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Clam Beach. Photo by Beti Trauth: Courtesy Humboldt County CVB, redwoods.info.

St. Joseph Health, Redwood Memorial

**Fiscal Year 2012 COMMUNITY BENEFIT REPORT
PROGRESS ON FY 12-FY 14 CB PLAN/IMPLEMENTATION STRATEGY**

St. Joseph Health 
Redwood Memorial

EXECUTIVE SUMMARY

Our Mission

To extend the healing ministry of Jesus in the tradition of the Sisters of St. Joseph of Orange by continually improving the health and quality of life of people in the communities we serve.

Our Vision

We bring people together to provide compassionate care, promote health improvement and create healthy communities.

Our Values

The four core values of St. Joseph Health - Service, Excellence, Dignity and Justice -- are the guiding principles for all we do, shaping our interactions with those whom we are privileged to serve.

Who We Are and What We Do

St. Joseph Health began with the vision of nine teaching Sisters who responded to the 1918 flu epidemic by going out into the homes to minister to the Humboldt County citizens stricken with the disease. The Sisters had arrived in Humboldt County in June of 1912, responding to the request of the Bishop to assist him in ministering to the citizens in the county. They arrived from Illinois with a few coins and a desire to begin a school to educate the children in the community. The Sisters opened their first school in Eureka in August 1912, as Eureka was the largest town in the rural isolation of Humboldt County, a county where the only access to the larger cities to the south was by steam ship. The Sisters taught at the school until the flu epidemic when they responded to the request of the city founders to go into the homes and care for the sick. The flu epidemic brought attention to the lack of health care in this rural region of California and the Sisters responded accordingly. In 1920, they opened the first St. Joseph Hospital to begin what would become St. Joseph Health. The hospital had sat empty during World War I and the Sisters spent months preparing it to once more serve the needs of the community for quality health care. The Sisters commitment to the health care needs of Humboldt County continues today in their ongoing mission to bring people together to provide compassionate care, promote health improvement and create healthy communities.

St. Joseph Health, Redwood Memorial (SJH-Redwood Memorial) is a critical access hospital established by the Sisters in 1957 to address the health care needs of the Eel River Valley. The hospital is located 30 miles from the county seat of Eureka in the community of Fortuna.

St. Joseph Health, Redwood Memorial provides a full range of twenty four hour emergency services, women's and children's services, holistic patient centered care (the Journey), surgical services, outpatient laboratory services and an accredited cancer program.

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The Journey was adopted by SJH, Redwood Memorial to promote the optimal well being of the community, provide a welcoming and healing environment that physically, emotionally and spiritually uplifts patients, families, physicians and volunteers. The success of the Journey has been documented through awards given to SJH, Redwood Memorial that recognized the ministry for the success of meeting this vision of the Journey.

SJH, Redwood Memorial provides care to all residents of the Eel River Valley (the communities of Fortuna, Loleta, Ferndale, Rio Dell, Scotia and the smaller communities in the surrounding mountains), communities with high rates of patients with disproportionate unmet health care needs. The SJH, Redwood Memorial community benefit activities and priorities address the needs of the most isolated, underserved areas of the county and of the populations living in these areas. The activities include addressing the unmet mental health needs of the growing numbers of Latino families, addressing the continuing health care needs of the homeless and most vulnerable, providing food assistance to families facing food insecurity and providing outreach and education on the value of health screening and early prevention.

St. Joseph Health, Redwood Memorial provided **\$6,239,967** in community benefit in FY 12 and an additional **\$9,346,144** for the unpaid cost of Medicare.

Patient Financial Assistance Program

Our mission is to provide quality care to all our patients, regardless of ability to pay. We believe that no one should delay seeking needed medical care because they lack health insurance. That is why St. Joseph Health, Redwood Memorial has a **Patient Financial Assistance Program** that provides free or discounted services to eligible patients. In FY 12, St. Joseph Health, Redwood Memorial provided **\$938,856** in charity care to 3,913 persons.

St. Joseph Health, Redwood Memorial enhanced its process for determining charity care by adding an assessment for presumptive charity care. This assessment uses a predictive model and public records to identify and qualify patients for charity care, without a traditional charity care application.

Community Plan Priorities

The community needs assessment of 2011 has brought SJH, Redwood Memorial to select four areas of focus for the community benefit play priorities.

- Access to education/health screenings: The isolation of Humboldt County increases the need for outreach and activities that assure all citizens receive the education they might need to prevent health care problems. The development/continuation of partnerships to provide the education was the first step in the plan to address these needs. By continuing the partnership with American College of Surgeons, SJH, REDWOOD MEMORIAL addresses the needs of the cancer patients through prospective tumor

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boards, education to the community on prevention activities and participation on the Cancer Committee to develop strategies to address issues. The area also hosted the only health fair for low income community members held in the Eel River Valley.

- **Food Insecurity:** Humboldt County has a high percentage of families that state they are food insecure, yet a large system of food pantries. To determine why there is a disconnect between the food and the families, a food survey was completed in partnership with the California Center for Rural Policy, St. Joseph Health – St. Joseph Eureka and Food for People. The survey was conducted, in part, at the food pantries sponsored and overseen by the SJH, Redwood Memorial Community Resource Centers.
- **Mental Health Access for the Latino Community:** There are few resources for mental health access in Humboldt County and there are none for individuals that only speak Spanish. SJH, Redwood Memorial is increasing the number of culturally and linguistically appropriate mental and behavioral health resources to address this lack of services for Latino families/individuals by placing telecommunication devices in their Community Resource Centers that work with this population
- **Access to Care:** There is a large homeless population in Humboldt County who seek all medical interventions through acute care emergency rooms. The SJH, Redwood Memorial Eureka Community Resource Center is partnering with the SJH,SJE Care Transition Team to provide services through the Healing Ring and the Serenity Inn for shelter, medications, food and transportation to improve the health of the population by increasing the avoidable bed days for this specific population.

INTRODUCTION

Who We Are and What We Do

St. Joseph Health, Redwood Memorial is a ministry of St. Joseph Health, Orange California. St. Joseph Health was founded in Eureka when the first St. Joseph Hospital, the founding hospital of this larger system, was opened in 1912. The Sisters arrived in Humboldt in 1912 at the request of the local Bishop who wanted them to educate the local children. The Sisters opened their first school in Eureka in August of 1912, a school that continues today, and when the flu epidemic came in 1918, they responded to the health care needs of the people. This epidemic showed clearly the need for health care in this isolated region of the State of California, and in addition to going directly into the homes to minister to the sick, the Sisters prepared to reopen the hospital closed when the owners served during World War I. The founding hospital continues to address the health care needs of all of Humboldt County, parts of Del Norte, Trinity and Mendocino counties, with its full service acute care facility and provides jobs to over 1,000 individuals.

SJH, Redwood Memorial was opened in 1957 at the request of the citizens of the Eel River Valley who were concerned about the lack of health care access in their communities. SJH, Redwood Memorial employs close to 200 staff to address the health care needs of the patients served. SJH, Redwood Memorial strengthens its own ability to meet the needs of the people they serve by continually partnering with community organizations to address the mission of the Sisters – to go out into the communities, listen to the needs of the people and address those needs. SJH, Redwood Memorial continues today to provide care for all Eel River Valley residents, an area that has a high disproportionate unmet health care need, and identifies the entire county for community benefit activities with a special focus on those that live in the county's most isolated regions.

- **Addressing Health Education and Prevention Efforts:** St. Joseph Health, Redwood Memorial addresses the needs for cancer education and preventative outreach through their attention to the rules and regulations of the American College of Surgeons for activities that address the standards for an accredited cancer program. These standards include the participation of all SJH, Redwood Memorial physicians on the monthly prospective tumor boards held on the campus. The tumor boards provide not only specific medical data for individual patients but also an opportunity for education on the social needs of the patients through the inclusion of a social worker on the tumor board team, the review of available resources at the SJH, St. Joseph Hospital Eureka campus and SJH, Redwood Memorial and the support offered from the American Cancer Society. In October of the year, SJH, Redwood Memorial sponsored the Eel River Valley Health Fair where over 500 individuals were provided access to health information, screenings and low cost blood draws from both internal and external community partners. All individuals that had screening results that were questionable were immediately referred to a physician for follow up. Because the Eel River Valley has

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the largest population of Latino families in the Humboldt County region, the staff of Paso a Paso, Healthy Kids Humboldt and the Loleta Community Resource Center, who all speak Spanish, were in place as greeters at the event, as well as to provide emotional and linguistic assistance for the population.

- **Addressing Food Insecurity:** St. Joseph Health, Redwood Memorial partnered with the California Center for Rural Policy, St. Joseph Health, St. Joseph Hospital Eureka and Food for People to reach out to the community and determine why a high percentage of single mothers report their children go to bed each night hungry. Food for People (FFP) has a system of 15 food pantries throughout Humboldt County that provide resources for the families in the outlying areas, yet parents report food insecurity is on the rise. The SJH, Redwood Memorial Community Resource Centers in Loleta, Rio Dell, Blue Lake and Willow Creek are the sites of the FFP food pantries in their communities, or if off site, the CRC coordinators oversee the food distribution. The CRCs are also deeply involved in the distribution of school snacks (Loleta and Rio Dell), summer lunches (all) and weekend backpacks for low income children who receive free and reduced food at school during the weeks. In addition, only 50% of the families eligible for food stamps, now known as Cal Fresh, are using them. The survey hoped to reach 1,000 individuals but had a return rate of 47% of the food pantry households served in August and September of 2011, for a total sample size of 1,127 households. Findings from the survey include only 40% of the households always have transportation to go to the food pantry, only 18% had applied for Cal Fresh, and only 122 responders or 12% stated their families were food secure, defined as having access to enough food for an active, healthy life. Low food security, (reduced quality, variety, or desirability of diet) was reported by 292 or 29% of the households and 606 or 59% of the 1,020 that answered this question reported very low food security (reports of multiple indications of disrupted eating patterns and reduced food intake). The report not only outlines problems of food insecurity but shows the heads of the household are stating the lack of affordable food is causing periods of depression and feelings of failing their families.
- **Addressing Food Insecurity:** Knowing food insecurity was an issue, SJH, Redwood Memorial partnered with SJH, SJE to sponsor community grants to address the issue, providing financial support for youth summer lunches, weekend food backpacks for kids, senior home delivered meals, mobile farmers market vegetables, and support of the match program (for every five dollars spent, an additional five dollars was given for vegetable purchases) for seniors at the weekly farmers markets. The survey data report is now complete and will provide information on areas of focus for future endeavors.
- **Addressing Mental Health:** St. Joseph Health, Redwood Memorial partners with many organizations, including St. Joseph Health-St. Joseph Eureka to provide outreach to Humboldt County's increasing Spanish speaking population. St. Joseph Health, Redwood Memorial Hospital addresses areas of concern for this population by sponsoring Paso a Paso, a Spanish speaking coordinator for the community of Loleta

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and Healthy Kids Humboldt. These programs employ nine Spanish speakers who provide child birth education, positive discipline, parenting, car seat safety and enrollment assistance for Cal Fresh, insurance and WIC to the Latino population. The staff is much more than child birth educators as they are often the only resource for emotional support and a safe haven to discuss immigration issues.

Over time, the staff began to report their frustration with the lack of mental health support for the families with the only Spanish speaking counselor in the community 'retiring' from exhaustion of providing support to the population. One mother, who had threatened suicide, discussed her fears with the staff and the staff became very frightened as to the high potential of this occurring without someone for the mother to talk with about her problems. The family consisted of the mother, her two preteen children and the three lived in a small one room apartment with only a hot plate to cook on and ice chests to hold their food. With the mother's permission, a Spanish speaking priest was contacted and he agreed to meet with the mother while staff addressed the housing, food security and cooking needs. It was clear that other resources were needed to meet the needs of all those in the Latino community who were facing similar problems.

A **regional partnership** with the Northcoast Clinic network on a tele-health grant was established to obtain telecommunication devices that would provide Spanish speaking counselors for the families. The devices will be installed in the Paso a Paso office and in the outlying areas of the Eel River Valley, including Loleta and Rio Dell, and for the isolated regions of the county, Willow Creek and Blue Lake. There will also be a device placed in the Eureka Community Resource Center specifically to assist the homeless population. The equipment will allow the families to connect with the resources they require. SJH, Redwood Memorial funded a Spanish speaking counselor for the Open Door Community Health Center to provide a local resource to the families and also signed an agreement with Catholic Charities of Sonoma County to provide monthly one to one support for the families facing deportation or immigration issues.

- **Addressing Access to Care:** There are 5,000 Humboldt County citizens eligible for County Medical Services Provider program (CMSP), with 3,300 enrolled. The eligibility statistics shows that many are homeless. CMSP expenditures for FY09 included 65% spent to cover the costs of emergency room visits, close to \$5.7M in that year alone. Homeless in-patients remain in the acute care facility longer than housed patients, as physicians do not want to release medically fragile individuals back to the streets. To address this area of concern, and provide the homeless population with a greater access to health care, SJH, Redwood Memorial focuses the efforts of one of the five CRCs specifically to address the needs of this population.

The Eureka Community Resource Center provides a type of case-management for the population and to provide them with access to services to meet needs. One of those

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resources is housing through both the Healing Ring and the Serenity Inn. The program goal for FY 12 was to provide 175 days of housing to avoid an equal amount of hospital bed days – and the actual number of housed days was 748. The housing included the case management by the SJH- SJE Care Transition Team, food, transportation, assistance with locating a medical home and medications. Medical follow up was also available for those patients whose physicians ordered services in the home. The Eureka Community Resource partnered with the SJH, SJE Care Transition Team in their work with over 75 individuals. The Eureka CRC provides social and emotional assistance for the homeless, including providing the population with an address to receive mail and support for Homeless Court.

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Community Benefit Governance Structure

St. Joseph Health, Redwood Memorial has a Board of Trustees that designates a Community Benefit Committee (CBC) to guide in the planning, development, implementation and evaluation of community benefit activities. The committee is chaired by a Trustee and contains members of the SJE executive management team, community benefit staff, a representative from the hospital's finance department and community partners. The committee has Board approved by-laws, charter and policies defining their work. The BOT receives a monthly written report on Community Benefit activities and programs and verbal reports from the Trustee committee chair, who carries forward to the full board the recommendations for programs, initiatives and funding that have been approved by the CBC.

The Vice President of Mission Integration is a member of the Community Benefit Committee and is the representative between the Committee and the Executive Management Team. The Vice President provides the committee with support from management and assures the Community Benefit plan is in alignment with the strategic goals of St. Joseph Health. The

Community Benefit lead is a member is of the committee and is an active participant on the Area Management Team, a team that reviews and supports the strategic plan.

Overview of Community Needs and Assets Assessment

St. Joseph Health, Redwood Memorial partnered with St. Joseph Health, St. Joseph Hospital Eureka to complete a Needs Assessment in 2011. The needs assessment followed the same process used in 6 prior assessments, organizing and summarizing existing secondary documents and primary data collected from a broad spectrum of community resources and citizens. The four priority focus areas for the Community Benefit Plan were selected from the data collected and evaluated by the full Community Benefit Committee. The assessment showed the community members continue to be concerned about food insecurity, access to care both medical and mental health resources, and the difficulty accessing health education and resources in the outlying areas of this large county. Other areas of need were evaluated by the Committee but were not selected for projects led by SJH, Redwood Memorial for reasons that included other organizations were better suited to address the issue, another organization had taken the lead for the issue, lack of resources to adequately address all needs of such a low income county and the issue is outside the scope of the ministry's mission.

Humboldt County has an estimated 134,761 citizens living in an area covering 3,568 miles. There are 37.7 persons per square mile compared to a 239 persons per square mile average for all of California. The county is the size of Rhode Island and the population is not consistently spread over the region. Eureka, has almost 20% of the total population, and over 44% live on the 101 coastal corridor of Eureka, Arcata and Fortuna. SJH, Redwood Memorial addresses the needs of patients from their primary services area of the communities of Fortuna, Rio Dell, Ferndale, Scotia, Carlotta, Myers Flat, and Redcrest. These communities are spread out over the county by isolation and mileage.

When selecting the priorities and how they will be addressed it is important to understand the community itself. The data provided by the 2011 assessment provides one picture but the understanding of the isolation, the weather, the road conditions, the poverty rates of the area is needed to complete it. In July of 2012, the county unemployment rate was 10.8 %, again not consistently divided in the community. The highest unemployment rate is in the community of Rio Dell (17.4%) and the lowest rate in Ferndale (2.2%), both areas of primary catchment for SJH, Redwood Memorial. Fuel prices continue to be the highest in the State with prices in August fluctuating from \$4.29 to \$4.79 per gallon. This cost places even more difficulties on people living in regions such as Rio Dell and Willow Creek (unemployment rate of 7.6%) who often need to travel to the coastal regions to work. The US Census Bureau reports that 17.7% of all of Humboldt County citizens are living below the poverty level with the median household income at \$40,089 compared to the State average of \$60,883. With unemployment and high fuel prices, transportation is a constant financial drain on citizens.

For children living below the poverty level, the statistics are even more telling. In Humboldt County, 52.6% of all school aged children were eligible for free and reduced lunch in 2010,

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compared to 47.2 % in 2007, an 11% increase. Statistics also showed that 69.7% of all students attending school in Fortuna were eligible, as well as 80.7% in Rio Dell. The numbers fluctuate from community to community as do the resources needed to address them.

The secondary service area of Northern Mendocino and Western Trinity counties have even higher rates of poverty and unemployment, continuing to put a strain on SJH, Redwood Memorial as the critical access hospital for the area. The US Census Bureau reports the poverty rate for Mendocino County is 17.1% and for Trinity County 15.1%. The data for free and reduced lunches shows that 61% of the students in the Trinity County district and 69.4% in the Mendocino County school district are eligible for free and reduced lunches.

The assets of these communities are also very important in setting the priorities for the community benefit plan as SJH, Redwood Memorial realizes that no one entity can address such far reaching needs without the assistance of partnerships. Partnerships are one of the primary strengths of the entire SJH, Redwood Memorial region with partnerships crossing into all the counties that serve as the primary and secondary delivery areas for the hospital. These partnerships include the California Endowment, Robert Woods Johnson, the Independent Physician Association, California Center for Rural Policy, the Food Policy Council, Redwoods Rural Health, Door Community Health Centers, county school districts as well as small, local school districts, St. Joseph Health, St. Joseph Eureka, American Cancer Society, the Humboldt Area Foundation and the McLean Foundation – the list is only a small portion of the organizations that come together to collectively address the health care needs of the residents of the counties we all serve.

**St. Joseph Health, Redwood Memorial
FY 12 – FY 14 Community Benefit Plan/Implementation Strategies
FY 12 CB Priority Initiatives Accomplishments**

Initiative Name: Access to Education and Health Screenings

Goal: Increase access to cancer preventative awareness and treatment services

Community Partners: American Cancer Society, Physicians, Cancer Program, Paso a Paso, SJH, Redwood Memorial Community Resource Centers, Evergreen Lodge, Public Health, Latino Net, Breast Health Project, SJH, St. Joseph Hospital Eureka

Outcome Measure: Number of prevention education activities and free screenings offered to low income

Scope: Low income geographically isolated individuals without coverage for prevention and treatment services

Strategy 1: Develop partnerships

Strategy Measure 1: Number of partnerships developed.

- Partnerships were formalized with American Cancer Society and Redwood Community Action Agency

Strategy 2: Provide education to the community on importance of cancer screenings and early detection

Strategy Measure 2: Number of individuals receiving education

- Five events were held with the largest the SJH, Redwood Memorial sponsored health fair. The fair provided education to over 500 individuals with information in both English and Spanish

Strategy 3: Provide resources to patients/families on cancer prevention/screenings

Strategy Measure 3: Percent of individuals completing smoking cessation classes/ percent who quit smoking

- SJH, Redwood Memorial has a tumor board on site to allow prospective review of newly diagnosed cancer patients

Strategy 4: Referrals to doctors for abnormal results

Strategy Measure 4: Number of people referred to treatment

- Following a mole screening of 97 patients, all with abnormal results were referred for follow up

FY 12 Accomplishments: SJH, Redwood Memorial partnered with SJH, SJE to hold the Eel River Valley Health fair, providing outreach to the local area. The fair included screening for high blood pressure, low cost complete blood panels including PSA testing and diabetic testing. All patients with abnormal results were sent to their primary physicians for follow up care and treatment.

**St. Joseph Health, Redwood Memorial
FY 12 – FY 14 Community Benefit Plan/Implementation Strategies
FY 12 CB Priority Initiatives Accomplishments**

Initiative Name: Mental health resources for the Latino community

Goal: Build a mental/behavioral health service infrastructure for the low income Latino populations of Humboldt County

Community Partners: Latino Net, North Coast Clinics Network, Paso a Paso, Public Health, SJH, Redwood Memorial Loleta Community Resource Center, Mobile Medical Office, Healthy Kids Humboldt, SJH, St. Joseph Hospital Eureka

Outcome Measure: Increase the number of culturally and linguistically appropriate mental and behavioral health resources available for the low income Humboldt County Latino populations

Scope: The low income Latino population of Humboldt County

Strategy 1: Partner with Mobile Medical Office for increased training of promotoras on mental and behavioral health interventions

Strategy Measure 1: Number of trained promotoras

- Promotoras used to assist SJH, Redwood Memorial Loleta Community Resource Center with outreach to Latino families

Strategy 2: Place tele-health equipment at 4 SJH-E sites

Strategy Measure 2: Tele-health connectivity to Spanish speaking mental and behavioral counselors

- Agreements have been signed and tele-health equipment secured for the SJH, Redwood Memorial sites of Willow Creek, Eureka, Rio Dell and Loleta Community Resource Centers

Strategy 3: Provide education on the use of the equipment

Strategy Measure 3: Participants will show increased awareness of mental and behavioral health services on post test

- Staff training on equipment use completed with more training anticipated to assure access to services available at all sites

FY 12 Accomplishments: SJH, Redwood Memorial partnered with the North Coast Clinics Network and SJH,SJE to bring tele-health to the Eel River Valley and isolated regions of the county. The successful grant provided the ministry with equipment that had not been available in prior years. In addition, the Community Benefit committee voted to have mental health services as one of the services that could be funded with Care for the Poor funding to community partners. Open Door Community Health Center successfully received funding to hire a Spanish speaking mental health counselor who will be a resource to the Latino community in FY 13. This counselor will be available at the SJH, Redwood Memorial Loleta Community Resource Center to provide mental health resources to this large Latino Community.

A partnership was also formalized with Catholic Charities of Sonoma County to provide immigration support to the families as lack of this resource locally had placed an additional strain on Latino families. The SJH, Redwood Memorial and SJH, SJE collaborated with Redwood Community Action Agency, Humboldt Area Foundation to receive a successful Community Building Grant to the community of Loleta, utilizing the SJH, Redwood Memorial Loleta Community Resource Center as the hub for the grant work. The successful planning year may result in a three year implementation grant to continue to increase the services available to the Latino families of the Loleta region.

St. Joseph Health, Redwood Memorial FY 12 – FY 14 Community Benefit Plan/Implementation Strategies FY 12 CB Priority Initiatives Accomplishments

Initiative Name: Food Security in Humboldt County

Goal: Improve the food security of low income single women with children under the age of 18

Community Partners: California Center for Rural Policy, Food for People/Pantries, WIC, SJH-SJE, Humboldt Food Policy Council, Humboldt Communities for Activity and Nutrition, Paso a Paso, Healthy Kids Humboldt

Outcome Measure: Percent of low income single mothers with children under the age of 18 reporting food insecurity out of total mothers reporting

Scope: Single woman with children under the age of 18

Strategy 1: Survey low income food insecure families

Strategy Measure 1: Survey tool developed.

- Surveys completed in August and September 2011

Strategy 2: Coordination among organizations working with target population

Strategy Measure 2: Number of surveys, one on one interviews completed.

- 1,127 surveys completed in August and September 2011, 47% of the people who accessed the food pantries those months
- The California Center for Rural Policy, Food for People, DHHS, SJH, SJE and SJH, Redwood Memorial coordinated the survey and the dissemination of the results

Strategy 3: Tabulate/disseminate recommendations from survey to key organizations, agencies and policy makers

Strategy Measure 3: White paper of results written and disseminated to key partners

- Survey results were shared with the Food Pantry summit, the Food for People board and will be further disseminated in FY 13

Strategy 4: Develop plan for improved use of services to decrease food insecurity

Strategy Measure 4: Plan written

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- Humboldt County Department of Health and Human Services received a Cal Fresh grant to assist with the enrollment of families into Cal Fresh

Strategy 5: Implement plan**Strategy Measure 5:** Implementation/ delivery of plan steps

- SJH, Redwood Memorial is partnering with DHHS to increase the number of families receiving Cal Fresh as the first step to decrease food insecurity, primarily through the SJH, Redwood Memorial Community Resource Centers outreach

FY 12 Accomplishments: The success of the survey was wonderful, but the large number of returned surveys slowed down the completion of the report. During this time, all of the partners became involved in DHHS's Cal Fresh grant implementation and all are working to increase the Cal Fresh resources to the families. Although FFP reports a 50% increase in Cal Fresh users in a one year frame there are still 50% of all those eligible who do not receive the assistance.

St. Joseph Health, Redwood Memorial**FY 12 – FY 14 Community Benefit Plan/Implementation Strategies****FY 12 CB Priority Initiatives Accomplishments****Initiative Name: Access to Care**

Goal: Reduce inappropriate readmits to SJH, St. Joseph Hospital Eureka ER and Urgent Care for patients of Care Transition Team and Eureka Community Resource Center

Community Partners: SJH-SJE, Serenity Inn, Healing Ring, North Coast Clinics Network, Homeless Court, St. Vincent de Paul, Care Transition Team, Mobile Medical Office

Outcome Measure: Increase avoidable bed days for patients of Care Transition Team and SJH, Redwood Memorial Eureka Community Resource Center

Scope: Homeless persons of the SJH Redwood Memorial Eureka Community Resource Center

Strategy 1: Number of pre-acute care options available in Humboldt County

Strategy Measure 1: Number of pre-acute options

- There are 11 pre-acute options available in HC as a result of efforts in FY 12, including food resources, Care Management partnership and potential SNF beds

Strategy 2: Increase use of Care Transition Team support services for high users

Strategy Measure 2: Number of patients who receive services from the Care Transitions Team

- There were 75 patients enrolled in Care Transition Team work, 15 more than anticipated

Strategy 3: Increase capacity for safe residential options for high users

Strategy Measure 3: Number of residential beds available to high users

- 749 days were provided in acute care options, on a target of 175

FY 12 Accomplishments:

The success of the Care Transition Team continues to surpass all targets set for when this project began. The team of a social worker and a nurse work with hospital staff to transition the patient from the acute care setting to a safe environment for healing. The team has partnered with the Community Benefit department and the Eureka Community Resource Center, a department of St. Joseph Health- Redwood Memorial Hospital, to identify the individuals most in need of the care and provide that care in one of two housing units rented for this purpose. Over time, the teams have added food, transportation and medication to the support offered to the patient. The support services are making an impact on the quality of life of the patients served as well as on the bottom line of the hospital – finance estimates that one hospital bed day for patients averages \$3,500 . With this estimate, 749 avoidable days saved the local ministry in excess of \$2.5M in one year.

Other Community Benefit Initiatives
St. Joseph Health, Redwood Memorial**Initiative: Physician Trauma Services**

Key Community Partners: Emergency Medical Providers, primary physician offices, emergency medical transporters, North Coast Community Clinics Network, Open Door Community Health Centers, Healing Ring, Independent Physician Association, Serenity Inn, St. Vincent de Paul, Department of Health and Human Services, St. Joseph Health, St. Joseph Hospital Eureka

Target Population: Uninsured/underinsured patients of the emergency room and urgent care departments

Goal: To increase access to care

How will we measure success?: Avoidable bed days for uninsured/underinsured patients

Three Year Target: Reduce inappropriate readmits to ER and Urgent Care for patients

FY 12 Accomplishments: There were 5,300 patients seen in the SJH, Redwood Memorial emergency room who were underinsured or lacked insurance in FY 2012, 49.66 % of all the patients seen. These patients had approximately 16,000 encounters with emergency room medical providers.

SJH, Redwood Memorial partners with SJH, St. Joseph Hospital Eureka to continue to address the needs of the patients seen in the emergency room who lack primary medical providers and a medical home. Concentration by the Care Transition Team on assisting patients post discharge and by the SJH, Redwood Memorial Eureka Community Resource Center to assist pre-acute hospitalization continues to make an impact on the population seen through both ministries emergency rooms. The two teams, working together, provide medications, housing, food and clothing to help the daily needs of the individual patients.

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In addition, formal agreements with Open Door Community Health Center to provide a medical home for the patients has been signed and will allow increased communication between the emergency room and this FQHC. Finally, the Care Management department (formally discharge planning) has signed an agreement with a local skilled nursing facility to provide needed follow up medical care for high need patients who have no home to go to for follow up care. The hospital had a difficult time placing these high need patients as the skilled facility did not have the staff trained to deal with their mental health needs as well as their medical needs. The partnership will increase access for care for these difficult patients.

Other Community Benefit Initiatives**St. Joseph Health, Redwood Memorial****Initiative: Community Health Improvement**

Key Community Partners: Redwood Community Action Agency, Loleta Elementary School, DHHS-Public Health, Children's Health Initiative, North Coast Clinics Network, Blue Lake Elementary, City of Blue Lake, Eagle Prairie School, Mobile Medical Office, Open Door Community Health Centers, SJH-SJE, First Five Humboldt, Food for People

Target Population: Low income members of the community served by SJH

Goal: Access to health education and screenings

How will we measure success?: Internships will be available at St. Joseph Health to provide nurses and allied professional access to mentoring and on the job training

Three Year Target: Maintain partnerships with local education centers for training for health professionals during the decrease of health education options in the educational communities.

FY 12 Accomplishments: Staff from St. Joseph Health, Redwood Memorial provided one on one mentoring to students from both Humboldt State University and College of the Redwoods Nursing program, as well as internships for students from local high schools. Mentoring occurred throughout the hospital primarily in the nursing units. There were 72 individual students mentored over 3,730 hours.

The SJH, Redwood Memorial Community Resource Centers partnered with Humboldt State University, the Department of Health and Human Services and the judicial system to provide work site training for social work interns, TANF families and homeless court assignees. The CRCs also work with AmeriCorps to provide training sites for individuals sent to them through the Redwood Community Action Agency. All of these partnerships increase the outreach each center is able to provide to the individuals they serve.

Other Community Benefit Initiatives

St. Joseph Health, Redwood Memorial

Initiative: Community Resource Centers

Key Community Partners: Humboldt County Office of Education, Blue Lake, Rio Dell and Loleta Elementary Schools, Mobile Medical, Redwood Community Action Agency, Department of Health and Human Services, St. Vincent de Paul, First Five Humboldt, Open Door Community Health Centers, Eureka Rescue Mission, St. Joseph Health, St. Joseph Eureka, Care Transition Team, California Center for Rural Policy

Target Population: Low income community members

Goal: Access to health education and prevention activities

How will we measure success?: The CRCs will partner to assure access to information for communities they serve

Three Year Target: The Community Resource Centers will provide daily outreach in each of the five communities where they are located, addressing community needs as defined in the Community Needs and Community Health Assessment

FY 12 Accomplishments: The five SJH, Redwood Memorial Community Resource Centers are located in five diverse communities throughout Humboldt County, and each addresses the needs of the community they serve. Two are located in schools (Rio Dell and Loleta), one in a dining facility for the homeless (Eureka), one in a municipal building (Blue Lake) and one in a federally qualified health care clinic (Willow Creek). The programs they offer is dependent on the needs of the populations they serve.

The Loleta CRC has partnered with Redwood Community Action Agency for a one year Community Building planning grant to define the gaps among the three ethnic populations served by the Loleta School. The planning grant was so successful that a three year implementation grant was awarded to the partnership that not only includes RCAA, the CRC but also Humboldt Area Foundation, the City of Loleta, First Five Humboldt and a Loleta citizen led steering committee.

The CRCs have also successfully joined the Department of Health and Human Services to provide outreach in each community to increase the enrollment for Cal Fresh.

Other Community Benefit Initiatives

St. Joseph Health, Redwood Memorial

Initiative: Recruitment of Physicians

Key Community Partners: St. Joseph Health, St. Joseph Eureka, Independent Physician Association, Open Door Community Health Centers, Humboldt Del Norte Medical Society, Humboldt Medical Specialists

Target Population: Broader Community

Goal: How will we measure success?: Increase in medical providers for the community

Three Year Target: Increase medical homes for the areas low income patients

FY 12 Accomplishments:

St. Joseph Health, Redwood Memorial, partnering with St. Joseph Health- St. Joseph Eureka, recruit medical providers for the communities they serve. The average age of physicians in Humboldt County is 50, with many discussing retirement plans. With the isolation of the area, the extreme weather, lack of 'shopping' for spouses, maintaining a strong physician base can be extremely difficult. SJH, Redwood Memorial, SJH, SJE and Humboldt Medical Specialists are working together to address this continual need.

SJH, Redwood Memorial has focused the recruitment efforts on surgeons, both orthopedic and general surgery. In FY 11, 26.98 % of the orthopedic cases and 13.82% of the general surgery patients had to leave the area to obtain the surgery they needed. This outmigration places a burden not only on the patients forced to travel outside their home area but also for families who may or may not have the resources to accompany the patient.

The work of the recruitment by the three medical providers has increased the physician base in Humboldt County, with 28 specialists joining Humboldt Medical Specialists and remaining in Humboldt to care for patients. The retention of the physician base has benefited patients throughout the county.

Community Benefit Investment FY 2012

FY 12 COMMUNITY BENEFIT INVESTMENT
ST. JOSEPH HEALTH, REDWOOD MEMORIAL
(ending June 30, 2012)

CA Senate Bill (SB) 697 Categories	Community Benefit Program & Services ¹	FY12 Net Benefit
Medical Care Services for Vulnerable² Populations	Financial Assistance Program (FAP) (Charity Care-at cost)	\$938,856
	Unpaid cost of Medicaid ³	\$1,554,977
	Unpaid cost of other means-tested government programs	\$1,659,679
Other benefits for Vulnerable Populations	Community Benefit Operations	\$32,763
	Community Health Improvements Services	\$208,835
	Cash and In-kind Contributions for Community Benefit	\$251,584
	Community Building	\$198,312
	Subsidized Health Services	\$1,044,085
Total Community Benefit for the Vulnerable		\$5,889,091
Other benefits for the Broader Community	Community Benefit Operations	\$0
	Community Health Improvements Services	\$36,751
	Cash and In-kind Contributions for Community Benefit	\$74,912
	Community Building	\$57,207
	Subsidized Health Services	\$0
Health Professions Education, Training and Health Research	Health Professions Education, Training & Health Research	\$182,006
	Total Community Benefit for the Broader Community	\$350,876
TOTAL COMMUNITY BENEFIT (excluding Medicare)		\$6,239,967
Medical Care Services for the Broader Community	Unpaid cost of Medicare ⁴ <i>(not included in CB total)</i>	\$9,346,144
TOTAL COMMUNITY BENEFIT (including Medicare)		\$15,586,111

¹ Catholic Health Association-USA Community Benefit Content Categories, including Community Building.

² CA SB697: "Vulnerable Populations" means any population that is exposed to medical or financial risk by virtue of being uninsured, underinsured, or eligible for Medicaid, Medicare, California Children's Services Program, or county indigent programs. For SJH, we exclude Medicare as part of Community Benefit total and only include it below the line for SB697 reporting purposes.

³ Accounts for Hospital Fee. The pledge/grant (separate from the quality assurance fee) is reported in Cash and In-kind Contributions for other vulnerable populations.

⁴ Unpaid cost of Medicare is calculated using our cost accounting system. In Schedule H, we use the Medicare cost report.

Telling Our Community Benefit Story: Non-Financial⁵ Summary of Accomplishments

The strongest assets St. Joseph Health, Redwood Memorial offers to the community are the individual staff members who work in the facility, and the partnering SJH, St. Joseph Eureka. These staff members provide community outreach every day – coaching for youth sports, volunteering as school board members, for area churches, teaching classes at the Wellness Center for employees, volunteers and physicians, and sharing their expertise through board participation for local organizations. The staff volunteers on boards that support Vector Rehabilitation, Making Headway, the North Coast Funders Network, the Ferndale City Council, the Ferndale School Board, Area One Agency on Aging, and the manager of Physical Therapy is the Chair of the Physical Therapy Association for the State of California. The staff volunteers on areas of personal interest as well, including environmental issues that relate to the use and conservation of the area's wonderful natural resources.

The staff supports educational activities and volunteers to provide guest speakers to local schools, classes at Humboldt State University and by sponsoring health forums on topics of interest to the community. The campus provides rooms free of charge for organizations to do health related education including classrooms for the 6 week Pathways to Health Classes offered by the California Center for Rural Policy and education for volunteers working with Hospice and with the SJH-SJE cancer program team.

SJH, Redwood Memorial is an integral part of the community activities for the City of Fortuna, participating in community wide events since as parades and street fairs, bringing the staff in one to one contact with the individuals for whom they provide care. The Eel River Valley Health Fair is held on the same date as the community wide Apple Harvest Festival and in FY 12, brought education and low or no cost health screenings to over 500 individuals.

⁵ Non-financial summary of accomplishments are referred to in SB 697 as non-quantifiable benefits.

St. Joseph Health

**500 S. Main St., Ste. 1000
Orange, CA**
<http://www.stjhs.org/>

St. Joseph Health (SJH) is an integrated healthcare delivery system providing a broad range of medical services. The system is organized into three regions--Northern California, Southern California, and West Texas/Eastern New Mexico - and consists of 14 acute care hospitals, as well as home health agencies, hospice care, outpatient services, skilled nursing facilities, community clinics, and physician organizations. The ministries that comprise SJH offer a wide variety of services within each of the three regions. From well-established acute care hospitals to clinics in non-traditional settings like school rooms, SJH is establishing a "continuum of care," that is, a system that links and coordinates an entire spectrum of health services.