



We  
are...

your  
medical  
home.

We  
are...

ready for the future.



**Valerie Zolezzi-Wyndham**

As we closed fiscal year 2016 preparing for a new healthcare landscape, we opened the door to innovation. While community health centers offer much more than primary care, working in the healthcare environment of the future will require a new paradigm for care delivery. The Board of Directors and the staff at Edward M. Kennedy Community Health Center are preparing for this future by strengthening our population health model that focuses on access, quality, and cost. Our strategic goals are poised for excellence in all services; and our clinical teams are on the cusp of innovation in the areas of telemedicine, oral health, behavioral health integration, work with refugee populations, and collaborative models of caring for diabetes, hypertension, asthma and other chronic illness. As health care delivery in America changes, Kennedy CHC is well positioned to embrace what comes our way.



**Antonia G. McGuire**

Preparing for the future also requires exceptional financial and clinical performances. Over the past year, we have had many reasons to celebrate. Financially in FY16, we once again had a clean fiscal audit. We believe strongly in the public trust of our resources and we manage them well. In the area of quality, we marked another successful Joint Commission review and accreditation that recognized the quality of care we offer one patient at a time.

In fact Excelsior is the mission of our new Chief Medical Officer, Dr. Pablo Hernandez, who is featured in this report. A Millbury resident who came home to this leadership role, Dr. Hernandez will continue to embrace our quality initiatives and guide our clinical teams as the care paradigm shifts. Our clinical work is inclusive of all people and we pride ourselves in the diversity of our patients and our workforce, a remarkable team of individuals who have come together from all over the world to live and work in the communities we serve.

We are proud of the work our team has accomplished and are excited to showcase a few stories that tell the tale of a bright future. Highlighted in this report are stories about our incredible patients and our work to provide health equity. With these stories, you will begin to get a snapshot of our mission: We help people live healthier lives; one person at a time, and entire communities at a time.

Sincerely:



Valerie Zolezzi-Wyndham  
Chair of the Board



Antonia G. McGuire  
President and CEO

*Today and in the future, we are your medical home.*



**“La manera que me  
tratan en el hospital me  
hace sentir muy feliz”/  
“The way they treat me  
in this clinic makes me  
feel very special.”**

**Ana Burgos**



# your health care team.

Ana Burgos did not have much of a childhood. Born and raised in Puerto Rico, she married when she was only 15 years old and became a grandmother at 29. With a world of responsibility on her shoulders, it was easy for Ana to lose sight of her own health. So it was no wonder that as she aged, her health began to suffer.

Ana came to Worcester to be closer to her children, and soon after she arrived, her health began to decline. A neighbor suggested she visit Kennedy CHC where she was diagnosed with Diabetes, Hypothyroidism, and High Blood Pressure. Once she touched the health center, Ana's life began to change. She now receives integrated care with medical, dental and behavioral health services, as well as her pharmacy and social services all available under one roof. As part of her treatment, she attends Tomando Control de su Salud, a chronic disease self-management workshop offered at the health center as part of the Prevention and Wellness Trust Fund.

Through this program, Ana has learned ways to manage her chronic diseases, and listen to her body. Her relationship with food has been transformed, and she has mitigated her food anxiety by learning to limit her sugar and sodium intake, and portion her meals. The group has taught her to be accountable for what she puts in her body. "I didn't know how to eat healthy, and I was killing myself by doing this."

However, it is not only the medical care that Ana receives at Kennedy CHC that keeps her coming back; it's also the relationships she has developed with the health center staff. She describes her provider, Alison Quinn-Beitscher, NP, as someone who keeps her motivated and makes her feel like a "strong woman." She fondly refers to Oscar de la Rosa, her CHW, as her "hijo," or son in Spanish. Ana sees the health center as her second family, and feels that if she hadn't walked through the doors, she may not be here today.



# taking the Hippocratic Oath to serve the common good.

Pablo Hernandez, MD, MHCM, FAAFP, grew up knowing he wanted to be a physician; he didn't know that he would focus his chosen profession on serving the public good.

After attending medical school in his birth country, Venezuela, to become a surgeon like his father, Dr. Hernandez participated in a one-year service program that changed his life. Assigned to work in a small, impoverished area, he not only functioned as a physician, he often took on the role of priest and police officer, making a tremendous impact on those he served. It was during this experience that Dr. Hernandez knew his life's path.

After two years of general surgery at UConn Medical School, Dr. Hernandez entered the family medicine program. Upon graduation, he applied for positions in community health centers, working first at Family Health Center in Worcester and then later at South End Community Health Center in Boston. While these organizations

fulfilled Dr. Hernandez's desire to give back, the scholar in him needed more knowledge of our country's medical delivery system. Soon Harvard's master's program in healthcare management was on his radar and after earning his degree, his curiosity led him to learn about the insurance arm at Boston Medical Center HealthNet Plan.

With his business acumen intact, it was time for Dr. Hernandez to return to his first love: primary care. "I had many opportunities to pursue given my background and experience," shares Dr. Hernandez. "I chose to join the Kennedy CHC Team where I know I can make an impact on the lives of our patients and the communities we serve."

Despite the challenges, Dr. Hernandez believes community health centers are positioned well to serve as a bridge in our health care system. "We take care of vulnerable populations that have no other resources," he explains. "And we do this with a culture of quality throughout the patient experience. Excelsior!"



**Dr. Pablo Hernandez**

**serving the common good**

We  
are...

a leader in LGBT Health Care.



**Dr. Anna McMahan & Sue Schlotterbeck**



For 45 years, Kennedy CHC has been a beacon of cultural and linguistic competency in Central Massachusetts. Our dedication to be welcoming to all individuals remains a common thread woven throughout everything we do. These attributes are what led Dr. Anna McMahan to join the Health Center as a primary care physician with a focus on caring for the LGBT population.

According to Dr. McMahan, the LGBT community remains a hidden minority. She points to poorer health outcomes in this population, as well as a higher suicide rate particularly found among transgender individuals. "We need to change this paradigm by insuring that health care settings are safe places where LGBT patients can feel comfortable being themselves," comments Dr. McMahan. "This will create better communication between patients and providers resulting in access to medical care that fully addresses the needs of each patient."

Dr. McMahan's vision is to create an awareness regarding LGBT health care throughout the Health Center. Kennedy CHC is well positioned to support her efforts through its leadership status with the Health Care Equality Index (HEI).

"HEI evaluates a health care facility's policies and practices related to LGBT equity and inclusion," says Sue Schlotterbeck, Director of Health Equity. "To obtain leadership status, we trained staff in LGBT patient-centered care; participated in LGBT events; added LGBT related questions to our patient survey, and included LGBT health in our health equity work plan, among other activities."

Within this framework, Dr. McMahan is dedicating four hours of her time each week to focus on elevating Kennedy CHC's work with LGBT patients. In particular, she is helping to establish appropriate ways to approach data collection that are sensitive to the LGBT population, and explore opportunities to provide education to providers outside of the Health Center, with the goal of increasing access to gender affirming therapy in the primary care setting.

"I feel proud to be practicing medicine at Kennedy CHC, where staff understands the importance of treating the whole person," states Dr. McMahan. "Together we can fulfill our mission to create a health care environment that is truly welcoming to everyone."

ບໍລິສັດ



Over 51% of our  
board members  
are patients.

Rebecca Scotchie



We  
are...

# role models for a mission-driven work ethic.

When you meet Rebecca Scotchie don't let her Tennessee-bred southern accent fool you. Since arriving in Worcester in 2015, Rebecca has become an integral part of the community.

A graduate of the University of Alabama, Rebecca leads the finance function at Unum's Worcester office. "I always enjoyed math and though it was my major, I was uncertain how I might apply my skill in the real world," she shares. Then in her senior year she discovered the actuarial profession and never looked back.

Working for Unum since 2010, Rebecca strives to make a difference in the lives of her team and the business partners they serve. "It is wonderful to be able to come to work every day, do what I love and positively impact others," she explains.

Rebecca also shares how working for Unum is fulfilling because she can stand behind their mission of community giving and leadership participation. It is for this same reason that

Rebecca has been able to embrace the mission of the Edward M. Kennedy Community Health Center where she currently serves as a member of the Board of Directors.

A short while after coming to Worcester, Rebecca sought out volunteer opportunities. Once she toured the health center and met the Kennedy CHC team she was sold. "I was so touched by the work of the staff and impressed with the leadership team that I knew I wanted to be a part of this great organization," states Rebecca. "As I became more involved, I knew it was a great fit."

Not only is Rebecca a member of the Board, she is also a patient at our Milford site. "I was new to the community and needed to find a health care home. The clinical team in Milford is extraordinary and it is great to be able to receive such quality care right in my own backyard."



# thankful for your donations.

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

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# Revenue and Expenses

For the year ended June 30, 2016

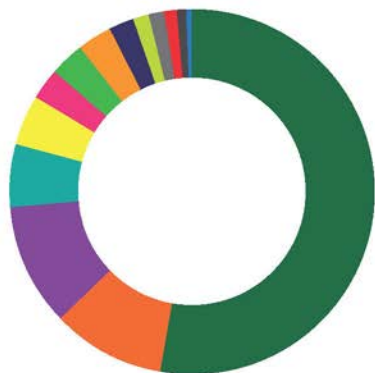
	Audited		
<b>Unrestricted Operating Revenues:</b>		Office Expense	974,622
Net Patient Service Revenue	\$22,001,146	Occupancy	849,889
Grants and Contracts	8,593,231	Professional Fees and Other	771,034
Donated Goods and Services	999,063	Bad Debts	440,000
Interest, Management Fees and Other	405,630	Interest Expense	422,605
Contributions	75,699	Communications	402,736
<b>Total Operating Revenues</b>	<b>\$32,074,769</b>	Pass-through Grant Expenses	246,640
		Insurance	119,006
		<b>Total Operating Expenses</b>	<b>\$32,357,928</b>
		Change in net assets from operations	\$(283,159)
<b>Unrestricted Operating Expenses:</b>		<b>Unrestricted Non-Operating Revenues (Expenses)</b>	
Salaries and Wages	\$17,132,016	Capital Grants	\$75,499
Medical, Dental, and Pharmaceutical Supplies	3,450,493	Non-Operating Revenue	278,644
Payroll Taxes and Employee Benefits	3,265,632	Non-Operating Expense	-
Purchased Services	1,843,393	<b>Total Non-Operating Revenues (Expenses)</b>	<b>\$354,143</b>
Depreciation and Amortization	1,440,799	Change in net assets	\$70,984
Donated Goods and Services	999,063		





## Revenues

- Net Patient Service Revenue, 68.59%
- Grants and Contracts, 26.79%
- Donated Goods and Services, 3.11%
- Interest, Management Fees and Other, 0.25%
- Contributions, 1.26%



## Expenses

- Salaries and Wages, 52.95%
- Medical, Dental, and Pharmaceutical Supplies, 10.66%
- Payroll Taxes and Employee Benefits, 10.09%
- Purchased Services, 5.7%
- Depreciation and Amortization, 4.45%
- Donated Goods and Services, 3.09%
- Office Expense, 3.01%
- Occupancy, 2.63%
- Professional Fees and Other, 2.38%
- Bad Debts, 1.36%
- Interest Expense, 1.31%
- Communications, 1.24%
- Pass-through Grant Expenses, 0.76%
- Insurance, 0.37%



# 45 years strong.



EDWARD M. KENNEDY  
Community Health Center



2017 marks 45 years of Kennedy CHC providing comprehensive care to the communities in Central Massachusetts and MetroWest. We've come a long way since our inception in public housing in 1972, and we look forward to 45 more years of helping people live healthier lives.

# Our 2020 Vision

We will remain committed to becoming the BEST community health center based on measures of:





Worcester | Framingham | Milford | Clinton

**Advancement Office**

650 Lincoln Street, Worcester, MA 01605

(508) 854-2122 | Fax: (508) 853-8593

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