

# The County of Santa Cruz

## Integrated Community Health Center Commission

### MEETING AGENDA

August 1, 2019 @ 11:00 am

Meeting Location: 1080 Emeline Ave., Bldg. D (DOC Conference Room, 2<sup>nd</sup> Floor), Santa Cruz, CA 95060  
1939 Harrison Street, Suite 211, Oakland, CA 94612

ORAL COMMUNICATIONS - Any person may address the Commission during its Oral Communications period. Presentations must not exceed three (3) minutes in length, and individuals may speak only once during Oral Communications. All Oral Communications must be directed to an item not listed on today's Agenda, and must be within the jurisdiction of the Commission. Commission members will not take actions or respond immediately to any Oral Communications presented, but may choose to follow up at a later time, either individually, or on a subsequent Commission Agenda.

1. Welcome/Introductions
2. Oral Communications
3. July 17, 2019 Meeting Minutes – Recommend for Approval
4. Health Center Activities and Achievements
5. Safety net presentation
6. Quality Management Committee Update
7. Financial Update
8. CEO Update

**Action Items from Previous Meetings:**

Action Item	Person(s) Responsible	Date Completed	Comments
Review and Visit metrics annually, include IBH in future reviews.	Julian		
Raquel to research Dientes survey company and see how expensive it is and report back to the commission.	Raquel		
Julian to add expenditure in the "Impacts" section of the fiscal report.	Julian		
Add column and show comparison data to state and national averages.	Raquel		
Bring updated corrected UDS report.	Raquel		

Next meeting: September 5, 2019 11:00 am- 1:00 pm  
1430 Freedom Blvd., Suite TBD, Watsonville, CA 95076



# The County of Santa Cruz Integrated Community Health Center Commission

**Minute Taker: Mary Olivares**

Minutes of the meeting held July 17, 2019

Attendance	
Christna Berberich	Member
Rahn Garcia	Member
Marco Martinez-Galarce	Member
Dinah Phillips	Member
Bertha Villalobos	Member
Caitlyn Brune	Member
Amy Peeler	County of Santa Cruz, Chief of Clinics
Julian Wren	County of Santa Cruz, Administrative Services Manager
Mary Olivares	County of Santa Cruz, Administrative Aide
<b>Meeting Commenced at 11:07 am and Concluded at 11:47 am</b>	
<b>1. Excused/Absent:</b>	
Absent: Gustavo Mendoza Excused: Len Finocchio Excused: Pamela Hammond Excused: Raquel Ramirez Ruiz	
<b>2. Welcome/Introductions</b>	
Amy welcomed new Commission member Bertha Villalobos.	
<b>3. Oral Communications:</b>	
No oral communications	
<b>4. June 6, 2019 Meeting Minutes - Action item</b>	
Review of June 6, 2019 Meeting Minutes - Recommended for Approval. Marco moved to accept, Dinah second, and the rest of the members present were in favour.	
<b>5. Public Performance Evaluation of Chief Executive Officer pursuant to subdivision (b) of Government Code section 54957"</b>	
This was moved to last item on today's agenda where Commission members met privately.	
<b>6. Clinic Site Visits</b>	
Commission members would like site visits scheduled at our 3 clinics to talk to staff and managers to make sure we are meeting their needs. These site visits would be coordinated on our regular scheduled meeting days. Dates that were discussed for the site visits are September 5, 2019 - Watsonville Clinic, October 3, 2019 - Emeline Clinic, and March 5, 2020 - HPHP.	
<b>7. Safety net presentation</b>	
Tabled for next meeting.	
<b>8. Quality Management Committee - Approval</b>	
Amy presented to the Commission our Quality Management Plan. She stated very minor edits were made. On page 4 we added a Ryan White Part C Grantee Participant in the "Organizational Structure and Accountability" section and there was a suggested edit on page 8. Dinah moved to accept with changes, Marco second and the rest of the members present all in favour to approve.	
<b>9. Financial Update - Approval</b>	
Julian presented the Supplemental and Final Clinic Services Division Fiscal Year 19/20 budget for approval. Julian gave an overview of where we are at and stated we are right on par. Rahn moved to accept, Marco second, all present members in favour.	
<b>10. CEO update</b>	
Amy passed out this coming fiscal year meeting calendar and asked the Commission members to look at the meeting dates to see if they have any conflict with the schedule. Commission to come back at next meeting with any changes. Amy also gave an update and mentioned that our new Medical Director, Tyler Evans and Health Officer, Gali Newei had started, and it was great to have them on board. Commission members would like to meet them, Amy to invite them to our next Commission meeting.	

Action items:

- Commission Members to review this coming fiscal year meeting schedule and come back with any changes.
- Amy to invite Medical Director, Tyler Evans and Health Officer, Gail Newel to our next Commission meeting

**Next Meeting:** August 1, 2019 11:00 am - 1:00 pm  
1080 Emeline, Santa Cruz, CA

Minutes approved \_\_\_\_\_ / /  
(Signature of Board Chair or Co-Chair) (Date)

# Santa Cruz County Health Services Agency Clinics

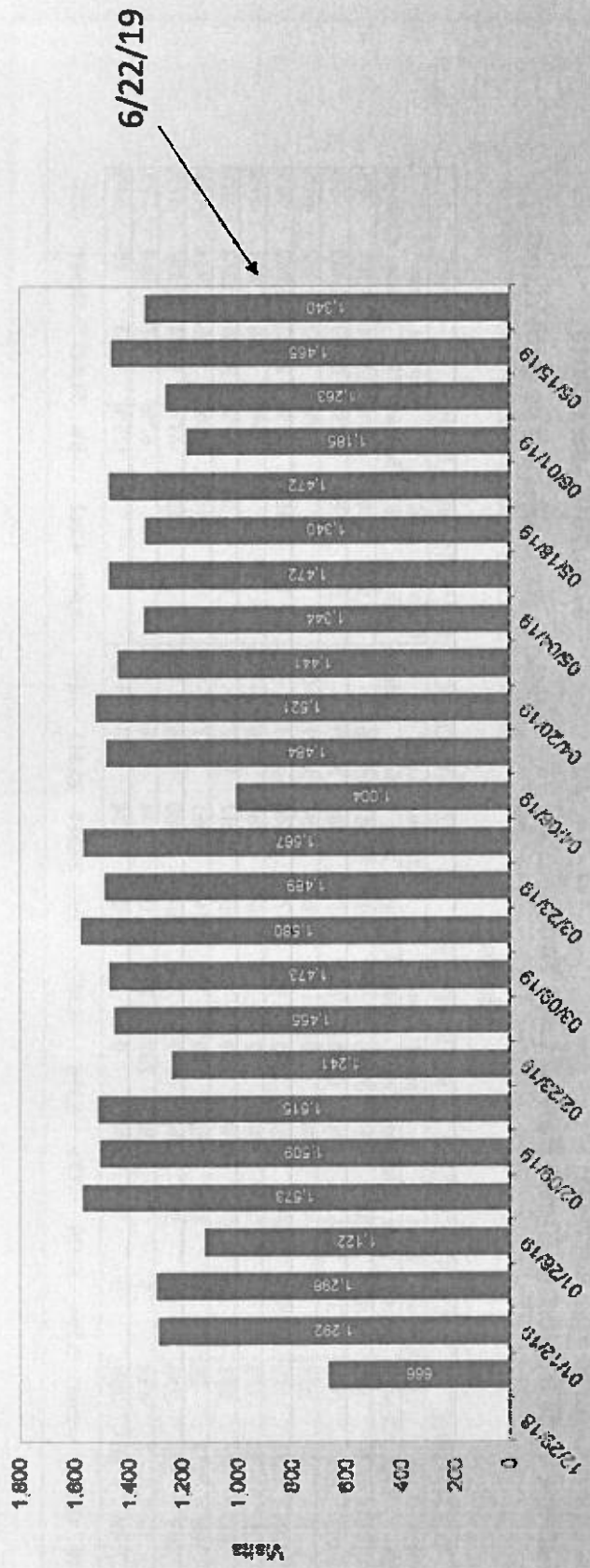
Fiscal Presentation

8/1/2019

# FY 17/18 Actual Revenue vs. FY 18/19 Actual Revenue

as of 6/30/2019	FY 17/18 YTD Revenue	FY 18/19 YTD Revenue	Percent Change
<b>All</b>	FY 17-18 (YTD) \$31,543,369	FY 18-19 (YTD) \$31,007,747	-1.7%
<b>Santa Cruz</b>	FY 17-18 (YTD) \$5,914,318	FY 18-19 (YTD) \$4,739,735	-24.8%
<b>Watsonville</b>	FY 17-18 (YTD) \$8,062,766	FY 18-19 (YTD) \$8,476,474	4.9%
<b>Coral Street</b>	FY 17-18 (YTD) \$3,076,571	FY 18-19 (YTD) \$3,283,586	6.3%
<b>Mental Health</b>	FY 17-18 (YTD) \$10,442,540	FY 18-19 (YTD) \$9,403,200	-11.1%

Visit Metrics



Visit Volume: Weekly total of all arrived or completed appointments.

## Current Fiscal Year to Date

07/01/2018 - 06/30/2019

SCZ SC CLINIC includes SCZ SC ORTHO CLINIC  
SCZ WATS CLINIC includes SCZ WATS HDC CLINIC

## FQHC-Defined Visits and Patients Report (includes Open Charts and CRWQ)

Compare Current Year Period to Same Period Last Year

### Visits

	SCZ SC CLINIC			SCZ SANTA CRUZ IBH			SCZ HPHP CLINIC			SCZ WATS CLINIC			SCZ WATSONVILLE IBH			Totals		
	Current Year	Last Year	Change	Current Year	Last Year	Change	Current Year	Last Year	Change	Current Year	Last Year	Change	Current Year	Last Year	Change	Current Year	Last Year	Change
MEDI-CAL	7,975	9,636	-17%	3,860	4,707	-18%	3,145	3,521	-11%	15,561	15,255	2%	2,935	3,183	-8%	33,474	36,301	-8%
MEDI-MEDI	2,492	2,803	-11%	1,258	1,359	-7%	1,013	883	15%	3,484	3,559	-2%	512	585	-12%	8,759	9,189	-5%
CHDP	5	71	-93%	0	0	0%	0	0	0%	97	1,091	-91%	0	0	0%	102	1,162	-91%
MEDICARE	520	583	-11%	371	276	34%	248	169	47%	846	761	11%	148	151	-2%	2,133	1,940	10%
FAMPACT	25	30	-17%	0	0	0%	2	5	-60%	381	426	-11%	0	0	0%	408	461	-11%
SELF PAY	466	367	27%	65	29	124%	39	5	680%	1,917	1,877	2%	101	94	7%	2,588	2,372	9%
OTHER	106	112	-5%	19	21	-10%	40	19	111%	561	667	-16%	69	115	-40%	795	934	-15%
MEDICRUZ	243	335	-27%	15	38	-61%	2	5	-60%	1,500	1,715	-13%	54	104	-48%	1,814	2,197	-17%
HPHP	10	7	43%	6	1	500%	787	790	0%	144	146	-1%	10	6	67%	957	950	1%
FEIS	68	50	36%	0	5	-100%	0	0	0%	34	16	113%	11	4	175%	113	75	51%
<b>Totals</b>	<b>11,910</b>	<b>13,994</b>	<b>-15%</b>	<b>5,594</b>	<b>6,436</b>	<b>-13%</b>	<b>5,276</b>	<b>5,397</b>	<b>-2%</b>	<b>24,525</b>	<b>25,513</b>	<b>-4%</b>	<b>3,840</b>	<b>4,242</b>	<b>-9%</b>	<b>51,143</b>	<b>55,581</b>	<b>-8%</b>

Overall Clinic Services  
FQHC Defined Visits  
down 8% YTD compared  
to last year.



## Revenue Cycle Health Dashboard

Metric	Definitions	FQHC OGHIN Collaborative Member Median	Santa Cruz County Benchmark (11-2018)	Current Performance (7-16-19)	Percent Change from Benchmark	Direction Wanted
Days in Accounts Receivable	The average length of time between a balance being posted and reaching a zero balance.	39.6	89.6	59.4	13.4%	➔
Days in Pre Accounts Receivable	The average length of time between the date of service and balance posting.	2.2	6.1	6.2	1.6%	➔
Percentage Over 90 Days	The percentage of A/R that is 90 days or more past the date of service.	35.3%	17.6%	20%	13.6%	➔
Claims Acceptance Rate (Clean Claims)	The percentage of claims that when submitted to the clearinghouse make it successfully to the insurance payor.	50.0%	100.0%	100.0%	0.0%	➔
<p>Sources: Epic Revenue Management Report dated 5/22/19, and Trietto Performance at a Glance: 7-16-19</p>						

➔ 6.6% improvement

➔ 79.6% improvement

➔ 2% improvement

## Data References

- Epic Revenue Management Report
- FQHC Defined Visits Report
- Clinic Services Division Financials

## CLINIC SERVICES

### OVERVIEW

Clinic Services (Clinics) protects the health of individuals and the greater community through a coordinated healthcare delivery network offering primary and specialty care, case management and ancillary support services. Four primary care outpatient clinic sites, located in North and South County, provide services to individuals and families who are among the lowest income, most vulnerable members of the community, including those experiencing homelessness. Many of these individuals require care for complex medical and social issues due to a myriad of challenges including mental disabilities, substance use disorders, and chronic conditions such as diabetes, HIV/AIDS, or hypertension.

### INTEGRATED SERVICES

Clinics provides primary care and a variety of specialty care services including dental, behavioral health, pediatrics, and orthopedics. Each clinic offers psychiatry, therapy, case management and

medication assisted treatment for addiction. The two main clinics also provide laboratory and x-ray services. The Homeless Persons' Health Project (HHP) provides a medical home, case management, and housing services for individuals experiencing homelessness.

### IMMUNIZATIONS

Drop-in immunization services are available to the public at the main clinics in Santa Cruz and Watsonville. HHP also provides street outreach immunization services and some nursing services in the community.

### HOUSING SERVICES

HHP uses the Housing First approach to provide permanent supportive housing to over 100 chronically homeless and medically vulnerable individuals. Services include outreach and case management, as well as housing navigation to increase each individual's chances for success.

## YEAR 1 BUDGET OVERVIEW: CLINIC SERVICES

### 2019-20 RECOMMENDED BUDGET

The 2019-20 recommended budget provides for an increase of \$2,897,169 in expenditures and an increase of \$4,325,898 in revenues, which results in a \$1,428,729 decrease in General Fund contribution.

### EXPENDITURES

The increase of \$6,879,430 in Salary and Benefits supports existing staffing, and adds 40.55 FTE positions for 2019-20. The increase of \$612,215 in Services and Supplies is related to operational cost increases. The Fixed Asset budget remains unchanged at \$10,468 to purchase two new exam tables, and the decrease of \$4,453,201 in IntraFund Transfers is associated with the transfer

of Integrated Behavioral Health (IBH) program to the Clinics.

### REVENUES

The \$4,325,898 increase in revenues is primarily related to the expanded service capacity facilitated by the addition of 16 new exam rooms between the Santa Cruz and Watsonville clinics.

### STAFFING

Staffing increases by 40.55 FTE positions, including 7.0 FTE positions added mid-year, 19.75 FTE IBH positions transferred from Behavioral Health, 15.50 for Clinics expansion in 2019-20, and 1.70 FTE vacant positions deleted or transferred.

## YEAR 1 BUDGET DETAIL: CLINIC SERVICES

Division: 3610

All Funds	Actual 2017-18	Adopted 2018-19	Estimated 2018-19	Recommended 2019-20	Change from 2018-19	
<b>Revenues</b>						
Intergovernmental	3,155,855	3,390,153	3,908,370	4,030,520	640,367	18.9%
Charges for Services	27,314,364	35,479,533	33,654,432	38,965,764	3,486,231	9.8%
Miscellaneous	1,060,449	1,074,700	1,074,519	1,274,000	199,300	18.5%
<b>Total Revenues</b>	<b>31,530,668</b>	<b>39,944,386</b>	<b>38,637,321</b>	<b>44,270,284</b>	<b>4,325,898</b>	<b>10.8%</b>
<i>General Fund</i>	<i>2,347,664</i>	<i>1,553,141</i>	<i>1,113,937</i>	<i>124,412</i>	<i>(1,428,729)</i>	<i>-92.0%</i>
<b>Total Financing</b>	<b>33,878,332</b>	<b>41,497,527</b>	<b>39,751,258</b>	<b>44,394,696</b>	<b>2,897,169</b>	<b>7.0%</b>
<b>Expenditures</b>						
Salaries & Benefits	16,141,190	19,263,247	17,269,518	26,142,677	6,879,430	35.7%
Services & Supplies	5,506,840	5,871,149	6,258,505	6,483,364	612,215	10.4%
Other Charges	2,873,372	2,663,589	2,523,693	2,422,314	(241,275)	-9.1%
Fixed Assets	312,321	10,468	10,468	10,468	0	0.0%
<b>Subtotal</b>	<b>24,833,723</b>	<b>27,808,453</b>	<b>26,062,184</b>	<b>35,158,823</b>	<b>7,350,370</b>	<b>26.4%</b>
<i>IntraFund Transfers</i>	<i>9,044,609</i>	<i>13,689,074</i>	<i>13,689,074</i>	<i>9,235,873</i>	<i>(4,453,201)</i>	<i>-32.5%</i>
<b>Total Expenditures</b>	<b>33,878,332</b>	<b>41,497,527</b>	<b>39,751,258</b>	<b>44,394,696</b>	<b>2,897,169</b>	<b>7.0%</b>
Total Staffing		133.65	140.65	174.20	40.55	30.3%

## YEAR 1 FINANCING CHANGES: CLINIC SERVICES

Financing Sources	Description/ Impact	Increase/ (Decrease)
Intergovernmental	Increase due to Emergency Shelter Grant.	105,236
	Increase due to federal health programs.	490,131
	Increase due to federal miscellaneous grants	45,000
Charges for Services	Increase due to outpatient clinics fees.	3,472,231
	Increase due to miscellaneous revenues.	14,000
Miscellaneous	Increase due to one-time funds for HPHP van & care-based incentives and quality measures.	199,300
General Fund	Decrease due to clinic expansion in Santa Cruz and Watsonville.	(1,428,729)
<b>Total</b>		<b>2,897,169</b>

## YEAR 1 EXPENDITURE CHANGES: CLINIC SERVICES

Financing Uses	Description/ Impact	Cost/ (Savings)
	Increase for existing staffing.	1,455,269
	Transfer 19.75 IBH positions from Behavioral Health to Clinic Services.	3,618,095
Salaries & Benefits	Add 14 FTE positions for Clinics expansion at Emeline and Watsonville. (1.0 Medical Director, 1.0 Director of Nursing, 3.0 Department Analysts, 2.0 Medical Billing Tech, 3.0 Medical Assistant, 1.0 Office Assistant, 1.0 Lab Assistant, 1.0 Health Client Benefit Rep, 1.0 Medical Assistant)	1,651,958
	Add 1.5 FTE positions (1.0 Clinical Psychologist, 0.5 Admin Services Officer)	154,108
	Increase in telecom costs.	178,376
	Increase in cost of medical supplies.	43,000
	Increase in Pharmacy costs.	58,000
	Increase in cost of supplies.	22,300
Services & Supplies	Increase in network connection fee charges.	201,187
	Increase in cost of medical services.	33,000
	Increase in cost of client housing supports.	50,000
	Increase in professional services.	9,327
	Other miscellaneous changes.	17,025
Other Charges	Decrease in HSA administrative allocation charges.	(241,275)
Other Financing	Increase for HPHP Medical outreach van.	100,000
IntraFund Transfers	Decrease due to transfer of IBH program to Clinic Services.	(4,453,201)
	<b>Total</b>	<b>2,897,169</b>

## **ACCOMPLISHMENTS & ACCOUNTABILITY: CLINIC SERVICES**

### **PRIOR YEAR GOALS**

1. Achieve federal recognition as Level 3 Patient Centered Medical Homes.
2. Increase Medication Assisted Treatment direct services as a grantee of Janus' Hub and Spoke program, doubling patient care from 100 to 200 individuals.
3. Implement intensive case management services at clinic sites to decrease unnecessary use of emergency and inpatient services. An estimated 60 patients will demonstrate improved clinical quality measures including reduction/amelioration of emergency room visits.
4. Continue to increase primary care provided to low-income county patients through clinic expansions, improving service capacity for an estimated 1,500 additional unique patients, providing approximately 5,000 additional visits annually.
5. Expand video-based medical interpretation services access to all clinic sites.
6. Expand provider participation in Clinic Services robust Peer Review Committee for improved medical risk management and quality patient care.
7. Provide permanent supportive housing to nine additional individuals experiencing chronic homelessness with funding from the Department of Housing and Urban Development Continuum of Care program.
8. Begin piloting Shared Medical Visits for patients with diabetes in collaboration with the Diabetes Health Center.
9. Explore Nurse Practitioner Residency Program and Physician Assistant preceptor opportunities for our clinic sites.

### **2018-19 ACCOMPLISHMENTS**

1. Achieved federal recognition as a Patient Centered Medical Home for all four clinic sites.
2. Prescribing Medication Assisted Treatment providers increased by 45%. Patient volume increased by 24%.
3. Various case management programs such as Whole Person Care and Project Connect engaged with over 115 patients at all clinic sites.
4. Due to construction projects at clinic sites, there is a decrease in additional unique patients and additional visits. Two large clinic renovations are scheduled to be complete by April 2019 and will increase available space to see patients.
5. Purchased and launched video-based medical interpretation equipment at all clinic sites.
6. The Peer Review Committee meets on the fourth Thursday of the month with clinician participation to review sentinel events. Additional chart review meetings now occur twice per year for all of clinicians including Integrated Behavioral Health.
7. Provided permanent supportive housing to 12 additional individuals experiencing chronic homelessness.
8. Launched Shared Medical Visits for patients with diabetes in collaboration with the Diabetes Health Center. Once construction is complete in April 2019 at the Santa Cruz Health Center, Shared Medical Visits will also be offered to patients there.
9. Explored Nurse Practitioner Residency Program and Physician Assistant preceptor opportunities at our clinics and concluded that this is not a feasible project for the Clinic Services Division.

## YEAR 2 PROJECTED BUDGET OVERVIEW: CLINIC SERVICES

### 2020-21 PROJECTED BUDGET

The estimates included in the 2020-21 projected budget assume a status quo operation and reflect any known changes, resulting in a \$364,854 increase in General Fund contribution.

### EXPENDITURES

The increase of \$965,450 in Salaries and Benefits reflects supports existing staffing. The increase of \$50,478 in Other Charges is due to an increase in cost allocation charges.

### REVENUES

The increase of \$775,486 in revenues is primarily related to the expanded service capacity facilitated by the addition of 16 new exam rooms between the Santa Cruz and Watsonville clinics.

### STAFFING

Staffing is status quo for 2020-21.

## YEAR 2 PROJECTED BUDGET DETAIL: CLINIC SERVICES

Division: 3610

All Funds	Adopted 2018-19	Recommended 2019-20	Projected 2020-21	Change from 2019-20	
<b>Revenues</b>					
Intergovernmental	3,390,153	4,030,520	4,084,215	53,695	1.3%
Charges for Services	35,479,533	38,965,764	39,668,445	702,681	1.8%
Miscellaneous	1,074,700	1,274,000	1,293,110	19,110	1.5%
<b>Total Revenues</b>	<b>39,944,386</b>	<b>44,270,284</b>	<b>45,045,770</b>	<b>775,486</b>	<b>1.8%</b>
<i>General Fund</i>	<i>1,553,141</i>	<i>124,412</i>	<i>364,854</i>	<i>240,442</i>	<i>193.3%</i>
<b>Total Financing</b>	<b>41,497,527</b>	<b>44,394,696</b>	<b>45,410,624</b>	<b>1,015,928</b>	<b>2.3%</b>
<b>Expenditures</b>					
Salaries & Benefits	19,263,247	26,142,677	27,108,127	965,450	3.7%
Services & Supplies	5,871,149	6,483,364	6,483,364	0	0.0%
Other Charges	2,663,589	2,422,314	2,472,792	50,478	2.1%
Fixed Assets	10,468	10,468	10,468	0	0.0%
Other Financing	0	100,000	100,000	0	0.0%
<b>Subtotal</b>	<b>27,808,453</b>	<b>35,158,823</b>	<b>36,174,751</b>	<b>1,015,928</b>	<b>2.9%</b>
<i>IntraFund Transfers</i>	<i>13,689,074</i>	<i>9,235,873</i>	<i>9,235,873</i>	<i>0</i>	<i>0.0%</i>
<b>Total Expenditures</b>	<b>41,497,527</b>	<b>44,394,696</b>	<b>45,410,624</b>	<b>1,015,928</b>	<b>2.3%</b>
<b>Total Staffing</b>	<b>133.65</b>	<b>174.20</b>	<b>174.20</b>	<b>0.00</b>	<b>0.0%</b>





## Meeting Calendar

Board meetings are scheduled one year in advance, the board presents a new calendar for approval. At that time the board may confirm or modify the meeting schedule for the current calendar year.

Once a calendar is submitted and approved, every effort is made to adhere to the dates. Occasionally, however, board meetings must be shifted to accommodate unexpected complications. When that happens, every effort is made to notify all interested parties well in advance.

## July 2019 to June 2020 - Meeting Schedule

First Thursday of the Month

<b>Date:</b>	<b>Time:</b>	<b>Location:</b>
July 17 <sup>th</sup> , 2019	11:00am – 1:00pm	1080 Emeline Ave. DOC Conference Room
August 1 <sup>st</sup> , 2019	11:00am – 1:00pm	1080 Emeline Ave. DOC Conference Room
September 5 <sup>th</sup> , 2019	11:00am – 1:00pm	1430 Freedom Blvd., Suite TBD - Watsonville
October 3 <sup>rd</sup> , 2019	11:00am – 1:00pm	1080 Emeline Ave. DOC Conference Room
November 7 <sup>th</sup> , 2019	11:00am – 1:00pm	1080 Emeline Ave. DOC Conference Room
December 5 <sup>th</sup> , 2019	11:00am – 1:00pm	1080 Emeline Ave. DOC Conference Room
January 2 <sup>nd</sup> , 2020	11:00am – 1:00pm	1080 Emeline Ave. DOC Conference Room
February 6 <sup>th</sup> , 2020	11:00am – 1:00pm	1080 Emeline Ave. DOC Conference Room
March 5 <sup>th</sup> , 2020	11:00am – 1:00pm	115-A Coral Street Santa Cruz
April 2 <sup>nd</sup> , 2020	11:00am – 1:00pm	1080 Emeline Ave. DOC Conference Room
May 7 <sup>th</sup> , 2020	11:00am – 1:00pm	1080 Emeline Ave. DOC Conference Room
June 4 <sup>th</sup> , 2020	11:00am – 1:00pm	1080 Emeline Ave. DOC Conference Room

Update: 6/27/19

