

# ANNUAL REPORT

2022



**Charles River Community Health**

# A YEAR OF ACHIEVEMENT

This past year was a busy and eventful time at Charles River Community Health, full of challenges and accomplishments. We can't say enough about the great work of our dedicated and committed staff. During the past year, more than 13,800 patients made almost 50,000 visits for care through a combination of in-person and virtual, telehealth appointments. And we responded to the additional needs of our community by holding Community Health Fairs and other Cultural Events. We continued to provide COVID vaccines and boosters for patients and community members and distributed COVID test kits throughout the year. To address food insecurity, a major concern for many members of our community, we continued our monthly mobile food markets, offered coupons to farmers markets, supermarket gift cards and worked with a local farm in Waltham to help distribute bags filled with nutritious produce. Throughout the year, our staff enthusiastically looked for innovative ways to help our community thrive and live happier and healthier lives.

One of the biggest challenges we faced in 2022 was significant provider and staff turnover due to the nationwide "Great Resignation." Studies show more providers and staff left primary care than other areas of healthcare. We also found that some of our staff didn't feel engaged while others felt CRCH was not as welcoming and thriving place to work as they would like. Thanks to the collaborative work of the Board, Senior Leadership Team (SLT), and staff at all levels throughout the year, we have accomplished a great deal! This includes a 57% reduction in staff turnover, 24% increase in staffing, launch of a robust communication program to provide regular and transparent updates to staff, and conducting stay interviews with newly hired staff to proactively identify and address any identified training needs or other issues to improve retention.

In addition, our staff successfully rose to the challenge of transitioning to the Epic Electronic Health Record system to provide more functionality and support for value and team-based care. The Board and SLT also developed a new 3-year strategic plan focused on value and team-based care, improved workforce development and diversity, patient experience excellence, financial excellence, and growth opportunities. We also made great progress getting ready for MassHealth's move to value-based care in Spring 2023. Our HR team worked hard with managers to establish flexible work schedules for all roles throughout the health center that will launch in 2023 so that we can be a nimbler and more attractive place to work. Stay tuned for more information in the coming months!

**We are incredibly proud of the work of the staff of Charles River Community Health during 2022, and we look forward to many more accomplishments in the months and years ahead. Thank you for being a part of our community.**



**ELIZABETH BROWNE**  
CHIEF EXECUTIVE OFFICER



**LISA WHITTEMORE**  
CHAIR, BOARD OF DIRECTORS

# ABOUT US

## OUR MISSION

**Charles River Community Health's mission is to partner with individuals and families so they can thrive and lead healthier lives by delivering the comprehensive, integrated, and equitable primary healthcare that matters most to them.**

## OUR VISION

**By 2030, Charles River Community Health will be a recognized leader in providing top-quality primary healthcare and patient experience, and substantially increase health equity for the patients and communities we serve. CRCH will also be a recognized employer, providing a top-quality employee experience and substantially increase staff engagement and retention.**

# ABOUT US

Founded in 1974 by Allston-Brighton community activists under the leadership of Joseph M. Smith, our community health center has grown from a two-room clinic to a full-service, freestanding health center with three clinical sites located in Allston-Brighton and Waltham. In 1997, Charles River Community Health (CRCH) moved to a stand-alone site located a block from the public housing complex where it originated. In 2004, we opened a site in downtown Waltham to fill the void left by the closing of Waltham Hospital. In the spring of 2008, CRCH opened a satellite sites at the Gardner Pilot Academy to bring additional access to care to the community. In Fall 2015, we moved into a new state-of-the-art facility in Brighton and in February 2018 we relocated to a new site in Waltham.



43 Foundry Ave., Waltham, MA 02453  
 ☎ 781-693-3800 | 📠 781-693-3817



495 Western Ave., Brighton, MA 02135  
 ☎ 617-783-0500 | 📠 617-783-5514

## HOSPITAL AFFILIATIONS



# AUDITOR'S REPORT



50 Washington Street  
Westborough, MA 01581  
508.366.9100  
aafcpcpa.com

## Independent Auditor's Report

To the Board of Directors of  
Charles River Community Health, Inc. and Affiliate:

### Opinion

We have audited the combining financial statements of Charles River Community Health, Inc. and Affiliate (Massachusetts nonprofit corporations) (collectively, the Agency), which comprise the combining statements of financial position as of June 30, 2022 and 2021, and the related combining statements of activities and changes in net assets, cash flows, and functional expenses for the years then ended, and the related notes to the combining financial statements.

In our opinion, the accompanying combining financial statements present fairly, in all material respects, the combining financial position of Charles River Community Health, Inc. and Affiliate as of June 30, 2022 and 2021, and the changes in their net assets and their cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

*AAFCPAs, Inc.*

Westborough, Massachusetts  
January 23, 2023

# FINANCIAL INFORMATION

**Fiscal Year July 1, 2021 - June 30, 2022**

Total Operating Revenue: \$19,444,174

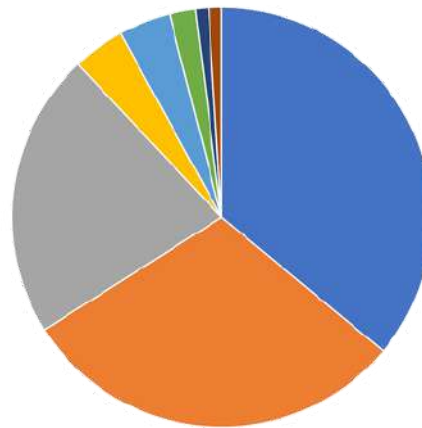
Total Operating Expense: \$19,867,861

Surplus/Deficit: (\$432,687)

## Financial Summary with figures rounded in the thousands.

### WHERE THE MONEY CAME FROM \$000's

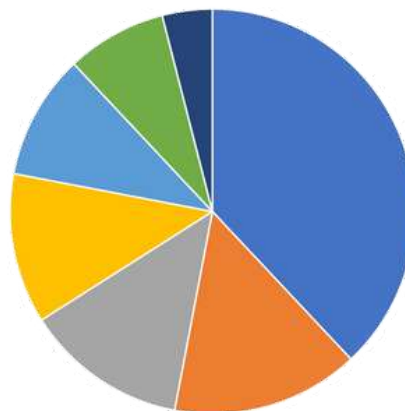
<b>Net Patient Service Revenue -</b>	
- Health Safety Net (48%)	5,773
- Medicaid (36%)	4,330
- Commercial/Private (6%)	722
- Medicare (4%)	361
- Self Pay/ Other (6%)	842
Subtotal (100%)	<u>12,028</u>
Grants	7,084
Other	217
Contributions	115
<b>Total Operating Revenue</b>	<b><u>19,444</u></b>



- Grants - 36%
- Health Safety Net - 30%
- Medicaid - 22%
- Self Pay/Other - 4%
- Commercial/Private - 4%
- Medicare - 2%
- Contributions - 1%
- Other - 1%

### WHAT THE MONEY WAS SPENT ON \$000's

Family Practice	7,539
Facility	3,012
Administrative	2,541
Program Support	2,326
Pharmacy	1,919
Dental	1,667
Counselling and Family Support	873
<b>Total Operating Expenses</b>	<b><u>19,877</u></b>
Change in Net Assets (Loss)	(433)



- Family Practice - 38%
- Facility - 15%
- Administrative - 13%
- Program Support - 12%
- Pharmacy - 10%
- Dental - 8%
- Counselling/Family Support - 4%

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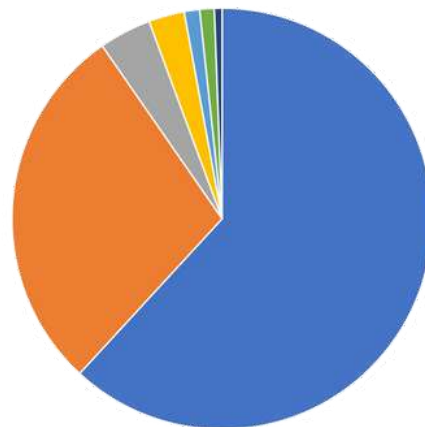
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## Financial Summary with figures rounded in the thousands.

### WHO THE MONEY CAME FROM      \$000's

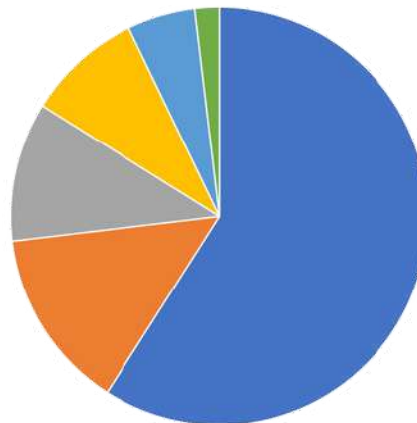
Patient Service Revenue	12,028
Federal Grants	5,536
State Grants	781
Other Grants	536
City Grants	231
Other	217
Contributions	115
<b>Total Operating Revenue</b>	<b><u>19,444</u></b>



- Patient Service Revenue - 62%
- Federal Grants - 28%
- State Grants - 4%
- Other Grants - 3%
- City Grants - 1%
- Other - 1%
- Contributions - 1%

### HOW THE MONEY WAS SPENT      \$000's

Salaries, Wages and Related	11,738
Occupancy	2,793
Supplies	2,141
Contracted Services	1,781
Office Expenses	1,046
Other	378
<b>Total Operating Expenses</b>	<b><u>19,877</u></b>



- Salaries, Wages, Related - 59%
- Occupancy - 14%
- Supplies - 11%
- Contracted Services - 9%
- Office Expenses - 5%
- Other - 2%

## OUR SERVICES



Medical



Dental



Mental Health &  
Counseling



Vision



Pharmacy



Health & Wellness



Insurance &  
Other Support



COVID-19 Resources

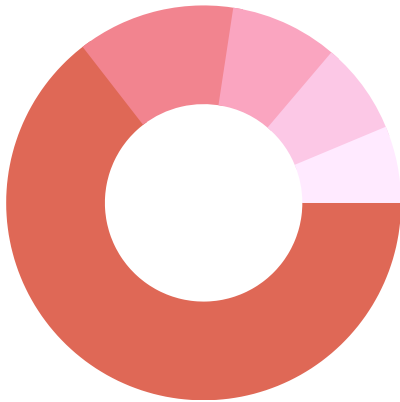
## OUR PATIENTS

In CY2022 we served 13,802 patients who received one or more services:

- **Primary Care**
  - 24,129 on-site visits
  - 7,218 telehealth visits
- **Behavioral Health**
  - 1,872 on-site visits
  - 1,538 telehealth visits
- **Dental**
  - 10,367 visits
- **Vision**
  - 2,605 visits



# OUR PATIENTS



### Patient Demographics

- 64.5%** Latinx
- 12.9%** White Non-Hispanic
- 8.8%** Black
- 7.5%** Asian
- 6.3%** More than one race/Other

**Our patients identify as**

**58% Female**

**42% Male**

**28% are under the age of 18**



### Patient Insurance Coverage

- 63%** MassHealth or other Public
- 25%** Uninsured
- 7%** Private Insurance
- 5%** Medicare

**71% of patients live at**

**or below the poverty**

**line of \$26,500/year**

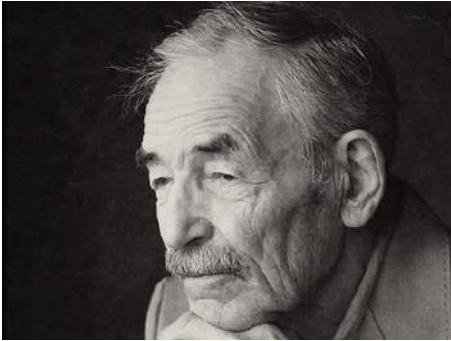
**for a family of 4**

## COMMONLY SPOKEN LANGUAGES AT CRCH



**73% of our patients received services in a language other than English**

## SERVING OUR PATIENTS



About three years ago, a new patient came to us. He was 60 years old, did not speak much English and had some serious health challenges. He had been working in an assembly line, but got laid off. While he was working, his insurance had a very high deductible and a very high co-payment making it hard for him to afford to see a provider and his company would not allow him to take time off from work to get the medical care he needed. He started having chest pains, but his insurance would not cover an MRI on his chest. He felt lost and alone.

Some friends told him that Charles River Community Health had a Vietnamese interpreter so he reached out to us to see if we could help. When we found out he was not working, our Community Health Workers and Health Benefits teams immediately helped him apply for MassHealth. When COVID hit we helped him schedule the hard-to-come-by hospital appointments so he could get the tests and care he needed. Eventually, he had two surgeries to remove tumors from his chest and recently, he was diagnosed with thyroid cancer and needed six weeks of chemotherapy.

During this time, we also helped him with free fruits and vegetables from our mobile food market and helped him make ends meet with supermarket gift cards and farmers' market coupons. Because of his limited English, it was hard for him to apply for disability and Social Security programs, but our Vietnamese interpreter was able to help him with the applications and get him the benefits he was entitled to.



Earlier last year, a 70-year-old Muslim patient lost her husband to illness related to severe dementia. She was not working and spoke limited English. In Islamic tradition the widow, our patient, would stay home for 4 months and 10 days after the passing of her husband. So, the patient contacted our Community Health worker who speaks Arabic and knowledgeable about the cultural aspects of the patient and Islamic traditions. Our Community Health worker assisted the patient by making sure that the patient's medication was ready at the pharmacy and let the patient know she could send someone to pick up her prescriptions.

The Community Health worker also made sure to keep a side a box of fruits and vegetables on the days of Mobile Food Market for this patient which would be picked by the patient's family friend. And our team continued to support the patient until she completed her time of grief following her cultural and religious tradition.

**This is the type of compassionate work we do day in and day out to provide primary healthcare and serve our patients in the Waltham and Allston-Brighton communities.**

# SERVING OUR COMMUNITY



Our community health team assisted

**375**

families at our mobile food markets

**291**

CRCH patients delivered  
during 2022



**13,802**

patients made

**48,748**

visits in 2022



**28%**

of our patients in 2022 were  
under the age of 18



# SERVING OUR COMMUNITY



Our pharmacies filled

**47,697**

prescriptions in 2022

**425**

people attended our community health fairs in Waltham and Brighton in August



We provided more than

**1700**

pairs of eyeglasses to our community in 2022

**424**

on-site mammograms were performed as part of regular visits by the Mammogram Van



# DELIVERING QUALITY CARE

Each year, the US Department of Health and Human Services' Health Resources and Services Administration (HRSA) releases quality measurements based on standardized data collection from Community Health Centers (CHCs) across the country. We're pleased to report that Charles River Community Health ranked in the Top 11 Massachusetts Community Health Centers in overall quality measurement for 2021 data submitted during 2022! Some of the highlights of the report and where we ranked in MA CHCs include:

## **#1 - Tobacco Screening**

The top performer statewide at 99.9%  
Improved more than 5% over prior year

## **#2 - Depression Remission**

## **#4 - Cervical Cancer Screening**

## **#6 - Breast Cancer Screening**

## **#10 - Aspirin for Ischemic Vascular Disease**

Improved more than 5% over prior year

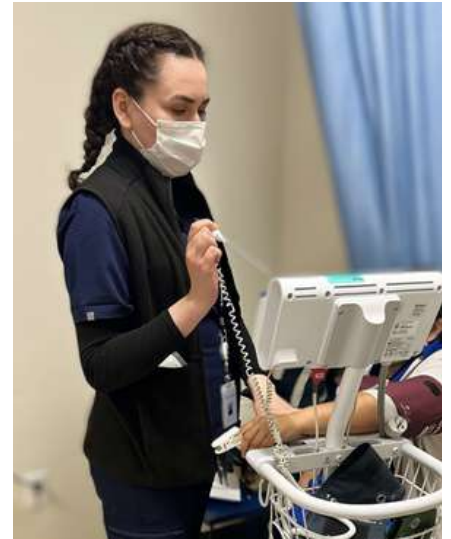
## **#11 - Colorectal Cancer Screening**

Improved more than 10% over prior year

# THANK YOU TO OUR HEALTHCARE HEROES!

We are incredibly proud of the work of the staff of Charles River Community Health during 2022 and we look forward to many more accomplishments in the months and years ahead.

We are thankful for their continued commitment to the communities we care for!



# THANK YOU TO OUR ELECTED OFFICIALS

We are fortunate to have a dedicated group of elected officials, both on the local and state level that are extremely supportive of our community, our mission and our work. We are thankful for their continued commitment to Charles River Community Health!



**Federal**

U.S. Senator Edward Markey

U.S. Senator Elizabeth Warren

U.S. Rep. Katherine Clark (Waltham)

U.S. Rep. Ayana Pressley (Allston-Brighton/Boston)



**State**

Massachusetts Governor Charlie Baker

Senator Michael Barrett (Waltham)

Senator Will Brownsberger (Allston-Brighton)

Rep. Kevin Honan (Allston-Brighton)

Rep. John Lawn (Watertown/Waltham)

Rep. Michael Moran (Allston-Brighton)

Rep. Tom Stanley (Waltham)



**Local**

Boston Mayor Michelle Wu

Waltham Mayor Jeannette McCarthy

City Councilor Liz Breadon (Allston-Brighton)

City Councilor Jonathan Paz (Waltham)



# SUPPORTERS

Our work would not be possible without the generosity of our community partners and donors. We are grateful to the following individuals and companies for their financial support.

## Major Funders

Beth Israel Lahey Health  
Boston Children's Hospital  
Boston Public Health Commission  
Dana Farber Cancer Institute  
Massachusetts Department of Public Health  
Massachusetts Executive Office of Health & Human Services  
Massachusetts League Community Health Centers  
MassDevelopment  
New Balance  
U.S. Department of HHS, Health Resources & Services Administration  
City of Waltham

## Corporate and Foundation Donors

Amazon Smile  
Charity Navigator  
Give Lively Foundation  
Houghton Chemical  
Krokidas & Bluestein LLP  
MA Elks Charitable Trust  
Network for Good  
PBW Studio, Inc.  
Star Market Give Back  
Stop & Shop Bag Program  
Three Generations Fund



## **INDIVIDUAL SUPPORTERS**

<b>Lianne Andreucci</b>	<b>Amy Knudsen</b>
<b>Elizabeth and Ted Browne</b>	<b>Patrice McGregor</b>
<b>Gabriela Canepa</b>	<b>Daniel Menkin</b>
<b>Susan Chimene</b>	<b>Eben Rauhut</b>
<b>David Duong</b>	<b>Dean Rider</b>
<b>Deirdre Fenick</b>	<b>Lora Sabin and John Hecht</b>
<b>Jennifer Gallop and David Starr</b>	<b>Ellen Silberman and Brian Baron</b>
<b>Robert Griffin and Roseann Russell</b>	<b>Stephanie Sunderland</b>
<b>Alberta N. Grossman</b>	<b>Mary Rita Weschler</b>
<b>Caroline Grossman</b>	<b>Lisa Whittemore</b>
<b>Pangi Johnson</b>	<b>Todd Woodworth</b>
<b>Steven Kent</b>	

## **IN-KIND SUPPORTERS**

**Cambridge Savings Bank**  
**City of Boston**  
**Dana Farber Mammography Van**  
**Pangi Johnson**  
**Massachusetts Department of Public Health**  
**Scholastic Book**  
**Stephanie Sunderland**  
**U.S. Department of HHS, Health Resources & Services Administration**  
**Lisa Whittemore**

# OUR LEADERSHIP

## 2022 BOARD OF DIRECTORS

LISA WHITTEMORE, MSW, MPH - CHAIR  
STEPHANIE SUNDERLAND-RAMSEY - VICE-CHAIR  
STEVEN KENT - TREASURER  
MODUPE MOHAMMED - CLERK  
PATRICE MCGREGOR - VICE-CLERK

GRACIELA ALARCON  
GABRIELA CANEPA  
DAVID DUONG, MD, MPH  
CAROLINE GROSSMAN  
SUSAN KEARNS, RN  
NELSON PORTILLO  
TODD WOODWORTH

Board membership as of 12/31/2022

## SENIOR LEADERSHIP TEAM

ELIZABETH BROWNE, MBA  
CHIEF EXECUTIVE OFFICER

GERRY BYRNE, CMA, CPA, MBA  
CHIEF FINANCIAL OFFICER

MIMI GARDNER, LICSW  
CHIEF CLINICAL OFFICER

KIMBERLY KABONGA, MS  
CHIEF HUMAN RESOURCES OFFICER

DON PARÉ  
CHIEF TECHNOLOGY & INFORMATION OFFICER

as of 12/31/2022



# Charles River Community Health

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495 Western Ave., Brighton, MA 02135