A LETTER FROM THE CHAIRMAN AND THE PRESIDENT AND CEO

Meaningful use, core measures, Affordable Care Act, Medicaid expansion, Accountable Care Organizations, reduced reimbursements, evidence-based strategies.

It seems as though our health care system is being flooded by a tidal wave of change. But even with these issues swirling around us, members of Health Choice Network of Florida continue to excel in providing quality care to their communities while adapting – and thriving – amid our evolving industry.

During the past year we have continued to provide cutting edge health information technology (IT) services to our members – not only in the integration of the electronic health record, but taking a lead in the creation of Florida’s state-wide and health information exchange and moving forward with systems that will leverage the power of our health data.

Our innovative programs continue to reach out to thousands of new patients each year. Our new Care Management Medical Home Center was launched and is assisting 10,000 diabetic patients to better manage their disease. We have also initiated a successful series of Health Care Quality Institutes, specifically aimed at improving clinical care at health centers. The South Florida Regional Extension Center now has more than 3,000 physician members who are receiving assistance as they move towards meaningful use of electronic health records.

Yes, changes are ahead. On a broad scale, healthcare is being reshaped with three new goals: to improve the health of populations, to improve the experience of care and to reduce the per capita healthcare costs. For members of Health Choice Network of Florida, this triple aim looks very much like our current model of care.

By striving to improve and streamline our services, we can turn these coming challenges into opportunities. Through efficiencies, excellence in care, use of health IT and a dedication of service to our communities, HCN of Florida is confident we will keep our members on the right track. Together, we are better.

Brodes H. Hartley, Jr.
Chairman

Kevin Kearns
President and CEO

OUR MISSION
To provide high quality service, support and expertise to member organizations and to act as a vehicle for strategic efforts that strengthen our community health partners.

OUR VISION
Health Choice Network of Florida is a national model for effective collaboration among health care partners, positioning our members as an integral part of the health care delivery system.

OUR VALUES
Integrity
Customer Focused
Results Driven
Work Life Balance
Career Growth
Health Choice Network of Florida (HCNFL) is a successful collaboration among health center partners, providing the latest technology, business, administrative and program services. As a Health Center Controlled Network created in 1994, HCNFL is a not-for-profit organization governed by a Board comprised of its members. Network members serve nearly half a million patients, many without health insurance. By providing the tools to strengthen members and partners, Health Choice Network of Florida improves the lives of the underserved and vulnerable in our communities.

**PATIENTS SERVED BY HCNFL PARTICIPANTS IN 2011**

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Patients</td>
<td>503,236</td>
</tr>
<tr>
<td>Medicaid Patients</td>
<td>144,631</td>
</tr>
<tr>
<td>Uninsured Patients</td>
<td>204,589</td>
</tr>
<tr>
<td>Homeless Patients</td>
<td>41,401</td>
</tr>
<tr>
<td>Children</td>
<td>164,162</td>
</tr>
<tr>
<td>Minority Patients</td>
<td>151,134</td>
</tr>
</tbody>
</table>

**HCN OF FLORIDA 2011-2012 FUNDING SOURCES**

- Other Revenues 8%
- Care Management 9%
- Other Grants 2%
- State Grant 1%
- The Children’s Trust 28%
- 2% Membership
- 11% Billing and Collections
- 18% Member Support
- 22% Federal Grants
Programs

Jessie Trice Health Promotion Program

The Jessie Trice Health Promotion Program (JTHPP) provided health screenings for breast and cervical cancer coordinated by South Florida community health centers. Ninety percent of women over the age of 18 who had not completed screenings were referred to community health centers for services. Now in its 12th year, the JTHPP has provided life-saving screenings, education and preventive services to more than 40,000 Floridians.

Health Connect in Our Schools

In partnership with The Children’s Trust, community health-based teams from Health Connect in Our Schools (HCiOS) provided primary care, exams, screenings and immunizations to more than 60,000 students in 93 Miami Dade County Public Schools in 2011-12. HCiOS has added tools to streamline data collection at school health suites and simplify the task of tracking and reporting.

CARE MANAGEMENT MEDICAL HOME CENTER

Established in early 2012, the Care Management Medical Home Center (CMMHC) is already providing measurable benefits to more than 10,000 patients suffering from chronic diabetes and its costly and debilitating side effects. Funded by a grant from GE Foundation’s Developing Health, its goal is to prevent hospitalizations and emergency visits, while encouraging patients to take a larger role in their care management. The CMMHC uses a centralized data registry and health IT systems to manage appointments, identify health trends and improve diabetic patient outcomes by 10 to 20 percent in the first year.

Serving Behavioral Health Providers

Health Choice Network of Florida, in collaboration with our community mental health center members, provides administrative services to manage more than 80,000 Medicaid enrollees through our partnership with Magellan Health Services. HCNFL continues to strengthen ties with behavioral health providers in recent years and several have become HCNFL members. HCNFL is currently implementing a specialized behavioral health electronic medical record system.

Level 3 Patient-Centered Medical Homes

The National Committee on Quality Assurance (NCQA) has recognized 20 primary care locations from seven HCNFL member centers as Level 3 Patient Centered Medical Homes (PCMH). Level 3 is NCQA’s highest designation and these are the first primary care practices to receive this recognition in Florida based on the 2011 standards. The program is supported by the Health Foundation of South Florida.

Recognized as a Level 3 Patient-Centered Medical Home
- Borinquen Medical Centers of Miami Dade
- Broward Community and Family Health Centers
- Community Health of South Florida
- Jessie Trice Community Health Center
- Miami Beach Community Health Center
- Institute for Child and Family Center
- Camillus Health Concern

- Ten more sites in South Florida are completing Phase 1 applications in 2012
- As many as 40 sites are undergoing recognition through 2013.
FINANCE
- Central Accounting
- Revenue Cycle Management
- CFO Functions
- Financial Analysis
- Payroll
- Practice Management

HEALTH INFORMATION TECHNOLOGY
- CIO Functions
- Database Management
- Disaster Planning
- Technical/Software support
- Hosting
- System Management
- Training
- Web Design
- Data Tracking
- Clinical Forms
- Paperless Record System
- System Implementation
- System Support

MANAGED CARE
- Credentialing
- Referral Management
- Risk Contract Management

CLINICAL & OTHER SERVICES
- Advocacy
- Board Education
- Clinical Services
- Common Service Agreements
- Dashboards
- Grants
- Informatics
- Lab Contracts
- Marketing/Fund Development
- Strategic Initiatives
- Strategic Planning

HEALTH IT SERVICES
HCN of Florida is a member of Health Choice Network Inc. and, through this partnership, is able to provide member centers with health IT implementation of certified meaningful use electronic health record (EHR), oral health record and behavioral health record systems. HCNFL members can choose from a range of IT services — all aimed at improving the efficiency, quality and value of care. HCNFL also utilizes health IT systems to document, capture, analyze and leverage data.

PRACTICE PORTALS TRANSFORM PATIENT CARE
South Florida HCNFL member centers have launched their Practice Portals, a valuable online tool that will improve the level of care, while allowing patients to play a larger role in the delivery of their health. Benefits include:
- Providing patient access to their personal health records
- Allowing prescription refills and requesting appointments
- Viewing statements and making credit card payments
- Engaging in intelligent medical history interview process
- Updating demographic and insurance information
- Allowing physician to patient secure messaging

CLINICAL SERVICES
Established by the Board of Directors to efficiently improve quality outcomes, Clinical Services provides monthly forums in which Chief Medical Officers and Medical Directors discuss topics of mutual interest and share best practices. Clinical Services proposes policies and procedures for clinical care, documentation and provides updates on clinical, reporting and compliance issues. Other areas include accreditation standards and outcomes, meaningful use compliance, health management guidelines and development and modification of electronic forms.
HCN OF FLORIDA

PRESTIGE HEALTH CHOICE

Prestige Health Choice is a Provider Service Network (PSN) serving the members of HCNFL, while reducing Florida’s health care costs. With approximately 70,000 members in 34 counties, Prestige has established innovative models of provider partnerships that improve access to care and positively impact health outcomes. It is one of the few health management organizations in the southeast U.S. primarily owned by community health and mental health centers.

Prestige, which is accredited by the Accreditation Association for Ambulatory Health Care (AAAHC), with its provider partners, has developed unique strategies to advance the patient centered medical home model, such as a comprehensive patient care management program. Prestige also utilizes the latest in advanced technology solutions and is leveraging health information technology to improve the efficiency of care.

HEALTH CHOICE NETWORK, INC.

Health Choice Network of Florida is a member of Health Choice Network, Inc. (HCN), a national model of successful collaboration among health center controlled networks, community health centers and other health partners. HCN provides its participants with health information technology and business services, allowing them to increase efficiencies, decrease costs and provide better and more accessible patient care. HCN is a not-for-profit organization governed by a Board comprised of its members. Members provide care to approximately 820,000 patients in 13 states and play a vital role in improving the quality of life within the communities they serve.

SOUTH FLORIDA REGIONAL EXTENSION CENTER

The South Florida Regional Extension Center (SFREC) provides assistance and guidance to physicians as they acquire, implement and meaningfully use certified electronic health record systems. The SFREC is funded by the Office of the National Coordinator of Health Information Technology and is one of 62 Centers nationwide. SFREC serves more than 3,000 health care provider members in an eight-county region that stretches from Key West to Vero Beach. It is governed by a steering committee composed of South Florida physicians and health care leaders.

In the past two years, the SFREC has assisted more than 1,200 physicians choose and implement a certified electronic health record (EHR) system. Additionally, hundreds of SFREC members have received a total of nearly $5 million in incentive payments for successfully adopting EHRs. The SFREC also provides ancillary health information technology services and advice to improve physician practices, including health information exchange, ICD-10 and direct secured messaging.
HEALTH CHOICE NETWORK OF FLORIDA

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