



Governance Structures for California's Public Health Care Systems

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Objectives

- Who is CAPH/SNI
- How Are PHS in CA Structured
- Other Observations & Reflections

About CAPH/SNI



- **California Association of Public Hospitals and Health Systems (CAPH)**
 - Advances policy and advocacy efforts that strengthen the capacity of its members and ensures access to high-quality, culturally sensitive, comprehensive care
- **California Health Care Safety Net Institute (SNI)**
 - Designs and directs programs that accelerate and spread innovative practices among public health care systems and helps providers deliver more effective, efficient, patient-centered care

21 Public Health Care Systems



Just **6%** of hospitals in the state, but...

- Provide **35%** of all hospital care to **Medi-Cal beneficiaries** in the state in their communities
- Provide **40%** of hospital care to the remaining uninsured
- Operate more than **200 outpatient clinics**
- Serve more than **2.85 million patients annually**

Alameda County

Alameda Health System

Contra Costa County

Contra Costa Health Services:

- Contra Costa Regional Medical Center

Kern County

Kern Medical

Los Angeles County

Los Angeles County Department of Health Services:

- Harbor/UCLA Medical Center
- LAC+USC Medical Center
- Olive View / UCLA Medical Center
- Rancho Los Amigos National Rehabilitation Center

Monterey County

Natividad Medical Center

Riverside County

Riverside University Health System Medical Center

San Bernardino County

Arrowhead Regional Medical Center

San Francisco County

San Francisco Department of Public Health:

- Zuckerberg San Francisco General Hospital
- Laguna Honda Hospital and Rehabilitation Center

San Joaquin County

San Joaquin County Health Care Services:

- San Joaquin General Hospital

San Mateo County

San Mateo Medical Center

Santa Clara County

Santa Clara Valley Health & Hospital System:

- Santa Clara Valley Medical Center

Ventura County

Ventura County Health Care Agency:

- Ventura County Medical Center

University of California (UC)

UC Health:

- UC Davis Health
- UCI Health
- UC San Diego Health
- UCSF Health
- UCLA Health

Includes county-owned and-operated health systems and UC medical systems

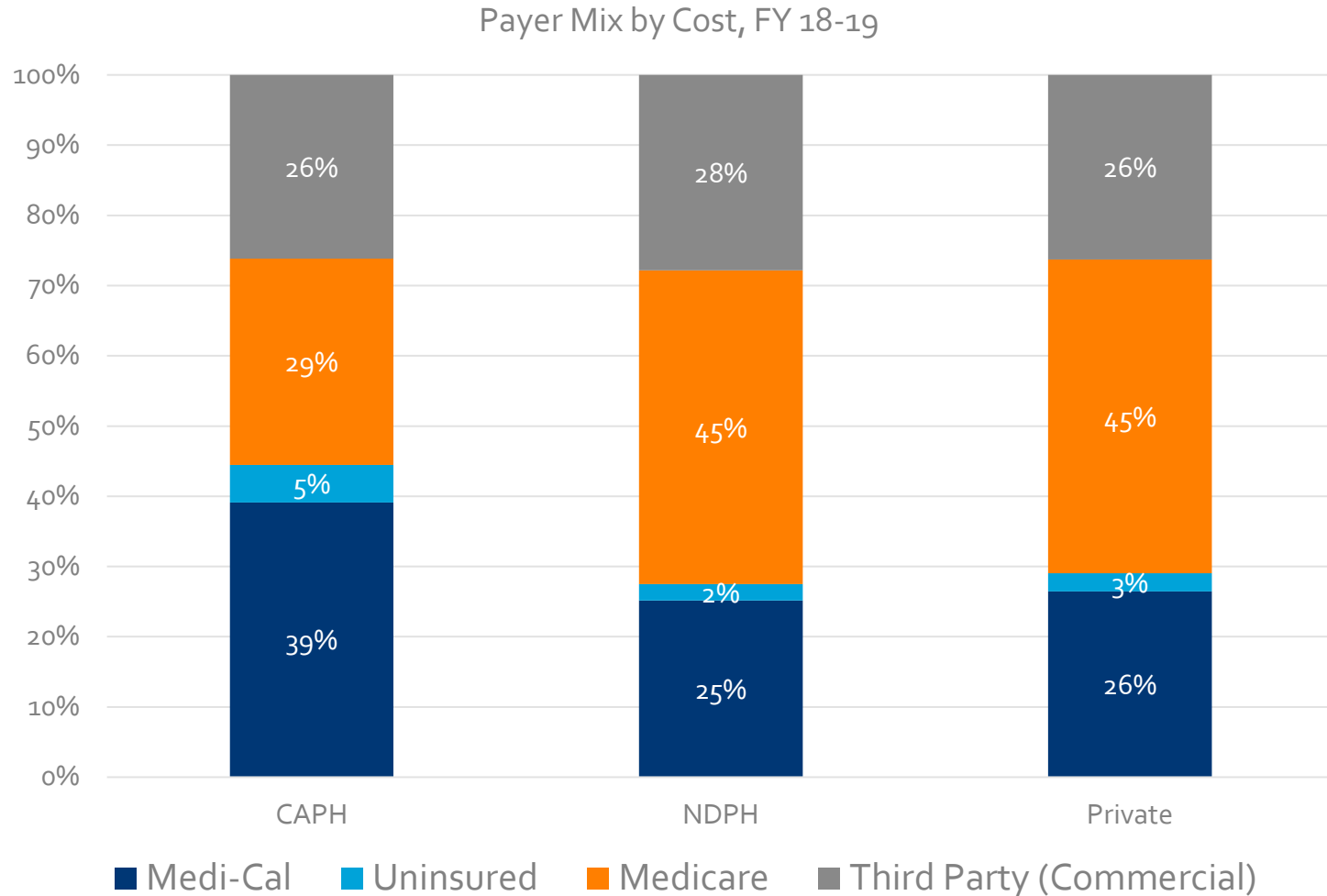
History of Public Health Care Systems (PHS) in California

- 1914: Virtually every CA county runs a hospital
- 1964: 50 of 58 counties run 66 hospitals
- 2007: Most recent 2 conversions/closures (MLK/Drew and Tuolumne General Hospital)
- 2020: 12 of 58 counties and 5 UCs run public health care systems

What Makes Public Health Care Systems Unique?

- Majority of patients are Medi-Cal or uninsured
- Systems of care: they provide hospital/inpatient care, primary care, specialty services, trauma care, rehabilitation, etc.
 - Providers of critical services that patients cannot access anywhere else
- Clinical education: together they train half of all new doctors in the state
- Legal responsibility for counties to provide care to the uninsured (Section 17000)
- Medi-Cal financing

PHS: Core Providers to the Uninsured



Source: OSPHD FY 18-19 Hospital Annual Financial Data
DPHs: 15 county-owned and operated hospitals and six University of California medical centers
NDPHs: Non-designated public hospitals, often referred to as district hospitals
Privates: All non-DPH, non-NDPH, non-children's comparable general acute hospitals

CAPH County PHS Governance Structures

1. “Umbrella” or “Super Agency” Structure:

- Hospital/clinics, behavioral health, public health, & sometimes other departments concentrated under one health agency
- Santa Clara, San Francisco, Contra Costa, Ventura, and Riverside, San Mateo
- San Francisco Dept of Public Health: SF Health Commission
- San Mateo Medical Center:
 - BOS is the governing authority, but delegates to a Hospital Governing Board certain authorities, specified in its [Bylaws](#):
 - Operations management, Planning, Quality Management, Medical Staff Recommendations

CAPH County PHS Governance Structures, con't.

2. Separate Agencies Each Reporting to the BOS:

- LA, Monterey (Natividad Medical Center), San Bernardino (Arrowhead Regional Medical Center), San Joaquin

3. Health Authority: Alameda & Kern Medical (2016)

Major Issues Facing CA's PHS

- COVID-19
- Long Term Financial Sustainability Due to Financing Structures
- Major Transition of Medi-Cal Supplemental Payments
 - Whole Person Care, Social Determinants of Health
 - Other Performance-based programs
- Medi-Cal Managed Care Reprocurement
- Addressing Structural Racism in Health Care