As I sit to write this year’s letter, I think: last December, I couldn’t have imagined everything that has happened in the past twelve months. We have never lived through anything like the current pandemic. It’s been a year of constant problem-solving and transition. I’ve met and strategized with everyone from my colleagues serving the homeless here on Cape Cod to our county officials; from our partners at Cape Cod Healthcare to our colleagues in our state-wide association of community health centers. What has been reinforced time and again is this: our community needs Duffy Health Center, and the Duffy Team will do everything in its power to serve our community.

In March, the individuals in our care witnessed every part of their support system shut down or limit access. Those who are unschooled lost the ability to maintain basic hygiene and nutrition - almost overnight. With an emphasis on social isolation, those struggling with mental health and substance use disorders lost the sense of connection that supports their recovery.

In the face of uncertainty and calamity, the Duffy Health Center Team has supported our most vulnerable neighbors - and our community has risen alongside us to tackle each challenge head-on. Our providers met with patients through scheduled telemedicine appointments, but also made unscheduled calls to check in on those who were struggling. Our case managers went out into the community to find individuals in need of support - they fed them, provided a warm shower and clean clothing, and connected them to the care they needed. Every member of our team has been instrumental in imagining and implementing programs that have brought our mission to life in a whole new way.

As always, none of this would be possible without your support. We will continue to serve our community, because we know it needs us - and it needs YOU - in order to continue restoring health and rebuilding lives, come what may.

With gratitude,
Heidi R. Nelson, FACHE
CEO, Duffy Health Center

Recently, in an effort not to use one of 2020’s most used words - unprecedented - a quick online search brought me to the words “extraordinary” and “exceptional.”

These words brought Duffy Health Center’s COVID response to mind. Of course, a global health pandemic is unprecedented. However, the indefatigable efforts that we’ve witnessed from the staff and leadership of Duffy Health Center to maintain the health and safety of our patients are nothing short of extraordinary. The Duffy Team has provided hundreds of showers and meals to people in our community, and has had thousands of touch points with our patients – telephonic and in-person – despite the pandemic.

The Duffy Team has reached into every corner of our community to figure out where COVID restrictions created both gaps in services and individuals in need. At our Annual Meeting in November, we recognized 35 partners - businesses, local and state officials and agencies, partner organizations, and funders - all of whom have joined forces with Duffy to support the needs of our most vulnerable neighbors. The ways in which our community has engaged in our mission has been exceptional.

A thank you letter recently made its way to Duffy. In it, a young woman wrote, “The assistance I have received is unbelievable. The shower, food, and hygiene products have made a major difference in my life. I feel very alone at times... so having people like you is like having a whole new support system.”

We have a responsibility to be one another’s support systems - that is what makes us a community, and not just in these “unprecedented” times. We are grateful to you for being part of the Duffy Health Center support system, for believing in the power of this work and the ‘extraordinarily exceptional’ Duffy Team.

Thank you for your continued support. Stay healthy and safe in 2021.

Forever grateful,

Kathleen Bresette
President, Board of Directors
Since 2015, Duffy Health Center has been recognized as a Patient-Centered Medical Home (PCMH) by the National Committee for Quality Assurance. "The Patient-Centered Medical Home is a model of care that puts patients at the forefront of care, building better relationships between patients and their clinical care teams. Research shows that PCMHs improve quality and the patient experience, and increase staff satisfaction—while reducing health care costs. Practices that earn recognition have made a commitment to continuous quality improvement and a patient-centered approach to care." (NCQA.org) In 2020, Duffy Health Center earned the PCMH Prime distinction, reserved for Massachusetts practices that demonstrate the ability to address behavioral health in primary care.

At Duffy Health Center, we believe that the health of our patients is positively impacted by the quality and safety of the care we deliver. Our team is committed to continuously assessing and improving quality and safety in everything we undertake.

Our goals include:

- Improving patient experience
- Improving health outcomes for individuals in our care
- Enhancing staff, patients’ and clients’ health and safety
- Reducing health disparities for the populations we serve
- Making progress based on best practices.

Our Quality Improvement Focus Areas include both preventive measures and chronic care measures. They are identified based on several factors, including national and state-level priorities; highest impact on our patients; and the Duffy Team’s ability to make progress based on best practices.

Duffy’s Quality Improvement Focus Areas include:

- Colorectal Cancer Screening
- Cervical Cancer Screening
- Controlling High Blood Pressure
- Tobacco Cessation
- Depression Screening & Follow-up

Our Team is Committed to Quality and a Patient-Centered Approach to Health Care.

In 2018, Anna Marini, MHA, MPP joined the Duffy Team as our first-ever Associate Director of Quality Improvement. Shortly thereafter, Emily Hildebrant took on the role of Coordinator of Chronic Care. As a team, Anna and Emily work closely with all Duffy Health Center departments involved in clinical care - medical, behavioral health, case management, information technology and billing - to ensure that identified quality measures are prioritized and tracked.

The current structure for quality improvement at Duffy Health Center represents a commitment to embedding and ensuring quality across the entire organization. Workflows built to ensure screening for identified quality measures involve every member of a patient’s care team, from the administrative staff at the reception desk, to medical assistants and medical providers, behavioral health providers, case managers, and our spiritual care provider.

In addition to the staff focus on quality improvement, the Duffy Performance Improvement Committee functions at a Board level with a focus on progress towards quality improvement goals.

Board Members on the Performance Improvement Committee include:

- Susan Harrington, Nurse Practitioner
- Hub Mathewson, Medical Doctor
- Vanessa Proc, Member of Duffy Health Center Community Advisory Board
- Neil Ringer, Doctor of Dental Science
- Martha Taylor, Program Manager, Cape & Islands Continuum of Care, Barnstable County Department of Human Services
- Corrie Vilsaint, Ph.D., post-doctoral research fellow, Harvard Medical School; principle investigator, Recovery Research Institute, Center for Addiction Medicine at Massachusetts General Hospital

Anna Marini, MHA, MPP, Associate Director of Quality Improvement
In 2020, the impact of the COVID-19 pandemic highlighted and exacerbated barriers to care faced by Duffy Health Center patients. Like others, our patients experienced reduced access to laboratories needed for diagnostic testing to monitor the progress of chronic conditions. Lack of access to technology made at-home monitoring difficult; a reliance on telephonic health interventions when video calls are unavailable - which is often, given limitations on phone capabilities and data plans - made visual interaction and monitoring difficult for Duffy providers. Despite this, the Duffy Team has continued to prioritize improving our quality measures as best we can.

Looking ahead in 2021, in addition to our Quality Improvement Focus Areas previously mentioned, we will:

- Support the Duffy Team in managing COVID-19 and vaccinating those in our care.
- Colorectal Cancer Screening: Duffy is part of a learning collaborative on colorectal cancer in partnership with the Massachusetts League of Community Health Centers and the Massachusetts Department of Health, funded by the Centers for Disease Control. Colorectal cancer is a national priority because it is a life-saving measure - in 90% of cases, a life can be saved through early detection.
- Uncontrolled Diabetics: The population served by Duffy Health Center - those experiencing or at risk of homelessness - have a disproportionate rate of uncontrolled diabetes. Duffy Health Center patients engage in Annual Wellness Visits. Given the circumstances of those experiencing homelessness and the working poor, medical care is often sought only for acute care or for chronic illness. However, the Annual Wellness Visit provides a critical forum for providers to address the quality screening measures and, importantly, discuss preventive measures and jointly set patient-specific goals for the upcoming year. This is a critical component of providing quality care.

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Jennifer Allard
AmazonSmile Foundation
Sue Andersen
Mr. James H. Anderson and Ms. Jeanne L. Camin
Anne D. Pickart
Marcia Araujo
Michael Bachstein
Bannister Giving Fund
Mr. and Mrs. Frank H. Barnhart
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Natascha Batchelor
Dr. and Mrs. Daniel Canaday* Cape and Islands United Way*
Reverend Connie Bickford
Christine Blakeley
Mr. and Mrs. John Boland
Mr. and Mrs. Greg Bostivales*
Mr. and Mrs. Mark Boudreau
Terry Breidenbach
Kathleen Bresette
Maureen Sheeler Brand
Mr. and Mrs. John Bridge*
Stephanie Brodix
Taylor Briscoe
Mr. and Mrs. Arthur D. Brook
Cydney Brown
James Buffington* Dr. Donna M. Buonopane and Dr. Bart L. Main
Britt Burbank
Dr. and Mrs. Loren C. Burger
David Burke
Musa Caldwell
Tina Calisto-Betti
Karen Cameron
Mary Campbell
Dr. and Mrs. Daniel Canaday* Cape and Islands United Way* Cape Cod Classics Car Club
The Cape Cod Foundation*
Mr. and Mrs. Daniel A. Cronin, Jr.
Dr. and Mrs. William N. Fenney
First Congregational Church
Foley & Foley, PC
Gary Forester
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We thank you for your support of our mission!
### Revenues

**Fiscal Year 2019**
- Net Patient Service Revenue: $3,509,956
- Grant Revenue: 3,511,056
- Program Revenue: 186,500
- Donations & Special Events: 428,027
- Other Income*: 709,141

**Fiscal Year 2020**
- Net Patient Service Revenue: $3,760,001
- Grant Revenue: 3,706,741
- Program Revenue: 231,815
- Donations & Special Events: 212,688
- Other Income*: 1,922,580

*The increase in Other Income in FY 2020 reflects the inclusion of Paycheck Protection Program funds and other state and federal government financial support in response to the pandemic.

### Expenses

**Fiscal Year 2019**
- Salaries and Wages: $4,928,336
- Taxes and Fringe: 1,113,567
- Contracted Services: 426,382
- Occupancy: 510,406
- Client Expenses: 260,525
- Supplies & Minor Equipment: 189,002
- Office Expense: 54,447
- Bad Debt: 128,896
- Depreciation Expense: 181,151
- Other Expenses: 369,901

**Fiscal Year 2020**
- Salaries and Wages: $5,621,313
- Taxes and Fringe: 1,205,961
- Contracted Services: 497,470
- Occupancy: 506,334
- Client Expenses: 202,673
- Supplies & Minor Equipment: 235,605
- Office Expense: 46,765
- Bad Debt: 110,889
- Depreciation Expense: 160,772
- Other Expenses: 365,902

*Note: SALARYS AND WAGES, TAXES AND FRINGE, CONTRACTED SERVICES, OCCUPANCY, CLIENT EXPENSES, SUPPLIES & MINOR EQUIPMENT, OFFICE EXPENSE, BAD DEBT, DEPRECIATION EXPENSE, OTHER EXPENSES SUM TO THE FY 2020 AND FY 2019 TOTALS.*
The mission of Duffy Health Center is to provide comprehensive, integrated health care and support services to persons who are experiencing homelessness or are at risk of homelessness on Cape Cod, and to improve the quality of life for vulnerable populations through community collaborations, leadership, and advocacy.