



We  
are...

making a  
difference.



# helping people live healthier lives.

**We have once again experienced a remarkable year!**

**In just 12 short months, we have:**

- Been awarded the Joint Commission Accreditation seal of approval for the quality of care delivered to our patients
- Received the highest possible rating from the Federal Government/Health Service Resource Administration (HRSA)
- With our community partners, opened a new medical facility in March 2014
- Moved our administrative site to 650 Lincoln Street – to accommodate our growth
- Implemented a patient portal, so that our patients can better communicate and become partners in their own care
- With our community partners, opened access for Behavioral Health in Framingham

In addition, we have provided greater access to medical care and service in central Massachusetts than ever before, and we continue to welcome all patients through our doors regardless of their ability to pay.

We are proud of the work that the entire team at Kennedy CHC has achieved this year, always with a commitment to the finest in patient care!

Thank you to all of our supporters, large and small, our Board of Directors for their valuable volunteer hours, and our staff who really do, “help people live healthier lives.”



EDWARD M. KENNEDY  
Community Health Center  
Administrative Offices



Bem-vindo  
Bienvenido  
Dobrodošli  
Welkom  
Welcome





**We  
are...** speaking  
**your language.**

Kennedy CHC's patient population is ethnically, culturally and linguistically diverse. In FY2013, patients speaking 93 different languages came for medical care: 35% spoke Spanish, 26% spoke Portuguese, 26% spoke English, 3% spoke Arabic, and the remaining 11% spoke 89 different languages. Thirty-three of these languages were languages from African countries.

Kennedy CHC meets the needs of its diverse population through hiring and retaining multilingual/multicultural staff, ongoing staff training, and an extensive interpreter services program. Kennedy CHC is committed to hiring staff who represent the populations in our communities and speak the languages of our patients, including the newest arrivals. Seventy five percent (75%) of Kennedy CHC's staff is bilingual, of which 25% is trilingual. The staff speaks 34 languages and represents 35 ethnicities. We also have trained interpreters in the primary languages of our patients on staff.



**75%**  
of our staff  
is bilingual



# keeping you healthy.

According to the American Dental Association, there are a number of barriers preventing underserved populations from accessing quality dental care and services. Although MassHealth provides good dental coverage for children compared to other states and as of March 1, 2014, offers better preventive and diagnostic dental coverage for adults, barriers still exist for low-income and uninsured patients such as language and culture, “transportation to dental appointments and the difficulty of missing work to keep the appointments” (retrieved from <http://www.ada.org>).

In an effort to address these barriers to consistent, quality oral health, Kennedy CHC makes dental services available to low income and underserved populations at two sites in Worcester, and one site each in Framingham

and Clinton, Massachusetts. Research demonstrates the importance of good oral care to the overall health and well-being of all individuals and the community as a whole.

Kennedy CHC serves over 26,000 patients a year at its three medical, four dental and six school-based sites, one of which is a dental-only site. In 2014, 36 providers including dentists, dental hygienists, dental assistants, and lab technicians provided 32,927 dental services to 10,651 dental patients. There is a dental lab onsite at our primary dental practice in Worcester.

We serve over 26,000 patients a year at our three medical, four dental and six school-based sites.





CHWs work with pediatricians, family practitioners and other advanced clinicians, nurses, medical assistants, interpreters and behavioral health clinicians to help patients access appropriate care.



# committed to the whole person.

In addition to providing quality care inside our medical and dental facilities, Kennedy CHC takes the next step by coordinating care for its patients within their homes and communities.

After a 50-year-old man suffered a heart attack, Kennedy CHC staff began to look beyond his medical condition to find some answers. A native of El Salvador, the patient had been diagnosed with hypertension, Type II Diabetes, coronary artery disease, mild heart attack, and depression. He struggled with taking his medications and checking his blood sugar levels, which were usually elevated. There was also a concern that he was not keeping his insulin refrigerated, thus it was not as effective as it should be.

A Kennedy CHC Community Health Worker (CHW) was assigned to this patient's case

and learned that one of the biggest issues in managing his health was transportation. The CHW also discovered that the patient had no money for food, nor did he have a refrigerator for any food he could afford or to keep his insulin—he was surviving on soups and other fast foods that do not require refrigeration.

Armed with this knowledge, the CHW worked with this patient's practitioners to coordinate his appointments for the same day and found alternative transportation so he could keep his appointments. The patient was also given a Project Bread gift card and a refrigerator that had been donated through a community contact.

These simple but needed services have made a real difference in this patient's life and his ability to stay healthy.



# serving more communities.

On March 10, 2014, Kennedy CHC's newest medical facility opened in Milford, Massachusetts, expanding its reach to over 100 communities. Through the generous support of the Metrowest Health Foundation and The Health Foundation of Central Mass, our new site is located just minutes from Milford Regional Medical Center, which also played a significant role in bringing Kennedy CHC to this region. The synergy created between Kennedy CHC and the Medical Center, as well as its many other community partnerships, has assisted the Milford site in growing exponentially so that in just nine short months it is already bustling with over 2,000 patients. Kennedy CHC is pleased to be able to provide quality medical care and service to the Town of Milford and the surrounding communities.

fulfilling  
a need

**Our new Milford  
facility served over  
2,000 patients in  
its first nine months.**



## Kennedy CHC- Milford Services Adult & Pediatric Care

- Primary & Preventative Medical Care
- Legal Counsel
- Insurance Enrollment
- Laboratory Services

## Available by Referral to Kennedy CHC Patients

- Behavioral Health
- Optometry
- Nutrition
- Specialty Medical Care

our Milford facility is open





# thankful for your donations

The Edward M. Kennedy Community Health Center would like to thank its many generous supporters.

## Friends of Kennedy Community Health Center

Sam Bitar

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## In-kind Donations

Hana Berman

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Ellen Freedman

Kathleen Herrman, PsyD.

Dorin Thibault

Morgan Thibault

## Foundations and Organizations

Alice C.A. Sibley Fund  
 Blue Cross Blue Shield of Massachusetts  
 Covidien/ NACHC Challenge Grant  
 CVS/Caremark Charitable Trust  
 Fairlawn Foundation  
 First Congregational Church  
 Greater Worcester Community Foundation  
 MassDevelopment  
 Mass League of Community Health Centers  
 MetroWest Health Foundation  
 Neighborhood Health Plan  
 Project Bread  
 Saint Vincent Hospital Community  
 Benefit Program  
 The Health Foundation of Central Massachusetts  
 The George F. and Sybil H. Fuller Foundation  
 UMass Memorial Health System  
 United Health Care Community and  
 State of Massachusetts  
 United Way of Central Massachusetts

FY2014: July 1, 2013 – June 30, 2014

## Government Agencies and Organizations

Health Resources and Services Administration  
 Massachusetts Department of Public Health  
 Massachusetts Executive Office of Health and  
 Human Services  
 Massachusetts Office of the Attorney General

## Board of Directors

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# Revenues + Expenses

For the year ended June 30, 2014

## Operating Revenues:

Net Patient Service Revenue	20,454,199
Grants and Contracts	7,547,733
Donated Goods and Services	461,839
Interest, Management Fees and Other	457,217
Contributions	69,385

**Total Operating Revenues** **28,990,373**

## Non-Operating Revenues (Expenses)

Non-Operating Revenue	1,026,143
Non-Operating Expense	(126,474)

**Total Non-Operating Revenues (Expenses)** **899,669**

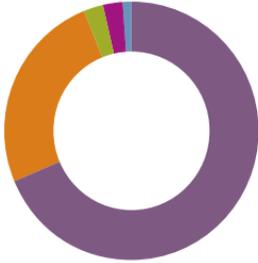
**Change in net assets** **\$ (523,347)**

## Operating Expenses:

Salaries and Wages	17,154,581
Payroll Taxes and Employee Benefits	3,300,922
Medical, Dental, and Pharmaceuticals Supplies	2,796,923
Purchased Services	1,782,878
Depreciation and Amortization	1,395,362
Office Expense	992,739
Occupancy	703,210
Donated Goods and Services	461,839
Bad Debts	488,093
Interest Expense	397,527
Pass-through Grant Expenses	222,381
Communications	260,599
Professional fees and Other	384,409
Insurance	71,926

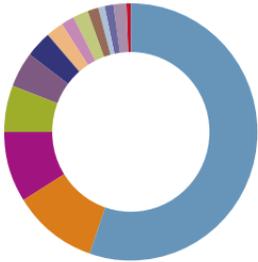
**Total Operating Expenses** **30,413,389**

**Change in net assets from operations** **(1,423,016)**



## Revenues

- Net Patient Service Revenue, 70.56%
- Grants and Contracts, 26.04%
- Donated Goods and Services, 1.59%
- Interest, Management Fees and Other, 1.58%
- Contributions, 0.24%



## Expenses

- Salaries and Wages, 56.4%
- Payroll Taxes and Employee Benefits, 10.85%
- Medical, Dental, and Pharmaceuticals Supplies, 9.2%
- Purchased Services, 5.86%
- Depreciation and Amortization, 4.59%
- Office Expense, 3.26%
- Occupancy, 2.31%
- Donated Goods and Services, 1.52%
- Bad Debts, 1.6%
- Interest Expense, 1.31%
- Pass-through Grant Expenses, 0.73%
- Communications, 0.86%
- Professional Fees and Other, 1.26%
- Insurance, 0.24%



Worcester | Framingham | Milford | Clinton

**Advancement Office**

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[www.kennedychc.org](http://www.kennedychc.org)