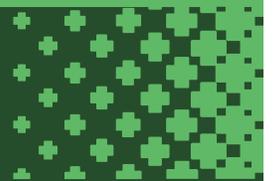




# **Request for Proposals (RFP)**

## Primary Care Services



The Cambria Community Healthcare District (CCHD) is seeking proposals from organizations to provide primary care services to its residents. CCHD is a public tax and fee supported Special Services District authorized under Sections 32000-32003 of the California Health and Safety Code. Currently, the CCHD operates an Advanced Life Support ambulance service, owns a medical office building, and provides community health education.

CCHD's mission is to improve the health of District residents by providing emergency services, enhancing access to care, and promoting wellness. As part of this mission, in 2015 and again in the Spring of 2020, the CCHD Board of Directors surveyed area residents about access to primary care. These surveys indicated that many residents either travel to receive medical care, or report not having a primary care provider. In response to the survey findings, the CCHD voted in October of 2020 to commence an effort to bring additional primary care capacity to the area.

The CCHD intends to be comprehensive in its evaluation of options. The Board believes that these options might include the identification of private organizations that would be interested in **independently (i.e., without CCHD direct support), or organizations that may wish to collaborate with the CCHD serving our area independent of CCHD support.** The CCHD also intends to assess the feasibility of directly operating an outpatient clinical facility.

The outline of this RFP is as follows:

- I. Background Information for Respondents
- II. Proposal Submission Elements
  - a. Qualifications of Submitting Organization
  - b. Operating Plan, including Licensing, Physician and Non-Physician Staffing, Scope of Services, Insurances Accepted, Hours of Operation, Management and Governance Structure, Call Coverage and Referral Management, Information Technology Platform, Billing and Accounts Receivable Management, Basic Ancillary Services, and Quality Oversight
  - c. Financial Assumptions, including start up capital, pro forma First year and Steady State Profit and Loss Statements
  - d. Assistance Required (if any) from the CCHD
  - e. Unwind Provisions
- III. Evaluation Process
- IV. Timetable
- V. Contact Information
- VI. Confidentiality

## BACKGROUND INFORMATION FOR RESPONDENTS

CCHD includes the seaside communities of Cambria and San Simeon, California, as well as the surrounding rural areas. The total population of the District is over 7,000 full time residents. The area is located approximately 45 minutes North of San Luis Obispo and 35 minutes West of Paso Robles. Cambria and San Simeon are tourist towns. The area hosts approximately 1.5-2 million visitors per year. They are attracted to the charming shops and restaurants, miles of beaches and tour opportunities of the famous Hearst Castle and nearby wineries numbering in the hundreds.

The average age of CCHD residents is 61.7 years.

Town	Zip Code	Total				>65 Percentage	Aged 20-64	
		Population	Pop >65	Pop <19	Pop 20-64		Pediatric %	Percentage
Cambria	93428	6838	1970	994	3874	29%	15%	57%
San Simeon	93452	524	97	126	301	19%	24%	57%
San Simeon and Cambria Combined		7362	2067	1120	4175	28%	15%	57%

The primary healthcare needs of the District's residents are currently met in one of four ways. First, there is a practicing physician, Dr. Robert Gong, who is 65 years old. Second, Dr. Richard David Griffith, a former emergency room physician, maintains a limited concierge practice in Cambria. Third, there is a Federally Qualified Health Center (FQHC), operated by Community Health Centers of the Central Coast. The FQHC is staffed by a full time Nurse Practitioner. Fourth, area residents have the option of driving to San Luis Obispo, Paso Robles, Templeton, or beyond.

In 2018, after several years of planning, a new primary care physician's office was opened in Cambria. Tenet Healthcare's medical group on the Central Coast of California, First California Physician Partners (FCPP), rented some newly-renovated medical office space and hired a physician, Dr. Allison Lewis. In May 2020, Dr. Lewis' local patients received a letter from FCPP indicating that Dr. Lewis was being relocated to Paso Robles. FCPP had recently lost physicians in that area and suggested to Dr. Lewis' patients that they could stay with her practice if they were able to drive 30 or so miles to her new office. The newly-renovated medical office space has remained vacant ever since. It is our assumption that this property would be available for sublease. It is a privately-owned building, however, and CCHD does not control its occupancy.

In a 2020 survey of District residents, 62% of respondents indicated that they travel outside of the community for primary care. Eighty-eight percent of the respondents agreed with the statement "we need more local

healthcare services, including an additional physician.” And two-thirds of respondents said that they would or most likely would seek their primary healthcare from a newly-recruited physician. While only 39% said they had visited an urgent care clinic within the last year, 64 percent indicated that the District needs after-hours or weekend local healthcare services such as urgent care.

Other information may be available upon request. Any information provided to a respondent upon request will be provided to all potential respondents.

## PROPOSAL SUBMISSION ELEMENTS

Responses to this RFP should be submitted by no later than 5 pm on March 1, 2021.

Your proposal should include the following elements:

---

**Statement of Qualifications:** Please provide a description of your organization, including mission, existing healthcare locations, scope of services provided, ownership, corporate structure, and governance. Your response should include information regarding (1) the organization's experience in operating primary care clinics, (2) clinical quality outcomes for existing operations, and (3) physician recruitment capabilities

**Operating Plan:** Describe the operational details of the services you propose to offer. Your response should include (1) proposed licensing, (2) physician and non-physician staffing, (3) scope of services to be offered, (4) proposed hours of operation, (5) proposed management and governance structure, (6) call coverage and referral management, (7) information technology platform, (8) billing and accounts receivable management, (9) basic ancillary services, and (9) proposed quality management

**Financial Assumptions:** Please provide information related to initial capital costs (e.g., furniture fixtures and equipment, supplies, information technology infrastructure, and working capital), projected first year profit and loss statement, and steady state projected profit and loss statement. Financial information should include assumptions regarding projected volumes and payor mix.

**Assistance Required from the CCHD:** Please describe any one-time or ongoing forms of assistance your organization would require from the CCHD.

**Unwind:** If the CCHD provided the requested support delineated under the last section, what commitments would your organization be willing to make if your organization could no longer operate the primary care clinic? Examples might include providing a right of first refusal to the CCHD to take over operations or offering a one-year notice period.

---

## EVALUATION PROCESS

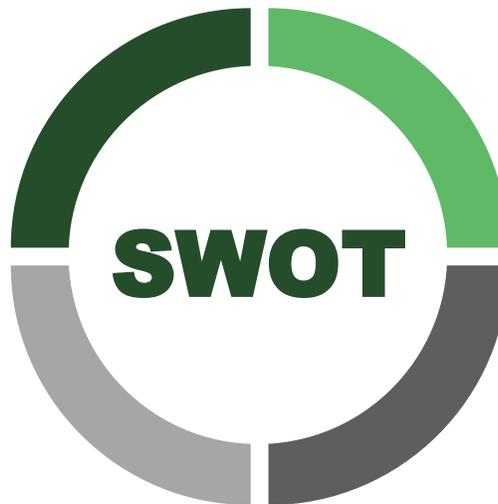
All proposals received by the March 1, 2021 deadline will be evaluated using the following criteria:

### STRENGTHS

- Organizational history
- Financial capability
- Recruitment capability
- Quality ratings and quality oversight
- Community reputation
- Scope of services offered

### OPPORTUNITIES

- Virtual care capabilities
- Services to meet the needs of tourists
- Clinical integration with areas specialists and hospitals
- Access to special funding (e.g., rural clinic designation, etc.)



### WEAKNESSES

- Level of commitment required from CCHD
- Lack of experience
- Community reputation
- Schedule for commencing operations too long

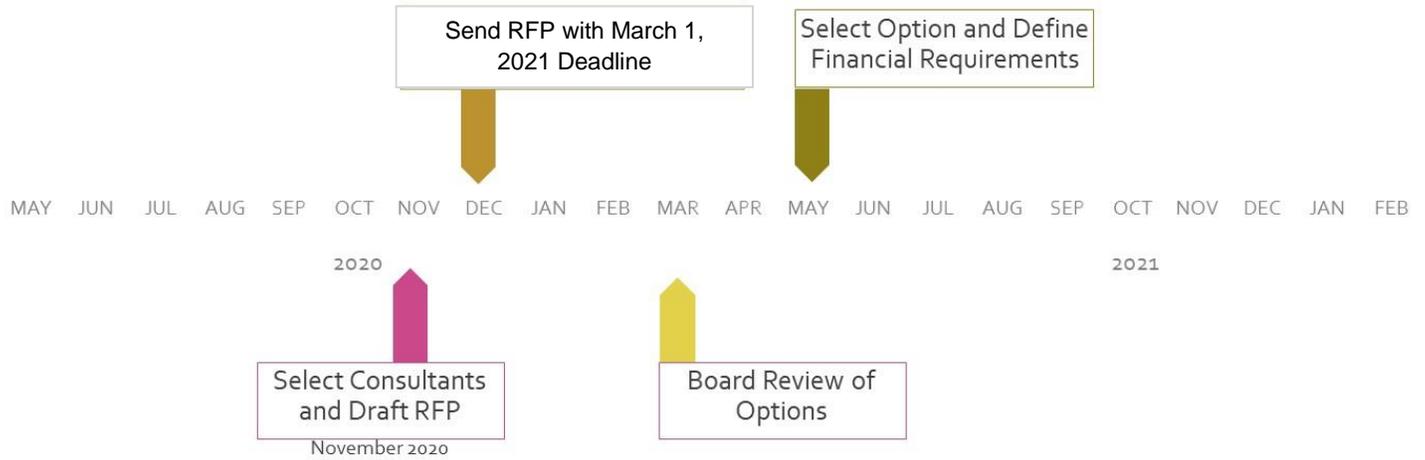
### THREATS

- Continued issues presented by COVID-19
- Lack of availability of primary care graduating residents
- Payor mix

This is a Request for Proposals only. It is intended to identify potential providers for primary care within the Cambria Community Healthcare District. The information provided in this RFP is subject to change and is not binding on the CCHD. Any assumptions relied upon by respondents should be independently verified. The CCHD does not make a commitment to enter into any agreements related to the proposals it receives and the release of this RFP should not be construed as a commitment or authorization to incur cost for which reimbursement would be required or sought. All submissions become CCHD property and will not be returned.

## TIMETABLE

The CCHD has outlined the timetable depicted below for the submission RFP proposals and review of options.



Given this timetable, in your response, please provide a timetable for commencing operations.

## CONTACT INFORMATION

### For the Cambria Community Healthcare District:

Cecilia Montalvo  
Chair, Healthcare Advocacy and Community Outreach Committee  
Board Member  
Cambria Community Healthcare District  
2535 Main Street  
Cambria, CA 93428  
Cell (650) 868-7305  
[howdycecilia@yahoo.com](mailto:howdycecilia@yahoo.com)

### Submit Proposals to:

Michael McDonough  
Administrator  
Cambria Community Healthcare District  
2535 Main Street  
Cambria, CA 93428  
(805) 927-8304  
[mmcdonough@cambria-healthcare.org](mailto:mmcdonough@cambria-healthcare.org)

In your response, please provide direct contact information for the person representing your organization for purposes of this RFP.



## **CONFIDENTIALITY**

All information included in this RFP is subject to disclosure according to the California Public Records Law contained in California Code section 9-337 through 9-350.