



# City Council Update

February 7, 2023

Jackson Griggs, MD

CEO, Waco Family Medicine



# OUTLINE

- I. Mission
- II. Updates
  - A. Center
  - B. Institute
  - C. Facilities
- III. Strategic Plan
- IV. Q/A

# MISSION STATEMENT



To improve the health and wellness of the underserved residents of the Heart of Texas by providing effective access to high quality comprehensive primary care and an exemplary training environment for tomorrow's family physicians and other health care professionals.

“Primary care is the only health care component where an increased supply is associated with better **population health** and more **equitable outcomes**.

For this reason, primary care is a **common good**, making the strength and quality of the country’s primary care services a **public concern**.”

# WHY?



# STATUS UPDATE



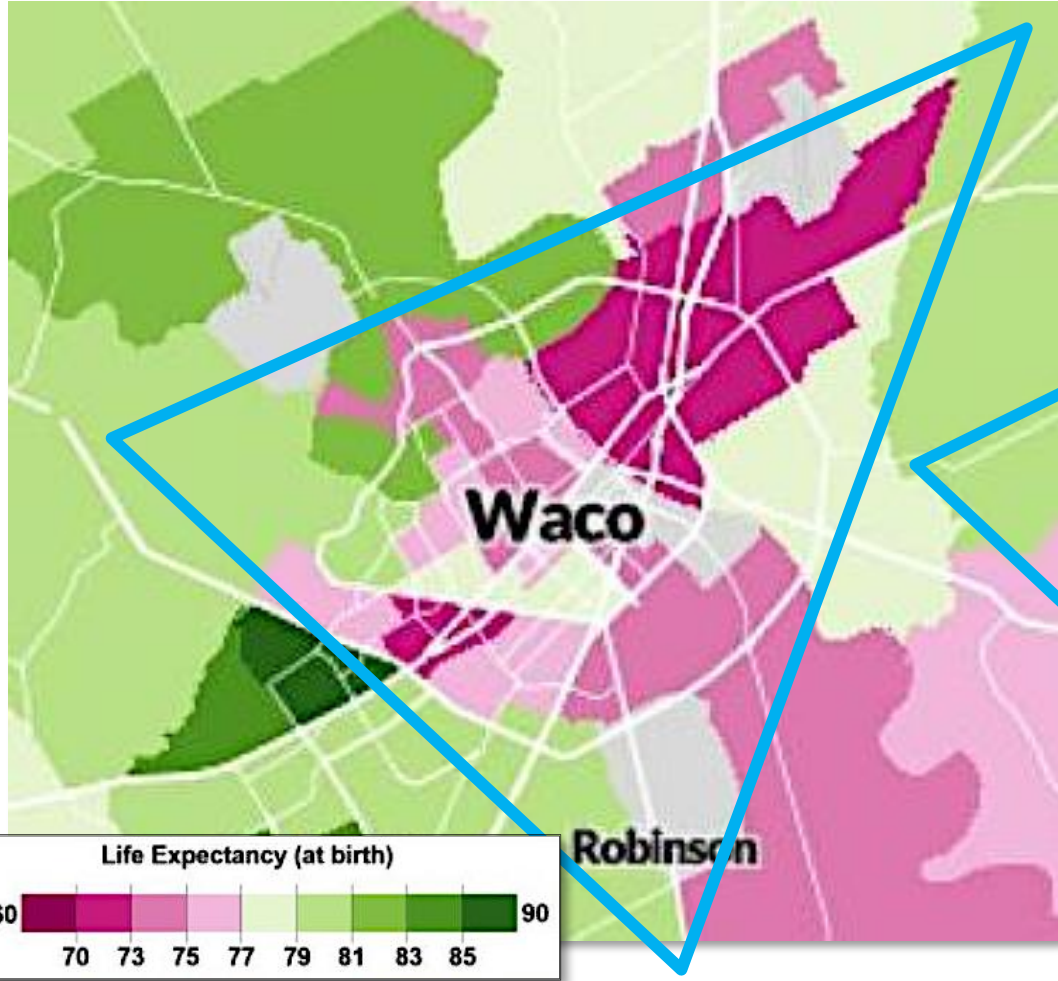
# CENTER BOARD MEMBERS



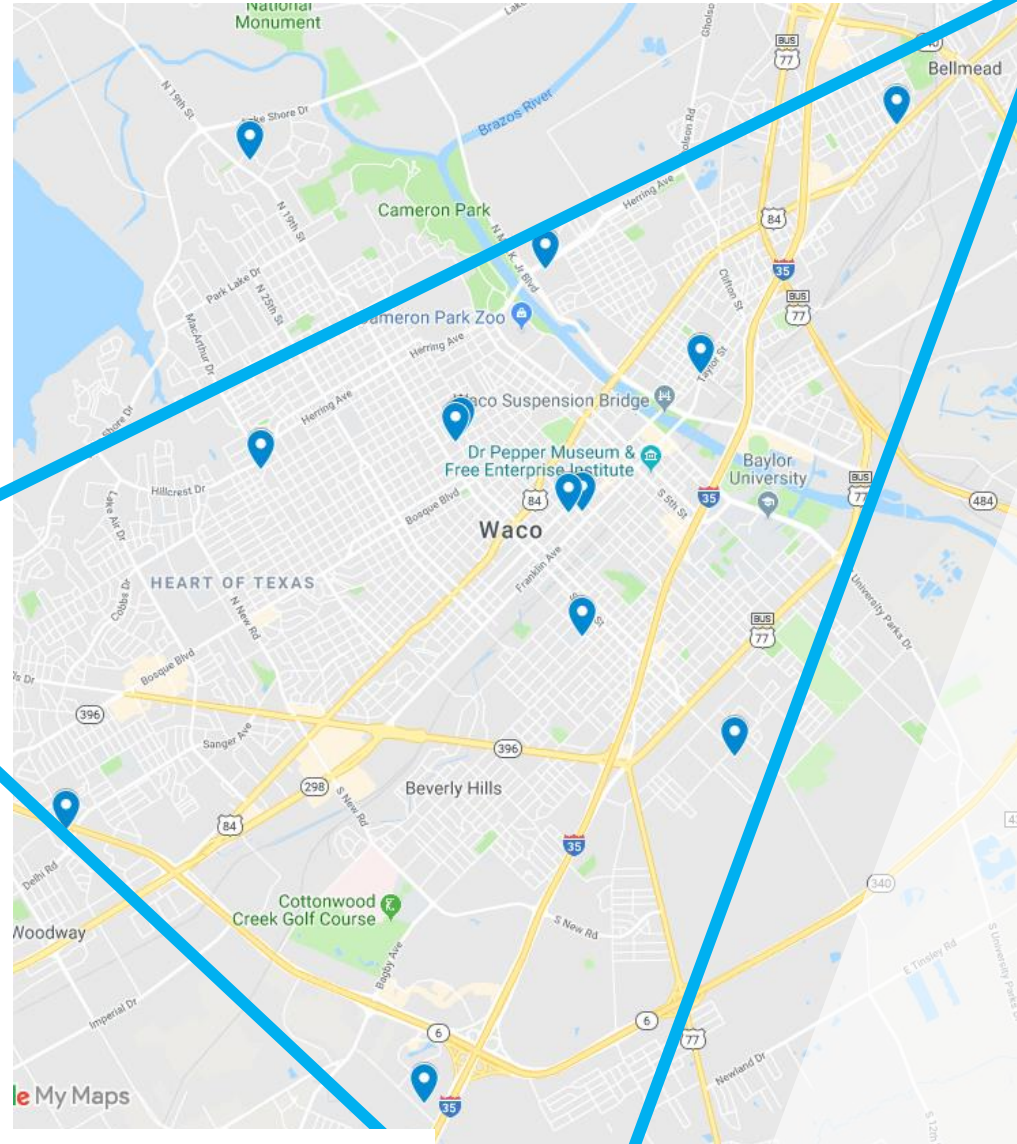
- Delia Anzaldua
- Dr. Marc Barrett
- Tashita Bibles
- Josh Caballero
- Bill Clifton
- Malcolm Duncan, Jr.
- Gloria Guerra
- Mark Hobbs
- George Johnson
- Dr. Kristen Padilla-Mainor
- Mildred Whatley
- Sherry Williams



# LOCATIONS



**Source:** National Center for Health Statistics. U.S. Small-Area Life Expectancy Estimates Project (USALEEP). Available from: <https://www.cdc.gov/nchs/nvss/usaleep/usaleep.html>





- Primary Care | 15 sites
- Dental | 4 sites
- Mental Health | 9 sites
- Maternity Care | 9 sites
- Hospital inpatient care
- Pharmacy
- Lab
- Radiology
- Eligibility



# SPECIAL PROJECTS & PROGRAMS

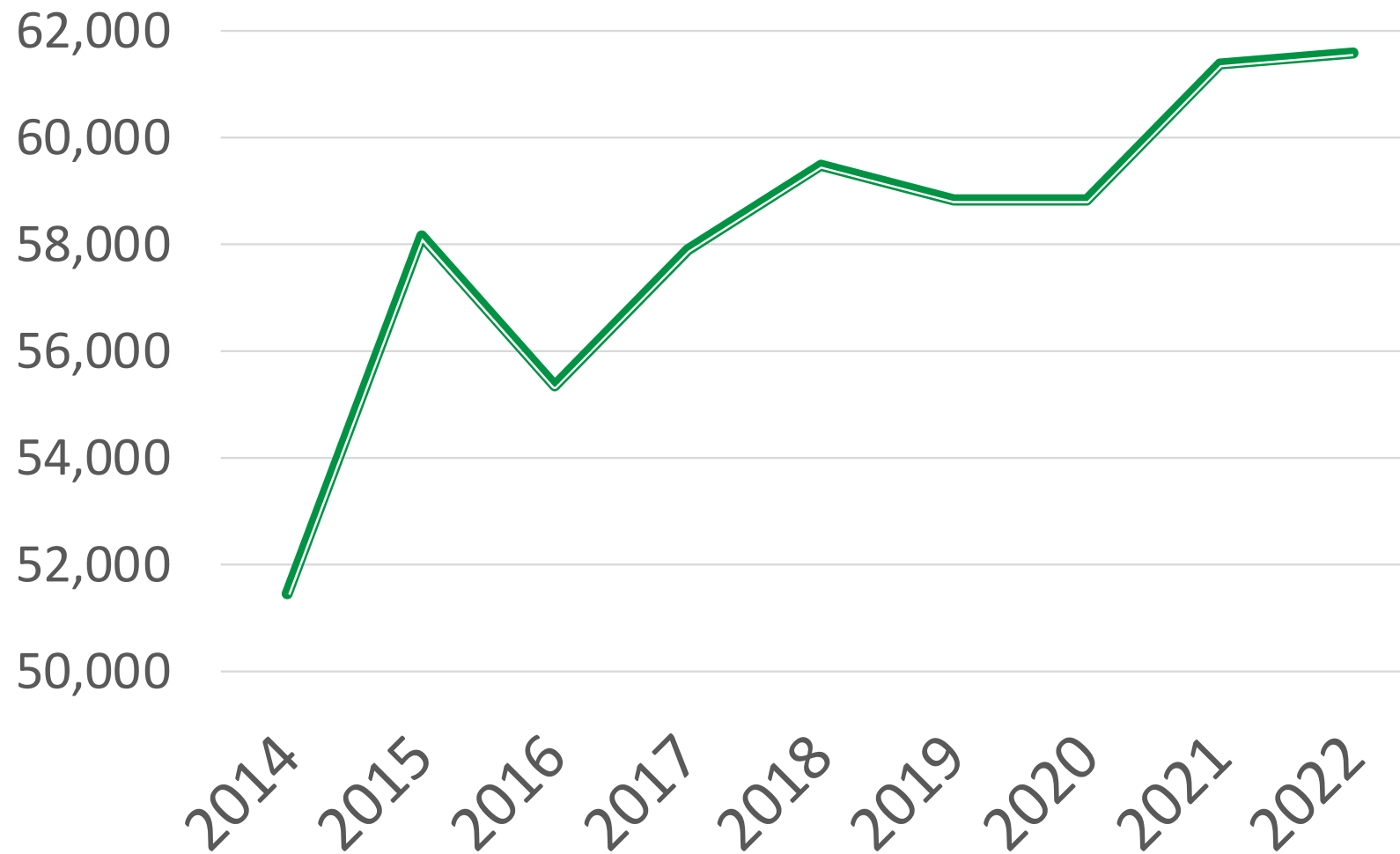


- Behavioral health and substance use disorder
- Addressing non-medical drivers

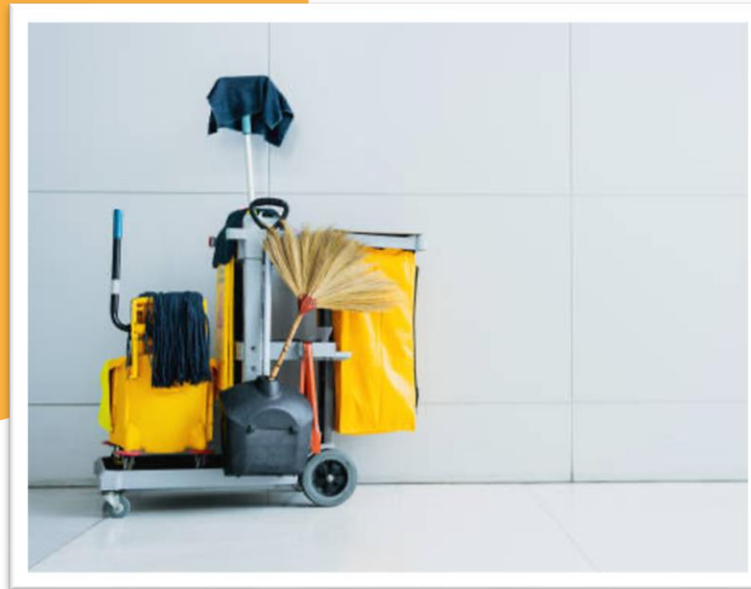
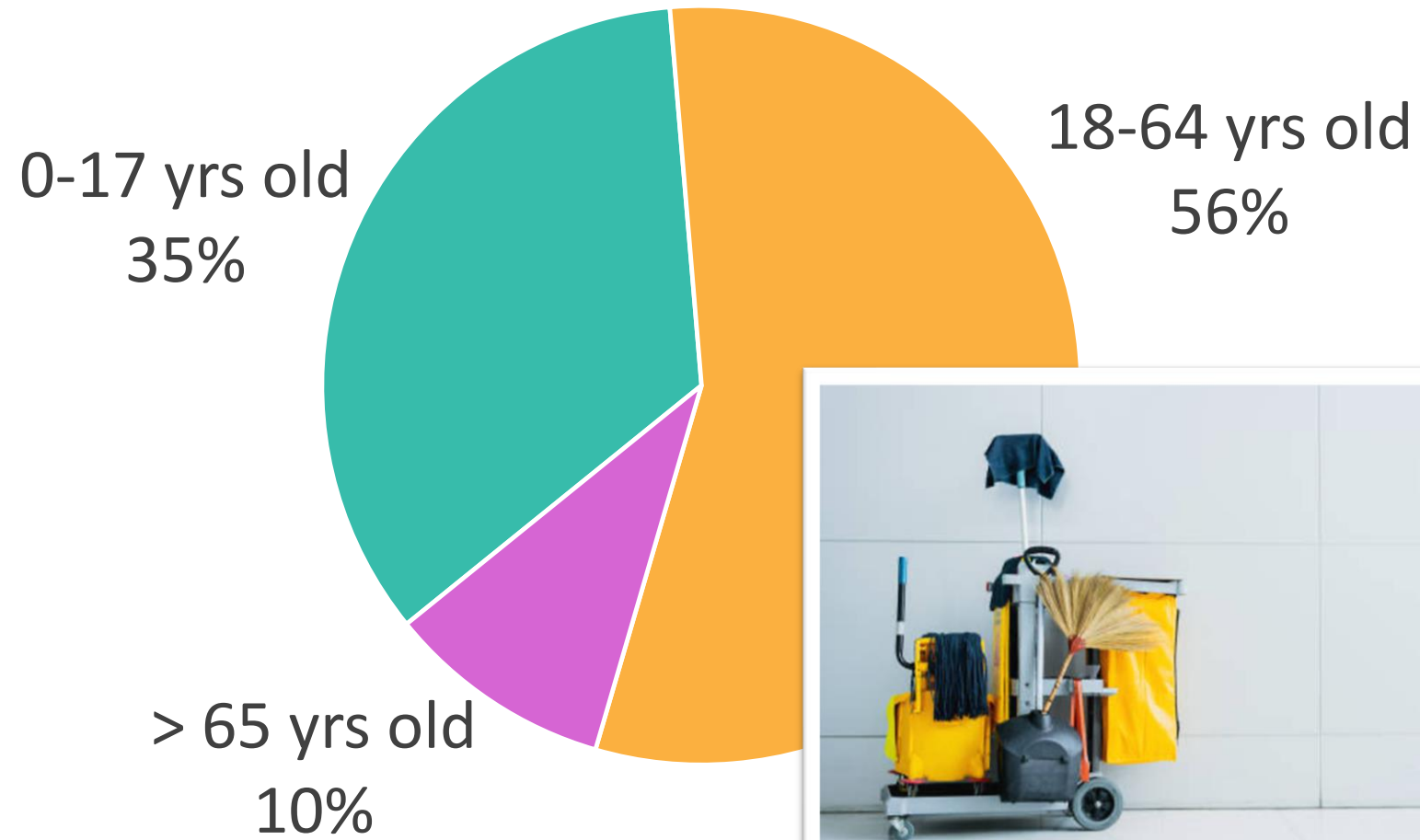
Food as Medicine | Wellness Center | Medical Legal Partnership

- Collaborations with WMCPHD
  - HIV Collaboration
  - Centering Pregnancy / WIC
  - Liaison to improve coordination

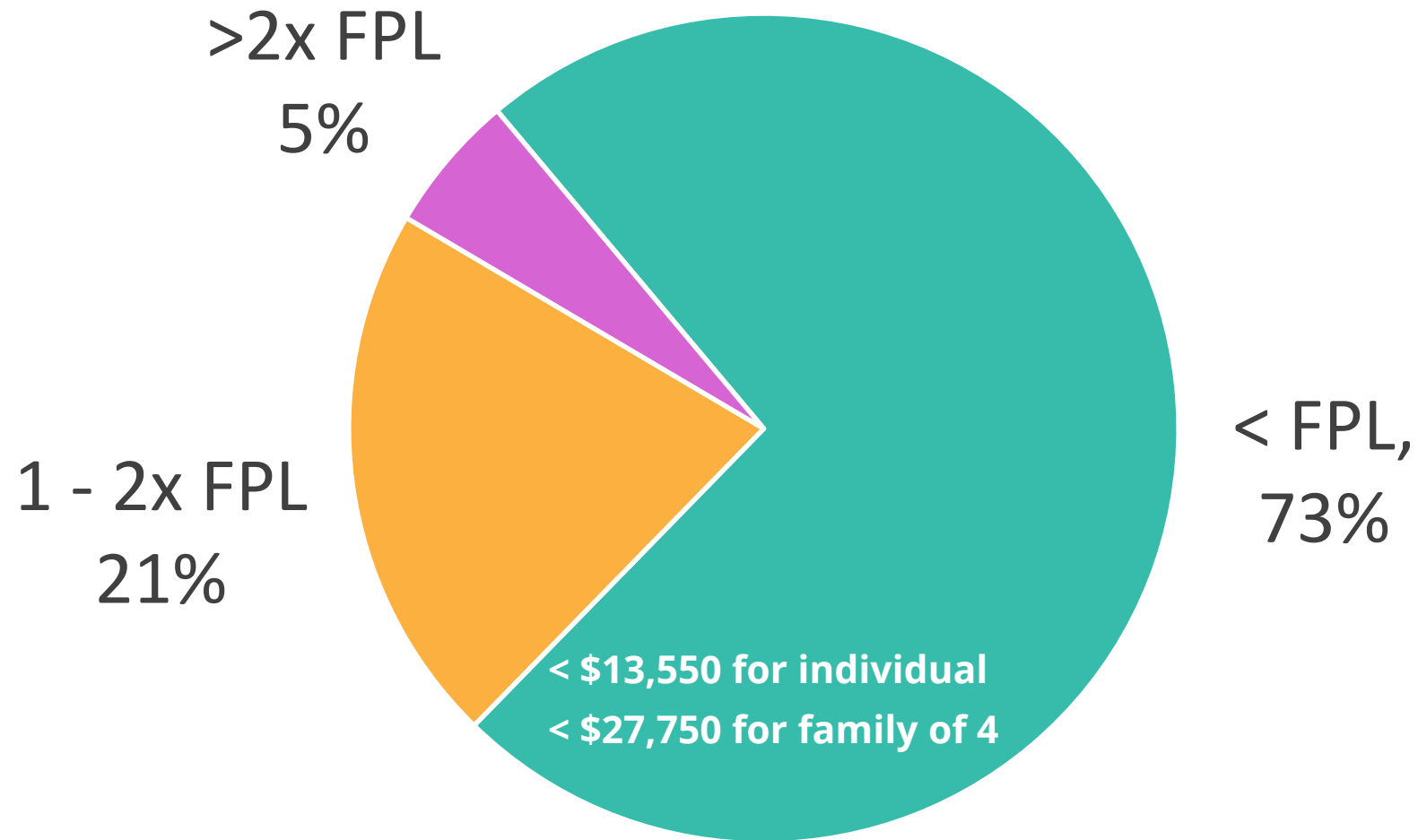
# 61,600 Unduplicated Patients



# PATIENTS BY AGE

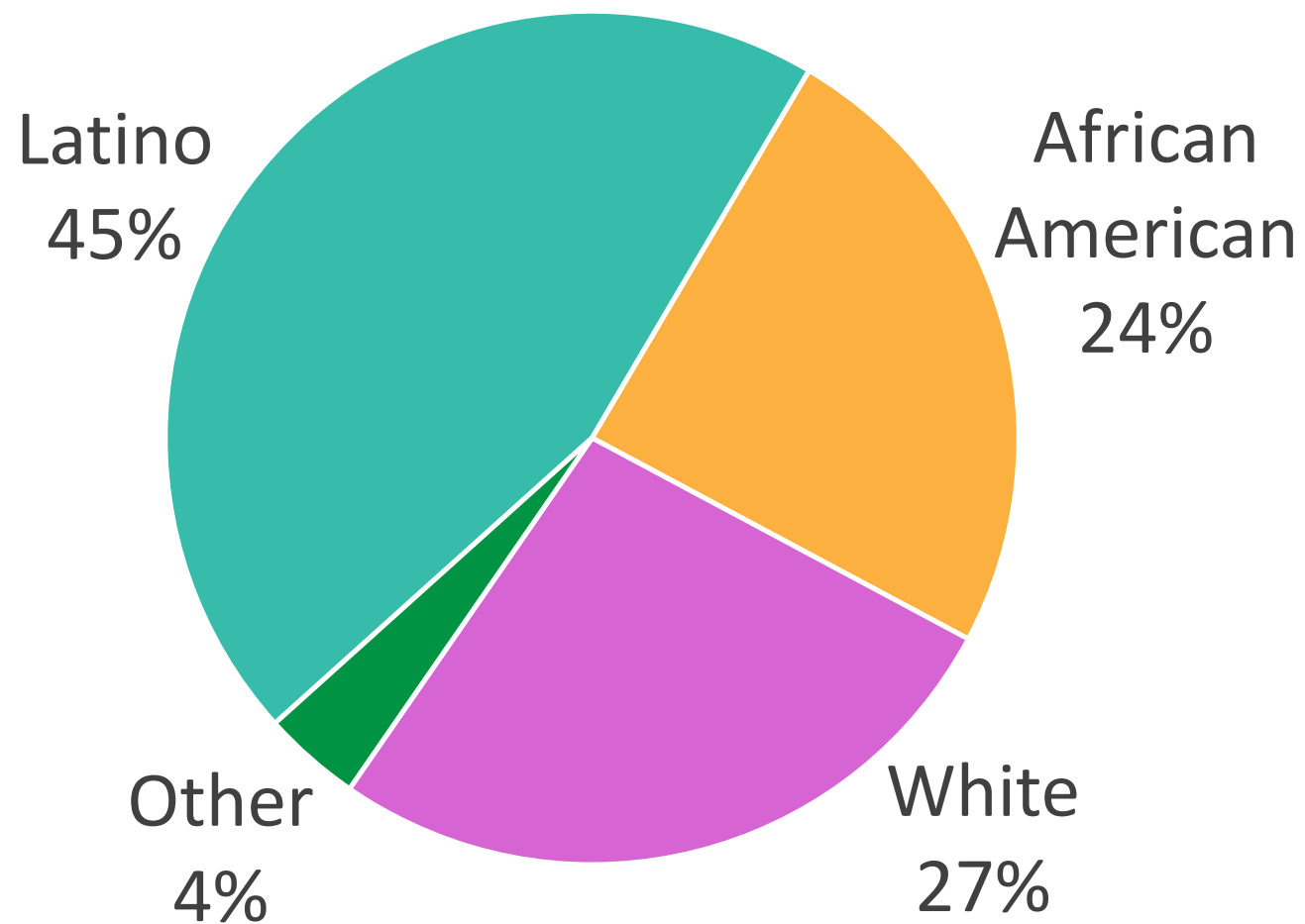


# PATIENTS BY INCOME

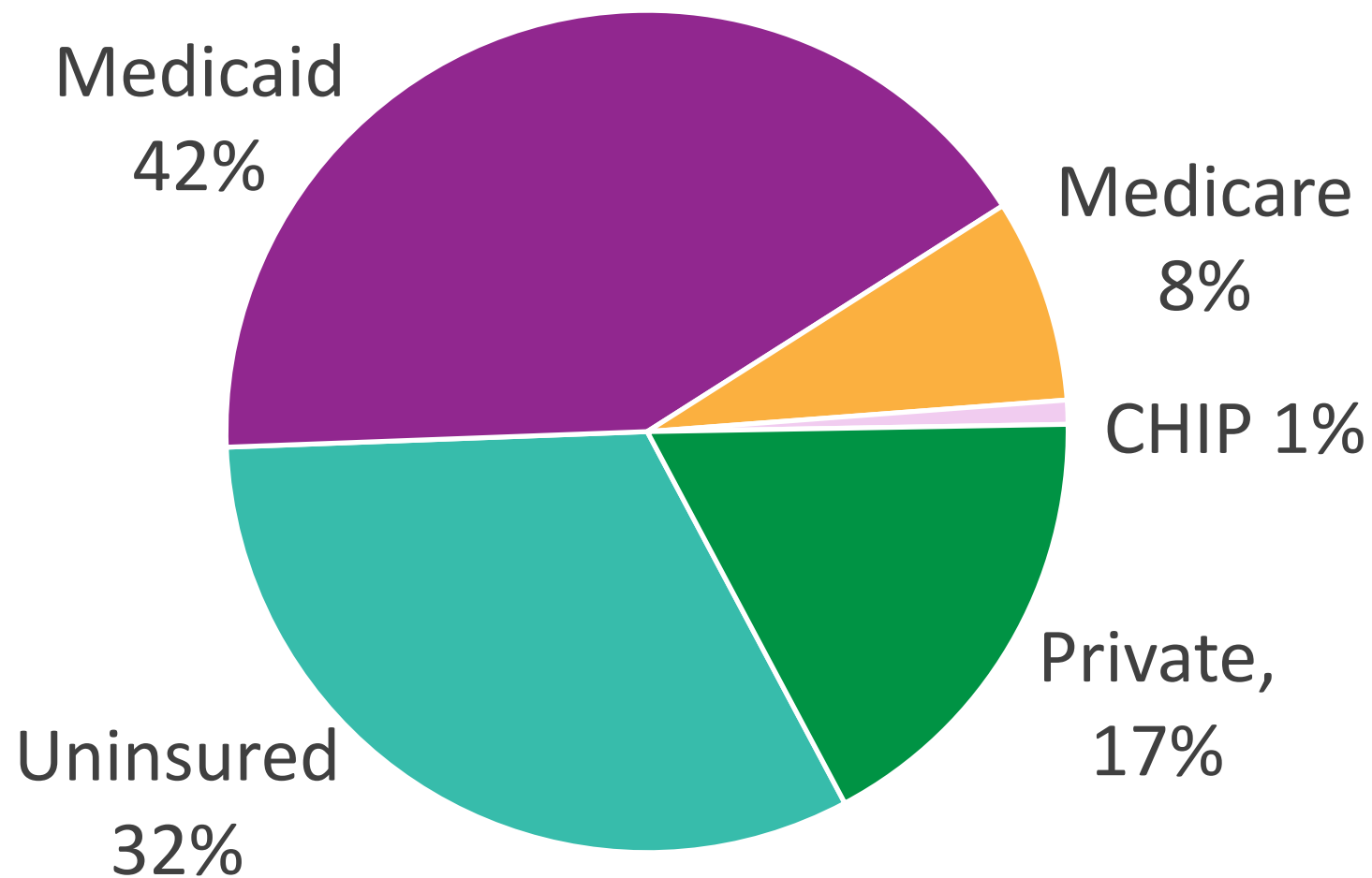




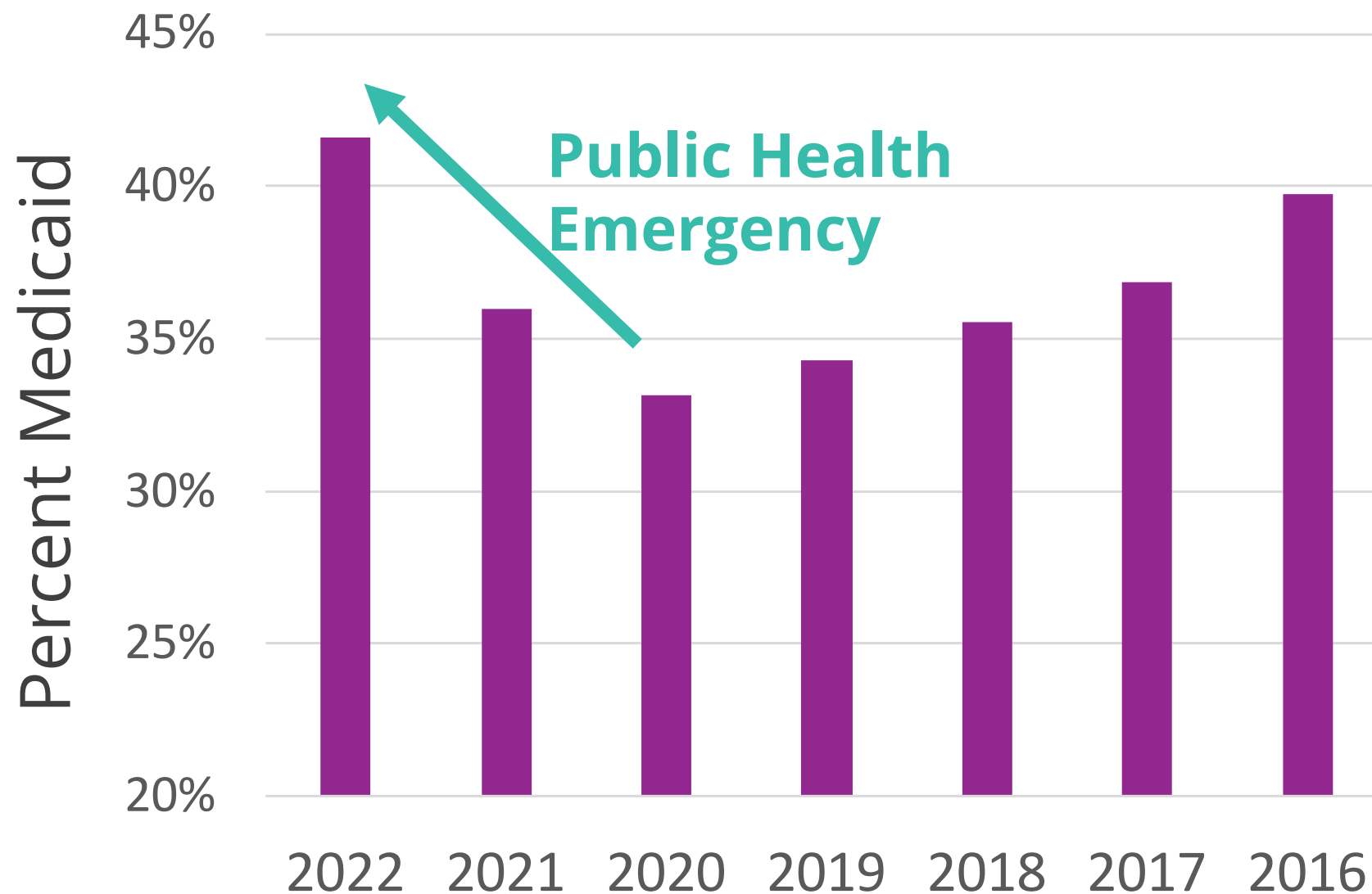
# PATIENTS BY RACE



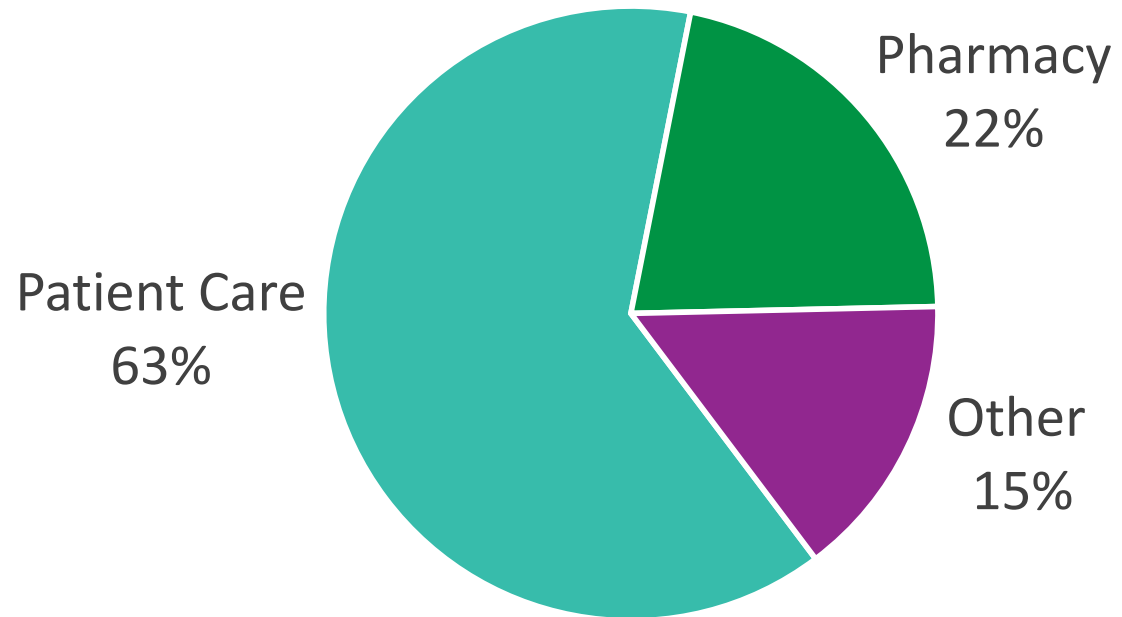
# PATIENTS BY PAYOR TYPE



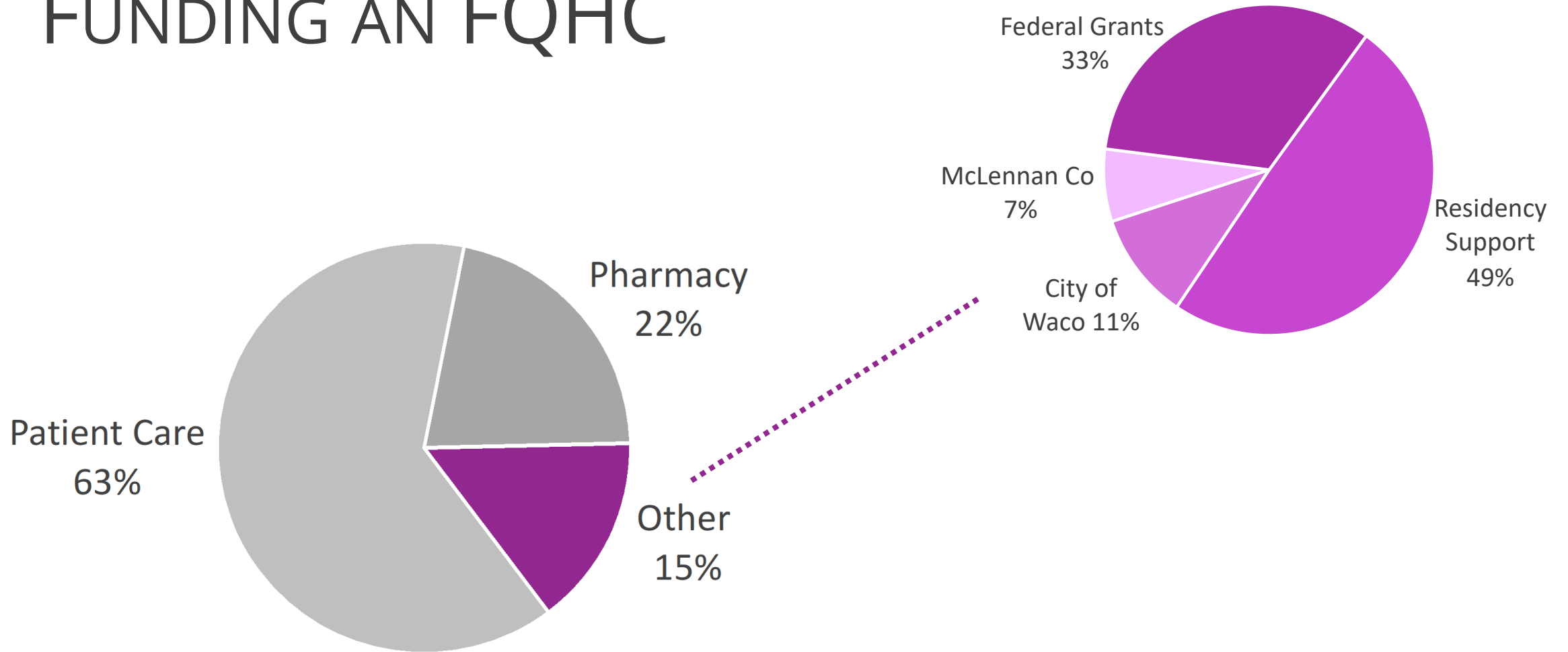
# PATIENTS BY PAYOR TYPE



# FUNDING AN FQHC

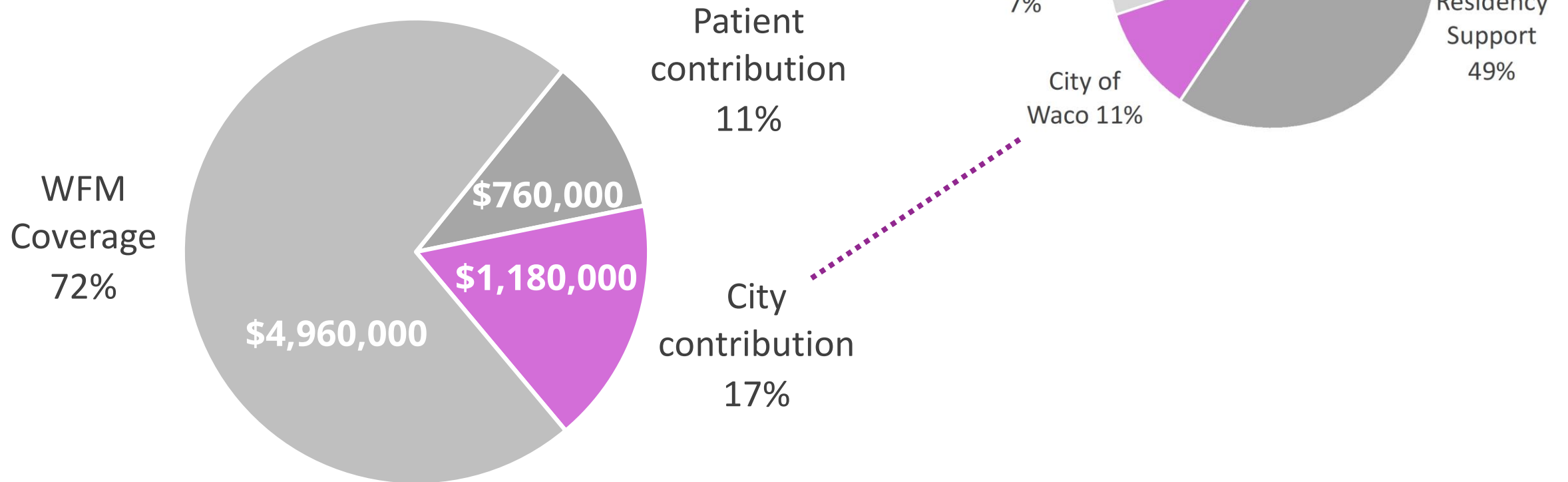


# FUNDING AN FQHC





# FUNDING AN FQHC



Coverage for Cost of Uninsured  
Primary Care: Waco Residents, 2021

# INSTITUTE



# WFM INSTITUTE



## RESIDENCY



### Family Medicine

- Founded 1970
- 3-year
- 12-12-12 pgm
- 464 graduates

## FELLOWSHIPS



### Sports Medicine

- Founded 2013
- 1-year
- 2 fellows
- 9 graduates



### Hospice & Palliative Medicine

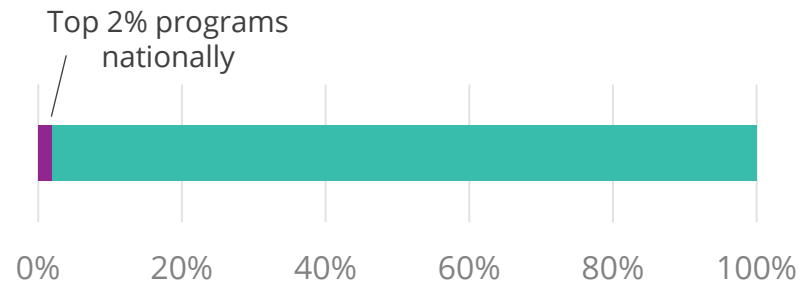
- Founded 2019
- 1-year
- Up to 2 fellows
- 1<sup>st</sup> HPM pgm in BSW system



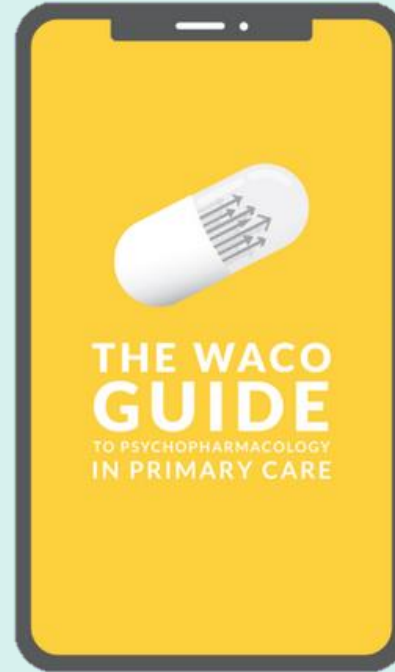
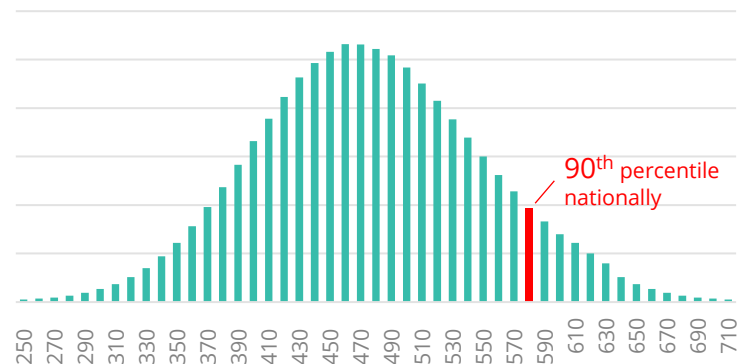
### Clinical Informatics

- Founded 2019
- 2-year
- 1 fellow
- 1<sup>st</sup> in US in our setting

## National Ranking



## Top-Tier Board Scores



AMA  
AMERICAN  
MEDICAL  
ASSOCIATION

AAFP

ACP  
American College of Physicians Services, Inc.  
Leading Internal Medicine. Improving Lives.

American Academy  
of Pediatrics  
DEDICATED TO THE HEALTH OF ALL CHILDREN™

AMERICAN ACADEMY OF  
CHILD & ADOLESCENT  
PSYCHIATRY

AMERICAN  
PSYCHIATRIC  
ASSOCIATION

AOA  
AMERICAN OSTEOPATHIC ASSOCIATION

*Featured by the  
BHI Collaborative*

**6,000+**

Apple iOS App  
downloads

**30,000+**

unique website  
users across...

**50**

U.S. states

# FACILITIES











- 143,000 SF, 4 stories
- Doubles our clinical space
- Triples our overall space
- Planned for growth







## Community gathering space

*View from 15A and Colcord*











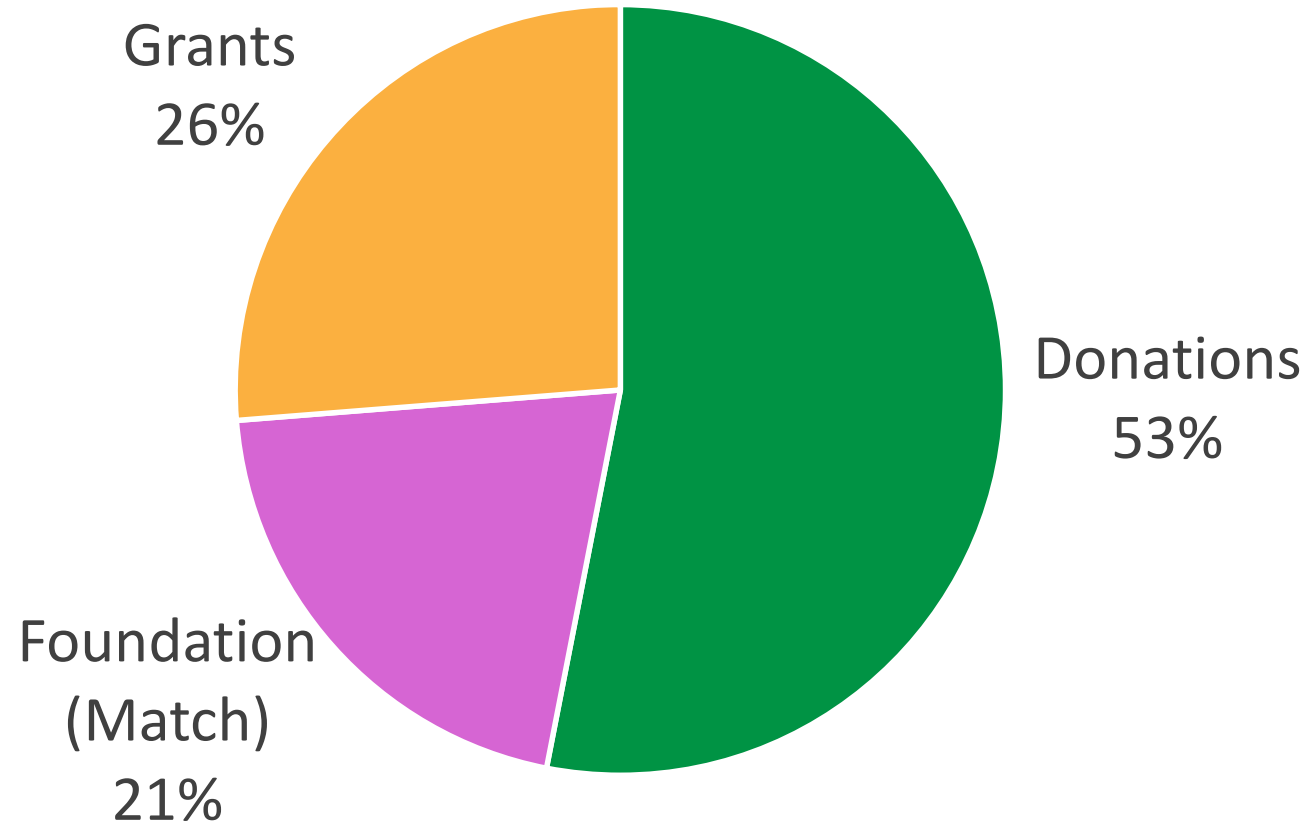


HKS

*Teaching Kitchen*



# BUILDING FAMILY MEDICINE



# CONSTRUCTION UPDATE



- Construction Documents under review for full building permit
- Partial demolition complete / clinic fully operational
- Site grading is underway for mid-February completion
- Drilling of piers: last week of February
- To date, over 70% of contract dollars from Beck awarded to local participation
- Materials market seems to be leveling out







# Imperial Health Campus Collaboration



IMPERIAL DRIVE

607.44'

space for 7 spaces

Magnolia Realty

existing  
41,730 SF  
106 parking spaces

space for 33 spaces

338.23'

WINCHELL DR.

space for 25 spaces

620.18'



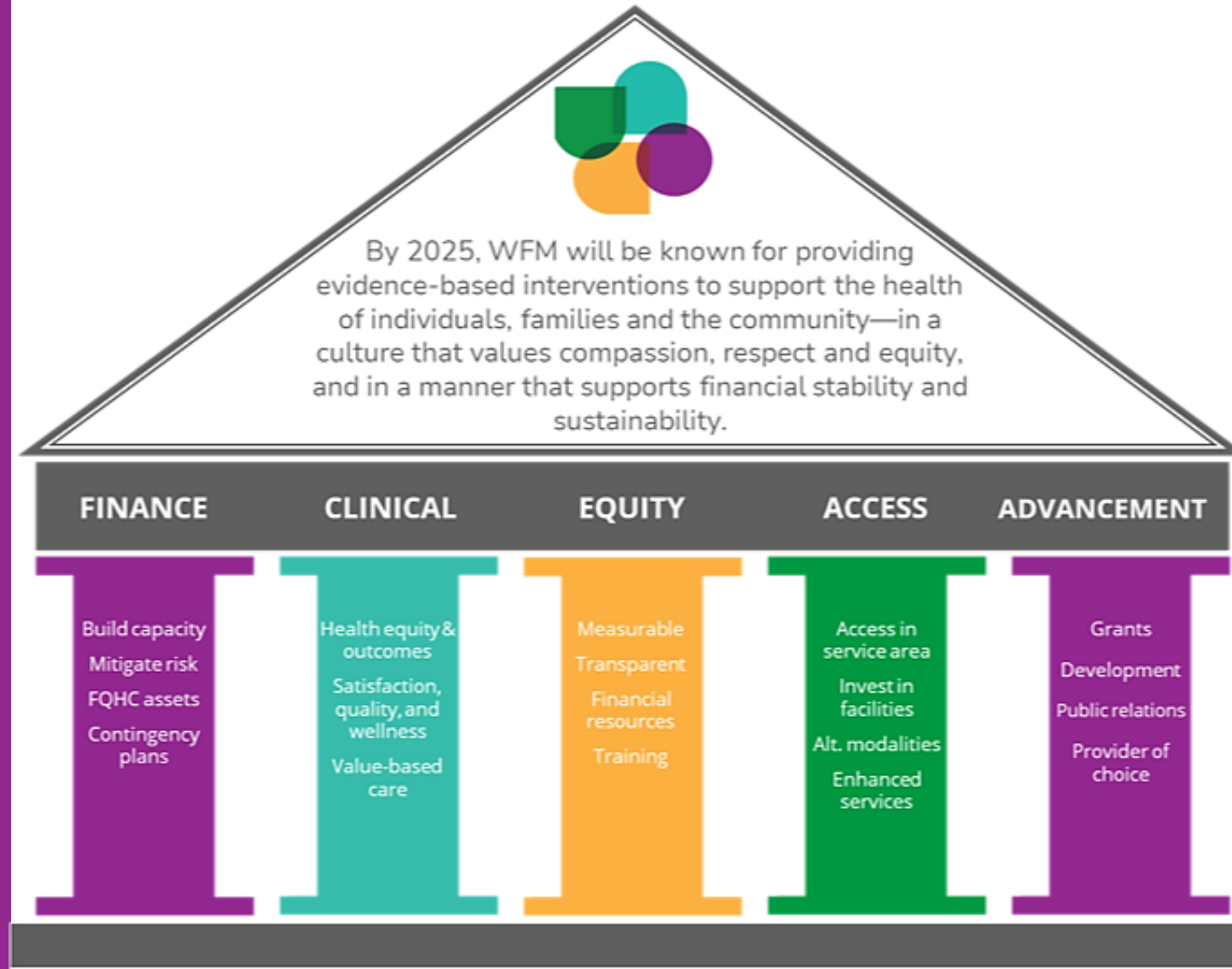
**HEART OF TEXAS**  
**Behavioral Health Network**  
*Formerly Heart of Texas Region MHMR Center*





- ↑ BHN Care Clinic
- ↑ Stanton Auditorium
- ↑ Waco Family Medicine
- Law Enforcement Entrance
- ← Klara's Center for Families
- ← BHN Administration

# STRATEGIC PLAN



# STRATEGIC PLAN



**FINANCE:** Establish financial plans to build capacity and mitigate risk

**ACCESS:** Ensure patient access to WFM's integrated primary care services within the established service area

**EQUITY:** Promote equity in all functions of the organization

# STRATEGIC PLAN



**ADVANCEMENT:** Develop tools & resources that support the mission of WFM through grants, contributions, and stewardship of community partnerships and public relations

**CLINICAL:** Design, implement, and measure clinic systems that improve health equity adopt best practices for integration, measure satisfaction & quality, and deliver value-based care

# FISCAL CHALLENGES



- Texas FQHCs excluded from 1115 Waiver funds
- 15% more uninsured compared with national average
- Aggressive inflation / supplies, equipment, staffing
- End of supplemental federal COVID grant dollars
- PHE ending: drop off in Medicaid and no reimbursement for uninsured COVID visits