



# Annual Report 2016



# Welcome



As you can see, we are blessed by fantastic community partners who are working jointly to create a cohesive set of safety net services for our community residents who are most at risk.

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Thank you for taking the time to learn about Manchester Community Health Center and for reading our 2016 Annual Report. It has been an eventful year for MCHC at all our four locations of care, and we are happy to share our progress with you.

In December of 2015, the West Side Neighborhood Health Center (WSNHC) joined our team. We owe a debt of gratitude to the dedicated staff of the WSNHC and its host, Catholic Medical Center (CMC), for providing amazing patient services for many years. We look forward to the next chapter in the story of WSNHC and our collaboration with CMC to bring in the necessary resources to serve the needs of the West Side of Manchester. At the same time, we were fortunate to receive some federal funding to support renovations at Child Health Services to improve the care we provide to patients. This includes a separate check-in window for our adolescent patients, additional exam rooms and counseling rooms, and newly developed space on the second floor for care coordinators. We continue to fundraise to assist with the estimated \$1.4 million overall cost of the project.

Finally, through a partnership with Manchester Health Department, we have been able to work with the Urban Health Scholars program from Dartmouth's Geisel School of Medicine. These students provide healthy home assessments for asthmatic patients — a unique approach to a high-risk chronic condition.

As you can see, we are blessed by fantastic community partners who are working jointly to create a cohesive set of safety net services for our community residents who are most at risk. We look forward to another year of creative programming to meet our patients' needs. Thank you for your continued support of our mission — without you it would not be possible!



## 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

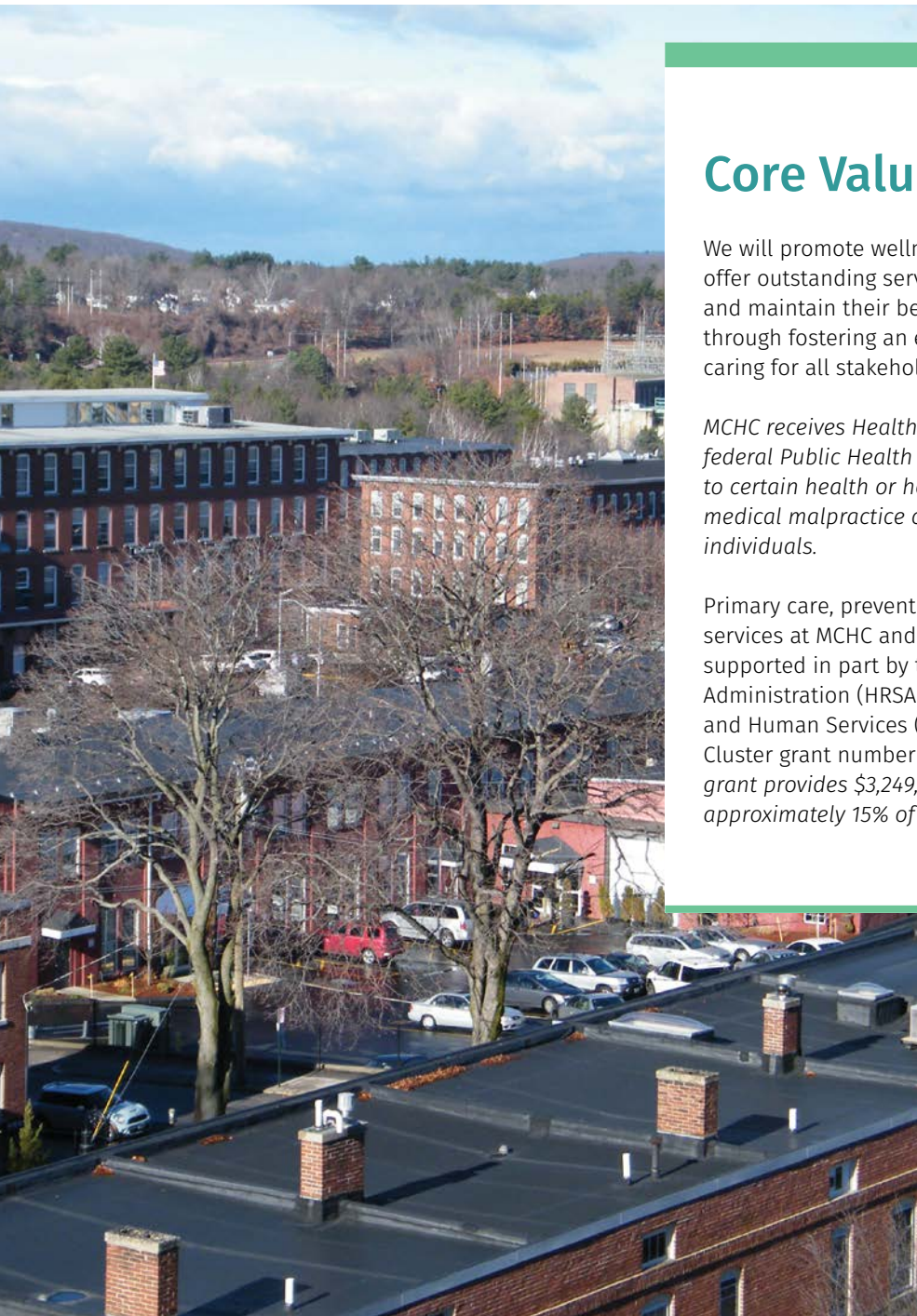
MCHC will become the provider of choice for comprehensive primary health care by achieving the triple aim of better health outcomes, better patient care, and lowered costs through using innovative care models and strong community partnerships. MCHC will meet our mission by using evidence-based care that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

## Core Values

We will promote wellness, provide exceptional care, and offer outstanding services so that our patients achieve and maintain their best possible health. We will do this through fostering an environment of respect, integrity and caring for all stakeholders in our organization.

*MCHC receives Health and Human Services and has federal Public Health Service deemed status with respect to certain health or health-related claims, including medical malpractice claims, for itself and its covered individuals.*

Primary care, preventive care, outreach and enabling services at MCHC and Child Health Services at MCHC are supported in part by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) under the Health Center Cluster grant number H80CS00571. *As of April 2016, this grant provides \$3,249,628 in funding to the health center, approximately 15% of total revenue.*



## Honors & Awards

The leadership staff of Manchester Community Health Center and Child Health Services at MCHC received some notable accolades in fiscal year 2016.

On October 14, 2015 the Millyard Museum unveiled its Manchester Wall of Fame, celebrating the accomplishments of 48 extraordinary figures from Manchester's history. Child Health Services founder and leader Dr. Selma Deitch was among those honored — along with elected officials, business leaders, celebrities, World War II heroes, and sports stars. Her label reads, “Dr. Selma (Deitch) Sigel, 1924-2004, Founder of Child Health Services, an innovative pediatric clinic that provided care to tens of thousands of children — the Manchester native was revered as “Matriarch of New Hampshire Pediatricians.”



*Caption goes here.*

On February 9, 2016, MCHC President and CEO Kris McCracken was celebrated as one of NH Business Review's 2016 Outstanding Women in Business. McCracken was recognized for achievements such



*Caption goes here.*

as maintaining healthy finances, shepherding a mutually beneficial agreement to join with Child Health Services, and creating a partnership with Catholic Medical Center to assume operations of the hospital's West Side Neighborhood Health Center. In her acceptance remarks, McCracken lauded the diversity of patients and staff at MCHC and the leadership opportunities that women have found within the organization. Her own career path began as a domestic violence crisis counselor and evolved to HIV and AIDS case manager, then substance abuse clinician to director of operations to where she is today — President and CEO at the organization where she has worked for 20 years.

Then, the April 2016 issue of New Hampshire Magazine announced its Top Doctors list for the year, based on a survey of who New Hampshire doctors would choose to “provide for the medical needs of friends and loved ones.” Manchester Community Health Center's Chief Medical Officer J. Gavin Muir, MD was chosen as the 2016 Top Doctor for General/ Family Practice. Dr. Muir has also been chosen as Top Doctor in 2014 and Leading Physician in 2015. He's been with MCHC since 1998, when he joined as a staff physician.



*Caption goes here.*

## West Side Story

On December 1, the Catholic Medical Center (CMC) West Side Neighborhood Health Center and the Manchester Community Health Center (MCHC) announced a new collaborative project to quadruple access to high-quality health care on Manchester's West Side.

MCHC and the West Side Neighborhood Health Center have for many years provided primary care health services to the medically underserved populations of Manchester. This new project allows MCHC, a Federally Qualified Health Center, to establish an access point on the West Side of Manchester while enabling the West Side Neighborhood Health Center to expand access to health care services to a much larger population. The project, which is consistent with recommendations of a 2014 neighborhood improvement plan, was made possible through \$650,000 in ongoing annual funding for MCHC from the Health Resources and Services Administration (HRSA) to open a clinic on the West Side.

The WSNHC was established in 2009 as a project of the Manchester Sustainable Access Project, CMC and Dartmouth-Hitchcock. The area was identified as a priority census tract in Manchester — designated as medically underserved by HRSA — because of its high concentration of low-income housing and resettled immigrants and refugees.

MCHC now owns and operates the WSNHC as a fourth location of care, taking advantage of an opportunity to leverage \$650,000 in annual federal funding to support this site and to greatly increase both the breadth of services available (such as behavioral health, substance abuse, medication assistance, care management, transportation and other enabling services) in addition to expanding the number of primary care providers and increasing the capacity of the clinic to serve up to 3,500 patients at its current location, at the same site within CMC's Medical Office Building.

### ACERT Partnership Helps Kids Exposed to Violence

In June 2016, Project LAUNCH (Linking Action for Unmet Needs in Children's Health) at Manchester Community Health Center joined a partnership to provide a response team that can be deployed to serve children who have been exposed to violence. The partnership — called the Adverse Childhood Experiences Response Team (ACERT) — received a \$150,000 grant over three years from the HNH Foundation, and it includes the Manchester Police Department and YWCA New Hampshire. The ACERT response team is made up of a police officer, a crisis services advocate, and a behavioral health professional. The team responds to incidents in which children have been exposed to violence as soon as the scenes have been secured by the police. Gail M.

Garceau, President of the HNH Foundation said, "We are pleased to partner with the Manchester Community Health Center with project LAUNCH ACERT. We value the work that will be done to establish a systemic approach to assist and support children exposed to trauma and that will build capacity in the community for a continuum of prevention and intervention strategies to address adverse childhood experiences."



*Developers of the ACERT Project, from left to right: Project LAUNCH Local Program Director Lara Quiroga from Manchester Community Health Center; Jessica Sugrue, President of YWCA NH; Lt. Nicole Ledoux from Manchester Police Department; and Lt. Paul Thompson from Manchester Police Department.*



# Million Dollar Makeover

In autumn 2015, Manchester Community Health Center (MCHC) was awarded \$1 million in HIIP (Health Investment Infrastructure Program) funds to renovate the Child Health Services building at 1245 Elm Street.

“Needless to say, it is a wonderful and unique opportunity to receive this kind of funding from HRSA, and we are very grateful to be able to take advantage of these additional resources,” says MCHC President and CEO Kris McCracken. “Both census and community needs assessment data show that the number of residents in our community with no health home continues to grow. We are thrilled to have help addressing the need for accessible primary care, behavioral health, and support services for our target populations, including individuals with limited incomes, those needing assistance with transportation and interpreter services, or who face other barriers to traditional medical settings.”



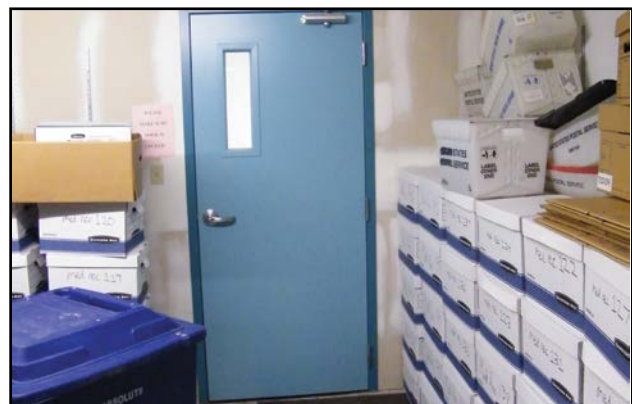
The HIIP funds are being used to renovate the Elm Street building to make it accessible for individuals with disabilities, and to improve patient and visitor safety. Renovations are occurring on both floors, to include new carpeting, paint, ceiling tiles, lights,

and a redesign of the clinical space and some other areas of the building to maximize our ability to provide integrated primary care and behavioral health services. Renovations are still underway, including:

- demolition and space reconfiguration
- plumbing, electrical and HVAC upgrades
- sprinkler systems
- wiring for data
- improved security and keyless entry systems
- increasing the number of exam rooms from six to 10
- adding behavioral health counseling rooms

The improvements will also increase access to primary medical and specialty care such as optometry and behavioral health services for low-income, minority, and limited English speaking patients, with a special focus on high-risk children.

Also in FY2016, MCHC received HRSA funding to expand services. This grant of \$272,000 was used to support expanded patient access to dental services, support a pharmacy program for under- and uninsured patients and help provide patient legal assistance and medical support staff.

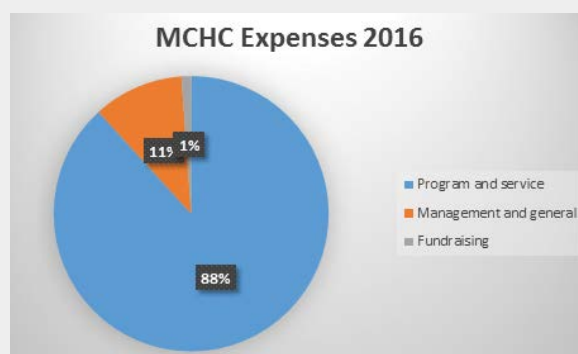
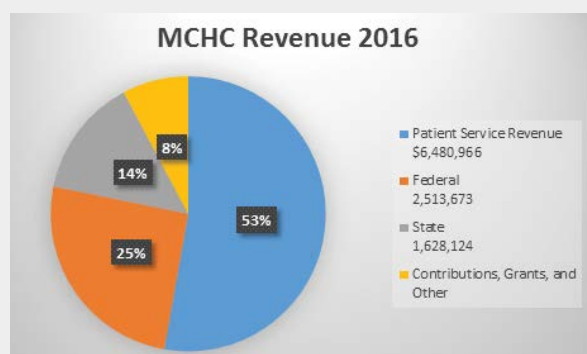


# Financial Statements

Statements of Operations Years Ended June 30, 2016 and 2015 (in thousands)

	2016	2015
Operating revenue		
Patient service revenue	<b>\$9,284,028</b>	\$6,712,836
Provision for bad debts	<b>(1,098,074)</b>	(231,869)
Net patient service revenue	<b>8,185,954</b>	6,480,967
Grants and contracts	<b>6,397,842</b>	4,484,372
Other operating revenue	<b>154,857</b>	99,152
Net assets released from restrictions for operations	<b>539,958</b>	648,831
Total operating revenue	<b>15,278,611</b>	11,713,322
Operating expenses	<b>10,658,870</b>	
Salaries and benefits	<b>4,221,587</b>	7,878,279
Other operating expense	<b>311,809</b>	3,418,199
Depreciation	<b>38,075</b>	287,621
Interest expense		44,809
Total operating expenses	<b>15,231,141</b>	11,628,908
Operating income	-	84,414
Other revenues and gains		
Contributions	<b>209,687</b>	105,518
Investment income	<b>984</b>	962
Total other revenues and gains	<b>106,480</b>	106,480
Excess of revenues over expenses	<b>273,844</b>	190,894
Change in unrealized gain on financial instrument	-	-
Increase in unrestricted net assets prior to contribution received in acquisition	<b>353,768</b>	190,894*

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



# THANK YOU FY2016 DONORS

Manchester Community Health Center, Child Health Services at MCHC and the West Side Neighborhood Health Center gratefully acknowledge those who donated from July 1, 2015 through June 30, 2016. Every effort has been made to ensure the accuracy of this publication; we deeply regret any errors or omissions.

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The 9<sup>TH</sup> Annual Morning Matters  
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**raised over \$75,000**  
in support of children's medical care!

