



## **Development Services and Partnerships**

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## **Who Are the Major Federally-Funded “Helping Organizations” for FQHCs?**

- Health Resources and Services Administration (HRSA)
- National Association of Community Health Centers (NACHC)
- State Primary Care Associations (PCAs)
- Health Center Controlled Networks
- Capital Link (Capital-related TA provided through a Cooperative Agreement with HRSA)
- Primary Care Development Corporation (HRSA Loan Guarantee Lender Coordinator)



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## Health Resources and Services Administration (HRSA)

- HRSA is the primary federal agency for improving access to health care services for people who are uninsured, isolated, or medically vulnerable.
  - The Bureau of Primary Health Care (BPHC) is the division within HRSA that administers the health center program (<http://bphc.hrsa.gov/>)
  - Types of funding available
    - Section 330 funding
    - National and State Cooperative Agreements
    - HRSA Loan Guarantee Program



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## National Association of Community Health Centers (NACHC)

- NACHC is the national membership organization that represents health centers ([www.nachc.com](http://www.nachc.com))
  - Working with a network of health centers and primary care associations, NACHC serves health centers in a variety of ways:
    - Provide research-based advocacy for health centers and their clients
    - Educate the public about the mission and value of health centers
    - Train and provide technical assistance to health center staff and boards
    - Develop alliances with private partners and key stakeholders to foster the delivery of primary health care services to communities in need



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## Primary Care Associations (PCAs)

- Statewide membership organizations representing health centers in 50 states/territories
- Focus on state policy issues and act as liaisons between HRSA/BPHC, NACHC, and health centers
- Provide significant training and TA to health centers through Cooperative Agreements with HRSA
  - Find a PCA here:  
<http://bphc.hrsa.gov/technicalassistance/partnerlinks/associations.html>



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## Health Center Controlled Networks (HCCNs)

- An HCCN is a group of safety net providers collaborating horizontally or vertically to improve access to care, enhance quality of care, and achieve cost efficiencies through the redesign of practices to integrate services, optimize patient outcomes, or negotiate managed care contracts on behalf of the participating members.
  - Most HCCNs focus on shared health IT (including electronic health records and practice management systems) and clinical quality initiatives
    - 10 federally-funded HCCNs (CO-2, CA-2, NY, NC, HI, FL, PA, MI)



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## Capital Link – HRSA-supported Services

- Operating under a Cooperative Agreement with HRSA, Capital Link provides a range of technical assistance to FQHCs related to planning and financing their capital projects.
- HRSA-funded services include:
  - Educational presentations/webinars on all aspects of capital planning and financing
  - Resource documents on a variety of topics related to health center capital development
  - One-on-one work with individual health centers to assist with early-stage capital planning and feasibility activities
  - Statewide capital planning assistance to PCAs
  - Bi-annual capital needs assessment



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## Capital Link – Other Services

- For Health Centers:
  - Growth readiness assessments
  - Market assessments
  - Facility advisory services
    - Program, staff and space planning
    - Facility maximization
    - Planning for and operating in a Patient Centered Medical Home (PCMH) environment
  - Business planning
  - Financial projections
  - Economic impact analysis
  - Assistance with obtaining financing: raising capital from debt and equity sources
- For Primary Care Associations:
  - Statewide studies
    - Market assessments (planning for HC growth)
    - Financial trends analyses
    - Economic impact analysis
  - Program development & management
    - Developing/managing loan and grant programs for PCA members
    - Targeted technical assistance programs related to growth planning and capital development strategies



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## Primary Care Development Corp (PCDC)

- Nonprofit dedicated to expanding and strengthening primary care in underserved communities through:
  - **Capital financing:** capital and TA to build and expand CHCs
  - **Performance Improvement:** consulting and coaching to promote patient-centered care (i.e. patient access, meaningful use of health IT, care coordination and patient experience)
  - **Policy and Advocacy:** to increase access to quality primary care, including capital investment, reimbursement and regulatory policy
- Collaborate with PCAs (esp. CHCANYS in New York), NACHC, and other CDFIs
- Lender-coordinator for HRSA Loan Guarantee Program



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## Examples of CDFI Collaborations with HC Partner Organizations

- PCDC collaboration with CHCANYS
- Capital Impact Partners collaboration with California Primary Care Association
- Capital Link collaboration with the Louisiana Primary Care Association



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## PCDC's Primary Care Advocacy Strategy in New York State

- NYS Primary Care Coalition
  - Partnered with primary care membership organizations, including PCA (CHCANYS), primary care docs, health educators (AHEC)
  - Developed primary care agenda, including capital investment, medical homes, health information technology, workforce
- Partnership with State PCA (CHCANYS)
  - Coordinate policy agendas and support FQHC-related policies (i.e. reimbursement, capital investment, quality)
  - Collaborate with NYS Dept. of Health on initiatives impacting primary care, like hospital closures, Medicaid waivers, regulatory and payment issues



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## Capital Impact Partners - Managing a PCA-sponsored Loan Fund in CA

- California Primary Care Association (CPCA) Ventures Loan Fund established in 1999
- Initially capitalized with a \$10MM grant from The California Endowment
- More than \$30MM has been lent to California CHCs since inception
- Loans have streamlined underwriting standards, are low-cost, unsecured, and subordinate



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## Building Primary Care Capacity in LA

- From 2006 – 2011 Capital Link worked with the Louisiana Primary Care Association to develop a \$100+ million Facility Expansion Initiative
  - State Appropriation: \$41.5 million
  - \$59 million in Other Funding included: NMTC (state and federal); HTC (state and federal); USDA; CDFI loans (Capital Link); bank loans; public & private grants; capital campaigns
- 91 projects completed
  - new sites, expanded sites, HIT and equipment
- Jobs and Economic Impact: 1,483 construction jobs and \$182 million in overall economic impact

