

A photograph of a healthcare professional, likely a nurse or doctor, smiling warmly at a patient in a hospital hallway. The professional is wearing colorful scrubs with a butterfly pattern and a blue stethoscope. The patient is wearing a white and blue striped shirt. The hallway is brightly lit and contains medical equipment like a monitor on a stand and a wall-mounted device.

DotHouse Health

Always there for you.

2016 Annual Report

Always there for you.

In 1887, our health center made a promise to our community — to deliver care and services that people need in a setting that respects the diversity of our patients, staff and neighbors.

Today, we continue to deliver on that promise by leveraging the ingenuity of our staff, commitment of the Governing Board and partnerships we engage in across the city and state. We look for new and improved strategies to give patients the excellent care they deserve while never straying from our mission to be an essential resource for health, well-being and quality of life in Dorchester. We work hard to adapt to the rapidly changing healthcare environment and are dedicated to serving this community for years to come.



From the Chief Executive Officer

In 2016, DotHouse Health aspired to find ways to be creative and innovative at the same time that we continued to serve our traditional role as a source of constancy for our community.

At a time of upheaval in our society, our political climate, the economy, and most of all our health care system, DotHouse Health (DHH) is finding ways to adapt to this ever-changing landscape while always keeping our hearts on our settlement house mission: to serve those most in need.

In addition to embracing reimbursement systems that focus on health improvements for our patients, we work to maintain the warm community spirit that makes people from all walks of life feel welcome inside our walls. When the world outside seems turbulent, this is more important than ever.

I thank our staff for their steadfast service. You are a remarkable team and I am proud to work with you to help our patients and our community.

I offer special thanks to Dr. Tu Mai Tran and Dr. Caroline Pahk, who served as Interim Associate Medical Directors in 2016. Dr. Tran and Dr. Pahk provided outstanding medical leadership and guidance and I am personally grateful for their dedicated service.

I also want to recognize Barbara Rogers, NP, who stepped down from her position as Director of Nursing to focus her attention on

caring for her primary care patients and teaching residents. Barbara has provided extraordinary mentorship to DHH's nurses and medical assistants and we appreciate her tremendous leadership and commitment to our patients.

It's a truism that the only constant is change. We can certainly expect more change in 2017 and beyond. I know that with the hard work of our staff and Board of Directors and the generosity of our supporters, we will continue to creatively adapt while remaining a rock of stability for the people in our community.

Sincerely,

Michelle Nadow
President & CEO



Planning for the Future

For more than 100 years, DotHouse Health (DHH) has creatively adapted to changing economic and medical environments to remain an essential resource for health, well-being and quality of life in Dorchester.

Building Leadership from Within

A key priority for 2016 was the competitive search for a new Chief Medical Officer. That process led to our announcement that Dr. Huy Nguyen, long-time DHH pediatrician, accepted the position of CMO in April 2017. In addition to his DHH responsibilities, Dr. Nguyen has served as Medical Director for the Boston Public Health Commission and as the Commission's Interim Executive Director. Dr. Nguyen is a graduate of Harvard Medical School and has medical and community connections throughout the Boston area that will help DHH collaborate to improve the health and quality of life for all our neighborhoods.

Other additions to DHH's leadership team in 2016 also came from the DHH family. Dr. Michelle Vo accepted the position of Dental Director after three years as a DHH dentist. Dr. Lindsay Braun accepted the position of Eye Care Services Director after training as an optometry student and then serving on the DHH eyecare staff. And Katelyn Wilson, RN has been appointed Director of Nursing after working as a DHH nurse for eight years, and as Lead Nurse for the Family Medicine department.

Improving Systems to Improve Care

To streamline operations, billing and patient records, DHH transitioned to Epic, a nationally recognized EHR brand. This patient-centered electronic health record system was tailored specifically for community health centers. The system will help DHH provide better patient care by capturing and securely sharing information to improve coordination within DHH, allow better coordination of care with outside specialists, and facilitate referrals to internal and external services, including medical specialties such as dental and nutrition.

Our use of Epic continues to be supported by Boston Medical Center (BMC) and Boston HealthNet, a network affiliation of BMC, Boston University School of Medicine, and 9 community health centers (CHCs), including DHH. DHH is also part of a nationwide collaborative of health centers using Epic. That collaborative is continually evaluating the use of the system to optimize benefits to patient care and organizational health.

In response to requests from staff, patients, and patients family members, we also made the decision in 2016 to move patient



Dr. Huy Nguyen, a DHH pediatrician and new Chief Medical Officer, and one of his patients.

registration from a central location and back to individual floors and departments. This major operational change is not without challenges, but it carries the potential to reduce patient wait times, facilitate better communication between clinical and registration staff and create a more patient-centered experience. A multi-disciplinary, multi-departmental group, led by Chief Operating Officer Usha Thakrar, worked throughout 2016 to chart a path to smooth implementation in April 2017. We'll evaluate the new system to measure improvements in patient wait times and gather staff and patient feedback to maximize the benefits.

As we strive to be nimble in an ever-changing health policy landscape, DHH is dedicated to providing the highest quality care to our patients and community. In 2013, DotHouse Health became part of the Boston Accountable Care Organization (BACO), joining a "pool" with Boston Medical Center and other area medical facilities, including five other community health centers. The goal of the Accountable Care Organization is to move towards a system that focuses on better patient outcomes rather than solely numbers of visits and services. The creation of BACO

integrates the resources of Boston Medical Center and its affiliated health centers to provide more effective, higher quality and less expensive care for patients. DHH is fully committed to that process and welcomes the transition towards payment for achieving health outcome measures and controlling overall health care costs. Over the past three years, DHH has worked through BACO to join in several quality-based insurance contracts which has enabled us to develop a staffing infrastructure and workflow to help patients self-manage their health. As a result of our participation in BACO, we have achieved success with some of the new payment models for care. In 2016, we received incentives for meeting specific quality and

Dr. Lindsey Braun, Eye Care Director and Dr. Michelle Vo, Dental Director.





Usha Thakrar, Chief Operating Officer and Justin Harrington, Facilities Manager review plans for the redesigned registration space.

savings requirements under our Medicare contract. Recently MassHealth, one of our largest insurers, released its performance measures and DHH surpassed the target goals for both cervical cancer screening and well-child visits and achieved the benchmark for mammography. As part of BACO, in November 2016, we began participating in the MassHealth Accountable Care Organization's Medicaid waiver pilot program. Today, DHH's membership in BACO, which has added other medical facilities to its network, expands our impact to achieve improved health outcomes for our patients while also sharing best practices across the system.

In addition to these examples, DHH leadership and staff continue to look for ways to improve our efficiency and use our resources to meet the needs of our neighbors who will depend on us as our nation's health care system continues to evolve.



21,518
patients
in 2016

62%

of patients live in
neighborhoods
that immediately
surround the
health center



Clinical Excellence and Innovation

Central to DotHouse Health's goal is to always be moving towards greater clinical excellence. In 2016, DHH made several significant achievements that improve our ability to provide our patients with the best possible care.

Expanding and Strengthening Substance Abuse Programs

Like so many communities in our nation, ours is facing a crisis of opioid addiction. Supported by a grant from the federal Health Resources and Services Administration (HRSA), DHH increased its capacity to offer substance use treatment, from 40 patients in 2015 to 67 in 2016, with additional potential for growth in 2017. With this resource and the leadership of Dr. Rachel King, DHH has established a multidisciplinary nurse-led Office-Based Opioid Treatment (OBOT) model, which offers quick-start treatment with buprenorphine and integrates medical and behavioral care. Because need for treatment is so great, we increased nursing and patient navigator support and created an expedited referral process so that patients who come to us for help can have a same-day urgent care intake.

We are also working to identify problematic drug use through screening for substance use at all primary care visits, and to prevent opioid addiction by offering alternative pain treatments, safe opioid prescribing, and an opioid registry. In May 2016, Dr. King presented the findings of her project "Improving Primary Care Provider Awareness Around Substance Abuse and

Safe Controlled Substance Prescribing" at the Massachusetts League of Community Health Center's (Mass League) annual conference.

Based on the strength and growth of our program, we won a significant funding grant from the General Electric Foundation to promote further capacity building and improvement efforts. Our priority for 2017 is to engage all staff to provide support for patients with substance use disorders - including departments such as registration, urgent care, and dental.

Advancing Teamwork in Primary Care

DHH was honored to receive a 10-month performance improvement and technical assistance grant from the Mass League and the Harvard Medical School Center for Primary Care in 2016. Through face-to-face workshops, webinars, and team coaching, this program helps our team develop organizational expertise. To cement the newly learned skills, the team is working on redesigning our care to help patients who end up at emergency rooms or hospitals frequently due to complex medical needs. So far, they have designed new intake

assessments to better identify patient needs and goals; developed workflows and role descriptions for a dedicated care management team; identified 10 patients to pilot the new flow; and have been meeting with patients to begin care plans. We are currently tracking the number of emergency room and hospital visits and patients' improvements in self-management, health awareness, and level of support services, and plan to spread the program by the end of 2017.

Hypertension Research

Patients sometimes exhibit “white coat hypertension,” a temporary rise in blood pressure when measured by clinic medical staff. This can lead to misdiagnosis and/or unnecessary medication. It's been shown that blood pressure can be more accurately measured at home, but few insurance plans cover the cost of home blood pressure monitors. In response, DotHouse Health offers “loaner” blood pressure monitors patients can borrow and return. After a one-to-one training session, patients record blood pressure readings over several days. This is followed by education and communication of results to the primary care provider for evaluation and follow-up.

The results of this innovative program may have substantial impact in ensuring the accuracy of diagnosis and appropriateness of medication use. In the first year of the program, two thirds of patients who exhibited hypertension in the office did not record hypertension at home, and roughly half of the patients needed changes to hypertension medication. We also found that white coat hypertension was more likely in older patients. On the basis of these results, we will continue to offer this program to hypertension patients and evaluate the ongoing results.

Meeting Dental Needs of Children

According to the Better Oral Health for Massachusetts Coalition, minorities and children in lower-income areas of the state like Dorchester are less likely to receive oral health care, and they experience greater rates of dental decay. That's why we were so gratified to receive a \$350,000 federal grant from HRSA to improve oral health access. Our proposed project will integrate care between Dental, Pediatrics and Family Medicine to increase access to oral health services for children and teens in our community. To fulfill this potential, we will hire a dental hygienist who will work with DHH's dental and pediatric teams to create an effective screening and care program.

Annual Report Card from HRSA

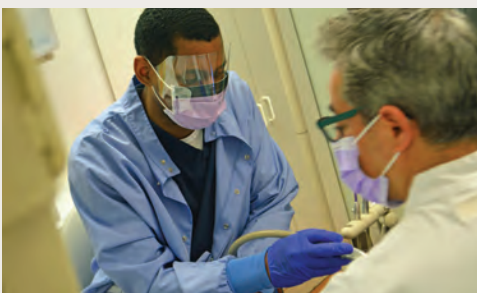
The expansion and strengthening of so many programs helped DHH to once again receive recognition by HRSA for achievements in providing high quality comprehensive care. DHH received awards for Electronic Health Record utilization, improvement in one or more clinical measures, and high clinical performance in certain measures compared to other health centers across the country. We are pleased to share that for 13 of 16 quality of care measures, DHH ranks in the top two quarters of all health centers. DHH made significant improvements in our screening rates for colorectal cancer (50% to 69%) and cervical cancer (68% to 77%) over the prior year. In addition, we maintained top rankings in access to prenatal care in the 1st trimester as well as diabetic control measures. These distinctions were recognized with \$95,000 in funding to improve primary care services delivery and support quality improvement efforts, a \$15,000 increase over last year's award.

Workforce Investments

Critical to DotHouse Health's ability to be a stable source of health and wellness to our community is the commitment of staff and board members who are dedicated to that mission. In 2016, DHH took important steps to attract and develop the people who bring their creative talents, professional expertise and moral commitment to the service of our patients and the Dorchester community.

Staff Training

Staff development serves two critical roles towards DHH excellence. First, it directly increases the abilities of our staff to improve the health of our patients. And second, a strong staff education policy helps make DHH an employer of choice to attract highly motivated people who will ensure DHH's future. In 2016 we continued to work with the Massachusetts League of Community Health Centers to support customer service training. This included training staff for interactions with the public (patients and community members) as well as the benefits of a customer service approach to dealing with fellow employees. In 2017 we will offer training for both managers and front-line staff. Our goal is to empower our staff in their customer interactions to maintain and measure excellence.



Staff Wellness


As an organization, DotHouse Health is committed to a work-life balance that helps our staff bring an abundance of care and compassion to our mission. DHH also believes that a staff motivated to self-care and wellness presents role models and a source of real-life information for our patients. In 2016, we once again made staff wellness a priority by rejuvenating our staff Wellness Committee under the guidance of DHH nutritionist Amanda Duncan. The Wellness Committee organized and encouraged participation in physical activity challenges such as a holiday season "Maintain, Don't Gain" campaign. We provide low cost access to a staff fitness room and free staff access to our DHH swimming pool. The committee sponsors monthly lunch and learns around nutrition and physical activity. Those offerings have included "Mindful Eating" and "How to use the pool to get fit." We also offer a weekly farmer's market, and Fresh Food Generation, our on-site café food vendor, is committed to serving healthy, locally sourced foods.

Dental Assistant Rich Disola and Dr. Alfio Hernandez.

Due to high workloads and job stress, community health center providers are at risk of burnout. Supporting these dedicated caregivers so they can perform at a consistently high level is a major priority. DHH staff have been proactive in developing programs and techniques to support staff wellbeing. For example, Dr. Ivy Brackup was recently awarded a Special Projects Grant from the Mass League to implement her proposed project: “Increasing Resiliency to Improve Well-Being and Decrease Burnout in Health Center Providers.” With this funding and under Dr. Brackup’s leadership, we gave 13 providers time out of their schedules to attend a weekly peer group meeting. Providers in the 11 week pilot program report they are practicing more self care, have built valuable support networks with colleagues, and are providing better care to patients.

Board Effectiveness

Few things are more important to the stability of a non-profit organization than a diverse Governing Board with the mix of skills necessary to achieve the priorities of the strategic plan. Nearly all DHH Board members work and/or live in Dorchester and more than half are DHH patients. The Board meets monthly to foster the development of and adherence to our mission. In addition to setting policy and direction, DHH Board Members assist with program and management development strategies and help represent the health center to the outside world. Recognizing that our Board members carry critical responsibilities, DHH is committed to regular continuing education for all members. In 2016, the Board received training on roles and responsibilities for community health center board members, corporate compliance, and health center budgeting and finance. In January 2017 the board held an annual retreat focused on developing a set of best practices for board operations.



93%
of patients live at or below 200% of the federal poverty level (from those who reported income)



[Top]
Our hypertension champions—Dr. Julie Crosson, Craig Ushkurnis, PA, Michelle Jacobs, PharmD, Amanda Duncan, RDN, LDN, CDE, Kim Banovic, LICSW



[Bottom]
Nursing Director Katelyn Wilson, RN with her colleagues Diem Nguyen, RN, Liz McNally, RN and Tatiana Barros, RN.

[Top]

In the summer of 2016, youth participants in our summer learning program at the Teen Center presented a poster to the officers at the Boston Police Department's Area C-11 station (our local station). The poster, which details messages about stopping violence, facilitated a discussion between the youth and Police about current events in the community, mutual respect and justice.

[Bottom]

Members of the Governing Board



Community Health

Any organization committed to the health and wellness of its community must recognize that social and economic factors outside the exam room are often the primary determinants of health. DHH has always worked to be a holistic source of wellness by identifying and offering services that go beyond medical care.

Promoting Fiscal Health

We ask our patients about access to healthy foods, legal services and financial stability in our pre-visit screening questions. This helps our case managers refer and support linkages to resources that DHH sponsors onsite and through external partners. These resources include access to a food pantry, farmer’s market and a housing advocate. Our long-standing medical-legal partnership with the law firm of Ropes & Gray gives our families access to income supports and bankruptcy counsel as parts of its pro-bono practice.

We are proud to be part of the Mayor’s Tax Help Coalition for the city of Boston, serving as a free tax preparation site for over 15 years through the IRS’ VITA program (Volunteer Income Tax Assistance). Mayor Marty Walsh kicked off this year’s tax season at DHH. We

have implemented our tax clinics and shared a tax clinic coordinator with Codman Square Health Center. For the 2016 tax season, the tax clinic at DHH, which is staffed by volunteers, helped individuals and families file over 1,000 tax returns and claim an average \$2,038 tax refund. In addition, taxpayers claimed an average of \$793 in Earned Income Tax Credits (EITC).

Funding Award for DotHouse Health Teen Center

In keeping with our history as a settlement house, DotHouse Health developed a Teen Center to improve opportunities for physical, emotional, and academic opportunities for young people in our community. Today, the Teen Center is responding to pressing needs, including those related to substance abuse and violence, through our Generation Next Academy (GNA). Since 2005, GNA has served young people ages 12-18 with a comprehensive suite of programs including tutoring, college and career workshops, life skills development, healthy relationship building, nutrition and fitness, substance abuse, HIV/AIDS prevention, service learning projects, media arts, and recreational and sports activities. At the end



After school recreation sponsored by our Teen Center in the DotHouse gym.

of 2016, GNA had over 1000 youth members. We hope to increase the number of GNA members by 10% in 2017, and have set measurable goals for this innovative program to help young people make positive, healthy life choices and increase self-efficacy. For example, we hope to ensure that 100% of GNA participants graduate from high school and 80% are adequately prepared for post secondary education or job training.

Towards that end, DHH is pleased to announce a three-year \$150,000 grant from

Tufts Medical Center to support the Teen Center. We'll expand Generation Next Academy programming, add additional violence and addiction prevention programming, train staff in motivational interviewing techniques, conduct outreach activities and expand our popular media arts program to engage students in self-reflective media and journaling. This funding will enhance and expand this excellent program to meet the needs of our community's teens.

Members of our swim team, The Stingrays



From the Chair of the Board of Directors

On behalf of the DotHouse Health Governing Board of Directors, I wish to express deep appreciation for the dedication of our staff and the generosity of our supporters and volunteers in 2016. As a team, your exemplary work provided vital services of the very highest quality to our community. You are DotHouse's greatest asset.

I recently attended DotFest 2017, our first annual fundraising event, and was proud to give the grand tour to some good friends. My friends, who reside in Dorchester but were not familiar with DotHouse, were surprised and impressed by the pool, the gym and the myriad of services we offer. Each was impressed that DotHouse is such a warm and inviting place.

To me this was old news. I have been going to DotHouse since my childhood. DotHouse was a neighborhood home then, and has maintained its roots in the community as it has grown over the years. You, the people who care about DotHouse, are the reason people feel welcomed.

There was renewed energy at DotHouse in 2016 and great optimism for its future. We are so grateful for the leadership of our new CEO, Michelle Nadow. She has an in-depth knowledge of the challenges of a rapidly changing health care system and has shown innovation in meeting the goals of DotHouse. She has built a strong and creative leadership team that will bring stability to DotHouse Health for the foreseeable future. Most importantly,

her empathy for others endears her to all. Her competent leadership and approachability set the tone for the accepting environment.

The Board, too, has been energized by Michelle's leadership. We have retained long-standing members and have recruited, and will continue to recruit, new members committed to ensuring that DotHouse Health remains a great resource to the community and a welcoming place to all.

Sincerely,

Kevin McDermott
Board Chair



Statement of Financial Position

Assets

Current Assets	\$8,748,548
Investments	8,453,484
Notes and Deferred Interest Receivable	7,900,920
Property Plant and Equipment, Net	3,594,617
Deferred Financing Costs, Net	53,007
Total Assets	\$28,750,576

Liabilities

Current Liabilities	\$6,749,408
Notes Payable, net of current option	628,591
Net Assets	21,372,577
Total Liabilities and Net Assets	\$28,750,576

Statement of Activities & Change in Net Assets

Operating Revenue

Net Patient Service Revenue	\$24,165,744
Grant and Contract Revenue	3,904,477
Member Fees	730,376
Investment Income	387,531
Other Revenue	143,571
Total Operating Revenue	29,331,699

Operating Expenses

Primary Care Expenses	14,053,400
Other Medical Expenses	2,862,589
Pharmacy	4,684,481
Behavioral Health	2,586,344
Optometry	1,720,854
Dental	2,579,998
Public Health and Social Services	1,205,240
Information Systems	730,376
Total Operating Expenses	30,423,282
Net Operating Surplus (LOSS)	(1,091,583)

Non Operating Revenue

Net Realized and Unrealized Gain on Investments	654,554
Total Non Operating Revenue	654,554
Change In Net Assets	\$(437,029)

*Audited Statement of Financial Position and Statement of Activities & change in Net Assets for fiscal year ended on september 30, 2016

Leadership

Michelle Nadow, President & CEO

2016-2017 Board of Directors

Kevin McDermott, Chair

Tony Dang, Vice Chair

Judi D. Smith, Treasurer

Rosemary Gallagher, Secretary

Gloria J. Coulter

Paulo A. DeBarros

Annissa Essaibi George

Ruthie Gomez

Jeff Lopes

Christopher McCoy

Megan Sonderegger

Kim T. Thai

Phi Tran

Executive Management Team

Usha Thakrar, Chief Operating Officer

Huy Nguyen, MD, Chief Medical Officer

John Chambers, Chief Financial Officer

Mary Irwin, Chief Human Resources Officer

Danny MacNeil, Chief Information Officer



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