

Transitioning a HIV/AIDS Service Organization to a Federally Qualified Health Center – CrescentCare in New Orleans

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Pam Holm, Director of HIV Primary Care (RW Part C and D manager)

Reginald Vicks, RN, Chief Operations Officer

Nicholas Van Sickels, MD, Chief Medical Officer

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Disclosures

Presenters have no financial interest to disclose.

- Dorian-Gray Alexander, Board Member (former Co-Chair)
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Commercial Support was not received for this activity.

Learning Objectives

At the conclusion of this activity, the participant will be able to:

1. Gain an understanding of the motivation of the leadership's strategy for the organization.
2. Understand some of the challenges and lessons learned through the organization's growth and expansion.
3. Recognize the incremental successes realized along the organization's transition.

Obtaining CME/CE Credit

If you would like to receive continuing education credit for this activity, please visit:

<http://ryanwhite.cds.pesgce.com>

Transitioning



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CrescentCare

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History 1980s & 1990s

1980s

- 1981: Beginning of HIV/AIDS Epidemic
- 1983: NO/AIDS Task Force founded
- 1985: Established Buddy Program, Counseling, Testing, and Referral (CTR), and AIDS Information Hotline



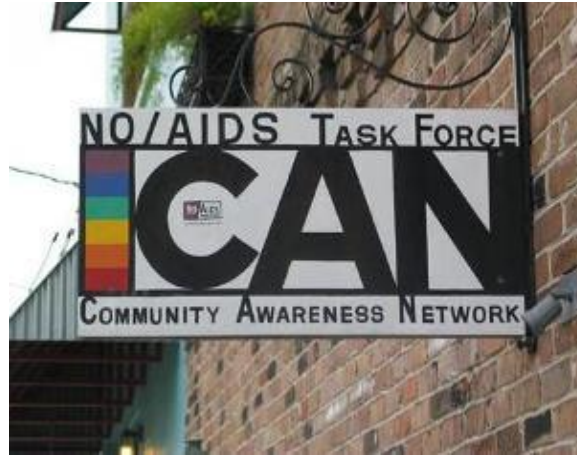
1990s

- 1990: Began offering case management and behavioral health and support group services
- 1991: Received funding under the Ryan White CARE Act, began Early Intervention Services
- 1992: Established Food For Friends and Benefits Assistance Program
- 1994: Developed education campaigns for African-Americans and implemented street outreach program

History 1990s continued & 2000s

1990s continued

- 1996: Expanded to geographic areas targeted for education and began offering free, anonymous HIV testing
- 1997: Established food bank
- 1998: Began treatment education and adherence counseling program
- 1999: Offered primary medical care, housing coordination, and peer support programs



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2000s

- 2000: Start of CAN (Community Awareness Network) program
- 2001: Expanded services to Houma-Thibodeaux area, began medication disbursement program and housing case management

Tulane Tower (2601 Tulane Ave.)



- Primary Medical Care
- Mental Health Services
- Case Management
- Medical Nutrition Therapy
- Transportation
- Housing
- Peer Support

Tulane Tower (2601 Tulane Ave.)



- Contract Pharmacy
- Medication Assistance
- Food Pantry
- Support Groups
- HIV Prevention Services
- Administration Activities



(507 Frenchmen)



- HIV prevention project
- Target – MSM
- Community Awareness Network (CAN)
- Outreach site for PMC
- Wellness Center services – (STD testing/tx, anal Pap smears, vaccinations)
- HIV CTR

Exchange Support Services

Region 3 – Houma (Exchange Alley,
Houma, LA 70360)



- Case Management
- Supportive Services
- Exchange House (residential facility)



August 29, 2005



Flooding afterward



Suburb Annex



2601 Tulane Ave. - "broken"



Timeline after events of Hurricane Katrina

- 2005 – events following Hurricane Katrina
- 2006 – regroup (recognize need contingency fund)
- 2007 – full time Primary Medical Care
- 2009 – Ryan White Part C grant
- 2011 – Strategic Management 1 – growth / expand scope
- 2012 – HRSA Planning Grant
 - Merger with AIDS Law of Louisiana
- 2013 – Strategic Management 2 – move toward CHC model
 - Ryan White Part D grant
 - HRSA Section 330 grant (became FQHC)
- 2014 – Family Care Service Center – first site under scope
 - **Re-Branding** – CrescentCare (name, mission)
 - Opened new clinic – CrescentCare Health & Wellness Center
- 2015 – CrescentCare Specialty Center under scope
 - Strategic Management 3 – internal systems/structure
 - LSU Sexual Health Center Partnership (STD screening/treatment)
 - Opened CrescentCare Oral Health Center



CAREVAN



the Movement (2610 Esplanade Ave.)

- HIV prevention project
- Target – MSM of color
- HIV CTR
- Wellness Center services (STD testing/tx, anal Pap smears, vaccinations)
- PrEP
- Outreach site for PMC





First Unitarian Universalist Church 2903 Jefferson Avenue





(4640 So. Carrollton Ave.)

- Family Advocacy, Care and Education Services (FACES)
- RW Part D – WICY
- PMC
- Medical Case Management
- Supportive Services

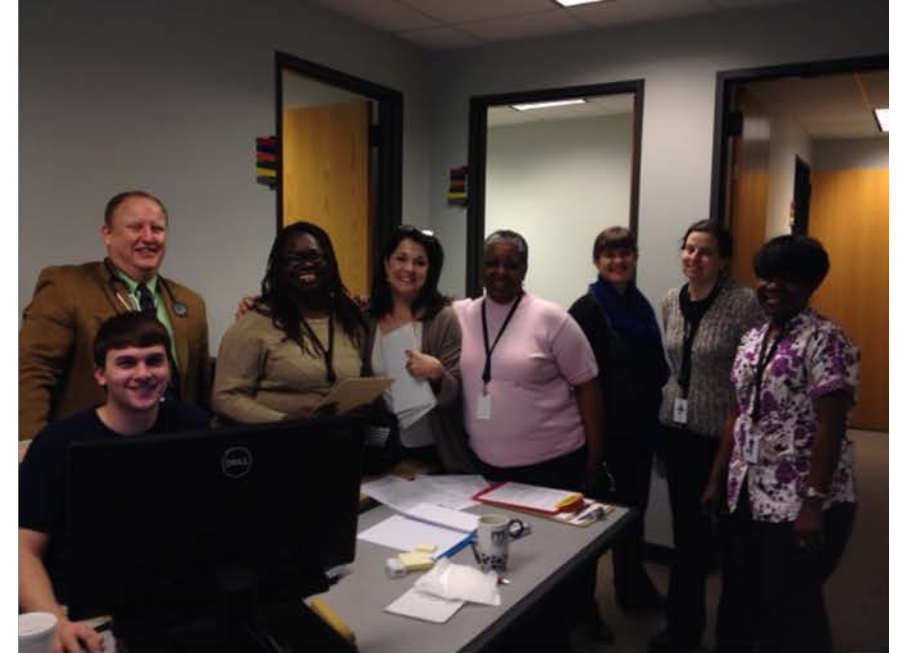




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(4640 So. Carrollton Ave.)

- Primary Medical Care
- Behavioral Health
- Case Management
- PrEP
- HIV CTR



CrescentCare Specialty Center







Target population

- People living with HIV
- Partners and family of current (HIV) constituents
- LGBTQ population
- Service industry personnel
- Those living in geographic vicinity



Summer 2014

CrescentCare Health & Wellness Center



New services

- Pediatrics
- Obstetrics/Gynecology
- Family Medicine
- Internal Medicine
- Integrated Behavioral Health
- Outreach/Enrollment
- Medical/Legal Partnership
- Case Mgmt./Care Completion
- Patient/Community Education
- PrEP Clinic
- HCV screening/treatment
- On-site labs

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Three CHC sites under Scope of Service

- CrescentCare Health and Wellness Center
- Family Care Services Center
- Crescent Care Specialty Center



Challenges

- Move from primarily grant driven reimbursements to billing/payment methodology
- Billing / sliding-fee / collections
- “How do we pay for it?”
- Expanded mission (not strictly HIV focused)
- Communication to community / clients / staff
- Structural changes (administrative / cultural)
- Board composition & responsibilities
- Compliance / reporting





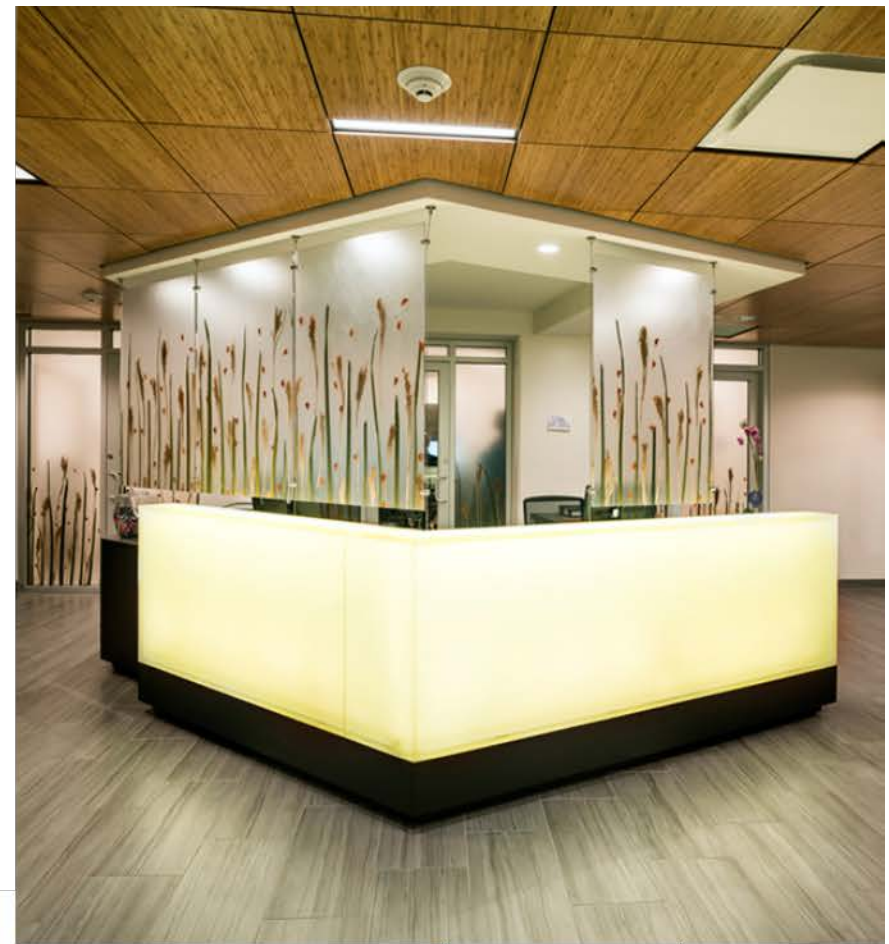
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Measures of Success???

- Transition from ASO to CHC
- Expanded Mission
- Maintain organization legacy
- Expanded Information Technology
- 280 staff members
- EMR/practice mgmt. system

- Billing and sliding-fee-scales
- Personnel (skills/expertise)
- Newly insured
- Patient satisfaction feedback
- Incentive quality payments
- Increased Program Income

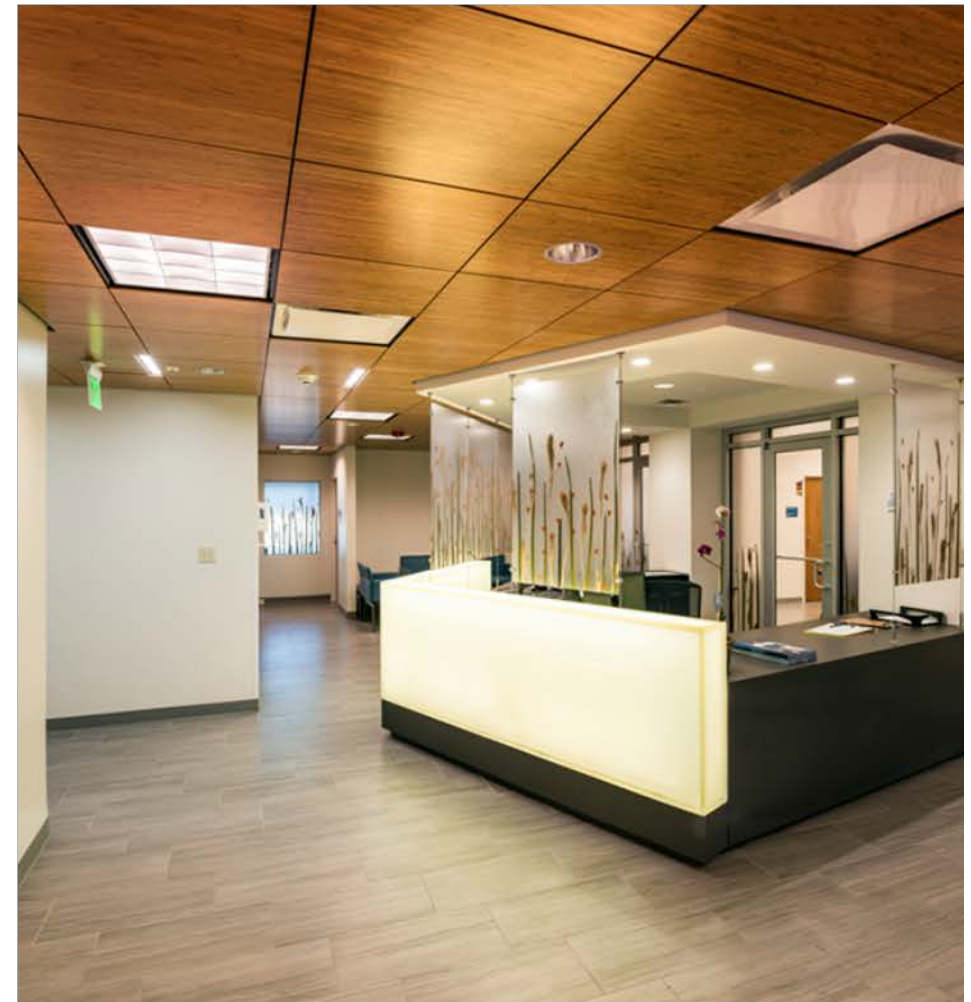


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- PCMH (NCQA Level III)
- CARF Accreditation
- Leader in LGBT Healthcare Equality
- Double revenue (5 years)
- Increase PMC clients (over 500%— 5 years)
- Improved health outcomes



Timeline



Fiscal Year	Annual Expenses	Staff Size	Community Volunteers	Total patients
2006	\$3.5m	36	100+	
2008	\$6.6m	68	350+	
2010	\$11.9m	107	400+	
2012	\$19m	170	400+	1,349
2013	\$20m	184	400+	1,531
2014	\$27m	220	400+	2,052
2015	\$28m	230	400+	3,078
2016	\$36m	243	400+	5,651
2017	\$41m	250	400+	10,239
2018	\$44m	282	400+	



2015

- STD program partnership
- Dental Services (suite)
- Psychiatry
- HCV testing/treatment
- Nutrition





2016

- Contract pharmacy (Avita Pharmacy) at new site
- PrEP campaign
- Transgender clinical care
- Pilot RAPID Start (HIV care)
- New Chief Medical Officer



2017/18

- New EMR (*eClinical Works*)
- New providers
- HIV testing (12,000/yr. - 1.8%+)
- Gender clinics (3rd day – over 100)
- Expand behavioral health
 - (Additional psychiatry, psychologist, addiction SAMHSA funding)
- CCSI (215 since 12/16)
- PrEP (1279 patients)
- NOSAP (620,173 syringes disposed)

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COMFORT.
TRANSPARENCY.
AWARENESS.
CARE.

WHAT YOU CAN EXPECT.
WHAT YOU DESERVE.

WE
SEE
YOU.

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2017/18

- LGBTQ Health Focus
- **Elysian Fields site** (combining 2 clinics, 2 prevention projects & admin.)
- # exam rooms (12 to 40+)
- Expand access point
- Expand Dental
- Explore Telehealth
- Continue to explore new partnerships





























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