Our Community’s Medical Home

ANNUAL REPORT 2010
Dear Friends,

In 2010, health care was on the minds of most Americans. President Obama worked diligently with Congress to pass his health care bill, and at home in Massachusetts, health centers continued to be the main point of access to care for the poor and vulnerable.

In this year's annual report, we share with you the challenges and accomplishments associated with our vital role as medical home for our community. In 2010, we served 15,000 patients in 63,000 visits—including 1,200 homeless adults and children—and saw an influx of over 300 new patients a month. Growth and change were the watchwords of the year.

We fielded an overflow of adult dental patients resulting from the discontinuation of state coverage and through a partnership with Bay Cove Human Services, our Mental Health program served over 1,500 adults and children. We launched a partnership with the Blackstone School and were one of only 69 organizations in the country to receive a Children's Health Insurance Program Reauthorization Act (CHIPRA) grant in the amount of $304,385. The goal of the CHIPRA program, Los Niños Cuentan, is to secure health care coverage for 1500 uninsured Latino and homeless children within Boston.

Through all the growth and change, our financial position remained strong. Despite the economic challenges we all faced, SECHC finished FY 2010 with a modest surplus and is on track for continued financial stability in 2011 and beyond.

The partnerships we have developed and nurtured with the city’s major medical institutions have been a source of innovation and collaboration, making it possible to bring world class care to our community. Partners HealthCare, Boston Medical Center and Children’s Hospital have provided financial and clinical support to strengthen our portfolio of services as well as investments to establish new initiatives. We are grateful to our partners, but also recognize that long term, sustained growth will require significant financial resources from the federal government.

Our dedicated and talented staff is to be commended for the amazing ability to combine compassion with care, always keeping the needs of our patients front and center. We are who we are as an institution because of who they are as individual contributors. As always, you, our community of colleagues, friends, donors and partners, are the wind at our back. We appreciate your ongoing interest in SECHC and honor our commitment and your faith in us to be a safe harbor, a medical home for our community.

Sincerely,

Kevin Lee Hepner   Robert H. Johnson
Board President   President and CEO
In our 41 years of service, SECHC is still widely recognized for outstanding preventive care strategies, especially those aimed at children and families; cultural and linguistic accessibility (over 60% of the staff are bilingual/bicultural in Spanish/English); deep community roots (53% of the staff is hired from the community, with an 85% Community Board). A welcoming resource to all, SECHC’s vision and mission is to be our community’s leading choice for primary care; to act as a catalyst for improving community health in the broadest context; and to serve as a model for the delivery of high quality health and social services. Following are a few examples of our comprehensive approach to care.

**SERVICES OFFERED AT SECHC**

- Adult Medicine
- Asthma
- Childhood Obesity Prevention
- Dental
- Dermatology
- Family Medicine
- Mental Health
- Neurology
- Nutrition
- Obstetrics/Gynecology
- Optical
- Optometry
- Pediatrics
- Podiatry
- Women’s Health
- WIC

SECHC Receptionist Sandra Rodriguez greets patients at the front desk.
Space + Staff = Access
New patients continue to flock to SECHC, with approximately 300 per month, or over 3000 annually, which is putting pressure on staff and space. With a major grant from the Amelia Peabody Charitable Fund, we were able to renovate our old laboratory space to add four new exam rooms and two new medical offices. In 2010 to accommodate growth we hired 25 new staff including Kathryn Quinn, Nurse Practitioner in Pediatrics and Corrine Prigo, Nurse Practitioner in Family Medicine. We also expanded the Mental Health Department by converting a conference room to three offices for three new clinicians, and two new Dental operatories and two new dentists, Carmina Garcia, DDS, and Jessica Jahnssen, DMD.

SECHC and the Blackstone School—Back to the Future
For 24 years, SECHC operated out of a building at 400 Shawmut Avenue next to the Blackstone School which was the former site of the South End “Little City Hall” from the Kevin White administration. The plan in 1976 was that SECHC would be co-located with the school to serve as medical provider for the students. For many reasons, a full service health center never came to pass, although we did establish mental health on site at the school.

SECHC relocated in 2000 when the facility at 1601 Washington Street was completed and for 11 years, the building at 400 Shawmut Avenue remained vacant—until now. Throughout 2010, SECHC board and executive staff worked diligently to reach agreement with the City of Boston and Boston Public Schools to develop a school based health center at 400 Shawmut Avenue.

Now codified by the Boston Public Schools and the SECHC board, plans are underway to renovate the space and set up shop. Approximately one third of the space (1930 sf) will be used for the school based programs health center. The remaining space (approximately 4930 sf) will be renovated to accommodate expansive growth at 1601 Washington, which is bursting at the seams.

In addition to the obvious benefits to the school children and staff, SECHC’s investment of $1.5 million for renovations will create at least 12 new jobs. When school is out of session, the clinic will be open to the community for walk-in care. The new school based health center will be up and running August 1, 2011.

Year End Partnerships Promise Bright Future
In 2010, SECHC closed three important contracts that will offer our patients more options and increased access to care. The first was to become a primary affiliate of Boston Medical Center which adds significantly to patient choice. We also contracted with BMC to provide on-site OB/GYN care for patients who wish to deliver their babies at BMC. This adds to the already robust partnership with Brigham and Women’s Hospital OB/GYN to provide an alternative to patients seeking a different experience. The third partnership is with Walgreen’s Pharmacy, with whom we will be able to buy lower cost drugs through the Federal "340B" program, which will make medications more affordable to our patients, at the Walgreen’s in our building and seven other Walgreen’s stores.
Mental Health Services at SECHC

Mental Health Services at SECHC address the needs of the general health center population and the seriously mentally ill in our community. Now employing over 60 staff, the SECHC Mental Health department in FY 2010 provided more than 15,000 service hours to the racially and ethnically diverse population of children and adults in our community.

In the past year, through a strategic partnership with Bay Cove Human Services established in 2009 and under the leadership of Vice President Ray Walden, Mental Health Services at SECHC have grown significantly. The Community Based Flexible Services program, led by Dr. David Belton, provides screening, assessment, treatment planning and care coordination services to 300 adults enrolled in the program through the partnership.

In addition to providing outpatient clinical services on site at SECHC and in other community-based satellite locations, we also provide services in 5 Boston Public Schools: Agassiz School | Blackstone Elementary School | Copley High School Community Academy | Hurley Elementary School | Edwards Middle School

In 2010 the mental health department completed the third year of Mente y Cuerpo/Mind and Body, a grant funded collaboration with the Boston Public Health Commission and Southern Jamaica Plain Health Center. The program has sought to improve the prevention of chronic diseases in women by addressing depression and other mental health concerns which may be contributing factors and can interfere with treatment compliance. The program has administered a depression screening tool to over 1,000 women and offers a variety of wellness activities.

As a clinical facility, teaching institution and community partner, SECHC Mental Health services are a vital part of the safety net for our city’s most vulnerable populations—children, new immigrants, the poor and the homeless.

CompCare

In 2010, the SECHC Community Outreach Department completed the third year of CompCare, a pilot program funded by Blue Cross Blue Shield Foundation of Massachusetts, to ensure comprehensive, coordinated care for homeless patients with mental health diagnoses. Most of the patients in the program carry a PTSD (post traumatic stress disorder) diagnosis which, combined with the challenges of homelessness, poverty and cultural/language barriers, lack the skills necessary to manage their own health needs.
Oral Health at SECHC

A Tradition of Collaboration
Oral health services were introduced at SECHC in 1973. At that time the outreach program consisted of SECHC volunteer Mary “Mike” McCarthy approaching vagrants at the elevated Northampton Street MBTA station, showing them her toothless smile and demanding they seek dental care so they “didn’t end up like her.” Sporadic care was provided by volunteer dentists in the old Alexandria Hotel.

Formal dental services were established in 1998. In 2002, in an effort to increase access to dental care for the growing numbers of homeless families in the South End, SECHC formed a partnership with Boston’s Health Care for the Homeless Program. The result was Boston’s first dental clinic dedicated to the needs of the entire homeless population, including homeless families, children and adolescents. The collaboration, housed at SECHC, significantly increased access to dental services in an ideal location, easily accessible to most Boston shelters for homeless families, battered women and adolescent runaways.

Today, under the direction of Rekha Hariawala, DMD, our new VP of Dental Services, the SECHC dental department offers comprehensive dental care for the entire family. Four full time providers offer services including cleanings, fillings, root canal treatment, crowns, dentures, extractions and teeth whitening.

In 2010, a change in the Mass Health dental benefits resulted in the repeal of coverage for adults age 21 and over, bringing a surge in patients to our dental service. This added to the numbers of referrals coming from collaborative outreach programs with many community organizations, public health entities and the Boston University School of Dentistry have created enormous demand.

In an effort to keep up, a sixth dental operatory was added thanks to a grant from an anonymous Boston foundation, we secured the funds needed to begin expanding.

Increasing Access
At this time, due to the lack of space, dental visits are capped at 875 per month, even though the department, under the leadership of Rekha Hariawala, can accommodate 950 patients. The addition of one dental operatory will enable us to add over 900 registered patients to the dental rolls.

In addition, we offer pediatric dental services on site one day a week at the Blackstone School. The overall long range plan is to add at least two dental operatories to meet demand and accommodate growth. Expanding our dental facilities is part of a larger capital expansion plan that SECHC will initiate in 2011.

Rekha Hariawala, DMD, VP of Dental Services
Dr. Shari Nethersole
In 2010 SECHC once again celebrated a local health care hero at our annual event. Our Children Our Future—Nuestros Niños Nuestros Futuro—took place on June 24 and it was with great enthusiasm and esteem that we presented the Health Care Hero Award to Dr. Shari Nethersole, Medical Director for Community Health, Children’s Hospital Boston.

For over 20 years, Dr. Nethersole has been a pediatrician caring for children in Boston. For 10 years, she was the Associate Director of Medical Student Education, as well as the director of the General Pediatric Consultation Clinic, before transitioning to the role of Medical Director for Community Health in 2004.

Dr. Nethersole is widely recognized for her visionary efforts to create collaborative initiatives designed to raise awareness of childhood health problems and bring resources to bear to produce positive change and results where they are most needed—among Boston’s low income, culturally-marginalized, at-risk children.

The primary reason SECHC selected Dr. Nethersole for the 2010 Health Care Hero Award was to celebrate and acknowledge her ground breaking work in the fight against childhood obesity through the Fitness in the City program, a partnership between Children’s Hospital Boston and 11 Boston community health centers, including SECHC.

Co-chaired by Dr. Gerald Hass and Rev. Dr. Gloria White Hammond, the event raised $250,000 to support SECHC programs including nutrition counseling and support.

At the event, a proclamation declaring June 24, 2010 Dr. Shari Nethersole Appreciation Day in the City of Boston capped the evening’s festivities and drove home the important role that Dr. Nethersole plays in our community.

WIN(WIN
WIN WIN, SECHC’s groundbreaking childhood obesity prevention program completed its 7th year in 2010, enrolling 88 children between the ages of two and 16, exceeding our goal of 75. Over 40% of SECHC pediatric patients are overweight or obese—almost three times the national average. The number of overweight/obese SECHC pediatric patients increased by 16% in the past year, with 495 patients identified as having a BMI over the 85th percentile. Now operating as part of the Children’s Hospital award-winning Fitness in the City Program the WIN WIN program is able to provide more intensive services to 25 of our most at-risk patients through referrals to Children’s Hospital OWL (Optimal Weight for Life) program. We also continued to partner with Body by Brandy, Blackstone Community Center and the Wang YMCA for the exercise component of the program. Need for the WIN WIN program has never been stronger and we are committed in 2011 to increasing to 100 the number of participants.
SECHC Pediatrics Dream Team
Standing, from left to right: David K. Urion, MD, Robyn Riseberg, MD, Ariadna Burgos-Chaves, MD, Lillian McMahon, MD, Kathryn Quinn, NP, Ho Wen Hsu, MD, Gerald Hass, MD, Phyllis Selter, MD, Pablo Hernandez Itriago, MD, Family Medicine and Medical Director, sitting, from left to right: Amanda Freeman, MD, Jack Maypole, MD, Director of Pediatrics, Anna Jolesz, MD, and Corrine Prigo, Family Medicine NP.
In a rare moment of down time we caught up with Dr. Jack Maypole, SECHC’s busy chief of pediatrics to chat about his role.

What about your role as director of pediatrics at SECHC is most surprising to you?
In my time at South End, I suppose what has been most surprising (and rewarding) is the way we defy expectations. For many, I think, it starts with entering our unassuming and low profile doorway on Washington Street. Once people ascend that staircase into the light and airy space of the health center, they realize what we’ve known all along: SECHC is, almost literally, a hidden treasure.

Beyond the ambiance, I delight in shocked expressions or delighted emails: I think the quality of our care matches the beauty of the space we work in. Here we are, right down the street or around the corner, delivering care as good as any found in Boston. We are more than just a health center. We are SECHC. Once folks come and check us out, they’ll quickly see what I mean. We’ll meet their expectations, and exceed them.

Tell us something about your team of providers and staff.
In a word: amazing. Above all, the providers and staff in Pediatrics take pride in the work that they do and the care they provide…and it shows. We work well together, and that allows us to provide better, smarter healthcare. And, I believe our department embodies the special spirit and culture unique of our health center: to get things done, and to deliver care in a way that is compassionate, thoughtful, and partners with our families. Our clinicians are topnotch, our staff is excellent. I couldn’t be prouder to count myself among them.

Who or what inspires you?
I am inspired by the children and families I am honored to work with. Daily, I am moved to smile, laugh, to wonder, to be amazed at the resilience of a growing preemie, the hilarity of a feisty toddler, the dedication of a parent advocating for her child, and by the love and support I see every day in my clinic. I learn from my patients and families all the time. They humble me. And, they fire me up to learn more, do more, and up my game.

What do you hope to accomplish at SECHC in 2011?
My hope for SECHC in 2011 is that we continue to be a standout leader in providing superb primary care and services to the community we serve. There are a number of projects underway—including founding a new school based health center, our expanding website, and a growing array of outreach programs—that will make for great opportunities to connect with families.
On Tuesday, April 27, dozens of community partners, patients, advocates, friends and members of the media gathered in the SECHC conference room for the formal announcement of the CHIPRA Program.

The South End Community Health Center was one of only 69 organizations in the country to receive a Children’s Health Insurance Program Reauthorization Act (CHIPRA) grant in the amount of $304,385. The program, *Los Niños Cuentan*, is providing the resources to support the outreach and enrollment of 1,500 Greater Boston Latino and homeless children in health care.

Massachusetts has an estimated 190,000 thousand undocumented residents, mainly from the Caribbean and Central America, of whom 90% or 170,000 live in and around Boston. Of these, at least 61,000 are children under 18. Homeless patients are one of the fastest growing populations served by SECHC, most of whom come from the six family shelters and battered women’s safe homes within less than a mile of our doors.

“This is an exciting program at a critical time, as the current State Children’s Health Insurance Program and Medicaid outreach and enrollment are not effectively reaching uninsured Latino children. The project goals include outreach to the most vulnerable and underserved populations in Boston to facilitate access to health insurance and to primary healthcare services.”

Robert H. Johnson, President and CEO

Receipt of the CHIPRA grant prompted an internal reorganization to marshal resources and talent to begin this important work. Formerly Director of Human Resources, Rosette Martinez was named Vice President of Community Relations and all outreach staff and activities were consolidated under her leadership. In addition, culturally competent community health workers (Promotoras) were hired to engage community residents in community venues offering information, referral and follow-up. The Promotoras have targeted the Latino community for specialized outreach strategies and partner with grassroots community-based organizations to do on-site Virtual Gateway enrollments. In addition, a cadre of Latino volunteers familiar with the South End Health Center, WIC, Pediatric and Obstetrics programs will use incentives for finding cases and referrals.
In its first year the major challenge encountered by Los Niños Cuentan was the identification of community organizations serving homeless families and the ability to connect with homeless families. Although we are the subcontractor for family primary care with Boston Health Care for the Homeless, families are shuttled all over the state for shelter and may not be able to get to SECHC for regular care.

As a result, we have focused our geographic efforts in the South End, East Boston, Jamaica Plain, Dorchester, Roxbury and Chelsea, where there are large concentrations of Latino families. The other rationale for this focus is that these are small and densely populated neighborhoods where word-of-mouth and on-the-street visibility are effective strategies.

Our results are starting to build. In 2010, we touched hundreds of families and successfully enrolled 103 children. But there is much work yet to do and we look forward to another productive year of providing access to quality health care to all who seek it.

CHIPRA BY THE NUMBERS

Although the focus of CHIPRA is to connect uninsured children with health insurance, our outreach workers came across many adult family members and care givers who also were uninsured. As a result, CHIPRA staff was able to enroll hundreds of adult Latinos in health insurance. In addition, many former SECHC patients were encountered and CHIPRA staff was able to re-enroll them.

**Between October 2009 and December 2010, CHIPRA recorded the following:**

- New adult enrollees: 431
- New children enrollees: 103
- Adult re-enrollees: 1,325
- Children re-enrollees: 768

Newly named VP of Community Relations, Rosette Martinez has taken the lead on the implementation of CHIPRA and all outreach programs.
Leadership

Since 1969, the South End Community Health Center has been serving families and individuals in Boston’s South End neighborhood with high-quality, culturally and linguistically accessible health care. Originally a pediatric clinic, SECHC has grown to become a full-service institution providing pediatrics, adult medicine, family medicine, obstetrics/gynecology, mental health, dental, eye care and WIC (Women, Infants and Children) to over 15,000 registered patients who made over 63,000 visits to the center last year.

SECHC’s vision and mission is to be our community’s leading choice for primary care; to act as a catalyst for improving community health in the broadest context; and to serve as a model for the delivery of high quality health and social services.

Longevity

One of SECHC’s great strengths has always been the staff. According to some sources, the average length of stay in a job in the 21st Century is three to five years. The transient workplace is common in our culture leaving employees little opportunity to establish long term careers. But at SECHC, there is a remarkably dedicated staff, many of whom have made their careers here and who continue to add authenticity to the label “medical home.” There are literally generations of families who have been cared for by the same providers and greeted by the same staff. We salute and thank our dedicated staff!

Staff and Board

SECHC MANAGEMENT
Robert H. Johnson, President and CEO
John Filip, VP, Chief Financial Officer
Rekha Hariawala, DMD, VP, Dental Services
Pablo Hernandez, MD, VP, Medical Services
Rosette Martinez, VP, Community Relations
Ray Walden, LICSW, VP, Mental Health Services
Migdalia Andrews, Director, Support Services
Rhonda Dickson, Director, WIC
Roger Grimes, Facilities Manager
Jack Maypole, MD, Director, Pediatrics
Manish Shah, OD, Director, Eye Services
Dan Simpson, MD, Director, Adult Medicine

EMPLOYEES WITH SECHC OVER 25 YEARS

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<th>Name</th>
<th>Years</th>
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<tr>
<td>Dr. William Malamud</td>
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<tr>
<td>Roger Grimes</td>
<td>38</td>
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<td>Patricia Scott</td>
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<td>Margaret Day</td>
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<td>Migdalia Andrews</td>
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<tr>
<td>Dr. Patricio Vives</td>
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<tr>
<td>Dr. Phyllis Selter</td>
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<tr>
<td>Rhonda Dickson</td>
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<tr>
<td>Marilyn Rodriguez</td>
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<tr>
<td>Cynthia Mercado</td>
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<tr>
<td>Ann Hemenway</td>
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<tr>
<td>Lela Silverstein</td>
<td>26</td>
</tr>
<tr>
<td>Dr. Juan Avila</td>
<td>25</td>
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<tr>
<td>Dr. David Belton</td>
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Dr. Gerald Hass • 41
Dr. William Malamud • 39
Roger Grimes • 38
Patricia Scott • 38
Margaret Day • 37
Migdalia Andrews • 36
Dr. Patricio Vives • 35
Dr. Phyllis Selter • 34
Rhonda Dickson • 33
Marilyn Rodriguez • 33
Cynthia Mercado • 30
Ann Hemenway • 30
Lela Silverstein • 26
Dr. Juan Avila • 25
Dr. David Belton • 25
Insightful Care leads to Board Membership

After graduation from the University of New Hampshire School of Law, Kiera Suye decided to settle in the South End. The conscientious young lawyer loves the neighborhood feel, great restaurants and specialty shopping. Part of Kiera’s settling in focused on finding the right doctor. Her goal was to find a primary care provider with whom she could connect long term. Her research led directly to the South End Community Health Center which is not only close by, but the emphasis on primary care and prevention is just what she had in mind.

At Kiera’s initial visit with Medical Director Dr. Pablo Hernandez, she was healthy and fit with the exception of a muscle ache in her leg. Being a runner, she and Dr. Hernandez concluded that she may have pulled a muscle, but if the pain persisted, Pablo asked her to call him back.

Two days later, Kiera awoke with excruciating leg pain. She called Dr. Hernandez who immediately sent her to Boston Medical Center (BMC) where he connected her with the appropriate medical team who diagnosed Kiera’s pain as a deep vein thrombosis (blood clot). The BMC physicians recommended further exploration through genetic testing and continued to closely monitor her condition.

Much to Kiera’s surprise, a genetic disorder was discovered and when she discussed it with her family, many of her relatives reported similar experiences. Thanks to “one stop shopping” at SECHC, the partnership with Boston Medical Center and the insights of Dr. Hernandez, Kiera (and her family) now have a plan for managing a condition which, had it gone undetected, could have resulted in life threatening consequences.

Not only was Kiera impressed with the care she received at SECHC, but she is also deeply committed to the mission to serve the entire community, especially those who are most vulnerable. Dr. Hernandez suggested that she become more involved and in October, Kiera was elected to the SECHC Board of Directors.

Long time SECHC board member and extraordinary good sport, Clerk Ruby Thames sells raffle tickets at the Honoring Health Care Heroes Event.
### Statement of Financials

#### BALANCE SHEET

<table>
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#### STATEMENT OF ACTIVITIES

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| Change in Net Assets from Operations          | 33,382   |

#### ANNUAL VISITS

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<th>Year</th>
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<td>63,076</td>
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<td>FY11 Target</td>
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#### FUNDING SOURCES

- Public Grants and Contracts 34%
- Medicaid 36%
- Commercial Insurance 4%
- Medicare 7%
- Health Safety Net 9%
- Other Revenue 3%
- Private Grants and Contracts 5%
- Fundraising Events and Donations 2%

#### SERVICES PROVIDED

- Internal Medicine 15%
- OB/GYN 6%
- Pediatrics 15%
- Dental 15%
- WIC Program 5%
- Family Medicine 3%
- Vision 7%
- Behavioral Health 34%
- OB/GYN 6%
Each year, SECHC relies on many partners, collaborators and donors to keep us on solid footing and 2010 was no exception.

**CLINICAL PARTNERS AND COLLABORATORS**
ABCD
Bay Cove Human Services
Blue Cross Blue Shield Foundation
Boston Health Care for the Homeless
Boston Public Health Commission
Boston Public Schools
Boston Medical Center
Brigham and Women’s Hospital
Children’s Hospital Boston
City of Boston
Dana Farber/Brigham and Women’s Cancer Center
Department of Mental Health
Hope House
Joslin Clinic
Massachusetts College of Pharmacy
Massachusetts General Hospital
Massachusetts League of Community Health Centers
Neighborhood Health Plan
Pathways to Wellness
Partners Health Care
Project Place
United South End Settlements

**SECHC CONTRIBUTORS AND SUPPORTERS**
Partners Health Care
Amelia Peabody Charitable Foundation
UMASS MAP grant
Covidien Foundation
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Bank of America, N.A.
Flour Bakery
Curt Greer & Pamela Kohlberg
George & Alice Rich Foundation
James M. & Cathleen D. Stone Foundation
Tufts Health Plan
Amy Woods
Yawkey Foundation II
Citizens Bank
Neighborhood Health Plan
Catherine Serrano
Younger Family Foundation
Blue Cross Blue Shield of MA
DentaQuest Foundation
Safdie & Associates
Schochet Associates
Drs. Mary & Richard Scott
Alexander, Aronson, Finning & Co., P.C.
Tristram & Katie Blake
The Cambridge Hospital
Kevin Cherry
Fish Family Fund
David Gleason
Dr. & Mrs. Gerald Hass
Kevin Lee Hepner
Robert & Nancy Johnson
Mass League of Community Health Centers
David Myers
Edna Ocasio
Thomas & Ellen Payzant
Scovell Charitable Foundation Fund
John Sinnott
James Stone
Dr. & Mrs. Patricio Vives, M.D.
Andrew Ward
Joslin Diabetes Center
Antonio Mahoney
Drs. Alvin & Tina Poussaint
Robert Strange Family Fund
Alchemy Foundation
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Pablo Hernandez Triago, MD
Fiduciary Trust Company
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Burt & Carol Schein
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Daniel Stoll & Susan Stathopoulos
Meno & Judith Verhave
The Workplace Helpline
John & Christine Abrams
Anonymous

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Judith Nichols & Peter Barrer
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June Roberts Richard Semple
John & Roberta Shaw
George Shimer
Gray and Lynne Smith
Nina Tumarkin
R. Davis Wong
Lucy Young, MD

All contributions over $100 are listed. We apologize for any errors of omission that may have occurred.