

COAST LIFE SUPPORT DISTRICT

P.O. Box 1056, Gualala, CA 95445

Tel: (707) 884-1829 Fax: 884-9119

AGENDA

REGULAR MEETING OF THE BOARD OF DIRECTORS

>>> 4:30 pm Monday, December 8, 2014 <<<

Bill Platt Training Center

38901 Ocean Drive

Gualala, CA

1. Call to Order Schwartz
 2. Adoption of the Agenda
 3. Minutes Approval – 17 Nov 2014
 4. Privilege of the Floor – Public Comment
 5. Old Business – Information or Action
 - Nominating Committee Report & Director Appointment – Action
 - Officer Elections – Action
 - Committee Assignments – Action
 - Joint Operating Group Update – Action Perry
 - Resolution 231: Planning Grant Partnership
 - DA Recruitment Update and Brochure Approval - Action Hughes
 6. New Business
 7. Reports
 - Committee Reports
 - District Administrator
 8. Other
 - General announcements
 9. Adjournment
- Scheduled Board of Director meetings (4:30 at Bill Platt Training Center unless otherwise noted):
 - January 19, 2015 at 3:30pm

COAST LIFE SUPPORT DISTRICT

RESOLUTION No: 231

PARTNERSHIP FOR RURAL HEALTH NETWORK PLANNING

WHEREAS, the proposed Rural Health Network Planning grant provides funds to initiate planning activities consistent with both the recommendations contained in the Camden study and the stated mission of Coast Life Support District to provide and promote high quality healthcare services, facilities, emergency care and health education to all District residents and visitors, and

WHEREAS, there exists an opportunity offered by the Health Resources & Services Administration for a grant to support planning for rural health networks through the Rural Health Network Development Planning Program, requiring the joint efforts of no less than three separate healthcare entities, and

WHEREAS, both Redwood Coast Medical Services and St. Joseph Health System have expressed a desire to apply for this grant jointly with the District,

BE IT RESOLVED that the Board of Directors join in a partnership with Redwood Coast Medical Services and St. Joseph Health System to establish a network to improve and enhance health services for the community, and directs its District Administrator the authority to carry out contractual agreements in support of network planning within the scope of any grant award from this program.

The above resolution was introduced by Director Perry, who moved its adoption, seconded by Director _____, and passed and adopted on this 8th day of December 2014 by the following vote:

Ayes: Noes: Abstain: Absent:

WHEREUPON, the President declared the foregoing RESOLUTION adopted and SO ORDERED.

**The Coast Life Support District Board of Directors
is recruiting a:**

DISTRICT ADMINISTRATOR

Photo

Coast Life Support District: Past, Present, Future

Coast Life Support District (CLSD) was formed in 1986 following special California state legislation and a local election to form this new multi-county agency. AB 4227 created the District *“to provide emergency medical services, including emergency ambulance and life support services and certain other health services to a specified area within Sonoma and Mendocino Counties”*. CLSD’s initial focus was to develop a reliable, high quality ambulance service which began as a contractual service but transitioned into the purchase of ambulances, acquisition of a facility, hiring and training personnel, learning about specific local problems and needs, etc. Based on the overwhelmingly positive patient responses, CLSD has become a responsive and capable ambulance service that is highly valued in our coastal community.

Hospital facilities are a significant distance from CLSD. From the town of Gualala, the approximate center of the District, the closest medical facilities with twenty-four hour emergency medical care are a minimum of 1 ½ hours in travel time by road. This is the farthest distance from a hospital in California. That distance has also provided the District with the opportunity for state certified exceptions. For example due to the unusually long transport times to tertiary care, District paramedics routinely provide much more comprehensive stabilization and in-transport care than the standard protocols of their urban counterparts

In recent years the District has expanded its activities in accordance with its mission statement – **to provide and promote high quality healthcare services, facilities, emergency care and health education to all District residents and visitors**. For example, CLSD recently undertook an extensive analysis on the feasibility of developing a Critical Access Hospital within its borders. This options was found unfeasible due to our small population. A number of other recommendations were made and are currently being explored.

In April 2014 residents voted on the CLSD sponsored ballot measure to fund weekend/holiday urgent care medical service as well as the weekday urgent care program. The absence of urgent care on weekends since 2009 was a major community concern. Sixty-nine percent (69%) of the voters in the two counties approved the tax that allows CLSD to contract with a provider for urgent care services seven days a week. The weekend/holiday coverage began in July, 2014 with Redwood Coast Medical Services (RCMS).

Now that the urgent care and hospital study have been completed, the CLSD, with the new District Administrator, can focus its attention on the continuation of high quality ambulance services as well as the expansion of health care. Target areas of improvement include:

- Talks are underway with a large hospital in Santa Rosa regarding partnering in a number of areas including expanding appointments in Gualala for various specialty areas such as cardiology and orthopedics. This will save residents 3 to 4 hours driving for some specific appointments.
- Introduction of telemedicine which will allow live involvement of a wide range of specialty medical

providers. Broadband is expected to be installed in early 2015.

- Initiate a Community Paramedic program which would provide a higher level of paramedic services of doing minor suturing, blood draws, medication compliance, immunizations, fall assessment, social service referrals, etc.
- Develop or expand programs related to aging in place such as home nursing and a new community health center.
- Continue to develop and expand partnerships with organizations within Coast Life Support District.

The Administrator Position

The vacancy is due to the upcoming retirement of the current District Administrator who reports to a seven-member elected Board of Directors. The Board meets monthly.

The next District Administrator will provide leadership to a full and part-time staff of 16. The position has two direct reports: an Operations Supervisor and Chief Fiscal Officer.

Operationally, there is one 24/7 Advanced Life Support ambulance with a seasoned paramedic and EMT as well as a Basic Life Support ambulance on-call staffed with two EMT's. There are about 700 dispatched calls per year and an average of 385 require transport.

CLSD works closely with other volunteer fire departments on the coast who perform EMS services as well as CalFire.

The District Administrator oversees a parcel tax and fee for service funded budget of \$2 million to finance ambulance services as well as Urgent Care medical services now provided contractually by Redwood Coast Medical Services.

The Administrator works 3/4th time and the work schedule is flexible. The salary range now is \$61,300 to \$79,900. Contributions are made to the Cal PERS retirement (2% at 55) and a monthly health care allowance exists. There also is a performance bonus potential.

The Ideal District Administrator

The Board with crew input has identified and ranked various characteristics important in a District Administrator. This person should:

- Be a seasoned manager and leader with strong people and financial management skills that will work in our small organization and rural service area.
- Have a management style that includes being approachable, team oriented, participative, a strong mentor and encouraging of ideas from the rank and file.

- Have excellent communication skills, including being articulate, a good writer and listens well.
- Be mature and self-confident and appreciate different points of view.
- Be a role model within CLSD for integrity, work ethic and commitment to service excellence.
- Stay on the cutting edge of EMS by fostering creativity and innovation at staff level.
- Give his/her best professional recommendation and does not count votes first.
- Be a visionary towards the future of CLSD and health care on the Coast including the concept of health care as an integrated health care system per the Camden report.
- See the District as a critical partner in the health care of an isolated geographical area and will not focus exclusively on the ambulance service needs of CLSD.
- Be effective in inter-agency settings and able to build productive relationships with area fire departments, other local agencies, hospitals and the various administrators in two counties and at the state level.
- Be politically aware and astute, but is not political.
- Be at ease living in a rural and coastal community and will fit into an organization and communities with an informal style.
- Embraces and understands the mission of CLSD and maintains the excellence of our ambulance service.

Ideally, the District Administrator would have emergency service and/or other health care experience. The Board recognizes that a skilled administrator from a variety of other managerial backgrounds could very capably help them attain their goals while leading the District staff.

Our Community

CLSD is located at the southern tip of Mendocino County in the unincorporated town of Gualala, CA. The District serves a population of approximately 6,200 full-time residents in northern Sonoma County and southern Mendocino County. The peak-time population can swell to 15,000 during holidays and vacation times.

The geography is the Pacific Ocean to the west and a coastal mountain range to the east. Communities are clustered primarily in a linear fashion along California Highway 1. Irish Beach is at the northern tip and Timber Cove is at the southern end, Annapolis to the east. The

highway itself is a two-lane winding route.

The area's economic makeup has changed dramatically over the past 50 years. Historically the economy was driven by ranching, timber and fishing. These activities exist today but on a much smaller scale. Now tourism plays a significant role in the local economy. Other areas of economic importance are the construction trades, service and local retail businesses and cottage industries. The recreational draw includes abalone diving, bird and whale watching, camping, hiking, mushroom hunting, boating, fishing and golfing.

Housing and lifestyles vary significantly within the District. Housing ranges in price from under \$100,000 for a cabin or modular home in the forest to several million dollars for a house on the ocean. During the last six months, average housing prices have been \$255,000 for Irish Beach, \$240,000 for Point Arena, \$418,000 for Gualala and \$564,000 for The Sea Ranch.

Lifestyle variations range from people living off the grid to being a member of a local service club. People's backgrounds are diverse from Nobel Prize winners, artists, retired executives, authors to people born and raised here. The diversity and talent of District residents is considered one of area's most admirable resources.

There is a vibrant artistic culture in the area as provided by the Arena Theater, Gualala Arts and many other groups.

Wildlife abounds with over 19,000 gray whales passing by each year. Gray foxes, Tundra swans, deer, herons, harbor seals, sea lions, hawks and many other species live and prosper here.

Neighbor helping neighbor is the rule on the coast and not the exception.

Tentative Recruitment Schedule

2/6/2015	Closing date for resumes
2/9 -2/13/15	Review and screening of resumes by Search Committee
2/27/15	Completion of supplemental questionnaires by more qualified candidates
By 3/13/15	Interviews by telephone of selected candidates by Search Committee and selection of semi-finalists
3/16-3/27/15	Design of Assessment Center and selection of Assessors
By 4/10/15	Conduct of Assessment Center
Next Day	Interview of finalists by Board of Directors
As soon as Possible	Reference checks of top candidate(s)

As soon as possible

Appointment of District Administrator

Reasons You Should Consider this Opportunity

This is a chance to be at the forefront of challenging and exciting projects that will frame this community's future health care. This is a unique opportunity for a person who:

- Wants to make a difference in providing an important emergency medical service now and improving health care in the future.
- Is motivated to coach, train and develop staff so they reach their potential.
- Is turned on by professional challenges and likes to work in an interagency setting.
- Is at the stage professionally where a flexible and less than full-time work schedule is attractive.
- Wants to work and reside in a rural setting on the scenic northern California coast.
- Wants to live in a destination/resort location – people have moved here from all parts of the world. The high quality of life, the dramatic coastline, comparative lack of crime, and the high level of community volunteerism are among the reasons people are drawn to the area.



For additional information on this position or to submit your resume, email

BoardPresident@clsd.ca.gov

PO Box 1056 Gualala, CA 95445-1056

707 884 1829

Check out our website at <http://clsd.ca.gov>

**Coast Life Support District
District Administrator's Report
December 8, 2014**

Action Plan Status Update – Employee Development

I am pleased to report that our Action Plan continues to move forward, and I am committed to having this operation humming at a very high level when I turn it over to my successor. What follows is the current state of the areas presented as key management attention points:

- **Communication**
 - The Shift Supervisor's role has been expanded as we transition to a new leadership approach and bring two new paramedics on board. We are experimenting with new communication techniques (paper, electronic, and face-to-face) to fit with the expectations and needs of both the crew and the leadership.
 - The Operations Manager and District Administrator have been increasing their general information email updates, for issues not normally handled with shift change information, and so far these have been met with a favorable response.
 - We are in the process of drafting several SOP documents to clarify procedures and eliminate uncertainty among the crew, who are rarely all in the same place at the same time. This is a top priority, spearheaded by the Operations Manager.
 - We continue to struggle with maintaining the chain of command for communicating and resolving operational concerns, and are taking every opportunity to reinforce this important requirement for management effectiveness. I will be seeking board support on this at a future meeting.

- **Inclusion**
 - We continue to solicit ideas for improving services.
 - § Our pending ambulance order, our cardiac monitor, and all small equipment purchases are coordinated by mid-level supervisors and expert crew members.
 - Several of the SOPs mentioned in the previous section are being drafted by experienced crew members.

- **Promotion Opportunities**
 - We have developed a structured approach to BLS training that provides a clear path to ALS EMT. This has minimized uncertainty of the steps for advancement. I will ask for board meeting time at a future meeting to present this.
 - We have created a "dual paramedic" track for new paramedics without enough experience to work as a senior District paramedic, and hired one certified paramedic to perform in this position. This allows them to work directly under the supervision of a Team Lead and build a strong relationship to be competitive for future opportunities with the District.

- **Benefits**
 - We have investigated the feasibility of offering all part-time employees the opportunity to buy in to the District group health plan, and I regret to report that we found the legal requirement for the District to pay >50% of the premium to be economically unsustainable.
 - We investigated the feasibility of offering the employees the opportunity to buy in to a District dental insurance plan, and, again, found it to be economically unsustainable for the same reason.

- Performance
 - We now require the Shift Supervisors to participate in the performance review of all ALS EMTs, and join the BLS leads on all BLS employees' annual performance reviews.

- Training
 - To maximize opportunity for professional advancement, and efficiently use District resources, we strongly encourage attendance at the national EMS conference by at least one senior and one junior crew member, who will return with and distribute lessons learned. Two staff will be taking this opportunity at the national EMS conference in Baltimore this spring.
 - We are enhancing BLS training by periodic participation of the Medical Director by video teleconference.

- Leadership
 - In pursuit of a stronger leadership team, we are conducting a monthly Leadership Development Forum, for Team Leads and the Training Officer, to focus on a specific leadership and management principles. Mr. Rich Hughes is serving admirably in this sensitive role, and has gained both the trust and respect of the leadership team. This extremely important session reinforces the expanded role for the Team Leads and Training Officer, and provides the foundation for all future program development.

In closing, I am pleased to report that discussions among the crew—and with me personally-- have been extremely positive and promising. I look forward to working with the crew and leadership personally as we build a stronger team.

Respectfully submitted,

Scott Foster
District Administrator