

Budget Justification Narrative

Support & Revenue

Lancaster County General Assistance	370,607
	<u>370,607</u>

Personnel Expenses

Salaries	FTE	Annual Salary	
RN Coordinator	1.000	70,000	70,000
RN Case Manager	1.000	65,000	65,000
Medical Assistant	0.050	40,000	2,000
Billing Specialist	0.500	40,000	20,000
Clinical Supervision	0.050	72,000	3,600
			160,600
Employee Benefits			
Health Plans (9.8 % of Salaries)			15,739
Disability and Life Insurance (2.15 % of Salaries)			3,453
Retirement Plans (2.5% of Salaries)			4,015
Workers Compensation (2.05 % of Salaries)			3,292
Payroll Taxes (7.65 % of Salaries)			12,286
Unemployment Taxes (1.75 % of Salaries)			2,811
			<u>41,595</u>
Total Personnel Services			<u>202,195</u>

Operating Expenses

Fixed Operating Expenses

Supplies		
Medical Supplies - \$2 per visit for 2,600 visits		5,200
General Office Supplies		200
Interpretation Services - Estimate		2,000
Telephone		
Local Telephone Services		960
Postage & Shipping		
General Postage		220
Occupancy		
Office space at \$675 / month		8,100
Conferences & Professional Education		
Staff Educational Trainings		650
EHR License and Training		2,000
General Liability Insurance		
1.95% of Salaries		3,132
Printing		
Materials		450
Minor Equipment		
MAP Software and Laptops		2,500
Total Fixed Operating Expenses		<u>25,412</u>

Variable Operating Expenses

Sliding Fee Discount Charge - 325 patients X 8 Visits = 2,600 Visits @ \$30	78,000
Lab Cost - Estimate	60,000
Radiology Services	
Limited X-rays - \$10 per x-ray for 500 visits	5,000
Total Variable Operating Expenses	<u>143,000</u>

In-Kind / PHC Expenses

Patient Support Specialist (MAP Support) - Annual Estimate	20,000
Administration (CEO, COO, CFO, CMO, CSO, Billing Manager) Salaries - Annual Estimate	35,000

Total Expenses

370,607 55,000

Surplus (Deficit)

0



People's Health Center/Health 360 General Assistance Program Proposal

Budget Narrative

The RN Coordinator will be lead on the program, responsible for all program oversight, coordination, direct staff hiring and supervision; s/he will build and maintain relationships and staff morale with GA staff; manage the relationship and contract with Lancaster County ; responsible for budget oversight, reporting, management relationships between the organizations' case workers and leadership; build and maintain community partnerships; s/he will oversee program components such as the medical care for clients, referrals, the nursing triage, dental visits, and more. S/he will report to the Health 360 Clinic Manager. This is a full-time position budgeted at \$70,000.

The RN Case Manager is responsible for direct case management of GA clients; provides ongoing case management support, provides diabetes education to clients; provides support in the clinic for client appointments; helps with biometric data, other basic health components; s/he will report to the RN Program Coordinator, and is a 1.00 FTE budgeted at \$65,000.

The Medical Assistant will support with the limited x-rays, provide back-up support at times when patients have appointments, will act as the assistant to the provider. This is projected at .050 FTE for \$2,000.

The Billing Specialist is responsible for all billing, billing to the County for co-pays; back-billing to Nebraska Medicaid where applicable; researching the appropriateness of billing to Medicaid. This position is budgeted at 0.50 FTE for a total of \$20,000.

Clinical supervision oversees the RN Program Coordinator, providing supervision and helping with program direction, community collaboration and problem-solving. This is projected at .050 FTE for \$3,600.

Employee Benefits are calculated per the following: Health Plans (9.8% of Salaries); Disability and Life Insurance (2.15%); Retirement Plans (2.5%); Workers' Compensation (2.05%); Payroll Taxes (7.65%); Unemployment Taxes (1.75% of Salaries). This is a competitive benefits package considered to be a strength in attracting high-quality staff to the organization and the program. The total is 25.9% of salaries, for a total amount of \$41,595.

Laboratory Costs are estimated at \$60,000; a vast majority of this is the contract between PHC and LabCorp for all lab work beyond the basic urine test or rapid strep test.

Medical Supplies include basic medical supplies required for almost any client visit; these are estimated at \$2 per visit for an anticipated 2,600 visits for the year, for a total of \$5,200.

General Office Supplies: Includes all general operating supplies paper, pens, file folders, staples, copy paper and file folder dividers and all other needs for day-to-day operations, estimated at \$200 for the year.

Interpretation is estimated at \$2,000 for the year. Some clients require language interpretation or translation in Arabic, Spanish or other languages. Interpretation generally costs between \$45 and \$60 per hour; \$2,000 represents approximately 40 hours of interpretation for the year.

Telephone includes local telephone use and cell phone for Coordinator, projected at \$80 per month for a total of \$960.

Postage will be required for some general correspondence. E-mail will be used as much as possible to save costs. Budgeted at \$220.

Occupancy includes rent, utilities, security and other costs associated with space usage at the Health 360 site. Occupancy is estimated at \$675 per month for a total of \$8,100 for the year.

Conferences and Professional Education: all PHC staff are trained in the EHR, RNs receive an allowance for continued education to keep their CNE units up-to-date; other costs may include health conferences for the RN Coordinator. Projected at \$2,650 for the year.

General Liability Insurance is required for all staff, averaging 1.95% of salaries for a total of \$3,132 for the year.

Printing and photocopying for day-to-day printing, or printing educational materials, program materials, business cards and other materials, projected at \$450 for the year.

Minor Equipment includes the Medication Assistance Program (MAP) software and laptops; this is a one-time cost to the program at \$2,500.

Variable expense include the sliding fee discount charge, estimated at the lowest sliding fee discount for PHC as an FQHC; estimate is based on 325 patients with eight visits per year for a total of 2,600 patient visits on the year at \$30 per visit for an estimated cost of \$78,000.

Radiology services include only limited, simple x-rays estimated 500 x-rays on the year at \$10 per x-ray for a total of \$5,000.

Not included in the budget are pre-approved emergency or urgent dental services, billed at \$35 per visit – these services will be provided at the main PHC site (1021 N. 27th) other than Health 360 until Health 360 has its dental equipment fully operational. This is a variable cost that would be **in addition** to the base budget submitted, upon approval of GA.



March 31, 2017

Sara Hoyle
Human Services Administrator
Lancaster County Human Services
555 So 10th Street, Suite 107
Lincoln, NE 68508
shoyle@lancaster.ne.gov

Dear Ms. Hoyle,
Please see attached People's Health Center proposal for providing General Assistance services to Lancaster County at the Health 360 Integrated Care Clinic at 2301 O Street.

Enclosed:

1. Program Proposal
2. Program Projected Budget
3. Budget Narrative

We thank you in advance for your consideration of this proposed program and for the opportunity to present our concept. Please let us know if you require any further information or have any questions, and we'll be happy to answer them in writing or in person.

We look forward to hearing from you soon.

Thank you again and all the best,

Brad Meyer

Brad Meyer
Chief Executive Officer
People's Health Center

Cc: Todd Reckling, VP of Program, Lutheran Family Services; Shirley Terry, COO, Health 360

People's Health Center Main
1021 N 27th Street
Lincoln, NE 68503
(402) 476-1455

Health 360 Clinic
2301 O Street
Lincoln, NE 68510
(402) 441-6642

People's Quick Care
2246 O Street
Lincoln, NE 68510
(402) 476-1455

Thompson Clinic
2222 S 16th St, Ste 435
Lincoln, NE 68502
(402) 474-7445





People's Health Center and Health 360 General Assistance Proposal to Lancaster County

Since November 2016, People's Health Center (PHC) and the Health 360 Integrated Care Clinic have provided primary medical care and related healthcare services for a pilot group of General Assistance (GA) patients through an agreement with the City of Lincoln and the Lincoln-Lancaster County Health Department (LLCHD). Health 360 Integrated Care is a partnership between People's Health Center and Lutheran Family Services of Nebraska (LFS), with PHC providing primary healthcare and LFS providing behavioral health services. The GA pilot program has allowed PHC and Health 360 to serve 30 GA clients – the maximum allowed under the contract. The majority of these clients were new GA clients, and they now consider and use Health 360 as their Medical Home. People's Health Center submits the following proposal to Lancaster County to serve all General Assistance clients in the County with primary medical and related healthcare services, transitioning these clients from the care of LLCHD to People's Health Center for primary care at the Health 360 Integrated Care Clinic. PHC proposes the below comprehensive plan and attached budget to serve these vulnerable clients with high-quality medical care, and to establish Health 360 as their Medical Home beyond their dependence on General Assistance.

People's Health Center is a Federally Qualified Health Center (FQHC) serving the Lincoln-Lancaster County community since September 30, 2003. People's Health Center is the only Federally Qualified Health Center in the Lincoln/Lancaster County community. The mission of People's Health Center is to provide affordable, comprehensive, accessible, culturally appropriate, cost-effective primary, dental, and behavioral health care. People's Health Center helps the residents of Lincoln and Lancaster County, Nebraska, especially those with limited resources or with other barriers to healthcare, to improve their overall health status.

During its 13 years of operation, People's Health Center has grown to serve 10,785 patients who had more than 30,000 medical, dental, behavioral health service visits in 2016. Thirty-nine percent (39%) of the patients seen at People's Health Center in 2016 were uninsured; 39% of patients were receiving Medicaid; 8% were receiving Medicare; and 14% had private insurance.

People's Health Center provides integrated comprehensive primary and dental care with LFS providing behavioral healthcare. As a certified FQHC, People's Health Center offers a Sliding Fee Discount Program which is based on household size and income. The integrated service model streamlines care and allows People's Health Center to reach even more of the target population of individuals with significant barriers to healthcare.

People's Health Center organizes and delivers this integrated care model by way of facilitating healthcare services at the following service delivery sites:

People's Health Center Main (1021 N 27th Street, Lincoln, NE 68503)

Health 360 Clinic Integrated Care Clinic (2301 O St, Suite 2,, Lincoln, NE 68510)
Thompson Clinic (2222 S 16th Street, Suite 435, Lincoln, NE 68502)

People's Health Center currently employs four full-time physicians, one part-time physician, six full-time nurse practitioners, two part-time dentists, one full-time dentist, two full-time dental hygienists, and two behavioral health consultants. In addition, four volunteer providers provide specialty services (cardiology, gastroenterology, dermatology, and urology) on a limited basis.

All GA clients will receive medical care at the Health 360 Integrated Care Clinic located at 2301 O Street in Lincoln, unless otherwise approved by General Assistance (see below for criteria). Health 360 Integrated Care Clinic is a collaborative initiative of People's Health Center and Lutheran Family Services of Nebraska, launched in 2015 with the vision and primary resources of the Community Health Endowment of Lincoln (CHE). Health 360 provides holistic, integrated physical and behavioral healthcare to the Lincoln/Lancaster County community, identified as every patient who enters our doors regardless of race, age, sexual orientation, nationality, and ethnicity or payer source. People's Health Center provides primary care services and Lutheran Family Services provides behavioral health services, including mental health and substance use services. Genoa QoL administers an on-site pharmacy. The Health 360 model of patient-centered care provides integrated healthcare and social service support through the coordination of each team member as they work to meet the needs of individual patients. The team functions as one integrated system with constant, consistent communication and ongoing collaboration driven by a shared concept of holistic team care. Team members fully understand their roles and responsibilities and understand that these roles and responsibilities may blur or blend as needed in order to best serve the patient.

While no County GA resources will go toward behavioral health services, it is critical that these services are offered on site, as many GA patients also suffer from mental, behavioral and substance use concerns. With the integrated care model of Health 360 and LFS offering therapy services on site, it is more likely patients will access much-needed behavioral health counseling due to the easy access.

From 2015 to 2016, the number of clients served at Health 360 more than doubled. Health 360 served 2,037 clients in 2015 and 4,837 clients in 2016. We are projecting further growth in 2017. This will be our first full year in the new location and fully staffed with three providers. Our high-quality, low-cost services, presence and reputation in the community, professional staff and ever-increasing client base have positioned Health 360 for strong growth and impact on health outcomes for the most vulnerable residents in the Lincoln/Lancaster County community.

People's Health Center and Health 360 Integrated Care Clinic seek to provide medical care to all General Assistance Clients, absorbing medical services currently provided by the Lincoln-Lancaster County Health Department and medication assistance services provided by Lancaster County Medical Society. The attached program budget represents projected costs of staffing, equipment, administration, reimbursement for visits, and other costs associated with the management of providing services to GA clients.

All proposed actions will be conducted in according to the Lancaster County General Assistance Guidelines, revised and reissued effective May 17, 2016. People's Health Center will provide all medical and healthcare related services to GA clients only after receiving prior authorization from Lancaster County General Assistance; and all services provided will be deemed medically necessary and approved for payment by Nebraska Medicaid. All information will be entered in the General Assistance Service Program (GASP) System for Lancaster County.

PHC will provide all services at no cost to the client. If the GA Client was previously a patient of record of People's Health Center, the Client will still be provided services regardless of any outstanding bills from prior dates of service. PHC will work closely with other programs available in the community for Women's & Men's Health, such as Every Woman Matters and Nebraska Colon Cancer Screening Program so that GA clients receive preventive care at no additional cost to the County.

All GA clients will be served at the Health 360 Integrated Care Clinic at 2301 O Street in Lincoln, unless otherwise approved of in advance by General Assistance. Exceptions for providing services at other PHC sites include: 1) a previous patient of record at a PHC clinic; 2) location of residence of the patient; 3) expertise of the provider relevant to the patients diagnosed condition(s); 4) staffing availability based on patient choice, when feasible; and 5) other considerations when in the best interest of the patient and/or the County. The RN Program Coordinator will be responsible for reviewing the exception request and will be responsible for communicating and receiving approval from GA designated staff. PHC will make every attempt to assure new patient appointments are offered at Health 360 to patients within 10 business days. PHC also offers same day appointments, when available and first come, first serve, for established clients. After their initial encounter with PHC, a GA client will be considered established and therefore, if same day appointments are available, they could utilize them.

People's Health Center proposes a cascading transition of clients from LLCHD to PHC/Health 360 for a smooth transfer of all GA clients, numbering between 300 and 400 patients per year, according to the County. With the County reporting that each client is allowed up to nine visits per year, this translates to between 2700 and 3600 visits in the grant award period. As part of the pilot, Health 360 has already been serving 30 GA clients. For budgeting purposes and based upon GA recent historical information, PHC is projecting a conservative estimate of 325 clients with eight visits each, for a total of 2,600 visits. With the successful approval of this proposal, the transition plan, including the transfer of medical records, would be discussed by PHC, GA staff and LLCHD with the goal to have all existing GA clients transitioned within three (3) months after the start of the contract with the goal being a smooth transition for continuity of client care. All new GA clients will immediately be established with Health 360. PHC recognizes that, for some clients, the move from the County to Health 360 for medical services will be an extremely challenging and stressful change in their lives, one they may not wish to undertake. PHC and the County will work closely together to provide a secure and comfortable move of these clients to Health 360 so that they do not fall through the cracks. Some members of this population of clients may be the last to transition to Health 360, or will move onto Medicaid or other payer source before the end of the grant period. By the end of the first three months of the agreement, the goal is to have all GA patients transferred to People's Health Center for their primary care services, and/or who are now using Health 360 as their Medical Home.

People's Health Center will provide all primary care services possible to GA patients at the Health 360 location unless otherwise approved of in advance. PHC will coordinate with Lancaster County General Assistance program on referrals for any patient requiring specialty medical care and services, including but not limited to, visiting a clinical specialist, outpatient surgery, physical therapy, and or chemotherapy treatments in order to ensure that the referral for such specialty care and/or services is made according to applicable standards and practices in place at the time of referral and utilizing GA contracted specialty providers. All referrals will receive prior authorization and be entered into the General Assistance Services Program System. PHC will provide diabetic education to appropriate clients along with case management services to properly manage their chronic disease.

For those GA clients who are deemed financially eligible, they may be referred for inpatient hospital services. The inpatient services must be deemed medically necessary and eligible for reimbursement by Nebraska Medicaid. All referrals will be entered into the General Assistance Services Program System.

For the primary activities specific to the GA program, People's Health Center will employ one full-time Registered Nurse (RN) as program coordinator devoted to General Assistance clients and one full-time Registered Nurse (RN) Case Manager. Both staff will follow a detailed orientation schedule, which will be developed by PHC in cooperation with the County General Assistance direct staff, LLCHD, and Lancaster County Medical Society (LCMS) in order for both RN's to become familiar with all services and providers available through General Assistance. The GA Program Coordinator will be an active member of the GA Monitoring Committee. The RN Program Coordinator will collaborate closely with the GA Case Managers for receiving approval or denial of all pending medical service requests.

People's Health Center will provide medical/nursing triage and nurse case management to all clients referred by the Lancaster County General Assistance Program in order to mitigate needs appropriately and to assure the most cost-effective method of intervention. This includes providing internal nursing triage after normal business hours and other occasions when the Program Providers primary care clinic is closed. This triage shall be provided by People's Health Center nursing staff, with the emphasis on reducing unnecessary ER and urgent care visits. Clients may be referred for emergency care in the event they are experiencing a life-threatening or potentially disabling condition. Clients may be referred for urgent care visits to a GA contracted urgent care provider when deemed medically necessary by designated nursing staff only if an appointment in the clinic is not available or after hours.

People's Health Center and Health 360 will provide all allowable primary care services to GA clients, as approved by Lancaster County, at no cost to the patient, providing primary and emergency dental health care. All patients will be scheduled for requested appointments within 10 days, if not sooner. Although it is noted that GA does not reimburse for behavioral health services, Health 360 has a Behavioral Health Consultant as well as a Psychiatric APRN on staff. Both will be available for GA clients at the Health 360 clinic at no additional cost. If GA clients are in need of longer term behavioral health therapy and they are not already established with a provider in the community, the RN Case Manager will assist them with a referral. Lutheran Family Services of Nebraska is able to use Region V funds to establish clients with a therapist or other services on the Health 360 campus. The co-pay for the client can cost as low as \$5 per visit. However, if a client has a diagnosis of a Severe and Persistent Mental Illness (SPMI), they may be eligible for a hardship waiver, and all co-pays could be waived.

All GA clients will be assessed for depression using the evidenced-based tool, Patient Health Questionnaire-2 (PHQ-2). This questionnaire is used as the initial screening test for major depressive episode. If a positive score, the behavioral health consultant will administer the Patient Health Questionnaire (PHQ-9). The PHQ-9 is a multipurpose instrument for screening, diagnosing, monitoring and measuring the severity of depression. The PHQ-9 incorporates DSM-IV depression diagnostic criteria with other leading major depressive symptoms into a brief self-report tool. The behavioral health consultant is also able to use other screening tools such as the AUDIT (Alcohol Use Disorders Identification Tool). The Alcohol Use Disorders Identification Test (AUDIT) is a 10-item screening tool developed by the World Health Organization (WHO) to assess alcohol consumption, drinking behaviors, and alcohol-related problems. The AUDIT has been validated across genders and in a wide range of racial/ethnic groups and is well suited for use in primary care settings. The Drug Abuse Screening Test (DAST-10) is a 10-item

brief screening tool that can be administered to screen for drug abuse. Again, the Behavioral health consultant would be administering these screenings at no extra charge to the County. Regular screenings in primary care enables identification of mental health and substance use disorders, which translates into earlier care and better outcomes for the client.

If a client reaches 10 visits during any three-month period, the devoted GA Program Coordinator will notify Lancaster County General Assistance of the client in order to discuss the potential of excess expenditures. PHC respects the right of the County to contract for outside Utilization Review if the County deems it necessary.

GA clients will be enrolled in Prescription Assistance Programs as appropriate and as quickly as possible. This role is currently being filled by Lancaster County Medical Society and we are proposing to absorb it into this contract. PHC currently employs Patient Support Specialist positions who are responsible for assessing each new PHC client for eligibility for the sliding fee scale discount. Since PHC has experience in this area, for this first contract year, we are offering this service at no extra cost to the County. A PHC Patient Support Specialist will be identified and dedicated specifically for GA. Each GA client will be assessed for eligibility for sliding scale discount placement. This will benefit the client as when they are no longer eligible for GA, for whatever reason, they would still be able to have access to a medical home and payment at that time would be based on their assigned sliding scale. The Patient Support Specialist is also trained to assist the client with the application process of any other community programs. If additional training specific to GA clients is needed, Lancaster County Medical Society has agreed to provide that training and guidance.

PHC will partner with Genoa on-site pharmacy for pharmacy needs and Kohll's pharmacy for pharmacy and durable medical equipment (DME) for GA clients. Every effort will be made to quickly get clients on Prescription Assistance Programs so pharmacy costs are kept as low as possible. Genoa, a Qol Healthcare Company is conveniently located on the Health 360 campus. They have been a partner with the Health 360 campus since the conception of the Health 360 clinic. Both are full service pharmacies.

In addition, PHC has an agreement with Legal Aid of Nebraska for their Medical-Legal Partnership Project. This is a joint collaboration designed to improve the health and welfare of clients and their families. An attorney is on-site weekly in order to provide legal assistance to clients whose health or recovery is hindered by a legal problem. We will extend that partnership to cover GA clients receiving services with PHC.

The attached budget reflects a 0.5 FTE billing specialist who will be responsible for back-billing Nebraska Medicaid for any services provided by PHC for the time period in which a client was eligible for GA, as determined by the County. The County will identify those clients who become eligible for Nebraska Medicaid and notify PHC so back-billing can occur.

Additional Services will include:

- Preapproved emergency or urgent dental services, billed at \$35 per visit – these services will be provided at the main PHC site (1021 N. 27th) other than Health 360 until Health 360 has its dental equipment fully operational. This is a variable cost that would be **in addition** to the base budget submitted and **is not** listed on the attached budget.

- Limited Radiology is provided at \$10 per X-Ray with a variable cost put into the budget of \$5,000 (estimated 500 x-rays at \$10/x-ray). See budget narrative for additional information.
- Diabetic education and/or services would be provided on-site by the RN Case Manager who would receive additional diabetic education training to case manage this chronic disease. See grant narrative for additional information.
- Some simple laboratory work is conducted on-site, such as urine specimens, rapid strep tests; for more complex laboratory work, PHC will contract with LabCorp, which is a Nebraska CLIA certified laboratory. A variable estimated cost of \$60,000 has been put into the budget. See budget narrative for additional information.
- Medical/dental supplies are estimated at \$2.00 per visit and a total amount has been placed in the budget. See budget narrative for additional information.
- Enrollment into free national pharmaceutical programs whenever possible with an in-kind Patient Support Specialist providing that service. See grant narrative for additional information.
- A flat cost of \$2,000 has been placed into the budget for interpretation costs. See budget narrative for additional information.