

FACHCtually

A Year in Review

*Shining a
light on
healthcare
innovation*

2023 FACHC Annual Report

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A Message from the President & CEO

On behalf of the Florida Association of Community Health Centers (FACHC), I appreciate this opportunity to present this annual report, which represents a snapshot of the association and our membership's efforts and experiences during 2023.

FACHC and health centers continued to evolve and encourage one another throughout the year amid numerous challenges and changes. The 54 Florida community health centers accounted for 6.5 million visits for their 1.8 million patients, representing all 67 counties. In recognition of this ongoing mission of providing high-quality health care for all, numerous FQHC recognitions and initiatives are highlighted within this report.

Although I have spent most of my professional career working with FQHCs, and now in my second year with FACHC, I am still repeatedly taken aback by the passion, capacity, and resilience of our Florida health centers' determination in addressing their communities' needs and expectations. These efforts serve as motivation for FACHC as we continue to support our membership by focusing on communities' needs, shining a light on the innovative healthcare provided each day, and pursuing the possibilities yet to come.

A handwritten signature in blue ink, appearing to read 'J. Chapman'.

Jonathan Chapman
President & CEO



**We are working alongside
our members to create a
healthier future for the
communities they serve.**

Our members' *impact* in 2023

3.7 Billion
Economic Impact



1.8 Million
Patients Served



850+
Locations



6.5 Million
Patient Visits



181%
ROI



100+
Mobile Units



54
FQHCs



595,000
Telehealth Visits



25,500+
Jobs Created



Patients Visits by Service

4,289,149

Medical (Adult/Pediatric)

991,037

Dental

674,907

Behavioral Health

459,697

Enabling

134,255

Other (Non-Enabling)

Our members' *helped* in 2023

Health Centers provided services to the following special populations.



292,031 Public Housing



73,052 Homeless



74,012 School-Based



48,199 Agricultural/Dependents



17,399 Veterans

68.0% of the patients lived below 100% Federal Poverty Level (FPL)

90.7% of the patients lived below 200% Federal Poverty Level (FPL)

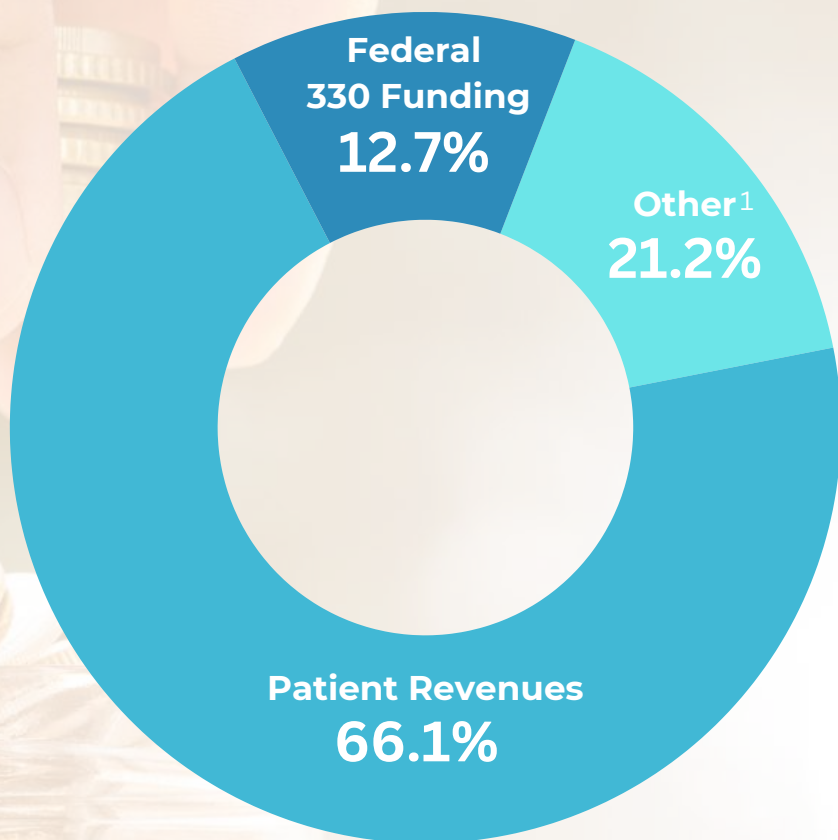
42.1% of the patients received Medicaid, and **7.6%** received Medicare

26.2% of the patients were uninsured

23.5% of the patients had private insurance

0.5% of the patients had public insurance

Our members' **financials** in 2023



Health Center Revenue:

Patient Revenue: \$1,310,498,317

Medicaid: \$634,743,933

Sliding Discounts: \$398,519,946

¹ Other Funding Source consists of COVID funding that is non-recurring.
*All data provided on this document are from 2023

Expenses by Service Line:



57.6% Medical



12.6% Dental



10.2% Pharmacy/Medications



9.7% Behavioral Health



8.1% Enabling



1.1% Other Professional



0.7% Vision

Health Center Expenses per Patient:

Cost Per Visit: \$255.99

Cost Per Patient: \$925.70

Developing partnerships is essential to the growth of our Association.

Welcome

to the

FACHC Annual Conference

Registration

&

Check-In

Attendees, Speakers, and Exhibitors

We are glad you are here!

Embracing New Partnerships: Welcoming New Members

This year, our Association expanded its horizons by welcoming two new esteemed institutions: Big Bend Hospice, which joined us as an Associate Member, and FAU/NCHA Community Health Center, which entered as an Organizational Member.

These additions signify more than just an increase in numbers; they represent the growth and evolution of our Association's network. Each new member gains fresh perspectives, experiences, and expertise, enriching the collective knowledge pool that drives our mission forward.

Big Bend Hospice and FAU/NCHA Community Health Center bring unique strengths to our community. Their dedication to excellence and commitment to serving their respective communities align closely with our Association's values and objectives. We anticipate collaborative efforts that will amplify our impact and effectiveness in addressing healthcare challenges and advancing equitable access to quality care.

We look forward to fostering meaningful connections, sharing best practices, and collectively shaping the future of healthcare delivery with our members. Together, we will continue our journey of collaboration, innovation, and mutual support, united in our commitment to making a positive difference in the lives of those we serve.



THE FLORIDA ATLANTIC UNIVERSITY
NORTHWEST COMMUNITY HEALTH ALLIANCE
COMMUNITY HEALTH CENTER



**Thinking outside the box,
embracing change, and
using new channels to
attract talent.**

“Your Next Best Step” Toward a New Workforce

Making Data Useful

In the last year, FACHC’s workforce development strategies enhanced and emphasized the use of data for both short- and long-term planning purposes. This year, we published our annual Salary Survey with detailed profiles of 33 different occupations within Florida’s CHCs, which included more than 2,200 calculations to compare data. In addition, we launched the Workforce Data Report, a semi-annual data survey focused on CHC recruitment and retention. This report provides Centers with useful, just-in-time data for workforce planning as well as helps FACHC with advocacy efforts at the state and federal levels.

2023 Salary Survey

Highlights

56%

Response Rate

33

Occupations

30 Respondents:

60% Urban	40% Large	26% North
40% Rural	33% Medium	37% Central
	27% Small	37% South

27 Statewide Comparisons:

Entire State of Florida, not just FQHCs

FQHCs pay...

LCSWs **157%** of the statewide median

Dentists **122%** of the statewide median

Psychiatrists **141%** of the statewide median

Every position except one pays at least **96%** of the statewide median.

Taking Career Pathways to the Next Level

FACHC wrote and published two guidebooks for Florida's CHCs this year, entitled "My Next Best Step" (one guidebook for employees and another for managers). These books help individuals employed at CHCs develop their career pathways within healthcare in order to drive retention and advancement, especially for entry- to mid-level positions. The six steps contained within the books help individuals develop career literacy skills in order to make evidence-based decisions about their careers while simultaneously providing managers with an organized approach to cultivating employee growth. FACHC is now in the process of helping Centers implement these books within their organizations.





Creating Connection

FACHC continued to support workforce efforts among all Centers through the Workforce Roundtable, a monthly gathering of key HR and workforce professionals from member Centers focused on timely topics and technical assistance. The Roundtable meetings are held in person two times a year and virtually throughout the rest of the year, with agenda topics and technical assistance areas including National Health Service Corps, labor law changes, career pathways, compensatory selection, and employee wellness efforts. The Roundtable provides a meaningful opportunity for Florida's CHCs to share best practices and learn from one another on numerous workforce topics through monthly meetings and an active email distribution group.

Workforce Programs

87% CHCs Have Pre-and Post-Grad Programs

Total Number of Students: **3,539**

Number of Pre-Grad Students: **2,632**

Number of Post-Grad Students: **907**

Number of Preceptors: **751**

Types of Specialties:

Medical

Dental

Behavioral Health

Vision

Pharmacy

**Education and training go
a long way to building a
successful team and
identifying future leaders.**



Leadership Development

De-Escalation Training of Trainers

We hosted our first Gentle Response De-escalation Training of Trainers, a hands-on experience to build skills, knowledge, and self-confidence by practicing realistic de-escalation scenarios and building inoculation and muscle memory. Strategies for teaching de-escalation skills were explored, and participants received tools, including a training manual with dozens of health center de-escalation scenarios, as well as a collection of videotaped de-escalation role-plays. FACHC provides ongoing support to participants through quarterly meetings to exchange resources and ideas, share challenges and strategies, and identify future plans. We're working toward facilitating de-escalation training exchanges between health centers.

"The training has allowed me to understand the importance of safety, cultural competence, service, workflow, policy and so much more."

Essential Skills for Outstanding Service in Healthcare Training of Trainers

Our Essential Skills for Outstanding Service in Healthcare Training of Trainers brought leaders together to become familiar with our Essential Skills Program, designed to teach staff how to communicate effectively and understand different communication styles, build empathy for patients and co-workers, and promote inter-generational teamwork and professionalism. Opportunities to learn from peers are built into the training design so participants experience the participatory, hands-on, peer learning format. They received our seven training modules, videos, and materials to implement the training in-house. We'll continue offering on-site or trainer training upon request.

"An excellent deep dive into customer service. Extremely useful!"

Flexible, Hybrid, & Remote Work Models

The Star2 Center, an HRSA partner, shared research and insight into the relationship between flexible, hybrid, and remote work, employee retention, and workforce equity and inclusion. Participants learned best practices and tools for managing communication, providing leadership, and maintaining staff cohesion.

On-Demand Leadership Courses

Several short, on-demand courses provide opportunities for new leaders to learn about FQHCs and effective leadership strategies. These include our three-part America's Community Health Centers orientation to FQHCs, three-part Florida's Community Health Centers series, 4-part Person-Centered Communication series, and two-part Accountability Skills for the Quality Patient Experience series. We'll continue updating our learning management system with new and leadership development content.

Operations

Operations Roundtable

The Operations Roundtable (ORT) meets monthly to focus on operation topics like scheduling, staffing, call centers, referral tracking & management, provider productivity, health information technology, emergency preparedness, workforce, operational site visits, and other areas. Each meeting features timely updates on workforce, emergency preparedness, and state & national issues. This year, we added an online ORT Hub as a repository for meeting recordings, slides, and resources available on-demand. We'll continue to meet monthly, twice per year, in person, to keep centers abreast of timely operational issues and provide a venue for networking and peer learning.

Operations-Related Trainings (In Person & On-Demand)

Benefits of FQHC-DCF Partnerships for Patients and Health Centers

Health center leaders shared how belonging to DCF's Community Partner Network benefits patients and organizations by increasing access to care and addressing food insecurity in patients while improving health outcomes and the health center's bottom line. Presenters provided details on staffing and technology requirements, workflows, challenges, promising practices, and how centers can enroll in the DCF program. We'll continue to promote the benefits of becoming DCF partners.

FQHC-Community Paramedicine Partnerships

Leaders from the Mobile Integrated Healthcare Network in Washington County, Missouri, HRSA's Primary Care Challenge First-Place Prize winner, shared details about their partnership between an FQHC, Fire & Rescue EMS Department, and community-based organization.

The collaboration has significantly reduced ER visits, increased care coordination, improved health outcomes, and reduced costs for the healthcare system and patients. We're providing follow-up technical assistance to health centers and Florida EMS programs interested in pursuing similar partnerships. We will provide more educational opportunities and work with state and local partners to share information about the successful model.

Information Technology Key Performance Indicators for the C-Suite

This session, presented in clear, non-technical language, guided the C-suite on monitoring the performance and efficiency of their IT departments, assessing their IT staffing needs, and ensuring readiness to prevent and, if necessary, recover from a cyber disaster.

Operational Site Visit Training

We trained boards and staff on what to expect and how to prepare for their HRSA Operational Site Visit and continue to offer this opportunity in the coming year.

Referral Workflows

A panel discussion with health center leaders provided insight into center referral tracking and management processes, systems, staffing, workflows, technology, challenges, promising strategies, and other details. Follow-up was provided on the Operations Roundtable and through individual technical assistance. We'll periodically revisit this topic on the ORT and other educational venues.

Governance Offerings

We updated and expanded our governance offerings, which include Health Center Board Roles and Responsibilities; Fiduciary Duties of the Health Center Board; Clinical Quality Basics for Health Center Boards; Cultivating a Strong Health Center Board; Health Center Board Self Evaluation; Governance Elements of HRSA's Operational Site Visits; and Strategic Planning for Health Center Boards. In addition, we created new tools, such as an Online Board Self-Evaluation Questionnaire and a Compilation of Training Resources for Health Center Boards. Next year, we will begin holding regional board training and networking sessions around the state.



**Providing support in the
best of times and the
worst of times.**

Florida's Community Health Centers: Engaging in Preparedness for Enhanced Resilience

Emergency Preparedness is notoriously difficult to measure. This is because each adverse event presents a unique set of challenges. Nevertheless, a high level of engagement in all Emergency Management (EM) phases, from mitigation to response and recovery, undoubtedly positions Health Centers to better prepare for the inevitable.

FACHC's EM programs have yielded results in ongoing support for the development of Health Center capabilities. These programs seek to deliver EM training and technical assistance while identifying gaps, potential collaborations, and funding opportunities. Program initiatives are driven by Health Center feedback and observations made during emergency exercises as well as responses to real-life events.

Through ongoing engagement, Health Centers can meet Emergency Management requirements and expectations while pursuing their mission of delivering primary care access to those who need it most.

In early 2024, FACHC presented its Emergency Operations Plan (EOP) for Supporting Florida's Community Health Centers to the Board of Directors. Activation of FACHC's EOP calls for robust communications and coordination with various partners. Our response and recovery objectives and enhanced resilience can only be achieved through a consistently high level of Health Center engagement.

-  **92%** Participation the Annual Communication Drill for Operational Status Reporting.
-  **33** Health Centers participated in the Annual Statewide Tabletop Exercise.
-  **8** Health Centers were funded for resilient power systems.
-  **4** Hurricane Ian-impacted Health Centers were funded to retrofit their mobile units.
-  **66%** of Health Center represented at the first annual Health Center EM Summit with International Medical Corps.

We work together to find innovative solutions to solve life-impacting health issues.



Clinical Innovations Focused on Maternal Health Improvements

It is estimated that 25% of Florida expectant mothers do not enter prenatal care during the first trimester, and 3% have no prenatal care throughout their pregnancy. With only 8.4% listing self-pay as the delivery payment source referencing FLHealthCHARTS.gov, maternal health must be better integrated into primary care, hospitals, OB/GYN, pediatrics, and supporting partnerships such as Healthy Start, SNAP, and WIC. This will maximize patient and family engagement to drive positive health outcomes.

“25% of Florida expectant mothers do not enter prenatal care during the first trimester.”

Florida’s community health centers screen for social determinants of health and provide needed resources for successful health outcomes for moms, babies, the entire family, support systems, and the community. Florida’s Community Health Centers focus on the health and well-being of mothers and children, which include a range of topics such as prenatal care, nutrition, postpartum care, and immunization. Early and regular prenatal care is essential for the health of both mother and baby. Timely access to care and treatment helps identify potential health risks and can help ensure a healthy pregnancy and delivery.

FACHC actively utilizes training topics and resources around maternal health with HRSA, NACHC, CDC, and the Florida Department of Health, which provide great value to the Florida Community Health Center clinicians, care teams, patients, and families across Florida. FACHC’s clinical roundtables, webinars, and in-person meetings create a space for clinicians to share promising practices, policies and procedures, operation manuals, staffing models, partnership models for referral, community resources, and behavioral health integration with a focus on postpartum screening, treatment, and follow-up.

Last year’s Annual Meeting included a panel presentation on maternal health promising practices by CHC, Inc. and MCR Health’s Chief Medical Officers as part of the clinical track.

The panel shared maternal health birth rates, program implementation, staffing models, funding sources, referral processes with hospitals, connections to WIC and FL Dept of Children and Family Services, screenings, clinical interventions, immunization schedules, clinic flow charts, integration with behavioral health programs for post-partum screening and treatment, and the importance of connecting the family to primary care and dental for life long access to high-quality care.

In a follow-up to the Annual Meeting, maternal health topics are discussed on clinical roundtables, and program implementation expertise among the clinicians is shared to expand maternal health services and programs across the state. Clinical roundtable presentations include highlighting Agape's successful maternal telehealth pilot and presenting on the Food is Medicine Program, which assists pregnant mothers with increased care coordination through telemedicine and the home delivery of healthy foods.

Innovation Matters to Mothers & Babies

Maternal Health screenings are shared among CHC Clinicians, with a focus on timely pre- and post-natal care and the importance of screening, referring, and treating postpartum depression. Listening Sessions with HRSA's Maternal Health Taskforce are taking place to identify opportunities for targeted resources and funding. Toolkits, resources, and funding opportunities are shared through FACHC's newsletters and clinical roundtables. FACHC holds meetings with the FL DOH Maternal Health Team to facilitate needed information to connect the Maternal Health Team to Florida Community Health Centers for future program implementation.

FACHC is partnering with HRSA, NACHC, and HCN to provide training, technical assistance, resources, and toolkits to support CHCs in improving maternal health outcomes. FACHC created a Community Health Center Telehealth Site List to assist partners in connecting with CHCs for program funding and implementation. This Spring, the Centers for Medicare & Medicaid Services (CMS) plans to release a request for proposal for the Transforming Maternal Health (TMaH) Model. This model will support participating state Medicaid agencies in developing a whole-person approach to pregnancy, childbirth, and postpartum care. It focuses exclusively on improving maternal health care for people enrolled in Medicaid and Children's Health Insurance Program (CHIP).

“Pregnant women in Florida have a very high vulnerability to poor outcomes due to general healthcare accessibility.”

26.3
Per 100,000 Births

Maternal Mortality

23.5
Per 100,000 Births

29.1
Percent

Low-Risk Cesarean Birth

26.3
Percent

23.8
Percent

Inadequate Prenatal Care

23.8
Percent

Source: National Center for Health Statistics

**Listening to our members
and helping find solutions.**



Outreach to Assist Our Members and Their Patients

Medicaid Unwinding

Whether public or private, health insurance coverage remains the key to accessing suitable healthcare for all our consumers. The Outreach/Enrollment Department has continued to provide technical assistance and training to the Certified Application Counselors (CACs) by answering Marketplace questions online, holding our monthly Lunch & Learn webinars, the publication of The Assister Bulletin, and referring patients to the variety of Health Center services. Although we were initially alarmed by the dwindling numbers of **CACs (600 in 2014 to 145 ten years later)**, we were pleased to see that administrators have understood that the credential does not limit the functionality of the person and that the CACs have been repurposed within countless other areas of Health Center in addition to enrollment.

Along those lines, we have continued to encourage CACs to also become Certified Community Health Workers (CCHWs). FACHC understands that Health Centers need to find ways to provide excellent patient care at a lower cost, and we think that using CCHWs for non-invasive ancillary work is a smart strategy that may be of interest – especially given that the 2024 Physician Fee Schedule allows for some Medicare reimbursement. In addition to benefiting the patient and the Health Center, the credential also strengthens the long-term employability of the worker. We provide CHW In-Service Credit hours approved by the Florida Certification Board for credential renewals. We have used our decade of advocacy to become an active member of the Florida CHW Coalition and the National Association for CHWs. More recently, our Department has worked with Miami Dade College to revitalize its CHW training program and participated in discussions about getting CCHW credentials for ambulance workers who may contract with Health Centers to improve patient outcomes.

We received directed extra funding from BPHC to provide assistance to Centers at the beginning of the Medicaid Redetermination period. These dollars allowed us to convene Regional Meetings to share experiences and prepare Center staff for the year-long process of ensuring continuity of coverage for Floridians during the Unwinding. The four meetings convened in Miami (6/16), West Palm Beach (6/14), Gainesville (6/22), and Brandon (6/23) and had nearly 100 Health Center

staff of various positions in attendance. Since Medicaid eligibility is primarily the responsibility of the Florida Department of Children and Families (DCF), every attendee was trained on their extensive criteria and given a hard copy for later reference. They were also encouraged to become a DCF Community Partner and to complete the training on the My ACCESS (the DCF computer-assisted Medicaid enrollment platform) system (which has subsequently been changed/updated). Although **1.3 million Floridians were disenrolled in coverage** (a net reduction of 17% as of March 2024), CHC staff were integral in helping a significant number of the **2.4 million Floridians who were able to retain Medicaid coverage** while transitioning others to alternatives such as ACA Plans. We continue to support all community members during this process with a Medicaid section in each issue of The Assister Bulletin.

Human Trafficking

2,100 Reported Cases of Human Trafficking in Florida in 2023
(3rd in the US)

1,627 Of the reported cases in 2023 involved children

90% of the cases were coded as CSEC (Commercial Sexual Exploitation of Children), while the other **10%** was coded as labor trafficking

88% of the cases involved online communications, with **271** reported instances of the use of Meta platforms

Source: Florida DCF

Certainly, our most innovative work this year has been around human trafficking/intimate partner violence (HT/IPV). With HRSA CA20-24 nearing the end, we worked with a Learning Collaborative of four Health Centers on the issue of serving this survivor population with appropriate services at the Health Center or a local community partner. The CEO of each participating center signed the Attorney General 100 Percent Club agreement, which **trained 843 non-clinical staffpersons in the Florida Alliance to End Human Trafficking** (FLAEHT) prevention training by Dec. 31, 2023. Two CHCs received the designation of a 100 Percent Club member for training their staff, and two have integrated the FLAEHT training into their onboarding process. One CHC even had 3 of its staffpersons become FSU Certified in the identification and prevention of Human Trafficking. We maximized the training with supplementary sessions in the use of the PRAPARE screener and Legal Considerations to support HT/IPV programs.



**Advocating for change to
make a difference in our
patients' lives.**



A Unified Voice for Primary Care



FACHC and the Community Health Centers throughout Florida, in response to the deterioration of the 340B Drug Discount Program, the challenges to secure increased funding, workforce issues, and the need to find solutions for the gap with the PPS reimbursement, among other priorities, worked together to provide a unified voice to primary care in 2023.

Participating in fly-ins to the state capitol in Tallahassee, visiting Congressional Members in Washington, DC, and launching grassroots advocacy campaigns to educate stakeholders and find solutions to the issues impacting health centers were just some of the ways we worked to make a difference in the lives of the patients we serve.

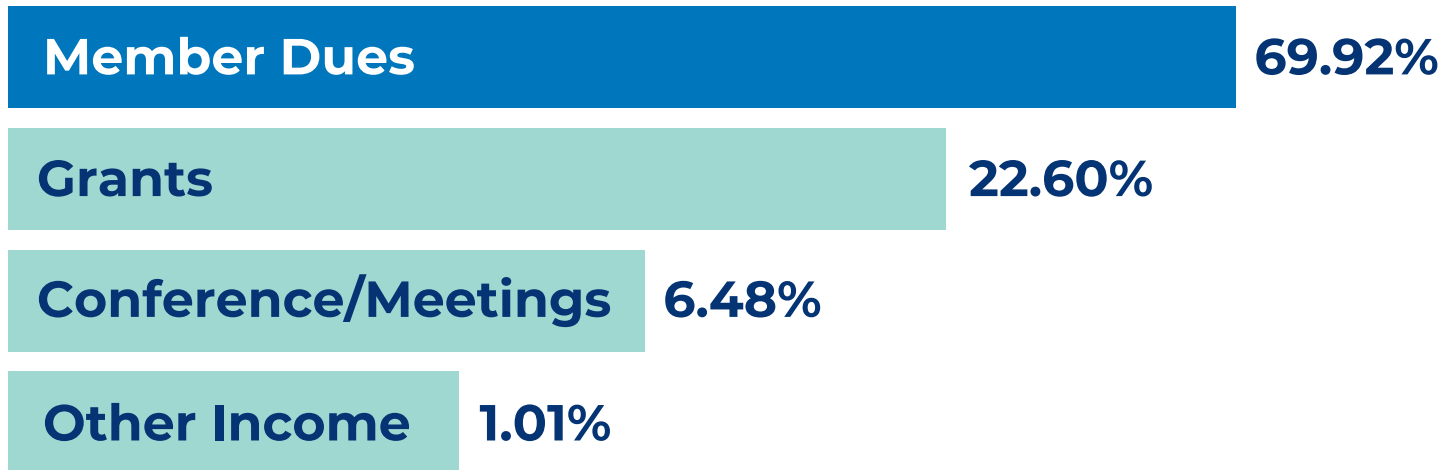
33 CEOs Visited Tallahassee During Committee Weeks

More than **20** Health Centers participated in Hill Day in DC

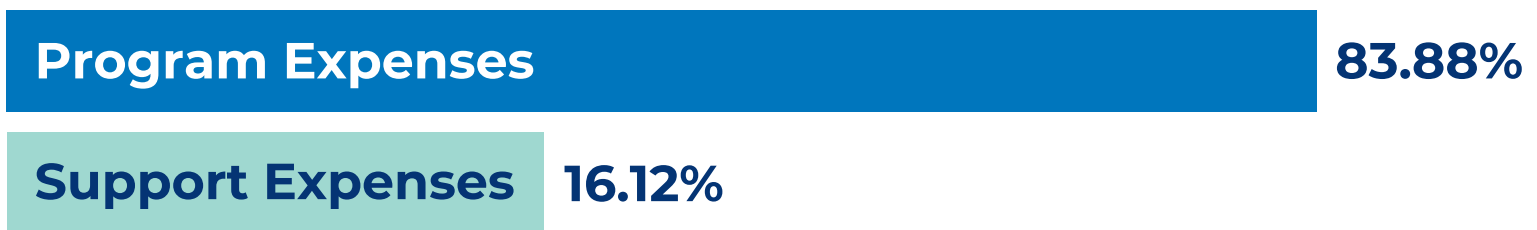
CHCs & FACHC Staff attended more than **300** meetings with elected officials in 2023

FACHC's Financials

Revenue



Expenses



Statement of Activities

Revenue

Member Dues	\$5,446,401.00
Grants	\$1,760,181.00
Conference/Meetings	\$504,375.00
Other Income	\$78,396.00
Total Revenues	\$7,789,353.00

Expenses

Program Expenses	\$6,595,188.00
Support Expenses	\$1,267,537.00
Total Expenses	\$7,862,725.00

FACHC Executive Committee

Bradley Herremans
Chair

Dr. Temple Robinson
Vice-Chair

Joey Resnick
Treasurer

Ann Claussen
Secretary

Laura Spencer
North Regional Representative

Elodie Dorso
Central Regional Representative

Dr. Wilhelmina Lewis
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Aza Health

Laura Spencer, CEO

Banyan Community Health Center, Inc.

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Empower U, Inc.

Belita Wyatt, CEO

Evava Health

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Family Health Center of Southwest Florida, Inc.

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Family Health Source

Laurie Asbury, CEO

Florida Community Health Centers, Inc.

Wilhelmina Lewis, MD, President & CEO

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Gracepoint Wellness

Roaya Tyson, MA, CEO

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Pinellas Health and Human Services

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Joseph Resnick, MHA, FACHE, CEO

Rural Health Network of Monroe County, Inc.

Amy Halstead, MBA, CEO

SMA Healthcare, Inc.

Ivan Cosimi, MA/CPA, CEO

Sulzbacher

Cindy Funkhouser, MSW, President & CEO

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Tampa Family Health Centers, Inc.

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Treasure Coast Community Health, Inc.

Vicki Soule', MS, MBA, FACHE, CEO

True Health

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Whole Family Health Center, Inc.

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Director, Clinical Operations Programs

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Director, Emergency Management Programs

Steven Bennett, MA, SHRM-SCP

Director, Workforce Programs

Linda Carmona-Sanchez

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