Community Wellness Centers Operations Manual

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DAVE BIGGERS FOR MAYOR

Community Wellness Centers Operations Manual

18 Centers Delivering Comprehensive Care: Operational Blueprint

Budget Version: 3.1
Date: October 2025
Total Investment: $45M annually (when fully operational) | $90M over 3 years

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EXECUTIVE SUMMARY

Goal: 18 Community Wellness Centers across Louisville operational by end of Year 3

Model: Federally Qualified Health Center (FQHC) lookalike structure

- Primary care + mental health + substance abuse treatment + social services under one roof (8 core clinical staff, plus 17-22 administrative/support/outreach staff for full operations; 25-30 total per center)
- Sliding-scale fees based on ability to pay
- Accept Medicaid, Medicare, private insurance
- No one turned away for inability to pay

Investment: $2.5M per center annually = $45M total when fully operational

Return on Investment: $5.60 saved for every $1 spent (documented in multiple studies)

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WHAT IS A COMMUNITY WELLNESS CENTER?

Not a hospital. A neighborhood health hub providing:

- Primary care (nurse practitioners for checkups, chronic disease, acute illness)
- Mental health counseling (therapists, psychiatrists)
- Substance abuse treatment (addiction counseling, medication-assisted treatment)
- Social services navigation (help accessing benefits, housing, jobs)
- Health education (nutrition, exercise, disease prevention)

One-Stop Care: Everything in one accessible location. No more bouncing between providers.

Affordable: Sliding scale based on income. Medicaid/Medicare accepted. No one turned away.

Evidence-Based: Proven to reduce ER visits by 35%, improve chronic disease outcomes, and save money long-term.

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DEPLOYMENT SCHEDULE

YEAR 1: 6 CENTERS (One Per Geographic Area)

Launch: Months 4-12 of first year
Annual Cost: $15M
Goal: Demonstrate model, establish operations

Locations:
1. **California, Park Hill & Algonquin** (40210) – health-need rank 1 of 33; 21.7% of adults with frequent mental distress, 37.8% in poverty; LMPD 2nd Division
2. **Chickasaw, Shawnee, Parkland & Park DuValle** (40211) – health-need rank 2 of 33; 20.9% of adults with frequent mental distress, 38.0% in poverty; LMPD 2nd Division
3. **Portland & Shawnee** (40212) – health-need rank 3 of 33; 21.0% of adults with frequent mental distress, 32.2% in poverty; LMPD 1st Division
4. **Downtown & Phoenix Hill** (40202) – health-need rank 4 of 33; 21.4% of adults with frequent mental distress, 34.9% in poverty; LMPD 1st Division

5. **Jacobs, Taylor Berry, Beechmont & Hazelwood** (40215) – health-need rank 5 of 33; 21.4% of adults with frequent mental distress, 27.7% in poverty; LMPD 4th Division
6. **Russell, Old Louisville & Shelby Park** (40203) – health-need rank 6 of 33; 20.7% of adults with frequent mental distress, 43.3% in poverty; LMPD 1st / 4th Division

How these locations were chosen:

- By health need: a need score built from CDC PLACES 2024 (frequent mental distress, depression, diabetes, fair or poor health, adults without health insurance, lack of transportation, food insecurity) and Census ACS 2024 poverty, for each of Jefferson County's 33 residential ZIP codes (frequent mental distress: CDC PLACES 2024 release; poverty: U.S. Census Bureau, ACS 2024 5-year)
- At least one center in each LMPD division, so every part of the county has one
- Year 1 opens in the six ZIP codes with the highest need
- Exact sites are chosen with each community

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YEAR 2: 6 MORE CENTERS (12 Total)

Launch: Months 7-12 of second year
Annual Cost: $30M total
Goal: Expand coverage, refine model

Additional Locations:
7. **Old Louisville (south), University & Algonquin** (40208) – health-need rank 7 of 33; 24.6% of adults with frequent mental distress, 32.0% in poverty; LMPD 4th Division
8. **Fairdale** (40118) – health-need rank 8 of 33; 19.4% of adults with frequent mental distress, 21.6% in poverty; LMPD 3rd Division
9. **Shively** (40216) – health-need rank 9 of 33; 18.4% of adults with frequent mental distress, 16.8% in poverty; LMPD 2nd / 3rd Division
10. **South End: Iroquois, Beechmont & Southland Park** (40214) – health-need rank 10 of 33; 18.2% of adults with frequent mental distress, 18.8% in poverty; LMPD 3rd / 4th Division
11. **Okolona** (40219) – health-need rank 11 of 33; 17.9% of adults with frequent mental distress, 18.0% in poverty; LMPD 7th Division
12. **Poplar Level, Audubon Park & Watterson Park** (40213) – health-need rank 12 of 33; 17.9% of adults with frequent mental distress, 17.7% in poverty; LMPD 6th Division

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YEAR 3: 6 FINAL CENTERS (18 Total – COMPLETE)

Launch: Months 7-12 of third year

Annual Cost: $45M total
Goal: Full citywide coverage

Final Locations:
13. **Valley Station** (40272) – health-need rank 13 of 33; 17.7% of adults with frequent mental distress, 12.7% in poverty; LMPD 3rd Division
14. **Pleasure Ridge Park** (40258) – health-need rank 14 of 33; 18.1% of adults with frequent mental distress, 13.8% in poverty; LMPD 3rd Division
15. **Bashford Manor, Buechel & Watterson Park** (40218) – health-need rank 15 of 33; 17.3% of adults with frequent mental distress, 14.0% in poverty; LMPD 6th Division
16. **Okolona (south) & Hillview area** (40229) – health-need rank 16 of 33; 17.7% of adults with frequent mental distress, 11.8% in poverty; LMPD 7th Division
17. **Crescent Hill, Butchertown & Clifton** (40206) – health-need rank 20 of 33; 15.1% of adults with frequent mental distress, 11.4% in poverty; LMPD 5th Division
18. **Lyndon, Plantation & Rolling Hills** (40242) – health-need rank 22 of 33; 14.8% of adults with frequent mental distress, 8.6% in poverty; LMPD 8th Division

Result: 18 centers, at least one in every LMPD division, the first six in the county's highest-need ZIP codes.

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SERVICES OFFERED

PRIMARY CARE

Hours: Monday-Friday 8am-6pm, Saturday 9am-2pm

Services:

- Annual physical exams
- Chronic disease management (diabetes, hypertension, asthma, COPD)
- Preventive care (vaccines, cancer screenings, wellness checks)
- Acute illness treatment (flu, infections, minor injuries)
- Women's health (birth control, Pap smears, prenatal referrals)
- Pediatric care (well-child visits, vaccines, school physicals)
- On-site lab work (blood tests, urinalysis, rapid tests)
- Prescription assistance programs
- Care coordination with specialists

Staffing:

- 4 Nurse Practitioners (FT): $130K each = $520,000

- 1 Physician (PT, 20 hrs/week for complex cases): $120,000
- 3 Medical Assistants (FT): $45K each = $135,000
- 1 Lab Technician (FT): $50,000
- 1 Front Desk/Scheduler (FT): $40,000
- Supplies, equipment, lab costs: $35,000

Capacity: 80-100 patients daily, 20,000+ visits annually per center

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MENTAL HEALTH SERVICES

Hours: Monday-Friday 9am-7pm (extended evening hours), Saturday 9am-2pm

Services:

- Individual therapy (depression, anxiety, trauma, PTSD)
- Substance abuse counseling (addiction assessment and treatment)
- Medication management (psychiatric medications)
- Group therapy (recovery support, grief, anger management)
- Crisis intervention (walk-in availability during hours)
- Family counseling (relationships, parenting, communication)
- Youth mental health (school stress, bullying, identity)
- Telehealth options (increase access, reduce stigma)

Staffing:

- 3 Licensed Clinical Social Workers (FT): $75K each = $225,000
- 2 Licensed Professional Counselors (FT): $70K each = $140,000
- 1 Psychiatrist (PT, 20 hrs/week): $150,000
- 1 Substance Abuse Counselor (FT): $65,000
- 1 Case Manager (FT): $55,000
- 1 Front Desk/Scheduler (PT): $25,000
- Supplies, telehealth tech: $40,000

Capacity: 50-60 therapy sessions daily, 12,000+ sessions annually

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SOCIAL SERVICES NAVIGATION

Hours: Monday-Friday 8am-5pm

Services:

- Benefits enrollment (Medicaid, SNAP, housing assistance, TANF)
- Job search assistance (resume help, interview prep, job postings)
- Housing support (homeless prevention, rental assistance applications)
- Transportation coordination (bus passes, ride sharing, medical transport)
- Legal aid referrals (family law, housing, benefits appeals)
- Childcare resources
- Utility assistance programs
- Food pantry coordination
- Education program connections (GED, ESL, job training)

Staffing:

- 2 Social Workers (FT): $70K each = $140,000
- 2 Community Health Workers (FT): $50K each = $100,000
- 1 Benefits Specialist (FT): $55,000
- 1 Job Placement Coordinator (FT): $55,000
- Office supplies, technology: $50,000

Capacity: 30-40 clients assisted daily, 8,000+ annually

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HEALTH EDUCATION & COMMUNITY PROGRAMS ($250K per center annually)

Services:

- Nutrition classes (healthy eating on a budget, cooking demos)
- Exercise programs (walking groups, yoga, fitness classes)
- Disease prevention workshops (diabetes, heart disease, cancer screening)
- Parenting classes (infant care, child development, positive discipline)
- Chronic disease support groups
- Health screenings (blood pressure, glucose, cholesterol)
- Community health fairs
- School partnerships (health education in schools)

Staffing:

- 1 Health Educator (FT): $60,000

- 1 Nutritionist (PT): $40,000
- 1 Community Outreach Coordinator (FT): $55,000
- Program supplies, materials: $50,000
- Community event costs: $45,000

Participation: 200+ community members monthly in programs

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ADMINISTRATION & OPERATIONS ($250K per center annually)

Staffing:

- 1 Center Director: $90,000
- 1 Office Manager: $55,000
- 1 Billing/Insurance Specialist: $50,000
- 1 Receptionist/Scheduler: $35,000
- IT support: $20,000

Facility Costs:

- Rent (10,000 sq ft @ $20/sq ft): Included in capital
- Utilities: Included in capital
- Insurance: Included in capital
- Maintenance: Included in capital

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FACILITY SPECIFICATIONS

PHYSICAL SPACE

Size: 10,000 square feet per center (Note: Platform documents cite 5,000 sq ft as minimum baseline; the full operations model requires 10,000 sq ft for comprehensive service delivery)

Layout:

Waiting Area (800 sq ft):

- Comfortable seating for 25-30 people
- Children’s play area

- Health education materials
- ADA accessible

Primary Care Clinic (3,000 sq ft):

- 8 exam rooms
- Procedure room
- On-site lab
- Medication room
- Nurse station

Mental Health Wing (2,500 sq ft):

- 6 private therapy offices
- 2 group therapy rooms
- Quiet room (crisis intervention)
- Psychiatrist office

Social Services Area (1,500 sq ft):

- 4 private consultation offices
- Computer lab (4 stations for job search, benefits applications)
- Resource library

Community Room (1,200 sq ft):

- Multi-purpose space for classes, support groups
- Kitchenette for cooking demos
- AV equipment

Staff Areas (800 sq ft):

- Staff break room
- Conference room
- Staff restrooms
- Storage

Administrative (400 sq ft):

- Director office
- Billing office
- IT closet

Support Spaces (800 sq ft):

- Medical records room
- Medical supply storage
- Janitorial closet
- Public restrooms (2)

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OPERATING COSTS PER CENTER

Total Annual Cost: $2.5 Million

Personnel: $1.6M

- Primary care staff
- Mental health staff
- Social services staff
- Health education
- Administration

Facility: $300K

- Rent/lease (10,000 sq ft @ $25/sq ft): $250K
- Utilities: $30K
- Property insurance: $15K
- Maintenance: $5K

Supplies & Equipment: $300K

- Medical supplies: $100K
- Pharmaceuticals (sample medications): $50K
- Lab supplies: $40K
- Office supplies: $20K
- IT/technology: $40K
- Program materials: $50K

Technology & IT: $100K

- Electronic health records (EHR): $40K
- Telehealth platform: $20K
- IT support: $20K
- Software licenses: $10K
- Equipment maintenance: $10K

Professional Services: $100K

- Credentialing/licensing: $20K
- Legal/compliance: $25K
- Accounting: $20K
- Malpractice insurance: $25K
- Consulting: $10K

Miscellaneous: $100K

- Community events: $30K
- Marketing/outreach: $25K
- Staff training/development: $25K
- Emergency fund: $20K

TOTAL: $2.5M per center annually

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REVENUE MODEL

While services are free/sliding scale to patients, centers pursue all available revenue:

REVENUE SOURCES (Estimated $800K-1.2M per center annually)

Medicaid Reimbursement: $400K-600K

- Many patients will be Medicaid-eligible
- Center bills Medicaid for services
- Reimbursement rates apply

Medicare: $150K-200K

- Senior patients covered
- Standard Medicare reimbursement

Private Insurance: $100K-150K

- Patients with employer insurance
- In-network contracts negotiated

Sliding Scale Payments: $50K-100K

- Patients with income pay reduced fees
- Based on federal poverty guidelines

Grants: $100K-150K

- Federal health center grants
- State health department funding
- Foundation grants
- Corporate partnerships

Net Operating Cost to City: $1.3M-1.7M per center (after revenue)

For budgeting, we conservatively estimate $2.5M per center total city investment.

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PATIENT ELIGIBILITY

Who Can Use Wellness Centers?

EVERYONE. Services open to all Louisville residents who are here lawfully, regardless of:

- Income level
- Insurance status
- Employment status
- Housing status

Payment Structure:

No Insurance: Sliding scale based on income

- 100% of Federal Poverty Level: FREE
- 100-200% FPL: $10-25 per visit
- 200%+ FPL: $40-60 per visit (still affordable)

Medicaid/Medicare: Standard coverage, no copays for most
Private Insurance: In-network rates, standard copays

No one turned away for inability to pay. Ever.

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PARTNERSHIPS

HEALTHCARE SYSTEM INTEGRATION

University of Louisville Hospital:

- Specialist referrals
- Complex case coordination
- Training site for medical residents
- Emergency backup

Norton Healthcare:

- Specialist network access
- Diagnostic imaging referrals
- Inpatient care coordination

Baptist Health:

- Similar partnerships
- Geographic coverage

Local Pharmacies:

- Prescription discount programs
- Medication delivery for homebound
- Chronic disease medication management

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COMMUNITY PARTNERSHIPS

Schools:

- School nurse coordination
- Student health services
- Parent education programs
- Athletic physicals

Churches/Faith Communities:

- Outreach locations
- Health ministry partnerships
- Space for support groups

Community Centers:

- Co-locate programs
- Shared resources
- Cross-referrals

Nonprofits:

- Housing organizations
- Food pantries
- Job training programs
- Legal aid

Parks & Recreation:

- Exercise programs
- Wellness classes
- Community events

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STAFFING & HIRING

YEAR 1 HIRING TIMELINE

Months 1-3: Leadership

- Hire Director of Wellness Centers (oversees all 18)
- Hire 6 Center Directors
- Establish HR processes

Months 4-6: Clinical Staff

- Recruit physicians, nurse practitioners
- Hire mental health professionals
- Recruit social workers

Months 7-9: Support Staff

- Medical assistants
- Front desk staff
- Community health workers
- Billing specialists

Months 10-12: Launch Prep

- Staff training
- Practice workflows
- Soft opening
- Grand opening

CAREER PATHS

Entry Level:

- Medical Assistant: $40-50K
- Community Health Worker: $45-55K
- Front Desk: $35-45K

Mid-Level:

- Nurse Practitioner: $110-140K
- Social Worker: $65-80K
- Counselor: $65-80K

Senior Level:

- Physician: $180-220K (PT)
- Psychiatrist: $200-250K (PT)
- Center Director: $90-110K

Benefits:

- Health insurance
- Retirement (city plan)
- Student loan assistance (for hard-to-fill positions)
- Professional development
- Flexible schedules

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QUALITY METRICS

WHAT WE MEASURE

Patient Outcomes:

- Diabetes control (HbA1c levels)

- Blood pressure control
- Depression/anxiety improvement (PHQ-9, GAD-7 scores)
- Substance abuse recovery rates
- Patient satisfaction scores

Access Metrics:

- Wait time for appointments
- Same-day availability
- Insurance coverage rates
- Sliding scale utilization
- Language access

Utilization:

- Patient visits per month
- Services per patient
- ER visits by center patients (should decrease)
- Hospital admissions (should decrease)
- Medication adherence rates

Financial:

- Cost per patient
- Revenue capture rate
- Medicaid enrollment assistance
- Charity care provided

Community Impact:

- Health education participants
- Community satisfaction surveys
- Referral network effectiveness

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EXPECTED OUTCOMES

YEAR 1 (6 Centers)

- 120,000 patient visits
- 30,000 unique patients served
- 20% reduction in ER visits by center patients

- 70%+ patient satisfaction
- Medicaid enrollment increases in coverage areas

YEAR 2 (12 Centers)

- 240,000 patient visits
- 60,000 unique patients served
- 30% reduction in ER visits
- Measurable chronic disease improvement
- Mental health wait times reduced citywide

YEAR 3 (18 Centers – Complete)

- 360,000 patient visits
- 90,000 unique patients served
- 35% reduction in ER visits
- Significant health disparities reduction
- $5.60 saved for every $1 spent

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BUDGET SUMMARY

3-YEAR INVESTMENT:

Year 1: $15M (6 centers + startup costs)
Year 2: $30M (12 centers total)
Year 3: $45M (18 centers total)

Total 3-Year Investment: $90M
Ongoing Annual Cost (Year 3+): $45M

Return on Investment:

- Every $1 spent saves $5.60 in healthcare costs
- $45M investment = $252M in savings
- **Net positive: $207M annually**

Plus immeasurable benefits:

- Healthier population
- Reduced suffering
- Economic productivity
- Crime reduction (health and crime are linked)

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RISK MITIGATION

Challenge: Finding qualified staff
Mitigation: Competitive salaries, loan repayment, partnerships with UofL medical/nursing schools

Challenge: Community skepticism
Mitigation: Early engagement, advisory boards, cultural competency training

Challenge: Sustaining funding
Mitigation: Revenue capture, grant applications, demonstrated ROI

Challenge: Integration with existing healthcare
Mitigation: Partnership agreements, care coordination protocols

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WHAT THIS BUILDS ON

Community health centers that put primary care, mental health care and social services under one roof already operate in cities across the country. The return this plan is built on, $5.60 saved for every $1 spent, is documented in the Research Bibliography.

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CONCLUSION

18 Community Wellness Centers represent a fundamental transformation in how Louisville delivers healthcare.

One-stop access: Primary care + mental health + social services under one roof

Affordable: Sliding scale, no one turned away

Effective: 35% ER reduction, better health outcomes, $5.60 ROI per dollar

This is how we address the root causes of crime (untreated mental illness, addiction)

This is how we reduce healthcare costs (prevention cheaper than crisis)

This is how we build a healthier Louisville for everyone

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For Implementation Questions:
Email: dave@rundaverun.org
Website: rundaverun.org/wellness-centers

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WELLNESS CENTERS OPERATIONS MANUAL
Budget Version 3.1 | Updated October 2025

Comprehensive Care. Accessible. Affordable. Evidence-Based.

What This Means for YOUR Neighborhood

Every Louisville neighborhood is unique. Enter your ZIP code to see how this policy directly impacts your community:

Find Your Mini Substation

Enter your ZIP code to see when your neighborhood will receive a community police substation.

[ ] Find My Substation

63 mini substations across Louisville, at least one in every ZIP code, phased in over 4 years.

Part of my comprehensive public safety plan.

See the Budget Impact

Explore how this policy fits into my comprehensive $1.13 billion budget plan:

How Does My Budget Affect You?

See your personalized impact - zero tax increase, real benefits

Household Income $50,000 50000
Children in JCPS 0 0
Your ZIP Code

Your Personal Impact

How we calculate: Benefits based on average family savings from wellness center access ($800/year), youth program value (after-school + summer jobs), and your specific mini substation timeline. All benefits come from the same $1.13B budget - zero tax increase.

Share your results with friends and family:

Share My Results

⚖ Compare This Policy

See how my approach differs from current administration policies:

⚖ My Plan, Category by Category

Pick a category to see what my plan does, how it is paid for, and when it arrives.

Share This Plan Print This Plan
Public Safety Wellness Youth Economy Housing Transparency

Public Safety & Policing

My Plan

Community-based mini substations

Approach

- 63 mini substations across Louisville (4-year deployment)
- Officers living and working in communities they serve
- Preventative community policing model
- Year 1: 12 substations in highest-need areas

Timeline Year 1-4 phased rollout
Budget Same $1.13 billion; no new taxes; priorities re-pointed inside the adopted budget
Impact Projected response times: 3-5 minutes (campaign estimate)

Mental Health & Wellness

My Plan

Wellness centers placed by health need

Approach

- I will place 18 Community Wellness Centers by health need (CDC PLACES 2024 plus Census poverty data)
- Mental health counseling, addiction support
- Youth programs, family services
- At least one center in every LMPD division

Timeline 6 centers a year over Years 1-3
Budget $45M a year when fully built (18 centers at $2.5M each), inside the adopted budget
Impact Accessible care within every neighborhood, preventative focus

Youth Development

My Plan

Comprehensive youth investment

Approach

- After-school programs at all substations
- Job training and mentorship
- Arts, sports, and STEM programs
- Youth advisory councils
- Summer employment pathways

Timeline Immediate implementation with substation rollout
Budget $32.5M for youth programs, inside the adopted budget
Impact Accessible programs in every neighborhood

Economic Development

My Plan

Community wealth building

Approach

- Small business incubators at substations
- Local hiring requirements for city contracts
- Neighborhood-based economic zones
- Affordable housing protection
- Living wage standards

Timeline Immediate policy changes, 4-year infrastructure build
Budget Same $1.13 billion; no new taxes; priorities re-pointed inside the adopted budget
Impact Jobs and wealth stay in neighborhoods

Housing & Affordability

My Plan

Housing as a human right

Approach

- Expanded affordable housing trust fund
- Strong tenant protections
- Community land trusts
- Rent stabilization measures

- Anti-displacement policies for existing residents

Timeline Immediate policy changes
Budget Same $1.13 billion; no new taxes; priorities re-pointed inside the adopted budget
Impact Protects residents, prevents displacement

Government Transparency

My Plan

Radical transparency

Approach

- Real-time budget dashboard
- Public data portal for all city metrics
- Community advisory boards with veto power
- Open contracting process
- Regular town halls in all neighborhoods

Timeline Immediate implementation
Budget Low-cost digital infrastructure
Impact Citizens empowered with information and decision-making power

The Choice is Clear

Louisville deserves transformative change, not more of the same. Join us in building a city that works for everyone.

Join the Campaign Read Full Policy Platform

Share This Policy

Help spread the word about my vision for Louisville:

Related Policies You Might Like

How to Vote for Me

I am a write-in candidate: in the race for Mayor, mark the write-in spot and write **DAVE BIGGERS** (the last name, Biggers, is required).

Early voting, no excuse needed: October 29–31 · Election Day: Tuesday, November 3, 6 AM to 6 PM. Registration for the November 3 election closed October 5.

✓ Check My Registration and Polling Place View All Election Dates →

Stay Updated on This Policy

Get notified when this policy is updated or when I speak about this issue in YOUR neighborhood.

* indicates a required field

Email Signup Information
Fax Number (Leave blank)
Name *
Email * We'll send you updates about the campaign
Zip Code 5-digit zip code (optional)
☐ I'm interested in volunteering! We'll send you information about volunteer opportunities
Sign Up

We use your details only to reach you about the campaign. Privacy Policy

Have Ideas to Improve This Policy?

This is YOUR city. If you have suggestions for how we can make this policy better for Louisville, please share them. Every idea is reviewed.

Suggest an Improvement for Louisville

Have an idea for improving Louisville? Share your policy suggestion below. Your voice matters in shaping our city's future.

Policy Title *
Description *
0/2000 characters
Category Select a category...
Your Name *
Your Email *
ZIP Code (Optional)
☐ I agree that my suggestion may be reviewed and potentially incorporated into campaign policy. My email will only be used to notify me about the status of my suggestion.
Submit Suggestion

NOT ME, WE.

Together, we make Louisville better for everyone.