



NEIGHBORHOOD  
HEALTH CENTER

*years of*  
**growing health**®

2017 ANNUAL REPORT FOR NEIGHBORHOOD HEALTH CENTER

our commitment to...

# growing a healthier Western New York

2017 WAS A GROUNDBREAKING YEAR FOR  
NEIGHBORHOOD HEALTH CENTER.  
**Literally.**

We broke ground to open our new facility in Blasdell, celebrated our 30th anniversary, added new comprehensive care services for our patients including endocrinology and a second pharmacy at Blasdell, and casted a new strategic plan with refreshed mission, vision and value statements.

Looking back more than 30 years ago, we are sure the original pioneers that opened Northwest Buffalo Community Health Care Center would have never imagined the seeds they planted would flourish into one of the most compassionate, industry-leading community health centers, not only in the region, but in the nation. We still marvel when we think of the Health Center's humble beginnings, where we've come to, and where we are headed.

Neighborhood Health Center's *Growing Health*<sup>®</sup> theme highlights our organization's commitment to growing better health outcomes for all. The new facility at Blasdell offers a fourth access point for our patients and is accessible and welcoming to all new and returning patients. What used to be an abandoned community grocery store is now a sleek 38,000 square foot state-of-the-art medical facility, offering much-needed primary care to those in the Blasdell, Lackawanna and South Buffalo communities.

Additionally, the strategic planning process has allowed us to re-examine and re-align our access, quality and finance goals to better serve the more than 23,500 patients who depend on Neighborhood Health Center each year. As we continue to grow, ensuring access to care for current and future Neighborhood Health Center patients is of utmost priority. We are actively working to further increase our impact through expanded physical space and enhanced service offerings.

Looking ahead, we are excited to expand our footprint in Hamburg with the relocation of our Southtowns office to the larger medical center at Elmview. In line with our strategic objectives, the relocation to a nearly 12,000 square foot medical center will increase office space to offer more services in support of our overall growth strategy. We continue to be dedicated to our roots in the City of Buffalo and look to expanding our Northwest location later this year. An expansion of our strategic partnerships with both federal and local entities are also coming to fruition as we continue to enhance our substance abuse and mental health services in our communities.

In closing, we would like to thank Neighborhood Health Center staff, volunteers and board members who work tirelessly to ensure that the high-quality services and programs we provide to our patients are always here. When we cut the ribbon to dedicate our new Blasdell home, we were humbled by all the commitment and love that runs through our organization. We invite you to join us as we look back at 2017 and take stock of how this has been one of the most groundbreaking years in Neighborhood Health Center history.

Healthy Regards,



**Joanne E. Haefner, MS FNP**  
CHIEF EXECUTIVE OFFICER



**Keith Lukasik**  
CHAIR, BOARD OF DIRECTORS

**Neighborhood Health Center  
pediatric nurse practitioner,  
Tricia Kirst, PNP,  
reads to young patients  
during a well-child visit.**



## 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 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**

## patient services

### primary care services

#### medical services

- Family Medicine
- Internal Medicine
- Pediatrics
- Women's Health

#### dental services

### integrated care services

#### behavioral health services

#### community health services

#### endocrinology services

#### nutritional services

#### pharmacy services

#### podiatry services

### additional services

- Free Parking
- Free Walk-in Pregnancy Testing
- Health Education
- Laboratory Collection Site
- Language Translation Services
- On-site Assistance with Enrolling in Medicaid for Children and Pregnant Women
- Wheelchair Accessible

**“NEIGHBORHOOD HEALTH CENTER NOT ONLY PREVENTS ILLNESS AND FOSTERS WELLNESS IN OUR COMMUNITIES, BUT THEY ALSO PRODUCE INNOVATIVE SOLUTIONS TO THE MOST PRESSING HEALTHCARE ISSUES IN OUR COMMUNITIES.”**

**Dr. Gale Burstein**  
Erie County  
Commissioner of Health

**Neighborhood Health Center dental hygienist, Carolyn Volker greets a dental patient.**

growing health is...

## expanding health offerings

**F**OR 30 YEARS, NEIGHBORHOOD HEALTH CENTER HAS SERVED TENS OF THOUSANDS of Western New York community members with high quality, affordable healthcare. In 2017, Neighborhood Health Center grew to become the family doctor to more than 23,500 patients and as the region’s largest provider in community healthcare, the Health Center continues to grow in its commitment to meet the needs of those served.

As the local healthcare landscape continues to shift, Neighborhood Health Center has responsively adjusted its care delivery model, locations and services to better meet the growing needs of the community.

In early August 2017, Western New York community leaders, local elected officials and surrounding community members

joined Neighborhood Health Center staff, board members, patients and stakeholders for a ribbon cutting ceremony, to help mark the official opening of the new 38,000 square foot state-of-the-art medical facility in Blasdell. The expansion to this new community helps to fill a gap of much needed comprehensive primary adult care, pediatric care and women’s health.

Included in its suite of primary care services, Neighborhood Health Center also provides comprehensive dental health, which expanded to Blasdell in early fall of 2017.

Oral health can sometimes be overlooked in patients, but good dental care is essential for overall health and wellness. Poor dental hygiene has been linked to diabetes, heart disease, respiratory illness, weakened immune systems and more.

The inclusion of dental care at the new Blasdell office is just one way in which to address a lack of access in the city’s neighboring Southtowns community.

The Health Center’s “whole-person” care model is a key aspect of its innovative approach that also improves access for communities in most need. With the convenience of being able to access both medical and dental care close to home, Neighborhood Health Center patients are truly cared for from “head-to-toe.”



# 2017 | measuring growth through access



patient visits

**88,000**

**individual patient visits in 2017**  
↑19% from 2016



unique patient visits

**23,500**

**individuals served in 2017**  
↑18% from 2016



access to those in need

**97%**

**of patients served at Neighborhood Health Center in 2017 live at or below 200% of the Federal Poverty Level**



team-based care

**49**

**full-time Neighborhood Health Center providers in December 2017**  
*(compared to 32 in Dec. 2016)*



integrated care

**5,734**

**dental patients served in 2017**  
*(increased from 4,640 in 2015)*

**11,430**

**dental visits in 2017**  
*(increased from 8,980 in 2015)*



pharmacy utilization

**20%**

**more Rx filled daily at on-site Pharmacies at Blasdell and Mattina**  
*(Dec. 2016 to Dec. 2017)*

# QUALITY

SINCE IMPLEMENTING  
NEW SCREENING  
MEASURES, THE  
NUMBER OF  
**PATIENTS  
SCREENED FOR  
COLORECTAL  
CANCER HAS  
INCREASED  
15% IN 2017.**

Neighborhood Health Center licensed practical nurse, Crystal Kabel, discusses preventive care measures with a patient.

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## analyzing and adjusting to improve quality care

**B**REAST AND COLORECTAL CANCERS ARE WITHIN THE TOP LEADING CAUSES OF CANCER DEATHS in the U.S. With generally low screening rates for many community-wide, it's no surprise that Neighborhood Health Center's screening rates are low as well. At Neighborhood Health Center, many hours are spent reporting and tracking quality measures for this very reason – to know where the gaps are and identify opportunities to do better. In response to this low measure, Neighborhood Health Center participated in a joint initiative with the American Cancer Society, Erie County Medical Center (ECMC), Western New York Imaging and Windsong Radiology to increase breast and colorectal cancer screening rates among Western New Yorkers.

The standard breast and colorectal cancer screening procedures include a referral to

receive a mammogram or colonoscopy. Despite being the standard, very few patients are able to follow through. With the existing barriers in mind, strategic partnerships with the aforementioned organizations tackle these hurdles head-on and directly connect patients to the preventative care services and resources for the fight against breast and colorectal cancers.

Through these partnerships, Neighborhood Health Center's plan for preventive, quality care against breast and colorectal cancer include the following:

### prevention against breast cancer

- Mammograms offered on-site once every few months through mobile technology.

- Training providers on the importance of talking to patients about mammograms.
- Helping patients understand the benefits of mammograms and talking through any concerns.

### prevention against colon cancer

- Offering patients an easy at-home alternative annual test instead of a colonoscopy.
- Training providers on the benefits of the alternative test and helping educate patients on how to properly take the test at home.
- Ensuring patients get the care they need more easily – through reminders and assistance with transportation to visits.



recognized for excellence

**In 2017, Neighborhood Health Center was recognized by the U.S. Department of Health and Human Services for exceeding federal health center standards. This has allowed Neighborhood Health Center to be counted in an exclusive class of health centers that make up the top 5% of all health centers in the country.**



increased screenings

*compared to the  
New York State  
health center average*

**89%** of children and adolescents received weight assessments and counseling

**63%**

**85%** of women received up to date cervical cancer screenings

**58%**

**84%** of all patients 12 years of age and older have been screened for depression and provided with a follow-up plan

**66%**

**83%** of pregnant women made their first prenatal visit during their first trimester

**80%**

**92%** of patients with asthma received the appropriate medications to help mitigate complications

**90%**



patient satisfaction

**93%** overall satisfaction rate for 2017 according to patient surveys

growing health is...

## financial stability and sustainability

**N** EIGHBORHOOD HEALTH CENTER IS SETTING THE BAR FOR THE FUTURE – becoming an engine that is destined for future sustainability and has rooted itself as a healthcare organization that can sustain itself financially, all while expanding its mission and the growing demand for healthcare services in Western New York.

The driving force towards its success is making sure to engage patients in quality care that ensures they get healthy, stay healthy and proactively manage chronic conditions to drive lower costs and improve health outcomes.

Even with the uncertainties in funding, Neighborhood Health Center understood that a retool of its business operations and models could help to ensure its continued growth. The results? A very strong financial year!

Neighborhood Health Center thanks the following organizations for their generous grant support for 2017 programs and operations:

- American Cancer Society
- Delta Dental Community Care Foundation
- Erie County Department of Health
- Gilead Sciences, Inc.
- Health Foundation for Western & Central New York
- March of Dimes
- Millennium Collaborative Care
- Say Yes Buffalo Mobile Clinic Project
- The Chartis Foundation
- The John R. Oishei Foundation

2017 clinical and operational performance has:

- Earned more than **\$175,000** in incentive quality revenue
- Increased Patient-Centered Medical Home revenue to **\$936,000** (compared to \$828,267 in 2017)
- Raised a net **\$60,500** through the annual Growing Health Fundraising event

2017 grants awarded

Health Resources and Services Administration (HRSA) Grants:

- HRSA – Base Grant: **\$3,249,188**
- HRSA – Oral Health Expansion Grant: **\$350,000**
- HRSA – Quality Grant to increase efforts at improving Patient-Centered Medical Home implementation (awarded Aug. 2016): **\$174,502**

New York State Department of Health (NYSDOH) Grants:

- Delivery System Reform Incentive Payment (DSRIP) Year Two Funding awarded: **\$217,241**







## executive team

**Joanne E. Haefner, MS FNP**  
CHIEF EXECUTIVE OFFICER

**Jeffrey Anderson**  
CHIEF INFORMATION OFFICER

**Christopher Biondillo, MD**  
MEDICAL DIRECTOR

**James C. Burruano, DPM, ACFAS**  
CHIEF MEDICAL ADMINISTRATOR

**Edward S. Golebiewski**  
CHIEF FINANCIAL OFFICER

**Marc Howe**  
CHIEF OPERATIONS OFFICER

**Chad Kahler, DDS**  
DENTAL DIRECTOR

**Melissa Payne, SPHR**  
CHIEF HUMAN RESOURCES OFFICER

**Michele Steiner, PharmD**  
CHIEF PHARMACY OFFICER

## board of directors

**Keith Lukasik**  
BOARD CHAIR

**Diana Proske**  
VICE CHAIR

**John Jackson**  
TREASURER

**Margaret Ostrander**  
SECRETARY

**Marisol Becerra**

**Brandi Collins**

**Mary Pat Fleming**

**Don Ingalls**

**Melvin Jelks**

**Peggy Kingsley**

**Tatyana Korogoda**

**Carrie Marcotte**

**Aminah McBryde**

**Karen Mlodozieniec**

**Adam Osteryoung**

**Karen Bartkowiak Peffer**

**Sandra Talley**

## awards & accolades

2017 was a year of many honors for the Health Center. From honorable recognitions in clinical delivery and service, to recognitions as one of the region's most critical community builders, Neighborhood Health Center is well-positioned as a leader in community health and excellence.



**Dr. Michele Frech**, Neighborhood Health Center Women's Health Department Chair, was honored at the Buffalo Prenatal-Perinatal Network's 14th annual Great Baby Beginnings event as a women's health provider that strengthens young families and improves birth outcomes.



**Joanne Haefner**, Neighborhood Health Center CEO, was recognized by both the Community Health Care Association of New York State (CHCANYS) and the Buffalo chapter of Local Initiative Support Corporation (LISC) for her commitment to expanding access to primary care and as a local community builder and change agent for Western New York.

## a heartfelt thank you to our generous donors and supporters

Neighborhood Health Center thanks the following corporations, foundations, and organizations for their support in FY '17 (*January 1, 2017 – December 31, 2017*).

- Accessium Group, Inc.
- Allied Mechanical, Inc.
- Amerigroup Partnership Plan, LLC. For BlueCross BlueShield of Western New York
- BlueCross BlueShield of Western New York
- The Bonadio Group
- Bryant & Stratton College
- Buffalo Prenatal-Perinatal Network, Inc.
- Catholic Health & Sisters of Charity Hospital
- ECOM Foundation
- Elliott Property Management
- Employee Benefit Concepts, Inc.
- Evans Bank, N.A.
- Fidelis Care
- Foxy Delivery Service, Inc.
- Independent Health
- Kelley Brothers
- Kirst Construction, Inc.
- McKesson Corporation
- Millington Lockwood, Inc.
- Mollot & Hardy, Inc.
- N. Choops Painting, Inc.
- Quest Diagnostics
- Russo Family Foundation, Inc.
- Saperston Real Estate Corporation
- Sheridan Surgical, Inc.
- The Magellan Group, LLC.
- The Prentice Group of WNY, Inc.
- Tri-R Mechanical Services, Inc.
- Waring Plumbing and Heating
- WellCare Health Plans, Inc.
- West Herr Automotive Group
- Windsong Radiology Group
- WUTV/WNYO Sinclair Broadcasting Group

Neighborhood Health Center's individual donors support the work of reducing health disparities and ensuring access to high-quality care through their philanthropy. Special thanks to:

- Dr. James Burruano
- Dr. Michele Frech
- Ed Golebiewski
- Dr. Ellis Gomez
- Andrew and Cynthia Gow
- Joanne Haefner
- Dr. John Hellriegel, Jr.
- Don Ingalls
- Karen Kirst
- Tom & Louis Pause
- Colby Smith
- Tim & Michele Steiner
- John & Gail Szucs





## 2017 event highlights

- 1.** A group of children talk to Neighborhood Health Center staff at a community health fair during National Health Center Week.
- 2.** Members of the Neighborhood Health Center dental team attended a staff and board appreciation luncheon to close out National Health Center Week events.
- 3.** Local community leaders and elected officials joined Neighborhood Health

Center staff, board members and stakeholders for a ribbon cutting ceremony and open house to commemorate the Health Center's newest site in Blasdell.

- 4.** Michele Mercer of Millennium Collaborative Care and Neighborhood Health Center Board Member, Don Ingalls, attended the Blasdell Ribbon Cutting ceremony and open house event in early August 2017.

- 5.** The Seneca Nation Health Systems, Neighborhood Health Center and Erie County Department of Health join U.S. Congressman Brian Higgins to announce receiving a \$300,000 federal grant to aid opioid misuse prevention in women of child-bearing age.
- 6.** Mr. and Mrs. Hammonds pose for a photo at Neighborhood Health Center's Growing Health: 30th Anniversary & Cocktail Fundraiser.

# 30 years of growing health® IN WESTERN NEW YORK



**1987** Incorporated as Northwest Buffalo Community Health Care Center at 155 Lawn Avenue.



**1998** Neighborhood Health Center's Southtowns Women's Group opens in Hamburg.



**2011** Neighborhood Health Center acquires the Mattina community health center as third site in Buffalo's Lower Westside.



**2017** Neighborhood Health Center opens fourth site in Blasdell.

Neighborhood  
Health Center

**BLASDELL**

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Blasdell, NY 14219  
(716) 332-3070

Neighborhood  
Health Center

**MATTINA**

300 Niagara Street,  
Buffalo, NY 14201  
(716) 242-8600

Neighborhood  
Health Center

**NORTHWEST**

155 Lawn Avenue,  
Buffalo, NY 14207  
(716) 875-2904

Neighborhood  
Health Center

**SOUTHTOWNS**

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[neighborhoodhealthcenter.org](http://neighborhoodhealthcenter.org)