



Ryan  **Health**
Caring for New York. Here for You.



2017 Annual Report



Locations

Community Health Centers

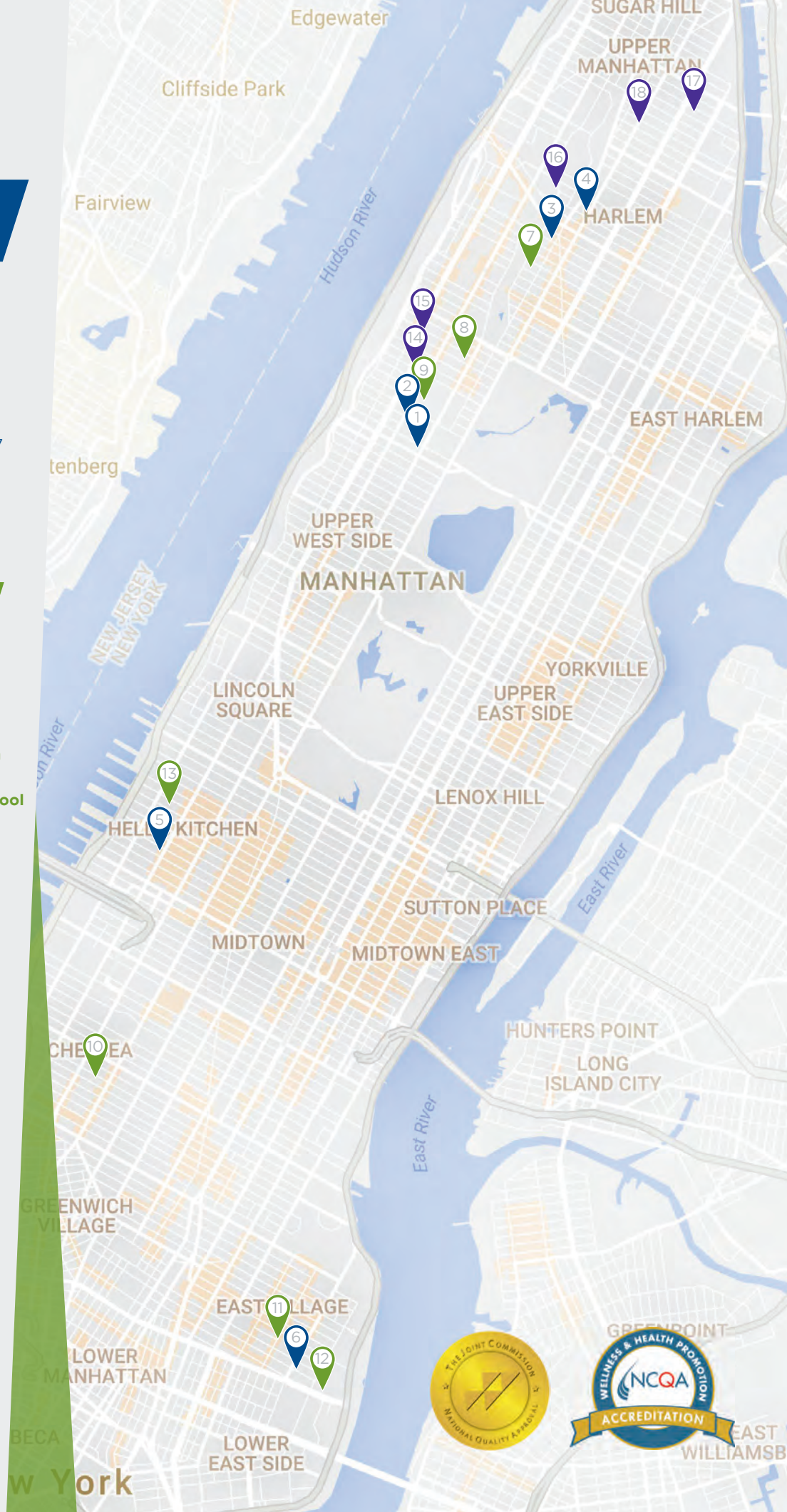
1. **Ryan Health | West 97th Street**
110 W. 97th Street, 10025
2. **Ryan Health | Women & Children's**
801 Amsterdam Avenue, 10025
3. **Ryan Health | Adair**
565 Manhattan Avenue, 10027
4. **Ryan Health | Frederick Douglass**
2381 Frederick Douglass Boulevard, 10027
5. **Ryan Chelsea-Clinton**
645 Tenth Avenue, 10036
6. **Ryan Health | NENA**
279 E. 3rd Street, 10009

School-Based Health Centers

7. **Public School 180/Hugo Newman College Preparatory**
370 W. 120th Street, 10027
8. **Middle School 54/Booker T. Washington**
103 W. 107th Street, 10025
9. **Edward A. Reynolds West Side High School**
140 W. 102nd Street, 10025
10. **Public School 11/William T. Harris**
320 W. 21st Street, 10011
11. **Public School 64/The Earth School**
600 E. 6th Street, 10009
12. **Public School 188/The Island School**
442 E. Houston Street, 10002
13. **Park West Educational Campus**
525 W. 50th Street, 10019

Community Outreach Centers

14. **Regent Family Residence**
2720 Broadway, 10025
15. **The Bridge**
248 W. 108th Street, 10025
16. **Convent Avenue Family Living Center**
22 Convent Avenue, 10027
17. **West Harlem Residence**
138 W. 143rd Street, 10030
18. **Ryan Health | Mobile Health Center**



Dear Friends and Supporters

As we recall 2017, we remember with great pride our 50th anniversary year—a half century of ensuring primary care services for our community, healing sickness, promoting health, and helping children grow. We celebrated the occasion with many of you at our Healthcare for All Gala in June and recognized this important milestone throughout the year.

Since our founding in 1967, Ryan Health has provided comprehensive health care to hundreds of thousands of individuals and generations of families in New York City. Last year, our dedicated clinicians and staff served close to 50,000 patients in almost 200,000 encounters. In addition to delivering exceptional primary care, our tireless care teams offer behavioral health, specialty care, HIV prevention and treatment, and disease management that promote our patients' complete health.

2017 also included a period of great uncertainty for Ryan Health due to delays in federal funding, known as the “fiscal cliff”. Our staff and Boards of Directors joined forces with health centers around the country to participate in countless advocacy calls and outreach to elected officials. This tremendous effort met with success when funding was finally restored.

While we continue to live in a period of uncertainty, Ryan Health remains committed to its founding mission of providing quality care to medically underserved communities. It's more important than ever that our doors remain open to all those in need. In the past fifty years, we have never turned a patient away due to inability to pay, and in the next fifty, we won't either.

We are sending this Annual Report under our new name—Ryan Health—the result of a comprehensive rebranding initiative begun in 2017. Our new name underscores the unity of all our centers. Our new look embodies our focus on putting patients at the center of everything we do.

Thank you for supporting our enduring commitment to healthcare for all and recognizing the legacy of all those who have ensured—and continue to ensure—that access to care for the poor and vulnerable continues to be our top priority.



E. Ronald Guy
Board Chairperson
Ryan Health



Walter Delacruz, Esq.
Board Chairperson
Ryan Chelsea-Clinton



Brian McIndoe
President & CEO
Ryan Health

“Very grateful for
Ryan Health—
I consistently
receive the care
I need, from
scheduling an
appointment to
follow through.
Thank you to the
staff and medical
providers who
make health care
accessible to all!”

—Ryan Health
NENA Patient



Our Mission

Ryan Health is dedicated to providing high quality, affordable, comprehensive, linguistically appropriate and culturally competent health care services to medically underserved populations. We welcome all New Yorkers with dignity, respect, courtesy, confidentiality, and concern for safety.

The late Congressman William Fitts Ryan, who was instrumental in Ryan Health's development, eloquently stated that "health care is a right, not a privilege." This principle has remained the foundation of Ryan Health's mission and guided the organization for over fifty years.

Our Vision

The health centers that comprise Ryan Health have served as essential community-based providers and leaders in the Community Health Center movement for over five decades.

Ryan Health strives to provide equitable medical care to all who enter its doors. As individuals committed to advancing public health, our clinicians are among the most compassionate health care providers in New York City.

Our Core Values



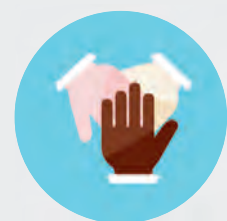
Care for patients

Advocate for patients and provide consistent and reliable service. Cultivate a welcoming and respectful environment.



Commit to the mission

Demonstrate integrity while providing services to all patients in our community, regardless of background and ability to pay.



Collaborate with the team

Be accountable, professional, and trustworthy. Communicate clearly and solve problems creatively.

“I love how
my doctors
and therapist
care enough
to make sure
I understand
everything
they talk to
me about.”

—Ryan Health
Women & Children’s Patient



2017 Highlights

New School-Based Health Center

In September, Ryan Chelsea-Clinton opened a new School-Based Health Center at the Park West Educational Campus staffed by a Nurse Practitioner, an LPN, a Social Worker and a Patient Services Representative. By year's end, they had dispensed first aid, provided reproductive health counseling, and administered physicals and sick visits for approximately 200 students. Staff educated students about primary care and the importance of receiving regular check-ups. They also educated parents about the wide variety of services available to their children.

Title X Family Planning

Ryan Health faced a highly competitive field to qualify for a Title X Family Planning grant to further address class and racial disparities in maternal health status and health care access among low-income and uninsured individuals. Through Title X, patients have access to an increased array of birth control options, screenings for STIs, and guidance to help determine the number and spacing of their children. Available at our Women & Children's, West 97th Street, and NENA health centers, our Title X services fit a full spectrum of sexual health and family planning needs.



Expansion of Behavioral Health Integration

Behavioral Health Integration, or BHI, was expanded throughout Ryan Health's six main health centers. BHI uses a holistic approach that links primary care patients to mental health screenings and treatment. Thanks to supplemental funding from HRSA, the expansion included a Social Worker to address substance use through warm handoffs, screenings, and short-term treatment or referrals for long-term care.

BHI established a solid foundation to meet the needs of patients with Substance Use Disorder, as well as to support plans to launch a Medication Assisted Treatment Program.

Enhancing Care for Elderly Patients

Ryan Health is investing in ways to provide additional services for an increasingly aged population in the communities it serves. Twelve percent of Ryan Health's patients are 65 and older. The Fan Fox and Leslie R. Samuels Foundation, Inc. awarded Ryan Chelsea-Clinton a grant to support training in Geriatric best practices and a Geriatric Social Worker and Patient Navigator to address the needs of its elderly patients. Services include outreach to keep Seniors engaged in care, geriatric functional assessments, mental health screenings, and linkages to community services.



Patient Demographics

Number of
Patients

46,281

Number of
Patient Encounters

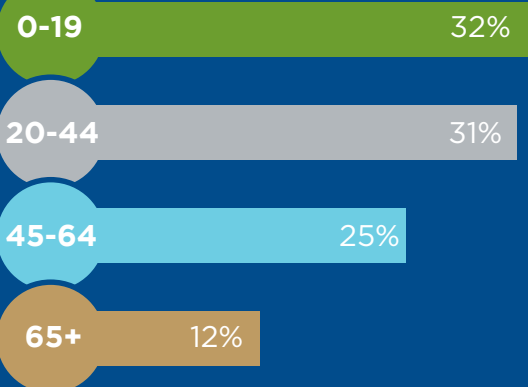
197,965

Gender

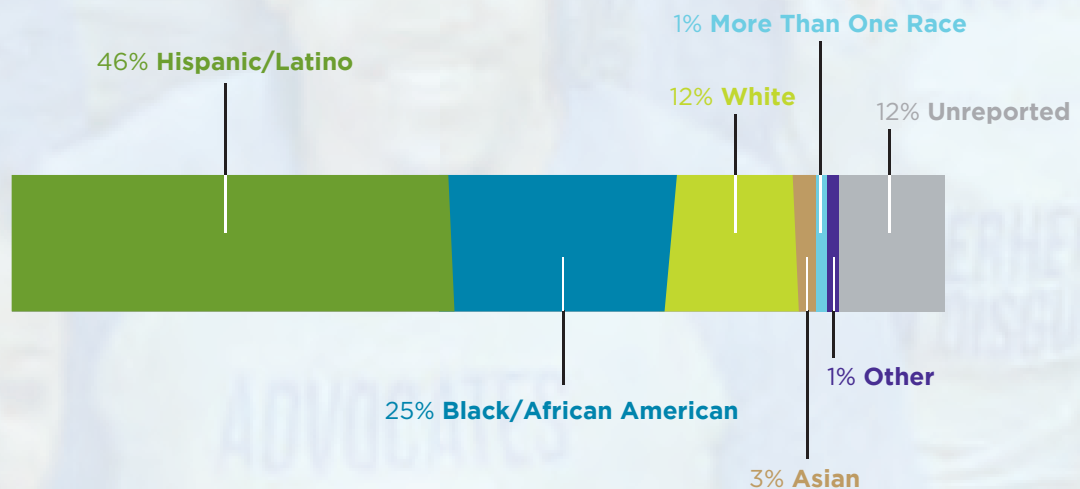
Female 57%

43% Male

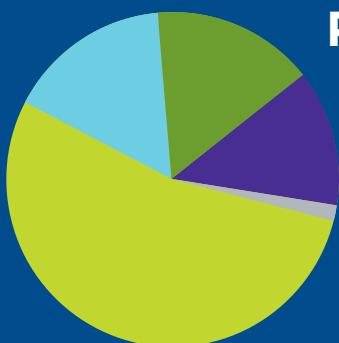
Age



Ethnicity



Payor Source



- ▶ **Medicaid** 58%
- ▶ **Private** 15%
- ▶ **Medicare** 14%
- ▶ **Uninsured** 12%
- ▶ **Other Public** 1%

Poverty Level



Our Communities



Our Communities

Throughout its 50 years, Ryan Health has provided services for communities within an ever-changing city. We began as a community project to meet the healthcare needs of residents on Manhattan's Upper West Side. Our service area has since grown to include Washington Heights, Inwood, Central Harlem, Hell's Kitchen, Chelsea, and the Lower East Side.

Within these neighborhoods, there is great socioeconomic and cultural diversity with some of the wealthiest New Yorkers living just a few blocks away from some of the poorest. In 2017, ethnic minorities comprised 76 percent of Ryan Health patients, who combined, spoke more than a dozen languages. Ryan Health's providers and staff both accommodate and reflect this diversity and aim to address socioeconomic inequities.

Poverty strongly correlates to poor health outcomes. In 2017, 68 percent of Ryan Health patients lived in poverty, and a cumulative 87 percent reported household incomes at or below 200 percent of the Federal Poverty Level. Citywide, the poverty rate was much lower, 18 percent. Recently, housing quality, affordability and availability has worsened, placing a greater burden on our patients who struggle to afford rent or may live in substandard conditions that create or aggravate health problems, like asthma. Some become homeless.

Our patients may be part of families impacted by the growing opioid crisis or abuse substances themselves. They face mental health challenges, persistent chronic conditions, and many are elderly, live alone, and have few resources. We know that Seniors experience poverty at about the same rate as other adults, however, Latino Seniors are over twice as likely as their white counterparts to live in poverty.

We continue to provide targeted services to address disparities and build linkages with community partners that connect patients to long-term treatment for substance use, social services, and housing, among other critical resources. Regardless of the changes that impact our communities or the inequities our patients experience, Ryan Health is here to ensure that access to high quality healthcare remains a constant in all their lives.

Ryan Health Services

Health Care

Adolescent Health
Adult Medicine
Behavioral Health
Care Management
Dental Services
Diabetes Education
Geriatrics
HIV Services
Laboratory Services
Medical Specialties
Nutrition
Pediatrics
Radiology & Sonograms
Pharmacy Plan for
Under/Uninsured
Vision Services
WIC Program
(Women, Infants & Children)
Women's Health

Community Outreach

Homeless Health
Insurance Eligibility Assistance
Prevention, Education
& Outreach
Reach Out & Read
School-Based Health
Speakers Bureau

Patient Support Center

Appointments and Scheduling
Prescription Refills
Clinical Information
Outreach Campaigns
for Quality Initiatives



Value-Based Care



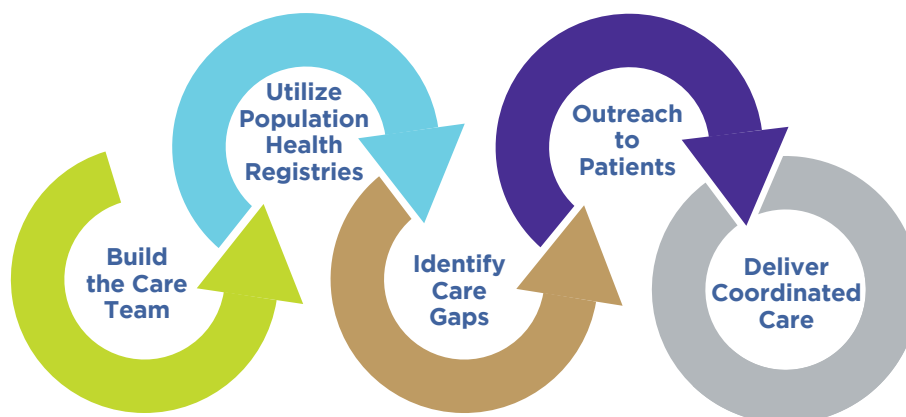
Value-Based Care

The third year of Ryan Health's transition to Value-Based Care was full of accomplishments. As a participant in New York State's Delivery System Reform Incentive Payment program, or DSRIP, Ryan Health focused on reducing preventable hospitalizations, closing care gaps for screenings and chronic diseases among patients, and enhancing the integration of primary care and behavioral health services. Building a robust infrastructure that leverages HealthIT is essential to achieving these goals.

In alignment with DSRIP, Ryan Health's Quality Improvement team selected depression screening as one of its 25 high-priority initiatives. The Quality Improvement process helps ensure that all patients are screened for depression. Patients that screen positive are referred for counseling or other appropriate treatment by behavioral health staff.

While the Quality team planned and monitored activities that drove improvements in patient health, our Clinical Care Teams were focused on transitions of care for patients leaving the hospital. By providing a high level of care coordination in a community-based setting, Ryan Health is focused on reducing preventable hospitalizations and emergency room visits for complex patients. These activities, along with the ongoing HealthIT integration, are critical to supporting Ryan Health's transition to Value-Based Care.

Closing the Care Gap



We Thank Our 2017 Supporters



\$1,000,000 and Over

Afia Foundation

DHHS, HRSA

Bureau of Primary Health Care
HIV/AIDS Bureau

Mount Sinai Health System

NYC Department of Health and Mental Hygiene

Vaccines for Children Program

NYS Department of Health Women, Infants, and Children (WIC) Program

\$100,000 to \$999,999

Anonymous

Centers for Disease Control

Community Health Center Association of New York State (CHCANYS)

The Fan Fox and Leslie R. Samuels Foundation, Inc. (multi-year)

Hispanic Federation

NYS Department of Health AIDS Institute School-Based Health Program

The Peter and Carmen Lucia Buck Foundation

Public Health Solutions

Robin Hood (multi-year)

\$10,000 to \$99,999

801 Amsterdam Commercial Owners
LLC (Chetrit Group)

Affinity Health Plan

BioReference Laboratories

CohnReznick

Community Eyecare Associates

CVS Health Foundation in partnership
with the National Association of
Community Health Centers

Delta Dental Community
Care Foundation

eClinicalWorks

Gilead Sciences, Inc.

Margaret Gramins

Healthfirst

Health Research, Inc.
Henry Schein, Inc.

Laboratory Corporation
of America Holdings

Loisaida Rx, Inc.
Merrill Lynch

National Association of
Community Health Centers
New Amsterdam Drug Mart, Inc.

Nixon Peabody LLP
Quest Diagnostics
Rx Strategies, Inc.

Sobel Affiliates, Inc., a
Brown & Brown Company
Studio Ground Up
TD Bank

TD Charitable Foundation
Thriftway Pharmacy
Vigorito Barker Porter and Patterson

\$2,500 to \$9,999

Amida Care, Inc.

Array Architects

Brown & Weinraub, PLLC

Cigna Health and Life Insurance Co.

COPE Health Solutions

Walter Delacruz, Esq.

E. Ronald Guy

Empire BlueCross BlueShield HealthPlus

Feldesman Tucker Leifer Fidell LLP

Fidelis Care New York

Fumuso, Kelly, Swart, Farrell,
Polin & Christesen, LLP

Grand Street Settlement

Henry Street Settlement

Keith Henry

The Hyde and Watson Foundation

Little Mendelson

Hope L. Mason

Brian and Dina McIndoe

MetroPlus Health Plan

MWWPR

PKF O'Connor Davies LLP

RadNet

RCHN Community Health Foundation

William F. Ryan, Jr. and Mary Carroll Ryan

Security By Design

Tal Healthcare

Urban Health Plan

VillageCare

WellCare Health Plans, Inc.

Werner Tietjen PE

\$1,000 to \$2,499

AI D. Rodriguez Liver Foundation

Arthur J. Gallagher & Co.

Donald Ashkenase

Bank of America Matching Gift Program

John C. Barrett

Samuel Bartels

Daniel J. Baxter, MD

BCA Watson Rice, LLP

Berkeley Research Group, LLC

Ellen Birenbaum, MD

Sarah Boucher

Bert Brodsky

Charles B. Wang Community Health Center

Charles Evans Center, Inc.

Community Health Center of Richmond

Cornerstone Family Healthcare

Deutsche Bank Matching Gift Program

Denham Wolf Real Estate Services

Gary Eddey, MD

Edelman Sultan Knox Wood Architects LLP

Empire State Contracting and Design

Jonathan Fried and Sharon Greenberger

Florence Frucher

Alan Goldstein and Maralyn Dolan

Housing Works

Hudson River Healthcare

Institute for Family Health

Helen Karl Charitable Trust

Harriet Chan King

Howard Long

Long Island Physical Medicine and Rehabilitation

Mount Vernon Neighborhood Health Center

Mount Sinai St. Luke's

Mutual of America

Nassau University Medical Center

Neil Newsham

Open Door Family Medical Center, Inc.

PAR Heating and Air Conditioning

Errol Pierre

Anne-Geleine Pierre

Primary Care Development Corporation

Polly Ryan and Jay Hoffer

Leonard E. Ryan and Ann Allen-Ryan

Mike Sabol

Shelley Saville

Melissa Schwartz

Jessica Sessions, MD

Valeria Spann

Joel Stickney

Jonathan Swartz, MD

Jim Sweeney

Danyal Syed, PhD

Ana Taras and Michael Berry

Robert Tasca, DDS

Michael and Robin Taubin

José Virella

Visiting Nurse Service of New York

David Weiss

Whiteford, Taylor & Preston, LLC

Gifts In-Kind

ADP

Affinity Health Plan

Apollo Theater

Atlantic Theatre Company

Arthur J. Gallagher & Co.

Botticelli Portraits

Sarah Boucher

Bradford Portraits

Bravo

Broadway.com & Theatre

Direct International

Brooklyn Brewery

Cabot Creamery Cooperative

Charles Mallee Architecture

Community Eyecare

Associates

The Forsyth B & B

GHA Technologies

Harlem Shambles

Anna Maria Horsford

La MaMa Theatre

Los Angeles Dodgers

Los Angeles Lakers

Metropolitan Opera

MirRam Group, LLC

New York Knicks

Ponty Bistro

Quest Diagnostics

Speedy Romeo

Tutu Glam

Union Square Hospitality

Group

WABC-TV

W. B. Mason

Under \$1,000

AccountNet

David Ackman, MD

Brian Acosta

All-Points Technologies

of New York, Inc.

APICHA Community

Health Center

Arent Fox LLP

Glenroy Aska, MD

Azara

Baldwin Consultants

Chaitali Baviskar

Thomas Beach, III

Christine Bernhard

Meenakshi Bhatt

Darice Birge

Karen Brady

Patrick Brennan

The Bridge

Anne Canty and

Victor Quintana

Jasdeep Cheema

Philip Chen

Citizens Budget Commission

Kathryn and Martha Clagett

Classic Systems

Barbara Cohen

Compensation Resources, Inc.

Computer Integrated Services

James Corbett

Mary Crawford

Credit Suisse Americas

Foundation

Humberto Cruz

Isabel Danvers

Susan Donahue

Leslie Smith Dorsey

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Ziv Ehrenfeld

Eduardo Elizondo

Lisa Elmore

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Elaine Francolino

Joel Freyer

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William and Elizabeth Gaines

Jennifer Gardyn

Garfunkel Wild, PC

Robert Genalo

Grand Manor Nursing &

Rehabilitation Center

Cathy Gray

Jay Greenbaum

Veronica Gretton

Growth for Good

Katherine Gruber

and Fred Levy

Mark Guy

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Juli Harkins

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Kate Kigudze

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Kretchmer

Jill Zelenko Kuller

Lake Hills Mechanical, Inc.

Walter Lamothe

Judith Latman

Eric Legome

Ronnie Lowenstein

Rashanna Lynch, MD

Pete Martinez and

JoAnne Arzt-Martinez

Massachusetts League of

Community Health Centers

Roseanne Matricciani and

Robert Curran

Lauren Mendenhall

J. William Miller

Terrell Moody

Cathy Mota

Sheila Murphy

Muhammed and Yasmin

Naem

National Black Leadership

Commission on AIDS

Thomas and Jacqueline

Nesbitt

Edward and Donna O'Connell

Leslie Pargament

Brian Radbill

José Rodriguez, LCSW

Helene Rosenhouse-

Romeo, RD

Morris Rossabi

Charles Ruiz

Jesse Sanchez

Marc Schuldner

Julius Schulman, MD

and Dalia Nagel, MD

Myron and Judith H.

Schwartzman

Forbes Sealey

Dennis J. Shaffer

Raabia Shafi

Targeting Diabetes



Targeting Diabetes

In 2017, Ryan Health significantly expanded services for patients with diabetes with the addition of three Certified Diabetes Educators, thanks to a grant from Robin Hood. With leadership from the Director of Care Management, our Diabetes Educators see patients at our health centers throughout Manhattan, focusing on those at high-risk for serious complications. Ryan Health has over 5,000 patients with diabetes; 35 percent are considered high-risk.

Since diabetes affects many of the body's systems, a holistic approach is essential to helping patients control their diabetes through improvements in diet, exercise, and medication adherence. Our Diabetes Educators, known as Chronic Care Managers, work closely with patients to educate them about the impact of diabetes and motivate them to make lifestyle changes. Just recently, monthly Diabetes Education classes have begun at three Ryan Health centers.

The Diabetes Educators are also part of care teams and collaborate to identify diabetic patients who would benefit from their services. In addition to daily monitoring of blood sugar, Diabetes Educators stress the importance of regular eye and foot exams and screening to ensure proper kidney function. They work with patients who are starting insulin for the first time, those with co-morbidities, such as high blood pressure and obesity, and patients whose diabetes is no longer under control.

Living with diabetes can be stressful for many patients, but with the help of our experienced and caring Diabetes Educators, along with their providers and the support of family members, many more patients are understanding, some for the first time, that they can control their diabetes.



2017 Financials

Ryan Health Consolidated Financial Information Operating Revenue & Expenses

Fiscal Year Ended December 31, 2017

Ryan Health

Ryan Chelsea-Clinton

REVENUES

▶ Grant & Contract Services	15,973,129	2,758,829
▶ Patient Service Revenue	36,261,109	10,157,004
▶ Fundraising	422,947	63,034
▶ Net Assets Released from Restrictions	17,965	-
▶ Other	1,551,503	11,759
TOTAL NET REVENUE	\$ 54,226,653	\$ 12,990,626

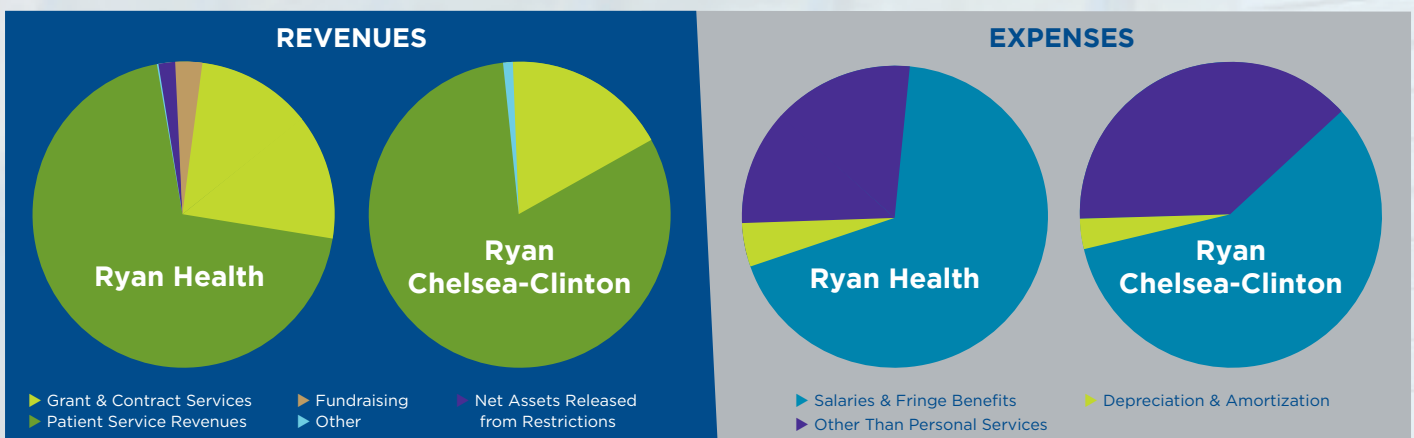
EXPENSES

▶ Salaries & Fringe Benefits	36,930,461	6,275,625
▶ Other Than Personal Services	16,037,936	5,147,042
▶ Depreciation & Amortization	2,880,369	398,390
TOTAL EXPENSES	\$ 55,848,766	\$ 11,821,057
Change in Unrestricted Net Assets	\$ (1,622,113)	\$ 1,169,569

TOTAL NET ASSETS as of December 31, 2017

\$ 34,509,583

\$ 1,390,976



Ryan Health is committed to the fiscal viability and credibility of its operations. This audit has been prepared by an independent firm in accordance with generally accepted auditing standards and is based on the financial statements of Ryan Health and Ryan Chelsea-Clinton. With guidance from its Boards of Directors, Ryan Health continually makes investments in programs, initiatives, and capital construction to fulfill its mission and meet the needs of the communities it serves. Ryan Health is a proud recipient of federal grants to support its projects and programs. For more information about this funding, please visit our website at www.ryanhealth.org. Based on sound financial management practices and prudent investments, Ryan Health offers quality programs, develops new approaches to primary care delivery, and provides an environment that is consistent with federal and state regulations.

Leadership and Staff

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Ryan Health

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Jonathan Fried, Esq., General Counsel
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Barbara Hood, MBA, PMP, Chief Information Officer
Jessina Wachtelhausen, RN, BSN, Chief Nursing Officer
Lisa Feliciano, MBA, SPHR, Chief of Human Resources

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Karen Brady, Director of Planning & Development
Isabel Danvers, Director of Medical Records
Michael Fagan, MPP, Senior Director of External Relations
Adam Fleming, Director of Information Technology
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Constance Jones, MBA, Director of Billing
Gerard Joseph, MBA, Controller
Lydia Radziul, LCSW, MFA, Director of Mental Health Services
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Helene Rosenhouse-Romeo, MPH, RD, CDN, CLC,
Director of Nutrition & WIC
Robert Tasca, DDS, Director of Dental Services & Radiology

Community Health Outreach Program

Charles Shorter, LMSW

School-Based Health Center Program

Bob Fohngho, MBA

Ryan Health | West 97th Street

Samuel Bartels, Executive Director
Jaime Khemraj, MD, MPH, Medical Director,
Director of Quality Improvement

Ryan Health | Women & Children's

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Adrienne Weiss-Harrison, MD, Medical Director

Ryan Health | NENA

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Jonathan Swartz, MD, Acting Medical Director
Chaitali Baviskar, MHSA, Deputy Director

Ryan Chesea-Clinton

Daniel Pichinson, MBA, Executive Director
Zehra Siddiqui, DO, Medical Director
William Arboleda, MPA, Deputy Director

Ryan Health | Adair

Ryan Health | Frederick Douglass

Charles Shorter, LMSW, Executive Director
Radeyah Hack, MD, Medical Director

Ryan Health | Mobile Health Center

Samuel Bartels



Ryan Health
Caring for New York. Here for You.

RyanHealth.org



@RyanHealthNYC

Ryan Health 110 W. 97th Street | New York, NY 10025
Call 212-316-7944 for more information on specific projects or programs.