



“Collaboration & augmentation are the foundational principles of innovation”

~Vaclav Smil

GROWING HEALTH[®] THROUGH COLLABORATION



NEIGHBORHOOD
HEALTH CENTER

2019 ANNUAL REPORT

GROWING HEALTH® THROUGH

Collaboration & Partnership

2019 offered a time of reflection and connection to the principles of our Neighborhood Health Center mission, vision and values, all pointing us to our overall purpose – to continue serving those in most need in our communities. Our *Growing Health*® theme highlights our commitment to growing better health outcomes for everyone, regardless of healthcare changes or a patient's ability to pay.

New partnerships with community leaders like Say Yes Buffalo and the Massachusetts Avenue Project (among others), have provided an important linkage for patients to onsite and convenient access to medical care, while also addressing critical social determinants of health.

This report demonstrates how our collaborations and ability to work cross-functionally between care teams enables us to increase access to care, while also promoting education and wellness.

Our work revolves around our commitment to the whole patient. Our successes in 2019 show that we can promote whole health and do more through collaboration with agencies that share our mission and values.

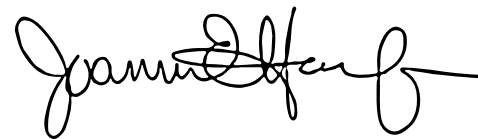
As we look to the future, it is evident that the quality individualized care that we provide to our patients is only possible through the whole host of people within our organization. Access to care for

current and future Neighborhood Health Center patients continues to be of utmost priority, as we focus our continued efforts to further increase our impact through expanded physical capacity and enhanced service offerings.

As we write this message, we are confident that efforts made in 2019 have positioned us to weather the unpredictable 2020 we face. We know that our work is never finished. But with our committed team, volunteers and supporters at the core of our work, built on a foundation of support from our many dedicated partners and generous funders, we know that Neighborhood Health Center will continue to be a regional leader in community health and innovation for many years to come.

On behalf of our patients and everyone here at Neighborhood Health Center, we thank you for your unwavering support in *Growing Health* throughout Western New York.

Healthy Regards,



Joanne E. Haefner, MS, FNP
Chief Executive Officer



Diana Proske, Esq.
Chair, Board of Directors

OUR MISSION

Impactful healthcare provided by kind people so Western New Yorkers can achieve their dreams and goals.

OUR VISION

We build a healthier Western New York where all enjoy high quality and individualized healthcare. We achieve this through cultivating strategic partnerships, leading clinical practice, maintaining stable finance, advancing technological infrastructure and promising community participation.

OUR PATIENT SERVICES

Primary Care Services

- Internal Medicine & Family Medicine
- Obstetrics & Gynecology (OB-GYN)
- Pediatrics

Integrated Care Services

- Dentistry
- Behavioral Health
- Nutritional Counseling
- Pharmacy Services
- Podiatry Services
- Substance Use Treatment
- Walk-in Pregnancy Tests

Supportive Initiatives

- Care/Case Management
- Community Health
- Health Care for the Homeless
- Health in Motion Mobile Unit
- Reach Out and Read

Also Available

- Laboratory
- Radiology

OUR VALUES

offer **respect**
practice **responsiveness**
provide **access**
uphold **integrity and honesty**
maintain **quality and safety**
operate as a **team**
yield resource **sustainability**
collaborate with the **community**
be **inclusive and equitable**
encourage **openness**



GROWING HEALTH® THROUGH *Community Outreach*

A collaboration that provides accessible healthcare regardless of situation or circumstance

Hospitalist, Janette Evans, never thought her career would steer her towards primary care, let alone as Neighborhood Health Center's Community Health and Health Care for the Homeless provider.

Neighborhood Health Center was founded on the belief that all Western New Yorkers deserve access to quality healthcare, no matter the situation or circumstance. To help ensure access to quality care as a community need, Neighborhood Health Center became an established Health Care for the Homeless (HCH) provider in 2012 and is one of more than 200 programs nationwide to be federally funded for this designation. The Health Center's HCH program provides comprehensive healthcare to patients, as well as supportive community screenings and referrals to promote health and wellness, at no cost to the patient.

When she is not directly impacting patients on-site at the Health Center's Mattina office, Janette is seen actively conducting street outreach with students of UB HEALS (Homeless health, Education, Awareness, and Leadership in Street medicine), Matt Urban Center and BestSelf Behavioral Health. UB HEALS is a University at Buffalo Jacobs School of Medicine and Biomedical Sciences outreach initiative that aims to increase access to healthcare among the homeless populations in Western New York.

Through UB HEALS, medical students, faculty and community partners participate in direct street outreach in efforts to bridge the gap between the homeless and the medical community.

With the goal being to ensure access to ongoing medical care that keeps patients out of the Emergency Room, this student-run project seeks to address the unique medical and psychosocial needs of the city's homeless population while providing a valuable educational experience for medical students. Janette's involvement with the project for nearly a year has positioned herself and Neighborhood Health Center as the "go-to" provider where compassionate and quality primary care is provided without judgement.

"I really appreciate seeing this collective of future doctors who see this population in a completely different way."

Janette Evans, ANP-C Neighborhood Health Center Healthcare for the Homeless, Community Health Provider

Understanding the clinical complexities of caring for this particular population, Janette acts as a mentor and medical advisor to the students of UB HEALS. "Our relationship with UB HEALS and the school allows us to have exposure to ER residents and future residents in primary care, but moreover we (Neighborhood Health Center) are recognized as a trusted place to refer patients," said Janette.

Neighborhood Health Center makes a point to emphasize its mission to provide quality care to all, without judgement. Since becoming an HCH grantee in 2012, the program continues to expand in ways that positively impact patients experiencing other social determinants of health.

The Health Center's HCH team also consists of a community health outreach worker and nurse who foster trust and support the continuity of care for each patient. This team approach ensures that comprehensive medical, mental, and social needs are coordinated and addressed.

Through this program, more than 250 walk-in sessions were provided to HCH patients in 2019.



As Neighborhood Health Center's Community Health Provider, Janette Evans, ANP-BC and outreach team members from Best Self Behavioral Health, Matt Urban Center and UB HEALS provide compassionate care to those experiencing homelessness in all forms.

GROWING HEALTH[®] THROUGH *Education*

A collaboration to ensure happy & healthy futures

Imagine an entire community coming together to ensure future generations are happy and healthy through opportunity, investment and support for our local students. This vision is currently coming to fruition in the City of Buffalo, thanks to the Say Yes Buffalo Partnership, an initiative formed by a diverse group of community leaders to strengthen the Western New York economy and invest in our region's future workforce.

We know that healthy children brings about better learning. Seeking to confront systemic barriers to health and wellness for students, an innovative partnership formed between Say Yes Buffalo, Neighborhood Health Center and other key community leaders to extend healthcare's reach beyond the walls of a conventional doctor's office and into the schools and lives of some of our most promised future leaders.

Launched in 2012, the Say Yes Buffalo partnership is a community collaboration dedicated to strengthening the city's public school system and increasing high school postsecondary graduation rates. Comprised of the Buffalo Public School District, City of Buffalo, Erie County, the Buffalo Teachers Federation, the District Parent Coordinating Council and more than one-hundred other funders and community-based-organizations, Say Yes Buffalo programming is made possible by the collaboration and generosity of Western New York individuals, families, businesses and organizations.

As an education-based initiative that aims to provide a powerful engine for long-term economic development, Say Yes Buffalo realized from the onset that the path to a bright future should not rely solely on financial scholarships. Rather, ensuring support systems are in place to remove all financial, academic, health and social barriers.

Neighborhood Health Center's Health in Motion Mobile Unit, is just one of many partnerships through Say Yes Buffalo to help address care coordination efforts that focus on the overall well-being and success of a student's behavioral/mental health and medical needs.

Acting as an extension to a physical clinic for Buffalo Public School students, the Health in Motion Mobile Unit, is provided in partnership with Planned Parenthood of Central and Western New York, and offers an accessible health facility on wheels that includes a waiting area, lab space, staff workstation, bathroom and two exam rooms.

"Having Say Yes Buffalo as a resource has allowed us to invest in our local talent pool of emerging leaders in our community, on many different fronts."

Joanne Haefner, FNP, Chief Executive Officer, Neighborhood Health Center

With pilot visits taking place at Lafayette International High School in 2019, early 2020 plans are underway for a new unit to ramp up frequent primary care visits to students. The new unit, also wired for telemedicine services, is expected to be ready by the beginning of the fall 2020 school year and is fully funded with support from the Community Foundation for Greater Buffalo, The John R. Oishei Foundation and a private donor.

In addition to addressing health barriers for students, Neighborhood Health Center is also represented as a proud employer partner for Say Yes Buffalo's Internship and Career Pathways Program. With the recent growth of the practice, also comes the need to enhance recruiting efforts. In 2019, the integration of the Internship and Career Pathways Program into the Health Center's recruitment strategy has successfully on-boarded two Say Yes Buffalo Scholar interns (turned full-time employees), enhancing the organization's talent pipeline and providing real-world experiences to the region's emerging workforce.



Neighborhood Health Center's Health in Motion Mobile Unit is provided in partnership with Planned Parenthood of Central and Western New York to address the overall well-being and success of a student's primary care needs.

GROWING HEALTH® TO *Fill the Grocery Gap*

A collaboration to support healthy eating habits and lifestyles

More than 12% of Erie County residents are considered food insecure.* Food insecurity by definition is the state of being without reliable access to a sufficient quantity of affordable, nutritious food to live an active and healthy lifestyle.

Crucial to Neighborhood Health Center's work in the public health sector are the innovative initiatives and services offered that help patients combat barriers and address specific social determinants of health. Improving access to foods that support healthy eating patterns and lifestyles is just one (of many) areas of focus for the Health Center related to reducing health disparities and impacting population health.

Realizing that access to healthy food is a key driver for positive health outcomes, Neighborhood Health Center embraces the food as medicine theory, referring to a spectrum of services and health interventions used to help recognize and respond to the critical link between nutrition and chronic illness.

Both food insecurity and food as medicine programs have the same goal – increasing patients' access to nutritious foods that promote a healthy lifestyle. These initiatives work best when community leaders, organizations, medical providers and others work collaboratively to bring together local resources to support local needs, and work toward having a real impact on public health.

Having the ability to provide fresh, local produce to people in a way that is part of their daily routine makes a big difference to those faced

with barriers to healthy food choices. Through a collaboration with the Massachusetts Avenue Project (MAP), a local nonprofit that nurtures the growth of diverse and equitable food systems, this idea is realized by offering fresh, healthy food options to city neighborhoods where it is not always easy to find.

“Let food be thy medicine and medicine be thy food.”

Hippocrates

As partners in 2019, Neighborhood Health Center and MAP worked towards a shared goal of serving as a catalyst for healthy/affordable food access and community nutrition education in the Black Rock/Riverside section of the City of Buffalo. The collaboration with MAP brought their Mobile Market to Neighborhood Health Center's Northwest office, offering a full schedule of stops to the office through the summer and fall months. With Neighborhood Health Center offered as one of six Mobile Market stops for the season, the goal of the Market was to strengthen and stabilize community food systems to sustain the production and consumption of more local, healthy foods.

The fresh fruits and vegetables offered through the Mobile Market normally meet or beat local grocery store prices and is proven to positively influence food insecurities as a social determinant of health. Adding to the accessibility to fresh produce, the Mobile Market accepts all payment methods including cash, credit/debit cards, EBT (food stamps), Double Up Food Bucks and Farmers Market Nutrition Program Checks.

Working closely with the Neighborhood Health Center Nutrition team, budget-friendly recipes and food demonstrations were also provided to Mobile Market shoppers and Health Center patients in efforts to demonstrate how to integrate the fruits and vegetables being purchased into day-to-day lifestyles.

*Source: <https://map.feedingamerica.org/county/2016/overall/new-york/county/erie>



Locally grown fresh and affordable produce was made available to Neighborhood Health Center patients and surrounding community members through monthly visits from the Massachusetts Avenue Project's Mobile Market.

MEASURING GROWTH THROUGH *Access*



Patient Visits



105,200

Patient visits in 2019

26,200

Individuals served in 2019



Pharmacy Utilization

39%

increase in Rx filled daily
at on site pharmacies at
Blasdell and Mattina

Access to those in Need

90%

of patients served at NHC in 2019
live at or below the 200% Federal
Poverty Level



Integrated Care: Dental Access



7,800

Patients served in 2019

17,900

Dental visits in 2019



Pregnancy Care

416

Deliveries in 2019



MEASURING GROWTH THROUGH Quality Healthcare

Neighborhood Health Center had a 97% overall satisfaction rate according to patient surveys in 2019.

Neighborhood Health Center retained status as a 2019 recipient of the Health Resources and Services Administration's (HRSA) Health Center Quality Improvement Leader Award. This designation places Neighborhood Health Center in the top 20% (and top 10 in the state, including the highest ranking in Western New York) for best overall clinical performance among all health centers in the nation.

In addition to the Quality Leader Award, Neighborhood Health Center is also recognized as a 2019 Access Enhancer and 2019 Health Disparities Reducer.



Achieved best overall clinical performance among health centers, placing within top 20% in the nation for clinical quality measures in 2018.



Recognized for increase in the total number of patients served and the number of patients receiving comprehensive services between 2017 and 2018.



Recognized for exceeding the Health People 2020 goals across different racial/ethnic groups between 2017 and 2018.



94%

of children & adolescents received weight assessments and counseling.

(*2018 NYS health center average - 65%)

89%

of women received up-to-date cervical cancer screenings.

(*2018 NYS health center average - 54%)



88%

of all patients 12 years of age and older have been screened for depression and provided with a follow-up plan.

(*2018 NYS health center average - 70%)

*Health Resources & Services Administration (2018). 2018 Health Center Profile for New York State. Retrieved from <https://bphc.hrsa.gov/uds/dlhealthcenter/NY/2018>

GROWING HEALTH[®] THROUGH *Financial Stability & Sustainability*

Meeting the needs of our communities remains at the heart of Neighborhood Health Center and what drives fiscal operations for the practice. Neighborhood Health Center's commitment to financial sustainability allows the organization to continue to deliver the highest quality care and services needed, while also providing community benefits, including free and discounted care to the uninsured and underinsured.

A self-declared investment year for the organization, Neighborhood Health Center provided a total of \$28 million in community benefit during the 2019 fiscal year. These investments, focused on technological infrastructure, marketing and staff development, were carefully identified as necessary for the company's sustainability in the ever evolving regional healthcare landscape, as well as essential for keeping up with the growing demand for affordable healthcare services in Western New York.

Neighborhood Health Center would like to thank the following organizations for their generous grant support for 2019 special projects, programs and initiatives:

- Erie County Department of Health
- Health Foundation for Western & Central New York
- Millennium Collaborative Care
- National Institute for Children's Health Quality
- The Chartis Foundation

2019 Clinical and Operational Performance has:

- Earned more than **\$145,000** in incentive quality revenue
- Earned more than **\$936,000** in Patient-Centered Medical Home revenue
- Raised a net **\$70,000** through the Growing Health[®] 9th Annual Cocktail Event & Fundraiser

2019 Federal and State Grants Awarded

Health Resources and Services Administration (HRSA) Grants:

- Base Grant: **\$3,500,000**
- Substance Use Disorder Grant: **\$110,000**
- Integrated Behavioral Health Services Grant: **\$167,000**
- Quality Grant to increase efforts at improving Patient-Centered Medical Home implementation: **\$175,000** (awarded Aug 2018)

New York State Department of Health Grants:

- Delivery System Reform Incentive Payment (DSRIP) Year Four Funding awarded: **\$178,000**
- New York State Office of Addiction Services and Supports (OASAS) and the Substance Abuse and Mental Health Services Administration (SAMHSA): **\$155,000**
- New York State – Statewide Health Care Facility Transformation Program: **\$7,700,000**

FINANCIAL OVERVIEW

2019

Statement of activities year end December 31, 2019

REVENUE

Net Patient Services.....	15,315,134
Pharmacy Revenue.....	7,928,111
Federal Grant.....	4,039,084
New York State, other grants and contributions.....	574,423
Special Events and other.....	159,929
Total Revenue	28,016,681
Total Revenue up from 2018.....	↑8.5%

EXPENSES

Program Services.....	24,145,526
Operating Expense.....	3,517,388
Admin Expense.....	1,194,821
Fundraising.....	49,762
Total Expenses	28,907,497
Total Expenses up from 2018.....	↑12.6%
Net Assets (beginning of year).....	6,566,018
Net Assets (end of year).....	5,675,202
Decrease in Net Assets.....	-890,816

Statement of Financial Position December 31, 2019

ASSETS

Cash.....	652,437
Net Receivables.....	3,298,571
Other Receivables.....	63,100
Property Held for Sale.....	88,427
Inventory.....	333,640
Prepaid Expenses.....	148,655

Total Current Assets 4,584,830

Equipment & Improvements at cost.....	13,875,909
Less: Accumulated Depreciation & Amortization.....	(5,487,971)

Net Equip & Improvements 8,387,938

Other assets - deposits.....	11,199
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Total Assets 12,983,967

LIABILITIES & NET ASSETS

Accounts Payable.....	694,218
Accrued Expenses.....	1,277,922
Current Portion Long-term debt.....	327,000
Note payable - line of credit.....	—

Total Current Liabilities 2,299,140

Long-Term debt net of current portion.....	5,009,625
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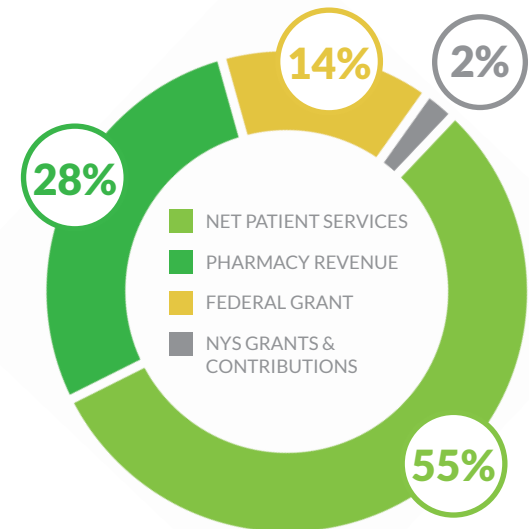
Total Liabilities 7,308,765

Unrestricted net Assets.....	5,675,202
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Total Liabilities & Net Assets 12,983,967

REVENUE BREAKDOWN

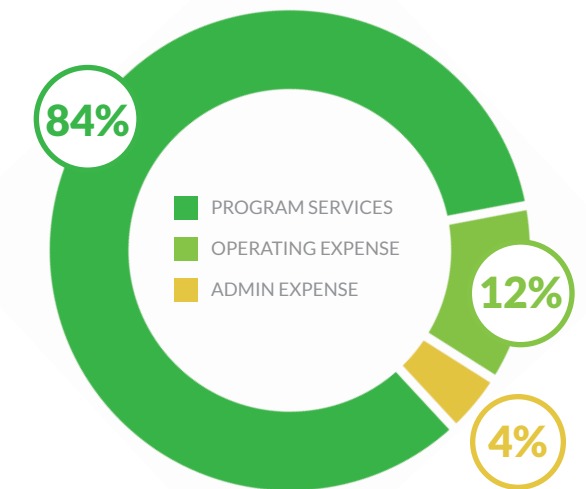
\$28,016,681



1% SPECIAL EVENTS & OTHER

EXPENSES BREAKDOWN

\$28,907,497



0% FUNDRAISING

GROWING HEALTH®

Donor Spotlight

Neighborhood Health Center is grateful to Kirst Construction, Inc. & the Russo Family Foundation, Inc. for their continued generosity and support as three year Rainmaker Sponsors for the *Growing Health® Annual Cocktail Event & Fundraiser*.



Guests enjoy the Growing Health 9th Annual Cocktail Event & Fundraiser on September 27, 2019.



EXECUTIVE TEAM

Joanne E. Haefner, MS, FNP
Chief Executive Officer

Paul Allan
Chief Information Technology Officer

James C. Burruano, DPM, ACFAS
Chief Medical Administrator

Stacy Dean, ANP-BC, MBA
Chief Clinical Officer

Edward S. Golebiewski
Chief Financial Officer

Marc Howe
Chief Operations Officer

Bridget E. Russo
Chief Human Resources Officer

Michele Steiner, PharmD
Chief Pharmacy Officer

SENIOR TEAM

Jeffrey Anderson
Director of Software

Christopher Biondolillo, MD-BC
Medical Director

Merlyn Hammer
Director of Public Health

Chad Kahler, DDS
Dental Director

Melissa Payne, SPHR
Senior Director of Human Resources

Elnora Robinson, BSN, RN, CDONA
Director of Nursing

Kelly Suzan
Director of Efficiency

GROWING HEALTH®

Our Donors

A heartfelt thank you to the individuals, families, foundations, businesses and organizations that have made generous gifts in support of the work of Neighborhood Health Center and ensuring accessibility to high-quality care in FY'19 (*January 1, 2019 - December 31, 2019*).

BUSINESSES & ORGANIZATIONS

Accessium
Aleron
Allied Mechanical, Inc.
BlueCross BlueShield of Western New York
The Bonadio Group
Buffalo Prenatal-Perinatal Network, Inc.
Catholic Health
Colby Development LLC
Eaton Office Supply
Elliot Property Management
Evans Bank
Exercise Like The Animals
Fidelis Care/Centene
Great Lakes Health
Independent Health
Kirst Construction
Mollot & Hardy, Inc.

Planned Parenthood of Rochester
Renovation Church
Roswell Park Comprehensive Cancer Center
Sheridan Surgical
Success Stories, Inc.
Tri-R Mechanical Services, Inc.
Univera Healthcare
USI Insurance Services
Windsong
Wellness For Life
WNY Imaging Group
WUTV
YourCare Health Plan

FOUNDATIONS

Russo Family Charitable Foundation, Inc.

INDIVIDUALS & FAMILIES

Loray Aguilar
Amanda Barnhard
Bridget Behr
Kelly Biehls
Dr. Christopher Biondolillo
Jennifer Bolton
Laura Bosinski
Amanda Britt
Dr. James Burruano
Danielle Burruss
Joseph Cardinal
Brandi Collins
Dr. Anne Marie Davis
Stacy Dean
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Colleen Lewis
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Karen Peffer
Sandra Talley

“Effectively, change is almost impossible without industry-wide collaboration, cooperation and consensus.” ~Simon Mainwaring




NEIGHBORHOOD
HEALTH CENTER
nhcwny.org

BLASDELL

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MATTINA

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