

*Frank R. Howard
Memorial Hospital*



2011 Community Benefit Report

Frank R. Howard Memorial Hospital

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Willits CA 95490

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www.howardhospital.org

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Mission Statement

Frank R. Howard Memorial Hospital (HMH) is a family of caring professionals committed to providing the highest quality of service.

In partnership with physicians and community leaders, our purpose is to improve our patients' physical, mental and spiritual well being, and to enhance the health of our community.

Governing Board

The composition of the Governing Board of Howard Memorial Hospital includes two health care executives, four physicians, and four community members. Administration works with the board in assessing the needs and health of the community.

Needs Assessment Process and Information

Data Sources

Howard Memorial Hospital works with numerous entities to gather information. The sources include: the Mendocino County Community Health Status Report 2010, the community needs assessment taken at the health fair October 2010 and the HMH Strategic Plan 2006 – 2010.

Community Organizations Who Participated in the Process

- Howard Memorial Hospital Auxiliary
- Howard Community Healthcare Foundation
- Mendocino County Health and Human Services Agency
- Willits Seniors Inc.
- American Cancer Society – Inland Mendocino County Unit
- Willits Chamber of Commerce
- Willits Daily Bread
- City of Willits

Methods of Surveying the Community

- Community needs assessment conducted October 2010 at health fair
- Patient satisfaction surveys
- Focus groups

Collaboration with Other Hospitals and Local Health Agencies

Howard Memorial Hospital works collaboratively with a number of agencies in the community including: Kids Club of Willits, Mendocino College and other non-profits along with government entities. Howard Memorial Hospital is working in partnership with four other hospitals on behalf of the 28 California Critical Access Hospitals to form a Critical Access Hospital Network created for the purpose of providing a forum for discussing critical issues affecting the viability of some of California's most remote hospitals.

The hospital also works with Adventist Health hospitals in the region with the goal of delivering high-quality, mission-driven health care to Mendocino County.

Community Characteristics and Service Area

The National/International Community

Adventist Health is a part of a national and international community that improves health and wellness through over 500 facilities worldwide. Synergy is gained through the cooperation and information sharing of the worldwide health system.

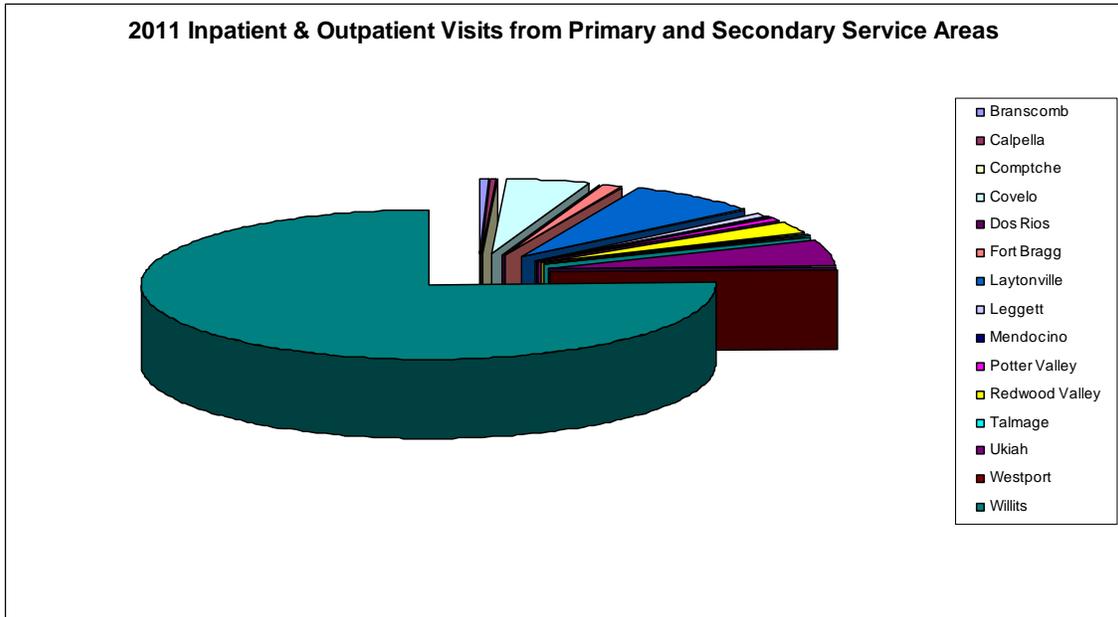
The Regional Community

Howard Memorial Hospital is part of Adventist Health (AH), a 19-hospital system on the west coast. The facilities serve populations in the states of California, Oregon, Washington and Hawaii. Other hospitals in the local region include Ukiah Valley Medical Center in Ukiah (an AH Hospital), Sutter Lakeside Hospital in Lake County and Mendocino Coast District Hospital in Ft. Bragg.

The Local Community

Howard Memorial Hospital primarily serves the people of northern Mendocino County. The table and chart on the next page show the primary and secondary service areas of Howard Memorial Hospital, by number of inpatient and outpatient encounters from each community.

Service Area	# of Encounters	Percent
Branscomb	181	0.5%
Calpella	64	0.2%
Comptche	3	0.0%
Covelo	1,611	4.4%
Dos Rios	55	0.2%
Fort Bragg	369	1.0%
Laytonville	2,529	7.0%
Leggett	249	0.7%
Mendocino	96	0.3%
Potter Valley	237	0.7%
Redwood Valley	963	2.6%
Talmage	71	0.2%
Ukiah	1,870	5.1%
Westport	16	0.0%
Willits	25,602	70.4%
Other	2,447	6.7%
Total	36,363	100%



F/S - OP*, no Lab	25,430
F/S - ER	9,619
Discharged	1,314
Total	36,363

History and Geography

Willits, California, known as the "Heart of Mendocino County and Gateway to the Redwoods" was founded in the late 1800's. In 1888, with the advent of the railroad, Willitsville incorporated with a population of 720 and called itself Willits.

Lumbering had joined farming as a part of the local economy, and the tanbark industry flourished.

Northwestern Railroad reached Willits in 1901 followed by the California Western "Skunk Train" 10 years later. Northwestern completed the line to Eureka in 1914 making Willits the center of the line stretching from San Francisco to Eureka. ¹

Willits is located at the southern end of the Redwoods at 1,350 feet above sea level and is surrounded by the forested mountains of the coastal range. The town is about halfway between San Francisco and Eureka, and 158 miles northwest of Sacramento. According to the United States Census Bureau, the city has a total area of 2.8 miles.

Health Care

The health care of Willits is served by a wide array of medical services. Howard Memorial Hospital is a Critical Access hospital licensed for 25 acute care beds. The hospital provides 24-hour emergency service, family physicians, internists, radiologists, pathologists, general and orthopedic surgeons along with several sub-specialists. Howard Memorial Hospital has implemented telemedicine and Intensivist programs so patients can remain close to home rather than having to drive to bigger cities for care. Developed by InTouch Health®, the Remote Presence Robotic System (RP-7®) allows local physicians, nurses and other clinical staff to consult electronically with specialists at UC Davis and other institutions through a broad band network. Local doctors provide all necessary patient medical information via secure e-mail or fax, then the specialist can see the patient through the "eyes" of the robot. The specialist can maneuver the RP-7® robot at the remote location to conduct a thorough assessment of the patient from the comfort of their local hospital. With expertise in rare fields of study available at a moment's notice, the RP-7® robot enables improved safety and quality of care. The town provides a variety of optometrists, dentists, pharmacists, chiropractors, and acupuncturists.

Access to Care

There are many barriers to accessing appropriate care in Mendocino County. The Mendocino County Community Health Status report of 2010 indicates that there are only three hospitals located in the county: Ukiah, Willits, and Fort Bragg. Obstetric delivery services are only available at the hospitals in Ukiah and Fort Bragg. Mendocino County has eight Federally Qualified Health Centers (FQHCs) and "look-alikes" as well

¹ Willits Chamber of Commerce

as ten Rural Health Clinics that are designated by the Federal Government to provide core primary care services to Medi-Cal and low income populations, such as medical, pediatric, obstetrics/gynecology, dental, mental health & substance abuse. According to the Office of Statewide Health Planning and Development (OSHPD), the total number of licensed beds in Mendocino County hospitals has decreased from 165 in 2004-2006 to 152 in 2007-2008. One-third of the population located in more remote areas of the county have further to travel to access what services do exist and have a very limited public transport system to assist them.²

In addition, many people do not know how to navigate the health care system to find the services they need. Due to a complex system of funding, enrollment procedures, and services that are not fully coordinated with each other, clients may not get referred to or enrolled in available services once they do try to access care.

According to the California Health Interview Survey (CHIS 2007), 16% of Mendocino County residents under 65 years of age were uninsured. Only 40% had job-based insurance, compared to 60% statewide.

Demographics of Willits & Howard Memorial Hospital Service Area

Population

Willits had a population of 4,888 at the 2010 census, down from 5,073 at the 2000 census over 28,000 in the hospital’s service area. The 2011 population of the total service area is 25,770.

Age

In the service area the population is spread out with 32.4% under the age of 24, 12.9% from 25 to 34, 21% from 35 to 54, 16.4% from 55 to 64, and 17.4% who are 65 years of age or older.

Socioeconomic Environment

Race/Ethnicity	2011 Pop	% of total
White Non-Hispanic	18,886	73.3%
Black Non-Hispanic	139	0.5%
Asian	270	1.0%
Hispanic	3,381	13.1%
Other	3,094	12.0%

² Community Health Status Report

*ECONOMY	Service Area	United States
Household Income	\$53,396	\$67,529

*www.city-data.com, Mendocino County Health Status Report, HMH Market Share 2008-2010 Summary

Commitment to Community Benefit Process

Howard Memorial Hospital works closely with physicians, employees, community leaders, community groups and government entities with the objective of improving the physical, mental and spiritual well being of our community in northern Mendocino County. One of the greatest challenges the hospital faces is finding ways to provide imperative services to our community. The hospital collaborates with community non-profit organizations, educates the public, and pursues grant funding for implementation and support of our programs and services. The hospital also collaborates with the Frank R. Howard Foundation in the planning of a new hospital and health care campus.

Development of the Community Benefit Plan

Method for Determining Priorities and Receiving Community Input

In order to determine community health priorities, the Community Benefits Committee (CBC) consulted the following source documents, which gleaned community input: Community Survey conducted at the health fair

- Hospital Strategic Plan
- Mendocino County Department of Public Health Status Report

Once these source documents were consulted, the CBC then reviewed hospital strengths and resources, which could be used to meet the perceived needs of the community. Page eight of this report details the measurable objectives, which arose from the analysis carried out by the CBC.

Budget

Howard Memorial Hospital has no budgeted community benefits department; however, request for funds can be made through the Administrative Council.

Integration into Strategic Plan

The Strategic Plan for Howard Memorial Hospital 2006 – 2010 includes the strategy: Improve the health status of our community.

Measurable Objectives for 2012

Goal Statement:

Frank R. Howard Memorial Hospital will work to improve access to health care in Mendocino County

Objective 1

From 2010 to 2012 Frank R. Howard Memorial Hospital will financially and operationally collaborate with Mendocino College and Pacific Union College to retain and expand the nursing education programs in the area.

Indicator:

Number of nursing students in the Mendocino College and Pacific Union College nursing programs

Results:

- One nurse hired from Mendocino College
- Attended the Mendocino College job fair
- College students complete health-related rotations in several departments at the hospital
- \$ 25,000 donated to Mendocino College Nursing Program

Objective 2

From 2010 to 2012 Frank R. Howard Memorial Hospital will recruit two specialists in order to expand access and health services in Mendocino County

Indicator:

Number of specialists recruited to the area

Results:

- One family doctor was successfully recruited and began practicing in the community

Objective 3

Build a new hospital in Willits within a three-year period

Indicator:

One new hospital

Results:

The following activities took place:

- Initial set of architectural drawings were submitted April 22
- OSHPD responded with its first round of comments
- Documents were updated to address comments and sent back on October 21
- Continued employment of project manager

Employees volunteered their time to one fund raising event organized by the Howard Community Healthcare Foundation:

- Howard Foundation Wine and Mushroom Train

Non-quantifiable Benefits

Medical Care Services

- Reduced rate mammograms are offered during April and October to promote Breast Cancer Awareness months
- Telemedicine program provides subspecialty care in our rural community
- Health Library available to the community via the hospital website
- MRSA Screenings performed on a select group of patients using a Rapid PCR Assay, which allows results to be read within 1-2 hours
- Seasonal flu vaccinations are offered to employees and first responders

Other Benefits for the Broader Community

- Ranked among the top 100 critical access hospitals in the U.S.
- The hospital auxiliary donated about 3,800 hours on behalf of the hospital this year
- Chaplains provide services for any patient or family who requests them. Patient prayer cards are displayed on every patient tray. Employees are cared for through the Caring Connection
- Utilizing computerized physician order entry
- New G4 Omnicell automated drug dispensing cabinets
- Expanded Laboratory hours including weekends and holidays
- Medical Mission Fund: Employees donate to the fund, which contributes to several non-profits, as well as the support of an orphanage in Africa and Project Honduras

- Willits Daily Bread: A community program that serves 10,000 meals a year to those in need. The hospital donates to the program, and staff donate their time at the “Sip Some Soup” fundraiser
- Soroptimist International, Rotary and Kiwanis Clubs: Several staff are members of these service clubs that provide funds to community identified needs
- Willits Food Bank: Staff donated 1,000 pounds of food to the annual food drive that delivers a truckload of items to the local food bank
- Hospital tours are given several times a year to grade school classes
- Free use of the conference room to community groups
- Free interpretation services

Health Education and Training Programs

- HomeTown Healthy Fair: A free community health fair that benefits 500 – 800 community members
- Education department offers CPR, ACLS, BLS, PALS
- Hospital sponsors smoking cessation, diabetes education, nutritional education, and nutritional support classes for the local community

Facility

System-wide Corporate Policy

Standard Policy

Model Policy

Policy No.

AD-04-002-S

Page

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Department:

Administrative Services

Category/Section:

Planning

Manual:

Policy/Procedure Manual

POLICY: COMMUNITY BENEFIT COORDINATION

POLICY SUMMARY/INTENT:

The following community benefit coordination plan was approved by the Adventist Health Corporate President's Council on November 1, 1996, to clarify community benefit management roles, to standardize planning and reporting procedures, and to assure the effective coordination of community benefit planning and reporting in Adventist Health hospitals.

POLICY: COMPLIANCE – KEY ELEMENTS

1. The Adventist Health *OSHPD Community Benefit Planning & Reporting Guidelines* will be the standard for community needs assessment and community benefit plans in all Adventist Health hospitals.
2. Adventist Health hospitals in California will comply with OSHPD requirements in their community benefit planning and reporting. Other Adventist Health hospitals will provide the same data by engaging in the process identified in the Adventist Health *OSHPD Community Benefit Planning & Reporting Guidelines*.
3. The Adventist Health Government Relations Department will monitor hospital progress on community needs assessment, community benefit plan development, and community benefit reporting. Helpful information (such as schedule deadlines) will be communicated to the hospitals' community benefit managers, with copies of such materials sent to hospital CFOs to ensure effective communication. In addition, specific communications will occur with individual hospitals as required.
4. The Adventist Health Budget & Reimbursement Department will monitor community benefit data gathering and reporting in Adventist Health hospitals.
5. California Adventist Health hospitals' finalized community benefit reports will be consolidated and sent to OSHPD by the Government Relations Department.
6. The corporate office will be a resource to provide needed help to the hospitals in meeting both the corporate and California OSHPD requirements relating to community benefit planning and reporting.

AUTHOR: Administration
APPROVED: AH Board, SLT
EFFECTIVE DATE: 6-12-95
DISTRIBUTION: AHEC, CFOs, PCEs, Hospital VPs, Corporate AVPs and Directors
REVISION: 3-27-01, 2-21-08
REVIEWED: 9-6-01; 7-8-03

COMMUNITY BENEFIT REPORT FORM – 2011

Return to Community Benefit Coordinator

Hospital _____ Date _____

Service/Program _____ Target Population _____

The service is provided primarily for The Poor Special Needs Group Broader Community

Coordinating Department _____

Contact Person _____ Phone/Ext _____

Brief Description of Service/Program _____

Caseload _____ Persons Served or _____ Encounters

Names of Hospital Staff Involved	Hospital Paid Hours	Unpaid Hours	Total Hours
Total Hours			

1. Total value of donated hours (multiply total hours above by \$41.01) _____
 2. Other direct costs _____
 - Supplies _____
 - Travel Expense _____
 - Other _____
 - Hospital Facilities Used _____ hours @ \$ _____/hour _____
 3. Value of other in-kind goods and services donated from hospital resources _____
 - Goods and services donated by the facility (describe): _____
 4. Goods and services donated by others (describe): _____
 5. Indirect costs (hospital average allocation _____%) _____
- Total Value of All Costs** (add items in 1-5) _____
6. Funding Sources
 - Fundraising/Foundations _____
 - Governmental Support _____
- Total Funding Sources (add items in 6) (_____)
- Net Quantifiable Community Benefit**
 (subtract "Total Funding Sources" from "Total Value of All Costs") _____

PLEASE USE OTHER SIDE TO REPORT NON-QUANTIFIABLE COMMUNITY BENEFITS AND HUMAN INTEREST STORIES

NON-QUANTIFIABLE COMMUNITY BENEFIT AND HUMAN INTEREST STORIES

Please fill in the date and complete the lines above the table on other side of worksheet

Who:

What:

When:

Where:

How:

Additional information may be obtained by contacting:

Phone: _____ Fax: _____ Email: _____

PLEASE USE OTHER SIDE TO REPORT QUANTIFIABLE COMMUNITY BENEFITS

**Frank R. Howard Memorial Hospital
Community Benefit Summary
December 31, 2011**

	CASELOAD				TOTAL COMMUNITY BENEFIT COSTS		DIRECT CB REIMBURSEMENT	UNSPONSORED COMMUNITY BENEFIT COSTS	
	NUMBER OF PROGRAMS	PERSONS SERVED	UNITS OF SERVICE		TOTAL CB EXPENSE	% OF TOTAL COSTS	OFFSETTING REVENUE	NET CB EXPENSE	% OF TOTAL COSTS
			NUMBER	MEASURE					
*BENEFITS FOR THE POOR									
Traditional charity care	1		49 / 361	Pt. Days / Visits	931,240	2.45%	10,806	920,434	2.42%
Public programs - Medicaid	1		985 / 9,086	Pt. Days / Visits	2,279,421	6.00%	1,194,903	1,084,518	2.86%
Other means-tested government programs						0.00%		-	0.00%
Community health improvement services					-	0.00%	-	-	0.00%
***Non-billed and subsidized health services					-	0.00%	-	-	0.00%
Cash and in-kind contributions for community benefit					7,175	0.02%	-	7,175	0.02%
Community building activities					-	0.00%	-	-	0.00%
TOTAL BENEFITS FOR THE POOR					3,217,836	8.47%	1,205,709	2,012,127	5.30%
**BENEFITS FOR THE BROADER COMMUNITY									
Medicare	1		/	Pt. Days / Visits	-	0.00%	-	-	0.00%
Community health improvement services	1	500			3,802	0.01%	1,375	2,427	0.01%
Health professions education					-	0.00%	-	-	0.00%
***Non-billed and subsidized health services					-	0.00%	-	-	0.00%
Generalizable Research					-	0.00%	-	-	0.00%
Cash and in-kind contributions for community benefit					33,975	0.09%	-	33,975	0.09%
Community building activities					-	0.00%	-	-	0.00%
All other community benefits	24	9065			112,612	0.30%	-	112,612	0.30%
TOTAL BENEFITS FOR THE BROADER COMMUNITY					150,390	0.40%	1,375	149,015	0.39%
TOTAL COMMUNITY BENEFIT					3,368,225	8.87%	1,207,084	2,161,142	5.69%

*Persons living in poverty per hospital's charity eligibility guidelines

**Community at large - available to anyone

***AKA low or negative margin services