

Sutter Health

Sutter Lakeside Hospital

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

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Introduction

The implementation strategy describes how Sutter Lakeside Hospital 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 Lakeside Hospital 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 5176 Hill Road East, Lakeport CA 95453. Attention to Allison Panella
- In-person at the hospital's Information Desk.

About Sutter Health

Sutter Lakeside 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're creating a more integrated, seamless and affordable approach to caring for patients.

The hospital's mission: We 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 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 Lakeside Hospital visit www.sutterhealth.org.

2016 Community Health Needs Assessment Summary

This Community Health Needs Assessment (CHNA) is a follow-up to the assessments completed for Lake County in 2010 and 2013. A Collaborative that included the two Lake County hospitals, St. Helena Clear Lake and Sutter Lakeside, joined by Public Health and other local organizations, retained BARBARA AVED ASSOCIATES (BAA) again to examine relevant community health indicators, identify the highest unmet needs and prioritize areas to improve community health. The assessment meets the provisions in the Patient Protection and Affordable Care Act (ACA) for CHNAs and guides the hospitals in updating their Community Benefit Plans to meet SB 697 requirements.

Two primary data sources were used in the process: the most recently-available demographic, socioeconomic and health indicator data commonly examined in community health needs assessments; and, data from a community engagement process that facilitated participation by a broad representation of local professionals, Lake County residents and other stakeholders. The community input—using a widely distributed survey, focus groups and key informant interviews—solicited opinions about health concerns and suggestions for improvement, and validated and enriched the statistical data.

The *2016 Lake County Community Health Needs Assessment* presents the community with an overview of the state of health-related needs and trends from which to continue to gauge progress. It also provides documentation for decision-making to direct support towards the highest-priority health needs in the community. While some improvements have occurred and are described, the big problems are still the big problems. The burden of mental distress and mental illness, for example, continues to be a top concern. For some Lake County residents the dial has turned in a positive direction for a handful of community health indicators; for others it has gone slightly backwards despite improvement efforts.

The full 2016 Community Health Needs Assessment conducted by Sutter Lakeside Hospital is available at www.sutterhealth.org.

Definition of the Community Served by the Hospital

County Profile

Lake County is located in Northern California just two hours by car from the San Francisco Bay Area, the Sacramento Valley, or the Pacific Coast. The county's economy is based largely on tourism and recreation, due to the accessibility and popularity of its several lakes and accompanying recreational areas. It is predominantly rural, about 100 miles long by about 50 miles wide, and includes the largest natural lake entirely within California borders. Lake County is mostly agricultural, with tourist facilities and some light industry. Major crops include pears, walnuts and, increasingly, wine grapes. Dotted with vineyards and wineries, orchards and farm stands, and small towns, the county is home to Clear Lake, California's largest natural freshwater lake, known as "The Bass Capital of the West," and Mt. Konocti, which towers over Clear Lake.

Within Lake County there are two incorporated cities, the county seat of Lakeport and the City of Clearlake, the largest city, and the communities of Blue Lakes, Clearlake Oaks, Cobb, Finley, Glenhaven, Hidden Valley Lake, Kelseyville, Loch Lomond, Lower Lake, Lucerne, Nice, Middletown, Spring Valley, Anderson Springs, Upper Lake, and Witter Springs.

Lake County is bordered by Mendocino and Sonoma Counties on the west; Glenn, Colusa and Yolo Counties on the east; and Napa County on the south. The two main transportation corridors through the county are State Routes 29 and 20. State Route 29 connects Napa County with Lakeport and State Route 20 traverses California and provides connections to Highway 101 and Interstate 5.

Demographics

The number of Lake County residents (64,744) has changed little in the last decade, though various trends among age and racial/ethnic groups have implications for delivering health-related services.

Approximately 30% of all Lake County residents live in the cities of Clearlake and Lakeport while the remainder lives in the balance of the county, which is unincorporated.

Almost one in five residents is age 65 and above—about twice the proportion of older residents than in California as a whole. Although small in absolute numbers, the proportion of people age 75-84 is projected to double and for people 85 and over to almost triple in the coming decades.

About half (47.5%) of Lake County residents age 16 and older who work spend less than 20 minutes traveling to work; 37% spend a half-hour or more driving to work. Most commute by driving alone in a car, truck or van. Three-quarters work within the county.

Of the county's 15,441 Medicare beneficiaries, 1,129 (7.3%) are “electricity-dependent.” Severe weather and disasters that cause power outages can be life threatening for individuals who rely upon electricity-dependent medical and assistive equipment.

Socioeconomic Factors

Poverty rates increased slightly in Lake County from 2013: 23.3% vs. 21.0% prior.

The Self-Sufficiency Standard in 2014, \$59,800, was lower than the California Standard, but 28.6% of the county's households earned even less; nevertheless, 28.6% was a lower proportion than in the prior CHNA at 39.7%.

Almost twice as many (40.6%) older couples in the Lake/Mendocino region live between the poverty level and the Elder Economic Security Standard Index than statewide (20.7%).

In March 2016, Lake County's civilian unemployment rate was 7.2% (down from 11.9% in March 2013) compared to 5.6% statewide. The rate ranged within the county from 1.8% in Nice to 14.0% in Lower Lake.

46.1% of the population was reported to be “food insecure” in 2014, slightly higher than in the last CHNA; 73% (up from 61%) of students in the county were receiving free-reduced price lunch.

More people in Lake County, 85.4%, compared to California at 81.3%, have completed high school or higher.

The 2013-14 dropout rate for students enrolled in grades 9-12 remained the same as it was in the last CHNA, 13.5%.

In 2014, 86.6% of Lake County children ages 0-17 were covered by some form of health insurance somewhat lower than 94.6% statewide.

Although only 3% of survey respondents reported delays in healthcare due to transportation, 4 out of 12 key informants identified the need for better transportation opportunities as a top priority, noting the importance not only for access to medical services but also for social and recreational activities important to overall health.

Significant Health Needs Identified in the 2016 CHNA

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

1. Mental Health
2. Substance Use Disorders
3. Access to Programs and Services
4. Housing and Homelessness

Guided by the findings from the community health needs assessment process, Lake County Community Health Collaborative identified 4 priority areas for focus over the next 3 years. The group agreed that an important opportunity exists in Lake County for all health partners—regardless of their own organization’s mission and priorities that continue to go forward—to give greater attention to these priority areas to maximize the collective impact. This could mean a re-direction of existing dollars, identifying new funding and other assets (grants, private donations, in-kind), greater investment in infrastructure including human capital, more creative uses of current resources, identifying non-traditional allies and a greater commitment to volunteerism.

With so many competing needs, priority was given in the selection process to the needs that continue to rise to the top while considering additional criteria such as impact, feasibility and urgency. The group intentionally framed the priorities by issue rather than by population group (e.g., certain age or community locations) since *all* Lake County residents are affected by these issues whether directly or indirectly. The Collaborative recognized the overlap among the 4 priorities, and how multiple priorities can be covered with single interventions.

2016 – 2018 Implementation Strategy

The implementation strategy describes how Sutter Lakeside Hospital 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 Lakeside Hospital initiatives that may not be described herein, but which together advance Sutter Lakeside Hospital commitment to improving the health of the communities it serves. Each year, Sutter Lakeside Hospital 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 Lakeside Hospital focus on the health needs listed below.

1. Access to Healthcare Services
2. Community Health Education
3. Alcohol and drug abuse prevention and services

Access to Healthcare Service

Name of program/activity/initiative	Breast Cancer Navigation Services
Description	Breast cancer screening rates in Lake County are below state averages, while breast cancer deaths in Lake County are higher (source: CDPH). The availability of emotional and clinical support for breast cancer patients will reduce the anxiety of screenings and lead to higher rates of mammograms. The breast cancer navigator partners with patients in the early stages of screening, and continues to guide patients through biopsy, diagnosis, surgery, treatment, and recovery. Because of Lake County’s sparse population and remote location, a woman often must leave the county for surgery, or see an out-of-network specialist for treatment. The navigator educates patients about available options in an unbiased manner, and offers support throughout the battle. The navigator also serves in an emotional support capacity both personally, and as a bridge builder between patients and survivorship networks.
Goals	To increase breast cancer awareness and increase the number of residents who receive mammography screenings, and to provide resources, clinical knowledge, and support to breast cancer patients.
Anticipated Outcomes	Breast cancer patients will have a more positive experience, and will feel comfortable and educated about choosing the best treatment plan. We anticipate that women will feel more at peace during their journey, and that the navigator will assist around 120 breast cancer patients per year.
Plan to Evaluate	Navigation Services plan to measure effectiveness through surveying participants of the breast cancer navigation program for satisfaction, as well as to inquire about opportunities for improvement.
Metrics Used to Evaluate the program/activity/initiative	Number of women served.

Name of program/activity/initiative	Way to Wellville
Description	Lake County is one of four communities selected by HICCCup, a nonprofit founded by angel investor Esther Dyson to encourage rethinking how communities produce health. Sutter Lakeside Hospital and St. Helena Clearlake Hospital provide the current leadership facilitation and coordination for HICCCup’s work with our communities, helping to ensure broad community participation for a robust effort that brings alignment to all of the transformative work occurring throughout the county.
Goals	To create a healthier community through collaboration and clear leadership. To begin a joint project by January 1, 2017.
Anticipated Outcomes	The health systems of Lake County will lead a joint effort to leverage resources and influence to improve the overall health ranking of Lake County.
Plan to Evaluate	Way to Wellville plans to evaluate its initiatives on a case by case basis specific to each project.
Metrics Used to Evaluate the program/activity/initiative	To be determined.

Name of program/activity/initiative	Heroes of Health and Safety Fair
Description	<p>The Annual Heroes of Health and Safety Fair, facilitated by Sutter Lakeside Hospital and the Lake County Fire Chiefs Association, has been organized to increase awareness and educate the citizens of Lake County on a variety of safety and health issues.</p> <p>Over 80 participating agencies educate the public on healthy living, provide medical screenings, dental health services, nutrition services, alternative healing options, fire prevention education, fire safety education, car seat safety inspections, bicycle safety education, parental education, and all-hazard emergency and disaster preparedness for natural and man-made disasters.</p> <p>Local first responders demonstrate services such as technical rescue, ladder operations, auto-extrication, hazardous material handling, advanced medical procedures, interactions with air ambulances, car seat installation and fire extinguisher demonstrations.</p> <p>Health care agencies provide insurance verification, as well as appointment registration with primary care providers, dental care providers and other medical specialists. Health care agencies collaborate to provide diabetes education, EKG screenings, A1C blood glucose screenings, flu vaccine administration, health screenings, dental screenings, oral cancer screenings, child fluoride treatments, and HIV screenings.</p> <p>Interactive demonstrations teach safety through experience and showcase the resources of local agencies. The event features a “Jaws of Life” demonstration, medical helicopter liftoffs, and tours of rescue vehicles. Experts will teach CPR chest compression and boating safety, and inspect car seat safety installation.</p> <p>The Heroes of Health and Safety fair focuses on prevention, with giveaways of smoke alarms, carbon monoxide detectors, bike helmets and life jackets. Partnerships include the Lake County Fire Chiefs Association, Sutter Lakeside Hospital, California Highway Patrol, St. Helena Hospital Clear Lake, Lake County Tribal Health, Lakeview Health Center, American Red Cross, Lake County Sheriff’s Office, Lake County Office of Education, The Hero Project and Lake County Behavioral Health Services.</p>
Goals	The Heroes of Health and Safety fair is a one day event that brings health and safety related resources and services to the Lake County community.
Anticipated Outcomes	To educate the public and offer health services and resources to over 2,000 community members each year.
Plan to Evaluate	Anonymous surveys are completed by participating organizations and attendees.
Metrics Used to Evaluate the program/activity/initiative	Number of people served, anonymous surveys, and how many were connected to primary care providers.

Community Health Education

Name of program/activity/initiative	Stroke Community Education Outreach
Description	<p>A stroke is caused by the interruption of blood flow to the brain caused by either a blocked artery or the leaking of a blood vessel, according to the Mayo Clinic. The signs of a stroke include loss of balance, change in vision, one-sided facial drooping, inability to raise both arms, and slurred speech. During a stroke, a victim loses 32,000 brain cells per second.</p> <p>Staff are participating in a grass roots education initiative as part of Sutter Lakesides yearly education fair, a time when staff refresh clinical skills through presentations and hands-on practice.</p> <p>Hospital staff members will pledge to educate five friends or family members about the signs and symptoms of stroke using key ring tabs printed with the “BE FAST” acronym. Over 300 staff members are participating.</p> <p>Community stroke education gives the residents of Lake County the tools they need to BE FAST when they see the signs of a stroke</p> <p>Sutter Lakeside Hospital serves as the only Certified Stroke Center in Lake County, and uses telemedicine technology to connect patients with top neurointerventionalists at California Pacific Medical Center in San Francisco.</p>
Goals	To educate the community about the signs and symptoms of stroke. For acute stroke patients: To reduce the time between last known well to arrival to the Emergency Department (ED) thereby improving the chance of recovery for these patients.
Anticipated Outcomes	To see a 10% reduction in last known well to arrival to ED from the 2015 baseline by the end of 2017 for the patients in which we know the last known well time.
Plan to Evaluate	Track Last known well to Emergency Department arrival within the Stroke Committee.
Metrics Used to Evaluate the program/activity/initiative	Last Known Well to ED Arrival time.

Name of program/activity/initiative	Wellness & Stroke Support Group
Description	<p>The Wellness and Stroke Support Group was created to provide the Lake County community with a forum to get information and emotional support, learn about local resources and meet with other local community members suffering from or caring for someone who suffers from chronic illness or stroke.</p>
Goals	<p>To provide members with an opportunity to meet and discuss issues related to chronic illness and stroke, as well as get emotional support in coping chronic illness. This includes providing information to members about local resources, identifying caregiver stress, providing education on various issues such as advanced care</p>

	planning, estate planning and pharmaceutical issues and more. Speakers from local agencies to provide information on available resources.
Anticipated Outcomes	A community that has a better understanding of chronic illness, and knowledge of local resources, and how to cope with illness which will lead to less hospitalizations, an increase in preventative care, and a decrease in caregiver burnout.
Plan to Evaluate	By obtaining qualitative feedback from the members, and tracking the attendance rate. Due to the nature of the support group, it can be very difficult to get quantitative data regarding its' effectiveness.
Metrics Used to Evaluate the program/activity/initiative	Number of people who are served in each meeting.

Name of program/activity/initiative	Wellness Classes taught by Physical Therapy
Description	<p>Sutter Lakeside Physical Therapy offers free wellness classes to the community on a weekly basis.</p> <p>The Flex to be Fit class offers whole body strengthening and stretching exercises, taught twice a week</p> <p>The Balance improvement class teaches strengthening, stabilizing and coordination exercises, taught once a week</p> <p>The Core and Pelvic Floor class improves abdominal, pelvic floor and hip strength, and reduces or eliminates issues of bladder control; taught three times a month.</p>
Goals	To provide fall and pain prevention courses to the community.
Anticipated Outcomes	Decreased fall risk, joint pain, and urinary continence issues in attendees improve quality of life.
Plan to Evaluate	Through attendee feedback and observation.
Metrics Used to Evaluate the program/activity/initiative	Number of people served.

Name of program/activity/initiative	SLH Childbirth Education Series
Description	The SLH childbirth education series provides education that supports understanding of normal labor, birth, and early postpartum processes. The curriculum is designed to improve participation in effective positions for labor and birth, to increase the ability to cope with the pain associated with labor and birth, to practice and use relaxation and massage techniques, to encourage the provision and receipt of labor support, and to empower patients and families to speak up, be informed, and to actively partner with the health care team to achieve their desired outcome(s).
Goals	<p>To support birth as a normal, natural, and healthy process</p> <p>To support expectant women and their partners to make informed decisions.</p> <p>To support healthy lifestyle choices known to facilitate a healthy pregnancy and newborn</p>

Anticipated Outcomes	To decrease knowledge deficits in relation to normal birth expectations To increase vaginal deliveries To increase healthy maternal and neonatal outcomes.
Plan to Evaluate	Program evaluations of content and presentation effectiveness Post-delivery evaluations: did the content of the class improve your birthing experience? Monitor Primary Cesarean Section rates / percent vaginal deliveries.
Metrics Used to Evaluate the program/activity/initiative	Number of people served and number of classes provided.

Alcohol and Drug Abuse Prevention and Education

Name of program/activity/initiative	Reducing Emergency Department Over Utilization by Addressing Needs of the Community
Description	The emergency department reviews all patients who present to the emergency department greater than 5 times per month. Each patient's primary physician receives communication about the patient, and a plan is placed in the electronic health record so that the emergency department can provide consistent care in conjunction with the primary physician. The patient is then called in order to assess the patient's need and connect him or her with resources in the community. Emergency department physicians have created prescribing guidelines for narcotics so that practice is consistent the continuum of care.
Goals	To identify the gap between the patients' needs and what they receive in the community and to help bridge that gap.
Anticipated Outcomes	Reduction in emergency department over utilization as we connect each individual with resources in the community.
Plan to Evaluate	To reduce the Emergency Department Utilizer Ratio by 10% from 2016 baseline of 1.33.
Metrics Used to Evaluate the program/activity/initiative	We evaluate effectiveness of our program by looking at the ratio of emergency department visits and Individual utilizers of our services. We hope to reduce the ratio by 10% by the end of 2017.

Name of program/activity/initiative	Hope Rising Lake County
Description	Hope Rising is a community collaboration committed to mobilizing and inspiring community partnerships and actions that support individual, collective and community health and wellness. Hope Rising brings cohesive communication to the broad range of work throughout the community, supports leadership development in service providers and community members, and provides leadership for Signature Projects, including SafeRX . Hope Rising utilizes the four social determinant of health pillars of Health, Education, Economic Vitality and Environment as the lens for all of the community health initiatives. Using the latest evidence-based research, Hope Rising leads local action through community focused collective impact groups.
Goals	To improve community wellness.
Anticipated Outcomes	To improve the quality of life for the residents of Lake County.
Plan to Evaluate	Surveys, data collection and informational interviews.

Metrics Used to Evaluate the program/activity/initiative	Classes provided and number of people served.
Name of program/activity/initiative	SafeRx Lake County
Description	<p>Lake County has the second highest pharmaceutical opioid-related death rate in California, and ranks 11th in non-fatal emergency department visits related to all opioids, according to data provided by Brandeis PDMP Center of Excellence.</p> <p>SafeRX exists to support a healthier and safer community by improving the quality of life and functionality of individuals with pain, and reducing harm from prescription drug misuse and abuse through collaborative partnerships that focus on prevention, treatment and recovery.</p> <p>Sutter Lakeside Hospital partners with the Lake County Safe Opioid Workgroup to address the problem of prescription opiate abuse. The work group, which is comprised of multiple local agencies, area physicians and care providers, is focused on reducing the rate of opioid addiction and fatal overdoses.</p> <p>It is one of twelve programs in the state of California that received a grant from the California HealthCare Foundation to help accelerate work to address the misuse of prescription pain killers in Lake County.</p>
Goals	To reduce the deaths due to the use and misuse of prescription pain killers by 50%, and improve the quality of life for residents of Lake County by improving access to pain management alternatives by 2020.
Anticipated Outcomes	<p>Reduction in prescription drug abuse across Lake County.</p> <p>Educate the community about the risks and benefits of prescription painkillers and the benefits of safer alternatives.</p> <p>Encourage health care providers to follow safe prescribing guidelines</p> <p>Assist those misusing or dependent on prescription painkillers.</p>
Plan to Evaluate	SafeRx is evaluated by how many narcotic prescriptions are prescribed in Lake County.
Metrics Used to Evaluate the program/activity/initiative	Number of people served.

Needs Sutter Lakeside Hospital Plans Not to Address

No hospital can address all of the health needs present in its community. Sutter Lakeside 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. 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. Housing and Homelessness

Sutter Lakeside Hospital will look to support housing and homelessness initiatives as opportunities arise with our community partners. However, housing and homelessness will not be one of Sutter Lakesides primary focuses.

2. Mental Health

While Sutter Lakeside supports organizations that address the state of mental health in Lake County, mental health will not be one of Sutter Lakeside's primary focuses.

Approval by Governing Board

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