

Sutter Health

Novato 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

180 Rowland Way, Novato, CA 94945 www.novatocommunity.org

This document serves as an annual update to the 2013 – 2015 community benefit plan for Novato 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.

Table of Contents

About Sutter Health.....	3
2013 Community Health Needs Assessment Summary	4
Definition of Community Served by the Hospital	4
Significant Health Needs Identified	4
2013 – 2015 Implementation Strategy	6
Access to Health Care.....	7
Healthy Eating and Active Living.....	12
Social Supports Including Family and Community Support Systems.....	14
Mental Health	16
Needs Novato Community Hospital Plans Not to Address.....	18
Approval by Governing Board	19
Appendix: 2014 Community Benefit Financials.....	20

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 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 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 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 health care 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 17
<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 health care, healthy food, exercise, and support services.</p>	See Page 17
<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 17
<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 17

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 Health Care

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.

2014 Impact There is no impact to report because the NCH and Marin Community Clinic did not implement the program as proposed in 2014. Although the two organizations have created a work around by integrating staff, there is no way at present to track referrals and the number attached to medical homes.

Mechanism(s) Used to Measure Impact No mechanisms were used because NCH and Marin Community Clinic did not implement the program as proposed.

Community Benefit Contribution/Expense Not applicable to this project.
\$3,819 in psychiatric services was provided to 40 people.

Program, Initiative, or Activity Refinement In lieu Marin Community Clinic has given NCH ED physicians access to their EHR and the Medical Director of Marin Community Clinic is now on staff at Novato Community Hospital so she has access to Sutter Health eHR. This enables better tracking of mutual patients and may be refined in 2015 to improve capabilities.

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.
2014 Impact	Diagnostic laboratory services was provided to 59 patients. Clinic operations were able to see additional patients
Mechanism(s) Used to Measure Impact	NCH tracks RotaCare referrals for laboratory services
Community Benefit Contribution/Expense	\$28,946 was provided in in-kind laboratory services \$10,000 was granted to RotaCare for clinic operations
Program, Initiative, or Activity Refinement	This is a clinic operated solely by volunteers and does not have an infrastructure that enable them to track how many patients were served by our \$10,000 grant. Anyone who shows up at the clinic is served regardless of ability to pay and/or citizenship.
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.
2014 Impact	Homeward Bound was able to provided 63 patient days in respite beds with the NCH contribution.
Mechanism(s) Used to Measure Impact	Homeward Bound tracks the number of NCH inpatients patients who are referred at discharge to their Homeward Bound.
Community Benefit Contribution/Expense	\$15,385 in Community Benefit Funds granted to this program in 2014
Program, Initiative, or Activity Refinement	Case management and Community Benefit are currently working with a community task force to explore expanding the program to serve Emergency Department patients who are treated for illnesses that require respite beds to heal.

Homeward Bound also operates a culinary training school for homeless residents and the hospital makes it a priority to use their catering services for events.

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

2014 Impact 361 rides to medical appointments were provided to low income seniors and disabled persons in 2014

Mechanism(s) Used to Measure Impact Whistlestop tracks the number of eligible riders and reports quarterly.

Community Benefit Contribution/Expense \$7,588

Program, Initiative, or Activity Refinement No refinements planned at this time

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.

2014 Impact	<ul style="list-style-type: none"> • 81 underserved students received episodic health care such as specialist, eye, and dental appointments. • 25 students received on-on-one nursing care for acute conditions such as type I diabetes and spina bifida. • 3000 students benefitted from the purchase of restaurant quality blenders to provide healthy smoothies as part of the district's HEAL program.
Mechanism(s) Used to Measure Impact	NUSD logs all occurrences of episodic care and acute care interventions NUSD identifies the number of students who are able to access the HEAL program
Community Benefit Contribution/Expense	\$36,384 including episodic care and administration of nurses
Program, Initiative, or Activity Refinement	In 2015, NCH will add the supervision and placement of physical therapist athletic trainers in both high schools.
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.
2014 Impact	155 vaccines were administered
Mechanism(s) Used to Measure Impact	Patient logs
Community Benefit Contribution/Expense	\$2,927
Program, Initiative, or Activity Refinement	Begin the program earlier in the year

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.
2014 Impact	2 patients received surgery free of charge at NCH
Mechanism(s) Used to Measure Impact	OA logs number of patients per hospital donating services
Community Benefit Contribution/Expense	Unknown – recorded as Charity Care
Program, Initiative, or Activity Refinement	No refinements planned

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.
2014 Impact	Due to resource allocation to other school district priorities the program was terminated and there is no impact for 2014.
Mechanism(s) Used to Measure Impact	No mechanisms because the program was terminated
Community Benefit Contribution/Expense	No money was contributed because the program was terminated
Program, Initiative, or Activity Refinement	The hospital continues to refine activities based on Novato Unified School District needs for students. (see NUSD report)
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.
2014 Impact	In-kind donation of food equivalent to \$4088 cash value.

Mechanism(s) Used to Measure Impact	NCH tracks the number of pounds and cost per pound of food donated
Community Benefit Contribution/Expense	\$4088 in-kind value
Program, Initiative, or Activity Refinement	Explore opportunity to determine number of persons served by donation
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
2014 Impact	1040 people received information from and RN about stroke prevention
Mechanism(s) Used to Measure Impact	Participation logs
Community Benefit Contribution/Expense	\$4,170
Program, Initiative, or Activity Refinement	In 2015 NCH has strengthened its partnership with the American Heart Association to expand community education

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.
2014 Impact	There is no community benefit impact because all NCH palliative care is provided to hospital inpatients.
Mechanism(s) Used to Measure Impact	No mechanism because there is no outpatient palliative care.
Community Benefit Contribution/Expense	No dollars are contributed to outpatient palliative care
Program, Initiative, or Activity Refinement	There are no plans to implement outpatient palliative care.
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.
2014 Impact	There is no community benefit impact because all services are provided to inpatients – no outpatient component.

Mechanism(s) Used to Measure Impact	No mechanism because there is no outpatient component
Community Benefit Contribution/Expense	No community benefit funds are contributed to this program
Program, Initiative, or Activity Refinement	No refinements are planned.

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.
2014 Impact	This is an inpatient program only
Mechanism(s) Used to Measure Impact	There are no outpatient/community services provided
Community Benefit Contribution/Expense	No community benefit dollars are contributed to this program
Program, Initiative, or Activity Refinement	No refinements are anticipated
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.
2014 Impact	NCH is able to provide a high quality child development center for the residents of Marin County on a sliding fee scale

Mechanism(s) Used to Measure Impact	Kalmanovitz staff tracks the number of families served and the amount of fee waivers that are provided to families.
Community Benefit Contribution/Expense	\$124,461
Program, Initiative, or Activity Refinement	Refinements include identifying additional services the organization can provide to FQHCs and other community based not-for-profits.

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: 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 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.

2014 Community Benefit Value	Sutter West Bay Hospitals
Services for the Poor and Underserved	\$138,940,838
Benefits for the Broader Community	\$52,119,770
Total Quantifiable Community Benefit	\$191,060,608

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 Santa Rosa Regional Hospital. For details regarding the community benefit values specifically for NCH, please contact Mary Strebic at (415) 209-1328 or StrebiM@sutterhealth.org.

2014 Community Benefit Financials
Sutter West Bay Hospitals

Services for the Poor and Underserved	
Traditional charity care	\$14,293,651
Unpaid costs of public programs:	
Medi-Cal	\$105,805,388
Other public programs	\$178,197
Other benefits	\$18,663,602
Total services for the poor and underserved	\$138,940,838
Benefits for the Broader Community	
Nonbilled services	\$3,567,768
Education and research	\$47,975,042
Cash and in-kind donations	\$459,623
Other community benefits	\$117,337
Total benefits for the broader community	\$52,119,770

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 Santa Rosa Regional Hospital. For details regarding the community benefit values specifically for NCH, please contact Mary Strebic at (415) 209-1328 or StrebiM@sutterhealth.org.