

“HEALTHCARE IS A RIGHT, NOT A PRIVILEGE.”

WILLIAM F. RYAN

COMMUNITY HEALTH NETWORK



2016 ANNUAL REPORT

LOCATIONS

Community Health Centers

1. William F. Ryan
110 W. 97th Street, 10025
2. Women and Children's Center
801 Amsterdam Avenue, 10025
3. Ryan/Thelma C. Davidson Adair
565 Manhattan Avenue, 10027
4. Ryan/Frederick Douglass
2381 Frederick Douglass Boulevard, 10027
5. Ryan/Chelsea-Clinton
645 Tenth Avenue, 10036
6. Ryan-NENA
279 E. 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. West End Intergenerational Residence
483 West End Avenue, 10024
14. Regent Family Residence
2720 Broadway, 10025
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
18. Ryan Network Mobile Medical Van



DEAR FRIENDS & SUPPORTERS

The changes brought by 2016 reflected the Ryan Network's ongoing commitment to delivering optimal health care to over 45,000 patients in nearly 200,000 encounters. The busy year was book-ended by two major achievements that demonstrate our commitment to providing the highest level of care to the communities we serve.

We began 2016 with the announcement that the National Committee for Quality Assurance had, once again, recognized Ryan as a Level 3 Patient Centered Medical Home; this time, under its more rigorous 2014 standards. Level 3 signifies that Ryan is committed to delivering high quality health care using the latest clinical protocols, so patients receive the best care at the right time.

Toward the end of 2016, the Ryan Network participated in an Operational Site Visit, or OSV, conducted by the federal Health Resources and Services Administration (HRSA). Ryan staff were well-prepared for the OSV, and were rewarded for their efforts. HRSA acknowledged Ryan's work with a score of 19 out of 19, making Ryan one of only a few Federally Qualified Health Centers to receive a perfect score.

Ryan opened its newest site in Central Harlem in June of 2016. Ryan/Frederick Douglass is located across the street from the St. Nicholas Public Housing Complex, and offers both adult and pediatric primary care in a newly renovated setting. We also established a new site and health team at the West Harlem Residence, providing families in need with primary health care and mental health services, including substance use prevention, as well as help with social services.

The complex New York State Delivery System Reform Incentive Payment Program (DSRIP) transformation to value-based care continued, with Ryan's efforts focused on improving quality measures for diabetes and hypertension, especially lowering blood glucose, controlling high blood pressure, and increasing exam and screening compliance to improve our patients' health.

Despite the challenges facing health care providers today, the Ryan Network plans to provide more New Yorkers in need with patient-centered, value-based care that addresses social determinants of health and champions the enduring principal that health care is a right, not a privilege.

In the spirit of cooperation, and based on the deep commitment and vision of the Ryan Network's Boards of Directors and its leadership, we will continue to advocate for all patients and encourage even greater program advancements in the coming year. ■



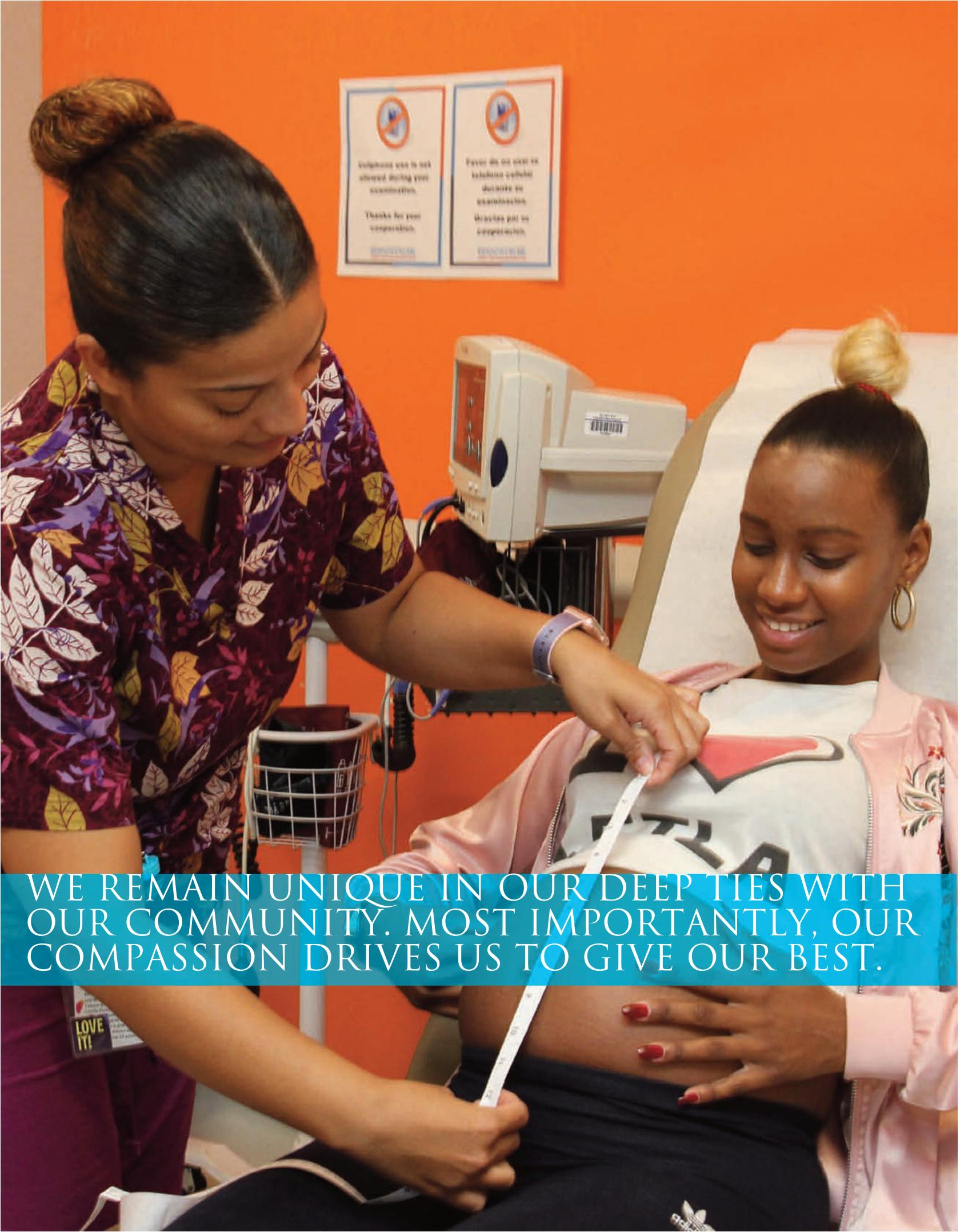
E. Ronald Guy
Board Chairperson
William F. Ryan CHC



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



Brian McIndoe
President & CEO
William F. Ryan Network



WE REMAIN UNIQUE IN OUR DEEP TIES WITH OUR COMMUNITY. MOST IMPORTANTLY, OUR COMPASSION DRIVES US TO GIVE OUR BEST.

LOVE IT!

OUR MISSION

The Ryan 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. This commitment has endured for five decades.

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.

Our Core Values

Our core values are summarized with the words Care, Commitment, and Collaboration. We advocate for patients and provide consistent and reliable service. We cultivate a staff that is accountable, professional, and

trustworthy, and we encourage a workplace where clear communication and creative problem solving characterize our daily operations. Instilling these values on a foundational level throughout our organization ultimately results in more satisfied and engaged patients.

The Patient Experience

The Ryan Network strives to provide equitable medical care to all who enter its doors, regardless of a patient's circumstances or ability to pay. As individuals committed to advancing the health of all New Yorkers, our clinicians are among the most compassionate health care providers in New York City. Over 45,000 patients came to Ryan in 2016 for crucial medical, dental, vision, and mental health services. We extended medical care beyond the doctor's visit by engaging patients in maintaining best health practices at home and in their communities. ■

"They make you feel real comfortable [so] you can talk freely about any problem."

- Ryan-NENA patient





OUR NETWORK OF PASSIONATE,
QUALITY-DRIVEN PROVIDERS
IS FOCUSED ON TREATING THE
WHOLE PATIENT BASED ON NEED,
NOT ON INCOME.



OUR MAIN SITES

Ryan Center

In 2016, our flagship West 97th Street site made strides in Performance Improvement (PI) that also supported ongoing Quality and Patient Engagement efforts. Multidisciplinary PI teams worked on improving processes like patient cycle time, patient access to urgent care, quality measure goals, and provider Care Team support. Ryan invested in a Practice Facilitator to help these teams operate effectively. Team members engaged front line staff to streamline processes. As a result, patient wait times have been reduced by 32 percent, an average of 35 minutes.

Ryan-NENA

It became possible in 2016 for patients at NENA to have x-rays taken with its new digital radiology unit. Unlike film-based imaging, digital radiology uses less radiation to take clearer images. The digital x-ray unit is used for both soft and hard tissue diagnostic imaging, allowing our providers to detect bone fractures, cardiac enlargement, pulmonary lesions, joint problems, and a whole host of other pathologies.



Ryan/Frederick Douglass

Frederick Douglass opened in June of 2016 with a celebratory ribbon-cutting attended by Ryan executives, community leaders, and political representatives. It is our sixth main site in Manhattan and second in Central Harlem. Located on Frederick Douglass Boulevard and W. 128th Street, across from the NYC Housing Authority's Saint Nicholas residences, the site provides adult and pediatric primary care, mental health, and supportive services. Renovations were made possible with public and private funding including the NYC Economic Development Council and HRSA.

Ryan/Thelma Adair

Adair welcomed a new RN Unit Manager and a Patient Navigator to provide services to patients in a more seamless manner. With the addition of a gynecologist and a podiatrist to its staff, Adair has also been able to give residents of Central Harlem better access to in-house specialty care.

Women and Children's Center

To improve its services for children, the Women and Children's Center purchased two spot vision screeners, thanks to grant funding, which allow providers to perform critical vision tests for strabismus, astigmatism, and myopia in children younger than four years old and those with special needs. Early detection of vision abnormalities prevents amblyopia, the imbalanced deterioration of vision in one eye. Vision testing is included in primary care services for all children.

Ryan/Chelsea-Clinton

In 2016, Chelsea-Clinton worked to bolster the health literacy of the community. By organizing events around various national health recognition days for diseases such as breast cancer, hepatitis, diabetes, and colorectal cancer, Chelsea-Clinton staff encouraged more patients to receive screenings. To inform patients about healthy and affordable eating, staff initiated a whole grain and vegetable of the month food demonstration. They also facilitated educational workshops on sexual health, nutrition, and chronic disease with several community partners. ■

Patient Demographics

Total Patients:45,224

Total Encounters:193,362

Gender:

Male43%

Female57%

Ethnicity:

Hispanic/Latino46%

Black/African American25%

White12%

Asian3%

More Than One Race1%

Other1%

Unknown12%

Age:

0-1933%

20-4432%

45-6424%

65+11%

Poverty Level:

≤ 100%74%

101-200%15%

>200%9%

Unknown2%

Payor Source:

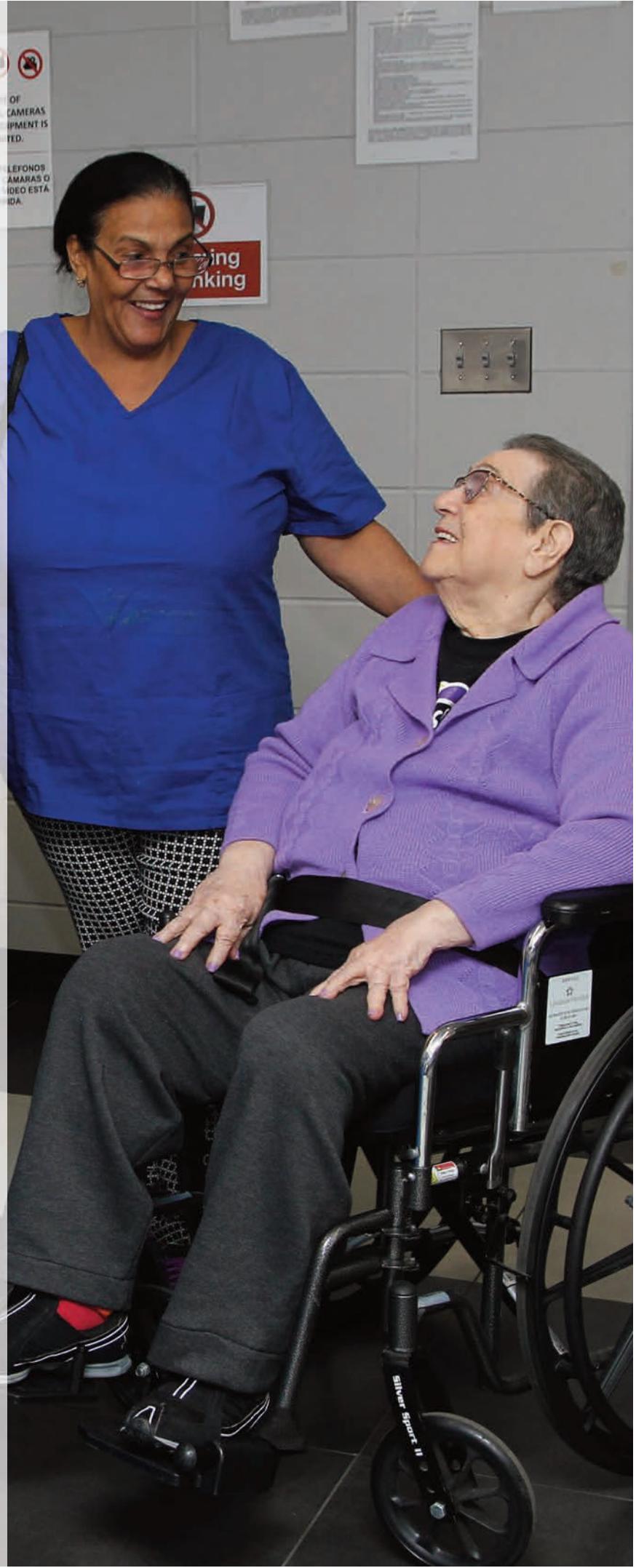
Medicaid57%

Uninsured13%

Medicare13%

Private16%

Other Public1%



OUR COMMUNITIES

The Ryan Network's service area includes communities on the Upper West Side, Central Harlem, Washington Heights, Chelsea and Clinton in Midtown West, and the Lower East Side. The characteristics of these communities are varied and their residents diverse; however, Ryan ensures access to quality care for all, especially individuals and families that face barriers to health care.

Poverty is the biggest predictor of chronic disease and decreased life expectancy. At a time characterized by widening gulfs between socio-economic sectors, the Ryan Network serves neighborhoods where over a quarter of residents live below the poverty level. Ryan has long been aware of the need for a patient-centered, culturally competent approach to break interlocking cycles of poor health and poverty. During primary care visits, clinicians at Ryan routinely screen for obesity, hypertension, cardiovascular disease, and diabetes – conditions that are overwhelmingly prevalent among both low-income populations and people of color.

In 2016, 18 percent of PLWHA (people living with HIV and AIDS) nationwide resided in New York City. HIV remains a health threat for men who have sex with men, the population at greatest risk of contracting the virus,

especially young men of color. Ryan has succeeded in providing preventive outreach by targeting neighborhoods with the highest rates of new HIV diagnoses, including Central Harlem and Chelsea, and educating those at risk about strategies to reduce the risk of contracting HIV.

Homelessness in New York City has reached record proportions, driven by rising rents, declining wages, and budget cuts in housing assistance. Last year, 127,652 unique individuals spent at least one night in a municipal shelter. Ryan provides access to primary care in residences for homeless individuals through its Community Outreach Program, serving the Upper West Side, Inwood, Washington Heights, and Central Harlem. The Program developed out of an urgent need to provide on-site primary care and mental health services for people living in transitional housing or unstable living situations.

New York, our nation's most populous city and one where half of all households speak a language other than English, consists of a mosaic of vibrant communities. The Ryan Network employs a culturally and linguistically competent staff experienced in the delivery of community health care, so that more New Yorkers may benefit from equal access to care. ■



“My son’s provider is EXCELLENT! I cannot think of a time when she didn’t go above and beyond to inform me of updates to my son’s general health and wellness.”

– Women and Children’s patient

RYAN NETWORK 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

In 2016, the Ryan Network continued the transition from volume-based to value-based care as a participant in New York State's Delivery System Reform Incentive Payment program (DSRIP) reform of Medicaid. Synonymous with the DSRIP program and as a part of the Triple Aim, Quality continues to be a major focus for healthcare providers. It's not just about the number of patients Ryan cares for, but about measurably improving their health.

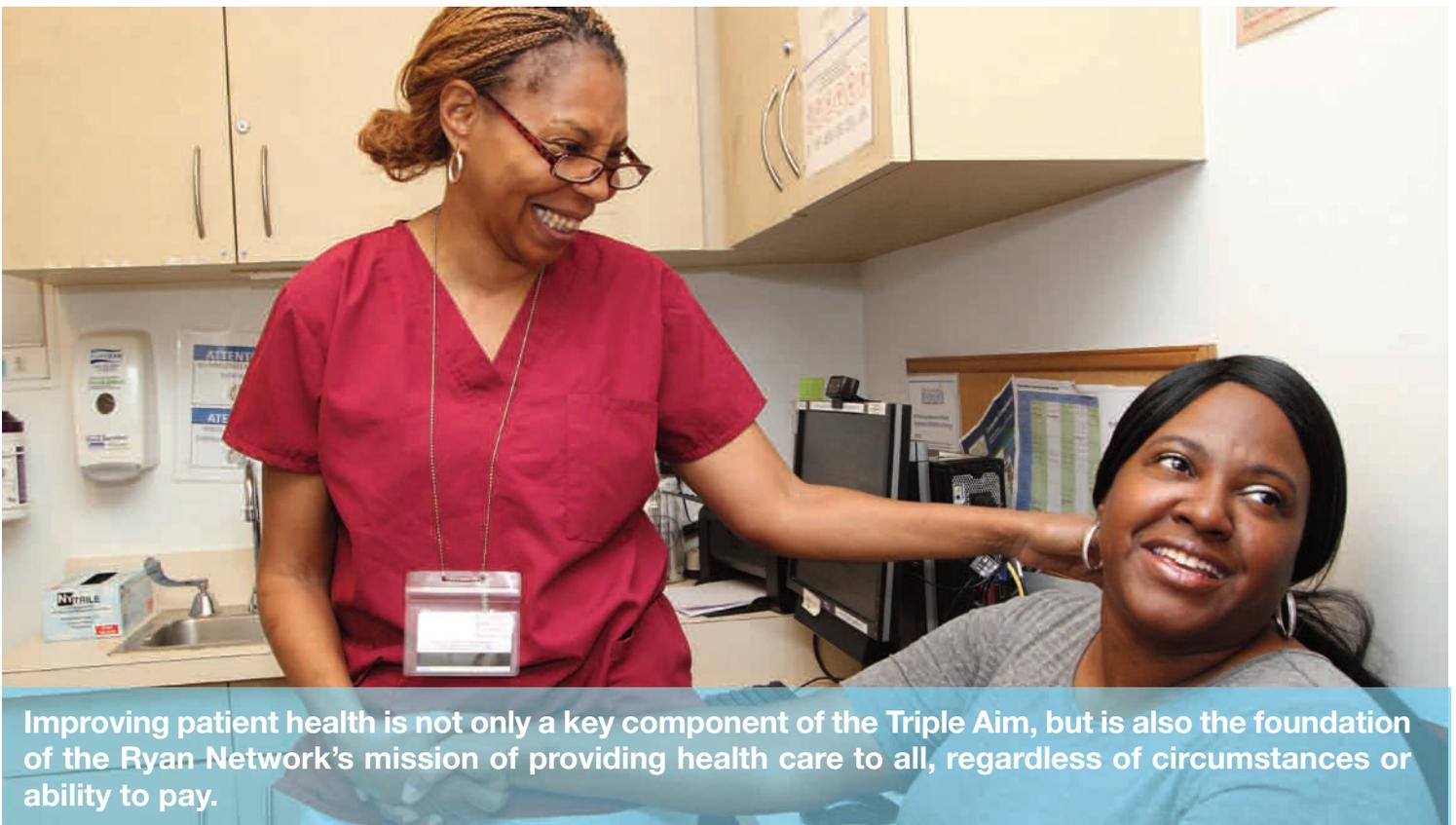
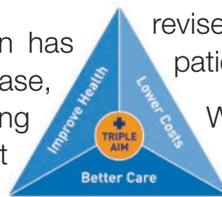
To achieve its Quality Improvement goals, Ryan has increased clinical staff to address chronic disease, mental health disorders, and low rates of screening for colon and breast cancer, among other prevalent conditions in the populations served. The Ryan Network has expanded its Quality Department, with a focus on creating registries and reports that enable the increased monitoring of health outcome data across its main sites. These efforts also position Ryan to achieve new DSRIP measures to improve the health of high-need patients in the coming year.

Other efforts to improve patient outcomes in 2016

included intensive outreach to patients with hypertension and diabetes, with the goal of closing care gaps and controlling high blood pressure and high blood glucose levels. Ryan's Patient Support Center staff made countless calls and opened nurse schedules to accommodate hypertensive patients. In addition, Ryan expanded its optometry capacity to provide vital retinal screenings for patients with diabetes, developed and revised workflows, and worked collectively to provide patients with exemplary care.

We are spending more time educating patients, so they can better manage their own health. With grant funding, Ryan has hired three dedicated diabetes educators who instruct their patients in strategies to control their diabetes, while patient care teams monitor their medication, track appointments, and coordinate exams.

Quality initiatives are critical in helping the Ryan Network to provide patients with the care they need, especially those who face racial, ethnic, and socioeconomic disparities. ■



Improving patient health is not only a key component of the Triple Aim, but is also the foundation of the Ryan Network's mission of providing health care to all, regardless of circumstances or ability to pay.



Ryan Network 2016 Supporters

\$1,000,000 AND OVER

DHHS, HRSA
 - Bureau of Primary Health
 - HIV/AIDS Bureau
 NYC Department of Health and
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 - Vaccines for Children Program
 NYS Department of Health
 - Women, Infants and Children
 (WIC) Program

\$100,000 TO \$999,999

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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.

HEALTHCARE IS A RIGHT, NOT A PRIVILEGE.

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PrEP SERVICES

**DO
YOU
PrEP**

Beginning in 2014, Governor Andrew Cuomo initiated the statewide Blueprint to End the AIDS Epidemic by 2020, which includes access to Pre-Exposure Prophylaxis, or PrEP, for high-risk persons. PrEP is a regimen of medication that, when taken on a daily basis, with condom use, can prevent HIV infection.

As healthcare providers at the front lines of the battle against HIV, the Ryan Network was selected to participate in New York State's PrEP pilot program. At that time, Ryan had approximately 100 patients enrolled in PrEP.

Today, Ryan's innovative Do You PrEP? Campaign, launched by its Prevention and Outreach team, has been highly effective at identifying at-risk members of the community and educating them about the availability of

PrEP and how it works, more than tripling enrollment in the PrEP program. Young Black and Hispanic men who have sex with men and women of color account for the groups most at-risk for HIV, so Ryan's outreach team reflects a relatable diversity of backgrounds.

Another important element of Ryan's Do You PrEP? campaign is its staff of Care Technicians dedicated to working one-on-one with patients to assist with obtaining insurance and financial aid and schedule required doctor visits. Care Techs also combat the stigmatization of HIV and misconceptions of PrEP as a "gay man's drug," or a license to disregard safer sex practices.

Throughout 2016, Ryan's Prevention and Outreach teams organized events that offered unique opportunities to provide peer education, along with meaningful discussions about sexual activity, HIV testing, PrEP enrollment services, condom use, and STDs. ■



"I recommend the center to all of my friends. I feel I am treated with more respect and more care than virtually anywhere else. I am so grateful this facility is in my neighborhood!"

- Ryan/Chelsea-Clinton patient

LEADERSHIP AND STAFF

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José Rodriguez, LCSW
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Helene Rosenhouse-Romeo, RD,
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William F. Ryan CHC

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Jaime Khemraj, MD, MPH
Medical Director, Director of Quality
Improvement

Women and Children's Center

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Charles Shorter, LMSW
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Medical Director

Community Health Outreach Program

Charles Shorter, LMSW

School-Based Health Center Program

Bob Fohnggho, MBA

Mobile Medical Van Services

Samuel Bartels

FINANCIALS

Consolidated Financial Information Operating Revenue & Expenses Fiscal Year Ended December 31, 2016

	William F. Ryan Community Health Center	Ryan/Chelsea-Clinton Community Health Center
REVENUES		
Patient Service Revenue	32,248,791	8,326,221
Grants & Contract Services	16,994,522	2,383,750
Fundraising	49,555	-
Net Assets Released from Restrictions	314,689	-
Other	1,626,283	307,706
Total Net Revenue	\$51,233,840	\$11,017,677
EXPENSES		
Salaries & Fringe Benefits	34,125,101	5,573,451
Other Than Personnel Services	14,775,231	4,190,903
Depreciation & Amortization	2,769,646	408,177
Total Expenses	\$51,669,978	\$10,172,531
Change in Unrestricted Net Assets	\$(436,138)	\$845,146
Total Net Assets as of December 31, 2016	\$36,131,696	\$221,407

The Ryan Network 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 the William F. Ryan Community Health Center and the Ryan/Chelsea-Clinton Health Center. With guidance from its Boards of Directors, Ryan continually makes investments in programs, initiatives, and capital construction to fulfill its mission and meet the needs of the communities it serves. Based on sound financial management practices and prudent investments, Ryan offers quality programs, develops new approaches to primary care delivery, and provides an environment that is consistent with federal and state regulations.

WWW.RYANCENTER.ORG



William F. Ryan Community Health Network
110 W. 97th Street, New York, NY 10025

Call 212-316-7944 for more information
on specific projects or programs.