

HEALTHCARE CONNECTIONS REPORT, Dennis Torres, Chief Health Officer.....	2
FAMILY CENTERS HEALTH CARE REPORT – Medical/Dental/Mental Health.....	3
John Midy, Director of Outpatient Medical and Dental Services.....	3
Heather Dawson, DNP, Director of School Based Health Centers.....	3
Jill Winner, Senior Director of Outpatient Behavioral Health.....	3
*FCHC MEDICAL: 75 Holly Hill and WPC.....	3
*FCHC DENTAL: Wilbur Peck.....	4
*SCHOOL BASED HEALTH CENTERS: Medical, Mental Health, and Dental.....	5
*FCHC MENTAL HEALTH	6
*FCHC ENROLLMENT, ADMINISTRATION, & OUTREACH	7
CENTER FOR HOPE/THE DEN, TRAUMA RESPONSE & WLS.....	10
*FCHC QA/QI/COMPLIANCE REPORT, Melissa Schreff, Director of Data and Quality...	11
CARE TO CARE, Nathalie Tocci, RN Manager.....	12
FAMILY CENTERS CARES, Ruth Pennacchia, Manager.....	13

***Attachments:**

- *December Clinical Quality Report
- *Q4 2025 Quality Measures Report
- *Q4 2025 Infection Control Report Card
- *2026 QA QI Calendar and Activities Plan
- *2026 Clinical Quality Targets Proposal
- *Q4 Risk Management Report
- *The Employee Health updates part of the Staffing Manual- Addressing the COVID, Flu, and PPD requirements for employees.
- *Patient Safety and Risk Management Plan
- *2026 Updated Federal Poverty Levels (sliding scale)
- *Reappointments of Medical, Mental Health, and Dental Directors
 - *Dr. Ramin Ahmadi
 - *Dr. Margarita Munoz
 - *Dr. Ishrat Rangwala
 - *Dr. Cristina Oliveira

***Vote required**

HEALTHCARE CONNECTIONS REPORT, Dennis Torres, Chief Health Officer

Healthcare Connections is a big tent that contains all FQHC programs: OBH, 75 Holly Hill, Wilbur Peck Court, and all the School Based Health Centers, Family Centers CARES (formerly Stamford CARES) and Care to Care. Reporting on all this is not easy as the information shared must meet HRSA requirements, Joint Commission requirements and Board preferences. Based on your feedback, this report is moving toward more dashboards so that the outputs and outcomes are readily seen, with less emphasis on narrative. This report is a work in progress, and your response/input to this report is necessary to shape this into a document that meets regulatory requirements AND provides critical information to you on all matters that affect Healthcare Connections programs. Of note here is that the team decided it was better to be one month behind in statistical reporting so that there is enough time to close the month, digest, and combine.

After robust conversations at the strategic planning retreat, we are excited to work toward the completion of the triennial strategic plan and work toward new identified goals and objectives. As I look at the last Strategic Plan, it is clear we accomplished most of our objectives regarding Healthcare Connections:

- Maintaining accreditation (Joint Commission, HRSA OSV)
- Improving community partnerships (Cradle to Career, YMHA, Vita, GCHIP, Stamford CHIP, Ryan White, CAEAR Coalition, CHCACT, CASBHC, and other local, statewide and national groups where Family Centers maintains strong representation).
- Programmatic growth (75 Holly Hill, Turn of River Middle School)
- Physical space (986 Bedford, 75 Holly Hill, TOR)
- Professional development (Relias LMS expansion, increased internal training, college tuition reimbursement)

Other items still in process include:

- Centralized intake
- Software alignment (Epic, Teams, RingCentral)
- Honing integrated model programming and messaging

It is interesting to note that at our recent Strategic Planning retreat, many of the same items from our last plan were discussed. This reaffirms for me that we are in an evolving state and operational changes, and policy changes, often take longer than one would think. Family Centers is not a speedboat, but rather an ocean liner that cannot make hairpin turns. The movement is always deliberate and steady. We continue to shape Family Centers into a model health, education, and human service agency. Staff are noticeably proud of our work in the community, as they should be. Family Centers does amazing and important work and accomplishes much on both the micro and macro levels of functioning.

I am proud of our work without losing sight of continuous quality improvement – all for the benefit of the people we serve.

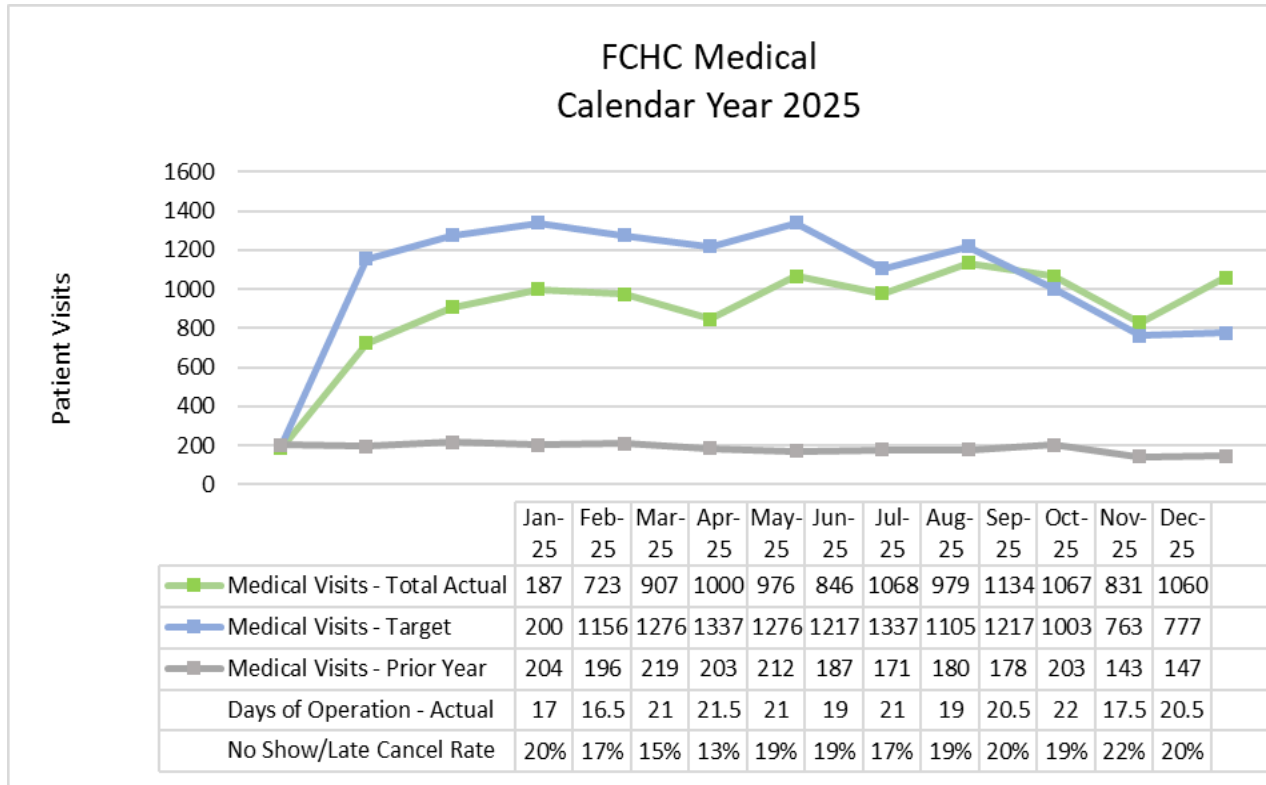
FAMILY CENTERS HEALTH CARE REPORT – Medical/Dental/Mental Health

John Midy, Director of Outpatient Medical and Dental Services

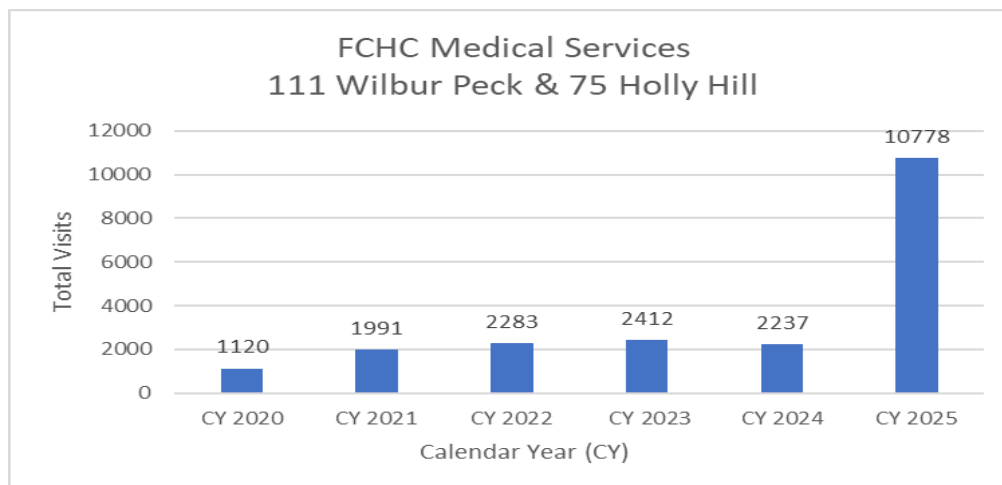
Heather Dawson, DNP, Director of School Based Health Centers

Jill Winner, Senior Director of Outpatient Behavioral Health

***FCHC MEDICAL: 75 Holly Hill and WPC_**



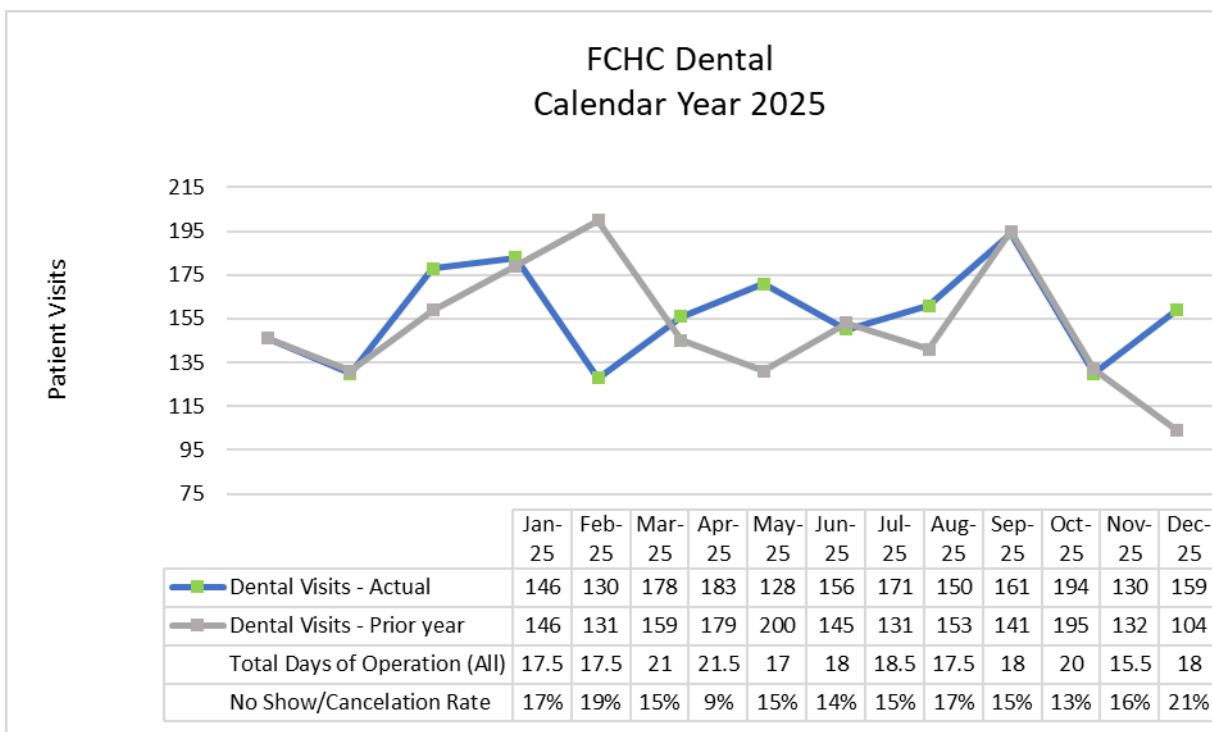
****Current Data listed – 111 Wilbur Peck Court (January) & 75 Holly Hill (February – December).**



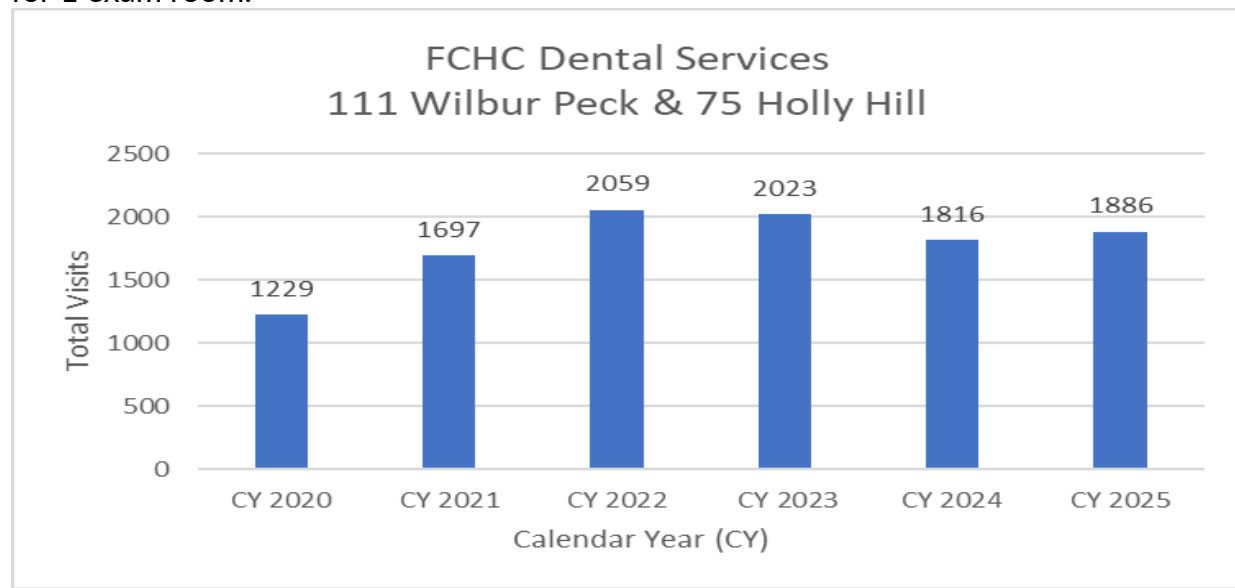
Operations

Staffing	Open Positions: 1 Medical Assistant, 1 Mental Health Clinician, 1 Patient Navigator.
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*FCHC DENTAL: Wilbur Peck



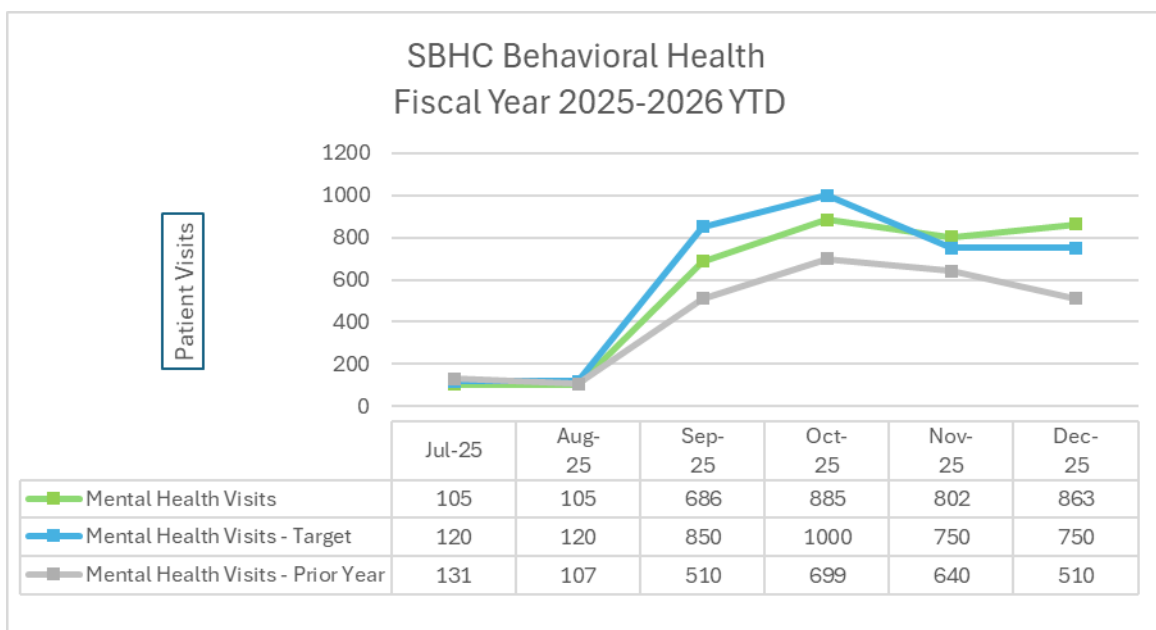
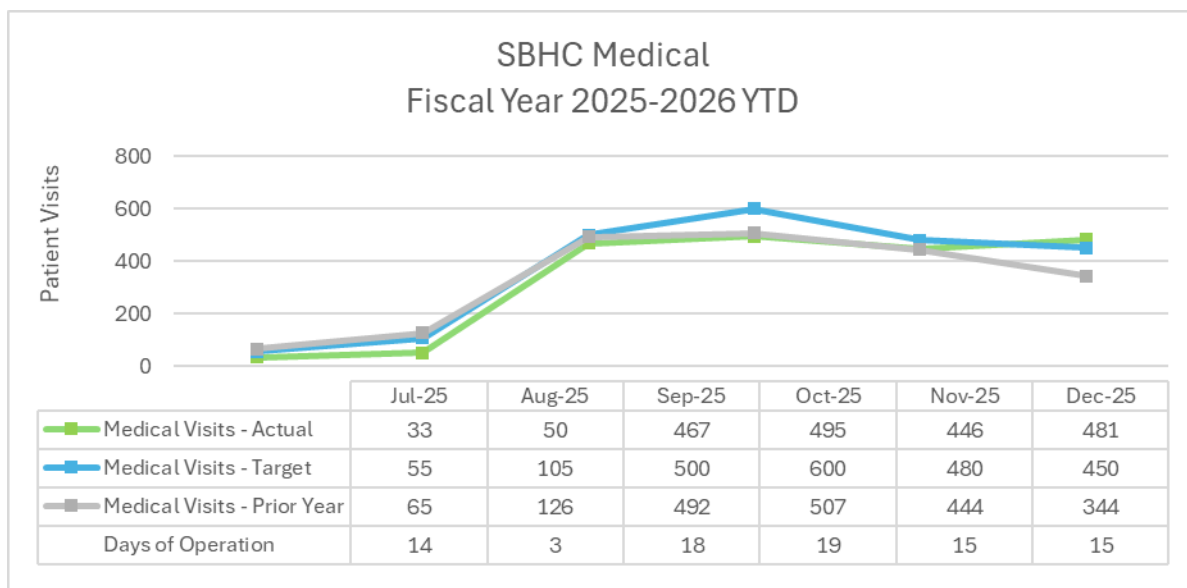
**Data listed is 111 Wilbur Peck Services. Days combine dentist and dental hygiene days for 1 exam room.

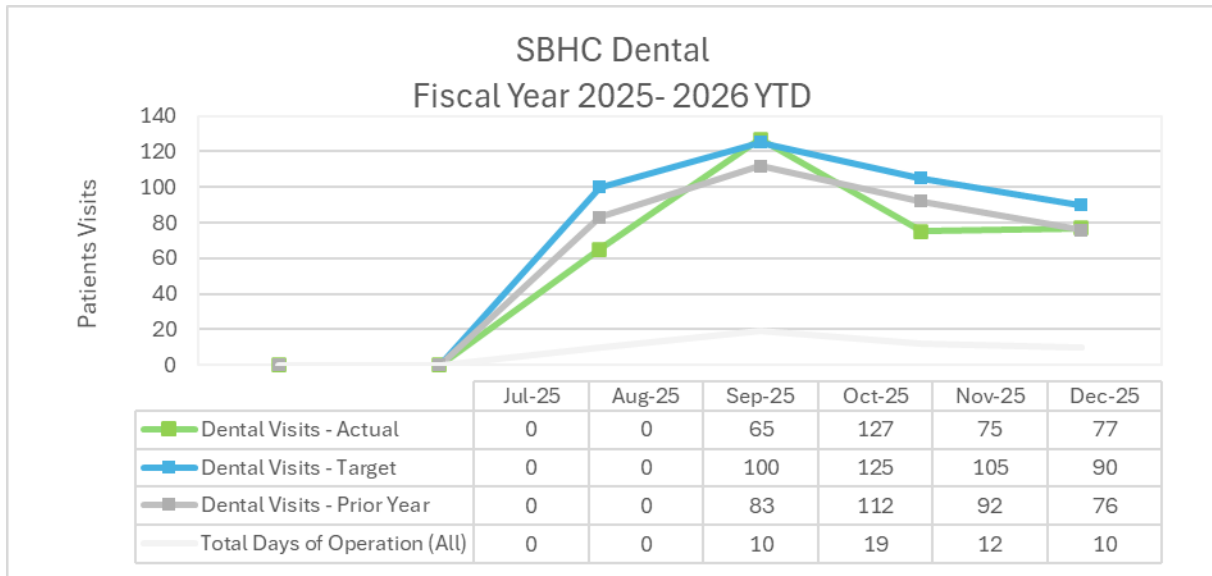


Operations

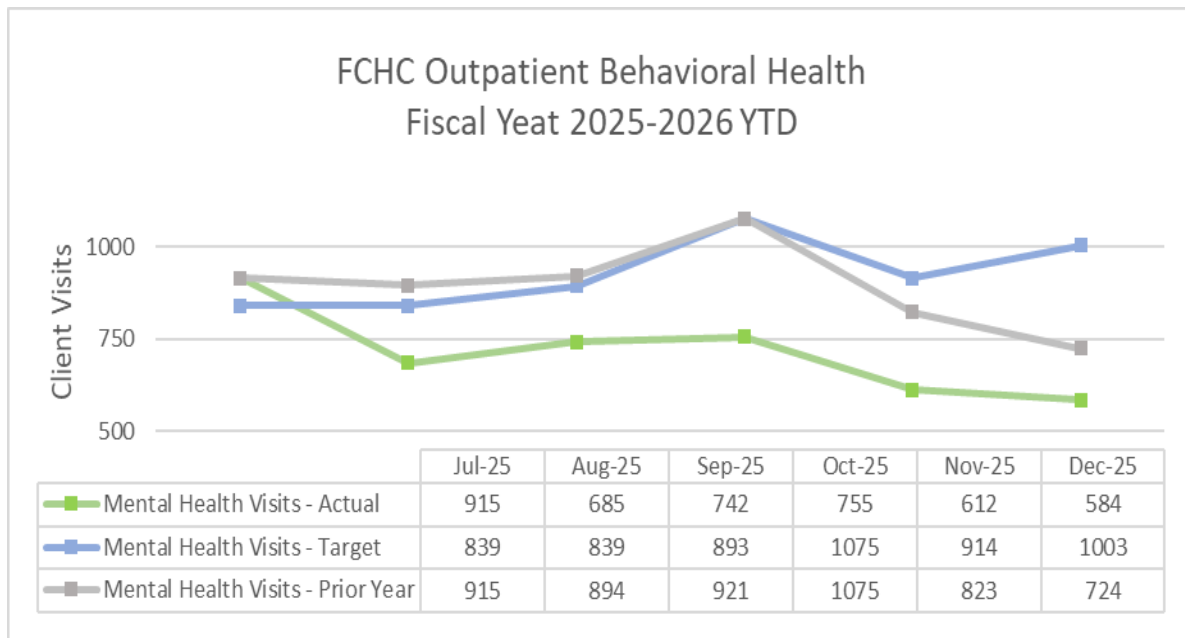
Staffing	Open Positions: 1 dentist, 1 hygienist, 1 patient support specialist & 1 dental assistant.
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*SCHOOL BASED HEALTH CENTERS: Medical, Mental Health, and Dental





***FCHC MENTAL HEALTH**



****Data listed is for Bedford and Bridge locations. They do not include Darien or Holly Hill.**

Operations

Staffing	Open Positions: 2 Clinical Supervisors, 2 Clinician positions, 1 HH Clinician Clinic Manger on FMLA until mid-January New Contractor started mid-January
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*FCHC ENROLLMENT, ADMINISTRATION, & OUTREACH

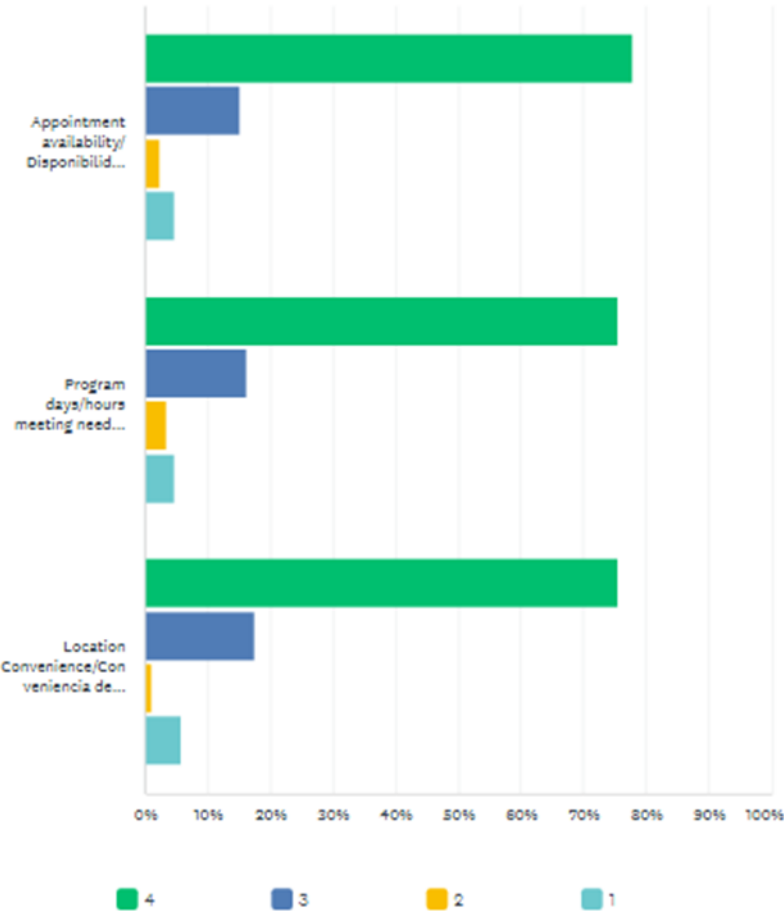
Completed surveys: 146

Access	Ease of Getting Care: Most respondents rated accessibility and convenience highly, with strong satisfaction regarding clinic location, Over 92% of participants rated access factors as “Good” to “Average.” Strengths: - Clinic locations and welcoming environments remain highly valued. - Consistent verification and check-in processes. - Family Centers continues to be the primary healthcare provider for many respondents. Challenges: - Appointment availability—especially same-day, after-hours, or with preferred providers—remains a barrier for some patients. - Cost continues to influence care decisions, with some patients reporting delayed or cancelled visits due to affordability.
Services	Provider Experience: Ratings for Provider Care and Interaction remained strong—an average of over 84% their experience as “Good” to “Average”. Providers are seen as respectful, attentive, and clear in explaining diagnoses and treatment plans. Support Staff: Front desk and clinical staff received strong marks for professionalism, friendliness, and bilingual support. Ratings for staff and customer service also remained high an average of over 91% their experience as “Good” to “Average”. Patients feel welcomed and respected during check-in and throughout visits. Treatment Quality: Confidence in both medical and dental services remains strong. Opportunities exist to improve communication about next steps, referrals, and follow-up care. Financial & Eligibility Support: Fewer respondents reported using eligibility services, but those who did generally found the application process manageable and assistance helpful.
Key Takeaways	Access: Overall access satisfaction remains high, 96% of individuals rated overall experience as "Good" to "Average". Appointment flexibility and after-hours scheduling options would improve patient gratification. Service: Provider and staff interactions are consistently a strength. Enhancing proactive communication around follow-up steps and referrals could further improve patient experience.

	Equity: Bilingual services and affordability efforts remain impactful. Increased visibility of the financial assistance options could reduce barriers for more patients. Overall Experience: Improving from last quarter, over 97% of patients reported that they would return to Family Centers for their care and over 96% reported that they would recommend someone to Family Centers. When asked what patients liked best about Family Centers, many cited the kindness of staff, quality of care, and feeling respected. When asked what they liked least, recurring themes included phone access, appointment availability, and cost concerns.
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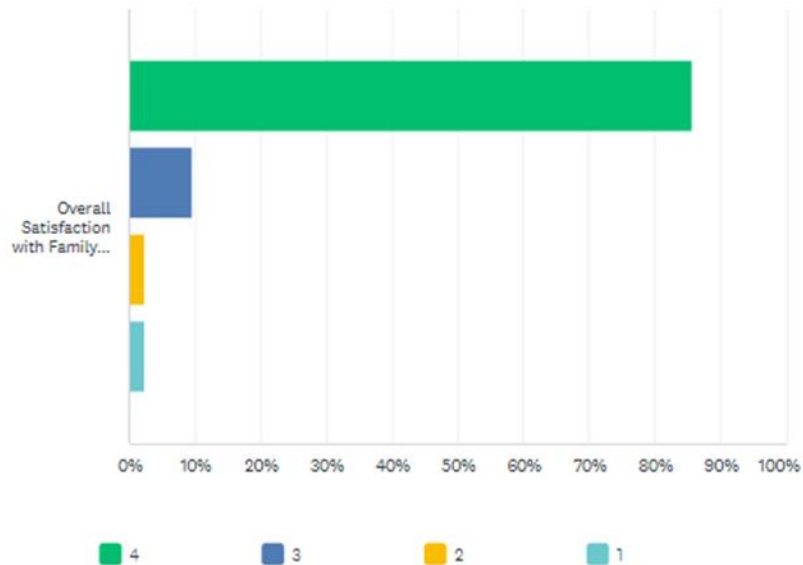
Accessibility and Convenience Please rate the following on a scale of 4-1: Good (4), Average (3), Fair (2), Poor (1) Accesibilidad y Conveniencia: Evalúe lo siguiente en una escala del 4 al: Excelente (4), Bueno (3), Justo (2), Malo (1)

Answered: 86 Skipped: 60



Overall Experience Please rate the following on a scale of 4-1: Good (4), Average (3), Fair (2), Poor (1) Experiencia General Evalué lo siguiente en una escala del 4 al 1: Excelente (4), Bueno (3), Justo (2), Malo (1)

Answered: 84 Skipped: 62

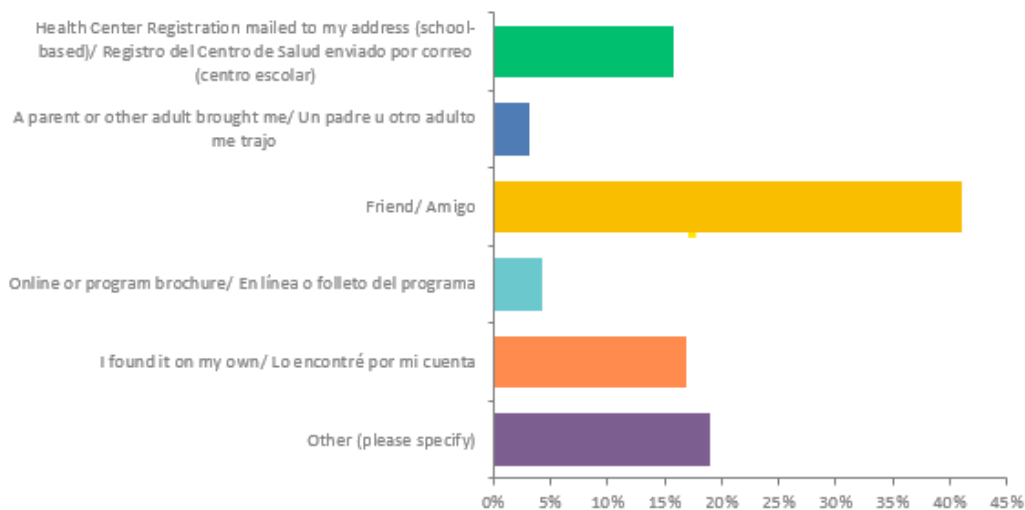


Q11: How did you first hear about Family Centers?/ Como se enteró por primera vez de Family Centers?

Answered: 95 Skipped: 51

ANSWER CHOICES	RESPONSES	
Health Center Registration mailed to my address (school-based)/ Registro del Centro de Salud enviado por correo (centro escolar)	15.79%	15
A parent or other adult brought me/ Un padre u otro adulto me trajo	3.16%	3
Friend/ Amigo	41.05%	39
Online or program brochure/ En línea o folleto del programa	4.21%	4
I found it on my own/ Lo encontré por mi cuenta	16.84%	16
Other (please specify)	18.95%	18
TOTAL		95

Powered by SurveyMonkey



CENTER FOR HOPE/THE DEN, TRAUMA RESPONSE & WLS

Operations

- Evening Den: (3rd and 17th)- Ran 2 nights in January, 9 groups each night, 90 participants total, 18 total volunteers (3rd and 17th)
- School Den: Stamford – 2 schools/2 groups, Norwalk – 7 schools/8 groups, Greenwich – 1 school/1 group
- Trauma Response: 1 - Hindley Elementary School in Darien
- Staffing - Director of The Center for HOPE, Den Coordinator

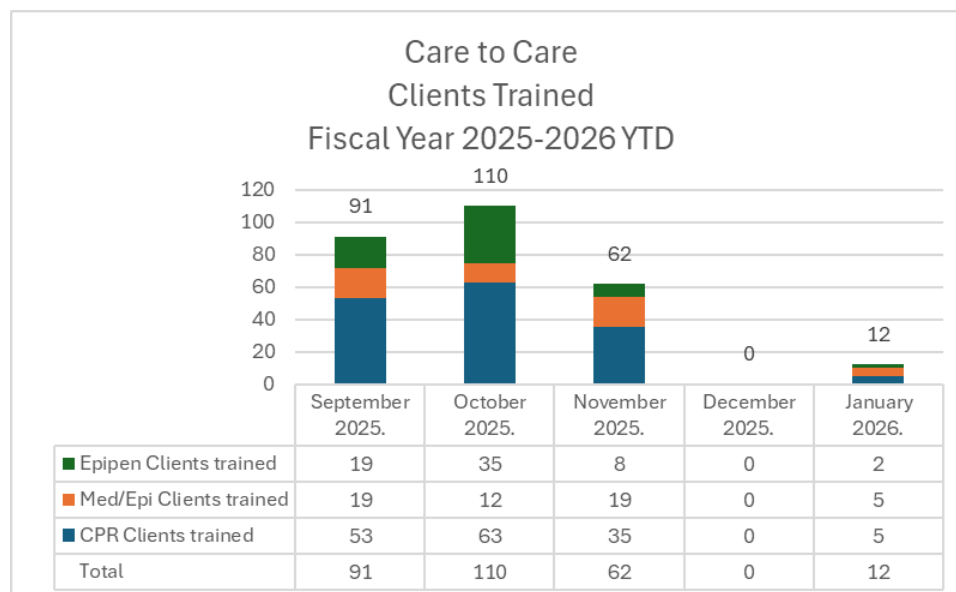
***FCHC QA/QI/COMPLIANCE REPORT, Melissa Schreff, Director of Data and Quality**

2025 Clinical Performance		
UDS Measure:	EOY 2025	2025 Targets
Child 2+ immunizations	80.0%	63.0%
Child BMI + Nutritional Counseling	81.5%	75.0%
Adult BMI + Nutritional Counseling	61.1%	60.0%
Smoking Screening + Cessation Counseling	78.5%	75.0%
HIV Screening	53.1%	50.0%
Controlled Hypertension	78.0%	67.0%
Colorectal Cancer screenings	57.0%	50.0%
Cervical Cancer screenings	75.1%	60.0%
Breast Cancer screenings	75.4%	65.0%
IVD: use of aspirin or another antiplatelet	73.1%	69.0%
Depression Screening + Referrals	62.2%	70.0%
Controlled Diabetes (Inverse measure)	83.3%	85.0%
Statin Therapy	74.2%	78.0%

2025 Training Plan Compliance

Medical and Dental: 92.6%	SBHC Medical and Dental: 98.6%
Mental Health: 100%	SBHC Mental Health: 100%
Admin Medical, Dental, Mental Health: 91.9%	Admin SBHC: 90.7%

CARE TO CARE, Nathalie Tocci, RN Manager



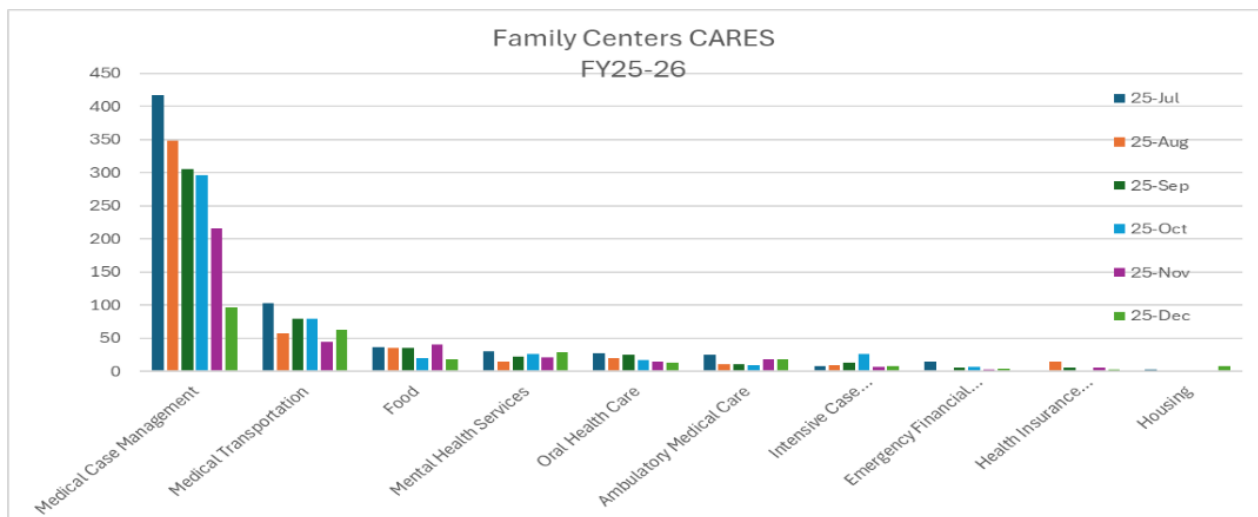
Trainings	July 2025.	August 2025.	September 2025.	October 2025.	November 2025.	December 2025.	January 2026.
CPR Classes	0	7	4	5	3	1	1
Med/Epi Classes	2	3	1	2	1	0	1
Epi Classes	0	5	2	3	2	0	1
Total Trainings	2	15	7	10	6	1	3

FAMILY CENTERS CARES, Ruth Pennacchia, Manager

Overview:

In December, Medical Case Management provided comprehensive services including care coordination, access to treatment, ambulatory medical care, behavioral health, and oral health services, while also assisting clients with unmet needs such as housing and utilities, health insurance, medication access, and food support.

- **Operations:** FC CARES operates at full capacity, continuing to reduce gaps in medical visits through collaboration, improved data accuracy, and strengthened external partnerships.
- **Health Outcomes:** Increased and maintained cervical cancer screening rates among eligible clients through ongoing outreach and provider collaboration.
- **Compliance & Outreach:** Successfully submitted RWPA 2025 monitoring.
- Hosted a World AIDS Day luncheon to raise awareness and support people living with HIV.
- Produced a compelling HIV awareness video in collaboration with APNH to mark World AIDS Day, reaching and educating the community on prevention and care.
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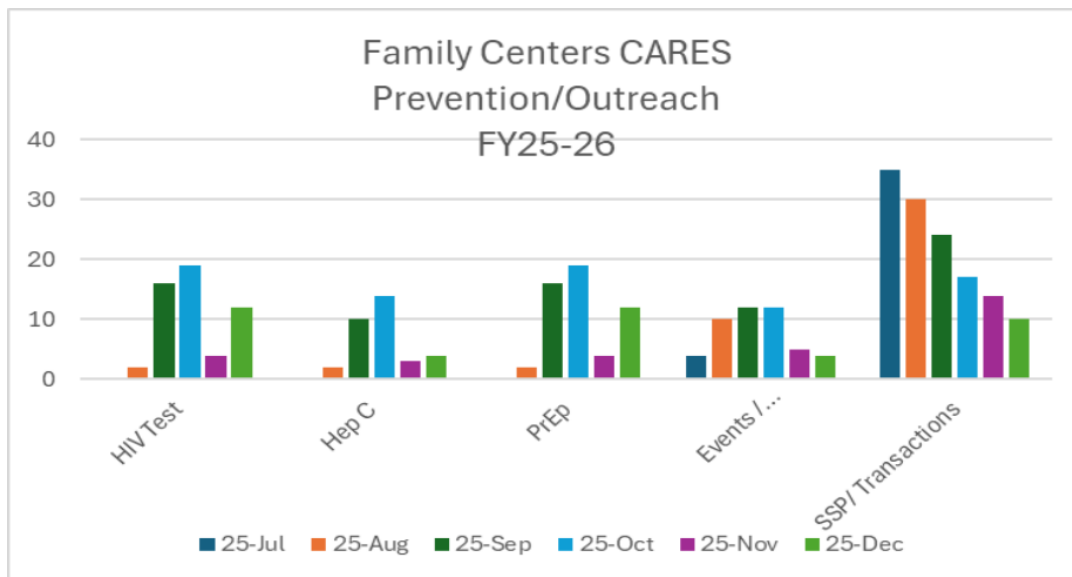
Month	Medical Case Mgmt	Medical Transport	Food	Mental Health Service	Oral Health Care	Medical Care	ICM	Emerg \$\$ Assist	Health Ins. Assist	Housg
25-Jul	417	103	36	30	27	25	8	15	1	3
25-Aug	349	57	35	14	20	11	9	1	14	0
25-Sep	305	79	35	22	25	11	13	5	5	1
25-Oct	297	79	20	26	17	9	26	7	2	2
25-Nov	216	44	40	21	15	18	7	3	6	2
25-Dec	97	63	19	29	13	18	8	4	3	8
Total	1681	425	185	142	117	92	71	35	31	16

Social Media & Digital Outreach:

- Published 91 Instagram posts and 51 Facebook posts to increase awareness and share resources.
- Maintained consistent weekly engagement on dating apps to provide prevention, messaging, sustain social interaction, and connect individuals to services.

In-Person Outreach:

- Expanded outreach to high-traffic community locations: Stamford Train Station, B1C, Dunkin' on Elm Street, and the Government Center.
- Flyering at key community locations, and distribution of at-home HIV testing kits, connecting community members to resources and support.
- Provided in-person training on safe sex practices, STIs, and services available at Family Centers.



Month	HIV Test	Hep C	PrEp	Events Presentation Education	SSP/ Transactions
25-Jul	0	0	0	4	35
25-Aug	2	2	2	10	30
25-Sep	16	10	16	12	24
25-Oct	19	14	19	12	17
25-Nov	4	3	4	5	14
25-Dec	12	4	12	4	10
Total	53	33	53	47	130