



PRIMARY CARE
DEVELOPMENT
CORPORATION



Five-Year Business Plan

2019-2023 | pcdc.org

Cover Photos

Health centers featured on the cover [l-r, clockwise]:

1. The **Joseph P. Addabbo Family Health Center** broke ground on a new project in April 2018: a 21,000-square-foot addition to a building financed by PCDC in 2006. At full capacity, Addabbo will be able to host 97,000 visits per year to 18,900 unique patients, a quarter of whom reside in nearby New York City Housing Authority housing complexes. A workforce development program will also provide on-site job training for medical assistants, clerks, medical billers, and custodians.

2&3. PCDC began working with **Housing Works** in 2005, helping finance construction of three primary care centers. The most recent financing in 2018 — a \$4 million project to transform office space into a 7,300-square-foot outpatient health care facility — will enable 15,000 to 20,000 patient visits annually in Manhattan's Hell's Kitchen neighborhood.

4. In 2019, New Orleans-based **CrescentCare** opened doors to its new 65,000-square-foot facility, made possible through PCDC financing. The project vastly expands low- to no-cost primary care, dentistry, pediatrics, and more in a community still rebuilding after Hurricane Katrina.

5. Originally housed in the basement of a church in Harlem in 1988, **Harlem United** has become a multi-site social services and housing provider as well as a Federally Qualified Health Center, providing an array of services for New York City's underserved. Approximately \$20 million in PCDC financing has supported the construction and renovation of three Harlem United sites and the acquisition of two mobile vans.

6. **Community Health Center, Inc.**, Connecticut's largest Federally Qualified Health Center, celebrated the culmination of an ambitious project in 2019: a \$47 million expansion of three sites across the state. Made possible through PCDC financing, the new facilities span a total of 81,400 square feet and expand primary care access to an additional 16,000 low-income patients. The growth will transform an organization that began in a walk-up apartment in 1972 and now serves 140,000 patients nationwide.

7. A new \$18.2 million project will expand **Callen-Lorde Community Health Center** into Brooklyn, furthering its mission of culturally competent and accessible health care for New York City's LGBTQ community. PCDC is leading the financing for the 25,000-square-foot facility, which is projected to serve more than 15,000 additional patients and create nearly 100 full-time jobs.

Photos courtesy of the respective health centers

Table of Contents

Introduction6

Products and Services.....10

Primary Care Environmental Scan17

Capital Investment: Five-Year Goals21

Performance Improvement: Five-Year Goals.....25

Five-Year Business Projections28

Leadership and Departments.....33

Executive Summary

Launched in 1993, the Primary Care Development Corporation (PCDC) is a national nonprofit Community Development Financial Institution (CDFI) that builds, expands, and strengthens primary care, primarily in low-income, underinvested communities, to help achieve health equity.

Primary care is at the heart of health care, providing person-centered, comprehensive, quality, and cost-effective care across the life cycle. It encompasses prevention, diagnosis and treatment, care for chronic and acute illnesses, and coordination across providers and levels of care.

The U.S. health care system is undergoing monumental change, affecting providers, practices, and patients alike: mounting health care costs, a primary care provider shortage, market transformations, increased complexity of care, reimbursement challenges, and seismic shifts in technology.

Primary care providers and systems are increasingly responsible for improving health outcomes not only of individuals but of patient populations and whole communities, meeting multiple metrics of success across many payers, addressing patients' social needs, and reducing the total cost of care through cost-effective, up-front prevention and treatment. Yet primary care remains underfunded and inaccessible to many.

PCDC was formed to address exactly these challenges.

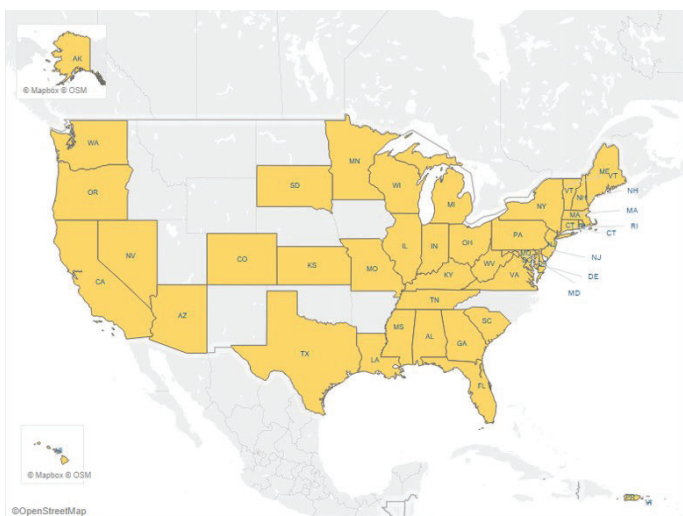
PCDC's 25-year history has demonstrated the success of strategic, coordinated, and market-specific investment of resources in collaboration with funders and policymakers. Bringing all PCDC's resources to bear on a single mission — expanding access to high-quality primary care — has yielded extraordinary results.

Over the next five years, PCDC will continue to increase capital investment and technical assistance in communities where significant needs remain. In addition to its focus on New York State, the organization will target two new geographic markets. PCDC will build out expertise and client engagements in key clinical and operational areas, identify new types of clients, and respond to emerging primary care needs nationwide.

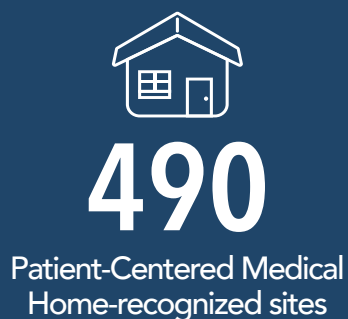
PCDC will grow assets under management by 50% and increase revenue from strategic transformation advisory services by 5% annually.

This five-year business plan presents PCDC's strategy to maximize its impact and achieve its mission.

PCDC's Value Proposition
Delivering results through
focused expertise and
long-term commitment to
primary care



Between 1993 and 2019,
PCDC supported primary care
practices and providers in 37
states as well as in Washington,
D.C., Puerto Rico, and the
Virgin Islands.



1

INTRODUCTION

The Primary Care Development Corporation was born of crisis in 1993: a lack of primary care access in New York City, especially in underserved communities. People living in poor and minority communities consistently ranked lowest on health status measures, a consequence of the shortage of primary care providers, low reimbursement for primary care, insufficient access points, and a lack of capital resources in these communities.

Launching PCDC was New York City's response — a public-private partnership to invest in primary care, focused on the communities that were suffering most.

Since then, PCDC has grown into a national organization, providing capacity-building technical assistance and capital, leveraging more than \$1 billion in low-income, underinvested communities, and helping expand and improve primary care access in 37 states to date.

The results — healthier people, better health care, good jobs, community economic development, and more health providers and services in low-income neighborhoods — have changed lives and communities.

PCDC uses capital investment, technical assistance, policy analysis, and data analytics to identify communities in need, provide innovative solutions for improving primary care access and quality, and measure and increase impact.

PCDC's two complementary business teams work in concert to create the best solutions for primary care provider organizations to grow and thrive.

Capital Investment (CI) provides affordable, flexible capital resources to expand, renovate,

PCDC is a nonprofit certified Community Development Financial Institution (CDFI) that connects underserved and underinvested communities to capital and capacity building services, increasing primary care access while growing the economy and building health equity.

and construct new facilities, as well as to fund investments to support transformation efforts, integration, and expansion of services.

Performance Improvement (PI) offers strategic and customized training, technical assistance, and capacity building support to aid providers in improving operations, enhancing clinical care and outcomes, and reducing health disparities.

PCDC's policy, communications, evaluation, and finance departments support the operations and delivery of capital and advisory services; build organizational infrastructure; collaborate with stakeholders; analyze and advocate for improved primary care policies, regulation, and reimbursement; and evaluate PCDC's impact.

Bringing all its resources to bear on this mission has yielded extraordinary results over 25 years. By helping organizations become more viable and sustainable, PCDC plays a significant role in creating healthier, more equitable communities.

PCDC's Beginnings

By the early 1990s, New York City's primary care landscape was bleak, with overcrowded health centers and limited primary care in poor and minority communities. Traditional banks were wary of lending money to practices that lacked solid financial footing. These and other factors imperiled public health.

With an initial \$17 million from the City, the Primary Care Development Corporation was created with a specific purpose: to finance these facilities and bring culturally competent, high-quality care to underserved communities.

Today PCDC applies its expertise nationally in all aspects of primary care, from financing to delivery, to find new and innovative ways to make the system better.



Since its launch, PCDC has played a key role in advancing health equity, assisting health providers that serve LGBTQ individuals and other underserved populations.

Pictured: PCDC leaders at the 1998 opening of Callen-Lorde Community Health Center's headquarters.

Primary care is:

- The foundation of the health care system, yielding better health outcomes, lower costs, and healthier families and communities
- First point of care
- Care that follows a person from childhood through old age
- Coordination of care across settings and providers
- Prevention, early diagnosis, and treatment

An increase of one primary care physician per 10,000 people can generate:



5.5%
fewer hospital visits



11%
fewer E.D. visits



7%
fewer surgeries

Shared principles of primary care:¹

- Person & Family Centered
- Continuous
- Comprehensive & Equitable
- Team-Based & Collaborative
- Coordinated & Integrated
- Accessible
- High Value

Impact Stories

Services for 'Anyone and Everyone' in the Gulf Coast

PCDC started working with New Orleans-based CrescentCare in 2013, first helping build health care delivery and later helping the organization obtain status as a Federally Qualified Health Center (FQHC).



The leap to becoming an FQHC was based on a need for “culturally competent, high-quality care for the LGBTQ population and anyone else in New Orleans who needed it,” said Alice Reiner, Chief Legal and Policy Officer at CrescentCare.

In 2017, PCDC provided financing for a \$10 million project: a 65,000-square-foot reimaging of CrescentCare’s spectrum of services. The newly opened facility helps expand primary care, dentistry, pediatrics, and more in a community still rebuilding after Hurricane Katrina.

“We could not have done it without the financial support of PCDC,” Reiner said. “No one else would lend us that many millions of dollars.”

Placing Patients at the Forefront of Care

The Patient-Centered Medical Home (PCMH) model improves care by transforming how primary care is organized and delivered. Through a team-based approach, PCMH ensures that patients receive appropriate care when they need it, with emphasis on respect, dignity, and compassion.² A growing body of evidence shows that the model improves outcomes and reduces health care costs.³

Since 2008, PCDC’s content experts have provided strategic leadership, practice coaching, and technical assistance to community health centers, hospital outpatient departments, private practices, AIDS service organizations, community-based organizations, and behavioral health providers across the country.

Through this assistance, nearly 500 primary care practice sites have achieved National Committee for Quality Assurance (NCQA) PCMH recognition. The result has been better health outcomes for millions of patients and improved financial viability for providers.



Primary Care Development Corporation
45 Broadway
Fifth Floor
New York, NY 10006

pcdc.org | (212) 437-3900 | info@pcdc.org

