

Community Benefit Plan Progress Report, 2011

Based on the Community Benefit Plan 2010 – 2012

Responding to the 2010-2012 Needs Assessment



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Sutter Medical Center, Sacramento Community Benefit Progress Report Prepared and Submitted by:

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Table of Contents

Sutter Health – Building Healthier Communities and Caring for Those in Need

Executive Summary

I.	2011 Progress Report on Community Benefit Plan (2010 – 2012)	Page 5 - 13
II.	2011 Community Benefit Values	Page 14 - 15
III.	2011 List of Community Benefit Partners	Page 16

Sutter Health:

Building Healthier Communities and Caring for Those in Need

Sutter Medical Center, Sacramento is affiliated with Sutter Health, a not-for-profit network of 48,000 physicians, employees, and volunteers who care for more than 100 Northern California towns and cities. Together, we're creating for a more integrated, seamless and affordable approach to caring for patients.

It's better for patients:

We believe this community-owned, not-for-profit approach to health care best serves our patients and our communities – for multiple reasons. First of all, it's good for patients. According to the Journal of General Internal Medicine (April 2000), patients treated at for-profit or government-owned hospitals were two-to-four times more likely to suffer preventable adverse events than patients treated at not-for-profit institutions.

Our stockholders are our communities:

Investor-owned, for-profit health systems have a financial incentive to avoid caring for uninsured and underinsured patients. They also have a financial incentive to avoid hard-to-serve populations and "undesirable" geographic areas such as rural areas. In many Northern California's underserved rural locales, Sutter Health is the only provider of hospital and emergency medical services in the community.

Providing charity care and special programs to communities:

Our communities' support helps us expand services, introduce new programs and improve medical technology. Across our network, every Sutter hospital, physician organization and clinic has a special story to tell about fulfilling vital community needs.

Our Commitment to Community Benefit: Meeting the health care needs of our communities is the cornerstone of Sutter Health's not-for-profit mission. This includes directly serving those who cannot afford to pay for health care and supporting programs and services that help those in financial need.

In 2011, our network of physician organizations, hospitals and other health care providers invested a record \$756 million in benefits to the poor and underserved and the broader community. This includes:

- The cost of providing charity care
- The unpaid costs of participating in Medi-Cal
- Investments in medical research, health education and community-based public benefit programs such as school-based clinics and prenatal care for patients.

Sutter Health now provides \$2.7 million in charity care per week.

Executive Summary

Providing community benefits demonstrates our commitment to enhance the well-being of residents in our region, and creates access to healthcare for individuals, children and families who struggle against barriers such as poverty, disability and isolation. Sutter’s Community Benefit programs help people get healthy and stay healthy.

We have launched many programs to enhance health-related awareness and access; and we have partnered with organizations working on the front lines in response to behavioral issues and medical conditions afflicting the residents in our region. Our Community Benefit programs are designed to help the people who need it most.

As a health care organization our hospitals are open 24 hours a day and serve anyone who walks through the door, but we know that’s not enough to promote active, healthy communities. As a partner in building a healthier community, we must also reach into the community to locate the areas of need and provide services and resources to address those needs.

The Sutter Health Sacramento Sierra Region (SHSSR) considers five principles described in “Advancing the State of the Art in Community Benefit: A User’s Guide to Excellence and Accountability,” developed by the Public Health Institute when developing community benefit programs:

- Disproportionate unmet health-related needs - We strive to build and support programs that serve the people who need it most.
- Primary prevention - We develop programs that focus on keeping families healthy.
- A seamless continuum of care - We work to ensure our programs and services are linked.
- Capacity building - We seek to build the capacity of existing community assets.
- Collaborative approach - We can’t do it alone, so whenever possible, we partner with existing community and government agencies.

2011 Community Benefit Value	Sutter Health Sacramento Sierra Region
Benefits for the Poor and Underserved	\$166,662,457
Benefits for the Broader Community	\$8,145,718
Total Quantifiable Community Benefit	\$174,808,175

The financial numbers above reflect the community benefit values for Sutter Health Sacramento Sierra Region (SHSSR), the legal entity that includes Sutter Medical Center, Sacramento. Other Sutter Health affiliates that are a part of SHSSR are Sutter Amador Hospital, Sutter Davis Hospital, Sutter Roseville Medical Center, Sutter Auburn Faith Hospital and Sutter Solano Medical Center.

I. 2011 Progress Report on Community Benefit Plan

The following pages will provide a progress report on the community benefit programs and activities conducted during the reporting year Sutter Medical Center, Sacramento. These programs were created in response to the 2010 Community Needs Assessment – a collaborative report that helps our partners, other health providers, public agencies and leaders identify and prioritize priority needs as they relate to the health of our communities.

The priority 2010 – 2012 priority needs for Sutter Medical Center, Sacramento are:

1. Ensuring Access to Primary Care and Mental Health Services
2. Preparing Our Community for Healthy Futures

For more information about the **2010 – 2012 Community Needs Assessment**, including quantitative and qualitative data, please visit our website at www.HealthyLivingMap.com.

For more information on the **Community Benefit Plan 2010 – 2012** that this progress report pertains to, visit our website at www.CheckSutterFirst.org/community

Ensuring Access to Primary Care and Mental Health Services

Link to Community Needs Assessment	The Interim Care Program (ICP) and ICP Plus helps Sutter Medical Center, Sacramento fulfill its mission to provide access to care for vulnerable and traditionally underserved residents.
Program Description	<p>Sutter Medical Center, Sacramento was a founding partner in establishing an 18-bed shelter for homeless men and women to recuperate from medical conditions. Started in 2004, the program links them to vital community services while giving them a place to heal. The program offers three meals per day, medical follow up and case management. Patients are referred from the hospitals to the Interim Care Program when they are well enough to go home, but need ongoing rest and follow-up treatment. Patients come for various reasons including wound care, recovery from surgery, or injury from an accident. Clients can stay in the program up to six weeks, depending on their medical condition.</p> <p>ICP Plus is a program designed for homeless patients discharging from Sutter Medical Center, Sacramento. Services include liaison with discharge planners, nurse management, ongoing wrap around case management service, including, but not limited to housing assistance, insurance enrollment, substance abuse treatment, and provision of a safe clean place for people to heal for up to six weeks. ICP Plus provides services for those who may require enhanced support with activities of daily living while in the program.</p>
Goals and Objectives	The clients who are enrolled in the ICP are homeless adult individuals who otherwise would be discharged to the street or cared for in an inpatient setting only. The program is designed to offer clients up to six weeks during which they can focus on recovery and developing a plan for their housing and care upon discharge. The program offers three meals per day, medical follow up and case management.
Strategy	<p>The clients who are enrolled in the ICP are homeless adult individuals who otherwise would be discharged to the street or cared for in an inpatient setting only. The program is designed to offer clients up to six weeks during which they can focus on recovery and developing a plan for their housing and care upon discharge. This innovative community partnership provides temporary respite housing in Sacramento that offer homeless men and women a place to recuperate from their medical conditions, link them to vital community services, and provide them a place to heal.</p> <p>The Effort, Sacramento's Federally Qualified Health Center, provides on-site nursing and social services to support clients in their recuperation and help them move out of homelessness. The Effort case manager links clients with mental health services, substance abuse recovery, housing workshops and provides disability application assistance. The Salvation Army provides 18 beds in a designated wing of the shelter where clients have three meals a day and a safe, clean place to recover from their hospitalizations. The wing is wheelchair accessible, has six rooms – each with three hospital beds, and a place for residents to store their medications and wound care supplies.</p> <p>ICP+ is an enhanced version of the ICP, a temporary respite program for homeless patients who are discharged from one of the participating hospitals. The program is designed to give patients without housing alternatives a clean and safe place to heal for up to six weeks and comprehensive wrap-around services like substance abuse treatment, permanent housing and medical care. The enhanced ICP allows for patients needing help with activities of daily living and whose discharge would be challenging due to their high level of need.</p>
Baseline Information	A collaborative of the health care systems, community based organizations and the county government have come together in Sacramento to create a respite care shelter for homeless patients discharged from hospitals, establishing an 18-bed shelter for homeless men and women to recuperate from medical conditions. Started in 2004, the Interim Care Program links people in need to vital community services while giving them a place to heal.
Affiliate's Contribution or Program Expense	ICP - \$78,000 ICP Plus - \$150,000

Results (continued)	<p>The ICP has produced impressive client outcomes by providing “wraparound” services including connection to a medical home, enrollment in eligible programs and support services for clients. The interventions significantly change the client’s utilization patterns and ultimately improves clients’ quality of life. The “wrap-around” services provided and the unique collaboration with community-based service providers have resulted in this program being particularly cost-efficient while also improving the health outcomes of its participants.</p> <p>From 2005-2011, 174 Sutter patients were admitted to the ICP. From 2009-2011, 32 Sutter patients were admitted to the ICP+ program. The average bed days avoided per client (conservative) is 7 days, with the average inpatient day cost per client being \$2,000 per day.</p>
Amendment to Community Benefit Plan	N/A

Ensuring Access to Primary Care and Mental Health Services

Link to Community Needs Assessment	The T3 program (Triage, Transport and Treatment) connects patients to the services they need at the easiest level of care and right intensity of support.
Program Description	Sutter Medical Center, Sacramento is a founding partner of T3, a program launched in 2006 that provides services to patients who seek emergency department care for needs that are best addressed through preventive measures and by primary care providers. This program is a model for the kind of change being called for in various health care reform plans.
Goals and Objectives	Moving these patients from the emergency department improves the patients' health by providing them with the appropriate care in the right setting, while reducing the wait for those seeking care for real medical emergencies, and dramatically reducing costs to our health care system.
Strategy	T3 provides services to patients who seek emergency department care for needs that are best addressed through preventive measures and by primary care providers. This program is a model for the kind of change being called for in various health care reform plans.
Baseline Information	A huge obstacle for healthcare providers, including Sutter Medical Center, Sacramento, is the inappropriate use of the Emergency Department. This issue is not only problematic for the healthcare provider, but also for the patients who are not receiving the appropriate care in the appropriate place, at the appropriate time. Programs like T3 seek to connect people who frequently and inappropriately use the Emergency Department to the correct resources, including housing and mental health services, which is key to the population who utilizes T3.
Affiliate's Contribution or Program Expense	\$750,000
Results	From 2007 – 2011, over 850 clients were served by the T3 program. In the same time period, there was a 60% reduction in ED Visits (12 months pre-post T3 admission)
Amendment to Community Benefit Plan	N/A

Ensuring Access to Primary Care and Mental Health Services

Link to Community Needs Assessment	The Emergency Department Navigator program seeks to connect with patients who are inappropriately accessing care at the Sutter Medical Center, Sacramento Emergency Department.
Program Description	ED Navigators attend to patients in the Emergency Department (upon referral from SHSSR employee and after patient agreement) to provide assistance in identifying primary care providers and to determine other client needs. Often, these patients are connected with programs like T3.
Goals and Objectives	The goal of the ED Navigator is connect patients with the appropriate resources and medical care.
Strategy	Emergency Department Navigators are employees of the Effort and reside in the Emergency Department to direct those who need medical homes or access to services, to the right care in the right place at the right time.
Baseline Information	The ED Navigator is a visible ED-based staff member who is able to provide referrals to treatment for those who do not have urgent needs. For referrals to Effort clinics, the Navigator use their tablet PC to make appointments on the spot and provide referrals with an appointment card listing provider, visit date and location. Referrals sources will include: The T3 program for persons who are frequent non-urgent users; Effort clinics for persons needing a medical home; County clinic(s) for persons needing CMISP; Other community clinics based on clinical or other socio-cultural need.
Affiliate's Contribution or Program Expense	\$150,000
Results	Patients who need and who don't have access to a primary medical physician and/or are inappropriately utilizing emergency department services are connected with Effort Navigator staff and connected to any resources they might need (i.,e T3, County services, Effort, insurance, etc.)
Amendment to Community Benefit Plan	N/A

Preparing Our Community for Healthy Futures	
Link to Community Needs Assessment	Capacity Building Initiative: As part of the Sutter Health Sacramento Sierra Region’s commitment to advancing community benefit, we seek to build the capacity of existing community assets. To this end, Sutter Medical Center, Sacramento launched a capacity building initiative in 2008.
Program Description	The Capacity Building Initiative contributes resources to nonprofit organizations to increase their prospects for long-term stability.
Goals and Objectives	By providing resources to a committee selected nonprofit organization in Sacramento County, which amplifies the chosen organization’s ability to grow and strengthen operations, this supports Sutter Medical Center, Sacramento’s goal of decreasing healthcare delivery costs and increase the overall health of our region’s residents.
Strategy	Through a partnership with 3Fold Communications, Sutter links nonprofit grantees with training, communications and technical assistance so these service providers increase their capacity in five key areas: Board and Staff Development, Branding and Communication, Financial Management, Program Development, and Strategic Alliances.
Baseline Information	Even in the best of financial times, non-profits often found themselves in a challenging fundraising environment and short on resources. Now more than ever, especially during this prolonged period of economic downturn, non-profit organizations can greatly benefit from professional support and planning assistance. Through the capacity building initiative, selected non-profits are able to draw upon professional expertise and support for an entire year, in turn, strengthening their organization through diversifying resources and expanding visibility. As a result, not only does the chosen organization benefit, but the entire population supported by the organization and greater community benefit as well.
Affiliate’s Contribution or Program Expense	\$60,000
Results	<p>In 2011, Stanford Settlement was the Capacity Building Grant awardee.</p> <ul style="list-style-type: none"> • As a result, Stanford Settlement was rebranded and began using one consistent logo throughout all marketing pieces. • An updated brochure was created to highlight Stanford Settlement’s work within the community and to give a face to their clients by providing good imagery of kids, teens and seniors. • To alleviate costly printing and mailing expenses, incurred by the reproduction of a quarterly newsletter, an E-Newsletter (complete with content and an editorial calendar) was completed to offer more frequent and cost-effective information, and to lead more visitors to Stanford Settlement’s website. • A new website was created. • Collateral was designed and outreach plans were developed to identify prospective supporters for Stanford’s events in 2011. • Stanford Settlement’s largest fundraiser each year is Monte Carlo Night. 3fold designed the look/brand for the event, consulted with the event committee in developing the sponsorship packages and steered the board and event committee to potential sponsors for the event. 3fold set up an online ticketing system and designed the ticket page for Stanford’s website to help increase participant response. • Stanford Settlement’s Christmas giving endeavor called “Operation Cratchit” has been delivering food and toys to needy neighborhood residents for 42 years. Due

<p>Results (continued)</p>	<p>to the work of agency and board leaders, and with the support of 3fold, Stanford received over 70,000 lbs. of donated food for Operation Cratchit. In addition to the donations, Stanford Settlement was promoted within the greater Sacramento area via press coverage on two of the four major TV networks. 3fold supported the successful placements in the following media outlets:</p> <p>Coverage on KCRA’s evening news (12/14/11) Morning segment on News 10’s Sacramento & Co.</p> <ul style="list-style-type: none"> • Stanford Settlement was provided strategic direction to Stanford Settlement allowing the organization to utilize social media to achieve goals in two primary areas: 1) garner community support, and 2) spotlight the services of the organization. • As part of the strategy to develop Stanford Settlement’s board of directors, 3fold has: Provided all board members with training focused on the basics of Board leadership: the role of being a brand ambassador and fiscal steward for the organization; Use of a tool to help determine what talent and resource gaps exist on the Board as a means for strategically filling all vacancies; As an outcome of this training, 3fold developed a Board outreach tool that members felt would be useful when they represented Stanford Settlement in the community; 3fold conducted in-depth, one-on-one meetings with each board member to determine each member’s focus area(s) for them and the organization in the next year and; 3fold facilitated a Board retreat, at which the members developed individual fund development plans as a means for increasing Board member performance as fiscal stewards and brand ambassadors.
<p>Amendment to Community Benefit Plan</p>	<p>N/A</p>

Ensuring Access to Primary Care and Mental Health Services

Link to Community Needs Assessment	The Serial Inebriate Program (SIP) was launched in 2006, to address the health, safety, and housing needs of chronic homeless adults living on the streets of Sacramento.
Program Description	<p>The Serial Inebriate Program (SIP) is a result of a partnership between Sutter Medical Center, Sacramento and the Downtown Sacramento Partnership (DSP) Navigators. Using a model with great success, the DSP Navigators reach out and build a one-on-one rapport with homeless adults living on downtown streets. The Navigators gradually develop relationships and eventually connect individuals with local community service programs. The Navigators don't move on at that point; they continue working closely with each individual, facilitating access to care and finding ways to improve their living conditions. Another SIP partner is the Sacramento district attorney's office and the downtown community prosecutor, which both work with SIP patients and homeless adults who have been arrested repeatedly for public intoxication.</p> <p>Though other cities are beginning to offer similar programs, the Sacramento programs offer a unique twist. The SIP unites downtown and midtown Sacramento businesses, nonprofit organizations, government, enforcement agencies and Sutter Medical Center, Sacramento in a truly collaborative effort.</p>
Goals and Objectives	The goal of the SIP is to move homeless men and women off the streets, and connect them with the medical services and housing resources they wouldn't otherwise have access to. The SIP program provides early intervention and a lasting solution, by linking the homeless to housing, primary care, substance abuse resources and mental health services. Instead of relying on police or other non-profit agencies that work to alleviate homelessness and the problems associated with it, the SIP is a partnership that helps break the cycle and help these men and women move off the streets and on with their lives.
Strategy	To qualify, individuals have been arrested, taken to detox centers or emergency departments more than 25 times in a 12-month period. The program consists of a partnership between Sutter Medical Center, Sacramento, Sacramento's Navigator program (sponsored by the Downtown Partnership, an organization that supports the business community), and Sacramento Self Help Housing.
Baseline Information	For many years, homelessness seemed to be an eternal, incurable epidemic. In recent years, however, the connection between homeless and hopeless has begun to give way. The shift has come about through an innovative idea that is appearing in a growing number of cities, including Sacramento. The approach offers chronically homeless adults an important ingredient missing in past programs—the opportunity to move into permanent housing and medical homes.
Affiliate's Contribution or Program Expense	\$50,000
Results	In 2011, the Navigator program placed 117 people in permanent housing solutions, in addition to connecting them to necessary health services, substance abuse treatment and countless other resources needed to help get people off the street and back on their feet.
Amendment to Community Benefit Plan	N/A

Preparing Our Community for Healthy Futures

Link to Community Needs Assessment	Sutter Center for Health Professions (SCHP) helps people of all ages enter a career in health care is an important part of what we do.
Program Description	The Sutter Center for Health Professions is a partnership between the Sutter Health Sacramento Sierra Region and the Los Rios Community College District that helps address the nursing shortage. Since August 2003, SCHP has been providing opportunities for a portion of students to complete nursing pre-requisite classes, or be accepted into the nursing program if the appropriate coursework has been successfully completed and other admission criteria is met.
Goals and Objectives	The SCHP reaches and recruits from at-risk communities and provides steady career opportunities to those who might not otherwise have access to health care career education.
Strategy	The Sutter Center for Health Professions (SCHP) is an 18-month accelerated nursing program that allows these new nurses to put their skills to use and immediately begin work as registered nurses in the greater Sacramento area community.
Baseline Information	Through strategic programming, the Sutter Health Sacramento Sierra Region offers opportunities for people to explore in health care related careers, which is critically important as we work to grow capacity and fill the workforce gaps in the healthcare industry.
Affiliate's Contribution or Program Expense	\$1,266,100
Results	The Sutter Center for Health Professions has graduated a total of 447 RNs to support hospitals in Northern California since the first graduating class in 2005. SCHP admits 55 to 110 students annually.
Amendment to Community Benefit Plan	N/A

II. 2011 Community Benefit Values

Sutter Health affiliates and many other health care systems around the country voluntarily subscribe to a common definition of community benefit developed by the Catholic Health Association. Community benefits are programs or activities that provide treatment and/or promote health and healing as a response to community needs.

The community benefit value for Sutter Medical Center, Sacramento is calculated in two categories: **Benefits for the Poor and Underserved** and **Benefits for the Broader Community**. Below are definitions for each community benefit activity:

Benefits to the Poor and Underserved

- **Traditional Charity Care** – Free or discounted health care services provided to the uninsured and underinsured populations.
- **Unreimbursed Cost to Medi-Cal** – The “shortfall” created when the facility receives payment below the costs of treating public beneficiaries.

Benefits for the Broader Community

- **Non-Billed Services** – Activities with no individual patient bill, therefore no deduction from revenue is shown in the traditional statement of revenues and expenses.
- **Cash Donations and In-Kind Donations** – Dollars and other items such as staff time and supplies donated by a facility to a community-based program or agency.
- **Education & Research** – All community, patient, and medical education such as community lectures, nursing student rotations and physician/clinician training.

Community Benefit Summary 2011

Sutter Health Sacramento Sierra Region

<u>Benefits for the Poor and Underserved</u>	<u>Community Benefit</u>
Traditional Charity Care	\$47,022,564
Unreimbursed costs of public programs	
Medi-Cal	\$84,718,403
Other public programs	29,008,433
Other Benefits for the Poor and Underserved	\$5,913,057
Total Quantifiable Benefits for the Poor and Underserved	\$166,662,457

<u>Benefits for the Broader Community</u>	<u>Community Benefit</u>
Non-Billed Services	\$1,889,324
Cash and In-Kind Donations	\$1,468,618
Education & Research	\$4,602,056
Other Community Benefits	\$185,720
Total Quantifiable Benefits for the Broader Community	\$8,145,718

The financial information above reflects the community benefit values for Sutter Health Sacramento Sierra Region. This includes the total benefits for the poor and underserved and broader community for the following hospitals:

- Sutter Medical Center, Sacramento
- Sutter Amador Hospital
- Sutter Davis Hospital
- Sutter Roseville Medical Center
- Sutter Auburn Faith Hospital
- Sutter Solano Medical Center

For further detail regarding the community benefit values for Sutter Medical Center, Sacramento specifically, please contact Kelly Brenk at (916) 541-0519 or brenkkm@sutterhealth.org.

III. 2011 List of Community Partners

At times, Sutter Medical Center, Sacramento community benefit efforts may involve investing in partnerships that fundamentally improve community health. In doing so, we acknowledge that our role goes beyond providing care or a service to supporting those organizations that have shown measurable impact in meeting an identified community need.

We are proud to support the following community organizations as we work collaboratively to help create healthier communities.

Center for Fathers and Families
City of Sacramento Council
City of Sacramento
Cottage Housing, Inc.
Cover the Kids
Downtown Sacramento Partnership
Francis House
Full Circle Treatment Center
Grace Point Community Clinic
River City Food Bank
Sacramento Area Congregations Together (ACT)
Sacramento Ending Chronic Homelessness Initiative
Sacramento Self Help Housing Inc.
Sacramento Physicians Initiative to Reach-out, Innovate and Teach (SPIRIT)
Society for the Blind
St. John's Shelter for Women and Children
The Effort, Inc.
The Salvation Army
Terra Nova Counseling
WEAVE, Inc.