



NATIONAL ASSOCIATION OF  
Community Health Centers®

# Annual Report 2023



## **ON THE ROAD TO ADVANCING HEALTH EQUITY & PRIMARY CARE FOR ALL**

# OPENING MESSAGE



Kyu Rhee, MD, MPP  
President and CEO



Paloma Hernandez, MPH  
Chair of the Board

**2023** marked a new beginning. Transformational change was set in motion to meet the future head-on as we work collaboratively to advance our shared mission.

NACHC is committed to continuous alignment of our governance, operations, and programs with health equity science, education, practice, and policy to strengthen the Community Health Center Movement.

We have been intentional in redesigning and expanding our staff to prioritize the growing needs of essential partners—health centers, Primary Care Associations (PCAs), Health Center Controlled Networks (HCCNs), and National Training and Technical Assistance Partners (NTTAPS). Our newly integrated leadership team share core values of diversity, equity, and inclusion in our workforce environment and beyond our walls.

NACHC also set measurable goals for the year ahead to support our strategic pillars, ensure accountability, and spur performance improvement by:

1. **Growing our advocacy efforts** by creating more centers of excellence.
2. **Enhancing our membership structure.**
3. **Increasing engagements and information-sharing** with members, leaders, and private and public partners via social media and in-person events.

### MOVING FORWARD—OPPORTUNITIES AND CHALLENGES

Health centers face a triple threat of fiscal pressures: workforce shortages, Medicaid redeterminations, and losses from drug manufacturer restrictions on the 340B program. NACHC of the Future will help health centers navigate these waters by outlining a viable path forward—ensuring health centers become the employer of choice, provider of choice, and partner of choice.

NACHC’s strategy focuses on three areas:

**Promoting TechQuity:** As the nation’s largest and most diverse primary care network, health centers have a unique opportunity to implement technologies that reduce health disparities and ensure equity. At NACHC we envision a framework to use technology as a force to promote health equity and social justice.

**Rx for the Health Center Workforce:** The pipeline of health care providers must be reinforced with innovative recruitment, retention, and reform strategies to encourage strong representation that is reflective of the communities served. NACHC’s workforce strategy is a roadmap for health centers to become vibrant employers of choice, with a diverse and inclusive workforce.

### Advocating for the Community Health Center Movement:

NACHC continued to focus on securing federal funding on Capitol Hill in partnership with health center advocates. NACHC’s value proposition to lawmakers: as the largest primary care network, health centers are the most innovative, diverse, and resilient part of the health care delivery system and offer the best solution for the nation’s primary care crisis.

### MEETING THE FUTURE, CONNECTED TO OUR PAST

As we lay the groundwork for NACHC of the Future, we are mindful of the rich legacy of this movement. The original ideals brought into existence by the first Community Health Centers in Mound Bayou, MS, and Boston, MA, remain deeply rooted in our WHY. They guide and motivate us in a rapidly changing health care landscape to build a more equitable future for all.

On behalf of the NACHC board and officers, we offer our gratitude to the health center community for your committed service and dedication to social justice and health equity.

Kyu Rhee, MD, MPP  
President and CEO

Paloma Hernandez, MPH  
Board Chair

## VISION STATEMENT

**NACHC is the leading innovative change agent collaborating with affiliates and partners to advance Community Health Centers as the foundation of an equitable health care system free from disparities and built on accessible, patient-governed, high-quality, integrated primary care.**

# EXECUTIVE COMMITTEE



Paloma Hernandez, MPH  
Chair of the Board



Michael R. Taylor, BS  
Chair-Elect of the Board



Michael A. Holmes, BA  
Immediate Past Chair of the Board



Kimberly Chang, MD, MPH  
Speaker of the House



Veronica Clarke, MS  
Vice Speaker of the House



Sue Veer, MBA  
Secretary



John Santistevan  
Treasurer



Virginia (Ginger) Fuata  
Consumer/Board Member  
Representative



Aaron Todd, MPP, MHCDS  
Parliamentarian

# ORGANIZATIONAL HIGHLIGHTS





# ORGANIZATIONAL HIGHLIGHTS

## RECORD ATTENDANCE AT NACHC CONFERENCES!

**CHI  
Conference & EXPO**  
largest in NACHC's history

**2,531**  
attendees

**Policy & Issues**

**2,220**  
attendees

**PCA/HCCN Conference**  
largest ever

**431**  
attendees

**InnovationEx**  
first-time event focused on innovation

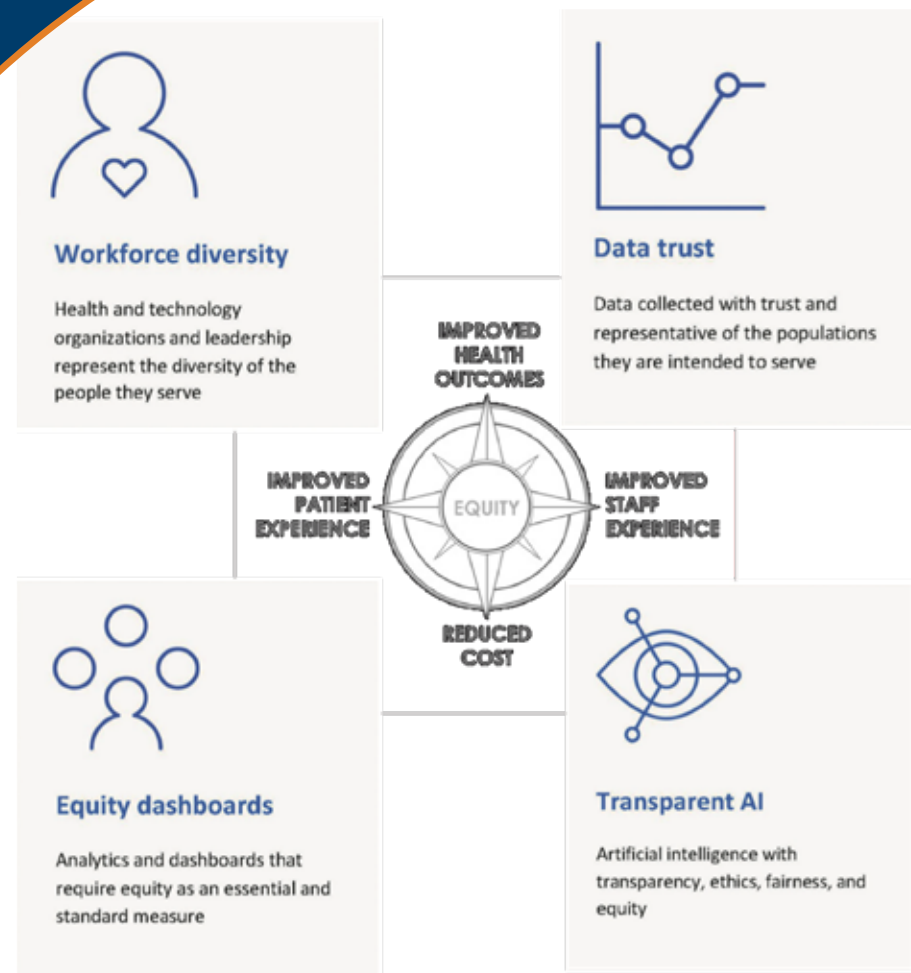
**105** attendees | **52** organizations | **24** states







*Centering everything we do in a renewed commitment to equity and social justice*

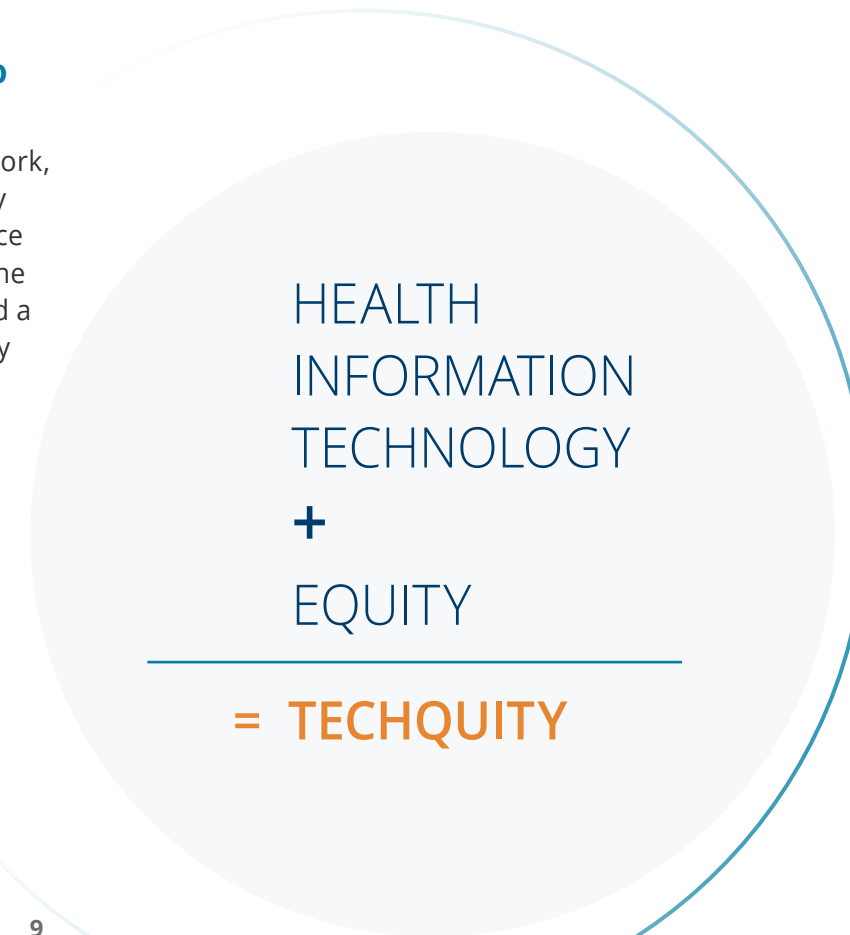


In 2023, NACHC took steps to institutionalize a commitment to racial justice and equity. To foster an organizational culture of belonging and inclusiveness for all employees and members, NACHC:

- › Hired a Diversity, Equity, and Inclusion (DEI) Director
- › Implemented a transparent compensation process
- › Began implementing an anti-racism and harassment training program
- › NACHC’s Task Force on Undoing Racism endorsed two resources:
  - A Guide to Person-Centered Communication
  - Investing in Health Center Pathways for Equitable Health and Well-Being
- › Introduced two new training programs to the field
- › Added tracks addressing health equity to all NACHC conferences

## ■ TECHQUNITY - Using Technology to Advance Equity

As the nation’s largest primary care network, health centers have a unique opportunity to implement technologies that can reduce health disparities and ensure equity. At the inaugural [InnovationEx](#), Dr. Rhee unveiled a framework to guide the use of technology as a force to promote health equity and social justice. TechQuity is a term that combines the possibilities of Health IT with the core value of achieving equity for all — delivering Quintuple Aim Outcomes! Achieving TechQuity demands a diverse workforce, data trust, the use of equity dashboards, and equitable and transparent AI (artificial intelligence).









## Leading and coordinating the Community Health Center Movement

**200**  
health center  
advocates trained

**40%**  
ACE expansion

### ■ SHIFTING FROM TRANSACTIONAL TO RELATIONAL ADVOCACY

NACHC's approach to health center advocacy focused on building relational power through a community organizing model.

- › Trained 200 health center advocates from 49 states and Puerto Rico, including many health center board members, on community organizing.
- › Expanded **Advocacy Center of Excellence (ACE)** program participation by 40% to over 100 health centers.
- › Enhanced the **Advocacy Leadership Program (ALP)**, a five-month curriculum to equip emerging leaders as they build advocacy engagement within their health centers and Primary Care Associations (PCAs).

### ■ REINVIGORATING NACHC MEMBERSHIP

- › NACHC made major infrastructure changes to comprehensively address member needs. These include a newly imagined division and the addition of a Senior Vice President for Constituent Services and regional representative positions. NACHC sustained organizational membership among approximately 60% of health centers nationwide.
- › To continue increasing membership numbers, NACHC's Board of Directors formed a workgroup to develop recommendations on making membership dues more inclusive and equitable.

### ■ TAILORED OUTREACH TO COMMUNITY HEALTH CENTER BOARD MEMBERS

Board members are the unique and powerful heart of the Health Center Movement, ensuring health centers remain responsive to community needs. More than 1,300 health center board participants engaged in in-person and e-learning sessions covering topics such as strategy, board recruitment, oversight and compliance, board roles, good governance practices, and diversity, equity, and inclusion.

**450**  
members applied  
to serve on one  
of NACHC'S

**26**  
committees for the  
2024-2025 cycle



NACHC Select

**NACHC formed a new LLC, NACHC Select,** to help health centers save money and gain special access to services. This wholly owned subsidiary of NACHC allows health centers to benefit from group purchasing power and other opportunities with the comfort of knowing related revenues will be reinvested in NACHC's advocacy and program efforts in support of the movement.



## Reflecting the needs of communities

Workforce challenges continue to top the list of priorities for health centers, PCAs, and HCCNs. NACHC deployed a multipronged approach to addressing workforce issues, drawing on policy, research, and training expertise.

NACHC released a report, [Closing the Primary Care Gap](#), which revealed that more than 100 million Americans struggle to access primary care. The report made the case for strategic workforce investments, such as for primary care practitioners to train and work in medically underserved communities and additional funding for health centers to expand their network of providers.

### ■ Rx FOR THE PRIMARY CARE WORKFORCE

Developed a roadmap that aims for health centers to become vibrant employers, providers, and partners of choice and build a workforce that reflects the diversity of the community they serve. Strategies will center on the “3 R’s”—recruitment, retention, and reform.

**1st class**  
of **88**  
PA Students  
graduated from  
A.T. Still University

**600+**  
attendees of  
Administrative  
Fellows Program  
webinars

### Rx RECRUITMENT: Developing the Next Generation of Health Center Healers

- **Academic Partnerships**  
The first class of 88 students graduated from the [Physician Assistant program](#) organized by NACHC and A.T. Still University (ATSU). The learning-in-place PA training program was created through a partnership between NACHC, the College for Healthy Communities, and the Under-Served (CHC-U), and ATSU.
- **Administrative Fellows Program**  
More than 600 individuals attended two webinars for health centers on developing and implementing an Administrative Fellows Program. These programs provide a pipeline for growth and development among emerging health center leaders.

### Rx RETENTION: Leadership Development and Career Advancement

Developed and delivered training and resources to support health center staff across disciplines.

- Created a [Workforce Wellness Toolkit](#).
- More than 350 leaders from health centers, PCAs, HCCNs, and NTTAPs attended NACHC’s 2023 Health Center Workforce Summit.
- Assisted 203 health center clinical leaders in identifying, addressing, and bridging professional skill gaps with NACHC’s Clinical Leadership Self-Assessment Tool.
- Provided fundamental (core) leadership training in the Training New Clinical Directors program, completed by 189 clinical leaders from 122 health centers in 41 states.
- Offered formal 1:1 coaching and mentoring programs to 24 rising clinical leaders.
- 43 health center leaders joined the CEO Institute to learn with and from peers, and hone leadership skills.
- Released e-learning series for frontline staff, [Foundations of Becoming a Leader](#), taken by 300 people interested in or already taking on first-time management and leadership responsibilities at their health center.

### Rx REFORM: Advancing Policies to Bolster the Health Center Workforce

Worked with key senators and the Senate HELP Committee to draft and advance legislation that would support innovative allied health workforce development programs at health centers and engaged key representatives to lay the groundwork for a companion bill in the House.

**350+**  
attendees  
at NACHC’s  
Workforce Summit

**189**  
clinical directors  
trained

**24**  
rising clinical leaders  
coached & mentored

**43**  
health center leaders  
joined CEO Institute

**300**  
Foundations of  
Becoming a Leader  
e-learning series  
participants



# A SKILLED AND MISSION-DRIVEN **WORKFORCE**

**19,625**  
people  
engaged in

**134**  
learning events

## ■ TRAINING AND TECHNICAL ASSISTANCE FOR THE HEALTH CENTER WORKFORCE

Developed and delivered training to health centers with three guideposts in mind: content relevance, engaging instructional design, and leveraging partnerships. Expanded e-learning offerings and access to on-demand virtual courses. Increased the number and scope of Learning Communities, from adult immunization to dental care to HIV.



Adult Immunization • Care Teams & Care Management • Clinical Workforce Well-Being • Dental Workforce • Evidence-Based Cancer Screening • HIV & PrEP • Blood Pressure Management • Pediatric Weight Management • Postpartum Clinical Decision Support (PDCS) • Quality Improvement • Racial & Ethnic Disparities in Pain Management • Opioid Prescribing • COVID-19 Operational Recovery • Financial Management • Coding • Leadership Development • Health Equity • Care Teams & Care Management • Evidence-Based • HIV

**97%**  
of participants  
say NACHC  
training presenters  
are engaging

## VIRTUAL TRAINING FOR **NEW** CLINICAL DIRECTORS

**February 21 - 23, 2023**  
12:00 PM - 4:00 PM ET

Virtual Training hosted by NACHC

## Workforce Wellness Toolkit



NACHC's 2022 Health Center Leadership 4-part Webinar Series

October 5, 2022 – Session 1  
Foundations of Becoming A Leader  
Transitioning into Leadership

## An Introduction to Health Needs Assessment



## Lining Up the Shot Learning Series- 4 Standards for Adult Immunization

NACHC

5 Videos | 86 views | Updated today

## Million Hearts® **LEARN** LAB

A bi-monthly mixed methods learning series focused on cardiovascular disease prevention and management topics. CME credits available.





## Meeting the evolving needs of communities

As part of NACHC’s work to make health centers the “provider of choice,” NACHC is building an infrastructure to promote high-quality, value-driven care. Funding for this work comes from NACHC’s federal and private partners.

**\$8.2M**  
invested in  
health centers,  
PCAs, HCCNs

### ■ PROMOTING QUALITY OF CARE LINKED TO METRICS

Distributed \$8.2 million in awards to 83 health centers, 16 PCAs, and 38 HCCNs focused on a range of projects to expand the leadership of health centers as they move toward value-based care.

**600+**  
health centers  
used PRAPARE  
screening tool

### ■ INTEGRATING SOCIAL DRIVERS OF HEALTH

More than 600 health centers used the [PRAPARE](#) screening tool. PRAPARE is gaining wider recognition as the Centers for Medicare and Medicaid Services (CMS) and other payers look to the impact of non-medical drivers of health in addressing health disparities. In 2023, NACHC began alignment of its social drivers of health work with the federal Equitable Long-Term Recovery and Resilience Plan and the Vital Conditions Framework. This is an approach for federal agencies to strengthen individual and community resilience and well-being nationwide.

**700+**  
Elevate®  
participants

### ■ EXPANDING VALUE-BASED CARE

- 700+ health centers participated in [Elevate®](#), a national learning forum of health centers and partners engaged in systems change and advancement toward value-based care and the Quintuple Aim.
- Updated 25+ related resources, including Action Guides, Action Briefs, Reimbursement Tips, and a Health Center Value-Based Care Glidepath Aligned with the Value Transformation Framework (VTF).



- Strong collaboration and engagement with state, regional, and federal partners including the PCA VBC Collaborative, HRSA, and CMS Center for Medicare and Medicaid Innovation.

### ■ WOMEN'S POSTPARTUM HEALTH

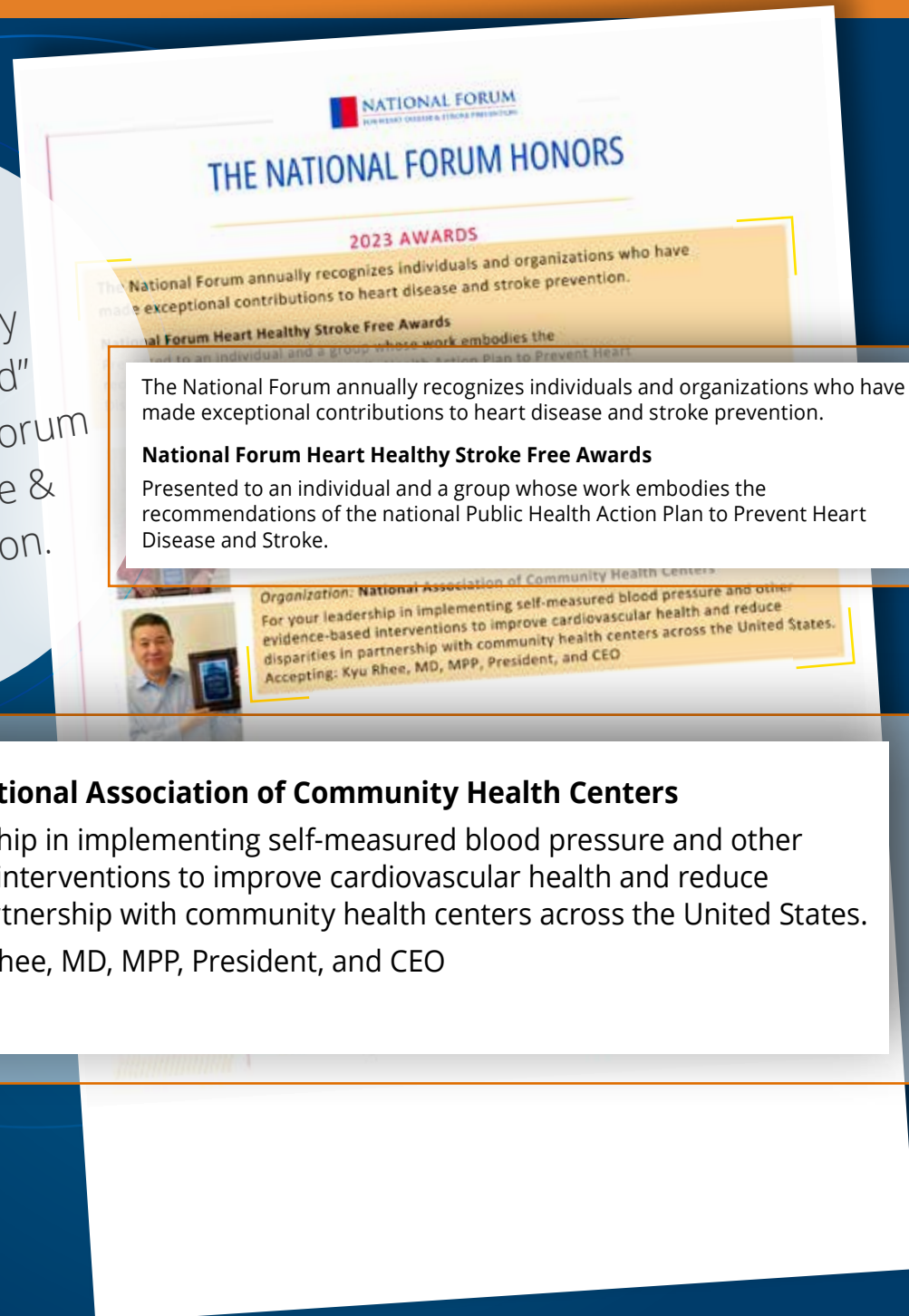
- Advanced 8 quality measures for health centers to evaluate postpartum care. These measures include timely postpartum visits, contraceptive counseling, pregnancy-related hypertension, high-risk follow-up, depression screening and treatment, substance misuse, and gestational diabetes follow-up.
- Evaluated post-partum clinical data from 23 health centers to identify gaps and areas for quality improvements.

**8**  
quality measures for  
post-partum care

**23**  
health centers'  
clinical data  
evaluated  
for quality  
improvement



NACHC received the "Heart Healthy Stroke Free Award" from the National Forum for Heart Disease & Stroke Prevention.



The National Forum annually recognizes individuals and organizations who have made exceptional contributions to heart disease and stroke prevention.

**National Forum Heart Healthy Stroke Free Awards**  
Presented to an individual and a group whose work embodies the recommendations of the national Public Health Action Plan to Prevent Heart Disease and Stroke.

**Organization: National Association of Community Health Centers**  
For your leadership in implementing self-measured blood pressure and other evidence-based interventions to improve cardiovascular health and reduce disparities in partnership with community health centers across the United States.  
Accepting: Kyu Rhee, MD, MPP, President, and CEO

**Organization: National Association of Community Health Centers**  
For your leadership in implementing self-measured blood pressure and other evidence-based interventions to improve cardiovascular health and reduce disparities in partnership with community health centers across the United States.  
Accepting: Kyu Rhee, MD, MPP, President, and CEO

■ **MILLION HEARTS®**

- 1,082 health center staff participated in Learning Labs and 655 participated in Self-Measured Blood Pressure (SMBP) Forums.
- Won the "Heart Healthy Stroke Free Award" from the National Forum for Heart Disease & Stroke Prevention.
- Documented improvements for blood pressure control measures, hypertension identification, statin therapy, and cholesterol screening:
  - 20 health centers in seven PCAs/HCCNs across nine states improved blood pressure control by 13.2% using the "Blood Pressure among African Americans" project tools.
  - Nine health centers in three HCCNs improved cholesterol screening by 17.3% and statin therapy use increased from 73.7% to 80% with the Million Hearts® Cholesterol Management project.

**1,082**  
Learning Lab participants

**655**  
SMBP Forum participants

**20**  
health centers

**13.2%**  
blood pressure control improvement

■ **ADULT IMMUNIZATIONS**

Over 70 health centers partnered with NACHC through the Adult Immunization Learning Community, [Vaccine Ambassador program](#) and mini-sprint projects to improve equitable access to vaccines and build capacity to implement fully the Standards for Adult Immunization Practice and other improvements.

**9**  
health centers

**17.3%**  
cholesterol screening improvement

■ **DATA-DRIVEN DECISION MAKING**

**ESTABLISHING DATA GOVERNANCE**

Established Data Use Agreements with all data-sharing partners, including HCCNs and health centers, using accepted and current best-practices on secure transmission and standards.

**BUILDING AN INFRASTRUCTURE FOR OCCUPATIONAL DATA FOR HEALTH (ODH)**

With a new emphasis on including occupational data for primary care and population health, NACHC created the [Using ODH at Health Centers Action Guide](#).

**70**  
Adult Immunization partnerships



## Advancing the shared mission of improving community health

**\$12M+**  
to support health center projects

**1st**  
HCCN National Collaborative meeting

### ■ ENVIRONMENTAL HEALTH

The effort to install solar microgrids on health centers for cost savings, resilience, and climate mitigation (CHARGE Partnership with Capital Link and Collective Energy Corp.) gained momentum through recognition by the HHS Office of Climate Change and Health Equity, the Kresge Foundation, Direct Relief, and the White House. Fundraising efforts topped over \$12 million in loans and grants to support health center projects.

### ■ STATE AND REGIONAL PCA PARTNERSHIPS IMPACT

NACHC collaborated with leaders of PCAs & HCCNs to reimagine improved pathways of communications and strategic collaboration. The first meeting of the HCCN National Collaborative was launched to build on these efforts. NACHC also created a new Constituent Services functional area and geographic engagement positions, which will be held by staff members who live in the region they serve.

### ■ RESEARCH IMPACT

NACHC formed a partnership with the Deloitte Center for Health Solutions to research interest among health centers to participate in clinical trials. Findings indicated clinical research as a promising path forward for health centers to create new revenue streams, connect their patients with cutting-edge therapies, and improve the representation of health center patients in clinical trial data.



### ■ NTTAP PARTNER IMPACT

NACHC played a role as a convener and strategic guide for the 22 HRSA-funded national training and technical assistance partners (NTTAPs), ensuring unnecessary duplication, increased content collaboration, and more effective delivery approaches for technical assistance and training for health centers.



■ PRIVATE PARTNERSHIP IMPACT:

raised approximately  
**\$3.1M**  
 from private sources  
**\$635K**  
 sub-granted to Health  
 centers and PCAs

J&J Foundation ( year 3)  
**\$800K**  
**8 awards of \$30K**  
 made to health centers  
 totalling **\$240K**

Abbott  
**\$800K**  
**8 awards of \$40K**  
 made to health centers  
 totalling **\$320K**

Welcome Trust  
**\$300K**

Leon Lowenstein  
 Foundation ( year 2)  
**\$220K**  
**6 awards of \$12.5K**  
 made to PCAs  
 totalling **\$75K**

Direct Relief  
**\$150K**

Sesame Street  
 in Communities  
**\$50K**

**INNOVATION INCUBATOR (ABBOTT) - \$800,000**

NACHC teamed up with global health care company Abbott to launch the Innovation Incubator, helping eight health centers improve health equity by addressing their own digital and health literacy challenges. The Incubator participants received seed funding and expert coaching to design and refine a solution and took part in a competitive pitch session at InnovationEx. Two health centers were selected by a panel of judges and the audience to win an additional \$25,000 prize for their innovations.

**INNOVATIONEX (RCHN Community Health Foundation)**

NACHC’s Center for Community Health Innovation, established thanks to a generous grant from the RCHN Community Health Foundation, hosted the inaugural InnovationEx focused on operationalizing and sustaining innovation for the future. InnovationEx featured OCHIN, Breakwater HCCN, the Michigan Primary Care Association, and the Waianae Coast Comprehensive Health Center. Other participants included health center partners like CareMessage, Forvis, and Foresight Health Solutions, Howard University’s 1867 Health Innovations Project, and the leading innovation firm, IDEO.

Unveiled the 5 X’s of Health Center Innovation that capture the key steps health centers need to leverage to innovate:

- **eXplore** the opportunities, challenges and potential solutions affecting health centers and the people they serve.
- **eXperiment** and test solutions—and even fail, gather patient, staff and partner input.

- **eXcel** by refining and improving the solution.
- **eXpand**, scale and catalyze innovations, learn from both successes and failures and assure sustainability.
- **eXchange** insights and learnings and scale solutions to advance impact.

**PARTNERSHIP WITH SESAME STREET IN COMMUNITIES**

NACHC distributed 32,000 copies of bilingual books and activity packets from Sesame Street through a grant underwritten by Quest. NACHC welcomed Sesame Street friends Cookie Monster to the Conference for Agricultural Worker Health and Bert and Ernie to CHI & EXPO. NACHC also granted 10 Comfy Cozy Spaces to health center member organizations, which included Sesame Street wall decals, furniture, and lobby/exam room enhancements to transform pediatric waiting rooms. NACHC distributed Sesame Street [videos](#) in English and Spanish.

**BOOSTING HEALTH CENTER MOBILE UNITS**

NACHC partnered with the Leon Lowenstein Foundation to support the delivery of mobile health units at health centers with subgrants distributed to PCAs to build state-level capacity.

**PARTNERSHIP WITH DIRECT RELIEF**

NACHC continued a strong partnership with Direct Relief in multiple impact areas for health centers. These included communications and storytelling, emergency preparedness, and engagement with socially responsible corporations. A newer area of focus has been to support health centers installing solar micro-grids.

## ■ PARTNERS

As health care evolves, NACHC's goal is to position health centers as the partner of choice among all health care stakeholders: patients, providers, payers, purchasers, policymakers, producers, and pioneers. Partnerships that catalyze innovation and improve health are essential.

### ACADEMIA

A.T. Still University  
 City University of New York, School of Public Health  
 George Washington University: Geiger Gibson Program in Community Health and Fitzhugh Mullan Center for Health Workforce Equity  
 Georgetown University  
 Harvard University, T.H. Chan School of Public Health and Center for Climate, Health, and the Global Environment  
 Morehouse School of Medicine—National Center for Primary Care  
 University of North Dakota  
 Western Governors University  
 NYU Langone Dental Medicine

### ASSOCIATIONS AND ACCREDITING BODIES

American Academy of Dermatology  
 American Academy of Family Physicians  
 American Academy of Pediatrics—Bright Futures National Center  
 Accreditation Association for Ambulatory Health Care  
 The Joint Commission  
 HealthLandscape/American Academy of Family Physicians  
 National Association of Medicaid Directors  
 National Rural Health Association

### CORPORATE SOCIAL RESPONSIBILITY OFFICES AND CORPORATE FOUNDATIONS

Abbott  
 Apexus  
 BD  
 Cardinal Health  
 Centene  
 Deloitte, Health Equity Institute  
 CVS Health Foundation  
 Henry Schein Cares Foundation  
 Johnson & Johnson Foundation  
 Pfizer, Multicultural Health Equity Collective

### EMERGENCY MANAGEMENT PARTNERS

Americares  
 Direct Relief  
 Institute for Diversity and Inclusion in Emergency Management  
 Primary Care Associations (PCA) Emergency Management Advisory Coalition (EMAC)

### FEDERAL AGENCIES

Environmental Protection Agency (EPA)  
 HHS-Agency for Healthcare Research and Quality  
 HHS-Centers For Disease Control and Prevention  
 HHS-Centers for Medicare & Medicaid Services  
 HHS- 405(d) Program  
 HHS-Health Resources Services Administration

HHS-HRSA-Bureau for Primary Health Care  
 HHS-HRSA-Bureau for Health Workforce  
 HHS-HRSA-Federal Office of Rural Health Policy  
 HHS-HRSA-Office for the Advancement of Telehealth  
 HHS-HRSA-Office of Climate Change and Health Equity (OCCHE)  
 HHS-HRSA-Office of Pharmacy Affairs  
 Veterans Health Administration

### NATIONAL TRAINING AND TECHNICAL ASSISTANCE PARTNERS

Association of Asian Pacific Community Health Organizations (AAPCHO)  
 Association of Clinicians for the Underserved (ACU)'s Star Center  
 Capital Link/Capital Fund  
 Community Health Center, Inc./Moses Weitzman Health System  
 Corporation for Supportive Housing  
 Farmworker Justice  
 Health Information Technology, Evaluation, and Quality (HITEQ) Center  
 Health Outreach Partners (HOP)  
 Health Partners on IPV + Exploitation MHP Salud  
 Migrant Clinicians Network (MCN)  
 National Center for Equitable Care for Elders (NCECE)  
 National Center for Farmworker Health (NCFH)  
 National Center for Health in Public Housing (NCHPH)  
 National Center for Medical-Legal Partnership (NCMLP)  
 National Health Care for the Homeless Council (NHCHC)  
 National LGBTQIA+ Health Education Center  
 National Network for Oral Health Access (NNOHA)

National Nurse-Led Care Consortium (NNCC)  
 Renaye James Healthcare Advisors, LLC  
 School-Based Health Alliance

### PRIVATE FOUNDATIONS/PHILANTHROPY

The Kresge Foundation  
 Leon Lowenstein Foundation  
 Mackenzie Scott/Yield Giving  
 The Pew Charitable Trusts  
 RCHN Community Health Foundation  
 Robert Wood Johnson Foundation  
 Wellcome Trust

### NONPROFIT / COLLABORATIVE PARTNERS

Carequest institute for Oral Health  
 CHARGE (Capital Link, Capital Fund, and Collective Energy)  
 Delta Center for a Thriving Safety Net (National Council for Mental Wellbeing and JSI)  
 EcoAmerica  
 Environmental Defense Fund  
 Medical Society Consortium on Climate and Health  
 Mobile Healthcare Association  
 Mobile Health Map  
 National Rural Health Association  
 National PACE Association  
 Sesame Workshop/Sesame Street in Communities





### HEALTH CENTER CONTROLLED NETWORKS AND PRIMARY CARE ASSOCIATIONS

- Alabama Primary Health Care Associations (Integrated Care Network)
- Alameda Health Consortium (Community Health Center Network)
- Alaska Primary Care Association, Inc. (Alaska Quality Improvement Network)
- AllianceChicago
- Arizona Alliance for Community Health Centers (Health Communities Collaborative Network)
- Breakwater Health Network
- California Primary Care Association
- Cenevia Health Business Services
- Coalition of Orange County Community Health Centers
- Colorado Community Health Network
- Colorado Community Managed Care Network (CCMCN)
- Community Care Network of Kansas (Health Center Connections)
- Community Clinic Association of Los Angeles County (CCALAC)
- Community Health Access Network (CHAN)
- Community Health Best Practices LLC
- Community Health Center Association of Mississippi (Mississippi Health Safe Net)
- Community Health Center Association of Connecticut (CHCACT)
- Community Health Center Alliance, Inc.
- Community Health Centers of Arkansas Inc.
- Community Healthcare Association of The Dakotas
- District of Columbia Primary Care Association
- Delaware Health Net, Inc.
- Florida Association of Community Health Centers
- Georgia Primary Care Association (Georgia Association for Primary Health Care, Inc.)
- Hawaii Primary Care Association
- Health Alliance of Northern California
- Health Center Association of Nebraska
- Health Center Network of New York, Inc.
- Health Center Partners of Southern California (Council of Community Clinics)
- Health Choice Network, Inc.
- Health Efficient
- Health Federation of Philadelphia, The
- Heartland Community Health Network, Inc.
- Idaho Primary Care Association
- Illinois Primary Health Care Association
- In Concertcare, Inc.
- Indiana Primary Health Care Association Inc. (Indiana Quality Improvement Network)
- Iowa Primary Care Association
- Kentucky Health Center Network, Inc.
- Kentucky Primary Care Association
- Louisiana Primary Care Association (Louisiana Health Center Controlled Network)
- Maine Primary Care Association (Community Health Center Network of Maine)
- Massachusetts League of Community Health Centers
- Michigan Primary Care Association (Michigan Quality Improvement Network)
- Mid-Atlantic Association of Community Health Centers
- Minnesota Association of Community Health Centers
- Missouri Primary Health Care Association (Missouri Quality Improvement Network)
- Montana Primary Care Association
- Neighborhood Health Care Network
- Community Health Association of Mountain/Plain States (Region VIII)
- Nevada Primary Care Association
- New Hampshire Office, Bi-State Primary Care Association
- New Jersey Primary Care Association
- New Mexico Primary Care Association (New Mexico Health Center Controlled Network)
- Community Health Care Association of New York State
- North Carolina Community Health Center Association

● 2023 Fiscal Year HRSA HCCN Awards recipient (as of 6/1/2023). These names may differ from the operational HCCN organizational name.

PCA Organizations are indicated in blue.



- Northwest Regional Primary Care Association
- OCHIN, Inc.
- Ohio Association of Community Health Centers
- Oklahoma Primary Care Association
- Oregon Primary Care Association
- OSIS
- Pacific Islands Primary Care Association
- Pennsylvania Association of Community Health Centers
- Public Health Management Corporation (PHMC)
- Asociacion de Salud Primaria de Puerto Rico
- Aliados Health
- Rhode Island Health Center Association
- South Carolina Primary Health Care Association (South Carolina Health Center Controlled Network)
- Soonerverse, Inc.
- Tennessee Primary Care Association
- Texas Association of Community Health Centers
- Association for Utah Community Health
- Bi-State Primary Care Association (Vermont Rural Health Alliance)
- Virginia Community Healthcare Association
- Washington Association for Community Health
- West Virginia Primary Care Association Inc.
- Wisconsin Primary Health Care Association
- Wyoming Primary Care Association





# 2023 FINANCIALS

**+11%**  
OVERALL  
GROWTH IN  
REVENUE

## REVENUE WITHOUT DONOR RESTRICTIONS

Grants and Contracts	34,418,275	57%
Membership Dues	15,113,511	25%
Conferences, Conventions and Forums	10,013,685	17%
Contributions	118,149	0%
Interest and other income, net	602,842	1%
Net assets released from donor restrictions	170,642	0%
<b>Total revenue without donor restrictions</b>	<b>60,437,104</b>	<b>100%</b>

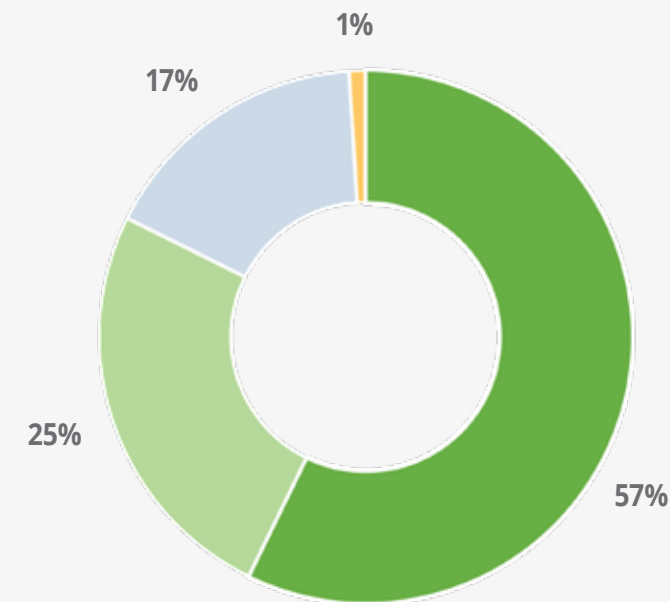
## EXPENSES

Program Services	50,742,540	91%
Supporting Services:		
Management and General	3,614,522	6%
Fundraising	607,206	1%
Membership	678,462	1%
<b>Total expenses</b>	<b>55,642,730</b>	<b>99%</b>
<b>Changes in net assets without restrictions</b>	<b>4,794,374</b>	

## REVENUE WITH DONOR RESTRICTIONS

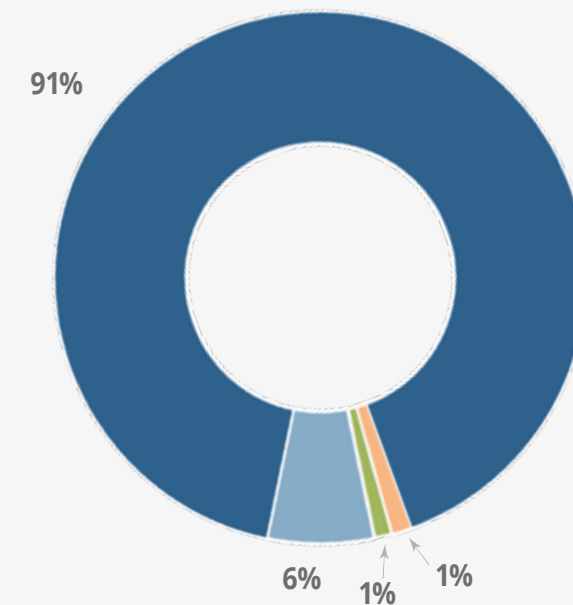
Contributions	55,000	
Sponsorships	111,343	
Net Assets Released from Donor Restriction	(170,642)	
Changes in net assets with donor restrictions	(4,299)	

<b>TOTAL CHANGES IN NET ASSETS</b>	<b>\$4,790,075</b>	
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## REVENUE

- Interest and Other Income, Net
- Conferences, Conventions, and Forums
- Membership Dues
- Grants and Contracts



## EXPENSE

- Fundraising
- Management
- Membership
- Program Services



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