

## **Sutter Health Kahi Mohala**

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 Health Pacific Kahi Mohala, 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 Health Pacific Kahi Mohala 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 91-2301 Fort Weaver Road, Ewa Beach, Hawai'i 96706, Attn. Community Relations and
- In-person at the hospital's Administrative office.

## Executive Summary

Sutter Health Pacific Kahi Mohala 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 dedicated to improving the quality of life and restoring hope for individuals and families affected by mental illness.

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:

STATEWIDE PRIORITIES	Hawai'i	Maui	Moloka'i	Lāna'i	O'ahu	Kaua'i
<b>GOAL 1 - FOUNDATIONS</b> Provide the basic foundations so that people can have more control over their own health						
1.1 Address financial insecurity	●	●	●	●		
1.2 Work together for equality and justice	●	●			●	●
1.3 Strengthen families		●	●		●	●
1.4 Prepare for emergencies			●			
1.5 Build good food systems	●			●	●	●
<b>GOAL 2 - COMMUNITY</b> Preserve, nurture, expand, and employ the healing properties of community						
2.1 Restore environment and sense of place		●			●	●
2.2 Nurture community identity and cohesiveness	●	●	●	●	●	
2.3 Invest in teenagers and healthy starts	●	●	●			●
2.4 Shift kūpuna care away from "sick care"		●	●	●		
<b>GOAL 3 - HEALTHCARE</b> Improve the relationship between people and the healthcare system						
3.1 Strengthen trust in healthcare	●	●	●			
3.2 Provide accessible, proactive support for those with high needs	●	●	●	●	●	●

Important island priorities marked with "●"

Highest need areas on island in RED

Note: *all* statewide priorities are significant on all islands

The 2019 Community Health Needs Assessment conducted by Sutter Health Pacific Kahi Mohala with assistance from the Healthcare Association of Hawai'i and the Islander Institute is publicly available at [www.sutterhealth.org](http://www.sutterhealth.org).

### 2019 Community Health Needs Assessment Summary

The general purpose of the CHNA is for hospital facilities to identify and prioritize significant health issues facing communities and to identify resources potentially available to address those needs. The Healthcare Association of Hawai'i ("HAH"), on behalf of its member hospitals, conducted two prior CHNAs in 2013 and 2015.

HAH aims to be the unifying voice of Hawai'i's healthcare providers and an authoritative and respected leader in shaping Hawai'i's healthcare policy. Founded in 1939, HAH represents the state's hospitals, nursing facilities, assisted living facilities, home health agencies, hospices, and other healthcare providers. HAH works with committed partners and stakeholders to establish a more equitable,

sustainable healthcare system driven to improve quality, efficiency, and effectiveness for patients and communities.

In preparation for the creation of this report, HAH was intentional about continuing to improve its approach to the CHNA. In January 2018, HAH released a Request for Proposals seeking a partner to conduct the CHNA. Included in that request was this statement: “HAH and its member hospitals are committed to engaging in deep and transformative relationships with local communities to address the social determinants of health and to increase access to high quality of care.”

Intrigued by the intent of HAH and its member facilities, Islander Institute responded to the request for proposals and was ultimately selected to research and write this CHNA. Islander Institute is a local, civic enterprise working to bring about positive social, economic, and political change in Hawai‘i by partnering with individuals, communities, organizations, and networks committed to island values. The members of Islander Institute who worked on this report have combined educations and experiences that include public policy, public administration, strategic planning, community organizing, community-based economic development, education, social work, child welfare, architecture, art, folklore, mapping, ecology, urban design, emergency response, entrepreneurship, nonprofit management, philanthropy, journalism, politics, communications, and law. To help with the project, Islander Institute subcontracted the Hawai‘i Public Health Institute (“HIPHI”), a nonprofit organization with the aim of addressing health disparities and increasing healthy living and active living. HIPHI provided two research assistants who helped conduct background research, organize data collection, gather quantitative data, and provide preliminary data analysis.

Nineteen HAH member hospitals contributed to the production of this CHNA. The names of those hospitals follow:

- Adventist Health Castle
- Kāhi Mōhala
- Kahuku Medical Center
- Kaiser Foundation Hospital – Honolulu
- Kapi‘olani Medical Center for Women & Children
- Kuakini Medical Center
- Kula Hospital
- Lāna‘i Community Hospital
- Maui Memorial Medical Center
- Molokai General Hospital
- North Hawai‘i Community Hospital
- Pali Momi Medical Center
- The Queen’s Medical Center
- The Queen’s Medical Center – West O‘ahu
- Rehabilitation Hospital of the Pacific
- Shriners Hospitals for Children – Honolulu
- Straub Medical Center
- Wahiawā General Hospital
- Wilcox Medical Center

Together, the service areas of these hospitals span the totality of the islands of Hawai‘i. In the past, HAH produced five separate, though similar, reports: one statewide report and one per county jurisdiction. For this CHNA, HAH agreed that Islander Institute would provide one comprehensive report to serve all 19 facilities. The reason for this decision may be unique to Hawai‘i. Although some facilities serve relatively small communities, as island people who share a unique historical, cultural, social, and economic context, the story of Hawai‘i’s entire archipelago forms the backdrop for everyone’s community work. Common themes, challenges, and issues cut across communities, and there is much to be learned from our shared experiences as people of Hawai‘i. As such, the majority of this CHNA is written for the benefit of *every* participating facility, with themes and findings relevant to any work in Hawai‘i. This single report also includes focused island-specific assessments—previously separated into different reports.

The full 2019 Community Health Needs Assessment conducted by Sutter Health Pacific Kahi Mohala is available at [www.sutterhealth.org](http://www.sutterhealth.org).

## Definition of the Community Served by the Hospital

The hospital service area is the whole State of Hawaii and Asia Pacific but is predominantly defined by a geographical boundary of Honolulu County as the majority of our patients served come from the island of Oahu. We consider the whole State of Hawaii as the community we serve.

## Significant Health Needs Identified in the 2019 CHNA

STATEWIDE PRIORITIES	Hawai'i	Maui	Moloka'i	Lāna'i	O'ahu	Kaua'i
<b>GOAL 1 - FOUNDATIONS</b> Provide the basic foundations so that people can have more control over their own health						
1.1 Address financial insecurity	●	●	●	●		
1.2 Work together for equality and justice	●	●			●	●
1.3 Strengthen families		●	●		●	●
1.4 Prepare for emergencies			●			
1.5 Build good food systems	●			●	●	●
<b>GOAL 2 - COMMUNITY</b> Preserve, nurture, expand, and employ the healing properties of community						
2.1 Restore environment and sense of place		●			●	●
2.2 Nurture community identity and cohesiveness	●	●	●	●	●	
2.3 Invest in teenagers and healthy starts	●	●	●			●
2.4 Shift kūpuna care away from "sick care"		●	●	●		
<b>GOAL 3 - HEALTHCARE</b> Improve the relationship between people and the healthcare system						
3.1 Strengthen trust in healthcare	●	●	●			
3.2 Provide accessible, proactive support for those with high needs	●	●	●	●	●	●

Important island priorities marked with "●"

Highest need areas on island in **RED**

Note: *all* statewide priorities are significant on all islands

Kahi Mohala's Senior Leadership team guided the hospital's CHNA and Implementation Strategy. The Team includes the following internal participants:

Sutter Health System Mental Health Chief Executive Officer

Chief Executive Office

Chief Operating Officer

Chief Financial Officer

Medical Director

Chief Nursing Officer

Director of Human Resources

Director of Community Relations

Compliance and Privacy Officer

Senior Development Officer

This internal working group has access to and a reporting relationship with the Kahi Mohala Board and regularly interacts with community partners to discuss and improve community health.

Kahi Mohala's mission is 'dedicated to caring for people in need by providing innovative, quality, and effective behavioral health services' and it directly correlates to the priority of providing accessible, proactive support for those with high needs (Goal 3.2). Since our focus is on the child and adolescent population, strengthen families (Goal 1.3) is an additional priority on the following significant health needs that were identified in the 2019 CHNA:

1. Provide accessible, proactive support for those with high needs. Identify, develop, and strengthen outreach, early intervention, free healthcare services, mental health, and oral health for those who are struggling with houselessness, mental illness, and addiction.
2. Strengthen families. Create the conditions and opportunities for families to be healing forces for its own members, including addressing financial stress that will enable more healthy time together.

### **2019 – 2021 Implementation Strategy Plan**

The implementation strategy plan describes how Sutter Health Pacific Kahi Mohala, 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 Health Pacific Kahi Mohala, 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. Provide accessible, proactive support for those with high needs. Identify, develop, and strengthen outreach, early intervention, free healthcare services, mental health, and oral health for those who are struggling with houselessness, mental illness, and addiction.
2. Strengthen families. Create the conditions and opportunities for families to be healing forces for its own members, including addressing financial stress that will enable more healthy time together.
3. Invest in teenagers and healthy starts. Invest in health and education at the earliest stages of life. Support school-based structures, community-based activities, and youth empowerment for pre-teens and teens.

### Goal 3.2 - Provide Accessible, Proactive Support for Those with High Needs

<b>Name of program/activity/initiative</b>	Suicide Prevention and First Aid
<b>Description</b>	Kahi Mohala will collaborate with community partners to provide Applied Suicide Intervention Skills Training (ASIST).
<b>Goals</b>	The emphasis is on teaching suicide first-aid to help a person at risk stay safe and seek further help as needed. Participants learn to use a suicide intervention model to identify persons with thoughts of suicide, seek a shared understanding of reasons for dying and living, develop a safe plan based upon a review of risk, be prepared to do follow-up, and become involved in suicide-safer community networks.
<b>Anticipated Outcomes</b>	Having more community members trained in ASIST will hopefully reduce the prevalence and number of suicides within our State.
<b>Metrics Used to Evaluate the program/activity/initiative</b>	Number of people attending ASIST training.

<b>Name of program/activity/initiative</b>	Mental Health First Aid
<b>Description</b>	Kahi Mohala will collaborate with community partners to provide Mental Health First Aid Training.
<b>Goals</b>	Mental Health First Aid is an in-person training for anyone who wants to learn about mental illnesses and addictions, including risk factors and warning signs. This 8-hour training teaches participants a 5-step action plan to help a person in crisis connect with professional, peer, social, and self-help care.
<b>Anticipated Outcomes</b>	Having more community members trained in Mental Health First Aid will be able to help people in crisis.
<b>Metrics Used to Evaluate the program/activity/initiative</b>	Number of people attending Mental Health First Aid training.

### Goal 1.3 - Strengthen Families

<b>Name of program/activity/initiative</b>	Family Therapy
<b>Description</b>	Within the context of an acute, residential, and/or partial hospitalization stay, a greater emphasis on family therapy will be provided
<b>Goals</b>	To positively change the way families communicate and to improve the quality of family relationships
<b>Anticipated Outcomes</b>	Improved family communication, dynamics and relationships
<b>Metrics Used to Evaluate the program/activity/initiative</b>	Number of family therapy sessions provided

### Goal 2.3 - Invest in teenagers and healthy starts

<b>Name of program/activity/initiative</b>	Addressing the Importance of Behavioral Health in Teenagers
<b>Description</b>	Collaborate with community providers to create programs for teenagers that will help improve their knowledge of Behavioral Health issues, resources, and treatments.



<b>Goals</b>	To provide teenagers with behavioral health educational resources and information they can use to help themselves and others.
<b>Anticipated Outcomes</b>	Increased prevention, recognition, and treatment of behavioral health issues in teenagers which will hopefully lead to a better quality of life.
<b>Metrics Used to Evaluate the program/activity/initiative</b>	Number of implemented programs and the respective number of attendees.

**Needs Sutter Health Pacific Kahi Mohala Plans Not to Address**

No hospital can address all of the health needs present in its community. Sutter Health Pacific Kahi Mohala 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. Goal 1.1 Address financial security
2. Goal 1.2 Work together for equality and justice
3. Goal 1.4 Prepare for emergencies
4. Goal 1.5 Build good food systems
5. Goal 2.1 Restore environment and sense of place
6. Goal 2.2 Nurture community identity and cohesiveness
7. Goal 2.4 Shift Kupuna care away from “sick care.”
8. Goal 3.1 Strengthen trust in healthcare

**Approval by Governing Board**

The Community Health Needs Assessment and Implementation Strategy Plan was approved by the Sutter Health Pacific Kahi Mohala Board on September 27, 2019.