

Neighborhood Health



General Information

Contact Information

Nonprofit	Neighborhood Health
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At A Glance

Year of Incorporation	1976
Neighborhood Health	
Former Names	United Neighborhood Health Services

Mission & Impact

Statements

Mission

Neighborhood Health is committed to improving the health and well-being for all in our community. We will do this by providing compassionate quality care, serving as a healthcare home and eliminating barriers to care.

Background

United Neighborhood Health Services (UNHS), doing business as "Neighborhood Health," is a private non-profit organization. The organization began in 1976 as a coalition of two volunteer medical clinics, Cayce Clinic in east Nashville and Waverly-Belmont Clinic in south Nashville. These began in 1971. Today, Neighborhood Health is a network of thirteen neighborhood clinics, two homeless clinics and two mobile medical vans serving over 27,000 patients with over 80,000 visits. 98% are low income and 52% are uninsured, with 28% having TennCare. 15% are children age 18 and younger, and 34% are women between 15 and 44 years old. 44% are African American, 20% Hispanic, 30% white and 6% other races and ethnicities. Physicians, nurse practitioners, physician assistants, dentists and licensed counselors form the clinical teams that offer holistic care. Persons of all ages receive quality primary care. Fees are on a sliding scale based on income and family size based on the annual federal poverty guidelines (FPG).

No one is denied care because they are unable to pay. Neighborhood Health emphasizes the continuity of care of each patient and comprehensive care, serving as the patient's "medical home" where they receive a full evaluation and comprehensive and holistic services including: chronic disease care and management, pregnancy testing, family planning, immunizations, TB testing, STD testing and treatment, prenatal care, parenting education and counseling of teen parents, labs, pharmacy, violence prevention, translation service, behavioral health counseling, and dental services.

Our clinic locations are: Cayce Clinic, 37206, Cleveland Park Clinic, 37207, Napier Clinic, 37210, Madison Clinic, 37115, East Side Clinic, 37206, Southern Hills Clinic, 37211, Casa Clinic, 37211, and Inglewood Clinic, 37216. The Downtown Clinic, and a primary health and dental clinic located inside Nashville's Mission Clinic. New for 2017 is our embedded primary health clinic is Neighborhood at My House. This clinic serves patients with special health issues, and shares space with two like-mission agencies, Nashville Cares, and Street Works.

Rural counties serves include Trousdale County, with has the Hartsville Family Clinic. Also, our Lebanon Clinic in Wilson County offers primary medical, dental, and behavioral health support. Both clinics serve patients on a countywide level.

Financing for Neighborhood Health come from a diversity of sources. 58% of our \$15.4 million budget comes from a federal grant to serve the uninsured. 30% is from insurance payments primarily TennCare, 4% from State sources and programs, 5% from local government sources, and 3% from contracts. Of this, 84% of the budget goes to direct services, with Neighborhood Health maintaining administrative costs at 16%.

Impact

Neighborhood Health is a leader in developing and providing health services and a "medical home" for those who have low income, uninsured or otherwise lack access to healthcare. In 2016, Neighborhood Health served over 27,000 residents of middle Tennessee. 52% were uninsured, 89% below poverty.

TOP ACCOMPLISHMENTS FROM THE PAST YEAR: 1. Neighborhood Health was re-approved by Joint Commission and re-certified for Patient Centered Medical Home Certification. 2. Neighborhood Health expanded service by opening a new co-located clinic in Nashville, and adding dental services at our Lebanon Clinic in Wilson County. 3. Neighborhood Health has expanded behavioral health services adding behavior health counselors so that all thirteen clinics have coverage. In addition, a treatment program for those with opioid addiction was begun in July, 2016. Since then, a total of 130 patients have been assisted.

TOP GOALS FOR THE CURRENT YEAR 2016-2017: 1. Preterm births and other poor birth outcomes continue to grow in the low income neighborhoods of east and northeast Nashville, Neighborhood Health will expand services for pregnant women in these neighborhoods serving over 600 pregnant women. 2. Increase patient knowledge and use of Neighborhood Health at My House, through our partnership with Nashville CARES and Street Works. The goal of this clinic is to cut in half the transmission of HIV in Nashville. While HIV transmission has been overall going down. There is a rise in Middle Tennessee in the transmission rate among young African American men who have sex with men. There are now new medication therapies, PrEP, which are nearly 100% effective in reducing transmission. This goal will be assisted with our participation in the State of Tennessee administered Ryan White Part B program. Our My House clinic will improve access to care for LGBTQI community. Nashville CARES and Street Works are veteran HIV organizations, and our co-location with these two organizations should lead to greater trust and improved numbers who are served. 3. Increase those served in the opioid addiction treatment program. We are now looking for ways to increase patient enrollment by added provider licensure and training on how to treat this medical problem. 4. Neighborhood Health has been selected to participate in the Tennessee patient-centered medical home initiative for TennCare. This will allow Neighborhood Health to participate in a pay for performance model program.

Needs

Neighborhood Health's most pressing needs grow from patient care and management needs. 1. In order to improve the health of patients, particularly those with chronic conditions like diabetes and hypertension and those in need of preventive services, we need staff devoted to reaching out and providing care coordination and health education as a member of each care team. We estimate that we need of 5 new staff members at an individual cost of \$60,000 and a total cost of \$300,000. 2. Information technology: Expenses for electronic health records are significant. We have added exceptional IT staff. We have also added a staff member to do analytics and begun to develop a data warehouse. To complete the reporting capabilities and warehouse we estimate the need is for \$50,000 for set up, software and equipment. 3. In order to better treat children with asthma, our programs need equipment that assists in the diagnosis of asthma. At \$5,000 per site that sees children, we estimate the cost at about \$50,000. 4. In order to better serve our prenatal patients, Neighborhood Health should be doing on-site ultrasounds. This would help in identifying high risk women earlier and preventing preterm births. The cost would be about \$40,000. 5. Since federal sources comprise a substantial portion of safety net funding for the low-income and vulnerable populations we serve, gaining different types of funding distributed over more multiple sources is going to be an ongoing focus as we move forward.

Other ways to donate, support, or volunteer

Ways to donate: Go to our website at www.neighborhoodhealthtn.org and click on the "donate" button located in the upper left corner. This will direct you to a secure donation link. Also, donation checks can be mailed to our administrative office: 2711 Foster Avenue, Nashville TN, 37210. To make an in-kind donation, please call: 615-227-3000 x1000. Due to HIPAA privacy restrictions, there are limited volunteer opportunities. Interested parties should please call first, at 615-227-3000.

Service Categories

Primary Organization Category

Health Care / Community Clinics

Secondary Organization Category

Human Services / Homeless Services/Centers

Tertiary Organization Category

Mental Health & Crisis Intervention / Counseling

Areas of Service

Areas Served

TN - Davidson

TN - Trousdale

TN - Wilson

United Neighborhood Health Services Inc. (dba Neighborhood Health) serves the Middle Tennessee area, with clinics in Davidson County, Trousdale County and Wilson County. There is not residency requirement to receive care. The clinics in these three counties serve broader areas and care for residents in nearby counties as well. Individuals in need of care can to any clinic.

Board Chair Statement

Neighborhood Health's Board of Directors have a dual function: Secure the future of the organization, and secondly, be a voice for our low-income and underserved communities.

A majority of Neighborhood Health's Board are consumers, assuring we remain sensitive to the needs of those we serve. Many of our clients live in public housing, have experienced homelessness, or faced periods of unemployment. Other members have skills and experience which assist the Board in meeting our obligations of sound financial and organizational management.

Neighborhood Health's Board is confronted with a continually changing healthcare environment. This diverse and representative Board is particularly well suited to plan strategically for this changing future. We are creative and innovative in developing strategies to reach those in need of care, and improve the health of those most in need by maintaining a financially sound organization. Neighborhood Health has been extremely successful in growing to meet the needs of the community. From 2000 to 2016 Neighborhood Health grew from 9,642 patients to over 27,000. In that same time the budget grew from \$3.7 million to over \$15 million, and federal grants grew from \$1.5 million to over \$9 million.

The biggest challenges Neighborhood Health face are: 1. Uninsured numbers continue to be half of those served. There are many discussions about how to solve the problem of those without health insurance. The Leadership Staff at Neighborhood Health believes that Neighborhood Health's model of direct care, with community ownership, is an important part of the solution in our current healthcare crisis. 2. The health of our community is deteriorating, with high levels of obesity and related illness. Tennessee continues to be one of the least healthy states in the United States. Opioid addiction is a horrendous problem, and there is a significant need to add services that help the low-income and uninsured. 3. Gentrification is displacing low-income families in to outlying county areas. Neighborhood Health developed in the inner-city, but economic developments within the urban core are pushing low income residents into more distant areas of the county. Neighborhood Health's clinics and programs are a major asset to Nashville, and provide added resources to the community. Currently \$9 million in federal funds are being used to address into city's health needs.

As a low-cost healthcare provider, Neighborhood Health assures that many who would not otherwise have care now do have access to a quality care provider. Neighborhood Health clinics also assure patients who are best served in a clinic do not burden the more expensive sources of care like emergency rooms.

CEO Statement

Princess, a patient with Neighborhood Health, says it best. "Our neighborhood clinic means that people care about us and will be there for our families when we need help." Neighborhood Health is committed to access to care for all. To accomplish this, Neighborhood Health has a sliding fee scale, and no one is denied care because of inability to pay. Neighborhood Health has a unique strategy for providing healthcare to the most vulnerable and impoverished residents of Nashville. We establish a "medical home" right in the neighborhoods of those without healthcare, and go to people in local communities with use of our two Mobile Health Clinics.

Neighborhood Health aggressively looks for those in need, develops ways to reach them, and placed clinics within accessible reach. An additional effective approach we use is to co-locate clinics in with agencies that offer supporting services to low-income and vulnerable populations. In 2008, Neighborhood Health used this model to meet the healthcare needs of homeless people with a clinic in downtown and in the Rescue Mission. In 2014, Neighborhood Health opened services for immigrants and refugees in partnership with other refugee and immigrant services, and increased patient access through evening and weekend hours. Our Madison Clinic is open until 10 pm weekdays, and until 4:00 PM on Saturday.

A third way Neighborhood Health expands access is to have "same day" visits. People need care when they are sick and can't wait for an appointment. All Neighborhood Health clinics accept clients that day. A fourth way is through our central Customer Service Line. Individuals can call, receive all needed information, pre-register, and receive directions to the clinic closest to them. ESL clients are assisted with fluent speaking staff. Other languages are assisted through our use of the Language Line.

Additionally, Neighborhood Health uses evidence-based approaches in care. Our quality improvement activities enable us to assure clients receive first class care. Neighborhood Health is committed to continuing to develop innovative programs that reach impoverished communities and meet their critical health needs. Each year brings new challenges, but with our dedicated providers and staff, we are able to respond to area health needs and continue to grow.

Programs

Programs

Medical Services

Description

The goals of Neighborhood Health are to improve the health of uninsured and low income clients. Uninsured are estimated to be 20% of the residents of the area. Residents under poverty exceed 18%. There are wide disparities in health for the low income and uninsured. Comprehensive services are provided to all ages, including acute, preventive and chronic care. They include labs and prescriptions. Dental care, nutrition, health education and counseling are also available. All are provided on a sliding-fee scale based on family size and income. No one is denied care because of inability to pay. In 2016 over 27,000 were provided over 80,000 visits. Neighborhood Health's prenatal services are expanding to the demand and the high pre-term birth rate and low birthweight. Neighborhood Health has begun to offer PrEP, a medication that can reduce HIV transmission. Neighborhood Health is also adding expertise to enable us to meet

Budget

10000000

Category

Health Care, General/Other

Population Served

Poor,Economically Disadvantaged,Indigent, ,

Homeless Services

Description	Neighborhood Health is the major provider of healthcare to the homeless of Nashville, serving over 4,750 in 2016. Medical, dental and behavioral health services are provided at the Downtown Homeless Clinic, the Mission Clinic and through a mobile medical unit. Neighborhood Health also works with partner agencies to visit their sites and provide care there. This includes many shelters and lunch programs in Nashville. 94% of the homeless have no health insurance. Neighborhood Health provides visits, lab tests and medication to assure better health management. Over 41% of the homeless served are women and also include 150 children. Over 25% have hypertension and 10% are diabetic.
Budget	3000000
Category	Health Care, General/Other
Population Served	Homeless, Unemployed, Underemployed, Dislocated, Poor, Economically Disadvantaged, Indigent
Short Term Success	In the short-term, those cared for will be properly diagnosed and evaluated for the full range of their behavioral health needs. This includes both screenings for mental health and substance misuse issues. Behavioral Health Providers will establish a customized care plan that looks at the patient's needs and circumstances holistically.
Long term Success	Neighborhood Health's goal is to meet the needs of area homeless as much as possible in a primary care setting rather than patient use of ER services. Care plan will use an integrated model to stabilize patients and provide supportive navigation to housing resources.
Program Success Monitored By	Patient Satisfaction Surveys, Progress notes in the patients electronic health records, use of vulnerability index questionnaire to see if they are eligible to participate in coordinated entry system into housing.
Examples of Program Success	Approximately 30% of clients indicated that a combination of services helped get them out of chronic homelessness. Neighborhood Health's approach of integrated services (assessing and responding to primary health, behavioral health, substance misuse and other social factors) has helped many get out of chronic homelessness.

Dental Services

Description	Dental care is one of the most needed services among the low income in Nashville and few have any type of dental insurance. The dental program of Neighborhood Health began in 2003 because of the great demand. In 2016 Neighborhood Health's dental services served 3,100, primarily low-income adults. 95% had no dental insurance. Dental services include: emergency evaluations, preventive care such as x-rays and cleaning, restorative services including fillings, and procedures such as extractions. Dentures are also provided at reduced cost. These are diabetic patients who often have gum disease. Pregnant women need dental care as their dental health can affect the rate of premature birth. Elderly patients often have bad nutrition because of poor teeth. Neighborhood Health is expanding dental services and will add these services to the services of the Cleveland Park Clinic. Dental services were also added to serve more rural populations in Lebanon, TN.
Budget	10000000
Category	Health Care, General/Other
Population Served	Poor,Economically Disadvantaged,Indigent, Children and Youth (0 - 19 years), Homeless
Short Term Success	Short-term, we are able to relieve pain and provide emergency dental care. We are moving towards our goal of 65% of dental patients achieving their oral health objectives. We have also improved sealants by 50% for age eligible children.
Long term Success	Neighborhood Health wants to assure that all those in need have access to dental services. We would like to assist more patients maintain good oral health, rather than emergency extractions. Our long-term success is for 80% of dental patients completing their treatment plan, and 80% of age appropriate children receiving dental sealants.
Program Success Monitored By	Neighborhood Health uses electronic dental records to record patient care. This system allows for oral health providers to monitor problems before they become larger issues. Patients with special health needs can also inquire about services and scheduling, while remaining anonymous.
Examples of Program Success	Our dental program is particularly effective and providing dental assistance for patients with other health conditions. All pregnant women, patients, with diabetes, and those with heart conditions are referred to dental care.

Behavioral Health Services

Description	Neighborhood Health found that medical teams were diagnosing and treating depression and anxiety, as well as substance use and more severe mental conditions. Patients seldom followed up on referrals to mental health providers, so in 2003 Neighborhood Health added behavioral health services. In 2015 licensed counselors and practitioners provided diagnosis, treatment and medication management to 2,800 patients. 100 homeless individuals were provided intensive alcohol and drug treatment through a 12 week program. Mental health and medical services are integrated. The patient is assessed by the provider and referred to behavioral health, often on the same day. This reduces stigma and assures medications and treatment are coordinated. Patients with chronic illness like diabetes and pregnant women are always screened by the medical provider as these patients are very prone to suffering depression and anxiety. Neighborhood Health also has a program for those challenged with opioid misuse.
Budget	10000000
Category	Mental Health, Substance Abuse Programs, General/other
Population Served	Poor,Economically Disadvantaged,Indigent, Alcohol, Drug, Substance Abusers, Homeless
Short Term Success	In the short-term, those cared for will be properly diagnosed and evaluated for the full range of their behavioral health needs. This includes both screenings for mental health and substance misuse issues. Behavioral Health Providers will establish a customized care plan that looks at the patient's needs and circumstances holistically.
Long term Success	Long-term, Neighborhood Health's goals are to evaluate every behavioral health patient for mental health, substance misuse, and evaluate other health challenges and social needs that are negatively impacting the patients goal to better health. Referrals to overall integrated health needs will be an overall approach in the patient's care plan and maintenance.
Program Success Monitored By	Success is monitored by patient care notes, reports from their electronic health record, and interviews with clients.
Examples of Program Success	85% of homeless participants in substance misuse recovery programs complete their care. Those completing care become stronger advocates for the program and remain in aftercare. Screening for patients for mental health and substance misuses concerns is 78%.

CEO Comments

Neighborhood Health addresses critical health needs in Nashville by providing individual comprehensive health care to people of all ages. We are meeting our mission by serving those in poverty and ethnic minorities who suffer the greatest health disparities and often lack access to care. Of the 27,000 that receive care during 2016, 89% were under the federal poverty level, 98% were economically disadvantaged, 52% were uninsured, 29% of patients have TennCare, and 17% have commercial insurance or Medicare.

Ethnic breakdown: African American 45%; Hispanic 21%, White 31%, and Other Identity 3%. A Neighborhood Health clinic is not just for patients when they are sick. It is a "medical home" providing each patient a full range of health service. This includes: chronic disease care and management, preventive services, pregnancy testing, family planning, immunizations, TB testing, STD testing and treatment, prenatal care, ultrasound, parenting education and counseling of teen parents, labs, pharmacy, violence prevention, translation service, counseling, and dental services. Of those 27,000 served in 2016: 19 years old or younger were 17%; women 15-44 years

old were 34%.

Neighborhood Health clinics are a cost effective way to deliver quality health care. One of the greatest challenges we faces are the rising number of uninsured, now estimated at 20% of the population. This is accompanied by increasingly poor health, food deserts, growing overweight and obesity problems, particularly in minority communities. This contributes to extensive chronic conditions such as hypertension and diabetes, complicates pregnancy and is creates numerous other health issues. The complexities of poor health and illness continual challenge primary care provider. More innovative programs that go beyond medical care, such as our diabetes centers, serve to help. However, such services are not paid for through standard insurance billing, but are still needed. Neighborhood Health will continue to pursue opportunities that develop comprehensive health improvement programs through innovative partnerships to improve health outcomes and reduce costs.

Governance

Board Chair

Board Chair	Ms. Brenda Morrow
Company Affiliation	Edgehill ONE
Term	Sept 2017 to Aug 2018
Email	frc@edgehillcommunity.org

Board Members

Name	Affiliation	Status
Ms. Angela Ballou Pharm. D.		
Ms. Claudia Barajas		Voting
Buddy Comer	Community Volunteer	Voting
Mr. Glenn Hunter	Association Consultant	Voting
Mr. Michael E. Johnson		Voting
Mr. Ken McKnight	Housing Consultant	Voting
Mr. Scott Mertie	Kraft CPAs	Voting
Ms. Brenda Morrow		
Ms. Mary E. Owens		Voting
Ms. Heather Piper	Self Employed	Voting
Mr. Christopher Salazar-Fields MD		Voting
Ms. Carol Titus	Pinnacle Bank	Voting

Board Demographics - Ethnicity

African American/Black	5
Asian American/Pacific Islander	0
Caucasian	5
Hispanic/Latino	2
Native American/American Indian	0
Other	0 0

Board Demographics - Gender

Male	6
Female	6
Unspecified	0

Governance

Board Term Lengths	3
Board Term Limits	3

Board Meeting Attendance %	72%
Written Board Selection Criteria?	Yes
Written Conflict of Interest Policy?	Yes
Percentage Making Monetary Contributions	33%
Percentage Making In-Kind Contributions	67%
Constituency Includes Client Representation	Yes
Number of Full Board Meetings Annually	12

Board CoChair

Board CoChair	Ms. Claudia Barajas
Company Affiliation	Vanderbilt University
Term	Sept 2017 to Aug 2018
Email	claudia@barsal.com

Standing Committees

Executive
Finance
Operations

Risk Management Provisions

Accident & Injury Coverage
Automobile Insurance
Commercial General Liability
Computer Equipment & Software
Crime Coverage
Directors & Officers Policy
Disability Insurance
Employment Practices Liability
General Property Coverage
Improper Sexual Conduct/Sexual Abuse
Life Insurance
Medical Health Insurance
Medical Malpractice
Professional Liability
Special Event Liability
Umbrella or Excess Insurance
Workers Compensation & Employers' Liability

CEO Comments

Challenges: The health care world is a continually changing one. Securing the future and financial stability of

Neighborhood Health is challenging. As an organization very dependant upon federal and state funds, Neighborhood Health must be constantly alert and engaged in the legislative and governing process. As the debates about the Affordable Care Act and how the US will move head to assure a greater number of its citizens have access to healthcare, Neighborhood Health will continue to engage in the discussion and monitor the developments and they emerge.

The local environment is equally challenging. Many larger local health organizations and entities can overshadow the important of the work of smaller organizations and of primary care organizations. To address these issues, Neighborhood Health has a strategic plan to insure that our organization implements changes and transformations that enable it to continue to be an important part of healthcare in the future and assure its viability as an organization and a valuable partners. These initiatives include: electronic health records, transformation to a "healthcare home" model of care, updating and renovating facilities, developing innovative approaches to improve health outcomes and reduce emergency room use and hospitalizations among clients. Helping more clients address and overcome substance misuse challenges is an important challenge for use as we move forward.

Opportunities: Neighborhood Health anticipates many opportunities, though some may be a couple of years off yet. Should Tennessee expand its Medicaid/TennCare Program as is possible through the Affordable Care Act, more than 50% of the uninsured cared for by Neighborhood Health would have access to this insurance program. This would mean significantly more resources for patients to achieve better outcomes as well as for Neighborhood Health to develop programs and facilities. Other opportunities are working with partners. This can include local hospitals as well as insurance programs who have a strong interest in cost savings. Neighborhood Health, as a primary care provider, is well placed to be a partner in reducing the cost of care to insurance and to the hospital. Several partnerships are in the development stage. Neighborhood Health is well positioned to expand to meet community primary care needs and will continue to identify strengths and address concerns to remain a critical part of the local healthcare landscape for the future.

Management

Executive Director/CEO

Executive Director	Ms. Mary Bufwack Ph.D.
Term Start	Aug 1988
Email	mbufwack@neighborhoodhealthtn.org

Experience

Mary Bufwack has served as CEO of UNHS since 1988 and is completing her twenty-ninth year. Her formal training includes a doctorate in anthropology from Washington University, St. Louis, and her experience includes university level teaching, writing as well as other non-profit work. Bufwack is a published author: Finding Her Voice: 100 years of Women in Country Music. She has served as President of the Tennessee Primary Care Association, the state organization of community health centers. She serves on the Board and Policy Committee of the State Association. Bufwack has served on the Board of Directors of the National Association of Community Health Centers. She serves on the Homeless Healthcare Committee and the Legislative Committee of the National Association. Her innovative work with UNHS has been recognized within the Southeast Region. Locally, Bufwack has received recognition as the 2009 CEO of the Year by the Center for Non-Profit Management.

Former CEOs

<u>Name</u>	<u>Term</u>
Ms. Kristen Grey	June 1985 - Jan 1988
Ms. Ruth Trevino	Jan 1988 - Aug 1988

Staff

Full Time Staff	167
Part Time Staff	8
Volunteers	0
Contractors	4
Retention Rate	80%

Plans & Policies

Does the organization have a documented Fundraising Plan?

No

Does the organization have an approved Strategic Plan?

Yes

Number of years Strategic Plan Considers

3

When was Strategic Plan adopted?

May 2017

In case of a change in leadership, is a Management Succession plan in place?

Yes

Does the organization have a Policies and Procedures Plan?

Yes

Does the organization have a Nondiscrimination Policy?

Yes

Does the organization have a Whistle Blower Policy?

Yes

Does the organization have a Document Destruction Policy?

Yes

Affiliations

Affiliation	Year
Center for Nonprofit Management Excellence Network	2000
Nashville Area Chamber of Commerce	2000
Tennessee Conference on Social Welfare (TCSW)	2000
Community Resource Center - Nashville	2000
Madison Chamber of Commerce	2006
Nashville Area Hispanic Chamber of Commerce	2004
Tennessee Hispanic Chamber of Commerce	2004
National Association of Community Health Centers	1972
Nashville Coalition for the Homeless	2007
Leadership Nashville	1999
Primary Care Association of Tennessee	1972
Chamber of Commerce	2000

External Assessments and Accreditations

Assessments/Accreditations	Year
Joint Commission on Accreditation of Healthcare Organizations (JCAHO) - Ambulatory Care Accred.	2000

Awards

Awards

Award/Recognition	Organization	Year
Grassroots Advocacy Award	National Assoc of Community Health Center	2005
Finalist--Making a Difference	Center for Non-Profit Management	2005
Healthcare Heroes	Nashville Business Journal	2007
Ten Women to Watch	Nashville Medical News	2008
Women of Influence	Nashville Business Journal	2009
CEO of the Year	Center for Non-Profit Management	2009

Senior Staff

Ms. Mary Bufwack Ph.D.

Title CEO

Experience/Biography Mary Bufwack has served as CEO of UNHS since 1988. Her formal training includes a doctorate in anthropology from Washington University, St. Louis, and her experience includes university level teaching, writing as well as other non-profit work. Bufwack is a published author: Finding Her Voice: 100 years of Women in Country Music. She has served as President of the Tennessee Primary Care Association, the state organization of community health centers. Her innovative work with UNHS has been recognized within the Southeast Region.

Ms. Pamela Brillhart

Title Chief Operating Officer

Experience/Biography

Mr. Anthony Villanueva

Title Chief Information Officer

Experience/Biography

Mr. Ivan Figueredo

Title CFO

Experience/Biography

Dr. Samuel Parish MD

Title Chief Medical Officer

Experience/Biography

CEO Comments

Challenges: Staff recruitment, retention, and development are one of management's greatest challenges.

The most difficult area of recruitment and retention is with primary care physicians. Not only have training programs for primary care physicians decreased, but the need for primary care physicians has increased, making it very competitive to add to our provider staff. Neighborhood Health meets this challenge as it can generally get loan repayments for clinician, however, retention after an initial three years continues to be difficult. We also partner with medical schools to train providers and encourage them to select community care as their career choice. Other high demand areas include licensed behavioral health providers. Few are trained in a primary care setting and are primarily attracted to mental health settings. Strong Management staff is also at a premium.

STAFF TRAINING AND RETRAINING:

Staff training in technology is also a challenge. Electronic Health Records are becoming the standard for health organizations. Implementation requires significant retraining and retooling. The level of technology expertise among staff and contractors must constantly improve.

CERTIFICATIONS: Certification as a Patient Centered Medical Home as well as Joint Commission accredited.

FINANCIAL SUSTAINABILITY: Neighborhood Health is exceptionally dependent upon Federal grants. Given the stress on public resources, we do not expect significant funding growth. Neighborhood Health launched its community fund-raising plan and annual fund-raising breakfast.

LEADERSHIP SUCCESSION: The transition of leadership is critical in the next few years. Neighborhood Health has put in place a strong management team that can support leadership transition.

Opportunities: The greatest opportunities are with health reform and partnerships. These continue to be an important part of Neighborhood Health strategy.

Financials

Fiscal Year

Fiscal Year Start	Feb 01 2017
Fiscal Year End	Jan 31 2018
Projected Revenue	\$16,269,837.00
Projected Expenses	\$16,269,837.00
Endowment Value	\$12,000.00
Endowment Spending Policy	N/A
Endowment Spending Percentage (if selected)	0%

Detailed Financials

Revenue and Expenses

Fiscal Year	2017	2016	2015
Total Revenue	\$15,491,514	\$15,071,313	\$13,256,664
Total Expenses	\$14,956,002	\$13,034,194	\$12,134,427

Revenue Sources

Fiscal Year	2017	2016	2015
Foundation and Corporation Contributions	\$321,896	\$135,525	\$412,298
Government Contributions	\$10,670,999	\$10,023,690	\$9,313,700
Federal	\$9,225,471	\$8,777,098	\$8,005,088
State	\$1,090,320	\$913,396	\$953,462
Local	\$355,208	\$333,196	\$355,150
Unspecified	\$0	\$0	\$0
Individual Contributions	\$8,615	\$12,897	(\$38,613)
Indirect Public Support	\$0	\$0	\$0
Earned Revenue	\$4,283,865	\$4,682,081	\$3,227,844
Investment Income, Net of Losses	\$12,461	\$4,009	\$3,718
Membership Dues	\$0	\$0	\$0
Special Events	\$27,254	\$0	\$0
Revenue In-Kind	\$0	\$0	\$65,212
Other	\$166,424	\$213,111	\$272,505

Expense Allocation

Fiscal Year	2017	2016	2015
Program Expense	\$12,125,199	\$10,427,488	\$9,667,628
Administration Expense	\$2,830,803	\$2,606,706	\$2,466,799
Fundraising Expense	\$0	\$0	\$0
Payments to Affiliates	--	\$0	\$0
Total Revenue/Total Expenses	1.04	1.16	1.09
Program Expense/Total Expenses	81%	80%	80%
Fundraising Expense/Contributed Revenue	0%	0%	0%

Assets and Liabilities

Fiscal Year	2017	2016	2015
Total Assets	\$14,542,879	\$13,718,196	\$11,991,790
Current Assets	\$6,229,026	\$6,268,970	\$5,066,940
Long-Term Liabilities	\$0	\$0	\$267,879
Current Liabilities	\$1,056,207	\$767,036	\$808,870
Total Net Assets	\$13,486,672	\$12,951,160	\$10,914,041

Short Term Solvency

Fiscal Year	2017	2016	2015
Current Ratio: Current Assets/Current Liabilities	5.90	8.17	6.26

Long Term Solvency

Fiscal Year	2017	2016	2015
Long-Term Liabilities/Total Assets	0%	0%	2%

Top Funding Sources

Fiscal Year	2017	2016	2015
Top Funding Source & Dollar Amount	Federal Government Grants \$9,225,471	Federal Government Grants \$8,777,098	Federal Government Grants \$8,005,088
Second Highest Funding Source & Dollar Amount	Program Revenue \$4,283,865	Program Revenue \$4,682,081	Program Revenue \$3,227,844
Third Highest Funding Source & Dollar Amount	State Government Grants \$1,090,320	State Government Grants \$913,396	State Government Grants \$953,462

Capital Campaign

Is the organization currently conducting a Capital Campaign for an endowment or the purchase of a major asset? No

Capital Campaign Goal \$0.00

Capital Campaign Anticipated in Next 5 Years? No

State Charitable Solicitations Permit

TN Charitable Solicitations Registration Yes - Expires July 2018

Registration No 0

Organization Comments

Challenges: Neighborhood Health has experienced continued financial growth. This has included substantial growth in federal grants. We do not expect this to continue, but many grants are on-going and will be a source of sustainability. A fund-raising breakfast was launched this year as a beginning to building a donor base.

Rising Costs: The cost of delivering health care, even primary care, continues to grow. This is true particularly for well-trained personnel and clinicians, benefit costs (health insurance) and technology costs.

Opportunities: Reorganization: With reorganization, Neighborhood Health strengthened its leadership as well as its whole finance department, achieving greater control of the revenue cycle and created a stronger organizational structure that could monitor and maximize revenue. TennCare Service and Revenue: The greatest opportunity for Neighborhood Health to grow revenue is in providing strong services that result in greater utilization by more TennCare/Medicaid recipients. This would increase service revenue while also improving health outcome. In this effort there is also potential to receive pay for performance.

Cost Containment: Neighborhood Health is achieving better cost containment through joint purchasing and contract renegotiation. Neighborhood Health has also had to revise its health plan to keep that cost stable.

Facility: Neighborhood Health has been fortunate to receive considerable federal funds to assist with renovation of facilities. By the end of 2016, we renovated five clinics. In 2016, we purchased and renovated a new administrative building, and moved into it in 2017. This has helped consolidate many of our core administration activities. We also opened up and new embedded clinic in Davison County, and expanded dental services in Wilson County. These expansion efforts were primarily achieved with federal funding.

GivingMatters.com Financial Comments

Financial figures taken from 990.

Financial documents completed by Matheney, Stees & Assoc., PC.

Comments provided by Kathryn Bennett 9/29/17

