

# CPCA Strategy Discussions

## Sacramento – August 9, 2016

### Member Organizations Present:

- Capitol Health Network: Steve Health, CEO
- Cares Community Health, Christy Ward, CEO
- CommuniCare Health Centers: Robin Affrime, CEO
- Community Medical Centers: Christina Noguera, CEO
- Central Valley Health Network: Cathy Frey, CEO
- El Dorado Community Health Center: Terri Lee Stratton, CEO; Patrick Klein, Clinic Director
- Peach Tree Healthcare: David Quackenbush, Chief Strategy Officer
- Redwood Community Health Coalition: Suzie Shupe, CEO
- Santa Rosa Community Health Centers: Naomi Fuchs, CEO
- Shasta Community Health Center: C. Dean Germano, CEO

**Staff Present:** Carmela Castellano-Garcia, Christina Hicks, Val Sheehan, Ginger Smith, Andie Patterson, Sandy Birkman, Jana Castillo, Eva Cedros, Nataly Diaz, Peter Dy, Morgan Finnegan, Chantal Griffin, Liz Oseguera, Kearsten Shepherd, Meaghan McCamman, Nicole Key, Deb Roth, Cindy Keltner

**Facilitator:** Nancy Shemick

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*What is the biggest challenge facing your health center today?*

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### Workforce

- Recruitment and retention to keep pace with patient growth
- Working environment @ FQHC is challenging
- Leadership Succession – Retiring CEOs, providers, etc.
- MA turnover/Loan repayment doesn't include MAs
- Staffing recruitment; Financial limits to paying staff
- Competition w/ huge health systems with deep pockets and resources

### Policy & Payments

- FQHC payment limitations

### Transition in CHC Business Model

- Board Development and education related to mergers and acquisitions
- Payment reform and move
- Costs only go up; how do we deal with?
- Includes regulatory
- Capital Expansion: to expand or not to expand? Where to put energy and resources

### Referrals / Access

- No contacts in place for referrals/no specialty access

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## What is your vision for your health center in 2020?

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### Quality Care/Demonstrate Value

- Health centers are the preferred providers of care, and CPCA provides value to those health centers
- We provide TOTAL care for our members; we have been able to fully integrate needed services into our health model; CHCs have successfully integrated SDOH into system of health care
- Yelp reviews that say “my health center is awesome!”
- We provide care in the way our members need/want it, i.e. telemedicine
- Beautiful, welcoming physical facilities where everyone wants to be
- We are robust providers of a broad spectrum of services (wellness)

### Operational Innovation & Effectiveness

- Health centers can compete as bigger consolidated entities and network in increasingly competitive environment
- CHCs are affiliated with a financial partner (example to look to = Kaiser; arm underneath)
- Community health centers are the center of innovation
- CHCs have found a way to maintain autonomy (uniqueness) while being good partners in the larger health system

### Policy & Payments

- There exists a regional CHC health plan or IPA
- There exists a system of care that aligns incentives with outcomes
- CHCs have identified and effectively utilized a way to capture and reinvest savings into primary care system

*Context Map notes are not shown here. Instead, they are being collected from each region and will be collated with all other regional discussions in order to identify statewide trends and issues that CPCA can/should address. The statewide trends will then be shared with all meeting participants in October 2016, along with aggregated suggestions for CPCA innovation in the areas of Workforce, Policy & Payments, Business Innovation, and Quality/Value. Regional context map notes will be shared, however, with RAC leadership in each area.*