

Sutter Health

Memorial Hospital Los Banos

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

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Introduction

The implementation strategy describes how Memorial Hospital Los Banos, 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.

Memorial Hospital Los Banos 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 520 West I Street, Los Banos, CA 93635, ATTN TO: Community Benefit Coordinator: and
- In-person at the hospital's Information Desk.

About Sutter Health

Memorial Hospital Los Banos 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: Memorial Hospital Los Banos provides high quality, compassionate care and exercises prudent fiscal responsibility.

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 Memorial Hospital Los Banos, visit www.sutterhealth.org.

2016 Community Health Needs Assessment Summary

Beginning in 2015 the Community Health Needs Assessment (CHNA) for Memorial Hospital Los Banos was conducted by Professional Research Consults (PRC) using a data-driven approach to determine the health status, behaviors and needs of the residents of Merced County and specifically the service area of Memorial Hospital Los Banos. The assessment was built on recent assessment completed for Mercy Merced Medical Center.

The CHNA incorporates data from both quantitative and qualitative sources. The quantitative data includes primary research (the PRC Community Health Survey) and secondary research (vital statistics and other existing health-related data). Qualitative data includes primary research gathered through Online Key Informant Survey.

The full 2016 Community Health Needs Assessment conducted by Memorial Hospital Los Banos is available at www.sutterhealth.org.

Definition of the Community Served by the Hospital

The hospital service area is defined as the geographic area that is served by the hospital. Memorial Hospital Los Banos is the only full service hospital within 35 miles. The communities that fall within this range are the cities of Los Banos, Dos Palos, and Gustine (which includes Santa Nella). This area has a total population of 57,796 and 66.3% of the residents are Hispanic or Latino. A total of 13.7% of the Merced County population age 5 or older live in a home with no person age 14 or older who are proficient in English. In the MHLB service area 29.3% of the residents live below the poverty level and 35.8% do not have a high school education

Significant Health Needs Identified in the 2016 CHNA

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

1. Nutrition, Physical Activity & Weight
2. Access to Healthcare Services
3. Mental Health
4. Diabetes
5. Injury and Violence
6. Heart Disease and Stroke
7. Substance Abuse
8. Oral Health
9. Immunization & Infectious Diseases
10. Respiratory Diseases

11. Cancer
12. Dementia, including Alzheimer's Disease
13. Potentially Disabling Conditions

Memorial Hospital Los Banos convened a group of stakeholders, representing a cross-section of community based agencies and organizations to evaluate, discuss and prioritize health issues of the community, based on the findings of the Community Health Needs Assessment. The key findings from the CHNA were present and Areas of Opportunity were noted.

In order to assign priority to the identified health needs (Areas of Opportunity), a Priority Ranking sheet was given to each participant and allowed him/her to register their opinion. The participants were asked to evaluate each health issue along two criteria:

- Scope & Severity – this rating to gauge the magnitude of the problem in consideration of how many people are affected, how does the local data compare to state or national levels and what degree does it lead to death or disability, impair quality of life or impact other health issues. The ratings were entered on a scale of 1 (not very prevalent, with only minimal health consequences) to 10 (extremely prevalent, with very serious health consequences).
- Ability to Impact – a second rating was designed to measure the perceived likelihood of the hospital to have a positive impact on each health issue, given available resources, competencies, sphere of influence, etc. Ratings were entered on a scale of 1 (no ability to impact) to 10 (great ability to impact).

Individuals' rating for each criteria were averaged for each health issue, and then these composite criteria scores were average to produce an overall score.

2016 – 2018 Implementation Strategy

The implementation strategy describes how Memorial Hospital Los Banos 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:

1. Nutrition, Physical Activity & Weight
2. Access to Healthcare Services
3. Mental Health
4. Diabetes
5. Injury and Violence
6. Immunization & Infectious Diseases

NUTRITION, PHYSICAL ACTIVITY AND WEIGHT

Name of program/activity/initiative	Los Banos Recreation Program
Description	The City of Los Banos provides sports and recreational activities for the youth. Sports include basketball, baseball and soccer. Children unable to participate in the sports program due to cost of program will be eligible for a scholarship to participate.
Goals	Increased physical fitness for all youth regardless of ability to pay.
Anticipated Outcomes	Increased participation in youth sports. Increased physical activities among all youth.
Plan to Evaluate	Quarterly report from the Parks and Recreation Department with the number of children participating in each sports program.
Metrics Used to Evaluate the program/activity/initiative	Number of youth participating in sports activity offered by the city Increase in number of youth participating in Recreation Program activities from the previous year Percentage of children unable to participate in the Recreation Program activities without the scholarship

Name of program/activity/initiative	Community Programs to Address Nutrition and Physical Activity
Description	Collaborate with organizations to establish a program focused on increasing community knowledge on the benefits of a healthy diet and/or physical activity. The program will improve access to healthier food and/or opportunities for physical activity within the Memorial Hospital Los Banos service areas.
Goals	Identify partners to increase resources available to community members on the benefits of healthy diet and physical activity.
Anticipated Outcomes	To identify and support at least one new partner and program each year.
Plan to Evaluate	Evaluation will be based on the program implemented.
Metrics Used to Evaluate the program/activity/initiative	Will be determined based on the program.

Name of program/activity/initiative	FitQuest Program
Description	FitQuest is a comprehensive children’s wellness program focusing on nutrition, fitness and mental wellness. The on-site school program, geared toward 5 th and 6 th grade students, teaches students easy ways to incorporate health choices into daily living. The curriculum is designed to improve overall health in a fun and meaningful way.
Goals	The goal of FitQuest is to teach children and their families’ health lessons about fitness, physical activity and the importance of nutritious eating.
Anticipated Outcomes	The anticipated outcome of this program is continued success in teaching children and their families’ beneficial lessons that will last a lifetime, creating overall healthier people.

Plan to Evaluate	MHLB will continue to evaluate the impact of the FitQuest program on a quarterly basis, by tracing the number of children/families reached, types of activities/lessons taught and other indicators.
Metrics Used to Evaluate the program/activity/initiative	We will look at metrics including (but not limited to) number of children/families served, active schools, anecdotal stories and other successful program impacts.

ACCESS TO HEALTHCARE SERVICES

Name of program/activity/initiative	Mobile Clinic
Description	In a joint effort between two Federally Qualified Health Clinics, Wellspace and Golden Valley Health Centers will deliver care to the most vulnerable residents of Sacramento, Stanislaus and Merced Counties. Initial services will include, pediatric health and dental screenings and women's health services. Launching in 2016, this innovative approach to health care is built on a sustainable model, and additional funding will allow the clinic to expand series in the three service areas to reach more people where they are.
Goals	Delivering primary health services to the underserved and connecting them to resources for care.
Anticipated Outcomes	The anticipated outcome of the mobile clinic is that at least 1,000 people will be served each year and provide primary care to the underserved.
Plan to Evaluate	MHLB will continue to evaluate the impact of the mobile clinic on a quarterly basis, by tracing the number of people served, number/type of services provided, number of linkages to other referral/services and other indicators.
Metrics Used to Evaluate the program/activity/initiative	We will look at metrics including (but not limited to) number of people served, number of services/resources provided, anecdotal stores from staff and patient, type of services/resources provided and other successful linkages.

Name of program/activity/initiative	Health Insurance Enrollment Program
Description	Contracted organization provides uninsured hospital patients with no charge insurance enrollment assistance. They help individuals apply for insurance coverage in order to reduce the burden of medical debt, and allow them the opportunity to seek ongoing medical care.
Goals	Eligible patients are enrolled in insurance programs.
Anticipated Outcomes	Increased successful insurance enrollment by eligible patients.
Plan to Evaluate	Data received quarterly from contracted organization.
Metrics Used to Evaluate the program/activity/initiative	Number of people successfully enrolled in an insurance program.

Name of program/activity/initiative	Transportation Voucher Program.
Description	Transportation vouchers are provided to patients needing transportation assistance to their home.
Goals	Provide access to reliable transportation for patients to their homes.
Anticipated Outcomes	Patients return to their homes safely.
Plan to Evaluate	Review log of vouchers provided.

Metrics Used to Evaluate the program/activity/initiative	Number of patients served.
Name of program/activity/initiative	Expansion of access to healthcare by partnering with community organizations
Description	Strengthening partnerships with Federally Qualified Health Centers (FQHC), Public Health Department or other community partners to expand and improve access to primary and specialty care in the MHLB service area.
Goals	To increase collaboration with local FQHC, Public Health Department or other community organizations to expand access to healthcare.
Anticipated Outcomes	To identify a minimum of one new program or project to support each year.
Plan to Evaluate	Will be determined based on the program or project.
Metrics Used to Evaluate the program/activity/initiative	Will be determined based on the program or project.

MENTAL HEALTH

Name of program/activity/initiative	Area Wide Mental Health Strategy
Description	The need for mental health services and resources, especially for the underserved, has reached a breaking point across the Sutter Health Valley Operating Unit. This is why we are focused on building a comprehensive mental health strategy that integrates key elements such as policy and advocacy, county specific investments, stigma reduction, increased awareness and education, with tangible outreach such as expanded mental health resources to professionals in the workplace and telepsych options to the underserved.
Goals	By linking these various strategies and efforts through engaging in statewide partnerships, replicating best practices, and securing innovation grants and award opportunities, we have the ability to create a seamless network of mental health care resources so desperately needed in the communities we serve.
Anticipated Outcomes	The anticipated outcome is a stronger mental/behavioral safety net and increased access to behavioral/mental health resources for our community.
Plan to Evaluate	We will work with our partners to create specific evaluation metrics for each program within this strategy. The plan to evaluate will follow the same process of our other community benefit program with bi-annual reporting and partner meetings to discuss/track effectiveness of each program within this strategy.
Metrics Used to Evaluate the program/activity/initiative	We will look at metrics including (but not limited to) number of people served, number of resources provided, anecdotal stories, types of services/resources provided and other successful linkages.

DIABETES

Name of program/activity/initiative	Diabetes Continuum of Care
Description	Memorial Hospital Los Banos will provide Diabetes education to assist community members in their ability to take charge of health challenges related to diabetes through education and support.

Goals	Patients with Type II Diabetes are able to self-manage their condition
Anticipated Outcomes	Patients fasting blood sugar will consistently be in the range 90-130
Plan to Evaluate	Log of persons receiving education. Log of persons attending Diabetic Support Group Pre/post survey of knowledge related to Diabetes management will be completed by persons receiving education.
Metrics Used to Evaluate the program/activity/initiative	Number of persons attending education classes Number of persons attending Diabetic Support Group 50% increase in knowledge of Type II Diabetes management at the end of 7 week class.

INJURY AND VIOLENCE

Name of program/activity/initiative	Domestic Violence Services
Description	Memorial Hospital Los Banos will partner local organizations to increase services available to victims of domestic violence in the MHLB service area.
Goals	Increase local support for those experiencing domestic violence or sexual assault.
Anticipated Outcomes	Establish partnership and identify priority resources needed and determine best use of resources.
Plan to Evaluate	To be determined based on the identified need.
Metrics Used to Evaluate the program/activity/initiative	To be determined

IMMUNIZATION & INFECTIOUS DISEASES

Name of program/activity/initiative	Community Flu Shot Clinics
Description	Influenza vaccination will be provided to the community at no cost.
Goals	Increase access to annual flu vaccine in the Memorial Hospital Los Banos service area.
Anticipated Outcomes	Increase number of people receiving the annual flu vaccine
Plan to Evaluate	Log of number of vaccines administered compared to last year.
Metrics Used to Evaluate the program/activity/initiative	Number of persons served

Needs Memorial Hospital Los Banos Plans Not to Address

No hospital can address all of the health needs present in its community. Memorial Hospital Los Banos 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. Heart Disease and Stroke – At this time MHLB does not have specific strategies to increase services or programs to address this need. MHLB currently has physicians and diagnostic services focused on heart disease and stroke.

2. Substance Abuse – While there is not a current strategy to address substance abuse, programs and/or services offered through the mental health strategies may address this issue.
3. Oral Health – This need is currently being addressed by other facilities in the community.
4. Respiratory Diseases – A relatively low priority was assigned to this need by the community.
5. Cancer – A relatively low priority was assigned to this need and MHLB currently does have faculty with the expertise to effectively address this need.
6. Dementia, including Alzheimer’s disease – A relatively low priority was assigned to this need.
7. Potentially Disabling Conditions – A relatively low priority was assigned to this need.

Approval by Governing Board

The implementation strategy was approved by the Sutter Health: VALLEY AREA Board on 17, November 2016.