

COMMUNITY HEALTH *Care*

A NEW PUYALLUP HEALTH CENTER

The Case for Support





The Case for
A New Puyallup Health Center

*Located at the Puyallup Transportation Hub
201 West Main St, Puyallup, WA 98371*

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**The Case for a New Downtown Puyallup Health Center
201 West Main Street, Puyallup WA 98371**

INTRODUCTION AND EXECUTIVE SUMMARY

The goal of this project is to reduce health disparities by addressing the drivers of poor health that go beyond genetics and personal choices. The structured inequity that pushes people into poor health must be changed or health disparities will not improve. One of the causes of health disparities is limited access to healthcare services. This is especially true in Pierce County. The population of Pierce County has significantly grown over the years due to less expensive housing in the area when compared to neighboring King County. Most of this growth has not happened in the large metropolitan area of Tacoma but in the unincorporated areas and towns, such as Puyallup, Sumner, Bonney Lake, Milton and Edgewood in East Pierce County. The challenge is that most safety net services are in Tacoma. Those living in smaller towns and in unincorporated Pierce County struggle to find safety net services that are accessible geographically, financially, and are culturally appropriate. In 2021, Community Health Care (CHC) served 46,337 patients through 163,529 patient visits and is planning for how it can readily respond to a continuing increase in demand, with additional locations and expanded facilities.

Even with the Affordable Care Act, an estimated 2,800 Puyallup residents are still without health insurance, and another 10,000 or more are underinsured with high deductible, high co-pay policies. As more uninsured residents acquire insurance, many will need help in learning how to effectively use this new access to healthcare. Community Health Care is prepared to assist community members rather than have them simply return to old costly habits of using emergency rooms in times of desperation.

Central to Community Health Care's plans is the construction of a much needed, modern Health Center in Puyallup. The new Center will serve the populations in and around Puyallup, Sumner, Edgewood, Milton and Bonney Lake, but especially the uninsured, underinsured and lower income families. This can become the medical and dental home for as many as 14,500 patients annually, offering quality service in state-of-the-art facilities. To launch such an undertaking the Health Resources and Services Administration [HRSA] has awarded Community Health Care a grant of \$1.04 million and Washington State has awarded \$1.5 million. CHC has initiated a campaign to raise an additional \$4.5 million to purchase and renovate an existing building with parking structure into a \$27.6 million Health Center.

The location of this Health Center at 201 W. Main Street in Puyallup is not accidental. It is at the transportation hub of Puyallup, located in front of the Sounder Station which is serviced by buses and rail. Puyallup, Sumner, Edgewood, Milton, and Bonney Lake all have lower income residents, which Community Health Care is prepared to serve. By selecting this location, Community Health Care will not only respond to health needs but participate in the renaissance of an historic center of the city. The jobs created and the traffic generated will offer a useful stimulus to Puyallup's economic growth.

The Puyallup Health Center will be a benefit to the East Pierce economy by bringing more than 70 full-time salaried positions to the area. It will also create construction and related employment for one-and-a-half years. When open, it will generate more than 44,000 patient-visits per year to the city of Puyallup.

Action must be taken now if Community Health Care is to be ready to open in early 2024. Although the economy is not yet back to its pre-pandemic state, both federal sources and many foundations are ready to respond to this significant challenge. Community Health Care anticipates that many businesses and individuals will also respond with equal foresight from within Pierce County and the cities in East Pierce County.

The following is a detailed look at plans to have the Puyallup Health Center open by March 2024.

A. The System-wide Vision

OUR POSITIVE RESPONSE TO THE AFFORDABLE HEALTH CARE ACT

Community Health Care will...

- **Provide care to the newly insured in Pierce County**

Fifty-three years ago the visionaries who began Community Health Care responded to an urgent need for health care in Pierce County. That need continues in 2022. From a small beginning in 1969 with two volunteer clinics, one on the Hilltop and one in Salishan, Community Health Care now offers services in six medical, four dental clinics and six pharmacies, behavioral health at all sites, and a growing number of school-based health clinics. Even with this growth, Community Health Care has remained true to its mission of providing care to the uninsured and underinsured. Our mission is: "To provide the highest quality health care with compassionate and accessible service for all." Community Health Care's goal is to make Pierce County healthier. No one is denied care because of an inability to pay. The passage of the Affordable Health Care Act in 2010 created new opportunities for citizens to care for their health more effectively. Community Health Care expanded to meet that need but, to achieve equity and access to health for all residents, Community Health Care is now expanding its services into East Pierce County.

**CHC
Responds
To a Need**

**Incredible
Growth in
East Pierce
Co.**

Pierce County's population increased every year between 2010 and 2020. Its largest annual population increase was 2.3% between 2015 and 2016. Between 2010 and 2020, the county grew by an average of 1.4% per year, with a 2021 estimated population of 925,708. The county has added more than 130,000 residents since 2010 and exceeds the state's growth rate with much of this growth in East Pierce County.

- **Prepare to care for approximately 14,500 additional patients by early 2024**

Based on census data it is estimated that 70,353 Pierce County residents are without any form of medical coverage. In addition, 80,536 live in poverty. Increasing our Medical capacity for Puyallup will require hiring 10 new medical providers – Physicians, Nurse Practitioners, and Physician Assistants, as well as 7 Dental providers, 3 Pharmacists, and 55 support staff. CHC now has a total of 164 exam rooms. By 2024 it is estimated CHC will need at least 200 exam rooms in response to the population influx in the county. The Puyallup Health Center will add 32 exam rooms, bringing our total to 196.

**More
Available
Facilities**

Although patients can come from any part of the county to Community Health Care, access remains a priority and challenge. The lowest rate of access to clinics is on the Peninsula and the east side of the county in areas such as Sumner, Bonney Lake, Edgewood and Puyallup. CHC has already opened a Key Peninsula Health Center and is now expanding to Puyallup to help fill this increasing need for primary care.

- **A history of growth and service in Pierce County**

Puyallup is still an area of the County where health care services for low-income and uninsured individuals is not meeting capacity. Community Health Care has a long history of serving these populations.

Our work began in 1969 with a volunteer clinic located in the basement of the nurses' convent at St. Joseph's Hospital, and another operated in the evenings at Lister Elementary School on Tacoma's Eastside.

In 2006, CHC began purchasing or building permanent Health Centers. It started with Lakewood:

- 2006 - Purchased building we had already renovated (Formerly the Lakewood City Hall),
- 2009 – Purchased land in Salishan and built the 37,000 sq ft Kimi & George Tanbara, MD Health Center in honor of our primary founder,
- 2013 – Built and opened the Hilltop Regional Health Center at MLK Jr Way & Brazill which is home to four Residency programs (Medical, Dental, Pharmacy, Nurse Practitioner).

It has Health Centers in Parkland, Spanaway and Key Center, along with a school-based clinic in Bethel Middle School and has added mobile medical capability. Community Health care plans to open the new Puyallup Health Center by March 2024.

B. The Puyallup Health Center Vision

OUR COMMITMENT TO THE MEDICAL/HEALTH CARE HOME MODEL

This Puyallup project will...

- **Provide a Prompt Care walk-in clinic**

Access to
Immediate
Care

Providing accessible health care saves time and money, improves the health of citizens and has a positive impact on the local economy. Having the dental clinic take emergency patients without an appointment and the medical clinic provide prompt care helps this happen. One of the goals of Community Health Care is to keep people out of the emergency room. If all the uninsured patients served by Community Health Care in 2021 were kept out of the emergency room just once the savings to the hospital system would be \$7,109,949. By providing care without an appointment, patients have another option to the emergency room. In addition, prompt care can help patients establish a healthcare home when they learn that care is affordable and accessible. This leads them to seek preventative care instead of crisis care which leads to better patient outcomes at a lower cost.

An emergency room cannot provide either preventive care or ongoing follow-up care. Patients coming to the Puyallup Health Center will have the opportunity to go beyond immediate care and continue their journey with ongoing care, while improving their health outcomes. Patients will move from episodic to preventive care, reducing the overall costs.

- **Provide on-site health-management and related services**

Establish
Health
Journey
Plans

Community Health Care's practice model is to be a health care home. A health care home is where patients go for preventative care, to manage chronic conditions and for any urgent needs. The philosophy of care is not like emergency rooms or urgent care clinics where care is provided only for immediate needs. At Community Health Care, each patient has their doctor, dentist, pharmacist, behavioral health specialist and other health professionals who work with the patient as a team to help them achieve their best possible health over their lifetime. This level of care is not dependent on financial resources, insurance status or any other qualifications. Everyone who needs care receives the care they need. This new health center allows us to extend our capacity in East Pierce County to serve more people and offer patients that medical home.

- **Provide integrated primary medical and dental care, behavioral health, and pharmacy**

First
Class
Health
Facility

The facility is designed to provide care in an integrated primary care model and new modifications will improve provider collaboration and patient outcomes. In this model, providers of different specialties are grouped together to facilitate communication and coordinate care for each patient. This is different from former layouts where clinicians are grouped together by specialty, such as having medical in one area and behavioral health in another. Since the building is being changed from office space to medical space it provides the opportunity to make a change and provide integrated care. *"Many practices that aspire to provide integrated care do not have the luxury of creating new facilities; they have to make do with available space. Renovations can be costly, and the expenditures needed to renovate or build new space can be a large part of start-up expenses when transitioning to an integrated approach."* Wallace NT, Cohen DJ, Gunn R, et al. *Start-up and ongoing practice expenses of behavioral health and primary care integration interventions in the Advancing Care Together (ACT) program. J Am Board Fam Med 2015;28:S86-S97. [PubMed].* The floor plan incorporates a central pod arrangement that allows for members of a care team to sit in close proximity in an open space. Flexible rooms are available for quiet work, private consultations, individual or group counseling, and overflow examination space.

Research has shown that primary care providers see patients with untreated or undertreated substance abuse, and mental health issues every day and feel they cannot adequately address their patients' behavioral health needs. Many patients would prefer to access mental health treatment at their primary care visits, with the physicians who know them best.

Medical, Dental, Pharmacy, Behavioral Health, and other services in one location ... it works!

**Provide
Extended
Care**

- **Offer expanded care and services in the new Health Center**

The new Health Center will provide a second location for CHC's Foster/Adoption program which is focused on the needs of children in foster care or who have aged out of the foster system. It provides these young patients with a dedicated clinical space that meets the guidelines of Trauma Informed Care. Simple changes to the space like adding couches and beanbag chairs, sensory-friendly wall hangings and educational toys that make them feel more comfortable, will help these children and families better engage in the care that is needed to help them best succeed in life. This space will help facilitate de-escalation, prevent re-traumatization, and empower children and families to be a part of treatment planning and care.

CHC also offers Maternity Support Services. In this program a pregnant woman has access to a nutritionist, social worker, and nurse 24 hours a day during her pregnancy. The staff provides guidance, education, and helps the new parents prepare for the arrival of their baby. This program is necessary since many of the mothers are young and not well-educated on how to care for their children. Nutritionists on site will work with patients who need their specialized care.

There will also be *wrap around services*. Patient Navigators, Community Health Workers and Outreach Workers can connect patients to services not offered by Community Health Care. This includes healthcare services beyond the scope of Community Health Care and connection to community partners for non-healthcare needs, such as housing, employment assistance, and food. The staff also track patients who visited the hospital and need follow-up care, as well as work with patients to educate them on other care options if they visit the emergency room for non-urgent needs.

- **Deliver comprehensive care from prenatal through senior citizen**

Federally Qualified Health Centers were started with the goal of lifting people out of poverty. It is very difficult to work, contribute to your family, or go to school if you are sick or in constant pain. The economic impact of this health center will be seen through individuals whose health changes in a positive way because of having access to healthcare. They, in turn, will have a direct, positive impact on the local economy. Not only does keeping people healthy keep them working and improving their financial situation; it helps children stay healthy and do better in school, which in-turn allows parents to keep working.

**Total
Life-
Long
Care**

Children who lack insurance are sick more often and do poorer in school.

-- *Study by Community Health Plan of Washington*

Half of working mothers report that they miss work when their child is sick with a common illness such as a cold or ear infection. To a lesser extent, working fathers also have childcare responsibilities, with 30% missing work to care for a sick child. Low-income women, who have the fewest financial resources, are the most likely to lose pay when caring for a sick child. Two-thirds of low-income women (family incomes below 200% of the federal poverty level (FPL)) and 75% of very poor women (<100% FPL) do not get paid when they miss work to care for a sick child.

--*Study by The Kaiser Family Foundation*

The overarching goal of Community Health Care is to keep Pierce County healthier. This new Health Center will help make that happen. There are many facets to solving the healthcare crisis in America. Part of the solution is simply having the physical capacity to provide care. Community Health Care is already training doctors, nurse practitioners, dentists, and pharmacists through its four residency programs. However, they are of limited use without exam rooms and dental chairs.

The new Puyallup Health Center will add 32 exam rooms and 12 dental operatories bringing the total number of exam rooms in Community Health Care's system to 196 (a 22% increase) and the number of dental operatories to 56 (a 27% increase), all of which serve patients throughout Pierce County.

- **Continue to serve the medically underserved or uninsured in a quality facility**

**Sustain
Safety
Net**

This new facility, like all CHC Health Centers, remains committed to care for the underserved, uninsured, and low-income families throughout the county—this is our purpose. By creating a new comprehensive Health Center in East Pierce, we can more effectively provide access to those who need care the most.

- **Make preventive care the hallmark of this Health Care Home**

**Produce
Sustainable
Outcomes**

Studies indicate that Federally Qualified Health Centers across the nation provide care that improves health outcomes of their patients. The patients of these centers are more likely to identify health centers as their usual source of care, and report having better relationships with their health care providers. Preventive and supportive services are the hallmarks of Community Health Care.

OUR COMMITMENT TO TRAIN MORE PRIMARY-CARE PHYSICIANS

This Puyallup project will...

- **Provide clinic-based education for new family practice doctors**

There is a national crisis in the availability of primary care physicians. Only 30 percent of all U.S. doctors practice primary care. The Federal Government reports that 65 million people live in areas having a shortage of primary care physicians and need more than 16,600 additional providers to fill the gaps.

**A
Positive
Response
To
Primary-
Care
Crisis**

Healthy People 2030 from the US Dept. of Health & Human Services (HRSA) has many national objectives tied to social determinants of health. The goal of “*Increase access to comprehensive, high-quality health care services*” is met with this new health center. It is physically located in an area where low-income individuals live which removes geographic and transportation barriers to receiving health care. The zip code of this new health center is 98371. It is at the confluence of four elementary school boundaries. Karshner Elementary which is 50% low-income and 17% of the students are English learners. Maplewood Elementary is 26% low-income and 2% of the students are English learners. Meeker Elementary is 33% low-income and 4% of the students are English learners. Spinning Elementary is 49% low-income and 5% of the students are English learners. This clinic will serve five zip codes: 98371, 98372, 98373, 98374 and 98390. In these five zip codes lives 127,180 residents. Of these residents, 25,097 are low-income according to the U.S. Census.

- **Increase the number of primary-care physicians in Pierce County**

In 2015 CHC began a Physician Residency Program which has trained 18 physicians yearly (three-year program, six doctors per year.) In 2022, the program increased to 8 physician residents per year. The experience of other health centers confirms that new physicians who have had their residency training in a Federally Qualified Health Center like Community Health Care are more likely to want to continue working in one of these centers. This will not only bring more family practice physicians to train in Pierce County, but upon graduation is also likely to encourage them to continue to practice with Community Health Care or elsewhere in Pierce County. HRSA rates Pierce County as a medically underserved community.

**More
Family
Doctors**

OUR COMMITMENT TO PUYALLUP’S CONTINUED RE-DEVELOPMENT

This Puyallup project will...

- **Launch a significant construction project in Puyallup**

Because Community Health Care is building a state-of-the-art Health Center, its employees will establish consistent and increased commerce both adjacent to the Center and throughout the city.

**Renewing
Puyallup**

Nearby restaurants, shops, banks, parks, the Liberty Theater, Farmer’s Market, and other attractions will naturally draw new customers from more than 14,000 Health Center patients that will come into Puyallup for health care at affordable rates. As their economic conditions continue to improve, they will become regular visitors and consumers, adding to the economic vitality of Puyallup and surrounding communities.

- **Welcome another not-for-profit partner**

Good Samaritan Hospital (MultiCare Health System), which serves the Puyallup area, completed a Community Health Needs Assessment (CHNA). It found that community members lacked access to needed health care services.

The percentage of people who did not see a doctor due to cost was higher in this hospital service area (16%) than in the state (13%), with higher percentages among Hispanic (27%) and Black (24%) residents compared to White residents (14%). In addition, Native Hawaiian and Pacific Islander youth were least likely to have had a dental checkup in the last 12 months.

Mental health and substance use disorders affect an individual’s ability to live a full, productive life. According to the Good Samaritan CHNA, adults, children, and youth with untreated behavioral health issues have poorer health, educational, and socioeconomic outcomes. Affected individuals are at higher risk of intentional injury and suicide. In addition, people with chronic behavioral health conditions are less likely than the general population to seek medical care.

Collaborative Ventures

Community Health Care will provide behavioral health services and substance abuse treatment. In addition, Comprehensive Life Resources will also have office space in the new Puyallup Health Center. They offer behavioral health services beyond the scope of Community Health Care. This collaboration allows both organizations to provide integrated medical and behavioral health services.

In 2021 the City of Puyallup commissioned the Puyallup Livable Community Survey. It found that only 48% of the citizens feel that the Puyallup Community does a good job taking care of vulnerable residents. Of those surveyed, 22% did not rate the availability of preventative health services as excellent or good and 29% did not rate the availability of affordable quality health care as excellent or good. At Community Health Care no one is denied care due to inability to pay. In addition, staff at the clinic can assist in enrolling new patients in available insurance plans and will help connect patients with other community organizations for non-healthcare needs and help with referrals for healthcare services not offered by Community Health Care.

However, the best way to understand the diverse activities of Community Health Care is with the story of Maria. Maria came to the Lakewood Health Center for a free pregnancy test. She was devastated when she learned she was pregnant. She and her husband had immigrated to America and did not speak the language. Her husband had not found work and they were getting behind on the rent for their apartment. The Health Center staff went to work to help this family. The Outreach staff got Maria enrolled in a public insurance program and she became insured. They connected the husband with another organization that provided employment assistance and he got a job. Acting as interpreters between the family and the landlord, they were able to get their late payment issue resolved. Lastly, the medical staff provided prenatal care and delivered a healthy baby boy.

- **Provide two levels of parking accessible for patients**

Available Parking

The Health Center includes a 2-level parking garage located beside it, on Main Street. The 150 parking stalls will be critical for regular patients, for prompt care, pharmacy, and for all visitors. This leaves the street parking available for the myriad businesses around the new Health Center.

- **Provide a community room for groups to gather and meet**

A New Gathering Place For Local Groups

The Puyallup community is the home to many locally based organizations which help to support the cultural, economic and social base of this neighborhood. For both public meetings and organizational gatherings there is always a lack of adequate facilities and space. In the new Health Center, Community Health Care will build a large community meeting room for 30-50 people which will be available to groups seeking locations for events. This not only expresses Community Health Care’s interest in the community but provides an opportunity for various groups to become further acquainted with what Community Health Care can offer them.

OUR COMMITMENT TO PROVIDE AN ECONOMIC IMPACT IN PIERCE COUNTY

This Puyallup project will...

- **Bring more than 70 full-time paying jobs into the Puyallup Community**

This Puyallup Health Center will house medical providers, dentists, specialists, pharmacists, behavioral health providers, and support staff to accommodate more patients, and add additional services. This will bring new jobs into the community. These are people who will shop, dine, and explore resources in the area.

**Increased
Employment
Options**

- **Bring 60 or more construction and related building jobs to the community**

The construction and outfitting of the new facility will require contractors and sub-contractors to be on the job. In a time of unpredictable economics, this project will provide one and a half years employment to sixty or more workers in Pierce County's construction industry.

- **Put up to 170 patients a day in the City for shopping, banking, dining**

An important but less widely discussed byproduct of this new health center is the enormous economic activity in the broader community generated by this influx of dollars. How does expanded economic activity occur? First, and most obviously, the health center directly employs people in the community, including key entry-level jobs and other community-based opportunities. Every dollar spent and every job created has a direct impact on the local economies. The 145 patients per day visiting this center translate into more than 48,000 additional visits in the community in one year.

**Renewed
Commerce**

- **Permanently expand the economic base of the City of Puyallup**

This economic activity can be broken down between what happens inside the health center and outside in the community at large. Because of a ripple effect, the Puyallup Health Center will be an engine for stimulating existing and new businesses. Beside the *direct* economic effects within the center, a community health center also provides *indirect* economic effects through the purchases of goods and services from other local surrounding businesses. The large influx of people into the community every day will stimulate new retail commerce.

**Catalyst
For
Further
Development**

C. Committing Human and Economic Resources to Realize the Vision

OUR LOCALLY-BASED BUSINESS AND ECONOMIC STRUCTURE

**Locally
Owned,
Operated
&
Managed**

Community Health Care, like most Federally Qualified Health Centers across the nation, is locally owned, governed, managed, and operated. It is a Washington State not-for-profit corporation governed by a volunteer board composed of community members including patients of the system. Community Health Care Health Centers are located exclusively in Pierce County.

To be a Federally Qualified Health Center fifty-one percent of the board members must be patients of the organization. Community Health Care, like all businesses, is responsible to manage a balanced budget and determine how to procure the funding needed for the health centers to maintain their mission.

The operating budget for Community Health Care is around \$68 million in 2021. The majority of this income is earned through patient-services. Community Health Care is not a free clinic system; uninsured patients pay on a sliding-fee basis determined by their income and family size.

To support uncompensated care for uninsured patients there is an annual federal grant of about \$3 million. Additional sources of income are locally raised through "The Patient Care Fund." These funds help to underwrite the care of patients who lack public or private insurance coverage. Funds are raised on an annual basis, mainly from citizens of Pierce County who know of the work and want to support it.

Funding for capital projects such as the Puyallup Health Center comes from a variety of sources both public and private. Approximately 25% of the amount needed to fund the new facility will come from federal, state and local public grants. The remainder is secured from individual donors, private foundations, organizations, businesses, corporations, and low-interest funding sources.

THE PUYALLUP HEALTH CENTER PROJECT BUDGET

HEALTH CENTER CONSTRUCTION COSTS	COST
Land and Building acquisition	\$ 6,599,000
Construction & Renovation (include contingency funds)	15,157,735
Furniture and Fixture Costs	1,317,107
Medical Equipment	254,211
Dental Equipment	2,143,324
IT Equipment	1,310,442
Pharmacy Equipment	394,395
Health Equipment Contingency Fund	498,489
FINAL PROJECT COMBINED COSTS	\$27,674,703

ANTICIPATED INCOME SOURCES	AMOUNT
Low interest bonds [Committed]	\$20,567,749
Federal Health Resources Service Grant [Committed]	1,039,352
State of Washington [Committed]	1,500,000
Other public grants	120,000
Private Foundations	2,500,000
Businesses and Corporations	800,000
Individuals	1,147,602
TOTAL DEVELOPED INCOME	\$27,674,703