

Sutter Health

Sutter Maternity & Surgery Center of Santa Cruz

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 Maternity & Surgery Center of Santa Cruz, a Sutter Health affiliate, 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 Maternity & Surgery Center of Santa Cruz 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 2900 Chanticleer Avenue, Santa Cruz, CA 95065, Attention: Community Benefit Department; and
- In-person at the hospital's Information Desk.

Executive Summary

Sutter Maternity & Surgery Center of Santa Cruz 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 is to enhance the well-being of people in the communities it serves 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:

- Behavioral Health
- Housing and Homelessness
- Health Care Access and Delivery
- Economic Security
- Early Childhood Development
- Cancer
- Women’s Health
- Education & Literacy
- Maternal/Child Health
- Healthy Lifestyles
- Violence & Safety
- Oral/Dental Health
- Environment

The 2019 Community Healthy Needs Assessment conducted by Sutter Maternity & Surgery Center of Santa Cruz is publicly available at www.sutterhealth.org.

2019 Community Health Needs Assessment Summary

Sutter Maternity & Surgery Center of Santa Cruz worked together with its consultants to fulfill the primary and secondary data requirements of the CHNA. The CHNA process took place over six months. Sutter Maternity & Surgery Center of Santa Cruz contracted Actionable Insights (AI), LLC, an independent, local research firm, to complete the Community Health Needs Assessment (CHNA).

Sutter Maternity & Surgery Center of Santa Cruz completes a CHNA once every three years, which provides data enabling identification of priority issues affecting health. For the 2019 CHNA, AI analyzed close to 250 quantitative health indicators to assist SMSC with understanding the health needs in Santa Cruz County and assessing priorities in the community. AI collected data from existing sources using the CHNA.org, DataShare Santa Cruz, and KidsData.org platforms and other online sources, such as the California Department of Public Health and the U.S. Census Bureau.

Actionable Insights conducted primary research for this assessment. AI used two strategies for collecting community input: key informant interviews with health and community-service experts, and focus groups with professionals and community members.

The full 2019 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

Sutter Maternity & Surgery Center of Santa Cruz is located in Santa Cruz County and serves the entire county. In 2019, an estimated 276,603 people resided in Santa Cruz County. The county occupies 445 square miles of land approximately 35 miles southwest of Silicon Valley, with the Pacific Ocean to the west. This land includes 29 miles of coastline, forming the northern coast of Monterey Bay, and more than

44,000 acres of parks. More than one in five county residents lives in the city of Santa Cruz, making it the largest local municipality by population.

Nearly 14 percent of the population in Santa Cruz County is under the age of 18, and 14 percent is 65 years or older. The median age is 37.3 years old. Santa Cruz County is relatively diverse. Notably, residents of “some other race” are the third largest racial group, accounting for 12 percent of the population. More than three quarters of the population is White, and 5 percent is Asian. One third of residents have Latinx heritage. More than one sixth of Santa Cruz County residents are foreign-born.

Approximately 13 percent of the county’s population lives in a linguistically isolated household, marked by wide geographic differences. For example, less than 5 percent of the population in the Aptos area lives in a linguistically isolated household, compared with more than 30 percent in parts of Watsonville and other south county areas.

Significant Health Needs Identified in the 2019 CHNA

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

1. **Behavioral Health:** This health need, which comprises mental health and substance use, was prioritized by all focus groups and key informants. The rates of suicide, self-inflicted injuries, binge drinking, deaths from opioid overdose, marijuana use among high schoolers, and pediatric mental health hospitalizations and emergency department visits are all significantly worse in Santa Cruz County than state benchmarks. Suicides and drug overdoses are among the top 10 causes of death. Chronic liver disease and cirrhosis, which can be caused by chronic alcoholism, ranks 11th.
2. **Housing and Homelessness:** Housing was prioritized by all focus groups and key informants. The median rent in Santa Cruz County is significantly higher than the California average and has been increasing. The proportion of homeless students in public schools countywide is nearly double the state average, and more than one in four homeless youth is unsheltered.
3. **Health Care Access and Delivery:** Health care access and delivery was prioritized by almost all focus groups and key informants. Data show that the county fares worse than the state in the percentage of individuals who delayed or had difficulty obtaining care, the ratio of students to school nurses and psychologists, and household expenditures on medication, among other indicators related to this need.
4. **Economic Security:** The lack of economic security also concerns the community. Statistical indicators that are significantly worse in Santa Cruz County than the state include: the unemployment rate, the percentage of students eligible for free or reduced-price meals, the proportion of food-insecure children likely ineligible for government assistance, and the costs of infant, toddler, and preschool care.
5. **Early Childhood Development:** All of the statistical indicators gathered for the CHNA suggest that early childhood development is a need in Santa Cruz County. The county failed benchmarks for infants born at very low birth weight, elevated blood lead levels among children ages 0-5, and pediatric mental health issues that require ER visits or hospitalization.
6. **Cancer:** Cancer is the leading cause of death in Santa Cruz County. The incidence rates for breast, oral/pharynx, and prostate cancers significantly exceed state benchmarks. Cancer deaths in the county are highest among African Ancestry residents.
7. **Women’s Health:** Numerous CHNA participants identified women, particularly those experiencing homelessness, as an especially vulnerable population. Several key informants mentioned a need for more affordable and accessible ob-gyn care. The breast cancer incidence and death rates in Santa Cruz County both surpass state benchmarks. The county rate of

domestic violence hospitalizations among females age 10 and older is significantly higher than the state rate.

8. **Education & Literacy:** Statistical indicators that are significantly worse in Santa Cruz County compared to the state include: the preschool enrollment rate, the percentage of English-learners, and the proportion of 11th graders who meet or exceed the grade-level standard for mathematics.
9. **Maternal/Child Health:** CHNA participants indicated a need for more prenatal and post-partum care; statistically, a slightly smaller proportion of mothers in Santa Cruz County receive early prenatal care than the California benchmark. Very low birthweight and infant mortality rates are significantly higher than the state average. Infant mortality rates are worsening and disproportionately high among babies born to Latinx residents.
10. **Healthy Lifestyles:** This health need involves issues related to diabetes, obesity, access to food and recreation, and fitness, diet, and nutrition. Diabetes, heart disease, and stroke all rank among the top 10 causes of death in Santa Cruz County. Access to healthy food stores is poor; overweight and obesity are on the rise among adults in Santa Cruz County, and fitness levels among youth are often lower than state averages.
11. **Violence & Safety:** Community input focused on fear and stress. Crime, domestic violence hospitalizations among females, and child/youth traumatic injuries in Santa Cruz County surpass their respective state averages. Unintended injuries (accidents), already one of the top three causes of death in the county, are on the rise
12. **Oral/Dental Health:** CHNA participants noted the expense of dental insurance and described community members letting dental issues go unresolved due to a lack of insurance. The ratio of dentists to patients in Santa Cruz County is lower than the state ratio, and the proportions of both adults and children who have never visited a dentist are significantly higher than their statewide comparisons.
13. **Environment:** Focus groups and key informants focused on the county's varied terrain, which can create transportation issues and act as a barrier to health care access. Drinking water violations, child blood-lead levels, as well as statistics for flood vulnerability in Santa Cruz County are all significantly worse than state averages. Chronic lower respiratory diseases (including asthma, diagnoses of which are significantly higher among children in Santa Cruz County than state benchmarks) are among the top 10 causes of death in the county; these diseases can be aggravated by environmental conditions.

Members of Sutter Maternity & Surgery Center of Santa Cruz's Community Advisory Board reviewed the list of identified community health needs and, based on their knowledge and experience working with the community, ranked each need in order of importance. The rankings from each board member were averaged together and approved to produce Sutter Maternity & Surgery Center of Santa Cruz's final list of 2019 Prioritized Health Needs.

2019 – 2021 Implementation Strategy Plan

The implementation strategy plan describes how Sutter Maternity & Surgery Center of Santa Cruz 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 Maternity & Surgery Center of Santa Cruz 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. Health Care Access and Delivery
2. Behavioral Health
3. Housing and Homelessness
4. Maternal/Child Health

Health Care Access and Delivery

Name of program/activity/initiative	Santa Cruz Community Health Center's Health & Home: Building Wellness in the Heart of Live Oak
Description	The Santa Cruz Community Health Center's Health & Home: Building Wellness in the Heart of Live Oak capital campaign strives to raise the funds necessary to create a 3.7-acre campus at 1500 Capitola Road to expand the depth and breadth of services to patients in Live Oak. The project will promote a thriving community, providing access to quality health care (serving 10,000 people) and dental services (serving 7,000 people) regardless of income. It will include a new affordable housing complex, which will provide homes for 157.5 residents and a central plaza for events, socializing, and building community. Studies show a strong correlation between secure housing and long-term health and wellness. Sutter Maternity & Surgery Center of Santa Cruz is supporting this program with a multi-year grant.
Goals	To improve the health of the community by: <ul style="list-style-type: none"> • Reducing barriers and improving primary access to care • Providing seamless integration of behavioral health screening and intervention • Providing comprehensive medical, behavioral health and dental care for our homeless, low income and other high-risk patients
Anticipated Outcomes	Increased access to health care services for high risk populations.
Metrics Used to Evaluate the program/activity/initiative	Number of persons served (including demographics if available) Number of people connected to a PCP Number of Health Screenings Number of people connected to social services

Name of program/activity/initiative	Dientes' Health & Home: Building Wellness in the Heart of Live Oak
Description	Dientes' Health & Home: Building Wellness in the Heart of Live Oak capital campaign is focused on raising funds to purchase land and construct the new clinic and administrative office space as part of a 3.7-acre integrated health and housing campus at 1500 Capitola Road. The project will promote a thriving community, providing access to vital, quality medical care and dental care regardless of income. The campus will also include a housing complex that will provide homes to 157

	residents. Dientes' clinic will consist of 10 chairs and will ultimately serve up to an additional 6,000 patients a year. Sutter Maternity & Surgery Center of Santa Cruz is supporting this program with a multi-year grant.
Goals	Improve the health of the community by increasing access to comprehensive dental care for low-income patients.
Anticipated Outcomes	Increased access to comprehensive dental services for high risk populations.
Metrics Used to Evaluate the program/activity/initiative	Number of persons served (including demographics if available/applicable) Number of classes/workshops offered Number of screenings provided
Name of program/activity/initiative	Grants and Sponsorships Addressing Health Care Access and Delivery
Description	Grants and sponsorships are decided annually based on community need. Selected executed grants and sponsorships will be reported at year end. An example of an organization that may receive a grant or sponsorship to address Health Care Access and Delivery is Salud Para La Gente.
Goals	Expand the county's safety net by making health care services more readily available to publicly insured and uninsured populations.
Anticipated Outcomes	Increase affordable, accessible health care services for uninsured and underinsured patients by supporting community-based organizations that develop/expand clinical services, outreach programs, and health education workshops to ensure that the needs of the underserved populations are met.
Metrics Used to Evaluate the program/activity/initiative	SMSC will evaluate the impact of grants by annually tracking metrics via reporting from grantee organizations. Possible metrics include: Number of persons served (including demographics if available) Number of classes/workshops offered Number of screenings provided

Behavioral Health

Name of program/activity/initiative	Grants and Sponsorships Addressing Behavioral Health.
Description	Grants and sponsorships are decided annually based on community need. Selected executed grants and sponsorships will be reported at year end. An example of an organization that may receive a grant or sponsorship to address Behavioral Health is Encompass Community Services.
Goals	Promote behavioral health in the broader community and at-risk communities
Anticipated Outcomes	Examples: <ul style="list-style-type: none"> • Increase substance use disorder treatment services • Increase age appropriate art therapy services • Increase integrated treatment services for clients with co-occurring substance use disorder and mental health problems
Metrics Used to Evaluate the program/activity/initiative	SMSC will evaluate the impact of grants by annually tracking metrics via reporting from grantee organizations. Possible metrics include:

	Number of persons served (including demographics if available/applicable) Number of encounters Number of persons connected to mental health services or social services
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Housing and Homelessness

Name of program/activity/initiative	Grants and Sponsorships Addressing Housing and Homelessness
Description	Grants and sponsorships are decided annually based on community need. Selected executed grants and sponsorships will be reported at year end. An example of an organization that may receive a grant or sponsorship to address Housing and Homelessness is the Homeless Services Center.
Goals	Prevent homelessness and counter displacement by increasing the county's access to healthy, stable and affordable housing.
Anticipated Outcomes	Increase affordable housing opportunities for unhoused and under housed individuals by supporting community-based organizations that develop/expand housing services to ensure that the needs of the populations are met.
Metrics Used to Evaluate the program/activity/initiative	SMSC will evaluate the impact of grants by annually tracking metrics via reporting from grantee organizations. Possible metrics include: Number of persons served (including demographics if available/applicable) Number of individuals/families sheltered Number of individuals transitioned into permanent housing Number of individuals receiving housing assistance services

Maternal/Child Health

Name of program/activity/initiative	Lactation Center
Description	The Lactation Center at SMSC supports new mothers with a variety of programming. Workshops provided include Post-Partum Wellness classes, New Mother's Support Groups, and Second Baby and Mom Classes. The Center also offers free breastfeeding phone consultations for low-income mothers.
Goals	New mothers have the information and support they need to successfully breastfeed.
Anticipated Outcomes	Increased knowledge of strategies related to breastfeeding. Increased sense of social support. Increased belief in ability to address challenges experienced in parenting.
Metrics Used to Evaluate the program/activity/initiative	Number of persons served (including demographics if available/applicable) Number of encounters Number of classes/workshops provided

Name of program/activity/initiative	Health Education for Expectant Parents
Description	SMSC hosts a variety of health education classes for expectant parents in the community. These classes include topics such as breastfeeding, childbirth, parenting, infant care and infant CPR.
Goals	New and/or expecting parents have the information and support they need to partner in their health and that of their babies.
Anticipated Outcomes	Increased knowledge of strategies related to parenting. Increased sense of social support. Increased belief in ability to address challenges experienced in parenting.
Metrics Used to Evaluate the program/activity/initiative	Number of persons served (including demographics if available/applicable) Number of encounters Number of classes/workshops provided

Name of program/activity/initiative	Grants and Sponsorships Addressing Maternal/Child Health
Description	Grants and sponsorships are decided annually based on community need. Selected executed grants and sponsorships will be reported at year end. An example of an organization that may receive a grant or sponsorship to address Maternal/Child Health is First5 Santa Cruz County.
Goals	Promote maternal and child Health in the broader community and at-risk communities
Anticipated Outcomes	Increase programming and resources that promote maternal and child health for underserved populations.
Metrics Used to Evaluate the program/activity/initiative	SMSC will evaluate the impact of grants by annually tracking metrics via reporting from grantee organizations. Possible metrics include: Number of persons served (including demographics if available/applicable) Number of persons served (including demographics if available) Number of classes/workshops offered Number of screenings provided

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 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. Economic Security – Other organizations are better equipped to address this need
2. Early Childhood Development – Indirectly through other organizations
3. Cancer – Indirectly through other organizations

4. Women's Health – Indirectly through other organizations
5. Education & Literacy – Other organizations are better equipped to address this need
6. Healthy Lifestyles – Indirectly through other organizations
7. Violence & Safety – Other organizations are better equipped to address this need
8. Oral/Dental Health – Indirectly through other organizations
9. Environment – Other organizations are better equipped to address this need

Approval by Governing Board

The Community Health Needs Assessment and Implementation Strategy Plan was approved by the Sutter Health Bay Hospitals Board on November 20, 2019.