



County of Monterey

Monterey County Health System Alignment and Integration

Briefing to the Board of Supervisors

July 19, 2022



COUNTY OF MONTEREY
HEALTH DEPARTMENT



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Overview



- I. Introductions and context**
- II. Recommendations and request for direction**
- III. Why is this important?**
- IV. The vision of an integrated system**
- V. The path forward**
- VI. Discussion**



Natividad CEO, Director of Health and CAO Recommendations for the Board of Supervisors

- Direct the Director of the Health Department, the CEO of Natividad and the County Administrative Officer to work in partnership to build an integrated health system
- Create an Ad Hoc committee to provide guidance to the process.
- Direct an internal leadership group, called the Monterey County Unified Planning (MCUP), to report regularly to the Ad Hoc Committee of the Board of Supervisors
 - The MCUP consists of the Health Department Director, the County Administrative Officer (CAO), the Natividad Chief Executive Officer, the Assistant CAO
 - The MCUP will organize the necessary approach, oversee prioritization of initial work areas and potentially serve as a precursor entity to the integrated health system



Why is this important?

- **National, state and local trends** are pushing payers and providers toward higher levels of coordination and performance and system integration is key to success
- An integrated County health system will:
 - Optimize patient care quality resulting in **improved health outcomes, health equity**
 - Improve **patient and staff satisfaction**
 - Be more successful at **healthcare transformation** and population health management
 - Position us to **sustain and enhance** our overall health system portfolio
- Competitors view our community and its members as “available market share”, but **don’t share our mission** or commitment
- Systems integration during the pandemic demonstrated the **effectiveness, efficiency and population impact that’s achievable**



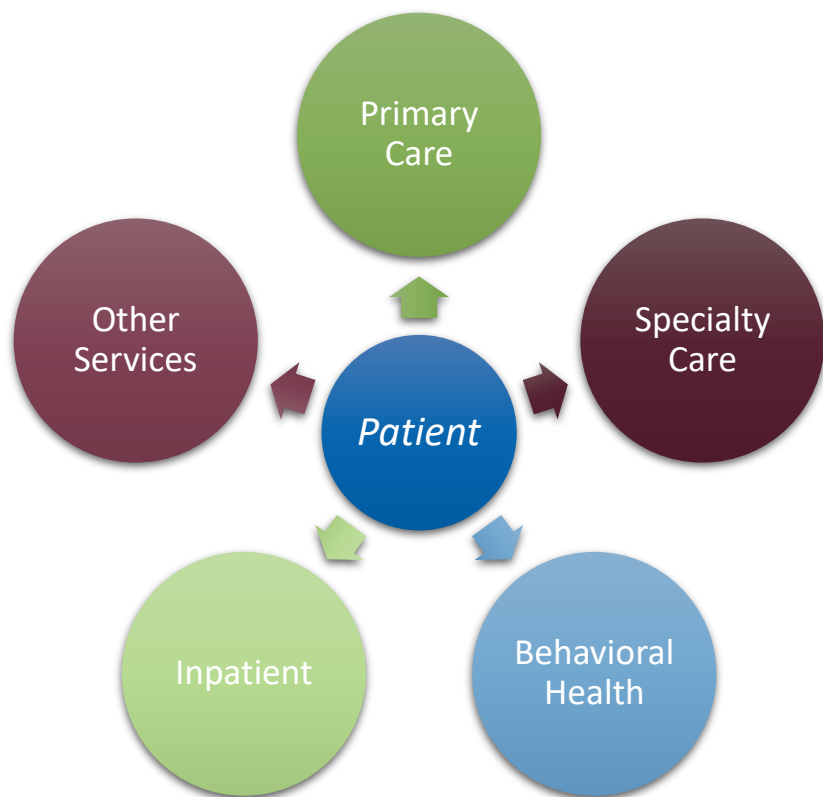
The Vision for an Integrated Health System

Create a patient centered, unified, sustainable Monterey County health system committed to improving the health of the entire community with emphasis on the vulnerable

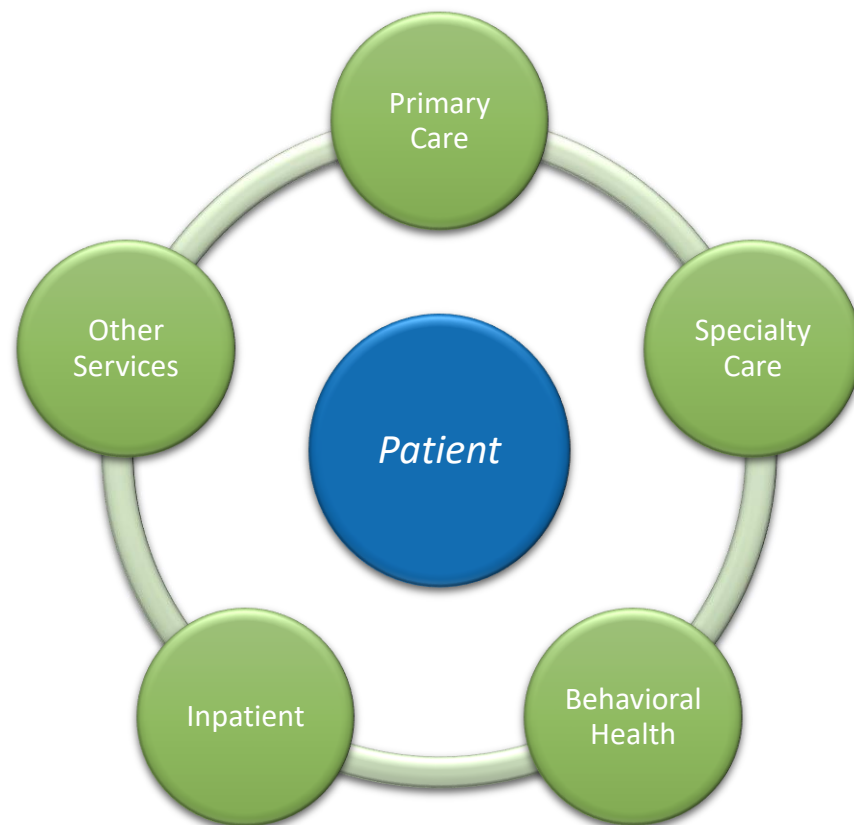


Putting the Patient at the Center of Care

Current



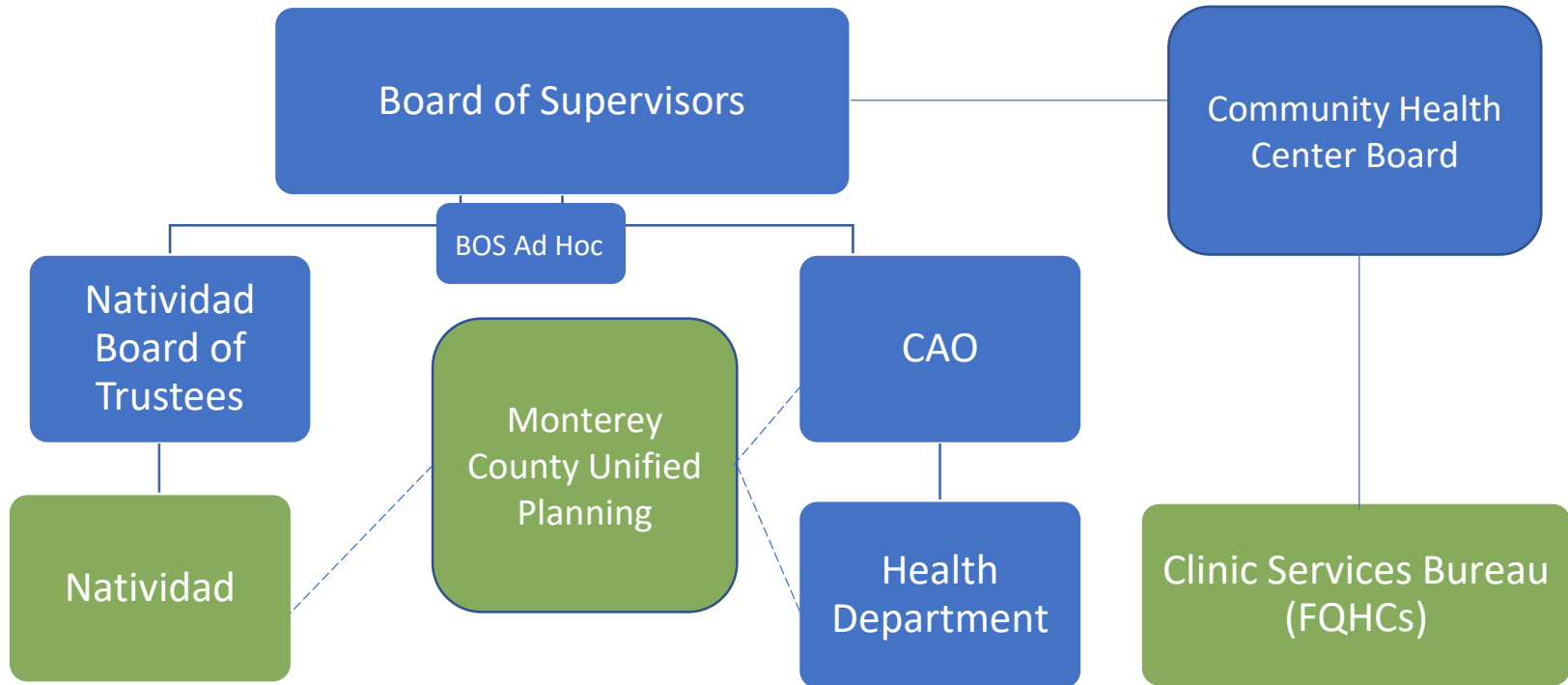
Ideal



Fragmented care places the burden on patients to organize their own care



Recommended Organizational Chart



The CEO of Natividad and Director of Health Dept. will concurrently provide regular updates to their respective boards

Key

Organizational Body

Care Delivery



Communication About Alignment Initiatives

- Governance and labor groups briefed
 - Community Health Center Board chair and full board
 - Hospital Board of Trustees
 - SEIU, CNA, CEMA
- Leadership and Staff briefed
 - Clinic All-Hands staff meeting and individual clinic site discussions
 - Hospital Managers Meeting, Medical Executive Committee, All-Hands Town Hall
- Feedback to date has been positive
 - “What can we do to help?”
 - “Ensure primary care providers have input into decision-making”



Communication About Alignment Initiatives



Community Health Center Board

Key Stakeholders

Key Actors/Liaison



Hospital Trustees

Key Stakeholders

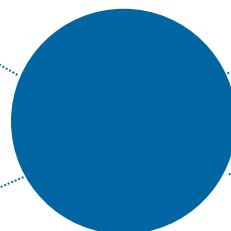
Key Actors/Liaison



Employees

Key Stakeholders

Key Actors/Liaison



Communication & Resource Planning

Identifying key enablers, supporters, and taskers



Community

Key Stakeholders

Key Actors/Liaison





Update on Alignment Initiatives

**Electronic
Medical
Record and
Technology
Alignment**

**Human
Resources**

**Patient
Experience**

**Patient
Access**

**Continuity
of Care**

Quality

**And
more....**



Alignment Activities

- Technology and Electronic Health Record (EHR) Alignment
 - Emails and calendars were synchronized across the County in April/May 2022.
 - Additional synchronization anticipated Summer 2022/TBD (SharePoint team document collaboration and management)
 - EHR subcommittee has convened
 - CMIO position posted / under recruitment (will drive this initiative)

- Human Resource Collaboration
 - Joint recruitment for common positions (Patient Services Representative)
 - Working with County HR and HD to jointly upgrade recruitment practices to reflect more extemporaneous Millennial preferences



Alignment Activities

- Patient Experience: Specialty Referrals Access and Management
 - Phone system upgraded to expedite access to live call representative
 - Specialty Clinic After hours service established
 - Interactive voice/text reminder system implemented
 - Dedicated FAX# only to be used by HD Clinics referring to Natividad
 - E-FAX system retains copies of HD Clinic referrals on-line...No lost referrals.
 - Clinic-specific appointment status report developed
 - Expanding referrals collaboration to include Natividad Radiology and Cardiology

- Patient Experience: Medical clearance
 - Developing uniform protocols for pre-operative/procedure clearance



Potential Financial Impact

- Alignment and Integration discussions and activities are now beginning and as the initiative progresses, **we will bring forward relevant cost analysis**
- **Health Management Associates** has been a consultant partner for Natividad since 2017.
- As working groups are formed there will be costs associated with Health Department and Natividad staff being redeployed to the integration project
- The **Electronic Health Record** assessment and upgrade will a **substantial expense** and that assessment is actively occurring
- With Integration, there will be **economies of scale and potential cost savings**



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The Path Forward: Next Steps

- MCHD and Natividad continue and expand alignment initiatives
 - IT and EMR work group and initiative is a marathon
 - Continue to develop HR work group collaboration opportunities
- Strategic organization and leadership to maintain momentum
 - Project management
 - Executive steering committee to prioritize, oversee and inform alignment initiatives
 - Will establish additional workgroups; Quality/ Patient Experience, Operations, HR, Medical Staff, Finance
 - Charter each workgroup to define members, scope, responsibilities and reporting of each working group



DISCUSSION

