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NNCC 2014 YEAR IN REVIEW

The National Nursing Centers Consortium's (NNCC) mission is to advance nurse-led health care through policy, consultation, programs, and applied research to reduce health disparities and meet people's primary care and wellness needs. NNCC goals are to:

1. Provide national leadership in identifying, tracking, and advising healthcare policy development.
2. Position nurse-managed health centers as a recognized, cost-effective mainstream health care model.
3. Foster partnerships with people and groups who share common goals.

NNCC represents nurse-managed health clinics (NMHC) serving vulnerable populations across the country. Nurse-managed health clinics seek to be recognized as an integral part of the nation's healthcare delivery system. To fulfill this ambitious goal, the NNCC Board of Directors and staff are currently implementing a strategic business plan to guide the Consortium's future growth and foster the success of its members. The business plan strategies are tied to four pillars that include:

1. Advocacy/Policy that promotes nurse-led care and programs that enhance it.
2. Programs that enhance primary care and wellness.
3. Applied Research that promotes nurse-led care and strengthens primary care and wellness.
4. Technical Assistance including earned income consulting.

Interwoven with the four pillars are overarching priorities that work together to help NNCC achieve its mission. Overarching priorities are related to a network of broad, active and strategic partnerships, strong organizational infrastructure, active pursuit of program and fund development, and evidence-informed programming.

In 2014, the NNCC experienced continued growth. Please visit www.nncc.us to meet the NNCC team. A summary of events, accomplishments and/or challenges over the last year is described below. They are broken down and listed under the four main pillars of NNCC's mission: Policy, Programs, Applied Research and Technical Assistance.

**STRATEGY 1:
POLICY/ADVOCACY THAT PROMOTES NURSE-LED CARE
& PROGRAMS THAT ENHANCE IT**

NNCC's policy goal is to provide national leadership in identifying, tracking, and advising healthcare policy that promotes nurse-led care and programs that enhance it.

FEDERAL ISSUES

Federal Funding through the Affordable Care Act - The Affordable Care Act of March 2010 marked a momentous occasion in U.S. history when the federal government pledged its support to provide health care to all citizens of the United States. The Affordable Care Act included language, modeled after the Nurse-Managed Health Clinic Investment Act of 2009, which authorized a new \$50 million Grant Program for nurse-managed primary and wellness care. It also more importantly defined "nurse-managed health clinic" in federal statute, a recognition that has proven critical for nurse-managed health clinics to receive managed care reimbursement across the country. The definition has become instrumental in how NNCC now is positioning NMHCs nationally and has been helpful with national and state policy-makers to include NMHCs in policy language, where they might previously have been excluded. Nonetheless, the authorization did not guarantee that the full \$50 million would be appropriated to the Grant Program.

The NNCC continued to work with a public relations specialist based in Washington, D.C., well known by the nursing community and Congressional leaders and staff, to assist the NNCC policy group as it pursued different strategies for sustainably funding for NMHCs. The NNCC policy team also worked closely with Technical Assistance staff to build support for workforce development initiatives through partnerships with HRSA and proposing innovative solutions for access issues to staff at the U.S. Department of Veterans Affairs. NNCC staff conducted a series of meetings in September 2014 with HRSA Health Professions and Bureau of Primary Care, as well as CMS. The Policy and Technical Assistance teams also collaborated to share information with NNCC's members on the interim rule implementing the Veterans Choice Act, which was published on November 5, 2014.

Nurse-Managed Health Clinic Week – On Thursday, July 24, 2014, the U.S. Senate unanimously passed Resolution 514. The resolution, which was introduced by Senators Jeff Merkley (D-OR) and Lamar Alexander (R-TN), designated the week of August 10 through August 16, 2014, as "National Nurse-Managed Health Clinic Week." Along with establishing the week, the resolution, "encourages the continued support of nurse-managed health clinics so that nurse-managed health clinics may continue to serve as health care workforce development sites for the next generation of primary care providers."

Future of Nursing IOM Report – The Institute of Medicine's Initiative on the Future of Nursing released its ground-breaking, comprehensive report *The Future of Nursing: Leading Change, Advancing Health*, in October 2010. NNCC policy and executive staff served as reviewers for the report, which features nurse-managed health clinics and NNCC policy recommendations in multiple locations within the report. NNCC's 2010 State-by-State Guide to Regulations Regarding Nurse Practitioner Practice was included in the report, which shares the various levels of prescriptive authority for NPs by state. NNCC conducted initial advocacy to capitalize on the release of the report, and continues to push the subsequent implementation of its recommendations. Tine Hansen-Turton helped facilitate the plan to broaden the role of nurse

practitioners in primary care and has worked closely with the RWJF and the AARP to implement the plan. NNCC's overall strategies to broaden health insurance reimbursement for nurse practitioners and to become part of the medical home are closely aligned with the goals of the Future of Nursing report. The NNCC policy group also created and annually updates an interactive law map on the LawAtlas that covers nurse practitioner prescribing laws in the 50 states, to advance the first recommendation from the Future of Nursing report, "reduce scope of practice barriers."

In February 2013, NNCC received a two-year, \$150,000 State Implementation Project (SIP) grant from the Robert Wood Johnson Foundation to help the Pennsylvania Action Coalition (PA-AC) implement the report's recommendations in Pennsylvania. As the fiduciary for the PA-AC, NNCC submitted a continuation grant in September 2014. As of January 1, 2015, NNCC will also become the co-lead sponsor of the PA-AC. NNCC Policy Manager Sarah Hexem will become the director of the Coalition along with the shift in sponsor leadership. To that end, Ms. Hexem joined action coalitions from around the country in Phoenix in November 2014 for a Campaign for Action summit entitled "Leadership and Legacy: The Future Is Now."

ACA Anti-Discrimination Provision – One provision of the ACA requires that insurance companies not discriminate against different types of providers. Since its inception, the NNCC policy group has been advocating for the ACA anti-provider discrimination provision to be enforced with real consequences, which means that strong regulatory language would have to show how discrimination can be identified and what remedy should be enforced when the law was broken. On March 10, 2014, HHS issued a request for comments on all aspects of the anti-discrimination provision including but not limited to access, cost, feasibility, and relationship to other federal and state laws.

The NNCC submitted its comments on June 10, 2014 and shared the experiences of its members. For example, an NMHC in Michigan has been unable to integrate mental health services into its primary care services since the market's largest third-party payer refuses to credential nurse practitioners (NPs) despite their certification in psychiatric-mental health care or clinical psychology. In Texas, several health plans refused to include NPs on their provider panels unless they were employed by a physician and would not allow NPs who owned their own business to be empaneled. Also, some insurers in Texas classify APRNs, including those providing primary health care services, as specialists – resulting in higher copayments for patients at the same time that some APRNs are reimbursed less than physicians for providing the same services. Texan insurers will also refuse to classify APRNs as primary care providers, excluding them from managed care plans. And as another example, in Ohio, most major health plans refuse to credential APRNs if the physician with whom they have a required collaboration agreement is not credentialed.

STATE ISSUES

Insurance Exchanges as a Mechanism to get Managed Care Organizations to Contract with NPs - The Affordable Care Act requires state-based health care marketplaces, most of which are at this point federally run. Health insurers that participate in the marketplace of each state must contract with "essential community providers." By regulation, the regulatory definition of "essential community provider" explicitly includes FQHCs, but could also be read to implicitly include NMHCs that are not federally qualified. NNCC's policy group has recommended to the membership that NMHCs advocate for inclusion in essential community providers in each of their states.

Whether marketplaces are state or federally run, they all include a number of insurers that choose to participate in the exchange. Because the Administration decided not to enforce provider anti-discrimination in the marketplace, it is not clear how the participating insurers will deal with credentialing and contracting nurse practitioners as primary care providers. Therefore, the NNCC is collaborating with Jefferson School of Nursing Professor and RWJF Nursing Fellow, Jennifer Bellot, to conduct an interim survey of insurers participating in the exchanges' contracting practices. The survey has been completed and the policy team is analyzing the data. The results will be shared widely with members, and will be published in a peer review article.

Recent State Gains in NP Scope of Practice –A number of gains have been made across the nation for NP practice. Some highlights of these gains are:

- Kentucky law now allows nurse practitioners with four or more years of prescriptive experience under a collaborative agreement with a physician to prescribe certain routine medications. In order to prescribe controlled substances, Kentucky law still requires that NPs have a collaborative agreement.
- Connecticut Senate Bill 36 allows nurse practitioners to practice independently once they have practiced under a collaborative agreement with a physician for at least three years.
- Minnesota approved a bill labeled SF 511. The law removes the state's collaborative agreement requirement for nurse practitioners who have practiced under a collaborative agreement with a physician or advanced practice nurse for at least 2,080 hours.

Patient-Centered Medical Homes – It has come to NNCC's attention that a new strategy to displace nurse practitioners from primary care service is being seen across the country. Large physician interest groups are using legislation to redefine PCMH at the state-level to be physician-based practices. This would impact nurse-led PCMHs' ability to take part in state-led PCMH demonstrations, and also could impact PA clinics' ability to retain NCQA accreditation. In Pennsylvania there was a House bill and a Senate bill that defined PCMH as physician-led practices. NNCC's policy director worked with the executive director of the Pennsylvania Coalition of Nurse Practitioners to educate key health committee staff members on the issue and how putting this definition in law could negatively impact the nine nurse-led medical homes in Pennsylvania. Additionally, NNCC's Policy Director is working with nurse advocates to address other similar bills across the country.

NNCC's work in Pennsylvania has begun to pay off. The definition of PCMH in the Pennsylvania bill has been amended so that either a physician or nurse practitioner can now lead PCMHs. The bill did not pass before the end of session.

Pennsylvania Credentialing Issue Resolved - In June 2013, DPW halted the processing of Medical Assistance credentialing paperwork for NPs working at a PHMC NMHC, indicating that the clinic was not meeting the information requirements for their collaborating agreements. DPW then provided a collaborative agreement template to be used in the future. After a thorough analysis, the policy group determined that the collaborative agreements currently being used by the NMHC do meet all the requirements of Pennsylvania law, and that the template provided by DPW asks Pennsylvania NPs to commit to things that are not required under the law. Specifically, DPW's template essentially requires that a physician be available at all times to provide on-site consultation, something which is not required under current law. In addition, the template requests a detailed list of the medications the NP is able to prescribe to be included in

the collaborative agreement, something which is normally submitted to the state Board of Nursing.

NNCC is happy to report that after talking with NNCC and other important stakeholders around the state, DPW issued a clarification of its credentialing policy, and nurse practitioners can now be credentialed.

Telehealth—It has come to the Policy Group’s attention that telehealth bills across the states are being written in ways that impede NP participation in the practice. NNCC is monitoring these bills and working with nurse advocates to stop bills that impede practice. The NNCC policy group is currently working on a 50 state interactive webpage of telehealth laws, which will be hosted on the RWJF Public Health Law Research program’s LawAtlas website. The policy group also makes telehealth laws available to members on the NNCC website, along with other by-the-minute legislative developments.

MANAGED CARE REIMBURSEMENT

Results of New Study of MCO Credentialing and Reimbursement Practices - NNCC has been documenting the credentialing and reimbursement practices of the nation’s largest managed care organizations for the past eight years, and has successfully leveraged research findings on these practices to advocate for policy change. Results of the latest survey of 258 HMOs operated by 98 different MCOs was published in the journal *Population Health Management* in March 2013. In brief, results of the 2012 survey indicate that among managed care organizations in the United States operating the largest HMO product lines, 74% currently credential NPs as primary care providers. Relative to prior reports in the literature, this signals a large improvement. In 2005 and 2007 surveys of MCOs, 33% and 53% reported credentialing NPs as primary care providers, respectively. While this progress is encouraging, results indicate that among the major managed care plans in the U.S., one in four still does not credential NPs as primary care providers. Moreover, there has been little change in the credentialing practices of NPs by Medicaid managed care companies in recent years. In a 2007 survey of managed care credentialing policies of MCOs with significant Medicaid HMO product lines, 74% reported that they credentialed NPs as primary care providers. Five years later in 2012, this figure has increased only slightly (76%). The article documenting these findings has been e-published and is available now on the journal’s website. As mentioned above, the NNCC policy team is collaborating with the Jefferson School of Nursing on the next iteration of this study, with insurers participating in the Marketplace. NNCC plans to complete the study in 2015.

ONLINE ADVOCACY UPDATE

NNCC continues to build its presence on the social networking sites Facebook and Twitter. NNCC's communications team is actively using these sites to improve the reach of NNCC's policy campaigns, spread the word about NNCC members' many accomplishments, and raise the profile of nurse leaders throughout the country. NNCC's online supporter base has doubled in the last year. NNCC now has approximately 2,500 followers on the two websites. The greatest growth continues to take place on Twitter. There continues to be virtually no overlap between NNCC's membership contacts and its Twitter subscriber base. The followers of @NursingCenters include key contacts at foundations, national health and nursing organizations, politicians and journalists. These websites are thus allowing NNCC to reach people with news about NNCC and nurse-managed care that it would not be able to reach otherwise.

Policy-Related Programs

Nurse-Led Medical-Legal Partnerships Policy Program to Support NMHCs — In June 2013, Kresge Foundation awarded NNCC a \$601,000, 3-year grant to establish nurse-led medical-legal partnerships (nurse-MLPs) around the country. An MLP is a care model where health care providers and lawyers work together to achieve optimal health among patients and to promote policy change. In April, the NNCC policy team attended the 2014 National Medical-Legal Partnership Summit in Seattle, WA. The team was joined by its partners from Legal Clinic for the Disabled and nurse practitioners from nurse-led clinics including Sheridan Health Center in Denver; Abbotsford Falls, Rising Sun, and Mary Howard Health Centers in Philadelphia; and House of Peace in Milwaukee. The two-day conference offered participants an invaluable opportunity to learn how best to implement the MLP model in the nurse-led setting. On October 20, 2014, NNCC invited proposals from NNCC members interested in becoming replication sites for the pilot program. Awardees will receive seed funding to plan and implement an MLP in a nurse-led clinic, along with leadership development and technical assistance consultation. Funding for the two selected applicants will begin January 1, 2015.

In September, NNCC policy group completed its one-year feasibility study assessing the potential for integrating legal services in PHMC's nurse-led health centers, which was funded by a \$25,000 Public Health Fund grant. A new lawyer at Community Legal Services, supported by a two-year Independence Foundation fellowship, now works on site at Rising Sun Health Center, a nurse-managed health center in North Philadelphia. The NNCC policy team continues to facilitate the Rising Sun MLP and to engage with health center leadership to expand the model in PHMC's other nurse-managed health centers.

Carpenter Foundation Nursing Fellowship Program - The E. Rhodes and Leona B. Carpenter Foundation has refunded the Carpenter Community Nursing Fellowship for a second year. The Fellowship application period began on Monday, November 17 and will close on Tuesday, December 23, 2014. The second cohort of Carpenter Fellows will be announced in January 2015. Along with a scholarship of \$2,000, the competitive Fellowship provides current and recently graduated nursing students the education, leadership training, and mentoring opportunities that help build the skills necessary to assume a greater role in community-based care and become leaders in transforming the nursing field.

The Carpenter Community Nursing Fellowship will introduce Fellows to the diverse world of public health nursing and the career opportunities available for them in the ever-expanding field of community-based care which includes nurse-managed and retail health clinics. The curriculum will share with Fellows the best practices of current leaders, technical instruction, and important policy shaping healthcare initiatives, while the site visits will provide opportunities to interact with current nursing professionals and experience the innovative ideas that are changing the face of healthcare. As part of this experience, participants will have the chance to network with nurse leaders, policy makers, NNCC staff, nurse-managed health clinics, nurse leaders in retail health clinics, and many more. Fellows will also be able to customize their program so that their activities correspond to their interests and future career goals.

ICN APN International Conference – CEO Tine Hansen-Turton and members of the NNCC Board delivered multiple presentations at the August 2014 8th ICN INP/APNN Conference in Helsinki, Finland. Topics included the IOM report on the future of nursing and its implications

for nurses internationally, the U.S. nurse-managed clinic movement and its implications for nurses internationally, and understanding how U.S. advanced practice nurses have used clinic associations to advocate for greater autonomy and expanded scope of practice. The conference took place August 18-21 and Tine Hansen-Turton teamed up with NNCC Board member, Bonnie Pilon, to co-present, "Understanding How U.S. Advanced Practice Nurses Have Used Clinic Associations to Advocate for Greater Autonomy and Expanded Scope of Practice." The presentation was quite popular and sparked a lot of conversation during and after the presentation. NNCC and its role in expanding nurse-led care were admired by many globally and there was a lot of interest in our model and story of our collective success through the consortium. It was a great opportunity to educate over 800 attendees about nurse-managed healthcare. Other presentations included "The Future of Nursing Report & Its Implications for Nurses Internationally," "An Overview of Scope of Practice Expansion and the U.S. Nurse-Managed Clinic Movement and its Implications for Nurses Internationally," and "Retail Clinics in the US: A Look at the Business Side of Nurse-Led Healthcare." The poster sessions were equally as educational. NNCC Board member Lenore Resick showcased her work through her poster titled, "Perceived Health in the Gas Fields: Implications for Practice with Evidence from Two Independent Studies." Her study was initiated when several women from the community approached the lead researcher who is a nurse practitioner and said someone has got to hear them because they said no one was listening to their health concerns and the health issues around unconventional natural gas extraction are complex. Dr. Resick's poster attracted many viewers and interest from conference attendants. Ken Miller and other AANP staff were in attendance as well. The conference provided all with the opportunity to network with our advanced practice colleagues across the globe.

RWJ Grant for International Learning Symposium – NNCC received a one-year \$74,998 grant from the Robert Wood Johnson Foundation (RWJ) to support an international learning symposium on the development and use of advanced practice registered nurses to improve access to care. This symposium, entitled "Lessons Learned from Ten Countries on Nurse Practitioner Utilization and Access to Care," was held on July 28-29, 2014, in Philadelphia. Twenty-eight nurse leaders from Australia, Brazil, Canada, China, United Kingdom, New Zealand, Spain, Peru, and the United States attended the event. The feedback received from the attendees and RWJ staff was very positive. The goal of the Forum was to develop a white paper report based upon the lessons learned and to lay out some strategies and recommendations for global leaders and policymakers that are flexible enough to be applied across diverse cultural locations.

On November 6, NNCC released the report, "*The Future of Nursing Across the Globe*," which provides recommendations for transforming the field of nursing, in particular the role of Advanced Practiced Nurses (APN), in order to ensure quality health care access to all. Recommendations include 1) standardizing the definition of the APN role; 2) improving the educational curriculum for APNs, while respecting each country's unique cultural and political context; 3) increasing access to primary and preventive health care services by removing policy barriers that prevent APNs from practicing to the full extent of their education and training; 4) reforming healthcare funding mechanisms to allow for APN-based practice models; and 5) continuing the collection of data and sharing of information on APN quality and outcomes in a variety of countries/settings.

NNCC also commissioned a short video describing the symposium, in which conference attendees from around the world spoke about their experience at the symposium and vision for

the future. The press release, report, and video are all available on the NNCC website, www.nncc.us.

NNCC Provides Technical Assistance to Nurse Leaders in Queensland, Australia – The Nursing and Midwifery Office of Queensland Australia recently asked NNCC CEO Tine Hansen-Turton and a select group of international nurse leaders to offer feedback on its 2013-2016 strategy and action plan entitled, “Strengthening health services through optimizing nursing.” The plan focuses heavily on identifying ways to increase the role of nurse practitioners and other advanced practice nurses in various models of care. Some of the topics covered in the action plan include: 1) Nurse-led Public Private Partnerships; 2) Nurse-led Clinic Best Practice Models; and 3) Nurse Practitioner Models of Care. NNCC’s CEO and the policy team submitted comments on each of these subject areas that incorporated lessons learned from the U.S. experience. A list of relevant books and articles was also sent along with NNCC’s feedback.

Policy Staffing - The NNCC policy team is finishing up its fifth semester of the public health law and policy practicum, a strategic partnership with Temple Law School. The policy team now hosts 4-8 law students every semester to work on policy priorities of the organization. Interns have produced legal analyses related to the strategic work of NNCC’s policy group, including telehealth, MLPs, and Medicaid certification. Their work and papers inform the work of the policy group. NNCC also hosted interns from Jefferson University’s DNP program as well as a senior public health undergraduate from Temple University.

STRATEGY 2:

PROGRAMS THAT ENHANCE PRIMARY CARE & WELLNESS

NNCC manages health promotion, disease prevention, and care coordination programs in partnership with nurse-managed health centers that served over **34,000** people of all ages in 2014. Please see the table below for a summation of services.

The services provided by NNCC directly benefit its member nurse-managed health centers and the communities they serve. Along with the support of member centers, over the past twelve years, NNCC has successfully developed several signature health promotion programs, as laid out below. While the age groups vary for these programs, African Americans make up 80% of the people served, especially given the programs primarily are offered in Philadelphia and Washington, DC. The following describes client service program outcomes:

Program Name	Services Provided	# Reached/Outcomes 2014
HIV and HCV Testing in PHMC Health Centers.	Routinized, opt-out testing of all patients in PHMC Health Centers for HIV and HCV based on age and risk factors.	Tested 5,851 people for HCV in all 5 PHMC health centers 10/1/2012-11/30/2014. 681 had new antibody-positive test results, 443 new cases of chronic infection identified. Tested 7,037 people in the health centers for HIV 9/1/2013-11/30/2014, identified 47 positives (20 new cases), two of which had been infected within 10 days of diagnosis.
InsurePA!	Assist un- and under-insured residents of Pennsylvania to access affordable health insurance options through the Federally-Facilitated Marketplace.	Since November 2013, project staff has trained over 50 new Certified Application Counselors, and has provided health insurance application assistance to more than 23,500 residents across the state and has successfully helped 5,179 of those enroll in a health insurance plan. NNCC and PHMC also serve as the state lead agency providing the Get Covered Connector, a web-based platform developed by Enroll America through

		which consumers can book appointments with enrollment experts across the state of Pennsylvania.
Lead Safe DC (LSDC) –	Environmental home assessments and educating caregivers and health care providers about lead poisoning prevention, asthma, and healthy homes. Remediation of homes with home health hazards.	The Healthy Homes Initiative worked in DC homes in need of remediation from home health hazards. The program provided education to 38 families and extensive remediation services in 13 homes. This grant program ended December 2013. The Lead Safe DC office received a new grant for Summer 2014 for intensive outreach and screening, reaching over 150 high-risk children.
Mabel Morris Family Home Visit Program	Home visitation program for low-income pregnant women and children birth to five years living in Philadelphia County.	Over 160 women and children served using the evidence-based Parents As Teachers (PAT) model. Mabel Morris Family Home Visit Program is fully approved as a Parents As Teachers affiliate, and all staff has had PAT educational training. Notable outcomes include 100% of children were MA or CHIP insured and all had identified health and dental health providers. Extensive evaluation of Mabel Morris and its sister program Philadelphia NFP is being conducted by PolicyLab/CHOP, Commonwealth of PA and MIECHV evaluation consultants.
PA Cure SBIRT Project	Facilitate SBIRT (screening, brief intervention, and referral for drug and alcohol treatment) services in three nurse-managed health centers in the Philadelphia area.	Facilitated steering committee meetings and trainings for staff, created and produced multiple training products, supervise 6 Research Behavioral Health Consultants, assist in continued implementation of study recruitment and provide regular clinical feedback regarding patient sessions. Monitor implementation across 3 clinic sites, creating action plans as needed to address barriers. To date 600 patients have been enrolled into the study. SBIRT and implementation trainings have been provided to national audiences with additional technical assistance offered to primary care practices in New Jersey and Nebraska.
Philadelphia Nurse-Family Partnership	Public health nurse home visits with Nurse-Family Partnership certified nurses. Serves low income first-time mothers and their children until their second birthday.	Over 650 mothers and babies served annually. Eight-four percent (84%) of new mothers initiate breastfeeding (exceeds national rates). Over 94% of infants and children current with immunization requirements at 6, 12 and 24 months. Maternal smoking rates during pregnancy reduced by 15 percent. Over 87% of mothers were working toward or had completed their GEDs or high school. Over 89% of children at age two years screened for lead exposure (exceeds national rate) with 4% positive result. Ages and Stages Socio-emotional Assessments are used to determine child growth and development. All staff credentialed by NFP National Service Office (NSO) with current contract for all model elements. Extensive Evaluation of NFP and its sister program Mabel Morris being conducted by Policy Lab/CHOP, Commonwealth of PA and MIECHV evaluation

		consultants.
Southeastern Pennsylvania Lead and Healthy Homes Program	Provide in-home environmental services for children with asthma and/or lead poisoning in 8 counties in SE PA	The SE PA Lead and Healthy Homes program completed its first program year in June 2014, providing over 375 in-home assessments for at-risk households in the region. Now in its second program year, the program has already completed over 100 in-home assessments. NNCC remediated two homes in Philadelphia this fall, giving families a healthier and safer home environment, and is expanding remediation efforts into other counties in the SEPA region. Through this program, NNCC has begun to hear stories of positive outcomes, such as reduced ER visits for children with asthma
Southwest Philadelphia Breast Health Initiative	Underserved African American women receive education, referrals for clinical breast exams and mammograms	The Initiative educated 154 women about breast health, conducted 97 clinical breast exams and provided 88 mammogram referrals. In total, 44 women were provided mammogram services for this program which ended in March 2014.
Students Run Philly Style	Transforms the lives of 800-1000 Philadelphia students, ages 12 to 18, annually through distance running and mentorship	This past November 2014, 300 students representing every zip code of the city conquered the Philadelphia full and half marathon with over 100 volunteer Running Leaders to put a fantastic end to the Green Season. SRPS also held an amazing Extra Mile Event at the Philadelphia Museum of Art honoring 10 years of service to city youth.
SUM ALL PROGRAMS	Health Promotion, Disease Prevention, Education, Environmental Assessment and Education	Over 34,000 individuals and families served.

GRANTS / PROGRAM HIGHLIGHTS

Philadelphia NFP and Mabel Morris Family Home Visit Program (NFP/MM) – Health Resources and Services Administration (HRSA) launched the Home Visiting Collaborative Improvement and Innovation Network (HV CoIIN), the first national learning collaborative of its kind. The HV CoIIN brings together Maternal, Infant and Early Childhood Home Visiting (MIECHV)-funded teams from local home visiting service agencies across the country to seek collaborative learning, rapid testing for improvement, and sharing of best practices to close the gap between what we know works, and what we do on the ground to improve outcomes for families. Philadelphia NFP/MM was one of 35 teams selected to participate in this national evaluation using the Breakthrough Series Collaborative framework to test evidence and practice informed changes to improve promotion of healthy development and early detection and intervention for developmental risk and delay.

Students Run Philly Style – After serving over 800 students in the inaugural Blue (winter/spring) season, Students Run started its first Green Season in July with 300 students and 150 volunteer Running Leaders with their eyes and minds set on conquering the Philadelphia Full and Half Marathons. After 3 preparatory races, the program was able to retain over 90 percent of the students who started the season by the end of November. Students Run also celebrated 10 years of service at the Philadelphia Museum of Art with over 300 guests while honoring 10 entities who have been pivotal to its growth and development.

InsurePA! – Through assistance provided by NNCC’s Technical Assistance and Consultation department, PHMC received a second year of funding in the amount of \$340,000 from Community Catalyst and the Robert Wood Johnson Foundation. The InsurePA! project, which is being managed by NNCC, brings together a state-wide coalition to assist Pennsylvania residents to assess new health insurance options available through the federally-facilitated Health Insurance Marketplace, and to become enrolled in affordable health insurance plans. Through the project, NNCC coordinated the deployment of an additional 58 Certified Application Counselors to provide direct assistance to more than 23,500 individuals and families, while collaborating with existing outreach and enrollment efforts including HRSA-supported efforts of FQHCs, and CMS-supported Patient Navigator programs. As stated above, the project exceeded its goals, educating over 25,000 Pennsylvanians, assisting over 23,500 to assess options for affordable coverage, and enrolling 5,179 individuals in coverage.

New EPA Environmental Education Award - NNCC is happy to report that it has been awarded a two-year \$175,000 EPA Environmental Education award, primarily to give out subawards to organizations in U.S. Region III in the area of environmental education. These subgrants include the replication of an NNCC-developed curriculum on climate change, asthma, and health.

**STRATEGY 3:
APPLIED RESEARCH THAT PROMOTES NURSE-LED CARE
& STRENGTHENS PRIMARY CARE AND WELLNESS**

BUILDING RESEARCH PARTNERSHIPS TO ADVANCE THE MISSION OF NNCC

NNCC continues to explore opportunities for research partnerships with external researchers who share its mission to advance the work of Nurse Managed Health Centers and the role of Nurse Practitioners as healthcare leaders and primary care providers. Among the partnership meetings held over the past year were meetings with researchers from Thomas Jefferson University School of Nursing, the University of Pennsylvania School of Nursing, and Duke University School of Medicine. As described above, the NNCC research and policy teams are working with a nurse researcher at Thomas Jefferson to prepare a manuscript for publication based on data gathered from its bi-annual study of MCO credentialing and/or contracting practices. The NNCC policy team is also engaged with researchers from the National Center for Medical Legal Partnership and Mercyhurst University on an evaluation plan for the nurse-led MLPs developed through and beyond the Kresge grant.

HRSA FUNDING AWARDED FOR NATIONAL HEALTH CENTER CONTROLLED NETWORK

NNCC is now in its second year of funding to administer the Keys to Quality Health Center Controlled Network (HCCN), a coalition of 10 FQHCs across 5 states (PA, CA, CO, TN and TX) dedicated to improving their health information technology and quality improvement capacities. This diverse coalition of FQHCs (including 6 NMHCs) is receiving technical assistance services and support from NNCC to help optimize their electronic health records, benefit from the federal EHR incentive payment program, and achieve patient-centered medical home certification. NNCC collected evaluation data from HCCN members around satisfaction with the project and progress made toward HCCN goals. Members reported progress related to the following categories as a result of HCCN participation: HIT adoption, meaningful use attestation, quality measure reporting and staff HIT competency. Three-quarters of respondents rated their satisfaction with the HCCN as excellent with the rest rating it as good. All respondents said they would recommend the HCCN to other health centers. The HCCN recently finished its peer learning activity with Villanova University and the Geniea Institute. The population health management training was for RN care coordinators at HCCN member sites utilizing an online format. NNCC hosted an in-person practicum event to wrap up the training on November 1 with members coming in from across the country. NNCC will work with the training participants to encourage care coordination and medical home practices in their health centers.

NNCC has identified several tools and best practices related to health IT implementation, adoption and optimization and is happy to share this information with NNCC members. For more information contact Casey Alrich at calrich@nncc.us.

LOCAL HEALTH CENTER CONTROLLED NETWORK

Keystone Community Health Alliance—NNCC continues to manage a research network, the Keystone Community Health Alliance (formerly Data Mart Network) of nurse-managed health centers that are collecting data electronically and pursuing research opportunities. The mission of the Alliance is to build the capacity of nurse-managed primary care health centers to collect clinical data, thereby facilitating clinical research aimed at adopting best practices, ensuring quality patient care, and disseminating research findings. The research network is considered a

PBRN (practice-based research network), registered with the Agency for Health Care Research and Quality (AHRQ). The Alliance was supported by the Independence Blue Cross Foundation in 2012 with an \$88,000 grant, and was fortunate to have received an additional \$50,000 from the Independence Blue Cross Foundation in 2013. The Alliance oversees all health information technology projects, including the Keys to Quality HCCN described above.

The Alliance will meet in early February 2015 to discuss strategic steps NNCC can take to encourage HIT optimization for nurse-led health centers and support data aggregation for research.

PRIMARY CARE PRACTICE & ENHANCING SERVICES

Joint Commission Accreditation - Eight NNCC members in Philadelphia participated in 2010 in the Pennsylvania Governor's Chronic Care Initiative, applying the chronic care model to diabetes screening and treatment in their centers. Effective October 22, 2010, NCQA began recognizing nurse-led primary care practices as patient centered medical homes. Following this, all eight member clinics in Pennsylvania that took part in the Chronic Care Initiative became officially recognized PCMH practices, based on the model of care they adopted from being part of the Initiative. Funding for the Initiative is currently continuing through a Medicare Demonstration grant that was awarded to the state. Tine Hansen-Turton is an advisor to the Joint Commission which also adopted the inclusion of both nurse practitioners and nurse-managed health clinics as medical home eligible. NNCC is happy to report that PHMC became the first Joint Commission-accredited nurse-managed center and certified medical home!

NNCC Quality and Safety Standards - In 2014, NNCC established a contract with a provider to develop third party certification for nurse-managed health clinics that meet the quality standards established by NNCC's Quality Task Force. The certification was announced at the NNCC conference on June 9, 2014, and was piloted in one site in Arizona in Summer 2014. In November 2014, NNCC announced that it was now ready to accept applications from all NNCC members and received 13 inquiries for an application from centers around the country. NNCC hopes to receive completed applications for these sites in the coming months.

STRATEGY 4:

TECHNICAL ASSISTANCE INCLUDING EARNED INCOME CONSULTING

NNCC provides direct member services and technical assistance to its members and to other health centers across the nation. Examples of technical assistance include assisting health centers with applications to become federally qualified health centers, conducting site-visits and meeting with university leadership to discuss challenges and opportunities, assisting with the development of business and strategic plans, providing grant writing assistance, and visiting legislators with or on behalf of member centers.

Health Insurance Marketplaces - Critical Issues

In addition to supporting education, outreach and enrollment activities, NNCC is monitoring the launch of the 2014-2015 open enrollment period closely, both in Pennsylvania and across the country. Major media outlets and policy makers have turned to NNCC as a leader in forecasting future challenges to successful ACA implementation, including lack of affordable options for those living in states that have yet to expand Medicaid eligibility, confusion within Pennsylvania

resulting from the Healthy PA version of eligibility expansion, and lack of primary care workforce capacity and resulting disruption of care.

Community Health Partners for Sustainability

Since July 2008, NNCC has operated a National Cooperative Agreement (NCA) funded through the HRSA Bureau of Primary Health Care, Office of Special Population Health. This technical assistance project operates under the NNCC-owned brand, Community Health Partners for Sustainability, and works to increase access to primary and preventive health care for residents of public housing that struggle to maintain healthy lives. In July, NNCC received approval of expanded funding until June 2017 to continue its work.

Since July 1, 2014, Community Health Partners for Sustainability has served more than 70 organizations for a total of 240 hours through 1:1, in-person, phone and e-mail consultation. Project staff presented several educational sessions for partner organizations and hosted several successful webinars series including on health center transportation models, EHR optimization, motivational interviewing, and care of elderly patients. Participant surveys post-webinars showed high confidence in the knowledge of presenters, as well as high applicability to attendees' work. Nearly all stated that they would recommend the session they attended to others. Partnership with like organizations proved a winning strategy, as collaboratively planned webinars had better attendance.

Community Health Partners for Sustainability also maintained and deepened its partnerships with other technical assistance providers. New collaborations have been formed with the National Association of Community Health Centers, National Center for Medical Legal Partnership, National Health Care for the Homeless Council, Health Outreach Partners, the Association of Asian Pacific Community Health Organizations, and eighteen state Primary Care Associations. New partnerships were developed with several new technical assistance clients who are seeking assistance with establishing new or expanding existing health centers, and with housing-related organizations looking to partner with NMHCs and FQHCs to increase access to care for their vulnerable residents.

National Conference and Symposium Events

Community Health Partners again partnered with the National Center for Health in Public Housing to host its 2014 national symposium. The 2014 symposium, **Engaging Residents of Underserved Communities: From Outreach to Quality Care**, took place June 10-12, 2014, at the Westin Alexandria in Alexandria, Virginia. Over 200 people attended from 30 states, Puerto Rico and DC. More than 87% of attendees completing the evaluation reported feeling very to completely satisfied with their experience at the symposium. NNCC also hosted its national member conference at the same location on June 9, which was attended by 125 individuals from 21 states and DC. All of the attendees completing the evaluation reported feeling very satisfied with their experience. Training provided on site has led to additional 1:1 TA support for NMHCs and other health centers.

FQHC Planning

NNCC continues to provide technical assistance to other health centers and other agencies exploring implementation of the FQHC model in their sites. This includes assisting more than 10 nurse-led and other safety net clinics to assess appropriateness of applying to a HRSA call for New Access Point grants in summer 2014. Grant proposals are currently pending which, if funded, would lead to new nurse-managed FQHC sites opening in 2015. Importantly, through

consultation with NNCC, several NMHCs made the decision not to apply for FQHC status, and thereby saved significant time and financial resources that they can put towards pursuing more feasible sustainability plans. With NNCC help, additional health centers and agencies will be prepared in the future to vet feasibility and desirability of expanding operations through FQHC or other channels, and to pursue expansion with non-Federal funding or HRSA funding, should it become available.

Support for New Clinic Start-Up

NNCC provides intensive 1:1 consultation to clinics that have newly received funding to begin or expand operations. Clinics served are primarily grantees of HRSA New Access Point (FQHC) funding or HRSA Division of Nursing. NNCC reviews their plans for implementation, growth and sustainability, and conducts mock site visits acting in the place of federal project officers to identify and address compliance issues before they become a challenge to grantees. Recently, site visits were conducted to clinics in Portland, OR, Williamson, WV, and Newark, DE. Clients served reported a high degree of satisfaction with the expertise of NNCC staff, as well as the value of NNCC's consultation, and have referred other clinics for services.

Geriatric Training

NNCC successfully partnered with New York University School of Nursing (NYU) on the latter's proposal to the U.S. Department of Health and Human Services, Health Resources and Services Administration to provide training on best practices for care of geriatric patients to nurse-led health clinics and Federally-Qualified Health Centers nationwide. The proposal was approved, and NNCC is a subcontractor on the HRSA grant received by NYU. NNCC is receiving \$90,000 over three years. The project launched interactive on-demand learning modules, which carry CE credits for nurses, in late October, 2013. The modules remain available on demand, for free.

Fiscal Intermediary Services

NNCC continues to serve as fiscal intermediary to Child Health Consultants, a group of nurse home-visitors who provide early intervention and assessment services to children engaged in the Philadelphia Department of Human Services system. In addition, NNCC operates as the fiscal intermediary for school-based wellness centers including Belmont Academy in West Philadelphia. For School Year 2014-2015, NNCC has expanded its schools from 2 to 10.

SELECT AWARDS, RECOGNITIONS, PRESENTATIONS & PUBLICATIONS

Select Media

- Press Release Announcing Release of White Paper from Global Advanced Nursing Symposium – *viewed over 1,300 times globally*
- Two Students Run Students among 12 area students to receive life-changing scholarships for college:
http://articles.philly.com/2014-05-25/news/50085621_1_gates-millennium-scholarship-struggle-students
- Students Run Philly Style news coverage leading up to the Independence Blue Cross Broad Street Run:

<http://www.nbcphiladelphia.com/video/#!/on-air/as-seen-on/Students-Run-Philly-Style/257353511>

<http://abclocal.go.com/wpvi/story?section=news/health&id=9516628>

- Founder and Executive Director of Students Run Philly Style featured in the May Philadelphia Business Journal:
<http://www.bizjournals.com/philadelphia/print-edition/2014/05/02/teaching-young-people-that-anything-is-within.html?page=all>
- Article on childhood lead poisoning in Philadelphia, including Public Health Project Manager Rachael Greenberg:
<http://www.newsworks.org/index.php/local/item/70352-getting-the-lead-out-of-phillys-housing->
- Oct 10, 2014 – Colleen McCauley – Health Hero Finalist and SRPS Volunteer
<http://www.phillymag.com/be-well-philly/2014/10/03/meet-health-hero-colleen-mccauley/>
- November 2014 – Student from Cristo Rey featured on NBC video on Philadelphia Marathon
<http://www.nbcphiladelphia.com/video/#!/news/local/Local-Student-Loses-Weight--Runs-1st-Philly-Marathon/283635931>
- November 2014 –State of Young Philly agenda, including “Why Mentoring Matters” at PHMC
http://www.philly.com/philly/blogs/things_to_do/Discussions-panels-mark-2014-State-of-Young-Philly.html
- Nov 4, 2014 –Philly Runner and Students Run Philly Style – 10 years of Partnership
http://articles.philly.com/2014-11-04/business/56391266_1_community-store-run-philly-style-east-coast
- Another mention of Students Run by Philly Runner
<http://www.philly.com/philly/blogs/sportsdoc/Philadelphia-Runner-turns-10.html>
- Nov 25, 2014 – article on Bryan Mahon – SRPS Board Member and his Extra Mile honor
<http://www.chaddsfordlive.com/2014/11/25/chadds-ford-entrepreneur-honored/>

In addition, numerous press encounters resulted from NNCC’s rollout of the InsurePA! project.

Select Presentations

- NNCC Public Health Project Manager Catelyn Coyle presented on NNCC’s successful HCV testing program as part of a national webinar on best practices hosted at Centers for Disease Control and Prevention headquarters in January 2014.
- NNCC Technical Assistance Director Alex Lehr O’Connell presented a plenary session on the Affordable Care Act and partnership opportunities between housing organizations and health centers to expand access at a statewide FQHC conference hosted by the Arizona Primary Care Association in Phoenix, AZ on 2/5/14.

- Alex Lehr O’Connell presented a panel session on the Affordable Care Act and partnership opportunities between housing organizations and health centers to expand access at a joint HHS/HUD event hosted at the White House on 2/11/14. Attendees included Dr. Mary Wakefield, HRSA Administrator, and HUD Secretary Shaun Donovan.
- Catelyn Coyle presented on a webinar for Community Health Partners for Sustainability about the HCV testing model and HCV screening in underserved communities on 5/6/2014.
- Catelyn Coyle presented on a webinar for CDC and ICF International on 5/12/14 about the unique Linkage to Care Coordinator position created to support HIV and HCV patients to help keep them engaged so they do not fall out of care and facilitate their transition from primary to specialist care.
- Alex Lehr O’Connell presented a pre-conference workshop on addressing social determinants of health within primary care practices at the National Health Care for the Homeless Council’s 2014 national conference on 5/26/14.
- Alex Lehr O’Connell presented a breakout workshop on diversification of funding and developing sustainable funding streams within primary care practices at the National Health Care for the Homeless Council’s 2014 national conference on 5/28/14.
- Elizabeth Byrne, Director of Mental Health Services presented a webinar session on “SBIRT in Urban FQHCs” for HRSA grantees across the nation on 6/6/14.
- Elizabeth Byrne presented a workshop, “Screening and brief treatment for alcohol and illicit drug use in primary care” at the National Center for Health in Public Housing 2014 national conference on 6/11/14.
- Alex Lehr O’Connell presented a webinar session on serving public housing communities for HRSA project officers across the nation on 7/30/14. The session was well received and HRSA has asked that NNCC adapt the information and present it to new FQHC grantees and HRSA consultants via a webinar they will host in December 2014.
- Heather McDanel, Executive Director, Students Run “*Expecting the Unexpected.*” Commencement address, First Philadelphia Charter School, June 2014.
- Heather McDanel, Executive Director, Students Run “*The Importance of Keeping Kids Active.*” – Kinesiology guest lecture, Temple University July 2014.
- Karen Campbell – Program Director, Students Run “*Rethinking the Approach to College Access and Success in Youth Sport Programs.*” Panelist, Philadelphia Youth Sport Collaborative Peer Meeting, June 2014.
- Catelyn Coyle presented 3 workshops at the Philadelphia FIGHT Prevention Summit 6/18/2014 about: HIV billing reimbursement, dual HCV/HIV testing, and NNCC’s successful HIV testing model.

- Catelyn Coyle presented a poster about the HCV project at the Community Health Institute and Expo run by the National Association of Community Health Centers 8/24/2014-8/26/2014.
- Tine Hansen-Turton, and Tine Hansen-Turton and NNCC Board Member Bonnie Pilon, presented 5 nurse-led clinic oral presentations at the ICN Helsinki conference in August 2014.
- Elizabeth Byrne, Director of Mental Health Services presented a webinar training “Developing ways to work SBIRT into your clinical flow” for the New Jersey Primary Care Association on 9/25/14.
- NNCC Policy Manager Sarah Hexem led at a breakout session of the Nonprofit Board Fellows Wharton Leadership Program about regional and national trends in health care funding on 10/21/14.
- Alex Lehr O’Connell presented a training session on new FQHC requirements to representatives of Primary Care Associations from 18 states in La Jolla, CA on 11/6/14.

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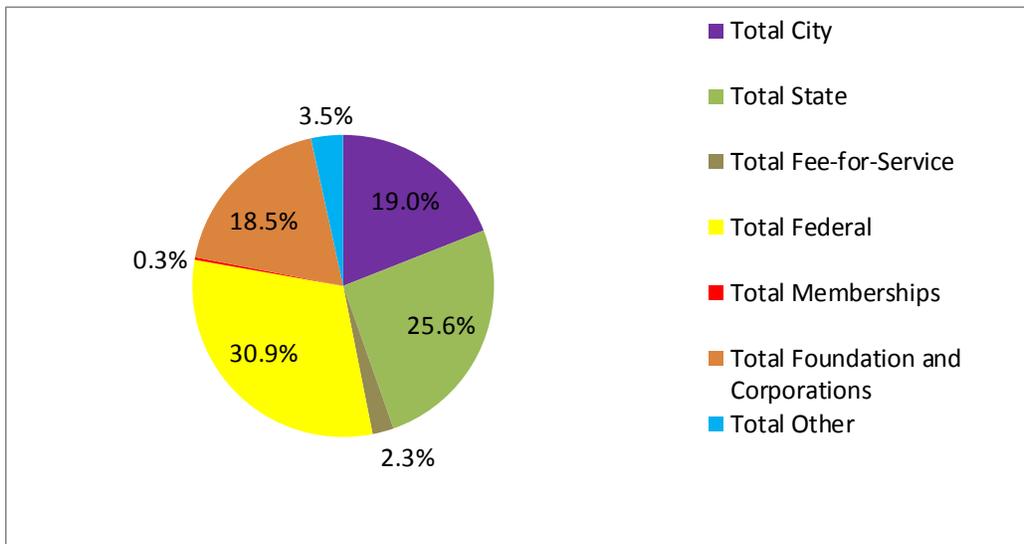
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Financial Information – Fiscal Year 2013-2014

The NNCC Fiscal Year 2014 budget of July 1, 2013 – June 30, 2014 was \$9,546,447. Each year the NNCC is audited by independent auditors and has always received an unqualified opinion. To receive a copy of the most recent audit, please contact Nancy De Leon Link, Chief Operating Officer, at 267-765-2363 or ndlink@nccc.us.

Revenue Breakdown:

NNCC has diverse funding sources, as can be seen in the chart below and also from a list of its funders, above. The two biggest funding sources are federal (30.9%) and state (25.6%) grants.



Program Expenses:

NNCC maintains an excellent division between administrative expenses and program expenses, with only 10% of its revenue going to administrative costs.

