

## **Sutter Health**

### **Novato Community Hospital (NCH)**

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 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.

## Executive Summary

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

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

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 Health Needs Assessment conducted by Sutter Novato Community Hospital is publicly available at [www.sutterhealth.org](http://www.sutterhealth.org).

### **2019 Community Health Needs Assessment Summary**

Sutter 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 Sutter Novato Community Hospital is available at [www.sutterhealth.org](http://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 publically 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 Sutter 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 Sutter 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

#### Access to Care

**Name of program/activity/initiative**

Novato Unified School District – Registered Nurses

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<b>Description</b>	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
<b>Goals</b>	Manage the students diseases throughout the day so they are able to attend school in their regular classrooms with their peers
<b>Anticipated Outcomes</b>	Decrease in absences by students and increase in performance as a result of support to manage ongoing medical needs.
<b>Metrics Used to Evaluate the program/activity/initiative</b>	Number of students served Number of students connect to a primary care provider Number of classes provided

<b>Name of program/activity/initiative</b>	RotaCare Clinic of San Rafael – free outpatient lab services
<b>Description</b>	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 the Marin County. Adults living in the region with an urgent medical need, including the working poor, the un-insured, the under-insured, the newly unemployed, and people that cannot afford their deductible are eligible for primary, quality health services at no cost. Novato Community Hospital partners with RotaCare Clinic by providing lab services for patients at no cost.
<b>Goals</b>	To increase access to medical care for those who have the greatest need.
<b>Anticipated Outcomes</b>	Reduction in Emergency Department admissions for primary care Patients are able to monitor health conditions by obtaining necessary lab work
<b>Metrics Used to Evaluate the program/activity/initiative</b>	Number of patients served

<b>Name of program/activity/initiative</b>	Homeward Bound of Marin
<b>Description</b>	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.
<b>Goals</b>	To discharge every homeless patient with acute needs to the Transition to Wellness Program
<b>Anticipated Outcomes</b>	To achieve long term health and wellness by connecting patients with services and resources included medical insurance, housing, and primary care home
<b>Metrics Used to Evaluate the program/activity/initiative</b>	Number of people served Number of people connected to social services

## Violence and Injury Prevention

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

### Mental Health and Substance Abuse

<b>Name of program/activity/initiative</b>	Grants and Sponsorships addressing Mental Health
<b>Description</b>	Grants and sponsorships are decided annually based on community need. Selected executed grants and sponsorships will be reported at year end.
<b>Goals</b>	Promote mental health and the healthy development of children and families in both the broader community and at-risk communities; prevent adverse childhood experiences
<b>Anticipated Outcomes</b>	Examples: <ul style="list-style-type: none"> <li>• Increase support to families in need of resources, such as parent education classes, housing, child care, and shelters.</li> <li>• Increase intensive assessment, counseling, and referral services to help families and individuals avert homelessness.</li> <li>• Increase mental health services to homeless and at-risk youth.</li> <li>• Increase linguistically and culturally appropriate support groups and counseling.</li> <li>• Increase early childhood education for at-risk families.</li> <li>• Increase integration of behavioral health services into existing primary care settings for at-risk Marin County residents.</li> </ul>
<b>Metrics Used to Evaluate the program/activity/initiative</b>	Possible metrics include: <ul style="list-style-type: none"> <li>Number of persons served (including demographics if available/applicable)</li> <li>Number of encounters</li> <li>Number of persons connected to mental health services or social services</li> </ul>

### Needs Sutter Novato Community Hospital Plans Not to Address

No hospital can address all of the health needs present in its community. Sutter Santa Rosa Regional 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

a 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.