Dear Friends,

Cornell Scott-Hill Health Center is celebrating 50 years of service to residents of Greater New Haven. This momentous occasion makes me reflect on our journey since 1968. From our humble civil rights movement roots, we’ve become nationally recognized as community health care innovators and leaders who are at the forefront of providing high quality, affordable health care to all, and especially to our community’s most challenged residents.

Today, our 500+ staff members provide the highest quality, patient-centered, integrated behavioral health, dental, primary and specialty medical services to more than 36,000 people. We operate 23 care sites throughout Greater New Haven, and we continue to evolve and expand our reach to meet community needs. Accordingly, we’ve become the most significant provider of mental health and addiction treatment services in Connecticut. Soon, we will complete renovations of our main care site on Columbus Avenue, and our Dixwell care site will also occupy 13,000 sq. ft. in the new Q-House. We’re also renovating and expanding our Ansonia care site to occupy more than 12,000 sq. ft. And, thanks to a $10 million grant from the State of Connecticut and other secured funds, we will soon construct a 52-bed, 31,000+ sq. ft. replacement facility for our Grant Street Partnership program, which offers integrated medical, substance use and mental health treatment services.

We owe a huge debt of gratitude to the dedicated, world-class health care providers who are the foundation of our health center and who provide the highest quality care to every patient every day. We are also immensely grateful to our many partners. Of note, our innovative partnership with Yale New Haven Hospital and Fair Haven Community Health Care will allow us to manage the ambulatory training site for Yale School of Medicine interns and residents and expand our reach, offering our brand of integrated health care services to even more people in Greater New Haven. This partnership is a shining example of how community support and our entrepreneurial spirit and penchant for collaboration have enabled our health center’s growth.

As we celebrate our history, we are inspired by our achievements to date and all the promise and progress that’s in our future. We look forward to partnering with the growing number of people who are becoming Cornell Scott-Hill Health Center patients to build a healthier future.

Sincerely,

Michael R. Taylor, CEO

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Angel Fernández-Chavero
President, Board of Directors

Dear Supporters,

Our Board of Directors is excited to celebrate the Cornell Scott-Hill Health Center’s 50th anniversary. It has prompted us to retrace our health center’s trailblazing history of providing needed healthcare to an increasing number of Greater New Haven residents. As a result, we realize how much the health center has evolved to meet community needs.

Our connection to the people of Greater New Haven has been a mainstay for 50 years. For example, more than half of our diverse board members are active health center patients who live and work in Greater New Haven communities. This better enables us to understand the perspectives and needs of other patients and how the health center should change to meet those needs. In addition, we have nurtured innumerable relationships with individuals and organizations who have also become partners and supporters.

As we look to the immediate and longer-term growth in our future, we ask for your continued cooperation and support. We encourage you to spread the word about our roots and leadership accomplishments in the civil rights and community health movements. Spread the word about our state-of-the-art, evidence-based, integrated health care services that are available to everyone, regardless of your insurance status or ability to pay. Spread the word about our growing number of new and renovated state-of-the art facilities. Spread the word about the “Community of Caring” that has become the hallmark of the Cornell Scott-Hill Health Center. We also ask for your financial support, and there are several ways to provide it. You can make a donation via our new website at www.cornellscott.org. You can also direct your donation to us when you visit www.givegreater.guidestar.org. And, Amazon will donate to us 0.5 percent of every dollar you spend. To enroll, go to www.amazonsmile.com, log into your account, select “accounts and lists,” scroll down to “AmazonSmile,” select Cornell Scott-Hill Health Corporation as your charitable organization. Thereafter, Amazon will make a donation to us every time you make a purchase, as long as you do so via www.amazonsmile.com.

Thank you for taking the time and making the effort to support the work we do for our community. We cannot build upon our history and continue to evolve to meet community needs without your help.

Best regards,

Angel Fernández-Chavero, President, Board of Directors

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Michael R. Taylor
Chief Executive Officer

Michael R. Taylor
Chief Executive Officer
Senior Leadership Team

Steve Ho  
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

Vanessa Andrews  
Corporate Compliance Officer

Board of Directors

Angel Fernández-Chavero  
Board Chair

Nathan Jones  
1st Vice-Chair

Sheila Allen Bell  
2nd Vice Chair

Mabel Carroll  
Secretary

Joshua Bird  
Treasurer

Rose Bradley  
Director

Robert A. Cole  
Director

Orlando Cordero  
Director

Michael P. Davis  
Director

Carleen Elliott  
Director

Awilda Figueroa, D.C.  
Director

William McClain  
Director

Who We Served

34,058 Unique Patients in 2017
34,581 Unique Patients in 2018
234,493 Visits in 2017
245,462 Visits in 2018

Demographics

55% White
35% African American
8% Other
2% Asian
37% Hispanic/Latino

Gender

Men 46%
Women 54%
December 2, 1968

Hill Health Center Opens its Doors

The federal government awards a grant of $339,158 in 1967 to Yale School of Medicine to operate pediatric services in the Hill.

Hill Health Center celebrates its first year & the hiring of Community Health Workers.

Hildagarde serves as the Health Center’s first logo and newsletter masthead.

First Health Center location opens at 428 Columbus Avenue, formerly the Orange Street Bus Company garage.

Ophthalmology Clinic opens in November 1982.

Health Center float wins first prize in the Freddy Fixer Parade in 1974.

Adult medical services are offered in 1970 with a grant from the U.S. Department of Health, Education and Welfare.

10 Year Anniversary Celebration.
In 2009, Hill Health Center changes its name to Cornell Scott-Hill Health Center to honor Cornell Scott’s legacy.

In-house pharmacy reopens in 2002.

Juan Candelaria, Patient Advocate, receives Community Service Award at the New Haven Hispanic Firefighters Association’s 15th-Anniversary Scholarship Banquet.

Cornell Scott-Hill Health Center at Wilmont Crossing ribbon cutting on September 14, 2017.

Legislative Breakfast New Haven, May 24, 2017.

Health Fairs: HealthFest, August 19, 2017 and HillFest, May 19, 2018.


50th Anniversary Legacy Gala September 22, 2018.

Freddy Fixer Parade June 2, 2018.

South Central Rehabilitation Center opens in 1993 – one of many expansions throughout the years.

Grant Street Partnership Graduates 1993.

Visits by Service (2017 / 2018)
- Medical - 28,689 / 28,326
- Dental - 6,492 / 6,614
- Mental Health - 5,635 / 5,015
- Substance Use - 3,355 / 3,080
- Other Professional - 2,825 / 3,060
- Vision Services - 2,558 / 2,500
- Enabling Services - 818 / 1,097

Pharmacy (2017 / 2018)
- 51,508 / 49,514 prescriptions filled
- Approximately $649,660 / $687,536 saved at 10,000 Rx Sliding-fee Discounts
- 6,434 / 9,090 prescriptions filled using the 340B discounted drug pricing program
- 5,034 / 5,815 doses of flu vaccine distributed

School Based Health Centers
Served 2,201 of 3,370 registered students in 7 School-Based Health Centers in 2017
927 Flu vaccines provided in 2017
Served 2,447 of 3,819 registered students in 8 School-Based Health Centers in 2018
931 Flu vaccines provided in 2018

Who Pays Us (2017 / 2018)
- Medicaid 63% / 64%
- Private Insurance 12% / 12%
- Medicare 10% / 10%
- Uninsured (Sliding-fee) 15% / 14%
- Uninsured 15% / 14%

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## Quality Assessment
### Quality Improvement (QAQI)
The Cornell Scott-Hill Health Center continuously strives to improve the quality of care we provide our patients in order to measurably improve their health. This year, our team’s clinical quality projects have included:

- Launching a revised patient-experience survey administered to nearly 4,000 patients annually;
- Enhancing access to colorectal cancer screening for 1,200 patients;
- Improving our management strategy for diabetic patients; and
- Reducing Emergency Department utilization by more than 5 percent.

We exceed peer organizations’ performance on a regular basis in numerous clinical quality measures, including:

- Asthma management
- Diabetes management
- Chlamydia screening
- Lead screening in children
- Prenatal & postpartum care
- Antidepressant therapy
- Attention-deficit/hyperactivity disorder (ADHD) treatment
- Substance use treatment

## Financial Report
### for the years ending June 30, 2017 & 2018
(Figures represented in the millions)

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal Grants</td>
<td>8,452</td>
<td>9,017</td>
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<tr>
<td>State Grants</td>
<td>1,994</td>
<td>2,067</td>
</tr>
<tr>
<td>City Grants, Other Grants and Contracts</td>
<td>719</td>
<td>794</td>
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<tr>
<td>Grants and Contracts</td>
<td>11,165</td>
<td>11,878</td>
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<tr>
<td>Patient Service Revenue</td>
<td>41,640</td>
<td>42,678</td>
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<tr>
<td>Rent and Other Revenue</td>
<td>3,081</td>
<td>3,532</td>
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<tr>
<td><strong>Total Operating Revenue</strong></td>
<td><strong>55,886</strong></td>
<td><strong>58,087</strong></td>
</tr>
<tr>
<td><strong>Expenditures</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salary Expense</td>
<td>31,080</td>
<td>33,395</td>
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<tr>
<td>Fringe Benefit Expense</td>
<td>6,226</td>
<td>6,340</td>
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<tr>
<td>Contractual Services</td>
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<td>2,777</td>
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<tr>
<td>Materials and Supplies</td>
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<td>2,793</td>
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<tr>
<td>Furniture and Equipment</td>
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<td>123</td>
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<tr>
<td>Facilities Support</td>
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<td>2,630</td>
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<tr>
<td>Depreciation and Amortization</td>
<td>1,704</td>
<td>1,707</td>
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<tr>
<td>Insurance Coverages</td>
<td>271</td>
<td>271</td>
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<tr>
<td>Travel and Education</td>
<td>215</td>
<td>186</td>
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<tr>
<td>Legal and Accounting</td>
<td>470</td>
<td>381</td>
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<tr>
<td>Other Expenses</td>
<td>6,370</td>
<td>6,518</td>
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<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>54,972</strong></td>
<td><strong>57,121</strong></td>
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<tr>
<td>Surplus/Deficit from Operations</td>
<td>914</td>
<td>966</td>
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<tr>
<td>Non-Operating Income</td>
<td>24</td>
<td>-16</td>
</tr>
<tr>
<td>Contribution to Fund Balance</td>
<td>938</td>
<td>950</td>
</tr>
</tbody>
</table>

## ACCESS to Care (2017 / 2018)
Our ACCESS to Care team works with individuals to enroll them in the best health insurance options.

- **Medicaid A**: 1,258 / 1,452
- **Medicaid B**: 46 / 29
- **Medicaid D**: 637 / 614
- **Qualified Health Plan**: 361 / 324
- **Sliding Fee Scale**: 3,099 / 4043
- **SNAP**: 704 / 1934 Enrolled
- **SNAP Seniors Enrolled**: 44 / 23
- **Yale Free Care applications (started 7/2017)**: 151 / 375
- **Yale Free Care applications (started 9/2017)**: 94 / 282
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 Give2CSHHHC@cornellscott.org.

You can also support us while you shop at smile.amazon.com.

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

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

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.

Our Values

• Professionalism  • Diversity  • Respect  • Integrity
• Excellence  • Accountability  • Compassion