“HEALTHCARE IS A RIGHT, NOT A PRIVILEGE.”

WILLIAM F. RYAN

COMMUNITY HEALTH NETWORK

2015 ANNUAL REPORT
Community Health Centers

1. William F. Ryan Community Health Center
   110 West 97th Street, 10025

2. Ryan Women and Children’s Center
   801 Amsterdam Avenue, 10025

3. Ryan/Thelma C. Davidson Adair Community Health Center
   565 Manhattan Avenue, 10027

4. Ryan/Frederick Douglass Community Health Center
   2381 Frederick Douglass Boulevard, 10027
   (OPENING IN 2016)

5. Ryan/Chelsea-Clinton Community Health Center
   645 Tenth Avenue, 10036

6. Ryan-NENA Community Health Center
   279 East 3rd Street, 10009

School-Based Health Centers

7. Public School 180/Hugo Newman College Prep
   370 West 120th Street, 10027

8. Middle School 54, Booker T. Washington
   103 West 107th Street, 10025

9. Edward A. Reynolds West Side High School
   140 West 102nd Street, 10025

10. Public School 11/Middle School 260
    320 West 21st Street, 10011

11. Public School 64
    600 East 6th Street, 10009

12. Public School 188/Island School
    442 East Houston Street, 10002

Community Outreach Centers

13. Regent Family Residence
    2720 Broadway, 10025

14. West End Intergenerational Residence
    483 West End Avenue, 10024

15. Convent Avenue Living Center
    22 Convent Avenue, 10027

16. The Bridge
    248 West 108th Street, 10025

17. West Harlem Residence
    138 W, 143rd Street, 10030
    (OPENING IN 2016)

18. Ryan Network Mobile Medical Van
We are pleased to share with you our 2015 Annual Report, which outlines the Ryan Network’s many accomplishments over the past year. It was our 48th year as a premier provider of primary care, behavioral health, prevention, and supportive services for medically underserved communities across Manhattan. Close to 47,000 patients were served in more than 200,000 encounters throughout Ryan’s sixteen sites. It was a year of continued transformation, in which Ryan responded to policy changes that will considerably alter the delivery of health care services in New York State, especially for our patients who rely on Medicaid or other public insurance.

To enhance the delivery of care across its sites, the Ryan Network focused on developing greater capacity by increasing staff. In particular, we welcomed a new Chief Medical Officer, Chief Financial Officer, and Chief Nursing Officer, among other key staff who all hit the ground running to keep pace with the many projects underway through the NYS Delivery System Reform Incentive Payment program or DSRIP. Additional staff joined Ryan in many departments to provide the expertise needed to support our transition to DSRIP’s valued-based care model by 2020.

Quality was a major focus across the Ryan Network in 2015. Continuous quality improvement at all levels has many benefits for our patients. Improving patients’ health outcomes, as well as their experiences, were each a focus in 2015. Specific quality measures allow Ryan to track both individual patient progress and the success of our clinical initiatives. Given that diabetes and cardiovascular disease are two of the most persistent health conditions faced by the populations we serve, the Ryan Network developed targeted quality initiatives to decrease the rates of these diseases and help patients avoid hospitalizations.

Over the past year, the Ryan Network also laid the groundwork for further expansion by acquiring a new site in Central Harlem that will become the Network’s sixth major health center. The Ryan/Frederick Douglass Community Health Center is situated in close proximity to Ryan/Thelma Adair Community Health Center and will increase our ability to meet the extensive health care needs of Upper Manhattan.

2015 was a year of tremendous activity, progress, and above all, service to communities with some of the highest health care needs in New York City. Through quality programs and services, we continued to ensure that healthcare is a right for all, not the privilege of a few. This has been the Ryan Network’s mission for almost half a century. Through the dedication of staff, strong relationships with partners, visionary board members, and the support of all of you, we will ensure that the mission continues, so that medically underserved men, women, and children can access health care services for many more decades to come.

E. Ronald Guy
Board Chairperson
William F. Ryan CHC

Walter Delacruz, Esq.
Board Chairperson
Ryan/Chelsea-Clinton CHC

Brian McIndoe
President & CEO
William F. Ryan Network
Healthcare is a right, not a privilege.
The William F. Ryan Community Health Network is dedicated to providing high quality, affordable, comprehensive, linguistically appropriate and culturally competent health care services to medically underserved populations. All patients are treated equally with dignity, respect, courtesy, confidentiality and concern for safety.

Our Vision
The health centers that comprise the Ryan Network are committed to maintaining their roles as essential community-based providers and leaders in the Community Health Center movement. As a team of dedicated individuals, staff are responsive to the needs of the community and continually enhance and improve services in order to ensure the highest quality of care.

Living the Mission
2015 marked the Ryan Network’s 48th year of providing access to outstanding health care services for close to 47,000 medically underserved men, women, and children. Professional staff provided primary care and services in over 200,000 visits. The Ryan Network is accredited by The Joint Commission and recognized as a Level 3 Patient Centered Medical Home by the National Committee for Quality Assurance (NCQA). Ryan continued to advance its programs throughout 2015 to meet the needs of vulnerable individuals in the most effective ways possible. By fulfilling our mission and engaging patients, the Ryan Network aims to ensure the best possible health outcomes.

Engaging Patients
Patients that are engaged in their own healthcare have been shown to have better clinical outcomes, which is why the Ryan Network was committed to increasing patient engagement in 2015. By providing a higher level of team-based care and management, Ryan’s clinicians have increased self-care practices among their patients, especially patients managing one or more chronic conditions such as hypertension and diabetes. Ryan also engaged patients through technology, which provided greater options for patients to connect with us, as well as tools for clinicians to track patient activity, monitor health outcomes, and identify barriers to care.

Population Health
As a Patient Centered Medical Home, the Ryan Network is focused on Population Health — the health of its entire patient population — and has implemented practices to help patients better manage their health. Using patient information and clinical data, Ryan provides reminders to groups of patients with similar needs regarding preventive care, immunizations, medications, and chronic or acute care services. Through its Population Health Management practices, Ryan aims to address the health disparities faced by patients, including poverty, culture, environment, and chronic stress by providing access to needed resources, support, and services.
THE RYAN NETWORK IS DEDICATED TO PROVIDING HIGH QUALITY, AFFORDABLE, AND COMPREHENSIVE HEALTH CARE TO THE COMMUNITIES IT SERVES.
Each of our main sites holds a unique place within the family of Federally Qualified Health Centers, school-based health centers, and community residence sites that comprise the William F. Ryan Community Health Network.

During 2015, the Ryan Center was focused on practices and processes that increase quality and improve our patients’ experiences. Practices implemented included pre-visit planning and team-based care, as well as increased reporting on the results of quality initiatives. By establishing a Patient Experience Taskforce, Ryan was able to reduce cycle times, especially the length of the average patient visit.

As a sub-recipient of federal grant dollars from the Ryan Center, Ryan/Chelsea-Clinton is a separate corporation with its own Board of Directors. It was proud to have spearheaded a number of the Ryan Network’s grant-funded HIV initiatives that are fully aligned with Governor Cuomo’s Blueprint to End the AIDS Epidemic in New York State by 2020. To increase the use of PrEP (pre-exposure prophylaxis – one pill a day to prevent HIV) among high-risk HIV-negatives, Ryan/Chelsea-Clinton provided comprehensive education on PrEP enrollment services during thousands of encounters.

Ryan/NENA expanded its Saturday services during 2015 to include Women’s Health, Dental, and Laboratory, resulting in greater access for residents of the Lower East Side. It also expanded its HIV services and asthma outreach by hiring a new Family Nurse Practitioner and an RN Care Manager. Throughout the year, a greater emphasis was placed on using technology to increase efficiency, which both saves time and supports our Green Initiative.

Ryan/Thelma Adair was very involved in the integration of a new site, Ryan/Frederick Douglass, which is also located in Central Harlem. During renovations, patients and clinicians were relocated to Ryan/Thelma Adair. All medical records, licenses, and certifications were also transferred to help ensure continuity of care and a smooth transition to the new primary care site for patients in 2016.

Our Women and Children’s Center served as the health care hub for more than half of the 15,000 children and adolescents served by the Ryan Network. Additional services offered to support healthy early childhood development and wellness include the Women, Infants, and Children Program, Reach Out and Read, Special Supplemental Nutrition Program, and parenting and breastfeeding programs. The site is also fully staffed to provide comprehensive, culturally competent Women’s Health services.
### Patient Demographics:

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Patients</td>
<td>46,523</td>
</tr>
<tr>
<td>Number of Patient Encounters</td>
<td>198,103</td>
</tr>
<tr>
<td>Gender</td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>43%</td>
</tr>
<tr>
<td>Female</td>
<td>57%</td>
</tr>
<tr>
<td>Ethnicity</td>
<td></td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>46%</td>
</tr>
<tr>
<td>Black/African American</td>
<td>24%</td>
</tr>
<tr>
<td>White</td>
<td>13%</td>
</tr>
<tr>
<td>Asian</td>
<td>3%</td>
</tr>
<tr>
<td>More Than One Race</td>
<td>1%</td>
</tr>
<tr>
<td>Other</td>
<td>1%</td>
</tr>
<tr>
<td>Unknown</td>
<td>12%</td>
</tr>
<tr>
<td>Age</td>
<td></td>
</tr>
<tr>
<td>0-19</td>
<td>32%</td>
</tr>
<tr>
<td>20-44</td>
<td>33%</td>
</tr>
<tr>
<td>45-64</td>
<td>24%</td>
</tr>
<tr>
<td>65+</td>
<td>11%</td>
</tr>
<tr>
<td>Poverty Level</td>
<td></td>
</tr>
<tr>
<td>≤ 100%</td>
<td>82%</td>
</tr>
<tr>
<td>101-200%</td>
<td>8%</td>
</tr>
<tr>
<td>&gt; 200%</td>
<td>8%</td>
</tr>
<tr>
<td>Unknown</td>
<td>2%</td>
</tr>
<tr>
<td>Payor Source</td>
<td></td>
</tr>
<tr>
<td>Medicaid</td>
<td>58%</td>
</tr>
<tr>
<td>Uninsured</td>
<td>15%</td>
</tr>
<tr>
<td>Medicare</td>
<td>13%</td>
</tr>
<tr>
<td>Private</td>
<td>13%</td>
</tr>
<tr>
<td>Other Public</td>
<td>1%</td>
</tr>
</tbody>
</table>
The Ryan Network serves widely diverse communities that contribute to the vitality of this great City, but that face enormous challenges to maintaining good health. From across Washington Heights and Central Harlem to the Upper West Side, in Chelsea and Clinton, and all the way to the Lower East Side, Ryan is impacting lives and improving the health of medically underserved men, women, and children.

**Primary Care**

As an FQHC and a leading provider of primary care in New York City, Ryan aims to address economic, racial, and social disparities that impede our patients’ abilities to access health care services. Since our founding, primary care and other services across the Ryan Network have been delivered in a culturally and linguistically competent manner. In 2015, more than 50 percent of our staff were bilingual in one or more languages, predominantly Spanish, but also Russian, Creole, and Hindi/Urdu, among others. Cultural competency is crucial to increasing our patients’ health literacy and empowering them to improve their health through medication adherence, regular screenings, and lifestyle changes. By communicating in their preferred language, understanding their cultural beliefs, and acknowledging their gender identity and sexual orientation, Ryan’s health care providers are better able to address disparities.

**Social Determinants of Health**

In 2015, 82 percent of Ryan Network patients reported household incomes at or below 100 percent of the Federal Poverty Level. Poverty is one of the social determinants of health that has real and serious consequences on health. It makes it harder to afford health insurance and limits access to needed medical care.

Last year, 75 percent of Ryan’s patients identified as members of a racial minority and 18 percent were better served in a language other than English. Minority populations in New York City experience higher rates of certain diseases such as diabetes, hypertension, and obesity. High rates of obesity mean that Ryan’s patients, especially those that are members of minority groups and experience poverty, face an increased risk of diabetes, heart disease, stroke, high blood pressure, arthritis, and cancer, as well as higher rates of premature death. Through the delivery of comprehensive care and services, Ryan is aiming to address disparities that lead to chronic disease and poor health outcomes in the communities it serves.
RYAN NETWORK SERVICES

Health Care Services:
Adolescent Health
Adult Medicine
Behavioral Health
Care Management
Dental
Geriatrics
HIV Services
Insurance Eligibility Assistance
Laboratory Services
Medical Specialties
Nutrition
Pediatrics
Radiology & Sonograms
Special Pharmacy Plan for Under/Uninsured
Vision Services
WIC Program (Women, Infants & Children)
Women’s Health

Community Outreach Services:
Homeless Health
Prevention, Education & Outreach
Reach Out and Read
School-Based Health
Speakers Bureau
In 2015, Ryan continued the transition to value-based care as a participant in New York State’s Delivery System Reform Incentive Payment program, or DSRIIP. Value-based care is based on achieving the Triple Aim: improved patient experience, improved population health, and reduced costs. Value-based care represents a more holistic approach to healthcare that requires greater care coordination, patient-provider communication, patient education, and increased care management.

Quality
Through DSRIIP, the Ryan Network has increased its focus on delivering quality care in a coordinated and culturally competent manner to improve the health of its patients. High value, quality care not only reduces preventable hospital admissions and readmissions for patients, which are both major DSRIIP goals, but improves patients’ experiences with the health care delivery system. Ryan’s focus on quality in 2015 has included improving patient satisfaction through improved access, communication, and services.

Serving Our Patients
Value-based care will involve longer, but fewer visits for our patients, greater patient engagement, and an emphasis on collecting and monitoring data to track specific patient health outcomes that demonstrate quality. Throughout 2015, Ryan has been reaching out to patients to ensure treatment compliance and to schedule appointments for tests, screenings, or other preventive services, especially for patients who may have fallen out of care. Ryan’s staff are also addressing the barriers and challenges that our patients face and providing support to help them keep appointments and complete services.

Technology
The Ryan Network made new investments in 2015 to strengthen Information Technology. Ryan added new systems, integrated with eClinicalWorks, to both measure quality and directly support patient care. Ryan also utilized reporting and analytic tools that benefit care delivery, including performance indicators and patient registries.

In 2015, the Ryan Network launched its intranet, “NETTY”, to facilitate communication, enable collaboration, and streamline training. NETTY includes a business intelligence platform that will provide analytics on key performance indicators to help identify organizational needs. Strengthening its IT infrastructure and transforming the ways that staff utilize performance data will increase Ryan’s ability to achieve the Triple Aim.
WE PROUDLY ANNOUNCE THE WILLIAM F. RYAN COMMUNITY HEALTH NETWORK 50TH ANNIVERSARY GALA JUNE OF 2017. WATCH FOR UPDATES.

Ryan Network 2015 Supporters

$1,000,000 AND OVER
DHHS, HRSA
- Bureau of Primary Health Care
- HIV/AIDS Bureau
NYC Department of Health and Mental Hygiene
- Vaccines for Children Program
NYS Department of Health
- Women, Infants, and Children Program

TD Charitable Foundation

$100 TO $2,499
Anonymous
Susan Bounds
Timothy Burton
Confidential Shredding
Evan Flatlow
Avon and Jeannette Garrett
GDC Medical Electronics
Goldman Sachs Matching Gift Program
Katherine Gruber
Gerald Hazel
Jose A. Hernandez
Elizabeth Hicks
Polly and Jay Hoffer
Ramona Howard
Lake Hills Mechanical
Laura McAuliffe
Nouveau Elevator
Picket Family Foundation
Michael Rivers
Melissa Schwartz
Virginia Shaffer
Bajit Singh
Studio Ground Up Architecture
Tal & Associates
Robert Tasca, DDS
TD Bank Non-Profit Training Fund
Tek-Net, Inc.
Erika Teutsch
Peter Tobey
Terri Solomon Topaz
Winston Resources
Milta Zeno

$100,000 TO $999,999
Affia Foundation
Centers for Disease Control
Con Edison
Corporation for National and Community Services
Hispanic Federation
Mount Sinai Health System
NYS Department of Health
- AIDS Institute
- School-Based Health Program
The Peter and Carmen Lucia Buck Foundation
Public Health Solutions

$100,000 TO $999,999
Delta Dental Foundation
Sophie Davis School of Biomedical Education
The New York City Council

$10,000 TO $99,999
Delta Dental Foundation
Sophie Davis School of Biomedical Education
The New York City Council

$2,500 TO $9,999
Broadway Cares/Equity Fights AIDS
Fidelis Care New York
Gilead Sciences
Helen Karl Charitable Trust
Hyde & Watson Foundation

We have made every effort to provide a complete and accurate list of our valued supporters. If there is an omission, please call 212-316-8303, so we may update our records.

Boards of Directors

Ryan/Chelsea-Clinton
Board of Directors

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Howard Long
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Brian McIndoe, Ex-Officio

We have made every effort to provide a complete and accurate list of our valued supporters. If there is an omission, please call 212-316-8303, so we may update our records.
Celebrating 10 Years of Service

2015 marked the 10th anniversary of the Community HealthCorps AmeriCorps Program at Ryan. Under the leadership of the Ryan/Chelsea-Clinton Community Health Center since 2006, our Community HealthCorps Program recruits Members from all over the country. Each brings different experiences, perspectives, and educational backgrounds, but they all share a deep commitment to national service, promoting good health, and fighting poverty.

Over ten years of service at Ryan, Member’s activities have included conducting outreach to promote available health care services and providing culturally and linguistically competent health education workshops to community residents and patients. They have enhanced access and increased appropriate utilization of our health center’s services, which improved health outcomes for patients with, or at-risk for, breast cancer, diabetes, HIV/AIDS, obesity, and behavioral health disorders. Members played a critical role by recruiting new volunteers for our Reach Out and Read program, identifying potential Community Advisory Group members, and participating in National Days of Service held on Martin Luther King, Jr. Day, September 11th, and during AmeriCorps Week.

The Ryan Chelsea/Clinton Community HealthCorps experience has inspired Members to continue their work in community health beyond AmeriCorps by pursuing post-service careers in medicine, nursing, public health research and administration, and social work, among others. Several Members have remained at Ryan where they are engaged in careers, including Health Center Planning, Data Analytics, and Prevention and Outreach.

The Community HealthCorps is given the resources to create programming that both increases health outcomes for patients and creates sustainable programs for future Members.

Established by the National Association of Community Health Centers (NACHC) in 1995, Community HealthCorps is the largest health-focused AmeriCorps Program, dedicated to promoting health care for America’s underserved, while developing tomorrow’s health care workforce.
RYAN NETWORK

President and Chief Executive Officer

Jonathan Swartz, MD, MBA
Chief Medical Officer

Jose Virella, MBA, M.Ed.
Chief Financial Officer

Jonathan Fried, Esq.
General Counsel

Ana Taras, MPH
Chief of Strategic Development

Barbara Hood, MBA, PMP
Chief Information Officer

Mahtab Zinati, RN
Chief Nursing Officer

Fern Fleckman, LCSW
Chief of Behavioral Health Services

Genoveva Baez
Director of Human Resources

Karen Brady
Director of Planning and Development

Lisa Feliciano, MBA, SPHR
Director of Human Resources (Incoming)

Adam Fleming
Director of Information Technology

Peter Freeman, MPH
Senior Director of Chronic Disease and Population Health

Joel Fryer, MPA
Director of Facilities

Constance Jones, MBA
Director of Billing

Gerald Joseph, MBA
Controller

Lorraine Leong
Director of External Relations

Robert Tasca, DDS
Director of Dental Services and Radiology

WILLIAM F. RYAN CHC

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Medical Director, and Quality Improvement Director

Maria Lugo
Director of Operations

Fay Barrett, MPH
Director of Support Services

Isabel Danvers
Director of Medical Records

WOMEN & CHILDREN’S CENTER

Jessica Sessions, MD
Associate Chief Medical Officer, and Medical Director

Michael Snak, MBA
Senior Site Administrator

Helene Rosenhouse-Romeo, RD, CDN, CLC
Director of Nutrition and WIC

RYAN-NENA CHC

Leslie Pargament, MBA
Executive Director

Michelle Soto, MD
Medical Director

Chaitali Baviskar, MHSA
Deputy Director

Daphne Hazel, Ed.M.
Director of Prevention and Support Services

Carmen Veneki
Director of Operations

RYAN/CHLSEA-CLINTON CHC

William Murphy
Executive Director

Ellen Birenbaum, MD
Medical Director

Meenakshi Bhat, MBA, M.Phil.
Deputy Director

William Arboleda, MPA
Director of Special Projects

RYAN/THDMA A DAIR CHC

Charles Shorter, LMSW
Executive Director

Venis Wilder, MD
Associate Medical Director

COMMUNITY HEALTH OUTREACH PROGRAM

Charles Shorter, LMSW

SCHOOL-BASED HEALTH CENTER PROGRAM AND MOBILE MEDICAL VAN SERVICES

Michael Snak, MBA
# Consolidated Financial Information
## Operating Revenue & Expenses
### Fiscal Year Ended December 31, 2015

<table>
<thead>
<tr>
<th>REVENUES</th>
<th>William F. Ryan Community Health Center</th>
<th>Ryan/Chelsea-Clinton Community Health Center</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants &amp; Contract Services</td>
<td>$16,371,961</td>
<td>$1,991,313</td>
</tr>
<tr>
<td>Patient Service Revenue</td>
<td>$25,197,981</td>
<td>$7,479,819</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$46,030</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>$1,640,684</td>
<td>$193,313</td>
</tr>
<tr>
<td><strong>Total Net Revenue</strong></td>
<td><strong>$43,256,656</strong></td>
<td><strong>$9,664,445</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>William F. Ryan Community Health Center</th>
<th>Ryan/Chelsea-Clinton Community Health Center</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Program Expenses:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries &amp; Fringe Benefits</td>
<td>$25,329,341</td>
<td>$4,500,574</td>
</tr>
<tr>
<td>Other Than Personnel Services</td>
<td>$9,947,295</td>
<td>$2,322,099</td>
</tr>
<tr>
<td>Depreciation &amp; Amortization</td>
<td>$2,342,762</td>
<td>$332,238</td>
</tr>
<tr>
<td><strong>Sub-Total Program Expenses</strong></td>
<td><strong>$37,619,398</strong></td>
<td><strong>$7,154,911</strong></td>
</tr>
</tbody>
</table>

| **General & Administrative Expenses:** | | |
| Salaries & Fringe Benefits | $5,995,463 | $691,892 |
| Other Than Personnel Services | $2,627,094 | $1,318,177 |
| Depreciation & Amortization | $413,429 | $83,058 |
| **Sub-Total G&A Expenses** | **$9,035,986** | **$2,093,127** |

| Total Expenses | $46,655,384 | $9,248,038 |
| Net Assets Released From Restrictions | $41,615 | $0 |
| Change in Unrestricted Net Assets | $(3,440,343) | $416,407 |
| **Total Net Assets as of December 31, 2015** | **$36,567,834** | **$(623,739)** |

The Ryan Network is committed to the fiscal viability and credibility of its operations. The audited financial statement has been prepared by an independent firm in accordance with generally accepted auditing standards and based on the financial statements of the William F. Ryan Community Health Center and the Ryan/Chelsea-Clinton Community Health Center. With guidance from its Boards of Directors, the Ryan Network continually makes investments in programs, initiatives, and capital projects to fulfill its mission and meet the needs of the communities it serves. Based on sound financial management practices and prudent investments, the Ryan Network is able to maintain quality programs, develop new approaches to primary care delivery, and provide an environment that is consistent with federal and state regulations.