

Sutter Health

Sutter Tracy Community Hospital

2014 Community Benefit Plan Update

Based on the 2013 – 2015 Community Benefit Plan

Responding to the 2013 Community Health Needs Assessment

Submitted to the Office of Statewide Health Planning and Development May 2015

1420 N. Tracy Blvd., Tracy CA 95376
www.suttertracy.org

This document serves as an annual update to the 2013 – 2015 community benefit plan for Sutter Tracy Community Hospital. The update describes impact from community benefit programs/initiatives/activities conducted in the reporting year, along with the economic values of community benefits for fiscal year 2014.

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The 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.

Over the past five years, Sutter Health has committed nearly \$4 billion to care for patients who couldn't afford to pay, and to support programs that improve community health. Our 2014 commitment of \$767 million includes unreimbursed costs of providing care to Medi-Cal patients, traditional charity care and investments in health education and public benefit programs. For example:

- To provide care to Medi-Cal patients in 2014, Sutter Health invested \$535 million more than the state paid. Sutter Health hospitals proudly serve more Medi-Cal patients in our Northern California service area than any other health care provider.
- In 2014, Sutter Health's commitment to delivering charity care to patients was \$91 million. Our charity care investment represented an average of nearly \$1.8 million per week.
- Throughout our health care system, we partner with and support community health centers to ensure that those in need have access to primary and specialty care. We also support children's health centers, food banks, youth education, job training programs and services that provide counseling to domestic violence victims.

Every three years, Sutter Health hospitals participate in a comprehensive and collaborative Community Health Needs Assessment, which identifies local health care priorities and guides our community benefit strategies. The assessments help ensure that we invest our community benefit dollars in a way that targets and addresses real community needs.

For more facts and information about Sutter Tracy Community Hospital please visit www.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/>.

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 unemployed and 13.8% did not have health insurance. 17% of individuals over the age of 25 did not have a high school diploma.

Significant Health Needs Identified

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

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

Name of Program, Initiative or Activity

**Community Partnership for Families of San Joaquin (CPFSJ)
Healthy Connections Family Resource Center**

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.

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.

2014 Impact

There were a total of 3,863 encounters at the resource center in 2014. The ethnic breakdown is as follows:

Hispanic/Latino	2495
Unknown or Declined	401
Asian	397
White	279
Black/African American	138
Multiracial	78
Pacific Islander	35
Alaska Native/American Indian	23
Other	17

The age ranges of those served include:

<u>Age</u>	<u>Total persons</u>
0-4	428
4-14	959
15-24	520
25-34	447
35-44	586
45-54	379
55-64	242
65-74	102
75-84	43
85+	10
Unknown	147

780 persons were referred to primary care physician/clinic, and out of those, 499 were actually seen by a doctor.

Total # referred to prescription assistance PAPrx	23
Total # referred to health insurance assistance	133
Total # of those referred that acquired insurance	97
Total # referred to Behavioral Health resources	17
Total # of those referred that acquired services	8

Mechanism(s) Used to Measure Impact

The resource center tracks all clients served and the referrals provided to each client in an Access Database. The totals reflected above are what the agency submitted from their records.

Community Benefit Contribution/Expense

\$447,140 grant funding. \$2,687 assigned community benefit staff expenses related to program coordination and execution.

Program, Initiative, or Activity Refinement

Sutter Tracy Community Hospital is in contract with CPFSJ for a five year period (2013- 2018), and there is an ongoing evaluation of services to ensure that the agency is meeting the funding requirements and delivering effective services to local residents.

Name of Program, Initiative or Activity

Health Insurance Enrollment Assistance Program

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.

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 actually enrolled.

2014 Impact

1- Diversified Healthcare Resources (DHR) is a vendor contracted to provide onsite enrollment assistance to uninsured patients admitted at the hospital.

Below is a summary of the impact DHR had in 2014.

Program	Percent	Number of Accounts
HPE/Ongoing Benefits	31.1%	74
MAGI Medi-Cal	38.2%	91
Medi-Cal LTC	0.4%	1
Medi-Cal Secondary	15.5%	37
Medi-Cal	12.2%	29
Medicare	0.4%	1
PRUCOL	1.3%	3
Removal of Managed Care	0.8%	2

The above statistics reference that 238 accounts were approved for insurance. This represents a 59.2% approval conversion rate of the 402 total accounts referred. Below is a summary of the reasons why 162 accounts were returned:

Reason	Percent	# of Accts
Courtesy	1.2%	2
Declined Assistance	7.3%	12
Does Not Qualify	28.7%	47
HPE	0.6%	1
Potential Eligibility	6.1%	10
Prior Eligibility	20.7%	34
Recalled By Hospital	4.3%	7
Secondary Referrals	31.1%	51

2- For outpatient and community-wide insurance enrollment assistance, Family Resource and Referral (FRR) provides services in Tracy three times per week at the CPFSJ Resource Center in downtown Tracy.

- A total of 133 families received insurance enrollment assistance and follow-up support. The majority of those receiving assistance for the first time become enrolled, and those who do not are contacted for additional steps which may result in enrollment subsequently.

Mechanism(s) Used to Measure Impact

DHR prepares a performance evaluation report to ensure the effectiveness of their services, and FRR also tracks the number of persons served for their grant reporting.

Community Benefit Contribution/Expense

\$149,284 cash for DHR services, and \$0 contributions from STCH since the Tracy Hospital Foundation provided a grant in 2014 for FRR services.

Program, Initiative, or Activity Refinement

There will be ongoing support of DHR to ensure that patients needing insurance are provided with effective and convenient services when they are in the hospital. This direct response to their needs reduced their

sense of stress during their hospital stay by ensuring that their expenses can be reduced, and it ultimately increases their access to long term, prevention and intervention services to improve their health.

FRR has a barrier to accessing enrollment information through San Joaquin County Human Services Agency (SJC HSA) Medical Department. STCH and FRR will discuss and plan ways on how to work with SJC HAS to create a process in which that data can be shared so that STCH can measure the program's effectiveness.

Name of Program, Initiative or Activity

Behavioral Health Services

Description

1- 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.

2- Additionally, Sutter Tracy Community Benefit staff will actively seek opportunities for current process improvements within departments that treat patients needing mental health services and referrals for treatment.

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.

2014 Impact

1- In partnership with the Tracy Hospital Foundation, Sutter Tracy Community Hospital launched a Community Grants Program in 2014 and grant funds were distributed in January 2015. The following recipients will provide supportive services and/or direct programs in the area of behavioral health and social services: McHenry House Family Shelter, Community Medical Centers Inc., Sow A Seed Foundation, Holistic Approach to Recovery and Transition, and Hospice of San Joaquin.

2- In addition to the creation of a new grants program, Community Benefit staff has actively pursued increased discussion between the Administrative teams of Sutter Tracy and both Behavioral Health Services (BHS). The meetings have also included leadership from the Tracy Police Department, Community Partnership for Families, and the local Federally Qualified Health Clinic, Community Medical Centers Inc. (CMC). From these discussions the following mutual goals for each organization have been established:

1. Ensure that every person needing behavioral health services receives timely care, including both inpatient and outpatient
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services.

- a. Reduce the number of encounters in the emergency room for mental health patients that do not require medical attention, and need immediate referral to psychiatric care.
- b. Increase access to community based behavioral health services.

These goals will be the focus of planning to improve the care coordination among all stakeholders.

Mechanism(s) Used to Measure Impact

- 1- Program impacts from the Grants Program will be available for reporting in the 2015 update.
 - 2- Community Benefit staff, in partnership with other partners in this effort, will determine what HIPPA compliant, baseline data can be collected to measure the success of the program objectives.
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Community Benefit Contribution/Expense

Approximately, \$2,400 of dedicated staff time was contributed.

Program, Initiative, or Activity Refinement

1- It is anticipated that the Community Grants Program will be an effective strategy to addressing community needs. Through a formalized, competitive process, where measurable outcomes will be reported, positive impact to the community served is expected.

2-Ongoing communication and partnership strengthening is expected to continue as all parties work together to improve the efficiency of existing services, and increase the capacity for local residents to obtain mental health services in Tracy versus traveling to Stockton for care.

Possible challenges to process improvement include the limited amount of available real estate for expanded service centers, along with the increased demand for services and current shortage of Licensed Clinical Social Workers (LCSW).

Name of Program, Initiative or Activity

Patient Assistance Programs for Prescriptions

Description

1- 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.

2- Outpatient Prescription Assistance is also provided through a

partnership with Reich's Pharmacy which is situated in downtown Tracy. Discharge planners from the hospital and Case Worker's from the CPFSJ Family Resource center are authorized to approve a request for assistance for individuals needing physician ordered prescriptions

Anticipated Impact and Plan to Evaluate

The Patient Assistance Program for Prescriptions 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 Programs for Prescriptions by annually tracking the number of people served.

2014 Impact

1- This program provided application assistance to 10 people who met the low income guidelines, and were without prescription drug insurance. Through that assistance, a total of 17 medications and 22 prescriptions were filled. Many patient's expressed gratitude for the service as they would otherwise go without taking their medications because of their inability to afford the costs.

2- Outpatient prescription assistance was provided to 51 people from January through September of 2014. Unfortunately, despite requests, the last quarter information was not provided from the vendor in time for this report. These 51 people would have otherwise gone without their medications. Therefore this program provides direct support to need people at a critical moment in their lives.

The prescription assistance programs provided include a component of accountability by following up to ensure that these patients remain compliant with their doctor's visits and by goal planning with the patients for improved self-sufficiency.

Mechanism(s) Used to Measure Impact

The software used for the PAPrx program provides all the patient and prescription statistics to measure usage and volume. The statistics for the outpatient program are collected from the monthly invoice statements received for payment.

Community Benefit Contribution/Expense

\$12,961 prescription costs and approximately \$2,000 of staff time was contributed to coordinating both programs.

Program, Initiative, or Activity Refinement

Overall, the 2014 totals decreased significantly from 2013. This is mostly attributed to the implementation of the Affordable Care Act, along with many pharmaceutical companies reducing the available medications in their formulary. Sutter Tracy will continue to make this service available to the community for as long as pharmaceutical companies continue to make the patient assistance programs available.

Name of Program, Initiative

Community Medical Center Voucher Program

or Activity	
Description	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.
Anticipated Impact and Plan to Evaluate	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.
2014 Impact	20 people were provided with financial assistance that subsidizes the office visit co-pay, allowing them access to follow-up medical care at our local Federally Qualified Health Clinic.
Mechanism(s) Used to Measure Impact	Sutter Tracy Community Hospital is invoiced by Community Medical Centers for every voucher that is redeemed at their office.
Community Benefit Contribution/Expense	\$600 cash payment.
Program, Initiative, or Activity Refinement	With the implementation of the Affordable Care Act, we anticipate the need for this service to possibly decrease. It will remain available until it is otherwise determined to be unneeded.
Name of Program, Initiative or Activity	Community Health & Wellness Fair (CHWF)
Description	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.
Anticipated Impact and Plan to Evaluate	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.

2014 Impact

Approximately 3,380 total services were rendered at the health fair. 2,139 of those services were related to health screenings such as the measurement of blood pressure, blood glucose and cholesterol, along with vision and hearing tests. Out of those screenings, 201 of those fell outside of normal range. This total represents a 44% reduction of abnormal findings when compared to the 2013 event.

100% of those that noted they were uninsured, and had abnormal findings from a screening, were followed-up with a personal phone call. Out of the 152 people to call back, 134 of them had good working numbers. Out of those 134, 40 people (approximately 30%) were either already seen by a physician after the fair, or were provided access to care resources during the call.

809 flu shots were administered at the event as well.

Mechanism(s) Used to Measure Impact

Each booth at the event providing service requires either a patient registration form, or a tally form to track people tested and their results.

Community Benefit Contribution/Expense

\$37,000 (supplies, event expenses, and staff time)

Program, Initiative, or Activity Refinement

With affordable care implemented there is a reduction of fair attendees who are found to be uninsured. Nevertheless, the health fair remains very well attended in our community. Local residents find benefit in accessing the free health education, screenings, and health related services/referrals that the event provides. Additionally, the event remains as a wonderful opportunity for residents to learn more about local resources available to them throughout the year.

Marketing efforts for this event will continue to be targeted for the underserved and vulnerable populations of our area in order to better inform them of the importance of preventative health measures and valuable health education. Ongoing assessment of the results of this fair, including the need for it, will continue in order to ensure the event remains as a community benefit activity.

Name of Program, Initiative or Activity

Rural Communities Access Improvement Project (RCAIP) (Exploratory Phase)

Description	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.
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 RCAIP 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.
2014 Impact	<p>The Sutter Health Mobile Clinic Van was purchased, and in the last quarter of 2014, personnel was hired to further implement a solid strategy and coordinate services that will directly serve the most vulnerable populations in a tri-county area.</p> <p>Mobile Health Clinic staff actively participates in the Westside Healthcare Task Force, which includes government and healthcare representatives from Gustine, Newman and Patterson. Through the involvement of this taskforce, the mobile clinic plans to help address the needs of a highly underserved population which recently had the closure of two healthcare clinics.</p> <p>Mobile Clinic Staff are also part of Merced County Consortium which helps to coordinate health care delivery, health care access and increase health care resources.</p> <p>Increased partnerships in various communities throughout San Joaquin, Stanislaus and Merced Counties continue to be established to ensure program effectiveness and overall collaboration with existing services.</p>
Mechanism(s) Used to Measure Impact	Program evaluation is yet to be determined. Once scope of work is established and services commence, Sutter Tracy Community Hospital's Community Benefit staff will work with Mobile Health Clinic staff to develop methods to measure both quantitative and qualitative data to measure impact in its service area.
Community Benefit Contribution/Expense	\$0. Community Benefit expenses will be captured for this activity once services are actively being provided to the vulnerable populations it is intended to serve.
Program, Initiative, or Activity Refinement	An increase in community partnership building along with the establishment of an effective program strategy, and full execution of services will be the focus in 2015. Sutter Tracy Community Hospital Community Benefit staff will participate in coordination of mobile health

services within the hospital's service area of San Joaquin County.

Limited Access to Health Education

Name of Program, Initiative or Activity

Community Health Education Program (exploratory phase)

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.

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.

2014 Impact

1- Community Benefit staff coordinated with Sutter Gould Medical Foundation and the Tracy Free Clinic to provide Diabetes Health Education Classes at Sutter Tracy Community Hospital. The service was being offered for Tracy Free Clinic patients only and was underutilized. The partnership will provide increased marketing exposure for the broader community to ultimately serve more people.

2- Sutter Tracy Community Hospital's Community Benefit staff have partnered with other not-for-profit hospitals in San Joaquin County to implement a Community Health Worker program in various county areas, including Tracy. Otherwise known as competitors, these hospitals have united and formed a county collaborative to ensure that “promotoras” are active in underserved demographic areas to increase health education, prevention and intervention.

3- The following agencies were provided with Community Grants Program funding to increase community health education services in 2015: Boys and Girls Club of Tracy, Second Harvest Food Bank of San Joaquin and Stanislaus County, Inc., Children at Risk Resources, Inc., Holistic Approach to Recovery and Transitions, Lammersville Unified School District, River Islands Technology Academy, and Tracy Seniors Association.

Mechanism(s) Used to Measure Impact

Diabetes Education classes began December 2014. Ongoing sessions in 2015 will capture attendance with a sign-up sheet, and increased level of knowledge, through a post survey.

Grantees will provide metrics of health education efforts in 2015.

**Community Benefit
Contribution/Expense**

Approximately, \$4,865 of staff time, along with an undetermined amount of in-kind room space was provided in 2014.

Grant amounts will be reported in the 2015 progress report.

**Program, Initiative, or
Activity Refinement**

1- An ongoing relationship with Sutter Gould Medical Foundation is expected to increase in 2015 as Sutter Tracy Community Hospital's community benefit staff will help identify opportunities to engage in communities needing diabetes management and prevention education.

2- Sutter Tracy Community Hospital will seek opportunities to provide community grant funding to Community Health Worker models/programs in additional underserved communities of Tracy.

3- Metrics reported by grantees will be evaluated in 2015. If found effective, then Sutter Tracy Community Hospital may consider the continuation of funding programs that effectively address community health education needs.

Lack of Access to Dental Care

Name of Program, Initiative or Activity

Increasing Access to Dental Care (exploratory phase)

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.

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.

2014 Impact

- 1- Sutter Tracy Community Benefit staff participated in various San Joaquin County (SJC) Dental Taskforce meetings to create and meet the following objectives:
1. Increase oral health programs at school and after-school programs.
 - a. Community Medical Centers, Inc.(CMC) and YMCA of San Joaquin have partnered to provide after-school dental care and education at the following 4 schools in the county: King, McKinley, Fremont and Monroe.
 2. Increase the number of pediatricians who provide fluoride varnish, oral health screening, and dental referrals routinely for their patients.
 - a. CMC dentists provided formal training to their own pediatricians and other community pediatricians serving Denti-Cal patients throughout the county. Metrics are available through CMC only a summary of efforts are shared in the Taskforce meetings.
 3. Increase number of volunteers for St. Mary's Dental Clinic.
 - a. Further discussion of plans to address this objective in 2015.
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Mechanism(s) Used to Measure Impact

The Taskforce members agree that measurement of success should be included within the scope of its efforts. In the first year of existence, the Taskforce has implemented programs to provide direct dental services to vulnerable populations, specifically children and their families which were otherwise inexistent before. That in itself creates a very positive impact on community health.

Community Benefit

\$2000 of dedicated community benefit staff time.

Contribution/Expense

Program, Initiative, or Activity Refinement

Sutter Tracy Community Hospital Community Benefit staff will continue to participate in the SJC Dental Taskforce to help coordinate increased dental services throughout the county and explore opportunities to provide in-school and after-school programs in the South county, specifically in the Tracy community. Staff will also play a role in the 2016 ADA Cares event which will provide free dental services to hundreds of people in need.

Limited Transportation Options

Name of Program, Initiative or Activity	Bus and Taxi Voucher Program
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.
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
2014 Impact	79 persons without transportation options were provided with assistance upon hospital discharge through the subsidized taxi fare program.
Mechanism(s) Used to Measure Impact	Patient discharge logs and petty cash accounting records.
Community Benefit Contribution/Expense	\$2,398 total expenses, including the cash paid to taxi vendor providing transportation, and the operator's time in coordinating the assistance.
Program, Initiative, or Activity Refinement	No changes anticipated at this time. This program will remain available for low-income patients needing transportation assistance during discharge.

Limited Access to Healthy Food

Name of Program, Initiative or Activity	Community Health Improvement Grants Program
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.
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.
2014 Impact	The following agencies were provided with Community Grants Program funding to improve the community's access to healthier foods in 2015: Boys and Girls Club of Tracy, St. Mary's Dining Room, Tracy Interfaith Ministries, Second Harvest Food Bank of San Joaquin and Stanislaus County, Inc., Coalition of Tracy to Assist the Homeless, and Lammersville Unified School District.
Mechanism(s) Used to Measure Impact	Grantees will provide metrics of health education efforts in the 2015 report.
Community Benefit Contribution/Expense	Funding totals will be provided in the 2015 update.
Program, Initiative, or Activity Refinement	It is anticipated that the Community Grants Program will be an effective strategy to addressing community needs in this area. Through a formalized, competitive process, where measurable outcomes will be reported, positive impact to the community served is expected.

Lack of Safe and Affordable Places to be Active

Name of Program, Initiative or Activity	Community Health Improvement Grants Program
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.
Anticipated Impact and Plan to Evaluate	Youth will have 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.
2014 Impact	The following agencies were awarded funding through the Community Grants Program to provide access for community members to have a safe and affordable place to be active 2015: Boys and Girls Club of Tracy, Coalition of Tracy to Assist the Homeless, River Islands Technology Academy, and Lammersville Unified School District.
Mechanism(s) Used to Measure Impact	Grantees will provide metrics of health education efforts in 2015.
Community Benefit Contribution/Expense	Grant amounts will be reported in the 2015 progress report.
Program, Initiative, or Activity Refinement	It is anticipated that the Community Grants Program will be an effective strategy to addressing community needs in this area. Through a formalized, competitive process, where measurable outcomes will be reported, positive impact to the community served is expected.

Limited Cultural Competent in Health Care System

Name of Program, Initiative or Activity

Ensuring Cultural Awareness

Description

Sutter Tracy Community Hospital will provide staff time to evaluate hospital programs and services, including health education, physician recruitment, and continuing education and general procedures to ensure the community's diverse linguistic and cultural needs are met.

Anticipated Impact and Plan to Evaluate

Cultural and linguistic barriers to accessing care will be reduced. The hospital will measure the program's impact by annually measuring the number of patients receiving language line services, the number of dual role bilingual staff that are competency tested as well as those that complete interpreter skills courses via HealthStream online learning courses.

2014 Impact

The community benefit department hosted two Lunch and Learn seminars to increase cultural awareness with local medical and social service offices.

Total of 14 service providers, with three of those being Medical Physicians, received cultural training.

Below are the results of each class evaluation survey and how attendees perceived the training.

10/7/2014 Cultural Awareness Class highlighted Asian cultures, and the 10/21/2014 session discussed the East Indian culture.

1. Increase knowledge of cultural, religious, spiritual and lifestyle beliefs of culture discussed in class.
10/7/2014: 88%
10/21/2014: 93%
 2. Learn communication strategies to improve patient relations and health outcomes by identifying one's own cultural influences.
10/7/2014: 92%
10/21/2014: 86%
 3. I was taught how to use the new techniques and ideas on my job.
10/7/2014: 84%
10/21/2014: 90%
 4. I am planning on spending time practicing these skills.
10/7/2014: 96%
10/21/2014: 90%
 5. I plan to implement what I learned back on my job.
10/7/2014: 96%
10/21/2014: 93%
 6. Overall, I was satisfied with the class.
10/7/2014: 96%
10/21/2014: 93%
-

Mechanism(s) Used to Measure Impact	A survey was provided to each class attendee at the end of each session. Not everyone completed a survey, but the feedback provided a snapshot of the course effectiveness, relevancy and the readiness to apply the concepts learned. The survey also confirmed if whether or not objectives were met. The sampling represented 41% of the attendees in the October 7 th session, and 75% of attendees in the October 21 st class.
Community Benefit Contribution/Expense	\$170 for lunch and an undetermined amount of instructor's time for planning and execution along with community outreach was not reported.
Program, Initiative, or Activity Refinement	There was a significant amount of outreach to encourage area physicians and medical staff offices to attend these classes, yet few participated. 2015 focus will be to help ensure that our Language Assistance Policies are updated with the most recent demographic of our service area, and that materials in other languages are more available for patients. Community benefit staff will explore additional ideas and develop effective strategies to improve cultural sensitivity in health care.

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: 2014 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.

2014 Community Benefit Value	Sutter Central Valley Hospitals
Services for the Poor and Underserved	\$70,473,221
Benefits for the Broader Community	\$5,129,055
Total Quantifiable Community Benefit	\$75,602,276

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.

2014 Community Benefit Financials
Sutter Central Valley Hospitals

Services for the Poor and Underserved	
Traditional charity care	\$8,534,121
Unpaid costs of public programs:	
Medi-Cal	\$59,519,616
Other public programs	\$86,632
Other benefits	\$2,332,852
Total services for the poor and underserved	\$70,473,221
Benefits for the Broader Community	
Nonbilled services	\$2,866,215
Education and research	\$1,074,180
Cash and in-kind donations	\$961,338
Other community benefits	\$227,322
Total benefits for the broader community	\$5,129,055

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.