



**BOARD OF SUPERVISORS
AGENDA LETTER**

Clerk of the Board of Supervisors
105 E. Anapamu Street, Suite 407
Santa Barbara, CA 93101
(805) 568-2240

Agenda Number:

Submitted on:
(COB Stamp)

Department Name: County Executive Office /
County Health Department

Department No.: 012 / 041

Agenda Date: June 9, 2026

Placement: Administrative Agenda

Estimated Time: N/A

Continued Item: No

If Yes, date from:

Vote Required: 4/5

TO: Board of Supervisors

FROM: Department Directors: Mona Miyasato, County Executive Officer

Mouhanad Hammami, County Health Department

Contact Info: Tanja Heitman, Assistant CEO

Lindsay Walter, Deputy Director for Clinical Services

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Mona Miyasato
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Signed by:
Mouhanad Hammami
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SUBJECT: Precision Health Strategies, LLC Agreement for Indigent Care Program Consulting Services

County Counsel Concurrence

As to form: Yes

Other Concurrence:

As to form: Yes

Auditor-Controller Concurrence

As to form: Yes

Recommended Actions:

That the Board of Supervisors:

- a. Approve and authorize the Chair to execute an agreement for Services of Independent Contractor with Precision Health Strategies, LLC for Indigent Care Program consulting services, for a period of performance from July 1, 2026 through March 31, 2027. This agreement includes a total maximum contract amount not to exceed \$270,000; and
- b. Determine that the above-recommended actions are not a project that is subject to environmental review under the California Environmental Quality Act (CEQA), pursuant to CEQA Guidelines section 15378(b)(4), finding that the actions are governmental funding mechanisms and/or fiscal activities that will not result in direct or indirect physical changes in the environment.

Summary Text:

This item requests that the Board approve an agreement with Precision Health Strategies, LLC (Precision Health) to provide consulting services related to the County's Indigent Care Program. Recent changes at the Federal and State level, including House of Representatives Bill 1 (H.R. 1) have led to significant impacts to the uninsured population across the State, requiring counties to bolster safety net programs to meet the demand. In Santa Barbara County, it is estimated that over 4,600 individuals currently served in County with Medi-Cal or other insurance will lose coverage and transition to the County's Indigent Care Program. New program costs to the County resulting from this shift are anticipated to be \$11 million annually. Precision Health will support the County in determining the most effective approach to indigent care, including analysing existing indigent care models as compared to administering the program through County Health.

Precision Health's Founder and Principal, Jacey Cooper, is uniquely equipped to aid the County in this effort. As the former California State Medicaid Director and Chief Deputy Director at the California Department of Health Care Services (DHCS), she is a nationally recognized Medicaid and safety-net policy leader with more than 20 years of experience designing and implementing public health programs at the federal, state, and local levels. Precision Health's services will include strategic advisory and technical assistance, assessment of past program design and functionality, recommendations for policy and program development, financial analyses, modeling, operational planning, and support for implementation. This agreement will cost \$270,000 for a term of June 1, 2026 through June 30, 2027.

Discussion:

Counties across the state are facing a drastic shift in how medically indigent adults access and utilize health services. The State of California requires that counties provide a minimum threshold of care to those who qualify. As such, Santa Barbara County plans to revitalize the County's Indigent Care Program to meet the increased demand for services. Though counties are required to provide indigent care services, they are provided some latitude in how programs are structured. Precision Health will provide the technical expertise, through clear deliverables, to ensure the successful design and implementation of a stable and economically feasible program.

Santa Barbara County has a statutory responsibility under California Welfare and Institutions Code (WIC) §17000 to provide medically necessary care to certain residents who lack the ability to pay, are not eligible for other programs, and otherwise qualify for the mandate. Specifically, WIC §17000 ensures that low-income childless adults who are not eligible for Medi-Cal or other public programs have access to a minimum safety net to meet their health care needs. Courts have interpreted the scope of services required by WIC §17000 and describe the level of care as "subsistence medical care," which includes medical services necessary for the treatment of acute conditions, emergency medical services, and medically necessary care sufficient to remedy substantial pain and infection. With recent State and Federal changes—including work and community engagement requirements, sixth-month eligibility redeterminations, and new state restrictions affecting coverage for certain individuals with unsatisfactory immigration status (UIS)—demand for indigent care in the County is anticipated to grow from zero current enrollees to over 4,600 individuals. Estimated costs from the increased demand is anticipated to be \$11 million annually.

Currently there is a legislative proposal that would establish a 2-year pilot project, to create a "fail-safe" Emergency Services Only Medi-Cal benefit for Californians who lose Medi-Cal eligibility due to new federal H.R. 1 Community Engagement requirements, but who otherwise qualify for Medi-Cal

coverage. Rather than allowing Medi-Cal members to disenroll and “fall off” of Medi-Cal, and become uninsured, the proposed benefit would serve as a 2-year stabilization tool designed to maintain Medi-Cal on a limited basis. Should that proposal be approved by the State Legislature and incorporated into the Governor’s FY 2026-27 budget, this contract would be scaled down. Given the urgency in determining the right path for Santa Barbara County and the uncertainty of the above-referenced legislative proposal, staff recommends pursuing this contract at this time.

Contract Deliverables

Precision Health will provide strategic advisory and technical assistance to review and strengthen the County’s Indigent Care Program. Activities outlined in this agreement support program design, fiscal sustainability, and implementation planning. This engagement will support the County in ensuring compliance with WIC §17000 while preparing for potential increases in uninsured residents and associated safety-net costs.

The contract includes advisory and technical assistance across four core work areas and will be active from June 2026 through February 2027. The four work areas include the following tasks and activities:

1. *Program Review and Policy Assessment:* A comprehensive review of the County’s current Indigent Care Program structure, policies, and utilization patterns. Activities include evaluation of historic program participation and utilization, historic program expenditures in current-year dollars, and assessment of potential impacts associated with federal and state policy changes that may affect coverage levels.
2. *Program Design and Policy Recommendations:* Development of policy options and recommendations to support program improvements and long-term sustainability, based on the program review, above. Additional activities include an assessment of the administrative feasibility of any proposed changes, potential fiscal impacts, and written recommendations for any program modifications.
3. *Financial Modeling and Operational Planning:* Financial analysis and development of projections to support program implementation and sustainability, including assessment of anticipated program demand and cost drivers, and strategic guidance regarding the operational infrastructure needed to administer the program.
4. *Strategic Planning and Implementation Support:* Development of a roadmap for implementation and ongoing program improvement, strategies to strengthen outreach, enrollment, and community partnerships, insight into state and national trends, guidance related to funding opportunities and partnerships, as well as ongoing technical assistance to support early implementation.

In addition to the activities described above, Precision Health will assess the potential impacts, benefits, risks, and operational considerations of pursuing existing models to determine the County’s best means to meet its indigent care obligations, including internal or external administration of the program. Throughout the term of the agreement Precision Health will also provide ongoing availability for meetings, communications, strategic advisement, and related support to advance project deliverables and respond to emerging issues.

Expert Qualifications

The consultant team at Precision Health includes founder and principal, Jacey Cooper, and a subcontractor, Kerry Landry. Precision Health, however, is responsible for all subcontractor costs

incurred as part of the proposed agreement. Ms. Cooper and Ms. Landry will be integral to the County's success in assessment and implementation of a cost effective and sustainable Indigent Care Program.

Through her lead role at Precision Health, Ms. Cooper brings significant experience to this project. Ms. Cooper has served as Director of the State Demonstrations Group at the Centers for Medicare & Medicaid Services (CMS), as California's State Medicaid Director, and Chief Deputy Director at the DHCS. At DHCS, she oversaw Medi-Cal, the nation's largest Medicaid program, and led statewide Medicaid policy, financing, and program operations, and spearheaded the California Advancing and Innovating Medi-Cal (CalAIM) program, California's comprehensive Medicaid transformation initiative focused on population health, behavioral health integration, social drivers of health, and justice-involved reentry services.

Kerry Landry is a California Medi-Cal managed care expert and President of Kerry Landry Health Care Consulting, LLC, where she advises government agencies, managed care plans, and community-based organizations on Medicaid policy, CalAIM implementation, and system transformation. Ms. Landry has over 15 years of experience spanning state government, managed care, and consulting. Ms. Landry brings operational expertise from launching new programs and services such as Enhanced Care Management and Community Supports, designing Community Care Hub models, and building cross-sector partnerships across physical health, housing, behavioral health, justice-involved systems, and extensive experience supporting indigent care programs. At the San Francisco Health Plan, Ms. Landry led Healthy San Francisco through major transitions following the Affordable Care Act and subsequent Medi-Cal expansions and oversaw the design and launch of SF Covered MRA, a premium subsidy program under the San Francisco City Option. She currently supports Alameda County on strategy and planning for HealthPAC, the county's indigent care program. Ms. Landry served as Assistant Deputy Director of Managed Care at DHCS and as Director of Policy Development at the San Francisco Health Plan.

Partnering with Precision Health will provide the County access to leading experts in this space as it re-establishes an Indigent Care Program for local residents that meets State and Federal mandates and ensures an economically and fiscally responsible program now and into the future.

Background:

Counties in California are by law the health care providers of last resort for residents age 18 and older who cannot afford care, referred to as "Medically Indigent Adults." Counties do so by operating indigent health programs. In practice, these programs are the community safety net and a place of last resort for low-income, uninsured people to access basic coverage. State law grants counties flexibility in how such services are administered. Some counties contract with providers while others operate their own hospitals and clinics.

According to the California Legislative Analyst's Office (LAO), approximately 2 million Californians (5% of the State) currently do not have health insurance. This amount is projected to roughly double by 2030. Nearly 90% of the uninsured population will be due to eligibility changes under H.R. 1, most notably from community engagement and work requirements. The remainder of the increase is anticipated from people leaving Covered California coverage due to a series of federal policy changes. An additional 1.3 million adults with Unsatisfactory Immigration Status (UIS) will also lose comprehensive coverage through Medi-Cal due to several state policy changes.

Prior to H.R. 1, many uninsured adults shifted from county-run indigent care programs to Medi-Cal coverage following the State's implementation of the Affordable Care Act (ACA). Due to the drop in

caseloads (approximately 850,000 to about 10,000), the state redirected a significant portion of funds away from indigent care. Locally, participants in the Indigent Care program dropped from approximately 4,480 to zero enrollments today. Current estimates based on analysis from the County Health Department suggest that number will fully rebound, to approximately 4,600.

Funding sources for county-led indigent care programs have varied over time. Prior to the 1990s, counties largely relied on General Fund support provided by the state. This arrangement changed as part of a substantial realignment of state and local programmatic and fiscal responsibilities in 1991—known as 1991 realignment. 1991 realignment has since become the primary source of support for county indigent care programs. Under this arrangement, counties now receive a dedicated portion of sales tax and vehicle license fee revenue to support certain health and human service programs, including indigent health care. Additionally, since WIC §17000 was instituted before the passing of Proposition 30, which prevented unfunded mandates from the State, the County must provide the program absent sufficient state funding. This makes reliance on experts in the field ever more necessary to design a financially sustainable model that also ensures effective and reliable services.

With cost pressures exceeding available realignment resources, the present contract will ensure that the County appropriately explores methods to limit exposure, maximize existing resources, and ensure ongoing compliance with WIC §17000 while preparing for potential increases in uninsured residents and associated safety-net costs.

Performance Measure:

The activities outlined in the scope of work are aimed to support program improvements and long-term sustainability of the County’s Indigent Care Program. Each of the four (4) tasks described in the agreement follows a specific timeline and includes the following deliverables to guide implementation and decision making:

1. Indigent Care Program Review & Policy Assessment Report
2. Indigent Care Program Design & Policy Recommendations Report
3. Indigent Care Program Financial & Operational Implementation Plan
4. Indigent Care Program Strategic Roadmap & Implementation Support Plan

Precision Health will also provide ongoing availability for meetings, communications, strategic advisement, and related support throughout the term of the agreement, as needed to advance the above deliverables and respond to emerging issues.

Fiscal and Facilities Impacts:

Fiscal impacts from this agreement include a total cost of \$270,000 paid for through Tobacco Settlement (TSAC) funds. These costs will be included in the Adopted Budget for FY 2026-27, pending Board approval.

Although the fiscal impacts to the County from the anticipated increases in uninsured residents and associated safety-net costs are estimated to be significant, this agreement aims to support the County in establishing a fiscally sound, effective, and sustainable Indigent Care Program.

Fiscal Analysis:

Funding Source	FY 2026-27	Total
Tobacco Settlement Fund (TSAC)	\$270,000	\$270,000
Total	\$270,000	\$270,000

Special Instructions:

Clerk of the Board, please email a complete, executed copy of the above contract and a copy of the Minute Order to Neftali Miller-Rubio, nmrubio@countyofsb.org.

Attachments:

Attachment A – Board-Contract - Precision Health Strategies, LLC (Signature Required)

Contact Information:

Neftali Miller-Rubio
CEO Principal Analyst, HHS
Nmrubio@countyofsb.org