

Sutter Health

Sutter Lakeside Hospital

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Facility License: 110000094

www.sutterhealth.org

2019 – 2021 Implementation strategy Plan

Responding to the 2019 Community Health Needs Assessment

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Introduction

The Implementation Strategy Plan describes how Sutter Lakeside Hospital, a Sutter Health affiliate, and plans to address significant health needs identified in the 2019 Community Health Needs Assessment (CHNA). The document describes how the hospital plans to address identified needs in calendar (tax) years 2019 through 2021.

The 2019 CHNA and the 2019 - 2021 Implementation Strategy Plan were undertaken by the hospital to understand and address community health needs, and in accordance with state law and the Internal Revenue Service (IRS) regulations pursuant to the Patient Protection and Affordable Care Act of 2010.

The Implementation Strategy Plan 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 Plan 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 2019 Community Health Needs Assessment and 2019 - 2021 Implementation Strategy Plan. 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 Paige Hotchkiss.
- In-person at the hospital's Information Desk.

EXECUTIVE SUMMARY

Sutter Lakeside Hospital is affiliated with Sutter Health, a not-for-profit public benefit corporation that is the parent of various entities responsible for operating health care facilities and programs in Northern California, including acute care hospitals, medical foundations and home health and hospice, and other continuing care operations. Together with aligned physicians, our employees and our volunteers, we're creating a more integrated, seamless and affordable approach to caring for patients.

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

Over the past five years, Sutter Health and its affiliates have committed nearly \$4 billion to care for patients who couldn't afford to pay, and to support programs that improve community health. Our 2018 commitment of \$734 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 2018, Sutter invested \$435 million more than the state paid to care for Medi-Cal patients. Medi-Cal accounted for nearly 19 percent of Sutter's gross patient service revenues in 2018.
- Throughout Sutter, we partner with and support community health centers to ensure that those in need have access to primary and specialty care. Sutter also supports 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 affiliated hospitals participate in a comprehensive and collaborative Community Health Needs Assessment, which identifies significant community health needs and guides our community benefit strategies. The assessments help ensure that Sutter invests its community benefit dollars in a way that targets and addresses real community needs.

Through the 2019 Community Health Needs Assessment process the following significant community health needs were identified:

- | | |
|--|--|
| <ul style="list-style-type: none">• Access to Health Services• Alcoholism• Drug Use• Housing Stability and Homelessness | <ul style="list-style-type: none">• Mental Health• Poverty• Unemployment |
|--|--|

The 2019 Community Healthy Needs Assessment conducted by Sutter Lakeside Hospital is publicly available at www.sutterhealth.org.

2019 COMMUNITY HEALTH NEEDS ASSESSMENT SUMMARY

The CHNA findings in this report result from the extensive analysis of primary and secondary data sources; over 204 indicators from national and state data sources were included in the secondary analysis and primary data was collected from community leaders, non-health professionals, community based organizations, community members and populations with unmet health needs and/or populations experiencing health disparities. The main source for the secondary data, or data that has been previously collected by the government and other health agencies to inform health planning, is the Hope Rising Lake County platform, a publicly available data platform. That platform can be found here: <http://www.hoperisinglc.org>. The identified community health needs for Lake County had strong social and economic root causes. The community health needs assessment also describes barriers to experiencing health and wellness in the community and provides information necessary to all levels of stakeholders to build upon each other's work in a coordinated, collaborative manner.

The full 2019 Community Health Needs Assessment conducted by Suter Lakeside Hospital is available at www.sutterhealth.org.

DEFINITION OF THE COMMUNITY SERVED BY THE HOSPITAL

Located in north central California, Lake County has a land area of 1,256.46 square miles, about 100 miles long by 50 miles wide, which encompasses 2 cities and 13 census-designated places. The county is predominantly rural and includes Clear Lake, California's largest natural freshwater lake, known as "The Bass Capital of the West". The county economy is based largely on tourism and recreation. Lake County is mostly agricultural, with tourist facilities and some light industry. Major crops include pears, walnuts and wine grapes. Dotted with vineyards and wineries, orchards and farm stands, and small towns, the county is also home to Mt. Konocti, which towers over Clear Lake. Many roads are unpaved, unmarked, and unlit, even within blocks of main streets and schools in Clearlake and Lakeport. In addition, few market and store are available which make transportation a necessity for this population (California Department of Public Health, 2017-2018).

In 2018, Lake County's population had a median age of 45.8 years and a median household income of \$40,446 (United States Census Bureau, 2019). In Lake County, 50.2% of the population are female, 5.7% are below 5 years of age, 20.7% are below 18 years and 22.4% are 65 years and above. Among county residents, 10.7% have veteran status. About 15.3% of the people in Lake County speak a non-English

language, and 8.7% are foreign born. The median value of owner occupied houses in Lake County is \$182,000 and the homeownership rate is 65.9%. The percent of households with a computer is 81.3% and with a broadband internet subscription is 70.6% (United States Census Bureau, 2019). According to data from the National Vital Statistics System (NVSS), the life expectancy in Lake County is 74.5 years on an average, 74.2 for White and 80.2 for Hispanic residents (County Health Rankings and Roadmaps, 2015-2017). With the purpose of jointly addressing health challenges of residents and serving communities with impactful solutions that leverage shared resources and coordinate care, the twelve health agencies that make up the Hope Rising Lake County Collaborative have come together in defining their service area as entire County of Lake. This area includes the following residential ZIP Codes: 95422 (Clearlake), 95423 (Clearlake Oaks), 95426 (Cobb), 95435 (Finley), 95443 (Glenhaven), 95451 (Kelseyville), 95453 (Lakeport), 95457 (Lower Lake), 95458 (Lucerne), 95461 (Middletown), 95464 (Nice), 95467 (Hidden Valley Lake), 95485 (Upper Lake), and 95493 (Witter Springs).

SIGNIFICANT HEALTH NEEDS IDENTIFIED IN THE 2019 CHNA

The following significant health needs were identified in the 2019 CHNA:

1. SUBSTANCE ABUSE AND TOBACCO ADDICTION

Substance abuse refers to the harmful or hazardous use of psychoactive substances, including alcohol and illicit drugs. Psychoactive substance use can lead to dependence after repeated substance use and that typically include a strong desire to take the drug, difficulties in controlling its use, persisting in its use despite harmful consequences, a higher priority given to drug use than to other activities and obligations, increased tolerance, and sometimes a physical withdrawal state (World Health Organization, 2019).

Among all the topics of significant need that were yielded by data scoring, Substance Abuse was the 6th highest scoring topic with a score of 1.91, where 0 indicated the best and 3 indicated the worst outcomes in the county in comparison to other counties in the state.

Primary data also highlighted substance abuse as the most important health challenge in the county. Drug and alcohol abuse were identified as the most important health problem in by 70.9% and 34.3% community survey participants respectively. Drug use (86.5%), alcohol abuse (64%) and tobacco addiction (20%) were also identified as the most important risky behaviors affecting Lake County.

Drug Abuse (including prescription drugs), Alcoholism and Tobacco (including other tobacco products such as snuff, snus, and vapes) among adults and adolescents were identified as the foremost topics of concern for community members and key informants alike. While tobacco addiction was mentioned as an important issue by key informants, drug abuse was the most frequently mentioned health challenge in the county by all community members and key informants interviewed. Drug addiction was stated to affect White communities more while alcoholism was seen more in American Indian tribes and Hispanics, according to the physicians interviewed for this assessment.

2. HOMELESSNESS AND HOUSING STABILITY

Affordable housing and housing stability are important drivers of positive health outcomes. Stable housing is associated with economic stability and quality of life. The primary and secondary data showed that housing was a high priority for Lake County. Section 4.2.4 Housing provides data on housing for Lake County, including the cost of renting. The topic of Housing and Homelessness had a score of 2.28 through data scoring, where a score of 0 reflects the best outcomes and a score of 3 reflects the worst outcomes.

In the community survey conducted, 27.4% participants stated that they had been worried about housing in the past 12 months; 70.88% said they would prefer to see programs in the county that made small grants for repairs and improvements. Approximately 14% survey participants said that costs for housing, food etc. prevented them from seeking healthcare while more than 70% said hospitals should make available resources for social needs such as food and housing. This issue impact quality of life in the community; focus group participants said they felt unsafe and feared the rise in crime and substance

abuse in the community was related to homelessness. A consensus, however, was that the community needed to take care of the homeless through temporary shelters and rehabilitation.

California has the highest number of chronically homelessness in the country. Between 2013 and 2017, California has seen 13.3% change in total homelessness (United States Department of Housing and Urban Development, 2017). Per the Homeless Management Information System data of the United States Department of Housing and Urban Development, the one-year estimate of sheltered homeless, between October 2016 and September 2017, was 150,630 households. In Lake County, much like California, housing stability as well as homelessness are both problems. Lake County (27.3%) and the state of California (27.9%) have comparable percentages of people that report sever housing problems.

3. COMMUNITY OUTREACH AND EDUCATION

One of the goals of Healthy People 2020 is to Increase the quality, availability, and effectiveness of educational and community-based programs designed to prevent disease and injury, improve health, and enhance quality of life. In a community, health status and related health behaviors are determined by influences at multiple levels: personal, organizational/institutional, environmental, and policy. Dynamic interactions between these personal, social and environmental factors work to determine an individual's health as well as the different points of intervention for organizations working in health promotion.

Though community outreach and education were not significant health needs that emerged from either secondary or primary data, there was a strong preference among Hope Rising Lake County partners for increasing health education and promotion efforts for various issues that ailed the county. While health outcomes are dependent on a well-functioning medical system, it was widely acknowledged by all the key informants interviewed that health began in the community and it was important to increase healthy behaviors at an early age. The Hope Rising Lake County partners realize that by intervening in schools through community programs, they could stem harmful behaviors of county residents in the formative years. Some of the issues that Hope Rising Lake County partners expressed an interest in addressing through schools were substance abuse, tobacco use, e-cigarettes, vaping, mental health, physical activity, diet and nutrition, sexually transmitted disease, completing school education, crime and violence. These health issues were also mentioned by community members during primary input.

4. CANCER PREVENTION AND SCREENINGS

According to the Centers for Disease Prevention and Control, chronic diseases like cancer are defined broadly as conditions that last 1 year or more and require ongoing medical attention or limit activities of daily living or both. Chronic diseases such as cancer and diabetes are the leading causes of death and disability in the United States and leading drivers of the nation's \$3.3 trillion annual health care costs. Preventing chronic diseases, or managing symptoms when prevention is not possible, can reduce these costs. Chronic diseases like cancer are a factor of old age, meaning the chance of having these conditions increases with age. This has implications for Lake County which has a higher than average median age in comparison to the state and is one of the primary reasons for this topic being prioritized by Hope Rising Lake County. According to the National Cancer Institute, as the population ages, cancer prevalence and the absolute number of people treated for cancer will increase even if cancer incidence rates remain constant or decrease somewhat. Costs are also likely to increase as new, more advanced, and more expensive treatments are adopted as standards of care.

Lake County has the 18th highest rate of invasive cancer cases in the state. Between 2012 and 2016, the population at risk for cancer in the county was 320,379. In Lake County, California from 2012-2016, there were 2,054 new cases of cancer. For every 100,000 people, 410.97 cancer cases were reported. The rate of new invasive cancers is higher for males (448.8 per 100,000 males) than females (419.4 per 100,000 females). The rate of all new cancers is highest in Whites (433.7 per 100,000 people), followed by Blacks (352.6), American Indians/Alaskan Natives (332.2), Asians/Pacific Islanders (313.5) and Hispanics (318.0) (Centers for Disease Control and Prevention, 2012-2016).

Cancer was also the highest cause of mortality in Lake County, as seen in Section 4.8 Health Profile. Over 2012-2016, there were 945 people who died of cancer in the county. For every 100,000 people in Lake County, California, 192.7 per died of cancer compared to 140.2 for the state, conferring the rank of

57th to the county out of 58 counties in the state. The county also was ranked near bottom in the state for deaths by cancers of sites which have gold-standard screening tests that are covered free or at low cost by private and public health plans. Lake County ranked 53rd in deaths by colorectal cancer, 55th in lung cancer deaths, 56th in female breast cancer deaths, and 50th in prostate cancer deaths. The rate of cancer deaths is higher for males (222.5 per 100,000 males) than females (168.4 per 100,000 females). The rate of all new cancers is highest in Blacks (268.9 per 100,000 people), followed by Whites (194.7), American Indians/Alaskan Natives (152.5), and Hispanics (126.7) (Centers for Disease Control and Prevention, 2012-2016) in Lake County. Conduent HCI's Index of Disparity reports no disparities related to cancer.

An online survey taken by 15 of Hope Rising Lake County's core stakeholders in April 2019 led to the finalization of criteria that would be used to prioritize health problems. These criteria were:

- Availability and commitment from leadership in the involved organizations
- Expertise and resources within the county to address this health problem
- Opportunities for partnerships that will allow leveraging of shared resources
- Opportunities to address the health problem before it gets exacerbated
- Alignment of problem with your organization's strengths, priorities, mission

Participants were encouraged to use their own knowledge of their community while scoring. After completing their individual ranking of the ten health needs, participants' rankings were manually collated, resulting in an aggregate ranking of the health topics. The aggregate ranking can be seen below. After reviewing the below results, participants engaged in a group discussion to narrow the most pressing health needs down to four health needs to consider for subsequent implementation planning. The four top health priorities, presented in no particular order and with equal weightage, were chosen by Hope Rising Lake County.

2019 – 2021 IMPLEMENTATION STRATEGY PLAN

The implementation strategy plan describes how Sutter Lakeside Hospital plans to address significant health needs identified in the 2019 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 2019 CHNA.

PRIORITIZED SIGNIFICANT HEALTH NEEDS THE HOSPITAL WILL ADDRESS: The Implementation Strategy Plan 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 the hospital's commitment to improving the health of the communities it serves. Each year, programs are evaluated for effectiveness, the need for continuation, discontinuation, or the need for enhancement. Depending on these variables, programs may change to continue focus on the health needs listed below.

1. Address substance/drug abuse within the community
2. Provide community outreach and engagement for all high burden and/or disenfranchised communities
3. Increase opportunities for cancer prevention and screenings

ADDRESS SUBSTANCE/DRUG ABUSE WITHIN THE COMMUNITY

Name of program/activity/initiative	SAFE RX LAKE COUNTY
Description	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.
Goals	To create 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.
Anticipated Outcomes	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.
Metrics Used to Evaluate the program/activity/initiative	We will evaluate the program through the number of people served, classes provided, and numbers of injecting drug users, overdose information, and Narcan usage.

PROVIDE COMMUNITY OUTREACH AND ENGAGEMENT FOR ALL HIGH BURDEN AND/OR DISENFRANCHISED COMMUNITIES

Name of program/activity/initiative	SMART START PROGRAM
Description	One hour long training led by Sutter Lakeside Family Birth Center RN's. Free and open to all Lake County Residents expecting or with a new baby. Each Safe Sleep class details safe sleep strategies endorsed by the American Academy of Pediatrics. These strategies include why it is best to place baby on its' back for sleep, why babies should sleep in in their own bed and not co-sleep with a parent or caregiver; how to create a safe sleep space by removing clutter such as pillows, toys, blankets, in addition to eliminating newborn exposure to second hand smoke and provision of resources to help parents/caregivers stop smoking. Families will leave with a free Smart Start Baby Bundle which includes a Pack N' Play, sleep sack, baby clothes, digital thermometer, pacifier, diapers, wipes and other essentials that support a smooth transition home. Our Family Resource Navigator also connects the families with local resources that they may need and monitors the family's progress for the

	first year of the baby's life through the use of periodic check-in phone calls.
Goals	To educate new parents about safe sleep practices as recommended by the AAP and reduce the rate of SIDS in Lake County.
Anticipated Outcomes	Reduce the risk of SIDS and preventable newborn suffocation deaths in Lake County, connect new parents to resources available to them in the community, and provide Smart Start Baby Bundles to new and expecting families.
Metrics Used to Evaluate the program/activity/initiative	We collect data through the use of surveys, Internal Data Collection, referrals, qualitative interviews and pre/post exams

Name of program/activity/initiative	HEROES OF HEALTH AND SAFETY FAIR
Description	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
Goals	To increase awareness and educate the citizens of Lake County on a variety of safety and health issues. We aim to Provide same day health screenings, Provide access to services, Educate community on health and safety services
Anticipated Outcomes	Increase number of people who get Influenza vaccines, prevention of chronic diseases through early detection, reduce the amount of ED visits for point of care tests.
Metrics Used to Evaluate the program/activity/initiative	We collect data through the use of surveys, Internal Data Collection, referrals, qualitative interviews and pre/post exams

Name of program/activity/initiative	HOPE RISING LAKE COUNTY COLLABORATIVE
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.
Goals	To improve community wellness.

Anticipated Outcomes	Through the collaboration of all agencies, we expect to reduce chronic disease, disparities and increase access to all programs
Metrics Used to Evaluate the program/activity/initiative	We collect data through the use of observation checklists, surveys, Internal Data Collection, referrals, qualitative interviews and pre/post exams
Name of program/activity/initiative	PHYSICAL THERAPY WELLNESS CLASSES
Description	Sutter Lakeside Physical Therapy offers free wellness classes to the community on a weekly basis. The Flex to be Fit classes offer whole body strengthening and stretching exercises, taught twice a week. The Balance improvement class teaches strengthening, stabilizing and coordination exercises, taught once a week. The Core and Pelvic Floor class improves abdominal, pelvic floor and hip strength, and reduces or eliminates issues of bladder control also taught once a week.
Goals	To provide fall and pain prevention courses to the community.
Anticipated Outcomes	Decrease the number of falls, reduce pain, improve balance and assist in bladder control in our community.
Metrics Used to Evaluate the program/activity/initiative	We collect data through the use of surveys, Internal Data Collection, referrals, qualitative interviews and pre/post exams

INCREASE OPPORTUNITIES FOR CANCER PREVENTION AND SCREENINGS

Name of program/activity/initiative	BREAST CANCER NAVIGATION SERVICES
Description	The Breast Cancer Navigator partners with the patients in the early stages of screening, and continues to guide patients through biopsy, diagnosis, surgery, treatment and recovery.
Goals	To increase breast cancer awareness, increase the number of residents who receive mammography screenings, 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. Women will feel more at peace during their journey. Navigator will assist around 120 patients per year.
Metrics Used to Evaluate the program/activity/initiative	We collect data through the use of surveys, Internal Data Collection, referrals, qualitative interviews and pre/post exams

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Goals	To increase awareness and educate the citizens of Lake County on a variety of safety and health issues. We aim to Provide same day health screenings, Provide access to services, Educate community on health and safety services
Anticipated Outcomes	Increase number of people who get Influenza vaccines, prevention of chronic diseases through early detection, reduce the amount of ED visits for point of care tests.
Metrics Used to Evaluate the program/activity/initiative	We collect data through the use of surveys, Internal Data Collection, referrals, qualitative interviews and pre/post exams

NEEDS SUTTER LAKESIDE HOSPITAL 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 plan does not include specific plans to address the following significant health needs that were identified in the 2019 Community Health Needs Assessment for the following reasons:

1. Homelessness and Housing Stability:

Sutter Lakeside Hospital will be actively participating in multiple collaborative to address housing stability and homelessness. We will not be tracking this data as a lead agency in these endeavors. We would like to focus our efforts on substance abuse, community outreach, and cancer prevention.

APPROVAL BY GOVERNING BOARD

The Community Health Needs Assessment and Implementation Strategy Plan was approved by the Sutter Health Bay Hospitals Board on 09/24/2019.