

June 16, 2006

Mark Litzler  
Executive Director  
St. Luke's Hospital Foundation  
800 W. 47<sup>th</sup> Street  
Suite 204  
Kansas City, MO 64112

Dear Mark:

Enclosed please find a copy of our grant report from the UMKC School of Nursing supporting the Helen Gragg Adult Clinic at Operation Breakthrough. Because of the success of the clinic, we have also experienced an incredible increase in need of services for this population.

As you will see as you look through our report and additional funding request, there have been barriers to achieving the level of care that is both needed by these patients and required by our high standards at the UMKC School of Nursing. One major issue has been the lack of appropriate staffing to fulfill the clinic needs. We aim to rectify that with a new staffing plan which includes a part-time Family Nurse Practitioner (FNP), a full-time RN, two student nurses and a program coordinator. This will allow for a much stronger staff to complement our already powerful volunteer workforce we have dedicated to the Helen Gragg Clinic at Operation Breakthrough. UMKC will cover half of the FNP position's salary, which will grant this person faculty status within the School and allow him or her to serve as a connection to students in a teaching environment as well as serving the needs of the clinic.

Another key change to this updated request is the addition of a three year commitment to funding the project beginning in August, 2006. It has been our experience that a consistent funding source for a start-up and continuation project like the Helen Gragg Clinic is needed for its survival and success.

Again, we thank you, Mark, for your ongoing support of this very important clinical initiative at Operation Breakthrough. We also appreciate your consideration of this expanded proposal and would invite any questions you may have regarding our program or this request. We look forward to working with you in the future to maintain a successful environment at the Helen Gragg Clinic.

Sincerely,

Lora Lacey-Haun, RN, Ph.D.  
Dean and Professor

cc: Spence Heddens

**University of Missouri – Kansas City  
School of Nursing**

**Operation Breakthrough – Adult Clinic**

**Project Report & Proposal for Future Growth**

**June 16, 2006**

## **Background**

Operation Breakthrough is Missouri's largest single-site childcare and early education center. Two hundred fifty (250) children aged 6 weeks to 5 years participate in the early childhood education programs, and an additional 200 children aged 6 to 16 years attend the before/after school and summer enrichment programs. Nearly 25% of the total 450 children are homeless, 25% are in foster care, and the rest are from families earning less than \$12,000 per year. This is well below the federal poverty level of \$16,090 for a family of three. Health care services for the children at Operation Breakthrough are provided by two pediatric nurse practitioners hired through Children's Mercy Hospital. Operation Breakthrough is located in the 3<sup>rd</sup> District of Kansas City where the population density is the highest and the average household size is large with 6.7% of households containing six or more persons. This district also experiences the lowest education level per household, a higher level of non-violent and violent crimes, and a smaller percentage of owner-occupied single family homes than the rest of the city. In addition, the population composition of the 3<sup>rd</sup> District is substantially different than the remainder of the city, with 81% of the population composed of individuals from ethnic and racial minorities. As a result, the families of Operation Breakthrough are experiencing a number of social inequalities that are known to put Americans at risk for serious health problems. These are some of the issues that the population being served by Operation Breakthrough experience as Barriers to Care. Some can be eliminated and some can just be minimized.

- No health insurance or prescription drug insurance for approximately 75% of patients
- No transportation
- No additional money for medications
- Living below poverty level
- Lower education level

## **Project Report**

In September 2004, the Helen Gragg Adult Clinic Opened its doors to offer "one stop" services that avoid the historic barriers of time, money, transportation, childcare, and lost work that typically result in emergency room visits or inadequate care. The overarching goal of the clinic is to offer convenient and accessible health care services to working poor parents (predominately single women) who lack job flexibility and transportation. Many of these parents utilize hospital emergency departments for non-emergency care or go without preventive health care services. The Helen Gragg Clinic was designed to encourage women to seek regular preventive care and treatment of health problems and to educate these women about health issues. Staffed by volunteer nurse practitioners (NPs) from UMKC School of Nursing who specialize in adult, family, and women's health care, the Helen Gragg Adult Clinic was designed to be open an average of one evening a week for about 3 hours.

## **Project Goal**

To offer convenient and accessible health care services to working poor parents (predominately single women) who lack job flexibility and transportation.

## **Project Outcomes**

The first year of operating this clinic has resulted in the following successes:

- ◆ The Clinic has been in operation for over twelve (12) months.
- ◆ The Clinic has established a very diverse patient base of 163 individuals, many with multiple encounters.
- ◆ Has provided free health care to this patient population.
- ◆ Has filled necessary prescriptions at no charge.
- ◆ Has provided education regarding preventative health care and chronic illness such as diabetes.
- ◆ Has identified **Barriers to Program Implementation** such as:
  - Health care demand that exceeds the clinic's current ability to supply services due to volunteer staffing that allows for only one evening per week to open the clinic.
  - Lack of staffing caused by:
    - Inability to provide competitive salaries
    - Inability to provide benefits
    - Difficulty in staffing programs that receive only one (1) year guaranteed grant support
    - Inability to hire a part-time FNP due to intense competition.
  - Space Issues
  - Primarily providing episodic care, ongoing care for chronic illness is needed.

## **Strategies to Overcome / Minimize Barriers**

Funding received from the McWilliams trust has enabled UMKC and Operation Breakthrough to address some of the clinic's challenges to providing care by funding a .5 FTE Nurse Practitioner. In order to position the clinic to be more successful and serve more of the population needing these services, the following strategies will be implemented to overcome or minimize the above barriers:

- The School of Nursing is matching the funding needed to hire a .5 FTE Nurse Practitioner so that we can more easily identify candidates for this position.
- Previously, some of our hiring difficulties stemmed from local drug store competition for hiring NPs at a very attractive, full-time salary. Changing the NP position to full-time will allow us to compete with this situation and have an additional NP available for faculty use as well. In addition, we plan to continue the volunteer staffing efforts that have been in place and with the addition of a full-time RN, giving these NPs more clinical time where they can be most useful.
- The addition of the RN at a 1.0 FTE will add a new dimension in organization and scheduling of the clinic that previously was not possible. This will allow for much more effective and efficient patient care.
- As completion of the new building at Operation Breakthrough proceeds, we will ultimately have more space for the clinic and will be able to operate more efficiently in the new environment.
- The increase in nursing staff will allow us to better monitor and follow up with patient care for chronic illnesses.

<b>2005 – 2006 Program Operating Budget</b>			
<b>Revenue</b>			
<b>St. Luke's Foundation</b>			<b>\$6,739.20</b>
<b>McWilliams Trust Gift</b>			<b>\$74,668</b>
<b>Total Revenue</b>			<b>\$81,407.20</b>
<b>Expense Category</b>	<b>Projected Expenses</b>	<b>Actual Expenses</b>	<b>Total Difference</b>
<b>Personnel</b>			
<b>1. Family Nurse Practitioner (FNP) Part-time:</b>	\$34,668	\$0.00	\$34,668 *
<b>2. Student Nurse Support (2)</b>	\$0.00	\$5,760.00	<b>\$5,760</b>
<b>3. Collaborating Physician:</b>	\$6,000	\$6,000	\$0.00
<b>Diagnostic Expenses</b>			
<b>4. Lab and X-rays:</b>	\$20,800	\$1,879.07	\$18920.93
<b>Medication Expenses</b>			
<b>5. Medication:</b>	\$12,000	\$11,113.18	\$886.82
<b>Supplies</b>			
<b>6. Education Materials:</b>	\$1,200	\$0.00	\$1,200
<b>TOTAL COSTS</b>	<b>\$74,668</b>	<b>\$24,752.25</b>	<b>\$49,915.75</b>

**\* NOTE: We recommend using the “leftover” funds originally meant to hire the FNP (\$34,668) to be carried over to this new request, making the total request for the first year in the amount of \$116,867.**

## **Proposal for Future Growth**

The new Operation Breakthrough education center opened on February 21<sup>st</sup>. With the opening of the new center, capacity has been increased by 100 new children. Along with new children, will be new mothers in need of health care. Looking toward the future, we would like to propose additional funding for this project in the amount of \$116,867 (for the first year \*) to begin August 1, 2006. Based on our experience from this project, we have determined a three year proposal will enable the clinic to have more consistency of service, a more attractive hiring package, and the ability to plan more effectively and meet objectives.

To provide more continuity of care (preventative & chronic) versus episodic care the clinic needs to:

- Hire a full-time Registered nurse to work in the clinic on a daily basis.
- Hire a Nurse Practitioner that would work a minimum of 20 hours per week.
- Continue to provide volunteer Nurse Practitioner support.
- Verify a three (3) year commitment of funding to illustrate to staff hired a consistency of position security.

### **Objectives, Expected Outcomes and Measures of Success**

#### **Objective**

The primary objective of the Helen Gragg Clinic is to offer convenient and accessible health care services to the working poor parents and staff (predominantly single women) who lack job flexibility and transportation.

#### **Outcomes**

1. Increase number served
2. Increase contacts per patient
3. Assist patients with prescription assistance and low/no cost lab and x-rays
4. Provide education on preventative health care and chronic illness
5. Encourage women to seek proactive versus solely reactive health care.

#### **Measures of Success**

Success will be measure through via many means such as:

- The number and demographics of patients seen and reason for visit (episodic, chronic or preventive)
- Insurance/Medicaid status
- Client evaluation of services
- A feasibility study including (dollar amount of un-reimbursable x-ray, lab fees and medications)
- Number of referrals
- Number of patients turned away for lack of available appointments.

The Helen Gragg Clinic has experienced an overwhelming response to the services offered. The Nurse Practitioners have established a patient base of 163 individuals and average seven (7) patient visits per clinic session. Currently, UMKC School of Nursing is researching other supplemental grant opportunities to support prescription and lab costs for the patients of the clinic.

<b>3 Year - Program Budget</b>									
<b>Expense Category</b>	<b>2006 - 2007</b>			<b>2007 - 2008</b>			<b>2008 - 2009</b>		
	<b>McWilliams Trust</b>	<b>UMKC Contribution</b>	<b>Total</b>	<b>McWilliams Trust</b>	<b>UMKC Contribution</b>	<b>Total</b>	<b>McWilliams Trust</b>	<b>UMKC Contribution</b>	<b>Total</b>
<b>Personnel</b>									
<b>Family Nurse Practitioner (FNP) Part-time:</b>	\$43,200	\$43,200	\$86,400	\$44,496	\$44,496	\$88,992	\$45,831	\$45,831	\$91,662
<b>Volunteer Family Nurse Practitioners UMKC Faculty</b>		\$11,880	\$11,880		\$12,236	\$12,236		\$12,603	\$12,603
<b>Registered Nurse – Full Time</b>	\$58,125		\$58,125	\$59,868		\$59,868	\$61,664		\$61,664
<b>Student Nurse Support (2)</b>	\$5,760		\$5,760	\$5,760		\$5,760	\$5,760		\$5,760
<b>Collaborating Physician:</b>	\$6,000		\$6,000	\$6,000		\$6,000	\$6,000		\$6,000
<b>Program Coordinator</b>	\$6,750		\$6,750	\$6,885		\$6,885	\$7,023		\$7,023
<b>Diagnostic Expenses</b>									
<b>Lab and X-rays:</b>	\$8,000		\$8,000	\$8,000		\$8,000	\$8,000		\$8,000
<b>Medication Expenses</b>									
<b>Medication:</b>	\$18,000		\$18,000	\$18,000		\$18,000	\$18,000		\$18,000
<b>Supplies</b>									
<b>Medical Supplies</b>	\$3,000		\$3,000	\$3,000		\$3,000	\$3,000		\$3,000
<b>Office Supplies</b>	\$1,500		\$1,500	\$1,500		\$1,500	\$1,500		\$1,500
<b>Education Materials:</b>	\$1,200		\$1,200	\$1,200		\$1,200	\$1,200		\$1,200
<b>Total Direct Costs</b>	<b>\$151,535*</b>	<b>\$55,080</b>	<b>\$206,615</b>	<b>\$154,709</b>	<b>\$56,732</b>	<b>\$211,441</b>	<b>\$157,978</b>	<b>\$58,434</b>	<b>\$216,412</b>

**\* NOTE:** We recommend using the “leftover” funds originally meant to hire the FNP (\$34,668) to be carried over to this request, making the total new request for the first year in the amount of \$116,867.

# Budget Narrative

## Personnel

Family Nurse Practitioner (FNP) (.5 FTE + benefits) – The FNP will provide primary acute and preventive health care services during expanded evening hours, Monday – Thursday. The FNP will receive an academic title at UMKC School of Nursing to facilitate student nurse participation in providing Clinic services. The School of Nursing will provide the remainder .5FTE plus benefits to ensure ability to fill the position of 20 hours per week with Operation Breakthrough and 20 hours per week at UMKC. This position will receive a 3% annual increase and all benefits will be paid through UMKC School of Nursing.

Volunteer NP - It is anticipated that UMKC School of Nursing faculty will continue to provide volunteer NP services 1-2 evenings a week. These volunteer faculty will provide primary acute and preventive health care services, assist with clinical exams and procedures and will help with charting duties.

Registered Nurse (1.0 FTE + benefits) – The Registered Nurse will be responsible for scheduling and follow-up of patients, including lab results, order and tracking inventory, assisting with clinical sessions (taking vital signs, recording patient information, exam room assistance, scheduling and testing), assist with scheduling and maintaining a list of on-call physicians, assist patients with prescription assistance resource materials. The RN will work 18 hours clinical time, 20 hours of basic clinical duties and 2 hours supervising nursing students. This position will receive a 3% annual increase.

Student Nurse Support (.1 FTE) – The Student Nurse will assist the nursing staff in providing care to patients, respond to basic patient requests, stock clinical supplies and equipment, and assist with scheduling patients.

Collaborating Physician – The Collaborating Physician will provide oversight, such as chart reviews and interview and provide shadowing for incoming NP's. NP's in the state of Missouri practice through collaborative agreements with physicians.

Program Coordinator (.15 FTE) – The Program Coordinator will oversee fiscal management, expenditures and grant reporting for the program. The coordinator will also serve as the liaison between Operation Breakthrough, St. Luke's and the School of Nursing. This position will receive a 2% annual increase.

## Diagnostic Expenses

This will cover lab and X-ray expenses for clinic patients not covered by insurance or Medicaid.

## Medication

There is an ongoing need for medications to treat acute and chronic illnesses and provide preventive health care that are not covered by Medicaid or donations. These prescription costs will be covered here. Additional funding is also being sought by UMKC to assist with these costs. The RN will also work one-on-one with patients to research Rx assistance outlets.

## **Supplies**

Medical Supplies – There are several items that are needed to maintain the exam rooms and provide basic health care at the clinic. Some of these supplies would include pregnancy tests, alcohol, and band aids.

Office Supplies – This would include standard office supplies needed to maintain the administrative side of the clinic.

## **Education Materials**

There are ongoing educational needs at the clinic but there are few educational resources available. The FNP, as well as other clinic staff, will review and prioritize needs for education materials, which would include items such as pamphlets, videos and hands-on resources.

## **Attachments**

Evaluation Tool

**Operation Breakthrough  
Helen Gragg Adult Clinic**

**Satisfaction Survey**

Thank you for giving us the opportunity to serve you. Please help us serve you better by taking a few minutes to tell us about the service you have received.

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1 Please list your zip code \_\_\_\_\_

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2 What is your age group?

- 18 – 25
- 26 – 35
- 36 – 45
- 46 – 55
- 56 & over

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3 How many children do you have/care for?

- One
- Two
- Three
- Four or more

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4 Do any children in your care utilize the services at Operation Breakthrough?

- Yes
- No

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5 Which type of medical insurance do you have?

- Self pay (no insurance)
- Medicare/Medicaid
- Third Party (insurance company)
- All HMO or PPO
- Other \_\_\_\_\_

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6 How would you rate your overall experience here at the clinic?

- Superior
- Very Satisfactory
- Average
- Below Average
- Poor

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7 The clinical staff is very knowledgeable and courteous.

- Strongly Agree
  - Somewhat Agree
  - Neutral
  - Somewhat Disagree
  - Strongly Disagree
-

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8 It was easy to make an appointment at the clinic.

- Strongly Agree
- Somewhat Agree
- Neutral
- Somewhat Disagree
- Strongly Disagree

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9 Would you recommend the clinic to others?

- Yes
- No, why? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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10 Comments: \_\_\_\_\_  
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\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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Thank you for taking a moment to complete our survey. We sincerely appreciate your honest opinion and will take your input into consideration while providing services in the future.