Appendix F

FRAMEWORK FOR SAFETY NET SYSTEM INTERVIEWS

Safety Net System

- Name, location

Components of System

- Which organizations are included (financially supported by) in the system?
- Does it include hospitals (teaching?), long-term care, ambulatory care, insurance mechanism? What is the size (beds/visit volume/etc.) of each of the components?
- If not included, does the system partner with any of these organizations in the community? How?
- Does the system offer unique services to the community not offered by other institutions, e.g., trauma services, pediatric care, tertiary care?
- Has the safety net system always been organized this way? What is the history of development?
- Do the facilities in the safety net compete with other facilities in the community? Do they compete successfully? What is the system's competitive advantage?

Governance

- What is the governance structure?
- Is there an independent governing Board?
- How many members are on the Board?
- How are the members selected/appointed?
- How does the governing Board evaluate itself?
- Does the governing body have full authority for the operations of the health system? For example does the governing body establish an operational and capital budget? Is it accountable for hiring and discharging the CEO and other senior staff?

Financing

- How is the system financed? What are the revenue streams?
- Is the safety net system accountable for generating all the revenue necessary for its operations and capital requirements?
- Is there a tax base that supports the safety net system in whole or in part?
- If a subsidy is needed who establishes the size of the subsidy necessary to operate the safety net system?
- Are there government funds used for the subsidy? Does the local government appropriate the funds in competition with other public priorities, such as education and public safety?

- Does the health system negotiate third party contracts; establish fee schedules and collection policies?
- What happens if there is a deficit in the budget?

Human Resources

- Who is responsible for the human resource policies? Who establishes the benefit plans, wage and salary guidelines, and position descriptions?
- Who is accountable for the appropriate staffing for the system?
- What are the procedures for hiring and discharge?
- Are there collective bargaining units? Who negotiates with them?
- Does the system seek to hire from the local community and give consideration to the diverse population served by the system?

Clinical staffing

- Is the clinical staff employed by the safety net system?
- Is there a contractual agreement with the clinical staff/medical group to cover all disciplines needed for the safety net system (or hospital only)?
- Who is responsible for establishing the agreement(s)?
- If teaching facility, is the clinical staff responsible for teaching and supervision of residents and students? How is this activity compensated?
- Do the clinical staff and the management of the safety net meet frequently to review the operations of the safety net system? Is there an administrative/clinical forum for review of the operations and achievement of goals? Does the clinical staff participate in budget discussions?

Planning

- Is there a strategic plan for the system?
- Is the plan a multi-year plan that addresses the role of the system in meeting the needs of the community, particularly the uninsured and the medically indigent?
- Who participates in developing the plan?
- Who monitors progress on the plan?
- How is the plan communicated to the staff? The public?

Quality

- Who is accountable for the quality of care throughout the system?
- How is quality of care measured throughout the system?
- How is information concerning quality of care shared with the public?

Local support

- What is the image of the system in the community?

- Is the system seen as providing high quality care and accessible to all in the community, or is it a system only for the poor or minorities?
- Do your employees and their families use the system?
- What is the role of the system in improving opportunities for people in the community?