

WISCONSIN PRIMARY HEALTH CARE ASSOCIATION

2022-2023 ANNUAL REPORT



Wisconsin Primary Health Care Association

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FROM THE CEO

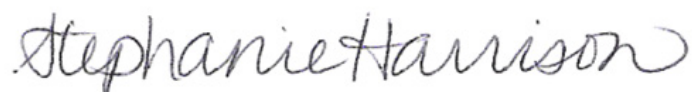
WPHCA is proud to represent Community Health Centers across Wisconsin as they make access to primary and preventive medical, behavioral health, and dental services more affordable and accessible to people across the state.

One of the key differentiators of the Community Health Center model is the federal requirement that they demonstrate local control by ensuring that over half of the governing Board composition is made up of patients. Patient voices on Community Health Center Boards means that Community Health Centers are routinely hearing firsthand about challenges faced by real people in the community and developing strategies to meet those needs directly or by collaborating with other organizations in the community. It is these patient voices that help Community Health Centers identify the services they offer, the hours they keep, and their potential areas for expansion.

It was these community and patient voices that have spurred Community Health Centers to expand services in new communities across Wisconsin. In 2022, WPHCA was pleased to welcome the Muslim Community & Health Center in Milwaukee and the Rock River Community Clinic in the Fort Atkinson area as our first 2 Community Health Center Look-Alike designees. Existing Community Health Centers also expanded into new communities, from West Bend to Marinette. And, several Community Health Centers added mobile clinics to bring care into additional communities.

Over the past year, Community Health Centers have been challenged on several fronts: growing competition for providers and staff, rising inflation, increasing demand for oral health and behavioral health services, and flat or diminishing funding. These challenges are going to persist for the coming year and potentially beyond. Deep connections to the community – and those patient voices on the Board – are going to be incredibly important to ensure that Community Health Centers can stay viable and meet these changing community needs.

We will need to call on those patient and community voices to help strengthen and protect the Community Health Center program in the months ahead, through advocacy, storytelling, and continued relationship building.



Stephanie Harrison
CEO, WPHCA

ABOUT WPHCA

Wisconsin Primary Health Care Association (WPHCA) is the member association for Wisconsin's 19 Federally Qualified Health Centers (FQHCs, Community Health Centers, or Health Centers), including 2 new Look-Alike clinics. Community Health Centers are non-profit, community-directed medical, dental, and behavioral health clinics.

MISSION

The mission of the Wisconsin Primary Health Care Association is to improve health through the work of Community Health Centers and their partners.

VISION

We envision a future where all individuals and communities in Wisconsin achieve their highest potential.

ANTI-RACISM STATEMENT

WPHCA is a wildly welcoming and inclusive organization that models growth and learning in a multiracial, multicultural workforce. We are a catalyst for change in Wisconsin as we address and repair past and present harms in health care.

To achieve this vision, we will adopt anti-racist strategies, working at the intersections of structural racism and the social determinants of health, and will support our partners in doing the same.*

**This statement is aspirational and iterative. It describes where we aspire to be and serves to help us orient our decisions towards this vision as our north star.*

WPHCA's annual report includes information from WPHCA's fiscal year, April 2022-2023, and the most recent HRSA-approved UDS data from 2021

STRATEGIC GOALS

AGILITY

Community Health Centers are positioned to succeed in a rapidly changing market.

POWER

Build and share power through advocacy, knowledge, insight, and partnerships.

EQUITY

Embed racial and health equity in all that we do.

PEOPLE

Develop and retain a skilled, adaptive, mission-driven workforce representative of the communities served.

VALUES

INCLUSION

WPHCA builds trusted relationships by integrating diverse perspectives and contributions.

INTENTION

WPHCA makes purposeful decisions to advance our mission and vision.

INNOVATION

WPHCA co-creates shared solutions through iterative improvement.

IMPACT

WPHCA strives for positive and sustained change in our community and promotes equitable and sustained outcomes.

STRATEGIC COMMITMENT

WPHCA accomplishes its mission through a wide range of activities and services to members, including:

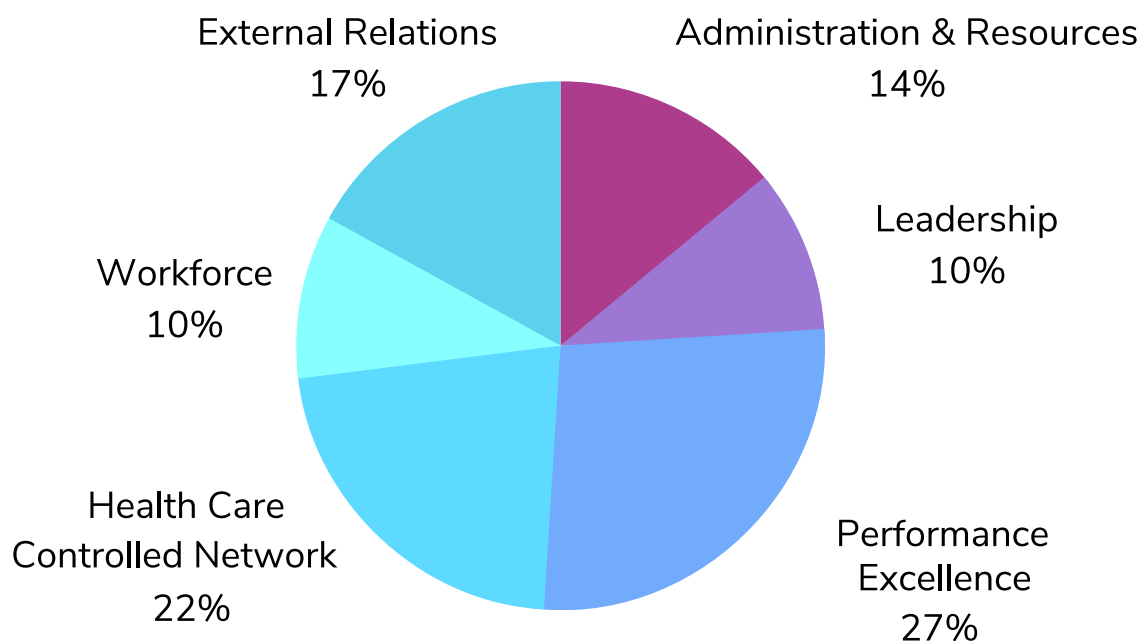
- **Information and public education** — Newsletters and publications provide current information about issues vital to strengthening the health care safety net. These resources are part of our effort to involve health partners and community members in our campaign to achieve health care access for all.
- **Government relations and legislative advocacy** — Association staff educate policy makers at the state and federal levels and influence policy development to promote our vision of access to comprehensive, quality primary health care services for all residents of our state.
- **Training and technical support, guidance and support opportunities** — Training sessions, conferences, workshops, formal and informal networking meetings, regular conference calls and site visits support members in their effort to improve quality of care, learn new skills, and enhance clinical and operational effectiveness.

WPHCA has developed 6 main teams in order to implement these activities:

- **Performance Excellence** — Collaborates with Community Health Centers to improve the quality of care and services provided to patients. Together, Community Health Centers and WPHCA share best practices and tools, such as evidence-based models and strategies. Community Health Centers support each other with the goal of providing high-quality care and exceeding the high standards and expectations of their patients, communities, and partners.
- **External Relations** — Activates advocates to influence the policy-making process and collaborates directly with lawmakers to inform evidence-based decisions. Whether it's providing testimony in a committee hearing or meeting with agencies to write a new administrative rule, WPHCA taps into the expertise of Community Health Centers to elevate patient and community voices.
- **Workforce** — Collaborates with Community Health Centers to advance the shared vision of hiring and retaining a workforce that is representative of the communities clinics serve, including staff that are committed to patient-centered care and health equity.

- **Health Center Controlled Network (HCCN)**— Supports Community Health Centers in addressing some of the core infrastructure that Health Centers need to be able to be high performing providers and employers of choice for their communities, including improving patient experience and access to care, strengthening provider satisfaction, optimizing health information exchange tools, and leveraging data to support value based care activities. WPHCA serves as the state of Wisconsin's HCCN.
- **Administration & Resources** — Assists WPHCA, Community Health Centers, and community partners with logistics, member information, finances, and events to increase Community Health Center awareness.
- **Leadership** — Leads WPHCA's strategic plan, collaborates with WPHCA board, and guides WPHCA-wide decisions.

HOURS OF ASSISTANCE BY TEAM



TRAINING & TECHNICAL ASSISTANCE

WPHCA, COMMUNITY HEALTH CENTERS, AND PARTNERS LEVERAGED **\$6,390,000** FROM STATE RESOURCES TO INCREASE ACCESS TO CARE AND ADDRESS STATE HEALTH PRIORITIES.¹

RETURN ON INVESTMENT²



13,736
TRAINING
HOURS



77%
GROUP LEVEL
TRAINING



23%
INDIVIDUAL
LEVEL TRAINING



127
LEARNING
EVENTS



1,120
PARTICIPANTS

1. [Wisconsin Department of Health Services. Wisconsin Community Health Center State Grant funding. 2022.](#)

2. WPHCA. Reported staff hours. 2022.

COMMUNITY HEALTH CENTERS IN WISCONSIN:



CREATED 5,950 JOBS;³



**GENERATED \$21.58 IN STATE ECONOMIC
ACTIVITY FOR EVERY \$1 IN FEDERAL
INVESTMENTS;⁴**



**REDUCED HEALTH CARE COSTS, SAVING
AN AVERAGE OF 24% PER MEDICAID
PATIENT COMPARED TO OTHER
PROVIDERS.³**

3. [*NACHC. Wisconsin Fact Sheet. 2021.*](#)

4. [*NACHC Economic Impact of CHCs in Wisconsin \(2021\) divided by HRSA total 330 Funding for CHCs \(2022\).*](#)

YEAR IN REVIEW

WPHCA-WIDE HIGHLIGHTS

WPHCA launched a new brand, logo, and website through a collaborative arrangement with Odvant Creative in April 2022.


WPHCA developed new organizational values at a staff retreat in May 2022.

WPHCA supported 2 organizations in obtaining their FQHC Look-Alike designations: Muslim Community & Health Center (Milwaukee's south side) received designation in August 2022 and Rock River Community Clinic (Watertown, Fort Atkinson) was designated in December 2022.


WPHCA extended services through several contracts in the past year for clinical matters and value-based care, health information technology (HIT) advisement and HIT data support, and outreach and enrollment subject matter expertise.



WPHCA supported 9 CHCs in advancing their cybersecurity practices with subsidies of \$45K from WPHCA grants.



The WPHCA Board approved a new 3-year strategic plan in January 2023.



WPHCA supported 2 collaborative grant opportunities with Milwaukee Community Health Centers: a \$722,100 ARPA award from the City of Milwaukee for HIT, workforce retention, and uncompensated COVID services; and a \$3,000,000 award from Congressionally-designated (earmark) Community Projects application for capital improvements. Both were awarded.



WPHCA received a clean audit in 2022.

WORKFORCE HIGHLIGHTS

In April 2022, WPHCA completed Phase I of the Workforce Learning Collaborative, with expertise from J.A. Cook Consulting. This was comprised of 7 modules designed for participating Health Centers to apply a DE&I framework to their comprehensive workforce workplans.

WPHCA sunset its AmeriCorps program (Wisconsin HealthCorps) in August 2022, given challenges with recruitment in an increasingly tight labor market.

WPHCA supported Milwaukee Health Services, Inc. in a collaborative process with Medical College of Wisconsin (MCW), MCW Affiliated Hospitals, Froedtert Health, and Children's Wisconsin to launch Wisconsin's first Teaching Health Center, set to start the first cohort of residents in July 2023.

WPHCA launched its Medical Assistant Apprenticeship Program in October 2022 with 11 MA Apprentices across four organizations: 2 Community Health Centers and 2 Critical Access Hospitals.

POLICY & ADVOCACY HIGHLIGHTS

Developed and distributed new one-pagers, issue briefs, toolkits and other collateral focused on policy priorities, general Community Health Center information, rule changes, and policy updates.

WPHCA staff represented Community Health Centers on multiple committees and advisory councils as partners and subject matter experts.

Increased awareness of WPHCA and Community Health Centers through multiple earned media spots related to workforce and new Look-Alikes.

Maintained and advanced relationships with key policymakers including organizing over 70 legislator visits for Community Health Centers during WPHCA's State Policy & Issues Forum in March 2023.

QUALITY & HIT HIGHLIGHTS

WPHCA received a competitive 3-year (2022-2025) Community Health Center Controlled Network (HCCN) grant.

WPHCA launched a project with Wisconsin Literacy, Inc. focused on Digital Health Literacy. The 2 groups are working together to assess digital health literacy needs and strengths, and developing training supports to advance Community Health Center work in this area.

WPHCA's Performance Excellence Committee, supported by WPHCA staff, conducted a statewide "Social Determinants of Health Summit" in September 2022. Twenty-four Community Health Center staff members from 11 Community Health Centers participated in the Summit, resulting in the development of a SDOH Learning Collaborative that will be launched later in 2023.

WPHCA supported quarterly reporting of clinical, operational, and fiscal measures. Community Health Centers saw noted improvements in three priority measures to pre-pandemic performance in colorectal cancer screening, uncontrolled diabetes and controlled hypertension.

RACE & EQUITY

WPHCA hosted a 2-part Conflict Resiliency workshop with the nINA Collective. This co-learning opportunity included staff from five Community Health Centers.

With support from the nINA Collective, WPHCA's PE Team applied a Racial Equity Tool (RET) to data practices and strategy, with next steps incorporated into the final Racial & Health Equity Action Plan (RHEAP).

WPHCA finalized its Racial & Health Equity Action Plan in December 2022, encompassing 3 main areas of work: Internal Operations; Board & Committees; and the Intersection of Health & Social Determinants of Health (SDOH).

WPHCA hosted 4 open equity forums to advance the conversations with Community Health Centers and other stakeholders on our shared racial and health equity progress.

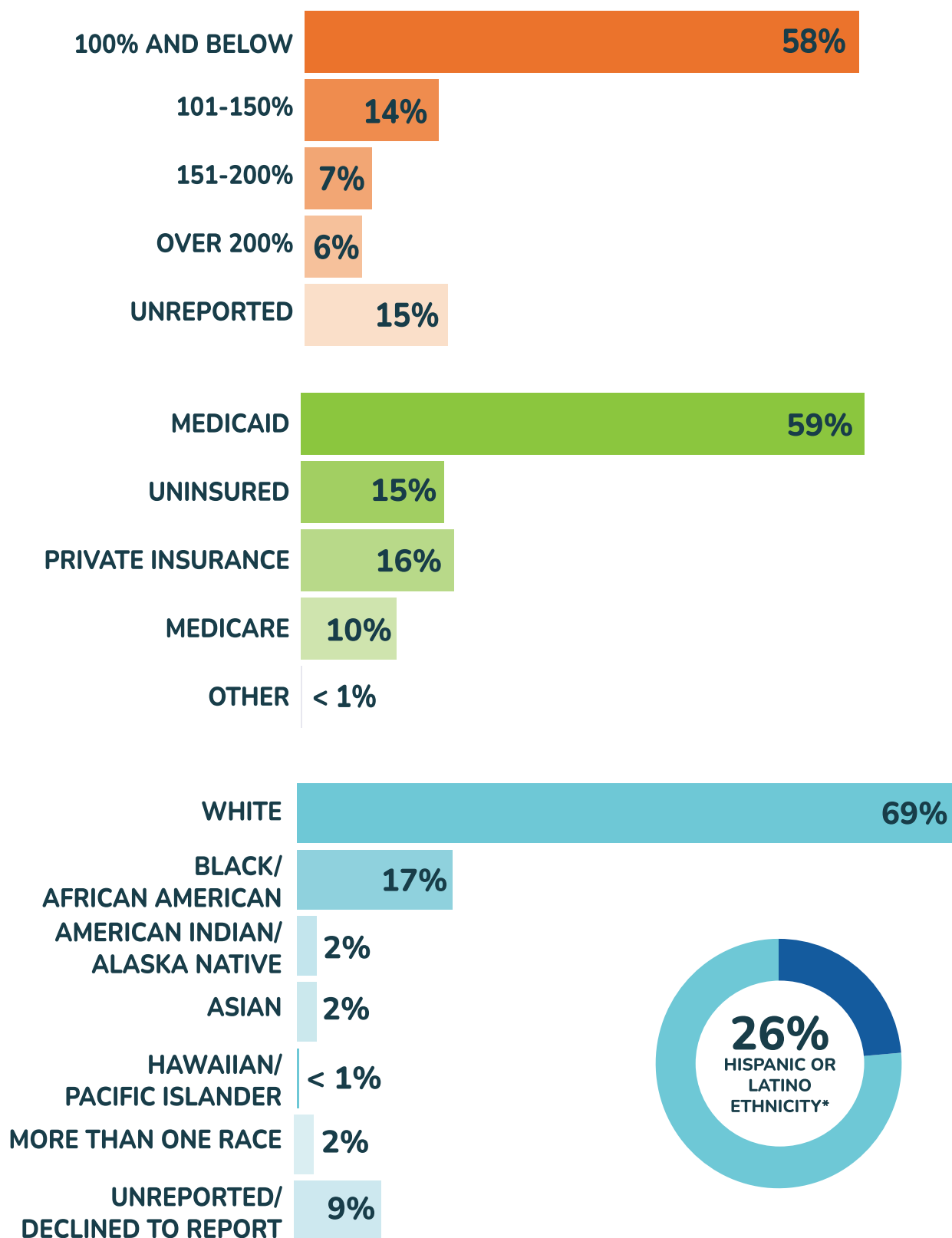
WPHCA collaborated with Midwest AIDS Training and Education Center (MATEC) on presenting a webinar for an introductory training on sexual orientation and gender identity for Community Health Center staff.

WISCONSIN COMMUNITY HEALTH CENTERS

Each year, HRSA Health Center Program awardees and look-alikes are required to report a core set of information, including data on patient characteristics, services provided, clinical processes and health outcomes, patients' use of services, staffing, costs, and revenues as part of a standardized reporting system known as the Uniform Data System (UDS).

OVERVIEW⁴

PATIENT DEMOGRAPHICS



5. 2021 Health Center Program Uniform Data System (UDS). Includes 1/2 of LSCHC reported data.

PATIENTS SERVED



SITES AND STAFF



2,695

EMPLOYEES
(FTE)



17

FEDERALLY-
QUALIFIED
HEALTH
CENTERS

+

2

LOOK-ALIKE
ORGANIZATIONS*

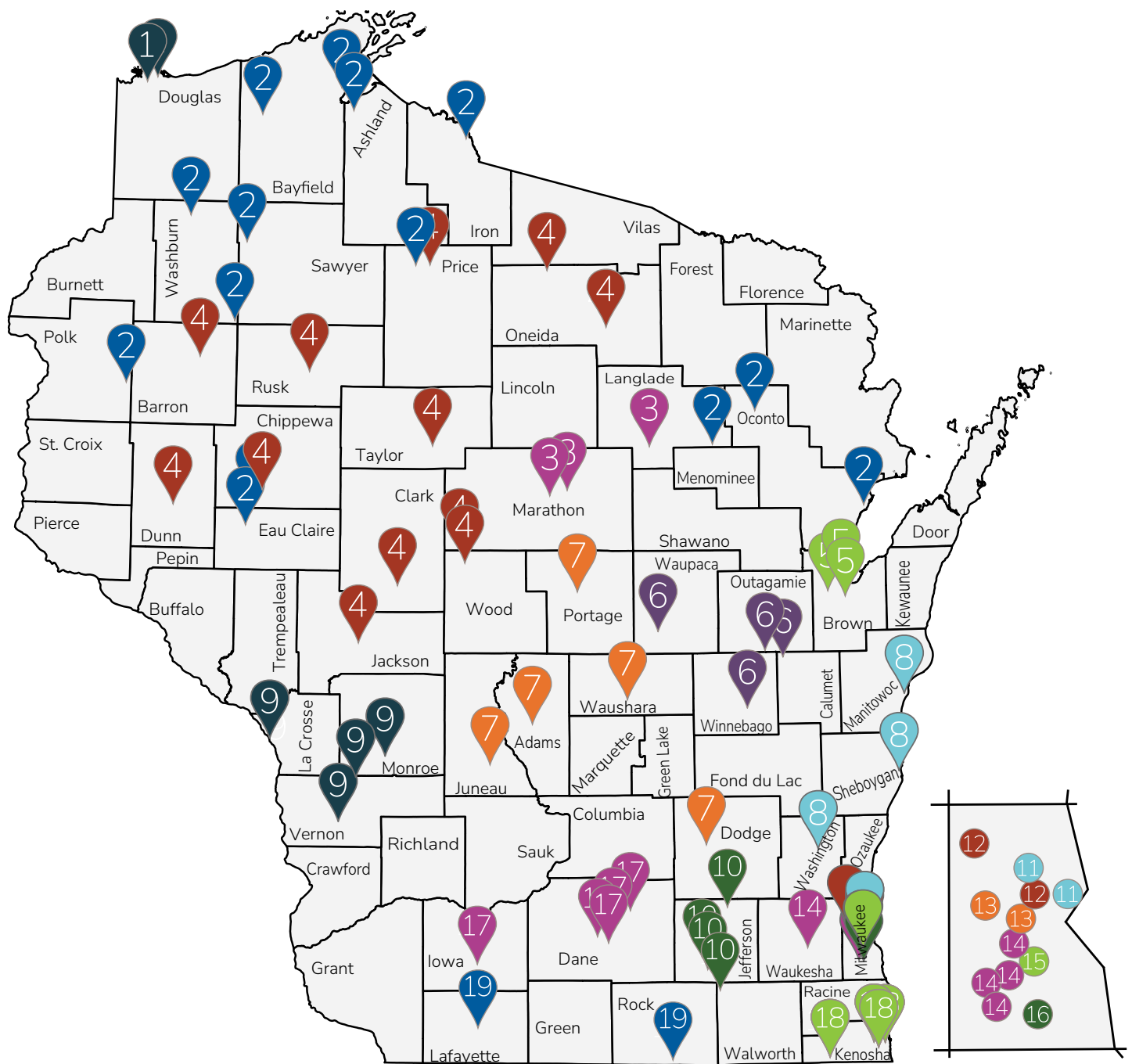


208

SERVICE
DELIVERY
SITES

**UDS submitted by Look-Alike organizations approved in 2022 has not been finalized and is not included in this data.*

MAP



1. Lake Superior Community Health Center
2. NorthLakes Community Clinic
3. Bridge Community Clinic
4. Family Health Center of Marshfield
5. N.E.W. Community Clinic
6. Partnership Community Health Center

7. Family Health La Clinica
8. Lakeshore Community Health Care
9. Scenic Bluffs Community Health Centers
10. Rock River Community Clinic
11. Outreach Community Health Centers
12. Milwaukee Health Services, Inc.

13. Progressive Community Health Centers
14. Sixteenth Street
15. Gerald L. Ignace Indian Health Center
16. Muslim Community & Health Center
17. Access Community Health Centers
18. Kenosha Community Health Center
19. Community Health Systems, Inc.

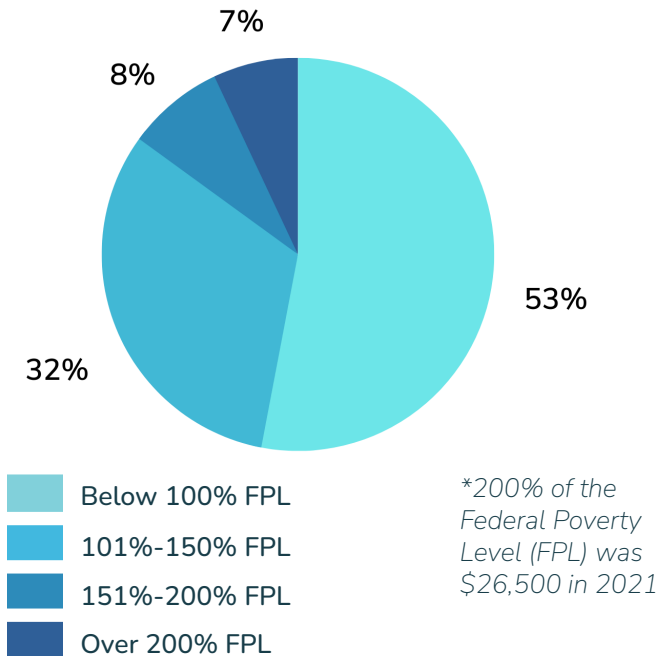
ACCESS COMMUNITY HEALTH CENTERS

Madison • Sun Prairie • Dodgeville

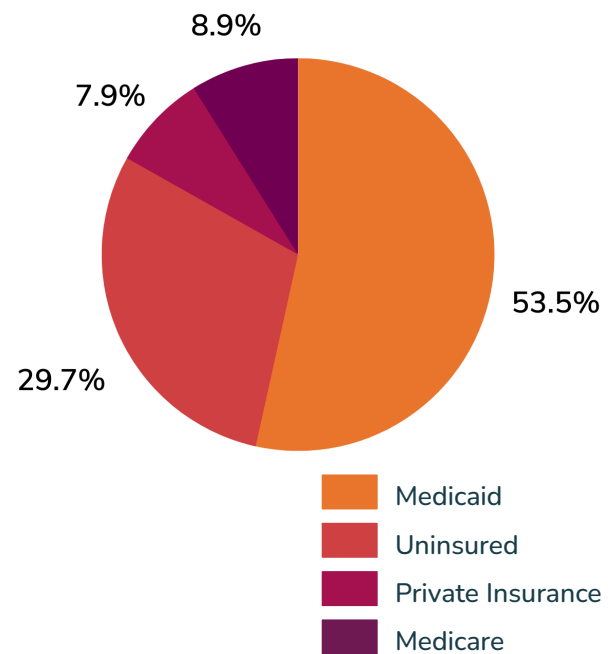


30,013 PATIENTS SERVED

PATIENTS BY INCOME



PATIENTS BY INSURANCE STATUS



SPECIAL POPULATIONS



1,346

Individuals
Experiencing
Homelessness



304

Veterans

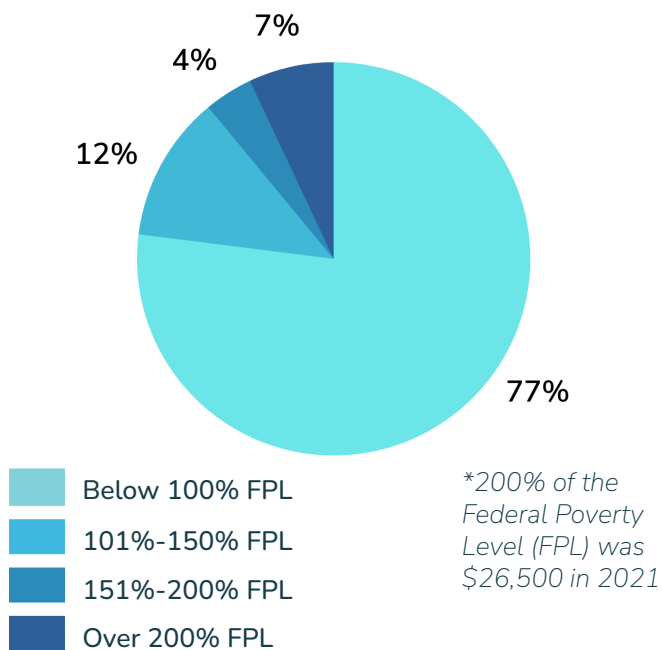
BRIDGE COMMUNITY HEALTH CLINIC

Wausau • Antigo • Merrill

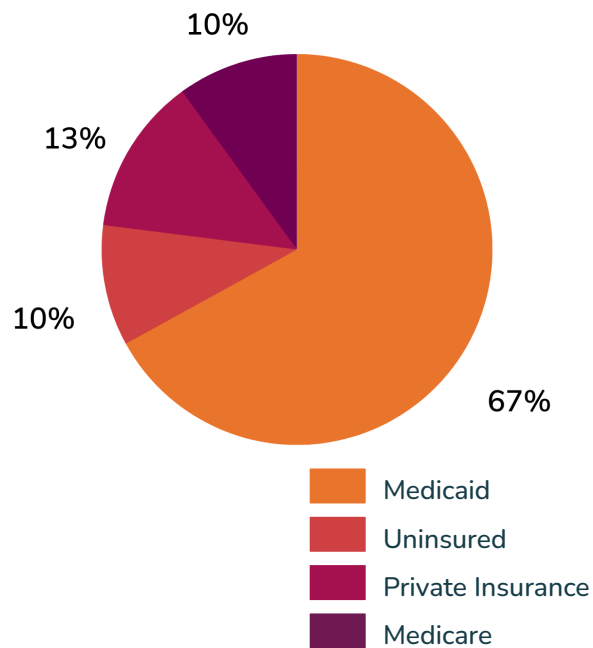


4,470 PATIENTS SERVED

PATIENTS BY INCOME



PATIENTS BY INSURANCE STATUS



SPECIAL POPULATIONS



33

Individuals
Experiencing
Homelessness



123

Veterans



30

Seasonal
Agricultural
Workers

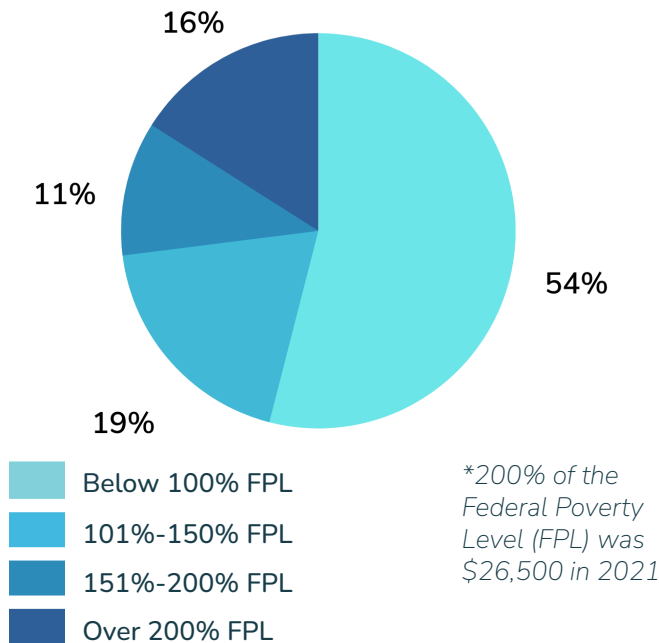
COMMUNITY HEALTH SYSTEMS, INC.

Beloit • Darlington

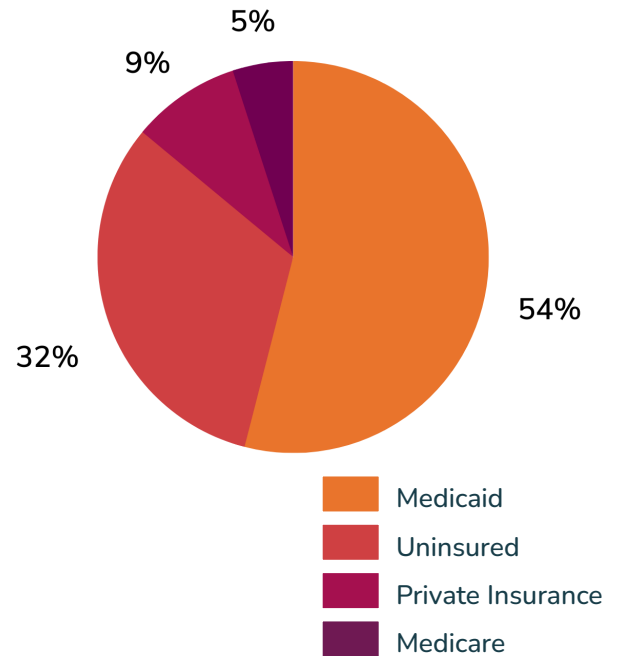


8,200 PATIENTS SERVED

PATIENTS BY INCOME



PATIENTS BY INSURANCE STATUS



SPECIAL POPULATIONS



62

Individuals
Experiencing
Homelessness



64

Veterans



16

Seasonal
Agricultural
Workers

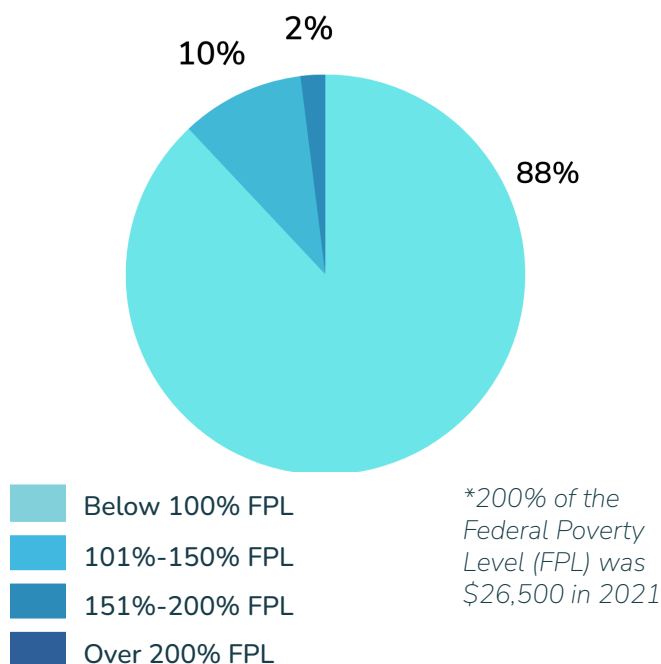
FAMILY HEALTH CENTER OF MARSHFIELD, INC.

Black River Falls • Chippewa Falls • Ladysmith • Marshfield •
Medford • Menomonie • Neillsville • Park Falls • Rhinelander •
Rice Lake

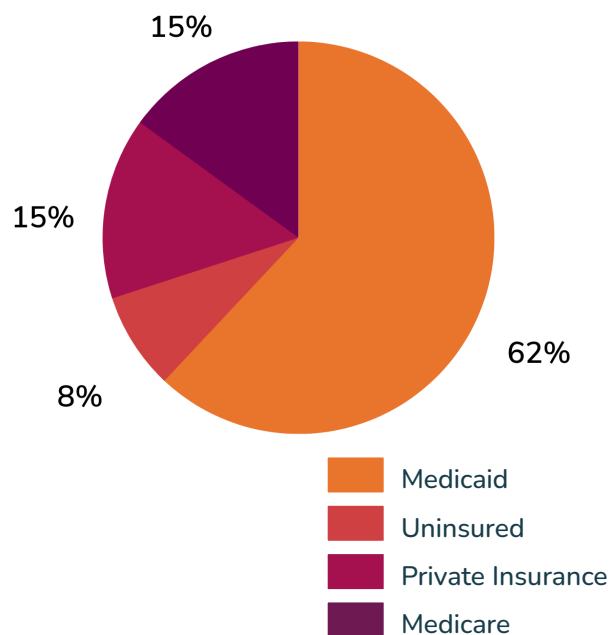


55,124 PATIENTS SERVED

PATIENTS BY INCOME



PATIENTS BY INSURANCE STATUS



SPECIAL POPULATIONS



385

Veterans

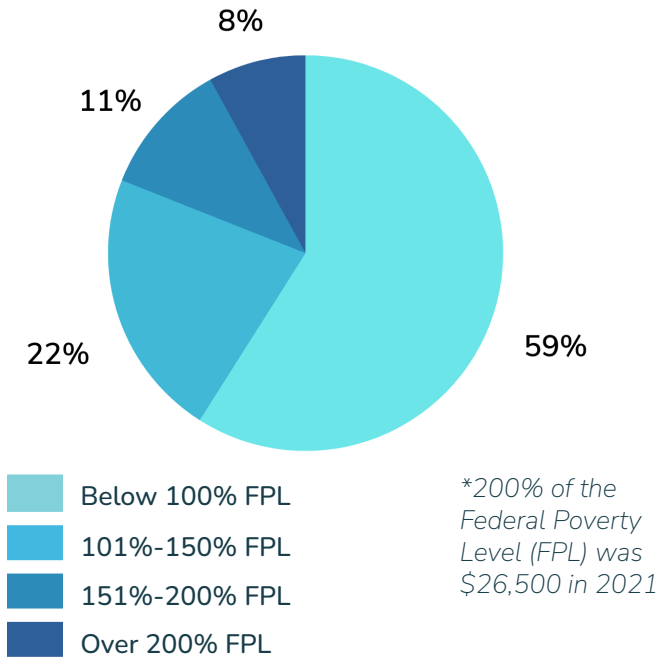
FAMILY HEALTH LA CLINICA

Wautoma • Mauston • Beaver Dam • Friendship • Stevens Point

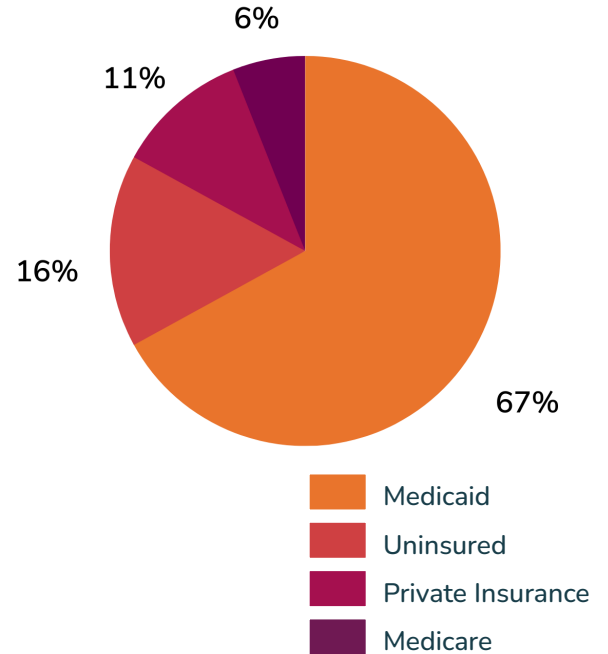


18,550 PATIENTS SERVED

PATIENTS BY INCOME



PATIENTS BY INSURANCE STATUS



SPECIAL POPULATIONS



33

Individuals
Experiencing
Homelessness



427

Veterans



827

Seasonal
Agricultural
Workers

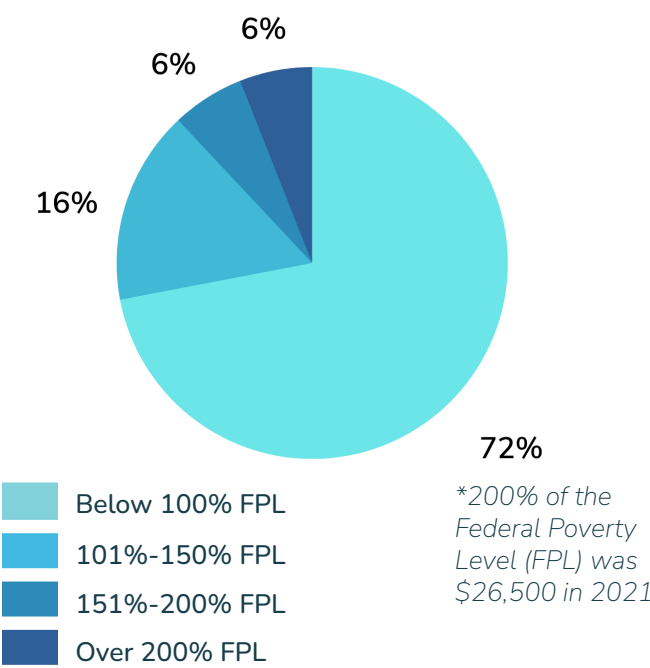
GERALD L. IGNACE INDIAN HEALTH CENTER

Milwaukee

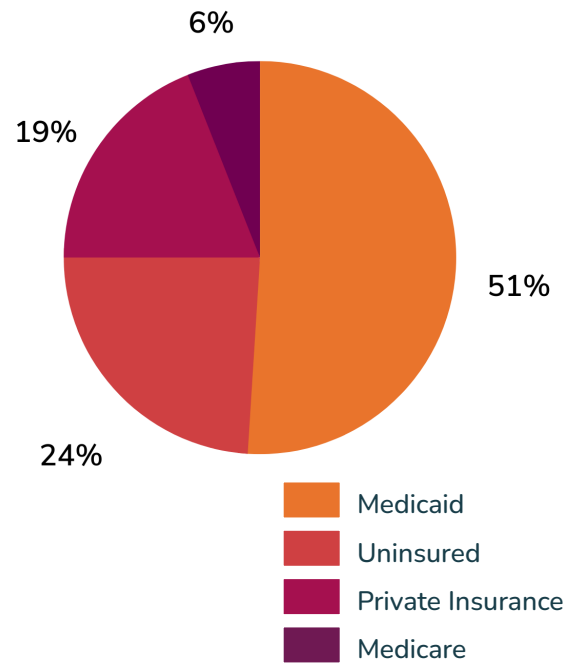


2,940 PATIENTS SERVED

PATIENTS BY INCOME



PATIENTS BY INSURANCE STATUS



SPECIAL POPULATIONS



11

School-Based
Patients



22

Individuals
Experiencing
Homelessness



15

Veterans

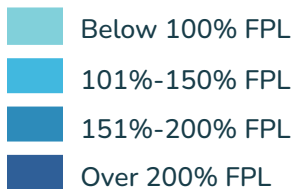
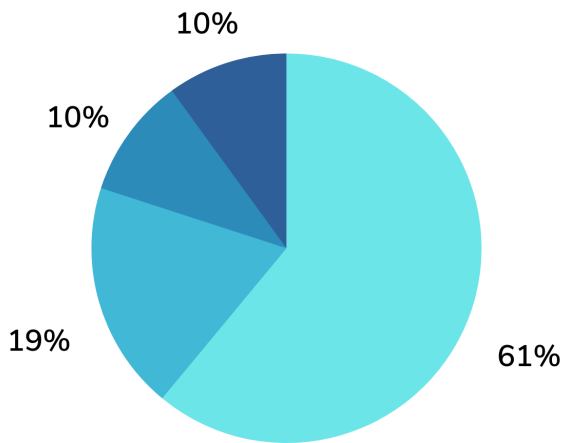
KENOSHA COMMUNITY HEALTH CENTER, INC.

Kenosha • Silver Lake



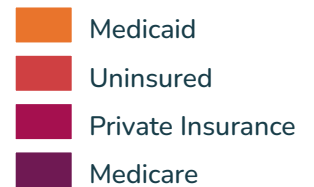
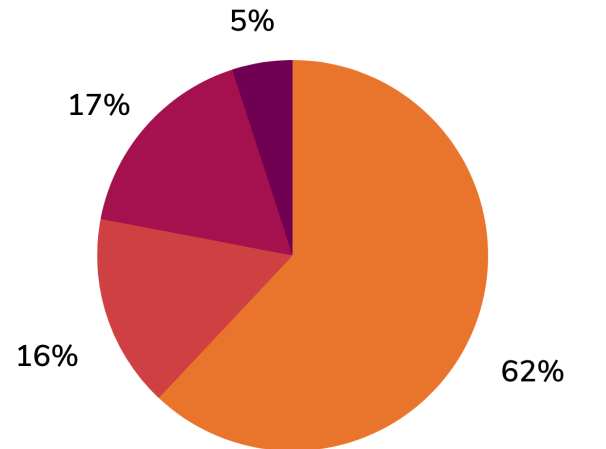
13,592 PATIENTS SERVED

PATIENTS BY INCOME



**200% of the Federal Poverty Level (FPL) was \$26,500 in 2021*

PATIENTS BY INSURANCE STATUS



SPECIAL POPULATIONS



316

School-Based Patients



65

Individuals Experiencing Homelessness



103

Veterans

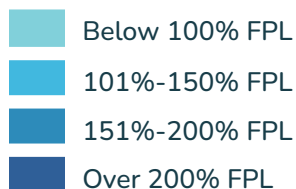
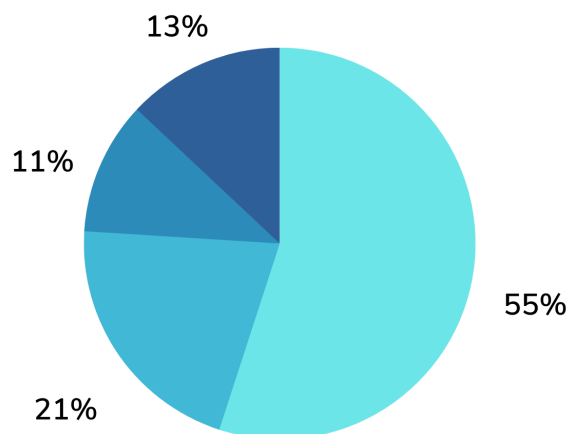
LAKE SUPERIOR COMMUNITY HEALTH CENTER

Superior • Duluth, MN • Carleton, MN



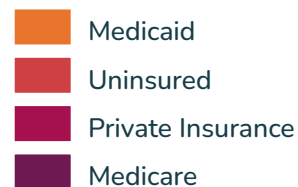
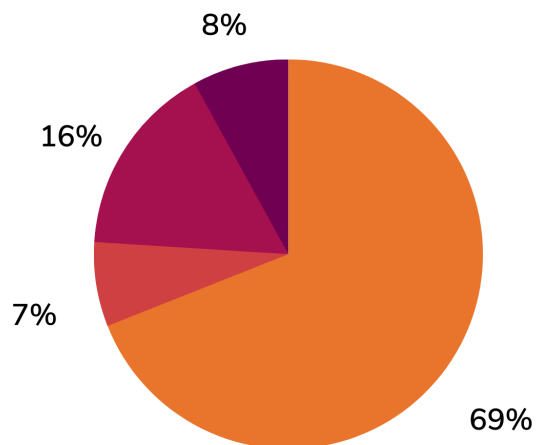
11,335 PATIENTS SERVED

PATIENTS BY INCOME



**200% of the
Federal Poverty
Level (FPL) was
\$26,500 in 2021*

PATIENTS BY INSURANCE STATUS



SPECIAL POPULATIONS



34

School-Based
Patients



131

Individuals
Experiencing
Homelessness



437

Veterans

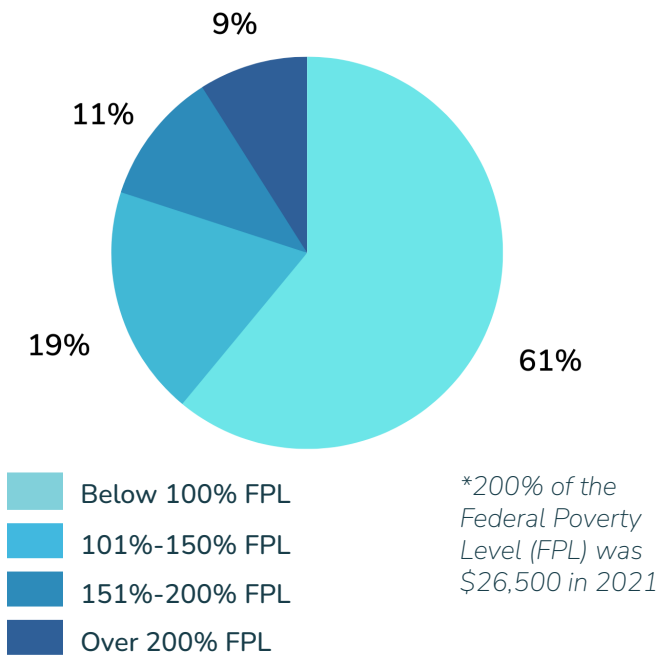
LAKE SHORE COMMUNITY HEALTH CARE

Sheboygan • Manitowoc • West Bend

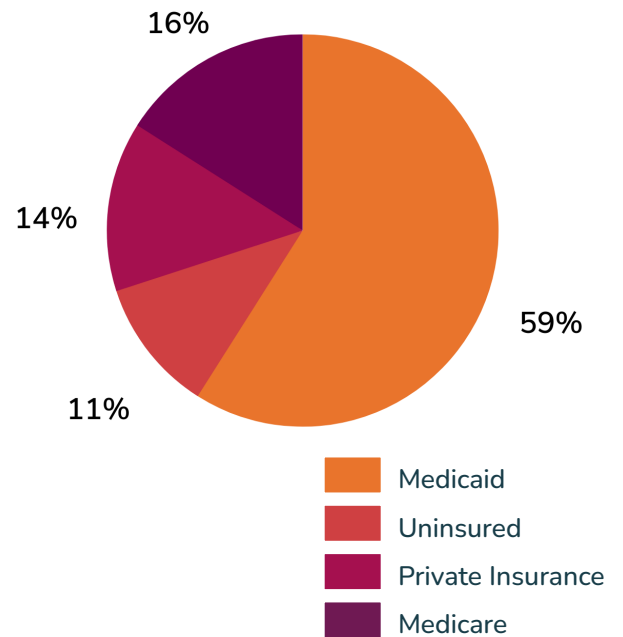


11,043 PATIENTS SERVED

PATIENTS BY INCOME



PATIENTS BY INSURANCE STATUS



SPECIAL POPULATIONS



1,636
School-Based
Patients



134
Individuals
Experiencing
Homelessness



176
Veterans

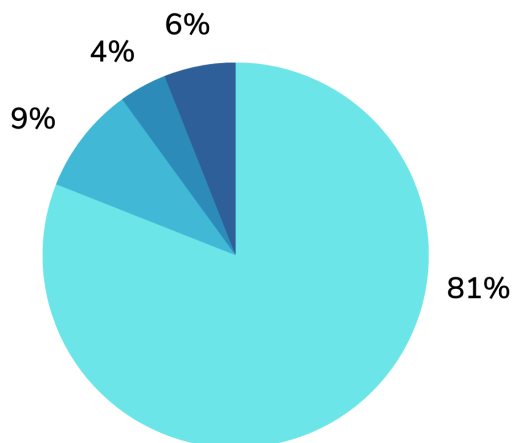
MILWAUKEE HEALTH SERVICES, INC.

Milwaukee



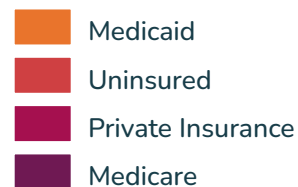
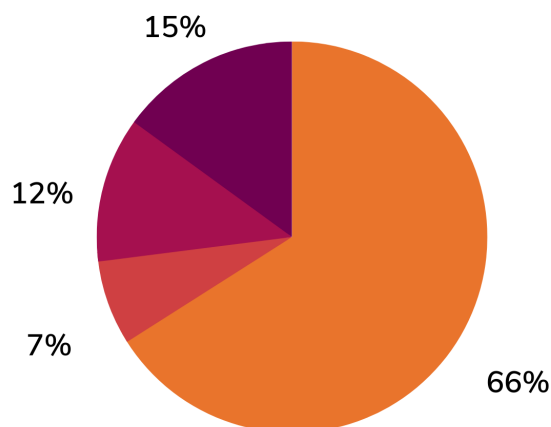
15,453 PATIENTS SERVED

PATIENTS BY INCOME



**200% of the Federal Poverty Level (FPL) was \$26,500 in 2021*

PATIENTS BY INSURANCE STATUS



SPECIAL POPULATIONS



27

Seasonal
Agricultural
Workers



98

Individuals
Experiencing
Homelessness



213

Veterans

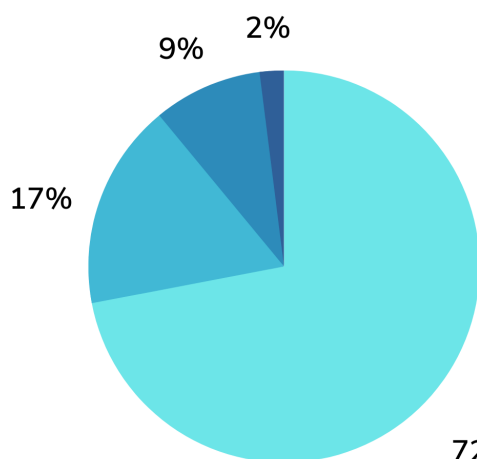
N.E.W. COMMUNITY CLINIC

Green Bay



3,327 PATIENTS SERVED

PATIENTS BY INCOME

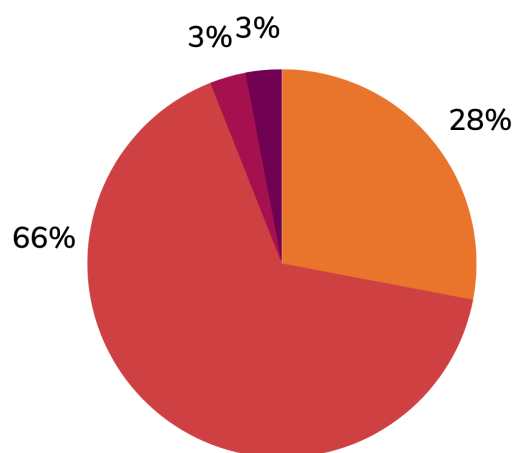


- Below 100% FPL
- 101%-150% FPL
- 151%-200% FPL
- Over 200% FPL

72%

*200% of the Federal Poverty Level (FPL) was \$26,500 in 2021

PATIENTS BY INSURANCE STATUS



- Medicaid
- Uninsured
- Private Insurance
- Medicare

SPECIAL POPULATIONS



1,309

Individuals
Experiencing
Homelessness

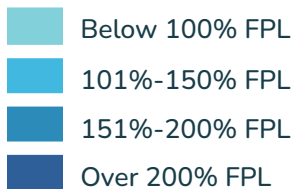
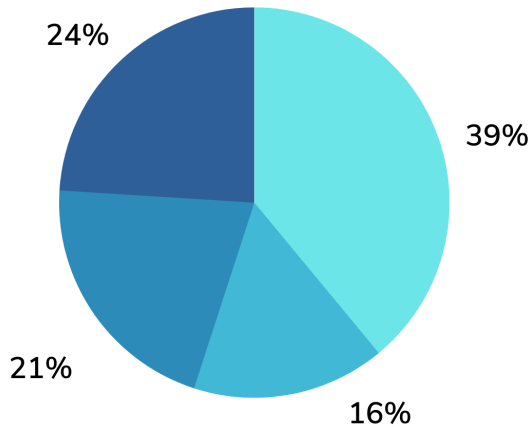
NORTHLAKES COMMUNITY CLINIC

Ashland • Hayward • Iron River • Minong • Turtle Lake • Balsam Lake • Washburn • Birchwood • Park Falls • Lakewood • Oconto • White Lake • Hurley • Eau Claire • Marinette



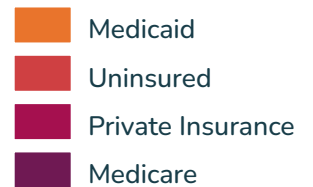
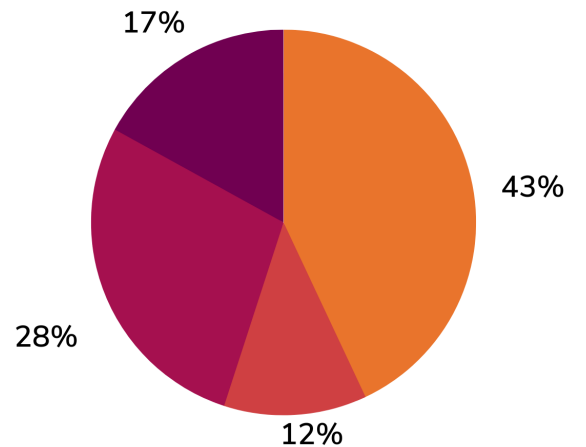
22,943 PATIENTS SERVED

PATIENTS BY INCOME



*200% of the Federal Poverty Level (FPL) was \$26,500 in 2021

PATIENTS BY INSURANCE STATUS



SPECIAL POPULATIONS



394

School-Based
Patients



90

Individuals
Experiencing
Homelessness



960

Veterans

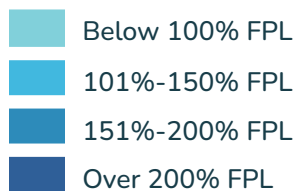
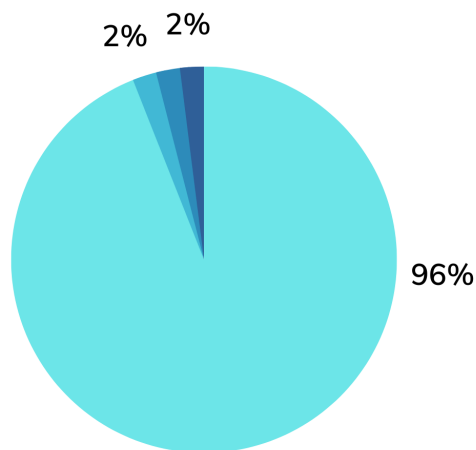
OUTREACH COMMUNITY HEALTH CENTERS

Milwaukee



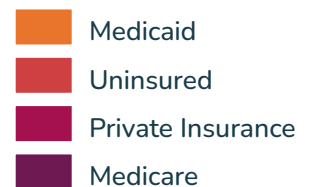
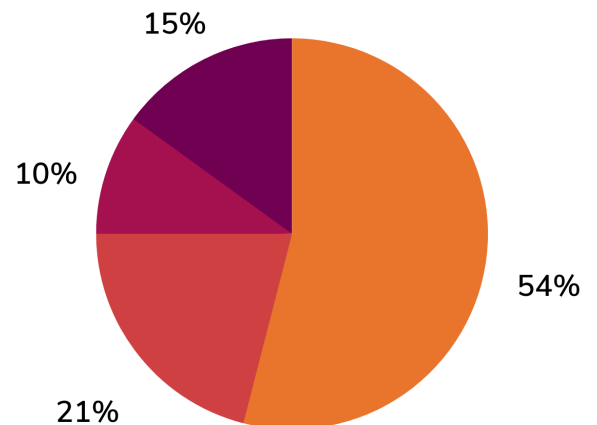
8,088 PATIENTS SERVED

PATIENTS BY INCOME



**200% of the
Federal Poverty
Level (FPL) was
\$26,500 in 2021*

PATIENTS BY INSURANCE STATUS



SPECIAL POPULATIONS



968

Individuals
Experiencing
Homelessness



24

Veterans

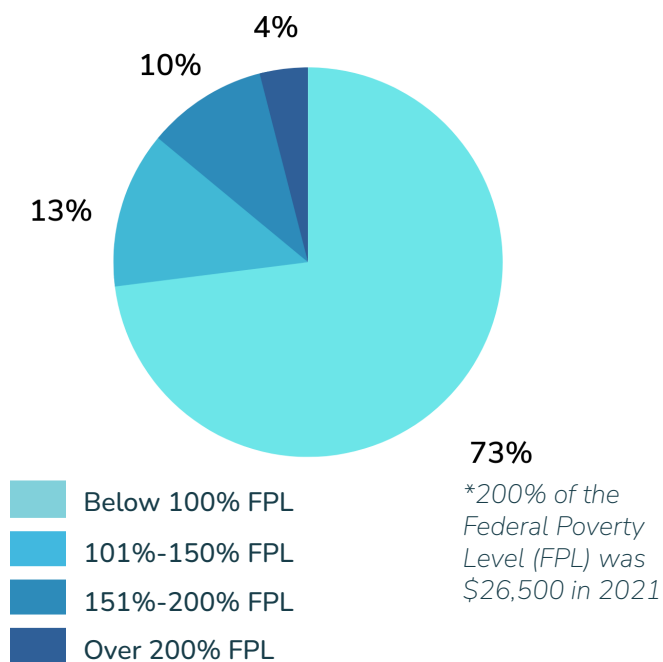
PARTNERSHIP COMMUNITY HEALTH CENTER

Appleton • Oshkosh • Waupaca

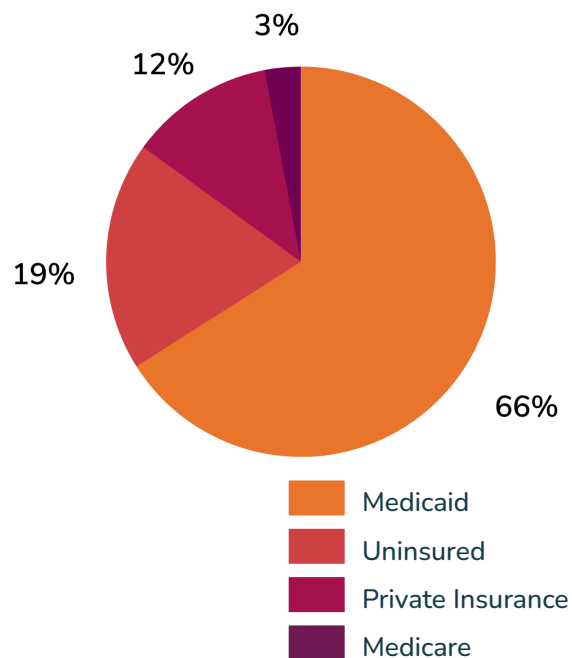


14,494 PATIENTS SERVED

PATIENTS BY INCOME



PATIENTS BY INSURANCE STATUS



SPECIAL POPULATIONS



281

Individuals
Experiencing
Homelessness

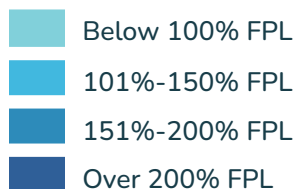
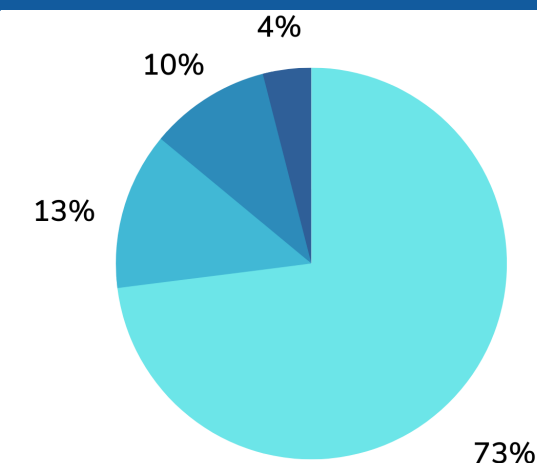
PROGRESSIVE COMMUNITY HEALTH CENTERS

Milwaukee



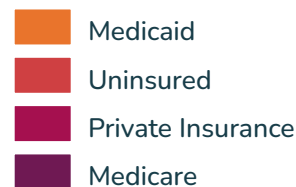
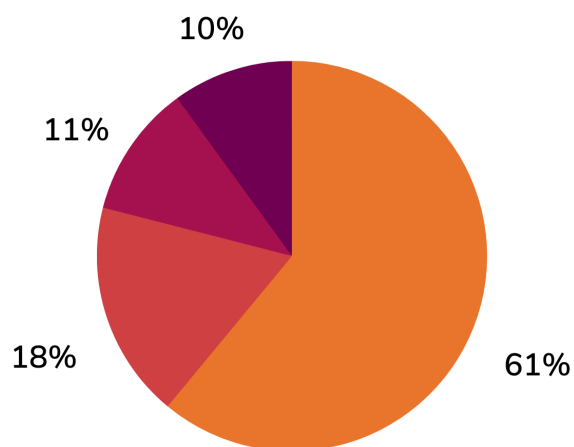
14,540 PATIENTS SERVED

PATIENTS BY INCOME



*200% of the
Federal Poverty
Level (FPL) was
\$26,500 in 2021

PATIENTS BY INSURANCE STATUS



SPECIAL POPULATIONS



10

Seasonal
Agricultural
Workers



37

Individuals
Experiencing
Homelessness



73

Veterans

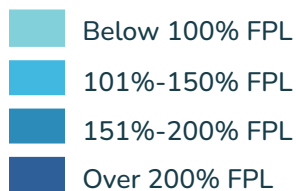
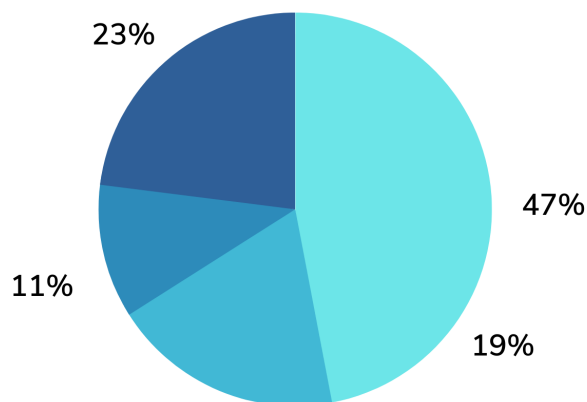
SCENIC BLUFFS COMMUNITY HEALTH CENTERS

Cashton • Norwalk • Viroqua • La Crosse



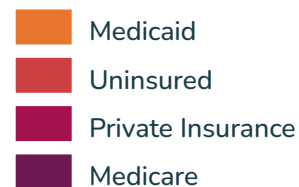
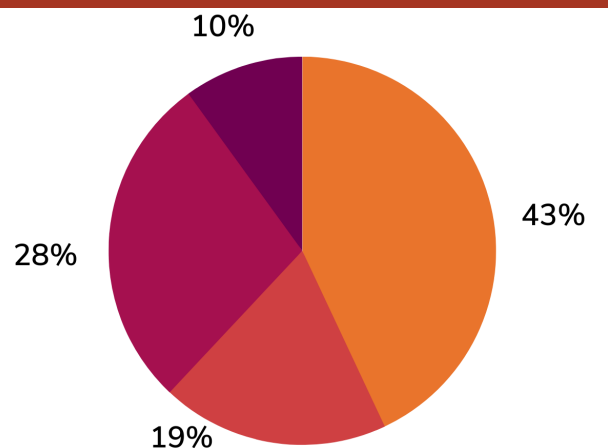
8,904 PATIENTS SERVED

PATIENTS BY INCOME



**200% of the
Federal Poverty
Level (FPL) was
\$26,500 in 2021*

PATIENTS BY INSURANCE STATUS



SPECIAL POPULATIONS



743

School-Based
Patients



23

Individuals
Experiencing
Homelessness



199

Veterans

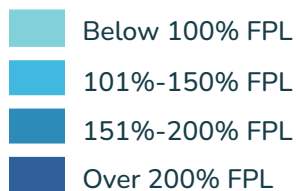
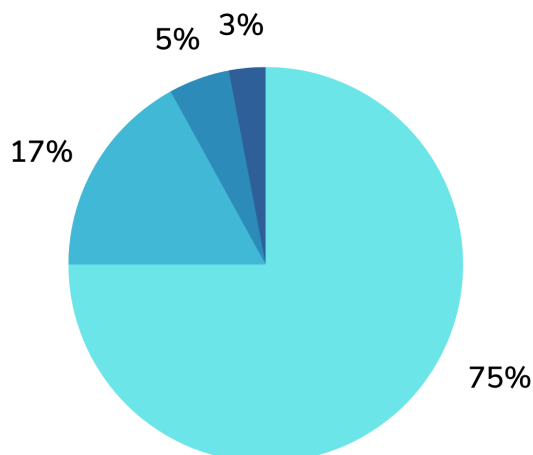
SIXTEENTH STREET COMMUNITY HEALTH CENTERS

Milwaukee



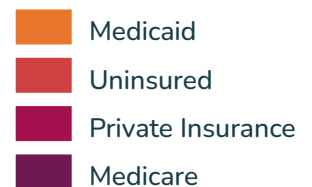
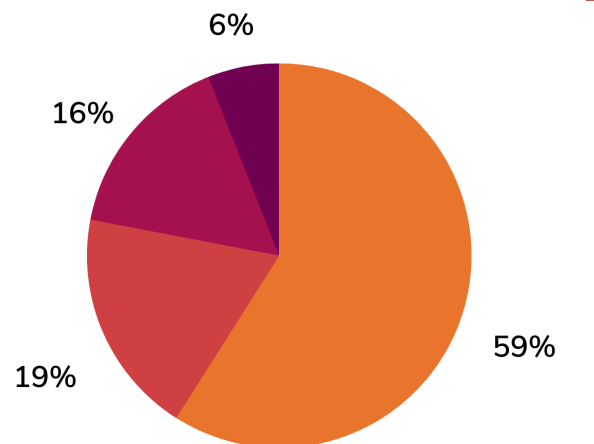
41,545 PATIENTS SERVED

PATIENTS BY INCOME



**200% of the
Federal Poverty
Level (FPL) was
\$26,500 in 2021*

PATIENTS BY INSURANCE STATUS



SPECIAL POPULATIONS



1,487

Individuals
Experiencing
Homelessness



718

School-Based
Patients



74

Seasonal
Agricultural
Workers

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