

Todd Salnas  
1165 Montgomery Drive  
Santa Rosa, CA 95405  
August 22, 2014

Palm Drive Healthcare District  
501 Petaluma Avenue  
Sebastopol, CA 95472

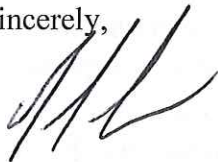
Dear Palm Drive Healthcare District:

We look forward to working with you to help meet the medical needs of the individuals in your healthcare district.

We appreciate the opportunity to respond to your request for proposal (RFP) to provide urgent care services in the Sebastopol community. In the spirit of collaboration and in an effort to assist, please find attached a proposal from St. Joseph Health – Sonoma County (SJH) for the development of urgent care and other medical services. While the enclosed proposal represents a comprehensive response, please note that it is subject to the approval of our Board of Trustees, to occur on Tuesday, August 26th, 2014.

It is our hope that we can work together to help address the medical needs in your community. As you work through your decision making process, we stand ready to engage in open dialogue regarding our proposal as well as any other questions or ideas you might have.

Sincerely,



Todd Salnas  
President, St. Joseph Health – Sonoma County

Enclosure

## St. Joseph Health

### Proposal for Urgent Care Services in the Palm Drive Health Care District

#### Executive Summary

Recognizing that the Palm Drive Health Care District (PDHCD) faces large decisions regarding how to meet its residents' future healthcare needs, this plan presents St. Joseph Health's proposed partnership that would enable PDHCD to continue to fulfill its mission of assuring accessible health care services to its community.

This proposal highlights the urgent care and outpatient services expertise and collaboration that St. Joseph Health (SJH) would bring to the district. The proposed model includes an urgent care clinic staffed by ED-experienced physicians and Registered Nurses, accompanied by imaging and lab services. A concerted effort would be made to partner with the local medical community in caring for the residents' needs, including ensuring capacity for outpatient lab and imaging referrals. Details regarding hours of operation and the subsidy required are included.

As you are aware, there are many urgent care and open access models available and we are open to discussing alternative models as you desire. St. Joseph Health looks forward to partnering with PDHCD to meet the healthcare needs of the community.

#### Experience and Qualifications

St. Joseph Health has been operating urgent care services in local communities for almost 30 years. Starting in 1985, the St Joseph Urgent Care Rohnert Park campus was built in response to the City of Rohnert Park's request for local health care. Urgent care centers were subsequently established in Santa Rosa in 2004 and in Windsor in 2010. Combined, the three St. Joseph Health Urgent Care Centers in Sonoma County see more than 27,000 visits each year.

These urgent care centers are staffed with Physicians, Registered Nurses (RNs), Radiology Technologist, and Physician Assistants (PAs). The facilities meet the episodic, urgent non-emergent health care needs of the communities they serve while ensuring transfer protocols are in place if a higher level of care is indicated. Noninvasive diagnostic radiology and lab services are also available at all campuses for Urgent Care patients as well as outpatients with private physician orders.

## **Description of Proposed Services**

Proposed services to be offered in the Palm Drive Health Care District (PDHCD) are a combination of out patient and urgent care services offered similarly by SJH throughout Sonoma County. Staffing would include ED-experienced Physicians and PAs, highly trained RNs, Radiology Technologists, and Lab Service Representatives. Physicians at the urgent care center would receive supportive back-up from Santa Rosa Memorial ED board certified physicians and images would be read by board certified Radiologists who staff the region's only Level 2 Trauma Center. Onsite Point of Care (POC) lab testing (which includes Rapid Strep, UA, Hemocult, Fingerstick Glucose, HCG) and noninvasive diagnostic radiology (films would be read by the Radiologist at SJH) would be performed on site. Non-POC Laboratory services would be drawn on site and couriered to SJH for resulting.

While not technically an ED, the proposed model would service non-emergent, urgent care level visits that were historically seen by Palm Drive Hospital's Emergency Department (ED), which accounted for 85% of all visits to Palm Drive's ED. In an effort to support the local medical community to provide necessary care, the proposed model would also make the described radiology and lab services available for outpatient referral in order to accommodate local community physicians' and patients' needs.

Based upon historical volume trends, it is proposed that hours of operation run from 9am to 7pm, which is consistent with other St. Joseph Health Urgent Care Centers. These hours of operation would service an estimated 75% of community demand. Recognizing the community interest in expanded hours for medical care, the model could be extended up to 24 hours per day, given the necessary PDHCD subsidy, as described later in this proposal.

## **Community Physician Outreach**

It is important that the urgent care center collaborate with local physicians in caring for the medical needs of the community. As such, the urgent care center will coordinate with community physicians to ensure that important medical information from every urgent care visit is communicated to each patient's primary care physician. As previously mentioned the center will work with community physicians to seek to meet the outpatient lab and imaging needs in the community.

In addition to collaborating with the primary care community, the urgent care center would seek to partner with local specialists, ensuring coordination of specialty care needs. For patients, primary care, and specialty providers, SJH's new clinical portal will provide online web-based access to clinical information from any visit to the center.

## **Description of Staffing and Equipment**

This proposal offers to staff the urgent care with ED-experienced Physicians or PAs, accompanied by an experienced RN. Radiology and lab services would be staffed and accessible for the number of hours agreed upon between SJH and PDHCD.

The equipment needs for the facility are as listed:

- Analog X-Ray with a CR Reader
- Automated Medication Dispensing Machine
- Phlebotomy Chairs, Centrifuge, Lab Storage Carts, etc.
- All other equipment necessary to run Urgent Care services

## **Description of Space and Facility Requirements**

The proposed model would require approximately 3,000-4,000 square feet of space, including 7-8 exam rooms, a common waiting/reception room, basic radiology room, lab room, clean utilities room, soiled utilities room, housekeeping room, medication room, storage room, patient restroom, staff restroom, staff lounge, administrative office, storage for employees, electrical room, and IDF/phones room. The exact location for the urgent care center is yet to be determined but various options are being explored, including sharing existing Annadel Medical Group (St. Joseph Health's affiliated medical group) space or finding new independent space.

## **Description of Community Marketing**

A fourth Urgent Care site in Sonoma County operated by St. Joseph Health would be marketed through all the channels St. Joseph Health currently uses to promote pre-existing Urgent Cares in Rohnert Park, Santa Rosa and Windsor. These include but are not limited to: Urgent Care-focused advertising in print publications such as the annual Sonoma County Fair Guide and in Sonoma Family Life magazine, as well as Urgent Care-focused events (such as St. Joseph Health's annual sponsorship of The Wings Over Wine Country Air Show, which each summer reaches out to build awareness of our 7-days-per-week Urgent Care services).

Urgent Cares are promoted collectively and individually, depending on the audience. The opening of Windsor Urgent Care, for example, received focused promotion in northern Sonoma County when it opened in November 2010, and a Sebastopol-based Urgent Care would likewise, prior to and in conjunction with opening, receive a similar PR and marketing push focusing on western Sonoma County communities. Urgent Cares are consistently showcased, as well, whenever county-wide advertisements highlight our full spectrum of

healthcare services, such as our frequently updated “St. Joseph Health: In Your Neighborhood” map. Samples of this map and a recent Urgent Care ad described above are included in the appendix, for reference.

### **Description of Policies, Procedures, and Licenses**

The urgent care center would be operated in accordance with St. Joseph Health policies and procedures. All policies and procedures have been thoroughly developed and meet necessary regulatory requirements. Regarding any required licensure, the center will obtain a CDPH License to operate imaging as well as a CDPH CLIA license for Point of Care Lab testing.

### **Description of Term and Termination Provisions**

This is a 5 year agreement with a 180 day no-cause out-clause for either party. In case of early termination, the capital subsidy would be adjusted on a pro-rata basis tied to the term of the agreement and the useful life of the fixed asset investment in the proposed location.

### **Description of Proposed Transition and Timeline**

Upon selection by the PDHCD, St. Joseph Health would immediately begin implementation of the proposed model. Estimated construction, equipment, licensing and other related considerations would require approximately 120-180 days. All things considered, the proposed model could be up and running by the end of quarter one of calendar year 2015.

### **Financial Summary**

The below financial table represents what would be required to operate the urgent care services described in this proposal. Expected visit volumes were determined by gathering Palm Drive Hospital’s most recent publicly available ED volume and factoring that 85% of these visits were non-emergent (according to the Urgent Care RFP issued by PDHCD). Additional adjustments were applied in order to best forecast expected volumes for urgent care visits. Lab and imaging volumes were determined based on SJH’s historic use rates per visit at existing urgent care centers in Sonoma County. Additional lab and imaging volumes were calculated taking into consideration data provided by PDHCD reflecting Palm Drive Hospital’s historic lab and imaging volumes. The associated calculations incorporated Palm Drive Hospital’s historic payer mix.

The PDHCD Subsidy reflects the amount of support SJH would need in order to financially support urgent care services in Sebastopol. The subsidy sought of PDHCD by SJH is split into an operational and capital subsidy. For ease of application, the operational subsidy has been split into different hours of operation; including separate hourly subsidy amounts for

typical hours of operation (9am-7pm) and all other potential operating hours. A capital subsidy is being requested to cover necessary capital expenditures over the course of the agreement, ranging from \$400,000 to \$500,000. The capital subsidy could be paid upfront or paid on a pro-rata basis tied to the term of the agreement and the useful life of the fixed asset investment in the proposed location.

	Hourly Operational Subsidy Sought	Annual Operational Subsidy Sought (Year 1)	Annual Capital Subsidy Sought (amortized over 5 years)	Total Annual Subsidy Sought (Year 1)
Hours of Operation: 9am-7pm	\$190.96	\$697,000	\$90,000	\$787,000
Hours of Operation: 7pm-9am	\$311.15	\$1,590,000 (depending on the schedule requested)		\$1,680,000 (depending on the schedule requested)
Hours of Operation: 24/7	\$261.07	\$2,287,000		\$2,467,000

The operational subsidy sought would increase by 3.2% each year, for the five years of the contract, in order to offset associated increases in operating expenses.

**APPENDIX**

**For illnesses and injuries that can't wait.**



**Get timely treatment,  
seven days a week, 9 a.m. to 7 p.m.  
No appointment necessary.**

**Count on our three locations for:**

- Treatment of cold and flu symptoms
- Care for a sprain or simple fracture
- Treatment for minor cuts and burns
- Care for a work-related injury
- Physicals (pre-employment, DMV, sports)
- Digital x-rays



**ROHNERT PARK**  
9 a.m. to 7 p.m.  
Open on holidays  
1450 Medical Center Drive  
(707) 584-0672



**SANTA ROSA**  
9 a.m. to 7 p.m.  
Closed only on major holidays  
925 Corporate Center Pkwy., Suite A  
(707) 543-2000




**WINDSOR**  
9 a.m. to 7 p.m.  
Closed only on major holidays  
6580 Hembree Lane  
(707) 838-2044


[stjosephhealth.org](http://stjosephhealth.org)

St. Joseph Health 


**St. Joseph Urgent Care**



**Healdsburg**




**Windsor**




## In Your Neighborhood

St. Joseph Health's services continue to evolve to meet the needs of our communities and the North Coast region of California. The breadth of care we provide or help to support reflects our founders' centuries-old mission: to go out into area neighborhoods, assess the people's needs, and work in partnership with others to meet these needs. For more information, please visit [www.StJoeSonoma.org](http://www.StJoeSonoma.org).





**Sebastopol**



**Santa Rosa**



**AWARDS:**

**CANCER CARE**





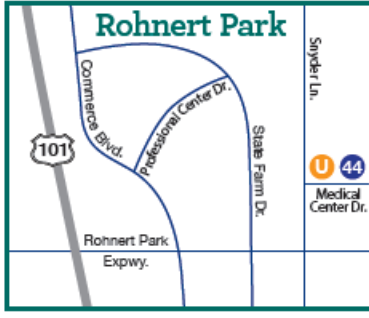
**CARDIAC CARE**

Designated as a





**STROKE CARE**









**Rohnert Park**



**Petaluma**



## HOSPITALS

**H** **Santa Rosa Memorial Hospital**  
1165 Montgomery Dr.  
Santa Rosa, CA 95405  
(707) 546-3210  
*Designated Level II Regional Trauma Center*

**H** **Petaluma Valley Hospital**  
400 N. McDowell Blvd.  
Petaluma, CA 94954  
(707) 778-1111

## URGENT CARE CENTERS

**U** **Rohnert Park Urgent Care**  
1450 Medical Center Dr.  
Rohnert Park, CA 94928  
(707) 584-0672  
*Open 9 a.m. to 7 p.m. daily*

**U** **Santa Rosa Urgent Care**  
925 Corporate Center Pkwy.  
Suite A  
Santa Rosa, CA 95407  
(707) 543-2000  
*Open 9 a.m.-7 p.m. daily, except major holidays*

**U** **Windsor Urgent Care**  
6580 Hembree Lane, Suite 270  
Windsor, CA 95492  
(707) 838-2044  
*Open 9 a.m.-7 p.m. daily, except major holidays*

## ANNADEL MEDICAL GROUP PRIMARY CARE

**1** **After Hours Primary Care**  
52 Mission Circle, Suite 121  
Santa Rosa, CA 95409  
(707) 303-1712

**2** **Pediatrics - Healdsburg**  
445 March Ave., Suite A  
Healdsburg, CA 95448  
(707) 433-8223

**3** **Pediatrics - Petaluma**  
1550-A Professional Center Dr.  
Suite 200  
Petaluma, CA 94954  
(707) 769-7403

**4** **Pediatrics - Santa Rosa**  
500 Doyle Park Dr., Suite 100  
Santa Rosa, CA 95405  
(707) 544-6090

**5** **Pediatrics (Behavioral & Developmental)**  
1144 Sonoma Ave., Suite 113  
Santa Rosa, CA 95405  
(707) 545-2082

**6** **Family Medicine - Petaluma**  
24 W. El Rose Dr.  
Petaluma, CA 94954  
(707) 763-9891

**7** **Family Medicine - Santa Rosa**  
500 Doyle Park Dr., Suite G04  
Santa Rosa, CA 95405  
(707) 303-8361

**8** 4750 Hoen Ave.  
Santa Rosa, CA 95405  
(707) 542-1611

**9** **Family Medicine - Sebastopol**  
652 Petaluma Ave., Suite B  
Sebastopol, CA 95472  
(707) 823-7616

**10** **Family Medicine - Windsor**  
8911 Lakewood Dr., Suite 13  
Windsor, CA 95492  
(707) 387-3910

**11** **Internal Medicine - Petaluma**  
141 Lynch Creek Way, Suite C  
Petaluma, CA 94954  
(707) 763-0802

**12** **Internal Medicine - Santa Rosa**  
500 Doyle Park Dr., Suite 303  
Santa Rosa, CA 95405  
Suite 300: (707) 303-8344  
Suite 303: (707) 303-8300  
Suite 304: (707) 545-1700

## ANNADEL MEDICAL GROUP SPECIALTY CARE

**13** **Breast Surgery**  
121 Sotoyome St.  
Santa Rosa, CA 95405  
(707) 525-6180

**14** **Cardiology**  
108 Lynch Creek Way, Suite 2  
Petaluma, CA 94954  
(707) 790-8000

**15** **Digestive Care/Gastroenterology**  
85 Brookwood Ave., Suite 10  
Santa Rosa, CA 95404  
(707) 303-8349

**16** **Ear, Nose and Throat**  
108 Lynch Creek Way,  
Petaluma, CA 94954  
(707) 303-8357

**17** **General Surgery**  
106 Lynch Creek Way, Suite 9B  
Petaluma, CA 94954  
(707) 763-1575

**18** **Genetic Counseling**  
121 Sotoyome St.  
Santa Rosa, CA 95405  
(707) 525-4083

**19** **Medical Oncology**  
*Location opening soon*  
Healdsburg, CA 95448  
(707) 528-1050

**20** 110 Lynch Creek Way, Suite A  
Petaluma, CA 94954  
(707) 763-0600

**21** 3555 Round Barn Circle, Suite 100  
Santa Rosa, CA 95403  
(707) 528-1050

**22** **Nephrology**  
108 Lynch Creek Way, Suite 2  
Petaluma, CA 94954  
(707) 790-8001

**23** **Neurology**  
1194 Montgomery Ave.  
Santa Rosa, CA 95405  
(707) 303-1714

**24** **Obstetrics & Gynecology**  
1550-A Professional Dr., Suite 100  
Petaluma, CA 94954  
(707) 763-2900

**25** 500 Doyle Park Dr., Suite G03  
Santa Rosa, CA 95405  
(707) 303-1719

**26** **Orthopedic Surgery**  
121 Sotoyome St.  
Santa Rosa, CA 95405  
(707) 525-6620

**27** **Palliative Care**  
500 Doyle Park Dr., Suite G04  
Santa Rosa, CA 95405  
(707) 573-8984

**28** **Primary Care Oncology & Survivorship**  
121 Sotoyome St.  
Santa Rosa, CA 95405  
(707) 546-3799

**29** **Podiatry**  
108 Lynch Creek Way, Suite 3  
Petaluma, CA 94954  
(707) 763-2253 or  
(707) 789-0900

**30** **Psychiatry**  
1335 N. Dutton Ave.  
Santa Rosa, CA 95401  
(707) 579-8703

**31** **Pulmonology & Sleep Medicine**  
1476 Professional Dr., Suite 504  
Petaluma, CA 94954  
(707) 525-9616

**32** 585 West College Ave., Suite A  
Santa Rosa, CA 95401  
(707) 525-9616

**33** **Radiation Oncology**  
110 Lynch Creek Way, Suite A  
Petaluma, CA 94954  
(707) 763-0600

**34** 3555 Round Barn Circle, Suite 100  
Santa Rosa, CA 95403  
(707) 528-1050

**35** **Urology**  
121 Sotoyome St., Suite 201  
Santa Rosa, CA 95405  
(707) 525-4051

**36** **Vascular Surgery**  
121 Sotoyome St., Suite 203  
Santa Rosa, CA 95405  
(707) 546-3141

## BEHAVIORAL HEALTH

**37** **Outpatient Behavioral Health**  
405 W. College Ave., Suite F  
Santa Rosa, CA 95401  
(707) 547-5450

## DENTAL CARE

**38** **St. Joseph Dental Clinic**  
751 Lombardi Ct., Suite A  
Santa Rosa, CA 95407  
(707) 547-2221

## HOME CARE

**39** **St. Joseph Home Care Network**  
151 Sotoyome St.  
Santa Rosa, CA 95405  
(707) 206-9124

## HOSPICE SERVICES

**40** **Hospice of Petaluma**  
416 Payran St.  
Petaluma, CA 94952  
(707) 778-6242

**41** **Memorial Hospice**  
439 College Ave.  
Santa Rosa, CA 95401  
(707) 568-1094

**42** **North County Hospice**  
205 East St.  
Healdsburg, CA 95448  
(707) 431-1135

## LAB CENTERS-DRAW STATIONS

**43** 110 Lynch Creek Way, Suite B  
Petaluma, CA 94954  
(707) 778-2749

**44** 1450 Medical Center Dr., Suite 1  
Rohnert Park, CA 94928  
(707) 521-6450

**45** 3536 Mendocino Ave., Suite 300A  
Santa Rosa, CA 95403  
(707) 528-3049

**46** 4730 Hoen Ave., Suite B  
Santa Rosa, CA 95405  
(707) 528-2238

**47** 500 Doyle Park Dr., Suite G01  
Santa Rosa, CA 95405  
(707) 838-2455

**48** 6580 Hembree Lane, Suite 270  
Windsor, CA 95492  
(707) 838-2455

## OUTPATIENT DIAGNOSTICS & SURGERY

**49** **Advanced Surgery Institute**  
1739 4th St.  
Santa Rosa, CA 95404  
(707) 528-6331

**50** **Ambulatory Surgery Center**  
525 Doyle Park Dr.  
Santa Rosa, CA 95405  
(707) 547-4600

**51** **North Bay Endoscopy Center**  
1383 N. McDowell Blvd.  
Petaluma, CA 94954  
(707) 766-9852

**52** **Outpatient Imaging Center**  
121 Sotoyome Dr.  
Santa Rosa, CA 95405  
(707) 525-4040

**53** **Outpatient X-Ray**  
500 Doyle Park Dr., Suite G01  
Santa Rosa, CA 95405  
(707) 525-5369

**54** **St. Joseph Diagnostic Cardiology**  
500 Doyle Park Dr., Suite G03  
Santa Rosa, CA 95405  
(707) 547-4606

## PHYSICAL THERAPY

**55** **Outpatient Physical Therapy**  
1170 Montgomery Dr.  
Santa Rosa, CA 95405  
(707) 542-4704

**56** **St. Joseph Health Physical Therapy**  
1255 North Dutton Ave., Suite B  
Santa Rosa, CA 95401  
(707) 547-4618

St. Joseph Health 

**In Your Neighborhood**