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Budget Documents

For:

January 1 – December 31, 2023

Draft Budget for Adoption by the Board of Directors

November 14, 2022



2023 Budget Message
Draft – November 14, 2022

The Health District of Northern Larimer County provides health services that fulfill its mission "*to enhance the health of our community.*" It will continue to provide health services from seven sites in Fort Collins - four owned facilities and one leased Health District space, as well as shared space with two other facilities where Health District staff work collaboratively with staff from other organizations, including Salud Family Health Centers and the Family Medicine Center. Larimer Health Connect utilizes leased space at the Loveland Life Center to provide health coverage assistance services to the southern part of Larimer County with funding from a grant.

At their August 23rd Regular Meeting, the board identified the following priorities for 2023 (in no particular order):

1. Behavioral Health: Mental Health and Substance Use across the lifespan
2. Oral Health
3. Access to care through coverage

The intent is to align funding, programs, and services with these priorities while centering the pursuit of health equity, utilizing data to measure outcomes and track progress, and pursuing strategies that are known to impact population health, such as policy intervention.

Due to unexpected staffing transitions shortly before finalizing the draft budget, the decision was made to begin the year with programs and services at levels similar to 2022. This will allow additional time to intentionally transition resources toward the board's identified priorities throughout the year. These changes will also enable the Health District to shift to a contracted Medical Director model. The Medical Director will serve in a consultative relationship with executive leadership to develop, monitor, and evaluate the standards of medical care throughout the organization, provide medical direction to clinical staff, and advise the executive leadership in medical and public health policy matters.

To address the above-identified priorities, the Health District will:

- 1) Continue to provide behavioral health services to meet identified needs across the lifespan, connect individuals and families to other community services, provide integrated behavioral health services in primary care safety net clinics, and organize community partners to make long-term improvements in Mental Health and Substance Use Disorder services and approaches;
- 2) Maintain and increase the number of people who have health insurance, and help customers understand their health insurance options and what might work best for them;
- 3) Provide dental care for those with low incomes.

The Health District will continue to address equity in part by promoting access to health care for those with low incomes. In particular, the Health District will directly provide the following services either solely or in partnership with other organizations and providers: family dental services; prescription assistance; psychiatric medication evaluations and consults; mental health and substance use assessments and treatment (which includes services at two primary care "safety net clinics" that serve residents with public insurance or who cannot afford the full cost of health care, as well as at Connections and CAYAC: Child, Adolescent, Young Adult Connections); assistance for those who have co-occurring mental illness and substance use disorders; and a program that connects consumers to therapists and psychiatrists offering mental health care at reduced rates. Each program provides discounted care or sliding fee scales to help make health care more affordable.

Further details on key services to be provided in 2023 through the adoption of this budget are outlined below.

Behavioral Health Services

For residents of all incomes in need of finding mental health and/or substance use services or of understanding mental illness or substance use disorders, the Mental Health & Substance Use Connections program will offer assistance and enhanced information and referrals by phone, Internet, or in person. The program will expand care coordination and increase access to brief therapy while waiting to get connected to ongoing sources of care in the community.

The Children, Adolescent, and Young Adult Connections (CAYAC) program places additional focus on early identification and intervention for children and youth ages 0-24 who are potentially impacted by mental illness or substance use disorders by working closely with their families, schools, and primary care providers to connect them to appropriate assessments and when indicated, treatment. CAYAC assessment services include child and adolescent psychiatry and psychological testing, when indicated, which assists in the determination of referrals to the most appropriate interventions. The program will increase its care coordination services and provide brief intervention in-house, as needed, while waiting to be connected to ongoing sources of care.

The Health District will continue its Integrated Care (IC) program, which provides behavioral health services within two safety net primary care clinics in Fort Collins: Salud Family Health Center (Salud) and the Family Medicine Center (FMC). Behavioral Health Providers interface with patients in the medical clinics, providing behavioral health screenings and consultations and participating in group medical visits as part of a multidisciplinary team. In addition, mental health and substance use disorder treatment is provided for individual patients. The psychiatrist provides psychiatric assessment and treatment recommendations in the safety net clinics, training of family practice residents, and more informal consultation to providers at all sites. Staff also facilitate FMC's Chronic Pain and Medication Assisted Addiction Treatment services.

The Health District will continue to organize and participate in community-based planning aimed at restructuring local mental health and substance use disorder services and raise community awareness and action around mental illness and substance use disorders. In 2023, the Health District will work in partnership with community partners (both organizations and consumers) to assist with updating and expanding the community assessment of mental health and substance use service needs initially completed in 2016, which will inform the new "Solutions to Behavioral Health Services Gaps" community plan.

Access to Care and Coverage

For residents of all incomes who need affordable health insurance, the Health District (through its Larimer Health Connect program) will offer health coverage assistance services to help residents understand their options for obtaining and keeping health insurance, and help them apply for coverage and assistance when appropriate. Staff can also help individuals find lower-cost options for prescriptions and financial assistance for eligible District residents.

Oral Health Care

The Family Dental Clinic in Fort Collins provides low-cost dental care to people in northern Larimer County who do not have dental insurance, or who have Medicaid or CHP+. Services are offered through low sliding fees to those who qualify. For those who have disabilities so severe that they must receive their dental care under general anesthesia (and who qualify for a relevant state Medicaid waiver), the Health District and a partnership of a variety of public and private partners will continue to offer limited care locally. In addition, with the installation of a wheelchair lift, the Health District's dental clinic is now the only clinic in the area with the ability to effectively provide dental care to wheelchair-bound individuals.

Other Services

The Health District provides evidence-based services to help people quit using tobacco. In addition to ongoing cessation services for District residents, staff will collaborate with UHealth to provide bedside tobacco cessation while patients are in the hospital setting. Staff will be able to provide ongoing services to any patients that reside in the Health District boundaries if they wish to continue cessation services beyond their hospital stay. The tobacco cessation program will undergo a review in 2023 to determine future direction. While community screenings for high blood pressure, cholesterol, and glucose screenings will be provided during the first half of the year, these services will be phased out in 2023. A review of emerging needs within priority areas will be conducted to determine future clinical needs.

The Advance Care Planning program, which was originally started as a community collaboration and through grant funding, will also phase out in 2023. Program staff will work on increasing community capacity to support completion of advance care directives, and work with partners to determine if there are components of the program that can be carried on by others.

Assessment

The Health District is committed to making informed decisions based on the most current and relevant information and will continue to gather and share such information with the community. Dissemination of findings from the 2022 triennial assessment will continue in 2023 and findings will be used internally to guide program improvement and future planning efforts. The Health District will also explore opportunities for community collaboration around community health assessment.

System-wide Improvements

The Health District is involved in monitoring changes (or potential changes) in health and health care brought about by policy changes at the national and state levels and will continue to assist the community in adapting to changes. The Health District

works with multiple partners in disaster preparedness planning and response. The Community Impact Team will continue to work with community partners to identify areas of need that require community collaboration and organizing in order to implement systemic changes, with a particular focus on mental health and substance use issues.

Other

In addition to providing health services, the Health District continues to have responsibility in two other areas: to fulfill its legal obligations as a Special District and as the owner of Poudre Valley Health System's (PVHS) portion of the University of Colorado Health (UCH) System's real estate and other assets. Revenue from lease payments from PVHS/UCH (the operators of the hospital and related health services) covers administrative expenses and helps to provide local health services. Revenues for providing health services are generated through property and special ownership taxes, fees, third party payers, lease payments, interest, contracts, and grants.

Budget

The attached Budget for the Health District of Northern Larimer County includes a three-year and a one-year year budget listing all proposed expenditures for administration, operations, maintenance, and capital projects; anticipated revenues for the budget year; and estimated beginning and ending fund balances. Attached are explanatory schedules, which give more detail on both revenues and expenditures.

The financial statements and records of the Health District of Northern Larimer County are prepared using the accrual basis of accounting. This budget has been prepared using the modified accrual basis of accounting.

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HEALTH DISTRICT OF NORTHERN LARIMER COUNTY

Budget

For:

January 1 – December 31, 2023

Health District of Northern Larimer County
2023 Budget

Revenues:	
Property & Specific Ownership Taxes	\$ 9,251,018
Lease Revenue	1,455,433
Investment Income	230,000
Operating Revenue (fee income)	1,020,803
Grant and Partnership Revenue	1,107,725
Miscellaneous Income	23,984
Total Revenues	<u>\$ 13,088,963</u>
Beginning Balance	\$ 7,974,514
Total Available Resources	<u><u>\$ 21,063,476</u></u>
 Expenditures:	
Operating Expenditures	
Board Expenditures	\$ 112,534
Election Expenditures	38,500
Administration	1,032,430
Program Operations:	
<i>Mental Health/Substance Issues Services</i>	5,050,735
- Connections: Mental Health/Substance Issues Services	2,847,548
- Integrated Care (MHSA/PC)	1,381,198
- Community Impact	821,989
Dental Services	3,895,092
Larimer Health Connect	1,069,999
Health Promotion	752,499
Assessment/Research/Evaluation	359,086
Leased Offices	139,673
Grants, Partnerships and Special Projects	4,069,913
Total Operating Expenditures	<u>\$ 16,520,462</u>
Non-Operating Expenses	
Capital Expenditures	684,072
Contingency	1,303,695
Total Non-Operating Expenditures	<u>\$ 1,987,767</u>
Total Expenditures	<u><u>18,508,229</u></u>
Reserves	
Emergency & General (State Required)	555,247
Emergency & General (Board)	1,000,000
Capital Replacement (flexible)	1,000,000
Total Reserves	<u>\$ 2,555,247</u>
Total Expenditures & Reserves	<u><u>21,063,476</u></u>

Health District of Northern Larimer County
Three Year Budget Summary 2023

	Prior Year 2021 Actual *	Current Year 2022 Budget	2023 Proposed Budget
Revenues:			
Property & Specific Ownership Taxes	\$ 8,913,528	\$ 9,325,766	\$ 9,251,018
Lease Revenue	1,343,554	1,335,549	1,455,433
Investment Income	16,101	65,000	230,000
Operating Revenue (fee income)	1,020,928	998,821	1,020,803
Grant and Partnership Revenue	720,828	1,274,586	1,107,725
Miscellaneous Income	22,396	23,004	23,984
Total Revenues	\$ 12,037,335	\$ 13,022,725	\$ 13,088,963
Beginning Balance	\$ 7,132,102	\$ 6,929,112	\$ 7,974,514
Total Available Resources	\$ 19,169,437	\$ 19,951,838	\$ 21,063,476
Expenditures:			
Operating Expenditures			
Board Expenditures	\$ 25,715	\$ 47,118	\$ 112,534
Election Expenditures	-	32,000	38,500
Administration	950,330	952,280	1,032,430
Program Operations:			
<i>Mental Health/Substance Issues Services</i>		4,371,720	5,050,735
- Connections: Mental Health/Substance Issues Services	1,776,418	2,339,007	2,847,548
- Integrated Care (MHSA/PC)	1,018,952	1,275,292	1,381,198
- Community Impact	523,940	757,422	821,989
Dental Services	3,295,322	3,894,293	3,895,092
Larimer Health Connect	994,646	1,312,744	1,069,999
Health Promotion	758,146	854,448	752,499
Assessment/Research/Evaluation	241,265	269,530	359,086
Resource Development (moved under Admin for 2023)	178,002	195,262	-
Leased Offices	-	178,020	139,673
Grants, Partnerships and Special Projects	1,645,423	4,385,168	4,069,913
Total Operating Expenditures	\$ 11,408,159	\$ 16,492,583	\$ 16,520,462
Non-Operating Expenditures			
Capital	\$ 2,868,078	\$ 1,290,987	\$ 684,072
Contingency	-	422,098	1,303,695
Total Non-Operating Expenditures	\$ 2,868,078	\$ 1,713,085	\$ 1,987,767
Total Expenditures	\$ 14,276,237	\$ 18,205,668	\$ 18,508,229
Reserves			
Emergency & General (State Required)	\$ 428,287	\$ 546,170	\$ 555,247
Emergency & General (Board)	1,000,000	1,000,000	1,000,000
Capital Replacement (flexible)	200,000	200,000	1,000,000
Total Reserves	\$ 1,628,287	\$ 1,746,170	\$ 2,555,247
Total Expenditures & Reserves	\$ 15,904,524	\$ 19,951,838	\$ 21,063,476

*Based on year-end audited financial statements

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HEALTH DISTRICT OF NORTHERN LARIMER COUNTY

Explanatory Schedules

For:

January 1 – December 31, 2023

**Health District of Northern Larimer County
Annual Operating and Reserve Expenditure Summary
2023**

**Summary of Revenues Used for Operating Expenditures
(Non-GAAP)**

Sources of Revenue

Property & Specific Ownership Taxes	\$	9,251,018
Lease Revenue		1,455,433
Fee for Service Income		1,020,803
Grant Revenue		1,073,289
Anticipated grant revenue	\$	573,289
Potential grant revenue		500,000
Partnership Revenue		34,436
Investment Income		230,000
Miscellaneous Income		23,984
Total Revenues	\$	<u>13,088,963</u>

A Operating Expenditures

Board Expenditures	\$	112,534
Election Expenditures		38,500
Administration		1,000,238
Program Operations		10,769,965
Special Projects - Operations		60,000
Special Projects - Partnerships		34,436
Grant Expenditures		1,073,289
Total Operating Expenditures	\$	<u>13,088,963</u>

B	Expenditures From Reserves	\$	3,431,500
	Special Projects	\$	2,902,188
	Operations	\$	529,312
C	Total Expenditures (A + B)	\$	<u>16,520,462</u>
D	Capital Expenditures (Reserve)		684,072
E	Total Reserve Expenditures (B + D)	\$	<u>4,115,572</u>

Health District of Northern Larimer County

2023 Capital Expenditures

120 Bldg 1st Floor Reconfiguration	\$	50,000
Sliding doors at 425 W. Mulberry		45,000
Sign at 425 W. Mulberry		20,000
New rooftop HVAC Units - 120 bldg		70,000
Restroom renovations - Mulberry		100,000
HVAC Units at 425 W. Mulberry		18,000
Equipment/Software		331,072
Contingency		50,000
TOTAL	\$	<u>684,072</u>

Non-Capital Improvements from Reserves

Technology	\$	170,590
Office Furniture/Equipment		82,400
Building Improvements		133,600
Software		122,722
Contingency		20,000
TOTAL	\$	<u>529,312</u>

**Health District of Northern Larimer County
2023 Program Revenues & Expenditures**

	50	51	53	56	58	55	61	62	65	90		2022		
	Admin.	Board/ Election	Mental Health Connections	Dental	Integrated Care	Health Promotion	Community Impact	Program Evaluation	Larimer Health Connect	Leased Offices	Total	Operational Budget	% Change	\$ Change
Revenues:														
Fee for Service	\$ -	\$ -	\$ 37,000	\$ 127,197	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 164,197	\$ 167,021	-1.69%	(2,824)
3rd Party Payments	-	-	15,000	656,574	185,032	-	-	-	-	-	\$ 856,606	\$ 831,800	2.98%	24,806
Lease Payment	-	-	-	-	-	-	-	-	-	187,475	\$ 187,475	\$ 116,473	60.96%	71,002
Misc Income	12,000	-	-	11,984	-	-	-	-	-	-	\$ 23,984	\$ 23,004	4.26%	980
TOTAL REVENUE	\$ 12,000	\$ -	\$ 52,000	\$ 795,755	\$ 185,032	\$ -	\$ -	\$ -	\$ -	\$ 187,475	\$ 1,232,262	\$ 1,138,298	8.25%	\$ 93,964
Expenditures:														
Salaries & Wages	\$ 514,019	\$ 72,738	\$ 1,901,540	\$ 2,397,642	\$ 976,563	\$ 484,138	\$ 558,092	\$ 243,716	\$ 663,736	\$ 14,466	\$ 7,826,650	\$ 7,599,649	2.99%	227,001
Benefits & Taxes	130,433	5,564	520,076	677,184	242,197	138,051	153,743	65,519	199,482	3,574	\$ 2,135,822	\$ 2,083,042	2.53%	52,780
Recruitment/Infection Control	3,041	-	12,090	16,254	5,034	9,344	3,600	1,496	5,067	-	\$ 55,926	\$ 45,073	24.08%	10,853
Temporary Help	-	5,000	-	4,961	-	-	-	-	-	-	\$ 9,961	\$ 9,961	0.00%	-
Interns & Residents	-	-	-	-	-	-	4,500	1,500	-	-	\$ 6,000	\$ 11,500	-47.83%	(5,500)
Consultants & Contracted Dr.s	63,681	5,000	35,970	37,199	10,690	6,768	7,287	3,028	10,255	150	\$ 180,026	\$ 159,482	12.88%	20,544
Mileage	2,675	100	1,700	800	500	-	2,500	100	6,300	-	\$ 14,675	\$ 13,620	7.75%	1,055
Staff Training	3,109	-	13,393	18,007	5,577	3,705	3,989	2,742	5,613	82	\$ 56,217	\$ 58,038	-3.14%	(1,821)
Conferences/Retreats/Fundraising	19,734	8,400	12,171	16,206	13,934	1,347	1,122	4,852	6,061	-	\$ 83,827	\$ 96,984	-13.57%	(13,156)
Membership/Dues/Licenses	13,855	1,025	12,762	10,965	7,575	927	1,560	1,600	-	-	\$ 50,269	\$ 50,230	0.08%	39
Publications/Subscriptions	2,395	300	7,808	1,550	600	968	1,150	1,200	1,815	-	\$ 17,786	\$ 25,979	-31.54%	(8,193)
Meetings	1,030	4,800	10,900	1,000	600	1,250	2,500	200	800	-	\$ 23,080	\$ 30,180	-23.53%	(7,100)
Wellness/Recognition	1,323	-	5,699	7,662	2,373	1,576	1,697	705	2,388	35	\$ 23,460	\$ 21,573	8.75%	1,887
Volunteer Recognition	56	600	1,742	2,025	101	217	372	30	476	1	\$ 5,620	\$ 5,622	-0.03%	(2)
Rent & Lease Payments	954	-	4,110	5,526	1,712	1,137	1,224	509	1,723	10,757	\$ 27,652	\$ 13,959	98.10%	13,693
Utilities	5,894	-	-	23,565	7,446	3,777	5,273	2,044	3,500	13,775	\$ 65,275	\$ 61,875	5.49%	3,400
Custodial Services	8,596	-	-	34,366	10,859	5,508	7,689	2,981	9,200	20,000	\$ 99,199	\$ 89,343	11.03%	9,857
Insurance	3,325	7,957	18,323	27,257	9,564	3,962	4,265	1,772	6,002	4,580	\$ 87,007	\$ 84,299	3.21%	2,708
Office Supplies	3,408	700	7,800	7,000	2,000	1,500	1,500	150	2,500	-	\$ 26,558	\$ 24,562	8.13%	1,996
Office Equipment	-	-	-	-	-	-	-	-	-	-	\$ -	\$ -	-	-
Office Furniture	-	-	-	-	-	-	-	-	-	-	\$ -	\$ -	-	-
Computer Equipment	-	-	-	-	-	-	-	-	-	-	\$ -	\$ -	-	-
Computer Software	-	-	16,500	-	-	-	-	-	-	-	\$ 16,500	\$ 15,900	3.77%	600
Telephone, E-mail & Internet	5,956	-	18,096	23,812	7,524	3,817	5,328	2,066	16,224	11,180	\$ 94,004	\$ 79,032	18.94%	14,971
Postage	1,000	250	750	1,200	100	2,816	300	50	750	-	\$ 7,216	\$ 9,466	-23.77%	(2,250)
Printing/Copying/Binding	1,000	100	4,000	300	615	3,174	1,000	100	1,000	-	\$ 11,289	\$ 17,364	-34.99%	(6,075)
Community Education	7,615	-	79,344	51,011	9,055	17,850	6,760	3,393	39,656	118	\$ 214,804	\$ 246,512	-12.86%	(31,708)
Repair & Maintenance	7,116	-	28,290	38,035	11,781	8,825	8,425	3,500	12,816	29,173	\$ 147,960	\$ 124,016	19.31%	23,944
Building Upgrades	-	-	-	-	-	-	-	-	-	-	\$ -	\$ 60,000	-100.00%	(60,000)
Medical Supplies	-	-	-	141,407	-	9,000	-	-	-	-	\$ 150,407	\$ 140,855	6.78%	9,552
Medical Equipment	-	-	-	-	-	240	-	-	-	-	\$ 240	\$ 240	0.00%	-
Prescriptions	-	-	-	-	500	6,000	-	-	20,000	-	\$ 26,500	\$ 49,904	-46.90%	(23,404)
Lab & X-ray Fees	-	-	-	130,000	-	-	-	-	-	-	\$ 130,000	\$ 133,500	-2.62%	(3,500)
Client Assistance	-	-	4,500	8,000	1,000	1,100	-	-	1,000	-	\$ 15,600	\$ 24,890	-37.32%	(9,290)
Follow-up Care	-	-	-	35,000	-	-	-	-	-	-	\$ 35,000	\$ 35,000	0.00%	-
Bad Debt	-	-	2,000	5,086	-	100	-	-	-	-	\$ 7,186	\$ 11,149	-35.55%	(3,963)
Fees & Exp.	15,000	-	-	-	-	-	-	-	-	-	\$ 15,000	\$ 12,950	15.83%	2,050
Treasurer Fees	185,020	-	-	-	-	-	-	-	-	31,000	\$ 216,020	\$ 210,389	2.68%	5,631
Reserve Expenditures **	32,192	-	127,984	172,072	53,296	35,400	38,114	15,835	53,636	783	\$ 529,312	\$ 419,276	26.24%	110,036
Election Expenses	-	38,500	-	-	-	-	-	-	-	-	\$ 38,500	\$ 32,000	20.31%	6,500
TOTAL	\$ 1,032,430	\$ 151,034	\$ 2,847,548	\$ 3,895,092	\$ 1,381,198	\$ 752,499	\$ 821,989	\$ 359,086	\$ 1,069,999	\$ 139,673	\$ 12,450,549	\$ 12,107,415	2.83%	\$ 343,134
Net Expenditure	\$ 1,020,430	\$ 151,034	\$ 2,795,548	\$ 3,099,337	\$ 1,196,166	\$ 752,499	\$ 821,989	\$ 359,086	\$ 1,069,999	\$ (47,801)	\$ 11,218,287	\$ 10,969,117	2.27%	\$ 249,170

**To be spent from reserves

**FTE by Program
2023**

Authorized Regular Position Allocations			
Program/Department	2022 Authorized	2023 Budget	2023 Change
Administration	5.464	5.695	0.231
Board	-	0.400	0.400
Mental Health Connections	20.020	24.530	4.510
Dental	35.439	32.980	(2.459)
Integrated Care	10.314	10.215	(0.099)
Health Promotion	7.708	6.785	(0.923)
Community Impact	7.055	7.305	0.250
Program Evaluation	2.140	3.035	0.895
Larimer Health Connect	12.158	10.280	(1.878)
Resource Development	1.772	-	(1.772)
Leased Offices	0.300	0.150	(0.150)
	102.370	101.375	(0.995)

**Health District of Northern Larimer County
2023**

Special Projects - Reserves

	HD	Partnerships	Total
Community Behavior Health Services Staffing	\$ 333,836		\$ 333,836
Database maintenance	\$ 20,000		\$ 20,000
Practice Transformation Consultant	\$ 25,000		\$ 25,000
MHSU Expansion of Critical Behavioral Health Services	\$ 135,000		\$ 135,000
MHSU SUD Transformation Project (Provider training - ED approval)	\$ 32,000		\$ 32,000
Community Mental Health/SU Emerging Needs (ED approval)	\$ 65,000		\$ 65,000
Community Mental Health/SU Alliance - HD	\$ 45,000		\$ 45,000
Community Mental Health/SU Alliance - Partners	\$ -	34,436	\$ 34,436
SUD Public Awareness Campaign (ED approval)	\$ 51,000		\$ 51,000
OAP Dental Client Assistance (Restricted)	\$ 16,250		\$ 16,250
Dentist loan repayment	\$ 10,000		\$ 10,000
Meaningful Use (future Dental MU expenses)	\$ 79,236		\$ 79,236
Tobacco Cessation	\$ 134,798		\$ 134,798
Tobacco Cessation Program Review Consultant	\$ 10,000		\$ 10,000
Targeted Program Outreach	\$ 53,000		\$ 53,000
Larimer Health Connect	\$ 159,179		\$ 159,179
Health Equity Initiative	\$ 84,220		\$ 84,220
CDDT/ACT Facility Repairs/Contingency	\$ 10,000		\$ 10,000
Advance Care Planning Project	\$ 34,369		\$ 34,369
HRIS Software Consultant	\$ 5,000		\$ 5,000
HR/Employment Law Consultants	\$ 40,000		\$ 40,000
Contracts/Compliance Consultant	\$ 25,000		\$ 25,000
Community Health Needs Assessment	\$ 50,000		\$ 50,000
Transition Management	\$ 265,000		\$ 265,000
Specialized program training/health care reform training	\$ 175,000		\$ 175,000
Implementation of Community/New Projects Process & Plans (ED)	\$ 25,000		\$ 25,000
Emerging Community Needs/Partnership Opportunities	\$ 265,000		\$ 265,000
Leadership Training	\$ 20,000		\$ 20,000
Emergency Preparedness & Response	\$ 40,000		\$ 40,000
Intermediate Medical Leave	\$ 70,000		\$ 70,000
New intensive staff recruitment and relocation costs	\$ 250,000		\$ 250,000
Employees Wellness Program	\$ 35,000		\$ 35,000
Public Awareness Campaign	\$ 50,000		\$ 50,000
Health District websites redevelopment	\$ 45,000		\$ 45,000
Community Health Data Initiatives	\$ 30,000		\$ 30,000
Total	\$ 2,902,188	\$ 34,436	\$ 2,936,624

Grants

	Grants	Total
DC Fundraising (OOD)	\$ 3,261	\$ 3,261
Dental Client Assistance - Children	\$ 7,692	\$ 7,692
Dental Client Assistance - Adults	\$ 27,169	\$ 27,169
Lion's Club Diabetes Program	\$ 3,202	\$ 3,202
Connect for Health FY 22	\$ 37,529	\$ 37,529
Connect for Health Colorado FY22	\$ 131,445	\$ 131,445
Connect for Health Colorado FY23	\$ 85,000	\$ 85,000
United CO	\$ 5,000	\$ 5,000
Quit Tobacco - Out of District	\$ 1,080	\$ 1,080
Larimer County Immediate Needs (ARPA)	\$ 27,100	\$ 27,100
Larimer County 1A FY22	\$ 38,442	\$ 38,442
Prescription Assistance OOD	\$ 433	\$ 433
CAYAC OOD	\$ 1,936	\$ 1,936
Practice Transformation	\$ 200,000	\$ 200,000
Potential Grants	\$ 500,000	\$ 500,000
Total	\$ 1,073,289	\$ 1,073,289

Special Projects - Operations

	Health District	Grants	Partnerships	Total
Special Projects Contingency - Operations	\$ 60,000			\$ 60,000
Total	\$ 60,000		\$ -	\$ 60,000

***Bold** indicates expenditures requiring Board approval of special projects proposals