

Sutter Health

Sutter Surgical Hospital – North Valley

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 Surgical Hospital – North Valley (SSH-NV), 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.

SSH-NV 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 2700 Gateway Oaks, Suite 2200, Sacramento, CA 95833 ATTN: Community Benefit; and
- In-person at the hospital's Information Desk.

Executive Summary

SSH-NV 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 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:

1. Access to Mental/Behavioral/Substance Abuse Services
2. Prevention of Disease and Injury through Knowledge, Action, and Access to Resources
3. Access to Basic Needs Such as Housing, Jobs, and Food
4. Access and Functional Needs
5. Access to Quality Primary Care Health Services
6. Access to Specialty and Extended Care
7. Active Living and Healthy Eating
8. Safe and Violence-Free Environment

The 2019 Community Health Needs Assessment conducted by SSH-NV is publicly available at www.sutterhealth.org.

2019 Community Health Needs Assessment Summary

The purpose of this community health needs assessment (CHNA) was to identify and prioritize significant health needs of the Rideout Memorial Hospital (RMH) and Sutter Surgical Hospital North Valley (SSHNV) joint service area. The priorities identified in this report help to guide nonprofit hospitals' community health improvement programs and community benefit activities as well as their collaborative efforts with other organizations that share a mission to improve health. This CHNA report meets the requirements of the Patient Protection and Affordable Care Act (and in California, Senate Bill 697) that nonprofit hospitals conduct a community health needs assessment at least once every three years. The CHNA was conducted by Community Health Insights (www.communityhealthinsights.com).

The data used to conduct the CHNA were identified and organized using the widely recognized Robert Wood Johnson Foundation's County Health Rankings model. This model of population health includes many factors that impact and account for individual health and well-being. Further, to guide the overall process of conducting the assessment, a defined set of data-collection and analytic stages were developed. These included the collection and analysis of both primary (qualitative) and secondary (quantitative) data. Qualitative data included 13 one-on-one and group interviews with 35 community health experts, social-service providers, and medical personnel. Further, 53 community residents participated in four focus groups across the service area.

Focusing on social determinants of health to identify and organize secondary data, datasets included measures to describe mortality and morbidity and social and economic factors such as income, educational attainment, and employment. Further, the measures also included indicators to describe health behaviors, clinical care (both quality and access), and the physical environment.

The full 2019 Community Health Needs Assessment conducted by SSH-NV is available at www.sutterhealth.org.

Definition of the Community Served by the Hospital

The definition of the community served was the primary service area jointly shared by RMH and SSHNV. This area was defined by five ZIP Codes: 95901, 95953, 95961, 95991, and 95993. This service area was designated because the majority of patients served by both RMH and SSHNV resided in these ZIP Codes. RMH is located in Marysville, CA, and SSHNV is located in Yuba City, CA. Separated by the

Feather River, these cities are located adjacent to one another and are part of the Yuba City Metropolitan Statistical Area as designated by the US Office of Management and Budget.¹ The service area is home

¹ See: <https://www.labormarketinfo.edd.ca.gov/definitions/metropolitan-areas.html>

to over 147,000 community residents, and encompassed portions of both Sutter and Yuba Counties. The rural community is rich in diversity along a number of dimensions.

Significant Health Needs Identified in the 2019 CHNA

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

1. Access to Mental/Behavioral/Substance Abuse Services
2. Prevention of Disease and Injury through Knowledge, Action, and Access to Resources
3. Access to Basic Needs Such as Housing, Jobs, and Food
4. Access and Functional Needs
5. Access to Quality Primary Care Health Services
6. Access to Specialty and Extended Care
7. Active Living and Healthy Eating
8. Safe and Violence-Free Environment

Primary and secondary data were analyzed to identify and prioritize significant health needs. This began by identifying 10 potential health needs (PHNs). These PHNs were those identified in previously conducted CHNAs. Data were analyzed to discover which, if any, of the PHNs were present in the service area. After these were identified, PHNs were prioritized based on rankings provided by primary data sources. Data were also analyzed to detect emerging health needs, if any, beyond those 10 PHNs identified in previous CHNAs.

2019 – 2021 Implementation Strategy Plan

The implementation strategy plan describes how SSH-NV 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 SSH-NV 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. Access to Mental/Behavioral/Substance Abuse Services
2. Prevention of Disease and Injury through Knowledge, Action, and Access to Resources
3. Access to Basic Needs Such as Housing, Jobs, and Food
4. Access to Quality Primary Care Health Services
5. Access to Specialty and Extended Care
6. Active Living and Healthy Eating
7. Safe and Violence-Free Environment

ACCESS TO MENTAL/BEHAVIORAL/SUBSTANCE ABUSE SERVICES

Name of program/activity/initiative	Fit Quest Program
Description	The Fit Quest Program is a comprehensive children's wellness program focusing on improving nutrition, fitness, and mental wellness. The on-site school program, geared toward 5th and 6th grade students, teaches

	students easy ways to incorporate healthy choices into daily living. The curriculum is designed to improve overall health in a fun and meaningful way. The Fit Quest Program is incredibly impactful, reaching over 40 schools in Yuba and Sutter County, providing school assemblies and an expanded curriculum focus on nutrition, physical activity and mental wellness. The expanded curriculum and role modeling of and interactions with the Naturalists in choosing to drink water, and staying active have impacted over 2,400 students. Specialists have been engaged throughout the process attending assemblies and providing guidance and suggestions at planning meetings for continued enhancements in the Fit Quest Program. This program addresses multiple prioritized significant health needs, such as access to mental/behavioral/substance abuse services; access to disease and injury through knowledge, action and access to resources; and active living and healthy eating.
Goals	The goal of Fit Quest is to teach children healthy lessons about the importance of physical fitness, mental wellness and nutritious eating.
Anticipated Outcomes	The anticipated outcome of this program is continued success in teaching children beneficial lessons that will last a lifetime, creating overall healthier people.
Metrics Used to Evaluate the program/activity/initiative	We will look at metrics including (but not limited to) number of children served, active schools, anecdotal stories and other successful program impacts.

Name of program/activity/initiative	Fit Quest Family Camp
Description	Fit Quest Family Camp is a fun-filled weekend for the whole family, where both kids and parents experience healthy cooking classes; gardening; low-ropes challenge course; workshops on nutrition, mental wellness and physical activity; naturalist-led hikes and games; swimming; and an evening program. The program is available for up to 24 families annually and has components led by a PE specialist, Registered Dietician, Psychologist and Registered Yoga Therapist. This program addresses multiple prioritized significant health needs, such as access to mental/behavioral/substance abuse services; access to disease and injury through knowledge, action and access to resources; and active living and healthy eating.
Goals	The goal of Fit Quest Family Camp is to teach children and their families healthy lessons about the importance of physical fitness, mental wellness and 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.
Metrics Used to Evaluate the program/activity/initiative	We will look at metrics including (but not limited to) number of children/families served, anecdotal stories and other successful program impacts.

Name of program/activity/initiative	Counseling for People Experiencing or At-Risk for Homelessness
Description	Funding will allow clients experiencing or at-risk for homelessness, whom do not have California Health and Wellness and Blue Shield to have access to counseling with licensed mental health professionals. Counseling is offered at two locations in a private office allowing clients to work one on one with a counselor. Counselors determine the frequency

	of counseling services with each client and help to connect them with any needed outside resources the counselor determines is needed.
Goals	The goal is to provide counseling services to all clients requesting assistance who are experiencing or at-risk for homelessness. By providing counseling with licensed mental health professionals, clients can overcome personal concerns and better their quality of life, with the goal of reintegrating into the community.
Anticipated Outcomes	The anticipated outcome is to improve the mental health of patients, help to successfully reintegrate clients into the community, and connect patients to outside resources.
Metrics Used to Evaluate the program/activity/initiative	We will look at metrics including (but not limited to) number of people served, number of visits, anecdotal stories and other successful program impacts.

PREVENTION OF DISEASE AND INJURY THROUGH KNOWLEDGE, ACTION AND ACCESS TO RESOURCES

Name of program/activity/initiative	Women's Health Screenings and Mammograms
Description	In honor of Breast Cancer Awareness month, Sutter Medical Foundation – North offers no-cost mammograms and women's health screenings. This program remains a key initiative for SSHNV and a cornerstone event for the entire Yuba/Sutter community. This program addresses multiple prioritized significant health needs, such as access to disease and injury through knowledge; and access to quality primary care health services.
Goals	The goal of the screening event is to provide no-cost mammograms and health screenings for women who otherwise wouldn't have access to one, due to no insurance or a high, unaffordable deductibles.
Anticipated Outcomes	The anticipated outcome of the screenings is to provide no-cost mammograms and screenings for hundreds of underinsured women and ensure they have supportive resources and connection to care if results come back abnormal.
Metrics Used to Evaluate the program/activity/initiative	SSHNV will continue to evaluate the impact of screenings on an annual basis, by tracking the number of women served. We will also reexamine this program to ensure it evolves with the needs of the community.

Name of program/activity/initiative	Primary Care Program – HPV Vaccinations
Description	The Primary Care program provides services and education of HPV vaccinations to prevent cervical cancer. Patients will be connected to discuss findings and receive follow up care. This program addresses multiple prioritized significant health needs, such as access to disease and injury through knowledge; and access to quality primary care health services.
Goals	Funding will allow for the implementation of 5 HPV vaccination strategies. HPV vaccinations will target 11-12-year-old boys and girls, the American Cancer Society and CDC recommended age.
Anticipated Outcomes	The anticipated results are the implementation of multiple evidence-based interventions to improve HPV vaccination rates while creating sustainability with workflows, policies, and reporting beyond project period.

Metrics Used to Evaluate the program/activity/initiative	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 programs with bi-annual reporting and partner meetings to discuss/track effectiveness of each program within this strategy.
Name of program/activity/initiative	Primary Care Program – Colorectal Screenings
Description	The Primary Care Program will provide services and education of colorectal screenings. Patients will be connected to discuss findings and receive follow up care. This program addresses multiple prioritized significant health needs, such as access to disease and injury through knowledge; and access to specialty and extended care.
Goals	Funding will allow for the engagement in colorectal cancer prevention strategies on 10 evidence-based interventions for colorectal cancer screenings. In addition, the program will host a colorectal cancer learning collaborative to share best practices and evidence-based interventions with health centers and stakeholders.
Anticipated Outcomes	The anticipated results are the implementation of multiple evidence-based interventions to improve colorectal screening rates while creating sustainability with workflows, policies, and reporting beyond project period.
Metrics Used to Evaluate the program/activity/initiative	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 programs with bi-annual reporting and partner meetings to discuss/track effectiveness of each program within this strategy.
Name of program/activity/initiative	Fit Quest Program
Description	The Fit Quest Program is a comprehensive children’s wellness program focusing on improving nutrition, fitness, and mental wellness. The on-site school program, geared toward 5th and 6th grade students, teaches students easy ways to incorporate healthy choices into daily living. The curriculum is designed to improve overall health in a fun and meaningful way. The Fit Quest Program is incredibly impactful, reaching over 40 schools in Yuba and Sutter County, providing school assemblies and an expanded curriculum focus on nutrition, physical activity and mental wellness. The expanded curriculum and role modeling of and interactions with the Naturalists in choosing to drink water, and staying active have impacted over 2,400 students. Specialists have been engaged throughout the process attending assemblies and providing guidance and suggestions at planning meetings for continued enhancements in the Fit Quest Program. This program addresses multiple prioritized significant health needs, such as access to mental/behavioral/substance abuse services; access to disease and injury through knowledge, action and access to resources; and active living and healthy eating.
Goals	The goal of Fit Quest is to teach children healthy lessons about the importance of physical fitness, mental wellness and nutritious eating.
Anticipated Outcomes	The anticipated outcome of this program is continued success in teaching children beneficial lessons that will last a lifetime, creating overall healthier people.

Metrics Used to Evaluate the program/activity/initiative	We will look at metrics including (but not limited to) number of children served, active schools, anecdotal stories and other successful program impacts.
Name of program/activity/initiative	Fit Quest Family Camp
Description	Fit Quest Family Camp is a fun-filled weekend for the whole family, where both kids and parents experience healthy cooking classes; gardening; low-ropes challenge course; workshops on nutrition, mental wellness and physical activity; naturalist-led hikes and games; swimming; and an evening program. The program is available for up to 24 families annually and has components led by a PE specialist, Registered Dietician, Psychologist and Registered Yoga Therapist. This program addresses multiple prioritized significant health needs, such as access to mental/behavioral/substance abuse services; access to disease and injury through knowledge, action and access to resources; and active living and healthy eating.
Goals	The goal of Fit Quest Family Camp is to teach children and their families healthy lessons about the importance of physical fitness, mental wellness and 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.
Metrics Used to Evaluate the program/activity/initiative	We will look at metrics including (but not limited to) number of children/families served, anecdotal stories and other successful program impacts.

ACCESS TO BASIC NEEDS SUCH AS HOUSING, JOBS AND FOOD

Name of program/activity/initiative	TBD
Description	SSH-NV plans to identify partnerships and strengthen relationships with organizations in the near future to collaborate on initiatives to address food insecurity in Yuba-Sutter Counties.
Goals	TBD
Anticipated Outcomes	TBD
Metrics Used to Evaluate the program/activity/initiative	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 programs with bi-annual reporting and partner meetings to discuss/track effectiveness of each program within this strategy.

ACCESS TO QUALITY PRIMARY CARE HEALTH SERVICES

Name of program/activity/initiative	Women’s Health Screenings and Mammograms
Description	In honor of Breast Cancer Awareness month, Sutter Medical Foundation – North offers no-cost mammograms and women’s health screenings. This program remains a key initiative for SSHNV and a cornerstone event for the entire Yuba/Sutter community. This program addresses multiple prioritized significant health needs, such as access to disease and injury through knowledge; and access to quality primary care health services.

Goals	The goal of the screening event is to provide no-cost mammograms and health screenings for women who otherwise wouldn't have access to one, due to no insurance or a high, unaffordable deductibles.
Anticipated Outcomes	The anticipated outcome of the screenings is to provide no-cost mammograms and screenings for hundreds of underinsured women and ensure they have supportive resources and connection to care if results come back abnormal.
Metrics Used to Evaluate the program/activity/initiative	SSHNV will continue to evaluate the impact of screenings on an annual basis, by tracking the number of women served. We will also reexamine this program to ensure it evolves with the needs of the community.

Name of program/activity/initiative	Primary Care Program – HPV Vaccinations
Description	The Primary Care program provides services and education of HPV vaccinations to prevent cervical cancer. Patients will be connected to discuss findings and receive follow up care. This program addresses multiple prioritized significant health needs, such as access to disease and injury through knowledge; and access to quality primary care health services.
Goals	Funding will allow for the implementation of 5 HPV vaccination strategies. HPV vaccinations will target 11-12-year-old boys and girls, the American Cancer Society and CDC recommended age.
Anticipated Outcomes	The anticipated results are the implementation of multiple evidence-based interventions to improve HPV vaccination rates while creating sustainability with workflows, policies, and reporting beyond project period.
Metrics Used to Evaluate the program/activity/initiative	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 programs with bi-annual reporting and partner meetings to discuss/track effectiveness of each program within this strategy.

ACCESS TO SPECIALTY AND EXTENDED CARE

Name of program/activity/initiative	Primary Care Program – Colorectal Screenings
Description	The Primary Care Program will provide services and education of colorectal screenings. Patients will be connected to discuss findings and receive follow up care. This program addresses multiple prioritized significant health needs, such as access to disease and injury through knowledge; and access to specialty and extended care.
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Anticipated Outcomes	The anticipated results are the implementation of multiple evidence-based interventions to improve colorectal screening rates while creating sustainability with workflows, policies, and reporting beyond project period.
Metrics Used to Evaluate the program/activity/initiative	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 programs with bi-annual

reporting and partner meetings to discuss/track effectiveness of each program within this strategy.

ACTIVE LIVING AND HEALTHY EATING

Name of program/activity/initiative	Fit Quest Program
Description	The Fit Quest Program is a comprehensive children’s wellness program focusing on improving nutrition, fitness, and mental wellness. The on-site school program, geared toward 5th and 6th grade students, teaches students easy ways to incorporate healthy choices into daily living. The curriculum is designed to improve overall health in a fun and meaningful way. The Fit Quest Program is incredibly impactful, reaching over 40 schools in Yuba and Sutter County, providing school assemblies and an expanded curriculum focus on nutrition, physical activity and mental wellness. The expanded curriculum and role modeling of and interactions with the Naturalists in choosing to drink water, and staying active have impacted over 2,400 students. Specialists have been engaged throughout the process attending assemblies and providing guidance and suggestions at planning meetings for continued enhancements in the Fit Quest Program. This program addresses multiple prioritized significant health needs, such as access to mental/behavioral/substance abuse services; access to disease and injury through knowledge, action and access to resources; and active living and healthy eating.
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Goals	The goal of Fit Quest Family Camp is to teach children and their families healthy lessons about the importance of physical fitness, mental wellness and 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.

Metrics Used to Evaluate the program/activity/initiative	We will look at metrics including (but not limited to) number of children/families served, anecdotal stories and other successful program impacts.
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SAFE AND VIOLENCE FREE ENVIRONMENTS

Name of program/activity/initiative	TBD
Description	SSH-NV plans to identify partnerships and strengthen relationships with organizations in the near future to collaborate on initiatives to address safe and violence free environments in Yuba-Sutter Counties.
Goals	TBD
Anticipated Outcomes	TBD
Metrics Used to Evaluate the program/activity/initiative	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 programs with bi-annual reporting and partner meetings to discuss/track effectiveness of each program within this strategy.

Needs SSH-NV Plans Not to Address

No hospital can address all of the health needs present in its community. SSH-NV 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. Access and Functional Needs: While this is an important issue, SSH-NV is currently focusing its resources in other areas; however, we'll continue to look for opportunities to increase access to transportation.

Approval by Governing Board

The Community Health Needs Assessment and Implementation Strategy Plan was approved by the Sutter Surgical Hospital – North Valley Board on November 21, 2019.