Building Our Legacy and Future
null
Meanwhile, we adapted through difficult times, which sometimes meant tough decisions. The health care industry continues to evolve toward higher quality and lower costs, while community health centers across the U.S. are grappling with reductions in public and private grants (related to Affordable Care Act funding). All of this puts programs and jobs in jeopardy. Furthermore, at Whittier 40% of pediatric patients and 35% of adults are uninsured, yet we proudly provide care to everyone regardless of ability to pay.

Navigating these conditions, we continued our move toward value-based care (begun in 2016) by fully integrating behavioral health into medical services. We also worked hard with our health care providers to improve productivity.

Unfortunately, we also experienced grant reductions that required a staff reduction to balance our $30 million budget. (Fifty percent of our revenues come from grants, contracts and donations.) This difficult decision was not made lightly. However, it was essential for ensuring Whittier’s continued strength, sustainability and delivery of high-quality care to our patients.

The individuals and families who count on Whittier appreciate your support every day. Six of them—Eli, Carol, Lionel, Wanda, Kenneth and Porfirio—were eager to share their stories for this report. Thank you for helping Whittier bring whole-person health care to them and thousands of others.

With gratitude,
FREDERICA M. WILLIAMS   PASTOR GERALD BELL
President & CEO   Board Chair

In celebration of our 85th anniversary, we are happy to share Whittier’s annual report for FY2018. It was a year of triumphs and challenges, as well as our unwavering commitment to delivering innovative, high-quality care to the proud communities of Roxbury, the South End, Dorchester, Mattapan, Jamaica Plain and surrounding neighborhoods.

At Whittier, we treat the whole person while considering the practical, day-to-day realities of our patients’ lives. Think about this: It’s hard to shop for fruits and vegetables if you work two shifts per day. It’s hard to send your kids outside to play if their environment is unsafe. It’s hard to remember to take insulin for diabetes if you have PTSD from chronic exposure to violence.

About 91 percent of our patients live in poverty, and the life expectancy in our service area is three decades less than that in the Back Bay. The health disparities we address have complex causes and require a broad approach based on whole-person health.

Central to our success is the teamwork of Whittier’s health care providers and other professionals. By integrating medical, behavioral and non-clinical services, we are addressing the social determinants of health, such as economic stability and education.

With your support we accomplished great things this year. First, we expanded our footprint for impact by opening a satellite clinic on Blue Hill Avenue, an onsite food pantry to support the half of our patients who have food insecurity, and a new mobile health van for outreach to residents in the nearby area of Massachusetts Avenue and Melnea Cass Boulevard (many of whom are fighting opioid addiction). We also hosted our 18th Annual Men’s Health Summit.

In addition, Whittier earned impressive numbers on these quality measures:

• We scored a perfect 100 on a rigorous compliance audit by the Health Resources & Services Administration (HRSA), the federal agency responsible for health center funding. Whittier actively monitors and evaluates organization-wide compliance with state and federal guidelines, as well as those with more stringent requirements.
• In our patient satisfaction survey, 96% of patients reported being happy with the center.
• A national survey ranked Whittier #1 in the U.S. for behavioral health services.

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Impact Profile

Mission: To provide high-quality, reliable and accessible primary care and support services for diverse populations to promote wellness and eliminate health and social disparities.

The People We Serve

Service Area: Roxbury, the South End, Dorchester, Mattapan, Jamaica Plain and surrounding neighborhoods

Life Expectancy

- 83% reside in one of the 17 public housing developments within 1 mile of our facility
- 58.9 years in our service area
- 91.9 years in the Back Bay

Life Expectancy

- 91% live at or below the Federal Poverty Level (FPL)
- 5% live at or below 200% of FPL
- 83% have psychosocial issues
- 2 in 3 diagnosed with cancer, diabetes, hypertension, asthma or obesity
- 5 in 10 deal with food insecurity
- 1 in 4 did not complete high school

*Source: Boston University School of Public Health, 2015 study
"Promise Practices" Two of our programs (for infectious diseases and the opioids epidemic) earned this elite distinction by HRSA as a model for other health centers.

Compliance with all criteria in our federal Health Resources & Services Administration (HRSA) 2018 site visit.

"It Takes a Village" decline in the number of patients using opioids since launching It Takes a Village.

94% of patients rated their experience as excellent or good.

84% would refer someone to us.

Source: FY18 Whittier Street Patient Satisfaction Survey.

115,448 clinic visits

22,000+ outreach visits

Impact Profile

#1 in America for community health centers for patient satisfaction with behavioral health services, 2018*

NCQA Patient-Centered Connected Care™ Recognition

Certificate of Recognition

For demonstrating specific behavioral health integration capabilities; Health Policy Commission (HPC), Commonwealth of Massachusetts

*Top-scoring in The Crossroads Group’s national database of organizations using the same standardized questionnaire, methodology and survey sample size.

Source: FY18 Whittier Street Patient Satisfaction Survey.

94%

84%

42%

84% would refer someone to us.

Source: FY18 Whittier Street Patient Satisfaction Survey.

94% of patients rated their experience as excellent or good.

84% would refer someone to us.

100% Compliance with all criteria in our federal Health Resources & Services Administration (HRSA) 2018 site visit.
Whittier offers more programs and services than ever—all centered on holistic, whole-person care and the social determinants of health.

**ECONOMIC STABILITY**
- Youth Development Program
- Jobs Fair
- Project Me
- Health Ambassadors

**NEIGHBORHOOD & PHYSICAL ENVIRONMENT**
- It Takes a Village
- Youth Empowerment Program
- Youth Violence Prevention Program
- Behavioral Health Team
- Fitness Center
- Partnership with Boston Police Department

**ACCESS TO HEALTH CARE**
- Departments: Pediatrics, Obstetrics & Gynecology, Behavioral Health, Oral Health Services, Infectious Disease & Special Populations
- Prescription for Health
- Whittier @ Quincy Commons
- Family Van
- Post-Prison Release Program
- Prison-to-Life Program
- Diabetes Home Monitoring Program (Ideal Life)
- Patient Satisfaction and Experience Survey
- Partnership with Dana-Farber Cancer Center

**EDUCATION**
- Decision Arts
- Youth Services & Enrichment Program
- Partnership with Boston Public Schools: William E. Carter School, Madison Park Technical & Vocational High School, Boston Area Technical Academy

**FOOD AND NUTRITION**
- Prescription for Health
- Prescription for Food
- Community Garden
- Food Pantry
- Women, Infants and Children (WIC)
- Trustees Mobile Farmers Market

**COMMUNITY AND SOCIAL CONTEXT**
- It Takes a Village
- Race Around Roxbury
- Youth Summit
- Men’s Health Program
- Father Friendly Initiative
- Women’s Health Program
- Healthy Start in Housing
- Senior Wellness Program
- Interpreter Services
- Integrated Family Therapy Program
- Family Dinner

**COMMITMENT TO HEALTH**
- Partnership with Dana-Farber Cancer Center
Our Care Team

- Physicians, Nurse Practitioners and Nurse Midwives
- RNs and LPNs
- Dentists and Dental Assistants
- High-risk Nurse Case Managers
- Medical Assistants
- Team Care Coordinators
- Health Ambassadors
- Medical Secretary
- Medical Interpreters and Language Line
- Call Center Staff
- Clinical Pharmacist
- Registered Dietitians and Nutritionists
- Infectious Disease & Special Populations Case Workers and Nurse Case Manager
- OB/GYN Case Managers
- Behavioral Health Counselors
- Social Health Coordinators and Peer Navigators
- Acupuncturist and Massage Therapist
- Fitness Center Staff

Ashley Baril, M.S.
Fitness Center Manager & Personal Trainer
- Shows how to make fitness a way of life for more than 1,500 people with a gym membership fee of $10 for adults, $5 for kids
“Fitness isn’t just for your physical health; it’s for your mental health. This is a safe, positive space for people in the community.”

Sameer Chinoy, M.D.
Director of Primary Care
- Oversees our novel Prescription for Health program; 15 years in community health
“What’s unique about Whittier is the patients feel you are really taking care of them. The gratitude I hear is so heart-warming. It keeps that flame and energy alive for us, helping people who need an incredible amount of care and support.”

Alex Ocampo, M.D.
Adult and Family Medicine
- Bilingual in Spanish; most of his patients are immigrants
“I personally love the mission of our health center and get a sense of purpose by serving my patients. And I couldn’t do my job without my team. We’re all in this together.”

Robert Edwards
Men’s Health Case Manager
- A lifeline to many through our Post-Prison Release Program
“In prison, they feel like no one cares about them. Whittier Street does care. No matter where you’re coming from, your ethnic background, the color of your skin—we are here to help you and your family so you can make it in society.”
Eli Perry is a quietly confident young man ready to soar out from under Whittier’s wing. The 20-year-old graduated this year from the John D. O’Bryant School, one of Boston’s three public exam schools, and now works full-time at Whittier’s Fitness Center.

Eli has three older brothers but is the first to complete high school. His standout academics come despite the generational poverty, violence and crime that surround him. In Whittier’s service areas, 25 percent of residents lack a high school diploma or GED, double the rate citywide. Unemployment ranges from 13.5 percent in Roxbury to 17.7 percent in North Dorchester.

Eli has seized every opportunity Whittier offers to at-risk youth. As a teenager he took part in Race Around Roxbury, our nutrition and fitness program for children with a high body mass index. At the time, Eli was struggling with his weight while dealing with personal issues, including grief over the loss of his beloved aunt. Eli attended after-school nutrition and fitness workshops at Whittier. He learned to prepare healthy foods—zucchini cookies are his favorite—and worked out in the Fitness Center with our youth fitness coordinator.

He lost 30 pounds. “I felt better about myself. I had less weight on my shoulders,” he recalls. Next stop for Eli was a summer job with Whittier’s Summer Enrichment Program for children aged 6 to 12. “I loved being a counselor,” he says. “I didn’t have as much of a childhood as I would have liked, so I felt like I was living one with other kids.”

Today, Eli is earning a steady income with benefits as part of the Fitness Center’s front desk staff. He is proud to help his mother pay rent and is planning his next career move (perhaps electrical trade school).

Ashley Baril manages the Fitness Center and is Eli’s supervisor. Ashley Baril is the Fitness Center’s manager and worked with Eli during Race Around Roxbury. She expects great things from him. “At first he seemed shy but now he’s not afraid. He sees he can do things by himself,” Ashley says. “He has a positive energy.”
Every Friday afternoon, about a half-dozen women gather in Whittier’s community meeting room for their sewing group, part of our arts therapy program. They stitch and snip to make pillows and quilts, but the group means more than crafting to Carol Crippen.

“We always have something to laugh and talk about. None of us knew each other before we came here, but we just clicked,” she says.

This sewing group is one of the several group treatments our behavioral health team offers to build community and decrease patient isolation.

A staggering 80 percent of Whittier’s patients have psychosocial issues, including depression and anxiety. Low-income people and racial minorities are more likely to face certain stressors—such as chronic stress, economic difficulties, hunger, family responsibilities and discrimination—that can harm their health.

Whittier represents a welcome, safe space for people who are especially vulnerable, according to Christine Pajarillo, LICSW, Whittier’s director of behavioral health.

“Many of the individuals we see have undiagnosed trauma due to chronic and long-term exposure to violence,” Pajarillo explains.

In one-on-one counseling, Pajarillo has helped Carol develop effective coping strategies to manage all of life’s stressors and transitions.

Carol counts on the center for a lot. She is a survivor of thyroid cancer (now in remission) and has kept her weight and cholesterol in check since taking nutrition classes. She’s also a regular at the Fitness Center.

“I have to stay in shape. I’m running for my life!” she says with a laugh.

What would her life be like without Whittier?

“Oh, I don’t even want to think about it,” she answers. “Anything I’m having a problem with, they try to help within the confines of this center.”

In 2018, we fully integrated Whittier’s behavioral health and primary care services to solidify “one-stop shopping” for patients and improve outcomes.

Individuals who visit Whittier for a check-up or illness can be referred, if needed, to mental health or substance abuse services right away, since providers are co-located in the same areas. Our behavioral health team offers:

• Outpatient therapy and medication management
• Open Access: a walk-in center for on-the-spot assessments and referrals, which is popular due to long wait lists for providers outside the center

Behavioral Health Integration

• A variety of group-treatment options
• Substance abuse programming

This integration continues our adherence to the high standards of two programs—NCQA’s Patient-Centered Medical Home (PCMH) Recognition and PCMH PRIME Certification—and supports our transition to value-based care that began in 2016.
“When my father finds a doctor he’s comfortable with, he opens up more. He knows he has to help himself because the doctor is willing to help him.”

—Jennifer Gonzalez, Lionel’s daughter

Whittrer’s Nikhil Sangave, Pharm.D., helped Lionel get his diabetes under control.

Whittrer cared for more than 1,900 people with diabetes last year, and nearly 1 in 6 had a blood sugar level in the severely elevated range, at risk for heart attack, stroke, blindness and kidney failure.

Lionel Gonzalez, age 59 and a native of Puerto Rico, was one of them.

Complicating Lionel’s case was the fact that he cannot read or write, according to his daughter, Jennifer. That makes it harder for him to follow doctor’s orders regarding medications, appointments and nutrition.

By many measures, education has a profound influence on socioeconomic status and overall health. At age 25, people without a high school diploma can expect to live nine fewer years than people who finished college.

Diabetes afflicts 15 percent of people without a high school education, compared to 7 percent for college graduates, according to one study. Nationwide, approximately 12 percent of both Hispanics and non-Hispanic Blacks have the disease.

Whittrer’s comprehensive diabetes management program calls for annual monitoring of patients with prediabetes (an A1c level of 5.7 to 6.4 percent), encouraging weight loss through diet and exercise, and the use of medical technology.

Education is another approach, according to Nikhil Sangave, Pharm.D. Our PCPs, pharmacists and nutritionists work together to empower patients and make sure they understand why treatment is so important.

“A lot of patients with uncontrolled diabetes view being placed on insulin as a defeat, which is incorrect. I educate them that they’re taking control of their health,” says Dr. Sangave.

Traditional diabetes treatment requires patients to draw blood, monitor their sugar levels and inject insulin at the same time each day. That’s a tall order for many people, especially those with socioeconomic stressors.

“Pricking your finger three to four times per day is painful and inconvenient. And if they’re not doing it correctly, we aren’t getting accurate readings,” Dr. Sangave explains.

Whittrer stays on the cutting edge of FDA-approved medications and trains its clinicians about new options to improve outcomes.

Lionel found success after Dr. Sangave prescribed a trio of drugs: Toujeo, a concentrated insulin that is less painful to inject, Trulicity, which is injected once per week and offsets weight gain, and Freestyle Libre, a continuous glucose-monitoring system that works without fingersticks.

Lionel also received nutrition counseling and dental care, since people with poorly controlled diabetes are at greater risk for dental problems.

Six months after treatment, Lionel’s blood sugar is under control, and he is grateful for Whittrer’s respect and genuine care.

“They treat me good and show me what is best for me,” he says.


3. American Dental Association
Every morning at 8:30, Wanda Elliot departs her Jamaica Plain home and walks 15 minutes to the bus that takes her to Whittier. The march itself would be good exercise, but upon arriving at Whittier, Wanda works out in the Fitness Center. It’s how she lost 57 pounds over four years and kept it off.

“My friends and family say, ‘you’re glowing now.’ It makes me want to keep coming,” Wanda says.

Wanda used to suffer the aches and pains of multiple knee surgeries and excess weight. Then her Whittier PCP wrote her a Prescription for Health.

“Prescription for Health is our philosophy for combining world-class medical care and quality wellness programs,” explains Sameer Chinoy, M.D. “We want to change unhealthy behavior and help people make healthy life choices to prevent illness and foster good health.”

Obesity is linked to nearly 30 preventable diseases, including type 2 diabetes, certain cancers, and cardiovascular disease. In Boston, Blacks and Hispanics have disproportionate rates of both overweight and obesity. People in racially segregated neighborhoods have fewer options for healthy-food markets and safe recreational spaces, according to the Boston Public Health Commission.

Prescription for Health is just one of many Whittier interventions for tackling high rates of obesity, and we are seeing results. About 36 percent of our adult patients had a healthy body mass index (BMI) in FY 2018, up from 20 percent in 2012.

Wanda’s prescription connected her with three professionals: a health coach for personal fitness training, a nutritionist for one-on-one counseling, and a care coordinator who makes referrals to food assistance and other resources.

This team and Wanda’s PCP monitored progress through her electronic medical record (EMR). They could see her latest weigh-ins, cholesterol screenings, visits to the Fitness Center and other activity. This view allowed them to offer steady encouragement at every interaction with her.

Patients struggling with food insecurity also have access to Whittier’s Community Wellness Garden, onsite Food Pantry, $2 bags of groceries delivered by Fair Foods, and cooking classes. Those classes gave Wanda a new approach to eating. Today she bakes instead of fries, eats plenty of fruits and vegetables, and drinks water instead of juice. She also attends a weight-loss support group.

“There are a lot of opportunities that make you want to come here. Different cultures and people, and everyone is treated the same. I fit right in,” Wanda says.

“It keeps me off the street, keeps me away from negative folk. It’s somewhere to come when you ain’t got no where else to go,” she adds.

Patients and community residents discovered a new place to access healthy foods in 2018: the Whittier Street Food Pantry. This onsite resource marks our latest effort to support the nearly 50 percent of patients plagued by food insecurity and hunger.

People who qualify receive a Prescription for Groceries they can exchange for one bag of groceries, twice a month, free of charge. Each bag covers the four food groups and is USDA-compliant.

They also receive nutrition information and referrals to the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC), Project Bread and other resources.

“I feel healthier. I feel relieved. I have more energy.”
—Wanda Elliot, Whittier patient
Kenneth Alston speaks with the candor and wisdom of a man who has seen hard times in his 57 years. He is eager to tell the story of his lifelong struggle with substance abuse.

“The more people you pull along on this journey of addiction and sobriety, that’s just a sign of you being willing to work through your recovery. To me it’s more positive than anything to share what I’ve gone through.”

Born in Boston, Kenneth grew up in Providence with his 14 full siblings and started abusing alcohol and cocaine as a youngster. In a life of ups and downs, he earned his associate’s degree, spent time incarcerated, enjoyed five-year and ten-year spells of sobriety, and relapsed in 2015.

“I was never, ever happy doing drugs, but I was hooked,” he adds.

Kenneth came to Whittier through the men’s support group of our Post-Prison Release Program. Re-entering the community after incarceration can be especially challenging for people with ongoing health needs, including mental health and substance abuse problems. Whittier collaborates with houses of correction, law enforcement agencies, faith-based organizations and other community partners to help former inmates re-enter society successfully. We connect individuals with health care, individual and group counseling, housing, job placement, skills development and job training.

In 2017, Whittier served 1,200 people through this program.

Each week, Kenneth meets one-on-one with Carolyn Reynolds, M.Ed., associate director of behavioral health. Although Kenneth did group therapy before, this personal counseling has been a first for him.

“I’ve learned so much about myself through therapy at Whittier. I have a go-to person for my emotions when I feel like I’m not strong enough to deal with recovery. I do have bad moments, but I don’t have bad days anymore,” he says.

Carolyn says it often requires individual counseling to work through the underlying pain that leads to relapse.

“You can be clean but still hold onto guilt and shame from when you were using. In therapy you learn to forgive yourself. You made a mistake, but you’re not a mistake,” she says.

Kenneth is confident he’s turned a corner for good. “The cleaner I get, the more focused I get and the more I want a better life. I realize I am somebody, too.”

Kenneth counts on Carolyn Reynolds, M.Ed., for one-on-one counseling that has changed his life.

Kenneth’s Care Plan

- Primary care
- Personal counseling
- Post-Prison Release Program

Fighting the Opioids Epidemic

“Whittier Street Health Center’s outreach team is the only team providing services there. … Your agency reminds me why I come to work every day … to ensure that programs like yours have what is needed to fight the good fight.”

Stacey Bourgeois, Public Health Advisor, Centers for Disease Control and Prevention

Four out of five heroin addicts begin their addiction through pain medication, often legally prescribed.* In addition, the street-level opioids ravaging impoverished areas often are mixed with toxic additives like fentanyl, making them cheaper and deadlier. Our home neighborhood of Roxbury had the highest per capita rate of Narcan® use in the city. In 2016, we responded to six “code blue” medical emergency calls within three months for people in our clinic overdosing on heroin.

To combat these issues, in 2017 Whittier launched It Takes a Village, a system of community mobilization, overdose prevention, treatment and support for people at high risk for overdosing from opioids.

This campaign has two aims: 1) prevent and reduce OUD risk and 2) promote a comprehensive and multidisciplinary approach to chronic pain management. In less than a year:

- The number of patients on prescription opioids declined 42 percent, from 1,000 to 415. Whittier’s Opioids Committee advises providers on medication selection, dosage, monitoring and proper termination of controlled substances.
- Approximately 150 patients received medication-assisted treatment (MAT) services to treat OUD.
- All behavioral health clinicians, front desk staff and security members were trained to administer Narcan.

*Source: Massachusetts Governor Charlie Baker’s Opioid Working Group

IMPACT

COMMUNITY AND SOCIAL CONTEXT

Kenneth

Kenneth’s Care Plan

• Primary care
• Personal counseling
• Post-Prison Release Program
Access to Health Care

I have to advocate for my patients.
— Dr. Alex Ocampo, Porfirio’s PCP

Alex Ocampo, M.D., has seen plenty of high blood sugar readings in his career. But when the lab results came in for his new patient, Porfirio Villanova, Dr. Ocampo was taken aback. A normal blood sugar level is 140 mg/dL or below. Readings at 200 or higher indicate diabetes, and 315 or higher is dangerously high. Porfirio’s blood sugar was over 500—a medical emergency.

“I was feeling ill. I was having episodes of dizziness. I could not sleep,” Porfirio recalls (speaking in Spanish, assisted by a Whittier translator).

Dr. Ocampo says Porfirio’s uncontrolled diabetes—along with high blood pressure and high cholesterol—not only put him at serious risk for a heart attack or other system failure, it meant he could not receive surgery for his prostate cancer. (Diabetes increases the risk of infection and other complications from surgery.)

An immigrant from the Dominican Republic, Porfirio knew he had cancer, but the diabetes diagnosis came as a surprise. Access to quality, consistent health care is often a rarity for the low-income communities we serve.

“I have a lot of patients that come in with, for example, mildly elevated blood pressure, but they don’t have housing. So the least of their worries is taking a medication,” Dr. Ocampo explains.

In these instances, he walks patients down to our Men’s Health Clinic where case coordinators help to secure housing, food or other resources. Dr. Ocampo started Porfirio on insulin and arranged for medication and nutrition counseling. He also referred Porfirio to Boston Medical Center for cancer care.

“I called to get him an appointment as soon as possible. I have to advocate for my patients,” says Dr. Ocampo, who is bilingual in Spanish.

Many cancer patients at Whittier receive treatment through our partnership with Dana-Farber Cancer Institute, which has satellite offices in our building. Some even use Dana-Farber’s telemedicine app from their computer or smartphone to check in with providers from the comfort of home.

“Even a half-day off from work can be a lot for our patients, so to offer them a teleconference visit is amazing,” says Dr. Ocampo. “It’s a service I wouldn’t expect a community health center to have.”

Today Porfirio’s diabetes is under control and he hopes to have surgery soon. “I’m very thankful for Dr. Ocampo,” he says. “They treat me great in every department here at Whittier.”

The nation’s leading cause of death is cardiovascular disease (CVD). Here in Boston, about 37 percent of Blacks and 26 percent of Latinos have CVD, compared to 19 percent of Whites and 16 percent of Asians.*

But there is good news—over 80 percent of Bostonians under age 45 do not have a diagnosis of CVD, including the minority men most at risk. This presents an opportunity to prevent heart disease before it takes hold.

Healthy Men, Healthy Families is Whittier’s cardiovascular care management program for individuals aged 18 to 45.

We use electronic medical records to identify patients and community members at risk for CVD. Our social health coordinators and youth advocates also recruit in person at local gathering spots.

Once enrolled, participants receive education, risk-factor screenings and a needs assessment. At-risk individuals advance to a care plan and follow-up. This work is helping individuals live longer lives for healthier families and more productive households.

*Source: 2014 Boston Public Health Commission study
On November 14, 2018, Whittier’s Board of Directors hosted a dedication event to celebrate the facility’s naming—the Frederica M. Williams Building—and the center’s remarkable growth and transformation over the past 16 years.

The story of Whittier since 2002 shows how an individual’s tenacity, passion and determination to do good can achieve an astounding result.

Under Ms. Williams’ steady leadership since 2002, Whittier has grown in capacity and impact to where it stands today:

• Serving 30,000 people per year
• Annual budget of close to $30 million
• Operating in a 78,900 square-foot, LEED-certified, independently-owned facility
• Dozens of fully-integrated programs and services to meet our patients’ diverse medical, behavioral and social needs and to improve health outcomes

Most importantly, Whittier now has the business and community partnerships and the financial stability to give local residents the promise of a better life for generations to come.

#### Building Our Legacy and Future

- Ms. Williams named President and CEO
- Launches first 5-year strategic plan with a vision to serve as the premier urban health center for diverse populations
- Post-Prison Release Program
- Grand opening of new headquarters. Completed 14 months ahead of schedule, $640,000 under budget. State-of-the-art building designed by DHK Architects and constructed by Suffolk Construction Company in partnership with Ms. Williams
- NCQA recognition: Level 3 Patient Centered Medical Home
- Dana-Farber Community Cancer Center at Whittier and Breast Health Program
- Whittier’s Boston Health Equity Program launched: Population Health Management System
- Food Pantry
- Satellite Clinic and Pharmacy on Blue Hill Avenue opens to meet growing demand in Dorchester
- Men’s Health Clinic
- Geriatric Clinic
- Ms. Williams announces partnerships with Dana-Farber Cancer Institute and Brigham and Women’s Hospital
- Jamaican Plain Clinic
- Community Health Integrated Center
- Fitness Center
- Art in Healthcare Program
- Dana-Farber Community Cancer Center
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- Whittier’s Boston Health Equity Program launched: Population Health Management System
- Food Pantry
- Satellite Clinic and Pharmacy on Blue Hill Avenue opens to meet growing demand in Dorchester

#### Key Milestones

- **2002**
  - Ms. Williams named President and CEO
  - Launches first 5-year strategic plan with a vision to serve as the premier urban health center for diverse populations
  - Post-Prison Release Program
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  - Launches first 5-year strategic plan with a vision to serve as the premier urban health center for diverse populations
  - Post-Prison Release Program
- **2010**
  - Ms. Williams named President and CEO
  - Launches first 5-year strategic plan with a vision to serve as the premier urban health center for diverse populations
  - Post-Prison Release Program
- **2011**
  - Ms. Williams named President and CEO
  - Launches first 5-year strategic plan with a vision to serve as the premier urban health center for diverse populations
  - Post-Prison Release Program
- **2012**
  - Ms. Williams named President and CEO
  - Launches first 5-year strategic plan with a vision to serve as the premier urban health center for diverse populations
  - Post-Prison Release Program
- **2013**
  - Ms. Williams named President and CEO
  - Launches first 5-year strategic plan with a vision to serve as the premier urban health center for diverse populations
  - Post-Prison Release Program
- **2014**
  - Ms. Williams named President and CEO
  - Launches first 5-year strategic plan with a vision to serve as the premier urban health center for diverse populations
  - Post-Prison Release Program
- **2015**
  - Ms. Williams named President and CEO
  - Launches first 5-year strategic plan with a vision to serve as the premier urban health center for diverse populations
  - Post-Prison Release Program
- **2016**
  - Ms. Williams named President and CEO
  - Launches first 5-year strategic plan with a vision to serve as the premier urban health center for diverse populations
  - Post-Prison Release Program
- **2017**
  - Ms. Williams named President and CEO
  - Launches first 5-year strategic plan with a vision to serve as the premier urban health center for diverse populations
  - Post-Prison Release Program
- **2018**
  - Ms. Williams named President and CEO
  - Launches first 5-year strategic plan with a vision to serve as the premier urban health center for diverse populations
  - Post-Prison Release Program
Healing Arts

Many first-time visitors to Whittier are taken aback by the hundreds of original artworks that adorn nearly every wall in the building. Even from outside, passers-by can see the beauty within through the glass walls.

There are portraits, streetscapes and abstracts. Paintings, textiles and mixed media. Rich, vibrant colors; noble people of color.

Many of the artists are local and reflect the diversity of our community. Some artists donated their works while Whittier commissioned others with pledges from benefactors.

This "art museum within a health center" concept is central to Ms. Williams' uniquely creative vision and serves as a powerful symbol of hope, healing and the way forward.

"The visual arts can create spaces that help improve patients' experiences and health outcomes," Ms. Williams explains, citing medical research. "Every piece of art is geared toward promoting wellness in mind, body and spirit."

Signature Events

Our 85th year of service was robust with celebration, community-building and expressing gratitude for Whittier’s friends. We also raised more than $775,000 for services and programs.

Fundraisers and Celebrations

2018 Roast of Sam Kennedy
President and CEO of the Boston Red Sox

Ms. Williams was joined by Sam Kennedy (left), Boston Mayor Martin J. Walsh, and journalist Mike Barnicle at the April event, which raised nearly $700,000.

Two special guests from Whittier’s youth development programs presented awards at the Fairmont Copley Plaza event.

85th Anniversary Celebration

This February event at Whittier recognized Black History Month.

Matthew Fishman (left), vice president of community health, Partners HealthCare; Ms. Williams; Wanda McClain, vice president of community health and health equity, Brigham and Women’s Hospital; Eva Clark, Whittier board of directors

Women for Whittier Holiday Tea

Karen Holmes Ward (left), director of public affairs and community services and executive producer of CityLine, WBZ; Kenney Garcia, global head of client solutions group and program management officer; Carolyn Jones, market president and publisher, Boston Business Journal; Ms. Williams

18th Annual Men’s Health Summit

Michael Curry, Esq. (left), executive VP, Mass League of Community Health Centers; State Rep. Chynah Tyler; Frank Holland, keynote speaker; anchor/reporter, NBC10 Boston; Dumas Lafontant, director of Whittier’s Lower Roxbury Coalition; Ms. Williams; Edwin “Cat” Harris, manager of workforce development, Suffolk County House of Correction; Kevin Cessar, CEO of CAM Office Supplies

Ms. Williams presents the Men’s Health Champion award to Phil Lembo, EVP, CFO and treasurer of Eversource Energy.

Annual Meeting

This February event at Whittier recognized Black History Month.

Matthew Franklin (left), vice president of community health, Partners HealthCare; Ms. Williams; Shanda McChesney, vice president of community health and health equity, Brigham and Women’s Hospital; Eva Clark, Whittier board of directors
Community and Health

Back to School BBQ

Boo to Bad Health

Clean Teeth for Toys

Geriatric Celebration

Haitian Heritage Day

Hispanic Heritage Day

Mother’s Day Lunch

Slice of Thanks

World AIDS Day

Linda Dorcena Forry, vice president for diversity at Suffolk Construction, delivered the keynote address at this summer gathering.
## Financial Profile

**Value of Free Health Care Provided**

- **$2,662,000**

**Percentage of Patients**

- **36%** of patients are uninsured

### FISCAL YEAR 2018

#### Balance Sheet

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current</td>
<td>$13,819,260</td>
</tr>
<tr>
<td>Fixed Assets</td>
<td>$30,866,940</td>
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<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>$44,686,200</strong></td>
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<table>
<thead>
<tr>
<th>LIABILITIES</th>
<th>Value</th>
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</thead>
<tbody>
<tr>
<td>Current</td>
<td>$2,381,009</td>
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<tr>
<td>Long term</td>
<td>$7,046,053</td>
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<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td><strong>$9,427,062</strong></td>
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</table>

<table>
<thead>
<tr>
<th>NET ASSETS</th>
<th>Value</th>
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<tbody>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td><strong>$44,686,200</strong></td>
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</tbody>
</table>

### Statement of Activities

#### Revenue

<table>
<thead>
<tr>
<th>Source</th>
<th>Value</th>
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</thead>
<tbody>
<tr>
<td>Patient Services Revenue</td>
<td>$12,479,048</td>
</tr>
<tr>
<td>Grants and Contracts</td>
<td>$8,279,049</td>
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<tr>
<td>Fundraising and Contributions</td>
<td>$1,263,058</td>
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<tr>
<td>Other</td>
<td>$6,392,748</td>
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<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td><strong>$28,413,903</strong></td>
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</table>

#### Expenses

<table>
<thead>
<tr>
<th>Category</th>
<th>Value</th>
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</thead>
<tbody>
<tr>
<td>Clinical Programs</td>
<td>$24,871,475</td>
</tr>
<tr>
<td>Administration and Finance</td>
<td>$3,285,648</td>
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<tr>
<td>Facilities</td>
<td>$1,610,565</td>
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<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td><strong>$29,767,688</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Net Operating Income/(Loss)</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$ (1,353,785)</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Net Non-Operating Income/(Loss)</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$ 5,532,395</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Change in Unrestricted Net Assets</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$ 4,178,610</strong></td>
<td></td>
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</tbody>
</table>
Our Donors

$250,000
Centers for Disease Control (renewal)
Health Resources & Services Administration (HRSA)

$100,000 – $249,999
Danis-Farber Cancer Institute
Guest Diagnostics

$50,000 – $99,999
National Nurse-Led Care Consortium
Tufts Geriatric Care Management

$25,000 – $49,999
Boston Bruins
Boston Red Sox
Eversource Energy
James J. Judge
Liberty Mutual Foundation
Red Sox Foundation

$10,000 – 24,999
AT&T
Bank of America
Blue Cross Blue Shield of Massachusetts
Citizens Financial Group
Creative Artists Agency (CAA)
CVS Caremark Corporation
Eastern Bank Charitable Foundation
Frank Resnek
Frederica M. Williams
Goldman Sachs & Co
Goodwin Procter LLP

$5,000 – $9,999
Aramark
Bennett Family Foundation
Beathouse Group Inc.
Boston Celtics Shamrock Foundation Inc.
Boston Celtics Shamrock Foundation Inc.
Boston Eveing Clinic Foundation
Boston Medical Center
Boston Medical Center HealthNet Plan
CAM Office Services Inc.
Charter Oak Utility Constructors Inc.
Comcast Boston Corp.
Craig Brown
CRESA
DAIG Architects
Emst & Young
Gloria McPhail
Hamilton Charitable Foundation
Jonas Fields, Charles Hannagan and David Walters Charitable Foundation
National Grid
Optum, Inc.
Partners Community Health
West Insurance Agency
Zelis Healthcare

$2,500 – $4,999
AAA Northeast
AARPCA
Beacon Health Options
Boston Children’s Hospital
Boston Private Bank and Trust Co.
Brookline Bank
Century Bank
Christine Carmody
Colette Phillips Communications, Inc.
Donoghue Barrett & Singal PC
Entercom Boston LLC
Game On Fenway LLC
General Catalyst Partners
Gilbane Building Company
JHD Corporation
JLL
Joel Hollander
John Hancock Financial Services
Johnson & Johnson
Korn Ferry
KPMG
Live Nation Worldwide Inc.
Lyons Group
Marc Spooner
Mark Fishery
Massachusetts League of Community Health Centers
Matthew F. Shadrack
Michael Ziring
Neighborhood Health Plan
O’Neill and Associates, LLC
Owens Movers
Stop & Shop New England
TD Garden
The Jason Hayes Foundation

$1,000 – $2,499
AdMedTech Foundation
Allyce Najmy
Associated Grant Makers, Inc.
Bay State Physical Therapy
Berkshire Children & Families
Cotton Mather Cleveland
Harvard Pilgrim Health Care
James Lee
John E. Butterworth
Kate Sullivan
Laurette Okoye
Lower Roxbury Coalition
Michael Barnicle
Morgan Memorial Goodwill Industries, Inc.
Nuestra Comunidad Dev. Corp
Philip J. Lembo
Raj Sharma
RCAH/Health Resources—Wellness Seed Funding
Related Beal, LLP
Senior Whole Health
Sullivan & Mclaughlin Companies, Inc.
Travaglini, Eisenberg & Kiley LLC
Tufts Health Plan Foundation
Valerie Roberson
W.B. Mason Company
Bill Fine

$500 – $999
Carolyn Miles
Charlotte Goodwin
Colette Phillips, Inc.
Craig Estes
Dorothy M. Sheehan
Edward L. Jendyk
Erin J. Coleman
Frank Resnek
Gloria McPhail
Henry Ford Health System
Michael Barnicle
Morgan Memorial Goodwill Industries, Inc.
Nuestra Comunidad Dev. Corp
Patricia Jacobs
Paula Lacombe
Peter Amenta
Scott Bogosian
Toup Parkinson
WCVB-TV Channel 5
William Foery

$100 – $499
Adam Grossman
Ann Lagasse
Anthony Samuels
Barbara J. Lottero
Beulah F. Providence
Brad McGill
Brenda Moniera
Brendan Monahan
Caroline L. Davis
Christopher McConville
Chrisy Egun
Colleen Doherty
Craig Estes
Daniel Driscoll
Denise Costantino
Don Denis
Donna Breen
Drew Donahue
Fredi Shonkoff
Habib Sioufi
Hal Tovin
Hannah Grove
Hannah Brookstone
Harvey A. Peck
Jeanne Murphy
Jeanne Murphy
John D. Reardon
John E. Butterworth
John Nichols
Joyce Gallagher Sullivan
Karen Holmes Ward

We apologize for any and all inaccuracies or errors of omission. Please contact the Development Office at 617-989-3119 so we can improve our lists in the future. Please note that multiyear pledges are recognized only in the year pledged. Thank you!
Years ago, while doing outreach for Whittier’s Post-Prison Release Program, I met with a gentleman named Tyrone at Nashua Street Jail in Boston. He was preparing to return home after incarceration, and I was there to explain Whittier’s services.

After hearing what I had to say, Tyrone looked at me skeptically. “You’re just mouth. You’re just talk,” he said.

I answered back, “I am here so you don’t have to spend another year in jail. My word is my bond: Once you get out, I will help you.”

Tyrone said, “No one has spoken to me in that way before, but I’m going to take your word.”

Today Tyrone has a job with the City of Boston in the public works department. He has been out of prison for years. He has not touched drugs or alcohol. He is working and supporting his family. Every year at Christmas he still visits me with his family to give thanks. I say, “I don’t need a gift. Your gift to me is that you are happy and free and your family has you.”

That is why I find this work so desirable. I feel like I have to give. I have to be there for people like Tyrone.
Whittier Street Health Center
FREDERICA M. WILLIAMS BUILDING
1290 Tremont Street
Roxbury, MA 02119
(617) 427-1000

Whittier Street Health Center
@QUINCY COMMONS
278 Blue Hill Avenue
Roxbury, MA 02119
(617) 858-2550

www.wshc.org