

Duffy Impact: Fiscal Year 2021



Dear Friends,

As we embark on our 25th year, we know that now more than ever, the innovation, strength, and passion our team brings to the critical work of caring for our most marginalized neighbors is vital to the health of our greater community.

COVID-19 exacerbated the daily challenges faced by our patients and clients, including access to mental health services, management of chronic conditions, and treatment for substance use disorders. Our care teams shifted to a focus on COVID-19 prevention and mitigation, and outreach to ensure the safety of those most at risk. Our administrative teams took on the challenges of navigating new funding streams and problem-solving on the fly, every day. Our quality improvement and care coordination teams focused on the effectiveness of our delivery of care to ensure the best outcomes for our patients.

This past spring, our board, leadership and staff embarked on the process of creating a Strategic Plan for 2022 through 2024, facing the challenge of “planning” in the midst of ongoing uncertainty.

Not-for-profit organizations like ours are often “building the plane in mid-flight:” focusing on internal improvements while also addressing external needs. So it’s not surprising that our goals for the coming year include:

- Improving internal workflows and processes, specifically the optimization of telehealth and effective use of our space at 94 Main Street.
- Expanding staffing and service delivery within our Behavioral Health department to meet the increased demand for mental health services.
- Positioning ourselves to expand our models to provide additional care coordination, case management, and substance use disorder support services as our team’s expertise continues to be sought by community partners.

It stands true today as it has for the last 25 years: our work would not be possible without the remarkable contributions of our staff. Their relationships with our patients and clients and commitment to their work are second-to-none. Their service to our mission is demonstrated each and every day. We are hopeful and prepared for our 25th year and beyond.

We remain grateful to you who understand the importance of our mission and continue your generous support of our work.

Thank you!



Heidi Nelson

Heidi Nelson
CEO, Duffy Health Center



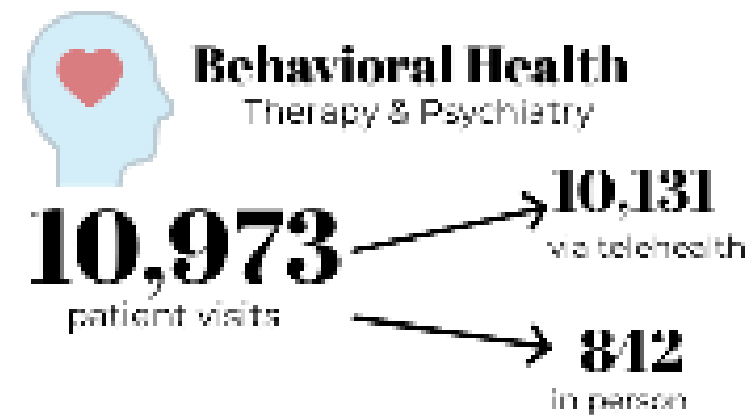
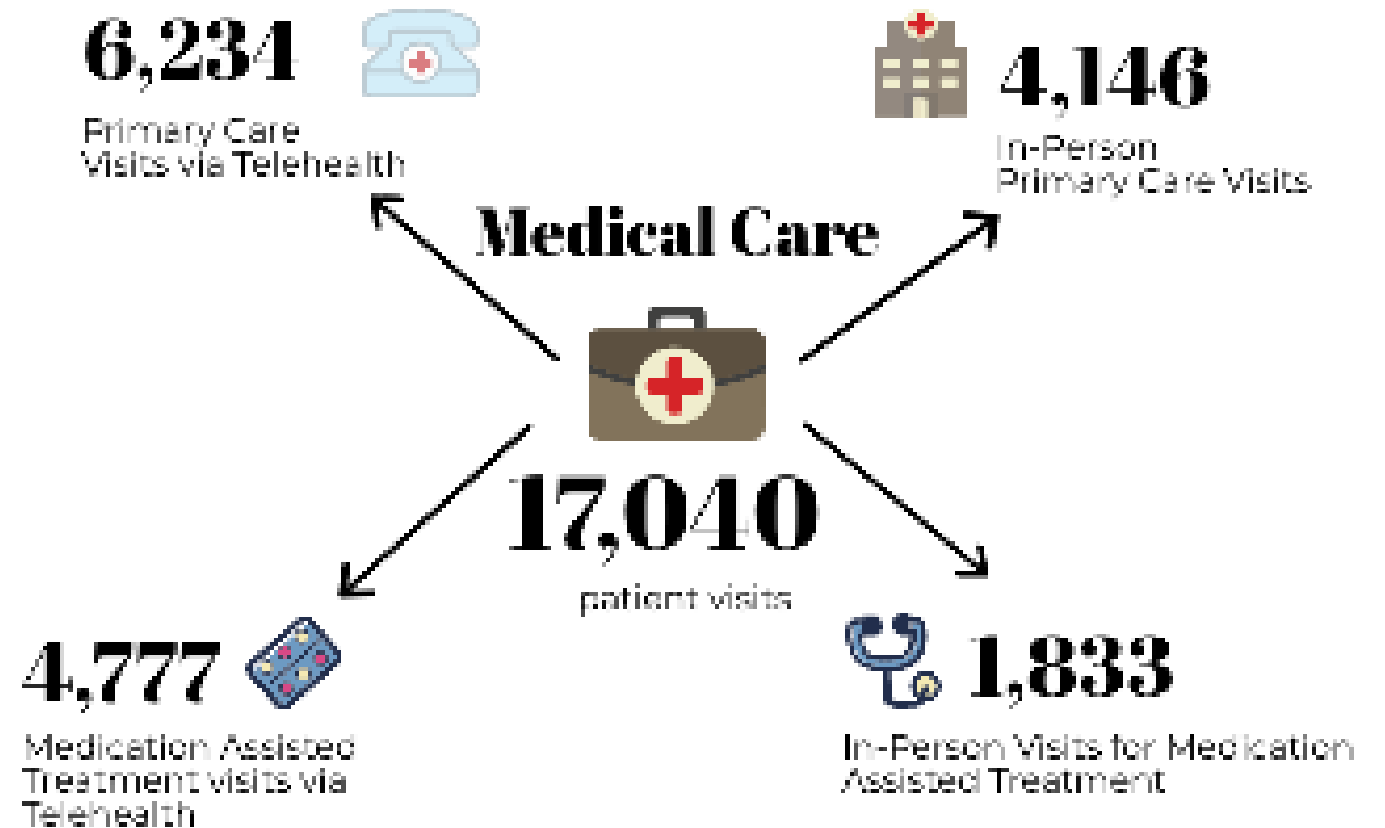
Kathleen Bresette

Kathleen Bresette
President, Board of Directors
Duffy Health Center

2,863 patients served

by Duffy Health Center in fiscal year 2021

Our patients and clients have a higher utilization rate for our services, as illustrated below.

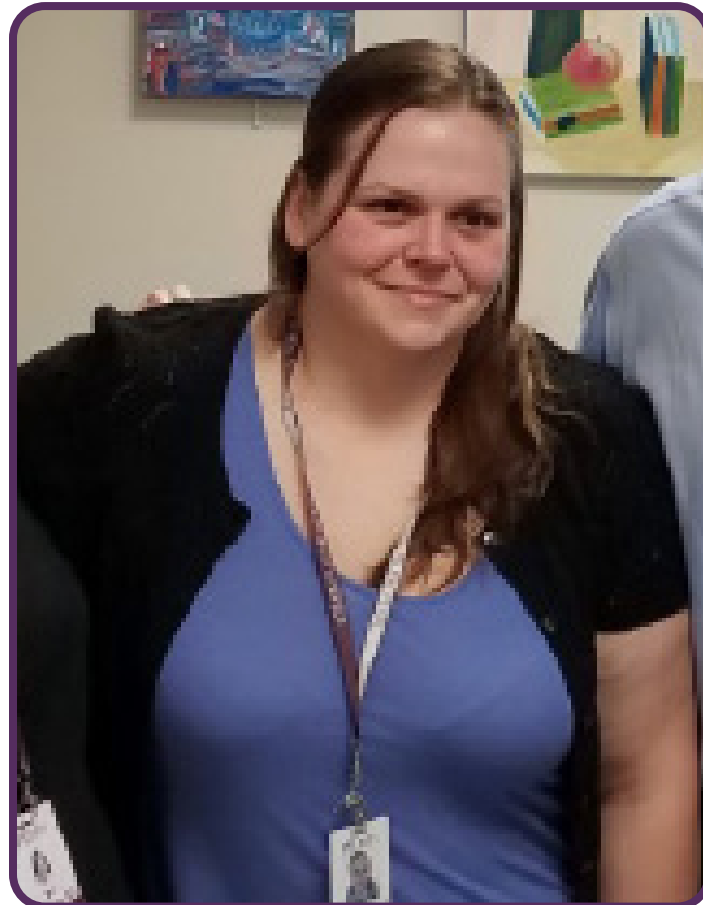


"I'm really proud of what I've done, and I'm really proud of the help that I got at Duffy. I'm proud and I'm happy... and grateful for what they've all done for me. I can't say 'thank you' enough."

- Vanessa, Duffy Health Center Patient

Vanessa has been a patient at Duffy Health Center for over 7 years. During that time, she's made tremendous personal progress, but also faced significant setbacks. With the support of her Duffy care team, she's overcome obstacles to maintain her recovery and continue on her journey of personal growth. Vanessa is also part of Duffy's Consumer Advisory Board. We are grateful to Vanessa for sharing her story in this candid testimonial.

[Click here to hear her moving story of recovery and care at Duffy Health Center.](#)



Quality Initiative: Colorectal Cancer Screening



This year, Duffy Health Center was selected as one of three community health centers state-wide to participate in a learning collaborative focused on the prevention of colorectal cancer. The collaborative is organized in partnership with the Massachusetts League of Community Health Centers and the Massachusetts Department of Public Health, funded by the Centers for Disease Control and Prevention.

Screening for colorectal cancer is a national priority because it is a life-saving measure: in 90% of cases, a life can be saved through early detection. In general, Duffy patients are navigating complex health issues, placing their focus on day-to-day ailments rather than preventive care. Through education and referrals from Duffy providers, early detection can have a major impact on the lives of the 37% of Duffy patients who are over the age of 50 and thus at higher risk for colorectal cancer.

The team leading this initiative is multidisciplinary, composed of staff from the medical department, population health and quality improvement teams, information technology, referrals, and case management. Aside from the completion of specific tasks related to the screening process, the team's goal is to facilitate the process for Duffy patients, providing education, support around access, and other interventions, as needed.

While the COVID-19 pandemic caused a decline in screenings in 2020 and early 2021, over the last several months, the team saw increased rates month over month. As of June 2021, the rates for each measure by which Duffy Health Center is being evaluated were as follows (as compared to the learning collaborative's goals):

- At-home fecal immunochemical test completion rate: 33% (goal: 30%)
- Colonoscopy completion rate: 24% (goal: 20%)
- Follow-up colonoscopy rate: 31% (goal: 15%)
- Overall colorectal cancer screening rate: 32% (goal: 50%)

In the Summer of 2021, Duffy Health Center hosted a medical student who created a workplan focused on easing patients' access at each step of the referral process. With the implementation of these process improvements, the team looks forward to creating a sustainable workflow that will be accessible from a patient-centered perspective and move the dial even further on our screening rates.

Patient Education & Care Management: Diabetes

In general, the population served by Duffy Health Center - those who are experiencing or are at risk of homelessness - have a disproportionate rate of uncontrolled diabetes compared to the general public. This is due to an abundance of medical complexities and co-existing chronic conditions.

Supporting patients in managing diabetes is one of the top priorities for the Duffy team. Prior to COVID-19, our population health and chronic disease management staff worked closely with the medical team to offer in-person educational sessions and facilitate group support in order to encourage better outcomes for this subset of patients. The COVID-19 pandemic altered the level of support we were able to provide to diabetic patients as we were unable to gather them in a group setting.

Despite the setbacks of the pandemic, the work on this initiative did not stop. The team used the time to work on their "wish list" items, including drafting a new set of educational documents and slowly re-building the program with the support of one of our Registered Nurses. They are now using these tools to rebuild the program, starting with diabetes education visits with a subset of patients one Nurse Practitioner and conducting a PDSA ("Plan-Do-Study-Act") before branching out to additional Duffy providers.

Eventually, all Duffy primary care providers will have the tools to provide diabetes management education and care to make an even greater impact on diabetes care for our patients.



Community Partnership: Treating Substance Use Disorders

During the COVID-19 pandemic, communities around the country saw an increase in substance use, and ours was no different. Feelings of uncertainty, isolation, and hopelessness were universal, and especially impacted individuals with substance use disorders; those active in their use, as well as those in sustained recovery.

In response to the increased need for substance use disorder services in our community, Duffy Health Center has been working collaboratively with the Community Health Center of Cape Cod (CHCCC) and the AIDS Support Group of Cape Cod (ASGCC) as part of the HEALing Communities Study. The study is part of the HEAL Initiative funded by the National Institutes of Health (NIH) and the Substance Abuse and Mental Health Services Administration (SAMHSA), aimed at testing the integration of prevention, overdose treatment, and medication-based treatment in targeted communities.

In FY21, this collaboration brought the CHART (Community Harm Reduction and Treatment) Team (pictured below). The team, which includes a Harm Reduction Specialist and Recovery Support Navigators, is based out of a mobile clinic that travels throughout the targeted service areas of Bourne and Sandwich multiple days per week. They provide harm reduction services including connection to telehealth appointments

for medications for opioid use disorder, same-day access to prescriptions, access to overdose prevention education, and naloxone distribution.



The goal of the program is to meet people in the communities where they live and work in order to remove barriers to engagement, including time and transportation, but also the sense of intimidation that many feel walking into an establishment that offers treatment. The CHART Team provides brief, immediate interventions as a first step in engaging - and building trust - with individuals struggling with substance use.

Strategic Planning: Goals for 2022 through 2024

The Duffy Health Center team excels at creating trusting relationships with the most marginalized persons in our community; these relationships, in turn, facilitate the provision of care for the whole person.

<p>Getting the “Duffy House” In Order</p> <ul style="list-style-type: none"> • Resource alignment to sustain operations • New tools for effective patient engagement 	<p>Expanding Our Programs & Our Reach</p> <ul style="list-style-type: none"> • New programs to respond to Duffy patients’ needs • New programs to expand our impact
<p>Developing Our Workforce</p> <p>Workforce development in quality improvement, safety, and diversity, equity & inclusion.</p>	<p>Responding to Community Needs</p> <p>Identifying and responding to gaps in community services.</p>



\$9,754

raised this year by the 28 members of Duffy’s monthly giving circle, the Community of Hope, an increase of 50% since last year. Help us grow even more.

Click to make an impact with a monthly gift.



Community leaders Lisa Oliver, President, CEO & Chairman at The Cooperative Bank of Cape Cod and Dan Wolf, Founder & CEO of CapeAir, share why they support the mission of Duffy Health Center. Click the image to play!

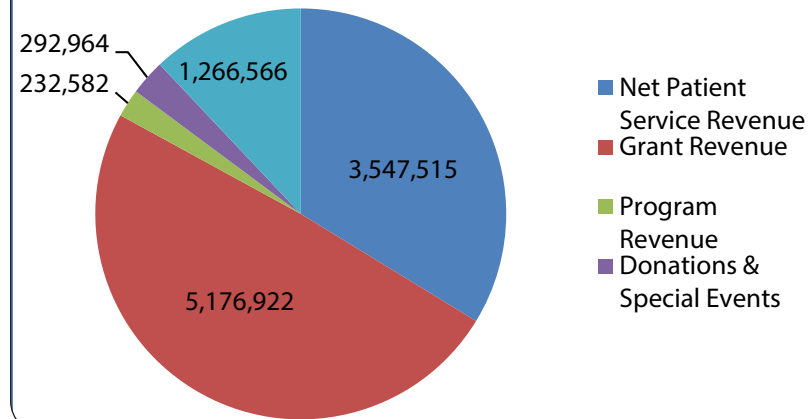
Revenue

Fiscal Year 2021

Net Patient Service Revenue	3,547,515
Grant Revenue	5,176,922
Program Revenue	232,582
Donations & Special Events	292,964
Other Income	1,266,566

TOTAL 10,516,549

FY 2021 Revenue Actual

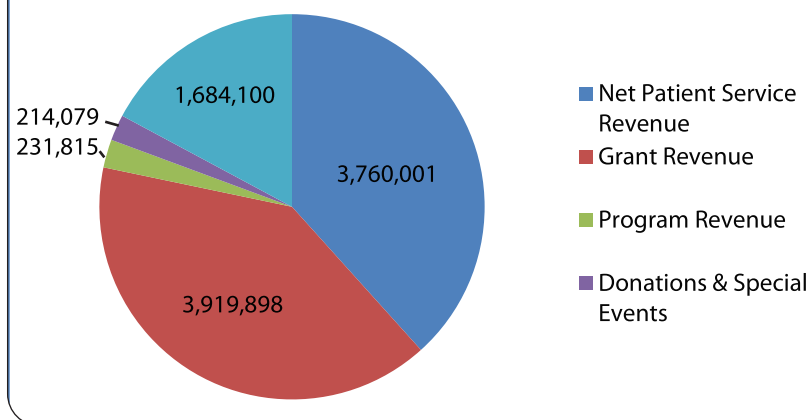


Fiscal Year 2020

Net Patient Service Revenue	3,760,001
Grant Revenue	3,919,898
Program Revenue	231,815
Donations & Special Events	214,079
Other Income	1,684,100

TOTAL 9,809,893

FY 2020 Revenue Actual



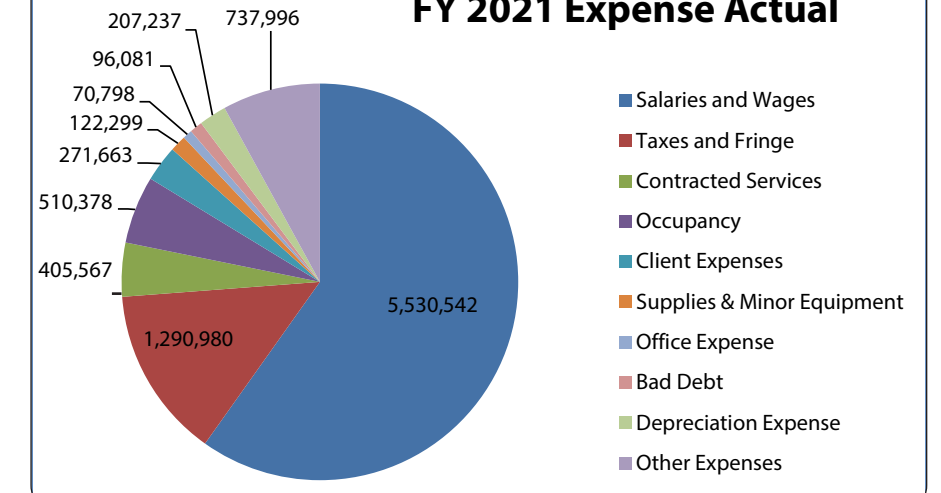
Expenses

Fiscal Year 2021

Salaries and Wages	5,530,542
Taxes and Fringe	1,290,980
Contracted Services	405,567
Occupancy	510,378
Client Expenses	271,663
Supplies & Minor Equipment	122,299
Office Expense	70,798
Bad Debt	96,081
Depreciation Expense	207,237
Other Expenses	737,996

TOTAL 9,243,541

FY 2021 Expense Actual

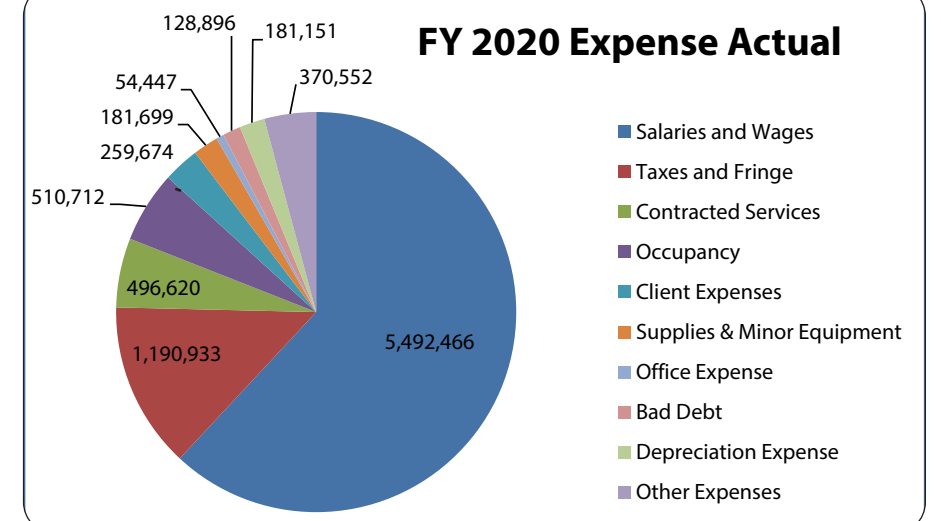


Fiscal Year 2020

Salaries and Wages	5,492,466
Taxes and Fringe	1,190,933
Contracted Services	496,620
Occupancy	510,712
Client Expenses	259,674
Supplies & Minor Equipment	181,699
Office Expense	54,447
Bad Debt	128,896
Depreciation Expense	181,151
Other Expenses	370,552

TOTAL 8,867,150

FY 2020 Expense Actual



Thank you for your support of our mission.

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* The flags on the front lawn in the cover photo acknowledge Substance Use Disorder Recovery Month, September 2021.