



# ARAPAHOE COUNTY GRANT PROPOSAL

STRIDE Community Health Center

January 20, 2023

This Arapahoe County grant proposal describes a modified strategy and budget to increase health access and health care service sustainability.

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# **Arapahoe County Grant Proposal**

## **Executive Summary**

The primary population that STRIDE serves is individuals living at or below 200% of the Federal Poverty Level (FPL), many of whom are uninsured or who receive public health insurance benefits. STRIDE has 15 health centers, two of which are co-located within community partner agencies offering behavioral health services and four that are part of the School-Based Community Health Center model, in partnership with Cherry Creek School District and Jeffco Public Schools. STRIDE offers many options for individuals and families to access the organization's medical, behavioral health and dental care, including a Sliding Fee Discount Program, Self-Pay, Medicare, Medicaid, CHP+, and Private Insurance. Within Arapahoe county, STRIDE maintains seven clinics: Hampden & Chambers, Horizon, Overland, Potomac, East Colfax, Del Mar and Englewood. In 2022, 20,625 patients were seen at Arapahoe-based clinics. 79% of patients seen in 2022 were uninsured or Medicaid recipients. 49% of patients were best served in a language other than English, with 46% of patients self-identified as Latinx.

## **Proposal**

Recent market analysis and community needs assessments performed by outside consultants have identified an immediate need to provide Integrated Whole Person Care for medically underserved (MU) individuals with income at or below 185% FPL and uninsured residents of Arapahoe County. STRIDE's Northwest Arapahoe service area scored significantly higher for Primary Care, Mental, and Dental Health Professional Shortage Area designation compared to the Southwest service area. Thus, STRIDE identified the East Colfax, Potomac, and Del Mar patients as especially vulnerable, with higher-than-average health professional shortages for the surrounding zip codes. In response to this assessment and with sustainable development and fiscally responsibility prioritization, STRIDE will partially shift its Southwest Arapahoe County dental construction and expansion plans for the Englewood clinic.

To address these service deficits, STRIDE will include integrated and expanded services to meet health care needs of individuals with a team-based and patient-centered approach. STRIDE will also immediately address dental service gaps and expand senior dental services in Arapahoe county first starting at STRIDE's Englewood site with the addition of three dental bays and lab space. This expansion of dental capacity will provide greater oral health access to Arapahoe residents and former Tri-county patients with a comprehensive dental team. Additionally, human resources and operations will work to continue expanding oral health access with robust and intentional efforts to fill staffing vacancies across Arapahoe county clinics. Details outlining proposed budget and costs can be found in Exhibit C.

## Exhibit A

### Arapahoe County Services

STRIDE will continue to address oral health disparities in Arapahoe county using the mobile Dental van to meet Arapahoe residents in safe, convenient, and predetermined locations in proximal to STRIDE 's traditional clinics and STRIDE's school-based clinics. STRIDE believes the organization will have a greater impact for the Arapahoe community by prioritizing STRIDE services areas across Arapahoe county instead of focusing all funding in the Southwest region. Arapahoe county funding would be used to support staff and services to address staff vacancies and expand patient centered medical service lines.

Funding would support recently re-opened dental operations and creative human resource strategies to recruit department staff as well as the continued operations of school-based health centers recently expanded into Arapahoe county in 2022. STRIDE's HCOMM operation dispatches mobile health street medicine throughout Arapahoe county with intention to expand service options to the county's unhoused populations. This operation, in partnership with the Dental van could continue to impact Arapahoe county residents by providing innovative and convenient primary, oral, and behavioral health care to the area's most vulnerable populations. Additionally, funding will be utilized to maximize outreach and community collaboration between STRIDE and its many Arapahoe community partners. Outreach and engagement efforts will continue to be led by Population Health managers and coordinators across Arapahoe county, who have expanded efforts to work to establish patients into STRIDE's continuum of equitable, patient-centered health care.

## Exhibit B

### Clinic Services

**Family Practice:** Primary medical care including pediatric and geriatric care.

**Behavioral Health:** Mental health consultation, counseling, education, and MAT services.

**Oral Health Services:** Cleanings, scaling, and root planning, sealants, exams, x-rays, fillings, crowns, bridges, root canals, dentures, and oral cancer exams.

**Sexual Health:** Pre-natal care, contraceptive services, HIV programming and OB consultations and education.

**Care Coordination:** Assessment, evaluation and patient referral to transportation, food assistance, utilities, clothing, legal services, and housing.

**Convenient Care:** Walk-in appointments to address illnesses injuries and infections will be available through STRIDE's Convenient Care clinic.

**Pharmacy:** Pharmaceutical services to reduce medical access and adherence barriers through an onsite pharmacy.

**Exhibit C**

<b>Budget*</b>						
<b>Personnel Services: Salary/Benefits</b>						
<b>Position Title</b>	<b>Description of Work</b>	<b>Annual Salary</b>	<b>Fringe</b>	<b>FTE</b>	<b>Percent of Time on Project</b>	<b>Total Amount Requested</b>
Medical Providers	STRIDE prioritizes team-based care with the integration of oral health and behavioral health through chronic disease prevention and management. STRIDE Providers are integral to this patient-centered approach and routinely collaborates with staff to support Arapahoe patients with a variety of wrap around services. STRIDE Providers work with patients to increase health knowledge and self-sufficiency through medical advice, diagnosis, prescriptions, treatments, informal counseling, internal and external referrals, and advocacy. This attention to care transformation, equity, and quality is fundamental to STRIDE's cause and leads to economic security for Arapahoe County's marginalized communities.	\$113,849	\$ 27,324	4	100%	\$ 564,690
Dentists	STRIDE Dentists provide teeth cleanings, extractions, fillings, crowns, and consultations. STRIDE dental staff work with the primary care team, behavioral health providers, care management, and health educators to support Arapahoe County patients by addressing underlying chronic health challenges and social determinants of health. To increase oral health access in Englewood, STRIDE will hire an additional Dentist to lead the new dental service operatories at the Englewood clinic which will include care for Senior Dental patients.	\$161,200	\$ 38,688	2	100%	\$ 399,776
Nurse	Nurses at STRIDE are a core member of the patient-centered care and participate in a variety of ways to serve Arapahoe County patients. Registered nurses at STRIDE coordinate services between providers, conduct screenings, promote immunization services, provide health education, refer patients to appropriate professionals and social services, and coordinate care by interfacing with Care Managers, Medical Assistants and Behavioral Health Providers.	\$ 72,010	\$ 17,282	1	100%	\$ 89,292
Behavioral Health Providers	Behavioral Health Providers at STRIDE's Arapahoe County clinics include Psychologists, Licensed Clinical Social Workers, Licensed Professional Counselors, Licensed Addiction Counselors, and behavioral health trainees from various disciplines and education levels. These providers work in an integrated care model with medical and dental providers, committing two-thirds of their work time to integrated behavioral health visits, and the other one-third of their time in prescheduled, outpatient visits which can include assessment, psychoeducation, or counseling and therapy. BHPs in integrated behavioral health visits aim to screen every patient once a year for any concerns of mental health or substance use, and they offer assessment and consultation for patients and their families with other identified behavioral health concerns.	\$ 72,769	\$ 17,465	2	50%	\$ 90,233
Dental Assistants	As STRIDE looks to expand dental services across the Englewood service area, recruiting specialists will work to hire two dental assistants to support the Dentist and Dental Hygienists and provide care to new and existing patients. Dental assistants at STRIDE collaborate with front desk staff and work under the supervision of Dentists to keep oral health procedures running smoothly and office operations organized and efficient.	\$ 46,925	\$ 11,262	2	100%	\$ 116,374
Dental Hygienist	STRIDE will support the new Englewood dental service line by hiring an additional Dental Hygienist to provide screening, teeth cleaning, imaging assistance and patient education for all patients with a focus on individual ages 65 and older and pediatric patients.	\$ 94,162	\$ 22,599	1	100%	\$ 116,760
Incentive Pay	STRIDE's recruitment team will work with local dental workforce pipelines to quickly recruit new staff to support the Englewood Dental service line. STRIDE will incentivize interested candidates, offering performance bonuses 90 days after hire date.					\$ 11,334
<b>Total Personnel Services (including fringe benefits)</b>						<b>\$ 1,388,459</b>
<b>Construction, Supplies and Small Equipment</b>						
Equipment	STRIDE repurposed an underutilized exam room and opened an additional dental operatory at the Hampden and Chambers location to provide additional space for dental cleaning services. New dental equipment purchases were made to create a functioning oral health bay and increase dental visit access for patients in need of routine cleaning and sealant procedures in Arapahoe County.					\$ 1,995
Construction	STRIDE will modify and reutilize four Englewood clinic exam rooms to house three individual dental exam bays and outfit one exam room with lab capabilities to increase dental service access for individuals 65 years and older, families, and pediatric patients in the Englewood service area.					\$ 2,700
Supplies	STRIDE will purchase a Bio Sonic unit with a surface mount to support the new Englewood lab buildout to adhere to critical sanitation standards and increase dental services in the Englewood service area.					\$ 2,300
<b>Total Construction, Supplies and Small Equipment</b>						<b>\$ 6,995</b>
<b>Operating</b>						
Assessments	STRIDE contracted with Capital Link to provide a community needs assessment and a market assessment of the Arapahoe County service area. Capital Link specializes in capital project planning, financial growth, and performance improvement plans. Findings from the assessments led STRIDE executive team and board to prioritize Northeast Arapahoe County, where the impact for current and new STRIDE patients would be greatest.					\$ 30,000
Marketing	STRIDE will develop a dental marketing and communication plan that engages individuals ages 65 years and older, families, and pediatric patients. This strategy will include written, audio, web, and visual communication efforts that will be translated into the top 5 languages for patients with limited english proficiency including Spanish, Vietnamese, Nepali, Mandarin Chinese, and Arabic.					\$ 20,000
<b>Total Operating</b>						<b>\$50,000</b>
<b>Total Direct Costs</b>						<b>\$1,445,455</b>
<b>Indirect Costs</b>						
10% Indirect rate:	Supplies, general administrative, department administration, rent, utilities, operations, maintenance, etc.				10%	\$144,545
<b>Total Indirect</b>						<b>\$144,545</b>
<b>Grand Total Expenses</b>						<b>\$1,590,000</b>

\*If additional funding sources are identified for similar needs/projects, this budget can be reassessed