teamwork shines through in health records transition

Growth and evolution in many different phases throughout 2022 necessitated change and progress in the company's programs and processes as well.



**MinDee Hudson**

"The fact that this program is cloud-based and much easier to access for staff can't be overstated, not to mention the many other improvements we have with Athena," said MinDee Hudson, SHC Chief Operating Officer. "There have been many successes from this transition, including improved access to the EMR and dictation capabilities, the ability to annotate documents within the system, and improved efficiency to support chart closure."

Over several months, staff received several types of training to prepare them for the program's launch. Through online videos and virtual training sessions with a live trainer, employees learned how to use the different aspects of the program. They also had access to individualized sessions with trainers that could assist them.

"Super Users" was a term designating select staff members who could assist others in understanding the system. The Information Technology department created

how-to documents explaining functions of the program while working to stay available for anyone needing assistance. By the fall, the company was ready for the Athena GoLive launch, which took place on September 12.

"Teamwork was paramount to the success of this project," said Hudson. "There have been a number of setbacks along the way and some to still address, but overall, the staff has handled the transition well."

While the program afforded several benefits to the company, the addition of Athena's patient portal provided patients the convenient option of handling several medical processes online. The portal allowed patients to view appointments, request refills, access test results and medical records, pay bills, and communicate with their providers. The availability of the system 24 hours a day ensured that patients could handle their healthcare tasks on their own time without having to wait on the phone or come into the office in-person. Through the portal, patients could stay informed about their health and remain at the center of their care with SHC.

"It is very important to be as efficient as possible, no matter the size of the organization, in being good stewards of our resources," Hudson added.

"However, efficiency becomes even more important as an organization grows. We must continually look for ways to improve efficiency while keeping the patient at the center of the decisions."





## School-Based Health rebounds strong from pandemic

It could be said that evidence of the COVID-19 pandemic was never more impactful than on school systems across the nation in all of 2020 and into 2021. School leaders and educators were forced to make daily decisions in the face of unprecedented circumstances which, in turn, created effects with short term as well as long-lasting effects.

Sterling Health Care's (SHC) school-based health (SBH) program was not immune and found its numbers and services disappearing among the onslaught of symptoms and sickness. Transition of coordinators eventually resulted as well but through it all, the program's structure remained intact and ultimately rebounded to emerge with the introduction of both old and new services in 2022. Dental services returned in January, with the introduction of behavioral health services soon following and giving students in the Montgomery, Bourbon, Powell, and Nicholas County school districts access to quality mental health care.

Though a bit misleading because of the pandemic, numbers revealed an increase of more than 300% in patients receiving treatment in the 2020-21 (1,709) and 2021-22 (5,789) school years. Going into the 2022-2023 school year, visits were on an upward trend that promised even more growth.

A few of the program's highlights in 2022 included:

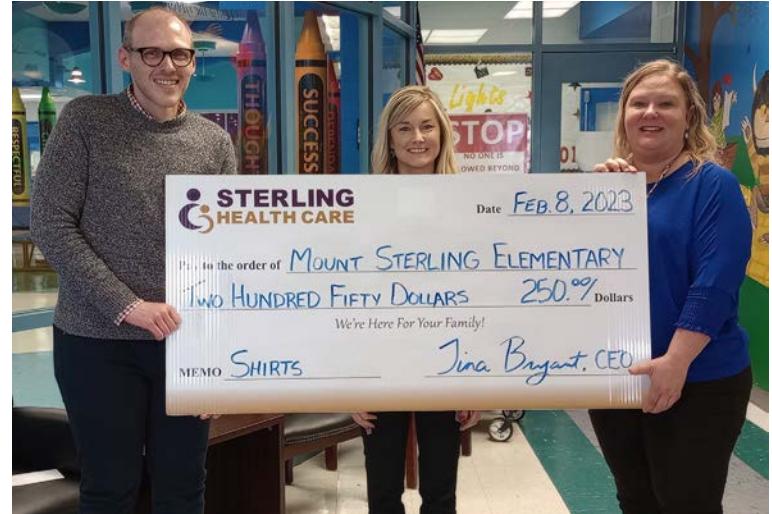


**Dr. Barry Williams**  
SBH Director



**Casey Razor**  
SBH Coordinator

2023 school year, visits were on an upward trend that promised even more growth.



- Performance accolades were earned by Kristie Wheeler (Physician's Assistant) and Jasmine Bowling (Licensed Practical Nurse), who received awards in March as Staff Members of the Week in Bourbon (County) Central Elementary.
- In August, Sterling Health provided a total of \$11,000 in donations across each of the four districts, allowing students to enter all school athletic events free of admission charges. Several members of SHC management traveled to the school systems and presented commemorative checks to school officials and students.
- Vaccines were offered for students at all sites through the Vaccines for Children (VFC) program, which was established in August.
- The company provided free sports physicals for any interested students across the four counties at the end of the school year. Through this two-day event, the program was able to complete physicals for almost 200 students in the area.

# CHW team thrives on answering the calls for service

Growth may have been most evident in the SHC outreach department during 2022, as new additions and earned certifications by its staff highlighted efforts to keep pace with increasing numbers of patient requests.

Sheryl King was the first addition to come on board, doing so in February as a CHW. Later, she officially completed her certification and expanded her abilities to work with patients and assist them in overcoming various health disparities. Two other members of the team, Jennifer Trimble and Rhonda Otis, received their certification within the year and worked as outreach and enrollment specialists, aiding uninsured or underinsured patients in obtaining insurance coverage.

"The demand for community health workers is higher than ever," said Tiffany Taul-Scruggs, Patient



Service Outreach Coordinator. "The struggles and hardships of the people we serve is something we see daily. As the Outreach Manager, I am very proud to see the difference our program makes in the lives of our clients and their families."

During the early months of the year, the team was able to provide utility assistance to those in need throughout the community, providing up to \$150 of assistance and helping patients cover the costs of one utility bill of the family's choice. A partnership was forged with the local Kroger store to assist patients suffering from food insecurity, while a grant received from the local Walmart store allowed the team to put money towards serving patients in other fashions.

The combination of activities was leading toward an operational change for the team, one which



would separate them in physical location but unite them in providing even greater service. In late 2022, the CHW team moved from their centralized office out into the individual clinics to offer greater access and greater assistance in the different communities. The move

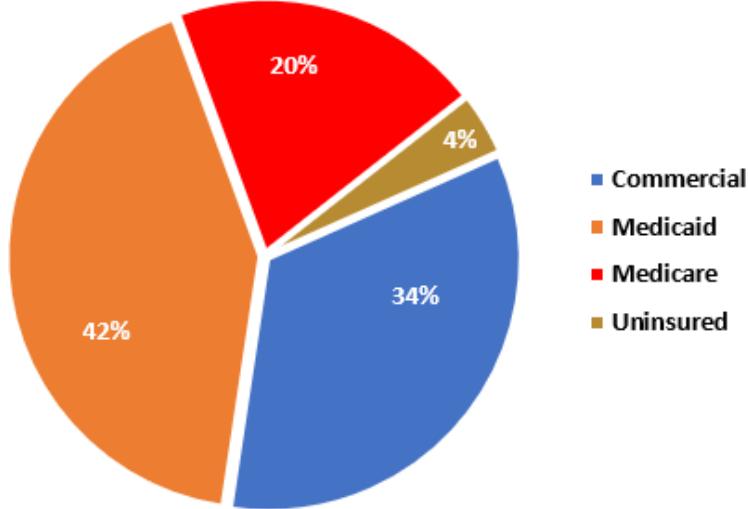
has delivered positive impacts in a number of ways and drawn praise from community members.

On the roadways was another success story for community outreach as SHC's transportation service grew throughout the year. Plans to bring about the creation of a transportation department, independent of the outreach team, were being shaped and by December, were reaching the final stages for implementation in the upcoming year.

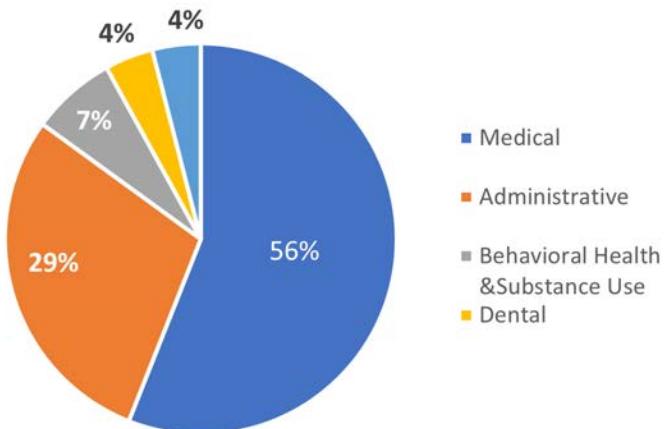
On the roadways was another success story for community outreach as SHC's transportation service grew

## 2022 By The Numbers

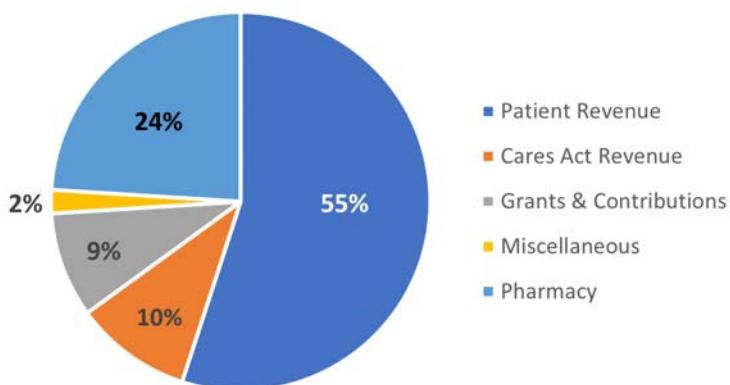
### Insurance Source



2022 Total Expenses: \$25,391,944



2022 Total Revenue: \$26,346,884



**10,408**

COVID-19 Tests Conducted



**970**

COVID Vaccines Administered

**2,336**

Flu Vaccines Administered

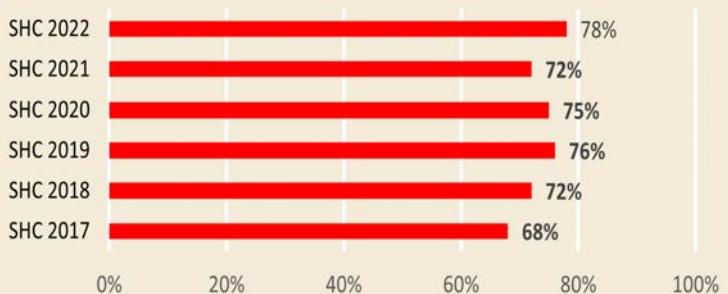
### Colorectal Cancer Screenings

Kentucky Average: 46%



### Controlling High Blood Pressure

Kentucky Average: 70%



### Screenings for Depression

Kentucky Average: 75%



# OUR PROVIDERS

## *Family Health & Children's Health*



Holly Becker  
APRN



Ashley Berry  
PA-C



Troy Brooks  
PA-C



Laura Carroll  
PA-C



Christa Caudill  
APRN



Sarah Crabtree  
APRN



Richard Hall  
MD



Kevin Holbrook  
MD



Jessica Ison  
MD



Jeremy Keller  
DO



Ginger McDaniel  
APRN



Jeffrey McGinnis  
MD



Hannah Patrick  
APRN



Tracey Sizemore  
APRN



Kemberly Spencer  
APRN



Shellie Stone  
APRN



Apurva Subbaswamy  
MD



Jennifer Tabor  
APRN



Melissa Walden  
APRN



Michelle Watkins  
APRN



Lori Wells  
APRN



Kristie Wheeler  
PA-C



Barry Williams  
MD



Erica Wilson  
PA-C

### ACRONYMS

- APRN..... Advanced Practice Nurse Practitioner
- DO..... Doctor of Osteopathic Medicine
- MD..... Doctor of Medicine
- PA-C ..... Physician Assistant
- RPh ..... Registered Pharmacist

## *Pharmacy*



Kimberly Mok  
RPh



Kim Moore  
RPh



Laura Rogers  
RPh



Rick Slone  
RPh



# Marketing poised for future with new website as hub

Efforts to build an engaging and highly effective marketing department completed a major milestone in October of 2022 with the launch of a brand new company website. Initiated by manager Jeff Pinkerton shortly after arriving a year before, the new website was deemed the department's highest priority from the outset and central to marketing and communication efforts going forward.

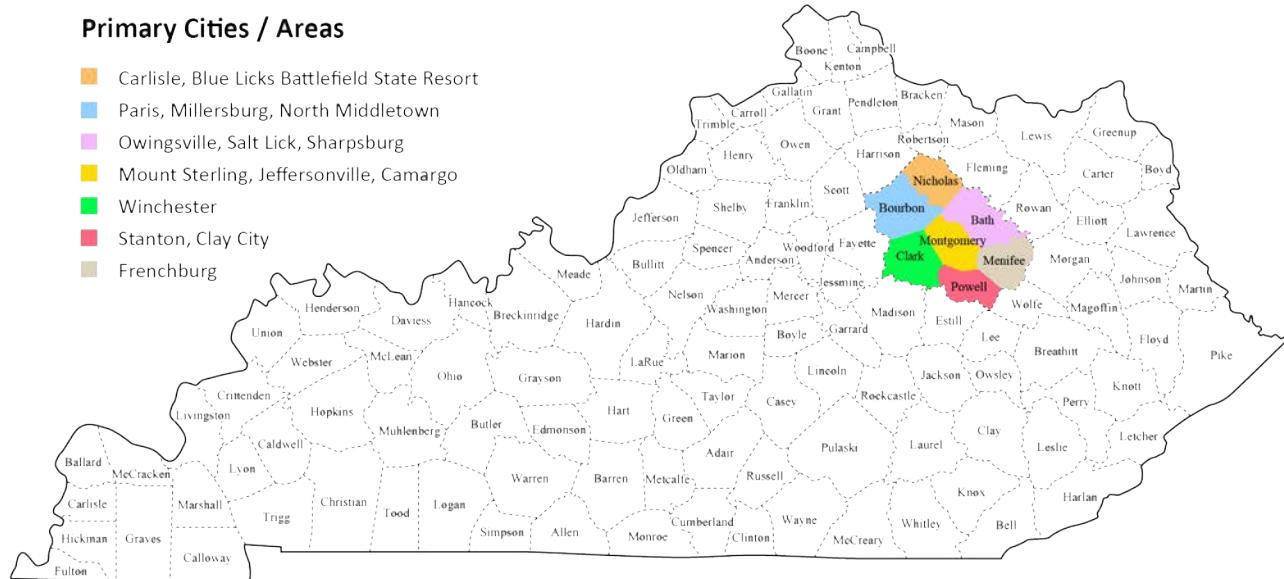
"The year 2022 will be remembered as a very pivotal time in the growth and history of Sterling Health

Care," said Pinkerton. "Construction of new facilities, employment growth despite lingering effects of the COVID pandemic, and transition to a new electronic records system were all key elements in setting the stage for SHC's future. It was critical that efforts to significantly bolster marketing and communications begin immediately and continue to push forward to position SHC for further growth in the future. The website was a fundamental step in that direction."

## SERVING OUR COMMUNITIES

### Primary Cities / Areas

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



**SHC - Mount Sterling**  
**Sterling Health Pharmacy**  
 209 North Maysville Road, Suite 200  
*\*633 Maysville Road*  
 Mount Sterling, KY 40353

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

**SHC - Urgent Treatment Center**  
 506 North Maysville Street, Suite 2  
*\*633 Maysville Road*  
 Mount Sterling, KY 40353

**SHC - Carlisle**  
 2330 Concrete Road  
*\*1355 Concrete Road*  
 Carlisle, KY 40311

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

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

**Sterling Women's Care - Winchester**  
 225 Hospital Drive, Bldg. B, Suite 255  
*\*455 Bullion Boulevard*  
 Winchester, KY 40391

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

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

*\*Denotes new office location in 2023*

## OUR PROVIDERS

*Mental Health & Substance Use Disorder*



Leslie Aslam  
MD



Courtney Elam  
Psychiatric APRN



Stephanie  
Goodpaster, LCSW



Janey Huff  
LCSW



Sooksai Kaewbua  
Psychiatric APRN



Stacy McCune  
LCSW



Amanda Miller  
LCSW



Crystal Mobley  
LCSW



Amanda Ortt  
LCSW



Kim Pulliam  
LCSW



Rebecca Redd  
LCSW



Victoria Sain-Ingle  
LCSW



Kourtney Stevens  
LCSW



Chris Vickrey  
Psychiatric APRN

### *Women's Care*



Joanna Banks  
CNM



Elizabeth Case  
MD



Leigh Doane  
MD



Rachael Gilliam  
APRN



Cami Cole  
RDH



Casey Howard  
RDH



John Greene  
MD



Shane Hirst  
CNM



Mark Pascuzzi  
MD



Byram Ratliff  
MD



Hannah McKenzie  
DMD



Nathan Rusher  
DMD

### ACRONYMS

APRN .....Advanced Practice Nurse Practitioner

CNM .....Certified Nurse-Midwife

DMD .....Doctor of Dental Medicine

APRN .....Advanced Practice Nurse Practitioner

CNM .....Certified Nurse-Midwife

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**STERLING**  
**HEALTH CARE**

We're Here For Your Family!

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