

# **Planning for a Community Health Center**

## ***Work Group Structure and Tasks***

### **Steering Committee**

The Steering Committee serves as the coordinating and managing body for the Community Health Center planning effort.

#### **Tasks**

- Reviews efforts of work groups and provides guidance to them as necessary.
- Gives final approval of all work group products and strategies.

#### **Recommended Membership**

- Chairs of each work group
- Other key individuals as determined to be appropriate.

### **Needs Assessment Work Group**

The Needs Assessment Work Group gathers information and data to demonstrate the need for establishing a community health center in a defined area. Information gathered by this group will be the basis of many of the other work groups' efforts; therefore, completion of this group's tasks should be a priority.

#### **Tasks**

- Complete needs assessment worksheet (form is provided in the grant guidance)
  - o Barriers and access to care
  - o Health disparities

*Note: The needs assessment worksheet should be included with the Letter of Interest.*

- Propose service area
  - o A geographic area with precise boundaries that is federally designated, in whole or in part, as a Medically Underserved Area (MUA) or a Medically Underserved Population (MUP).
  - o Description of the service area population (community characteristics format included in grant guidance).
    - Race/Ethnicity
    - Income as a percent of poverty level
    - Primary third party payment source
    - Special populations
- Identify health care resources currently available in the proposed service area.
- Identify gaps in service.

#### **Recommended Membership**

- Individual(s) familiar with community and community health care needs.
- Community leaders
- City and/or county health department officials

### **Governance/Corporate Structure Work Group**

The Governance/Corporate Structure Work Group is responsible for ensuring the organization is an eligible CHC applicant. The work group will also develop the governing structure for the CHC.

#### **Tasks**

- Corporate structure
  - o Apply for tax-exempt status. The grant applicant must be a not-for-profit organization. If the organization is not already tax exempt, it must apply for exempt status from the Internal Revenue Service.
  - o Develop articles of incorporation and by-laws
  - o Incorporate the organization with the Secretary of State's office.
- Board Development
  - o Structure of center governing board including size, expertise, and representativeness of the populations served.
  - o The grant application must include a mechanism for recruiting consumer board members. CHC boards are required to be comprised of at least 51% center consumers.
  - o Develop a mechanism to train the governing board and new governing board members in appropriate responsibilities and requirements of the CHC grant program.

#### **Recommended Membership**

- Individual(s) knowledgeable about setting up not-for-profit corporations.
- Attorney
- Potential consumers
- Representatives from health and human service organizations

### **Clinical Work Group**

The Clinical Work Group will be responsible for shaping the services and service delivery structure for the CHC. The work group's efforts should be based on the information and data gathered by the Needs Assessment Work Group.

#### **Tasks**

- Develop health care plan (form is provided in the grant guidance).
  - o Directly address the needs of the community identified by the Needs Assessment Work Group. The plan should address the following:
    - Major health related goals and objectives for each of the life cycles to be served by the CHC.
    - Improving performance, quality, and outcome, e.g., quality improvement plan activities, clinical outcome measures, Healthy People 2010 Objectives, Health Disparities Collaboratives, HEDIS measures, accreditation standards, Relative Value Units, GAPS and Bright Futures.
    - Eliminating Health Disparities as appropriate for the target community, e.g., infant mortality, adult and pediatric immunizations, diabetes mellitus, cardiovascular disease, HIV infection, cancer prevention, asthma, hypertension, obesity.
    - Retention and recruitment of qualified staff.
    - If special populations (e.g., migrant/seasonal agricultural workers, residents of public housing, homeless persons, low-income school children, etc.), are included in the target population for the new access

point, the health care plan must describe how the special access problems and the unique health care needs of these populations are being met.

- Develop staffing model.
  - o Based on the needs assessment and the proposed health care plan, the group will determine the level of staffing necessary to accommodate the anticipated number of patients.
- Ancillary services required
  - o Interpreters, case management, outreach, transportation

### **Recommended Membership**

- Clinicians
- Administrators

### **Finance/Operations Work Group**

The Finance/Operations Work Group will develop the budget and business plan for sustaining the CHC. The development of these tasks will be based largely on the work of the Needs Assessment and Clinical Work Groups.

### **Tasks**

- Establish three-year operating budget (budget form included in grant guidance).
  - o Must include budget amounts and budget narrative justifying each budget line item.
  - o Income Analysis Format (format included in grant guidance).
- Develop business plan (form is provided in the grant guidance). The plan should address fiscal, administrative, MIS and leadership activities. The business plan should also address:
  - o Financial implications to the organization related to the new access point(s).
  - o Cost-savings activities such as joint purchasing or network development.
  - o Continuous quality improvement relative to administrative/fiscal activities.
  - o Plans for attaining and maintaining long-term viability (i.e., future requirements for space, personnel, capital, etc.).

The Business Plan must also address in narrative form those issues that cannot be captured in the table format, such as the following items:

- o Audit conditions or exceptions as identified in the most recent report.
  - o Managed care arrangements and their impact on the organization.
  - o Factors that may have affected, or are expected to affect, progress for the new access point in either a positive or negative way.
- Determine center hours/coverage
  - Recruitment of management team
  - Information system
    - o The application must demonstrate that an information system is in place that can monitor the quality and outcomes of the services provided.

### **Recommended Membership**

- CFO
- Accountant
- Business leaders
- Administrators

### **Facility Development Work Group**

The Facility Development Work Group is responsible for identifying and developing plans for the physical location of the CHC.

#### **Tasks**

- Site/location
  - o The location may be either an existing building or a piece of land on which the center can be built. It could also be an expansion of an existing facility (e.g., transforming an existing clinic into a CHC).
  - o Lease/contract development.
- Floor plan
  - o The floor plan should be developed based on the health care plan developed by the clinical work group. It should be appropriate and reasonable in terms of the size and number of exam rooms based on the proposed level of staffing and scope of services to be provided.

#### **Recommended Membership**

- Architect
- Clinicians
- Business leaders
- Local lenders (bankers)

### **Public Information/Education/Strategic Planning Work Group**

Creating an understanding of and generating support for a CHC in your community is the primary focus of the Public Information/Education Work Group. The group will also lead efforts to develop grassroots support for the CHC.

#### **Tasks**

- Generate public support for Community Health Center.
  - o Hold informational meetings with community organizations and individuals. This may include local business organizations, health care groups, human services groups, community organizations, churches, schools, minority organizations, senior centers, and others.
  - o Meet with local media to discuss plans for the CHC and the benefits to the community.
- Fund raising.
  - o While matching funds are not required as part of the application, funds provided to the CHC by other community entities helps demonstrate support for the project. Sources of funds may include local charitable organizations, hospitals, city/county government, businesses, and churches.
- Develop and distribute informational piece about Community Health Centers.
- Letters of support.
  - o CHC applicants must provide letters of support with their applications. These should be solicited from health and social services providers you have indicated you will be partnering with and/or receiving funds from, as well as:
    - US Senators and your Congressional representative
    - Local state legislators
    - Community leaders
    - City and county officials
    - Health and human services organizations
    - Businesses

- Current underserved population representatives
- There may be additional individuals/organizations you will want to keep informed of your progress, but who may not be participating on the Steering Committee. These individuals may include the Congressional delegation and local state legislators.

**Recommended Membership**

- Individual(s) with public relations experience.
- Individual(s) with good relationships with key individuals and organizations throughout the community.

**Grant Application Work Group**

It is the responsibility of the Grant Application Work Group to compile and detail all information developed by other work groups and ensure completion and submission of all application documents.

**Tasks**

- Develop and submit Letter of Interest (LOI) to Bureau of Primary Health Care.
  - Should be submitted to BPHC as soon as possible. BPHC will provide comments on LOI within 30 days of receipt.
  - The Needs Assessment worksheet should be included with the LOI.
- Develop and submit grant application to BPHC.
  - Ensure all sections of the grant meet requirements as outlined in the guidance.

**Recommended Membership**

- Individual(s) with grant writing experience.
- Individuals(s) with attention to detail.
- Individuals knowledgeable of existing health care delivery system.