

**Proposal Summary**  
**Meeting Date: 11/19/2019**

**JourneyCare Request # 116018**

<b>Project Title:</b>	Community Health Worker Program
<b>Duration:</b>	36 months
<b>Request Amount:</b>	\$500,000
<b>Recommended Amount:</b>	\$500,000
<b>Program Area:</b>	Health and Rehabilitation\Education / Support Services
<b>Population Served:</b>	Cancer Patients / Families
<b>Type of Support:</b>	Program Support
<b>Location:</b>	Glenview, IL
<b>Staff:</b>	Rosa Berardi

**Organizational Background**

JourneyCare was established in 1978 when *Horizon Hospice* opened to provide compassionate end-of-life care to the Chicago region while *Midwest Hospice and Palliative Care* opened in Glenview, Illinois. In 1982, the *Hospice of Northeastern Illinois* opened in Barrington. In June 2015, these three organizations came together to form JourneyCare. In June 2019, JourneyCare purchased Northwestern’s home health and hospice programs. Today, JourneyCare serves approximately 4,200 individuals (daily) residing across a 13-county region of northern Illinois (Boone, Cook, DeKalb, DuPage, Kane, Kendall, Lake, LaSalle, Lee, McHenry, Ogle, Will and Winnebago) including medically under-resourced urban, suburban and rural areas.

JourneyCare’s programs and services include Palliative Medicine and Supportive Care, Hospice Care, Pediatric Palliative and Hospice Care, a Medical Fellowship, Home Health, and Patient and Community Support Services, such as bereavement and a Veteran’s Program.

**Finances**

	<b>Budget</b>	<b>Actual</b>	<b>Actual</b>
	2019	12/31/2018	12/31/2017
<b>Revenues</b>	\$114,367,571	\$99,267,865	\$90,019,751
<b>Expenses</b>	\$110,704,18	\$96,223,454	\$95,413,579
<b>Surplus (Deficit)</b>	\$3,663,373	\$3,044,411	(\$5,393,828)
<b>Net Assets</b>		\$62,714,269	\$60,188,655

**Annual Revenue Sources**

Grants	1%
Fees	0
Government	0
Private Support	4%
Earned Income*	95%
Other	0

\*Earned income includes Medicare, Medicaid, commercial insurance and self-pay.

The financial fluctuations are a result of three organizations merging in 2015. Due to the rapid growth of the organization, JourneyCare was challenged with making changes to operations. Lack of infrastructure for coordinating systems impaired billing and thus reimbursements. This has been corrected and at the end of 2018 finances show a surplus.

## Program Description

Despite advances in understanding the benefits of early integration of palliative care with disease management, many people living with a chronic or life-threatening illness either do not receive palliative services or receive services only in the last phase of their illness. Studies have shown that delayed referral for palliative care, or lack of it, has a negative impact on the management of physical and psychosocial symptoms.

Discrepancies in accessing palliative and end-of-life care are greater for medically under-resourced communities. These communities may face economic, cultural, spiritual, or linguistic barriers to health care. JourneyCare plans to launch a community health workers (CHW) program to provide education, outreach and support in resource-constrained areas. By utilizing CHWs, JourneyCare will be better positioned to deliver services in those communities. As a member of the clinical team, the community health workers will build relationships with patients where there may be lack of trust of health care and/or lack of understanding of palliative and hospice care. A community health worker is a trusted, lay person from within the patient's community that can help families navigate options for care, and address concerns throughout the journey – enabling patients to make better informed decisions.

The CHW will play two roles—a community educator and clinical liaison. As a community educator, the CHWs will partner with faith-based organizations, social and community development agencies, and community health care providers to educate on topics such as, advance care planning, the benefits of palliative and hospice care and navigating the health system.

As a clinical liaison, the CHW will serve as a link between JourneyCare's interdisciplinary care teams and the patient. The CHW will provide the medical teams with context regarding cultural norms, expectations and standards and insights about the needs of the patients. The CHW may provide an in-home visit to discuss goals of care, offer patient system navigation, discuss advance care planning, offer support and connect to community resources that is consistent with the patient's beliefs. This dual-role of community-based educator and clinical liaison will create continuity of care and ensure patients feel comfortable and understand their care journey.

Through JourneyCare's Workforce Development Program, CHWs will be trained and deployed to work in medically under-resourced areas of Cook County. Three CHWs will be deployed in year 1 and year 2 and a fourth in year 3. Initially, CHWs will be deployed in these three neighborhoods:

- South Side of Chicago (Englewood, West Englewood, Chatham)
- West Side of Chicago (North Lawndale, South Lawndale)
- North Chicago (Rogers Park)

JourneyCare provides services in 130 suburban municipalities in Cook County and 77 Chicago community areas. Once the program is established, JourneyCare plans to expand the program to additional regions in northern Illinois through philanthropic partnerships, whom have already expressed interest. This goal will be met through the following objectives:

- Increase community-focused and culturally sensitive educational and outreach efforts
- Strengthen cultural competency of JourneyCare clinical teams
- Increase partnerships with health providers to gain referrals
- Increase access to JourneyCare's hospice, palliative and home health services

While the focus of the CHW program will be to improve access to palliative and end of life care to patients with all diseases, individuals with cancer are the largest primary diagnosis at JourneyCare. Between June 2018 and 2019, patients with cancer comprised 40% of admissions.

### Strengths / Weaknesses

#### Strengths

- CEO's extensive experience with CHW program along with the workforce development program positions JourneyCare to create and implement this program with focus on cancer patients
- Partnerships with providers across a 13-county region serving 4,200 patients a day, offers strong justification for expanding services by utilization community health workers
- CHW programs have potential to enhance the economic stability of lay persons
- CHW will help increase patient's access to care and understanding of the full continuum of care

#### Weakness

Community health worker's salaries are not billable in Illinois. Organization will be challenged to sustain those positions without reimbursement for services; thus, dependent on philanthropy. As an aside, several Chicago institutions have joined to advocate for changes to Medicaid to approve reimbursement for CHWs in Illinois.

### Why Fund

Through other programs funded by the Foundation, such as the South Side Pediatric Asthma Center, we learned the value and benefit of training lay persons as frontline health workers. We also learned that by being culturally relevant to people served, community health workers play an integral role in increasing service capacity. In addition, community health worker programs are an approach for workforce development, which have the potential to enhance economic stability and prosperity by focusing on human capital rather than business growth.

JourneyCare's focus on workforce development aligns with the Foundation's interest to train community health workers to work in underserved communities. Given that JourneyCare serves a large number of patients across 13 counties in Illinois, experience in workforce development, strong hospital partnerships and leadership expertise, we believe this program will be successful and assist in enhancing palliative and hospice services for cancer patients, which are 40% (3,540 of 8,902 total admitted) at JourneyCare.

Incidentally, at the University of Chicago Medicine, Kimberly Hobson is credited with creating the community health worker program for the Pediatric Asthma Center. Recently, Ms. Hobson left UOC and accepted the CEO position at JourneyCare. During the past couple years, we have researched and had many conversations regarding training of community health workers to serve cancer patients. Discussions with JourneyCare and hiring of the CEO with experience in developing community health worker programs brought this opportunity to fruition.

### Prior Grants

**Last Grant Date:** 1/8/2019  
**Last Grant Amount:** \$10,000

**Number of Prior Grants:** 10  
**Total Amount Granted:** \$159,000

**Grants Budget**

Expenditure Category	Year 1			Year 2			Year 3		
	Total	Coleman Recommend	Other Support	Total	Coleman Recommend	Other Support	Total	Coleman Recommend	Other Support
Administrative Support - COO	\$16,000		\$16,000	\$17,000		\$17,000	\$18,000		\$18,000
Program Director	\$65,000		\$65,000	\$67,000		\$67,000	\$69,000		\$69,000
Community Health Workers Salaries (3)	\$156,000	\$156,000		\$161,000	\$161,000		\$218,000	\$168,000	\$50,000
Indirect Support Staff	\$100,000		\$100,000	\$100,000		\$100,000	\$100,000		\$100,000
Communications/Marketing	\$25,000	\$10,000	\$15,000	\$25,000	\$5,000	\$20,000	\$25,000		\$25,000
Mileage/Travel	\$6,000		\$6,000	\$6,000		\$6,000	\$8,000		\$8,000
Cell Phones	\$1,000		\$1,000	\$1,000		\$1,000	\$1,300		\$1,300
<b>Total</b>	<b>\$369,000</b>	<b>\$166,000</b>	<b>\$203,000</b>	<b>\$377,000</b>	<b>\$166,000</b>	<b>\$211,000</b>	<b>\$439,300</b>	<b>\$168,000</b>	<b>\$271,300</b>

Other Support column represents a combination of donors including several family foundations, community foundations and major gifts interested in workforce development and services for cancer patients.

**Recommended payout schedule, if grant is approved:**

- 2019 - \$166,000
- 2020 - \$166,000
- 2021 - \$168,000