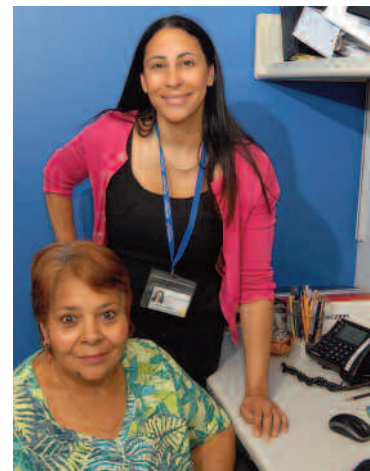


“HEALTHCARE IS A RIGHT, NOT A PRIVILEGE.”

WILLIAM F. RYAN

COMMUNITY HEALTH NETWORK



2015 ANNUAL REPORT

# LOCATIONS

## 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



# DEAR FRIENDS & SUPPORTERS

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.

# OUR MISSION

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.



**In 2015, Over 15,000 children and teens received healthcare services at Ryan, including well-child visits and specialty care, when needed.**

## 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.

# OUR MAIN SITES



**The Ryan Center's Prevention, Education, and Outreach Department provides community-based services that are vital to isolated and homeless young people, especially young men at risk for HIV/AIDS.**

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:

Number of Patients: . . . . .46,523

Number of Patient Encounters: 198,103

### Gender:

Male . . . . .43%

Female . . . . .57%

### Ethnicity:

Hispanic/Latino . . . . .46%

Black/African American . . . . .24%

White . . . . .13%

Asian . . . . .3%

More Than One Race . . . . .1%

Other . . . . .1%

Unknown . . . . .12%

### Age:

0-19 . . . . .32%

20-44 . . . . .33%

45-64 . . . . .24%

65+ . . . . .11%

### Poverty Level:

≤ 100% . . . . .82%

101-200% . . . . .8%

> 200% . . . . .8%

Unknown . . . . .2%

### Payor Source:

Medicaid . . . . .58%

Uninsured . . . . .15%

Medicare . . . . .13%

Private . . . . .13%

Other Public . . . . .1%





# RYAN NETWORK COMMUNITIES

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 acknowl-

edging 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. ■



The staff of the Ryan Network is dedicated to delivering culturally and linguistically competent care that helps patients overcome barriers to good health.

# RYAN NETWORK SERVICES



## **Health Care Services:**

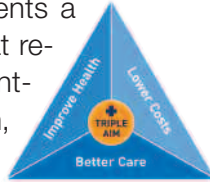
Adolescent Health  
Adult Medicine  
Behavioral Health  
Care Management  
Dental  
Geriatrics  
HIV Services  
Insurance Eligibility Assistance  
Laboratory Services  
Medical Specialties  
Nutrition  
Pediatrics  
Radiology & Sonograms  
Special Pharmacy Plan for Under/Uninsured  
Vision Services  
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

# MOVING FROM VOLUME-BASED TO VALUE-BASED CARE

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 DSRIP. 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 health care that requires greater care coordination, patient-provider communication, patient education, and increased care management.



## Quality

Through DSRIP, 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 DSRIP 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. ■



The value-based system of care also requires new staff roles, skills, and capabilities, so the Ryan Network has been actively developing its organizational infrastructure.



## 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

### \$100,000 TO \$999,999

Afia 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 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 Shaller  
 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

### \$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.

**WE PROUDLY ANNOUNCE THE WILLIAM F. RYAN  
 COMMUNITY HEALTH NETWORK 50TH ANNIVERSARY  
 GALA JUNE OF 2017. WATCH FOR UPDATES.**

## Boards of Directors

### William F. Ryan Board of Directors

E. Ronald Guy, *Chairperson*  
 Harriet C. King, *Vice Chairperson*  
 George P. Dunbar, *Treasurer*  
 Valeria T. Spann, *MSSW, Secretary*  
 Arnaldo Barron  
 Philip L. Chen, *CFA*  
 Lucille Dolloway  
 Atif Abdul Haqq  
 Joseph Haslip  
 Hope L. Mason, *MPA*  
 Hector Pereira  
 Steven Platt, *DMD*  
 Milta Zeno, *CSW*  
 Brian McIndoe, *Ex-Officio*

### Ryan/Chelsea-Clinton Board of Directors

Walter Delacruz, *Esq., Chairperson*  
 Michael C. Williams, *MSW, Vice Chairperson*  
 Sarah Boucher, *Treasurer*  
 Brad Doles, *Secretary*  
 Margaret Gramins, *MBA, MPH*  
 E. Ronald Guy  
 Harriet C. King  
 Howard Long  
 Hope L. Mason, *MPA*  
 Hector Pereira  
 William Murphy, *Ex-Officio*

# COMMUNITY HEALTHCORPS

## 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, Members' 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.**

# LEADERSHIP AND STAFF

## **Ryan Network**

Brian McIndoe, MPH  
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

Gerard Joseph, MBA  
Controller

Lorraine Leong  
Director of External Relations

Robert Tasca, DDS  
Director of Dental Services  
and Radiology

## **William F. Ryan CHC**

Reena Agarwal, MD, MPH  
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/Chelsea-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/Thelma Adair 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

# FINANCIALS

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

### William F. Ryan Community Health Center

### Ryan/Chelsea-Clinton Community Health Center

<b>REVENUES</b>		
Grants & Contract Services	16,371,961	1,991,313
Patient Service Revenue	25,197,981	7,479,819
Fundraising	46,030	-
Other	1,640,684	193,313
<b>Total Net Revenue</b>	<b>\$43,256,656</b>	<b>\$9,664,445</b>
<b>EXPENSES</b>		
<b>Program Expenses:</b>		
Salaries & Fringe Benefits	25,329,341	4,500,574
Other Than Personnel Services	9,947,295	2,322,099
Depreciation & Amortization	2,342,762	332,238
<b>Sub-Total Program Expenses</b>	<b>\$37,619,398</b>	<b>\$7,154,911</b>
<b>General &amp; Administrative Expenses:</b>		
Salaries & Fringe Benefits	5,995,463	691,892
Other Than Personnel Services	2,627,094	1,318,177
Depreciation & Amortization	413,429	83,058
<b>Sub-Total G&amp;A Expenses</b>	<b>\$9,035,986</b>	<b>\$2,093,127</b>
<b>Total Expenses</b>	<b>\$46,655,384</b>	<b>\$9,248,038</b>
<b>Net Assets Released From Restrictions</b>	<b>\$41,615</b>	<b>\$0</b>
<b>Change in Unrestricted Net Assets</b>	<b>\$(3,440,343)</b>	<b>\$416,407</b>
<b>Total Net Assets as of December 31, 2015</b>	<b>\$36,567,834</b>	<b>\$(623,739)</b>

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.

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.