



Tribal Council Workshop Information

Workshop Title: Ko-Kwel Wellness Center Project Update	Date of Workshop: 1/8/2020
---	-----------------------------------

<input checked="" type="checkbox"/> Open Workshop <input type="checkbox"/> Closed Executive Workshop	<input type="checkbox"/> Continued from previous Workshop – Date:
---	--

Presenter’s Name, Title and Department: <ul style="list-style-type: none"> Mark Gagnon, Chief Financial Officer Mark Johnston, Executive Director Fauna Larkin, Operations Department Director Kelle Little, Health and Human Services Administrator Eric Scott, Project Manager
--

Guest Presenter(s), Title and Agency (anyone not associated with CIT): Sara Pietka, Roeder & Company, LLC
--

Note Taker for Workshop: Anna Chavez

<p>Brief Description (provide outline of discussion points as well as questions you need answered by this workshop):</p> <p>09:00 a.m. – Review Summary of 50% Design Drafts (DDs) ~ <i>60 minutes</i></p> <ul style="list-style-type: none"> See 50% DDs Key Items for Tribal Council Review <p>10:00 a.m. – Review Phase 1 & Phase 2 Construction Budget ~ <i>30 minutes</i></p> <ul style="list-style-type: none"> See Construction Budget Summary 01/03/2020 <p>10:30 a.m. – Review Marketing & Recruitment Strategies ~ <i>45 minutes</i></p> <ul style="list-style-type: none"> See PUC See draft Marketing Strategy <p>11:15 a.m. – Review Draft Charter Outline and Work plan ~ <i>60 minutes</i></p> <ul style="list-style-type: none"> See Draft Charter Work Plan <p>12:15 p.m. – Review Calendar to get to closing ~ <i>15 minutes</i></p>
--

<p><u>Workshop Attendees</u></p> <p>Tribal Council:</p> <p>Staff:</p> <p>Others:</p>
--

Ko-Kwel Wellness Center Project

50% Design Drafts (DDs)

Key Items for Tribal Council Review

1/8/2020

Overview

- Proposed Project Lot Area—4.46 acres
- Proposed Building Size—22,060 gsf (21,468 leasable/interior)
- Proposed Building Coverage—11.4%
- Proposed Maximum Height—24 ft
- Proposed Parking—105 (71 standard sized, 21 oversized, 13 Accessible spaces)

Assumptions (not necessarily shown on 50% DD)

- Site Plan
 - Full truck access to dumpster and generator
 - Ramps on sidewalks and curbs for full ADA access
 - NO pervious asphalt
 - NO drip irrigation, all green-space to be “irrigation-less meadow” however, hose bibs will be provided for when watering is needed.
 - Ramp for access from the KWCP site to the Operations Area (former cranberry shop).
- Floor Plan
 - Daylighting rather than full windows into the pharmacy
 - Community gathering space courtyard will be enclosed by a low fence
- Roof
 - 2 year project warranty and 15 year manufacturer’s warranty
 - Thermoplastic Polyolefin (TPO) Roofing (can be in various colors, S+B James is proposing something neutral like beige or tan)
 - Sheet Metal Flashing & Trim
- Exterior
 - Commercial grade fiber cement "Hardie Reveal Panel System" and "Hardie Reveal Plank System"
 - All components & fasteners supplied by James Hardie Corporation, with 25 year manufacturer’s warranty
- Windows
 - Extra-coated, clear anodized, commercial grade, sealed-aluminum windows
- Lighting
 - Interior—All LED Lights

Alternatives

- Additional parking on the far east-end of the parking lot
- Vinyl window treatments
- 4/12 for high traffic areas

S&B James Research for future DDs and CDs

- Testing to increase pile capacity and decrease overall number of piles
- Testing for generator size feasibility to run fire/life safety and critical functions
- Tie back into the curve inlet (swale) in order to minimize impact to the irrigation pond.
- Exterior lighting that is yellow (similar to what is up at the Plank house) and that faces away from residents
- Marine environment for exteriors

Ko-Kwel Wellness Center
 Construction Budget @ 50% Design Docs
 January 3, 2020

	PHASE I - AT CLOSING (Jan 24, 2020)					PHASE II - POST CLOSING		PHASES I & II	
	USDA	NMTC	Grants	CIT	Total	Grants	Total	Grand Total	
Sources of Funds									
Loan Proceeds	7,000,000	-	-	-	7,000,000	-	-	7,000,000	
NMTC Benefit at Closing (less reserves)	-	2,996,670	-	-	2,996,670	-	-	2,996,670	
Oregon Community Foundation	-	-	35,000	-	35,000	50,000	50,000	85,000	
Meyer Memorial Trust	-	-	85,000	-	85,000	100,000	100,000	185,000	
Wildhorse Foundation	-	-	20,000	-	20,000	20,000	20,000	40,000	
Shakopee Foundation	-	-	50,000	-	50,000	25,000	25,000	75,000	
Spirit Mountain Community Fund	-	-	84,000	-	84,000	100,000	100,000	184,000	
Collins Foundation	-	-	75,000	-	75,000	-	-	75,000	
Craft3 Pre-development grant	-	-	175,000	-	175,000	-	-	175,000	
Ford Family Foundation	-	-	-	-	-	200,000	200,000	200,000	
Three Rivers Foundation	-	-	-	-	-	10,000	10,000	10,000	
Bay Area Hospital Foundation	-	-	-	-	-	15,000	15,000	15,000	
Cow Creek Umpqua Indian Foundation	-	-	-	-	-	10,000	10,000	10,000	
Autzen Foundation	-	-	-	-	-	15,000	15,000	15,000	
IHS-indirect contract support	-	-	332,500	-	332,500	-	-	332,500	
Coquille Indian Tribe	-	-	-	1,000,000	1,000,000	-	-	1,000,000	
Total Sources	7,000,000	2,996,670	856,500	1,000,000	11,853,170	545,000	545,000	12,398,170	
Construction Costs									
Financing Costs									
Loan fee	70,000	-	-	-	70,000	-	-	70,000	Craft 3
Construction period interest	-	-	332,500	-	332,500	-	-	332,500	Craft 3
Subtotal	70,000	-	332,500	-	402,500	-	-	402,500	
Site Preparation & Demolition									
Site survey	-	-	13,900	-	13,900	-	-	13,900	Stuntzner Engineering
Earth Moving	-	-	39,729	20,000	59,729	-	-	59,729	Wheeler Excavating
Existing utility terminations	-	1,500	-	-	1,500	-	-	1,500	S&B James
Contingency (10%)	-	-	-	7,513	7,513	-	-	7,513	
Subtotal	-	1,500	53,629	27,513	82,642	-	-	82,642	
Project Management/Surveys/Reports									
Project Management	-	-	70,000	190,000	260,000	-	-	260,000	Eric Scott (2019-2021)
Construction Security	-	50,000	-	-	50,000	-	-	50,000	
Plan Review, Permitting, MEP, FLS Inspections	-	125,000	-	-	125,000	-	-	125,000	NW Code Professionals
Materials Testing and Inspections	-	30,000	-	-	30,000	-	-	30,000	SHN Engineering
Storm Water/BPM/Reports/Inspections	-	24,079	-	-	24,079	-	-	24,079	
Topo Survey/ALTA Survey	-	-	-	25,500	25,500	-	-	25,500	SHN Engineering
Phase 1 ESA	-	-	3,600	-	3,600	-	-	3,600	Creekside Environmental
Limited Phase II ESA	-	-	17,900	-	17,900	-	-	17,900	Creekside Environmental
Geotechnical Engineering/Report	-	8,200	8,966	-	17,166	-	-	17,166	Galli Group
Pile Driving and Test Pile Program	-	-	9,660	-	9,660	-	-	9,660	Galli Group
Contingency (10%)	-	-	-	56,291	56,291	-	-	56,291	
Subtotal	-	237,279	110,126	271,791	619,196	-	-	619,196	
Utility Infrastructure & Fees									
Building Permit Application Fee	-	120,000	-	-	120,000	-	-	120,000	CIT
Electric Utility Connection Fee	-	21,209	-	-	21,209	-	-	21,209	Pacific Power
Backup Power Generator/ATS	-	7,325	-	188,804	196,129	-	-	196,129	150-200 kw
Water/Sewer Development Fee	-	9,554	-	-	9,554	-	-	9,554	
Facility Commissioning	-	33,860	-	-	33,860	-	-	33,860	
Contingency (10%)	-	-	-	38,075	38,075	-	-	38,075	
Subtotal	-	191,948	-	226,879	418,827	-	-	418,827	
Building Construction									
Architectural/Engineering Design Costs	104,793	59,855	285,245	-	449,893	-	-	449,893	S&B James
Design Refinement Costs	-	120,855	-	-	120,855	-	-	120,855	S&B James
Building Cost (see draft GMP budget)	6,825,207	1,718,267	75,000	-	8,618,474	-	-	8,618,474	S&B James
Subtotal	6,930,000	1,898,977	360,245	-	9,189,222	-	-	9,189,222	
Furniture Fixtures & Equipment									
Office Furniture/Equipment	-	248,587	-	-	248,587	-	-	248,587	
IT Office & Server Room Equipment	-	159,069	-	-	159,069	-	-	159,069	
Specialty AV Equipment	-	5,000	-	-	5,000	-	-	5,000	
Dental-Operatories (5 units)	-	-	-	293,159	293,159	211,441	211,441	504,600	Henry Schein
Dental-Panoramic X-ray Unit	-	-	-	-	-	98,308	98,308	98,308	Henry Schein
Medical/Pharmacy	-	204,700	-	-	204,700	-	-	204,700	
Medical Software/Hardware	-	34,610	-	-	34,610	-	-	34,610	
Procurement Services - Medical	-	-	-	76,950	76,950	-	-	76,950	MEQA
Clinic remodel for fitness facility	-	-	-	-	-	100,000	100,000	100,000	
Site Amenities	-	15,000	-	-	15,000	-	-	15,000	
Contingency (10%)	-	-	-	103,708	103,708	40,975	40,975	144,683	
Subtotal	-	666,966	-	473,817	1,140,783	450,724	450,724	1,591,507	
Total Costs	7,000,000	2,996,670	856,500	1,000,000	11,853,170	450,724	450,724	12,303,894	
Sources Over (Under) Uses	-	-	-	-	-	94,276	94,276	94,276	

Provisional Unified Calendar

Coquille Wellness Center
Dec. 20, 2019

	Q1 2020			Q2 2020			Q3 2020			Q4 2020		
	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
								Begin Designing Collateral		Targeted Marketing Begins		
Medical	Q1 2021			Q2 2021			Q3 2021			Q4 2021		
	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
	Booking Patients for July 1		Behaviorist/ Mental Health Clinician 3/15		Behaviorist/ Mental Health Clinician 5/15	Soft Opening	Grand Opening			50% (capacity patients per day)		
	General Marketing Begins		PA-c (FNP)/Med Asst 3/15		PA-c (FNP)/Med Asst 5/15							

Color Codes
Begin Recruiting
Start Date
Event or Benchmark
Marketing Activity

	Q1 2020			Q2 2020			Q3 2020			Q4 2020		
	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
		Develop Marketing Collateral		Price structure finalized								Contracting begins for mail order
Pharmacy	Q1 2021			Q2 2021			Q3 2021			Q4 2021		
	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
			Same day Provider Pharmacist and 2 Techs 3/15		Same day Provider, Pharmacist and 2 Techs 5/15	Fully Operational 6/1				80% capacity (fills per day)		
	Develop Marketing Strategy		Begin Direct Marketing									

Color Codes
Begin Recruiting
Start Date
Event or Benchmark
Marketing Activity

	Q1 2020			Q2 2020			Q3 2020			Q4 2020		
	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
										Recruit Dentist		
Dental	Q1 2021			Q2 2021			Q3 2021			Q4 2021		
	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
	Dentist 1 day/week		Dental Assistant 3/15	Dentist Part Time	Dental Assistant 5/15		Grand Opening			50% Capacity (Patient Visits Per Day)		
		Office Mgr. 2/1		Taking Appts. 4/15								
		Recruit DHATs, Hygienist	Soft Opening ??????	DHATs, Hygienist	Soft Opening ??????							

Color Codes
Begin Recruiting
Start Date
Event or Benchmark
Marketing Activity

Preliminary Marketing Strategy

Ko-kwel Wellness Center

Goal

We will attract 600 new patients. These patients will have Medicaid, Medicare, private insurance or the means to pay cash.

Branding

A “brand” is a company or product’s identity in the marketplace. Because our facility is unknown outside our existing patient pool, defining our desired brand will be a key step in marketing our expanded wellness offerings.

This preliminary plan proposes a brand combining some or all of these adjectives:

- Friendly
- Convenient
- Accessible
- Community-oriented
- Non-bureaucratic
- Non-corporate

We should consider piggybacking on The Mill’s current slogan: “The Ko-Kwel Wellness Center. Your friends in South Coast health care.”

Variables

These factors are yet to be determined:

- Desired growth curve for patient recruitment (monthly targets)
- Portion of patient volume that may be referred by Advanced Health
- Nature of patients to be recruited: medical, dental, pharmacy or other
- How our ability to meet increasing service demand may evolve, based on staff recruitment and program development progress

Partnerships

As our first step in community outreach, we will approach Advanced Health about the possibility of referring Medicaid (Oregon Health Plan) patients to us. We also may approach selected employers or other organizations about possible arrangements to serve their members.

Tools

Along with institutional partnerships, we will employ these tools to reach prospective patients:

- CIT Website
- Social media
- Direct mail to existing patients
- Direct mail to others in community
- Local media advertising

We also will consider marketing through special events as well as targeted word of mouth. The latter might involve creating incentives for current patients to recruiting friends.

Budget

A pro forma budget is attached, to illustrate potential costs of various marketing tools. We presumably will adjust this budget based on the factors listed under “Variables.”

Metrics

We have set these objectives for the fourth quarter of 2021:

- 50% of medical capacity
- 50% of dental capacity
- 80% of pharmacy capacity

We will measure progress of this plan based on incremental growth targets (TBD). Marketing efforts may be increased or reduced based on progress and our staff’s evolving ability to serve additional patients.

Timeline

Based on our construction schedule, staff recruitment plan and other factors, we project this timeline:

January 2020

- Initial contact with Advanced Health will provide insight into potential referrals of medical and/or dental patients.

February 2020

- Based on preliminary assessment of likely referrals, determine recruitment targets for medical and dental patients.
- Set quantitative objectives for registering new patients and scheduling initial visits.

April 2020

- Courtesy outreach to medical providers: Bay Area Hospital, Bay Clinic, North Bend Medical Center, Southern Coos Hospital, Coquille Valley Hospital, Lower Umpqua Hospital, Coast Community Health Center, Waterfall Clinic
- Courtesy outreach to dental providers (TBD)

- Public announcement (press release; social media; meetings with reporters; KCBY noon spotlight; CIT website; also internal communication with members and staff)
- Initial contact (direct mail) with Oregon tribes, introducing our future mail-in pharmacy service and inviting them to request further information
- Select a marketing firm and/or advertising agency to assist in refining and executing a detailed marketing plan. Determine agency's scope of work and fees.

May 2020

- Identify and select local employers and other potential recruitment partners (OIMB, Davey Jones, etc.)

June 2020

- Ceremonial blessing at Restoration Celebration (news coverage?)

July 2020

- Begin making contact with selected local employers and other potential recruitment partners

August 2020

- Hard-hat tours for current patients, potential recruitment partners, local media, VIPS

September 2020

- Solidify relationships with recruitment partners (will contracts be needed?)
- Direct mail and workplace outreach to potential patients (as identified by recruitment partners)
- Make in-person visits to Oregon tribes, offering mail-order pharmacy

October 2020

- Depending on response from Oregon tribes, consider initiating outreach to other Northwest tribes

November 2020

- Negotiate mail-order pharmacy contracts with tribes

January 2021

- Begin direct marketing to potential medical patients. Inviting them to make appointments
- Begin booking medical appointments

April 2021

- Begin direct marketing to potential dental patients. Inviting them to make appointments
- Begin booking dental appointments

June 2021

- Tribal celebration, dedication and blessing
- Soft opening for patients

June or July 2021

- Public grand opening

(Note: Tribal dedication and public grand opening may be reversed or combined.)

Target Fourth Quarter 2021

- Medical appointments at 50% of capacity
- Dental appointments at 50% of capacity
- Pharmacy at 80% of prescription fill capacity

Ongoing

- Continuously evaluate patient volume and facility capacity. Adjust marketing efforts as appropriate.

Advertising Cost Estimate

	Production Costs	Unit Price	3-month startup		Recurring Annual Costs		Year 1
Billboard	\$1,200	\$1,175	1 billboard, 3 months	\$4,725		\$0	\$4,725
Newspaper ads, quarter page	\$100	\$294	12 quarter-page ads	\$3,628	8 flights of 4 ads	\$9,808	\$13,036
Newspaper ads, full page	\$200	\$995	3 full-page ads	\$3,185		\$0	\$0
Radio (4 vendors)	\$500	\$3,700	4 vendors, 3 months	\$11,600	3 months on each station	\$12,600	\$16,800
Social Media		\$750	3 months	\$2,250	All year	\$9,000	\$17,050
SEO (Google Word)		\$750	3 months	\$2,250	All year	\$9,000	\$9,000
Direct Mail		\$1.60	5,000 units	\$8,000	1000 units, quarterly	\$6,400	\$12,800
Sponsorships		\$500	2 events	\$1,000	8 annually	\$4,000	\$4,000
Agency Fees		20%		\$4,582.60		\$8,082	\$11,177
Total				\$41,221		\$58,890	\$88,588

Ko-Kwel Wellness Center
DRAFT Charter Work Plan
1/8/2020

KWC Charter Workgroup: Kelle Little (lead), Mark Gagnon, Mike Frost, Mark Johnston, Fauna Larkin, Gary Leva, Eric Metcalf, and Kyle Viksnehill

KWC Charter Purpose:

- Background/History:
 - Charter to address issues related to operations of Health and Human Services:
 - Operated like a business to significantly reduce support to HHS from the General Fund
 - Address issues which impact ability to be nimble with decisions
- Define Scope of Charter
 - Includes all activities of the current HHS department; or
 - Includes all of KWC and some other parts of HHS (e.g. Medicare premiums and PRC); or
 - Limited to the operations of KWC; or
 - Limited to the clinical operations of KWC (i.e. excludes non-revenue generators).
- Clarify goal of operation
 - All funds must be spent according to IHS programs, services, functions and activities (PSFAs)
 - Fund HHS (Health and Human Services) Programs:
 - Generate operating funds for:
 - Clinical Services (medical/pharmacy/dental/Behavioral Health)
 - PRC and Other HHS services (Elders, Family Support, Community Health, etc.)
 - Generate reserve funds for
 - Future facility expansion
 - Support/establish permanent funds and other reserves to:
 - Facility improvements or capital expenditures
 - supplement operating funding (Health Care Permanent Fund);
 - Provide operating resiliency for government shutdowns, etc.);
 - expand services (e.g. Elder Care Permanent Fund)
- Delineate authority:
 - What is the organizational chart?
 - Components of Authority include:
 - Fiscal
 - Policy (includes employment policies)
 - Other
 - Three Options:
 - Current Model
 - Authority or Commission
 - Tribal Council appointed
 - Director has authority overall
 - Other model options
 - CIT 401(k) Board
 - Yellowhawk Health Commission
 - Miriam Health
 - Other
 - I.H.S. AFA and Compact
 - Define Regulatory and Quality Oversight:

Ko-Kwel Wellness Center
DRAFT Charter Work Plan
1/8/2020

- I.H.S. Annual Funding Agreement and Compact
- AAAHC (Accreditation Association for Amulatory Health Care)
- Medicaid PCPCH (Patient Centered Primary Care Home)
- GPRA
- Other?

Proposed Charter Components:

- Tribal Council Authorization
- CIT Vision and Statements
- Scope
- Authorities
 - I.H.S. Compact and AFA HHS Mission
 - CIT Goals
 - Tribal Health Improvement Plan (HIP)
 - Strategic Plan
 - Comp Plan
 - KWC Operating Plan/Budget
 - KWC Strategic Plan/Budget (5-year proforma; work from 2019 on key productivity initiatives continuing throughout 2020, will be updated based on final charter scope, goals, etc.)
- KWC Governance
 - Organizational Structure
 - Governance models
- HHS Mission
 - Goals and Objectives
 - CIT Tribal Health Improvement Plan
 - CIT Strategic Plan
 - CIT Comp Plan
 - Key Performance Indicators (KPIs)
- Key Policies
 - Eligibility
 - Employees
 - Operations
- Performance Reporting of KPIs
 - Frequency
 - What does success look like?
 - Process and Outcome Metrics
 - Patient Quality
 - Patient Satisfaction
 - Access to services
 - Community Health
 - Family Support
 - Specific metrics for:
 - Pharmacy
 - Dental

**Ko-Kwel Wellness Center
DRAFT Charter Work Plan
1/8/2020**

- Medical
 - Community Services
 - Craft3 Community Benefit metrics
- Investments in people, process and technology
 - Employee recruitment and retention
 - Patient recruitment and retention
 - Productivity
 - Accreditation
 - Training
- Revision process
- Other

Timeline

Date	Task
2020	Ongoing work to support KWC Pro - Forma and Operational Plan
1-6-20	Workgroup meeting
1-8-20	Review CHARTER concept draft with Tribal Council
Late February 2020	Workgroup meets for the entire day to: <ul style="list-style-type: none"> • Identify document model • Draft charter outline
Mid- March	Draft review Tribal Council Workshop
July 1, 2020	KWC Charter approved by Tribal Council resolution
October 1, 2020	Governance Structure in Place
October 30, 2020	Updated Strategic Plan/Budget approved by KWC governance structure
Mid-December, 2020	2021 Operating Plan/Budget approved as part of CIT budget
March 1, 2021	Human Resources Handbook
July 1, 2019	Grand Opening

Ko-Kwel Wellness Center
DRAFT Charter Work Plan
1/8/2020

Health Policy Question Examples:

1. Will PRC eligible members be required to use the KWC for **all** dental, mental health, pharmacy and medical?
2. Will CIT elders be required to use the KWC for medical? Dental? Mental health? Pharmacy?
3. Will Nasomah Health Group members be required to use KWC for Dental?
4. Who gets to approve policy?
5. Who has signatory authority?
6. Will there be other HR policy?
 - a. What about holidays for HHS employees?
 - b. Hours of operations?
7. Other
8. Will the Pharmacy absorb costs for PRC or Nasomah that are passed on to other payers?
9. Will outstanding AR be written off for any patient groups (e.g. Native Americans) once all insurance payments have been received?
10. Will use of other pharmacies be a covered benefit for Nasomah or PRC?
11. Will we keep collection activities in house or use an outside agency?