

**Department:** Health Department **Program Contact:** Amy Henninger  
**Program Offer Type:** Existing Operating Program **Program Offer Stage:** As Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

Integrated Clinical Services (ICS) is the largest Federally Qualified Health Center (FQHC) in Oregon, providing high-quality, patient-centered health care and related services to communities across Multnomah County. The Medical Director's Office ensures that doctors (MDs), nurse practitioners (NPs), and physician's assistants (PAs) have the necessary training, skills and knowledge to practice competently; patient care adheres to all pertaining regulations; clinical quality improvement (QI) initiatives are effective and appropriate for the communities we serve; and patient care is safe, cost effective and based on proven best practices; ensure that providers are trained in health equity and that all clinical improvement processes are to forward equitable care for patients.

**Program Summary**

The Health Center welcomes all county persons, regardless of insurance status, ability to pay, or documentation status. Our health center prioritizes culturally and linguistically appropriate care, supporting patients in a way that works for them. Sixty percent of our patients identify as people of color, and more than 40% are best served in a language other than English, including more than 100 different languages. Nearly 20% of our patients have no insurance, 95% of our clients live below 200% of the Federal Poverty Guideline and nearly 2,000 of our patients report experiencing houselessness. All programs within ICS are committed to improving health outcomes, reducing health disparities and ensuring affordable, quality access to healthcare.

Medical Directors Office performs these primary functions:

- Develops and oversees strategic initiatives to improve care quality, safety, cost effectiveness, and access; develops and implements patient care guidelines, policies, procedures, including the Health Center's response to COVID-19.
- Represents and advocates for the care of the clients served at Multnomah County community health centers to external stakeholders such as the Oregon Health Authority, Coordinated Care Organizations (medicaid payors) to ensure that public health care funding meets the needs of the community.
- Recruits, hires Site Medical Directors, medical providers (physicians, nurse practitioners including psychiatric nurse practitioners, physician's assistants), credentials and monitors provider performance; oversees medical educational programs; oversees integrated behavioral health program.
- Ensures that patient care meets all rules, regulations and standards set forth by regulatory agencies, contractors, grantors and accrediting agencies. This is important for safety, quality of care, as well as to keep HRSA grant funding intact.
- Accountable for legal conformance, quality and safety of patient care, need-based and scientifically justified service design, and efficient use of public funds. This includes joint commission, HRSA, PCPCH, Reproductive Health Grants and consultation with HIV services on Ryan White grant.
- Supervises Site Medical Directors and the Behavioral Health and Addictions Manager to achieve above items.

**Performance Measures**

Measure Type	Primary Measure	FY20 Actual	FY21 Budgeted	FY21 Estimate	FY22 Offer
Output	80% of primary care providers are maintaining and serving their maximum panel size	82%	80%	65%	80%
Outcome	Maintain compliance with regulatory and licensing standards/boards	100%	100%	100%	100%
Output	Increase # of patients seen in the past year calendar year (unique patients) to pre-covid numbers (20% greater	45,197	n/a	37,376	45,000
Outcome	Train all providers on implicit bias	n/a	n/a	n/a	85%

**Performance Measures Descriptions**

Measure 1 focuses on value in care delivery and good patient outcomes (including access to care)

Measure 2 maintains regulatory standards required by the health center program.

Measure 3 shows a marked decrease in CY 20 which is due to the impacts of COVID-19.

Measure 4 is part of our Racial Equity, Diversity, Inclusion (RE.D.I.) initiative as it relates to providers and relations with other staff and clients.

## Legal / Contractual Obligation

Oregon State Board of Nurses, Oregon State Medical Board, Medicaid and Medicare rules and regulations, Joint Commission on Accreditation of Healthcare Organizations, HRSA 330 Primary Care grant compliance, stipulations of multiple federal and state grants, and CCO contractual obligations.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2021	2021	2022	2022
Personnel	\$841,061	\$326,635	\$927,829	\$77,293
Contractual Services	\$87,000	\$142,040	\$86,000	\$142,040
Materials & Supplies	\$100,128	\$993	\$94,937	\$0
Internal Services	\$204,019	\$38,215	\$221,629	\$10,295
<b>Total GF/non-GF</b>	<b>\$1,232,208</b>	<b>\$507,883</b>	<b>\$1,330,395</b>	<b>\$229,628</b>
<b>Program Total:</b>	<b>\$1,740,091</b>		<b>\$1,560,023</b>	
<b>Program FTE</b>	2.60	1.80	2.40	0.30

Program Revenues				
Intergovernmental	\$0	\$507,883	\$0	\$229,628
Other / Miscellaneous	\$180,000	\$0	\$276,100	\$0
Beginning Working Capital	\$100,000	\$0	\$192,340	\$0
Service Charges	\$880,000	\$0	\$861,955	\$0
<b>Total Revenue</b>	<b>\$1,160,000</b>	<b>\$507,883</b>	<b>\$1,330,395</b>	<b>\$229,628</b>

## Explanation of Revenues

This program generates \$133,882 in indirect revenues.

Medical Directors (Physician, Nurse Practitioner, Physician Assistants) is funded with State grants and patient revenue (under the HRSA 330 Primary Care grant)

\$ 87,588 - State Family Planning  
\$ 1,330,395 - Patients Fees  
\$ 142,040 - Federal Primary care 330

## Significant Program Changes

**Last Year this program was:** FY 2021: 40030 Medical Director

During calendar year 2020, ICS faced significant challenges due to COVID-19. The Medical Director's Office worked closely with ICS Primary Care Operations and regional and public health recommendations balancing client and staff safety, PPE supply and COVID prevalence trends to lead changes to the way care is provided, tailoring care and outreach strategies for groups most at risk, COVID-19 also brought staffing challenges which impacted the way care is provided. FTE change: added a Program Specialist Sr to help lead Clinical Quality Metrics work with a focus on racial equity, to provide program support for the Reproductive Health Program, to provide ongoing support for provider retention, and provide additional operational support for Medical Director's Office and clinical initiatives. 1.5 Project Manager position removed due to end in grant funding.