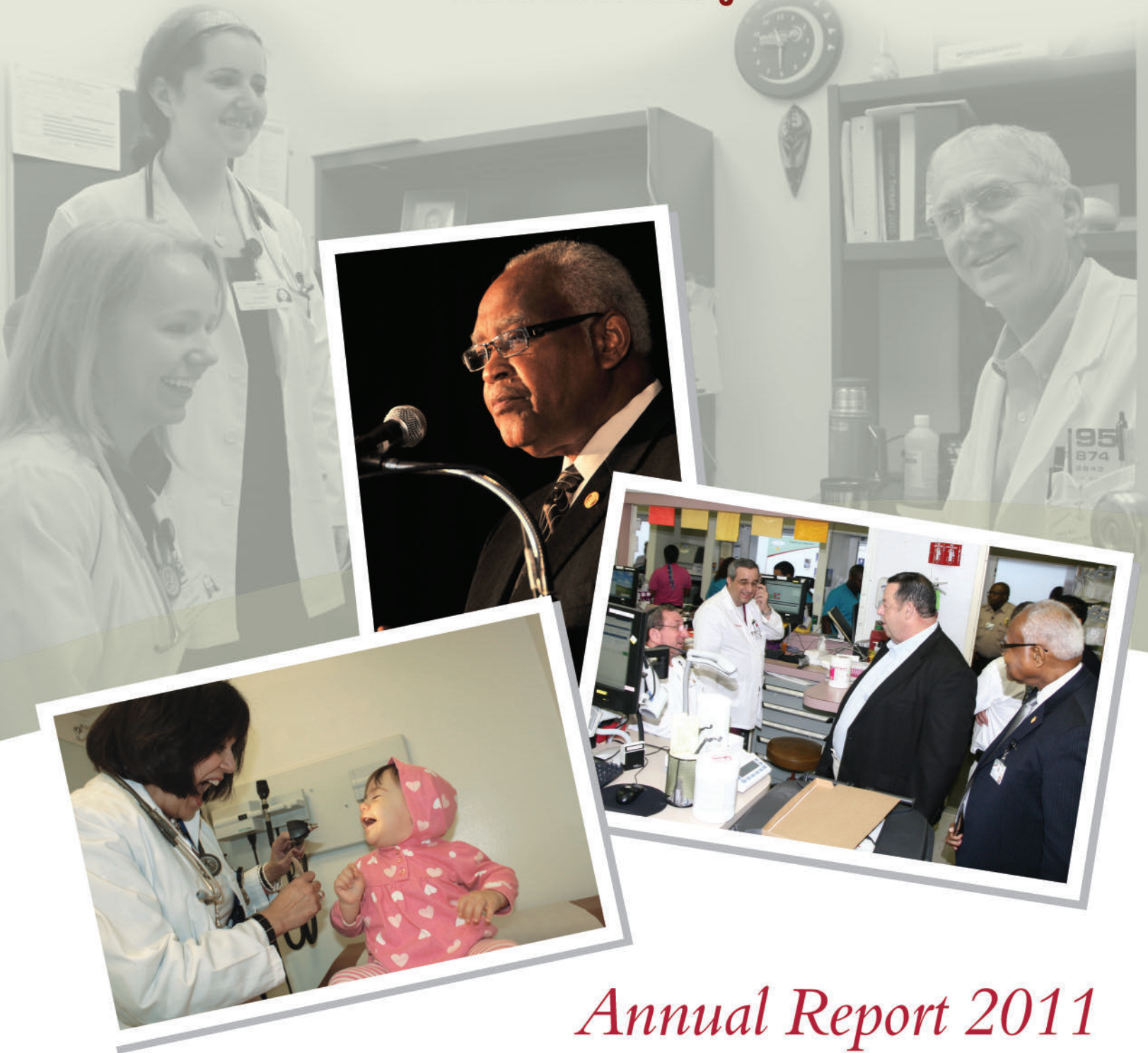




**COMMUNITY HEALTH  
of SOUTH FLORIDA, INC.**

*"Patient Care Comes First"*

**[www.chisouthfl.org](http://www.chisouthfl.org)**



*Annual Report 2011*

## Community Health of South Florida, Inc.

# Greetings



I am pleased to share our Annual Report for 2011 with constituents, supporters, volunteers and friends of CHI as well as those we are committed to serve – the uninsured and underserved people in South Florida – many of whom continued to struggle through another tough economic year. I am especially proud of the resilient and reliable staff at CHI for their dedication to our purpose, and their commitment to our success. In 2011, CHI served more than 60,000 residents of South Florida with more than 283,000 patient-care visits.

This past year was memorable in many ways for Community Health of South Florida as we celebrated 40 years of dedicated service to our community in grand style with a gala at the Fontainebleau Hotel. To fully appreciate the significance of this milestone, it's appropriate to reflect on the journey that has brought us to this juncture in our progress.

The concept for CHI began in the 1960s when access to primary and preventive healthcare was unavailable to many Black Americans, Bahamians and Mexican seasonal farm workers in South Florida. Community health centers began to open in 1965 as part of President Johnson's War on Poverty. Those were heady days with Medicare, Medicaid and employer-sponsored insurance promising virtually universal access to healthcare.

Doris Ison, a visionary for whom CHI's principal facility is named, persuaded a group of volunteers to establish Community Health of South Dade, Inc. in 1971. Metropolitan Dade County used Decade of Progress funds to help CHI build a permanent facility on a 28-acre site on SW 216th Street.

As you'll notice throughout this Annual Report, our organization has come a long way from its beginnings when we saw patients in two trailers near U.S. Highway 1 and S.W. 216th Street. Yet, our mission hasn't wavered as we continue to provide quality healthcare for many who can't afford insurance.

Today, CHI provides door-to-door transportation for its patients to and from appointments. We have four pharmacies that offer low cost medications. We have two urgent care centers and provide an array of services that include OB/GYN and behavioral health care. With the benefit of a new ultrasound unit, donated by Dade Medical College, we have expanded our radiology services. Our dental services have too been expanded, and we continue to work to improve prevention, and expand our school and "good health" programs.

Our relationships with HMOs and other managed care organizations help us to aggressively market our "one stop shop" services during these tough times, where individuals are even more concerned about healthcare's accessibility, quality and cost.

Our growth during the years has no doubt brought about many positive changes, but the one constant has been our motto – "Patient Care Always Comes First." Those words best define the mission of Community Health of South Florida.

I am tremendously proud of CHI and its progress. During the past 40 years, we have benefited from so many people who encouraged us, who dug in and did heavy work, who delivered sunshine on rainy days, and who helped fund important – sometimes critically necessary – improvements for our patients.

Community Health of South Florida began as a glimmer of hope in the 1960s. But those who live on hope have a slender diet. You have to make important convictions, and you have to stick with them. As conditions change, you have to adapt to them and strengthen them. That is especially true with a growing patient base.

We will continue to reduce barriers and increase access to good healthcare. And, we will offer help for the helpless and hope for the hopeless. To the many people who have played such a large part in shaping CHI during its first 40 years, we shall remain eternally grateful.

Sincerely,

Brodes H. Hartley Jr.  
President/CEO



CHI is a not-for-profit corporation partially sponsored/funded by the Florida Department of Children & Families, District 11; the Florida Department of Health; HRSA, Bureau of Primary Health Care; Public Health Trust of Miami-Dade County; The Children's Trust; and the Health Foundation of South Florida.

## Community Health of South Florida, Inc.

# 2011 Achievements

During 2011, Community Health of South Florida provided primary and behavioral health services for more than 60,000 residents of South Florida representing over 283,000 patient care visits.

- ★ Began a "Journey to Excellence" to make CHI an even better place for employees to work, for physicians to practice, and for patients to receive care.
- ★ Provided "Rounding" training to 80 + Community Health of South Florida leaders.
- ★ Implementation of performance related pay for doctors, therapists and case managers.
- ★ Successfully passed Joint Commission lab survey.
- ★ Opened fourth pharmacy at the Marathon Health Center.
- ★ Opened the expanded state-of-the-art Imaging Center.
- ★ Welcomed Tom Van Coverden, President/CEO of NACHC, as guest speaker of the Health Care Forum during National Community Health Center Week.
- ★ Awarded four additional school based sites.
- ★ Completed initial year of "Healthy Smiles" school-based Oral Health Program.
- ★ Provided Living Healthy (Chronic Disease Self Management Program) related classes to 339 elderly with chronic conditions at no cost to the participants.
- ★ Implemented a new system for tracking patient wait times.
- ★ Reduced provider referrals time from 21 days to seven days.
- ★ Reduced no show rate in Doris Ison Family Medicine from 40-50% to 10-15%.
- ★ Held diabetes and hepatitis C groups sessions once a month.
- ★ Commenced University of Miami/Cervical Cancer Screening Research to test HPV.
- ★ Partnered with the YWCA to provide Breast Health and Breast Cancer Awareness Education.
- ★ Awarded a Children's Trust grant to provide services to families for newborns to 5-year-olds; CHI Links – Healthy Steps.
- ★ Ranked #1 in Miami-Dade County among Healthy Start Providers in Nutritional Service Units.
- ★ Delivered 682 newborns.
- ★ Indexed more than 37,000 scanned images.
- ★ Recognized by the Consortium for a Healthier Miami-Dade with the 2011 South Florida Worksite Wellness Award for mid-sized employer.
- ★ Implemented new wellness programs including Wellness Wednesdays, Lunch and Learns, Financial Wellness Seminars and Yoga at no cost for staff.
- ★ Screened nearly 500 children and more than 150 adults during the 4th annual Henry Schein/Community Health of South Florida Health Fair.
- ★ Gathered more than 4,000 signatures in support of CHCs and delivered to appropriate elected officials.
- ★ Hosted 40th anniversary gala at the Fontainebleau Hotel.



# Board of Directors and Leadership Care Team



## Board of Directors:

### Front Row: (Left to Right)

- Jeanette Pizarro; Joycilda Williams; Claudia Gonzalez; Carolyn Taylor-Pates, Secretary; Ingrid Mapelli-Franco; Susan Scott; Juanita Smith, 1st Vice Chair; and Helen Bhagwandin.

### Back Row: (Left to Right)

- Preston Cowvins; Kent Crook, 2nd Vice Chair; Joseph L. James, Treasurer; David Young, Sr., Chair; Abraham Levy; Luis Torrens; Anita Youngkin; Johnny Brown; and Arjun Saluja.

### Not Shown:

- Jasmin Rojas; Michael Cunningham

## Executive Team:

### Centered:

- Brodes H. Hartley, Jr., President/CEO

### Right Side: (Left to Right)

- Mireya Mayor, Vice President for Behavioral Health Services; Blake Hall, Executive Vice President; Saint Anthony Amofah MD, Chief Medical Officer; Romanita Ford, Director of Marketing/Public Relations; Rafael Nieves, Director of Logistics; and Natalie Windsor, Administrative Assistant

### Left Side: (Right to Left)

- Hermine Pollard, Vice President for Satellite Services; Mae K. Goins RN, Vice President for Nursing; Ida Hernandez, Human Resources Manager; Maurice M. Hamilton, Sr., Chief of Security; Sean St. Louis, Director of Finance; and Robert Johnson DDS, Director of Dental Services



## Corporate Team:

### Front Row: (Left to Right)

- Romanita Ford, Director of Marketing/Public Relations; Carroll Hall, Internal Auditor; Kay Dolan, Chief Radiology Technician; Ida Hernandez, Human Resources Manager; Hermine Pollard, Vice President of Satellite Sites; Mae K. Goins RN, Vice President of Nursing; Brodes H. Hartley, Jr., President/CEO; Mireya Mayor, Vice President of Behavioral Health Services; Mary Ann Worts RN, Infection Prevention and Control/Director of Education; Natalie Windsor, Administrative Assistant; and Blake Hall, Executive Vice President.

### Back Row: (Left to Right)

- Maurice M. Hamilton, Sr., Chief of Security; Beatriz Fernandez RN, School Base Coordinator; Erin Jamerson, Health Information Manager; Sean St. Louis, Director of Finance; LeTerron Lewis, Director of MIS; Rafael Nieves, Director of Logistics; Saint Anthony Amofah MD, Chief Medical Office; and Robert Johnson DDS, Director of Dental Services.

Not Shown: • Toni Bowen-McDuffey Pharmacy Manager

## Mission

### Our Mission:

To deliver safe, compassionate, accessible and culturally competent quality health care services to the people of South Florida.

### Declaracion de la Mision:

Brindar un cuidado de salud compasivo, accesible, y calidad de servicios culturalmente competentes a las personas del sur de la Florida.

### Declarasyon de Misyon:

Pou deliver services de santé de qualite surs compatissants accessible et culturellement competent aux gens de Florida du sud.

# A Year in Reflection



Brodes H. Hartley Jr. (center) with City of Homestead's Councilman Jimmie L. Williams and wife, Sheranda, at CHI's 40th Anniversary Gala



CHI Team at Mercedes-Benz Corporate Challenge



Brodes H. Hartley Jr., President/CEO, with City of Cutler Bay Vice Mayor Ernest "Ernie" Sochin at CHI's 40th Anniversary Gala



Henry Schein Staff, Ronald McDonald, Miami Dolphins mascot T.D., Maurice Hamilton, Chief of Security, Romanita Ford, Director of Community Affairs and Government Relations, and children attending the 2011 Henry Schein Healthy Families, Health Communities



Florida Heart Research Institute providing free screenings at the 2011 Southland Mall "Back to School Health Fair"



Dr. Jimmy Ray Burke with Cynthia Demos, Health Reporter, WFOR Channel 4, and Dr. Ray Vander Wal at the 2011 CHI Health Care Forum



Romanita Ford, Director of Community Affairs and Government Relations with Hermine Pollard, Vice President of Enabling Services and Special Programs



CHI Sunshine Volunteers at the Advocacy Center



Ronald McDonald visiting with Kim James and family at the 2011 Henry Schein Healthy Families, Healthy Communities Health Fair



Belly Dancers providing mini lessons to the children at the 2011 Southland Mall "Back to School Health Fair"



CHI Team at IMG Miami Marathon



Col. Brodes H. Hartley Jr. (center) is joined by (from left to right) Scottie Pippen, Glen Rice, Robert Bailey and Glen Rice, Jr. at 2011 Robert Bailey/Glen Rice Celebrity Golf Tournament

# Income Statement

	2011	2010
<b>REVENUES:</b>		
Grant revenue	\$20,071,629	\$23,277,119
Net patient revenue	24,269,956	19,942,416
Other revenue	215,653	302,296
Donated facilities	1,488,000	1,488,000
<b>Total Revenue</b>	<b>\$46,045,238</b>	<b>\$45,009,831</b>
<b>EXPENSES:</b>		
Salaries and benefits	29,553,764	30,252,158
Other than personnel services	14,322,225	13,260,596
Rent - In Kind	1,488,000	1,488,000
<b>Total Expenses</b>	<b>\$45,363,989</b>	<b>\$45,000,754</b>
<b>Net operating income</b>	<b>\$681,249</b>	<b>\$9,077</b>



Miami-Dade Police Department Safety Team at the 2011 Southland Mall "Back to School Health Fair"



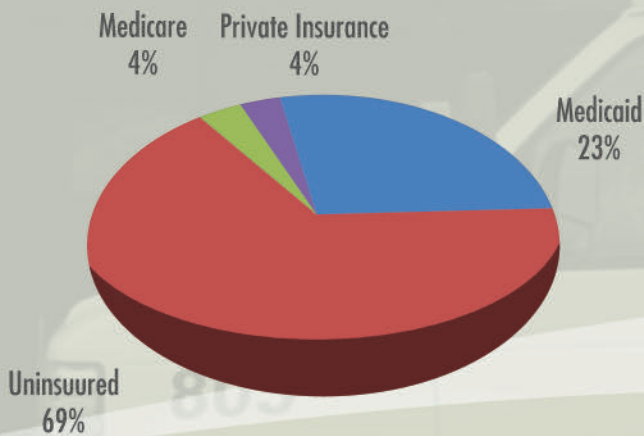
Jalynn McDuffey, Romanita Ford, Director of Community Affairs and Governmental Relations, T.D. Miami Dolphins mascot, Laine O. Williams, Administrative Clerk and Toni Bowen-McDuffey, Director of Pharmacy Services at 2011 Henry Schein Healthy Families, Healthy Communities Health Fair



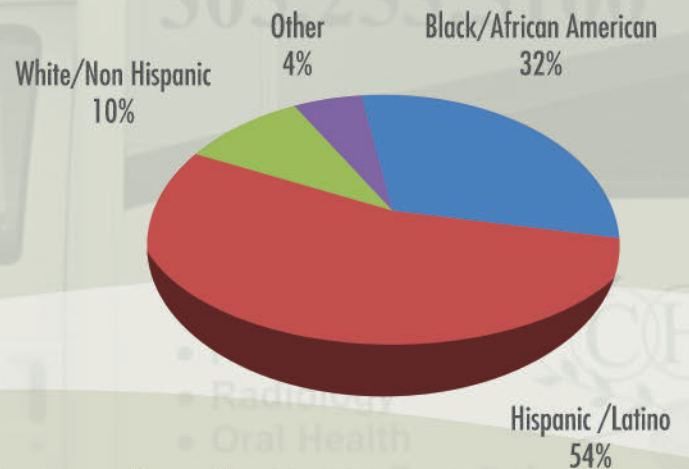
Burnie, the Miami Heat mascot, and children attending the 2011 Henry Schein Healthy Families, Healthy Communities Health Fair

## Who do we serve?

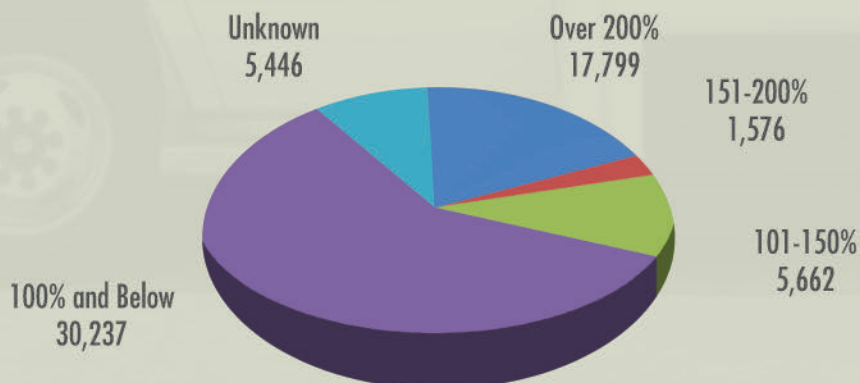
### CHI Patients by Insurance Status



### CHI Patients by Race/Ethnicity



### CHI Patients by Income Level



# Complete Health Services

## Where and When You Need Them

CHI offers a "one-stop-shop" model where the organization and delivery of quality services are seamless, affordable, accessible and culturally sensitive. With seven convenient locations and 27 school based health programs, CHI provides primary and behavioral health care services to the residents of South Florida.

## Services Provided

- Family Health
- Pediatrics
- Immunizations
- Dental
- OB/GYN
- Pharmacy
- Vision
- X-Ray
- Laboratory
- School Based Health Care
- WIC Services on Premises
- Transportation
- Healthy Start Services
- Homeless Program
- HIV/AIDS
- Crisis Intervention & Stabilization
- Mental Health Services (child/adult)
- Psycho-Social Services
- Individual & Group Counseling
- Medication Management
- Detox (24 hours)
- Social Services
- Substance Abuse
- Case Management
- Migrant Health Care

## Special Programs

### Health Connect In Our Community

Targets families to provide insurance enrollment assistance as well as public assistance benefits and provider clinic card/CHC registration.

### Enabling Program (Viva Bien)

Provides services to meet the specific barriers to access care for Migrant Seasonal Farm Workers and the homeless population in the South Dade and Everglades migrant communities.

### Healthy Body, Healthy Soul (HBHS)

Screens, evaluates and educates females, ages 18 to 65 years old, for breast and cervical cancer.

### South Florida Center for Reducing Cancer Disparities (S.U.C.C.E.S.S.)

Recruits African-American and Hispanic women, ages 30 to 65 years old, who have not had a pap smear within the last three years.

### Preventive Management Program for the Effective Recovery (P.A.M.P.E.R.)

Reduces health disparities and improves care outcomes for patients with selected chronic diseases or at risk for defined cancers by implementing financially sustainable clinical outreach and chronic disease care management.

## Urgent Care Services

### Doris Ison Health Center

10300 SW 216 St. Miami, FL 33190

305.252.4820

Monday - Sunday 2:00pm - 10:00pm

### MLK Jr. Clinica Campesina

810 West Mowry Dr. Homestead, FL 33030

305.252.6037

Monday - Saturday 2:00pm - 10:00pm

# Health Centers:

Doris Ison 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

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

Everglades Health Center  
19300 SW 376 Street  
Florida City, FL 33034  
(305) 246-4607

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

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



















*"Patient Care Comes First"*

Naranja Health Center  
13805 SW 264 Street  
Naranja, FL 33032  
(305) 258-6813




Marathon Health Center  
2855 Overseas Highway  
Marathon, FL 33050  
(305) 743-4000

# School Based Programs:





## Elementary Schools

-  Airbase Elementary
-  Avocado Elementary
-  Campbell Drive Elementary
-  Colonial Drive Elementary
-  Dr. Bowman Foster Ashe Elementary
-  Flagami Elementary
-  Florida City Elementary
-  Jane Roberts Elementary
-  Laura Saunders Elementary
-  Leisure City K-8
-  Perrine Elementary
-  Redondo Elementary
-  Royal Green Elementary
-  R.R. Moton Elementary
-  West Homestead Elementary
-  William A. Chapman Elementary

## Middle Schools

-  Campbell Drive Middle
-  D.M. Wallace COPE South
-  Herbert A. Ammons Middle
-  Homestead Middle
-  Howard D. McMillan Middle
-  South Wood Middle
-  West Miami Middle

## High Schools

-  G. Holmes Braddock Senior High
-  Homestead Senior High
-  John Ferguson Senior High
-  South Dade Senior High



**Joint Commission**  
on Accreditation of  
Healthcare Organization