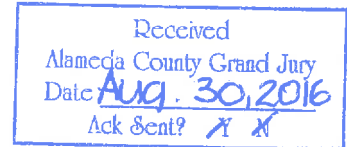




August 25, 2016



Presiding Judge Morris D. Jackson
Alameda County Superior Court
1225 Fallon Street, Department One
Oakland, CA 94612

Re: Response by Eden Township Healthcare District (dba Eden Health District) to 2015-2016 Civil Grand Jury Report

Dear Honorable Jackson:

This letter constitutes the formal response of Eden Township Healthcare District (ETHD, dba Eden Health District) to the section of the 2015-2016 Civil Grand Jury Report entitled, *The Failure of Eden Township Healthcare District's Mission*.

Responses to Findings:

Finding 16-14: The Eden Township Healthcare District lacks a clear vision of its future as a viable government agency.

ETHD Response to Finding 16-14: Eden Township Healthcare District disagrees with the finding. Eden Township Healthcare District has established clearly that it seeks to improve the health of the community by increasing screening, early health care access and concentrating on underserved areas within the District (Ashland, Cherryland and South Hayward).

Finding 16-15: The execution of the Eden Township Healthcare District's mission is ineffective because it does not engage in advanced strategic planning practices. The district lacks information concerning the needs of its residents and fails to take steps to assess those needs.

ETHD Response to Finding 16-15: Eden Township Healthcare District disagrees with the finding. The District regularly measures the health of the District's residents using the same data used by the Alameda County Health Care Services Agency and determines priorities and strategic planning based on this data.

Finding 16-16: The amount of resources devoted to the Eden Township Healthcare District's primary mission is only 12% of its total expenses. Although an improvement over the historical 5%, this ratio is an indication that the district's attention has been diverted away from its primary mission, which is to "improve the health of the people in our community."

ETHD Response to Finding 16-16: Eden Township Healthcare District disagrees with the finding. Eden Township Healthcare District's healthcare mission includes providing access to care, which we do by providing medical office space for physicians in locations to provide access to patients. Measured in this way, 85% of our resources are committed to serving the community's health needs.

Finding 16-17: Survey data showing that district residents have little or no knowledge or opinion of ETHD's existence demonstrates ETHD's failure to deliver on its stated mission.

ETHD Response to Finding 16-17: Eden Township Healthcare District agrees with the finding. However, the survey data was based on a 2012 survey conducted by the District. Since then, the District has spent resources and time communicating with more than 19,855 individuals in the District directly, and at health fairs. We have reached several hundred more through the District's community health educational programs.

Finding 16-18: Eden Township Healthcare District's current priorities lack concrete action plans, timelines, funding sources, or a rationale that would inform residents how and when plan priorities will be achieved.

ETHD Response to Finding 16-18: Eden Township Healthcare District disagrees with the finding. Eden Township Healthcare District does have current priorities (areas and focus of health concerns, are the health of the residents in the Ashland and Cherryland areas, diabetes education and prevention, and mental health education). Informing residents when health care results will be achieved is a goal that even the Federal Government has been seeking to achieve for decades, without success. Even our most respected institutions have struggles with this issue. This is an unrealistic statement, especially for a small agency dealing with 350,000 people. Alameda County, with its much larger budget cannot show results in this area.

Finding 16-19: ETHD's stated priority to provide direct healthcare services to the community is unachievable under its current operating structure. This problem highlights the fact that the district has not aligned its strategic priorities with the reality of its operating structure.

ETHD Response to Finding 16-19: Eden Township Healthcare District disagrees with this finding. This is just a statement of an unsubstantiated opinion: we can set up a clinic and deliver health care services directly. Also, when the District educates 100 people about how to live a healthier, productive life with diabetes, we ARE providing direct health care (not medical care, but "health" care) to people, some of whom do not get ill enough to get medical care because they are more aware of how to maintain good health.

Finding 16-20: The Eden Township Healthcare District's passive approach to planning has resulted in a lack of short- and long-term objectives. It reduces the organization to haphazardly funding its priorities on a reactionary or politically driven basis.

ETHD Response to Finding 16-20: Eden Township Healthcare District disagrees with this finding. Eden Township Healthcare District believes this finding is absolutely off the mark! The District has set a goal of funding as much of our stated priorities that a given budget can provide and then fund those programs that meet those goals and monitor them. The District believes this is a far better approach than setting lofty goals with no money to follow through and get anything done.

Finding 16-21: There is little or no evidence of collaboration between Eden Township Healthcare District and the Alameda County Health Care Services Agency. Lack of collaboration is wasteful and detrimental to the community the district serves.

ETHD Response to Finding 16-21: Eden Township Healthcare District disagrees with this finding. This is a matter of definition. Alex Briscoe, Director of the Alameda Health Care Services Agency came to the District and asked for help to keep St. Rose Hospital functioning. The District then made an emergency loan to St. Rose Hospital as a result. The District reviews the County's health assessment and works with them (sometimes funding County programs such as WIC), thereby disproving this statement.

Responses to Recommendations:

Recommendation 16-10: *The Eden Township Healthcare District must conduct community assessments giving all district residents and other stakeholders the opportunity to provide input for strategic planning purposes.*

ETHD Response to Recommendation 16-10: The Eden Township Healthcare District has done community assessments for strategic planning purposes, and will continue to do so. (There is a challenge in trying to get the community, which is generally not interested in taking the time to give us input, to tell us what they need.)

Recommendation 16-11: *The Eden Township Healthcare District must create and articulate a clear vision for the district that serves as a basis for advanced strategic planning practices that meet the expectations of residents and other stakeholders.*

ETHD Response to Recommendation 16-11: The Eden Health District has just completed a planning process with the Board of Directors reviewing and revising and expanding on the Strategic Plan. We are now involved in setting short and long term objectives and action plans for those strategic priorities, based on our ability to fund them.

Recommendation 16-12: *The Eden Township Healthcare District must take steps to correlate its grant programs to meet specified needs of the diverse demographic of its residents.*

ETHD Response to Recommendation 16-12: Eden Township Healthcare District disagrees with this recommendation. This finding is perplexing in that it was explained to the members of the Grand Jury sub-committee, with whom we met, that we set our priorities based on findings of need for which we seek input from our community members (grantees and their clients) and the County Health Care Services planning documents. (see response to Recommendation 16-13)

Recommendation 16-13: *The Eden Township Healthcare District must collaborate with the Alameda County Health Care Services Agency and show evidence that they have identified short- and long-term priorities that address the district's core mission and functions.*

ETHD Response to Recommendation 16-13: Eden Township Healthcare District disagrees with this recommendation. Eden Township Healthcare District believes this is something the District has done and can certainly continue to do. Alex Briscoe, Director of the Alameda Health Care Services Agency came to the District and asked for help to keep St. Rose Hospital functioning. The District then made an emergency loan to St. Rose Hospital as a result. The District reviews the County's health assessment and works with them (sometimes funding County programs such as WIC). The District can work to do more in collaboration with the Alameda County Health Care Services Agency.

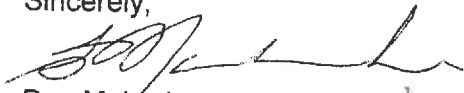
Recommendation 16-14: *The Eden Township Healthcare District must take additional steps to publicly provide health information, educational resources, news and community events to all district residents.*

ETHD Response to Recommendation 16-14: Eden Township Healthcare District agrees with this recommendation. The District is constantly trying to improve how to communicate with the district residents and the frequency and the number of people we reach. The District has been providing health information, educational resources, news and community events to the residents of the District through our health education programs. The District has also started providing quarterly e-newsletters to the community. The District will continue its health education seminars and e-newsletters to the community.

Recommendation 16-15: *In conjunction with Eden Township Healthcare District's next board election, the district must provide the electorate with a choice to vote on whether the district should continue to exist.*

ETHD Response to Recommendation 16-15: Eden Township Healthcare District disagrees with this recommendation. This is not a realistic goal as there is not sufficient time to have the issue on the ballot for the November, 2016 election, which is the next board election. However, the District Board will discuss this issue and, if the Board decides to do so, how best to present this decision to the public. In June, 2016, the Eden Township Healthcare District Board of Directors adopted a resolution stating that consistent with all existing State and local law, if a dissolution of the District were to take place in a manner that denies the residents of the District the right to determine the destiny of the District that they created and funded and which serves their interests, any expenditure of funds stemming from a dissolution must be done through a designated formula that must be presented and approved by the voters of the District. Meanwhile, there are State legislative efforts underway, which might undermine the District's ability to seek a vote of the public on this issue (AB 2471, Quirk and AB 2737, Bonta).

Sincerely,



Dev Mahadevan
Chief Executive Officer

cc: Cassie Barner
ETHD Board of Directors