



Annual Report



FREE CLINIC
LA CLÍNICA GRATUITA



2016 - 2017

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Our Commitment

Today, HAVEN is more essential than ever.

As the country faces legislative threats to affordable healthcare, HAVEN will continue to provide care to the uninsured and uphold our belief that healthcare is a right. As anti-immigrant fearmongering grows, HAVEN will remain a safe and welcoming environment for all patients, regardless of country of origin, immigration status or primary language.

Introduction

Getting to know HAVEN

HAVEN Free Clinic is a student-run primary care clinic partnered with Yale Medicine, the clinical practice of Yale School of Medicine. We serve uninsured adult residents of New Haven. The clinic is a collaborative effort of the Yale medical, nursing, physician associate and public health schools.

Our Mission

To serve as a sustainable free clinic that provides uninsured adults in New Haven with primary care, wellness education, and social services.

To educate Yale students about primary care and the value of working in interdisciplinary healthcare teams, allow students to gain experience in community health, and expose students to the challenges of managing patient care with limited resources.

Our Vision

Every uninsured adult living in New Haven will have access to comprehensive, quality healthcare. Students will develop a lifelong commitment to valuing social context in their future work with patients and communities.

In **2016-2017**, HAVEN Free Clinic navigated significant regulatory obstacles. In order to remain a free clinic and ensure continued financial sustainability for the clinic, HAVEN's leadership successfully planned its relocation from Fair Haven Community Health Center to its new home at the Yale Physicians Building in central New Haven. In the midst of this major transition, the clinic significantly increased the depth and breadth of services it offers, improved the volunteer experience at HAVEN, and forged fruitful community partnerships.

Our History

HAVEN Free Clinic opened its doors on November 12, 2005 with generous support from the Yale health professional schools. Since that date, HAVEN has conducted nearly ten thousand patient visits, and its programs and services continue to grow. We are now proud to be largely independently funded by the Gilead Foundation, the John B. Goetsch Endowment for Medical Education and Service, and numerous donations from generous supporters like you.



The New Clinic Location

Ensuring financial sustainability for years to come



With input from our stakeholders, including volunteers, providers, and patients, the HAVEN Student Leadership Board made a difficult decision: in order to uphold our central mission of providing completely free care, the clinic would have to relocate.

Once the board had decided to move HAVEN, it faced the additional challenge of deciding where to move. Because Fair Haven Community Health Center is the only facility of its kind in the Fair Haven neighborhood, students weighed the options of finding a non-clinical location Fair Haven or moving to a fully equipped medical facility elsewhere in the city and continuing to offer a full spectrum of services. Ultimately, the student leadership chose to move to a clinical space in another area of New Haven in order to preserve our clinical capacities.

In March 2017, HAVEN Free Clinic relocated to the **Yale Physicians Building** in partnership with Yale Medicine, Yale School of Medicine's faculty practice.

The Decision to Relocate

Since its founding, HAVEN had operated in partnership with Fair Haven Community Health Center (FHCHC). For eleven years, this partnership flourished as both institutions continued to grow. FHCHC expanded to new locations while HAVEN Free Clinic broadened its services and patient panel.

In September 2015, in response to an application to renew our free malpractice insurance, the U.S. Health Resources and Services Administration (HRSA) found the clinic's partnership with FHCHC in violation of federal regulations, arguing that the clinic practices under the license of FHCHC and is therefore a subsidiary of FHCHC, subject to the same regulations. One such regulation mandates that FHCHC, a Federally Qualified Health Center, may not provide explicitly free care and must bill all patients directly or through insurance.

However, attempting to collect payment would undermine our founding mission: to provide free healthcare to our neediest city's patients.



Our New Location and Our New Partners

From the moment we decided to search for alternative locations, Yale Medicine has welcomed HAVEN to their building with open arms in order to further our two organizations' shared goals of student education and community health.

Yale Medicine employs over 1,400 healthcare providers across Connecticut. One of its largest clinical sites is the Yale Physicians Building (YPB), which is directly connected to Yale-New Haven Hospital, in central New Haven. YPB is four-story building which houses several specialty practices. Each of these clinics has its own reception, exam rooms and charting areas, most of which are currently unused on Saturdays.

In the context of relocating the clinic, the student leadership board has redefined the catchment area of our clinic to include the **entire City of New Haven**. While we remain loyal to our Fair Haven patients and have attempted to make it as easy as possible for them to receive care at our new site, we recognize that limiting our patient population to Fair Haven no longer made sense. Instead, we have broadened the patient population that we serve, thereby enriching learning experiences for students. Despite this new catchment area, the clinic will continue to provide care exclusively to uninsured patients, and therefore we do not anticipate a major demographic shift. 16% of Latinos in New Haven are uninsured which is significantly greater than comparative rates among other racial groups. Furthermore, 33% of Latinos in New Haven postponed or did not seek medical care at least once in 2015.



Our New Clinical Supervision Structure

Our new partnership with Yale Medicine requires a new structure of clinical oversight. Since March 2017, the clinic has operated under an independent medical license held by Yale Medicine with Medical Directors from Yale Medicine. HAVEN has been able to retain one of our existing Medical Directors **Elizabeth Roessler, PA-C** and has recruited an excellent new Medical Director, **Dr. Brad Richards**. Dr. Richards has demonstrated passion for Primary Care delivery and education. He is the Associate Director of the Saint Raphael Campus Primary Care Center and the Faculty Advisor to the student group Primary Care Progress.

The student oversight structure remains unchanged. Interdisciplinary teams comprised of junior and senior students continue to conduct primary care visits while the student Clinical Advisors ensure appropriate execution of care plans.

"I feel very cared for. Here, everyone is considerate and thoughtful. They get down to my level, sit down with me when talking to me. I am moved by that. I feel the friendliness and peacefulness."

-HAVEN patient

Preparing to Move

In planning the move, HAVEN's had two major goals: to ensure a seamless transition with no gaps in care and to make sure that all our existing patients were well informed of the move and had assistance in accessing the new space.



Ensuring a Seamless Transition

In order to open our doors at the YPB, the Student Leadership Board overcame a number of challenges. We successfully obtained an independent medical license from Connecticut's Department of Public Health for the first time in HAVEN's history. We also transferred all of HAVEN's clinical operations, which had been conceived and implemented at Fair Haven, to a new space. Through collaboration among all the departments, student leaders were able to design the clinical flow to suit everyone's needs. Finally, the student board trained our entire volunteer base, new and returning alike, to perform their duties in the new space.

Helping our Patients Get to Clinic

Several months prior to moving HAVEN, the student leadership implemented a multifaceted plan to communicate the move to our patients. Volunteers in every department were trained to counsel patients on the move. Letters were sent to the homes of all of our patients and reminder calls were made to all patients with upcoming appointments at the new location.

During ongoing conversations throughout this transition, our patients expressed that they are willing to follow us to the new location. However, many of them did identify transportation as a barrier. HAVEN has secured free parking for patients onsite at YPB. For those who drive to clinic, we offer gas cards to offset the cost of getting to clinic. Prior to relocating, the clinic offered bus vouchers and bus maps to all patients who made appointments after the move date, and we continue to offer bus passes to our patients.

Life at the Yale Physicians Building

Our relocation to the Yale Physicians Building has been a resounding success. We transitioned the clinic with no gaps in care. We successfully mapped all of our services onto the new space, and our volunteers were prepared from day one to provide care at YPB. We assisted our existing patients in getting to clinic with bus passes and gas cards, and many of them have remained with us in the new space. And we have seen an influx of new patients from all across our city, representing a wide variety of ethnic backgrounds.

“Love the new space. Everything felt a lot more organized and fluid. I think things are running more smoothly than ever. Great work, everyone!”

-HAVEN volunteer

Quality Healthcare

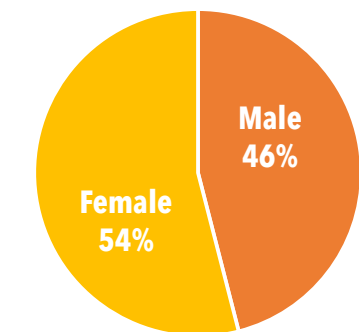
Providing high quality, integrated healthcare to meet the needs of our patients

Our Patients

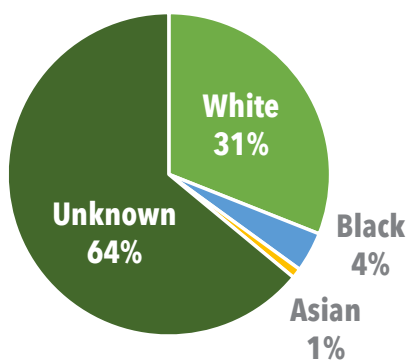
HAVEN conducts an annual chart review to ensure that we are providing quality care and to identify unmet patient needs. In the context of relocating the clinic, we will use this data longitudinally to understand how our patient population is changing. Our **2016 chart review** included a random sample of 100 patients, which statistically reflects the broader HAVEN patient population.



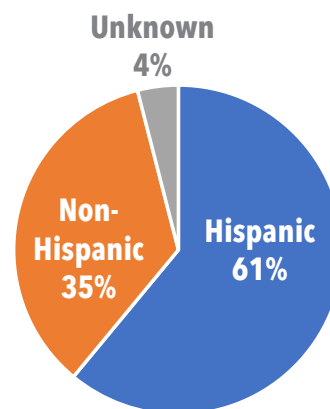
Patient Demographics



Gender



Race



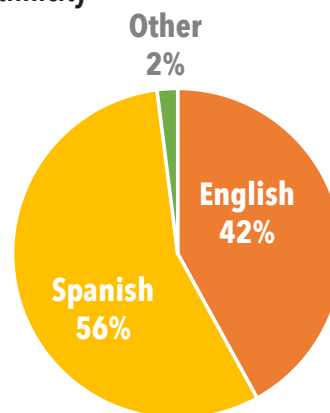
Ethnicity

Top Reasons for Seeking Care at HAVEN

- Hepatitis B vaccination
- Type 2 diabetes mellitus
- Essential hypertension
- Screening colonoscopy referral
- Contraceptive management

56
years

Average Age



Primary Language

Expanding Services

While planning and executing HAVEN's relocation, the clinic successfully expanded several departments to better meet the needs of our patients.

Behavioral Health: The Behavioral Health Program (BHP) was founded in 2012 after a needs assessment determined that, due in large part to stigma and lack of access to limited mental health resources, approximately 20% of HAVEN patients would benefit from behavioral health (BH) services at HAVEN. In response, volunteers were trained to screen patients for depression. Patients with mild to moderate depression are invited to participate in a 6-8 session psychoeducational curriculum focused on recognizing connections between emotional distress and social stressors, and building coping skills. Patients with more severe depression or other serious mental health needs are referred to the Hispanic Clinic at the Connecticut Mental Health Center as described on page 12.

Through this screening and education, BHP seeks to help patients manage common BH issues, and to connect patients to community-based resources. BHP also fosters interest in mental health fields among student volunteers through training, continuing education activities, and faculty mentorship. Finally, BHP continues to grow in exciting ways. The program has become its own department with HAVEN board representation, the number of patients engaging in psychosocial education grows each year, and the department has implemented screening and support for patients with substance use disorders.

Department leadership recently received funding through the American Psychiatric Association Helping Hands Grant to continue growing the department, with the goal of reaching a broader population; specifically, we have developed a series of workshops to facilitate integration of primary and BH care aimed at both patients and primary care providers. These sessions will focus on empowering patients to talk to their providers about behavioral health issues as well as giving providers tools to address these concerns.

Pharmacy: The department expanded enormously to become an in-house pharmacy that dispenses many common medications to our patients for free. With the help of medication donations, HAVEN's pharmacy provides 80-90% of all medications from our own formulary. For outside prescriptions, the Pharmacy Department works to find the lowest cost option and has recently begun to cover the costs of many outside medications. HAVEN's ultimate goal is to provide all medications at no cost.

Reproductive Health: The Reproductive Health Department implemented a "clinic-within-a-clinic" model, in which health professional students with interest and experience in reproductive health conduct visits in interdisciplinary teams. These teams are individually supervised by midwives or OBGYNs. This leads to better patient care and an enriched volunteer experience.

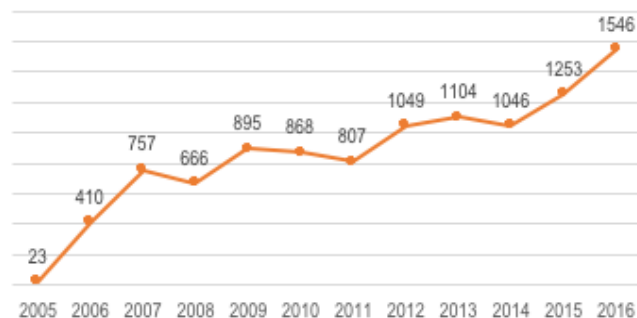
Increasing Clinical Capacity

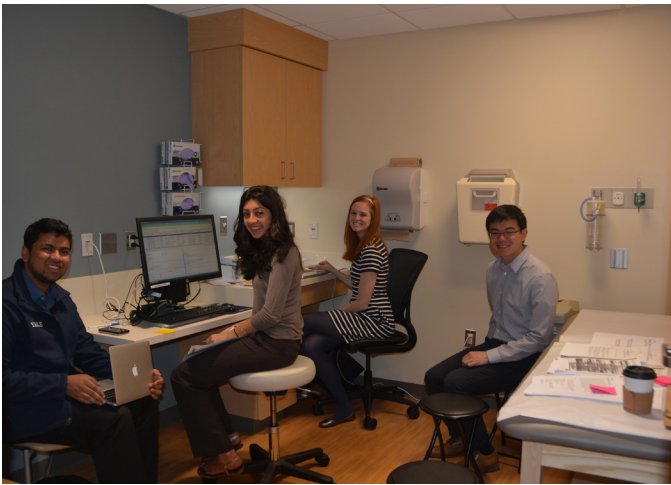
- In 2016, **644 unique patients** made **1546 visits**, up 23% from 2015
- **42 patients** were new to HAVEN

HAVEN Provided:

- 895 medical visits
- 220 education visits
- 160 lab visits
- 154 social services visits
- 72 reproductive health visits
- 21 referrals visits
- 17 behavioral health visits
- 5 TB advocate visits
- 2 pharmacy visits

Number of Patient Visits, 2005-2016





Triage Process: HAVEN's existing patients commonly walk into clinic with acute concerns. In order to facilitate the triaging of these patients, HAVEN has created the Triage Junior Clinical Team Member role. Each JCTM works with Patient Services to obtain basic information from walk-in patients and present to the Clinical Advisor. Junior students jump at the opportunity to practice their history-taking and presenting skills. Meanwhile, patients are triaged more quickly.

Simulation-Based Volunteer Training: In order to make sure that volunteers fully understand the clinical flow on their first day in clinic, HAVEN implemented a simulation-based training for new Senior and Junior Clinical Team Members. On their training day, new volunteers receive an example patient case and rotate through each department to accomplish tasks for their patient. Each department director has the opportunity to explain how to best utilize the department's services. Volunteers have expressed that this hands-on model allowed them to better understand clinic flow as well as HAVEN's resources.

Improved Clinical Flow

HAVEN's patient census is growing. New patients come to HAVEN every week to establish care at our clinic. In order to maximize the number of patients we can accommodate and ensure high-quality care for all, HAVEN's leadership board has come up with creative improvements to our clinical flow.

Provider Forms: In 2016, HAVEN debuted a redesigned provider form that allows our departments to track each patient during the clinic day. Each patient's appointments are listed on the form along with pertinent notes. The form is used to request follow-up appointments and is passed from department to department throughout the day. At the end of the day, Patient Services uses the form to ensure that the patient has completed all of their appointments and has all the appropriate follow-up scheduled. The design is intuitive, so new volunteers can learn to use the form quickly and easily.



“The service here is the best.

Nowhere else can people be treated with respect, attention, personalized care, and compassion like they are here.”

-HAVEN patient

Preventative Care

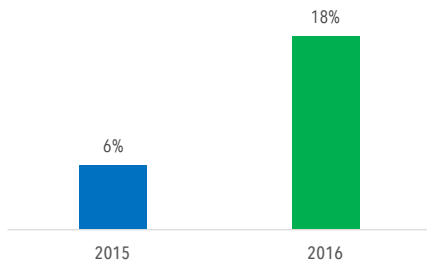
Medical Records Specialists review patient charts to assess for vaccination history and need for preventative screenings. Medical teams and the Lab Department are alerted to indicated screenings and vaccinations; patients receive lab testing and required vaccines in our in-house lab that same day.

Vaccines at HAVEN:

- Hepatitis A and B
- Tdap
- HPV
- Influenza

During 2016, HAVEN initiated improved screening for **HPV vaccination** eligibility through our Medical Records Specialist program. This effort has resulted in a 12% increase in HPV vaccination rates at our clinic.

HPV Vaccination Rates, 2015-2016



Since moving to the Yale Physicians Building, HAVEN has secured its own supply of vaccines through the the Connecticut Department of Public Health. With their support, we have been able to secure hepatitis A, hepatitis B, Tdap, shingles and HPV vaccines at no cost to our clinic or our patients. With generous donations from Direct Relief and Americares, we have been able to provide influenza vaccinations during flu season.

Screenings at HAVEN:

- Blood glucose
- Lipids
- Blood pressure
- HIV and other STIs
- Hepatitis C
- Pap smear
- Mammogram referral
- Colonoscopy referral
- Substance use
- Depression
- Intimate partner violence

Targets for Future Intervention

Through our Clinical Quality Assurance Committee, HAVEN continually works to identify areas for clinical improvement and implement new programs to address patient needs.

Specialty Referrals: Though HAVEN strives to provide comprehensive primary care, many of our patients require specialty referrals for complex medical issues. Over time, the HAVEN Referrals Department has built a large network of specialty providers who offer their services to our patients free of charge. In the coming year, Referrals will focus on filling the remaining specialty gaps and expediting the referrals process so patients receive care as quickly as possible.

Fitness Options: Many of HAVEN's patients find it difficult to practice healthy habits like daily physical exercise. Often they feel unsafe being outside in their neighborhoods during certain times and lack the resources to access gyms or fitness classes. HAVEN's Education Department has identified exercise options as meaningful target for intervention.

“I think students here look at us as real people.
They are compassionate.”

-HAVEN patient

Volunteer Experience

Educating volunteers in an interdisciplinary healthcare model dedicated to the underserved



Student Volunteers

In 2016, we had a total of **393 student volunteers** from Yale's health professional schools, Yale College, and other Yale graduate and professional schools. During each 4-month term, there are almost 200 volunteer positions available for student, and many students volunteer at HAVEN for multiple terms. Students work in interdisciplinary teams throughout our departments and learn from each other's strengths.

Departments:

Clinical Team
Behavioral Health
Interpreting
Reproductive Health
Social Services
Education
Pharmacy
Lab
Patient Services
Referrals
IT & Communications
Research
TB Advocacy

Volunteer Affiliations:

School of Medicine
School of Nursing
Physician Associate Program
School of Public Health
Undergraduate
Law School
Graduate School of Arts and Sciences
School of Management
School of Forestry
School of Engineering
Divinity School

Faculty Volunteers

HAVEN has faculty volunteers from Medicine, Nursing and Physician Associate who donate over **400 hours** of time each year. We would like to thank our volunteers for their dedication to our clinic.

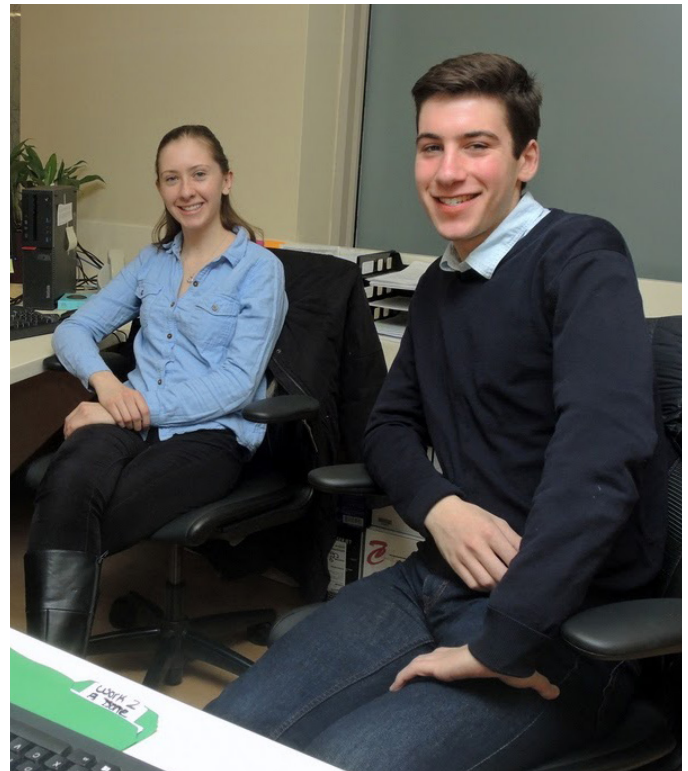
Stephen Atlas, MD	Gina Novick, CNM
Frank Bia, MD	Ben Oldfield, MD
Jeanne Breen, MD	Doug Olson, MD
Patricia Chandler, MD	Meredith Pensak, MD
Peter Ellis, MD	Neena Qasba, MD
Laurence Knoll, MD	Brad Richards, MD
Elizabeth Magenheimer, APRN	Liz Roessler, PA-C
Ami Marshall, APRN	Jim Seely, MD
Bridget Martell, MD	Michelle Silva, PsyD
Kate Mitcheom, CNM	Steven Wolfson, MD
Amir Mohammad, MBBS	Andrew Wormser, MD
	Ellen Wormser, CNM



Improving Community Health Education

Morning meeting: Before each Saturday clinic session, volunteers gather for breakfast and didactic teaching. In the past year, HAVEN has hosted guests from across New Haven to present on topics specific to their organizations. Some examples include talks by leaders at the Yale Center for Asylum Medicine, Planned Parenthood of Southern New England, Connecticut Coalition Against Domestic Violence, and the Yale New Haven Health Office of General Counsel. These sessions help volunteers to better understand the New Haven healthcare landscape.

Afternoon meeting: At the end of each clinic session, a senior clinical student presents a case-based didactic to his or her peers. Teaching always centers on a case seen at HAVEN with a special emphasis on social context and barriers to care. By focusing on these issues, students have a unique opportunity to learn about the specific challenges that HAVEN's patients face.



Improving Advanced Clinical Training in Primary Care

Under the guidance of HAVEN's Faculty Advisor, Dr. Brad Richards, HAVEN has implemented an advanced clinical elective in Primary Care through Yale School of Medicine. For the first time, medical students can receive elective credit for their work at HAVEN. This not only improves HAVEN's ability to recruit advanced clinical volunteers but also allows students to gain critical experience working with an underserved, largely Latino population. As part of the elective, students participated in a day-long didactic experience, during which they learned about community health as well as teaching in a medical setting.

Promoting Interprofessional Education

HAVEN is unique among clinical volunteer sites at Yale because it allows students their first opportunity for peer-to-peer teaching in a medical setting. Medical and ancillary teams are composed of students from across the health professional schools and the university. Volunteers are able to bring diverse experience and expertise and share it with their colleagues at HAVEN.



Community Outreach

Establishing lasting partnerships with organizations in the New Haven Community

Our Partnerships

In the past year, HAVEN has established or built upon lasting partnerships with organizations in the greater New Haven area.

Yale Medicine: Yale Medicine has welcomed HAVEN with open arms. In support of HAVEN's mission, YM has provided a beautiful, newly renovated clinical space and, perhaps more importantly, senior administrative staff, who were generous with their time and expertise.

Fair Haven Community Health Center: Fair Haven Community Health Center continues to be a strong partner of HAVEN Free Clinic. The leadership there generously helped facilitate HAVEN's relocation and continues to care for patients with medical conditions that cannot be appropriately treated at HAVEN.

Cornell Scott Hill Health Center: HAVEN has forged a new partnership with CSHHC, a large Federally Qualified Health Center with locations all over New Haven. CSHHC leadership has graciously offered to accept referrals for patients with complex medical issues or requiring specialty services.

Hispanic Clinic: For the past several years, HAVEN has referred patients with moderate to severe behavioral health conditions to the Hispanic Clinic at the Connecticut Mental Health Center. There, our patients receive comprehensive, culturally competent mental health services. This year, recognizing an unmet need, HAVEN has actively sought new-patient, primary-care referrals from the Hispanic Clinic, further strengthening our partnership.

Fair Haven School: The Fair Haven School is a bilingual, public elementary school in the Fair Haven neighborhood. The school has been a wonderful place for HAVEN to maintain its presence in the Fair Haven Community. We have conducted info sessions about our clinic for parents and also engaged students in our annual 5K.

Student Leadership Board 2017



Sustainability

Making sure HAVEN continues to thrive

Fundraising Initiatives

Sustainability & Development Committee: After the success of the inaugural ANDA 5K, the student leadership board voted to make the Sustainability & Development Committee permanent. The role of the committee is to spearhead our major fundraising efforts, including the 5K and dance party fundraisers as well as implement new, creative fundraising initiatives.

Annual ANDA 5K: Since 2014, HAVEN has held a 5K fundraiser that has raised over \$20,000 each year. The event is held in the Fair Haven neighborhood to represent our ties to this community. After running along the banks of the scenic Quinnipiac River, participants can enjoy donated snacks and beverages from local businesses and dance along to local musical acts. HAVEN patients and families, Fair Haven community members, and Yale affiliates come together to celebrate HAVEN and the community it serves. The 5K is a great time to reflect on HAVEN's accomplishments while raising money for the year ahead.

Dance Party Fundraisers: Twice per year, HAVEN holds a dance party fundraiser at the Yale graduate student bar. This year's themes were "90s Hits" and "Back to Barack: An Obama-Era Bash."



Financial Support

Financial sustainability is fundamental to HAVEN's strategic plan. Ensuring financial sustainability prompted our relocation and continues to be a focus of the clinic leadership. Thanks to Yale Medicine's generous donation of clinical space, HAVEN is on much surer financial footing.

As in years past, the **Gilead Foundation** extended its generous grant that supports the majority of our clinical operations. A grant from the **Chartis Foundation** continues to provide funding for students to attend and present at the Society for Student Run Free Clinics Conference and other educational conferences. The **APA Helping Hands Grant** supports our behavioral health initiatives. **AmeriCares** and **Direct Relief** provide donated medications and supplies. In addition to these grants, income from the **John B. Goetsch Endowment for Medical Education** alongside gifts from **Patricia Hellman Gibbs, MD** and **Richard D. Gibbs, MD**, **Hannah Kasowski Seminara, MD** and **Robert Seminara, Lori Schuldiner Schor** and **Joshua D. Schor, MD**, and other private donors have been used to support HAVEN's clinical activities.



Our Future

Relocating HAVEN is an opportunity to think big about the future of the clinic. As we consider the many exciting possibilities ahead, we will ensure that our founding principles are upheld: to provide high quality, free care to uninsured patients and to educate Yale students about Primary Care.

We will build on the success of the clinic as it existed at FHCHC, including providing excellent, free care to the uninsured in our community and developing Yale students into the next generation of leaders in Primary Care. We hope that you will support us as we strive towards our goal of making healthcare accessible to everyone in our city.

Donate

Visit havenfreeclinic.org

OR

Mail checks to:

HAVEN Free Clinic
800 Howard Avenue, First Floor
New Haven, CT 06519

HAVEN Free Clinic is part of Yale University, which is a charitable organization under section 501(c)(3) of the Internal Revenue Code eligible to receive tax-deductible contributions. Yale University's tax identification number is 06-0646973.



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800 Howard Avenue, First Floor
New Haven, CT 06519
(203) 314-9305

havenfreeclinic.org

