Florida Association of Community Health Centers

ANNUAL REPORT 2022



Bright Ideas for a Brighter Future



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Members

Agape Community Health Center, Inc.
Mia Jones, CEO

Aza Health
Laura Spencer, CEO

Banyan Community Health Center, Inc.
Vincent Carrodeguas, President & CEO

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

Borinquen Medical Centers
Paul Velez, CEO

Brevard Health Alliance, Inc.
Austin Helton, CEO

Broward Community & Family Health Care, Inc.
Rosalyn Frazier, CEO

C.L. Brumback Primary Care Clinics
Candice Abbott, MBA, Interim Executive Director

Camillus Health Concern, Inc.
Francis Afram-Gyening, CEO

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

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

CenterPlace Health, Inc.
Kari Ellingstad, MPH, CEO

Central Florida Health Care, Inc.
Ann Claussen, CEO

Citrus Health Network, Inc.
Mario Jardon, President & CEO

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

Community Health of South Florida, Inc.
Blake Hall, MBA, President & CEO

Community Health Northwest Florida, Inc.
Chandra Smiley, CEO

Empower U, Inc.
Belita Wyatt, CEO

Evara Health
Elodie Dorso, MBA, President & 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, President & CEO

FoundCare, Inc.
Chris Irizzary, MPA, CEO

Genesis Community Health, Inc.
DeAnna Moultrie, Executive Director

Gracepoint Wellness
Roaya Tyson, CEO

Healthcare Network
Jamie Ulmer, MA, President & CEO

Heart of Florida Health Center, Inc.
Matt Clay, MS, President & CEO

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

Langley Health Services
Thomas Chase, MBA, CEO

Lee Community Healthcare, Inc.
Robert Johns, Executive Director

MCR Health, Inc.
Melvin Price, MD, President & CEO

Metro Inclusive Health
Lorraine Langlois, CEO

Miami Beach Community Health Center, Inc.
Mark Rabinowitz, MD, CEO

Neighborhood Medical Center, Inc.
Jeanne' Freeman, CEO

North Florida Medical Centers, Inc.
Lane Lunn, CEO

Orange Blossom Family Health
Bakari Burns, MBA, President & CEO

Osceola Community Health Services
Belinda Johnson-Cornett, RN, President & CEO

Palms Medical Group
Anita Rembert, CEO

PanCare Health
Robert Thompson, President & CEO

Pinellas Health and Human Services
MaryEllen Dennis, DHA, Healthcare Administrator & CEO

Premier Community HealthCare Group, Inc.
Joseph Resnick, MHA, CEO

Rural Health Network of Monroe County, Inc.
Amy Halstead, MBA, CEO

SMA Healthcare, Inc.
Ivan Cosimi, CEO

Sulzbacher
Cindy Funkhouser, President & CEO

Suncoast Community Health Centers, Inc.
Bradley Herremans, MBA, CEO

Tampa Family Health Centers, Inc.
Sherry Hoback, CEO

Treasure Coast Community Health, Inc.
Vicki Soule', MBA, CEO

True Health
Janelle Dunn, MHA, CEO

Whole Family Health Center, Inc.
Marie Andress, MBA, CEO



A Message from the CEO

On behalf of the Florida Association of Community Health Center (FACHC), it is an honor and pleasure to present this 2022 Annual Report. While this report presents a mere glimpse into the efforts and experiences of FACHC and its membership throughout a single year, it reflects the continuing innovation and growth of Florida's health centers by highlighting services, collaborations, and outcomes. As indicated in this report, FACHC and health centers continued to encourage and evolve amid the challenges and changes.

Serving almost 1.8 million patients through more than 6.5 million encounters, an aggregated health center staff of more than 14,400 demonstrates the expanding need for providers, services, and capacity. In addition to serving as a significant piece of the state's safety net, these organizations are a driving commercial force contributing over $3.2 billion annually in economic impact.

I am a daily witness to health centers' determination in addressing their communities' needs and expectations. These efforts serve as a motivation for FACHC as we continue to support Florida's health centers by identifying, developing, and implementing bright ideas for our brighter futures.

Jonathan E. Chapman. MBA
President & CEO

Executive Committee

Bradley Herremans
Chair

Dr. Temple Robinson
Vice-Chair

Joey Resnick
Treasurer

Dr. Wilhelmina Lewis
Parliamentarian

Ann Claussen
Secretary

Vicki Soule'
Past Chair

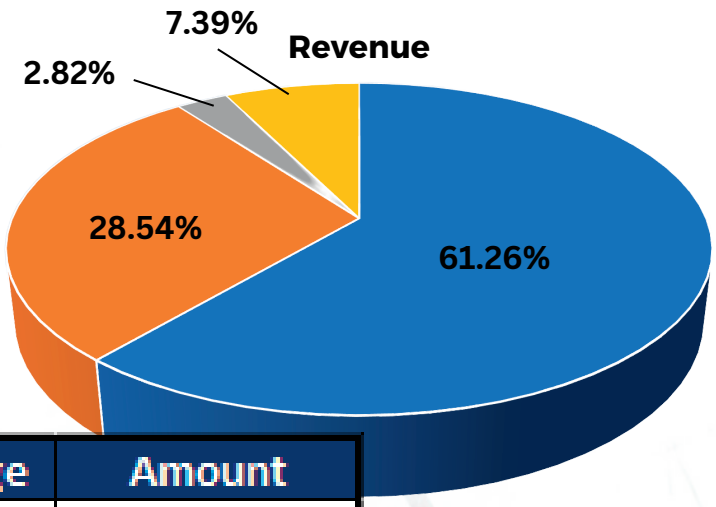
Laura Spencer
North Regional Representative

Jamie Ulmer
South Regional Representative

Elodie Dorso
Central Regional Representative

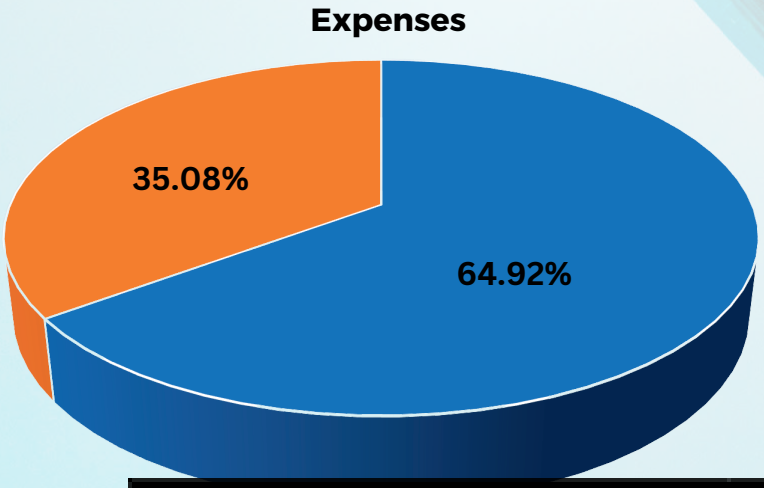
Dr. Karenna Senors
Clinician Representative

FACHC Financial Summary



Revenue

Revenue	Percentage	Amount
Grants	61.26%	$1,838,748.00
Dues	28.54%	$856,504.00
Conference/Meetings	2.82%	$84,637.00
Other Income	7.39%	$221,677.00
Total Revenue	**100.00%**	**$3,001,566.00**



Expenditures

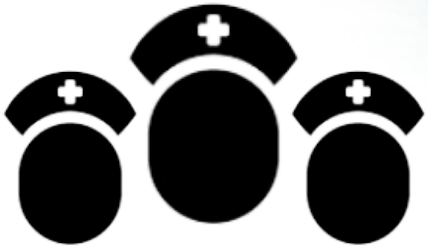
Expenditures	Percentage	Dollars
Program Expenditures	64.92%	$1,468,201.00
Support Expenditures	35.08%	$793,291.00
Total Expenditures	**100.00%**	**$2,261,492.00**

Florida's Community Health Centers
BY THE NUMBERS

$3.2B Econ Impact

14,434 Direct Jobs

800+ Locations



23,521 Total Jobs

54 FQHCs
(Including 7 Look-Alikes)

181% ROI

YEAR	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
PATIENTS SERVED	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	1,730,536	1,789,612

EXPENSES BY SERVICE LINE	
Medical	49.0%
Dental	10.1%
Behavioral	10.6%
Pharmacy & Pharmaceuticals	20.0%
Other Professional	0.9%
Vision	0.5%
Enabling	8.9%

THOSE REPORTING INCOMES	
Below 100% Federal Poverty Line:	80.0%
Below 200% Federal Poverty Line:	88.7%

Source information from the 2022 UDS report and IMPLAN, an economic impact software system.

SPECIAL POPULATIONS	
Agricultural Worker/Dependent	42,830
Homeless	77,640
School-Based	68,464
Veterans	14,479
Public Housing	299,426

PATIENT INSURANCE	
Uninsured	27.8%
Medicaid	41.7%
Medicare	9.2%
Public Insurance	0.5%
ACA/Private Insurance	20.8%

TOTAL PATIENTS	
Total Patients	1,789,612
Total Visits	6,533,246
Telehealth Visits	594,513
Visits per Patient	3.9
Cost per Patient	$855.08
Cost per Encounter	$234.09
Total Full-Time Equivalents (FTE)	13,161

Telehealth Visits are 9.1% of Total Patient Visits

Membership

FACHC provides training and technical assistance to Community Health Centers and connects them to a CHC Network to further support their work statewide. We have welcomed new members in the past year who will work together to ensure that Florida neighborhoods remain able to access quality, comprehensive primary care. FACHC members account for 49 of the 54 federally funded health centers that continue to address health equity and access to care for all.

As a member organization committed to ensuring the expansion and sustainability of community health centers, we provide a variety of services to health centers, including CHC connections, advocacy support, access to related data and statistics, and educational events.

Growing the Association

2021 Membership 47

2022 Membership 49



Advocacy: A Collective Voice

Over the past year, FACHC has worked to expand our advocacy efforts by engaging with Centers to unify the voice of Florida's Community Health Centers when it comes to important health policy issues. Some of these efforts involve the investment into new channels for communicating state and federal health policy updates to our members, including the revamping of the FACHC Policy & Advocacy Newsletter, the redesign of the Legislative Affairs page on the FACHC website, and the creation of resources for the education of external influencers.



Our renewed focus on advocacy aimed to provide Centers with the tools necessary to build stronger relationships with political leaders, educate internal and external stakeholders, give their patients a voice, and solicit changes to the policies that impeded their ability to provide and expand services. FACHC received input from the Centers and laid out a plan, provided strategies, and developed the tools for Centers to utilize in their advocacy efforts, including social media content, public awareness materials, hands-on training, and access to advocacy tools to help build a larger, stronger, louder community of advocates.

FACHC has continued to work with our partners to create opportunities for Centers to speak with state and federal legislators about 340B, workforce challenges, and funding concerns (base, discretionary, NHSC, and Academic Teaching Health Centers) at events like the Legislative Forum and our annual Health Center Day on The Hill. We are even looking at innovative ways to increase face-to-face and virtual avenues to access policymakers and agencies at the state and federal level, as was made evident by the virtual call with the Health Resources and Services Administration (HRSA) in March.

Improving our association's vehicles for relaying important policy messaging was another avenue of improvement for FACHC. We increased the size of our communities on our social media channels, implemented a social listening tool to stay informed about trending topics and advocacy activities, and created online advocacy campaigns to recruit new advocates in support of our health policy agenda.

While all these battles are long and hard-fought, the growth in engagement and the raising of your voices have reached new levels. Together we will continue to move our agenda, pushing it to the forefront of the desks of those that are able to improve the lives of those for whom the Centers provide vital primary care services, your patients.

The Foundation to Better Care

Innovation and new ideas partnered with a strong foundation propel the health centers forward in their mission to provide access to high-quality care to low-income and vulnerable populations. Through the creation of resources, access to information, and industry experts, as well as producing on-demand training to engage and strengthen the health center workforce, FACHC is paving the way to better care for all Floridians.

FACHC continues to support health centers with operations and governance, training and support, strategic planning, and data sharing.

Health Center Operations and Governance

Operations Roundtable

The FACHC Operations Roundtable is a peer-to-peer group that meets monthly to exchange information, resources, and strategies to improve operations. This year's areas of focus included COVID vaccination, testing, treatment, and reporting, as well as other aspects of the continuing Public Health Emergency, including Medicaid Redetermination and telehealth. Staffing shortages and sustaining remote and hybrid work continued to be a challenge for centers, as well as call center operations, preparing for operational site visits, implementing Good Faith Estimates (GFEs), and getting ready for "Medicaid Unwinding."

"The ORT is a great forum for bringing together a diverse group of operational leaders where best practices and common challenges are discussed and shared. Some very informative and helpful spin-off webinars and trainings are the direct result of the discussions that take place during these meetings. Additionally, it is sometimes just reassuring to know that others are facing the same challenges that we are - that in itself has been a benefit of these meetings!"

~Laura Spencer, CEO, Aza Health

In addition to the main content, each ORT meeting features updates on emergency preparedness, workforce, and current state and national issues. Based on feedback from ORT members, we plan to focus on areas including call center management; scheduling, GFE, and referral workflows; scheduling technology; hybrid and remote work; transportation; customer service; and other areas over the next year. We'll be holding more face-to-face meetings and implementing a robust email group to facilitate communication and exchange between meetings.

"The FACHC Operations Roundtable provides an invaluable resource for health center leaders looking to avoid re-inventing the wheel. The opportunity to engage with our peers to learn about programs and workflows that they've proven work lets us get new and existing service lines working more efficiently so we can deliver more high-quality care to our patients."

~John C. Fletcher III, COO & General Counsel for Healthcare Network of Southwest Florida

Health Information Technology and Data Governance Learning Sessions

This year, we held several learning sessions related to health information technology and data governance and their relationship to employee well-being, workflow, patient experience, quality, and other vital areas. One was a primer on key initiatives from CMS and the Office of the National Coordinator for Health Information Technology (ONC). Another focused on effectively managing people, processes, and technology to become proactively data-driven and build predictive capabilities. We'll continue to provide opportunities for centers to strengthen data governance and management and keep them abreast of developments in artificial intelligence and its impact on the healthcare industry.

Strategic Planning and Governance Activities

We provided board training and strategic planning for health centers, with an emphasis on understanding the needs of their service areas and preparing boards for HRSA Operational Site Visits.

"The FACHC Training and Technical Assistance Team has supported CHC in multiple ways over the past year, with onsite training for our Board and Executive Team, consisting of in-depth strategic planning and board relations development sessions. They've worked extensively with our Human Resources Department to create a formal workforce development plan. The FACHC President has been onsite for several special events, including Board updates, new center openings, and a recent visit from HHS Secretary Javier Becerra. The legislative and legal counsel updates on priority areas are also valued and appreciated."

~Dr. Debra Andree, President & CEO, Community Health Centers, Inc.

Staff Training

Essential Skills for Outstanding Service in Healthcare Training and Training of Trainers

Based on needs expressed by Florida centers, we reprised and updated our Essential Skills for Outstanding Service in Healthcare Program, which focuses on strengthening communication, empathy, professionalism, and teamwork to improve the experiences of patients and team members. To date, we've trained 120 leaders from four health centers and received excellent feedback on the training. We're in the process of assessing its impact on the participating organizations we've trained and will report the results in the near future. Ideally, the training should be delivered in person, allowing participants to practice using interpersonal communication skills; however, we plan to add some parts of the program that lend themselves to virtual learning to FACHC's Learning Management System, which will be accessible on-demand.

"We created a training initiative to enable our staff to deliver quality in every interaction and reached out to FACHC as a first step to launch the program. They delivered two great workshops, one for client-facing staff and a training-of-trainers that set the tone and direction toward quality. The participants loved them and looked forward to giving continuity to the lessons learned."

~Madiona Aquilar, Training Manager, Care Resource





Learning Management System

We implemented a new learning management system where health center leaders and staff can access on-demand courses at no cost. We regularly add new content. Among the courses available:

America's Community Health Centers

This three-part orientation familiarizes learners with the health center mission, program requirements, and compliance mechanisms, its benefits, and key partners. Participants deepen their understanding of FQHC patients and providers; their challenges, and the comprehensive services CHCs provide. Participants understand how CHCs measure clinical quality, their impact on health outcomes, the growth in services and patients over the past decade, their economic impact, and leadership at the frontlines of emerging healthcare issues like COVID. This series is a great way to get new leaders with no FQHC experience up to speed on the most important aspects of the program that make it different from other providers.

Florida's Community Health Centers

This three-part course familiarizes learners with the state's population, it's social, economic, and healthcare context, and the vulnerable populations CHCs serve. They gain insight into patient racial and ethnic characteristics, income, insurance status, and most common health conditions. They learn about challenges for patients and providers, the types of service Florida CHCs provide, how they are staffed, clinical workforce training and graduate medical education, and their significant impact on local healthcare systems, jobs and economies.

Person-Centered Communication

Hosted by FACHC and led by Language of Caring, this four-part course teaches participants to use language that builds strong relationships, increases patient and employee engagement, elevates the patient and team member experience, and increases accountability. Practical skills such as clear communication, verification of expectations, effective feedback and coaching, handling resistance, and enforcing high standards are discussed, as well as the importance of screening potential employees for caring communication and competencies and hiring empathetic communicators using behavioral interviewing techniques.

Mobile Health

FACHC surveyed centers to gather current information about mobile health services in Florida. Mobile units have grown by 35%, to 74 units, since we last updated our directory in 2020. Of those, 44 units from 26 CHCs were represented in the survey results, which include details about services, staffing, vehicles, funding mechanisms, populations served, and key partnerships. In May, we held two virtual events showcasing the data and providing opportunities for centers to ask questions and learn more about mobile health in Florida.

In June, we distributed our new 2023 Florida Mobile Health Services Directory, which illustrates data from the survey and enables health centers to gain a better understanding of what other centers are doing and how to get in touch with them. We will continue to support and promote mobile health services as a way to help patients overcome barriers to care and provide continuity of care during emergencies.

Resilience and Response

FACHC's Emergency Management Program is one of the most well-established among PCAs nationwide. Decades of experience have informed the development of highly integrated programming with statewide preparedness, response, and recovery efforts. Partnership and coordination with federal agencies, regional coalitions, and NGOs enable FACHC to support Health Center Emergency operations in a variety of ways. FACHC's approach to EM includes enhanced operational status reporting systems, hands-on training and technical assistance, hazard vulnerability and gap analysis, resource deployment, and post-event evaluation tailored to meet unique Health Center and situational needs.

> *"As our community's Health Center, we are driven to support overall public health. Especially in the wake of natural disasters like Hurricane Ian when our communities are most vulnerable. Whether this is caring for patients in our practices or going out into neighborhoods or migrant farmworker camps to serve them directly, we will always do what is needed to keep our community healthy."*
>
> *~Jamie Ulmer, President & CEO, Healthcare Network of Southwest Florida*

With recent years being among the most active Atlantic Hurricane seasons on record, FACHC is proactively monitoring the tropics daily from June to November. FACHC is committed to providing Health Centers with the most timely and accurate information available from official and verified sources. With the formation of Major Hurricane Ian, FACHC's Director of Emergency Management was activated as an Emergency Support Function 8 - Health and Medical (ESF-8) partner, within the State Emergency Response Team. Situational awareness was provided before, during, and after the storm, through collaborative efforts, most notably direct communication between FACHC and its member Health Centers. During peak hours of landfall, approximately 75% of Health Center sites were closed due to Hurricane Ian, yet within two business days, all Health Centers had reopened at least two service sites, including those in the hardest hit regions of the state. Since then, Health Centers have been integral to community recovery through the provision of primary care, mental health, and social services. This is by far the greatest testament to Health Center resilience. Rising over the odds to serve the most vulnerable in relentless pursuit of the Health Center mission.

> "The support provided by FACHC – before, during, and after – Hurricane Ian was critical for our organization. They helped ensure that we were prepared as possible prior to the storm and ensured that we were connected to needed resources after. The collaboration they facilitated among Centers across the State was key to ensuring that we could do the best for our patients, even in a time of crisis."
>
> ~Kari Ellingstad, CEO of Centerplace Health

Partnership and collaboration are essential for effective planning and response. FACHC partners have shown their commitment to Health Centers through initiatives that increase resilience and preparedness statewide. Direct Relief's investment in Health Centers after Hurricane Ian included covering operational costs and retrofitting mobile units to better serve patients in the community. Direct Relief's ongoing efforts to install solar+storage at up to 15 Health Centers will expand emergency power sources that support access to care through continuity of operations. International Medical Corps also met Health Center needs by providing grants to impacted Centers and sponsoring a two-day Health Center Emergency Management Summit in Tampa, hosted by FACHC. The continued partnership strengthens the response capabilities of the PCA and its member.

Prevention and Partnerships

This year, FACHC's Clinical Operations Programs held training and clinical discussions on improving cancer screenings, managing chronic disease through increased care coordination, improving immunization rates, outreach for HIV screenings, and caring for older adults in the primary care setting. The re-launch of clinical priority focus areas post-pandemic held discussions and provided resources around workforce shortages, increased social determinants of health needs, and an increased need for mental health services among patients, community members, and care team professionals.



FACHC held an HHS Listening Session with Emergency Preparedness Programs and FACHC's clinical roundtables to discuss a general assessment of Florida's Community Health Center needs post Hurricane Ian with a focus on changes in patient populations, workforce, resources during times of crisis, lingering consequences of COVID-19, future recovery efforts including lessons learned post-pandemic, and an increased need for behavioral health services. Many clinical teams along with FACHC's Clinical Operations Programs Director became Certified Mental Health First Aid (MHFA) Instructors through Americares sponsorship, teaching MHFA and sharing mental health resources across the state.

FACHC partnered with the Southeast Regional Clinicians Network (SERCN) from Morehouse School of Medicine for post-pandemic resources around clinical quality, clinical operations, and health equity. FACHC joined the Florida Perinatal Quality Collaborative to plan for a new initiative around timely visits from the hospital to Florida's Community Health Centers for seamless services for mom and baby, with a kick-off in March 2023. FACHC entered its fourth year of service with NOVA Southeastern Medical School's Geriatric Workforce Education Program (GWEP) for training and in-services on geriatric-friendly programs, services, and spaces. FACHC is partnering with the American Cancer Society (ACS) and Humana for a Colorectal Cancer Learning Collaborative Refresher series to re-focus on increasing colorectal cancer screening rates among Florida's Community Health Centers. Thank you to the Community Health Centers clinicians and care teams, as well as our community partners!

Recruit and Train to Retain

Over the last year, FACHC workforce development efforts have continued to respond to the needs of Centers around the state in myriad ways. Our focus this past year has been on better understanding the nuanced challenges that Centers face by using evidence/data and responding to those challenges through relevant, just-in-time solutions that can augment each Center's workforce development efforts.

Our efforts over the last year have specifically focused on:

Defining the Challenge

Over the last year, FACHC has worked with Centers to better define the challenge at hand as it relates to workforce development. Through a statewide tour over a period of 8 weeks and 5,500 miles, our Director of Workforce Programs met with nearly all Centers to focus on specific challenges and opportunities. These meetings focused on recruitment efforts, retention challenges, and internal training exploration as a means for continuing "grow your own" strategies that have become paramount to each Center's workforce success.

Using Evidence/Data to Form Solutions

FACHC continued to augment its data analysis efforts through the publication of the 2022 FACHC Salary Survey, which included data on nearly 40 different positions crucial to each Center's success. This report provided timely and relevant data on wages that Centers can use to augment their recruitment and retention efforts. In addition, FACHC launched the Quarterly Workforce Data report to provide data analysis and comparisons on key metrics around recruitment and retention.

Creating Action

To better support the sharing of information, resources, and tools, FACHC now staffs the Workforce Roundtable, meeting bi-monthly to discuss a plethora of workforce development and human resources topics. The Roundtable, like all FACHC Roundtables, is member-driven and provides an opportunity to take responsive action in support of the Centers' needs. In addition, FACHC convened the Workforce Task Force this past year, consisting of Center leaders from around the state who are supporting and advising FACHC's long-term workforce development efforts. As a result of this Task Force, FACHC will launch three important workforce strategies in Summer 2023.

- A multi-pronged branding approach designed to drive recruitment and retention within Florida's Community Health Centers;
- A set of comprehensive career pathway strategies designed to support employee retention and advancement; and
- A world-class internal training infrastructure that will lead to a regional training academy model for all centers.

Driving Advancement

FACHC published the first in a series of guidebooks focused on career pathways for employee and manager use. These guidebooks, entitled "My Next Best Step", provide an organized, evidence-based approach for Centers to use with their workforce to help individuals grow their careers within the Community Health Center world. By creating a structured process for building and developing tangible action items, employees can better traverse their career trajectory; at the same time, Centers can collect valuable data about employees that helps aid annual planning decisions for their workforce.

Lending Support & Developing Resources

Over the past year, the use of non-clinical health center staff for outreach and enrollment services was an essential part of patient engagement for the health centers, especially with the end of the Public Health Emergency (PHE), the start of the Medicaid Redetermination period, and most recently, the implementation of a new immigration law in Florida.

FACHC went into action developing communication tools, providing resources, and setting up informational meetings throughout Florida to provide a forum for health centers to voice their struggles and work together to find solutions, especially those caused by the Medicaid Unwinding.

"I depend on the CAC Lunch & Learn technical assistance meetings and Assister Bulletin notifications. I attend the meeting to be up to date with what is happening within my state and learn how it affects my organization and my community. In my role, then I brainstorm ways to reduce barriers to care for our patients. FACHC addresses concerns, questions and clarifies all the information given so that we can share it within our organization."

~Eunice N. Hines, Director for Migrant Health Services & Outreach, Community Health of South Florida

Other resources provided to the frontline staff at the health centers include a monthly newsletter called the *Assister Bulletin*, in-person, virtual, and on-demand training and technical assistance sessions, a social media toolkit, and educational materials translated into different languages to provide better reach and understanding for the non-English-speaking patients.

"I truly appreciate the materials and services provided by the FACHC Outreach & Enabling Services. The monthly CAC technical assistance meetings are a great way to touch base with statewide partners and share best practices. The links and information in the Assister Bulletin are always useful. Overall they are a wonderful resource to have and I am glad to be able to participate as I am able."

~Erin Richards, Program Coordinator, Human Services, Pinellas County Government

With a very active state legislative session resulting in new health policies for centers to navigate, and with an election in November 2022 adding new faces to the state and federal legislatures, FACHC focused on providing updates on these changes, including the end of Title 42 restrictions and details regarding Florida's Anti-Illegal Immigration Bill (SB 1718) and the impact these and other policies have on the communities the health centers serve.

Through continued communication and the development of resources and training, FACHC responds to the needs of the health centers by providing tools they can use to educate patients and keep those vulnerable populations informed of the health policies which may impact them.

"I want to express my most profound gratitude to you and the work you do to keep us CAC's abreast of all the latest legislation, events, CMS trends, changes, and policies being discussed in Washington and Tallahassee during our monthly CAC Lunch & Learn technical assistance meetings; the monthly Assister Bulletin you send to us, and the miscellaneous alerts are valuable information I look for every month. Your commitment to keep us abreast is something that I value a lot."

~Sandra Algarin, Outreach & Marketing Lead, Community Health Centers, Inc.

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