



ACCESS
carroll
INTEGRATED HEALTH CARE

**An Integrated, Patient-Centered,
Medical Home**

Serving the
Low-Income of
Carroll County,
Maryland

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*To champion health and provide
quality, integrated health care
services for low-income residents
of Carroll County, Maryland.*

MISSION

2

*We believe every individual should have access
to health care that is coordinated,
comprehensive, culturally sensitive, community
based, accountable and high quality.*

*We also believe all individuals should have the
right to health information, the opportunity to
participate in their plan of care and the right to
accept responsibility for their own care to the
extent to which they are able.*

VISION

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1997: Community Needs Assessment Conducted through
Partnership – Access to Health Care Major Concern

1999: Access to Healthcare workgroup formed through
Partnership for a Healthier Carroll County

2000: Pediatric dental clinic established at Carroll County
Health Department – serves Medicaid children

2002: Small free community clinic established at Carroll
County Health Department to provide primary care

2004: Steering Committee formed to create a community
based, stellar, primary care practice model - health care
home for uninsured adults = Access Carroll, Inc.

In the beginning...

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- Carroll Hospital Center agreed to fund an Executive Director position for three years; and agreed to fully mentor/support the successful candidate.
- CCHD agreed to close their existing Community Clinic and transfer those patients to Access Carroll – approx 400.
- CCHD agree to provide part-time Nurse Practitioner, part-time Staff Nurse and part-time Medical Director continuing to provide clinical services
- Interim Board of Directors was established and leveraged those commitments to gain cash contributions, services, reduced rent, equipment, furnishings, etc.

Strategic Partners Formed

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CARROLL HOSPITAL CENTER
At Carroll Hospital Center, we offer an uncompromising commitment to the highest quality health care experience for people in all stages of life. We are the heart of health care in our communities.

THE PARTNERSHIP
for a Healthier Carroll County
"Striving to build the capacity of individuals and organizations to improve the health and quality of life in Carroll County, Maryland"

ACCESS CARROLL
PATIENT-CENTERED CARE
"A Health Care Home for uninsured, low-income people"

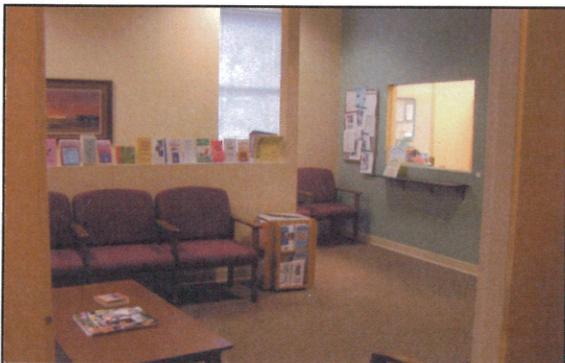
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- Health Partners:
 - Carroll Hospital Center
 - Carroll County Health Department
 - The Partnership for a Healthier Carroll County
- Carroll County Government
- Community Service Providers
 - Advanced Radiology
 - Anchor Pharmacy
 - Wide Open MRI
- CHC Provides Lab/Rad Services Annually

2013 STRATEGIC PARTNERS 7



Original Location: 2 Locust Lane, Suite 301, Westminster, Maryland 21157 8



Access Carroll – Private Non Profit - opened January 31, 2005. 9

- 167,217 Carroll County residents - 2012
- 22,000 estimated uninsured/underinsured (13%) – 2010 Census and Local Assessments (noted transient population with inconsistent phone service not surveyed)
- 53% increase Medicaid/PAC enrollment over past four years (2008-2012)
- Increase in Food Bank Demands and Shelters (2012-13)
 - 15 Food Banks in CCPS
 - 177 Homeless Students
 - 167 Homeless Surveyed (Point in Time Survey)
- Large Dental Need – Hundreds on an Extraction Waiting List – minimal access to care
- High Substance Abuse/Behavioral Health Demands
- Access Carroll is the only full-time safety-net provider targeting the at-risk population
 - Mission of Mercy provides mobile treatment one day a month in Taneytown
 - Mission of Mercy closed their Westminster practice on 02/28/2013
 - Many are out of county residents and approximately 1/3 of all patient are seeking pain relief

NEED AND ACCESS 10

- Carroll County Resident
- Uninsured and Underinsured
- 200% or below of Federal Poverty Level

Examples:

Family size of 1 =	\$22,340
Family size of 2 =	\$30,260
Family size of 3 =	\$38,180
Family size of 4 =	\$46,100
Family size of 5 =	\$54,020



WHO WE SERVE 11

- Office Hours Monday – Friday
- 8:30 am – 5:00 pm
- Appointment Model

Appointment model ensures patients receive coordinated, efficient, and timely care with their primary care provider.



HOURS OF OPERATION 12

- Primary Health Care – Acute and Chronic
- Behavioral Health and Substance Abuse Services
- Medication Assistance
- Laboratory Testing
- Radiology Services
- Referrals to Specialists
- Medical Case Management – Care Navigation
- Public Assistance Application Support – PAC
- Patient Education
- Community Resource Information
- NEW in 2013: Outpatient Detoxification Program
- NEW in 2013: Family Dental Care

SERVICES 13

- In addition to a small essential core staff, Access Carroll depends heavily upon volunteers
 - In 2012: 261 Volunteers giving 11,427 hours
- Federal Tort Claims Act (FTCA) – deemed community free clinic since January 2006
 - 49 FTCA deemed licensed volunteers in 2013

ONSITE:

- CHC and CCHD support more than half of the current core paid staff (4 FTEs) that includes 3 providers
- 8 Volunteer Physicians
- 5 Volunteer Mid-Level Providers (CRNP & PA-C)

OFFSITE:

- 76 off-site community providers

PROVIDERS & STAFF 14

- High Demands since 2005 resulted in quick growth with severe space constraints of 2,190 square feet.
- New space given by CC Gov & Capital Campaign process began 2008 with Feasibility Study.
- Phase 1 ended 2012 with relocation on November 28-30, 2012 at 10 Distillery Drive.



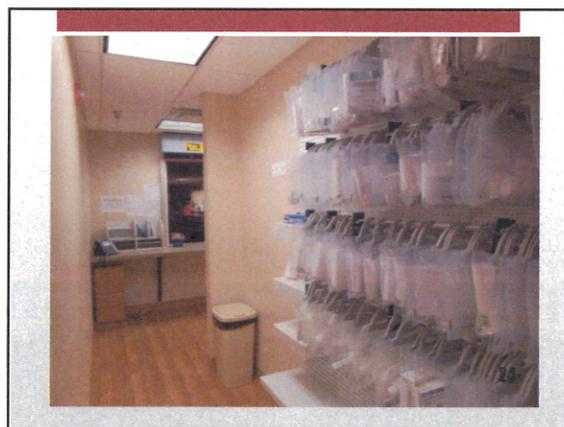
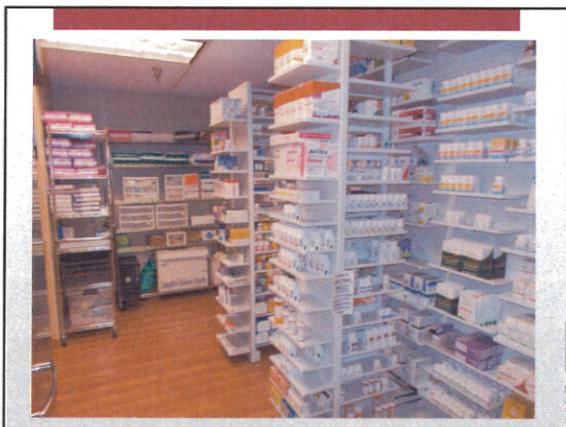
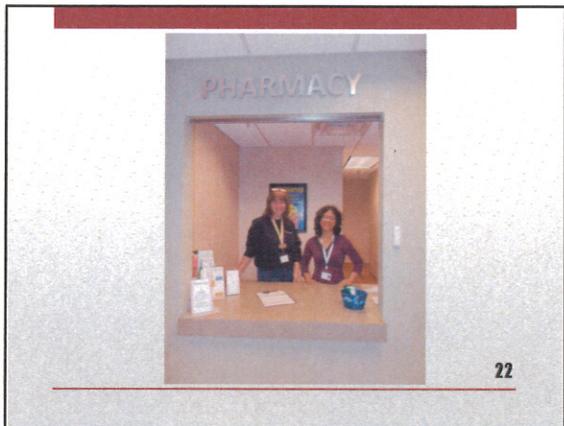
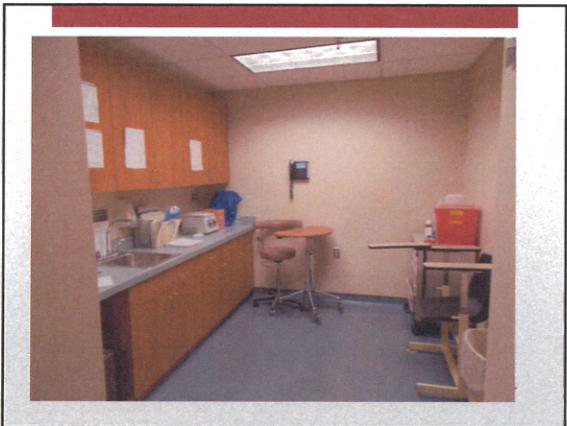
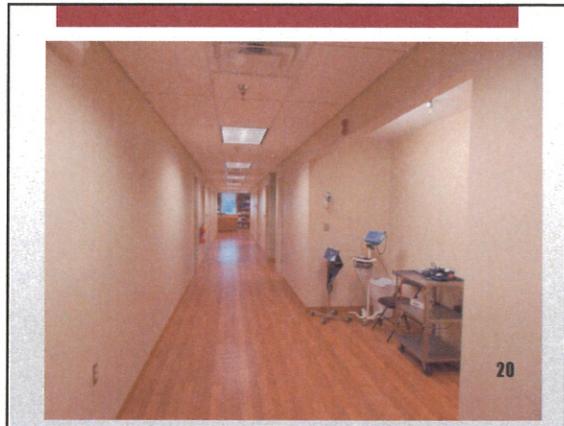
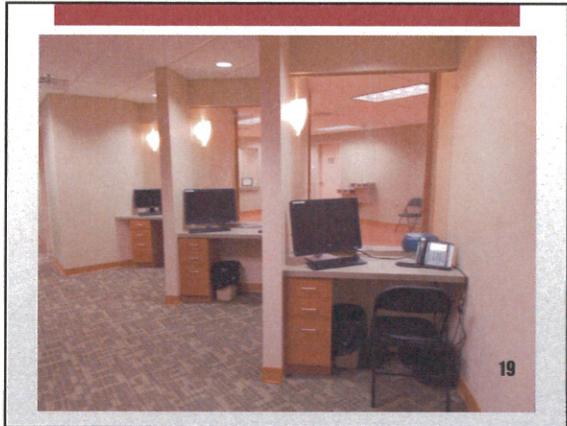
**Take Our Hand.
Build A Path.
Champion Health.** **Change Lives!**

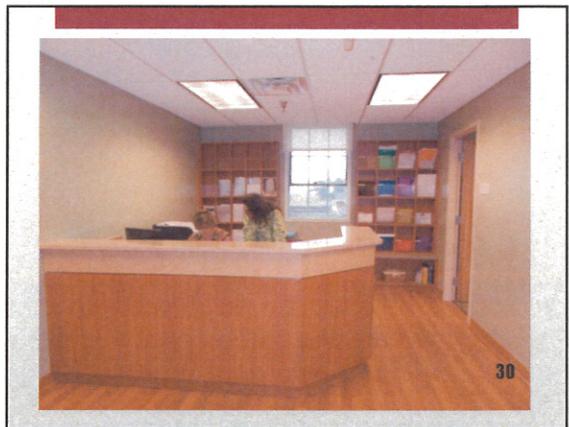
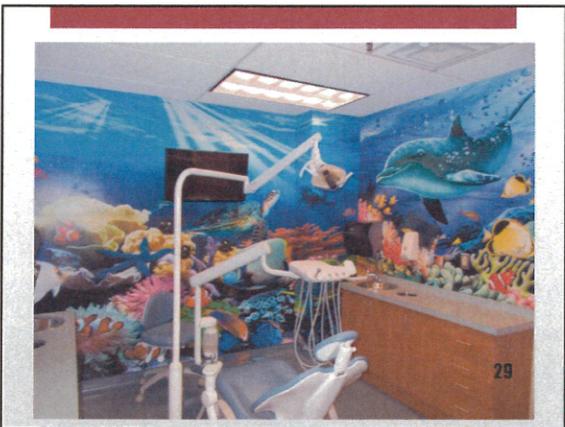
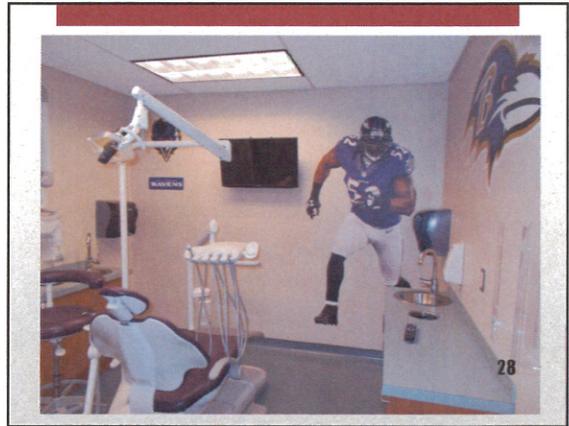
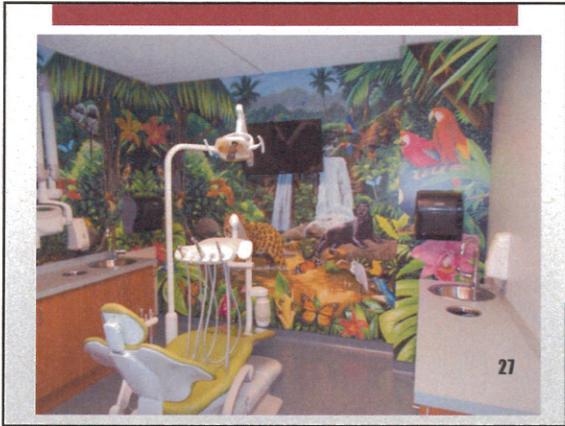
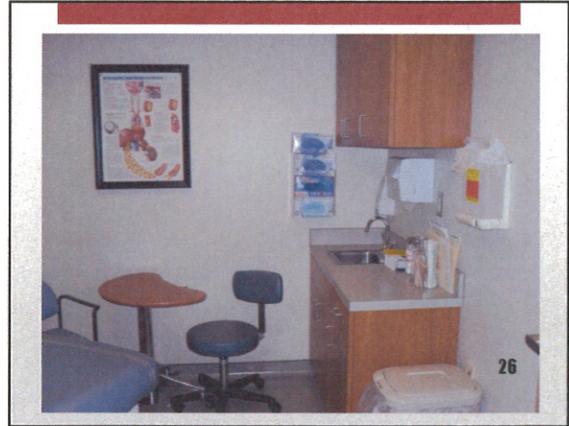
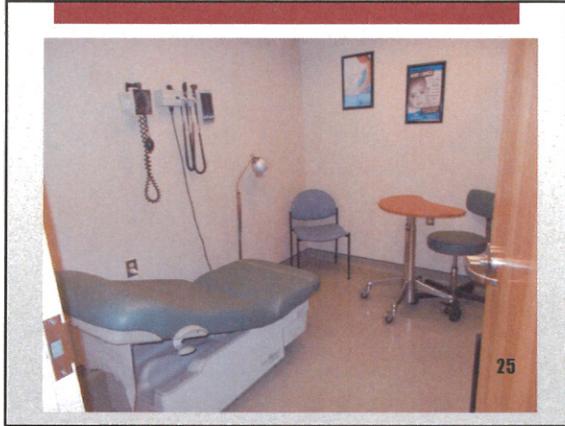
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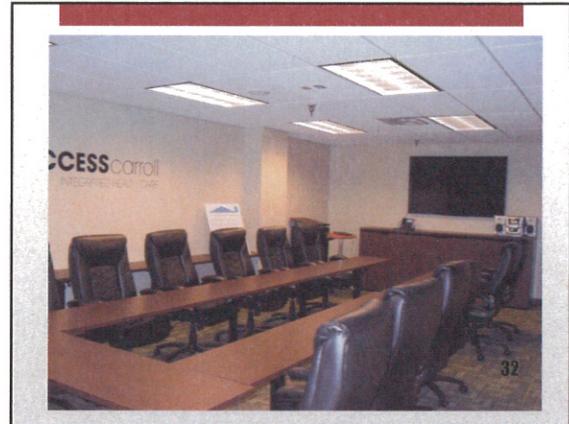
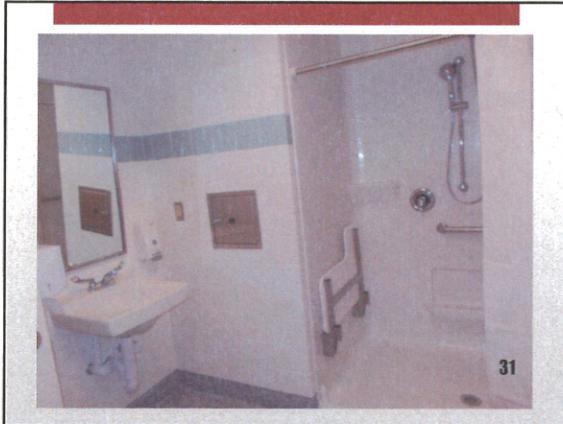
- The Carroll County Commissioners have given Access Carroll 13,000 square feet space at 10 Distillery Drive with 17 year rent-free lease
- Phase I = Approximately 8,300 square feet
 - 7 Medical Examination Rooms
 - 4 Dental Operatories
 - Centralized Pharmacy
 - Behavioral Health/Outpatient Detox/Substance Abuse program support via implanted CCHD staff
- Phase II = Approximately 4,200 square feet for Behavioral Health and Substance Abuse Care

INTEGRATED EXPANSION 16









- Encounters thru June 2013,
 - FY 13 Encounters: 5,941 Cumulative: 46,076
 - FY 13 NEW patients: 495 Cumulative: 5,005 (Ind. Pts)
- Most encounters are level 4 with multiple chronic disease issues
- Growing by average of 40 new patients monthly over past 3 years

ACCESS CARROLL ENCOUNTERS 33

- Specialty Care
- High-End Diagnostics
- SSI/SSDI Applications
- Public Assistance Applications
- Case Management
- SOAR
- ED Diversion
- Criminal Justice Diversion
- Average 160 monthly open cases

CARE COORDINATION 34

- Acute Medications
- Chronic Medications
- Pharmacy Assistance Programs
- Pharmacy Vouchers – limited
- Diabetic Supplies

During FY13, acquired \$1,238,397 in chronic disease medications through Pharmacy Assistance Programs.

MEDICATIONS 35

- Carroll County Health Department Pediatric Clinic – serves Medicaid children to age 14 with waiting list
- Hundreds of patients on waiting list for extractions over past three years
- Extraction services one day a month at CCHD through August 2012 – Funded through MCHRC Access Carroll grant
- 2013 Sampling of 8 business days (end of June thru July 11, 2013) = 98 phone calls for Dental Care
- Began Access Carroll onsite extraction services May 2013
- Family Dental Care Services: Prevention, Diagnostics, Restorative, and Extractions
- Through June 2013:
 - 4 Service Days with Part-Time Extraction Dentist
 - Served 42 patients with consultation & panoramic/intraoral x-ray
 - 132 Extractions (average 3 extractions per patient)
- New Full-Time Dentist Hired, Part of Dental Team Hired in June 2013
Services are provided on a sliding fee scale and insurance reimbursement

DENTAL CARE 36

- Poorly understood program in Carroll County – patients and providers
 - No known participating providers for 2 years after start
- Currently, hospital owned practices and 1-2 community providers accept
- Majority of patients are chronically ill and cannot access specialty/diagnostic/in-patient services – sent back to Access Carroll
- Access Carroll provides full public assistance application support with collection of all documentation and mailing/faxing
- As of June 2013:
 - 1,350 PAC patients in Carroll County (Source: DHMH)
 - Assisted over 950 patients with 817 documented PAC applications since 2007
 - 373 are documented as approved
 - 559 PAC patients at Access Carroll since 2007
 - Approximately 300 active due to services needed outside of preventive or limited primary care
 - Provide comprehensive wrap-around services as “dually” enrolled patient with PAC and Access Carroll

PAC - PRIMARY ADULT CARE 37

	Carroll County 2012	Access Carroll 2012
Non-Hispanic		
White	90.8%	70%
Black	3.4%	7%
Asian	1.6%	2%
American Indian	0.2%	1%
Other/Mixed	1.5%	8%
Hispanic	2.8%	12%
Median Age	46 years	41 years
Elderly	14.3%	7%
Children under 18	28.2%	7%
Females	50.6	47% - Adults

DEMOGRAPHICS 38

- Historically, high ED utilization - need a medical home
- Working poor – majority work w/o health benefits
- More than 75% chronically ill
- Major diagnoses: Diabetes, Heart Disease, Asthma, COPD, Hyperlipidemia, Hypertension, Chronic Pain, and Depression
- More than 20% have mental illness
- Approximately 12% have co-occurring diagnoses (mental illness/substance abuse)
- Average patient on 5 or more chronic medications
- Requires extensive and comprehensive case management/care coordination
- Initially present as “very sick” without preventive or maintenance health plan – highly complex needs

ACCESS CARROLL PATIENTS 39

- 15 Board Members representing community
- Strategic Partners – Ex-Officio Seats
 - Carroll Hospital Center
 - Carroll County Health Department
 - Partnership for a Healthier Carroll County
- Business Community
- Medical Community
- Clergy
- Legal
- Schools

GOVERNANCE 40

FY14 Cash Flow Budget: \$911,465 (Medical and Dental)

- Medical Care is at no charge to the patient
- Behavioral Health care is reimbursed via health dept billing if insured
- Dental Care is provided on a sliding fee scale & insurance
- Grants
- Monetary Donations
 - Individuals (including patients)
 - Organizations
 - Businesses
 - Faith Community
- In-Kind Donations - \$1,096,596 (FY12)

FUNDING 41

- Patient (Person) Centered, Integrated Care Model
- Utilizes exemplary components of public and private health with shared resources
- Patients receive team care that coordinates with other service providers
- Integration with CCHD Bureau of Prevention, Wellness, and Recovery since 2009
- Staff implantation to co-location with new facility – Phase II fund raising to begin in 2013
- Four Service Lines at one location
 - Medical
 - Dental
 - Behavioral Health
 - Substance Abuse Services

INTEGRATED CARE 42

Access Carroll and CCHD Bureau of Prevention, Wellness & Recovery

Utilize Best Practices of public/private health – Whole Person Approach	Shared Resources – Staff, Supplies, Overhead, Administration
Improved access for BH/SA Patients – 7 days access to care post discharge, release, etc.	Improved Leveraging of Funding
Advanced Substance Abuse Services Integration & Support	Shared Health Record and Consent for Care– Improved Communication
Reduction in Disease Exacerbations – Improved Outcomes	Comprehensive Services Access – Reduce Confusion of Referrals from Community
Reduction in Recidivism & Program Disruption	No Wrong Door – Integrated Team can address multi-discipline service needs
Access to Patient-Centered Team with Wrap-Around Services	Patients more likely to keep appointments
Sustainability of Community Safety-Net Provider Entity	Medical Home Environment reduces patient anxiety and reduces stigmas from BH and SA

BENEFITS OF INTEGRATION 43

- High Behavioral Health/Substance Abuse Utilization Need – identified and targeted as priority in Local Health Improvement Plan (LHIP)
- Emergency Visits related to Behavioral Health issues is 3.8% than the state average (SHIP 2012)
- Suicide rate is 10.38% higher than state average (SHIP 2012)
- Directly addressing high utilization of behavioral health related Emergency Department and Behavioral Health Unit admissions
- CCHD Bureau of Prevention, Wellness, and Recovery (PWR) lead model for behavioral health integrated primary care with strategic partnership with Access Carroll since 2009 – DHMH Website
- PWR Bureau lead on S.A.R.T. initiative in Carroll County with tremendous success and compliance of prenatal care providers
- Peer Recovery Coaches – successful outcomes of approach and implantation in high utilization areas – including Access Carroll, Emergency Department, & Detention Center/Criminal Justice System
- Lead on Comprehensive Continuous Integrated Systems of Care Network and No Wrong Door model

BEHAVIORAL HEALTH 44

- Innovative care team approach
- State of the Art Facility with integrated service lines
- Electronic Health Record – Practice Partners
- Patient Photo ID System to improve patient care with access to WebView Health Record

PROGRAM HIGHLIGHTS 45

- Provide wrap around, comprehensive health care services for the most expensive and vulnerable residents in our community – alleviate burden of management in practices that do not have the infrastructure for care coordination and navigation in place
- Target chronic disease patients that require additional support on a long-term basis – “hand holding” and “bills and pills” case management to reduce avoidable admissions while enabling the patient to participate in their care to the extent that they are able
- Model change – enable innovative ideas of delivery to move health care forward to open greater access to care while best serving the patient
- Private and public health partnerships in co-location
- Enable pilot ideas to determine best practices, improved care, lessons learned

“You must be the change you seek in this world.” Mahatma Gandhi

PARTNERING WITH ACA - HEALTH CARE REFORM 46

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- Web: www.accesscarroll.org
- Facebook – Access Carroll

CONTACT INFO 47