General Information

Contact Information

Nonprofit: Fair Haven Community Health Clinic
Address: 374 Grand Avenue
          New Haven, CT 06513 3733
Phone: (203) 777-7411
Web Site: Web Site
Facebook: Facebook
Twitter: Twitter
Email: s.lagarde@fhchc.org

At A Glance

Year of Incorporation: 1972
Organization's type of tax exempt status: Exempt-Other
Organization received a competitive grant from the community foundation in the past five years: Yes
Mission & Areas Served

Statements

Mission
To improve the health and social well-being of the communities we serve through equitable, high quality, patient-centered care that is culturally responsive.

Background
Fair Haven Community Health Clinic, Inc. (FHCHC) was incorporated nearly 50 years ago when community members saw the need for culturally sensitive and linguistically appropriate health services in the Fair Haven neighborhood. From modest beginnings, FHCHC has grown into a community cornerstone, providing lifelong primary care to the Greater New Haven community. We currently provide care at 14 sites in the community including our main sites at 374 Grand Avenue New Haven, 50 Grand Avenue New Haven, and Trolley Square in East Haven. We also run a satellite office at the Bella Vista Elderly Housing Complex in New Haven. and we provide programmatic support of children and families through our Nurturing Families and WIC programs at 350 Grand Avenue New Haven. We provide services at six school-based health centers (Clinton Avenue, John S. Martinez, Fair Haven K-8, and Wilbur Cross High School in New Haven, and East Haven High School and Joseph Melillo Middle School in East Haven). We are also partners with MAAS (Multicultural Ambulatory Addiction Services) and BHcare Inc., offering on-site primary care to their patients at locations on East Street in New Haven (MAAS) and in on Sycamore Drive in Branford (BHcare Inc.). Dental services are provided through our state of the art facility at 50 Grand Avenue New Haven. FHCHC serves nearly 18,000 patients at close to 80,000 visits a year. We offer a full range of services including: primary care, urgent care, women's health, prenatal care, family planning services, parenting services, pediatrics and well-baby care, nutritional counseling, diabetes management, asthma management, behavioral health counseling, substance abuse counseling, social services, infectious disease and HIV case management, cancer testing/prevention, health care enrollment, and dental services. Our expanded on-site specialty services to include: Dermatology, Endocrinology, Gastroenterology, and Optometry. All other specialty services are provided to our patients through referral agreements with specialists throughout southern CT. Throughout our 48 years, FHCHC has served several generations of families and continues to maintain the family model of care, with a special focus on caring for the medically under-served and uninsured in the communities we serve.

Impact
Fair Haven Community Health Care provides person-centered, high quality medical care in a warm, caring and culturally sensitive environment to any patient in need, regardless of their ability to pay. In support of our mission, in the past year we have: Expanded our dental care program and established a dedicated dental care space to accommodate the ever growing needs of our patients. Begun plans for a full lobby renovation at 374 Grand to provide a more accommodating and appealing space for our patients. Introduced Value-based Payment outcomes initiative to better care for our patients, in fewer visits. Expanded our School Based Dental Program with two full time hygienists providing preventative services to students. Enhanced outreach of our integrated substance abuse treatment program (integrating medical & behavioral health care) & improved access to appointments within 24 hours of referral. Expanded partnership with 2 additional East Haven schools (East Haven Academy & Momauguin) for students to receive care in our school-based health centers. Expanded our partnership with BHcare Inc., working towards opening a new, dedicated location in late 2019, serving East Haven/Branford and shoreline communities, that will provide integrated primary and behavioral health care to adolescents and their families, using a team-based approach. Expanded our integrated care team approach to create specialty clinics for patients with: chronic asthma, those demonstrating increased use of the Emergency Department, or developmental behavioral concerns in pediatric patients. Advocated at the state level for key legislation impacting our patients and launched an online campaign to build awareness of our addiction medicine program and general services, promoting broader access to medical care. Partnered with Junta for Progressive Action & the Fair Haven Library branch to provide increased community access to providers, through a targeted dinner & workshop series.
Needs
Like most Community Health Centers, Fair Haven Community Health Care works hard to meet the needs of our patients, despite limited resources and high competition for skilled, predominantly bilingual workforce. Our financial priorities include enhancement of quality metrics, capital improvements, and provision of competitive wages and benefits to our 200+ staff. We also seek to enhance our care coordination services which address social determinants of health but which currently are not reimbursed through traditional payment models. Funds are also necessary for expansion so that we can continue to address the growing need for accessible health care for all who seek our services. Even as we work to keep high quality health care accessible and remain focused on meeting the growing needs of patients in the Greater New Haven area, funding from traditional government sources is becoming less dependable as our patient costs continue to rise.

CEO Statement
What makes FHCHC unique is not simply the number of patients we see —although on any given day, over 300 people walk through our doors at any one of our various sites. What makes us unique is the high quality, culturally sensitive patient-centered care provided by our dedicated staff, and enhanced by the personal relationships established between our patients and their caregivers. Management of chronic diseases coupled with an emphasis on wellness are the cornerstones of what we do. People often ask, what makes a federally qualified health center, a community health center? There are many answers, including the fact that FHCHC provides the highest quality and comprehensive primary care to thousands of families, regardless of their ability to pay—in a setting that is accessible and affordable. One other essential requirement is the significance of a Board of Directors that helps to define the moral compass of the health center and that is comprised of at least 51% patients. Over the past 5 years, FHCHC has seen much growth. We began providing dental services in 2014 and now have a state of the art dental facility on Grand Avenue New Haven in addition to a robust school based program which provides on-site dental care to the students in 8 schools in the greater New Haven area. We have responded to the opioid epidemic with the hiring of two Board Certified Addiction Medicine Internists and a full time Substance Use Disorder care coordinator. We have intentionally grown our Behavioral Health program and continue to foster partnerships with Behavioral Health organizations in the community to maximize the depth of BH services we can offer our patients. We continue to aggressively address some of the more common problems facing our patients, most notably diabetes and asthma. For over 9 years we have run a year round Diabetes Prevention Program in conjunction with a Healthy Lifestyle Management Program (fitness program which includes whole family exercise programs and nutritional education programs). In the fall of 2017, we created a new model of care specifically focused on a large influx of evacuees coming to our communities after the devastation from Hurricane Maria in Puerto Rico. We created sessions staffed with medical, behavioral health and social service personnel, to meet the multifaceted needs of the displaced persons, caring for 400+ newly arrived evacuees over a 4 month period. In 2018, we adapted this integrated model of care to more effectively address chronic asthma, hyper emergency department use and developmental behavioral pediatrics.

Board Chair Statement
Fair Haven Community Health Care (FHCHC) was founded on the belief that all patients deserve high quality health care that is culturally relevant, regardless of their ability to pay. The health center never turns anyone away. Our staff is always available to provide excellent care. The health center begin providing care in a small space in the Fair Haven neighborhood and has grown to see nearly 18,000 patients a year, at our many sites in the Greater New Haven area. FHCHC has served several generations of families and continues to maintain the family model of care as a central focus for providing integrated, primary care to the medically underserved and uninsured, in the communities we serve. When I was asked to become the Chair of the Board of Directors, I was thrilled to be part of a community of people who truly provide compassionate and culturally appropriate health care. Our Board of Directors works hard to create policies that align with the vision and the mission of the clinic. As a patient, it gives me great hope for the future of our community that we’re continuing to build a health center that provides high quality of care, treating patients in culturally relevant ways to help eliminate health disparities in the Greater New Haven area.
Areas Served

New Haven
East Haven
Branford
North Haven
West Haven
Hamden
Woodbridge
Programs

Primary Care

Description

We are committed to providing comprehensive, patient-centered care to anyone who needs it, regardless of their ability to pay. Our health care services focus on all aspects of our patients’ health: chronic problems, acute care and well care, delivered through a holistic, integrated approach. Every patient has access to their own care team with a dedicated provider to whom they can return to, visit after visit, year after year. Our patients are proud that their care is part of a family and community continuum: parents and children are part of the FHCHC family as well. In addition to primary care for all ages (newborn and pediatric to primary care and geriatric care, midwifery and women’s health), our patient care teams collaborate to listen, assess, treat, and recommend care as needed: behavioral health, dental, substance use disorder, infectious disease and HIV, diabetes wellness program, and many specialty services. We are committed to treating the whole patient and pay special attention to social determinants of health such as housing, access to food and transportation, employment, parenting needs, etc. Our providers work closely with our Care Coordinators to ensure that these determinants of health do not prevent our patients from enjoying the best quality of life possible. As a Federally Qualified Health Center, FHCHC is proud to offer compassionate care to ANY patient, regardless of ability to pay. For uninsured patients, we provide care based on a sliding fee scale, determined by family income and family size. No one is ever turned away. We also accept Medicaid, Medicare and most private insurances.

Budget

$0.00

Category

Health Care, General/Other / Ambulatory & Primary Health Care

Population Served

Adults / Families / Minorities

Program is linked to organization’s mission and strategy

Yes

Short Term Success

Short term successes include:- increasing the number of appointments kept- improving patient satisfaction scores- improving access to appointments for patients

Long Term Success

Primary care services will result in the improvement of health and well-being for patients in the greater New Haven region. We strive to improve health and well-being in the following areas:- improving the number of patients with diabetes in control (A1c under 9)- improving the number of children who are fully immunized by age 2- increasing the number of patients who access routine cancer screening (breast, cervical, colon)- increasing the number of pregnant women who access prenatal care in the first trimester of pregnancy- increasing the number of patients who are screened for social determinants of health (housing, food insecurity, etc.)- increasing the number of patients who are screened for depression, substance abuse, developmental delay
Program Success Monitored By

Primary Care services are measured routinely by the following:
- quarterly clinical quality metrics distributed to the patient care team, leadership, and the Board of Directors
- quarterly peer review chart audits to check quality assurance
- patient satisfaction surveys conducted bi-annually
- staff satisfaction surveys conducted annually

Examples of Program Success

As a Federally Quality Health Center, we submit data on our primary care services annually to the federal government. We consistently perform in the top quartile nationally for many clinical quality metrics, and have been recognized as a Healthcare Quality Leader by HRSA.
Behavioral Health/Substance Abuse Services

Description
Our behavioral health staff provides therapeutic counseling and behavioral health assessments. Specific services include: crisis intervention, one-on-one and group counseling, medication evaluation and management, and specialties such as Cognitive Behavioral Therapy, Relapse Prevention, Image-guided therapy, Mindfulness. In response to the opioid crisis, we created an integrated substance abuse program, providing both Behavioral Health and Medical Care for patients suffering from substance use disorders. Board certified addiction specialists and Behavioral Health clinicians with advanced training in substance use disorders work with patients in tandem, providing coordinated medication and counseling for patients. We also work closely with a local methadone clinic, Multicultural Ambulatory Addiction Services (MAAS), providing medical care, and with a needle exchange program providing free, clean injection equipment to patients who are continue to use injectable substances. Care Coordination is vital component of our holistic medical approach and housing, personal and financial issues are intertwined with access to good health. All Fair Haven Community Health Care patients benefit from our Care Coordination services. Focused on ensuring the most culturally sensitive, relevant care, we work closely with community based partners to provide access to services patients may need, including transportation and translation; obtaining basic needs such as food, clothing, housing; eligibility assistance/health insurance access (especially Medicaid HUSKY, and Medicare); and case management. We have designated Care Coordination teams for special population groups including HIV patients, special needs children and uninsured patients referred from the emergency rooms to us for a medical home, so that those patients can take advantage of our specialized experience and resources.

Budget
$0.00

Category
Mental Health, Substance Abuse Programs, General/other / Outpatient Mental Health Treatment

Population Served
At-Risk Populations / Alcohol, Drug, Substance Abusers / Minorities

Program is linked to organization’s mission and strategy
Yes

Short Term Success
Short term successes include: - Hired qualified staff, including 2 physicians Boarded in Addiction Medicine who prescribe medications to counter opioid addiction, an additional 4 providers with data waivers to prescribe these medications, and a dedicated Substance Use Disorder care coordinator. - Treated 312 patients for opioid addiction in 2018, with Medication-Assisted Treatment (MAT) and/or therapeutic counseling.

Long Term Success
We will continue to grow our program in response to patient need. We also will continue to look at outside factors affecting opioid use and work to control access at the source.

Program Success Monitored By
We are able to monitor patient success via: - increase in the number of appointments kept - reduction of patients on chronic pain medication - increase in period of time a patient remains substance free
Patients who have committed to treatment for opioid addiction have experienced great success, including decreased emergency department use, maintaining stable housing, gaining employment after an extended unemployment, and more stable family relationships. In a recent focus group, all eight substance use disorder patients attributed their increased self-confidence and better health overall to the compassionate, but tough-love support they received from their FHCHC care team.
Child-Focused Programs

Description

Our innovation and commitment to pediatric health and wellness goes beyond traditional pediatric health care. We pioneered the first school-based health center in CT, providing student access to primary and specialty care. We now operate 6 school-based health centers (SBHC), in partnership with local Boards of Ed. Each SBHC has a dedicated Nurse Practitioner providing complete medical services (i.e., physical exams and immunizations). Collaboration with the student’s pediatrician or referrals to an FHCHC pediatrician, specialty care or Care Coordination services occur as needed. Comprehensive home visiting, parenting groups, and care coordination are offered through our new Family Home Visiting Partnership of New Haven collaboration. Patients are introduced at prenatal care visits and encouraged to take advantage of the training and support. Evidenced-based curriculum and positive parenting modeling with bilingual and bi-cultural staff helps build parenting confidence and promote healthy growth and development of a child. Family Home Visiting Partnership of New Haven engages families emotionally and medically during critical early childhood years. Our fathering support programs target men, engaging and involving them in the care and development of their children. We are one of the first community health centers in CT to implement the Reach Out and Read program. Books and reading aloud are prescribed to foster language-rich interactions between parents and young children and stimulate early brain development. Children select age appropriate books from a dedicated library here at FHCHC at the end of every well child appointment.

Budget

$0.00

Category

Health Care, General/Other / Ambulatory & Primary Health Care

Population Served

Children and Youth (0 - 19 years) / Families / Minorities

Program is linked to organization’s mission and strategy

Yes

Short Term Success

Current patient needs targeted include: intensive home visiting services for first time parents and parenting groups. The Family Home Visiting Partnership of New Haven will assist parents by promoting positive parenting, providing information about infant-child development, connecting families to community resources, and offering emotional support.

Long Term Success

Our collaboration with the Family Home Visiting Partnership of New Haven allows us to ensure that parents receive the support, education, and resources necessary to become successful parents. In our inaugural year together we will be looking to impact: - A reduction in rigid parental attitudes.- The understanding and practice of appropriate expectations of their child's development.- Increased parenting engagement, particularly with fathers.

Program Success Monitored By

Home Visit numbersNumber of community parenting groups offeredGroup Graduation RateGrowth in Community PartnershipsParent Satisfaction Surveys
Examples of Program Success

Families participating in our parenting programs experience tremendous growth during the 10 week program. At our most recent program graduation event, parents described their growth in skills and confidence, with a remarkable 70% completing the program. Participants were so bonded by the support of the group that they requested to continue as a group on their own after the Fair Haven Community Health Care program ended.
Our Dental Care program began in 2014 and has grown significantly over the years. In the fall of 2017 we moved into a new, dedicated dental facility at 50 Grand Avenue, New Haven. This expansion permitted us to add 2 dental chairs, bringing our total to 5. We have 3 full time dentists, 3 dental hygienists and associated support staff and provide services two evenings/week as well as on Saturday mornings. Our dental care services include: Dental Exams and X-Rays; Dental Cleanings for Adults and Children; Emergency Dental Treatment; Fluoride Treatment; Sealants; Fillings; Dental Crowns; Extractions; Root Canal Treatment; Dental Prosthetics Including Dentures and Partial Dentures. We continue to leverage the benefits of our integrated dental and medical records (both part of YNHH’s MyChart portal), allowing safer, higher quality care for all patients. Both dental and medical providers are able to access, understand, and treat the patient’s complete health story through a single, protected records platform. In partnership with the New Haven Board of Education, we have two dental hygienists and a dentist committed to school based oral health care. Our school-based dental program offers preventive care (cleanings, exams, x-rays, sealants) and basic restorative (fillings, extractions, pain relief) services. Referrals for other dental needs are made to our Dental Care office at 50 Grand Avenue, New Haven.

Budget
$0.00

Category
Health Care, General/Other / Dental Health Care

Population Served
Adults / Families / Minorities

Program is linked to organization’s mission and strategy
Yes

Short Term Success
Short term successes have included:- increasing the school-based dental staff to 2 hygienists- transitioning to a fully- integrated dental-medical electronic record (Epic)- increasing the number of dental chairs from 3 to 5 at our 50 Grand Avenue location

Long Term Success
Long term success of integrating dental and medical services will be measured by:- increase in percent of dental patients who are screened for high blood pressure- increase percent of pregnant patients who have dental exam during pregnancy- increase in percent of children who have a dental exam at least annually

Program Success Monitored By
Dental services are measured routinely by the following:- quarterly clinical quality metrics distributed to the care team, leadership, and the Board of Directors- quarterly peer review chart audits to check quality assurance- patient satisfaction surveys conducted semi-annually - staff satisfaction surveys conducted annually

Examples of Program Success
A wary dental care patient arrived at our dental offices as a new patient. He was so pleased with the visit, having delayed treatment for so long, he wrote us a thank you. “My new doctor was through and explained the whole procedure, all while working on me and making sure I was comfortable and doing well. I loved the results and have to say this staff is wonderful. How many patients can say THAT about their dentist?”
**Chronic Disease Management**

### Description
Fair Haven Community Health Care has a proud history of participation in patient-focused chronic disease management. Our health care model includes health education, self-management goals, help obtaining medications, and a computerized tracking system to support the team’s efforts. Examples: Diabetes Prevention Program: Patients identified as high risk for diabetes are invited to participate in a 16 week Healthy Lifestyle Management Program, focusing on nutrition and exercise. Graduates receive lifelong membership in the program. Additionally, over 70 families participate in an urban farming program in partnership with New Haven Farms each year. HIV/AIDS Care: We provide comprehensive HIV prevention and treatment, including care to 170+ individuals living with HIV. Routine testing for HIV/sexually transmitted infections is available to all adolescent and adult patients. Along with traditional methods of HIV prevention, HIV pre-exposure prophylaxis (PrEP) is prescribed as a once daily medication to prevent new HIV infections. An experienced health care team offers integrated HIV and primary care, including culturally competent and affirming LGBTQ health care. Care Coordination members provide patient access to essential support services i.e., housing, transportation and legal services. Colorectal and Breast Cancer Screening: We remain a champion of cancer screening for all patients including breast, cervical and colon cancer, regardless of insurance status. Our colorectal cancer screening of under-served populations is one of the highest in the state, among all Federally Qualified Health Centers in Connecticut. Patient navigation is the cornerstone that ensures patient education and evaluation compliance.

### Budget
$0.00

### Category
Health Care, General/Other / Ambulatory & Primary Health Care

### Population Served
Adults / Families / Minorities

### Program is linked to organization’s mission and strategy
Yes

### Short Term Success
Short term successes include: - increased access to cancer screening services - improving the percent of female patients screened for cervical cancer - improving the percent of patients screened for colon cancer - increasing the percent of patients screened for breast cancer

### Long Term Success
Cancer screenings can detect cancer early and therefore significantly improve outcomes for patients. Fair Haven Community Health Care ensures its patients are screened routinely for cancers including breast cancer, cervical cancer, and colon cancer.

### Program Success Monitored By
We monitor our cancer screening rates routinely. Quarterly reports on cancer screening are shared with the patient care teams, leadership, and the Board of Directors. Improvement strategies are implemented as necessary to address falling rates or to maintain high quality as applicable.
Examples of Program Success

A patient from Columbia was visiting his father who was recently diagnosed with Lynch Syndrome/Colon Cancer. The patient was told he should be screened, but he was uninsured and reluctant to get the procedure done. He was connected with Project Access to cover screening costs. Our Patient Navigator (PN) helped with applying for free care through Yale-New Haven Hospital. He had a colonoscopy done, finding 4 polyps. Due to his strong family history, genetics studies were performed. He was found to be positive for the mutation. He now knows that he will require yearly follow up. He thanked our PN for her patience, for explaining the process, and for making the unaffordable colonoscopy possible for him. He returned home to Columbia as a Patient Navigator for his family. He brought kits for saliva samples which can be sent back to the United States for testing. He said he hopes to do as good of a job with his family our PN did with him.

Program Comments

CEO Comments
Despite the increased availability of medical insurance provided through the Affordable Care Act, many patients continue to struggle with lack of access to quality medical care. For some this is because of large deductibles on insurance policies, for others it’s because insurance remains out of their reach. At FHCHC, nearly 25% of our almost 18,000 patients are uninsured—this is one of the highest rates of uninsured among all 17 of Connecticut’s Community Health Centers. While we remain committed to caring for all regardless of ability to pay, the large number of uninsured patients poses unique challenges during a time of uncertain federal and state funding. In late 2017, FHCHC went through a rigorous Strategic Planning process. As a result of those efforts, we have restated our longstanding commitment to the provision of high quality, compassionate care to all who seek our help. We are also highly committed to the provision of cost effective care through value based payment models. We seek innovative ways to improve care while reducing costs.
Leadership & Staff

CEO/Executive Director

Dr. Suzanne Lagarde MD, MBA

Term Start

June 2013

Email

s.lagarde@fhchc.org

Experience

Dr. Suzanne Lagarde is the CEO of Fair Haven Community Health Care, a Federally Qualified Health Center providing comprehensive health care to 18,000+ residents of southern CT. In her 5 years at the helm, she has overseen considerable growth, with the addition of several new clinical sites and services. She is spearheading the health center’s efforts in practice transformation, transitioning from volume based to value based health care delivery. Trained as a gastroenterologist, Dr. Lagarde was a founding member of CT Gastroenterology Consultants, a large private practice in southern CT, where she worked for many years prior to joining FHCHC. She is an Assistant Clinical Professor of Medicine at Yale University and an attending gastroenterologist at Yale New Haven Hospital. She graduated summa cum laude with a degree in mathematics from Fordham University and obtained her medical degree from Cornell University, and her MBA, specializing in Healthcare, from Yale University. Dr. Lagarde is a founding member and past president of Project Access-New Haven, a non-profit providing access to specialty care for the uninsured. She has devoted her career to improving health care for the underserved. In acknowledgement of her many contributions, she has received numerous community service awards. In 2015, she was the recipient of the “Healthcare Leadership and Innovator Award” from the Connecticut State Medical Society, one of the medical society’s highest recognitions. In 2018, she was awarded the prestigious "Lane W. Adams Quality of Life" Award from the American Cancer Society. Dr. Lagarde advocates for the underserved at both city and state levels. She serves on many key committees, including the Steering Committee of CT SIM (State Innovation Model) charged with healthcare reform in the state of CT. She serves on the Council on Medical Assistance Program Oversight for the state of CT, the agency with direct oversight of the Medicaid Program in CT. She serves on the Board of Directors of Community Health Network (CHN), the ASO for CT Medicaid and recently joined the Board of Connecticut Hospice.

Staff

Number of Full Time Staff

179

Number of Part Time Staff

31

Number of Volunteers

0

Number of Contract Staff

2

Staff Retention Rate

75%

Staff Demographics - Ethnicity

African American/Black

21

Asian American/Pacific Islander

1

Caucasian

71

Hispanic/Latino

117

Native American/American Indian

0

Other

0 0
Staff Demographics - Gender

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Plans & Policies

- **Organization has a Fundraising Plan?** Yes
- **Organization has a Strategic Plan?** Yes
- **Years Strategic Plan Considers** 3
- **Date Strategic Plan Adopted** Mar 2018
- **Management Succession Plan?** Under Development
- **Organization Policy and Procedures** Yes
- **Nondiscrimination Policy** Yes
- **Whistleblower Policy** Yes
- **Document Destruction Policy** Yes

Former CEOs and Terms

<table>
<thead>
<tr>
<th>Name</th>
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Senior Staff

**Douglas Olson MD**

**Title**

Vice President of Clinical Affairs

**Experience/Biography**

Dr. Olson is responsible for clinical integration among medical, behavioral health, addiction medicine and dental programs at Fair Haven Community Health Care. A native of Boston, MA, Dr. Olson graduated from George Washington University School of Medicine in Washington, DC. He completed residency and chief residency in internal medicine/primary care at Yale. He is board certified in both internal medicine and addiction medicine. Since being an intern for Senator Edward Kennedy as a college student, Dr. Olson has had a firm commitment to health equity and eliminating health disparities. He is passionate about creating and improving clinical-community partnerships that positively impact all patients and staff. He is active in health reform and advocacy, serving on the State of CT Practice Transformation Task Force.
Abigail Paine MSSW, MPH

Title
Vice President, Programs and Quality Improvement

Experience/Biography
Ms. Paine is responsible for the oversight of quality improvement and data analytics, and oversees all grant-related functions. She is a graduate of Oberlin College, and holds Master’s degrees from the School of Social Work and the Mailman School of Public Health at Columbia University. Ms. Paine has worked at Fair Haven Community Health Care since 2007, where she is currently the VP of Programs and Quality Improvement. She leads quality improvement initiatives, including the health center’s Quality Improvement Council, and oversees data collecting and reporting for clinical quality measures. Prior to joining Fair Haven, Ms. Paine worked at the Boston Public Health Commission, in the AIDS Program where she provided technical support to community health centers and other organizations receiving funds through the Ryan White Part A program. She began her public health career as a medical assistant in a Planned Parenthood clinic in Chicago, IL, where she learned firsthand how access to health care can improve people’s lives.

Patricia Moro

Title
Vice President of Finance

Experience/Biography
Ms. Moro, serves as the Vice President of Finance for Fair Haven Community Health Care and is responsible for the overall fiscal health of the organization. Before joining Fair Haven, Ms. Moro was the Chief Financial Officer at the Community Health Center Association of CT (CHCACT) for 8 years. There she developed a deep understanding of FQHCs like Fair Haven and the financial processes and unique reporting requirements they must adhere to. In addition to her experience with FQHCs, Ms. Moro is licensed with the State of CT as a Long Term Care Administrator and has over 30 years’ experience in the field. She is a graduate of both Middlesex Community College with an Associate Degree of Science in Business Administration as well as a graduate of Albertus Magnus with a Bachelor of Science in Business Administration.

Robyn Hoffmann RN, MSN, CHC

Title
Corporate Compliance Officer

Experience/Biography
Ms. Hoffmann serves as Fair Haven Community Health Care’s Corporate Compliance Officer. In this capacity, she is responsible for the development and oversight of Fair Haven’s Corporate Compliance Work Plan and for chairing its Corporate Compliance Committee. She collaborates actively with all staff, clinicians, administrators and Board members to ensure that Fair Haven promotes an ongoing culture of compliance and quality. A graduate of the University of Louisville and the Yale University School of Nursing, Ms. Hoffmann has over 25 years of multifaceted experience in quality improvement, regulatory and accreditation compliance, and administration within ambulatory health care, Medicaid managed care, and State Medicaid Agency settings. She maintains active certification in health care compliance from the Health Care Compliance Association (HCCA).
Camila Rubino RN, MSN

Title
Vice President of Operations

Experience/Biography
Ms. Rubino is responsible for the oversight and coordination of services at Fair Haven Community Health Care. Born in Bogota, Colombia, Ms. Rubino obtained her nursing degree from Southern Connecticut State University with a minor in public health. She later obtained a master's degree in nursing with a concentration in Patient Care Services Administration from Sacred Heart University. Ms. Rubino has held various nursing leadership roles in critical care, emergency medicine and ambulatory care. She has played an integral role in developing and implementing the electronic health record for a large health system in the state of Connecticut as a certified EPIC analyst.

Therese Marrocco MA

Title
Vice President of Human Resources

Experience/Biography
Ms. Marrocco serves as Fair Haven Community Health Care's Vice President of Human Resources. She is responsible for all functions related to organizational development, recruitment and staffing, employee relations, performance management and compensation and benefits. She oversee the collaborative efforts of all departments and processes related to human capital, including the development of all staff. A graduate of Brooklyn College of the City University of New York, she holds an undergraduate degree in Psychology and a graduate degree in Organizational Psychology. Prior to joining Fair Haven, Ms. Marrocco was the Chief Operating Officer at Norwalk Community College where she also served as the Director of Human Resources.

Formal Evaluations

CEO Formal Evaluation
Yes

CEO/Executive Formal Evaluation Frequency
Annually

Senior Management Formal Evaluation
Yes

Senior Management Formal Evaluation Frequency
Annually

Non Management Formal Evaluation
Yes

Non Management Formal Evaluation Frequency
Annually

Collaborations
Community Health Center Association of CT (CHCACT)Community Health Network, ASO for State HUSKKYYale University's Schools of Nursing, Medicine and Public Health, including precepting studentsQuinnipiac University's Schools of Medicine and Law, including precepting students and medical/legal partnership programsQuinnipiac University's "Community Access Imaging" program, for uninsured patientsNew Haven and East Haven, CT Board of Education for operating School Based Health Centers IRIS, refugee family health examinations and careJunta for Progressive Action, patient and community supportAmerican Cancer Society, program and care supportProject Access New Haven, patient navigation of specialty careUnited Way of Greater New Haven, community partnership, programs and fundingNew Haven Farms, diabetes, wellness and farm share programsBHcare and MAAS for co-location of servicesPlanned Parenthood of Southern New England, family planning programsSusan G. Komen New England, breast cancer screening programsFamily Home Visiting Partnership of New Haven, providing parenting programs with Yale and Cornell Scott Community Health
Affiliations

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Awards

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<td>Primary Care Medical Home Certification</td>
<td>The Joint Commission</td>
<td>0</td>
</tr>
<tr>
<td>Patient Centered Medial Home Recognition</td>
<td>National Committee for Quality Assurance</td>
<td>0</td>
</tr>
<tr>
<td>Community Partnership Award</td>
<td>Junta</td>
<td>2017</td>
</tr>
<tr>
<td>Food Justice Community Partner</td>
<td>New Haven Farms</td>
<td>2017</td>
</tr>
<tr>
<td>Practice Transformation Initiative/Exemplary Practice Recognition</td>
<td>Health and Human Services</td>
<td>2019</td>
</tr>
<tr>
<td>Community Non-Profit Award</td>
<td>Puerto Ricans United, Inc.</td>
<td>2019</td>
</tr>
<tr>
<td>Gold Level Health Center Quality Leader</td>
<td>Heath Resources &amp; Services Administration</td>
<td>2019</td>
</tr>
<tr>
<td>Advancing HIT (Health Information Technology) for Quality</td>
<td>Health Resources &amp; Services Administration</td>
<td>2019</td>
</tr>
<tr>
<td>Gold Status/Target BP (Blood Pressure)</td>
<td>American Medical Association/American Heart Association</td>
<td>2019</td>
</tr>
</tbody>
</table>

Comments

**CEO Comments**

Fair Haven Community Health Care has a strong and committed management team that is focused on improving the quality and breadth of care that we provide to our patients. We have a commitment to innovative models of care. We are nationally recognized for our innovative diabetes program and are at the forefront of creating a fully integrated behavioral health and primary care model of health care delivery. Our management team is focused on advocacy at both the federal and state levels. We have participated on the state Medicaid Assistance Program Oversight Council (MAPOC), the committee charged with oversight of the CT Medicaid Program. We are also involved in the State Innovation Model for practice transformation and have been recognized as an Exemplary Practice by Health And Human Services. On the Federal level, we continue to be active in the American Cancer Society leadership initiatives and with The Joint Commission, in an Advisory group created to review proposals for new Standards of Care. We recognize and espouse the value of data driven decisions and have grown our Quality Improvement (QI) data team accordingly. We work closely with our IT team to ensure the maximal use of our electronic platform for providing the real time data needed to optimally drive change within our organization.
Board & Governance

Board Chair
Ms. Nitza Diaz MPH

Company Affiliation
SERC

Term
Apr 2018 to Apr 2020

Board of Directors

<table>
<thead>
<tr>
<th>Name</th>
<th>Affiliation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ms. Evelyn Barnum Esq.</td>
<td>Attorney, Former Executive Director, CHCACT</td>
</tr>
<tr>
<td>Mr. Thomas Candrick Esq.</td>
<td>Attorney, Carmody Torrance Sandak Hennessey</td>
</tr>
<tr>
<td>Mr. Jose L. Crespo</td>
<td>Alderman, City of New Haven</td>
</tr>
<tr>
<td>Mr. John DeStefano Jr.</td>
<td>Start Bank of New Haven</td>
</tr>
<tr>
<td>Mr. Enrique Juncadella</td>
<td>Health Consultant</td>
</tr>
<tr>
<td>Ms. Maribel Martinez</td>
<td>Director, Department of Children and Families</td>
</tr>
<tr>
<td>Mr. William Morico</td>
<td>Former Principal Health Care Analyst for the State of Connecticut</td>
</tr>
<tr>
<td>Ms. Magda Ana Natal</td>
<td>Education Consultant, SERC</td>
</tr>
<tr>
<td>Ms. Andréa Simmons</td>
<td>Elderly Housing Management, Inc.</td>
</tr>
<tr>
<td>Ms. Carla Weil</td>
<td>Chief Strategy Officer, Capital For Change, Inc.</td>
</tr>
</tbody>
</table>

Board Demographics - Ethnicity

- African American/Black: 1
- Asian American/Pacific Islander: 0
- Caucasian: 5
- Hispanic/Latino: 5
- Native American/American Indian: 0
- Other: 0

Board Demographics - Gender

- Male: 5
- Female: 6
- Unspecified: 0

Governance

- Board Term Lengths: 2
- Board Term Limits: 0
<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Board Meeting Attendance %</td>
<td>80%</td>
</tr>
<tr>
<td>Number of Full Board Meetings Annually</td>
<td>12</td>
</tr>
<tr>
<td>Written Board Selection Criteria</td>
<td>Yes</td>
</tr>
<tr>
<td>Written Conflict of Interest Policy</td>
<td>Yes</td>
</tr>
<tr>
<td>Percentage Making Monetary Contributions</td>
<td>75%</td>
</tr>
<tr>
<td>Percentage Making In-Kind Contributions</td>
<td>25%</td>
</tr>
<tr>
<td>Constituency Includes Client Representation</td>
<td>Yes</td>
</tr>
</tbody>
</table>


- Medical Malpractice
- Workers Compensation and Employers’ Liability
- Accident and Injury Coverage
- Commercial General Liability and D and O and Umbrella or Excess and Automobile and Professional
- General Property Coverage
- Computer Equipment and Software
- Workplace Violence
- Employee Dishonesty

Standing Committees

- Finance
- Executive
- Audit
- Project Oversight
Financials

Fiscal Year Start
July 01 2019

Fiscal Year End
June 30 2020

Projected Revenue
$0.00

Projected Expenses
$0.00

Spending Policy
N/A

Detailed Financials

Prior Three Years Total Revenue and Expense Totals Chart
<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2018</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Revenue</td>
<td>$22,103,086</td>
<td>$20,634,326</td>
<td>$19,710,532</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$21,644,384</td>
<td>$20,424,930</td>
<td>$17,510,981</td>
</tr>
</tbody>
</table>

Prior Three Years Assets and Liabilities Chart
<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2018</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Assets</td>
<td>$10,442,193</td>
<td>$10,160,977</td>
<td>$10,072,549</td>
</tr>
<tr>
<td>Current Assets</td>
<td>$3,851,781</td>
<td>$4,042,900</td>
<td>$3,811,547</td>
</tr>
<tr>
<td>Long-Term Liabilities</td>
<td>$1,002,121</td>
<td>$1,170,558</td>
<td>$870,519</td>
</tr>
<tr>
<td>Current Liabilities</td>
<td>$1,185,702</td>
<td>$1,194,751</td>
<td>$1,615,755</td>
</tr>
<tr>
<td>Total Net Assets</td>
<td>$8,254,370</td>
<td>$7,795,668</td>
<td>$7,586,275</td>
</tr>
</tbody>
</table>

Prior Three Years Top Three Funding Sources
<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2018</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Second Highest Funding Source &amp; Dollar Amount</td>
<td>WIC Federal Food Benefits $1,375,656</td>
<td>WIC Federal Food Benefits $1,334,975</td>
<td>State Cash Grants $1,357,376</td>
</tr>
<tr>
<td>Third Highest Funding Source &amp; Dollar Amount</td>
<td>State Cash Grants $1,081,183</td>
<td>State Cash Grants $1,010,776</td>
<td>The Community Foundation for Greater New Haven $35,696</td>
</tr>
</tbody>
</table>

Solvency

Short Term Solvency
<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2018</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Ratio: Current Assets/Current Liabilities</td>
<td>3.25</td>
<td>3.38</td>
<td>2.36</td>
</tr>
</tbody>
</table>

Long Term Solvency
<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2018</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long-Term Liabilities/Total Assets</td>
<td>10%</td>
<td>12%</td>
<td>9%</td>
</tr>
</tbody>
</table>

Capital Campaign
Currently in a Capital Campaign?
No

Capital Campaign Anticipated in Next 5 Years?
Yes

Comments

CEO Comments
At a time of shrinking federal and state financial support, we are challenged to find ways to maintain and even grow our programs. Recent cuts to Husky A, adult dental reimbursement by Medicaid and school based health centers are posing real challenges to our ability to continue to provide our patients with the broadest, highest quality care possible. We need to continue to support our workforce with a reasonable living wage and recently raised our own minimum wage to $16/hour. We will continue to be forceful advocates for our patients, both in Hartford and in Washington. We will continue to support payment model transformation, recognizing that paying for value rather than volume is the best way to achieve cost effective, high quality care for our patients.

Foundation Staff Comments
This profile, including the financial summaries prepared and submitted by the organization based on its own independent and/or internal audit processes and regulatory submissions, has been read by the Foundation. Financial information is inputted by Foundation staff directly from the organization’s IRS Form 990, audited financial statements or other financial documents approved by the nonprofit’s board. The Foundation has not audited the organization’s financial statements or tax filings, and makes no representations or warranties thereon. The Community Foundation is continuing to receive information submitted by the organization and may periodically update the organization’s profile to reflect the most current financial and other information available. The organization has completed the fields required by The Community Foundation and updated their profile in the last year. To see if the organization has received a competitive grant from The Community Foundation in the last five years, please go to the General Information Tab of the profile.