

## **Sutter Health**

### **Sutter Tracy Community Hospital**

#### **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 Tracy Community Hospital, a Sutter Health affiliate, plans to address significant needs identified in the Community Health Needs Assessment (CHNA) published by the hospital on October 5, 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

Sutter Tracy Community Hospital 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 enhance the well-being of people in the communities we serve through a not-for-profit commitment to compassion and excellence in health care services.

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 Sutter Tracy Community Hospital please visit <http://suttertracy.org>.

## 2013 Community Health Needs Assessment Summary

Between June 2012 and February 2013, Valley Vision, Inc., conducted an assessment of the health needs of residents living in San Joaquin County. A community-based participatory research orientation was used to conduct the assessment, which included both primary and secondary data. Primary data collection included input from more than 180 members of the hospital service area (HSA), expert interviews with 45 key informants, and focus group interviews with 137 community members. Further input was gathered at meetings of the Healthier Community Coalition and the annual Community Health Forum, held in November 2012. In addition, a community health assets assessment collected data on more than 300 assets in the greater San Joaquin County area. Secondary data included health outcome data, socio-demographic data, and behavioral and environmental data at the ZIP code or census tract level. Health outcome data included Emergency Department (ED) visits, hospitalization, and mortality rates related to heart disease, diabetes, stroke, hypertension, chronic obstructive pulmonary disease, asthma, and safety and mental health conditions. Socio-demographic data included data on race and ethnicity, poverty (female-headed households, families with children, people over 65 years of age), educational attainment, health insurance status, and housing arrangement (own or rent). Behavioral and environmental data helped describe the general living conditions of the HSA such as crime rates, access to parks, availability of healthy food, and leading causes of death. Zip codes that consistently fell in the top 20% highest rates were noted and then triangulated with primary and socio-demographic data to identify specific Communities of Concern.

The full 2013 Community Health Needs Assessment report conducted by Sutter Tracy Community Hospital is available at <http://healthiersanjoaquin.org/>.

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### Definition of Community Served by the Hospital

Many hospitals define the community as the geographic area served by the hospital, considered its primary service area. This is based on a percentage of hospital discharges and is also used in various other departments of the system and hospital, including strategy and planning. The Hospital Service Area (HSA) was determined by analyzing patient discharge data from Sutter Tracy Community Hospital on this needs assessment. The HSA determined to be the focus of the needs assessment is San Joaquin County.

Further analysis of the data revealed ten specific Communities of Concern, including ZIP code 95376 (Tracy). ZIP code 95376 is home to 49,859 residents. Within this ZIP code, 62% of the population were considered non-White or Hispanic. 8.2% were uninsured and 13.8% did not have health insurance. 17% of individuals over the age of 25 did not have a high school diploma.

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### Significant Health Needs Identified

The following significant health needs were identified by the 2013 CHNA (next page).

Significant Community Health Need	Intends to Address
<b>Lack of access to primary and specialty care</b> Lack of providers, cost of care, services centralized in Stockton, long wait times for appointments	Yes
<b>Lack of access to health education</b> Limited health literacy, available classes too costly, classes not offered on a regular basis	Yes
<b>Lack of access to dental care</b> Lack of providers, cost of care, services centralized in Stockton, long wait times for appointments, very limited services for uninsured adults	Yes
<b>Limited cultural competence in health system</b> Language barriers, cultural stigmas, lack of providers	Yes
<b>Limited nutrition literacy/Food access and security</b> Lack of knowledge about food preparation, cost of fresh produce, abundant and inexpensive fast food	Yes
<b>Limited transportation options</b> Cost of gas, many living in rural communities, long bus rides to Stockton	Yes
<b>Lack of safe and affordable places to be active</b> Gang related violence, poorly maintained parks, roads not safe for walking and biking	Yes

## 2013 – 2015 Implementation Strategy

This implementation strategy describes how Sutter Tracy Community Hospital 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.

## Lack of Access to Primary and Preventive Care

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**Name of Program, Initiative or Activity** Community Partnership for Families of San Joaquin (CPFSJ)  
Healthy Connections Family Resource Center

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**Description** The CPFSJ Family Resource Center was designed to provide the community with the needed resources related to access to health care along with other health and social service resources and is focused in improving access to health care. Through a streamlined referral process with the hospital's emergency and case management departments, the Family Resource Center intercepts uninsured individuals upon discharge and works directly with them to identify resources for immediate follow-up visits and prescription assistance along with ongoing medical care and/or other social service resources. STCH will provide funding to CPFSJ for operational expenses.

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**Anticipated Impact and Plan to Evaluate** Family Resource Center clients will have increased access to health care and supportive services. The hospital will evaluate the impact of the CPFSJ Family Resource Center by annually tracking the number of people served as well as the number of resources utilized and other program specific measurements of success.

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**Name of Program, Initiative or Activity** Health Insurance Enrollment Assistance Program

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**Description** Sutter Tracy Community Hospital and the CPFSJ Family Resource Center, provides uninsured patients and community members a local office to obtain assistance in accurately completing applications for low or no cost health insurance programs. Sutter Tracy provides a full time representative to offer insurance application assistance on the hospital campus and will work with the Tracy Hospital Foundation to provide another enrollment assister in the Family Resource Center. STCH will provide staff time to improve the partnership and to help with referrals to the program.

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**Anticipated Impact and Plan to Evaluate** The Health Insurance Enrollment Assistance Program is anticipated to increase the rate of health insurance coverage for children and adults in San Joaquin County. The hospital will evaluate the impact of the Health Insurance Enrollment Assistance Program by annually tracking the number of people that receive enrollment assistance as well as the number that are

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actually enrolled.

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**Name of Program, Initiative or Activity** Behavioral Health Services

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**Description** Sutter Tracy Community Hospital will identify and provide funding to qualified recipients for grants to support opportunities for uninsured and underserved individuals to receive subsidized mental health services in the community.

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**Anticipated Impact and Plan to Evaluate** Provide community members local access to receive emotional support and guidance to the social services, counseling and programs needed to improve their specific situation. Providing access to a behavioral health specialist in Tracy will increase access to these services by eliminating the need to travel to Stockton. The hospital will evaluate impact by whether or not a successful plan for the partnership is developed.

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**Name of Program, Initiative or Activity** Patient Assistance Program for Prescriptions (PAPrx program)

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**Description** The Patient Assistance Program for Prescriptions (PAPrx program) provides uninsured and underinsured patients that qualify for the pharmaceutical company criteria, with brand names medications at low cost or free. Participants also learn about other available resources including local pharmacies that will fulfill immediate needs for medication, which is paid for by the hospital. STCH will also provide staff time and other expenses to operate the PAPrx program.

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**Anticipated Impact and Plan to Evaluate** The Patient Assistance Program for Prescriptions (PAPrx program) will result in increased individual health, improvement in medical compliance and a reduction in possible hospital readmissions, The hospital will evaluate the impact of the Patient Assistance Program for Prescriptions (PAPrx program) by annually tracking the number of people served.

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<b>Name of Program, Initiative or Activity</b>	Community Medical Center Voucher Program
<b>Description</b>	Sutter Tracy Community Hospital offers co-pay voucher, paid for by STCH, to medically indigent and uninsured individuals who can be treated at a Community Medical Center facility.
<b>Anticipated Impact and Plan to Evaluate</b>	The Community Medical Center Voucher Program will result in increased access to care for uninsured and medically indigent individuals and reduced ED visits for non-acute conditions. The hospital will evaluate the impact of the Voucher Program by annually tracking the number of people served.

<b>Name of Program, Initiative or Activity</b>	Community Health & Wellness Fair (CHWF)
<b>Description</b>	The free community health fair allows the opportunity to target several community members at one time to access screenings and resources (like flu vaccines) that they may not consider receiving otherwise. Additionally, at the health fairs people of all ages and cultures are provided fitness and nutritional information that may improve obesity, chronic conditions and overall general health. Follow-up on any out of range screening results are provided for those at the Community Health & Wellness Fair and appropriate resources and referrals given as needed. STCH will pay for all fair related expenses, including staff time to organize the event.
<b>Anticipated Impact and Plan to Evaluate</b>	The Community Health & Wellness Fair (CHWF) will increase access to information and health care services for all attendees. Screenings and follow up activities will improve individual health and reduce the number of ED visits due to untreated chronic conditions. The hospital will evaluate the impact of the CHRF by annually tracking the number of people served and the results of follow up calls to those with out of range screening results

<b>Name of Program, Initiative or Activity</b>	Rural Communities Access Improvement Project (RCAIP) (Exploratory Phase)
<b>Description</b>	Sutter Tracy staff will work with a regional planning team to identify the best approach to improving access to care in rural communities. They will identify and implement opportunities to target specific populations and geographic areas community members that may have difficulty accessing available health care

services and resources. STCH will provide staff time and other resources, as necessary.

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**Anticipated Impact and Plan to Evaluate**

The Rural Communities Access Improvement Project will increase access to information and health care services, improve individual health and reduce the number of ED visits due to untreated chronic conditions. The hospital will evaluate the impact of the RECAIP program by annually tracking the progress toward full implementation of a solid strategy and eventually by number of people served and other metrics as they are identified.

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# Limited Access to Health Education

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**Name of Program, Initiative or Activity** Community Health Education Program (exploratory phase)

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**Description** Sutter Tracy Community Hospital will provide staff time to identify and evaluate options for continuing or expanding community health education programs related to diabetes, asthma, nutrition and physical activity. A promotoras model for delivering health education will also be considered. Sutter Tracy Community Hospital will identify qualified recipients for grants to support opportunities for providing health education to the community and will partner with Sutter Gould Medical Foundation to provide classes in culturally appropriate settings.

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**Anticipated Impact and Plan to Evaluate** The Community Health Education Program will increase access to information and resources, improve individual health and reduce the number of potential ED visits due to untreated chronic conditions. The hospital will evaluate impact by whether or not a successful plan for delivering health education classes, including identification of partners and qualified grant recipients, is developed.

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## Lack of Access to Dental Care

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**Name of Program, Initiative or Activity**

Increasing Access to Dental Care (exploratory phase)

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**Description**

Sutter Tracy Community Hospital will provide staff time and possibly other resources to identify and evaluate options for initiating or supporting opportunities to increase access to dental care for uninsured individuals in San Joaquin County. A dental program for delivering services to rural populations will also be considered. Sutter Tracy Community Hospital will identify qualified recipients for grants and partnerships that will support opportunities to make dental care available to the community.

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**Anticipated Impact and Plan to Evaluate**

This program would increase access to dental care for uninsured members of the community. The hospital will evaluate impact by whether or not a successful plan for increasing opportunities to provide access to dental care, including identification of partners and qualified grant recipients, is developed.

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## Limited Transportation Options

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**Name of Program, Initiative or Activity** Bus and Taxi Voucher Program

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**Description** Sutter Tracy Community Hospital will provide taxi vouchers, paid for by STCH, at discharge for medically indigent patients, and bus vouchers for medically indigent patients and community members who need to travel to Stockton to access health care and related services.

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**Anticipated Impact and Plan to Evaluate** Barriers to receiving care associated with lack of access to transportation will be reduced for medically indigent community members. The hospital will measure the program's impact by annually measuring the number of patients and community members served.

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## Limited Access to Healthy Food

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**Name of Program, Initiative or Activity** Community Health Improvement Grants Program

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**Description** Sutter Tracy Community Hospital will identify and provide funding to qualified recipients for grants and/or partnerships that provide access to nutritious snacks and healthy eating education through after school youth programs.

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**Anticipated Impact and Plan to Evaluate** Youth will have an opportunity to eat a nutritionally balanced snack and increased access to nutrition education. The hospital will measure the program's impact by annually measuring the number of youth served as well as program specific measurements of success.

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## Lack of Safe and Affordable Places to be Active

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**Name of Program, Initiative or Activity** Community Health Improvement Grants Program

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**Description** Sutter Tracy Community Hospital will identify and provide funding to qualified recipients for grants and/or partnerships that provide access to safe places for physical activity through after school youth programs.

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**Anticipated Impact and Plan to Evaluate** Youth will and increased access to safe places to engage in physical activity. The hospital will measure the program's impact by annually measuring the number of youth served as well as program specific measurements of success.

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## Needs Sutter Tracy Community Hospital Plans Not to Address

No hospital can comprehensively address all of the health needs present in its community, but it can address most, if not all of the needs in at least limited ways. Sutter Tracy Community Hospital 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 includes specific plans to address all of the significant health needs that were identified in the 2013 Community Health Needs Assessment, some in more comprehensive ways than others, depending upon resources, expertise and existing assets.

## Approval by Governing Board

This implementation strategy was approved by the Governing Board of Sutter Tracy Community Hospital on October 24, 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 Central Valley 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 Central Valley Hospitals
<b>Services for the Poor and Underserved</b>	\$55,648,133
<b>Benefits for the Broader Community</b>	\$3,660,201
<b>Total Quantifiable Community Benefit</b>	\$59,308,334

*This reflects the community benefit values for Sutter Central Valley Hospitals (SCVH), the legal entity that includes Sutter Tracy Community Hospital, Memorial Hospital Los Banos and Memorial Medical Center. For details regarding the community benefit values for STCH specifically, please contact Tammy Shaff at (209) 833-2418 or [ShaffTL@sutterhealth.org](mailto:ShaffTL@sutterhealth.org).*

**2013 Community Benefit Financials**  
**Sutter Central Valley Hospitals**

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<b>Services for the Poor and Underserved</b>	
Traditional charity care	\$18,503,449
Unpaid costs of public programs:	
Medi-Cal	\$33,785,227
Other public programs	\$495,861
Other benefits	\$2,863,596
<b>Total services for the poor and underserved</b>	<b>\$55,648,133</b>
 <b>Benefits for the Broader Community</b>	
Nonbilled services	\$2,175,434
Education and research	\$501,052
Cash and in-kind donations	\$747,863
Other community benefits	\$235,852
<b>Total benefits for the broader community</b>	<b>\$3,660,201</b>

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