

HEALTH CENTER STORIES

Five Rivers Health Centers, Dayton, OH

This summary describes the recently opened 84,000-square-foot flagship clinic of [Five Rivers Health Centers](#) (FRHC) in Dayton, OH. Completed at a cost of \$31 million, the new building consolidated and expanded primary care services previously offered at FRHC's five locations throughout the city. The Edgemont neighborhood was ideal for the project given its proximity to Miami Valley Hospital, which collaborates with FRHC to run one of the largest physician residency programs in the country. As Edgemont is home to many of FRHC's more than 25,000 patients, the facility will be a catalyst for new economic investment in this low-income community.

About Five Rivers

Since its founding in 2011, FRHC has worked to provide accessible health care to Dayton, OH, where 38% of residents are low income and 14.5% are uninsured. Today, FRHC provides medical, dental, and behavioral services to the residents of Montgomery and Greene Counties through over 92,000 visits at its eight locations.

In the Edgemont neighborhood alone, 65% of its 29,000 residents are low income and over 10% are uninsured. With its new project now complete, FRHC hopes to decrease patient Emergency Room use for primary care services, and make medical care more accessible to those on Medicaid or who are without health insurance. As with all health centers, FRHC does not turn anyone away regardless of insurance status or ability to pay, so patients can receive high-quality care unburdened by cost barriers.

According to [HRSA UDS Data](#), 93% of FRHC patients live at or below 200% of federal poverty guidelines and 4.4% are homeless. Nearly 62% of patients are racial and ethnic minorities, with 55% Black/African American and 6% Hispanic/Latino. 11.5% of patients are best served in a language other than English. Given the service area's high rates of poverty and homelessness, the health center's affordable and accessible services are critical to improving the overall health of the community.



Artist rendering of the new facility.

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Capital Project Description

To consolidate and better manage its rapid growth, in 2019 FRHC embarked on planning for an 84,000-square-foot new clinic facility on Miami Chapel Road in the Edgemont neighborhood of Southwest Dayton. The project location is a 4.4-acre former elementary school site purchased by FRHC in 2019, strategically located within the center's current service area and in close proximity to the Miami Valley Hospital and many of the clinical sites. This expansion will allow the organization to consolidate its clinical sites. FRHC's new Edgemont Campus will further expand the availability of much needed health care services since the closure of West Dayton's largest medical center, Good Samaritan Hospital, in 2018.



Ribbon cutting ceremony at the opening of FRHC's new campus.

The health center's new facility will accomplish three primary goals:

1. Consolidate five of the center's current leased locations and provide room for capacity and service line growth (including adding vision services)
2. Create an environment that facilitates the implementation of effective primary care service integration and maximizes the efficiency of FRHC's large residency training program
3. Provide an economic boost to the Edgemont Campus project area, a low-income neighborhood in Southwest Dayton, located near Miami Valley Hospital and most of the consolidated sites

This project will provide a state-of-the-art multi-specialty and multi-disciplinary facility for the medically underserved in Dayton by housing the following programs under one roof:

- Center for Women's Health
- Healthy Start Program (the 2nd largest pregnancy center in Ohio)
- Dental
- Medical Surgical Health Center
- 340B pharmacy
- Pediatric center
- Specialty centers
- Administrative functions, including centralized scheduling

The new site will also continue to provide an exceptional learning environment for more than 100 Wright State University Boonshoft School of Medicine residents and fellows. The new facility meets the Residency Review Committee requirements for ambulatory training of primary care residents enhancing their residency training. As a result of this project, FRHC has become the Edgemont neighborhood's first major employer in more than 10 years. In 2018, Edgemont collaborated with the adjacent Carillon neighborhood to create a comprehensive [Neighborhood Plan](#), and with help from the City of Dayton, have worked tirelessly to implement it.

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FRHC was involved with the plan from its inception, working with community stakeholders to determine the ways their new facility project would help meet the goals of the plan, which included:

- Providing free community meeting space
- Partnering with the community to convert vacant land into community gardens or other public uses
- Working with the City of Dayton to reduce the number of vacant homes and facilitate demolition when needed
- Lobbying to expand high-speed internet access for the community

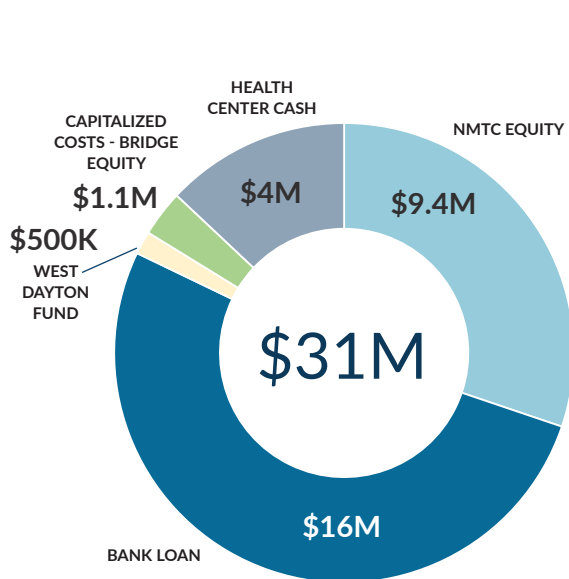
Project Financing

The total development budget for the proposed clinic was just over \$31 million, including \$22.6 million in construction-related costs. The health center’s funding strategy included \$16 million in long-term debt financing, \$9.6 million in New Market Tax Credit (NMTC) equity, and \$5.4 million of health center cash and capital grants.

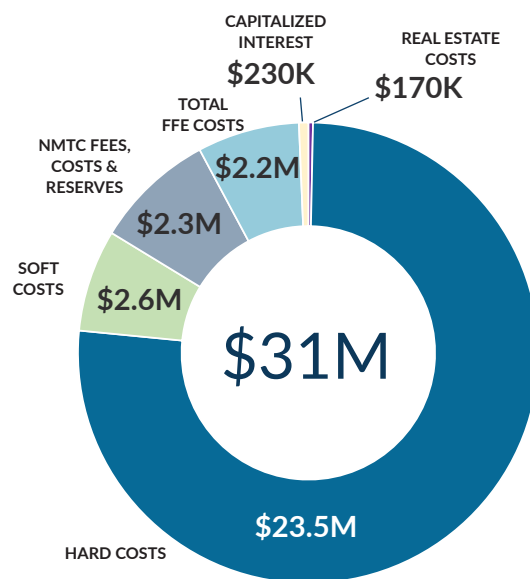
Capital Link’s lending affiliate, Capital Fund, contributed a \$9 million NMTC allocation for Five Rivers’ new facility. FRHC secured additional NMTC allocation from the Dayton Region New Markets Fund (\$14 million) and Urban Action Community Development (\$7 million). The tax credits were sold to Fifth Third Community Development Company, an affiliate of Fifth Third Bank in Indianapolis.

Capital Link worked with Five Rivers’ management team through the entire planning process, including providing a [Market Assessment](#), an eight-year Financial Forecast that was crucial to securing the leveraged debt in the transaction and structuring closing assistance throughout the NMTC closing process.

SOURCES OF PROJECT FUNDS



USES OF PROJECT FUNDS



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Direct Impact

Once fully operational, the expanded operations will create approximately 46 new full-time jobs for the community, including six new medical providers, 16 clinical support staff, nine dental staff, two Pharmacy FTEs, two Behavioral Health Providers, and 10 new administrative FTEs. In addition, the new facility will provide space for service delivery through telehealth.

With the construction of the new site, company-wide patient visits are expected to increase from 92,000 in 2021, to more than 125,000 when the facility reaches capacity. The number of patients FRHC is expected to serve at its new clinic will increase by approximately 12,000. This project's consolidated sites served approximately 60% of all FRHC patient visits. With one building, FRHC will be able to design efficient space capable of expansion and growth, and reduce cost. Additional benefits include:

- Providing a “one stop shop” experience for patients
- Allowing providers to be utilized in more than one center without much down time
- Enabling FRHC to continue to grow existing practices
- Creating an environment where residents want to complete their residency
- Eliminating downtime for travel to and from the various centers
- Cross-training of staff so they can work in various areas as needed
- Reducing duplication of costs
- Increasing pharmacy foot traffic
- Reducing the number of specialty center exam rooms and increasing the amount of time they are utilized

Though FRHC draws patients from all over the Dayton region, the particularly economically-distressed Edgemont neighborhood will greatly benefit from the investment and job creation represented by the new main campus facility.

Since Five Rivers Health Centers first announced the development of the new location at this address, there has already been an enormous impact in the community. For instance, CBT (formerly Cincinnati Bell Telephone) has purchased land nearby to increase their footprint in the Dayton area, and Rebuilding Together Dayton has designated this area for their next five projects to rebuild homes for low-income seniors. In addition, the Montgomery County Digital Equity Initiative is working on delivering high-speed internet to the area. Through these initiatives and other elements of the Neighborhood Plan, the local area is expected to grow and prosper for years to come.

This resource was supported by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) as part of an award totaling \$1,168,750 with 0 percent financed with nongovernmental sources. The contents are those of the author(s) and do not necessarily represent the official views of, nor an endorsement, by HRSA, HHS, or the U.S. Government. For more information, please visit www.HRSA.gov.