

# Health Center

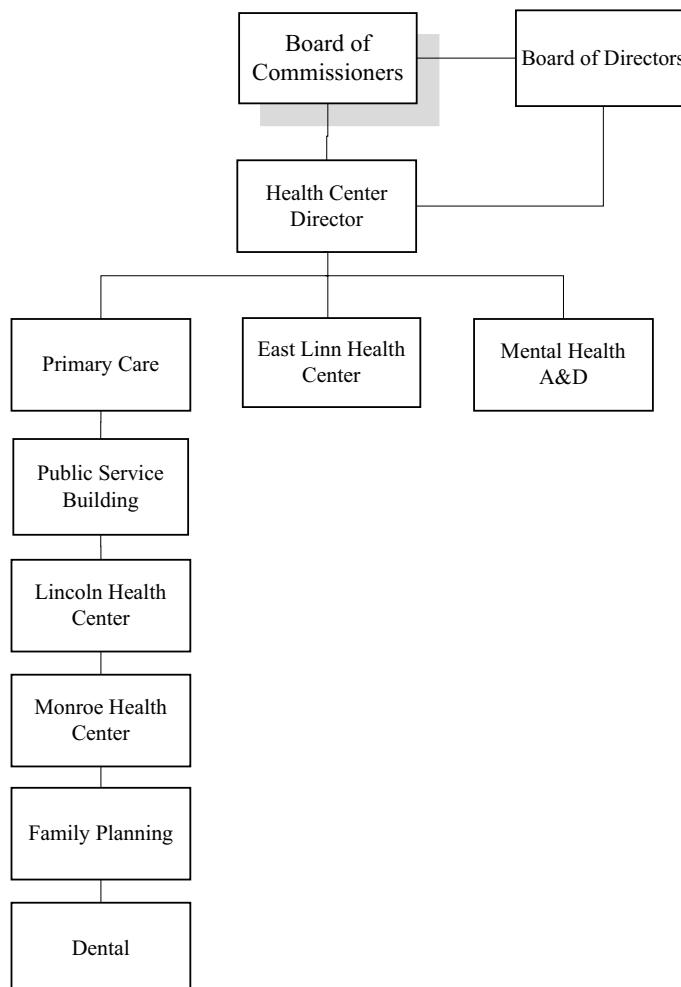
## Function & Organization:

The Community Health Centers of Benton and Linn Counties provides patient centered services ensuring continuity of care for the patient and family. Services address existing medical needs and also emphasize prevention, education, and screening to improve the health of patients. Services include; physical exams and preventive care for all ages, reproductive health, management of chronic disease, pap tests, same day urgent care appointments, lab, well-baby, child and teen exams, limited access to dental services, and access to low-cost medications. As a Federally Qualified Health Center, services cannot be denied based on inability to pay.

The Executive Director reports to the Board of Commissioners and the Health Center Board of Directors. The Board of Directors fulfills federal requirements of a consumer driven governing board.

## Organization Chart:

### Health Center



# Budget Summary

## Community Health Center - All Funds

<b>Resource / Expense Category</b>	<b>2004-05 Annual Actual</b>	<b>2005-07 Biennium Actual</b>	<b>2007-09 Biennium Adopted</b>	<b>2007-09 Biennium Adjusted</b>	<b>2009-11 Biennium Adopted</b>	<b>% Change Over Adjusted</b>
General Revenues	965	6,831	-	-	12,000	--
Charges for Service	779,330	3,338,817	3,930,169	5,471,543	5,942,852	8.6%
Operating Grants/Contributions	1,735,104	3,583,013	1,553,249	3,015,336	3,371,926	11.8%
Capital Grants/Contributions	-	-	-	-	498,255	--
Internal Fund Transfers	1,858,929	2,558,000	730,800	730,800	730,800	0.0%
Loans	-	-	-	-	-	--
Current Revenues Total	4,374,328	9,486,661	6,214,218	9,217,679	10,555,833	14.5%
Unrestricted Beginning Balance	-	-	-	-	-	--
Dedicated Beginning Balance	-	(99,312)	-	-	800,000	--
Beginning Balance Total	-	(99,312)	-	-	800,000	--
 Total Resources	 4,374,328	 9,387,349	 6,214,218	 9,217,679	 11,355,833	 23.2%
Personnel Services	2,085,957	4,094,493	2,989,985	4,491,848	6,234,319	38.8%
Materials & Services	2,351,448	5,235,924	3,224,233	4,725,831	3,425,566	-27.5%
Capital Outlay	36,236	-	-	-	454,255	--
Other: Internal Fund Transfers	-	-	-	-	-	--
Other: Loans	-	-	-	-	-	--
Other: Debt Principle	-	-	-	-	-	--
Other: Debt Interest	-	-	-	-	-	--
Expenditures Total	4,473,641	9,330,417	6,214,218	9,217,679	10,114,140	9.7%
Other: Contingency	-	-	-	-	800,000	--
Other: Debt Reserve	-	-	-	-	-	--
Other: Unappropriated Balance	-	-	-	-	-	--
Other Total	-	-	-	-	800,000	--
 Budget Surplus/(Deficit)	 (99,313)	 56,932	 -	 -	 441,693	
 <b>Full-Time-Equivalent (FTE) by Type</b>						
Regular (Greater than .50 FTE)	31.60	32.85	17.64	29.59	34.20	15.6%
Temporary Hire	2.54	2.69	0.10	0.10	0.90	800.0%
 <b>Personnel Distribution by Fund</b>						
General	-	-	-	-	-	--
General Capital Improvements	-	-	-	-	0.50	--
Health Center	34.14	35.54	17.74	17.74	25.80	45.4%
Primary Care East Linn	-	-	-	11.95	8.80	-26.4%
Total Personnel (FTE)	34.14	35.54	17.74	29.69	35.10	18.2%
 <b>Expenditures by Fund</b>						
General	-	-	-	-	-	--
General Capital Improvements	-	-	-	-	498,255	--
Health Center	4,473,641	9,330,417	6,214,218	6,270,722	7,266,992	15.9%
Primary Care East Linn	-	-	-	2,946,957	2,348,893	-20.3%
Total Expenditures	4,473,641	9,330,417	6,214,218	9,217,679	10,114,140	9.7%
 <b>Reserve Distribution by Fund</b>						
Health Center	-	-	-	-	800,000	--
Other (Reserve) Total	-	-	-	-	800,000	--

### Budget Note:

General Fund support of Benton County health clinics is through the internal fund transfer category. In 2005-07 the Health Center also contained health services that have were returned to the General Fund budget in the 2007-09. That accounts for most of the decline in interfund transfers. The Health Center Department in 2009-11 has a budget surplus of \$441,693 which is the result of a resources earned because of its association with Mental Health, which is in the Health Department, but operating in the same Fund. The Health Department budget in the Health Center Fund has a deficit of the same amount. (See Health Department Chapter in this document).

# Department Head Message

Community Health Center

In 2004 Benton County opened the Benton Community Health Center joining a national network of Federally Qualified Health Centers (FQHC) providing high quality accessible care to people in need within the community. The Health Center began with three sites; a clinic and administration located within the existing public health building (called Benton Health Center), Lincoln Health Center in south Corvallis, and Monroe Health Center in south Benton County. Both the Lincoln and Monroe sites are also designated as School Based Health Centers by the Oregon Department of Human Services.

In September 2007, a Notice of Grant Award for a New Access Point under the High Poverty Counties initiative was received. The East Linn Health Center in Lebanon began seeing patients in January 2008 and became fully operational with the recruitment of a full time provider in April 2008. The new access point is a partnership between Benton Community Health Center, Linn County Public Health, and Samaritan Lebanon Community Hospital (a Critical Access Hospital). As a result of the expansion to Linn County, the Board of Directors completed a name change to Community Health Centers of Benton & Linn Counties (CHC of BLC) in 2008.

In May 2008, the Health Center began implementation of EMR (electronic medical records) at the medical clinics. Lincoln, Monroe, and East Linn were the first to go live, followed by the Benton site in August. CHC of BLC is in the final phases of development for use of the EMR in mental health. Implementation is scheduled for summer of 2009.

CHC of BLC is experiencing signs of positive financial trends as a result of the focus on organizational improvements over the past two years. Aggressive strategies to improve the quality of service delivery, realign staffing to improve efficiency, increase the number of patients and encounters provided, and reduce costs were implemented. Organizational improvements include implementation of the primary care home and Care Teams, a strong prevention focus, and the chronic care model. Progress continues on integration of Mental Health and Public Health to create a seamless care delivery model across all divisions and departments.

The Health Center is a medical home for over 7,000 patients. In the past year the number of patients accessing care at the Health Center

**Department Head:**

Sherlyn Dahl, Health Center Director

**Clinic Locations:**

Public Service Building  
530 NW 27th Street  
Corvallis, OR 97330

Lincoln Family Medicine  
121 SE Viewmont Avenue  
Corvallis, OR 97333

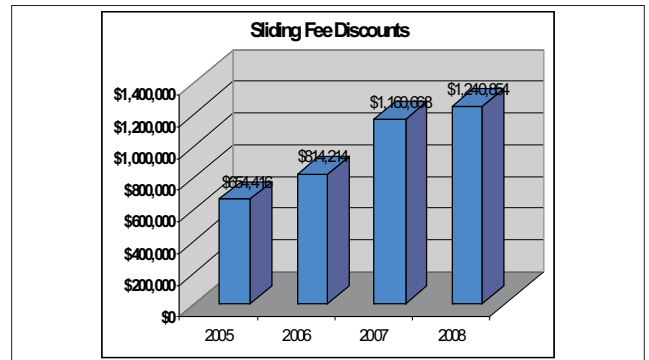
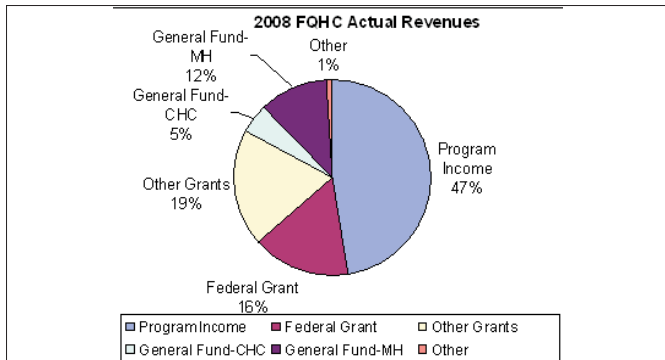
Monroe Family Medicine  
610 Dragon Drive  
Monroe, OR 97456

**Telephone:**

(541) 766-6034

**FAX:**

(541) 766-6899



has increased 15%. In March 2009, the Health Center received additional funding support for a two year period as a result of the American Recovery and Reinvestment Act (ARRA). The Health Center will receive \$225,588 to be used to increase and expand comprehensive primary care services related to an increase in demand during this difficult economic time.

The Health Center receives funding from several sources. A federal grant represents 16% of total revenue. FQHC status also assists in leveraging state and local resources. CHC of BLC accepts private insurance, medical assistance, and Medicare. A sliding fee scale is available for people without insurance. Eligibility for discounts is based on income and covers only those services provided at the Health Center. The sliding fee program has a co-pay requirement of \$20 for medical services. We will work with all patients to establish affordable payment plans.

In 2008, the budget for the Health Center was \$ 7,954,596. The breakout of actual revenue is shown in the pie chart below. The bar graph shows the increase in discounts provided through the sliding fee scale program for uninsured people over the past few years.

Community Health Centers of Benton & Linn Counties has a 13 member Board of Directors responsible for governance. Over half of the Board members are regular clients of the health center. Community representatives make up the remainder of the Board.

# Benton Community Health Centers

Community Health Center - Health Center Fund

## Purpose:

This component of the budget reflects all administration and primary care services provided in Benton County. Services include primary care including prevention and management of chronic disease. Services are provided by a medical team that includes Physicians, Nurse Practitioners, and nurses. Care delivery includes integration of mental health, access to low-cost pharmacy, school-based health and family planning services. Services are available to anyone, however, outreach activities are targeted to vulnerable populations, including low-income community members, migrant and seasonal farm workers, uninsured and under insured, and those who are in need of a medical home. Translation services are provided by Spanish-speaking staff and a telephone language line.

Resource / Expense Category	2004-05	2005-07	2007-09	2007-09	2009-11	% Change
	Annual Actual	Biennium Actual	Biennium Adopted	Biennium Adjusted	Biennium Adopted	Over Adjusted
General Revenues	965	6,831	-	-	-	--
Program Income	4,373,364	9,479,830	6,214,218	6,270,722	7,708,685	22.9%
Beginning Balance	-	(99,312)	-	-	800,000	--
Resources	4,374,329	9,387,349	6,214,218	6,270,722	8,508,685	35.7%
Personnel Services	2,085,957	4,094,493	2,989,985	3,046,489	4,592,591	50.8%
Materials & Services	2,351,448	5,235,924	3,224,233	3,224,233	2,664,401	-17.4%
Capital Outlay	36,236	-	-	-	10,000	--
All Other	-	-	-	-	800,000	--
Budget Total	4,473,641	9,330,417	6,214,218	6,270,722	8,066,992	28.6%
<b>Full-Time-Equivalent (FTE) by Type</b>						
Regular (Greater than .50 FTE)	31.60	32.85	15.34	17.64	25.50	44.6%
Temporary Hire	2.54	0.34	0.10	0.10	0.80	700.0%

## Accomplishments:

- Increased the number of clients served
- Increased provider staffing to fully utilize all clinic locations
- Increased hours at Lincoln Health Center from three days a week to five
- Fully implemented the Care Team model to provide client centered care
- Implemented Behavioral Health services at the Benton location
- Fully implemented EMR at all clinic locations

## Objectives:

The Board of Directors completed a Strategic Plan in spring of 2008. The key components include Financial Viability, Community Niche, Scope of Services, and Board.

- Increase the Medicaid payer mix to 26% and net operating revenue (non-grant) by 43%
- Reduce cost by \$10 per encounter relative to 2007-08 cost
- Continue outreach strategies to increase the number of children and migrant & seasonal farm workers by 10% for each target population
- Increase the number of people actively receiving mental health and/or addiction and primary care services
- Increase the number of people served for preventive and urgent dental services
- Demonstrate an increase in targeted immunization rates for children and adults
- Demonstrate improved outcomes in required reporting indicators for diabetes, hypertension, and cervical cancer screening
- Implement at least one risk assessment screening process for each life cycle
- Strengthen Board Governance through training, recruitment, and development of policies and procedures

# East Linn Community Health Center

Community Health Center - East Linn Health Center Fund

**Purpose:**

The East Linn Health Center is a partnership between Benton County, Linn County, and Samaritan Lebanon Community Hospital. The New Access Point in Lebanon began seeing patients on a limited basis in January 2008. Dr. Ray Westermeyer, an Internist, joined the clinic in April 2008. EHR implementation took place in May. The number of patients and visits has increased significantly in the past 6 months. In March, a Family Nurse Practitioner was added bringing the clinic to full staff capacity.

East Linn Health Center opened with full utilization of the Care Team model including a Behavioral Health Specialist. They have been providing leadership in the implementation of the model and we are in the process of establishing methods to document patient outcomes. The Health Center provides the same clinical services as the Benton County sites. East Linn staff work closely with Linn County Mental Health and Public Health to coordinate access to services for mutual clients.

Resource / Expense Category	2004-05 Annual Actual	2005-07 Biennium Actual	2007-09 Biennium Adopted	2007-09 Biennium Adjusted	2009-11 Biennium Adopted	% Change Over Adjusted
General Revenues	-	-	-	-	-	--
Program Income	-	-	-	2,946,957	2,348,893	-20.3%
Beginning Balance	-	-	-	-	-	--
Resources	-	-	-	2,946,957	2,348,893	-20.3%
Personnel Services	-	-	-	1,445,359	1,587,728	9.9%
Materials & Services	-	-	-	1,501,598	761,165	-49.3%
Capital Outlay	-	-	-	-	-	--
All Other	-	-	-	-	-	--
Budget Total	-	-	-	2,946,957	2,348,893	-20.3%
<b>Full-Time-Equivalent (FTE) by Type</b>						
Regular (Greater than .50 FTE)	-	-	-	11.95	8.70	-27.2%
Temporary Hire	-	-	-	-	0.10	--

**Budget Note:**

The appropriation for the fund was established 6 months into the 2007-09 biennium. The proposed budget represents a refinement of the initial budget to reflect actual operational experience and requirements, not a service reduction.

**2008**

- Patient visits - 1,877

**Accomplishments:**

- Brought the clinic to become fully operational over the last year
- Significantly increased the number of clients serviced in the last six months
- Provided outreach to East Linn County to increase awareness of the Health Center

**Objectives:**

All of the objectives stated for the Benton Health Center apply to the East Linn site. Unique objectives include:

- Provide a medical home to 2,800 patients at the East Linn Health Center in 2009
- Continue to develop and strengthen community relationships in East Linn County
- Increase the number of Medical assistance clients served at the East Linn site

# Health Center Capital Improvements

Community Health Center - General Capital Improvements Fund

**Purpose:**

Records revenues and expenditures in support of major capital improvements related to Health Center Operations.

<b>Resource / Expense Category</b>	<b>2004-05 Annual Actual</b>	<b>2005-07 Biennium Actual</b>	<b>2007-09 Biennium Adopted</b>	<b>2007-09 Biennium Adjusted</b>	<b>2009-11 Biennium Adopted</b>	<b>% Change Over Adjusted</b>
General Revenues	-	-	-	-	-	--
Program Income	-	-	-	-	498,255	--
Beginning Balance	-	-	-	-	-	--
Resources	-	-	-	-	498,255	--
Personnel Services	-	-	-	-	54,000	--
Materials & Services	-	-	-	-	444,255	--
Capital Outlay	-	-	-	-	-	--
All Other	-	-	-	-	-	--
Budget Total	-	-	-	-	498,255	--
<b>Full-Time-Equivalent (FTE) by Type</b>						
Regular (Greater than .50 FTE)	-	-	-	-	0.50	--
Temporary Hire	-	-	-	-	-	--

**Objectives:**

- Use federal stimulus funds allocated to Community Health Centers to upgrade cabling and data processing equipment and purchase software for program administration
- Use federal stimulus funds allocated to Community Health Centers to upgrade exam rooms and renovation and re-locate services in the Public Service Building to improve efficient of clinic operations. (See Capital Improvement Plan for more information).