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.

Email 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)

The 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 bylaws 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)
Laura Bartolotta
Doug Brotherton
John Davis
Vernita Glass
Rev. Austin/Berlen LoKeijak
John Michalski
Florence Sieffet
Karen St. George
Rich Whitty

STAFF
Kevin J. Anderson, Executive Director
Yolanda Apel, Phone Operator/Receptionist
Sarah Brown, ARNP, Family Nurse Practitioner
Penny Dullea, Dental Hygienist
Mary Jane Driscoll, RN
Brenda Eickert, Certified Medical Assistant
Kelley Gabbons, 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

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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 Rhombergs and the Pfeikerbrocks, 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,

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 un insured 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 specialists, 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 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 driven by need. The health center 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 programs 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 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 designed 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 includes:
- Needs Assessment and Planning
- Governance
- Management and Finance
- Clinical Program/Health Services

Source: The Iowa/Nebraska Primary Care Association (IA/NEPCA)

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.
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 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
- Preventive health services
- Contractual relationships with private insurers
- Private pay
- Donations, fundraising and grants

**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 (SCHIP)
- 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

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-state citizens. The list of ideas was narrowed down to 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.  

“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.
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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.”

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Comprehensive
Community health centers offer comprehensive, “one-stop” primary care rather than the traditional medical model which sends patients in the health system at an additional fee.

Community Oriented
Community health centers are also categorized by the high degree of community responsiveness of the programs they offer because they are rooted in the local 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-focused focus means community health centers differ from traditional healthcare 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.

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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 designed 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:
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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.
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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,

Michael Van Milligen
City Manager

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.)
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.

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