



# County of Monterey

Board of Supervisors  
Chambers  
168 W. Alisal St., 1st Floor  
Salinas, CA 93901

## Board Report

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**File #:** A 14-017, **Version:** 1

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Authorize and direct the Purchasing Manager of Natividad Medical Center (NMC) to execute Amendment No. 2 to the Agreement (A-12386) with The Camden Group to assist NMC in completing 9 Goals listed in the Summary of this report, extending the term of the Agreement to December 31, 2014 and adding \$1,400,000, for a revised total Agreement amount not to exceed \$2,200,000. (REVISED REPORT SUBMITTED VIA SUPPLEMENTAL)

### **RECOMMENDATION:**

It is recommended that the Board of Supervisors authorize and direct the Purchasing Manager of Natividad Medical Center (NMC) to execute Amendment No. 2 to the Agreement (A-12386) with The Camden Group to assist NMC in completing 9 Goals listed in the Summary of this report, extending the term to December 31, 2014 and adding \$1,400,000, for a revised total Agreement amount not to exceed \$2,200,000.

### **SUMMARY/DISCUSSION:**

The initial agreement with The Camden Group was for the development of the NMC strategic plan which included a situation assessment utilizing internal and external data analyses, interviews, a planning retreat, work group meetings, and development of a revised Mission, Vision, and organizational Goals. The Mission, Vision, and organizational Goals are outlined as follows:

**The Mission:** To continually monitor and improve the health of the people, including the vulnerable, in Monterey County, through coordinated, affordable, high quality health care.

**The Vision:** To be a health care delivery system that collaborates with other providers to offer accessible, high quality and high value health care services in a financially stable manner.

**The Goals:**

- Seek strategic partnerships or affiliations,
- Improve quality outcomes and increase patient satisfaction,
- Improve staff recruitment/retention,
- Improve patient centered care,
- Increase patient access,
- Increase physician integration and alignment,
- Move towards population health management,
- Attain financial stability, and
- Fund capital needs

Through this work on the development of the NMC Strategic Plan, important Goals have been identified to pursue to drive organizational success in this dynamic, rapidly changing health care delivery environment.

The first amendment to The Camden Agreement assisted NMC with the development of execution plans with

defined deliverables of important Goals.

This second amendment includes important Goal project management support, business advisory guidance in terms of providing content expert advice, market assessment analyses, and development and implementation of new integrated health care service models. This amendment is for an additional not to exceed amount of \$1.4M. Fees are charged based on hours to complete the various phases. Individual scope of work summaries are approved internally in advance. In the event the specific plans require fewer hours or a decision is made not to proceed with implementation of specific initiative phases the fees will be less.

The Camden Group is uniquely qualified to assist NMC in this work. The Camden Group's executive team members are national experts in strategic planning, healthcare reform, delivery system integration and physician alignment. The firm has extensive experience in understanding the California health care landscape through working with California hospitals and healthcare systems. Moreover, the firm has significant public safety net health care system experience having worked with twelve California healthcare districts and ten County hospitals.

**OTHER AGENCY INVOLVEMENT:**

Due to the late submission of this Board Report, the CAO Budget and Analysis Division cannot determine the deliverables, timeframes and associated fiscal impact of the Agreement.

County Counsel has reviewed and approved this Amendment No. 2 as to legal form and risk provisions. Auditor-Controller has reviewed and approved this Amendment No. 2 as to fiscal provisions. The Amendment No. 2 has also been reviewed and approved by Natividad Medical Center's Finance Committee and the Natividad Board of Trustees

**FINANCING:**

The cost for this Amendment No. 2 is \$1,400,000. 1,000,000 and is included in the Fiscal Year 2013/2014 Adopted Budget. Amounts for remaining years of the Amendment No. 2 will be included in those budgets as appropriate. NMC's FY2013-2014 appropriation obligations exceeded its budget for the period July 2013 through December 2013 (six months). NMC has received additional Disproportionate Share funding from the State and is forecasted to be back on budget.

There is no impact to the General Fund.

Prepared by: Harry Weis, Chief Executive Officer, 783-2553

Approved by: Harry Weis, Chief Executive Officer, 783-2553

Attachments: Original Agreement, Amendments No. 1 and 2, Spend Sheet.

Attachments on file with the Clerk to the Boards Office