



# **Understanding Health Care Districts and the Role of LAFCo**

A Course for LAFCo Commissioners,  
Staff, and Consultants

3 February 2012  
San Jose

## **COURSE MANUAL and MATERIALS**



*Sharing Information and Resources*

California Association of Local Agency Formation Commissions  
1215 K Street, Suite 1650, Sacramento, CA 95814  
[www.calafco.org](http://www.calafco.org)



Agenda

Biographies

CALAFCO U:

Understanding Health Care Districts  
and the Role of LAFCo

3 February 2012

PowerPoint  
Presentation

San Jose

Course Materials

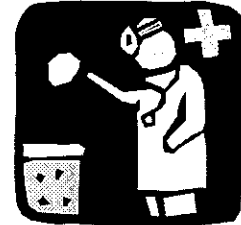
# Understanding Health Care Districts and the Role of LAFCo



Friday, February 3, 2012  
San Jose

## COURSE AGENDA

Times are  
approximate



9:30 Check In and Refreshments

10:00 **Welcome / Introductions / Overview of Course**

**Kate McKenna**, AICP, Executive Officer, Monterey LAFCo and  
Deputy Executive Officer, CALAFCO

**Martha Poyatos**, Executive Officer, San Mateo LAFCo

10:10 **Overview of Health Care Districts in California: History, Today's Challenges, Future Directions**

**David McGhee**, Chief Executive Officer, Association of California Healthcare Districts  
**Tom Petersen**, Executive Director, Association of California Healthcare Districts

10:40 Break

10:50 **The Local Health Care District Law: Regulations, Issues and Trends**

**Colin J. Coffey**, Partner, Archer Norris, PLC

11:30 **The Cortese-Knox-Hertzberg Local Government Reorganization Act and Public Finance and Taxation Law: Applicability to Health Care Districts**

**Michael G. Colantuono**, Attorney, Colantuono & Levin, PC

12:10 Lunch

12:40 **Framework for Evaluating Health Care District Services in the Municipal Service Review Process**

**Oxana Kolomitsyna**, Managing Partner, Policy Consulting Associates  
**Jennifer Stephenson**, Principal, Policy Consulting Associates

1:15 **Case Study 1: Health Care Diagnosis, Options for Treating an Ailing Agency – Highlights from the Recently Completed Contra Costa LAFCO Special Study: Mt. Diablo Health Care District Governance Options**

**Richard L. Berkson**, Principal, Economic & Planning Systems (EPS)

1:55 Break

- 2:00 **Case Study 2: Rural Health Care in California: Soledad Community Health Care District**  
**Steven Pritt**, Chief Executive Officer, Soledad Community Health Care District
- 2:40 **Case Study 3: Building Partnerships and Generating Growth: City of Alameda Health Care District**  
**Deborah A. Stebbins**, Chief Executive Officer, City of Alameda Health Care District
- 3:20 **Open Questions, Summary & Evaluation**
- 3:30 Adjourn

## Understanding Health Care Districts and LAFCo's Role

1215 K Street, Suite 1650  
Sacramento, CA 95814

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### Panel Members

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#### Moderator

*Martha Poyatos, Executive Officer, San Mateo County LAFCo*

#### Panel Members

*Richard L. Berkson, Principal, Economic & Planning Systems (EPS)*

*Colin J. Coffey, Partner, Archer Norris, PLC*

*Michael G. Colantuono, Attorney, Colantuono & Levin, PC*

*Oxana Kolomitsyna, Managing Partner, Policy Consulting Associates*

*David McGhee, Chief Executive Officer, Association of California Healthcare Districts*

*Tom Petersen, Executive Director, Association of California Healthcare Districts*

*Steven Pritt, Chief Executive Officer, Soledad Community Health Care District*

*Deborah E. Stebbins, Chief Executive Officer, City of Alameda Health Care District*

*Jennifer Stephenson, Principal, Policy Consulting Associates*

#### Curriculum Coordinator

*Kate McKenna, AICP, Executive Officer, Monterey LAFCo and*

*Deputy Executive Officer, CALAFCO*

### Course Presenter Biographical Information

#### **Richard L. Berkson**

Principal, Economic & Planning Systems (EPS)

Richard L. Berkson is a Principal and founding partner of Economic and Planning Systems (EPS). EPS provides services related to special district formation and consolidation, municipal service reviews, annexation studies, and intergovernmental agreements. Mr. Berkson has collaborated with numerous LAFCOs over the course of his professional career, worked on dozens of governance studies, and has participated in CALAFCO presentations on the incorporation process. He has primary responsibility for many of EPS's local government fiscal analyses. Mr. Berkson earned a Masters of Public Policy from the Goldman School at UC Berkeley.

#### **Colin J. Coffey**

Partner, Archer Norris, PLC

Colin Coffey's central practice is healthcare law and regulation, representing providers generally, and medical centers, community clinics, skilled nursing facilities, physician groups, and individual physicians. He has served as General Counsel to large and complex medical entities and Corporate Counsel to their boards of directors. Mr. Coffey also practices public entity and political law, emphasizing government regulation, public contracting, and approval.

#### Education

- University of California, Hastings College of Law, J.D., 1983
- University of California, Berkeley, B.A., with great distinction, 1980

#### Admission

- State Bar of California, 1983

#### Memberships

- American Bar Association, Health Law Section
- American Health Lawyers Association
- California Society of Healthcare Attorneys
- Contra Costa Council's Healthcare Taskforce
- Contra Costa County Bar Association

#### Recognition

- *Martindale Hubbell* AV Preeminent Rating
- President, Contra Costa Bar Association, 2005

#### Practices

- Business
  - Healthcare
- Real Estate, Land Use and Construction

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**Michael G. Colantuono**

Attorney, Colantuono & Levin, PC

Mr. Colantuono is a shareholder in Colantuono & Levin ("LEV – in"), a municipal law firm with offices in Los Angeles and Nevada County. Chief Justice Ronald M. George presented him with the 2010 Public Lawyer of the Year award on behalf of the California State Bar Association. The Los Angeles Daily Journal named him one of "California's Top 25 Municipal Lawyers" in December 2011.

Mr. Colantuono is an expert on municipal revenues and argued three recent public finance cases in the California Supreme Court's: *Richmond v. Shasta Community Services District* (2004), *Bonander v. Town of Tiburon* (2009) and *Greene v. Marin County Flood Control and Water Conservation District* (2010). He will soon argue a fourth case in that court: *Alhambra & 46 other Cities v. County of Los Angeles*. Michael served on the committee that drafted the League of California Cities' *Proposition 218 Implementation Guide* and chaired the subcommittee that drafted what became the "Proposition 218 Omnibus Implementation Act of 1997." He also chaired the League Committee which drafted the *Proposition 26 Implementation Guide* (April 2011) and is now defending the first major challenge to an electric utility fee under that measure.

Mr. Colantuono is City Attorney of Auburn, Calabasas and Grass Valley and General Counsel of Calaveras and Yuba County LAFCOs and of a number of special districts. He previously served as City Attorney of Barstow, Cudahy, La Habra Heights, Monrovia and Sierra Madre. He serves as special counsel to counties, cities and special districts around California.

Mr. Colantuono served as President of the City Attorneys Department of the League of California Cities in 2003-2004 and appointed the Department's first Ethics Committee.

Mr. Colantuono served on the Commission on Local Governance in the 21st Century, the recommendations of which led to substantial revisions of the Cortese-Knox-Hertzberg Local Government Reorganization Act. Michael is General Counsel of the Calaveras and Yuba LAFCOs and serves as outside counsel to the Nevada, San Diego and Yolo County LAFCOs.

Mr. Colantuono graduated *magna cum laude* from Harvard College with a degree in Government and received his law degree from the Boalt Hall School of Law of the University of California at Berkeley.

Mr. Colantuono frequently posts comments on local government and municipal finance topics to Twitter ( @MColantuono ) and LinkedIn ( Michael Colantuono ).

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**Oxana Kolomitsyna, MPP**

Managing Partner, Policy Consulting Associates

Ms. Kolomitsyna is a co-founder and the lead policy analyst of PCA, where she specializes in service benchmarking studies, economic and growth analysis, and data collection coordination. She has technical expertise in data discovery, regulatory agency research, and review of agency documents, including general plans, financial reports, bond statements and master plans. As a research analyst at Burr Consulting, Ms. Kolomitsyna reviewed fire protection, solid waste, park and cemetery service levels for MSR. Ms. Kolomitsyna earned her Master's degree in Public Policy from Pepperdine University where she was a Forstmann Scholar. She received her B.A. summa cum laude from University of Nebraska. Related experience includes:

- Major contributor to the Countywide Water MSR for Santa Clara LAFCo.
- Serving as co-author and coordinator of data collection for Lake Almanor Area of Plumas County MSR.
- Major contributor to the Countywide Second Tier MSR for Alameda LAFCo.
- Co-author of Susanville Sanitary District MSR for Lassen LAFCo.
- Serving as co-author and coordinator of data collection for Plumas County MSRs, which includes healthcare services.
- Co-authored the Yuba countywide MSR on park and cemetery services, coordinated data collection for all services, including water services, and conducted data analysis.
- Co-authored a service evaluation and infrastructure needs assessment project on emergency services for the Southern California Association of Governments.
- Coordinated databases for the regional infrastructure needs assessment project covering 187 cities and a multitude of special districts.
- Conducted analysis of the financial impact of defined benefit pension plans on municipalities.
- Served as an executive director to a Los Angeles-based nonprofit organization.
- Assisted with HIV/AIDS Finance and Cost Effectiveness Study at the Results for Development Institute in Washington, DC.
- Consulted for the Civil Society team at the World Bank on policy sessions at the 2008 Annual Meetings.
- Participated in campaign strategizing and voter response evaluation in California election campaigns.

**David McGhee**

Chief Executive Officer, Association of California Healthcare Districts

Mr. McGhee was appointed to the position of Chief Executive Officer of the Association of California Healthcare Districts in June 2011. Prior to that appointment, he served nine years as the Chief Operating Officer for the Association with the primary responsibility of managing the ALPHA Fund Joint Powers Agency, a Workers' Compensation self-insurance pool for the benefit of Health Care Districts and not for profit health care corporations.



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Mr. McGhee earned his Bachelor of Science Degree in Business Administration from Colorado State University.

**Tom Petersen**

Executive Director, Association of California Healthcare Districts

Mr. Petersen joined the Association in 2006 as the Director of Business Development for the Association's insurance subsidiary, the ALPHA Fund. In 2009 his duties were expanded to include Government Relations for the Association and in June of 2011, he was appointed to the position of Executive Director.

Mr. Petersen's professional career includes 20+ years as a Hospital/Corporate Executive with Catholic Healthcare West, the largest not-for-profit hospital system in California and the 8<sup>th</sup> largest in the nation.

Mr. Petersen earned a Masters of Public Administration degree from Golden Gate University, San Francisco and a Bachelor's degree in Business Administration from the University of San Francisco.

**Martha Poyatos**

Executive Officer, San Mateo LAFCo

Ms. Poyatos is the San Mateo LAFCo Executive Officer and has been on LAFCo staff since 1993. In her tenure at San Mateo LAFCo she has processed several complex proposals including a fire district consolidation, water district dissolutions, expansion of the Midpeninsula Open Space District and the Mosquito Abatement District and with one exception has prepared all municipal service reviews and sphere updates in-house. She holds Bachelor of Arts Degrees in History and Spanish from S.F. State, a Masters of Public Administration from Cal State Hayward and a certificate from U.C. Berkeley Goldman School of Public Policy Executive Seminar Series.

**Steven Pritt**

Chief Executive Officer, Soledad Community Health Care District

Steven Pritt has served as CEO of the Soledad Community Health Care District (SCHCD) since 1998. SCHCD operates the Soledad Medical Clinic, a busy Rural Health Family Practice Clinic, and the Eden Valley Care Center, a 59 bed skilled nursing facility. Steve is also the Executive Director of the SCHCD Foundation, a 501(c)(3) organization.

Steve holds a BS in Business Administration and a Juris Doctorate. He has a total of 34 years of work experience in health care. Steve is also an active member of the community. As a community leader, he is active in the Soledad Chamber of Commerce, a Board member of the Rotary Club, and a past member of the Board at the Salvation Army.

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**Deborah E. Stebbins**

Chief Executive Officer, City of Alameda Health Care District

Deborah Stebbins was hired as the Chief Executive Officer of the City of Alameda Health Care District d/b/a Alameda Hospital effective November 1, 2007. As CEO, Stebbins provides strategic direction and operational management to the 161 bed general acute care facility serving Alameda and the surrounding area since 1894.

Stebbins has served in a variety of leadership roles in healthcare management for over thirty years. After earning her AB in Political Science from Stanford and her Master of Public Health at the University of California, Berkeley, she began her career as Vice President of Corporate Development with Alta Bates Corporation (ABC). She rapidly moved up administrative ranks within the ABC holding company finally serving as President and Chief Executive Officer of Alta Bates Ambulatory Health Services, Inc.

In 1987 Stebbins was recruited to Seton Medical Center where she served as President and Chief Executive Officer when it was acquired by Catholic Healthcare West (CHW). She then took on responsibility as Senior Vice President and Chief Operating Officer of CHW Bay Area Region, the third largest division of CHW at the time, with seven hospitals which represented over \$600 million in annual revenue.

Following her tenure at CHW, Stebbins became Chief Executive of Masonic Homes, a 109 year old non-profit organization providing senior living, health care, residential group homes for children and community outreach to the membership of the Grand Lodge of Free and Accepted Masons of California. During her seven year tenure Stebbins oversaw completion of \$70 million in construction, grew the client base by 35%, and established its first strategic plan.

In November 2007, Stebbins took the position of Chief Executive Officer at the City of Alameda Health Care District / Alameda Hospital, a 161 bed general acute care hospital in Alameda, CA. During her tenure she has expanded the hospital distinct part skilled nursing beds with the addition of a free-standing SNF. During FY 2009 she oversaw a financial turnaround from a loss of 2.4 million to a profit of \$419,000. She continues to make great strides for Alameda Hospital in developing new programs, implementing cutting edge technology and developing partnerships with other organizations to ensure the long-term viability of Alameda Hospital.

Stebbins is a Certified Administrator, California Residential Care Facilities for the Elderly (RCFE) and holds a California Real Estate Salesperson License. She is a Fellow of the American College of Healthcare Executives and is a member of the Board of Directors of the Hospital Council of Northern and Central California.

Deborah Stebbins resides in Piedmont with her husband, Don. They have two adult children, Charlie and Ashley. She serves in numerous other leadership roles in her church, community and school organizations.

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### **Jennifer Stephenson, MPP**

Principal, Policy Consulting Associates

Ms. Stephenson is a co-founder and principal of PCA, where she is responsible for the overall direction of the projects, regional and municipal research analysis, and financial analysis. She has technical expertise in benchmarking, performance evaluation, municipal budgeting, survey design, statistics, and economic modeling. As research associate at Burr Consulting she conducted performance evaluation studies of water providers in Amador, Calaveras, Butte, and Yuba counties. She has co-authored incorporation studies, annexation studies, and infrastructure needs assessments. She earned her Master's degree in Public Policy from Pepperdine University, where she was a Forstmann Scholar. Related experience includes:

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- Project manager for the Countywide Water MSR for Santa Clara LAFCo.
- Major contributor to the Countywide Second Tier MSR for Alameda LAFCo.
- Co-author and project manager of Susanville Sanitary District MSR for Lassen LAFCo.
- Serving as project manager for Plumas County MSRs, including healthcare services.
- Served as project manager for the Amador Countywide MSR, was lead author for review of water services there, and presented findings to the Commission.
- As performance evaluator, reviewed water providers in high-growth Yuba County for the Yuba Countywide MSR, and drafted policy recommendations for the water districts.
- Reviewed water service for the City of Gridley MSR and SOI update, among other municipal services.
- For a regional infrastructure needs assessment for the Southern California Association of Governments, analyzed transportation, air quality, water quality, open space, and parks in the 187-city SCAG region.
- Assisted with fiscal analysis and budget projections for economic and fiscal studies for the City of Beverly Hills.
- Assisted with fiscal analysis and analysis of service levels for governance studies of annexation and cityhood in north Los Angeles County and in East Los Angeles.
- Served as education analyst to the City of Los Angeles Mayor's Office and prepared school district performance evaluation study for the City of Los Angeles Mayor's Office.
- Served as an economic development assistant to the Prime Minister at the United Nations Development Program in Georgia (former USSR).