Like most organizations, as 2020 ended with the COVID vaccine in hand, the Kennedy Community Health team took a well-deserved pause from meeting the moment of the pandemic. This brief break in the action provided needed time to acknowledge the incredible work that had been done to remain open for our patients during a year of lockdowns and masks while preparing for the year ahead. While 2021 didn’t hold the surprises that 2020 presented, it still brought numerous challenges as communities geared up to put shots in arms and health care organizations restructured operations to address the persistence of the coronavirus and its impact on marginalized and vulnerable populations.

In this report, you will learn how we launched 2021 by mandating the vaccine for all staff, a bold step but one that soon caught on in the region and throughout the country. As a major health care provider, it was our responsibility to demonstrate the importance of getting vaccinated and serve as role models for our patients. It was also paramount that appropriate staffing and operational plans were put in place so that our patients could get vaccinated as the state and CDC guidelines were rolled out. Of course, our dynamic team was more than prepared and after vaccinating patients, staff emerged beyond our health center doors to bring the vaccine to the community.

Bringing more patients back for in-person visits was another priority for our clinical and operations’ teams that incorporated a balance between telehealth and onsite appointments leading to our serving more patients in 2021 than we have throughout most of our history. What an accomplishment!
Moving beyond the clinical nature of our work, this report showcases a concerted effort to address one of the social determinants of health that unfortunately impacted more families than ever during the pandemic: food insecurity. Wearing masks and maintaining other safety measures, learn how our staff worked with the Worcester Housing Authority to host free food distribution events with the support of our committed Congressman, James P. McGovern.

This Annual Report also showcases a special celebration, the opportunity for Kennedy Community Health to recognize our dental lab team for twenty years of dedication to our patients. As the first community health center to host an on-site dental lab, this important service will continue for another twenty years.

Finally, 2021 presented the Health Center with opportunities to increase access to health care now and in the future. It is wonderful to share that by the end of 2022, Kennedy Community Health will host a new, expanded health care site in Milford and open a second health care facility in Worcester. These significant endeavors will expand our footprint and support our ability to continue to live out our mission “To Help People Live Healthier Lives.”

We hope you will enjoy reading this report about the wonderful achievements of the entire Kennedy Community Health Team.

Thank you,

Stephen j. Kerrigan
President and CEO

Valerie Zolezzi-Wyndham
Board Chair
Despite the challenges of 2020, Kennedy Community Health was able to pivot quickly by adapting operations to keep access to health care open throughout the communities we served. As we moved into year two of the pandemic, the strategic changes that were made supported our ability to emerge strong from the dark days of the pandemic and positioned us to embrace our new normal. In fact, we actually took a major leap forward in 2021, seeing the most patients in our history: 29,043; and making plans to open two new health care facilities.

In 2022, Kennedy Community Health will launch a new health center in Milford, nearly tripling the size of our current medical site. The larger facility will allow us to increase primary care, behavioral health and other support services and introduce dental, optometry and a discount 340b pharmacy to this growing region.
The Worcester area will also experience growth in health care access when Kennedy Community Health opens a new facility at 605 Lincoln Street. Less than a half mile away from our site at 19 Tacoma Street, the Lincoln Street site will house expanded dental, behavioral health and urgent care programs, freeing up space at our flagship site to build a full-service primary care center.
GETTING SHOTS IN ARMS
Phrases like “wear a mask” and “maintain social distance” were heard throughout the world during 2020; for 2021, our global theme became “Get the Vaccine.” When the COVID-19 vaccine was finally rolled out, Kennedy Community Health became front and center working to vaccinate as many people as possible in Central Massachusetts and MetroWest.

Our patients and staff were our primary focus and following state guidelines, we offered vaccine clinics at all our health center sites. Temporary staff was hired so that we could get as many shots in arms as possible, and many were often seen flagging down cars when they had extra vaccines available.

After administering thousands of vaccine doses to patients and staff, Kennedy Community Health turned our attention to the community. Outreach was expanded beyond our health center doors in partnership with other organizations to help ensure that anyone who wanted the COVID-19 vaccine could get it safely, easily and for free, including hard-to-reach populations such as, those who had work schedules that presented challenges to scheduling appointments or visiting off-site locations.

Outreach efforts included collaborating with Worcester Public Schools as part of the state’s Vaccine Equity Initiative to vaccinate middle and high school students; partnering with UMass Memorial Health by supplying hundreds of vaccine doses, provided by the federal government, to be administered by the UMass team at a vaccine clinic; and offering the Johnson & Johnson one-dose vaccine at Polar Park during Woo Sox home games.

Under the leadership of our Vice President of Nursing and Clinical Support, Candice Richardson, the Kennedy Community Health Team also partnered with local businesses to offer their employees access to vaccines. We offered these clinics to make it easier for critical workforces to be safely vaccinated.

While 2020 was a year of loss and grief, 2021 demonstrated our resilience as we all worked to help our nation reach herd immunity.
Throughout our prestigious history, Kennedy Community Health has made numerous accomplishments that have contributed to our becoming one of the largest comprehensive community health centers in the region. One such achievement was the opening of the dental lab in 2001. As the first dental lab to operate within a community health center in the country, Kennedy Community Health soon became recognized nationally.

Dental labs are an integral part of oral health care as they are the places where dental restoration apparatus, such as dental bridges and false teeth, are made. Very few dental practices, either private or community health center-based, offer an on-site dental lab to their patients. These labs are usually housed elsewhere and operated separately from the practices to which they provide services.

With a dental lab embedded within our dental practice, our patients have access to the dental products they require for optimum oral health in a timely manner. For example, if a patient comes in needing a full set of dentures, our team is able to have them ready without delay so they can smile again. In addition, our dental staff oversee the operations of the lab to ensure that high quality items are produced.

Ha Phan, dental lab supervisor, joined the Kennedy Community Health Team just as the lab was opening and has remained with the Health Center ever since. “Our lab is set up to handle the varying needs of our patients and provide culturally appropriate care. We strive to provide them with the best oral health care so that they leave with a smile!”
According to the World Health Organization, “social determinants of health are the conditions, under which people are born, grow, live, and age. These circumstances are shaped by the distribution of money, power, and resources at global, national, and local levels.”

Since its inception in 1972, Kennedy Community Health has always recognized that social factors such as food, housing, systemic racism, and language create barriers for marginalized populations to obtain consistent, quality health care. The pandemic only exacerbated the social inequities in our society, leading to increased morbidity and mortality among low-income populations and people of color. Unfortunately, one of our most basic needs, access to food, was impacted more than ever during 2020, leading to an increase in food insecurity unlike any seen in our nation since the Great Depression.
In keeping with our mission, food insecurity has remained a high priority at Kennedy Community Health. Our practice before the pandemic that continues today calls for patients who come to any of our health centers to be screened for social needs at each encounter; if they screen positive for food insecurity, our Community Health Workers connect them with resources as needed. Support typically provided includes determination of eligibility for SNAP and WIC, assistance with SNAP applications, referrals to food pantries or community partner food assistance programming. These support services aim to address longer term needs and make the patient aware of eligible programs. If a patient indicates that they have not eaten that day due to a lack of access to or money to purchase food, staff is equipped with grocery store gift cards to help them purchase food immediately.

Beyond providing resources and food vouchers, the Kennedy Community Health team also hosts two programs to address food insecurity for our patients, as well as for vulnerable populations throughout our service area. In Framingham, a monthly free distribution of produce is held in partnership with the Boston Food Pantry; in Worcester, staff work with the Regional Environmental Council to bring reduced priced fresh produce to the health center.

More recently and through the pandemic, staff partnered with the Worcester Housing Authority to host free food distributions at the Great Brook Valley public housing complex. Working in tandem with WHA staff, fresh produce and non-perishable food items were made available to individuals living in this housing project. A specialized food program called EatWell also collaborated with Kennedy Community Health in these food distributions and a grant from the Foundation for MetroWest will support similar programs in Framingham and Milford.

A Year in Review: 2021
Edward M. Kennedy Community Health Center would like to thank our supporters for their generous contributions.

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A Year in Review: 2021

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Susan Seppa
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Valerie Zolezzi-Wyndham

A Year in Review: 2021
### For the year ending June 30, 2021

#### Unrestricted Operating Revenues:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Patient Service Revenue</td>
<td>$28,020,819</td>
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<tr>
<td>Grants and Contracts</td>
<td>$10,054,191</td>
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<tr>
<td>Donated Goods and Services</td>
<td>$1,049,529</td>
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<tr>
<td>Interest, Management Fees and Contributions</td>
<td>$767,385</td>
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<tr>
<td>Other Contributions</td>
<td>$79,368</td>
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<tr>
<td><strong>Total Operating Revenue</strong></td>
<td><strong>$39,971,292</strong></td>
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#### Unrestricted Operating Expenses:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Wages</td>
<td>$20,753,515</td>
</tr>
<tr>
<td>Medical, Dental and Pharmaceuticals Supplies</td>
<td>$4,104,167</td>
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<tr>
<td>Payroll Taxes and Employee Benefits</td>
<td>$3,877,509</td>
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<tr>
<td>Purchased Services</td>
<td>$2,075,562</td>
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<tr>
<td>Depreciation and Amortization</td>
<td>$1,295,314</td>
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<tr>
<td>Donated Goods and Services</td>
<td>$1,049,529</td>
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<tr>
<td>Office Expense</td>
<td>$1,249,778</td>
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<tr>
<td>Occupancy</td>
<td>$1,066,116</td>
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<tr>
<td>Professional Fees and Other</td>
<td>$1,526,989</td>
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<tr>
<td>Interest Expense</td>
<td>$500,177</td>
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<tr>
<td>Communications</td>
<td>$380,410</td>
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<tr>
<td>Pass Through Grant Expense</td>
<td>$6,823</td>
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<tr>
<td>Insurance</td>
<td>$168,906</td>
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<tr>
<td><strong>Total Operating Expense</strong></td>
<td><strong>$38,054,795</strong></td>
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</table>

#### Change in Net Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in Net Assets</td>
<td>$2,099,201</td>
</tr>
<tr>
<td><strong>Change in unrestricted net assets from operations</strong></td>
<td><strong>$1,916,497</strong></td>
</tr>
</tbody>
</table>
Revenues:
- Net Patient Service Revenue, 70.10%
- Grants and Contracts, 25.15%
- Donated Goods and Services, 2.63%
- Interest, Management Fees and Other, 1.92%
- Contributions, 0.20%

Expenses:
- Salaries and Wages, 54.54%
- Medical, Dental and Pharmaceuticals Supplies, 10.78%
- Payroll Taxes and Employee Benefits, 10.19%
- Purchased Services, 5.45%
- Depreciation and Amortization, 3.40%
- Donated Goods and Services, 2.76%
- Office Expense, 3.28%
- Occupancy, 2.80%
- Professional Fees and Other, 4.01%
- Interest Expense, 1.31%
- Communications, 1.00%
- Insurance, 0.44%
- Pass Through Grant Expense, 0.02%
HEALTH IS A JOURNEY, NOT A DESTINATION.