

**Contra Costa County Response to Civil Grand Jury Report No. 1307,  
Entitled "Contra Costa County Healthcare"**

**Findings**

1. The County has made a very limited effort to expand the number and scope of public-private "true or strategic" partnerships as part of its sustainability activities.

***Response:*** *The respondent disagrees with the finding. Contra Costa Health Services (CCHS) has significantly expanded their partnerships with private providers, hospitals, and other health care institutions as well as community stakeholders, including but not limited to, the Contra Costa Coordinating Council and the Safety Net Council.*

*See Attachment A and Attachment B, prepared by the Health Services Department, for a description of some of these partnerships.*

2. Two years after the sustainability study's findings were presented to the County Board of Supervisors, little meaningful change in the number of "true or strategic" partnerships has been achieved.

***Response:*** *The respondent disagrees with the finding. In response to the sustainability study and in preparation for the Affordable Care Act, CCHS has expanded its partnerships with private providers, hospitals, and other health care institutions as well as community stakeholders. For example, CCHP has expanded their partnerships to now include all of the Sutter Hospitals. See Attachment A and Attachment B for additional information.*

3. Private providers in the County recognize the need to, and the advantages of, approaching healthcare planning from a strategic perspective.

***Response:*** *The respondent agrees with the finding.*

4. There has not been a concerted effort on the part of Contra Costa County leadership to develop a structure that would allow and encourage discussion of a broad-based, integrated approach to the definition of need, assessment of services, and planning for the future which involves key healthcare public and private providers.

***Response:*** *The respondent disagrees with the finding. CCHS has several structures that engage healthcare providers and stakeholders – the Joint Conference Committees are an example of this. Please see Attachment B that lists and describes some of these structures and agencies, organizations or individual participants.*

*CCHS also responds to particular issues that arise from any of our stakeholders or provider partners. An example cited in this report was "disagreement among the CCHSD and the*

*private sector institutions related to how an ambulance service determines to which emergency room a patient in need of immediate care is taken.” When CCHS became aware of the concern of ambulance transports to Sutter Delta Hospital, they took the leadership role in investigating this allegation by engaging stakeholders and then releasing a comprehensive report detailing the findings. This report was shared with the County’s Board of Supervisors and all interested stakeholders. See Attachment C.*

*In addition to the report, the Health Services Director engaged the Chief Executive Officers from the hospitals in East and Central County, and Executive Directors of the community clinics to discuss issues around ambulance transports to area hospitals. After determining that ambulances were following protocol that puts patient care first, the group decided to continue to meet quarterly to collaboratively address health access, community benefits and other challenges and opportunities associated with implementation of the Affordable Care Act.*

*CCHS is also in preliminary discussions with University of California at San Francisco regarding the possibility of additional partnerships that could include a formal integration of the County’s hospital, health plan and primary care delivery system with their highly specialized academic medical centers. Such a partnership would promote access to a full spectrum of integrated care for the residents of Contra Costa County.*

5. All healthcare providers, public and private, recognize the impact new legislation will have on the number of people eligible for care and the insufficiency of current resources to meet the future demand.

**Response:** *The respondent agrees with the finding.*

6. There are examples from other counties of platforms established to allow the constructive exchange of ideas for collaborative efforts which Contra Costa County could study and consider for implementation.

**Response:** *The respondent agrees with the finding.*

7. Breakdowns in communication among CCHSD, the County Administrator's Office and the Board of Supervisors reflect reporting problems resulting from the chain of command in the current governance structure.

**Response:** *The respondent disagrees with the finding. CCHS’s Director and Chief Finance and Operations Officer meet regularly with the County Administrator to inform and update him on issues of policy, planning and finances.*

*Contra Costa Regional Medical Center (CCRM) and Contra Costa Health Plan (CCHP) each have two members of the Board of Supervisors participating in their Joint Conference*

*Committees (JCC). The CCRMC JCC meets every other month and CCHP JCC meets quarterly and discusses updates on the healthcare delivery system, CCHP and relationships with private providers, among other things.*

## **RECOMMENDATIONS**

The Contra Costa County Civil Grand Jury recommends that:

1. The Board of Supervisors direct the County Administrator and CCCHSD management to bring a new level of urgency to the engagement of private sector institutions in partnering discussions at the strategic level.

***Response:** The recommendation will not be implemented because it is not warranted. The Health Services Department's (HSD) leadership understands the urgency of partnerships with private sector institutions. This is evidenced by the number of stakeholder groups they either convene or participate in and the increase in the number of hospitals and providers the department now contracts with for primary and specialty care. HSD leadership understands that the demand for healthcare of newly insured individuals and families in Contra Costa after full implementation of the Affordable Care Act cannot be met through the County's healthcare delivery system alone. This knowledge has prompted the increase in partnerships with community providers, federally qualified health centers, and hospitals across the County.*

2. The Board of Supervisors direct the County Administrator and CCCHSD management to engage in an open and transparent dialogue with other major healthcare providers in the County for the purpose of establishing an integrated approach to assuring that residents actually have access to care as demand increases and capacity is strained.

***Response:** The recommendation has already been implemented. The department's leadership is fully engaged in open and transparent dialogue with other major healthcare providers in the County. Some examples of these integrated approaches to access are:*

*Safety Net Council, comprised of community clinics and other providers, meet monthly to collaborate and develop strategies together to maximize capacity, create efficiencies and develop innovative approaches to accessing healthcare.*

*Contra Costa Coordinating Council encompasses a broad continuum of home and community based service providers to partner with CCHP in improving the dual population's access to long-term services and supports throughout the County.*

*Chief Executives of hospitals and community clinics meet quarterly with the Director of Health Services to collaboratively address health access, community benefits and other challenges and opportunities associated with implementation of the Affordable Care Act*

*The Health Services Director, Public Health Director, Chief Finance and Operations Officer and District I Supervisor John Gioia, serve on the governing board for Doctor's Medical Center in San Pablo.*

3. The Board of Supervisors takes the lead in creating a climate and a culture that will encourage a collaborative approach to planning for and providing quality health care for all of the residents of Contra Costa County.

***Response:*** *The recommendation has already been implemented. The Board of Supervisors, through their participation on the CCRMJCC and the CCHP JCC, provides leadership that encourages a collaborative approach. In addition, the full Board of Supervisors provides leadership and direction to the Health Services Department through regularly scheduled workshops at Board of Supervisor's meetings. These workshops provide a forum where major initiatives are discussed, direction is provided on emerging issues, and oversight is lent to provide high quality health care and to expand access for the newly insured both within our system of care and through community partners. In addition, two Supervisors serve on the Managed Care Commission which also has members who represent the patients in the community. This provides an opportunity for the Supervisors to hear the concerns of the public.*

4. The Board of Supervisors receive quarterly updates from the County Administrator and CCHSD management of progress made and results achieved with regard to the first three recommendations made above.

***Response:*** *The recommendation has already been implemented. The Health Services Department has workshops scheduled with the Board of Supervisors on a quarterly basis. The next workshop is currently scheduled for November 5, 2013.*

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### **Health Care Provider Partnerships**

Contra Costa Health Plan (CCHP) has partnerships with all of the hospitals located in Contra Costa and some in neighboring counties, all community based health centers, most private providers and other health systems such as Kaiser Permanente.

CCHP has seen significant growth in recent years and now proudly boasts 121,130 covered residents in Contra Costa County. Contra Costa Health Services is health home to 58% of these residents and the remainder receives their care through one of their community partners. CCHP expanded their partnerships in 2011/2012 to now include all of Sutter Hospitals, both John Muir hospitals, Children's Hospital, Doctor's Medical Center and UCSF. In addition, CCHP partners with both San Ramon Regional Hospital and Valley Care Hospital to meet specific patient care needs and is in current negotiations with these hospitals more broadly to meet expected demands under CCHP's participation in the state's benefit exchange, Covered California.

In 2012, the percentage of CCHP members receiving their care at Kaiser Permanente increased to the current 16%, and the three adult day health centers in the County joined CCHP as partners. These partnerships provided continuity of care for patients transitioning to state mandated managed care.

Contra Costa Health Services has a long history of partnering with the community clinics located in Contra Costa including Planned Parenthood and the two Federally Qualified Health Centers (FQHC) - LaClinica de la Raza, and Lifelong Brookside clinic. CCHP has expanded the partnership with these FQHC's in the past two years by increasing the number of patients receiving primary care in their health centers.

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### **Stakeholder Groups and Committees**

The following list of Boards, Commissions, or other Stakeholder Committees meet regularly with Contra Costa Health Services to collaborate, discuss, identify and resolve issues and share information. This is not an exhaustive list.

#### **Contra Costa Health Plan Joint Conference Committee –**

This committee meets quarterly and includes two members of the Board of Supervisors and two physician members of CCHP's provider network. It promotes communication between the Board of Supervisors, the CCHP Quality Council, and CCHP administration. It assesses and monitors the overall performance of CCHP and its contracted providers including, but not limited to, the quality of care and service provided to members.

#### **Contra Costa Health Plan Joint Managed Care Commission**

This committee meets bi-monthly is the principal advisory board to Contra Costa Health Plan. Its goal is to help CCHP be responsive to the health insurance needs of the people of Contra Costa County and to encourage the promotion and awareness of CCHP to the general public, particularly those most medically vulnerable. The commission is comprised of CCHP members with representatives from the various product lines. The Health Services Director, and two members of the Board of Supervisors are ex-officio members of the commission.

#### **Contra Costa Regional Medical Center Joint Conference Committee**

This committee meets bi-monthly and includes two members of the Board of Supervisors, Health Services Director and Regional Medical Center's administrative and medical staff leadership. It promotes communication and provides a forum to share updates on operational and financial data, quality reports, policy issues and strategic planning.

#### **East and Central County Chief Executive Officers**

Chief Executives of hospitals and community clinics meet quarterly with the Director of Health Services to collaboratively address health access, community benefits and other challenges and opportunities associated with implementation of the Affordable Care Act

#### **East and Central County Action Access Team**

Representatives of the Chief Executives of hospitals and community clinics meet monthly to develop strategies and carry out any implementing actions derived from the chief executives quarterly meetings, address barriers to accessing a continuum of care across systems, information sharing among partners, and other outreach and education projects to address access to care issues.

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### **Access to Care Stakeholders' Meeting**

The Health Services Director convenes this group quarterly. It consists of stakeholders dedicated to ensure access to care for low-income, uninsured individuals and families in Contra Costa County. Area hospitals, community clinics, RotoCare, Operation Access, Alameda-Contra Costa Medical Association, hospital council, clinic consortium, representatives of the Board of Supervisors and other community based organizations participate in this group. The vision of this group is for all residents to have access to primary, specialty and ancillary service health care that is appropriate, culturally competent, affordable and timely with quality outcomes. It is also a forum for stakeholders to share challenges and opportunities in preparation for implementation of the Affordable Care Act.

### **Safety Net Council**

Comprised of community clinics and other providers, this committee meets monthly with health services leadership to collaborate and develop strategies together to maximize health homes capacities, create efficiencies, and address access to care issues.

### **Contra Costa Coordinating Council**

In order to plan for the inclusion of Medicare and Medi-Cal (dual) beneficiaries in managed care as a state mandate, Contra Costa Health Services under the leadership of Contra Costa Health Plan (CCHP) developed a Coordinating Council.

Contra Costa Coordinating Council encompasses a broad continuum of home and community based service providers to partner with CCHP in improving the dual population's access to long-term services and supports throughout the County. Kaiser, Blue Cross, and Health Net are recent additions to this Coordinating Council and have expressed interest in collaborative arrangements with CCHP to serve this population. CCHP will formally expand its relationships with existing county government appointed advisory bodies under a Dual Pilot Project, i.e. the Managed Care Commission (MCC) which already includes a dual member representative, Advisory Council on Aging, IHSS Public Authority Advisory Committee, and with behavioral health consumers to assure that stakeholders and consumers are actively involved in oversight of the planning, implementation, and ongoing operation of the pilot project.

### **Doctors Medical Center Governing Board**

The Health Services Director, Public Health Director, Chief Finance and Operations Officer and District I Board of Supervisor, John Gioia, serve on the governing board for Doctor's Medical Center in San Pablo.

### **Contra Costa California Community Care Coordination Collaborative**

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Under the leadership of Contra Costa Health Services' Public Health Division, this collaborative meets monthly with a broad group of health care providers and other stakeholders. The purpose is to develop and establish a system of care coordination for children with special health care needs and to improve their health outcomes. Some of the stakeholders include family members, First Five Contra Costa, Contra Costa Regional Medical Center, Kaiser Permanente, California Children's Services, Contra Costa Office of Education, Employment and Human Services/Community Services Bureau, Regional Centers of East Bay, CARE parent network and others.