



**TACHC**  
— TEXAS ASSOCIATION OF —  
COMMUNITY HEALTH CENTERS

# ANNUAL REPORT

..... 2022 .....





## Mission Statement

TACHC will strengthen and support community health centers to speak with a unified voice and drive healthcare transformation by exemplifying innovation, access, and equity.



**EQUITY. ACCESS. QUALITY.**

# Table of Contents

## Who We Are

- Letter From the Executive Director
- Board of Directors
- TACHC's Strategic Pillars

## TACHC By the Numbers

## Value-Based Care

## Innovations & Highlights

## Policy, Advocacy & Communications

## Training & Technical Assistance

## 2022 Event Highlights

## Annual Awards



# Who We Are



The Texas Association of Community Health Centers (TACHC) is a private, not-for-profit membership association committed to advancing equitable access to quality healthcare in Texas by supporting and advocating for community health centers (also known as federally qualified health centers, FQHCs, or health centers).

TACHC is the federally designated primary care association for Texas. TACHC assists members in providing high-quality, comprehensive primary care and addressing the full spectrum of health center needs so they can focus on patient care.



## Health centers serve Texas communities

There are **73** FQHCs in Texas with over **650** clinic sites in **137** counties.

In 2021, they served **1.7 million** patients through **6.2 million** clinic visits.



In Poverty  
**66%**



Children  
**609,220**



65 and older  
**144,361**



Veterans  
**15,222**



Headquartered in rural areas  
**41%** of health centers

### 38% of Texas FQHC patients are uninsured

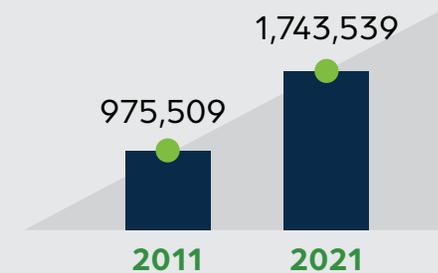


Uninsured	38%
Medicaid	32%
Private	20%
Medicare	7%
Other	3%

### Health Centers Provide High-Quality Care for Low Costs: Average Annual Cost per Patient

MEDICAL	\$682
DENTAL	\$618
BEHAVIORAL HEALTH	\$798

### Patients served has increased by 79% in the last 10 years



# Letter From the Executive Director



## JANA EUBANK

Today I write filled with gratitude, pride, and excitement. I am grateful for our extraordinary members, proud of our accomplishments in 2022, and excited for what tomorrow brings.

Over the last few years, we have watched the healthcare system change dramatically. The continued stress of a global pandemic has led to unparalleled workforce challenges, highlighted the importance of addressing inequities within our communities, and renewed our commitment to demonstrating health centers' value across Texas. As we kick off 2023, I am confident in our strategy as we continue to build community health centers' capacity and support for our joint vision of health equity and access for all Texans.

2022 has been a defining year at TACHC. We expanded our commitment to helping health centers thrive in shifting healthcare landscape, enhanced existing programming, and forged new pathways through increased partnerships. As we move into the third year of our three-year strategic plan, value-based care (VBC) continues to be our "North Star" at TACHC, connecting all of the programs and services we provide to members. Our VBC strategy is designed to align the

system of care, the patient, the provider, and the community to achieve better health outcomes at lower costs.

I am proud of the progress we've made on our related projects and partnerships like Unite Us for tracking social drivers of health, Care Signal for our remote patient monitoring pilot, and our collaboration with Azara to enhance data analytics infrastructure in health centers as we redesigned the TACHC Health Center Controlled Network.

As we continue to align our programming around VBC, health centers have been clear that TACHC should prioritize supporting our members in this journey, with the TACHC board voting to create a Clinically Integrated Network (CIN) last fall. I'm excited that the design, formation, and creation of the CIN will be a major focus for TACHC in the coming year, and will allow us to further build capacity to support centers in critical areas like quality, billing, coding, and provider credentialing in addition to strengthening health center bargaining power with payers.

While many of the initial hurdles created by COVID were behind us in 2022, health centers continued to be on the front line of the ongoing pandemic. Even with the many obstacles faced by our communities, I am incredibly proud that health centers served an additional 100,000 patients and put more than 767,000 vaccines into arms this year, and that number continues to rise. Additionally, with Medicaid redeterminations



beginning as early as April 2023, TACHC has worked with partners to invest in making sure health centers are well-equipped to help patients stay enrolled in Medicaid when they are eligible and move to other available programs when they are not. It's anticipated that rolling back continuous Medicaid coverage from the Public Health Emergency will be the largest enrollment event in Texas since the rollout of the Affordable Care Act, so TACHC will build off the resources we created this year to support health center O&E staff in 2023.

Another area where health centers continue to deal with the pandemic's effects is our health center workforce. As a response to this continued challenge, TACHC and health center leaders came together to re-envision the workforce support we provide. Through this process, TACHC is developing new programming, with a focus on retention, workforce resiliency, and strategies to build and train our health center workforce of the future. I'm excited to see these new strategies roll out in 2023.

Finally, amid a tumultuous healthcare climate filled with uncertainty, one thing remains steadfast— Texas health centers' dedication to expanding our reach across the state to meet growing needs. TACHC's work in securing \$20 million for FQHC Incubator Program and seeing 35 projects awarded funding with these dollars last summer is a testament to what we can accomplish working together.

Examples include Atascosa Health Center's new Live Oak Community Health Center in Three Rivers, Tyler Family Circle of Care's expansion of behavioral health and dental services, and United Medical Center's new women's health center.

These projects, among others, are examples we will take back to the Texas legislature to advocate for continued funding in 2023 and beyond.

The FQHC Incubator Program is part of our robust health center legislative agenda, including other critical coverage, access, and workforce priorities. We have a real opportunity next year to advance policies that support health centers and your patients at the state and federal level, but to be successful we will need everyone to get involved and share your voice with policymakers. Our new regional advocacy structure has made participation easier than ever, so I am hopeful that 2023 will be our strongest legislative year yet in Austin and DC.

The challenges we collectively face can be daunting, but by working together I believe we can redefine community health and demonstrate the robust value that health centers provide throughout the state. I invite all of you to join us in pursuing this vision for all Texans.

TACHC worked to secure

**\$20 million**

for the FQHC Incubator Program,  
which funded 35 projects across the  
state last summer.

# Board of Directors

## \*CHAIR – SOUTH REGION

Celeste Harrison, Chief Executive Officer, Matagorda Episcopal Health Outreach Program (MEHOP)

## \*VICE CHAIR – BORDER REGION

Elmo Lopez, Jr., MBA, Chief Executive Officer, Gateway Community Health Center, Inc.

## \*SECRETARY – WEST REGION

Bill Schlesinger, Chief Executive Officer, Project Vida Health Center

## \*TREASURER – SOUTH REGION

Jaeson Fournier, DC, MPH, Chief Executive Officer, Central Texas Community Health Centers dba CommUnityCare

## \*IMMEDIATE PAST CHAIR

Michelle Carter, MPA-HCA, Chief Executive Officer, Community Health Service Agency, Inc. dba Carevide

## BAYOU REGION

Andrea Caracostis, MD, MPH, Chief Executive Officer, Asian-American Health Coalition dba HOPE Clinic  
Marcelle (Marcie) Mir, LCSW, Chief Executive Officer, El Centro de Corazón

## BORDER REGION

Mayela Castañón, Chief Executive Officer, Community Health Development, Inc.

## EAST REGION

Chad Jones, MBA, Chief Executive Officer, Longview Wellness Center dba Wellness Pointe  
Anita K. Humphreys, Chief Executive Officer, East Texas Community Health Services, Inc.

## NORTH REGION

Leonor Marquez, MBA, LCSW, Chief Executive Officer, Los Barrios Unidos Community Clinic  
Doreen Rue, LMSW-AP, Chief Executive Officer, Health Services of North Texas

## WEST REGION

Linda McMurry, RN, DNP, NEA-BC, Executive Director, Texas Tech University Health Sciences Center dba Larry Combest Community Health & Wellness Center

## PROVIDER REPRESENTATIVE

Sharon Davis, DO, Chief Medical Officer, Los Barrios Unidos Community Clinic

*\*Denotes Executive Committee Member*



# TACHC's Strategic Pillars



## TACHC created a 3-year strategic plan in 2021 organized around 4 pillars

### **BUILDING THE TACHC OF THE FUTURE**

TACHC will provide the necessary expertise, vision, and resources for community-based organizations to deliver extraordinary healthcare in underserved communities and will be a national thought leader in healthcare innovation.

### **ACCELERATING INNOVATION IN HEALTHCARE**

TACHC will be the catalyst for positive change for Texas health centers, national PCAs, and the healthcare industry.

### **FORTIFYING HEALTH CENTERS**

TACHC will provide high-quality, effective support that fortifies the essential elements of health centers.

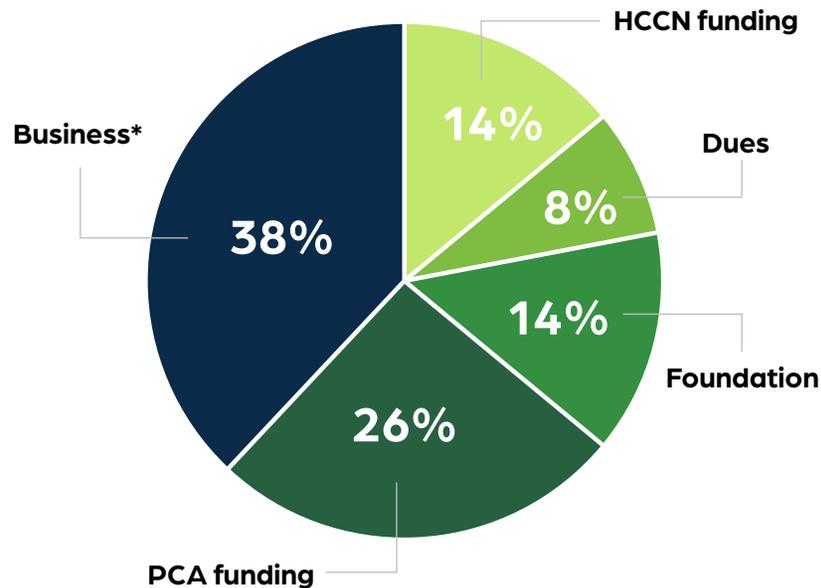
### **STRENGTHENING COMMUNITIES THROUGH CHCs**

Positioning health centers to be a driving force for improving their communities by addressing the root causes of poverty and promoting health equity to achieve community wellness.

# TACHC By the Numbers

## Financial Report

### KEY REVENUE SOURCES



*\*Business includes GPOs, Conferences (sponsorships, exhibitors, registrations), Recruitment Services, and CHIA and TACHC PG administrative fees.*

## TACHC's Growth

### MEMBERSHIP IN 2022

TACHC currently has **79 members.**

In 2022, TACHC welcomed AIDS Arms, Inc. dba Prism Health North Texas and Coastal Gateway Health Center, Inc. Both are interim members actively pursuing FQHC look-alike status.

### WELCOME TO OUR NEW MEMBERS



## Grantors

TACHC's partnerships and collaborations with a growing number of public and private organizations bring new resources and support to community health centers that in turn enable them to produce positive benefits for patients and communities.

TACHC successfully applied for and was granted financial awards from the below foundations.

St. David's Foundation	Outreach and Enrollment funding – <b>\$60,000</b> SDoH funding – <b>\$100,000</b>
Episcopal Health Foundation	SDoH funding – <b>\$66,000</b> ; Outreach and Enrollment funding – <b>\$85,000</b> ; VBC Feasibility Study – <b>\$75,000</b> ; CIN Development – <b>\$750,000</b>
T.L.L. Temple Foundation	Advocacy funding – <b>\$25,000</b> ; SDoH funding – <b>\$50,000</b>
National Association of Community Health Centers/ Robert Wood Johnson Foundation	Outreach and Enrollment funding – <b>\$20,000</b>
UTHealth	Trusted Messenger for Vaccine Uptake – <b>\$30,000</b>

# Value-Based Care (VBC) Initiatives and Progress: TACHC'S North Star

In early 2022, TACHC re-aligned all existing programming under the umbrella of VBC. As we work to help health centers prepare for success in VBC, we've ensured all of our activities intentionally address a VBC competency and meet health centers where they are. This re-alignment allowed us to critically evaluate each of our programs to make sure they help health centers meet the needs of the future.

## TACHC PROGRAM ALIGNMENT



### Organizational Commitment to Population Health Strategies

- Board Governance
- Compliance
- Emergency Mgmt.
- Executive Leadership
- Special Pops
- Strategic Planning



### Health Information Technology and Data

- Board Governance
- Compliance
- SDoH Platform
- Virtual Care



### Financial Health and Planning

- Board Gov.
- Billing & Coding
- Emergency Mgmt.
- FQHC Dev.
- Grp. Purchasing
- O&E
- Op. Assessments
- Fin. Trend Analysis
- Strat. Planning
- Workforce



### Clinical Management and Care

- ECHO
- Executive Leadership
- Succession Planning
- TIC
- Virtual Care
- Workforce



### SDoH (Non-medical factors)

- SDoH Collaborative
- SDoH Platform (Unite Us)
- Special Pops
- TIC



### Organizational Commitment to Population Health Strategies

- Survey: Patient Experience
- Road to Service Excellence
- SDoH Platform
- TIC
- Virtual Care
- Workforce

VALUE • WORKFLOWS • POLICY • COLLABORATION • LEADERSHIP • PARTNERSHIP

Quality Axis (formerly OC<sup>3</sup> Program) • HCCN • Federal/State Public Policy Work



# Innovations



## MAVEN PROJECT IN PARTNERSHIP WITH DIRECT RELIEF AND TACHC

Through an innovative collaboration, TACHC has partnered with Direct Relief for the MAVEN Project, which provides training to health center staff to help identify and include the fundamental trauma-informed care principles in emergency management planning. This program supports a safe and inclusive environment for integrating emergency management and trauma-informed care (TIC).



## HEALTH CENTER CONTROLLED NETWORK (HCCN) & AZARA PARTNERSHIP

TACHC's Health Center Controlled Network (HCCN) is now considered to be one of the largest in the nation. The network grew to 51 health centers with over 448 clinic sites in 106 counties and serving over 1.1 million patients in 2022.

As part of TACHC's revisioning of the HCCN in 2022, we launched a new partnership with Azara Healthcare, a data aggregation and reporting vendor. As of the end of the year, 14 health centers were either live with Azara or in the process of implementation. The new software will allow health centers to pull data from their EHR and combine it with other sources of data, such as hospital discharge feeds from Health Information Exchanges and payer care gap data, to facilitate care management, performance improvement, and revenue cycle improvement projects. As this project grows, it will provide the foundation for reporting and quality improvement necessary for value-based care.

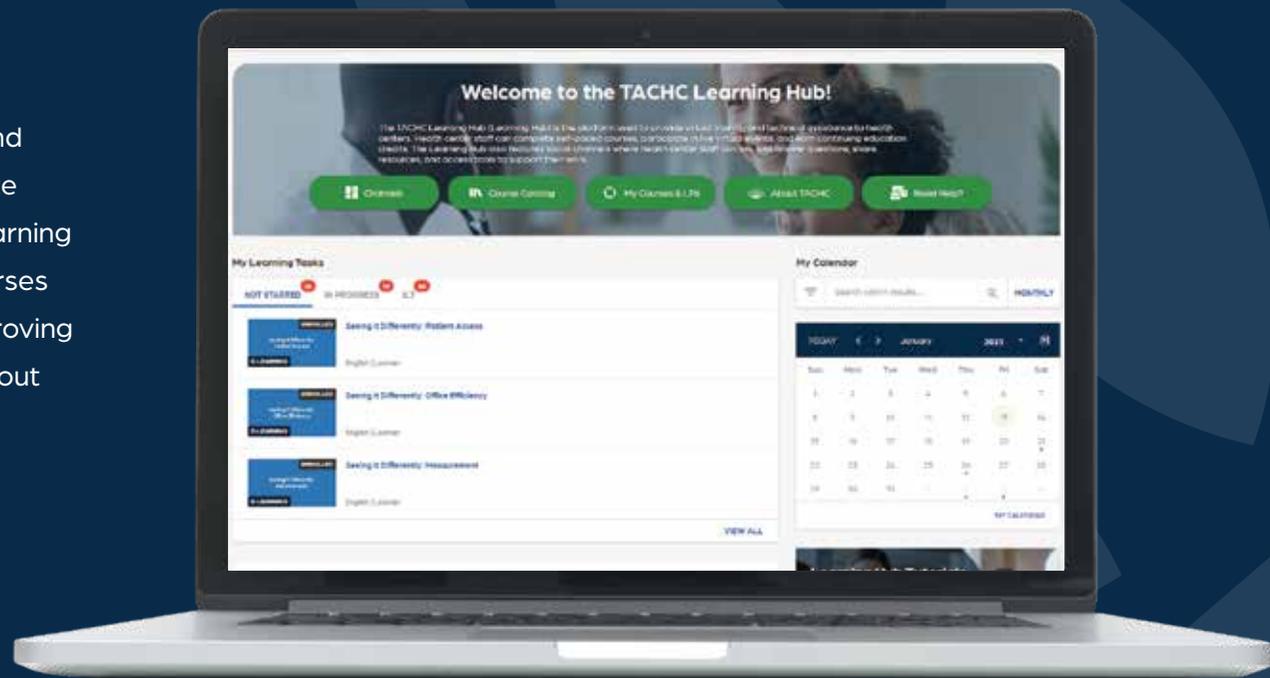


# Innovations cont...

## TACHC LEARNING HUB

The TACHC Learning Hub was launched in 2022 to provide enhanced resources for virtual training and technical assistance to health centers. Health center staff are able to complete on-demand learning courses (e-Learning) and participate in live instructor-led training while earning continuing education credits.

The Learning Hub has hosted live events for Quality Axis, TACHC's HRSA-sponsored UDS training, and e-Learning content for the Remote Patient Monitoring ECHO. The Learning Hub features new e-Learning courses on emergency management, improving clinical outcomes, and courses about tailoring services to historically marginalized communities.



## DEVELOPMENT OF CLINICALLY INTEGRATED NETWORK

Recognizing that health centers are stronger together, TACHC contracted with JSI, Inc. to conduct a provider network feasibility study in mid-2022. The feasibility study was structured to assess the viability of various provider network models to ensure Texas FQHCs could leverage their collective patient populations to pursue contracting opportunities ultimately intended to improve patient outcomes and increase health center stability.

Simultaneously, a VBC Steering Committee, comprised of various health center CEOs, was formed to help guide TACHC activities related to value-based care. In October, as a result of a recommendation from the VBC Steering Committee, the TACHC Board of Directors voted to allow TACHC staff to pursue the formation of a separate legal entity: a Clinically Integrated Network.

## What Is A CIN?

A clinically integrated network (CIN) is a formal group of healthcare providers working together to deliver efficient, affordable, coordinated care to patients.

## What Can A CIN Do For CHCs?

By increasing the number of value-based contracts, a CIN can help to ensure that providers maintain excellent care quality and risk no decrease in payer reimbursements. It can also support:

- Health plan contracting
- Billing & coding
- Quality performance
- Provider credentialing

## Why Form A CIN?

Clinically integrated networks serve an important role in achieving the “triple aim” of healthcare:

- Better patient experience
- Improved population health
- Lower healthcare costs.



# Highlights

## TACHC Quality Axis

### QUALITY AXIS REDESIGN

TACHC completed a “refresh and rebrand” of our Quality Axis (formerly OC3) program in 2022, which is a foundational program in the Value-Based Care (VBC) Learning Community.

The program has been designed to help health centers improve clinical outcomes and provide quality care in preparation for a VBC environment. The new program is different from its predecessor in several fundamental ways:

- ✔ Increased focus on improving chronic disease clinical outcomes using all modalities (virtual visits, telehealth, RPM devices, group visits, etc.).
- ✔ Recognition that each health center is in a different place in its system transformation journey. Using a customized approach, we support health centers where they are to accelerate their transformation and enhance quality care.
- ✔ An evidence-based curriculum design supported by adult learning principals designed to engage health center staff in a meaningful way.
- ✔ Integration of workforce voices to support staff retention.



## **SOCIAL DETERMINANTS OF HEALTH (SDOH) PLATFORM AND DATA COLLECTION- UNITE US PARTNERSHIP**

TACHC partnered with Unite Us, the nation's leading technology company connecting health and social care, to expand a coordinated care network that addresses unmet social needs and improves Texans' health outcomes throughout the state.

The Unite Us Texas Network, which started in 2017, connects partners through a shared technology platform and enables them to securely send and receive closed-loop, electronic referrals. Ultimately, this partnership will help connect health center patients to much-needed resources and services such as housing, food, transportation, and employment assistance.



**22 centers** have started the process of signing up with Unite Us with 5 already fully active

## **VALUE-BASED CARE (VBC) LEARNING COMMUNITY**

Following on the heels of TACHC's 2021 VBC Readiness Assessment, we spent the better part of 2022 building a VBC Learning Community that would meet health center needs wherever they fall on the VBC continuum.

This year's focus was improving health centers' financial health and addressing social determinants of health. Programmatic highlights include a VBC Learning Community Kick-off event in March, monthly billing and coding calls, a robust catalog of VBC-related sessions at the Annual Conference, and the creation of several "Introduction to Value-Based Care" webinars.



# Highlights cont...

## REMOTE PATIENT MONITORING (RPM) – CARE SIGNAL PARTNERSHIP

TACHC initiated a pilot project with Care Signal, a deviceless remote patient monitoring platform this year.



Fifteen health centers across Texas are participating with **1,125 total patients.**

Each of the participating patients has at least one of the following conditions: diabetes, hypertension, COPD, congestive heart failure, or a non-medical driver of health.

Since Care Signal is deviceless, patients only need a phone line or cell phone to participate. Patients are contacted on a regular basis in order to help manage their chronic condition. Early results show high patient satisfaction, high health center satisfaction, and improvement in health outcomes. The use of this technology can help keep patients out of the emergency department or hospital by catching problems before they escalate to that level of severity.



**CareSignal**<sup>®</sup>  
Deviceless Remote  
Patient Monitoring<sup>™</sup>





## HEALTH CENTER HANDBOOK

TACHC launched the new Health Center Handbook (formerly the OC<sup>3</sup> CPI Manual) in 2022 with the goal to highlight the array of comprehensive resources available to health center subscribers and to simplify its messaging.

The Health Center Handbook is updated quarterly with new resources. It includes over 350 template policies and procedures, checklists, agreements, and other tools to help health center management.

## WORKFORCE DEVELOPMENT REVAMP

Workforce shortages and burnout are top of mind for Texas community health centers and a top priority for TACHC. At the end of 2021, TACHC knew with the workforce challenges our members were facing, there needed to be a change in the support and services TACHC offers. In 2022, the TACHC board of directors assembled a Workforce Committee to re-envision and align TACHC's workforce development services to fit the growing needs of our members. TACHC is now working to develop a statewide, comprehensive strategy to address clinical and administrative workforce issues facing Texas

health centers. Some key areas include retention, workforce resiliency, and health professions training. Additionally, the board formed a Health Professions Education & Training (HP-ET) Subcommittee to develop workforce solutions around enhancing health centers' capabilities to recruit, develop, and retain their workforce by exposing health and allied health professions students, trainees, and residents to education and training programs at health centers.

**TACHC's new Health Workforce Development Director will support health centers in implementing or enhancing health center-based clinical workforce development and training programs, as well as supporting frontline and non-clinical staff in their career ladder for growth and retention within health centers.**



# Highlights cont...

## Outreach and Enrollment (O&E) Support

### NEW TRACKING TOOL

O&E is essential to the services and support TACHC offers its members. To improve and enhance health centers' O&E activities, we updated the TACHC O&E reporting tool to help health centers keep track of their outreach activities and support ongoing coverage for patients and community members. This tool allows health centers to set goals, monitor, evaluate, and improve their overall outreach and enrollment efforts by benchmarking and tracking trends, especially as they coincide with any community outreach events such as back-to-school events.

### PREPARING FOR THE END OF THE PHE

TACHC also provided all health centers necessary outreach materials regarding the public health emergency (PHE) unwinding to help them target Medicaid families at risk of losing their coverage when redeterminations begin in the spring of 2023.



### PUBLIC CHARGE AWARENESS

TACHC helped launch a new public charge outreach campaign called Seguro Texas, which encourages mixed-status families legally eligible for public benefits like Medicaid to apply by dispelling myths and disinformation surrounding the public charge policy. TACHC collaborated with several partner organizations on this campaign to extend resources and promote awareness as broadly as possible.



# Policy, Advocacy & Communications

TACHC's Policy and Advocacy team used the interim year prior to the upcoming state legislative session in 2023 to re-engage and enhance health center advocacy. Robust advocacy will also be vital in Congress as we face a significant headwind nationally due to the unwinding of the PHE, the expiration of health center mandatory funding in September 2023, and attacks on the 340B program.

To support a strong culture of advocacy at health centers, TACHC created six regional advocacy groups across the state, each chaired by a health center advocacy champion. The regional advocacy groups have regular meetings intended to create peer-to-peer engagement, discuss issues that are close to home, and help build stronger relationships with lawmakers and communities.



# Policy, Advocacy & Communications cont...



<b>State Advocacy Task Force</b>	Michael Glas, Carevide
<b>Border Regional Chair</b>	Myrta Garcia, South Texas Rural Health Services
<b>East Regional Chair</b>	Dena Hughes, Triangle Area Network
<b>North Regional Chair</b>	David Preston, Community Healthcare Center
<b>West Regional Chair</b>	Christina Paz, Centro San Vicente
<b>Bayou Regional Chairs</b>	Ezreal Garcia, Community Health Network, and Lindsay Lanagan, Legacy Community Health
<b>South Regional Chairs</b>	Rev. Fred Blackmon, People's Community Clinic, and Ahmad Alaswad, AccessHealth

To support this regional approach, TACHC received grant funding from the T.L.L Temple Foundation aimed at building health center advocacy infrastructure in East Texas, the foundation's service area. The project resulted in four East Texas health centers obtaining their Advocacy Center of Excellence (ACE) status for the first time.



## NATIONAL HEALTH CENTER WEEK

National Health Center Week was celebrated across the country from August 8th–14th. Health centers notified TACHC of **over 80 events** during the week, with several hosting elected officials at their centers. Health centers used social media to promote this important work and utilized messaging and information provided by TACHC’s communications team.



## STATE LEGISLATOR AWARDS

TACHC selected several members of the state legislature to receive Community Health Center Champion awards for their support of health center advocacy efforts in 2022.



State Rep.  
Armando Walle

State Rep.  
Tom Oliverson

State Rep.  
Mary Gonzalez

State Senator  
Robert Nichols

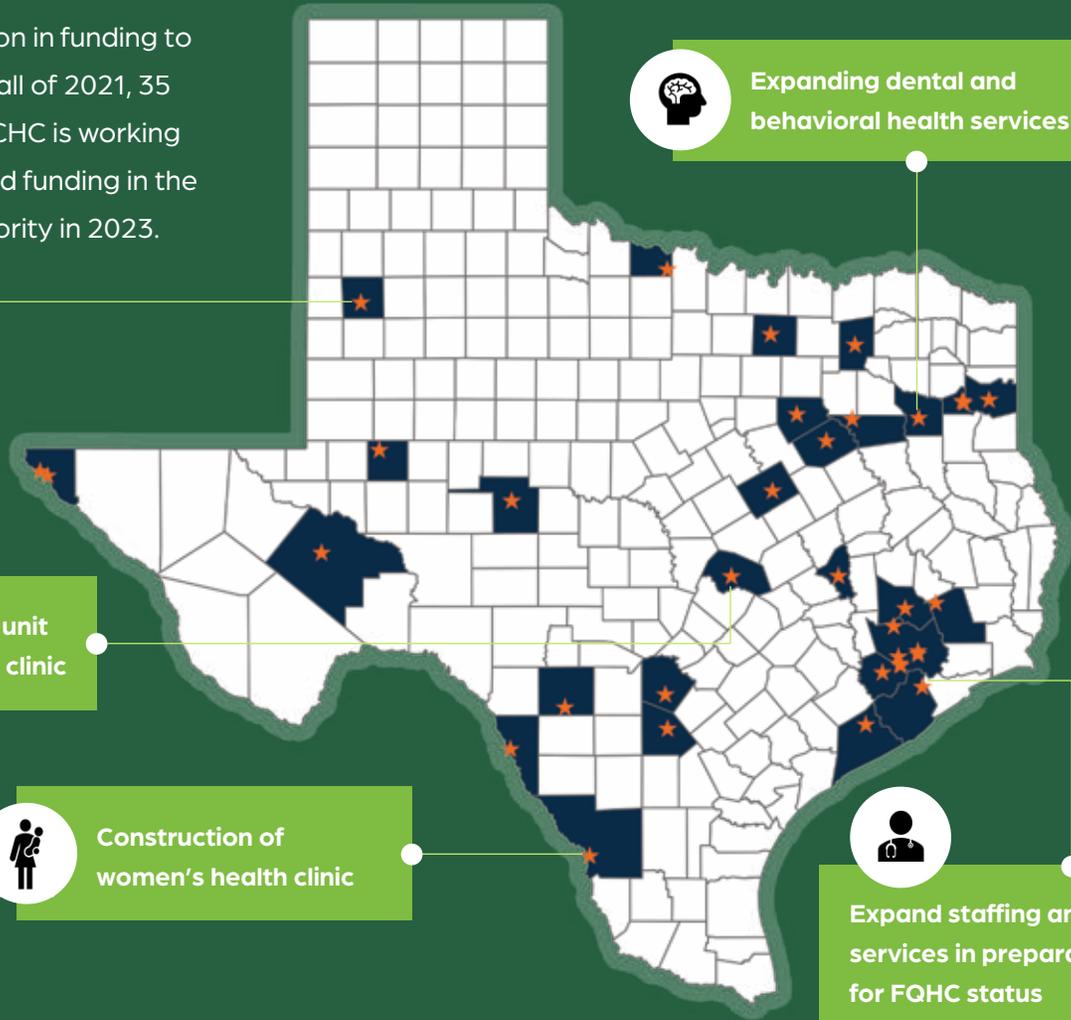
State Senator  
Charles Perry



# Policy, Advocacy & Communications cont...

## INCUBATOR PROGRAM ROLLOUT

After the state legislature provided \$20 million in funding to restart the FQHC Incubator Program in the fall of 2021, 35 projects were awarded across the state. TACHC is working with lawmakers to build support for continued funding in the program, which will be a major legislative priority in 2023.



Expanding dental and behavioral health services



Renovation of clinic and addition of new in-house pharmacy with drive-thru access



Purchasing mobile unit for mammography clinic



Construction of women's health clinic



Expand staffing and services in preparation for FQHC status



# Training & Technical Assistance

TACHC provides training and technical assistance to its members as a core part of the association's work.

## Technical Assistance Stats

Technical Assistance log timeframe: Q4 2021 through Q3 2022

TACHC RECEIVED

**5,666** Technical Assistance Requests

from health centers and responded to

**100%** of requests.

- Requests and questions came from all Texas regions, from both urban and rural, large and small centers
- Requests and questions ranged across 15 broad clinical, operational, finance, and governance topics



# 2022 Event Highlights

## TACHC'S 39TH ANNUAL CONFERENCE

Evolving Primary Care to Strengthen Texas Communities was the theme of the conference which took place in San Antonio, TX, and had **more than 200 attendees**. The multi-day, multi-track conference focused on value-based care, workforce development, and legislative policy. TACHC's 2022 Annual Conference had leading healthcare and industry experts bringing innovative initiatives, strategies, and more for health centers to thrive in the future.



## TACHC EMERGENCY MANAGEMENT (EM) SUMMIT

At the annual EM Summit held in February 2022, TACHC's EM staff provided multiple training topics, including an emergency risk/vulnerability assessment and response preparation for our members. From this assessment, there was a need to develop and implement an active threat training series for Texas health centers. TACHC held the first of this training series in April of 2022.

## VALUE-BASED CARE KICK-OFF MEETING

Building off of our previous two-day introduction to Value-Based Care, this Kick-Off Event introduced the TACHC Value-Based Care (VBC) Learning Program and laid the foundation for future TACHC VBC activities. More than 100 people attended the in-person event to learn about the State's 2022-23 Quality Metrics, approaching Alternative Payment Methodologies (APM), and the business case for VBC.



# Annual Awards

## BOARD CHAIR AWARD

The TACHC Board Chair's Awards are presented to exemplary leaders in Texas health centers. This award honors the extraordinary contributions and support that individuals have provided health centers throughout Texas. This award recognizes the exceptional contributions an individual's work has made to enhance, expand, and support Texas health centers and the populations they serve.



**Elena Marks**  
Community Health  
Center Champion



**Cam Kleibrink**  
Board Chair's Award



**Paula S. Gomez**  
Board Chair's Award

## EMERGING LEADER AWARD

The TACHC Health Center Emerging Leader Award is an opportunity to recognize rising stars and cultivate new leaders in Texas health centers. The Emerging Leader Award was created to recognize the special contributions of newer staff members and engage the next generation of health center staff in the ongoing mission of health centers to provide quality, comprehensive, community-centered healthcare.



**Fernando Arroyo**  
Emerging Leader



**Concepcion Camarillo**  
Emerging Leader



**Michael C. Stefanowicz**  
Emerging Leader



**Britany Simpkins**  
Emerging Leader





**TEXAS ASSOCIATION OF COMMUNITY HEALTH CENTERS**

5900 Southwest Parkway, Bldg 3 • Austin, TX 78735

512.329.5959 • [info@tachc.org](mailto:info@tachc.org)

**[tachc.org](http://tachc.org)**