

Sutter Health

Novato Community Hospital

2013 – 2015 Community Benefit Plan

Responding to the 2013 Community Health Needs Assessment

Submitted to the Office of Statewide Health Planning and Development May 2014

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***Note:** This implementation strategy is written in accordance with proposed Internal Revenue Service regulations pursuant to the Patient Protection and Affordable Care Act of 2010. This document has also been approved by OSHPD to satisfy the community benefit plan requirements for not-for-profit hospitals under California [SB 697](#).

Introduction

This implementation strategy describes how Novato 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

Novato 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 are creating a more integrated, seamless and affordable approach to caring for patients.

The hospital's mission is to enhance the health and well-being of people in the communities we serve, through a not-for-profit commitment to compassion and excellence in health care services

At Sutter Health, we believe there should be no barriers to receiving top-quality medical care. We strive to provide access to excellent health care services for Northern Californians, regardless of ability to pay. As part of our not-for-profit mission, Sutter Health invests millions of dollars back into the communities we serve – and beyond. Through these investments and community partnerships, we're providing and preserving vital programs and services, thereby improving the health and well-being of the communities we serve.

In 2012, our network of physician organizations, hospitals and other health care providers invested \$795 million (compared to \$756 million in 2011) in health care services for low-income people, community health improvement services, and other community benefits.

For more facts and information about Novato Community Hospital, please visit www.novatocommunity.org.

2013 Community Health Needs Assessment Summary

The three not-for-profit hospitals in Marin County, California -- Marin General Hospital, Novato Community Hospital and Kaiser Permanente -- collaborated with a community coalition of education, public health, social services, and business leaders called Healthy Marin Partnership (HMP) to complete the 2013 CHNA. The process included four primary activities: Key Informant Interviews (public health experts and community leaders); Focus Groups (underserved communities in English and Spanish); The HMP *Community Convening* of experts, leaders, and residents; A comprehensive data review of 153 health indicators.

The full 2013 Community Health Needs Assessment report conducted by Novato Community Hospital is available at www.novatocommunity.org/about/community_benefits.html.

Definition of Community Served by the Hospital

The Novato Community Hospital service area includes the Northern California County of Marin and parts of Southern Sonoma County. For purposes of this study, activities were restricted to residents within the borders of Marin County. Sutter Medical Center of Santa Rosa addresses the County of Sonoma.

The Novato Community Hospital service area comprises Marin County unincorporated areas and cities including Belvedere, Corte Madera, Fairfax, Larkspur, Mill Valley, Novato, Ross, San Anselmo, San Rafael, Sausalito, and Tiburon and the coastal towns of Stinson Beach, Bolinas, Point Reyes, Inverness, Marshall, and Tamales.

Marin County Snapshot

White: 81.94%

Latino: 16.68%

African American: 2.38%

Asian and Pacific 5.33%

Native American: 0.36%

Other or Multiple: 10.29%

Data Source: US Census Bureau, 2006-2010 American Community Survey 5-Year Estimate. KFH-San Rafael Service Area Data

Marin County is a healthy and affluent county compared to California and the nation as a whole, however, a sub-county geographic quantitative and qualitative data analysis identifies disparities in socioeconomic status that limit access to health care and the capacity of some residents to make choices that contribute to a healthy lifestyle.

Significant Health Needs Identified

The 2013 CHNA developed criteria to determine Marin County's significant health needs:

1. Shows poor performance as a whole compared to benchmark
2. A disproportionate impact on one or more sub populations
3. Severe disease outcomes
4. Many people are impacted
5. Includes outcomes and drivers, in that intervention is possible to improve outcomes
6. Interventions will likely impact more than one health outcome
7. There are local strategies for addressing the need
8. The need arose in Key Informant interviews
9. The need arose in Focus Groups

Significant Community Health Need	Intends to Address
<p>Access to primary and specialty care Although access to healthcare as measured by health insurance is relatively high in Marin, there are significant geographies where residents lack insurance and obtaining timely and effective screening and treatment is lacking. Limitations on access affect participation in screenings and treatment of early diagnosis of cancer, heart disease, asthma, mental health, substance abuse, and diabetes.</p>	Yes
<p>Healthy eating and active living Eating healthy foods and engaging in an active lifestyle are determinants of health diabetes, cancer, heart disease, and mental health.</p>	Yes
<p>Social supports, including family and community support systems These systems and services directly affect mental health, substance abuse, access to health care, and falls.</p>	Yes
<p>Mental Health A greater percentage of Marin adults report poor mental health and higher suicide rates than California and Healthy people 2020.</p>	Yes
<p>Substance Abuse (alcohol and other drugs) Easy access to alcohol and drugs, social norms, adults with poor access to mental health, prevalence of youth drinking, income disparities, and lack of access to health care are contributors to lack of treatment for substance abuse</p>	See Page 12
<p>Socioeconomic Status While Marin residents overall enjoy higher incomes than most U.S. and California residents, specific geographies identified in the CHNA are more likely to be unemployed and underemployed, which affects their ability to access healthcare, healthy food, exercise, and support services.</p>	See Page 12
<p>Cancer Marin residents overall are among highest rates of breast and prostate cancer in the U.S. and the state, which in part is related to better access to screening resources. However, the highest prevalence of cancer occurs in the geographies with the highest need for access to health care, healthy food, healthy activities, and social supports. African American males have the highest rates of all types of cancer and Asians and Hispanics have higher mortality rates for cancer than non-Hispanic whites in Marin.</p>	See Page 12
<p>Heart Disease This disease state is attributable to access to healthy food, a high proportion of the population not engaging in moderate exercise, tobacco use among youth, low income and lack of access to health care.</p>	See Page 12

2013 – 2015 Implementation Strategy

This implementation strategy describes how Novato Community Hospital plans to address significant health needs identified in its 2013 Community Health Needs Assessment consistent with its charitable mission. The strategy describes:

- Actions the hospital intends to take, including programs and resources it plans to commit;
- Anticipated impacts of these actions and a plan to evaluate impact; and
- Any planned collaboration between the hospital and other organizations.

Access to Healthcare

Name of Program, Initiative or Activity

Integrate NCH/Sutter EHR with Marin Community Clinic EHR

Description

Medi-Cal and underserved patients frequently present to the NCH Emergency Department for health needs that could be better addressed by primary care physicians (PCP) or that require PCP follow up. NCH refers these patients to Marin Community Clinic, the Federally Qualified Health Clinic that can best serve these patients. We lack a patient tracking system and an efficient, accurate process for sharing medical records. Consequently, patients are sometimes lost in the transition. To improve care to these patients, NCH is integrating its electronic health record (EHR) system with the Marin Community Clinic EHR.

Anticipated Impact and Plan to Evaluate

Improve patients' access and compliance with primary care referrals. Track the number of patients referred and the number attached to medical homes through the process.

Name of Program, Initiative or Activity

Marin RotoCare Clinic

Description

The RotoCare Clinic is operated by local Rotary Clubs and depends on donations and in-kind services from health care providers to offer care to underserved and undocumented individuals. NCH provides a cash grant and free outpatient laboratory exams for the clinic's patients.

Anticipated Impact and Plan to Evaluate

Increase the capacity of the clinic to provide appropriate care. Document the number of patients served.

Name of Program, Initiative or Activity

Transition to Wellness: Homeward Bound of Marin

Description

Homeward Bound of Marin provides services to the county's homeless population, including a transition site where homeless patients can be safely discharged from the hospital to recuperate from injuries and illnesses. NCH provides an annual grant for this program.

Anticipated Impact and Plan to Evaluate

HB tracks the number of patients discharged to the program from each county hospital.

Name of Program, Initiative or Activity	Health Express
Description	Whistlestop is a community-based organization that provides services to seniors and disabled adults in the county. NCH provides funding for rides for seniors and disabled adults in North Marin County for medical appointments.
Anticipated Impact and Plan to Evaluate	Whistlestop tracks the number of rides provided for patients
Name of Program, Initiative or Activity	Novato Unified School District Health Partnership
Description	Novato Unified School District (NUSD) provides K-12 public education to children living in Novato. Students' ability to learn can be affected by poor access to medical care -- primary care physicians, dental care, eye exams and corrective eye wear, etc. NCH provides a grant to NUSD to cover the cost of care for underserved students.
Anticipated Impact and Plan to Evaluate	NUSD tracks the number of students served, the services provided and cost per episode of care.
Name of Program, Initiative or Activity	Free Influenza Immunizations
Description	The annual influenza season from October through March affects all members of the community and it is in the best interest of public health to immunize as many individuals as possible. NCH hosts free immunization clinics for the community.
Anticipated Impact and Plan to Evaluate	NCH tracks the number of immunizations completed.
Name of Program, Initiative or Activity	Operation Access

Description

Operation Access is a non-profit organization that recruits physician volunteers and hospital facilities to provide ambulatory surgeries to individuals who require procedures not covered by insurance. NCH provides its Surgery Services Department, including the surgery suites and staff for these surgeries.

Anticipated Impact and Plan to Evaluate

OA tracks number of patients served at NCH.

Healthy Eating and Active Living

Name of Program, Initiative or Activity **Community Diabetes Project for Teens**

Description The CHNA indicates that middle school age children are vulnerable for Type 2 diabetes because of unhealthy eating and lack of exercise. An NCH dietician trains high school students as peer counselors to work with middle school students at-risk of developing Type 2 diabetes in a variety of settings. NCH places students with appropriate school and community programs, such as a YMCA pilot with 80 at-risk middle school students from a low-income school.

Anticipated Impact and Plan to Evaluate Eight high school students will complete competencies and internships. At least 100 middle school students will receive peer counseling to adopt healthier eating and exercise programs and will understand the risks and consequences of an unhealthy lifestyle.

Name of Program, Initiative or Activity **Marin Food Bank: Donations of Surplus Foods**

Description Marin Food Bank distributes food to low income residents of Marin County on a regular basis and NCH partners with them in a variety of ways throughout the year to collect food for distribution. The hospital nutrition program makes regular, monthly donations of surplus fresh food and other commodities to the food bank for distribution to their clients.

Anticipated Impact and Plan to Evaluate Number of pounds and value of food to the food bank is tracked.

Name of Program, Initiative or Activity **Community Stroke Prevention Program**

Description A leading cause of stroke is an unhealthy lifestyle. The hospital provides a free education program taught by a Registered Nurse. Classes are held at senior centers and other community gathering places. The classes discuss how unhealthy eating and lack of exercise can lead to high blood pressure, diabetes, heart disease and stroke. Participants receive sample diets, exercises, and learn how to recognize the symptoms of a stroke.

Anticipated Impact and Plan to Evaluate Increased awareness of stroke symptoms
Increased awareness of stroke prevention strategies

Social Supports Including Family and Community Support Systems

Name of Program, Initiative or Activity **Palliative Care Program**

Description Hospice by the Bay is a non-profit community-based organization specializing in end-of-life and palliative care. NCH partners with Hospice by the Bay to bring a nurse practitioner onsite to train physicians and staff and work directly with patients and families.

Anticipated Impact and Plan to Evaluate Case managers evaluate and document patients' social support needs and make appropriate referrals with the Palliative NP. The program tracks the number of patients served and unmet needs for continuous improvement.

Name of Program, Initiative or Activity **Spiritual Support Services and Chaplaincy Program**

Description NCH underwrites non-denominational spiritual support to NCH patients and families during and after times of crisis. Services include advice and support to families during end-of-life, practical information on funeral and legal requirements upon the death of a loved one, and follow up to families when requested. Partners include spiritual leaders, and mental health professionals.

Anticipated Impact and Plan to Evaluate Families express gratitude and support for the program. Staff tracks patient/family contacts and documents follow up services.

Mental Health

Name of Program, Initiative or Activity

Patient Massages by Institute for Health and Healing

Description

The Institute for Health and Healing (IHH) is a program of the Sutter West Bay Region that provides integrative medicine to patients to promote their well being and ability to heal and stay healthy. NCH funds a Licensed Massage Therapist to give free therapeutic massages to patients as a means of reducing stress and promoting healing.

Anticipated Impact and Plan to Evaluate

IHH tracks the number of patients receiving massages quarterly.

Name of Program, Initiative or Activity

Kalmanovitz Child Development Center

Description

NCH subsidizes the development center In Marin County to serve infants through adolescents and their families with mental health counseling, speech therapy, developmental and educational assessment and treatment on a sliding fee scale.

Anticipated Impact and Plan to Evaluate

Kalmanovitz staff tracks the number of families served and the amount of fee waivers that are provided to families.

Needs Novato Community Hospital Plans Not to Address

No hospital can address all of the health needs present in its community. Novato 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 does not include specific plans to address the following significant health needs identified in the 2013 Community Health Needs Assessment:

Substance Abuse (alcohol and other drugs)

- NCH does not have sufficient resources (financial and personnel) to address this need
- The hospital does not have the expertise to address this need
- Other facilities and organizations in the community do address this need (community assets listed in CHNA http://www.novatocommunity.org/about/NCH_2013CHNARreport.pdf)

Socioeconomic Status

- NCH does not have sufficient resources (financial and personnel) to address this need
- The hospital does not have the expertise to address this need
- Other facilities and organizations in the community do address this need (community assets listed in CHNA http://www.novatocommunity.org/about/NCH_2013CHNARreport.pdf)

Cancer

- NCH does not have sufficient resources (financial and personnel) to address this need
- The hospital does not have the expertise to address this need
- Other facilities and organizations in the community do address this need (community assets listed in CHNA http://www.novatocommunity.org/about/NCH_2013CHNARreport.pdf)

Heart Disease

- NCH does not have sufficient resources (financial and personnel) to address this need
- The hospital does not have the expertise to address this need
- Other facilities and organizations in the community do address this need (community assets listed in CHNA http://www.novatocommunity.org/about/NCH_2013CHNARreport.pdf)

Approval by Governing Board

This implementation strategy was approved by the Governing Board of Sutter West Bay Hospitals on November 21, 2013.

Appendix: 2013 Community Benefit Financials

Sutter Health hospitals and many other health care systems around the country voluntarily subscribe to a common definition of community benefit developed by the Catholic Health Association. Community benefits are programs or activities that provide treatment and/or promote health and healing as a response to community needs.

The community benefit values for Sutter West Bay Hospitals are calculated in two categories: **Services for the Poor and Underserved** and **Benefits for the Broader Community**.

Services for the poor and underserved include traditional charity care which covers health care services provided to persons who meet certain criteria and cannot afford to pay, as well as the unpaid costs of public programs treating Medi-Cal and indigent beneficiaries. Costs are computed based on a relationship of costs to charges. Services for the poor and underserved also include the cost of other services provided to persons who cannot afford health care because of inadequate resources and are uninsured or underinsured, and cash donations on behalf of the poor and needy.

Benefits for the broader community includes costs of providing the following services: health screenings and other non-related services, training health professionals, educating the community with various seminars and classes, the cost of performing medical research and the costs associated with providing free clinics and community services. Benefits for the broader community also include contributions Sutter Health makes to community agencies to fund charitable activities.

2013 Community Benefit Value	Sutter West Bay Hospitals
Services for the Poor and Underserved	\$135,259,257
Benefits for the Broader Community	\$54,041,349
Total Quantifiable Community Benefit	\$189,300,606

This reflects the community benefit values for Sutter West Bay Hospitals (SWBH), the legal entity that includes Novato Community Hospital, CPMC, St. Luke's Hospital, Sutter Lakeside Hospital and Sutter Medical Center of Santa Rosa. For details regarding the community benefit values specifically for NCH, please contact Mary Strebic at (415) 209-1328 or StrebiM@sutterhealth.org.

2013 Community Benefit Financials
Sutter West Bay Hospitals

Services for the Poor and Underserved	
Traditional charity care	\$29,958,144
Unpaid costs of public programs:	
Medi-Cal	\$86,568,797
Other public programs	\$6,808,166
Other benefits	\$11,924,150
Total services for the poor and underserved	\$135,259,257
 Benefits for the Broader Community	
Nonbilled services	\$1,646,537
Education and research	\$51,721,168
Cash and in-kind donations	\$531,143
Other community benefits	\$142,501
Total benefits for the broader community	\$54,041,349

This reflects the community benefit values for Sutter West Bay Hospitals (SWBH), the legal entity that includes Novato Community Hospital, CPMC, St. Luke's Hospital, Sutter Lakeside Hospital and Sutter Medical Center of Santa Rosa. For details regarding the community benefit values specifically for NCH, please contact Mary Strebig at (415) 209-1328 or Strebim@sutterhealth.org.