2018 was a positive and eventful year for Community Health and Wellness Center. We took considerable actions to address the needs of the community by expanding and adding health services that focus on improving quality of care and contributing to overall population health.

Strengthening our community partnerships was key to the success of these efforts. The strategic decisions made this past year led to improvement in overall organizational performance to account for one of the strongest fiscal years since 2015. Patient visits increased by 26% or 8,000 visits and was reflected in patient revenue increase by 37% or $1.6 million. New organizational structures and improved ways of working will continue to contribute to securing a stable and profitable business moving forward.

But beyond our financial success this past year, we are most proud of our ability to recruit and retain a highly-skilled staff that has helped us achieve many of our successes. One of our proudest moments was being issued the National Quality Leader Award from HRSA. CHWC was the only community health center in CT and one of 46 in the country to receive this honor for our 2016 quality data submission that exceeded national quality benchmarks for chronic disease management, preventative care and prenatal/perinatal care.

We were further honored for our 2017 data submission by receiving a second HRSA Quality award which recognized the highest performing health centers nationwide. Community Health and Wellness Center was awarded the Health Center Quality Leader Award.
This award is given to those health centers who achieve the best overall clinical performance among all health centers, placing in the top 30% of the adjusted quartile rankings for clinical quality measures.

In addition to the 2016 Quality Award, CHWC also received recognition as a Clinical Quality Improver having made at least a 10% improvement in one or more clinical quality measures between 2016 and 2017. We are proud to be a valuable provider of high quality care to our patients.

We look forward to another exciting year ahead of us as we relocate our Winsted satellite office to offer expanded services and capacity to Winsted and surrounding towns. The expanded, more accessible location will offer 7,300 square feet of medical, dental and behavioral health space.

Looking ahead, we have more to do and I am confident that we are on track for continued success. Our continuous improvement efforts will help us to not only achieve our goals of keeping our community strong and healthy but will also ensure stability for our business!

I would like to thank our Board of Directors for their continued support, our community partners and stakeholders for their collaborations, our employees for their continuous engagement and flexibility in an ever-changing environment, and—most importantly—our patients for trusting us with their health care needs. Without you all, our success today and tomorrow would not be possible.

Joanne Borduas, MSN, MBA
CEO
Community Health and Wellness Center
2018 ACHIEVEMENTS AND GROWTH

Here are some of the other areas of achievement and growth in our integrated health care service offerings.

We were able to respond to the needs of the community and help with access to care for those patients suffering from addiction by starting a Medication Assisted Treatment (MAT) program. With the opioid crisis reaching epidemic proportion and so close to home, our team of highly-skilled and compassionate clinical providers and staff are changing lives, leading individuals down the road to recovery and helping them achieve fulfilling, healthy, and productive lives.

The addition of chiropractic services offers yet another alternative means of dealing with chronic pain issues and, in some cases, can replace the need for prescription pain pills.

Our nutritionist has created strategies to promote health education and the positive impact of healthy eating on the management of chronic conditions and is taking that education out to the community.

Our ophthalmologist offers patients another vital health care service. Dr. Ronald Berger has been connecting to the community with increased outreach efforts, including a lecture at the Torrington Library and presence on the local and regional radio stations.

Our partnerships with the Torrington Board of Education and Oliver Wolcott Technical School has allowed us to set up school-based health centers in three schools in Torrington.

In collaboration with the school nurse and counselors, we provide Primary Care and/or Behavioral Health services to the student body, as well as nutritional counseling that helps adolescents to achieve healthy eating habits and lifestyle changes that can contribute to improvements in managing chronic conditions such as diabetes.

The addition of our in-house pharmacy offers convenience for patients, where they can pick up their prescriptions before they leave and discuss any issues of concern with our pharmacist.

Our partnership with Wheeler Clinic to improve and enhance care coordination and put processes in place to eliminate social determinants of health that can often pose barriers to care has allowed us to receive funding to strengthen the resources needed to address chronic care management and preventative care, thereby improving patient outcomes.
During the past year, CHWC has made efforts to respond to our community's most pressing needs. Tragically, the opioid crisis has hit hard in our region, and for the millions of Americans addicted to opioids, getting treatment for their dependence on prescription painkillers or heroin may seem like a far-off dream. CHWC has taken an active part in helping to make those dreams more of a reality.

Our team of highly-skilled primary care providers, mental health practitioners, nurses, medical assistants, case managers and pharmacy staff work together to incorporate effective addiction care into a patient’s medical visit.

How do we do this? By using the proven approach of Medication Assisted Treatment (MAT). This method of care delivery combines the use of medication and counseling to help patients overcome their addiction by easing withdrawal and reducing cravings for opioids.

The MAT program requires frequent check-in visits, drug monitoring tests and prescription refills for months or even years after treatment begins. The success of our MAT program lies in the coordinated care that takes place and the ability to schedule follow-up visits with our team of caring nurses.

Through our strong community collaborations we have been able to embed an addiction specialist from the McCall Center for Behavioral Health and Licensed Clinical Social Workers from Charlotte Hungerford Hospital into our Primary Care Practice.

This allows for warm hand-off of patients needing higher level addiction or mental health services and engages the patient immediately, when they are most willing to accept the help.

Our program started in October of 2017, with two providers currently seeing patients who need MAT. To date, they have treated 106 patients. CHWC plans to continue to expand the number of primary care providers who can participate in MAT as well as add a dedicated case manager to enhance MAT services.

Recovering from an addiction takes will, strength and courage, and is life changing. But when everyone works together, addiction can be overcome and a patient’s life filled with hope, possibilities, and new beginnings.
Katrin, Our "Under 40" Leader

Community Health RX Pharmacy Team

Dentists Dr. Holder & Dr. Wong

Make Music NWCT Day

Our New Team Member, Dr. Barkley

Community, Cocktails & Comedy Fundraiser

Rocking Horse Ranch, Highland, NY

Katrin, Our "Under 40" Leader
HIGHLIGHTS OF NEW PROGRAMS, INITIATIVES, AND SUCCESSES (cont’d)

CHIROPRACTIC

As part of our continued efforts to help patients dealing with chronic pain, CHWC added a doctor of chiropractic to our staff in early 2018.

Kimberly Layman, DC, provides a source of treatment that, in some cases, can be an alternative to prescription pain pills. Her services have lessened the amount of time patients need to travel outside of the area to receive this specialized care.

Identifying the cause for chronic pain can be difficult. Chiropractors are trained to assess and diagnose musculoskeletal conditions and suggest an individualized treatment plan that may include spinal manipulation or mobilization, traction, soft tissue manipulation and other modalities to alleviate pain.

This can also include lifestyle counseling and therapeutic exercise to strengthen and retrain muscles that support the spine. Dr. Layman will be working with CHWC to continue to develop approaches to health and wellness for our patients that focus on healing the mind and body.

PHARMACY

In July of 2018, CHWC opened an on-site pharmacy, Community Health Rx, Inc. We are pleased to offer patients the convenience of being able to pick up their prescriptions right here in our center after their medical visit.

Our pharmacy staff is taking an active role in our model of integrated care delivery. The specialty pharmacy can help deliver a seamless patient experience, reduce the administrative workload on clinical staff, and collaborate with providers to develop and refine treatment protocols.

It can also provide comprehensive counseling, follow-up, and intervention that can improve patient outcomes as it contributes to strengthen our culture of team work.
COMMUNITY AND CLINICAL INTEGRATION PROGRAM

CHWC has partnered with Wheeler Clinic to form an advanced network supported with grant dollars as part of the State Innovation Model under the Community and Clinical Integration Program (CCIP). The CHWC and Wheeler network received $750,000 to strengthen care coordination leading to improved patient outcomes.

Community integration includes linkages with key long-term support service partners and systems that can assist with such things as social services, housing and food services. CCIP teams at each respective location will concentrate their efforts on clinical integration across enterprise-wide internal and external capabilities to address social determinants of health and health equity issues that may present barriers and contribute to gaps in care.

Our target populations are Medicaid and Medicare patients with the end goal of evolving our primary care practice model to capabilities to support community and clinical integration for all patients, leading to quality care and improved population health.

NUTRITION

Recognizing the importance of healthy lifestyles, our nutrition program has hit the road to spread the message! Elizabeth Caruthers, our registered dietician, has been reaching out to the community and providing health education as a promising approach to address how healthy eating can positively impact a number of the chronic conditions that are debilitating for so many.

Elizabeth’s lectures and cooking demonstrations have focused on improving health and enhancing quality of life. She teaches two popular healthy cooking classes for patients of CHWC and seniors each month, at the Sullivan Senior Center and the Winsted Senior Center.

Elizabeth has also established relationships with Oliver Wolcott Technical High School, the Torrington Public Library, and the Winsted Salvation Army Food Pantry.

Elizabeth has collaborated with the dietitians at Charlotte Hungerford Hospital to direct outside nutrition referrals for patients with HUSKY to CHWC, since only 25% of those (with HUSKY) referred to CHH outpatient nutrition actually followed through to obtain financial aid and keep an appointment at the hospital.

Now, a year after this initiative, outside nutrition referrals for HUSKY patients come directly to us from medical offices in the surrounding area, including pediatricians.

Thanks to our marketing campaign, a recent nutrition talk at the Torrington Public Library drew over 15 attendees and generated several requests for appointments with Elizabeth. Clearly our community has an interest in the connection between nutrition and health and we will continue to find dynamic ways to engage and support that interest.
PATIENT ENGAGEMENT

Value-based payment models emphasize patient engagement techniques to improve outcomes and enhance care delivery. As part of CHWC’s growth and transformation, two major patient engagement initiatives were undertaken this year.

Patient Portal
The patient portal expands access to patient health information and provides an alternate means of communication with the care team. A member of the quality team developed educational brochures and increased enrollment and utilization of the portal by 21%.

Patient and Family Advisory Committee
In an effort to expand beyond patient satisfaction surveys with patient engagement, the quality team developed and implemented a Patient and Family Advisory Board. Members consist of patients, family members and caregivers, community partners, and CHWC staff. Patients are recruited from all areas of service delivery. Information is fed to the Continuous Quality Improvement Committee to inform initiatives for change. The committee currently consists of six patients, four staff members and two community partners. Recruitment efforts are continuous.

ADVANCES IN TECHNOLOGY

CHWC has invested in state-of-the-art technologies that enhance how we deliver health care and how we integrate technology to improve patient outcomes, as well as giving patients more options for communicating with their health care team and obtaining and reviewing their health information.

Check-In Kiosk
- Easily check-in without waiting in line
- Bilingual prompts (easily read all questions in English or Spanish)
- Use the kiosk for demographic updates (manually or from a driver’s license)
- Consent signing
- Easily scan insurance information from an insurance card

Patient Portal
- Easy access with direct link on our website
- View appointments
- View lab reports and imaging results
- View health records
- View and request medications
- Patients have the ability to update demographics and ask general questions
- Enables patients to review the status of referral requests
- View immunization paperwork

Healow App
- Patients can access most of their patient portal information directly from their phone
- Manage personal data and medication
- Set up medication reminders
- Connects to wearables (Fitbit, Nokia, and iHealth)
- Can be used to track blood pressure, blood sugar, calories, body mass index (BMI), weight
- Easy appointment check-in barcode
For Fiscal Year (FY) 2018, through the hard work of our providers and their teams, CHWC saw an increase in productivity, which resulted in a 26% increase in visits from FY 2017. FY 2018 visits totaled 30,672 as compared to FY 2017 where we ended the year with 22,645 visits.

This resulted in a new patient revenue increase of $1.6 million during the current year, which contributed to our year-end profitability.

Additional efforts were made to ensure improvements in cash collections by our billing and front desk teams while the revenue cycle committee focused on process improvement, efforts to maximize payment on claims and decrease denials.

All of these efforts resulted in a year-end positive profit.

Our new billboard was installed in November of 2018, and is located by the Torrington Post Office.
COMMUNITY HEALTH AND WELLNESS CENTER

SENIOR MANAGEMENT

Joanne Borduas, MSN, MBA
CEO

Mark Wagstaff
CFO

Dorothy Barrow
Human Resources Manager

Michelle Brady, RN, MSN
Director of Nursing

Amy Begnal
Operations Manager

Katrin Moskowitz, DNP, FNP-BC
Assistant Clinical Director of Medical Services

Dr. Ira Salom, MD, MSc (Med), FACP, CPE
Medical Director

Dr. Gordon Holder, DDS, MPH
Dental Director

Jason Kersten, LCSW
Behavioral Health Coordinator

MISSION STATEMENT

The Community Health and Wellness Center of Greater Torrington is committed to keeping communities healthy.

In a compassionate, high quality and patient-centered environment, services are accessible and provided without discrimination, with cultural competence, and where all people matter regardless of their ability to pay.

Through coalitions, advocacy and sound fiscal management, these services will be sustained over time.

VISION

The Community Health and Wellness Center of Greater Torrington will offer and continue to develop a range of healthcare services for the underserved throughout northwest Connecticut.

It will achieve the reputation of provider of choice for affordable, high quality services that achieve positive patient outcomes.

A welcoming and caring environment will be experienced by all patients and their families. An organizational culture will exist that attracts and retains skilled, dedicated employees.

Sound fiscal management practices will ensure long-term viability. CHWC will collaborate and advocate with other organizations to increase the region’s capacity to meet health and wellness needs.

Community Health and Wellness Center of Greater Torrington, Inc.
469 Migeon Avenue
Torrington, CT 06790
(860) 489-0931

115 Spencer Street
Winsted, CT 06098
(860) 238-4211
www.chwctorr.org