

# Thundermist!

H E A L T H C E N T E R



2017 ANNUAL REPORT

# A Message from the CEO



Hello,

Last year, Thundermist Health Center cared for more than 45,000 Rhode Islanders. This means one person out of every 20 in our state turns to our organization for health care services. Our dedicated team answers this call 365 days per year with cultural competence, compassion, and expertise.

The expansion of our reach follows a coordinated, strategic vision that draws on the knowledge and passion of our providers and staff, and helps to fulfill the current and future needs of our community.

**WE ESTABLISHED A CIRCLE OF CARE** that treats the entire patient – from head to toe and everything in between. We launched and refined unique services that provide much needed care for the most vulnerable in Rhode Island. From medication-assisted treatment for substance use disorders to dental services, and Trans\* Health to QuickCare, Thundermist develops and implements an integrated approach to care. With a coordinated internal network of providers who work together to address patients' medical, behavioral, dental, and social needs, we improve the overall health and quality of life in our state. Outside of the exam room, we partner with more than 50 collaborating agencies to address health equity issues in the communities we serve.

The quality of our care is of utmost importance. We measure and analyze the care we provide and use the information to improve and expand. I'm proud to report Thundermist performs at or better than most national benchmarks.

Our strong performance wouldn't be possible without the dedicated professionals working at Thundermist. Each day, more than 500 employees report to work in Woonsocket, West Warwick, and Wakefield, as well as our administrative offices in Warwick and specialty dental site in Providence. The staff puts their heart and soul into their work every day. They help patients take control of their health and well-being, increase efficiency of our health care system, and address social determinants of health.

I know our team will continue to raise the bar on the services we provide and the impact we make each day. We'll also continue to collaborate with you, the members of our community, as we continue our mission of delivering exceptional care, removing barriers to that care, and promoting healthy lifestyles.

Best regards,

A handwritten signature in black ink that reads "Jeanne LaChance".

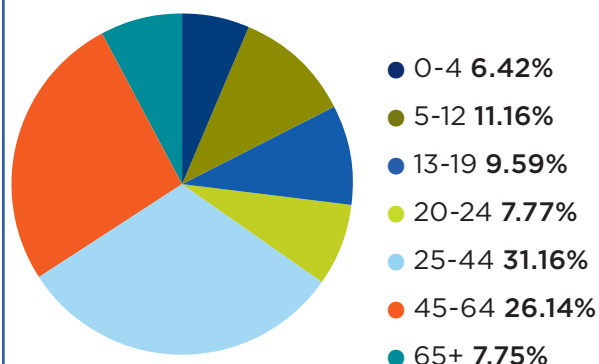
Jeanne LaChance, MBA, CPA  
President/Chief Executive Officer

Thundermist welcomes everyone who seeks our care.

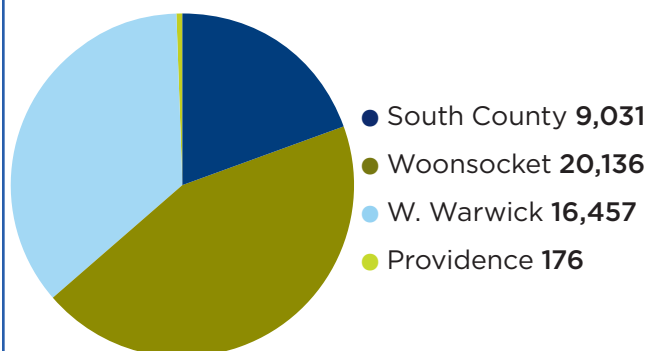


# Patient Demographics

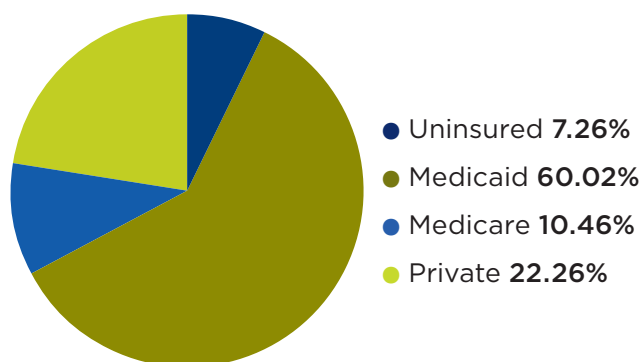
PATIENTS BY AGE



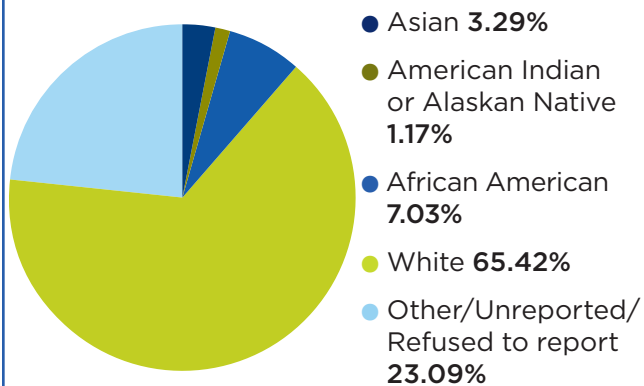
PATIENTS BY SITE



PATIENT INSURANCE STATUS



PATIENT DIVERSITY



18.26% of Thundermist patients are Hispanic

## 2017 Financial Highlights

### Sources of Revenue

- Federal Community Health Center Funding: **\$6,105,416**
- Medicaid, Medicare, Insurances, Patient Payments: **\$36,692,401**
- Grants and Contracts: **\$3,452,367**
- Rental Income, Fundraising, Other: **\$689,757**
- TOTAL AMOUNT: **\$46,939,941**

# Providing a Circle of Care

In 2017, Thundermist Health Center cared for more than 45,000 patients. This is a 26 percent increase in patients over the past five years. In fact, last year Thundermist cared for 9,440 more patients than in 2012.

Thundermist offers a range of services and provides education and resources to help patients access care. This coordination results in saved health care costs. The Health Resources and Services Administration reports health care costs for community health center patients are \$2,400 less per year than the average U.S. patient.

Increased access for our community is a focal point for Thundermist. We opened a state-of-the-art facility in Wakefield in 2015. The building features 20,000 square feet of carefully designed, patient-centered space and expands services for the residents of South County.

We're set to finish construction in our Woonsocket medical and behavioral health facility this spring. We nearly doubled patient care space and implemented many of the modern design features that are successful in South County. This includes "pods" that bring a physician, nurse practitioner, nurse care manager, registered nurse, behavioral health clinician, community health worker, and medical assistants into a shared space. The design creates a more efficient, collaborative environment, while improving patient privacy.

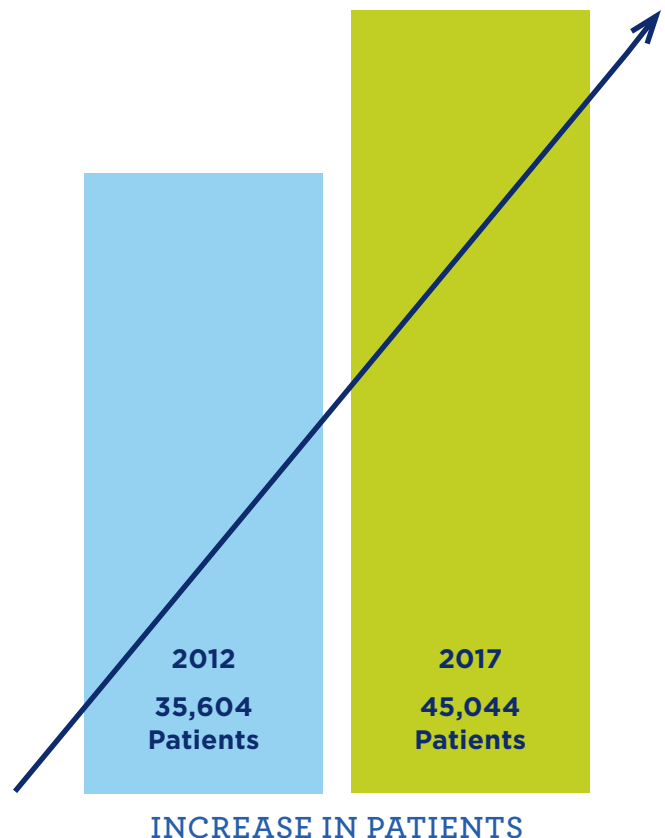
Our Woonsocket dental practice grew from eight to 13 dental chairs. The expansion allows us to provide needed dental care to the community and improve quality outcomes. Additionally, we continue to meet the unique needs of patients living with HIV and trans\* patients at our Providence dental facility.

We also began a clinical pharmacy program to support patients and providers. The program aims to improve clinical outcomes for our patients through medication management.

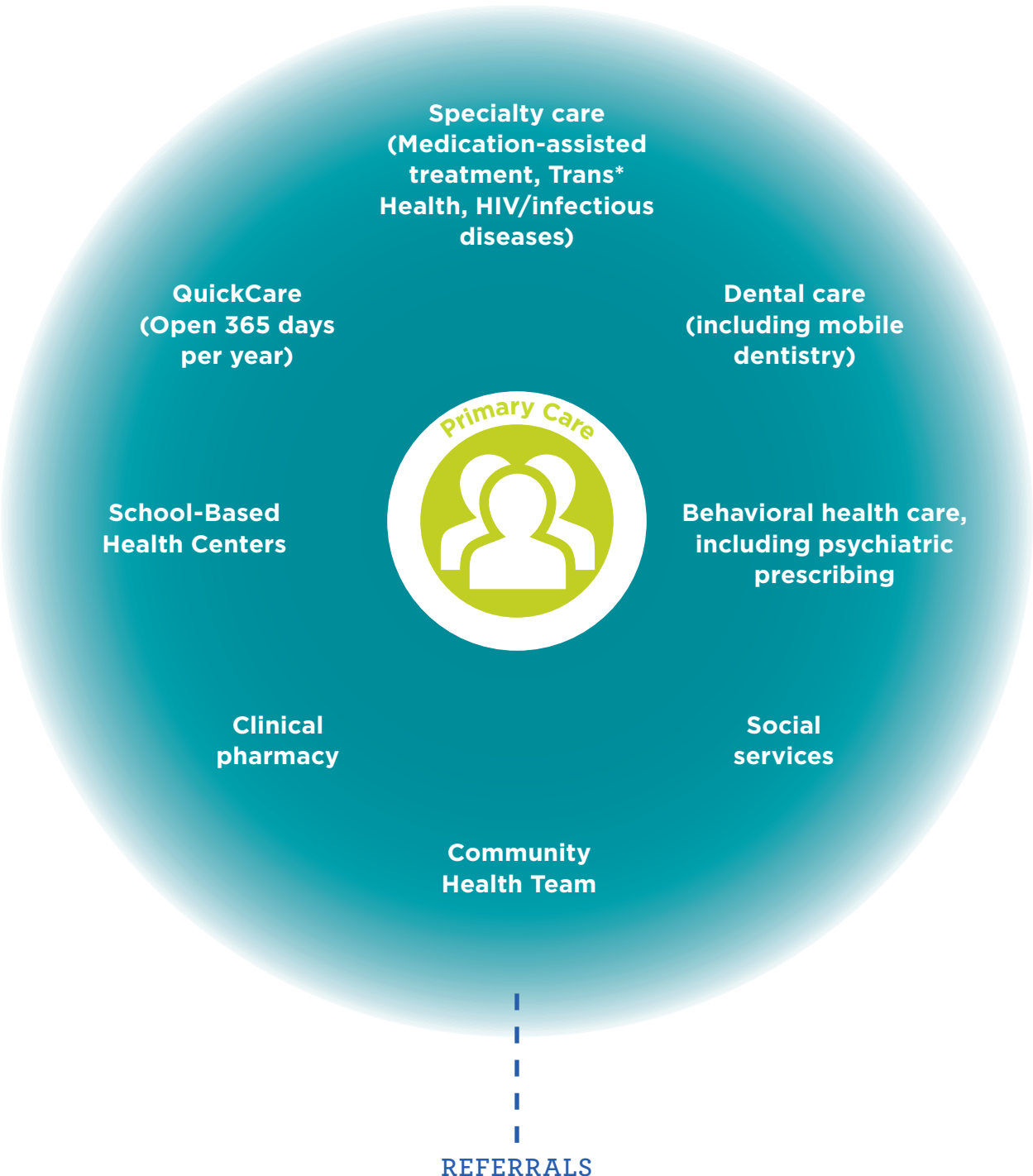
Thundermist piloted pediatric behavioral health services, including pediatric psychiatry, in Woonsocket in 2017. We look forward to expanding these needed services across our system of care in 2018.

We significantly expanded our internal provider network. Last year, we hired five physicians with specialties in maternal and child health, psychiatry, pediatrics, and palliative care and hospice. We also added four nurse practitioners and two dentists. In 2017, the addition of 11 providers created employment opportunities for 20 professionals. This year, we're set to add four more physicians with expertise in emergency medicine, LGBTQ health, and palliative and hospice care.

The growth won't slow this year. We're ready to start renovating our medical facility in West Warwick. When construction is complete, we will more than double patient space in West Warwick.



Thundermist provides a circle of high-quality services. We provide the care you need. If not, we'll help you access care through one of our partners.



# Three-Year Strategic Plan

Thundermist Health Center embarked on a new three-year strategic plan to guide our work from 2018 until 2021. This planning included input from all levels of staff, our dedicated board of directors, and partners in our community. The strategic plan is made up of five pillars: quality, service/equity, people, access/growth, and finance. These pillars provide us with a blueprint to achieve our vision of a healthy life for every member of the Thundermist community.



**MISSION:**  
To improve the health of our patients and communities by delivering exceptional health care, removing barriers to that care, and advancing healthy lifestyles.

**VISION:**  
Every member of the Thundermist community can lead a healthy life.

**VALUES:**  
**Caring:**  
We bring a passion for service to our communities, patients, and each other in the pursuit of our vision.

**Community:**  
We respect the contributions of our local community partners and employees.  
We support our communities by creating opportunities for local growth and development.

**Innovation:**  
We create and adopt advancements that show promise of improving the health of our patients and communities, whether in technology, services, programs or payment. We share this knowledge openly with our staff, partners, patients, and communities.

**Excellence:**  
We take pride in maintaining high standards and lofty goals, and hold each other accountable to achieve them.

**Integrity:**  
We stay true to our mission, vision and values. We are accountable to our partners, funders, patients, communities, and to each other.

## STRATEGIC PLAN PILLARS

<p><b>QUALITY:</b> Meeting the highest quality standard across all areas of the organization allows Thundermist to achieve its vision.</p> <p><b>Goal 1:</b> Provide exceptional care that you would want for yourself and your family.</p> <p><b>Goal 2:</b> Be a top-quality performer in all areas of our business.</p>	<p><b>SERVICE/EQUITY:</b> Thundermist provides services and addresses equity issues that have measurable impact on the health and wellness of the community. This includes the efficiency and effectiveness of existing service to internal and external customers.</p> <p><b>Goal 1:</b> Be a provider of choice.</p> <p><b>Goal 2:</b> Eliminate the impact of overdose in our communities.</p> <p><b>Goal 3:</b> Provide world-class, effective support and awesome customer service to all internal and external customers.</p>	<p><b>PEOPLE:</b> Employees experience a work place that welcomes their contributions, encourages professional growth, and supports work life balance.</p> <p><b>Goal 1:</b> Be a learning organization.</p> <p><b>Goal 2:</b> Sustain an atmosphere in which employees feel respected, valued, and engaged.</p> <p><b>Goal 3:</b> Have ready access to exceptional candidates.</p>	<p><b>ACCESS/GROWTH:</b> New and expanded services are integral to improving the quality of life and well-being of our patients and the community.</p> <p><b>Goal 1:</b> Meet the health care needs and improve the quality of life of our patients and communities.</p>	<p><b>FINANCE:</b> Ensuring financial sustainability by maximizing financial resources and being responsible stewards of those resources is critical to reaching our mission.</p> <p><b>Goal 1:</b> Be a fiscally strong organization, incorporating practices aligned with our organizational values.</p>
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# Addressing Community Needs

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Our leaders have collaborated closely with state agencies and other providers to align services and outreach with statewide plans and goals.

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**T**hundermist Health Center is a lead contributor to efforts to address our state's behavioral health and overdose crises.

Our leaders have collaborated closely with state agencies and other providers to align services and outreach with statewide plans and goals. This includes investments to increase medication-assisted treatment, train future health care professionals, and expand the number of community health workers. Additionally, Thundermist is the backbone agency for two Health Equity Zones. Through the Health Equity Zones, we partner with law enforcement, first responders, community mental health providers, recovery advocates, and residents to develop and implement community-based responses.

In 2016, the City of Woonsocket had the highest overdose death rate in the state, which was nearly twice the state average. West Warwick was also disproportionately impacted with the fifth highest rate in Rhode Island. In South County, more than 30 people died from overdose. These staggering statistics have compelled us to act.

## INCREASING MEDICATION-ASSISTED TREATMENT

In 2016, leaders at Thundermist knew access to treatment for substance use was an obstacle. Wait lists were nearly a year long, and patients were unable to obtain the treatment they needed. We knew this was unacceptable and had to be addressed. We wanted to build capacity and help to better address the opioid crisis in Rhode Island.

Medication-assisted treatment (MAT) is identified as a key component in addressing the crisis facing our state. In fact, Governor Gina Raimondo set forth a plan to increase the use of MAT. The treatment uses medicine to fight urges, cravings, and impulsive use of substances. Medication is combined with counseling and behavioral therapy to treat substance use disorders.

Passage of the Comprehensive Addiction & Recovery Act, which was co-authored by Senator Sheldon Whitehouse, provided an opportunity to expand our services. The law allows nurse practitioners and physician assistants to obtain a federal waiver to prescribe Suboxone.



Thundermist acted quickly to leverage this policy change. During 2017, the health center had 29 different providers able to prescribe medications used to treat substance use disorder. This makes up nearly 20 percent of the providers in the state.

Increased capacity allowed Thundermist to establish a coordinated model of care that treats the whole patient. Access to medication-assisted treatment in a setting that also provides primary care, social services, and behavioral therapy helps to move patients toward an improved health status, while reducing overdoses. Patients are cared for by a trusted and familiar circle of multi-disciplinary providers.

Thundermist answered the call of state leaders and is a committed, integral partner in further addressing the opioid crisis.

## TRAINING FUTURE HEALTH CARE PROFESSIONALS

Imagine hiring an employee who has the exact skills specified in a job description. Envision walking into a job on the first day confident, fully trained, and prepared to contribute.

Thundermist's Family and Psychiatric Nurse Practitioner Residency Programs are designed with this idea in mind. The programs enable recent graduates to build their clinical proficiency while learning from seasoned providers. In addition, they learn in a community health center setting, where patients have unique needs and challenges.

Mary Rose, MS, PMHNP, CHCQM, CCM, chief nursing officer at Thundermist, explains, "You go through school, learn all of the theoretical and contextual information, but when you get out of school, you may not feel ready to practice. Our residency program provides 24 hours per week of clinical time, which means there is an experienced provider supporting residents."

Specialty rotations are built into the program's framework to provide residents with in-depth experience with certain clinical issues. Thundermist provides a customized learning opportunity relevant to the patient population found in Federally

Qualified Community Health Center safety-net settings.

"Having the opportunity to get to know the patient population, and the providers, and our health care system, in such a supportive environment — it's what's made such a difference for me. It's the difference between a first year that is entirely overwhelming and burns a provider out, versus a first year that leaves you feeling invigorated, excited, and eager to help people," remarked Katie Horan, RNP. Katie graduated from the residency program last year and now works as a nurse practitioner at our Woonsocket site.

## EXPANDING THE NUMBER OF COMMUNITY HEALTH WORKERS

Behavioral Health Clinician Tamatha Zerrenner formed a support group for patients struggling with substance use. She organized the group after identifying a need among the patients she was assisting as one of Thundermist's community health workers.

The group is an example of how a solid support system can make a difference in patients' lives. At the end of 2017, 11 of the support group patients were housed, healthy, and in recovery.

The members of the group have come a long way, but they weren't always as empowered as they are today. In the past, these patients struggled with access to food and safe shelter. The work of Tamatha and other members of the Community Health Team have helped connect them with services, care, and necessities to help improve their lives. The team members serve as navigators to help patients address social factors impacting their health, while helping them access the care they need.

"The community health team supports patients in accessing primary, specialty, and behavioral health. They help patients understand their medical conditions while fostering confidence, promoting self-management, and working with patients on their barriers to obtaining care," said Gloria Rose, director of community care management.



# Thundermist 2017 Events

## MOONLIGHT AT THE DUNES



Thundermist's 17<sup>th</sup> annual fundraising gala, Moonlight at the Dunes, took place on Friday, June 16. With the support of nearly 300 local businesses and leaders, the event raised more than \$62,000. As always, the ambiance of The Dunes Club and the

music of Nancy Paolino and the Black-Tie Band set the tone for the night. Although the weather was not ideal, the night was still a hit; the dance floor was full and almost every one took home a piece from the silent auction.

## THUNDERMIST GOLF TOURNAMENT



The Sakonnet Golf Club in Little Compton provided a picturesque September day for the 80 golfers at Thundermist's 12<sup>th</sup> Annual Golf Tournament. After spending the day on the green, golfers enjoyed a cocktail reception filled with refreshments and

a sports-themed auction. The nice weather, the impeccable golf skills, and the good company made for a successful day; the event raised more than \$20,000!

## Save the Date for Our 2018 Events

*Moonlight*

Friday, June 8, 2018

**Moonlight at the Dunes**

The Dunes Club, Narragansett

golf

Tuesday, September 18, 2018

**Thundermist Golf Tournament**

Sakonnet Golf Club, Little Compton

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450 Clinton Street  
Woonsocket, RI 02895  
(401) 767-4100  
WIC (401) 767-4109

Dental  
25 John A. Cummings Way, 4<sup>th</sup> Floor  
Woonsocket, RI 02895  
(401) 767-4161

## THUNDERMIST HEALTH CENTER OF WEST WARWICK

Medical, Behavioral Health,  
QuickCare  
186 Providence Street  
West Warwick, RI 02893  
(401) 615-2800

Dental  
1219 Main Street  
West Warwick, RI 02893  
(401) 615-2804

## THUNDERMIST HEALTH CENTER OF SOUTH COUNTY

Medical, Dental, Behavioral Health,  
QuickCare  
1 River Street  
Wakefield, RI 02879  
Medical (401) 783-0523  
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Thundermist Health Center



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# Thundermist!

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