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YEAR END REPORT



North Country Family Health Center, Inc.



N*Co
Family Health
providing
Health Care for **ALL**

COMMUNITY HEALTH CENTER
FQHC
QUALITY

*Every individual
achieves a healthy
& wholesome life.*

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www.NoCoFamilyHealth.org

A WORD FROM THE CEO

NORTH COUNTRY FAMILY HEALTH CENTER, INC.



JOEY MARIE HORTON,
CHIEF EXECUTIVE OFFICER

As we close out 2022, marking our first full calendar year under our new strategic plan, we have many accomplishments to be proud of. Our current strategic plan solidifies our organization's commitment to our three most valuable assets – our patients, our employees, and our community. Our focus on being a *Provider of Choice* led us to expand services to meet a growing patient demand. Specifically, we completed an expansion of our Main Campus dental clinic adding three new dental exam rooms and a new dental lab, which allowed us to bring on a new dentist and dental hygienist. Additionally, we launched nutrition services for our patients in both our community and school-based sites and we commenced a primary care expansion project, at our Main Campus, which will increase our primary care capacity and will provide onsite pharmacy services to our patients for the first time in our history. Given our dedication to providing patient-centered care, we asked employees to provide feedback on the ideal patient experience. Employees identified that all patients should feel welcomed, respected, safe, heard, supported, empowered, and satisfied at each visit. By focusing on how we want patients to feel when they come to the Health Center, we are further dedicating ourselves to being a provider of choice.

We continued our strategic focus on being an *Employer of Choice* furthering our work in the Happiness Advantage. This evidence-based, positive psychology program is used to increase staff engagement, build resilience, and spread optimism throughout the organization. We continue to operate under our Be Brilliant employee culture which is defined by treating each other with R•E•S•P•E•C•T. Specifically, **R**ecognizing the good in our day; **E**njoying our work and our work environment; being **S**teadfast in the pursuit of our mission to improve the health, wellness, and quality of life of those in our community; having **P**assion for the work we do; **E**mpowering our employees to lead us to success; **C**elebrating our successes – both personal and professional; and working as a **T**eam always. This focus on our employees has resulted in an amazing 35% decrease in our turnover rate as compared to last year. Our Health Center was even highlighted in a National Association of Community Health Center's case study, written by positive psychology researcher and New York Times bestselling author Shawn Achor, on how focusing on positivity and employee culture can improve employee well-being and provide a better workplace.

Lastly, as a *Community Partner of Choice*, we were thrilled to collaborate with several local businesses, not-for-profit organizations, facilities, and volunteers to successfully launch a community garden at our Main Campus this spring. The Community Garden is an excellent example of what can be accomplished when the community comes together in the pursuit of a common goal – ensuring everyone has access to affordable fruits and vegetables. The garden produced hundreds of pieces of fresh fruits and vegetables which were provided to our patients and WIC participants at no cost. Furthermore, we continued our work with our local YMCA's Health & Wellness Programs and with Cornell Co-Op Extension's Fruit and Vegetable Prescription Program to offer our patients programs beyond the traditional four walls of medicine with the ultimate goal of improving their overall health and wellness.

Thank you for your continued support of North Country Family Health Center and our vision of a community in which every individual achieves a healthy and wholesome life. May you have a happy and healthy New Year.

A handwritten signature in black ink, appearing to read 'Joey Marie Horton'. The signature is fluid and cursive, with a large loop at the top.

Joey Marie Horton, MBA
Chief Executive Officer



OUR SERVICES AND LOCATIONS



North Country Family Health Center (NCFHC) offers high quality, patient-centered healthcare to anyone who needs it - regardless of race, ethnicity, income, insurance status, religion, age, nationality, gender identity, or sexual orientation. NCFHC is a Patient-Centered Medical Home and a Federally Qualified Health Center. Both are designations that reflect quality of care, a commitment to breaking down barriers to care, and providing access to all. Our services include:

- Family medical care for children and adults including primary care, preventative services, and treatment of chronic diseases. Our care is comprehensive, including integrated behavioral healthcare, health education, nutrition services, and substance use screening and treatment - all provided within our two offices in Watertown.
- Preventative and restorative dental care for children and adults provided in Watertown, Lowville, and LeRay.
- School-based medical, dental, and behavioral health services for students in the South Jefferson and Watertown City School Districts. School-based preventative dental services are also provided to students in Alexandria Bay, Copenhagen, Lowville, Lyme, and South Lewis schools as well as at Jefferson-Lewis BOCES.
- Healthcare for All is a special initiative which provides support to individuals & families who are homeless or those in unstable housing - providing them with healthcare, case management services, and connecting them to community services.
- Healthy Outcomes Program serves high-risk pregnant women and parenting families by providing support, education, and assistance to secure basic needs, so they can focus on their overall health and the health of their baby.
- WIC issues electronic benefit cards for nutritious foods as well as provides nutrition counseling to women who are pregnant and breastfeeding, infants, and children under age 5. WIC services are offered in Jefferson and Lewis Counties.
- Community health services including COVID-19 testing and vaccination to anyone in the community, regardless of patient status.
- Insurance enrollment assistance provided by an application counselor who assists individuals to enroll in Medicaid and Medicaid Managed Care plans, Child Health Plus, and insurance plans offered by the New York State of Health Marketplace. Our application counselor is available to anyone in the community, regardless of patient status.

Transportation

In 2022, the Health Center utilized its new transportation vehicles (one of which is wheelchair accessible), made possible with grant funding, to breakdown transportation barriers for our patients. This year, we have transported hundreds of patients, including transportation within our School-Based Health Program, providing rides between schools to increase access to our school-based services. We have fielded thousands of calls to assist patients and families with setting up transportation offered through Medicaid as well.

Our NoCo vehicles transport more than patients. We also deliver household, personal care items, and food to our patients ensuring all of our patients' needs are met.



Main Campus: Administrative Offices & Watertown Family Health Center

238 Arsenal Street
Watertown, NY 13601
315.782.9450

Health & Wellness Center at JCC

1220 Coffeen Street, Bldg. 17
Watertown, NY 13601
315.786.1042

LeRay Family Dental

26908 Independence Way, Ste. 202
Evans Mills, NY 13637
315.782.2628

Lowville Family Dental

7785 N. State Street
Lowville, NY 13367
315.376.4500

School-Based Health Centers

South Jefferson Ctrl. School District
Watertown City School District

School-Based Dental Only:
Alexandria Central School District
Copenhagen Central School District
Jefferson-Lewis BOCES
Lowville Academy & Central Sch. Dist.
Lyme Central School District
South Lewis Central School District

WIC Offices

238 Arsenal Street
Watertown, NY 13601
315.782.9222

26908 Independence Way, Ste. 200
Evans Mills, NY 13637
315.782.9222

7785 N. State Street
Lowville, NY 13367
315.376.6427

MAIN CAMPUS RENOVATION

PHARMACY COMING TO MAIN CAMPUS

Health Center patients will have even more conveniences available at our Main Campus location at 238 Arsenal Street in Watertown starting in 2023. The Health Center is very excited to announce our collaboration with Parkview Health, based out of Buffalo, New York. Former Administrative space will be converted into a new pharmacy with construction beginning in December 2022. The pharmacy will be open to anyone in the community.

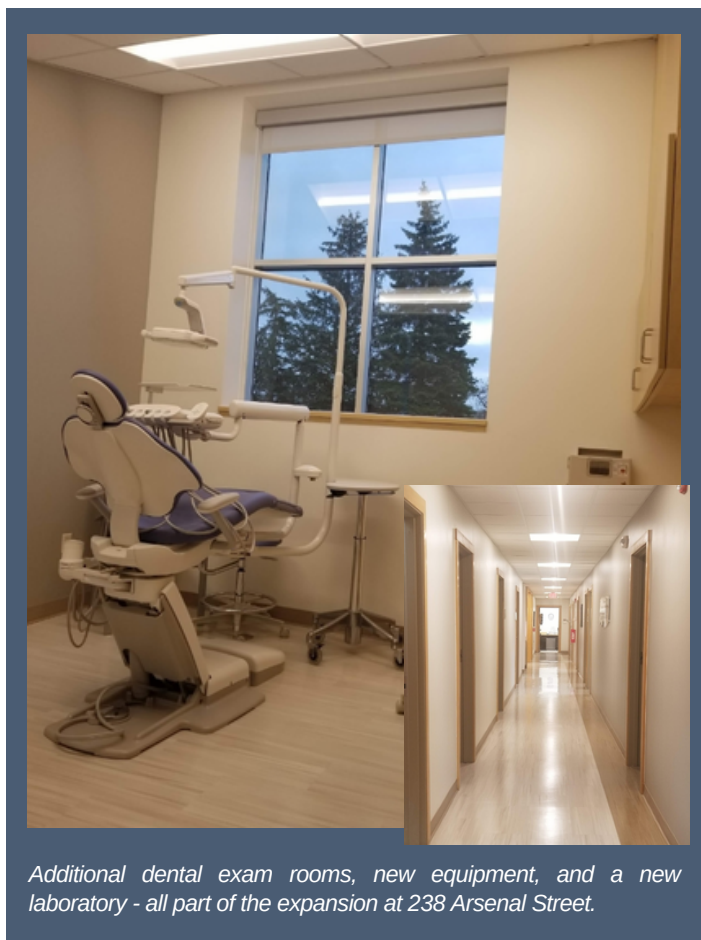
Patients will be able to walk from their appointments within the Main Campus to the pharmacy to have their prescriptions filled. Parkview will offer curbside pickup, delivery of prescriptions medications, and convenient medication packaging too. Medication packaging organizes medication by time of day and dose - an easy way to keep track of your medications.



Parkview will offer curbside pickup and delivery - convenient for the entire family!

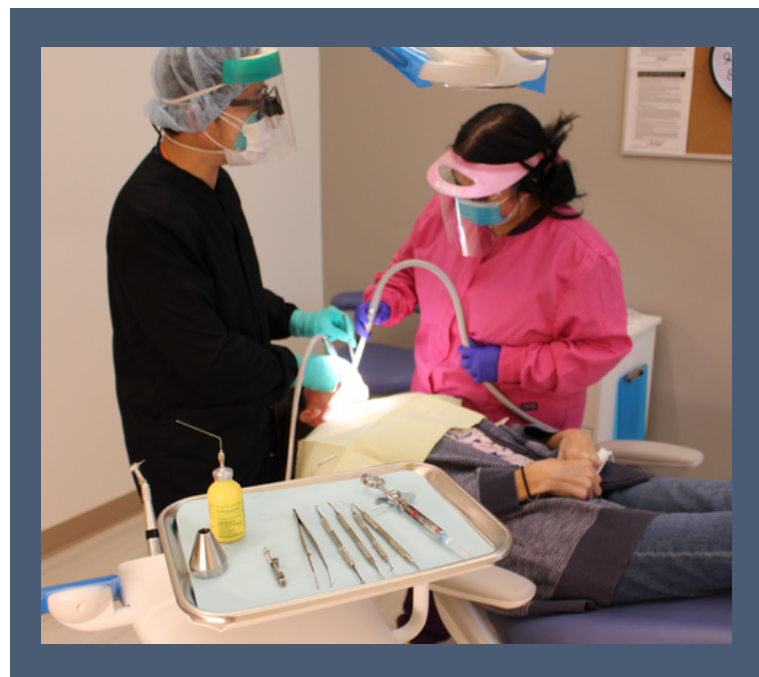
WATERTOWN DENTAL EXPANSION COMPLETE

2022 was a busy year at our Main Campus dental office. The expansion project that started in November 2021 was completed in July of this year. The renovation of approximately 1,200 square feet created one new dental laboratory, three new dental exam rooms, one new administrative office, and additional storage areas. This expansion allowed the Health Center to bring on a new dentist and new Registered Dental Hygienist and created more efficiency within the space which allowed the dental office to complete an additional 2,000 visits to date. The addition of a dental lab has allowed providers to expand services including dentures, partials, root canals, crowns, and bridge services.



Additional dental exam rooms, new equipment, and a new laboratory - all part of the expansion at 238 Arsenal Street.

"The dental needs of our community continue to grow at an alarming rate. The completion of our renovation has been essential in helping in our community's dental crisis," comments Nicole Quintin, RDH, Dental Program Administrator. "I am proud of our dental team and the daily difference they make in our patient's lives"



MAIN CAMPUS RENOVATION



Rendition of the exterior of the Health Center's 238 Arsenal Street, Watertown location. The Health Center's exterior will be updated starting in the Spring of 2023.

MAIN CAMPUS RENOVATION & EXTERIOR UPDATE UNDERWAY

The Department of Health approved the Health Center's construction and renovation project of its Main Campus facility at the end of April 2022. We signed our construction contract with Northern Tier Contracting in June and construction is underway with completion expected by fall of 2023.

The Main Campus construction and renovation project will add 1,700 square feet to the north end of the Main Campus building. The expansion will provide for 6 new exam rooms, a new patient bathroom, and new provider offices. The project will also include 900 square feet of renovations to the current clinical area including modifications of a clinical storage room, clean supply room, office space for clinical staff, and expansion of the lab.

The project also includes the creation of an outside testing area for convenient drive up COVID-19 testing as well as modifications to the building's exterior including new siding and windows.

In addition, renovation of 1,450 square feet of space in the basement will create 9 additional offices for the Health Center's growing Quality & Population Health Department.

"The Main Campus renovation project is an investment in our community's health. We are thrilled to be able to expand our physical footprint while also modifying the current layout of our building to create additional patient care areas and space for our growing workforce. These critical investments ensure we are continuing to meet the needs of our patients and the community for years to come," comments Joey Marie Horton, CEO.



OUR FAMILY OF PROVIDERS

A WARM WELCOME TO THE NEWEST PROVIDERS ON OUR TEAM !



Teresa Bednar, FNP
Main Campus



Selina Villanueva, FNP
Main Campus &
School-Based



Eric Allen, LMSW
JCC Health &
Wellness Center



Erin Dulmage, LCSW
Main Campus

Medical

Teresa and Selina treat the entire family - providing medical care such as routine and well child visits, preventative care, adult and pediatric screenings, nutrition & weight counseling, immunizations, health education, and sick-care. Selina provides services to students within our Wilson Elementary School-Based Health Center too.

Behavioral Health

Eric and Erin are wonderful additions to our behavioral health team, both focusing on the well-being of our patients in an integrated manner. Erin works with both children and adults at our Main Campus, while Eric specializes in young adults at his office at our Health & Wellness Center at Jefferson Community College (JCC).



Congratulations on 30 Years with the Health Center

Anna Belle Hyde, FNP-C, a family nurse practitioner at North Country Family Health Center's School-Based Health Centers at Harold T. Wiley Intermediate School and Case Middle School in Watertown, celebrated 30 years of service in October. Anna Belle is a dedicated and valuable member of the Health Center's team and has had the opportunity to provide medical care to generations of families in the North Country. In 2019, she was named New York State's "HPV Vaccine is Cancer Prevention Champion" by the Centers for Disease Control.

"It has been my honor and a privilege to serve the families of the North Country for these last thirty years. I continue to advocate for health and wellness everyday and to empower my patients to take an active role in their well-being,"

- Anna Belle Hyde



MEDICATED ASSISTED TREATMENT



MAT Treatment Services

The Health Center has been offering Medication Assisted Treatment Services, or MAT, since the fall of 2016 thanks in part to the dedication of Health Center champion, Dr. Scott Stern. MAT is not just a service that solely prescribes medication for patients with a substance use diagnosis, it integrates care - mental and physical health - to ensure we are holistically meeting patients' needs.

Traditionally, MAT treatment services are primarily used for the treatment of addiction to opioids - heroin and/or prescription pain relievers. At the Health Center, Suboxone is used to help patients normalize brain chemistry and block the cravings of their addiction(s). Suboxone is taken to help patients while working to safely manage their recovery.

"On average there are about 90 patients receiving our MAT services at any given time," states Dr. Stern. "Our treatment is unique in that we serve only our primary care patients and then we internally refer them to our MAT services, if needed. This is different than other recovery programs because we not only assist patients with their addiction but treat the entirety of their medical needs over and above those required of their addiction."

MAT treatment is not a time limited service - it is not an 8-week or 9-week treatment that begins on a certain day, then ends on a certain day. The treatment is integrated into an individual's way of life, assisting them with whatever it is that will make them healthy again. Patients receiving MAT services may be at the height of their addiction or may be in a stage of recovery either short or long term when they begin. Whatever point the patient is at he or she works with their provider to set goals to assist them in safely managing their recovery.

Addiction does not discriminate. MAT patients are from all socio-economic backgrounds and career fields, they are our neighbors, and our family members. "One of the main reasons I began MAT treatment at the Health Center is to help the patients who were not getting the right help because of the social stigma around addiction," comments Dr. Stern. "It is important that people understand that addiction is a disease - having an addiction is no different than having diabetes - addiction is a person living with a substance use disorder - people are no longer referred to as diabetics, they are people who have diabetes, a disease. People are not drug addicts, they are people who have a disease and need help too."

In addition to providing medication to help assist a patient, staff at the Health Center help to manage the patients' other social determinates of health - from needing specialty care, to assistance in securing safe housing, education, childcare, employment, insurance enrollment, transportation, or helping patients address food insecurities.

If you know someone who is struggling with addiction, an abundance of information and resources are available through the Substance Abuse and Mental Health Service Administration (SAMHSA) or contact our Behavioral Health and Substance Use Care Coordinator at 315-782-9450, extension 8056.

SCHOOL-BASED HEALTH PROGRAM

2022 was a year of celebration for NoCo's School-Based Health Centers! On April 29th we celebrated 25 years of providing services to the students at Case Middle School's School-Based Health Center. Staff hosted an event at the middle school in honor of the milestone, giving out treats to celebrate and say "thank you."



"I've been in the district for almost 33 years, so I've really had the experience of seeing NoCo come into the district and seeing it benefit students and families from the young ages right up through the high school," said Case Middle School Principal Mark L. Taylor. "It provides an opportunity for students to have care right in the building they're located in, or if they don't get it in the building they're in, we help them get transportation to the nearby building where they can go and get treated for health, dental, or behavioral health needs."

In May, the School-Based Health Program was awarded a \$1.2 million New York State COVID-19 grant; the grant was utilized to expand clinical services and to provide diversity, equity, and inclusion training.

Our School-Based Health Centers celebrated three other milestones in 2022 as well. In November, South Lewis Central Dental Program celebrated 5 years of service. Approximately 240 students are enrolled in the Preventative Dental Program at South Lewis. The second November celebration was held at Mannsville Manor Elementary where staff celebrated 15 years of services at the elementary school. This year over 220 students are enrolled at the Mannsville site. The third, in December, a 20 year celebration at H.T. Wiley School. Approximately 350 students are enrolled in services at the elementary school.



This year, we began offering nutrition services to the students enrolled in our School-Based Health Centers. Students are now able to meet with, and talk to, our Registered Dietitian, Ruth Mintz, MS, RD. Ruth provides a supporting role to help keep our students healthy and happy!

She provides individualized nutrition counseling and is able to educate students on healthy nutritional choices. Enrolled students are able to make an appointment with Ruth through a referral from the school-based medical provider.

UNIQUE PATIENT VISITS

9,951 Visits to Date

1,862 Students Enrolled



Check Out Our New
School-Based Health
Commercial



WOMEN, INFANTS, & CHILDREN PROGRAM

2022 was another amazing year for our Special Supplemental Nutrition Program for Women, Infants, and Children (WIC). In October, WIC was notified that the COVID-19 waiver allowing participants to receive services via phone was extended through April 2023. All WIC permanent site locations continue to remain open and staff continue to assist with services such as: breastfeeding support, weight checks, eWIC cards, and farmer's market checks.

"With the continuation of remote services over 92% our caseload is actively participating in their appointments and fully utilizing their WIC benefits - this is nearly a 16% change in participation compared to pre-COVID data when all appointments were exclusively in-person," comments Angel Carter, WIC Director. "What has been most rewarding, however, is that our customer satisfaction surveys were at 99.5% this year. I am so proud of our staff for putting our participants first and helping them coordinate anything they need."

WIC performed 23,904 visits from June 2021 through June 2022. On average, there are 4,150 participants enrolled in WIC each month.



*Did you know?
North Country Family Health was one of the first
WIC Programs in the nation, commencing its
Program in 1974.*



At North Country Family Health Center we've spent the last year working on improving our community's access to our content and platforms! Our dedicated staff work hard every day to make your experience a positive one! We invite your to give us a review! Haven't seen our social platforms yet? Check them out!



LinkedIn



YouTube



Facebook



Instagram



Indeed



Google

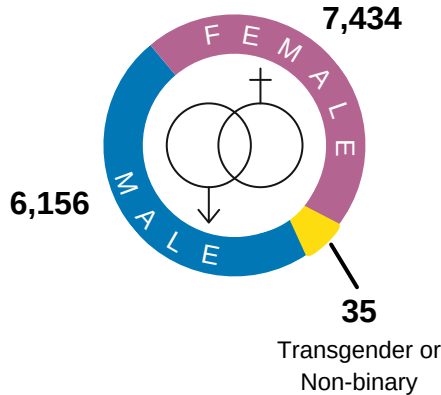
FINANCES, PATIENTS, & VISITS

North Country Family Health Center provides services to individuals of all ages, payor types, and income levels. We strive to always provide high quality, integrated, patient-centered services and are proud to have been serving the community for the last 51 years.

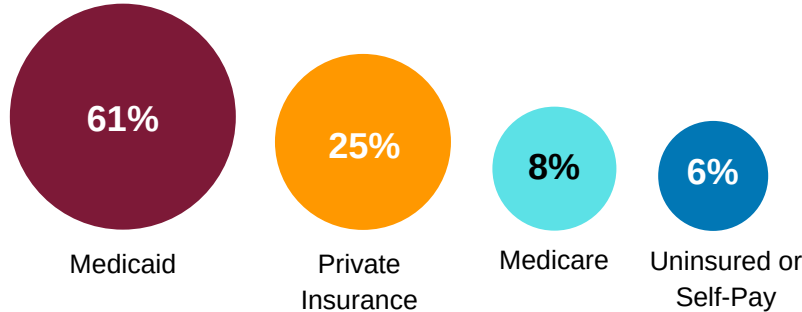
AGE RANGE OF 2022 PATIENTS

0 - 9 years:	3,177
10-19 years:	3,536
20-29 years:	1,557
30-39 years:	1,650
40-49 years:	1,257
50-64 years:	1,657
65 and older:	791

Total Unique Patients: 13,625



PAYOR MIX



January 2021 - December 2021

An independent auditor's report to the NCFHC Board of Directors in June 2022 found the agency in full compliance with all major program requirements and federal award regulations. The audit report found no deficiencies of internal control or material weaknesses.

STATEMENT OF FINANCIAL POSITION

ASSETS

Cash	\$4,656,397
Patient Service Receivable	1,159,678
Grants/Contracts Receivable	964,089
Prepaid Expenses	155,735
Property & Equipment	3,760,076
TOTAL ASSETS	\$10,695,975

LIABILITIES

Accounts Payable	\$442,397
Accrued Liabilities	1,050,864
Deferred Revenue	323,856
Short Term Debt	363,148
Long Term Debt	1,607,831
TOTAL LIABILITIES	3,788,096
NET ASSETS	6,907,879
TOTAL LIABILITIES & Net Assets	\$10,695,975

STATEMENT OF ACTIVITIES

Program Revenue	
Medicaid/Medicare	\$3,832,282
Third Party Payors and Self Pay	1,736,267
Grant and Contract Revenue	5,010,806
340B Revenue	282,121
Miscellaneous Income	588,606
Paycheck Protection Program Loan Forgiveness	1,369,739
TOTAL	\$12,819,821

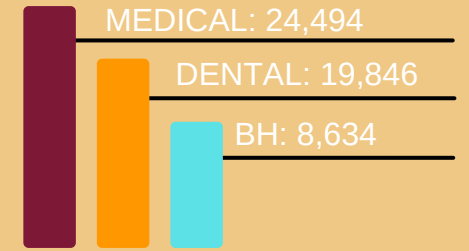
Expenses	
Primary/Preventative Healthcare	\$9,250,283
Nutrition	918,969
Management/General	2,264,878
Fundraising	7,306
TOTAL	\$12,441,436

Change in Net Assets from Operations	378,385
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Non-Program Revenue	
Contributions	176,044
Miscellaneous Income	5,727
CHANGE IN NET ASSETS	\$560,156

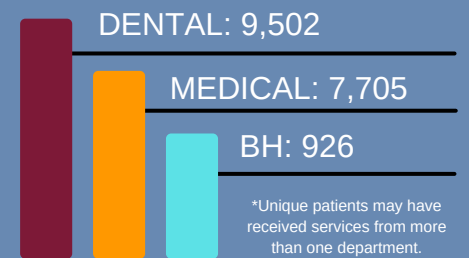
2022

UNIQUE PATIENT VISITS



Projected 2022

UNIQUE PATIENTS



*Unique patients may have received services from more than one department.

Projected 2022

COVID-19 RELATED VISITS

Tests: 3,358
Vaccines: 1,437
Total Visits: 4,795*

*Visits for COVID-19 tests and vaccinations are not included in the unique patient visits total above. These visits were in addition to our 52,974 unique medical, dental, and behavioral health visits.

REGULAR PATIENT VISITS

COVID-19 VISITS



COMMUNITY PARTNERSHIPS

Alzheimer's Walk

Staff and Board Members raised approximately \$1,000 for the cause and Sparky, our employee culture mascot, greeted all walkers!



General Brown Days

NoCo participated again this year to support the event which raises money for local youth programs.



Upstate Mobile Mammography Van

Monthly onsite appointments for our patients.



North Country Community Cup

NoCo participated for the first time in this event promoting wellness and community involvement.

CAPC
Conducted Happiness Advantage training for their Leadership and Head Start teams.



Watertown Family YMCA

Donated & distributed free COVID-19 test kits.

Senator Chuck Schumer Visits NoCo

NoCo was honored to have the Senator stop by our Community Health Center, 1 of 1,400 in the country.



American Heart Walk

Staff and Board Members raised over \$3,000 for the cause. Sparky joined the walk too!

ABC50 InformNNY

Monthly promotional spots highlighting services.



Community Health Center of the North Country

Working together to educate the North Country on Community Health Center services.





Top row from left to right: Erin Hunter, April Fallon, Barbara Fargo, Jessica Jones, Joey Marie Horton, Nicole Quintin, Jana Shaw, Adrienne Amell, & Linda Simpson.
Bottom row from left to right: Angel Carter, Stacey Town, Scott Casler, Heather Lupia, & Holly Ayers.

NCFHC Leadership Team

- Joey Marie Horton, Chief Executive Officer
- Dr. Jana Shaw, Chief Medical Officer
- Barbara Fargo, Clinical Operations Officer
- Erin Hunter, Chief Financial Officer
- Jessica Jones, Quality & Value Based Programs Director
- Adrienne Amell, HR & Compliance Director
- April Fallon, Marketing & Community Relations Director
- Angel Carter, WIC Director
- Scott Casler, Information Technology Director
- Holly Ayers, Access & Innovation Director
- Stacey Town, Revenue Cycle Management Director
- Heather Lupia, School-Based Health Program Administrator
- Linda Simpson, Family Practice Administrator
- Nicole Quintin, Dental Program Administrator

Board of Directors

- Eileen Synder, President
- Leslie DiStefano, Vice President
- Jordan Jones, Treasurer
- Mark Gaines, Secretary

- Lindsay Baldwin
- Maxine Briggs
- William Couch
- Daniel Dupee
- Jeffrey Ginger
- Sarah Miletta
- Lynn Pietroski
- James Redmore
- Jesse Roshia
- Cher VanBrocklin

