



CITY AND BOROUGH OF SITKA

ASSEMBLY CHAMBERS
330 Harbor Drive
Sitka, AK
(907)747-1811

Meeting Agenda

City and Borough Assembly

*Mayor Matthew Hunter
Deputy Mayor Steven Eisenbeisz,
Vice Deputy Mayor Bob Potrzuski,
Aaron Bean, Kevin Knox, Dr. Richard Wein,
Benjamin Miyasato*

*Municipal Administrator: Keith Brady
Municipal Attorney: Brian Hanson
Municipal Clerk: Sara Peterson*

Tuesday, June 5, 2018

6:00 PM

Assembly Chambers

SPECIAL MEETING

I. CALL TO ORDER

II. FLAG SALUTE

III. ROLL CALL

IV. PERSONS TO BE HEARD

Public participation on any item off the agenda. All public testimony is not to exceed 3 minutes for any individual, unless the mayor imposes other time constraints at the beginning of the agenda item.

V. NEW BUSINESS:

- A [18-109](#) Approve the Administrator and Evaluation Committee's recommendation of Quorum and SEARHC for phase 2 as specified in the Sitka Community Hospital RFP

Attachments: [SitkaCommHospRFP.pdf](#)

[SCH Assembly Mtg 6-5-18 \(FINAL 60518\).pdf](#)

VI. PERSONS TO BE HEARD:

Public participation on any item on or off the agenda. Not to exceed 3 minutes for any individual.

VII. EXECUTIVE SESSION

none anticipated

VIII. ADJOURNMENT

Note: Detailed information on these agenda items can be found on the City website at <https://sitka.legistar.com/Calendar.aspx> or by contacting the Municipal Clerk's Office at City Hall, 100 Lincoln Street or 747-1811. A hard copy of the Assembly packet is available at the Sitka Public Library. Assembly meetings are aired live on KCAW FM 104.7 and via video streaming from the City's website. To receive Assembly agenda notifications, sign up with GovDelivery on the City website.

*Sara Peterson, MMC, Municipal Clerk
Publish: June 1*



CITY AND BOROUGH OF SITKA

Legislation Details

File #: 18-109 **Version:** 1 **Name:**

Type: Item **Status:** AGENDA READY

File created: 5/31/2018 **In control:** City and Borough Assembly

On agenda: 6/5/2018 **Final action:**

Title: Approve the Administrator and Evaluation Committee's recommendation of Quorum and SEARHC for phase 2 as specified in the Sitka Community Hospital RFP

Sponsors:

Indexes:

Code sections:

Attachments: [SitkaCommHospRFP.pdf](#)
[SCH Assembly Mtg 6-5-18 \(FINAL 60518\).pdf](#)

Date	Ver.	Action By	Action	Result
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POSSIBLE MOTION

I MOVE TO approve the Administrator and Evaluation Committee's recommendation of Quorum and SEARHC for phase 2 as specified in the Sitka Community Hospital RFP.

SITKA COMMUNITY HOSPITAL AFFILIATION REQUEST FOR PROPOSALS

May 31, 2018

Name of Proposing Organization (evaluator to fill in the blank) : Alaska Regional Hospital (HCA)

SCH Affiliation RFP Criteria / Component	SCORES					Avg Score	Goal Weights
	Evaluator 1	Evaluator 2	Evaluator 3	Evaluator 4	Evaluator 5		
1. Degree to which RFP respondent's vision for SCH optimizes SCH's positive attributes outlined in the "Introduction" section of the RFP:	3.00	2.75	4.50	1.75	2.50	2.90	
• Mission and Vision						2.80	
• Critical Access Hospital status						2.80	
• Programs and services that enhance the continuum of care in the community (outpatient services, swing bed program, long-term care, home health)						3.60	
• Employment of talented mix of providers and staff						2.40	
2. RFP respondent's demonstrated willingness to embrace the Assembly's Guiding Principles and Goals of Affiliation (refer to "Objectives and Priorities" section of RFP, as well as "Prioritized Goals and Guiding Principles" document):	1.93	2.28	3.24	1.69	2.30	2.29	
• Guiding Principles:							
1) Alignment of organizational missions and core values						3.00	
2) Compatibility of culture embracing quality and accountability						2.80	
3) Commitment to serving local community and providing access to appropriate care close to home						2.80	
4) Adoption of shared vision for the future						2.60	
5) Relationships characterized by trust, integrity, equity and collaborative spirit						3.00	
6) Transparency and open communication channels between all parties						3.60	
7) Willingness to engage mutually in transition/integration planning						3.40	
• Prioritized Goals (green=high priority; blue=lower priority):							
1) Increase quality and scope of healthcare provided in Sitka						3.40	100%
2) Mitigate current and future liabilities to CBS						1.20	100%
3) Maintain/expand living wage employment opportunities						1.70	71%
4) Provide access to capital for future needed improvements						0.57	57%
5) Participate in governance of future affiliated entity						1.20	43%
6) Elevate brand status and reputation within our community						0.44	20%
3. Assessment of best organizational fit, along with benefit to SCH and the community, based on the RFP respondent's response to "Characteristics of Proposer" and proposal requirements outlined in "Phase 1" section of the RFP:	2.57	1.00	3.00	1.29	2.57	2.09	
• A demonstrated culture of quality and accountability						2.20	
• A proven track record of operational success						2.40	
• Capabilities, facilities, clinical integration, leadership, and strategies to position the organization for healthcare reform						2.20	
• Demonstrated history of following through on its promises and commitments						2.20	
• Proposer's history with and reputation among physicians, consumers, and third-party payers						2.00	
• Experience with and proposed strategies for improving patient experience and outcomes and third-party payers						2.00	
• Financial strength of the proposer						1.60	
4. Degree to which the nature and structure of the proposed affiliation (see proposal requirements outlined in "Phase 1" section of the RFP) aligns with the Assembly's Prioritized Goals of Affiliation and supports long-term sustainability of care in the community.	2	2	2.5	2	3	2.30	
5. Any other criteria that consultants and CBS staff deems important in assessing RFP respondents	0	2	3	0	3	1.60	
	Overall Average Score:					2.23	
	Overall Average Score (minus criterion 5):					2.39	
Rating Scale: 1-5							
1-Does not meet criterion							
2-Partially meets criterion							
3-Adequately meets criterion							
4-Exceeds criterion							
5-Greatly exceeds criterion							

SITKA COMMUNITY HOSPITAL AFFILIATION REQUEST FOR PROPOSALS

May 31, 2018

Name of Proposing Organization (evaluator to fill in the blank) : Quorum Health Resources

SCH Affiliation RFP Criteria / Component	SCORES					Avg Score	Goal Weights
	Evaluator 1	Evaluator 2	Evaluator 3	Evaluator 4	Evaluator 5		
1. Degree to which RFP respondent's vision for SCH optimizes SCH's positive attributes outlined in the "Introduction" section of the RFP:	2.75	2.75	3.25	2.25	2.75	2.75	
• Mission and Vision						2.80	
• Critical Access Hospital status						3.20	
• Programs and services that enhance the continuum of care in the community (outpatient services, swing bed program, long-term care, home health)						2.00	
• Employment of talented mix of providers and staff						3.00	
2. RFP respondent's demonstrated willingness to embrace the Assembly's Guiding Principles and Goals of Affiliation (refer to "Objectives and Priorities" section of RFP, as well as "Prioritized Goals and Guiding Principles" document):	2.00	2.23	2.64	2.09	2.32	2.26	
• Guiding Principles:							
1) Alignment of organizational missions and core values						2.80	
2) Compatibility of culture embracing quality and accountability						3.20	
3) Commitment to serving local community and providing access to appropriate care close to home						2.80	
4) Adoption of shared vision for the future						3.00	
5) Relationships characterized by trust, integrity, equity and collaborative spirit						3.20	
6) Transparency and open communication channels between all parties						3.20	
7) Willingness to engage mutually in transition/integration planning						3.20	
• Prioritized Goals (green=high priority; blue=lower priority):							
1) Increase quality and scope of healthcare provided in Sitka						2.40	100%
2) Mitigate current and future liabilities to CBS						1.40	100%
3) Maintain/expand living wage employment opportunities						1.85	71%
4) Provide access to capital for future needed improvements						0.68	57%
5) Participate in governance of future affiliated entity						1.29	43%
6) Elevate brand status and reputation within our community						0.32	20%
3. Assessment of best organizational fit, along with benefit to SCH and the community, based on the RFP respondent's response to "Characteristics of Proposer" and proposal requirements outlined in "Phase 1" section of the RFP:	2.71	3.14	3.43	2.57	3.14	3.00	
• A demonstrated culture of quality and accountability						3.20	
• A proven track record of operational success						3.00	
• Capabilities, facilities, clinical integration, leadership, and strategies to position the organization for healthcare reform						3.00	
• Demonstrated history of following through on its promises and commitments						3.20	
• Proposer's history with and reputation among physicians, consumers, and third-party payers						3.20	
• Experience with and proposed strategies for improving patient experience and outcomes and third-party payers						2.80	
• Financial strength of the proposer						2.60	
4. Degree to which the nature and structure of the proposed affiliation (see proposal requirements outlined in "Phase 1" section of the RFP) aligns with the Assembly's Prioritized Goals of Affiliation and supports long-term sustainability of care in the community.	2	2	2.5	2	4	2.50	
5. Any other criteria that consultants and CBS staff deems important in assessing RFP respondents	0	3	0	0	3	1.20	
	Overall Average Score:					2.34	
	Overall Average Score (minus criterion 5):					2.63	
Rating Scale: 1-5							
1-Does not meet criterion							
2-Partially meets criterion							
3-Adequately meets criterion							
4-Exceeds criterion							
5-Greatly exceeds criterion							

SITKA COMMUNITY HOSPITAL AFFILIATION REQUEST FOR PROPOSALS

May 31, 2018

Name of Proposing Organization (evaluator to fill in the blank) : RCCH HealthCare Partners

SCH Affiliation RFP Criteria / Component	SCORES					Avg Score	Goal Weights
	Evaluator 1	Evaluator 2	Evaluator 3	Evaluator 4	Evaluator 5		
1. Degree to which RFP respondent's vision for SCH optimizes SCH's positive attributes outlined in the "Introduction" section of the RFP:	3.25	3.50	4.00	2.00	4.25	3.40	
• Mission and Vision						3.60	
• Critical Access Hospital status						3.40	
• Programs and services that enhance the continuum of care in the community (outpatient services, swing bed program, long-term care, home health)						3.40	
• Employment of talented mix of providers and staff						3.20	
2. RFP respondent's demonstrated willingness to embrace the Assembly's Guiding Principles and Goals of Affiliation (refer to "Objectives and Priorities" section of RFP, as well as "Prioritized Goals and Guiding Principles" document):	2.41	2.76	3.14	1.71	2.87	2.58	
• Guiding Principles:							
1) Alignment of organizational missions and core values						2.70	
2) Compatibility of culture embracing quality and accountability						3.60	
3) Commitment to serving local community and providing access to appropriate care close to home						3.20	
4) Adoption of shared vision for the future						2.40	
5) Relationships characterized by trust, integrity, equity and collaborative spirit						3.40	
6) Transparency and open communication channels between all parties						3.20	
7) Willingness to engage mutually in transition/integration planning						3.20	
• Prioritized Goals (green=high priority; blue=lower priority):							
1) Increase quality and scope of healthcare provided in Sitka						3.2	100%
2) Mitigate current and future liabilities to CBS						2.6	100%
3) Maintain/expand living wage employment opportunities						2.3	71%
4) Provide access to capital for future needed improvements						1.8	57%
5) Participate in governance of future affiliated entity						1.3	43%
6) Elevate brand status and reputation within our community						0.6	20%
3. Assessment of best organizational fit, along with benefit to SCH and the community, based on the RFP respondent's response to "Characteristics of Proposer" and proposal requirements outlined in "Phase 1" section of the RFP:	3.57	3.57	4.14	2.00	3.57	3.37	
• A demonstrated culture of quality and accountability						3.40	
• A proven track record of operational success						3.60	
• Capabilities, facilities, clinical integration, leadership, and strategies to position the organization for healthcare reform						3.40	
• Demonstrated history of following through on its promises and commitments						2.80	
• Proposer's history with and reputation among physicians, consumers, and third-party payers						3.20	
• Experience with and proposed strategies for improving patient experience and outcomes and third-party payers						3.60	
• Financial strength of the proposer						3.60	
4. Degree to which the nature and structure of the proposed affiliation (see proposal requirements outlined in "Phase 1" section of the RFP) aligns with the Assembly's Prioritized Goals of Affiliation and supports long-term sustainability of care in the community.	3	2	2.5	2	4	2.70	
5. Any other criteria that consultants and CBS staff deems important in assessing RFP respondents	0	2	4	0	4	2.00	
	Overall Average Score:					2.81	
	Overall Average Score (minus criterion 5):					3.01	

Rating Scale: 1-5
1-Does not meet criterion
2-Partially meets criterion
3-Adequately meets criterion
4-Exceeds criterion
5-Greatly exceeds criterion

SITKA COMMUNITY HOSPITAL AFFILIATION REQUEST FOR PROPOSALS

May 31, 2018

Name of Proposing Organization (evaluator to fill in the blank): Sitka Jet Center, LLC

SCH Affiliation RFP Criteria / Component	SCORES					Avg Score	Goal Weights
	Evaluator 1	Evaluator 2	Evaluator 3	Evaluator 4	Evaluator 5		
1. Degree to which RFP respondent's vision for SCH optimizes SCH's positive attributes outlined in the "Introduction" section of the RFP:	2.25	2.25	2.25	1.25	1.00	1.80	
• Mission and Vision						1.80	
• Critical Access Hospital status						1.80	
• Programs and services that enhance the continuum of care in the community (outpatient services, swing bed program, long-term care, home health)						1.60	
• Employment of talented mix of providers and staff						2.00	
2. RFP respondent's demonstrated willingness to embrace the Assembly's Guiding Principles and Goals of Affiliation (refer to "Objectives and Priorities" section of RFP, as well as "Prioritized Goals and Guiding Principles" document):	1.75	1.70	1.94	0.92	1.30	1.52	
• Guiding Principles:							
1) Alignment of organizational missions and core values						1.60	
2) Compatibility of culture embracing quality and accountability						1.20	
3) Commitment to serving local community and providing access to appropriate care close to home						2.20	
4) Adoption of shared vision for the future						1.60	
5) Relationships characterized by trust, integrity, equity and collaborative spirit						1.60	
6) Transparency and open communication channels between all parties						2.40	
7) Willingness to engage mutually in transition/integration planning						2.00	
• Prioritized Goals (green=high priority; blue=lower priority):							
1) Increase quality and scope of healthcare provided in Sitka						1.20	100%
2) Mitigate current and future liabilities to CBS						2.20	100%
3) Maintain/expand living wage employment opportunities						1.42	71%
4) Provide access to capital for future needed improvements						1.37	57%
5) Participate in governance of future affiliated entity						0.77	43%
6) Elevate brand status and reputation within our community						0.20	20%
3. Assessment of best organizational fit, along with benefit to SCH and the community, based on the RFP respondent's response to "Characteristics of Proposer" and proposal requirements outlined in "Phase 1" section of the RFP:	2.14	1.57	1.57	1.00	2.14	1.69	
• A demonstrated culture of quality and accountability						1.20	
• A proven track record of operational success						1.80	
• Capabilities, facilities, clinical integration, leadership, and strategies to position the organization for healthcare reform						1.00	
• Demonstrated history of following through on its promises and commitments						2.60	
• Proposer's history with and reputation among physicians, consumers, and third-party payers						1.20	
• Experience with and proposed strategies for improving patient experience and outcomes and third-party payers						1.00	
• Financial strength of the proposer						3.00	
4. Degree to which the nature and structure of the proposed affiliation (see proposal requirements outlined in "Phase 1" section of the RFP) aligns with the Assembly's Prioritized Goals of Affiliation and supports long-term sustainability of care in the community.	2	2	2.5	1	2	1.90	
5. Any other criteria that consultants and CBS staff deems important in assessing RFP respondents	0	2	3	0	3	1.60	
	Overall Average Score:					1.70	
	Overall Average Score (minus criterion 5):					1.73	
Rating Scale: 1-5							
1-Does not meet criterion							
2-Partially meets criterion							
3-Adequately meets criterion							
4-Exceeds criterion							
5-Greatly exceeds criterion							

SITKA COMMUNITY HOSPITAL AFFILIATION REQUEST FOR PROPOSALS

May 29, 2018

Name of Proposing Organization (evaluator to fill in the blank) : Southeast Alaska Regional Health Consortium (SEARHC)

SCH Affiliation RFP Criteria / Component	SCORES					Avg Score	Goal Weights
	Evaluator 1	Evaluator 2	Evaluator 3	Evaluator 4	Evaluator 5		
1. Degree to which RFP respondent's vision for SCH optimizes SCH's positive attributes outlined in the "Introduction" section of the RFP:	3.25	3.75	4.75	4.00	3.75	3.90	
• Mission and Vision						3.40	
• Critical Access Hospital status						4.00	
• Programs and services that enhance the continuum of care in the community (outpatient services, swing bed program, long-term care, home health)						4.20	
• Employment of talented mix of providers and staff						4.00	
2. RFP respondent's demonstrated willingness to embrace the Assembly's Guiding Principles and Goals of Affiliation (refer to "Objectives and Priorities" section of RFP, as well as "Prioritized Goals and Guiding Principles" document):	2.75	3.40	3.46	3.08	3.33	3.20	
• Guiding Principles:							
1) Alignment of organizational missions and core values						3.40	
2) Compatibility of culture embracing quality and accountability						3.60	
3) Commitment to serving local community and providing access to appropriate care close to home						4.60	
4) Adoption of shared vision for the future						3.40	
5) Relationships characterized by trust, integrity, equity and collaborative spirit						3.20	
6) Transparency and open communication channels between all parties						3.80	
7) Willingness to engage mutually in transition/integration planning						3.60	
• Prioritized Goals (green=high priority; blue=lower priority):							
1) Increase quality and scope of healthcare provided in Sitka						3.80	100%
2) Mitigate current and future liabilities to CBS						4.80	100%
3) Maintain/expand living wage employment opportunities						2.84	71%
4) Provide access to capital for future needed improvements						2.51	57%
5) Participate in governance of future affiliated entity						1.46	43%
6) Elevate brand status and reputation within our community						0.64	20%
3. Assessment of best organizational fit, along with benefit to SCH and the community, based on the RFP respondent's response to "Characteristics of Proposer" and proposal requirements outlined in "Phase 1" section of the RFP:	2.86	4.00	4.14	4.14	3.71	3.77	
• A demonstrated culture of quality and accountability						3.60	
• A proven track record of operational success						3.80	
• Capabilities, facilities, clinical integration, leadership, and strategies to position the organization for healthcare reform						4.00	
• Demonstrated history of following through on its promises and commitments						3.60	
• Proposer's history with and reputation among physicians, consumers, and third-party payers						3.20	
• Experience with and proposed strategies for improving patient experience and outcomes and third-party payers						3.80	
• Financial strength of the proposer						4.40	
4. Degree to which the nature and structure of the proposed affiliation (see proposal requirements outlined in "Phase 1" section of the RFP) aligns with the Assembly's Prioritized Goals of Affiliation and supports long-term sustainability of care in the community.	3	4	5	4	4	4.00	
5. Any other criteria that consultants and CBS staff deems important in assessing RFP respondents	0	4	4	0	4	2.40	
	Overall Average Score:					3.46	
	Overall Average Score (minus criterion 5):					3.72	
Rating Scale: 1-5							
1-Does not meet criterion							
2-Partially meets criterion							
3-Adequately meets criterion							
4-Exceeds criterion							
5-Greatly exceeds criterion							

Sitka Community Hospital RFP

City and Borough of Sitka, Alaska Assembly

Sarah Cave & Steve Huebner

June 5, 2018



HUEBNER ADVISORY LLC

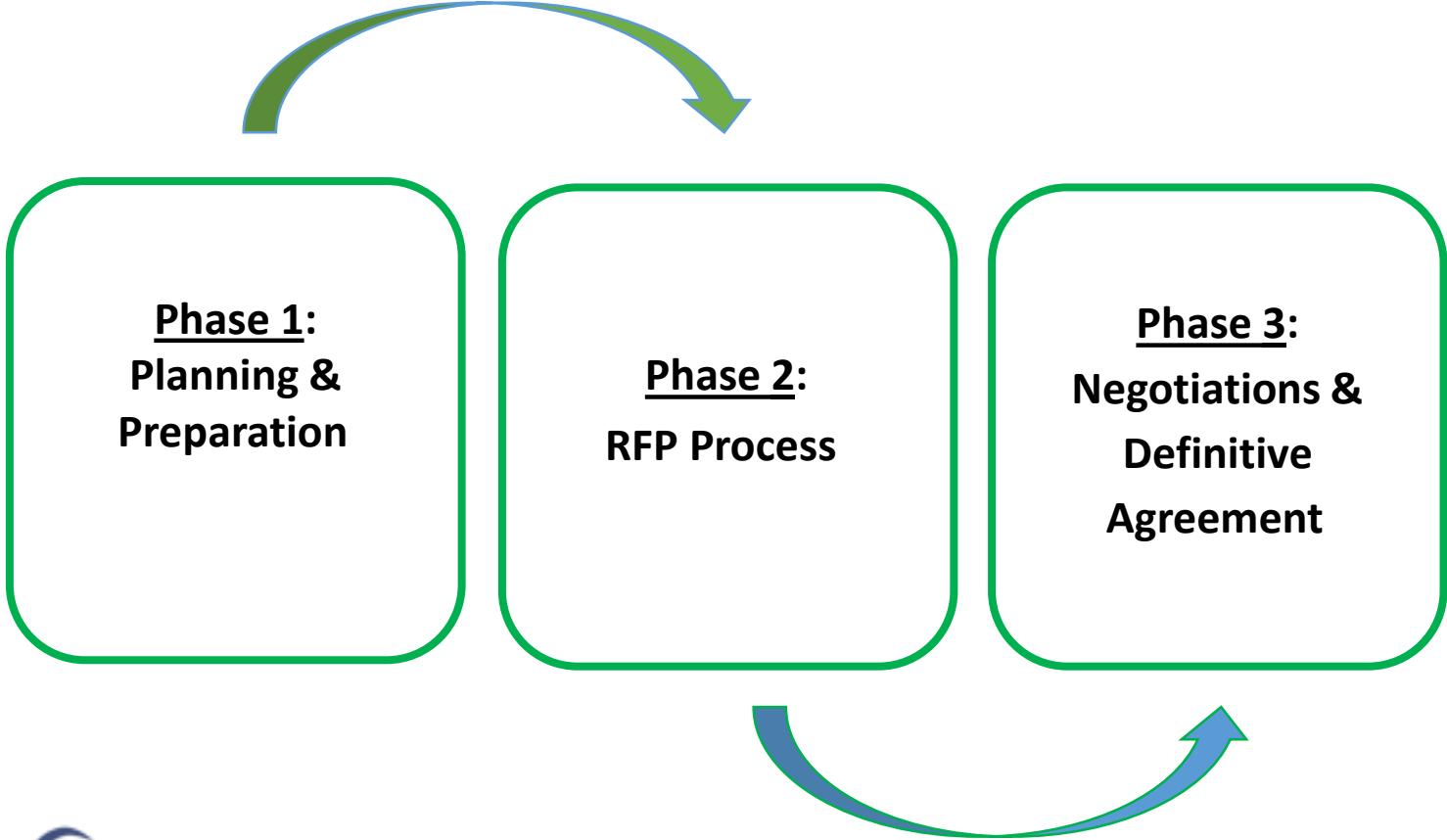
Tonight's Objectives

1. Quick recap of where we are in process and the CBS Assembly's Guiding Principles and Goals of Affiliation
2. Review the RFP Evaluation Team's assessment of proposals
3. Discussion and approval of the City Administrator's recommendation (on behalf of the Evaluation Team) of advancing 2 proposals to the next phase of the RFP process

Recap Process, Principles & Goals



Affiliation Process Phasing



RFP Process & Timeline

- RFP release date: March 30, 2018
- Preliminary Intent to Respond: April 16, 2018
- Due date for proposals: May 18, 2018
- Notice date of selected proposers: June 6, 2018
- Finalist site visits: July 11-12, 2018
- Due date for expanded proposals: July 27, 2018
- Finalist oral presentation date: August 13, 2018
- Selection date of preferred proposer: August 28, 2018



Guiding Principles for Affiliation (culture & fit)

Principles to which CBS would adhere and would expect a potential partner to adhere to

1. Alignment of organizational missions and core values.
2. Compatibility of culture embracing quality and accountability.
3. Commitment to serving local community and providing access to appropriate care close to home.
4. Adoption of shared vision for the future.
5. Relationships characterized by trust, integrity, equity and collaborative spirit.



Guiding Principles for Affiliation (culture & fit)

Principles to which CBS would adhere and would expect a potential partner to adhere to

6. Transparency and open communication channels between all parties.
7. Willingness to engage mutually in transition/integration planning.



Prioritized Goals

Goal	Prioritization (# Dots)
Increase quality and scope of healthcare provided in Sitka	7 green
Mitigate current and future liabilities to CBS	7 green
Maintain/expand living wage employment opportunities	5 green
Provide access to capital for future needed improvements	4 green
Participate in governance of future affiliated entity	3 green
Elevate brand status and reputation within our community	0 dots
Be well positioned for success in an era of healthcare reform	1 red



Summary of Evaluation Team Assessment of Proposals



Evaluation Team Members

- Kimberly Bakkes, MD, SCH Chief of Staff
- Keith Brady, CBS Administrator
- Sarah Cave, Consultant
- Steve Huebner, Consultant
- Connie Sipe, SCH Board Chair



Evaluation Team Charge

1. Maintain Objectivity:
 - ✓ Evaluate against objective criteria that map directly to RFP and CBS goals
 - ✓ Team's job to objectively assess and recommend - Assembly's job to vote/ make decision
 - ✓ Evaluate each proposal on its own merit
 - ✓ Shed any preconceived notions about proposing organizations
2. Provide individual perspective on each evaluation criteria
3. Reach consensus on overall ranking of proposals
4. Recommendation of two proposals that most closely align with CBS goals and objectives



Overview of Evaluation Team's Scoring

- **Rating Scale: 1-5** (1-Does not meet criterion 2-Partially meets criterion 3-Adequately meets criterion 4-Exceeds criterion 5-Greatly exceeds criterion)
- **Criteria:**
 1. Degree to which RFP respondent's proposal optimizes SCH's positive attributes outlined in the RFP (mission, vision, CAH, programs/services)
 2. Demonstrated willingness to embrace the Assembly's Guiding Principles and Goals of Affiliation (goals weighted based on prioritization)
 3. Assessment of best organizational fit based on the organization's characteristics, performance trends, and track record of success
 4. Degree to which the nature and structure of the proposed affiliation aligns with the Assembly's goals and supports long-term sustainability of healthcare in the community



Summary of Scoring Results (ranked lowest to highest)

- 1. Sitka Jet: 1.73** - did not receive an average score of 2 or higher on any criteria:
 - Real estate transaction (sale/lease-back w/triple net terms)
 - Does not achieve overall objectives
- 2. Alaska Regional: 2.39** – did not receive an average score of 3 or higher on any criteria:
 - Services proposed in this affiliation agreement would be of benefit to the hospital/community
 - This proposal was previously presented to the SCH Board and management, so didn't respond to many elements of the RFP

Summary of Scoring Results (cont'd)

4. **RCCH/UW Medicine: 3.01** – range of average scores 2.58-3.37; exceeded an average of 3 on 2 of 4 criteria:

- Straight-forward proposal that meets many of the Assembly's goals
- Contingency of a merger with another AK hospital was Evaluation Team's chief concern
- RCCH/UW Med wouldn't want to enter the community if they couldn't be successful (small hospital, 2-hospital town)

Summary of Scoring Results (cont'd)

3. **Quorum: 2.63** – range of average scores 2.26-3.0; met 1 criterion

- Proposed management services would be of benefit to the hospital/community
- Experience working with small community hospitals
- Need to ensure that anticipated level of improved operating performance would justify management fees
- May not achieve long-term sustainability

Summary of Scoring Results (cont'd)

5. **SEARHC: 3.72** – exceeded a 3 on all criteria

- Fully responsive to the RFP
- Described a compelling shared vision, as well as a collaborative approach with input into governance process
- Committed to delivering a full range of services in the Sitka community
- Offered 3 different transaction structure options, all of which involve purchasing the business operations of SCH, and would be favorable in terms of mitigating CBS's financial liabilities and meeting short- and long-term capital needs.
- Long-term sustainable model
- Will need to address/manage historical mistrust and perception issues



Recommendation

- On behalf of the Evaluation Team, City Administrator recommends to the CBS Assembly that the following two organizations move forward to Phase 2 (SCH site visits):
 1. SEARHC
 2. Quorum Health Resources

