The Cornell Scott-Hill Health Center was the first community Health Center in Connecticut when we were founded in 1968. We are a Federally Qualified Health Center (FQHC) serving almost 35,000 patients annually throughout Greater New Haven and the Lower Naugatuck Valley.

We are Joint Commission accredited, which means we are held accountable to the highest standards and best practices in safe and effective care.

**Our Mission**
Cornell Scott-Hill Health Center measurably improves the health and well-being of the communities we serve by providing excellent and compassionate care, accessible to all.

**Values**
- respect
- professionalism
- accountability
- compassion
- diversity
- integrity
- compassion
- excellence
- values
Community Impact

Cornell Scott-Hill Health Center provides quality, affordable healthcare for all. We have a diverse patient population, which includes the uninsured, the underinsured and the privately insured. We strive to create an environment in which the individuality of each person is valued, and where everyone is treated with dignity and respect regardless of race, gender, age, ethnic background, disability, religion, culture, sexual orientation or ability to pay.

Our Patients

2016
34,563 Patients
Number of different individuals
267,082 Visits
Pharmacy

54,800 Prescriptions Filled

Patients Saved $553,554

Sliding-fee Discounts

5,559 Prescriptions Filled using the 340B Discount Program through Walgreens

5,128 Doses of Flu Vaccine Distributed

Who Pays Us

- Medicaid 67%
- Medicare 9%
- Private Insurance 14%
- Uninsured (Sliding-fee) 10%
- Other 8%

Prevailing Diagnoses

- Hypertension - 7,822
- Drug Dependent - 3,810
- Depression - 3,520
- Diabetes - 3,347
- Homeless - 2,563
- Alcohol Dependent - 2,437
- Asthma - 2,295
- HIV Infected - 283

Number of Visits by Service

- Medical - 102,684
- Substance Abuse - 69,659
- Behavioral Health Services - 65,600
- Dental - 16,578
- Enabling Services - 4,397
- Vision Services - 4,333
- Other Professional - 3,831

School-Based Health Centers

Served 2,817 of 3,100 registered students in 6 School-Based Health Centers

Adult screenings and flu vaccines offered at 2 School-Based Health Centers

Healthy Meals for Children

New Haven School Change

Cornell Scott Hill Health Center
Food for Health

Lack of sufficient healthy food and food insecurity are unfortunate realities for many in our communities. Those suffering include children, senior citizens, and adults alike. We understand the risks of poor nutrition and how it deteriorates one's health. By partnering with many different agencies, we serve as an avenue for our patients and community members to receive healthy food. We have accomplished this work through our Food for Health programs. We found that teaching our patients about healthy living and then making healthy options available has proven to be a winning combination.

Innovations in Treatment and Care

PCMH+

Cornell Scott-Hill Health Center is one of 10 primary care provider organizations that the State of Connecticut selected to participate in its Person Centered Medical Home Plus program (PCMH+). PCMH+ participation has allowed us to expand our clinical care teams to include Care Coordinators who work with our patients to develop health goals and a care plan that achieves those goals. Care Coordinators then work with each patient on an ongoing basis to address unique needs that might preclude them from adhering to their care plan. So, our Care Coordinators are knowledgeable health advocates, coaches, navigators, and facilitators who provide patient education, outreach, and access to additional resources, all in coordination with our world-class, clinical care teams.

“I feel like I have support with my healthcare; it's a real team effort. I love the progress I’m making.” — Joseph, Client

Food for Health

15 Families Served by the CT Grow Truck
Visits 2x/month from January – March
SNAP Education & Free Food

1,804 People Served by the CT Food Bank Mobile Pantry
1,118 Adults, 549 Children, 137 Seniors

462 Children Served
1,902 Supper Meals Served
Visits 5 days per week from June – August

Over 400 People Served by the CitySeed Mobile Market
Visits every Thursday from July – October
Greater New Haven Pilot for Medication Therapy Management

Cornell Scott-Hill Health Center operates Connecticut’s only Medication Therapy Management (MTM) program. This pilot program allows our pharmacists to function as extended members of our integrated care teams. They counsel patients with multiple diseases, who take multiple medications and/or have made multiple visits to hospital emergency departments, to help them improve their health via better medication management. During MTM appointments, our pharmacists review and organize all medications with patients to identify potential drug interactions and duplications, while educating patients on how to take their medications. In many instances, our pharmacists have helped patients reduce the number of medications they take and decrease emergency department visits.

Partnerships

“All alone we can do so little; together we can do so much.”
– Helen Keller

We at Cornell Scott-Hill Health Center recognize the breadth of our reach is more impactful because of the partnerships formed throughout the years. We acknowledge our partners who improve our effectiveness by widening our reach in our communities. Every contribution to our work better enables us to make an impact on our community.

“Dr. Tek has been amazing with me. I can finally sleep at night and I have much better days.”  – Maritza, Client
In the Community

The Cornell Scott-Hill Health Center, in collaboration with our community partners, participated in an astounding 193 health awareness and wellness events which impacted the lives of over 6,500 community members.

A Community of Caring

Opioid Crisis (MAT)

The Cornell Scott-Hill Health Center uses Medication Assisted Therapies (MAT) to provide a whole-patient approach to the treatment of substance use disorders. Our MAT program combines Methadone or Suboxone medications in combination with counseling and behavioral therapies and is highly effective in treating substance use disorders.

We have many locations throughout New Haven, West Haven, Ansonia and Derby

- 400-428 Columbus Avenue, New Haven
- 393 Columbus Avenue, New Haven
- 226 Dixwell Avenue, New Haven
- 232 Cedar Street, New Haven
- 60-62 Grant Street, New Haven
- 911-913 State Street, New Haven
- 285 Main Street, West Haven
- 121 Wakelee Avenue, Ansonia
- 30 Elizabeth Street, Derby

Coming in September 2017:
- 122 Wilmot Street, New Haven
Leadership

Lou Brady
Chief Operations Officer

Douglas Bruce, M.D.
Chief of Medicine

Kelvin Kreho
Chief Financial Officer

Andrea Lobo
Chief of Human Resources

Ece Tek, M.D.
Chief of Behavioral Health Services

Clark Woodruff
Chief of Information Technology

Board of Directors

- Angel Fernández-Chavero, Chair
- Nathan Jones, 1st Vice Chair
- Paul A. Kowalski, 2nd Vice Chair
- Robert A. Cole, Treasurer
- Mabel Carroll, Secretary
- Sheila Allen Bell
- Joshua Bird
- Rose Bradley
- Orlando Cordero
- Michael P. Davis
- Carleen Elliott
- Awilda “Lexi” Figueroa, D.C.
- Andrea Jackson-Brooks, Emeritus
A Letter from the Chair

Over nearly 50 years, the Cornell Scott-Hill Health Center has provided innovative, state-of-the-art healthcare to all who need it, regardless of their ability to pay. This is one of the many reasons why I am honored to serve as Board Chair. I am awe-inspired by the life-changing outcomes of our outreach, our services and the impact our programs offer to individuals, families and to the communities we serve.

I’m happy to say 2016 was a great year of accomplishments, serving almost 35,000 patients and collaborating with more than a dozen partners to address the social barriers to good health. Our strong community focus reiterates our commitment to achieving excellent health outcomes. We help our patients actualize the many benefits of our Patient Centered Medical Home model of care and its concept of providing each patient with comprehensive care in one central place.

We believe in our mission set forth by our founder, Mr. Cornell Scott, to measurably improve the health and well-being of the communities we serve by providing excellent and compassionate care, accessible to all. Our commitment to this mission and our passionate belief in the abilities of all people drive us to accept nothing less than continued growth, innovation and success.

As people experience and understand the impact of our work, we are seeing a significant growth in philanthropy – to support our current services and to explore and develop new service areas.

We thank our staff, volunteer leaders, donors, corporate partners and community who invest in what we do. Their gifts of time, talent and resources make a significant difference in people's lives and assure that the Cornell Scott-Hill Health Center will continue to play a critical role as we look to a future that holds still unimagined possibilities.

I hope you enjoyed this look back at 2016 and will join us in good health and continued support in 2017 and beyond.

Best regards,

Angel Fernández-Chavero
Board Chair
Dear Friends,

I’m grateful to the growing number of people who’ve sought our assistance to restore and maintain their health. I’m also energized by the progress we’ve made in expanding our capacity to treat more people in a person-centered way that is caring, convenient, comprehensive and integrated. And, our staff has adopted a “can do” attitude that has enabled us to pursue innovation and meet every change and challenge with skill, grace and enthusiasm.

We’ve created a community of caring as a means to improve the health of our patients. Our person-centered, integrated care teams include not just medical providers but also behavioral health clinicians, dental staff, care coordinators and pharmacists; these professionals are complemented by an expanding array of enabling, specialty and subspecialty services. We’ve shared patient testimonials heretofore that affirm the effectiveness of our Person Centered Medical Home approach to care. We’ve also shared how our care teams combine their skills to develop comprehensive care plans that help every patient achieve their health and wellness goals. These success stories reveal our winning formula of teamwork, innovation, prevention and increased access having improved the lives of our patients and their families.

Finally, I want to thank our many partner organizations for your hard work and dedication and our devoted Board members and 500 staff who are the Cornell Scott-Hill Health Center. You are transforming community health care and improving lives.

Sincerely,

Michael R. Taylor, CEO

“A Message from the CEO

“Cornell Scott-Hill Health Center... More impactful than anyone might have imagined.”

–Michael R. Taylor, CEO
### Financial Report

for the years ending June 30, 2016 & 2015

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal Grants</td>
<td>7,777,901</td>
<td>7,622,671</td>
</tr>
<tr>
<td>State Grants</td>
<td>2,542,614</td>
<td>2,966,855</td>
</tr>
<tr>
<td>City Grants, Other Grants and Contracts</td>
<td>309,005</td>
<td>222,338</td>
</tr>
<tr>
<td>Grants and Contracts</td>
<td>10,629,520</td>
<td>10,811,864</td>
</tr>
<tr>
<td>Patient Service Revenue</td>
<td>40,968,689</td>
<td>40,375,547</td>
</tr>
<tr>
<td>Rent and Other Revenue</td>
<td>2,931,038</td>
<td>2,872,373</td>
</tr>
<tr>
<td><strong>Total Operating Revenue</strong></td>
<td><strong>54,529,247</strong></td>
<td><strong>54,059,784</strong></td>
</tr>
<tr>
<td><strong>Expenditures</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salary Expense</td>
<td>31,113,354</td>
<td>31,782,404</td>
</tr>
<tr>
<td>Fringe Benefit Expense</td>
<td>6,674,600</td>
<td>7,586,537</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>1,949,410</td>
<td>2,069,680</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>4,066,683</td>
<td>3,990,492</td>
</tr>
<tr>
<td>Furniture and Equipment</td>
<td>194,389</td>
<td>323,588</td>
</tr>
<tr>
<td>Facilities Support</td>
<td>2,213,789</td>
<td>2,429,313</td>
</tr>
<tr>
<td>Depreciation and Amortization</td>
<td>1,736,407</td>
<td>1,963,643</td>
</tr>
<tr>
<td>Insurance Coverages</td>
<td>289,320</td>
<td>280,818</td>
</tr>
<tr>
<td>Travel and Education</td>
<td>284,897</td>
<td>207,626</td>
</tr>
<tr>
<td>Legal and Accounting</td>
<td>171,416</td>
<td>237,345</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>4,732,349</td>
<td>4,700,066</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>53,426,614</strong></td>
<td><strong>55,571,512</strong></td>
</tr>
<tr>
<td>Surplus/Deficit from Operations</td>
<td>1,102,633</td>
<td>(1,511,728)</td>
</tr>
<tr>
<td>Non-Operating Income</td>
<td>285,488</td>
<td>203,650</td>
</tr>
<tr>
<td>Contribution to Fund Balance</td>
<td>1,388,121</td>
<td>(1,308,078)</td>
</tr>
</tbody>
</table>
Community Support

The Cornell Scott-Hill Health Center is a leader in providing high quality, integrated healthcare accessible to all. We believe healthcare is a right. Addressing the social barriers to health while providing patient-centered, affordable care is the backbone of what the Health Center was founded on by Cornell Scott in 1968.

The Health Center prides itself on offering a sliding-fee scale for patients and families based on their income and does not refuse care contingent on their ability to pay. Cornell Scott-Hill Health Center also accepts all major health insurance and can be the only solution to combating high deductibles. That is why we need YOU. Consider giving in any way YOU can!

Ways to GIVE

When you make a gift to the Cornell Scott-Hill Health Center you are making a gift to improve the health and well-being of the communities we serve. You will help us bridge the gap between the funds we receive from participating insurers; patient fees; state, federal and foundation grants; and the cost of providing care.

Please support our mission! Tax-deductible gifts may be made by visiting our website at www.cornellscott.org; directly, by contacting Michelle Riley, Manager, Donor Fund Development at mriley@cornellscott.org or 203-503-3261; or by emailing Give2CSHHC@cornellscott.org.

Cornell Scott-Hill Health Center is a private, 501(c)(3) nonprofit corporation governed by a community board of directors, most of whom are also patients. Contributions are tax deductible to the extent provided by law.

Your gift may create another life-changing opportunity for our patients.