

Health Center Stories:

Katy Trail Community Health, MO

The following is a retrospective summary of a unique capital project completed in 2013 by Katy Trail Community Health that co-locates three social services organizations in Warsaw, Missouri. It provides a comparison of current economic impacts on the community to projections made pre-construction in order to determine if predicted outcomes were met.

About Katy Trail

Katy Trail Community Health is an Federally Qualified Health Center (FQHC) providing medical, dental, and behavioral health services to the low-income residents of a three county area in the west central region of Missouri. Katy Trail provides services from its main clinic in Sedalia and three other clinics located in Versailles, Marshall, and Warsaw.

In 2016, Katy Trail served 16,902 patients, 93 percent of which earned less than 200 percent of the Federal Poverty Level (FPL). Twenty percent of Katy Trail patients were uninsured and 50 percent were Medicaid/CHIP recipients.

Capital Project Description

In October 2013, Katy Trail, in collaboration with mental health provider Pathways Community Health and Care Connection for Aging Services, completed construction on the Harbor Village Community Health & Senior Center. The facility combines the three agencies' resources, programs, and expertise into one location where people can get medical, dental, and mental health care, as well as educational, nutritional, cultural, and recreational services.



Harbor Village Community Health & Senior Center in Warsaw, MO.

Health Center Stories:

Katy Trail Community Health, MO

The decision to embark on the capital project was based on the rapid increase in the population of Benton County, due primarily to the large influx of retirees to the area. Benton County had, and still has, the second highest population of 65 and older in Missouri. In 2013, the percentage of residents 65 years old and above was projected to increase to almost 30% by 2016. In 2016, that percentage was 29.6%, so this prediction was quite accurate (Source: DemographicsNow.com). The residents of Benton County are also of substantially lower income than the population of Missouri as a whole, both pre-construction and now (Source: US Census QuickFacts), perhaps due to the steady increase in seniors on fixed incomes.

Harbor Village Community Health & Senior Center is a 23,300 square-foot facility located on 6.8 acres in Warsaw, MO. The onsite Katy Trail health center has six medical examination rooms, one procedure room, five dental rooms, and nine counseling rooms. Pathways Community Health's onsite center offers adult and youth psychiatric health and wellness services, outpatient therapy and psychological assessments, and outpatient substance abuse treatment. Care Connection's Warsaw Senior Center at Harbor Village features the Village Café, a computer lab, and a fitness center, as well as rooms for meetings and classes.

The Harbor Village facility is within walking distance of a 24-unit senior housing facility, one-third of which are low income, as well as private medical offices, a retail pharmacy, and community walking trails. The city of Warsaw recently annexed the Harbor Village area into the city limits.

The project was funded by a capital grant from the Health Resources and Services Administration, the Missouri Neighborhood Assistance Program, local fundraising, and New Markets Tax Credit financing.

Impact

Capital Link uses an integrated economic modeling and planning tool called IMPLAN (IMpact analysis for PLANning) to assess the multiplier effect of each health center's business operations, job creation, and likely future growth. 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.

As shown in the table on the following page, Katy Trail's overall economic contribution to the local economy pre-construction in 2011 was \$7.8 million annually. It was projected that Katy Trail's total economic impact would be just under \$8.8 million by 2016 but it ended up being \$10.8 million that year — \$2 million more than anticipated.

Health Center Stories:

Katy Trail Community Health, MO

The table also shows that the number of patients served in 2016 was about 5,800 lower than originally projected. This is due to the challenges Katy Trail has experienced in recruiting and retaining providers at Harbor Village. This number has been steadily improving, and according to UDS, Katy Trail's number of patients served increased to 17,152 in 2017.

The number of patient visits in 2016 is also lower than projected, but still quite impressive considering the pre-construction rate. Katy Trail has found that the co-located services, in particular the café and fitness center, as well as the center's medical home model have been driving patients to the site and increasing utilization. In fact, Katy Trail's patient visit rate increased to 59,071 visits in 2017 — almost exactly what was projected for 2016.

With the expansion of services offered, the project was anticipated to create 25 additional permanent full-time equivalent (FTE) jobs by 2016, yet it has created an additional 34 jobs.

	2011 Pre-Project	2016 Projected	2016 Actual
Number of Patients Served	13,679	22,748	16,902
Number of Patient Visits	33,256	59,075	55,613
Total Operating Revenue	\$5,429,233	\$9,330,368	\$10,353,422
Total Expenses	\$5,533,532	\$8,844,748	\$10,862,928
Permanent Direct Employment	67	92	101
Total Economic Impact (Direct, Indirect, and Induced)	\$7,829,300	\$12,246,661	\$21,729,500

Apart from some staffing challenges and a few infrastructure issues, this unique partnership has been a successful endeavor that is embraced by the surrounding community.

This publication was supported by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) under cooperative agreement number U30CS09741, Training and Technical Assistance National Cooperative Agreement (NCA) for \$850,000 with 0% of the total NCA project financed with non-federal sources. This information or content and conclusions are those of the author and should not be construed as the official position or policy of, nor should any endorsements be inferred by HRSA, HHS, or the U.S. Government.