



Proposal for Services in Takoma Park:

- **Crisis Response**
- **Behavioral Health Counseling**
- **Primary Care**

Overview:

Adventist HealthCare (AHC) has met extensively with Takoma Park leadership to assess the healthcare needs of city residents. The most acute needs we heard were related to behavioral health, specifically around crisis response services. We also understood a general desire to maintain access to care overall. AHC has assessed this information and, in response, proposes a suite of targeted healthcare services that we believe will best meet these needs.

AHC is working with representatives from Montgomery County and Takoma Park to establish a crisis response center in the city. The center will support the Takoma Park Police Department when they encounter individuals in need of behavioral health assessment and stabilization.

To further address behavioral health needs, AHC proposes to provide behavioral health counseling through both in-person and telehealth out of a newly established primary care office. Patients will be informed of the full spectrum of behavioral health services from AHC and will be assisted in navigating those services as needed. Additionally, free, virtual workshops that promote wellbeing will be offered to the community at large.

AHC will establish a new primary care office in the medical office building located on the former Washington Adventist Hospital Campus. Unlike the current urgent care operated on the campus, primary care offers preventative care as well as treatment of chronic conditions. It will also provide patients access to the full array of AHC services that extends beyond traditional primary care offices.

Based on our experience operating in the community and learning residents' needs, we believe a this complement of services will best serve the needs of the Takoma Park community.

Crisis Response in Takoma Park

Behavioral health crisis response support was the most significant need expressed by city leadership. AHC supports Takoma Park's desire to establish crisis response services to support the Takoma Park Police Department as they encounter individuals experiencing acute behavioral health episodes. AHC is partnering with city officials and Montgomery County to bring an interim crisis response center to Takoma Park. Discussions are currently underway with county and city officials to identify an appropriate location.

AHC is interested in being the operating partner, providing the personnel to staff the center. This service could also include ride-alongs where a behavioral health professional accompanies Takoma Park officers on crisis behavioral health calls. Once established, AHC will work with the Takoma Park on strategies to establish this as a permanent service.

AHC also connected Takoma Park to the Nexus Montgomery Behavioral Health Workgroup that is examining behavioral health access across the county. Nexus Montgomery is a coalition of the Montgomery County Health Department and the four hospital systems in the county. This will ensure that Takoma Park has a seat at the table as issues are discussed and strategies to address behavioral health access are developed.

Behavioral Health Imbedded in a Primary Care Office

Building on the crisis response center, AHC proposes to address behavioral health issues from multiple angles. The crisis center will address individuals experiencing a behavioral crisis in the moment, but the ultimate goal is for patients to avoid crisis altogether. Therefore, AHC proposes providing behavioral health psychiatric services out of a newly established primary care office in the medical office building on the former Washington Adventist Hospital campus (see below for further discussion of the primary care services).

These services will be provided in partnership with AHC's Outpatient Wellness Clinic and will include both in-person and telehealth services. A licensed therapist will be on site one day a week for in-person visits and patients can access services via telehealth Monday – Thursday 8:00am–6:00pm and Friday 8:00am – 3:00pm. If a patient does not have the technology or a private space to do a telehealth appointment, a private space with a computer will be made available at the primary care office.

The behavioral health services will be available to children, adolescents, adults, and older adults and accept commercial insurance, Medicaid, and Medicare. Community members seeking behavioral healthcare will not need to be patients of the primary care office to access these services.

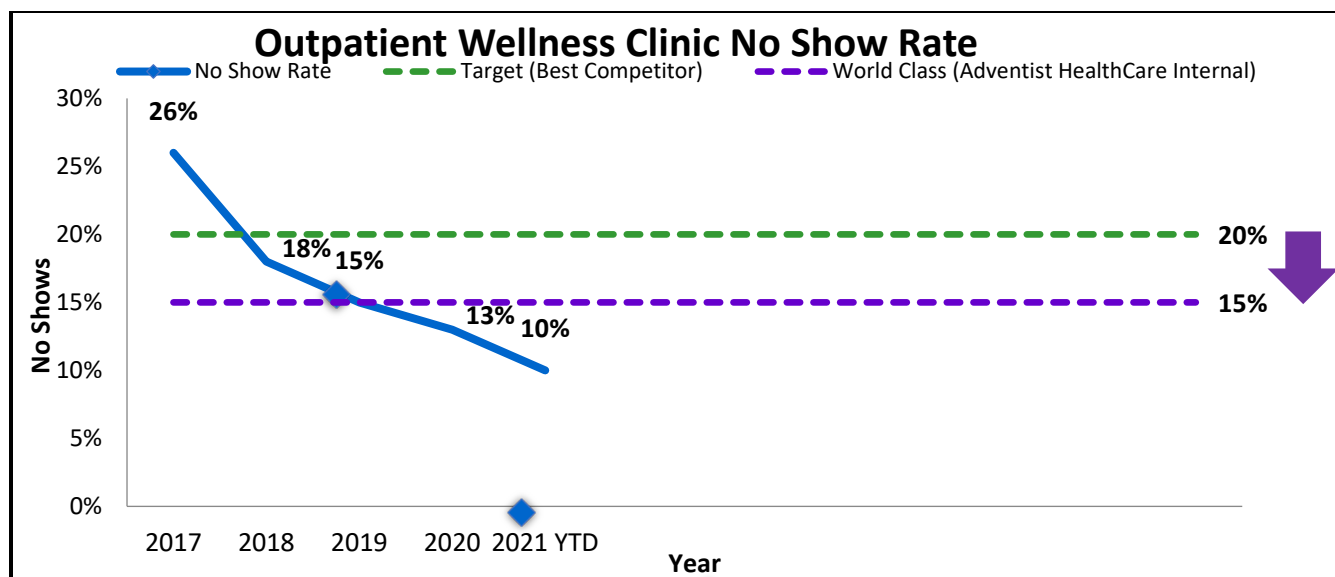
Primary care providers are the largest referral source to the Outpatient Wellness Clinic as patients often report behavioral health concerns to their primary care providers. AHC Primary Care and the Outpatient Wellness Clinic are clinically integrated and share an electronic medical record, allowing for enhanced collaboration on mutual patients and a streamlined referral process. We will bring this same collaboration and partnership to the location in Takoma Park.

AHC also uses a Behavioral Health Integration Clinical Manager to support behavioral health patients and to promote services within the community. This Clinical Manager provides consultation to primary care and specialty providers on patients presenting with behavioral health issues and assists with navigating the patient to appropriate behavioral health care.

This office will not provide emergency behavioral health services but will provide ongoing counseling and medication management services. Counseling services are provided by licensed social workers and professional counselors and medication management is provided by psychiatrists and psychiatric nurse practitioners. Counseling and medication management are available in English and Spanish.

Patients who present with a psychiatric emergency that requires immediate attention will be directed either to a crisis stabilization center or to an emergency department for evaluation for inpatient care. Adventist HealthCare Shady Grove Medical Center has a vast continuum of behavioral health services. The clinic-based services are frequently an entry point for patients in need of more intensive behavioral healthcare.

Telehealth has been transformational for behavioral healthcare. Patients are more easily able to access and comply with medication management and psychotherapy. Issues around transportation, busy work schedules, childcare, stigma and privacy, and difficulty leaving the house due to symptoms of the psychiatric diagnosis are no longer major considerations for patients in need of behavioral health services. Since the expansion of telehealth services due to COVID-19, the behavioral health “no-show” rate has dropped to 10%.

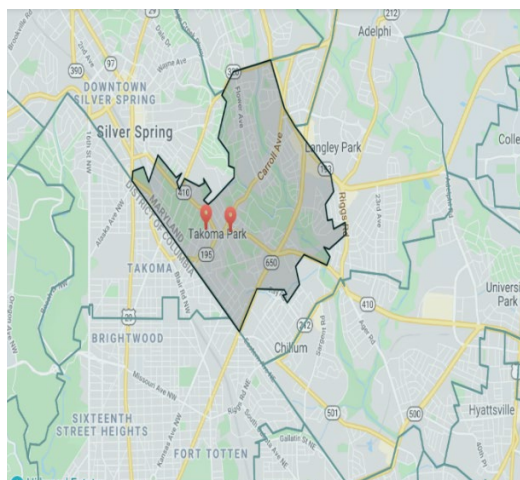


Leveraging the telehealth platform, the Outpatient Wellness Clinic now also offers free, virtual workshops as a way to increase access. Topics have included Coping with Stress, Anxiety and Depression, Mindful Eating, Mindfulness, Coping with Loneliness, and Grief & Loss. These approachable and accessible workshops have had strong attendance and have led several participants to pursue medication and/or psychotherapy services. Support groups may be offered in-person at Takoma Park Primary Care should the demand present. (See Exhibit A) Workshops are offered in English and Spanish.

Primary Care Services

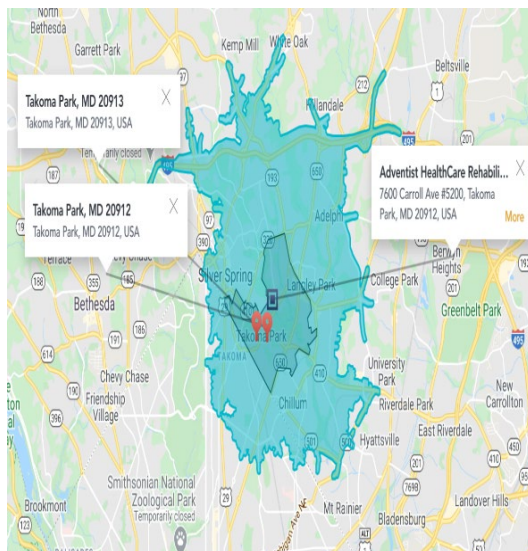
Needs Analysis

AHC conducted a market analyses of the area to assess the ambulatory care needs of the Takoma Park community. The primary service area is comprised principally of two zip codes – 20912 and 20913, as depicted below:

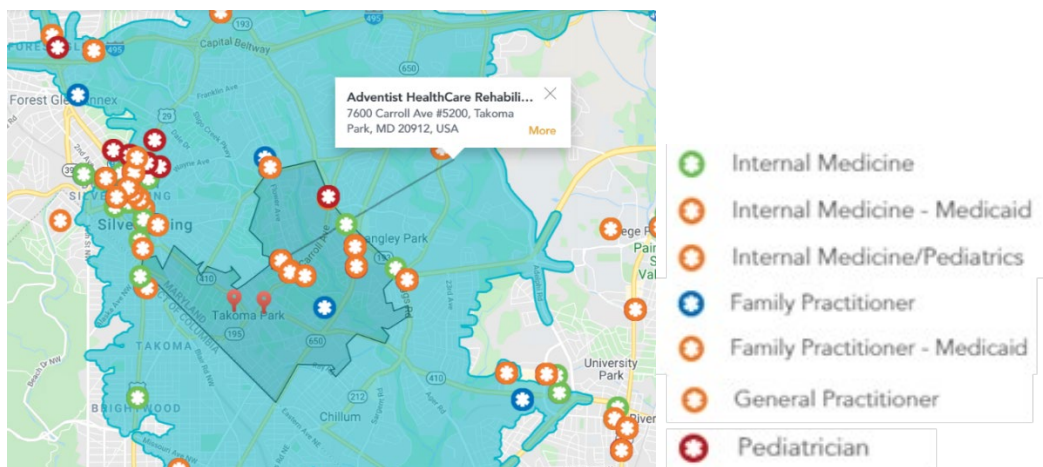


The total population for this area is about 26,000 persons with approximately 10,000 households and the median age is only 36 years old. The population is expected to grow slowly, with only 0.34% growth predicted by 2024 and the median age to hold steady at about 37 years old. (Source: Buxton)

For the purposes of reviewing ambulatory needs data, AHC analyzed the zip codes map plus an area within a 20-minute drive time from the AHC urgent care in Takoma Park as displayed below.



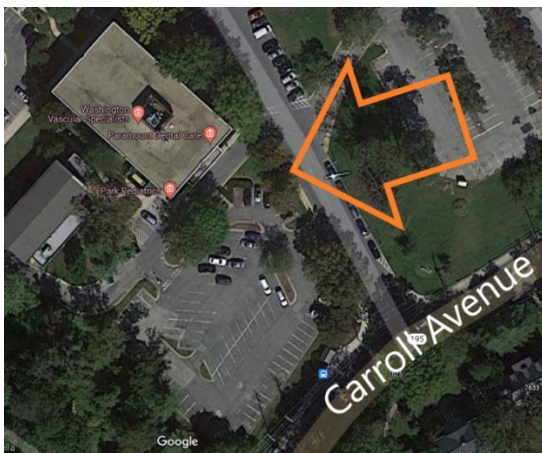
The graphic below depicts primary care outpatient locations in Takoma Park and surrounding zip codes. There are approximately 15 primary care locations within Takoma Park including private and community clinics with approximately 27 full time providers giving an overall ratio of 962 patients to every one primary care provider. As a comparison, Montgomery County, as a whole, has a ratio of approximately 732 patients to one primary care physician. In 2018 there were approximately 150,000 primary care visits – a care usage frequency of about 130% of the national average, demonstrating a high demand for primary care services in the area.



In neighboring Silver Spring, the number of Primary Care providers is significant, with many providers within a 20-minute drive time of the current Washington Adventist campus in Takoma Park. However, southern Takoma Park has far fewer primary care locations and could benefit from a primary care center focusing on family care which would be ideal given the young age range of the population.

Location & Services

AHC proposes to establish a new primary care office in the medical office building on the former Washington Adventist Hospital campus. The medical office building is the first building on your left as you enter the campus from Carroll Avenue. As depicted below, the building is optimally located off the main road and has its own parking lot, offering convenient access for patients. Importantly, this property is not owned by Adventist HealthCare and, therefore, is not included in the pending sale of the campus to Washington Adventist University.



The office would employ a family care nurse practitioner and a medical assistant as well as a support staff. It would offer a full range of care for patients, including preventative care and treatment of chronic conditions. The office would operate Monday – Friday from 8am to 5pm but patients would have 24/7 access to the on-call line with live answering. It would serve patients from about 16 and 17 years old through geriatric patients. Patients would not need to be pre-existing patients of Adventist HealthCare to access the primary care services, rather, this location would be a way to connect patients to the full continuum of healthcare services that AHC provides throughout the region.

As a part of the AHC system of care, the primary care model is rooted in the principles of integration and coordination between clinical care practitioners, patients, and community service providers. The vision of AHC is to build team-based capabilities in primary care practices that will allow them to improve outcomes, reduce costs, and optimize patient experience. These capabilities include coordination of evidence-based clinical, psychological, and social services interventions.

Being a part of the AHC system of care is what distinguishes AHC primary care offices from other community-based clinics. AHC primary care patients can be easily and efficiently transferred among the AHC network of providers as they require different services whether acute hospitalization, specialty physician services, behavioral health care, home care, etc. AHC offers coordinated care across the largest clinically integrated physician network in the state. The AHC Care Management Team works across the health system, collaborating with physicians and patients to improve health outcomes facilitating patient-specific care plans and coordinating multidisciplinary care from the time of diagnosis throughout treatment.

All Adventist primary care practices utilize SBIRT (Screening, Brief Intervention, Referral to Treatment), an evidenced based public health approach for the early detection of substance use disorders. Patients identified with a substance use disorder are referred to Shady Grove Medical Center's Chemical Dependency Department or other community-based programs based on the patient's presenting need.

Additionally, AHC primary care offices participate in the Project Access program. Project Access provides health care coverage to low-income individuals. Project Access members in Takoma park can be served at this location and, if needed, referred to our numerous specialists who also participate in the program. AHC primary care will expand access to care to lower income individuals who may be limited in their health care options.

AHC primary care offers more comprehensive care than an urgent care setting. We focus primary care on both preventive care and chronic care – whole person care. We use a powerful data analytics platform to aggregate clinical data from multiple sources to provide primary care practices with actionable information to identify gaps in care and patterns of morbidity as well as suggested interventions for management. AHC has an associated community health and wellness division which provides targeted community-based health education programs and wellness screenings based on this data.

The AHC primary care model results in high quality, patient centered care and supports overall community health.

Urgent Care in Takoma Park

AHC has operated an urgent care in Takoma Park since August of 2019. AHC has acted in good faith, to establish the urgent care by investing nearly \$450,000 in startup expenses including approximately \$250,000 in equipment. AHC marketed the urgent care through multiple forms of media and in multiple languages, including:

- Direct mail sent to local residents;
- Social media promotions (<https://www.facebook.com/AdventistUCTakomaPark/>);
- An article in the Takoma Park newsletter;

- Website updates on all AHC related sites;
- Inclusion on material announcing the White Oak Medical Center;
- Additional flyers and handouts distributed at public events;
- Inclusion of Takoma Park on AHC Urgent Care on outdoor advertising.

Information on the hours of operation and public transportation options to reach the urgent care are readily available on the website:

<https://www.adventisthealthcare.com/locations/profile/urgent-care-takoma-park/>.

Despite these efforts, we have continued to experience low patient volumes. Since opening in August 2019 through October 2021, the Takoma Park urgent care has seen approximately half the patients as AHC's three other urgent cares despite being the only center open 24 hours. Since January of this year, the Takoma Park urgent care has seen an average of 24 patients per day compared to approximately 44 to 50 patients per day in the three other centers – again despite being the only one open 24/7. (See Exhibits B & C)

Takoma Park is served by five urgent care centers in addition to the one operated by AHC. (See Exhibit D) Takoma Park will continue to have access to urgent care services without the AHC urgent care.

These low volumes make the Takoma Park urgent care unsustainable. Since opening, the urgent care has lost over \$2.2 million. From January through September of 2021, the Takoma Park urgent care has lost \$740,874 while the other three AHC urgent care centers have each earned a profit ranging from nearly \$150,000 to over \$230,000. This is not to say that earning profits is the primary goal of health care, however, AHC cannot sustain this operation with annual losses of nearly \$1 million. (See Exhibit E & F)

Significant staffing challenges add to the operational struggles of the urgent care and contribute to the financial losses. Recruiting staff to work nights has become so difficult that it is nearly untenable. AHC is forced to hire contract staff at a significantly greater cost, and it is still a struggle to find people. Therefore, not only is 24/7 staffing inherently more costly, the staff themselves cost more. These higher costs exacerbate the financial distress caused by the low patient volumes.

Continuing urgent care operations is simply not viable and, given the low use rates, is not meeting an overwhelming community need. We believe the proposed services will better serve Takoma Park.

AHC's Continued Commitment to Takoma Park

AHC has served the healthcare needs in Takoma Park since 1907 and remains committed to doing so. AHC has continued to operate the Manor House, an assisted living facility for adults with chronic and severe mental illness who are unable to live independently in a safe and supportive residential environment as an alternative to long-term psychiatric hospitalization.

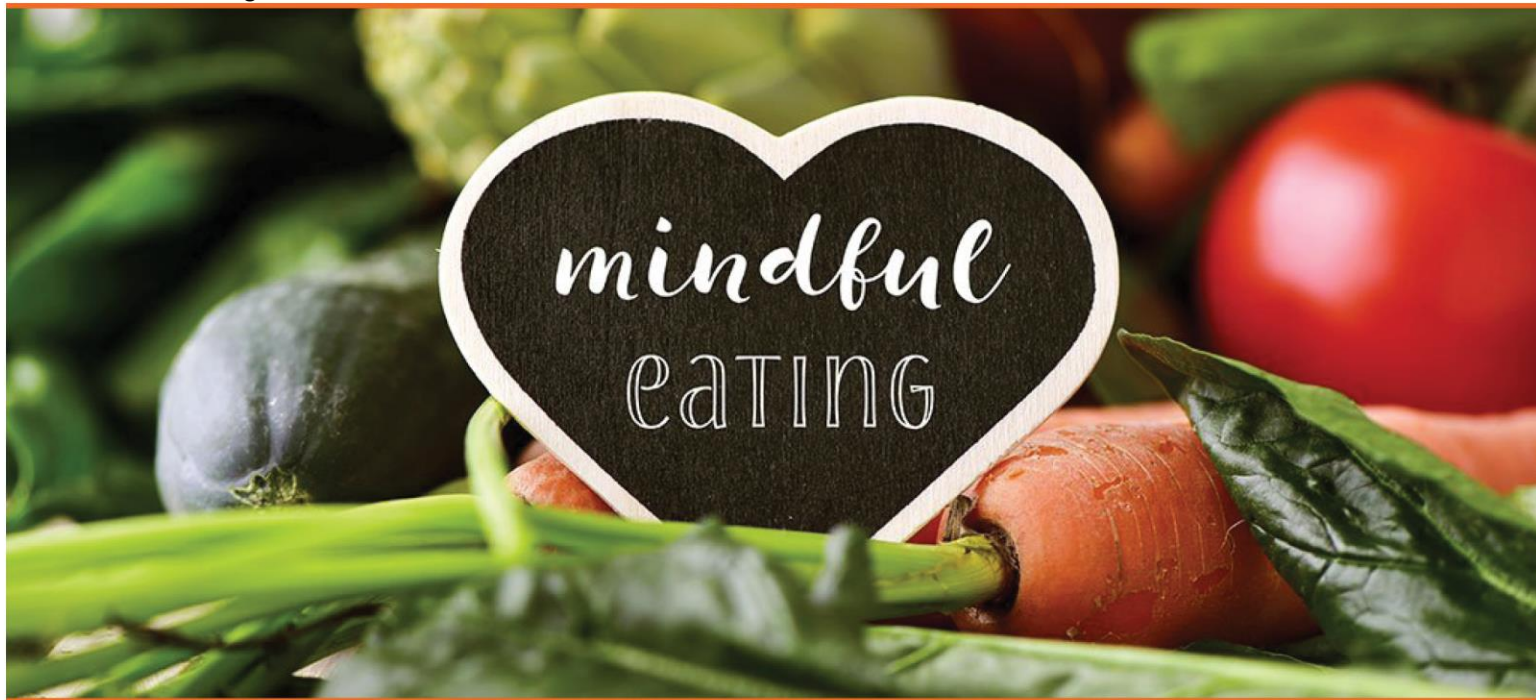
We have provided services to the community throughout the COVID-19 pandemic including free COVID testing, inpatient care, an outpatient COVID-19 infusion center, and a robust Community Vaccination Clinic that administered over 20,000 doses to the community.

Additionally, we are providing space on the campus to four different community organizations and the City of Takoma Park, free of charge, to support food distribution efforts in the community. We also recently contributed approximately \$12,000 in staff and supplies to support flu vaccinations in the area.

Conclusion:

Adventist HealthCare has listened to the healthcare needs of Takoma Park. We applaud your dedication to ensuring that these needs are met, especially for vulnerable populations. We feel that the services described above will bring significant value to Takoma Park residents and benefit the entire community. We look forward to discussing this proposal with you in further detail.

Exhibit A



Workshop:

Mindful Eating

A Healthier Relationship with Food

This single session workshop will help you on your journey toward a healthier relationship with food and eating.

You will receive tips and guidance on:

- How our emotions affect our eating
- What it means to be full
- How to be present and enjoy what you're eating
- How to reduce anxiety about food

Note: *This is not a weight loss workshop.*

To Register

[AdventistHealthCare.com/Support Groups](https://AdventistHealthCare.com/SupportGroups)

Questions?

Please call 301-838-4912.

Workshop Details

Date: Tuesday, November 16

Time: 12:00pm-1:00pm

Location: Virtual via
Microsoft Teams

Stress & Coping Workshop:

Coping with Stress, Anxiety & Depression

This 5-session workshop will teach self-care skills for individuals experiencing symptoms of stress, anxiety and depression.

Topics include:

- ✓ Overview of stress, anxiety and depression
- ✓ Developing healthy routines
- ✓ Identifying triggers
- ✓ Self-care and coping skills
- ✓ Medication education
- ✓ Maintenance plan

PRICE: Free

AGE: 18+

WHEN: 11:00am – 12:00pm on the following Tuesdays:

Nov. 16 Nov. 23

Nov. 30 Dec. 7 Dec. 14

LOCATION: This group will meet virtually

To register for this group, please visit

AdventistHealthCare.com/SupportGroups

For questions, please call

301-838-4912



AdventistHealthCare.com/MentalHealth





Workshop:

Coping with Loneliness in Times of Social Distancing

Learn Skills to Cope with Loneliness

This virtual workshop teaches skills for individuals experiencing loneliness.

Workshop Topics

Topics discussed will include:

- Identifying triggers
- Developing healthy routines
- Self-care and coping skills
- Establishing a mental wellness plan

Contact

Bozena Skraban, Health Education Coordinator

301-315-3132

BSkraban@AdventistHealthCare.com

Workshop Details

Date: Monday, Oct. 11

Time: 1:00pm-2:00pm

Location: Virtual

Stress & Coping Workshop:

Mindfulness

This one-hour workshop will teach skills to be fully present and aware of our thoughts and feelings without judgment. Mindfulness helps relieve stress, improve sleep, lower blood pressure and reduce chronic pain.

Topics include:

- ✓ Overview of the benefits of mindfulness
- ✓ Breathing exercises
- ✓ Mindful movement
- ✓ Progressive muscle relaxation

To register, please visit

AdventistHealthCare.com/SupportGroups

For questions, please call

301-838-4912

PRICE: Free

AGE: 16+

WHEN: **Wednesday, November 3**
12:00pm – 1:00pm

LOCATION: This group will meet virtually



Exhibit B

Exhibit B

AHC Urgent Care Centers

Total Visits by Shift

August 2019 – October 2021

		GERMANTOWN	ROCKVILLE	LAUREL	TAKOMA PARK
Year	Month	Total (8AM - 8PM)	Total (8AM - 8PM)	Total (8AM - 8PM)	Total (24Hrs)
2019	August*	1100	1034	1241	72
	September	1143	1025	1295	370
	October	1019	1078	1451	419
	November	1030	1058	1313	279
	December	1422	1378	1508	375
2020	January	1439	1248	1532	349
	February	1373	1255	1398	356
	March	1218	1030	1232	340
	April	574	510	626	314
	May	903	713	708	312
	June	978	962	945	507
	July	2067	1979	1935	1336
	August	2294	2233	2210	1544
	September	1534	1648	1635	1107
	October	1857	1824	1985	1265
	November	2655	2262	2472	2201
	December	2702	2351	2679	2002
2021	January	2107	1765	2161	1132
	February	1221	1057	1338	663
	March	1281	1076	1423	655
	April	1289	1007	1221	587
	May	1203	1028	1167	500
	June	1378	1224	1301	543
	July	1583	1318	1460	597
	August	1916	1791	1812	905
	September	1830	1595	1911	989
	October	1438	1413	1654	781
	Total	40554	36862	41613	20500

*Patients seen at Takoma Park for 6 days in August 2019. The First service date at Takoma Park was August 26, 2019

Exhibit C

Exhibit C

AHC Urgent Care Centers

Average Visits

August 2019 -October 2021

		GERMANTOWN	ROCKVILLE	LAUREL	TAKOMA PARK		
Year	Month	Total (8AM - 8PM)	Total (8AM - 8PM)	Total (8AM - 8PM)	8AM - 8PM	8PM - 8AM	Total
2019	August*	35	33	40	8	5	12
	September	38	34	43	8	4	12
	October	33	35	47	8	5	14
	November	34	35	44	7	2	9
	December	46	44	49	10	2	12
2020	January	46	40	49	8	3	11
	February	47	43	48	9	3	12
	March	39	33	40	8	3	11
	April	19	17	21	9	2	10
	May	29	23	23	9	2	10
	June	33	32	32	13	4	17
	July	67	64	62	33	10	43
	August	74	72	71	39	11	50
	September	51	55	55	31	6	37
	October	60	59	64	34	7	41
	November	89	75	82	58	16	73
	December	87	76	86	48	16	65
2021	January	68	57	70	30	7	37
	February	44	38	48	20	4	24
	March	41	35	46	18	4	21
	April	43	34	41	15	5	20
	May	39	33	38	12	5	16
	June	46	41	43	13	5	18
	July	51	43	47	13	6	19
	August	62	58	58	21	8	29
	September	61	53	64	25	8	33
	October	46	46	53	17	8	25

*Patients seen at Takoma Park for 6 days in August 2019. The First service date at Takoma Park was August 26, 2019

Exhibit D

Exhibit D

Urgent Care Centers in the Takoma Park Service Area

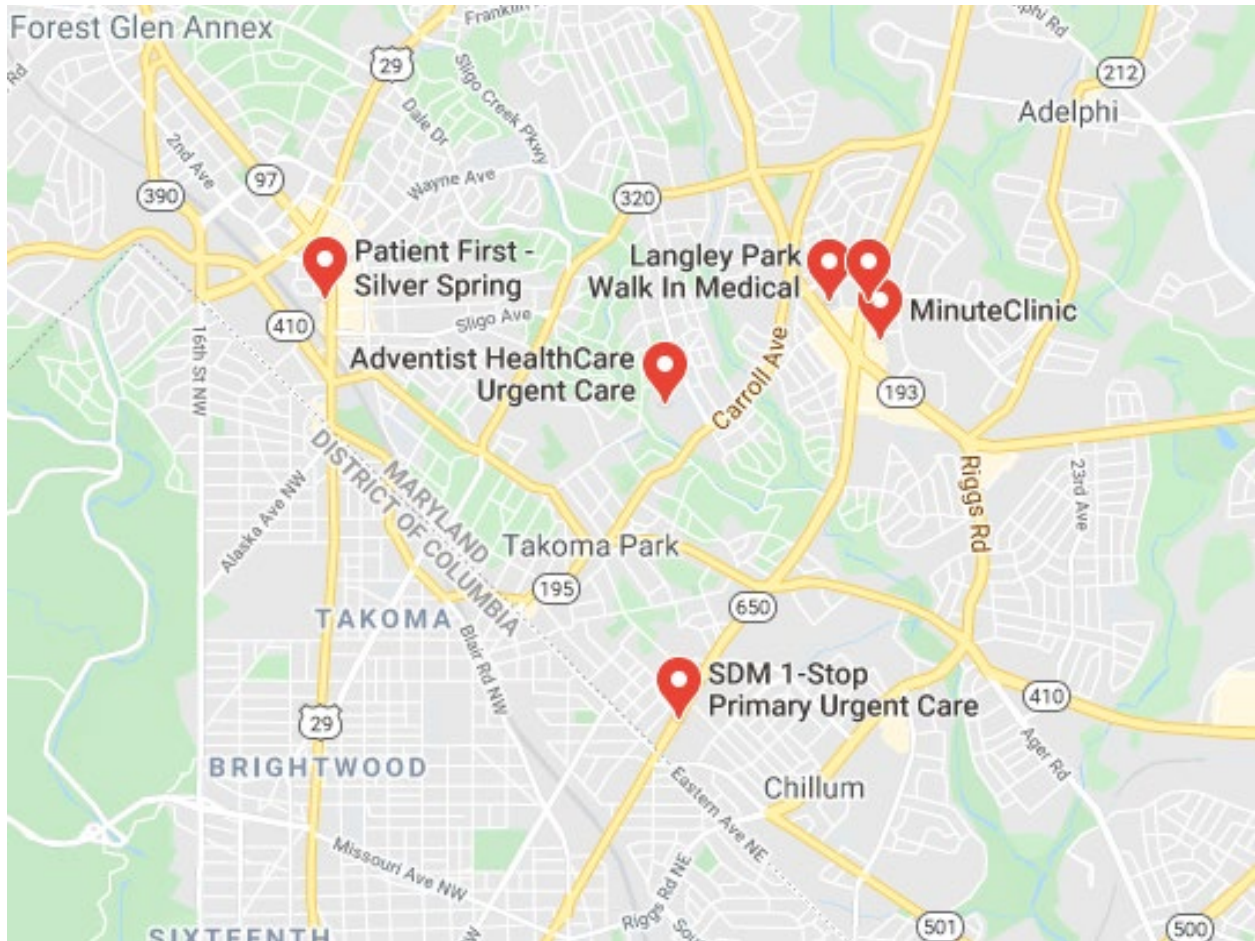


Exhibit E

Exhibit E

Exhibit E

AHC Income Statement by Cost Center

Takoma Park Aug 2019 - Sept 2021



Ledger Account	Takoma Park			Total
	Aug 2019 -Dec 2019	Jan 2020 - Dec 2020	Jan 2021 - Sept 2021	
Total Operating Revenue	214,936	1,378,156	719,864	2,312,956
Operating Expenses				
Salaries & Wages, Employee Benefits, & Professional Fees	758,890	1,928,096	1,287,278	3,974,264
Medical Supplies	13,506 	48,941 	17,285	79,733
General and Administrative, Purchased Services, & Building and Maintenance	108,322	259,425	156,174	523,920
Operating Expenses	880,718	2,236,462	1,460,737	4,577,918
Excess of Revenue Over Expenses from Operations	(665,782)	(858,307)	(740,874)	(2,264,962)

Exhibit F

Exhibit F

Exhibit F

AHC Income Statement by Cost Center

AHC Urgent Care Centers

Ledger Account	Germantown	Rockville	Laurel	Total
	Jan 2021 - Sept	Jan 2021 - Sept	Jan 2021 - Sept	Jan 2021 - Sept
	2021	2021	2021	2021
Total Operating Revenue	1,799,696	1,544,839	1,493,450	4,837,985
Operating Expenses				
Salaries and Wages	634,543	537,073	678,239	1,849,855
Employee Benefits	135,029	107,357	129,557	371,942
Contract Labor	0	0	0	0
Professional Fees	31,480	25,207	25,780	82,466
Medical Supplies	34,501	23,348	33,768	91,617
Transfer from Other UCC centers (topside adjustment)	(7,519)	(7,519)	(7,519)	(22,557)
General and Administrative, Purchased Services, & Building and Maintenance	735,259	711,645	453,312	1,900,216
Operating Expenses	1,563,293	1,397,110	1,313,136	4,273,539
Excess of Revenue Over Expenses from Operations	236,403	147,729	180,314	564,446