



MANET COMMUNITY HEALTH CENTER

**committed to**

**leadership  
access  
quality  
innovation**

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**2013** ANNUAL REPORT

## >> Dear Friends:

The past year has been a time of tremendous change for health care—both on the national stage and for Manet Community Health Center in particular. We have witnessed, and been an integral part of, the debate over the Affordable Care Act (ACA) and its implementation in 2014.

We are proud to say that Manet Community Health has taken on a leadership role in both advocating for health care parity and educating South Shore residents about their best options for coverage under health care reform. We applied for and were awarded significant funding in 2013 to expand our Community Outreach and Navigation Team. And, tellingly, we were recognized for our expertise in enrollment by the U.S. Department of Health and Human Services, which asked Manet to teach other health centers how it's done.

We achieved other significant successes throughout 2013 that will help expand access to care. These included \$5.5 million in competitive funding through the ACA for major expansions at our North Quincy and Hull sites, making room for 9,037 new patients and 36,490 new patient visits annually. We also won ACA funding for a new practice site—our sixth—opened in Taunton this March.

Over the past year, we expanded our medical and management staff in significant ways, as we continued to recruit providers who embrace our mission and managers who are committed to furthering our goals for leadership, access, quality and innovation.

At the same time, we expanded several important programs and services in 2013, such as chronic disease management, our discounted pharmacy program, opioid overdose prevention and reversal, HIV/AIDS services, pediatric care,

family planning and elder care. And we introduced our new Patient Portal, which gives Manet patients online access to medical records, appointments and providers.

We owe a debt of gratitude to our many partners—the legislators, civic and business leaders, organizations and individuals like you who share our belief that everyone deserves quality health care, whatever their circumstance in life. We would like to take this opportunity to recognize you and all of our supporters for your time, talent and resources.

Our incoming board of directors has a daunting task ahead of them, as we strive to continue our momentum of the past year, and plan the best next steps to ensure the viability of health care services for Manet patients, present and future. For, make no mistake about this, the need for our services only increases. In this age of concierge medicine and a nationwide shortage of primary care providers, Manet's role in the national and local health care mix is more important than ever.

There can be no greater endorsement of Manet's ability to accomplish our mission than from the committee formed to disperse charitable funds from the Quincy Medical Center Estate and Foundation, which awarded Manet nearly \$1 million. We are humbled by and grateful for their trust.

In the year to come, we will begin to fulfill this legacy as our new Manet Community Health Foundation takes shape, and we introduce new programs to help our patients live to their full potential.

Please join us, and thank you for your support.



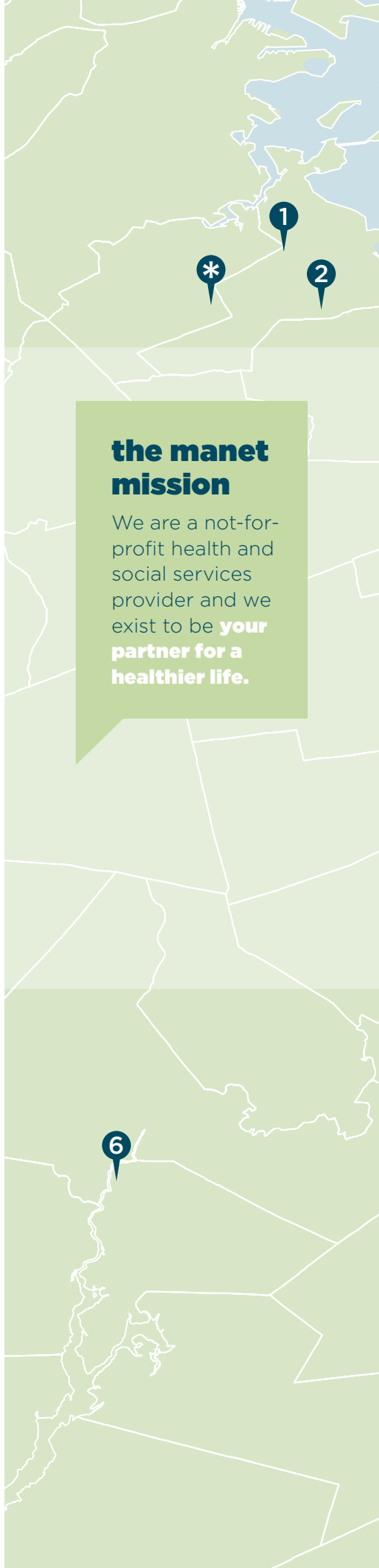
**JOSEPH M. REARDON**  
President, Board of Directors,  
2010-2013



**HENRY N. TUTTLE**  
Chief Executive Officer

## the manet mission

We are a not-for-profit health and social services provider and we exist to be **your partner for a healthier life.**



## Mapping Manet Community Health

### 1 NORTH QUINCY

- » Opened in 1993 as practice site & administrative offices.
- » Major renovation adding Center for Older Adults and a Center for Primary Care in Public Housing due for completion Summer 2014.
- » 27 new exam rooms, plus new specialty services, including vision care and an on-site pharmacy.
- » Funded through federal Affordable Care Act.

### 2 QUINCY MEDICAL CENTER (QMC)

- » Launched in 2000 inside QMC, now part of Steward Health Care System.
- » Staffed with a full complement of bi- and tri-lingual providers and support staff.
- » Open for patient care and enabling services Monday-Saturday.
- » Home to Manet's HIV Medical Case Managers and Prevention Specialists.
- » Expansion anticipated in 2014 to increase exam room and services.

### 3 SNUG HARBOR/GERMANTOWN

- » Celebrated 30th anniversary in 2013; Manet's second site.
- » Building was constructed in 1851 as a nursing home for retired sailors.
- » Mantelpiece in waiting room was part of the original sailors' infirmary and was protected during 2012 renovation.
- » Building owned by Quincy Housing Authority.

### 4 HOUGH'S NECK

- » Manet's first practice site, opened in 1979.
- » Federally designated Medically Underserved Area.
- » Co-located inside Hough's Neck Community Center.
- » Refurbished in 2012 with new flooring, paint and window treatments.
- » Full complement of RN clinical care management, patient navigation and HIV walk-in screening.

### 5 HULL

- » Opened in 1989, this is Manet's third practice site.
- » Major addition of a Center for Older Adults completed in spring 2014.
- » Expanded staff will include a geriatrician and other specialists.
- » Funded through the federal Affordable Care Act.

### 6 TAUNTON

- » New practice site—Manet's sixth—opened March 10, 2014.
- » Will offer full-spectrum primary, preventive, enabling and specialty care.
- » Our top priorities: elderly, low-income and Medically Underserved residents.
- » Funded through the federal Affordable Care Act.

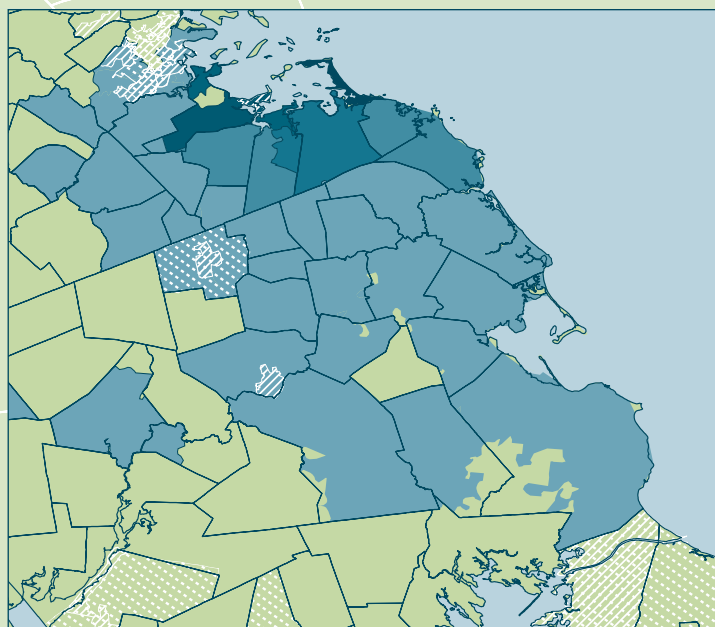
## Administrative Office

### \* MILTON

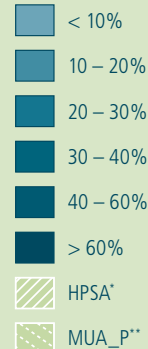
- » 12,000-sq ft administrative offices opened on Granite Avenue in 2013.
- » Location for financial operations, medical records, technology hub, human resources, fundraising, disaster planning and all management functions.
- » Freed up space in North Quincy for more patient exam rooms.
- » Houses approximately 50 Manet employees.

## Low-Income Population in Our Service Area

At least 57% of Manet patients live at or below 200% of the Federal Poverty Level. This map shows some of the greatest areas of need.



### % of Low-Income Population



\* Health Professional Shortage Areas (HPSAs) are designated by the Health Resources and Services Administration (HRSA) as having shortages of primary care, dental, or mental health providers.

\*\* Medically Underserved Areas/Populations (MUA\_P) are designated by HRSA as having too few primary care providers, high infant mortality, high poverty and/or high elderly population.

## leadership

What does it mean to lead? To be willing to step out in front, to **advocate** for what you believe in, to risk, to try new things, inspired by a collective mission. In 2013, Manet took a leadership position in our dedication to achieving **quality health care for all**.

» **“A wonderful gift  
by our community  
for our community.”**

**HENRY N. TUTTLE**  
Chief Executive Officer

Leadership comes in many forms, including the willingness to see a job through and fulfill a commitment—as exhibited in 2013 by a group of former Quincy Medical Center (QMC) trustees and community members.

Following the sale of QMC to for-profit Steward Health Care System in 2012, QMC’s charitable funds were held in trust until the ideal distribution could be determined.

**“This is the passing of the baton. These funds represent the heart and soul of our community, and it will be exciting to see what these organizations do with them.”**

**GRACE E. MURPHY-MCAULIFFE**  
Former President, QMC Board of Directors

The money came from various fundraisers over the years. They included the annual QMC Cancer Walk to benefit the Marie A. Curry Fund, which raised more than \$1 million for free screening mammograms and cancer awareness since its founding in 1998.

The Curry Family established the fund in Marie Curry’s honor, following her passing from breast cancer. The cause gained the support of generations of families, inspired by Marie’s husband, Bob; son, Sean; and, daughter, Julie (Curry) Johnson.

In December 2013, a special committee of the QMC Estate and Foundation transferred \$1.6 million in donor-restricted funds to seven Quincy-area social service organizations. Manet Community Health was the single largest recipient, awarded \$996,803.

To properly manage the gift, Manet established a new Manet Community Health Foundation charged with addressing the unmet health needs of the South Shore region.



**A** Sean Curry, Julie (Curry) Johnson, Bob Curry **B** At Manet’s Donor Appreciation Breakfast: Quincy Mayor Thomas P. Koch and Congressman Stephen F. Lynch

**“This money came from the school girls who collected pennies, the friends who held bake sales, the families who walked for a cause.**

**We wanted to make sure we perpetuated what all those funds were raised for—and possibly start something fresh.”**

**SEAN CURRY**

Member, QMC Estate and Foundation Committee

“We couldn’t think of a better organization than Manet to receive the bulk of these funds because of the breadth and depth of all it does for the community,” says Sean Curry, a member of the QMC Estate and Foundation Committee. Other members were committee head Grace E. Murphy-McAuliffe, Phyllis Godwin and Richard Barry.

“These dollars rightfully belong to the community, which is why we want to get them back to the community,” said

Murphy-McAuliffe at the transfer of the funds in December 2013.

Manet will use the restricted QMC funds in accordance with the donors’ original intent. The largest percentage will go to support programs at Manet focused on cancer screening, education and community outreach. Other programs at Manet getting support include general health care and wellness services, support for transitions between incidents of care and HIV/AIDS services. In addition, Manet will augment its efforts at health insurance enrollment and education.

Other partner organizations receiving QMC funds were Friends of the Kennedy Center, Rotary Club Quincy Scholarship Program, DOVE Inc., South Shore YMCA, Quincy Community Action Programs and Quincy Asian Resources, Inc.

**“We respect the 120-year tradition of giving to Quincy Medical Center, and we are going to continue that tradition for a new generation. For Manet, this is an opportunity to further enhance the quality of life for our neighbors in the greater Quincy area.”**

**JOSEPH M. REARDON**

President, Manet Community Health Foundation



At Manet’s Donor Appreciation Breakfast: **C** Paul Gorman, South Shore YMCA; Sue Chandler, DOVE; Henry Tuttle, Manet CEO; Dolly DiPesa, Rotary Club Quincy; Phyllis Godwin and Grace E. Murphy-McAuliffe, QMC Estate and Foundation Committee; Beth Ann Strollo, Quincy Community Action Programs; John D. Brothers, Manet Board member; and, Gabriel Cheong, Quincy Asian Resources Board President **D** State Rep. Tackey Chan, Cheong and Joseph M. Reardon, Manet Board President



## Bringing Affordable Health Care Coverage to More People

Manet Community Health took to the streets in full force in the last quarter of 2013 to enroll South Shore residents in new health insurance options available through the Affordable Care Act (ACA), which took effect Jan. 1, 2014. Funding this massive effort: three state and federal grants, earned by Manet amidst stiff competition for funding.

**“I could never thank you enough... A few visits to Manet, and we were insured people again, and were thrilled that we could see a doctor.”**

**ELIZABETH**  
Manet client

In July 2013, Manet received \$219,000 to expand its Community Outreach and Enrollment Team from the U.S. Department of Health and Human Services (HHS), the MassHealth Office of Health and Human Services and the Commonwealth Health Insurance Connector Authority Navigation Program. Manet was one of just 10 organizations statewide to earn a Connector grant.

As a result, Manet’s multi-cultural Community Outreach and Enrollment Team gained new members. Navigator Kenneth Moore was promoted to Interim Supervisor of Patient Navigation as we took our hands-on assistance to community centers, health fairs, senior centers, festivals, farmer’s markets, the faith community and other locations. “Where the people go, we go,” says Moore.

Manet’s Navigators are certified, trained and prepared to help consumers identify the best, most affordable options. “We take the very complicated information of the ACA and un-complicate it for our clients,” says Navigator Benjamin Strake.

In September, HHS enlisted Manet to counsel other health centers and states on outreach and enrollment methods, in particular when working with diverse cultures. Manet was a leader in an HHS-sponsored Webcast Sept. 17, highlighting opportunities for outreach and education. Representing Manet were Moore and Navigator Hawraa Alsaad.

“We’re extremely pleased the federal government recognized Manet’s expertise and achievements in outreach and enrollment,” says Henry N. Tuttle, Manet CEO. “We continue to share our experience with our fellow agencies and South Shore residents.”

Since the passage of Massachusetts Health Care Reform in 2006, we have helped more than 17,000 South Shore residents enroll in coverage. We also assisted 1,500 registered Manet patients required to shift plans under the ACA. The ambitious signup effort continues into 2014.

Manet collaborates with a wide range of community-based organizations to facilitate these critical signups. In addition, residents can speak to Manet Outreach and Enrollment Specialists at any practice site Monday—Friday, Saturdays and evenings, too. “We’re fully committed to making sure each South Shore resident understands his or her best options for coverage,” says Moore.



Manet Navigators, left to right: Hamza Mancy, Elizete Shepherd, Ken Moore and Xuan Du. Not pictured are Benjamin Strake, Hawraa Alsaad and Judy Xue.

### Outreach: By the Numbers

10

Languages: Manet Navigators provide services in English, Chinese, Vietnamese, Thai, Spanish, Portuguese, Arabic, Hindi, Urdu and Haitian Creole.

13%

Manet patients who lack insurance compared with 36% of health center patients statewide.

17,000

South Shore residents Manet has assisted to enroll in health care coverage since 2006.

\$219,000

State and federal funding Manet received to ramp up its enrollment efforts for the Affordable Care Act.

30+

Educational sessions, workshops and learning lectures offered by Manet Navigators in the last quarter of 2013.

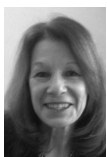


## New Management Team Reflects Top Priorities

Responding effectively to an increased need for services takes a nimble and broad-based management team, experienced in both devising and carrying out innovative processes and programs. In 2013, Manet recruited four experienced health care professionals to strengthen our management team. They came from such leading organizations as Dana-Farber Cancer Institute in Boston, East Middlesex ARC, Boston Children's Hospital and Steward Health Care Network.

"In this era when community health centers are expected to deliver greater accountability and evidence-based care, we are excited to deepen the capabilities and resources of our management team," says Henry N. Tuttle, Manet CEO. "We have an ambitious mission to bring comprehensive, top-quality care to the South Shore, and putting the best team in place will help us get where we need to go."

### Joining Manet's management team in 2013 were:



**GAIL M. COVELLUZZI, CPA, MPA, Chief Financial Officer (CFO)**

Gail Covelluzzi has a successful history of directing financial functions for non-profit organizations. Prior to joining Manet, she was CFO at East Middlesex ARC (EMARC) in Wakefield, MA, which advocates for people with development disabilities and their families. Earlier, she was CFO at South End Community Health Center in Boston. There, she headed the successful implementation of Electronic Health Record and Electronic Practice Management systems.



**LISA J. LEVINE, MPH, Senior Director for Strategic Services**

In the new post of Senior Director for Strategic Services, Lisa Levine is helping to identify and capitalize on business development opportunities that reflect Manet's mission and values to fuel future growth. She leads Manet's managed care strategy, including all managed care-related contracting. Prior to joining Manet, Levine was business manager for Steward Health Care Network, Quincy Local Chapter. Previously, she led the day-to-day operations of Dorchester House Multi-Service Center and the Family Health Center of Worcester.



**AYOTOMIDE E. OYELAKIN, MBCHB, MPH, CPHQ, Director, Performance Improvement**

Ayotomide Oyelakin is heading up evidence-based quality improvement initiatives in all areas of patient care and organizational processes, including increased access to services. Oyelakin was previously at Boston Children's Hospital, where she was Quality Improvement Consultant in the Department of Cardiology. A physician in her native Nigeria, Oyelakin served as Medical Officer at two Nigerian hospitals. She is a Certified Professional in Healthcare Quality (CPHQ).

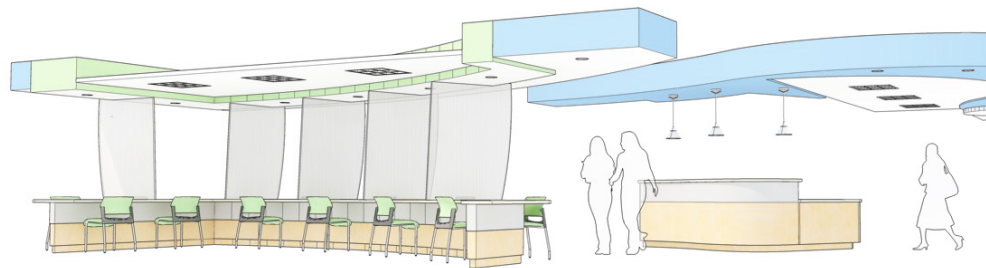
**"We are excited to deepen the capabilities and resources of our management team. We have an ambitious mission to bring comprehensive, top-quality care to the South Shore."**

**HENRY N. TUTTLE**  
Chief Executive Officer



**LINDA CARBERRY, Practice Manager**

As Practice Manager, Linda Carberry directs and supervises the patient experience at all six practice sites from check-in to check-out—including registration, scheduling, medical records and customer service. She supervises all non-clinical operational personnel. Before joining Manet, Carberry helped launch a new academic department at Dana-Farber Cancer Institute focused on patients with serious and life-threatening illnesses and enhanced administrative and fiscal management at the Harvard Medical School Center for Palliative Care.



**access** We believe having access to **quality health care services** is a basic right. So we work hard to fulfill that mandate for the people who rely on us. Increasing access to care results in better quality of life, improved health outcomes and a **stronger community**.

### **New Facilities Welcome Patients**

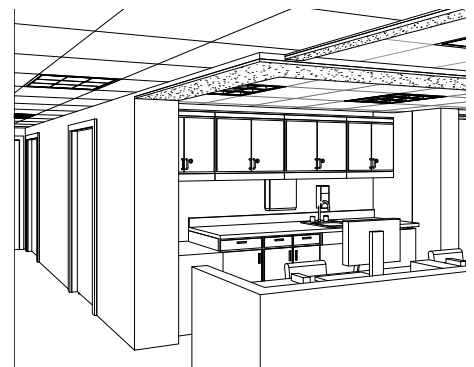
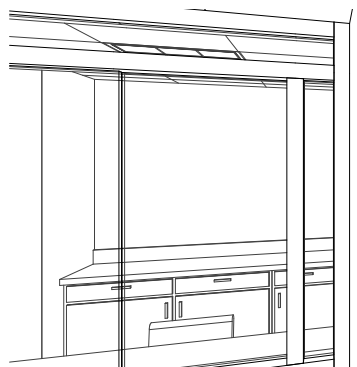
Manet Community Health will complete major renovations at our North Quincy and Hull practice sites this spring and summer that will accommodate up to 9,037 new patients and 36,490 patient visits annually.

In 2012, Manet received \$5.5 million through the federal Affordable Act

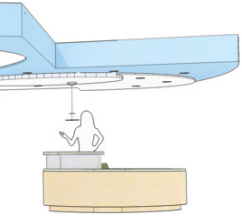
(ACA) for these expansions—the maximum amount a single center could be awarded—\$5 million for extensive work at the North Quincy practice site and \$500,000 for Hull.

North Quincy and Hull were targeted for expansion because of area health needs. Quincy and Hull both have high rates of chronic disease. Older adults in these communities die of heart disease and lung cancer at seven times the federal target rate and from colorectal cancer at six times the target rate.

In North Quincy, Manet is adding 27 new exam rooms to the existing 18, with a new Center for Older Adults and a Center for Primary Care in Public Housing. New services on tap include behavioral health, vision care and a 340B pharmacy with near-wholesale prices for low-income, registered patients. “Our first on-site pharmacy is key to Manet’s overall management of care,” says Jennifer







F. Sabir, MD, Chief Medical Officer.  
"Our income-eligible patients will enjoy one-stop shopping, and no longer have to choose between filling their prescriptions and spending on other priorities like food and rent."

**"I am delighted that our state has received \$3.5 million to support six new federal health center sites, including yours. Your works is critical to making sure that people of all economic circumstances in Massachusetts have access to basic health care."**

U.S. SENATOR ELIZABETH WARREN

Patients arriving in North Quincy will be welcomed by a knowledgeable greeter who will direct them to their care provider or to such services as registration and health benefits counseling. "All the design decisions—from how you enter the building to wayfinding to the color palette—are focused on enhancing the patient experience," says Marsha Meade, Director of Facilities.

In Hull, where Dr. Sabir sees patients, Manet is also adding a Center for Older Adults. Once fully operational, the expansion will provide three new exam rooms for a total of 12, and accommodate 2,115 new patients and 7,888 new patient visits annually. New services will include geriatric care, behavioral health, oncology, orthopedics and cardiology. Architect for both projects is DiGiorgio Associates, Inc. of Quincy.

### **New Access Point: Greater Taunton Practice Site**

Manet opened its sixth practice site in March 2014, which will eventually bring a full complement of primary, preventive, enabling, and specialty care to residents of Attleboro, Norton, Taunton, Berkley, Raynham, Middleborough and surrounding communities.

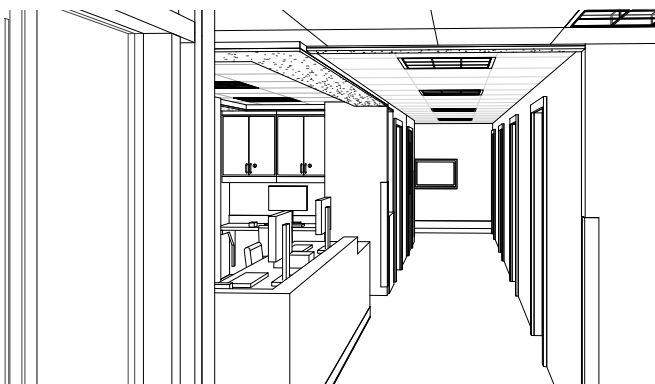
Manet was one of only six Massachusetts community health centers to win ACA funding from the U.S. Health Resources and Services Administration in November 2013 to expand access to care. The grant provides \$650,000 in the first year and \$500,000 annually for each subsequent year. "This important funding will enable us to reach out to a Medically Underserved Area, reduce barriers and ensure health parity," says Jennifer F. Sabir, MD, Chief Medical Officer.

**"This new health center will improve access to affordable health care for residents across the Greater Taunton area. As we move forward with health care reform, community-based care will be central to its success. I applaud Manet and the Administration for working tirelessly to expand access to areas that need it most."**

U.S. REP. JOSEPH KENNEDY III

The Taunton practice site will be able to accommodate 5,081 patients and 16,000 patient visits annually.

Manet identified Taunton for its newest practice site after careful assessment of ongoing health, social and economic challenges. Chronic disease is a major contributor to premature death in Taunton, which has an 18% higher rate of deaths per 100,000, along with higher cardiovascular and lung cancer deaths, than the statewide average. In addition, the cancer death rate exceeds federal targets and the city's infant mortality rate is the fourth highest city rate in the state.



Above, left: North Quincy interior. Above, right: North Quincy exterior

Far left: Hull interior. Left: Hull interior

## **Serving Diversity With Diversity**

Manet Community Health continued to build our dedicated team of health care providers in 2012-2013, including the recruitment of our first staff pediatrician in 30 years and a familiar face as Chief Medical Officer (CMO).



**“We are actively recruiting new practitioners to our medical team to meet the increasing need for our services. We look for people who share our commitment to working with the underserved and to the community health center model.”**

**JENNIFER F. SABIR, MD**  
Chief Medical Officer

At the beginning of 2014, Manet announced the appointment of Dr. Jennifer Sabir as CMO. She had been Interim CMO since June 2012 and is Physician Leader at our Hull practice site. Dr. Sabir, who joined Manet in 2005, earned her medical degree at the University of Virginia School of Medicine and completed a family medicine residency at Overlook Medical Center in Summit, NJ. She holds a bachelor of arts in religion and women's studies from Dartmouth College in New Hampshire.

“We are thrilled that Dr. Sabir has accepted the post of CMO,” says Henry N. Tuttle, Manet CEO. “Her leadership, insight, and compassion will help guide us as we enter another critical period of growth.”

“This is such an exciting time to work here at Manet,” says Dr. Sabir, “with the kind of primary and preventive care we provide now being recognized as a very important part of medicine on a national level.”

### **Primary care providers joining Manet in 2013 were:**



**JOSHUA LUMUMBA OKALLO, MD** provides comprehensive care for all ages at the North Quincy and Snug Harbor/Germantown

practice sites. Dr. Okallo received his medical degree from Loma Linda University School of Medicine in California. He completed his family medicine residency at Loma Linda, where he served as Chief Resident. He says, “Manet’s vision about where health care is going, and its plans to achieve that vision in getting resources to its patients, will help me reach my goal of building provider-patient relationships that promote health in many areas of patients’ lives.”



**TAMAR SIRACUSA, MSN, ANP-BC, WHNP-BC** is doubly board certified as an Adult Nurse Practitioner (ANP) and a Women’s Health

Nurse Practitioner (WHNP). She primarily sees patients at the Quincy Medical Center practice site. She earned her master’s in nursing at Yale University

School of Nursing. Prior to joining Manet in 2013, she worked at Summit Women’s Center in Bridgeport, CT. “In a community health center setting like Manet,” says Siracusa, “I’m able to provide my patients with a full range of care and resources they need, which can mean better health outcomes over the long-term.”



**ELIZABETH TSAI, DO** earned her osteopathic medical degree from the University of Medicine & Dentistry of New Jersey –

School of Osteopathic Medicine. She completed her family medicine residency at Robert Wood Johnson University Hospital in New Jersey. Dr. Tsai also has a master’s in epidemiology from the Harvard School of Public Health. She sees patients at our North Quincy practice site. Previously, she worked in a small private practice in northern New Jersey. “It’s wonderful to have the opportunity to partner with my patients on preventive medicine to keep them healthier.”



**MICHELLE VILLARTA, MD** is Manet’s first full-time pediatrician in three decades. Previously, Dr. Villarta was on staff at Roxbury

Comprehensive Community Health Center and in private practice in Monroe, Michigan. Dr. Villarta earned her medical degree from the Michigan State University College of Human Medicine in East Lansing, Mich., and a master’s in medical sciences from Boston University. “In a community health center like Manet,” she says, “I can do a lot more for my patients, with a more comprehensive list of services under one roof, and the center’s mission supports that.”

## » “I feel like I was born again.”

**LUIZ**  
Manet patient

Far away from his family in Brazil, Luiz worked long hours in a Quincy-area restaurant to send money home. Then one day, he cut his finger at work and came to Manet’s North Quincy practice site. There he met Elizete Shepherd, a Community Health Navigator, who speaks fluent Portuguese, and his new doctor, Elizabeth Tsai, DO.

Those meetings would prove to be serendipitous.

Later, while lifting a heavy weight, Luiz injured his arm. Then he developed a hernia and needed surgery. Dr. Tsai referred him to a specialist. As his arm worsened, he couldn’t work, and Luiz grew depressed.



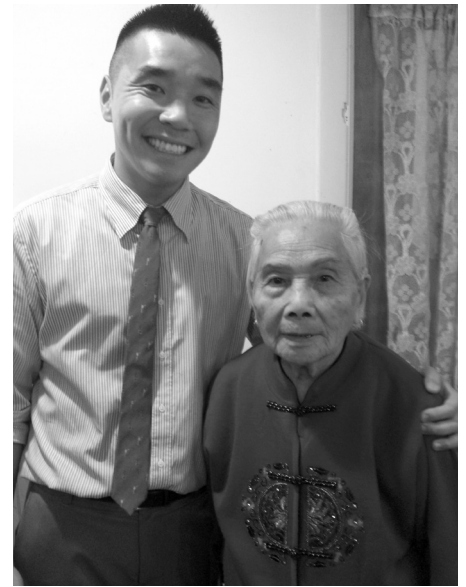
Multilingual Community Health Navigator Elizete Shepherd and Luis, a Manet patient

His spirits sank to the point that he decided life wasn’t worth living. But his attempts at suicide failed—his survival instinct was just too strong. It was then that Luiz remembered the kind people at Manet who had helped him. He called on them again.

His Manet team leapt into action, and Luiz was quickly referred to Carney Hospital, a Steward Family Hospital, in Dorchester for treatment. “I will never forget, when I decided to seek mental health treatment at Manet, I was very welcomed there,” says Luiz.

Manet maintains a large and multi-lingual force of certified medical interpreters, who work on the front lines, at practice sites and community events. “We care deeply about providing full access to our services to all our patients, whatever their culture, whatever their language,” says Cynthia Sierra, Senior Director for Public Policy, Public Affairs and Program Development at Manet.

For Luiz, the care and attention he received translated to a new chance. Last fall, he had a successful operation on his arm. He continues to monitor his mental health and is grateful for the quick intervention. “I thank God that my recovery was fast,” he adds. “If it was not for the help of everyone at Manet, I would not be here anymore. I feel like I was born again.”



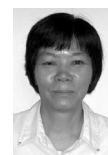
Manet Board Member Ivan Wong with his grandmother, Bi Zhen Wu. Both are Manet patients.

## A Century of Healthy Living

Manet patient Bi Zhen Wu turned 100 in 2013—a century of healthy living. She is often accompanied on her visits to our Quincy Medical Center practice site by her grandson, Ivan S. Wong, who happens to be a member of the Manet Board of Directors.

Wong first came to Manet as family translator for his Cantonese-speaking grandfather, Rong Bang Huang. He now serves the same role for his grandmother. The experience led Wong to become a patient himself. “I was impressed with the high level of services my grandfather received,” he says. “The Manet staff is always so kind and amazing.”

To reach out to Chinese-speaking patients, Manet added a new Navigator to our multi-lingual Community Outreach and Enrollment Team in 2013. Judy Xue is fluent in reading, speaking and writing Mandarin and Cantonese. She is also an experienced



counselor in the SHINE Program (Serving Health Information Needs of Elders).

Judy Xue

## quality

The desire to provide the **highest standards** of quality care drives the Manet Community Health mission. The goal: **optimal health outcomes** for our patients and patient satisfaction.

**In monthly surveys of patients, an average of 96% of patients say they would refer their friends and family to Manet.**

## Building in Quality & Performance

In 2012 and 2013, Manet advanced the quality agenda on several fronts, and patients responded.

In monthly surveys of patients, an average of 96% of patients say they would refer their friends and family to Manet. “The ultimate test is whether people would recommend us to their loved ones—and most say they would,” says Denise Mulcahy, Project Manager, Patient-Centered Medical Home initiative (PCMH*i*).

Patients also were asked to rate their ease at getting an appointment, the quality of the provider’s information, how much time their provider spent with them, whether they felt respected while at Manet, and the helpfulness of front desk and lab personnel, among other standards. Typically, throughout 2013, Manet received ratings between 93% and 100% on each of these measures.

Ayotomide Oyelakin, MBChB, MPH, CPHQ, Director, Performance Improvement, is pleased with such feedback, but adds, “We have wonderful scores so far. Can we get all of them to 100%? We can always try.”

Oyelakin is charged with identifying barriers to quality and new measures that assess and encourage quality care. “We want to develop interventions that will get us where we want to be,” says Oyelakin, a Certified Professional in Healthcare Quality (CPHQ).

More and more, insurers and government agencies are demanding quality improvement initiatives. Having proactive measurements and interventions are crucial to our goal to being certified by June 2014 as a Level 3 Patient-Centered Medical Home by the National Committee for Quality Assurance. Manet already is at Level 2.

Oyelakin is looking at ways to improve organizational performance, along with measurement and intervention of chronic disease management, focusing on diabetes, hypertension, depression and asthma. Also under scrutiny are preventive care measures, such as the frequency and scope of screenings for cancer, blood pressure, depression and the rate of school vaccinations.



**“We’re constantly monitoring patients with these conditions, checking for trends, and finding ways to improve our care.”**

**ROB SHINER, MD**

Medical Director for Quality Improvement and Physician Leader at the North Quincy practice site

Also of interest is how well Manet is doing in terms of improving access to care, such as the ability of patients to get same-day appointments and the time to the next-available appointment.

“Ultimately, we want to offer an alternative to a limited private practice setting for patients with choices about where they get their care, as well as for those patients with limited choices,” says Henry N. Tuttle, Manet CEO. “To do that, we must above all achieve and maintain the highest standards of quality.”



## Patient-Centered Medical Home Initiative

Manet has already achieved recognition as a Level 2 Patient-Centered Medical Home (PCMH) from the National Committee for Quality Assurance (NCQA). The NCQA seal is a widely recognized symbol of quality. Manet's PCMH team is working toward submission for Level 3 recognition from the NCQA by June 30, 2014.

**“A Patient-Centered Medical Home is a model of care that replaces episodic care with coordinated, integrated care.”**

**DENISE MULCAHY**

Project Manager, Patient-Centered Medical Home initiative

Under the PCMH model, an entire team works with each patient to help address all of his or her health care needs. That team typically includes a primary care provider, nurses, medical assistants, an RN clinical care manager, a nutritionist, a dietician and someone to assist with insurance and benefits. In addition, the organization must implement evidence-based guidelines for chronic conditions, track performance, show that standards for patient access and communication are met and support patient self-care, among other achievements.

“The result,” says Mulcahy, “is greater continuity of care, improved efficiency and easier means to track performance and health outcomes.”

## RN Clinical Care Managers Join Team

We strengthened our medical team in 2013 with trained RN clinical care managers at each practice site, armed with a \$125,000 grant from the Neighborhood Health Plan Partnership for Community Health.

“Our focus is shifting from treating a specific disease to providing comprehensive, enhanced care,” says Rose Niles, RN, leader of the Clinical Care Management Program and RN Care Manager at our Hough’s Neck practice site.

One high-priority mission is improving health outcomes for patients at risk of developing complications that potentially could send them to the emergency room—a practice that adds to health care costs and doesn’t always produce the best, most coordinated care. Among those vulnerable patients are

people with diabetes and cardiovascular disease, as well as elderly patients, who may have multiple health challenges.

“We work with our physicians and nurse practitioners to develop nursing care plans for each of our high-risk patients to maintain their health and prevent problems,” says Niles. “We can’t always keep them out of the hospital, but that’s what we try to do.”

The care management comes with a generous dose of patient education about healthy lifestyle choices and medical management issues, such as taking routine medications.

The goal is to meet patients where they are on their health journey and build more positive steps together. “A trust develops when patients understand we’re on their team, and they’re more likely to get engaged in their own care,” explains Niles. “Every day there’s a different story where this approach is making a difference.”

Other Care Managers on Manet’s team are AnnMarie Fruth-Hufnagle, RN, North Quincy; Kathy Connelly, RN, Hull; Celeste Le, RN, Quincy Medical Center; and Stephenie Jackson, RN, CDAC, LCAC II, a Certified Alcohol & Drug Abuse Counselor, Snug Harbor/Germantown.



RN Clinical Care Managers, from left: AnnMarie Fruth-Hufnagle, RN; Celeste Le, RN; and Rose Niles, RN. Not pictured are Kathy Connelly, RN, and Stephenie Jackson, RN, CDAC, LCAC II.



**innovation** Innovation is **integral** to the Manet spirit. It means we're willing to create new programs and services, to forge powerful alliances, and to employ the latest technologies. We never embrace new for newness' sake. Each change must **improve the care and quality of life** of our patients.

### 21st Century Technology

Manet is capitalizing on the latest technologies to improve efficiencies and increase patient access to information—in short, to enhance performance on every level.

In November 2012, we upgraded to athenahealth's integrated electronic health record (EHR) and intuitive practice management system (EPM), aided by a grant from Steward Health Care. Throughout 2013, we continued this seamless integration as we introduced our new Patient Web Portal.

The online portal gives Manet patients fast and secure access to their health information 24/7. By logging on to [www.manetchc.org](http://www.manetchc.org), patients can communicate with their care team via secure messages, view billing statements, request prescription refills, retrieve test results, download forms, browse health facts and request appointments.

Such technologies enhance Manet's adherence to federally mandated performance and accountability requirements for administrative, clinical and financial operations.

In the year since implementation of the athenahealth system, we realized marked improvements to our business procedures, including financial collections. Manet's accounts receivables dropped from 45 to

40 days, meaning we collected money owed at a faster rate—essential for funding patient care and growth.

### Discount Pharmacy

Manet expanded our 340B pharmacy program in 2013 to eight Walgreens locations in Dorchester, Quincy (three stores), Weymouth (two stores), Randolph, and Cohasset. The 340B program—a special federal drug pricing program—requires that drug manufacturers sell prescribed medications at reduced and affordable costs to health centers like Manet for the benefit of income-eligible, registered patients.

Manet is preparing to open our first on-site pharmacy at our expanded North Quincy practice site in 2014, bringing patients added convenience under one roof.

**“The opening of our 340B pharmacy at North Quincy assures that the cost of medication and access to pharmacy services will never be an obstacle to the provision of comprehensive health care for our patients.”**

LISA J. LEVINE, MPH  
Senior Director for Strategic Services

### Anti-Overdose Campaign

Manet stepped up efforts in 2013 to combat the growing problem of opioid overdoses in South Shore communities with free distribution and training in the use of nasal Narcan (naloxone), a drug that has the potential to reverse overdoses and save lives.

Manet's effort is part of a pilot initiative by the Massachusetts Department of Public Health, Opioid Prevention and Reversal Project, and is funded by the DPH Bureau of Infectious Disease, Office of HIV/AIDS.

Manet is one of 22 pilot sites in Massachusetts to make Nasal Narcan available to the community free of charge. We now have the largest team from Quincy to Brockton that distributes the anti-overdose drug and trains residents in its use.

Under the coordination of HIV Program Director Kim Kroeger, Manet Prevention Specialists, including Warren Nicoli and Andrea Mitchell, take the Narcan program on the road, conducting street outreach in higher-risk areas of Quincy, Weymouth and Hull.

Manet distributed more than 157 kits in 2013. “Among those completing training have been opioid users; their friends, parents, and relatives; and, agencies that serve high-risk individuals,” says Nicoli.

Manet also serves on the Town of Weymouth Substance Abuse Prevention Team, the Impact Quincy Advisory Board and joined the Norfolk County Prescription Drug Task Force led by Norfolk County District Attorney Michael W. Morrissey.

### HIV Services

Manet continues to reach out to South Shore residents with expanded HIV testing, screening and treatment services.

In fiscal year 2012-2013, more than 277 individuals were tested for HIV, 96 for STIs and 149 for hepatitis.

During the past year, Manet partnered with several community-based programs to provide onsite HIV/STI testing. They include Baystate Community Services, Father Bill's shelter, Volunteers of America, The Family Center, Adcare and New Hope.

In 2013, Massachusetts became the first state to implement a new fourth-generation HIV test and make it available to community health providers like Manet. The test can detect an HIV infection within 10 days to two weeks of infection, before a patient shows signs of HIV antibodies—enabling Manet to diagnose and treat patients earlier.

Manet's expanded HIV Medical Case Management Program helps ensure coordinated care for nearly 100 individuals living with HIV, and includes psychosocial peer support groups and education.

### Correctional Health

In a special outreach program, Manet is assisting inmates at the Norfolk County Correctional Center in making a successful transition back to the world outside prison. Manet Navigator Hamza Mancy makes a weekly visit to the correctional facility in Dedham to work with inmates in the weeks prior to

their release. He addresses such issues as enrolling in health insurance, choosing a primary care provider and booking provider appointments.

The unique program launched in June 2011, under the auspices of Norfolk County Sheriff Michael Bellotti. In FY 2012-13, Manet assisted more than 300 inmates, with the goal of easing their re-entry into society. "It's a great honor to help these men establish hope and embrace their community," notes Mancy.

### Cancer & Diabetes Prevention

Manet tackled diabetes and cancer prevention in 2013 with an innovative slate of nutritional education and Farmer's Market "veggie vouchers," made possible by Quincy Medical Center, A Steward Family Hospital. Programs have been based in schools, senior centers, community settings, low-income housing and on public access TV.

Delivering Wellness, An Innovative Program for Vulnerable Populations from Eight to Eighty, represents an expansion of Manet's successful Healthy Living Program, which launched in 2012 and brought obesity and diabetes prevention to Arabic and Brazilian communities.

Manet's efforts are spearheaded by Judith Lyden, MBA, RD, LDN, CDE, who was promoted to the new position of Director of Wellness and Diabetic Care in

2013. "We believe if people are armed with information, and can take charge of their own health with helpful tools, they will embrace healthier lifestyles," says Lyden.

Manet's expanded program is funded in part by a grant from the Blue Hills Community Health Alliance, also known as CHNA 20, a Community Health Network Area. "Delivering Wellness exemplifies what we're trying to accomplish, by identifying health needs of the region and finding ways to address those needs where people live, work and go to school," says Cynthia H. Sierra, CHNA 20 Chair and Senior Director for Public Policy, Public Affairs and Program Development at Manet.

Manet partnered with the Town of Weymouth's Mass in Motion Program and Weymouth Mayor Sue Kay in 2013. Mass in Motion received \$30,000 from the Massachusetts Comprehensive Cancer Prevention and Control Program to increase cancer screening and reduce the risks associated with cancer and other chronic diseases, especially among the town's most vulnerable residents. The kick-off event took place in June at Weymouth Farmer's Market. *Delivering Wellness* is continuing to find new outlets—and new participants—in 2014.



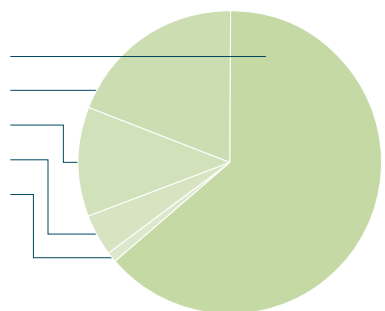
**A** Judith Lyden, MBA, RD, LDN, CDE, Director of Wellness and Diabetic Care. **B** Manet Prevention Specialist Warren Nicoli with Weymouth Mayor Sue Kay. **C** HIV team members Andrea Mitchell, Case Manager; Christine Guerro, Case Manager; and, Kim Kroeger, Program Director. Not pictured is Elizabeth Sanchez, Peer Advocate.

Financials  
and Statistics

Revenue, Grants and Other Support

Fiscal Year

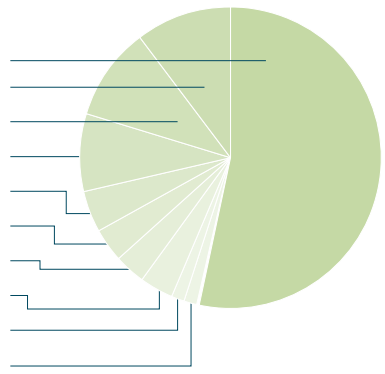
	2012	2013	2013
Net Patient Service Revenue	7,959,280	8,261,149	63.8%
Grants and Contract Revenue	2,467,877	2,471,623	19.1%
Net Assets Released from Restrictions	173,022	1,524,405	11.8%
Other Revenue	139,956	566,815	4.4%
Donations	149,802	122,517	0.9%
<b>Total Revenue, Grants and Other Support</b>	<b>\$10,889,937</b>	<b>\$12,946,509</b>	



Expenses

Fiscal Year

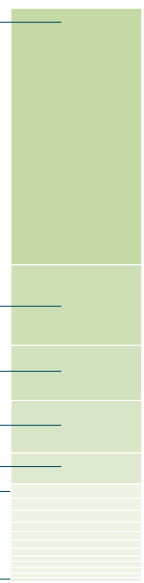
	2012	2013	2013
Salaries and Wages	6,753,178	7,270,683	59.6%
Employee Benefits	1,238,083	1,402,839	11.5%
Supplies and Expenses	814,782	1,104,594	9.1%
Professional Fees	454,105	605,726	5.0%
Service Fees and Contracts	337,770	483,071	4.0%
Depreciation and Amortization	365,820	460,709	3.8%
Occupancy	324,869	458,742	3.8%
Interest Expense	203,269	196,697	1.6%
Provision for Bad Debt	165,001	183,985	1.5%
Insurance	27,540	36,522	0.3%
<b>Total Expenses</b>	<b>\$10,684,417</b>	<b>\$12,203,568</b>	



Patient Visits by Towns

Calendar Year

	2012	2012
Quincy	6,463	44.6%
Weymouth	2,027	14.0%
Hull	1,391	9.6%
All Others	1,323	9.1%
Braintree	789	5.4%
Hingham	363	2.5%
Randolph	311	2.1%
Scituate	310	2.1%
Dorchester	227	1.6%
Rockland	224	1.5%
Marshfield	207	1.4%
Milton	184	1.3%
Cohasset	152	1.0%
Brockton	146	1.0%
Boston	141	1.0%
Holbrook	117	0.8%
Abington	103	0.7%
<b>Total Patients by Town</b>	<b>14,478</b>	



10 Things you  
should know  
about Manet

- 6 practice sites
- 7 patients serve on Manet's Board of Directors
- 17+ languages spoken by our medical providers and staff
- 18 million dollars in overall economic impact on the region in FY11 (plus operating budget of \$12.5M)
- 35 years we've been providing health care to the South Shore
- 44+ towns (and 200+ zip codes) in which our patients reside
- 57% of Manet patients live at or below 200% of the Federal Poverty Level
- 160+ total staff
- 14,478 individual patients in 2012
- 53,475 patient visits in 2012

### Manet Total Patient Visits

Calendar Year	2011	2012
	51,450	53,475

### Patients by Ethnicity

Ethnicity	2011	2012	2012
Caucasian	9,645	9,841	68.0%
Unreported	2,364	1,729	11.9%
Asian	1,110	1,142	7.9%
More than one race	9	1,092	7.5%
African American	588	631	4.4%
Amer.Ind./Alaskan	18	33	0.2%
Hawaiian/Pacific Islander	1	10	0.1%
<b>Total Patients</b>	<b>13,735</b>	<b>14,478</b>	<b>100%</b>

### Visits by Site

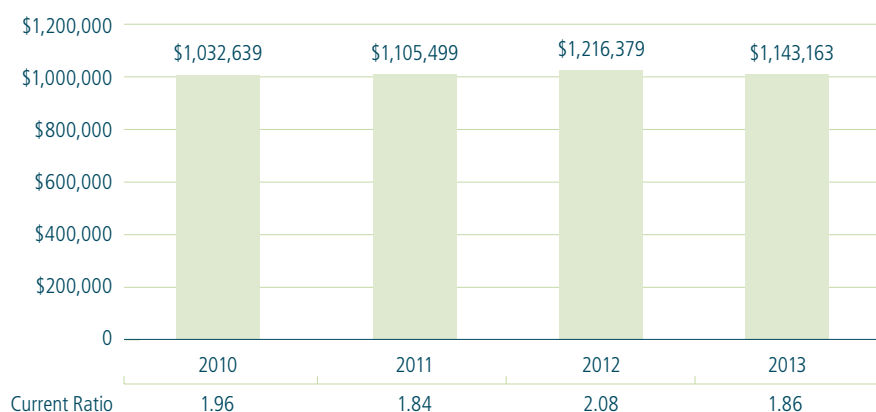
Site	2011	2012	2012
North Quincy	14,131	16,112	30.1%
Hough's Neck	10,996	11,064	20.7%
Quincy Medical Ctr.	10,668	10,355	19.4%
Hull	10,251	10,349	19.4%
Snug Harbor	5,404	5,595	10.5%
<b>Total Visits</b>	<b>51,450</b>	<b>53,475</b>	<b>100%</b>

### Payor Mix

Payor	2011	2012
Medicaid	38.9%	41.3%
Commercial	25.8%	27.9%
HSN/Self Pay	7.9%	13.3%
Commonwealth Care	13.1%	12.3%
Medicare	14.3%	5.2%
<b>Total</b>	<b>100%</b>	<b>100%</b>

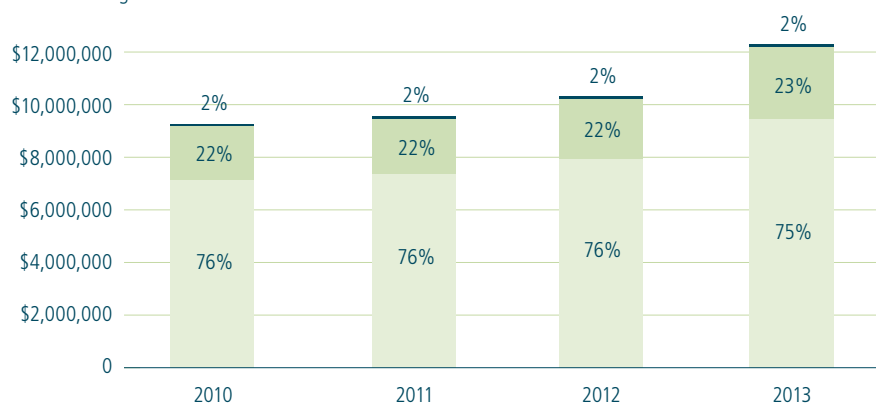
### Working Capital Comparison

Fiscal Year



### Departmental Expenditures

■ Fundraising ■ Administrative ■ General Medical



Manet Community Health Center is grateful for the support from our corporate and individual donors. Please see the names of our generous friends at [www.manetchc.org](http://www.manetchc.org).



## **Manet makes news along the South Shore**



Manet's 2013 Dinner & Auction: **A** The Morris Family **B** Rep. Walter Timilty, Rep. Bruce Ayers and Joe Reardon, 2013 Manet Board President **C** Dominica Coughlin; Quincy City Councilor Kevin Coughlin; and, Michael Morris **D** Daniel Knell, President/CEO, Quincy Medical Center; Bob Rivers, President/COO, Eastern Bank, and recipient of Manet Medallion; Henry Tuttle, Manet CEO; and, Reardon **E** Congressman Stephen Lynch, Quincy Mayor Tom Koch, and Tuttle **F** Patty Milner and Rear Admiral (rtd) Michael Milner, Manet Board Member **G** Manet Providers Kaila Saxe, NP; Sofia Chu, MD; and, Deborah Cerone, MSN, FNP **H** Snug Harbor/Germantown 30th Anniversary Open House: Tuttle, Manet Board Member Barbara Morris, Rep. Tacky Chan, Reardon and Manet Board Members John D. Brothers and John Galluzzo

**Your support of Manet programs will help ensure a healthier South Shore for generations to come.**

MANETCHC.ORG OR (617) 690-6352



## practice sites

### HOUGH'S NECK

1193 Sea Street  
Quincy, MA 02169  
Phone: (617) 471-8683  
Fax: (617) 773-1625

### HULL

180 George Washington Blvd.  
Hull, MA 02045  
Phone: (781) 925-4550  
Fax: (781) 925-5052

### NORTH QUINCY

110 West Squantum Street  
North Quincy, MA 02171  
Phone: (617) 376-3000  
Fax: (617) 774-1905

### QUINCY MEDICAL CENTER

114 Whitwell Street 2nd Fl (B Wing)  
Quincy, MA 02169  
Phone: (857) 403-0820  
Fax: (617) 376-2089

### SNUG HARBOR/ GERMANTOWN

9 Bicknell Street  
Quincy, MA 02169  
Phone: (617) 471-4715  
Fax: (617) 472-4977

### TAUNTON

One Washington Street, Suite 900  
Taunton, MA 02780  
Phone: (508) 822-5500

## administrative office

### MILTON

2 Granite Avenue, Suite 101  
Milton, MA 02186  
Phone: (617) 376-3030  
Fax: (617) 774-1906

## 2013 Board of Directors

Joseph M. Reardon, President, Milton  
Henry (Hank) L. Rittal, Vice President, Quincy\*  
Robert J. Griffin, Treasurer, Quincy  
Christopher Cogdill, Secretary, Quincy\*  
Kenneth Dyer, Medford  
John J. Galluzzo, Hanover\*  
Stephen Gore, Hull\*  
John D. Brothers, Braintree  
Elise D. Kline, PhD, APPN, Scituate\*  
Linda A. Kelly, Quincy\*  
Michael R. Milner, RDML, DHSc, PA-C, Hingham\*  
Barbara Morris, Quincy Point  
Ivan Wong, Quincy\*

\* Manet patient

## 2014 Board of Directors

Henry (Hank) L. Rittal, President, Quincy\*  
Christopher Cogdill, Vice-President, Quincy\*  
Robert J. Griffin, Treasurer, Quincy  
John J. Galluzzo, Secretary, Hanover\*  
John D. Brothers, Braintree  
Carol Garner, MD, West Roxbury  
Eva Greenwood, MBA, Milton  
Elise D. Kline, PhD, APPN, Scituate\*  
Linda A. Kelly, Quincy\*  
Michael R. Milner, RDML, DHSc, PA-C, Hingham\*  
Barbara Morris, Quincy Point  
Joseph M. Reardon, Milton  
Ivan Wong, Quincy\*

\* Manet patient

**“In health care, the landscape is constantly shifting. We need to continually evaluate the overriding needs of the South Shore communities we serve. We want to make our patients feel welcome, so they keep coming back, and carefully consider new lines of service. We start by looking at our strategic plan.”**

**HENRY (HANK) L. RITTAL**  
President, Board of Directors, 2014

**“I have enjoyed every minute of serving as President of the Manet Board of Directors. I love Manet, and I love the whole community health center model, which insists on everyone's right to quality health care. Manet is continuing to grow to serve the people of the South Shore.”**

**JOSEPH M. REARDON**  
President, Board of Directors, 2010-2013;  
Currently President of Manet  
Community Health Foundation

## Administrative Leadership

Henry N. Tuttle  
Chief Executive Officer

Jennifer F. Sabir, MD  
Chief Medical Officer

Gail M. Covelluzzi, CPA, MPA  
Chief Financial Officer

Cynthia H. Sierra, MA  
Senior Director, Public Policy, Public Affairs  
and Program Development

Lisa J. Levine, MPH  
Senior Director, Strategic Services

Ivette M. Arias  
Director, Human Resources

Veda M. Roosa  
Director, Patient Account Services

Virginia M. Boddie  
Director, Regulatory and Corporate Compliance

Ayotomide E. Oyelakin, MBChB, MPH, CPHQ  
Director, Performance Improvement

Lisa Lee  
Director, Information Technology

Jean M. Giagrande, RN  
Director, Clinical Operations

Marsha J. Meade  
Director, Facilities

Kathleen C. Sullivan  
Director, Business Administration

Kimberly A. Kroeger  
Director, HIV Program



## ACCESS IS THE ANSWER

### Join the Campaign — Make Your Voice Heard

We're trying to get the word out to every policymaker, and every American, that protecting and investing in Community Health Centers is a solution to many of the problems that still challenge the future of health care in America.

Health Centers like Manet serve as the health care home to 22 million patients and are prepared to serve millions more with adequate resources. We save the health care system billions of dollars – many times the money invested in the program.

Why join this campaign? Health Centers are facing an unprecedented threat this year – a potential 70% reduction in funding scheduled to take effect in 2016. We also have to make sure that valuable programs, like Medicaid, remain intact and strong.

#### 3 EASY ACTION STEPS

1. Sign the Access is the Answer petition at <http://www.saveourchcs.org>.
2. Join with Manet to ask local elected officials to let Congress know they support Health Center funding.
3. Write letters, emails and tweets on behalf of Manet funding and encourage your friends and neighbors to do the same.

**Your support will help ensure that Health Centers like Manet will be here for everyone who needs access to health care. Thank you!**



110 West Squantum Street  
North Quincy, MA 02171  
MANETCHC.ORG

PRINCIPAL AFFILIATE



SECONDARY AFFILIATE



Accredited by  
The Joint Commission



LIKE US ON FACEBOOK  
FOLLOW US ON TWITTER