



HEALTH CARE CENTERS

PUBLIC HEALTH DEPARTMENT
SANTA BARBARA COUNTY

Carpinteria, Franklin, Lompoc, Santa Barbara, Santa Maria

ANNUAL REPORT FOR 2019-2020



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CORONAVIRUS DISEASE 2019 (COVID-19)

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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 Public Health, Primary Care & Family Health Division 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.

2019-2020 was a challenging fiscal year for our County and the nation. The Public Health Department's eight clinic sites were all instrumental in serving our community during the COVID-19 pandemic that hit us in March. Clinic staff quickly mobilized to help the Public Health Department's initial response to the pandemic and communication immediately began with our patients and collaborators in the County. As always in times of crisis, Health center staff stepped up to serve as vital components of the county's emergency effort. Staff adjusted on the fly, developing protocols to convert face-to-face clinic visits to virtual encounters. As a result, clinic volume and revenues reached 80% of pre-COVID levels within just a few months, of which 50-60% were virtual visits during the first four months of the pandemic. In contrast, the national average of Federally Qualified Health Centers (FQHC) total visit volume during that period averaged just below 50%.

Minor renovations and spruce-ups at the Lompoc Healthcare Center, the department's largest site made the popular community facility more welcoming to patients. 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, including helping to meet challenges related to our residents experiencing homelessness by making our healthcare services more readily available at community-centric shelters throughout the county.

The integration of primary and behavioral health services has continued to grow by having in place behavioral health specialists in each of our clinic locations, seeing patients for counseling while allowing for provider "warm hand-offs" for patients. During the pandemic, these visits increased by 50% over the same period last year. This past year, through expanded federal funding, a Behavioral Health Supervisor, overseeing the specialists while also providing services, was added. The county's outpatient clinics continue to be committed to meeting the demands of an evolving, dynamic integrated 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, even during these trying times. 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,



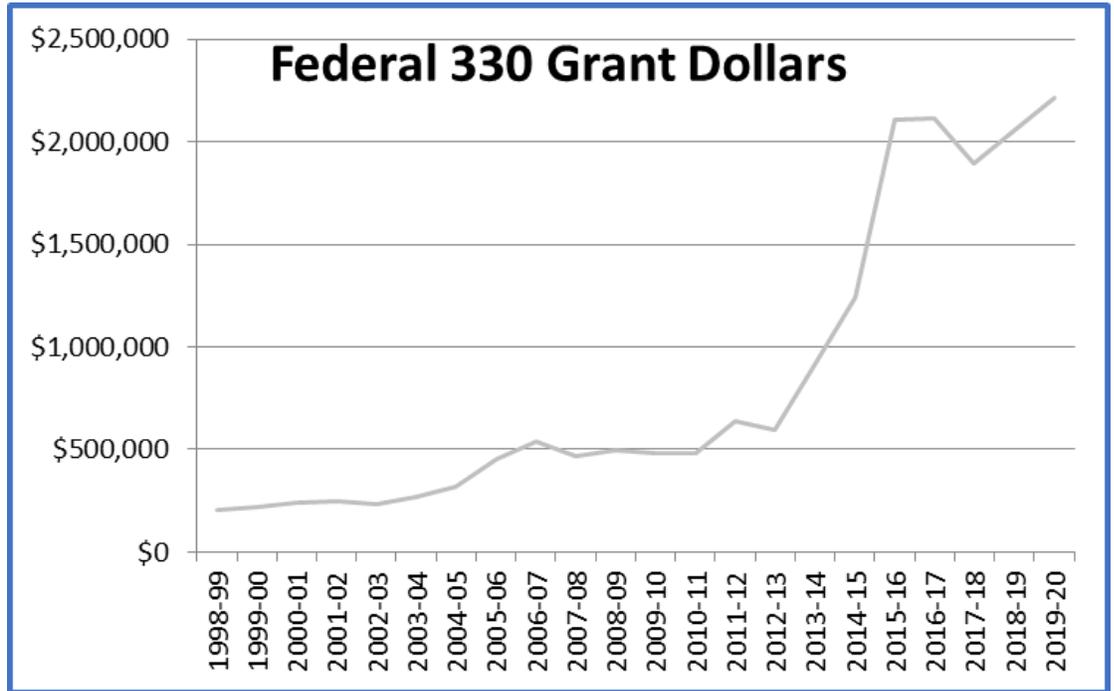
Douglas Metz, DPM MPH
Deputy Director, Public Health,
Primary Care & Family Health
Executive Director, SBPHD Health Centers



Skip Szymanski
President, Community Health Center Board of Directors

2019-20 – The Fiscal Year in Focus

Federal 330 Grant Revenue Since Achieving 330e Status

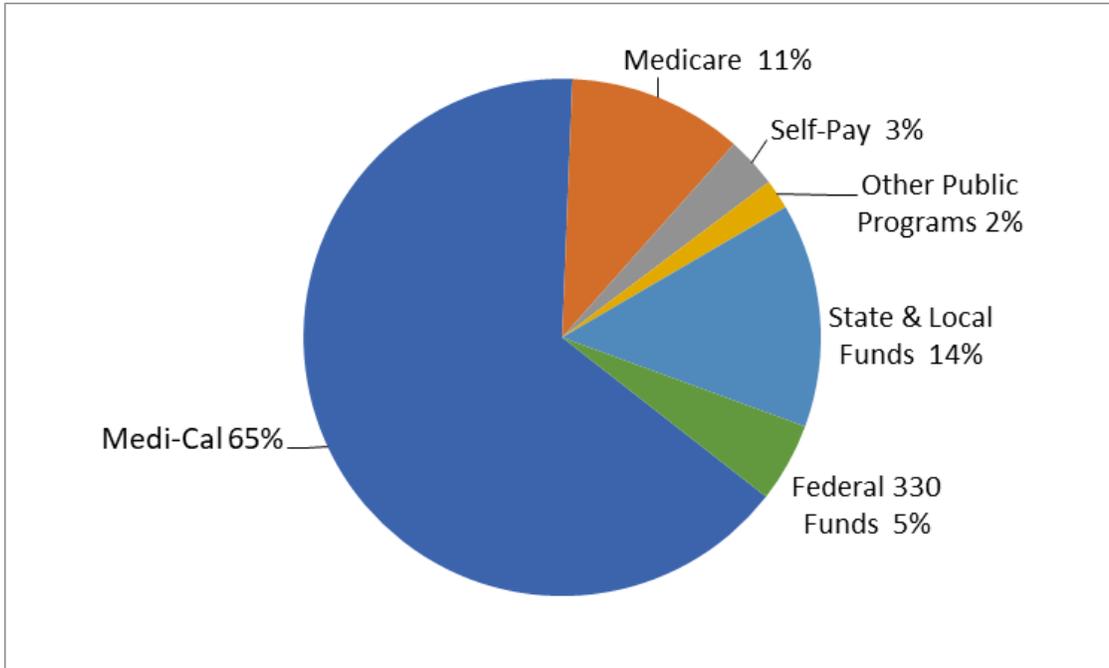


Federal 330 Grant Revenue Since Achieving 330e Status Annual Amount Received 1998 through 2020

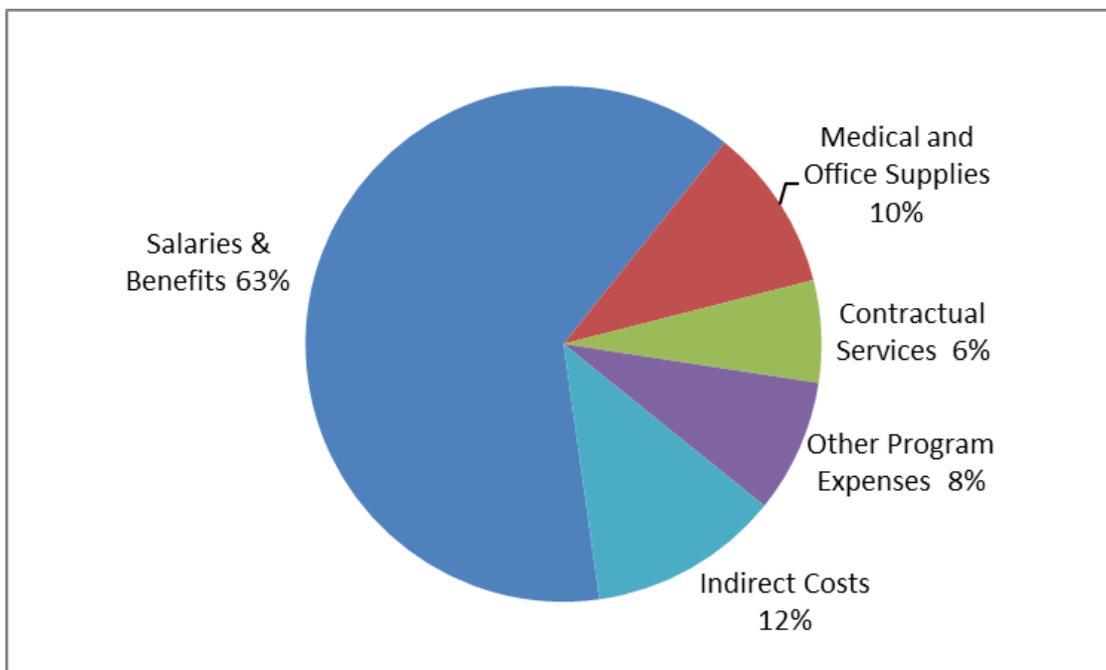
1998-99	202,852	2009-10	483,143
1999-00	222,258	2010-11	483,143
2000-01	243,279	2011-12	639,336
2001-02	244,518	2012-13	594,385
2002-03	232,688	2013-14	921,307
2003-04	266,414	2014-15	1,239,515
2004-05	315,796	2015-16	2,109,759
2005-06	450,174	2016-17	2,110,666
2006-07	536,113	2017-18	1,896,699
2007-08	468,226	2018-19	2,054,806
2008-09	496,391	2019-20	2,210,504
		Grand Total	18,421,970

2019-20 – The Fiscal Year in Focus

Patient Services Revenue \$56,882,914

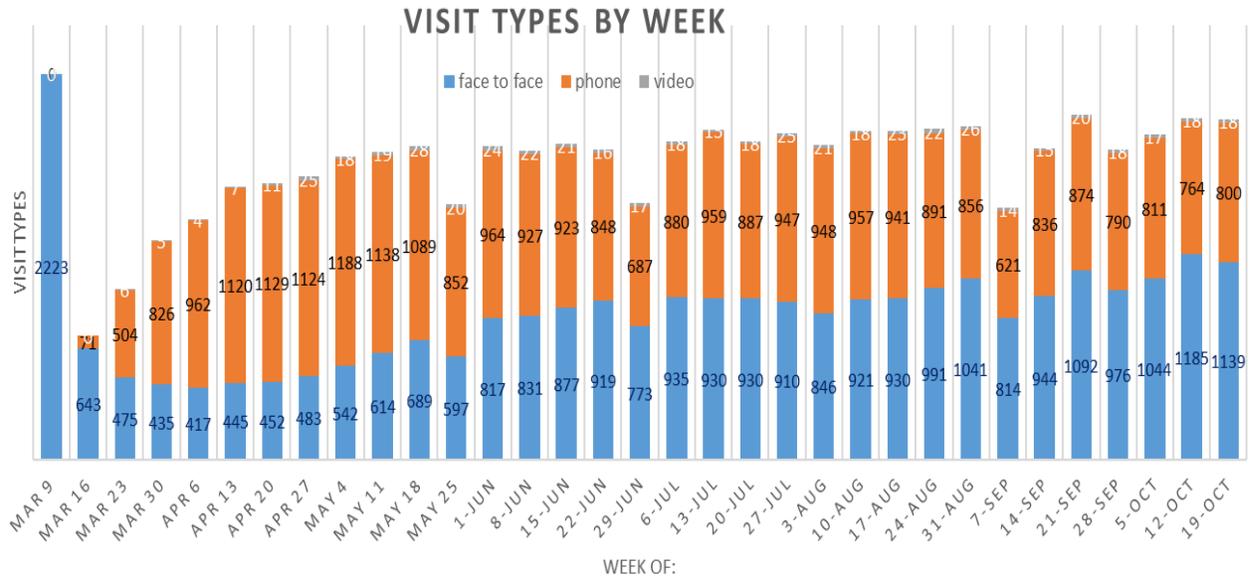


Patient Services Expenses \$56,882,914



QUICK PANDEMIC ADAPTABILITY SHOWN

Beginning the 2nd week of March 2020, PHD clinics shifted quickly from 100% face-to-face to virtual patient visits, retooling and modifying workflows to accommodate a quick transition. The graphic representations below illustrate the timely restructuring in an effort to keep in touch with the clinics' patient population.



SMHCC ADDS PEDIATRICS

Welcome Dr. Kristine Reyes

In response to a growing community need, the Public Health Department partnered with CenCal this year to prepare for opening a pediatric practice within the Santa Maria Health Care Center (SMHCC). Previously, the SMHCC served children primarily through the Child Health and Disability Program (CHDP), a limited scope program that delivers periodic health assessments and services to low income children and youth in California. The addition of a full pediatric practice involves a significant expansion of care and fuller range of services for local underserved children from birth through adulthood.



Mindful of the need for a sound fiscal approach in implementing the delivery of high quality, full-range medical services for children, the department brought in a pediatrician, Dr. Kristine Reyes, without the cost of adding any space or support staff. Rather, the center made use of existing resources to adapt to the community need. The full administrative and clinical team in the SMHCC partnered to reconfigure room usage and team assignments. Staff were retrained, and the new Pediatrician along with three existing family medicine physicians will be seeing children to ensure availability of care. The effort has been fully collaborative, including CenCal, PHD management, and the staff delivering care.

With her June arrival, Dr. Reyes has already brought enthusiasm and vision, quickly reaching out to local pediatricians and joining the Children's System of Care. Dr. Reyes graduated from the University of California, Berkeley; obtained her medical degree at Kansas City University; and completed her residency at White Memorial Medical Center and Loma Linda University Children's Hospital. Being sensitive to the unique needs and challenges presented by each age group, Dr. Reyes enjoys caring for children throughout their development, with particular attention to family needs and emotional health. With the management team and SMHCC psychologist, she has already initiated a plan for training all staff in screening for, and responding to, Adverse Childhood Experiences (ACEs).

The addition of pediatrics means that the SMHCC now offers care throughout the lifespan, including women's health, obstetric, and behavioral health services within the same building. The clinic can now conveniently provide healthcare for the whole family, thereby simplifying access and the sharing of information. In the future, as our pediatric panel grows, we hope to reach additional underserved children by adding a physician assistant, nurse, and medical assistant in building a thriving, efficient practice.

CHANGES COME TO CARPINTERIA

The 2019-2020 fiscal year brought many changes to the Carpinteria Health Care Center. In January 2020 a new health care administrator came on board. Jeanette Gumber is an RN who stepped up from a supervisor position at the Santa Barbara Health Care Center to lead the Carpinteria Team. Jeanette has drawn from her cross-sector experience in customer service

and her nursing knowledge to bring consistency to operations and create a Patient-Centered Medical Home in the small community of Carpinteria. In May, the Carpinteria Clinic achieved the prestigious recognition from the National Committee on Quality Assurance as a recognized Patient-Centered Medical Home Practice.

WELCOME DR. JACLYN KUCHARSKI



In January the practice also welcomed Dr. Jaclyn Kucharski as a primary care physician. Dr. Kucharski is bilingual in Spanish and like many of the clinic's current staff, she is a resident of Carpinteria. Dr. Kucharski has a broad practice providing services for patients of all ages, and fills a particular need at the Carpinteria Health Care Center by providing primary care services to those patients who prefer to see a female physician.

In May 2020, the Carpinteria Clinic achieved the prestigious recognition from the National Committee on Quality Assurance as a recognized Patient-Centered Medical Home Practice.

DR. MARGARET DODDS RETIRES

Throughout the 2019-2020 year Carpinteria's pediatrician, Dr. Margaret Dodds continued her partnership with the Carpinteria Children's Project to standardize Adverse Childhood Experiences (ACEs) screening in south county clinics that provide pediatric services. In collaboration with Cottage Hospital's Pediatric Resiliency Collaborative (PERC), staff were trained, and workflows were developed to screen all children for ACEs annually. Detecting ACEs early and connecting patients to interventions, resources, and other support can improve the health and well-being of individuals and families.

In July, Dr. Dodds retired from practice at the Carpinteria Health Care Center and shortly thereafter was recruited to assist as a consultant to assist with back-to-school plans as the county moves forward through the Covid-19 pandemic. Dr. Kara Garcia joined the Carp Clinic team in August to fill Dr. Dodd's position as a pediatrician to continue carrying the torch of incorporating ACEs screening and interventions to her practice. Dr Garcia is also bilingual in Spanish and is quickly connecting with the community's pediatric patients and their families.



The Carpinteria Health Care Center staff of Physicians, providers, registered nurses, medical assistants and administrative staff look ahead with confidence that the team will continue to offer comprehensive, quality healthcare services

MEDICAL ASSISTANTS & NURSES ADAPT



RNs and medical assistants form the backbone of Health Care Center clinical support teams; therefore, the department invests annually in their professional and educational development. Training is focused for the RNs and medical assistants on keeping staff ready to support providers, patients, and clinic operations, as well as preparing for community disaster responses.

The 2019-2020 fiscal year brought unprecedented challenges along with opportunities. 2020 started with a celebration of nurses, as the World Health Organization proclaimed 2020 the “*Year of the Nurse*” – what a prophetic label! With the onset of the pandemic, nurses and medical assistants had to refocus their energies, taking on additional responsibilities.

Nurses were pulled to serve as contact tracers and contact investigators while simultaneously being assigned the additional tasks of specimen collection and tracking the well-being of patients with COVID. Nurses fielded countless phone calls from fearful patients and community members with COVID-related questions.

Along with their usual duties supporting providers and patients, medical assistants also served as contact tracers and door screeners, and adapting quickly to supporting healthcare through virtual video and telephone visits.

New and unexpected responsibilities, as well as COVID-related adaptations to the delivery of routine care, required that processes and protocols be refined.

Virtual training opportunities were developed, including site specific small group trainings, and updated guidelines on infection control to include personal protective equipment and nasopharyngeal swab collection. A robust response to staff training needs has supported a team of nurses and medical assistants who work tirelessly to sustain clinic operations in meeting the changing needs of the community.

We applaud our MAs and RNs for their dedication, compassion, perseverance, and adaptability!

2019-2020 CLINIC HIGHLIGHTS

Santa Barbara Healthcare Center:

Before the COVID-19 Pandemic:

- SBHCC Staff launched United Way Campaign efforts by having a “staff bake-off” and making \$300 in sales!
- Launched dedicated phone line for Santa Barbara Cottage Hospital Follow-up appointments
- Successfully completed AIDS Drug Assistance Program (ADAP) state audit – Fully Compliant
- Hosted a National Health Center Week event on August 7, 2019, with 12 partners participating and 32 in attendance
- Began preparations for possible Planned Safety Power Outages scheduled for September, 2019
- Participated in the county-wide Flood and Power Outage Disaster exercise
- Key SBHCC staff members participated in interviews with KPMG Associates hired by the CEO’s Office for the Renew 22 Initiative
- SBHCC HCA attended PEAK Performance Black Belt Training (12/2-12/6) & initiated text messaging reminder Quality Improvement project

When the COVID-19 pandemic hit, the SBHCC experienced a significant change to its operations and focus:

- SBHCC paired down all non-essential visits from schedules and limited in-person visits.
- Facilitated training to staff on MyChart patient registration and implemented Virtual Visits with the assistance of provider champion and EHR team.
- Implemented Phone Consult appointments for all Primary Care & Women’s Health providers



2019-2020 CLINIC HIGHLIGHTS

Santa Barbara Healthcare Center continued

- Canceled Specialty clinic schedules in March 2020 and resumed these services in late June 2020
- Multiple SBHCC staff assisted or were deployed to help at the Call Center, Department Operations Center (DOC), Community Testing Sites, Disease Containment, Disease Control, Public Health Lab & PHD Expanded Testing sites
- SBHCC Leadership worked on developing security plan for the entire building to implement daily employee screenings (Staff & Employee screenings were implemented)
- Developed workflow to limit public entrance to clinic, including setting-up equipment for Pharmacy staff at Front Entrance to handle pharmacy operations
- Took inventory of all clinic PPE, and estimated burn rate & SBHCC leadership took over PPE clinic wide allocation
- Provided COVID-19 testing of patients and symptomatic employees
- Primary Care visits are near pre-pandemic numbers, while the Women's Health Dept.'s productivity is still needing improvement



Lompoc Healthcare Center:

- The fiscal year started off strong with the largest ever National Health Center Week Annual Health Fair which had 27 participating partners and nearly 400 in attendance
- LHCC visits were increasing at a slow, but steady pace
- LHCC added Medication Assisted Treatment with 2 Adult Primary Care Providers certified to offer it to patients with addiction
- When the Global Pandemic hit early in 2020, focus shifted for the LHCC: Staff and Providers shifted focus to keeping patients and employees safe and healthy. In April the clinic's providers launched telephone and video visits
- LHCC staff have been involved in various aspects of Pandemic response including providing drive-up testing to Bureau of Prisons Employees, working in various aspects of the Public Health Department's Department Operations Center disaster response, developing PHD Expanding testing for Essential Workers and finding new and innovative ways to see patients via in-person, telephone and virtual visits



Franklin Healthcare Center:

- The fiscal year began in July with the Franklin Health Care Center embarking on the re-recognition process for NCQA's Patient Center Medical Home program. In collaboration with the new PCMH Coordinator, the staff worked tirelessly on perfecting workflows, tracking lab, imaging and referral reports as well as continuous phone outreach. FHCC's hard work paid off when re-recognition was granted!
- FHCC's response to COVID-19 started with the scrubbing of non-essential visits and reserving the mornings for well visits and the afternoon for sick visits to ensure patient safety
- Two registered nurses and two medical assistants were assigned to the Disease Control division to assist with tracing and testing
- As the number of positive COVID-19 diagnoses increased in our patients, the FHCC providers came together to purchase pulse oximeters using their CME budget
- The health center quickly adapted by conducting phone and virtual visits along with in person visits. The pediatric group continued to see children for their physicals and immunizations. The diabetic clinic was re-introduced by incorporating the patient, pharmacist, nutritionist and provider virtually. The Behavioral Health Specialist added to the clinic during the year made a difference in increasing numbers of warm handoffs during this stressful time
- In spite of the stressors brought on by COVID-19, FHCC leadership made sure that the staff were recognized for Administrative Day, Nurses Day and Medical Assistant Day. As always, without them, the accomplishments made this past year would not have been possible



PATIENT SATISFACTION IN THE SANTA BARBARA COUNTY HEALTH CARE CENTERS

Consistently improving patient satisfaction is one of the key goals for the Health Care Centers. When patients are satisfied with their care it has a direct impact on clinical outcomes and patient retention. Two important aspects in measuring satisfaction are overall satisfaction and referral intentions.

Overall, how would patients rate their most recent experience at Santa Barbara County Public Health Department 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 average Overall Satisfaction score has been trending higher since survey inception, from 84.5 in 2015 to 89.7 in 2019. The percentage of respondents indicating they are “Very Likely” to refer friends and family to SBCPHD has also been trending higher since survey inception, from 76.8% in 2015 to 84.9% in 2019. These benchmarks are compared to FQHCs nationally and in most categories, PHD clinics meet and exceed the benchmarks in these national comparisons.



Health Care Center Board

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