

Sutter Health

California Pacific Medical Center

2013 – 2015 Community Benefit Plan

Responding to the 2013 Community Health Needs Assessment

Submitted to the Office of Statewide Health Planning and Development May 2014

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***Note:** This implementation strategy is written in accordance with proposed Internal Revenue Service regulations pursuant to the Patient Protection and Affordable Care Act of 2010. This document has also been approved by OSHPD to satisfy the community benefit plan requirements for not-for-profit hospitals under California [SB 697](#).

Introduction

This implementation strategy describes how California Pacific Medical Center (CPMC), a Sutter Health affiliate, plans to address significant needs identified in the Community Health Needs Assessment (CHNA) published by the hospital on October 4, 2013. The document describes how the hospital plans to address identified needs in calendar (tax) years 2013 through 2015.

The 2013 CHNA and this implementation strategy were undertaken by the hospital to understand and address community health needs, and in accordance with proposed Internal Revenue Service (IRS) regulations pursuant to the Patient Protection and Affordable Care Act of 2010.

This implementation strategy addresses the significant community health needs described in the CHNA that the hospital plans to address in whole or in part. The hospital reserves the right to amend this implementation strategy as circumstances warrant. For example, certain needs may become more pronounced and merit enhancements to the described strategic initiatives. Alternately, other organizations in the community may decide to address certain community health needs, and the hospital may amend its strategies and refocus on other identified significant health needs. Beyond the initiatives and programs described herein, the hospital is addressing some of these needs simply by providing health care to the community, regardless of ability to pay.

About Sutter Health

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

The hospital's mission is to serve our community by providing high-quality, cost-effective health care services in a compassionate and respectful environment, supported and stimulated by education and research.

At Sutter Health, we believe there should be no barriers to receiving top-quality medical care. We strive to provide access to excellent health care services for Northern Californians, regardless of ability to pay. As part of our not-for-profit mission, Sutter Health invests millions of dollars back into the communities we serve – and beyond. Through these investments and community partnerships, we're providing and preserving vital programs and services, thereby improving the health and well-being of the communities we serve.

In 2012, our network of physician organizations, hospitals and other health care providers invested \$795 million (compared to \$756 million in 2011) in health care services for low-income people, community health improvement services, and other community benefits.

For more facts and information about CPMC, please visit www.cpmc.org.

2013 Community Health Needs Assessment Summary

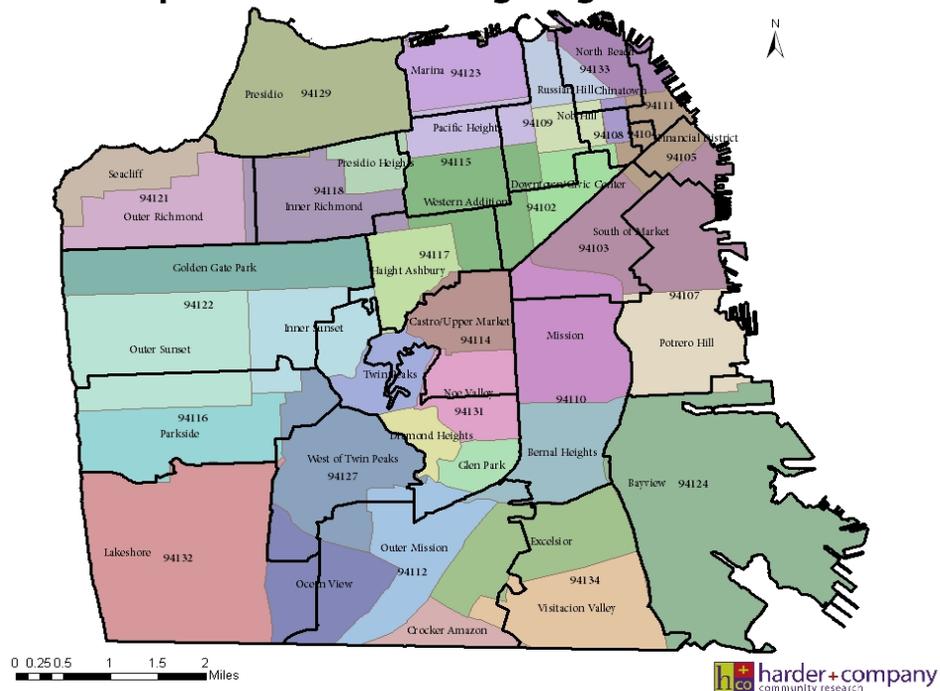
During 2012, a community health needs assessment for the City and County of San Francisco was conducted by a citywide collaborative consisting of CPMC and other local nonprofit hospitals, San Francisco Department of Public Health, academic partners, and more than 500 community residents. Members of CPMC's Community Benefit Department represented the hospital at the various meetings. A number of consulting firms and consultants were involved throughout this process, including: 1) HeartBeets, for community engagement; 2) Circlepoint, for ongoing communications with stakeholders; 3) Harder+Company, for data collection and analysis; and 4) Nancy Shemick, MPA, for meeting facilitation and report-writing.

The full 2013 Community Health Needs Assessment report conducted by CPMC is available at http://www.cpmc.org/about/community/CHNA_CPMC_2013-2015.pdf.

Definition of Community Served by the Hospital

CPMC serves all populations residing in the City and County of San Francisco.

Zip Codes and Planning Neighborhoods



Demographic Profile (*county-level data)

Total population:	805,235	White:	48.5%
Median age:*	38.2	Latino:	15.1%
Average household income:*	\$ 73,127	African American:	6.1%
Percentage living in poverty:	11.86%	Asian and Pacific Islander:	33.7%
Children living in poverty:	15%	Native American:	0.5%
Percentage unemployed:*	9.5%	Other:	3.72%
Percentage uninsured:	11.53%	Living under 200% poverty:	27.59%
Linguistically isolated:	23.78%	No high school diploma:	14.29%

Significant Health Needs Identified

The following significant health needs were identified by the 2013 CHNA.

Significant Community Health Need	Intends to Address
<p>Increase Access to High-Quality Health Care and Services Access to comprehensive, high-quality health care and other services is essential in preventing illness, promoting wellness, and fostering vibrant communities. This priority strives to bridge existing gaps in health care access due to: low-income; language/literacy barriers or lack of cultural competency of service providers; lack of insurance or providers not accepting coverage such as Medi-Cal because of low reimbursement rates.</p>	Yes
<p>Increase Healthy Eating and Physical Activity Science links health conditions such as heart disease, diabetes, and cancer to daily practices like eating a healthy, balanced diet and getting regular exercise. This priority strives to demonstrate the link between diet, inactivity, and chronic disease and to help San Francisco create environments that make healthy choices easier. Disparities exist due to socioeconomic and environmental factors such as affordability and accessibility of healthy food options, and neighborhood safety when engaging in exercise. Obesity risk also varies according to different racial/ethnic groups.</p>	Yes
<p>Ensure Safe and Healthy Living Environments This priority highlights the need for health and wellness-oriented land use planning, meaningful opportunities for outdoor recreation, and a positive built environment for the health of all individuals and communities. It seeks to address disparities in access to parks, public transit, grocery stores with healthier food choices, and other resources that benefit health and wellness. Certain neighborhoods and racial/ethnic groups – often poor communities of color – are more impacted by crime and violence, and are closer to fast food and alcohol outlets, freeways, industrial pollutants, and other factors that contribute to high rates of disease, death, injury, and violence.</p>	Yes

These needs were identified through a series of meetings from July 2011 until February 2013, where the partners engaged in a process to:

- a) agree on data elements and indicators to be collected
- b) determine the parties responsible to collect those data
- c) agree on methods to solicit and incorporate community input
- d) share findings
- e) identify prioritization criteria to be used
- f) conduct the prioritization process

See the Community Health Needs Assessment sections E and F for details of this process.

2013 – 2015 Implementation Strategy

This implementation strategy describes how CPMC plans to address significant health needs identified in its 2013 Community Health Needs Assessment consistent with its charitable mission. The strategy describes:

- Actions the hospital intends to take, including programs and resources it plans to commit;
- Anticipated impacts of these actions and a plan to evaluate impact; and
- Any planned collaboration between the hospital and other organizations.

Increase Access to High-Quality Health Care and Services

Name of Program, Initiative or Activity

St. Luke's Health Care Center (SLHCC)

Description

CPMC's SLHCC provides a full range of obstetric and gynecological care at its Women's Center; well-baby care, well-child care, and care for ill or injured children at its Pediatric Clinic; and primary, acute and chronic care at its Adult Internal Medicine Clinic for teenagers and adults. SLHCC's clinicians and staff are bilingual in English and Spanish, ensuring culturally competent and sensitive care.

Anticipated Impact and Plan to Evaluate

SLHCC is anticipated to improve access to care for uninsured and underinsured patients residing in communities south of Market Street in San Francisco. CPMC will evaluate SLHCC's impact by annually tracking the number of people served, and by assessing the community's access to care needs in its next Community Health Needs Assessment.

Name of Program, Initiative or Activity

Kalmanovitz Child Development Center (KCDC)

Description

CPMC's Kalmanovitz Child Development Center provides diagnosis, evaluation, treatment and counseling for children and adolescents with learning disabilities and developmental or behavioral problems caused by prematurity, autism spectrum disorder, epilepsy, Down syndrome, attention deficit disorder, or cerebral palsy. Its comprehensive assessments and ongoing therapy programs include the following disciplines: Developmental/Behavioral Pediatrics; Psychology and Psychiatry; Speech/Language and Auditory Processing; Occupational Therapy; Behavior Management Consultations; Early Intervention/Parent-Infant Program; Social Skills Groups; Feeding Assessment and Therapy; Assessment and Therapy for the Neonatal Intensive Care Unit and Assessment for the Follow-Up Clinic; Educational Assessment, Therapy and Treatment.

Besides operating its own clinics, KCDC also extends its services to a large number of at-risk children by partnering with local schools and other community organizations, such as De Marillac Academy, Immaculate Conception Academy, and First 5 San Francisco.

Anticipated Impact and Plan to Evaluate

KCDC is anticipated to improve access to care for uninsured and underinsured patients residing in San Francisco. CPMC will evaluate KCDC's impact by annually tracking the number of people served, and by assessing the community's access to care needs in its next Community Health Needs Assessment.

Name of Program, Initiative or Activity	Bayview Child Health Center (BCHC)
Description	<p>BCHC offers routine preventative and urgent pediatric care in one of San Francisco's most medically underserved neighborhoods, and addresses prevalent community health issues such as weight control and asthma management. The center is particularly attuned to the impact of community violence and childhood trauma on children's mental and physical health. The clinic also offers psychological and case management services to families through a partnership with the Center for Youth Wellness. Dental services are provided on site through a partnership with the Native American Health Center.</p> <p>The clinic is a collaboration between CPMC, Sutter Pacific Medical Foundation, and CPMC Foundation.</p>
Anticipated Impact and Plan to Evaluate	<p>BCHC is anticipated to improve access to care for uninsured and underinsured patients residing in the Bayview Hunters Point district of San Francisco. CPMC will evaluate BCHC's impact by annually tracking the number of people served, and by assessing the community's access to care needs in its next Community Health Needs Assessment.</p>
Name of Program, Initiative or Activity	African American Breast Health Program (AABH), Sister to Sister Breast Health Program, and St. Luke's Breast Health Partnerships
Description	<p>CPMC's AABH and Sister to Sister programs offer women mammography screening and all the subsequent breast health diagnostic testing and treatment they may need at no cost. Partnership organizations, such as Bayview Hunters Point Senior Center, Calvary Hill Community Church, Glide Health Services, San Francisco Free Clinic, and Clinic by the Bay, refer uninsured, underinsured, disadvantaged and at-risk women for mammography services.</p> <p>CPMC's Breast Center at the St. Luke's Campus promotes breast health in underserved communities by partnering with neighborhood clinics and community agencies, including Southeast Health Center, Mission Neighborhood Health Center, and Latina Breast Cancer Agency.</p>
Anticipated Impact and Plan to Evaluate	<p>CPMC's breast health programs are anticipated to improve access to care for uninsured and underinsured patients residing in the community. CPMC will evaluate their impact by annually tracking the number of people served, and by assessing the community's access to care needs in its next Community Health Needs Assessment.</p>

Name of Program, Initiative or Activity	Coming Home Hospice
Description	CPMC's Coming Home Hospice provides 24-hour care for terminally ill clients and their families in a caring, homelike setting. CPMC ensures that high-quality residential hospice care is accessible to terminally ill patients regardless of their ability to pay, by covering the difference between the full cost of providing these services and patient revenue.
Anticipated Impact and Plan to Evaluate	Coming Home Hospice is anticipated to improve access to care for uninsured and underinsured patients residing in San Francisco. CPMC will evaluate Coming Home Hospice's impact by annually tracking the number of people served, and by assessing the community's access to care needs in its next Community Health Needs Assessment.
Name of Program, Initiative or Activity	Medi-Cal Managed Care Partnership
Description	<p>A key part of CPMC's Medi-Cal program is the Medi-Cal Managed Care partnership with North East Medical Services (NEMS) community clinic and San Francisco Health Plan (SFHP), a licensed community health plan that provides affordable health care coverage to over 80,000 low- and moderate-income families. Working together with NEMS, CPMC served as the hospital partner for 16,000 of these Medi-Cal beneficiaries in 2012, which was 22% of SFHP's total membership.</p> <p>In 2014, CPMC will expand its partnership with NEMS to accommodate patients newly insured through the Affordable Care Act, assuming responsibility for thousands of new Medi-Cal Managed Care beneficiaries.</p>
Anticipated Impact and Plan to Evaluate	CPMC's Medi-Cal Managed Care partnerships are anticipated to improve access to care for uninsured and underinsured patients residing in San Francisco. CPMC will evaluate the impact of these partnerships by annually tracking the number of people served and utilization, and by assessing the community's access to care needs in its next Community Health Needs Assessment.
Name of Program, Initiative or Activity	Healthy San Francisco
Description	CPMC participates in Healthy San Francisco (HSF), a citywide program

that makes health care services accessible and affordable for uninsured San Francisco residents. Through partnerships with North East Medical Services (NEMS) community clinic and Brown & Toland Medical Group, CPMC provides free hospitalization and select specialty care to HSF participants who are enrolled with NEMS or Brown & Toland as their medical home.

Anticipated Impact and Plan to Evaluate

Healthy San Francisco is anticipated to improve access to care for uninsured patients residing in San Francisco. CPMC will evaluate the impact of Healthy San Francisco by annually tracking the number of people served, and by assessing the community's access to care needs in its next Community Health Needs Assessment.

Name of Program, Initiative or Activity

Lions Eye Foundation

Description

Lions Eye Foundation and CPMC partner together to provide highly specialized eye care procedures free of charge to people without insurance or financial resources.

Anticipated Impact and Plan to Evaluate

Lions Eye Foundation is anticipated to improve access to care for uninsured and underinsured patients residing in San Francisco. CPMC will evaluate Lions Eye Foundation's impact by annually tracking the number of people served, and by assessing the community's access to care needs in its next Community Health Needs Assessment.

Name of Program, Initiative or Activity

Operation Access

Description

CPMC partners with Operation Access and the San Francisco Endoscopy Center to provide access to diagnostic screenings, specialty procedures, and surgical care at no cost for uninsured Bay Area patients who have limited financial resources. CPMC physicians volunteer their time to provide these free surgical services, while the hospital donates the use of its operating rooms. CPMC also provides a grant to support Operation Access's operating costs.

Anticipated Impact and Plan to Evaluate

Operation Access is anticipated to improve access to care for uninsured and underinsured patients residing in San Francisco and the Bay Area. CPMC will evaluate the impact of its collaboration with Operation Access by annually tracking the number of people served, and by assessing the community's access to care needs in its next Community Health Needs

Assessment.

Name of Program, Initiative or Activity **Project Homeless Connect**

Description

CPMC annually sponsors a Project Homeless Connect event where CPMC staff and other volunteers help to provide medical and social services to San Francisco's homeless, including primary medical care, eye exams, wheelchair repair, dental treatment, substance abuse connections, and even acupuncture and massage.

Anticipated Impact and Plan to Evaluate

Project Homeless Connect is anticipated to improve access to care for uninsured and underinsured patients in San Francisco. CPMC will evaluate the impact of its collaboration with Project Homeless Connect by annually tracking the number of people served, and by assessing the community's access to care needs in its next Community Health Needs Assessment.

Increase Healthy Eating and Physical Activity

Name of Program, Initiative or Activity **HealthFirst**

Description HealthFirst is a center for health education and disease prevention affiliated with CPMC's St. Luke's Health Care Center. It concentrates on best practices in chronic disease management and particularly on integrating community health workers (CHWs) into the multidisciplinary health care team. CHWs provide health education, assist patients to improve their self-management skills, and encourage them to receive timely and comprehensive care. CHWs teach community workshops in healthy eating to parents of children at risk for obesity in the South of Market, Mission, and Bayview Hunters Point districts. They also teach classes on nutrition designed to manage chronic adult diabetes.

Anticipated Impact and Plan to Evaluate HealthFirst is anticipated to increase healthy eating towards the management of chronic disease among uninsured and underinsured patients residing in communities south of Market Street in San Francisco. CPMC will evaluate the impact of HealthFirst by annually tracking the number of people served, and by assessing the community's healthy eating and physical activity needs in its next Community Health Needs Assessment.

Name of Program, Initiative or Activity **Community-Based Services for Youth, including:**

- Bayview Child Health Center's nutrition services
- William McKinley Elementary School Noon Hour Wellness Program
- De Marillac Academy

Description

- At Bayview Child Health Center, a nutritionist is available to help children learn to eat healthier through health education and weight management programs.
- CPMC funds fitness consultants at William McKinley Elementary School to develop and implement a lunchtime recess wellness program that includes moderate to vigorous activities for students, emphasizing team building, sportsmanship skills, and conflict resolution as well as introducing healthy nutrition and fitness concepts. The fitness consultants provide training to interns, McKinley teachers, and lunchtime monitors to implement the program for sustainability.
- CPMC's Health Champions project has partnered with De Marillac Academy since 2004, creating a healthier school community for these children from underserved, low-income families in the Tenderloin and other at-risk communities in San Francisco. By combining nutrition education, food shopping and preparation with hands-on physical activities like mountain biking and rope climbing, the program establishes a culture of health consciousness among students, families, teachers, and staff.

Anticipated Impact and Plan to Evaluate

These community-based services for youth are anticipated to increase healthy eating and physical activity among uninsured and underinsured patients residing in San Francisco. CPMC will evaluate the impact of these services by annually tracking the number of people served, and by assessing the community's healthy eating and physical activity needs in its next Community Health Needs Assessment.

Ensure Safe and Healthy Living Environments

Name of Program, Initiative or Activity

Community Health Grants and Sponsorships Program

Description

CPMC's Community Health Grants and Sponsorships Program supports organizations that promote safe and health living environments. Some examples include:

- APA Family Support Services provides in-home support services to Asian/Pacific Islander children and families to prevent child abuse and domestic violence.
- The Center for Youth Wellness offers pediatric care that addresses the root causes of poor outcomes for children and youth in high-risk communities, based on emerging data on how exposure to poverty, domestic and community violence and other early life stressors affects the developing brains and bodies of children.
- Chinatown Community Development Center strives to build community and enhance quality of life by acting as neighborhood advocates, community organizers, planners, developers, and managers of affordable housing, serving Chinatown, North Beach, Tenderloin, the Northern Waterfront, the Western Addition, Japantown, Polk Gulch, the Richmond, Civic Center and the South of Market area.
- San Francisco Child Abuse Prevention Center and the Child Advocacy Center endeavor to prevent child abuse and reduce its devastating impact by providing supportive services to children and families; education for children, caregivers and service providers; and through advocacy for systems improvement and coordination.
- Kimochi provides culturally sensitive, Japanese language-based programs and services to 3,000 Bay Area seniors and their families each year, including transportation, referral and outreach, health and consumer education seminars, healthy aging and senior center activities, social services, congregate and home-delivered meals, in-home support services, adult social day care, and 24-hour residential and respite care.

Anticipated Impact and Plan to Evaluate

CPMC's various grants and sponsorships are anticipated to help ensure safe and healthy living environments for San Francisco residents. CPMC will evaluate the impact of these grants and sponsorships by annually tracking the number of people served by these organizations and/or any specific activities funded by the grant/sponsorship, and by assessing the community's safe and healthy living environments needs in its next Community Health Needs Assessment.

Needs CPMC Plans Not to Address

Although no hospital can address all aspects of the health needs present in its community, CPMC plans to address all three of the priorities identified in the 2013 Community Health Needs Assessment. As a member of SFHIP (San Francisco Health Improvement Partnership), CPMC will continue to work in collaboration with other local hospitals and health plans to identify gaps in service and to determine where efforts should be collectively redirected in order to most effectively improve the health of San Francisco residents. For more information about SFHIP, please visit www.sfhip.org.

CPMC is committed to serving the community by adhering to its mission, using its skills and capabilities, and remaining a strong organization so that it can continue to provide a wide range of community benefits.

Approval by Governing Board

This implementation strategy was approved by the Governing Board of Sutter West Bay Hospitals on November 21, 2013.

Appendix: 2013 Community Benefit Financials

Sutter Health hospitals 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 values for Sutter West Bay Hospitals are calculated in two categories: **Services for the Poor and Underserved** and **Benefits for the Broader Community**.

Services for the poor and underserved include traditional charity care which covers health care services provided to persons who meet certain criteria and cannot afford to pay, as well as the unpaid costs of public programs treating Medi-Cal and indigent beneficiaries. Costs are computed based on a relationship of costs to charges. Services for the poor and underserved also include the cost of other services provided to persons who cannot afford health care because of inadequate resources and are uninsured or underinsured, and cash donations on behalf of the poor and needy.

Benefits for the broader community includes costs of providing the following services: health screenings and other non-related services, training health professionals, educating the community with various seminars and classes, the cost of performing medical research and the costs associated with providing free clinics and community services. Benefits for the broader community also include contributions Sutter Health makes to community agencies to fund charitable activities.

2013 Community Benefit Value	Sutter West Bay Hospitals
Services for the Poor and Underserved	\$135,259,257
Benefits for the Broader Community	\$54,041,349
Total Quantifiable Community Benefit	\$189,300,606

This reflects the community benefit values for Sutter West Bay Hospitals (SWBH), the legal entity that includes CPMC, St. Luke's Hospital, Novato Community Hospital, Sutter Lakeside Hospital and Sutter Medical Center of Santa Rosa. For details regarding the community benefit values specifically for CPMC, please contact Emily Webb at (415) 600-7526 or WebbE@sutterhealth.org.

2013 Community Benefit Financials
Sutter West Bay Hospitals

Services for the Poor and Underserved	
Traditional charity care	\$29,958,144
Unpaid costs of public programs:	
Medi-Cal	\$86,568,797
Other public programs	\$6,808,166
Other benefits	\$11,924,150
Total services for the poor and underserved	\$135,259,257
Benefits for the Broader Community	
Nonbilled services	\$1,646,537
Education and research	\$51,721,168
Cash and in-kind donations	\$531,143
Other community benefits	\$142,501
Total benefits for the broader community	\$54,041,349

This reflects the community benefit values for Sutter West Bay Hospitals (SWBH), the legal entity that includes CPMC, St. Luke's Hospital, Novato Community Hospital, Sutter Lakeside Hospital and Sutter Medical Center of Santa Rosa. For details regarding the community benefit values specifically for CPMC, please contact Emily Webb at (415) 600-7526 or WebbE@sutterhealth.org.