

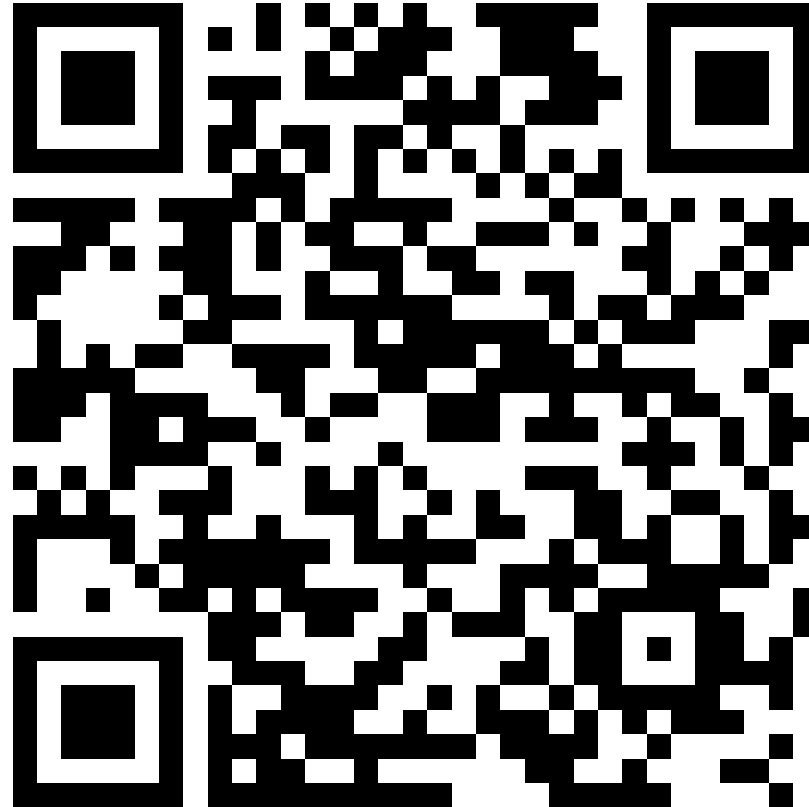
Oneida Comprehensive Health Division Business Committee Work Session

August 8th, 2024



ONEIDA

Presentation QR Code



A good mind. A good heart. A strong fire.



Vision: A Progressive Sustainable Health System That Promotes Tsi?niyukwalihot^ (Our Ways)

Mission: We Provide the Highest Quality, Holistic Health Care to Ensure the Wellness for OUR Oneida Community

Values:

Responsive Leadership
Communication
Trust is the Foundation

Safety
Culturally Sensitive
Respect



Introduction

Debra J. Danforth, RN, BSN

Division Director

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ddanfort@oneidanation.org



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Administration

Community Meetings
Patient Feedback

Sid White, DPT, MPT, MBA

Assistant Division Director

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swhite1@oneidanation.org





Pharmacy

Curbside Pick-Up Project

Dennis Reckelberg, PharmD

Pharmacy Director

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dreckelb@oneidanation.org





Optical

Workflows

Pre-Test Room

Patient Account Representative

Lisa Slaby, OD

Optometry Director

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lslaby@oneidanation.org



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Laboratory Remodel

Carrie Blohowiak, BS, MLS(ASCP)

Laboratory Director

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cblohowi@oneidanation.org





Radiology

Remodel

Courtney Georgia, BS, RT(R)(M)

Radiology/Mammography Supervisor

920.869.4998

cgeorgia@oneidanation.org



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Dental Clinic

Scheduling Workflow
'Immediate Opening' Pilot Project

Yvonne White, DDS, RDH

Dental Director

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ywhite@oneidanation.org





Community Health

Home Health Services

Brenda Haen, BSN, RN

Community Health Manager

920.869.4897

bhaen@oneidanation.org





Medical

Provider Recruitment

Karen Lane, DO, FAAP

Medical Director

920.869.2711

klane@oneidanation.org



Summer Intern/Youth Recognition

McKenna Metoxen

University of Wisconsin - Madison

Isaiah Powless

Juniata College

Kateri Wheelock

Marquette University

Shawneen Risler

Lakeland University

Jack Stensloff

Carroll University

Kaiya Stitman

Southwest High School

Katie Schwarzbauer

University of Wisconsin - Oshkosh

Matt Cincotta

University of New England

Diahanna King

University of Wisconsin - Stevens Point

Kevin House, Jr.

University of Wisconsin - Green Bay

Taliyah Ninham

Southwest High School

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What Are We Asking of the BC/GTC?

Approval/Consideration of CDC# 09-011 OCHD Integrated Campus Project Financing

- Oneida Comprehensive Health Division Will Pay Over 25-Year Period
- Combination of Insurance Payments & Section 105 (l) Funds
- Funds ALREADY Budgeted & Received Annually
- Formal BC Action to Accept & Approve the Updated CIP Concept Paper

Purpose of Integrated Campus

Meet Overall Health Needs of Community

Improve Patient Access to Care

Creating Culture of Empathy

Enhance Population Outcomes

Diversify Services Offered

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Purpose of Integrated Campus

Unify Under One Campus Allows Health System to:

- **Align Team & Resources**
- **Provide the Best Possible Care**
- **Best Experience for OUR Patients & Community**
- **Continued Provision of State-of-the-Art Care**

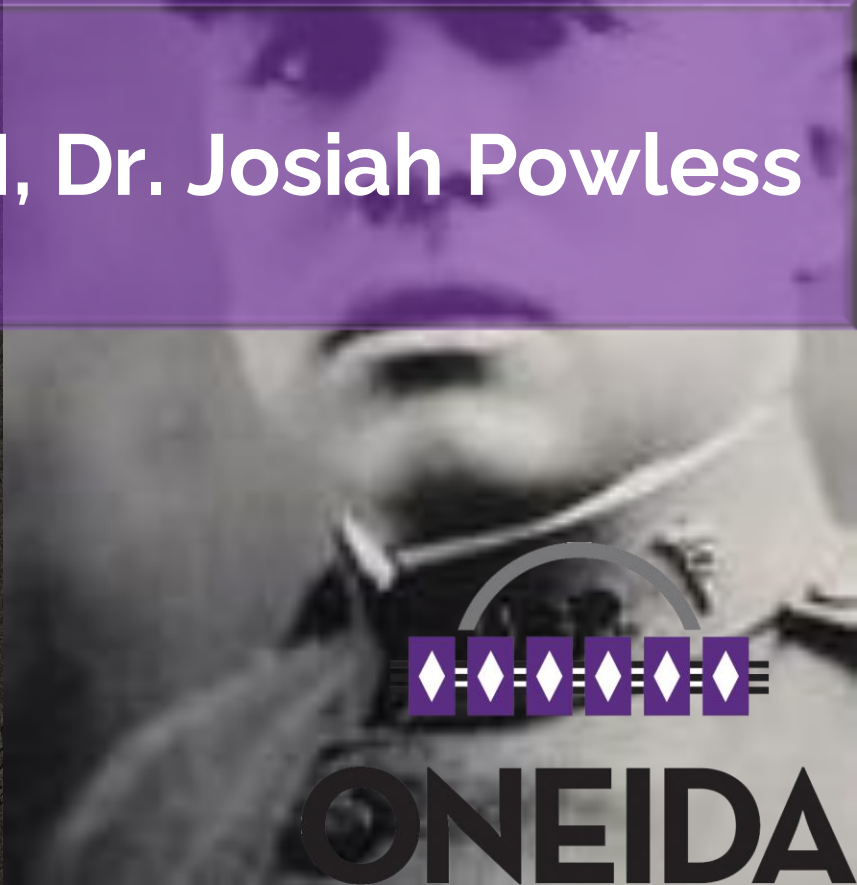


**Take Full Advantage of Home-Grown Talent,
Higher Education Fund Graduates & Employee Advancement**





Dr. Rosa Minoka Hill, Nancy Cornelius RN, Dr. Josiah Powless



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A composite image featuring three women. On the left is Audrey Doxtator, a woman with short brown hair wearing a black top and a pearl necklace. In the center is Priscilla Manders, a woman with dark hair wearing a white top and a light-colored hat with dark stripes. On the right is Anna John, an older woman with short grey hair, wearing glasses and a blue floral patterned top. A purple horizontal banner is overlaid across the middle of the image, containing the names of the three women in white text.

Audrey Doxtator, Priscilla Manders, Anna John





Director, Secretary, Four Community Health Reps, RN, & LPN



1978 Oneida Health Clinic
45 Employees



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2000 Oneida Community Health Center Footprint



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2002 Oneida Community Health Center Campus
180 Employees
175,000 Patient Visits Per Year



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2024 Oneida Community Health Center Campus
378 Employees
375,000 Patient Visits Per Year

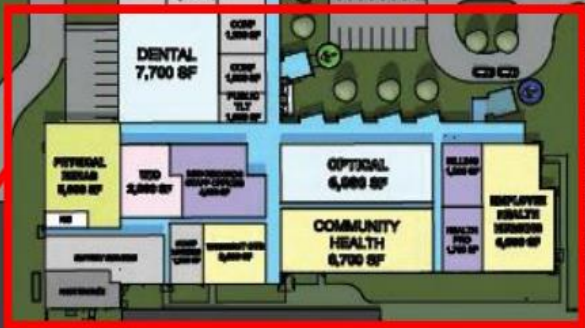


ONEIDA

Highway 172

S. Overland Rd.

Minoka Hill Dr.



Existing OCHC Facility

Fire lane to wrap perimeter of future building if adopted.



RADIOLOGY
3,200 SF

LAB
3,700 SF

PUBLIC
TLT
1,500 SF
PAR
1,300 SF

POTENTIAL
PHARM
EXPANSION
3,100 SF

PHARM
3,100 SF

FACILITY
SUPPORT
SPACE

DTS
3,200 SF

ADMIN
3,500 SF

MEDICAL CLINIC
19,000 SF

BEHAVIORAL
HEALTH
21,625 SF

CAFE ROOM



HEALTH
21,625 SF

MEDICAL CLINIC
19,000 SF

RADIOLOGY
3,900 SF

LAB
3,700 SF

PUBLIC TLT
1,500 SF

PAR
1,300 SF

POTENTIAL PHARM EXPANSION
3,100 SF

PHARM
3,100 SF

SAFE ROOM
5,000 SF

DENTAL
7,700 SF

CONF
1,300 SF

CONF
1,300 SF

PUBLIC TLT
1,000 SF

PHYSICAL REHAB
5,000 SF

WIC
2,800 SF

MED RECORDS STAFF OFFICES
4,000 SF

MIS

SUPPORT SERVICES

MAINTENANCE

STAFF LOCKERS
1,200 SF

WORKOUT CTR
2,800 SF

OPTICAL
6,000 SF

COMMUNITY HEALTH
6,700 SF

BILLING
1,300 SF

HEALTH PRO
1,700 SF

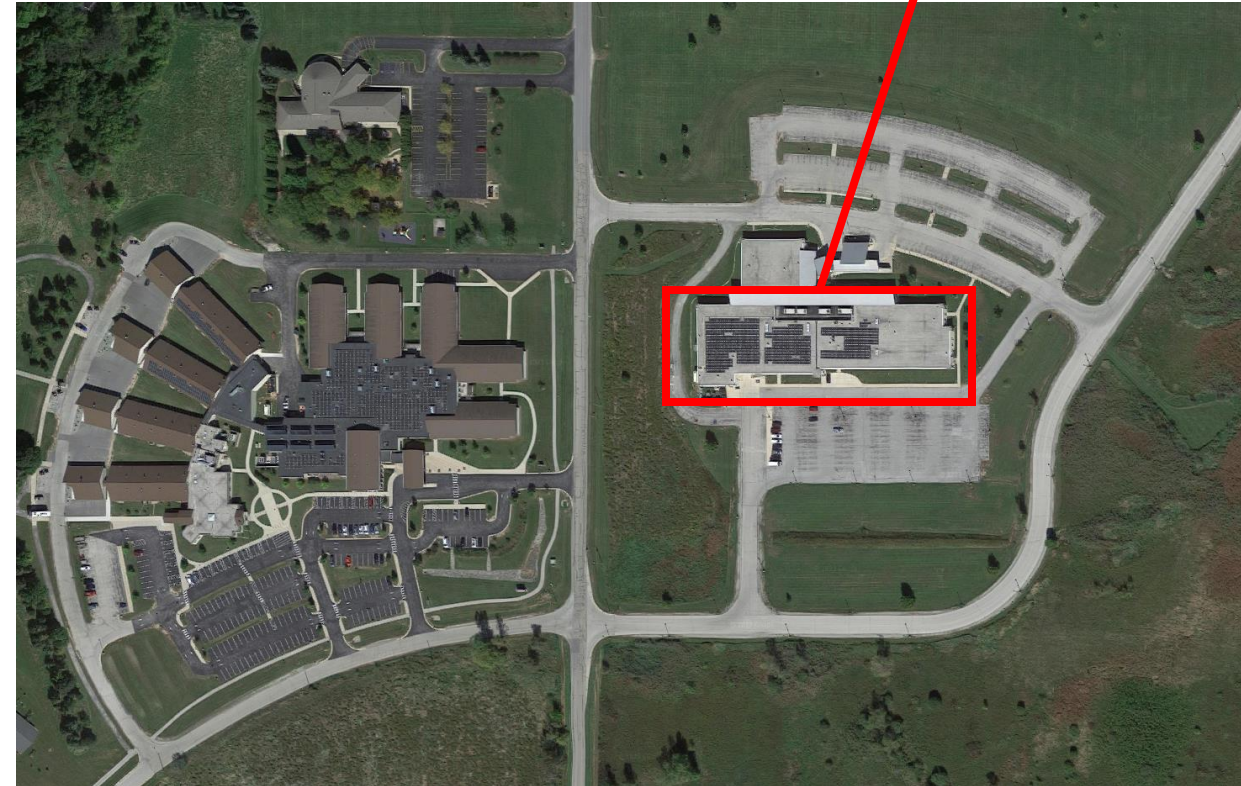
EMPLOYEE HEALTH NURSING
6,000 SF

Proposed Location

Current:

Oneida Community Health Center (OCHC) Campus

525 Airport Drive
Oneida, WI 54155



Existing OCHC Facility

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What is a 'White Box'?

**A Space Reserved for
Future Growth That is
Tailored to Patient Needs**



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Indian Health Service (IHS) Compact

**Tribal Nations Assume Control Over
Programs, Services, Functions, and Activities (PSFA)**

Why Is This Impactful?

“Traditional Healing”

“Complementary & Alternative Medicine Services”



Economic Sustainability

Plan for Zero Dollar Tribal Contribution

Use Funds Allocated Exclusively for Health Care

IHS Funding Produces the Greatest Nation Flexibility

Maintains Funds for GTC Mandated Expenses

Social Sustainability

Needs: Current vs Future

- The Needs are *Now*

Community Health & Well-Being

- Oneida Nation Membership

Meet Growth Trajectory & Projections

Environmental Sustainability

Renewable Energies – Solar Projects

Green Construction

Energy Efficient

Utilize Existing Structure

Nation's Ability to Repurpose Existing Buildings/Space

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Funding

**Goal: Zero Dollars of Tribal
Contribution for This Project**

Funding Plan

Secure a Loan for Project

Use IHS Section 105(l) Annual Lease Funding

- **Make Annual Loan Payments**

What is a Section 105(l) Lease?

Section 105(l) is NOT a Traditional Lease:

Facility Cost Share Agreement

IHS Reimburses Tribal Nation for:

Facility Space Used to Carry Out Programs,
Services, Functions, or Activities (PSFAs)

What is a Section 105(l) Lease?

Statutory Requirement Under Federal Law

- Indian Self Determination & Education Assistance Act (ISDEAA)

Oneida Nation Entitled to Section 105(l) Through

- IHS Compact & Funding Agreement under ISDEAA

Nation Receives Section 105(l) Funds Annually

- IHS Lease Agreements

Section 105(l) to Fund Facilities

Section 105(l) Funds Can Be Used to Make Loan Payments on New/Expanded Healthcare Facility

- Principal & Interest Payments - *25 C.F.R. §. 900.70 (d)*

Pairing of Section 105(l) & Public/Commercial Financing

- Allows for Construction & Acquisition of New Facilities
- Reduces or Eliminates Need for Tribal Contribution for Project

New Market Tax Credits

Financed Loans Provide Borrowers with Financing at Below Market Interest Rates and Include Non-Traditional Features Unavailable through Conventional Financing

Private Capital into Low-Income Communities by Permitting Individual & Corporate Investors to Receive a Tax Credit Against Their Federal Income Tax in Exchange for Equity Investments into Qualified Community Development Entity

New Market Tax Credits

Dollar-for-Dollar Tax-Payer Claims to Reduce Income Tax

Provide a 39% Federal Tax Credit to Investors Who Invest in Traditionally Underserved Low-Income Communities

Designed to Fill the Gap in Funding Projects and Able to Fund Up to 20-25% of Projects Paired with Capital Campaign

New Market Tax Credits

[Red Lake Band of Chippewa Minnesota](#)

[Lac Courte Oreilles](#)

[Pawnee Nation of Oklahoma](#)

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New Market Tax Credits (NMTC)

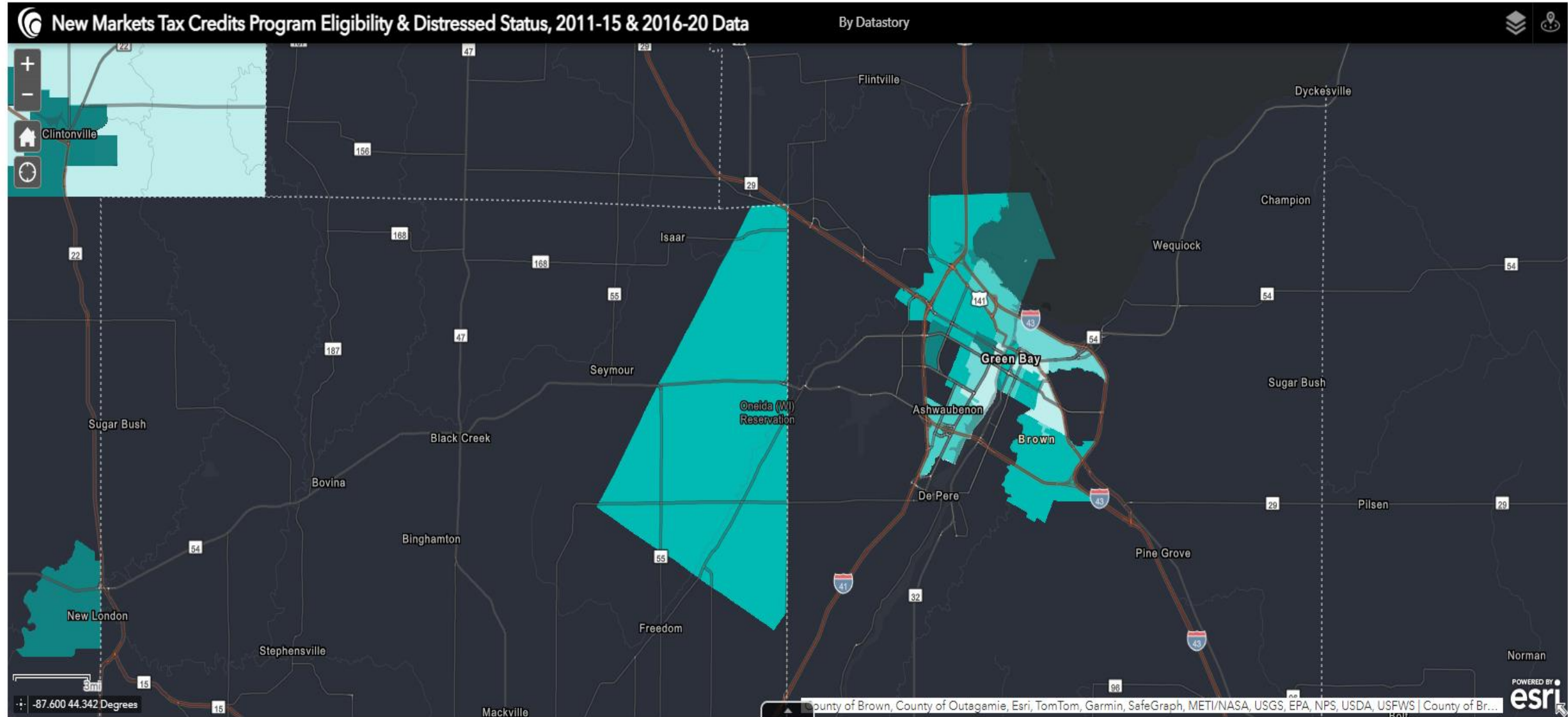
How Would NMTC Benefit the Oneida Nation Projects?

Determine Eligibility of ALL Oneida Nation Proposed Projects

- **NMTC Eligible – Severely Distressed**
- **NMTC Eligible – Distressed**
- **Eligible for Other Incentives**

NEW: 2016-2020 data now available! Drop a pin or search for an address to see if your project may be eligible for NMTCs under 2011-2015 and/or 2016-2020 census tract data.

Use the form below the map to submit your project to our tax credit specialists for additional qualification analysis.



Disclaimer: The data presented in this map are provided as a reference and the validity cannot be guaranteed. The CDFI Fund is the authority of this data figure and for NMTC eligibility.

USDA Loans

Community Facilities Direct Loan & Grant Program

- **Wisconsin**

Market: 4.000% for 4th Quarter Fiscal Year 2024

- **Effective July 1, 2024 – September 30, 2024**

Current Section 105(l) Funds Usage

Oneida Community Health Center/Anna John Resident Centered Care:

- **Custodial**
- **Maintenance**
 - Personnel Expenses
 - Supplies
- **Utility Bills**
- **As Needed Building Remodel/Repair**

Current Section 105(l) Plans

Facility Remodel In Lieu of Approved Expansion

Projects Needed, Not Approved:

- Roof Replacement
- Parking Lot Replacement/Repair/Expansion

Section 105(l) Funds Project

Section 105(l) Funds: Method Use is Based on Square Footage

Anticipate Increased Funding with Expansion Project Completed

- **\$6,910,003 (\$3,318,506 Estimated Increase)**

Estimated Payment

- **\$4,980,946 Annual (USDA Loan, 3.70% Interest Rate, 25 years)**

OCHD Business Plan Growth Scenarios

American Indian/Alaska Native Population

2010 Census:

Brown 6,715

Outagamie 2,982

Total Service Area: 9,697

2022 Estimate:

Brown 7,745

Outagamie 3,187

Total Service Area: 10,932

2032 Projected:

Brown 8,214

Outagamie 3,283

Total Service Area: 11,497

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OCHD Business Plan Growth Scenarios AI/AN 2022 Estimates

Brown County Population 7,745

Estimated Penetration Rate: 90.8%

Brown OCHD Active Tribal Users: 7,036

Outagamie County Population 3,187

Estimated Penetration Rate: 95.4%

Outagamie OCHD Active Tribal Users: 3,039

Total OCHD Active Users: 12,684

In-Migration Rate: 20.6%

In-Migration: 2,609

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OCHD Business Plan Growth - 2027 Projected AI/AN Population

Brown Service Area Population 7,967

Active Tribal Users:

- **Low Growth (97%): 7,728**
- **High Growth (100%): 7,967**

Outagamie Service Area Population 3,228

Active Tribal Users:

- **Low Growth (98.9%): 3,193**
- **High Growth (100%): 3,228**

Total OCHD Active Users:

- **Low Growth: 14,000**
- **High Growth: 16,000**

OCHD Business Plan Growth - 2027 Projected AI/AN Total OCHD Active Users

Low Growth: 14,000

In-Migration Rate: 22.0% 

In-Migration: 3,079

High Growth: 16,000

In-Migration Rate: 30.0% 

In-Migration: 4,805

OCHD Business Plan 2027 Provider Demand Summary





















Need for Up To 3 Additional Primary Care Providers

- **Emphasis Pediatrics and Obstetrics/Gynecology**





















Need for 2 Additional Optometrists

**Significant Shortage of Dental Providers, Social Workers, and Therapists
Based on Active User Population Projections**

















Departmental evaluations

Department	Location	Design	Space	Customer Service	Comments
CLINICAL SERVICES					
Medical Services					Lack of space to support future growth; major challenges stem from design/availability of nursing stations, clinic flow
Behavioral Health Services					Located off-campus today, consolidation on campus would be beneficial to support future growth and integration of care
Dental Services					Significant shortage of providers today; high demand to aggressively expand general dentistry and specialty services
Eye/Vision Services					Shortage of providers today resulting in long wait times; lack of space to accommodate future growth; poor size/flow in retail operation
Laboratory					Lack of space to support future growth; need additional tech workstations; explore sharing waiting space with radiology, pharmacy

Departmental evaluations

Department	Location	Design	Space	Customer Service	Comments
CLINICAL SERVICES					
Pharmacy					Landlocked department, significant lack of space; department is landlocked; poor accessibility for outpatients not coming directly from an appointment, consider drive-up for patient convenience
Radiology					Potentially explore opportunity for additional modalities, fixed or mobile CT, dexa, etc.
Rehabilitation Services					Relocation of outpatient rehab to main campus will facilitate greater access to care
Employee Health Nursing					Located off-site today; consider separate entrance, waiting, reception from main clinic operation due to patient population served
Community Health					Health promotion/disease prevention located off-site today; shared public use room for classes, trainings, and vaccinations preferred

Departmental evaluations

Department	Location	Design	Space	Customer Service	Comments
ANNA JOHN RESIDENT CENTERED CARE COMMUNITY					
Care Center					Need for additional storage space; relocation of outpatient rehab will alleviate inpatient rehab space challenges
ADMINISTRATION					
Administration/Quality Assurance					Need 2 additional offices to support future hires; potentially a dedicated conference room
SUPPORT					
Facilities Management/Public Works					Lack of general and departmental storage in the facility; staff scattered across multiple buildings as services are scattered; desire for dedicated staging area for shipments, alternative storage for carseat program to free up receiving area
Technology Services					Department is disjointed today, lack of space to support consolidated department; may need to aggressively expand staffing in this department

Departmental evaluations

Department	Priority Status	Need for Growth	Business Plan Alignment	Growth Opportunities
CLINICAL SERVICES				
Medical Services	High	Medium	High	Market need does not show a significant shortage in providers, however some growth in primary care is justified to accommodate more users
Behavioral Health Services	High (bring on-site)	High	High	Need for additional behavioral health providers to support growth
Dental Services	High	High	High	Need for additional dental providers to support growth
Eye/Vision Services	High	High	High	Need for additional optometry providers to support growth
Laboratory	Medium	Low	Medium	Driven by medical growth

Departmental evaluations

Department	Priority Status	Need for Growth	Business Plan Alignment	Growth Opportunities
CLINICAL SERVICES				
Pharmacy	Medium	Low	Medium	Driven by medical growth
Radiology	Low	Medium	Low	Driven by medical growth
Rehabilitation Services	High (bring on-site)	Medium	Medium	Driven by medical growth; opportunity to expand patient population served
Employee Health Nursing	High (bring on-site)	Low	Low	No major growth opportunities
Community Health	High (bring on-site)	Low	Low	No major growth opportunities

Departmental evaluations

Department	Priority Status	Need for Growth	Business Plan Alignment	Growth Opportunities
ANNA JOHN RESIDENT CENTERED CARE COMMUNITY				
Care Center	Low	Low	Low	No major growth opportunities
ADMINISTRATION				
Administration/Quality Assurance	Low	Low	Low	n/a
SUPPORT				
Facilities Management/Public Works	Medium	Low	Low	n/a
Technology Services	Medium	High	Medium	n/a

Key Takeaways

Clinical/Support Department Space Shortages

- Prevents OCHD from Growing Providers
- Providers Required to Meet Service Population Needs
- Improve Patient Access to Care
- Results in Patient Out-Migration and Lost Revenue Potential

Potential Vertical Expansion

- Efficient Utilization of Existing Site
- Shared Support to Reduce Space Needs

Key Takeaways

Dental Services

- **Need to Expand the Most Aggressively**
- **Address Current Provider Shortages - 5 Dentists/Hygienists**

Eye/Vision Services

- **Address Current Provider Shortages - 2 Clinicians**
- **8 Exam Lanes with 4 Pre-Testing Rooms**
- **Procedure Rooms, Lab Space, & Optical Finishing Lab**

Key Takeaways

Primary Care Growth & “Downstream” Ancillary Services

- **Require Additional Space to Support Lab, Pharmacy, & Radiology**

Consolidate Off-Site Departments to Increase Campus Footprint

- **Behavioral Health Services Drives Most Net New Square Footage**
- **Prioritize Design to Maintain Ease of Patient Access**



**Power of Section 105(l) + Loans + NMTC
Red Lake Band of Chippewa, Minnesota
Multiple Projects**





Power of Section 105(l) + Loans
Yukon-Kuskokwim Health Corporation
\$165 Million Project

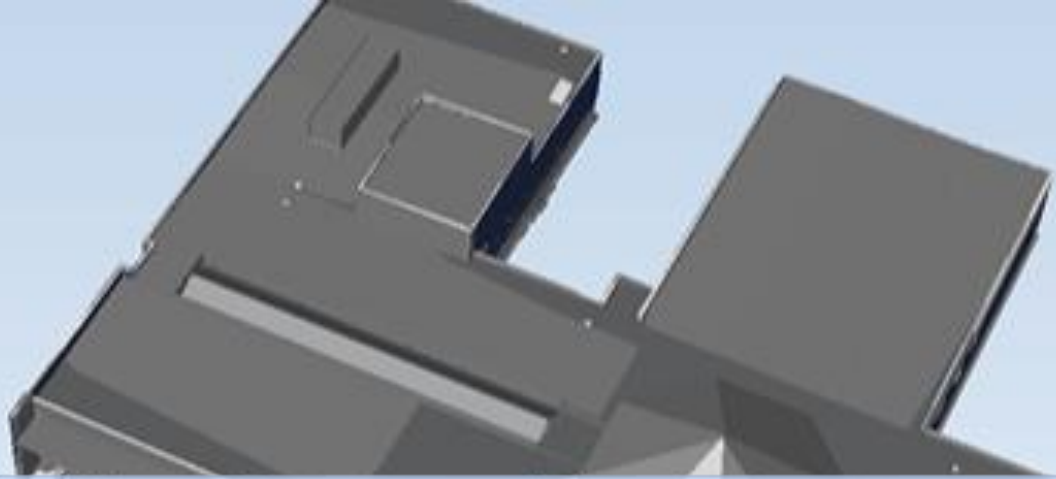


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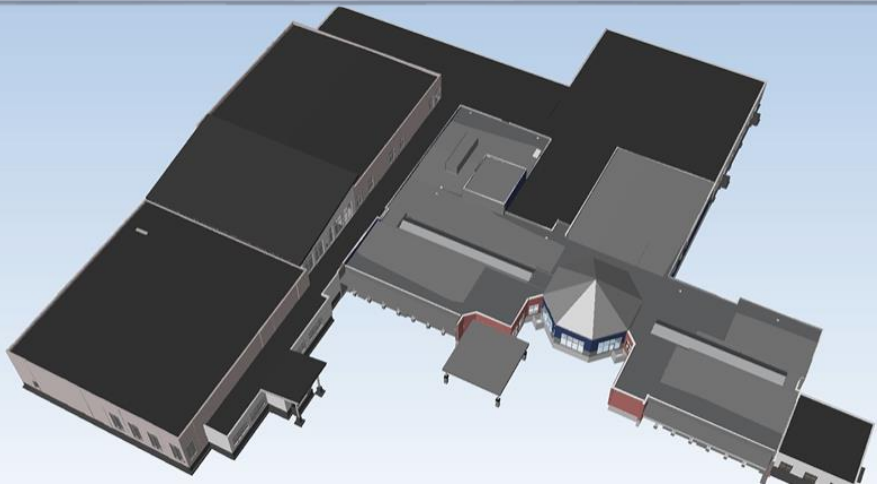
Power of Section 105(l) + Loans
Pit River – Tribal Health Clinic Expansion
\$8,415,000 Project



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Power of Section 105(l) + Loans
Bad River Health & Wellness Center
\$33 Million Project



BAD RIVER HEALTH
& WELLNESS CENTER



Power of Section 105(l) + Loans + NMTC
Lac Courte Oreilles Health Center
\$44.3 Million Project



Project Impact

This Project Provides the Most Impact for the Largest Number of Oneida Nation Members & Employees with the Least Financial Impact on the Nation's Budget

375,000 Patient Visits Per Year

Five Principles Nation Building

Transformational Leadership

Strong Governing Systems

Cultural Relevancy

Strategic Outlook

Sovereignty

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Nation Building Themes

Use Relevant Data for Decision-Making

Integrate Oneida Values into our Governing Systems

Advance Community Engagement

Create Sustainable Community Economic Development

Strengthen Intergovernmental Strategies

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Approving the Project

Continued Evolution of Nation & Health Shared Legacies

Best Prepares Nation for the Future of Health

Empowers Employees & Patients for the Future

Returns Nation as "Front-Runner" for Model of Healthcare

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Our Recommendation

Pursue Funding Project:

- **Section 105 (L) Lease**
- **USDA Community Facilities Direct Loan & Grant Program**
- **OCHD Incremental Savings Plan**
- **Third-Party (Insurance) Reimbursement**
- **Research NMTC All Oneida Proposed Projects**

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Yaw^ko

Questions, Request for Information, Comments:

Oneida Comprehensive Health Division - Administration

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