



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

"Patient Care Comes First"

ANNUAL REPORT



2013

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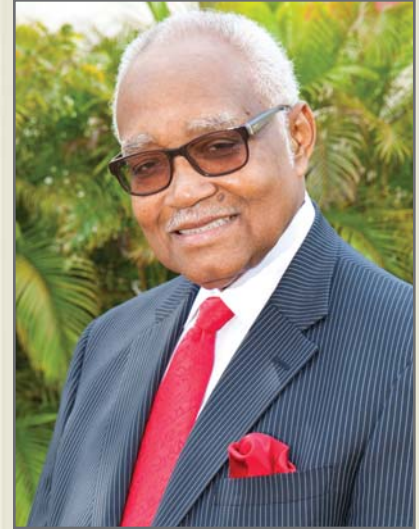


A MESSAGE FROM THE PRESIDENT AND CEO

Health is essential for all that we do. Without good health so many other aspects of our lives fall apart.

I think the philosopher Herophilus said it best, “When Health is absent, wisdom cannot reveal itself, art cannot manifest, strength cannot fight, wealth becomes useless and intelligence cannot be applied.”

The work that Community Health of South Florida Inc. does is not just about saving lives; it’s about making people whole. As we grow, it remains at the heart of all that we do. With more than 68,000 unduplicated patients served in 2013, CHI is a major resource in Miami-Dade and Monroe Counties.



Indeed our service area grew tremendously in 2013. We opened up new health centers in Coconut Grove and South Miami and won an award to open up a new health center in Tavernier. Not to mention, we purchased property in West Kendall and are poised to open that health center by June 2014. That would bring us to a total of 11 health centers and 42 school based centers with a comprehensive array of services. Despite the cost of growth, we still have a healthy bottom line. Our overall revenue increased from more than \$49 million in 2012 to nearly \$56 million in 2013.

We are proud of our expansion efforts, but we know there are still tremendous unmet health needs in the communities we serve. It is incumbent upon us to seek resources and plan to fill the needs in our service areas. Now is the time to do so.

With the Affordable Care Act in place, we expect the number of patients that we serve to double. CHI has been instrumental in getting people enrolled. Because of an \$800,000 grant awarded to us, CHI was able to train nearly 20 people to do outreach and enrollment from Key West to Coconut Grove.

We also received a grant that will allow us to become the first Community Health Center to be a designated Teaching Health Center in Florida. The residency training program will provide 15 medical residents for the highly competitive program.

It’s no wonder others are starting to take notice. With a level three patient centered medical home accreditation, the highest level attainable, we are leading the way in healthcare.

Thank you for your continued support.

Brodes H. Hartley Jr.
President/CEO

PRESIDENT/CEO

BOARD OF DIRECTORS AND LEADERSHIP TEAM

Front Row (left to right):

Joycilda Williams, Helen Bhagwandin 2nd Vice Chair, Anita Youngkin, Claudia Gonzalez, Carolyn Taylor-Pates Secretary, Teresita Roldan

Back Row (left to right):

Cesar Caicedo, Joseph James Treasurer, Jeffrey Coldren, David Young Sr. Chair, Johnny Brown 1st Vice Chair, Abraham Levy, Preston Cowvins, Not shown: Arjun Saluja, Nicolas Alvarado, Susan Squella Scott, Ingrid Mapelli Franco, Luis Mario Torrens



BOARD OF DIRECTORS



EXECUTIVE TEAM

Back (left to right):

Natalie Windsor Chief of Staff, Blake Hall Executive VP, St. Anthony Amofah MD. Chief Medical Officer, Rafael Nieves Dir. of Logistics, Tiffani Helberg VP of Communications and Development, Sean St. Louis VP of Finance

Front (left to right):

Mireya Mayor VP for Behavioral Health Services, Brodes Hartley Jr. President/ CEO, Hermine Pollard VP for Enabling Services and Special Programs, Ida Hernandez Dir. of Human Resources, Mae Goins RN VP for Nursing Services

Back Row (left to right):

Beatriz Fernandez RN Dir. of School Based Programs/Coordinator Migrant Health, Toni Bowen-McDuffey Dir. of Pharmacy, Romanita Ford Dir of Community Affairs and Government Relations, Maurice Hamilton Chief of Security, Blake Hall Executive Vice President, Leterron Lewis Dir. of MIS, St. Anthony Amofah MD Chief Medical Officer, Rafael Nieves Dir. of Logistics, Tiffani Helberg VP of Communications and Development, Robert Johnson DDS Dir. of Dental Services, Armando Hall Laboratory Mngr., Juan Reyes Licensed Risk Mngr., Sean St. Louis VP of Finance

Front Row (left to right): Carol Hall Internal Auditor and Compliance Officer, Natalie Windsor Chief of Staff, Mireya Mayor VP for Behavioral Health Services, Brodes Hartley Jr. President/CEO, Hermine Pollard VP for Enabling Services and Special Programs, Ida Hernandez Dir. of Human Resources, Mae Goins RN VP for Nursing Services, Fernando Vila Dir. of Performance Improvement, Kay Dolan Radiology Mngr. Not Shown: MaryAnn Worts RN Dir. of Education and Infection Prevention and Control and Carline Denis- Barnes, Health Information Management Director.



CORPORATE TEAM

BEYOND THE CALL OF DUTY

What does basketball have to do with health care? Aside from the cardio-vascular exercise that it provides to keep a person healthy there is a lot more behind the M.J. Hoops basketball league that Community Health of South Florida Inc. (CHI) supports. It's about saving lives. The goal is to keep young people out of trouble, gangs, drugs and risky sexual behavior.



Sometimes getting a teen involved in something productive such as a basketball tournament can make a major difference in their life.

“We have come to the realization that we can change the new generation,” said Romanita Ford, Director of Community Affairs and Government Relations for CHI. “We can impact the new generation so we want to do something to help steer them in the right direction and see the end result, a positive outcome.”

It is one facet of the Community Health of South Florida Community Initiative (CCI), a program that the non-profit health company participates in to help under-privileged residents in local public housing complexes.



“We did a needs assessment and it told us that we have to help with changing the behaviors,” said Ford. “They need so much more than healthcare and so that’s what we are going to give them.”

“We have come to the realization that we can change the new generation.”

– Romanita Ford

CCI was born in 2011 with the goal of empowering a diverse group of people to create a positive change in the community. It was first implemented in the Cutler Manor Apartments on 10875 SW 216 St.

in Miami. The plan is to expand it to include other South Dade housing complexes such as New Horizon, Campbell Arms, Cutler Glen and Cutler Meadows.

The community services for CCI ranged from bringing in valuable discussions about bullying, HIV and sex education, assistance with onsite GED classes and even implemented an expungement program called “Justice in Motion.”



“It partnered us with the Office of the State Attorney to help erase the criminal histories of some of the residents who were struggling to turn their lives around,” said Ford. “If you can’t work because of a minor criminal infraction, that can destroy your life.”

The expungement program was so popular the line was out the door and officials stood by at the Doris Ison Health Center until well into the night to process everyone who came out.

From criminal histories to Christmas, the help is far-reaching. Each year CCI is also involved in a big holiday celebration and toy drive for the children at Cutler Manor.

*“They’re offering
them things that are
going to benefit them.”*
– **Shelbie Turner**

“It’s wonderful. It really brings a smile to their faces,” recalled Ford. “For some of those kids it may have been the only toy they would have received for Christmas.”

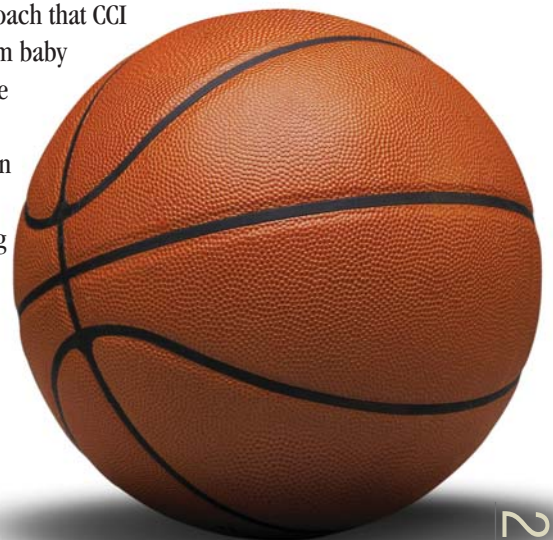
Shelby Turner, Resident Services Coordinator at Cutler Manor admits the program did not take off at first. So teams went door to door to pass out flyers and encourage residents to participate in the various activities.

“They’ve learned to trust the teams,” said Turner. “They’re seeing their faces more and knowing that they’re not coming out to get them and they’re offering them things that are going to benefit them.”

Turner remembered a recent health fair where CHI provided screening that just might have saved two women’s lives.

“One lady in particular, her blood sugar was so high and she would not have normally have known if they had not come out to that health fair,” said Turner. “One of the women couldn’t leave until emergency medics arrived. Both of those ladies are doing better today.”

Saving and enriching lives certainly takes a community and that’s the approach that CCI stands behind. From baby showers for teenage mothers, tickets to cultural events, even a simple game of hoops; it’s changing the conversation about life goals, health and taking care of each other.



2013 EVENT HIGHLIGHTS



Colonel Brodes H. Hartley, Jr., President/CEO, Tiffani Helberg, Vice President of Communications and Development, Bodae Vogt, FAMU Intern, Arjun Saluja, CHI Board Member, Brownie Inman, Charle McBeath, John Penick, Joe Pascal, Ricardo Illanes, Steve Gasperini and Munoz Bhutti enjoying the Annual Robert Bailey/Glen Rice Celebrity Golf Tournament.



CHI leaders cut the ribbon at the grand opening ceremony of the Coconut Grove Health Center.

HIGHLIGHTS

"WHO EVER THOUGHT HELP



Ted Lyons, Florida Healthcare Plus, Beverly Bain, CHI Sunshine Volunteer and Joseph Prater, CHI Sunshine Volunteer Program Coordinator Celebrate One Year Anniversary at Naranja Senior Center for Excellence.



Tracy D. Rodriguez with Charlie Chaplin and Marilyn Monroe (Look-A-Likes) at the Annual CHI Employee Awards Banquet.



President Barack Obama (Look-A-Like) makes a guest appearance at CHI's Health Care Forum during National Health Center Week.



T.D. Miami Dolphins Mascot attends CHI and Henry Schein's Annual "Healthy Lifestyles, Healthy Communities" Free Event.



CHI and Chick -N- Wings Annual Hope 4 L.Y.F.E. Breast Cancer Walk.



Audience members listen to valuable information from a number of speakers at CHI's launch event for the Affordable Care Act.



Burnie Miami Heat Mascot attends CHI and Southland Mall Annual "Back to School Event."

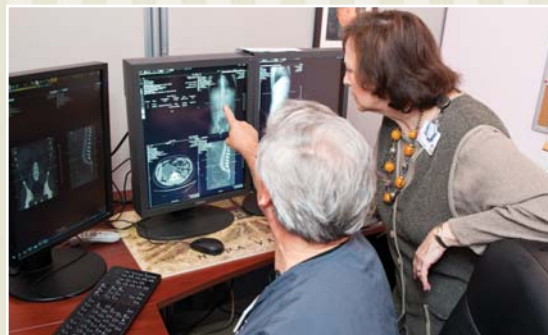


2013 ACHIEVEMENTS

- Provided health care services to over 68,000 unduplicated patients.
- Overall revenue increased from \$49.1M in 2012 to \$55.9M in 2013.
- Increased number of employees from 630 in 2012 to 766 in 2013.
- Opened Coconut Grove and South Miami Health Centers.
- Purchased the future West Kendall Health Center.
- Purchased additional space for expansion at Marathon Health Center.
- Gained 11 new school based health center sites.
- Awarded to open a new health center in the Upper Keys.
- Awarded to become a Teaching Health Center.
- Replaced the roof and renovated administration at the Doris Ison Health Center.
- Renovated and added additional exam rooms at the West Perrine Health Center.



- Developed over 25 television news stories, 19 radio hits and at least 60 print articles that featured CHI, including local, national and world wide coverage.
- Hired 10 Outreach & Enrollment staff (and trained 19 staff) to assist with insurance enrollment for the Affordable Care Act.
- Raised more than \$60,000 at CHI's Robert Bailey/Glen Rice Fundraising golf tournament.
- CHI has the most nutrition patients in the county for its Healthy Start program for the 3rd year in a row.
- Provided 22 Chronic Disease Self Management Workshops throughout the community to over 300 elderly suffering from chronic conditions.
- Provided dental care to 1,089 students in MDCPS and Dade County Head Start under CHI Healthy Smiles Program.
- CHI pharmacies filled 218,800 prescriptions; some delivered to patient homes.
- Received 3 year mammography accreditation.



- Awarded a \$1m service partnership grant from the Children's Trust.
- Passed Joint Commission re-accreditation for Ambulatory, Behavioral Health and Lab services.
- 5th Annual Henry Schein/CHI Family Health Fair screened over 600 children and adults.
- Sunshine Club volunteers provided 10,549 hours of services valued at \$194,101.



INCOME STATEMENT



REVENUES:

	2013	2012
Grant revenue	26,061,424	22,302,003
Net patient revenue	26,841,618	24,955,290
Other revenue	1,529,446	362,160
Donated facilities	1,488,000	1,488,000
Total Revenue	\$55,920,488	\$49,107,453

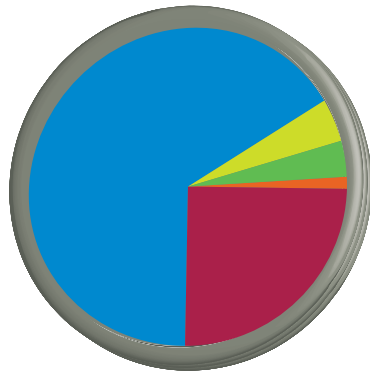
EXPENSES:

Salaries and benefits	36,809,724	31,412,443
Other than personnel services	15,629,274	14,523,211
Rent - In Kind	1,488,000	1,488,000
Total Expenses	\$53,926,998	\$47,423,654

Net operating income	\$1,993,490	\$1,683,799
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INSURANCE TYPE NUMBER OF PATIENTS & %



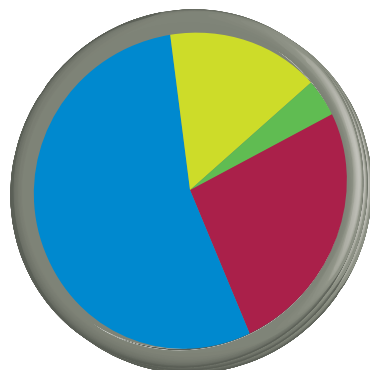
Uninsured	45,736	66.8%
Medicaid	16,906	24.7%
Medicare	3,114	4.5%
Private	2,243	3.3%
Other	505	0.7%
Total	68,504	100%

*Note: All Above Listed Data Derived From UDS

Table 4 - 3rd Party Ins Source Analysis Report



CHI PATIENT DEMOGRAPHICS



Hispanic/Latino	37,885	55%
Black Non-Hispanic	18,131	26%
White Non-Hispanic	10,086	15%
Other	2,402	4%
Total	68,504	100%

ANNUAL REPORT



SATISFIED CUSTOMERS

"I left another medical facility in utter frustration. They just couldn't help me. It didn't seem like they wanted to. I was spiraling downward, not just physically, but mentally too. My depression worsened. CHI took a detailed evaluation of my entire life situation, not just my health. They helped me in so many ways other than just physically. Patient Care Comes First is not just a motto, at CHI they apply it! Now my life is on track both physically and mentally. I owe my life to CHI. CHI gave me the fight to keep going. They reinvigorated my will to live."

– Samuel Smith



"They reinvigorated my will to live." – Samuel Smith

"Even my daughter's teachers are excited at what CHI Behavioral Health has done for my daughter. She is being treated for hyperactivity and problems with focus. Her grades have improved from D's and F's to mostly B's. I can't express enough how CHI has changed my daughter's life."

– Sheena Minnia



"I can't express enough how CHI has changed my daughter's life."

– Sheena Minnia

"I even just got an A on my test the other day. I have fun with my therapists. I even get to draw pictures and play games."

– Takeria Gallon



"CHI is the best. Couldn't get any better. Our family's health is the most important thing to us, and it's the most important thing to my CHI doctors too. We've been patients for many years and wouldn't go anywhere else. Why should we? The doctors score five stars!"

– Jorge and Elizabeth Martinez

"The doctors score five stars!"

– Jorge and Elizabeth Martinez

SERVICES AND PROGRAMS 2013

Services Provided

- Family Health
- Pediatrics
- Immunizations
- OB/GYN
- Pharmacy/
Complimentary
RX Delivery
- Medication
Management
- Laboratory
- Medical Imaging
- WIC Services
- Complimentary
Transportation
- HIV/AIDS
- Crisis
Intervention &
Stabilization
- Mental Health
Services
(child/adult)
- Psycho-Social
Services
- Individual &
Group Counseling
- Detox (24 Hours)
- Substance Abuse
- Social Services
- Case Management

Quality Convenient Care

CHI offers a “one stop shopping” model. Patients can access a wide variety of services all under one roof. Our services are seamless, affordable and culturally sensitive in our 10 health centers and 42 school based centers.

Special Programs

HEALTH CONNECT IN OUR COMMUNITY targets families to provide insurance enrollment assistance as well as public assistance benefits.

ENABLING PROGRAM (VIVA BIEN) Provides services to 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 women ages 18 to 65 on 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 30-65 years old who have not had a pap smear with in the last three years.

COMPREHENSIVE AIDS RESOURCES AND EDUCATION SERVICES (C.A.R.E.S) HIV/AIDS testing and counseling linked to medical and dental care, prescription services, community outreach and more.

HEALTHY START Program designed to reduce infant mortality and improve developmental outcomes by helping pregnant women and mothers with children.

SPECIALIZED THERAPEUTIC FOSTER CARE is an alternative to regular foster homes, group homes, and psychiatric residential treatment for children with severe emotional disturbances.

SERVICE PARTNERSHIP Targets children and their families that need help with chronic absenteeism, youth violence, and/or child maltreatment.

PREVENTATIVE MANAGEMENT PROGRAM FOR THE EFFECTIVE RECOVERY (P.A.M.P.E.R.) Reduces health disparities and improves care outcomes for patients with chronic diseases or at risk for defined cancers.

CHI LINKS (Learn, Inform, Navigate, Knowledge, Support) Healthy Steps is designed to maximize early childhood development testing, family education and more.

AFFORDABLE CARE ACT ENROLLMENT Outreach and enrollment staff help to educate and enroll people into the health insurance marketplace.

Urgent Care Centers

DORIS ISON HEALTH CENTER
10300 S.W. 216TH Street, Miami, FL 33190
(305)253-5100
Mon-Sun: 2:00pm-10:00pm

MARTIN LUTHER KING, JR. CLINICA CAMPESINA
810 West Mowry Drive, Homestead, FL 33030
(305)248-4334
Mon-Sat: 2:00pm-10:00pm

Our Mission

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

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“Patient Care Comes First”

2013

HEALTH CARE CENTERS

Coconut Grove Health Center
3831 Grand Avenue
Miami FL 33133
(786)245-2700

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

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

Marathon Health Center
2855 Overseas Highway
Marathon, FL 33050 MM 48.5
(305)743-4000

**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

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

South Miami Health Center
6350 Sunset Drive,
Miami, FL 33143
(786)293-5500

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

Tavernier Health Center
91200 Overseas Highway #17
Tavernier, FL 33070
(305)252-4820

OPENING THIS SUMMER
West Kendall Health Center
13540 SW 135 Ave.
Miami, FL 33186

SCHOOL BASED HEALTH CENTERS

Airbase Elementary
12829 Sw 272nd Street
Homestead, FL 33032
Phone: (305) 258-7238

Avocado Elementary
16969 S.W. 294th Street
Homestead, FL 33030
Phone: (305)242-6142

Bowman Ashe Doolin K-8 Academy
6401 S.W. 152nd Avenue
Miami, FL 33193
Upper Academy
Phone: (305) 383-5418

Bowman Ashe Doolin K-8 Academy
6601 S.W. 152nd Avenue
Miami, FL 33193
Lower Academy
Phone: (305) 386-6667 Ext. 237

Campbell Drive K-8 Center
15790 S.W. 307th Street
Leisure City, FL 33033
Phone: (305) 242-8466

Campbell Drive Middle
900 N.E. 23rd Avenue
Homestead, FL 33033
Phone: (305) 248-4348

Coconut Grove Elementary
3351 Matilda Street
Miami, FL 33133
Phone: (305) 442-7768

Colonial Drive Elementary
10755 S.W. 160th Street
Miami, FL 33157
Phone: (305) 232-4673

Coral Gables Senior High School
450 Bird Road
Coral Gables, FL 33146
Phone: (305) 445-6127

Dorothy M. Wallace COPE South
10225 S.W. 147th Terrace
Miami, FL 33176
Phone: (305) 253-8073

Ethel F. Beckford / Richmond Elem.
16929 S.W. 104th Avenue
Miami, FL 33157
Phone: (305) 278-5207

Flagami Elementary
920 S.W. 76th Avenue
Miami, FL 33144
Phone: (305) 260-1598

Florida City Elementary
364 N.W. 6th Avenue
Florida City, FL 33034
Phone: (305) 242-6183

Francis S. Tucker Elementary
3500 Douglas Road
Miami, FL 33133
Phone: (305) 774-3470

G. Holmes Braddock High School
3601 S.W. 147th Avenue
Miami, FL 33185
Phone: (305) 225-9729 Ext. 2126

Gateway Environmental K-8 Center
955 S.E. 18th Avenue
Homestead, FL 33035
Phone: (305) 257-6000
Ext. 8104 R.R.

G.W. Carver Middle
4901 Lincoln Drive
Miami, FL 33133
Phone: (305)444-5250

H.A. Ammons Middle School
17990 S.W. 142nd Avenue
Miami, FL 33177
Phone: (305) 971-4919

Homestead Middle
650 N.W. 2nd Avenue
Homestead, FL 33030
Phone: (305) 242-8505

Homestead Senior High
2351 S.E.12th Avenue
Homestead, FL 33034
Phone: (305) 245-7000

Howard D. McMillan Middle
13100 S.W. 59th Street
Miami, FL 33183
Phone: (305)386-4947

Irving & Beatrice Peskoe K-8 Center
29035 S.W. 144th Avenue
Homestead, FL 33033
Phone: (305) 242-8340 Ext. 2123

John Ferguson Senior High School
15900 S.W. 56th Street
Miami, FL 33185
Phone: (305) 752-0834

Laura Saunders Elementary
505 Sw 8th Street
Homestead, FL 33030
Phone: (786) 243-4955
Fax: (305) 247-8488

Leisure City K-8
14950 S.W. 288th Street
Homestead, FL 33033
Phone: (305) 242-6113

Ludlum Elementary
6639 S.W. 74th Street
Miami, FL 33143
Phone: (305) 667-5551 Ext. 135

Perrine Elementary
8851 S.W. 168th Street
Perrine, FL 33157
Phone: (305) 378-8184
Fax: (305) 251-8265

Ponce De Leon Middle
5801 Augusto Street
Coral Gables, FL 33146
Phone: (305) 663-7425

Redondo Elementary
18480 S.W. 304th Street
Homestead, FL 33030
Phone: (305) 242-8525

Royal Green Elementary
13047 S.W. 47th Street
Miami, FL 33175
Phone: (305) 221-4452 Ext. 2171

R.R. Moton Elementary
18050 Homestead Avenue
Perrine, FL 33157
Phone: (786) 573-7025

Silver Bluff Elementary
2609 S.W. 25th Street
Miami, FL 33133
Phone: (305) 856-5197 Ext. 2134

South Dade Senior H.S.
28401 Sw 167th Avenue
Homestead, FL 33033
Phone: (305)247-4244 Ext. 2134

South Miami Senior High School
6856 S.W. 53rd Street
Miami, FL 33143
Phone: (305)669-8057

South Miami Middle
6750 S.W. 60th Street
Miami, FL 33143
Phone: (305) 669-7012

South Wood Middle
16301 S.W. 80th Avenue
Miami, FL 33157
Phone: (305) 256-3296

Sunset Elementary
5120 Sunset Drive
Miami, FL 33143
Phone: (305) 667-2028

Sylvannia Heights Elementary
5901 S.W. 16th Street
Miami, FL 33155
Phone: (305) 267-4319

West Homestead Elementary
1550 S.W. 6th Street
Homestead, FL 33030
Phone: (305) 242-8545

West Miami Middle
7525 S.W. 24th Street
Miami, FL 33135
Phone: (305) 263-8892

William A. Chapman Elementary
27190 S.W. 140th Avenue
Homestead, FL 33032
Phone: (305) 242-8375

Zora Neale Hurston Elementary
13137 S.W. 26th Street
Miami, FL 33175
Phone: (305)222-8152 Ext.275



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

"Patient Care Comes First"

CHISOUTHFL.ORG

CHI is a not-for-profit corporation partially sponsored/funded by the Florida Dept. of Children and Families, District 11, the Florida Dept. 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.

