



Multnomah County North Portland Health Center Remodel

FAC -1 Design and Construction Proposal

Project Summary:

The overall goal of this project is to increase access to high quality health care services in our community. This project aims to remodel portions of Multnomah County's North Portland Health Center in order to:

1. Expand access to primary, dental, and pharmacy care services,
2. Improve efficiency of client experience and access.
3. Provide a safe secure comfortable space for staff and clients.

Date: March 9th, 2017

Sponsors and Stakeholders

Sponsors:

- Joanne Fuller, Health Department Director
- Vanetta Abdellatif, Integrated Clinical Services Director, Health Department

Stakeholders:

- Multnomah County Board of Commissioners
- Multnomah County Community Health Council
- Multnomah County Health Department
- Multnomah County Facilities and Property Management Division
- Patients and Community Members, North Portland and St. Johns Neighborhood
- Partner Clinics and Agencies

Background and Community Need

Multnomah County Health Department's Federally Qualified Health Center Program is housed within the department's Integrated Clinical Services Division. The program includes seven community health centers, six dental clinics, one HIV health services center, and 13 school-based health centers. The program provides comprehensive primary, preventive and oral health care services to persons living at or below 200% of the Federal Poverty Level (FPL) in Multnomah County. In 2016, a family of four people earning \$24,300 is at 100% FPL, while a family of four people earning \$48,600 is at 200% FPL.

The target population for this project consists of residents of the North Portland Health Center (NPHC) service area (ZIP codes 97203 and 97217) who meet the income service priority of 200% FPL or below. In total, the service area is home to 61,173 persons (8.2% of the county's population). Detailed examination of most recent demographic data shows that the population is 34.7% non-White, with the largest non-White populations being Latino and Black.

North Portland is Portland's historic home to populations of color, as it was the only area where people of color were allowed to purchase homes in the days of redlining. Many people of color remain, and these people continue to experience socioeconomic and health disparities characteristic of disadvantaged communities.

Over one-third (39.7%) of the service area's population (23,601) is within the target population of at or below 200% FPL, a larger proportion than countywide (35.5%). Over

half (52.1%) of the target population live below 100% of the FPL. The target population is approximately 3.4% Asian, 17.6% Black, 19.7% Latino, 5.8% multiracial, 1.0% Native American, 2.9% Pacific Islander, 10.4% some other race, and 39.1% White. In all, the target population has almost twice the proportion of people of color as Multnomah County overall.

Although populations of color are disproportionately impacted by low income and poverty across Multnomah County, disparities in median household income (MHI) for populations of color in North Portland are more severe than for the county overall. For the total North Portland population, MHI is 92% of MHI countywide. At \$18,489, Black people in North Portland earn only 68% of the income of Black people countywide. MHI for North Portland Native Americans (\$18,489) is 62% of that of Native American people countywide, and for North Portland multiracial individuals, MHI (\$31,997) is only 79% of what they earn countywide. Conversely, MHI for White people in North Portland is slightly higher than that of White people countywide.

Both unemployment and lower educational attainment are much higher for populations of color than White people in North Portland and, for most racial/ethnic groups, higher than countywide rates. Existing primary care services in the service area include NPHC, four MCHD school based health centers, a Concentra urgent care clinic, Providence Medical Group's North Portland clinic, Pacific Medical Group's North Portland clinic, and several private practices, mostly naturopathic.

Of the 8,502 individuals in the service area who access Health Centers, 1,284 (15.1%) access non-Multnomah County FQHCs outside of North Portland. A key gap in access in North Portland is inadequate primary care capacity: the majority of ZIP codes 97203 and the most populated portion of 97217 are Medically Underserved Areas. As the only FQHC in the service area, NPHC is the main primary care provider to low income people (currently 84.8% of the market share in 97203 and 75.9% in 97217). NPHC has experienced an average of 113 new patients monthly during fiscal year 2015, and NPHC clients tend to be high acuity and require more encounters than average. This combination has made available capacity for new patients incredibly scarce, leaving few options for the 15,009 low income North Portland residents who do not access FQHCs.

Public health data estimates that 21.2% of all adults in the area are without a usual source of health care. In addition, 13.3% of adults have delayed or not sought care due to high cost. However, while there is significant need, the number of Health Center patients in the area only increased by 2.1% from 2011 to 2013, suggesting there is not capacity to accommodate these un-served individuals at the existing facilities. In addition, there are 1,954 North Portland residents receiving primary care services at

Multnomah County health centers other than NPHC who may be better served at the local NPHC.

NPHC currently has three primary care teams who operate via a patient centered medical home model. NPHC primary care teams and clinical administrative staff are using all available space on the first floor of the facility. NPHC can only address community need if a fourth primary care team is added, and the facility has no open space for a new team. Also, the pharmacy, because of its location and small size, struggles to meet current demand, maintain patient confidentiality and safety, and provide medication management. The proposed project will move the pharmacy to the second floor of the building (increasing capacity, confidentiality, and safety) to add exam rooms for an additional provider team.

- Multnomah County Health Department submitted a federal grant application to the Human Resources and Services Administration (HRSA) in May of 2015 and was awarded \$935,035 on September 15th, 2016. The scope of work in this application includes both Primary Care and Pharmacy. Board of Commissioners approved one-time offer funding for \$1,800,000 to cover the cost of adding dental services (40017B-17).

FAC-1 Process

The following is an outline of the FAC-1 process proposed for this project.

1. Approval Design and Construction Proposal. March 9th, 2017. Complete permit and bidding construction documents. Approval of \$3,313,095 to proceed and complete construction. Design of the Primary Care and Pharmacy while leaving room for possible future dental services at NPHC.
2. Return to the BCC in Spring of 2018 for an update on the project.

Project Goals

The North Portland Health Center facility is centrally and strategically located to increase primary care access for the target population and provide comprehensive primary care to more individuals who would otherwise remain un-served.

- **Expand access to primary care services.** Multnomah County Health Department will serve up to 2,400 additional visits annually at the North Portland Health Center with an additional 8 new exam rooms, 2 provider teams, and expanded Eligibility offices in the health center.
- **Improve efficiency in providing pharmacy services.** Relocate the pharmacy to the second floor and increase its size. The proposed project will increase capacity, reception, waiting area, confidentiality, and safety for pharmacy clients.
- **Reserve space for future addition of dental services.** NPHC is the largest county health center site without dental services. The program needs to expand services in areas of the county that are currently underserved, and NPHC has the ideal space to allow the dental program to add a clinic and co-locate medical, dental, and pharmacy services, thus increasing access to essential oral health care for patients in North Portland. Utilization of the space would allow additional visits with dental services at NPHC in the range of 5,500-6,000 once integrated with primary care.

Existing Conditions

North Portland Health Center Building

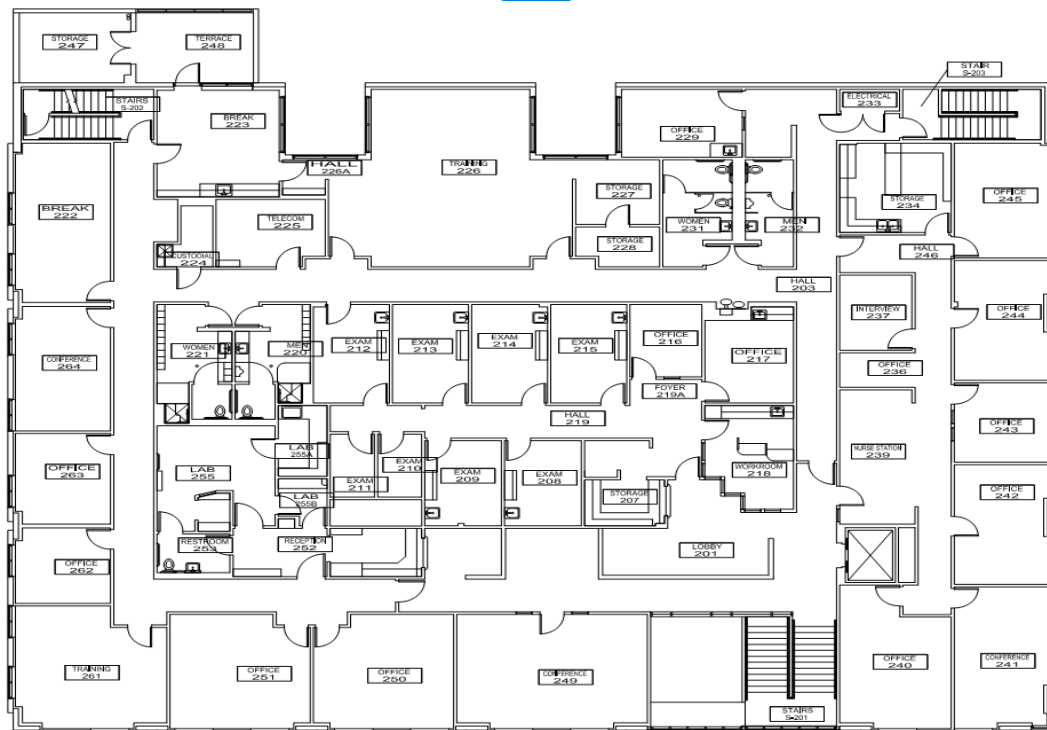
The North Portland Health Center (NPHC) was built in 2001 with gross building square footage of 25,162. This facility is currently occupied by primary care and pharmacy staff from the Health Department's Integrated Clinical Services Division. In its present state, the primary care health center has no additional capacity to increase comprehensive primary care services. The proposed renovation will maximize the vacant space on the second floor of the facility to supply the capacity to offer a new dental clinic in addition to a new, larger pharmacy space. This will allow primary care to expand on the main floor of the facility into the existing pharmacy space.

There are three main factors that make the proposed project appropriate given the current state of Multnomah County's seven community health centers. These include:

- **Capacity of the Health Center Program** – Existing health centers are at capacity or very close to capacity (due to the growth of the target population and increased demand for safety net services over the past few years) and do not have physical space left to expand services. This demand is expected to continue as a result of population growth and expanded access to Medicaid through health reform in Oregon.
- **Condition / Location of the NPHC Facility** – NPHC is a relatively new Multnomah County-owned facility. As such, County Facilities has detailed knowledge of the condition of the facility, including its structural soundness and the absence of hazardous materials. In addition, the exterior of the site is also in excellent condition. The facility is also centrally located in St. John's, in the North Portland service area, to provide access to the vulnerable neighborhoods that house the target population.
- **Capacity of the NPHC Facility** – The proposed renovations will maximize space on the main floor of the facility and allow the Health Department to supply the capacity to offer improved primary care, pharmacy, lab, behavioral health and enabling services, as well as a potential space for a new dental clinic.

The floor plan of the second floor is a rectangular layout with a central corridor (101) running horizontally. To the left of the corridor, there are several rooms: a trash room (120) at the top left, a restrooms area (117, 118) and a lab (119) in the middle left, and a storage room (112) at the bottom left. The central area contains a large exam room (151-160) and a hall (135). To the right of the corridor, there are offices (121-129), a records room (132), a utility room (140), and a stairwell (141). The plan also includes a lobby (101) and a reception area (102).

- BASE



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Program Services

There are several existing services provided at NPHC:

Primary Care Services

The Primary Care Program serves low-income and uninsured people in our community. Clients have improved health outcomes through a team based approach that is proactive, client centered and relationship based. Delivery of care is coordinated and organized to promote and sustain this healing relationship. Access is centered on client needs. Staff members are supported and are full participants in continual learning and sustaining improvements.

Pharmacy Services

The Pharmacy Program dispenses medications to insured and uninsured patients of Multnomah County. The program also employs Clinical Pharmacists who focus on high-needs patients with complex health conditions.

Dental Services

The Dental program provides routine and urgent dental care for insured, uninsured and underinsured residents of Multnomah County. Dental services focus on increasing access for patients with chronic diseases, children and pregnant women. The Dental Program also offers outreach programs and Baby Day Dental Clinics to help young children form strong, trusting relationships with dental professionals.

Our Northeast Dental Clinic, located nearby, currently serves approximately 3,000 unique patients per year, and has over 11,000 clinic visits. There are long wait times, and the need for additional dental access is high in this community. The Affordable Care Act (ACA) has increased insured dental patients throughout the county, and we are experiencing a high need for dental services.

A new dental clinic could fill a gap in North Portland by allowing medical patients seen at our North Portland Health Center to have dental services in the same location with an estimate of 5,500-6,000 visits. This supports the Health Department's long-term strategy of integrating services and co-locating clinic services. This improves patient care and helps low-income families meet multiple health care needs at single locations.

Project Scope

To renovate 7,423 square feet of the two-floor 25,162 square foot facility. The project will renovate 2,358 square feet on the first floor for primary care expansion, 1,340 square feet on the second floor for pharmacy expansion, 1,200 square feet of common space, and 2,525 square feet on the second floor for the new dental clinic. In total, 7,423 square feet 30% of the facility will be renovated.

The scope of work includes demolition, construction, and moveable clinical/non-clinical equipment (e.g., instruments and furnishings for functioning exam rooms, dental, lab, pharmacy, and offices). Demolition will remove interior walls, electrical and cabling, interior doors and frames, ceilings and ceiling lights, and floorings. After demolition, construction activities will alter space on both the first and second floors of the facility.

On the first floor, the following types of space will be added:

- Nine exam rooms, eight of which will be new, as one large exam room in the current facility design is being divided into two exam rooms. The exam rooms will replace space currently occupied by storage, offices, and a hallway.
- Two provider team rooms to accommodate the new provider team and provide a more adequately sized room for an existing provider team. The team rooms will replace space currently occupied by offices, a utility closet, and a hallway.
- Three offices for the Psychiatric Nurse Practitioner focused on provided team-based behavioral health services, two Eligibility staff focused on insurance enrollment (this space will be ADA accessible), and the Operations Supervisor. These offices will replace the space currently occupied by the pharmacy.

On the second floor, the following types of space will be added:

- A pharmacy will be added to space that is currently comprised of vacant offices. The pharmacy will include a reception and waiting area, and facilities to dispense medications in a safe and confidential way, and an office for a Licensed Clinical Pharmacist to provide medication consultation and management.
- 5 -6 chair full service dental clinic, dental lab, and 2 provider teams with support staff.

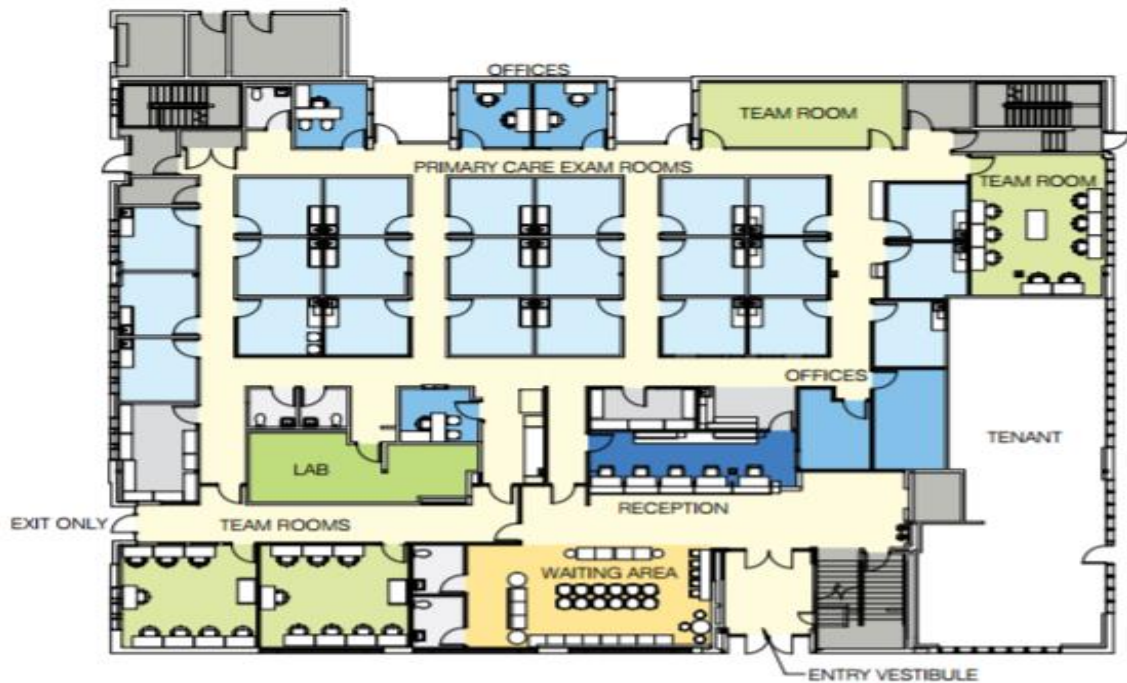
The renovations will be staged so that primary care and pharmacy services can operate during renovation activities: the pharmacy renovation and dental clinic area are proposed to be completed first, followed by renovating the space vacated by pharmacy for offices, followed by renovating the space for exam rooms and team rooms. All work will be done in compliance with OSHA, HRSA and Joint Commission regulations.

Project Site and Conceptual Designs

9000 North Lombard Avenue, Portland, OR 97203



NPHC 1st Floor Design



NPCH 2nd Floor Design



Multnomah County Policies and Initiatives

This project will align with Multnomah County policies and initiatives for renovation projects, including the following requirements and/or aspirational goals:

1. High Performance Green Building Standards
2. Minority, Women, and Emerging Small Business Program
3. Solar Initiative
4. Architecture 2030
5. Regional Arts & Culture Council
6. BOLI Wages
7. Health Department facility requirements on Confidentiality and Protection of Surrounding areas during construction.

Project Budget

Budget Estimate :

North Portland Health Center Renovation - Cost Estimate

Hard Costs: (Primary, Dental, Pharmacy)	\$2,068,000
Soft Costs: (Architectural, Equipment, Regulatory)	\$1,077,395
Project Contingency: (~6%)	\$ 128,980
RACC Costs:	\$ 38,720
<i>Total North Portland Renovation Cost Estimate:</i>	<i>\$3,313,095</i>

* The hard costs estimate is based on a 100% Design Development documents by Hennebery Eddy Architects dated 12/5/2016 and additional information provided by ACC Cost Consultants, LLC.

Funding Sources

The total North Portland Health Center project cost is \$2,885,095 and the Health Department has received a grant from the Health Resources and Services Administration (HRSA) for \$935,095 to support all allowable costs associated with the primary care and pharmacy phases of this project.

The following are funding sources for this project:

Primary Care and Pharmacy scope. On May 21, 2015, the Health Department submitted an application for a HRSA grant to complete the NPHC expansion and renovation. The grant was awarded on September 10, 2015.

- \$935,095– HRSA Grant Application # 93996 (Decision 9/15/2015)
- \$578,000- Capital Improvements Funding for exterior improvements (FY2017)

RACC fees will be funded by a mix of program income and county general funds. The county general funds would be already allocated within the health department operating budget. No new general funds are required.

- FOR DENTAL: As such the Board of Commissioners approved one-time-only budget offer for \$1,800,000 to cover the cost of adding dental services (40017B-17).

Project Milestones

The operations timeline is based on the project not having started construction activities and/or issued a construction contract. These steps will occur in alignment with Multnomah County Administrative Procedure FAC-1, which requires the County Board of Commissioners to approve participant roles and milestones at key points throughout capital projects over \$1 million.

To date, the Board of County Commissioners has approved the grant application, but has taken no steps to approve a renovation timeline. At the point when this application was submitted, the only expenses related to the project were related to the work product to generate the grant application.

Project Timeline:

5/11/2015	Health Department Community Health Council approves the submission of the grant application to Health Resources and Services Administration (HRSA) for project.
5/14/2015	Board of County Commissioners approves submission of grant application to HRSA for project.
9/15/2015	Health Department notified of grant's success and award of \$935,095 for project's primary care and pharmacy phases.
March, 2016	Initiation of 12 months of programming and design.
June, 2017	Proposed Construction initiation date.
March, 2018	Estimated Construction completion date.
Spring 2018	Board Update of Construction.

Project Team

There will be a cross disciplinary project team assembled for the development of this project. Members of the immediately affected departments and agency partners will form this team. It is expected that the project team will provide regular updates on project status to project sponsors and stakeholders.

Multnomah County Health Department

- Vanetta Abdellatif, Integrated Clinical Services Director
- Dr. Len Barozzini, Dental Director
- Chris Carter, Pharmacy and Lab Services Director
- Michael Eaves, Senior Grants Management Specialist
- Joanne Fuller, Health Department Director
- Adrienne Daniels, Integrated Clinical Services Deputy Director
- Tasha Wheatt-Delancy, Primary Care Services Director
- Nicola Winchester, Integrated Clinical Service Project Manager

Facilities and Property Management Division

- Greg Hockert, Strategic Project Manager
- Alan Proffitt, Capital Improvement Program Manager

Other County Partners

- Bernadette Nunley, County Attorney's Office
- Julie Sullivan-Springhetti, County Communications

Public Outreach

Multnomah County will assure affected clients and interested members of the public stay informed throughout this project. The goals of this public involvement effort are to:

- Provide clear communication to the clients and public seeking the services to be provided at this health center.
- Provide site neighbors with a clear understanding of what to expect during renovation.
- Provide clear communication about the renovation to affected staff, contractors, service providers and internal and external stakeholders.
- Build trust and support for the project through regular and timely communication with neighborhood and internal audiences
- Provide a point of contact for the project for internal and external audiences.

Point of Contact

For members of the media and community associations, neighbors and other audiences, the point of contact for this project is the Multnomah County Communications Office, Julie Sullivan-Springhetti, (503) 988-5766.

Communication Stakeholders

The following stakeholders have been identified as central to our outreach efforts:

- Multnomah County Health Department Clients
- Multnomah County Community Health Council
- Health Department Partners and Contracted Organizations
- Adjacent Neighbors and Neighboring Businesses
- Other Governmental Partners
- Neighborhood Service Providers

- Multnomah County Health Department Employees
- AFSCME Local 88
- Oregon Nurses Association

Outreach Tools

The main tools Multnomah County may use to communicate and seek input are:

- One-on-one meetings with key stakeholders early in the process.
- Community meetings with neighborhood association and business groups to share information about the proposal, answer questions, and share opportunities for public involvement.
- Throughout the development, Multnomah County will host meetings with project representatives with adequate time for one-on-one discussions before and after meetings.
- Regular updates to organizations that have an ongoing interest in the project.
- Regular website updates as the project achieves major milestones.
- Email list serve of interested parties.

Media Relations

The main tools Multnomah County may use to foster strong media relations are:

- Regular press releases
- Create and distribute media kit
- Invite press to community meetings
- Place feature stories
- Foster relationships with key media contacts

Talking Points

Multnomah County's North Portland Health Center is located in the heart of the St. Johns neighborhood. Primary care and pharmacy services are currently provided at this site for people with low incomes or who lack health insurance. The health center is expanding to meet the community's growing needs. We will be adding more medical providers and staff to help more patients, and we will expand our pharmacy services. We will reserve space for a potential, future dental clinic to meet this community's oral health care needs.

We will continue to provide comprehensive, culturally competent health care services which include treatment of acute and chronic illnesses, behavioral health, family

planning, oral health care, and prenatal and preventive services. This health center also supports the community by providing Medicaid eligibility screening, medical interpretation, transportation, case management and health education.

Appendix

- **Appendix A:** HRSA Grant # 93996 Notice of Award and Support letters.