Dear Supporters,

The impact of COVID-19 this past year shaped the story of community health centers across the country, including the Cornell Scott-Hill Health Center. When the pandemic hit, no one could have predicted the toll it would take on health centers and the communities they serve. At CS-HHC we are pleased to report we not only sustained our growth trajectory but also the high standards we’ve achieved providing high quality, affordable care for the people of our communities.

This was achieved while responding efficiently, effectively, and compassionately throughout the pandemic to the constantly changing healthcare needs in our region. CS-HHC, the second largest community health center in the state with a staff of 650, has doubled in size since 2012. It has either renovated or replaced and expanded its care sites.

As you will see in the 2020 Annual Report, the growth and increased access to care strengthened the health center’s capacity to meet the community’s rising demand for comprehensive medical services. This development combined with the strength of our strong community connections positioned the health center to respond quickly and provide timely diagnostic testing and vaccination services throughout the pandemic.

With reports of a newer strain of COVID-19 known as the Delta-variant on the rise, the pandemic and the many healthcare and other challenges it continues to impose on our communities is far from over. However, with our community connections and your support we can remain vigilant on the frontlines as we also respond to the healthcare needs of our communities.

Your financial support is critical. You can donate on our website at www.cornellscott.org. You can also send your donation to us when you visit www.giveGreater.org. Thank you for your support. We appreciate you being part of our community connections.

Sincerely,

Orlando Cordero, Board Chair
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 VISION
Through our innovative care, collaboration with others and advocacy for our patients, we make people’s lives better.

OUR VALUES
Compassion
Diversity
Respect
Accountability
Integrity
Excellence
Professionalism

Senior Leadership

Michael R. Taylor
Chief Executive Officer

Mark Silvestri, MD, MHS
Chief Medical Officer
Medical and Dental Services

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

Bethany Kieley
Chief Operations Officer

Andrea Lobo
Chief of Human Resources

Douglas Magazu
Chief Financial Officer

Vanessa Andrews
Corporate Compliance Officer

Board of Directors

Orlando Cordero
Board Chair

Nathan Jones
1st Vice-Chair

Robert A. Cole
2nd Vice-Chair

Joshua Bird
Treasurer

Mabel Carroll
Secretary

Rose Bradley
Director

Michael P. Davis
Director

Shenae Draughn
Director

Carleen Elliott
Director

Awilda Figueroa, D.C.
Director

William McClain
Director

Charles (Charlie) O’Connell
Director
Dear Friends,

The release of the 2020 Annual Report finds Cornell Scott-Hill Health Center (CS-HHC) more vigilant than ever on the frontlines of the most devastating health care crisis to hit our communities in a century. As we review our work over the last year, first we pause to honor the lives lost to COVID-19. The pandemic has affected us all: providers, supporters and the more than 55,000 people we now serve a year through our connected communities.

Community connections tell the 2020 story of CS-HHC and COVID-19. Thanks to the community connections we were able to pivot and rapidly respond to the Greater New Haven and Lower Naugatuck Valley communities throughout the crisis. CS-HHC immediately adopted the policies and protocols necessary to keep people safe. The timely launch of our telehealth system ensured continuity of care while reducing the transmission and spread of the virus among providers, staff, patients, and the public. CS-HHC’s dedicated clinical teams have kept boots on the ground and continue to do so even now as we reflect on our expansive growth in 2021 and consider our course moving forward.

To date, the health center has seen over 300,000 patients, administered tens of thousands of COVID-19 tests and over 65,000 vaccinations, mostly to Black and Brown people and other historically underserved members of our community, including the homeless. Our partnership with the Town of Hamden and the Quinnipiak Valley Health District as well as numerous churches and other community groups throughout the region paved the way for weekly pop-up clinics.

A partnership with The Towers at Tower Lane, an assisted living community in downtown New Haven, further opened the door to much-needed mental health services during a critical time for our older adult population. The health center’s comprehensive, integrated approach to health care, including patient advocacy and enrollment services, proved invaluable as people navigated changes in health coverage while confronting financial, housing, and other issues raised by the pandemic.

Our connection and commitment to community members affected by homelessness and substance use remained unbroken thanks to critical adjustments in services. And remarkably, CS-HHC sustained its growth trajectory and award-winning brand of excellence in health care. We are thankful for our staff, our patients and many partners who have made it possible for us to be there for our community when they needed us the most. Our community connections make us stronger as we work together to overcome COVID-19 and other barriers to health.

Sincerely,

Michael R. Taylor, CEO
COMMUNITY CONNECTIONS

Leading the Way in Quality and Excellence

Held accountable to the highest standards and best practices in care as a Joint Commission institution, the Cornell Scott-Hill Health Center is a recognized leader among community health centers in the United States. CS-HHC understands that quality care begins and ends with people. CS-HHC is proud of its team of dedicated staff, world-class health providers and leadership.

CS-HHC CEO Michael Taylor was named the 2020 Geiger Gibson Program Distinguished Visitor by The Milken Institute School of Public Health at the George Washington University. The program honors leaders in the health center movement who have made vast contributions throughout their careers to community health centers and medically underserved communities.

On the Frontlines with Committed Providers

Being there for our patients and meeting them where they are has taken on new meaning for the committed providers and other frontline workers at the health center. Over the past year, our providers and integrated health teams have pushed themselves to make sure patients receive the care and services they need. They have gone above and beyond the call of duty on the frontlines and behind the scenes.

Whether it has been supporting chronically ill patients with prescription refills or traveling to set up clinics at different sites in the community, our providers have demonstrated an unwavering commitment to our patients and our mission. Our staff has done an amazing job making sure our center and testing sites are clean and safe environments for themselves, our patients, and our communities.

By collaborating across disciplines in medicine, we have been able to provide our patients with care that meets the full range of their specific health care needs even during the current public health crisis.
Early Testing and Protocols

In the wake of COVID-19, CS-HHC opened early testing sites offering testing to anyone experiencing symptoms of the coronavirus. Community members were able to see a medical professional and schedule an appointment to be tested inside the center’s Dixwell Avenue site. Testing was also available at mobile sites in Greater New Haven and Hamden.

CS-HHC immediately developed and implemented a comprehensive set of protocols and policies as every effort was made to ensure all patients received high quality medical services in safe environments. These protocols and policies included detailed steps for scheduled walk-in visits to the health center as well as testing provided curbside and in designated outdoor sites, including pop-up clinics held regularly in the communities we serve.

Telehealth and New Ways of Delivery

Little did CS-HHC realize when it piloted its telehealth system prior to the pandemic just how essential the virtual tool would become as the pandemic increasingly presented challenges to in-person patient visits. Fortunately, the health center embraced the concept of telehealth early on as part of its vision of the future of healthcare. Having a platform already in place allowed providers to rapidly pivot and determine the safest way to deliver services and limit the spread of the virus while ensuring continuity in patient care.

Patients were able to connect with and see their providers from the comfort and safety of their home or anywhere else with an internet connection through video on their phone, tablet, or computer. These expanded face-to-face telehealth services continue to be a viable option as the health and safety of patients, staff and community always remain the top priority.

New Approaches to Homeless Services

Connecticut’s battle to end homelessness hit a formidable obstacle with the outbreak of the pandemic. The merger between the health center’s medical and behavioral health, and homeless services prior to the pandemic opened a way to connect community members, including the homeless, to comprehensive health services when they most needed them.

The integration of its clinical, medical, and behavioral health services with the homeless team enabled the health center to go beyond the traditional outreach and referral approach to the myriad social and economic issues and health concerns, including mental, that escalated during the pandemic. Clinical teams hit the ground running, providing counseling and medical interventions, including substance use and detox referrals, to community members on the spot wherever they happened to be located.
Telehealth services expand throughout health center

Senator Blumenthal Visits COVID-19 Testing Trailer
PATIENT DEMOGRAPHICS

36,074 Patients
Number of different individuals

230,464 Visits

Women 59%
Men 41%

African American 36%
Latino 38%
White 40%
Unreported 20%
Asian 2%
Other/Multicultural 2%

1011 Families Served by the Connecticut Food Bank Mobile Pantry

144 Clients Served and 13 Rx Prescription Vouchers redeemed by the Common Ground Mobile Market

149 Holiday Food Baskets Distributed to Patient Families
Number of Patients by Service
1. Medical - 30,019
2. Mental Health Services - 7,408
3. Substance Use Disorder - 6,572
4. Dental - 4,389
5. Other Professional - 2,194
6. Vision Services - 1,659
7. Enabling Services - 643

Prevailing Diagnoses
1. Hypertension - 6,886
2. Depression - 5,104
3. Drug Dependent - 4,169
4. Diabetes - 3,944
5. Asthma - 2,972
6. Alcohol Dependent - 2,620
7. Homeless - 1,590
8. HIV Infected - 326

School Based Health Centers
- 4,507 total visits of 3,032 registered students in 10 School-Based Health Centers

Pharmacy
- Rx filled by CS-HHC Pharmacy 45,516
- Contract Pharmacy 10,882
- 13,187 Rx Sliding-fee Discounts or grant-funded (Pharmacy, Homeless, Ryan White, Title X) resulting in $1,090,292 savings to patients
- 6,028 doses of flu vaccine distributed

Who Pays Us
- Medicaid 62%
- Medicare 8%
- Private Insurance 19%
- Uninsured (Sliding-fee) 11%
- Uninsured 11%
## FINANCIAL REPORT

for the years ending June 30, 2019 & 2020

(Figures represented in the millions)

<table>
<thead>
<tr>
<th>Description</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Revenue</strong></td>
<td></td>
<td></td>
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<tr>
<td>Federal Grants</td>
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<td>State Grants</td>
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<td>City Grants, Other Grants and Contracts</td>
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<tr>
<td>Grants and Contracts</td>
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<td>Patient Service Revenue</td>
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<td>Rent and Other Revenue</td>
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<tr>
<td><strong>Total Operating Revenue</strong></td>
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<td><strong>61,730</strong></td>
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<td><strong>Expenditures</strong></td>
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<td>Salary Expense</td>
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<td>Fringe Benefit Expense</td>
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<td>Contractual Services</td>
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<td>Materials and Supplies</td>
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<td>Furniture and Equipment</td>
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<td>Facilities Support</td>
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<td>Depreciation and Amortization</td>
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<td>Insurance Coverages</td>
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<td>Travel and Education</td>
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<td>260</td>
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<td>Legal and Accounting</td>
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<tr>
<td>Other Expenses</td>
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<tr>
<td><strong>Total Expenditures</strong></td>
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<td><strong>60,545</strong></td>
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<td>Surplus/Deficit from Operations</td>
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<td>Non-Operating Income</td>
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<tr>
<td>Contribution to Fund Balance</td>
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<td>2,699</td>
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</table>
Community Support

The Cornell Scott-Hill Health Center (CS-HHC) 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 based on anyone’s ability to pay. CS-HHC also accepts all major health insurance and can be the only solution to combating high deductibles. That is why we need YOU. Please 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 exemplary care.

Please support our mission!

Tax-deductible gifts may be made by visiting our website at www.cornellscott.org; directly, by calling 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.