When leaders from four South Florida community health centers came together 20 years ago, they had no way of knowing what the future held for the delivery of health care. What they did sense was the incredible value in collaboration — of having their centers working together to meet the pressing needs of their communities. Out of that vision, Health Choice Network of Florida was born. Our founders clearly understood that better clinical and financial data was needed to manage the business. So, they set about building systems — first billing and scheduling, and then electronic health records and dental systems. Next, Health Choice Network of Florida entered the world of managed care, partnering with others at first and then creating their own provider service network.

Today, Prestige Health Choice has more than 270,000 members. We were recently awarded a five-year contract covering eight regions. This year also saw the launch of Health Choice Care, a new Accountable Care Organization (ACO), which now serves 17,000 Medicare beneficiaries. At the same time, the South Florida Regional Extension Center became the first extension center in Florida and only the fifth in the nation to meet all three federally mandated milestones for electronic health record adoption — guiding more than 3,000 South Florida providers to Electronic Health Record (EHR) Meaningful Use in the process.

Quite simply, we couldn’t have accomplished any of this without the vision of our founding centers 20 years ago — and the great work of our leaders today. Over the next 20 years, we hope to build on this momentum. That means further focus on the integration of behavioral health and clinical and dental care. It also means partnerships with hospitals, health plans and community organizations as we work toward the goal of getting more data into the hands of providers at the time they are treating their patients.

Ultimately, we don’t know when the next opportunity will come along. But we do know that thanks to all who came before us and our community partners, our network is well-positioned for whatever the future may bring!

We look forward to partnering with our centers and community organizations in 2015.

Brodes H. Hartley Jr.
Chairman

Kevin S. Kearns
President and CEO

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

Health Choice Network of Florida is one of the nation’s most successful collaborations of community health centers. From humble beginnings in 1994, we have grown into a network of 23 community and behavioral health centers — improving the quality and accessibility of medical, dental and mental health care for vulnerable and underserved populations.

Health Choice Network of Florida provides high-level information technology, business administration and clinical services to our member centers — allowing them to enjoy the advantages and expertise of a large health system while maintaining their community-based focus. Health Choice Network 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.
 Patients Served by Health Choice Network of Florida Member Centers in 2013-2014

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Patients</td>
<td>632,763</td>
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<tr>
<td>Medicaid Patients</td>
<td>236,087</td>
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<tr>
<td>Uninsured Patients</td>
<td>341,082</td>
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<tr>
<td>Homeless Patients</td>
<td>42,327</td>
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<tr>
<td>Children</td>
<td>257,403</td>
</tr>
<tr>
<td>Minority Patients</td>
<td>325,178</td>
</tr>
</tbody>
</table>

**20 Years of Service**

For more than 20 years, we have pooled our knowledge and resources to provide the clinical and operational tools our member centers need to operate more efficiently, deliver care more effectively and provide care for more patients.

**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

**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**
Health Choice Network 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 EHR, oral health record and behavioral health record systems. Health Choice Network of Florida members can choose from a range of IT services — all aimed at improving the efficiency, quality and value of care. Health Choice Network of Florida also utilizes health IT systems to document, capture, analyze and leverage data.

**PRACTICE PORTALS TRANSFORM PATIENT CARE**
Service 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:
- Providing patients access to their personal health records
- Allowing prescription refills and requesting appointments
- Engaging in an intelligent medical history interview process
- Allowing physician-to-patient secure messaging

**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 exceeding industry standards in all areas. Other services for non-capitated third-party payers include system configuration, billing and collection processes, compliance, reporting, training and management.

With a cutting-edge EHR system, our member centers are able to share clinical information across the network.
With the help of community partners, our member health centers are able to reach deep into the communities they serve with groundbreaking programs and high-quality, cost-appropriate care.

**BEHAVIORAL HEALTH**

*Integrating services for those “lost to care” —*
Building on the success of the Care Management Medical Home Center (CMMHC), the Integrated Behavioral Health Program (IBHP) focuses on re-engaging patients with a diagnosis of diabetes and depression back into an integrated primary and behavioral health care model. Community health workers reach out to patients who have been “lost to care” through at-home visits and motivational interviewing. Funded by the Bristol-Meyers Squibb Foundation, IBHP is still in its early implementation stages and is working closely with Community Health of South Florida to reconnect 250 patients to the care they need.

**CANCER PROJECT**

*Reaching underserved women with critical cancer screenings —* Funded through Health Choice Network of Florida’s Annual Awards Luncheon, the Cancer Project identifies women in need of breast and cervical cancer screening and connects them to a nearby community health center. This year, community outreach efforts have engaged more than 100 women for screenings and services.

**CARE MANAGEMENT MEDICAL HOME CENTER (CMMHC)**

*Improving diabetic outcomes through coordinated care —* Funded by the GE Foundation’s Developing Health™ program, the CMMHC is improving health outcomes for nearly 18,000 adult patients with diabetes across Florida. At the heart of it all is a successful collaboration among a centralized team of nurses and health aides who coordinate care for patients at nine participating community health centers. An innovative suite of Health Choice Network of Florida-developed health informatics is utilized to prepare patients and their care teams for upcoming appointments. This year, the centralized care coordination team completed 18,000 motivational reminder calls for 35,000 scheduled appointments to 7,000 patients.

**COMMUNITY-CENTERED RESEARCH**

*Moving the needle in Human papillomavirus (HPV) screening —* Partnering with the University of Miami Miller School of medicine to reduce cancer disparities, Health Choice Network of Florida completed the fourth of a five-year research project to test the effectiveness of community health workers in engaging women to complete screenings for HPV. HPV is the leading precursor for development of cervical cancer. All study participants had the option of completing a Pap smear or collecting their own samples (self-sampling) for specific HPV screening.

- 100% of participating community health centers met the project enrollment goal of 400 women
- 6,000 women received cervical cancer education
- 61% completed HPV self-sampling

**HEALTH CARE QUALITY INSTITUTE (HCQI)**

*Engaging health center leaders with insight and strategy —* Health Choice Network of Florida partners with the Florida International University College of Business Administration and the Herbert Wertheim College of Medicine to host a regular series of Health Care Quality Institutes — a day of insight and innovative strategies for health center executives, chief medical officers, and administrative and clinical staff. HCQI sessions have drawn some 250 attendees from eight member centers and covered topics as diverse as:

- Patient retention in an increasingly competitive environment

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**KEY INDICATORS**

**HbA1C compliance has increased**

**Patient appointment failure decreased**

Participating health centers: Banyan Health Systems, Borinquen Medical Centers of Miami-Dade, Camillus Health Concern, Citrus Health Network, Community Health of South Florida, Jessie Trice Community Health Center, Miami Beach Community Health Center
Diversification of revenue streams
Clinical strategies to improve outcomes for patients with hypertension
Patient retention in an increasingly competitive environment

Funders for the HCQI’s third year were: Wells Fargo Foundation, Susannah P. and Carleton Tweed Charitable Foundation, and Sain Orr Royak DeForest Steadman Foundation.

**JESSIE TRICE HEALTH PROMOTION PROGRAM**

**Increasing completion of breast and cervical cancer screenings** — Named in honor of Jessie Trice, Health Choice Network of Florida co-founder, and funded through the Florida Department of Health, the Jessie Trice Health Promotion Program conducts public education via health fairs, Healthy Body, Healthy Soul™ sessions and other events sponsored by nonprofit and faith-based organizations and the government. Women are assessed for eligibility for breast and cervical cancer screening and then linked to community health centers for services.

- 87% referred to a community health center

**NURSE-FAMILY PARTNERSHIP®**

**Partnering to improve birth outcomes** — The Nurse-Family Partnership Alliance Miami-Dade utilizes the resources of Federally Qualified Health Centers and community-based organizations to improve birth outcomes and measures of early childhood development in Miami-Dade County. Nurse-Family Partnership (NFP) is an evidence-based, community health program that engages low-income women pregnant with their first child. A baccalaureate registered nurse partners with a new mother early in her pregnancy through weekly home visits. This life-transforming partnership helps 100 families — and the communities they live in — become stronger while saving money for state, local and federal governments. Implementation of NFP was funded by the Florida Association of Healthy Start Coalitions.

- Serving 100 first-time moms from pregnancy until their babies are 2 years old

**SCHOOL-BASED HEALTH**

**Connecting kids to care** — Keeping students healthy (and in class) is the goal of several innovative school-based health initiatives. Health Connect in Our Schools (HCiOS) is a unique partnership with The Children’s Trust that provides primary care, chronic disease management and screenings to students in Miami-Dade schools. School health clinics are staffed with providers, nurses, and medical assistants or health technicians provided by participating community health centers. Students also have access to higher-level providers through strategically deployed Telehealth units in 28 schools.

Through a collaborative partnership with Miami-Dade County Public Schools, Jessie Trice Community Health Center and the Miami Children’s Initiative, Health Choice Network of Florida is utilizing its rich data sources and innovative CHEER software to identify at-risk students in seven elementary and middle schools in the Liberty City area of Miami. This one-year project is identifying barriers to success for students and their families — and utilizing community resources to overcome those barriers. Academic variables are addressed, and socioemotional and environmental factors that frequently impact academic outcomes are examined. The program is funded through a grant from the CVS Foundation to the School-Based Health Alliance.
20 Years of History

CELEBRATING 20 YEARS
OF BUILDING HEALTHY COMMUNITIES

1994 — A group of four Federally Qualified Health Centers (FQHCs) joins hands to create a network that provides the advantages and expertise of a large health system while allowing members to maintain their independence. Betsey K. Cooke, director of the Primary Health Care Consortium, is selected to lead the new organization as its first CEO. Health Choice Network of Florida’s founding members — Economic Opportunity Family Health Center, Community Health of South Dade, Helen B. Bentley Family Health Center and Camillus Health Concern — create a powerful alliance that is now held up as a national model of collaboration.


1996 — For the first time, members of Health Choice Network of Florida are connected by a centralized computer system — setting the stage for further IT integration in the years to come.

1997 — Economic Opportunity Family Health Center contributes their managed care leader, Margarita Ollet, to the network to develop a management services organization. Atlantic Care is formed to allow the network to take risks and share rewards.

1998 — Taking advantage of members’ partnerships with faith-based institutions, the network creates Healthy Body, Healthy Soul™ to further develop community outreach, health education and disease prevention programs. Terisa James, from Camillus Health Concern, is tapped to lead the program.

1999 — Honoring the final wishes of visionary leader Jessie Trice, the network founds the Jessie Trice Cancer Prevention Project, seeking to improve cancer screening, treatment and research in underserved communities.

2001 — Based on its success with a pilot electronic health records project, the network receives a $4 million grant to implement electronic health records in all its Florida centers. Funding received through the efforts of Representative Connie Mack and Congresswoman Carrie Meek.

2002 — Centralized Billing Office services — now known as Revenue Cycle Management (RCM) — is implemented at six centers. RCM soon grows to encompass 15 centers and exceed every national industry standard.

2004 — Kevin S. Kearns is named to the Governor’s Health Information Infrastructure Advisory Board by Florida Governor Jeb Bush.

The history of Health Choice Network of Florida transcends language and race. It also crosses cultures and geographic distinctions. Many visionary leaders worked hard to link a wide range of different communities into one powerful force. In the relatively short span of 20 years, Health Choice Network of Florida has evolved from a concept to a national model. Much has been accomplished. Much remains to be done.

COMMUNITIES TOGETHER

2006 — The network begins a partnership with Magellan Health to provide prepaid mental health services in Miami-Dade County. By 2014, the program has grown to more than 110,000 patients.

2007 — Partnering with the University of Miami's Sylvester Comprehensive Care Center, Health Choice Network of Florida's Jessie Trice Cancer Prevention Project participates in a remarkable research breakthrough regarding the effectiveness of spiral CT scanning to screen high-risk patients for lung cancer.

2008 — Prestige Health Choice, a Medicaid provider service network founded by our member centers, is launched. Prestige grows from three members in December 2008 to 100,000 members in eight regions by 2013.

2009 — The network receives a $14.5 million grant from the Office of the National Coordinator to coordinate the South Florida Regional Extension Center and promote adoption of meaningful use of electronic health records in eight South Florida counties.

2010 — The network receives a $14.5 million grant from the Office of the National Coordinator to coordinate the South Florida Regional Extension Center and promote adoption of meaningful use of electronic health records in eight South Florida counties.

2011 — Funding is received from the Health Foundation of South Florida to support Patient-Centered Medical Homes (PCMH). Today, more than 29 centers and sites are designated as PCMHs by the National Committee for Quality Assurance.

2012 — The Care Management Medical Home Center (CMMHC) is launched, removing barriers to care and improving outcomes for nearly 10,000 diabetic patients in Miami-Dade County. Funded by the GE Foundation's Developing Health™ program.

2013 — Health Choice Network partners with Oregon Community Health Information Network, Inc. (OCHIN) to develop and expand a health data network that will be part of the Patient-Centered Clinical Research Network (PCORnet), a national network for conducting clinical outcomes research.

2014 — Health Choice Care, a Medicare-approved Accountable Care Organization, is formed by Health Choice Network of Florida health centers and serves more than 17,000 beneficiaries.

2014 — Prestige Health Choice's managed medical assistance program, is rolled out in Florida, serving more than 275,000 members is eight of the 11 regions. Strong partnerships are formed with Amerigroup, UnitedHealthcare and Sunshine Health.
LEADERSHIP DEVELOPMENT INSTITUTE (LDI)
Health Choice Network of Florida is proud to be a part of the LDI. Launched in 2011 as part of Health Choice Network of Florida’s Journey to Excellence, the LDI training seeks to achieve measurable improvement at all levels of service, culture and business operations. Health Choice Network of Florida has partnered with the prestigious Studer Group® to create exceptional one-day training events for health center leadership teams.

ANNUAL EDUCATIONAL SESSION
Something amazing happens when inspired people draw together. Each year, Health Choice Network of Florida staff, executive leadership and community partners gather for a weekend of learning and interaction designed to help shape the future of Health Choice Network. Nationally recognized speakers and industry leaders address the entire gamut of clinical, operational and IT issues. Old friendships are renewed, and attendees return to their centers invigorated, informed and inspired!

Work-life balance and career growth are not mutually exclusive at Health Choice Network of Florida. Ours is an environment of continuous learning, where our people receive the skills and training to excel in today’s rapidly changing health care environment — and the tools for keeping their personal lives in balance with their professional ones.

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, exploring new markets and developing new solutions to the age-old challenges of balancing costs and quality.

Health Choice Network
HCNetwork.org
A NATIONAL MODEL OF COLLABORATION
Health Choice Network of Florida is a member of Health Choice Network, a national model of successful collaboration among health center controlled networks, community health centers and other health partners. Health Choice Network currently provides health information technology and business services to 51 organizations in 19 states, helping them to increase efficiencies, decrease costs and provide better and more accessible patient care. Health Choice Network is a not-for-profit organization governed by a board comprised of its members. Members play a vital role in improving the quality of life within the communities they serve.

HEALTH INFORMATION TECHNOLOGY
Through our partnership with Health Choice Network, 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, Health Choice Network 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.
Health Choice Care
HealthChoiceCare.com
MEDICARE SHARED SAVINGS PROGRAM (MSSP) ACCOUNTABLE CARE ORGANIZATION (ACO)

Health Choice Care is an ACO with the mission of improving the health status of our communities through the provision of affordable, evidenced-based and community-based care. Health Choice Care is comprised of 23 participating organizations with 350 providers located throughout Florida, Missouri and Rhode Island. Our ACO is accountable to more than 17,000 Medicare beneficiaries. Over the next three years, Health Choice Care will focus on achieving the three-part aim of improving the health of populations, improving the experience of care, and reducing per capita health care costs for our patients. Our goal is to ensure that our patients are receiving the right care at the right time, while avoiding unnecessary duplication of services and preventing medical errors. Savings achieved through our ACO initiative will be reinvested back into our community through our community health centers.

- Azalea Health
- Banyan Community Health Center
- Borinquen Medical Centers of Miami-Dade
- Broward Community and Family Health Centers
- Camillus Health Concern
- Citrus Health Network
- Community AIDS Resource
- Community Health Centers
- Community Health Centers of Pinellas
- Community Health of South Florida
- Family Care Health Centers
- Family Health Centers of Southwest Florida
- Florida Community Health Centers
- FoundCare
- Genesis Community Health
- Health Care Center for the Homeless
- Jessie Trice Community Health Center
- Miami Beach Community Health Center
- Northeast Florida Health Services
- Premier Community Healthcare Group
- Primary Care of the Treasure Coast
- Providence Community Health Center
- Tampa Family Health Centers

Prestige Health Choice
PrestigeHealthChoice.com
IMPROVING THE EFFICIENCY OF CARE

Founded by Health Choice Network of Florida and other FQHCs and CMHCs in the state, Prestige Health Choice is a capitated provider service network focused on providing high-quality care for Florida Medicaid enrollees. As of August 1, 2014, the state of Florida completed the rollout of its Statewide Medicaid Managed Care Program. Prestige currently serves over 275,000 members in 55 counties and is one of the largest Medicaid managed care plans in the state. It utilizes innovative provider partnerships to improve access to care and positively impact health outcomes of its members. Prestige leverages Health Choice Network of Florida’s advanced technology solutions and the latest health information technology to improve the efficiency of care. Prestige is accredited by the Accreditation Association for Ambulatory Health Care (AAAHC) and actively supports the Patient-Centered Medical Home model.

Prestige currently serves over 275,000 Florida Medicaid patients.

South Florida Regional Extension Center
SouthFloridaREC.org
GUIDING MEANINGFUL USE

Serving more than 3,000 members from Key West to Vero Beach, the South Florida Regional Extension Center (SFREC) was created specifically to help local physicians and health care providers become meaningful users of certified electronic health record (EHR) technology. It is a vendor-neutral entity that provides technical assistance and expert guidance on EHR adoption. SFREC is the first Regional Extension Center in Florida — and only the fifth in the nation — to meet all three federally mandated milestones for EHR adoption. By putting the new technology to work in improving patient care, SFREC members have also earned more than $46 million dollars in Medicare and Medicaid incentive payments. SFREC is funded by the Office of the National Coordinator of Health Information Technology and is governed by a steering committee composed of South Florida physicians and health care leaders.

A Tradition of Partnership

20 years ago, Health Choice Network of Florida was formed on the simple premise of strength through collaboration. Today, we are proud to work with so many wonderful partners, including managed care provider groups such as:

- Magellan Health
- Amerigroup
- Careplus Health Plans
- Sunshine Health
- UnitedHealthcare

Through these partnerships, our health centers are able to provide quality services while creating a medical home for Medicaid and Medicare members. Our eight-year partnership with Magellan Health has resulted in more than 110,000 members receiving prepaid mental health services in Miami-Dade County in 2014.
20 Years of Finance

Shared financial services that help our member centers thrive.

There is certainly a business side to health care. And together, we all benefit from a broad array of financial services designed to build stronger bottom lines — from Central Accounting and Revenue Cycle Management tools to Financial Analysis and Payroll services.

<table>
<thead>
<tr>
<th>Health Choice Network of Florida Funding Sources 2013-2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>58% Grants and Contracts</td>
</tr>
<tr>
<td>34% Member Support</td>
</tr>
<tr>
<td>9% Other Revenues</td>
</tr>
</tbody>
</table>

Together we are building a strong financial infrastructure for sustainability.
From humble beginnings, Health Choice Network of Florida has grown into a powerful alliance of 23 community health centers, behavioral health care centers and homeless health care centers that serve nearly half a million “safety net” patients across the state.
Working together, we are impacting the lives of the medically underserved in our communities.