

WE



ARE



DEDICATION. CARE. PERSEVERANCE

Since the start of the COVID-19 pandemic, it has been particularly hard on DotHouse Health patients and their families, but it has also been hard on our staff and community members. Despite everything going on in our neighborhoods, across the country, and around the world, DotHouse continues to strive to be a place where patients feel respected, their culture and heritage is honored, and every patient receives exceptional health care every day.



D O T



FROM THE CHIEF EXECUTIVE OFFICER AND BOARD CHAIR

DotHouse Health began 2021 with innovation, hope, and promise — a COVID-19 vaccine was in hand. Much like the start of the pandemic in 2020, our staff again faced an unprecedented situation. They rose to the occasion, developing new ways to care for our patients, and continuing to provide the highest quality health care and services with compassion for all.

DotHouse staff, remaining as flexible and committed as always, quickly turned to operationalizing an on-site vaccine clinic open to both patients and community members. They developed a swift and comprehensive response to yet another facet of the pandemic by offering education and outreach on the vaccine and putting shots in arms. Simultaneously, DotHouse continued to operate a COVID-19 testing unit to support equitable access to infection control and treatment. In 2021, we experienced an increase in our total patient volume, over 2019 and 2020 levels, as we sought to meet the pent-up demand for care that was delayed or deferred during the height of the pandemic. We continue to bring more patients back for in-person visits incorporating a balance between telehealth and onsite appointments to better meet the needs of our patients.

In 2021, DotHouse balanced responding to both COVID-19 and non COVID-related concerns by leveraging an array of services to support improved health outcomes. We are also partnering to develop innovative programming and services to support infectious disease care and pediatric mental health. Our staff-led Diversity, Equity, Inclusion, and Belonging Committee, established last year, is working diligently to bring forth additional resources, best practices, approaches, and training for everyone at DotHouse. In 2021, we held our annual fundraiser — DotFest — in a virtual format which gave sponsors and supporters a glimpse into our staff’s work addressing the evolving needs of our patients and community.

As we invite you to look back on our accomplishments of the last year, we celebrate the fact that DotHouse has achieved top quality outcomes while simultaneously launching significant COVID-19 testing and vaccination efforts. A key component of those efforts is our staff’s daily dedication to provide affordable, accessible, and exceptional health care, along with other key services in an environment that respects our consumers, staff, and diverse community. Our Governing Board has provided major guidance, support and leadership to the health center’s management team while pushing forward on strategic initiatives that will ensure that DotHouse Health is prepared to meet its future challenges. It is through this teamwork, resilience, and skill that we can deliver upon our mission to be an essential resource for our community in its efforts to achieve the highest levels of health, well-being, and quality of life for its residents.



Michelle Nadow
President & CEO



Megan Sonderegger
Board Chair



HOUSE

CLINICAL EXCELLENCE


DotHouse Health began 2021 on a hopeful note with the further development and distribution of vaccines designed to protect against COVID-19 infections and the severity of the disease. We implemented a vaccine clinic six days a week and provided vaccinations to staff, patients, and community members in accordance with eligibility guidelines developed by the state. Our goal was, and remains, to ensure that anyone who wants the COVID-19 vaccine can get it safely, easily, and at no-cost. To support informed decision-making around getting vaccinated, our staff conducted education and outreach among our patient population and community on a variety of frequently asked questions regarding the vaccine's safety and efficacy among our patient population and community. In 2021, we provided 14,500 vaccinations in our vaccination clinic as well as through local events held in partnership with community-based organizations.

DOTHOUSE'S COVID-19 COMMITMENTS TO COMMUNITY


The cumulative COVID-19 positivity rate in our Dorchester neighborhoods were among the highest rates in the city of Boston. To promote COVID-19 infection control efforts, DotHouse continued to offer a walk-in testing clinic five days a week that was available to patients and community members. We supported off-site testing opportunities with local housing developments to prevent spread of the disease. In 2021, we performed over 18,800 COVID-19 tests.

Last year, we provided comprehensive medical services to over 21,000 patients, a 7% increase over 2020, and a 3% increase from 2019. These rising numbers can be attributed to several factors. In the early days of the pandemic, we had to pause or reduce certain services to implement COVID-19 "related" precautions. These pertained to disinfection of exam rooms and spacing of appointments which limited the number of patients we could see in-person every day.

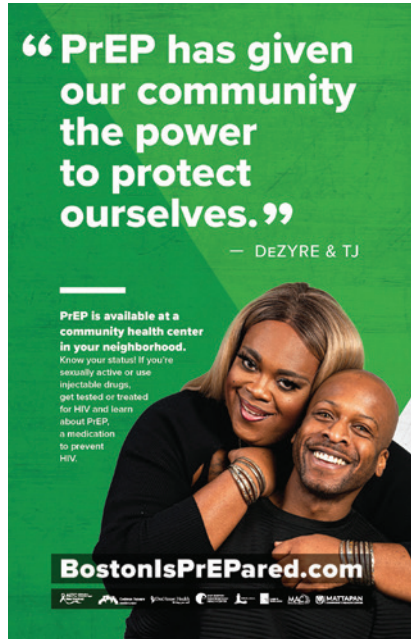


 **14,500**
VACCINATIONS
IN 2021

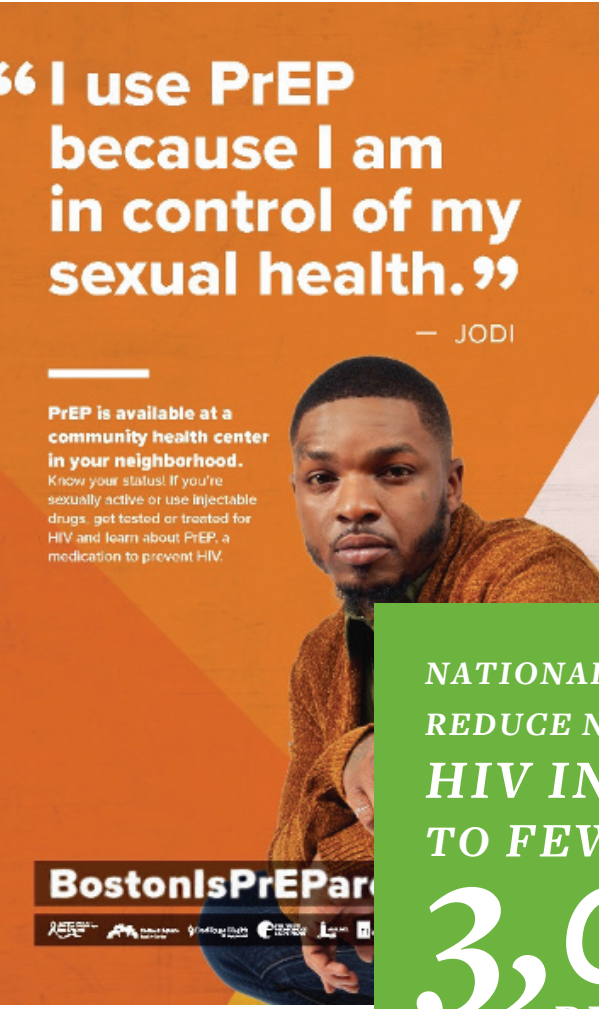
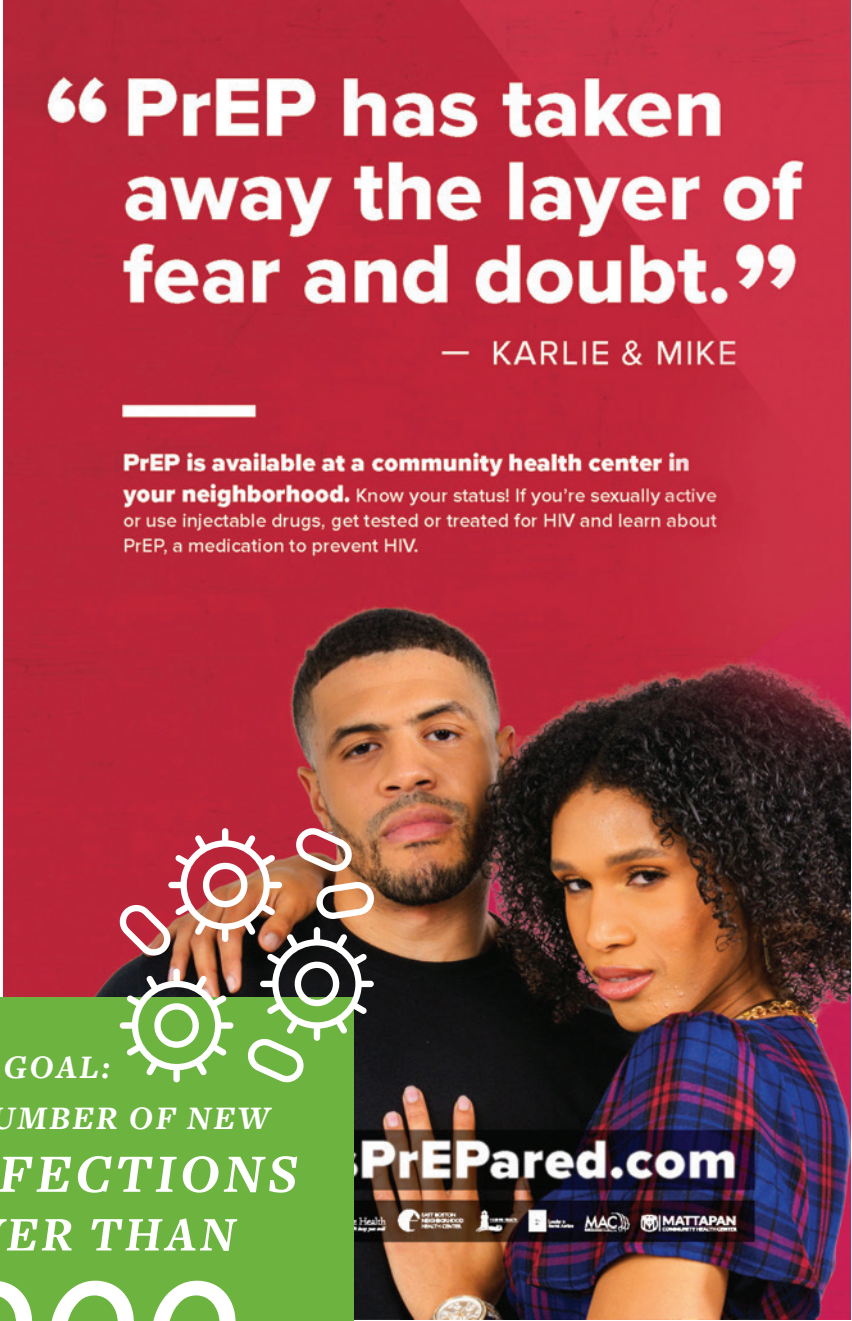
In 2021, we found that many individuals and families reengaged with care as we honed these enhanced infection control measures to support greater availability and comfort for those seeking in-person care. In addition, many people "found" us through their experiences with our COVID-19 testing and vaccination units and established care with DotHouse. We learned that both long-term and new patients value a medical home like DotHouse with a comprehensive array of both COVID and non-COVID services under one roof that responds to the patient voice.


OVER
18,800
COVID-19
TESTS
IN 2021

DotHouse operates a weekly COVID-19 Testing and Vaccine Clinic to all community members



BostonIsPrEPared campaign posters promoted across Boston



NATIONAL GOAL:
REDUCE NUMBER OF NEW
HIV INFECTIONS
TO FEWER THAN
3,000
PER YEAR

In 2021, DotHouse Health successfully received funding from the Health Resources and Services Administration in response to the proposal opportunity: FY 2021 Ending the HIV Epidemic - Primary Care HIV Prevention (PCHP). This initiative aims to reduce the number of new HIV infections in the United States by at least 90% by 2030 with the goal of decreasing the number of new HIV infections to fewer than 3,000 per year. Reducing new infections to this level would essentially mean that HIV transmissions would be rare and meet the definition of ending the epidemic. The new federal funding will allow DotHouse to hire new staff while enhancing PrEP prescribing, HIV/STI screening, and corresponding treatment.

LAUNCHING THE *BostonIsPrEPared* CAMPAIGN PROMOTING HIV SERVICES

As a result of this award, DotHouse proudly collaborated in the Boston PrEPared campaign, which encourages people to seek HIV prevention and treatment at Boston Community Health Centers (CHCs) that are fellow grantees of the PCHP funding opportunity. We are excited to work alongside our partners in this initiative - Codman Square Health Center, Harbor Health Services Inc, Mattapan Community Health Center, and East Boston Neighborhood Health Center.

The campaign website features empowering images and testimonials, as well as information on how and where to access PrEP. Campaign ads are also featured on MBTA buses and trains, including billboard ads across Boston. Throughout all collaborating organizations, there has been shared marketing assets for social media and awareness purposes.

90%
REDUCTION OF NUMBER OF
NEW HIV INFECTIONS
IN THE U.S. BY 2030

CLINICAL EXCELLENCE

In 2019, DotHouse Health joined a collaborative to improve the early identification of behavioral health concerns and the delivery of high quality, evidence-based integrated behavioral health care services to children and families. The model, TEAM UP for Children (Transforming and Expanding Access to Mental Health Care in Urban Pediatrics) is embedded within 7 community health centers across Massachusetts. TEAM UP brings together the resources and expertise of seven partnering community health centers, The Richard and Susan Smith Family Foundation, The Klarman Family Foundation, and Boston Medical Center (BMC) to develop pediatric mental health homes.

INCREASING ACCESS TO PEDIATRIC BEHAVIORAL HEALTH WITH TEAM UP

TEAM UP’s model seeks to meet the needs of community members that have experienced multiple challenges in their home countries or local communities, from trauma and racism to poverty and violence. The model builds upon the strength of health centers as anchoring, culturally-sensitive institutions that share this mission, and that have come together to develop a sustainable, adaptable, and replicable model of integrated health care. TEAM UP’s clinical training and practice transformation technical assistance helps improve pediatric care of historically marginalized communities by implementing team-based approaches to caring for the whole child and family in primary care.

The program comprises interdisciplinary teams of behavioral health clinicians, primary care providers and community health workers (CHW) all collaborating to promote positive child health and well-being. In addition to expanding access to care through the integration of behavioral health services into primary care clinics, TEAM UP supports enhanced access to specialty care, including developmental pediatric evaluation and psychiatric consultation, and linkages to other community services, such as Early Intervention.



Julianna Brody-Fialkin discusses the successes of TEAM UP in a recent video interview

8 YEAR
\$22M+

INITIATIVE FOR 7
LOCAL COMMUNITY
HEALTH CENTERS
TO DELIVER BEHAVIORAL HEALTH
CARE TO CHILDREN & FAMILIES

“TEAM UP has transformed our clinic by adding clinical and family support staff and increasing provider capacity through the learning collaborative. Particularly during this challenging time of increased need and acuity, TEAM UP has played a critical role in DotHouse being able to provide preventive and ongoing behavioral health care to our pediatric patients from the prenatal period through the transition to adulthood.”

JULIANNA BRODY-FIALKIN,
PROJECT MANAGER AND ONE OF
THE INTEGRATED BEHAVIORAL
HEALTH CLINICIANS FOR TEAM UP
AT DOTHOUSE HEALTH

TEAM UP’s ongoing evaluation measures screening rates, receipt of behavioral health services, and Social Determinants of Health (SDOH) needs, among other health care quality and utilization-related trends. Our initial implementation of the TEAM UP model indicates significant promise in bridging access to care issues that often stymie engagement in pediatric behavioral health services

Early learnings from the evaluation of the model at DotHouse and other TEAM UP health centers show we have been able to respond to the significant increase in behavioral health concerns for children and adolescents widely seen during the COVID-19 epidemic by ensuring prompt access to behavioral health services. Most children in need of new behavioral health services are referred to our integrated care team and are seen on the same day. TEAM UP health centers have also seen an increase in social needs among patient families in 2021, including a housing and food insecurity. Through TEAM UP’s evaluation, we will now be able to review service quality and utilization by race, ethnicity, and language, enabling us to identify and reduce disparities in care.

QUALITY

In August 2021, the federal Health Resources and Services Administration (HRSA) recognized DotHouse Health as a Health Center Quality Leader. All federally qualified health centers, like DotHouse, are evaluated on a set of performance measures emphasizing health outcomes and the value of care delivered. We report these measures through an annual report, the Uniform Data System. In 2020, our clinical quality measures ranked in the top 20% of all health centers nationwide. We are pleased to report that DotHouse's performance in clinical quality measures ranks at the top half of all health centers nationwide for 12 of the 18 indicators. Due to the efforts of providers and clinical support staff, DotHouse maintained its Silver Status performance.

HRSA RECOGNIZES DOTHOUSE AS A HEALTH CENTER QUALITY LEADER



Since 2020, HRSA has required FQHC grantees to submit a weekly survey to track COVID-19 testing and vaccinations, health center capacity and the impact of COVID-19 on operations, patients, and staff. This is to achieve a better understanding of training and technical assistance, funding, and other health center resource needs. As a result of our performance documented via our survey responses, DotHouse received top recognition as a COVID-19 Data Reporter which were given to FQHCs with response rates of 90% or more to the weekly survey from April 2020 to July 2021. In addition, we received recognition for COVID-19 testing as a health center that tested more than 50% of their patient populations from April 10, 2020 to July 2, 2021 and have a validated response rate of at least 50% to the weekly Health Center COVID-19 Survey.

DotHouse received an award for achieving Patient-Centered Medal Home recognition and Advancing Health Information Technology (HIT). This Quality Award was in recognition of optimizing HIT services, advancing telehealth, patient engagement, interoperability, and collection of social determinants of health, increasing access and advancing quality of care.



DotHouse Health commits to being a Health Center Quality Leader in Dorchester



HRSA COVID-19 TESTING RECOGNITION: TESTED MORE THAN 50% OF OUR PATIENT POPULATION

While we know we still have much work to do to improve health outcomes, this report is an acknowledgement of our staff's hard work to deliver the best possible care and services every day.

At the end of 2021, DotHouse had a successful operational site visit. During the visit, DotHouse demonstrated effective and efficient compliance with the rigorous program requirements of our federally qualified health center designation. This 2 ½ day visit was conducted virtually and involved the active engagement of several staff and board members. During the virtual tour, site reviewers commented that they were impressed by the organization and it's clear standing as an anchor for the Dorchester community. Site reviewers also remarked that DotHouse has a great staff and leadership that puts patients first resulting in a considerable impact for the community and patient population.

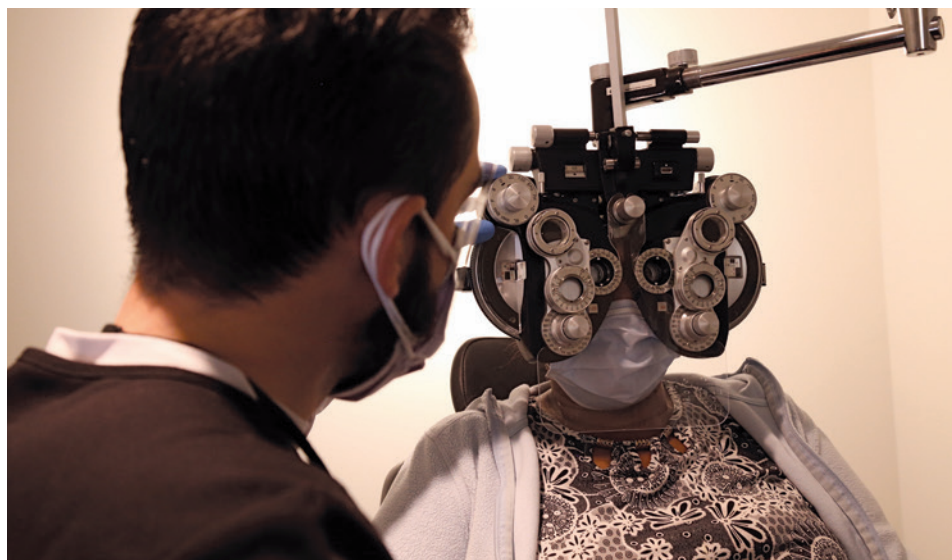
More information on Health Centers' data can found at: **2020 Uniform Data System (UDS) Data.**

“They are caring. They get their job done and love what they do. They make me feel safe and secure, me and my son. You can tell they care about their patients and keeping them well. The staff. The whole team from the people that answer the phones, front desk, insurance place, adult health, pediatric, even the people that give the booster and flu shots.”

DOTHOUSE PATIENT RESPONSE FROM SURVEY

“I’ve been coming to Dothouse Health for 45 years and I’m still coming here! They are very engaging, professional, and they listen and answer all of my questions. Doesn’t get any better than that!”

DOTHOUSE PATIENT RESPONSE



DotHouse patients receiving a multitude of healthcare services in one place

In 2021, DotHouse Health contracted with a third-party vendor to conduct a quarterly patient survey with patients seen at DotHouse either remotely or in-person. The survey process is conducted by phone and surveyors administer the survey in English, Spanish, and Vietnamese. The standard patient experience questionnaire was adapted for telehealth and designed to evaluate patient experience with telehealth connectivity, access, and quality of care while comparing responses for core questions for telehealth vs. in-person visits. The in-depth analysis and executive summary of each quarterly survey’s responses provides detailed quantitative data points, narrative commentary, and comments from patients regarding care, positive staff feedback, and opportunities for improvement in close to real-time versus an annual patient survey.

IDENTIFYING AREAS OF IMPROVEMENT THROUGH PATIENT SURVEY FEEDBACK



DotHouse’s new survey process is in line with the stated objectives and action steps outlined in our 2020-2023 strategic plan. Key among these action steps was to implement a more regular and robust survey process to increase our understanding of our patient population and community needs. We focused in on specific efforts to enhance patient satisfaction by improving patient’s ability to communicate with DotHouse, decreasing wait times across all departments, and increasing timeliness of appointment scheduling.

Survey results are shared with key internal stakeholders, including the Governing Board, to identify performance improvement opportunities and implement plans to achieve better outcomes or replicate optimal experiences. For example, our 2021 second quarter survey results showed that only 55% of patients reported having been given information about what to do if they needed care during evenings, weekends, or holidays. DotHouse communications and operations teams worked together to improve multilingual messaging about after-hours care, and our 2022 first quarter survey results showed 67% of patients now reported receiving this information.

DEIB WORK

DotHouse Health’s commitment to racial equity serves as the bedrock of our foundation. We recognize poverty, rooted in structural racism, permeates our community, and threatens individual and collective health. Disinvestment in Dorchester has contributed to disproportionate exposures to social, economic, and environmental factors that negatively impact health. Despite these factors, chronic adversity has generated a wealth of community wisdom needed to survive and thrive. Our programs seek to address these manifestations of racial inequity and reduce their contributions to racial disparities across the spectrum of health. We proactively

BUILDING A DIVERSITY, EQUITY, INCLUSION, AND BELONGING (DEIB) COMMITTEE

engage in anti-racism training and strategically build on our trauma-informed care structures as a framework for our anti-racism work embedding it in daily practice and programmatic offerings.

In response to all we and our community have experienced in the last 18 months, we decided to leverage our anti-racism work with patients and the community and turn the Diversity, Equity, Inclusion, and Belonging (DEIB) lens inward towards our staff. We hired a third-party vendor to conduct a DEIB survey with all-staff in addition to our annual employee engagement survey. The results from those two surveys indicated that employees believe that DotHouse leaders and employees are invested in cultivating a safe and welcoming environment for all employees and that a diverse workforce is important to DotHouse.

However, employees struggle with how DotHouse puts these values into practice. With the support of consultant as a mentor/coach we formed a multidisciplinary, staff led DEIB steering committee composed of employees representing several different facets of identity at the health center. The mission of the DEIB Committee is to: 1) Ensure a shared understanding of the goals and objectives of this process; 2) Explore the current level of readiness to undertake DEIB efforts and; 3) Create and develop a road map for action for the health center.



The DEIB Committee discusses plans for future health center goals during a Zoom meeting

“Helping lead our DEIB Committee has been an incredible honor and privilege. I am excited for what this group will be able to bring to our DotHouse community.”

MARIO DAVID ZEPEDA, DEIB CO-CHAIR

This effort is part of the fabric of DotHouse and our intention is to continue beyond the tenure of our consultant. Regular, ongoing diversity education and cultural celebrations help foster an environment that is respectful, mindful, and open to diversity.

In the last year, all-staff trainings included those focused on psychological safety, trauma informed care, understanding LGBTQIA+ identity and dealing with microaggressions. These trainings support the ongoing education of our staff to provide services that are respectful of all facets of identity. We are continuing to work with consultant team to coach our DEIB Committee Co-chairs to support their leadership of the committee, create a DEIB roadmap that is sequenced with specific steps, and provide training for staff/board.

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DOTHOUSE STAFF MEMBERS PART OF THE DEIB TEAM DEVOTING TO AT LEAST 7 HOURS PER MONTH FOR COMMITTEE INITIATIVES

38%
 INCREASE IN THE
 NUMBER OF LEGAL
 INTAKES COMPLETED
 FROM 2020



Volunteers and staff fostering community engagement through weekly food pantry programs



Hunger prevention activities have always been a priority for DotHouse Health, but that priority was even further elevated over the last two years. The COVID-19 related impacts of unemployment, loss of income, remote schooling, supply chain issues, and infection control precautions caused significant barriers to food access. To support the growing demands for food security, DotHouse increased capacity at our food pantry by 20% and we have maintained that capacity to support hunger prevention efforts in our community. Our financial counselors and case managers have provided education and assistance to patient families and community members in applying for a wide range of income supports, health insurance, and eviction protections.

**SECURING
 COMMUNITY SERVICES
 FOR OUR
 NEIGHBORHOODS**

With evolving regulations, deadlines, and in-take forms our staff has been able to shepherd our patients to longer-term support resources and maintaining benefits. We rely on our longstanding medical legal partnership with the law firm of Ropes & Gray and the Volunteer Lawyers Project (VLP) to address unmet legal assistance in our patient population in the areas of housing, education, immigration, family law and access to benefits among other areas of practice. In the last year, this collaboration has been fully leveraged to provide legal representation to families to assert and access their rights. In 2021, VLP completed 157 intakes for DotHouse patients with cases being handled and represented by staff and attorneys from both VLP and Ropes & Gray. This marks a 38% increase in the number of intakes completed from the prior year indicating the great need for legal counsel and navigation as families grapple with the uncertainty and impact of the pandemic.



20%
 FOOD PANTRY
 CAPACITY INCREASE

DEVELOPMENT AT DOTHOUSE

The DotHouse Health Governing Board helps to set the vision and policies, while maintaining fiduciary responsibility for the organization. A majority of our board members are patients (or parents of patients) of the health center, and all have a personal and/or professional connection to the community, thereby ensuring the center is responsive to the needs of the communities it serves. In 2021, the board oversaw DotHouse’s community health needs assessment (CHNA). The health center completes a CHNA every three years, for the purposes of planning for future programs. For the 2021 CHNA, we relied on both quantitative and qualitative data to document community conditions, the unmet health needs and assets in the region, and to improve the delivery of services.

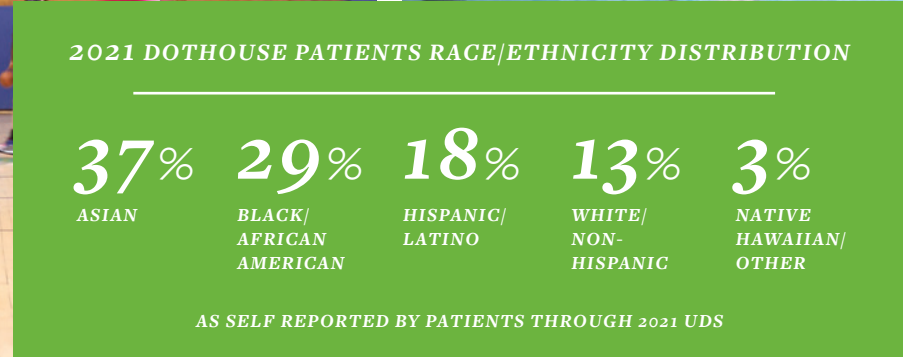
LEARNING MORE ABOUT OUR NEIGHBORHOODS THROUGH THE CHNA

For the assessment, 7 focus groups were conducted to explore the perceptions of the community, the health and social challenges for its members, and recommendations on how to address these concerns. Groups were conducted in English, Spanish, Vietnamese, and Cape Verdean Creole. In addition, 12 interviews with 14 community stakeholders were conducted to gauge their perceptions of the community, health concerns, and what programming, services, or initiatives are most needed to address these concerns. Key themes that emerged from the CHNA included: the impact of COVID-19 on affordable health insurance, physical and mental health, employment and economic opportunities, and housing and food security. The findings from the CHNA will help inform the next 3-year strategic plan covering 2024-2027, which will be developed through of the joint efforts of the board and staff.



Social determinants of health, such as access to healthy food and financial security required to be healthy, were viewed as more pressing concerns than chronic conditions themselves.

OBSERVATION FROM THE 2021 COMMUNITY HEALTH NEEDS ASSESSMENT (CHNA) LED BY HEALTH RESOURCES IN ACTION (HRIA)



DEVELOPMENT AT DOTHOUSE

With COVID-19 persisting in our community and in the best interest of promoting everyone's health and safety, we moved our annual fundraiser – DotFest – from being held in-person to an online event. Despite not being able to gather, we celebrated the accomplishments of the health center. The 2021 DotFest honorees were DotHouse Health staff who have gone above and beyond in serving our patients and community during the last year. In acknowledgement of our staff's phenomenal efforts, we had four days of activities for employees including food carts and raffles to display our appreciation. On May 20th, we premiered a video that highlighted the staff's daily and long-term contributions to delivering upon our mission. The video was live streamed by 127 people and had over 200 views in the first 24 hours. We are so appreciative of the overwhelmingly positive response to the video and the glimpse inside our impactful work.



**RAISED
\$68,550**

(63% INCREASE FROM 2020)
**FROM OUR
DOTFEST VIRTUAL
FUNDRAISER**

TURNING **DOTFEST** INTO A **VIRTUAL FUNDRAISER**

In 2021, we raised \$68,550 (63% increase from 2020) from our DotFest fundraiser. All proceeds from the event supported our COVID-19 related efforts including our testing unit, vaccination clinic, patient care kits that contain personal protective equipment, and non-perishable food.



Staff celebrate DotFest activities together

STATEMENT OF FINANCIAL POSITION

ASSETS

Current Assets	\$13,080,864
Investments	16,462,312
Restricted cash	103,721
Notes and Deferred Interest Receivable	-
Property, Plant and Equipment	16,067,378
Net Total Assets	\$45,714,275

LIABILITIES

Current Liabilities	\$4,415,050
Notes Payable, net of current option	-
Conditional Notes Payable	-
Net Assets	41,299,225
Total Liabilities and Net Assets	\$45,714,275

STATEMENT OF ACTIVITIES & CHANGE IN NET ASSETS

OPERATING REVENUE

Net Patient Service Revenue	\$25,351,779
Grant and Contract Revenue	9,936,503
Forgiveness of Conditional Notes Payable	-
Investment Income	336,407
Other Revenue	181,928
Rental Income	21,455
Total Operating Revenue	\$35,828,072

OPERATING EXPENSES

Primary Care Expenses	15,447,944
Other Medical Expenses	4,240,577
Pharmacy	4,557,518
Behavioral Health	2,838,422
Optometry	1,845,838
Dental	2,791,558
Public Health and Social Services	1,795,798
Total Operating Expenses	\$33,517,655
Net Operating Surplus or (Loss)	\$2,310,417

NON OPERATING REVENUE

Forgiveness of conditional note payable	\$3,200,324
Net Realized and Unrealized Gain on Investments	1,200,578
Total Non Operating Revenue	\$4,568,926
Change In Net Assets	\$6,879,343

**Audited Statement of Financial Position and Statement of Activities & Change in Net Assets for Fiscal Year Ending, September 30, 2021



LEADERSHIP

Michelle Nadow, President & CEO
Byron Byfield, Chief Information Officer
John Cooney, Chief Financial Officer
Huy Nguyen, MD, Chief Medical Officer

2020-2021 BOARD OF DIRECTORS

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Phi Tran, Secretary
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Paulo DeBarros
Annissa Essaibi George
Angelina Hua
Vikram Kambampati
Jeffrey Lopes
Maryssa Schneider McLean
Rosa Shouder
Dominique Sye
Joel Wool

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