

Sutter Health

Eden 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 Sutter Medical Center Castro Valley (dba Eden Medical Center), a Sutter Health affiliate, plans to address significant needs identified in the Community Health Needs Assessment (CHNA) published by the hospital on October 1, 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

Eden Medical Center 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.

Mission of Eden Medical Center

We enhance the health and well-being of the communities we serve through excellence, compassion, and respect.

The mission of Eden Medical Center is carried out by the Board of Directors, employees, physicians, and volunteers, who are committed to:

- Providing our patients and their families with the highest quality medical care and customer service.
- Creating standards of excellence to ensure quality and value for our patients.
- Maintaining a financially sound organization through effective clinical and administrative management, investment in technology, responsiveness to the market, and responsible care over the resources entrusted to us.
- Encouraging a culture that supports employees and physicians in developing their skills and talents to maintain superior performance and achieve a high level of job satisfaction.

Values of Eden Medical Center

The values of Eden Medical Center reflect the values of Sutter Health. These values were revised and strengthened in 2007 and are:

- **Excellence and Quality** - We exceed customer expectations by delivering premier clinical quality and maintaining the highest levels of safety.
- **Innovation** - We continually create, seek out, and adopt new ways of providing value to our customers, rapidly moving from idea to execution.
- **Affordability** - We deliver health care efficiently by using resources responsibly.
- **Teamwork** - We recognize that the power of our combined efforts exceeds what we can accomplish individually, and we are accountable to each other and to our customers.
- **Compassion and Caring** - We treat those we serve, and one another, with concern, kindness, and respect.
- **Community** - We work to understand and best serve the diverse needs of our communities.
- **Honesty and Integrity** - We act openly and truthfully in everything we do.

For more facts and information about Eden Medical Center, please visit www.edenmedcenter.org

2013 Community Health Needs Assessment Summary

The Community Health Needs Assessment (CHNA) was a collaborative report commissioned by five local non-profit hospitals in the East Bay - Eden Medical Center, Alta Bates Summit Medical Center, St. Rose Hospital, Washington Hospital Healthcare System and Children's Hospital & Research Center.

The CHNA Core Group, a group representing the collaborating hospitals, members from Alameda County Public Health and the Hospital Council of Northern and Central California worked in partnership to define specific demographic and health status measures for review and analysis and jointly reviewed and discussed the results. The hospitals retained Valley Vision, Inc. to conduct the ten-month assessment process. Valley Vision, Inc. is a non-profit 501(c)(3) consulting firm with over seven years experience in conducting CHNAs.

The assessment used a mixed method data collection approach that included primary data such as key informant interviews, community focus groups, and a community assets assessment. Secondary data included health outcomes, demographic data, behavioral data, and environmental data.

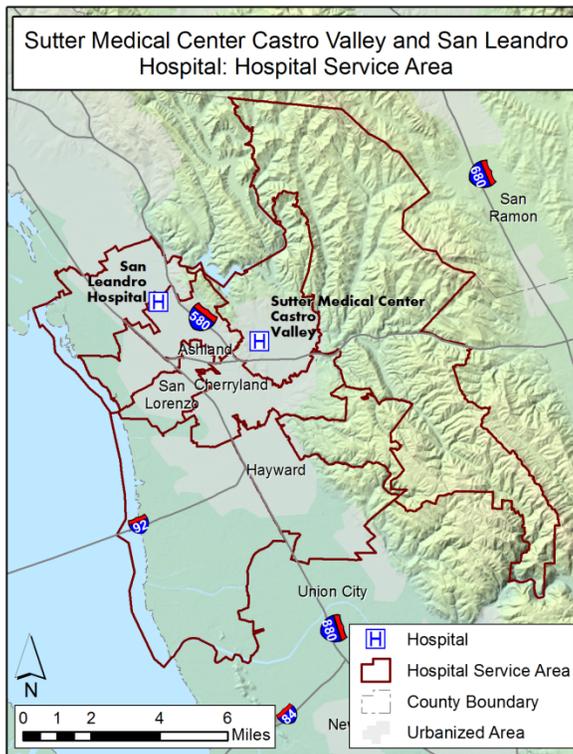
The health needs identified through analysis of both quantitative and qualitative data are as follows:

1. Mental Health
2. Access to Health Resources
3. Nutrition
4. Dental Care
5. Health Literacy
6. Pollution

The full 2013 Community Health Needs Assessment report conducted by Eden Medical Center is available at <http://www.edenmedicalcenter.org/philanthropy/CHNA-CastroValley-Eden.pdf>.

Definition of Community Served by the Hospital

Eden Medical Center's primary service area, or health service area (HSA), is based upon communities where a significant percentage of discharges originate, based upon the patient's home zip code. These zip codes include 94541, 94542, 94544, 94545, 94546, 94552, 94577, 94578, 94579, and 94580.



The HSA includes a richly diverse population of just over 362,000 residents. Whites, Hispanics, Asians and Blacks make up the largest majority of residents with Whites predominately residing in 94542, 94546, 94552, and 94577 zip codes; Hispanics predominately residing in the 94541, 94544, 94578 and 94580 zip codes; and Asians predominately reside in 94545 and 94579 zip codes.

The diversity can also be seen when viewing the economic and socio-demographic characteristics of the HSA residents. Median income ranges from \$52,512 in San Leandro (94578) to \$134,256 in Castro Valley (94552). In Hayward (94541) 61.2% of the residents living in this zip code are non-citizens, wherein comparison only 22.4% in Castro Valley (94552) are non-citizens.

Significant Health Needs Identified

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

Significant Community Health Need	Intends to Address
<p>Access to Health Resources Inability to address basic health care needs to due to a lack of access to resources to maintain and/or improve one's health, including primary, specialty and preventative care</p>	Yes
<p>Health Literacy Inability to improve one's health due to limited health literacy and education,</p>	Yes

including how to maintain and improve one's health through healthy behaviors such as diet and physical activity	
Nutrition Poor dieting habits resulting from living in an unhealthy food environment with limited access to fresh and healthier foods	Yes
Mental Health Issues arising from living in a state of stress, living in a stressful environment due to limited economic resources, safety concerns for self and family	Yes
Behavioral health and substance abuse issues	No
Dental Care Issues resulting from lack of access to dental services	No
Pollution Respiratory and related issues resulting from living in communities with poor air quality due to housing conditions and adjacency to high pollution areas such as major interstate highways	No

2013 – 2015 Implementation Strategy

On December 12, 2013, the Board of Directors of Sutter Medical Center Castro Valley passed resolution #13-12002 approving this Community Benefit IRS Implementation Strategy designed to respond to community health needs, defined as health drivers and health outcomes. Different than past community health needs assessments, the 2013 assessment focused on identifying specific vulnerable ZIP codes as communities most in need of support. While Sutter Health East Bay Region has many community benefit programs and services, this 2013-2015 implementation strategy is focused on responding to specific health needs of specific zip codes, including, but not limited to, those most vulnerable ZIP codes in the unincorporated areas of Ashland and Cherryland. (For a complete list of community benefit programs, please visit our website at www.edenmedicalcenter.org.)

All Sutter Health East Bay Region Community Benefit initiatives align with the following pillars:

- 1) Connect patients to the right care, place and time through access to primary care and mental health services
- 2) Invest in vulnerable areas to ensure capacity of care meets demands of vulnerable populations
- 3) Collaborate to influence behavior to utilize preventive care, chronic disease management and community services
- 4) Build community capacity and improve health

This implementation strategy describes how Eden Medical Center plans to address significant health needs identified in its 2013 Community Health Needs Assessment and 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.

Access to Health Resources

Name of Program, Initiative or Activity **ED Utilization and Care Transitions**

Description: The goal of the ED Utilization and Care initiative is to establish stronger working relationships with Winton Wellness Center and Tiburcio Health Center that will 1) improve care transitions of targeted patients between Eden and these health centers; 2) decrease level 1 and level 2 emergency department visits; 3) decrease readmission of patients from these clinics and 4) provide access for uninsured and underinsured patients

Anticipated Impact and Plan to Evaluate A strategic plan will be developed and implemented no later than **December 31, 2014** that will:

- Connect patients to a medical home
- Connect patients to community resources
- Realize a 10% reduction in non-urgent emergency department utilization by patients from both of these health centers

Name of Program, Initiative or Activity **Community Flu Shot Clinic**

Description The community Flu Shot Clinic will focus on the under/uninsured population in the Ashland/Cherryland area, a population that experiences poverty, chronic disease, and lack of insurance. Vaccines will be allocated for the provision of this service and will be supported by Eden nurse volunteers. As part of their training experience, nursing students may also assist with immunizations. Eden plans to partner with local community organization/clinics (such as Tiburcio Vasquez Health Center, Eden United Church in Christ, Hayward Area Parks & Recreation Department) to help provide this event in their community.

Anticipated Impact and Plan to Evaluate Access to flu shots can be a barrier to people with no insurance or limited financial resources. Unvaccinated people are at greater risk of income loss due to illness or caring for family members who are ill. The spread of infection through the community can lead to overburdening of clinics, ERs, and hospitalizations due to complications. By improving access to vaccines to the indigent people we protect and increase the overall health of our community. The hospital will evaluate the impact of the program by annually tracking the number of people who participate in the program and by zip code to determine what areas the program has impacted.

Name of Program, Initiative or Activity	Provide taxi voucher to those with no means of transportation upon discharge from the hospital.
Description	Transportation can be a problem for those who are discharged from the hospital and have no means of returning home. Funding will be allocated to provide transportation to bridge the gap to access care.
Anticipated Impact and Plan to Evaluate	The Taxi Voucher Program bridges the transportation gap for the indigent and allows people the ability to return to home safely. The hospital will evaluate the impact of the program by annually tracking the amount of dollars spent and the number of people served.

Name of Program, Initiative or Activity	Prescription Program for the Indigent
Description	Through an agreement with Walgreens and Safeway, Eden Medical Center provides funding for prescription drugs for up to the first three days of a patient's discharge for people who otherwise would be unable to pay for their prescriptions.
Anticipated Impact and Plan to Evaluate	Access to medical treatment for the indigent populations can be a challenge; even more challenging is the cost of medications to ensure their recovery. Without prescribed medications, patients may experience slow recovery time, relapse, complications, and possible readmission. Improving access to needed medications improves patient outcomes. The hospital will evaluate the impact of the program by annually tracking the amount of dollars spent, the number of people served by this program.

Name of Program, Initiative or Activity	Support professional education to ensure health care workers receive the skills, training, and experience they need to build a sustainable workforce and improve access to health care.
Description	The program provides exposure, training, and experience to students working towards healthcare degrees. Working with various professional education institutions and schools, such as Samuel Merritt Nursing School, Touro University, the preceptorship and internship programs allow students the ability to work alongside staff to gain valuable clinic experience in a multi-disciplinary environment.

Anticipated Impact and Plan to Evaluate

The goal is to provide the skills and training that these students need in order to prepare them for the health care workforce. The hospital will evaluate the impact of the program by annually tracking the number of participating students and hours our staff spends training these students.

Health Literacy

Name of Program, Initiative or Activity

Chronic Disease Management: Risk reduction and prevention education to reduce chronic health problems in the Cherryland/Ashland area.

Description

Increase community's awareness and understanding of importance of prevention and management of chronic disease to improve health outcomes for not only themselves, but their families. Begin exploring and identifying community partners (such as Tiburcio Vasquez Health Center) to offer language appropriate health education programs focusing on diabetes management and stroke, two diseases that experience high mortality and hospitalization rates, and find the most suitable place in the Ashland/Cherryland area to meet that would allow ease of access. Explore opportunities to work with Tiburcio Vasquez in helping educate clinicians and physicians to improve continuum of care for diabetic patients.

Anticipated Impact and Plan to Evaluate

A strategic plan will be developed by **July 1, 2014**, designed to respond to the disparate need for primary, secondary and tertiary prevention initiatives in Ashland and Cherryland. Implementation of this strategic plan will begin no later than **September 15, 2014**.

Name of Program, Initiative or Activity

Community Health Education

Description

Utilizing Eden's Speakers Bureau (physicians, nurses, professional staff), increase community's awareness and understanding of the importance of prevention and management of diseases (hypertension, stroke, cancer, respiratory diseases) and importance of maintaining healthy lifestyles (diet, physical activity) by offering programs in the communities of concern.

Anticipated Impact and Plan to Evaluate

Generating more awareness regarding the prevention and management of chronic disease can lead to greater accountability and self-advocacy for one's health. The hospital will track the number of classes offered in the areas of concern, the number of people and the organizations served and will conduct pre and post evaluation of patient knowledge.

Nutrition

Name of Program, Initiative or Activity

Nutrition Education

Description

Explore collaborative opportunities with Alameda County Office of Education, Kaiser Permanente and other community organizations to assist with nutrition education and the development of obesity prevention strategies and programs for Shape Up Hayward.

Anticipated Impact and Plan to Evaluate

Unhealthy diets in children lead to obesity and the development of chronic diseases, such as diabetes. It's important to begin nutrition education early on when eating habits develop. Determination of opportunity to collaborate will be made by **July 1, 2014**. A plan of action that will define the role of Eden Medical Center will be written by **September 15, 2014** and implementation of that plan will begin no later than **December 31, 2014**.

Mental Health: Improving Health Drivers that Impact Mental Health (Safety)

Name of Program, Initiative or Activity

Violence/Injury Prevention Education & Reduction Programs

Description

This program is coordinated by the Eden Trauma Department staff in collaboration with local first responders, Eden staff, city and county government agencies to reduce unintentional injury, reduce injury from motor vehicle accidents and reduce violence in youth to improve safety in our community. These three programs include injury prevention education, "Every 15 Minutes" program for junior/senior high school students, and Caught in the Crossfire Program, a gang diversion program.

Anticipated Impact and Plan to Evaluate

Through continued education and awareness activities, family members and seniors will begin to have a greater sense of awareness on how to reduce falls, students will have a better understanding of the ramifications of drunk driving and poor decisions, and youth involved in violence will have the opportunity to turn away from violence. These actions increase safety and reduce stress not only within families, but in the community where we live.

Needs Eden Medical Center Plans Not to Address

No hospital can address all of the health needs present in its community. Eden Medical Center 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. This implementation strategy does not include specific plans to address the following significant health needs that were identified in the 2013 Community Health Needs Assessment:

Mental Health – Behavioral Health & Substance Abuse

Eden Medical Center is not a licensed inpatient/outpatient mental health facility and we do not have sufficient resources (financial and personnel) to effectively address the behavioral health and substance needs of the community. Resources in the HSA such as Lifelong, Alameda County John George Psychiatric Pavilion, La Clinica de la Raza, REACH Ashland Youth Center and Tiburcio Vasquez Health Center provide free or low-cost services to those in need of mental health services. Also, within the Sutter Health East Bay Region, the Alta Bates Summit Herrick Campus in Berkeley provides full behavioral health services for adolescents and adults in the Bay Area. Eden will focus on issues related safety as this has been identified as one of the drivers that can create stressful conditions that can affect a person's mental health. Please see "Community Improvement: Improving Drivers that Impact Mental Health (Safety)" on page 12 for more detail.

Dental Care

Eden Medical Center does not have the expertise to effectively address dental care. There are resources in the HSA such as Tiburcio Vasquez Health Center, Chabot-Las Positas Community College – Dental Hygiene Department, Silva Pediatric Medical & Dental Clinic, REACH Ashland Youth Center and the Davis Street Family Resource Center that offer free or low-cost dental services.

Pollution

Eden Medical Center does not have the expertise to effectively address environmental issues such as air quality. The area identified as an area of greatest need according to the CHNA was the zip code area of 94545 where people are experiencing respiratory issues such as asthma and COPD. We do not have the staffing or financial resources to address this need and would like to dedicate our resources to higher priority issues that were identified in the CHNA.

Approval by Governing Board

This implementation strategy was approved by the Board of Directors of Sutter Medical Center Castro Valley on December 12, 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 Medical Center Castro Valley 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 Medical Center Castro Valley
Services for the Poor and Underserved	\$33,167,316
Benefits for the Broader Community	\$534,122
Total Quantifiable Community Benefit	\$33,701,438

This reflects the community benefit values for Sutter Medical Center Castro Valley (SMCCV), the legal entity for Eden Medical Center. Please contact Colette Lee at (510) 727-3175 or LeeCA@sutterhealth.org.

2013 Community Benefit Financials
Sutter Medical Center Castro Valley

Services for the Poor and Underserved

Traditional charity care	\$8,463,945
Unpaid costs of public programs:	
Medi-Cal	\$24,620,116
Other benefits	\$83,255
Total services for the poor and underserved	\$33,167,316

Benefits for the Broader Community

Nonbilled services	\$296,054
Education and research	\$162,028
Cash and in-kind donations	\$67,196
Other community benefits	\$8,844
Total benefits for the broader community	\$534,122

This reflects the community benefit values for Sutter Medical Center Castro Valley (SMCCV), the legal entity for Eden Medical Center. Please contact Colette Lee at (510) 727-3175 or LeeCA@sutterhealth.org.