MISSION
CHI’s mission is, “to deliver readily accessible quality health care services to the people of the South Dade area in the quantity required and in a way that assures the dignity and respect of the individual consumer and provider of health services by planning, organizing, developing and operating a coordinated health care delivery system.”

VALUES
- Quality is defined as continuous improvement in all that we do.
- Our patients come first and deserve to be treated in a considerate and kind manner to assure respect, dignity and quality service in meeting their healthcare needs.
- Our employees are the greatest assets of our organization.
- Positive contributions to the clinical and economic well being of our community.

SERVICE AREA
CHI’s total service area extends from Kendall Drive (SW 88th Street) to the North to the Dade-Monroe County line in the South for Primary Care services and Miller Drive (SW 52nd Street) to the North to the Dade-Monroe County line in the South for Behavioral Health Care Services. The communities include West and East Kendall, Perrine and Palmetto Bay, Goulds and Cutler Bay, Princeton, Naranja, the Redlands, Homestead and Florida City. These communities are within the unincorporated area of Miami-Dade County with the exceptions of Palmetto Bay, Cutler Bay, Homestead and Florida City, which are separate municipalities. According to the South Florida Health Care profile, the service area has a population of approximately 645,000 people, predominantly suburban and rural and includes approximately 20,000 migrant and seasonal farm workers. CHI’s zip codes include: 33196, 33186, 33176, 33156, 33187, 33177, 33157, 33189, 33170, 33190, 33031, 33032, 33030, 33039, 33033, 33034, 33035.

PATIENT MIX
During 2005, CHI provided integrated health care services for over 48,000 culturally and linguistically diverse residents of South Miami-Dade County, representing over 249,000 patient care visits.

CHI’s patients by ethnicity are:
- 53% Hispanic
- 33% African American/Non-Hispanic
- 10% Anglo Saxon
- 4% Other

Seventy percent are uninsured, 21% Medicaid, 3% Medicare and 6% have private insurance.
ANNUAL REPORT

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Greetings:

We come to the conclusion of another successful year of offering health service to the South Miami-Dade County neighbors. The CHI Board of Directors salutes our adjacent communities with great pleasure for confiding in us to represent you at this level. The administration and staff have worked diligently to provide you with all the services they can offer South Miami-Dade County. Community Health of South Dade, Inc. is a workforce of great men and women who work together with one goal in mind, “Our community, and our patients.” We are never too tired to extend a helping hand to those who seek us. The 35 years of service we celebrated in May of the current year proves that we were, are, and will be here for each and every one of you who requires our help.

We would like to say thank you to all the partners that sponsor and support our health centers, and make it possible to serve our community. Each and every one of them contributes to our success and deserves our most sincere gratitude.

The administration, the staff, and the Board of Director’s work laying each brick to accomplish the level of excellence that CHI achieves in our community. We are more than a community health center; we strive to be the best we can be. We emphasize our motto: “Patient Care Comes First”

On behalf of the Board of Directors, we say thank you for confiding in us.

Sincerely,

Luis Mario Torrés
Chairman of the Board
Greetings:

As we conclude a year of celebration in recognition of 35 years of service to the residents of South Miami-Dade County, it is with great pride that we issue this Annual Report. On behalf of the administration and staff, we take this opportunity to thank those who have chosen to seek care at CHI’s facilities. Our dedicated staff is committed to continuous quality improvement and the expansion of services to meet the growing demand of the expanding population of our communities. This report will highlight the comprehensive array of primary and behavioral health services that have been assembled and many of the activities that have been sponsored throughout the year.

We must express our appreciation to our multiple funding agencies that have made our progress possible, including the Bureau of Primary Health Care, HRSA, The Department of Children and Families (DCF), The Florida Department of Health, The Public Health Trust, Miami-Dade County, South Florida Providers Coalition, The Children’s Trust, and The Health Foundation of South Florida. Their partnerships enable us to serve.

We are proud to have served more than 48,000 residents of South Miami-Dade County with more than 249,000 patient visits. With a consumer majority Board of Directors, we remain aware of the health care needs of our community and are enabled to adapt to the changing demands, especially of the uninsured and underserved.

Our motto: “Patient Care Comes First” is the driving force of what we do.

Thank you for sharing our success.

Sincerely,

Brodes H. Hartley Jr.
President/CEO
Board of Directors

Carolyn Taylor-Pates  Alma Humphrey

Jose Zayas  Walter M. Hagan  Helen Bhagwandin

Also proud Members of the Board

William E. Coleman, Sr.
Diego L. Mella
Nancy Rivera
Rev. Willie J. Harris, Sr.
Susan E. Webster, PhD
Margarita Ibarra
Anita Youngkin
Jacques LaRoche
Carlos Llanes, MD
Chair Emeritus
Executive Staff

Brodes H. Hartley, Jr.
President / CEO

Mae Goins, RN, MSN
Vice President for Nursing Services & School Health Programs

Hermine Pollard
Vice President for Satellite Services

St. Anthony Amofah, MD, MBA, CHCQM
Chief Medical Officer

Wilson Washington, MSM
Vice President for Behavioral Health Services

St. Anthony Amofah, MD, MBA, CHCQM
Chief Medical Officer

Hermine Pollard
Vice President for Satellite Services
Executive Staff

Dave Salisbury, BS, BA  
Interim Director of Finance

Romanita Ford, BS  
Director of Marketing and Public Relations

Blake Hall, MBA  
Director of Planning and Development

Robert B. Johnson, DDS  
Director of Dental Services

Marilyn Taylor-Duncan, RN  
Director of Managed Care and Ancillary Services

Beatrice Fernandez, RN, MBA  
Director of Migrant Health
December 4, 2006

Colonel Brodes H. Hartley, Jr.
President/CEO
Community Health of South Dade, Inc.
10300 SW 216 Street
Miami, FL 33190

Dear Col. Hartley:

I wanted to take this opportunity to express my support and commend the Community Health of South Dade family for the ongoing commitment and efforts you’ve made over the last 35 years serving Miami-Dade County.

As one of the largest Federally Qualified Health Centers in the United States and the exceptional job you’re doing in providing outstanding services throughout your seven health centers, the countless health care recipients of Miami-Dade County are truly in good hands.

Again I commend you and applaud you for making a difference where it is needed most.
Best wishes and continued success.

Sincerely,

Dennis C. Moss
Vice Chairman, District 9
Board of County Commissioners
December 19, 2006

Community Health of South Dade, Inc.
10300 SW 216 St
Miami, FL 33190

Dear Colonel Hartley,

It is an honor to express my support for Community Health of South Dade (CHI). I commend the CHI staff who work tirelessly to provide much-needed affordable, quality health care to the South Miami-Dade community.

Access to healthcare is a fundamental right in a society that has the resources we have. It is even more critical that our most vulnerable populations, including children and the elderly, are provided with healthcare. CHI has been instrumental in making such care available to many in our community by providing comprehensive primary care services to nearly 48,000 nearby residents.

As you well know, health care continues to be a challenge nationwide. I remain committed to working towards expanding access to quality healthcare to all of our residents.

Sincerely,

Katy Sorensen
County Commissioner
A Letter from Health Choice Network’s President and CEO

Dear Colonel Hartley:

As one of the founding members of Health Choice Network (HCN) and our single largest community health center member, Community Health of South Dade has always been considered a strong partner in the community and a vital member of our Network. And as one would feel the joy of a family member’s achievement, we at the Network share with pride in CHI’s many accomplishments and milestones outlined in this annual report.

Over the years, there has been a shared vision between our two organizations. Many new programs, projects and plans launched by the Network received their start at CHI. Your organization continues to play an important role as our Network undergoes its current transformation.

As you know, earlier this year we themed 2006 “Our Defining Year.” Here are a few of our highlights:

- Partnered with Magellan Health Services to provide prepaid mental health services to more than 65,000 patients in Miami-Dade County;
- Named a lead partner in School Health Connect, a new project bringing much-needed health care to public school students at 72 sites in Miami-Dade County;
- CareNet, a discount medical card program, continues to be a viable alternative for the uninsured in Miami-Dade County to obtain health care services;
- CHI is operational on electronic health record (EHR). Network wide more than 75 percent of our Florida member centers are utilizing electronic health record; the implementation has expanded to our centers in New Mexico and Utah;
- Four new Florida community health/mental health centers have joined the Network

Although it sometimes seems our tremendous growth is overwhelming, the Network remains grounded with its strong ties to its founding member, CHI. Thank you for all of your support and encouragement as we continue to move forward, side by side. And congratulations on another successful year of meeting the health care needs of your many communities.

Sincerely,

Kevin S. Kearns
December 7, 2006

Mr. Brodes H. Hartley, Jr., President/CEO
Community Health of South Dade, Inc.
10300 S.W. 216 Street
Miami, Florida 33190

Dear Mr. Hartley:

The Goulds Coalition of Ministers and Lay People, Inc. is honored to be one of the many partners affiliated with Community Health of South Dade, Inc. (C.H.I.). Our mission is to empower all residents of South Miami-Dade County. Our purpose is to act as an advocate and support base to our community organizations for the betterment of the entire South Miami-Dade communities.

For the past thirty-five years, Community Health of South Dade, Inc., a service provider that is well established in the community, and one that has many connections, has provided a variety of medical, dental, pharmaceutical, mental health and substance abuse treatment services as well as a wide array of social support services to the South Miami-Dade communities. C.H.I. continues to maintain a high visibility in the community through its participation, on a monthly basis, in local health fairs, providing information on HIV and AIDS, substance abuse, mental health and primary care services. No individual is refused treatment because of inability to pay. It is an organization that has fulfilled and continues to fulfill its designated mission of reducing disparities in health care communities of color by providing necessary comprehensive services while assuring the dignity and respect of all individuals they serve. We know that they will continue to provide genuine service to the residents in South Dade.

Sincerely,

Bishop Charlie Williams
Chairman

For Total Community Concern
1960s New Beginnings

In the late 1960s, many of the residents of South Miami-Dade County had limited access to a hospital. Some had no access at all. Outpatient treatment of routine medical problems, and primary health care that could have prevented them, were luxuries. Even worse, trauma and other urgent cases were transported to Jackson Memorial Hospital. Many died before they reached that excellent but distant facility which was 45 miles from Homestead. These residents were predominately Black Americans, Bahamians and Mexican Migrant and Seasonal Farm workers who were uninsured.

Among those visionaries who called for change was Doris Ison, for whom Community Health of South Dade’s principal facility is named. In April of 1971, Mrs. Ison helped galvanize action and authorities reached an agreement to establish Community Health of South Dade, Incorporated (CHI).

With federal money from the Office of Economic Opportunity and a supplement from Metropolitan Dade County, CHI opened two trailers near U.S.1 and SW 216th Street and began serving patients. Soon we added a second facility; the Martin Luther King, Jr. Clinica Campesina, which opened in 1973 to serve indigent and migrant families near Homestead.

1970s Early Years

By 1972, with the closing of Kendall Hospital, Dade County agreed to help CHI build a permanent facility with funds from the county’s Decade of Progress Referendum. The facility was built on a 28-acre site on SW 216th Street and was named after Doris Ison.

The early years focused on disease prevention, the addition of mental health programs and delivering primary care. In the convention of the times, the emphasis was on making and keeping people healthy, often on a charitable basis. At this time, administrators realized that CHI should find additional ways to sustain the operations and growth of the company by seeking more revenue from patient fees and insurance payments.

1980s National Pioneering

By 1980, facilities and staff had expanded: we offered a WIC program operated by the Public Health Department, eye care, emergency treatment and a variety of primary care services. At the time, we referred cases to specialty facilities only as necessary.

In the mid ’80s, CHI experienced a decade of consistent growth under the then new President and CEO, Brodes H. Hartley, Jr. Outreach was a major focus of programs at this time. We added the South Dade and Everglades migrant centers and expanded our mental health crisis stabilization unit. We developed a child protection team, opened therapeutic group homes for youngsters, and established innovative programs at COPE South, Southridge and Homestead High Schools. CHI also responded to the incessant spread of AIDS, and opened transitional housing for the homeless. Technological improvements included ultrasound, mammography, and improvements in diagnostics and analyses.

The 80’s was also a great time for embracing the efficiency of computerized management information systems. Out of the high medical need to serve the Florida population at efficient levels with low cost, CHI and four other health centers pioneered the Health Choice Network, an organization that serves the purpose of delegating essential business services that can be more efficiently or effectively operated jointly, thus allowing the centers to serve more patients, offer more services, and enhance the level of care they provide to improve health outcomes.

Additionally, to better serve the operating tasks of CHI, the Community Health Foundation, Inc., was formed to pursue development and fundraising opportunities.
Excellence in the Sea of Change

Celebrating 35 Years of Care

1990s
A Great Time of Growth

CHI also met the challenge of the 1990s cost containment. We began relationships with HMOs and other forms of managed care and we prepared to more aggressively market our unique one stop shop services in a society increasingly concerned about healthcare, its accessibility, quality and cost.

In 1992, Hurricane Andrew devastated South Miami-Dade County and one week later we opened our doors. The two trailers housing the South Dade and Everglades migrant centers operations were destroyed and with the assistance of FEMA services resumed in new trailers. During the 1990s CHI completed construction projects that provided permanent state of the art facilities at South Dade, Everglades, Naranja, West Perrine and the Martin Luther King, Jr. Clinica Campesina Annex. The school-based health center programs at COPE South, Homestead High, Southridge Sr. High and Mays Middle increased the number of CHI’s delivery sites. Additionally, in November of 1998, CHI was accredited by the Joint Commission on Accredited Healthcare Organizations (JCAHO).

2000 to 2006
Onward and Upward

Following the unprecedented level of growth and development, CHI’s client base increased tremendously. Our dental program increased from three to seven dentists and now provides services to all but one location. Programs such as Healthy Body/Healthy Soul, Jessie Trice Cancer Prevention, Depression Collaborative, School Connect and Health Connect and many others, helped engrave in the minds of individuals that CHI is a “one stop shop” for all of their health care needs.

In order to better serve the community, CHI took a step to make sure that “patient care comes first,” by implementing the Electronic Health Record (EHR) and the Electronic Oral Health Record (EOHR). EHR and EOHR have helped accuracy, increased workflow and over time, saved capital, thus helping to provide our customers with excellent service.

It was also at this time when a niche market was discovered; the need to provide service to gainfully employed individuals without health insurance. Thus, CareNet was born - a discount medical plan that provides discounts at certain health care centers and access to a wide network of providers for medical services.

Summary

CHI is building on its past to meet the needs of the future. These measures will help position both our facilities and our staff to continue our active response to the health care needs in a growing South Miami-Dade County. Through the amazing talent of our staff and funding from many sources such as the Bureau of Primary Health Care, Department of Health, Miami Dade County, Public Health Trust of Dade County, the Department of Children and Families, the Children’s Trust, Health Foundation of South Florida, South Florida Providers Coalition, Robert Bailey and Glen Rice, Community Health Foundation, Inc., and the many local businesses, Community Health of South Dade, Inc. plans to continue providing excellent care for the next 35 years and beyond.
did you know that CHI...

• has a budget of over $32 million.

• has delivered over 4,687 babies in the last 5 years.

• has 15 employees who have been working with CHI for over 30 years.

• has a highly skilled human resources department which manages over 450 employees and has never missed processing the maintenance or distribution of payroll checks; even after Hurricane Andrew.

• over the last 5 years has served over 239,096 unduplicated users, which is 1,312,986 visits.

• served over 64,410 in a language other than English.

• Behavioral Health Care Center (BHCC) has been a part of CHI’s Comprehensive and Integrated Health Care Delivery System since 1973.

• BHCC offers a comprehensive list of outpatient mental health and substance abuse services to include Adult and Children Outpatient Mental Health, Adult and Children Substance Abuse, HIV/AIDS Treatment and Prevention Services, Targeted and Intensive Case Management, Mental Health Therapy, Medication Management, Crisis Stabilization and Detoxification, Depression Screenings/Evaluation/Treatment, Therapeutic Foster Care and Migrant Health Services.

• BHCC Substance Abuse Program won a 2005 Best Practices Award from the Florida Alcohol and Drug Abuse Association (FADAA).

• has transferred over 241,000 patients since January of 2002.

• has a total of 9 vans (seven 15 passenger vans, one six passenger with wheelchair lift and one 16 passenger with wheelchair lift).
Community Health of South Dade, Inc. offers a one-stop-shop model where the organization and delivery of quality services are seamless, affordable, accessible and culturally sensitive.

CHI operates six primary care centers, five school based programs and several outreach programs. All sites offer quality comprehensive primary and behavioral health care services. Our physicians are all board certified or board eligible. CHI is accredited by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO).

**Primary Care Services:**
- Family Health
- Pediatric
- Dental
- OB-GYN
- Pharmacy
- Optometry
- Radiology
- Laboratory
- Social Services
- Case Management

**Additional Primary Care Services**
- Urgent Care (16 hours)
- Deliveries at Local Hospitals
- Ambulatory Walk-In Services
- School Based Health Care
- Temporary Assistance for Needy Families (TANF)
- Migrant Health Care
- Medication Delivery
- Healthy Start
- WIC Services on premises

**Behavioral Health Care Services**
- Crisis Intervention (24 hours)
- Detox (24 hours)
- Outpatient Counseling (child/adult)
- Medication Management (child/adult)
- Substance Abuse (child/adult)
- Day Treatment (adult-Eng./Span.)
- HIV/AIDS Outreach Services
- Family and Children
- Case Management

**FAMILY CARE SERVICES**
The broad range of family centered medical services include acute and chronic disease management, preventive care, health education and arrangement for rehabilitation and hospitalization. Most services are by appointment. However, emergencies receive treatment in CHI’s Urgent Care Center.

**BEHAVIORAL HEALTH CARE SERVICES**
The Behavioral Health Care Center (BHCC) is an integral component of CHI’s integrated health care system. BHCC services include crisis intervention (24 hours), detox (24 hours), individual and group counseling (child/adult), medication management (child/adult), substance abuse (child/adult), day treatment (adult-English/ Spanish), HIV/AIDS outreach services, family and children services and case management. BHCC is dedicated to CHI’s mission to provide affordable, accessible, and quality care to the residents of South Miami-Dade County.
URGENT CARE SERVICES
Walk-in ambulatory care is provided for urgent medical problems, injuries or episodic conditions, 7am to 11pm every day at the Doris Ison Health Center. This year, we have reduced patient wait time to an average of 90 minutes by improving patient flow and equipping all exam rooms with flat-screen monitors. The Martin Luther King Jr. Clinica Campesina Center also provides ambulatory care weekdays from 12pm to 8:30pm and on Saturdays from 10:30am to 7pm.

DENTAL SERVICES
Dental services include prevention, examinations, fillings, extractions and fluoride treatments. CHI currently has seven dentists and three Hygienists across all sites. By the end of 2007, CHI plans to expand dental services by adding two additional dentists and one hygienist to two new service sites.

CRISIS STABILIZATION UNIT (CSU)
The CSU is a 16-bed (2 of which are detox), short-term, acute psychiatric receiving facility, open seven days a week and 24 hours each day at the Doris Ison Health Center. The treatment approach is intensive and multi-disciplinary in nature. An average of 85 patients are seen monthly with high risk psychiatric conditions.

VISION
Vision services are provided by Dr. Sterns's Visual Health Center. CHI’s vision services allow access to low-cost glasses for the uninsured and underinsured residents of South Miami-Dade County. Last year, the vision center served over 1,400 patients.

LABORATORY SERVICES
A sufficiently equipped laboratory primarily serves CHI’s internal needs for various routine testing. We are able to process many more tests on site and our lab interface with Quest and LabCorp enables our clinicians to receive lab results directly into patients’ Electronic Health Records. This year, with an
increase in patient volume, we have also experienced a significant increase in revenue from laboratory services.

RADIOLOGY
The CHI Radiology Department is open seven days a week to serve our patients. Services include general radiography, fluoroscopy, mammography, and ultrasound. We provide imaging services for patients of CHI providers and for patients of providers in the surrounding area. We are in the process of installing a radiology transcription software which would enable our radiologist to dictate his findings and notes directly into patients Electronic Health Records.

PHARMACY
CHI operates two in-house pharmacies. Pharmacy services include medication management and over the counter medicine. CHI continues to make big strides in our efforts to improve on our Pharmacy operations. We are very excited to begin utilizing our Pharmacy Robot. The Pharmacy Robot is capable of filling up to 100 prescriptions per hour. This technology will help to reduce wait time and decrease medication errors. This past year, pharmacy has filled over 160,000 prescriptions.

OB-GYN
Obstetric and gynecology services are provided at all of CHI’s health centers. Our staff includes board certified physicians and certified nurse midwives. As of December 2006, CHI’s physicians have delivered over 1,500 babies through Jackson South and Homestead Baptist Hospitals.

SPECIALTY SERVICES & CONSULTATION
Specialty services include managed care practice and nutrition counseling. CHI also offers
consultation through referrals with such specialties as arthritis, gastroenterology, internal medicine, optometry, ophthalmology, surgery, urology, audiology, cardiology, pulmonary medicine, vascular diseases, nephrology and nutrition.

Electronic Health Record is composed of a suite of systems: Lab Interface, Prescription Writer, Document Imaging, Omnidoc, and Dentrix, which interface with companion modules already in place including View Patient Chart, Quality Care Guidelines, and Patient Advisory System.

With EHR, providers utilize lightweight, wireless, laptops for patient care documentation and are able to submit patient prescriptions wirelessly to CHI’s pharmacy or any other pharmacy throughout the United States.

Nearly 100,000 lab results and 500,000 prescriptions have been electronically processed in 2006 by CHI providers.

WOMEN’S CENTER
A full scope of women’s services are provided in the MLKCC/Annex. Services include: treatment of dysmenorrhea, premenstrual, perimenopausal and post-menopausal problems, fertility issues. The Women’s Center also provides family planning, prenatal and postnatal care, breast and cervical cancer screening, mammograms, colposcopy and cervical and endometrium biopsies when needed.

MANAGED CARE
CHI offers numerous programs and services including early intervention, telephone and on-site medical case management, catastrophic injury management, utilization review, pre-admission certification, discharge planning, continued stay review, provider appointments and referrals. We are staffed with Medical Assistants, Licensed Practical Nurses, Registered Nurses and Medical Case Managers who provide oversight functions and authorize offsite and onsite emergent and non-routine health care.

TRANSPORTATION SERVICES
Community Health of South Dade Inc. prides itself on providing customized door-to-door service for our patients. CHI has two handicap accessible vans out of a fleet of ten, which includes seven, 15-passenger vans and one, 16-passenger mini bus. This fleet allows CHI to cover a total service area of over 240 square miles throughout South Miami-Dade County.

ELECTRONIC HEALTH RECORD / ELECTRONIC ORAL HEALTH RECORD
CHI has employed cutting-edge technology within Health Information Management since 2004. The
AMERICORPS
Community Health of South Dade, Inc. has the great opportunity to serve as the host site center for twenty-five (25) AmeriCorps/HealthCorps members. The members were placed in Federally Qualified Health Centers throughout Miami-Dade and Broward Counties. AmeriCorps is a national service movement that engages more than 70,000 Americans each year in intensive services to meet our country’s most critical needs in education, public safety, healthcare and the environment. Community HealthCorps is a real-life education and work experience wrapped into one. The experience enables members to do great things for the community while they grow and attain tangible benefits.

CARENET
CareNet, a discount health program was created to meet the healthcare needs of the working uninsured and underinsured. This program benefits individuals and their family members who can not afford regular health insurance because of income, health status, age, migratory and/or residency status. CHI helped initiate this concept as a founding member through Health Choice Network with other member centers and celebrated its kick-off event in June 2005. Contracted to a wide network of providers, CareNet delivers a level of quality services through our health centers that are recognized by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO).

C.A.R.E.S.
CHI operates an HIV/AIDS program at both the Doris Ison Center and the Martin Luther King, Jr. Clinica Campesina Center. The C.A.R.E.S (Comprehensive AIDS Resources and Education Services) Department is funded by several organizations such as: Ryan White Title I with Miami-Dade County, the South Florida AIDS Network (SFAN), the AIDS Drug Assistance Program (ADAP) with the Department of Health, the Department of Children and Families, and the Public Health Trust (PHT). Individuals and families are provided with HIV testing and counseling, linkage to medical and dental care, Case Management services, nutrition counseling, outreach services, medication assistance and more. CHI also provides individual and community-wide education, assistance with referrals to other social services, and ancillary support services for Persons Living With AIDS (PLWA). As most programs aimed at this affliction, our goal is the prevention of HIV/AIDS through education, counseling, and other means of community awareness.

DEPRESSION COLLABORATIVE
Changing practices, changing lives. Chartered in 1973, this bureau of Primary Healthcare initiative provides an integrative healthcare system for behavioral healthcare. The primary objective is to ensure that 100% of our key measures are obtained. This program has improved identification of depressed patients, increased interdepartmental collaboration and improved tracking and trending of depressed clients through depression screening and primary care follow-up.

DIABETES COLLABORATIVE
In June 2006, CHI successfully implemented a diabetes collaborative that tracks the core national measures along with the number of participants and their compliance with the measures. The goal of the health disparities collaborative for diabetes is for our patients affected by diabetes to lead healthier, happier, and more productive lives through good diabetes management.
HEALTHY START
Healthy Start is a program that seeks to reduce the infant mortality rate and improve developmental outcomes in Miami-Dade County through assisting pregnant women and mothers. We try to address issues of Sudden Infant Death Syndrome (SIDS), premature births, developmental problems and postpartum depression through educating mothers and mothers-to-be. We encourage participants to engage in prenatal, postpartum, postnatal and infant care. Also, we provide information on immunization and pediatric care. The program provides education, referral and counseling to participants. We offer classes in parenting, breastfeeding, nutrition counseling, tobacco cessation, childbirth education and interconceptional education. Additionally, we counsel mothers in need (Psychosocial Counseling).

JESSIE TRICE - HEALTHY BODY/HEALTHY SOUL
Launched in the late ‘90s, Healthy Body, Healthy Soul is based on the conviction that community-based health and faith organizations can work together to promote health care and disease prevention in predominantly African-American and Hispanic communities.

Healthy Body, Healthy Soul works with CHI to reduce access barriers by engaging clergy members and the faith-based community in health promotion and disease prevention activities. Healthy Body, Healthy Soul, has reached thousands of families who otherwise would not have access to health information and medical intervention. These clients are learning how to stay healthy and how to seek help if they are at high risk for cancer and other diseases.

Healthy Body, Healthy Soul currently focuses on two major initiatives: The Jessie Trice Cancer Prevention Project and the Pediatric Asthma Project. In addition, Healthy Body, Healthy Soul participates in the Senior Immunization Project, a Health Foundation of South Florida initiative to provide free flu and pneumonia vaccines to uninsured seniors in Miami-Dade County. Healthy Body, Healthy Soul has also undertaken projects to reduce health disparities in cardiovascular disease and diabetes.

MIGRANT HEALTH
Migrant and Seasonal Farmworkers are an underserved and underinsured mobile population filled with economic uncertainty, language barriers, limited access to health care, and hazardous working conditions. This special population's greatest needs include access to disease prevention, health promotion and education. Migrant Health services are provided at CHI’s Everglades and South Dade Health Centers which are located on actual Farmworker housing communities to decrease limited access of health care.

SCHOOL-BASED HEALTH CENTER PROGRAMS
CHI operates five school-based health centers providing a wide range of health care services which include primary care, OB/GYN, case management, dental, behavioral health care services and pediatric care.

HEALTH CONNECT IN OUR SCHOOLS
Each school has a team of professionals including a nurse practitioner or physician’s assistant, a social worker and two health aides. Each team serves two schools and offers screenings, psychosocial assessments and well-child care. Unique to this component is a strategic financial partnership with...
SPECIAL PROGRAMS

the Children’s Trust, Miami-Dade County Public Schools, the Miami-Dade County Health Department and Health Choice Network to bring quality health services to every school in Miami-Dade County.

Benefits of Health Connect In Our Schools:

• A coordinated level of school-based healthcare at every school
• Expanded health screenings and assessments with access to follow-up care
• Nutrition and health counseling
• Better access to a regular primary-care provider (medical home)
• Primary health services for uninsured students with no other options or access to health care
• Emergency first aid/CPR
• Chronic disease management

HEALTH CONNECT IN OUR COMMUNITY

CHI’s Community Health Workers (CHW), strategically located throughout Miami-Dade County, work neighborhood-by-neighborhood to help children and families gain access to quality healthcare services at one of CHI’s centers. Community Health Workers work closely with health navigators who are trained to enroll children and families into healthcare programs such as Medicare, Medicaid and Florida KidCare. Together, they collaborate to increase contact to primary-care physicians, health insurance and other health services, regardless of race, ethnicity, origin of birth/nationality, immigration status or income.

Benefits of Health Connect In Our Community:

• More access to health insurance
• More access to primary care providers and health services
• Better health awareness and education
• Decrease use of hospital emergency rooms for non-emergency care

PROJECT SCREEN

CHI provided breast and cervical cancer screenings to more than 250 women, 50+ years of age, through the Miami-Dade County Health Department breast and cervical cancer early detection program.

SENIOR IMMUNIZATION

In 2006, CHI provided more than 350 influenza and pneumovax vaccinations at no cost to seniors in South Miami-Dade County. This program is sponsored through the Health Foundation of South Florida.

PERRINE/CUTLER RIDGE/PALMETTO BAY ROTARY CLUB & KIDS AND THE POWER OF WORK (KAPOW)

Every year, CHI works with two great organizations to educate elementary school children about leadership, serving the community and healthcare. Over 120 children from the Perrine/Cutler Ridge/Palmetto Bay Rotary Club and Kids and the Power of Work (KAPOW) toured various departments of the Doris Ison Health Center, making this year’s visit one of the best to date. CHI is a partner of both programs and provides hands-on experiences with employees and their jobs. The Perrine/Cutler Ridge/Palmetto Bay Rotary Club is also responsible for donating the “Meditation Garden,” at the Doris Ison Health Center.

WELLNESS

Employee health is a top concern for CHI. In an effort to assist our employees into living healthier, happier lifestyles and promoting a positive work-life balance, CHI formed a Wellness Committee to serve this purpose. This committee is responsible for establishing aerobics, basketball, salsa dancing, tennis and walking programs available to each employee free of charge.

“Patient Care Comes First”
CHI promotes healthy lifestyles and preventive medicine in the community through health fairs, screening, education, tv, radio, internet, newspaper, brochures and flyers. Our community awareness is enhanced through cooperation and collaboration with community and faith-based organizations.

HEALTH PROMOTIONS

CHI on Cable Tap Television

Cover the Uninsured

Take a Loved one to the Doctor Day

Annual Back to School Festival

National Women’s Week
Every year, CHI’s major fundraiser is the annual celebrity golf tournament hosted by Robert Bailey and Glen Rice. This year’s tournament was held at the Doral Golf Resort and Spa. In 2006, CHI hosted over 150 golfers. The proceeds from this event were used to enable CHI to address the overwhelming needs of children requiring primary and behavioral health care crisis. Our mission is to bridge the gap and provide comprehensive crisis services for the residents of South Miami-Dade County.
HIGHLIGHTS

35TH ANNIVERSARY GALA

The Gala was the highlight of our celebrations, recognizing our founders, the volunteer board members, supporters and Health Hero’s in the community. CHI hosted over 300 guests at the Palmetto Bay Village Center and the evening was undoubtedly very successful. The overwhelmingly favorable responses by those in attendance validated that a wonderful time was had by all.

MARTIN LUTHER KING MEMORIAL PROJECT

Employees from CHI found it in their hearts to support the construction of the Martin Luther King Jr. memorial in Washington, DC. As a result of staff generosity, Brodes H. Hartley, Jr., President/CEO, presented an impressive donation of $20,000 to the Beta Beta Lambda chapter of Alpha Phi Alpha Fraternity, Incorporated in support of the national memorial project.
Community Health of South Dade, Inc. (CHI), Miami-Dade County Team Metro, Southland Mall and the Office of Mayor Carlos Alvarez hosted CHI’s Annual Health and Family Festival at Southland Mall on August 5th. The event kicked off National Health Center Week. “Celebrating Patient Voice and Community Choice,” was this year’s theme which highlighted the unique characteristics of community health centers. Educational information and health and safety screenings such as blood pressure, glucose, dental, glaucoma and cholesterol screenings were provided free of charge.
Cultural Awareness Day provided an opportunity for employees to experience an array of cultures and traditions. CHI employs over 440 culturally and linguistically diversified staff representing more than 30 different cultures. Some of the many countries represented were from: Canada, Cuba, Puerto Rico, Germany, Guyana, Haiti, Honduras, India, Jamaica, Mexico, Nicaragua, Panama, Santo Domingo, Trinidad and Venezuela, just to name a few.
In recognition of World AIDS Day, Community Health of South Dade, Inc. (CHI) hosted an Annual Health Awareness Fair and Community Appreciation Festival on December 1, 2006. This year’s theme, “The Promise of Partnerships,” focused on Educate, Motivate and Mobilize against HIV/AIDS. Participants of all ages received free educational information and participated in free health and safety screenings including blood pressure, glucose, breast cancer, dental, glaucoma and cholesterol screenings. This year, CHI’s World AIDS Day activities were held in conjunction with a Community Appreciation Festival. The Community Appreciation Festival was dedicated to thanking CHI’s clients, vendors and supporters.
## INCOME STATEMENT

<table>
<thead>
<tr>
<th>Revenue/Expense</th>
<th>2006</th>
<th>2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant revenue</td>
<td>17,915,808</td>
<td>17,186,796</td>
</tr>
<tr>
<td>Net patient revenue</td>
<td>14,263,929</td>
<td>13,809,581</td>
</tr>
<tr>
<td>Other revenue</td>
<td>281,155</td>
<td>156,524</td>
</tr>
<tr>
<td>Donated facilities</td>
<td>1,380,000</td>
<td>1,380,000</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>33,840,892</strong></td>
<td><strong>32,532,901</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expense</th>
<th>2006</th>
<th>2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and benefits</td>
<td>21,916,513</td>
<td>21,244,385</td>
</tr>
<tr>
<td>Other than personnel services</td>
<td>9,344,985</td>
<td>9,517,301</td>
</tr>
<tr>
<td>Rent - In Kind</td>
<td>1,380,000</td>
<td>1,380,000</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>32,641,498</strong></td>
<td><strong>32,141,686</strong></td>
</tr>
</tbody>
</table>

- Operating income prior to depreciation and amortization: 1,199,394 / 391,215
- Depreciation and amortization: 370,559 / 378,271

**Increase (decrease) in unrestricted net assets**: 828,835 / 12,944

Unrestricted net assets at beginning of year: 2,235,846 / 2,222,902
Unrestricted net assets at end of year: 3,064,681 / 2,235,846
## BALANCE SHEET

### ASSETS

<table>
<thead>
<tr>
<th>Description</th>
<th>2006</th>
<th>2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>184,403</td>
<td>66,774</td>
</tr>
<tr>
<td>Patient accounts receivable, net</td>
<td>2,142,908</td>
<td>1,644,740</td>
</tr>
<tr>
<td>Grants receivable</td>
<td>1,022,753</td>
<td>792,363</td>
</tr>
<tr>
<td>Pharmaceutical inventory</td>
<td>225,971</td>
<td>196,279</td>
</tr>
<tr>
<td>Prepaid Insurance</td>
<td>91,212</td>
<td>150,918</td>
</tr>
<tr>
<td>Total current assets</td>
<td>3,667,247</td>
<td>2,851,074</td>
</tr>
<tr>
<td>Other receivables</td>
<td>22,744</td>
<td>22,871</td>
</tr>
<tr>
<td>Property, plant and equipment, net</td>
<td>3,878,482</td>
<td>3,965,639</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>7,568,473</strong></td>
<td><strong>6,839,584</strong></td>
</tr>
</tbody>
</table>

### LIABILITIES AND NET ASSETS

<table>
<thead>
<tr>
<th>Description</th>
<th>2006</th>
<th>2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts Payable</td>
<td>1,357,681</td>
<td>2,080,918</td>
</tr>
<tr>
<td>Accrued payroll costs</td>
<td>1,413,869</td>
<td>1,303,720</td>
</tr>
<tr>
<td>Amount due to affiliate, current</td>
<td>208,967</td>
<td>155,556</td>
</tr>
<tr>
<td>Notes payable, current</td>
<td>300,000</td>
<td></td>
</tr>
<tr>
<td>Refundable advances</td>
<td>661,881</td>
<td>293,183</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td><strong>3,942,398</strong></td>
<td><strong>3,833,377</strong></td>
</tr>
<tr>
<td>Amount due to affiliate</td>
<td>561,394</td>
<td>770,361</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>4,503,792</strong></td>
<td><strong>4,603,738</strong></td>
</tr>
<tr>
<td><strong>Total Unrestricted Net Assets</strong></td>
<td><strong>3,064,681</strong></td>
<td><strong>2,235,846</strong></td>
</tr>
<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td><strong>7,568,473</strong></td>
<td><strong>6,839,584</strong></td>
</tr>
</tbody>
</table>
Community Health of South Dade, Inc.

thank our many dedicated

Patients, Board of Directors,

Advisory Boards,

Funding Agencies,

Community Partners,

Community Health Foundation, Sponsors,

Supporters, Volunteers, Health Heroes and the

CHI Staff and their Families.
Community Health of South Dade, Inc.
List of Sites

Doris Ison
Community Health Center
10300 S.W. 216th Street
Miami, FL 33190
(305)253-5100

Martin Luther King, Jr.
Clinica Campesina
810 West Mowry Drive
Homestead, FL 33030
(305)248-4334

Naranja Health Center
13805 S.W. 264th Street
Naranja, FL 33032
(305)258-6813

Everglades Health Center
19300 S.W. 376th Street
Florida City, FL 33034
(305)246-4607

South Dade Health Center
13600 S.W. 312th Street
Homestead, FL 33033
(305)242-6069

West Perrine Health Center
18255 Homestead Avenue
Perrine, FL 33157
(305)234-7676

Behavioral Health Care Center
10300 S.W. 216th Street
Miami, FL 33190
(305)252-4841

Homestead Senior High
2351 S.E. 12th Avenue
Homestead, FL 33035
(305)242-2244

Laura Saunders Elementary
505 S.W. 8th Street
Homestead, FL 33030
(305)242-0973

R. R. Moton Elementary
18050 Homestead Avenue
Perrine, FL 33157
(305)238-9520

COPE South
10225 S.W. 147th Street
Miami, FL 33176
(305)253-8073

Campbell Drive Elementary
15790 S.W. 307th Street
Homestead, FL 33030
(786)243-9161

Urgent Care Center
10300 S.W. 216th Street
Miami, FL 33190
(305)252-4880

“Patient Care Comes First”