

COMMUNITY HEALTH CENTER

2025-27 PROPOSED BUDGET PRESENTATION



COMMUNITY HEALTH CENTER 2025-27 PROPOSED BUDGET

COMMUNITY HEALTH CENTER BUDGET HISTORY								
Type	2021-23 Actuals	2023-25 Adopted	2025-27 Current Service Level	2025-27 Budget Adjustments	2025-27 Policy Packages	2025-27 Proposed	2025-27 CSL Growth	2025-27 Proposed Growth
Personal Services	\$ 35,617,054	\$ 37,789,691	\$ 51,952,178	\$ (550,915)	\$ -	\$ 51,401,263	37.5%	36.0%
Materials & Services	23,976,683	24,648,418	28,960,724	(496,887)	-	\$ 28,463,837	17.5%	15.5%
Capital Outlay	404,872	675,673	317,635	-	-	\$ 317,635	-53.0%	-53.0%
Transfers	695,000	-	1,602,962	-	-	\$ 1,602,962	100.0%	100.0%
Debt	112,767	118,199	116,547	-	-	\$ 116,547	-1.4%	-1.4%
Contingency	-	2,019,740	4,580,194	-	-	\$ 4,580,194	126.8%	126.8%
Total	\$ 60,806,376	\$ 65,251,721	\$ 87,530,240	\$ (1,047,802)	\$ -	\$86,482,438	34.1%	32.5%

The 2025-27 Current Service Level (CSL) for the Community Health Centers (CHC) is \$87.5 million which is approximately 34.1% above the 2023-25 Adopted Budget.

The primary budget driver is a 37.5% increase in Personal Services. This larger than normal increase is from estimating the cost of positions that were purposely planned as vacant in 2023-25, as well rising cost in salaries, PERS, health insurance, and provider contract cost.

Vacancy Factor of 4.6% (\$2,455,408) is included in CSL to match the approximate rate applied in 2023-25.

Due to General Fund budgetary constraints, as well as increased revenue dedicated to the CHC, the County has eliminated the \$1,582,500 General Fund transfer to the CHC.

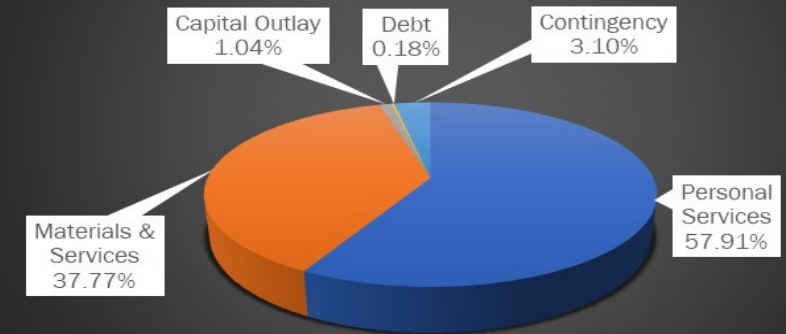
To help mitigate the impact of eliminating the revenue transfer, the Proposed Budget includes budget adjustments equaling a 1.2% decrease to CSL. These adjustments will be accomplished through a two-year freeze of ECI increases and reductions in retirement benefits for all management and unrepresented staff; and savings from internal service department reductions.

The net effect of budget adjustments brings the CHC total 2025-27 Proposed Budget down to an 32.5% increase from the current 2023-25 Adopted Budget.

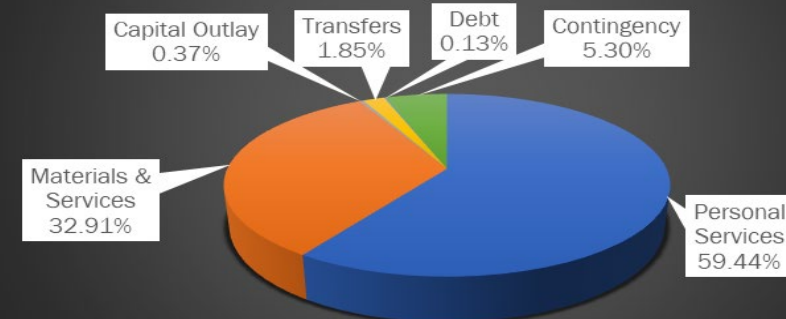
2025-27 BUDGETED EXPENDITURES

- The Community Health Center's largest categorical expense for the 2025-27 Budget is Personal Services at 59.4%
- The Current Service Level for the CHC includes 160.60 FTE of which 65.95 FTE are Health Department (Behavioral Health) positions embedded in the CHC budget to leverage additional resources.
- Total FTE is reduced in the CSL budget by 3.97 FTE due to position changes and removing long held unfilled vacancies.
- The substantial growth in contingency comes from the successful negotiation to increase capitation payments, as well as the impact of both organizational changes and prudent fiscal management
- For 2025-27, the transfers represent surplus funds generated by Linn County clinics that will be transferred to the Benton County clinics for contingency.
- While Materials and Supplies represents a smaller share of total expenses, it will grow by approximately 15.5%. This larger increase is driven by inflationary growth on pharmaceutical services.

2023-25 Adopted Expenditures by Type



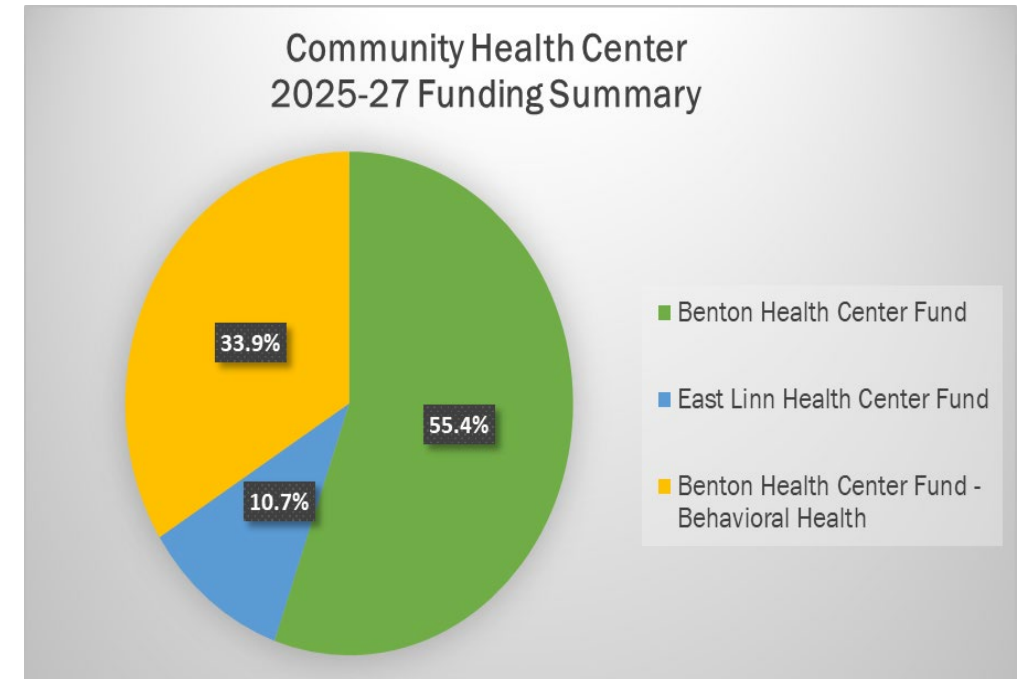
2025-27 Proposed Expenditures by Type



2025-27 REVENUE SOURCES

The Community Health Center is supported by two different Enterprise Funds: Benton County Health Center (BCCH) Fund and the Linn County Health Center (LCCH) Fund.

- Both Funds generate revenue from prearranged payments from health insurance providers and the Oregon Health Plan (OHP/Medicaid) for their enrolled patient or members.
- Additionally, there are revenues generated when Medicaid benefits can supplement other coverages - this is known as wrap-around coverage.
- There is revenue increases that have been negotiated in 2025-27 for capitation payments for Behavioral Health Programs, APCM (Alternative Payment & Advance Care Model) capitation payments for Primary Care services in the CHC, and an increase in Wrap Around Service PPS (Prospective Payment System) payments for Behavioral Health, Dental, and Primary Care services provided through the Community Health Centers.
- As a CHC/FQHC, both funds receive grant resources from the Department of Health and Human Services, Health Resources and Services Administration, for operational support.
- There are funds generated specifically for BCCH for services provided through the Behavioral Health Division - these resources are also generated through the same type of billing mechanisms, but in total represent 33.9% of the total resources for the Community Health Centers, or approximately 38.0% of the resources for the Benton Health Center
- The BCCH Fund also receives a variety of federal, state, and local grants that support areas such as school-based care, family planning, health navigation, and behaviorist services.



2025-27 BUDGET BY FUNCTIONAL AREA

Functional Area (in millions)	2021-23 Actuals	2023-25 Adopted	2025-27 CSL	2025-27 Net Change	2025-27 Proposed	CSL Increase	Proposed Increase
Health Department Administration	\$3.81	\$6.76	\$7.73	(\$0.13)	\$7.60	14.4%	12.5%
Primary Care	\$24.57	\$22.87	\$32.38	(\$0.41)	\$31.97	41.5%	39.7%
Behaviorist Services	\$1.13	\$1.11	\$0.00	0.00	\$0.00	0.00%	0.00%
Pharmacy Services	\$5.75	\$6.44	\$8.28	\$0.02	\$8.30	28.6%	29.0%
Health Navigation	\$2.69	\$1.73	\$2.80	(\$0.10)	\$2.70	61.9%	55.8%
Family Planning	\$0.97	\$0.53	\$0.70	(\$0.01)	\$0.69	32.8%	30.7%
Enabling Services	\$0.54	\$0.00	\$0.00	0.00	\$0.00	0.00%	0.00%
Dental Services	\$3.93	\$4.21	\$5.77	(\$0.001)	\$5.77	37.3%	37.2%
Behavioral Health Service	\$16.95	\$21.48	\$29.75	(\$0.42)	\$29.33	38.5%	36.5%
Capital Construction	\$0.35	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	0.00%
Debt Service	\$0.11	\$0.12	\$0.12	\$0.00	\$0.12	(1.4%)	(1.4%)
Total Budget	\$60.80	\$65.25	\$87.53	(\$1.05)	\$86.48	34.1%	32.5%

DEPARTMENT OVERVIEW

The Community Health Center (CHC) is a Federally Qualified Health Center (FQHC) established in 2004. For four years it operated only in Benton County. In 2008, in partnership with Linn County, the East Linn Health Center, located in Lebanon, was established. At that time, the formal title of the organization became the Community Health Centers of Benton and Linn Counties.

Today there are **three primary care sites in Benton County**- the Benton Health Center, Lincoln Health Center, and Monroe Health Center. Lincoln and Monroe are both School Based Health Centers serving students and the community. There are two fixed dental sites in Benton County- at the Benton Health Center and the Boys & Girls Club of Corvallis.

There are **two health center sites in Linn County**- East Linn Health Center in Lebanon and Sweet Home Health Center. *Linn County sites have a separate budget and do not receive any Benton County general fund support.*

CHC revenue is driven by its federal designation, the services provided (number of billable encounters), and the number of patients empaneled to the clinics. The more patients empaneled, the more revenue received through capitation agreements with the Oregon Health Authority (OHA) and local Coordinated Care Organizations (CCO).

The federal designation also provides preferential reimbursement rates from Medicaid and Medicare, in exchange for providing low or no cost services to under insured or uninsured people through a Sliding Fee Discount Program.

SERVICES AVAILABLE

Focus areas

Primary Care
Behavioral Health
Dental Care
Pharmacy
Health Navigation
Substance Use Treatment

Healthy people, strong communities

Services provided

Prevention and wellness
Screening and treatment
Chronic disease management
Immunizations
Family Planning
Outreach and insurance enrollment
Health Related Social Needs referrals
Substance Use services

IN-SCOPE BEHAVIORAL HEALTH SERVICES INCLUDE

Outpatient Behavioral Health

- Adult Outpatient Mental Health Treatment
- Adult Substance Use Disorder Treatment
- Children & Families Outpatient Mental Health Treatment
- Children & Families Wraparound Care Coordination

Medications for Opioid Use Disorder (MOUD)

Intensive Treatment Services

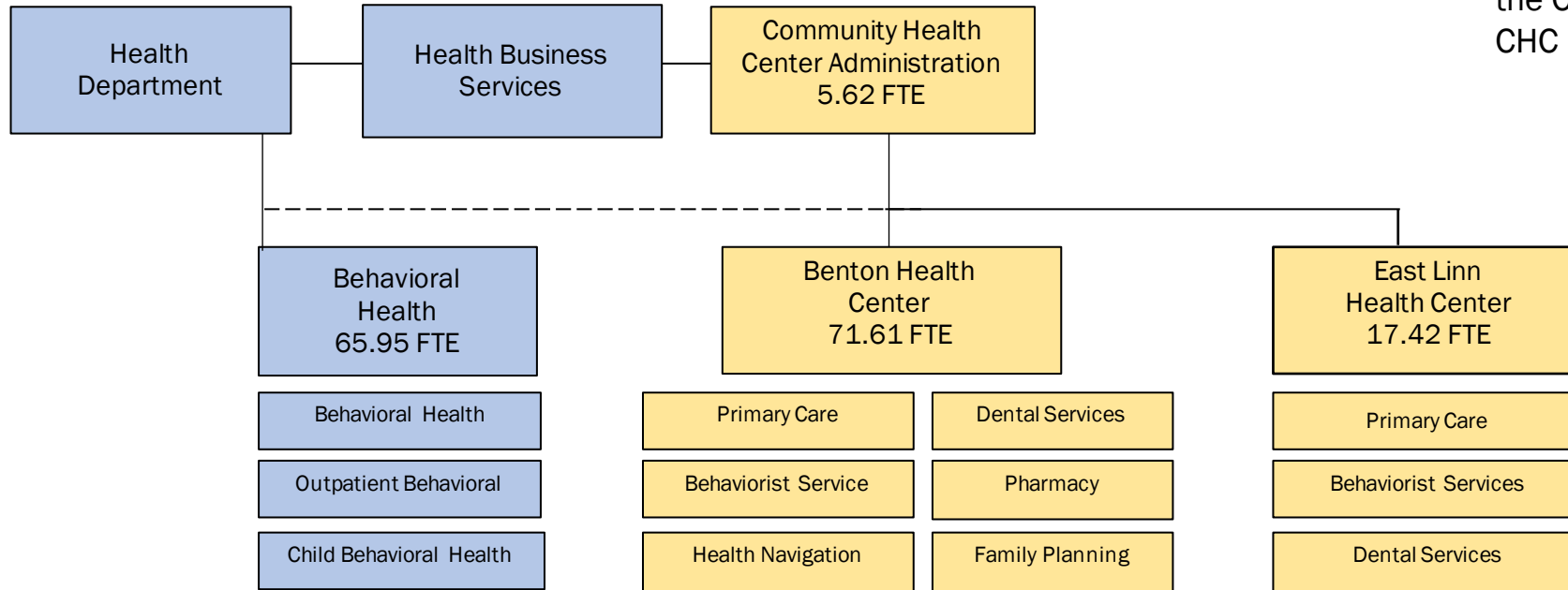
- Assertive Community Treatment (ACT)
- Early Assessment and Support Alliance (EASA)
- Supported Employment
- Choice Model Program

Housing Support Services

DEPARTMENT ORGANIZATION CHART

2025-27 CURRENT SERVICE LEVEL: 160.60 FTE*

* 160.60 FTE includes 65.95 FTE of Health Department positions that are mobilized within the CHC and part of their budget construct. Net CHC current service level position equal 94.65.



Sites; Benton, Lincoln, Monroe, and Boys and Girls Club (Dental)

Sites; Lebanon, Sweet Home

HEALTH CENTER ADMINISTRATION

Health Center Administration includes employees responsible for establishing, leading, directing and monitoring clinic operations, and strategic initiatives.

This budget accounts for all CHC funding contingency and revenue transfers between clinics.

2025-27 Proposed Budget: \$7,727,384

FTE: 5.62

Benton and East Linn CHC Administration:	\$5,614,773
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Contingency:	<u>\$2,112,611</u>
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TOTAL HEALTH CENTER ADMINISTRATION	\$7,727,384
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2025-27 Proposed Budget reduces CSL by \$125,972 due to General Fund budget constraints.

PATIENT-CENTERED PRIMARY CARE SERVICES

CHC provides patient-centered, integrated care in five locations, along with dental care in two locations, across Benton and Linn counties

2025-27 Current Service Level Budget: \$32,374,273
FTE: 66.08

2025-27 Proposed Budget reduces CSL by \$406,527 due to General Fund budget constraints.

Benton County Sites

- Benton Health Center (Corvallis)
- Lincoln Health Center (South Corvallis)
- Monroe Health Center
- Boys & Girls Club (Corvallis)

Linn County Sites

- East Linn Health Center (Lebanon)
- Sweet Home Health Center

PHARMACY

Pharmacy services are provided in collaboration with Oregon State University's College of Pharmacy.

OSU Pharmacists staff the in-house pharmacy and provide Primary Care Clinical Pharmacist services to patients across all CHC locations.

Participation in the 340B program provides access to affordable medications for patients.

- 340B status is essential for affordable medication access and allows for reinvestment of savings in patient-centered primary care services.

2025-27 Current Service Level Budget: \$8,284,599

2025-27 Proposed Budget increases CSL by \$23,340 due to internal service adjustments.

The in-house pharmacy is located at the Benton County Health Services building on 27th Street in Corvallis.

- Many patients utilizing the in-house pharmacy receive services at the Benton Health Center.
- Staff Pharmacists also support Behavioral Health Intensive Treatment Services that intersect with medication management.
- The pharmacy also provides alternate delivery methods for clinics across Benton and Linn Counties.

HEALTH NAVIGATION

Health Navigators assist with insurance enrollment in Oregon Health Plan (OHP/Medicaid) and Marketplace

They reach out to specific groups, like agricultural workers, veterans, houseless, and others to meet specific needs

Health Navigators provide side by side support, information, and encouragement, connecting patients and the community to the broader health related systems

Roles include

- Outreach and referrals
- Eligibility assistance
- Clinic support and education
- Interpretation services
- Community Health Worker Training

2025-27 Current Service Level Budget: \$2,799,719

FTE: 9.25

2025-27 Proposed Budget reduces CSL by \$104,351 due to General Fund budget constraints.

FAMILY PLANNING

The CHC provides Family Planning services compliant with Title X, and Oregon Health Authority Reproductive Healthcare (RHCare and CCare) rules.

Priority is given to people from low-income families

Contraceptive care is primarily delivered to individuals through relationships with Primary Care Providers at any of the CHCs or Primary Care Clinical Pharmacists

The program provides access to high-quality reproductive and sexual health services to those who want and need them

This includes:

- Resources
- Counseling
- Supplies

2025-27 Current Service Level Budget: \$703,510

FTE: 1.10

2025-27 Proposed Budget reduces CSL by \$11,216 due to General Fund budget constraints

DENTAL

The dental program provides affordable care across Benton and Linn Counties through clinic locations and outreach, to increase dental services as a part of total health and wellness.

The CHC works with schools and community organizations to address dental issues and improve access and referrals to ongoing dental care.

Services include:

- Low-cost adult outpatient restorative and treatment services.
- Prevention care for adults and children.

2025-27 Current Service Level Budget: \$5,773,736
FTE: 12.60

*2025-27 Proposed Budget reduces CSL by
\$4,187 due to General Fund budget constraints*

CHC BEHAVIORAL HEALTH SERVICES

Behavioral Health Services are integrated across both the CHC and the Health Department.

Budget authority for the following behavioral health support services, discussed in the next few slides, is included in the Health Department – Behavioral Health Budget.

- Outpatient Behavioral Health
- Intensive Treatment Services
- Substance Use Disorder Services

2025-27 Current Service Level Budget: \$29,750,470

FTE: 65.95

Includes Contingency of \$2,467,583 which a portion is dedicated for workforce retention and expansion

*2025-27 Proposed Budget reduces CSL by
\$418,889 due to General Fund budget constraints.*

OUTPATIENT BEHAVIORAL HEALTH

Services that utilizes the enhanced CHC's prospective payment system (Wrap) include:

Adult Outpatient Mental Health Treatment

Adult Substance Use Disorder Treatment

- Collaborative services with Medications for Opioid Use Disorder (MOUD) programs

Children & Families Outpatient Mental Health Treatment

Children & Families Wraparound Care Coordination

INTENSIVE TREATMENT SERVICES

These services provide intensive care to the highest risk and most vulnerable clients in the community.

Services include:

- Assertive Community Treatment (ACT)
- Early Assessment and Support Alliance (EASA)
- Supported Employment

2040 THRIVING COMMUNITIES INITIATIVE

Goal #1

By June 30, 2027, the Community Health Centers of Benton and Linn Counties (CHC) will expand and enhance access to comprehensive, integrated primary care, behavioral health, and enabling services for uninsured and underinsured residents by increasing the number of service access points by 15% and strengthening referral pathways to social services, as measured by EHR data, referral completion rates, and patient feedback surveys. This effort will contribute to improved community health, safety, stability, and civic engagement.

Core Value/Focus Area:	Community Safety
Commissioner Priority:	Community Resiliency
How Funded:	2025-27 Current Service Level

2040 THRIVING COMMUNITIES INITIATIVE

Goal #2

By June 30, 2027, the CHC will conduct and document emergency preparedness drills at 100% of the CHC sites annually and provide annual staff training on safety protocols to ensure consistent, practiced responses that prioritize employee and patient safety. In partnership with the Benton County Emergency Management team and the Benton County Safety Officer, the CHC will review and update the all-hazards risk assessment and safety/security plans for each health center site at least once during the biennium, incorporating real-world experiences, staff input, and emerging risks to strengthen preparedness and promote community resiliency.

Core Value/Focus Area:	Emergency Preparedness
Commissioner Priority:	Community Resiliency
How Funded:	2025-27 Current Service Level

2040 THRIVING COMMUNITIES INITIATIVE

Goal #3

By June 30, 2027, the CHC will strengthen access to integrated health services for Migrant and Seasonal Agricultural Workers (MSAW) and their families by establishing or renewing formal referral partnerships with at least five Community-Based Organizations (CBOs) and collaborating with Oregon Health Authority (OHA)-funded outreach initiatives. These efforts will result in a 20% increase in MSAW patient referrals to CHC sites across Benton and Linn Counties, tracked through EHR documentation and partner feedback.

Core Value/Focus Area:	Food and Agriculture
Commissioner Priority:	Community Resiliency
How Funded:	2025-27 Current Service Level

2025-27 BUDGET ADJUSTMENTS AND IMPACTS

SUMMARY OF HEALTH CENTER IMPACTS

Proposed Budget Adjustment	Amount
Elimination of Management ECI and reduced retirement benefits.	(\$550,915)
Cost savings from Internal Service Department Reductions.	(\$496,887)
Total Proposed Budget Adjustment	(\$1,047,802)

2025-27 PROPOSED BUDGET

The Community Health Center did not request any Policy Option Packages for the 2025-27 biennium.

With the uncertainty of state and federal funding, the CHC will be working to determine what, if any, impacts or funding gaps there may be in the future.

After applying the budget adjustments, there is an 8.9% decrease in the department's Current Service Level Budget.

As a result, the 2025-27 Proposed Budget is 32.5% higher than the 2023-25 Adopted Budget.

FUTURE OPPORTUNITIES AND CHALLENGES

Opportunities

- 60 years of history in the CHC movement to focus on mission, vision, and values.
- 21 years as a local Community Health Center.
- 11 years of partnership with OSU in providing services.
- Continued work around clarity, orientation, and promotion of services offered and our organizational focus shared with the community.

Challenges

- Uncertainty of federal programs, including Medicaid funds and requirements.
- Reorganization of Health and Human Services Offices, Departments, and organization.
- Priorities of state legislative session to support OHP expansion, pharmacy programs, and social safety net providers.
- Chilling effect of executive orders and legal system timelines for clarity in direction.