Dear Friends:

2016 marks Lynn Community Health Center’s 45th Anniversary, as well as my 20th year as CEO. Thanks to a talented staff, a dedicated board, and a supportive community, we can look back with pride at how far we have come, and look to the future with confidence that Lynn Community Health Center will continue to deliver exceptional healthcare to our community.

When I arrived in 1996 we had just moved into a two-story former Woolworth’s building. My office was where the lunch counter once was. At the time we thought that we would never be able to fill the space we had moved into. Twenty years later our patient visits have almost quadrupled to more than 250,000 annually, and through a major capital campaign we have more than doubled our footprint in the City of Lynn. More than 40 percent of Lynn residents now rely on the health center for their care.

Managing rapid growth, especially in an ever-changing health care environment, has been an exciting challenge! In many ways we still think of ourselves as a little storefront on the corner. While we will never forget our roots, we realized that so much growth required us to strengthen our infrastructure to support the large organization we have become. This past year we invested in our staff, expanded our leadership team, and adopted tools that will help us grow and thrive in the future.

With our Board of Directors, we have developed a three-year strategic plan with three pillars: clinical excellence, operational excellence, and improving the health of our community. We are focusing on four key areas: the patient experience, quality improvement, staff development, and financial stewardship. I believe the investments we have made this year have prepared us to succeed. “Exceptional Care. Our Commitment. Every Day.” is our goal as we move forward.

I hope you share the joy I feel in being a part of the Lynn Community Health Center family. Together we have built a strong foundation to support the healthcare needs of our community for the next 45 years!

Sincerely,

Lori Abrams Berry, Chief Executive Officer
What does healthcare have in common with jet engine engineering? As it turns out, healthcare providers can learn a lot from engineers!

To improve care and maximize the value we provide to our patients, Lynn Community Health Center has adopted the Lean Performance Improvement Model. Lean is a management model that has its roots in manufacturing. The idea is to become more effective with our time and resources by empowering those closest to the work to identify and eliminate waste.

As part of the GE Foundation’s Developing Health Initiative, the health center has been receiving both grants and technical expertise from GE for the past five years. Executive volunteers from our local GE Aviation Plant have been working with the health center to adapt Lean methodology to our work, which has already contributed improvements to the patient experience, employee satisfaction, and our bottom line.

Just a few projects completed so far are:

- Changes to patient registration and insurance authorization reduced waiting times in the Urgent Care Center by 29%.
- Improving the way patient reminders are handled reduced the Eye Clinic “no show rate” by 50%
- Streamlining the delivery of ultrasound results to OB/GYN eliminated redundancies and standardized reporting, freeing up time for patient care.
- The time for outside documents to be scanned into the electronic health record was reduced from more than a week to less than 48 hours.

Innovative care for Serious Mental Illness

The Substance Abuse and Mental Health Services Administration (SAMHSA) and the Massachusetts Health Policy Commission have funded two multi-year projects to improve care and reduce costs for patients with Serious Mental Illness (SMI).

These patients often have poor outcomes because they are ill-equipped to navigate a complex health care system. They often have multiple health care providers, frequent appointments, and many prescription medications. The more complex a patient’s medical needs are, the more expensive their care can be. On average, patients with SMI can cost the system 350% more than those without.

Patients with SMI receive their medical care in a setting in which they feel most comfortable.

The grants support a small primary care team within our behavioral health department, where patients with SMI feel most comfortable. A team of Community Health Workers serve as a single point of contact for all medical, behavioral health, pharmacy, specialty, and social service needs. It is anticipated that in two years costs for this group will be reduced by 15%.

Recognition for best practices in Integrated Care

The health center has been certified by the Massachusetts Health Policy Commission as a PCMH PRIME site. We are one of the first sites to receive this designation, given to Massachusetts health care organizations that are already certified by the National Commission on Quality Assurance as a Patient Centered Medical Home. PRIME certification further recognizes those who meet rigorous standards for providing Integrated Care.
Confronting the overdose epidemic
We continue to confront the public health crisis caused by opiates in our community. Overdoses in Lynn continued to increase this year, with 251 overdoses in the first seven months of 2016.

In response, we have increased our capacity to serve patients with substance use disorders. We now have almost 400 active patients who receive medication assisted treatment (Suboxone, Vivatr, Subutex) along with primary care services, intensive counseling, group therapy, and case management. This spring, construction began on a new space to expand our capacity to serve this population. Our goal is to help patients who are ready to enter treatment immediately when they are ready.

Increasing access through telemedicine
There is a serious shortage of specialists in the United States, especially in medically underserved areas such as Lynn. Lynn Community Health Center has partnered with the Medical Alumni Volunteer Expert Network, known as The MAVEN Project, that connects retired and other experienced physician volunteers to medically underserved clinics via video conferencing.

This program makes it easier to access specialty care, especially for patients who have difficulty traveling to appointments, because of mobility issues, financial constraints, or language differences. Using telemedicine, they can see a specialist in a familiar setting, with a health center primary care provider to help facilitate the conversation.

Since the program started in April we have seen an average of 30 patients a month for specialties that include cardiology, hematology, rheumatology, and dermatology.

Confronting Post Partum Depression in Latinas
According to the Centers for Disease Control 11-20% of women suffer from post partum depression (PPD). Among Latina women, up to 37% experience PPD, often because of additional barriers that include stress factors such as poverty, language, isolation, and immigration status.

We have started new screenings, support groups, and intense care coordination by bilingual and bicultural staff. Notably, the number of patients who follow through with a referral for treatment has risen to 80% (up from 40%) with the use of a “warm handoff” to introduce a new mother to a therapist.

Expansion will increase access to primary care
Lynn Community Health Center will receive $5 million from North Shore Medical Center/Partners Health Care to develop the unfinished third floor that was constructed as part of the Stephen D. Hayes Building, completed in 2012. Construction is expected to be completed in August 2017.

This funding is the result of a Department of Public Health requirement that hospitals planning large construction projects in their service area set aside 5% of their costs for community health programs. North Shore Medical Center was recently granted approval to consolidate Lynn and Salem hospitals into an expanded Salem campus. The health center will use the funding to expand access to primary care, urgent care, and health promotion and prevention services for our community.
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Aljani Stanley, Quality Improvement Manager, Integrated Behavioral Health
Cindy Steger-Wilson, Director of Marketing
Bernadette Thomas, APRN, Chief Operating Officer

Financial Report Fiscal Year 2016
Revenue
Net Patient Service Revenue $39,991,533
PACE Personnel Reimbursement $8,779,838
Grants and Contracts $18,517,389
Premium Revenue $4,729,584
Net assets released from temporary restrictions used in operations $3,677,842
Other Revenue $289,399
Total Revenue $75,985,585

Expenses
Salaries and Wages $40,369,926
Employee Benefits $12,502,559
Medical Expenses $12,585,693
Occupancy $4,516,907
Administrative and General Supplies and Expense $1,177,872
Purchased Services $1,517,752
Transportation $98,776
Depreciation and Amortization $1,623,176
Interest Expense $438,545
Insurance $303,300
Total Expense $75,134,506

Service Statistics
Total Number of Visits: 252,929
Total Number of Patients: 39,220

Economic Status (% of poverty level*)
- Below 100% 60%
- 101-150% 17%
- 151-200% 11%
- 201-250% 6%
- 251-300% 5%
- Above 300% 1%

* a family of 4 living at poverty level earns $24,300 a year or less