

We are: Leaders in Healthcare Transformation

2017 | Annual Report



EDWARD M. KENNEDY
Community Health Center



Valerie Zolezzi-Wyndham
Chair of the Board

We are!

Growing With Strength

In 2017, we celebrated our 45th year as a Federally Qualified Health Center. It was a year of tremendous celebration and of great change for our organization. Our team of patients, staff and board members accomplished many things - all in service to our mission to help people live healthier lives.

Some major milestones include: increasing access to dental care in Worcester and Framingham for our patients by adding five dental chairs to our overall dental health practice. With waiting lists of patients that need oral health care, we are very proud to increase our access. As a result, we anticipate that we will be able to see many more patients.

To be at the forefront of innovation in care delivery, cost savings, and most importantly, quality outcomes for our patients, we joined an Accountable Care Organization (ACO), Community Care Cooperative (C3). Kennedy CHC is one of the founding members of this all community health center ACO. With our state and nation on the horizon of a major change in primary care delivery, this move was critical to our ability to continue to succeed in our mission.

As leaders in quality care, we watched the healthy lifestyle success of patients with diabetes, asthma and other chronic illness. We hosted diabetes programs in English and in Spanish: Tomondo; and we continue to hold very successful farmers' markets in Framingham. The Board of Directors and our Advancement Committee launched a successful capital campaign to refresh the infrastructure of our Worcester site which having been built in 1992 is in need of some serious capital investment to modernize the infrastructure.

Finally, our organization was built by and is sustained by our "team" - teamwork is at the core of who we are. We thank our clinical, operational, financial and administrative teams for working together to serve over 27,000 patients. We thank ALL of our partners in this work as we serve patients from Worcester to Framingham to Milford and Clinton as we help people live healthier lives.

Sincerely,



Valerie Zolezzi-Wyndham
Chair of the Board



Antonia G. McGuire
President & CEO



Antonia G. McGuire
President & CEO

We are! Strengthening Our Governance Structure.

Similar to all non-profits, the Edward M. Kennedy Community Health Center has a Board of Directors, which has strategic and fiduciary responsibility for the organization. A special quality of our board is that, as a Federally Qualified Health Center, over 50% of our board membership must be our patients. In addition, as we serve a very diverse population, it is imperative that the composition of our Board represents the communities we serve. While some might see these qualifications as challenges, the Kennedy CHC Board embraces them as opportunities to be inclusive and engage those who use our services in helping to lead the organization.

Kennedy CHC Board Chair, Valerie Zolezzi-Wyndham, in cooperation with President and CEO, Toni McGuire, works tirelessly to identify, onboard and retain Board members who meet our standards and who provide areas of expertise to support our sustainability. “Through careful planning, we have recruited professionals, who bring strong skills in law, business, healthcare, banking, insurance and the high tech industry to the table. At the same time, many of our

board members bring life experiences that represent the demographics of our patients,” comments Valerie. “We are so fortunate to have such talented individuals want to join our Board to contribute their skills and lived experiences in our diverse communities.”

Beyond insuring a strong leadership component, Board meetings are structured monthly to allow for conversation and questions to flow freely, providing a safe environment for members to share their thoughts and opinions. This culture has led to more comprehensive discussions around difficult topics resulting in decisions that are securing the future sustainability of Kennedy CHC.

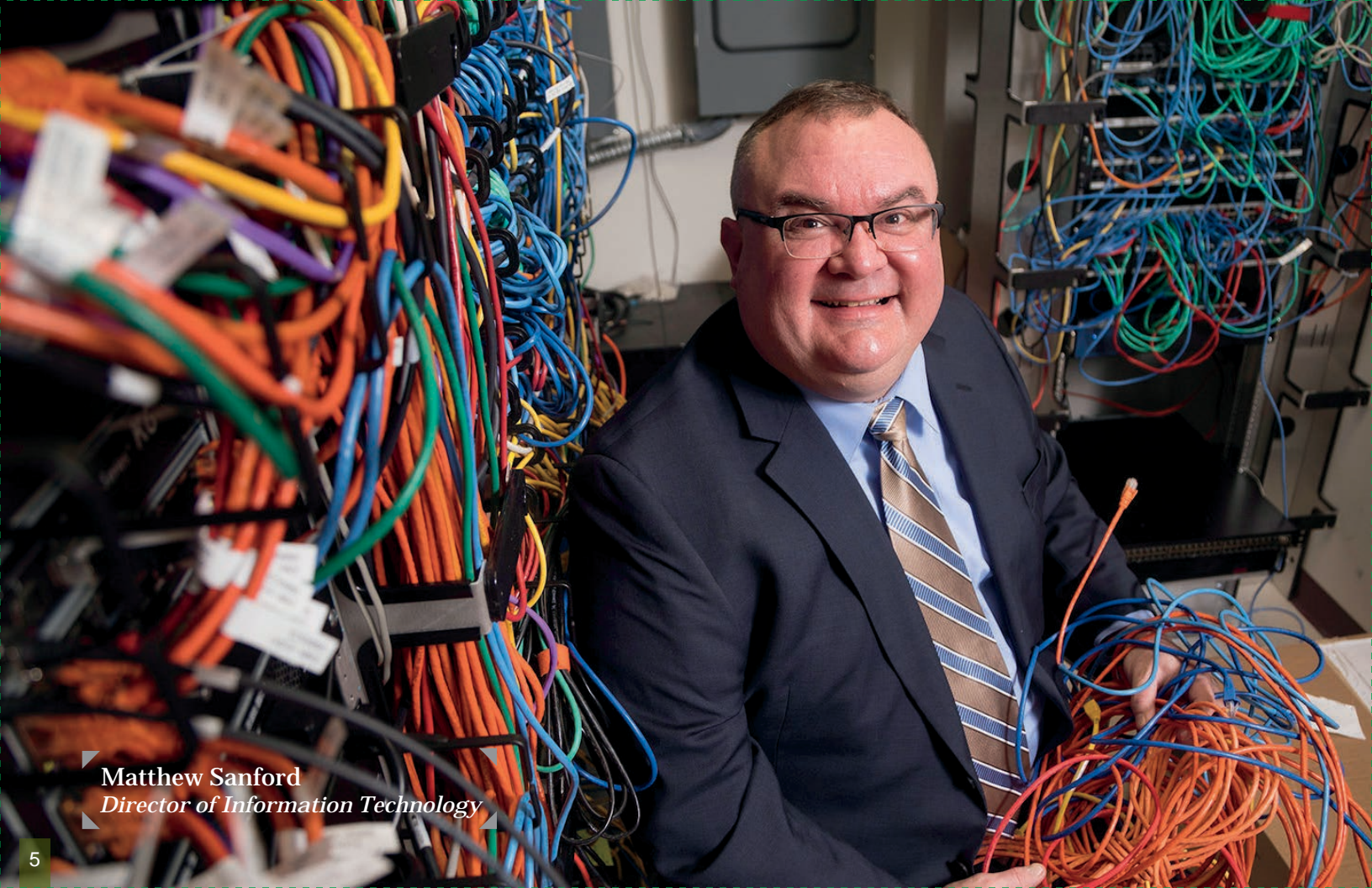
Important to note is that the work of our Board members tends to happen behind the scenes, yet it’s their efforts that drive Kennedy CHC’s strategic vision. The Board engages in rich dialogue about the strategic direction of the organization and is responsible for approving operational budgets, by-laws, provider appointments, quality initiatives, and hours of operation among other items. Members must be up-to-date

on the latest issues facing health care delivery so that they can make informed decisions for the organization, and they must be willing to take a stand, if necessary, to fight for the health care rights of the patients we serve. “We expect a great deal from our Board, which is why we need

individuals who are passionate about our cause,” explains Valerie. “I couldn’t be more pleased with the team of passionate volunteers we have engaged to help lead this great health care organization.”



Featured Board members (L-R): Rebecca Scotchie, Valerie Zolezzi-Wyndham, G. Warren Manigault III, Stuart Pynn, Jr., Gail Hormats, John Riccio, Michael Pagano. Full list of Board members on page 16.



Matthew Sanford
Director of Information Technology

We are: Sharpening Our Clinical Technology.

The world of technology has grown exponentially since the 1990s, spiraling society forward into this new millennium. Not a minute goes by in our daily lives without some form of technology being involved. While most of us recognize how technology has shaped how we spend our time, many are not familiar with how this burgeoning industry changed the way we deliver health care.

Gone are the days of paper records, when medical information was kept in files that were stored in office filing cabinets. Today, electronic health records (EHR) are the standard in medical care. “The electronic health record is software that allows clinical providers to document care plans, order tests and medications, and maintain a historical medical record of their patients,” shares Kennedy CHC IT Director, Matthew Sanford. “We have essentially replaced the thick paper file with an electronic storage system.” EHRs also offer a streamlined approach to using analytics to manage population health, as well as facilitate patient communication through patient portals. “With the EHR, clinicians can access data quickly without having to thumb through numerous paper charts,” adds Matt.

However, the introduction of EHRs required health care organizations, like Kennedy CHC, to carve out IT departments to support clinicians and stay abreast of technological changes. Matt, a former Marine who joined Kennedy CHC in 2008, is up to the challenge. His team of five provides support through help lines and one-on-one trainings, as well as by developing innovative approaches to the delivery of medical care, such as implementing a telehealth program that increases access to the dermatologist through a virtual platform.

With an eye on the future, the IT team continues to explore and introduce technology that best facilitate health care delivery. Plans call for mobilizing providers through the use of laptops; using cellphones to securely prescribe medications; and helping to move a regional health information exchange forward. “As we enter the world of accountable care, providers will need to access data from a variety of sources including insurance plans, specialists, hospitals, labs, etc. to efficiently manage the total cost of care,” explains Matt. “An advanced approach involves creating one, giant controlled brain that connects all health care providers to the data required to treat their patients.” He continues, “This is the future and I will make sure that Kennedy CHC is leading the charge.”

We are!

Raising the Bar in Quality Care.

Delivering quality services is an integral part of a health care organization's interactions with patients, and inherent in the way we do business. Critical to our work is our ability to measure the quality of the care we give so that when needed, improvements can be made that will result in successful outcomes. Kennedy CHC is fortunate to have a Director of Quality Improvement, Susan Melucci, who understands the significance of quality measurement and is not shy about sharing her passion with her colleagues. Along with her team of data analysts, Sue has taken the organization to new heights.

As the report gurus for Kennedy CHC, Sue and her team produce numerous data that are used to develop baselines and performance measures to analyze our progress. "There are many quality measures that are important to look at, including clinical measures such as cancer screenings and immunizations," shares Sue.

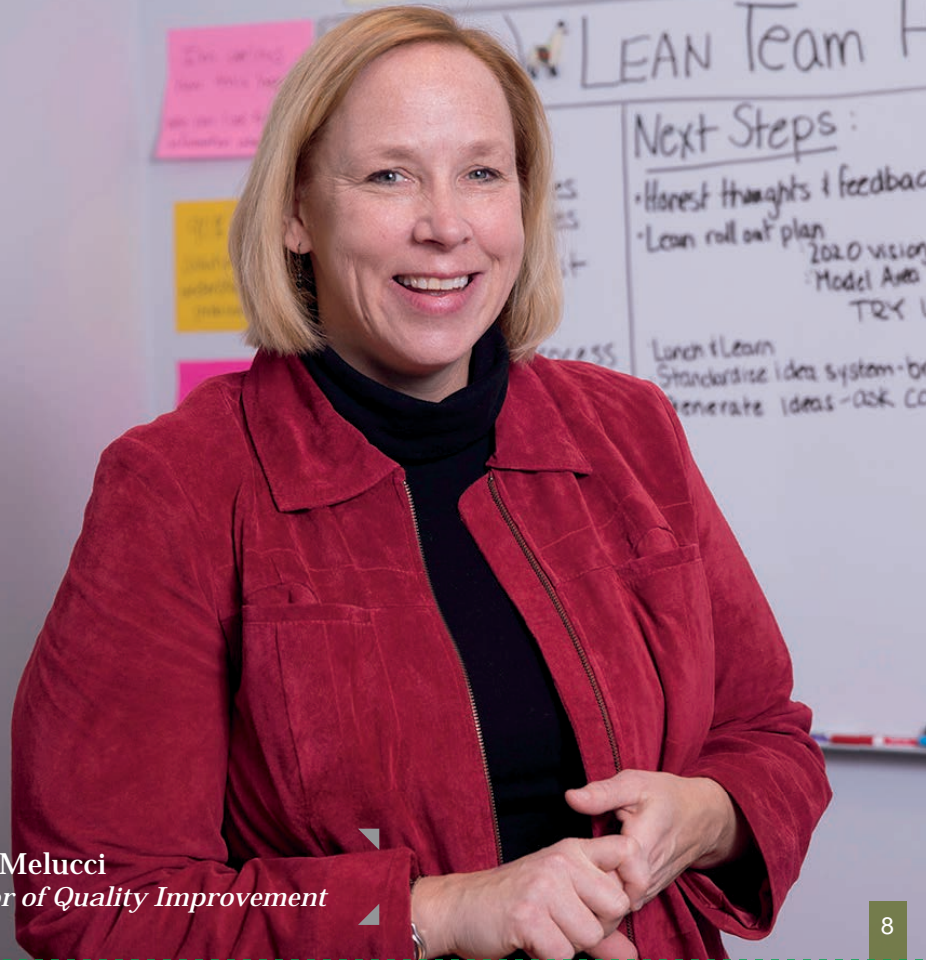
Her team also coordinates the Uniform Data Submission to the Health Resources and Services Administration, a yearly report that creates a picture of our practice. In addition, Sue co-chairs our Quality of Care Committee of the Board that oversees and directs the quality initiatives of our organization.

While reviewing data and measuring progress are necessary components of ensuring quality care, Sue points out that, "It's important to remember that a measure is only a snapshot of a moment in time, and while we should always celebrate successes, we need to recognize that true quality, as Aristotle said, is not an act. It is a habit. There really isn't a point at which we can finally (and deservedly) sit down and rest."

With the emergence of the accountable care model and value-based care delivery, measuring outcomes using data analytics will become the centerpiece of our

business and medical operations, and Sue is spearheading this effort, keeping Kennedy CHC at the forefront. “We are literally staring at the dawning of a new age,” she states. “This is the point where it all really comes together in a meaningful way for us as an organization and especially for our patients.” Sue continues, “And every bit of it is data driven. The opportunity to parlay the mission driven work that we already do into a way to sustain ourselves for the next 45 years is exciting!”

Susan Melucci
Director of Quality Improvement



We are!

Empowering Our Patients.

Health care advocates often speak about the importance of creating a medical home for patients, a place where they can access an integrated and comprehensive approach to health care delivery. At the Edward M. Kennedy Community Health Center, we pride ourselves in being a patient-centered medical home and Darlene Lynch's story exemplifies the impact of this model of care.

Darlene has been receiving health care services with Kennedy CHC for well-over 20 years, which means she has been a patient of Dr. Willa Kahn for most of Dr. Kahn's 30-year tenure with the Health Center. Darlene points to the importance of her relationship with Dr. Kahn as the guiding force in achieving a healthy lifestyle. "I love her," shares Darlene. "Dr. Kahn has helped me in so many ways; she guides her patients and leads us on a path of wellness, helping us to learn how to take care of ourselves."

As part the care plan to address a myriad of health issues facing Darlene, Dr. Kahn has integrated her care with a variety of medical disciplines offered at Kennedy CHC. Darlene explains, "I have my nutritionist, Suzanne Holden, to help me understand my dietary needs and I also receive dental care. Both are located in the Tacoma Street health facility, making it easy for me to access their services." She continues, "This is very important to me because I can take the elder bus to the health center and not worry about going to different places. It's great to know that all of my doctors are in one facility." Darlene also receives her vision care with Kennedy CHC.

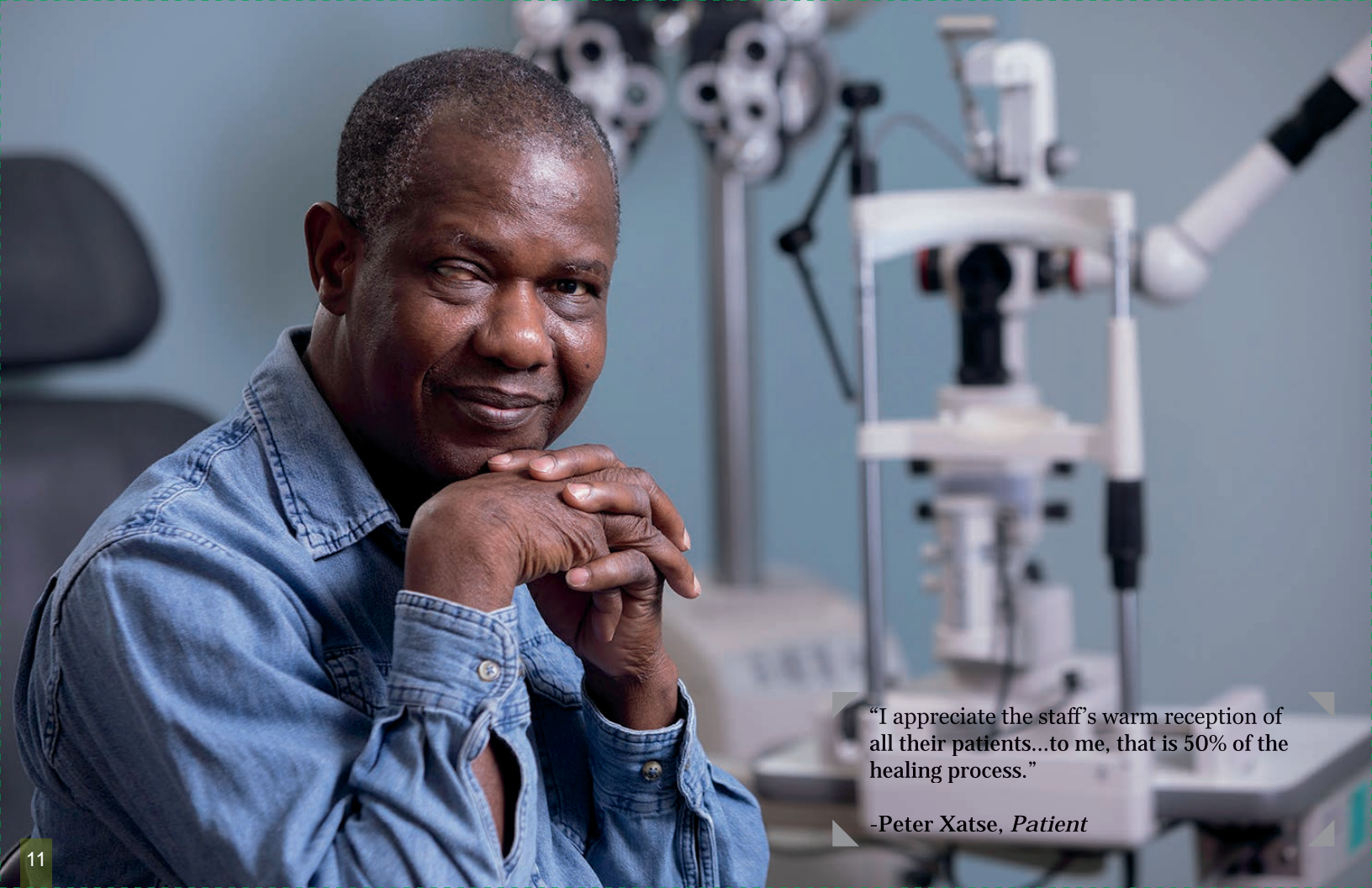
In addition to having easy access to all of her providers, Darlene has been able to participate in a program that provides her with the tools to assist her in managing her health. The program: My Life, My Health or Tomando in Spanish, is designed to support patients on their path



Darlene Lynch
Patient

to a healthier lifestyle. “This program has been very helpful. We talk about food, weight and everyday life skills at the meetings,” states Darlene. “The team approach of the program is very supportive and provides the opportunity for patients to figure things out together.”

For Darlene, there is no place better in Worcester to receive her care. “This is the best place to come for medical care,” shares Darlene. “It’s just a loving environment; loving, caring, everybody cares about you here. I’m very pleased.”



“I appreciate the staff’s warm reception of all their patients...to me, that is 50% of the healing process.”

-Peter Xatse, *Patient*

We are!

Leaders in Culturally Competent Care.

Interacting with others who are different presents a challenge for most people, particularly when it comes to individuals you don't know. As a health care provider, Kennedy CHC must transcend this societal norm to provide care that is sensitive to the cultural needs of our patients. As a community health center, we are well-positioned to insure health equity is achieved in the communities we serve. Peter Xatse is a testament to our ability to deliver culturally competent care.

The second of six children raised in the Volta region of Ghana, Peter Xatse worked for the treasury department in Ghana upon graduating from college. After visiting his brother in Worcester in 2004, he returned in 2008 to settle in the area. He is currently employed as a health care attendant and spends a great deal of his free time walking around the City. "That's my passion," explains Peter. "Walking around, visiting places of interest, and that kind of thing. I can walk the whole of Worcester if I have the opportunity. My friends call me GPS."

Peter is fortunate in that he is able to enjoy his passion for walking, as keeping well has been a challenge. He was diagnosed with high blood pressure when he first arrived and his care at Kennedy CHC has made all the difference. "After being seen at a mobile clinic, I was referred to Kennedy CHC and they became my everything," shares Peter. "No matter what health problem I have, I can come to the health center and the staff will handle it for me." He recalls how the optometry team coordinated his eye care with referrals to specialists when needed. "Kennedy CHC has been my great source of good health," he adds.

Beyond helping Peter live a healthy lifestyle, Kennedy CHC has provided a safe environment, treating him with respect and dignity at every visit. "Knowing that people don't like to interact with those who are different, when you go to a new place, you might feel that others are looking down on you," explains Peter. "But not at Kennedy CHC. I have never encountered this. No one has ever frowned on me. I appreciate the staff's warm reception; and Robynn Eisley, my primary care provider, always greets me with a hug. To me, that is 50% of the healing process."

We are!

Thankful for Your Donations.

We would like to thank our many generous supporters.

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live healthier lives.

Revenue and Expenses For the year ended June 30, 2017

Unrestricted Operating Revenues:

Net Patient Service Revenue	\$21,277,088
Grants and Contracts	8,882,255
Donated Goods and Services	1,032,034
Interest, Management Fees and Other	361,200
Contributions	63,159
Total Operating Revenues	\$31,615,736

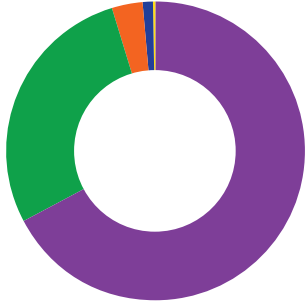
Unrestricted Non-Operating Revenues (Expenses)

Capital Grants	\$220,733
Non-Operating Revenue	157,992
Non-Operating Expense	(158,317)
Total Non-Operating Revenues (Expenses)	\$220,408
Change in net assets	\$73,004

Unrestricted Operating Expenses: Audited

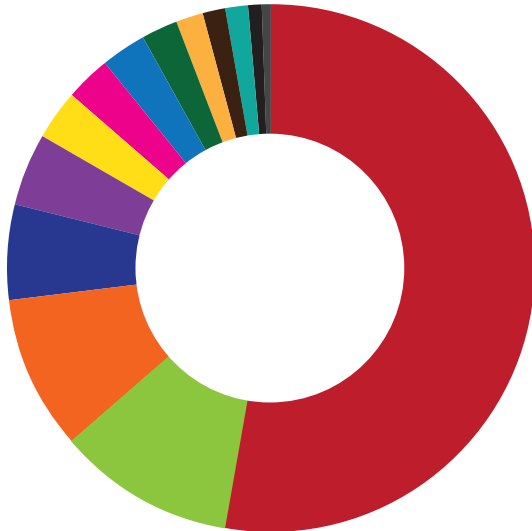
Salaries and Wages	\$16,783,603
Medical, Dental, and Pharmaceuticals Supplies	3,463,153
Payroll Taxes and Employee Benefits	3,026,953
Purchased Services	1,788,887
Depreciation and Amortization	1,415,677
Donated Goods and Services	1,032,034
Office Expense	898,210

Occupancy	813,772
Professional Fees and Other	756,106
Interest Expense	505,227
Bad Debts	460,611
Communications	400,539
Pass-through Grant Expenses	292,649
Insurance	125,720
Total Operating Expenses	\$31,763,140
Change in net assets from operations	\$(147,404)



Revenues

- Net Patient Service Revenue, 67.3%
- Grants and Contracts, 28.09%
- Donated Goods and Services, 3.26%
- Interest, Management Fees and Other, 1.14%
- Contributions, 0.21%



Expenses

- Salaries and Wages, 52.84%
- Payroll Taxes and Employee Benefits, 10.9%
- Medical, Dental, and Pharmaceuticals Supplies, 9.53%
- Purchased Services, 5.63%
- Depreciation and Amortization, 4.46%
- Donated Goods and Services, 3.25%
- Office Expense, 2.83%
- Occupancy, 2.56%
- Professional Fees and Other, 2.38%
- Interest Expense, 1.59%
- Bad Debts, 1.45%
- Communications, 1.26%
- Pass-through Grant Expenses, 0.92%
- Insurance, 0.4%



EDWARD M. KENNEDY
Community Health Center

Worcester | Framingham | Milford | Clinton

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