

July 31, 2012

To whom it may concern,

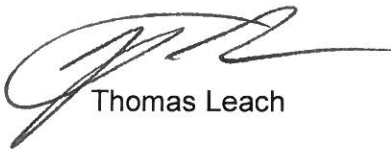
Attached is the 2012-2013 Low Income Pool Tier-One Milestone (STC 61) Application for Lakeside Medical Center.

Our Application proposes to enhance primary care obstetrical services at Lakeside Medical Center. Through a contracted arrangement with an established, local provider, this program will provide a sustainable solution to the provision of this service in western Palm Beach County.

Our request for funding is for a total project budget of \$ 2,725,000.00 with \$1,151,857 coming from local share and \$1,573,143 from the federal share. The local share will be provided by the Health Care District of Palm Beach County. The letter of commitment from the Health Care District is attached.

Thank you for your consideration.

Sincerely,



Thomas Leach

Hospital Administrator

1. Applicant: **Lakeside Medical Center**
2. Medicaid Provider Number: 010144300
3. Provider Type: Hospital
4. Amount applying for: \$ 2,725,000.00 total with \$1,151,857 coming from local share and \$1,573,143 from the federal share.
5. Identify as a new or enhanced program: New program

Enhancing Primary Care Obstetrical Services at Lakeside Medical Center

6. Description of the delivery system and affiliations with other health care service providers:

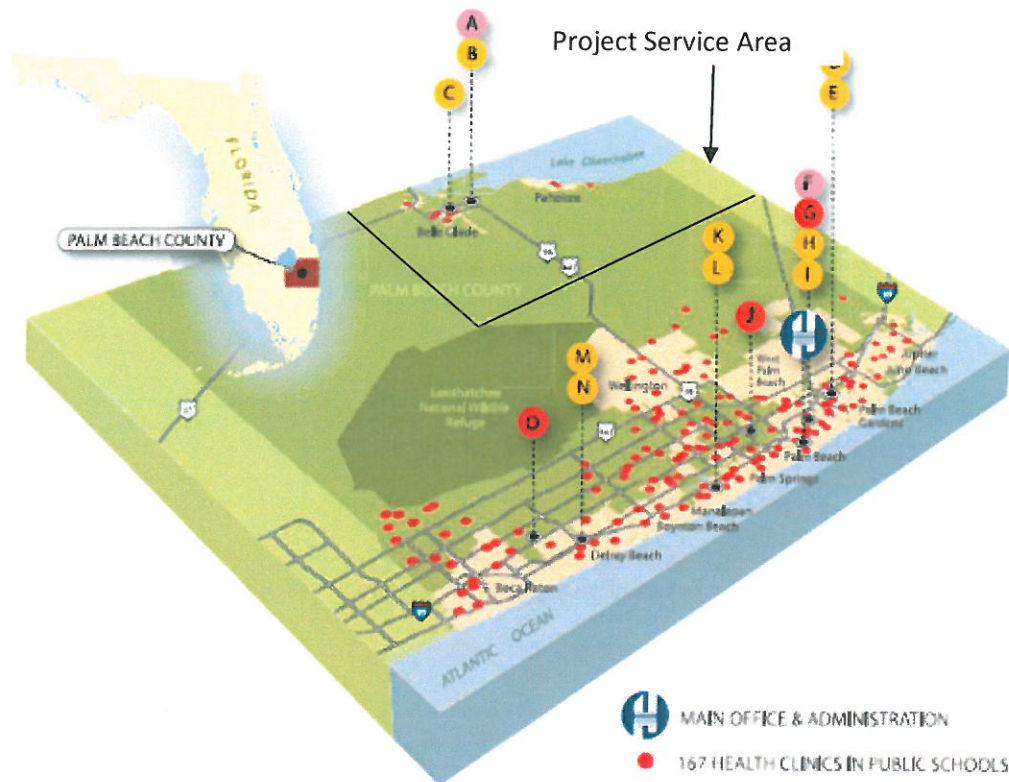
Lakeside Medical Center is Palm Beach County, Florida's only public hospital. When the hospital opened its doors on October 15, 2009, high-quality medical care became more accessible for nearly 50,000 residents in the rural, agricultural communities of western Palm Beach County (the Glades). The 70-bed, all-private room facility is centrally located on a 50-acre medical campus at the intersection of State Road 80 and US 441 near the three towns that make up the region: Belle Glade, Pahokee and South Bay. Owned and operated by the Health Care District of Palm Beach County (HCDPBC), the hospital provides a regional health care delivery system for all of Palm Beach County's rural communities bordering Lake Okeechobee and the surrounding towns. Their mission is to be the source of health care for the residents and visitors of all Glades Communities by providing the highest quality of service for general medicine, surgical and obstetrical needs, health education, preventive medicine and early intervention in the course of illness.

Lakeside Medical Center is committed to providing high-quality health care services to all residents of Palm Beach County in a fiscally responsible manner. Key to this project is the Lakeside Physician Practice Clinic, which provides primary care and general surgery services. In addition, the HCDPBC is responsible for health coverage programs for uninsured Palm Beach County residents, a nationally recognized Trauma System, dedicated nurses in nearly 170 public schools including 10 in western Palm Beach County, a pharmacy operation, and a long-term skilled nursing and rehabilitation center. Through the HCDPBC, Lakeside Medical Center coordinates with both internal and external entities to ensure the continuity of care for patients. External health care service partners include the following:

- Palm Beach County Health Department (C.L. Brumback Center). The Brumback Center is a federally qualified health center located across the street from Lakeside Medical Center. Patients seen at the Center deliver at the hospital. The HCDPBC is proposing to assume the primary care clinic responsibilities for the PBCHD in the first quarter of 2013. This will strengthen the collaboration between the two agencies.
- Florida Community Health Center. This federally qualified health center in Pahokee refers patients to the HCDPBC for health coverage and hospital services at Lakeside. Family medicine residents from the hospital rotate through the clinical areas.

- Nova Southeastern University. Lakeside Medical Center has established an osteopathic Family Medicine residency program with start up funds from a LIP GME grant. Nova Southeastern University provides the academic partner for this training program. Clinical rotations through the obstetric services are very important educational experiences for the Family Medicine residents.
- Lake Okeechobee Rural Health Network. Lakeside Medical Center is partner in the network. Joint projects have included Smoking Cessation programs and Health Fairs.
- Palm Beach County School District. The HCDPBC operates the clinics in the schools in Palm Beach County. There are 10 such clinics located in schools in western Palm Beach County (7 in elementary schools, 2 in middle schools and 1 in a high school).

7. Service Area:



- | | | |
|---|---|---|
| A LAKESIDE MEDICAL CENTER | F EDWARD J. HEALEY REHABILITATION & NURSING CENTER | K LANTANA PHARMACY |
| B BELLE GLADE ELIGIBILITY OFFICE | G TRAUMA CENTER AT ST. MARY'S MEDICAL CENTER | L LANTANA ELIGIBILITY OFFICE |
| C BELLE GLADE PHARMACY | H WEST PALM BEACH PHARMACY | M DELRAY BEACH PHARMACY |
| D RIVIERA BEACH PHARMACY | I WEST PALM BEACH ELIGIBILITY OFFICE | N DELRAY BEACH ELIGIBILITY OFFICE |
| E RIVIERA BEACH ELIGIBILITY OFFICE | J TRAUMA HAWK AEROMEDICAL HANGAR | O TRAUMA CENTER AT DELRAY MEDICAL CENTER |

8. Service Area characteristics (including demographics or population served and distribution of current population served by funding source, e.g., Medicaid, Medicare, Uninsured, Commercial insurance, etc.):

While the western area of Palm Beach County is strong in agricultural production, like many rural regions, the communities face numerous socio-economic challenges. Large segments of the target population are low to modest wage earners with more than one-third of the residents living below the Federal Poverty Level. The median household area income of \$22,030 is well below the rest of Florida State at \$46,206.00, and considerably less than the national average of \$50,740. Although area residents are mainly young families, with an average age of 29, the rate of uninsured individuals is one of the highest in the state of Florida, exceeding 29%. Demographically, the service area is diverse with a population distribution of 26% Caucasian, 51% Black, and 23% Hispanic. Over 26% of the population is foreign born and 30% are naturalized citizens.¹

The women who deliver at Lakeside Medical Center comprise a challenging payor mix. The majority have Medicaid and almost 10% are self-pay. Here is the breakdown:

Payor	Patient Volume	
	FY 2011 Volume	% of payors
Medicaid	597	88.8%
Self Pay	65	9.7%
HMO	5	0.7%
Blue Cross/Commercial	4	0.5%
Medicare	1	0.1%
Total	672	100.0% ²²

9. Organizational Chart and point of contact:

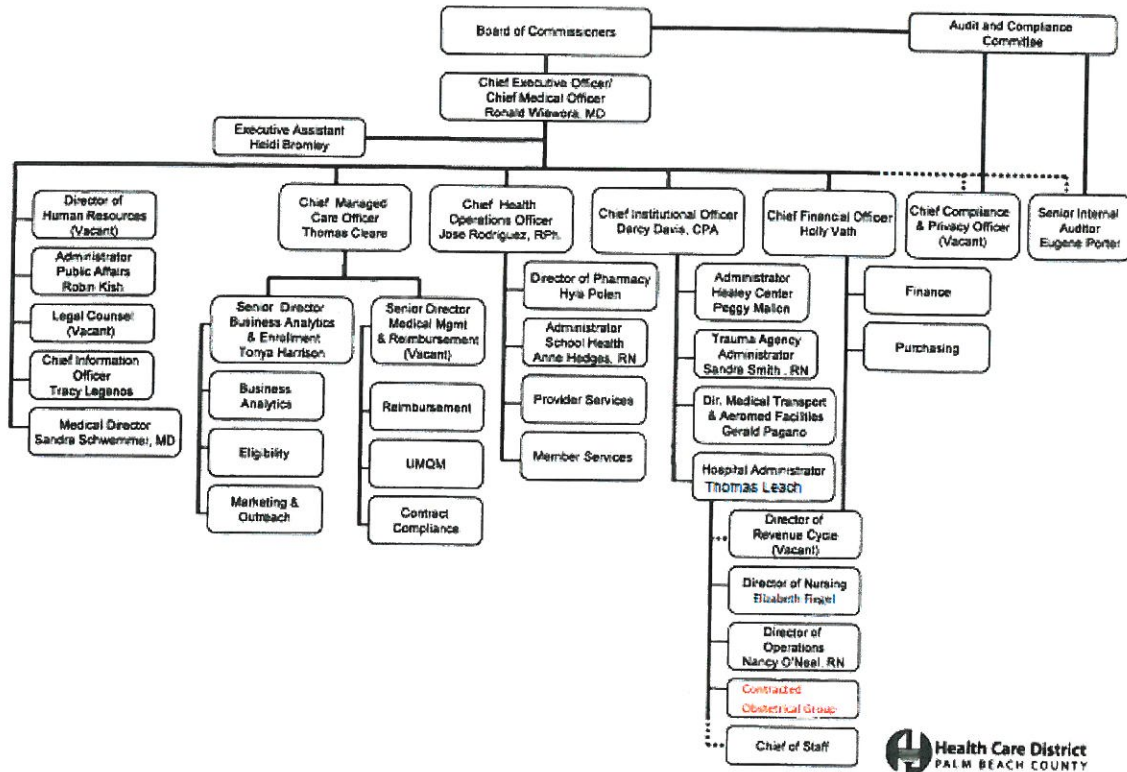
Point of Contact:

Thomas Leach
Administrator
Lakeside Medical Center
39200 Hooker Highway
Belle Glade, FL 33430
Phone: 561-996-6571, ext. 400
email: tleach@lmcpbc.org

The Organizational Chart is presented below:

¹ 2008 U.S. Census information.

Health Care District Organizational Chart



Revised: July 2012

10. Proposed budget for funding detailing the request:

Contracted Obstetric Services	
5.0 FTES for general OB/gyne (@ 315,000 each)	
0.5 FTE Medical Director (250,00)	
0.5 FTE for Maternal Fetal Medicine (250,000)	
OB/GYNs are at fair market value	\$ 2,075,000.00
Malpractice insurance	\$ 350,000.00
Management costs	\$ 250,000.00
Outreach and Education	\$ 50,000.00
TOTAL	\$ 2,725,000.00
LIP funds (57.73%)	\$ 1,573,143.00
Local match (42.27%)	\$ 1,151,857.00

11. Provide a brief summary of your proposed project:

Lakeside Medical Center is seeking a permanent and sustainable solution to the obstetrical shortage in the Glades area. LMC seeks to change its service delivery model away from the current reliance on the private practice sector to supply needed obstetrical services. LMC proposes to assume ongoing responsibility for this service by contracting out this line of business to an established provider group. The hospital will assure that future funds are available thus providing continued access and sustainability into the future.

There is an identified need for the service delivery model for obstetrics to change in the Glades area. In the past few years, several different service delivery models have been attempted and were unsuccessful in attracting and retaining obstetricians. The private practice market is challenging due to the poor payor mix. Under one model, the hospital hired the provider with a salary guarantee. Once the guarantee expired, the physician moved away due to the inability to generate enough income to support the practice. The hospital has also utilized scholarship payback programs such as the National Health Service Corps to recruit physicians to the area. In this situation, once the scholarship was paid back, these physicians left the area.

Under the Lakeside proposal, a well respected and established local group of providers would be contracted to provide the obstetrical care for this population. They would be responsible for both the prenatal care and the deliveries. For the prenatal care component, the obstetricians would provide outpatient care at the Lakeside Physician's Practice site. There is currently no obstetrician at this site. In addition, Lakeside, under the umbrella of the Health Care District of Palm Beach County will be assuming the responsibility for the primary care services at the C. L. Brumback Center, a federally qualified health center currently operated by the Department of Health, Palm Beach County Health Department. The Lakeside obstetrician will do the deliveries for the women who receive prenatal care at the Center. Pregnant women cared for in the Florida Community Health Center clinic in Pahokee will also deliver at Lakeside with the delivery done by the contracted obstetrician.

Lakeside also trains osteopathic Family Medicine residents through a program that was instituted through funding from the Agency for Health Care Administration. The obstetricians funded by this application would provide obstetrical and gynecological training to these residents.

This proposal would make obstetrical coverage available 24/7. Prenatal outpatient care, inpatient deliveries and resident teaching services would be provided by the contracted group. The group will make available board certified obstetricians that will be credentialed by the hospital. The group will provide the equivalent of 4.0 FTEs to assure that a provider is always available and on-site to provide coverage. The group would also make available a part-time Maternal Fetal Medicine practitioner who will be able to care for high-risk pregnancies in the community. Currently, these high-risk pregnancies must be care for at a hospital in coastal Palm Beach County, a distance of 45 miles from Lakeside.

The budget also includes funding for malpractice insurance and outreach services. The outreach services will include media (print, billboard and radio) and community events that will be planned to notice the community on the availability of the new service.

12. Describe plan for identification of participants for inclusion in the population to be served in the project:

The population of pregnant women will be reached through the community marketing and outreach initiatives. These will include use of local radio programming, billboards and print media to inform the community of the new service provided by Lakeside. The population of pregnant women at the C. L. Brumback Center will be offered outreach activities including tours of the labor and delivery suites and access to health education activities.

Eligibility workers are available to help women access coverage for health care services. Most women who deliver at the hospital are Medicaid eligible and the workers will assist the women with completing this application.

13. How will access to primary care access system services be enhanced by this project?

Access will be enhanced because an obstetrical services will be added at an existing site where these services are currently not available. Lakeside Physician's Practice currently offers only family practice and general surgery services.

14. Does the enhancement include hours of operation after 5:00 pm and/or on weekends at existing sites, or the establishment of a new clinic site?

This proposal includes the establishment of a new site for services. It also provides office coverage and provision of obstetrical services on a 24/7 around the clock basis.

15. Describe your capability to serve minority and culturally diverse populations:

Lakeside Medical Center has a wealth of experience in providing services to a culturally diverse population. The staff is comprised of many employees from the community who understand the culture and health beliefs of their neighbors. There are many staff in the obstetrical areas who speak Spanish and Haitian Creole, the two most common languages spoken after English. A phone translation service is available for less common languages.

The partners in this project, the Palm Beach County Health Department and the Florida Community Health Center in Pahokee are also both well versed in treating culturally diverse populations.

16. Describe how you will identify and address health care diversity issues as well as health care literacy barriers

Health care diversity issues are first addressed with the individual patient. On registration, demographic information is collected including preferred language. Next, staff are educated about health care diversity issues. All staff will undergo training that will include sessions on cultural competency. These sessions will be taught by the hospital health educator. The hospital will also provide outreach and education which will offer a community forum to discuss health care diversity issues.

Many of the residents of the Glades area have not completed high school. To address health literacy barriers, written information will be presented at a fifth grade level and will be available in Spanish and Creole. Visuals, including pictures and videos will be used to enhance learning for those with limited health literacy.

17. Describe measures and data sources that you will use to evaluate the effectiveness of each initiative comprising your project:

The hospital collects data about prenatal care and deliveries which is reported to the Agency for Health Care Administration. This data, comparable across hospitals and counties, will be used to evaluate the effectiveness of this initiative.

The project will utilize the following measures to evaluate effectiveness.

- *Percentage of low birth weight babies.* In 2011, Lakeside delivered 43 babies under 2500 grams. This represented 6.8% of live births. This compares favorably with the county average of 9.1% and the state average of 8.7%.² **This program proposes to reduce the percentage of low birth weight babies further to 5.0% by October 2014.**
- *Reduction in the percentage of women who deliver with no prenatal care.* In 2011, 74 women who delivered at Lakeside had no prenatal care. This 11.6% rate was higher than the county rate of 1.3% in 2010 and the state rate of 1.7%.³ **This program proposes to reduce the percentage of women who deliver without prenatal care to 5.0% by October 2014.**
- *Reduction in the rate of Cesarean Section delivery.* In 2010, Lakeside reported a cesarean section rate of 43.1%. This compares to a state average of 37.8%. **This program proposes to reduce the percentage of women undergoing cesarean section delivery to the state average of 37.8% by October 2014.**

² Florida Charts, accessed at <http://www.floridacharts.com/charts/MICProfile.aspx?county=50&profileyear=2010>, on June 30, 2012.

³ Florida Charts, accessed at <http://www.floridacharts.com/charts/report.aspx?domain=03&IndNumber=0016> on June 30, 2012.

18. Describe data collection and reporting capabilities including systems and staffing resources, provide a reporting template.

The hospital has an electronic health record, HMS that documents the needed information. The data is be collected by the Health Information Management department (low birth weight babies and cesarean section rates) and admitting clinical staff (women with no prenatal care). The information is also kept in a manual log on the Obstetrics Unit where it is readily available for reporting. Here is the template that will be used for reporting the data about the project.

Indicator	
Number of low birth weight babies <2500 g	
Total number of births	
Percentage of low birth weight babies <2500 g	
Number of women who deliver with no prenatal care	
Total number of women delivering	
Percentage of women with no prenatal care	
Number of deliveries by Cesarean Section	
Total number of deliveries	
Percentage of women who under Cesarean Section delivery	

19. Provide a letter of commitment from the local match fund source on that entity's letterhead:

Attached.



July 31, 2012

To whom it may concern,

On behalf of the Health Care District of Palm Beach County, I am pleased to provide this letter of commitment to the Agency for Health Care Administration for the 2012-2013 Low Income Pool Tier-One Milestone (STC 61) Application that is being submitted by Lakeside Medical Center.

Lakeside Medical Center is Palm Beach County's only public hospital. The 70-bed, all-private room facility is centrally located on a 50-acre medical campus at the intersection of State Road 80 and US 441 near the three towns that make up the region: Belle Glade, Pahokee and South Bay. In this application, Lakeside proposes to use LIP funds to provide primary care obstetrics by a different delivery model. The willingness of the hospital to take responsibility for making this service sustainable will be greatly appreciated by the community.

The Health Care District commits to provide the local match. The amount of the local match is **\$ 1,151,857.00**

The Health Care District is a local taxing authority, codified under the statutes of the state of Florida, that is eligible to provide the local match for this application.

Sincerely,

A handwritten signature in blue ink that reads "R. Wiewora MD".

Ronald J. Wiewora, MD, MPH, FACP, FACPM
Chief Executive Officer