

Meyer Memorial Trust Responsive Grant / PRI Grant Proposal - 2009

Organization Name:	Northwest Human Services	Proposal Submission Date:	Not Submitted
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Year Founded:	1970	Fiscal Year End:	June 30

Needs Statement

Long before the economic downturn wreaked havoc in communities across the country, there already was in place a growing demand for affordable health care in Marion and Polk Counties. However, with the advent of the economic recession when countless citizens have lost their jobs and health care coverage in our region of service, the growing demand for medical services has turned into a local health care crisis, particularly among the most vulnerable individuals and families in our community, which is the core of Northwest Human Services West Salem Clinic clientele. We serve populations that are at or below the national poverty level--hundreds are homeless--and many suffer from acute chronic illnesses such as diabetes (11.46%), hypertension (65.71%), among other persistent ailments. The vast majority of our patients are either uninsured or underinsured, which makes our Federally Qualified Community Health Center financially dependent on Medicaid collections (62%). Furthermore, both the U.S. Census and the State of Oregon data indicate that the number of citizens in Marion and Polk Counties with income levels below 200% of the Federal Poverty Level is over 100,000 of whom 57,498 are uninsured. Thus, a need that already existed prior to the current economic crisis has been significantly exacerbated, and the West Salem Clinic is an important safety net for those who otherwise would not be able to access health care. In the face of this challenge, the West Salem Clinic Rehabilitation Project has been receiving unwavering support from organizations, business leaders, and influential elected officials who recognize the invaluable improvement and expansion in health care services to disadvantaged populations that the successful completion of this project will entail (see enclosed letters of support.)

Indeed, this project is paramount to the health care needs of underprivileged individuals and families in Marion and Polk Counties. However, there is a critical internal operational need that this project will address as well. Constructed in the early 1970's, the wing of the West Salem Clinic that this project is dedicated to remodeling has not been updated in more than 20 years, except for a minor renovation in 1998. In addition, the obsolete medical equipment in the facility needs to be updated as well in order to comply with the agency's commitment to providing quality health care for all patients regardless of their economic or social status. Another important operational need of this project regards the organization's ability to recruit qualified medical care providers, for there is a shortage of these professionals in the job marketplace and a modernized facility tends to attract their interest. Lastly, there is scientific evidence that working in a gratifying environment greatly contributes to augmenting staff morale, which functions as a fundamental workforce retention tool.

Thus, the West Salem Clinic Rehabilitation Project fulfills a twofold purpose, both of which are imperative to the continuous long-term success of the organization.

Project Description

In order to meet the growing demand for affordable health care in our community--particularly during these difficult economic times when people are losing their jobs and health care coverage--Northwest Human Services has been

compelled to rehabilitate its West Salem Clinic. Constantly motivated by our mission to provide comprehensive medical care, mental health, and social services to the underprivileged individuals and families in our community, we acquired a building adjacent to the West Salem Clinic in 2001 without realizing the logistic problem that would pose to our handicapped, disabled, and elderly clients. Although it allowed us to expand our services, the two separate buildings became both an inconvenience and a safety hazard for our special needs clients, especially during the winter season when inclement weather added to safety concerns.

Thus, Northwest Human Services Board of Directors decided to outline a methodical rehabilitation plan for the WSC that would not disrupt continuity of services and make it financially feasible in the long run. With that in mind, the project was divided into two distinct phases: Phase I, which was successfully completed in February 2008, connected the two adjacent buildings and created a new centralized reception area. In addition to solving our safety concerns, the completion of this phase has greatly expedited delivery of services, improved foot traffic conditions throughout the clinic, and enhanced confidentiality and privacy issues as required by federal standards (HIPAA) and regularly verified by the internationally renowned accrediting agency, Joint Commission.

In Phase II of this project to which we hereby request the financial support of Meyer Memorial Trust in the amount of \$200,000, we will add 9 additional exam rooms that will allow us to hire three full-time health care providers and significantly expand our services to underprivileged populations. This project also will involve a much needed modernization of the clinic (a minor renovation was carried out in 1998, but most of the facility has not been updated in more than 20 years) by upgrading flooring, carpet, cabinetry, and furniture, and will tie the exterior facades of the clinical areas in with the new reception area, unifying the look of the entire building. Furthermore, we will replace our obsolete medical record keeping system with an electronic health records, as well as adding updated equipment that will improve the quality of patient care. We estimate that upon completion of Phase II we'll be able to provide health care to approximately 3,600 new patients--a 33% increase. The Meyer Memorial Trust financial support will be invested in the rehabilitation of the physical structure, as well as the acquisition of equipment and furnishing supplies.

This project has been meticulously planned in a manner that will not disrupt delivery of services to our underprivileged patients who count on us for their health care needs.

Project Benefits

Northwest Human Services West Salem Clinic serves more than 11,000 underprivileged patients each year, 86% of whom live with incomes below 200% of the Federal Poverty Level. Thirty percent are pediatric patients aged 17 and younger; nearly 10% are homeless; and 33% are Hispanic or Latino. Of the entire population, 19.4% are best served in a language other than English, which the agency's multicultural and multilingual staff can assist.

In addition to the general population in the community, the agency's social services programs often refer clients to its West Salem Clinic--Northwest Human Services HOAP Program runs a weekly shuttle that transports its homeless clients to the West Salem Clinic for various medical care services. Overall, Northwest Human Services clients range in age from 6 to 94-years-old, though at the West Salem Clinic we provide comprehensive primary care for all ages from newborn to geriatric; all of whom will greatly benefit from the successful completion of this project.

The benefits of the West Salem Clinic Rehabilitation Project extend beyond the critical medical care needs of the community. According to the City of Salem West Salem Urban Renewal Area, upgrading existing buildings in the area will contribute to "improve and stabilize property values," which is important to strengthening the economic recovery of the region. Thus, in addition to improving the daily operational functions of the clinic and expanding affordable health care to underprivileged citizens, the successful completion of this project also will contribute to the aesthetically pleasing atmosphere of the neighborhood--the outside wings of the clinic will match the modern new building erected during Phase I of this project--therefore benefiting the community at large besides the improvement and expansion of invaluable health care services. Incidentally, after the completion of Phase I of this project in February 2008, the West Salem Business Association presented the West Salem Clinic with an award acknowledging its "continued efforts in beautifying the West Salem Community." Undoubtedly, the completion of Phase II to which

we hereby request the Meyer Memorial Trust financial support, will magnify this community appreciation.

Although the ultimate beneficiaries of this project are the growing number of disadvantaged individuals and families in need of affordable health care services, the completion of this project surely will have a positive impact on the local economic recovery as well.

Project Effects

BEFORE

AFTER

Effect on organization size, FTE, structure.

The West Salem Clinic has eight full-time physicians delivering health care serves to more than 11,000 clients each year. In spite of the outdated equipment and outmoded facility, they manage to provide quality and affordable health care for disadvantaged individuals and families who otherwise would not have access to medical care.

Upon successful completion of the West Salem Clinic Rehabilitation Project, we'll have nine additional exam rooms that will allow us to hire three new medical care providers and significantly expand our services to underprivileged populations. We estimate being able to extend our health care services to approximately 3,600 new patients--a 33% increase. In addition to modernizing the facility, we'll replace our obsolete medical record keeping system with an electronic health records, as well as updating medical equipment that will improve the quality of patient care.

Effect on organization's programs.

The current clinic layout is not conducive to optimum delivery of health care services, especially after the successful completion of Phase I of this project in which a new reception area was built connecting the two adjacent wings of the clinic. Furthermore, the old outside flanks of the clinic do not match the new modern building erected in Phase I of this project.

In addition to addressing the operational needs of the clinic, which will improve and expand health care services to underserved populations, the completion of Phase II of this rehabilitation project will standardize in aesthetic pleasing fashion the outside building. Indeed, this will add a valuable element to both the clinic staff who will take pride in their place of work, and the community at large whose property value will be positively impacted by this improvement, according to the City of Salem West Salem Urban Renewal Area.

Effect on organization's operating expenses.

The outdated layout of the wings of the clinic in contrast with the new centralized reception area is both operationally ineffective and costly. The latter has many ramifications: there is substantial wasting of time of both clinic staff and patients moving around the clinic, which hinders our ability to maximize health care providers productivity; both the heating and cooling systems of the old wings are obsolete and not cost-effective and the windows allow much energy to escape.

Connecting the east and west wings of the clinic with the new centralized reception area will greatly ameliorate foot traffic in the clinic, therefore improving overall productivity. It is important to remark that even though Phase II of the West Salem Clinic Rehabilitation Project aims to add nine new exam rooms, the upgrading of the heating and cooling systems, the replacing of vinyl windows, the installation of sky lights and other energy saving features, we anticipate a substantial reduction in our projected operational cost, while increasing the opportunity to generate additional income.

Effect on organization's ability to generate income.

In addition to the urgent need for remodeling and updating the facility, the current layout of the West Salem Clinic does not allow us to maximize the use of the space available, which limits our ability to generate much needed income. The clinic lacks exam rooms, and the ones in place are outdated and poorly equipped.

Upon completion of this project, we will not only be able to serve a growing number of underserved clients in need of affordable health care in a more operationally efficient facility, but also increase the opportunity to collect much needed fees for services through Medicare, Medicaid, and the Oregon Health Plan, therefore turning this project into a long-term self-sustaining venture. Indeed, the revenue generating importance of this project shall remain for many years to come.

Effect on the issue or need project addresses.

This project is paramount to improving the health care needs in our community, especially at a time when the national economic downturn is directly affecting accessibility to affordable medical care by the most vulnerable populations. The high unemployment rate in the State of Oregon--and Marion and Polk Counties in particular--has magnified at the local level the health care crisis assailing the nation.

The West Salem Clinic Rehabilitation Project is paramount to ameliorating this health care crisis in our community and surrounding areas. As for the agency itself, the successful completion of this project is not only an operational necessity, but also fundamental to our ability to meet the growing need for health care services to underprivileged individuals and families in a two-county area.

Project Evaluation

Because of the growing need in our community for affordable health care to underserved and uninsured citizens, the rehabilitation of Northwest Human Services West Salem Clinic will allow us to expand our ability to provide medical services to underprivileged citizens; and that in itself will evince the ultimate success of this project. This success, however, will be properly documented as our West Salem Clinic Operations Manager and her staff collect data regarding the number of encounters and clients served each year. This important statistical information is then submitted to our Performance Improvement Department, for we keep track of the procedures and outcomes of all of our social services and health care programs. Besides, we must provide specific information about the outcome of our services to our various operational funding sources.

Thus, we will be able to measure and determine the extent of the impact that the West Salem Clinic Rehabilitation Project will have in meeting the health care needs of the disadvantaged populations we serve. Furthermore, since receiving accreditation from The Joint Commission in March 2005, Northwest Human Services and all of its medical facilities and procedures are continually evaluated by this highly regarded organization that ensures quality approval (The Joint Commission is an international organization whose mission is to "improve the safety and quality of care provided to the public through the provision of health care accreditation and related services that support performance improvement in health care organizations.") Consequently, the outcome of the West Salem Clinic Rehabilitation Project will be included in The Joint Commission periodic evaluation process.

However, the feedback of our clients and the community we serve is the yardstick with which we measure the ultimate successes of our endeavors.

Personnel Qualifications

Northwest Human Services Executive Director, Paul Logan, will coordinate and monitor all aspect of Phase II of the West Salem Clinic Rehabilitation Project. Equipped with comprehensive knowledge and more than 25 years of managerial experience in both proprietary and non-profit outpatient health care facilities, Mr. Logan has demonstrated capability of managing this type of project--he was the driving force behind the successful completion of Phase I of

this project. From the planning of architectural design to the evaluation and decision-making process of cost-effective bidding proposals, he has been involved in every detail of the process.

In addition to heeding the valuable input of the West Salem Clinic staff in order to ensure that the best and most effective results can be achieved, Mr. Logan relies on the assistance of Northwest Human Services skilled Facilities Maintenance Manager, Rod Johnson, who regularly oversees similar complex maintenance work for the agency's programs' sites. Mr. Johnson has recently managed the remodeling of one of the agency's buildings that will house NWHS Crisis & Information Hotline.

Mr. Logan has been working closely with the contracted architects, and Mr. Johnson will oversee the work of contractors and other professionals involved in this project. With the experience acquired during the successful completion of Phase I of this project, we expect even better results this time around.

Project Budget

Total Project Cost	\$ 1,300,000
Amount Requested from MMT	\$ 200,000
We are requesting	Grant

Cash received or pledged:	\$ 0	Sources:	
Inkind received or pledged:	\$ 0	Sources:	
Anticipated Sources of Remaining Funds:			

How would MMT funds be used.

Uploaded Files (Budget)

You have not attached your budget. You must upload at least one budget file before you can submit this proposal.

How would the project be sustained

Supplementary Materials

You have not attached any supplemental material