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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 mean 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
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.

**INNOVATION**
WPHCA co-creates shared solutions through iterative improvement.

**INTENTION**
WPHCA makes purposeful decisions to advance our mission and vision.

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

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**HOURS OF ASSISTANCE BY TEAM**

- **External Relations** 17%
- **Administration & Resources** 14%
- **Workforce** 10%
- **Leadership** 10%
- **Health Care Controlled Network** 22%
- **Performance Excellence** 27%
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 INVESTMENT ²

13,736 TRAINING HOURS

77% GROUP LEVEL TRAINING

127 LEARNING EVENTS

23% INDIVIDUAL LEVEL TRAINING

1,120 PARTICIPANTS

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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;
- GENERATED $21.58 IN STATE ECONOMIC ACTIVITY FOR EVERY $1 IN FEDERAL INVESTMENTS;
- REDUCED HEALTH CARE COSTS, SAVING AN AVERAGE OF 24% PER MEDICAID PATIENT COMPARED TO OTHER PROVIDERS.

4. NACHC Economic Impact of CHCs in Wisconsin (2021) divided by HRSA total 330 Funding for CHCs (2022).
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.
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.
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 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 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.
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 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 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.
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).
OVERVIEW PATIENT DEMOGRAPHICS

100% AND BELOW: 58%
101-150%: 14%
151-200%: 7%
OVER 200%: 6%
UNREPORTED: 15%

MEDICAID: 59%
UNINSURED: 15%
PRIVATE INSURANCE: 16%
MEDICARE: 10%
OTHER: < 1%

WHITE: 69%
BLACK/AFRICAN AMERICAN: 17%
AMERICAN INDIAN/ALASKA NATIVE: 2%
ASIAN: 2%
HAWAIIAN/PACIFIC ISLANDER: < 1%
MORE THAN ONE RACE: 2%
UNREPORTED/DECLINED TO REPORT: 9%

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

278,894
TOTAL SERVED

10% SENIORS (>64)
34% CHILDREN (<19)
56% ADULTS (19-64)

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.
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

- Below 100% FPL: 32%
- 101%-150% FPL: 7%
- 151%-200% FPL: 8%
- Over 200% FPL: 7%

PATIENTS BY INSURANCE STATUS

- Medicaid: 53.5%
- Uninsured: 29.7%
- Private Insurance: 8.9%
- Medicare: 7.9%

*S200% of the Federal Poverty Level (FPL) was $26,500 in 2021

SPECIAL POPULATIONS

- Individuals Experiencing Homelessness: 1,346
- Veterans: 304
BRIDGE COMMUNITY HEALTH CLINIC
Wausau • Antigo • Merrill

4,470 PATIENTS SERVED

PATIENTS BY INCOME

- Below 100% FPL: 77%
- 101%-150% FPL: 12%
- 151%-200% FPL: 7%
- Over 200% FPL: 4%

PATIENTS BY INSURANCE STATUS

- Medicaid: 67%
- Uninsured: 13%
- Private Insurance: 10%
- Medicare: 10%

*S200% of the Federal Poverty Level (FPL) was $26,500 in 2021

SPECIAL POPULATIONS

- Individuals Experiencing Homelessness: 33
- Veterans: 123
- Seasonal Agricultural Workers: 30
COMMUNITY HEALTH SYSTEMS, INC.
Beloit • Darlington

8,200 PATIENTS SERVED

PATIENTS BY INCOME

- Below 100% FPL: 19%
- 101%-150% FPL: 16%
- 151%-200% FPL: 11%
- Over 200% FPL: 54%

PATIENTS BY INSURANCE STATUS

- Medicaid: 54%
- Uninsured: 32%
- Private Insurance: 9%
- Medicare: 5%

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

SPECIAL POPULATIONS

- Individuals Experiencing Homelessness: 62
- Veterans: 64
- Seasonal Agricultural Workers: 16
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

- Below 100% FPL: 88%
- 101%-150% FPL: 2%
- 151%-200% FPL: 10%
- Over 200% FPL: 2%

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

PATIENTS BY INSURANCE STATUS

- Medicaid: 62%
- Uninsured: 15%
- Private Insurance: 15%
- Medicare: 8%

SPECIAL POPULATIONS

385 Veterans
FAMILY HEALTH
LA CLINICA
Wautoma • Mauston • Beaver Dam • Friendship • Stevens Point

18,550 PATIENTS SERVED

PATIENTS BY INCOME

- Below 100% FPL: 22%
- 101%-150% FPL: 11%
- 151%-200% FPL: 8%
- Over 200% FPL: 59%

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

PATIENTS BY INSURANCE STATUS

- Medicaid: 67%
- Uninsured: 16%
- Private Insurance: 11%
- Medicare: 6%

SPECIAL POPULATIONS

- Individuals Experiencing Homelessness: 33
- Veterans: 427
- Seasonal Agricultural Workers: 827
GERALD L. IGNACE
INDIAN HEALTH CENTER
Milwaukee

2,940 PATIENTS SERVED

PATIENTS BY INCOME
- Below 100% FPL: 72%
- 101%-150% FPL: 6%
- 151%-200% FPL: 6%
- Over 200% FPL: 16%

PATIENTS BY INSURANCE STATUS
- Medicaid: 51%
- Uninsured: 24%
- Private Insurance: 19%
- Medicare: 6%

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

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

- Below 100% FPL: 10%
- 101%-150% FPL: 19%
- 151%-200% FPL: 61%
- Over 200% FPL: 10%

PATIENTS BY INSURANCE STATUS

- Medicaid: 62%
- Uninsured: 17%
- Private Insurance: 16%
- Medicare: 5%

*S200% of the Federal Poverty Level (FPL) was $26,500 in 2021

SPECIAL POPULATIONS

- School-Based Patients: 316
- Individuals Experiencing Homelessness: 65
- Veterans: 103
SPECIAL POPULATIONS

- **School-Based Patients**: 34
- **Individuals Experiencing Homelessness**: 131
- **Veterans**: 437
LAKESHORE COMMUNITY HEALTH CARE
Sheboygan • Manitowoc • West Bend

11,043 PATIENTS SERVED

PATIENTS BY INCOME

- Below 100% FPL: 61%
- 101%-150% FPL: 19%
- 151%-200% FPL: 11%
- Over 200% FPL: 9%

PATIENTS BY INSURANCE STATUS

- Medicaid: 59%
- Uninsured: 11%
- Private Insurance: 16%
- Medicare: 14%

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

SPECIAL POPULATIONS

- School-Based Patients: 1,636
- Individuals Experiencing Homelessness: 134
- Veterans: 176
MILWAUKEE HEALTH SERVICES, INC.

Milwaukee

15,453 PATIENTS SERVED

**PATIENTS BY INCOME**

- Below 100% FPL: 81%
- 101%-150% FPL: 9%
- 151%-200% FPL: 6%
- Over 200% FPL: 4%

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

**PATIENTS BY INSURANCE STATUS**

- Medicaid: 66%
- Uninsured: 15%
- Private Insurance: 12%
- Medicare: 7%

**SPECIAL POPULATIONS**

- Seasonal Agricultural Workers: 27
- Individuals Experiencing Homelessness: 98
- Veterans: 213
N.E.W. COMMUNITY CLINIC

Green Bay

3,327 PATIENTS SERVED

PATIENTS BY INCOME

- Below 100% FPL: 17%
- 101%-150% FPL: 2%
- 151%-200% FPL: 9%
- Over 200% FPL: 2%

PATIENTS BY INSURANCE STATUS

- Medicaid: 66%
- Uninsured: 3%
- Private Insurance: 3%
- Medicare: 28%

SPECIAL POPULATIONS

1,309 Individuals Experiencing Homelessness

*200% of the Federal Poverty Level (FPL) was $26,500 in 2021
NORHLAKES 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
- Below 100% FPL: 24%
- 101%-150% FPL: 21%
- 151%-200% FPL: 16%
- Over 200% FPL: 16%

PATIENTS BY INSURANCE STATUS
- Medicaid: 17%
- Uninsured: 28%
- Private Insurance: 43%
- Medicare: 12%

*S200% of the Federal Poverty Level (FPL) was $26,500 in 2021

SPECIAL POPULATIONS
- School-Based Patients: 394
- Individuals Experiencing Homelessness: 90
- Veterans: 960

22,943 PATIENTS SERVED
OUTREACH COMMUNITY HEALTH CENTERS

Milwaukee

8,088 PATIENTS SERVED

PATIENTS BY INCOME

- Below 100% FPL: 96%
- 101%-150% FPL: 2%
- 151%-200% FPL: 2%
- Over 200% FPL: 0%

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

PATIENTS BY INSURANCE STATUS

- Medicaid: 54%
- Uninsured: 15%
- Private Insurance: 21%
- Medicare: 10%

SPECIAL POPULATIONS

- Individuals Experiencing Homelessness: 968
- Veterans: 24
PARTNERSHIP COMMUNITY HEALTH CENTER
Appleton • Oshkosh • Waupaca

14,494 PATIENTS SERVED

PATIENTS BY INCOME
- Below 100% FPL: 73%
- 101%-150% FPL: 10%
- 151%-200% FPL: 4%
- Over 200% FPL: 13%

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

PATIENTS BY INSURANCE STATUS
- Medicaid: 66%
- Uninsured: 12%
- Private Insurance: 3%
- Medicare: 19%

SPECIAL POPULATIONS
281 Individuals Experiencing Homelessness
PROGRESSIVE COMMUNITY HEALTH CENTERS

Milwaukee

14,540 PATIENTS SERVED

PATIENTS BY INCOME

- Below 100% FPL: 73%
- 101%-150% FPL: 13%
- 151%-200% FPL: 10%
- Over 200% FPL: 4%

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

PATIENTS BY INSURANCE STATUS

- Medicaid: 61%
- Uninsured: 18%
- Private Insurance: 11%
- Medicare: 10%

SPECIAL POPULATIONS

- Seasonal Agricultural Workers: 10
- Individuals Experiencing Homelessness: 37
- Veterans: 73
SCENIC BLUFFS COMMUNITY HEALTH CENTERS
Cashton • Norwalk • Viroqua • La Crosse

8,904 PATIENTS SERVED

PATIENTS BY INCOME

- Below 100% FPL: 11%
- 101%-150% FPL: 23%
- 151%-200% FPL: 47%
- Over 200% FPL: 19%

PATIENTS BY INSURANCE STATUS

- Medicaid: 43%
- Uninsured: 28%
- Private Insurance: 19%
- Medicare: 10%

*S200% of the Federal Poverty Level (FPL) was $26,500 in 2021

SPECIAL POPULATIONS

- 743 School-Based Patients
- 23 Individuals Experiencing Homelessness
- 199 Veterans
SIXTEENTH STREET STREET
COMMUNITY HEALTH
CENTERS
Milwaukee

41,545 PATIENTS SERVED

PATIENTS BY INCOME

Below 100% FPL: 75%
101%-150% FPL: 17%
151%-200% FPL: 3%
Over 200% FPL: 5%

PATIENTS BY INSURANCE STATUS

Medicaid: 59%
Uninsured: 19%
Private Insurance: 16%
Medicare: 6%

SPECIAL POPULATIONS

1,487 Individuals Experiencing Homelessness
718 School-Based Patients
74 Seasonal Agricultural Workers

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