
ANNUAL REPORT



Codman Square
Health Center

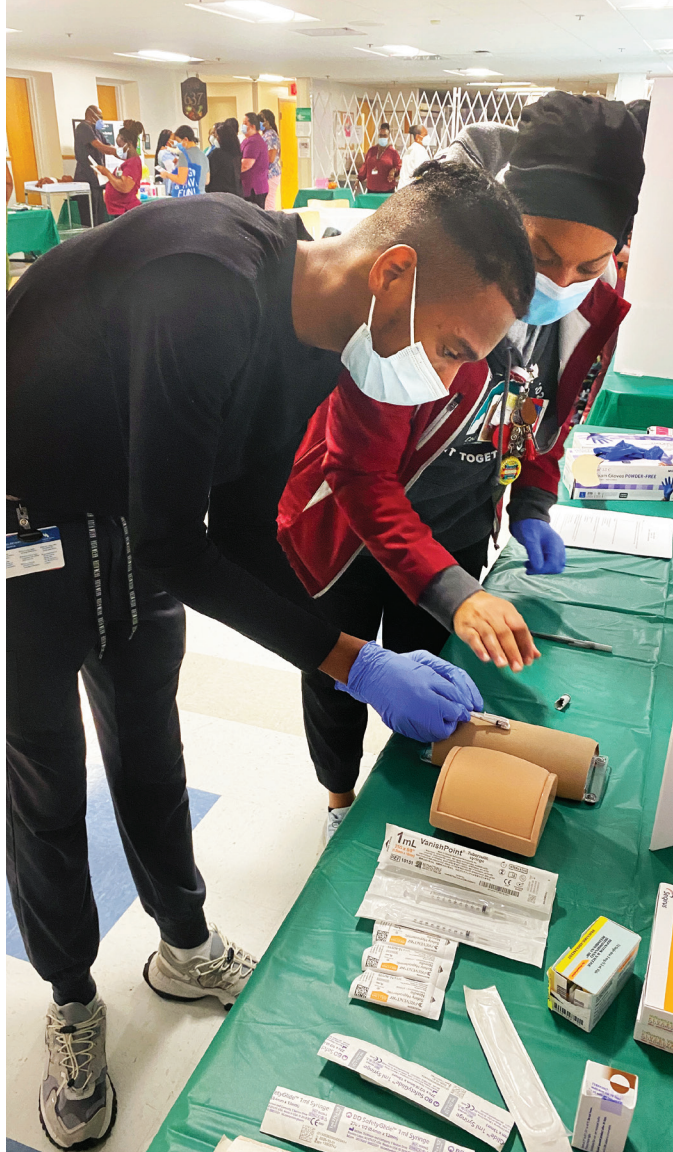


2022

PROUDLY SERVING OUR COMMUNITY SINCE 1979



Codman
clinical staff
practice giving
vaccinations at
our first annual
Skills Fair.



CONTENTS

LETTER FROM THE CEO	4
THE CODMAN WAY	6
THE YEAR IN REVIEW	8
FINANCIAL REPORT	16
OUR PATIENTS	18
OUR SERVICE AREA	20
VISIT TRENDS	22
OUR SERVICES	24
CODMAN LEADERSHIP	26

COMMUNITY CONNECTIONS REKINDLED

I'm very pleased to share that 2022 brought us more up close and personal with our community than the pandemic has allowed since 2019.

IN JANUARY OF 2022, THE COMMONWEALTH SAW THE HIGHEST AVERAGE NUMBER OF COVID-19 CASES SINCE THE PANDEMIC BEGAN. HOWEVER, THE AVAILABILITY OF AT-HOME TESTS COMBINED WITH WIDESPREAD VACCINATION EFFORTS ENABLED THE HEALTH CENTER TO FOCUS ON ACTIVITIES OTHER THAN THE CORONAVIRUS.

We love to connect with our community beyond the walls of our Health Center. COVID-19 had made that difficult, but in 2022, we were back and outside!

We were overjoyed to celebrate our annual Men of Boston Cook for Women's Health event in person for the first time since 2019 – and to recognize 25 years of this signature event. Restaurants, local celebrities, and community members came out in force to celebrate with us and show their support, and we couldn't be happier.

We participated in the Mother's Day Walk for Peace in May with a team of 20 staff, friends, and supporters to walk through our community in



support of families impacted by violence. We also marched in the Dorchester Day Parade and Making Strides Against Breast Cancer.

Connecting with our fellow community health centers was also a priority in 2022. We partnered with seven other regional sites that provide HIV prevention, testing, and treatment to promote the availability of the HIV prevention medication PrEP with our Boston is PrEPared campaign.

We connected with our government representatives in September when we hosted US Secretary of Health and Human Services Xavier Becerra and US Representative Ayanna Pressley for an important roundtable discussion about Black maternal health.

We are happy to be gathering in-person again, and we hope you will join us in 2023 when we host Men of Boston Cook for Women's Health on Thursday, October 12.

Thanks to all of you for staying with Codman during these past few years, and thank you to our staff and Board of Directors, who make it all possible. 🌱

With gratitude,



Sandra Cotterell, CEO

Right, former Massachusetts Governor Charlie Baker, presents Codman CEO Sandra Cotterell with an official citation honoring the 25th Men of Boston Cook for Women's Health.

PHOTO: BILL WINDY/
KLBPRO PHOTOGRAPHY



MISSION

To serve as a resource for improving the physical, mental, and social well-being of the community.

VISION

Codman Square Health Center is our community's first choice for comprehensive, holistic, and integrated services, and empowers individuals to lead healthy lives and build thriving communities.





**Team Codman
gathers at the
Hatch Shell for
the 30th Annual
Making Strides
Against Breast
Cancer Walk.**

VALUES

PATIENT:

Our patient is the center of the care team.

COMMUNITY:

The well-being of the individual is deeply connected to the health of the community.

STAFF:

We are a diverse, empowered, and prepared workforce.

ADVOCACY:

We advocate for responsive policies and resources to address health disparities and promote health equity.

INNOVATION:

We promote a culture of innovation that has measurable and sustainable impact.

PARTNERSHIP:

We build and sustain diverse partnerships.

TOGETHER AGAIN: ENGAGING IN PERSON

This year made all of us at Codman appreciate the time we can spend together face to face. After so much time giving people distance, we are happy to safely be together again. Thank you to our patients, staff, and community for being a part of Team Codman throughout these difficult last few years.





From left, resident physicians Sam Gonzalez and Banerjee Maalika, and Registered Dietitian/Nutritionist Sheri Kimball pass out smoothies at the Social Saturday event at Codman Square Park.

COVID MANAGED DIFFERENTLY

Just like 2021, we rang in 2022 with some big news about COVID-19. The Omicron variant was several times more contagious than previous variants and was the most common strain in Massachusetts by the close of 2021.

We had more cases of COVID-19 in Massachusetts in January 2022 than we had at any time during the pandemic. However, we could fight this variant with not only vaccines, but rapid at-home tests. The first few months of the year, we worked with government officials to get these tests into the hands of our community members. The supply caught up with the demand, and we closed our off-site COVID-19 testing facility in April as demand for PCR tests receded.

The widespread availability of rapid at-home tests meant that people didn't have to go to a testing facility and

potentially risk spreading the illness. People could take their tests at home where they could also quarantine and manage their symptoms effectively.

Of course, we haven't seen the last of COVID-19, which is a formidable foe, but we have learned ways to manage it well enough to get back to the life we had before March of 2020.

OFFICIALS CHOOSE CODMAN FOR ANNOUNCEMENTS/MEETINGS

Codman was honored to be chosen by federal and state leaders as the site of important health care discussions and announcements. Our Codman pride runs deep, and we love when others notice!

Governor Charlie Baker came to Codman in March to announce a sweeping new plan to improve primary care and behavioral health care in Massachusetts. His plan was proposed in 2019, but the pandemic shifted priorities.





From left, Codman CEO Sandra Cotterell, US Rep. Ayanna Pressley, and US Secretary of Health and Human Services Xavier Becerra take part in a roundtable discussion about Black maternal health.

The governor used the Codman event to highlight the health inequities made more visible during the pandemic. He also targeted those inequities by establishing special funding for primary care and mental health providers who serve MassHealth members.

“Governor Baker has been a friend to Codman and a friend to the Dorchester community,” Sandra Cotterell, the Health Center CEO, says. “We are pleased to host him for such a momentous event.”

Later in the year, US Health and Human Services Secretary Xavier Becerra hosted an event here at the Health Center with US Representative Ayanna Pressley and other officials about the Black maternal health crisis. Codman and BMC providers highlighted the importance of women’s health and disparities of maternal health outcomes. We hope these events will lead to important change.

ENGAGING THE COMMUNITY WITH NETWORK NIGHTS

In 2021, when we were learning how to reach our community without in-person activities, we worked with Union Capital Boston to deliver information and interact with the community via online network nights. These forums were an amazing opportunity to meet our patients and community at home where they were safe and comfortable.

It turned out that the virtual network nights necessitated by the pandemic were a great way to engage with our community moving forward. Without the demands of travel and childcare, we can reach our community wherever they may be when they log onto their phones or computers. We covered important issues around COVID-19, as well as a series on environmental justice and climate change in our community.

Our audiences are engaged, curious, and grateful that we were

“**Our audiences are engaged, curious, and grateful that we were talking ... about issues that are front and center in our community.**”

talking with them about issues that are front and center in our community. We will continue to engage with the community this way and will work with leaders on finding meaningful topics.

MEN OF BOSTON EVENT CELEBRATES 25 YEARS

Each year, on an evening in early October, Codman hosts its annual women's health fundraiser under the gala tent in front of the Health Center. In 2022, we celebrated 25 years of this signature event, and in addition to being a special anniversary, it was our first in-person event in three years!

At our last in-person event in 2019,





Left, party-goers — including Codman Board of Directors member Stephen Weymouth, CSHC founder Bill Walczak, and Codman board president Bobby MacEachern — pose for a photo at the 25th annual Men of Boston Cook for Women’s Health event.

PHOTO: BILL WINDY/KLBPRO PHOTOGRAPHY

we had no idea that the same tent would be used as part of our public health response to a global pandemic. (Codman hosted COVID-19 testing in the front parking lot during the first year of the pandemic.) Everyone was excited to see each other in person again and to see the tent used for a party!

Men of Boston Cook for Women’s Health is the longest running onsite fundraiser in the city of Boston, and the only time we couldn’t host our supporters here in Dorchester was during the COVID-19 pandemic. Our 2020 and 2021 events were virtual, and while they were successful, we missed seeing everyone in person. 🌿

JANUARY

- COVID-19 **OMICRON** VARIANT SURGES. LOCAL, STATE, AND FEDERAL AUTHORITIES LAUNCH MASSIVE **AT-HOME COVID-19 TEST** DISTRIBUTION



FEBRUARY

- CODMAN TEAMS WITH MULTIPLE REGIONAL CLINICS TO LAUNCH COMPREHENSIVE PrEP FOR HIV CAMPAIGN, **“BOSTON IS PrEPARED”**



MARCH

- IMPLEMENT NEW **DIGITAL SIGNAGE** AT 13 LOCATIONS THROUGHOUT THE CODMAN CAMPUS



APRIL

- LAUNCHED TELEHEALTH **VIDEO VISIT** INITIATIVE FOR IMPROVED PATIENT CONVENIENCE



MAY

- CODMAN EMPLOYEES PARTICIPATE IN ANNUAL **MOTHER'S DAY WALK FOR PEACE**



JUNE

- CODMAN MARCHES IN THE **DORCHESTER DAY PARADE** FOR THE FIRST TIME SINCE 2019



JULY

- WE RESPONDED TO THE **MPOX** (THEN CALLED MONKEYPOX) OUTBREAK WITH EDUCATIONAL MATERIAL AND VACCINE CLINICS



AUGUST

- CODMAN CELEBRATED **NATIONAL HEALTH CENTER WEEK** WITH SEVERAL EVENTS, INCLUDING THE ANNUAL "SOCIAL SATURDAY"



SEPTEMBER

- CODMAN HOSTED A BLACK MATERNAL HEALTH ROUNDTABLE WITH **SEC. OF HEALTH AND HUMAN SERVICES XAVIER BEGERRA**, AND **US REP. AYANNA PRESSLEY**



OCTOBER

- WE CELEBRATED THE 25TH ANNIVERSARY OF OUR PREMIER FUNDRAISING EVENT, **MEN OF BOSTON COOK FOR WOMEN'S HEALTH** — HELD IN-PERSON FOR THE FIRST TIME SINCE 2019



NOVEMBER

- TEAMED WITH FAIRMOUNT INDIGO CDC COLLABORATIVE, UNION CAPITAL BOSTON, AND OTHERS TO LAUNCH SERIES OF **NETWORK NIGHTS** ON CLIMATE CHANGE AND ENVIRONMENTAL EQUITY IN DORCHESTER



DECEMBER

- **EXTERIOR RESTORATIONS ON THE GREAT HALL** WERE COMPLETED, WITH THE CUPOLA RECEIVING A FACELIFT



TOTAL OPERATING REVENUE:

**\$55,
967,
569**



\$38,654,245

NET PATIENT SERVICE



\$14,231,760

GRANTS + CONTRIBUTIONS



\$453,101

RENT + OTHER



\$71,500

IN-KIND CONTRIBUTIONS



\$2,556,955

OTHER REVENUE

TOTAL OPERATING EXPENSES:

**\$51,
114,
088**



\$32,409,277

CLINICAL CARE



\$6,169,846

OTHER CLINICAL EXPENSES



\$2,273,852

MENTAL HEALTH



\$2,667,940

DENTAL



\$1,211,353

EYE CARE



\$6,381,820

COMMUNITY SERVICES

OUR PATIENTS

TOTAL NUMBER OF PATIENTS IN 2022:

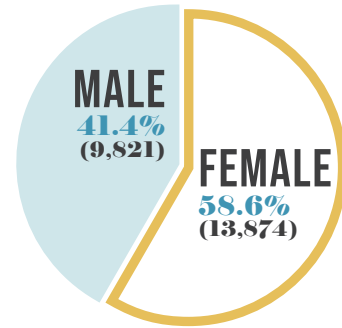
23,695

THOUGH OUR TOTAL NUMBER OF UNIQUE/UNDUPLICATED PATIENTS DROPPED 1,028 FROM 24,723 IN 2021, IT WAS STILL OUR **SECOND HIGHEST PATIENT TALLY** IN OUR 43-YEAR HISTORY.

NOTE: THIS NUMBER ONLY INCLUDES PATIENTS WHO HAD A UDS*-QUALIFYING VISIT (FOR EXAMPLE, INDIVIDUALS WHOSE ONLY VISIT WAS FOR A COVID-19 VACCINE OR COVID-19 TEST WERE NOT CONSIDERED AS PATIENTS FOR THE UDS REPORT.)

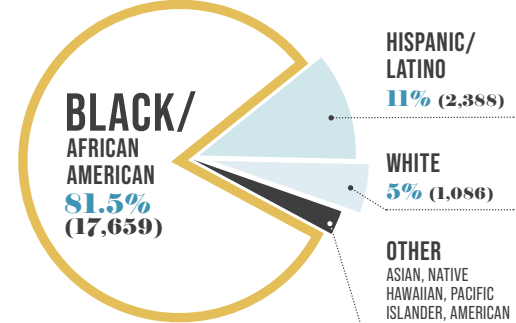
* UNIFORM DATA SYSTEM

SEX AT BIRTH



RACE + ETHNICITY

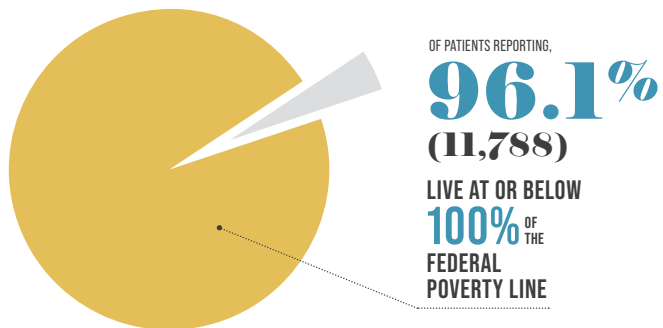
OF PATIENTS REPORTING, 95% (20,579) ARE FROM A RACIAL OR ETHNIC MINORITY



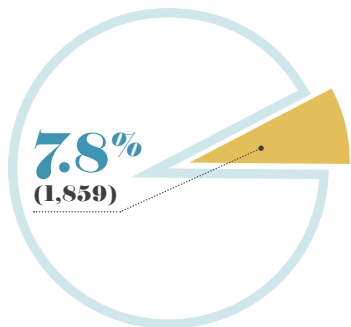
NOTE: THE NUMBERS DO NOT ACCOUNT FOR THE 2,030 PATIENTS WHOSE RACE/ETHNICITY IS UNKNOWN/REFUSED TO REPORT

INCOME/ INSURANCE STATUS

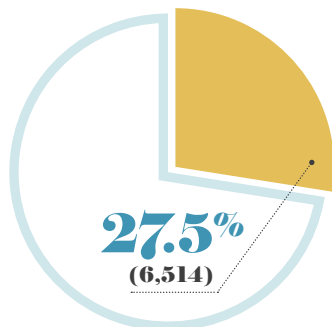
INCOME



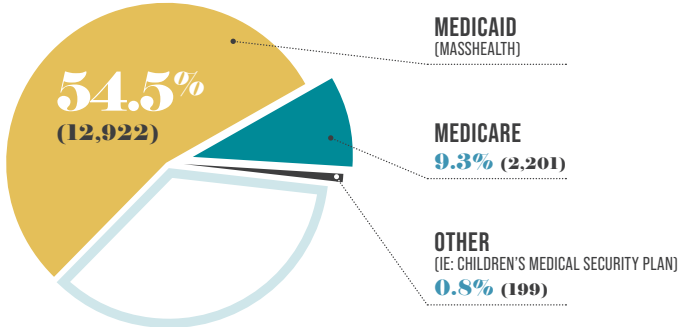
UNINSURED



PRIVATE INSURANCE



PUBLIC INSURANCE



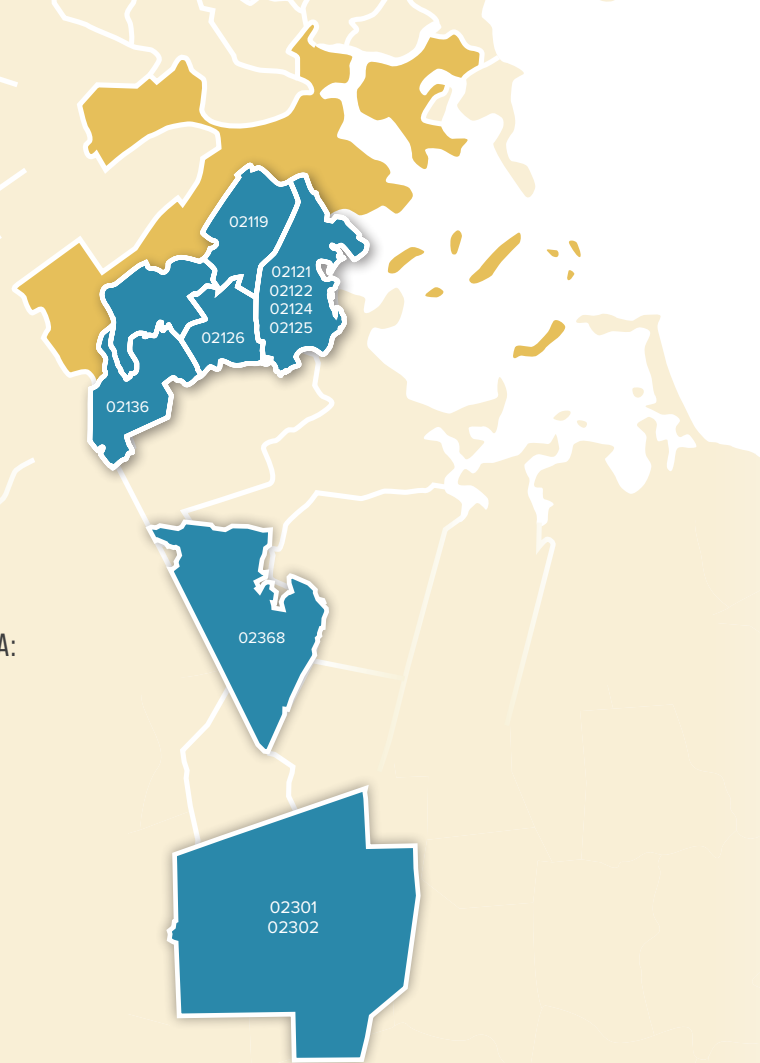
OUR SERVICE AREA

77.8%

OF OUR PATIENTS ARE FROM ONE OF THE FOLLOWING TEN ZIP CODES IN OUR HRSA-DEFINED SERVICE AREA:

DORCHESTER 02121
02122
02124
02125
MATTAPAN 02126

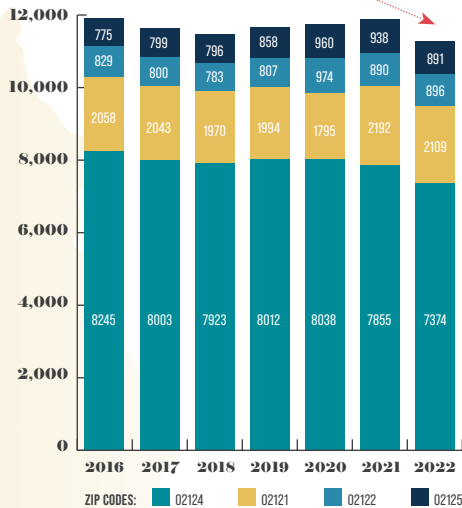
HYDE PARK 02136
RANDOLPH 02368
ROXBURY 02119
BROCKTON 02301
02302



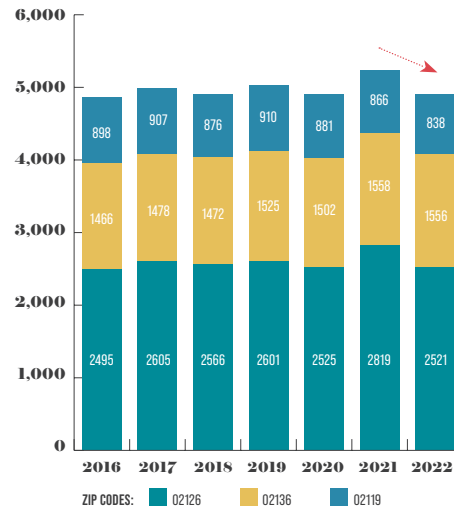
OVER THE YEARS, MORE PATIENTS HAVE MOVED OUT OF BOSTON PROPER AND INTO SUBURBAN AREAS SUCH AS RANDOLPH + BROCKTON.

AS A RESULT, TWO BROCKTON ZIP CODES WERE OFFICIALLY ADDED IN SEPTEMBER 2022.

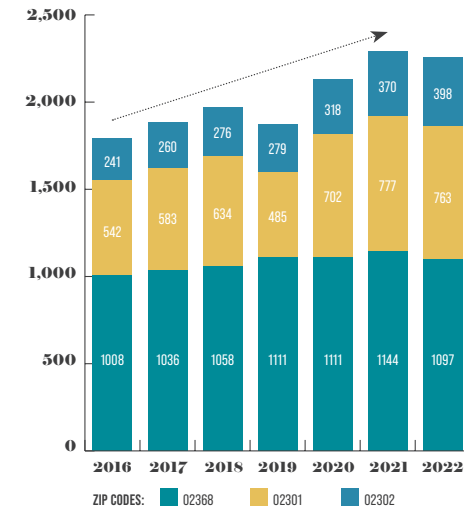
DORCHESTER



MATTAPAN, ROXBURY, HYDE PARK



RANDOLPH + BROCKTON



VISIT TRENDS

TOTAL NUMBER OF UDS-QUALIFYING VISITS IN 2022:

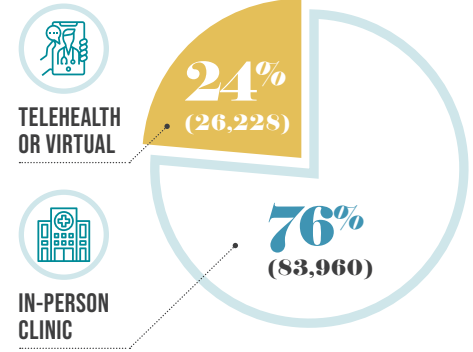
110,188

WHAT IS COUNTED AS A QUALIFYING VISIT?

COUNTABLE VISITS ARE ENCOUNTERS BETWEEN A PATIENT AND A LICENSED OR CREDENTIALLED PROVIDER WHO EXERCISES INDEPENDENT PROFESSIONAL JUDGMENT IN PROVIDING SERVICES THAT MEET ALL OF THESE CRITERIA:

- DOCUMENTED (IN THE MEDICAL RECORD)
- INDIVIDUAL (EXCEPT FOR BH VISITS, WHICH MAY BE IN A GROUP SETTING)
- IN-PERSON OR VIRTUAL

VISIT MODES



IN 2022, THE AVERAGE PATIENT VISITED 4.65 TIMES $[23,695 / 110,188 = 4.65]$



DURING OUR HOURS OF OPERATION, WE RECORDED A VISIT ABOUT EVERY 2 MINUTES (PRECISELY, EVERY 116 SECONDS)

TYPES OF VISITS

74.1%
(81,685)

OF VISITS IN 2022
WERE FOR MEDICAL CARE,
WHICH INCLUDES VISITS
PROVIDED BY:



- FAMILY MEDICINE PHYSICIANS
- INTERNAL MEDICINE PHYSICIANS
- OBSTETRICIANS/GYNECOLOGISTS
- PEDIATRICIANS
- OTHER SPECIALTY PHYSICIANS
- NURSE PRACTITIONERS, RNs & LPNs
- NURSE MIDWIVES

DENTAL



7.0%
(7,679)

VISITS PROVIDED BY DENTISTS
AND DENTAL HYGIENISTS

BEHAVIORAL HEALTH



10%
(11,073)

VISITS PROVIDED BY PSYCHIATRISTS, LICSWs,
LMHCs & OTHER MENTAL HEALTH PROVIDERS

SUBSTANCE USE



2.4%
(2,633)

VISITS PROVIDED BY PHYSICIANS, BEHAVIORAL
HEALTH PROVIDERS, AND OTHERS

OTHER SERVICES



1.8%
(2,020)

INCLUDES NUTRITION, DERMATOLOGY
AND PODIATRY

EYE/VISION



2.5%
(2,798)

SERVICES PROVIDED BY OPTOMETRISTS
AND OPHTHALMOLOGISTS

ENABLING SERVICES



2.1%
(2,300)

SERVICES PROVIDED BY CASE MANAGERS AND
PATIENT/COMMUNITY EDUCATION SPECIALISTS

SELECTED SERVICES

SCREENINGS + PREVENTION

DENTAL



2,487
COMPREHENSIVE ORAL EXAMS



1,631
RESTORATIVE SERVICES



1,356
REHABILITATIVE SERVICES



907
FLUORIDE TREATMENTS

COMMUNICABLE DISEASE



5,743
HIV TESTS PERFORMED



4,471
HEP C TESTS PERFORMED

CORONAVIRUS



4,895
COVID-19 TESTS PERFORMED

VACCINATIONS



7,760
COVID-19 VACCINES ADMINISTERED



4,726
FLU VACCINES ADMINISTERED

VISION



1,823
COMPREHENSIVE EYE EXAMS

WOMEN'S HEALTH



1,301
MAMMOGRAMS CONDUCTED



1,750
PAP TESTS CONDUCTED

SUBSTANCE USE



3,602
TOBACCO CESSATION SESSIONS

SELECTED DIAGNOSES

IN 2022, OUR PATIENTS LIVED WITH OR CONTRACTED:

COMMUNICABLE DISEASE



199

LIVE WITH HIV/AIDS

RESPIRATORY



1,365

DIAGNOSED WITH COVID-19



1,651

LIVE WITH ASTHMA

DIABETES



2,837

LIVE WITH TYPE 2 DIABETES

PRENATAL

1.4%

OF PATIENTS BECAME PREGNANT IN 2022 OR ATTENDED A PRENATAL VISIT.



323

PRENATAL PATIENTS



195

DELIVERIES PERFORMED

HEART HEALTH



4,818

LIVE WITH HYPERTENSION



3,652

ARE OVERWEIGHT OR LIVE WITH OBESITY

BEHAVIORAL HEALTH



2,175

LIVE WITH DIAGNOSED DEPRESSION



1,861

LIVE WITH DIAGNOSED ANXIETY

EXECUTIVE TEAM



**SANDRA
COTTERELL**

CHIEF
EXECUTIVE
OFFICER



**BYRON
BYFIELD**

CHIEF
INFORMATION
OFFICER



**RENEE
CRICHLow**

MD, FAAFP
CHIEF MEDICAL
OFFICER



**YI
JUNG**

CHIEF
FINANCIAL
OFFICER



**PIERRE
LUBIN**

CHIEF HUMAN
RESOURCES
OFFICER



**CRAIG E.
POGUE**

INTERIM CHIEF
OPERATIONS
OFFICER



**ANTHONY
STANKIEWICZ** ESQ.

CHIEF ADVANCEMENT
OFFICER/CHIEF
OF STAFF



**TARSHA
WEAVER**

CHIEF
PROJECT
OFFICER

BOARD OF DIRECTORS

Codman Square Health Center has a 16-member board of directors comprised of eight men and eight women. Many board members are patients at the Health Center and reflect our diverse population. Eleven members live or work in Codman's service area. In addition to community representation, the Board represents various professions including education, legal, business, finance, environment, human resources, religion, and health care.

ARDIS VAUGHAN
PRESIDENT

STEPHEN WEYMOUTH, ESQ.
PRESIDENT-ELECT

ROBERT J. MacEACHERN
VICE PRESIDENT

THABITI BROWN
CLERK

MARVA SEROTKIN
TREASURER

CHRISTINE SHORTSLEEVE
AMENT, MD

KATHERINE BOWES

JULIA CHARLEY

ISAAC COLBERT

REV. EGOBUDIKE "EGO" EZEDI, JR.

TASHA KITTY

CHARLES O'HARA

DESIREE OTENTI, MSN, MPH

EMMETT SCHMARSOW

REV. GARVIN WARDEN

SANDRA WARREN



Codman Square
Health Center

637
WASHINGTON STREET,
DORCHESTER, MA
02124

MAIN LINE: (617) 825-9660
APPOINTMENTS: (617) 822-8271
WWW.CODMAN.ORG
@CODMANHEALTH



Codman Square Health Center is a Federally Qualified Health Center (FQHC) and receives federal support through its designation as a Section 330 community Health Center. Codman Square Health Center provides care, regardless of patients' ability to pay. To find out if you are eligible for financial assistance, please visit our Financial Services Department located on the first floor.