

SANTA BARBARA COUNTY BOARD AGENDA LETTER



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

Agenda Number:
Prepared on: 4/28/05
Department Name: Public Health Department
Department No.: 041
Agenda Date: 5/10/05
Placement: Departmental
Estimate Time: 90 minutes
Continued Item: YES
If Yes, date from:

TO: Board of Supervisors

FROM: Elliot Schulman, MD, MPH
Department Director & County Health Officer, (805) 681-5102

STAFF CONTACT: Michele Mickiewicz, Deputy Director, (805) 681-5446
Jane Overbaugh, Deputy Director, (805) 681-5281
Dr. Frank Alvarez, Deputy Health Officer, (805) 681-5252

SUBJECT: Public Health Department's Operations Presentation

Recommendation(s):

That the Board of Supervisors receive a presentation on the Public Health's Departmental Operations
(*Estimated Time: 60 minutes for staff presentation + 30 minutes for Questions & Answers*).

Alignment with Board Strategic Plan:

The recommendation is primarily aligned with Goal No. 1, An Efficient Government Able to Anticipate and Respond Effectively to the Needs of the Community.

Executive Summary and Discussion:

During budget adoption in June 2004, the Board requested that each department make a presentation that provides an overview of its respective operations, budget, process improvements, management metrics (lost time, spans of control, overtime, etc.), management tools and operational concerns. Consequently, the Public Health Department is pleased to present its operational overview.

Mandates and Service Levels: No change in programs or service level.

Fiscal and Facilities Impacts: None with this action.

Special Instructions: None.

Concurrences: N/A.

Public Health Department

Operational Overview

May 10, 2005

**“ Public Health is what we,
as a society, do collectively
to assure the conditions in
which people can be healthy.”**

1988 Institute of Medicine

Prevention

- Primary Prevention
 - Reduces susceptibility or exposure to health threats (immunizations)
- Secondary Prevention
 - Detects and treats diseases in the early stages (mammography)
- Tertiary Prevention
 - Alleviates some of the effects of disease, injury, or disability (Rx, surgery)

Operational Overview

- I. Department Overview
- II. Administration & Support Division
- III. Community Health Division
- IV. Primary Care & Family Health Division
- V. Challenges and Opportunities
- VI. Glossary



I. DEPARTMENT

192 Programs

- PHD is 1 of 25 County departments that manages 17% of County's programs;
- A 1-minute overview of each program would take 3 hours
- One of the County's largest departments with complex funding and vastly diverse programs



PHD PROGRAMMATIC SPAN OF CONTROL

Statutory Responsibility

- Indigent Health Care – “Virtual Hospital”
- Communicable Disease Control
- Disease Prevention
- Children’s Medical Services
- Health Education
- Environmental Protection

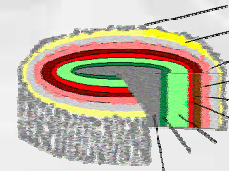
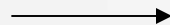
Mission

- Improve the health of our communities by:
 - preventing disease
 - promoting wellness
 - ensuring access to needed health care

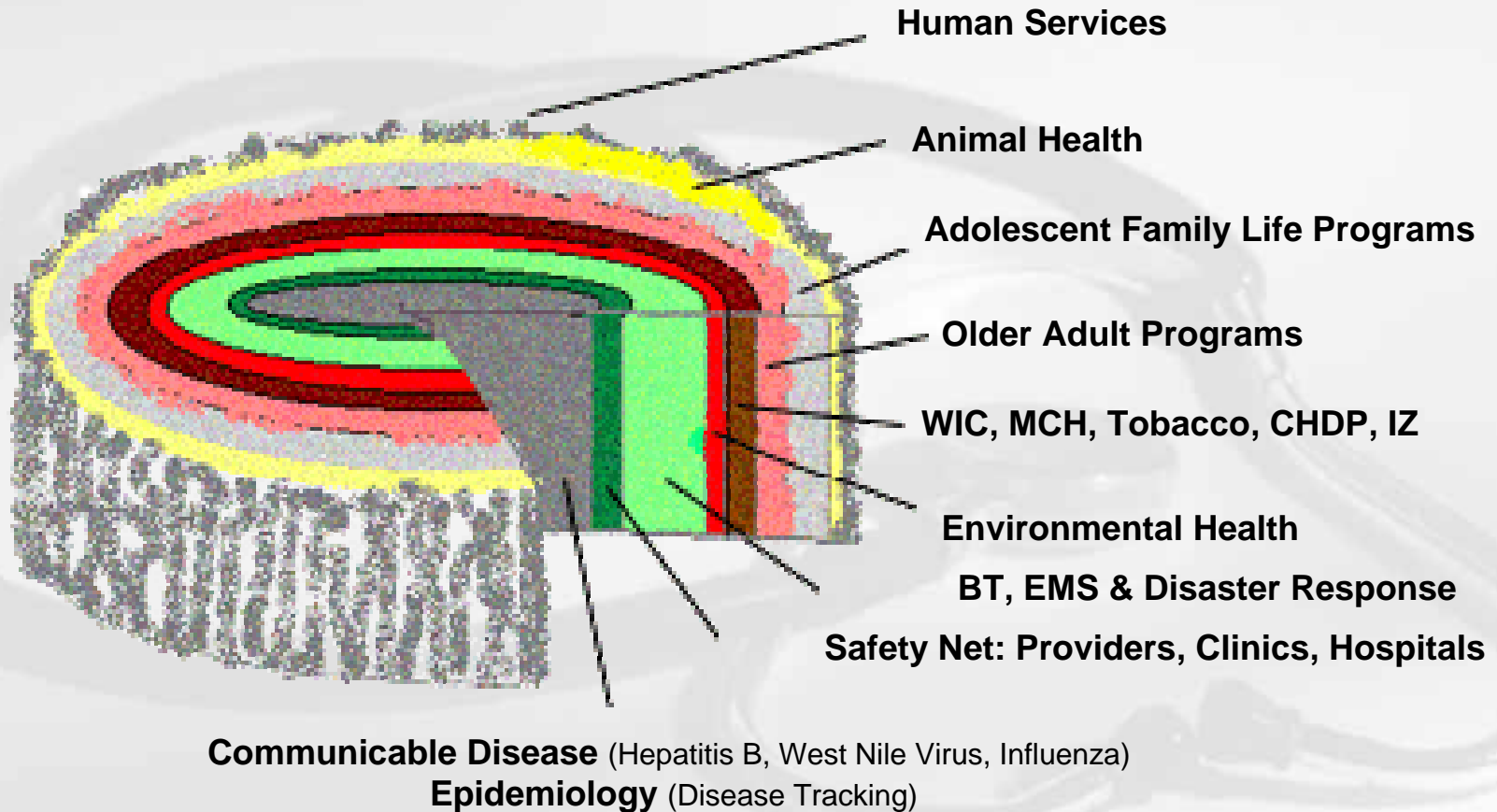
Public Health

- Prevent epidemics, control diseases
- Ensure access to care
- Limit risks in the environment
- Respond to disasters
- Prevent injuries, promote healthy behaviors
- Monitor health status of community
- Inform people about health issues
- Evaluate effectiveness and quality of health services

A Look Into the PHD Core



PHD Functions



Our Core Programs

Safety Net: Providers, Clinics, Hospitals

(\$1.6 mil - Mandated)



Environmental Health *(\$.4 mil - Mandated)*

Older Adult Programs
(\$.5 mil - Discretionary)



WIC, MCH, Tobacco, CHDP, IZ
(\$2.9 mil - Discretionary/Mandated)

Human Services
(\$1.9 mil Discretionary)

Adolescent Family Life Programs
(\$.2 mil - Discretionary)

Animal Health
(\$1.1 mil - Discretionary)

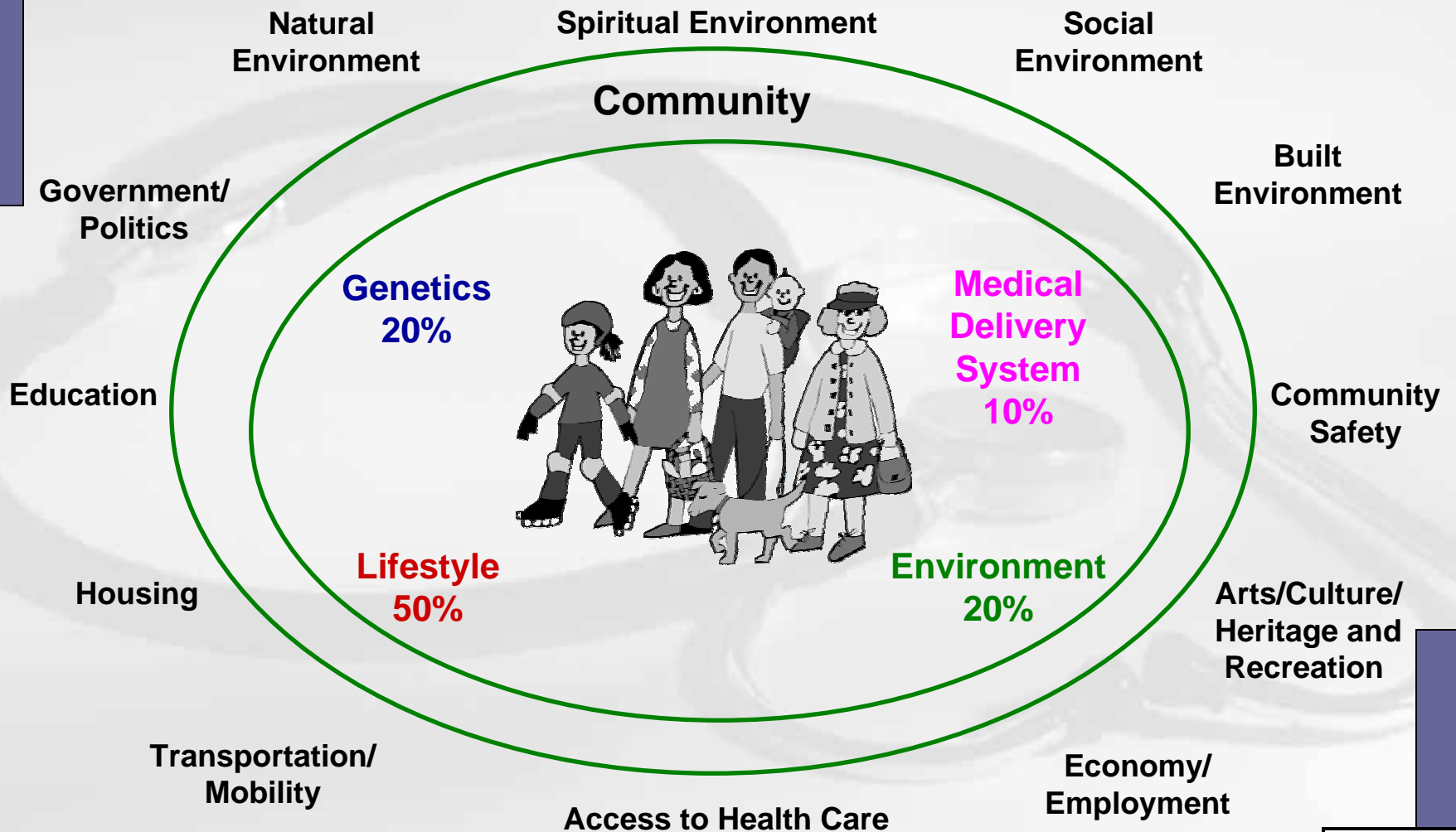


Communicable Disease (Hep B, WNV, Influenza) & Epidemiology (Disease Tracking) *(\$.5 mil - Mandated)*

BT, EMS & Disaster Response
(\$.5 mil - Mandated)



Factors Influencing Health



Healthier communities through leadership, partnership & science

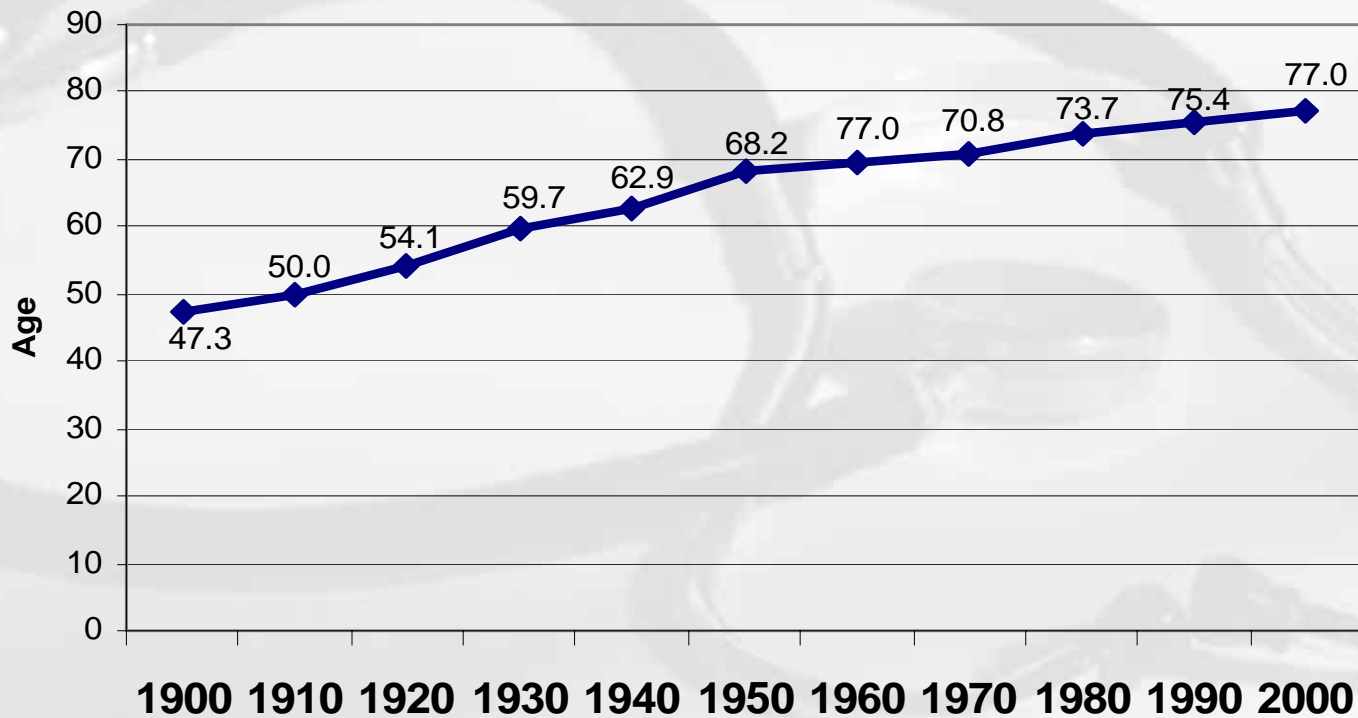
PH Achievements

Key PH Achievements of the 20th Century

1. Vaccinations
2. Control of infectious diseases
3. Decrease in deaths due to heart disease, stroke
4. Healthier mothers and babies
5. Fluoridation of drinking water
6. Recognition of tobacco health hazards
7. Safer workplaces
8. Motor vehicle safety
9. Safer and healthier foods
10. Family planning

U. S. Life Expectancy

U.S. Life Expectancy at Birth: 1900 - 2000 (both sexes)



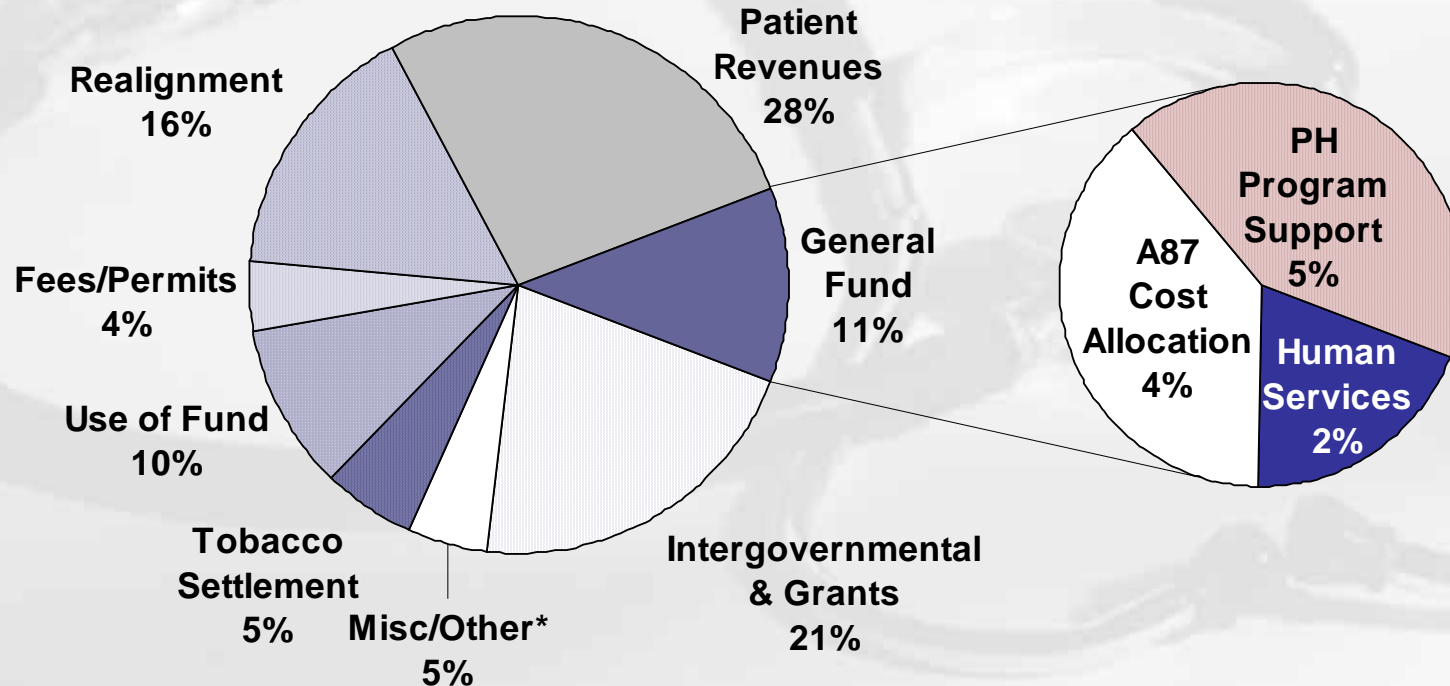
FISCAL STRUCTURE



Financial Overview

Public Health Department Sources of Funds

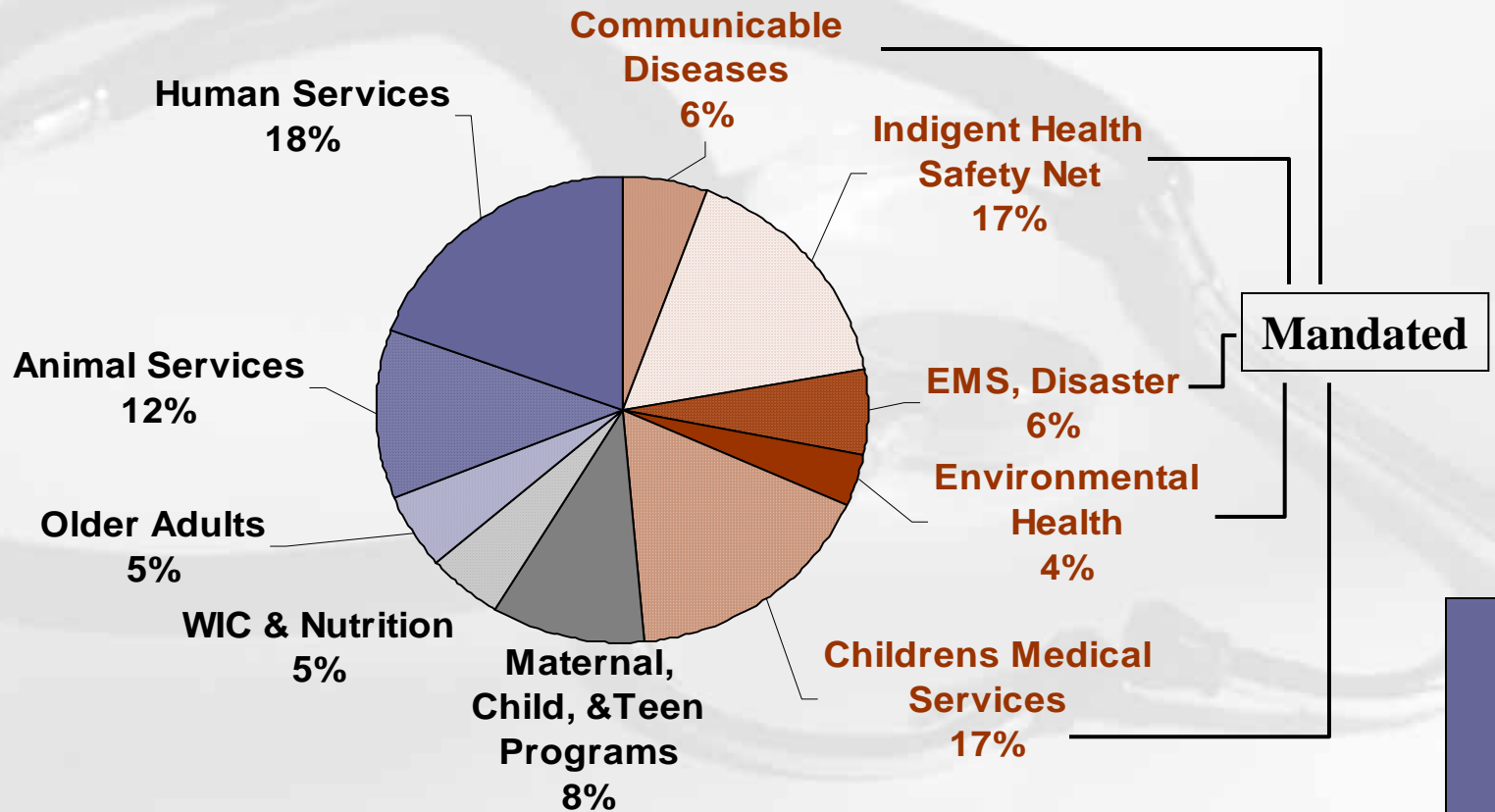
2004-05



Financial Overview

PHD Use of General Fund

FY 2004-05



Fiscal Structural Deficit

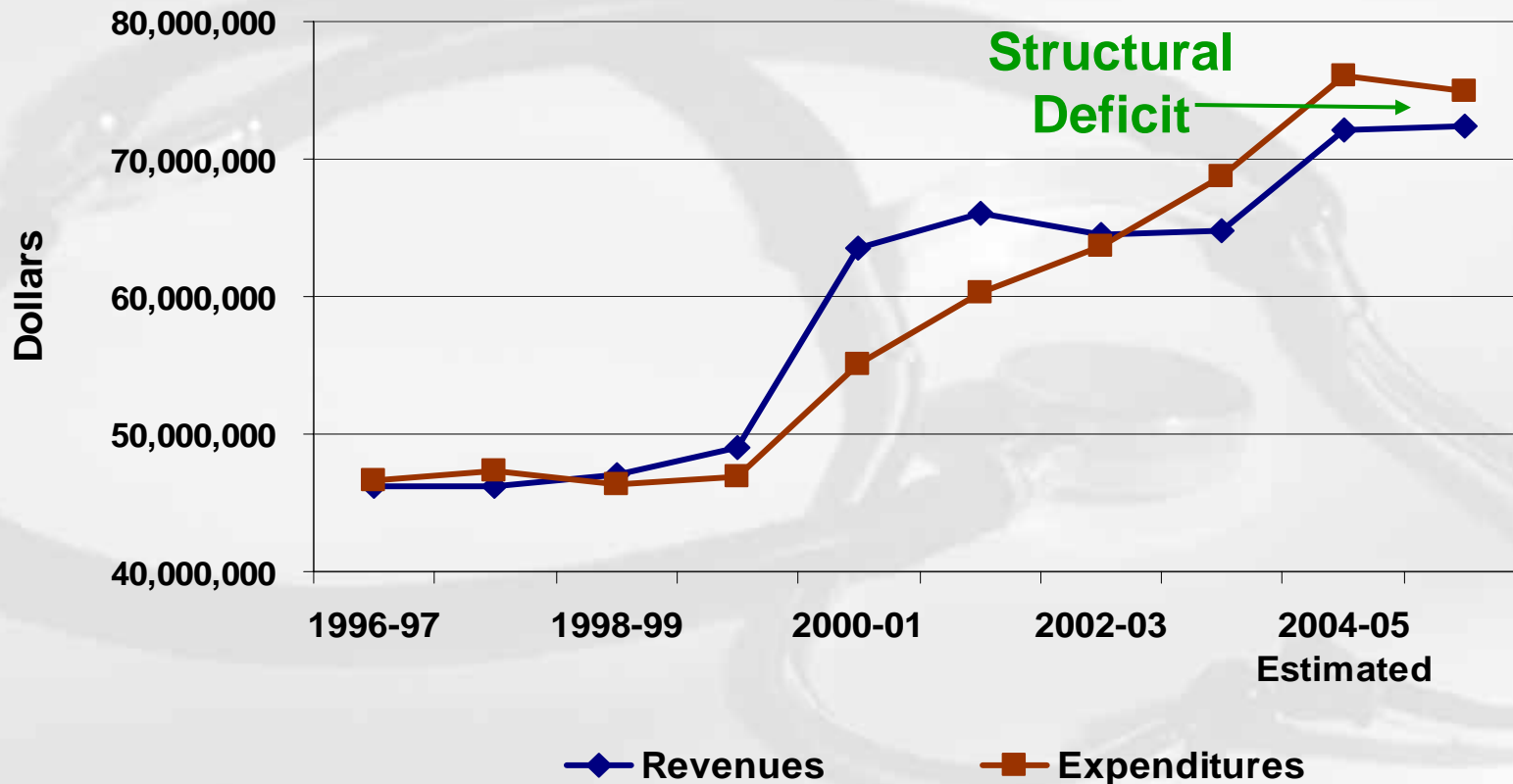
- Costs Are Increasing...
 - Employee COLAs, benefits, and health care costs
 - Worker compensation
 - Medical malpractice
 - Maintenance
 - New mandates
- While Revenues Are Stagnant...
 - Medi-Cal, Medicare, and other reimbursement **rate caps**
 - Capped grants and allocations
 - Constrained local dollars to support mandates

This creates a situation where capital reserves are tapped to fund on-going operations.



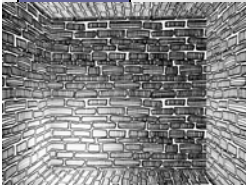
Expenditures Outpacing Revenues

Revenue and Expenditure Trend



FQHC

- Federally Qualified Health Center (FQHC)
- Critically Important Funding Source
 - Viability of local safety net is dependent on FQHC Status
 - Provides \$4-6 million annually in enhanced funding for indigent care
 - Payment of preventative services (not normally covered)
 - Requires services be provided “to all that are present”



Organizational Structure

Community Partners – Over 700

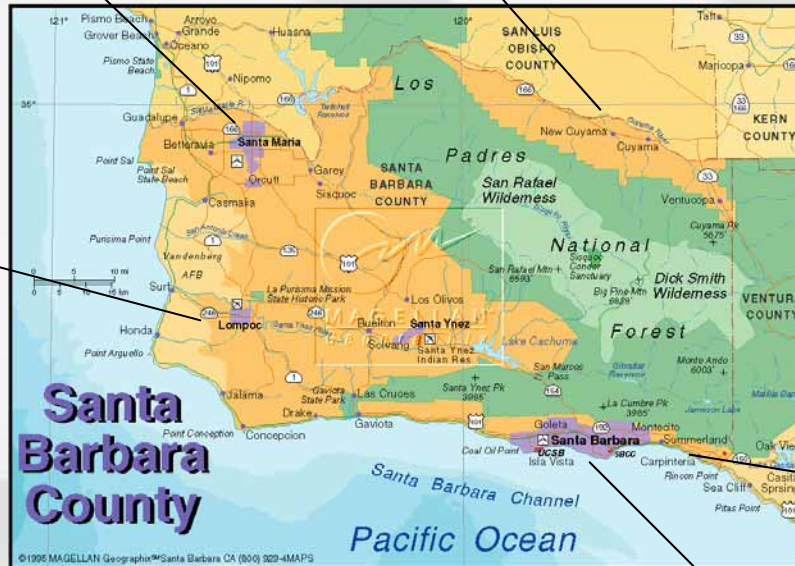
Department Structure

PHD Locations

Health Clinic
Women's Health Ctr
Women, Infants & Children
CCS Medical Therapy Unit
Teen-Age Parenting Program
Environmental Health Svcs
Animal Services

Health Clinic

Health Clinic
Wellness Center
CCS Medical Therapy Unit
Animal Services



Health Clinic

Health Clinics
Women, Infants & Children
CCS Medical Therapy Unit
Teen-Age Parenting Program
Environmental Health Svcs
Animal Services

Community Partners

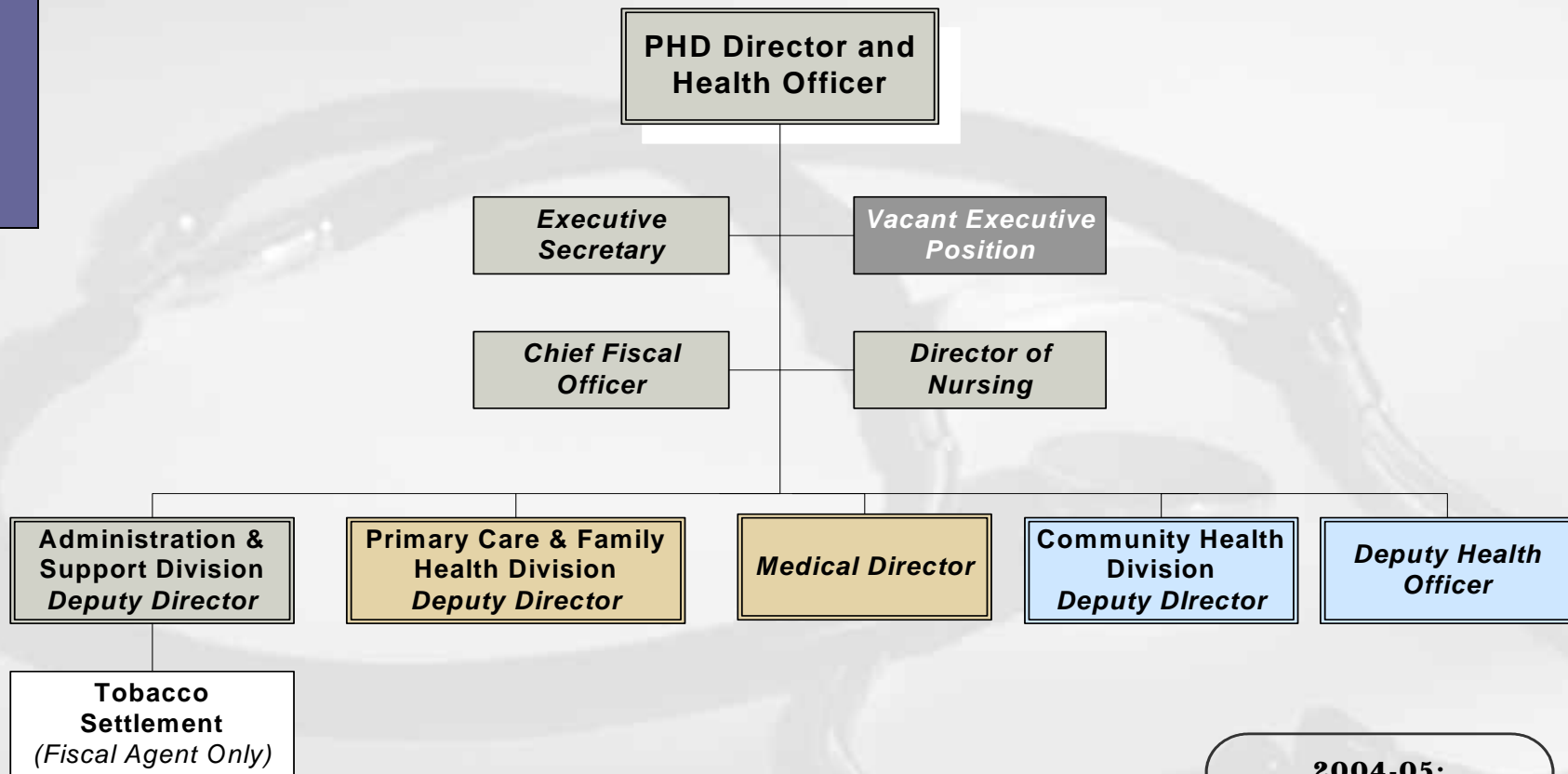
- PHD Relies On An Interdependent System of Partnerships With:
 - 438 Physicians, Specialists and Other Medical Service Providers
 - 329 Non-Profit Organizations
 - 6 Community Clinics
 - 6 Hospitals
 - SB Regional Health Authority



Department Structure

- Divisions
 - Community Health
 - Primary Care & Family Health
 - Administration & Support
 - Tobacco Settlement (Fiscal Agent Only)

PHD Organizational Chart



2004-05:
 \$81 million
 562 staff
 192 programs

Department's Span of Control

Span of Control # of Direct Reports		
	Average	Range
Executives (5)	10	4 – 21
Managers (23)	5	1 – 8
Supervisors (110)	6	1 – 20

Scope of PHD Divisions

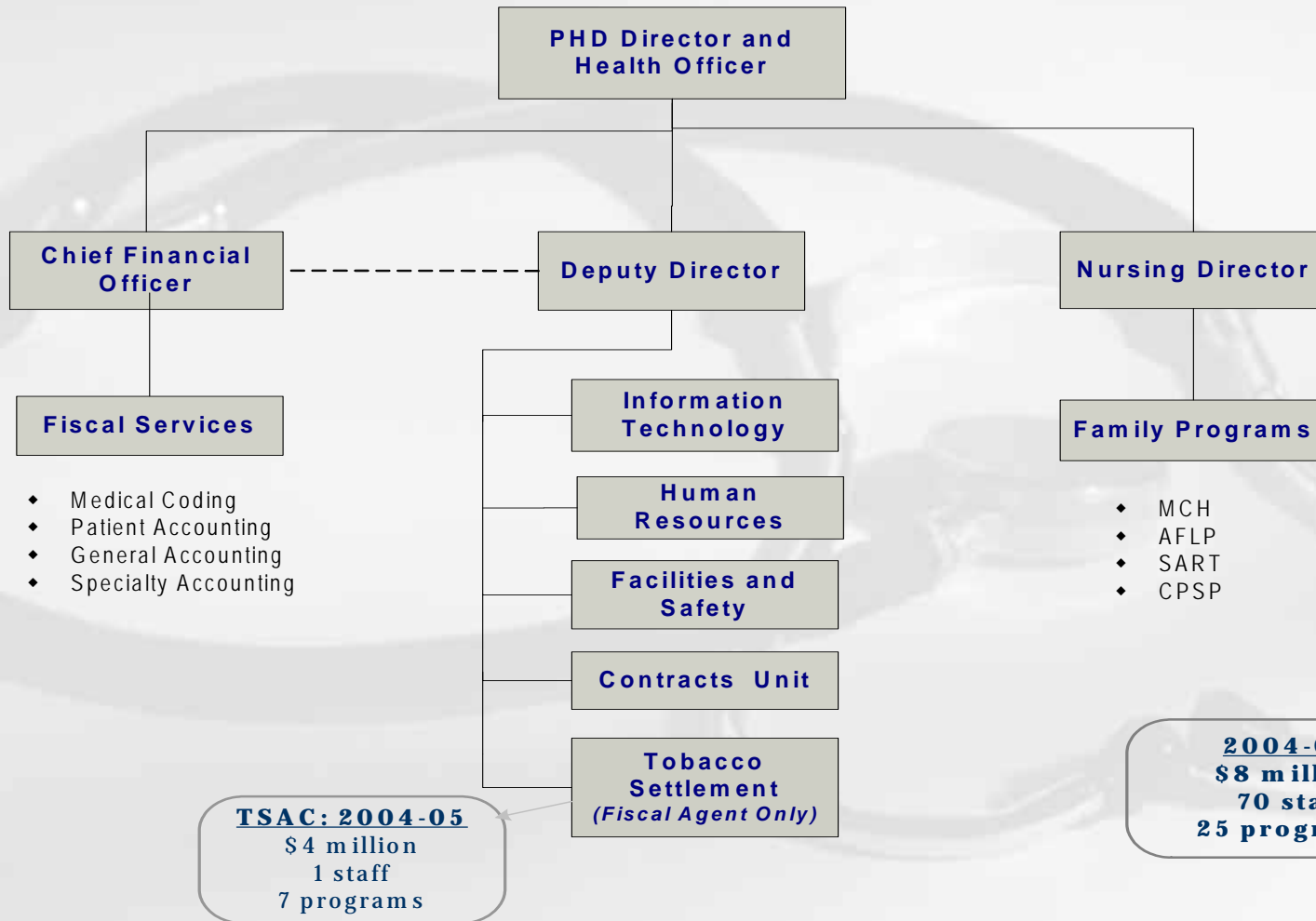
<i>2004-05 Proposed Budget</i>			
	County Departments	Budget	# Staff
1	Social Services	\$110,597,546	602
2	Public Works	\$85,089,699	352
3	Sheriff	\$81,451,084	665
4	Public Health Department	\$81,106,616	561
5	ADMHS	\$63,567,846	311
→	Family Health & Primary Care Division	\$45,040,443	329
6	Fire	\$35,365,699	248
7	Probation	\$33,769,043	351
8	General Services	\$30,466,319	158
→	Community Health Division	\$20,282,010	163
9	Planning & Development	\$20,101,309	154
10	General County Programs	\$17,615,881	16
11	Clerk-Recorder-Assessor	\$17,485,830	112
12	Court - Special Services	\$15,451,920	0
13	District Attorney	\$13,624,464	135
14	Parks	\$12,404,687	92
15	Housing & Community Develop	\$10,379,794	12
16	Child Support Services	\$9,878,570	117
17	Public Defender	\$7,659,560	69
18	Human Resources	\$5,165,195	29
19	Treasurer-Tax Collector	\$4,832,740	51
20	Auditor-Controller	\$3,891,909	54
21	County Counsel	\$3,370,391	45
22	Agriculture	\$3,254,512	35
23	Board of Supervisors	\$2,051,118	22
24	County Administrator	\$1,851,186	23



IV. ADMINISTRATION AND SUPPORT DIVISION



Administration & Support





Information Technology

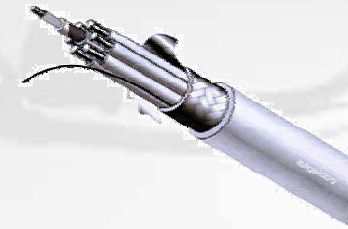
Information Technology

- Over 45 computer applications supported
- 520 networked PCs; up from 320 PCs in FY 96/97 – 62% increase
- 17 IT staff support the computer needs of PHD; up from 14 staff in FY 96/97 – 21% increase



Information Technology

- Supports Clinic Management System
 - Key application for appointment scheduling, registration, & billing
 - Bills \$20 million annually in revenue
 - 150 users
 - 185,000 claims annually – 86% electronically





Pharmacy Applications

Automated prescription dispensing equipment in SB & SM is integrated with the Pharmacy Computer System enhancing quality and customer service.

Information Technology



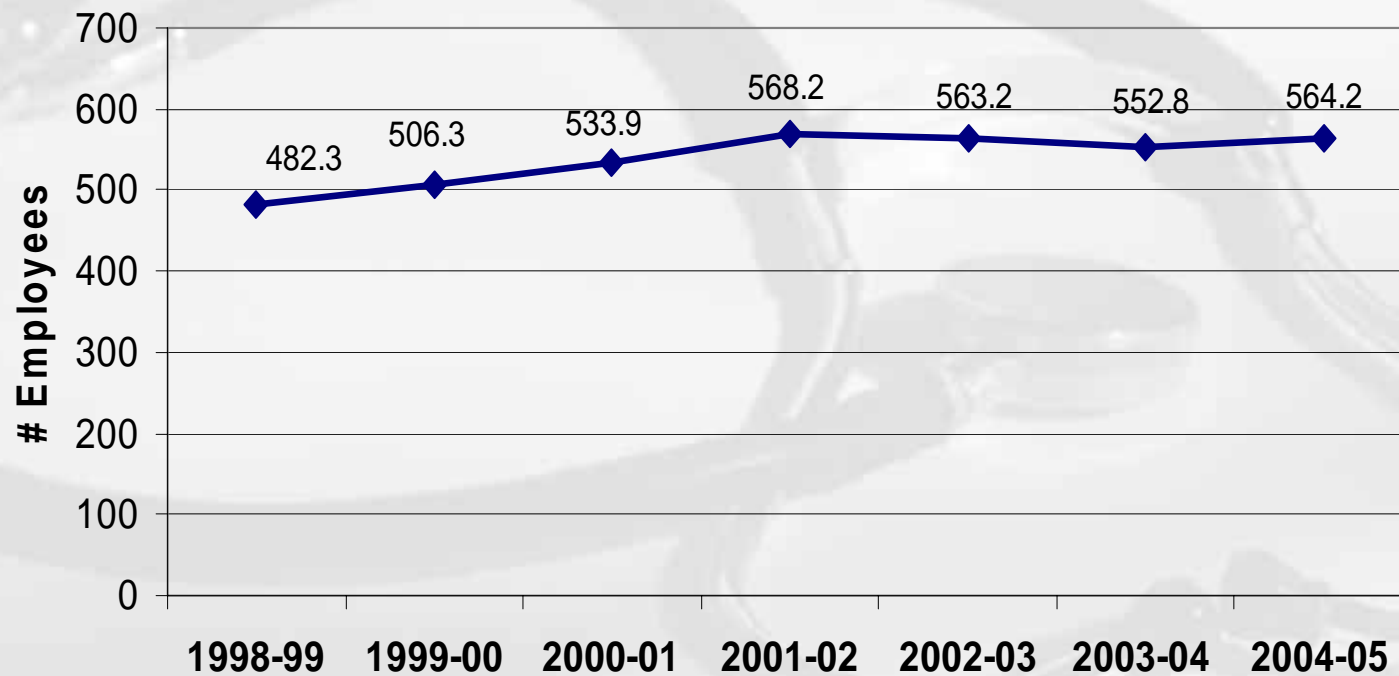
- Allows community-wide health information sharing
- One of the first Regional Health Info Organizations (RHIO)
- \$10 Million project funded by California HealthCare Foundation
- Initiated by Dr. David Brailer, National Coordinator for Health Information Technology
- Improves quality, safety and efficiency of healthcare

Human Resources



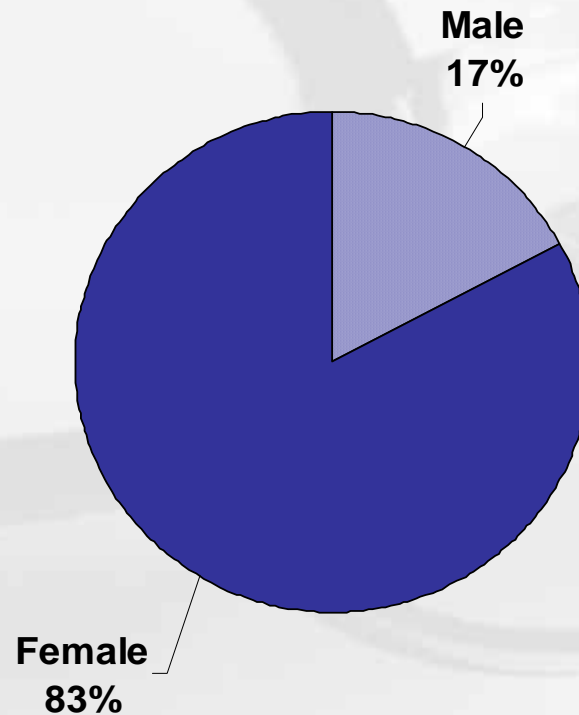
Number of Employees

PHD Employees



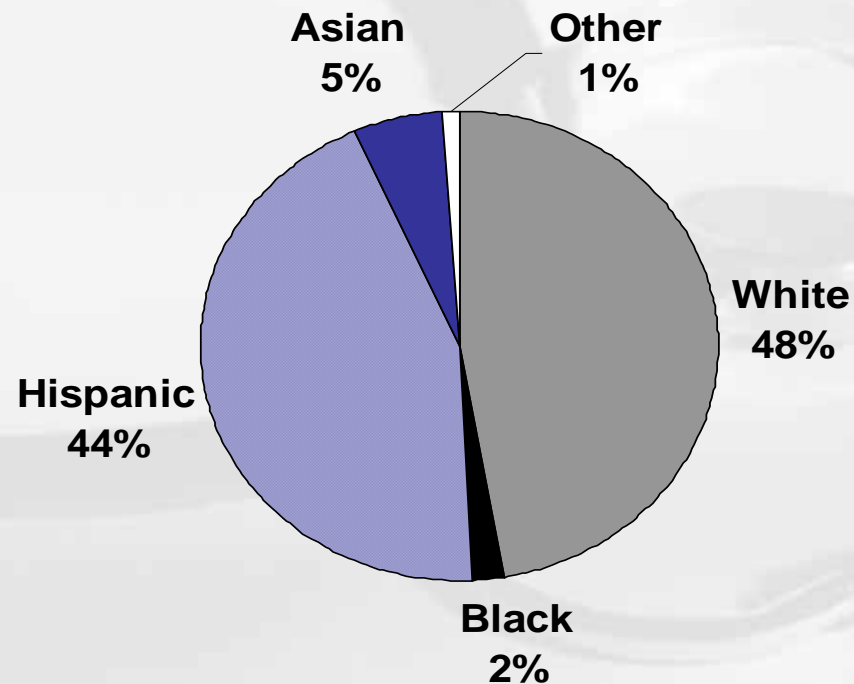
PHD Employees by Gender

As of Pay Period 07 - 2005



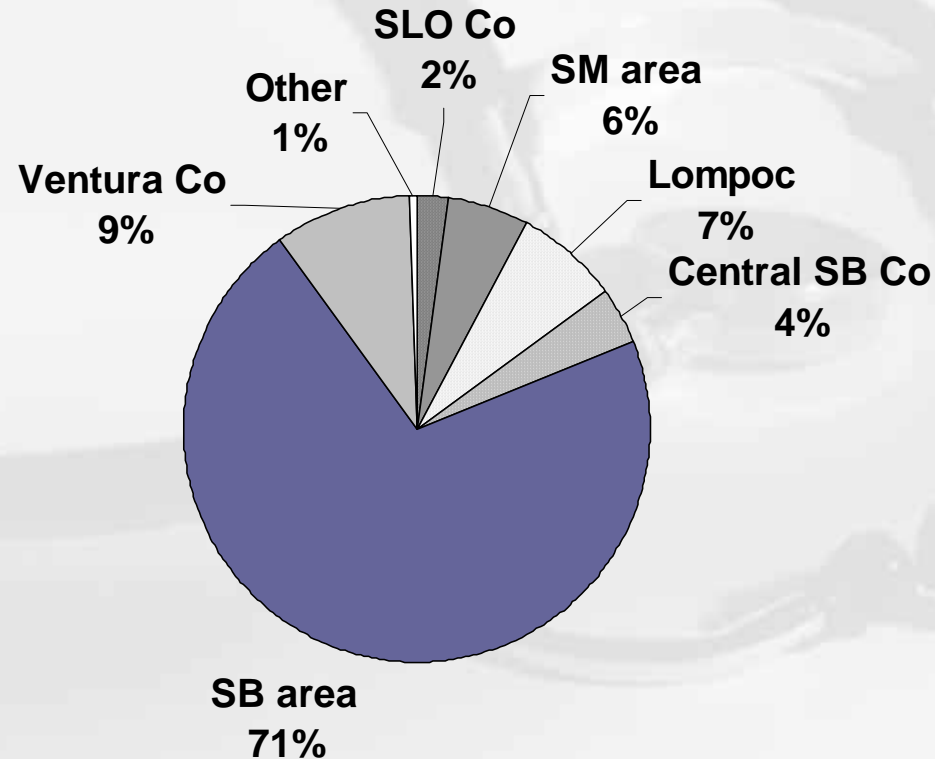
PHD Employees by Ethnicity

As of 4-9-04 (REG)



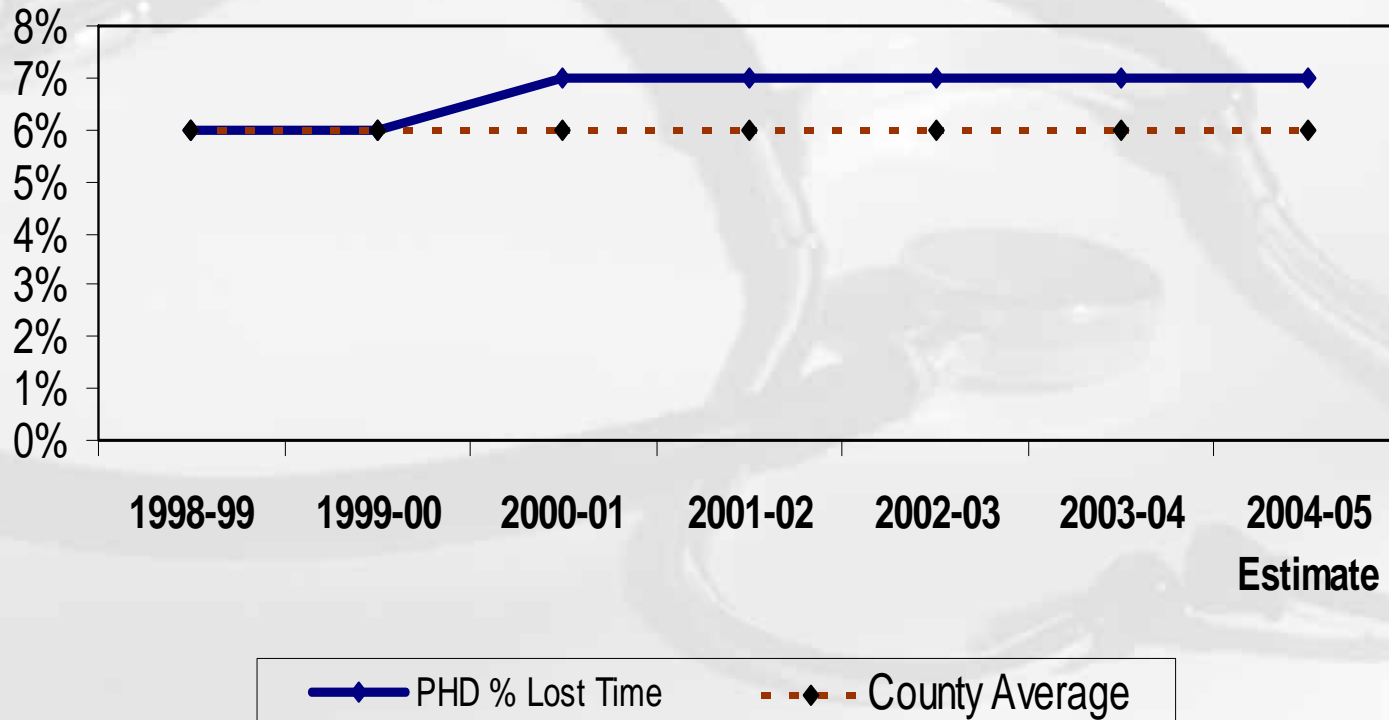
Employee Info

Residence of PHD Employees Working in South SB County (n=432)

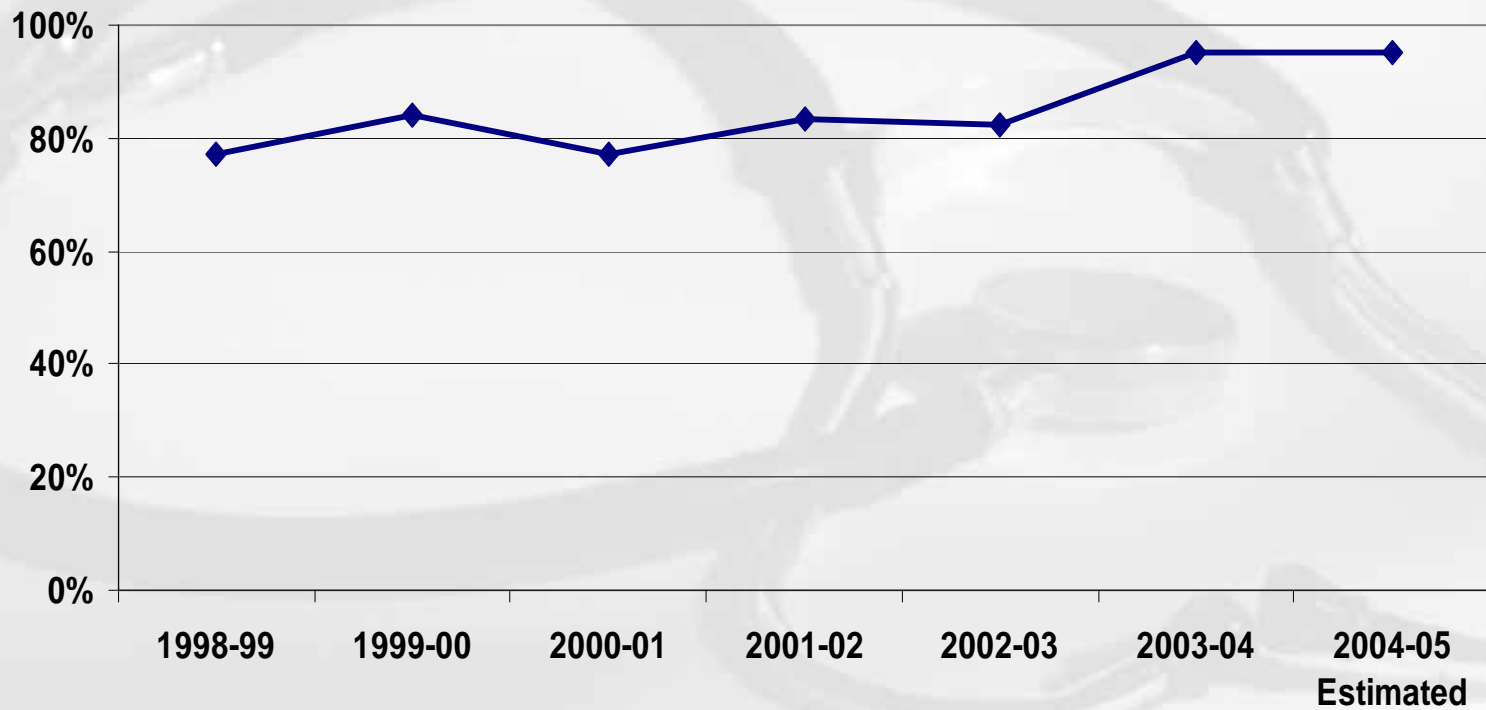


Lost Time

PHD Lost Time

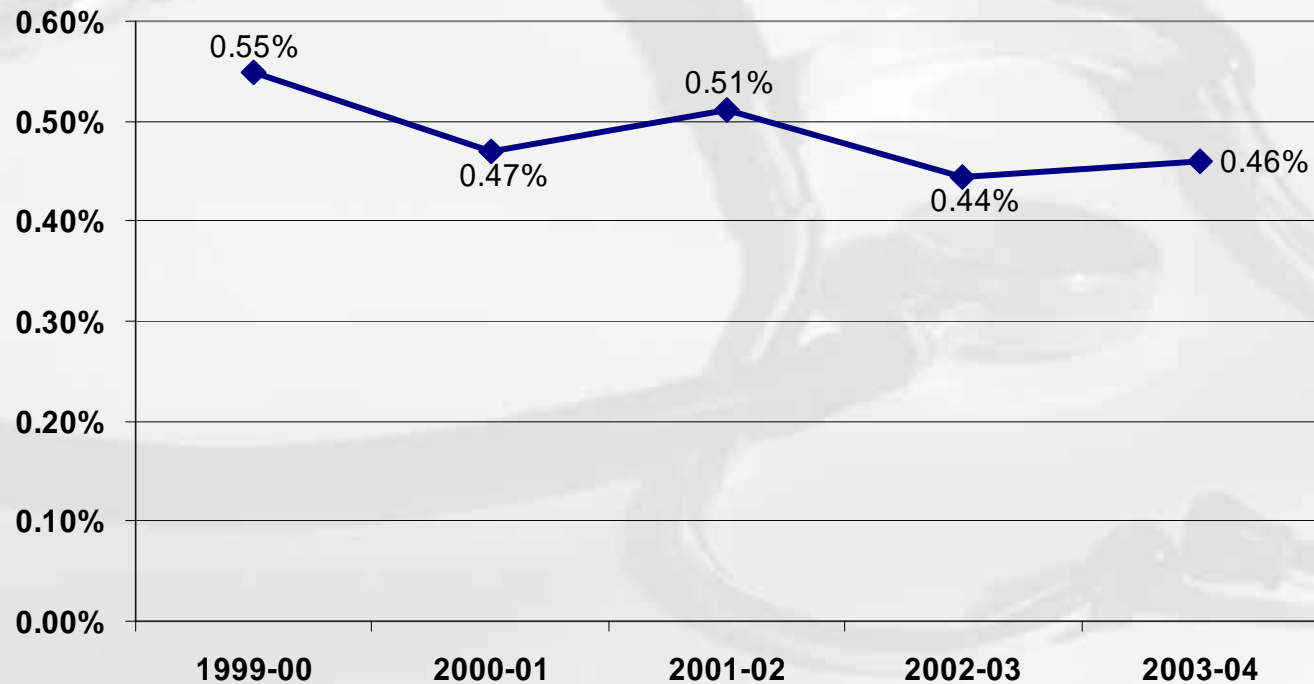


PHD Annual EPR's On-Time



Overtime

PHD overtime costs are consistently less than 1% of its total expenses:





Safety & Facilities

Safety & Facilities

- PHD Increased Focus on Safety
 - Hired Safety Officer in 2002
 - Focusing on decreasing workplace injuries
 - Injury Investigations and Preventability Assessments
 - All workplace injuries



Safety & Facilities

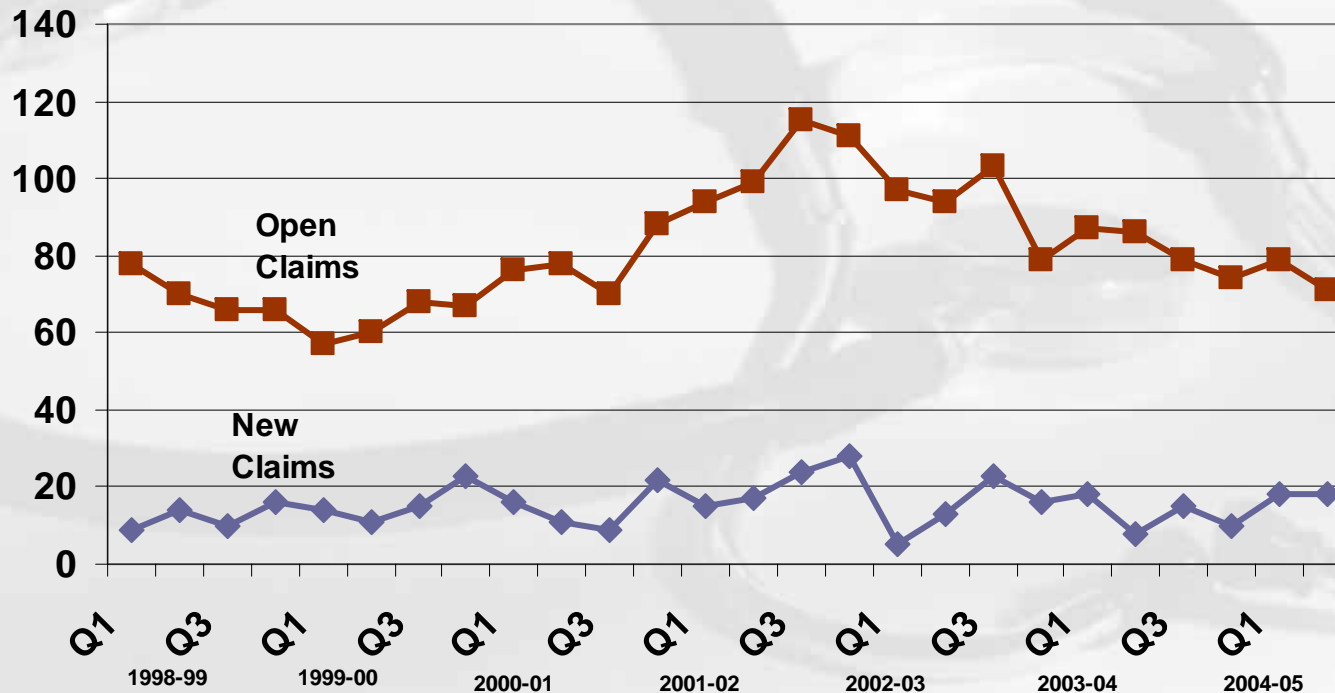
- Increased Focus on Safety
 - Ergonomic Injuries
 - Ergonomic injuries = 25% of PHD WC claims
 - Began Ergonomic Assessments
 - 35 completed in 04-05
 - Workstation modifications



Safety & Facilities

Workers' Comp Claims By Quarter

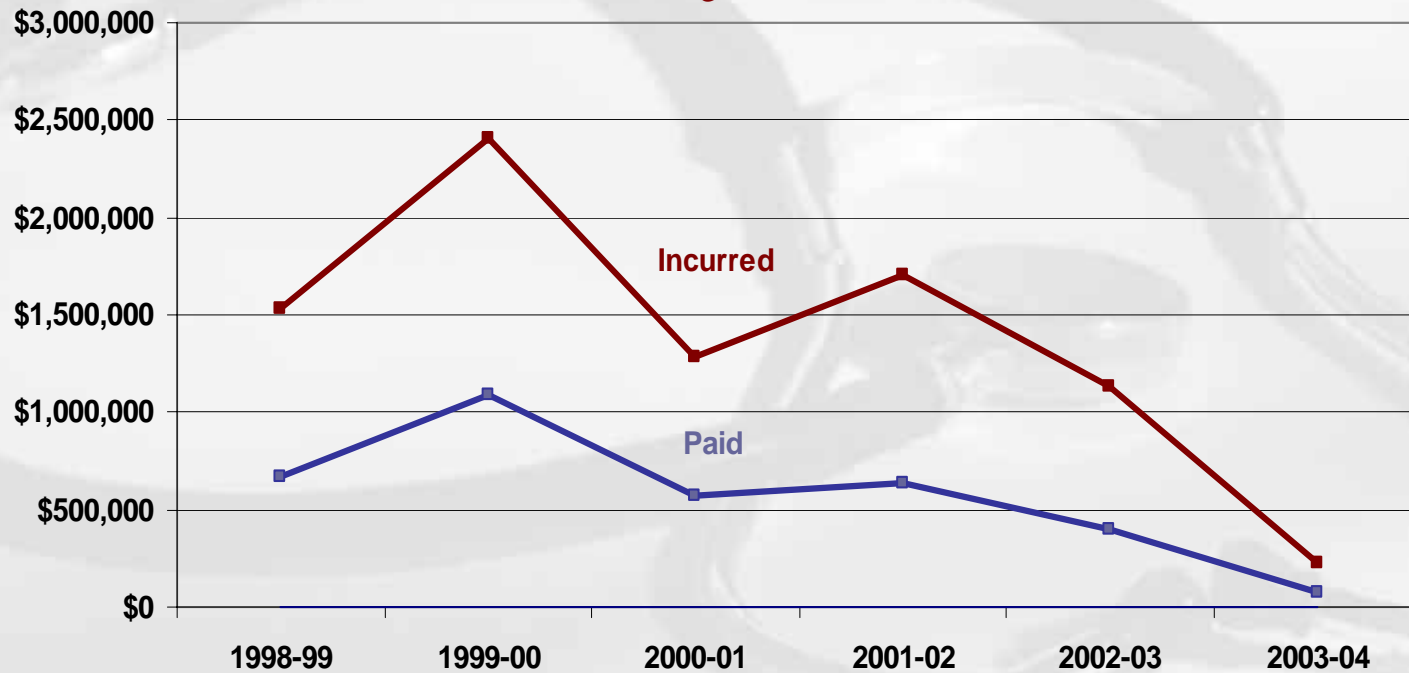
Public Health Department
 1998-99 through 2004-05



Workers' Compensation

PHD Workers' Compensation Costs: Paid and Incurred

1998-99 through 2004-05 Estimated



Safety & Facilities

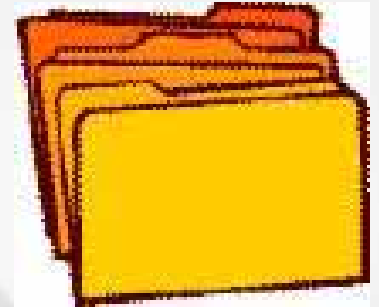
- Capital Projects (03/04 – 04/05)
 - Carpinteria Clinic Expansion
 - Lompoc Wellness Center
 - SM Women's Health Center
 - SM Animal Center





Contracts Unit

Contracts Unit

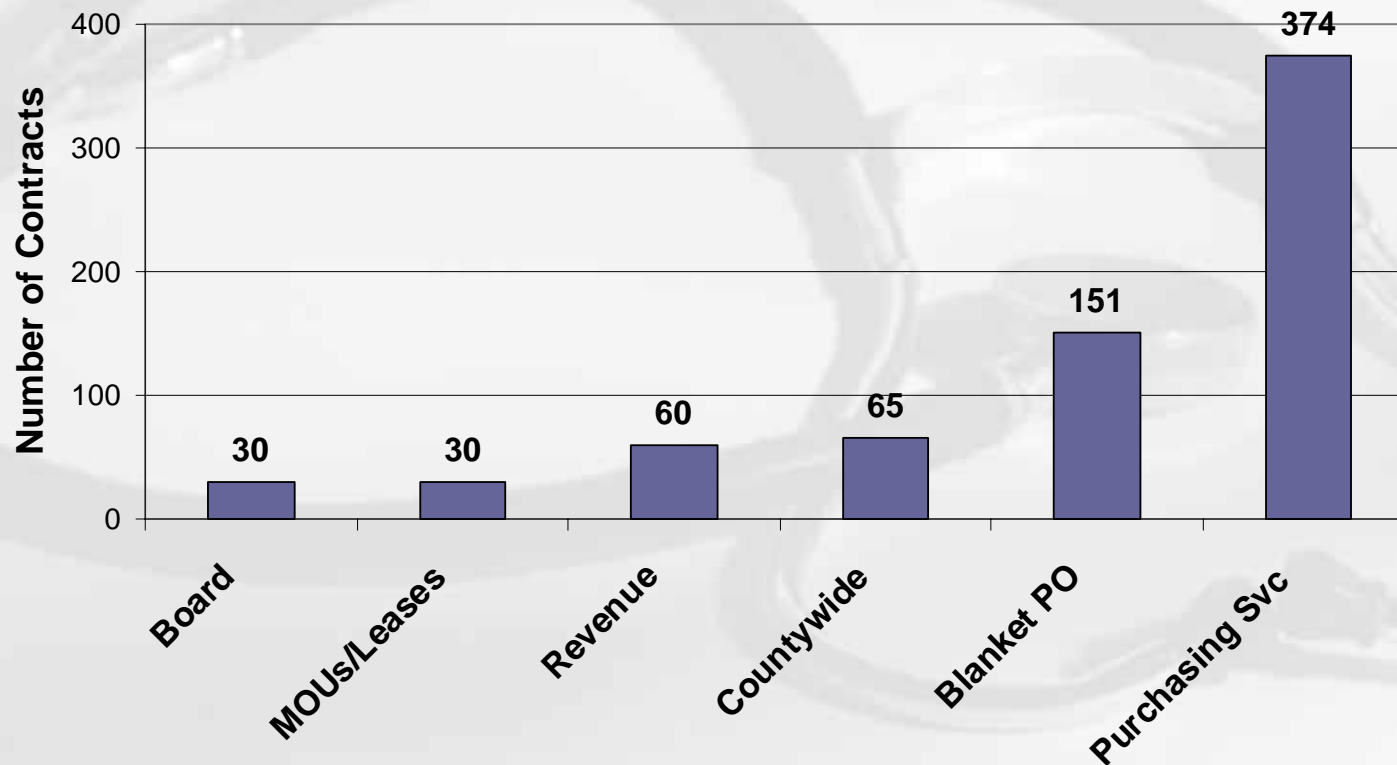


- Started in September 2003
- Goals
 - Centralize PH contracts
 - Streamline contracts and board letter processes
 - Manage insurance requirements
 - Minimize duplication of effort and rework
 - Increase efficiency and effectiveness

Contracts Unit

PHD Contracts by Type

FY 2004-05



Customer Service

Public Health Department
Delivering Excellent Service

1. Welcome warmly
2. Offer to help
3. Be courteous
4. Keep people informed
5. Listen



Customer Service

- 1993: Customer Service Task Force
- 1994: Patient Satisfaction Surveys
- 1999: Department-Wide Training
- 2001: Employee ID Badges
- Ongoing satisfaction surveys
 - CCS, MSSP, WIC, Animal Services in addition to clinics

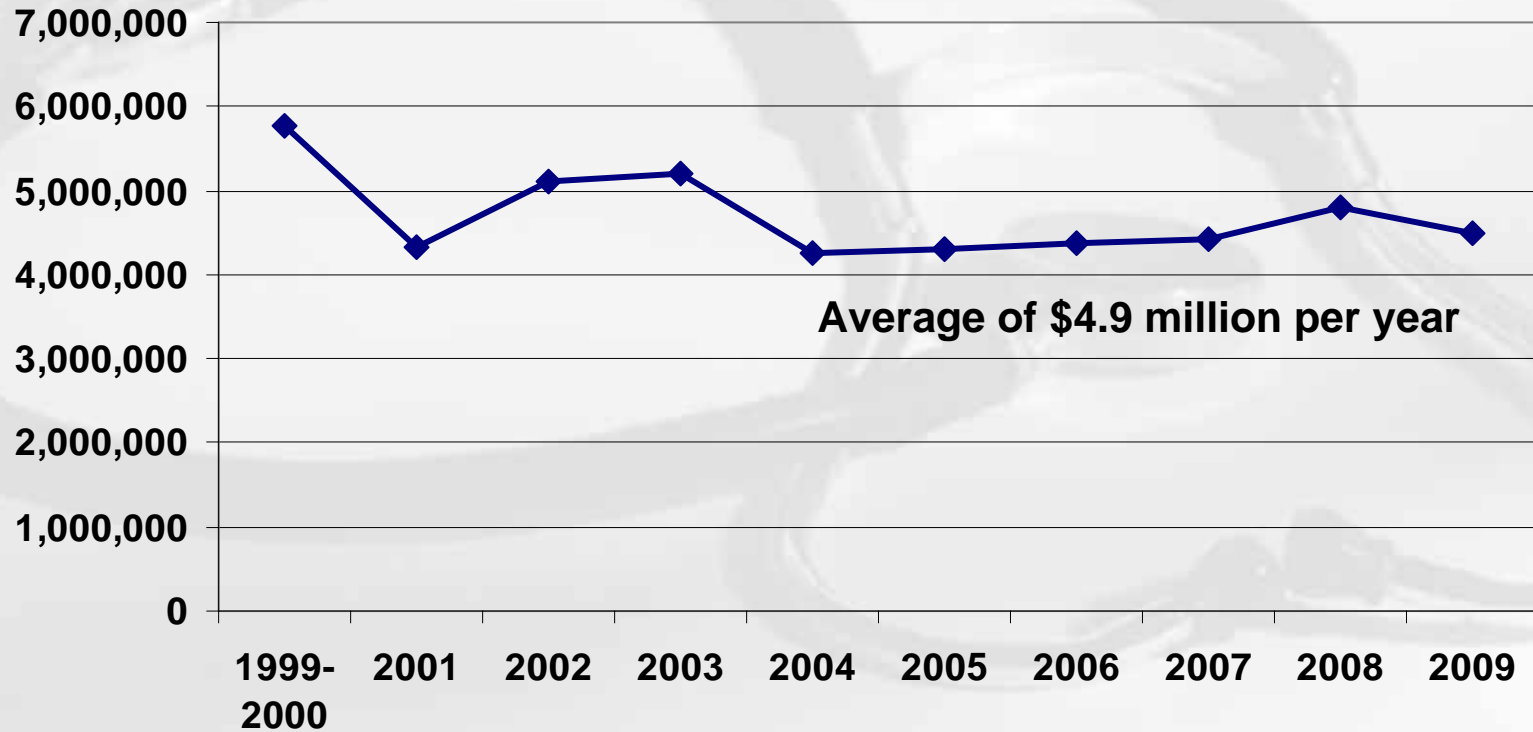


Tobacco Settlement

Funding Over Time

Tobacco Settlement Funding Over Time

Santa Barbara County
 1999-2004 Actual & 2005-2009 Projected



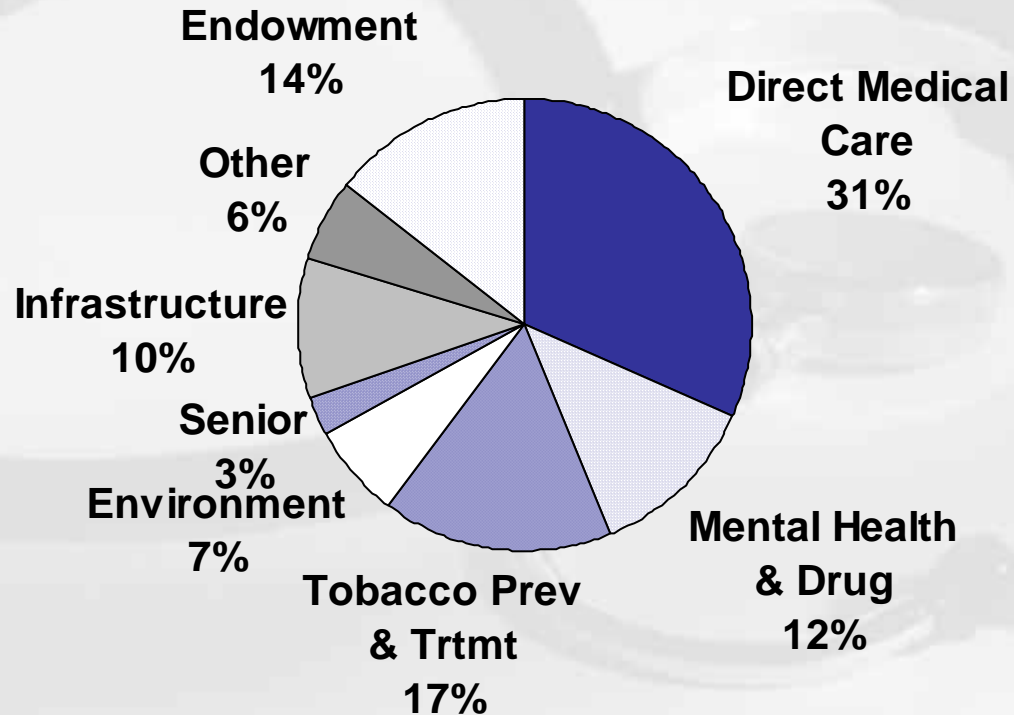
Funding Uses

- Direct Medical & Dental Care
- Tobacco Prevention & Treatment
- Alcohol, Drug & Mental Health Services
- Senior Support Services
- Environment and Other Health
- Endowment
- PHD & ADMHS Capital Infrastructure

Allocations by Category

Tobacco Settlement Funding

Allocations by Category
1999-2005



TSAC: Long-Term Goals


- Reduce use of tobacco and other drugs
- Reduce tobacco-related illnesses
- Improve access to health care
- Increase prevention and education efforts



Outcomes: Tobacco Use

- 940 smokers quit through cessation programs
- Recognizable, effective media campaigns
- Education or interventions to 37,273 youth
- Funded 25+ CBOs/yr to reduce tobacco use
- Funded law enforcement to improved compliance with tobacco laws

JOYS OF QUITTING



When you quit smoking life throws you a party. Stop and smell the roses. Play tag without getting caught. Kiss without hesitation. Blow out your birthday candles. Live longer. Every smoker thinks about quitting. Instead of focusing on what you're giving up, imagine what you'll be getting. When you're ready to quit, we're here to help.

Call 681-5407

LIFE WITHOUT SMOKE. IT'S A BEAUTIFUL WORLD.
YOUR TOBACCO SETTLEMENT DOLLARS AT WORK. SANTA BARBARA COUNTY PUBLIC HEALTH DEPARTMENT

Outcomes: Access to Care



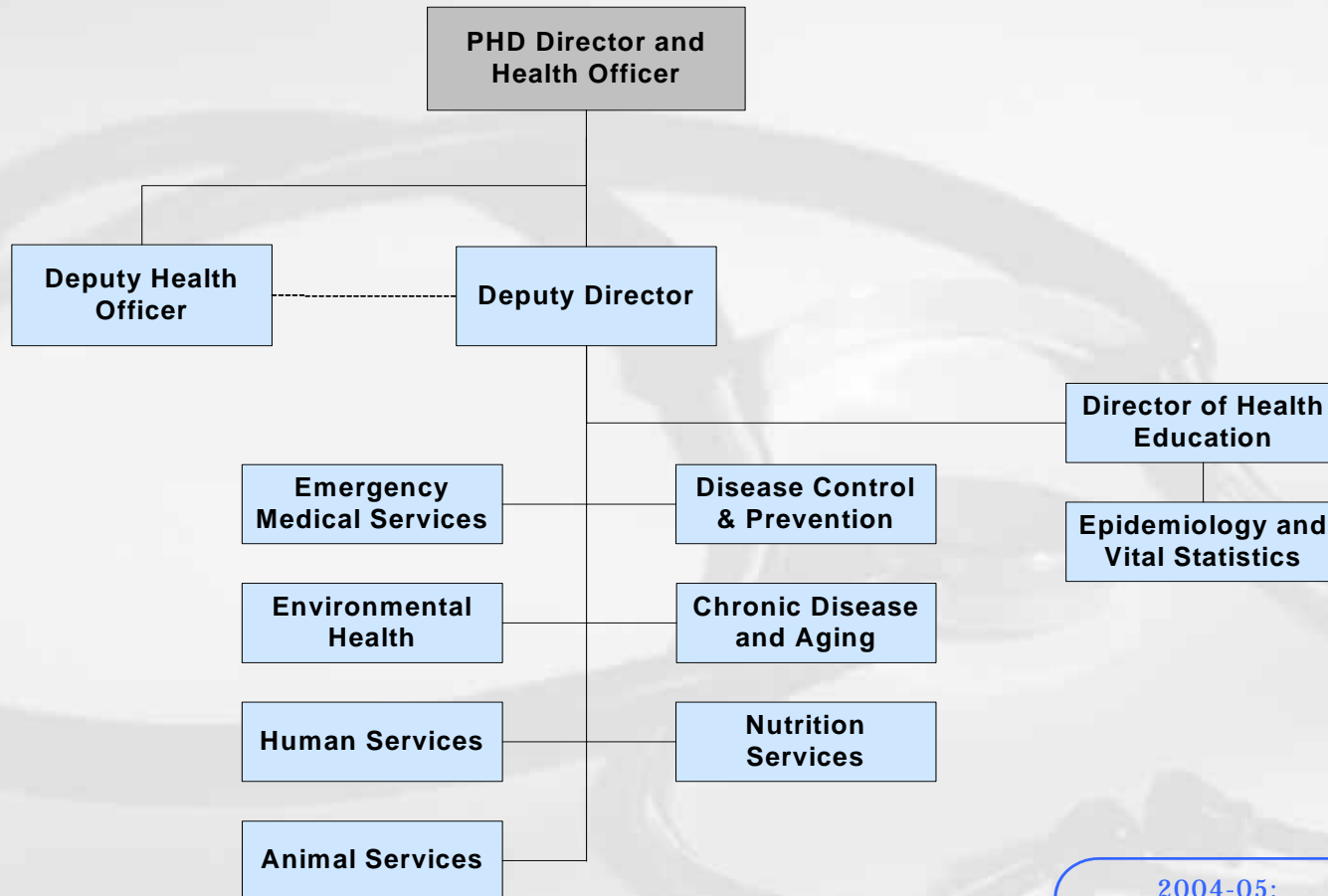
- Provided 1,737 hospital inpatient days
- 567 patients received care in hospital outpatient settings
- 1,145 patients were able to see a specialist to get needed care
- 1,096 children received dental care
- Funded 3,388 emergency room physician encounters



II. COMMUNITY HEALTH DIVISION



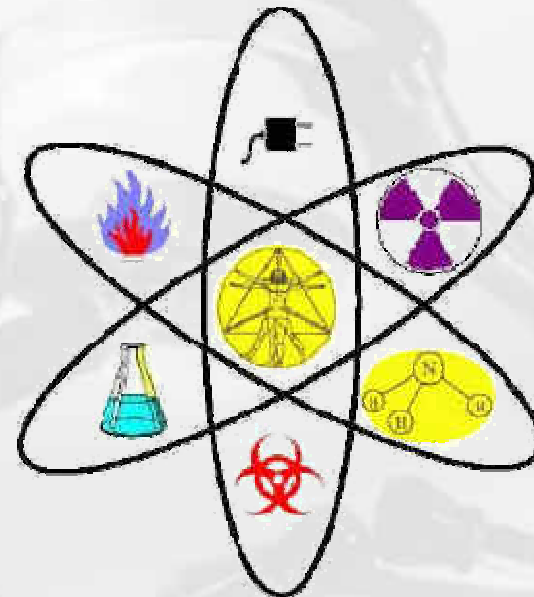
Community Health Division



2004-05:
 \$20 million
 163 staff
 80 programs

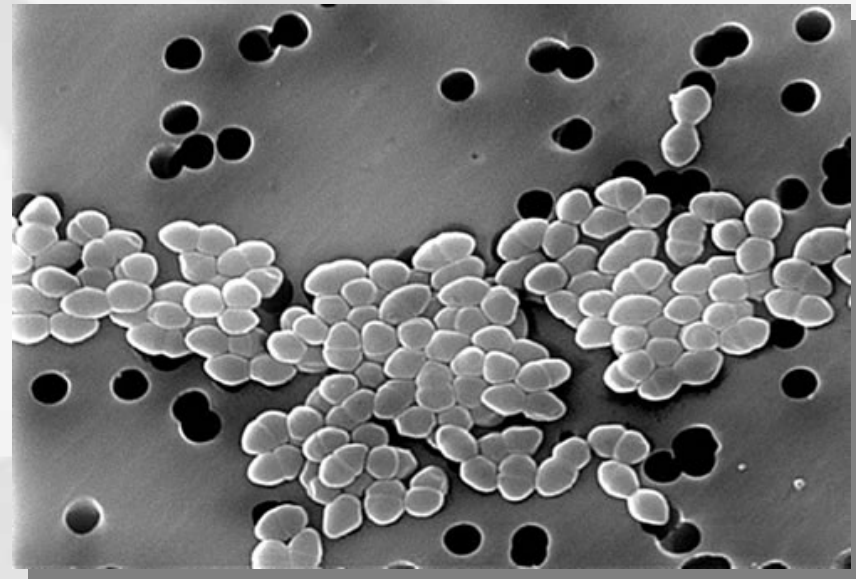
Division's Scope

- Community Health is a large, diverse division
- 163 staff
- 80 cost centers
- Budget in excess of \$20 million



- **DC & P Programs**

- Disease Control
- HIV/AIDS Services
- Bioterrorism Program
- Public Health Lab
- Immunization Program
- Epidemiology Unit

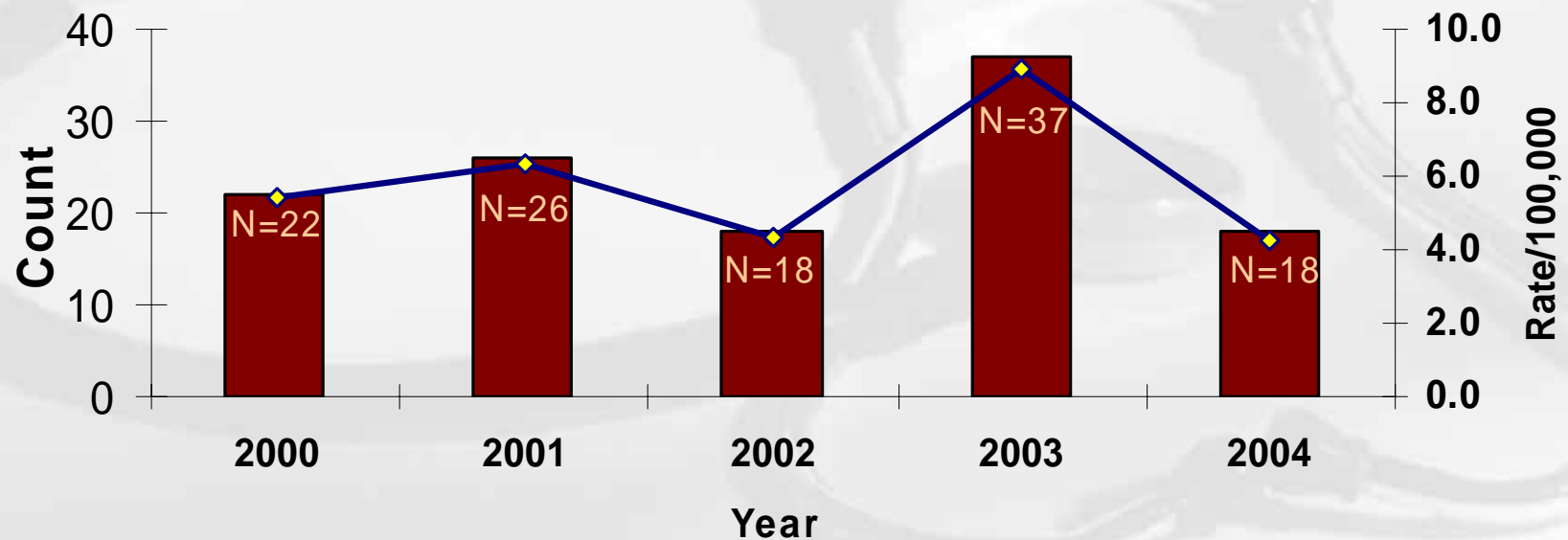


Disease Control

- Ensure and protect public health and safety
- Conduct disease surveillance, disease outbreak investigation, and disease control
- Consult with the medical community and public on infectious diseases
- Establish public-private partnerships to identify and control communicable diseases

- Monitor over 60 disease and disease syndromes
- Investigate disease outbreaks and enact control measures
- Respond to news/media on communicable diseases

Tuberculosis Trends



Disease Control

ANATOMY OF AN OUTBREAK

How a 19-year-old Mixtec man infected at least 56 others with tuberculosis and then eluded county health officials



Local News

Officials scan for TB at shelter

9/2/04

By **CHUCK SCHULTZ**

NEWS-PRESS STAFF WRITER



S.M. farmworker in jail for length of TB treatment

19-year-old Mixtec pleads no contest to evading care for infectious disease

7/27/04

By **MELINDA BURNS**

NEWS-PRESS STAFF WRITER

Doctors busy with TB outbreak

Five Santa Maria migrants receive treatment

By **THOMAS SCHULTZ**
NEWS-PRESS STAFF WRITER

- 2004 Disease Control Accomplishments
 - Contact investigations reached 518 individuals linked to active TB cases
 - Investigated 182 food-borne illness referrals
 - 100% of communicable disease referrals are reviewed within 24 hours

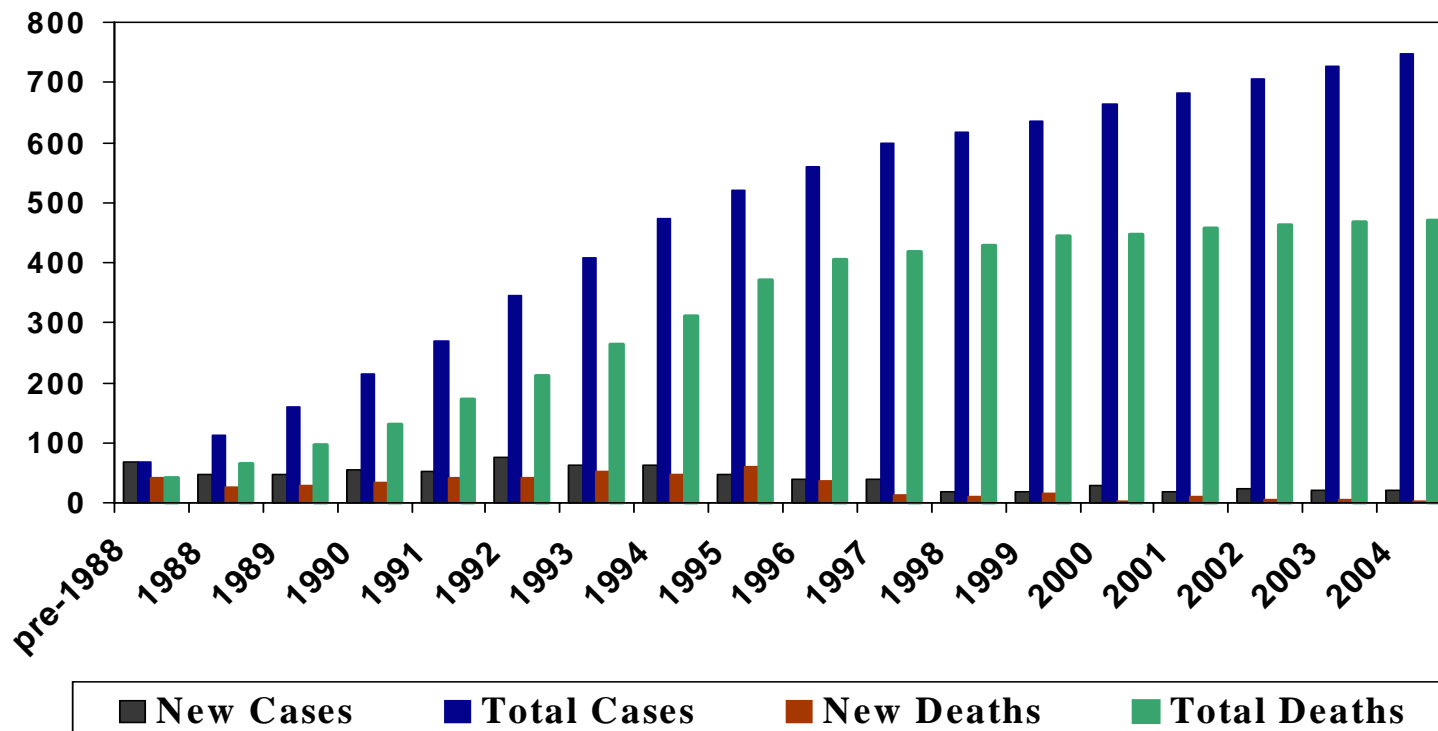
HIV/AIDS Services

- Primary and Specialty Care
- Dental Care
- Mental Health Services
- HIV Counseling and Testing
- Case Management
- Education and Prevention
- Support Services



HIV/AIDS Services

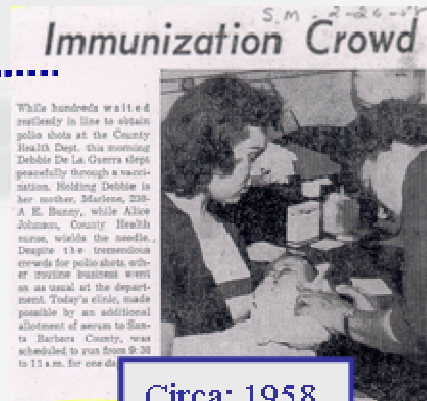
AIDS Cases and Deaths
 Santa Barbara County 1981-2004



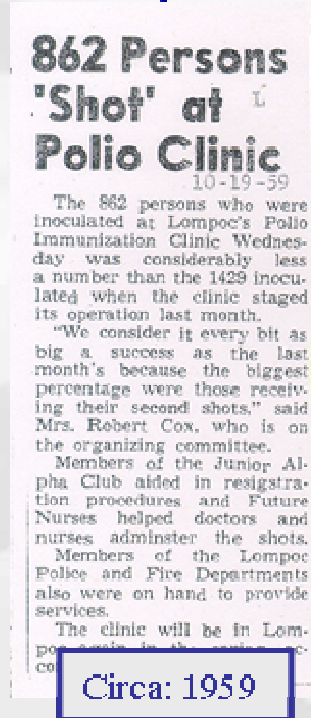
Immunization Program

- Plan for vaccine distribution and provide clinics
- Educate vaccine providers, schools and the public
- Conduct quality assurance site visits to providers
- Maintain Central Coast Immunization Registry

Immunizing Then...



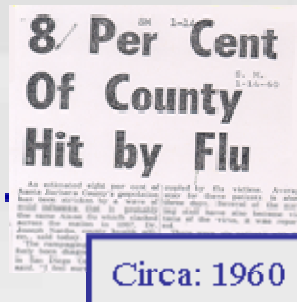
Circa: 1958



Circa: 1959



Circa: 1955



Circa: 1960

- Polio
- Diphtheria
- Pertussis (Whooping Cough)
- Tetanus
- Rabies

Immunizing Now...



Polio
Diphtheria
Pertussis
(Whooping Cough)
Tetanus
Measles
Mumps
Rubella
Pneumococcal
Influenza
Varicella
(Chicken Pox)
Hepatitis A & B
Rabies

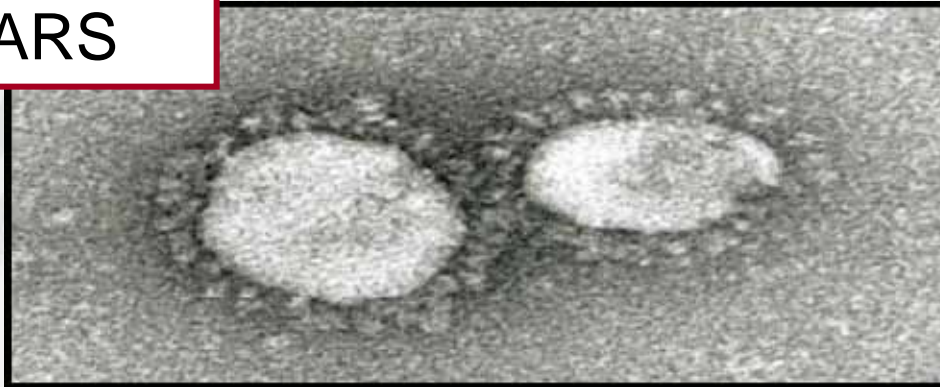
Bioterrorism Program

- Coordinate response to Bioterrorism agents (Anthrax, Smallpox, Ricin, etc)
- Pharmaceuticals from the Strategic National Stockpile
- Mass prophylaxis/immunization exercises
- Rapid detection and surveillance systems
- Laboratory Response Network



Bioterrorism Program

SARS



Avian Influenza (*Bird Flu*)

Smallpox



Bioterrorism Program

- **Preparedness**

- 180 Public Health Department staff trained in disaster, bioterrorism, and infectious disease response
- Established secure firewall and emergency network capability for PHD computer system
- Formation of Medical Preparedness Advisory Committee (MPAC)



Human Services

- Human Services Commission
- Grant funding to 84 community-based organizations:
 - Food Services
 - Mental Health
 - Shelter Services
 - Advocacy
 - Childcare
 - Violence
 - Child Abuse
 - Senior Services

Human Services

- Food Distribution
 - Over 99,500 meals delivered to
 - the elderly and disabled
- Crisis Intervention Services
 - 1,800 people per year access rape crisis services
 - 275 children in family violence shelters each year



- Shelter and Housing
 - Over 60,000 emergency homeless shelter bed nights are provided each year



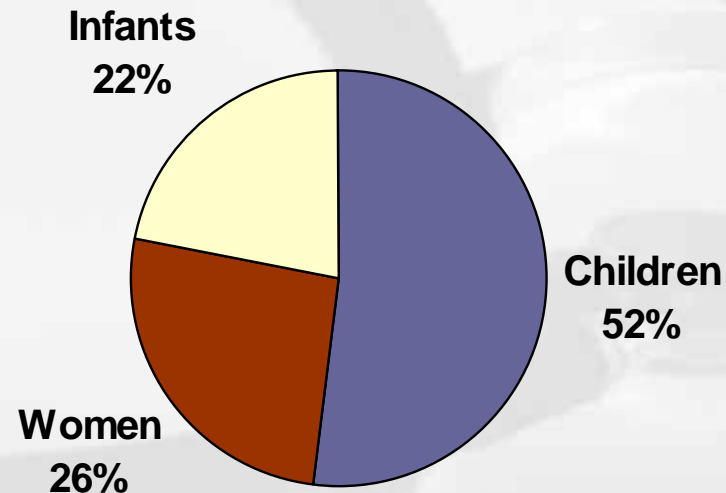
Nutrition Services

- Women, Infants, and Children Program (WIC)
- Children's Dental Program
- Project Lean
- Nutrition Network
- Breastfeeding Services



Nutrition Services

WIC provides monthly services to 14,875 low to moderate income, nutritionally at-risk, pregnant women and children under age 5



Individuals Served Monthly

Nutrition Services

- **Initiatives**

- Addressing obesity with school districts and local coalitions
 - “SB County on the Move”
- Healthy vending machine policies with schools and County
- WIC breastfeeding rates among highest in the state



Children's Dental Program

- Target: Schools with 40%+ of students in free school lunch program
- 15,000 students reached YTD at 34 county schools
- Lead agency for Dental Access Resource Team (DART)
- School-based dental screenings



“The tooth, the whole tooth, and nothing but the tooth”



SANTA BARBARA COUNTY EMS SYSTEM



Emergency Medical Services

- Plan, implement, and monitor the EMS System
 - Paramedic accreditation/EMT certification
 - Evaluate quality of EMS system
 - Oversee trauma care system
 - Monitor EMS training programs
- Coordinate disaster medical services
- Prevent Injuries: bike helmet & car seat

- **Initiatives**

- Maddy Fund
- Electronic Patient Care Record (E-PCR)
- Emergency Medical Dispatch (EMD)
- Childhood Injury Prevention



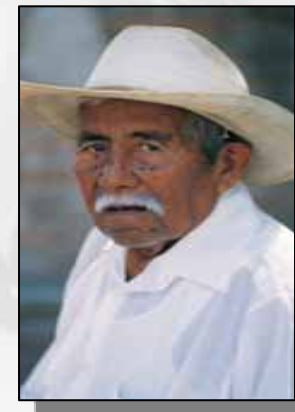
Older Adults Programs

- Case management, prevention and assessment services for seniors
 - Assist frail elderly to remain in their home
 - Promote health of seniors



Older Adults Program

- Preventive Health Care for the Aging (PHCA)
 - Health assessments to 450 older adults yearly
- Geriatric Assessment Program (GAP)
 - In-home assessments to 297 older adults yearly
- MSSP
 - Support services to 190 clients at risk of placement in nursing home monthly



Cancer Detection Program

- Free breast and cervical cancer diagnostic services to uninsured, low-income women age 40+
- Over 6,000 women screened annually in the Tri-Counties
- Cancer education
- Regional provider network, including CQI and chart reviews
- Works with community coalitions in each county

Animal Services

- Rabies control
- Adoptions
- Full-service animal shelters in Lompoc, SM, and SB
- Strays



Animal Services

- Animal control services in unincorporated areas and most cities
- Animal shelter services including lost and found, pet adoptions, and animal licensing
- Public information on wildlife, stray or aggressive animals, dog noise, and cruelty investigations



Animal Services

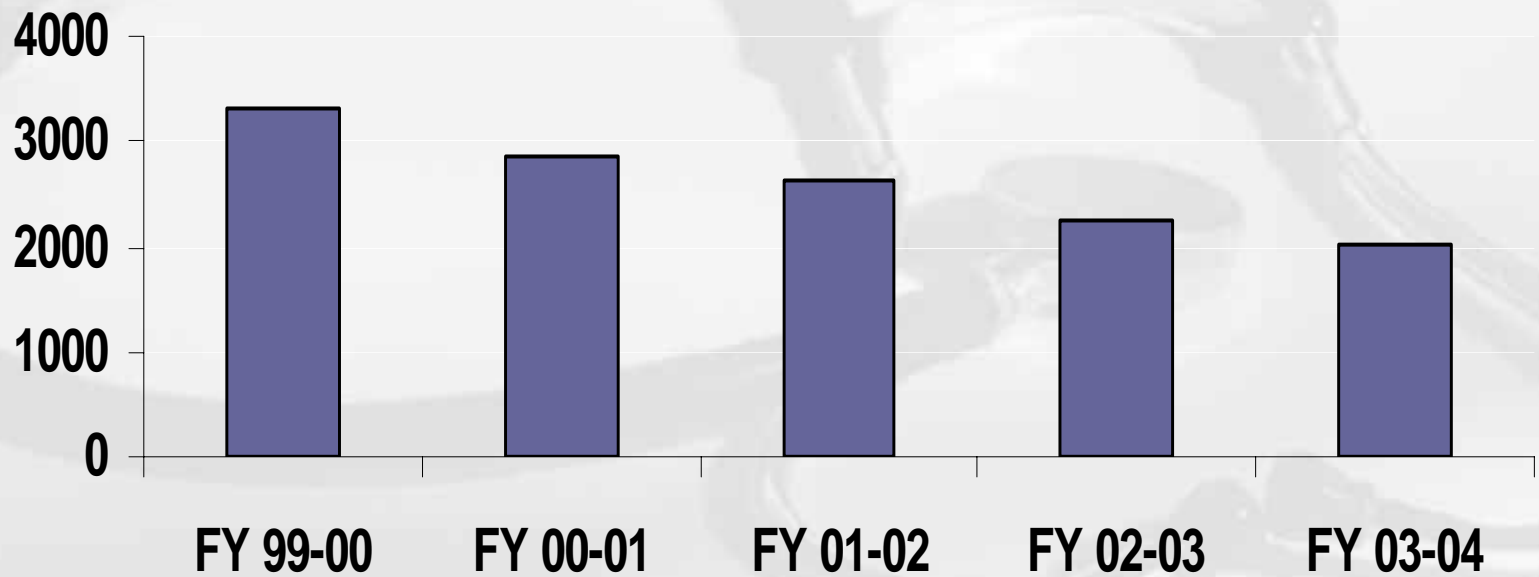
- **Accomplishments**

- New Santa Maria Animal Center
- Gardner Ranch investigation re-homed 500 horses
- Partnerships with volunteer organizations (BUNS, ASAP, K-9 Pals, CAPA, Animal Care Foundation)
- Animal Services Academy



Animal Services

SB County Animal Services Animals Euthanized



Environmental Health Services



- Retail Food Protection
- Land Use
- Solid Waste
- Liquid Waste
- Recreational Health
- Drinking Water Quality
- Housing and Institution Safety
- Body Art
- Ocean Monitoring
- Vector Borne Diseases



Healthier communities through leadership, partnership & science

- Retail Food Protection
 - 2,190 retail food facilities
- Recreational Health
 - 725 swimming pools and spas
- Liquid Waste
 - 10,000 inventoried septic systems
 - 470 plan checks in 2004
- Drinking Water
 - 142 inventoried water systems
 - 1,000+ water samples/year
- Ocean Water
 - Weekly monitoring of 20 beaches



- **Accomplishments**

- Food worker certification
- Improved food safety at festivals
- Countywide survey of septic systems
- Improved septic system maintenance
- Assistance for sewer engineering studies
- Improved turnaround time for plan checks

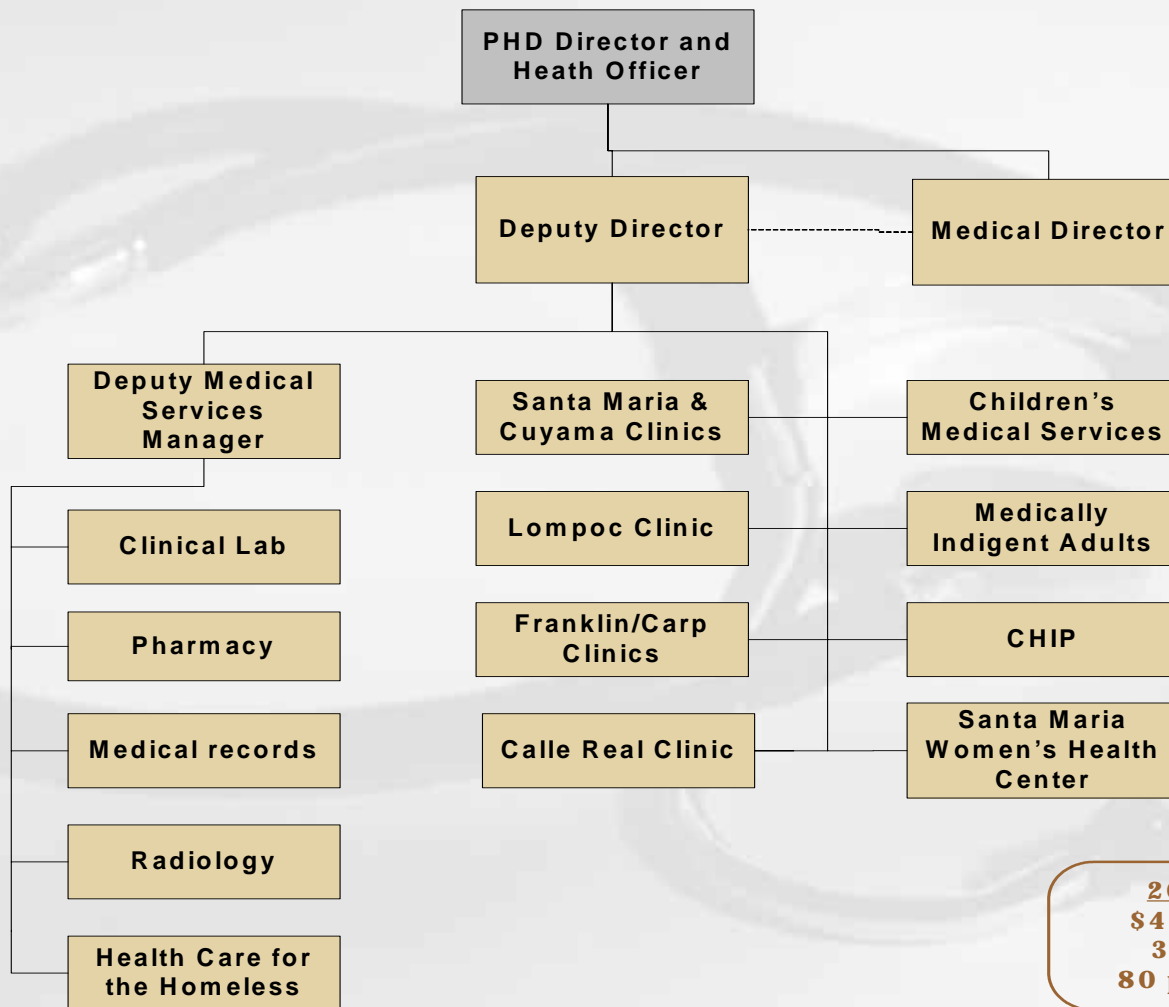




III. PRIMARY CARE & FAMILY HEALTH DIVISION



Primary Care & Family Health



2004-05:
\$45 million
329 staff
80 programs

Division's Scope

- The Primary Care & Family Health Division is:
 - Large, complex division
 - 2nd largest ambulatory care provider in County
 - The only medical provider that serves all regions within County

Primary Care & Family Health

Providing access to care



Circa: 1934



Trends

- High rate of uninsured residents
- Increasing demand for clinic services
 - Declining community access
 - Clinic expansions

PHD Clinics



- **Lompoc Clinic & Wellness Center**
- **SM Women's Health Center**

- **SM Clinic**
- **Cuyama Clinic**
- **Calle Real Clinic**

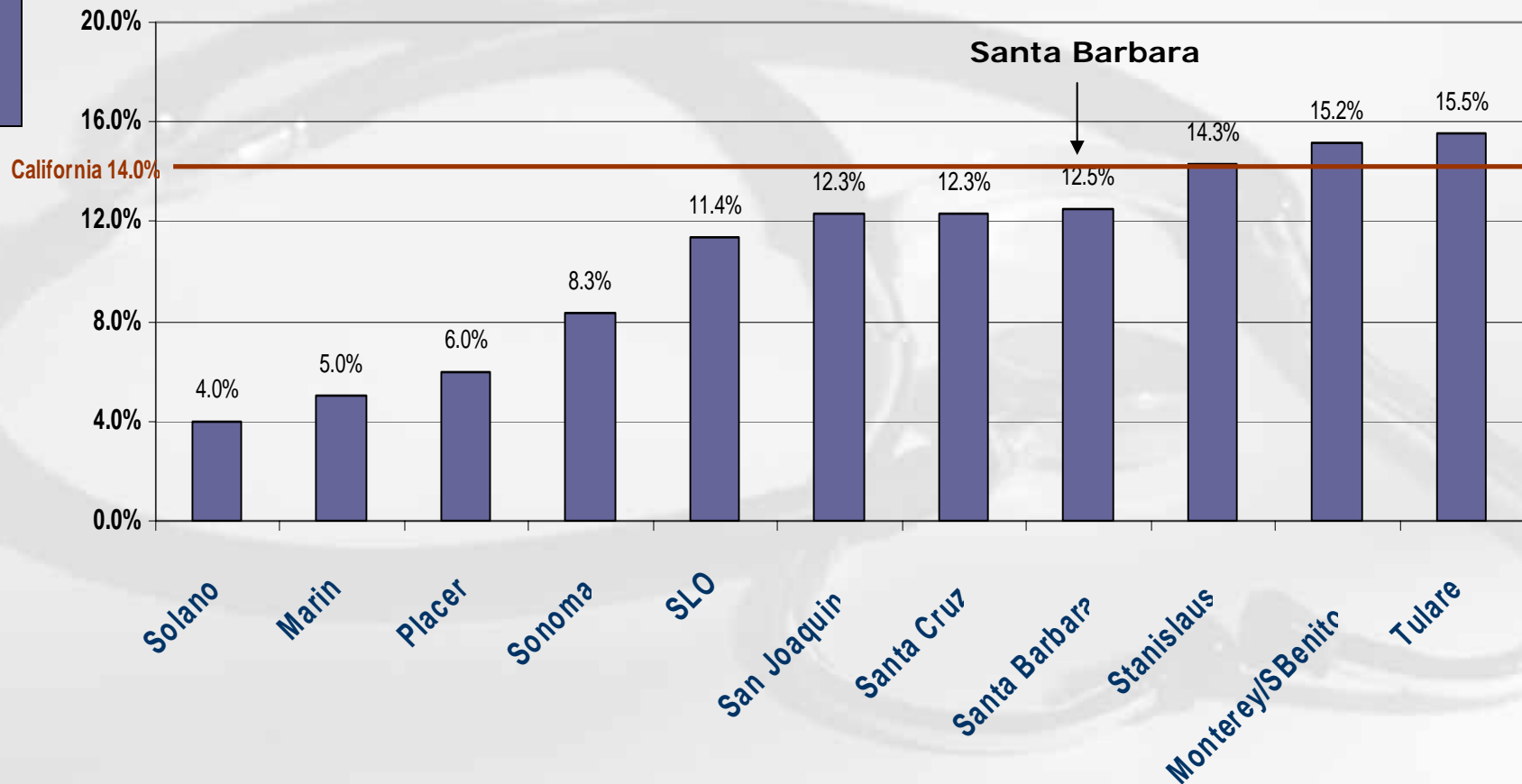
- **Carpinteria Clinic**
- **Franklin Clinic**



Heal our communities through leadership, partnership & science

Uninsured Residents

Uninsured Residents by County

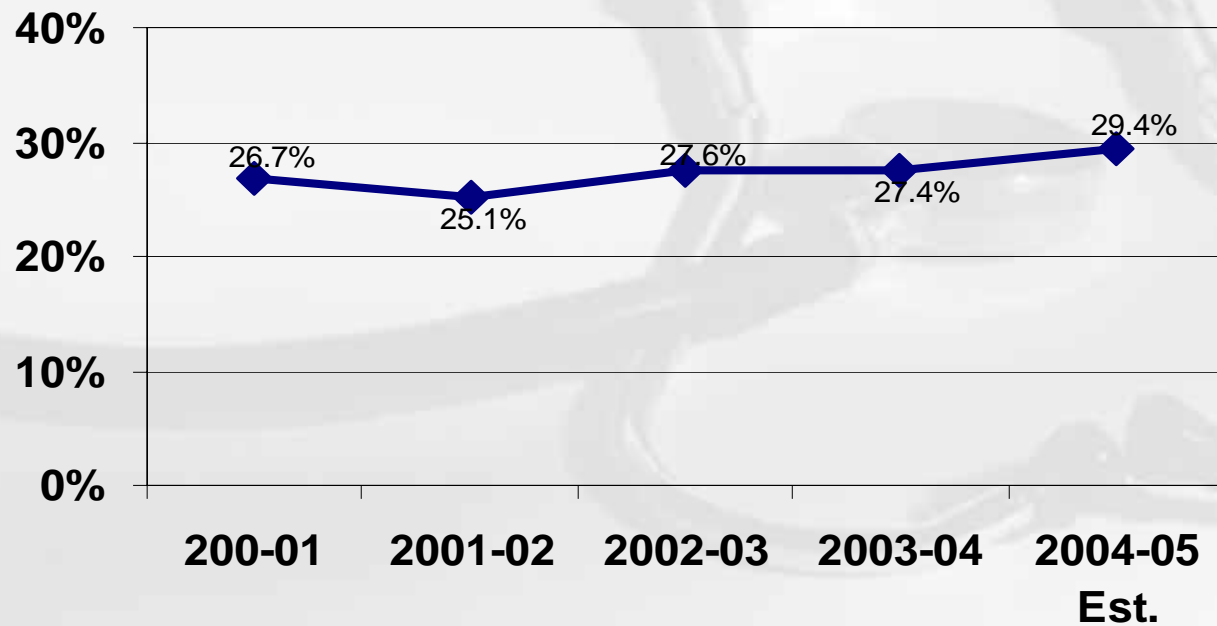


Source: 2003 CHIS Survey

Uninsured Patients Increase

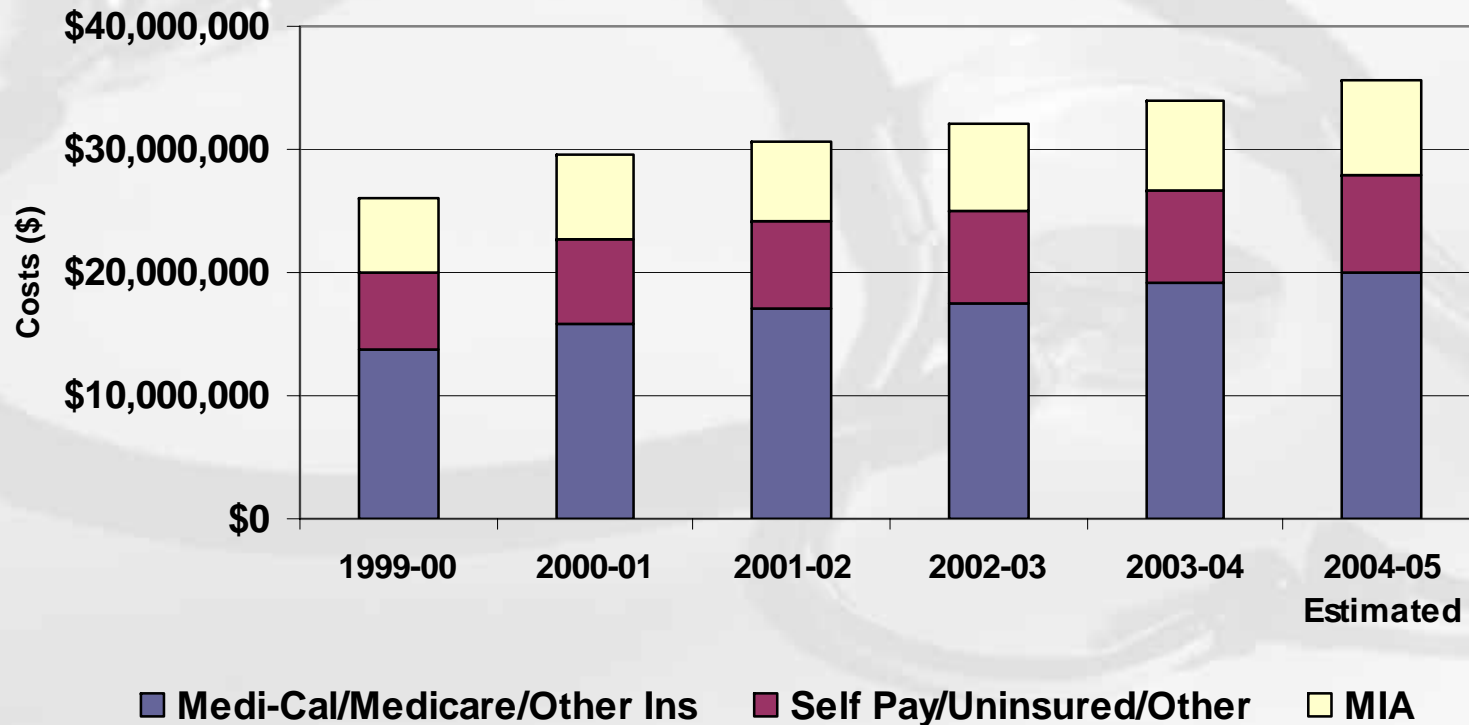
The % of patients who are uninsured continues to increase:

PHD Patients Who Are Uninsured



Medical Costs

Medical Costs by Patient Type



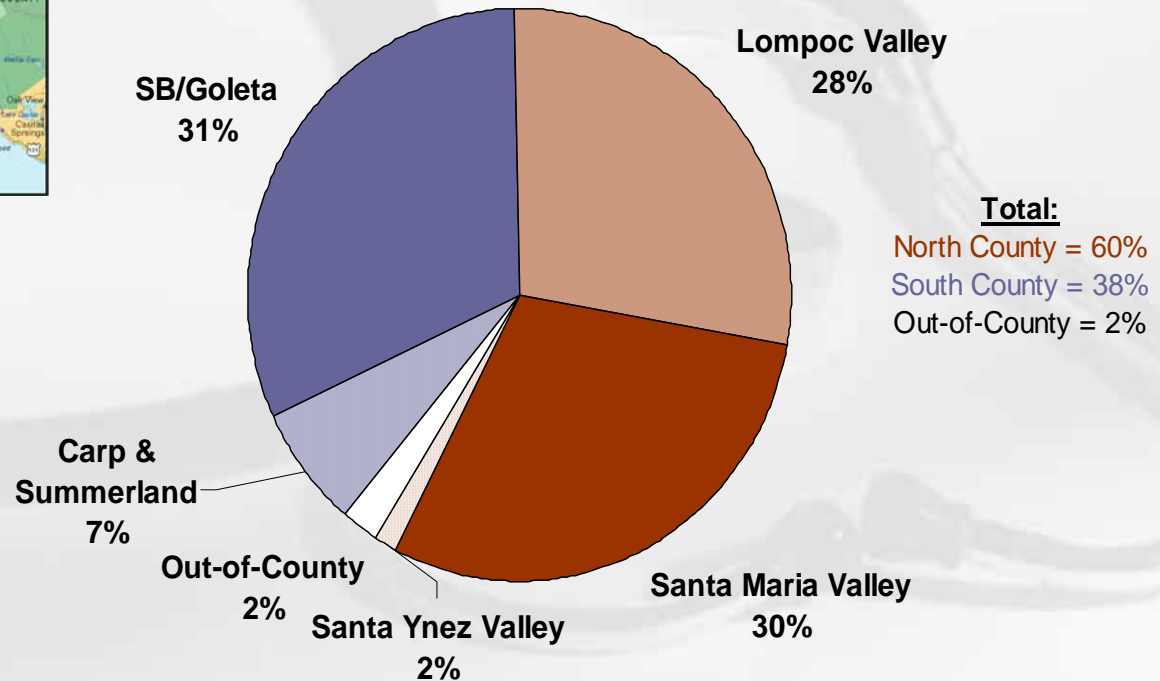
Patient Origin



Where Do Our Patients Live?

July 2003 - June 2004

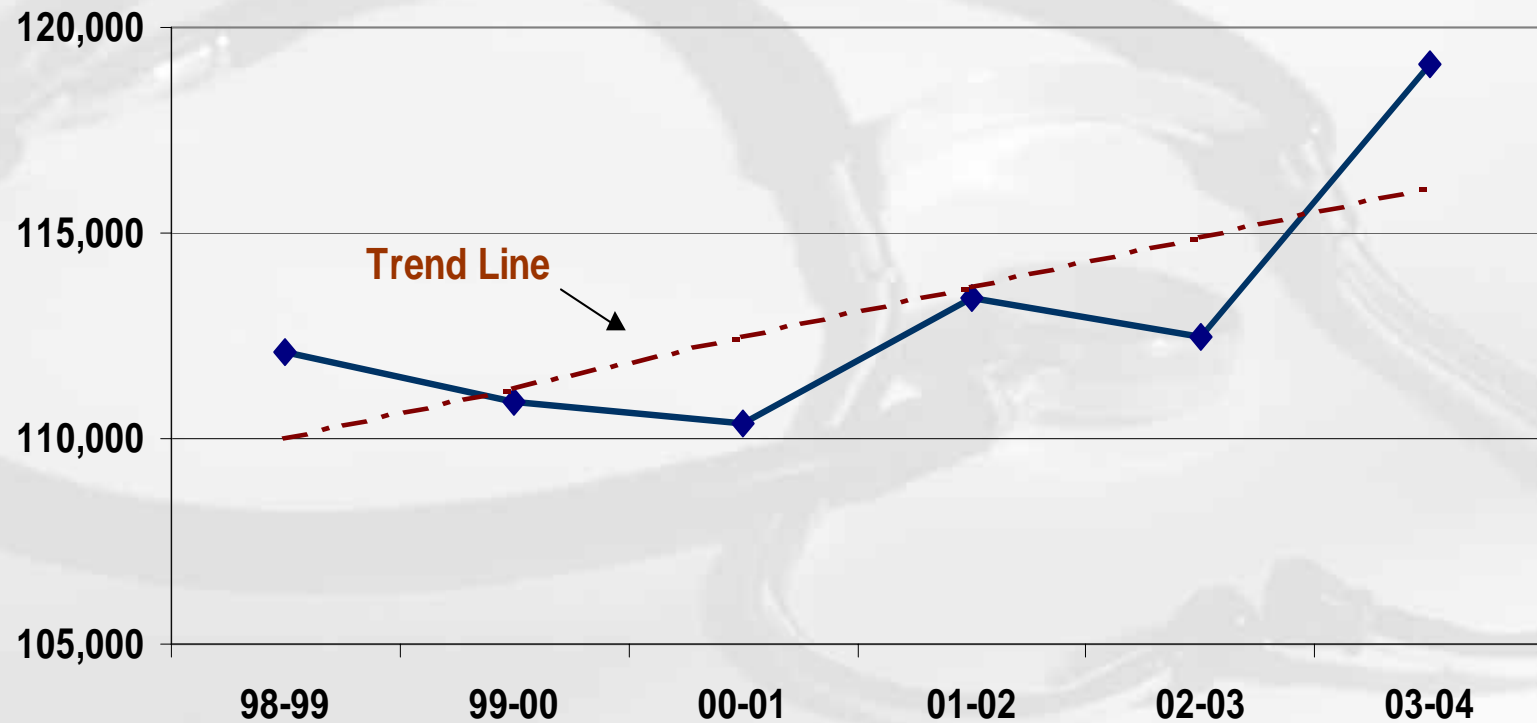
Total Clients = 29,102



Clinic Visit Trends

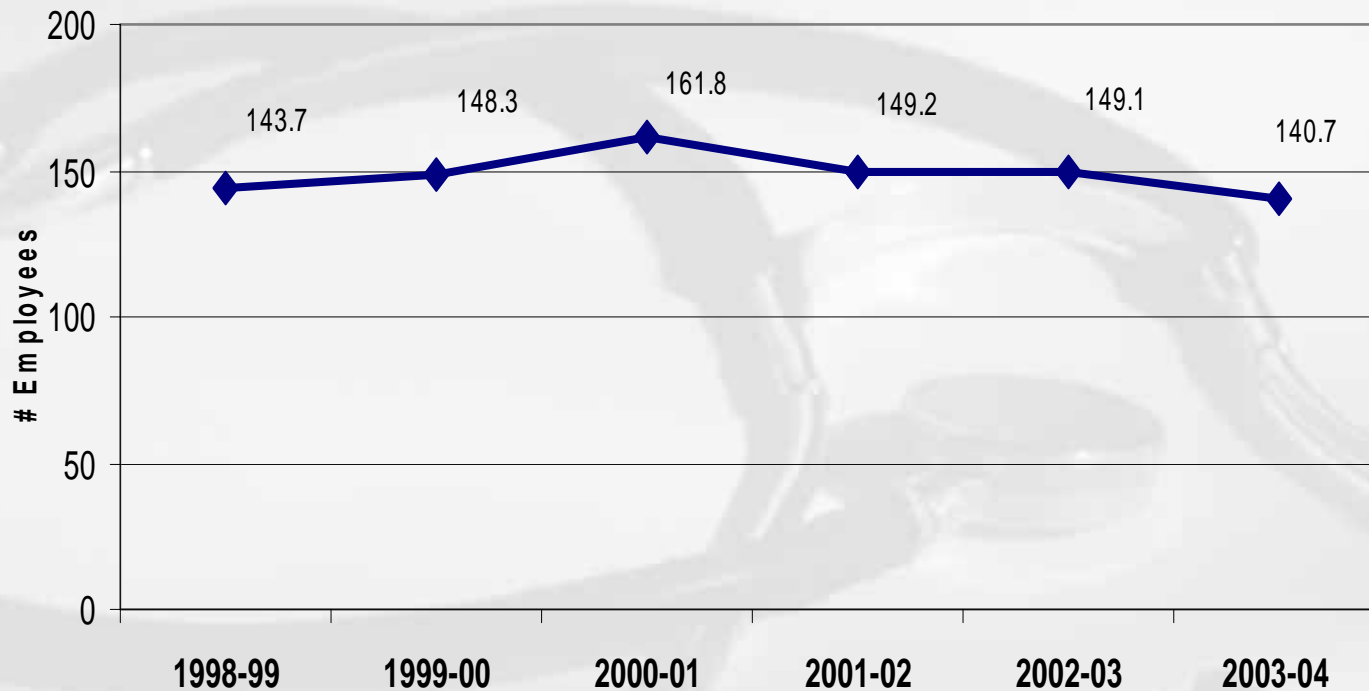
Patient Visits

1998-99 through 2003-04



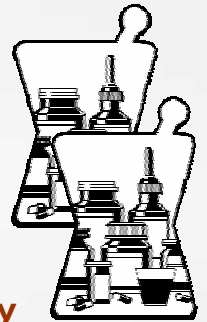
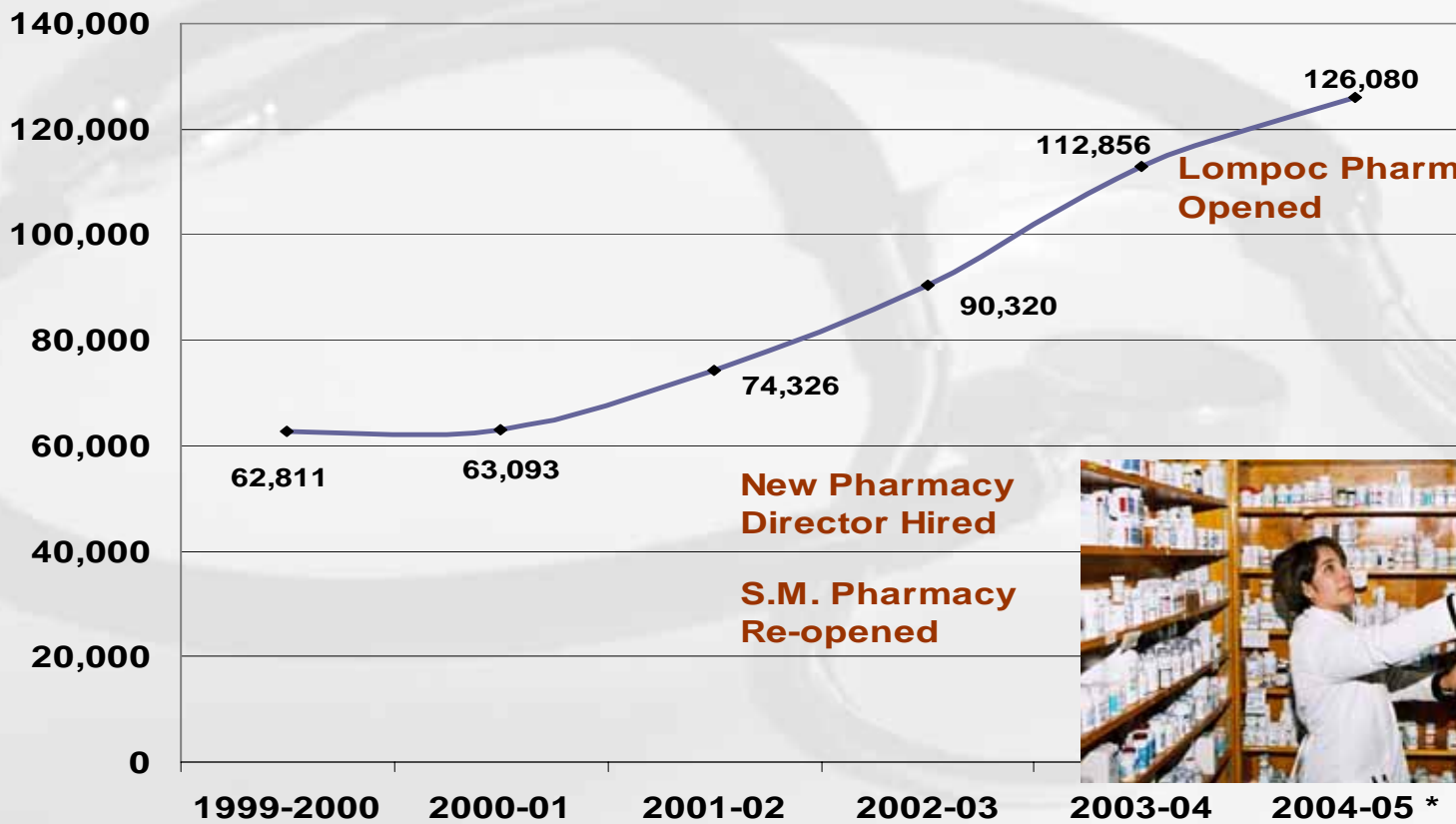
Clinic Employees

Clinic Employees



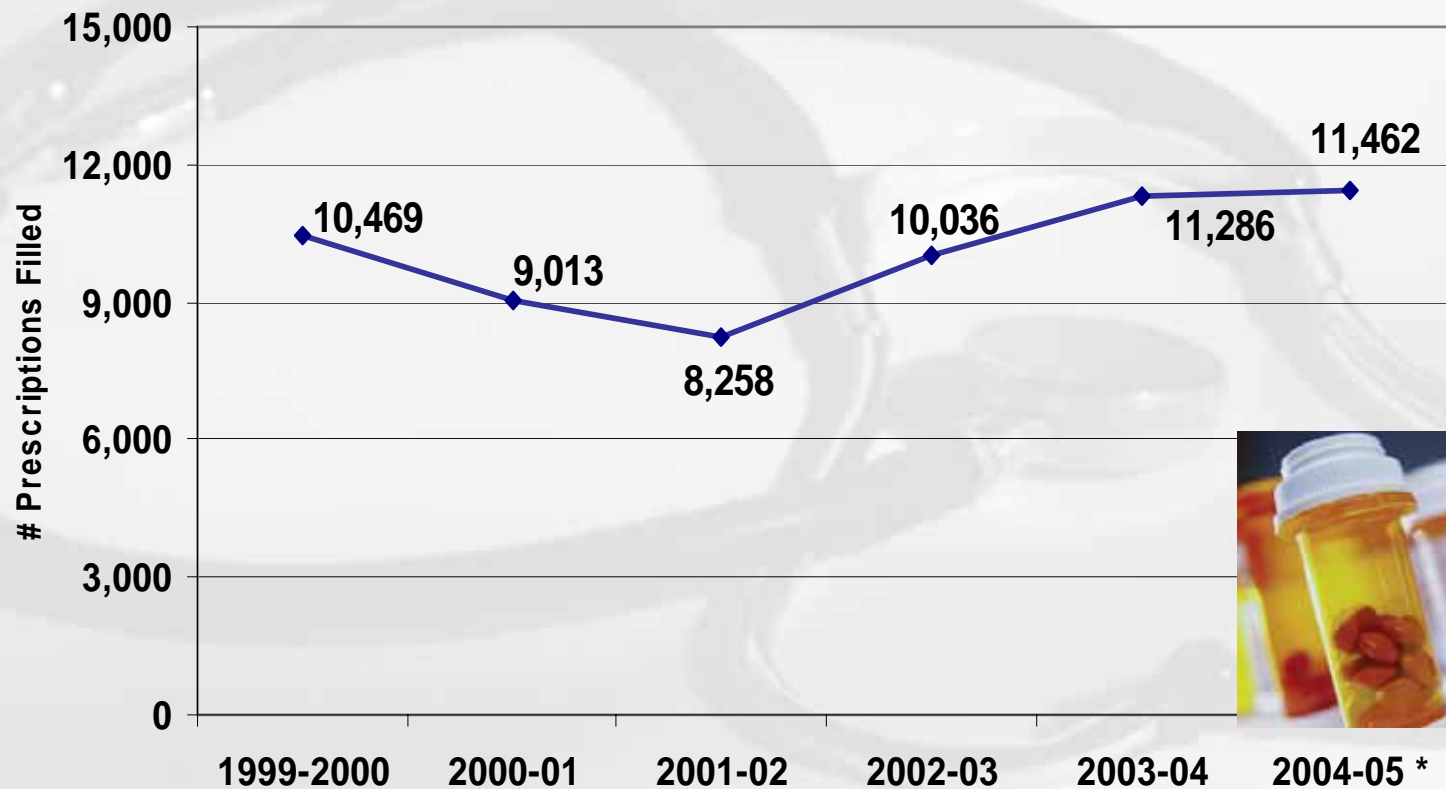
Prescription Volume Doubled

PHD Prescriptions Filled



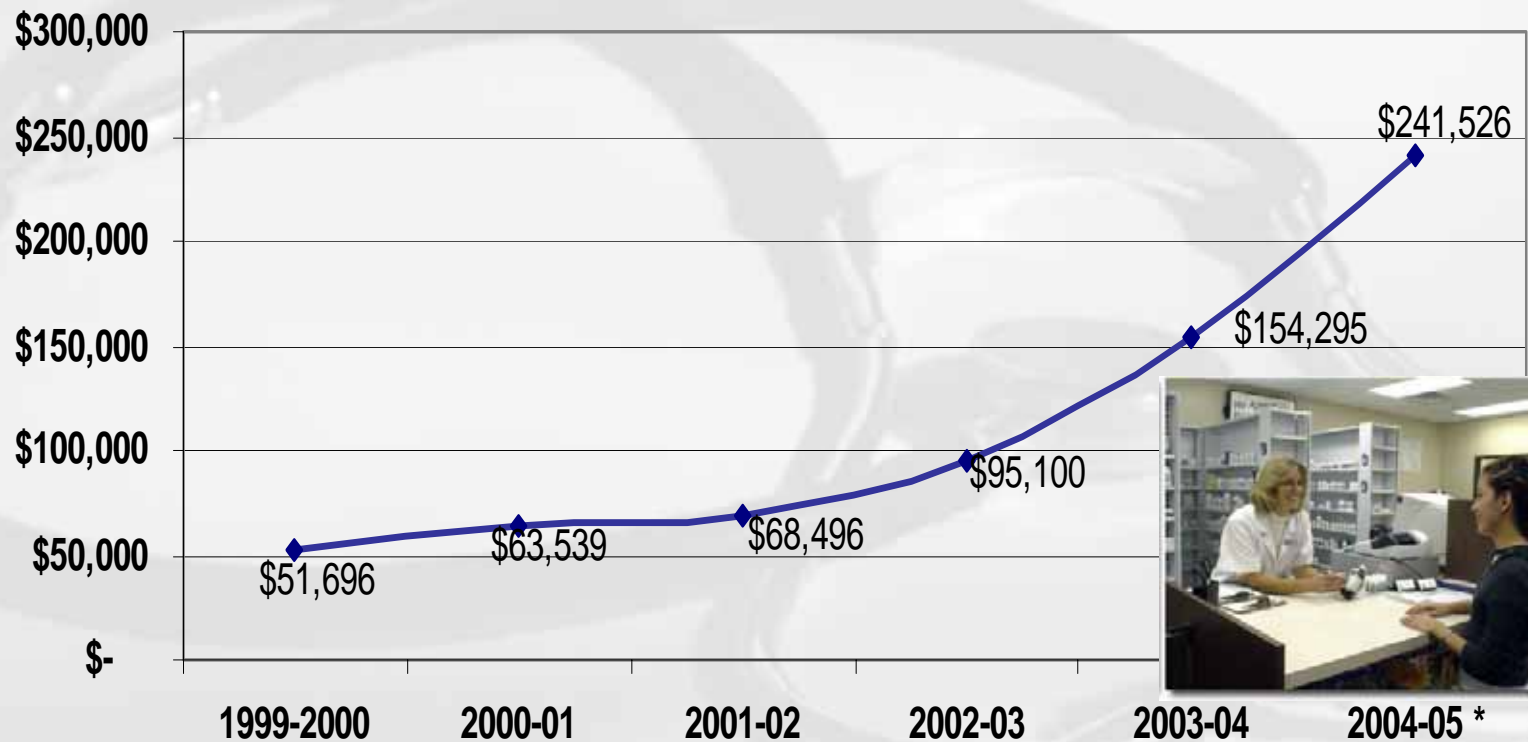
Pharmacy Efficiency Increases

Prescriptions Filled Per Employee



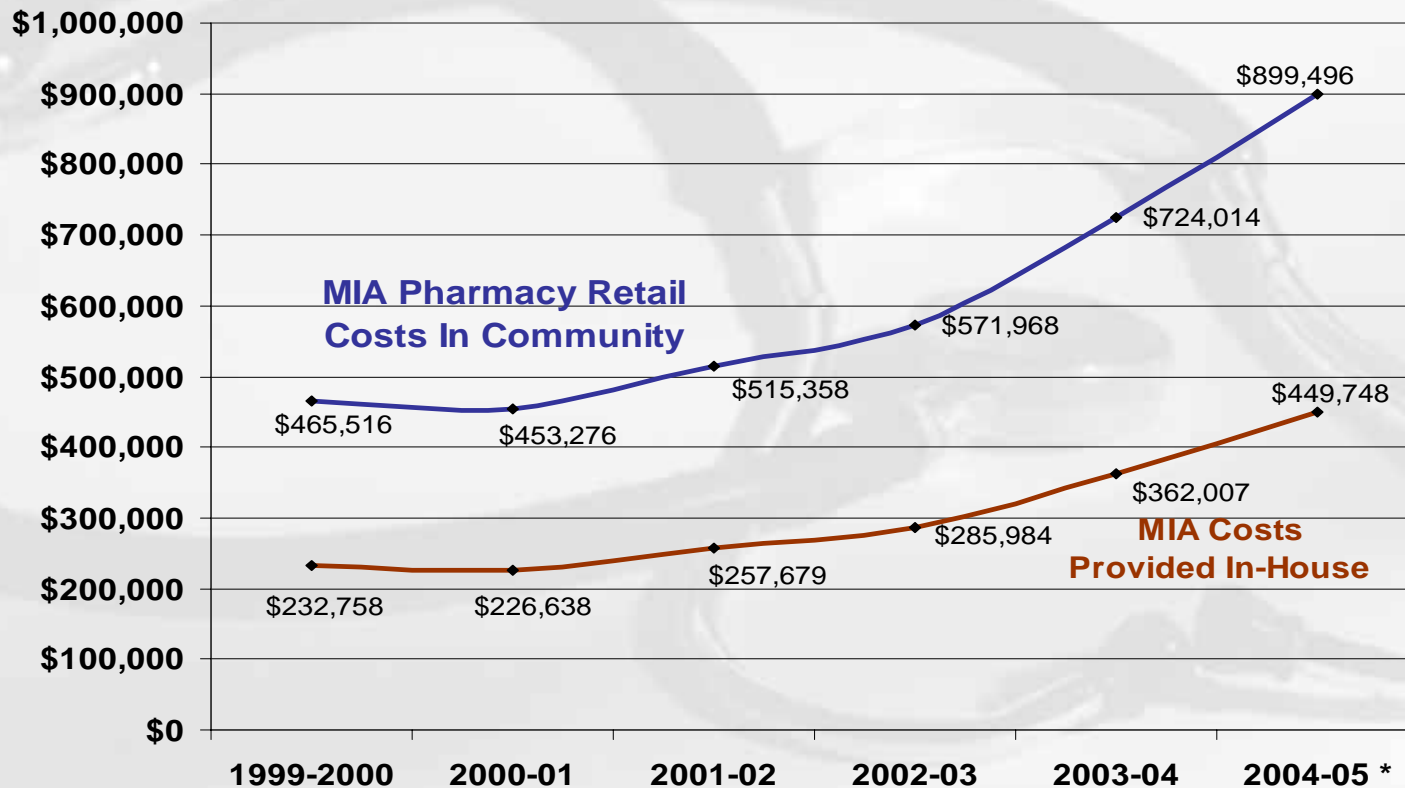
Pharmacy Collections Increase

Pharmacy Patient Cash Revenue



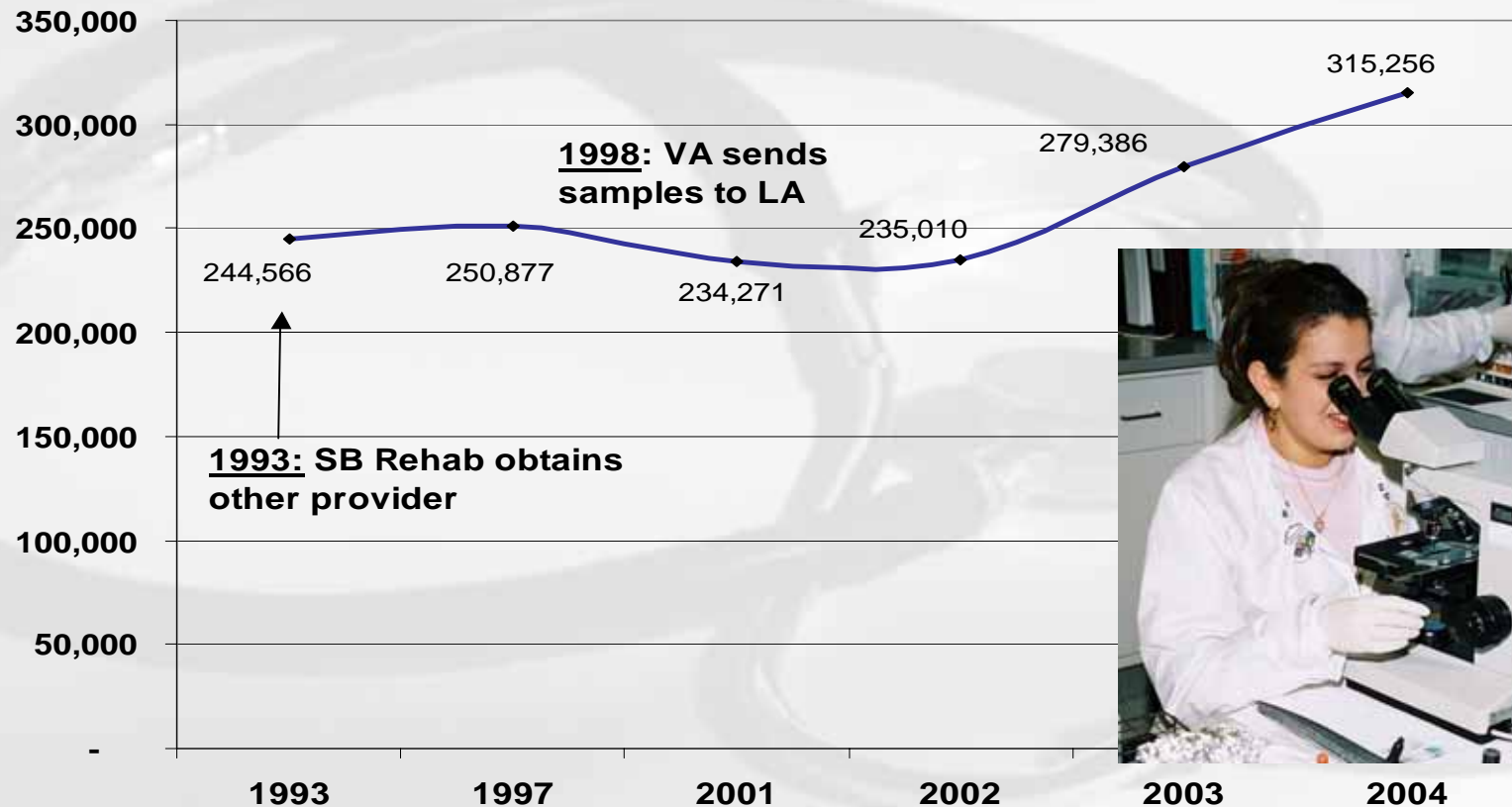
Pharmacy MIA Cost Savings

**MIA Pharmacy Costs:
 Retail vs. PHD In-House**



Clinical Lab Test Volume

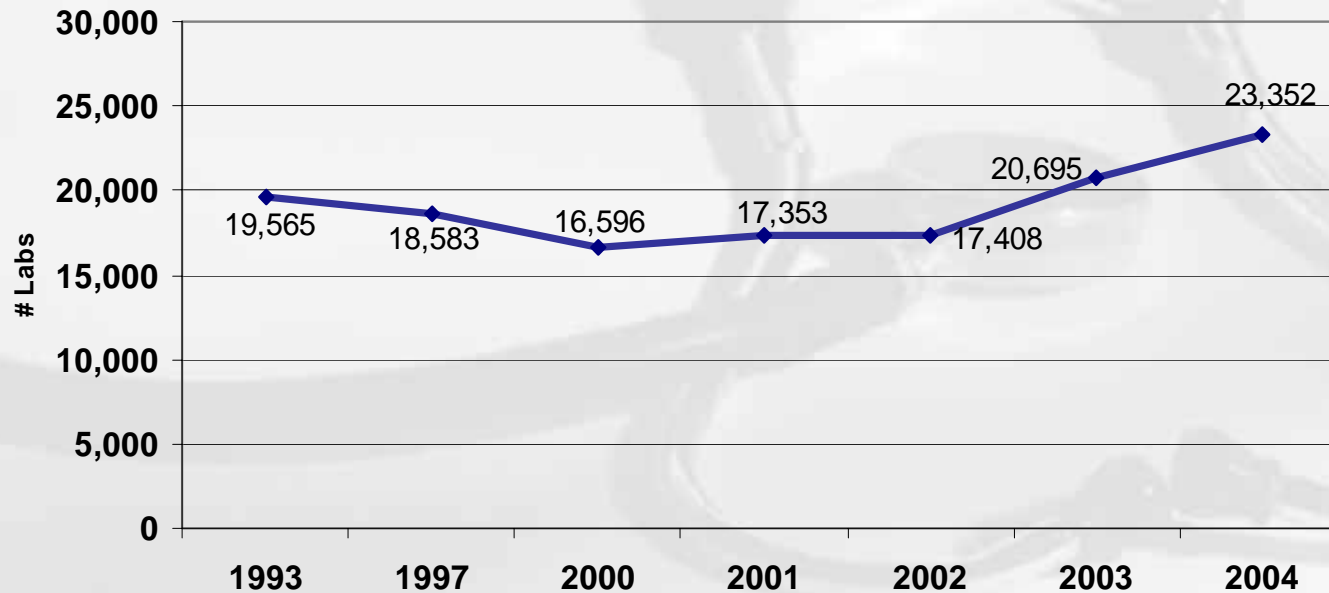
PHD Clinical Lab Tests



Lab Efficiency Increases

Each clinical laboratory employee is processing
20% more tests than 10 years ago:

Lab Tests Processed Per Employee



Medical Records Volume

Medical Records

General

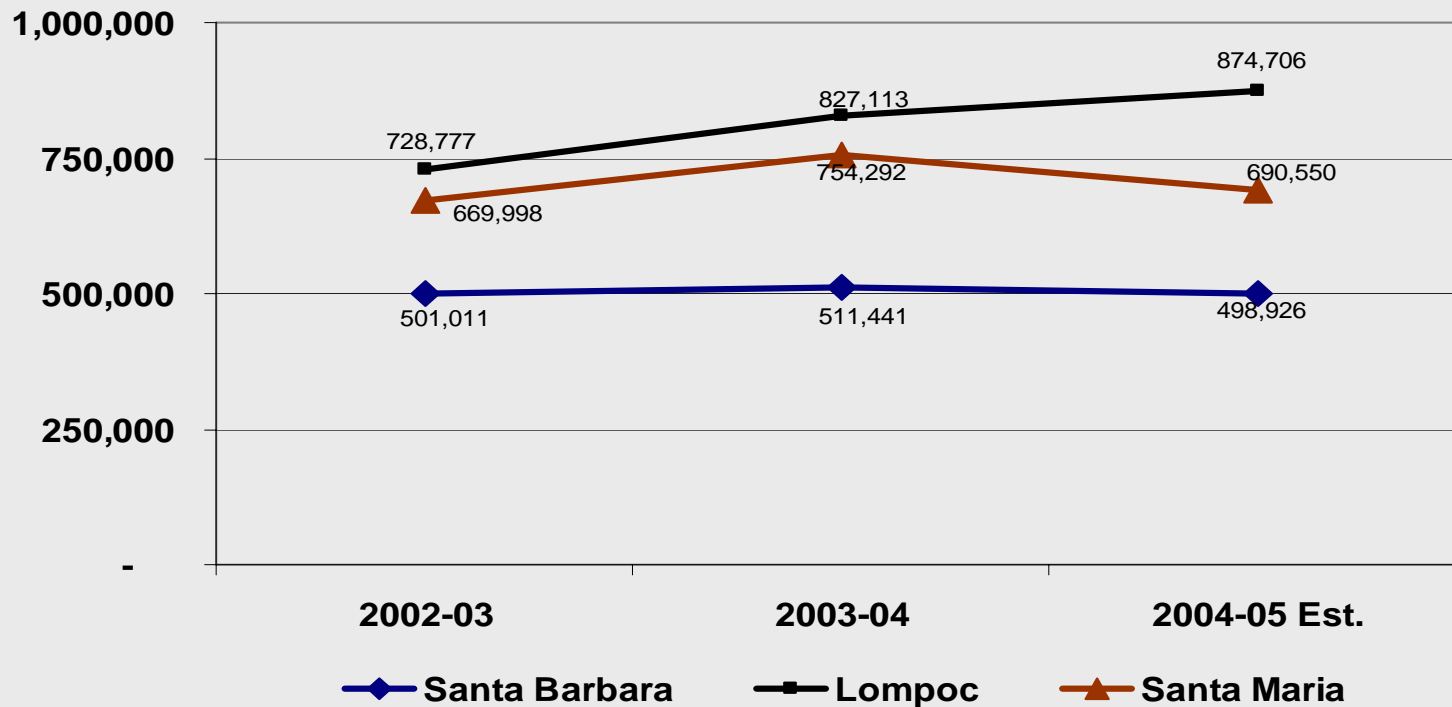
Doctors

Medication

History

ID

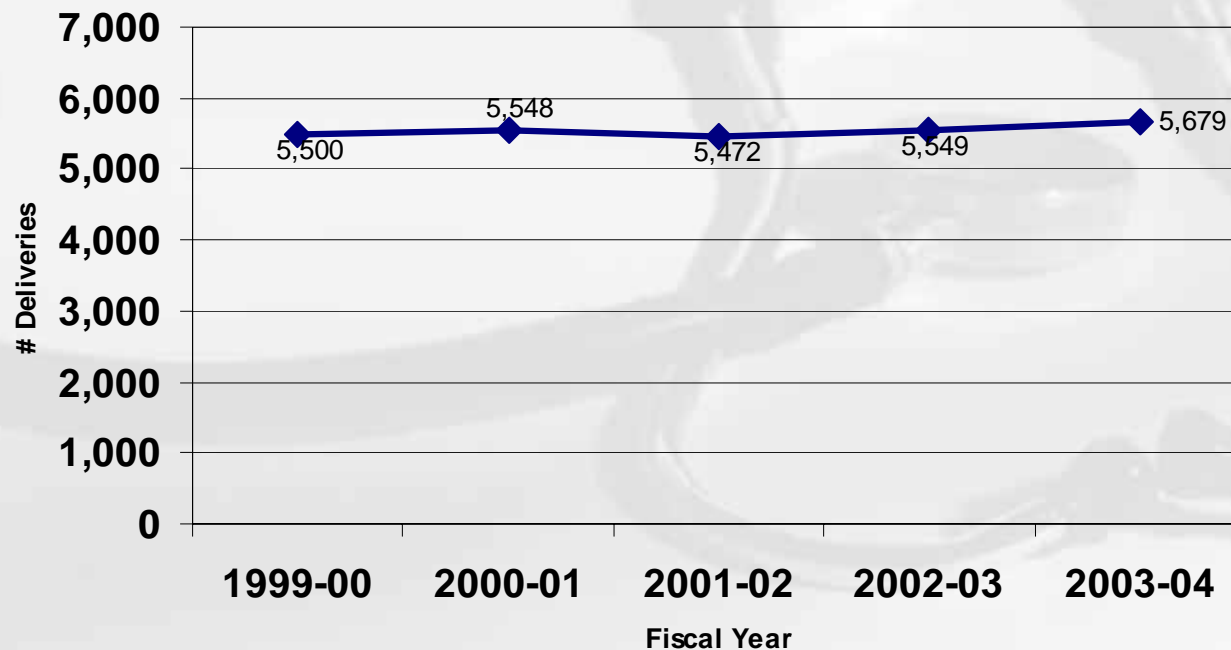
Number of Medical Records by Location



Countywide Deliveries

The # of babies delivered countywide constant at approximately 5,500/year:

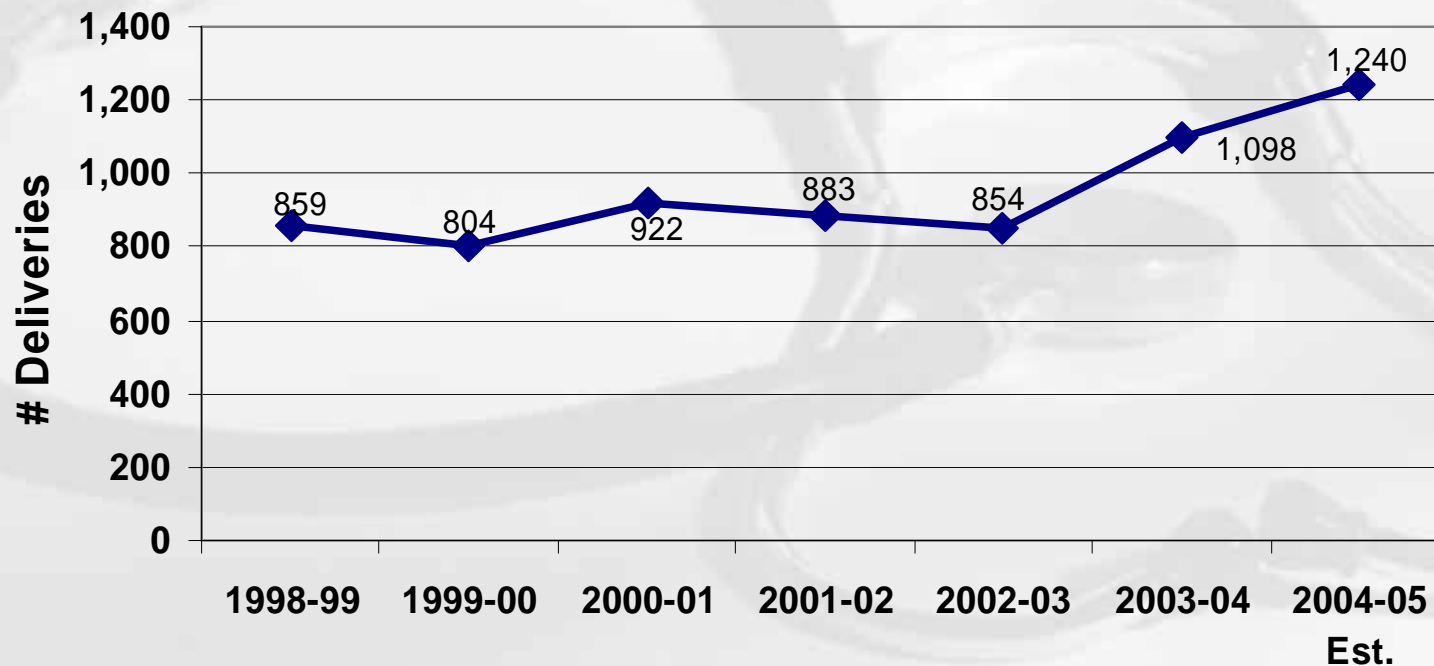
Countywide Deliveries



PHD Deliveries

The % of deliveries countywide done by PHD is increasing.

PHD Deliveries



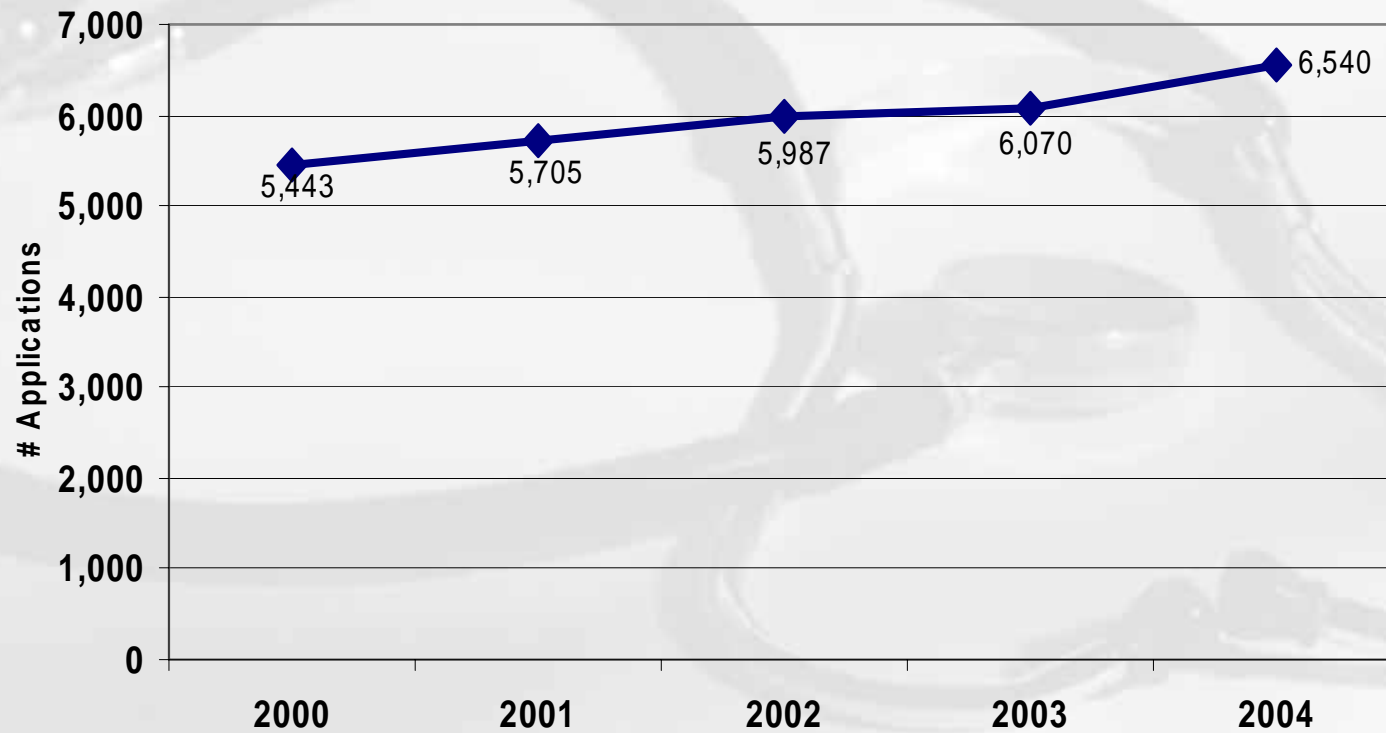
MIA

- The County is legally responsible for providing health care to **Medically Indigent Adults (MIAs)**
- The **MIA** population has changed over the past several years which has caused an additional financial burden to the County.



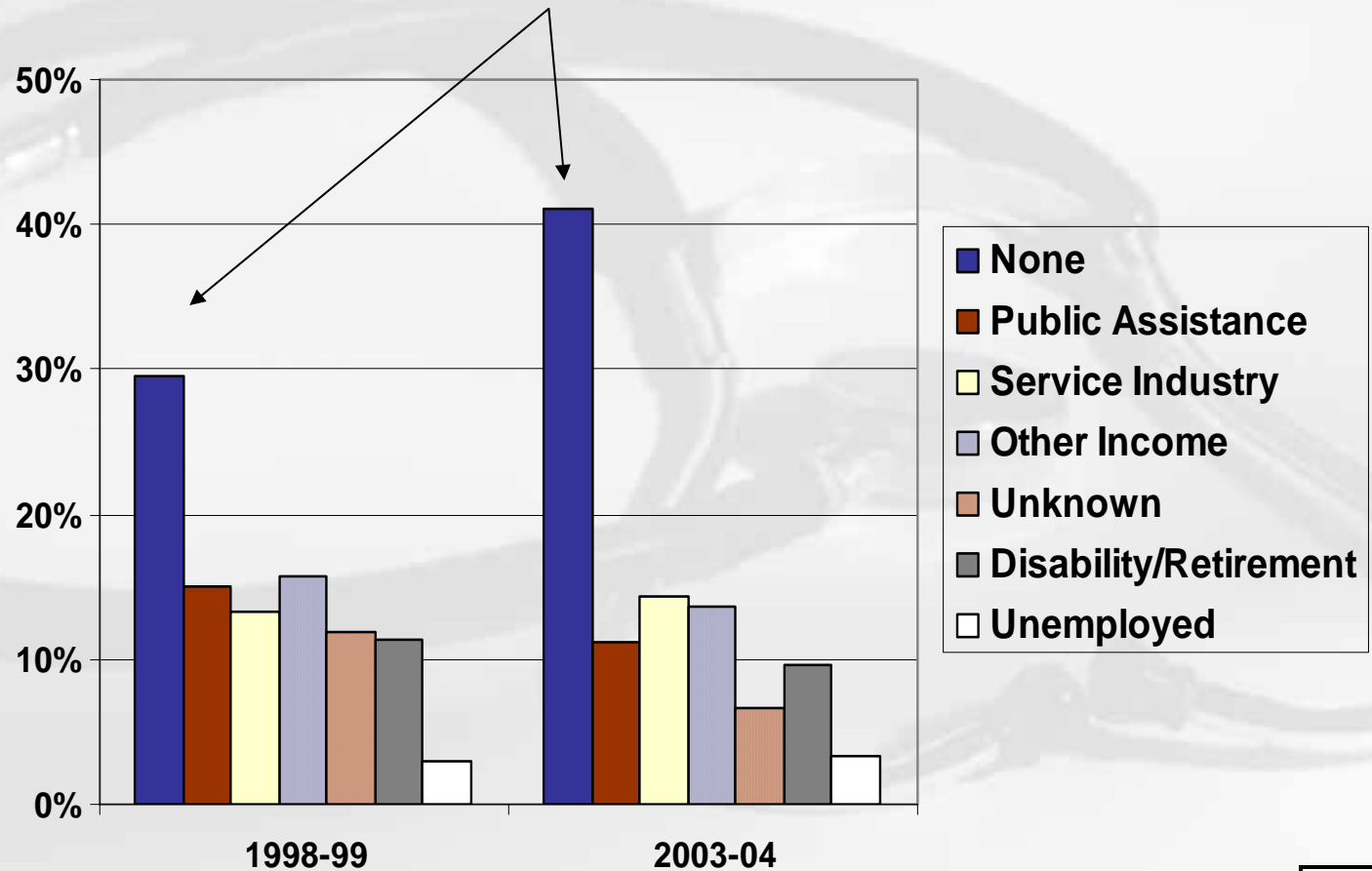
MIA Admin Workload

MIA Applications Processed



Income Source of MIA Patients

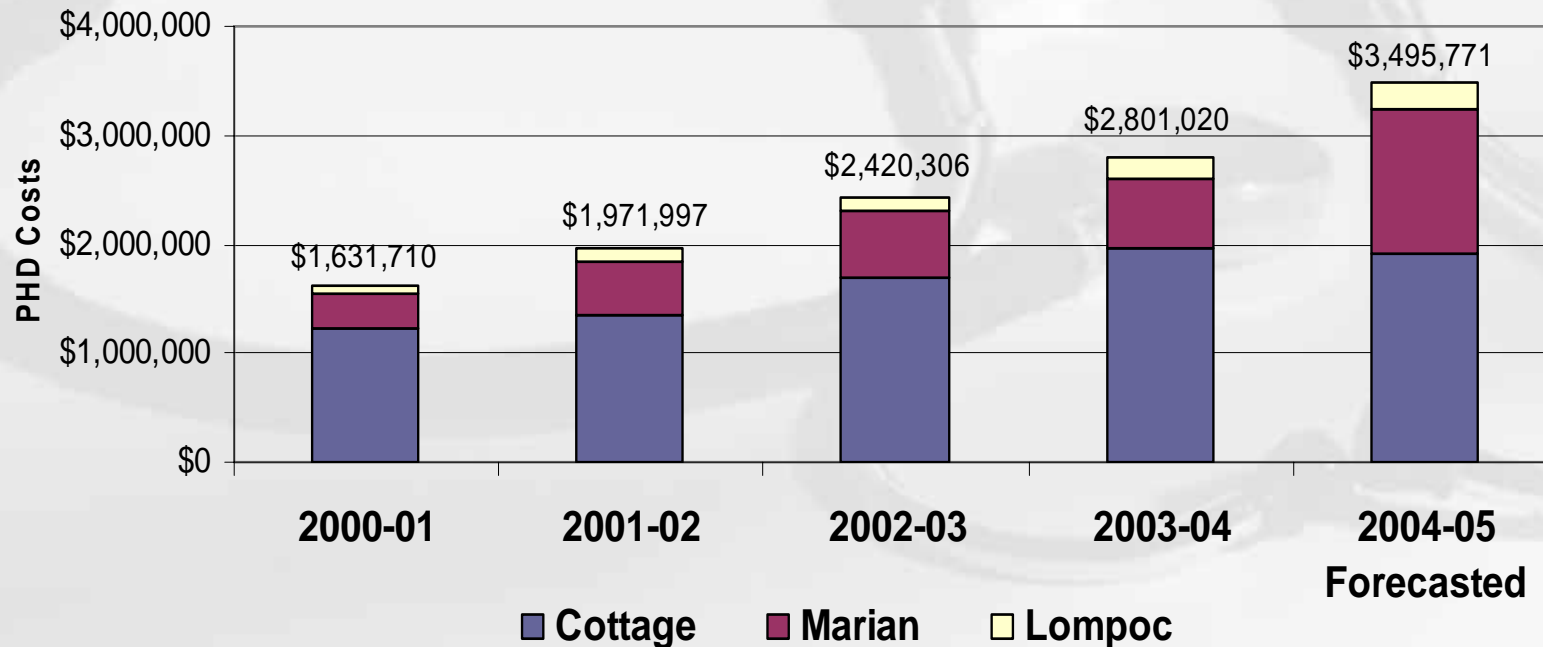
An increasing % of MIA patients have no income:



MIA Hospital Costs Increasing

The cost to the County for in-patient hospital services has more than doubled in the past 5 years; \$1.8 million increase:

PHD Costs Continue to Increase for In-Patient Hospital Care



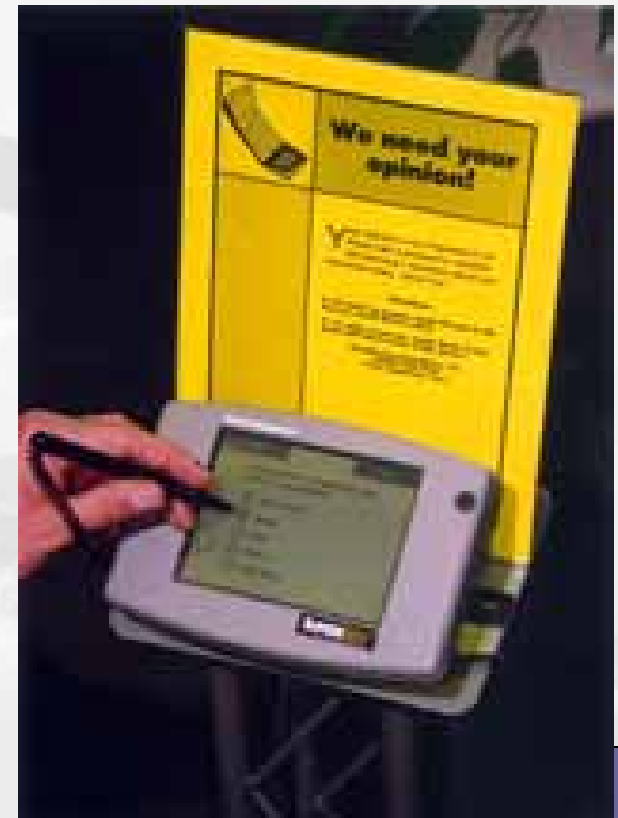
Process Improvements

1. Medical Quality Improvement
2. Pharmacy and Therapeutics Committee
3. Robotics
4. Health Disparities Collaborative
5. Customer Satisfaction
6. Broken Appointment Rate
7. Medical Coding



Measuring Customer Service

- Patient Satisfaction Survey:
 - Since 1994 at all clinic sites
 - Linked to Performance Measures
 - Results tallied by site and overall total
 - Monitor trends over time



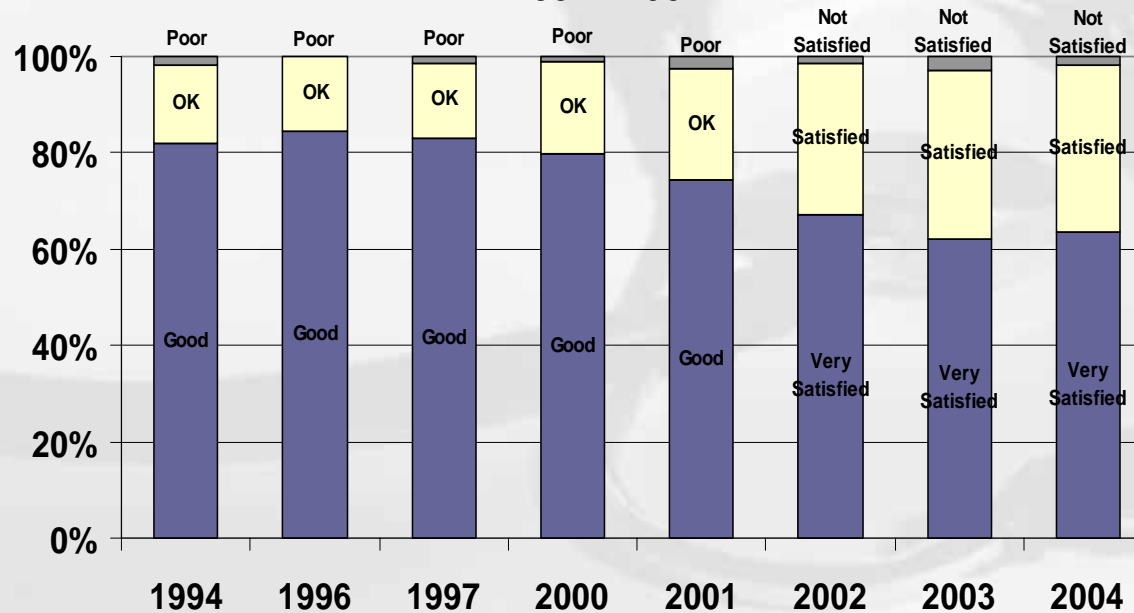
Outstanding Customer Service

Consistently, **97%** or more of our clients are satisfied with the services they receive at our Clinics.

Public Health Department's Clinics

Overall Patient Satisfaction

1994 - 2004

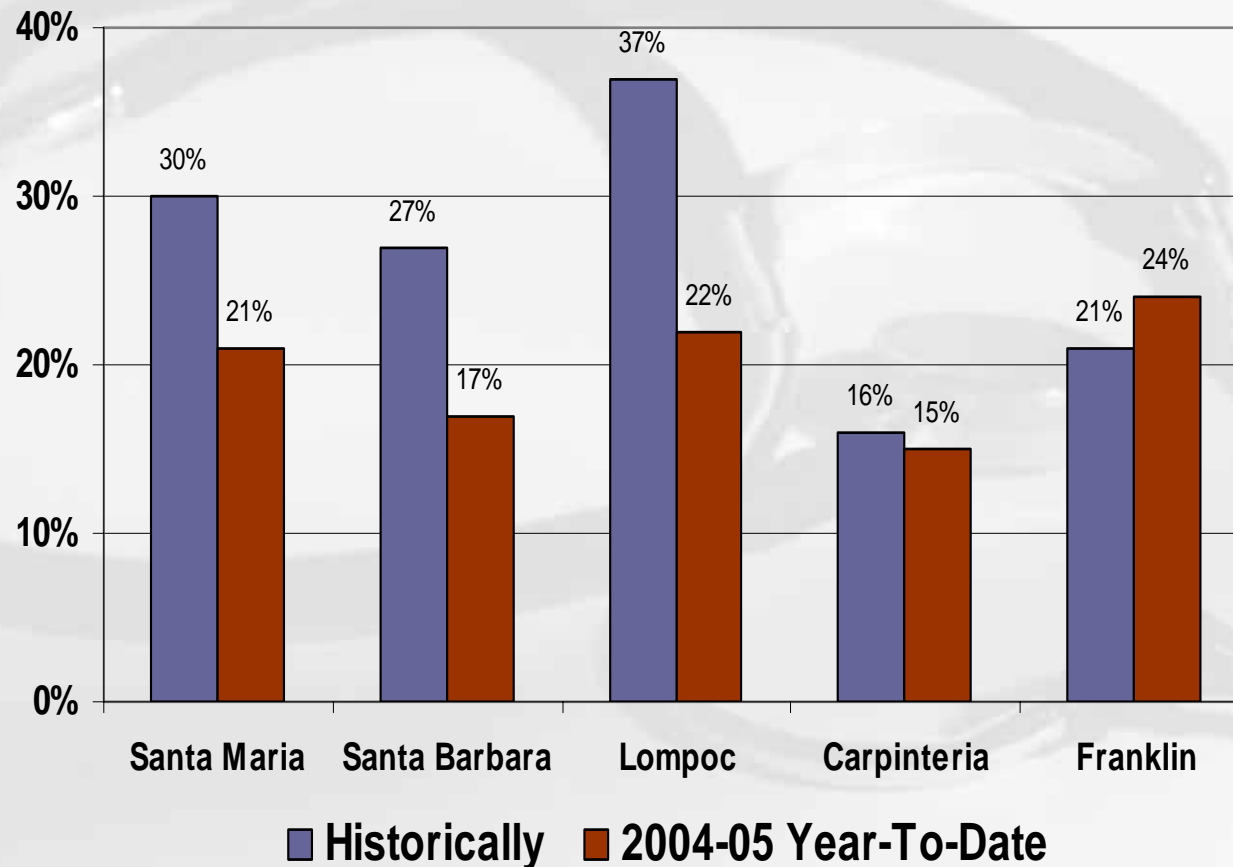


All patients who visited clinics during 2 week period were surveyed.

An average of 1,150 patients were surveyed each year.

Broken Appointment Rate

New initiative reduces # of patients who do not keep their appointments:



Medical Coding Improvements

- Improving medical coding services by 19% resulting in:
 - Legal compliance for billing and medical documentation
 - Revenue optimization through procedural coding practices
 - Efforts have increased coding and medical chart legal compliance by 50%

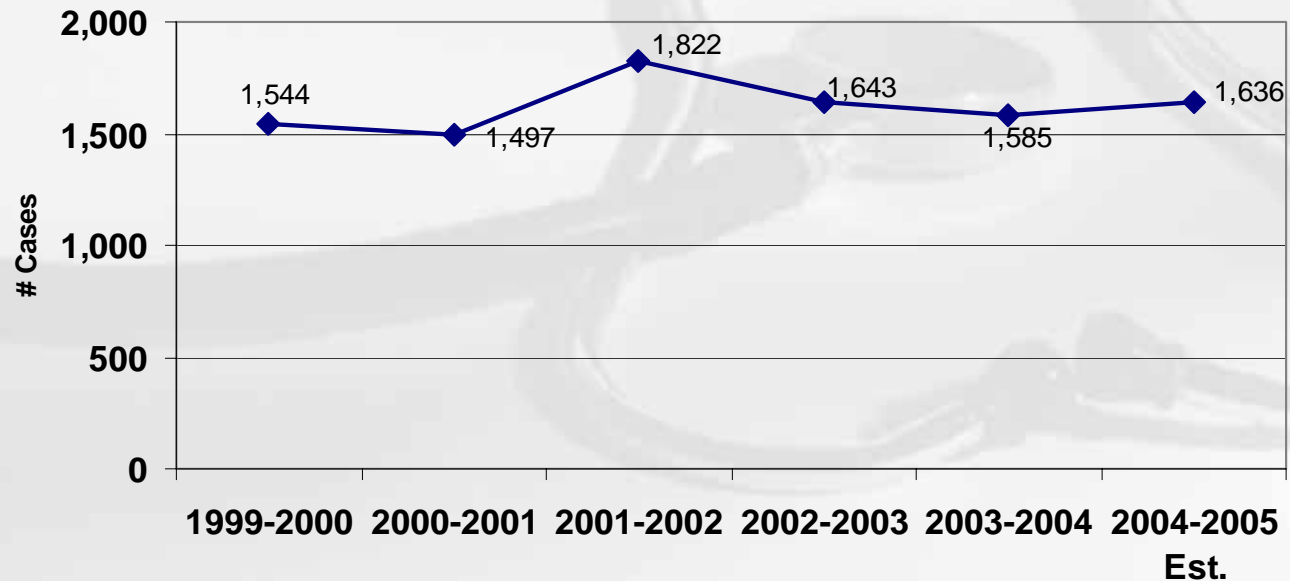
CCS Caseload Trends

California Children's Services (CCS) is a mandated program that provides special health care for children.



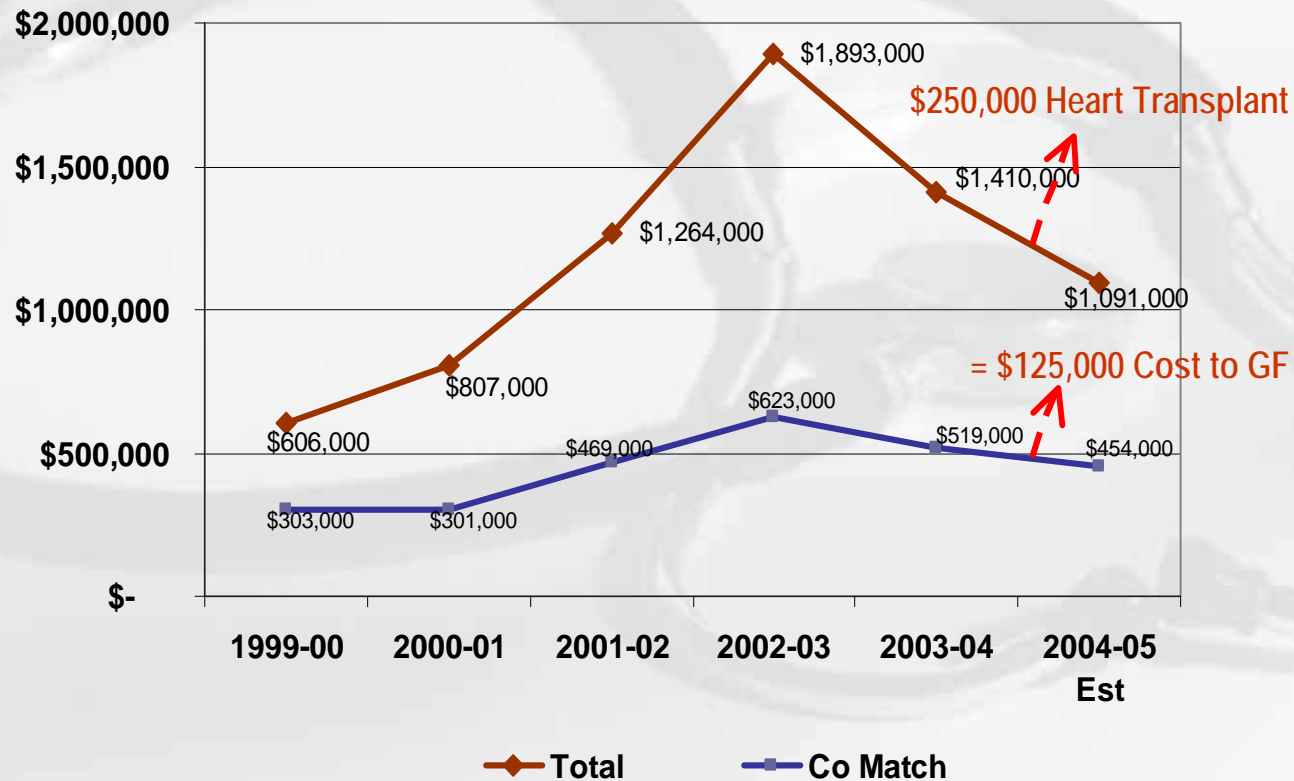
California Children's Services (CCS) Caseload

Average Per Year



CCS Expenditures Fluctuate

CCS's treatment costs greatly fluctuates over the years which, in turn, causes the County's required 50% match to fluctuate:



IV. Challenges and Opportunities

Challenges & Opportunities

- **Correct the Structural Deficit**
 - Relocate programs, evaluate service levels
 - Streamline processes
 - Seek additional funding
- **Maintain access to care:**
 - Specialty Care Access and Inpatient Care
 - Professional recruitment and retention
- **Build infrastructure**
 - Transition to Electronic Medical Record
 - Support operations, including Medical Records

Public Health = Prevention

“We have a choice. We can wait until people become ill, injured or disabled, and then treat them in our expensive medical care system or ...

Public Health = Prevention

...we can deal with the causes of these problems and prevent many of them from happening.

The choice we make affects how much money we must spend, and what we spend it on.”



V. Glossary

AFLP: Adolescent Family Life Program

BT: Bioterrorism

CBO: Community-based organization

CHDP: Child Health & Disability Prevention Program

CHIP: The California Healthcare for Indigents program provides reimbursement for physicians and hospitals. The source of funding comes from surcharges on the sale of tobacco products.

CPSP: Comprehensive Perinatal Services Program

EMS: Emergency Medical Services

GF: General Fund.

IZ: Immunization

MCH: Maternal Child Health

V. Glossary of Terms

MIA: The Medically Indigent Adults (MIA) program serves uninsured and those not eligible for other health care coverage.

PHD: Public Health Department.

PHN: Public Health Nurse

MediCal: Health insurance program for low-income people of all ages and for long-term nursing home care for all citizens.

Medicare: Federal health insurance program for people 65 years of age or older, certain younger people with disabilities.

SART: Sexual Assault Response Team

TSAC: Tobacco Settlement Advisory Committee

WIC: Women, Infants & Children