



Rising to the Challenge for Community Health Centers

Florida Association of Community Health Centers

2020 ANNUAL REPORT



Members

Agape Community Health Center, Inc.
Mia Jones, CEO

Aza Health
Laura Spencer, CEO

Banyan Community Health Care
Vincent Carrodegua, CEO

Bond Community Health Center, Inc.
Temple Robinson, MD, CEO

Borinquen Health Care Center, Inc.
Paul Velez, CEO

Brevard Health Alliance
Austin Helton, CEO

Broward Community & Family Health Center
Rosalyn Frazier, CEO

C.L. Brumback Primary Care Clinics
Hyla Fritsch, PharmD, CPh, Executive Director of
Clinic Operations and Pharmacy Services

Camillus Health Concern
Francis Afram-Gyening, CEO

Care Resource Community Health Centers, Inc.
Rick Siclari, CEO

Center for Family and Child Enrichment
T. Delores Dunn, President & CEO

Central Florida Health Care, Inc.
Ann Claussen, CEO

Citrus Health Network
Mario Jardon, President & CEO

Community Health Centers, Inc.
Debra Andree, MD, President & CEO

Community Health Centers of Pinellas, Inc.
Elodie Dorso, President & CEO

CenterPlace Health
Melissa Parker, President & CEO

Community Health of South Florida, Inc.
Col. Brodes Hartley, Jr., (Ret.), CEO

Empower U, Inc.
Belita Wyatt, CEO

Community Health Northwest Florida
Chandra Smiley, CEO

Family Health Center of Southwest Florida, Inc.
Frank Mazzeo, DDS, President & CEO

Family Health Source
Laurie Asbury, CEO

Florida Community Health Centers, Inc.
Wilhelmina Lewis, MD, CEO

FoundCare, Inc.
Yolette Bonnet, CEO

Genesis Community Health
DeAnna Warren, Executive Director

Healthcare Network of Southwest Florida
Emily Ptaszek, PSY.D, President & CEO

Heart of Florida Health Center
Jamie Ulmer, CEO

Jessie Trice Community Health System, Inc.
Annie Neasman, RN, President & CEO

Langley Health Services
Thomas Chase, CEO

MCR Health
Patrick Carnegie, President & CEO

Metro Inclusive Health
Lorraine Langlois, President & CEO

Miami Beach Community Health Center
Mark Rabinowitz, MD, CEO

Neighborhood Medical Center
Jeanne' Freeman, CEO

North Florida Medical Centers, Inc.
Lane Lunn, CEO

Orange Blossom Family Health
Bakari Burns, President & CEO

Osceola Community Health Services
Belinda Johnson-Cornett

Palms Medical Group
Anita Riels, CEO

PanCare Health
R. Michael Hill, President & CEO

Pinellas Health and Human Services
Karen Yatchum, CEO

Premier Community HealthCare Group
Joseph Resnick, CEO

Rural Health Network of Monroe County
Rochelle McEntyre, CEO

Sulzbacher Center
Cindy Funkhouser, President & CEO

Suncoast Community Health Centers, Inc.
Brad Herremans, CEO

Tampa Family Health Centers, Inc.
Sherry Hoback, CEO

Treasure Coast Community Health
Vicki Soule', CEO

True Health
Janelle Dunn, CEO

Greetings from the President & CEO



Dear Friends,

I am pleased to present the 2020 Annual Report under the theme Rising to the Challenge for Community Health Centers. The unprecedented times that we are living through have reinforced FACHC's overarching mission to provide support, technical assistance, and training to Florida's Community Health Centers.

Community Health Centers have committed to raise the bar over this past year, from being the first on the front lines to provide drive-thru Covid-19 testing to steadily administering vaccinations to our most vulnerable residents throughout the state — it has been an honor to see how we have been able to assist Community Health Centers at this vital moment, and to see firsthand how FACHC staff have risen to meet new challenges.

As we prepare for the year ahead, our vision remains clear, we are here to serve and support Centers that bring effective and life-changing programs to their communities.

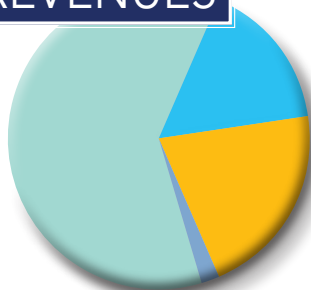
Sincerely,

Andrew Behrman
President & CEO



FACHC Financial Summary

REVENUES



75.37% Grants
17.49% Dues
0.01% Conference/Meetings
7.14% Other Income

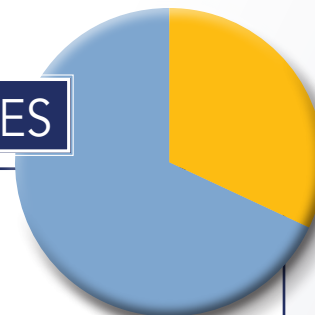
Grants	\$1,763,740
Dues	\$409,301
Conference/Meetings	\$175
Other Income	\$166,998
Total Revenue	\$2,340,214

The differentials between revenues and expenditures is attributable to the timing of our Assessment.

EXPENSES

65.08%
Program Services

34.92%
Supporting Services



Program Services	\$1,437,353
Supporting Services	\$771,320
Total Expenses	\$2,208,673
Audit Financial for period 4/1/2020 - 3/31/21	

By the Numbers

YEAR	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
PATIENTS SERVED	1,080,695	1,136,458	1,128,651	1,197,948	1,313,406	1,400,249	1,466,904	1,532,044	1,621,783	1,579,074

13,009
Direct Jobs

21,529
Eco Impact

\$2.6B Impact

720
Locations

52 FQHCs
(Includes 4 Look-Alikes)

186% ROI

EXPENSES BY SERVICE TYPE

	Medical	51.6%
	Dental	11.2%
	Behavioral	9.6%
	Vision	17.7%
	Pharmacy	8.7%
	Enabling	0.6%
	Other Professional Services	0.6%

THOSE REPORTING INCOMES

Below 100% Federal Poverty Line:	71%
Below 200% Federal Poverty Line:	90%

SPECIAL POPULATIONS

Veterans	13,251
Migrant/Seasonal	45,928
Public Housing	250,965
Homeless	78,491
School-Based	43,392

PATIENT INSURANCE

Uninsured	32%
Medicaid	37%
Public Insurance	1%
Medicare	8%
Private Insurance	22%

**Numbers rounded to the nearest whole percentage.*

Total Patients	1,579,074	
Total Visits	6,227,057	866,700 Telehealth Visits*
*An increase from less than 1% of all visits in 2019 to approximately 14% of all visits in 2020		
Cost Per Patient	\$880.49	
Cost per Encounter	\$223.28	
Visit Per Patient	3.94	
Total Full-Time Equivalents (FTE)	11,737	

Source: information from 2020 UDS report and IMPLAN, an economic impact assessment software system.

Program Highlights:

Committed to Serving Community Health Centers

Building Prepared Health Centers

Preparedness is defined as “a state of readiness, especially for war”. This year, health centers have maintained their position on the frontlines, battling a pandemic that disproportionately threatened our most vulnerable communities, demonstrating the dedication to a collective mission of ensuring access to care for all.

Tackling COVID-19 and Hurricane Season

In addition to responding to COVID-19, our Community Health Centers faced a record-breaking Hurricane Season with Florida in the path of nine named storms. Through it all, health centers continued to provide the most crucial services to support both public health efforts and individuals that have come to know a community health center as their medical home. In recognition of their vital role, health centers were recipients of donations of Personal Protective Equipment and mobile medical units and among the first providers to receive and administer COVID-19 vaccines in Florida. FACHC’s capacity for emergency response was broadened through support of these efforts and continues to grow with the acquisition of portable shelters and equipment to support alternate care sites.

Statewide Impact

FACHC’s Emergency Preparedness Program aims to assist health centers in all phases of Emergency Management, but this year our focus was on response. We convened experts and partners to share crucial and timely information and sought opportunities to enhance the health center visibility. Working with federal, state, and NGO partners, we delivered training and technical assistance, building capabilities for health center evaluation through a collaborative project that resulted in a Statewide After Action Report.

Communication is Key During Emergencies

With a focus on maintaining situational awareness, FACHC developed communications to provide information and resources in response to storm threats, as well as a weekly COVID-19 vaccine bulletin, and launched a new system to facilitate Operational Status Reporting. Consistent communication, coordination, and collaboration continue to be the cornerstones for our ongoing efforts as we maintain all-hazard preparedness while waging war on COVID-19.

CHC Operations

Providing Operational Support

The healthcare landscape and health center world change constantly, making it challenging to keep up, especially for busy health center leaders who work tirelessly to ensure access to high quality, comprehensive care for Florida's most vulnerable residents. We strive to save health center leaders valuable time by keeping them abreast of state and federal issues and opportunities through various communication tools and peer learning opportunities available to a diverse cross-section of health center leaders.

Supporting Centers Transitioning to Virtual and Hybrid Care Models

Health centers rapidly shifted from providing almost exclusively in-person care, to a hybrid in-person and virtual care model due to COVID limitations. Centers rose to the challenges and created new workflows, systems, policies and protocols, while learning about new technologies, platforms and tools. From 2019 to 2020, total Florida virtual visits went from less than 1% of all visits to almost 14%. FACHC hosted the Center for Connected Health Policy to provide Florida and National regulatory and payment updates, after which we published Telehealth FAQs based on questions we received from health centers.

Increasing Access and Quality for Vulnerable Populations

Florida's Community Health Centers serve some of the most vulnerable populations with the least access to care in the state, including low-income people, uninsured, immigrants, homeless individuals and families, farmworkers, and vulnerable groups.

FACHC provided data to help migrant health centers reach out to H2A Agricultural workers in their areas.

Social Services Directory: The Social Service Directory created helps Center staff link patients with a wide variety of resources to meet their complex needs.

Repository for Mobile Health Information and Tool: The repository includes sample MOUs, policies, job descriptions and protocols.

In addition, we provided Social Need Screenings and Food Insecurity Referrals at Florida's Community Health Centers which helped to get an understanding of how health centers are screening patients for social needs. It also highlighted successful partnerships and strategies health centers are using to increase food security for patients.

Workforce Implementation

Comprehensive Workforce Planning

FACHC is supporting Community Health Centers with the development of Comprehensive Workforce Plans, followed by Workforce Strategic Plans. The combination of these two documents will create an action plan for developing, implementing, and perfecting world-class, innovative workforce development strategies.

Through this work, we help support health centers match the needs of their organization with the aspirations of a workforce to best support patients and work to create the most talented and adaptive workforce required for an ever-changing healthcare model.

Workforce Development Infrastructure

FACHC has developed a Workforce Development Infrastructure primer and conceptual blueprint. Most health centers have existing and expansive systems in place to support their workforce development efforts already. This conceptual framework is important to ground the training and technical assistance that FACHC provides to health centers.

Partnerships & Collaboration



Organize both internal and external partners and leverage essential workforce resources.

Occupational Priorities



Define key occupations for targeted recruitment and/or retention.

Recruitment & Pipeline Development



Define effective recruitment strategies to create a long-term workforce pipeline.

Selection & Onboarding



Develop equitable selection processes and utilize high-touch onboarding strategies.

Retention & Advancement



Leverage retention strategies that reduce turnover and increase advancement/equity.

Realizing New Perspective



36 Service Staff
trained to become
Medical Interpreters



25% of
patients prefer
a language
other than English

The worldwide COVID-19 pandemic impacted every aspect of service at Florida's Community Health Centers. The Centers were deeply involved in screening and vaccination efforts. This meant that federally trained Certified Application Counselors (CACs) were being utilized even more to ensure healthcare was available to existing and new patients.

FACHC launched a three-year effort to reduce healthcare costs by encouraging health centers to consider alternative staffing structures, as authorized. This approach has been shown to benefit the patient with more personalized care and improved health outcomes. It was maximized by FACHC offering scholarships for enabling service staff to renew their Community Health Worker Certification and become trained Medical Interpreters.

Overall, this strategy was able to engage 36 participants and identified that 25% of patients preferred being treated in a language other than English.

Quality Care for All - Partnerships that Bridge the Gap

This year, FACHC's Clinical Quality focus was redirected to COVID-19 to assist the many priorities of the pandemic. We addressed the impact on behavioral health during times of crisis by leveraging partnerships that provided insight and tools for health centers.

FACHC partnered with **Language of Caring** for a webinar series focused on effective communication while remaining caring and clear. Patient centered care is at the heart of our mission and improving team based care and health coaching assists in communication with providers, care teams, and patient engagement.

An **American Heart Association** presentation included resources for food insecurity due to first time homelessness with COVID-19 and how to continue to treat chronic disease during the pandemic with a focus on heart disease, blood pressure control, and diabetes.

FACHC has also been involved in the **National Network for Oral Health Access (NNOHA)** specialized webinar series for dentists and their care teams regarding topics such as infection control, telemedicine, staffing changes, workflow changes, changes in programs and services, and provider burnout.

Thank you to the Community Health Centers clinicians and care teams, as well as our community partners!



FACHC

THE VOICE OF PRIMARY CARE



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