

EXHIBIT A
SCOPE OF WORK/WORK PLAN FORMAT

Requested Grant Funds in Fiscal Year 2014-15: \$155,000

Program/Project Summary: SLO Noor Clinic – Healthcare for the Uninsured

The SLO Noor Clinic will provide uninsured SLO County residents (age 18 to 64) with access to quality healthcare – *primary care exams and treatments, vision, dental, physical therapy, health education, and auxiliary services* – with an emphasis on preventative care. By evaluating and treating patients via these multiple perspectives, our aim is to contribute to the overall health and wellness of the population we serve and to help reduce healthcare costs countywide. As it is **anticipated that 2014/15 will see an increase in patients served**. More patients also means additional supplies, equipment, utilities, etc. will be needed. With two locations and added hours of operation, there will also be more scheduling and "desk" assignments to accomplish, so we will also focus energy on strengthening our administrative infrastructure and systems to a higher level of sophistication, capacity, and efficiency.

Goal/Objective	Major Tasks (in order to achieve goal)	Timeline
Continue to provide primary care exams/treatments, vision care, dental care, physical therapy, health education & auxiliary services.	A. Continue utilizing volunteer & paid medical professionals to deliver patient care services B. 90% (or more) of patient care team to be volunteers C. Replenish supplies and small equipment as needed.	A. Ongoing B. Ongoing C. Ongoing
Offer dental services more days/hrs. each week as demand grows and sufficient personnel is available.	A. Begin w/soft opening: 1 day/wk. B. Evaluate size of wait list C. Negotiate/secure a sublease tenant to defray overhead costs D. Hire a p/t Dental Assistant E. Order additional supplies and small equipment as needed	A. Target: Feb. 2014 B. On-going C. On-going until secured D. As soon as funds have been secured to cover payroll cost for at least 4 months E. On-going
Increase capacity to accept additional vision care patients	A. Begin tenant improvements to create 1 vision exam room B. Secure equipment & supplies C. Replenish supplies/sm. equip.	A. Target: late 2014 B. Target: late 2014 C. Ongoing once operational
Continue in-house laboratory services to provide accurate, reliable test results in minutes	A. Replenish supplies & small equipment as needed. B. Provide refresher courses or new protocol training to existing volunteer medical team.	A. Ongoing B. Ongoing C. Ongoing

	C. Train new volunteer (or paid) medical team members on I-Stat.	
Continue providing appropriate patients with physician advised diagnostic testing that cannot be performed at SLO Noor Clinic	A. Continue to work collaboratively with current facilities/agencies that provided outside services in 2013. B. Re-negotiate/renew discounted rates for outside services C. Cultivate new relationships with specialized facilities or agencies.	A. Ongoing B. As needed C. Ongoing
Strengthen administrative infrastructure and systems to a higher level of capacity, sophistication, and efficiency	A. Hire a part-time Clinic Director to provide oversight for administrative activities, protocols, systems, and fund development B. Hire a part-time Director of Operations to provide oversight for accounting, inventory control, pre-audit preparation, and ITT needs	A. Target: begin 2 nd qtr. 2014 B. Target: begin 2 nd qtr. 2014
Identify/secure additional sources of revenue	A. Contribute to Endowment Fund established 12/2013 B. Pursue possible compensation for participation in clinical trial(s) C. Prepare to have an audit done to open doors for new grant application opportunities D. Continue to promote for additional participation in our Miracle Thousand donation plan E. Solicit collaborations, sponsors, & attendees for repeat & new fundraising events.	A. Target: By 12/2014 & ongoing B. Ongoing C. Target: Accomplish in 2014 D. Ongoing E. Ongoing

Program/Project OUTPUTS:

Output Measures:

- Medical professionals will provide 2000 (or more) patient appointments for primary care and/or physical therapy sessions during a 12-month period.
- 200 (or more) patients will receive physician-advised diagnostic testing and/or specialty procedures not currently available on-site at clinic
- 1400 (or more) lab tests will be conducted in-house during a 12-month period.
- 650 (or more) vision exams (& free prescription eyeglasses if needed) during a 12-month period
- 400 (or more) appointments for dental exams/procedures will be provided during a 10-month period

Data will be collected on:

- The number and type(s) of health education given to patient/family seen at our clinic
- The number of referrals sent to sub-specialist and what kind of specialist was needed
- And data will show medication assistance stats as provided by Alliance for Pharmaceutical Access

Program/Project OUTCOMES:

We will measure the effectiveness of our program with these goals in mind:

- Dental care services will be started during 2014
- 50% (or more) increase in total number of patients served in 2014 compared to 2013 figures
- 75% of our in-house lab testing/sampling costs will be lower than local "market rate."
- 75% of clinic patients will not seek primary care at a hospital ER unless physician advised
- 25% decrease in average wait time for patient care appointments (compared to Dec. 2013).
- 100% of patients will receive health education related to their clinic visit.
- 100% of patients will receive services at no charge.

Scope of Work/Work Plan – FY 2014-15***Practice Definition***

The SLO Noor Clinic is insured and fully licensed. As a clinic providing acute, non-emergent care, the SLO Noor Clinic strictly adheres to the accepted and approved practice policies. Supervising physicians include all physicians volunteering at the SLO Noor Clinic. There is a list on file of physicians (with qualifying license numbers and dates) that are authorized to be supervising physicians volunteering at the SLO Noor Clinic. Appropriate and current certification and licensing information is also on file at the SLO Noor Clinic for optometrists, ophthalmologists, physicians assistant, nurses, physical therapists, dentists, and dental hygienists who volunteer at SLO Noor Clinic.

Dental Services Start-up

We are excited that patients will soon be benefitting from the launch of a dental component to our "circle of care." As mentioned, plans are underway now to have an open house mid-February followed by a soft opening the following week.

The Start-up Committee volunteered hundreds of hours to accomplish this and they should be proud of their efforts. It did take longer than originally anticipated, but the Committee followed every lead and with great community support, they secured much of the needed equipment and materials as in-kind donations which substantially saved cash dollars.

We plan a "stair-step" approach: free dental exams hygienic treatments, and basic restorative procedures (like filling or extractions) will be offered 1 day/wk. and then gradually add additional hours/days. We have volunteer dentists, hygienists, and receptionist ready to begin. In conferring with other free clinics in the U.S., volunteer dental assistants (DA) are a definite rarity; mostly due to time constraints. Some are working two jobs; others have young family obligations after their usual work day, etc. So, we anticipate needing to hire a DA for up to 20 hrs/wk. as soon as reasonably possible. Besides assisting the dentists, the DA would add continuity to the clinic by being there on a regular basis and could also assist with front desk duties sometimes. We may be close to inking a

sublease agreement with Paso Robles based Tolosa Children's Dental Center, starting with a (renewable) 6-month term. They would provide them with a fully equipped San Luis Obispo site for their pediatric patients (at least) 1 day/wk.; we would treat our uninsured adults other days/hours. It could be a win-win for collaboration without duplication of services provided; and a sublease would lessen our rent expense and improve cash flow.

As mentioned, part of the dental equipment is not brand new. As such, we anticipate that some equipment will need maintenance, repair, or replacement as time goes on. Some funding for repairs/maintenance for patient care equipment has been incorporated into our 2014-15 budget, but we hope the Board of Supervisors may allow some flexibility with the remaining balance of 2013-14 CBO PHG funding should a key piece of equipment need emergency attention to be able to keep appointments made with patients.

In-house Laboratory Testing/Sampling

The SLO Noor Clinic adheres to the Clinical Laboratory Improvement Amendments of 1988 (CLIA) for the performance of moderate complexity testing.

The laboratory is beginning its 3rd year in operation. As when we first opened, nearly all new patients have not had full physical exams for much longer than is typically advised. Volunteer Physicians have **benefited from quick test results** to determine a patient's true health status and advise the patient of a treatment plan if needed.

During 2013, we performed 1,189 lab tests. The five most commonly performed tests are: Comp Metabolic Panel; HgB; HgbA1c; Urine Dip; and Lipid. We also performed 42 TSH tests, a newer offering. The EKG and other monitoring systems in place have been extremely helpful diagnostic tools – especially for **more extensive heart health testing that can be done on-site**. And with the current I-Stat equipment, we have the **capability to perform a fairly large range of moderate complexity testing**. In 2013, we again did a cost comparison of our costs versus a respected local diagnostic facility charging Medicare rates. **Had the lab tests been outsourced, the cost would have been 600% higher.**

Diagnostic Testing/Specialty Procedures (Outsourced)

As in past years, what we find is that a frequent reason our patients wish to see a doctor is for aches or pains that would benefit from an X-ray or ultrasound to help the physician make a diagnosis and treat. Additionally, as a preventative health measure, when people reach certain age milestones, certain tests are strongly suggested to be scheduled annually, or at other recommended intervals. The majority of our patients to date fall in these age categories. However, because they are uninsured and do not have the financial means to pay for exams, they had postponed or skipped the tests. **As many problems are "silent" until they progress to more serious stages, early detection and treatment is highly preferable to the alternative.**



Presently, the SLO Noor Clinic is not equipped to provide the types of diagnostic tests/specialty procedures listed below. However, local facilities and agencies have provided these procedures for us at their locations. As explained in our mid-year report, we are now paying negotiated discounted rates to some providers; to a lesser degree some others have continued to show their support for the SLO Noor Clinic by providing their services pro-bono.

We cannot predict exact figures of the type and number of diagnostic tests that will be needed in 2014/15 because it will depend on the physician's evaluation of a patient's current health and history and the total number of patients seen. However, the list below gives average costs for what we think will be the most common physician advised orders:

- #1 Mammograms – for women 40 and over: \$150 - \$270
- #2 X-Rays or abdominal ultrasounds: \$174
- #3 PSA Tests – can do these in-house or outsource at a discounted price: \$80
- #4 Colonoscopies – starting @ about age 50: \$2,758 (including 3 specimens)
- #5 Bone Density Tests – for women 50 and over: \$440

For vision care patients, we already have a reasonable supply of donated frames and lenses... and 1 or more volunteer opticians grind a certain number of lens monthly to prescription specifications. However, sometimes a backlog of orders happens or a patient needs specialty lenses. So, we've negotiated a discounted price of \$10 - \$20/ea. for any outsourced orders. The need for special equipment for eye disease treatments sometimes arise too (usually cataract or glaucoma related). If/when this happens, appropriate action has been decided on a case-by-case basis.

For dental, we don't plan to initially offer the more intensive procedures like root canals. Over time, we'll have a better understanding of patients' needs. We'll revisit this topic in a few months from now and/or handle on a case-by-case basis.

Increase Clinic Hours to Accommodate Additional Patients Each Week

During 2013, there was up to a 4-month wait for some routine exams. The tide is turning!

We had originally planned to hire a Nurse Practitioner, but during the recruiting phase, a highly qualified Physician Assistant applied and was hired. She started work in December. Medical appointments are now available Tues. & Wed 10-5; Thurs 10 to 4; Fri & Sat 1 to 5. Already we are seeing a reduction in wait time. (She is quickly becoming the "go to" person to monitor status and/or changes for our chronic illness patients and oversees lab testing on the days she works. This gives the physicians the opportunity to see more first-time patients.) Vision care appointments are currently available in the morning on Sat. and/or Wed. And, as mentioned, we'll begin dental care 1 day each week. **These changes mean we can accept more new patients monthly and further relieve hospital ERs from visits from uninsured persons. It also provides more opportunities to detect and treat conditions earlier rather than later.**



Vision Care

The demand for vision care is very high... and we've been investigating options to increase our ability to accept more patients weekly. Currently, one exam room at the Phillips Lane location is shared by both medical (afternoons) and vision (mornings). There is some space in the multi-purpose room that can be privatized to create/equip a space that would be an optometry "lane" exclusively. The Board of Directors wants to begin actual steps in 2013 toward this goal. Plans have been drawn; rough cost estimates have been incorporated into the 2014 budget. Tenant improvements started late this year would likely have a 2015 completion date.

Additional Services

It is anticipated that additional services offered at the SLO Noor Clinic such physical therapy and case management by social workers will continue with no changes during 2014-15. Health education offerings will continue and we will monitor patient health profile trends and tailor the curriculum as needed.

Hire Additional Personnel

Our patient care and auxiliary team members who each volunteer their particular areas of expertise are the cornerstone of our organization ... and the #1 reason patients receive all services free of charge. Whether it's 1 day or regularly throughout the year, the volunteers give their personal time (valued at \$377,172 in 2013 and forecast to be \$400,000+ in 2014) because they believe it's making a difference in people's lives and in the community. Patients say they feel that caring ... and we believe this is an integral part of the high patient satisfaction ratings received. We also acknowledge that we wouldn't be where we are today without important "behind the scenes" supporters like the County of SLO.

It's 2014 and we are growing. With an influx of new patients, new services, and two locations, there are additional responsibilities and administrative details.

The need to hire a part-time Dental Assistant was already presented earlier in this Scope of Work/Work Plan narrative. (See page 8)

As identified during a Strategic Planning Summit held this summer by the Board of Directors, there is a need to strengthen the administrative infrastructure and systems to a higher level of capacity, sophistication, and efficiency. The Board feels this will be best accomplished with the hiring of two persons to provide a tier of management for daily activities. A Clinic Director to provide oversight for administrative activities, protocols, systems, and fund development. And a Director of Operations to provide oversight for accounting, inventory control, pre-audit preparation, recording statistical information required by certain agencies, and IT activities. Both are envisioned as part-time -- up to 20/hrs per week. A tentative start date of April 2014 was entered onto the budget.



However, proceeding is contingent on how successful the fund development plan noted in the table on page 7 and how quickly we reach certain funding milestones that have been set. The Board will be reviewing the financial reports on a regular basis and will make adjustments to the budget and/or the timelines if needed. There is also flexibility in number of hours per person weekly or staggering the hire dates. We will certainly update you on the progress in our mid-year report.

We note that even with the inclusion of all personnel recommendations, the SLO Noor Clinic **will still be almost exclusively staffed with volunteers.**



Request for Application - FY 2014-15
PROGRAM BUDGET REQUEST FORM

	Project Expense	Grant Budget Requested	Other Funding Available* Amt. & Source
I. PERSONNEL EXPENSES			
(associated with the proposed project)			
Clinic Manager – 40hrs/wk (\$4,000 mo.)	\$ 48,000		\$ 10,500 @
Clinic Coordinator – 20hrs/wk (\$2,000 mo)	\$ 24,000		\$ 4,200 @
Physician Asst. – 20hrs/wk (\$4,767 mo)	\$57,200	\$10,000	\$ 1,000 @
Dental Asst.– 20hrs/wk (10 mos @ \$1,936 mo.)	\$ 19,360	\$10,000	\$ 157,860 NS
Clinic Dir. – 20hrs/wk (9 mos @ \$3,333mo)	\$ 30,000		
Operation Dir. – 20hrs/wk (9 mos @ \$1,666mo)	\$ 15,000		
(Taxes & Benefits included in figures listed)			
(We project Volunteer hours value @ \$400,000+)			
Subtotal – Personnel Expenses	\$193,560	\$ 20,000	\$ 173,560
II. OPERATING EXPENSES			
(associated with the proposed project)			
Patient Care Expenses	\$152,000	\$90,000	\$ 5,800 @
Supplies (Est. \$74,000)			\$ 7,800 @
Sm. Equip/Durable Goods (Est.\$10,000)			\$ 10,000 @
Maint./Repair (Est. \$5,000)			\$38,400 NS
Haz. Waste Disp. (Est. \$3,000)			
Diagnostics/Specialty (Est. \$60,000)			
<i>Possible breakdown, but this is an estimate:</i>			
100 Mammograms (Avg. \$210 ea = \$21,000)			
100 X-rays (Avg. \$174 ea = \$17,400)			
2 Colonoscopies (Avg. \$2,758 ea = \$5,516)			
12 PSAs (Avg. \$80 ea = \$960)			
10 CT Scan/Neck/Pelvis/Spine (@\$1,216 ea)			\$ 64,275 NS
198 Specialty Eyeglass Lens (Avg. \$15 ea)			\$ 10,000 @
Core Operating Expenses	\$113,475	\$15,440	\$ 4,200 @
Capital Outlay (Perm. Equip) New Vision Lane	\$ 32,000	\$10,000	\$ 22,000 NS
Subtotal – Operating Expenses	\$297,475	\$115,440	\$ 162,475
VI. INDIRECT @10% OF PAID PERSONNEL		\$ 19,560	\$ 0
Total Grant Project Expenses	\$491,035	\$155,000	\$336,035

Note: The majority of 2014-15 CBO/PHG funding would be spent in 2015. At this time, a 2015 budget hasn't been formalized, but repeating 2014 budget line items is a probable forecaster.

*List in this column all agency funds available to support the project. Indicate with a "@" next to the amount that are in-kind and a "NS" for those not yet secured.

BUDGET NARRATIVE:

Request for Application – FY 2014-15

Personnel: The Clinic Manager is budgeted at \$48,000 (\$4,000/mo) for 40/hrs weekly; the Clinic Coordinator is budgeted at \$24,000 (\$2,000/mo) for 20/hrs. weekly; the Physician Assistant is budgeted at \$57,200 (\$4,767/mo) for 20/hrs weekly; NEW HIRES: the Dental Assistant is budgeted at \$19,360 (\$1,936/mo for 10 mos) for 20/hrs weekly; the Clinic Director is budgeted at \$30,000 (\$3,333/mo for 9 mos) for 20/hrs. weekly; the Operations Director is budgeted at \$15,000 (\$1,666/mo for 9 mos) for 20/hrs. weekly. For all positions, benefits & payroll taxes have been included in figures listed. Both PA & DA provide vital patient care. Mgmt. positions to add daily oversight for our growing organization. The total for personnel is \$193,560. We request \$20,000 (\$10,000 ea for PA & DA). Additional funding to come from grants already secured from Blue Shield of CA (\$10,000), \$4,200 from Dignity Health/FHMC; \$1,000 from City of SLO. Add'l funding of \$173,560 to come from pending grant applications and Noor Foundation (donations & fundraising events). Timeline for hiring 2 mgmt. will proceed as sufficient funding is secured.

OPERATING EXPENSES:

Patient Care Expenses: We have added services and patients... which they receive for free. However, it does mean additional costs for us to provide patient care. Individual patient age, health status and history as evaluated by the medical team will determine actual type and number of services, procedures, tests, supplies, and equipment needed during the budget period. So we ask for flexibility to accommodate meeting the costs for medically advised patient care. Total budgeted for this Line Item is \$152,000 with the following breakdown for the subcategories: \$74,000 for **Supplies**. (This includes items such as lab test kits, dental compounds, gauze, eye disease treatments, gauze, syringes, etc.); \$10,000 for **Small Equip/Durable Goods** (such as blood pressure cuffs, thermometers, dental drills, eyeglass lens); \$5,000 for **Maint/Repair** (Ex: for equipment needing calibration. We also note that in-kind equipment donated for the dental start-up isn't new and we hope for the best, but it's likely there can/will be repairs or replacements needed sometime); \$3,000 for **Hazardous Waste Disposal** (of bloodied gauze, etc.). This is required by law. \$60,000 for **Diagnostic Screening/Specialty Procedures** which we cannot perform on-site, but are highly valuable diagnostic or treatment avenues to maintain or elevate a patients' health status. (Examples: mammograms, X-rays, advanced vision exams, etc.) The total budgeted is \$152,000. We request \$90,000. The balance to come from a donation of \$10,000 from Women's League (for mammograms); grants received (\$5,800 from Dignity Health/FHMC; \$7,800 from Dignity Health/AGCH); and \$43,400 grants pending and Noor Foundation (from donations & fundraising events).

Core Operating Expenses: These costs are necessary to be able provide patient care operations. Budgeted breakdowns are all for 12 months unless specified. **Rent:** \$33,935 (\$1,727/mo for Phillips Ln; \$1,100/mo for S. Higuera; **Utilities:** \$3,360; **Phone/Internet** \$3,950 (S. Higuera for 10 mos); **Insurance:** \$5,500 **Licenses & Permits:** \$2,100; **Office Supplies:** \$4,000; **Prof. Fees:** \$26,400; **Maint./Repairs:** \$3,000; **Misc:** \$31,230. The total budgeted is \$113,475. We request \$15,440. The balance \$64,275 to come from secured grants (\$10,000 from Blue Shield of CA & \$4,200 from Dignity Health/FHMC) pending grants and SLO Noor Foundation (from donations & fundraising events & restricted gifts for 2014-15 TV ads).

Capital Outlay: To convert/equip Phillips Lane multi-purpose room to eye care "lane" to be able to provide more patient exams. Total budgeted is \$32,000. We request \$10,000. Balance to come from pending grants and SLO Noor Foundation's fundraising efforts. Timing for start-up depends on when sufficient funds have been secured.

ACA Impact: Minimal impact to our program is expected. We anticipate our patient load will grow due to increased hours/services. ACA will help many, but cannot fully absorb all uninsured adults in SLO County.

