

Sutter Health

Sutter Maternity & Surgery Center of Santa Cruz

2016 – 2018 Implementation Strategy
Responding to the 2016 Community Health Needs Assessment

Sutter Maternity & Surgery Center of Santa Cruz (FACILITY LICENSE # 070000399)
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Introduction

The implementation strategy describes how Sutter Maternity & Surgery Center of Santa Cruz, a Sutter Health affiliate, plans to address significant health needs identified in the 2016 Community Health Needs Assessment (CHNA). The document describes how the hospital plans to address identified needs in calendar (tax) years 2016 through 2018.

The 2016 CHNA and the 2016 - 2018 implementation strategy were undertaken by the hospital to understand and address community health needs, and in accordance with the Internal Revenue Service (IRS) regulations pursuant to the Patient Protection and Affordable Care Act of 2010.

The 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.

Sutter Maternity & Surgery Center of Santa Cruz welcomes comments from the public on the 2016 Community Health Needs Assessment and 2016 – 2018 implementation strategy. Written comments can be submitted:

- By emailing the Sutter Health System Office Community Benefit department at SHCB@sutterhealth.org;
- Through the mail using the hospital's address at: 2900 Chanticleer Avenue, Santa Cruz, CA 95065, ATTN TO: Administration
- In-person at the hospital's Information Desk.

About Sutter Health

Sutter Maternity & Surgery Center of Santa Cruz is affiliated with Sutter Health, a not-for-profit network of hospitals, physicians, employees and volunteers who care for more than 100 Northern California towns and cities. Together, we're creating a more integrated, seamless and affordable approach to caring for patients.

The hospital's mission is to enhance the well-being of people in the communities where 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.

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 2015 commitment of \$957 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:

- In 2015, Sutter Health invested \$712 million more than the state paid to care for Medi-Cal patients. Medi-Cal accounted for 20 percent of Sutter Health's gross patient service revenues in 2015. Sutter Health hospitals proudly serve more Medi-Cal patients in our Northern California service area than any other health care provider.

- As the number of insured people grows, hospitals across the U.S. continue to experience a decline in the provision of charity care. In 2015, Sutter Health's investment in charity care was \$52 million.
- 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 address real community needs.

For more facts and information about Sutter Maternity & Surgery Center of Santa Cruz, visit www.sutterhealth.org.

2016 Community Health Needs Assessment Summary

In May of 2016, Sutter Maternity & Surgery Center contracted with Applied Survey Research (ASR), a not-for-profit social research firm, to facilitate the 2016 Community Health Needs Assessment process. The goal was to collectively gather community feedback, understand existing data and trends about health status, and prioritize local health needs.

Secondary data were obtained from a variety of sources. Community input was obtained during the spring and summer of 2016 via key informant interviews with local health experts, and a focus group with hospital representatives. Sutter Maternity & Surgery Center and ASR also used primary data collected from the biennial Community Assessment Project (CAP) telephone survey conducted with a representative sample of Santa Cruz County residents. The CAP assesses quality of life across six subject areas: the economy, health, public safety, the social environment and the natural environment. The focus group and interviews focused on four main questions:

1. What are the most important health needs in your community? What needs are not being met and which specific groups have greater unmet needs, or special needs?
2. What drivers or barriers contribute to health needs?
3. What are your suggestions for improvements or solutions to these health needs?
4. How has the Affordable Care Act impacted access to healthcare for the community? (optional question, time permitting)

Needs were prioritized during the focus group and interview process, resulting in the following list.

- Mental & Behavioral Health
- Access to Health Care
- Youth Violence
- Diabetes
- Economic Security
- Infectious & Communicable Diseases
- Childhood & Adult Obesity

- Care Coordination
- Oral/Dental Health
- Housing & Homelessness
- Women's Health
- End of Life Care
- Health Disparities
- Anti-Immunization Efforts

In the final step, representatives from Sutter Maternity & Surgery Center's Community Board considered the list of health needs, as well as the secondary data, and identified the following as the priority needs for the 2016 CHNA:

- Access to Primary Care
- Mental & Behavioral Health
- Housing & Homelessness

The full 2016 Community Health Needs Assessment conducted by Sutter Maternity & Surgery Center of Santa Cruz is available at www.sutterhealth.org.

Definition of the Community Served by the Hospital

Based on analysis of patient discharge data, SMSC's service area is considered to be Santa Cruz County. Santa Cruz County sits south of San Mateo County, west of Santa Clara County, and north of Monterey County and was home to approximately 271,804 and covers 445 square miles.

The two major cities are Santa Cruz, located on the northern side of the Monterey Bay, and Watsonville, situated in the southern part of the county. The city of Santa Cruz, which is the county seat, had an estimated population of 63,789 as of January 2015. As of January 2015, the City of Watsonville had an estimated population of 52,087.

The county is 58% White and 33% Latino with the remainder of the population comprised of Asian, African American and other ethnic backgrounds. The county has a relatively mature population with 52% of the residents' ages 35 or older. Median family income was \$80,788 in Santa Cruz County in 2014, higher than in California (\$71,015) and the nation overall (\$65,910). The unemployment rate was 8.7% for the county during 2014, higher than the state overall (7.5%). The City of Watsonville had the highest unemployment rate at 11.2% for 2014.

Significant Health Needs Identified in the 2016 CHNA

The following significant health needs were identified in the 2016 CHNA:

1. Mental and Behavioral Health (including opioid use)
2. Access to Primary Care
3. Housing and Homelessness
4. Childhood and Adult Obesity (including nutrition and diet/exercise)
5. Diabetes

6. Care Coordination
7. Women's Health
8. Youth Violence
9. Economic Security (including food insecurity)
10. Infectious and Communicable Disease
11. Oral/Dental Health
12. End of Life Care
13. Health Disparities
14. Anti-Immunization Efforts

In order to identify significant health needs, ASR facilitated a discussion with representatives from Sutter Maternity & Surgery Center and Palo Alto Medical Foundation, who reviewed all of the quantitative and qualitative data, the list of significant health needs and their impact on the community. They were given the option to add needs (the representatives added numbers 12, 13 and 14 on the above list), and then went through a prioritization process to narrow the list to three, combining and redefining some to fit the specific needs of the county. Representatives agreed that attention to the need, "Health Disparities", would be woven in to the strategies to address significant needs that were identified as priorities.

2016 – 2018 Implementation Strategy

The implementation strategy describes how Sutter Maternity & Surgery Center of Santa Cruz plans to address significant health needs identified in the 2016 Community Health Needs Assessment and is aligned with the hospital's 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 in the community to address the significant health needs identified in the 2016 CHNA.

The prioritized significant health needs the hospital will address are:

The Implementation Strategy serves as a foundation for further alignment and connection of other Sutter Maternity & Surgery Center of Santa Cruz initiatives that may not be described herein, but which together advance Sutter Maternity & Surgery Center of Santa Cruz commitment to improving the health of the communities it serves. Each year, Sutter Maternity & Surgery Center of Santa Cruz programs are evaluated for effectiveness, the need for continuation, discontinuation, or the need for enhancement. Depending on these variables, programs may change to continue Sutter Maternity & Surgery Center of Santa Cruz focus on the health needs listed below.

1. Access to Primary Care
2. Mental and Behavioral Health (including opioid use)
3. Housing and Homelessness

Access to Primary Care

Name of program/activity/initiative	Primary Care Expansion, south Santa Cruz County
Description	SMSC will partner with Sutter Health-aligned Palo Alto Medical Foundation to expand its own primary care physician base serving south Santa Cruz County. In addition, SMSC is midway through a five-year, \$750K grant to Salud Para La Gente, a local Federally Qualified Health Center, to allow them to expand their primary care services through physical plant expansion and physician recruitment.
Goals	Increase access to primary care, particularly for lower income individuals in our county.
Anticipated Outcomes	We expect that by the end of the five-year grant period, Salud Para La Gente would have expanded their capacity to provide ongoing primary care to at least 8,000 additional individuals.
Plan to Evaluate	We will continue to measure unique patients cared for through the clinic's annual reporting.
Metrics Used to Evaluate the program/activity/initiative	Number of patients served

Name of program/activity/initiative	Primary Care Expansion, central and north Santa Cruz County
Description	SMSC will partner with Sutter Health-aligned Palo Alto Medical Foundation to expand its own primary care physician base serving central and north Santa Cruz County. In addition, SMSC is midway through a five-year, \$1.5M grant to Santa Cruz Community Health Centers, a local Federally Qualified Health Center, to allow them to expand their primary care services through physical plant expansion and physician recruitment.
Goals	Increase access to primary care, particularly for lower income individuals in our county.
Anticipated Outcomes	We expect that by the end of the five-year grant period, Santa Cruz Community Health Centers would have expanded their capacity to provide ongoing primary care to at least 8,000 additional individuals.
Plan to Evaluate	We will continue to measure unique patients cared for through the clinic's annual reporting.
Metrics Used to Evaluate the program/activity/initiative	Number of patients served

Name of program/activity/initiative Description	Expand scholarship opportunities to individuals pursuing primary care careers in Santa Cruz County For a decade, SMSC has provided scholarship money to help one pre-med student from the University of California, Santa Cruz, attend medical school, with the agreement that the individual will return to provide healthcare services in the Santa Cruz area. We will continue to provide this support, and will partner with UCSC as well as Cabrillo College, to identify additional scholarship opportunities with the same agreement, such as allied health program students at Cabrillo and pre-med students pursuing physician’s assistant or nurse practitioner degrees.
Goals	Expand the number of primary care practitioners in the Santa Cruz area
Anticipated Outcomes	Increase and improve access to primary care
Plan to Evaluate	Data will be collected by following our scholarship recipients and their career paths
Metrics Used to Evaluate the program/activity/initiative	Number of scholarships offered and accepted Number of scholarship recipients who return to or stay in the area to practice

Mental and Behavioral Health (including opioid use)

Name of program/activity/initiative	Partner with Health Improvement Partnership and SafeRx Santa Cruz County
Description	The Health Improvement Partnership has brought together numerous community healthcare providers in Santa Cruz County to combat the national opioid use epidemic, partnering together to form SafeRx Santa Cruz County.
Goals	The goals of SafeRx Santa Cruz County are to decrease opioid overdose deaths by 30%, and to implement collective actions that decrease the impact of the opioid overuse epidemic on the community by supporting safe prescribing practices, expanding access to medication-assisted addiction treatment, and increasing naloxone access.
Anticipated Outcomes	SMSC will partner clinically and financially with Janus, Palo Alto Medical Foundation, the Health Improvement Partnership of Santa Cruz, and all other SafeRx Santa Cruz County partners to improve the safety of opioid use in our community.
Plan to Evaluate	SafeRx Santa Cruz County is gathering data from community partners
Metrics Used to Evaluate the program/activity/initiative	Number of opioid overdose deaths Completed actions and projects on safe prescribing, naloxone access, etc.

Name of program/activity/initiative	Develop holistic alternative approaches to care in the hospital
Description	As crises in behavioral health and opioid overuse continue to grow, the need for alternative approaches to caring for impacted individuals and preventing new cases of use and overuse becomes ever more important. SMSC is embarking on a journey of training, education, and certification of our care teams on holistic alternative approaches to medicine for our hospital patients. We will be investing in nationally recognized educational programs for our care teams.
Goals	Reduce the reliance on opiate prescriptions for hospital patients.
Anticipated Outcomes	We anticipate that our care teams will gain comfort in offering and explaining alternative approaches to pain management and anxiety relief to our patients, and that this will in turn lead to fewer opiate prescriptions.
Plan to Evaluate	We will evaluate the impact of this program on an ongoing basis through the use of our electronic health records data, as well as interviews and surveys with staff and patients.

Name of program/activity/initiative **Develop holistic alternative approaches to care in the hospital**

Metrics Used to Evaluate the program/activity/initiative Morphine-equivalents per patient day

Name of program/activity/initiative **Support our local FQHC partners in the recruitment of mental health providers**

Description Our local safety net clinics have historically faced challenges recruiting healthcare professionals to practice at their clinic sites. We have in the past, and will continue to partner with them to help recruit for primary care practitioners. We will also partner with the clinics to identify and help bridge their needs in recruitment of mental health providers in the coming years.

Goals Achieve full staffing for mental and behavioral health needs in the local safety net clinics

Anticipated Outcomes Patients who receive primary care at the local safety net clinics will have reliable access to mental and behavioral health treatment.

Plan to Evaluate Internal data collection of FQHC needs

Metrics Used to Evaluate the program/activity/initiative Number of mental and behavioral health practitioners
Number of mental and behavioral health encounters

Housing and Homelessness

Name of program/activity/initiative	Participate in and support of the Housing Advocacy Network, and provide support to new and/or existing affordable housing and homelessness efforts
Description	With a median single-family home price of over \$800,000, Santa Cruz County has become one of the least affordable communities in the United States. The Housing Advocacy Network started in 2016 as a means to bring together the myriad housing initiatives in our communities, in order to achieve progress and success in improving the affordability of housing in Santa Cruz County. SMSC will be an active participant in the Housing Advocacy Network, beginning with the Chief Administrative Officer's participation on the Network's Executive Board, and will look to provide resource and funding support for projects when appropriate.
Goals	Make Santa Cruz County housing more affordable.
Anticipated Outcomes	With a greater housing stock and more affordable housing, quality of life will improve, commute times will decrease, and homelessness will decrease.
Plan to Evaluate	Using reports such as the Santa Cruz County Homeless Report and data from the Homeless Action Partnership and Smart Solutions to Homelessness.
Metrics Used to Evaluate the program/activity/initiative	Additional housing stock added Homeless population statistics

Name of program/activity/initiative	Continue to support the Recuperative Care Center
Description	As a collaboration between the County of Santa Cruz Homeless Persons' Health Project and numerous local healthcare providers and located at the Santa Cruz Homeless Services Center, the Recuperative Care Center is an innovative medical respite program serving vulnerable patients without housing. When discharged from inpatient stays at local hospitals, up to 12 homeless individuals are able to stay in the Center and continue to recover, while receiving integrated social services including housing, mental health care, benefits enrollment, and substance abuse treatment.
Goals	Homeless patients discharged from the hospital have a safe place to stay while they recuperate.
Anticipated Outcomes	Shorter hospital stays, and safer discharges.
Plan to Evaluate	Internal data sources from the RCC.
Metrics Used to Evaluate the program/activity/initiative	Number of people served

Needs Sutter Maternity & Surgery Center of Santa Cruz Plans Not to Address

No hospital can address all of the health needs present in its community. Sutter Maternity & Surgery Center of Santa Cruz 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. The implementation strategy does not include specific plans to address the following significant health needs that were identified in the 2016 Community Health Needs Assessment:

1. Childhood and Adult Obesity (including nutrition and diet/exercise)

While issues related to obesity, nutrition and physical activity are addressed with a subset of the population through the PAMF Pediatric Weight Management Program's educational component, Sutter Maternity & Surgery Center does not have the expertise, nor does PAMF have sufficient resources, to effectively address this need on a broader scale in the community.

2. Diabetes

Sutter Maternity & Surgery Center does not have the expertise to effectively address this need, and other organizations are better equipped to address this need.

3. Care Coordination

Sutter Maternity & Surgery Center works with other health care providers, clinics, and service providers as part of county-wide collaborative efforts to improve Care Coordination.

4. Women's Health

While not one of the top strategic priorities listed in this report, women's health remains a key area of expertise and mission of Sutter Maternity & Surgery Center.

5. Youth Violence

Sutter Maternity & Surgery Center does not have the expertise to effectively address this need, and other organizations are better equipped to address this need.

6. Economic Security (including food insecurity)

Sutter Maternity & Surgery Center does not have the expertise to effectively address this need, and other organizations are better equipped to address this need.

7. Infectious and Communicable Disease

8. Oral/Dental Health

Sutter Maternity & Surgery Center does not have the expertise to effectively address this need, and other organizations are better equipped to address this need.

9. End of Life Care

Sutter Maternity & Surgery Center does not have the expertise to effectively address this need, and other organizations are better equipped to address this need.

10. Health Disparities

Sutter Maternity & Surgery Center will consider Health Disparities when implementing the strategies to address the significant needs that were identified as priorities.

11. Anti-Immunization Efforts

Sutter Maternity & Surgery Center does not have the expertise to effectively address this need, and other organizations are better equipped to address this need.

Approval by Governing Board

The implementation strategy was approved by the Sutter Health Bay Area Board on November 16, 2016.