Dear Friends,

I’m so proud of our accomplishments in 2014. The year brought with it a lot of work, laying the foundation for our future, including completion of our Community Health Needs Assessment in the spring, establishment of a new organizational vision, and the doubling of our base federal grant. We’ve made impressive strides in our Behavioral Health Integration, met our visit goals for the year, and have hit all of our milestones in Primary Care Payment Reform. And on top of our planning and performance improvement, we’ve strengthened ourselves financially, moving back into the black for the fiscal year. We are poised to usher in continued success and innovation, always looking to our community to guide and help us improve upon our work.

In June we were honored to welcome Senator Elizabeth Warren to our Health Center for our Annual Meeting. As one of the principal voices in the country for working families and an inspiring leader, it was a fitting precursor to the honor of being named one of the Top 100 Women-Led Businesses in Massachusetts by The Commonwealth Institute. It was an honor to be recognized so prominently among such influential leaders and I’m proud to represent the innovative work of Codman Square Health Center.

However, we must remember that even though we’ve come a long way, we still have a long way to go. We are constantly working on improving our patient’s experience and the quality of our customer service.

Thank you for being a part of this journey of health and transformation.

Sincerely,

Sandra Cotterell
CEO
Clinical Visits in Fiscal Year 2014. This is 2% above the visit goal for the year.

Tax dollars returned to low-income community members through our Earned Income Tax Credit Program partnership with DotHouse & Boston Tax Help.

Different Groups were run expanding upon our group visit model helping to serve a range of patients on topics like pregnancy, diabetes, healthy weight and more.

Patients now have an assigned Primary Care Provider (PCP). Being assigned to a PCP means that you have an entire care team dedicated to your health.

Patients were able to be connected to basic resources and community services including housing, utilities, employment & more through our partnership with Health Leads.

Raised by Men of Boston Cook for Women’s Health to support women’s health programs since its inception in 1995.
Community needs constantly evolve, and Codman Square Health Center is committed to always being Dorchester residents’ first choice for comprehensive, holistic and integrated services. In order to keep a close pulse on these evolving needs, in the spring of 2014 we completed an expansive Community Health Needs Assessment (CHNA) and have been using the results to guide our planning and organizational goals moving forward. Recent focused effort has been placed with our Enrollment and Insurance Services Team, which provides outreach to the community and helps inform about changes to health insurance policy, both needs identified in the CHNA. During 2014 the Enrollment Team assisted over 6,500 individuals with enrolling in a health plan, helping to increase access for the community to the health services they need.

Codman also recognizes that many of our patients need additional support to achieve their health goals beyond health insurance and availability of services, thus there has also been an increased effort in providing coordinated case management. We've implemented a new complex case management infrastructure to bring together all case managers, whether they are social workers, community health workers, integrated therapists, nurses, or Nurse Practitioners. Each patient is assigned one primary case manager, and that case manager and patient are provided with the support they need. Therefore, we put the patient at the center of care, and have the case management team collaborating on their behalf in parallel fashion. This group is now enrolling some of our highest risk patients, and transforming the way we engage patients across all departments.

In addition to the evolution of community needs, health care policy has also seen a lot of change. Under the guidance of the Affordable Care Act there has been increased focus on outcome measures, changing the way health care is reimbursed. This has led to new payment contracts, including a new Alternative Quality Contract (AQC) Codman has with Blue Cross Blue Shield of Massachusetts. This AQC comes with requirements around process and outcome measures. Process measures look for people who are due and complete their care (i.e. all diabetics who have completed a foot exam in the last year), while outcome measures look at the outcome of care (i.e. all hypertension patients with blood pressure \( >140/90 \)). The AQC identifies lower and upper thresholds for quality of care in a number of different areas. In 2014, CSHC achieved the lower threshold on 10 quality measures, and the upper threshold on several of those. This places Codman as one of the top health centers working with Boston Medical Center. Our success with the AQC is just one example of our commitment to providing the highest quality care to all of our patients.

On top of all of our various performance improvement projects, we continue to believe in the power of partnership to be most effective in leveraging our resources and working with others to transform our community. From working with longtime close partners like Boston Medical Center and Healthworks Community Fitness to establishing new partnerships with Daily Table and Poder Latino, we saw 2014 continue to expand on this partnership vision. None saw more growth though than our relationship with Codman Academy Charter Public School (CACPS). The newly named Codman Partnership, the 13 year partnership between Codman and CACPS, introduced a new Partnership Director and completed an expansive replicable Blueprint. Reenergized with a new vision and staff support, Codman made significant strides in knitting together the services of its two partners. Codman saw increased access for students to our Urgent Care services, a growing relationship between CACPS and our Behavioral Health department, and a healthy in-house lunch program that now serves health center and school staff.

1 View the full Community Health Needs assessment online at www.codman.org
2 For more information on the Codman Partnership visit www.codmansquared.org
Financials

Statement of Financial Position

ASSETS
Current Assets $6,628,880
Investments 4,366,973
Restricted Cash 524,581
Notes Receivable 12,713,464
Property, Plant and Equipment, Net 25,402,397

Total Assets 49,636,295

LIABILITIES
Current Liabilities 3,890,181
Long-Term Liabilities 20,515,000
Net Assets 25,231,114

Total Liabilities & Net Assets 49,636,295

OPPERATING EXPENSES
Clinical Care 16,915,993
Other Clinical Services 3,607,390
Behavioral Health 1,891,094
Dental 2,361,074
Eye Care 844,428
Community Services 733,972
Codman Square Health & Education Center 1,418,050

Total Operating Expenses 27,772,001

NET OPERATING SURPLUS/(LOSS) (426,300)

NON OPERATING REVENUE
Investment Income 271,765
Capital Grants 165,525
Net Realized and Unrealized Gain on Investment 226,205

Total Non Operating Revenue 663,495

CHANGE IN NET ASSETS 237,195

BOARD OF DIRECTORS
Codman Square Health Center has a 13-member Board of Directors comprised of eight males and five females. Many board members are patients of our Health Center and reflect our diverse population. In fact, eleven members live or work in CSHC’s service area. In addition to community representation, the Board represents various professions including education, legal, business, finance, environment, human resources, religion, and healthcare.

Marva Sandlin, President
Rev. Gvans Ward, President Elect
Robert MacEachern, Vice President
Ardis Vaughan, Treasurer
Thabiti Brown, Clerk
Julia Charley
Isaac Colbert
Rev. Egbubike (“Ego”) Ezidi, Jr.
Anahid Kulwici, PhD, RN, FAAN
Charles O’Hara
Emmett Schmersaw
Sandra Warren
Stephen Weymouth, Esq

EXECUTIVE TEAM
Sandra Cotterell, Chief Executive Officer
Heidi Crim, Chief Nursing Officer
Debbie Hilton-Creek, Chief Human Resources Officer
Yi Jung, Chief Financial Officer
Danny MacNeil, Chief Information Officer
Philip Severin, MD, Chief Medical Officer
Anthony Stankiewicz, Esq, Chief Advancement Officer and Chief of Staff
Gabriel Vonleh, Chief Operating Officer

MISSION
To serve as a resource for improving the physical, mental and social well-being of the community.

VISION
Codman Square Health Center is our community’s first choice for comprehensive, holistic, and integrated services and empowers individuals to lead healthy lives and build thriving communities.

VALUES
PATIENT
Our patient is the center of the care team.

COMMUNITY
The well-being of the individual is deeply connected to the health of the community.

ADVOCACY
We advocate for responsive policies and resources to address health disparities and promote health equity.

INNOVATION
We promote a culture of innovation that has measurable and sustainable impact.

STAFF
We are a diverse, empowered, and prepared workforce.

PARTNERSHIP
We build and sustain diverse partnerships.

Codman Square
637 Washington Street
Dorchester, MA 02124
617-825-9660

To learn more about the services offered or to make a monetary donation, please visit us on the web at www.codman.org

Codman Square Health Center is a Federally Qualified Community Health Center

Codman Square Health Center commits to: 1. Offer discounted fees for patients who qualify; 2. Not deny services based on a person’s: race, color, sex, national origin, disability, religion, sexual orientation, inability to pay.

Editor, Design & Photography: Scotland Huber