

Focus





Our Mission

Cornell Scott-Hill Health Center measurably improves the health and well-being of the communities we serve by providing excellent and compassionate care, accessible to all.

Our Vision

We provide a model of quality and cost-effective health care for all that benefits our community. We advocate with others for our model to be an essential component of any effective solution to health care reform for our state and nation. Partnering with our patients, community, allies and staff is vital to the success and expansion of the service, capacity building, and the advocacy results we produce.





Dear Friends-

2014, as you will learn, was a year of focus for the health center; a year spent working to do everything we could to best meet the healthcare needs of the communities we serve. However, it was also a year of celebration as the health center marked its forty-fifth anniversary.

Forty-five years ago, Mr. Cornell Scott and other members of the community partnered with the Yale School of Medicine to bring critically needed healthcare services to New Haven's underserved Hill neighborhood. The health center started with just one location, offering a handful of medical services. However, in the decades since welcoming our first patient, the health center has grown and expanded and now stands as a leader in community healthcare, providing fully integrated medical, dental and behavioral healthcare at twenty locations throughout New Haven County.

We have not gotten to where we are today, though, on our own. Your support has been critical. You have helped us spread the word about our services. You have provided us with feedback about the communities' needs. And you have given us your financial support.

Today, we are asking you to please continue supporting the health center. Please keep spreading the word about our services. Please keep providing us with feedback about the communities' needs. And please, if you are able, continue your financial support of the health center.

There are several easy ways in which you can do so. You can use the donor page located at the end of this report. You can visit www.giveGreater.org. Or you can shop AmazonSmile and choose the health center as your charitable organization of choice. For every dollar you spend, Amazon will donate 0.5% of the purchase price to the health center. So please consider taking some time to support the health center today.

Simply put, we cannot do what we do without you. So thank you for your support. It is, as always, greatly appreciated.

Sincerely,

A handwritten signature in black ink that reads "Paul Kowalski". The signature is written in a cursive, slightly slanted style.

Paul Kowalski
Board President

**We have not gotten
to where we are today,
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Dear Friends-

As I reflect on the past year, I can't help but be reminded of a quote from Alexander Graham Bell. Bell once said, "Concentrate all your thoughts upon the work at hand. The sun's rays do not burn until brought to a focus."

Mr. Bell, as most know, is credited with inventing the telephone. However, being an inventor was not Bell's true passion. In his heart, he was a scientist; so much so, in fact, that he considered the phone a distraction to his "real" work and refused to have one in his own home. This reflects Mr. Bell's commitment to focus and concentration. He knew that in order to achieve your goals, one must, as he put it "concentrate all your thoughts upon the work at hand."

**The sun's rays
do not burn until
brought to a *focus*.**

In 2014, the health center took a page from Mr. Bell's book and focused on our "work at hand"—best meeting the healthcare needs of the communities we serve. To do so, we added much needed specialty services such as dermatology; we added providers and created care teams to reflect the Patient-Centered Medical Home model of care; we forged new partnerships, creating more access to care for those in need; we transitioned to an open access schedule in order to see people when they need to be seen; we renovated clinical space to improve patient flow; we invested in customer service training; and we helped hundreds of families achieve the dream of health insurance coverage.

**We are burning
brighter than ever**

Today, after a year spent focusing on the "work at hand," I am proud to say that the health center is burning brighter than ever. We are seeing more people, providing more services and better meeting the healthcare needs of the communities we serve. We now have more primary care locations than at any time in our history and

more partnerships through which we are able to deliver much needed medical, dental and behavioral health services. And we have innovative new programs that are allowing us, just like Mr. Bell did with his discoveries, to positively impact lives like never before.

Finally, I need to say thank you. While Mr. Bell was a team of one, we are a team of many. We would not be where we are today without the hard work and dedication of countless individuals and organizations; so from our staff to our Board to our patients to our amazing community partners, please hear me when I say thank you! We are burning brighter than ever because of you.

Sincerely,

Michael Taylor
Chief Executive Officer



**Chief Operating
Officer:**
Lou Brady



**Chief of Medical
Services:**
Douglas Bruce, M.D.



**Chief of Human
Resources:**
Andrea Lobo



Chief Financial Officer:
Kevin Maddox



**Chief of Dental
Services:**
Felipe Ordoñez, DDS



**Chief of Strategic
Development:**
Rob Rioux



**Chief of Behavioral
Health Services:**
Ece Tek, M.D.



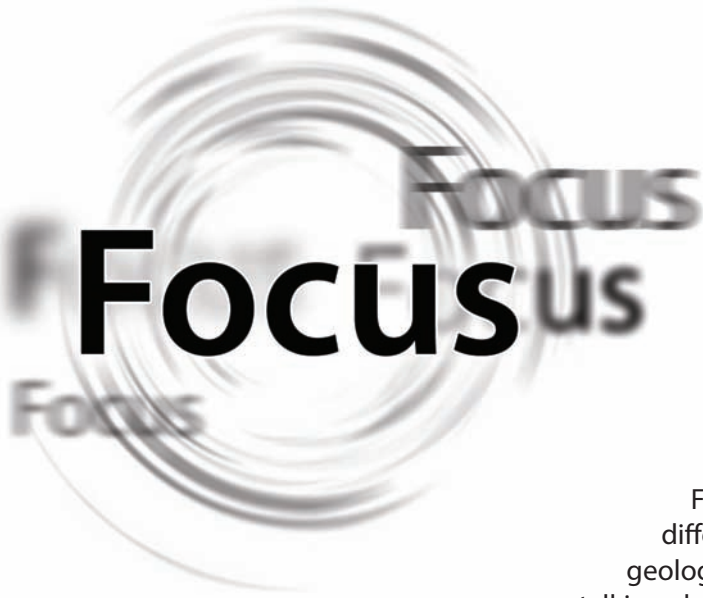
**Chief of Information
Technology:**
Clark Woodruff

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Focus—it's a word you've heard since you were young. You may recall your parents wanting you to focus on dinner instead of whatever the family dog was doing. Or your teacher wanting you to focus on the day's lesson instead of chatting with your best friend. Or perhaps it was your coach telling you to focus on the batter at home plate instead of picking dandelions in the outfield. Regardless of the exact scenario, focus is most likely a word you've heard your whole life and often. But what does it mean, why is it important and what does it have to do with the health center?

What is Focus?

Focus is both a noun and verb and can be defined in several different ways. In fact, focus has definitions related to optics, geology, physics, pathology, geometry and more. However, we are talking about one of the most common definitions for focus—to direct your attention or effort at something specific (Merriam Webster).

Why is it Important?

Focus, or directing your attention or effort at something specific, has been tied to several positive outcomes including: increased quality, achievement of goals, new ideas, higher level thinking and efficiency. Additionally, focus helps you pay attention to what is important while avoiding distractions.

What Does Focus Have to Do With the Health Center?

Simply put, everything!

Since our founding in 1968, the health center has evolved and changed. We have added new service lines, opened new care sites, hired more employees and created new partnerships. However, despite our growth and evolution, one thing has not changed...and that is our focus. Our focus was and always will be on best meeting the healthcare needs of the communities we serve. And 2014 was no exception.

In 2014, our focus on best meeting the healthcare needs of the communities we serve brought about many exciting changes. First was the addition of several specialty services. Our patients' needs go beyond basic medical care. They often require specialized care, which is not readily available or accessible in their communities. Therefore, in order to meet our patients' needs, the health center added dermatology, rheumatology and orthopedics, bringing the health center's specialty offerings to over ten.

In addition to adding more specialty services, our focus led to the creation of care teams; groups led by a medical provider and consisting of nurses, medical assistants and a behavioral health practitioner. The care teams, which reflect our switch to a patient center medical home model of care, work with patients to meet all of their health and wellness goals. Care teams utilize shared work space and our electronic health record system to efficiently and effectively coordinate patient care plans with both the patient and the team. Additionally, care teams are using two new tools--CareAnalyzer and ~i2i~ Population Health Management--to help them identify gaps in care for patients including what tests, exams or vaccines a patient might be due for.

Finally, our focus resulted in a switch to open access scheduling. That means that patients can now get a medical appointment quickly, often on the same day, and usually within three days. This scheduling model allows us to see people when they need to be seen, resulting in better patient outcomes, increased continuity of care and higher levels of patient satisfaction.

Best meeting the healthcare needs of the patients we serve—that's our focus! It's something that guides us. It's something we're proud of. And it's something that will never change.

**Our focus was
and always will be
on best meeting
the healthcare
needs of the
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2014 Highlights

JANUARY

- Clark Woodruff named Chief of Information Technology
- Health center enters partnership with Walgreens to assist patients with prescription costs
- Health center featured on Connecticut Style



Health center featured on Connecticut Style

FEBRUARY

- Wellness department named Healthcare Hero by New Haven Magazine and Business New Haven
- Health center hosts Give Kids A Smile Day event



Health center hosts Give Kids A Smile Day event

MARCH

- Congresswoman Rosa DeLauro (D-CT) visits the health center for ACA rally

APRIL

- HIV/AIDS department expands; becomes Infectious Diseases Division
- Senators Richard Blumenthal (D-CT) and Chris Murphy (D-CT) visit the health center for a roundtable discussion on heroin



Congresswoman Rosa DeLauro (D-CT) visits the health center for ACA rally

AUGUST

- New Board president - Paul Kowalski - elected

SEPTEMBER

- Health center receives \$250,000 HRSA grant to support PCMH construction/expansion

OCTOBER

- Health center celebrates 45th anniversary
- Purchasing department wins Verian innovator award



Senators Richard Blumenthal (D-CT) and Chris Murphy (D-CT) visit the health center for a roundtable discussion on heroin

2014 Patient Overview:

Users: 36,077

(Number of unduplicated persons who used the Health Center in 2014)

Encounters: 249,146

Demographic Profile of Patients

Female	54%
Male	46%
Latino	35%
White	50%
African American	34%
Other/Multicultural	13%
Asian	3%

Selected Illness Indicators

Hypertension	5,934 patients
Depression	3,989 patients
Diabetes	3,365 patients
Drug Dependent	3,304 patients
Homeless	2,713 patients
Asthma	2,562 patients
Alcohol Dependent	2,025 patients
HIV infected	264 patients

Number of Patients by Service

Medical	26,968 patients
Dental	7,046 patients
Substance Abuse	3,505 patients
Mental Health	2,985 patients
Other Professional Services	2,284 patients
Vision	2,193 patients
Enabling Services	304 patients

Utilization Rates: Visit/Type of Patient

Mental health	21.4
Substance abuse	15.9
Medical	3.74
Dental	2.99
Enabling	2.48
Vision visits per vision patient	1.4

Payor Sources

Medicaid (including MLIA)	68%
Private Insurance	12%
Uninsured (Sliding-fee)	11%
Medicare	9%

Financial Report

for the years ending June 30, 2014 & 2013

	<u>2014</u>	<u>2013</u>
Revenue		
Patient Fee Revenue	39,587,330	38,093,929
Recovery of (Provision For) Uncollectible Accounts	395,124	(856,715)
Net Patient Fee Revenue After Recovery of (Provision For) Uncollectible Accounts	<u>39,982,454</u>	<u>37,237,214</u>
Grants and Contracts	10,387,640	10,815,670
Women, Infants and Children Food Benefits	1,020,855	1,461,935
Vaccines and Donated Material	293,324	983,499
Contract Revenue	125,795	50,307
Other	578,836	387,213
Total Revenue	<u>52,388,904</u>	<u>50,935,838</u>
Expenses		
Salary and Related Expenses	34,694,408	32,402,468
Contracted Services	2,904,926	2,918,888
Pharmaceutical and Other Supplies	2,683,625	2,631,800
Repairs and Maintenance Expense	2,145,775	2,033,973
Depreciation and Amortization	1,946,652	1,910,858
Occupancy	1,114,577	982,226
Women, Infants and Children Food Benefits	1,020,855	1,461,935
Service and Maintenance Agreements	1,011,857	988,055
Advertising and Recruiting	868,368	460,324
Interest	581,291	534,621
Patient Food and Laundry	577,926	558,384
Pension Expense	576,233	522,873
Professional Expenses	328,200	369,019
Communication	315,903	362,043
Insurance	309,851	288,828
Vaccines and Donated Pharmaceuticals	293,324	983,499
Office Supplies and Other	220,209	419,220
Payroll Processing Fees and Employee Relations	203,975	143,013
Transportation	155,570	107,460
Books, Subscriptions and Licenses	103,363	127,001
Total Expenses	<u>52,056,888</u>	<u>50,206,488</u>
Income from Operations	<u>332,016</u>	<u>729,350</u>
Other Income		
Net Unrealized Gain on Investments	15,208	21,338
Capital Grants	419,843	122,524
Gain on Sale of Assets	10,000	--
Discontinued Operations	--	(82,781)
Total Other Income	<u>444,871</u>	<u>61,081</u>
Change Unrestricted Net Assets	<u>776,887</u>	<u>790,431</u>
Unrestricted Net Assets - Beginning	<u>10,152,598</u>	<u>9,362,167</u>
Unrestricted Net Assets - Ending	<u>10,929,485</u>	<u>10,152,598</u>

Interested in helping?

The Cornell Scott-Hill Health Corporation is a non-profit organization relying, in part, on the support of others to provide critically needed healthcare services to anyone who walks through our doors.

Please consider helping us in our goal to be recognized as the pre-eminent community healthcare provider in the nation. You can make a difference in our community through contributions, bequests or other forms of donation.

Examples of how you can help include:

- **Make a Bequest** – consult with your attorney and heirs to determine an appropriate gift from your estate. You can also provide guidance on how the bequest is to be used. This is an impactful way to leave a legacy for your family and friends to honor your service to the community.
- **Gift of Value** – you may donate something you own, such as a vehicle, stock or other valuable item, which we can then use or invest or sell to benefit our patients.
- **Send a Check** – send a check made out to Cornell Scott-Hill Health Corporation to the Chief of Strategic Development, 400 Columbus Avenue, New Haven, CT 06519. Direct your donation toward any of the donation areas or wish list items listed below or to direct your donation in any other way you specify.

Donation Areas:

The Pharmacy Fund – provides financial assistance for individuals who are experiencing difficulty in paying for medications.

The Patient Care Fund – provides financial assistance for individuals who are experiencing difficulty in paying for medical, dental or behavioral healthcare services.

The Insulin Bank – provides financial assistance for individuals who are experiencing difficulty in paying for diabetic supplies and medications.

Transportation Services – provides transportation to individuals who are experiencing difficulty in getting to or from their appointments.

Village of Power/Growing Through Sewing – provides services to women struggling with substance abuse, homelessness, mental health challenges, or HIV/AIDS. Growing through Sewing is one of the recovery programs offered at the Village of Power. Through the program, women learn skills such as sewing and jewelry making that build their confidence and aid in the recovery process.

Wish List:

Cholesterol Testing Machine – \$2,500

Help us conduct free screenings at health fairs and at other outreach events. This machine measures a complete lipid profile plus glucose in only 5 minutes using blood from a simple finger-stick.

Passenger Van – \$23,000 (*Branding opportunity)

Improve our ability to transport the people we serve. We all know transportation is a barrier to care and this van will greatly benefit the people who walk through our doors.

Waiting Room Information Center – \$2,500

(*Multiple branding opportunities)

As people arrive for their appointments, help us reach them with important messaging on health-related topics. We also can share critical reminders on how to book an appointment, hours of service, treatment options and other information designed to improve their overall experience.

Treatment Room Literature Racks – \$15,000

(*Multiple branding opportunities)

Help us share important health information with patients and clients. These literature racks are installed in all of our treatment rooms making it easier for our providers to hand brochures directly to the people they serve.

**Direct all inquiries to the Chief of Strategic Development
400 Columbus Avenue, New Haven, CT 06519. Telephone: (203) 503-3276.**

Many forms of support are tax-deductible for income tax reporting purposes. Please seek the advice of your tax professional.

Use the mailer included to make your donation.

Or, direct your donation to:

Chief of Strategic Development
Cornell Scott-Hill Health Center
400 Columbus Avenue, New Haven, CT 06519



Cornell Scott
Hill Health
Corporation

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