



HEALTH CARE CENTERS

PUBLIC HEALTH DEPARTMENT
SANTA BARBARA COUNTY

YOUR HEALTH CARE HOME



2017-2018 Annual Report



Clinic Executive Director and Community Health Center Board President’s Message

Honorable Board of Supervisors of Santa Barbara County and our Community:

As Deputy Director of Primary Care & Family Health for our County, I serve as the Community Health Center’s Executive Director. Our Board President, Skip Szymanski and I continue to work towards making the clinics accessible to our community while fulfilling our mission to “turn no one away who needs care, regardless of their ability to pay”, while also improving the quality of care to our patients. In the report to follow you will see evidence of the continuing quality improvement in many clinical areas of note to our population.

2017 was a challenging year for our county and the nation. The Public Health Department’s eight clinic sites were all instrumental in serving our community during the disasters of last Fall and Winter. From staffing the Red Cross shelters to delivering essential pharmaceuticals to patients isolated in South County, health center staff stepped up to serve as vital components of the county’s emergency disaster effort. All the while, staff was integrating a brand new Electronic Medical Record, EPIC, in order to better, more efficiently communicate with our healthcare partners in the region, Cottage Hospital and Sansum Clinics.

Renovation of the Carpinteria Healthcare Center expanded access for residents of the community and helped develop, along with community partners, Carp Connect, a space for local behavioral health agencies to coordinate efforts to expand services for Carpinteria residents. Our health centers have again been at the table with our partners in the region, collaborating on initiatives with CenCal Health, Cottage Health, and the hospital systems in North County.

The integration of primary and behavioral health services has grown by having in place behavioral health specialists seeing patients for counseling at all of our sites allowing for provider “warm hand-offs” for patients. The county’s outpatient clinics continue to be committed to meeting the demands of an evolving, dynamic health care system hoping to become not just facilities of last resort as the safety net, but also to become “providers of choice” for those with limited resources.

We take great pride in the accomplishments highlighted in this annual report -- as well as the daily achievements of each member of our dedicated staff who work day-to-day with the public health department’s mission in their hearts, most serving the population and communities from which they live.

As always, we are deeply grateful to our Board members and community and collaborative partners throughout the county whose efforts help ensure the continuity of care so paramount to our community’s health and well-being. As attested to by both our patients and quality reviews and audits, care at our health centers remains affordable and of the highest quality.

Clinic leadership is aware of the changing, uncertain landscape of health care in this country, but remains steadfast in its community commitment to continue to provide the best of care for our patients in Santa Barbara County.

Best regards,



Douglas Metz, DPM, MPH
Deputy Director, Public Health
Primary Care & Family Health



Skip Szymanski
President, Health Center Board
of Directors

Adverse Childhood Experiences

Impact Future Health

The CDC has indicated that “Childhood experiences, both positive and negative, have a tremendous impact on future violence victimization and perpetration, and lifelong health and opportunity. As such, early experiences are an important public health issue.” This area of mental health research has been referred to as Adverse Childhood Experiences (ACEs).

Adverse Childhood Experiences have been linked to risky health behaviors, chronic health conditions, low life potential, and early death and much more. As the number of ACEs increases, so does the risk for these outcomes. The wide-ranging health and social consequences of ACEs underscore the importance developing resiliency to overcome and where possible prevent the impact of ACEs.



Resilience is positive adaptation within the context of significant adversity. The presence of protective factors, particularly safe, stable, and nurturing rela-

tionships, can often mitigate the consequences of ACEs. Individuals, families, and communities can all influence the development of many protective factors throughout a child’s life that can impact their development.

Santa Barbara County and its community clinics with the help from federal, state, city, and community partners has begun the process of addressing ACEs in our communities. Screening for ACEs has begun in the Carpinteria Health Care Center and will continue to be implemented throughout the County of Santa Barbara.

In addition, Carpinteria Health Care Center has developed partner resources with Carpinteria Children’s Project and CALM (Child Abuse Listening and Mediation). These resources assist in the development of resiliency through education and support in key areas proven to help reduce the impact of ACEs.

Health Center Board Members

Consumer Members:

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William Darrel Gardner
Lee Herrington
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Arianna Castellanos
Emily Casarez
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Skip Szymanski—Chair
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Carpinteria HCC Instrumental in Response to Debris Flow

The city and residents of Carpinteria were physically isolated for 2 days after the January 2018 debris flow. Emergency vehicles could access the area from the South in Ventura, but no other vehicles were allowed to come or go. All public health department staff who live in Carpinteria (or South) reported to the Carpinteria Health Care Center (CHCC) regardless of their usual work assignments. Due to this staff dedication, CHCC was able to continue providing the full range of services with a skeleton crew. The crew included Front Office staff, Medical Assistants, a Nurse, and a Physician who could see adults, children, and address women's health issues.

After the freeway to Ventura opened and the buses to Santa Barbara implemented, the CHCC was more fully staffed, with several staff members who live in Ventura gaining better access.

Similar to other areas in Carpinteria, CHCC was also impacted

electronically. Internet access was interrupted, leaving the center for a period without computer or phone communication. Fortunately, there was some cellular phone service and staff were able to communicate with staff at the Franklin Health Care Center in Santa Barbara. In the mornings (and later if a patient walked in) Carpinteria staff would call Franklin

and review the medical records of the patients who were scheduled to be seen in the CHCC.

CHCC staff assisted with the triage center set up next door at the Fire Station.

In spite of considerable challenges faced by CHCC staff (including learning that some of our dear, long term patients were lost in the disaster) they were up for the challenge, reported to work and provided excellent care under difficult conditions.





Highlights of 2017-2018

Carpinteria Health Care Center (CHCC) completed the planned renovation adding two additional exam rooms and led the effort to obtain space for the *Carp Connect* project to bring local behavioral health non-profit agencies together to plan how to share space to serve the youth of the community.

Franklin Health Care Center (FHCC) began planning a comprehensive partnership with adjacent Franklin Elementary School to provide evening clinic services on-site beginning in Fall, 2018.

Lompoc Health Center (LHCC) continued successfully implementing Group Medical Diabetic Education Appointments occurring twice weekly to help diabetic patients gain better control over diabetes. The center also was the first in the county system to offer Retinal Image Screening for their diabetic patients using a state of art technology, partnering with UC Berkeley School of Optometry.

Santa Barbara Health Care Center (SBHCC) collaborated with Santa Barbara City College to host and facilitate Nursing Student clinical rotations as per the SBCC Nursing Program requirement. Also, select clinic Adult Medicine physicians began providing Suboxone Treatment (Medication Assisted Therapy) for those suffering with Substance Abuse Disorder.

Santa Maria Health Care Center (SMHCC) in recognition of their distinctive position within the Santa Maria community participated in several important events and partnerships the past year. These included the annual Veterans Stand Down, the Good Samaritan Recovery Day Celebration of Families, the Day of the Farmworker, and the countywide Care Coordination Coalition, with its cross-agency commitment to reducing barriers and helping patients receive the proper level of care when they first need it. In response to the year's unprecedented disasters, the SMHCC team responded actively, staffing the South county local assistance center and medical shelters. The Health Care Center also created a unique, multidisciplinary team to address the complex needs of homeless patients by integrating the care being provided in the field, shelter, and clinic.

The Health Care For the Homeless Program worked in each of the regions of the County to partner with agencies like Northern Santa Barbara County United Way – Home for Good, to meet the needs of people experiencing homelessness in encampments, riverbeds, city streets and areas where homeless congregate. The additional street presence increased Public Health presence throughout the community and helped connect constituents to primary care medical services rather than cycling through the emergency services systems.

Outlook for 2019

Challenges await in 2019 as healthcare in this state and this country remains dynamic and financing unpredictable.

As demand for services increases and resources decline, efficiency and rebalancing is in the works at the health centers next year.

Customer Service remains a continuing focus, and pursuance of resources to improve behavioral health integration with primary care remains a priority.

The clinics remain resilient in the face of constant change.



Patient Satisfaction in the Santa Barbara County

PHD Clinics seek frequent feedback from patients who receive care at the health care centers. Input from patients is important to gauge satisfaction with the care provided and also to help guide improvements in customer service, a major initiative in 2018 and moving forward. Our clinics contract with an objective specialty firm who phone a percentage of our patients the evening of their visits to gauge their satisfaction and compile results to report back to leadership each quarter. Two important aspects in measuring satisfaction are loyalty and referral intentions. Would patients choose to see us again following their visit, and equally important would they recommend the centers to family and friends? These questions have been asked of patients since 2015 and results are encouraging. The per-

centage of respondents indicating they are “Very Likely” to return to us for care has been trending higher since the survey inception, from 84.4% in 2015 to 86.9% in 2018. The percentage of respondents indicating they are “Very Likely” to refer friends and family to SBCPHD has also been trending significantly higher, from 76.8% in 2015 to 84.3% in 2018.



These benchmarks are compared to FQHCs nationally and in many categories we meet and exceed the benchmarks in these national comparisons. We are honored to be recognized by our patients as a trustworthy source for their health care.

Customer Service Plays Important Role in Healthcare Satisfaction



Delivering great customer service is a challenge in every industry, without exception. But for those of us whose work is in the commercial arena, spare a sympathetic thought for the *additional* challenges involved in providing customer service in healthcare environments like PHD's health clinics. One of the simplest, least complicated, yet often overlooked aspects of delivering health care is practicing good customer service

skills. Patient satisfaction surveys repeatedly show that health care worker attitudes, manners and amenities encountered during patients' experiences at medical facilities weigh with similar importance to treatment processes. Health care leaders and researchers are recognizing that health care, from the patient's perspective, is as much a consumer-focused service as other service industries are. Hence, health care at our clinics should be delivered with the same regard to optimizing patients' experiences as busi-

ness operators do for consumers of education or vacations. As providers and administrators, we are learning how good service, not just good outcomes, relates to patient satisfaction. Measurable data shows that optimizing the patients' visit plays a critical role in affecting bottom lines and retaining loyal patient populations. Our sites have been incorporating customer service policies and training. This is good news for our patients and prospective ones who want to be loyal to the positive experiences they have, or will have, at our clinics.

Santa Maria HCC steps up efforts to improve Customer Service

The Santa Maria HCC continued their focus on customer service and quality improvement (QI), with special attention this year to the needs of the homeless. The staff created a unique, multidisciplinary team designed to improve medical outcomes for those homeless patients facing the greatest challenges. By improving clinical communication, increasing access, and addressing the whole person, staff collaboration with patients resulted in increased center visits and decreased use of the emergency room. Additional QI projects included reduction in overall clinic no shows and unused slots, improved participation in educational sessions by women's health patients, fewer scheduling errors, and better utilization of our registered dietitians.

Continued Priority: Incorporating Behavioral Health Services into Primary Care

The SBCPHD integrated Behavioral Health (BH) Services in 2014, but new in 2018 was that integrated services are now available in ALL county health centers.

The term "behavioral health" pertains to both mental health and substance abuse disorders. HRSA offered funding to expand the current services to add contracted behavioral health specialists (LCSWs or Psychologists) at the Carpinteria and Franklin Health Care Centers.

This work became a reality at the Franklin and Carpinteria centers this past year, and thanks to another round of HRSA federal funding, the hours at those centers previously without BH services will be expanded. The target population for this effort are those served in the southern most regions of Santa Barbara County with mild-to-moderate impairments, those coping with situational stress and stabilized patients with serious mental disorders.

The main objectives are to assist in the recognition, treatment, and management of mental and addictive disorders, chronic diseases, psychosocial issues, and health risk behaviors. The PHD clinics are proud to now offer integrated behavioral health services at all its locations across the county.



SBHCC Nursing Team

Meet our exceptional Santa Barbara Health Care Center nursing team. Together they bring the clinic a combined +120 years of nursing experience. They display all three aspects of the County ACE (**A**ccountability, **C**ustomer-Focus, **E**fficiency) values, and it shows in their interaction with patients providers and staff. With their diverse work history and years of experience, they help create a well-balanced and efficient nursing team. Their combined experience working in the ICU, Surgical centers, Hospice care, and many other areas, provide valuable insight which facilitates excellent patient care coordination. Through their determination and dedication to their work, they have created a strong, one-of-a-kind unit.



Lompoc Health Care Center Expands Local Partnerships

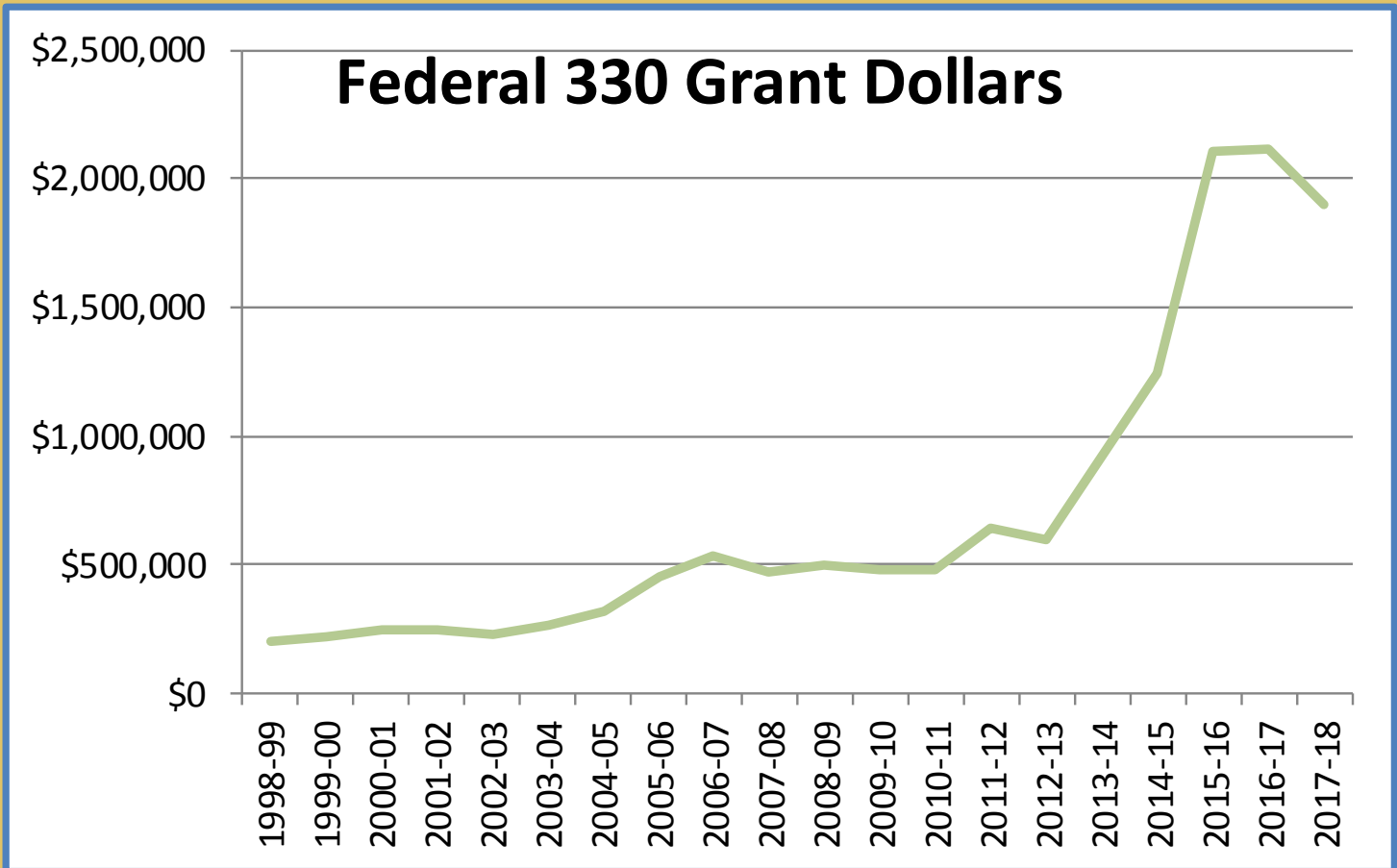
LHCC continued to expand collaborative partnerships with the Lompoc Community this year. Two of Lompoc's staff physicians joined the Healthy Lompoc Advisory Cabinet. The clinic participated in multiple community health-focused events, providing education, blood pressure and blood glucose screenings and again hosted the annual National Health Center Week Health Fair with 18 partners hosting booths with approximately 200 attendees. In addition to continuing to lead and facilitate the Lompoc Primary and Behavioral Health Care Collaborative, LHCC also joined the City of Lompoc, the Lompoc Police Department and multiple local service providers in setting up the River Park Triage Center in an attempt to provide services to local homeless individuals. The goal of the project was to move the individuals out of the homeless camps in the local river bed into safer, healthier environments and to

engage them in much needed services. The collaborative effort has resulted in an on-going service-focused effort of collectively case-managing the highest risk individuals identified. LHCC hosts the regular meetings of this group. The clinic also developed a verbal agreement with Lompoc Valley Medical Center to implement the homeless discharge legislation which is to be implemented January 1, 2019. The focus on these collaborative partnerships has solidified LHCC as a very integral part of the Lompoc medical community. Of course, internal service provision has continued to include a full contingency of health care services including successfully continuing the LHCC group diabetes management program and diabetic retinopathy screening program.

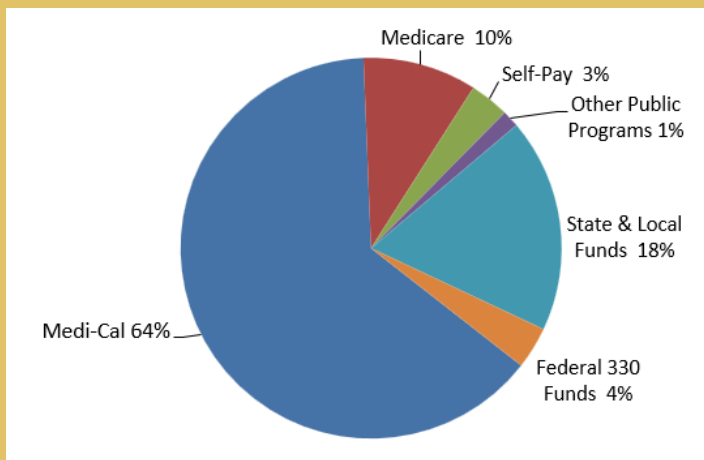


2017-18 – The Fiscal Year in Focus

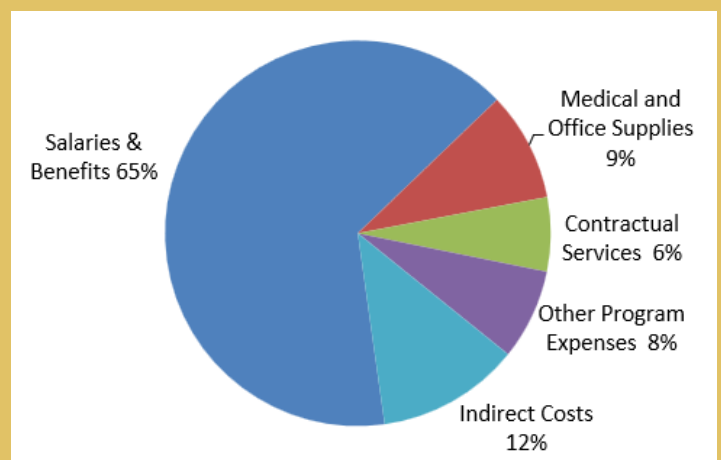
Federal 330 Grant Revenue Since Achieving 330e Status



Patient Services Revenue \$53,303,775



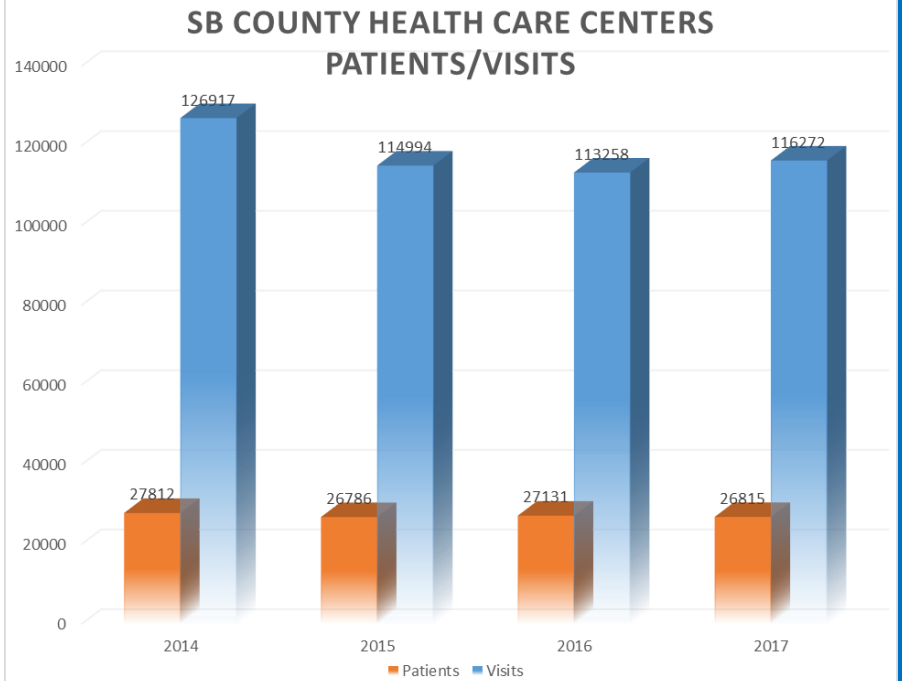
Patient Services Expenses \$53,303,775



Patient Visits Climbing Steadily Following Electronic Health Record Implementation

As expected, the implementation of the new electronic health record system impacted the volume of patients each health care center was able to serve.

There is more work to do to have the system operating at peak performance, allowing the ability to see more patients. There will be a slow, steady climb in patient visits in 2019, closely back to pre new system implementation levels.



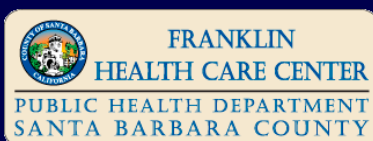
* Uniform Data Systems (UDS) patient and visit counts reported to HRSA in calendar years 2014, 2015, 2016, and 2017.

New HCC Partnership Benefitting the Community!

In the Spring of 2018, the Franklin Health Care Center embarked on a new collaboration with the Santa Barbara Unified School district to add Franklin Elementary School as a satellite clinic one evening a week.

The partnership between Franklin Health Care Center and Franklin Elementary School began when on September 12, 2018 the health center hosted its first evening clinic.

The additional access to care gives families an option other than the local emergency room. The caring and skilled medical team is comprised of Dr. Douglas Duncan, Nadia Bedolla, Neudi Rangel-Chacon and Sandra Vasquez.



The Santa Barbara County Public Health Department (SBCPHD) has been providing medical services since 1926 and the Health Care for the Homeless (HCH) program since 1989. The SBCPHD serves a critical role in the community by providing access to health care for the uninsured and underinsured through a county-wide network of Health Care Centers (HCCs) and homeless shelter-based clinics.

Health Care Centers (HCC) Main Offices

Carpinteria HCC
(805) 560-1050

Franklin HCC/PATH/Rescue Mission
(805) 568-2099

Lompoc HCC
(805) 737-6400

Santa Barbara HCC
(805) 681-5488

Santa Maria HCC/Good Samaritan
(805) 346-7230