



MINUTES – TILLAMOOK COUNTY BUDGET COMMITTEE MEETING MINUTES

April 3, 2012

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BUDGET COMMITTEE PRESENT:

Doug Olson, Chair
Charles J. Hurliman
Mark Labhart
Tim Josi
Shirley Kalkhoven

FILED
4:00 PM
MAY 01 2012
TASSI O'NEIL
COUNTY CLERK
CB

ABSENT: Geoffrey Davey

STAFF PRESENT FOR PORTIONS OF THE MEETING: Deb Clark, Treasurer; Kathy Lewis, Accounting Manager; Tassi O'Neil, Clerk; Michael Soots, Director, Information Services; Dave Dickman, Director, Human Resources; Jeanette Steinbach, Public Works; Neal Lemery, Justice of the Peace; Karen Dye, Sheriff's Office; Donna Gigoux and Shane Grandlund, Commission on Children and Families and Health Department; Marlene Putman, Administrator, Health Department and Director, Commission on Children and Families; Denise Vandecoevering, Assessor; Dan Krein, Director, Juvenile Department; Neal Lemery, Justice of the Peace; Joel Sevens, Assistant District Attorney and Paul Levesque, Facilities, Fleet and Contracts Director.

GUESTS: Jerry Underwood, Eileen Aufdermauer, Adella Chastain and Harry Coffman.

OPENING REMARKS: Commissioner Josi called the meeting to order at 1:00 p.m. in Commissioners' Meeting Rooms A and B.

APPOINT BUDGET COMMITTEE CHAIR: Commissioner Josi made a motion to appoint Doug Olson as Chair of the Tillamook County Budget Committee. Commissioner Labhart seconded the motion. The motion carried with five aye votes.

BUDGET OFFICER: Debbie Clark announced that Geoffrey Davey will be unable to attend this week. He will be in communication with the budget officer. She said there will be a number of challenges including personnel increases. The Community Development Department is in the red so general fund contributions will be necessary. The Health Department is in the black.

Dave Dickman reported on the AFSCME agreement including the wage adjustment package. He is scheduled for negotiations with the Teamsters. The AFSCME increases are now tied to July 1 rather than some other date. The Teamsters have inquired about a one or two year rollover with a comparable wage adjustment package similar to AFSCME. He said we have consolidated all insurance with CIS. We have received a \$20,000 bonus and a percentage reduction, to be determined, for certain measures we have implemented. We have included a 17% increase in the budget for health insurance. Mr. Dickman discussed the implications of health care reform on the budget. As to the retirement plan, we have made some comprehensive changes due to IRS requirements and we are in compliance. We will be tax deferred in a final determination that will be forthcoming. Our actuarial tables have been changed and assumed earning

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rate of return has been adjusted downward to reflect the actual. We have implemented a smoothing approach which will reflect next year. Also, the plan is contracted with Wells Fargo for custodial services. The cost basis of the plan did increase to 23% of payroll. We budgeted at 20%. We will stay behind our full funding. We are at 91%. Some plans are at 10%.

Mr. Dickman said about 40% of the workforce are eligible for a step increase. We have had a lot of retirements in recent years. About 14 retirements this year created a huge workload in Human Resources. Our average age is still about 48 years old. There are many more, including 14 who are eligible this year but may not be retiring due to spousal insurance. They may have eight retire this year. When someone retires, there is a savings, but each retirement usually produces three position changes due to upward movement.

APPROVE MINUTES: Commissioner Mark Labhart made a motion to approve the Tillamook County Budget Committee meeting minutes from last year (May 3, 2011). Commissioner Hurliman seconded the motion. The motion carried with five aye votes.

COMMISSION ON CHILDREN AND FAMILIES: Shane Grandlund distributed copies of the two Power Point presentations (see attached).

Chair Olson reminded everyone to sign in.

Marlene Putman presented the Commission on Children and Families (CCF) budget, including CCF roles. The new role is a goal for the early learning system. Ms. Putman reviewed the recommendations for that goal. They will focus on an early learning council. She described how services would be delivered. Commissioner Josi said it was similar to the Coordinated Care Organization (CCO) model but he was skeptical in this case. Ms. Putman said these will be made priorities.

Ms. Putman said there will also be a youth development council for children up to 18. There will be an accountability hub for services. They will not fund 36 hubs. She has reduced her staff commensurate with staff funding. They will contract for specific services. She is fairly confident in projected revenues including 3.5% reduction over last year. They allocated 54% of biennial funding to this year; 5% will come from the general fund. The beginning balance is the general fund. Ms. Putman said they have carryover funds. They only include secured grants. There was discussion about how hubs would be formed and how they would be funded. Budget priorities include retain reduced staff. Next year's funding is very uncertain. She described the budget efficiencies including shared positions, volunteers and partnerships. She compared last year's staffing to the current request of 1.6 FTE including mediation staff. They have a 17% reduction in staffing. She discussed how FTE's might change in the future. She discussed priority goals. A regional meeting to discuss an interest in forming a hub showed interest by a number of local partners including ESD.

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Ms. Putman said they are requesting \$20,000 from the general fund. Commissioner Hurliman suggested volunteers through the senior services agency.

HEALTH DEPARTMENT: Ms. Putman reviewed the major responsibilities of the Health Department and its services. The major differences include improved revenues, changes in staffing, increased grants and the others on the list. They are still discussing veteran's services. In 2010-2011 there was a \$431,000 deficit. They have \$118,000 cash as of February. She is positive they will end in the positive; possibly by \$60,000. She described how others have made this possible. She said policy changes are the major challenges. They have a 2.35 FTE proposed increase. They have 47 people at 38.99 FTE. She detailed the 2.35 FTE request. She discussed this in the context of a Patient Centered Primary Care Home. They will submit as a Tier 3 organization. She described the incentive payments associated with this. She described public health reductions. She reviewed her grants and contracted services. Her revenue projections show an increase of \$300,000. She discussed factors that impact revenues including accounts receivable. The biggest payer accounts are self pay. Encounters have increased. She described the 304b prescription program.

Ms. Putman talked about health care reform and getting the capacity to serve. She outlined her goals.

Commissioner Labhart said this is historic in that there will be no deficit. We have turned the corner. Commissioner Josi said Ms. Putman deserves the credit. Ms. Clark felt Ms. Putman's revenue projections were good numbers. Commissioner Josi felt it was good to get informed information. Ms. Putman said there has been no impact from the Rinehart Federally Qualified Health Clinic (FQHC). She said she hasn't budgeted for the new Cloverdale Clinic but she will look at that this year. She discussed how health care reform overturn would affect them.

FAIR: Eileen Aufdermauer and Jerry Underwood were present. Ms. Aufdermauer is interim manager. She introduced Jerry Underwood. They are requesting the \$75,000 to make the fifth of 12 payments as in the past. They are appreciative of this. She updated the committee on the 4-H Pavilion. Fair revenue represents 83% of total revenues. She talked about the box seat rentals. The new livestock pavilion will increase revenues. They will have a video screen on the infield this year (4-day rental) for \$13,000. She described the changes resulting from the 4-H Pavilion. "Party 'Till The Cows Go Home" is the theme of this year's fair. Ricky Skaggs, JoDee Messina and Smash Mouth will be the entertainment. They have a \$40,000 contingency for bad weather.

Commissioner Labhart expressed his concern about only \$40,000 in the contingency fund. He felt it should be more. They can go to \$145,000 by law. Mr. Underwood said they were afraid the county would steal the money. Commissioners Labhart and Josi said we can't steal the money, but we can't bind a future commission. Mr. Underwood

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said the fear was it would supplant future capital expenditures. Commissioner Josi felt they should aspire to achieve an \$80,000 contingency fund. Ms. Clerk said if the beginning balance is higher next year it can be moved to contingency. Chair Olson suggested a \$15,000 per year increase to reach \$80,000. There was a discussion about why fairs don't run on Sunday. They are increasing to a fulltime maintenance position. They are doing a national recruitment for fair manager and will interview in July.

Chair Olson recessed the meeting at 3:15 a.m. Chair Olson reconvened the meeting at 3:35 p.m.

JUSTICE COURT: Neal Lemery said his request is similar to last year. He is asking, once again, to have his .5 FTE moved to 1 FTE. He is also seeking additional training funds for the new Justice of the Peace to attend the Judge's Training (\$3,000). His job is getting more complicated. Small Claims jurisdiction has been increased to \$10,000.

Judge Lemery talked about recent discussions with the City of Tillamook to take over their municipal court by June 30. It will work. They have annual revenue of \$130,000. He will need three fulltime clerks to handle the case load. He is also proposing that the judge get another \$7,000 per year because of this new area of responsibility. Mr. Dickman said that matter will have to be decided by the elected official Compensation Board. They would look at comparables combining the two courts and it would be done by an intergovernmental agreement (IGA).

Judge Lemery discussed the increase in the number of tickets. Commissioner Labhart felt the increase in FTE was justifiable if we took over the City court. Commissioner Hurliman said it would be okay if we didn't have to add another judge. It would not affect Small Claims mediation. Judge Lemery hopes to have the IGA in place by the end of May. Ms. Clark will include the additional revenue. Joel Stevens said he thinks the IGA would be mutually beneficial.

JUVENILE DEPARTMENT: Dan Krein said the request is much the same except grant revenues increased by \$10,000, but the federal grant was reduced by \$4,000. SB 1065 contributes \$20,000 to help fund juvenile services.

Mr. Krein said Minors in Possession (MIPs) are down 67% now that they have removed drivers' licenses for the last five years. There have been other prevention efforts as well. Their recidivism rate is lower than the state. Despite prior staff cuts they are holding their ground. They will be okay with their detention budget. The first three months of this year were the busiest in five years. He feels it is the result of the state's disinvestment in prevention.

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Commissioner Josi asked if we could move people forward or have a half-hour lunch on Friday. He said it would be better. Commissioner Labhart agreed. There was agreement to do so.

There being no further business Chair Olson adjourned the meeting at 4:00 p.m.

RESPECTFULLY SUBMITTED this 1st day of May, 2012.

County Clerk: Tassi O'Neil

Susan L. Becraft
Susan Becraft, Recording Secretary
& Special Deputy

APPROVED BY BUDGET COMMITTEE:

Doug Olson
Doug Olson, Chair

Charles J. Hurliman
Charles J. Hurliman, Commissioner

Shirley Kalkhoven
Shirley Kalkhoven

Tim Josi
Tim Josi, Commissioner

Geoffrey Daves
Geoffrey Daves

Mark Labhart
Mark Labhart, Commissioner



AGENDA

2012-13 BUDGET COMMITTEE WORKSHOP

TUESDAY, APRIL 3, 2012

1:00 P.M.

Commissioner's Conference Room

The purpose of this workshop is to receive information regarding 2012-13 budget requests from County Departments and Non- Department Entities. *If you will **not** be able to attend during your appointed time, please contact Debbie in the Treasurer's Office.*

1:00 p.m.	Opening Remarks	BOC Chair Appoint Budget Committee Chair Budget Officer
	Approve Minutes	May 3, 2011 Budget Committee Meeting
1:30 p.m.	Health/CCF	Marlene Putman
2:30 p.m.	Fair	Jerry Underwood
3:00 p.m.	Break	
3:15 p.m.	Justice Court	Neal Lemery
3:30 p.m.	Juvenile	Dan Krein

Adjourn (Next meeting April 4, 2012 @ 1:30 p.m.)

BUDGET COMMITTEE WORKSHOP

Tuesday, April 3, 2012

PLEASE PRINT

Name

Address

Item of Interest

JAMES Lewis

Adella Chastain

Don Clark

Shirley Kalkhoren

Anne Brandlund

CCF/HD

Danna Gigone

HD-CCF

Marlene Putna

"

Leise Vandeweyer

Assessor

HARRY COFFMAN

Health Dept.

Don Jones

Juv Dept.

(Please use reverse if necessary)

Tillamook County

Commission on Children & Families



Our Vision...Healthy & Thriving Children,
Strong Families, Engaged Communities

Report to the Budget Committee
April 3, 2012

Four Main Roles

- **Strategize to Solve Problems**
- **Advocate for Children and Family Issues**
- **Educate & Engage the Public**
- **Fund Quality Programs & Manage Resources Wisely**




New Role – 1 yr

- **Goals of Oregon's Early Learning System**


- › Ready to Learn when entering school
- › Reading in First Grade
- › Reading at Grade Level by Third Grade

- **Recommendations for meeting Goals**

- › Streamline existing processes and screenings into a single, common, universal screening tool that is available at natural touch points for families.
 - › Develop accountability for screening in Coordinated Care Organizations (CCOs) settings for their customers.
 - › Incorporate training for early identification of risk into unified workforce development plan for all early childhood professionals.
- 

New Role – 1 yr

- **Early Learning Council – Focus 0-6**

- › Provides early childhood education and development programs and services for children zero (0) through six (6) years of age.
 - › Addresses developmentally appropriate expectations including language and literacy development, cognition and general knowledge, learning approaches, physical health and well-being, motor development, and social and emotional development.
 - › Services will be provided with Healthy Start, Great Start, Relief Nurseries, Title XX and Home Visiting funds transferred from the OCCF.
 - › Implements a competitive, community-organized process for a system of accountability hubs to organize and deliver services for early learning.
 - › Implementation includes integration and alignment of services, set outcomes, standards, policies, and requirements consistent across all early childhood programs
 - › Overseen by Education Investment Board
- 

New Role – 1 yr

- **Youth Development Councils – 7-20**
 - › Develops and provides a continuum of Prevention/Development programs and services to school-age children through 20 years of age.
 - › Merges Juvenile Crime Prevention Advisory Committee (JCPAC) and Juvenile Justice Advisory Committee (JJAC).
 - › Identifies outcomes that support academic success, reduces criminal involvement, and is integrated, measureable and accountable.
 - › Streamlines all existing youth councils, youth development programs and related groups in state government into a coordinated effort connected to Oregon's education investment strategy.
 - › Education goals are overseen by the Oregon Education Investment Board.



New Role – 1 yr

- **Accountability Hubs**
 - › Uses Family Resource Manager concept for service structure.
 - › Services targeted to the prioritized population and their specific needs.
 - › Children & families are direct clients and beneficiaries of services.
 - › Services are delivered locally.
 - › Services require local coordination and infrastructure.
 - › Services will be accountable & impactful if coordinated at the Hub level.

Oversees other services that are not state-funded.





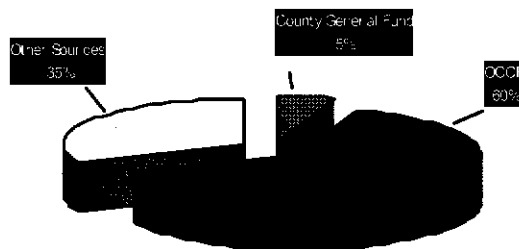
Overview of Request 2012/2013

- Total GF Request: \$20,000
- Total GF Indirect: \$20,000
- GF Request: .05% of CCF budget



Funding Sources

Securing funds to help local children and families



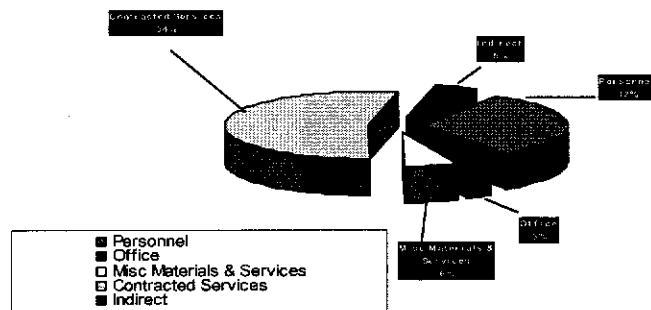
- County General Fund
- OCCF
- Other Sources





Funding Uses

Using funds to help local children and families



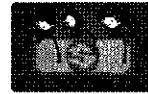
Budget Priorities



- Retain reduced staff presence
- Maintain minimal basic structure
- System restructuring
- Transition of volunteer programs



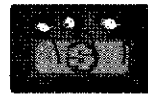
Current Funding Status



- **03% reduction in State General Funds**
- **14 % reduction in Federal Funds**
- **40% reduction in Foundation Funds**
- **10% decrease in Community Donations**



Budget Considerations



- **State budget reductions**
- **Governor's Priorities**
- **Efficiency**
- **Capacity of Partners & Volunteers**
- **Accountability & Results**
- **Research-based Practices**





Budget Efficiencies

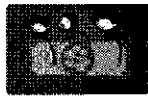
- **Decrease office expenses**
- **“Merge” functions for 1 year with HD**
- **Increase partnerships - to fund staff, programs & projects**
- **Increase volunteer opportunities**



2010-2011 Staffing Levels

- **2011 CCF Staff - 1.5 FTE:**
 - Executive Director - .25 FTE
 - Grants Compliance Assistant - .75 FTE
 - Grants Compliance Asst II - 150 day
(.5 FTE approx.)
- **2011 Program Staff - .25 FTE:**
 - Mediation Program Coordinator. - .25 FTE





**2011-2012
Staffing Levels
CCF Reduction of .25 FTE**

- **2012 CCF Staff - 1.25 FTE:**
 - Executive Director - .25 FTE
 - Grant Programs Manager - .50 FTE
 - Grants Compliance Assistant - .50 FTE
- **2012 Program Staff - .35 FTE:**
 - Mediation Program Coordinator. - .35 FTE



**Reductions in
Funding = 17%**

- Healthy Start - Reduce Services
- CASA - Reduce Services
- Parenting Education - Reduce Services
- Other Programs & Projects
- CCF Staff, office, etc. – Maintain, Reduce .25 FTE





Outcomes & Results

Resources for Local Programs and Services

	<u>FY 08-09</u>	<u>FY 09-10</u>	<u>FY 10-11</u>	<u>YTD#</u>
# of Children/Families	4,107	3,722	3,043	2,526
# of Volunteer Hours:	8,783	8,483	8,425	6,411
Dollar Value of Volunteer Hour:	\$20.25	\$20.25	\$20.85	\$21.36
Value of Volunteer Hours:	\$177,856	\$179,071	\$175,661	\$136,939



Priority Goals for 2012



- **Infrastructure for Future**

- Educate staff on SB 909 ELC System Design.
- Staff participation in workshops and webinars.
- Provide technical & educational assistance to build skills.
- Conduct meetings to educate CCF Commissioners and Board of Commissioners on system changes.

- **Community Engagement**

- Strengthening Partnerships – local & regional
- Early Learning Council, Youth Council & Hub development
- Transition Projects (Tools for School, Undie Sunday, Youth Recreation, etc.)



Priority Goals for 2012



- **Community Investment of Resources**

- **Pilot Truancy Mediation Program** w/ Juvenile Dept.
- **Child Abuse Prevention** partnership & programs: family safety meeting mediation and supervised visitation.
- **Childhood Hunger Reduction.** Continue partnership with the Oregon Food Bank, local Regional Food Bank and Oregon Hunger Relief to expand current number of meal sites, weekend backpack & afterschool snack programs.



Priority Goals for 2012

- **Community Investment of Resources**

- **Secure funding** for coordinated case management services through the Family and Youth Services Team and Youth Link programs.
- **Strengthen Coordinated Home Visiting** partnerships established through Coordinated Home Visiting and case management.
- **Contract for Services** with private/public counselors to provide Youth Empowerment Solutions (YES) counseling and alcohol and drug prevention services to at-risk youth and their families.
- **Support local programs** through resource development.





Summary of 2012-2013 Request

- **Total Request = \$20,000**
- **Total Indirect = \$20,000**
- **General Fund Request = .05% of CCF budget.**



Tillamook County Commission on Children and Families

Our Mission...To engage the community in creating and responsibly maintaining a healthy, safe and supportive environment in which each child can achieve his or her full potential.

**Thank you for your time and for
consideration of our funding request.**



Tillamook County Health Department

*A community health center since 1994 with a mission to
"protect and foster the good health of all people of Tillamook County."*

Budget Presentation: April 3, 2012

Major Responsibilities

Operate Community Health Centers

- Provide Primary Care Services
- Provide Dental Care through agreements
- Provide Public Health Services
- Environmental Health Services
- Health Council & BOCC partnership



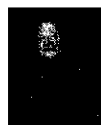
Wide Range of Health Services

- Preventive care
- Women's care
- Acute & Chronic care
- Gerontology
- Immunizations
- Dental Care Services
- Women, Infant & Children Services (WIC)
- Health Classes
- Pediatrics & Well-child
- Evening Hours
- Walk-in Clinic
- Sport physicals
- 24-Hour phone access to Medical Provider for Established Patients



Our Providers

**Visit Tillamook County's Health Centers,
your local community health centers.**



Dr. John Zimmerman
Family Practice
Medical Director



Dr. Paul Bedinski
Family Practice
Medical Officer



Sandy Kosik
Physician
Assistant



Dr. Anne Zimmerman
Osteopathic Medicine



Marty Caudle
Physician
Assistant



Erin Oldenkamp
Pediatric Nurse
Practitioner



Donna Jose
Adult Nurse
Practitioner

**MAJOR DIFFERENCE(S)
FY 2011-12 & FY 2012-13**

- 1. Improved Revenue**
- 2. Changes in staffing & structure**
- 3. Enhanced Medicaid reimbursement**
- 4. Incentive payments for EMR**

**MAJOR DIFFERENCE(S)
FY 2011-12 & FY 2012-13**

- 5. Public Health Fund reductions**
- 6. Grant funding**
- 7. Contracted services**
- 8. Prescription Program – 340B**
- 9. Revenue projections- Medicaid, Medicare and private pay**

1. Revenue Changes

2010-2011

2011-2012(Feb.)

(\$431,000)*

\$118,000

*County General Fund transfer to cover deficit.

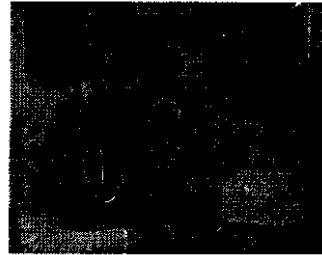
2. Staffing – 47 people 38.99 FTE

- 5.40 FTE Providers 7
- 11.07 FTE RN & MA 14
- 14.25 FTE Support 16
- 2.52 FTE Env.Health 3
- 4.00 FTE Acctg/Billing 4
- 0.75 FTE Admin. 1
- 1.00 FTE Grant Comp. 2
- 5 Contractors



Staff Changes from 2011

- Request includes increase 2.35 FTE
 - 1.00 FTE Office Specialist II (add back)
 - .25 FTE Grant Manager
 - .6 FTE RN to MA
(2MA replace 1RN)
 - .5 to 1.0 Accounting
Clerk II (add back)



3. PCPCH – Enhanced Reimbursement

Patient Centered Primary Care Home

Medicaid Patients (enhanced reimbursement)

Health Department Chronic: 332 Non-Chronic: 1000

<u>Chronic</u>			<u>Non-Chronic</u>		
	Month	Year		Month	Year
Tier 3	\$24	\$8000	Tier 3	\$6	\$6000
		\$95,000*			\$72,000*
Tier 2	\$15	\$5000	Tier 2	\$4	\$4000
		\$60,000			\$48,000
Tier 1	\$10	\$3300	Tier 1	\$2	\$2000
		\$40,000			\$24,000

*Revenue Budgeted : Medicaid & other patient revenue

4. Provider Incentives EMR

● 2011-12

Budgeted: \$106,250
(5 providers @ \$21,250)

Actual: \$85,000
(4 providers @ \$21,250)

● 2012-13

Budgeted: \$89,250
(3@ \$21,250; 4@ \$6,375)

EMR Payout 6 Years Total – 1 Year @\$21,250 plus 5 Years @ \$6,375

5. Public Health Reductions

2011-12

Budgeted: \$432K

Reductions: \$39K

- H1N1 – \$17K
- State Support - \$5K
- Emerg. Prep - \$ 8K
- WIC - \$9K

2012-13

Budget: \$395K

Reductions: \$?

- 2011-12 FY figures
- More reductions?
- Add backs?
- New grants?

6. Grants

2011-2012 - Summary

2011-12 Continuing to 2012-13 :

- \$300K Coordinated Home Visiting 5 Yr
- \$35K PCPCH Tech Asst. 1Yr
- \$45K Post Partum Ongoing

2011-12 Pending

- \$40K Coordinated Intake Pending – Not Budgeted
- \$? Integrated Behavioral Health – Not Budgeted

2011-12 Other Grants

- \$15K WIC – Special Projects
- \$13K Emergency Preparedness

7. Contracted Services

2011-12

- Oregon Youth Authority
- Tillamook County Jail

2012-13 - Add

- Veteran's Services??

8. Revenue Projections

- Medicaid, Medicare & Private Pay.

\$300K increase

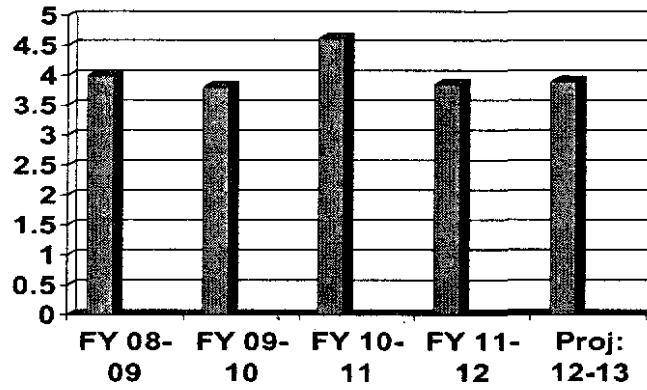
Based on:

- ★ past experience
- ★ actual
- ★ projected encounters
- ★ new provider
- ★ incentives

FACTORS Impacting Revenue

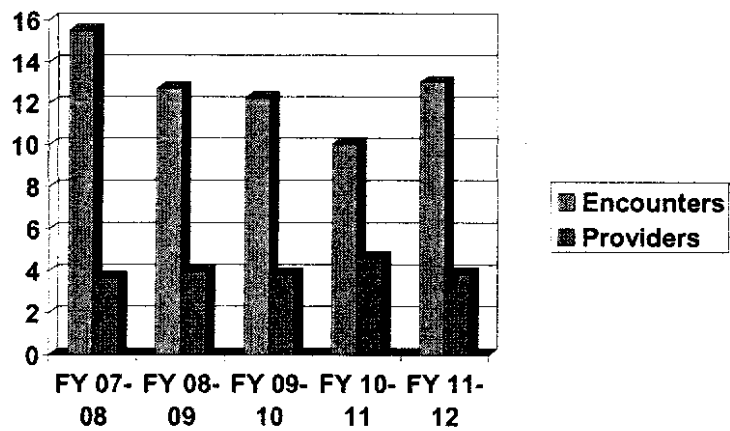
- Number of Providers
- Daily Provider Productivity Average
- Annual Encounters
- Managing Accounts Receivable

Average Number Providers' Productive Hours

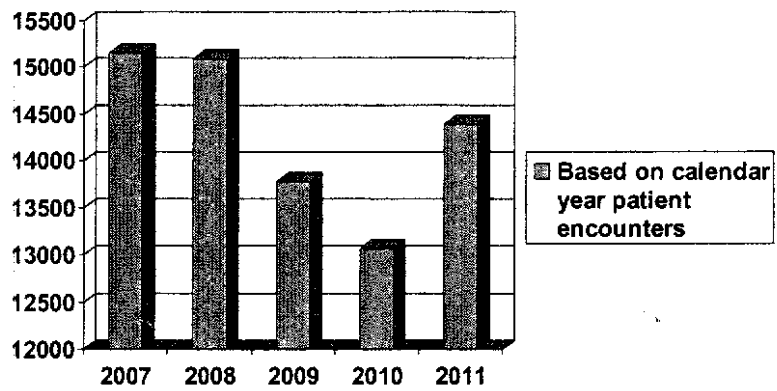


* FTE = Provider productive hours based on time available for direct patient contact

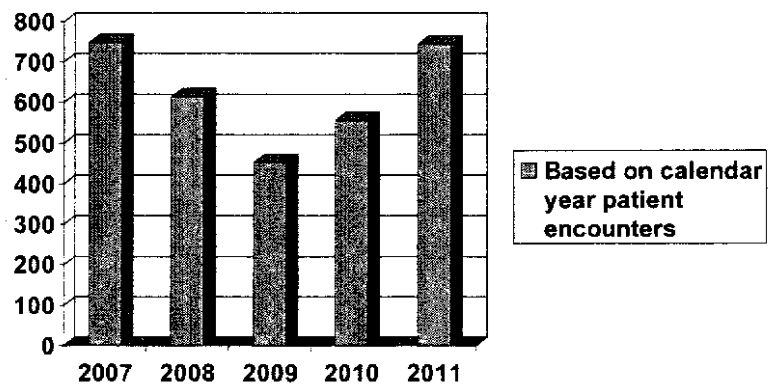
Daily Provider Productivity



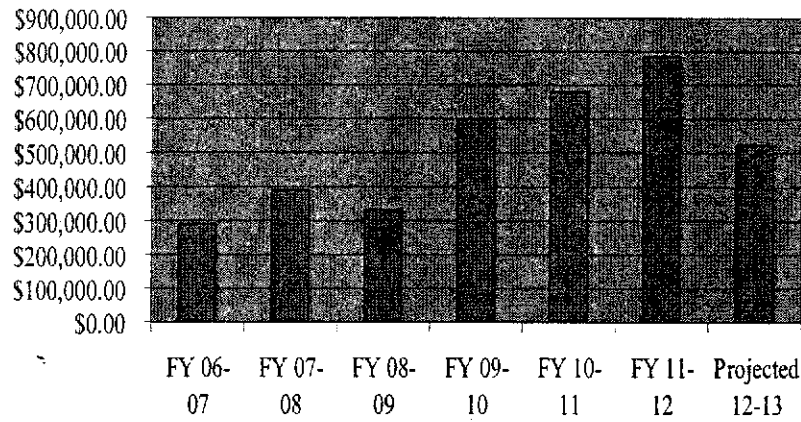
Annual Medical Encounters



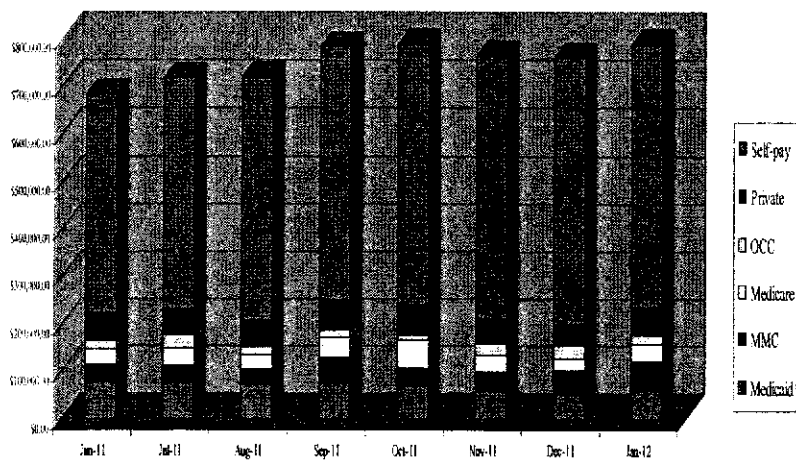
Annual Dental Encounters



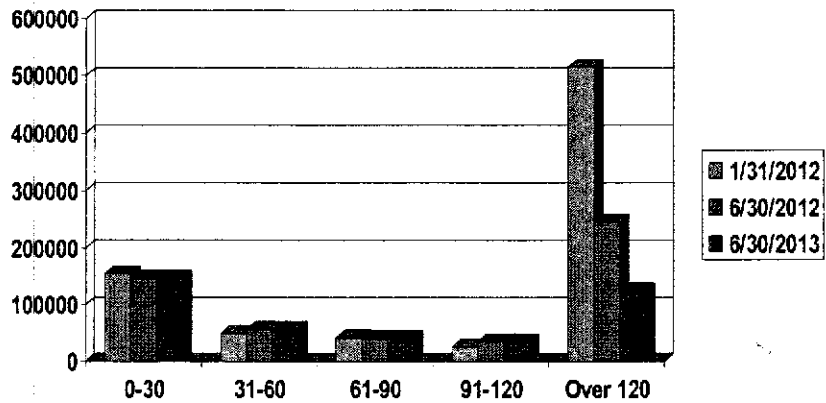
Managing Accounts Receivable



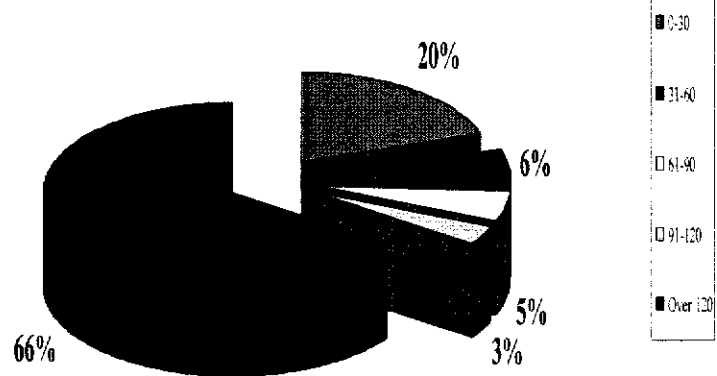
Accounts Receivable by Payor



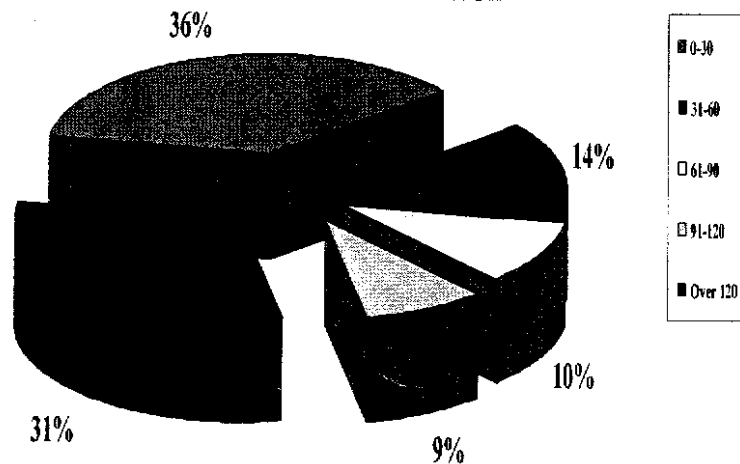
Accounts Receivable by Aging



Accounts Receivable as of Jan 2012



Accounts Receivable as of June 2013



Medicaid, Medicare, Other Revenue Adjustments

- Increased revenue \$300K
- Increased Prescription Plan reimbursement
- Includes incentives (EMR, PCPCH)
- Increased Provider productivity & encounters
- Addresses Accounts Receivable

Looking Forward...now to 2014

Health Care Reform...

- Coordinated Care Organizations
- Patient Centered Medical Home
- Public Health Accreditation
- Integration of Behavioral Health

Looking Forward...now to 2014

Capacity to serve...

- New Medicaid eligible clients January 2014 (up to 130% FPL)
- Data requirements and reporting
- Case management & outreach for enrollment and care coordination
- Providers & clinical support for preventive and primary care services

GOALS 2012-13

- Retention of personnel
- Positive cash flow.
- Reduce days in AR
- Increase provider productivity
- Implement PCPCH
- Public Health Accreditation
- CCO Development



Questions????

A special thank you...

to the **Health Council, Board of County Commissioners, and the Health Department staff** for their engagement and commitment to ensuring that public health and primary care services continue in our underserved rural community.