Our Mission

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

Declaración de la Misión

Brindar un cuidado de salud compasivo, accesible, y calidad de servicios culturalmente competentes a las personas del sur de la Florida.

Declarasyon de Misyon

Pou delivre services de santé de qualité sûrs compatissants accessibles et culturellement compétents aux gens de Floride du sud.

“Patient Care Comes First”
# ANNUAL REPORT

## TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Letter From the Chair</td>
<td>2</td>
</tr>
<tr>
<td>Letter From the CEO</td>
<td>3</td>
</tr>
<tr>
<td>Board of Directors</td>
<td>4-5</td>
</tr>
<tr>
<td>CHI Executive Staff</td>
<td>6-8</td>
</tr>
<tr>
<td>Who do we SERVE</td>
<td>9-10</td>
</tr>
<tr>
<td>Complete Health Care Services</td>
<td>11</td>
</tr>
<tr>
<td>2007 High Lights</td>
<td>12-19</td>
</tr>
<tr>
<td>Financials</td>
<td>20-21</td>
</tr>
<tr>
<td>Educational Affiliations</td>
<td>22</td>
</tr>
<tr>
<td>Locations</td>
<td>23-24</td>
</tr>
</tbody>
</table>
Greetings:

We come to the conclusion of another successful year of offering health service to the South Florida neighbors. The CHI Board of Directors salutes our adjacent communities with great pleasure for confiding in us to represent you at this level. The administration and staff have worked diligently to provide you with all the services they can offer our people. Community Health of South Florida, Inc. is a workforce of great men and women who work together with one goal in mind, our community, and our people. We are never too tired to extend a helping hand to those who seek us. The 37 years of service we are celebrating this year proves that we were, are, and will continue to be here for each and every one of you who asks for health assistance.

We are forever grateful and would like to say thank you to all the partners that sponsor our institution, and make it possible to serve our community. Each and every one of them contributes to our success and deserves our most sincere gratitude.

The administration, the staff, and the Board of Directors work diligently to accomplish the level of excellence this center achieves in our community. We are more than a community health center in an area with needs; we strive to be the best we can be. We live and emphasize our motto: “Patient Care Comes First”.

On behalf of the Board of Directors, we want to say thank you for trusting us.

Sincerely,

Luis Mario Torrèns
Chairman of the Board

June 16, 2008
Greeting

This has been a defining year for our organization. The name change from Community Health of South Dade, Inc. to COMMUNITY HEALTH OF SOUTH FLORIDA, INC., reflects the broader focus of our mission to include service to areas beyond Miami-Dade County.

On June 5, 2007, we opened the CHI Marathon Community Health Center in the Florida Keys. The Keys now has a reliable source of primary health care, including Family Medicine, OB/GYN, and Dental Services, for all of its residents, especially the uninsured and the underserved populations. These services are made possible through our partnership with Fisherman’s Hospital Association which provided the facility and start-up funding for the center. Of course, we express our gratitude to the Bureau of Primary Health Care, HRSA and the Health Foundation of South Florida for their generous funding support for the Marathon Health Center operations.

As we reflect upon our accomplishments during the past year, it is appropriate to express our sincere appreciation to the many supporters who have contributed to our success. First, our dedicated Board of Directors has provided the direction and encouragement so essential to addressing the needs of the communities that we serve. Second, the funding agencies have provided the resources which allow us to staff the many programs and services at the seven community health centers and seventeen schools. Third, we have been blessed with a dedicated staff of professionals who are committed to serve the most needy in our service area.

Community Health of South Florida is proud to share this annual report which provides a snapshot of our organization.

Sincerely,

Brodes H. Hartley Jr.
President/CEO
BOARD OF DIRECTORS

Brodes H. Hartley, Jr.
President/CEO

Luis Mario Torrens
Chair

David Young, Sr.
1st Vice Chair

Lizzierene Pope
2nd Vice Chair

Joseph L. James
Treasurer

Juanita Smith
Secretary
BOARD OF DIRECTORS

Carolyn Taylor-Pates
Alma Humphrey
Joycilda Williams
Jose Zayas
Walter M. Hagan
Helen Bhagwandin
Preston Cowins
Susan E. Webster, PhD

Also proud Members of the Board (Not Pictured)

Nancy Rivera
Anita Youngkin
Marv Schindler
Sandra Alamilla

Esther Alvarado
Maria Del Carmen Elizalde
Jasmin Rojas
Executive Staff

Brodes H. Hartley, Jr.
President / CEO

St. Anthony Amofah, MD, MBA, CHCQM
Chief Medical Officer

Wilson Washington, MSM
Vice President for Behavioral Health Services

Hermine Pollard
Vice President for Satellite Services

Mae Goins, RN, MSN
Vice President for Nursing Services & School Health Programs
Executive Staff

Robert B. Johnson, DDS
Director of Dental Services

Sean St Louis, BS
Director of Finance and Managed Care

Romanita Ford, BS
Director of Marketing and Public Relations

Blake Hall, MBA
Director of Planning and Development

Marilyn Taylor-Duncan, RN
Risk Manager

Beatrice Fernandez, RN, MBA
Director of School Base Health Program
Executive Staff

Ida Hernandez
H.R. Manager

Maurice Hamilton
Chief of Security

Rafael Nieves
Director of Logistics

Juan Cruz
MIS Manager

Natalie Windsor
Administrative Assistant
Who do we serve?

During 2007, CHI provided integrated health care services for over 58,000 culturally and linguistically diverse residents of South Miami-Dade County and the Florida Keys, representing over 261,000 patient care visits.

ETHNICITY:

- Hispanic or Latino: 54%
- Black/ Non Hispanic: 33%
- Anglos/ Non Hispanic: 9%
- Other: 4%
PRIMARY & BEHAVIORAL HEALTH CARE SERVICES

- Family Health
- Pediatrics
- Immunizations
- Dental
- OB/GYN
- Pharmacy
- Vision
- Hearing
- X-Ray
- Laboratory
- Nutrition Counseling
- School Based Health Care
- Transportation
- Homeless Program
- HIV/AIDS
- Mental Health Services (child/adult)
- Crisis Intervention & Stabilization
- Day Treatment
- Individual & Group Counseling
- Medication Management & Assistance
- Detox (24 hours)
- Social Services
- Substance Abuse
- Case Management
- Migrant Health Care
- Healthy Start
- Community Health Promotions & Education
- WIC Services on Premises
- Ambulatory Walk-In Services
- Urgent Care
On February 22, 2007, the CHI Board of Directors unanimously passed a motion to change CHI’s name from Community Health of South Dade, Inc. to Community Health of South Florida, Inc. “This marks a great time for CHI as we expand our service area from Miami-Dade County to all of the residents of South Florida, including the Florida Keys,” says Brodes Hartley Jr., President and CEO. CHI currently operates seven health centers and provides health services in seventeen schools in South Miami-Dade County. Many new opportunities for growth exist through collaboration. “In a time of limited resources, collaboration is key and CHI is working with several community partners to develop and provide the best quality care to the people we serve,” says Blake Hall, Director of Planning and Development for CHI, “and the change of our name represents the direction we’re going and the population we will serve.” CHI’s name change was effective on May 1, 2007.
The good news finally arrived! Community Health of South Florida, Inc. (CHI) was awarded two grants to serve the uninsured and underinsured in Monroe County. Through a new access point grant via the Bureau of Primary Health Care (BPHC) and the Health Foundation of South Florida, CHI received a total amount of $949,191 to provide quality healthcare to the residents of the Florida Keys. The grant award helped support staff salaries, equipment and startup costs.

At CHI’s Marathon Health Center, residents and visitors are able to receive primary care services from 8:30am to 7pm on Tuesdays and Thursdays, 8:30am to 5pm on Wednesdays and Fridays and from 10am to 2pm on Saturdays. The Marathon Health Center is located at 2855 Overseas Highway (mile marker 48.5).

CHI offers healthcare to all people, of all ages, regardless of ability to pay and offers a sliding fee scale for the uninsured.

"CHI has provided much needed health services to the underserved residents of South Miami-Dade County and our partnership with the Health Foundation of South Florida will help make an impressive impact in Monroe County" says Brodes Hartley, Jr., CHI’s President and CEO.

The Health Foundation of South Florida, a not-for-profit grant making foundation, is dedicated to expanding access to affordable, quality health care and providing funding that directly benefits the health and well being of underserved individuals in Broward, Miami-Dade and Monroe Counties. Since its inception in 1993, the Foundation has awarded more than $70 million in grants and direct program support.
Health Connect in Our Schools (HCiOS) assists in the well being and future of Miami-Dade County’s children by promoting access and the use of quality health services. Creating healthy lives, HCiOS is a comprehensive, quality-driven health initiative lead by The Children’s Trust, Miami Dade County Public Schools, Miami-Dade County Health Department and several community agencies. Community Health of South Florida Inc. is one of eleven agencies funded by the Children's Trust to bring this project to life. Launched in 2006, Health Connect in Our Schools is being implemented in three phases. Phase I: 2006-2007, Phase II: 2007-2008, and Phase III: 2008-2011. To date, Community Health of South Florida has 16 HCiOS sites, actively operational from West Miami to Kendall and the Homestead area. Each school is served by a Health Team that consists of an Advanced Registered Nurse Practitioner, Health Aide/Patient Care Technician, and Social Worker.
Dear Friends,

The Board of Directors and Staff of Community Health of South Florida, Inc. (CHI) would like to sincerely thank you for your support of our annual fundraising event, the Robert Bailey / Glen Rice Celebrity Golf Tournament. This year’s event was hosted at Doral Resort and Spa by Robert Bailey, Glen Rice and CHI Staff.

CHI is proud to announce that this year’s tournament was a great success, as over 140 golfers enjoyed a stellar day. Your generosity and contribution was very instrumental in the success of this year’s fundraising efforts. The partnership that has been established will enable CHI to continue meeting the health care needs of South Florida.

Sincerely,

Brodes H. Hartley Jr.
President/CEO
National Health Center Week was celebrated August 5-11, 2007. The special week recognized the service and contribution of Community, Migrant, Homeless and Public Housing Health Centers. The theme for 2007 was “Your Health Care Home,” directly speaks to linking the South Florida community to a medical home. Health centers have served as health care homes for over 40 years, providing continuous primary and preventive care that reduces the risk health care disparities and lowers the overall potential cost of health care. CHI continues to expand to reach to more people by removing geographic, language, and cultural barriers for all residents of South Florida. Currently, health centers serve nearly 16 million patients nationally, while continuing to provide quality, low cost, accessible care.

In recognition of National Health Center Week, Community Health of South Florida kicked off the week with several events: On August 4th, CHI hosted “School Health Physical Day,” at six of our seven locations; Doris Ison, Martin Luther King Jr. Clinica Campesina, Naranja Health Center, South Dade Health Center, Everglades and Marathon Health Centers. On August 6th, Florida State Representative Mario Diaz-Ballart visited our Martin Luther King Center. On August 11th, CHI, Southland Mall, Miami-Dade Team Metro and the Cutler Bay Police Department hosted our annual “Back to School Health & Cultural Awareness Festival” at Southland Mall.
On November 30, 2007, CHI hosted our annual World AIDS Day Festival. The event was opened by Brodes Hartley, President & CEO and was hosted by Wilson Washington, Vice President for Behavioral Health. Following the traditional lighting of the candle, Mrs. Betty Rolle spoke to guests. The event was made possible by donations through Glaxo-Smith Klein and with the support of the Miami-Dade County Department of Cultural Affairs and the Cultural Affairs Council, the Miami-Dade County Mayor and Board of County Commissioners.

CHI launched our website in August 2007, Community Health of South Florida has officially made our global mark. “The website was designed to inform the public of our services and our many locations,” “Soon it will become an interactive website where patients can schedule appointments, request transportation and even make payments all via our secure website. Through working with a great team at Health Choice Network, we were able to create a beautiful website.” Congrats CHI!
AmeriCorps / HealthCorps 2007-2008!

Community Health of South Florida, Inc. (CHI) now serves as the host center for forty (40) AmeriCorps volunteers. The members’ main goal is to provide support and assistance in increasing patient access and utilization. Valuable experience, friendships and long lasting memories are gained as members assist multiple community health centers in providing health education and promotion, migrant health, outreach and school based programs, translation, appointments, case management, and increasing and strengthening volunteerism.

AmeriCorps is part of a tradition of service which represents America at its best-making a lasting difference while promoting the values of community. In exchange for member services, the volunteers receive extensive training and professional development. CHI takes pride in developing the healthcare professionals of tomorrow.
In Mid 2007, CHI Board of Directors and President/CEO made an executive decision to purchase CareNet from the Health Choice Network.

CareNet discount health program was created to meet the healthcare needs of the working uninsured and underinsured. The program benefits individuals and their family members who cannot afford regular health insurance because of income, health status, age, migratory and/or residency status. CareNet is contracted with a network of providers that are Joint Commission (JC) accredited.
# Income Statement

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grant revenue</td>
<td>19,737,418</td>
<td>17,624,059</td>
</tr>
<tr>
<td>Net patient revenue</td>
<td>18,973,219</td>
<td>14,367,698</td>
</tr>
<tr>
<td>Other revenue</td>
<td>313,900</td>
<td>427,385</td>
</tr>
<tr>
<td>Donated facilities</td>
<td>1,380,000</td>
<td>1,380,000</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>40,404,537</strong></td>
<td><strong>33,799,142</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Expenses:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and benefits</td>
<td>23,626,612</td>
<td>21,916,513</td>
</tr>
<tr>
<td>Other than personnel services</td>
<td>11,694,564</td>
<td>9,344,985</td>
</tr>
<tr>
<td>Rent - In Kind</td>
<td>1,380,000</td>
<td>1,380,000</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>36,701,176</strong></td>
<td><strong>32,641,498</strong></td>
</tr>
</tbody>
</table>

Operating income prior to  
 depreciation and amortization | 3,703,361 | 1,157,644 |
Depreciation and amortization  | 448,029    | 370,559    |
**Increase (decrease) in unrestricted net assets** | **3,255,332** | **787,085** |

Unrestricted net assets at beginning of year | 3,022,931 | 2,235,846 |
Unrestricted net assets at end of year    | 6,278,263  | 3,022,931  |
# Balance Sheet

## Assets

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>1,647,772</td>
<td>173,264</td>
</tr>
<tr>
<td>Patient accounts receivable, net</td>
<td>1,869,112</td>
<td>2,142,913</td>
</tr>
<tr>
<td>Grants receivable</td>
<td>1,076,951</td>
<td>981,008</td>
</tr>
<tr>
<td>Pharmaceutical inventory</td>
<td>435,383</td>
<td>225,971</td>
</tr>
<tr>
<td>Prepaid Insurance</td>
<td>316,576</td>
<td>191,719</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td><strong>5,345,794</strong></td>
<td><strong>3,714,875</strong></td>
</tr>
<tr>
<td>Investments</td>
<td>610,898</td>
<td>11,139</td>
</tr>
<tr>
<td>Other receivables</td>
<td>7,736</td>
<td>22,744</td>
</tr>
<tr>
<td>Property, plant and equipment, net</td>
<td>4,794,095</td>
<td>3,878,481</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>10,758,523</strong></td>
<td><strong>7,627,239</strong></td>
</tr>
</tbody>
</table>

## Liabilities and Net Assets

### Current Liabilities

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts Payable</td>
<td>1,343,080</td>
<td>1,458,197</td>
</tr>
<tr>
<td>Accrued payroll costs</td>
<td>1,690,663</td>
<td>1,413,869</td>
</tr>
<tr>
<td>Amount due to affiliate, current</td>
<td>619,205</td>
<td>208,968</td>
</tr>
<tr>
<td>Notes payable, current</td>
<td>101,460</td>
<td></td>
</tr>
<tr>
<td>Refundable advances</td>
<td></td>
<td>661,881</td>
</tr>
<tr>
<td>Line of Credit</td>
<td>300,000</td>
<td>300,000</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td><strong>4,054,408</strong></td>
<td><strong>4,042,915</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Note payable, non-current</td>
<td>180,251</td>
<td></td>
</tr>
<tr>
<td>Amount due to affiliate</td>
<td>245,601</td>
<td>561,393</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>4,480,260</strong></td>
<td><strong>4,604,308</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Unrestricted Net Assets</strong></td>
<td><strong>6,278,263</strong></td>
<td><strong>3,022,931</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td><strong>10,758,523</strong></td>
<td><strong>7,627,239</strong></td>
</tr>
</tbody>
</table>
Educational Affiliations

CHI offers training and practical experience to Family Medicine Residents from NOVA Southeastern University, Pediatric Residents from Miami Children’s Hospital and medical students from the University of Miami and Ross University. Other experience are provided to Pharm. D students from Florida A & M University, Advanced Nurse Practitioner Students from Barry, Florida International University and the University of Miami. In addition, nursing students, medical assistants, radiology technologist, laboratory technologist, social workers and psychology students, are offered training and practical experience at CHI facilities.
CHI Locations:

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

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

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

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

★ Behavioral Health Care Center
10300 SW 216th Street
Miami, FL 33190
(305) 252-4841

★ West Perrine Health Center
18255 Homestead Ave.
Perrine, FL 33157
305) 234-7676

★ Health Centers

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

★ Marathon Health Center
2855 Overseas Hwy.
Marathon, FL 33050
(305) 743-4000

★ CHI School Based Programs:

★ H.A. Ammons Middle School
17990 SW 142nd Avenue
Miami, FL 33177
305-252-2193

★ John Ferguson Senior High School
15900 SW 56th Street
Miami, FL 33185
305-752-0834

★ G. Holmes Braddock Sr. High School
3601 SW 147th Avenue
Miami, FL 33185
305-552-6205

★ West Miami Middle School
7525 SW 24th Street
Miami, FL 33135
305-261-9986

★ Campbell Drive Elementary School
15790 SW 307th Street
Leisure City, FL 33033
305-246-5617

★ West Homestead Elementary School
1550 SW 6th Street
Homestead, FL 33030
305-245-1368

★ Laura Saunders Elementary School
505 SW 8th Street
Homestead, FL 33030
305-242-0973

★ R.R. Moton Elementary School
18050 Homestead Avenue
Perrine, FL 33157
305-238-9520

★ Dorothy Wallace COPE South
10225 SW 147th Terrace
Miami, FL 33176
305-233-1044 main number
305-253-8073 direct line

★ William A. Chapman Elementary
27190 SW 140 Avenue
Homestead, FL 33032
305-245-1331

★ Dr. Bowman Foster Ashe Elementary
6601 SW 152nd Avenue
Miami, FL 33193
305-382-8760

★ Jane Roberts Elementary
14850 SW Cottonwood Circle
Miami, FL 33185
305-220-8254 Option #3

★ Flagami Elementary School
920 SW 76th Ave
Miami, FL 33144
305-261-1184

★ Campbell Drive Middle School
900 NE 23rd Avenue
Homestead, FL 33033
305-245-8751

★ South Dade Sr. High School
28401 SW 167th Avenue
Homestead, FL 33030
305-247-4244 ext 2134

★ Homestead Senior High School
2351 SE 12th Avenue
Homestead, FL 33034
305-242-2244

★ Colonial Drive Elementary
10755 SW 160 Street
Miami, FL 33157
305-235-7284

★ “Patient Care Comes First”

★ School-Base Programs
Community Health of South Florida, Inc.

thank our many dedicated

Patients, Board of Directors,

Advisory Boards,

Funding Agencies,

Community Partners,

Community Health Foundation,

Sponsors, Supporters, Volunteers, and the

CHI Staff and their Families.

“Patient Care Comes First”
Community Health of South Florida Inc.

LOCATIONS

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

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

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

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

Behavioral Health Care Center
10300 SW 216th Street
Miami, FL 33190
(305) 252-4841

West Perrine Health Center
18255 Homestead Ave.
Perrine, FL 33157
305) 234-7676

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

Marathon Health Center
2855 Overseas Hwy.
Marathon, FL 33050
(305) 743-4000

“Patient Care Comes First”