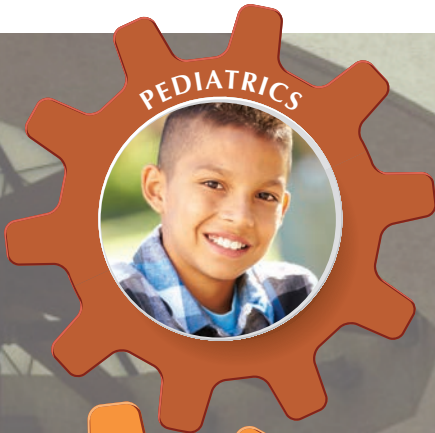




NORWALK
Community
HEALTH CENTER

Care Within Reach



NORWALK COMMUNITY HEALTH CENTER

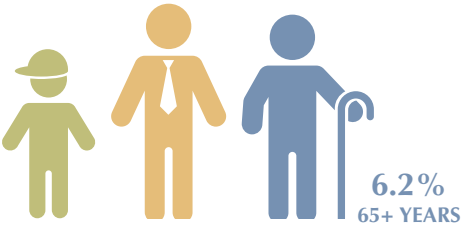
Care Within Reach

13,655 PATIENTS

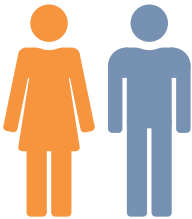


- Adult Medicine 49%
- Pediatric 27%
- Women's Health 18%
- Behavioral Health 6%

Patient Population and Age



Patient Gender

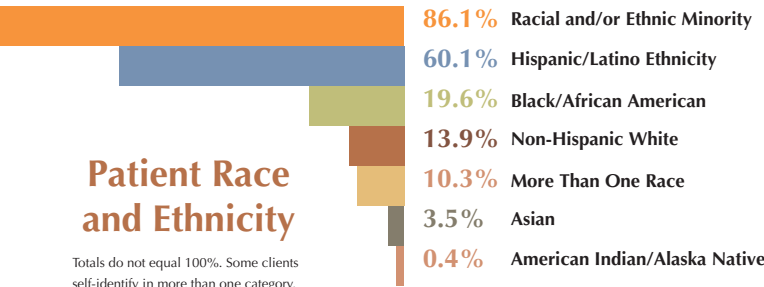


Patients With Chronic Conditions

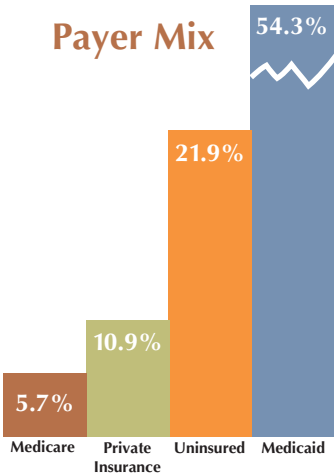
- Hypertension 19.6%
- Diabetes 10.2%
- Asthma 6.4%

Patient Race and Ethnicity

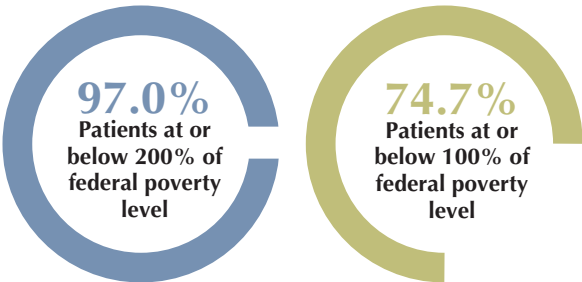
Totals do not equal 100%. Some clients self-identify in more than one category.



Payer Mix



Income Status





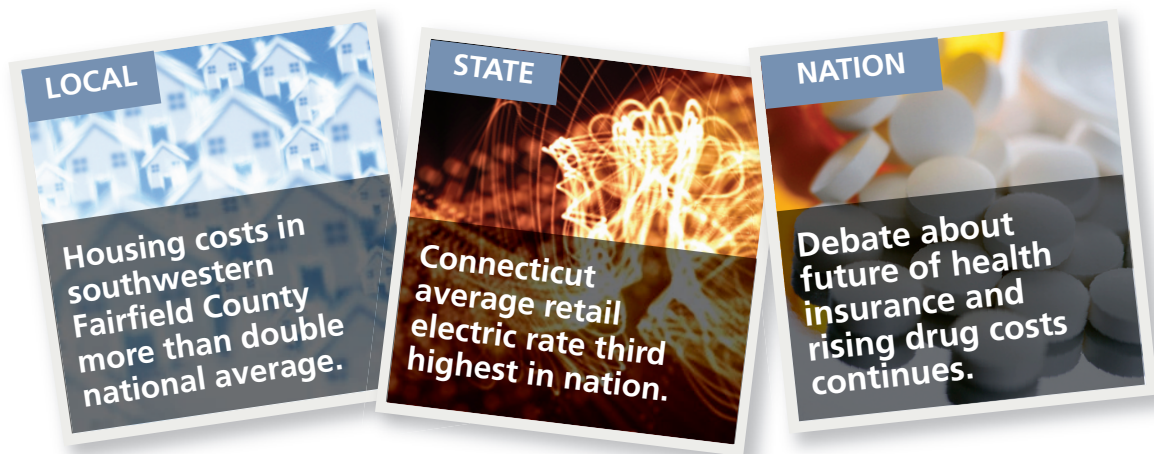
As a Patient-Centered Medical Home, our focus is on continuity of care and wellness designed with and for each patient, regardless of ability to pay. It is a clinician-led, integrated team-based approach to healthcare. With a patient population that spans newborn to elderly, we strive to develop bonds of trust and history with entire families and engage them as partners to achieve their best health.

MISSION

To provide quality, innovative care that enriches the lives of our patients

VISION

To lead our community toward the achievement of the best possible health



LETTER FROM THE CEO

News headlines can be discouraging.

While the cost of housing and utilities may be beyond our control, Norwalk Community Health Center (NCHC), a Federally Qualified Health Center, remains committed to providing affordable quality healthcare to anyone who needs us, **regardless of ability to pay.**

Since 1999, when NCHC opened its doors as an **independent, nonprofit primary care provider**, it has been a **healthcare safety net**, providing access and treatment for thousands of our community's most vulnerable men, women, and children each year. They look to us for **continuity of care** with quality pediatric, women's health/ob-gyn, adult and behavioral health services. We intend to be here for them.

Our doctors, nurse practitioners, midwives, nurses, medical assistants, allied health professionals, and support staff – over 100 strong – continued to position NCHC as a healthcare leader in 2016.

2016 has been a year of achievements.

- NCHC achieved recognition as a **Patient-Centered Medical Home Level 3** (the highest) by the National Committee on Quality Assurance.
- Our Medical Mobile Unit (MMU) received a **Distinguished Service Award** from Norwalk Community College. The MMU also added new locations in Norwalk and Westport, bringing health and wellness service to at-risk men and women.
- NCHC received an award from the Community Health Center Association of Connecticut for **WeCare**, an extended integrated health care plan engaging high risk patients with a collaborative team from NCHC and other organizations such as Norwalk Hospital.

- **Wellness programs** and events on various topics were offered at no cost to patients.
- Enhanced **Electronic Medical Record** systems helped staff better coordinate sick and well patient care and follow up.



The NCHC Board adopted a **Strategic Plan** that reaffirms our vision to lead our community toward the achievement of the best possible health, in an atmosphere of respect and care for each patient.

2017 will see opportunities and challenges.

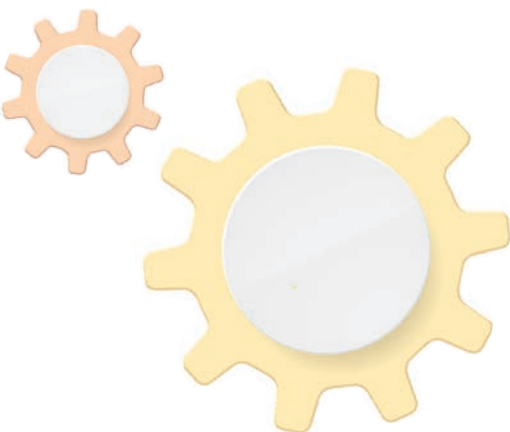
- In 2016, NCHC provided approximately 54,000 patient visits and primary care to nearly 14,000 patients. Ten years earlier in 2006, we scheduled approximately 30,000 visits and were at capacity at our former Water Street location. Our move from Water Street to a larger facility in 2010 allowed us to increase the number of patients and visits. But once again **we are operating at capacity**. The search is on for a second location from which to serve the community.
- In spring 2017, we will open a **Dental Suite** at our 120 Connecticut Avenue facility. It will be critical to help meet the need for affordable pediatric and adult oral health to families who have had to go without.
- As funding allows, we anticipate adding **Patient Navigators** and a **Diabetes Prevention and Treatment Program** designed for and by each patient with his or her care team.

We wish you well and invite your involvement and support
as we strive to be Norwalk and Fairfield County's healthcare provider of choice.

Sincerely,

A handwritten signature in blue ink that reads "Craig".

Craig Glover, MBA, FACHE, CMPE, CHCEF
Chief Executive Officer





49% of visits to NCHC are for adult medicine

Adult Medicine

Patients visit Adult Medicine providers for all of the health issues you would seek out from a primary care clinician: physical exams, vaccination, illness, and care for acute and chronic illnesses such as diabetes, high blood pressure and asthma.

Our providers include internists, endocrinology, infectious disease and HIV specialists.

With our care team approach, a patient's visit can routinely extend beyond the actual time with his or her provider. We often devote as much time to listening to and educating patients.



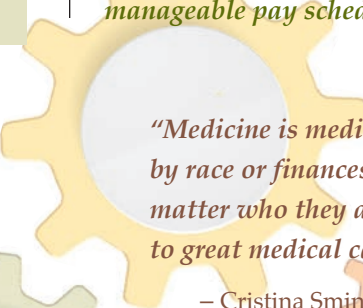
As funds permit, we plan to add patient navigators to help each patient and family navigate the changing healthcare maze and achieve their best health.

Thana's Story



"I came to the US from South Africa in the 1970's and have been a Realtor for the past 22 years. After 2008 when the real estate market was going downwards and my earnings went down I had to let go of my regular medical insurance.

In 2010 I was prescribed an antibiotic for an infection and that almost caused my heart to stop. Ending up in the Norwalk ER, they would not release me and I was worried about how I would pay. While at the hospital they referred me to NCHC where I met Dr. Smina who listened to me and was interested in my whole well-being. She and NCHC became my support system because I am on my own. I felt I had a place to come to and a manageable pay schedule was figured out.



"Medicine is medicine; diseases don't go by race or finances. And all people, no matter who they are, should have access to great medical care."

— Cristina Smina, MD, Internal Medicine



Again in 2014, I landed twice in the ER, this time with unexplained hemorrhaging. Two weeks after taking antibiotics the same incident happened. This time the technician saw a black spot smack in the middle of my pancreas when an x-ray was taken to see if I had kidney stones. That was the beginning of lots of tests and guidance from Dr. Smina. I had a Whipple procedure – a major surgery. Norwalk Hospital, Danbury Hospital, Dr. Smina and NCHC were so supportive.

Without them, I would have died. They saved my life not once, but twice.

I wish I could put NCHC in place in South Africa so that my 92-year-old mother and my sister could afford to see a doctor and get medicine. There is no social security. No safety net. No co-pay. No place like NCHC where the average person can receive affordable medical attention.

Norwalk Community Health Center is about people who care, no matter where you are from or who you are. That's something that shouldn't be taken for granted."



Norwalk Community Health Center's patient population spans newborn to elderly. One family that chooses NCHC for their healthcare includes a grandmother with diabetes, a mother being treated for anxiety, an uncle with stomach problems, and children that we see for physicals and management of asthma.



"As the Chief Medical Officer for Norwalk Community Health Center, I thoroughly enjoy the wonderful group of staff and medical providers that I work with. We work really hard to ensure that each of our patients has a great experience when they receive care with us. We are constantly working on ways to improve our services and have even greater impact on our community.

As I look forward to the coming year, I am excited about establishing even more community partnerships and continuing to provide the best possible care to our patients and their families."

– Tiffany Sanders, MD, Chief Medical Officer

Medical Mobile Unit

NCHC's Medical Mobile Unit (MMU) travels to locations throughout greater Norwalk on a set schedule, bringing reliable adult, pediatric, dental hygiene, women's health services and provider continuity to some of our most vulnerable, at-risk and least mobile residents.

In addition to medical services and dental hygiene, MMU patients can receive assistance with insurance registration, HIV and hepatitis screening and therapeutic counseling.

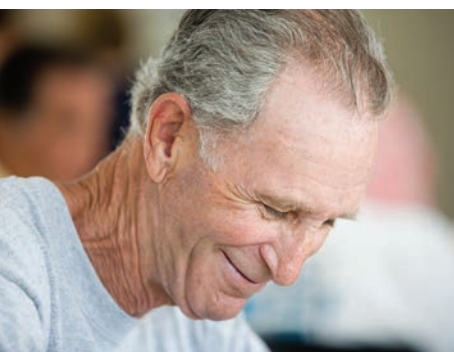


MMU scheduled locations:

- Open Door Shelter
- Family and Children's Agency
- Norwalk Community College
- Norwalk Public Housing
- Gillespie Center – Westport
- Westport Public Housing

How we make a difference

Many of the individuals who receive care at MMU have dual or multiple diagnoses which requires them to deal with case managers at multiple agencies. It can be too much for them so they don't always get services or treatment they need. At the MMU, they see the same providers each time. We take the time to listen to them and get to know them. We become a touchstone where they feel accepted and secure.



Joseph's Story

Joseph*, who has a severe alcohol addiction, lived on the streets for 18 years, refusing to go the shelter. It wasn't unusual for him to visit the E.D. on a daily basis. Our MMU providers, who visit Open Door Shelter twice a week, were able to establish a trusting relationship with him as his primary health care providers, and he eventually agreed to go to the Shelter. This marked the beginning of what would be a transformation. From there, agencies working to end homelessness secured a permanent apartment for him. A year later, he continues to visit the MMU for his primary and behavioral health care, his E.D. visits are much less frequent, and his landlord has renewed Joseph's lease for a second year.

*Name changed on all patient stories

Women's Health

NCHC's team of obstetricians, gynecologists, nurse midwives, nurses, and medical assistants, are equipped and ready to care for and advocate for each patient's health needs.

Services are comprehensive and go way beyond an annual physical to encompass infertility counseling and treatment, contraception, pre-natal care, obstetrics, and perimenopause to postmenopause care.

"For example, a pediatric patient could come to us at age 12 and continue to receive care that meets her evolving needs as she goes through childbearing years and into and through her senior years,"

says Dr. Jennifer Marrone. "Our services are available for every woman who needs us for as long as she needs us."



18% of visits to NCHC are for women's health

Nicole's Story

Earlier this year Nicole*, a new patient to the health center walked into our building scared and alone. She was a new immigrant to the country, single mother and very frightened due to a large concerning breast mass. She was seen immediately without hesitation and within days she was diagnosed with breast cancer.

"I think of Nicole every day and of her son being blessed to have his mother in his life for years to come. I look forward to the future at NCHC in creating protocols and processes that can help all patients live a healthier life."

– Jennifer Marrone, MD
Women's Health



Near term plans to improve the patient experience include an additional nurse midwife and prenatal classes.



TIMELINE



April 2010 -
Center moves to
120 Connecticut Avenue

1999

2001

2009

2010



March 1999 -
Norwalk Community Health
Center opens at 121 Water Street

NCHC
becomes a
Federally
Qualified
Health
Center

NCHC receives federal funding
NCHC adds Behavioral Health
as fourth service area



NCHC
opens doors

Larry Cross is hired as CEO
to get NCHC back on solid
financial and operations footing

1999

2000

2001

2002

2003

2004

2005

2006

2007

World
prepares
for Y2K bug

Supreme Court
ends voter
recount; rules
for George
W. Bush

Former
President Carter
is awarded
Nobel Peace
Prize

Facebook is
launched

Apple
Introduces
iPhone



**July 2014 -
Craig Glover
is hired as CEO**

**NCHC receives Distinguished Service
Award from Norwalk Community College
for Medical Mobile Unit
Center begins search for an additional site**

**NCHC
receives grant
to increase access
to women's
health services**

2014

2016

2015

2013

Debbie Bailey,
Rebecca Mizrahi,
and Natalie Thomas
celebrate NCHC's
PCMH Level 3
accreditation



**2016
NCHC recognized as
Patient-Centered Medical
Home Level 3**



**2013
Medical Mobile Unit (MMU)
begins service**

**NCHC moves to
Connecticut Avenue**

2008	2009	2010	2011	2012	2013	2014	2015	2016
	President Barack Obama is inaugurated		Rare October snowstorm dumps over 12" of snow in Connecticut		Cardinal Jorge Mario Bergoglio is elected Pope		American Pharoah wins Triple Crown	Chicago Cubs win World Series



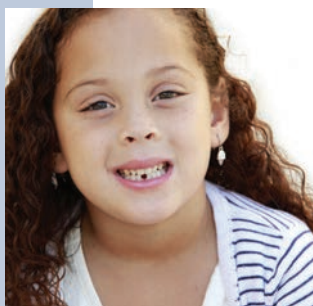
27% of visits to NCHC are for pediatrics

Pediatrics

Our team of physicians, nurse practitioners, nurses and medical assistants provide comprehensive services and continuity of care for patients from newborn to age 18.

Parents bring their children to us for well-baby through adolescent care, annual physicals, immunizations, asthma and diabetes care.

NCHC's Pediatrics team was recognized in 2016 by the Connecticut Immunization Registry and Tracking System (CIRTS) for a near perfect ($\geq 98\%$) immunization rate for our CIRTS enrolled pediatric patients.



"Children need to know that their doctor is their friend. When children are comfortable it helps the family to feel that way and they know it's a good place to come."

– Janet Karpiak, MD, Pediatrics

Bobby's Story

Sometimes a painful toe is a cry for help. Bobby* came to NCHC complaining of pain in his toe. His record showed it was time for a routine depression screening, which is mandated annually for all teens. The screening revealed a teen with severe depression on the verge of suicide. The complaint about his toe was a cry for us to help. We referred him to psychiatric help that saved his life and child guidance services that keep him on track.



NCHC Pediatrics in 2016

- 95.11%** Patients turning two during the calendar year had at least one lead screening done prior to second birthday
- 70.89%** Patients between ages 11-15 fully immunized against HPV
- 2300+** Patients had at least one wellness visit

Marta's Story

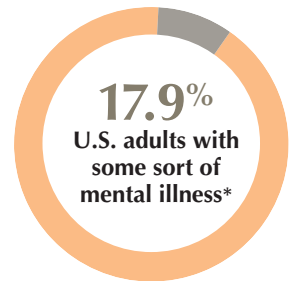
Typical of many first time patients is Marta*. Newly arrived in the country, the single mother of three young children first brought her five-year-old daughter to NCHC for vaccines required for school. She confided

her worry about paying for school until we helped her understand that children go to school for free. We also referred her daughter to a dentist to treat baby teeth that were in bad condition so that she'd have healthy permanent teeth. That was eight years ago and we've seen her children grow and thrive. While Marta still works hard to give her children a better life, she is grateful that she doesn't have to sacrifice to give them quality healthcare.

Behavioral Health

NCHC's Behavioral Health program continues to evolve, as part of our Patient-Centered Medical Home, to better serve the need for affordable behavioral health care in the community.

While our behavioral health consultants will continue to work individually with patients on a variety of psychosocial issues, they are also part of an integrated team – composed of a primary care provider, nurse medical assistant and behavioral health consultant. As a group they discuss shared patients and how to provide optimal short term care as well as the option for stepped care for NCHC patients.



6.7% Adults have had at least one major depressive episode in past year*

12.5% Adolescents (12-17) have had at least one major depressive episode in past year*

*National Institutes of Mental Health, 2015 study

We look forward to working with NCHC nursing staff on new wellness initiatives that target the whole patient.

6% of visits to NCHC are for behavioral health

Jen's Story

When Jen* came to us, she was living with a group of roommates who were actively abusing substances and had been homeless for some time before that. Unable to work due to the stressors at home, with no viable income and fighting for her SSD benefits, she was significantly depressed and self-isolated. Today, Jen is living independently in her own apartment and has received her SSD benefits. Through eliminating some stressors and working to control her depressive symptoms, she no longer self-isolates and is looking and ready to return to work.



*Name changed on all patient stories

Community

Beyond treating illness, as a comprehensive family primary care provider, NCHC is committed to the continued well-being of our 14,000 patients and the health of our community.

Once a week, in season, we reserve part of our parking lot for a Farmer's Market, open to the public. To make healthful eating even more accessible, we've partnered with United Way on a \$6 for \$6 program. When a patient spends \$6 at the Farmer's Market, she can redeem a coupon for an additional \$6 purchase, doubling her family's fresh produce buying power.

"We know that increasing access to fresh fruits and vegetables improves health outcomes for children. That's why United Way of Coastal Fairfield County is partnered with Norwalk Community Health Center to support their farmer's market. Giving low income families the opportunity to make healthy eating a part of their routine helps children and families thrive."

– Cathy DeCesare

Chief Strategic Officer, Community Impact Lead,
United Way of Coastal Fairfield County



NCHC Eligibility Team members are Certified Access Health Connecticut Application Counselors. They work with uninsured patients to determine their eligibility for Medicaid and discounted payment.

Free Community Programs and Services offered at NCHC include:

- health fairs
- tobacco education and cessation
- *Reach Out and Read* children's literacy
- nutrition
- *Comenzando Bien* childbirth education

Jesse and Betsy Fink had their office in the Lock Building near NCHC's original facility on Water Street in South Norwalk. As new and good neighbors who cared about the community, they wanted to connect in a personal, hands-on way with NCHC's clients.



Photo: Alex von Kleydorff-The Hour



In 2004 they bought a few hundred turkeys and personally distributed them to NCHC patients on Thanksgiving. That evolved into a yearly tradition that continued even after NCHC's move from Water Street until this year.

Thousands of Thanksgiving tables have been brightened because of the generosity of Jesse and Betsy Fink.

2016 marks the end of an era as the Finks relocate to Florida. Our Thanksgiving benefactors leave a legacy of compassion and neighborliness that will endure. They take with them the heartfelt gratitude of NCHC staff and countless patient families over the years. NCHC is determined to secure funding or in-kind donations to continue the annual tradition of a turkey and all the fixings for our most food-insecure patients.

"I like my doctor and the center is wonderful. I've been going since it was on Water Street. I'm appreciative of how they look after me or I wouldn't be coming back."

– Alfreda

"I've been coming to NCHC for pediatric and adult medical since my daughter was a little girl. She's now twenty-years-old."

– Judy

"¡Maravilloso!"

– Clara, mom of two children, including five-month-old



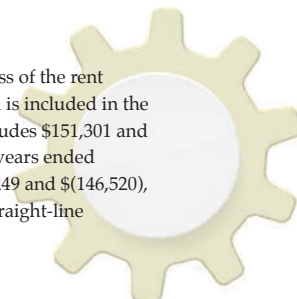


STATEMENTS OF ACTIVITIES AND CHANGES IN NET ASSETS FOR THE YEARS ENDED JUNE 30, 2016 AND 2015

	2016	2015
REVENUES		
PATIENT SERVICE REVENUES		
NET OF CONTRACTUAL ALLOWANCES	\$ 6,269,524	\$ 5,843,766
GRANT INCOME	4,365,284	3,707,032
NET ASSETS RELEASED FROM RESTRICTIONS	100,000	100,000
CONTRIBUTIONS	18,826	12,156
OTHER INCOME	110,342	144,698
TOTAL REVENUES	10,863,976	9,807,652
EXPENSES		
PROGRAM SERVICES	9,174,384	8,436,494
SUPPORTING SERVICES	1,650,343	1,517,678
MANAGEMENT AND GENERAL		
TOTAL EXPENSES	10,824,727	9,954,172
EXCESS OF REVENUES OVER (UNDER) EXPENSES	39,249	(146,520)
UNRESTRICTED NET ASSETS - BEGINNING OF YEAR	1,603,594	1,750,114
UNRESTRICTED NET ASSETS - END OF YEAR	\$ 1,642,843	\$ 1,603,594
TEMPORARILY RESTRICTED NET ASSETS		
BALANCE - BEGINNING OF YEAR		
NET ASSETS RELEASED FROM RESTRICTIONS	\$ 425,000	\$ 525,000
	(100,000)	(100,000)
BALANCE - END OF YEAR	\$ 325,000	\$ 425,000

The accompanying notes are an integral part of these financial statements.

Deferred lease liability of \$1,368,118 and \$1,216,817 as of June 30, 2016 and 2015, respectively, represents the excess of the rent expense determined on a straight-line basis over the amounts paid pursuant to the building lease agreement and is included in the accompanying statement of financial position. The rent expense for the years ending June 30, 2016 and 2015, includes \$151,301 and \$168,697, respectively, of an increase to adjust the actual amounts paid to the straight-line basis amount. For the years ended June 30, 2016 and 2015, the excess of revenues over (under) expenses, as determined on a GAAP basis, were \$39,249 and \$(146,520), respectively. The excess of revenues over (under) expenses would have been \$190,550 and \$22,177 without the straight-line adjustment for the fiscal years ended June 30, 2016 and 2015, respectively.



STATEMENTS OF ACTIVITIES FINANCIAL POSITION FOR THE YEARS ENDED JUNE 30, 2016 AND 2015

	2016	2015
ASSETS		
CURRENT ASSETS		
CASH	\$ 1,280,889	\$ 1,268,589
ACCOUNTS RECEIVABLE, NET	414,947	318,388
GRANTS RECEIVABLE	181,639	34,546
PREPAID EXPENSES AND OTHER ASSETS	167,607	237,663
TOTAL CURRENT ASSETS	<u>2,045,082</u>	<u>1,859,186</u>
CERTIFICATE OF DEPOSIT - RESTRICTED TO USE	<u>316,003</u>	<u>311,288</u>
FIXED ASSETS		
LEASEHOLD IMPROVEMENTS	2,633,068	2,617,276
FURNITURE AND EQUIPMENT	1,026,429	994,876
MEDICAL MOBILE UNIT	<u>270,091</u>	<u>270,091</u>
	3,929,588	3,882,243
LESS, ACCUMULATED DEPRECIATION	<u>(1,805,452)</u>	<u>(1,541,984)</u>
TOTAL FIXED ASSETS	<u>2,124,136</u>	<u>2,340,259</u>
TOTAL ASSETS	<u>\$ 4,485,221</u>	<u>\$ 4,510,733</u>
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
ACCOUNTS PAYABLE	\$ 250,977	\$ 173,569
ACCRUED EXPENSES	250,828	316,961
CURRENT PORTION OF NOTE PAYABLE	118,009	112,219
DEFERRED REVENUE	<u>65,456</u>	<u>81,000</u>
TOTAL CURRENT LIABILITIES	<u>685,270</u>	<u>683,749</u>
LONG-TERM LIABILITIES		
NOTE PAYABLE	463,990	581,573
DEFERRED LEASE LIABILITY	<u>1,368,118</u>	<u>1,216,817</u>
TOTAL LONG-TERM LIABILITIES	<u>1,832,108</u>	<u>1,798,390</u>
TOTAL LIABILITIES	<u>2,517,378</u>	<u>2,482,139</u>
NET ASSETS		
UNRESTRICTED NET ASSETS	1,642,843	1,603,594
TEMPORARILY RESTRICTED NET ASSETS	<u>325,000</u>	<u>425,000</u>
TOTAL NET ASSETS	<u>1,967,843</u>	<u>2,028,594</u>
TOTAL LIABILITIES AND NET ASSETS	<u>\$ 4,485,221</u>	<u>\$ 4,510,733</u>

Gearing Up...

Norwalk Community Health Center is always planning ahead, to anticipate and meet the evolving healthcare needs of our patients and the wider community.



Growing Pains

With “the big empty” occupied, NCHC is experiencing growing pains. The number of Center patients and patient visits has grown each year. The number of wellness programs that we offer has also grown. The one thing that hasn’t grown is our physical space.

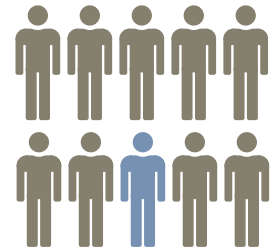
Operating at capacity, we are looking for an additional location to expand into. It will let us better serve all of our current and new patients and add new community wellness programs.

Dental Health

In the spring of 2017, NCHC will be adding pediatric and adult dental health. In the space long known as “the big empty,” a state-of-the-art dental suite, initially staffed by a dentist, dental assistant and dental hygienist will provide a comprehensive range of oral health preventive care and treatment.

As funds become available, we plan to expand the dental team to address the need for dental health care within reach of families struggling to make ends meet.

From drilling to fillings, we are gearing up for the 2017 opening of NCHC's Dental Health suite.



1 in 10

NCHC patients who are diabetic

Diabetes Care Center

Diabetes affects over 20 million people in the US and is one of the top 10 causes of death. At NCHC alone, 1 of 10 patients is diabetic and 30% are uninsured. We have identified diabetes prevention and care as a priority.

As funding permits, we will establish a Diabetes Care Center. A care team of health providers, educators and nutritionists will work individually with patients and families on patient-set goals and self-management tools tailored to help patient succeed.

LEADERSHIP

Craig Glover, MBA, FACHE, CMPE, CHCEF

Chief Executive Officer

Tiffany Sanders, MD

Chief Medical Officer

John Gettings III

Chief Financial Officer

Maria Escalera

Chief Operating Officer

Betty Cordellos

Director of Development
and Communications

Elvella Lozada

Executive Assistant

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Norwalk Hospital

Chandani Payal

Independent IT & Healthcare Consultant

Cesar Ramirez

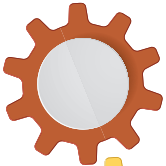
Norwalk Police Department

Yvonne Rodriguez

Norwalk Board of Education

Values

The work of Norwalk Community Health Center is guided and informed by our beliefs and commitment to:



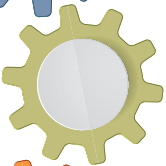
Compassion - We feel solidarity with our patients and our coworkers; we feel one another's joy and sorrow.



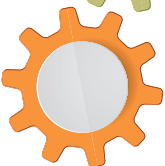
Respect - We treat patients, guests, and fellow associates with sensitivity and empathy.



Dignity - We acknowledge each individual, their cultural diversity and that of the community we serve.



Quality - We strive to deliver the highest quality service by continuously improving our services and processes.



Excellence - We endeavor to become the benchmark, putting forth our personal and professional best.

*"He who has health
has hope.*

*He who has hope
has everything."*

– Thomas Carlyle

We invite you to engage with us and invest in our community of hope-givers. Your tax-deductible contribution will put more quality health and wellness care within reach of the children, families, and at-risk men and women in your community who need us most.



Norwalk Community Health Center, Inc.
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