

## Health Center Stories:

### *Family Health Center of Worcester, MA*

This summary describes Family Health Center of Worcester's (FHCW's) expansion efforts, highlighting the capital project planning, financing, and estimated impact. FHCW is expanding its main clinical facility in the city of Worcester, Massachusetts. The project is scheduled to be completed in the summer of 2014.

#### **About Family Health Center of Worcester**

FHCW is a Federally Qualified Health Center providing outpatient medical, dental, behavioral health, urgent care, and 340B pharmacy. FHCW was established and certified as an FQHC in 1970 as part of the federal Model Cities Program. In 1974, FHCW established its Family Practice Residency Program in partnership with the University of Massachusetts (UMASS) Medical School. In 2005, FHCW established a Dental Residency Program. In 2009, the health center launched a Family Nurse Practitioner Program. FHCW is a Joint Commission Accredited organization.

FHCW offers patient support and enabling services, including health benefits and health insurance advisory services, foodstamp program enrollment assistance, translation services in over 30 languages, care coordination for patients with chronic illnesses, homelessness case management, Ryan White HIV/AIDS Early Intervention Services, a 24/7 telephone nursing line, financial assistance for prescription medications, exercise and wellness programs, and community health education.

In 2012, FHCW served 20,782 patients, the majority at its main clinical facility located at 26 Queen Street on the former campus of the Worcester City Hospital. Twenty-three percent had no health insurance and just over 50 percent were Medicaid/CHIP recipients. Forty-two percent of patients are best served in a language other than English.

**FHCW's main clinic currently undergoing expansion.**



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### Capital Project Description

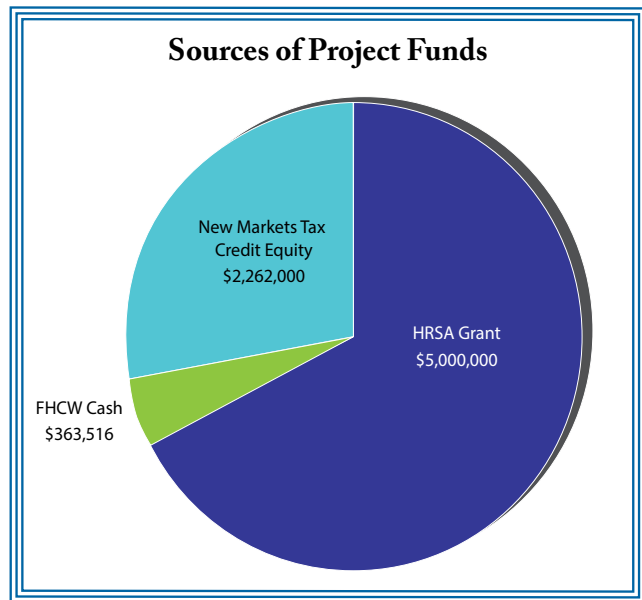
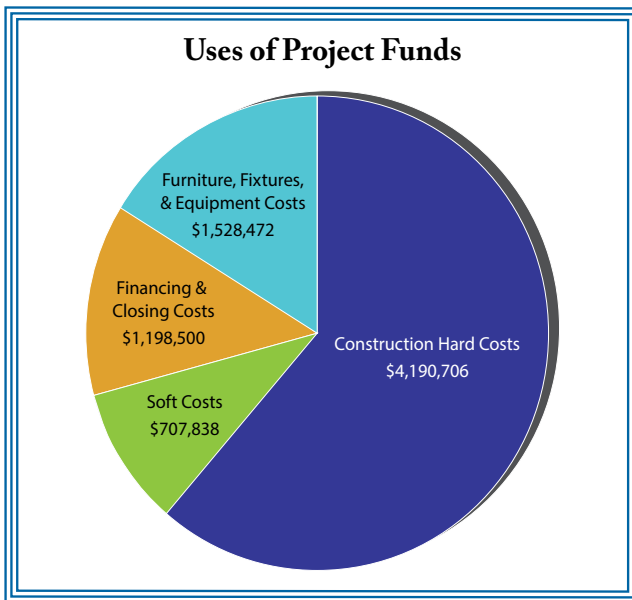
FHCW is expanding its capacity in order to provide a medical home for the roughly 5,000 area residents who utilize urgent care services because they cannot be accommodated at an existing primary care practice. FHCW's expansion will also help address the demand for dental services that is currently not being met due to space and staffing constraints, as well as the need for vision care for the low-income population.

The expansion project consists of a complete renovation of two floors within FHCW's main clinical facility, which is leased from UMASS Memorial Hospital. The project will add approximately 24,000 square feet allowing for the addition of a third Family Practice Team, 20 new exam rooms, four dental operatories, and expanded vision and pharmacy services.

### Project Financing

FHCW is financing the roughly \$7.6 million project with a combination of a federal Health Resources and Services Administration grant, a New Markets Tax Credit transaction, and the health center's own cash equity. The New Markets Tax Credit structure generated just over \$2.2 million in equity for the project.

The capital project uses and sources of funds are illustrated below:



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### Impact

Capital Link used an integrated economic modeling and planning tool called IMPLAN (Impact analysis for PLANning) to assess the economic impact of FHCW's current and projected business operations. Economic activity can be calculated in terms of direct, indirect, and induced impact. Direct benefits flow from expanded operations, new facilities, and hiring. Indirect benefits come from local purchases. Induced benefits occur from spending resulting from new household income as all local industries grow.

In 2012, prior to the expansion, FHCW contributed over \$24 million annually directly to the local economy, plus additional indirect and induced economic impact of approximately \$17 million for a total of \$42 million. After completion of the project, the direct economic impact is estimated to be approximately \$30 million annually. Additional indirect and induced economic impact is expected to be over \$21 million annually for a total economic impact of more than \$51 million annually by 2016.

This project is anticipated to add approximately 45 permanent Full-Time Equivalent (FTE) employees by 2016 with the expansion of services being offered. The chart below shows the additional impact of FHCW's expansion on the community.

	2012 (prior to project start)	2016 (projected)
Number of Patients Served	20,782	25,570
Number of Patient Visits	91,641	113,100
Total Operating Revenue	\$23,548,744	\$33,000,000
Total Expenses	\$24,197,402	\$30,600,000
Permanent Direct Employment	321	366
Total Economic Impact (Direct, Indirect, and Induced)	\$42,000,000	\$51,500,000

This publication was supported by Grant/Cooperative Agreement Number U30CS09741 from the Health Resources and Services Administration, Bureau of Primary Health Care (HRSA/BPHC). The contents of this publication are solely the responsibility of the author(s) and do not necessarily represent the official views of HRSA/BPHC.