

# Restructuring Health Care Delivery for the Uninsured and Medicaid Populations in San Mateo County (2008-2009)

## The Client:

San Mateo County Board of Supervisors, San Mateo, California

## The Challenge:

Develop and help implement a plan that would make the most effective use of the health care resources supported by San Mateo County.

## The Approach:

In 2008, HMA was engaged by the San Mateo County government and its county manager to facilitate a thorough assessment of the acute inpatient, ambulatory, behavioral, and long term health services that they were delivering to the uninsured and Medicaid populations of the County. The HMA assessment had three distinct phases:

1. an evaluation of the County's health care situation as it related to a sustainable financing strategy (exploring both cost-efficiencies and revenue-generation priorities);
2. an assessment of the approach that the County should take in its continued delivery of services (there was, at the time, a very real bias to closing the public hospital); and
3. an assessment of the potential for collaboration with other providers serving the population within the County.

Over the course of a year, HMA

1. developed a financial strategy that addressed the widening budget shortfall and an organizational plan that restructured the County's acute care hospital, long term care facility, primary and specialty clinics, behavioral health services, and public health programs into one integrated system;
2. assisted in the recruitment of a new system leader; and
3. developed a plan that would result in a collaboration of all of the community's hospitals (public and private), FQHCs, employed physician groups, and the County Medicaid managed care plan to create the "Community Health Network for the Underserved" to rationalize and coordinate all health care services for the uninsured and Medicaid populations.

HMA continued to assist the San Mateo health system with specific regulatory and staffing issues related to behavioral health, long term care, and acute inpatient services.

## The Results:

San Mateo County implemented most of the recommendations put forth by the HMA report.

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