



DATE: June 15, 2020

TO: Honorable Members of the Board of Supervisors
Jeffrey V. Smith, M.D., J.D., County Executive

FROM: René G. Santiago, Deputy County Executive &
Director, County of Santa Clara Health System

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René G. Santiago

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Michelle de la Calle

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Michelle de la Calle, Director, Office of System Integration and Transformation

SUBJECT: Off-Agenda Report on the Merger of Mayview and Ravenswood

On December 10, 2019, the Board of Supervisors as part of Agenda Item 18 directed Administration to provide an off-agenda report that would provide more detailed results about the merger and subsequent financial stability and health of MayView Community Health Center by Ravenswood Family Health Network.

This report addresses the above referral and provides information on the programmatic impact to Whole Person Care (WPC), Global Payment Program (GPP) and Primary Care Access Program (PCAP).

Background

The MayView Community Health Center (MayView) serves north county WPC, GPP and PCAP patients in their clinics located in Palo Alto, Mountain View and Sunnyvale. In terms of north county service coverage, Planned Parenthood operates the Mountain View Health Center and the County has the Valley Health Center Sunnyvale. These two clinics provide the same or comparable services to MayView.

These clinics serve diverse populations and provide comprehensive services including proactive interventions to support social determinants of health (SDOH), make behavioral health referrals and offer other non-traditional services.

In order to maintain service provision in light of financial instability, effective April 1, 2020, Ravenswood Family Health Network (Ravenswood) in East Palo Alto acquired the MayView Community Health Center, which included the clinics in Palo Alto, Mountain View and Sunnyvale. MayView clinics have provided care coordination services in partnership with the Office of System Integration and Transformation (OSIT) through contractual agreements with the County to serve patients through the WPC, GPP and PCAP programs since 2018.

Merger Impact:

In general, the merger appears to have gone as smoothly as possible and not without some of the anticipated challenges. These challenges were managed through the COVID-19 pandemic. The collaborative work with Ravenswood supported the ability for the MayView network of clinics to regain financial viability despite the COVID-19 challenges. The clinics remain functional except the Palo Alto clinic site which requires some modifications to meet the County of Santa Clara's social distancing protocols. Additional construction and modification are required to attain American Disability Act (ADA) accessibility at this clinic site. The anticipated cost of this work exceeds Ravenswood's current budget and they are currently working to delay significant modifications through the County of Santa Clara permit process. Ravenswood reports ongoing collaboration with County partners including the County of Santa Clara Facilities and Fleet Department, as this clinic site is within a County-owned property.

With the merger, there was change of medical leadership, which included the challenge and risk in aligning the practices and partnerships with the County of Santa Clara through WPC, GPP and PCAP. These practices were supported by the MayView team who had greater familiarity with the work, data sharing and invoicing processes. The ongoing challenges in recruitment and retention of key staff remained through the merger process. Despite the challenges, the teams continued to enroll patients in both WPC and PCAP and provided services using the care coordination model of WPC and GPP program's non-traditional interventions.

Most complications appear to have been overcome with close collaboration of the MayView/Ravenswood team. Their participation in the Community Health Partnership and OSIT Trust Community meeting is ongoing as are the contract discussions to amend current contract for an additional six months (or through December 31, 2020).

Additional challenges that remain include the following: 1) standardizing the naming convention used for contracts; 2) facilitation of streamlined invoicing; 3) correction of errors in credentialed provider lists; and 4) determining the service of clients across the county border in the Ravenswood clinics located in San Mateo County.

During current and ongoing contract discussions with the Ravenswood leadership teams, the OSIT is working to align the program through the end of the WPC waiver pilot. The intent will be to support a sustainable model for enhanced care coordination and wellness activities that support their community of patients to obtain and maintain optimal health and well-being. In addition, OSIT hopes to leverage some of the expertise that Ravenswood brings in providing homelessness outreach and care which they have been successfully implementing in San Mateo County. In addition, Ravenswood is responding to COVID-19 testing requests by setting up a testing site at the Sunnyvale clinic site with an anticipated capacity reaching 100 tests.

Conclusion

The merger was a success and mutually beneficial to the parties involved. In partnership with Ravenswood, Community Health Partnership, state and federal programs, the Medi-Cal managed care plans, and broad partners in Santa Clara County, OSIT looks forward to the continuation of strong programs developed in the MayView clinic network prior to the merger with Ravenswood and sustain them. During our discussions, it appears that we remain aligned in the work and the community health initiatives including the health and wellbeing related to the COVID-19 pandemic. As we all strive toward caring for the vulnerable populations in WPC and the under- and un-insured served through PCAP and GPP, we strive to sustain and fund the best practices learned from all programs moving forward.

c: Miguel Marquez, Chief Operating Officer
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