

Facility Needs and Financing Opportunities for Teaching Health Centers

March 30, 2022



Dave Kleiber

Project Consultant, Capital Link

Gina McFarlane-El

CEO, Five Rivers Health Centers,
Dayton, OH

www.caplink.org

Introductions and True Confessions!

Our star guest speaker, Gina McFarlane-El runs one of the largest Residency Training Program among FQHCs at Five Rivers Health Centers (FRHC) in Dayton OH (but they are not a Teaching Health Center).

Five Rivers is now occupying an 84,000 sq. ft. new facility in SW Dayton to consolidate many of its existing locations into a single, truly integrated facility that furthers its goals of providing high quality care to its 27,000+ patients as well as offering residents a first class training environment.

Capital Link assisted FRHC to complete a New Markets Tax Credit transaction to finance the project.

So this presentation will be about FRHC's residency program AND the project they just completed to maximize the effectiveness of that program within their primary care strategy:

Agenda:

We'll watch their marketing video as an example of how to make your case with the community and funders

Gina will provide some background on FRHC , their residency program and the project;

PLEASE ask questions in the Chat as we go.

Dave will talk about how the financing transaction came together.

PLEASE ask questions in the Chat as we go.

*“Teaching Health Centers are the (“a”?) solution to the crisis facing primary care in the United States. Across the nation, fewer and fewer medical school graduates are pursuing careers in primary care – just as many working primary care providers are planning to retire. Teaching Health Centers aim to ensure a viable primary care workforce for low-income communities by providing training at federally qualified health centers and similar sites. Research shows that residents who train in federally qualified health centers (FQHCs) are more likely to practice in medically underserved areas – and to feel more prepared to do so.”**

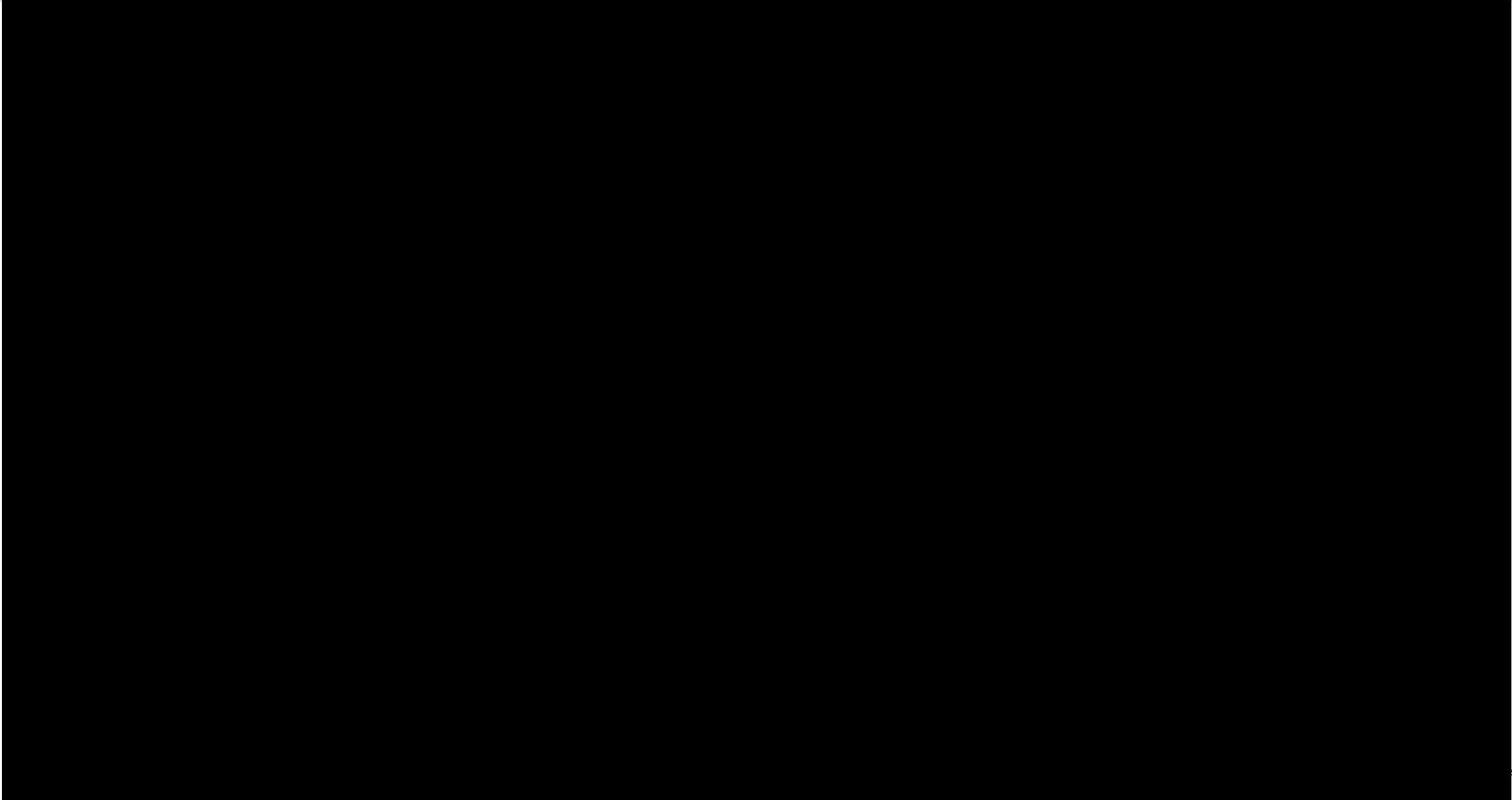
THCGME – Eligible Applicants:

Federally Qualified Health Centers, Community Mental Health Centers, Rural Health Clinics, Health centers operated by the Indian Health Services, an Indian tribe or tribal organization, or an urban Indian organization, and a community-based entity receiving funds under Title X of the PHS Act.

Current THCGME Funding round – closes tomorrow!

Established as part of the ACA – first 11 awards in 2011. Typically 4 year funding cycles, different grant programs for New and Expansion programs.

* The Institute for Family Health <https://institute.org/training-careers/family-medicine-residencies/about-us/whats-a-teaching-health-center/>





Facility Needs of Primary Care Residency Program

Gina McFarlane-EI, CEO
Montgomery (Dayton) and Greene (Xenia)
Counties, Ohio



Created on May 23, 2011, Five Rivers Health Centers (FRHC) combined three former hospital residency clinic departments from two hospitals with the goal to be a FQHC.

Achieved FQHC Status in 2013

OUR TEACHING ENVIRONMENT

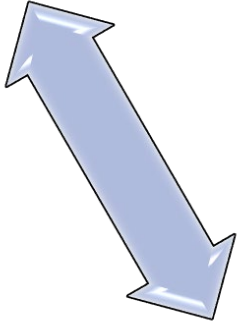
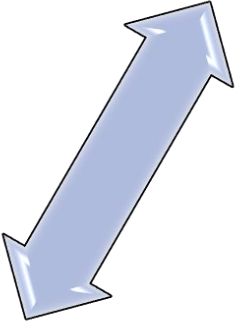
Our Primary Residency Programs include 31 Family Medicine, 24 Ob/Gyn , 82 Internal Medicine residents, and 4 Hematology/Oncology fellows and 2 Child and Adolescent Fellows from Wright State University.

Additionally, FRHC has 3 Out of Scope residency programs: 3 Infectious Disease Fellows , 5 GI Fellows, and 41 General Surgery Residents.

We are not a Teaching Health Center but in total FRHC provides an ambulatory residency program experience year-round to 143 primary care residents and 195 residents in total

Provides Ambulatory experience for Residents

Five Rivers Health Centers



Receives Direct and Indirect Graduate Medical Education funds for the residents and employs the residents and manages their inpatient experience

Provides the educational experience for the residents as faculty members

Miami Valley Hospital



Wright State University Boonshoft School of Medicine



OUR HISTORY, OUR GROWTH

In 2012, Five Rivers Health served 12,000 patients with 45,000 visits at 3 locations

In 2021, we served 27,000 patients with over 100,000 visits in Montgomery and Greene Counties at 12 locations

Five Rivers Health Centers is the 9th largest FQHC in Ohio (out of 57) – based on patients

Grown from 77 to 270 employees



FRHC

We are “one-stop” shop
for patients

- Primary Care Services (Family Medicine & Internal Medicine), Obstetrics/Gynecology, Dental Services, Behavioral Health, Hematology/Oncology, Adult Transitional Sickle Cell, Psychiatry, Sports Medicine, Addiction Medicine, Dietician, Vision, Telehealth, Centering Pregnancy (group visits), and Centering Parenting, Acupuncture, and Massage Therapy
- Specialty Care—Gastroenterology, General Surgery, & Infectious Disease (out of scope)
- 340 B Pharmacy (Low Cost Medications) – Available to FRHC Patients Only – now at 2 locations with free Pharmacy Delivery service for patients; Specialty Pharmacy
- Address Social Determinants of Health -- Medical Legal Partnership, Transportation (UberHealth), smart phones (for telehealth & texting) and Fresh Fruit



12 LOCATIONS

4 Site Relocating



Medical Surgical Health Center & Pharmacy – 725 S. Ludlow St.



Samaritan Health Center – 921 S. Edwin C. Moses Blvd.



Center for Women's Health
161 Wyoming St.



Greene County Health Center
– 360 Wilson Drive, Xenia



Family Health Center & Administration
2261 Philadelphia Dr.



2 School- Based Health Centers
Dayton Public and Trotwood Madison



Dental Center , Pediatrics
and Specialty Clinics
30 E. Apple St.



Star Pediatrics –
1659 W 2nd St, Xenia



Five Rivers Gem City Market through a partnership with Gem City Market (a coop), FRHC opened 2 new exam rooms for medical services



Five Rivers St. Vincent DePaul Family Shelter- FRHC opened 3 new exam rooms for medical and mobile dental at the request of the largest homeless shelter that serves families

Our Funding Model



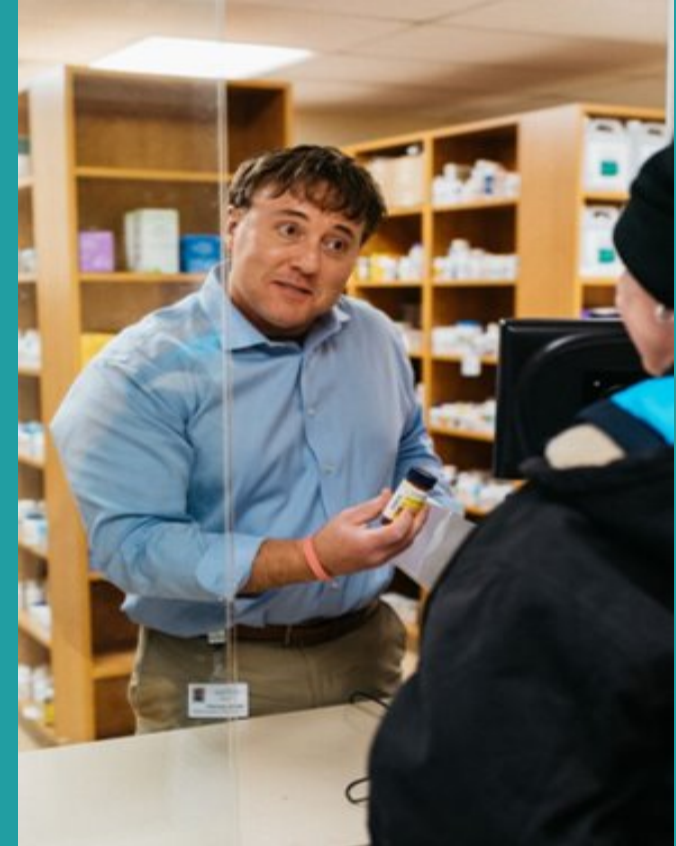
Revenue Sources

Patient Fees & Pharmacy Revenue - 59%

FQHC and Other Grant funding - 26%

Value Based Care funding 6.2%

Purchased Service reimbursement - 9%





Our Patients

Patient revenue mix

Medicaid – 67%

Medicare – 13%

Commercial Insurance – 12%

Self-Pay (Uninsured)– 8%

Number of different languages served – 49

75% of our patients are below 200% of
the Federal Poverty Line



Our Patients



Racial and Ethnicities Served

51% Black or African-American

37% Caucasian

5% Hispanic or Latino

2% Asian or Pacific Islander

1% Native American

4% Other



OUR GROWTH

Existing Locations

- 4 locations and 7 departments will be relocating
- Growing from 50,000 to 84,000 sq.
- Growing from 66 to 88 exam rooms

725 S LUDLOW ST.

30 E APPLE ST.

161 WYOMING ST.

FUTURE SITE

UD Arena

46 CARS

Edgemont Neighborhood

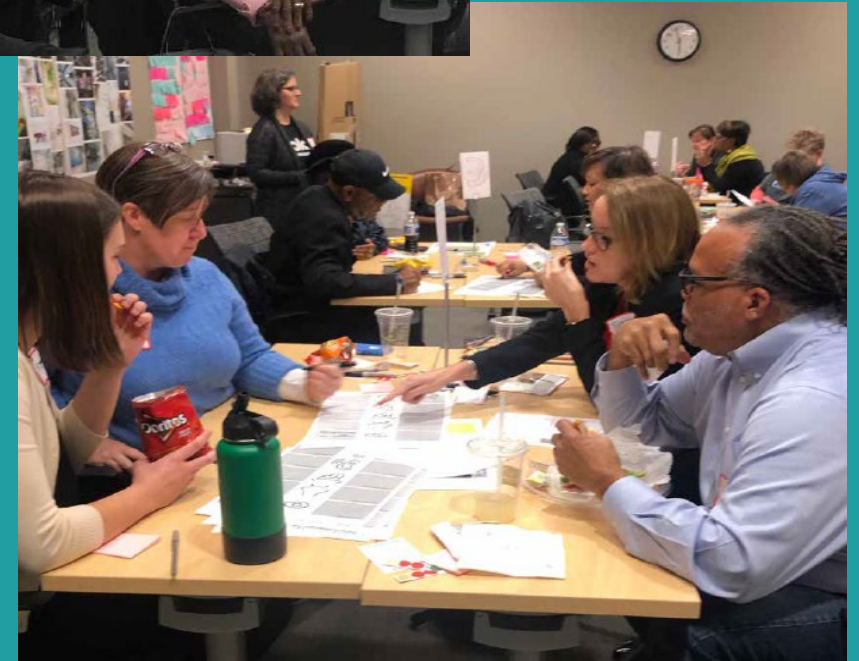


Five Rivers
Health Centers

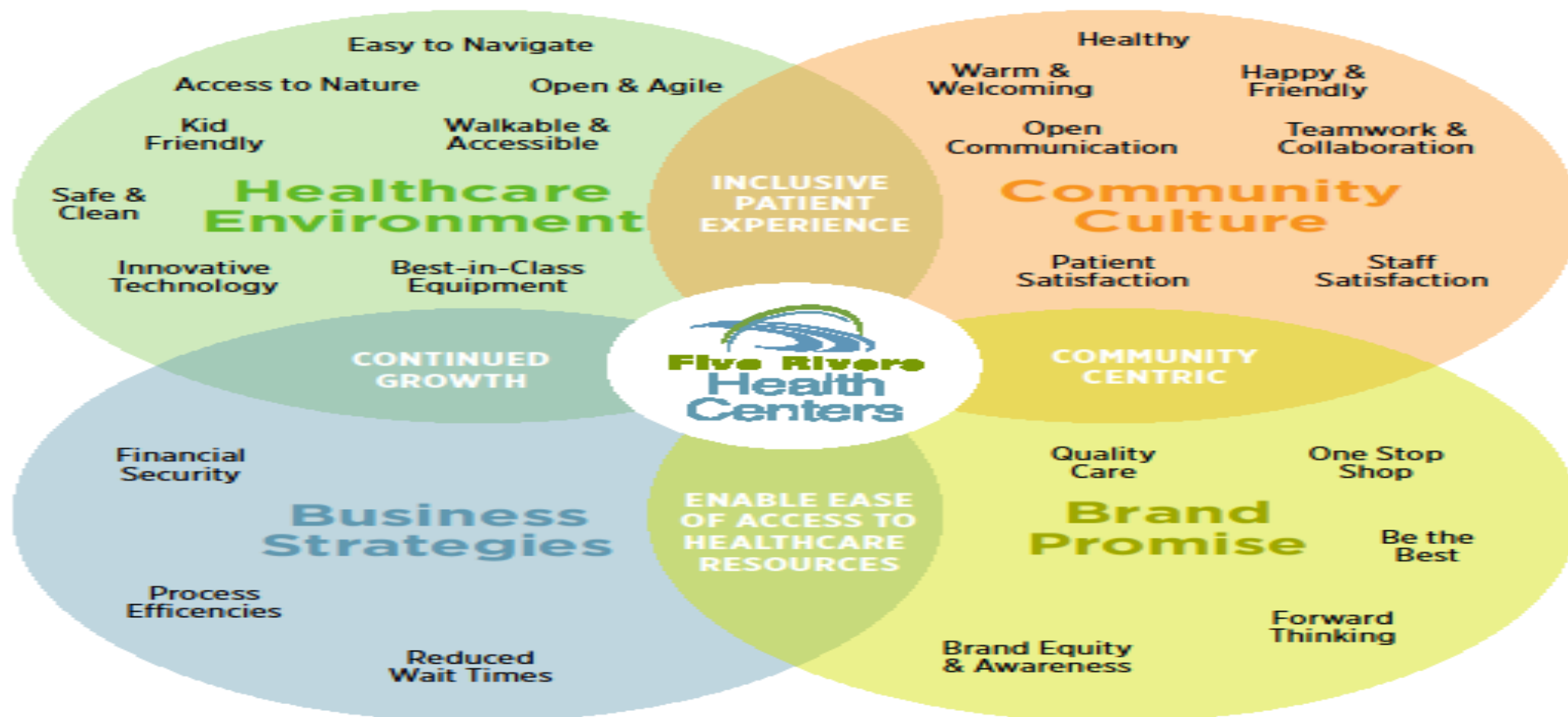
Planning for the New Campus

Included Everyone At the Table To Plan for our New Building

Employees (staff moving and those who were not moving)
Residents, Faculty Members, Our New Neighbors, and Most of All, Our Patients



SUCCESS CRITERIA THEMES





FRHC

Edgemont Campus West Dayton

Relocating March/April, 2022



Relocating
Mar/April, 2022



Other Features

- 2 ½ stories high
- Dental, Peds, Internal Medicine, OB/GYN
- Centering Pregnancy & Parenting rooms
 - Community Rooms
- Pharmacy with Drive-Thru
- Acupuncture/Massage Room
- Training and Board Rooms
- Self-Serving Coffee Shop
- LEED – Silver – Electric Charging Stations



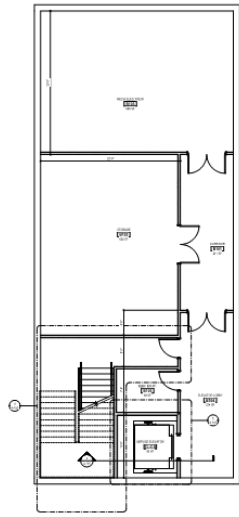
Edgemont Campus

Unique funding model for a non-profit organization

- Bank loans
- New Market Tax Credits
- FRHC cash
- Community support and fundraising



CENTER FOR WOMENS HEALTH



BASEMENT

SERVICE ENTRANCE



OUTDOOR PATIO

PHARMACY DRIVE THRU

PHARMACY

ATRIUM

OUTDOOR PATIO

LAB

DENTAL

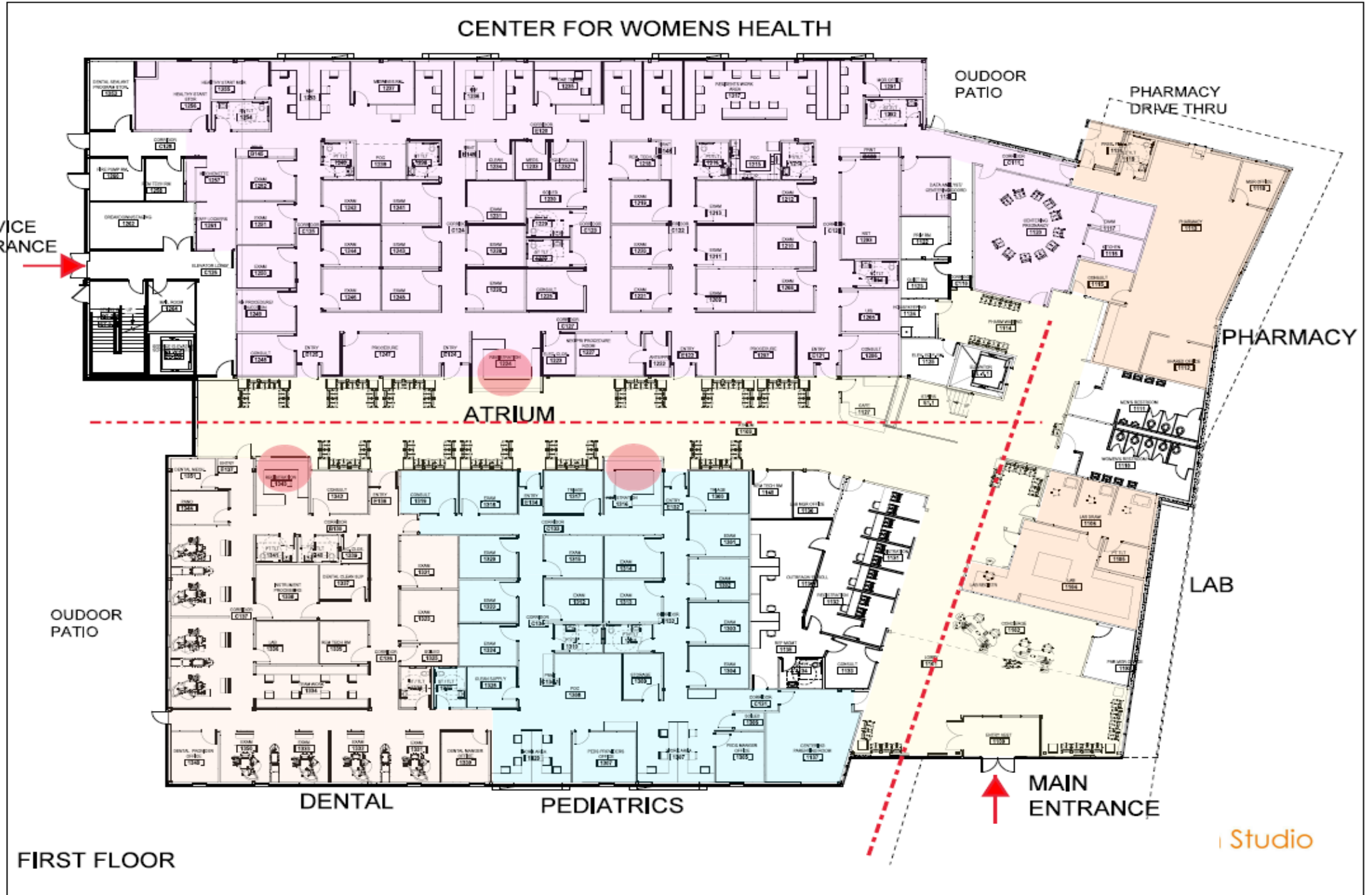
PEDIATRICS

MAIN ENTRANCE



FIRST FLOOR

Studio

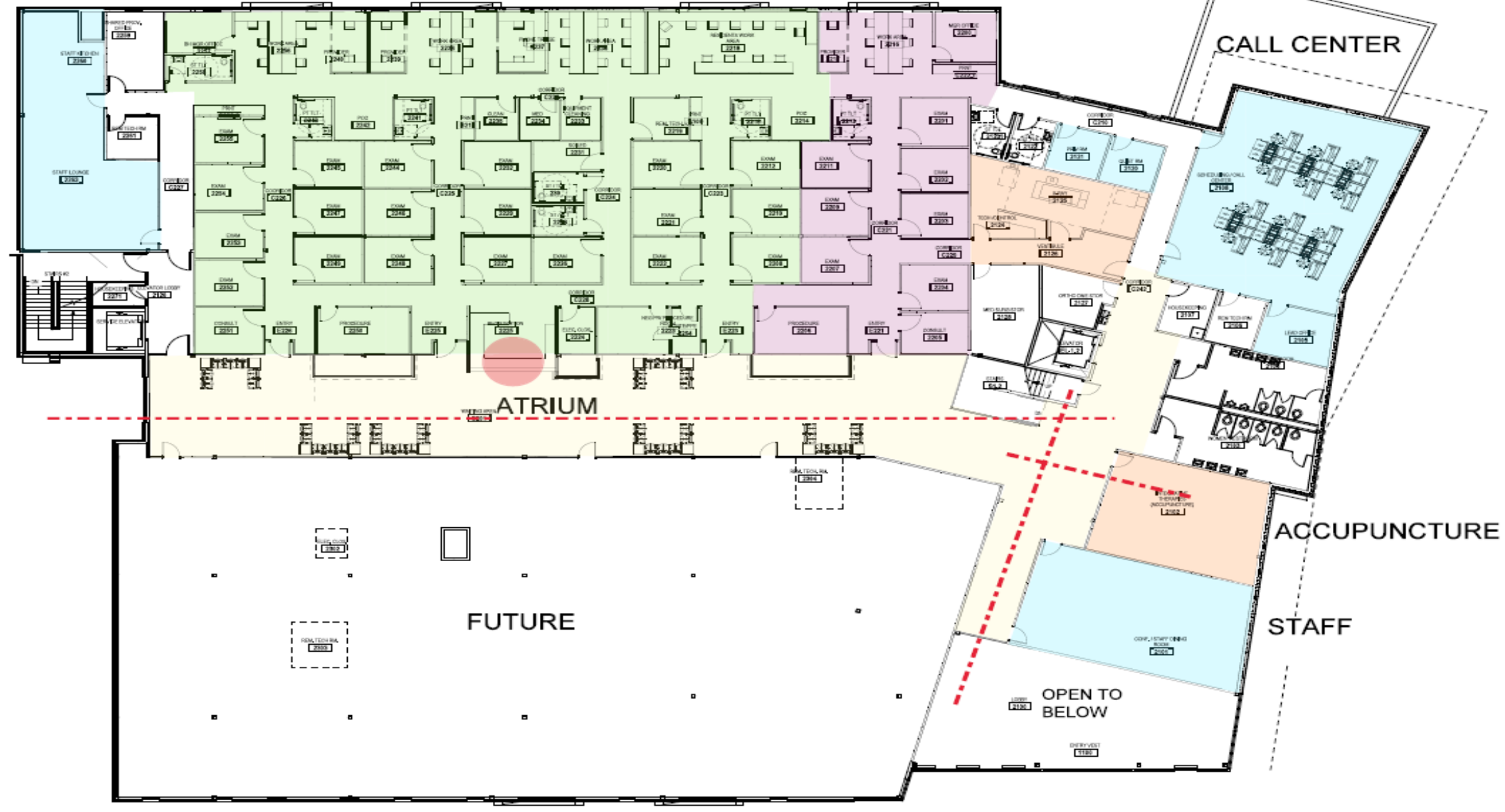


INTERNAL
MEDICINE

SPECIALTY

CALL CENTER

STAFF





Staff and Resident Area



Living Plant Wall



Three CDEs: (Community Development Entities - they have the tax credits). The key player was local: Dayton Region New Market Fund (\$14M) + Community Health Center Capital Fund (\$9M) and Urban Action Community Development (\$7M).

Two Lenders: (Lending into a NMTC transaction requires a detailed understanding of the NMTC process, acceptance of an indirect collateral position and a trust in the ‘unwind’ process in 7 years. Of FRHC’s two lenders: National Cooperative Bank had that experience while FRHC’s local ‘bank’, Wright Patterson Credit Union, had an impressive rock-solid commitment to their customer and a “we’ll make it work” attitude. They split the \$16M on an equal basis.

One Investor: Fifth Third Bank – generous pricing

Sources of Funds: - Inside Structure	Total
New Markets Tax Credit Equity	9,360,000
Bank Loan	16,000,000
HRSA CADRE grant (\$1,000,000)	
Other Fundraising/Grants	
Capitalized Costs - Bridge Equity	353,000
Health Center Cash	4,287,000
Total Sources of Funds - Inside Structure	30,000,000
Sources of Funds: - Outside Structure	
Health Center Cash	34,135
Loan	
Total Sources of Funds: - Outside Structure	34,135
Total Sources of Funds	30,034,135

Dave Kleiber

Project Consultant

dkleiber@caplink.org

Jonathan Chapman

Chief Project Officer

225-241-6855

jchapman@caplink.org

Gina McFarlane-El

CEO, Five Rivers Health Centers

Gina.McFarlane-El@frhc.org

Visit us online: www.caplink.org

- Learn more about our products and services
- Download our free publications and resources
- Register for upcoming webinars
- Sign up for our newsletter and email updates
- Check out our blog

Capital Link Publications (informational publications and fact sheets, toolkits and guides, and industry research reports):

<https://caplink.org/publications>

Capital Link Newsletter: <https://caplink.org/resources/newsletter>

Capital Link Blog: <https://caplink.org/blog>

Webinar Recordings: <https://caplink.org/resources/webinar-recordings>

Health Center Resources Clearinghouse:

<https://www.healthcenterinfo.org/>

COVID-19 Resources: <https://caplink.org/covid-19>