

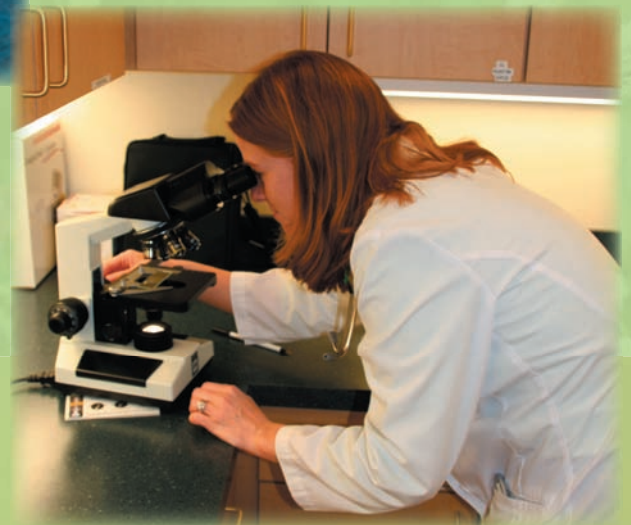
CITY FOCUS

FALL 2006



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THE CITY OF
DUBUQUE
Showing the Spirit.



City Manager's Message

In this issue of City Focus, we highlight a new non-profit organization in our community, the Crescent Community Health Center. The completion of this project epitomizes how Dubuque partnerships are improving our community. It also demonstrates what can happen when community members unite with a shared vision, an attitude of cooperation, community generosity, and some persistence. It is fitting that it is the first of the Envision 2010 top 10 ideas to be completed.

Although the Crescent Community Health Center is not a City facility or department, the City of Dubuque has been a proud partner in its creation. In September 2004, the City Council identified "regional healthcare center promotion" as an action item in the 2004-2010 Strategic Plan. "Community Health Center Project and Funding" was an element of the City Council's 2005-2007 Policy Agenda and it was listed as a top priority in the 2006-2007 Management Agenda. The community health center's location is also a key component of the Washington Neighborhood Revitalization Strategy, another City Council priority.

Specifically, the City's support of the community health center project includes the involvement of Dubuque Public Health Specialist Mary Rose Corrigan, the contribution of \$250,000 for capital build-out and an additional \$647,000 in funds and staff oversight for the parking lot development and construction, and providing office space for the health center staff while the facility was completed. The City also acquired the necessary property and created a new neighborhood park across the street at a cost of \$320,000 at the request of the Washington Neighborhood Association.

The story behind the creation of the Crescent Community Health Center is one of diverse groups coming together to meet an unmet need in the community. Over 45 individuals, businesses, nonprofits and government agencies have given of their time, resources and have made financial commitments to make it a reality. The list of project partners includes well-known Dubuque families -- the Schmids, the Rhomberts and the Piekenbrocks, who worked with the Community Foundation of Greater Dubuque to invest in their community by creating a \$1.3 million endowment to help cover annual operational expenses. Titus Schmid was the founder of Crescent Electric Supply Company and the Crescent Community Health Center is named after that family-owned business.

The partnership behind the health center also includes Dubuque's healthcare providers -- the Finley Hospital, Mercy Medical Center, Medical Associates Clinic, the Tri-States Independent Physicians Association, the Visiting Nurse Association, and others. The Dubuque Racing Association provided \$500,000 through its Future Fund. State and federal legislators supported the project and secured critical funding with \$1.3 million in State funds and \$130,000 in Federal funds. Educational institutions and many community-based and social service organizations also contributed their efforts to move this project forward. Of course, numerous volunteers and advocates donated their time, resources, and energy to plan the project.

Each year thousands of area residents either go without or delay health care due to the lack of health insurance or personal resources. We should take great pride in the fact that all Dubuque residents now have access to quality health care.

Sincerely,

A handwritten signature in black ink that reads "Michael Van Milligen".

Michael Van Milligen
City Manager



Community Health Centers 101

Community health centers provide affordable, accessible, and acceptable primary healthcare. These centers, located all over the country, primarily serve indigent, medically underserved, and underinsured populations and assist special populations through grants and programs. Community health centers are not “free clinics,” but operate using a sliding fee scale.

Community health centers are safety net providers. They provide several health services to the community, including comprehensive health services with a variety of physician specialties, general dentistry and community health programs involving oral health education and dental screening, prenatal care, health screenings, immunizations, case management and pharmacies.

Cost-effective

Community health centers are subject to ongoing federal scrutiny of their cost-effectiveness and quality of care; there is no comparison to this level of monitoring in the private sector. Cost screens applied to health centers by the U.S. Public Health Service and the Center for Medicare and Medicaid Services, such as administrative costs and costs per patient visit, are virtually unparalleled in the healthcare industry. The result of all of these factors is that community and migrant centers provide quality, comprehensive primary care to some of the hardest-to-reach patients in the health system at an affordable price.

Comprehensive

Community health centers offer comprehensive, “one-stop” primary care rather than the traditional medical model for chronic and acute care. Prevention is the focus. Centers also offer health/nutrition education and case management.

Community Oriented

Community health centers are also categorized by the high degree of community responsiveness of the programs they offer because they are required to conduct annual service area needs assessments and must be governed by community boards.

What is a Community Health Center?

The term community health center has both broad and narrow meanings. In the broad sense, community health centers are providers of primary healthcare to medically underserved populations. Unlike the medical model of healthcare delivery, community health centers focus not only on improving the health of individual patients, but on improving the health status of the entire community. This community-oriented focus means community health centers differ from traditional health care providers in several ways. Needs assessment, program development, and evaluation are all framed in terms of both community health needs and patient health.

The services of a community health center are accessible to the target population, comprehensive, and coordinated with other

existing social services. The health center is also accountable to the community which it serves by involving members and health center users in program planning and organizational governance.

In a more narrow definition, the federal government uses the term “community health centers” to describe public or non-profit centers that receive federal funding under the Health Centers Consolidation Act of 1996 amended section 330 of the Public Health Service Act to provide comprehensive primary care services to medically underserved populations. All individuals within the health center’s service area may receive health services at a community health center regardless of ability to pay.

Federally Qualified Health Centers (FQHCs)

The goal of the CCHC is to become a FQHC within the next three years. The advantage of FQHC designation is the health center can receive cost-based reimbursement for Medicaid and Medicare patients.



In addition, FQHC status may offer health centers certain other benefits, such as access to federally funded and supported technical assistance, higher rates of payment under Medicaid managed care, and eligibility for the Public Health Service Drug Pricing Program.

Program Expectations

Because community health centers serve a wide range of communities, from inner cities to rural areas, there is no one model health center.

However, every community health center should have a sound infrastructure able to respond to the needs of its community within the constraints of its resources. Each community health center should develop processes and procedures designated to ensure the provision of high quality health services supported by strong management and governance.

To receive federal funding, a community health center must meet the program expectations of the U.S. Public Health Service, which include:

- Needs Assessment and Planning
- Governance
- Management and Finance
- Clinical Program/Health Services

Source: The Iowa/Nebraska Primary Care Association (IA/NEPCA) website. The IA/NEPCA is a bi-state non-profit membership association comprised of community health centers and other safety net providers in Iowa and Nebraska. The Crescent Community Health Center is a member of the IA/NEPCA.

Crescent Community Health Center Details

The Crescent Community Health Center (CCHC) is a freestanding, not-for-profit corporation created solely for the purpose of becoming a Federally Qualified Health Center (FQHC).



LOCATION

The CCHC is located in Dubuque's Washington Neighborhood at **1789 Elm Street** on the first floor of the Washington Court Building, formerly known as the Dubuque Casket Company. Gronen Properties of Dubuque is restoring the building and the upper three floors are being renovated, creating 36 affordable

A MEDICAL/DENTAL HOME

Each year thousands of area residents either go without or delay health care due to the lack of health insurance or personal resources. As a result, patients enter the area's hospital's emergency rooms for conditions that could have been prevented by seeing a primary care physician or dentist. Due to the cost of health care and the restricted access, a community health center is needed to provide the area's low-income and uninsured individuals a "medical/dental" home where care is not determined on their ability to pay.

Daily, public and private health care agencies in Dubuque hear many cries for medical and dental care assistance. Some actual examples include:

- A woman whose front teeth are fractured and so sharp that when she is home she covers them with silicone earplugs so they don't cut her lips or tongue.
- A man who had gone several years without medical and dental care and required same-day surgery for multiple tooth extractions. On the pre-op chest x-ray, lung cancer was detected.
- A 43-year-old woman who hadn't seen a dentist for three years, and had frequent oral abscesses she lanced herself.
- A sick child with no health insurance, unable to get an appointment to see a doctor.
- A 45-year-old man with an infected tooth, employed at a job with no dental insurance.
- A 15-year-old who needed a tetanus booster.
- A 40-year-old woman with a lump in her breast, unable to afford a mammogram.
- An 8-year-old whose teeth hurt "all the time" and had never been to the dentist.

In every instance, had care been initiated routinely, or at least earlier in the disease process, the emergent situations, incredible discomfort, and expense could have been avoided or greatly minimized. ♦

apartments. Gronen Properties is leasing the first floor to the CCHC and Project Concern. The two organizations will have a symbiotic relationship that will benefit the citizens of the neighborhood and the entire Dubuque community. This location also allows for future expansion of the health center.

The Crescent Community Health Center was named after the extended Schmid family of Dubuque, founders of the Crescent Electric Supply Company, who made an endowment gift of \$1.3 million to the Community Foundation of Greater Dubuque to support the community health center.

FACILITY

The CCHC is a 7,300 square-foot facility. It contains six medical exam rooms, five dental exam spaces, consultation rooms, lab stations, a central reception area, and administrative offices. The parking lot for the health center is located at the corner of Elm Street and 18th Street.

SERVICES

Specific services provided at the CCHC include:

- Primary health care services by physicians and allied health professionals (i.e. nurse practitioner)
- Oral health services provided by a dentist and dental hygienist
- Diagnostic laboratory services
- Diagnostic X-ray services
- Preventive health services
- Patient case management
- Pharmacy services
- Preventive and restorative dental services
- Translation services

STAFF

The Crescent Community Health Center employs a full-time physician (soon to be hired), nurse practitioner, registered nurse, licensed nurse or certified medical assistant, dentist, dental hygienist, two dental assistants, and support staff. Staff will increase as the client volume grows.

TARGET POPULATION

The primary populations the CCHC will serve are individuals and their dependents on Medicaid and Medicare, as well as those who are uninsured and underinsured. However, anyone in the tri-state area, including Illinois, Wisconsin and other Iowa counties, are welcome to use this high-quality health care facility.

The target population includes:

- 22,249 residents of Dubuque County who are below 200% of the Federal Poverty Index.
- 8.2% of individuals in Dubuque County report no health insurance coverage.
- Only 51% of eligible children are enrolled in hawk-i, the State insurance program for impoverished children.
- 16.2% of the Dubuque County's employers do not offer health insurance benefits affecting approximately 8,774 employees.



- 42.6% of the Dubuque County's employers do not offer dental insurance affecting approximately 23,072 employees.

REVENUE SOURCES TO SUPPORT THE CENTER

- Federal grants (Federally Qualified Health Center)
- State of Iowa "incubator funds"
- Cost-based reimbursement from Medicaid and Medicare clients
 - Iowa, Wisconsin, and Illinois Departments of Human Services and Public Aid
 - State Children's Health Insurance Program (CHIP) programs in Wisconsin, Illinois and Iowa (hawk-i)
 - Contractual relationships with private insurers
 - Private pay
 - Donations, fundraising and grants

PROJECT COST

The capital/construction budget for the project was \$1.2 million. The center's three-year operational budget is \$5.5 million.

COSTS OF SERVICES

Patients without insurance are evaluated for an income discount. Patients can receive up to a 100% discount of all services provided in the center, depending on income. A \$25 co-payment is due at the time of visit, but won't prevent someone from being seen. All other services are discounted per the income discount.

APPOINTMENTS

A simple process has been established to utilize the services provided at the CCHC.

- 1) Call 563-690-2850 to make an appointment
- 2) Arrive on time and check in with the receptionist
- 3) Complete financial assistance forms based on proof of income (monthly paycheck stubs, tax return, disability/SSI check stub) and family size
- 4) Meet with a financial counselor
- 5) Establish a payment plan based on a sliding fee income scale
- 6) See the doctor, nurse practitioner, or dentist
- 7) Some patients may be referred to a specialist or follow-up appointments may be necessary

HOURS OF OPERATION

Monday, Tuesday, Thursday, and Friday:

8 a.m. to 5 p.m.

Wednesday: 10 a.m. - 7 p.m.

CONTACT INFORMATION

Crescent Community Health Center
1789 Elm Street, Suite A
Dubuque, Iowa 52001
Telephone: 563-690-2850
Fax: 563-557-8488
www.crescentchc.org

envision

TEN COMMUNITY PROJECTS BY 2010

"Envision 2010: Ten Community Projects by 2010" was a project facilitated by the Dubuque Area Chamber of Commerce and the Community Foundation of Greater Dubuque, and funded by the Dubuque Racing Association.



The goal of the nine-month Envision process was to solicit "big ideas with broad acceptance that will have a long-term, positive impact on the growth and quality of life of the greater Dubuque community." It generated almost 2,300 ideas submitted by somewhere between 10,000 and 20,000 tri-states' citizens. The list of ideas was narrowed down to 300, then 100, then 30, before the top 10 were announced in January 2006.

One of the top 10 ideas was a Community Health Center: *"Build a Community Health Center that would provide high quality affordable medical, dental and preventive care for all, regardless of ability to pay, for those who are uninsured and underinsured. The Center would provide laboratory and x-ray services, patient case management, pharmacy services, translation and transportation assistance."*

The CCHC is the first of the Envision 2010 Top Ten Ideas to be completed.

The Iowa Great Places program calls on state agencies to partner with Iowans in a new way by combining state resources with local assets to make Iowa's communities, neighborhoods, districts and regions great places where people want to live, work and raise a family.



As one of the Envision 2010 Top Ten Ideas, the CCHC was also featured in Dubuque's application to be designated as an Iowa Great Place by the Iowa Department of Cultural Affairs. Following a competitive application and site visit process in October 2006, Dubuque was one of six Iowa places to receive this distinction for 2006. ♦

Crescent Community Health Center: Health Care for All, the Gift of Many

by Mary Rose Corrigan, City of Dubuque Public Health Specialist

Health care access and meeting the health care needs of the poor and underserved, along with the uninsured and underinsured, has been identified as a need in Dubuque for many years. Formal discussions started in 1999 when Loras College and Clarke College gathered community representatives to plan for a Community Outreach Partnership Center (COPC) grant, which included creating a neighborhood clinic in the area surrounding the two colleges. Although COPC grant applications were not successful, the need and momentum for a community health care clinic was not forgotten. In the spring of 2002, I was completing my master's of nursing in a graduate seminar class at Clarke College, and we discussed forming a nurse-managed community clinic. We brought in experts to discuss the concept, including representatives from the Iowa Department of Public Health and local hospitals. It soon became evident that the need for a community clinic for the underserved was pressing. The graduate class conducted community surveys and decided to move forward with assisting the community to tackle the need. In June 2002, a committee formed to explore and then initiate planning and development activities for a community health center. A broad spectrum of community leaders assembled, due to the leadership of Sr. Helen Huewe, OSF, including representatives from:

Dubuque County/Board of Health	Dubuque Historical Society
City of Dubuque	Sisters of St. Francis
Mercy Medical Center	Telegraph Herald
The Finley Hospital	Dubuque Area Labor
Visiting Nurse Association	Management Council
Hillcrest Family Services	Tri-State Health CARE Coalition
Clarke College	Project Concern
Gannon Center for Community	Dubuque Main Street Ltd.
Mental Health	Hispanic Ministry-St. Patrick's
Substance Abuse Services Center	Scenic Valley Area Agency on
Dubuque Community School	Aging
District	Pines Healthcare for Women
Medical Associates	Dubuque Rescue Mission
Independent Physician	Northeast Iowa Community
Association	College
Iowa Department of Human	O'Connor & Thomas Law Offices
Services	Woodward Communication
United Way	Tri-State Independent Physician
Iowa/Nebraska Primary Care	Association
Association	St. Mark Community Center
Women's Wellness Center	Community Foundation of
Jackson County Hospital	Greater Dubuque

The original 21-member board was formally approved on March 19, 2003:

Sr. Catherine Dunn, BVM (Chairperson) - Clarke College
 Mary Rose Corrigan, RN - City of Dubuque Health Services
 Gary Gansemer - Hillcrest Family Services
 Teri Goodmann - Dubuque County Historical Society
 Sr. Helen Huewe, OSF - Mt. St. Francis
 Tammy Klavitter - (Staff) Mercy Medical Center
 Russell Knight - Mercy Medical Center
 John Knox - Finley Hospital
 Dr. Maria Locher Claus, DDS
 Brendan Quann - O'Connor & Thomas PC
 Kathy Ripple, RN - Visiting Nurse Association & Finley
 Art Roche - Mercy Medical Center
 Brian Schatz - Medical Associates Clinic
 Sid Scott - Woodward Communications
 Mike Stoll - Tri-State Independent Physicians Assoc. Inc



Mary Rose Corrigan, RN

John Tallent - Medical Associates Clinic and Health Plans

Ken TeKippe - City of Dubuque Finance Department

David Tjarks - Gannon Center

Rod Tokheim - Mercy Medical Center

Michael Van Milligen - City Manager

Nancy Van Milligen - Community Foundation of Greater Dubuque

Julie Woodyard - Hillcrest Family Services

Julie Blum - IA/NE PCA

This original board still serves in an advisory capacity today.

In March 2003, the first application for a Federally Qualified Health Center (FQHC) was submitted. This, along with applications submitted in April 2004 and June 2004, was not funded, due to extreme national competition. Along the way, the CCHC was awarded Federal Planning and Equipment Grants with the help of Senator Tom Harkin, totaling over \$130,000. These grants, along with Sr. Helen Huewe volunteering as the health center staff, helped keep the momentum moving forward. For the next three years, the community health center was also a priority issue for the Dubuque Area Chamber of Commerce legislative trip to Washington, DC.

Since 2002, the board of directors worked with the Iowa/Nebraska Primary Care Association (IA/NE PCA). With their assistance, legislation was proposed and approved in the 2005 and 2006 Iowa Legislature for "incubator funds" of \$650,000 to assist Community Health Centers who were not successful on the Federal grant application process to get up and running. Because of steep competition on the Federal level, being operational is extremely important for securing the Federal grant. After several trips to Des Moines and meetings with legislators, the Iowa Legislature awarded a second year "incubator fund" contract for the Crescent Community Health Center (CCHC). Since the majority of these funds must be used for operational expenses, additional fundraising was necessary. The Dubuque Racing Association then supplied a generous \$500,000 grant for capital and buildout of the center.

The Community Foundation of Greater Dubuque then stepped in to secure a \$1.3 million endowment from the owners of Crescent Electric Supply Company, specifically the Schmid, Rhomberg, and Piekenbrock families. This generous gift would provide a source of ongoing funding and a local name for the center.

In August 2005, the decision was made to locate the community health center in the Washington Court Building at 1789 Elm Street. John Gronen, owner and developer of the property, worked with the CCHC Board to provide a low-cost lease and partner in the center's development and construction. John's commitment went far beyond the lease and construction, and without his passion for serving those in need, the total project would not be what it is today.

The CCHC could not have been built without the financial support of many in the Dubuque community and the state of Iowa, including the Mayor and City Council who made the new facility a City priority. Many individuals from health care institutions and social service agencies, higher education and community-based organizations committed countless time and effort to establish the CCHC. Establishing this Health Center is more than constructing a building. Business and marketing plans, policies and procedures, staff hiring, and a myriad of startup activities had to be completed. This could not have been done without the help of all of our partners: a culmination of an exemplary collaborative effort. The Dubuque community should be proud of its efforts for establishing the Crescent Community Health Center. ♦

Open House

The Crescent Community Health Center will host an open house for tri-state area residents to visit and tour the facility and learn more about the CCHC.

The public is invited to attend.

Tuesday, December 12

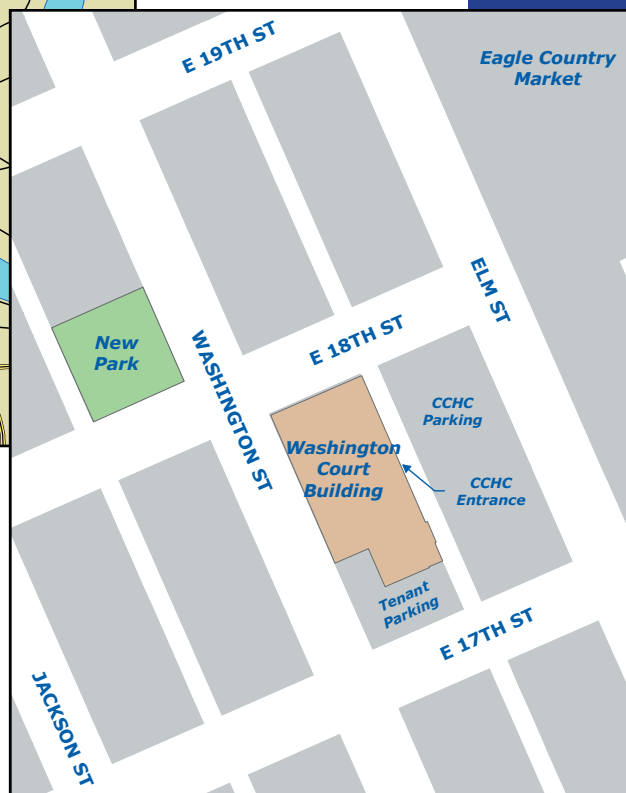
Noon - 6 p.m.

1789 Elm Street, Suite A

(First Floor, Washington Court Building)

For more information, please call 563-690-2850.

(PLEASE NOTE: The community health center will not provide services during the open house.)



Crescent Community Health Center

MISSION

The mission of the Crescent Community Health Center is to improve and maintain the health and well being of our communities by providing affordable, client-friendly, and comprehensive, high-quality health care services in collaboration with other community organizations and resources. Anyone in the Tri-state area, including Illinois, Wisconsin and other Iowa counties is welcome to use this high quality health care facility.

GOVERNANCE

A community health center's board of directors has full authority and responsibility to establish program policies. The board of directors governs within the context of a long-term strategic mission and goals, as well as an annual operating plan. The majority of the board members must be users of the center's services. A set of by-laws governing the organization describe the structure and functions of the board, and meet the requirements of federal, state, and local laws and regulations.

BOARD OF DIRECTORS

Sr. Helen Huewe, OSF (Chairperson)
Mary Rose Corrigan (Vice Chairperson)
Alan Krueger (Treasurer)
Nancy Van Milligen (Secretary)
Kevin Anderson (Executive Director)
Lauria Bartolotta
Doug Brotherton
John Davis
Vernita Glass
Rev. Austin/Berlen LoKeijak
John Michalski
Florence Siefker
Karen St. George
Rich Whitty



Front Row (L-R): Mary Rose Corrigan, Nancy Van Milligen, Sr. Helen Huewe, OSF, Alan Krueger.

Back Row (L-R): Rich Witty, Doug Brotherton, Kevin Anderson, John Michalski, Karen St. George, Lauria Bartolotta, Florence Siefker, Rev. Austin/Berlen LoKeijak.
Not pictured: John Davis and Vernita Glass.

STAFF

Kevin J. Anderson, Executive Director
Yolanda Apel, Phone Operator/Receptionist
Sarah Brown, ARNP, Family Nurse Practitioner
Penny DeBuhr, Dental Hygienist
Mary Jane Driscoll, RN
Brenda Eickert, Certified Medical Assistant
Kelsey Gibbons, Certified Medical Assistant
Steven Haas, MD
Kathy Haverland, Dental Assistant
Amanda Huseman, Dental Assistant
Joan Schuster, Executive Assistant
Bill Souto, DDS, Dental Director
Diana Wallace, Dental Assistant



Kevin Anderson



Bill Souto, DDS



Sarah Brown, ARNP

Dubuque City Council

Roy D. Buol, Mayor
Ann E. Michalski, At-large
Ric W. Jones, At-large
Kevin J. Lynch, 1st Ward
Karla A. Braig, 2nd Ward
Joyce E. Connors, 3rd Ward
Patricia A. Cline, 4th Ward

*The Dubuque City Council meets at
6:30 p.m. on the first and third
Monday of the month in the third-
floor auditorium of the Carnegie-
Stout Public Library, 360 West
11th Street.*

Editorial Information

City Focus is a publication of
the City of Dubuque.
Editing & Layout: Randy Gehl,
Public Information Officer

For up-to-date information
on events and programs,
visit our website:
www.cityofdubuque.org

Feedback

The City of Dubuque welcomes
your comments and suggestions
about your city government
or anything appearing in this
publication. Inquiries must include
your name, address, and telephone
number, or an e-mail address so a response
can be provided.

E-mail or use the form below
and send to:

City Manager's Office
50 West 13th Street
Dubuque IA 52001-4864
publicinfo@cityofdubuque.org
563.589.4110 (phone)
563.589.4149 (fax)

Clip and Send Your Comments to the City Manager's Office, 50 West 13th Street, Dubuque, IA, 52001-4864

Name _____ Address _____
City _____ ST _____ Zip _____ Phone _____ E-mail _____
Comments: _____