



# **Mascoma Community Health Center**

**Right Care. Right Costs. Right *Here*.**

COVID-19 Challenges & Needs for Survival

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## AGENDA

- Who is Mascoma Community Health Center (MCHC)
- General Facts
  - 2019 & how COVID-19 has affected 2020
- Plans for the future
- Efforts and results to date
- Critical Needs
- General discussion & next steps
- History of MCHC (for information only, not for presentation today)

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## Who Is Mascoma Community Health Center

### Vision Statement

Mascoma Community Health Center promotes health in our communities through our health center, that draws local resources together to provide personal, affordable, accessible, quality care.

### Mission Statement

Mascoma Community Healthcare, Inc. is a 501(c) (3) non-profit organization dedicated to:

- Operating a health center that will be designed, managed, and supported by the communities it represents
- Serve the health needs of the Mascoma Valley which includes Canaan, Dorchester, Enfield, Grafton, Orange and beyond
- Provide affordable healthcare regardless of insurance status and based on ability to pay

### Structure

- Volunteer Board of Directors representing the 5 core towns we serve (Canaan, Enfield, Grafton, Orange, Dorchester)

### Current services include:

- Primary Medical Care for all ages
- Family Practice
- Family Planning
- Pediatrics
- Sports Medicine
- Minor Orthopedics
- Geriatric Care
- Infants and Children
- Women's Health Care
- General Gynecology
- Minor Skin Procedures - Stitches, etc.
- Preventive Health/ Screenings
- Care Coordination
- Health Education and Community Outreach
- Dental Care

### Future services include:

- Behavioral/Mental Health Care
- Physical Therapy
- X-ray
- Nutrition Services
- Pharmacy



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## GENERAL FACTS

### 2019 Facts

Patients that visited	2,296
Number of visits	9,835
<b>Cost</b> of Care	\$1,407,111
<b>Billed</b> for Care	\$1,325,168
<b>Received</b>	\$745,804
Donated care	\$119,543
New patients added	1,122 (93/month)
Patient revenue increase over prior year	42%
Patient visit increase over prior year	108%

### 2020 Facts

Total patients	3,800
Visit <b>reduction</b> during COVID-19	50%
Revenue <b>reduction</b> during COVID-19	\$70,000 / month
Revenue <b>reduction</b> beginning in June	\$60,000 / month
New patients added during the year	324 (54/month)
Cash reserves	\$0 (still in start-up)
Normal annual operating loss 2019	\$480,000 / year
Donations raised to cover loss	\$480,000 / year
Donation <b>reduction</b> during COVID-19	50%
Total employees	18

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## NH EMERGENCY HEALTH SYSTEM RELIEF FUND NON-PROFIT COMMUNITY HEALTH CENTERS

Health Center	Patient Count	Award	\$ / Patient
Charlestown Health Center	2161	\$ 500,000	\$ 231.37
White Mountain Community Health	2626	\$ 345,000	\$ 131.38
Mascoma Community Health Center	3717	\$ 100,000	\$ 26.90
Indian Stream	3786	\$ 500,000	\$ 132.07
HealthFirst	4855	\$ 250,000	\$ 51.49
Ammonoosuc Community Health	10756	\$ 629,296	
Mid State	11529	\$ 484,000	
Amoskeag Health	14579	\$ 250,000	
Greater Seacoast	16250	\$ 800,000	
Lamprey Health	16262	\$ 250,000	
<b>TOTAL</b>		<b>\$ 4,108,296</b>	
Average Per Health Center (red)		\$ 398,750	
MCHC Award		\$ 100,000	

As a result of Covid-19, all community Health Centers experienced significant loss of revenue and increased costs.

Mascoma was not eligible for HRSA related assistance even though we have the same impacts. We also received much less state assistance per capita than most community health centers.

We believe that our Covid-19 impact will total \$600,000 through February. We need between \$400,000 and \$700,000 to reach a point where we can join with another FQHC to become a HRSA funded New Access Point.

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## OUR FUTURE

- **Current Status**

- Unprecedented patient and revenue growth over the past 3 years
- Approaching break even but not there yet
  - Gap has been filled by community donations (down 50% during COVID-19)
  - Forecasts is to return to pre COVID-19 levels by September
  - New revenue expected through dental expansion and projected growth of 25% per year.
- Become cash positive through an affiliation with Health First, a FQHC bordering MCHC's service area
- Received less than 25% of COVID-19 related impact funding provided to other community health centers, due to not having obtained FQHC status prior to crisis.
- Suffered losses so far in excess of \$470,000 related to COVID-19

- **Long Term Plan**

- Merge with HealthFirst and become a federally qualified health center “new access point” thus obtaining the benefits (valued at about \$650,000 a year) resulting from Federally Qualified Health Center (FQHC) status.

- **Status**

- On hold due to COVID-19 financial challenges for both HealthFirst and MCHC. As a result of COVID-19, no existing FQHC has the financial stability to merge at this time.

- **Reality**

- Will not survive to break even point or Health First affiliation without additional support

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## EFFORTS TO DATE

### New Hampshire

NH COVID-19 Emergency Health System Relief Fund	Applied for \$200k, awarded \$100k April 17, 2020.
NH COVID-19 Emergency Health System Relief Fund Supplemental Application	Not eligible because funds received in first round
NH Nonprofit Emergency Relief and Recovery Fund	Not eligible because we received funds under Emergency Health System Relief Fund
CDFA Non-Profit Response Fund	\$100k request for grant/loan funding submitted and pending response

**Original Strategy:**  
**Grow patients by 1,000**  
**Expand dental practice 20%**  
**Increase medical utilization by 25%**

**Reach cash breakeven (including \$200,000 in annual donations) and complete merger with HealthFirst by end of 2020**

### Federal

Paycheck Protection Program (PPP)	MCHC received \$189,402 on April 11, 2020
Provider Relief Fund (Round 1)	received \$3,347 April 17, 2020, formulaic based on 2019 MCHC Medicare billing
Provider Relief Fund (Round 2)	Based on site revenues from CMS cost report. MCHC did not receive notice about preparing CMS cost report data so did not submit. FQHC's report cost data.
Targeted Allocations – Rural Distribution	Allocation to Community Health Centers was \$100k per rural clinic site. HRSA identified sites. MCHC not eligible (not an FQHC or RHC)
Medicaid and CHIP Distribution	Not eligible because we received \$3,347 in the Provider Relief Fund General Distribution
CMS Accelerated / Advance Payment (loan)	MCHC received \$10, 591 April 1, 2020
SBA Emergency Injury Disaster Loan	MCHC received \$10,000. This will be rolled over to a grant as part of PPP

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## CRITICAL NEEDS

- **Survival Funding**
  - \$400,000 required to survive until a merger with Health First
    - Timing is dependent upon economic recovery from COVID-19
    - Timing is also dependent on federal scheduling of new access point awards
  - We are also seeking USDA relief for 1 year and is worth approximately \$200,000



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## **DISCUSSION & NEXT STEPS**

**Please call Peter Thurber, Chairman, with any further questions.**

**Home 603-523-9832**

**Office 603-653-9071**

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## TIMELINE

### Organization Formed

- Board of Directors created and staffed
- Articles of Incorporation formed
- Committees created and staffed
- Building designs begin



2013

### Community Concern

- 5 town community met to discuss the pros and cons of healthcare in the area.
- Strawman of a new community owned and operated non-profit health center created.



2014

### Construction

- \$170k in private donations received
- Land purchased
- Construction underway



2015

### Site Selection

- \$225k in private donations received
- Site selected
- Functional & Architectural discussions underway



2016

### Operational

- Through July:
- \$255k in private donations received
  - Registered patients exceed 1,800

2017

### Grand Opening

- \$185k in private donations received
- Construction completed
- Grand opening
- 10 medical, dental, and staff employed



2018

\$1M  
Total  
Donations

2200  
PATIENTS

2019

\$1.9M  
Total  
Donations

COVID-19

\$2.XM  
Total  
Donations

2020

3800  
PATIENTS