



Request for Proposals (RFP)

Primary Care Services



The Cambria Community Healthcare District (CCHD) is seeking proposals from organizations or individuals 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 in 2020 the CCHD Board of Directors surveyed area residents about access to primary care. These surveys indicated that many residents travel to receive primary care. Many others reported not having a primary care provider. In response to the survey findings, in October 2020 the CCHD Board of Directors voted to commence an effort to bring additional primary care capacity to the area.

The CCHD intends to comprehensively evaluate all possible options for increasing access to primary care. These options may include (1) identification of organizations or individuals who might want to independently establish a practice in the District; (2) identification of organizations or individuals who might want to partner with the District to provide primary care services with District support; or (3) the formation of a new entity through which the District would directly operate a primary care practice. CCHD intends to evaluate options based on the feasibility of increasing access and providing continuous physician coverage, the potential for coordination of care with a larger system, and the financial implications for District residents.

The outline of the RFP is as follows:

1. Background Information for Respondents
2. Proposed 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 and Telemedicine Capabilities, Billing and Accounts Receivable Management, Basic Ancillary Services and Quality Oversight.
 - c. Financial Assumptions, including Start Up Capital, and Pro-Forma First Year and Steady State Profit and Loss Statement
 - d. Assistance Required from the CCHD (if any)
 - e. Unwind Provisions
3. Evaluation Process
4. Timetable
5. Contact Information
6. Confidentiality

BACKGROUND INFORMATION FOR RESPONDENTS

The Cambria Community Healthcare District includes the seaside communities of Cambria and San Simeon, California, as well as the surrounding rural area. The population of the District is just over 7,200 full time residents. The area is located approximately 45 minutes North of San Luis Obispo and 35 minutes West of Paso Robles. The cities of Cayucos (population 2,700) and Morro Bay (population 10, 600) are 15 and 23 miles to the South, respectively.

The District is located in San Luis Obispo County, which has a population of just under 300,000. San Luis Obispo County is home to California Polytechnic University San Luis Obispo and a growing wine and agricultural industry.

Cambria and San Simeon are tourist beach towns. The area hosts approximately 1.5-2 million visitors per year. They are attracted to the charming shops and restaurants, miles of beautiful sandy beaches, nearby wineries numbering in the hundreds, and tour opportunities at the famous Hearst Castle

The average age of CCHD residents is 61.7 years.

Town	Zip Code	Total Population	Pop >65	Pop <19	Pop 20-64	>65 Percentage	Pediatric %	Aged 20-64 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%

In a 2020 survey of CCHD 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.” Also, 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.

For District residents who seek care locally, there are currently four primary care providers. First, there is a practicing physician, Dr. Robert Gong. Second, Dr. 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, Morro Bay or Templeton. Dignity Health (a.k.a., CommonSpirit Health) and Tenet Healthcare both have a significant presence in San Luis Obispo County.

In 2018, after several years of planning, a new primary care physician 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 was relocated to Atascadero. In late 2020, Dr. Lewis left FCPP.

The newly-renovated medical office space has remained vacant since May 2020. It is our assumption that this property would be available for sublease by organizations responding to this RFP. It is a privately-owned building, however, and CCHD does not control its occupancy. The building is owned by John Linn, an area business owner and entrepreneur.

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 Pacific Standard Time on March 12, 2021. Please submit your proposal to the following email:

mmcdonough@cambria-healthcare.org

The proposal should be prepared in no less than 11 point font with one inch margins. The proposal length should follow the guidelines below.

Your proposal should include the following elements:

Statement of Qualifications (no longer than 5 pages): 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, or performing as a primary care provider, (2) clinical quality outcomes for existing operations, e.g., STAR ratings, HEDIS scores, UDS measures (as appropriate), and (3) physician recruitment capabilities to fulfil this role.

Operating Plan (no longer than 8 pages): 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 location and hours of operation, (5) proposed management and governance structure, (6) call coverage and referral management, (7) information technology platform, including telemedicine capabilities, (8) billing and accounts receivable management, (9) basic ancillary services, (9) proposed urgent care offering (if any), and (10) proposed quality management

Financial Assumptions (no longer than 3 pages): 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

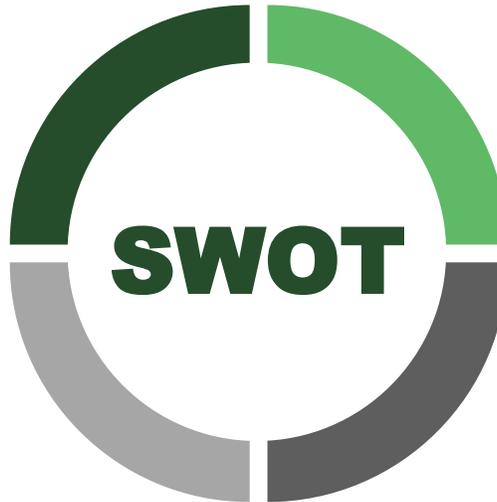
All proposals received by the March 12, 2021 deadline will be evaluated using criteria such as that which is depicted below:

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

The proposal will be evaluated based on the ability of the practice to meet the needs of the community. Out of 100 points, the submission will be evaluated as follows:

35 Points based on the Statement of Qualifications

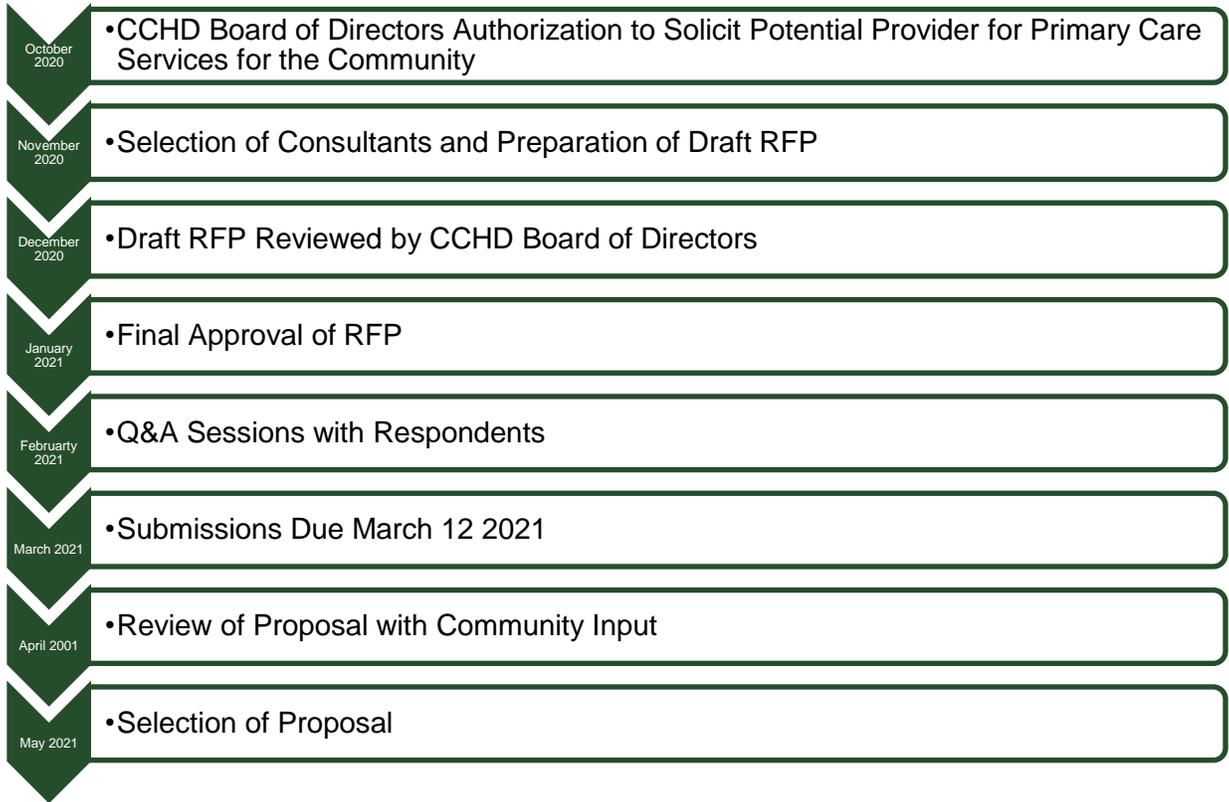
35 Points based on the Operating Plan

30 Points based on the Financial Plan, Assistance Required from the CCHD, Unwind Provision and other factors

This is a Request for Proposals (RFP) only. It is intended to identify potential providers for primary care within the Cambria Community Healthcare District (CCHD). 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, please provide a timetable for commencing operations in your response.



CONTACT INFORMATION

For the Cambria Community Healthcare District:

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Cecilia Montalvo
Chair, Healthcare Advocacy and Community Outreach Committee
Board Member
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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.