

GOVERNOR'S WELLMOBILE PROGRAM FY 2015 ANNUAL REPORT



This is an excellent resource. Please keep this program

This service is vital to our community. Happy and healthy people make a better place to live. Thank you!

The staff is excellent and concerned.

Tributes from Wellmobile Patients



Table of Contents

EXECUTIVE SUMMARY	1
BACKGROUND AND HISTORY	3
WELLMOBILE STATEWIDE IMPACT	5
FISCAL YEAR 2015 FUNDING.....	6
FUNDING PARTNERS	7
WELLMOBILE PROGRAM SERVICE MODEL	8
FISCAL YEAR 2015 PERFORMANCE, IMPACT, AND PARTNERSHIPS	10
OVERALL RECIPIENT IMPACT AND COST EFFECTIVENESS.....	10
REGIONAL SERVICE AREAS	12
Central Maryland Project and Report of Fiscal Year 2015 Activities	12
Upper Eastern Shore Project and Report of Fiscal Year 2015 Activities	14
TARGETED SERVICES IN RESPONSE TO COUNTIES, PARTNERS, AND NEW INITIATIVES	16
HEALTH DISPARITIES IMPACT	17
EMERGENCY PREPAREDNESS	17
COMMUNITY PARTNERS	17
EDUCATION AND SERVICE ACCOMPLISHMENTS	18
COMMUNITY EDUCATION AND OUTREACH.....	18
CLINICAL EDUCATION ACTIVITIES.....	19
RESEARCH AND PROGRAM EVALUATION	19
NATIONAL PRESENTATIONS AND PUBLICATIONS	20
PROGRAM ADMINISTRATION AND FUTURE STRATEGIC DIRECTIONS	21
OPERATIONAL CHALLENGES	22
REDESIGN OF WELLMOBILE FUNCTIONS IN RESPONSE TO HEALTH CARE REFORM.....	24
FUNDING AND STRATEGIC SUSTAINABILITY INITIATIVES	26
SUMMARY OF FISCAL YEAR 2015 AND FISCAL YEAR 2016 FUNDING STATUS AND INITIATIVES.....	28
FISCAL YEAR 2016 PRIORITIES	28
APPENDIX A: WELLMOBILE STAFFING	30
APPENDIX B: FISCAL YEAR 2015 WELLMOBILE BUDGET.....	31
APPENDIX C: WELLMOBILE ADVISORY BOARD MEMBERS	32
APPENDIX D: PUBLIC RELATIONS	33

EXECUTIVE SUMMARY

For the past 21 years, the Governor's Wellmobile Program has been a community partnership model of mobile nurse-managed primary health care. In 2000, state statute (Health General §13-1301 et seq.) codified dual Wellmobile missions: to provide primary and preventive health care services to geographically underserved communities and uninsured individuals across the state, and to serve as principle training sites for the University of Maryland School of Nursing for expanding student learning opportunities in caring for underserved populations.

The Wellmobile Program's fiscal year 2015 impact focused on three categories of initiatives: primary care and clinical services at multiple sites in Prince George's and Montgomery counties; CareFirst BlueCross BlueShield of Maryland (CareFirst) funded primary care on Maryland's Upper Eastern Shore; and, to the extent financial support was available, targeted services in response to individual counties, partners, and new initiatives. These services included county-sponsored homeless resource days and response to the Baltimore City unrest. Using a "Bridge to Care" model," the Wellmobile filled the gap in the existing primary care infrastructure by managing patients who lacked access to community-based clinics and health care homes, and prioritizing transfer of acute and comorbid patients and those with insurance coverage to available patient-centered medical homes.

A major goal of fiscal year 2015 was to assure sustainability of the Upper Eastern Shore project, and in collaboration with a funder and institutional partners, implement the template for rebuilding the former statewide program. These initiatives demonstrated the potential to create a statewide model responsive to health care reform initiatives in the most underserved areas. Driving principles of the model were the redesign of a delivery system compatible with health care reform, funding testing, and strengthening care management; building collaboration with health delivery systems and community linkages for seamless care with patient-centered health homes; and securing a partnership with an associated technology infrastructure for sustainability and billing by the end of the project in 2015. Building on the outcomes attributed to CareFirst's funding, the Wellmobile Program pursued partnerships and submitted funding proposals with health systems to collaboratively develop and pilot innovative approaches for seeing patients shortly after hospital or emergency department discharge and linking them with a community-based primary care practice in communities from where they draw patients. Under this revised model, the Wellmobile Program can enhance the capacity of existing health delivery systems, including hospitals, under the newly enacted waiver and primary care and prevention initiatives. These efforts are aimed at reducing health costs and health disparities, while improving primary care access. Dialogue continues with new partners in fiscal year 2016.

Another goal was to conduct a formative and summative evaluation of the "Bridge to Care" model," in the context of health coverage expansion. During fiscal year 2015, 10 percent of the Eastern Shore patient panel was insured by Medicaid, commercial or qualified health plans, or Medicare. The reverse referral process resulted in 128 cases of diverted emergency department visits. In fiscal year 2015, the Wellmobile service model included nurse practitioner primary care, nurse care management, social work, and outreach work. Services were provided in six counties in Central Maryland and two on the Eastern Shore. Service accomplishments include: 1,893 nurse practitioner, 343 nurse care manager, 1,206 social work, and 1,558 outreach

worker visits and 375 referrals to health care providers and facilities, assistance with 730 health care coverage applications, and 359 referrals for other health related services across all activities. Combined public/private funds of \$679,779 supported Wellmobile Program operations in fiscal year 2015. It was necessary to limit any expansion or unnecessary expenses across both program sites due to limitations on private funding, thus maintaining the contracted program held expenditures below those projected for fiscal years 2016 and 2017 (\$848,193).

GOVERNOR'S WELLMOBILE PROGRAM ANNUAL REPORT

UNIVERSITY OF MARYLAND SCHOOL OF NURSING

FISCAL YEAR 2015

The following report is prepared for the Maryland General Assembly to fulfill the requirement of providing an annual accounting of actual and planned program activities for the Governor's Wellmobile Program.

BACKGROUND AND HISTORY

The Governor's Wellmobile Program is a community partnership model of mobile nurse managed primary health care designed to serve uninsured and underserved populations throughout Maryland. The program was established in 1994 on the recommendation of registered nurse Delegate Marilyn Goldwater, in her role of as executive assistant for health issues in the Governor's Office. Delegate Goldwater was responding to the 1993 *Primary Access Plan for the State of Maryland*, which directly linked socioeconomic status to poor health outcomes, inadequate access to health services, and unhealthy lifestyles. The program was designed around a mobile health unit that would travel throughout the state to provide health care services and education to underserved and uninsured populations. The University of Maryland School of Nursing (UMSON) was designated the institutional home of the program and lead community partners and private citizens in making the concept a reality.

Delegate Goldwater's vision called for a Wellmobile Advisory Board representing a broad cross-section of business supporters, health care professionals, community leaders, educators, communications experts, private citizens, and others. Advisory Board members are appointed by the Governor and include representatives from the House and Senate, who are appointed by the Speaker and President of these chambers respectively. The purpose of the board is to assist UMSON in overseeing the program, in cultivating community and business partnerships, and in raising necessary funds to complement state appropriations.

The Wellmobile Program has been in continuous operation under UMSON's management since 1994. UMSON raised the corporate and philanthropic donations to purchase the original mobile unit in 1994 and outfit it as a medical clinic. Between 1994 and 1998, this solo Wellmobile provided maternal and child health services and immunizations in Baltimore City and Baltimore, Prince George's, and Montgomery counties, and responded to similar needs in migrant camps and schools on the Upper Eastern Shore.

In 1998, UMSON was awarded a Health Resources and Services Administration (HRSA) grant to purchase and operate a second mobile clinic to extend services to the Eastern Shore. This unit was dedicated to expanding access to maternal and child health services and to accelerate the start-up of school-based health centers by providing an interim mobile step to establishing the stationary school-based health center clinics. The Eastern Shore Wellmobile was placed in operation in summer 1999 to serve counties on the middle and lower Eastern Shore in collaboration with migrant Head Start health programs, complementing academic year school-

based health center services. Through collaboration with school-based health centers operated by Caroline County Public Schools and eventually assumed by Choptank Community Health Systems, Inc., a Federally Qualified Health Center (FQHC), this second Wellmobile served as a transitional school-based health center for two county schools until the FQHC's funding built permanent clinics. Changes in Maryland's health policy, including Medicaid expansion through the Children's Health Insurance Program (CHIP) in 1998, and the Medicaid Section 1115 waiver designed to improve funding and access, revealed gaps in health care access among the adult population. Consequently, the program, then comprised of two mobile units, shifted its emphasis to a largely adult population to address the unmet needs of those in the workforce for whom employment-based health benefits were unaffordable or not offered.

The success of the program in reaching medically underserved populations prompted health officers in Western Maryland and the three lower Eastern Shore counties to advocate for extension of services into their jurisdictions. From 1999 to 2002, the program grew from one unit to four, with funds from federal and state public and local private sources. In 2000, the Maryland General Assembly passed legislation codifying the Governor's Wellmobile Program. The statute (Health General §13-1301 et seq.) identified the following two missions: provide primary and preventive health care services to geographically underserved communities and uninsured individuals across the state, and provide principle training sites for UMSON that will expand student learning opportunities in the care of underserved populations.

A fiscal year 2001 state appropriation funded the replacement of the original Wellmobile, the purchase of a Lower Shore Wellmobile, and annual operating expenses for one Wellmobile. That same year, when UMSON's HRSA grant submission for a Western Maryland mobile unit was not funded, a private benefactor gifted a fourth mobile unit for that region and established Connect Maryland, Inc., a foundation to support operations by matching state appropriations dollar for dollar. UMSON raised funds necessary to close the gap in program operating expenses. By the end of fiscal year 2002, four Wellmobiles were operating in four regions of the state: Western Maryland, Central Maryland, Upper and Middle Eastern Shore, and Lower Eastern Shore. As each new unit joined the fleet, it was assigned a designated regional service area based upon funder specifications; a community needs assessment that identified gaps, such as distribution and proximity of primary care sites for the underserved; and concurrent community asset assessment, including the availability of community partners and stakeholder commitment. In preparation for placing each of the four units into service, discussions occurred with local health officers, hospital officials, FQHCs, other health care providers, and local social service agencies, which became community partners. Between fiscal years 2002 and 2009, with four units operating, the program was conducting an average of 8,000 consultations annually.

The Wellmobile fleet consists of three, 36-foot, and one 37-foot long, fully-equipped mobile medical clinics, each with an intake area flanked by two exam rooms. Each mobile unit has the ability to travel wherever needed in Maryland. The core staffing model is comprised of a driver/outreach worker, a family nurse practitioner (FNP) on UMSON's faculty, a nurse care manager, FNP and Adult-Gerontology Nurse Practitioner (A/GNP) graduate students, and entry-level community health students. Additional personnel may be added to meet the cultural, health, and social services needs of the patient population and to provide care coordination to facilitate access to local wrap-around and enabling services. The program's mission complements

UMSON's educational mission by providing clinical education sites for graduate advanced practice and entry-level community health nursing students. Undergraduate social work students from the University of Maryland, Baltimore County (UMBC), accompanied by a University of Maryland School of Social Work (UMSSW) faculty member, also gain clinical experience on the Wellmobile, contributing to mitigation of health care work force shortages in the state and region.

WELLMOBILE STATEWIDE IMPACT

The mobile feature of the Wellmobile Program allows for unique portability and flexibility in accessing underserved communities. With the exception of populations with access to FQHCs, communities with relatively large numbers of uninsured residents tend to have disproportionately fewer options for primary health care than their insured counterparts because they lack financial resources to compensate providers and/or they reside in more rural, isolated areas less likely to attract health professionals. Many of the sites served by the Wellmobile Program are federally designated medically underserved areas, health professional shortage areas, or medically underserved populations. Moreover, even the FQHCs and FQHC look-alikes are unable to completely satisfy the demand for primary care in the communities they serve despite additional funding. In fiscal year 2015, Maryland's 14 FQHC's received more than \$3 million (\$3,495,790) to expand their workforce through the addition of full-time equivalent (FTEs) to serve a projected 2,040 new patients. These centers are able to bill those insured under Medicaid and Medicare at the cost-based rate. Comparatively, the Wellmobile provided care for 1,404 patients at a cost of \$679,779. Despite the expansion of FQHC services, the demand for primary care has not been met in the region.

Between Nov. 15, 2014 and Feb. 15, 2015, Maryland residents enrolled in both Medicaid and qualified health plans through the Maryland Health Benefit Exchange and its website, Maryland Health Connection.gov, and received enrollment assistance from grant funded navigators and assistors. An additional enrollment period occurred between March 15, 2015 and April 30, 2015 for those who were assessed a penalty on filing their IRS tax return. Enrollment in Medicaid programs is continuous, while qualified health plan enrollment is restricted to the enrollment period. This created the second new cohort of newly insured beneficiaries, subsequent to those newly eligible, effective Jan. 1, 2015. Wellmobile services continue to be in high demand, and care managers report long wait times when newly enrolled patients attempt to schedule an initial appointment with assigned primary care practices and FQHCs within the health plan network, which is their designated patient centered medical home. Returning patients likewise report longer wait-times when they attempt to schedule an appointment for a new health problem or following emergency department or hospital discharge. This is most likely attributed to increased demand by the newly insured for primary care providers in clinics and private practices. When patients who entered through the Wellmobile "front door" become eligible for Medicaid, Medicare, or private insurance, the "Bridge to Care" model is accomplished with their transfer to an in-network care provider or their designated primary care provider (PCP). Patients too complex for management by Wellmobile FNPs are prioritized for referral to patient-centered medical homes. FQHCs represent the first choice for uninsured patients in this category.

Without the Wellmobile, many of the patients who were served would have experienced significantly limited or no access to health care services and/or delays in treatment. Many would have resorted to hospital emergency departments as their only source of care. Wellmobile services played a key role in reducing inappropriate emergency department utilization, a costly practice that undermines continuity in preventive and primary care. This has become increasingly important since Maryland's new All-Payer Model, effective Jan. 1, 2015, prospectively establishes a fixed annual revenue cap for each hospital. This methodology encourages hospitals to focus on population –based health management. On the Eastern Shore, the Wellmobile Program has fostered relationships with hospital emergency departments that refer recently discharged patients to the Wellmobile for primary care. This “reverse referral” mechanism expands primary care access and offers clients an opportunity to benefit from additional trans-disciplinary interventions aimed at breaking the cycle of inappropriate emergency department use. The Wellmobile Program has successfully filled this role for the state's most vulnerable residents for 21 years.

The Wellmobile Program has aligned its client services management approach to respond to the increased demand for primary care services that accompany the statewide implementation of health care reform. Health care providers and organizations are mandated to manage patients in the community to prevent and decrease prolonged and preventable hospitalizations, readmissions, and avoidable ED visits. This approach requires increased availability of primary care access points over a relatively short period of time. Additionally, the Nov. 1, 2015 re-opening of the Maryland Health Benefits Exchange, designed as a one-stop shop to facilitate a single entry point for coverage through Medicaid expansion and private health plan enrollment, will put additional strain on health plan networks by increasing the demand for primary care providers. The Wellmobile Program is actively pursuing partnerships with health systems to collaborate on innovative approaches of aligning patient encounters with community-based primary care practices close to their facilities and in their communities. Under this revised model, the Wellmobile Program can enhance the capacity of existing health delivery systems, specifically primary care and prevention initiatives aimed at reducing health costs and health disparities.

FISCAL YEAR 2015 FUNDING

At the beginning of fiscal year 2010, four Wellmobiles served the state in four distinct regions: densely populated suburban Central Maryland (Prince George's and Montgomery counties), suburban Anne Arundel County, rural Lower Eastern Shore, and rural Western Maryland. Three Wellmobiles operated in nine counties on four days each week, and one operated on one day each week. Because the program was conceived as a public-private partnership, during fiscal years 2007, 2008, and 2009, annual state appropriations of \$570,500, to the University of Maryland, Baltimore (UMB) through the Maryland Higher Education Commission (MHEC), were used to leverage additional private sector funding to support the Wellmobile Program. During that time, the range of state funding that supported the partnership model that facilitated operation of the four units progressively decreased from 74 percent of the annual budget in fiscal year 2007 to 57 percent in fiscal year 2009, with federal funds and other government and private sector grants and contracts filling the gap. In those and subsequent years, level state funding could not keep up with rising marketplace personnel and operating expenses.

Following the 50 percent reduction of the fiscal year 2010 allocation to \$285,250, operations that were planned based on an expectation of continuation of level funding equivalent to previous years' core state budget allocation — supplemented by grants, service contracts, and additional contributions — could not be sustained at the projected fiscal year 2010 level. This drastic cutback could not be immediately offset by other UMSON fundraising activities. By the beginning of fiscal year 2010, the Wellmobile Program had experienced a shift in its funding profiles. For the previous nine years, the program received pass through reimbursement from the Center for Medicare and Medicaid Services (CMS) for outreach efforts related to case-finding and enrollment of eligible adults, pregnant women, and children in Medicaid, CHIP, and the PAC program, under a memorandum of understanding (MOU) with the Maryland Department of Health and Mental Hygiene (DHMH). The final renegotiated agreement was effective in fiscal year 2011. Reconfiguration of the Medicaid enrollment process into the Health Benefits Exchange has rendered this reimbursement unavailable.

This drastic decrease in funding resulted in the contraction of the fiscal year 2010 Wellmobile Program and suspension of Wellmobile services in Western Maryland (three sites), the Lower Eastern Shore (four sites), and Anne Arundel County (one site), and the elimination of seven positions. Refer to the Wellmobile Staffing Comparisons by Fiscal Year (Appendix A) for Wellmobile staffing details. Central Maryland was selected as the sole remaining site because that region has the state's lowest ratio of FQHCs to underserved populations. In addition, the region benefits from strong community and newly developing institutional partnerships and easy access as a clinical education site for the greatest number of students due to its proximity to UMSON's Baltimore and Shady Grove locations.

The fiscal year 2015 legislative allocation of \$285,250, supplemented with UMB Foundation funding, allowed UMSON to sustain the Governor's Wellmobile Program at the previous year's level of operation in Central Maryland. Grant funding from CareFirst BlueCross BlueShield and the Kent County Health Department, targeting smoking cessation, continued to support reactivation of one Wellmobile four days a week on the Upper Eastern Shore.

FUNDING PARTNERS

Consistent with the objective of attaining program fiscal sustainability, the Wellmobile administration actively pursued funded partnership and grant opportunities with entities committed to extending nurse-managed primary care services in alignment with community needs. The last installment of a six-year commitment from a commercial donor was received in early fiscal year 2013. A grant award from CareFirst in fiscal year 2012 was the sole funder for the three-year (2012-2015) Upper Eastern Shore Primary Care and Services Linkages project, in partnership with UM Shore Medical Center at Chestertown, one of three UM Shore Regional Health hospitals. This project successfully redeployed a Wellmobile to the Upper Eastern Shore. Funds from this grant supported project planning and start-up expenditures incurred in the second half of fiscal year 2012 and project implementation that began July 5, 2012 through June 30, 2015.

Maryland DHMH funding (allocated to the Kent County Health Department), targeting smoking cessation in households of women of childbearing age, in conjunction with Wellmobile

primary care, supported a portion of the nurse care manager's salary for the past three years for screening and referral activities.

In fiscal year 2015, Wellmobile-designated funds from the UMB Foundation, Inc., supplemented the gap between the legislative allocation and operating costs for the remaining core program and Homeless Resource Day activities. The Wellmobile is not supported by University funding; its funding is dependent upon direct state budget allocation through MHEC, grants and contracts, and public and private sources in partnership with communities. The Governor's Wellmobile Program used funds from donations, partnerships, contracts, and sponsors, totaling \$394,529, to complement the state budget appropriation to provide services in fiscal year 2015.

Reactivating additional Wellmobiles and rebuilding the statewide program remains a UMSON priority because the Wellmobile Program serves as a clinical education site for nurse practitioner, community health, and social work students, and is a faculty practice that enables nursing and social work faculty members to maintain clinical competency. Clinically competent faculty members model evidence-based and interprofessional collaborative practice to students during clinical practice and integrate clinical experiences into classroom education. This faculty practice model assures the transfer of clinical skills to the newest cohort of health care and human services providers who will comprise the future Maryland workforce. UMSON's Office of Partnerships, Professional Education, and Practice, the organizational home of the Wellmobile Program, supported the program's development efforts in proposal, and grant writing, and partnership development activities, including memberships in professional organizations and travel to attend meetings relevant to the impact of health reform policy on safety-net providers and nurse-managed health centers.

WELLMOBILE PROGRAM SERVICE MODEL

The Wellmobile Program provides a valuable service to Marylanders by filling the gap where services are inaccessible due to increased demand and/or scarcity of access points, particularly for the uninsured. The program serves as the "front door" for the uninsured and a "Bridge to Care," with the goal of linking patients to a patient-centered medical home. The program provides the following services:

1. Clinical care – FNPs conduct physical exams and age-specific screenings, diagnose, and treat common acute and chronic illnesses for adults and children. Examples of episodic and acute primary care services include diagnosis and treatment of sore throats, urinary tract infections, skin rashes, pink eye, upper respiratory infections, and other common ailments. Patients often display symptoms that are harbingers of chronic conditions such as diabetes and hypertension. The FNP initiates treatment based on assessment and diagnosis, to stabilize the patient, prescribing generic prescriptions and over-the-counter medications as indicated, and instructs the patient on self-management, employing health education techniques and associated teaching materials. Nurse care managers, a social worker, and bilingual outreach staff, assisted by community health nursing and social work students, identify community resources and agencies, including other local safety-net health providers willing to accept referrals as the

permanent medical home. Priority is given to patients with chronic and unmanageable acute conditions and co-morbidities.

2. Life-cycle specific screenings – FNPs conduct school physicals, well-woman checkups, clinical exams (including breast exams, pap smears, and pregnancy tests), and identify and diagnose chronic health problems (including diabetes and hypertension) and acute health problems, within the context of a primary care encounter conducted at Wellmobile routine service sites. As funding permits, additional screenings are conducted at county local homeless resource days, primarily in communities served by the Wellmobile. Screenings target specific groups such as uninsured adult populations in underserved communities. Some screenings are conducted on the Wellmobile by the FNP, assisted by FNP and A/GNP students. Others, including colonoscopies and mammograms, are performed by referral arrangements to local health departments, health centers, hospitals, and other community agencies with which the program has negotiated and established partnership agreements. The Wellmobile Program provides these services in communities where partnerships are established with health care facilities and providers who will accept patient referrals for appointments and provide follow-up for clients who screen positive for the tested conditions. This practice is necessary to assure optimal quality and continuity of care. FNPs initiate treatment using evidence-based clinical guidelines, and transition clients who require treatment beyond the scope of the nurse practitioner to an appropriate medical provider by matching patient needs with available resources and reimbursement. This is particularly important for the uninsured, who are eligibility tested to qualify for sliding-fee and pro-bono arrangements.

3. Care management and service linkages, referrals, and system navigation – Many patients require extensive care management, referrals to second-tier specialists for complex conditions and diagnostics, and assistance in accessing related enabling services (social services, food assistance, prescriptions, interpretation, etc.) essential to improving their health status and quality of life. The program takes the holistic approach to health care that is at the core of the nursing model of health. In Central Maryland, an academic partnership with the UMBC School of Social Work provides field experiences for undergraduate bilingual social work students under the guidance of a master's-prepared faculty field instructor. Likewise, Wellmobile nurse care managers precept entry-level and graduate community health nursing students. Under faculty guidance, the students provide a range of interventions that assist those who need help with housing, food, medications, and specialty health care to locate and obtain local, state, and federal resources.

4. Health promotion – Educating patients about healthy living practices, disease prevention, developmentally specific immunization and screening thresholds, and personal/family emergency preparedness is the cornerstone of nurse-managed health care. Community health nursing students and advanced practice FNP and A/GNP students assist nurse care managers and outreach workers in planning and delivering health promotion and disease prevention educational programs tailored to specific populations. In addition, patients with acute and chronic disease receive individualized disease management guidance and health information from FNPs and nurse care managers. Students fulfill clinical course requirements by engaging in these experiences.

The Wellmobile health care team functions autonomously, based on this service model, with the operational goal of maximizing efficiency and cost effectiveness. The units receive minimal administrative support from the program's central office for clerical and patient management functions. Team members handle all communications, including phone calls, referrals, faxing, consultation follow-ups, lab and radiology reports, and medical record maintenance and filing. Safe and appropriate staffing levels are required to accomplish these duties in compliance with primary care, advanced practice nursing, and general nursing practice standards. The program director oversees the outreach staff and consults with the FNPs and care managers on care coordination and disposition issues. The central office, comprised of the director and a part-time administrative assistant, assumes responsibility for program development, planning and evaluation, community partnerships, overall program administration, reports, policies and procedures, regulatory compliance and quality assurance, grant writing, fundraising, billing, and ordering and distributing office and medical equipment and supplies.

FISCAL YEAR 2015 PERFORMANCE, IMPACT, AND PARTNERSHIPS

The Wellmobile Program's impact in fiscal year 2015 focused on three areas: primary care and clinical services at multiple sites in Prince George's and Montgomery counties, the Upper Eastern Shore Program Primary Care and Services Linkages project, and as funding permitted, targeted services in response to individual counties and partners.

OVERALL RECIPIENT IMPACT AND COST EFFECTIVENESS

In fiscal year 2015, the program provided the following categories of patient encounters: NP primary care, nurse care management, social work, and outreach work. Primary care visits include those conducted on the Wellmobile during three county homeless resource day events. Social work encounters ranged from assistance with applications for medical benefits, e.g., Medicaid, CHIP, Medical Care for Children Partnership, Kaiser Bridge, and county Breast and Cervical Cancer Treatment Programs to referrals for emergency assistance, food stamps.

The social worker, nurse care managers, and outreach workers met with patients after the nurse practitioner primary care visit to provide additional case management, care coordination, and health care system navigation. These actions generated 375 referrals to primary care providers, specialists, and local health departments for breast and cervical cancer screening and other public health services, and health systems and other providers for diagnostics. Outreach targeting eligibility determination and enrolling uninsured patients in entitlement programs resulted in 730 Medicaid/CHIP and other health coverage applications and follow-ups and referrals to Maryland Health Benefit Exchange navigators. The scope of Medicaid outreach services included the following efforts by bilingual outreach workers or social work students: campaigns to raise awareness of entitlement programs, screening for eligibility, assistance in completing Medicaid applications, follow-up on eligibility determinations, and assistance (to those accepted) with selection of a managed care organization and a primary care provider. Patients eligible for entitlement programs continued to receive Wellmobile primary care services until they were officially enrolled in that program, were assigned a primary care provider, and had confirmed their scheduled appointment for the initial visit with the patient-centered medical home for follow-up care.

Undergraduate social work students, under the supervision of a UMSSW faculty member, advised patients on eligibility for public benefits and services. In addition to social work interventions conducted on the Wellmobile, the social work team conducted additional community-based encounters at the Catholic Community of Langley Park Outreach Center two half days each week. These encounters involved referrals to community agencies, including legal; internal medicine and surgery specialists, and diagnostic services; transfer of cases to permanent health care homes; and communication of results and modifications to treatment plans. Case management and outreach efforts generated an additional 455 referrals for food, housing, and smoking cessation programs. The following table summarizes the above-described activities.

Fiscal Year 2015 Census and Clinical Encounters, and Referrals

Unduplicated Medical/SW only Patients	Primary Care Encounters	Nurse Care Management Encounters	Social Work Encounters	Outreach Work
943/461	1,893	343	1,206	1,558

In fiscal year 2015, 577 new and 334 established patients received 1,893 primary care NP visits, 343 nurse care manager visits. The social worker provided 1,206 visits to Wellmobile medical patients and an additional 461 social work only patients. This latter category of patients received both health and non-health related assistance. The program provided a total of 3,342 total professional visits in fiscal year 2015, compared to 2,811 in fiscal year 2014.

Fiscal Year 2015 Assistance and Referrals

Health Insurance applications and food stamps	Health Care Provider and Diagnostic Referrals	Referrals for Other Health Related Services	Other Non-health Related Assistance and Referrals
730	375	359	455

According to the 2012 Agency for Healthcare Quality and Research (AHRQ) Medical Expenditure Panel Survey, the average cost of an emergency department visit in the U.S. for an uninsured person under 65 was \$1,466, with a median expenditure of \$6,010 (<http://meps.ahrq.gov>), of which the uninsured person paid 27 percent out of pocket (Agency for Healthcare Research and Quality, 2011). Fiscal year 2015 data from an ongoing satisfaction survey of Wellmobile patients, on their intent to use the emergency department in the event the Wellmobile vans were not available revealed that 17 percent of respondents would have sought help at the local emergency department if they did not have Wellmobile services that day. This represents an increase from 14 percent in fiscal year 2014. Another two percent would have accessed an urgent care center. In fiscal year 2015, it is estimated that the program avoided approximately \$1,934,078, in emergency department visit expenditures (based only on FNP visits and median expenditures). This does not include the additional costs incurred in the emergency department for tests and procedures.

The market value of the average professional encounter on the Wellmobile (primary care, nurse care management, and social work) was \$197, compared with \$225, in fiscal year 2014. This amount reflects the allocation of all fixed costs across only professional (nurse practitioner, nurse care manager, and social work) visits, conducted with the support of drivers/office assistants, bilingual outreach workers, and Wellmobile Program office. These visits were more time intensive and thus costlier than outreach and health promotion visits, which when combined with the professional encounters, reduced the fiscal year 2015 Wellmobile cost per visit to \$136, compared to \$196 in fiscal year 2014. The decrease in cost per visit from the previous fiscal year is attributable to the costs spread over a larger visit volume than in previous fiscal years, despite higher salaries and a full year of transition of staff from contractual to full staff, with higher fringe rates. For the non-English speaking population, bilingual outreach workers provide interpretation during the entire primary care visit, including intake, care by the nurse practitioner, and post-visit health teaching and care management. In upcoming fiscal years, we anticipate continued salary and fringe benefit increases due to the ongoing demand for health care providers as the health care industry continues the implementation of the Patient Protection and Affordable Care Act (PPACA). Additionally, overall visit volumes remained less than the 4,762 NP visits in fiscal year 2009, the last year of full Wellmobile operations, a consequence of curtailed operations and program contraction due to comparatively fewer available financial resources beginning in fiscal year 2010.

REGIONAL SERVICE AREAS

Central Maryland Project and Report of Fiscal Year 2015 Activities

The Wellmobile has been in continuous operation in Central Maryland since the program started in 1994. Demand for and utilization of health care services in this area – the Maryland suburbs adjacent to Washington, D.C. – continued to grow in fiscal year 2015. The Central Maryland Wellmobile provided services three days per week at the following Prince George’s County sites: Langley Park Shopping Center (Langley Park), Bladensburg Elementary School (Bladensburg), Deerfield Run International School (Laurel), and Franklin Park at Greenbelt Metro Apartments (Greenbelt). In Montgomery County, the Wellmobile provided services one day each week at the Seventh Day Adventist Church in Takoma Park.

Since June 2013, the Central Maryland program’s nurse care manager has lead care management and health education efforts, enabling the nurse practitioner to conduct more visits. The care manager position was increased to full-time in January 2014 to more effectively address care management needs of this population. The nurse care manager facilitates care coordination, links patients to specialty care, precepts nursing students, and oversees clinic flow, including medical records, scheduling, and outreach efforts. Central Maryland clients included concentrated pockets of Latino and African populations, who are predominantly uninsured. Additional funding (other than that designated by CareFirst for the Upper Eastern Shore) was unavailable for additional nurse practitioner, nurse care manager, and driver positions to support expansion to other vicinities in Central Maryland or in other areas of the state where demand is high.

Partnerships with health systems and other community-based providers and organizations enabled the Wellmobile team to provide a comprehensive range of health care services by accepting specialty and diagnostic referrals. Uninsured patients accessed reduced-cost generic prescription drugs prescribed by the nurse practitioner at local supermarkets, Walmart, and Target. This resource has been an asset in providing maintenance medications for conditions such as diabetes, cardiovascular disease, and hypertension for Wellmobile patients. The social worker assisted patients requiring proprietary prescription drugs with applications to the respective pharmaceutical company's patient assistance programs.

In both Central Maryland and on the Upper Eastern Shore, the Wellmobile continued to provide key regional outreach and enrollment guidance for patients for Medicaid and Medicare and to direct patients to the Maryland Health Benefit Exchange for enrollment and further assistance. A key aim of the CareFirst grant was to case-find the uninsured. During the funding period, expansion of eligibility for entitlement programs and access to qualified health plans through the Maryland health benefit Exchange increased access to coverage for the uninsured. The social worker, nurse care manager, bilingual outreach staff, and students worked with local health departments to screen each client and household members for eligibility for Medicaid programs. Over the past seven years, a part-time field instructor from the UMSSW has provided continuity in this effort in Central Maryland. The social work faculty member supervised bilingual undergraduate social work students who located community resources, screened for Medicaid eligibility, and worked with patients whose applications have been denied to determine the reason for denial and help them re-apply, if warranted. The demographics of this area would support the assumption that the majority of adult clients in this region would be ineligible for entitlement programs due to their immigration status. However, outreach efforts by social workers and outreach workers assisted numerous clients with Medicaid applications at Central Maryland access points. Children were screened for CHIP, Medicaid, or the Kaiser Bridge program, and staff assisted their parents with applications. Staff assisted Medicaid recipients who brought their determination letters to the Wellmobile with enrollment in a Medicaid Managed Care Organization (MCO) and selection of a primary care provider and with the required annual re-enrollment process.

The patient-centered medical home is an integral concept in the PPACA. The Wellmobile Program served as the "front door" for many uninsured and underserved residents in the communities it served. Newly-insured patients and uninsured patients, whose conditions were refractory to treatment and required complex management and specialty providers, were prioritized for referral to a patient-centered medical home. Patients were stabilized and referred to a permanent medical home, utilizing available FQHCs, other clinics, and private providers.

The average wait time for an appointment at Prince George's and Montgomery County FQHCs was three months, resulting in a backlog of patients who remained under the care of the Wellmobile FNP until they could be accepted into care. The Wellmobile Program referred patients to Community Clinic, Inc.'s Franklin Park clinic in Greenbelt (Prince George's County) and Takoma Park clinic (Montgomery County). Both sites are open five days each week, and the Takoma Park site is open on Saturday. The Wellmobile Program referred clients to both Mary's Center's Silver Spring (Montgomery County) site and the Langley Park (Prince George's County) site. As a result of the persistence of waiting lists for new clients in fiscal year 2015, the

Wellmobile served as the interim care provider, managing these newly insured patients until they are transferred to a patient-centered medical home. Stable patients and those amenable to Wellmobile intermittent management were retained on the Wellmobile panel. This array of services and demonstrated expertise in bridging the primary care gap is a valuable asset to communities and potential partners in the implementation of health care reform. Population data and the need to alleviate some of the backlog of primary care access in Prince George's and Montgomery counties continued to support the decision to retain Wellmobile services at these sites when program contraction took place in fiscal year 2010.

In February 2014, the Wellmobile Program submitted a HRSA Bureau of Nursing grant application to fund interprofessional collaborative practice and education using an "integrated care model" on the Central Maryland Wellmobile by adding a University of Maryland School of Medicine Department of Family and Community Medicine physician faculty member. Although this proposal was approved, sufficient federal funding was not available for the award. In fiscal year 2015 HRSA elected to consider this approved category for grants for fiscal year 2016 implementation. On July 2, 2015, UMSON was notified that the proposal "Bridging Interprofessional Practice and Education with Integrated Care through a Medical Neighborhood" was funded for these additional disciplines beginning January 2016 through the end of fiscal year 2018.

Upper Eastern Shore Project and Report of Fiscal Year 2015 Activities

The Upper Eastern Shore Primary Care and Service Linkages Project addressed primary health care needs by reinstating Wellmobile Services – specifically FNP and nurse case management, health education, care coordination, and outreach services – four days each week to three underserved rural Upper Eastern Shore counties: Kent, Queen Anne's, and Talbot. Services focused two days per week in the communities of Rock Hall and Chestertown and two days per week in the Ruthsburg-Dixon (Sudlersville) area. Three key project components included: 1) case finding the uninsured; 2) reverse referrals from University of Maryland (UM) Shore Regional Health at Chestertown's inpatient and emergency departments; and 3) subcontracting with Shore Medical Group physician practices. In each community, a central parking location for the Wellmobile was selected in collaboration with health system and community leaders; other health care providers; and the Kent, Queen Anne's, and Talbot counties' health and social services departments to facilitate integration of primary care in the community and utilization of local resources. Through the end of calendar year 2014, UM Shore Regional Health hospitals participated in the Maryland Health Services Cost Review Commission's hospital Total Patient Revenue Program, under which each hospital received a capitated payment that covers all inpatient and outpatient services provided by the hospital, based on the hospital's revenue from the prior fiscal year. If the hospital can increase efficiency, contain costs, and/or reduce avoidable admissions and readmissions, it will achieve financial savings. The hospital bears the financial risk if costs increase beyond the global budget amount, providing incentives to keep patients healthy and out of the hospital. Effective January 2015, this model transitioned to the Center for Medicare and Medicaid (CMS) waiver global payment system.

In fiscal year 2012, the Wellmobile Program engaged in partnership development and implementation planning for the Upper Eastern Shore Primary Care and Services Linkages

project. Activities included stakeholder meetings with Chester River Health System, Kent County and Queen Anne's County health departments, the Judy Hoyer Center, the Family Support Center in Sudlersville, and the Rock Hall Volunteer Fire Company, and executed memoranda of understanding. Upon completion of pre-implementation activities, which included developing clinic operations, creating referral mechanisms, and refining clinical documentation and information exchange processes with partners, the Wellmobile was reactivated on the Upper Eastern Shore July 5, 2012.

The Wellmobile Program collaborated with UM Shore Regional Health's hospital in Chestertown, its leadership at UM Shore Medical Center at Easton, and the local health and human services organizations, to identify and divert uninsured patients and those without primary care providers to the Wellmobile. This decreased their reliance on avoidable readmissions and emergency room use. Over the three-year grant period, 128 cases were diverted from the emergency department (ED) as a result of using the Wellmobile for primary care. A business associate agreement with UM Shore Medical Center at Chestertown facilitated exchange of medical information between the hospital and the Wellmobile providers for continuity of care of discharged patients. Uninsured patients who demonstrated proof of insurance application and sought pro bono or sliding fee scale laboratory, diagnostic, and other services from Shore Regional Health affiliates were referred to the hospital's financial assistance office to complete applications. The health system provided Wellmobile patients access to the financial aid/sliding fee schedule eligibility process that enabled them to receive low-cost diagnostics and labs. Financial services personnel met with uninsured patients and connected them with the Seedco navigators and assistors.

The Wellmobile Program accepted referrals from UM Shore Medical Center at Chestertown's A QUICK (Advocacy, Quality, and Utilization Improvement Coordination Keystone) huddle team. Team members represented diverse service lines, including case management, nursing leadership, social work, behavioral health, palliative care, patient advocacy, transitional care, inpatient units, ED, hospitalist team, long-term care/rehabilitation, and home care and hospice. A QUICK huddle aimed to identify, facilitate, and guide patients to the appropriate ambulatory care venues to receive the care they need. To address the trend of patients seeking care in the ED, they identified a subset of patients who could benefit from referral to the Wellmobile. The Wellmobile nurse care manager provided the transitional care coach with handouts and referral forms initially implemented with the ED staff and discharge planner.

The Upper Eastern Shore continues to experience a shortage of primary care providers, for the uninsured and also for those insured residing in more remote isolated communities without physicians. The Upper Eastern Shore Medicaid primary care providers and specialists experienced unique challenges related to business and economic forces peculiar to rural environments. These already scarce resources were exacerbated by the PPACA's Medicaid expansion, including the conversion of Primary Adult Care Program (PAC) enrollees into Medicaid. The already limited pool of primary care physicians accepting Medicaid patients was overwhelmed with new enrollees assigned to their practices. Patients seeking appointments with a limited pool of providers further exacerbated the health professional shortage on the upper shore, since MCOs serving the region empaneled the same limited number of available Medicaid

providers, creating even more competition. Thus, both existing and newly insured patients on the Upper Eastern Shore experienced delays in obtaining new and recurring appointments with assigned PCPs. This phenomenon was particularly acute in the rural communities served by the Wellmobile, which filled the gap by addressing the primary care needs of these patients. During fiscal year 2015, more than 10 percent of the Eastern Shore patient panel were insured with Medicaid, commercial or qualified health plans, or Medicare.

As in Central Maryland, the Wellmobile served as the interim health care home, managing insured and complex clients until they could be transferred to a patient-centered medical home. This array of services and demonstrated expertise in bridging the primary care gap is a valuable asset in efforts to forge financially sustainable partnerships, including the proposed integration of the Wellmobile provider staff into a UM Shore Regional Health affiliated primary care practice. Such an affiliation would integrate the FNP's patient panel, consisting of both routine and complex patients, into a primary care practice, providing additional resources and interprofessional practice opportunities. Many members of the Wellmobile patient panel, who were uninsured at the beginning of the fiscal year, became eligible for Medicaid coverage, or were able to purchase health insurance through the exchanges during the three-year period of 2013, 2014, and 2015, resulting in a cohort of newly insured.

In the two years subsequent to the consolidation of Chester River Health System into UM Shore Regional Health (July 1, 2013), several sustainability proposals were presented to the executive leadership. Data regarding the Wellmobile's impact as the primary care provider for newly insured patients over three years illustrated the opportunity for a Shore-affiliated, primary care practice to incorporate the Wellmobile FNP and patient panel during the course of this project. The associated billing and collections would create a revenue stream to partially support integrating the Wellmobile in the health system's service area supplemented by additional funding to extend services to the uninsured. While Shore Medical Group and UM Shore Regional Health have been identified as potential primary care partners, this objective remains in process at the end of the fiscal year.

TARGETED SERVICES IN RESPONSE TO COUNTIES, PARTNERS, AND NEW INITIATIVES

The success of Anne Arundel County's Homeless Resource Day over the past eight years resulted in replication of this event in jurisdictions across the state. At each of these day-long events, UMSON faculty and nursing students and county medical volunteers provided primary care services. The Wellmobile Program participated in three such events between November and March.

- Dorchester County Homeless Resource Day, Cambridge – Dec. 9, 2014
- Anne Arundel County Homeless Resource Day, Glen Burnie – March 29, 2015 (two Wellmobiles)
- Queen Anne's County Centerville – Oct. 24, 2014

HEALTH DISPARITIES IMPACT

The Wellmobile Program has been at the forefront of responding to cultural and linguistic diversity and mitigating health disparities since its inception. However, the persistent immigrant population, with its language and customs challenges, continues to demand a considerable expenditure of time and personnel. The largest group served by the Wellmobile in Prince George's and Montgomery counties is the multinational Latino community for which Spanish is the primary language. African and Asian immigrants constitute the second and third largest immigrant client groups, respectively. The Upper Eastern Shore population consists of a similar Latino settled –out migrant populations. These populations face complex medical and social challenges, are uninsured, experience delays in accessing an overburdened FQHC safety-net provider system. Other challenges related to cultural diversity include limited English language proficiency, overall generic literacy deficits, such as the inability to read and write in their native language and in English, and health literacy. All Wellmobile outreach staff members are bilingual (English and Spanish), enabling them to work effectively with this immigrant population and their associated health literacy challenges. The Wellmobile is often the health care provider of last resort for these populations. Employing prevention, early detection, and treatment of chronic and acute illnesses keeps these patients out of the hospitals and decreases expenditures in the all-payer model.

EMERGENCY PREPAREDNESS

Mobile medical units are valuable assets during times of disaster or large-scale emergencies. While they are not first responders, their mobile platforms allow deployment to specific areas in need of assistance, and therefore, they are incorporated into Maryland's surge capacity plan.

During the Ebola outbreak, the Wellmobile followed recommended UMB guidelines for clinics. Travelers and those exposed to travelers from countries with outbreaks of the epidemic were alerted that they would be asked screening questions about travel to affected countries and exposure to symptomatic individuals. The Wellmobile participated in a patient transport drill with the University of Maryland Medical Center's ED to prepare transport and receiving staff for appropriate protection precautions.

In May 2015, a Wellmobile was deployed to West Baltimore in response to the unrest following the death of Freddie Gray. UMB faculty members, under the Center for Community-Based Engagement and Learning, were accompanied by Baltimore City Health Department staff and served as a resource for community members.

COMMUNITY PARTNERS

Throughout its existence, the Wellmobile Program has relied on the support and cooperation of a host of committed partners to deliver a comprehensive array of health care and human services to its clients. In each region of the state served by the Wellmobile, the program has carefully identified and accessed a set of community and health care organizations whose missions and strategic goals are aligned with its own. While these partners provide no direct

The following community partners provided Wellmobile parking and access to facilities:

- Bladensburg Elementary School, Bladensburg, Prince George's County
- Catholic Community of Langley Park, , Langley Park, Prince George's County and St. Camillus Parish, Silver Spring, Montgomery County
- Deerfield Run Elementary School, Laurel, Prince George's County
- Franklin Park at Greenbelt Metro Apartments, Greenbelt, Prince George's County
- Langley Park Shopping Center, Langley Park, Prince George's County
- Seventh Day Adventist Church, Takoma Park, Montgomery County

On the Upper Eastern Shore (Kent and Queen Anne's counties) the following community partners provided access to health services and accepted referrals for Wellmobile clients in fiscal year 2014:

- Choptank Community Health System, Inc., Caroline County
- Family Support of Queen Anne's County, Sudlersville, Queen Anne's County
- Galena Family Medicine, Kent County
- Kent County Department of Social Services
- Kent County Health Department
- Queen Anne's County Health Department
- Queen Anne's County Department of Social Services
- Millington Pharmacy, Kent County
- Townsend Clinic, Rock Hall, Kent County
- UM Shore Regional Health-Medical Center at Chestertown, Kent County and at Easton, Talbot County

The following community partners provided Wellmobile parking and access to facilities:

- Kent County Health Department
- Queen Anne's County Public Schools
- Rock Hall Volunteer Fire Company
- UM Shore Medical Center at Chestertown

EDUCATION AND SERVICE ACCOMPLISHMENTS

COMMUNITY EDUCATION AND OUTREACH

Health education and outreach services are essential components of the Wellmobile primary care delivery model. Requests for participation in community health fairs are so frequent that the Wellmobiles could be engaged in these activities weekly throughout the year. In previous years, a more robust funding profile permitted Wellmobile participation in regional health fairs sponsored by local health and social services, community-based and faith-based organizations. Since this level of response resulted in commitments exceeding the weekly primary care schedule, budget constraints have prevented the program's ability to support overtime pay for weekend work, severely reducing the program's availability for weekend

community events. As an alternative, in jurisdictions served by the program, a routine primary care day was eliminated in favor of an event deemed strategically important and valuable to the Wellmobile mission and to the communities it serves. This approach has been implemented on a limited basis, with the goal of maintaining clinical service commitments to existing patients, rather than initiating services in a new population for whom the Wellmobile does not have established follow-up service linkages. In fiscal year 2015, community education and outreach was provided at homeless resource days, continuing the commitment to participate in these events when operationally and economically feasible.

In Central Maryland, the social work faculty and students conducted community outreach and provided consultations and assistance with human services applications at the Catholic Community of Langley Park's Langley Park Outreach Center. This additional space provided the social worker and her students with access to additional clients whose entry point to Wellmobile services were primarily social service needs. Langley Park is one of six Prince George's County "Transforming Neighborhoods Initiatives" (TNI), focused on uplifting six neighborhoods in the county that face significant economic, health, public safety, and educational challenges. Bladensburg, another community served by the Wellmobile, is also a TNI site.

CLINICAL EDUCATION ACTIVITIES

A major component of the Governor's Wellmobile mission is educating successive generations of nurse practitioners and community health nurses in primary care of the underserved. The significance of this educational mission is underscored by new federal health care reform legislation, which emphasizes prevention, public health, and enhancement of the primary care infrastructure. The Wellmobile Program accomplishes its clinical education mission by serving as a clinical education site for students in UMSON's undergraduate, graduate, and doctoral programs and UMBC's undergraduate social work program. Students' educational experiences are selected to provide mutual benefit to the target population and the students.

In fiscal year 2015, a Doctor of Nursing Practice student completed a clinical rotation on the Eastern Shore Wellmobile, directed by the care manager. One FNP student completed an entire semester's clinical practicum requirement on the Central Maryland Wellmobile. Twenty A/GNP students completed a combined 29 clinical days on the Central Maryland Wellmobile. These students worked individually with the nurse practitioner to perform patient exams, diagnose, prescribe treatments and medications, and refer appropriate patients to specialists for consultation. The social worker precepted two UMBC undergraduate social work interns over the full academic year. These interns augmented the effort of the social work faculty member by providing preliminary screening for Medicaid eligibility; linking patients to services; organizing community resources; and revising the local community services directory of primary care, county breast and cervical cancer programs, and radiology providers.

RESEARCH AND PROGRAM EVALUATION

The Wellmobile Program offers a multitude of opportunities for research across diverse areas. In anticipation of a transition to an electronic health record (EHR), and to manage data required to generate invoices for projected primary care partnerships, administrative effort

continued in fiscal year 2015 on refining data points, encounter-level data collection methodologies, and documentation adherence by Wellmobile staff who provided clinical and enabling services. Capturing all Wellmobile professional and allied health staff encounters is a priority to identify and quantify the multiple interventions and interveners needed to help clients obtain assistance and navigate the health care and social service systems. This important information also provides data for reports and future grant submissions.

Process and impact outcomes from the Upper Eastern Shore Primary Care and Services Linkages project and the Kent County PATCH smoking cessation project, address the following research questions:

- Can evidence-based health promotion programs be adapted to provide culturally and linguistically appropriate information for minority populations?
- How can vertical integration with health systems impact utilization of higher cost system resources, including emergency departments and hospitalization?
- Can a mobile health unit contribute to the statewide objective of integrating patient-centered medical homes into primary care practices?
- What would be the impact on health costs and client outcomes with a refocus of hospital community benefits funds to support Wellmobile services in communities targeted by respective hospitals' community assessments?

Through community collaborations, partnerships, and clinical documentation and care coordination activities, the Wellmobile Program provides a continuous source of data that can be used to determine policy directions for health care reform and provision of services for hard-to-reach populations. Research questions generated by the program's experience with underserved groups that have potential for future investigation include:

- Can national evidenced-based practice guidelines and standards be translated into care provided to an uninsured population?
- Can a focus on disease management in a nurse-managed model improve outcomes for the uninsured?
- Are mobile health units effective and efficient in increasing access to primary care in uninsured and underserved populations?
- Can health promotion activities and routine physical assessments and screenings conducted among relatively healthy uninsured populations defer the onset of chronic diseases and/or improve early detection?

NATIONAL PRESENTATIONS AND PUBLICATIONS

As both a clinical and faculty practice site for UMSON, the Governor's Wellmobile Program is a valuable source for learning and applying best practices. UMSON faculty members disseminate this knowledge by presenting their work at local, regional, national, and international meetings of nurses and other health professionals interested in exploring innovative programs consistent with the Wellmobile's missions. To date, Wellmobile administrators and faculty have delivered presentations on:

- Innovative approaches to enhancing health care access for the underserved
- Models of nurse-managed primary health care practice
- Community and interprofessional partnership development
- Rural and minority health care
- Innovative delivery mechanisms and task-shifting
- Deployment of outreach workers
- Health promotion and disease prevention in underserved communities
- Linguistic and cultural competence
- Opportunities and barriers to fiscal sustainability in the era of health reform

PROGRAM ADMINISTRATION AND FUTURE STRATEGIC DIRECTIONS

It is important for the Wellmobile Program director to keep abreast of state and federal policy changes pursuant to health care reform because of implications for program development and sustainability. Specifically, the director must be able to articulate the program's current and potential future contributions to primary care for the underserved and establish a role for the program in the rapidly evolving restructuring of health care delivery. The Wellmobile Program director is a board member of the Maryland Assembly on School-based Health Care (MASBHC). MASBHC's mission is the promotion and advancement of school-based health care to ensure that children and youth have access to quality health care services in a setting that is uniquely tailored to meet the needs of the students and the community. As a provider of school-linked services to underserved populations of children and adults, the Wellmobile has expanded service capacity to schools without clinics and served as a transitional clinic for developing centers. In fiscal year 2013, the director was appointed to the Governor's School-based Health Center Policy Advisory Council (PAC). The PAC's mission as outlined in section §7-4A-05 of the Education Article is "to coordinate the interagency effort to develop, sustain, and promote quality school-based health centers in Maryland. In consultation with appropriate State agencies and other interested organizations, including representatives from academic institutions, health care providers, and payers, the Council is responsible for multiple actions outlined in Section 7-4A-05(b) of the law." One function pertinent to the Governor's Wellmobile mission, is to "perform other activities identified that impact on the development, sustainability, or quality of school-based health care in Maryland."

In fiscal year 2015, the Network Adequacy and Essential Community Providers Standing Advisory Committee of the Maryland Health Benefits Exchange recommended the inclusion of school-based health centers to fill the primary care gap for school-age children. School-linked Wellmobiles could enhance the capacity of existing school-based health centers. In June 2015, the Wellmobile Advisory Board members endorsed the recommendation of Delegate Pena Melnick to convene a meeting with the MCOs to discuss reimbursement for primary care visits to covered patients who were unable to receive care in a timely manner from their assigned primary care providers. The program has begun the State Medicaid provider application and credentialing by processes with each of the interested MCOs.

OPERATIONAL CHALLENGES

The program's overarching challenge continues to be securing fiscal partners for regional programs, fulfilling the public-private partnership mandate, and providing a measure of fiscal sustainability that can be obtained through billing insured patients. Generating revenue is essential to offsetting personnel and health delivery costs. Increasingly, insured patients seek care on the Wellmobile due to the increased primary care demand as a result of increased coverage. Challenges in fiscal year 2015 continued to be access to secondary referral services, including sub-specialties; linkages to patient-centered medical homes for primary care services; lack of an electronic health record; and maintaining the Wellmobile vans in the required operating condition to perform the program's legislatively designated missions.

One of the biggest challenges facing primary care providers continued to be securing second-level referral sources for laboratory tests, x-rays, diagnostic tests, and specialty services. Examples include oncologists to manage breast, cervical, and thyroid tumors; endocrinologists for management of complex diabetes; neurologists to rule out brain tumors and develop treatment plans for migraine headaches; orthopedic physicians for pain evaluation due to muscular-skeletal problems; urologists for kidney failure; and cardiologists for hypertension and heart failure. Other safety-net providers, including FQHCs, report the same challenges.

During fiscal year 2015, the Wellmobile care managers and social worker explored new contacts with health providers willing to accept referrals for newly covered and uninsured complex Wellmobile patients to fill the gap left by the FQHCs that predominantly serve the Medicaid and the insured, and the Spanish Catholic Center, which relocated its Takoma Park office to Silver Spring in spring 2011. Patients willing to travel to Silver Spring remained eligible for services on a case-available basis. The addition of the physician to the interprofessional collaborative practice on the Wellmobile in Jan. 2016 will be the first step in the primary care referral process, and validate the need for specialty referrals.

Dimensions Health System (Prince George's Hospital Center and Greater Laurel Beltsville Hospital), a Prince George's County-owned health system, continues to experience financial difficulty aggravated by uncompensated care, and has not been a source of specialty and diagnostic resources. An opportunity exists to integrate the Wellmobile into the planned primary care infrastructure envisioned as part of the proposed partnership among the University of Maryland Medical System (UMMS), the University System of Maryland, and the state of Maryland to construct a new health system, contingent on the funding of this enterprise. Washington Adventist Hospital has contracted clinic space to CCI on the current Takoma Park campus. Holy Cross Hospital in Montgomery County accepts specialty referrals. The program director is exploring an opportunity to enroll as a partner with the newly reconfigured Archdiocesan Health Care Network (Washington, D.C.), for second-level referrals for the Central Maryland project. The Wellmobile Program will continue to seek out partnerships and refer patients to specialists and for diagnostic services affiliated with these facilities that accept sliding-fee and pro-bono referrals.

In fiscal year 2011, the Wellmobile Program negotiated an array of reduced fee lab services with Quest Diagnostics and passed the reduced rates on to clients. Wellmobile staff

members collected the fees during the Wellmobile visit and provided the patient with a pre-paid lab slip. Clients went to the nearest Quest Diagnostics laboratory for the specimen collection and analysis. Quest invoiced the Wellmobile Program, which paid the bill from patient collections. In fiscal years 2014 and 2015, the Wellmobile Program passed on a two-percent increase in laboratory fees to its patients. Faced with a further 2.5 percent increase in fiscal year 2016, the Quest representative provided a lower fee schedule for some frequently accessed tests.

Providing access to primary care services does not solve all of the problems of the uninsured and underserved. The Wellmobile client base is a population that has experienced delayed access to health care and often present advanced disease processes. Patients with unmet needs may average up to eight medical problems, demanding multiple referrals for diagnostic and specialty care. These more complex patients require extensive care management. Those with low literacy skills and require additional effort to ensure that they have a basic grasp of their health conditions and how to manage their day-to-day health.

Given this patient profile, the Wellmobile Program budgeted a nurse care manager in a Jan. 2013 HRSA grant submission and has funded this position in Central Maryland with funds raised through the UMB Foundation. CareFirst funded this position on the Upper Eastern Shore over the last three years. In recognition of the value of care management and the need to educate future nurse care managers, future proposal submissions will include a nurse care manager position in the line item budget. Full restoration of the bilingual nurse care manager role has enhanced linkages of clients to secondary and tertiary care services. As an interprofessional clinical team member, the nurse care manager precepts entry-level community health and master's nursing students, complementing the roles of the FNP with NP students and the social worker, who assisted by social work students, oversees outreach activities. Even when linkages can be located and established, the absence of insurance coverage for the more costly specialty and diagnostic services necessitates out-of-pocket payment, which despite sliding-fee schedules, is often a deterrent to accessing the next level of care. For these patients, the emergency room provides an avenue to specialty care, an option to which patients may resort when other means fail.

The inability to procure an EHR in fiscal year 2015 continues to impede operations at both the administrative and direct-service levels. An EHR is central to attaining integration with patient-centered health homes and for efficient operations, including care management and quality. Electronic scheduling systems link with patient medical records, resulting in streamlined documentation and recordkeeping processes. Real-time access to the clinical record enhances continuity of care, saving time and effort in collating and filing paperwork. It eases transitions in care as patients are referred between health systems, an important part of partnership development required for subcontracts. An EHR assures concise scheduling and accurate data collection of client encounters. EHRs also facilitate reporting of an unduplicated patient census by linking all encounters within a case. Currently, all documentation, including schedules and encounters, are paper-based, which requires manual entry into a database to generate reports. The Wellmobile Program has satisfied this need by implementing workarounds such as home-grown databases, hard copy scheduling, and conventional paper documentation practices.

Compounded by budgetary constraints resulting from six consecutive years of a 50-percent state budget reduction, cessation of CMS reimbursement, fewer than expected donations and grants, and the need to provide equitable salaries and benefits to employees, the EHR project has been deferred for the seventh consecutive year. The Wellmobile Program will resume the process of EHR acquisition through partnership development, grant writing, and fundraising, and will eventually resume the procurement process when these factors are aligned.

Fiscal year 2015 operating expenditures included maintenance of four Wellmobile vehicles, each requiring semiannual State of Maryland and Department of Transportation mandated vehicle inspections; ongoing preventive maintenance; and routine and unpredictable mechanical repairs. The vehicles were rotated in and out of service during fiscal year 2015 to sustain program operations while other vehicles were undergoing repairs and inspections and to maintain functionality. Routine generator maintenance was continued on a schedule based on each vehicle's rate of auxiliary power utilization. The vehicles operate on generator power at community sites (unless the host site has installed a special electrical outlet to support shore power); therefore generator service, repair, and replacement are major expenses. Generators were replaced on three vehicles as part of extensive generator battery and electrical system maintenance during fiscal year 2012. Fuel tanks were replaced on one vehicle in fiscal year 2013 and one was replaced on a second in fiscal year 2015. Repairing and refurbishing mechanical and clinic equipment are ongoing. These and other repairs to the aging fleet contributed to ever-increasing operational expenditures. The Wellmobile Program purchased fuel through the state of Maryland fuel program at State Highway Administration fueling stations and filed for tax rebates, which helped ameliorate fuel expenditures.

REDESIGN OF WELLMOBILE FUNCTIONS IN RESPONSE TO HEALTH CARE REFORM

In fiscal year 2009, the Wellmobile Program began a shift from its former role as a health care home serving as the “front door” for primary care services, to its new role of linking patients to a permanent community-based primary health care home. This policy shift was aimed at maximizing Wellmobile resources and extending access to Wellmobile services to a larger section of the population. This strategy expanded the potential reach of this gap-filling service and was continued in the subsequent six fiscal years.

Advent of the patient-centered health home model, an integral part of the PPACA, and the increasing role of FQHCs in primary care for the underserved, reinforced the value of sustaining this direction in fiscal year 2015. Additionally, subsequent to the implementation of health exchanges in October 2013, Medicaid expansion and the availability of qualified health plans and subsidies, which boosted enrollment and insurance coverage, the demand for primary care continued to increase. Anticipating the potential role of the Wellmobile Program in expanding access to care, the program continued refining its “Bridge to Care” model during fiscal year 2015. A generous grant from CareFirst has allowed the program to pilot an affiliation with a hospital system on the Eastern Shore. While the Wellmobile Program as a stand-alone entity cannot function as a health care home, this model of care (described below) is well-suited to assist FQHCs, medical practices, health systems, and other health institutions in meeting patient-centered medical home requirements of accrediting agencies and network adequacy

requirements of insurers. Additionally, nurse practitioner and community health nursing expertise, specifically care management, are assets in the patient-centered medical home model.

The “Bridge to Care” model has three components, each instrumental to the role of the Wellmobile Program as a gap-filling resource. These components include increasing access, eligibility determination, and care management. **Increasing access** involves the establishment of the Wellmobile as the “front door,” providing accessibility in two ways. Wellmobile outreach workers locate uninsured and concentrations of underserved populations and publicize Wellmobile service availability in those communities. The front door is available to partners through the reverse referral mechanism. Community partners such as hospitals (including their emergency departments and affiliated medical practices), urgent care centers, and health and human service agencies refer patients to the Wellmobile.

Eligibility determination is the second model component. To effectively transfer insured clients to a patient-centered health home, outreach worker and social work efforts focus on determining eligibility for state and federal entitlement programs such as Medical Assistance and Medicare. Outreach staff assist patients in completing applications, facilitating MCO enrollment, and selecting primary care providers. Social work and outreach staff also disseminate information on how to access the navigators and assistors for enrollment through the Maryland Health Benefit Exchange. Once the patient’s needs are assessed, immediate needs are treated and the plan of care has been established, the Wellmobile care management process prioritizes transition of unstable, co-morbid individuals to a permanent patient-centered medical home, regardless of insurance status. Increasingly scarce reduced fee physician specialists, pro-bono and sliding-scale fee diagnostic services, and other wrap-around services, to which the Wellmobile historically referred patients in need of additional consultations and treatment, demand that these complex clients be transitioned to a permanent health home. Health homes used include FQHCs, outpatient clinics, and private physicians that accept the patient’s newly-established health coverage or offer sliding-scale fees for the uninsured.

Given that the average wait time for a new-patient appointment at clinics and practices accepting uninsured patients is typically two to three months, and patients who have undergone the eligibility determination process for entitlement programs are awaiting confirmation, the Wellmobile FNP continues to follow both potentially eligible and ineligible patients until they can be safely transitioned to the appropriate clinical practice. During this **care management** phase, the Wellmobile Program continues managing these patients and providing individualized physical and social assessments, blood work, treatment, and health education to stabilize their health problems. Patients are scheduled to receive follow-up medical care as needed, either on the Wellmobile or through referral arrangements with an available pro-bono or sliding-fee scale specialist, or diagnostics, to the extent they are available.

The contracted Wellmobile Program capitalized on the opportunity to transition both complex uninsured and newly insured patients to medical homes in local FQHCs made available by the fiscal year 2010 HRSA FQHC service expansion, funded under the 2009 American Recovery and Reinvestment Act. In Central Maryland, the process of transitioning complex co-morbid patients to medical homes remains protracted due to the extensive pent-up demand for primary care services for the newly insured, further displacing the uninsured. An overall shortage

of primary care providers in both Central Maryland and on the Upper Eastern Shore, including limited availability of those accepting Medicaid, also resulted in patients remaining under Wellmobile care. Both insured and uninsured patients awaiting referral remained primary patients of the Wellmobile for varying amounts of time. Factors influencing the duration that a patient may continue under Wellmobile Program management include level of clinical stability; state or federal entitlement program eligibility; availability of a health care facility willing to accept the uninsured and newly insured Medicaid and qualified health plan patients; and availability of an appointment slot in a patient-centered health home.

The Wellmobile Program demonstrates value not only by addressing patients' immediate health problems and providing the bridge to primary care, but also by conducting preliminary work-ups, prescriptions, and treatments for patients pending transfer, who are then transitioned, along with a medical record, in a relatively more stable condition than if they had self-referred to the practice or were referred by an emergency department. This attention to stabilizing the patient, including diagnosing and treating immediate conditions, and the accompanying clinical documentation facilitates patient transfer and creates a climate of more willing acceptance by the receiving provider of these patients.

Experience with this level of nurse-managed patient care in the "Bridge to Care" model provides evidence that the Wellmobile Program has the capacity to fill a valuable role in the statewide health reform implementation. This asset can be tapped by community partners via contractual arrangements to assist them with medical home functions, including visits from advanced practice nurses and care managers, which are among the essential patient-centered medical home functions. Billing and collections obtained from the patient-centered medical home under this contractual model would form the groundwork for sustainability efforts. The Upper Eastern Shore strategy of forging partnerships between the Wellmobile and health system-affiliated primary care practices could be replicated with other UMMS network hospitals to enhance fiscal sustainability concurrent with filling the gap in primary care practices.

FUNDING AND STRATEGIC SUSTAINABILITY INITIATIVES

The fiscal year 2010 goal was to configure a program of Wellmobile services aligned with available fiscal, human, and material resources. Once the annual service plan was mapped out and subsequently contracted, attention was refocused on sustainability strategies, including identification of supplemental funding streams. This configuration was maintained in ensuing fiscal years 2011 through 2015. Although it was not a new model, the strategy required renewed and targeted efforts toward engaging a generation of new funders through grants, foundations, and business and community partnerships. When Wellmobile funding was robust, the expectation was that community partners would provide referrals, service sites, and in-kind services, and would leverage influence with existing health delivery systems to accept uninsured clients on either a pro-bono or sliding-fee basis. The Wellmobile Program brought a fully-funded service into their community without a local financial commitment to the service model. A shift away from this model of unconditionally allocating Wellmobile services funded through legislative allocation and UMSON fundraising efforts to a community, county, or region was needed to accomplish reactivation of the full fleet. The new paradigm involved a stakeholder model whereby the local health and/or human services delivery system, local nonprofit agencies,

or the beneficiary community itself would support the operation of this service. This included redefining the expected contribution of the community partnerships to include financial support, ranging from contractual service agreements or grant fund allocation to provide direct payments for services, to community-based collaborations committed to joint grant submissions with the Wellmobile Program. The aforementioned “Bridge to Care” model provides the framework for the community partnership sub-contractual model, one potential sustainability strategy.

The CareFirst-funded partnership with Chester River Health System/ UM Shore Regional Health expanded implementation of the “Bridge to Care” model to the Upper Eastern Shore and piloted an approach to sustainability. The goal was to achieve a fiscally sustainable model by the conclusion of the third project year, fiscal year 2015, by integrating the Wellmobile into the Upper Eastern Shore primary care system through sub-contractual arrangements and potential incorporation into the health system–affiliated practices.

With the re-activation of a second Wellmobile on the Eastern Shore, accomplished in July 2012, the ultimate goal of reactivating the remaining two Wellmobile vehicles remained foremost among the priorities identified for fiscal year 2015. The February 2014 HRSA Interprofessional Collaborative Practice grant proposal submission, funded for fiscal years 2016 through 2018, was designed to replicate the CareFirst proposal sustainability model in Central Maryland. In addition to implementing an interprofessional collaborative practice (IPCP), retention of existing and newly insured and complex patients on the Wellmobile panel by adding a family medicine provider to the team is a second aim. A long range objective is to attribute Wellmobile patient panels, including complex patients requiring physician to a primary care practice, where revenues generated would support program operations, freeing up a portion of the MHEC allocation for additional services.

While community and organizational partnerships are fundamental to procuring future Wellmobile funding, such partnerships must be of mutual value and advance the Wellmobile’s service and educational missions. To date, the Wellmobile has explored partnerships in the health, academic, and community organization sectors. Wellmobile Advisory Board members have been encouraged to identify corporate and community funders and to broker entry into the local health delivery systems to gain access to funding opportunities and community partnerships.

Examples of funded partnership exploration activities are FQHCs; rural and urban hospital systems, including UMMS; University System of Maryland academic institutions; local and state health departments; the Maryland State Department of Education and county school systems; and local community agencies and philanthropic organizations. The Wellmobile Program seeks partnerships with health delivery systems to develop and implement novel integrated interprofessional health service models that will add value to the evolving health services sector, including care transitions and primary care.

SUMMARY OF FISCAL YEAR 2015 AND FISCAL YEAR 2016 FUNDING STATUS AND INITIATIVES

The UMB Foundation, Inc., received donations to the Wellmobile from communities and individuals in fiscal year 2015, which have supplemented Wellmobile operations in accordance with donor specifications.

During fiscal year 2015, the Wellmobile Program submitted the following proposals to external funders:

- Shore Regional Health, continuation funding for the Upper Eastern Shore Wellmobile (not funded).
- HRSA Rural Health Outreach Grant in collaboration with Eastern Shore AHEC and Shore Regional Health, October 2014 (not funded).

Fiscal year 2016 funding prospects include:

- HRSA, Division of Nursing, Nurse Education Practice Quality and Retention (NEPQR) “Bridging Interprofessional Collaborative Practice and Education with Integrated Care through a Medical Neighborhood,” Feb. 8, 2014 (funded July 3, 2015).
- Maryland Agricultural Education and Rural Develop Assistance Fund (MAERDAF), “Utilizing Nursing Care Management to Facilitate Transition of Insured Patients to Patient-Centered Health Homes,” July 10, 2015 (not funded).
- Anne Arundel Health System Partnership Health System partnership, Sept. 15, 2015 (CareFirst/AAHS, preliminary funding)

FISCAL YEAR 2016 PRIORITIES

The challenge to raise external funds to support care of the uninsured will continue in fiscal year 2016. The HRSA grant for Central Maryland requires maintenance of effort-continuation funding for baseline services provided prior to grant receipt. Since the program is funded by MHEC supplemented with UMB Foundation funds, Wellmobile leadership is actively pursuing a partnership with a health delivery system to create sustainability. Affordable Care Act requirements placed on health insurers requiring them to invest no less than 80 percent of premiums in patient services restrict the availability of grants from these funders. Funders, including those to which the Wellmobile Program had previously submitted proposals, have reduced the number of requests for proposals, restricted the amount of funding per proposal, and limited the duration of funding commitment to one fiscal year. In the past, such grants were often renewable and involved multiple year commitments. Because fundraising remains an ongoing priority to sustain the work of the Wellmobile Program, proposals and presentations to potential partners and funders will require additional resources and responsibilities for the program’s administrative staff. Previously submitted grant proposals continue to undergo revision for resubmission to funders, emphasizing the potential value of a mobile clinical service provider to a partner with a stationary operation, particularly within the context of health reform. The

Wellmobile will enlist the assistance of UMSON's Office of Development and Alumni Relations in the preparation and submission of calls for proposals by foundations.

The Wellmobile Program will continue to pursue collaborative extramural funding opportunities with UMSON specialty program directors that provide faculty practice and service opportunities aligned with the mission of the Wellmobile Program. UMSON is collaborating with other UMB professional education programs. Wellmobiles outfitted with clinical exam rooms are well-suited for interprofessional collaborative practice. Federal and local funding priorities, such as HRSA IPCP grant which will be implemented in Central Maryland in January 2016, that support advanced practice nursing and clinical training offer additional opportunity to reactivate Wellmobile units using newly created interprofessional teams implementing practice models that would establish the Wellmobiles as interprofessional clinical training sites.

The Wellmobile Program aspires to further capitalize on the opportunity to align its education mission with state initiatives that focus on recruitment, education, and retention of health professionals in rural areas. This innovative plan requires both internal and external partnerships with other schools and health care systems, as well as local area health education centers to craft an alliance for a rural HRSA health professions training grant submission. The Wellmobile is a state asset that could also be a subcontractor to health systems seeking opportunities to access difficult to reach populations.

The development and implementation of an EHR remains a priority for fiscal year 2016. An EHR is fundamental to partnerships and subcontracts with health systems' primary care providers and FQHCs because it provides the secure platform for exchange of health information among partners of vertically integrated health systems. Assistance has been requested from the UMSON Office of Development to locate a funder specifically for the EHR project (hardware, software, and licensing fees). Possible funding sources include education grants in collaboration with UMSON's nursing informatics and advanced practice nursing educational programs, which would benefit both the Wellmobile service mission and UMSON's education mission. Doctoral students would benefit from access to de-identified data and outcomes for translational research.

During this time of statewide and national transition in the delivery of health care services, the Wellmobile Program will continue to seek opportunities for continuing its tradition of innovation as a provider of population-based, nurse-managed health care and as a clinical education site for the state's future health care providers.

APPENDIX A: WELLMOBILE STAFFING

WELLMOBILE STAFFING COMPARISONS BY FISCAL YEAR

Fiscal Year	Nurse Practitioners	Nurse Care Managers	Social Workers	Outreach Workers	Drivers
FY 2009	3.2	2.0 (reduced to 1.5 1/1/2009)	.5	4*	3
FY 2010 (7/1-8/15)	2.8	1.5	.5	3*	3
FY 2010 (8/15-6/30)	.6	0	.5	2*	.8
FY 2011	.6	0	.5	1.8*	.75** - 1.0
FY 2012	.6 (increased to .8 4/1/12, 1.6 4/16/12)***	0	.5	1.8	1
FY 2013	1.6	1 (increased to 1.5 6/1/2013)	.5	1.8	1
FY 2014	1.6	1.5 (increased to 2 1/16/2014)	.5	1.8	1
FY 2015	1.6	2	.5	1.8	1

This table illustrates the Wellmobile staffing model, representing number of positions by FTEs allocated across the operation of four Wellmobiles for fiscal year 2009 and the first four weeks of FY 2010.

From August 15 to June 30, 2010, and for fiscal years 2011 and 2012, these positions were allocated across operations of one core Wellmobile and a second Wellmobile fulfilling additional educational and programmatic functions.

In fiscal years 2013, 2014, and 2015, these positions were allocated across the operation of two Wellmobiles.

Notes:

*One FTE outreach worker is also a driver.

** .75 Driver represents base weekly scheduled hours, with additional hours during peak service weeks.

*** .8FTE Eastern Shore nurse practitioner began orientation April 16, 2012 for the Eastern Shore Wellmobile.

APPENDIX B: FISCAL YEAR 2015 WELLMOBILE BUDGET

Governor's Wellmobile Program - Financial Report
Fiscal Year 2015 (7/1/14-6/30/15)

Expenses:

Personnel		
	Salaries	\$ 445,624.20
	Fringe	
	Benefits	\$ 166,674.23
	Total	
	Personnel	\$ 612,298.43
Operating		\$ 67,480.85
	Total Expenditures	<u>\$ 679,779.28</u>

Revenues:

	MHEC Funds	\$ 285,250
	Other Sources	\$ 394,529.28
		<u>\$ 679,779.28</u>

APPENDIX C: WELLMOBILE ADVISORY BOARD MEMBERS

WELLMOBILE ADVISORY BOARD MEMBERS GOVERNOR'S WELLMOBILE PROGRAM FY 2015

MEMBER	AFFILIATION
Jane M. Kirschling, PhD, RN, FAAN	Chair, Dean, UMSON
Elizabeth Arcia-Hird	Health Leads Johns Hopkins Bayview Medical Center
Elmer T. Carreno, MD	Physician, Prince George's County Health Dept.
Richard Gelfman, JD	Owner, WCTR Broadcasting (resigned April 2015)
Christopher King, PhD	Georgetown University School of Nursing and Health Studies
Joselina Pena-Melnyk	Maryland House of Delegates
Dottie Tiejien Li	TransPacific Communications
Catherine Pugh	Maryland Senate
Vacant	Business member

APPENDIX D: PUBLIC RELATIONS

Florida Courier news article, “Stress of Baltimore Unrest Could Linger for a While,” May 14, 2015. (Mentions work of Wellmobile in Baltimore City during unrest following Freddie Gray’s death; includes photo of clients receiving services inside Wellmobile.)

<http://flcourier.com/2015/05/stress-of-baltimore-unrest-could-linger-for-a-while/>

Web article: “UMB Embraces City’s OneBaltimore Effort,” May 2015 (mentions Wellmobile efforts during unrest in Baltimore). <https://www.umaryland.edu/news/archived-news/may-2015/newspressreleaseshottopics/onebaltimore-article.php>

Web article: “UMB Responds to Benefit West Baltimore,” April 30, 2015 (Wellmobile mentioned in President Perman’s letter to the UMB community re: unrest following Freddie Gray’s death.) <https://www.umaryland.edu/news/archived-news/april-2015/newspressreleaseshottopics/umb-responds.php>

Press release and Web article: “Wellmobile to Provide Interprofessional Care,” July 16, 2015 (re: Susan Antol’s \$1,007,076 HRSA grant to fund “Interprofessional Collaborative Practice and Education with Integrated Care through a Medical Neighborhood”) <https://www.umaryland.edu/news/archived-news/july-2015/newspressreleaseshottopics/wellmobile-grant.php>

Web article: “Congressional Focus on Community Outreach,” July 20, 2015 (Wellmobile mentioned)

<http://www.umaryland.edu/news/archived-news/july-2015/newspressreleaseshottopics/ruppersberger-visit.php>

Op Ed by UMB President Jay A. Perman in *Baltimore Sun*, “Community Engagement is a Critical UMB Mission,” August 4, 2015 (Wellmobile mentioned)

<http://www.baltimoresun.com/news/opinion/oped/bs-ed-umb-perman-20150804-story.html>

nursing for/um magazine article, “Antol Awarded Grant for Interprofessional Practice Project,” Winter 2015 edition, p. 8 (mentions how grant funding will help implement an interprofessional collaborative practice for providing care to residents served by the Wellmobile)

<http://digital-editions.todaymediacustom.com/um-school-of-nursing/nursing-forum/winter-2016/#p=10>