1290 TREMONT STREET

FREDERICA M. WILLIAMS BUILDING



WHITTIER STREET HEALTH CENTER

Building Our Legacy and Future Annual Report FY2018

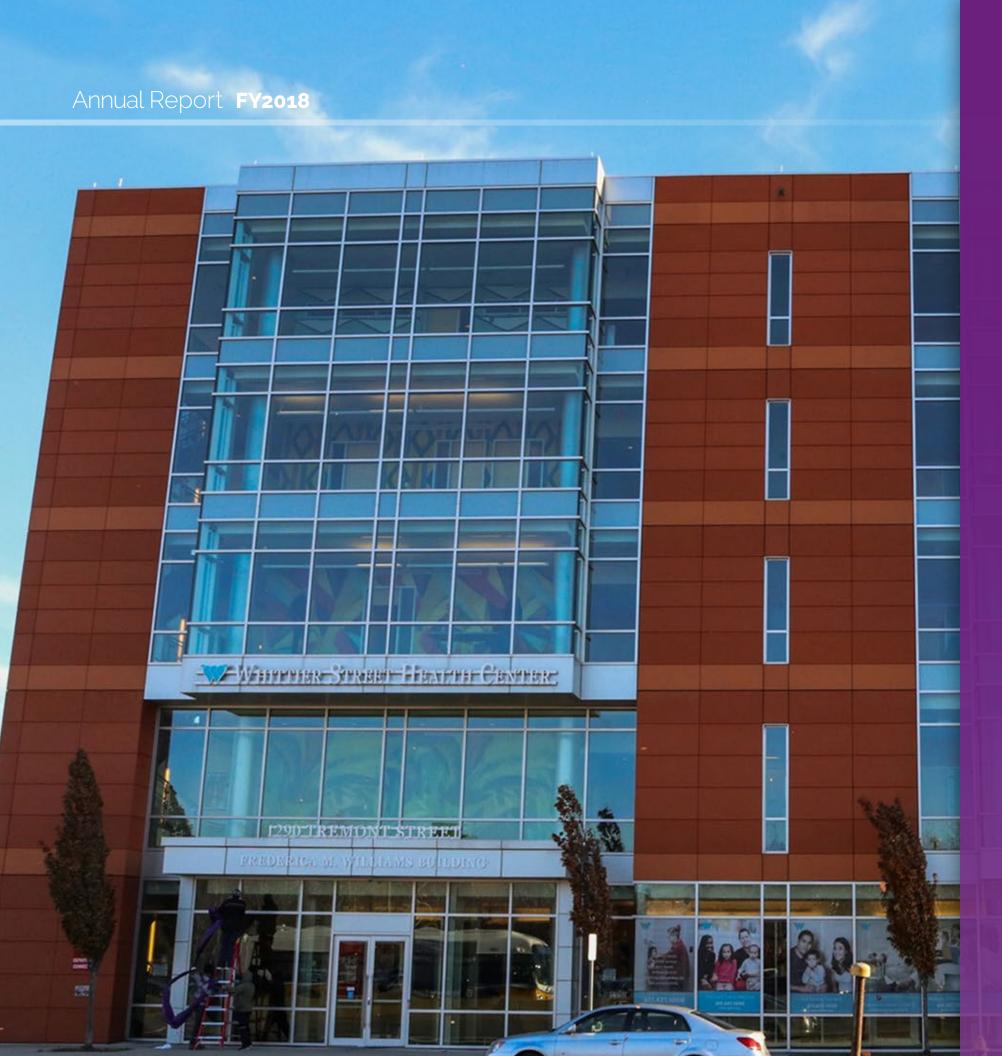




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Message from the President & CEO and Board Chair



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.



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

FREDERICA M. WILLIAMS
President & CEO



PASTOR GERALD BELL Board Chair

Turpact Profile

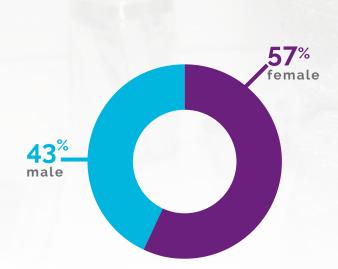
Mission: To provide high-quality, reliable and accessible primary care and support services for diverse populations to promote wellness and eliminate health and social disparities.

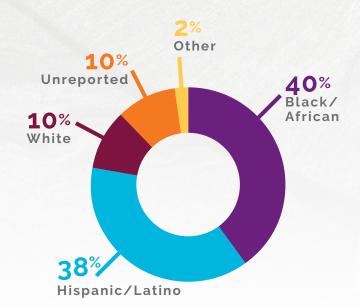


The People We Serve



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



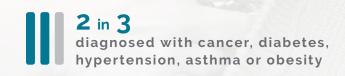




reside in one of the 17 public housing developments within 1 mile of our facility

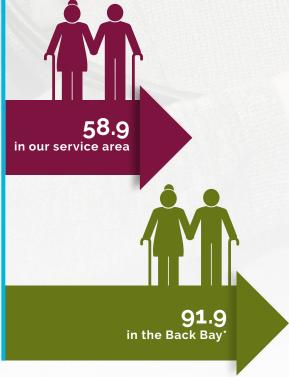












*Source: Boston University School of Public Health, 2015 study

Topact Profile

115,448



22,000+

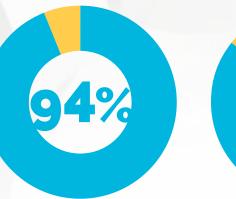
outreach visits



42%

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%

Source: FY18 Whittier Street Patient Satisfaction Survey



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



NCQA Patient-Centered

Connected Care™ Recognition

Certificate of Recognition



"Promising 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.



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



in America for community health centers

for patient satisfaction with behavioral health services, 2018*

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



by *Boston Globe*, fifth consecutive year

2018 Annual Report | WSHC.ORG

84%would refer

someone to us

All the Ways We Care

Whittier offers more programs and services than ever—all centered on holistic, whole-person care and the social determinants of health.





- 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



- 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

Health **FOOD AND NUTRITION**

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

Health 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

Health 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

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."

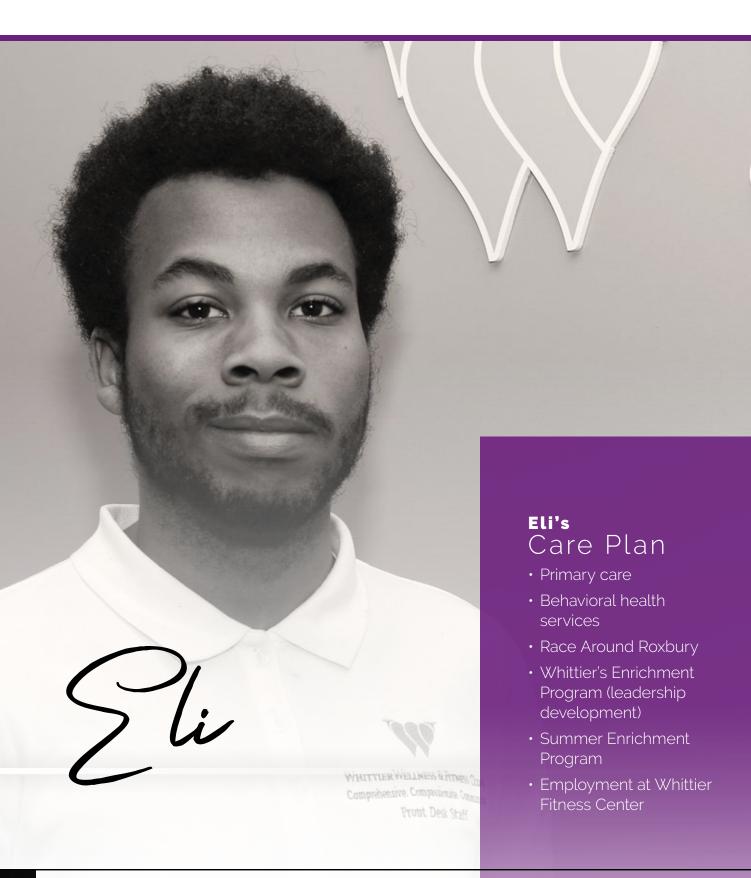
Robert Edwards

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."







Ashley Baril manages the Fitness Center and is Eli's supervisor.

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 afterschool 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.

"I loved being a counselor.
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."

-Eli Perry, Whittier patient

He lost 30 pounds. "I felt better about myself. I had less weight on my shoulders," he recalls.

And he didn't stop there. In Whittier's Enrichment Program for leadership development, he and a group of peers learned to recognize and face threats to their health and wellbeing, like substance abuse and sexually transmitted diseases. They also built life skills such as resume-building and financial literacy.

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 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."

IMPACT

Youth Leadership Development

 $\label{thm:completed} \textit{Twenty shining stars completed the Whittier Enrichment Program for youth development in 2017.}$

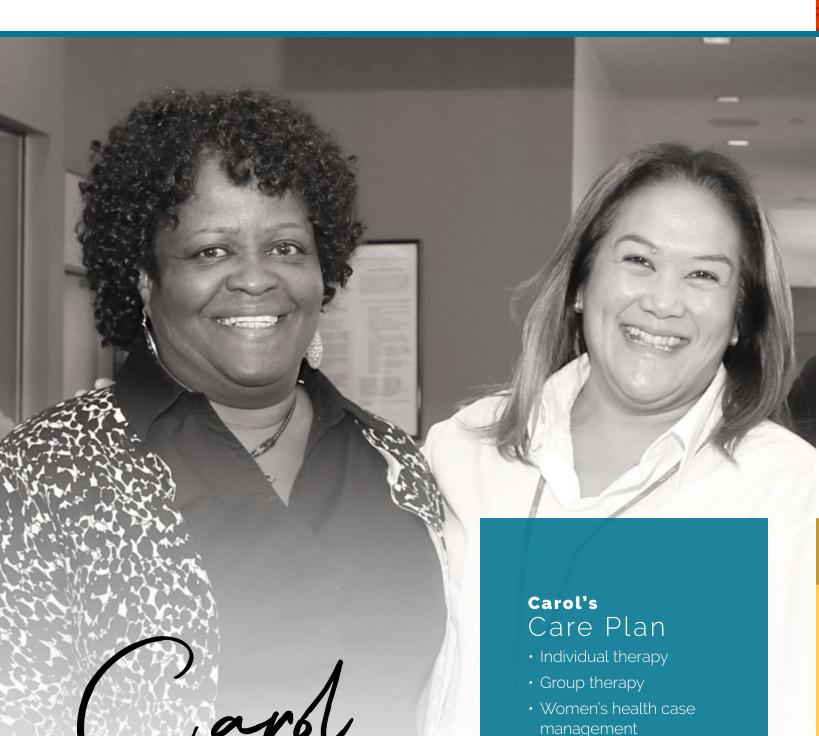
This series of workshops is led by our youth program coordinator, youth outreach worker and community

clinician. Here is a sampling of what participants reported was most special about the program:

- STI/HIV awareness events and workshops
- Meeting new people and building long-lasting friendships
- Engaging with people at community events, which made them feel hopeful
- Gaining public-speaking skills
- Having a safe place to go after school
- Eating healthy food at gatherings. (Some mentioned relying on Whittier to eat.)

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NEIGHBORHOOD & Health PHYSICAL ENVIRONMENT



Carol Crippen, left, and her therapist, Christine Pajarillo, LICSW

Whittier's weekly sewing group is a place for laughs and support.

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.

"I am in charge of my happiness. I try not to get down. At this age it's about what I like, what I want, and I go for it."

-Carol Crippen, Whittier patient

"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."

IMPACT >> Behavioral Health Integration

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

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

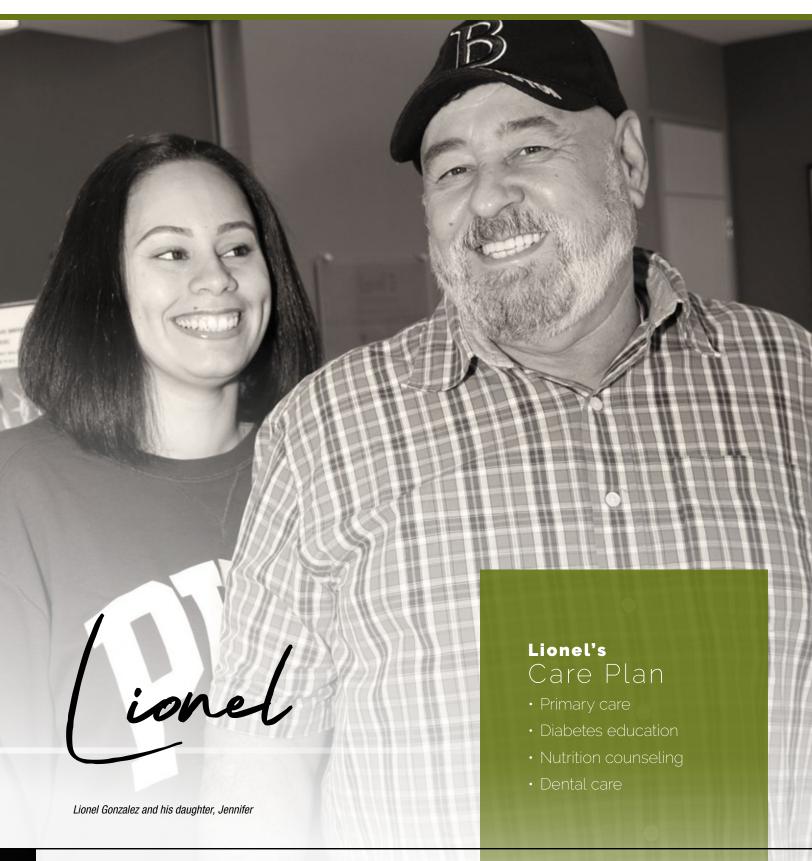
This integration continues our adherence to the high standards of two programs—NCQA's Patient-Centered Medical Home (PCMH) Recognition and PCMH PRIME Certification—and supports our transition to value-based care that began in 2016.

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Nutrition counseling

Fitness Center member

Health = EDUCATION





Whittier's Nikhil Sangave, Pharm.D., helped Lionel get his diabetes under control.

Whittier 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.¹ 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.² Nationwide, approximately 12 percent of both Hispanics and non-Hispanic Blacks have the disease.3

Whittier'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.

"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

"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.

Whittier 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 Whittier's respect and genuine care.

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

- Health, United States, 2011: with special feature on socioeconomic status and health. Hyattsville, MD: National Center for Health Statistics; 2012.
- Schiller JS, Lucas JW, Peregoy JA. Summary health statistics for U.S. adults: National Health Interview Survey, 2011. Vital Health Stat 2012;10(256).

IMPACT >>> The Clinical Pharmacist

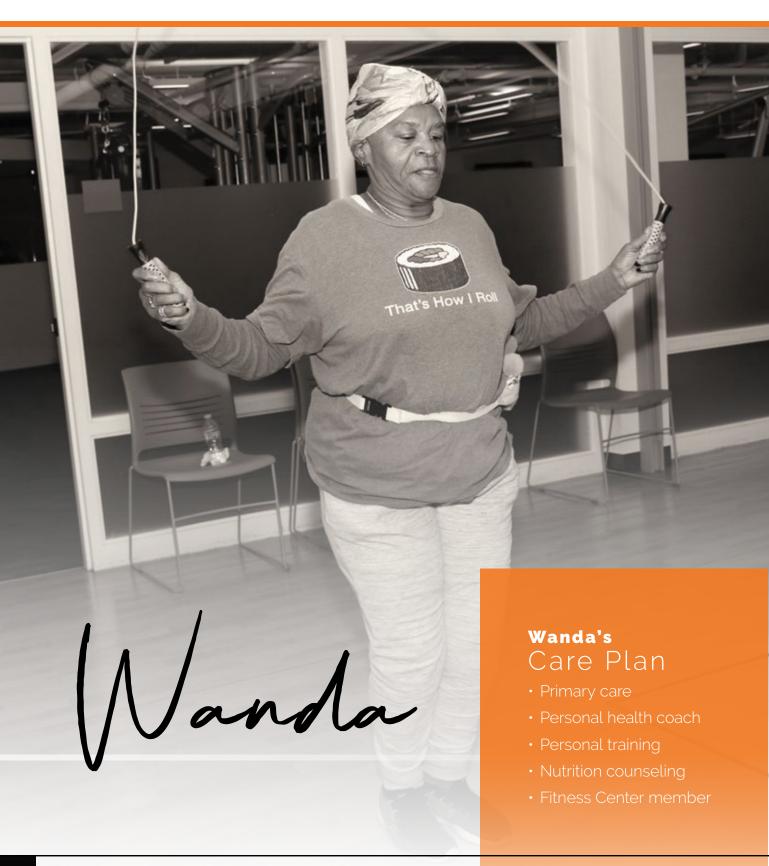
Nikhil Sangave, Pharm.D., is a familiar face to most folks at Whittier. He keeps an office in our primary care area, conducts in-service trainings for providers, and sits on our Opioids Committee, which oversaw a 42-percent reduction in the number of patients on prescription opioids in 2018.

The integration of a clinical pharmacist into primary care is an important feature of Whittier's innovative care delivery model. This setup allows us to capitalize on the expertise of a doctoratelevel position to educate patients, consult with providers and advise on policy.

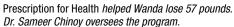
For urban community health centers, the clinical pharmacist has been linked¹ to higher quality measures, including controlled hypertension; the appropriate use of aspirin, statin and asthma medications; evidence-based pharmacist consultations; and medication consultations. Patients and providers also report better satisfaction after working with a clinical pharmacist, according to numerous studies.

1. Gentry CK, Park RP, Rosenbloom ST, et al. Integration of clinical pharmacist services into an underserved primary care clinic utilizing an interprofessional collaborative practice model. J Health Care Poor Underserved 2016; 27: 1–7. [PubMed]

Health FOOD AND NUTRITION







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 worldclass 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

"I feel healthier. I feel relieved. I have more energy."

-Wanda Elliot, Whittier patient

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-onone 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.

IMPACT Whittier Street Food Pantry

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 a 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.

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Health COMMUNITY AND SOCIAL CONTEXT





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

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 incar-

ceration 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."

IMPACT

Twnittier Street Health
Center's outreach
team is the only team
providing services
[herel. ... Your agency
reminds me why I com
to work every day ...
to ensure that
programs like yours
have what is needed to

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

After accompanying Whittier's street-outreach team helping opioid users near Massachusetts Avenue and Melnea Cass Boulevard

Fighting the Opioids Epidemic

Four out of five heroin addicts begin their addiction through pain medication, often legally prescribed.*

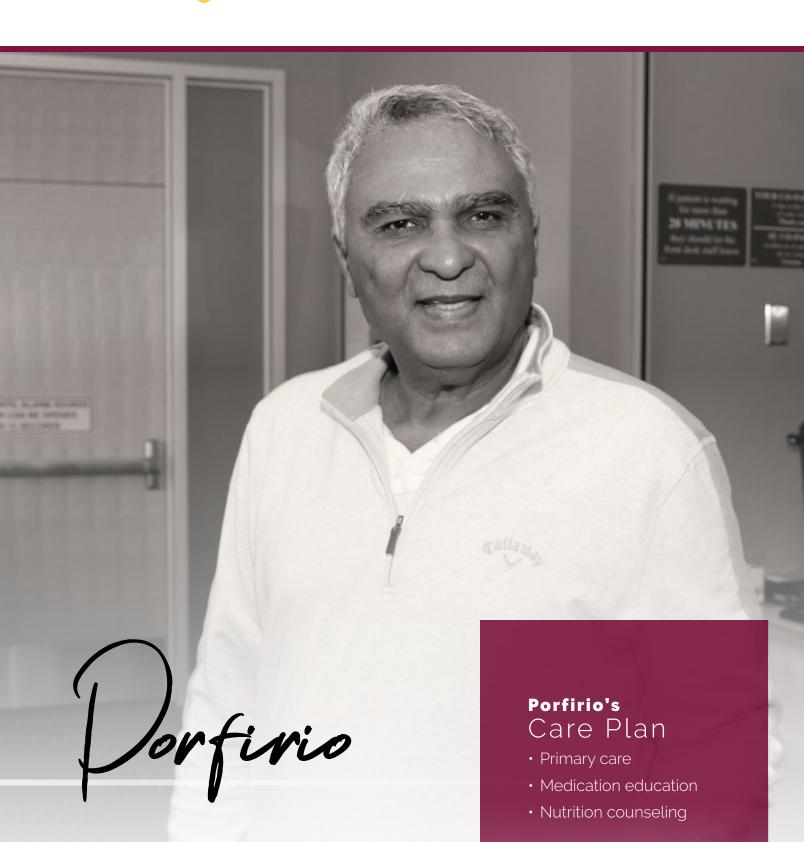
In addition, the street-level opioids ravaging impoverished areas often are mixed with toxic additives like fentanyl, making them cheaper and deadlier. Our home neighborhood of Roxbury had the highest per capita rate of Narcan® use in the city. In 2016, we responded to six "code blue" medical emergency 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





"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."

IMPACT >>

Stopping Heart Disease Before It Starts

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.

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*Source: 2014 Boston Public Health Commission study

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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.







- 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**
- Mobile Health Van begins serving the
- The Board of Directors votes to name the center the Frederica M. Williams Building

2002

Recognition and accreditations

2003

2004

2005

bargains with the City of Boston and three

land developers to acquire the parcel of

2011

2012

2015

2016

2017

7 |

2018

- Ms. Williams named President and CEO
- Works with her team to eliminate losses and introduce new programs. Embarks on 10-year journey to raise \$37 million for a permanent home for Whittier
- **■** Joint Commission accreditation (formerly JCAHO)

■ Men's Health

■ Geriatric Clinic

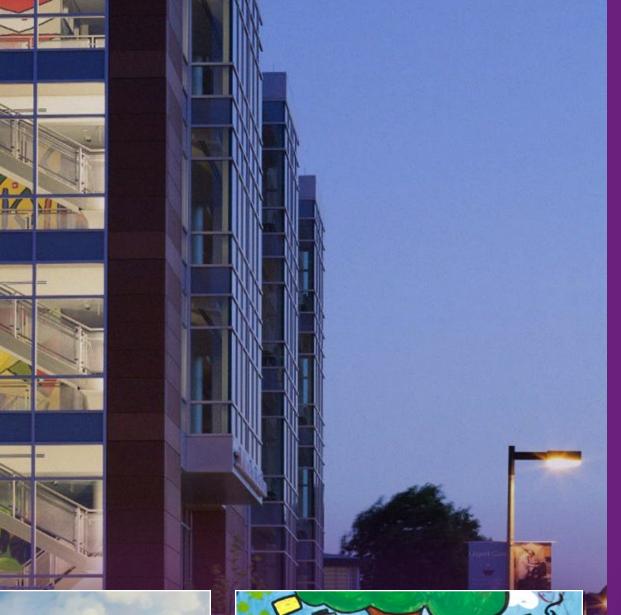
land at 1290 Tremont Street.

 Ms. Williams announces partnerships with Dana-Farber Cancer Institute and Brigham and Women's Hospital

- Art in Healthcare
- **Fitness Center**
- Community
- NCQA recognition: PRIME Behavioral and Primary Care Health Integrated
- Satellite Clinic and Pharmacy on Blue Hill Avenue opens to meet growing demand in Dorchester

24

2010





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.1 "Every piece of art is geared toward promoting wellness in mind, body and spirit."

¹ The Connection Between Art, Healing, and Public Health: A Review of Current Literature. American Journal of Public Health. 2010 February; 100(2): 254–263.

Cooling Off at the Beach Uthman Paul Andrews Location: Dana-Farber Community

Artist: Whittier art therapy patient **Location: Behavioral Health Arts Therapy**

Youth with Artists for Humanity (AFH)

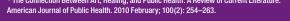
Location: Pediatrics Waiting Area

Uthman Paul Andrews Location: Adult and Family Medicine

Location: Computer Lab











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 Bamicle 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.



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 "Val" Harris, manager of workforce development, Suffolk County House of Correction; Kemo Ceesay, CEO of CAM Office Supplies

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

Women for Whittier Holiday Tea

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



85th Anniversary Celebration





Ms. Williams celebrated with Whittier's Carolyn Reynolds, M.Ed., associate director of behavioral health (left photo), and Eva Clark, board member.

Patients took part in this festive gathering, held at Whittier in August.

Annual Meeting



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



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Community and Health



Back to School BBQ







Boo to Bad Health







Clean Teeth for Toys







Geriatric Celebration



Haitian Heritage Day



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



Hispanic Heritage Day





Mother's Day Lunch







Slice of Thanks



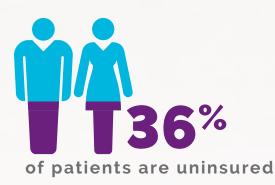
World AIDS Day



Financial Profile

of social services provided free of charge





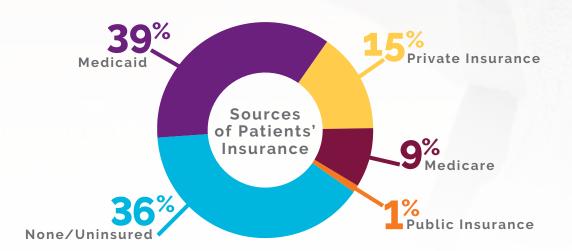
Patient services revenue

Sources of Revenue

57%

Grants, contracts, fundraising

and other



FISCAL YEAR 2018

Balance Sheet

A	S	Ē	T	S	
		_	-		

 Current
 \$ 13,819,260

 Fixed Assets
 \$ 30,866,940

 TOTAL ASSETS
 \$ 44,686,200

LIABILITIES

 Current
 \$ 2,381,009

 Long term
 \$ 7,046,053

 TOTAL LIABILITIES
 \$ 9,427,062

NET ASSETS \$ 35,259,138

TOTAL LIABILITIES \$ 44,686,200

Statement of Activities

REVENUE

 Patient Services Revenue
 \$ 12,479,048

 Grants and Contracts
 \$ 8,279,049

 Fundraising and Contributions
 \$ 1,263,058

 Other
 \$ 6,392,748

 TOTAL REVENUE
 \$ 28,413,903

EXPENSES

Clinical Programs \$ 24,871,475
Administration and Finance \$ 3,285,648
Facilities \$ 1,610,565

TOTAL EXPENSES \$ 29,767,688

NET OPERATING INCOME/(LOSS) \$ (1,353,785)

NET NON-OPERATING INCOME/(LOSS) \$ 5,532,395

\$ 4,178,610

33

CHANGE IN UNRESTRICTED NET ASSETS



\$250,000

Centers for Disease Control (renewal) Health Resources & Services Administration (HRSA)

\$100,000 - \$249,999

Dana-Farber Cancer Institute **Quest 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

Robert and Kathleen Mahoney

Thomas and Donna May

\$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

Gratis Foundation

Jack Connors. Jr. Joshua Bekenstein

Kelly Family Foundation

Leon J. Olivier

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Liberty Mutual Group

Massachusetts Medical Society and Alliance Charitable Foundation

Mintz Levin

Mugar Enterprises

New England Development

New England Sports Network (NESN)

Partners HealthCare

Rafanelli Events

Saucony Run for Good Foundation

State Street Corporation

Suffolk Construction Company

Tufts Health Plan

\$5,000 - \$9,999

Andrea Levitt

Aramark

Bennett Family Foundation

Boathouse Group Inc.

Boston Celtics Shamrock Foundation Inc.

Boston Evening 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

DAIQ Architects

Ernst & 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

AAFCPAs

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

Ш

Joel Hollander

John Hancock Financial Services

Johnson & Johnson

Korn Ferry

KPMG

Live Nation Worldwide Inc.

Lyons Group

Marc Spooner

Mark Flaherty

Massachusetts League of Community Health Centers

Matthew F. Shadrick

Michael Ziering

Neighborhood Health Plan

O'Neill and Associates, LLC

Owens Movers

Stop & Shop New England

TD Garden

The Jason Hayes Foundation

\$1.000 - \$2.499

AdMeTech Foundation

Associated Grant Makers, Inc.

Berkshire Children & Families

Cotton Mather Cleveland

James Lee

Kate Sullivan

Lauretta Okoye

Lower Roxbury Coalition

Morgan Memorial Goodwill

Nuestra Comunidad Dev. Corp

Philip J. Lembo

Raj Sharma

Senior Whole Health

Travaglini, Eisenberg & Kiley LLC

Valerie Roberson

W.B. Mason Company

Bill Fine

\$500 - \$999

Carolyn Jones Cheryl Shaughnessy

Hannah Grove John D. Reardon

Linda Dorcena Forry Lisa Matthews, CFP, CHFC, CLU

Patricia Jacobs

Peter Amenta Scott Bogosian

Troup Parkinson WCVB-TV Channel 5

William Forry

\$100 - \$499

Adam Grossman Ann Lagasse

Anthoney Samuels Barbara J. Lottero

Beulah F. Providence Brad McGill

Brenda Moriera Brendan Monahan

Caribbean Foundation of Boston

Carolyn Crowley Carson Judge

Catherine Finneran Christopher McConville

Christy Egun

Colleen Doherty

Craig Estes Daniel Driscoll

Danielle M. Williamson

Denise Cosentino Don Denis Donna Breen

Fredi Shonkoff Habib Sioufi

Hal Tovin Howard Zackowitz James Tierney James W. Hunt. Jr.

Jeanne Murphy John Clark

John Nichols

Joyce Gallagher Sullivan Karen Holmes Ward

Katelyn Tucker Kathleen R. Taylor **KJP Partners**

Kristie Helms Leslie Epstein

Maria Carolina Ruiz Mark Lev

Martin Courage

Massachusetts Prostate Cancer Coalition

Matthew E. Fishman

Matthew Hutt Matthew J. Daniels

Michael Guerriere Michael Hall

Michael Mahoney

Michael Ndungu Michael Scannell

Mitchell A. Goldfeld Morgan Cambern

Pamela Dickinson Paul LaCamera

Peggy E. Lowenstein Peter Gammons

Philip Santosuosso

Ray Guilbault Rosanna Pascuccio

Sameer Chinov Sean Lynch Stephen J. Jansen Susan B. Fenwick

Susan Coakley

Sylvia J. Simmons

Tim Zue UTCA

Vernon E. Nelson Vianka Perez Belyea Wanda J. McClain William Gross

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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 pleages are recognized only in the year pleaged. Thank you!

Allyce Najimy

Bay State Physical Therapy

Harvard Pilgrim Health Care

John E. Butterworth

Michael Barnicle

Industries, Inc.

RCAH/Health Resources—

Wellness Seed Funding Related Beal, LLP

Sullivan & McLaughlin Companies, Inc.

Tufts Health Plan Foundation

City of Boston

Mary Cahill

Leadership

Board of Directors

PASTOR GERALD BELL, Chair

EVA CLARK, Vice Chair, Semi-Retired Attorney

VIANKA PEREZ BELYEA, Secretary, Administrator, Division of Aging, Brigham and Women's Hospital

TRUE SEE ALLAH, Director, Boston Re-Entry Initiative, Suffolk County Sheriff's Dept.

OMOLARA BANKOLE, Retired Nurse

DONNA DELLOTA, Development Associate, Year Up Greater Boston

CINDY WALKER, Whittier Street Health Center Patient **ALICIA WEDDERBURN**, Boston Public Schools Teacher

AURELIA WILLIAMS, Retired City Employee **PATRICIA CALLAHAN YOUNG**, Retired Attorney

President's Advisory Council

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SUSAN COAKLEY, President of Boston Health Net Plan / Well Sense Health Plan

DEBORAH A. DACCORD, Esq., Member, Mintz Levin

FRANK DOYLE, President & CEO, Connell Limited Partnership

JOHN JENKINS, President, West Insurance Agency DR. GENE LINDSEY, CEO Emeritus, Atrius Health LISA MATTHEWS, Financial Advisor, Morgan Stanley

TOM MAY, Chairman Emeritus, Eversource

PAUL F. MOLLICA, Director of Community Lending, South Shore Bank

DR. KEITH MOTLEY, Ph.D., Chancellor Emeritus/Professor, University of Massachusetts Boston

COLETTE PHILLIPS, President & CEO, Colette Phillips Communications

PAULETTE SHAW QUERNER, Chief Medicaid Officer, Neighborhood Health Plan

MATTHEW SHADRICK, Executive Vice President, Eastern Benefits

MARC SPOONER, Senior Vice President of Health Care Services, Tufts Health Plan

MARK VALENTINO, Head of Not for Profit, Education and HealthCare Banking, Citizens Commercial Banking

Senior Leadership Team

FREDERICA M. WILLIAMS, FCIS (UK), MBA

JIM LEE, Vice President & CFO

DR. SAMEER CHINOY, Medical Director

DR. LORNA WILKERSON, Associate Medical Director

DR. NURULLA DIYANAT, Dental Director

DR. ALEXIS MIRIELLE, Associate Dental Director **DR. JEAN CHARLES**, Director of Eye Care Services **HALIMA MOHAMED**, Vice President of Operations

CHRISTINE PAJARILLO, LICSW, Director of Behavioral Health Services

 $\textbf{CRYSTAL PALMER}, \ \mathsf{Director}\ \mathsf{of}\ \mathsf{Wellness}\ \mathsf{Programs}\ \mathsf{and}\ \mathsf{Community}\ \mathsf{Relations}$

MICHAEL NDUNGU, Chief Information Officer **KEITH ABBOTT**, Director of Human Resources

Credits

Content:

PRESIDENT'S OFFICE

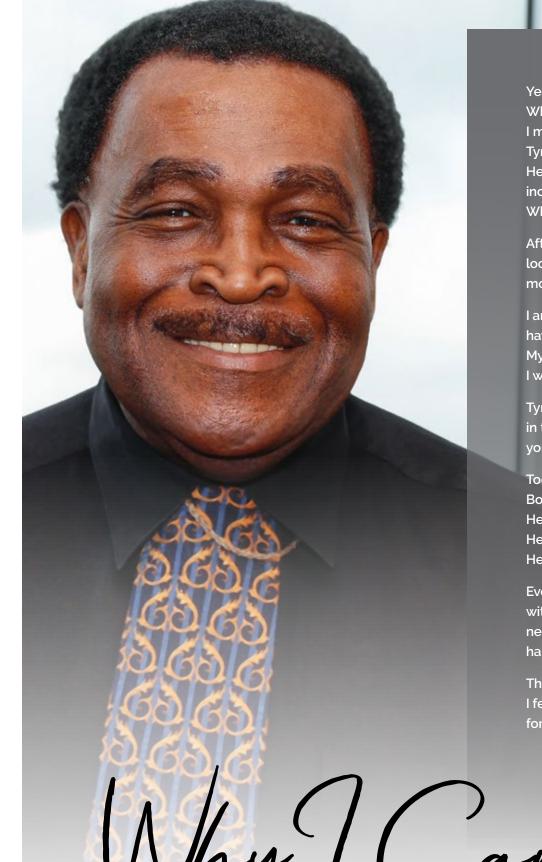
Editorial and Writing:

VIBRANCY COMMUNICATIONS

Design and Printing: CHIARELLA DESIGN

Photography:

CHRIS ADUAMA



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.

by Robert Edwards, Men's Health Case Manager

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Whittier Street Health Center FREDERICA M. WILLIAMS BUILDING 1290 Tremont Street Roxbury, MA 02120 (617) 427-1000

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

www.wshc.org

