

ANNUAL REPORT
2015



GROWING



**FOR OUR
COMMUNITY**



"Patient Care Comes First"



A Message from the President & CEO



Dear Community Partners,

I have never been so excited and confident about the future of Community Health of South Florida Inc. (CHI). Our continued growth and innovations are leading to better outcomes for our patients. Frankly, that's the bottom line.

This year CHI will celebrate its 45th anniversary. It is a very significant milestone in this organization's tenure. What started out as the dream of Doris Ison with a few volunteer doctors working out of trailers, has now grown into a thriving group of 11 health centers and 31 school based centers. All offer comprehensive services to make sure that everyone has access to convenient, high quality health care at affordable prices. Today our services go far beyond just primary care. We also offer pediatrics, behavioral health, dental, OB/GYN, radiology, pharmacy and even insurance enrollment. This year we also added vision services to the roster.

The advent of the Affordable Care Act has helped to change the composition of our patient demographics drastically. We went from nearly 70 percent of patients being uninsured to now just about 50 percent! The greater number of insured helps us to offer more services and support those who need help.

In 2015 we cared for more than 75,000 unduplicated patients, that translates to more than 263,000 patient visits. Financially we are strong. We have doubled our assets and increased revenues from the previous year by about \$7.5 million dollars.

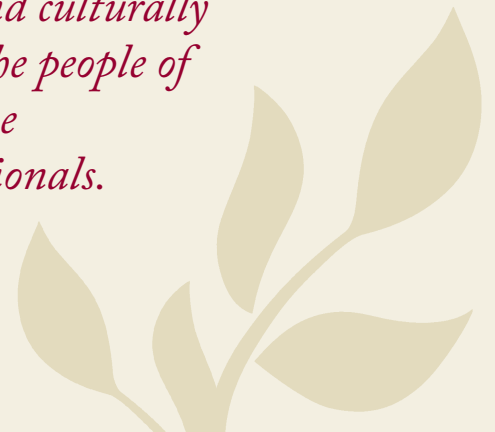
We hope to raise additional money in 2016 with our 45th anniversary fundraising push. The success of CHI is a reflection of all your support. We hope that you will continue to support us and share in our 45th by attending the big event and contributing to the cause.

Sincerely,

Brodes H. Hartley Jr.
President and CEO
Community Health of South Florida, Inc.

OUR MISSION

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



CHI LEADERSHIP

Board of Directors

Top Row left to right: Carlo St. Cyr; Jeffrey Coldren, 2nd VP; Cipriano Garza, Jr.; Preston Cowvins; Cesar Caicedo

Front Row left to right: Arjun Saluja, 1st Vice Chair; Teresita Roldan; Brodes Hartley, Jr., President/CEO; Johnny Brown, Board Chair; Abraham Levy, Treasurer; Susan Squella Scott, Secretary; Nicolas Alvarado

Not Pictured: Ingrid Mapelli-Franco; Luis M. Torrens; Diane Florence; Eddie Borrego; Claudia Gonzalez



Executive Team

Back Row: Sean St. Louis, Chief Financial Officer; Jean Pierre, VP for Behavioral Health; Rafael Nieves, Director of Logistics; St. Anthony Amofah, M.D., Chief Medical Officer; Juan Reyes, Asst. VP for Human Resources and Risk Management

Front Row: Monica Mizell, VP and Chief Nursing Officer; Blake Hall, Chief Operating Officer; Brodes Hartley Jr., President/CEO; Natalie Windsor, Chief of Staff; Tiffani Helberg, VP for Communications and Development

Corporate Team

Back Row: Sean St. Louis, Chief Financial Officer; Tiffani Helberg, VP for Communications and Development; Armando Hall, Laboratory Manager; Jean Pierre, VP for Behavioral Health;

Rafael Nieves, Director of Logistics; LeTerra Lewis, Director of MIS; St. Anthony Amofah, M.D., Chief Medical Officer; Juan Reyes, Asst. VP for Human Resources and Risk Management; Beatriz Fernandez, RN, Director of School-Based Programs/Coordinator Migrant Health; Fernando Vila, Director of Performance Improvement

Front Row: Toni Bowen-McDuffey, Director of Pharmacy; Monica Mizell, VP and Chief Nursing Officer; Carline Denis-Barnes, Director of Health Information Management; Blake Hall, Chief Operating Officer; Brodes Hartley Jr., President/CEO; Natalie Windsor, Chief of Staff; Allison Madden, Asst. VP Care Management; Romanita Ford, Director of Community Affairs and Government Relations; Kay Dolan, Radiology Manager



CHI EXPANDS TO MEET A

Claudia Alvarez sat in the exam room surrounded by her care team; a doctor, nurse and dietitian. Her once a month visits to Community Health of South Florida Inc.'s diabetic clinic were paying off big time. The 40 year old diabetic has managed to lower her A1C blood glucose level from 11.5 down to 7.6 in a matter of just four months of working with CHI's team. On this post-holiday visit her provider, Dr. Elizabeth Philippe, showed tough love.

"I know it was the holiday time, but you need to do better and control these levels," said Dr. Philippe. "Don't mess up your achievement."

Alvarez nodded acknowledging the uphill battle it has been to lower her glucose levels.

"At first it was hard," recalled Alvarez. "But then one day it came down and I was so happy! Every time I'm here they give me energy to bring it down."

Alvarez said Dr. Phillippe and the rest of the staff have been like cheerleaders. The team has been working with her on changing her diet, exercising and creating a healthy lifestyle. That's the idea behind the new diabetic clinic. On the third Thursday of every month, diabetic patients like Alvarez are seen by a variety of experts to help control their condition.

The comprehensive approach to care has always been CHI's mission. However in 2015, the non-profit health care company formed a new Comprehensive Care Management Department. It was designed to coordinate care management services and clinical interventions from a variety of disciplines into one department.

"The whole purpose of this is to keep our patients healthy," said Allison Madden, Assistant Vice President of Care Management at CHI.

"It increases the quality of health care and encourages preventative care, keeping our patients healthy and indirectly reducing costs to insurance companies."

Care coordinators assist with educating CHI patients about their chronic conditions and services that can help. They create diet and medication plans, ensure that the patients go to their medical visits and more.

"We are helping patients take ownership of their health care," said Madden. "These preventative screenings are often ignored with serious consequences. By ensuring patients do their required screenings we are saving lives. It is easier to treat a serious condition if you catch it in its early stages."

For Alvarez the approach has been successful. The mother of two boys now realizes the importance of staying on top of her health care issues.

"I have two sons. I want them to see me stay alive," she said. "I want to see them get married one day. I want to see my grandkids one day. I want to be there as much as I can for my sons."

Care management was only one aspect of continued growth and innovation for the organization in 2015. CHI wanted to make sure everyone had access to its services; both the working and the poor. After all, the non-profit was founded on a premise to ensure access to everyone. Along those lines, it added vision services and extended the hours of its two main pharmacies until 10pm during the week and added Saturday hours. In 2015, pediatrics and behavioral health departments also added extended hours. CHI's call center even added its own after hours services allowing patients to call and make appointments, look up account information and put patients in touch with a doctor on call, 24 hours a day.



GROWING FOR OUR COMMUNITY

*Opening of the new
West Kendall Health Center*



GROWING NEED

“People are busy. Today’s schedules are hectic,” said Brodes H. Hartley Jr., President and CEO of CHI. “We have to adapt to our patients needs. Being able to see the doctor or go to the pharmacy in the evening and on weekends makes the world of difference to most people.”

Meeting the needs of the community was a major factor in the decision to open a new health center in West Kendall. In August, CHI leaders joined National Association of Community Health Center President Tom Van Coverden to cut the ribbon of the new West Kendall Health Center.

It signaled a new era for CHI branching out into Kendall, an area in great need for comprehensive services such as primary care, pediatrics, behavioral health, dental and obstetrics and gynecology. The sleek, modern facility was a new medical home that showcased a talented team of providers eager to care for their patients.

“This West Kendall Center is a much needed resource in this community,” said Hartley. “It means high quality health care is now available in a convenient location. Patients can see their primary care provider, OB doctor and the dentist all in the same day, in the same location.”

West Kendall was only part of a plan for growth that began three years ago and will continue well into 2016 and beyond. The Affordable Care Act is expected to double the number of patients for Community Health Centers like CHI. With a wave of patients looming in the near future and a pending doctor shortage also fast approaching, CHI is growing itself and its services to accommodate.

CHI’s Brodes H. Hartley Jr. Teaching Health Center welcomed its second class of medical residents in 2015, many already expressing interest in one day working for CHI. In addition, the organization will bring the other students such as nursing, pharmacy and more under the teaching health center umbrella.

There are a host of changes and improvements that are tangible to patients like Alvarez. “They want to see me happy,” she smiled. “These are all things that will help me reach my goal to be healthy.”



Claudia Alvarez is surrounded by her care team on a visit to the monthly Diabetic Clinic at CHI.

“We are helping patients take ownership of their health care. These preventative screenings are often ignored with serious consequences. By ensuring patients do their required screenings we are saving lives. It is easier to treat a serious condition if you catch it in its early stages.”

Allison Madden

JANUARY



CHI leaders participated in the annual Martin Luther King Jr. Parade.

FEBRUARY



In honor of its founder, Doris Ison, CHI hosted a Black History Month celebration and included Ison's relatives.

MAY



The ladies kicked off Women's Health Week with a denim and diamonds fashion show. It showcased CHI doctors, nurses and other staff. Danielle Knox, news anchor from Channel 7 News emceed the event.

JUNE



In June, the men enjoyed their own Health Week where they watched the NBA Draft and met the Miami Heat Dancers. From BBQ to health screenings and tips, the event was a success.

SEPTEMBER



Employees kicked off a weekly work out regimen with a high-intensity Fitness Camp by Kelly Reyes, CHI greeter.

OCTOBER



More than 200 participants joined together at the fifth annual Hope 4 L.Y.F.E. walk/run to raise awareness for the early detection of breast cancer. This event raised money to fund life-saving mammograms for those who cannot afford it.

MARCH



CHI's annual celebrity golf tournament raised \$87,000 to help build a new Children's Crisis Center.

APRIL



CHI recognized its volunteers with an awards luncheon. The volunteers add valuable assistance to departments such as pharmacy, human resources, imaging, logistics, lab, women's center, dental and many others.

JULY



The second class of medical residents began at CHI's Brodes H. Hartley Jr. Teaching Health Center. Six of the residents are in family medicine, four in psychiatry and two in OB/GYN.

AUGUST



CHI celebrated the official grand opening of its new West Kendall Health Center with a ribbon-cutting ceremony and open house for the contemporary, high-tech facility.

NOVEMBER



CHI received more than 1.5 million dollars in grants from The Health Resources and Services Administration (HRSA) to expand services overall and renovate buildings in Marathon.

DECEMBER



CHI staff Holiday Party/Awards Ceremony: The theme this year was "A Night in Central Park." Tabitha Hunter, CARES Manager, received employee of the year award.

ACCOMPLISHMENTS

- Provided health care to over 75,393 unduplicated patients.
- Overall revenue increased from \$66M in 2014 to \$73.6M in 2015.
- Opened West Kendall Health Center with ribbon cutting ceremony.
- Started 2nd class of residents at Teaching Health Center; 6 family medicine, 4 psychiatry and 2 OB/GYN.
- The CHI foster care program grew to its highest census with 18 active homes.
- CHI received a total of \$30,393,855 in grant awards for 2015.
- Opened a diabetes clinic for chronic, uncontrolled diabetics.
- Upgraded the lab with new in-house computer services.
- Enrolled approximately 6,000 individuals in the Affordable Care Act.
- Adult volunteers provided 8,745.25 hours of services valued at \$161,078.20. Youth volunteers gave 2,660 hours with a value of \$21,090.
- CHI public relations efforts generated 31 minutes of free TV air time, 38 minutes of free radio and 31 articles in newspapers, magazines and online.
- CHI pharmacies filled 284,964 prescriptions in 2015; and averaged 275 home deliveries per month.
- Completed the Doris Ison pharmacy renovation. Extended the hours to 10pm M-F and Sat. 8:30am-12:30pm and a pharmacy call center was opened.
- Raised more than \$87,000 at CHI's Robert Bailey/Glen Rice Fundraiser Golf Tournament.
- Held the 7th annual back-to-school health fair and screened more than 800 children and families.
- Held 92 community events, including 41 health fairs with a total of 14,963 participants.
- Optometry services added.
- A total of 975 live scan fingerprinting transactions were conducted for a profit of \$28,159.90.
- CHI received more than 1.5 million dollars in a grant award from the Health Resources and Services Administration (HRSA) to expand services overall and renovate buildings in Marathon.
- CHI received Sterling Best Practices Award for Hardwiring Accountability and Achieving Strategic Targets.
- CHI created a comprehensive Care Coordination Department as part of Care Management.
- Pediatrics extended hours on Thursdays from 8:30am-8pm. And the 2nd and 4th Saturdays of the month 8:30am-12:30pm.



GROWING FOR OUR COMMUNITY

Completed the Doris Ison pharmacy renovation

INCOME Statement

| REVENUES | 2015 | 2014 |
|-------------------------------|--------------|--------------|
| Grant Revenue | \$30,393,855 | \$31,826,068 |
| Net Patient Revenue | 35,428,621 | 31,383,205 |
| Other Revenue | 6,319,029 | 1,377,735 |
| Donated Facilities | 1,488,000 | 1,488,000 |
| Total Revenue | \$73,629,505 | \$66,075,008 |
| EXPENSES | 2015 | 2014 |
| Salaries & Benefits | \$44,557,762 | \$42,187,230 |
| Other than personnel services | 21,674,394 | 19,931,147 |
| Rent - In Kind | 1,488,000 | 1,488,000 |
| Total Expenses | \$67,720,156 | 63,606,377 |
| Change in Net Assets | \$5,909,349 | \$2,468,631 |

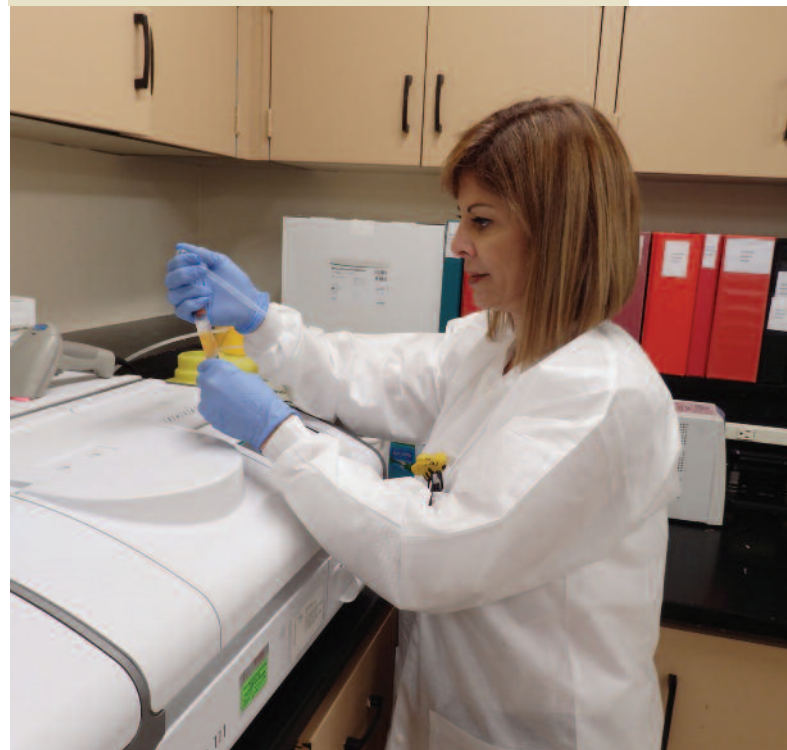


INSURANCE STATUS OF PATIENTS FOR 2015

- None/Uninsured 36,091 = 47.9%
- Medicaid 22,901 = 30.4%
- Medicare 3,207 = 4.2%
- Public Insurance 333 = .4%
- Private Insurance 12,861 = 17.1%



Source 2015: Uniform Data System Report



CHI PATIENT, NEW HIRE PAYS IT FORWARD

Esther Davila remembered very distinctly. It was November 1999. She was a single mom and had just moved to Florida. The school year was already in progress, so she needed to quickly get her children registered.

With two children in tow, she was dropped off at CHI and presented with a stack of papers to fill out and a list of required immunizations. Because she was not working yet, she had no money for the exams or immunizations. With crying children tugging on her dress this was all very overwhelming.

“I broke down in tears from the stress and frustration,” Davila recalled. “I was in such a state of panic that a nurse took my blood pressure. A nice lady with kindness in her eyes came and calmed me down.”

Davila had suffered many misfortunes including a mother with brain cancer, her own ovarian cancer, a divorce, the move to a new state and no job. She was distraught and this only added to her frustration.

“This kind lady assured me everything would be OK. She stayed with me and took me through the entire

process,” said Davila. “I was able to get the exams and immunizations free of charge. And she didn’t forget about my crying kids; she brought them drinks and a snack.”

After her nerves were calmed, she was given some resources to help her out. Davila was directed to where she could get free school uniforms for her children.

“This woman gave me so much more than a reassuring pat on the back, snacks for my kids and free uniforms,” she recalled with misty eyes. “She gave me what I had been lacking for a long time in my life, she treated me like a human.”

Davila left that day not knowing the identity of the woman with kind eyes.

“I asked God to put her in my path again in the future so I could properly thank her.”

Fast forward 16 years.

Davila was seeking employment. Her experiences with CHI over the years had been so positive she thought she would look there. She found a job that interested her and applied. She was called to attend a panel interview.

“What a surprise when I entered the room. I recognized her immediately,” beamed Davila. “Among the panel was that kind woman from so many years before! I sat through the interview biting my tongue about my surprise. When I had a chance to ask questions in the end, I let out my surprise.”

Davila learned her name was Daisy Hawkins, the patient advocate at CHI. She detailed her entire experience to Hawkins and how she had tried unsuccessfully on several occasions to find her. Now the surprise was hers!

“Sixteen years earlier I asked God to put the kind woman in my path again some day. He did,” she said excitedly. “I had the opportunity to thank Daisy properly and let her know what an impact she had on me that day.”

Davila’s story has come full circle.

“I guess the panel liked me because I got the job as a Concierge where it is now my turn to make sure patients are treated extra-specially.”



Daisy Hawkins (left) and Esther Davila (right) are happy to be working together at CHI after their initial encounter under different circumstances more than 16 years earlier.

SERVICES & PROGRAMS

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 11 health centers and 31 school based centers.

Services Provided

| | | |
|---------------------|---------------------------------|-------------------------------------|
| Primary Care | Pharmacy/Free RX Delivery | Crisis Intervention & Stabilization |
| Pediatrics | Medication Management | Detox (24 hours) |
| Immunizations | Laboratory | HIV/AIDS |
| OB/GYN | Radiology | WIC |
| Urgent Care/Walk-In | Dental | Complimentary Transportation |
| Care Coordination | Behavioral Health (Adult/Child) | Live Scan Fingerprinting |

Special Programs

BUILDING HEALTHY COMMUNITIES

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 18-65 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 who have not had a pap smear within 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.

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 who 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 those at risk for defined cancers.

AFFORDABLE CARE ACT ENROLLMENT

Outreach and enrollment staff help to educate and enroll people into the health insurance marketplace.

HEALTH IS IN YOUR HANDS (HIYA)

a randomized study of 700 women who have not been adequately screened for cervical cancer. The goal is to have 234 women complete and return the kit mailed to them.



GROWING FOR OUR COMMUNITY

*Providing health care
to over 75,393
unduplicated patients*



HEALTH CENTERS

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

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

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

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

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

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

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

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

Tavernier Health Center
91200 Overseas Highway, Unit 17
Tavernier, FL 33070
(305) 743-0383

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

West Kendall Health Center
13540 SW 135th Avenue
Miami, FL 33186
(786) 231-0800

URGENT CARE CENTERS

DORIS ISON HEALTH CENTER
10300 SW 216 St., Miami, FL 33190
(305) 252-4880 • Mon.-Sun. 3pm-10pm

**MARTIN LUTHER KING JR.
CLINICA CAMPESINA**
810 W. Mowry Dr., Homestead, FL 33030
(305) 242-6006 • Mon.-Sat. 3pm-10pm

SCHOOL BASED HEALTH CENTERS

Avocado Elementary
Bent Tree Elementary School
Bowman Ashe/Doolin K-8 Academy
• Primary Learning Center Pre K-K
• Lower Academy 1-5
• Upper Academy 6-8
Campbell Drive K-8 Center
Colonial Drive Elementary
Cope South/Dorothy M. Wallace
Dante B. Fascell Elementary School
Dr. Henry E. Perrine Academy of the Arts
Dr. William A. Chapman Elementary
Ethel F. Beckford/Richmond VPK

Florida City Elementary
Gateway Environmental K-8 Learning Center
Goulds Elementary School
H.A. Ammons Middle School
Holmes Braddock High School
Homestead Middle
Homestead Senior High
Howard D. McMillan Middle
Irving & Beatrice Peskoe K-8 Center
Jane S. Roberts K-8 Center
John Ferguson Senior High School
Leisure City K-8 Center

Marjory Stoneman Douglas Elementary School
• Early Learning Center Pre K 1st, 2nd
• Primary Learning Center K
• Main 3-5
Paul W. Bell Middle School
R.R. Moton Elementary
Redondo Elementary
Royal Green Elementary
South Dade Senior High
Southwood Middle
West Homestead K-8 Center
Zora Neale Hurston Elementary



"Patient Care Comes First"

WWW.CHISOUTHFL.ORG • (305) 253-5100

CHI is a not-for-profit corporation partially sponsored/funded by the Florida Department of Children and 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.

