

Business Plan for the Treasure Coast Maternity Center

Executive Summary

In response to the closing of Cleveland Clinic Martin North Hospital's Labor & Delivery Unit, Martin County Healthy Start Coalition proposes the establishment of a community-based maternity center in Martin County, Florida. This plan establishes a maternity center within 18-24 months. The Martin County Healthy Start Coalition will provide fiduciary oversight, leveraging grants and donor funding. The services will be provided by the Treasure Coast Maternity Center. All insurance payor sources will be accepted and a small fee for low-income patients who are no longer eligible for the presumptive eligibility pregnancy waiver once their Medicaid eligibility expires will be offered.

Mission Statement

To provide safe, compassionate, and personalized maternity care to the Martin County community, ensuring that all women, regardless of income or insurance status, have access to quality prenatal, delivery, and postpartum services.

Objectives

1. **Phase 1:** Establish a state-licensed standard maternity center within 12-18 months.
2. **Provide comprehensive maternity services:** Including prenatal, labor and delivery, postpartum care, nutritional counseling, lactation support, and mental health services.
3. **Ensure financial sustainability:** Through diverse funding sources, including insurance reimbursements, grants, county tax support, and donor contributions.
4. **Improve access to care for low-income patients:** With affordable care options and financial assistance programs.
5. **Promote community health:** Through education and outreach programs.

Market Analysis

Industry Overview

The closure of the only Labor & Delivery Unit in Martin County presents a critical gap in maternity care services. The demand for accessible and quality maternity care remains

high, especially for low-income and uninsured populations. The number of births to Martin County residents stabilized at around 1,250 births per year until 2022 and increased to 1,353 in 2024.

| Births by Mothers' Age, Rate Per 1,000 Female Population | | | | | | | | | |
|---|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
| 1,262 | 1,273 | 1,272 | 1,251 | 1,205 | 1,247 | 1,256 | 1,298 | 1,247 | 1,353 |

Target Market

- Pregnant women in Martin County
- Low-income families
- Uninsured and underinsured women
- Women with Medicaid and other insurance

Location

While Census Tract 8 presents a compelling case for a maternity center due to economic and healthcare disparities, Census Tract 11.06 may be a more strategic location for serving the entire county while still addressing the needs of low-income, high-risk individuals. This tract is centrally located and adjacent to Cleveland Clinic Martin South Hospital, ensuring that mothers have immediate access to emergency medical care if necessary.

Economic & Demographic Considerations

Census Tract 11.06, while not the lowest-income area, still includes a diverse population with significant healthcare needs. Its central positioning allows it to serve not only low-income residents from high-risk areas like Census Tract 8 but also a broader segment of Martin County, ensuring equitable access to maternity care for various demographics. Additionally, locating a maternity center here makes it easier to integrate Medicaid-reimbursed services, which are crucial for many underserved families.

Healthcare Needs & Accessibility

By placing the maternity center in Census Tract 11.06, expectant mothers from high-risk communities across the county will have shorter travel times to care, reducing prenatal stress, financial burdens, and the risk of adverse outcomes due to delayed treatment. The tract's proximity to South Hospital ensures seamless transfers in the event of complications, enhancing overall safety and aligning with best practices for community-based maternity care.

Social Determinants of Health & Language Accessibility

Census Tract 11.06 has a growing population with diverse linguistic and cultural needs, making it an ideal site for a culturally competent maternity care hub. By designing the maternity center to be multilingual and inclusive, it can address barriers faced by non-English speakers and lower-education populations, improving engagement in prenatal and postpartum care.

Infrastructure & Feasibility

With well-developed healthcare infrastructure, existing medical partnerships, and access to major transportation routes, Census Tract 11.06 ensures long-term sustainability and community buy-in for the maternity center. Unlike more remote tracts, this location allows for better staffing, provider retention, and integration with local hospitals and clinics.

In summary, while Census Tract 8 has a high-need population, Census Tract 11.06 offers a more strategic, centralized, and accessible location that still serves at-risk individuals while maximizing safety, reach, and operational feasibility.

Competitive Analysis

The absence of local Labor & Delivery services from Cleveland Clinic Martin North Hospital means there is no major direct competition in Martin County. However, Abundant Life Birth Center, home birthing midwives, nearby hospitals and birth centers in adjacent counties could pose indirect competition.

Services Offered

- 1. Confirmation of Pregnancy:** Urine Sample, Beta HCG blood test, Audible Fetal Heart Tones, Ultrasound
- 2. Prenatal Care:** Regular check-ups, screenings (health disparities, mental health, ultrasound, labs, fetal heart tones), family planning/child spacing, Birth Plan, lactation benefits, and health education.

3. **Labor and Delivery:** Natural birth, pain management options, and emergency transfer plans.
4. **Postpartum Care:** Follow-up visits, lactation consultations, family planning/healthy child spacing finalization and mental health support.
5. **Educational Programs:** Childbirth classes, baby care, family planning, fatherhood education, and group lactation sessions.
6. **Support Services:** Doula program, Medicaid enrollment assistance, and tangible goods distribution (e.g., diapers, baby clothes).

Operational Plan

Establishment of Freestanding Birth Center (18-24 months)

Location:

- Secure a central location in Martin County, accessible to the majority of the population.
- Facility will include examination rooms, birthing suites (Showers/tubs), call room/dedicated sleep room/shower, a classroom/conference room, Ultrasound/NST room, laundry room, storage room, biomedical waste room for soiled medical equipment, lab area, reception/ waiting room, separate entrances from exam room & birthing suites, and administrative offices (including nursing station/ dedication documentation area).

Staffing:

- 1 overseeing physician, 6 Certified nurse-midwives, RN/MA, Childbirth Educator, birth assistants, doulas, lactation consultants, and administrative staff.
- Collaboration with local non-profit agencies, healthcare providers and specialists.

Equipment and Supplies:

- Birthing beds, fetal monitors, Recliner, Ultrasound, NST Machine, Warmer, medication, bassinets, scale for mom & baby, medical supplies, and emergency equipment.
- Comfortable furnishings for a home-like birthing environment.

Services:

- Provide comprehensive prenatal, delivery, and postpartum services.

- Initiate community outreach and education programs.

Facility

The proposed maternity center and Healthy Start client service facility will encompass approximately 15,000 square feet, divided into two key functional areas:

1. Medical Facility (3,000 sqft) – Birth Center & Clinical Services

- Patient Care Spaces:
 - 4 Exam Rooms for prenatal and postpartum check-ups.
 - 6 Birth Suites designed for natural labor and delivery.
 - 1 Triage Room for patient assessment before admission.
 - 2 Recovery Rooms for post-birth care before discharge (potentially in the birthing suite). Diagnostic Imaging Room with NST and ultrasound
 - 1 Lab Room for diagnostic testing and screenings.
- Family & Community Spaces:
 - Family Room with Kitchen for patient support and comfort.
 - 1 Multipurpose/Overflow Room for flexible patient use.
 - Private Outdoor Space for relaxation and family bonding.
 - Lactation Room/Space
 - Lobby/Waiting room
 - Classroom/Conference room for support services
 - Yoga
 - Childbirth Education Classes
 - Parenting Education Classes
 - Lactation Classes
- Administrative/Medical Space
 - Staff lounge
 - Call room/dedicated sleep room/shower
 - Little Breakroom/Kitchenette (Dorm Style)
 - Laundry room
 - Storage room
 - Biomedical waste room for soiled medical equipment
 - Nursing station/ dedication documentation area
- Administrative & Future Expansion Needs:
 - Office Space for 10 Clinical Employees (midwives, nurses, admin).
 - Future Need: Operating Room for advanced care.

2. Healthy Start Client Services & Community Center (12,000 sqft)

- **Administrative & Employee Workspaces:**
 - Office Space for 20 Employees (mix of shared and private offices).
 - IT Room, Supply Room, Copier Rooms.
 - 2-3 Storage Closets.
 - Staff Break Room/Kitchen.
- **Client & Community Support Spaces:**
 - Classroom for 30-50 People for childbirth education, lactation classes, and parenting programs.
 - Reception Area shared with the clinical space.
 - Boutique Space for distributing gently used baby items.
- **Storage & Logistics:**
 - 2,500 sqft Warehouse/Storage Space with a loading dock for bulk deliveries of maternity and infant supplies.
 - 40 ft Covered Outdoor Space for the mobile medical unit.

This layout ensures comprehensive maternity care and wraparound support services for families, accommodating both clinical needs and community resources in one location.

Project Timeline

This project timeline of 18 months (~548 days) allows for sufficient planning, fundraising, and operational readiness while still incorporating the 12-week (84-day) county approval period and 385-day planning, design, and construction phase.

Phase 1: Site Acquisition & County Approval (4 Months | 120 Days)

Step 1: Feasibility & Community Engagement (2 Months | 60 Days)

- **Weeks 1-4 (30 Days)**
 - Identify and evaluate leased land options.
 - Conduct demographic and geographic analysis to determine the best location.
 - Engage with community stakeholders, maternal health professionals, and local officials.
 - Develop initial concept plans and estimated budget.
- **Weeks 5-8 (30 Days)**

- Prepare and submit county applications for zoning and land-use approvals.
- Conduct town hall meetings to gain community support.
- Finalize negotiations with property owners or lessors.
- Begin preliminary fundraising and grant applications.

Step 2: Regulatory Approvals & Lease Finalization (2 Months | 60 Days)

- **Weeks 9-12 (30 Days)**
 - Secure county approval for land use.
 - Conduct environmental impact studies and safety assessments.
 - Begin architectural discussions.
- **Weeks 13-16 (30 Days)**
 - Finalize lease agreement.
 - Start legal and regulatory paperwork for state licensing.
 - Continue community engagement and early-stage hiring plans.

Phase 2: Planning, Design & Pre-Construction (5 Months | 150 Days)

Step 3: Architectural Design & Permitting (3 Months | 90 Days)

- **Months 5-6**
 - Develop detailed blueprints for the facility.
 - Submit applications for building permits.
 - Select construction firm and project management team.
 - Apply for additional funding, including state and federal grants.
 - Receive Approvals throughout construction from various agencies

Step 4: Land Preparation & Infrastructure Setup (2 Months | 60 Days)

- **Months 7-8**
 - Site clearing and foundation work.
 - Installation of utilities (electricity, water, gas, telecommunications).
 - Finalize permit approvals for construction.

Phase 3: Construction & Facility Development (6 Months | 180 Days)

Step 5: Structural Construction (3 Months | 90 Days)

- **Months 9-11**
 - Build structural framework, roofing, and walls.
 - Install plumbing, electrical systems, and HVAC.
 - Start hiring administrative and clinical leadership teams.

Step 6: Interior Development & Equipment Installation (3 Months | 90 Days)

- **Months 12-14**
 - Submit ACHA Application
 - Submit OSHA Application
 - Interior finishing: flooring, lighting, and fixtures.
 - Installation of medical and office equipment.
 - Finalizing contracts with Medicaid and insurance providers.
 - Implementing patient record systems and operational workflow.

Phase 4: Hiring, Training & Pre-Opening Operations (3 Months | 90 Days)

Step 7: Staff Hiring & Training (2 Months | 60 Days)

- **Months 15-16**
 - Onboarding and training of certified nurse midwives, nurses, and administrative staff.
 - Conducting mock patient trials and testing emergency protocols.
 - Final licensing and regulatory approvals.

Step 8: Soft Opening & Community Outreach (1 Month | 30 Days)

- **Month 17**
 - Initiate a soft launch with a limited number of patients.
 - Community marketing campaigns and public awareness.
 - Final safety checks and quality control.

Phase 5: Grand Opening & Full Operations (1 Month | 30 Days)

Step 9: Official Launch (Month 18)

- **Month 18**
 - Host grand opening event.
 - Begin full-scale patient intake.
 - Ongoing monitoring of financial and operational performance.
 - Continue fundraising efforts for sustainability.

Total Timeline: 18 Months (~548 Days)

1. Site Acquisition & County Approval: 4 Months (120 Days)
2. Planning, Design & Pre-Construction: 5 Months (150 Days)
3. Construction & Facility Development: 6 Months (180 Days)
4. Hiring, Training & Pre-Opening Operations: 3 Months (90 Days)
5. Grand Opening & Full Operations: 1 Month (30 Days)

This extended timeline allows for a methodical and well-funded approach, ensuring the facility meets all regulatory standards, is financially sustainable, and provides high-quality maternity care upon opening.

Financial Plan

Funding Sources

1. **Insurance Reimbursements:** From private insurance, Medicaid, and other payors.
2. **Grants:** Federal, state, and local grants focused on maternal and child health.
3. **Donations:** From individuals, corporations, and philanthropic organizations.
4. **Patient Fees:** Small fees for services provided to low-income patients after Medicaid eligibility expires.

Budget

Startup Costs:

- Facility: \$5,400,000
- Medical equipment: \$100,000
- Initial staffing and training: \$150,000

- Administrative costs and supplies: \$50,000

Annual Operating Costs:

- Salaries (6 CNMs, 1 overseeing physician): \$1,000,000
- Other Staff (Admin, Support): \$200,000
- Facility Costs (Rent, Utilities): \$150,000
- Medical Supplies & Equipment: \$100,000
- Insurance & Legal Fees: \$50,000
- Marketing & Outreach: \$50,000
- Miscellaneous: \$50,000

Total Expenses, \$1,600,000

Annual Revenue Projections:

- Medicaid/PEPW Revenue:
 - Patients: 288
 - Reimbursement per Patient: \$4,000
 - Total: $288 \times \$4,000 = \$1,152,000$
- Private Insurance/Self-Pay Revenue:
 - Patients: 192
 - Payment per Patient: \$8,000
- Total: $192 \times \$8,000 = \$1,536,000$
- Grants and Donations: \$200,000

Total Revenue: \$1,152,000 (Medicaid) + \$1,536,000 (Private) + \$200,000 (Grants) = \$2,888,000

Sustainability and Impact

The maternity center aims to fill a crucial gap in maternity services in Martin County, improving maternal and infant health outcomes. By providing accessible, high-quality care, and robust support services, the center will promote the well-being of the community and ensure that all women receive the care they need.

Conclusion

The establishment of the Treasure Coast Maternity Center is a vital step towards addressing the maternity care needs of the community, especially in the absence of the Cleveland Clinic Martin North Hospital's Labor & Delivery Unit. With comprehensive

services, financial sustainability, and a strong commitment to community health, this maternity center will become a cornerstone of maternal care in Martin County. The phased approach ensures a scalable and sustainable development, meeting immediate needs while planning for future expansion and advanced care capabilities.

Attachments

- i. Letter of Intent
- ii. Site Capacity Analysis Letter
- iii. Pre-Conceptual Site Plan
- iv. Site Survey
- v. GIS Aerial Map
- vi. Current Usage Aerial Map
- vii. Construction Budget Proposal