

Community Health Center Evolution

What a long strange trip it's been...




Allison Coleman, CEO
 CPCA Annual Conference
 Strategic Leadership Session
 October 18, 2019

“

Sometimes the light's all shinin' on me
 Other times I can barely see
 Lately it occurs to me
 What a long, strange trip it's been

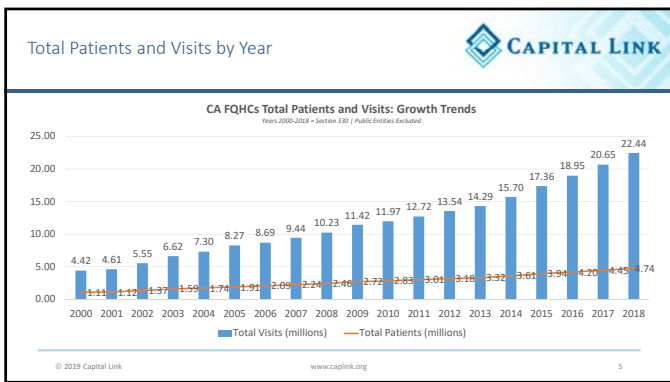
- Jerry Garcia”

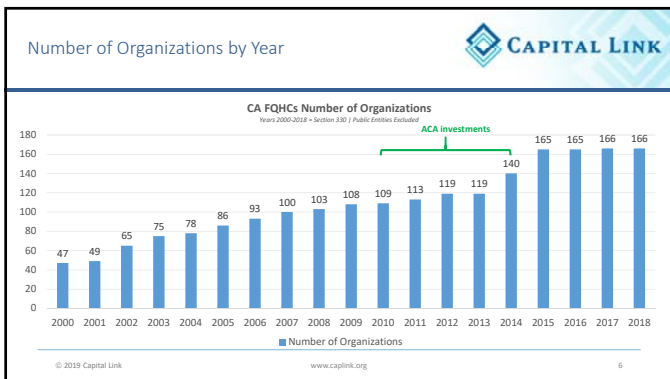
Evolution

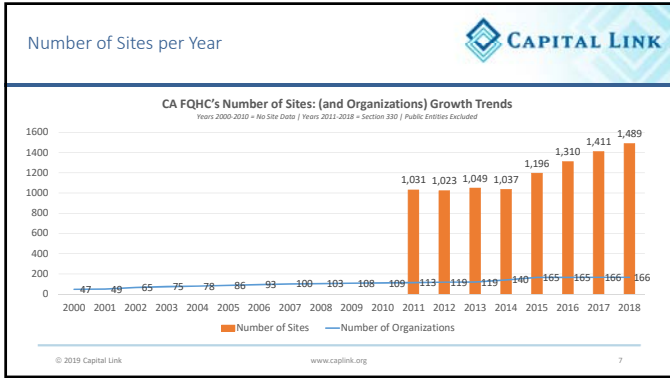


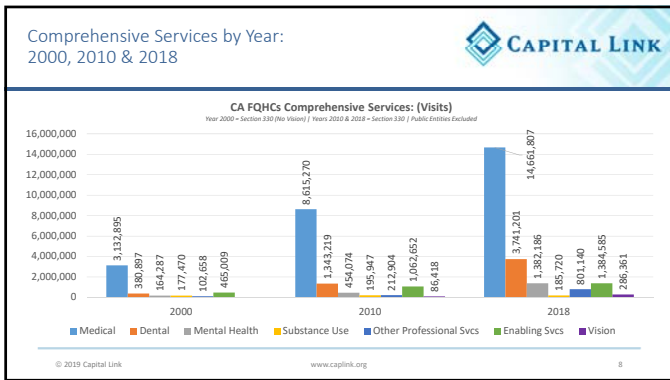

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As a group, CA FQHCs achieved striking levels of growth from 2000 - 2018

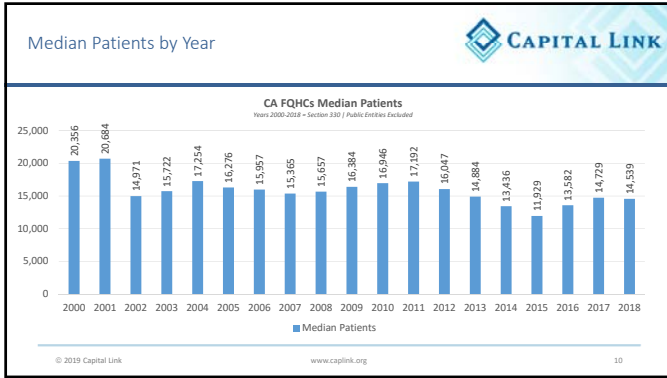


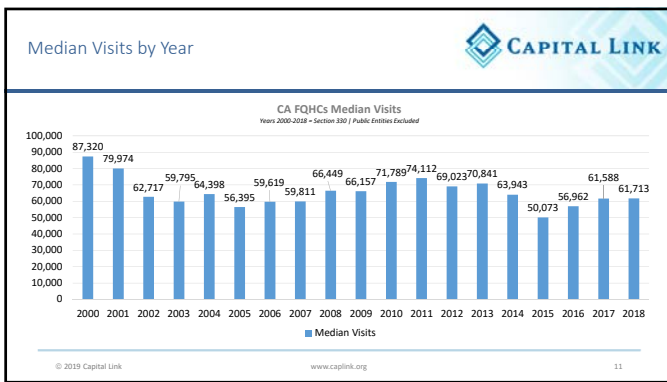


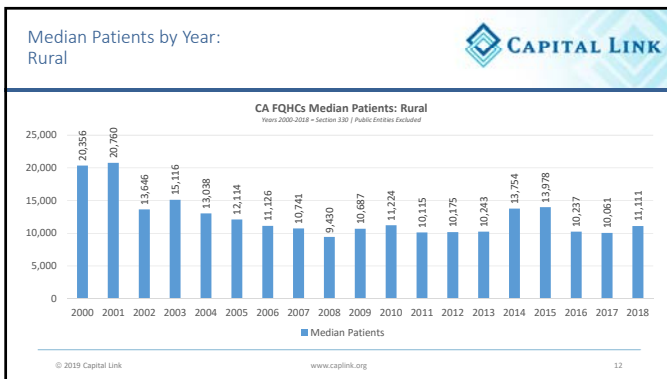


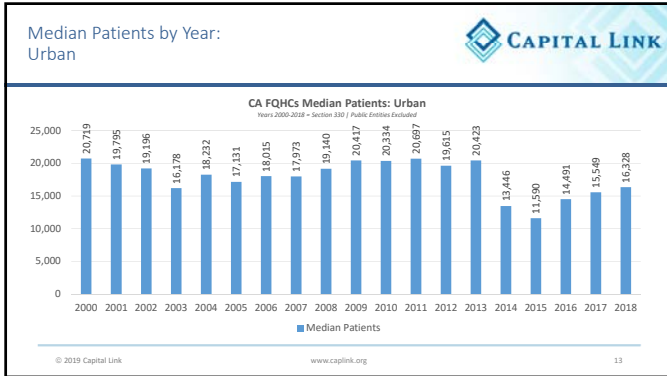


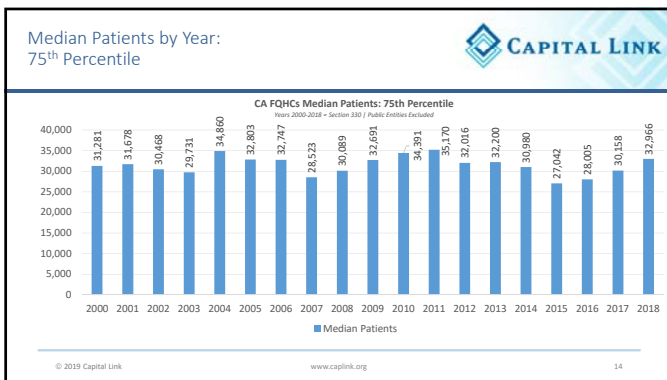
Sector growth driven by growth in # of organizations; but only larger organizations gain scale

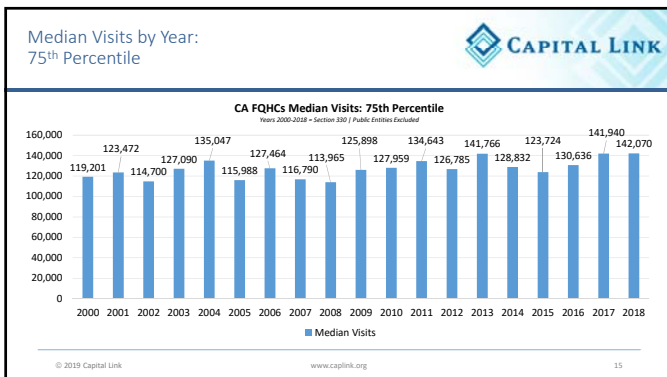




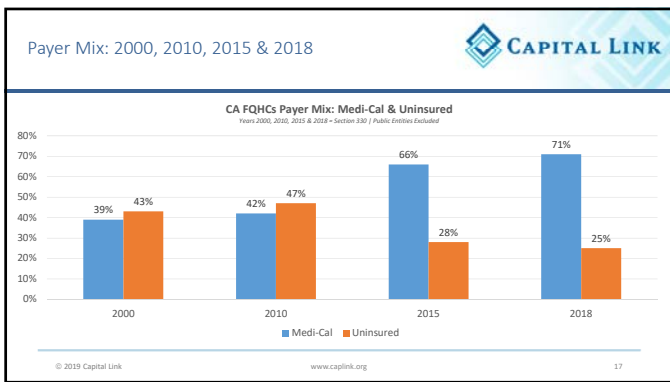


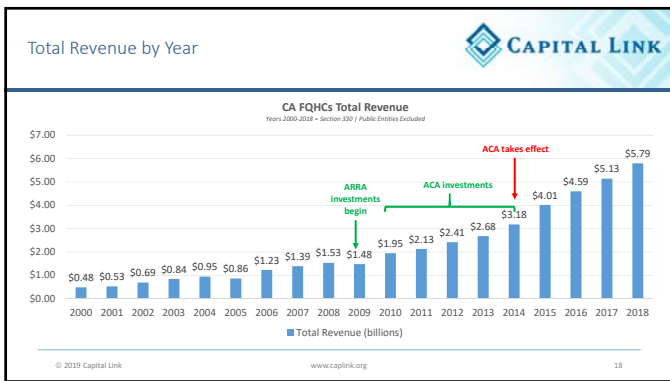


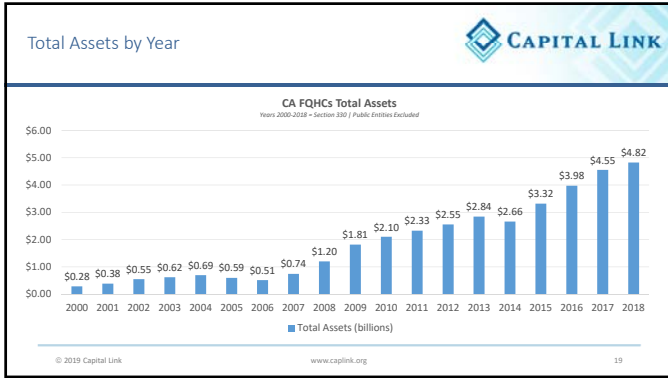


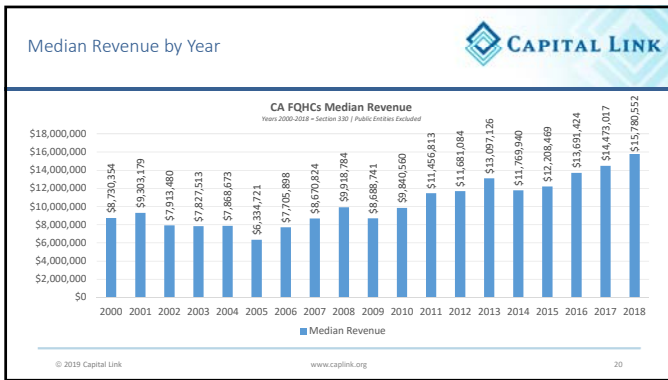


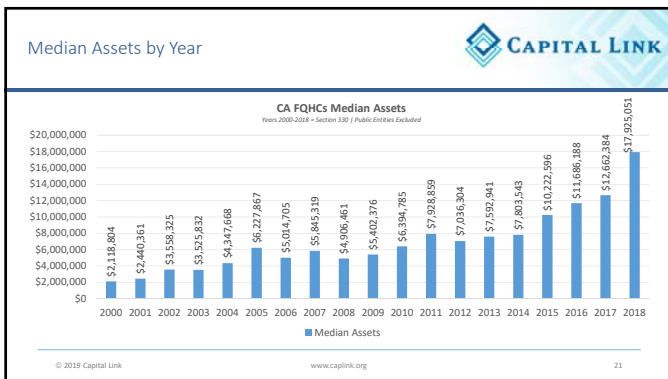
*CA FQHCs are financially more robust;
Medi-Cal and federal investments are huge
drivers*

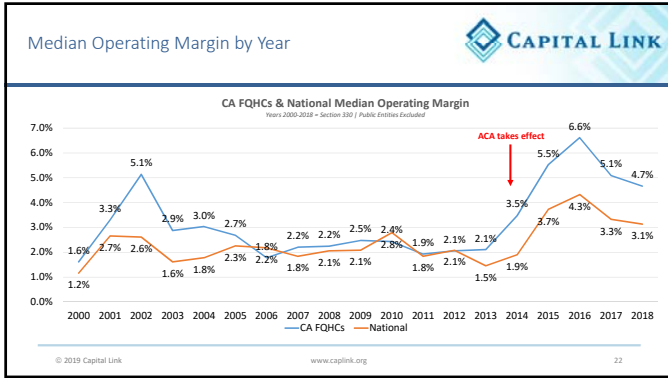


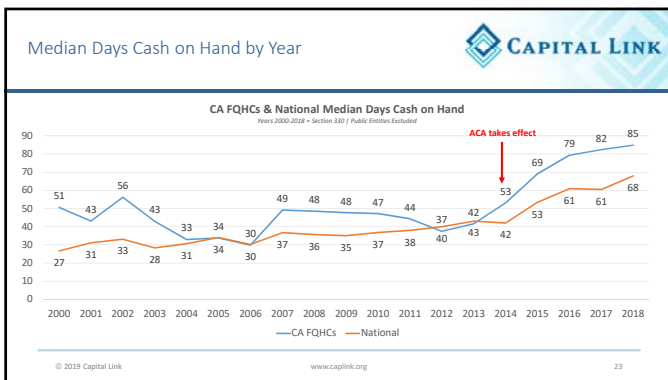




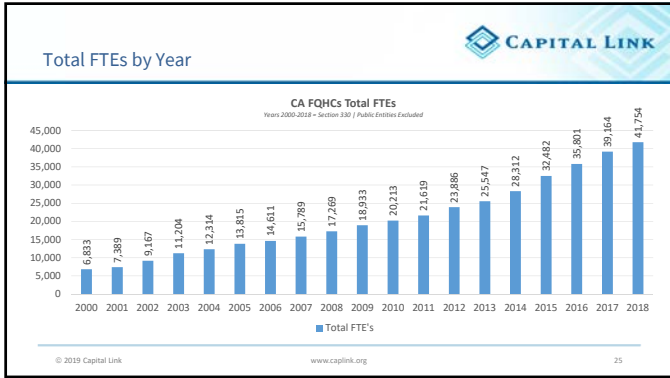


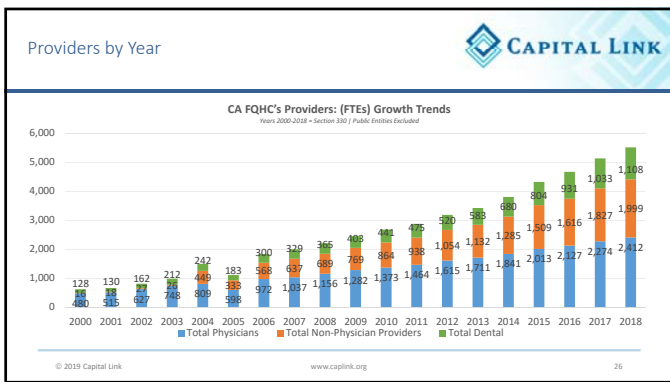


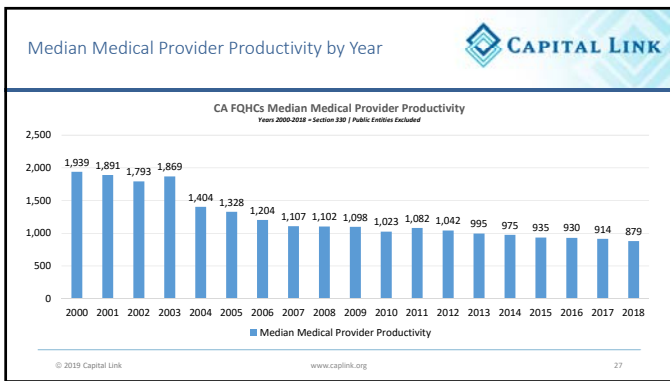


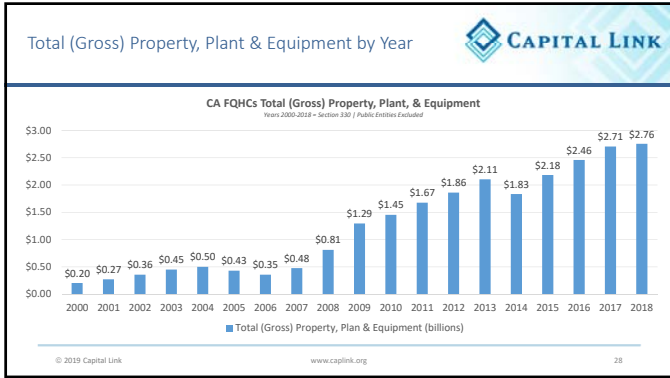


} *Key Assets and Challenges* }









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La Clínica de La Raza

One health center's perspective
Anita Addison
Chief of Planning & Strategic Advancement



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About La Clínica

- Founded in 1971 by students and activists
- Based in Oakland's Fruitvale District, but has greatly expanded over the years



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La Clínica's Approach to Health Care – Strategic Guiding Principles

- Holistic: physical, economic, psychological, and social needs of the community
- Community/neighborhood focused
- Individual and Community Empowerment
- Social justice/advocacy
- Collaboration & Partnership
- Responsiveness to Changing Environment and New Market Opportunities

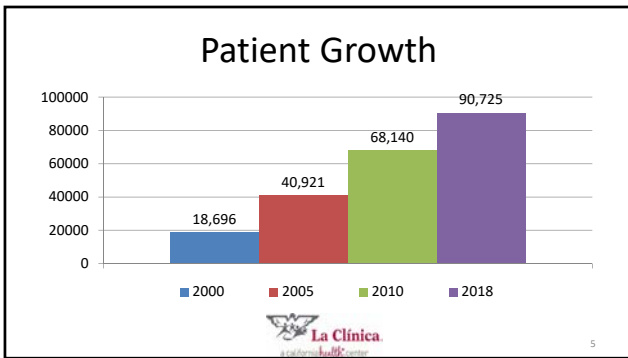


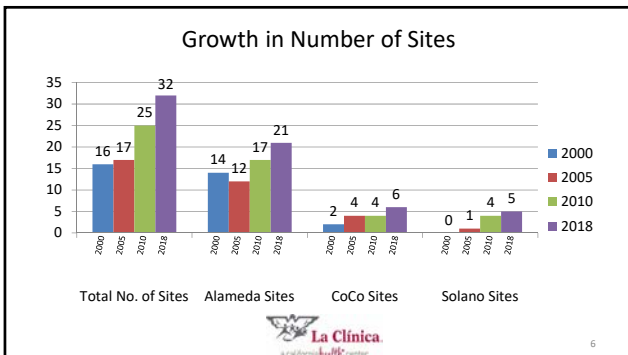
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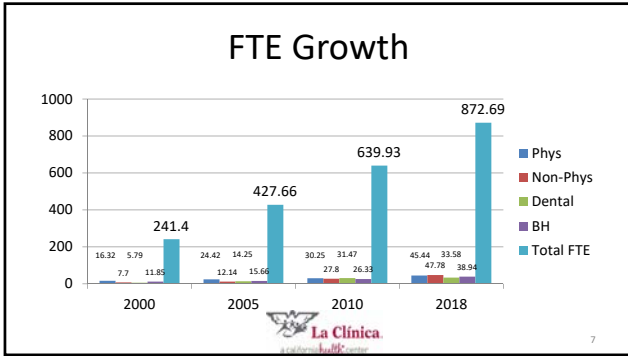
At a Glance: Where are We Now Compared to Back Then?

<p>In CY 2000</p> <ul style="list-style-type: none"> • 18,696 patients, <ul style="list-style-type: none"> – 85% Latino • Medical, Dental, Vision, BH, HE, Lab, Pharmacy, X-ray • \$19M operating budget <ul style="list-style-type: none"> – HRSA Grant = 20% of total funding 	<p>In CY 2018</p> <ul style="list-style-type: none"> • 90,725 patients, <ul style="list-style-type: none"> – 66% Latino • Medical, Dental, Vision, BH, HE, Lab, Pharmacy, X-ray • \$109 M operating budget <ul style="list-style-type: none"> – HRSA Grant = 8% of budget
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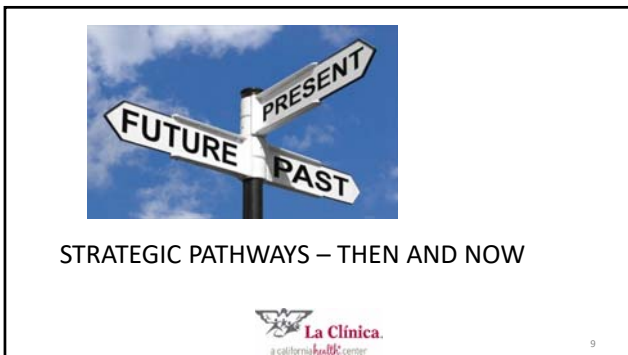


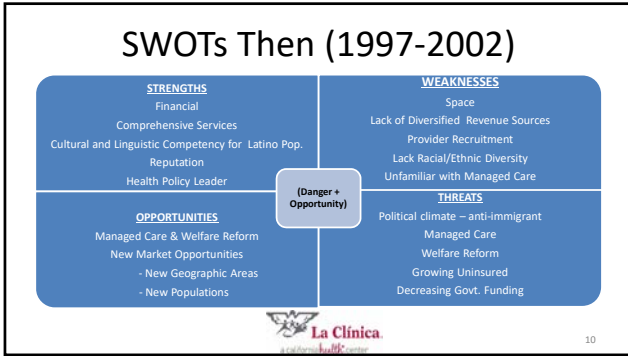




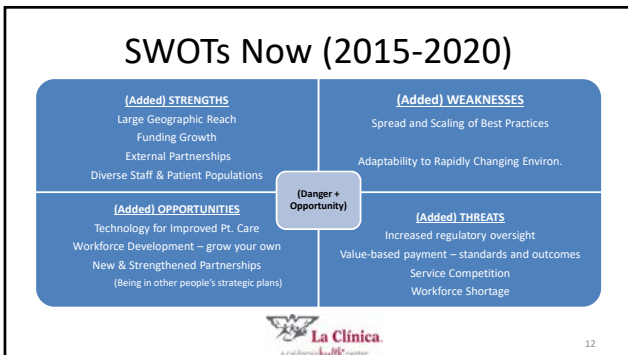


- ### Some Major Drivers to this Growth
- Growing Patient Demand at Existing, Expanded, or New Sites
 - Adding new sites previously operated by others with an existing patient population, e.g., hospital-run clinics
 - Opening new sites at the invitation of others with an existing client base, e.g., schools
- La Clínica.
a California Health Center





- ### Major Strategic Initiatives During This Time
- Health Care Reform
 - Alameda Health Consortium – created Community Health Center Network as a managed care services organization
 - First effort to look at Medi-Cal Patient marketing, Healthy Families (and by the way, Fear of Public Charge was dissuading immigrant communities to enroll)
 - Market Share
 - Opened sites in Contra Costa County, with help from the HRSA – New Access Point
 - Added new high school-based clinic in Oakland
 - Expanded Oakland dental site and optometry site
 - Committed to building 40,000 sf replacement and expansion site as part of the Fruitvale Transit Village in Oakland
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Major Strategic Initiatives During This Time

- Health Care Reform
 - Workforce Development and Training Partnerships
 - Care Team-based Model of Care
 - Shift to Focus on Clinical Outcomes
 - Social Determinants of Health – PRAPARE
 - Taking advantage of long tradition of community health worker/promotores programs and education model – now being recognized
 - Patient-centered Medical Home Recognition
- Market Share
 - Added first school-based clinic in Vallejo
 - Assumed management of private pediatric practice in East Oakland
 - Committed to building 26,000 sf replacement and expansion site in downtown Vallejo
 - Partnerships – track record and reputation brought opportunities



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So Here We Are – Older, but Wiser?



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Yes, at least Wiser!



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Summary

- The core values and framework for our work have not changed.
 - Equity, advocacy, holistic approach, new opportunities, partnerships and collaboration
- The environment has evolved in some respect, yet remained the same, e.g., cyclical external threats on core patient populations.
- Longstanding service comprehensiveness - dental, behavioral health, vision, community health education, health promoters - has served us well as health care has evolved to recognize importance of social determinants of health in improving outcomes and reducing cost.
- There is greater validation for the community health center model of care, yet continuing pressure to remain competitive and relevant in this new era.



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Thank You!

Anita Addison
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**LOOKING BACK
RACING FORWARD**

'WE'VE COME A LONG WAY'

Bobbie Wunsch, Founder and Partner
Pacific Health Consulting Group
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**OUR FOUNDATION and
OUR FUTURE**

- Community-based**
- Comprehensive services**
- Population health**
- Market share**
- Value-based**
- Leadership**
- Support and recognition**
