

# Memorandum



DATE April 17, 2018

TO Honorable Members of the Public Safety and Criminal Justice Committee

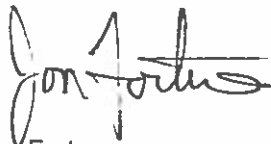
SUBJECT **Integrated Health Clinic**

On Monday, April 23, 2018 you will be briefed on the Neighbor Up Dallas Education Corridor Integrated Health Clinic (EdCor IHC) in one the Mayor's targeted areas in southern Dallas.

Presenters Christie Myers of Neighbor Up, Dr. Trivedi of UT Southwestern, and Ron Stretcher of Meadows Mental Health Policy Institute will discuss the need for mental and behavioral services in the southern region, addressing the collaboration of primary, mental and behavioral health care and the expectations for providers in that area.

The Neighbor Up Dallas Education Corridor Integrated Health Clinic documents are attached for your review.

Please contact me if you have any questions or need additional information.



Jon Fortune  
Assistant City Manager

[Attachment]

cc: Honorable Mayor and Members of the City Council  
T.C. Broadnax, City Manager  
Larry Casto, City Attorney  
Craig D. Kinton, City Auditor  
Billerae Johnson, City Secretary (Interim)  
Daniel F. Solis, Administrative Judge  
Kimberly Bizar Tolbert, Chief of Staff to the City Manager  
Majed A. Al-Ghafry, Assistant City Manager

Jo M. (Jody) Puckett, Assistant City Manager (Interim)  
Joey Zapata, Assistant City Manager  
M. Elizabeth Reich, Chief Financial Officer  
Nadia Chandler Hardy, Chief of Community Services  
Raquel Favela, Chief of Economic Development & Neighborhood Services  
Theresa O'Donnell, Chief of Resilience  
Directors and Assistant Directors



# INTEGRATED HEALTH CLINIC

A new model focusing on the collapse of primary, mental and behavioral healthcare  
and access to education in southern Dallas.

**APRIL 2018**

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# INTEGRATED HEALTH CLINIC | CONCEPT WORKING GROUP

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## **Neighbor Up**

Collective Impact Entity convened to mobilize economic development in three target Southern Dallas neighborhoods.

- Christie Myers, General Manager, Education Corridor

## **UT Southwestern**

Center for Depression Research and Clinical Care

- Dr. Madhukar Trivedi, MD

## **Meadows Mental Health Policy Institute**

Nonpartisan and objective policy research and development institute to improve mental health services in Texas.

- Phil Ritter, Chief Operating Officer
- Ron Stretcher, Senior Director of Systems Management

## **UNT Dallas**

Public University in the Education Corridor. Clinic will be located at the UNT Dallas DART stop. Facility will provide clinical education opportunity for students.

- Bob Mong, President

## **Paul Quinn College**

Private, liberal arts, historically black college in the Education Corridor. Facility will provide clinical education for students.

- Michael Sorrell, President

## **TH+A Architects**

TH+A has experience in build-to-suit healthcare and non-profit design-build.

- Todd Howard, Principal. Todd Howard also named Project Management Officer for the Integrated Health Clinic.

# INTEGRATED HEALTH CLINIC | PARTNERSHIPS

## POTENTIAL PARTNERS

For programming and financial support

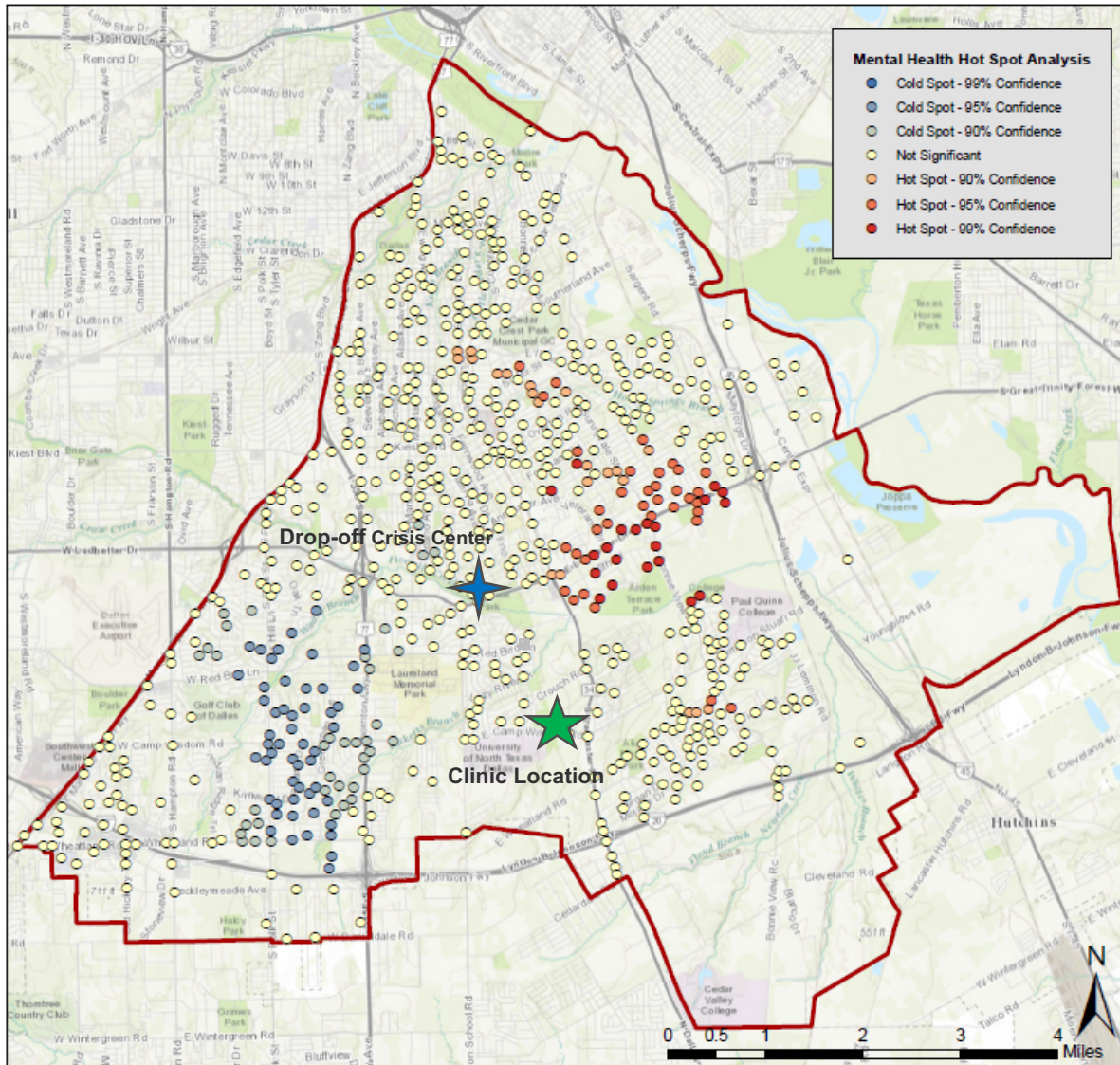


Potential Partners	Role
MetroCare	Mental Health, Primary Care and Pharmaceutical Service Provider. Extension Services available: 0-3 Early Intervention, Services for Individuals with Developmental Disabilities
Parkland Hospital	Manager of area crisis intervention center, public hospital and the mental health care unit in the Dallas County Jail
GrowSouth Fund, LP	Financing Partner; Double Bottom-Line Real Estate investment fund focused on southern sector
Better Together Fund	Grant Provider for feasibility study and initial exploratory costs
City of Dallas	Land and Infrastructure Provider. Collaborator to establish & monitor programmatic outcomes
Dallas Police, Dallas Fire Rescue, and Dallas ISD Police	Key partners in crisis intervention, ER and crisis center referral, jail diversion, and juvenile justice diversion goals
Dallas County	Funding Partner (through Parkland); Collaborator to establish proposed programmatic outcomes
Dallas ISD	Partner with educators and counselors to improve student mental health initiatives
Churches in southern Dallas	Partner to improve health and wellness in the area and expand upon outreach efforts
Social Impact, Philanthropic Organizations	Program Review and Oversight, Co-Investment

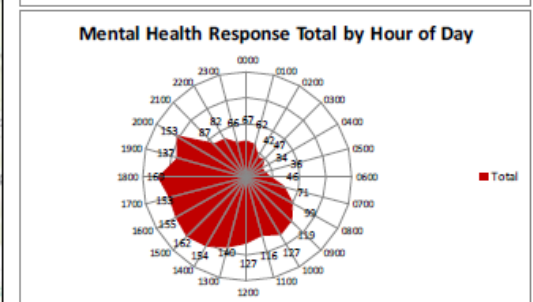
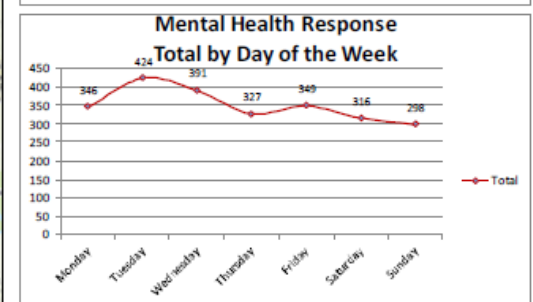
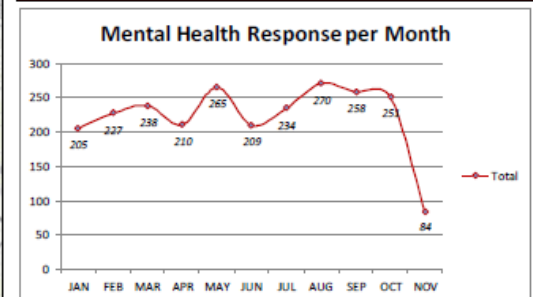


# SOUTH CENTRAL COMMAND | 911 Calls

**Public Safety Mental Health Response (46 & 46A)**  
 within the Dallas Police Department's South Central Division,  
 January 1, 2017 to November 11, 2017



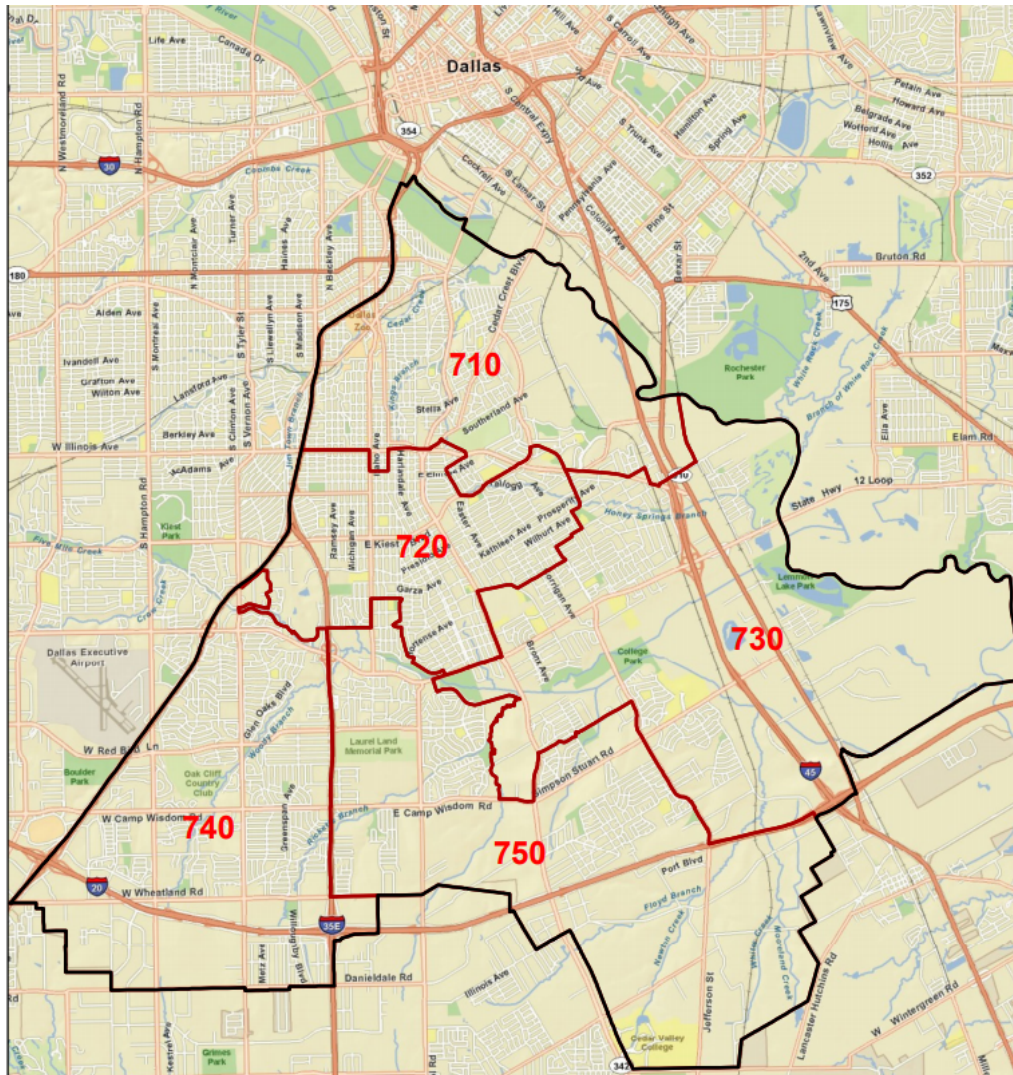
**TOTAL**  
**2,451**



Author: Neil R. Brown, DFR GIS  
 Date: November 2017  
 Data Source: DPD CAD

# TARGET POPULATION SERVED

**Places including:** Cedar Crest, Glenview - Singing Hills, Highland Hills, Redbird, Inland Port



Source: Dallas Police Department Sector Map

**Initial Target Patient Population:** Residents and workers within the South Central Patrol Division. Boundaries extend from State Highway 67 on the west to just beyond I-45 on the east. Northern boundary is at the Trinity River and Southern border meets the cities of Lancaster and Desoto.

**Educational Users:** Students attending UNT Dallas, Paul Quinn College or Cedar Valley College. Majors anticipated to use the clinic for practical experience include: Social Work, Counseling (substance abuse, mental health), Psychology, Health and Wellness.

**Census Tracts Served by Primary Service Area:** The poverty rate in the census tracts surrounding the clinic is 25% or higher with income ranging from 35-67% of Area Median Income.



# CITY OF DALLAS | Briefing

## Health Deserts

60% of Emergency Room visits could be more appropriately handled by a primary care physician



# INTEGRATED HEALTH CLINIC | Overview

## Objectives:

- Create collaborative health care center providing mental health and primary care services in southern Dallas
- Establish a resource for clinical education for UNT Dallas, Paul Quinn College and DCCCD students
- Create pathways for community engagement with health and mental wellness
- Reduce referrals to juvenile justice, jail and local emergency rooms for non-violent mental health crises

## Strategies:

- Partner with organizations involved in education and health initiatives to ensure communities' trust.
- Co-locate mental health service provider, primary care service provider with community resource center
- Establish mental health and wellness training resource for schools, non-profits and faith-based organizations
- Engage one or more Social impact and Philanthropic investors to fund ongoing operational costs.
- Partner with area health networks to quantify reduction in ER visits and improved health outcomes

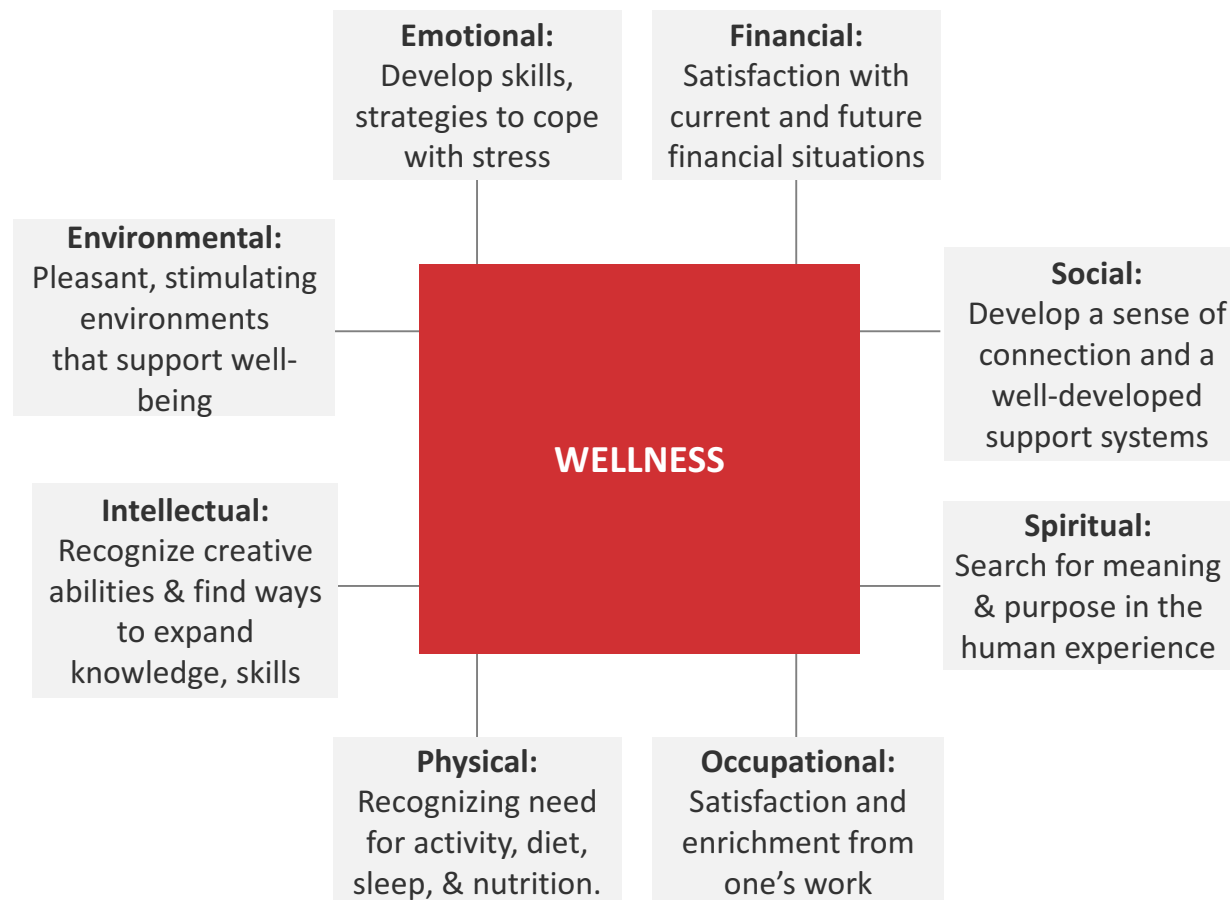
## Feasibility Metrics:

- Reduction in number of 911 mental health crisis calls in southern Dallas
- Improved health metrics for area residents

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## GUIDING PRINCIPLES: EIGHT DIMENSIONS OF WELLNESS

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Source: Substance Abuse and Mental Health Services Administration ([www.samhsa.gov](http://www.samhsa.gov))



# INTEGRATED HEALTH CLINIC | Site Plan



## SITE PLAN CONCEPT

### Building One | Collaborative Health Care Clinic

- Outpatient Mental Health Care
- Primary Health Care services co-located in a single building
- Model allows for improved care of chronic and/or co-existing conditions.
- Potential future expansion

### Building Two | Collaborative Education Facility

- On-site classroom/meeting space
- Opportunity for student health resource and practicum for mental health, wellness and social work majors
- Walking distance from UNT Dallas DART station
- Available for community outreach and programming

### Building Three | Expandable space for other needs

- Day Room: space for peer counseling, AA, NA, Al-Anon
- Wrap Around Services for Dallas Police Department, Fire Department, City of Dallas, County Agencies, State Agencies
- Goal to reduce stress of living with poverty, trauma and/or mental health challenges.

# INTEGRATED HEALTH CLINIC | Objectives

## Objective 1

- Create a collaborative health care center to provide integrated mental health and primary care services

## Objective 2

- Establish a resource for clinical education for UNT Dallas, Paul Quinn College, DCCCD and Dallas ISD

## Objective 3

- Establish mental health and wellness training resources for schools, non-profits and faith-based organizations

## Objective 4

- Provide holistic rehab and resources for both Dallas Police Department and Dallas Fire and Rescue members

## Objective 5

- Improve mental health crisis interventions in Southern Dallas

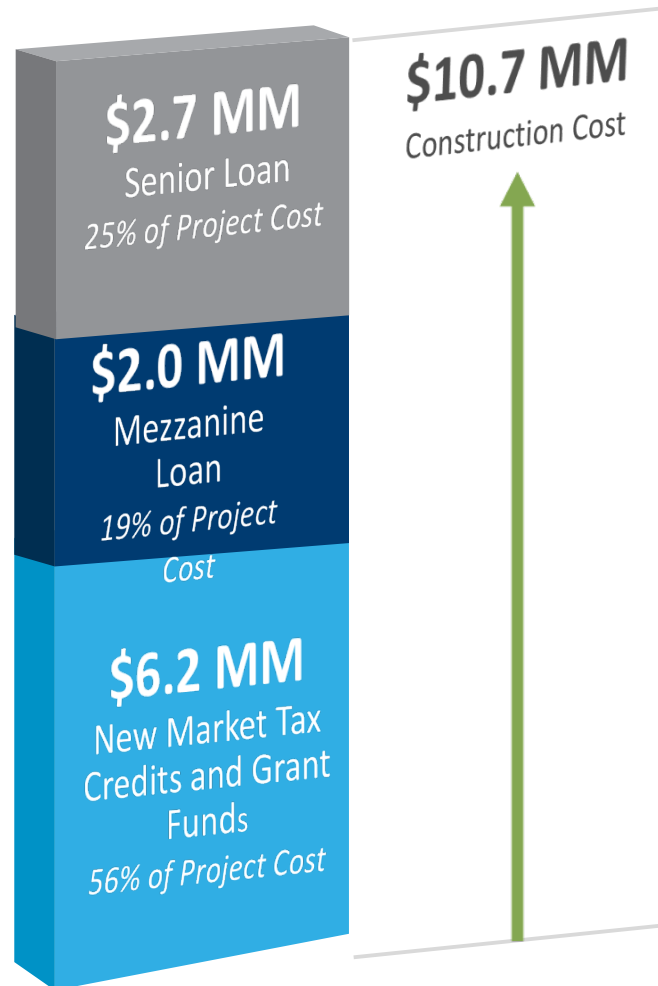
## Objective 6

- Provide concrete metrics on improvements in physical and mental health, and project impact on work, family and community

# INTEGRATED HEALTH CLINIC | Measurements

1. Reduce arrests and law enforcement encounters by 40%
2. Provide access to health care services to all EdCor residents
3. Provide educational programming:
  - UNT Dallas, Paul Quinn College, DCCCD and Dallas ISD
  - Dallas Police Department and Dallas Fire and Rescue members
4. Reduce number of 911 mental health crisis calls in Southern Dallas by 30%
5. Reduce referrals to jail and local ER's for non-violent mental health crises by 30%
6. Increase screening rates for chronic physical and mental health conditions.
7. Increase initiation of treatment for physical and mental health conditions identified through the screening program.
  - Treatment initiation of 30% will be considered as the metric of success.
8. Increase adequate care maintenance for chronic health conditions. Remission over a prolonged period of time (5+ years) will serve as marker of success at individual patient level.
  - Reduce emergency health care encounters like hospitalizations and Emergency Department visits by 40%

## CAPITAL STACK AND CONSTRUCTION BUDGET



<b>Integrated Health Clinic PROJECT BUDGET - DETAIL</b>			
<b>Item</b>	<b>Cost</b>	<b>Per Unit [1]</b>	<b>%</b>
Land - City Contribution	\$0	\$0	0.0%
Hard Cost	\$8,160,000	\$1,360,000	75.7%
Legal	\$264,000	\$44,000	2.4%
Closing Costs	\$50,000	\$8,333	0.5%
Financing Fees	\$26,944	\$4,491	0.3%
Architect & Engineer	\$294,400	\$49,067	2.7%
Lease-up Operating Deficit	\$25,934	\$4,322	0.2%
Construction Interest Reserve	\$124,807	\$20,801	1.2%
Marketing	\$238,641	\$39,774	2.2%
Developer Overhead	\$250,000	\$41,667	2.3%
Soft Cost Contingency	\$441,921	\$73,654	4.1%
FF&E	\$250,000	\$41,667	2.3%
Start Up Expenses	\$450,000	\$75,000	4.2%
3rd party Reports/Inspection	\$101,000	\$16,833	\$2,806
Mezzanine Transaction Expenses	\$40,000	\$6,667	\$1,111
Mezzanine Commitment Fee	\$60,000	\$10,000	\$1,667
<b>TOTAL DEVELOPMENT COST</b>	<b>\$10,777,647</b>	<b>\$1,796,274</b>	<b>100.0%</b>

[1] = 6 Units

[2] = Construction Interest Reserve includes Mezzanine Interest Reserve

**Note:** Financial projections are based on information currently available that we believe to be reasonable, however, such statements necessarily involve risks, uncertainties and assumptions, and prospective investors must not put undue reliance on any of these statements. Estimated construction costs assume a 34,000 square foot facility.



## A PUBLIC-PRIVATE COLLABORATION

### Land Contribution

Proposal for City of Dallas to contribute a 4-acre parcel in exchange for development of a comprehensive healthcare and mental health clinic that will include space promoting area higher education and community wellness initiatives.

### Investing Infrastructure

Funding and construction of the infrastructure along Wheatland Road is required for the site and is in process.

### Investing Relationships

To work effectively, the clinic will establish a partnership with Dallas Fire Rescue, Dallas Police Department and Dallas ISD Police Department to improve quality and continuity of crisis care. A secure drop-off unit to treat non-violent mental health crises will be added in the area to reduce stress on local ER's. The goal of the clinic is to improve available mental health options to reduce 911 crisis calls.

#### 5-YEAR OPERATING PRO FORMA - SUMMARY

Category	Year 1	Year 2	Year 3	Year 4	Year 5
Rent Income	0	626,002	636,524	649,372	662,479
Other Income	0	18,941	28,436	29,010	29,595
Vacancy/Credit Loss	0	(227,448)	(38,191)	(38,962)	(39,749)
<b>Effective Gross Inco</b>	<b>\$0</b>	<b>\$417,496</b>	<b>\$626,768</b>	<b>\$639,419</b>	<b>\$652,325</b>
<b>Total Expenses</b>	<b>\$0</b>	<b>\$170,411</b>	<b>\$242,515</b>	<b>\$247,410</b>	<b>\$252,403</b>
<b>Net Operating Incor</b>	<b>\$0</b>	<b>\$247,085</b>	<b>\$384,254</b>	<b>\$392,010</b>	<b>\$399,922</b>

**Note:** Financial projections are based on information currently available that we believe to be reasonable, however, such statements necessarily involve risks, uncertainties and assumptions, and prospective investors must not put undue reliance on any of these statements. Please see "Important Legal Disclaimers" for additional disclosures. Estimated construction costs assume a 34,000 square foot facility.



## NEXT STEPS



### LAND

Secure commitment from City of Dallas to contribute land with required zoning



### ISSUE REQUEST FOR PROPOSAL

Health care and service providers to respond with commitment to presence at clinic: must agree to share data, track programmatic outcomes and collaborate with other providers



### RAISE OPERATING DEFICIT FUNDS

Cover five years of providers' operating deficit through hospital system contributions from cost savings, national and local grants

### REFINE BEST PRACTICES



Benchmark against national models for mental health intervention

### PLAN FOR FUTURE EXPANSION



Geriatric Services  
Autism and 0-3 Early Intervention Services  
Developmental Disability Services  
Wellness Park adjacent to clinic



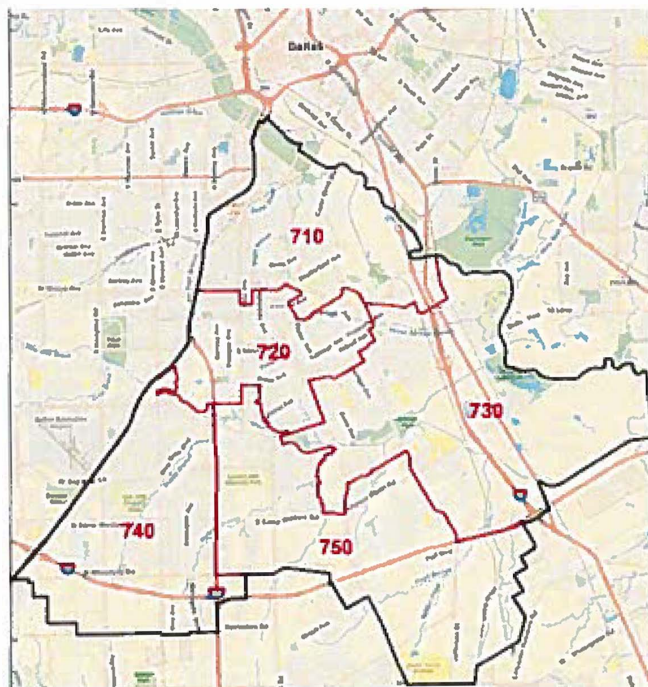


## NEIGHBOR UP DALLAS

### Education Corridor Integrated Health Clinic

The Education Corridor is one of the Mayor's targeted areas in southern Dallas, bound geographically on the west by the University of North Texas at Dallas and on the east Paul Quinn College. Within this and the surrounding area, four major needs have surfaced:

1. The need for mental and behavioral health services for the 5000+ collective college students coming from decades of poverty
2. The need to address the highest volume of mental health calls through the South Central Police Station (located between the two Universities)
3. The need to provide a police diversion area and crisis/observation unit south of I-30
4. The need for primary health care providers in the area. The lack of these services result in a major burden to the City's emergency responders and local emergency rooms.



## Addressing the Issue

While mental and behavioral health have recently been featured in both the local and national limelight, we believe a concentrated focus on innovative, preventative care that integrates mental health care in a primary care setting with a co-located secure drop-off point for short-term crisis observation is a solution that can:

1. Encourage people to seek treatment in a lower risk setting;
2. Empower people to effectively treat chronic health and mental health conditions; and
3. Present a cost-effective approach rather than using our jail, emergency rooms and law enforcement as mental health care providers.

Further, the proximity to UNT Dallas, Paul Quinn College, and DCCCD (via DART) will enable the project to offer clinical experience to students in the counseling, social work, and psychology programs. This creates a pipeline of additional care providers in sectors with a chronic shortage of workers. We believe that the unique approach to treating mental health within a primary care setting with onsite pharmacy access can be scaled and replicated across both the city and country.

The purpose of the Education Corridor Integrated Health Clinic (EdCor IHC) is to offer a true collaboration of primary, mental and behavioral health care. Currently, primary health care is treated as one issue, completely separate from behavior/mental health. However, primary care physicians provide a majority of the front-line mental health treatment in the United States and patients experience long waits to access mental health specialists. Due to the lack of comprehensive health care centers within the City's poorest neighborhoods and the sprawling geography of the southern area, many residents lack the resources or the access to a known, trusted provider for even the most basic health care needs.

The EdCor IHC will change the expectations for providers in the physical space, requiring their services to be both innovative and collaborative, approaching each patient holistically. For example, a patient visiting for a primary health care visit would also be screened for mental/behavioral health rather than being referred to a third-party entity that likely is not accessible for the patient. If the patient has a mental health condition that requires medication, the patient will be able to be prescribed medication immediately and fill the prescription onsite. Should additional and more comprehensive treatment be required, relationships that will be forged with other partners will assist in providing this necessary treatment.

In addition to serving as a resource for the workforce training programs for local higher education institutions, the EdCor IHC will provide space for community events and related City and County service providers. This will build upon local non-profits, churches and K-12 schools' efforts to improve the lives of area residents and leverage their existing mental health outreach services. It will also serve as a center for collaboration with Dallas Police Department and Dallas Fire and Rescue as each entity is seeing their own spike in public servants needing mental and behavioral health support. The EdCor IHC will host events promoting community health and wellness which will also serve as low-barrier opportunities to educate residents about mental health care, self-care, and available services.

### **Goals and Objectives**

1. Create a collaborative health care center to provide integrated mental health and primary care services in Southern Dallas
2. Establish a resource for clinical education for UNT Dallas, Paul Quinn College, DCCCD and Dallas ISD
3. Provide holistic rehab and resources for both Dallas Police Department and Dallas Fire and Rescue members
4. Improve mental health crisis interventions in southern Dallas
5. Establish mental health and wellness training resources for schools, non-profits and faith-based organizations
6. Provide concrete metrics on improvements in physical and mental health, and project impact on work, family and community

### **Measuring Success**

1. Provide access to health care services to all EdCor residents (Objective 1)
2. Provide educational programming to UNT Dallas, Paul Quinn College, DCCCD, and Dallas ISD and community partners (Objectives 2 and 5)
3. Provide educational programming to Dallas Police Department and Dallas Fire and Rescue members (Objective 3)
4. Reduce the number of 911 mental health crisis calls in southern Dallas by 30% (Objective 4)
5. Reduce referrals to jail and local emergency rooms for non-violent mental health crises by 30% (Objective 4)
6. Increase screening rates for chronic physical and mental health conditions. Screen rate  $\geq 60\%$  will be considered as the metric of success. (Objective 6)
7. Increase initiation of treatment for physical and mental health conditions identified through the screening program. Treatment initiation of 30% will be considered as the metric of success. (Objective 6)
8. Increase adequate care maintenance for identified chronic health conditions. The extent to which remission persists over a prolonged period of time (5 or 10 years) will serve as marker for maintenance of the effects at individual patient level.
9. Reduce emergency health care encounters like hospitalizations and Emergency Department visits by 40% (Objective 6)
10. Reduce arrests and law enforcement encounters by 40% (Objective 6)

### **Project Collaborators**

City of Dallas (4 acres of land), Dallas Police Department, Dallas Fire and Rescue, GrowSouth Fund, Meadows Mental Health Policy Institute, Metrocare, Parkland Hospital, Dallas County, North Texas Behavioral Health Authority, UT Southwestern, Dallas ISD, University of North Texas at Dallas, Paul Quinn College, Dallas County Community College District, Children's, Harmony CDC, Baylor, Texas Health Resources, Momentous Institute



