

Session Starting Shortly



Have a question?

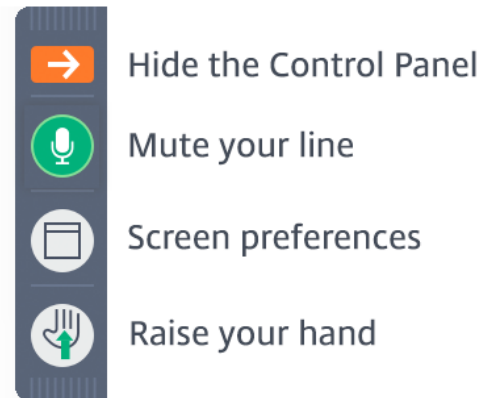
- Click the chat button.
- Type your message into the box and click send.

Accessing today's recording and materials

- As soon as the recording is available, we'll send out a link.
A PDF of the slides is in the Handouts section of the Control Panel

Audio Problems?

- Make sure you have entered your audio pin if you are using your phone



Planning a Capital Project to Facilitate Integrated Care

A First Steps Overview

December 3, 2020



CAPITAL LINK

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Operations & Facilities Planner

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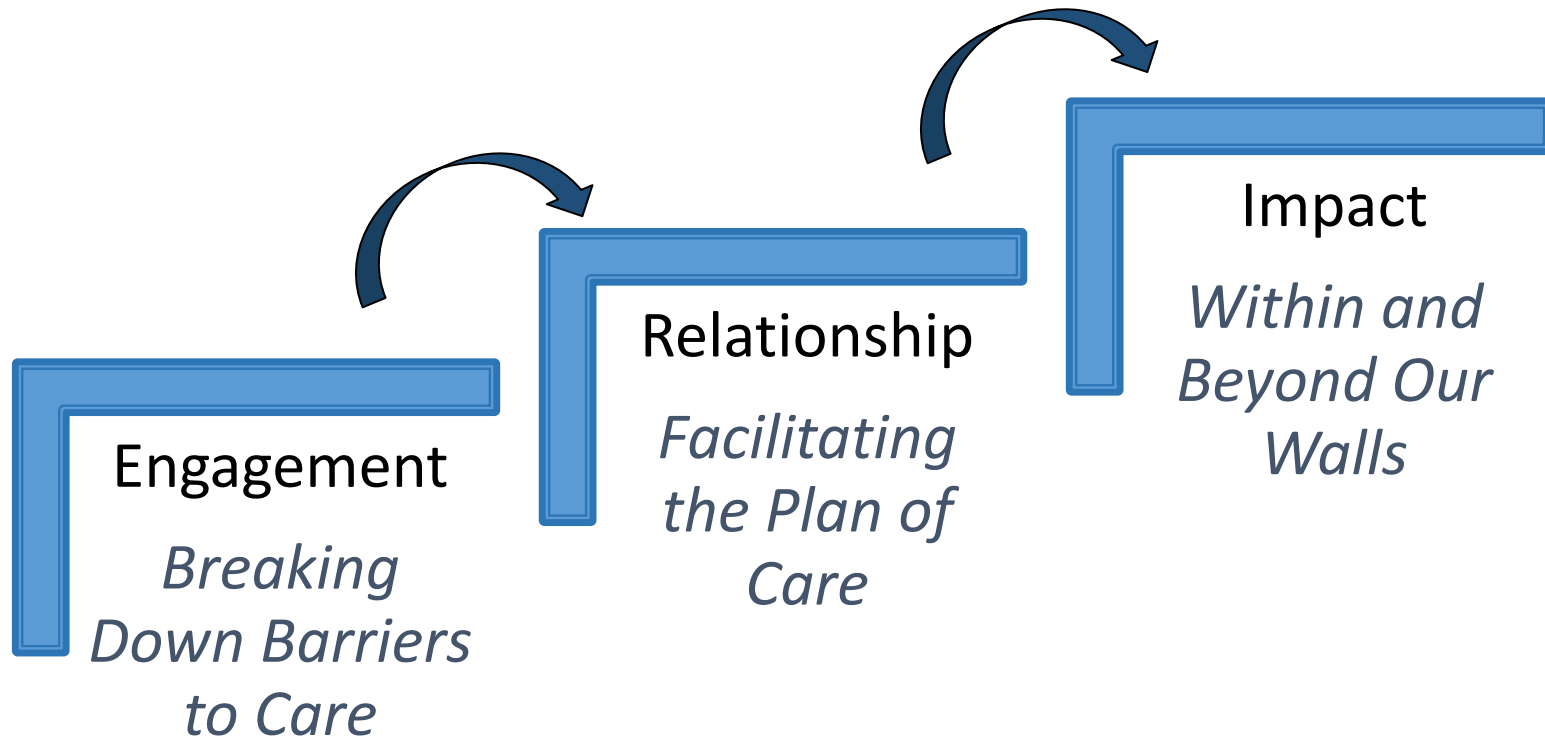
Project Consultant



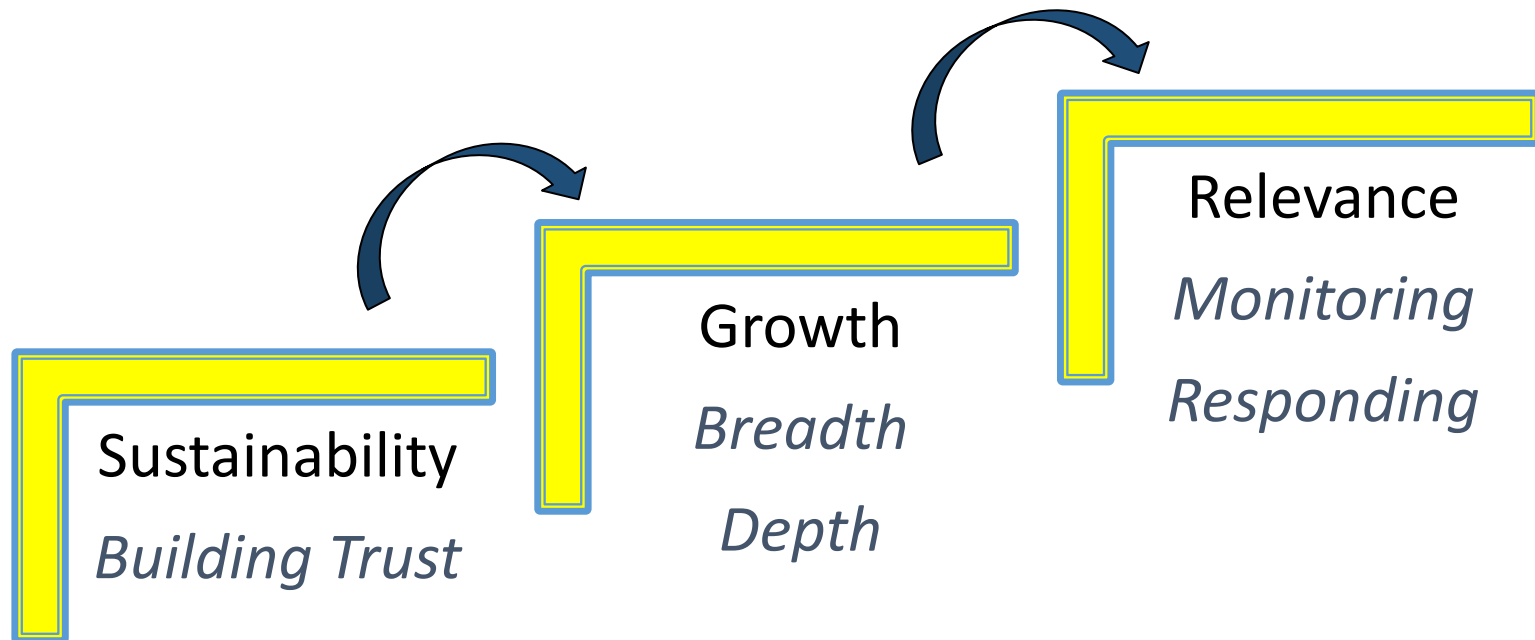
- Expand access to care
- Eliminate disparities in care
- Align care and culture
- Respond to illness
- Facilitate health
- Promote wellness

...all within a technology-enhanced, cost-effective, sustainable and safe environment

Clarifying our Purpose

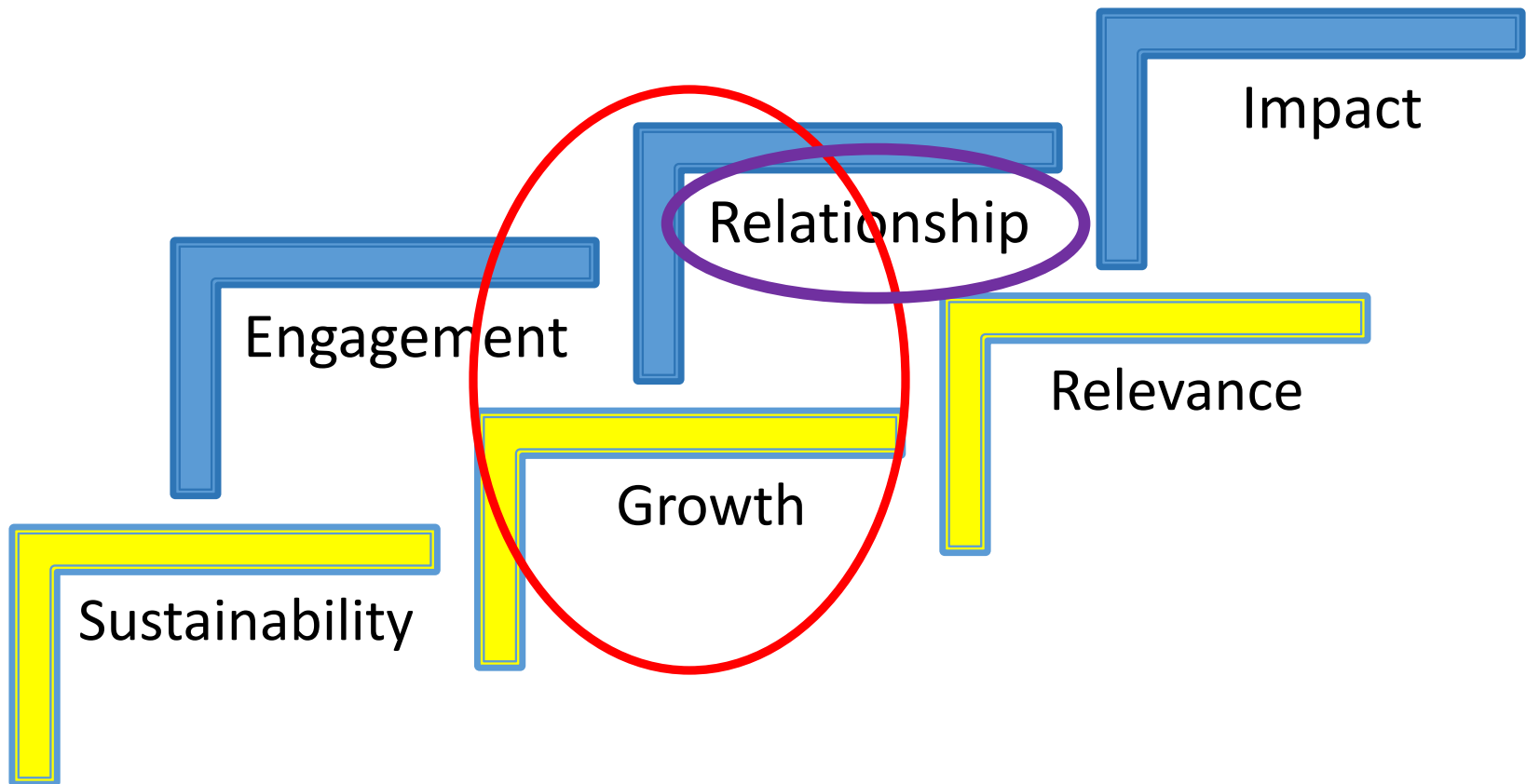


Developing our Strategy



Capital Planning Principles

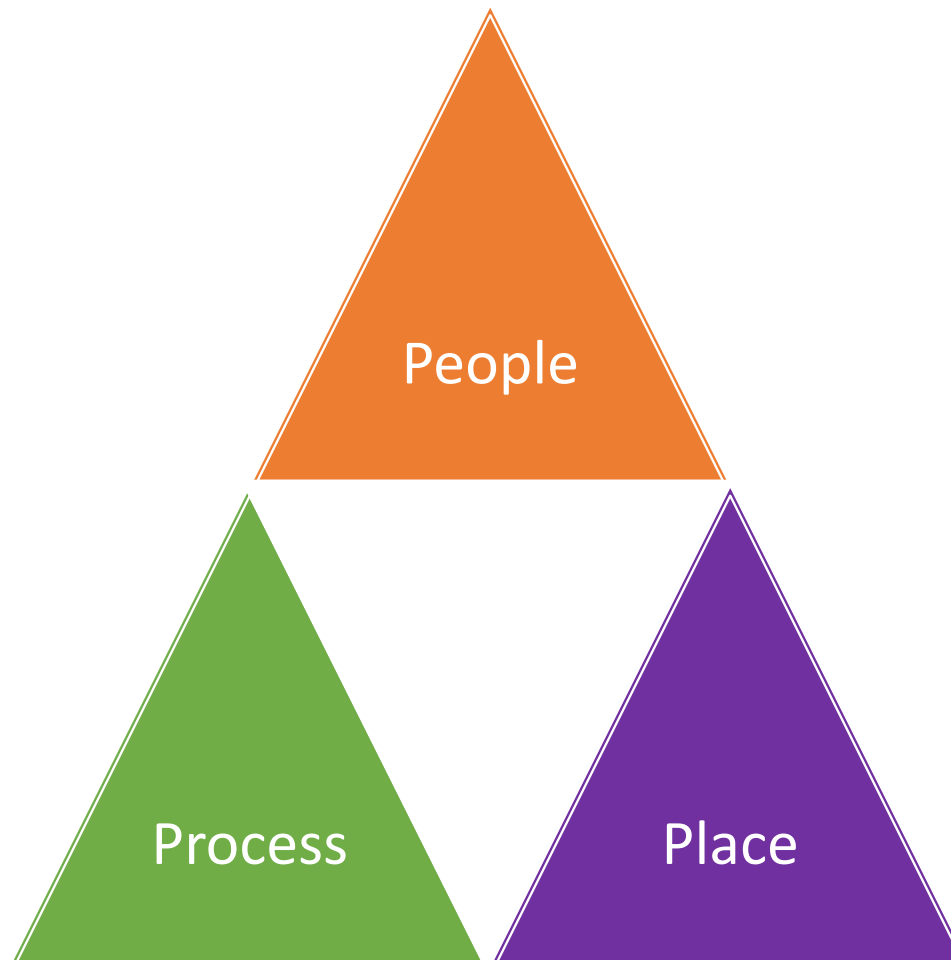
Planning Principle A: Strategy Supports Purpose





REFLECTION

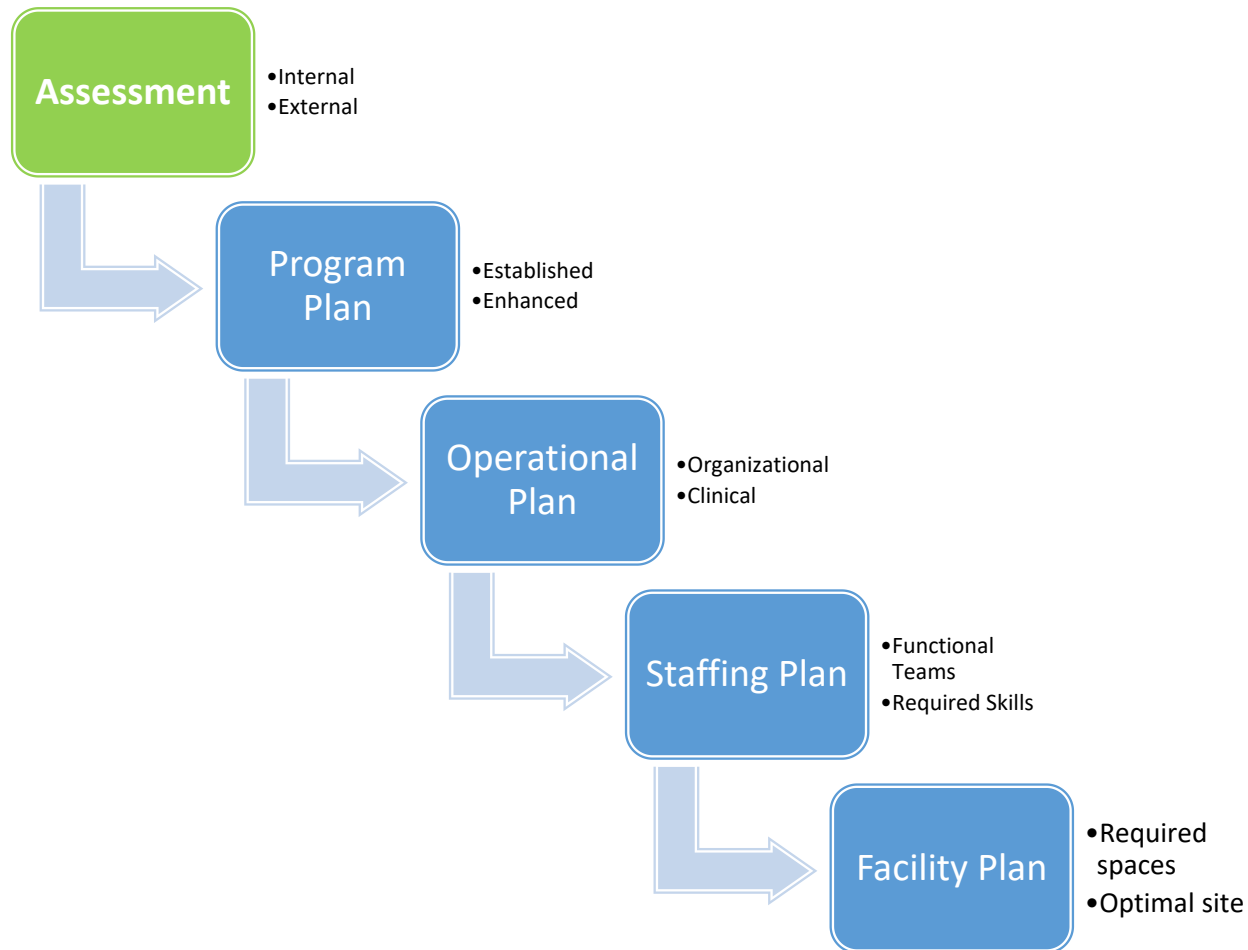
Planning Principle D: Dynamic Alignment



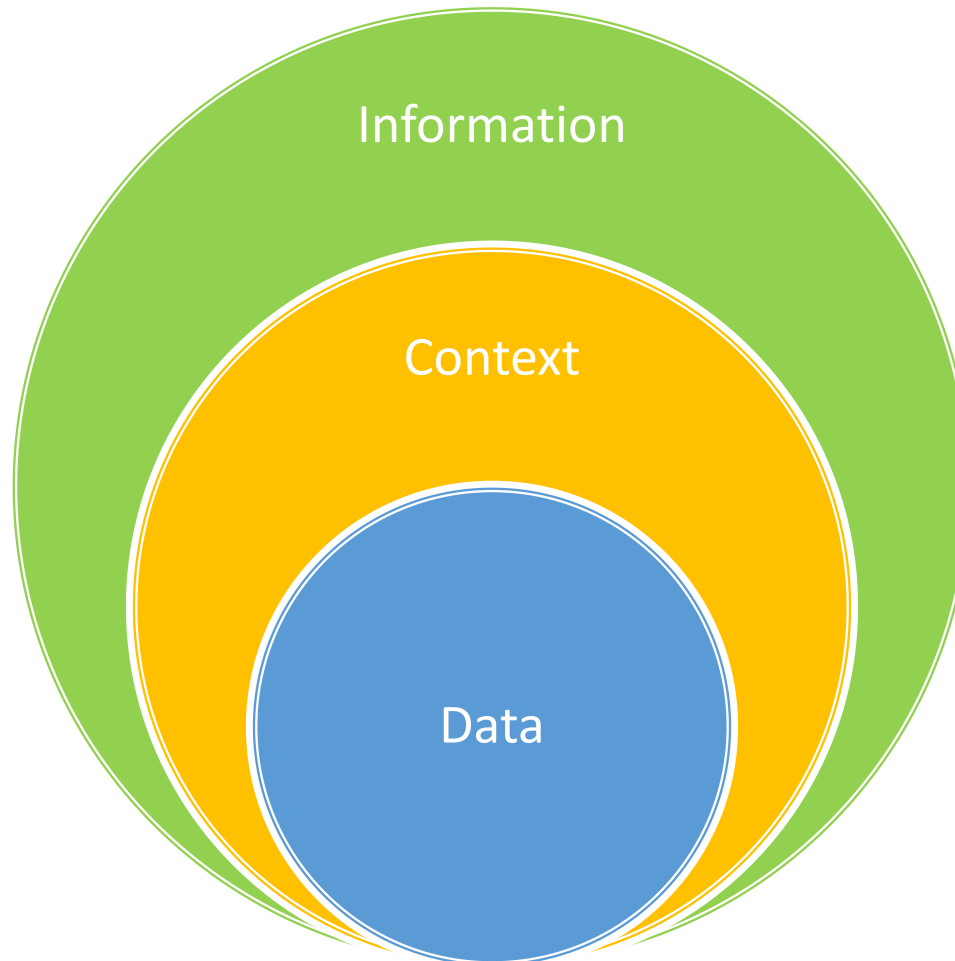
- Co-location is a *place* tool
- Coordination is a *process* tool
- Collaboration is a *people* tool

**All three tools can move a team towards –
but will not guarantee – true Integration.**

Planning Principle E: Assess Before You Develop a Plan



Planning Principle F: Actionable Data

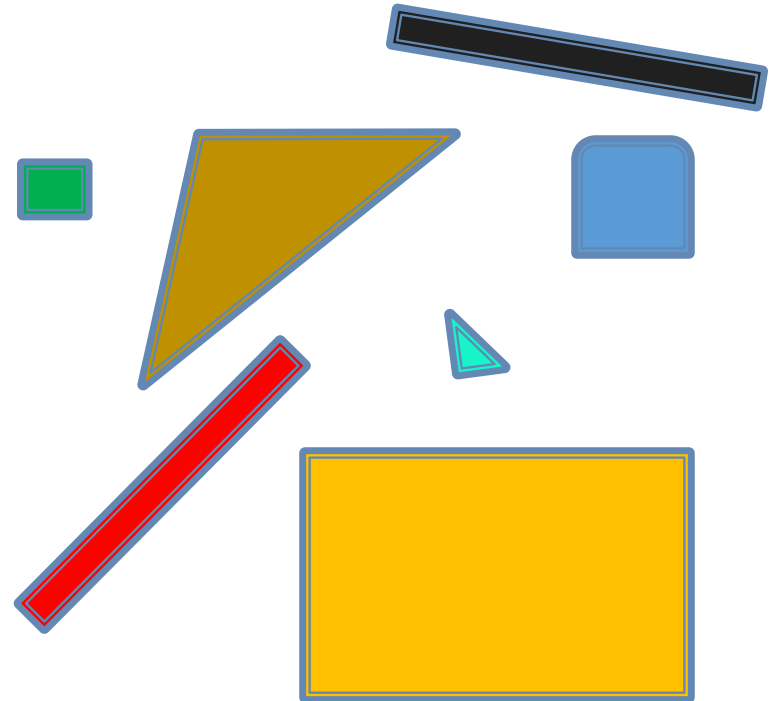


Where we start...

Hypothesis

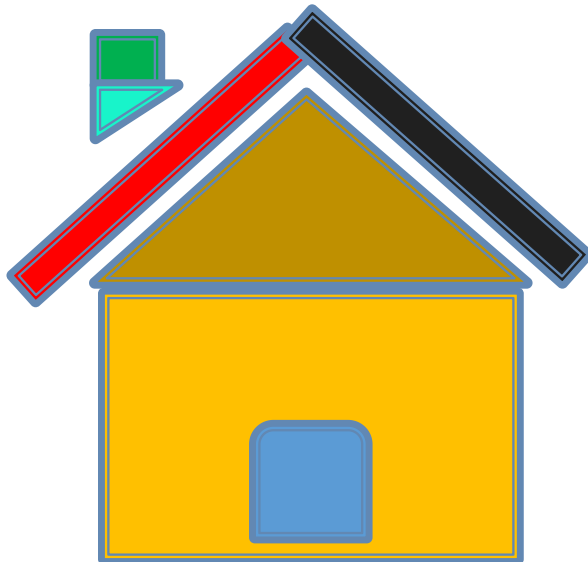


Data

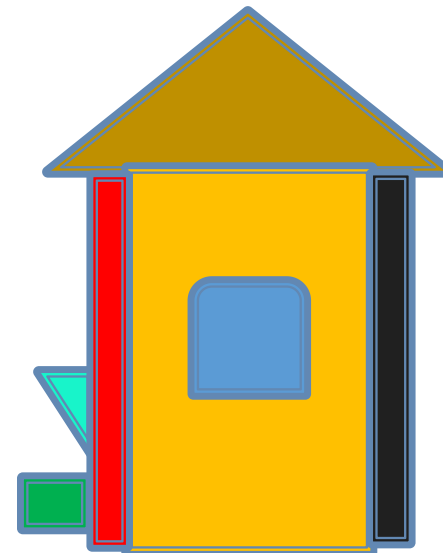


Where we end up...

Interpretation Within *Our Context*



Interpretation Within *An Alternate Context*



Looking Inward

- How can we develop a truly open door to our community?
- How can we expand our capacity to respond to requests?
- How can we make it so that every patient wants to return?
- How can we fulfill this patient's request?

"What I really want is that when I walk in the door of the clinic I breathe out and feel my body relax. Instead, I always feel myself taking a deep breath and holding it – bracing myself as I go in."

Female patient, mid-forties

Analyzing Engagement Barriers



How often?

How many?

How great?

How feasible?

How *powerful*?

- Interview front line staff
 - My _____ says ...
- Observe patient behavior
 - Friday night at Wal-Mart
- Consult community “informants”
 - Board members
 - Collaborating agencies
 - Hands-on community leaders
- Identify community norms
 - The spaces patients make
 - The spaces patients navigate
- Tally your demographic data

Defining our Patient Population

We tally patients by age, gender, religious preference, zip code, race/ethnicity and preferred language...

Danger: Slicing, but not dicing

- Age and gender?
- Race/ethnicity and preferred language?
- Age and preferred language?
- *What about age, diagnosis and visits per year?*
- *What about distance from site and kept appointments?*

Understanding Your Current State

List all Elements of Your **Current** Program of Services:

Example: **Prenatal Care and Delivery**

- Pre – Pregnancy Screening

 - Relational Counseling

 - High Risk Case Management

- Prenatal/Postnatal Exams

 - Childbirth Education

 - Mommy and Me Closet

- Hospital Delivery

 - Post-Partum Home Visits

 - Lactation Consultation

 - High School Parenting Support Group

Evaluating Your Program Elements

Why did we start this?

Is our reason still relevant?

How effective are we being?

Can the cost be supported?

Maintaining Relationship: Integrated Care Team Exercise



Who are our patients?

- Who are the patients who have stayed?
- Who are the patients we have lost?
- Who are the patients who have returned?



What do our patients need us to be to build and maintain relationship?



What do our patients need from us to be successful in carrying out their plan of care?

Requests

- # of External referral requests by service/demographic
- #/% Lack of internal capacity/opportunity
- #/% Confirmed clinical appropriateness
- External response to requests

Completions

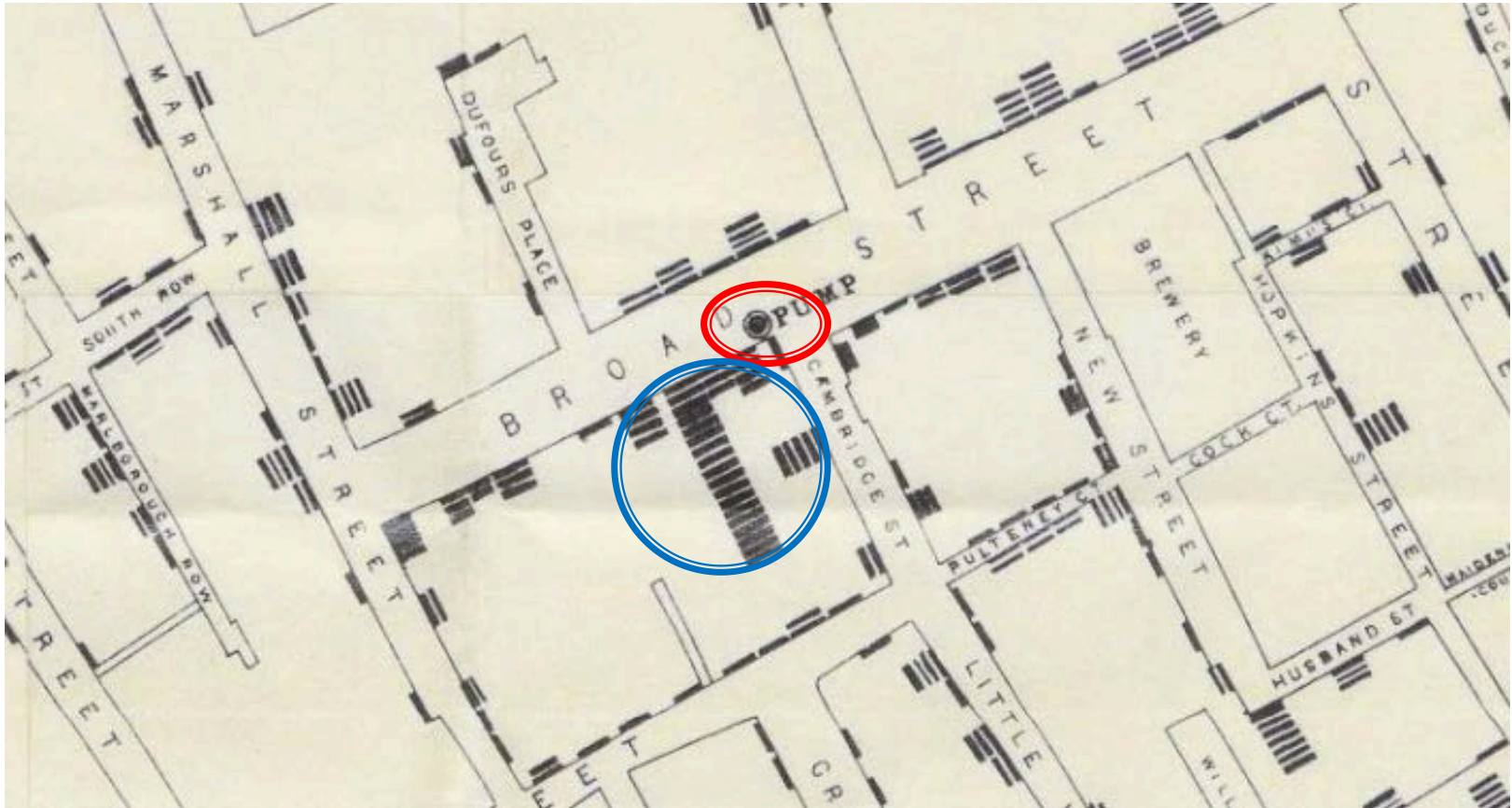
- #/% Successful closing of the loop
- Gap in time from request to appt by service type
- Cost implications: health center, patient
- Collaborative Care Patients vs. Lost Patients

Experience

- They will never go...
- They will never go there...
- Do I have to go there...
- I am glad I went there...

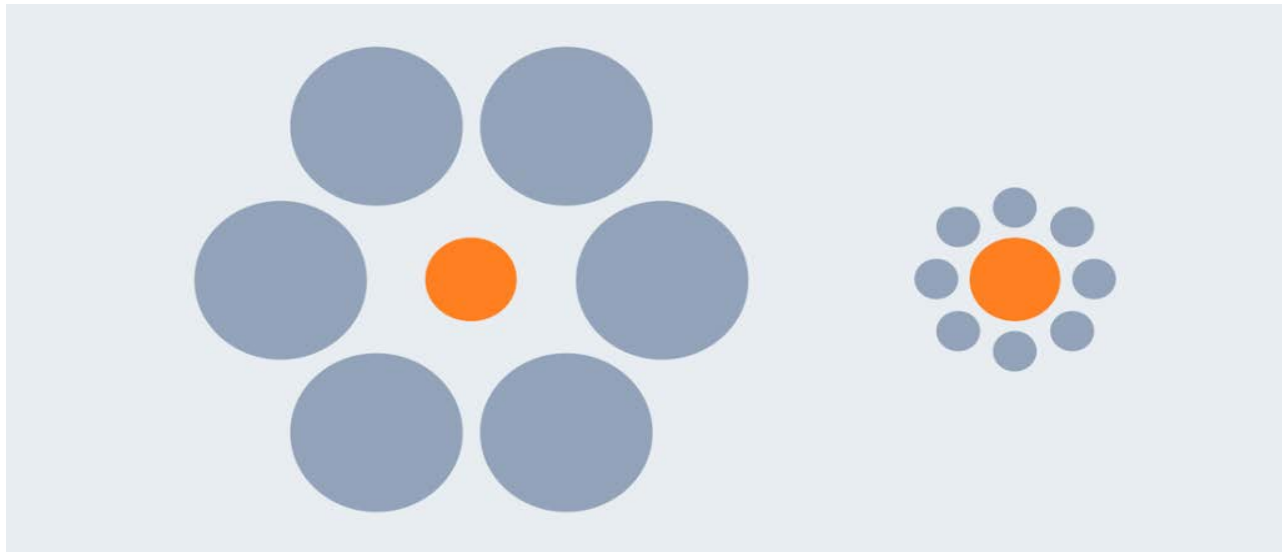
Looking Outward

Why Assess Your Market?



Things to Consider Before You Start

- What is your perceived Market?
- Market may be: geography, specific population, service type
- There is A LOT of data out there
- Challenge your perception

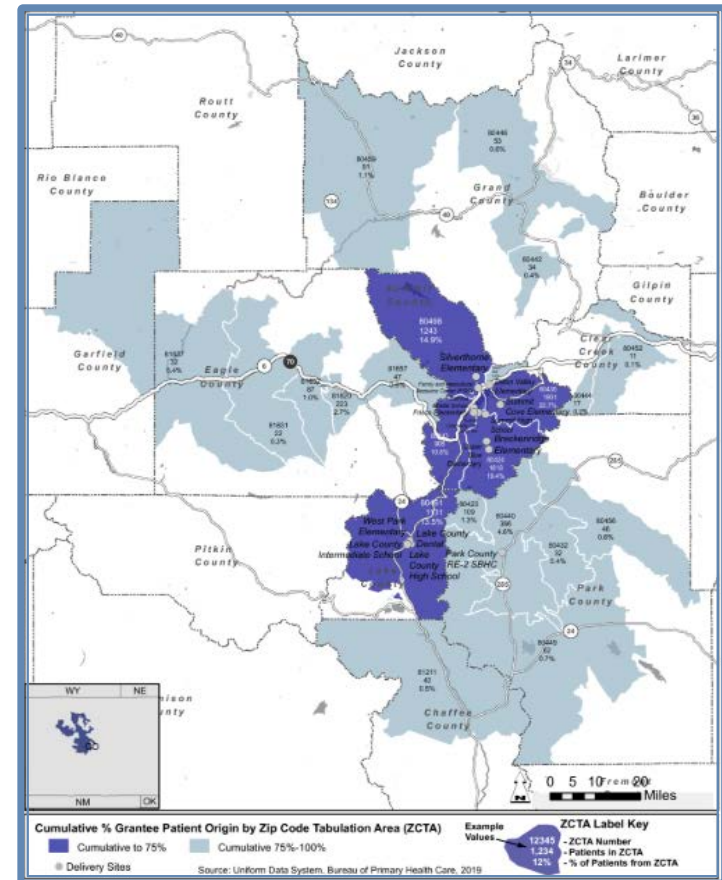


Typical External Assessment Components



Service Area Identification

- Examine and map patient origin
- Approximately 75% is considered Primary Service Area
- Next 10-15% is Secondary
- Similar to HRSA UDS Service Area Map and UDSMAPPER



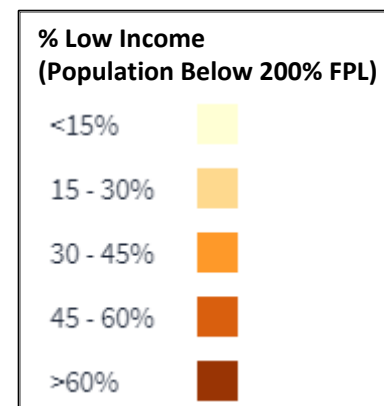
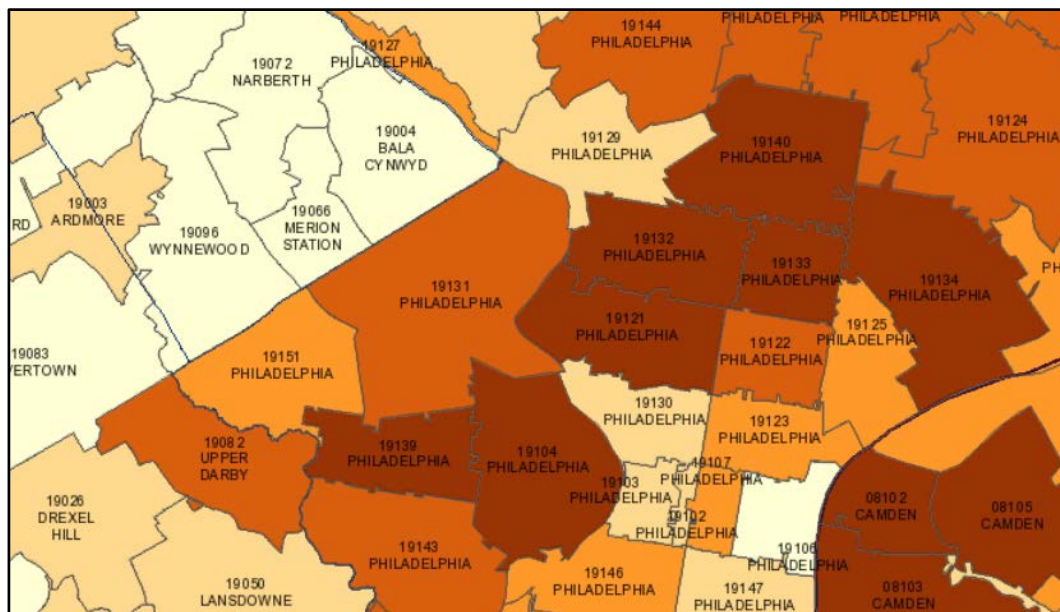
data.HRSA.gov
Frisco, Colorado

 [Service Area Map](#) **Total Patients Served: 8,753**

Service Area Description

UDS Mapper

- Basic mapping to present geographical place & surroundings
- Establish basic population segments
 - Total
 - Low income
 - Low income not served by health centers



19134	Philadelphia
Total Low Income Population (2018)	40,416
% Low Income (<200% FPL, 2018)	66%

- Compare state, county, metropolitan areas, cities, zip codes, etc.
 - Populations
 - Race
 - Income Ratios
 - Education
 - Language
 - Business Establishments and Employees by Industry
 - Disabilities



- Compare state, county, metropolitan areas, cities, zip codes, etc.
 - General health indicators
- Other health providers and facilities
- Health Professional Shortage Areas (HPSA) and MUA/Ps
- Health Disparities
- Selected Workforce Considerations



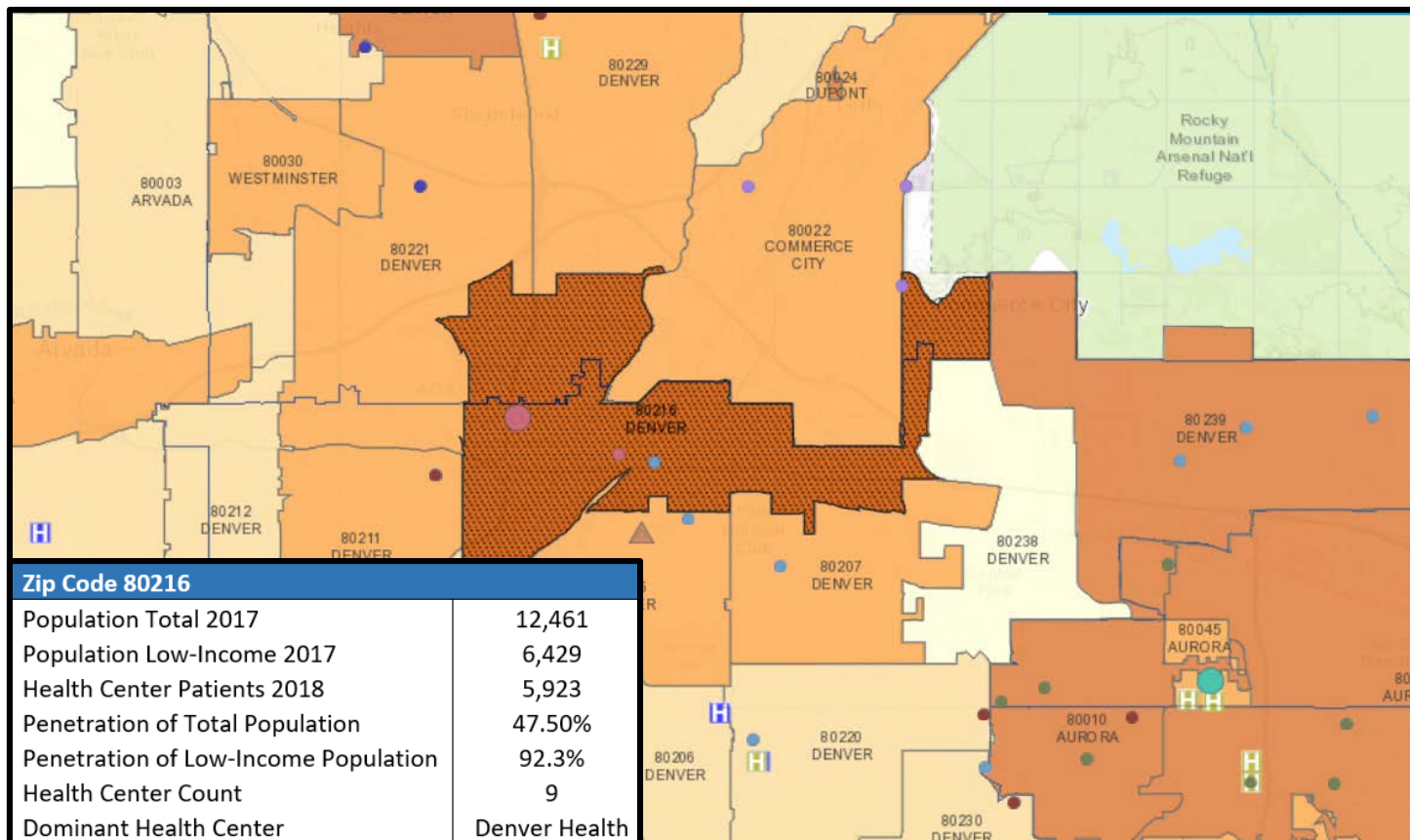
Estimating Service Area Demand

- Evaluate service area market share
 - Total population and low income population
 - Payer mix
- Population Projections
 - Anticipate changing demographics and their effect
- Estimating potential patients, visits, providers, capital needs

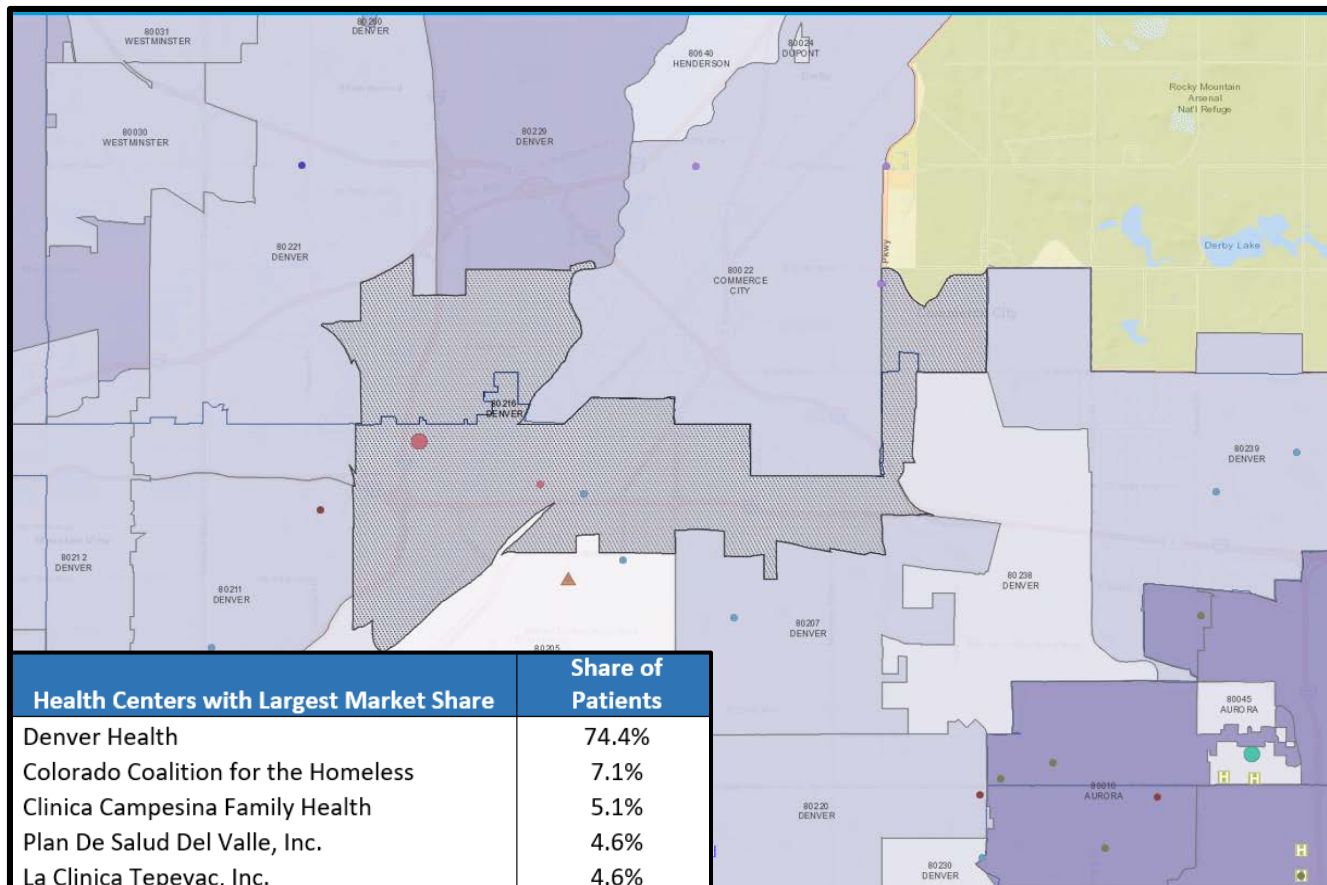




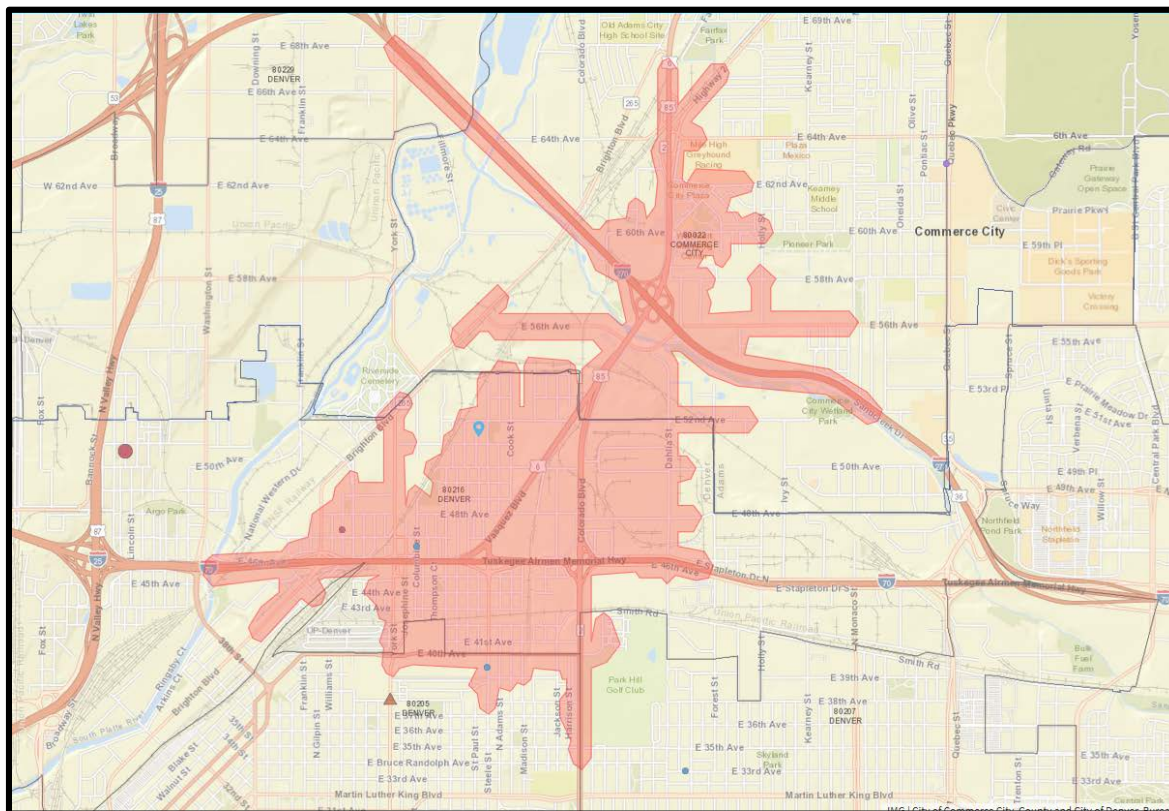
- Low-Income Residents in Zip Code 80216 in Denver, Colorado



- Low-Income Residents Not Served by a Health Center



- 15 minute drive time from zip code 80216 in Denver, Colorado
... with traffic consideration





- Geographies by census block, tract, zip code, county, state, etc.



POPULATION
1,575,522



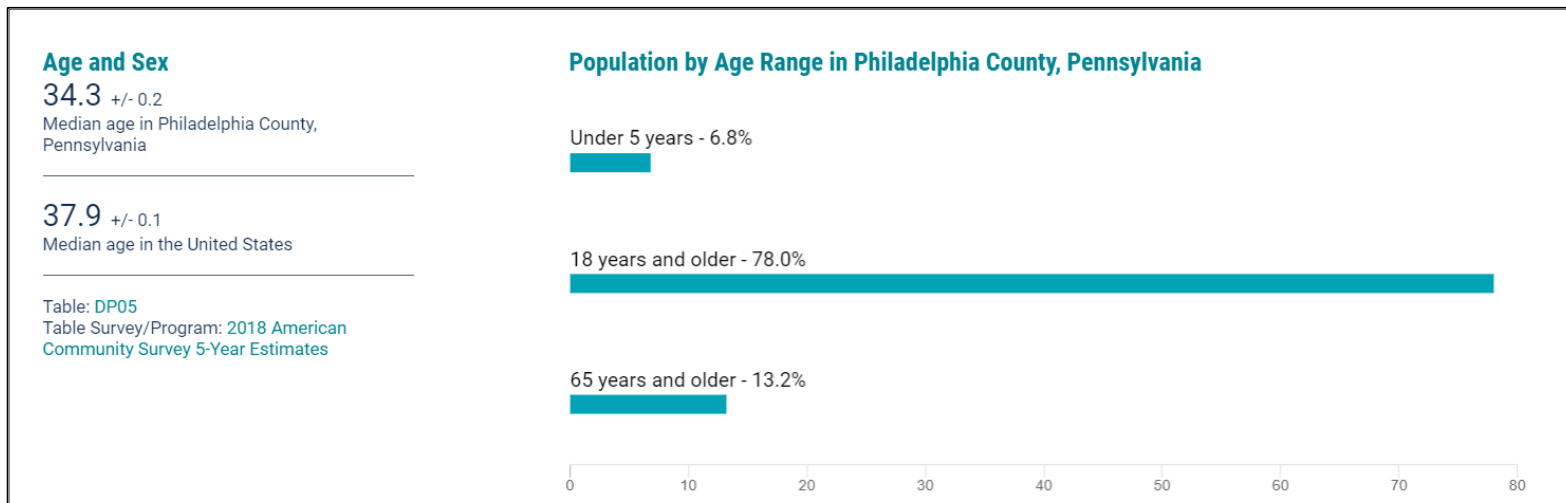
MEDIAN HOUSEHOLD INCOME
\$43,744



POVERTY RATE
24.9%



BACHELOR'S DEGREE OR HIGHER
28.6%



- Veterans, SNAP, family structure, poverty, language, housing, transportation, businesses (county and zip code business patterns), disability, origins, etc.



[Philadelphia County, Pennsylvania Business and Economy](#)

[Philadelphia County, Pennsylvania Education](#)

[Philadelphia County, Pennsylvania Employment](#)

[Philadelphia County, Pennsylvania Families and Living Arrangements](#)

[Philadelphia County, Pennsylvania Government](#)

[Philadelphia County, Pennsylvania Health](#)

[Philadelphia County, Pennsylvania Housing](#)

[Philadelphia County, Pennsylvania Income and Poverty](#)

[Philadelphia County, Pennsylvania Populations and People](#)

[Philadelphia County, Pennsylvania Race and Ethnicity](#)

Health Related Establishments by Service Area



2018 Health Care Establishments Ratio per 100,000 population	Service Area	State	US
Offices of Physicians	47.7	79.1	67.8
Offices of Dentists	22.8	34.1	41.5
Offices of Mental Health Practitioners	0.4	7.0	7.7
Offices of Optometrists	4.9	5.0	6.8
Outpatient Care Centers	2.6	17.5	13.8
Medical and Diagnostic Laboratories	0.8	5.0	5.1
Home Health Care Services	3.9	10.8	10.2
Other Ambulatory Health Care Srvc.	0.3	4.3	3.5
Nursing Care Facilities (Skilled Nursing Facilities)	0.9	6.4	5.1
Continuing Care Retirement Communities/ Assisted Living	1.1	3.1	7.7
Individual and Family Services	1.7	23.0	22.1

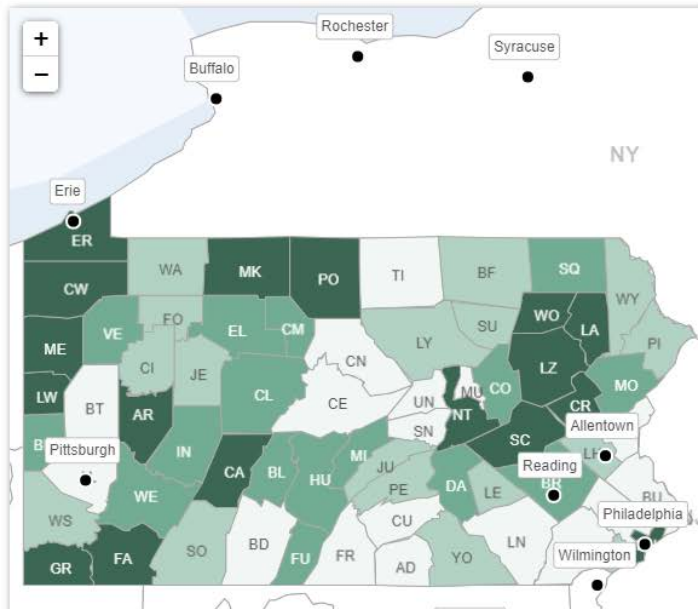
County Health Rankings

Pennsylvania 2020

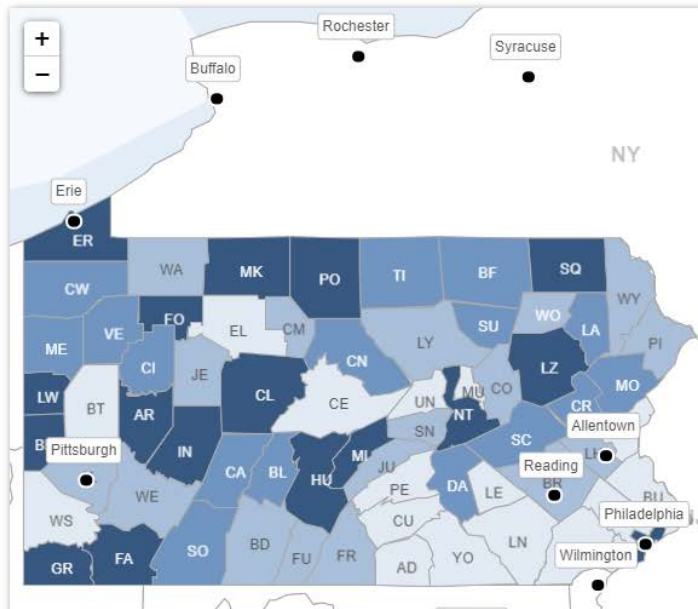
Overview Rankings Measures Downloads Compare Counties Print Help

Find out how healthy your county is and explore factors that drive your health

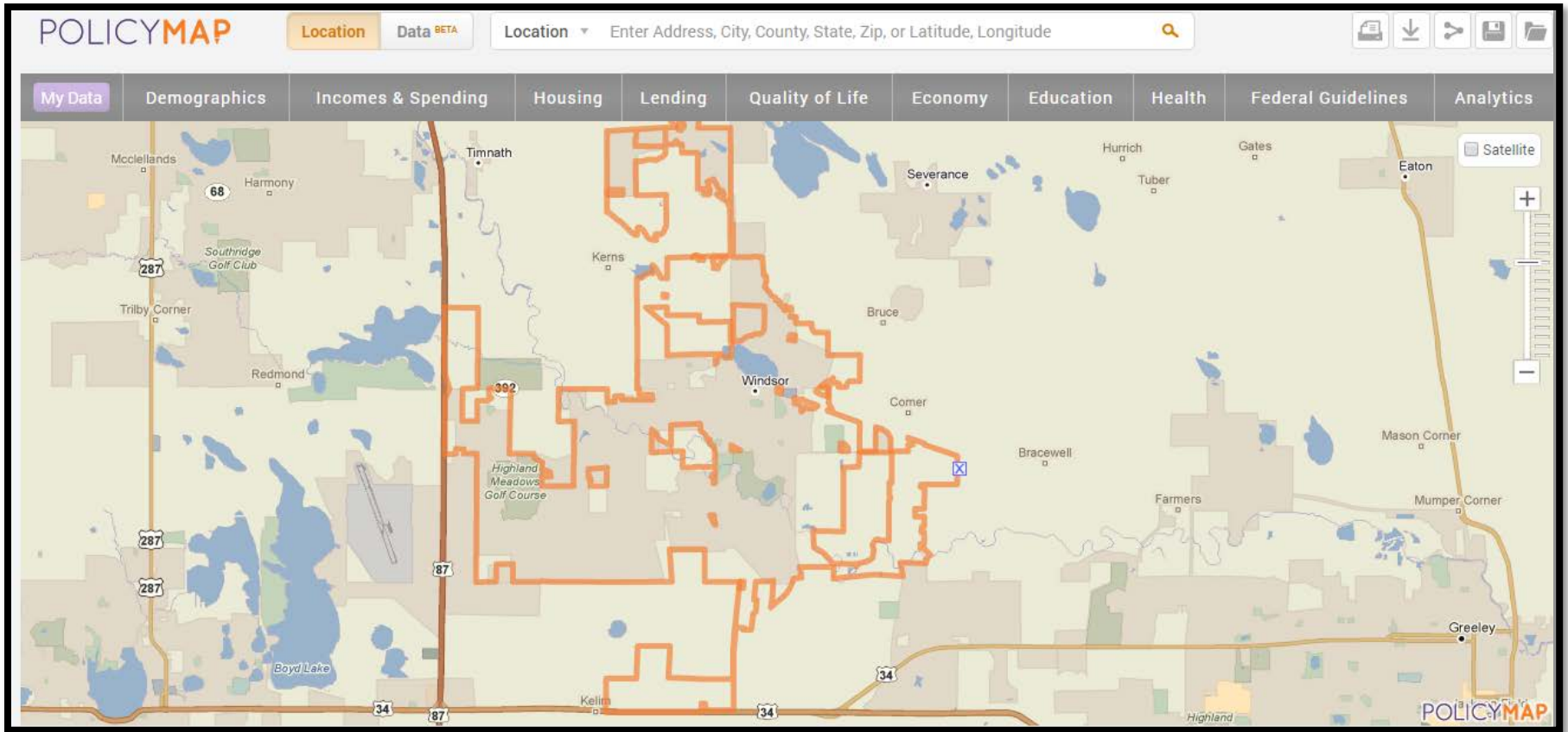
Overall Rankings in Health Outcomes [i](#)

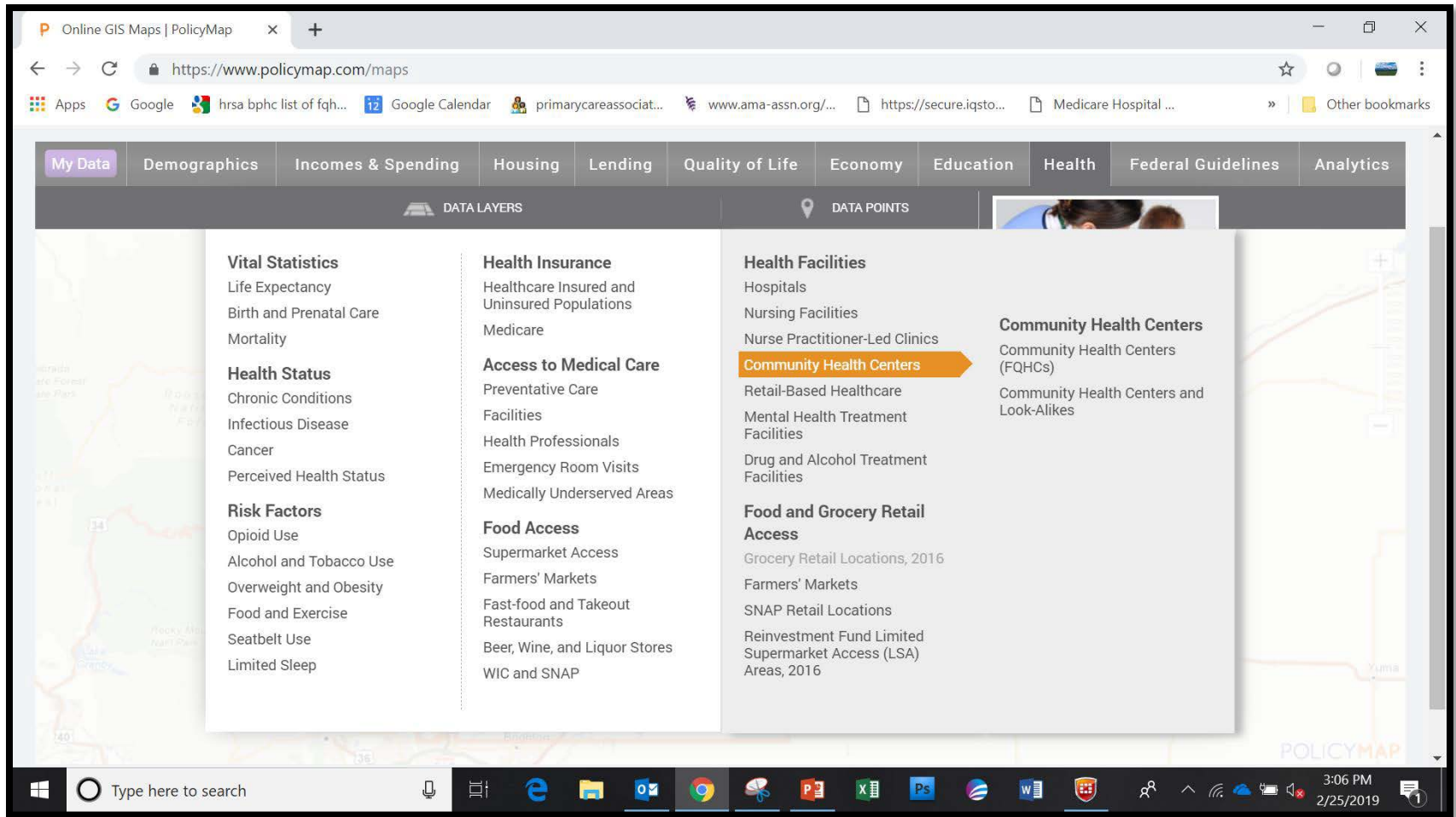


Overall Rankings in Health Factors [i](#)



Policy Map





The screenshot shows the PolicyMap web application interface. At the top, there is a navigation bar with tabs for various data categories: My Data, Demographics, Incomes & Spending, Housing, Lending, Quality of Life, Economy, Education, Health, Federal Guidelines, and Analytics. Below this is a 'DATA LAYERS' section with a search bar and a list of categories. The 'Community Health Centers' category is highlighted in orange. The list of categories includes:

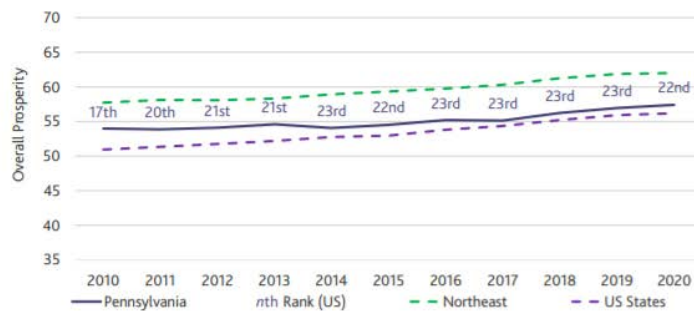
- Vital Statistics**
 - Life Expectancy
 - Birth and Prenatal Care
 - Mortality
- Health Status**
 - Chronic Conditions
 - Infectious Disease
 - Cancer
 - Perceived Health Status
- Risk Factors**
 - Opioid Use
 - Alcohol and Tobacco Use
 - Overweight and Obesity
 - Food and Exercise
 - Seatbelt Use
 - Limited Sleep
- Health Insurance**
 - Healthcare Insured and Uninsured Populations
 - Medicare
- Access to Medical Care**
 - Preventative Care
 - Facilities
 - Health Professionals
 - Emergency Room Visits
 - Medically Underserved Areas
- Food Access**
 - Supermarket Access
 - Farmers' Markets
 - Fast-food and Takeout Restaurants
 - Beer, Wine, and Liquor Stores
 - WIC and SNAP
- Health Facilities**
 - Hospitals
 - Nursing Facilities
 - Nurse Practitioner-Led Clinics
 - Community Health Centers**
 - Retail-Based Healthcare
 - Mental Health Treatment Facilities
 - Drug and Alcohol Treatment Facilities
- Food and Grocery Retail Access**
 - Grocery Retail Locations, 2016
 - Farmers' Markets
 - SNAP Retail Locations
 - Reinvestment Fund Limited Supermarket Access (LSA) Areas, 2016
- Community Health Centers**
 - Community Health Centers (FQHCs)
 - Community Health Centers and Look-Alikes

The interface also shows a map on the left and right sides, and a Windows taskbar at the bottom with various application icons and system tray information.

Pennsylvania: Overall Prosperity 57.4 (22nd)



Prosperity over time



Breakdown of performance

	2010	Score 10-year trend	2020	Rank - US States (1 to 51) 2020	10-year rank change	Rank - Northeast (1 to 9) 2020
Overall Prosperity	54.0		57.4	22	▼ 5	9
Inclusive Societies	50.9		52.2	32	▼ 5	9
Safety and Security	56.6		63.6	21	▲ 3	9
Personal Freedom	50.9		59.9	23	▲ 7	9
Governance	43.7		40.1	48	▼ 9	9
Social Capital	52.3		45.4	25	▼ 5	5



“An organization is considering increasing its low income population market share by 20%.

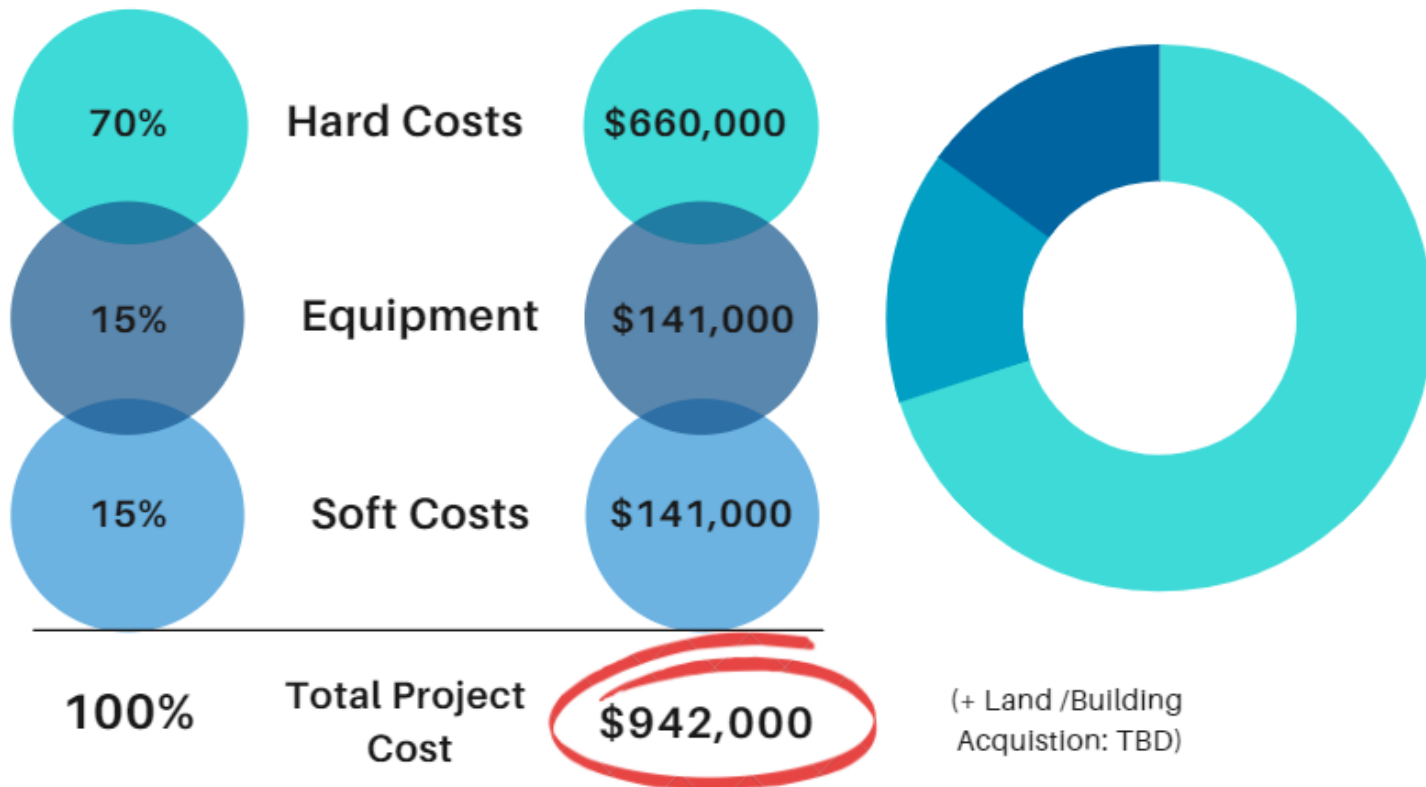
How many more patients, visits, and providers would that mean?”

Expansion Considerations

Patient Calculation Estimates	Scenario 1	
	Driver Variables	Calculations
Market Area Patients	10,000	
Market Area General Population	75,000	13.3%
Market Area Low-Income Population	50,000	20.0%
Medical Patients	10,000	
FQHC Patient Visits	35,000	
FQHC Visits per Patient		3.50
FQHC Provider FTE	11.0	
FQHC Patient Visits		35,000
FQHC Visits per Provider FTE		3,182
Market Share of Patient Population	20.00%	
Low-Income Patient Goal		2,000
Additional FQHC Low-Income Visits		7,000
Provider FTEs Needed		2.2
Square Feet per Provider (typically 1,000 to 1,500)	1,500	
Square Feet Needed		3,300
Cost of Construction per Square Foot	\$200	
Estimated Construction Cost		\$660,000
Hard Costs - Construction		\$660,000
Furniture, Fixtures, and Equipment (FF&E)		\$141,429
Soft Costs - Architectural, Engineering, etc		\$141,429
Total Estimated Cost - before land/acquisition		\$942,857

PROJECT COSTS FOR HEALTH CENTERS

A Typical Breakdown



External Assessment Further Resources

- UDSMAPPER and HealthLandscape: www.udsmapper.org
- US Census Data: www.census.data.gov
- US Census QuickFacts: www.census.gov/quickfacts
- County Health Rankings: www.countyhealthrankings.org
- HRSA's Data Warehouse and Area Health Resource Files: www.data.hrsa.gov
- CDC/Nat'l Center for Health Statistics (FastStats): www.cdc.gov/nchs/fastats/default.htm
- CDC WONDER: www.wonder.cdc.gov
- Policy Map: www.policymap.com
- The United States Prosperity Index: www.usprosperity.net
- Aunt Bertha www.auntbertha.com
- Capital Link Publications and Toolkits: <https://www.caplink.org/index.php/resources>
- US SBA's Market Analysis:
<https://www.sba.gov/tools/sba-learning-center/training/market-research>
- United Health Foundation, America's Health Rankings: <https://www.americashealthrankings.org/>

Looking Ahead

Develop Your Strategy

Clarify Current State

- Internal
- External

Organize Opportunities

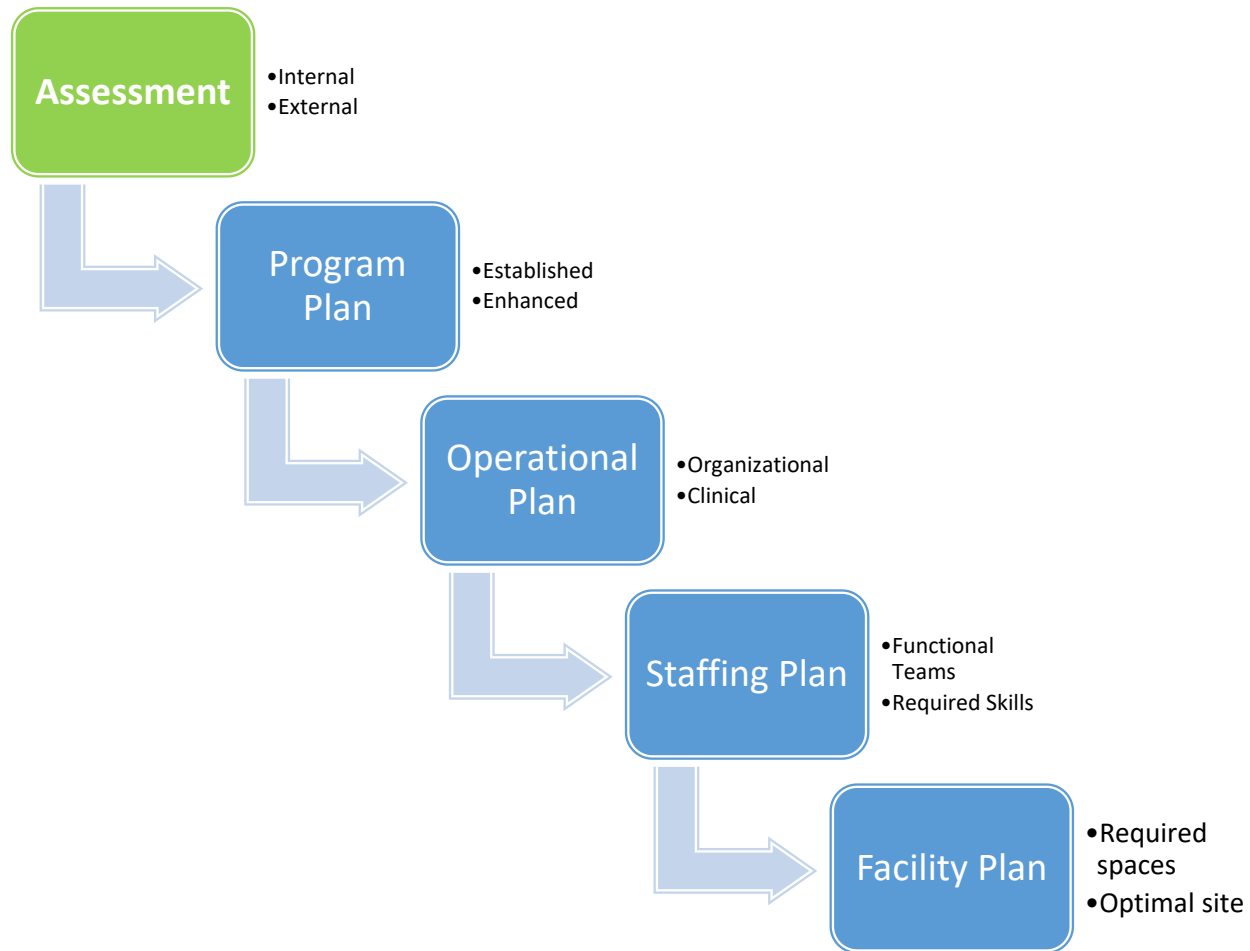
- Facilitator
- Provider
- Advocate

Acknowledge Challenges

- Guiding Principles
- Project Priorities
- Decision Filters

Develop a Plan

Planning Principle E: Assess Before You Develop Your Plan



Contact Us



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