



# Annual Report

2014 + 2015



# Welcome



It is difficult to balance our challenges with the limited resources available, but the will of our families and community to show and build resilience brings us back to a place of hope in what we can accomplish, if we combine our knowledge, commitment and resources.

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As we celebrate the end of our FY15, I thought it would be appropriate to stop and take a moment to “smell the roses.” Management and staff have done an amazing amount of heavy lifting during a very busy 12 months, and I’m truly awed by what we’ve accomplished. So many projects have been undertaken by each department it’s nigh impossible to document them all in one place, but the examples in this report will give you a sense of just how much work has been done this year.

Looking past FY15, at our family of sites under the Manchester Community Health Center umbrella (including Child Health Services at MCHC and the West Side Neighborhood Health Center), I am astonished by the creative new programs springing up within our agency. We are also working on collaborative endeavors such as the Neighborhood Health Improvement Strategy, and, more recently, a “Building Capacity for Transformation” integrated delivery network to respond to individuals in Greater Manchester with substance abuse or other behavioral health needs.

In the last six months we have developed our next strategic plan, implemented the NH Medical Legal Partnership (in collaboration with NH Legal Services) to help patients with legal issues such as housing and disability assistance, nearly finalized plans to renovate the Child Health Services building, and started a Suboxone program to assist qualifying patients with opioid addiction.

We look forward to seeing the outcomes of these new efforts, and encourage you to join us in bringing optimism to these challenging conversations. Together we can produce amazing results.

Front cover: Literacy volunteer Shannon Langtry works with patient Peaches Darlue at our Elm Street site. Photo by Jo Smith, Headshots Photography.

## Mission

To improve the health and well-being of our patients and the communities we serve by leading the effort to eliminate health disparities by providing exceptional primary and preventive healthcare and support services which are accessible to all.

## Vision

MCHC will become the provider of choice for comprehensive primary health care by achieving the triple aim of better health outcomes, better patient care, and lowered costs through using innovative care models and strong community partnerships. MCHC will meet our mission by using evidence-based care that is patient-centered, engages families, removes barriers, and promotes well-being and healthy lifestyles through patient empowerment and education.



Chief Medical Officer Gavin Muir, MD; scheduling assistant Betzaida Ortiz and Barbara Conneally, RN, Diabetes Educator welcome you. Photo by Rick Swanson

## Vital signs

In FY15, we introduced several new programs to further our mission of reducing barriers to care. Here are some highlights.

We implemented free health care for all uninsured children. Due to our outreach and enrollment efforts, our uninsured patients dropped from 40% to 27% of those we serve. We extended our hours and implemented same-day access for our patients. We’ve added Women, Infants and Children (WIC) nutrition enrollment at two of our locations of care each month. We have implemented Adult Refugee Immunization Clinics, created a new Health Equity Team and completed a Million Hearts® initiative to make blood pressure control a priority for our patients.

We joined the Manchester Health Department to strengthen the linkages between school, home and healthcare by putting our community health workers in schools under the federal **Mobilization for Health: National Prevention Partnership Award**. Also in partnership with the health department, we offer Healthy Starts, so our pregnant patients can receive home visits from a registered nurse during their pregnancies and after their babies are born.

For our pregnant patients who struggle with addiction, we have implemented a Suboxone program to assist them in maintaining a healthy pregnancy. And for all our patients, we have implemented Screening, Brief Intervention and Referral to Treatment (SBIRT) to identify, reduce, and prevent problematic use, abuse, and dependence on alcohol and illicit drugs.

## Getting Hitched

On November 1, 2014, Child Health Services and Manchester Community Health Center joined operations. With nearly 200 stakeholders and staff, we held a “union” celebration at the Manchester Country Club to enjoy slices of wedding cake from Triolo’s Bakery and music from the Bedford Youth Performing Arts Group.

Speaking at the event in support of the joining were the sons of Child Health Services founder Dr. Selma Deitch, John Sigel and Rich Sigel. Together at the podium, they said, “Our mother was an evangelist for children – but very practical. We think she would see the opportunity in this union to build on the great work of CHS over three-and-a-half decades, a sustainable financial future, and a commitment to carry forward the CHS model of care.”

To those individuals who have been long-time supporters of CHS, and the dedicated staff and volunteers of the

organization, we pledged to continue to work to figure out the best ways to keep that good work going forward. The (now) 5,600 children served by our combined practice still benefit, at no cost to them, from every program Child Health Services had before we joined, such as the Family Literacy Program and Teen Clinic, as well as from MCHC programs like on-staff interpreters and adolescent preventive services. Together, we truly are stronger.



## Eyes on the prize

In FY15, Manchester Community Health Center received local and national recognition. For the first time in its history, MCHC was recognized as a level three Patient-Centered Medical Home (PCMH) by the National Committee for Quality Assurance (NCQA). Level three is the highest level available. Child Health Services at MCHC (formerly Child Health Services) has been PCMH-certified for the past three years as a level three. NCQA is a private, non-profit organization dedicated to improving health care quality. MCHC was recognized for using evidence-based, patient-centered processes that focus on highly coordinated care and long-term, participative relationships.

Additionally, MCHC was named one of 57 out of 1,300 health centers to be recognized with the National Quality Leader Award from the Health Resources and Services Administration, receiving a \$81,614 grant for its quality performance. MCHC was the only health center in New England to receive awards in all four quality categories.

At the state level, the New Hampshire Department of Health and Human Services, Immunization Program (NHIP) recognized MCHC with an Excellence in Adult Immunizations award for our new Immunization Coordination Team, each of which developed coordinated adult immunization protocols across the Hollis Street, Tarrytown Road, and Child Health Services locations.

Finally, Dr. Laura Fry was named Family Physician of the Year by the New Hampshire Academy of Family Physicians. Fry, who joined MCHC in 2005 as a staff physician and later became Associate Medical Director, Family Practice/Obstetrics, expressed thanks for the award, which recognizes outstanding family physicians. “Fifty percent of the family physicians in the practice have this award! I think it speaks so well of us as a group,” she said, referring to MCHC’s Chief Medical Officer Gavin Muir having received the same honor in 2013.



Rich and John Sigel, “wedding cake” courtesy of Triolo’s Bakery, photos by Jo Smith, Headshots Photography.

Dr. Laura Fry and patient Andrea MacDougall, photo by Jo Smith, Headshots Photography.

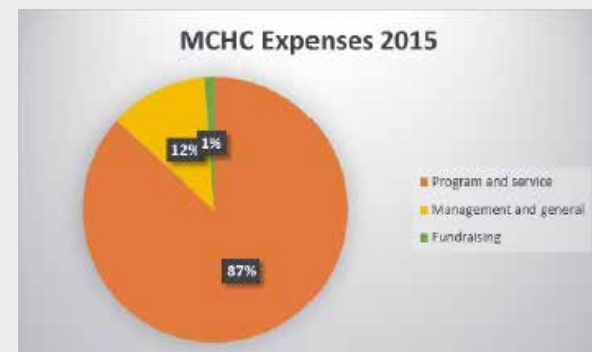
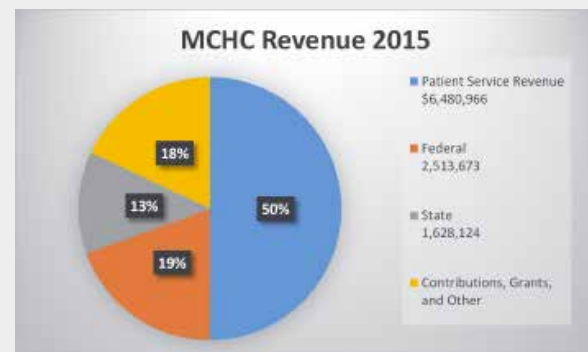


# Financial Statements

Statements of Operations Years Ended June 30, 2015 and 2014

	2015	2014
<b>Operating revenue</b>		
Patient service revenue	\$6,712,836	\$4,767,269
Provision for bad debts	(231,869)	(205,317)
<b>Net patient service revenue</b>	<b>6,480,967</b>	4,561,952
Grants and contracts	4,484,372	2,928,941
Other operating revenue	99,152	261,743
Net assets released from restrictions for operations	648,831	290,215
<b>Total operating revenue</b>	<b>11,713,322</b>	8,042,851
<b>Operating expenses</b>		
Salaries and benefits	7,878,279	5,253,638
Other operating expense	3,418,199	2,280,111
Depreciation	287,621	177,006
Interest expense	44,809	36,545
<b>Total operating expenses</b>	<b>11,628,908</b>	7,747,300
<b>Operating income</b>	<b>84,414</b>	295,551
<b>Other revenues and gains</b>		
Contributions	105,518	9,079
Investment income	962	1
<b>Total other revenues and gains</b>	<b>106,480</b>	9,080
<b>Excess of revenues over expenses</b>	<b>190,894</b>	304,631
<b>Change in unrealized gain on financial instrument</b>	-	4,087
<b>Increase in unrestricted net assets prior to contribution received in acquisition</b>	<b>190,894*</b>	308,718

\*Does not include additional net increase due to asset transfers, not cash, resulting from the acquisition of Child Health Services in FY15.



# THANK YOU FY 2014 AND FY 2015 FUND DONORS

Manchester Community Health Center and Child Health Services at MCHC gratefully acknowledge those who donated over the past two fiscal years, from July 1, 2013 to June 30, 2015. Giving for each fiscal year is listed separately except gifts-in-kind, which are listed for the combined two-year period. We apologize for any confusion. Every effort has been made to ensure the accuracy of this publication; we deeply regret any errors or omissions.

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**Our Lifestyle Changes for Healthy Families Program at Child Health Services at MCHC focuses on healthy eating, preparing meals on a budget, food safety, and exercise.**



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*Clockwise from top left, Dr. Sylvio Dupuis; D. Lisa DiBrigida, Associate Medical Director of Pediatrics with Susan McKeown, ARNP; Dr. Steve Paris, Medical Director, Dartmouth-Hitchcock Manchester with MCHC Board Chair Dominique Rust; former pediatric patients Emmanuel and Vincent Ndahayo.*