



**CAMBRIA COMMUNITY HEALTHCARE DISTRICT
SPECIAL BOARD MEETING ANNOUNCEMENT**

Strategic Planning

June 12, 2020 at 1:00 pm (PDT)

A special meeting of the Cambria Community Healthcare District Board of Directors will be held online:

CCHD Special Board Meeting - Strategic Planning
Fri, Jun 12, 2020 1:00 PM - 4:00 PM (PDT)

Please join the meeting from your computer, tablet or smartphone.

<https://global.gotomeeting.com/join/530275653>

You can also dial in using your phone.

United States (Toll Free): [1 877 309 2073](tel:18773092073)

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Access Code: 530-275-653

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Public comment is invited on any item.

The Cambria Community Healthcare District monthly agenda and minutes are available at www.cambria-healthcare.org. Any changes or additions to the agenda will be posted at the District Office and on the District website.

Members of the public wishing to address the Board on matters other than scheduled items may do so when recognized by the President. Presentations are limited to a maximum of three minutes per person.

Note that while board members may not engage in dialog with the public during the board meeting, individual members may choose to incorporate an answer to a question posed by the public during their discussion of an agenda item.

AGENDA

A) OPENING

- 1) Call to order
- 2) Pledge of Allegiance
- 3) Establishment of a quorum

B) PUBLIC COMMENT FOR ITEMS NOT ON THE AGENDA

Members of the public who wish to address the Board on matters other than schedule items may do so when recognized by the president. Presentations are limited to a maximum of three minutes per person.

C) REGULAR BUSINESS

- 1) Review of the Draft Strategic Plan
- 2) Review of Draft Budget and Assessment of Capitol Availability
- 3) Capitol Prioritization Review
- 4) Community Survey

D) DECLARATION OF FUTURE AGENDA ITEMS

E) ADJOURNEMENT

CAMBRIA COMMUNITY HEALTHCARE DISTRICT

TO: Board of Directors AGENDA ITEM NO. 1

FROM: Cecilia Montalvo, Director

BOARD MEETING DATE: June 12, 2020

AGENDA DESCRIPTION: Review of Draft Strategic Plan

RECOMMENDATION(S):

FISCAL IMPACT:

DISCUSSION:

Attachments: CCHD Strategic Plan
CCHD Strategic Planning Template

BOARD ACTION: Date of Vote:

UNANIMOUS: ____

FEDOROFF____ **RICE**____ **GRAY**____ **MILEUR**____ **MONTALVO**____



Cambria Community Healthcare District Strategic Planning

Discussion Draft

May 15, 2020

Our Community

- A combined population of over 7,000 residents.
- An economy dominated by tourism -- 1.5 – 2 million visitors per year
- Median resident age of 61.7 years*
- 50-minute drive to San Luis Obispo and 40-minute drive to Paso Robles
- Cambria has one 65-year-old family physician, as well as a Federally Qualified Health Clinic (FQHC) staffed by a nurse practitioner serving low income individuals. The nearest hospitals are in Templeton and San Luis Obispo.

*American Community Survey 2018



To improve the health of District residents and visitors by providing emergency services, enhancing access to care and promoting wellness



What does success look like?

“What” are we trying to do?

Emergency Services

- Delivering the highest possible level of service as measured by:
 - Response times
 - Robust capabilities (personnel and equipment)
 - Delivering high quality care onsite and in-transit
- Participating with other agencies in preparing our community for potential disasters (e.g., CERT) and assisting in disaster response (e.g., COVID)



Access to Care

- Ensuring basic medical needs can be met locally, if possible
 - Primary care
 - After hours/urgent care
 - Ancillary services (e.g., lab testing)
 - Mental health



Wellness Promotion

- In coordination with the County, advocating for and facilitating availability of wellness-enhancing services:
 - First aid training, hands only CPR, etc
 - Wellness education (e.g., fitness, nutrition, stress reduction) with a sensitivity to cultural differences and special needs populations (e.g., the disabled)

What strategies will we need to deploy?

“How” are we going to succeed? (SMART – Specific, Measurable, Achievable, Realistic and Time Based)

Emergency Services

- Maintain response time at or less than 10 minutes
- Strategy #2 – Strategy related to level of staff training
- Strategy #3 – Strategy related to maintaining and acquiring equipment
- Strategy #4 - Strategy related to participation in emergency preparedness

MIKE MCDONOUGH



Access to Care

- Partner with third party to bring primary care, ancillary care and after hours to Cambria – New provider by 2021
- Update community needs assessment in partnership with the County to identify other needs including wellness and mental health

CECILIA MONTALVO/
BARBARA BRONSON
GRAY



Wellness Promotion

- Train XXX high school students and community residents in various areas of first aid
- Offer/arrange for xx wellness programs
- Strategy #3
- Strategy #4

LAURIE MILEUR



People

Employee Satisfaction

Recruiting and Retention (Vacancy rate of XX)

Competitive Compensation and Benefits, and Continuing Education



Financial

Maintaining an Operating Margin of 2%

Maintaining a Reserve Account of >\$30,000

Complete 5 year prioritized capital plan and identify sources of funding

Bolstering Philanthropic Capabilities (Raise \$xx by 2021)



Data/ Information

Employee Satisfaction Data

Response Times

Community Needs Assessment Data

Patient Care Quality onsite and In-Transit

Feedback 2 Times Per Year from Local Hospitals and Government Agencies about areas for Improvement



Enabling Strategies

Category	Objective ("What")	Strategies ("How")	Lead Responsibility	Team Members	Resource Requirements
Emergency Services	Delivering the highest possible quality of service as measured by: <ul style="list-style-type: none"> Maintaining a response time of not more than 10 minutes Having robust capabilities (personnel and equipment) Delivering high quality care onsite and in transit 		Mike McDonough	Tim, Iggy Fedoroff	
			Mike McDonough	Tim	
		Identify and fill gaps in personnel training	Mike McDonough	Tim	\$\$
		Prepare 5 year capital plan including only prioritized items	Tim	Mike McDonough, Bill Rice	
		Monitor adherence to protocols	Mike McDonough	Tim	Data
	Solicit feedback from local hospitals and government agencies 2x per year to identify areas for improvement	Mike McDonough			
Access to Care	Ensuring basic medical needs can be met locally, if possible, including primary care, after hours/urgent care, ancillary services and mental health)	Partner with third party to bring primary care, ancillary care and after hours to Cambria	Cecilia Montalvo	Barbara Bronson Gray, Laurie Mileur	TBD
		Update community needs assessment in partnership with the County to identify other needs including wellness and mental health	Cecilia Montalvo	Barbara Bronson Gray, Laurie Mileur	
Wellness Promotion	In coordination with the County, advocating for and facilitating availability of wellness- enhancing services, including (1) First aid training, hand-only CPR, etc and (2) Wellness education (e.g., fitness, nutrition, stress reduction) with a sensitivity to cultural differences and special needs populations (e.g., the disabled)		Laurie Mileur	Tim, Mike McDonough	

Category	Objective ("What")	Strategies ("How")	Lead Responsibility	Team Members	Resource Requirements	Projected Completion
People	Maintain high levels of employee satisfaction, successfully recruit and retain employees, offer competitive compensation and benefits and continuing education	Achieve XXX (Employee satisfaction metric)	Mike McDonough			
		Staff vacancy rate of no more than XX				
Finance	Manage finances in a prudent manner	Maintain operating margin of 2% Maintain reserve account of \$30,000 Complete 5 year prioritized capital plan and identify sources of funding	Bill Rice	Mike McDonough		
	Bolster philanthropic capabilities	Raise \$XXX by 2021	Barbara Bronson Gray	Tim, Mike McDonough Iggy Fedoroff, Mike McDonough		
Data	Acquire needed data in support of strategic objectives	Employee satisfaction	Mike McDonough			
		Emergency response times	Mike McDonough			
		Community needs assessment	Cecilia Montalvo	Laurie Mileur, Barnara Bronson Gray		
		Patient care quality onsite and in-transit	Mike McDonough			
		Feedback 2 times per year from local hospitals and government agencies about areas for improvement	Mike McDonough			

Category	Objective ("What")	Strategies ("How")	Lead Responsibility	Team Members	Resource Requirements	Projected Completion
Emergency Services	Delivering the highest possible quality of service as measured by:		Mike McDonough	Tim, Iggy Fedoroff		
	Maintaining a response time of not more than 10 minutes		Mike McDonough	Tim		
	Having robust capabilities (personnel and equipment)	Identify and fill gaps in personnel training Prepare 5 year capital plan including only prioritized items	Mike McDonough Tim	Tim Mike McDonough, Bill Rice	\$\$	
	Delivering high quality care onsite and in transit	Monitor adherence to protocols Solicit feedback from local hospitals and government agencies 2x per year to identify areas for improvement	Mike McDonough	Tim	Data	
			Mike McDonough			
Access to Care	Ensuring basic medical needs can be met locally, if possible, including primary care, after hours/urgent care, ancillary services and mental health)	Partner with third party to bring primary care, ancillary care and after hours to Cambria	Cecilia Montalvo	Barbara Bronson Gray, Laurie Mileur	TBD	New Provider in 2021
		Update community needs assessment in partnership with the County to identify other needs including wellness and mental health	Cecilia Montalvo	Barbara Bronson Gray, Laurie Mileur		
Wellness Promotion	In coordination with the County, advocating for and facilitating availability of wellness- enhancing services, including (1) First aid training, hand-only CPR, etc and (2) Wellness education (e.g., fitness, nutrition, stress reduction) with a sensitivity to cultural differences and special needs populations (e.g., the disabled)		Laurie Mileur	Tim, Mike McDonough		

Category	Objective ("What")	Strategies ("How")	Lead Responsibility	Team Members	Resource Requirements	Projected Completion
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	Bolster philanthropic capabilities	Raise \$XXX by 2021	Barbara Bronson Gray	Tim, Mike McDonough Iggy Fedoroff, Mike McDonough		
Data	Acquire needed data in support of strategic objectives	Employee satisfaction	Mike McDonough			
		Emergency response times Community needs assessment	Mike McDonough Cecilia Montalvo	Laurie Mileur, Barbara Bronson Gray		
		Patient care quality onsite and in-transit Feedback 2 times per year from local hospitals and government agencies about areas for improvement	Mike McDonough Mike McDonough			

CAMBRIA COMMUNITY HEALTHCARE DISTRICT

TO: Board of Directors AGENDA ITEM NO. 2

FROM: Bill Rice, Director, V.P.

BOARD MEETING DATE: June 12, 2020

AGENDA DESCRIPTION: Review of Draft Budget and Assessment of Capitol Availability

RECOMMENDATION(S):

FISCAL IMPACT:

DISCUSSION:

Attachments: FY 2020/2021 Proposed Budget Draft

BOARD ACTION: Date of Vote:

UNANIMOUS: ____

FEDOROFF__ **RICE**__ **GRAY**__ **MILEUR**__ **MONTALVO**__

CAMBRIA COMMUNITY HEALTHCARE DISTRICT

TO: Board of Directors AGENDA ITEM NO. 3

FROM: Cecilia Montalvo, Director & Mike McDonough, Administrator

BOARD MEETING DATE: June 12, 2020

AGENDA DESCRIPTION: Capitol Prioritization Review

RECOMMENDATION(S):

FISCAL IMPACT: See attachment

DISCUSSION:

Attachments: CCHD Proposed Capitol Expense List – 2020/2021

BOARD ACTION: Date of Vote:

UNANIMOUS: ____

FEDOROFF__ **RICE**__ **GRAY**__ **MILEUR**__ **MONTALVO**__

CCHD Proposed Capitol Expense List – 2020/2021

In Order of Priority

Item	Description	Quantity	Price Each	Total
1	Zoll EKG Monitor/Defibrillator	4	\$41,797.74	\$167,190.96
2	PPE Safety Equipment	Varies	Varies	\$17,850.45
3	Knox Narcotic Safe	4	\$1,700	\$6,800
4	Ambulance (used 4WD, CalFire)	1	\$35,000	\$55,000
5	Motorola Handheld Radios	8	\$5,000	\$40,000
6	Ambulance (new)	1	\$145,000	\$145,000
			Grand Total	\$286,986.41

Description Detail

1. Zoll EKG Monitor/Defibrillator monthly lease program (5 years) = \$524.74 each. Total = \$2,098.96/month. Includes complete extended warranty and service plan.
2. PPE includes new safety jackets, helmets, ballistic vests, extrication gloves for all field personnel. Current equipment is old and worn out beyond repair.
3. Knox Narcotic Safes need to be replaced. All are outdated and no longer serviceable.
4. Used, good quality CalFire 4WD ambulance to replace aged backup ambulance (Unit 17). Purchase price = \$15,000. Remainder covers paint, decals, radios and other equipment to bring it to ready status.
5. Motorola hand held radios to replace old outdated and non-serviceable equipment.
6. New Ambulance to replace aging fleet. Demers has provided a best option for quality, warranty and service. Could be financed.

CAMBRIA COMMUNITY HEALTHCARE DISTRICT

TO: Board of Directors - AGENDA NO. 4

FROM: Laurie Mileur, PhD

BOARD MEETING DATE: June 12, 2020

AGENDA DESCRIPTION: Community Healthcare Needs Survey

RECOMMENDATION(S): Community Healthcare Needs Survey results will provide valuable feedback from District residents regarding 1) primary healthcare needs and 2) options the CCHD may pursue to ensure access to primary healthcare services. Moreover the survey is an effective tool for communicating the CCHD and its boards commitment to its mission to enhance access to medical services for District residents. Strongly recommend approval of this project.

FISCAL IMPACT: #3,000 for survey printing and mailing to 4,333 residential households and banners (3-4) for advertisement.

DISCUSSION: The recent decision by First California Physician Partners to relocate one o the towns physicians to Paso Robles limits local access to primary healthcare services for District residents. While many residents have voiced concern the overall impact on local primary healthcare services needs to be assessed. Therefore, a Community Healthcare Needs Survey is proposed to identify needs and options to ensure the primary healthcare needs of District residents are met. Surveys will be mailed to resident addresses with Cambria and San Simeon zip codes (4,333 total addresses). Surveys can be returned by mail or completed on-line with a deadline for returns of July 23rd with results available by August 1.

Attachments: Healthcare Needs Survey

BOARD ACTION: Date of Vote:

UNANIMOUS: ____

FEDOROFF___ **RICE**___ **GRAY**___ **MILEUR**___ **MONTALVO**___

Cambria Community Healthcare District

Community Healthcare Needs Survey

The Cambria Community Healthcare district board has launched a process to help identify options to ensure that District residents have access to primary healthcare services. Following the decision by First California Physician Partners to relocate one of the town's physicians to Paso Robles, the board has decided we need your input as we evaluate primary care options for our community.

Please help us by answering the following survey questions. Use the enclosed envelope to return your responses **by July 23, 2020**. The survey may also be completed online at:

<https://www.surveymonkey.com/r/ZN7R35J>

If you have any questions about the survey, please call the CCHD office at 805.927.8304. Survey results will be posted at www.cambria-healthcare.org.

Survey Questions

1. Do you and other members of your household have a primary care provider (physician or nurse practitioner) who you see for routine medical care?

- a. Yes
- b. No

2. Where is your primary care provider located?

- a. Cambria
- b. Morro Bay
- c. North County (Atascadero, Paso Robles, Templeton)
- d. South County (San Luis Obispo, Arroyo Grande, Pismo Beach)
- e. Outside San Luis Obispo County
- f. Not applicable: I have no primary care provider

3. About how many office visits with your primary care provider have you or someone in your household had over the past 12 months?

- a. 0
- b. 1-2
- c. 3-5
- d. 6 or more
- e. No applicable; I do not have a primary care provider

4. About how many times you or someone in your household gone to an urgent care clinic over the past 12 months?

- a. 0
- b. 1-2
- c. 3-5
- d. 6 or more

Please indicate whether you agree or disagree with the following statements:

1. Our community needs more local primary healthcare services, including an additional physician:

- a. Strongly agree
- b. Somewhat agree
- c. No opinion
- d. Somewhat disagree
- e. Strongly disagree

2. If a physician and nurse practitioner are recruited to Cambria, I will most likely use them for my primary health care:

- a. Strongly agree
- b. Somewhat agree

- c. No opinion
- d. Somewhat disagree
- e. Strongly disagree

3. Our community needs after hours and weekend medical services.

- a. Strongly agree
- b. Somewhat agree
- c. No opinion
- d. Somewhat disagree
- e. Strongly disagree

4. Would you support an increase to your annual parcel tax of about \$50 to subsidize additional primary healthcare services for our community?

- a. Strongly would support
- b. Likely would support
- c. Might support
- d. Likely would not support
- e. Strongly would not support
- f. No opinion

Please provide any additional comments related to any questions in the survey

Please provide your contact information to receive updates on CCHD activities.

NAME: _____

Email Address: _____