



Annual Report 2012



EDWARD M. KENNEDY  
Community Health Center

**“40 years of exceptional community health care.”**

Community Health Centers have a rich history, particularly in Massachusetts where the first health center in the nation was established in 1965. Community Health Centers began, and continue today, to make health care available for those with limited access. At the Edward M. Kennedy Community Health Center (Kennedy CHC) we are excited to celebrate 40 years of contributing to this legacy.

Community Health Centers offer comprehensive, culturally competent, quality primary health care services. We see patients of all ages from all walks of life. Our goal is to make all of this more accessible for everyone — for those who don't have primary care available in their community and for those who have challenges getting the care they need.

So why am I so proud of our Community Health Center? Our mission states, "We help people live healthier lives". At our Health Center there is a positive energy that you can feel when you walk in the door at any of our sites. The staff is compassionate and committed, patients look comfortable and happy, and our newly renovated facilities are gleaming. As an organization we have a vision and a core set of organizational values that are clearly articulated, and that drive our operations every day. You can view them on our website at [www.kennedychc.org](http://www.kennedychc.org). Some are highlighted in this report.

We are dedicated to our mission, and we are proud of how our Health Center delivers on this mission. Our namesake Senator Edward Kennedy said, "Healthcare is a right, not a privilege". We agree.

**From Matt Hogan, Chair, Board of Directors**





**“As the old adage says, LIFE BEGINS AT 40! We are proud of our history and well poised for our future. In the ‘first forty’ we were able to consistently grow our organization without compromising the quality health care we offer to all the communities we serve. And together our board, staff, and patients look forward to the ‘next forty’ with great anticipation. Read on, we’ll tell you more.”**

From Toni McGuire, President and CEO

Angel Hampton, on our cover, was an early advocate from the Great Brook Valley participating in the development of the Health Center. She has served on our board for over 30 years. Ironically, as seen in the photo she is holding, Mrs. Hampton met Senator Kennedy on a visit to the Health Center to be named in his memory decades later.



स्वागतम्

BEM-VINDOS

¡Bienvenidos!

Bienvenidos

مرحباً بكم

# “We are accessible.”

**1972**  
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First Incorporated as Great Brook Valley Health Center, Inc.



**1975**  
.....  
Behavioral Health Department opens

**1978**  
.....  
Dental Department opens

Community health centers were created to provide access to health care for poor and vulnerable populations. Today, people continue to experience a wide variety of challenges to getting the care they need. At Kennedy CHC we focus on eliminating as many of these barriers as possible.

Our sites are conveniently located throughout Central and MetroWest Massachusetts based on community needs and the lack of available primary medical care and dental services. We know that many of our patients work multiple jobs and various shifts, so we are open early morning, evening and weekend hours. Kennedy CHC also operates five school-based health centers facilitating easy access for children and teens — keeping kids in school learning, and parents at work.

At Kennedy CHC we welcome everyone regardless of ability to pay or insurance status. We assist patients with enrolling in health insurance and we offer a sliding fee scale.

“How will this increase access or improve the health of our patients?”

That is the question we ask ourselves for every decision to expand, add or change services.

## Accessibility by the numbers this past year

We served over **24,000** patients at our **14** medical and dental sites

We interpreted **35,000** patient visits and follow-up phone calls in **51** languages

We provided **2,866** round-trip rides in our van in Worcester

We filled **177,690** discounted prescriptions at our on-site pharmacy in Worcester and through our partner Eaton Apothecary in Framingham

**1987**

.....  
We begin to offer HIV testing and medical care for people living with HIV/AIDS



**1992**

.....  
Teen Peer Leader Program begins

**1995**

.....  
Our first School-Based Health Center opens at Burncoat High School

# “We are committed to quality.”

The Institute of Medicine defines quality in health care as “the extent to which health services for individuals and populations increase the likelihood of desired health outcomes.” At Kennedy CHC our vision is to achieve excellent outcomes with patients as our partners. While we have many tools to evaluate our performance, the most important is the Electronic Health Record or “EHR.” Kennedy CHC was an early adopter of this technology in 2004. This past year we focused significant resources on upgrading to a new state-of-the-art EHR, NextGen.

The EHR enables the provider to see on an individual level how each patient’s health is improving. In aggregate, EHR information allows us to measure change over time on specific health indicators; whether specific interventions, strategies, or processes are working with a targeted patient population. For example, we are able to analyze outcomes by race and ethnicity to measure progress toward our goal of reducing health disparities among racial and ethnic minority patients.

Kennedy CHC has been fully accredited since 2001 by The Joint Commission, which sets high standards of clinical and operational performance for health care providers across the country.

**“I came in with questions and needed medical care. The staff went above and beyond to get me the care I needed.”**

(Patient satisfaction survey, Summer 2011)



# 1997

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Great Brook Valley  
opens on-site  
pharmacy



## 2000

.....

Dental site opens  
in Clinton

## 2001

.....

Great Brook Valley  
opens first dental  
laboratory in a CHC

# “We partner.”

At Kennedy CHC, we partner with our patients to develop trusting relationships and improve health outcomes. We believe our patients should be empowered to participate in their health care decisions. We engage in creative partnerships with other organizations, to more effectively provide resources for our patients than we could on our own.

## **This past year we launched three exciting new partnerships:**

To improve patient communications we partnered with UHealth Solutions, an affiliate of UMass Medical School, to consolidate and coordinate inbound patient phone calls, appointment reminders, after-hours coverage, and appointment scheduling. This collaboration will improve access to care, decrease no-show rates, and enhance the overall patient experience.

**In Worcester** We collaborated with Spectrum Health Systems to open a primary care office at the outpatient behavioral health facility on Lincoln Street, creating a vital link for their clients who may not otherwise access primary care services.

**In Framingham** We worked with behavioral health providers Advocates, Inc. and South Middlesex Opportunity Council to pilot an integrated model of behavioral health and primary care on site at Kennedy CHC. Behavioral health clinicians and primary care providers from all three organizations participated in joint trainings preparing to implement this new model.

**Making critical services accessible at our facilities, some of our on-site partners include:**

- Community Legal Aid
- Project Bread
- UMass Memorial Health Laboratory and Specialty Services
- WIC Program



**2004**

.....  
We expand to Framingham at 19 Concord Street



**2004**

.....  
Implemented Misys Electronic Medical Record System

**2007**

.....  
Framingham Dental Department opens

# “We are diverse.”

At Kennedy CHC we provide a welcoming environment where our providers and staff reflect the diversity of our community and are responsive to the race, culture, language, age, disability, sexual orientation, gender identity and expression of our patients. For us, diversity is more than language, ethnicity or race. It includes a wide array of life experiences that impact a patient’s health and contribute to a patient’s ability or inability to improve or maintain health.

Our Health Center is well-known for the attention we pay to issues of diversity and our strong commitment to health equity. This past year we were asked more than a dozen times to present or participate in local, statewide and national efforts. At Kennedy CHC all staff participate in multiple trainings and activities to promote health literacy, health equity, increase cultural competence and sensitivity, and address racism.

We speak 30 languages, come from 39 countries and represent 40 ethnic groups. Of 334 staff members, 73% are bilingual and of these, 23% are trilingual. We have ten trained medical interpreters as well as telephonic interpretation available for our patients.

**Kennedy CHC’s Culturally Responsive Care Policy outlines the Health Center’s plan to improve health communication and reduce health disparities over the next five years.**





**“I have been going to Norwich Dental for about a year now. I am so pleased with my dentist and the staff. Normally I’d be the first one to complain. I can’t think of one bad thing. The girls that work at the front desk are extremely helpful and remember to use your name.”**

(Patient compliment received via our website)

# “We care about you.”

At Edward M. Kennedy Community Health Center, your health is our priority. We focus on all aspects of healthcare, recognizing that physical, social, emotional and cultural needs impact overall health. Healthcare today isn’t just about treating illness. It is about preventing illness and maintaining health. We know that certain racial and ethnic groups are at greater risk for chronic diseases and adverse health outcomes, so we pay special attention to issues of health equity. Our patients work closely with primary care providers to meet their personal healthcare goals.

Many of our staff are our patients too. We provide jobs for residents of our communities. We strongly support the development of future health care professionals from within the communities we serve as well, and encourage them to continue caring for their neighborhoods. We strive to create and maintain a team-oriented, compassionate workforce that mirrors our communities and is dedicated to our mission.

After 40 years, we are caring for multi-generational families — babies and grandbabies of moms that came to Kennedy CHC as children. Some are seeing the same medical provider.

**We are a community health center.**



## 2010

Renamed Edward M. Kennedy Community Health Center, Inc. in memory of the late Senator

## 2011

Toni McGuire, CEO received NACHC John Gilbert Award for longstanding excellence and leadership in community health

## 2012

Transitioned to NextGen Electronic Health Record System

# Our Donors and Funders

July 1, 2011 – June 30, 2012

## Edward M. Kennedy Society

**\$1,000,000+**

MetroWest Health Foundation  
UMass Memorial Health Care  
Community Benefits Program

**\$50,000+**

George F. and Sybil H. Fuller  
Foundation  
The Health Foundation of  
Central Massachusetts  
Jessie B. Cox Charitable Lead  
Trust at The Boston  
Foundation

**\$10,000+**

Blue Cross Blue Shield of MA  
Neighborhood Health Plan  
Planned Parenthood League of  
Massachusetts  
Senior Whole Health  
Alice C.A. Sibley Fund of Greater  
Worcester Community  
Foundation  
United Way Women's Initiative

**\$5,000+**

Cambridge Health Alliance  
Central MA Agency on Aging  
Community HealthLink, Inc.  
Fallon Community Health Plan

Massachusetts League of  
Community Health Centers  
VNA Care Network & Hospice, Inc.

**\$2,500+**

Blue Cross Blue Shield of MA  
Foundation Catalyst Fund  
Community Health Coalition of  
MetroWest (CHNA 7)  
Project Bread  
Reliant Medical Group Foundation

**\$1000+**

Covidien  
Greater Worcester Community  
Foundation  
St. Vincent Hospital Community  
Benefits Program

**\$500+**

First Congregational Church of  
West Boylston

**\$100+**

Frances Anthes and Charles  
Washburn  
Jeff Delsordo  
Family Health Center of Worcester  
Stop & Shop

## Board and Staff Donors

Robert and Deval Canning  
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John Riccio  
Brenton and Marcy Ravech  
Deborah Sanchez  
Joseph Stolberg  
Valerie Zolezzi and Kevin Wyndham

## Gifts In-Kind

Anonymous  
Akuity Technologies  
Emma Biggert  
Christina DiGioia's 3rd Grade  
Class, Miller Elementary  
School, Holliston

Erland Construction  
Good 360  
Hannaford Supermarket  
Karol Hjerpe  
Holliston Lions Club  
MetroWest Physician Services  
John Monfredo  
Next Generation Children's  
Center  
Kim Prendergast  
Reach Out and Read National  
Foundation  
Dawn Safir

## Public Agencies

Boston Public Health Commission  
City of Worcester Community  
Development Block Grant  
Commonwealth of Massachusetts  
Attorney General's Office  
Department of Public Health  
Executive Office of Health and  
Human Services  
MassDevelopment  
Metropolitan Area Planning Council  
US DHHS Health Resources  
Services Administration  
Worcester County Sheriff's  
Department

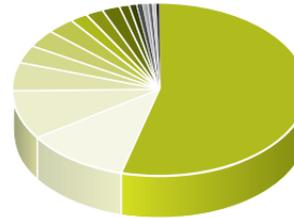
# Statement of Earnings

For the Year Ended June 30, 2012

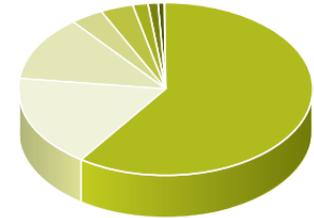
## Expenses:

	7.01.11 - 6.30.12 POST-AUDIT
Salaries and Wages	\$16,502,853
Payroll Taxes and Employee Benefits	3,418,592
Medical/Pharmaceuticals	2,758,333
Purchased Services	1,641,914
Office Expense	1,028,672
Depreciation and Amortization	981,071
Occupancy	895,900
Donated Goods and Services	612,122
Pass Through Expenses	606,808
Provision for Bad Debt	560,883
Supplies	328,365
Professional Fees	256,273
Communications	216,620
Interest Expense	174,934
Non - Operating Expense	140,980
Insurance	113,380
Miscellaneous	99,797
<b>Total Expenses</b>	<b>\$30,337,497</b>

Change in Net Assets	\$4,468,764
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Expenses



Revenues

## Revenues:

	7.01.11 - 6.30.12 POST-AUDIT
Net Patient Service	\$20,795,007
Non - Operating Revenue	6,004,572
Federal Grants	4,250,653
MA Dept. Public Health	1,281,362
Other Grants and Contracts	1,250,979
Donated Goods and Services	612,122
Contributions	399,581
Miscellaneous	211,985
<b>Total Revenues</b>	<b>\$34,806,261</b>

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**EDWARD M. KENNEDY**  
Community Health Center

2000 Century Drive, Worcester, MA 01606  
800-853-2288 | [www.kennedychc.org](http://www.kennedychc.org)

**We help people live healthier lives.**

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Kennedy CHC is accredited by The Joint Commission (TJC). TJC accreditation signifies the Health Center's commitment to providing the best health care possible. Kennedy CHC is licensed by the Massachusetts Department of Public Health, and is certified as a minority organization by the MA Supplier Diversity Office (formerly SOMWBA).



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