

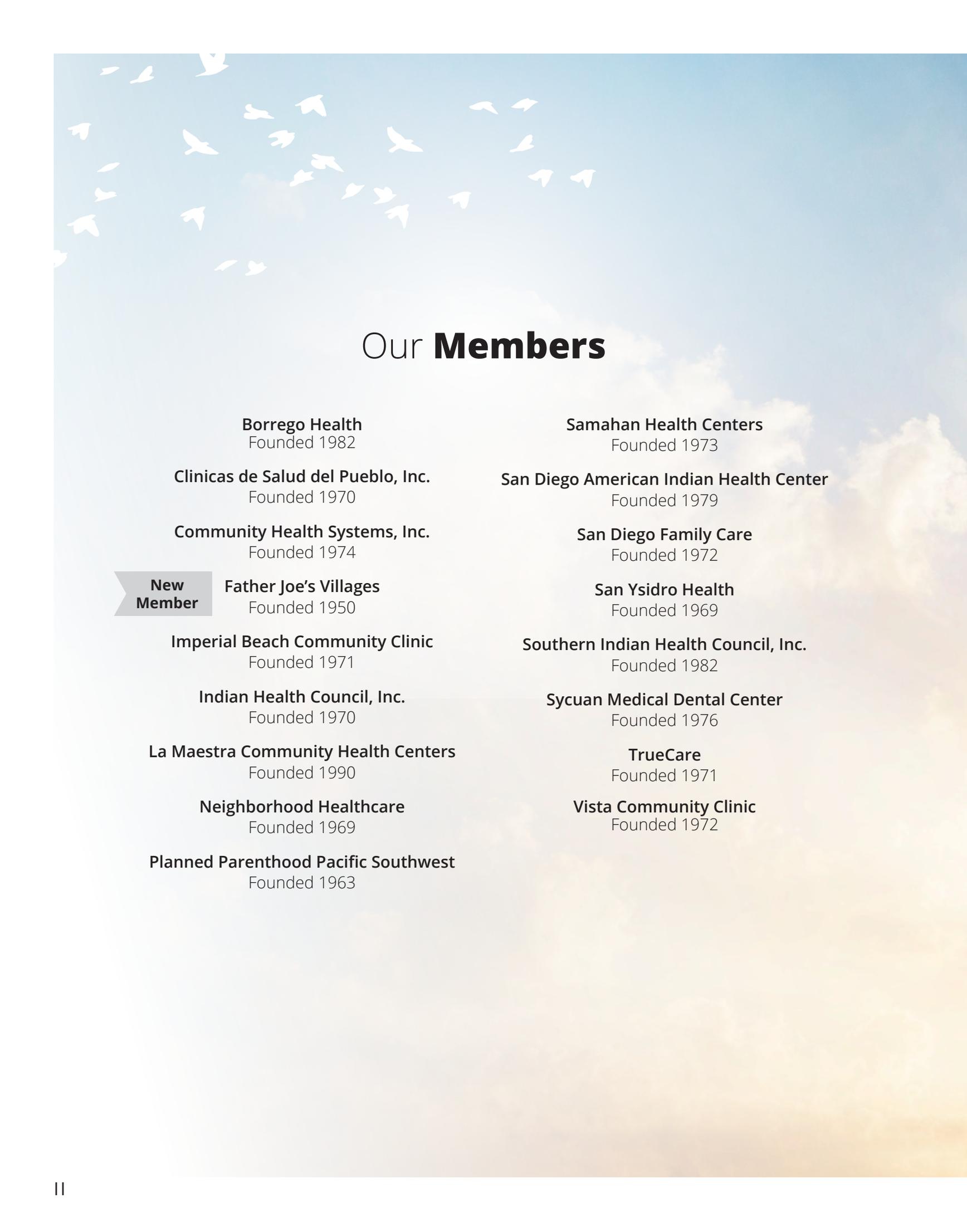
20 - 21

IMPACT REPORT



HEALTH CENTER PARTNERS
of Southern California

Voted one of the **Best Places to Work in San Diego 2021**



Our **Members**

Borrego Health
Founded 1982

Clinicas de Salud del Pueblo, Inc.
Founded 1970

Community Health Systems, Inc.
Founded 1974

**New
Member**

Father Joe's Villages
Founded 1950

Imperial Beach Community Clinic
Founded 1971

Indian Health Council, Inc.
Founded 1970

La Maestra Community Health Centers
Founded 1990

Neighborhood Healthcare
Founded 1969

Planned Parenthood Pacific Southwest
Founded 1963

Samahan Health Centers
Founded 1973

San Diego American Indian Health Center
Founded 1979

San Diego Family Care
Founded 1972

San Ysidro Health
Founded 1969

Southern Indian Health Council, Inc.
Founded 1982

Sycuan Medical Dental Center
Founded 1976

TrueCare
Founded 1971

Vista Community Clinic
Founded 1972

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A Letter from Our **President and Chief Executive Officer**

I am hopeful for the days ahead and am so proud of how far we have come. As we look back on the past year, there have been many challenges and so much change. However, through all of this, we have navigated the pandemic and emerged from this extended crisis stronger and bolder than before.

Collectively, we have raised our voices to the call for equity. This is not new for us in the health center community, but the bright spotlight that the pandemic offered is an opportunity we will not squander. We have brought intention to our work toward health equity through a new strategy which details how we plan to take bold steps forward in advancing the health of our communities. Integrated Health Partners is leading in this work by launching a specialty care network that will connect primary care providers to more than 200 specialists to deliver care to patients when and where they need it most.

In addition, we are beginning to plan a Center for Health Equity, a social care referral network, that could allow health care teams to connect patients directly

to community services to address social needs like housing assistance, food access, or transportation. This innovative system should help us transform care delivery.

We survived and even thrived during the pandemic by making large-scale investments in our family of companies. We used the past year to reengineer ourselves to be positioned for accelerated and transformational growth.

I am proud to share that our staff is now 100 people strong. We have a talented and dynamic team, and we will continue to grow in the year ahead to meet our goals. To achieve these goals, we recently completed a corporate restructuring and our move to a virtual workplace has benefited us with the ability to hire top tier talent from across the nation.

In August, Health Center Partners was selected as one of San Diego's Best Places to Work for 2021. This distinction – earned based on the feedback of our staff – reaffirms that by investing in our people, we are investing in our future.



HOPE

Our member health centers now serve collectively 1 in 5 San Diegans. Our impact in the region is tremendous. We are growing and gaining recognition as a leader for community health and quality health outcomes. Our approach and partnerships are changing the paradigm of primary health care. And we are just getting started.

Our new vision and strategic plan incorporate all that we have learned through the COVID-19 pandemic

and applies these lessons to reshape our progress towards equity. We are consciously being honest – reflecting on our accomplishments and where we can improve – with intentional focus on centering equity as a guide in all that we set out to achieve.

Our impact report offers a look at our accomplishments over the past year. It also serves as a call to engage with us.

Join us in this important work.



A handwritten signature in black ink that reads "Henry N. Tuttle".

Henry N. Tuttle

President and Chief Executive Officer

“Health Center Partners helped us tremendously during the pandemic by assisting our internal teams in receiving and digesting the ever-changing notices and directives issued by county, state, and federal health officials regarding COVID-19 mitigation and vaccine rollout. They also were terrific advocates, securing agreements from these agencies that allowed us to deploy mobile health teams to patients in their homes so that these individuals could avoid increased exposure risk to the virus when traveling to our facilities.

HCP’s invaluable assistance ensured that we, along with other FQHCs, could focus on the important work in serving as the backbone for public health in the region where one-third of San Diego County residents relies on Medi-Cal support. We are grateful for their continued work now and well into the future to ensure health equity for all.”

Rakesh Patel, M.D.

Chief Executive Officer, Neighborhood Healthcare
Health Center Partners Board Chair 2019-2021

Health Center Partners At-A-Glance

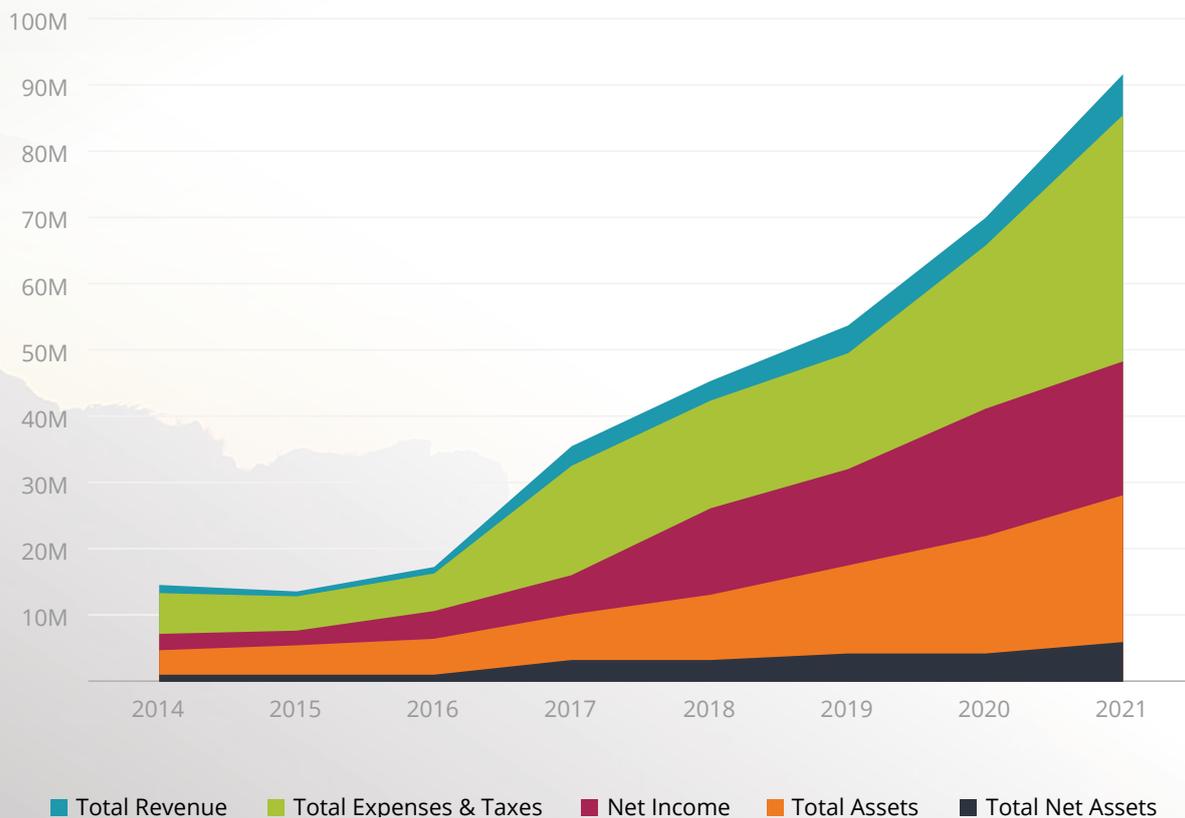
Financial Trendline

Health Center Partners is emerging from the COVID-19 pandemic transformed as a family of companies. Its accelerated growth during this turbulent time has positioned this network to be a market

leader with a vision toward health equity for all in 2025.

Health Center Partners has achieved significant revenue growth over the past seven years.

Selected Financial Metrics FY14-21



30%

Total Revenue Growth
One-Year

539%

Total Revenue Growth
Seven Years

Executive Leadership



Henry N. Tuttle
President and Chief Executive Officer
Health Center Partners of
Southern California



Tracy L. Garmer, MBA, SPHR
Executive Vice President and
Chief Operations Officer
Health Center Partners of
Southern California



Nicole Howard, MPH
Chief Advancement Officer
Health Center Partners of
Southern California
Executive Vice President
Health Quality Partners of
Southern California



Sparkle Barnes, MHR
Chief Strategy Officer
Health Center Partners of
Southern California
President
CNECT



Amanda Simmons
Executive Vice President
Integrated Health Partners of
Southern California



Frank Whelan, CPA, MBA
Chief Financial Officer
Health Center Partners of
Southern California

Best Places to Work

Health Center Partner's family of companies was selected as one of San Diego's Best Places to Work in 2021. Thank you to our amazing staff who bring excellence to their work every day.



EXCELLENCE

Health Center Partners





HEALTH CENTER PARTNERS
of Southern California

Health Center Partners supporting members through policy and advocacy, peer shared learning networks, training and technical assistance, and COVID-19 pandemic response.

MEMBERSHIP

Health Center Partners (HCP) welcomed a new member in December 2020. Father Joe's Villages, already a member of Integrated Health Partners (IHP), formally joined HCP, recognizing the benefits of being part of this active and growing network. HCP has a total of 17 member organizations collectively serving 917K unduplicated patients each year, for 3.9M patient visits each year, at 170 practice sites across San Diego, Riverside, and Imperial Counties.

HCP supported its members through a range of activities, including health policy development and advocacy, building connections through peer shared learning networks, and a robust offering of training and technical assistance.

POLICY AND ADVOCACY

COVID-19 Relief Funding and Health Center Reauthorization: HCP's government affairs team worked with the National Association of Community Health Centers (NACHC), the California Primary Care Association (CPCA), and members of congress and committee staff, to advocate for resources to assist health centers to respond to the ongoing COVID-19 pandemic, workforce shortages and to recover financial losses.

IMPACT: \$7.6B in COVID-19 relief funding for community health centers and a three-year reauthorization of the Community Health Center Fund, Teaching Health Center Graduate Medical Education and National Health Service Corps.

Telehealth: HCP held several meetings with California State Assembly Health Committee Members, which included the AB 32 Telehealth Bill author, Asm. Cecilia Aguilar-Curry, and Health Committee Chair, Dr. Jim Wood, for several member health centers, including Neighborhood Healthcare and San Ysidro Health, to give public comment.

“

“We joined HCP so we could tap into a community of wealth and knowledge to help us become better at what we do, and so much more, than we could on our own.”

Jeffrey Norris, M.D.

Chief Medical Officer
Father Joe's Villages

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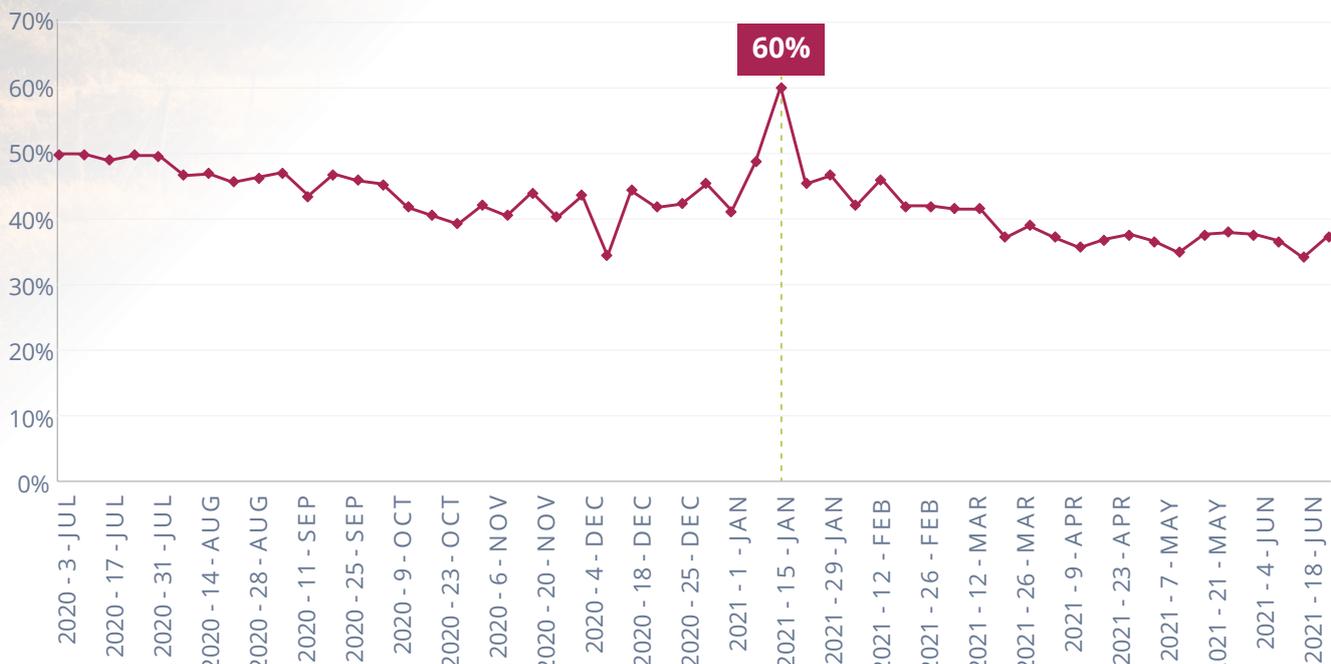
HCP joined Vista Community Clinic for a call with Governor Newsom's staff to advocate for telehealth and telephonic services. In addition, HCP worked with the San Diego County Board of Supervisors to send a joint letter of support for telehealth and telephonic care to the Department of Health Care Services (DHCS). During National Health Center Week, HCP Government Affairs Vice President Tim Fraser worked with member health center TrueCare to conduct actual telehealth visits with congressional and assembly members for them to witness firsthand the value of telehealth. On the federal side, HCP, in coordination with CPCA, organized a telehealth forum with bill authors, Representatives Mike Thompson and Judy Chu, on behalf of all California community health centers, to provide the opportunity to ask questions about the legislation and timeline, and to show support for the bill.

Virtual visits, on average, peaked at 60% during the May 2020 reporting period. Since the summer of 2021, they have averaged 34% of overall patient visit volume.

IMPACT: The state has committed to maintaining all current telehealth modalities, including telephonic, through December 31, 2022, while establishing a stakeholder work group to make telehealth flexibilities permanent in the delivery system. Federally, Health and Human Services (HHS) will likely extend all federal telehealth modalities for one year post-pandemic to plan for longer-term solutions.

Infrastructure: HCP held meetings with key congressional members Raul Ruiz, M.D., and Scott Peters, and conducted outreach to House Ways and Means, Energy and Commerce and Senate HELP Committees. HCP collaborated with Congressman Ruiz's office to sponsor the MOBILE Health Care Act which would allow Federally Qualified Health Centers (FQHCs) more flexibility to use their New Access Point grants to purchase mobile health units and to support infrastructure improvements.

Virtual Visits (All Programs)



IMPACT: Congress proposed \$10B for community health center capital funding and \$6.3B in primary care workforce funding in its “Build Back Better” plan.

The HCP Government Affairs team delivered educational policy updates on key issues to keep members up to date on what was happening at all levels of government. Weekly policy briefs offered a centralized summary of important federal, state, and county policy issues. HCP hosted monthly government affairs meetings for elected officials, their staff, and health center members, and a quarterly briefing specific to Indian Health Centers.

SHARED LEARNING NETWORKS, TECHNICAL ASSISTANCE & TRAINING

24

Peer Shared Learning Networks,
Work Groups & Committees

HCP worked to build strong connections between members and staff through its peer-shared learning networks. These groups allowed for space and time for health center staff to meet and support one another, share best practices, and learn new skills. As a family of companies, HCP regularly operated 11 peer shared learning networks, 9 work groups, and 4 committees which brought together more than 442 health center staff for project management and peer support. These groups were invaluable during the past year as health center members were continually challenged by the changing conditions of the COVID-19 pandemic.

442

Health Center Staff Engaged

HCP offered a variety of trainings to support and sustain health center members and other health care workers throughout the pandemic. For example, HCP worked with Feldsman Tucker Leifer Fidell LLP to deliver a series of customized trainings to better understand how to manage American Rescue Plan resources awarded for health centers’ short-term survival and longer-term needs following the significant revenue losses and resources they expended during the pandemic.

18

Trainings

&

1,091

Training
Participants

COVID-19 PANDEMIC RESPONSE

HCP continued a robust offering of support services to health center members as the pandemic surged. Through distribution of personal protective equipment, consultation on emergency preparedness and response, and delivery of trainings, HCP ensured its members had the tools and resources they needed to protect patients and staff.

Investing in Our People for the Future

Central to HCP's growth has been its commitment to investing in its people. To support staff during the pandemic, HCP transitioned its family of companies to become virtual workplaces temporarily, putting staff and family health first. This proved to be the right course for the family of companies. With additional surges over the course of the pandemic, these virtual work environments provided continuity and supported productivity. Ultimately, because of these benefits and more, the family of companies became virtual companies, permanently, in the spring of 2021.

HCP invested in staff through workforce professional development, offering job training and new skills development. Adjusting to the new virtual environment, HCP approached team building with creativity, hosting virtual social hours and other activities to connect staff across teams, platforms, and companies. HCP worked with the National Conflict Resolution Center to engage with staff to enhance diversity, equity, and inclusion within the family of companies.

The success of these strategies showed in HCP's recognition as one of San Diego's Best Places to Work. While HCP has participated in this survey for the past 15 years, this was its first award.

Lessons Learned to Carry Forward

As HCP scales for growth, its workforce must be supported with robust infrastructure. Accordingly, HCP completed a redesign of IT systems, internal operations, and processes. Some key activities included:

- New internal processes and procedures for staff recruitment, onboarding, and retention;
- Transition to a virtual work environment; and,
- Expansion to a nationwide recruitment market.
- An enterprise-wide risk assessment will be completed in 2022.

53 **Staff** ^{to} **100** **Staff**
2014 2021

“

“HCP...is our guiding light, we would never be where we are without your guidance, advocacy and passion for what you do everyday. Thank you, health care heroes!”

Leslie Carino

Director of Nursing
Imperial Beach Community Clinic

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STRATEGIC PLAN

The Way Forward: Toward Health Equity in 2025

HCP completed work on a forward-looking, three-year strategic plan that outlines how its family of companies will accelerate growth as it emerges from the COVID-19 pandemic. It will drive innovation in how primary care is delivered and transform how HCP leverages the power of its network to address social, economic, and structural inequities to create a path forward toward health equity.

The strategic plans for each company are centered on four strategic pillars: market leadership, member engagement, advanced performance, and health equity.

Health Center Partners

HCP will accelerate excellence in primary care through innovation and collaboration to achieve health equity. HCP aims to remain a leader in the field of regional primary care associations.

MARKET LEADERSHIP	MEMBER ENGAGEMENT	ADVANCED PERFORMANCE	HEALTH EQUITY
Through its market leadership, HCP will elevate primary care through innovative programming that supports data-driven and patient-centric service delivery.	HCP will increase member engagement by delivering value to members through training and technical assistance, programs, and service offerings.	HCP will accelerate growth through data-driven business strategies that advance performance as it emerges from the COVID-19 environment.	HCP will lead the way forward toward health equity by advancing policy solutions that increase access to care and address social determinants of health.

SERVICE

A close-up photograph of a person wearing a clear face shield and a white surgical mask. The person is looking slightly to the left. The image is framed by a dark circular vignette. In the bottom left corner, there is a white graphic of several birds in flight.

Integrated Health Partners



Investing in Our Data Infrastructure to Advance Quality

QUALITY OUTCOMES

At Integrated Health Partners (IHP), one primary focus during the year was the full implementation of its population health data analytics platform: Arcadia. Arcadia affords a longitudinal patient medical record for IHP providers by aggregating members' patient data in use across the network, regardless of point of care. This enables a "no wrong door" best practice to ensure high-quality comprehensive care through the use of shared data. The Arcadia platform drives IHP's decision support through the creation of quality dashboards, outside of claims-based metrics, to inform clinical programming and improvements as the network transitions to full professional risk and true value-based care models in 2022.

278,000

Patient Lives

This integration of clinical data with outside data streams, including laboratory and immunization data, will create new insights for improved patient care to be delivered to the 278,000 patients served by IHP members.

These new population health management capabilities will offer IHP and its members the opportunity to:

- Establish a shared population health management (PHM) daily huddle process with a complete patient record to address clinical variations and gaps in care;
- Identify and address social determinants of health and disparities for patients utilizing multiple data sets and PHM analytics methodologies;
- Improve care pathways with insights on where treatment can have the highest impact to reduce disparities; and,
- Develop more culturally competent care models, inclusive of education and outreach, to meet patients where they are to address both clinical and non-clinical needs.

IHP Leading the Way Forward

IHP grew considerably year-over-year through fiscal year 2021. It is planning for continued growth going forward by expanding its payer contracting strategy and engaging new health plan partners to better serve its member health centers and their patients.

IHP seeks to diversify its payer mix and grow its involvement in Medicare and Medicare Advantage. This is part of a comprehensive strategy that prepares the network to better serve its aging community. This strategy will include rebranding, simplified contracting, and creation of new care pathways that incorporate the perspectives of aging patients. IHP is projecting that more than 9,000 of its eligible patients will age into Medicare by 2023.

Quality Performance

IHP sustained performance for priority HEDIS measures during the COVID-19 pandemic and continues to show marked improvement from its baseline performance at inception:

HEDIS Measure	Δ 2016 to 2020
Couns. for Phys. Act.	39.5%
Postpartum Care	18.7%
Colorectal Cancer	11.2%
Couns. for Nutrition	10.7%
Prenatal Care	8.5%
Cervical Cancer	7.6%
Breast Cancer	4.4%

The IHP Clinical Committee monitors monthly the clinical performance of the network and provides direction to adopt best practices to positively impact communities. Based on available data, in 2020, among the 10 consistently reported payer quality metrics, three of IHP's HEDIS measures were above the 75th percentile and six were above the 50th for its largest payer, with over 115,000 lives.

One example of quality performance with a large network contracted payer shows continued annual improvements for top metrics that impact care (see graph below).

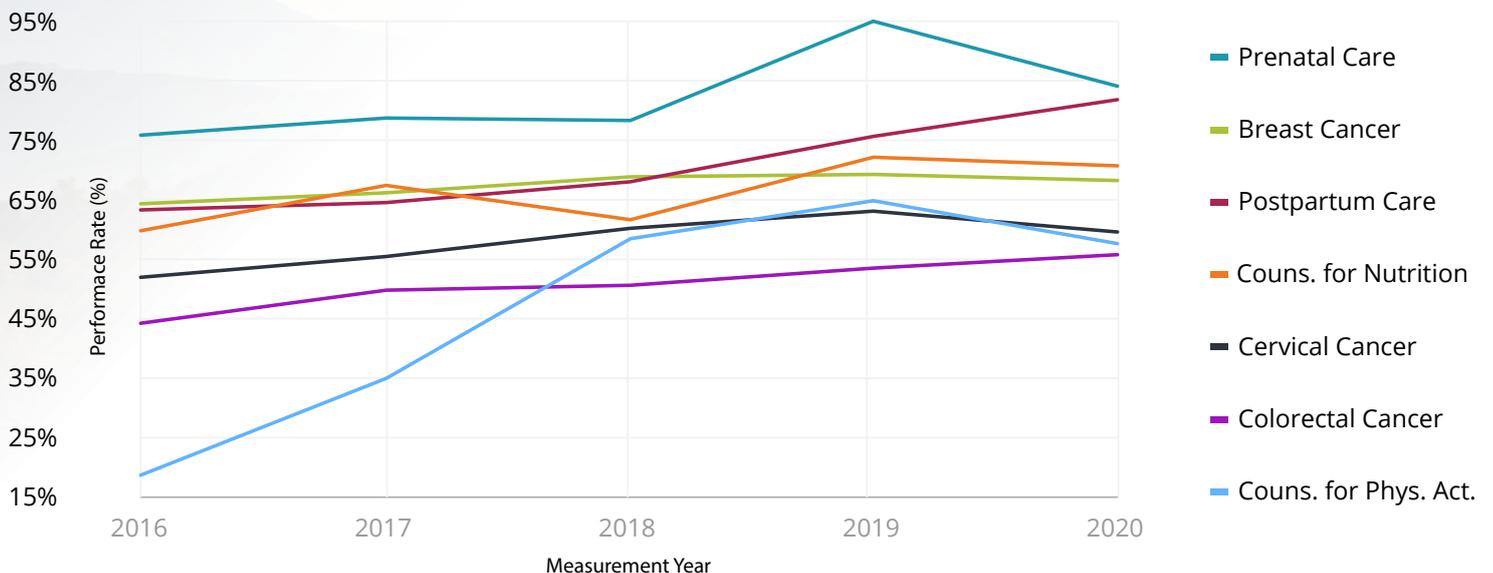
33%

Growth in Revenue

10%

Growth Year-over-Year

Selected IHP HEDIS Measures: Year-Over-Year Performance



Where We Are Going From Here: Preparing for Value-based Care

IHP is a high-value network that is recognized as a best practice among community health centers for value-based care.

To continue to scale its operations, IHP recruited 13 additional staff to deliver “at-the-elbow” technical support to members. IHP’s new staffing model with dedicated teams will provide a centralized hub of resources and supports for its members. These new structures include:

- Support of on-site network managers to improve managed care operations;
- A coding and clinical documentation department focused on auditing and education;
- Quality improvement teams to work with member organizations to implement process improvement initiatives;
- A patient navigation program to close care gaps and ensure connectivity to non-clinical care;
- Data teams to optimize the Arcadia platform, develop performance dashboards, custom reports, and supplemental data feeds to payers; and,
- Communication support to “tell the story” and highlight the value our member health centers provide their patients and communities.

Beginning in 2022, IHP will launch its first full professional risk contract, assuming responsibility for certain specialty care and ancillary support patient services. This is a significant accomplishment – a decade in the making. In doing so, IHP has prepared its members to manage utilization and claims data to operate in the new value-based payment environment by pivoting from a learning collaborative to a full-service technical support provider. By creating this glidepath to equitable health care, IHP remains on the forefront by supporting its members to move to alternative forms of treatment and payment for the care they deliver.

CARE

STRATEGIC PLAN
Integrated Health Partners

IHP is implementing strategies to become a nationally recognized clinically integrated network through the alignment of network and member innovation.

MARKET LEADERSHIP	MEMBER ENGAGEMENT	ADVANCED PERFORMANCE	HEALTH EQUITY
<p>IHP is building market leadership to establish itself as southern California’s leading network of choice that delivers value on what matters most to providers, their patients and families.</p>	<p>IHP is delivering value and enhancing member engagement as a leading integrated health network. IHP is committed to improving access, quality, and operational excellence through the spread and adoption of best practices.</p>	<p>IHP is advancing performance in the primary care market by driving innovation in value-based purchasing and payment reform. In doing so, it is focused on building workforce strategies that are rooted in the principles of diversity, equity, and inclusion.</p>	<p>IHP seeks to become the voice for health equity that challenges its communities to identify and address social, economic, environmental, and structural inequities. At the same time, IHP continues to build a data-driven network infrastructure that delivers clinical and non-clinical care that meets patient needs and measurably improves health outcomes.</p>



“

“Through their foresight and mission-driven responsibility for their safety-net patients, IHP member health centers have created something extraordinary – changing the way care is delivered in this region and bolstering a new executive team to lead this effort.”

”

Amanda Simmons

Executive Vice President
Integrated Health Partners of Southern California



Health Quality Partners



“HQP is well positioned to conduct research independently and in collaboration with community and academic partners that is innovative, provides new or enhanced knowledge and information, and meets the needs of our member community health centers and their patients’ specific needs.”

Jennifer Covin

Director of Programs and Research
Health Quality Partners



HEALTH QUALITY PARTNERS
of Southern California

Building a Learning Health System

RESEARCH PARTNERSHIPS

Over the past year, Health Quality Partners (HQP) has focused on cutting-edge research to ensure diverse and under-represented patients served by community health centers were engaged in patient-centered research. Through a partnership with the University of California San Diego (UCSD) Moores Cancer Center, HQP used an implementation science-based approach to increase uptake in evidence-based screening for colorectal cancer among patients served by member health centers. In addition, HQP launched a study with UCSD Moores Cancer Center to develop, test, and evaluate a rapid and scalable capacity project to increase COVID-19 testing in community health centers in San Diego county. This was part of a larger NIH-funded initiative to study factors associated with disparities in COVID-19 morbidity and mortality as part of the Rapid Acceleration of Diagnostics Underserved Populations (RADx-UP) project.

BEHAVIORAL HEALTH INTEGRATION

HQP continued a body of work initiated 14 years ago to build best practices for integration of services within health centers and coordination of services across systems of care. In the past year, this work focused on continuing the practice of the “warm hand-off” in

the new, virtual care setting. Also, HQP facilitated trainings and discussions with health center staff on best practices for provision of telehealth services, completion of sensitive screenings like Adverse Childhood Experiences (ACEs) screenings via telehealth, and providing empathy-based de-escalation.

As part of a Substance Abuse and Mental Health Services Administration (SAMHSA) five-year grant award, HQP continued to lead a project addressing best practices for Screening, Brief Intervention, and Referral to Treatment (SBIRT) in the primary care setting. HQP supported new workflow changes to transition this practice to a virtual setting during the pandemic.

LEVERAGING DATA ANALYTICS FOR PROGRAM EVALUATION

HQP focused on Health Information Technology-enabled solutions for health centers that leverage Arcadia, the IHP population health management platform. HQP is now able to leverage reports from Arcadia for program development and evaluation to minimize the burden on participating health center members. HQP worked to develop a data aggregation and data analytics policy, which included data usage protocols to ensure a high-value data infrastructure for its network and programs.

Innovating to Achieve Higher Quality Outcomes

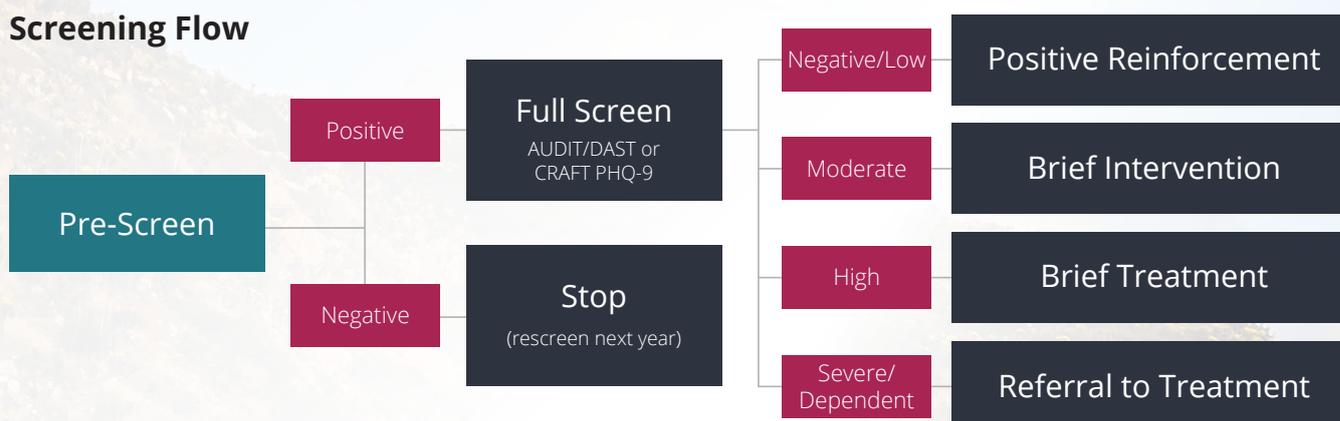
HQP expanded its staff with three new positions to better support health center members in driving quality of care and outcomes.

The growth of HQP's research infrastructure will position the network to be a leader in building best practices for connecting underserved and diverse populations to clinical research in the years to come.

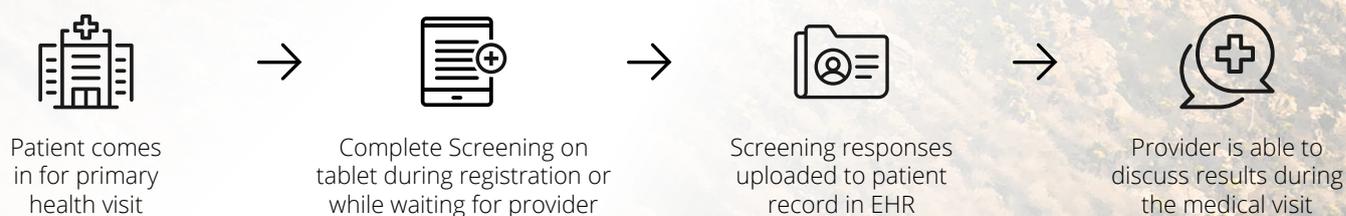
Adapting to Virtual Care

During the pandemic, HQP supported the rapid transition of health center services to the virtual care setting, including SBIRT screening for telehealth appointments. For example, see below: 1) an in-person screening workflow at the health center; and, 2) an alternative workflow for a virtual care visit.

Screening Flow



Screening Workflow Pre-COVID (In-Person)



Screening Workflow with Telehealth Modifications



STRATEGIC PLAN

Where We Are Going From Here: Partnering With Patients

HQP is building new partnerships in the year ahead. New research partners, including academic and other research institutions, will allow us to explore novel research questions that are of interest to

HQP and our member health centers. HQP is advancing health equity and wellness through collaborative research and implementation of innovative programs for community health.

MARKET LEADERSHIP	ADVANCED PERFORMANCE	HEALTH EQUITY
<p>HQP will maintain market leadership by driving innovation in community health through health services research.</p>	<p>HQP will develop the resources and infrastructure necessary to advance performance and build a dynamic portfolio of research and improvement programs that promote innovation in delivery of high value primary care.</p>	<p>HQP will advance health equity by partnering with patients to explore barriers to health, change the narrative in community health, and co-design solutions that deliver change.</p>



CHANGE

CNECT





Accelerating Growth

The CNECT team used the past year as time to scale for future growth. CNECT responded to the rapidly shifting needs of members during the pandemic, expanding its service offerings to meet new challenges, while scaling its workforce to meet the moment and beyond, successfully bringing in more new members than ever before. By accelerating projects and working dynamically, the CNECT team was able to implement components of its planned two-year timeline in under six months.

The CNECT team employed creative solutions when many supply chain disruptions emerged during the pandemic, and utilized its 42 years of experience and innovative solutions to assist members in reinforcing their supply lines. Throughout this period, CNECT's central focus was to leverage its value proposition to deliver a higher level of service for its members.

Tremendous Growth to Meet Unprecedented Needs

\$1.5B

Total Sales FY21

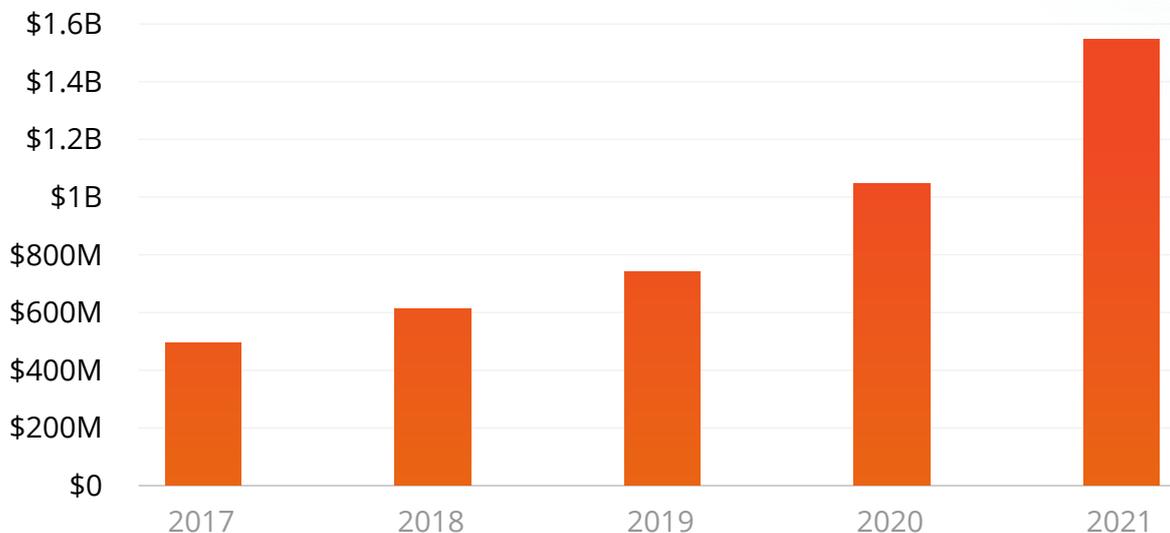
CNECT's fourth quarter performance represented the largest quarter-over-quarter growth in the company's 42-year history.

40%

Growth Year-over-Year

CNECT's over 8,000 members are the key to its dramatically accelerating growth. In FY21, the company onboarded 900 new members.

Total Contracted Sales Year-over-Year

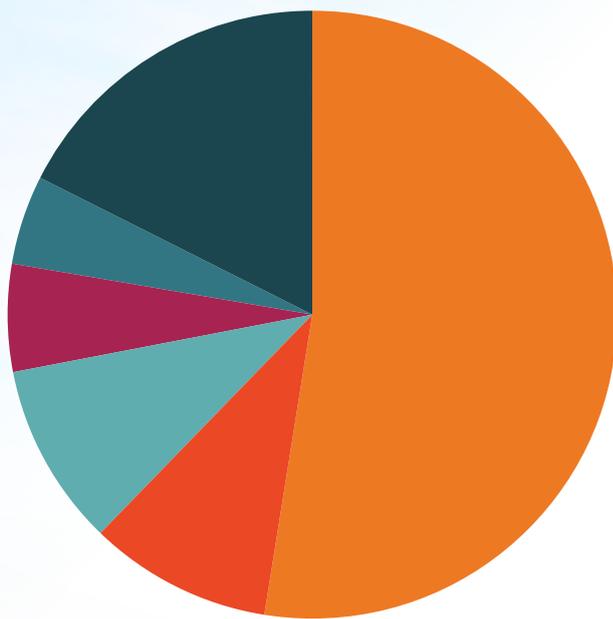


The diversity of its membership signifies CNECT's excellence in meeting the needs of a broad customer base through high-quality customer service and trusted supply chain solutions.

900

New Members FY21

CNECT Membership



- Physicians (52%)
- Others (17%)
- Community Health Center / Free Clinic (10%)
- Commercial (formerly B&I) (10%)
- Surgery Center (6%)
- Church / Religious Institute (5%)

CNECT expanded its capabilities to deliver a higher level of value to each member. By exploring new market areas, CNECT's members were able to benefit from customized bundles that streamlined purchasing and targeted specific member needs. To ensure this high level of service and quality was maintained throughout the company's growth, CNECT increased its workforce by 57% by hiring new talent to enhance all departments and service lines.

57%

Staff Growth Year-over-Year

INTEGRATED VALUE PROPOSITION

CNECT goes above and beyond for its members, offering timely education, consultation, and innovative contract member purchasing solutions. This past year, CNECT enhanced its services to members by leveraging key subject matter expertise across the HCP family of companies to provide free webinars to build the knowledge and strategy necessary for members to adapt to shifts in health care delivery during the pandemic.

The company enhanced its suite of services to provide richer end-to-end consultive support for members. In FY21, the Building

Sparkle's visionary leadership of CNECT has helped propel the HCP family of companies for over a decade, and her promotion to president of CNECT in 2021 is a testament to the leadership she provides to businesses and organizations every day. In 2021, CNECT exceeded \$1B in sales, closing the year at \$1.5B. CNECT is now on track to exceed \$2B in sales by 2023. Despite a global pandemic, this tremendous growth is evidence that CNECT delivers high value service to all GPO members.

Henry N. Tuttle

President and Chief Executive Officer
Health Center Partners of Southern California

Back Together Webinar Series and In-House Laboratory Setup Track delivered technical assistance for members to support rapid response to the changing environment. This webinar series was designed to assist members in program design and planning, supply chain management, and workforce readiness.

OPERATIONAL EXCELLENCE

With the significant growth in membership and increased need for supplies, CNECT processed 25,000 price activations, connecting members to critical supplies at contracted GPO prices, and completed 1.1M contract member connections.

SUPPLY CHAIN MANAGEMENT

CNECT helped members manage highly complex supply chain components for a diverse range of industries like community health centers and ambulatory surgery centers.

OUTSTANDING CUSTOMER SERVICE

During this challenging year, CNECT continued to offer a high level of customer service, proactively managing contract roles and expanding cost savings. For example, before contracts expired, the CNECT staff reached out to members to understand their changing needs to ensure they had uninterrupted access to GPO services, products, and savings.

Three Highest Attended Webinars in FY21

- COVID-19 Vaccine Updates
- Cleaning Processes for Reopening to Ensure a Safe Environment
- An FQHC-Centered Conversation On The New Administration and COVID-19

STRATEGIC PLAN

Where We Are Going From Here: Market Leadership

Looking ahead, CNECT seeks to continue to build on its market leadership by attracting and retaining top tier talent to the team. Through enhanced career development opportunities, the development of career pathways, and competency frameworks, CNECT seeks to prepare its team for the future.

CNECT is expanding value to its members by developing an integrated value proposition that offers end-to-end support for materials management and supply chain solutions, from the earliest stages of planning through to implementation. By aligning consultive and educational services with purchasing support, CNECT continues to offer best-in-class service to its ever-growing membership.

For example, to become certified as a moderate-complexity lab, CNECT offers end-to-end support to plan and implement this model, including:

- Designing the staffing model;
- Securing resources to support service launches;
- Completing the certification process;
- Researching the best products for use; and,
- Contracts to support procurement of supplies.

MARKET LEADERSHIP	MEMBER ENGAGEMENT	ADVANCED PERFORMANCE	HEALTH EQUITY
Through its market leadership, CNECT will strengthen its value proposition beyond standard GPO contract transactions to a more integrated value model.	CNECT is enhancing its member engagement by developing a division focused on bettering the member experience and utilizing technology, data, and communication to increase member participation, satisfaction, value, and retention.	CNECT will advance performance by scaling sales models with new management levels and geographic coverage while driving efficiencies across operational structures to provide specialized support in various capacities.	CNECT will be deliberative and direct in its effort to establish and expand health equity by developing a national policy and advocacy division focused on providing policy support and leveraging expertise for its members.

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“The promotion of Liz Guthrie to senior vice president has elevated services with a forward look toward optimizing our contracting and operations departments. Liz brings a level of expertise and in-field experience that we are excited to leverage in driving member solutions and supplier relations. In addition, her contributions to creating integrated value propositions, through the development of value-added services that go beyond traditional GPO benefits, will empower CNECT members in various capacities.”

”

Sparkle Barnes

President
CNECT

ACTION

Best Places to Work

Lessons Learned From the Data

Year-over-year, HCP has participated in the Best Places to Work survey and has used these survey results to work with its employees to improve operations across the following domains: leadership; corporate culture and communication; role satisfaction; work environment; relationship with supervisor; training and development; pay and benefits; and, overall engagement. This effort proved fruitful in FY21 after HCP was awarded a Best Places to Work designation by the *San Diego Business Journal* as a result of its most recent survey.

HCP put the health and safety of its staff and their families first. How HCP handled its business operations at the outset of the COVID-19 pandemic, sent its staff home to shelter in place and work remotely, and its eventual decision to become a virtual company, contributed to these survey results.

How HCP Is Supporting Staff Through the Pandemic

Putting the health of its staff and their families is, was, and proved to be the right decision as the spring and summer brought variant viral surges. In addition to ensuring employees' health and safety, the virtual work environment ensured business continuity while enhancing productivity.

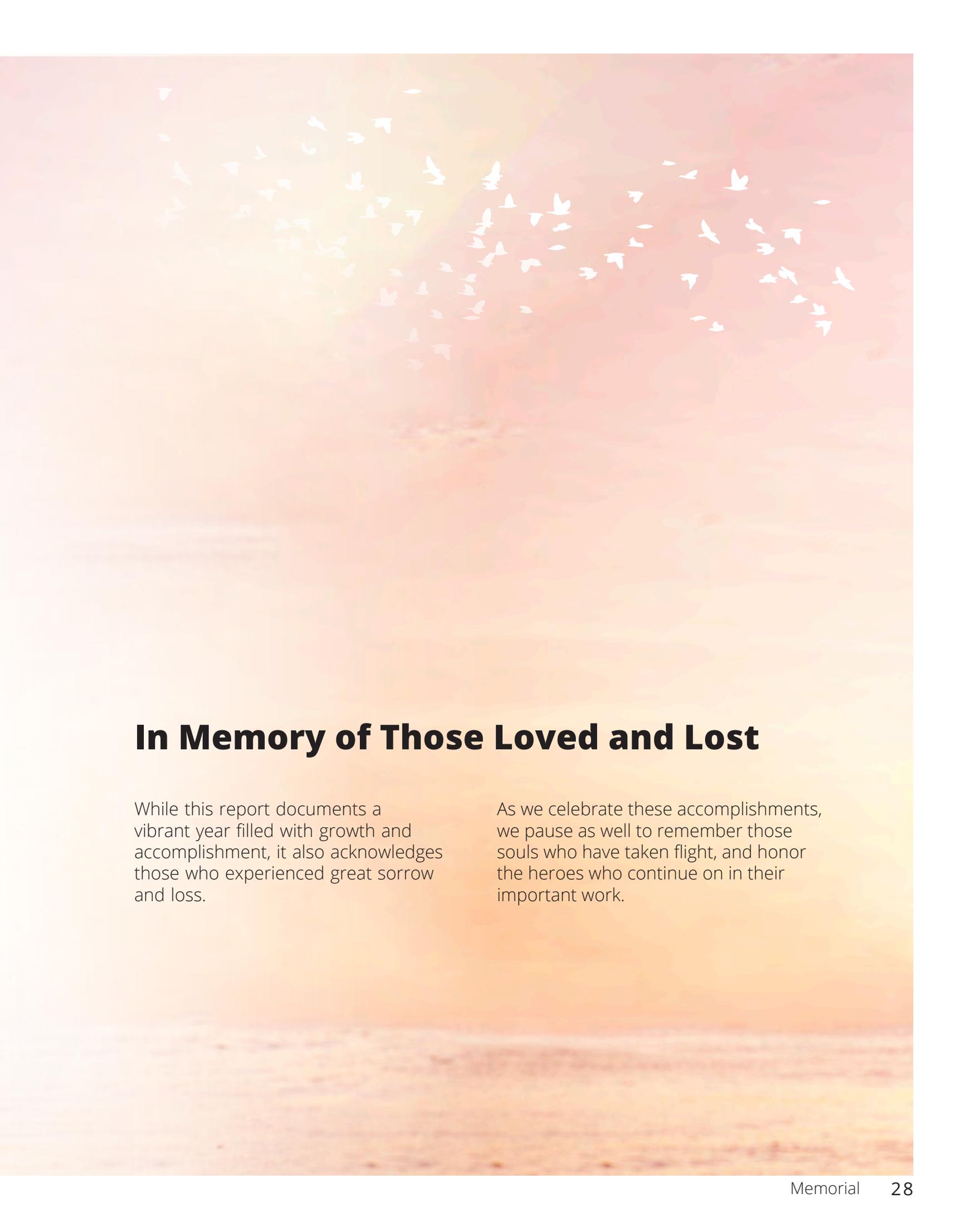
To ensure staff had what they needed as they transitioned their teams and their work to a virtual environment, HCP offered workforce learning opportunities, including virtual tools training, job training, and new skills development. Investing in its staff has been a key contributor to the growth and success of the organization during a challenging year. And, it's been fun designing creative team-building activities in a virtual workspace.

"The organization truly cares about their employees and making it a positive work environment. The staff are diverse, friendly, and helpful. They have also done a great job taking care of their employees during the pandemic. Above all, the staff are passionate about the mission and the populations they serve."

Employee

Health Center Partners





In Memory of Those Loved and Lost

While this report documents a vibrant year filled with growth and accomplishment, it also acknowledges those who experienced great sorrow and loss.

As we celebrate these accomplishments, we pause as well to remember those souls who have taken flight, and honor the heroes who continue on in their important work.

The Mission is **Righteous.**
The Work **Imperative.**
The Impact **Profound.**