Dear Friends,

As we embark on our 25th year, we know that now more than ever, the innovation, strength, and passion our team brings to the critical work of caring for our most marginalized neighbors is vital to the health of our greater community.

COVID-19 exacerbated the daily challenges faced by our patients and clients, including access to mental health services, management of chronic conditions, and treatment for substance use disorders. Our care teams shifted to a focus on COVID-19 prevention and mitigation, and outreach to ensure the safety of those most at risk. Our administrative teams took on the challenges of navigating new funding streams and problem-solving on the fly, every day. Our quality improvement and care coordination teams focused on the effectiveness of our delivery of care to ensure the best outcomes for our patients.

This past spring, our board, leadership and staff embarked on the process of creating a Strategic Plan for 2022 through 2024, facing the challenge of “planning” in the midst of ongoing uncertainty.

Not-for-profit organizations like ours are often “building the plane in mid-flight:” focusing on internal improvements while also addressing external needs. So it’s not surprising that our goals for the coming year include:

- Improving internal workflows and processes, specifically the optimization of telehealth and effective use of our space at 94 Main Street.
- Expanding staffing and service delivery within our Behavioral Health department to meet the increased demand for mental health services.
- Positioning ourselves to expand our models to provide additional care coordination, case management, and substance use disorder support services as our team’s expertise continues to be sought by community partners.

It stands true today as it has for the last 25 years: our work would not be possible without the remarkable contributions of our staff. Their relationships with our patients and clients and commitment to their work are second-to-none. Their service to our mission is demonstrated each and every day. We are hopeful and prepared for our 25th year and beyond.

We remain grateful to you who understand the importance of our mission and continue your generous support of our work.

Thank you!

Heidi Nelson
CEO, Duffy Health Center

Kathleen Bresette
President, Board of Directors
Duffy Health Center
2,863 patients served
by Duffy Health Center in fiscal year 2021

Our patients and clients have a higher utilization rate for our services, as illustrated below.

- **Medical Care**
  - Primary Care Visits via Telehealth: 6,234
  - In-Person Primary Care Visits: 4,146
  - Total Patient Visits: 17,040

- **Behavioral Health**
  - Therapy & Psychiatry: 10,973 via telehealth
  - 842 in person

- **Case Management**
  - Connection to Resources: 2,603 visits (in-person & telephonic)
“I’m really proud of what I’ve done, and I’m really proud of the help that I got at Duffy. I’m proud and I’m happy... and grateful for what they’ve all done for me. I can’t say ‘thank you’ enough.”

- Vanessa, Duffy Health Center Patient

Vanessa has been a patient at Duffy Health Center for over 7 years. During that time, she’s made tremendous personal progress, but also faced significant setbacks. With the support of her Duffy care team, she’s overcome obstacles to maintain her recovery and continue on her journey of personal growth. Vanessa is also part of Duffy’s Consumer Advisory Board. We are grateful to Vanessa for sharing her story in this candid testimonial.
Quality Initiative: Colorectal Cancer Screening

This year, Duffy Health Center was selected as one of three community health centers state-wide to participate in a learning collaborative focused on the prevention of colorectal cancer. The collaborative is organized in partnership with the Massachusetts League of Community Health Centers and the Massachusetts Department of Public Health, funded by the Centers for Disease Control and Prevention.

Screening for 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. In general, Duffy patients are navigating complex health issues, placing their focus on day-to-day ailments rather than preventive care. Through education and referrals from Duffy providers, early detection can have a major impact on the lives of the 37% of Duffy patients who are over the age of 50 and thus at higher risk for colorectal cancer.

The team leading this initiative is multidisciplinary, composed of staff from the medical department, population health and quality improvement teams, information technology, referrals, and case management. Aside from the completion of specific tasks related to the screening process, the team’s goal is to facilitate the process for Duffy patients, providing education, support around access, and other interventions, as needed.

While the COVID-19 pandemic caused a decline in screenings in 2020 and early 2021, over the last several months, the team saw increased rates month over month. As of June 2021, the rates for each measure by which Duffy Health Center is being evaluated were as follows (as compared to the learning collaborative’s goals):

- At-home fecal immunochemical test completion rate: 33% (goal: 30%)
- Colonoscopy completion rate: 24% (goal: 20%)
- Follow-up colonoscopy rate: 31% (goal: 15%)
- Overall colorectal cancer screening rate: 32% (goal: 50%)

In the Summer of 2021, Duffy Health Center hosted a medical student who created a workplan focused on easing patients’ access at each step of the referral process. With the implementation of these process improvements, the team looks forward to creating a sustainable workflow that will be accessible from a patient-centered perspective and move the dial even further on our screening rates.
In general, the population served by Duffy Health Center - those who are experiencing or are at risk of homelessness - have a disproportionate rate of uncontrolled diabetes compared to the general public. This is due to an abundance of medical complexities and co-existing chronic conditions.

Supporting patients in managing diabetes is one of the top priorities for the Duffy team. Prior to COVID-19, our population health and chronic disease management staff worked closely with the medical team to offer in-person educational sessions and facilitate group support in order to encourage better outcomes for this subset of patients. The COVID-19 pandemic altered the level of support we were able to provide to diabetic patients as we were unable to gather them in a group setting.

Despite the setbacks of the pandemic, the work on this initiative did not stop. The team used the time to work on their “wish list” items, including drafting a new set of educational documents and slowly re-building the program with the support of one of our Registered Nurses. They are now using these tools to rebuild the program, starting with diabetes education visits with a subset of patients one Nurse Practitioner and conducting a PDSA (“Plan-Do-Study-Act”) before branching out to additional Duffy providers.

Eventually, all Duffy primary care providers will have the tools to provide diabetes management education and care to make an even greater impact on diabetes care for our patients.
Community Partnership: Treating Substance Use Disorders

During the COVID-19 pandemic, communities around the country saw an increase in substance use, and ours was no different. Feelings of uncertainty, isolation, and hopelessness were universal, and especially impacted individuals with substance use disorders; those active in their use, as well as those in sustained recovery.

In response to the increased need for substance use disorder services in our community, Duffy Health Center has been working collaboratively with the Community Health Center of Cape Cod (CHCCC) and the AIDS Support Group of Cape Cod (ASGCC) as part of the HEALing Communities Study. The study is part of the HEAL Initiative funded by the National Institutes of Health (NIH) and the Substance Abuse and Mental Health Services Administration (SAMHSA), aimed at testing the integration of prevention, overdose treatment, and medication-based treatment in targeted communities.

In FY21, this collaboration brought the CHART (Community Harm Reduction and Treatment) Team (pictured below). The team, which includes a Harm Reduction Specialist and Recovery Support Navigators, is based out of a mobile clinic that travels throughout the targeted service areas of Bourne and Sandwich multiple days per week. They provide harm reduction services including connection to telehealth appointments for medications for opioid use disorder, same-day access to prescriptions, access to overdose prevention education, and naloxone distribution.

The goal of the program is to meet people in the communities where they live and work in order to remove barriers to engagement, including time and transportation, but also the sense of intimidation that many feel walking into an establishment that offers treatment. The CHART Team provides brief, immediate interventions as a first step in engaging - and building trust - with individuals struggling with substance use.
Strategic Planning: Goals for 2022 through 2024

The Duffy Health Center team excels at creating trusting relationships with the most marginalized persons in our community; these relationships, in turn, facilitate the provision of care for the whole person.

<table>
<thead>
<tr>
<th>Getting the “Duffy House” In Order</th>
<th>Expanding Our Programs &amp; Our Reach</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Resource alignment to sustain operations</td>
<td>• New programs to respond to Duffy patients’ needs</td>
</tr>
<tr>
<td>• New tools for effective patient engagement</td>
<td>• New programs to expand our impact</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Developing Our Workforce</th>
<th>Responding to Community Needs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workforce development in quality improvement, safety, and diversity, equity &amp; inclusion.</td>
<td>Identifying and responding to gaps in community services.</td>
</tr>
</tbody>
</table>
$9,754 raised this year by the 28 members of Duffy’s monthly giving circle, the Community of Hope, an increase of 50% since last year. Help us grow even more.

Click to make an impact with a monthly gift.

Community leaders Lisa Oliver, President, CEO & Chairman at The Cooperative Bank of Cape Cod and Dan Wolf, Founder & CEO of CapeAir, share why they support the mission of Duffy Health Center. Click the image to play!
Revenue

**Fiscal Year 2021**

- Net Patient Service Revenue: 3,547,515
- Grant Revenue: 5,176,922
- Program Revenue: 232,582
- Donations & Special Events: 292,964
- Other Income: 1,266,566

**Total**: 10,516,549

**FY 2021 Revenue Actual**

- Net Patient Service Revenue: 292,964
- Grant Revenue: 232,582
- Program Revenue: 1,266,566
- Donations & Special Events: 3,547,515

**Fiscal Year 2020**

- Net Patient Service Revenue: 3,760,001
- Grant Revenue: 3,919,898
- Program Revenue: 231,815
- Donations & Special Events: 214,079
- Other Income: 1,684,100

**Total**: 9,809,893

**FY 2020 Revenue Actual**

- Net Patient Service Revenue: 214,079
- Grant Revenue: 231,815
- Program Revenue: 1,684,100
- Donations & Special Events: 3,760,001
Expenses

Fiscal Year 2021

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Wages</td>
<td>5,530,542</td>
</tr>
<tr>
<td>Taxes and Fringe</td>
<td>1,290,980</td>
</tr>
<tr>
<td>Contracted Services</td>
<td>405,567</td>
</tr>
<tr>
<td>Occupancy</td>
<td>510,378</td>
</tr>
<tr>
<td>Client Expenses</td>
<td>271,663</td>
</tr>
<tr>
<td>Supplies &amp; Minor Equipment</td>
<td>122,299</td>
</tr>
<tr>
<td>Office Expense</td>
<td>70,798</td>
</tr>
<tr>
<td>Bad Debt</td>
<td>96,081</td>
</tr>
<tr>
<td>Depreciation Expense</td>
<td>207,237</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>737,996</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>9,243,541</strong></td>
</tr>
</tbody>
</table>

FY 2021 Expense Actual

Fiscal Year 2020

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Wages</td>
<td>5,492,466</td>
</tr>
<tr>
<td>Taxes and Fringe</td>
<td>1,190,933</td>
</tr>
<tr>
<td>Contracted Services</td>
<td>496,620</td>
</tr>
<tr>
<td>Occupancy</td>
<td>510,712</td>
</tr>
<tr>
<td>Client Expenses</td>
<td>259,674</td>
</tr>
<tr>
<td>Supplies &amp; Minor Equipment</td>
<td>181,699</td>
</tr>
<tr>
<td>Office Expense</td>
<td>54,447</td>
</tr>
<tr>
<td>Bad Debt</td>
<td>128,896</td>
</tr>
<tr>
<td>Depreciation Expense</td>
<td>181,151</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>370,552</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>8,867,150</strong></td>
</tr>
</tbody>
</table>

FY 2020 Expense Actual
Thank you for your support of our mission.

Mr. and Mrs. Trevor Aldhurst
AmazonSmile Foundation
Ms. Barbara Amidon
Mr. James H. Anderson and Ms. Jeanne L. Camin
Ms. Sue Andersen
Ms. Kirsten Anderson
Mr. Ross Anderson
Mr. Charles Andrade
Ms. Lois Andre and Mr. Earl Springer
Ms. Abigail Archer
Mr. Michael Bachstein
Ms. Jean Bannister
Anonymous
Dr. and Mrs. Albert Barrows, III
Ms. Natascha Batchelor
Ms. Julia Bateman
Bay Cove Human Services
Ms. Mackenzie Beaudoin
Ms. Laura Beecy
Dr. Joan Bentinck-Smith
Ms. Emily Benton
Ms. Mary Bianchini and Ms. Kathleen Rioux
Reverend Connie Bickford
Big Book Study Group
Mr. and Mrs. Jeffrey Bilezikian
BizChecks Payroll
The Blackbaud Giving Fund
Ms. Holly Boca
Dr. and Mrs. J. Bonnet-Eymard
Mr. and Mrs. Greg Botsivales
Brabson Library and Educational Foundation
Ms. Carrol Bradley
Ms. Kathleen Bresette
Ms. Maureen Sheeler Briand
Mr. and Mrs. John Bridge
Mr. and Mrs. Arthur D. Brook
Mrs. Theresa Brosnan
Ms. Pamela Brown
Ms. Tara Brown
Ms. Alia Bucciarelli
Mr. James Buffington
Dr. Donna M. Buonopane and Dr. Bart L. Main
Dr. and Mrs. Loren C. Burger
Ms. Ann Burke
Mr. Tom Burrows and Ms. Kate Nelson
Ms. Tina Calisto-Betti
Dr. and Mrs. Daniel Canaday
Cape Air/Nantucket Airlines
Cape Cod Classics Car Club
Cape Cod Council of Churches
Cape Cod Five Foundation
The Cape Cod Foundation
Cape Cod Paper Company
Cape Organization for Rights of the Disabled
Ms. Lynn Carlson
Mr. Michael Carney
Mrs. Kathleen Carpenter
Mrs. Sylvia Carter
Mr. Robert F. Casey and Ms. M. Virginia Waterman-Casey
Castle Point Management, Inc.
Ms. Patricia Cawley
CCMC Board
Ms. Catherine Childs
Mr. and Mrs. Paul J. Chizek
Mr. and Mrs. Frederic Churchill
Mr. Robert Churchill, Jr.
Ms. Katie Clancy
Ms. Margaret A. Condon
Ms. Lisa Connors
The Cooperative Bank of Cape Cod
Mr. and Mrs. Paul Cormier
Cotuit Federated Church
Reverend Patricia Coughlin
Mr. and Mrs. Robert Cox
Ms. Jane Cronin
Ms. Arlene Crosby
Mr. Peter Crosby
Mr. James J. Cullen
Mr. Paul Curry and Ms. Christine Cea-Curry
Ms. Ellen Kenney Curtice
Mr. and Mrs. Keith Danskin
Mr. John DeFeo
Ms. Helen DeGroot
Dennis Union Church
Mr. Gerard Desautels
Dr. and Mrs. Louis Di Lillo
Mr. Peter Dikeman
Ms. Nancy Dimauro
Ms. Sharon Dirac  
Direct Relief  
Mr. and Mrs. Neil Dolan  
Mr. and Mrs. Joe Domingos  
Mr. and Mrs. Jim Donnelly  
Ms. Jane Driscoll  
Mr. and Mrs. Leonard Duchesney  
Ms. Barbara Duffy  
Ms. C. Pamela Duffy  
Mr. and Mrs. Robert Duffy, Jr.  
Ms. Dionne Dupuis  
Mr. and Mrs. Jeffrey S. Dykens  
East Main Street Development, LLC  
Ms. Catherine Eger  
Dr. William H. Ellis and Dr. Stefanie M. Adams  
Mr. and Mrs. Richard Fairbanks  
Ms. Mary Jane Farley  
The Federated Church of Hyannis  
Dr. and Mrs. William N. Fenney  
Mr. and Mrs. Dan Field  
Foley & Foley, PC  
Mr. Gary Forester  
Mr. and Mrs. Jerome Forman, Esq.  
Dr. and Mrs. Frank Fortunato  
Mr. and Mrs. William Foster  
Ms. Diane Freitas  
Gannett Foundation  
Ms. Alicia Gapstur  
Dr. James Garb  
Mrs. Margaret Gaylord  
Ms. Elizabeth Gibbs  
Ms. Martha Gilmore  
Ms. Claire Goyer  
Ms. Sara Grambach  
Ms. Sheryl Greene-Starr  
Ms. Suzan Greenup  
Ms. Stacey Guenther  
Mr. Henrik Gulmann  
Ms. Cassidy Gutner  
Ms. Lisa Guyon  
Mr. Jeffrey Haddad  
Mr. David Hale  
Mr. David Halvorsen  
Mr. and Mrs. Charles Harden  
Ms. Chris Hardy  
Ms. Susan Harrington  
Mrs. Kathryn Hawkes  
Mr. and Mrs. Paul Hebert  
Mr. Cody Henderson  
Ms. Sue Henken  
Ms. Paula Hersey  
The High Pointe Foundation  
Mr. and Mrs. Hugh C. Hilliard  
Mr. James Hinkle and Mr. Roy Hammer  
Ms. Jeanne Hitchman  
The Hofmann Family  
Ms. Amy Holmes  
Ms. Regina Hopkins  
Ms. Maureen Hughes  
Ms. Kate Huyett  
Ms. Caroline Imparato  
innerglow yoga  
Mrs. Myranne Janoff  
Jean Nichols Charitable Trust  
Ms. Elizabeth Jenkins  
Ms. Christine Johnson-Staub  
Mr. and Mrs. Jack Kadzik  
Ms. Maxine Kane  
Ms. Georgianna Karras Leonard  
Ms. Cathy Kautz  
Dr. Anne Marie Kelly  
Mr. David Kendziorski  
Ms. Vicki Kennelly  
Mrs. Christine Kessel  
Ms. Lisa King  
Mr. and Mrs. Mark Kinnane  
Ms. Maureen Klimek  
Dr. James V. Kowalski and Ms. Janet M. Charpentier  
Mr. and Mrs. Ralph Krau  
Ms. Michelle Kukauskas  
Mrs. Colleen LaBelle  
Mr. and Mrs. Charles W. Lacross  
Ms. Valerie Laliberte  
Mr. William Lamont  
Mr. and Mrs. James A. Lane  
Mr. and Mrs. Blaise LaPorta  
Mr. and Mrs. Gregory Lapsley  
Mrs. Sarah Lapsley-Martin  
Lawrence-Lynch Corp.  
Mr. Thomas R. Lebach  
Ms. Irene Lehan  
Mr. Russel Lemcke  
Ms. Leigh Lemcke  
Mr. and Mrs. Scott MacDonald  
Mrs. Anna Marini  
Mrs. Cindy Martin  
Ms. Grace Martz  
Massachusetts Bankers Association Charitable Foundation, Inc.  
Dr. Herbert Mathewson
Ms. Leslie Janeth Terry
The Mary and Redwood Wright Fund of The Cape Cod Foundation
Joseph W. and Faith K. Tiberio Charitable Foundation
Ms. Carla Torres
Mrs. Janet Totten
Ms. Gail Turner
Turtle Rock, LLC
United Kidz Soccer Development
Urology Associates of Cape Cod
Mrs. Frederica Valois
Ms. Evelyn Van Norman
Dr. Corrie Vilsaint
Mr. David Vinal
Ms. Erica Waasdorp
Ms. Sylvia Walker
Ms. Meredith Wannie
Reverend Pamela and Adam Wannie
Ms. Bernadette Waystack
Ms. Cynthia Wells
Mr. Patrick Wendell
Wendy’s
West Parish of Barnstable, UCC
Ms. Lynn Williams
Ms. Christina Wiseman
Women's Union of the First Congregational Church
Ms. Kate Woods
Mr. and Mrs. Ted Wurzburg
Yawkey Foundation
The William and Linda Zammer Charitable Foundation

If you'd like to make a gift to Duffy Health Center, click here.

* The flags on the front lawn in the cover photo acknowledge Substance Use Disorder Recovery Month, September 2021.