What an amazing time to be part of health care delivery in our country! In the wake of health care reform, all community health care centers — including federally qualified, community mental health centers and neighborhood health facilities — will undoubtedly be where the rubber hits the road. They serve as a vital link in reaching the 25 to 30 million uninsured Americans whom the Affordable Care Act is intended to cover.

Our member centers are located in the heart of the communities we serve, and our community health partners are well-versed in serving our area’s most vulnerable and underserved populations. But, with more Americans receiving coverage, we will all need to keep our eye steady on the target — the much-touted “triple aim” of better care, better health and reduced costs.

During the past year, HCN of Florida has continued to support our member centers with cutting-edge technology and robust services that allow them to do just that.

**Better Care for Individuals** — Through Prestige Health Choice we provide Medicaid managed care services to more than 100,000 Floridians. With innovative outreach programs and integrated care management solutions, we hope to make positive, lasting improvements to the health of recipients.

**Better Health for Populations** — HCN of Florida saw the need for better, more cost-effective treatment for diabetes patients in Miami-Dade. Partnering with the GE Foundation, our health centers are now reaching 10,000 patients to address care gaps and help them better self-manage their condition.

**Reduced Per-Capita Costs** — With a demonstrated track record of reducing costs and improving quality, HCN of Florida has taken the next logical step and applied to the Centers for Medicare & Medicaid Services to become an Accountable Care Organization. It is our hope to begin participating in the Medicare Shared Savings Program, beginning in 2014.

By providing the tools to strengthen our member centers and partners, HCN of Florida will continue to be a vital part of the health care delivery system — improving the lives of the underserved and vulnerable in our communities.

**Our Pillars**

Any strong organization is built on a firm foundation. We attribute Health Choice Network of Florida’s success to our focus on five pillars:

- Service
- People
- Quality
- Growth
- Finance

**Who We Are**

Founded in 1994, Health Choice Network of Florida is a unique alliance of 23 community and behavioral health centers working together to operate more efficiently, deliver care more effectively and provide care for more patients. Each network member receives the highest quality support and expertise in technology, business administration and program services. This successful partnership serves to strengthen Florida’s safety net health system and helps to reduce health care disparities — improving the quality and accessibility of medical, dental and mental health care services to nearly half a million underserved and vulnerable patients across Florida. HCN of Florida is a 501(c)(3) organization and is governed by its participating members.

**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
Clinical & Other Services
- Advocacy
- Clinical Services
- CMO Onboarding and Training
- C-Suite Education
- Common Service Agreements
- Dashboards
- Grants
- Informatics and Best Practices Sharing
- Lab Contracts
- Marketing/Fund Development
- Strategic Initiatives
- Strategic Planning

Finance
- Central Accounting
- CFO Functions
- Financial Analysis
- Fiscal Application Support
- Payroll
- Revenue Cycle Management

Health Information Technology
- Behavioral Health Application
- CIO Functions
- Clinical Templates
- Database Management
- Dental Application
- Disaster Planning
- Electronic Health Records
- Hosting
- Meaningful Use
- Practice Management
- System Implementation and Training
- Technical/Software Help Desk
- Web Design

Managed Care
- Credentialing
- Referral Management
- Risk Contract Management

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 and 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.

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. HCN of Florida members can choose from a range of IT services — all aimed at improving the efficiency, quality and value of care. HCN of Florida also utilizes health IT systems to document, capture, analyze and leverage data.

Revenue Cycle Management
Revenue Cycle Management (RCM) is a prominent component of the broad array of financial services offered to members. Through operational analysis of billing services and collection processes, RCM has been successful in bringing millions of additional reimbursement dollars to participating centers. Other services for non-capitated third-party payers include system configuration, billing and collection processes, compliance, reporting, training and management.

Practice Portals Transform Patient Care
South Florida 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 own health care. Benefits include:
- Engaging in an intelligent medical history interview process
- Updating demographic and insurance information
- Allowing physician-to-patient secure messaging

Health Choice Network of Florida is a national model for effective collaboration among health care partners.
QUALITY
Offering the best quality to our member centers

Our member centers deliver quality programs that change lives. With the help of our community health partners, these neighborhood community health centers continue to provide high-quality, cost-appropriate care to the uninsured and underserved in our communities.

Moving the Needle in Diabetes Management

Care Management Medical Home Center —

Now in its second year, the Care Management Medical Home Center (CMMHC) is removing barriers to care and improving outcomes for nearly 10,000 diabetic patients in Miami-Dade County. Funded by the GE Foundation Developing Health™ program, the CMMHC utilizes a centralized data registry and innovative health IT systems to manage appointments, identify health trends and improve diabetic patient outcomes. A centralized care team employs motivational and information-collection calls to identify obstacles, and shared medical visits and group education are utilized to improve patient engagement. Under this network-coordinated model, the rate of patients failing to complete an appointment has dropped to 17% (down from 21%).

Health Care Quality Institute (HCQI)

Partnering with the FIU College of Medicine, HCN created the HCQI specifically to provide relevant, topical and ongoing education for health center executives, chief medical officers and clinical staff. Cornerstones of this results-oriented training include dynamic presenters, success stories, interactive exercises and brainstorming sessions. To date, we have provided vital training through eight HCQI events.

PEOPLE

Recruiting and retaining the most skilled workforce

HCN of Florida is committed to leadership excellence. To accomplish this, we have created an environment of continuous learning — providing our people with the tools, skills and training they need to excel in today’s rapidly changing health care environment.

Leadership Development Institute (LDI)

HCN of Florida is proud to be a part of the LDI. Launched in 2011 as part of HCN’s Journey to Excellence, the LDI training seeks to achieve measurable improvement at all levels of service, culture and business operations. HCN of Florida has partnered with the prestigious Studer Group® to create exceptional one-day training events for health center leadership teams. So far, we have successfully completed 11 LDI training events.

Health Choice Network of Florida

Key Indicators

<table>
<thead>
<tr>
<th>EMPLOYEE YEARS OF SERVICE</th>
<th>7</th>
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<tbody>
<tr>
<td>20 OR MORE YEARS</td>
<td>7</td>
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<tr>
<td>15 TO 20 YEARS</td>
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<td>5 TO 10 YEARS</td>
<td>30</td>
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<tr>
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</tbody>
</table>

HCN of Florida is a 501(c)(3) organization. HCN of Florida is proud to be a part of the FIU College of Medicine, the Health Care Quality Institute (HCQI). The Health Choice Network of Florida (HCNF) is a not-for-profit organization.

*Image of people*
Quality Care Begins at ‘Home’
Level 3 Patient-Centered Medical Homes —
In the past year, the National Committee on Quality Assurance has recognized more than a dozen member centers as Level 3 Patient-Centered Medical Homes. At these easily accessible locations, providers work in teams to improve access, coordinate care and involve patients as partners in managing chronic conditions. The result is better quality and fewer costly trips to emergency rooms and hospitals.

Recognized as a Level 3 Patient-Centered Medical Home:
✚ Borinquen Health Care Centers of Miami-Dade (NCQA)
✚ Broward Community Family Health Centers (NCQA)
✚ Camillus Health Concern (NCQA)
✚ Citrus Health Network (NCQA)
✚ Community Health Centers of Pinellas (AAAHC)
✚ Community Health of South Florida (NCQA)
✚ Health Care Center for the Homeless (NCQA)
✚ Institute for Child and Family Health (NCQA)
✚ Jessie Trice Community Health Center (NCQA)
✚ Miami Beach Community Health Center (NCQA)
✚ Tampa Family Health Centers (AAAHC)

Identifying and Engaging At-Risk Members
Behavioral Health — In partnership with Magellan Health Services, HCN of Florida is working with its member agencies to manage the behavioral health of high-risk individuals. The Quality Initiative Program focuses on three core elements related to improving outcomes for individuals with serious mental illnesses/emotional disturbances who have a high risk of needing intensive levels of care:
✚ Engagement and outreach of high-risk members and/or family members or caregivers
✚ Coordination of care between inpatient and outpatient providers
✚ Providing follow-up after hospitalization

The ultimate goal is to implement interventions that will ensure the member is engaged in care that will minimize hospitalization and maximize community tenure.

Participating Health Centers: Agape Network, Citrus Health Network, Community Health of South Florida, Douglas Gardens Community Mental Health Center of Miami Beach, Institute for Child and Family Health, New Horizons Community Mental Health Center, Psycho-Social Rehabilitation Center (dba Fellowship House)

Early Detection of Breast and Cervical Cancer
Jessie Trice Health Promotion Program —
Fundied through the Florida Department of Health, the Jessie Trice Health Promotion Program is one of the leading community education programs connecting women in vulnerable communities to timely breast and cervical cancer screening and diagnostic services. Teams of community health workers completed 43 community education programs during the program year, reaching 3,273 underserved women. Following an initial assessment, participants were connected to a community health center for mammograms and Pap smears. The program also serves as a lasting legacy to Jessie Trice, a pioneering nurse, community health advocate and one of the founders and the first chair of HCN of Florida.

With the rollout of the HCIOS Telehealth initiative, students in 28 schools can now be seen by off-site health professionals using specially equipped stethoscopes and high-definition videoconferencing.

CHEERS to Improving Child Outcomes!
Children’s Health Education Economic Resource (CHEER) — Our robust school-based data collection and reporting system is helping to eliminate duplication of services (lab tests, behavioral assessments, ER visits) and ensure that caregivers — including parents — see all the data they need when making important child health care decisions. Utilizing the AMALGA health enterprise platform, CHEER makes it possible to aggregate everything from school nurse reports and behavioral assessments to attendance data in one comprehensive record. This proprietary HCN of Florida system has recently been purchased for use by a school health program in Indiana, and several municipalities across the country are considering following suit.

HCN of Florida Partners on HPV Self-Sampling Research
South Florida Center for Reducing Cancer Disparities (SUCCESS) — HCN of Florida is a key community partner with the University of Miami Sylvester Comprehensive Cancer Center in research designed to eliminate cervical cancer health disparities in South Florida. Under this unique program, women in traditionally underserved communities are provided with a simple self-sampling test for human papillomavirus (HPV). Those who receive positive results are then referred to a community health center for follow-up screenings. Participating centers hope to reach 600 women by the end of 2014.

School Telehealth Connects Kids to Care
Health Connect in Our Schools (HCiOS) — In partnership with The Children’s Trust, HCIOS clinics provided primary care, exams, screenings and immunizations to more than 77,446 students in 93 Miami-Dade public schools in the 2012-2013 school year. The HCIOS program continues to meet the health care needs of the uninsured and underinsured students, improving their health and educational outcomes. It has reduced 911 calls and improved overall school attendance. Students with diagnosed chronic diseases, such as asthma and juvenile diabetes, missed less school because they could receive treatments and monitoring in the school clinics.

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GROWTH

Supporting cutting-edge solutions in health care

Growth in a successful health care network is about more than simply adding lives. It’s about innovation. It’s about exploring new markets and developing new solutions to the age-old challenges of balancing costs and quality.

Health Choice Network, Inc.
HCNetwork.org
A national model of collaboration

HCN 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.

Health Information Technology

Through our partnership with HCN Inc., we were awarded a $2.1 million three-year grant by the Bureau of Primary Health Care’s Health Center Controlled Network Program. With this funding, HCN is helping 32 member and non-member community health centers throughout the U.S. advance their adoption and implementation of health information technology, achieve meaningful use of electronic health records (and associated incentive payments), and promote center- and site-based quality improvement as reflected in meeting or exceeding select Uniform Data System (UDS) clinical quality goals.

Prestige Health Choice
prestigehealthchoice.com
Improving the efficiency of care

Founded by HCN of Florida and its member centers, Prestige Health Choice is a capitated provider service network focusing on providing high-quality care for Florida Medicaid enrollees. It is one of the few health management organizations in the southeast U.S. primarily founded by community health and mental health centers. Prestige currently serves over 100,000 members in 59 counties, utilizing innovative provider partnerships to improve access to care and positively impact health outcomes. Prestige is accredited by the Accreditation Association for Ambulatory Health Care (AAAHC) and actively supports the Patient-Centered Medical Home model — leveraging advanced technology solutions and the latest health information technology to improve the efficiency of care.

Prestige currently serves 100,000 Florida Medicaid patients in these 59 active and approved counties:

- Alachua
- Bay
- Bradford
- Brevard
- Calhoun
- Charlotte
- Citrus
- Collier
- Columbia
- DeSoto
- Dixie
- Escambia
- Franklin
- Gadsden
- Gilchrist
- Glades
- Gulf
- Hamilton
- Hardee
- Hendry
- Hernando
- Highlands
- Hillsborough
- Holmes
- Indian River
- Jackson
- Jefferson
- Lafayette
- Lake
- Lee
- Leon
- Levy
- Liberty
- Madison
- Manatee
- Marion
- Martin
- Miami-Dade
- Monroe
- Okaloosa
- Okeechobee
- Orange
- Osceola
- Palm Beach
- Pasco
- Pinellas
- Polk
- Putnam
- Santa Rosa
- Sarasota
- Seminole
- St. Lucie
- Sumter
- Suwannee
- Taylor
- Union
- Wakulla
- Walton
- Washington

South Florida Regional Extension Center
southfloridarec.org
Guiding meaningful use

Serving over 3,500 health care provider members in an eight-county region that stretches from Key West to Vero Beach, the SFREC provides assistance and guidance to physicians as they acquire, implement and meaningfully use certified electronic health record (EHR) systems. The SFREC is funded by the Office of the National Coordinator of Health Information Technology and governed by a steering committee of South Florida physicians and health care leaders. In the past two years, the SFREC has helped over 2,800 physicians choose and implement certified EHR systems. 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, including health information exchange, ICD-10 and direct secured messaging.

Practice-Based Research Network

HCN of Florida is stepping boldly into the vital area of community-based clinical research with our recent certification as a Practice-Based Research Network. Certified by the Agencies on Health and Research Quality (AHRQ), the Health Choice Network Practice-Based Research Network (HCN PBRN) will be housed at HCN offices. Its mission is to encourage multisite clinical trials across diverse settings and patient populations — and to translate research results into improved care for underserved populations. This collaborative effort will include members from all HCN of Florida- and HCN-affiliated clinics working together to facilitate research with the potential to directly impact clinical care.
Together, we are stronger financially. In fact, over the past five years, HCN of Florida has brought in some $77 million in grants — with close to $52 million passed directly through to our member centers.

Patients Served by HCN of Florida Member Centers in 2012-2013

- **TOTAL PATIENTS**: 572,971
- **MEDICAID PATIENTS**: 192,795
- **UNINSURED PATIENTS**: 256,023
- **HOMELESS PATIENTS**: 49,361
- **CHILDREN**: 207,775
- **MINORITY PATIENTS**: 198,396

HCN of Florida Funding Sources 2012-2013

- **49%** Grants and Contracts
- **11%** Care Management
- **10%** Other Revenues
- **30%** Member Support

FLORIDA

- **23 CENTERS**
- **572,971 PATIENTS**

- **Premier Community HealthCare Group**
  - Kim Schuknecht, CEO
- **Suncoast Community Health Centers**
  - Bradley Herremans, CEO
- **Tampa Family Health Centers**
  - Charles Bottoms, CEO
- **Community Health Centers of Pinellas**
  - Pat Mabe, CEO
- **Agape Network**
  - Claudio Perez, CEO
- **Banyan Health Systems**
  - H. Bruce Hayden, CEO
- **Borinquen Health Care Centers of Miami-Dade**
  - Robert Linder, CEO
- **Broward Community Family Health Centers**
  - Rosalyn Frazier, CEO
- **Camillus Health Concern**
  - Ray Kayal, CEO
- **Care Resource**
  - Rick Sclan, CEO
- **Citrus Health Network**
  - Mario Jardon, CEO
- **Douglas Gardens Community Mental Health Center of Miami Beach**
  - Daniel Brady, PhD, CEO
- **Fellowship House**
  - Pablo M. Santana, CEO
- **Institute for Child and Family Health**
  - Juan C. Gonzalez, PhD, CEO
- **Jessie Trice Community Health Center**
  - Annie Neaman, CEO
- **Miami Beach Community Health Center**
  - Mark L. Rabinowitz, MD, CEO
- **New Horizons Community Mental Health Center**
  - Evalina Bestman, MD, CEO

FINANCE

Committed to a strong financial infrastructure for sustainability

Agape Network
Claudio Perez, CEO

Banyan Health Systems
H. Bruce Hayden, CEO

Borinquen Health Care Centers of Miami-Dade
Robert Linder, CEO

Broward Community Family Health Centers
Rosalyn Frazier, CEO

Camillus Health Concern
Ray Kayal, CEO

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Evalina Bestman, MD, CEO
HEALTH CHOICE NETWORK OF FLORIDA

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The Late Betsey K. Cooke

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✚ CommonWealth Purchasing Group
✚ Copy Source
✚ South Florida Hospital and Healthcare Association
✚ Wax Custom Communications

Working together, we are improving the lives of the underserved and vulnerable in our communities.