



2019

COMMUNITY IMPACT REPORT





2019 BOARD OF DIRECTORS

Thomas A. Sweeney, MD <i>Chair</i>	Capt. Wilfredo Campos Trisha Carola
Norman D. Griffiths, Esq. <i>1st Vice Chair</i>	Richard B. Carroll, Esq. Carol DiLuzio, CPA, CGMA
Kevin Baird, Esq. <i>2nd Vice Chair</i>	Theresa Hasson Rev. Aaron R. Moore
David R. Lewis, CPA <i>Treasurer</i>	Susan Morrison, Esq. Kimberly Nelson
Maria Perez <i>Secretary</i>	Maria Paxson Donnita Scott, MD Janice Tildon-Burton, MD

westsidehealth.org

EXECUTIVE LEADERSHIP TEAM

Lolita A. Lopez, FACHE <i>President & Chief Executive Officer</i>
Donna M. Goodman, CMPE <i>Vice President and Chief Finance & Operating Officer</i>
Tom Stephens, MD <i>Chief Medical Officer</i>
Chris Fraser, FACHE, MBA <i>Deputy Chief Operating Officer</i>
Sarah Stroh, MPH, CMA, CSCA <i>Deputy Chief Financial Officer</i>

DEAR FRIENDS,



Every day, Westside delivers compassionate, team-based primary care. Every year nearly 30,000 patients are welcomed, valued, and engaged with their health.

The Westside Five is a group of strategic priorities designed to help us achieve our mission of providing equal access to quality healthcare, regardless of ability to pay. On the following pages, we've collected real-life stories of The Westside Five in action and the value we provide to individuals, families, and the neighborhoods we serve.

As part of our commitment to **clinical excellence**, we use technology, telehealth, and team-based care to detect diabetes complications sooner, resulting in earlier intervention and proactive patients who are empowered to manage their disease.

Westside participates in hundreds of local events throughout the year, connecting our neighbors with community resources, health screenings, and healthy food. Each of these events creates an opportunity for **community engagement** and reinforces Westside's visibility.

We've taken innovative steps to reduce healthcare costs and increase health outcomes through value-based care programs and health information sharing. Ensuring the **financial viability** of Westside means we'll be here for our patients today and many years to come.

Westside has doubled the capacity of our on-site continuity training program in conjunction with Christiana Care to **train our future** healthcare providers. This year our first resident completed the program and joined the Westside provider care team full-time. We are thrilled!

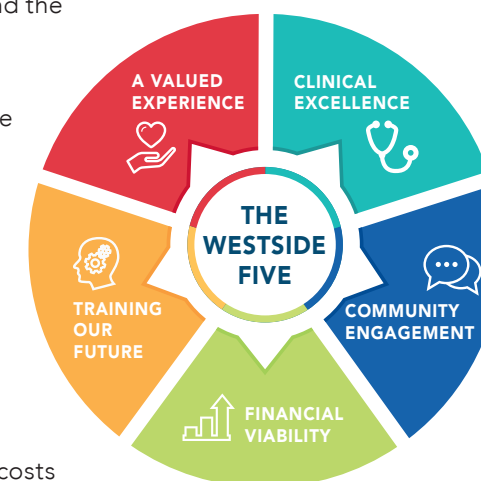
Westside is Delaware's largest health center and a robust health champion for patients who know how deeply we care about them. We are committed to **creating valued experiences** for every patient we serve and every member of our workforce.

Our supporters play a vital role in Westside's success; together, we are improving the health of our community. Learn about the ways you can help at westsidehealth.org/getinvolved.

In health and happiness,

Lolita A. Lopez, FACHE
President & CEO

Thomas Sweeney, MD
Chair, Board of Directors



2018: OUR IMPACT AND OUR PATIENTS

Total Unique Patients 28,316
Total Patient Visits 99,012

Primary Care Services
27,111 patients • 76,141 visits

Dental Services
4,557 patients • 16,106 visits

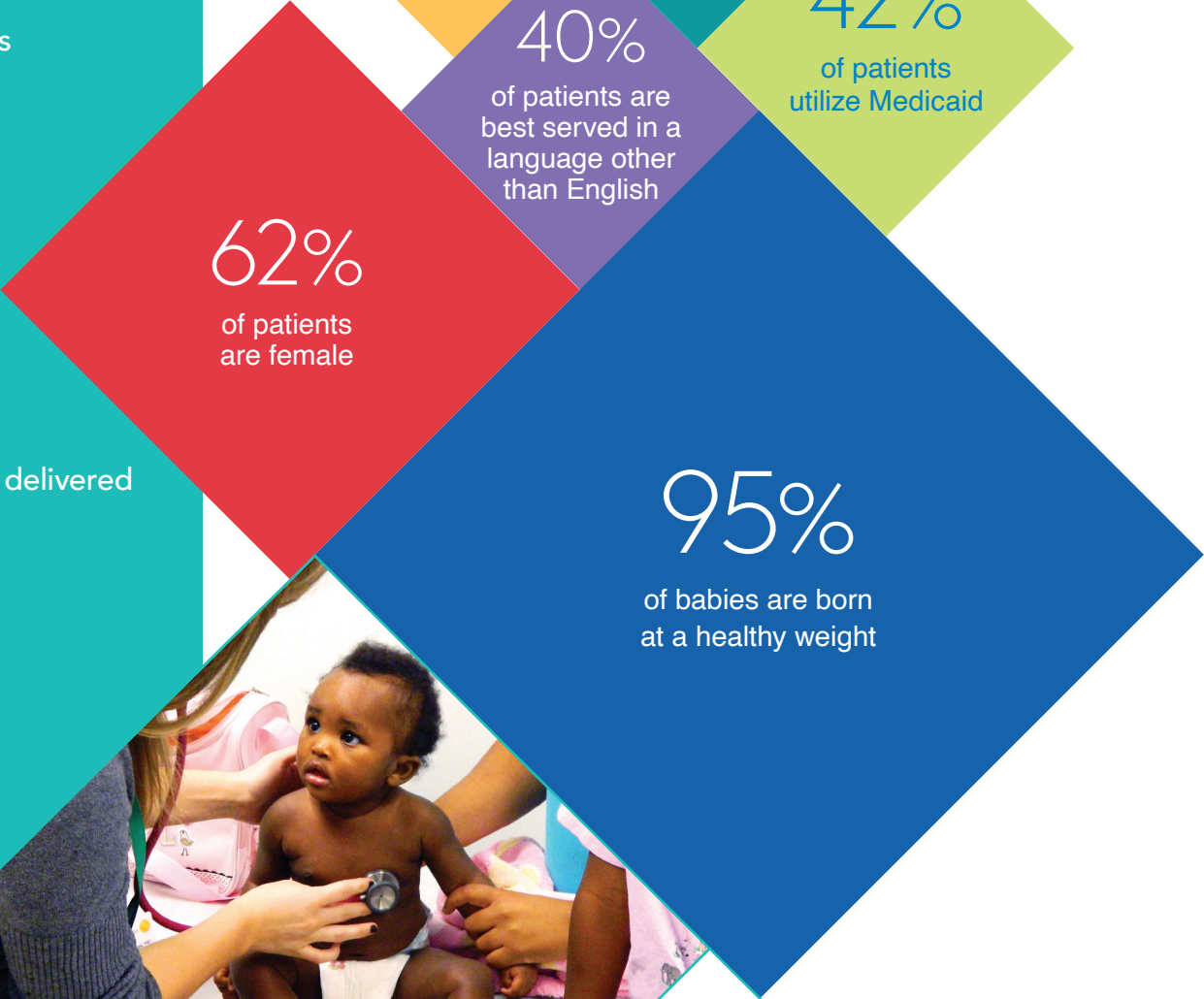
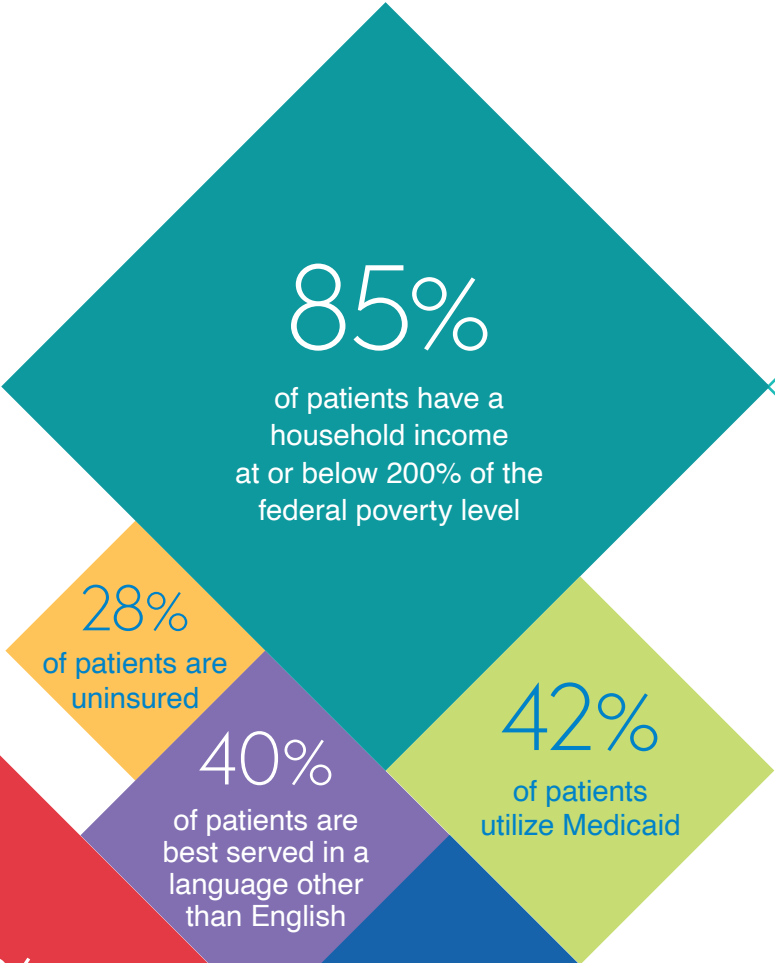
Behavioral Healthcare
810 patients • 2,740 visits

Family Support Services
1,772 patients • 3,046 visits

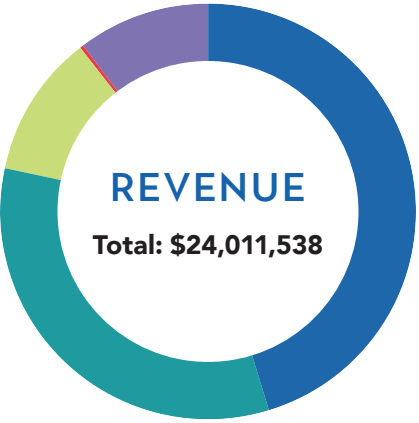
Nutrition Services
560 patients • 979 visits

Rural Health Outreach Program
339 patients • 1,832 visits

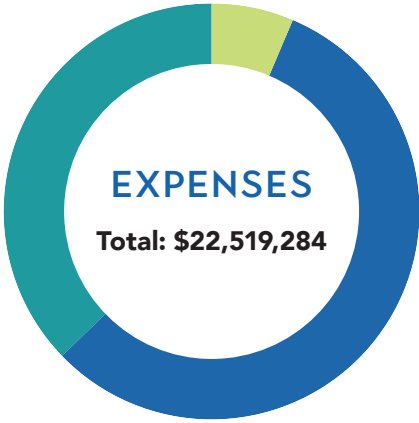
Prenatal Care
1,153 patients • 627 babies delivered



2018 FINANCIAL STATEMENTS



\$10,872,822 **Patient Services**
\$7,945,950 **Federal Grants**
\$2,704,984 **State & Local Grants**
\$51,196 **Contributions**
\$2,436,586 **Other Income**



\$20,266,725 **Program Services**
\$2,252,559 **Support Services**

Operating Income
\$1,492,254
Change in Net Assets
\$1,492,254
Beginning of Year Net Assets
\$6,707,175
Net Assets End of Year
\$8,199,429



A VALUED EXPERIENCE

CLINICAL EXCELLENCE

Medical Assistant Lise uses a RetinaVue camera to detect vision changes caused by diabetes.

ACHIEVING EXCELLENCE IN CARING FOR PATIENTS WITH DIABETES

Innovative eye screening program increases early detection of eye disease related to diabetes and ensures patients get the right care, at the right time, at the right place.

Diabetic retinopathy is a complication of diabetes that, left untreated, can cause impaired vision and vision loss. Because diabetic retinopathy can manifest without any symptoms, it is essential to receive an annual eye screening.

One in ten treated by Westside has diabetes

Before 2018, eye screenings of Westside’s patients were conducted off-site by a specialist. But barriers to care such as transportation, cost, and time off from work, resulted in only a fraction of patients receiving the exam and delaying a diagnosis of those with diabetes-related vision loss.

Westside recognized the adverse outcomes this produced and in 2018, launched a retinal eye screening program to improve the health outcomes of all patients at risk for diabetic retinopathy. Now all eye screenings are conducted at Westside locations by a member of a team led by Deborah Bryant, MSN, FNP, Westside’s Director of Clinical Operations.

Bryant’s team uses a secure telehealth platform that allows an off-site ophthalmologist to determine the test results and return them to Westside within 24 hours, further expediting care.

“By meeting patients where they are, we’ve increased the number of patients who receive this critical test and

determine which patients need further care sooner,” says Bryant.

A team approach to managing diabetes

Ronald Moses is one of Bryant’s patients who completed the retinal eye screening. He has since received counseling, nutrition advice, and education that empowered him to manage his diabetes better. “The nurses and the staff at Westside taught me the importance of paying more attention to my health,” says Moses.

By lowering or removing the barriers of lack of transportation, time off from work, and more, Bryant and her team can ensure diabetic patients, such as Moses, receive the support needed to manage the disease successfully. “Patients learn about changing their diet, managing sugar levels, and regular screenings,” says Bryant.

Moses says the attention he received from the Westside care team was the primary catalyst for improving his health. “The nurses and the staff at Westside were genuinely concerned about me. They made it easier for me to do the things needed to get myself better,” he says. “Now, I’m at the best I’ve ever been in my life.”

TRAINING THE NEXT GENERATION OF PRIMARY CARE PROVIDERS

Westside offers medical students, resident physicians, resident dentists, and nurse practitioners extensive education and training opportunities in a community health center setting.

Continuity of care for the underserved

The Christiana Care Family Medicine Center (CCFMC) at Westside launched in 2016. It is an immersive program in which CCFMC at Westside serves as a high-quality continuity training site for recent medical school graduates.

CCFMC at Westside is the only federally qualified health center in Delaware to implement a continuity training program of this kind. Due to resident demand, Westside’s partnership with Christiana Care has doubled in size since 2016 and now provides training to six residents each year.

Training in health center setting

“Previously, Family Medicine residents typically came to Westside for six-week blocks. Now they have a patient panel and complete their three-year outpatient continuity training entirely at our Wilmington health center,” says Dr. Tom Stephens, Chief Medical Officer. “Residents learn how to address the needs of a vulnerable patient population holistically.”

By connecting the next generation of physicians to federally qualified health centers, the program increases access to primary care for the underserved, reduces the number of patients treated in the emergency room, and reduces healthcare costs in Delaware.

Primary care for the community

The first student to complete her

entire three-year residency at the CCFMC at Westside program was Dr. Victoria Shertel. She chose to join Westside’s team permanently as a Family Physician. “I’ve always wanted to work with the underserved population,” says Dr. Shertel.

According to the U.S. Health Resources and Services Administration, physicians trained in community health centers are three times as likely to work in health centers and twice as likely to work in underserved areas as those not trained at health centers.

“I see both individuals and

families, and I often will treat that family over the years,” Dr. Shertel explains. “This helps ensure families are as healthy as they can be with all aspects of their healthcare.”

Addressing the social determinants of health

Westside patients don’t always have access to transportation and affordable medication. And cultural and language barriers can make getting healthcare even more difficult.

Developing critical problem-solving skills is needed to overcome the many barriers underserved patients may encounter when accessing health services. “CCFMC at Westside taught me how to be prepared for every patient’s situation, so they receive the best care possible,” says Dr. Shertel.

TRAINING OUR FUTURE



Third Year Family Medicine Resident Dr. Hannah Purkey (left) assesses childhood developmental milestones with FMC Residency Clinical Lead Dr. Jamie Gellock.

78 THE NUMBER OF STUDENTS TRAINED EACH YEAR*



*Data reflects an annual average. Accessibility may vary each year.

WORKING TOGETHER TO BUILD HEALTHY COMMUNITIES



Westside is committed to community engagement to understand the barriers to care that patients face every day.

Each year Westside participates in more than 400 outreach activities with community partners, ranging from health fairs and festivals to coalition building and neighborhood canvassing. These activities and partnerships directly connect our patients and community with resources to live healthy lives.

Growing Healthy Families

Westside's signature community-based health event is Growing Healthy Families. Since its start in 2014, Growing Healthy Families has attracted more than 2,500 neighbors. It is now held at two health centers — Northeast Wilmington and Dover — and is used to connect attendees with community resources that address the social determinants of health.

During the event, Westside provides free medical and dental screenings to attendees. These screenings help individuals and families become better-informed consumers of their healthcare by learning vital health numbers such as blood pressure, weight, and diabetes risk.

The cornerstone of Growing Healthy Families is a free farmer's market where attendees have access to locally grown produce. Families can enjoy the produce after completing a health screening. This incentive reinforces the food-health connection as eating the right foods can help prevent disease and promote wellness.

Collaboration for a healthy community

There are more than 55 community organizations that participated in Growing Healthy Families in 2019, including Parents as Teachers.

Westside's connection with Parents as Teachers formed many years ago when the group's Lead Parent Educator, Kimberly Nelson, moved to Delaware. At the time, Nelson was a single parent with two daughters. She chose Westside as her family's primary care provider, and her entire family remains patients to this day.

Westside and Parents as Teachers often work together to educate families about literacy, nutrition, and the importance of parent-child engagement. At Growing Healthy Families, Parents as Teachers coordinates on-site activities for children. Several times a year, Parents as Teachers joins Westside, the Wilmington Police Department, and PREP to distribute literacy resources to children during neighborhood walks. "Collaboration with other organizations is so important for healthy communities," Nelson explains.

With valuable insights as both a patient and a community partner, Nelson has deepened her commitment to fostering a healthier community. In 2018, she joined Westside's Board of Directors, which has a 16-member governance structure in which more than 51% of members are patients of Westside.

Investing in the health of our community

The success of Growing Healthy Families has earned financial support from corporate sponsors, including hospital systems and health insurance payers, increasing the event's impact. These organizations recognize the lasting value Growing Healthy Families provides to the community, and they have helped the event grow into what it is today. ✓

Scenes from Growing Healthy Families Event: A child after completing an oral health screening (top); Parents as Teachers Lead Parent Educator Kimberly Nelson visits the produce stand; attendees visit the community partner tent.



Healthcare Coordinator Juanita prepares to help patients navigate the healthcare delivery system.

DELIVERING VALUE, BETTER OUTCOMES

Westside is reducing healthcare costs and increasing health outcomes through value-based care programs and health information sharing.

Introducing value-based care

Value-based care is a relatively new approach within health centers that improves the quality of healthcare, delivers better patient outcomes, and reduces healthcare spending.

Value-based care is proactive and aims to avoid health problems before they start by encouraging patients to make changes such as quitting smoking, improving diet, and getting more exercise. By seeking to prevent illness, value-based care reduces the need for costly tests, medical procedures, and prescription drug usage.

Instead of going to different doctors for care, Westside patients receive most of their health services under one roof from a multidisciplinary care team.

The benefits of accountable care organizations (ACOs)

An Accountable Care Organization (ACO) is a group of healthcare providers who collectively provide coordinated, high-value care to a defined patient population. In Delaware, ACOs have saved millions in healthcare costs and reduced the number of patients seen in emergency rooms.

ACOs support the Quadruple Aim of healthcare:

- ◆ Improving the health of patients
- ◆ Lowering healthcare costs
- ◆ Enhancing the patient experience of care
- ◆ Improving the work-life of healthcare providers

Westside is a member of eBrightHealth ACO, comprised of more than 1,200 primary and specialty care clinicians. A strong foundation in primary care is critical for an ACO to achieve the Quadruple Aim.

Skilled primary care providers can positively impact the total spending on healthcare services by using a team approach to provide the right care in the right setting. This approach allows providers to address the healthcare needs of an individual in a way that is patient-centered and efficient.

Sharing health information reduces costs

Through its partnership with the Delaware Health Information Network (DHIN), Delaware's health information exchange, Westside minimizes costs related to managing and accessing the health data of more than 30,000 patients. As a data sender to DHIN's Community Health Record, Westside makes patient health data available to healthcare partners to support the best care possible while reducing the overall cost of care.

Westside leverages DHIN to identify patients who frequently utilize emergency department services. The aim is to reduce overall health costs by intervening earlier in the care of these patients. And because utilization and cost are essential metrics in value-based programs, Westside is positioned to receive optimized reimbursement for improving the quality of care for its patients. ✓

2018 CONTRIBUTORS AND FUNDERS

CORPORATE SPONSORS

AmeriHealth Caritas Delaware	Delaware Health Information Network	Highmark Blue Cross Blue Shield Delaware	PEP Cleaning Service
Architectural Alliance	Delmarva Power	H.K. Griffith, Inc.	Pivot Physical Therapy
Artesian Water Company	Diamond State Recycling	LabCorp	PMG
Arthur Hall Insurance	Discover Bank	The Law Offices of Doroshow, Pasquale, Krawitz & Bhaya	Saint Francis Healthcare
Bank of America	Doctors for Emergency Service	M&T Bank	State Farm Insurance
Bayhealth*	Equiscript	Nations Lending	Strano & Feeley Family Funeral Home
ChristianaCare*	eXcel Fiduciary Retirement Solutions	Navient Foundation	Walgreens
City of Wilmington, Office of the Mayor	Helen F. Graham Cancer Center & Research Institute	The Nemours Foundation	We Work For Health – Delaware
Delaware Dental Hygienists' Association		Network for Good	When You're Hurt
		Patterson Dental	Call Kurt
			WhyFly
			WSFS

2018 FUNDERS

AstraZeneca	Delaware Community Foundation	Health Resources and Services Administration
Bank of America Charitable Foundation	Delaware General Assembly	Highmark Delaware BluePrints for the Community
CenDel Foundation	Delaware Health and Social Services	The Laffey-McHugh Foundation
Centers for Medicare & Medicaid Services	Delta Dental Community Care Foundation	Longwood Foundation
The Crystal Trust		Welfare Foundation

IN-KIND SPONSORS

AEG Presents	Currie Hair, Skin & Nails, Justison Landing, DE	The Grand	Nations Lending
Ashby Hospitality Group	Delaware Dance Company	Harris Jewelers	Newark Natural Foods
Baird Mandalas	The Delaware Growler	Henry's Bicycle Shop	The Old Gray Mare Gift Shoppe
Brockstedt LLC	Delaware HIV Consortium	Herr's	Olga Ganoudis Designs
BBC Tavern and Grill	Delaware Museum of Natural History	Highland Orchards	Penn Cinema
Bella Jade Jewelry	Delaware River and Bay Authority	Janvier Jewelers	The Queen Wilmington
The Blue Max Inn	Delmarva Broadcasting Company	Kelly's Logan House	Seasons Pizza
Brandywine Zoo	Del Pez Mexican Gastropub	Kenny Family Foundation	Striper Bites
Brenda Cabrera Marketing	The Enchanted Owl	Longwood Gardens	Walgreens
Cherry Grove Farm	Franks Wine	Metro One Loss Prevention Services Group	W.B. Mason
Chesapeake Inn		Michael Christopher Salon and Day Spa	Wegmans Concordville
Chick's		My Jewelry Place	Paula Witherow
Crown Castle Fiber			Woodside Farm Creamery
Crystal Springs			

*Largest corporate sponsorship of Westside's 30th Anniversary Campaign.

INDIVIDUAL DONORS

Jessica Abbey	Tabatha Castro	Drew Fennell	Mark Guida	Melissa Kimm
Melinda Acevedo	Teresa Cheek	DJ Ferguson	Neisha Guina	Anthony Kinney
Michelle Adams	Jenny Chen	Reds Ferris	Kyle Guinivan	Gretchen Knight
Valeri Alcantara	Deb Chickadel	Lacey Flint	Karan Guyon	Carol Knotts
Louise Allen	Kristen Clark	Dave Ford	Debbie Hamilton	Phillip Kolb
Lynn Allen	Anne Claywell	Emily Franklin	Patricia Hampton	Robert Krapf
Robin Allen	Patti Cleary	Chris Fraser	James Hanby	Elaine Kucharski
Lonye Anderson	Diane S. Clemens	Jill Fredel	Susanne M. Handling	Steven Kushner
Ann Angelucci	Christian Coletti	Edward Freeland	Marc Harnly	Margaret Laker
Elizabeth Anstrand	Jon Cordo	Allen Friedland	Annie Harris	Rita Landgraf
Katherine Antonelli	Jose Cruz Gonzalez	Michell Fullmer	Keishe Harris	Robert Laskowski
Nicole Apgar	Michelle Culver	Carla Fusco	Terri Hasson	Gregory Lavelle
Robert Ashby	Patricia M. Curtin	Tina Gaffney	Susan Heebner	Laura Lawler
Rosemary Aument	Marissa Cwalina	Julina Garcia	Frank Heinrich	Amanda Lewis
Nick Baccino	Kathleen Dahl	Sherry Garris	Laura Hernandez	David Lewis
Joann Bachmura	Karen Deale	Frank Gavin	Migdalia Hernandez	Pamela Lewis
Kevin Baird	Cynthia DeLeon	Jeanne Gavin	Hubert Hess	Anna Li
Fiona Baker	Lydia DeLeon	Peggy Geisler	J. Daniel Hess	Rachel Linstead
Sandra L. Balik	Cynthia DePue	Jamie Gellock	Maria Hess	Goldsmith
Sheila Barr	Marie Desmond	Jessi Genco	Sidney and Grayce Hess	Bruce Linton
Bob and Susan Bartley	Nick DeStefano	Jeffrey and Natalie Gentry	Diana Hess-Fisher	Lolita Lopez
Donald Bauman	Karen DeStefano-Last	Michael Gentry	Peggy Hill	Chelsey Lorimer
Maria E. Bazan	Katherine DeStefano-Torres	Russell Gentry	Janet Hollett	David Lovelace
Dana Beckton	Pete DeYoe	Stephen Gentry	Elaina Holmes	Peg Lubatti
Eva Beltran	Frances DiCostanza	Wendy Gentry	Donna Hopkins	Andrew Lubin
Jeremy Berberian	Carol DiLuzio	Timothy Gibbs	James Horsey	Delaney Luman
Kathy Boone	Stephanie Dimartine	Diane Gilardi	John Hundley	Stephen Lyke
Sandie Bowman	Diane L. DiNorscia	Pat Giordano	Kathy Hundley	Jim Lyons
Mark Brainard	Joe DiNorscia	Joseph Giordano Jr.	Ebony Hunter	Bryan Mack
Carol Brants	S. Barry Diznoff	Christina Gleason	Pam Huxtable	Laura Mackler
Sharon Brasure	Trish Donahue	Caroline Godden	Celeste Hynes	Pamela Manzi
Anne Breiks	Mary Jane Donnelly	Cindy Golebiewski	Antoinette Isaacs	Kristin Marchiani
Rosemary Brooks	Jody Dougherty	Donna Goodman	Charita Jackson-Durosini	Leann Marcinek
Kathy Brown	Karen Dougherty	Lisa Goss	Eric Jacobson	Stephen and Ann Marcinek
Carrie Bullen	Frank Dowling	Susan Gould	Ed and Kathy Janvier	Saul Martinez
Al and Betty Caffo	Stephen Doyle	Robert Gove	Don Jesse Jr.	Dana Matelany
Wendy Cairns	Brent Drever	Emily Granitto	Hope Johnson	Lisa Maxwell
Kia Cale	Nancy Duncan	Stacey Graves	Jeanene Johnston	Constance McCabe
Judith Campbell	Kelly Dungee	Eric Green	Raymond Jones	Kathy McCord
Wilfredo and Diana Campos	Ellen Eisenman	Norman D. Griffiths	Allison Karpyn	Mike McCord
Carroll Carpenter	Justin Eldridge	Patti Grimes	Nora Kennedy	Thomas McDonough
Richard Carroll	Kathleen Eldridge	Ralph and Sherry Grizzel	Sean Kenworthy	Karen McFadden
Vicki Cassman	Paul Eldridge	Kate Groner	Tae Kim	Kathleen McLaughlin
Michael and Jane Castle	Carol Faedtke	Bruce Grossinger		
		Howard Guiberson		

Continued ►

► Continued

Dianne McMinds
Fred McMinds
Jerry McNesby
Julie Mendola
Nina Mickelsen
Loy Miller
Michael Miller
Paula Miller
Julane W.
Miller-Armbrister
Sarah Milner
Ellen Moelis
Connie Montana
Aaron Moore
Carol Moore
Susan Morrison
Barbara Muckle
Sherrill Mullenix
Michele Murphy
Jamie Murray
Maureen Muturi
Jason Nace
Sanjay Nadesan
Kimberly Nelson
Janice E. Nevin
KaWansi Newton-
Freeman
Michael Noonan
Bob and
Debbie Norris
Maggie Norris Bent
Donna Novak

Diane Nugent
Francine Olewinski
Yarimar Olivo-
Camacho
Rebecca Olsen
Marlies Palka
Nathan Palkovitz
Linda Palmer
Asha and Anand
Panwalker**
Susan Papa-List
Robin Parker
Charles Partridge
Maria Paxson
Maria L. Perez
Pedro Perez
Diane Pesce
Patrick Phelan
Alireza Pirestani
Stephen Pleskach
Theodore and
Kathy Plush
Elisabeth Pontius
Richard Poole
John Powell
Diana Powers
Joseph Radzavicz Jr.
Sophia Ranalli
Ed Ratledge
Michael Reames
Michael Reckner
Ray Reinhardt
Barbara Rew

Grace Reyes
Marcia Reynolds
Ruthann Richardson
Anne Richtarik
Adolfo Rivera
Melissa Rivera-Pena
Bettina Riveros
Marie Roberts
Dennis Rochford
Timothy Rodden
Paul Romagnoli
Noreen Ruczhak
Sheila Sanford
Kevin Sanok
Karen Santamaria
Linda Sauerbrunn
Kevin Schneider
Donnita Scott
Rita Selvaggi
Linda Selwood
James Semple
Tony Seth
H. Rodney Sharp
Donna Shelton
Basha Silverman
John Singer
Margaret Siple
Maria Smigel
Kelly Smith
Lisa Sommer
Noraida Soto
Jennifer Sparks
Corey Staats

Tom and
Mary Stephens
Charles Sterner Jr.
David Stratton
Jessica Streck
Cynthia Strengari
Sarah Stroh
Anne Suskind
Joseph E. Sweeney
Thomas Sweeney
and Anna Maria
Leitgeb
Jane Sylvester
Ernest Talbert
Valerie Tandy
Fran Tebbutt
Karla Testa
Adele R. Thaxton
Janicia Thomas
Janice Tildon-
Burton
Melisse Tonge
Anna Torres
Gloria Dawn Tosini
Mark Trochimowicz
Gail Trofa
Meredith Tweedie
Kathy Tyrrell
Frank Ursomarso Jr.
Joe Valdrini
Kathleen Venuti
William J. Wade
Lynne Wallace

Ray Walls
Joanne Walter
Brandon Wample
Greg Wanner
Karissa Ward
Reese Warren
Andre Watson
Jay and
Cathy Weible
Dawn Welte
Megan Werner
Holly Westergard
Michele Whetzel
Jackie Whiting
Joelle Wickens
Janel Williams
Steve Williams
Luther Wills-Dudich
Adrian Wilson
Andrew Wilson
Desiree Wilson
Kim Wingo
Ed Wissing
Paula Witherow
Ashley Wright
Athena Wright
Ed Zahnow
Eve Zartman-Ball
Eli Zeserson
George and
Lani Zlupko

**In honor of Asha Panwalker.

HEALTH CENTER SITES

Bear/New Castle

404 Fox Hunt Drive
Bear, DE 19701

Dover

1020 Forrest Avenue
Dover, DE 19904

Newark

27 Marrows Road
Newark, DE 19713

Northeast Wilmington

908-B East 16th Street
Wilmington, DE 19802

Wilmington

1802 West 4th Street
Wilmington, DE 19805

Administrative Office

300 Water Street, Suite 200
Wilmington, DE 19801

Ancillary Administrative Office

13 Reads Way, Suite 102
New Castle, DE 19720

Patient Appointment Scheduling

(302) 224-6800

westsidehealth.org

