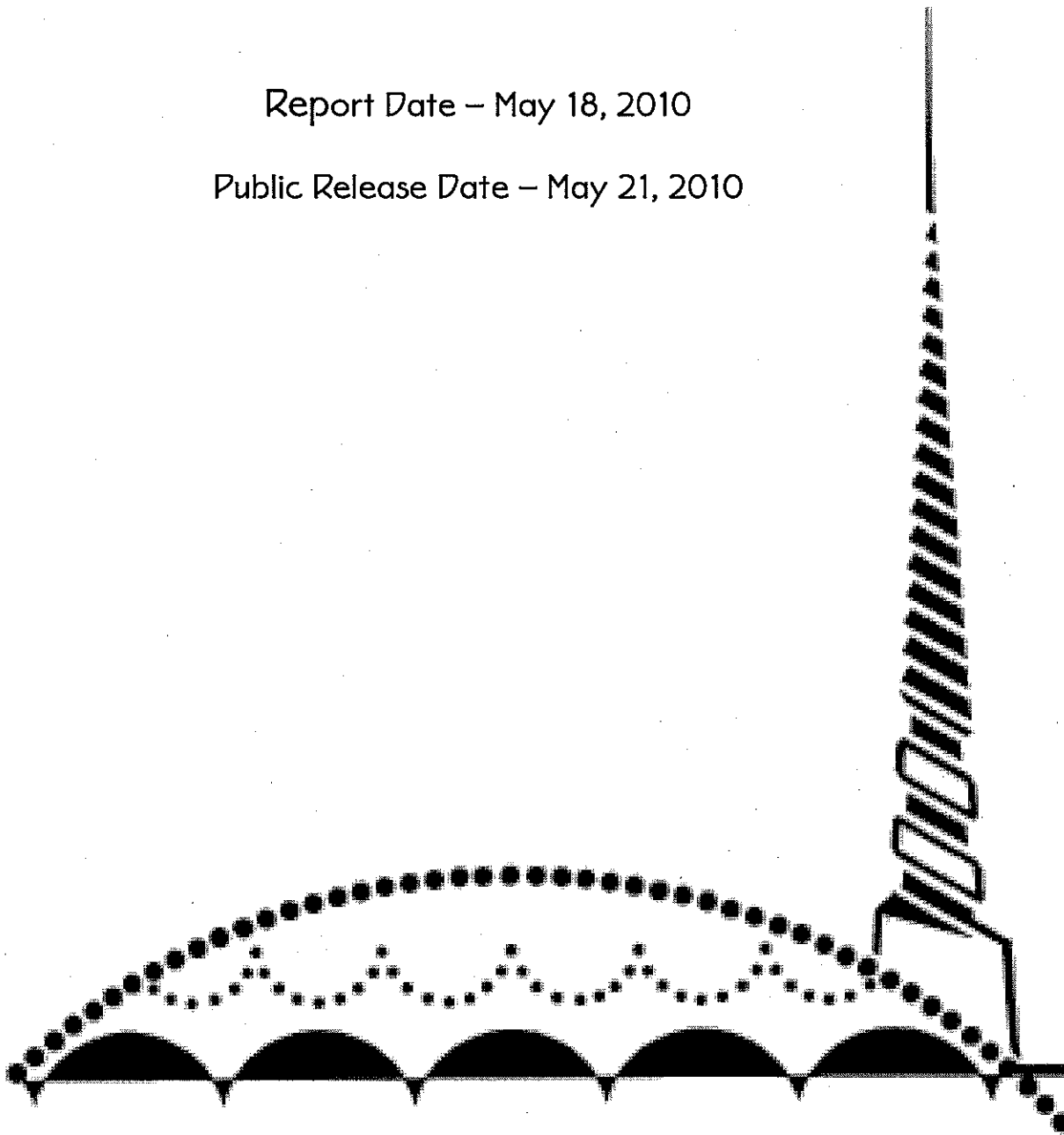


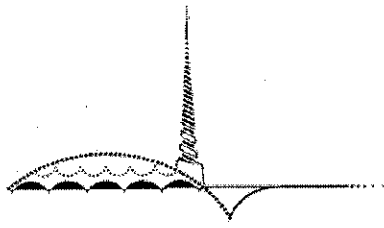
2009-2010 MARIN COUNTY CIVIL GRAND JURY

The Marin Health and Wellness Campus:
An Innovative Commitment to Health Care

Report Date – May 18, 2010

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**THE MARIN HEALTH & WELLNESS CAMPUS:
An Innovative Commitment to Health Care**

May 18, 2010

SUMMARY

One of Marin's best-kept secrets is its striking new Health and Wellness Campus (HWC). Located in the Canal neighborhood of San Rafael on property that once housed George Lucas's Industrial Light and Magic, this sprawling new health complex opened its doors to patrons in November 2008. The HWC brings together many of the county's medical, mental health and social service programs in one central location. Its mission is to serve the health and social service needs of Marin's low-income, uninsured, and indigent residents.

The Marin County Civil Grand Jury has taken a look at the first year of this unique endeavor: the bringing together on one site of programs of the county's Department of Health and Human Services and those of nonprofit agencies. This report evaluates the HWC's first year and offers some recommendations regarding how the operation can be improved. Hopefully, it will also inform the community of the various programs and services that are available on the new campus.

The Grand Jury found that the HWC offers an innovative and successful approach to providing health and human services to the citizens of Marin County. The county has effectively brought together various programs, most of which were previously scattered throughout the San Rafael area, placing them in an architecturally attractive complex. We believe the design and layout of the campus not only meets the needs of clients, but also provides them with a sense of dignity and respect.

Other conclusions reached by the Grand Jury include:

- Having numerous health and social service programs housed in one location has proven advantageous to clients as well as providers. Due to their proximity, providers are more likely to consult and work collaboratively. Clients, particularly those who utilize the mental health programs, now have the ability to combine visits to various agencies in a single trip.
- The HWC should do more to promote its services and draw clients to the campus from all areas of Marin County.
- For clients and employees who rely upon public transportation, access to the HWC from throughout Marin can be time consuming and challenging.

- Many individuals and community groups have benefited from the state of the art conference and meeting facilities at the Connection Center.
- The department of Health and Human Services (HHS) should continue to explore cooperative arrangements with the nonprofit Marin Community Clinics.
- The opening of a supermarket in an adjacent building has the potential to create serious traffic and parking problems.

BACKGROUND

In July 2006 the Board of Supervisors, by unanimous vote, approved the purchase of a 7.5-acre site in east San Rafael that was once occupied by Industrial Light and Magic. The property included six buildings that were to comprise a community health complex. In April 2007, the 2006-2007 Marin County Civil Grand Jury issued a critical report entitled: *The Health and Wellness Center: A Disturbing List of Unanswered Questions*. The Grand Jury recommended that the project be placed on hold for further study. In a joint response, the Board of Supervisors, the Department of Health and Human Services, and the County Administrator disagreed with all of the Grand Jury’s findings and most of its recommendations. The planning and construction proceeded, and the Health and Wellness Campus opened to the public in fall 2008.

The Economics

The final cost of the project, including the purchase, reconstruction and equipping of the properties, was \$62,168,000. This amount is slightly below the low end of the estimated range presented to the Board of Supervisors in 2006. Funding for the project, which was completed on time and under budget, came from the following sources:

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|---|----------------|
| • Tobacco settlement securitization funds | \$42.8 million |
| • HHS trust funds and one-time Prop 63 funding from the state | \$8.6 million |
| • One-time capital appropriations | \$5.9 million |
| • County general fund (from one-time savings in HHS budget) | \$5 million |
| • Health clinic reserve funds | \$0.6 million |

Total Funding	\$62.9 million
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The approximate \$730,000 in excess funds were used for capital improvements on the Health and Human Service’s site at 10 North San Pedro Road.

The annual operating costs of the HWC during its first year of operation were approximately \$842,000. Offsetting this amount is the elimination of approximately \$912,000 in rents and other associated costs. These costs include janitorial, utility, and ADA expenses paid by the county in connection with terminated leases. In addition, the county receives \$225,587 in annual rents under leases with Buckelew and Community

Action Marin. The county also receives annual rent of \$115,000 from Marin Community Clinics, which will be applied to the purchase price should the agency exercise its option to purchase the property it currently occupies. The county will receive additional rental income when, if as anticipated, Marin Community Clinics leases space in the central part of the campus for the provision of additional services in the future.

The Campus

The main part of the HWC is comprised of five buildings with a total of 74,000 square feet. A sixth campus building, also owned by the county, houses a branch of the Marin Community Clinics, which independently funded the conversion of the property into a medical facility. This clinic, which is located a short distance away at 3110 Kerner Boulevard, provides additional parking for the entire campus.

All of the buildings on the campus were designed with sustainability and environmental health in mind. This project was awarded the Leadership in Energy and Environmental Design (LEED) Gold Standard for meeting a high level of "green" building standards. Program spaces were designed with input from the providers, many of whom now work on the campus, as well as from the clients who use the services.

In conclusion, the current Grand Jury believes that the public should be informed of the services available on the HWC and their effectiveness in meeting the health and social service needs of Marin's low-income, indigent, and uninsured residents, as well as other residents who may now find themselves in need of county services.

METHODOLOGY

This investigation was conducted over an eight-month period. It involved extensive research and nearly 40 interviews with HWC personnel and volunteers who represent various levels of service and management. Members of the Grand Jury were given a tour of the entire complex and revisited the facility on several occasions. The Grand Jury also conducted a weeklong survey that solicited the opinions of clients at various campus locations. We believe that our findings are an accurate reflection of the HWC's performance during the past year.

DISCUSSION

One of Marin's best-kept secrets is the new Health and Wellness Campus (HWC). The vision and years of thoughtful and creative planning have culminated in this spectacular six-building complex. Citizens of Marin can take pride in their new health center, an attractively designed, inviting facility that is worthy of emulation by communities throughout the nation. It is a visible demonstration of a commitment by Marin's citizens and their leadership to provide all residents, irrespective of their social or economic status, with access to affordable health services.

The California State Association of Counties recently honored the county by presenting it with one of its 2009 *Challenge Awards* for “transforming a once vacant film studio property into a highly innovative community health center.”

The HWC is a unique and innovative concept. It is a combination of health and social service programs, some of which are services provided by the county’s Department of Health and Human Services, while others are under the auspices of nonprofit agencies. There are a variety of different programs; five of which are under nonprofit management. Prior to the opening of the campus all of these programs (with the exception of Marin Community Clinics) were scattered throughout the greater San Rafael area, often in facilities that were less than adequate.

The county operated programs and services located on the campus include:

- The Connection Center programs and services
- Adult Community Mental Health Services
- Youth and Family Community Mental Health Services
- Marin County Health and Human Services – Health Clinics
- Children and Family Services
- The Women, Infants, and Children’s (WIC) Program

A critical component of the campus is the Marin Community Clinics, a Federally Qualified Health Clinic that for many years has been providing primary health care to thousands of Marin’s low-income and uninsured families. Although the clinic is housed in a facility that it leases from the county a short distance from the center of the campus, it is viewed as part of the HWC. The county is in the process of discontinuing its gynecological (GYN) service later this year, and it is anticipated that Marin Community Clinics will absorb most of the clients previously served by the county.

Two of Marin’s social service nonprofit agencies, Buckelew Programs and Community Action Marin, have relocated their mental health programs to the campus. When combined with the mental health services provided by the county, the HWC is now a focal point for serving the social and health needs of Marin’s low-income mentally ill population.

While the HWC appears to have made extraordinary progress during its first year, there remain some concepts in the initial proposal that have either not been achieved, have been partially achieved, or are simply unrealistic and unachievable.

The following is what the Grand Jury has learned:

One-stop shopping: Is it happening?

One of the purported advantages of a centralized complex was envisioned to be the “one-stop shopping” concept. The idea was that an individual, or perhaps an entire family, could conveniently take care of multiple health and social service needs during a single trip to the campus. Though some clients have been able to combine multiple appointments in a single visit, the likelihood of this occurring is, so far, more the exception than the rule. Appointments are scheduled in advance, and to coordinate two or more of them on a single day can be difficult to accomplish.

Centralization: Is it the way to go?

The HWC is located in San Rafael at the corner of Kerner and Bellam Boulevards. The campus was intentionally situated in central Marin to make physical and mental health services easily accessible to all residents of the county. The 2006-2007 Grand Jury raised the question: “Is centralization the way to go?” Is it desirable to have a single, large health complex situated in the center of the county, or would the public be better served by having several small facilities dispersed throughout the community? The latter concept, it was suggested, would bring the services into neighborhoods where they were needed. It should be noted that the programs now housed on the campus were previously located in and around San Rafael. They were located throughout the area in facilities that were less than adequate.

The 2006-2007 Grand Jury’s concern was that while the residents of the Canal Neighborhood would clearly benefit by having the HWC in their area, residents of Southern Marin, Northern Marin and West Marin would be at a distinct disadvantage. While specialized programs on the campus are centralized, primary care is being provided by a number of public and private clinics throughout the county who refer clients to the HWC as needed. For example, aside from their location on the campus, Marin Community Clinics operate facilities in Novato and Greenbrae. West Marin residents are served by Community Health Centers run by the nonprofit Coastal Health Alliance, which are located in Bolinas, Point Reyes, and Stinson Beach. In addition, the county operates the West Marin Multi-Service Center in Point Reyes, which offers outpatient mental health services, as well as various medical and social services, to low income and Medi-Cal patients.

Nevertheless, there are residents in these and other distant communities who require services available only on the campus and are dependent upon public transportation. These people must deal with multiple bus rides and lengthy waits at transfer stops. To test this point, a member of the Grand Jury used public transportation to travel from Novato to the HWC. This one-way trip took over 90 minutes and required two buses to complete.

The current Grand Jury believes that despite these concerns Marin's new Health and Wellness Campus will prove to be a wise investment. Small, dispersed clinics would not be able to provide the quality, variety, or depth of health and social services that many of Marin's low-income and uninsured residents need. It is estimated that approximately half of the people in need of its services reside within 2 miles of the campus. While the former Grand Jury raised a legitimate question, it appears that a number of people who live outside the area are managing to transport themselves to the HWC. Nevertheless, it is our belief that there are still some people not being served by the HWC because they lack convenient and reliable transportation or because they lack knowledge of the services available. The Grand Jury, therefore, urges the county to initiate a shuttle service to transport clients to and from the campus from throughout the county.

Marin City residents: Are they being served?

It has become apparent to the Grand Jury that relatively few residents of Marin City, a low-income community with significant health and social service needs, are taking advantage of the HWC. Many do not have cars, and as was previously noted, public transportation to the campus requires considerable time and multiple buses. Their alternative is the Marin City Health and Wellness Center, a small community-based clinic that relies on doctors and nurses who volunteer their time and skills.

The clinic serves the needs of approximately 40 patients a week during limited hours. Often there are more patients seeking treatment than can be accommodated. The staff and volunteers who support this clinic are to be commended for providing this vital service to the Marin City community. However, it is a very small operation, lacking the resources of the county's Department of Health and Human Services or the Marin Community Clinics. Although the clinic prefers to remain independent and autonomous, it is our belief that it would greatly benefit the residents of Marin City if the County and Marin Community Clinics, with their multiple programs and resources, were to develop cooperative arrangements with the Marin City Health and Wellness Center.

Promoting the HWC

How well publicized are the services now available on this impressive multi-building campus in which the county has made such a substantial investment? There has been relatively little in the way of promotional activities, with most information being disseminated by word-of-mouth or the occasional news story. It was noted by one program administrator that some health services are specialized, OB/GYN, for example, and have no need to be promoted.

The Grand Jury recognizes that primary care programs provide a key point of entry into the health system, but nevertheless believes that it is important for the public to be fully knowledgeable of the programs and services being offered on the HWC. Most departments have indicated that they are quite busy. During a time of recession and high unemployment, however, there are undoubtedly many people in the county who have lost

their health coverage and are in need of affordable health care. The Grand Jury believes that there exists a need for an organized outreach effort.

The clients: What do they say?

In an effort to solicit the opinions and suggestions of clients, the Grand Jury conducted a weeklong confidential client survey in February 2010. A copy of the survey (available in English and Spanish) is appended to this report.

As evidenced by the following statistical breakdown of the 270 responses received, the results of the survey show overwhelmingly positive feedback regarding all aspects of a client's experience while visiting the campus.

Results of the HWC Client Survey

<u>SURVEY QUESTION:</u>	Very Positive	Positive	Negative	Very Negative	Not Applicable
Overall experience on the campus	67%	30%	1.5%	0%	1.5%
Getting an appointment and seeing a provider	58%	31%	2.5%	.5%	8%
Getting to and from the Wellness Center	66.5%	24.5%	4%	0%	5%
The Center's appearance and accessibility	76%	21%	1%	0%	2%
Helpfulness of the staff	74%	20.5%	1%	.5%	4%
Connecting you with needed services	60%	29%	1%	.5%	9.5%
Explaining costs, insurance and billing	46.5%	27%	2%	1%	23.5%

The following is a sample of comments clients included on the survey:

I love the campus, it is beautiful...

The assistance that I received from staff was very friendly and helpful...

The Connection Center information desk is very important, as the campus is confusing for many people...

I hope whatever funding is necessary continues to be made available so this service remains intact...

Our family is very grateful...

I appreciate the central location, the green campus, the availability of the meeting rooms, and the public art...

This is a great campus for Marin County residents...

Need a shuttle from the bus depot to the campus...

Now that the economy is weak, I feel very comfortable coming here and finding services I can afford.

Although there were very few negative remarks, one comment that often appeared was that navigating the campus is difficult, and better signage would be helpful. In addition, some people felt getting to the campus and parking at the campus was challenging. A shuttle service from downtown San Rafael would be desirable.

The Staff and the Volunteers

Approximately 25 staff members, including individuals at all levels, who either provide services or have responsibility for providing services, were interviewed for this report. Their enthusiasm for their work and their dedication and commitment to the programs was readily apparent. When asked about program funding, most interviewees stated that their programs are currently receiving the necessary funding, but that the economic downturn and future budget cuts are always a concern.

The HWC has developed an excellent volunteer program. A pool of between 45 and 50 enthusiastic volunteers, many of who are bilingual, contribute their time and talents to the operation of the various programs and services. Though only agency staff provide professional services, volunteers perform a variety of administrative functions and play a key role by directing and assisting clients.

Traffic, Parking and an Unforeseen Impact

The 2006-2007 Grand Jury expressed concern that the then proposed Health and Wellness Center could exacerbate existing traffic problems in the Bellam-Kerner-Anderson area. A traffic study completed in June 2006 concluded that the potential traffic generated by the proposed campus would be about the same as when Industrial Light and Magic occupied the site. The county and the City of San Rafael entered into an agreement concerning parking and trip generation management under which the two entities will continue to work together and respond to any unforeseen impacts.

Staff members interviewed by the Grand Jury did not express serious concerns regarding the traffic or parking situation. Some negative comments regarding traffic did appear in the client survey, but they were too few in number to raise a serious concern. However, subsequent to gathering our information, an event has taken place that could meet the definition of an unforeseen impact. On March 17, 2010 a large market opened its doors adjacent to the campus in a building that formerly housed Circuit City. While it is too early to predict what long-term impact this business is going to have on traffic and

parking, this issue certainly requires careful and ongoing scrutiny by both county and city officials.

Many HWC staff members believe the opening of the market is likely to have a positive impact. People shopping at the new market are likely to become more aware of the neighboring HWC and its programs and services. Others are concerned about potential traffic and parking problems, as well as the fact that the market will be selling alcoholic beverages.

Client Services and Community Meeting Facilities

Described in its brochure as “the heart of the campus,” the Connection Center offers a variety of services. It is a reception area as well as a focal point for various health promotion and prevention activities. Within the Center’s spacious lobby is the *Blue Skies Café*. The café, managed by Buckelew Employment Services, one of the nonprofit programs located on the campus, is a certified green business that serves organic coffees, sandwiches, and salads. It functions as an employment-training program for Buckelew clients who are dealing with mental illness. The café offers clients an opportunity to receive paid on-the-job training that will prepare them for jobs as food service workers and baristas. Since the café opened in February 2009, a number of clients have received this training and moved on to permanent jobs. The café is already self-sustaining and, according to Buckelew, is anticipated to be profitable in the near future.

The Connection Center is normally the point of entry for new clients who lack familiarity with the HWC and its various programs and services. It houses a reception and information desk that provides bilingual assistance to clients in navigating the campus. The staff and volunteers also provide a referral service, directing patrons to community resources throughout the county where their health and social service needs can be addressed. The administrative personnel for the campus are also located here, along with staff who handle billing concerns, case management, and health insurance issues.

The Connection Center houses the community conference and meeting facilities. These consist of spacious state-of-the-art conference rooms that can accommodate groups ranging in size from 20 to more than 160 people. They are available for community meetings that meet certain criteria and address health, wellness, or quality of life issues.

In its first year these facilities have provided a convenient and safe space for a wide variety of programs and classes promoting health and wellness. Recent meetings, classes, and programs offered at the Connection Center include:

- Marin HIV/AIDS Care Council Community Forum
- Transportation Authority of Marin public meeting
- Homeless Prevention and Homeless Services orientation
- Toy lead testing clinic
- H1N1 mass vaccination clinic
- The Healthy Start Speaker Series

- Health and safety training for nail salon workers
- U.S. Census Bureau census worker testing and training

Prior to the opening of the campus, the Connection Center Community Advisory Board was formed. The Board's mission is to provide input regarding the various programs and services to be offered at the Connection Center. It also has participated in determining the design and use of the outdoor public areas. This group of approximately 20 community volunteers from throughout the county has advised and assisted on a number of issues. The Connection Center Community Advisory Board has helped frame a facility usage policy, hosted a Canal Health and Safety Day, provided assistance during the H1N1 vaccination program, and offered advice regarding the public art displays and mural in the courtyard.

As was previously noted in this report, since the opening of the HWC in 2008 there has been relatively little emphasis on disseminating information throughout the community regarding the various services available on the campus. The Grand Jury believes that, with the knowledge, expertise, and strong community backgrounds of its membership, the Connection Center Community Advisory Board could play a more significant role by assisting the county in developing a stronger public outreach effort.

The Programs on the Health and Wellness Campus

The various programs and services can be divided into three categories: health clinics, mental health programs, and family service programs.

The Health Clinics

The Marin Community Clinics and the Marin County Department of Health and Human Services currently operate health clinics on the HWC.

The **Marin Community Clinics** offers a vital service for thousands of uninsured and low-income women, men, and children who cannot afford health insurance or private health care. A Federally Qualified Health Center, the Marin Community Clinics has locations in Novato and Greenbrae as well as the new clinic at the HWC. These clinics serve the primary health care needs of more than 20,000 active patients, with approximately 85,000 patient visits each year. The HWC clinic also offers a wide range of children's dental services.

The Marin Community Clinics' newest facility, situated a short distance from the central area of the campus, occupies a building that it has leased from the county and has converted into a medical facility at a cost of \$7 million. It includes 18 examination rooms, six dental stations, and classrooms for health education programs.

Many of its patients are eligible for various public health programs such as Medi-Cal or Healthy Families. For others, there is a sliding scale fee of \$30 to \$150 per visit, which is

based on family income and size. It should be noted that no one requiring medical care is turned away.

The Department of Health and Human Services is in the process of phasing out its gynecological services. It stopped accepting new patients on January 1, 2010 and will eliminate the program by July 2010. GYN service is now being provided by Marin Community Clinics at all of their locations, including their clinic on the HWC, as part of its comprehensive primary care delivery system. The county's rate of reimbursement for patient visits, mostly from Medi-Cal, has been inadequate to cover costs, and it has been losing money on this program. On the other hand, Marin Community Clinics, as a Federally Qualified Health Center, can provide this essential care and receive a substantially higher rate of reimbursement from the Federal Government.

While the county's motivation for the out-sourcing of GYN is clearly economic, it should have no impact on the medical care that patients can expect to receive. Marin Community Clinics is a highly regarded medical organization that has been serving county residents for 37 years.

The Grand Jury has learned that there have been discussions regarding the eventual shifting of responsibility for other medical programs, such as obstetric care, that are currently provided by the Department of Health and Human Services. Each year the county provides prenatal and obstetric care to approximately 750 women who deliver at Marin General Hospital. To accommodate these programs, it is anticipated that Marin Community Clinics will need to lease additional space on the main part of the campus.

The **Marin County health clinics** receive approximately 29,000 patient visits a year. They currently offer a wide variety of services to promote and protect public health. Included are the following clinics on the campus:

- Testing, diagnosis and treatment of sexually transmitted diseases
- Primary medical care and case management for people living with HIV
- Tuberculosis diagnosis and treatment
- Immunizations
- Women's reproductive health services, including family planning and maternity care

The Mental Health Programs

The HWC has become a major center for serving the health and social service needs of Marin's mentally ill population. In addition to the programs of the county's Department of Health and Human Services, several other programs under the auspices of two nonprofit social service agencies, Buckelew Programs and Community Action Marin, have relocated to the campus. This partnership is proving more convenient for clients and is enhancing program interaction and cooperation.

The **Marin County Outpatient Mental Health Service** attends to the mental health needs of individuals suffering from a variety of serious and chronic mental illnesses including schizophrenia, bipolar disorder, and major depression. Treatment here is offered in the form of individual and group therapy as well as medication management. Most of these clients are covered by Medi-Cal. Also located on the campus is the county's **Support and Treatment After Release (STAR) Program** that provides mentally ill offenders with services focused on recovery and transition.

Buckelew Employment Services is a comprehensive program designed to assist people with mental illness in securing and maintaining employment. Services include pre-employment counseling, vocational training, job development and placement, job coaching, access to computers, and classes for support and skill development. On-the-job training opportunities are offered with local businesses and governmental agencies, at the *Blue Skies Café*, and in the Buckelew office. Approximately 80 clients find employment each year.

Buckelew's **Marin Assisted Independent Living** program helps mentally ill clients live independently in the community, either individually or in households of from 2-5 people. It leases housing located throughout the county to meet the permanent housing needs of approximately 130 clients. Staff provides a variety of supportive and mental health services that enable clients to live semi-independently.

Community Action Marin's **Enterprise Resource Center** is a peer-run, self-help program for mental health clients. It is a drop-in center that operates seven days a week offering group activities, peer counseling, and support. The center serves mental health clients who are homeless, are reentering the community from medical or psychiatric institutions, or are coming out of incarceration. Clients are referred to the center by various community agencies and organizations including: Buckelew Programs, Marin County Courts, STAR, Homeward Bound, and Ritter House. According to staff, the center's former locations were inadequate to meet the program's needs. The HWC provides clients with an environment that sends a clear message that they are recognized as valuable members of the community.

The **Linda Reed Activities Club**, also run by Community Action Marin, provides on-going support and education to those with symptomatic mental illness. The club offers a variety of structured activities to restore or maintain an individual's daily living skills. Transition to Buckelew's Employment Services program is also encouraged.

As peer-run programs, the Enterprise Resource Center and Linda Reed Activities Club provide staff members with an on-the-job opportunity that also advances their own mental health recoveries. More than 20 have chosen careers in the mental health field, and at least six have earned graduate degrees.

Community Mental Health – Youth and Family Services provides mental health services to two targeted populations: special education students referred by their schools and children covered by Medi-Cal. The special education student's team includes the

parent/legal guardian, Youth and Family Services clinician, and appropriate school staff such as the teacher and resource specialist. This department provides mental health services on the campus that include outpatient clinical evaluation, family therapy, group therapy, case management, psychiatric evaluation, and school-based clinical mental health services.

The prior location of Community Mental Health – Youth and Family Services was some distance from Highway 101 and was very inconvenient for clients and families relying on public transportation. The Grand Jury found that since its move the agency has seen an increase in class size for parenting skills classes and greater participation by fathers. These classes last approximately 10 weeks and are offered in English and Spanish.

The Family Service Programs

The county operates two programs on the campus that address the specific needs of families: Children and Family Services and the Women, Infants and Children (WIC) program.

Children and Family Services provides state mandated services, including child abuse prevention, the county's foster care program, and adoption services. The mission of Children and Family Services is to provide assistance in helping families keep their children safe at home, and whenever possible, prevent the need for foster care placement. Child neglect was cited as the most common form of child abuse and, therefore, the most frequent reason for referral to the foster care system. Children and Family Services frequently hold information, orientation, and training sessions at the Connection Center for those interested in becoming foster parents.

Prior to its move to the campus, Children and Family Services was housed at 10 North San Pedro Road. According to those we interviewed, the new facilities offer a higher level of comfort for clients and more space for staff. There are comfortable and well-lit cubicle spaces for social workers. There is also a child friendly space for parents having supervised visits with their children and for reuniting families. The new location allows for easier referrals, and personnel are more likely to connect through on-site meetings. It was also noted that co-location with WIC allows Children and Family Services staff to see "happy kids and parents."

The **WIC** program is a supplemental food, nutrition, and educational program for low income pregnant, breastfeeding, and postpartum women and children under the age of five. Services include nutrition education and breastfeeding promotion. The Grand Jury finds WIC to be one of the busiest agencies on the campus, serving the needs of approximately 2,100 active clients, with 3,700 client visits each month. Other WIC program sites in the county are located in Marin City, Point Reyes Station, and Novato.

FINDINGS

The Grand Jury finds that:

- F1.** The Marin Health and Wellness Campus makes possible the efficient delivery of multiple services by bringing together various county and nonprofit medical, mental health, and social service programs in one central Marin location.
- F2.** The impressive architecture of the HWC conveys a sense of dignity and respect to its clients and the feeling they are worthy of care.
- F3.** The Connection Center provides well-equipped and convenient facilities for meetings of community groups, as well as a wide array of educational programs and classes promoting health and wellness.
- F4.** The bi-lingual staff and volunteers at the Connection Center provide helpful information to people seeking assistance from HWC programs. They also refer people to other services located throughout the county.
- F5.** The presence of the Marin Community Clinics on the Health and Wellness Campus has enhanced a cooperative relationship between the county and MCC.
- F6.** The realignment of GYN services will enable the county to save money without adversely affecting essential patient services.
- F7.** Relying on public transportation can be challenging for those traveling to the campus from areas outside of San Rafael.
- F8.** Relatively few Marin City residents are utilizing the services of the HWC.
- F9.** Inadequate signage makes finding and navigating the campus difficult and confusing.
- F10.** The role of the Community Advisory Board is useful, but limited.
- F11.** The county has relied mainly on word-of-mouth to disseminate information to the community regarding the various services, agencies and programs available at the HWC.
- F12.** The newly opened market could create traffic, parking and security challenges for the HWC. It could also provide the campus with greater exposure.

RECOMMENDATIONS

The Grand Jury recommends that:

- R1.** Signs directing clients to the HWC, as well as the signage on the campus, be improved to help clients navigate to and around the campus.

R2. The county provides a shuttle or other means of transportation to the HWC.

R3. The county expands the function of the Connection Center Community Advisory Board to assist the county with its community outreach and public relations efforts.

R4. The county continues to explore areas with Marin Community Clinics where they can share or consolidate medical programs.

R5. The county develops cooperative arrangements with the Marin City Health and Wellness Center in order to address the needs of Marin City residents.

REQUEST FOR RESPONSES

Pursuant to Penal Code Section 933.05, the Grand Jury requests responses from the following governing bodies:

- The Marin County Board of Supervisors: **All Findings and Recommendations.**
- The City of San Rafael: **Findings F9, F12, and Recommendation R1.**

The governing body indicated above should be aware that the comment or response of the governing body must be conducted in accordance with Penal Code Section 933 (c) and subject to the notice, agenda and open meeting requirements of the Ralph M. Brown Act.

California Penal Code Section 933 (c) states that "...the governing body of the public agency shall comment to the presiding judge on the findings and recommendations pertaining to matters under the control of the governing body." Further, the Ralph M. Brown Act requires that any action of a public entity governing board occur only at a noticed and agendized public meeting.

The Grand Jury invites responses from:

- Marin County Director of Health and Human Services
- The HWC Connection Center Community Advisory Board
- The Marin Community Clinics
- Buckelew Programs
- Community Action Marin
- Marin City Health and Wellness Center

GLOSSARY

Adult Community Mental Health Services: An agency of HHS providing psychiatric care to adults with serious psychiatric disorders.

Blue Skies Café: A Buckelew Program offering training and food service at the HWC.

Buckelew Programs: A nonprofit organization assisting individuals with mental illness to live, work, learn and fully participate in their communities.

California State Association of Counties: Organization representing counties before other governmental bodies.

Canal Neighborhood: A community with a population of about 12,000 in east-central San Rafael.

Children and Family Services: Services including Child Protective Services.

Community Action Marin: A nonprofit assisting low-income residents.

Connection Center: The "hub" of the HWC, providing orientation to services and conference space.

FQHC: Federally Qualified Health Center able to receive Medicare and Medi-Cal reimbursement.

H1N1: A novel influenza virus appearing in Marin in 2009

Health and Wellness Campus: The physical facility for the Health and Wellness Center services.

HHS: Marin County Department of Health and Human Services.

HIV: Human Immunodeficiency Virus, cause of AIDS (Acquired Immunodeficiency Syndrome).

HWC: Marin Health and Wellness Campus.

LEED: The Leadership in Energy and Environmental Design "Green" standard.

Medi-Cal: The California version of the Medicaid federal-state medical care entitlement program for low-income citizens.

Prop 63: Mental Health Services Act of 2004, taxing high-income earners.

STAR: Support and Treatment After Release program of County Mental Health and the Criminal Justice System.

Tobacco Settlement Securitization Funds: November 1998 Securitization of the Master Settlement Agreement (MSA) from large tobacco companies and Attorneys General of 46 states.

WIC: Women, Infants and Children's Program for nutrition.

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Marin Health and Wellness Campus – Flyer, undated

Websites:

<http://www.buckelew.org>

<http://www.camentalhealth.net>

<http://www.casc.counties.org>

<http://www.co.marin.ca.us/campus>

<http://www.co.marin.ca.us/campus/programs.cfm>

<http://www.marinclinic.org>

<p>Reports issued by the Civil Grand Jury do not identify individuals interviewed. Penal Code Section 929 requires that reports of the Grand Jury not contain the name of any person, or facts leading to the identity of any person who provides information to the Civil Grand Jury. The California State Legislature has stated that it intends the provisions of Penal Code Section 929 prohibiting disclosure of witness identities to encourage full candor in testimony in Civil Grand Jury investigations by protecting the privacy and confidentiality of those who participate in any Civil Grand Jury investigation.</p>

APPENDIX A

Confidential Client Survey (English version)

APPENDIX B

Confidential Client Survey (Spanish version)

APPENDIX A
Marin Health and Wellness Center
Confidential Client Survey

Please use this scale to describe your experience at the Marin Health and Wellness Center by circling the appropriate number:

Describe your experience with the following:	Very Positive	Positive	Negative	Very Negative	Not Applicable
Your overall experience on the campus	4	3	2	1	0
Getting an appointment and seeing a provider	4	3	2	1	0
Getting to and from the Wellness Center	4	3	2	1	0
The Center's appearance and accessibility	4	3	2	1	0
Overall Staff Helpfulness	4	3	2	1	0
Connecting you with needed services	4	3	2	1	0
Explaining costs, insurance and billing	4	3	2	1	0

Briefly describe your overall experience at the Marin Health and Wellness Center.

Please share any suggestions you have regarding the Health and Wellness Center.

Other comments and/or suggestions:

Thank you for your time and your honest and confidential feedback.

This survey is being conducted by an independent third-party not connected to the Health and Wellness Center

APPENDIX B
Marin Health and Wellness Center
Cuestionario confidencial del cliente

Favor de clasificar su experiencia en el Centro de Salud y Bienestar de Marin. Marque con un círculo el número que mejor describe su experiencia:

Describa su experiencia con las siguientes:	Muy Positivo	Positivo	Negativo	Muy Negativo	No Aplicable
Su experiencia general en el Centro	4	3	2	1	0
Su experiencia para conseguir una cita, y ver a un medico	4	3	2	1	0
Ir y venir del centro	4	3	2	1	0
La apariencia del centro	4	3	2	1	0
El trato del personal del centro	4	3	2	1	0
Conexion con los servicios necesarios	4	3	2	1	0
Explicacion de los costos de los servicios, las opciones de aseguranza, y la cuenta	4	3	2	1	0

Su experiencia:

Sugerencias:

Comentarios:

Gracias por su información confidencial y por su tiempo.

*Este cuestionario se está conduciendo por un grupo no conectado al
Centro de Salud y Bienestar de Marin*