



FY21 Community Development Block Grant

Funding Application

Organization	Neighborhood Family Practice
Organization Type	Not-For-Profit
Address	3569 Ridge Road, Cleveland, OH, 44102
Contact Person & Title	Jean Polster, President & CEO
Phone	(216) 281-0872
Email	jpolster@nfpmedcenter.org
Board President	Jean Solomon
Federal Tax ID #	34-1300581
DUNS #	013671987
Program Name	Health Services Program
Total FY21 Project Budget	\$884,683
FY21 CDBG Funding Request	\$42,513

**Neighborhood Family Practice
Health Services Program**

CDBG Eligibility Criteria

Neighborhood Family Practice's **Health Services Program** satisfies the following Community Development Block Grant Program (CDBG) eligibility criteria and therefore is suitable for funding consideration.

CDBG National Objective

Low-Moderate Income Limited Clientele (LMC): Activities that benefit either a specific group of persons, at least 51% of who are documented as low moderate-income or a clientele presumed by HUD to be principally low moderate-income (e.g. battered spouses, senior citizens).

CDBG-Eligible Activity Category

Public Services: The provision of public services including labor, supplies, materials, and the pro rata share of the facilities where these services are provided.

HUD-Designated Performance Objective

Create Suitable Living Environments

HUD-Designated Performance Outcomes

Availability & Accessibility

ABSTRACT

Neighborhood Health Care Inc. dba Neighborhood Family Practice (NFP) is requesting \$42,513 to support high quality and affordable primary care and behavioral health services for Lakewood residents at NFP's North Coast Community Health Center (NCCHC). The mission of NFP is to partner with the community for everyone's best health. Embedded in our mission is a commitment to serve families.

NCCHC, located on Detroit Avenue in Lakewood, is one of NFP's seven community health centers and provides integrated primary care for all ages, regardless of ability to pay. Conveniently located by a bus stop and accessible by foot, NCCHC offers comprehensive, personalized care to improve the health of Lakewood residents and those living in surrounding communities. Services include primary and preventive care, chronic condition management, and behavioral health therapy. NCCHC provides important wrap-around services such as free transportation and language interpretation to remove common barriers to care. NFP's Financial Eligibility and Assistance Program aids with enrollment in various assistance programs including Medicaid. Patients not eligible for Medicaid receive information on marketplace plans and NFP's charitable care program. Charitable care provides financial assistance based on family size and household income for patients below 400% federal poverty level (FPL). Eligible patients pay as low as \$5 for a medical or behavioral health visit and no more than \$45. For services not provided at NCCHC, appointments are scheduled at NFP's Ridge Community Health Center for dental and Ann B. Reichsman Community Health Center for midwifery. Referrals to Cleveland Clinic or MetroHealth health systems are made for specialty services and radiographic studies.

The team at NCCHC has the clinical expertise and skills to respond to patients' complex health and social needs. A long-time family physician, Dr. Charles Garven, and two nurse practitioners are supported by registered nurses, medical assistants, a behavioral health therapist, patient advocate and two medical office specialists. NCCHC's site manager is a registered nurse who has worked at this location for 15 years.

In 2019, NCCHC provided 3,528 medical appointments to 1,563 unduplicated patients age newborn to elderly; 433 behavioral health appointments for 114 patients; and \$158,699 in charitable care.

I. PROJECT NARRATIVE

1. Community Needs Addressed

Cleveland Clinic Fairview Hospital 2019 Community Needs Assessment states that access to affordable health care, addiction and mental health, and chronic disease prevention and management are some of the most significant community health needs in Lakewood. Lakewood also has relatively high rates of preventable hospitalizations, high mortality rates for drug poisoning, and prevalent chronic conditions like diabetes.

Enhancing mental health and reducing substance abuse and reducing chronic illness and its effects are two of the five priority areas of collaborative focus for community health improvement as identified by the 2019 Cuyahoga County Community Health Needs Assessment.

According to the Center for Community Solutions, nearly 10% of Lakewood residents are uninsured, 17.6% have Medicaid coverage, and 32% percent live below 200% of the federal poverty level.

This data shows the critical need for effective, affordable and accessible high-quality integrated healthcare services, including primary and preventive care with chronic condition management, behavioral health and substance use treatment within the City of Lakewood.

2. Primary Goals & Objectives

Goal 1: Increase access to integrated primary care

- Objective A: Provide services to 1,723 unique patients at NCCHC
- Objective B: Provide 3,876 medical appointments (virtual and in-person)

Goal 2: Improve health outcomes for patients with chronic conditions

- Objective A: 85% or more adult patients with hypertension will have blood pressure less than 140/90
- Objective B: 80% of more adult patients with diabetes will have A1c level less than 9%

Goal 3: Provide access to behavioral health

- Objective A: Provide 138 patients with 525 appointments with the behavioral health therapist

Goal 4: Maintain patient satisfaction

- Patient satisfaction surveys will show 95% of patients would recommend NFP to friends and family

3. Program Design, Uniqueness & Innovation

NFP is a Patient Centered Medical Home (PCMH) and follows a centralized care delivery model where patient interactions and treatment are coordinated by their primary care provider so that each patient receives the right care, when they need it and at the right location. A June 2019 report by the National Committee for Quality Assurance states that scientific based evidence shows that PCMHs are saving money by reducing emergency department visits, mitigating health disparities, and improving outcomes.

With the innovation of NFP staff, we were able to quickly and effectively transition to telemedicine and restructure our care delivery model so that patient care was not disrupted due to COVID-19. By minimizing in-person appointments, we continue to provide appropriate, high-quality care to patients while keeping patients and NFP staff safe. With many patients not having the technology, internet connectivity, and/or understanding on how to access telemedicine visits, NFP continues to implement plans to remove these barriers.

4. Target Population(s)

The target population for NCCHC is low to moderate income individuals and families who are unable to access and/or afford medical care. While there are no geographic boundaries, the majority of patients reside in Lakewood and surrounding communities. NCCHC provides services to anyone in need and includes people who are uninsured, underinsured and those covered by Medicaid, Medicare and other insurance programs. Our patients face daily health challenges, including living in poverty and with chronic conditions which require costly medications. The population NCCHC serves experience tremendous life struggles including housing and food instability, unemployment, alcohol and chemical dependency, and lack the resources with which to cope. In addition to providing health care, NCCHC's team addresses these social determinants of health by providing referrals to social service agencies for housing, domestic violence, access to food and other basic needs.

5. Geographic Service Area

Located at 16110 Detroit Avenue in Lakewood, NCCHC's service area predominantly includes the city of Lakewood, west side Cleveland neighborhoods, and suburbs bordering Lakewood. Annually, 45-48% of NCCHC's patients reside in Lakewood. NCCHC is easily accessible by foot or bus, making it a convenient location for all to receive care.

6. Services Provided & Delivery Strategy

NCCHC provides the following core services:

- Primary healthcare for all ages including chronic condition management, prevention and wellness services
- Behavioral health counseling and Medication Assisted Treatment for patients with opioid use disorder
- On-site laboratory services
- Financial Eligibility and Assistance Program which assists uninsured and underinsured patients in enrollment in NFP's financial assistance, Medicaid, and medication assistance programs.
- Transportation and interpretation services
- Referral to other NFP community health centers for dental care, midwifery care, and pharmacy services
- Referrals to hospitals and private practices for specialty medical care and radiographic studies

In March 2020, in response to COVID-19, NCCHC implemented telemedicine and restructured care delivery in order to continue to safely meet the needs of our patients, staff and the community. NCCHC continues to conduct the majority of patient visits via telemedicine, providing 100% of behavioral health and 85% of primary care (medical) appointments virtually. In-person appointments at NCCHC are available at the provider's discretion. NCCHC patients in need of emergency dental or midwifery services are scheduled for appointments at NFP's Ridge and Ann B. Reichsman Community Health Centers located on Ridge Road in Cleveland. Transportation is provided as needed. CDBG funding would not support dental and midwifery services. NFP is actively involved with COVID-19 testing for our patients and the community. Daily testing is available at NFP's W. 117th Community Health Center. Results are available within three days, follow-up care and connection to primary care, at any NFP location, for those without a provider is provided.

In October 2020, NFP will open a second pharmacy at our Puritas Community Health Center to expand pharmacy services. By the end of 2020, NFP will begin home delivery of medication for any NFP patient, including patients at NCCHC, which will remove transportation barriers and increase medication adherence.

Changes to our care delivery model have been made mindful of immediate patient and community need during the pandemic; and, also positions NCCHC to better meet patient and community need into the future.

7. Outreach Strategy & Efforts

NFP's has a community engagement team dedicated to outreach efforts. We have pivoted away from in person community events during the pandemic and are conducting Health and Wellness Facebook live sessions on healthy cooking. In May, the team began reaching out to patients with phone calls to check in and to offer telemedicine appointments to increase patient awareness of this option. Collaborative efforts with Catholic Charities—Migration and Refugee Services, Building Hope in the City, Better Health Partnership help reach high risk populations who would otherwise lack access to affordable health care. In 2019, NFP served as a member of the Live Well Lakewood Leader Working Group.

8. Community Partnerships & Stakeholders

As a Federally Qualified Health Center (FQHC), NFP has a collaborative relationship with the other FQHCs in the area to ensure patient needs are met. In September 2020, NFP joined the Cleveland's Community Health Center COVID Services Collaborative, where the county's six community health centers joined together to ensure that underserved populations have access to the services they need by offering testing and information resources. The Cleveland Clinic serves as the reference lab for community health center testing.

NCCHC continues to work closely with Cleveland Clinic Lakewood Family Health Center for radiology and specialty services. Patients with substance use disorder, or mental health needs beyond NFP's scope are referred to Signature Health's Lakewood location, Recovery Resources and Murtis Taylor. NFP physicians have admitting privileges and make patient rounds at Cleveland Clinic Lutheran Hospital. NFP's certified nurse midwives have birthing privileges at Cleveland Clinic Fairview Hospital. MetroHealth provides dental services outside NFP's scope of practice. Providers refer patients to Cleveland Clinic and MetroHealth for specialty care, radiology and hospital admissions. NCCHC and Lakewood Community Service Center work together to ensure that Lakewood residents have access to food and health care services.

NFP has strong partnerships with public sector agencies. NFP is involved with several committees of the Cleveland Department of Public Health and Cuyahoga County Board of Health and serves as a member of First Year Cleveland's board and Public Policy Committee.

9. Staffing

Title	Hours/Week on Program	% CDBG Funded	Qualifications & Responsibilities
Physician (1)	28	0%	Delivers primary medical care, provide referrals; oversee nurse practitioners; collaborate with other members of team to ensure patient care needs are met; works with NFP's Chief Medical Officer on care delivery and quality.
Site Manager/ Registered Nurse (1)	40	0%	Manages clinical and operational components including workflow, staffing, trainings, and staff supervision. Provides direct patient care, education, medication administration.
Nurse Practitioner (NP) (2)	42	40%	Delivers primary medical care, leads the development of the patient care plan and follow-up; provide referrals; and collaborates with other members of the care team to ensure patient care needs are met.
Registered Nurse (1)	40	0%	Provides patient education on chronic condition self-management, care coordination, telephone triage, phone encounters to advise patients of clinical needs and appropriate course of action; health maintenance; medication administration.
Behavioral Health Therapist (1)	32	40%	Provides mental health assessments, screenings, and counseling.
Medical Assistants (2)	80	0%	Support providers with patient care by rooming patients, obtaining vital signs, assisting with procedures, administration of medications, cleaning and stocking rooms and equipment, and follow-up calls to patients.
Patient Advocate (1)	40	40%	Supports the care team with patient management and population health initiatives; processes referrals and helps to connect patients to community resources that can help meet their other basic needs.
Medical Office Specialists (2)	80	0%	Greets patients and visitors, completes registration, provides information on financial assistance options and connects to financial counselor, collects co-payments and make phone calls to patients.

10. Implementation Schedule , Lakewood residents

Milestone	Completion Deadline
Provide services to 325 Lakewood residents at NCCHC during Q1 of 2021.	March 31, 2021
Provide services to 188 Lakewood residents at NCCHC during Q2 of 2021.	June 30, 2021
Provide services to 136 Lakewood residents at NCCHC during Q3 of 2021.	September 30, 2021
Provide services to 188 Lakewood residents at NCCHC during Q4 of 2021.	December 31, 2021

11. Projected Beneficiaries (January 1 – December 31, 2021), all patients

	Persons	Households
Total Unduplicated Persons & Households to be Served (all patients)	1,861	n/a**
Unduplicated LM Income* Persons & Households to be Served (all patients)	1,191	n/a**
Total Unduplicated Persons & Households to be Served (Lakewood Residents)	837	n/a**
Unduplicated LM Income* Persons & Households to be Served (Lakewood Residents)	536	n/a**

* <80% Area Median Income

** NFP does not currently track households served

12. Program Evaluation

(data collection & analysis, outcome measurement procedures & methodology)

NFP uses Epic, an electronic health record system, to collect patient data such as demographics, clinical measures, and health outcomes during appointments. A patient satisfaction survey is administered quarterly through WELL, a communication platform that connects patients to NFP through text, phone, and email, to gather patient feedback.

NFP has a quality improvement and performance team dedicated to collecting data and developing comprehensive plans to continuously improve processes and health outcomes. A quality dashboard is used to provide a snapshot of current performance metrics compared to goals. The Quality/Performance Improvement Committee of NFP's Board of Directors provides oversight and guidance by monitoring the data that is tracked, measured, and reported against benchmarks across all NFP's sites. Review of data by senior leadership at bi-weekly meetings and each site during their monthly meetings makes it possible for the team to quickly identify and respond to patient needs.

As a FQHC, NFP has rigorous quality standards from the Health Resources and Services Administration (HRSA) Bureau of Primary Health Care. Every year, all FQHCs are required to submit a performance report using the measures defined in the HRSA Uniform Data System. Patient demographics and health outcomes are compared to other FQHCs across the country. NFP's quality measures rank in the upper quartile of community health centers across the nation. In addition to federal reporting requirements, NFP participates in national and regional quality improvement programs and collaboratives focused on primary care and patients with chronic conditions.

II. FY21 PROGRAM BUDGET

1. Expenses

Expense Category	Total Project (A)	CDBG Funds(B)	CDBG % of Total (B/A)
Personnel			
Salaries	\$465,949	\$42,513	9.1%
Fringe Benefits	\$110,302		
Sub-Total Personnel	\$576, 251		
Overhead & Operations			
Rent/Lease	\$9,020		
Insurance	\$12,209		
Materials & Supplies	\$37,954		
Professional Services	\$94,080		
Postage	\$1,407		
Travel	\$0		
Utilities/Telephone	\$22,259		
Insurance	\$91,257		
Equipment	\$0		
Depreciation	\$40,246		
Sub-Total Overhead & Ops	\$308,432	\$0	0%
Total Project Costs	\$884,683	\$42,513	9.1%

2. Funding Sources

Source	Requested	Committed	Total
Agency Funds			
CDBG FY20-FY21 CDBG Carry Forward Funds (Est)			
Other (Non-CDBG) Federal	\$337,754		\$337,754
State			
Local	\$18,120		\$18,120
County			
Private (Foundations, Individuals, Other)	\$142,527		\$142,527
Earned Revenue/Fees	\$81,257		\$81,257
In-Kind/Volunteer (@ \$15/Hour)			
FY21 City of Lakewood CDBG Funding Request	\$42,513		\$42,513
Total Funding Sources	\$622,171		\$622,171

III. FY21 BUDGET NARRATIVE

1. Describe how City of Lakewood CDBG funds be utilized to support the proposed program.

City of Lakewood CDBG funds will be used to cover the salary expenses of the staff at NCCHC who are providing high quality and affordable healthcare services to Lakewood residents.

2. Describe how the proposed program would function if it does not receive full amount of requested funding.

The program would still function as planned using NFP's general operating dollars. NFP would pursue philanthropic funding opportunities including donations from individuals and grants from local private foundations to cover the costs associated with this program.

3. Describe the agency's efforts to develop/leverage other sources of funding to support the proposed program.

NFP relies on diverse revenue streams which include the support of philanthropic foundations, corporations and individuals, federal grants, insurance reimbursements and pharmacy revenue to support the operations of NCCHC.