

Fiscal Year 2014 Community Benefit Report



Redwood Memorial Hospital

**Fiscal Year 2014 COMMUNITY BENEFIT REPORT
PROGRESS ON FY12 - FY14 CB PLAN/IMPLEMENTATION STRATEGY REPORT**

St. Joseph Health 
Redwood Memorial

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¹ Non-financial summary of accomplishments are referred to in SB 697 as non-quantifiable benefits.

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EXECUTIVE SUMMARY

Our Mission

To extend the healing ministry of Jesus in the tradition of the Sisters of St. Joseph of Orange by continually improving the health and quality of life of people in the communities we serve.

Our Vision

We bring people together to provide compassionate care, promote health improvement and create healthy communities.

Our Values

The four core values of St. Joseph Health -- Service, Excellence, Dignity and Justice -- are the guiding principles for all we do, shaping our interactions with those whom we are privileged to serve.

Who We Are and Why We Exist

St. Joseph Health, Redwood Memorial Hospital is a 25 bed Critical Care Access Hospital and a full-service, acute care facility dedicated to physically, emotionally, and spiritually uplifting patients and their families since 1957. Located at Fortuna, California, Redwood Memorial Hospital has a campus that is approximately 5.8 acres in size, a staff of 192 and professional relationships with more than 122 local physicians. Major programs and services include emergency care, holistic and patient-centered care, diagnostic imaging, cancer program and obstetrics as well as community-based programs and resource centers focused on prevention, outreach, care coordination and community building.

Redwood Memorial Hospital provides healthcare for all residents of the Eel River Valley and beyond. This area has many rural and remote communities that are isolated by geographic barriers and has high rates of citizens with disproportionate unmet health needs. The community benefit activities and priorities address the needs of the most isolated, underserved areas of these communities and the populations living in them.

FY14 Community Benefit Investment

Redwood Memorial Hospital provided \$7,100,120 in community benefit activities in FY14 and an additional \$4,577,478 for the unpaid cost to Medicare.

Overview of Community Needs and Assets Assessment

Redwood Memorial Hospital partnered with St. Joseph Health, St. Joseph Hospital to complete a Community Health Needs and Assessment (CHNA) in 2011. The CHNA followed the same process Redwood Memorial and St. Joseph Hospitals had used in six prior assessments, organizing and summarizing existing secondary documents and primary data collected from a broad spectrum of community resources and citizens. The four priority focus areas for the Community Benefit Plan were selected from the data collected after an evaluation by the full Community Benefit (CB) Committee.

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The CHNA highlighted the concern of community members about food insecurity, access to both medical and mental health resources for the Latino population and the large homeless population, and the difficulty citizens have accessing health screening and education resources in the outlying areas of the large geographic area served. The CB Committee reviewed the CHNA, received input from staff, reviewed the capacity of Redwood Memorial Hospital to address the needs and selected four priorities, related to these needs, for the focus areas.

The other needs identified in the CHNA were evaluated by the CB Committee but were not selected as focus areas for reasons that included other organizations were better suited to address the issue, other organizations had previously taken the lead to address the issue, Redwood Memorial Hospital did not have the resources to adequately address the need or the issue was outside the scope of the ministry's mission.

Community Plan Priorities/Implementation Strategies

In FY14, there were four Community Benefit priorities. Below is a brief list of accomplishments in each of the four areas:

- Access to Care
 - At end of FY14, there were 2,467 avoidable beds days – or days in respite care at our Healing Ring and/or Serenity Inn location for vulnerable patients discharged from the hospital. Additionally, we continued our work with community partners around the Robert Wood Johnson Foundation funded Aligning Forces for Quality initiative, specifically focusing additional resources around super-utilizers of the St. Joseph and Redwood Memorial Hospital Emergency Departments.
- Food Insecurity
 - Through our Care for the Poor Community Grants, we have been able to partner with many like-minded organizations and provide resources for innovative and effective food security related programs. In addition, the programs of the Community Benefit department have continued to support food access and food security for school aged children, single adults and families through their support of food pantries, weekend food backpacks for kids, summer lunches, community gardens, community dinners and more. In FY14 they had over 50,000 food-related encounters with community members in need.
- Mental Health Access for the Latino Community
 - In order to increase local counseling resources for Spanish speakers, the Community Benefits department established a relationship with USC Telehealth to provide Spanish-language counseling services. During this pilot year, 64 counseling sessions were completed. In April 2014, LatinoNet, DHHS, St. Joseph Health – Humboldt County and others partnered to bring a four-day, intensive mental health training to Humboldt County with the goal of increasing community capacity to appropriately respond and promote positive mental health strategies among the Latino community.

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- Access to Health Screenings and Education
 - FY14 has seen a bolstering of the St. Joseph Health Cancer Program with successful accreditation and launch of the STAR Cancer rehabilitation program as part of their full-scope cancer services that treat the whole person. And Humboldt Medical Specialists continues to provide free head and neck cancer screenings with their “Just Say Ah” events held at local health fairs and other community gatherings with 100% of abnormal results referred to physician for follow up.

INTRODUCTION

Who We Are and Why We Exist

As a ministry founded by the Sisters of St. Joseph of Orange, Redwood Memorial Hospital lives out the tradition and vision of community engagement set out hundreds of years ago. The Sisters of St. Joseph of Orange trace their roots back to 17th century France and the unique vision of a Jesuit Priest named Jean-Pierre Medaille. Father Medaille sought to organize an order of religious women who, rather than remaining cloistered in a convent, ventured out into the community to seek out “the Dear Neighbors” and minister to their needs. The congregation managed to survive the turbulence of the French Revolution and eventually expanded not only throughout France but throughout the world. In 1912, a small group of the Sisters of St. Joseph traveled to Eureka, California, at the invitation of the local Bishop, to establish a school. A few years later, the great influenza epidemic of 1918 caused the sisters to temporarily set aside their education efforts to care for the ill. They realized immediately that the small community desperately needed a hospital. Through bold faith, foresight and flexibility, in 1920, the Sisters opened the 28 bed St. Joseph Hospital Eureka and the first St. Joseph Health ministry.

Mission, Vision and Values and Strategic Direction

Our Mission

To extend the healing ministry of Jesus in the tradition of the Sisters of St. Joseph of Orange by continually improving the health and quality of life of people in the communities we serve.

Our Vision

We bring people together to provide compassionate care, promote health improvement and create healthy communities.

Our Values

The four core values of St. Joseph Health -- Service, Excellence, Dignity and Justice -- are the guiding principles for all we do, shaping our interactions with those whom we are privileged to serve.

Redwood Memorial Hospital has been meeting the health and quality of life needs of the local community for over 57 years. Serving the communities of the North Coast and the Eel River Valley, Redwood Memorial Hospital is a critical access hospital that focuses on holistic, patient-centered care and provides quality care in the areas of emergency medicine, diagnostic imaging, cancer program and obstetrics. Redwood Memorial Hospital also provides many community-based services including five community resource centers in different locations across the county, the Paso a Paso (step by step) program which focuses on health promotion and outreach activities within the Latino community, the Care Transitions program which supports respite placements for homeless patients and Healthy Kids Humboldt, a program that helps low-income families enroll in health insurance, Cal-Fresh and other resources. With over 190 employees committed to realizing the mission, Redwood Memorial Hospital is one of the larger employers in the region.

ORGANIZATIONAL COMMITMENT

Community Benefit Governance and Management Structure

Redwood Memorial Hospital further demonstrates organizational commitment to the community benefit process through the allocation of staff time, financial resources, participation and collaboration. The Vice President of Mission Integration and Area Director of Community Benefit are responsible for coordinating implementation of California Senate Bill 697 provisions and Federal 501r requirements as well as providing the opportunity for community leaders and internal hospital Executive Management Team members, physicians and other staff to work together in planning and implementing the Community Benefit Plan.

The Community Benefit (CB) Management Team provides orientation for all new Hospital employees on Community Benefit programs and activities, including opportunities for community participation.

A charter approved in 2007 establishes the formulation of the Redwood Memorial Hospital Community Benefit Committee. The role of the Community Benefit Committee is to support the Board of Trustees in overseeing community benefit issues. The Committee acts in accordance with a Board-approved charter. The Community Benefit Committee is charged with developing policies and programs that address identified needs in the service area particularly for underserved populations, overseeing development and implementation of the Community Health Needs Assessment and Community Benefit Plan/Implementation Strategy Reports, and overseeing and directing the Community Benefit activities.

The Community Benefit Committee has a minimum of eight members including three members of the Board of Trustees. Current membership includes five members of the Board of Trustees and eight community members/ hospital leaders. A majority of members have knowledge and experience with the populations most likely to have disproportionate unmet health needs. The Community Benefit Committee generally meets quarterly.

PLANNING FOR THE UNINSURED AND UNDERINSURED

Patient Financial Assistance Program

We believe that no one should delay seeking needed medical care because they lack health insurance. That is why St. Joseph Health, Redwood Memorial Hospital has a **Patient Financial Assistance Program (FAP)** that provides free or discounted services to eligible patients. In FY 14, Redwood Memorial Hospital, provided \$706,506 in charity care.

One way St. Joseph Health, Redwood Memorial Hospital informs the public of FAP is by posting notices. Notices are posted in high volume inpatient and outpatient service areas. Notices are also posted at locations where a patient may pay their bill. Notices include contact information on how a patient can obtain more information on financial assistance as well as where to apply for assistance. These notices are posted in English and Spanish and any other languages that are representative of 5% or greater of patients in the hospital's service area. All patients who demonstrate lack of financial coverage by third party insurers are offered an

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opportunity to complete the Patient Financial Assistance application and are offered information, assistance, and referral as appropriate to government sponsored programs for which they may be eligible.

COMMUNITY

Defining the Community

Redwood Memorial Hospital provides North Coast communities with access to advanced care and advanced caring. The hospital is located on the far north coast in Humboldt County - one of the largest counties in California by geography, covering 3,568 square miles. The county is densely forested, mountainous and rural with nearly 1.5 million acres of combined public and private forests. A large portion - 680,000 acres – of redwood forests are protected or strictly conserved. The county is the southern gateway to the Pacific Northwest and is surrounded by Del Norte County to the north, Trinity County to the east, Mendocino County to the south and the Pacific Ocean on the west. The county was established in May of 1853 and derives its name from Humboldt Bay, discovered by a sea otter hunting party in 1806 and rediscovered in 1849, and the state's second largest natural bay.

The county has a population of 136,375 or 38.2 people per square mile. Neighboring, Trinity County, population 13,526 has only 4.3 people per square mile (covering 3,179 square miles). California averages 239.1 residents per square mile and classifies rural counties as up to 52 residents per square mile. Humboldt County is classified as a rural county and Trinity County is considered frontier, based on this people per square mile average.

Seven percent of Humboldt County households are living below the federal poverty level, which is higher than both the state and national level. In some pockets of Humboldt County, more than a quarter of households are living in poverty. The region's economically poor residents have been severely impacted by the recession and the elimination of programs and services that local governments are no longer able to fund. The growing gap in needed services has placed at risk the health of thousands of underserved individuals and families.

Health insurance options for local residents have increased with Medi-Cal expansion and opening of the State health insurance exchange, Covered California. However, the county lacks providers to care for the regions' newly insured. Humboldt County is designated as a Health Professional Shortage Area and a Medically Underserved Area. Attracting and retaining primary care and specialty physicians as well as other health professionals is an ongoing challenge for this rural community.

Access to affordable healthcare and basic needs has elevated to a critical level for people living in Humboldt County. To respond effectively requires collaborative problem solving at the community level. Nonprofit health providers – large and small – must work together to leverage resources and maximize health assets in innovative ways to restore what has been lost, enhance what still exists and ensure sustainable health programs and services are available over the long-term to populations that need them the most. Community-based collaboration has been a priority for Humboldt County nonprofit organizations, and will continue to drive this hospital's community benefit efforts in the future.

COMMUNITY NEEDS ASSESSMENT PROCESS AND RESULTS

Summary of Community Needs Assessment Process and Results

St. Joseph Health, Redwood Memorial Hospital partnered with St. Joseph Hospital to complete a Community Need Health Assessment (CNHA) in 2011. The CHNA followed the same process used in six prior assessments, organizing and summarizing secondary documents and primary data collected from a broad spectrum of community resources and citizens. Both qualitative and quantitative data were reviewed.

A call was put out to community partners requesting the sharing of documents completed since the last assessment in 2008, both in written report and reports of citizen input through surveys and one on one conversations. Local public health officials provided statistical information on health related indicators and the California Center for Rural Policy provided many studies and data which were analyzed as part of this CHNA.

A list of prioritized needs identified in the 2011 CHNA follows:

- Medical Care
- Life Skills
- Affordable, Accessible Housing,
- Coordinated Information & Referral
- Jobs & Training
- Mental Health Services
- Personal Safety
- Recreational/ Social Opportunities
- Community Support
- Dental Care
- Transportation
- Caregiving
- Substance Abuse Education/ Program

It is important to understand the isolation of Humboldt County's unincorporated communities when reviewing the priority areas selected for focus by the Redwood Memorial Hospital CB Committee. The data collected for the CHNA is one resource for the selection but an understanding of the weather conditions, the road conditions, the poverty rates of the area and the isolation of many of the smaller unincorporated regions is another important resource. The region has levels of very high unemployment and areas of low, making it important that outreach activities be focused on the communities with the higher need. In July 2014 the overall unemployment rate for Humboldt County was 7.8%. Fuel prices in California average \$3.84 per gallon in July of 2014 and for the city of Eureka, the average was \$4.16. With the adverse road conditions in the more isolated regions added to the high poverty rates, low income residents have a hard time traveling to the Humboldt Bay region where the majority of all health care services are delivered. There is little or no public transportation and residents that can afford to purchase a car often cannot afford insurance or fuel for it. The US Census Bureau reports that 19.7% of all Humboldt County citizens are living below the poverty line. The median household

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income is \$40,830 compared to the State median of \$61,400 and with unemployment, high fuel prices and extreme isolation, transportation is a constant financial drain on area residents.

For children living in poverty, the variation from community to community is even more telling. In 2013-2014, there was a county wide 51% rate for free and reduced lunches in the area's schools. The numbers vary from school to school, with two schools within Eureka City limits as an example having a 52% (Washington Elementary School) and only two miles away, a 93% (Alice Birney Elementary School) rate. In the more outlying areas served by Redwood Memorial Hospital, Trinity Valley Schools in eastern Willow Creek has a rate of 96%. The children's needs fluctuate from community to community as do the resources required to address the need.

The assets of Humboldt and the surrounding counties are reviewed as part of the CHNA process and when setting community benefit activities, as Redwood Memorial Hospital realizes that no one entity can address the far reaching issues without relying on community strengths. Partnerships are one of the primary strengths of the entire service area of Redwood Memorial Hospital with partnerships crossing county borders and partners coming together to address community needs. These partnerships include the California Endowment, the Robert Wood Johnson Foundation, the Independent Practice Association, California Center for Rural Policy, the Food Policy Council, Open Door Community Health Centers, county and small local school districts, St. Joseph Health – St. Joseph Hospital, American Cancer Society, the Humboldt Area Foundation, the Wild Rivers Foundation - the list can go on and on with names of organizations that come together to address the health care needs of the communities Redwood Memorial Hospital serves. Redwood Memorial Hospital believes these partnerships provide the additional support needed to address the identified community needs.

St. Joseph Health, Redwood Memorial Hospital anticipates that implementation strategies may change and therefore, a flexible approach is best suited for the development of its response to the St. Joseph Health, Redwood Memorial Hospital CHNA. For example, certain community health needs may become more pronounced and require changes to the initiatives identified by St. Joseph Health, Redwood Memorial Hospital in the enclosed CB Plan/Implementation Strategy.

Identification and Selection of DUHN Communities²

Communities with Disproportionate Unmet Health Needs (DUHN) are communities defined by zip codes and census tracts where there is a higher prevalence or severity for a particular health concern than the general population within our ministry service area.

² “Communities with DUHN generally meet one of two criteria: *either* there is a high prevalence or severity for a particular health concern to be addressed by a program, or there is evidence that community residents are faced with multiple health problems and have limited access to timely, high quality health care (Advancing the State of the Art in Community Benefit (ASACB) User's Guide for Excellence and Accountability, 2004).”

“Communities” may be neighborhoods or population groups. *For more information, please refer to Appendix 1: DUHN Population Criteria.*

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DUHN Group and Key Community Needs and Assets Summary Table

DUHN Population Group or Community	Key Community Needs	Key Community Assets
Low income individuals who do not have access to appropriate housing and community	Access to community based health care	Strong coordination between organizations and systems working to address needs
Hispanic population of Humboldt County	Access to culturally appropriate mental and behavioral health resources	Strong connection to church, clinic network, school and hospitals
Households with incomes below the federal poverty level with children living in the home	Access to affordable, nutritious food	County-wide community and program support through Food for People, local food pantries and Cal Fresh
Low income, geographically isolated individuals without coverage for preventative and treatment services	Access to information and education on prevention and treatment	Effective prevention and treatment community partnerships

Priority Community Health Needs

Redwood Memorial Hospital prioritized the following four issues from the 2011 CHNA to be addressed through Community Benefit Activities for FY14:

- Access to Care: reduction of inappropriate readmits to the hospital, for patients of the Care Transition program and the Eureka Community Resource Center
- Mental Health resources for the Latino Community: build a mental/behavioral health service infrastructure for the low income Latino populations of Humboldt County
- Food Security: improve the food security of low income single women with children under the age of 18 living in Humboldt County
- Access to Education and Health Screenings: increase access to cancer preventative awareness and treatment services

Needs Beyond the Hospital's Service Program

No hospital facility can address all of the health needs present in its community. We are committed to continue our Mission through community benefit programs and by funding other non-profits through our Care for the Program managed by the St. Joseph Health, Humboldt County ministries.

Furthermore, St. Joseph Health, Redwood Memorial Hospital will endorse local non-profit organization partners to apply for funding through the [St. Joseph Health, Community Partnership Fund](#). Organizations that receive funding provide specific services, resources to meet the identified needs of underserved communities through St. Joseph Health communities.

The following community health needs identified in the ministry CHNA will not be addressed and an explanation is provided below:

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Transportation: The isolated regions surrounding Redwood Memorial Hospital have a great need for affordable public transportation as the area is underserved by available county resources. Redwood Memorial is not able to address this issue as it is outside the scope of services for the ministry and is an issue dependent on government funding and resources to solve.

Affordable Housing: The Eel River Valley does not have adequate, well maintained affordable housing. The Loleta Chamber of Commerce, Bear River Rancheria and the Wiyot Tribe are addressing the need for additional housing and the issue is outside the scope of services for Redwood Memorial Hospital.

COMMUNITY BENEFIT PLANNING PROCESS

Summary of Community Benefit Planning Process

The four priority focus areas for the Community Benefit Plan were selected from the data collected after an evaluation by the full CB Committee. The CB Committee reviewed the CHNA, received input from staff, reviewed the capacity of Redwood Memorial Hospital to address the needs and selected four topics for the focus areas. The CB Committee heard the concern of community members about food insecurity, about access to both medical and mental health resources for the Latino population and the large homeless population, and the difficulty citizens have accessing health screening and education resources in the outlying areas of the large geographic area served. Therefore, these were the four priority areas of focus chosen by the CB Committee.

Redwood Memorial Hospital

FY12 – FY14 Community Benefit Plan/Implementation Strategies and

Evaluation Plan

FY14 Accomplishments

Access to Care: There continues to be a large homeless population in Humboldt County who seek the majority of their medical interventions from Redwood Memorial Hospital's emergency department. The Care Transition program, Humboldt State University's California Center for Rural Policy, the Robert Wood Johnson Foundation, Open Door Community Health Centers, the Community Resource Centers, Healing Ring, and the Serenity Inn will partner to improve the care for this transient population. The partnership will provide shelter, medications, food and transportation to improve health by decreasing avoidable bed days and use of the emergency room for non-emergent health care needs.

Food Insecurity: Humboldt County has a high percentage of families that state they are food insecure and yet, the county has a far reaching network of food pantries. A survey was conducted in 2012 to determine why there continues to be a disconnect between food resources and families; multiple community partners will work collaboratively to address food related needs in creative ways.

Mental Health Access for the Latino Community: There are few resources for mental health access in Humboldt County and no counseling resources for an individual that only speaks Spanish. The growing Latino population has suffered from the inability to address mental health needs and, Redwood Memorial Hospital, in partnership with St. Joseph Hospital will increase the number of culturally and linguistically appropriate mental health resources.

Access to education and health screenings: The isolation of the region increases the need for health outreach activities that assure that all citizens of the county have the ability to receive needed information and education. By formalizing partnerships with Humboldt Medical Specialists, the American Cancer Society, and Evergreen Lodge, Redwood Memorial Hospital

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will provide all newly diagnosed cancer patients with personalized books containing information specific to their new disease process. Cancer screenings will be offered free of charge through Humboldt Medical Specialists and community physicians, during St. Joseph Health – Humboldt County sponsored health fairs and at various community events, with 100% of abnormal results referred for follow up care.

Initiative: Access to Care

Description: *The Care Transitions program and Eureka Community Resource Center will work closely with community partners to address the needs of vulnerable adults being discharged from the hospital without a home.*

Key Community Partners: *St. Joseph Hospital, Open Door Community Health Centers, Healing Ring, Serenity Inn, California Center for Rural Policy*

Goal (Anticipated Impact³): *Reduce inappropriate readmissions and Emergency Department visits for clients of the Care Transitions program and the Eureka Community Resource Center (ECRC)*

Target Population (Scope): *Homeless persons who use the ECRC mail program*

How will we measure success? Outcome Measure: *Increase avoidable bed days and decrease the number of visits to the Emergency Department*

Three-Year Target: 200 avoidable bed days

Strategy 1: Number of total pre-acute care options available in the community

Strategy Measure 1: The 3-year target was to have 25 pre-acute options available in the community. At the end of FY14, there were 26 pre-acute options in the community, including the super utilizer program funded by the Robert Wood Johnson Foundation as part of the Aligning Forces for Quality work.

Strategy 2: Increase use of Care Transitions support for high users

Strategy Measure 2: The 3-year target was to have 100 clients enrolled in the Care Transitions program and by the end of FY14 there were 283 clients enrolled.

Strategy 3: Increase capacity for safe, residential options for high users

Strategy Measure 3: The 3-year target was to have 12 residential bed options for high users. Over the years, bed options have fluctuated. However, Redwood Memorial Hospital, in partnership with St. Joseph Hospital, has consistently maintained seven respite beds at two Eureka locations, Healing Ring and Serenity Inn. The VA also currently has 15 residential beds for veterans to utilize.

³ **Anticipated Impact** is equivalent to **Goal**. Language is used for clarity with regard to IRS Proposed Rule (2013)

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Initiative: Access to Care (Continued)

FY14 Accomplishments:

We far exceeded our three-year target of 200 avoidable bed days. At end of FY14, there were 2,467 avoidable beds days – or days in respite care at our Healing Ring and/or Serenity Inn location. Applying a conservative multiplier of \$600 per avoidable bed day in the hospital, this translates to a savings of nearly \$1.5 million dollars in a three year period.

We continued our work with community partners around the Robert Wood Johnson Foundation funded Aligning Forces for Quality initiative, specifically focusing additional resources around super-utilizers of the Redwood Memorial Hospital Emergency Department. An experience ED Nurse worked with high users to help them better manage chronic medical conditions and establish linkage with their primary care physician.

Our Care Transitions Nurse/ Social Worker team continued to serve vulnerable populations under the Intensive Transitional Services line. Through motivational-type coaching, increased patient activation and complex social-service supports, they work with homeless and at-risk populations to facilitate sustainable integration back into the community after a hospital stay.

Initiative: Food Insecurity

Description: *Work with key community partners to make food more accessible to families in need, especially those with young children*

Key Community Partners: *St. Joseph Hospital, Food for People (FFP), Community Resource Centers, Department of Health and Human Services, California Center for Rural Policy (CCRP), Food Policy Council*

Goal (Anticipated Impact): *Improve food security for low income single woman with children under the age of 18*

Target Population (Scope): *Single women with children under the age of 18*

How will we measure success? Outcome Measure: *percentage of low income single mothers with children reporting food insecurity. Baseline in 2008 is 60%.*

Three-Year Target: 54% of low income single mothers reporting food insecurity

Strategy 1: Survey low income, food insecure families

Strategy Measure 1: The 3-year target was to complete survey 1000 and we completed 1179 surveys in partnership with CCRP and FFP via the network of food pantry sites across the county.

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Initiative: Food Insecurity (Continued)

Strategy 2: Coordination with organizations working with target group

Strategy Measure 2: The 3-year target was to have six partnerships in place. By the end of FY14 there are over 14 partnerships in place including Care for the Poor Community Grants given to organizations working with this target group.

Strategy 3: Educate the community on knowledge gained from survey

Strategy Measure 3: The 3-year target was six educational events and this target was met.

Strategy 4: Develop and implement a plan for improved use of services to decrease food insecurity

Strategy Measure 4: The 3-year target was six action steps from plan. More than 15 action steps have been taken from the plan to decrease food insecurity including the development of community gardens and expansion of on-site food pantries at our resource centers.

FY14 Accomplishments:

A second survey of the Food for People food pantry network will be conducted in the fall of 2014, but results will not be available in time for this update. Due to the great recession and other downward economic factors it is likely we will see an increase in food insecurity among the target population despite our efforts to expand services and access. We will, however, continue our work with community partners to ensure low-income community members have access to healthy foods as this is a foundational component of overall health and well-being.

Through our Care for the Poor Community Grants, we have been able to partner with many like-minded organizations and provide resources for innovative and effective food security related programs. A list of our partners and their projects follows:

1. Food for People's farm to family program provides fruits and vegetables to the low income
2. Community Alliance with Family Farmers, farm to cafeteria program in local schools
3. Humboldt Senior Resource Center's home delivered meal program
4. Redwood Community Action Agency's Safe Haven Transitional Housing and Food program
5. St. Vincent de Paul, food prep equipment at the dining facility
6. Area 1 Agency on Aging's volunteer driver program to assist seniors with grocery shopping and other needs
7. Humboldt Network of Family Resource Centers, food security programs
8. Westside Community Improvement Association, purchase of food preservation and canning equipment

In addition, the programs of the Community Benefit department have continued to support food access and food security for school aged children, single adults and families through their support of food pantries, weekend backpacks for kids, summer lunches, community gardens, community dinners, afterschool snacks, cooking classes, Cal-Fresh outreach and enrollment and expanded on-site supplemental food pantries. In FY14 they had over 50,000 food-related encounters with community members in need.

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Initiative: Mental Health Resources for the Latino Community

Description: *There are very few, if any, mental health resources for Spanish-speaking individuals in Humboldt County. This underserved population experiences high levels of stress and often lacks social and healthcare related resources.*

Key Community Partners: *St. Joseph Hospital, Open Door Community Health Centers, Promotores, USC Telehealth, LatinoNet, North Coast Clinics Network, First 5 Humboldt, Department of Health and Human Services, Humboldt Area Foundation, Humboldt County Office of Education*

Goal (Anticipated Impact): *Build a mental/ behavioral health service infrastructure for the low income Latino population of Humboldt County*

Target Population (Scope): *The growing Latino population in Humboldt County*

How will we measure success? Outcome Measure: *Number of culturally and linguistically appropriate resources available*

Three-Year Target: six resources

Strategy 1: Partner with Mobile Medical of Open Door Community Health Centers to increase training of promotores on mental/ behavioral health interventions

Strategy Measure 1: The 3-year target was to have 10 trained promotores. At the end of FY14 there were over 40 promotores trained.

Strategy 2: Provide Telehealth counseling in Spanish

Strategy Measure 2: The 3-year target was to have 10 locations for Telehealth. Expansion of telehealth services proved more difficult than originally anticipated. Connections at multiply locations did not happen, however, the Mobile Medical office continues to offer Spanish-language counseling services via Telehealth and the Community Benefit programs have also established Spanish-language counseling services via USC Telehealth.

Strategy 3: Provide education and training to all Paso a Paso staff and the community at large on access to mental/behavioral health resources

Strategy Measure 3: The 3-year target was to have six trainings. This target was met in FY14.

FY14 Accomplishments:

Through the various St. Joseph Health grant programs, we continue to provide funding to the Latino Health Promotion Project of Open Door Community Health Centers; and specifically to their Mobile Medical program. This has been an ongoing and beneficial collaboration for all parties and greatly expands services offered to Latinos in Humboldt County.

Also in FY14, in order to increase local counseling resources for Spanish speakers, the Community Benefits department established a relationship with USC Telehealth to provide Spanish-language counseling services by MFT or senior-level MSW student. During the pilot year of this project, we served nine Spanish-speaking clients and over 64 counseling sessions were completed.

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Initiative: Mental Health Resources for the Latino Community

FY14 Accomplishments:

(Continued)

There are now over 40 active promotores in Humboldt County. This is a group of highly engaged service providers and community members that participate in various activities that affect the health and well-being of Latinos. In April 2014, LatinoNet, DHHS, St. Joseph Health and others partnered to bring a four-day, intensive mental health training to Humboldt County with the goal of increasing community capacity to appropriately respond and promote positive mental health strategies. The group, Vision y Compromiso provided the training and it was conducted entirely in Spanish.

Initiative: Access to Education and Health Screenings

Description: *Due to the isolation of the community multiple events must be held yearly throughout the wide geographic area of Humboldt County to bring information on cancer screening and prevention to the people*

Key Community Partners: *St. Joseph Hospital, Humboldt Medical Specialists, American Cancer Society, Evergreen Lodge Advisory Council, Breast Health Project, Cancer Program, Pathways to Health*

Goal (Anticipated Impact): *Increase access to cancer prevention awareness and treatment options*

Target Population (Scope): *Citizens of Humboldt County*

How will we measure success? Outcome Measure: *Increase access to cancer prevention and treatment services*

Three-Year Target: six partnerships established

Strategy 1: Develop or enhance partnerships with local organizations that do education on prevention and awareness of disease

Strategy Measure 1: The 3-year target was six defined or enhanced partnerships. At the end of FY14 there are seven partnerships in place.

Strategy 2: Provide community education on importance of cancer screenings and early detection

Strategy Measure 2: The 3-year target was 10 education events. Target met.

Strategy 3: Referrals to healthcare providers for abnormal results

Strategy Measure 3: The 3-year target was to have 100% referral for abnormal results. Target met.

*FY14 Community Benefit Report – Redwood Memorial Hospital – Revised 8.2015****Initiative: Access to Education and Health Screenings*****FY14 Accomplishments: (Continued)**

FY14 has seen a bolstering of the SJH Cancer Program. The program was accredited and they launched the STAR Cancer rehabilitation program as part of their full-scope cancer services that treat the whole person. Many new affiliations and partnerships were established, including one with Stanford University.

Humboldt Medical Specialists continues to provide free head and neck cancer screenings with their “Just Say Ah” events held at local health fairs and other community events with 100% of abnormal results referred to physician for follow up. And the Evergreen Lodge continues to be available to patients traveling from outside the area to obtain cancer treatment at Redwood Memorial Hospital. The social worker provides social service support as well as health information from the American Cancer Society to patients in need.

Additionally, the programs of the community benefit department have established a working relationship with the Breast Health Project to find resources and support for low-income Latinos with breast or gynecological cancers. The CB programs are also working closely with community partners to spread the word about prevention and screening opportunities.

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Other Community Benefit Programs and Evaluation Plan

Program: Trauma Services/ Physician Coverage

Description: *Provide physician coverage for trauma emergency services for low income underserved*

Key Community Partners: *Emergency Medical Providers, Primary Care Physician Offices*

Goal (Anticipated Impact⁴): *Access to Emergency services*

Target Population (Scope): *Redwood Memorial Hospital primary and secondary service areas*

How will we measure success? Outcome Measure: *Consistent availability of service and quality of Emergency services provided*

FY14 Accomplishments:

There were 12,551 patients seen in the Redwood Memorial Hospital Emergency Department (ED) in FY14. Of these, 6,398 were uninsured or underinsured and had 12,876 encounters with emergency medicine personnel during their visit for trauma services. The ED monitors and continually works to improve metrics associated with wait times and quality of care. A lack of behavioral health resources available in Humboldt County to meet the non-medical needs of a subset of very complex patients is an ongoing challenge. Redwood Memorial Hospital will continue to work with community partners to identify community-wide solutions to this ongoing need.

Program: Community Resource Centers

Description: *Provide referral information, support groups, classes and offer assistance in meeting basic needs to all members of the community.*

Key Community Partners: *St. Joseph Hospital, Department of Health and Human Services, First 5 Humboldt, Humboldt Network of Family Resource Centers, Food for People*

Goal (Anticipated Impact): *Community health and wellness, resilience among community members*

Target Population (Scope): *Humboldt County*

How will we measure success? Outcome Measure: *Encounters and partnerships*

FY14 Accomplishments:

Redwood Memorial Hospital, in partnership with St. Joseph Hospital, operates five Community Resource Centers located in Eureka at the St. Vincent De Paul free dining facility, as well as in Loleta, Rio Dell, Blue Lake and Willow Creek. Each center is staffed with one coordinator and supported by grant-funded contract workers and volunteers. In FY14 the centers recorded 91,918 encounters with community members around a multitude of areas including provision of

⁴ **Anticipated Impact** is equivalent to **Goal**. Language is used for clarity with regard to IRS Proposed Rule (2013)

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basic needs – food, clothing, transportation, and housing – support groups, enrollment in health insurance, assistance with medical, dental and mental health needs, employment assistance and parent and family strengthening activities. The resource centers also engage in community building activities and act as a central gathering place for celebratory community events, as well as disaster and emergency response efforts. They are similar in mission and purpose but each center uniquely meets the needs of the community it serves.

Program: Physician Recruitment

Description: *Recruitment of physicians to medically underserved area and area with health professionals' shortage*

Key Community Partners: *St. Joseph Hospital, Humboldt Medical Specialists, Humboldt Del Norte Medical Society, Open Door Community Health Centers, McLean Foundation*

Goal (Anticipated Impact): *Access to care*

Target Population (Scope): *Redwood Memorial Hospital primary and secondary service areas*

How will we measure success? Outcome Measure: *Physician availability*

FY14 Accomplishments:

Redwood Memorial Hospital is working closely with St. Joseph Hospital and other community partners to recruit physicians in the areas of Obstetrics, Orthopedics, Primary Care and others. New, community-wide strategies are being considered to attract and retain qualified physicians. Key partners, such as McLean Foundation, have stepped up to help in these efforts. In FY14 St. Joseph Health – Humboldt County successfully recruited four physicians, including one orthopedic surgeon and one OBGYN; and Humboldt Medical Specialists recruited seven physicians in the areas of anesthesia, hematology/oncology, cardiology and hospitalists.

Program: Nursing Student Mentoring

Description: *Provide job shadowing and education for nursing students from College of the Redwoods*

Key Community Partners: *College of the Redwoods*

Goal (Anticipated Impact): *Education of work force*

Target Population (Scope): *College of the Redwoods Nursing Students*

How will we measure success? Outcome Measure: *Number of students mentored at RMH and number of staff hours dedicated to training nursing students*

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Program: Nursing Student Mentoring (Continued)

FY14 Accomplishments:

Twenty-two nursing students from College of the Redwoods were placed at Redwood Memorial Hospital for clinical training during FY14. Each student completes 180 hours of concentrated work with one staff nurse that acts as a preceptor/mentor, teaching patient care. The preceptors role model Journey to Excellence with emphasis on creating Sacred Encounters with every patient. Preceptors also provide nursing students with knowledge and practical ways to complete the work of nursing. Students are eager to learn new procedures and nurses are eager to teach them so that when they graduate they are prepared to be nurses. In FY14 staff nurses at Redwood Memorial Hospital spent 1,232 hours mentoring and teaching students.

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FY14 Community Benefit Investment

FY14 COMMUNITY BENEFIT INVESTMENT
Redwood Memorial Hospital
(ending June 30, 2014)

CA Senate Bill (SB) 697 Categories	Community Benefit Program & Services ⁵	Net Benefit
Medical Care Services for Vulnerable⁶ Populations	Financial Assistance Program (FAP) (Charity Care-at cost)	\$706,506
	Unpaid cost of Medicaid ⁷	\$3,540,769
	Unpaid cost of other means-tested government programs	\$595,747
Other benefits for Vulnerable Populations	Community Benefit Operations	\$17,199
	Community Health Improvements Services	\$100,698
	Cash and in-kind contributions for community benefit	\$559,701
	Community Building	\$210,388
	Subsidized Health Services	\$1,063,355
<i>Total Community Benefit for the Vulnerable</i>		<i>\$6,794,363</i>
Other benefits for the Broader Community	Community Benefit Operations	\$0
	Community Health Improvements Services	\$132,258
	Cash and in-kind contributions for community benefit	\$31,126
	Community Building	\$47,224
	Subsidized Health Services	\$0
Health Professions Education, Training and Health Research	Health Professions Education, Training & Health Research	\$95,149
	<i>Total Community Benefit for the Broader Community</i>	<i>\$305,757</i>
TOTAL COMMUNITY BENEFIT (excluding Medicare)		\$7,100,120
Medical Care Services for the Broader Community	Unpaid cost to Medicare <i>(not included in CB total)</i> ⁸	\$4,577,478

⁵ Catholic Health Association-USA Community Benefit Content Categories, including Community Building.

⁶ CA SB697: "Vulnerable Populations" means any population that is exposed to medical or financial risk by virtue of being uninsured, underinsured, or eligible for Medicaid, Medicare, California Children's Services Program, or county indigent programs. For SJH, we exclude Medicare as part of Community Benefit total and only include it below the line for SB697 reporting purposes.

⁷ Accounts for Hospital Fee. The pledge/grant (separate from the quality assurance fee) is reported in Cash and In-kind Contributions for other vulnerable populations.

⁸ Unpaid cost of Medicare is calculated using our cost accounting system. In Schedule H, we use the Medicare cost report.

Telling Our Community Benefit Story: Non-Financial⁹ Summary of Accomplishments

The employees of Redwood Memorial Hospital are the greatest non-financial asset the organization provides for the community. The employees are dedicated to providing the best health care available on the North Coast and volunteer in their own community to support the area's citizen. Redwood Memorial Hospital has employees who coach, who sponsor and support activities for all ages, who volunteer on the boards of non-profits, who dedicate time and energy to area schools and churches.

These employees daily provide a multiple benefits to communities throughout Humboldt County. An example of the Redwood Memorial Hospital employees' contribution to the community is through the No One Dies Alone program where employees volunteer their time to sit at the bedside of patients who are dying and offer comfort, dignity and a hand to hold. Trained by Hospice of Humboldt, volunteers provide this compassionate service for patients without family and also offer respite services to family members of patients who need a break. Employees and volunteers also maintain a clothing closet, called Shelly's Closet, where patients discharged from the Emergency Department or Inpatient care can receive clean, gently used clothing if they are in need.

Almost 50% of all patients seen at Redwood Memorial Hospital in FY14 are underinsured and lack adequate funds to meet their health care needs. There are donations in place to assist these patients with travel vouchers, gas cards, meals, housing and medications. The needs of the Eel River Valley area are constant and Redwood Memorial Hospital is adaptable in how and when to address them.

Redwood Memorial Hospital, in conjunction with St. Joseph Hospital, is the primary resource for quality health care in Humboldt County – and a long-time partner to many non-profit organizations who daily work to meet all the needs for the population we share.

⁹ Non-financial summary of accomplishments are referred to in SB 697 as non-quantifiable benefits.