

CC: ALLENE MORE

Before the Board of Supervisors in and for the
County of Monterey, State of California

- Reaffirm Original Mission of the Seaside)
- Family Health Center and Monterey County)
- Health Clinic at Marina to Provide Primary)
- Health Care Services to Residents of the)
- Monterey Peninsula Who May Not)
- Otherwise Have Access to Care; Receive)
- Strategies to Increase Medi-Cal Visits and)
- Receive Work Plan for Implementation of)
- Clinic Procedures to Refer Commercially)
- Insured New Patients to Natividad Medical)
- Center or Local Private Providers)

#16

Upon motion of Supervisor Johnsen, seconded by Supervisor Salinas, and carried by those present, the Board hereby

1. Reaffirms original mission of the Seaside Family Health Center (SFHC) and Monterey County Health Clinic at Marina (MCHCM) to provide primary health care services to residents of the Monterey Peninsula who may not otherwise have access to care, primarily Medi-Cal recipients and the indigent population.
2. Receives copy of "Strategies to Increase Medi-Cal Visits at SFHC and MCHCM and Prepare for Managed Care," as specified in Attachment 1.
3. Receives copy of work plan for implementation of clinic procedures to refer commercially insured new patients to Natividad Medical Center (NMC) outpatient clinic or local private providers, as specified in Attachment 2.

PASSED AND ADOPTED this 27th day of October, 1998, by the following vote, to-wit:

AYES: Supervisors Salinas, Pennycook, Johnsen

NOES: None

ABSENT: Supervisors Perkins, Potter

I, JEFF CAMPEN, Acting Clerk of the Board of Supervisors of the County of Monterey, State of California, hereby certify that the foregoing is a true copy of an original order of said Board of Supervisors duly made and entered in the minutes thereof at page 69 of Minute Book 69, on October 27, 1998

Dated: October 27, 1998

JEFF CAMPEN, Acting Clerk of the Board
of Supervisors, County of Monterey,
State of California

By [Signature] Deputy

Report to Monterey County Board of Supervisors

SUBJECT	REAFFIRM ORIGINAL MISSION OF THE SEASIDE FAMILY HEALTH CENTER AND MONTEREY COUNTY HEALTH CLINIC AT MARINA TO PROVIDE PRIMARY HEALTH CARE SERVICES TO RESIDENTS OF THE MONTEREY PENINSULA WHO MAY NOT OTHERWISE HAVE ACCESS TO CARE; RECEIVE STRATEGIES TO INCREASE MEDICAL VISITS AT THE SEASIDE AND MARINA CLINICS AND RECEIVE WORK PLAN FOR IMPLEMENTATION OF CLINIC PROCEDURES TO REFER COMMERCIALY INSURED NEW PATIENTS TO NATIVIDAD MEDICAL CENTER OR LOCAL PRIVATE PROVIDERS.	BOARD MEETING DATE	AGENDA NUMBER
		10/27/98	
		CONSENT	#16
DEPARTMENT	HEALTH		

RECOMMENDATION

It is recommended that the Board of Supervisors:

1. Reaffirm original mission of the Seaside Family Health Center (SFHC) and Monterey County Health Clinic at Marina (MCHCM) to provide primary health care services to residents of the Monterey Peninsula who may not otherwise have access to care, primarily Medi-Cal recipients and the indigent population.
2. Receive copy of "Strategies to Increase Medi-Cal Visits at SFHC and MCHCM and Prepare for Managed Care," as specified in Attachment 1.
3. Receive copy of work plan for implementation of clinic procedures to refer commercially insured new patients to Natividad Medical Center (NMC) outpatient clinic or local private providers, as specified in Attachment 2.

SUMMARY

As part of the Fiscal Year 1998-99 budget process the Board of Supervisors approved the proposed budgets for the SFHC and the MCHCM. The budgets reflect the original mission of the clinic and emphasize services to Medi-Cal recipients and the indigent population on the Monterey Peninsula. In order to better serve the clinics' target population, new commercially insured patients will need to be referred to Natividad Medical Center (NMC) or local private providers. Failure to execute this strategy would result in increased county cost to operate the clinics for FY 1998-99.

DISCUSSION

The Broadway Health Center in Seaside was opened as a primary health care clinic in 1993. The mission of the clinic was to provide care to the Medi-Cal and indigent population living in Seaside. With the closure of Fort Ord, low income Seaside residents no longer had access to affordable health care. By 1994-95, the clinic had 10,833 patient visits and was designated as a Federally Qualified Health Center (FQHC). As such, Monterey County received cost based reimbursement for all Medi-Cal visits. At that time, 73% of the visits were by Medi-Cal clients. By 1996, the clinic no longer had the capacity to meet the patient demand. In January 1997, the clinic moved to Fremont Boulevard and was renamed the Seaside Family Health Center (SFHC). In 1997-98, the clinic had 21,269 visits and the percentage of Medi-Cal

visits had decreased to 66%, while the percent of commercially insured visits increased to 10%, as shown in the attached graph. With the decrease in payments by commercial insurance, clinic costs were no longer covered for those visits. As a result, Monterey County subsidized visits to non Medi-Cal clients, increasing the net county cost to \$ 1,454,962 in FY 1997-98. Of this amount, \$938,604 (65%) is attributable to revenue over accrued in prior fiscal years. The budget for FY 1998-99 has a proposed net county cost of \$146,519. In order to achieve this, 75% of the clinic visits must be to Medi-Cal clients.

The Monterey County Health Clinic at Marina (MCHCM) opened in 1995, and was designated as a FQHC in 1995. MCHCM is the only comprehensive primary health care clinic in Marina. MCHCM has also seen an increase in clinic visits with 8394 in FY 1997-98. Of those, 61% were to Medi-Cal clients and 17% were to insured patients as shown in the attached graph. The budget for FY 1998-99 has a proposed net county cost of \$83,876. In order to achieve this, 70% of the clinic visits must be to Medi-Cal clients.

The clinics have limited space and provider capacity. Therefore, in order to increase the percentage of visits to Medi-Cal clients and fulfill the mission of the clinics, commercially insured patients newly requesting services will need to be referred elsewhere for care. Whenever possible, these referrals will be made to NMC. A population likely to be effected by this policy will be military retirees with TriCare benefits. Many NMC physicians are TriCare providers, as is the Veteran's Clinic at the former Fort Ord, Monterey Medical Group, Doctors on Duty and Monterey Bay Urgent Care Center.

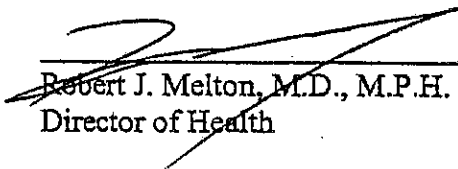
As Medi-Cal managed care is implemented in Monterey County, the clinics must serve a significant number of Medi-Cal clients in order to maintain financial solvency. A concerted effort to increase services to the Medi-Cal population this year will better position the clinics for managed care.

OTHER AGENCY INVOLVEMENT

The Health Department has been working with County Administration and NMC on these recommendations. The Primary Care Clinics Council approved these recommendations. The Board of Supervisor's Health and Welfare Committee concurred with these recommendations at their September 17, 1998 meeting.

FINANCING

The approved clinic net County cost for FY 1998-99 is \$230,395. If the clinics continue to accept new commercially insured patients and the Medi-Cal percentage remains at the 1997-98 level, the cost is projected to be \$458,754. This is an increase of \$228,359 over the approved FY 1998-99 clinic budget. Significant program and staff reductions would then be necessary to operate within the approved budget. Monthly clinic finance reports will be provided to the Board of Supervisor's Budget Committee.


Robert J. Melton, M.D., M.P.H.
Director of Health

RJM/AM:av
Attachments

cc: Douglas C. Holland, County Counsel
Jack L. Skillicorn, Auditor-Controller
Howard Classen, CEO, Natividad Medical Center

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**Monterey County Health Department
Family and Community Health Division
Primary Care Clinics**

Strategies to Increase Medi-Cal Visits at the Seaside and Marina Clinics and Prepare for Managed Care.

1. Schedule follow-up visits for all Medi-Cal clients prior to leaving the clinic.
2. Telephone appointment reminders only to Medi-Cal clients.
3. Telephone follow-up of Medi-Cal clients who are "no shows."
4. Refer all clients without insurance to the Medi-Cal Eligibility Worker (currently on site at the Seaside Clinic)
5. Develop referral resources for new commercially insured clients emphasizing Natividad Medical Center whenever possible.
6. Pilot leaving empty appointment slots each day for Medi-Cal clients to be used for drop-in appointments.
7. Enhance relationship and establish tracking system for Medi-Cal referrals with Community Hospital Emergency Department.
8. Work with MPUSD Health Services Coordinator to identify Medi-Cal students and families who currently do not have a doctor and establish referral/case findings system between school nurse and case managers and clinics.
9. Establish closer working relationships with District Office of DSS, perhaps collaborating on Medi-Cal outreach services with or without state grant funds.
10. Define referral and case consultation protocols with County Behavioral Health and contractors for managed care Medi-Cal Mental Health Services to identify common patients needing increased levels of medication management as well as follow-up to chronic (physical) illness.
11. Consult with primary care and public health clinics in Santa Cruz County to obtain guidance regarding additional strategies to be employed, specific to clinic operations, case management, and improved customer service capabilities, in preparation for Medi-Cal Managed Care.
12. Outstation (on a pilot basis) a Community Services Aide III to perform home visits and other outreach and case management activities upon referral by clinical staff to:
 - a) Keep patients already in care at clinic, especially OB patients
 - b) Identify new patients who don't already have regular medical care and connect them to a Monterey County Primary Care Clinic.
13. Define referral and case consultation protocols with Natividad Medical Center, i.e. Family Practice Clinic, Women's Health and Specialty Clinics, to create a seamless system of care for Medi-Cal patients residing on the Peninsula.
14. Collaborate with NMC to increase visibility and patient knowledge of NMC services, towards strengthening referral system and increase number of Medi-Cal patients who access primary care at Primary Care Clinics and other care at NMC.

Monterey County Health Department
Primary Care Clinics

WORK PLAN FOR COMMERCIAL INSURANCE REFERRALS

ACTION ITEM	DATE COMPLETED or TIMELINE	RESPONSIBLE PARTY
1. Board of Supervisors (BOS) Study Session: Department of Health Services	July 14, 1998	Director of Health Services
2. Primary Care Clinics Council: Budget Presentation	July 16, 1998 5:00 P.M.	Director, Family & Community Health (F & CH) Division
3. BOS Budget Hearing: Public Health Projects, Budget Unit 412	July 27, 1998 10:00 A.M.	Director of Health Services
4. Meeting with Supervisor Edith Johnson	August 6, 1998 at 8:45 A.M.	Director, F & CH Division
5. Monterey Peninsula Unified School District Healthy Start Collaborative meeting: Update on Primary Care Clinics services	August 12, 1998 at 7:45 A.M.	Director, F & CH Division designee
6. Staff In Service: Medi-Cal Presentation by Monterey County Dept. of Social Services	August 14, 1998 at 1:00 P.M.	Director, F & CH Division designee
7. Verification of Tri-Care access at Natividad Medical Center (NMC)	August 14, 1998	Director, F & CH Division
8. Tri-Care* Provider Survey (*primary insurance plan for military retirees)	August 21, 1998	Director, F & CH Division
9. Develop referral resource list for new patients with commercial insurance requesting primary care services emphasizing NMC.	September 1998	Director, F & CH Division or designee
10. Present Report to Health & Welfare Committee	to be scheduled	Director of Health Services & Director, F & CH Division
11. Notify commercial insurance companies re: new patients no longer accepted. Request new patients be referred to NMC.	effective October 1, 1998	Director, F & CH Division

WORK PLAN FOR COMMERCIAL INSURANCE REFERRALS

ACTION ITEM	DATE COMPLETED or TIMELINE	RESPONSIBLE STAFF
12. Coordinate refined patient referral protocols with NMC, Primary Care Clinics providers and other providers	September-October 1998	Director, F & CH Division or designee
13. Evaluate requirement for Beilenson hearings.	September 1998	County Counsel
14. Meet with elected officials in Seaside and Marina	to be scheduled, upon Board approval	Director of Health Services
15. Notify Rep. Sam Farr's office	to be scheduled, upon Board approval	Director of Health Services or designee