

Sutter Health

Novato Community Hospital

2019 – 2021 Community Benefit Plan

Responding to the 2019 Community Health Needs Assessment

Submitted to the Office of Statewide Health Planning and Development May 2022

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Note: This community benefit plan is based on the hospital's implementation strategy, which is written in accordance with Internal Revenue Service regulations pursuant to the Patient Protection and Affordable Care Act of 2010. This document format has been approved by OSHPD to satisfy the community benefit plan requirements for not-for-profit hospitals under California SB 697.

Introduction

The Implementation Strategy Plan describes how Health Novato Community Hospital (NCH), 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.

NCH 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 180 Rowland Way, Novato, CA 94945, ATTN TO: Andrea Garfia; and
- In person at the hospital's Information Desk.

About Sutter Health

Sutter Health is the not-for-profit parent of not-for-profit and for-profit companies that together form an integrated healthcare system located in Northern California. The system is committed to health equity, community partnerships and innovative, high-quality patient care. Our over 65,000 employees and associated clinicians serve more than 3 million patients through our hospitals, clinics and home health services.

Learn more about how we're transforming healthcare at sutterhealth.org and vitals.sutterhealth.org.

Sutter Health's total investment in community benefit in 2021 was \$872 million. This amount includes traditional charity care and unreimbursed costs of providing care to Medi-Cal patients. This amount also includes investments in community health programs to address prioritized health needs as identified by regional community health needs assessments.

As part of Sutter Health's commitment to fulfill its not-for-profit mission and help serve some of the most vulnerable in its communities, the Sutter Health network has implemented charity care policies to help provide access to medically necessary care for all patients, regardless of their ability to pay. In 2021, Sutter Health invested \$91 million in charity care. Sutter's charity care policies for hospital services include, but are not limited to, the following:

1. Uninsured patients are eligible for full charity care for medically necessary hospital services if their family income is at or below 400% of the Federal Poverty Level ("FPL").
2. Insured patients are eligible for High Medical Cost Charity Care for medically necessary hospital services if their family income is at or below 400% of the FPL and they incurred or paid medical expenses amounting to more than 10% of their family income over the last 12 months. ([Sutter Health's Financial Assistance Policy](#) determines the calculation of a patient's family income.)

Overall, since the implementation of the Affordable Care Act, greater numbers of previously uninsured people now have more access to healthcare coverage through the Medi-Cal and Medicare programs. The payments for patients who are covered by Medi-Cal and Medicare do not cover the full costs of providing care. In 2021, Sutter Health invested \$557 million more than the state paid to care for Medi-Cal patients.

Through community benefit investments, Sutter helped local communities access primary, mental health and addiction care, and basic needs such as housing, jobs and food. See more about how Sutter Health reinvests into the community by visiting sutterpartners.org.

In addition, every three years, Sutter Health hospitals participate in a comprehensive and collaborative Community Health Needs Assessment, which identifies local healthcare priorities and guides our community benefit strategies. The assessments help ensure that we invest our 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:

- Economic Security
- Education
- Mental health/Substance use
- Access to care
- Housing/Homelessness
- Healthy Eating, Active Living (HEAL)
- Maternal/Infant Health
- Violence/Injury prevention
- Oral health
- Social Connection

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

2019 Community Health Needs Assessment Summary

Novato Community Hospital participates in a collective needs assessment process with other health care partners, called the Healthy Marin Partnership (HMP). Members of the HMP include all three nonprofit hospitals in Marin County which collaborated on this project in partnership with Marin County Department of Health and Human Services, Marin Community Foundation, Marin County Office of Education and others. The HMP completes a CHNA every three years, which uses primary and secondary data to help identify priority issues affecting the health of Marin County residents. The 2019- 2021 Marin County Community Health Needs Assessment was conducted over a 9 month period from July, 2018 through March of 2019. Harder and Company, a consulting firm based in San Diego, was contracted to manage the project.

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

Definition of the Community Served by the Hospital

Novato Community Hospital service area comprises Marin County unincorporated areas and cities including Belvedere, Corte Madera, Fairfax, Larkspur, Mill Valley, Novato, Ross, San Anselmo, San Rafael, Sausalito, and Tiburon, and the coastal towns of Stinson Beach, Bolinas, Point Reyes, Inverness, Marshall, and Tomales. While Marin County is an affluent and relatively healthy county, there are also

substantial disparities in socioeconomic status, with areas of concentrated poverty. Marin is also an aging county, presenting challenges for the health of residents.

Significant Health Needs Identified in the 2019 CHNA

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

1. Economic Security
2. Education
3. Mental health/Substance use
4. Access to care
5. Housing/Homelessness
6. HEAL
7. Maternal/Infant Health
8. Violence/Injury prevention
9. Oral health
10. Social Connection

Criteria used to identify health needs and description of the prioritization process.

The HMP CHNA Subcommittee developed a set of criteria to determine what constituted a health need in their community. Once all of the community health needs were identified, they were all prioritized based on identified criteria. This process resulted in a complete list of prioritized community health needs. Extensive secondary quantitative data (from the CHNA Data Platform and other publicly available data), as well as primary qualitative data collected from key informant interviews, provider focus groups, and group interviews, were synthesized and analyzed to identify the community health needs

2019 – 2021 Implementation Strategy Plan

The implementation strategy plan describes how Novato Community 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 Novato Community 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. Access to Care
2. Violence and Injury Prevention
3. Mental Health & Substance Abuse

Access to Care

Name of program/activity/initiative	Novato Unified School District – Registered Nurses
Description	Novato Community Hospital manages Registered Nurses who work one-on-one with public school students who have acute chronic health conditions such as type 1 diabetes, spina bifida and epilepsy. The support from nurses makes it possible for these students to attend school with their peers.
Goals	Manage the students' diseases throughout the day so they are able to attend school in their regular classrooms with their peers.
Anticipated Outcomes	Decrease in absences by students and increase in performance as a result of support to manage ongoing medical needs..
2021 Impact	In late 2020, this program was discontinued.
Metrics Used to Evaluate the program/activity/initiative	Number of students served, number of students connected to a primary care provider, number of classes provided.

Name of program/activity/initiative	RotaCare Clinic of San Rafael – free outpatient lab services
Description	RotaCare Clinic of San Rafael provides free medical care for adults with the greatest need and the least access to health care resources. RotaCare Clinic of San Rafael is the only free clinic in Marin County. Adults living in the region with an urgent medical need, including the working poor, the uninsured, the underinsured, the newly employed, and people that cannot afford their deductible are eligible for primary, quality health services at no cost. NCH partners with RotaCare Clinic by providing lab services for patients at no cost.
Goals	To increase access to medical care for those who have the greatest need.
Anticipated Outcomes	Reduction in Emergency Department admissions for primary care. Patients are able to monitor health conditions by obtaining necessary lab work.
2021 Impact	In 2021, 156 individuals were served.
Metrics Used to Evaluate the program/activity/initiative	Number of patients served.

Name of program/activity/initiative	Homeward Bound of Marin
Description	The Transition to Wellness Program provides beds for homeless acute care patients discharged from hospitals that require a safe, supervised environment to heal. The partnership between NCH and Homeward also facilitates a connection for a patient to begin the process of seeking permanent housing.
Goals	To discharge every homeless patient with acute needs to the Transition to Wellness Program
Anticipated Outcomes	To achieve long term health and wellness by connecting patients with services and resources including medical insurance, housing and primary care home.
2021 Impact	In 2021, 77 individuals were served.
Metrics Used to Evaluate the program/activity/initiative	Number of people served, Number of people connected to social services.

Violence and Injury Prevention

Name of program/activity/initiative	Novato Unified School District – Athletic Trainers
Description	NCH hires and manages two athletic trainers placed in the local district's two high schools.
Goals	Residents will gain world class training and graduate with the highest standard of educating and training to prepare them to practice as family physicians
Anticipated Outcomes	Resident physicians will gain hands-on experience in a variety of specialties by receiving training from SSRRH attending physicians.
2021 Impact	In 2021, 1,628 individuals were served.
Metrics Used to Evaluate the program/activity/initiative	Number of staff that are supervising resident physicians by specialty. Value of attending physicians training resident physicians.

Mental Health and Substance Abuse

Name of program/activity/initiative	Grants and Sponsorships addressing Mental Health
Description	Grants and sponsorships are decided annually based on community need. Selected executed grants and sponsorships will be reported at year end.
Goals	Promote mental health and the healthy development of children and families in both the broader community and at-risk communities; prevent adverse childhood experiences
Anticipated Outcomes	Examples: 1) Increase support to families in need of resources, such as parent education classes, housing, child care & shelters. 2) Increase intensive assessment, counseling, and referral services to help families and individuals avert homelessness. 3) Increase mental health services to homeless and at-risk youth. 4) Increase linguistically and culturally appropriate support groups and counseling. 5) Increase early childhood education for at-risk families. 6) Increase integration of behavioral health services into existing primary care settings for at-risk Marin County residents.
2021 Impact	In 2021, 3130 individuals served.
Metrics Used to Evaluate the program/activity/initiative	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.

Needs Novato Community Hospital Plans Not to Address

No hospital can address all of the health needs present in its community. Novato Community 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:

Economic Security, Education, Housing/Homelessness, Healthy Eating Active Living (HEAL), Maternal/Infant Health, Oral Health, Social Connection - there are several programs in the community that are working, separately and collaboratively to address these issues, particularly in the areas of permanent supportive housing, nutrition/food insecurity and access to oral health education and services. Though not major priorities for NCH, we will participate in discussions and support work groups that address these issues.

Approval by Governing Board

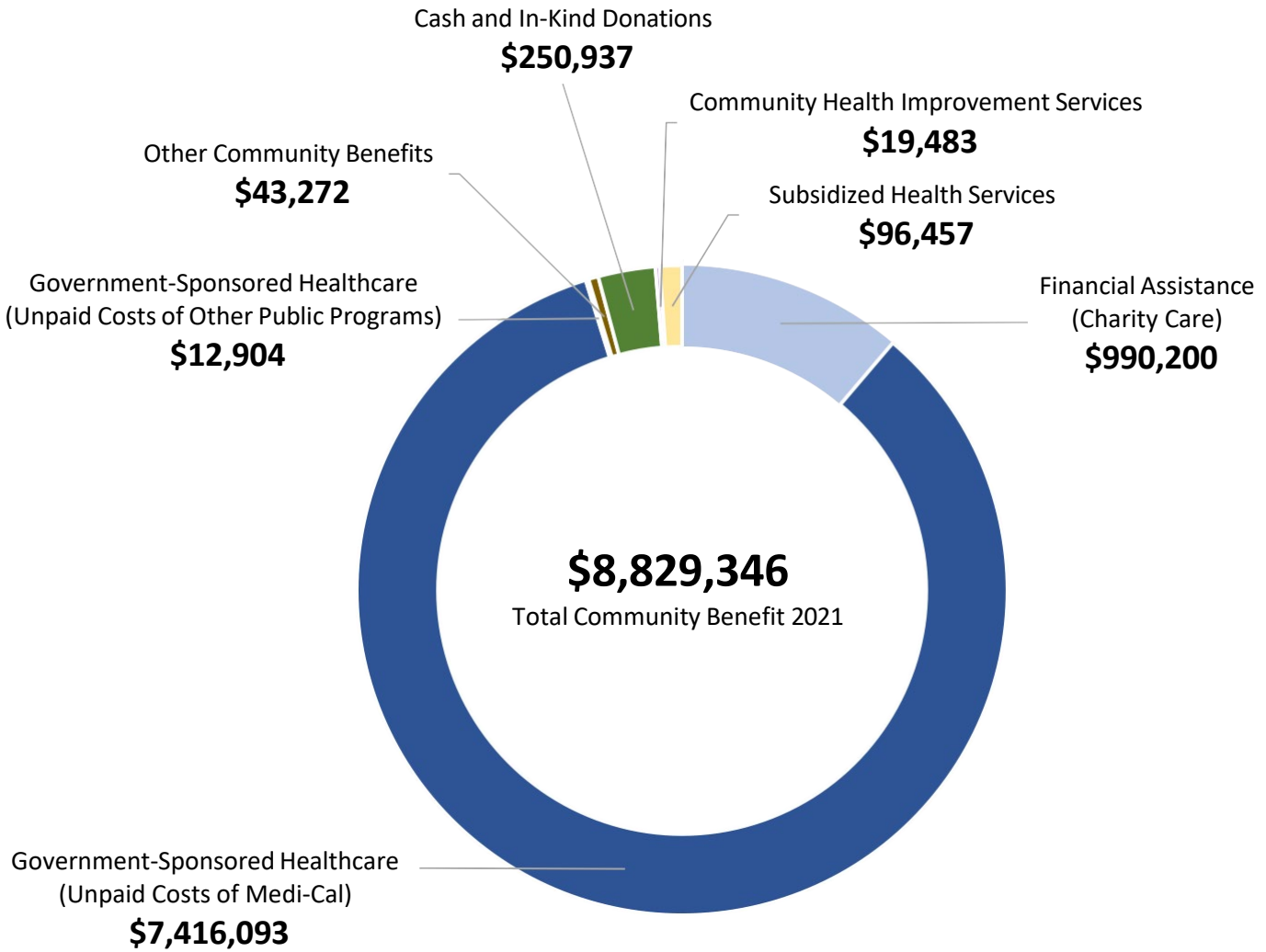
The Community Health Needs Assessment and Implementation Strategy Plan was approved by the Sutter Health Bay Hospitals Board of Directors on November 20, 2019.

Appendix: 2021 Community Benefit Financials

Sutter Health hospitals and many other healthcare systems around the country voluntarily subscribe to a common definition of community benefit developed by the Catholic Health Association. Community benefits are programs or activities that provide treatment and/or promote health and healing as a response to community needs.

Community benefit programs include traditional charity care which covers healthcare services provided to persons who meet certain criteria and cannot afford to pay, as well as the unpaid costs of public programs treating Medi-Cal and indigent beneficiaries. Costs are computed based on a relationship of costs to charges. Additional community benefit programs include the cost of other services provided to persons who cannot afford healthcare because of inadequate resources and are uninsured or underinsured, cash donations on behalf of the poor and needy as well as contributions made to community agencies to fund charitable activities, training health professionals, the cost of performing medical research, and other services including health screenings and educating the community with various seminars and classes, and the costs associated with providing free clinics and community services. Sutter Health affiliates provide some or all of these community benefit activities.

Novato Community Hospital 2021 Total Community Benefit & Unpaid Costs of Medicare



2021 unpaid costs of Medicare were \$14,299,577