Dear Supporters,

When the pandemic suddenly struck, our organization turned on a dime to change the way it was providing services. We moved immediately into telehealth -- providing services via computers and phones -- and we mobilized vans to serve patients where they live, with services including Covid-19 testing and immunizations.

The pandemic posed unprecedented challenges -- and the way Cornell Scott - Hill Health Center responded speaks volumes about our staff’s dedication, resilience and focus on our patients’ needs.

Today, we stand better prepared than ever to serve our communities.

Our talented staff of doctors, nurses, pharmacists and other health-care professionals serve patients at care centers throughout the city of New Haven, its suburbs and the lower Naugatuck Valley. We have formed partnerships that have allowed us to deepen our reach into neighborhoods and communities.

We are deeply committed to health equity. We are working to ensure all members of the communities we serve have the opportunity to be as healthy as possible and lead healthy, productive lives. Since our founding in 1968, we have been helping our communities overcome barriers to health and ensuring access to high-quality, comprehensive health care.

As we look forward to the future, it is clear that financial support from our friends and supporters is critical. You can donate on our website at www.cornellscott.org or via www.givegreater.org. Your gift will allow us to continue to serve our communities, one patient at a time.

Sincerely,

Orlando Cordero, Board Chair
Senior Leadership:

Michael R. Taylor  
Chief Executive Officer

Bethany Kieley  
Chief Operations Officer

Andrea Lobo  
Chief of Human Resources

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

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

Vanessa Andrews  
Corporate Compliance Officer

Douglas Magazu  
Chief Financial Officer

Mary Ellen Cody  
Chief Development Officer

Dr. Michael Couturie  
Chief Value and Informatics Officer

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

Genevive Walker  
Director

Board of Directors:
Dear Friends,

I want to express our deepest gratitude to the many people who have helped make Cornell Scott - Hill Health Center one of the largest and strongest community health centers in the country. Thank you to our patients, our staff members, our board of directors and the many others who have supported our efforts to bring comprehensive, quality care to our community.

Nearly 55 years ago, when Cornell Scott and a group of forward-thinking leaders joined together to provide primary care to underserved residents of New Haven, no one could have imagined this center would have grown to serve so many people across such a large area with so many medical specialties.

Last year, we served more than 50,000 patients at care sites throughout the New Haven region, including the lower Naugatuck Valley. We now rank in the top tier of community health centers in the US and are distinguished by our dedication to providing a comprehensive array of integrated services at the highest levels of quality.

Our goal is to continue to serve even more patients in this region. We are thrilled to open our newest care site -- at the Dixwell Q House -- and look forward to another new site in Hamden. Even more care sites are on the horizon.

In the next year, we also will open the doors of our new Recovery and Wellness Center in the Hill neighborhood, a state-of-the-art facility to help our community deal with one of its toughest problems -- addiction and unmet mental health needs.

Our growth is not just about buildings. Our growth is the result of serving our community with quality and dignity. None of this is possible without broad community support. Thank you for all you do to further the mission of Cornell Scott - Hill Health Center.

Sincerely,

Michael R. Taylor, CEO
Caring for Our Communities, One Patient at a Time

The past years were a time of growth for Cornell Scott - Hill Health Center. More than 50,000 individual patients were seen by our providers, nurses and other clinicians, an increase of about 20 percent. And the total number of patient visits exceeded 300,000, an increase of about 36 percent.

While the Covid-19 pandemic forced us to shift some patients to telehealth, we continued to see others at our many care sites, which stretch throughout New Haven, its suburbs and the Lower Naugatuck Valley. In addition, we reached out into neighborhoods and towns with our mobile van and through our network of community partners.

Our efforts to serve and reach out to patients is testimony to our dedication to our mission: improving the health and well-being of the communities we serve by providing excellent and compassionate care, accessible to all.

This annual report highlights ways we continued to grow and improve -- all aimed at better serving our patients and the communities we're proud to be members of.

A Beacon for Health Equity

Cornell Scott-Hill Health Center was founded in 1968 in The Hill neighborhood of New Haven by community leaders who wanted to provide high quality healthcare for all its residents. So, from its beginning, we have been dedicated to the principles of health equity, working to overcome any barriers that stand in the way of the communities we serve gaining access to comprehensive, quality care.

At our founding, we were focused on primary care. Now, as we have evolved and grown, we offer a full range of services, including behavioral health, dental, pediatric and geriatric care as well as a many other medical specialties. And our network of centers has expanded throughout the city of New Haven, its suburbs and the Lower Naugatuck Valley.

We are focused on connecting with our neighbors. We attend local fairs and events, have forged partnerships with numerous community organizations and have made countless visits in our mobile vans to neighborhoods and towns, bringing Covid testing, vaccinations and medical care.

Planning for the Future

The footprint of Cornell Scott - Hill Health Center continues to grow. Not only are we planning new medical centers in the city and region, we are also working to meet the demand for high quality care in specific areas.

We spent years planning the development of a new Recovery and Wellness Center and broke ground summer 2022. This center, to be built in The Hill neighborhood, will provide a safe short-term living environment for people in treatment for substance use disorders and mental health illnesses.
Ten years in the making, this three-story building will help our community deal with one of its toughest problems -- addiction and unmet mental health needs. It will stand as a symbol of hope, change, healing and health for so many in this community -- and for the community itself. Cornell Scott - Hill Health Center has become the largest provider of behavioral health services in New Haven.

We also broke ground for a center at the new Dixwell Q House, a collaboration of several organizations serving the Dixwell and Newhallville neighborhoods of New Haven. And plans are underway for a new site in Hamden.

These expansions follow the opening of two other important centers.

The Long Wharf site on Sargent Drive in New Haven is staffed by primary care doctors, residents, nurses and support staff from Yale New Haven Hospital. The center is run by the city’s two federally qualified community health centers: Cornell Scott - Hill Health Center, which oversees the adult and women’s care programs, and Fair Haven Community Health Care, which oversees pediatrics.

The new West Haven site is located at 410 Campbell Ave. It replaced an older site and offers more examination rooms, expanded parking and a larger behavioral health capacity.

**Fighting Food Insecurity**

Food insecurity and nutrition are challenges in many of the communities we serve. In fact, some neighborhoods have been labeled “food deserts” because of their lack of convenient access to affordable and nutritious food. Cornell Scott - Hill Health Center has been helping residents ease these challenges.

We provide our patients extensive counseling on proper nutrition and work with them to develop strategies for obtaining the right kinds of food and vegetables.

Moreover, we have championed use of the Common Ground Mobile Market Initiative, providing coupons to patients that allow them to purchase fresh fruits and vegetables from the market, which calls itself a “rolling farm stand on wheels.” The market makes stops at many locations in New Haven, including the Cornell Scott - Hill Health Center.

In addition, during the Holiday Season, we provide hundreds of families with special meals.
Innovating with Art
Cornell Scott - Hill Health Center launched an innovative program to enliven the walls of its facilities with the work of local artists, brightening the lives of patients and staff.

Five local area artists were hired to create works that are soothing and engaging, as well as celebrating our communities. It has transformed walls that were blank into visually exciting backgrounds that calm anxious patients and bring cheer to our hard-working staff members. We will expand the program next year, commissioning more local artists.

Says Michael R. Taylor, Cornell Scott - Hill Health Center chief executive officer, “The program is a tribute to the respect we have for our staff and our patients. We want to give them a respite from the everyday challenges they endure and bring some joy, light and color into those challenges. We want people to know we care about them.”

Building a Foundation
As demand rises for healthcare throughout Greater New Haven, including medical, behavioral health, dental and pediatric services, Cornell Scott - Hill Health Center has begun laying the groundwork for establishing a charitable foundation to support its care of patients and work in the community.

Mary Ellen Cody joined the staff in April 2022 as the Cornell Scott - Hill Health Center’s chief development officer. She not only is working to increase the organization’s outreach and appeal to the donor community throughout greater New Haven and Connecticut, she is also helping launch the charitable foundation. She previously served in a similar role at Gateway Community College in New Haven for more than 13 years.
PATIENT DEMOGRAPHICS
Fiscal Years 2021 & 2022

49,472 / 52,434 Patients
Number of different individuals

301,778 / 312,076 Visits

Men 40% / 40%
Women 60% / 60%

African American 36% / 36%
White 41% / 40%
Asian 3% / 3%
Other/Multicultural 1% / 1%
Unreported 19% / 20%
Latino 37% / 38%

Food for Health

1,457 / 2,202 Families Served by the Connecticut Food Bank / CT Foodshare Mobile Pantry

• 134 / 201 Clients Served
• 35 / 24 Rx Prescription Vouchers redeemed by the Common Ground Mobile Market

223 / 231 Holiday Food Baskets Distributed to Patient Families

Summer Meals 337 Meals Served in 2022
Number of Patients by Service
1. Medical - 43,232 / 45,480
2. Mental Health Services - 5,676 / 7,001
3. Substance Use Disorder - 2,944 / 8,783
4. Dental - 5,736 / 6,618
5. Other Professional - 3,180 / 3,930
6. Vision Services - 2,036 / 2,539
7. Enabling Services - 709 / 1,870

Prevailing Diagnoses
1. Hypertension - 9,547 / 10,054
2. Depression - 5,920 / 7,516
3. Drug Dependent - 5,235 / 5,517
4. Diabetes - 3,583 / 5,769
5. Asthma - 2,562 / 3,893
6. Alcohol Dependent - 3,090 / 3,434
7. Homeless - 1,590 / 2,206
8. People with HIV - 346 / 333

Who Pays Us
- Medicaid: 64% / 62%
- Private Insurance: 20% / 21%
- Medicare: 7% / 6%
- Uninsured (Sliding-fee): 9% / 11%
- 9% / 11%

Pharmacy
- Rx filled by CS-HHC Pharmacy: 45,098 / 49,202
- Contract Pharmacy: 11,399 / 12,350
- 13,274 / 17,731Rx Sliding-fee Discounts or grant-funded (Pharmacy, Homeless, Ryan White, Title X) resulting in $1,085,827 / $1,575,400 savings to patients
- 5,388 / 8,944 doses of flu vaccine distributed

School Based Health Centers
- 2021: 1,488 total visits from 2,806 students enrolled in 9 School-Based Health Centers during a return from COVID
- 2022: 10,357 total visits from 2,950 students enrolled in 10 School-Based Health Centers

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# FINANCIAL REPORT

for the years ending June 30, 2021 & June 30, 2022

(Figures represented in the millions)

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
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<tbody>
<tr>
<td><strong>Operating Revenue</strong></td>
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<tr>
<td>Federal Grants</td>
<td>9,978</td>
<td>13,479</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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<td>Grants and Contracts</td>
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<td>Patient Service Revenue</td>
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<td>54,902</td>
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<td>Rent and Other Revenue</td>
<td>4,464</td>
<td>9,566</td>
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<td><strong>Total Operating Revenue</strong></td>
<td><strong>61,730</strong></td>
<td><strong>80,767</strong></td>
<td><strong>93,109</strong></td>
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<td><strong>Expenditures</strong></td>
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<tr>
<td>Salary Expense</td>
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<td>Fringe Benefit Expense</td>
<td>6,973</td>
<td>8,125</td>
<td>9,683</td>
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<td>Contractual Services</td>
<td>3,030</td>
<td>5,335</td>
<td>7,708</td>
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<td>Materials and Supplies</td>
<td>3,929</td>
<td>4,815</td>
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<td>Furniture and Equipment</td>
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<td>587</td>
<td>1,234</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>349</td>
<td>407</td>
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<td>Legal and Accounting</td>
<td>478</td>
<td>1,628</td>
<td>463</td>
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<td>Other Expenses</td>
<td>5,335</td>
<td>5,009</td>
<td>5,966</td>
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<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>60,545</strong></td>
<td><strong>74,216</strong></td>
<td><strong>91,063</strong></td>
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<td>Surplus/Deficit from Operations</td>
<td>1,184</td>
<td>6,551</td>
<td>2,046</td>
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<td>Non-Operating Income</td>
<td>1,515</td>
<td>67</td>
<td>16,517</td>
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<td>Contribution to Fund Balance</td>
<td>2,699</td>
<td>6,618</td>
<td>18,562</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.