



COMMUNITY HEALTH
of SOUTH FLORIDA, INC.



ANNUAL REPORT 2018

**LAYING THE FOUNDATION
FOR THE FUTURE**

PRESIDENT'S *Message*



The heart of our operation lies within the restored health of our patients. It is the foundation for all that we do at Community Health of South Florida, Inc. (CHI). They include a tearful mother who holds her feverish baby in her arms and finds CHI's pediatric team willing to help her regardless of her ability to pay. It's the compassionate care an HIV patient receives through our Comprehensive AIDS Resources and Education Services. It's the support a diabetic man receives from Christopher Edouard, one of our providers, who understands his pain, because before becoming a nurse practitioner, Mr. Edouard was also a CHI patient. It's in the smile of a young girl whose mental health was restored after she had quietly contemplated suicide because of bullying. It's in the stories of the individuals we see and save every day that is the key to our success and the main reason we rely on continuous financial support from governments, corporate partners and individuals.

This year, we were fortunate that our Senate and Congressional leaders on both sides of the aisle worked together to ensure that Community Health Centers, like CHI, have the funding we need to carry out our mission. In August, we received a generous gift of \$100,000 from the Cornerstone Group along with support from Miami-Dade Commissioner Dennis Moss to help build the Children's Crisis Center. CHI is committed to making the Children's Crisis Center a reality. We hope to

break ground this year so that families have the intensive treatment that is needed for children with severe mental health issues.

When patients seek treatment at CHI, it is sometimes at the most critical time in their lives. They depend on our excellent level of care. In 2018, our dedicated and experienced staff of 700 responded to the medical needs of more than 82,000 patients. Nationally, CHI consistently earns top marks with its accredited programs. In May, CHI captured the national spotlight when House Speaker Nancy Pelosi (D-Calif) chose to tour our facility and in her opening remarks referred to CHI as a "model for our nation...in every way." Our Teaching Health Center graduated its second class of residents in 2018 and became an ACGME accredited program. All the grads passed their boards. Plus, in 2018, the Health Resources and Services Administration (HRSA) recognized CHI as a Health Center Quality Leader, placing us among the top 30 percent of Federally Qualified Health Centers nationwide in clinical quality measures.

Despite all of this, we continue to push for growth and improvement to our patient services. We will begin our Coconut Grove expansion project to better serve this community in 2019. Our health center at 3831 Grand Ave. will nearly double in size after the completion of this project. This will lay the foundation for us to offer more services. Parking is almost always an issue in South Florida and CHI holds firm on its promise to our patients by providing easier access to our health centers. This year, we completed the expansion of the parking lot at our Doris Ison Health Center and we recently added lifts to our West Kendall Health Center to increase parking availability. The same was added previously to the South Miami Health Center. West Kendall, South Miami and Coconut Grove Health Centers also offer free valet parking. CHI was founded in 1971 to ensure that everyone has access to quality care and we remain committed to that goal.

Optimistically Yours,

Brodes H. Hartley Jr.
President and CEO

CHI'S PLANNED CHILDREN'S CRISIS CENTER AIMS TO TREAT MENTAL ILLNESS

Alina cares for children who have been physically and mentally harmed by the people who are supposed to protect them – their parents or extended relatives. When children are placed in Alina's care, they are often bearing emotional scars and physical wounds. They carry mental traumas and as a Specialized Therapeutic Foster Care mother, Alina knows it's these invisible wounds that take a long time to heal.

"The children in my care are often under medication, have anger or aggressive behavior due to parental abuse," she said. "They are sometimes violent physically or cut themselves. They are often victims of abuse by their parents or caretakers who have beaten them or traumatized them physically or mentally."

That's why Alina knows first-hand the importance of having a Children's Crisis Center available in South Dade. She said children who are at-risk of harming themselves or others are often denied immediate care because of where they live. Alina also said children in South Dade are further traumatized when they are isolated and expected to wait for a bed to open at a facility far away from their homes.



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Community Health of South Florida Inc. (CHI) wants to do more to help children receive excellent mental health treatment closer to home by announcing its plans to open a one-story, 20-bed Children's Crisis Center in the heart of an underserved community in South Dade. The Children's Crisis Center at CHI's main campus, 10300 SW 216th St. Miami, FL 33190, would specialize in treating children who demonstrate early signs of mental illness. Some South Florida families must travel more than 100 miles to access licensed medical professionals who are experienced in treating children who are abused or have severe behavioral health issues.

Alina, 56, began working with these special needs children six years ago thanks to a friend who had been serving as a foster mother. At the time, Alina said she could not imagine taking on such a responsibility. Now, she has gone above and beyond taking in children whose care requires constant supervision and special training. Alina is more than a foster mother. She is proud to call one of those children her son. Recently, she adopted Adrian. He came to her from a violent, unstable home where he did not have any consistency, rules or even set meal times.

OUR FOCUS

Children's Crisis Center



“Even though the court gave his mother every chance for reunification, in the end, the court agreed to let me adopt him. He’s been doing so well. He’s about to turn 12. He’s been in my home since he was 7,” she said. “I know I can’t fix the whole world, but I can at least help these children. In my house, I cook everyday and we eat together as a family.”

Alina added that shared meal times are an important foundation for a strong family. She currently houses two additional foster sons, and hopes to adopt another son later this year. Many of her foster children come to her with stories of horrific trauma. One child told her that his parents tied him to a chair in a dark room for hours when he did not follow directions. Another child came to her with so many scars and bruises from his parents beating him, that he could not sit down for a week.

“Mental health therapy is needed and, fortunately, we will now have a place nearby where that care will be immediately available,” Alina said.

Jean D. Pierre, Vice President and Chief Behavioral Health Officer, said many families would soon receive the care they need. CHI is *laying the foundation for the future*. Groundbreaking on the new facility is expected later this year and the hope is that it will begin serving children and their families by mid 2020.

“There’s definitely a need for more funds to help address mental health among children, not just as a result of the Marjory Stoneman Douglas shooting, but because there is a need to address these mental health issues early on,” Pierre said. “It’s easier to address problems early so that these children can grow up to become productive adults.”

South Floridians recognize the importance of treating mentally ill children because when one child is at risk, we may all be at risk. This year marked a grim and tragic anniversary: the Parkland shooting that took the lives of 17 students and staff members. On a day meant to celebrate love, South Florida was collectively scarred by this violent act. Unfortunately, many other acts of violence involving children have since followed.

Lack of funding to address mental health issues was cited as a top concern, according to a recent government report. The Governor’s Task Force report published in November of 2017 found that “Florida has consistently ranked between 48 and 50 out of 52 states and territories in per capita federal funding for mental health.”

“We are in crisis mode at this particular time because of a lack of adequate facilities for dealing with people who are at risk to themselves or at risk to others,” said Brodes H. Hartley Jr., President/CEO of CHI. “It will need total community support.”



(right) Alina and her son Adrian celebrate his 12th birthday.

(left) The new Children’s Crisis Center at CHI would be an in-patient 20 bed facility offering intensive behavioral health treatment for kids.





(left) Community Health of South Florida, Inc. staff wore red on Red Alert Day on February 2nd to highlight the need for funding Community Health Centers.

(below) On May 3rd, CHI received a visit from U.S. House Speaker Nancy Pelosi (D-Calif) who referred to CHI as a "model for our nation...in every way." Candidate Debbie Mucarsel-Powell hoped to join Pelosi in Washington.



(right) CHI's Annual Celebrity Golf Tournament on April 27th helped raise money for the Children's Crisis Center.



(right) CHI celebrated its foster parents with a special brunch on May 19th. CHI is the largest specialized therapeutic foster care program in Dade County.



(left) Dr. Elizabeth Philippe, ADME, Family Med. Program Director, watches as Brodes H. Hartley Jr., President/CEO presents the white coat to new resident, Dr. Jana Erika Cua on June 29th.



(left) The dental department donned capes to signify healthcare heroes, the theme for National Health Center Week, August 11 - 18th.

HIGHLIGHTS

2018



(above, L to R) CHI's second class of residents graduate from the Brodes H. Hartley Jr. Teaching Health Center. Dr. Raul Molina, Dr. Lisa Lownsbury, Dr. Jean Mandat, Dr. Amy Bebarwi, Dr. James Pfeifer and Dr. Au-Co Nguyen, on June 15th.



(left) On August 1st, CHI received a generous gift of \$100,000 from the Cornerstone Group along with support from Miami-Dade Commissioner Dennis Moss to build the Children's Crisis Center.

2018 ACCOMPLISHMENTS



- Cared for 82,638 unduplicated patients with 282,435 visits.
- Health Resources and Services Administration recognized CHI as a Health Center Quality Leader and ranked among the top 30 percent for clinical quality measures nationwide.
- CHI received a generous gift of \$100,000 from the Cornerstone Group along with support from Miami-Dade Commissioner Dennis Moss to build the Children’s Crisis Center.
- The Brodes H. Hartley Jr. Teaching Health Center graduated six residents from its program and welcomed 12 more residents.
- CHI Leaders were presented with an American Heart Association award for improving awareness, detection and management of high cholesterol.
- CHI's Dr. Saint Anthony Amofah and team were featured in a national medical journal, *The American Medical Association Newswire* for their work on a new blood pressure monitoring system to help patients.
- Offered free HIV testing with more than 4,689 patients using this service.
- CHI pharmacies filled a total of 328,648 prescriptions in 2018 and delivered 9,434 medications.
- 67 adult and youth volunteers worked nearly 12,471 hours at a value of \$307,915.
- Implemented a new Patient Portal to allow patients to access their medical records and make appointments online.
- The Vision Department was outfitted with new retinal imaging technology.
- CHI completed the expansion of the parking lot at the Doris Ison Health Center.
- Installed parking lifts at South Miami and West Kendall Health Centers to increase parking availability for patients.
- Invested \$1 Million in upgrading its Telephone, Wifi, & Computer Infrastructure.

PATIENT DEMOGRAPHICS

- Male 43%
- Female 57%
- Children 0-17 41%
- Adults 59%
- Hispanic 62%
- Black non Hispanic 19%
- White non Hispanic 9%
- Other races and unreported/refused 16%
- Patients best served in a language other than English 39%
- % of patients below the 200% poverty level 46%

UNINSURED STATUS

- Uninsured 58%
- Medicaid 18%
- Medicare 4%
- Private Insurance 20%

REVENUES

	2018	2017
Grant Revenue	\$38,046,882	\$33,999,943
Patient Revenue	\$30,472,170	\$32,428,070
Other Revenue	\$2,741,789	\$3,326,547
Total Revenue	\$71,260,841	\$69,754,560

CHI LEADERSHIP

Board of Directors

(Back L-R) Jeffrey Coldren, 1st Vice Chair; Arjun Saluja, Chairman; Carlo Saint Cyr, Treasurer; Paul Herdman; Andre Reid; Cesar V. Caicedo.

(Front L-R) Henry Givens; Makissa Lewis; Rosario Hill; Brodes H. Hartley, Jr., President/CEO; Susan Squella Scott, Secretary; Luis Torrens, 2nd Vice Chair; Carolyn Taylor Pates.

Absent: Teresita Roldan; Lu Ann Cumbie-Patterson; Maria Garza; Alejandro Gonzalez



Corporate Staff

(Center Photo: Back L-R) Tiffani Helberg, VP for Communications; Jean Pierre, VP and Chief of Behavioral Health; Jeremy Radziewicz, VP for Finance; Jose Carmona, IT Director; Yvette Casas, Director of Managed Care; Carolina Castillo, HR Director; Maurice Hamilton, Chief of Security; Toni Bowen McDuffy former Pharmacy Director; Dr. Saint Anthony Amofah CMO/DIO/Senior VP; Dr. Sheri Watson-Hamilton, DMD Director of Dental Services; Patricia Philippe RN, Director of Education and Infection Prevention and Control; Armando Hall, Laboratory Manager; Peter Wood, Director of Planning and Development.

(Center Photo: Front L-R) Sandra Reyes, Director of Patient Services; Juan Reyes, Assistant VP for Risk Compliance; Romanita Ford, Director of Community Affairs and Government Relations; Monica Mizell RN, VP and Chief Nursing Officer; Brodes H. Hartley Jr., President/CEO; Kim James, Chief of Staff; Allison Madden, Assistant VP of Performance Improvement; Blake Hall, Chief Operating Officer, Executive VP; Eunice Hines, Director for Migrant Health and Outreach Services.

Executive Staff

(Bottom Photo: Back L-R) Dr. Sheri Watson-Hamilton DMD, Director of Dental Services; Jeremy Radziewicz, VP for Finance; Carolina Castillo, HR Director; Dr. Saint Anthony Amofah CMO, DIO, Senior VP; Tiffani Helberg VP for Communications.

(Bottom Photo: Front L-R) Jean Pierre, Chief and VP of Behavioral Health; Monica Mizell RN, VP and Chief Nursing Officer; Brodes H. Hartley Jr., President/CEO; Kim James, Chief of Staff; Blake Hall, Chief Operating Officer, Executive VP.



FROM PATIENT TO PRACTITIONER

Christopher Edouard picks up his cell phone. On the other line, a woman is in tears. She's in her 40s and has recently been diagnosed with breast cancer. It is a diagnosis that has her questioning everything in her life, even if she will go on living. Edouard is no stranger to these phone calls. This is when his profession feels more like a calling.

Edouard is a nurse practitioner at Community Health of South Florida, Inc. Edouard has been working at CHI for nearly three years and has 11 years of experience in the nursing field. But on this day, he's delivering hope to a desperate patient, a mother, who wonders who will care for her children if she's gone. Her pain is exacerbated because she would like to see an oncologist at a nearby hospital as soon as possible, but she's been told she will have to wait. She's afraid she's running out of time. Edouard listens with care and jumps into action. He coordinates with every other department at CHI. Within three hours, Edouard worked it all out and in a deep and soothing voice he answers the woman's call for help.

"It's done," he tells her. "You have an appointment in one hour with the oncologist." On the other end of the line is a grateful patient whose desperation has turned to hope. "Thank You. Thank You. Thank you," she says. Edouard is all smiles. This is why he is at work each morning at 7:30 a.m. This is why he often stays late, well after his 5 p.m. shift ends. Providing his patients with access to the best care motivates Edouard. That's because it was not that long ago that he was a desperate patient himself, fearful he would never live to be 21.

At age 9, Christopher Edouard describes himself as a "morbidly obese" child who suffered from fatigue and an embarrassing case of frequent urination. Edouard felt like an outcast at school. His parents made appointments with highly recommended doctors. The first doctor he saw concluded that Edouard was hyperglycemic and diagnosed his symptoms as Type 1 diabetes. Even with the insulin shots, Edouard still felt helpless.

By the time he was 18, he weighed nearly 300 pounds and his latest doctor had told him he only had three years left to live. Worst of all, his mother had changed jobs, leaving him without any health insurance. Edouard did not know how he would manage his diabetes without a doctor who could prescribe him insulin. Thankfully, CHI was there and in 2010, Edouard walked through those doors and met Dr. James Jones, the man he credits for reshaping the direction of his life and

laying the foundation for his future.

"He actually sat down with me and taught me how to take care of myself through diet and exercise. He taught me the difference between hypo- and hyper-glycemia," Edouard said. "It was the first time someone actually taught me that I could control my diabetes."

Edouard said this led him to learn more about the subject, earning nursing and masters degrees. While the degrees and knowledge have served him well, it's those desperate phone calls that keep him motivated. Edouard's compassionate care has saved countless lives.

"I make sure with my diabetic patients that I explain exactly what they need to know and I have even visited them in their homes to teach them how to care for themselves," Edouard said.

Now at 29 years old, Edouard is in a normal weight range. He runs and meditates to relieve stress and stay in shape. Edouard says he barely needs insulin and is in the best shape of his life. Edouard says he's willing to sacrifice his personal time for his patients because the rewards are priceless.

"I live for my patients. It's rewarding to know that my patients are going to live longer because I'm giving them the best care I can offer," Edouard said.

As for the woman who was diagnosed with breast cancer, Edouard said, "We got her to see an oncologist and she was tired of being pushed aside. I know what that feels like and now I can do something to help others."

(L-R) Dr. Saint Anthony Amofah presents Christopher Edouard with the CHI Provider of the Year Award.



SERVICES AND 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 35 school-based centers.

Services Provided

Primary Care
Pediatrics
Immunizations
OB/GYN
Urgent Care/Walk-in
Care Coordination
Vision

Pharmacy/Free RX Delivery
Medication Management & Assistance
Laboratory
Radiology
Dental
Behavioral Health (Adult/Child)
Insurance Enrollment

Crisis Intervention & Stabilization
Detox (24 hours)
WIC
Complimentary Transportation
Live Scan Fingerprinting

Special Programs

BREAST AND CERVICAL CANCER program focused on free and low cost breast and cervical cancer screening.

BUILDING HEALTHY COMMUNITIES targets families to provide insurance enrollment assistance as well as public assistance benefits.

CHI COMMUNITY INITIATIVE a service project that takes CHI teams from various specialties into the community's affordable housing centers.

COMPREHENSIVE BENEFIT ENROLLMENT for Miami Dade Families is a project that enrolls low-income families with children in a wide range of critical benefits and community-based supports.

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.

CHRONIC DISEASE SELF MANAGEMENT program teaches patients new skills for living better with chronic conditions.

ENABLING PROGRAM (VIVA BIEN) provides services to migrant seasonal farm workers and the homeless population in the South Dade and Everglades migrant communities.

FORENSIC SPECIALIST OUTREACH TEAM aims to get clients back out into the community. These are clients who have been deemed incompetent to proceed with their criminal trial or not guilty by reason of insanity.

HEALTHY BODY, HEALTHY SOULS (HBHS) screens, evaluates and educates women ages 18-65 on breast and cervical cancer.

JAIL DIVERSION PROGRAM aims to take non-violent offenders with mostly misdemeanors and mental health or substance abuse issues. They can opt into the year-long program instead of criminal prosecution or jail time.

JUMP START Collaboration between University of Miami and The Children's Trust provides mental health consultation to early learning childhood centers.

MIAMI DADE SCHOOLS GRANT providing mental health consultation for students at public schools in the South Miami Dade Region.

MIGRANT HEALTH services are provided at CHI's Everglades and South Dade Health Centers, located in Farmworker housing communities to decrease the limited access to health care and reduce barriers to care.

ORAL HEALTH OUTREACH, ENGAGEMENT AND SERVICE ACCESS FOR CHILDREN is designed to provide oral health education, preventive service access to children while making community partnerships and a dental home.

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.

SCHOOL-BASED HEALTH efficient and cost-effective health care services that bridge the gap, keeping our children strong, healthy and ready to learn.

SERVICE PARTNERSHIP is a program aimed at helping families reduce chronic absenteeism/truancy, youth violence and child abuse.

SHELTER PLUS PROGRAM is designed to aid the homeless in collaboration with the Miami Dade Homeless Trust to provide wrap around services to individuals in their program.

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.

SPECIALIZED THERAPEUTIC FOSTER CARE is an alternative to regular foster homes, group homes and psychiatric residential treatment for children with severe emotional disturbances.

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.-Fri. 3pm-10pm



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