



COQUILLE INDIAN TRIBE

3050 Tremont Street North Bend, OR 97459
Phone: (541) 756-0904 Fax: (541) 756-0847
www.coquilletribe.org

March 30, 2019

Dai s'la!

Thank you for taking time to gather as Coquille family and community. Tonight we will be reviewing our plans for improved access to health-care services at our Community Health Center, and for our long-term financial success as it relates to health care.

This project has been in the planning process for a number of years, and we are excited to be moving toward implementation.

Your Tribal Council is eager to hear from each of you. We value your opinions, your questions and your dreams for our Tribe's future.

Masi,

Brenda Meade
Chairperson

Community Meeting

Ko-Kwel Wellness Center

March 30, 2019

Purpose: Tribal members, Tribal member families, and Kilkich residents will share their concerns, hopes and questions about the Ko-Kwel Wellness Center Project with Tribal Council.

Expectations:

- We come together in the spirit of potlatch, with kindness and generosity.
- Everyone will be heard.
- Disagreement is expected.
- We are in the “messy middle” of the planning process. There will be many more community discussions and opportunities for you to provide input in the future.

Agenda

4:45 PM Doors Open

- Sign in
- Choose a table and seats
- Review meeting packets

5:00 PM Welcome (Chair Brenda Meade)

Invocation (Chief Don Ivy)

5:15 PM Dinner is served

5:45 PM Small-group Conversations (Mark Johnston, facilitator)

In 15-minute rounds, participants at each table will discuss their questions, concerns and hopes regarding each of the following topics:

- **The Project:** How we got here, project timeline, construction costs and financing plan
- **Building Design and Placement:** Location, size and visual blending with the community
- **Operation Plan:** Proposed services and staffing, projected expenses and revenues
- **Safety and Security:** Traffic, hazards and new patient growth

After each round, tables will report out their top five discussion points (questions, concerns, or hopes).

7:00 PM Review and discuss report-outs with Tribal Council (Mark Johnston, facilitator)

7:25 PM Raffle (Tribal Council)

7:35 PM Adjourn

Please note:

- Everyone is invited to tour the existing health center immediately following the meeting.
- A summary of the meeting will be shared on MyTribe, in The K'wen, and in May's Sea-ha Runner.

Wellness Center Outreach So Far

2014

The 2014-217 Strategic Plan called for a feasibility study on health services expansion. It noted: “Specialty health care services hold the potential to improve health care for Tribal members while also creating an economic development opportunity. During the next three years, staff will evaluate the demand for specialty care clinics and services such as pediatrics, internal medicine, psychiatry, dentistry and walk-in or urgent care clinic. The opportunity to open this type of facility to the general public will also be considered as an economic development project.”

2016

The Moss-Adams consulting firm conducted focus groups with Community Health Center patients. Participants discussed possible locations for a Tribal pharmacy and a potential urgent care clinic. Participants said they preferred keeping the health center at Kilkich rather than moving it to North Bend.

2017

The Strategic Plan’s Final Report (distributed at Restoration) recommended expanding the Health Center. It noted that the Tribe had applied for New Markets Tax Credit funding and three construction grants.

2018

June – At the 2018 Restoration Celebration, Chair Meade and Tribal staff reported on Tribal Council’s discussion of a health center expansion. They fielded questions and comments from Tribal members. Also at Restoration, staff members hosted a booth to share information and to solicit opinions.

September -- MyTribe and the K’wen ’in-ish-ha Facebook Group reported a unanimous Tribal Council vote to pursue construction financing for a new health center at Kilkich. The story described the Council’s intent to build on a former cranberry bog.

October – The K’wen’s front page highlighted the council’s decision. Inside, a Q&A described the plan, including a strategy of opening the clinic to more non-Coquille patients. The article noted, “... we think there are ways to serve our neighbors – while their medical dollars help support services to Tribal members.”

November – MyTribe reported a Nov. 14 Tribal Council vote, affirming plans to build a “state-of-the-art, holistic health and wellness facility.” The same story would appear in the December edition of The K’wen, along with a project timeline.

December – At the annual Christmas dinners, Health and Human Services Administrator Kelle Adamek solicited suggestions from Tribal families. Attendees used “sticky dots” to prioritize uses for the buildings and potential design features. A “Draw it Yourself” exercise invited participants to sketch their own site plans for the former bog property.

2019

January – At Winter Gathering, Tribal staff members again used “sticky dots” and “Draw it Yourself” to solicit opinions from Tribal families. A similar exercise was presented at January’s meeting of the Kilkich Residents Association.

March 30 – Tribal Council hosts a dinner and discussion at the Learning Center gym.

One Project, Two Goals

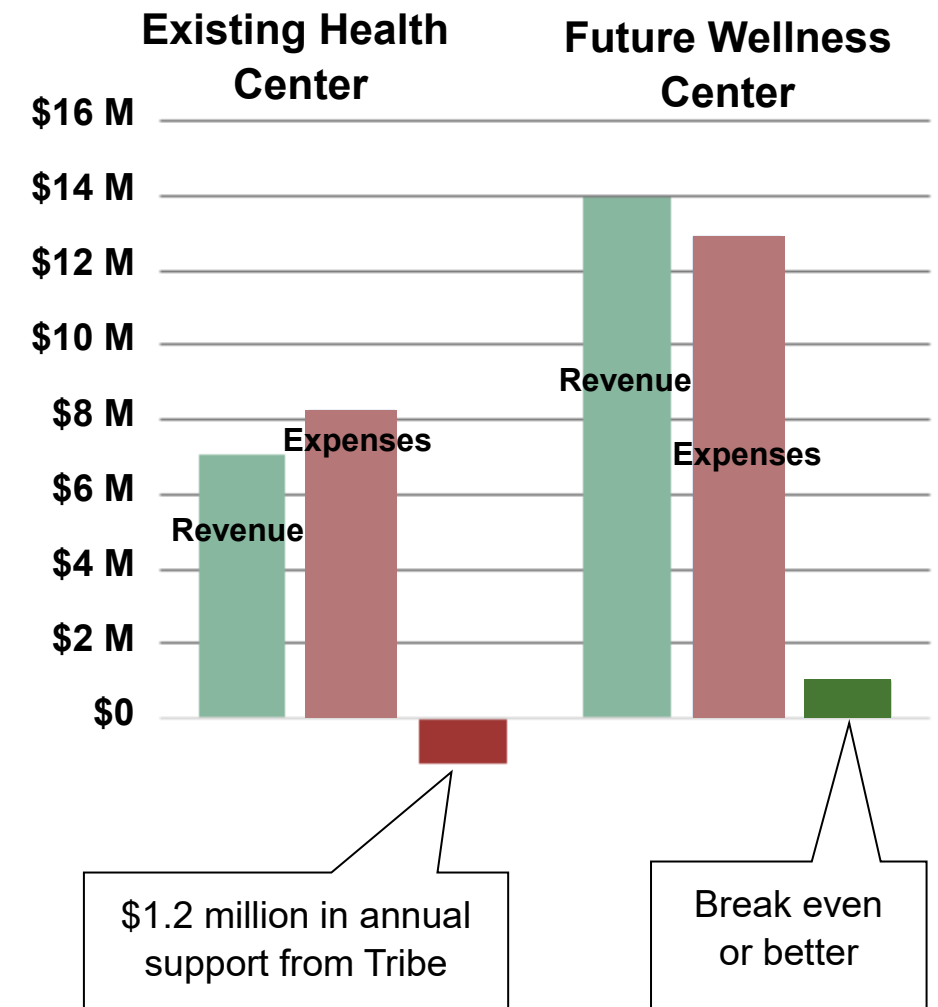
Luwae*

A wellness center is not just a place to see a doctor. It is the heart of the village.

*Miluk for 'heart'



Sustainability



The Coquille Tribe's health-care system is the envy of many Tribes. The Tribe supplements Indian Health Service funding with about \$1.2 million a year from the Tribe's General Fund. But our population is growing, and costs are rising. To maintain current services and add new ones, we must increase revenue.

Village Visions

A wellness center to reflect our Coquille identity

The architect and contractor for the Ko-Kwel Wellness Center have not been chosen. Lots of decisions remain to be made about the building's exact placement and orientation on the bog property.

So we don't have a site plan or drawings depicting a definite plan. This simplified mockup shows one possible option for site layout.



Comparing footprints

Existing Community Health Center

8,000 sq. ft.

We'll grow from this ...

Future Wellness Center

17,000 sq. ft.

... to this ...

North Bend Medical Center

120,000 sq. ft.

... but definitely not this!

What Others Have Done

Potawot Health Village
Arcata, Calif.



Skokomish Community Center
Skokomish, Wash.

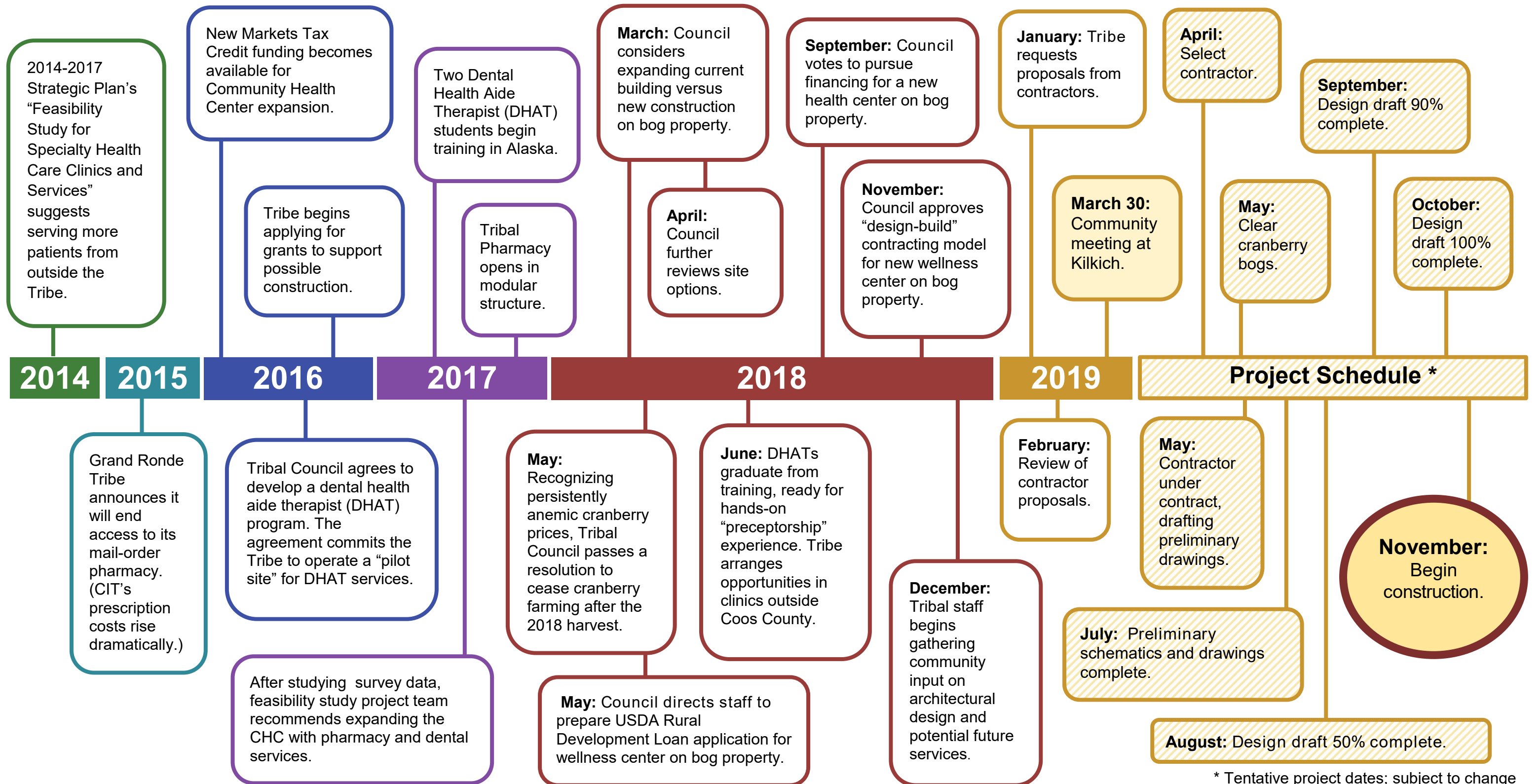


Cow Creek Community Health and Wellness Center
Canyonville, Ore.



How We Got Here — and What's Next

Key events leading to construction of a Kilkich wellness center



More and better care

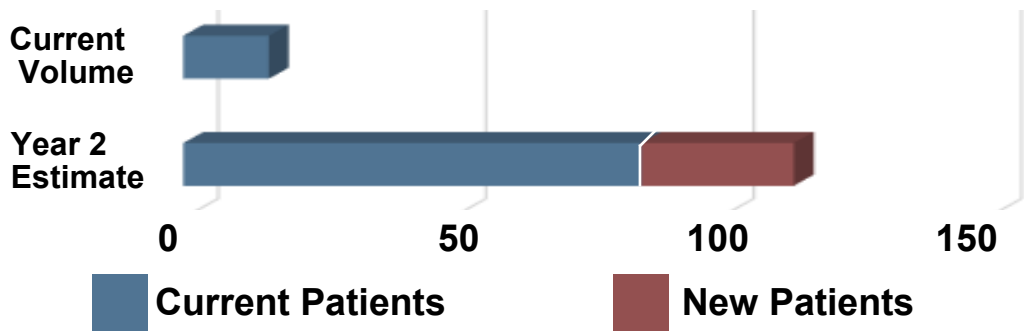
Expansion makes room for more health-care providers — and more opportunities for you to see them.

<p>Visit by current patient</p>												
<p>Visit by new patient</p>	MD	Family Nurse Practitioner	Physician Assistant (Same-day care provider)	Behavior Health Specialist	Dentist	Dental Hygienist	Dental Health Aide Therapists	Mental Health Counselor	Chiropractor	Massage Therapist	Acupuncture Therapist	
Average daily visits in 2019			We hope to add these team members in the first year of operation.					These are examples of professionals we might add in Year 2.				
Year 1 of new health center	*	**										
Year 2 of new health center												

* MD would see one additional patient per hour. ** FNP would see 1.5 additional patients per hour.

Estimated Increase in Patient Access

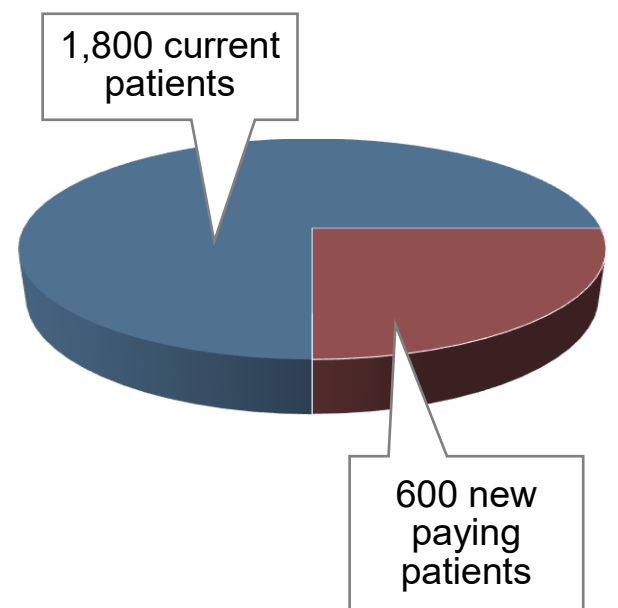
Projected daily visits to CIT health-care providers*



* Based on expectation of increased use by existing patients, plus increase of patient roster from 1,800 currently to 2,400 by second year of operation.

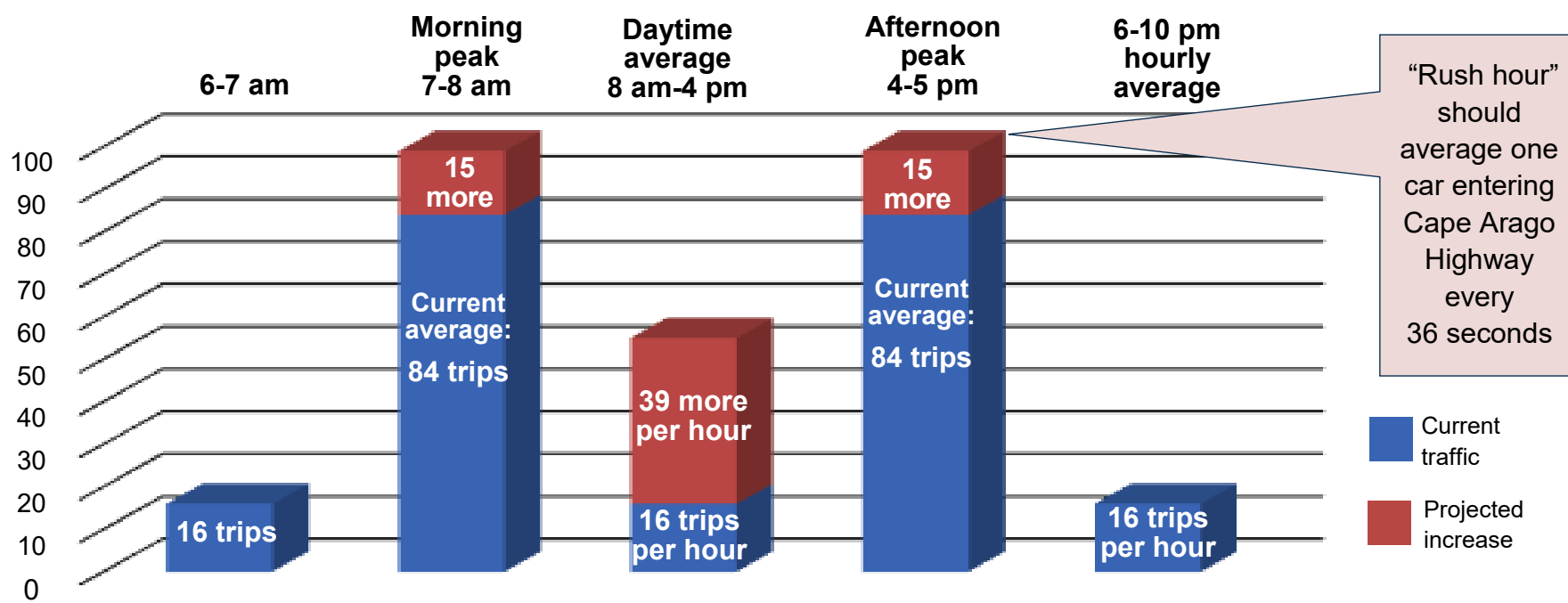
New Patients

We can meet revenue targets with just a one-third increase in patients.



Counting Cars

Projected impact of adding staff and patients



Average weekday traffic levels at the intersection of Miluk Drive and Cape Arago Highway.

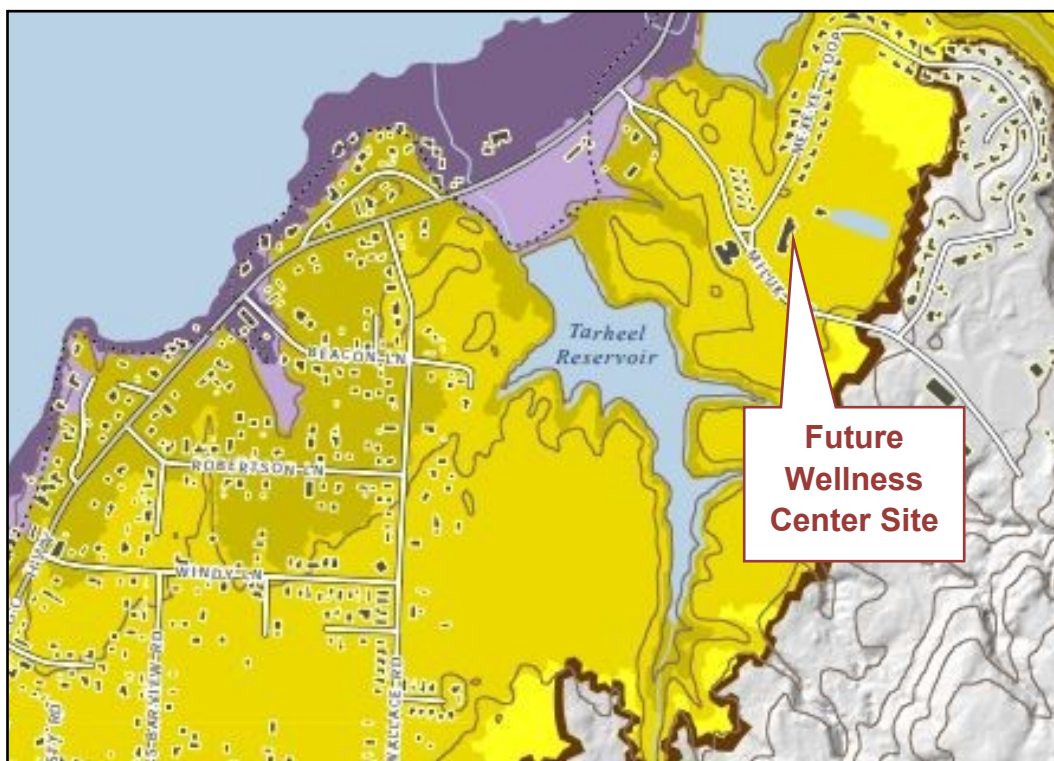
What About Tsunamis?

Q: Is the bog property located in the tsunami zone?

A: That depends on which tsunami zone you're talking about.

Tsunamis, like T-shirts, come in various sizes and colors. The map at right shows the wellness center site within the inundation zone of an “extra large” tsunami (the light gold area). An XL tsunami would be triggered by a 9.1 earthquake in the local Cascadia Subduction Zone. That kind of ferocious event is estimated to occur every 1,050 to 1,200 years.

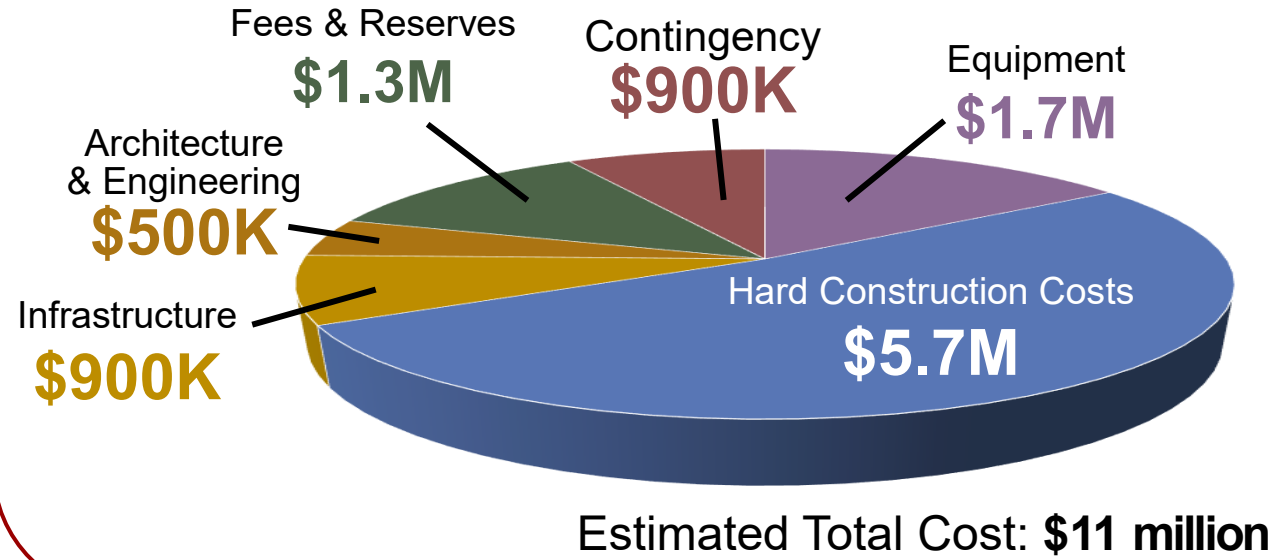
Large, medium and small tsunamis are more frequent. Thankfully, Kilkich and the wellness center site are outside their range.



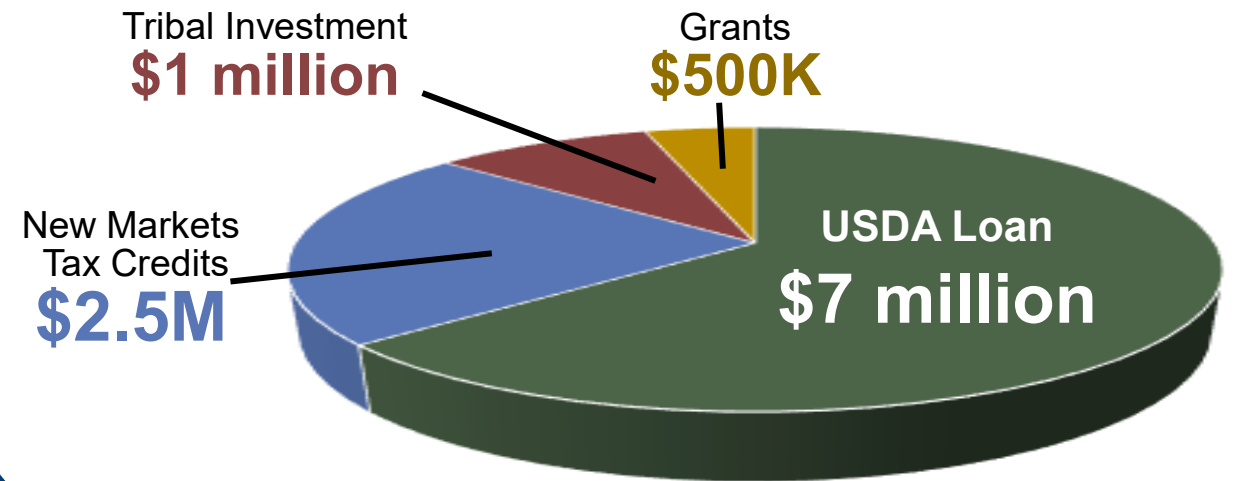
Oregon Department of Geology and Mineral Industries



Preliminary Cost Estimates

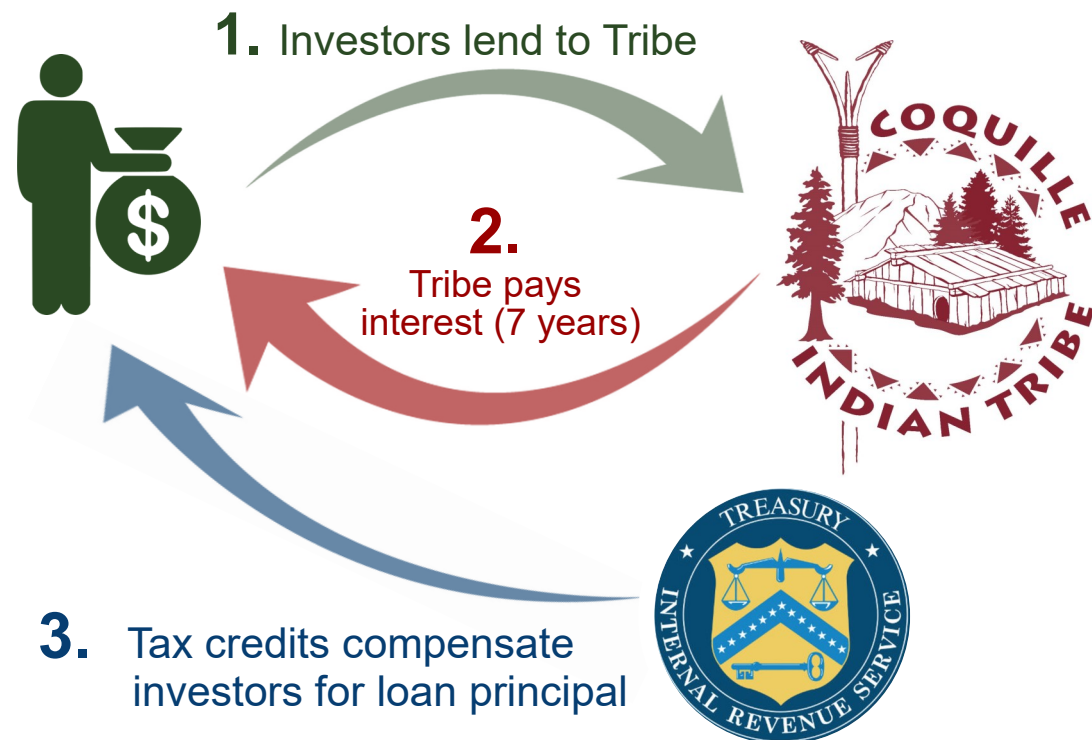


Projected Funding Sources

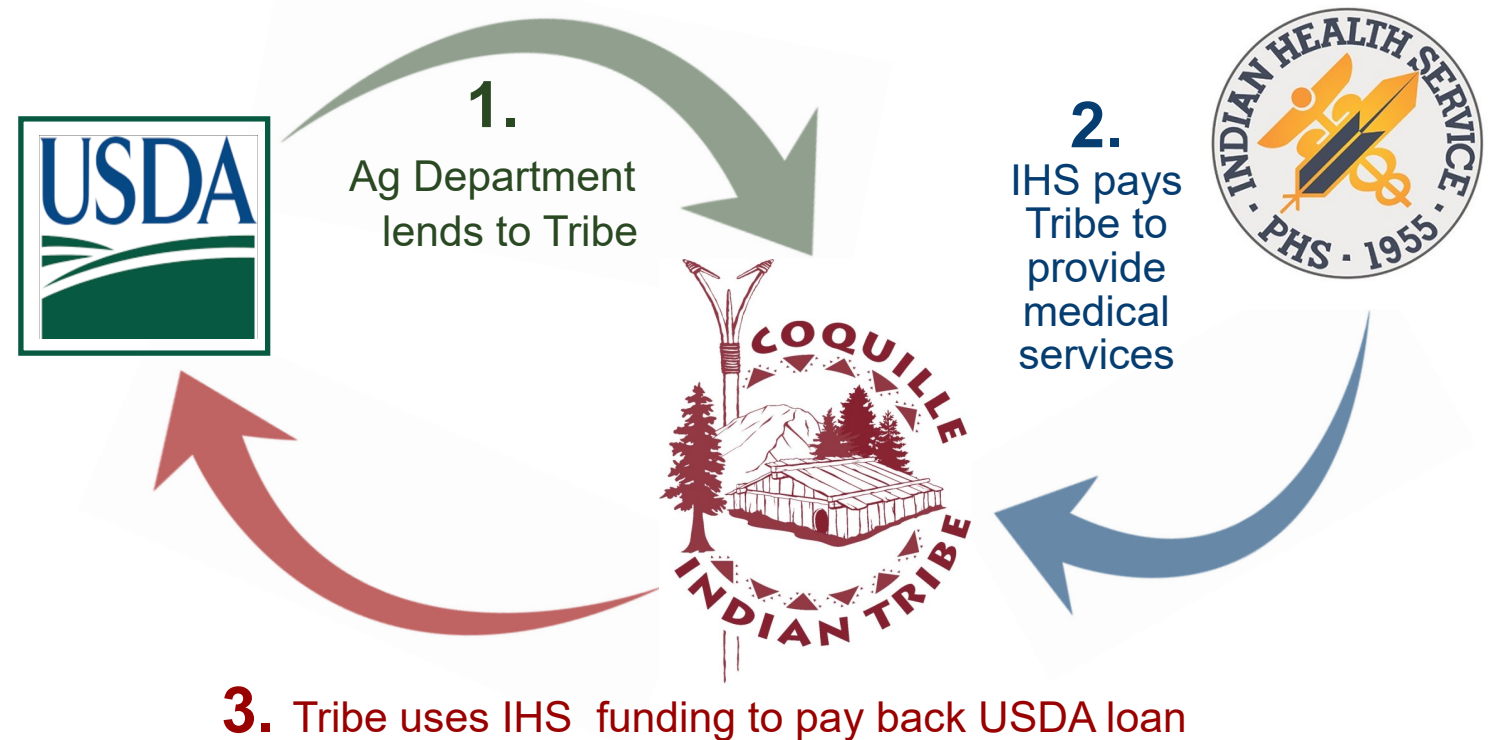


Using Uncle Sam's Money

New Markets Tax Credits



USDA Rural Development Loan



Wellness Center FAQs



The Need and the Opportunity

1. Why are we building a wellness center?

- We need more space to provide additional wellness and health-care services.
- The existing health center is maxed out.
- We are planning for the next 20 years of wellness for our Tribal community.

2. Why do we need more space?

- Tribal members have asked for services such as dental care and same-day appointments. That means adding health-care providers.
- The pharmacy, currently housed in a modular structure, needs a permanent home.

3. Why add more services and providers?

- To improve access for our current Tribal patients.
- To moderately increase the number of paying patient visits.

4. Why add patients?

- So our Health and Human Services Department can be self-supporting. The money we get from the Indian Health Service doesn't meet all our costs. The Tribe has to supplement the budget with General Fund dollars.
- And the funding gap is growing. This year it's costing us \$1.2 million.

5. How will services change?

- We plan to add a Physician Assistant or Nurse Practitioner to handle same-day visits. This allows more time slots for urgent appointments, and it frees up our current team for comprehensive primary care.
- Adding behavioral and mental health professionals will blend medical and behavioral care

in one location. This “whole-person care” significantly improves a patient’s health and well-being. For example, patients with chronic conditions such as diabetes or heart disease may have related concerns such as stress, anxiety and depression.

- The dental staff will provide culturally appropriate care, coordinated with the other medical providers.
- Services such as massage, acupuncture and chiropractic care can further support body-mind-spirit wellness.

6. What will it take to pay for all of this?

Answering that question takes a lot of financial modeling. Working with experts, and using conservative scenarios, here's what we project:

- We aim to increase primary-care visits to 47 a day, up from the current 16.
- Then we would add 23 dental visits per day.
- Mental and behavioral health might add 10.
- A massage therapist, an acupuncturist and a chiropractor could add a total of 30 more.
- Those numbers will take us to 11 providers and 109 visits per day by the end of two years.
- That works out to 13.6 visits per hour.

7. Wouldn't 109 visits a day be a lot of new patients?

- Not as many as you might guess. Most of the added visits will serve our existing patients. That's because the new wellness center will offer services you currently get elsewhere. You'll also have better access to primary care.
- The existing health center has an “active user population” of 1,800 people. These include Tribal families, other American Indians and Alaska Natives, Tribal employees and their families, and members of the general public..
- Our policies have always accepted members of the general public. But our current staffing model hasn't accommodated additional patients.

- Our best financial modeling suggests we need 600 new paying patients.
- That means going from 1,800 active users to 2,400 – a one-third increase.

8. OK, so we're looking at adding 600 patients. Who will they be?

- Many are likely to be your own non-Tribal friends and family – people who already come to Restoration, the fishing derby or the KRA garage sale.
- We will only accept new patients who can pay. That means people with insurance; people covered by Oregon Health Plan (like one-third of our existing patients); and people who can pay out-of-pocket.

9. Is this going to be like Waterfall Clinic? Do we have to accept anyone who shows up?

- No. We don't have to accept every new patient. We will be required to accept all American Indians and Alaska Natives, but that's already true.
- Since we can pick and choose, we might recruit specific groups, such as employees of the Coast Guard, Oregon Fish and Wildlife Department, or other entities.

10. Are there really enough people in our community who don't already have places for primary care?

- Good question. We have two sets of data that suggest yes, there is enough demand to sustain our new wellness center:
- A consulting firm, Moss Adams, did a feasibility study for dental services. That study found more than enough paying patients for dental services.
- The 2018 Coos County Health Assessment found fewer medical providers per person than most other parts of Oregon. Focus group members said getting established with a doctor took six months to a year.

Building Design

1. How big does the building need to be?

- Our existing health center is 8,000 square feet, but it's not laid out efficiently. A well-designed 17,000-square-foot building will make room for 11 providers and two pharmacists, plus space to consider additional community uses.

2. What will the outside look like? Will it resemble other Kilkich buildings?

- The design hasn't been decided yet. We're hiring an architect to work on it with the community, including CIHA.
- The goal is a beautiful, traditional, natural building. It should look and feel like it belongs at Kilkich.

3. What about the inside?

- We want a warm, hospitable space that promotes wellness and healing. It also must be culturally appropriate to the Coquille people and the Kilkich community. The architect will work with the whole community, including CIHA, to meet these goals.

Building Costs

1. How much will construction cost?

- Projected costs are \$11 million. This total includes financing, contingency, architecture and engineering, and actual construction costs.

2. How will we pay for that?

- The Tribe's contribution is projected at \$1 million. The rest will come from grants, loans and federal financing.

3. How much are the grants? What restrictions and requirements come with them?

- So far, the grants account for about \$500,000. But we're applying for more.
- The grant funds must be spent on construction. Other than that, the only requirements are deadlines. There are no requirements about services or the patient population.
- We plan to use the grants to clear and fill the bogs.

4. What about the loans? How much are they, and what restrictions and requirements come with them?

- We are applying for \$7 million from the Department of Agriculture (USDA). We targeted USDA because of its low interest rate.
- The application requires us to submit a lot of information demonstrating things like financial feasibility.

- There are no requirements about services or the patient population.

5. Wait – we're taking on \$7 million of debt? How can the Tribe afford that?

- Good news: We can charge the cost of the debt payment back to the federal government through our “indirect cost sharing” agreement.

6. So, \$1 million from the Tribe, half a million in grants, and a \$7 million loan that pays for itself. That comes to \$8.5 million. Where does the other \$2.5 million come from?

- This one is really, really complicated. Long story short, a government program called New Markets Tax Credits gets banks and investment groups to fund projects like ours.
- This funding acts like a loan at first. But as long as all goes well, the debt is forgiven at the end.
- This is our most restrictive funding source. The wellness center must be built on trust land. And we have to start construction within a certain amount of time after receiving the grant.
- There are no requirements about services or the patient population.
- There are no hiring requirements for these New Markets Tax Credits or our other funding sources. But there will be employment opportunities once the Wellness Center opens.

Location/Site

1. Where will the new wellness center be located?

- Just east of the existing health center, on a former cranberry bog.

2. Did anyone consider adding onto the existing health center?

Yes. Tribal Council did consider that. Three main issues came to light:

- Expanding would cost \$7 million. We can get an entirely new building for only \$4 million more.
- The existing layout is inefficient. Its long, narrow shape doesn't promote a holistic healing space.
- Building a new wellness center frees the old building for other uses, such as an Elders Center, offices for departments now in the Administration Building, or other community needs.

3. What makes the bog property the best site?

- It is the least expensive option for a new building.
- The site has sufficient water pressure. So we won't have to build a pump station.
- Utilities are already adjacent. We can connect easily, without negotiating with Coos Bay.
- It is on trust land. That makes us eligible for the New Market Tax Credit funding.
- It keeps our Purchased and Referred Care, Family Support Services, Elders program and transportation program in Kilkich.
- The vision is to create a Tribal village that is a home base for all Tribal members, regardless of where they live.
- Putting the wellness center in Kilkich ensures strong relationships among health services, education, Elders programs and police. It reminds all the providers and staff why they are there and whom they are there to serve.

4. Do our funding sources require us to build at Kilkich?

- We could build elsewhere, but it would be more expensive. And we would lose a great funding source – the New Markets Tax Credits program.
- Any other site would take longer. Among other issues, we're eager to bring our newly trained Dental Health Aide Therapists home to serve their Tribe. They need a place to work.

5. We've heard that we need a new pump station before putting in new housing. Why is this not true for a new wellness center?

- According to the Coos Bay North Bend Water Board, our water pressure issue is mostly about elevation, not quantity of usage.
- The Water Board's operations manager is confident that the new wellness center will not hurt performance of the Kilkich water system.
- The Water Board also says 10-20 new homes would have negligible impact on water pressure – as long as the wellness center and the homes were all built on the bog site.
- But anything built uphill from the bogs will require a pump station, due to its elevation. A pump station and reservoir would cost between \$1 million and \$2 million.

6. Why not build on the "North Parcel," at the far northwest end of the Empire Reservation?

- No planning has been done for that area. We haven't decided where to put roads, houses, parks or other amenities. Putting a wellness center there now might conflict with future development.
- No power, sewer or other utilities are available there. We would need to negotiate with the city to extend services, buy permits, and then pay for installation.

7. What about the vacant memory care center near the North Parcel?

- The building's price is significantly higher than the property's value.

- The property is not in trust. So it's ineligible for New Markets Tax Credits.
- It would need significant retrofitting. Even then, making it match our vision for a wellness center would be difficult.

8. Could we convert our Administration Building in North Bend?

- Patients in our 2016 and 2017 focus groups spoke about how much they liked having the health center in the Kilkich community. They preferred that option over the admin building site.
- It's an old building that would need a lot of retrofitting.
- Putting the wellness center outside Kilkich means also moving Purchased and Referred Care, Family Support Services, Elders programs and the transportation program away from the community they serve.

9. Why not build on our property near the Plankhouse?

- That site is tentatively designated for a future education building.
- Water pressure up there would be a problem.
- The additional cost for a pump station and reservoir would be considered a different project. So USDA and New Markets Tax Credits would not help fund it.

10. Are we building in a tsunami zone?

- First, an apology: We made a mistake in our previous version of the FAQ. Yes, the site lies within the inundation zone of a potential "extra large" tsunami, triggered by a 9.1 earthquake in the local Cascadia Subduction Zone. An event of this scale is estimated to occur every 1,050 to 1,200 years.
- Large, medium and small tsunamis are expected to occur more frequently. But the wellness center site is outside their range.
- Unfortunately, most of Kilkich is in the XL tsunami zone. When we consider new homes and additional community facilities in the future, many of them will probably be built there as well.

Changing Kilkich?

1. How will the new wellness center affect the quiet, safe environment of Kilkich?

- The Tribal Council's goal is for the wellness center to strengthen the sense of community and enhance Kilkich's village culture.

2. How will this affect traffic?

Our most conservative estimates suggest:

- 7 am to 8 am is a peak weekday time, with an average of 84 trips during that hour. We project 15 more trips as additional staff members come to work.
- 8 am to 4 pm currently averages 16 trips per hour. We foresee that rising to 55 trips.
- 4 pm to 5 pm is our other peak time, averaging 84 trips. We project an extra 15 trips as staff members depart.

3. How will the clientele/patients be managed?

- Existing policies will still be enforced.

Health center administrators and health-care providers can "fire" patients who don't follow our rights and responsibilities agreement.

4. What's the policy on criminals coming to the wellness center?

- Federal rules ban felons from living at Kilkich.
- Tribal police have "trespass" authority to ban individuals from Coquille Indian Tribe trust land.

5. Will the Tribe be required to accept "all comers" as patients?

- Definitely not.
- The Indian Health Service does require our health center to care for American Indians/Alaska Natives regardless of their ability to pay.
- But the Tribe can set its own policies with regard to any other patients.
- The wellness center will accept new patients who have insurance or other means to pay for their care.

Operations Plan

1. How much will a new wellness center cost to operate?

- Our worst-case (highest cost) projection is \$13 million a year.

2. How does that compare with the current health-care budget?

- The health center's 2019 budget is \$8 million. This includes the clinic; Purchased and Referred Care; the pharmacy; and services such as the Elders program, transportation and Family Support Services.
- The \$8 million includes \$6.8 million from Indian Health Service funds, other grants, and patient billing. The other \$1.2 million comes from the Tribe's General Fund.

3. Will the wellness center make a profit?

- Not a big one. Our conservative estimate is that it would eliminate the need for that \$1.2 million in Tribal support for existing health services.
- In addition to that, the expansion would net about \$200,000 a year.