

Annual Report 2015



A Note from the Founder, President & CEO

2015 has been a fast-paced and rewarding year, and I am gratified to continue our work with my colleagues at PanCare and in the communities we serve. I want us to celebrate our successes and confront the many challenges that face our organization as we continue to expand health care access for all in our six county service area. Among our key activities in 2015, PanCare has:



- Obtained AAAHC (Accreditation Association for Ambulatory Health Care) Ambulatory Care Accreditation for all PanCare medical and dental facilities.
- Received Medical Home Accreditation for all PanCare medical clinics from the Accreditation Association for Ambulatory Health Care.
- Served over 15,000 individual patients at our medical and dental sites.
- Completed construction of a new 8,200 square foot facility that now houses our new expanded dental clinic complete with 11 operatories and a new corporate office building. Both facilities were completed without PanCare incurring any long-term debt.
- Received a \$1,000,000 Capital Expansion Grant from HRSA to construct and equip a new medical and dental facility in Youngstown, Florida. Expected to break ground late 2016.
- Purchased an additional mobile dental unit to expand dental care within the schools and rural communities throughout our service area.
- Implemented behavioral health and primary health care integration within PanCare's medical clinics.
- In collaboration with the University of Florida and the Institute for Healthcare Improvement implemented a project that examines the cost and value of mental health integration focusing on depression in patients with chronic diseases.
- Implemented an expanded women's health program in PanCare's rural communities that provides access to mammograms and other services for indigent women.
- In conjunction with and utilizing a grant from the American Cancer Society-Bay County implemented a colorectal screening initiative.
- Initiated a program to certify all PanCare medical facilities as Diabetic Self Management Education Centers.

PanCare's Board and I remain deeply committed to supporting and benefitting our communities by providing high quality health care services to our patients through research, education, outreach and strategic investment. We are most grateful for your continued interest and work in helping PanCare achieve its goals and look forward to new opportunities in the New Year.

A handwritten signature in black ink, appearing to read 'R. Hill'.

R. Michael Hill
Founder, President & CEO

About Us

PanCare of Florida, Inc. (a.k.a. PanCare Health) is a 501(c)(3) nonprofit organization based in Panama City, Florida. We operate Federally Qualified Health Centers (FQHCs) in Bay, Calhoun, Holmes, Liberty, Walton and Washington counties to primarily serve people on Medicaid, Medicare, and those who are uninsured on a sliding scale. Our community health centers provide primary and urgent care, as well as dental care and mental health support. Our community health centers are currently in Blountstown, Bonifay, Bristol, Bruce, Chipley, Freeport, and Panama City, Florida. We are working with Gulf County health authorities in establishing medical and dental clinics in Port St. Joe and Wewahitchka, Florida.

MISSION

PanCare of Florida, Inc. is committed to providing a comprehensive system of quality health care services which is easily accessed by all persons and families within our service areas through an efficient, community-based network of caring professionals who assure the dignity and respect of each individual they serve.

Clinics

Blountstown (Calhoun County)

- PanCare Health (Medical)
16875 North Cayson Street. (850) 674-2244

Bonifay (Holmes County)

- PanCare Health (Medical)
495 St. Johns Road (850) 547-5547

Bruce (Walton County)

- Muscogee Creek Tribal Health Center (Medical)
278 A Church Road (850) 835-1015

Bristol (Liberty County)

- PanCare Health (Medical)
11033 NW State Road 20 (850) 643-1155

Chipley (Washington County)

- PanCare Health (Medical)
1414 Main Street, Suite 4 (850) 676-4926

Freeport (Walton County)

- PanCare Health (Medical & Dental)
479 East Highway 20 (850) 880-6568

Panama City (Bay County)

- PanCare Health (Medical)
2309 East 15th Street (850) 747-5272
- PanCare Health (Dental)
403 East 11th Street (850) 767-3350



Patient Encounters

- Medical: 23,680
- Dental: 18,262
- Behavioral Health: 1,376
- Total Encounters: 43,318
- Total Unique Patients: 15,202



2015 Patient Profile & Demographics

Patients by Race	Patients by Hispanic or Latino Ethnicity			Total
	Hispanic/Latino	Non-Hispanic/Latino	Unreported/Refused to Report Ethnicity	
Asian	26	199		225
Native Hawaiian	0	7		7
Other Pacific Islander	6	22		28
Black/African American	30	2,527		2,557
American Indian/Alaska Native	4	98		102
White	195	10,820		11,015
More than one race	50	476		526
Unreported/Refused to report race	593	55	94	742
Total Patients	904	14,204	94	15,202
Income as Percent of Poverty Level			Number of Patients	
100% and below			12,405	
101-150%			883	
151-200%			271	
Over 200%			265	
Unknown			1,378	
TOTAL			15,202	
Principal Third Party Medical Insurance Source		0-17 Years Old	18 and Older	
None/Uninsured		1,504	4,115	
Regular Medicaid (Title XIX)		2,744	4,803	
CHIP Medicaid		0	0	
TOTAL MEDICAID		2,744	4,803	
Dually eligible (Medicare and Medicaid)		0	397	
Medicare (Inclusive of dually eligible and other title XVIII beneficiaries)		0	1010	
Other Public Insurance Non-CHIP (County jail inmates and patients paid for by local third party Ryan White provider)		0	193	
Other Public Insurance CHIP		0	0	
TOTAL PUBLIC INSURANCE		0	193	
Private Insurance		61	772	
TOTAL NONE/UNINSURED, MEDICAID, MEDICARE, PUBLIC INSURANCE		4,309	10,893	

Financial Highlights

Health & Human Services Grant (medical, dental & behavioral health)	\$3,574,964.00
Gifts / In-Kind Goods (Direct Relief Supplies)	\$852,170.00
Allowances / Discounts to Patients.....	-\$6,363,829.00



New Mobile Dental Unit & Services

PanCare secured a mobile dental clinic to provide dental services in rural communities throughout Northwest Florida. PanCare purchased the 32-foot mobile dental clinic for just over \$200,000 to add to its fleet of three other mobile medical and dental clinics to serve the NW Florida community.

The new mobile dental clinic came just in time for National Community Health Centers Week providing PanCare a spotlight on local television stations. PanCare put the mobile clinic immediately to use for patients who do not have convenient access to dental care.



Within days of receiving the new mobile dental clinic, PanCare partnered with the Panhandle Area Education Consortium (PAEC) and other educational and nonprofit organizations by providing free medical and dental screenings to migrant workers and their families in Quincy, Florida.



PanCare Health Achieves AAAHC Accreditation for all Clinics

PanCare has achieved accreditation by the Accreditation Association for Ambulatory Health Care (AAAHC). Accreditation distinguishes PanCare's seven medical clinics in Bay, Calhoun, Holmes, Liberty, Walton and Washington Counties and two dental clinics in Bay and Walton Counties from many other outpatient facilities by providing the highest quality of care to its patients as determined by an independent, external process of evaluation. In addition, all seven medical clinics have received AAAHC Medical Home accreditation. This is a mark of excellence honoring the fact that PanCare Health adopts best practices and complies with nationally recognized standards of care. It provides comforting reassurance that patients will receive high-quality care when they need it.



Status as an accredited organization means PanCare has met nationally recognized standards for the provision of quality medical and dental care set by AAAHC. More than 6,000 ambulatory health care organizations across the United States are accredited by AAAHC. Not all ambulatory health care organizations seek accreditation; not all that undergo the rigorous on-site survey process are granted accreditation.

"We believe our patients deserve the best," says PanCare's President & CEO Mike Hill. "When you see our certificate of accreditation in our medical and dental clinics, you will know that AAAHC, an independent, not-for-profit organization, has closely examined our facility and procedures. It means we as an organization care enough about our patients to strive for the highest level of care possible."

Ambulatory health care organizations seeking accreditation by AAAHC undergo an extensive self-assessment and on-site survey by AAAHC expert surveyors – physicians, nurses, and administrators who are actively involved in ambulatory health care. The survey is consultative and educational, presenting best practices to the

organization to improve its care and services. “Going through the process challenged us to find better ways to serve our patients, and it is a constant reminder that our responsibility is to strive to continuously improve the quality of care we provide,” says Hill.

PanCare accepts Medicaid, Medicare and numerous private insurance at all of its medical clinics as well as Medicaid for children and adults, Delta Dental and many private insurance plans at its dental clinics. Patients with no insurance are charged for services on a sliding scale.

The **Accreditation Association for Ambulatory Health Care**, founded in 1979, is the leader in ambulatory health care accreditation with more than 6,000 organizations accredited nationwide. AAAHC accredits a variety of organizations including ambulatory surgery centers, office-based surgery centers, endoscopy centers, student health centers, military health care clinics, and large medical and dental practices. AAAHC serves as an advocate for the provision of high-quality health care through the development of nationally recognized standards and through its survey and accreditation programs. AAAHC accreditation is recognized as a symbol of quality by third-party payers, medical organizations, liability insurance companies, state and federal agencies, and the public.

Accredited as a Medical Home by



Veterans Saluted with Free Medical & Dental Care

All veterans in PanCare’s service area were invited to free medical and dental care at PanCare Health’s medical and dental clinics on November 6 & 11.

Free medical services included ear and eye exams, blood pressure checks, and screenings for blood sugar, oxygen levels and hemoglobin. Free dental services included exams, x-rays, extractions, fillings and cleanings.

Our veterans have sacrificed a lot for our country, and PanCare’s mission was to let them know how much we appreciate their service with free medical and dental care. We provide these free services each year and call this our “Stand Up For Veteran’s Day” celebration.



PanCare provided free dental and medical services for 197 veterans during our 2015 “Stand Up For Veterans Day!”

Behavioral Health and Primary Health Care Integration

Hundreds of patients of PanCare benefitted from direct access to licensed clinical social workers at many of our primary care facilities throughout 2015. The behavioral health team at PanCare currently consists of three (3) licensed clinical social workers (LCSW) covering clinics in Bristol, Blountstown, Bonifay, Freeport, and Panama City. One (1) clinical case manager (MSW) is available to follow up with patients at any of the PanCare clinics. A psychiatric nurse practitioner (ARNP), located at the Panama City clinic, is available

currently one day per week. Future plans are to expand LCSW and psychiatric ARNP services in all PanCare clinics.

Over the past few years, PanCare has been developing, refining, and implementing an integrated behavioral health model in its primary care settings. The project began in 2013 as a partnership with the University of West Florida (UWF) as part of the BP Deepwater Horizon Settlement to increase access to behavioral health treatment in primary care settings. That initial work led PanCare to subsequently secure HRSA grant funding in 2014 to expand the Behavioral Health Department to serve more patients. Over the past 2 years, this project has increasingly served more patients and has also seen the amount of staff increase to meet the need.

The Behavioral Health Department focuses on a cooperative relationship with the primary care provider to offer an integrated treatment plan to meet the patient's needs. The Behavioral Health Department offers screening, assessment, and treatment for behavioral health issues. Patients are seen throughout their lifespan.

Patients are empowered to proactively manage their own health and well-being by making healthy lifestyle choices and to actively treat their health problems. Additionally, behavioral health providers work directly with patients to address issues of emotional stress contributing to medical issues and to support these patients in making positive changes.



Behavioral health services are integrated into medical care through the use of the Patient Health Questionnaire 9 (PHQ-9), a brief nine-question survey instrument which is effective in screening for symptoms of depression. At the request of the medical provider, the behavioral health provider is invited into the examination room to briefly screen the patient to engage them in using behavioral health services. Patients are scheduled with a behavioral health provider as soon as possible. If the patient happens to miss their appointment, the clinical case manager makes contact to re-establish care, address any barriers the patient may be having, and reschedule another appointment as soon as possible.

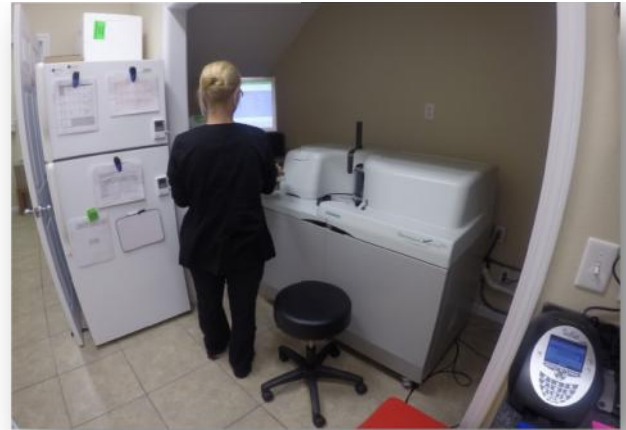
The psychiatric nurse practitioner is available as a specialist for patient referrals by the primary care provider for medication management of patients with complicated mental health issues. Behavioral health and medical providers continue to work together coordinating services for patients to ensure they are getting the assistance they need to address their concerns.

One of the most impressive accomplishments for the Behavioral Health Department has been its selection into a national collaborative for behavioral health integration. The University of Florida Area Health Education Centers (UF AHEC) received a grant from the state of Florida to pursue models of excellence in the integration of behavioral health and primary care. UF AHEC decided to partner with the Institute for Healthcare Improvement (IHI), an internationally known nonprofit “think tank” that is a driver of results in health care improvement worldwide. PanCare’s behavioral health team, led by Sandi Ford, ARNP, participated in national “learning sessions” about integration, and the team developed strategies with our patients. The behavioral health team was so successful that they were selected by IHI to be presenters at the IHI Annual National Forum on Quality Improvement in Orlando, Florida in December 2015.

The behavioral health team will continue to work hard to integrate with primary care medicine in order to meet the behavioral health needs of our patients.

PanCare's Freeport Medical Lab Receives National Accreditation

PanCare's laboratory at its Freeport medical clinic met all criteria for laboratory accreditation by COLA, a national health care accreditation organization. Accreditation is given only to laboratories that apply rigid standards of quality in day-to-day operations, demonstrate continued accuracy in the performance of proficiency testing, and pass a rigorous on-site laboratory survey. PanCare's community health center at 479 East Highway 20 in Freeport has earned COLA accreditation as a result of a long-term commitment to provide quality service to its patients.



"I can't be more pleased with this announcement from COLA," says PanCare's President & CEO Mike Hill. "Rural patients in the Walton County region of the Florida Panhandle have limited access to quality health care, and we are delighted to be recognized by such a prestigious national organization for providing another quality health care service in our Freeport community health center. This means that patients needing lab work at any of our clinics throughout the Florida Panhandle can be assured of the highest standards of testing at our Freeport clinic's lab as seen through the eyes of COLA's panel of the most qualified medical leaders in the nation."

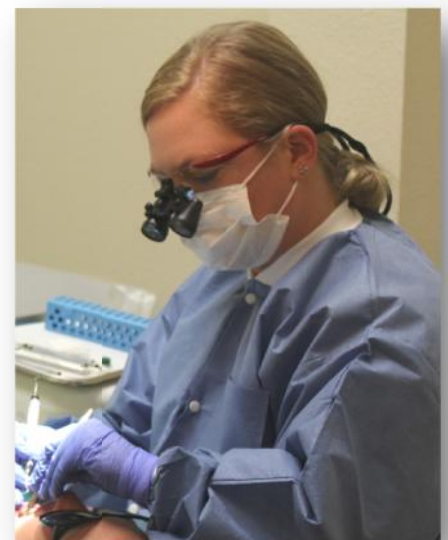
COLA is a nonprofit, physician-directed organization promoting quality and excellence in medicine and patient care through programs of voluntary education, achievement, and accreditation. COLA is approved by the federal government and sponsored by the American Academy of Family Physicians, the American Medical Association, and the American College of Physicians-American Society of Internal Medicine.

Delta Dental Provides \$10,000 Grant for Indigent Dental Care

PanCare is sometimes able to provide free dental services for the most needy in the Florida Panhandle thanks to generous supporters like Delta Dental. The dental insurance company provided PanCare with a \$10,000 grant in 2015 so children and adults without any means to pay for services, even on a sliding scale basis, could still receive dental care.

Funds were used at PanCare's dental clinics where services were rendered to the neediest as well as for select patients served on the mobile dental unit travelling throughout the Florida Panhandle in the latter part of 2015.

PanCare gratefully appreciates such significant contributions which enable the organization to sustain and enhance its mission.



Community Health Worker Program

PanCare was awarded a \$110,000 grant from Tulane University to employ and train an individual to serve as a community health worker in the Vietnamese community in Bay County through 2017. Huong Nguyen, a certified application counselor at PanCare, was trained and hired to fulfill the grant's mission.

The overarching objective of this project in Bay County will be to implement a sustainable community health worker program that increases health care and social service access and builds upon the current community resources ultimately leading to improved patient outcomes which include the Vietnamese community. To achieve this objective, PanCare's Bay County community health worker, whose native language is Vietnamese, will participate in a wide-variety of community outreach events including specialized presentations called "Dining for Diabetics" tailored to meet specific health care needs.



"Dining for Diabetics" is a new PanCare education initiative inaugurated with success in neighboring Walton County which PanCare wishes to orchestrate in Bay County through the community health worker with an emphasis on the Vietnamese community. This initiative is designed to empower and inspire diabetics (and those who simply wish to reduce weight, stop smoking, improve cardiovascular conditions, avoid stroke, etc.) to take better care of themselves while enjoying free diabetic-friendly gourmet meals with educational presentations about managing diabetes and complications relating to the disease. These monthly events are also attended by professional



staff from collaborating organizations relating to smoking cessation programs, mental health agencies and nutritionists and dieticians. Professional staff representatives sit at dinner tables as equals among dinner guests to engage guests in discussing their healthy meal and lifestyle potentials prior to formal health care presentations. Guests are encouraged to attend twelve dinners throughout one year to gain a comprehensive overview of their health situation relating to diabetes or complications due to diabetes (which affect just about any patient dealing with heart conditions, mental health/stress, stroke prevention, etc.). In the future, PanCare will issue tabbed notebooks for guests committed to returning each month for dinner (for up to one year) and information about different aspects of the disease. Guests will bring their notebooks each month and file information into them which health care professionals disseminate at each event. Twelve months of topics will include: Overview of Diabetes, Meal Planning, Carb Counting, Food Labels, Exercise, Eyesight, Hypertension/Stroke, Foot Care, Nervous System, Heart Health, Glucose Monitoring and Healthy Recipes.

The Bay County community health worker will network with other nonprofit organizations and social service agencies to effectively orchestrate "Dining for Diabetics" which will improve PanCare's Bay County Health & Social Services Resource Directory needing updating for the 2016-2017 edition. PanCare accumulated information for the inaugural Bay County edition in 2014 and published 40,000 copies to distribute for free to the Bay County community. The edition included information about local resources on health, government, and social service agencies alphabetically categorized by disease, condition and situation and presented in

general laymen's terms. The process of collecting more information for the updated edition will require the community health worker to attend agency meetings on behalf of PanCare and to promote "Dining for Diabetics" to other agencies' clients, especially in the Vietnamese community. The publication will also be translated and published in Vietnamese.

To improve access to affordable health care services, the community health worker will be required to continue serving as a certified application counselor for the Affordable Care Act to assist Bay County residents with enrollment in affordable health insurance plans required by federal law. Assistance will be provided in the Vietnamese community at least once a week throughout the national Open Enrollment Period as well as in the lobbies of PanCare's Bay County community health centers. The community health worker will publish flyers and informational tabloids about the Affordable Care Act in Vietnamese and distribute throughout the community.

To help identify diabetics in need of information about their disease, the community health worker will host a PanCare booth at various fairs, festivals and public events and offer free blood pressure and glucose checks. Those identified with hypertension and/or high sugar levels will be provided free information about the abnormalities by the American Heart Association and American Diabetes Association as well as locations to get further medical evaluation and help along with information about "Dining for Diabetics" education initiative.

Accreditation Process Begins at PanCare for Diabetes Self-Management Education

PanCare has initiated a new program to not only empower diabetics with the information they need to manage their disease, but also to move forward to full accreditation for Diabetes Self-Management Education (DSME). Through an intense accreditation process started in the fall of 2015, PanCare has developed the program based on the ten (10) National Standards for Diabetes Self-Management Education. The program is a ten-hour program which is delivered through individual visits with the diabetes educator (RN, CDE or ARNP) which begins with a referral from the provider at any of PanCare's medical clinics. After completion of the assessment (typically a one-hour session), the

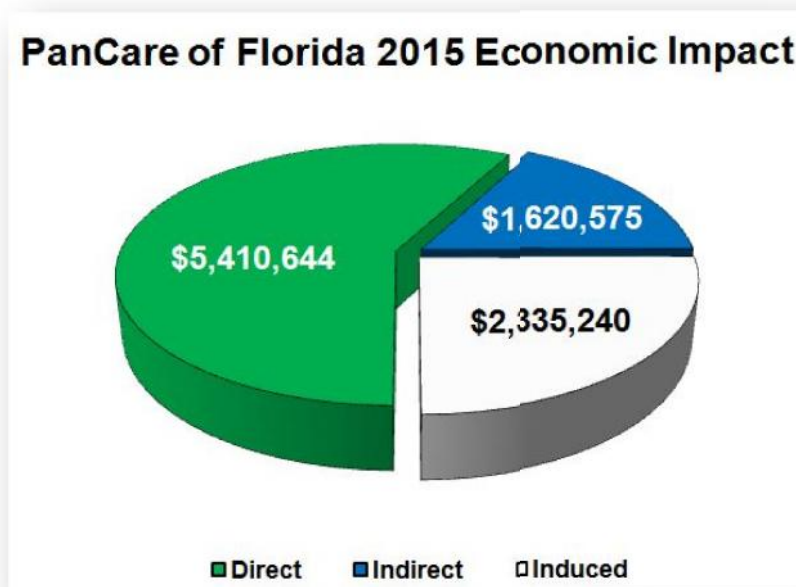
individual participates in up to nine more hours of individual instructional and behavioral sessions using the American Association of Diabetic Educators (AADE) Diabetes Self-Management Education curriculum. Participants make action plans to support carrying out their individualized self-management behaviors. Initial implementation of the program is free to any diabetic wishing to participate, regardless if they are a patient of PanCare. After PanCare achieves accreditation for Diabetes Self-Management Education beginning in July, 2016, individuals will need to be patients of PanCare and referred by a health care provider of PanCare. The program will involve trained PanCare professionals who are RNs, ARNPs, community health workers, clinic nurses and licensed clinical social workers.



PanCare of Florida's \$9.4 Million Economic Impact

Source: *Florida Association of Community Health Centers*

Florida's federally qualified health centers (FQHCs) have provided comprehensive, culturally competent, quality primary health care services to medically underserved communities for more than 40 years. Florida's FQHCs and Look-Alikes now total 49, with more than 450 locations statewide, including mobile medical and mobile dental units – of which nine service locations are operated by PanCare in Bay, Calhoun, Holmes, Liberty, Walton and Washington Counties. These sites provided over 43,000 visits to over 15,000 patients in 2015 – of which 98.1% of those reporting their status had incomes at or below 200% of the poverty level and 86.6% either had no insurance or were covered by Medicaid.



Using IMPLAN modeling software, the state primary care association, the Florida Association of Community Health Centers (FACHC), has determined the overall economic impact of PanCare Health's locations in 2015 was \$9.37 million. There is an additional return on investment of \$0.73 for each \$1.00 invested in this FQHC. The total per patient cost for PanCare Health to provide an entire year's worth of primary care in 2015 was \$436 (averaging about three visits per patient, including comprehensive medical and dental services).

The FQHC also acts as a valuable employer, accounting for 94 jobs

throughout their service areas. In addition to the 60 positions at the health center (direct jobs), 34 additional jobs are created as a result of re-spending (indirect jobs) and response to need created by the health center (induced jobs).

PanCare of Florida, Inc. (a.k.a. PanCare Health) is a 501(c)(3) nonprofit organization based in Panama City, Florida.

PanCare operates federally qualified health centers in Bay, Calhoun, Holmes, Liberty, Walton and Washington counties to primarily serve people on Medicaid, Medicare, and those who are uninsured on a sliding scale, though all patients are received and seen. PanCare's community health centers are currently in Blountstown, Bonifay, Bristol, Bruce, Chipley, Freeport, and Panama City, Florida.

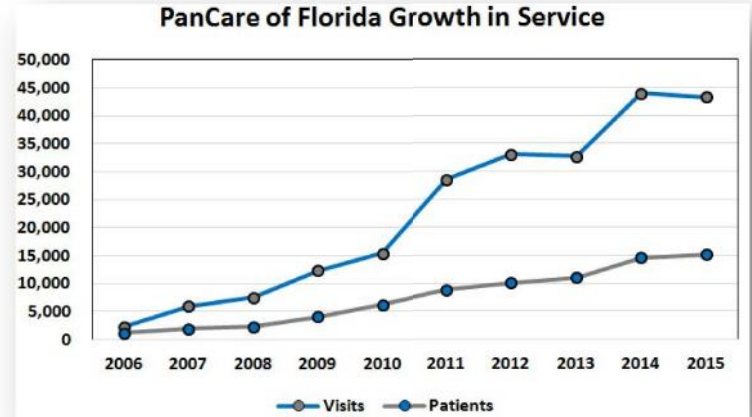
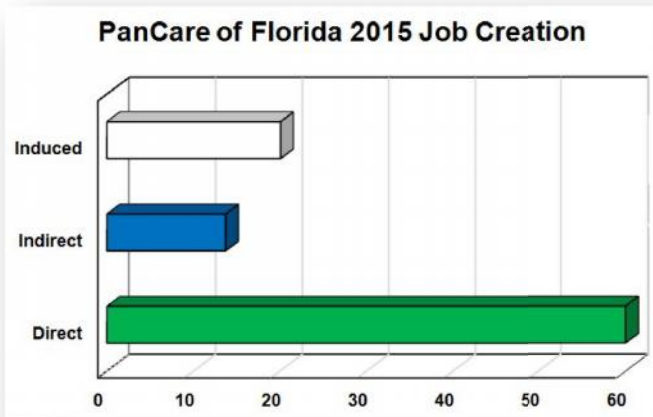
PanCare's community health centers provide primary and urgent care, as well as dental care and mental health support. PanCare is an accredited Patient-Centered Medical Home (PCMH) through the Accreditation Association for Ambulatory Health Care, Inc. (AAAHC).

IMPLAN® (IMpact analysis for PLANning) economic impact modeling system is used to create complete, extremely detailed Social Accounting Matrices (SAMs) and Multiplier Models of local economies. These SAMs illustrate a complete picture of the economy and are used to generate predictive input-output multipliers for

estimating economic impacts. IMPLAN data sets are made of local data which are specific to the region being modeled and estimates of trade flows. These data are combined by the IMPLAN software to form the picture of the local economy.

This analysis is prepared by the Florida Association of Community Health Centers, Inc. and is meant to provide only a fair evaluation of the purely economic impact of the service locations of this FQHC. To understand the entire, intrinsic impact of these health care providers on the quality of life, it would be imperative to investigate the services provided by this center, the outreach efforts undertaken to actively engage individuals and their communities to better their own well-being and the positive impact that would have on the citizens.

Learn more about FQHCs at the U.S. Bureau of Primary Care (BPHC) website: <http://bphc.hrsa.gov/index.html>.



	Jobs	Economic Impact	ROI
Bay	60	\$6,943,317	\$0.80
Walton	6	\$1,277,943	\$0.72
Liberty & Calhoun	9	\$396,601	\$0.27
Washington	14	\$394,667	\$0.55
Holmes	5	\$353,930	\$0.46
TOTALS	94	\$9,366,459	\$0.73

PanCare of Florida is a Member of the Florida Association of Community Health Centers



The Florida Association of Community Health Centers (FACHC) is designated as Florida's Primary Care Association (PCA). The primary mission of FACHC is to improve access to quality health services by bringing together agencies, legislators and key persons able to affect health care services.

The FACHC understands that the leading goal of Florida's federally qualified health centers (FQHCs) is to provide quality primary healthcare services to the various underserved, un-insured and/or special populations that they serve. This goal would be unattainable if not for dedicated clinical staff ensuring that all Floridian's, regardless of insurance or income status, have a permanent medical home.

A key component of FACHC's role in assisting Florida's FQHCs in their efforts to ensure the highest quality of primary medical health care is to provide training and technical assistance to the centers, while also coordinating with partners around the state, across the region, and throughout the nation.

There has always been a need to provide safe, affordable and quality oral health services to Florida's population -- insured or not. Education and awareness of the impacts and benefits of proper oral health care has been increasing; and with it the demand has also gone up. Fortunately, the State's FQHCs have been responding to that need through expansion of locations and staff.

FACHC has also been expanding its efforts to work with centers and partners to enhance the capabilities of the FQHCs and strengthen the Oral Health Safety Net.

History of Community Health Centers in America

Source: *National Association of Community Health Centers*

America's health centers owe their existence to a remarkable turn of events in U.S. history and to a number of determined community health and civil rights activists who fought more than 50 years ago to improve the lives of Americans living in deep poverty and in desperate need of health care.



Among those determined to change these conditions was H. Jack Geiger, then a young doctor and civil rights activist who, while studying in South Africa, witnessed how a unique community-based health care model had brought about astonishing health improvements for the poorest citizens of that country.

Moving on the opportunity presented by President Lyndon B. Johnson's major War on Poverty initiatives in the early 1960s, Dr. Geiger and other health care pioneers submitted proposals to the federal Office of Economic Opportunity to establish health centers in medically underserved inner city and rural areas of the country based on the same health care model Geiger had studied in South Africa. Funding for the first two "Neighborhood Health Centers" (as they were then called) – one in Boston, Massachusetts, and the other in Mound Bayou, Mississippi – was approved in 1965, and the Community Health Centers Program was launched.

The health center model that emerged targeted the roots of poverty by combining the resources of local communities with federal funds to establish neighborhood clinics in both rural and urban areas around America. It was a formula that not only empowered communities to establish and direct health services at the local level via consumer-majority governing boards, but also generated compelling proof that affordable and accessible health care produced compounding benefits.

Community health centers serve as the primary medical home for 25 million people in 9,200 rural and urban communities across America. These community-based "family doctors" enjoy longstanding bipartisan support by administrations and policymakers at all levels, as well as in both the private and public sectors.

Planning for the Future

PanCare of Florida, Inc. looks forward to 2016 with plans to become fully accredited in Diabetes Self-Management Education and to acquire a medical clinic and two new dental clinics in Gulf County from the Gulf County Health Department as well break ground on a new medical clinic in Bay County (Youngstown), Florida.

2015 Board of Directors

OFFICERS

Ruth Phren - Chair
Ron Hardy - Vice Chair
Hiep H. Le - Secretary/Treasurer



DIRECTORS

Dottie Avery
Judith G. Bryte
Shirley Buzzard
Kay Daniel
Rev. Jonas Douglas
Rachel Hernandez
Martha Howell
Roger King
Evelia Menjivar
Leon Miller
Dave Rutenburg
Freida Thibodeau



Report layout and photography by
Christopher Mitchell

PanCare of Florida, Inc.

PanCare of Florida, Inc.
403 East 11th Street
Panama City, Florida 32401
(850) 747-5599
pancare@pancarefl.org
www.pancarefl.org

PanCare of Florida, Inc. is a 501(c)(3) nonprofit organization which operates Federally Qualified Health Centers (FQHCs) throughout Northwest Florida