Board of Supervisors Memorandum

May 13, 2014

Purchase of the Cope Building to Relocate Theresa Lee and South Clinics

Background

Medical services are currently being provided at the Theresa Lee Clinic at 332 S. Freeway in a facility originally built in 1956 as a juvenile detention center. Additional services are provided at the Walter C. Rogers Clinic at 175 W. Irvington Road, which is built on land leased from the City of Tucson. Both facilities have been determined to require significant renovation to provide an appropriate setting for healthcare services provision to Pima County residents.

Our Health Department, in collaboration with Facilities Management and Real Property Services, has identified a facility that can replace both the current Theresa Lee Health Center and the Walter Douglas Clinic and consolidate services.

The attached memorandum from Health Director Dr. Francisco Garcia discusses the alternatives evaluated, the cost of the provision of service at the various facilities, the need for redundancy in service and a variety of additional issues that were considered prior to the development of a recommendation for the purchase of a new facility and the consolidation of two facilities into a single new location.

It is proposed that the Pima County purchase what is now the Cope Community Services – Cholla Campus located at 1493 Commerce Court, near Midvale and Valencia Roads. The property consists of approximately 12,000 square feet and was appraised by the County at $1.1 million. The total purchase cost, including closing costs, is estimated at $1,108,060. The estimated cost of remodeling the facility is approximately $250,000, bringing the total cost to approximately $1,358,060. There is $1.42 million remaining in the bond authority for the west side clinic, which will cover the total cost of acquisition and renovation.

The Theresa Lee Clinic building is anticipated to be demolished and the property sold or repurposed. The Walter C. Rogers Clinic is built on land leased from the City of Tucson and is in need of significant repairs and improvements. Pima County would end its lease with the City of Tucson.

If acquired, the facility will absorb the clinical functions of both the Theresa Lee Health Center and the Walter C. Rogers Clinic.

The proposed new facility will allow for a consolidation of services, providing a more complete service mix delivered in an efficient, modern, clinically integrated facility that is compliant with new federal and state mandates regarding physician plan and electronic health records. The site will also provide a satellite location for the public health nurse home visitation initiatives in the southern portion of the County, including the two adjacent tribal communities, as well as Green Valley and Sahuarita. Colocation of these clinical and public health services will reduce overall operation, maintenance, and security costs while providing clients with a broader array of services offered within a single facility.

Recommendation

I recommend the Board of Supervisors:

1. Approve the purchase of the building located at 1493 W. Commerce Court using $1,108,060 from the remaining $1.42 million in bond funds from the 2004 bond issue; and

2. Allocate $250,000 from the remaining $1.42 million in bond funds from the 2004 bond issue to renovate the new facility; and

3. Consolidate services currently provided at Theresa Lee Clinic and Walter C. Rogers Clinic at the new facility and that Pima County vacate both of these current facilities; and

4. To honor our history at the current site and the individual for whom the facility was named, the new facility be named Theresa Lee Clinic South.

Respectfully submitted,

C.H. Huckelberry
County Administrator

CHH/mjk – April 30, 2014

Attachment

c: Jan Lesher, Deputy County Administrator for Medical and Health Services
Dr. Francisco Garcia, Director, Health Department

MEMORANDUM

Date: 25 April 2014

To: Chuck Huckelberry
County Administrator

From: Francisco García
Health Department Director

Via: Jan Lesher
Deputy County Administrator
Medical and Health Services

Re: Purchase of the Cope Building to Relocate Theresa Lee and South Clinics

The building that houses the current Theresa Lee Health Center was originally built in 1956 as a juvenile detention center. It was modified and subsequently repurposed in 1973 as a public health center. Since that time a range of services including screening for sexually transmitted disease, breast and cervical cancer screening and the needle exchange program have operated from this location. Despite relatively minor modifications that have occurred in the last ten years the building is currently clinically obsolete. As part of the Health Department's comprehensive review of clinical services and facilities we have identified this site as most in need of significant replacement.

In collaboration with Pima County Facilities Management (PCFM), we have explored a variety of scenarios to identify the most cost effective and efficient manner in which to make necessary upgrades and improvements. Based on this joint review the initial concept of renovating the current Theresa Lee Clinic was deemed unfeasible. The current condition of the building and the fact that any significant renovation would require abatement of asbestos led to the realization that the only option at the current Theresa Lee Clinic site is demolition of the existing facility and the construction of a new building in that location.

Under a demolition/reconstruction scenario the services and clients served by the Theresa Lee Clinic would need to be relocated to an alternate site for the period of the demolition and construction, which is estimated to be 12 to 18 months. The Health Department does not currently have the clinical physical plant to absorb these clients elsewhere in our clinical facilities. Additionally, to avoid a disruption of services, a temporary facility would need to be identified, leased, and services relocated during the construction period. In summary, the total projected cost to demolish, reconstruct, and temporarily relocate services at the current site far exceeds existing bond authority and is therefore not feasible.

In collaboration with PCFM, we also explored a variety of alternate locations that might be purchased or leased as well as possibilities for remodeling the existing physical plant. These various options were evaluated from both a budgetary and a service delivery perspective. Part of

our analysis was a comprehensive 12 month review of all clients receiving clinical services at any one of our current locations. The goal of this review was to understand the residency distribution of clients seeking clinical services from Pima County, and to estimate the impact of any proposed relocation of services on our clients. This assessment has been shared with the Board of Health, and as part of their oversight function, they have visited our satellite facilities including the Theresa Lee and Walter C. Rogers Clinics.

A solution that was found to be programmatically and fiscally viable is the purchase and remodel of an existing facility on the current Cope Community Services-Cholla Campus located at 1493 W. Commerce Court, near Midvale and Valencia. The property consists of approximately 12,000 square feet, and was appraised by the County at $1.1 million. The seller has agreed to a purchase price at the County's appraised value, and closing costs are estimated at approximately $8,060.00, bringing the total acquisition cost to approximately $1,108,060.00. The estimated cost of remodeling the facility is less than the $250,000.00, resulting in a total acquisition and remodeling cost of not more than $1,358,000.00, which is within the remaining $1.42 million residual bond authority from the 2004 bond issue.

If acquired, the facility would absorb the clinical functions of both the Theresa Lee Health Center and the Walter C. Rogers Clinic located on Irvington and 6th Avenue. The latter facility is built on land leased from the City of Tucson and is itself in need of significant repairs and improvements. Facilities Management has advised against any significant investment in the remodeling or modification of this site.

The proposed new facility will allow for a consolidation of services, providing a more complete service mix including family planning services, child and adult vaccination services, sexually transmitted disease screening and treatment, and eventually maternal child nutrition services. These services will be delivered in an efficient, modern, clinically integrated facility that is compliant with new federal and state mandates regarding physical plant and electronic health records. The site will also provide a satellite location for the public health nurse home visitation initiatives in the southern portion of the County including the two adjacent tribal communities, as well as Green Valley and Sahuarita. Colocation of these clinical and public health services will reduce the overall operation, maintenance, and security costs while providing clients with a broader array of services offered within a single modern facility.

From the client's standpoint, the proposed consolidation provides the opportunity for a degree of clinical integration that we have not been able to previously achieve. Today clinical services are siloed programs with poor communication across the different locations. Program and site specific client hard-copy files at each site currently lead to missed opportunities to serve the whole client. When co-located, the client records will be merged enhancing the completeness of the information available to the clinical provider in an effort to render more comprehensive care. Finally, when the electronic health record is fully operational, compiling and inputting the patient's information will be significantly simplified for the proposed site because of this process.

Our assessment is that relocation will not hinder client access to services since 32% of all clients receiving clinical services reside within the zip code areas immediately surrounding the new location. Additionally a study conducted of clients attending the Theresa Lee location for clinical service indicates that 88% of clients accessing our services at the Theresa Lee Clinic arrive by personal vehicle. We anticipate that the clients who access our new location will likely use the same transportation mode to access services. Given that the new location is less than half a mile off the I-19 Valencia exit, access to this site may actually be enhanced for a broader proportion of the population. The new building is also conveniently located near two bus routes making the location accessible to those without a vehicle. The Loop is also planning to have a bike path that extends all the way to Valencia; making it possible eventually to bike to the clinic. Notably, the physical adjacency of the proposed location to Cope Behavioral Services and the El Rio Midvale Clinic location will result in greater convenience for the clients that we serve in common, and greater collaboration with these community providers.

Finally, our review has identified a critical operational vulnerability for the Pima County Health Department that the new location mitigates. There is currently no redundancy for the purpose of emergency response and coordination. The vast majority of our capacity to respond to a disaster is currently located at the Abrams building. In the event that the Abrams building loses operational capabilities due to disaster or utility interruption, the new location will serve as Pima County Health Department's emergency operations command center. The new facility is supplied from a different power grid, and this will help us ensure continuity of operations in the event of an emergency. The Department plans to maintain work space, information technology, data, communications and training infrastructure in the building for quick deployment for the purpose of emergency response.

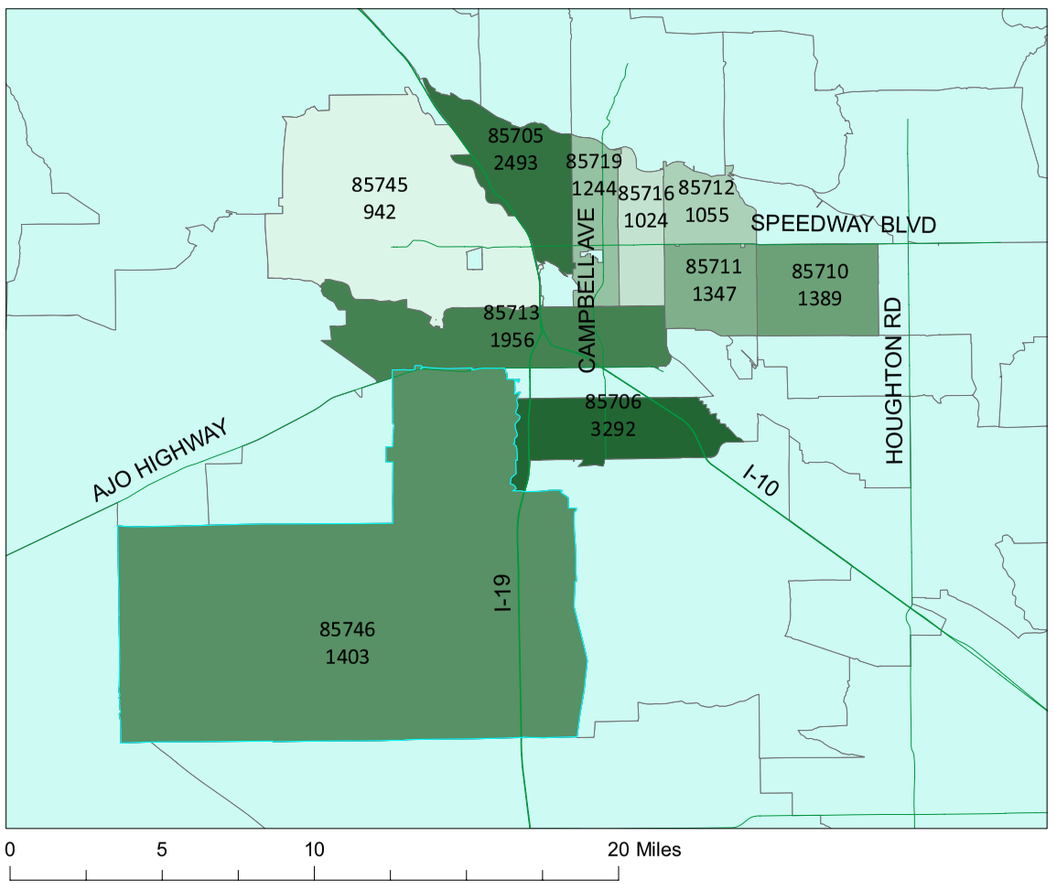
It is important to note that Pima County has enjoyed a very positive relationship with the neighborhoods surrounding the Theresa Lee and Walter C. Rogers clinics, for which we are greatly appreciative. We are also very much aware and appreciative of the role played by Theresa Lee in the development of the public health program in our county. To honor our history at the current site and the individual for which the facility was named, it is proposed that the new facility be named Theresa Lee Clinic South.

Based on our extensive analysis we recommend approval of the purchase and renovation of the Cope building as a replacement for the Theresa Lee and Walter C. Rogers clinics that are currently operated by the Pima County Health Department.

Attachment (1)

Cc: Michael Kirk, Director, Facilities Management Director
Tom Burke, Director, Finance and Risk Management
Neil Konigsberg, Manager, Real Properties

ATTACHMENT 1



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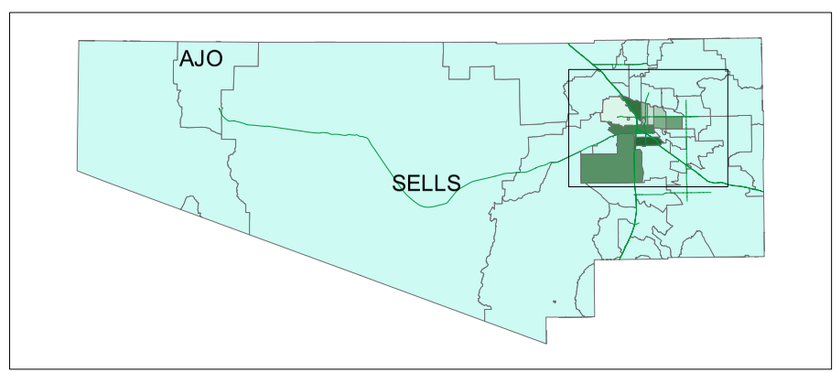
Legend

Number of Clients by Zipcode, TB Program, Family Planning Program, and STD/HIV Program, Pima County Health Department

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