

DETERMINED OPTIMISTIC TRAILBLAZING



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DotHouse Health Connects with Community During Uncertain Times

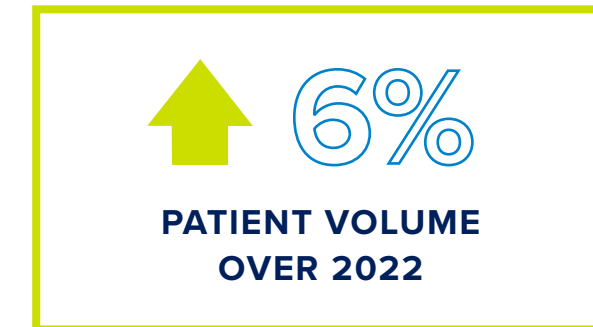


MARY NGUYEN AND SAMIRA MALHOTRA GIFT ROSES TO STAFF DURING NATIONAL NURSES WEEK

In 2023, as our City and neighborhood began to navigate its way back from the worst of COVID-19, DotHouse Health's persistent community presence from the onset of the pandemic has prepared us for the challenges and opportunities that occurred over the last year.

The health care system in Massachusetts showed its fragility with many practices closed or being unable to accept new patients due to capacity issues or waiting lists for care. This contributed to overflowing emergency rooms and urgent care clinics. Pharmacies closed in neighborhoods that needed that service. The state experienced a crisis on two fronts: the overwhelming need for affordable housing and an influx of refugees and migrants coming to the US—fleeing for a safer and better life for them and their families.

DotHouse was built to meet these challenges—in fact it's in our DNA all the way back to our settlement house founding in 1887. In the last year, we welcomed several primary care and behavioral



health providers to our care teams enabling us to accept new patients while continuing to meet the needs of existing patients. **As a result, we experienced a 6% increase in our patient volume over the prior year.** This additional staff capacity has aided us in starting a refugee health clinic providing important connections to care and other services for newly arrived individuals and families. Our clinical measures continue to rank high among all health centers around the country. In 2023, DotHouse saw increases and improvements in the number of patients who accessed prenatal care in the first trimester, received childhood immunizations, and screenings for colorectal and breast cancer. Our Teen Center came roaring back after a pause during the pandemic with new staff, programming, and partnerships. We had our gym floor refurbished just in time to serve as the home game site for **Cristo Rey Boston High School Girls Basketball Team's** season. We are also planning a podcasting series for the Youth members of our Teen Center; giving young people an outlet to express themselves.



As we reflect on the last year, we want to acknowledge the work of our Governing Board who give their time and expertise to help guide the organization which took on a whole new meaning during and after COVID. When we grapple with decisions, they provide steady advice and support for which we are so grateful.

Our staff continues to be flexible, compassionate, and dedicated to serving our patients and community. Our staff are our greatest asset and help make our mission come alive every day:

To be an essential resource for our community in its efforts to achieve the highest levels of health, well-being, and quality of life for its residents; to provide affordable, accessible, and exceptional health care and other essential services in an environment that respects our consumers, staff, and diverse community and; to be a leading force for change in the health, economic, and social well-being of our community.

As we enter 2024, we look ahead to the changes and challenges ahead that the evolving world of healthcare consistently brings to our practice.

We are excited for what the future holds as we continue to succeed and move forward together.

DotHouse remains confident in our ability to continuously adapt, adjust, and accommodate to the ever-changing healthcare world, while always keeping our patients, staff, and community members our top priority. ●



Michelle Nadow
PRESIDENT & CEO



Megan Sonderegger
BOARD CHAIR



Meeting Needs When It Matters Most

All Federally Qualified Health Centers (FQHC), like DotHouse, are evaluated on a set of performance measures emphasizing health outcomes and the value of care delivered by our federal funder the Health Resources and Services Administration (HRSA). We report these measures through an annual report, the Uniform Data System (UDS).

Among clinical quality measures, DotHouse ranks at the top half for 10 of the 18 indicators for 2022.* We are proud to report that all our cancer screening measures (breast, cervical, and colorectal) rank in the top quartile of all health centers nationwide. These outcomes are due in large part to our care teams working together to facilitate access to screenings either provided onsite or through referrals. Other areas of top performance include Hemoglobin A1c Control for patients with Diabetes, childhood immunizations, and HIV screening.



Our increase in HIV screenings is facilitated by grant funding from HRSA's Ending the HIV Epidemic—Primary Care HIV Prevention (PCHP) award. The DotHouse HIV/STI (Sexually Transmitted Infection) Prevention team tracks monthly volume of HIV lab orders on our team dashboard and has seen this number steadily increase over the latter half of 2023.

We attribute this to a multi-pronged approach. First, we have focused on rebuilding clinical decision supports for HIV testing, including preference lists to streamline lab ordering, alerts for lifetime screening, and urgent care sexual health risk assessment templates. We promoted our urgent care testing services via social media.

DotHouse has HIV lab standing orders for our OB/GYN and Sexual Health RNs. Our clinical policy is to recommend opt-out HIV testing for all patients

2022* CANCER
SCREENINGS RANKED

Top 25%
AMONG ALL FQHCs



MEDICAL ASSISTANT, EMILIA TAVARES, WAITING FOR HER NEXT PATIENT IN FAMILY MEDICINE

being screened for any STI. We review HIV testing recommendations with providers on a regular basis and include the HIV Lifetime Screening clinical quality measure on our individual provider dashboards, which allows them to see their performance for their own primary care panel as well as the performance of their peers.

Additionally, DotHouse ranks Top 10% of all health centers providing COVID-19 vaccinations or testing to the largest percentage of patients.

This is a testament to the great work DotHouse has done through our Vaccine Clinics and COVID-19 walk-in testing, providing these opportunities to patients and community members via appointment and on a walk-in basis to keep our community safe and healthy.

In 2022, we offered the updated COVID-19 vaccination to patients and community members who received their flu vaccine on the primary care floors or through our public clinic.



The health center also received an award for achieving **Patient-Centered Medal Home recognition and Advancing Health**

Information Technology (HIT) for Quality Award in recognition of optimizing HIT services, advancing telehealth, patient engagement, interoperability, and collection of social determinants of health, to increase access to care and advance quality of care. While we know we still have much work to do to improve health outcomes, this report is an acknowledgment of our staff's hard work to deliver the best possible care and services every day. ●

5,205
COVID-19 DIAGNOSTIC
TESTS PERFORMED IN 2022*

5,440
COVID-19 VACCINES GIVEN IN 2022*
(INCLUDING PRIMARY/BOOSTER DOSES)

* The current data is from 2022 as the 2023 has not yet been released

Behavioral Health



Behavioral Health Integration Strengthens Patient Treatment

DotHouse made changes in 2023 to support access to behavioral health care services to adult patients.

We welcomed three new providers and two interns to the Behavioral Health Department including our Director of Behavioral Health, Yleis Engerman, a Licensed Alcohol and Drug Counselor and Licensed Mental Health Counselor.



We pride ourselves on staying informed on the changes in the behavioral health field, and make sure that our staff are properly informed as well. The Behavioral Health field is ever evolving and we are excited about where this will lead us as a department.”

— DIRECTOR OF BEHAVIORAL HEALTH
YLEIS ENGERMAN

In addition, we created and staffed the new role of the Behavioral Health Navigator (BHN) who works with DotHouse primary care patients referred for behavioral health services to ensure they have timely access to the appropriate care. The BHN also supports patients with chronic or complex behavioral health conditions and identifies socioeconomic barriers by locating and accessing resources that will help them to manage their condition and follow their prescribed treatment plan.

We have strengthened efforts to further facilitate integration of behavioral health in our primary care departments which provide brief BH interventions and assessment during primary care visits across all ages.



In recent months, the Behavioral Health team started a training series on trauma informed care and crisis intervention which has helped to broaden the team's scope and expertise as a whole.

An expanded care team, new leadership, professional development and improved strategies on integration have had a significant impact on access. In the last year, the Behavioral Health team reduced a 600 adult patient waiting list to 0 and currently can meet requests for an appointment within 4–6 weeks. ●

**REDUCED ADULT PATIENT
WAITING LIST FROM**

600 TO ZERO

Remodeling Hypertension Care



CARE COORDINATOR, NICOLAS MUNARRIZ, GUIDES PATIENT DURING A HYPERTENSION CLINIC APPOINTMENT



*Compared to January–June rate

The Department of Health and Human Services (HHS) Health Resources and Services Administration (HRSA) and Office of Minority Health (OMH) are partnering through the **National Hypertension Control Initiative: Addressing Disparities among Racial and Ethnic Minority Populations.**

Three years ago, DotHouse received an award from HRSA for FY 2021 Supplemental Funding for Hypertension (NHCI-HC). The goal of this award is to support health centers to increase provider and staff engagement in implementing evidence-based practices, including using advanced self-measured blood pressure technology, to increase the number of adult patients with controlled hypertension.

At DotHouse, we have an existing home blood pressure monitoring (HBPM) program through which we have been lending patients a non-Bluetooth-enabled self-measured blood pressure device to support engagement in chronic disease self-management and hypertension treatment planning. Working with our primary care providers, our clinical pharmacist developed this home BP monitoring program to collect blood pressure readings that better reflect a patient’s actual condition.

With the addition of Bluetooth-enabled Self-Measured Blood Pressure (SMBP) devices made possible through this NHCI funding, we were able to expand access to HBPM to our patients as well as improve our collection of BP measurements that reflect patients’ true condition outside the clinic. Having accurate BP readings will allow our primary care providers to more accurately assess hypertension control status, understand the effect of medication regimen changes, and counsel patients about necessary treatment plan adjustments. Through the funding from HRSA we onboarded a Hypertension Care Coordinator to support a variety of patient outreach strategies and perform activities related to remote device distribution, setup, and troubleshooting. The award also supported the purchase of bluetooth devices.

In September, we implemented an internal referral workflow to merge our historical home blood pressure monitoring (HBPM) loaner program and new remote self-measured blood pressure (SMBP) program. From July to December of 2023, we had **407 referrals** enter the SMBP workqueue for an average of 68 referrals/month exceeding our prior 6-month average of 32 referrals a month. Of patients referred in the last half of 2023, **80%** have successfully attended an initial visit and received a cuff—a 40% increase from January to June. We also were able to collect blood pressure data for more patients from July to December than the earlier part of the year—**195 patients vs. 148 patients.**

DotHouse annually develops and implements a Board-approved performance improvement plan that strives to achieve the highest levels of quality improvement and quality assurance. For 2024, we will continue to improve hypertension control with patients who self-identify as non-Hispanic African American/Black in order to address the *disparities* in outcomes for this population. One of our key values is that we must be willing to improve our systems and ourselves continuously. This means that assessment, change, and innovation are always part of our organization. This includes looking critically at our performance, developing action plans, and evaluating our progress to improve individual health outcomes and health equity. ●



Introducing New Providers & Accepting New Patients

In the last year DotHouse has worked hard to improve primary care and behavioral health access, significantly reducing wait times for all appointments including new patients. In 2023, DotHouse added **9 new medical providers** to our Primary Care clinical team. These additions to our staff will continue to help us meet the needs of our community as we continue to expand in our services and programs. However, prior to this, we had limited access to primary care and long wait times for behavioral health services during a time when they were needed most.

9
NEW PRIMARY
CARE PROVIDERS

Given this new primary care access, we are actively working on a variety of outreach strategies to engage potential new patients as well as existing patients to connect them with a medical home. Our expanded capacity also enables us to partner with key stakeholders to meet emerging needs. Currently, we are working with the **Massachusetts Department of Public Health** to accept referred patients who are currently living at the Melena Cass Recreational Complex and are implementing a refugee health assessment clinic. Although finding a new Primary Care Provider can be difficult, we are proud to say we have the capacity to bring in new patients. ●

New Mammogram Technology Allows For Safer Patient Experience

In September 2021, **DotHouse Health received \$687,368 in grant funding** from HRSA's FY 2021 American Rescue Plan—Health Center Construction and Capital Improvements initiative.

DotHouse used the majority of this funding to purchase, install and operate a new **3-Dimensional** (also known as digital tomosynthesis) mammo-graphy unit and associated equipment, replacing a 2-Dimensional unit. By May 2023, the unit was operationalized and within 6 months **1,000** mammograms were performed.

A 3-Dimensional system is an innovative imaging device that can reduce or eliminate the tissue superimposition effect by offering thin cross-sectional slices through the imaged object. **This system has been shown to increase detection of invasive cancers, reduce recalls, and provide faster scanning times.**



SENATOR ELIZABETH WARREN HELPS CUT THE RIBBON DURING OUR NEW MAMMOGRAM MACHINE EVENT (FROM LEFT TO RIGHT: ANNISSA ESSAIBI GEORGE, MICHELLE NADOW, DR. MONICA VOHRA, SENATOR ELIZABETH WARREN, & MEGAN SONDEREGGER)



400%

INCREASE IN MAMMOGRAPHY DEPARTMENT TECHNICIANS

MAMMOGRAMS PROVIDED

2,139
IN 2023

VS

1,186
IN 2022

↑
55%

"I tried a different medical center, and nothing compares to the service at DotHouse," a radiology patient told one of our Mammography technicians.

In 2023, DotHouse provided **2,139 mammograms** compared to 1,186 mammograms offered in 2022—representing a 55% increase in screenings. Even in looking at pre-pandemic times, DotHouse offered 1,770 mammograms in 2019—which is 350 fewer mammograms offered in 2023. In 2023, DotHouse reported 74.2% of women 50–74 years of age had a mammogram,¹ compared to 64.6% in 2022.

Today we are outpacing our prior breast cancer screening rates due to improved technology and tools, as well as additional staffing which supports our ability to offer same day mammograms. It is our intent to use these resources to support access to recommended screenings and facilitate referrals and treatment to treat conditions and diseases in their earliest stages, providing the best possible chance for optimal outcomes. ●

SENATOR ELIZABETH WARREN DISCUSSING IMPORTANT HEALTH CENTER INITIATIVES WITH STAFF MEMBERS, JULIANNA BRODY-FIALKIN AND DR. DANA RUBIN



% OF WOMEN (50–74) WHO HAD A MAMMOGRAM¹

74.2%
IN 2023

VS

64.6%
IN 2022

1. The full clinical quality measurement is: Percentage of women 50–74 years of age who had a mammogram to screen for breast cancer in the 27 months prior to the end of the measurement period

Capital Grant Secures Key Renovations For Facility Infrastructure



DISTRICT 3 CITY COUNCILOR JOHN FITZGERALD VISITS DOTHOUSE FOR A TOUR TO LEARN MORE ABOUT OUR HEALTH CENTER (FROM LEFT TO RIGHT: MARIA PAPADOPOULOS, CITY COUNCILOR JOHN FITZGERALD, MICHELLE NADOW, DR. MONICA VOHRA, AND ANNISSA ESSAIBI GEORGE)

In July 2023, DotHouse received funding from the Massachusetts Executive Office of Health and Human Services through their Community Health Center Capital Investment Grant Program. DotHouse will utilize this funding for the improvement and maintenance of areas that support direct patient care and access.

DotHouse's exam rooms, nursing triage stations, and medication rooms within our primary care, optometry and urgent care departments will receive new cabinets and countertops, exam beds, flooring, chair rails, lighting, painting, and other clinical equipment. The waiting area will also be improved in our urgent care. In the last three months of 2023, DotHouse's volume in our urgent care clinic exceeded our budgeted expectations (**3362 visits budgeted vs 4198 visits actual**).

This demonstrates the increasing need and challenges accessing care faced by many individuals and families as practices close or develop waitlists. Our walk-in urgent care clinic provides care to both patients and community members and is often the pathway for establishing a medical home with DotHouse for people who don't have a regular source of care. Our goal is to create efficient and comfortable spaces that are conducive to improved engagement, health care, health outcomes, and patient and employee satisfaction.

URGENT CARE PATIENT VISITS

OCTOBER TO DECEMBER 2023

3,362
BUDGETED VISITS

VS

4,198
ACTUAL VISITS



Our phone system is a critical resource in meeting patients' needs. Communication between patients and staff is key to supporting better health and health care. With this grant funding we will replace and improve DotHouse's Voice Over Internet Protocol (VoIP) system to further the use of technology in supporting phone calls to be made over the internet, rather than traditional phone lines or cellular connections.

Over **10,000 calls** are received monthly by DotHouse's call center staff to schedule patient appointments and referrals. Our nursing triage line receives 1,000 calls a month to support patients in addressing evolving health concerns, prescription refills, and providing education.

Over **2,700 patient encounters** each month are facilitated with our telephonic interpretation system. Most telehealth visits are conducted by phone as many patients have limited familiarity with utilizing a video platform and have limited data capacity on their smartphones for a video visit. A secure and reliable phone network will ensure these calls and visits are successful with patients, referral agencies, hospital partners, and community members. ●

PHONE TREE

10,000

MONTHLY PHONE CALLS TO CALL CENTER

1,000

MONTHLY CALLS TO NURSING TRIAGE LINE

2,700

MONTHLY PATIENT ENCOUNTERS FACILITATED WITH OUR TELEPHONIC INTERPRETATION SYSTEM



The Fields Corner Crossroads Collaborative has been selected for a **second round of funding from the Children’s Health Equity Initiative (CHEq) Implementation Grant for 2024–2027.**

Three More Years of Funding From Boston Children’s Collaboration for Community Health to Benefit Fields Corner

The eight organizations that form Crossroads are: All Dorchester Sports and Leadership, Asian American Resource Workshop, Boys & Girls Clubs of Dorchester, DotHouse Health, Louis D. Brown Peace Institute, Massachusetts Coalition for Safety and Health, New England United 4 Justice and Vietnamese American Initiative for Development.

The Children’s Health Equity (CHEq) Initiative, a part of Boston Children’s Collaboration for Community Health, works to improve child health through place-based collective impact approaches. Crossroads was funded for a planning year in 2019 then funded for years 1–3 from 2020–2023 to develop and implement a workplan for policies and systems changes.

For years 4–6 of implementation, Crossroads will focus on building a shared agenda with the community, support residents to engage with and lead the agenda’s priorities, outreach, and educate stakeholders on priorities, and advocate for policies that advance health equity. For 2024–2027, Crossroads will focus on achieving policy, systems, and environmental changes

regarding affordable housing, youth development, and green space that promotes recreational and neighborhood safety.

Crossroads has a Youth Council, a paid employment opportunity for youth. Crossroads recognizes Youth Council members’ strengths as residents and provides the support needed to build on their leadership assets. The youth’s focus has been skills building, education, and implementation activities around civic engagement, participatory budgeting and neighborhood beautification. They participate in workshops and gain experience from working in the field with community members.

“Crossroads doesn’t just impact the community, it’s also meaningful to me in a lot of ways. It’s not just a job to me, it’s an experience that I will never forget. It helped me with my communication and social skills. Even though I might be a bit shy, I feel more comfortable talking to other people.”



— YOUTH COUNCIL MEMBER

“Crossroads has become a model for the community. Our youth is the present, not the future. They are setting the stage where peace and healing is central, while focusing on change,” says Chaplain Clementina Chéry, Crossroads Co-Anchor, and CEO & President of the Louis D. Brown Peace Institute.

A few of Crossroads’ accomplishments from 2020–2023 include: streamlined referrals between and among the member organizations, successful engagement of over **1,100 participants** in surveys and focus groups to gain insight on neighborhood needs, leading policy knowledge, and advocacy educational efforts through 80, well-attended workshops and trainings with 1,620 total participants, which has built support for 36 youth and/or resident-led meetings, forums and events.

Crossroads has been active in the community process for the redesign of Town Field—a five-acre park in Fields Corner that includes a recently renovated playground, a baseball field, softball field, and two basketball courts. The Youth Council developed and implemented 5 local projects with a budget of \$100,000 by working with local organizations and residents to implement solutions to priority issues in the neighborhood. The projects funded were Back to Basics (providing feminine products to community-



CROSSROADS YOUTH AT AN EVENT AT TOWN FIELD PARK

based organization and hygiene kits to community members), creating a community lounge space at Town Field, food gift card distribution as emergency SNAP benefits ceased and a cultural festival at Town Field.

FCCC is excited to use these funds to continue to work with local partners to help improve child, family, and community health, across Fields Corner and local neighborhoods. “We are so appreciative of this incredible opportunity to receive another generous round of funding and support from the Boston Children’s Collaboration for Community Health,” says Michelle Nadow, FCCC Co-Anchor, and CEO & President at DotHouse Health.

“The Children’s Health Equity Initiative Grant will better position Crossroads for years to come. I am so proud that DotHouse will serve as a backbone organization together with VietAID as we work on achieving goals with our neighborhood on health disparities and improving health equity,” says Nadow. ●

New DotHouse Gym Helps With Refocused Teen Center Recruitment



COMMUNITY PROGRAMS DIRECTOR, DIRK BOVELL, HELPS HOST AN EVENT WITH LOCAL HIGH SCHOOL YOUTH AT OUR TEEN CENTER

A cornerstone of DotHouse's community programs includes our gymnasium which features a basketball court that can be used for a variety of sporting activities, community events, and gatherings.

This year we introduced a revitalized gym, which included a new floor, basketball hoops, scoring boards, and many other fun additions. Through these changes, the Teen Center has had a concerted effort to increase enrollment and currently has **175 youth participants** through a no-cost membership. The DotHouse Health Teen serves youth ages 12 to 18 with a consistent schedule blending instruction and programs critical to healthy youth development.



The goal of Teen Center is to provide staffing, programming and resources to ensure that high-risk youth in Dorchester graduate from high school and pursue post-secondary plans of college or career.

The Teen Center's services include academic assistance, college prep, health and wellness, workforce readiness, mental health services, community service, media arts, and recreation.

We are actively working with local schools, including **Cristo Rey Boston** and **Helen Y. Davis Leadership Academy**, to build connections to our programming and serve as a resource to students and staff.

Our gym served as the site for our 2023 annual Children's Holiday Gift Giveaway! We were able to provide over **500 gifts** for children in our community who all received a wrapped present from Santa. Staff got into the holiday spirit by helping wrap gifts while bringing excitement to the health center. We were beyond excited to have been able to bring this event to DotHouse again. ●



TEEN CENTER ENROLLMENT

175

YOUTH PARTICIPANTS



DotHouse Providers Led Nicaragua Mission Trip



DRS. JOE DANIELS-MULHOLLAND & DANA RUBIN AT ONE OF THE SUPREMOS-SPONSORED CLINICS IN NICARAGUA

In the fall of 1998, **Hurricane Mitch** dealt a devastating blow to the countries of Honduras, Guatemala, and Nicaragua which left over 19,000 dead, 2.7 million homeless, and an estimated \$5 billion in flood damage.

In the winter of 1999, DotHouse pediatrician Peter Loewinthan, had a vacation planned during which he would learn Spanish. After hearing of the devastation of Mitch, Dr. Loewinthan connected with an internist who was going to Nicaragua and booked a trip hoping to lend his expertise while learning the language. On the ground in Esteli, Nicaragua, Dr. Peter witnessed the hardship, heartache, and struggles that were plaguing Nicaraguans on a daily basis.

He started out working with an organization with which he was not impressed, but quickly met others working in the area that were making a difference. One such couple, Stephen and his wife Luisa, had started their own nonprofit called **Superemos** and opened a school for women who needed to finish their high school educations. The commitment and compassion with which Stephen and Luisa served their clients inspired Peter. He started running small clinics for the women’s families, providing episodic health care for their families. Peter started going to Nicaragua for one month each year, working with Superemos running health clinics and bringing medical supplies for local children in Esteli and the surrounding areas. DotHouse staff became involved with Superemos in 2000 when a staff member questioned Peter as to why he wasn’t asking for assistance from the staff. Peter’s colleagues and co-workers wanted to support his work and DotHouse eventually “adopted” Superemos as a sister non-profit.

The administration set up payroll deduction and offered to match donations to Superemos. Since then, several DotHouse staff have gone to Nicaragua to support the operation of the health clinics which was interrupted only during the pandemic. This year, two DotHouse pediatricians—Dr. Robert Daniels-Mulholland and Dr. Dana Rubin—traveled to Nicaragua to provide healthcare through the Supremos-sponsored clinics.

2024 NICARAGUA TRIP (SPANNING TWO WEEKS)

10

MOBILE CLINICS IN THREE
DIFFERENT COMMUNITIES

615

CHILDREN PROVIDED
WITH MEDICAL SERVICES

1,291

ADULTS PROVIDED
WITH MEDICAL SERVICES

Over the course of time, the healthcare program that Superemos operates has grown to include a modest preventive clinic for about **400 children** a month in two local community in addition to the children and adults served by the annual visits of medical delegations. Routine care includes screens for skin problems, treatment for parasites, fluoride varnish application, and screens for scabies and lice. Family planning is also a cornerstone of the Superemos healthcare program as condoms and counseling on reproductive health are available to participants in all Superemos programs.

In addition to the healthcare program, Superemos has many other projects including the women’s school, teacher training, pre-schools, technical

skill training, craft skills training, children’s music project, and water safety projects. During the 2024 trip which spanned two weeks, **10 clinics** were held in three different communities. These mobile clinics provided **615 children** and **1,291 adults** with services that included primary care, dentistry, radiology and lab, sexual and reproductive health, vaccinations and behavioral health care.

Dr. Peter is transitioning his leadership of this project to DotHouse pediatrician Dr. Daniels-Mulholland, who will continue our commitment to support access to health care and other services through collaboration with Superemos. We also acknowledge our appreciation for Dr. Peter’s longstanding commitment and compassion for this project. ●



Welcoming New DotHouse Leadership

In 2023, we welcomed key additions to the DotHouse family and saw staff members take on greater responsibility in leadership roles.



Dr. Anuka Das joined DotHouse as the Women's Health Department Team Lead following the completion of a surgical residency in North Carolina and family medicine residency at Boston Medical Center. Dr. Das is working on supporting

improvements in prenatal and perinatal access including building capacity for doula services.



Dr. Susana Tejada has been at DotHouse for over 2 years providing care as a dentist. In early 2024, Dr. Tejada was named as the Director of the Oral Health Department, where demand has significantly increased following

limitations on capacity due to safety precautions required by the COVID-19 pandemic conditions. In 2023, our dental department saw a 5% increase in the number of patients served over the prior year.



Last year, **Yleis Engerman** joined DotHouse as the Director of the Behavioral Health Department. Yleis, is a Licensed Alcohol and Drug Counselor as well as a Licensed Mental Health Counselor, and sees patients for behavioral health therapy in addition to her responsibilities as the department director. Yleis has led the recruitment and onboarding of 3 new behavioral health providers which has improved access to care and has worked to further integration with primary care to support warm hand-offs between care teams.



Dr. Grace Jeong has been with DotHouse for over 5 years as an Optometrist and in 2023 was promoted as the Director of the Eye Care Department. Dr. Jeong has been a champion in improving DotHouse's percentage of diabetic patients with up to date eye exams. Diabetic eye exams can be accomplished by a dilated eye exam, or alternatively by fundus photography. Fundus cameras have been purchased through a grant for the adult and family medicine departments to begin offering an alternative to dilation to screen for retinopathy in our diabetic patients. With this project Medical Assistants take photos which are then transmitted to our Optometrists who read the imaging and determine the next steps based on these results.

DEIB Leading The Way For Change

The **Diversity, Equity, Inclusion, & Belonging Committee** first

launched in August of 2021.

As a response to current events, staff feedback and recommendations, DotHouse identified a need to have DEIB resources available.

The Committee aims to have staff representation from different functions, roles, tenure, race, genders, age, and ethnicities that embodies the health center’s diversity. The Committee has two Executive Champions, Michelle Nadow, CEO and Monica Vohra, CMO. Additionally, the committee has two Co-Chairs and a body of 12 members.



DEIB Priority Pillars (areas of focus)

PRIORITY PILLARS	STRATEGIC PLAN GOALS
Cultural Aspiration	Promote an inclusive culture where everyone feels psychologically safe, welcomed, valued, and belong authentically.
Talent Acquisition	Enhance diversity through targeted hiring and development initiatives.
Professional Development	Strengthen leadership skills that are aligned with DotHouse’s leadership principles, competences, values, and behaviors.
Community Impact	Build and sustain relationships with organizations that are aligned with our mission, vision, and values.
Communications	Ensure DEIB Communications are visible to external and internal audiences.

During December of 2023, a final draft of the DEIB strategic plan was created and proposed in order to develop goals, objectives, and strategies to guide the DEIB Committee for the coming three years. Our strategic plan includes several key elements: a vision which articulates the preferred future for DEIB that we are trying to create as a result of our work; a mission statement that articulates the DotHouse central purpose: whom we serve, for what purpose, and describes in what ways we are unique.



COMPLIANCE DIRECTOR, DANIELLE MARTIN-JOSEPH, JOINS OUR DISCUSSION AT OUR BLACK HISTORY MONTH EVENT

From that, specific goals, objectives, and strategies are developed to accomplish the mission, purpose, and vision. This process demonstrates the deep interest of DotHouse Executive Leadership Team to work together with staff to advance the work of DEIB and the need it provides to the health center.

Anti-racism principles are integral to the DEIB strategic plan, reflecting a proactive stance against racism, discrimination, and prejudice. The plan actively addresses systemic and individual practices perpetuating racial inequalities, promoting health equity, justice, and equal opportunities for all races.

This refers to the active opposition and rejection of racism, discrimination, and prejudice based on race or ethnicity. It is a proactive stance that aims to challenge and eliminate systemic and individual practices that perpetuate racial inequalities. Anti-racist efforts focus on promoting equity, justice, and equal opportunities for all races.

It emphasizes education, awareness, advocacy for policy changes, and confronting discriminatory behavior to dismantle structures and systems perpetuating racism. DotHouse's commitment to anti-racism extends across personal, institutional, and societal levels, aligning with the broader goal of creating a more equitable and just society.



The work of the DEIB Committee will impact DotHouse positively for years to come. I am proud to be a part of the change.”

— DEIB COMMITTEE MEMBER
CARLA ALVES



Throughout the year, the DEIB Committee has led a number of events to promote staff engagement and a platform for discourse. The Committee has led events focusing on Black History Month, Lunar New Year, Asian American Pacific Islander Month, Pride Month, Mental Health Awareness Month, and many other key cultural celebrations.

The DEIB Committee will focus on implementing these changes and help lead the conversation for the health center both internally and externally. Our strategic plan is an on-going project, but we are looking forward to finalizing our plan in 2024. ●

Yield Giving Advocates For DotHouse

Yield
GIVING

DotHouse received an unrestricted donation from a single donor during our last fiscal year. **We are extremely proud to be a recipient of a donation from Yield Giving**, the charitable organization established by philanthropist MacKenzie Scott.

This news took us by surprise as there is no formal application process for a gift of this size.

Candidate organizations are identified by Yield Giving consultants through quiet research that evaluates organizations' size, geography and mission for indicators of high potential for sustained positive impact including stable finances, multi-year track records, measurement and evidence of outcomes, and experienced leadership.

We believe that this is the **largest donation** from a single donor in DotHouse's history.

We are working with the Governing Board on how to best utilize these funds to have the greatest impact to accelerate affordable, accessible, and exceptional health care and services for our staff, patients and community. It is exceptionally gratifying when DotHouse's work is noticed with this type of response that further invests in our mission driven work. ●

Board Members Commitment To Support DotHouse's Future



BOARD MEMBER PHI TRAN

Few things are more important to the stability of a non-profit organization than a diverse, committed Governing Board with a mix of skills and lived experience necessary to achieve the mission of the health center.

All DotHouse Board members live and/or work in the service area. Per our requirement as a federally qualified health center more than half of our Board members are patients.

In 2023, Board members initiated the processes for development of our community health needs assessment which is conducted every three years in order to better understand the evolving needs

and concerns of our patients and service area. As we began 2024, the Board approved a strategic plan outlining the health center's key priorities for clinical care, patient access, financial stability, workforce, and community development.

>50%

OF DHH BOARD MEMBERS ARE
PATIENTS OF THE HEALTH CENTER

In early 2024, Board members convened for a 1-day retreat for training and professional development on allyship in order to further support our diversity, equity, inclusion and belonging work. ●

"12 years ago, I remember how terrifying it was to make an appointment for myself to see a doctor for an illness that would linger for days. With ease, I was able to access all of my healthcare services thanks to the wonderful DotHouse staff. United and stronger than ever, the DotHouse family is continuing our promise to stay connected and to innovate our care for a healthier community, no matter if your family has been here for many generations or just starting anew.



— PHI TRAN

DOTHOUSE HEALTH BOARD MEMBER

DotFest Reconnects The Community

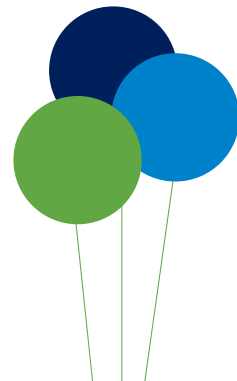


OUR HONOREES, CHAPLAIN CLEMENTINA CHÉRY & FATHER JACK AHERN, AT DOTFEST 2023

For this year's fundraiser, DotFest honored **two incredible advocates with strong connections to the DotHouse Health Community**—Chaplain Clementina Chéry and the Louis D. Brown Peace Institute (LDBPI), and Father Jack Ahern of the Dorchester Tri-Parishes.

Our honorees reflect the strength and diversity of our neighborhoods, and all have a passion in continuing to improve access to health care and reduce disparities in our communities.

We received over \$81,000 in donations from our Corporate, Small Business, and Individual donors! These incredible gifts would not be possible without the great work of our staff. Through these meaningful donations, DotHouse becomes better positioned to assist our programs and services moving forward. All proceeds directly go towards our community programs, such as the Food Pantry and Teen Center. ●



We were able
to raise over

\$81,000

in donations! All proceeds went
directly to our Community
Programs such as the
*Food Pantry and
Teen Center.*



In the Media



Jaylon Phifer, Fields Corner Crossroads Collaborative Youth Member, spoke with Boston25 on a recent initiative to introduce Peace Poles close to Town Field Park in Dorchester. The Peace Poles contain hearts with the names of men and women who have died due to gun violence in our local communities. ●



I think it is important to have this because you will see people that will walk by probably in the wrong path and something like this might set them straight.”

— FIELDS CORNER CROSSROADS COLLABORATIVE YOUTH COUNCIL MEMBER
JAYLON PHIFER

Statement of Financial Position

ASSETS	
Current Assets	\$18,586,626
Investments	\$17,652,788
Restricted Cash	\$197,636
Notes & Deferred Interest Receivable	-
Property, Plant & Equipment, Net	\$15,959,671
Total Assets	\$52,396,721

LIABILITIES	
Current Liabilities	\$5,170,445
Notes Payable, Net of Current Option	-
Conditional Notes Payable	-
Net Assets	\$47,226,276
Total Liabilities & Net Assets	\$52,396,721

** Audited Statement of Financial Position and Statement of Activities & Change in Net Assets for Fiscal Year Ending, September 30, 2023

Statement of Activities & Change in Net Assets

OPERATING REVENUE	
Net Patient Service Revenue	\$27,446,999
Grant & Contract Revenue	\$16,817,599
Investment Income	\$739,589
Other Revenue	\$319,415
Rental Income	\$21,455
Total Operating Revenue	\$45,345,057

OPERATING EXPENSES	
Primary Care Expenses	\$18,915,163
Other Medical Expenses	\$4,894,171
Pharmacy	\$5,826,756
Behavioral Health	\$2,806,105
Optometry	\$2,498,259
Dental	\$3,768,620
Public Health & Social Services	\$1,931,523
Total Operating Expenses	\$40,640,597
Net Operating Surplus (or Loss)	\$4,704,460

NON-OPERATING REVENUE	
Net Realized & Unrealized Gain on Investments	\$1,257,259
Capital Grants	\$1,774,685
Total Non-Operating Revenue	\$3,031,944
Change in Net Assets	\$7,736,404



LEADERSHIP

Michelle Nadow, President & CEO

Byron Byfield, Chief Information Officer

John Cooney, Chief Financial Officer

Monica Vohra, MD, MPH, Chief Medical Officer

Christine McColgan, Chief Human Resources Officer

2022–2023 BOARD OF DIRECTORS

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Jeffrey Lopes

Chris McCoy, Vice Chair

Maryssa Schneider McLean

Phi Tran, Secretary

Rosa Shouder

Jack Wu, Treasurer

Dominique Sye

Paulo DeBarros

Joel Wool

Annissa Essaibi George

HRSA Funding Acknowledgment

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1353 Dorchester Ave.
Dorchester, MA 02122
(617) 288-3230

dohousehealth.org

