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Sequoia Hospital

Community Health Implementation Strategy 2016
– 2018

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EXECUTIVE SUMMARY

Sequoia Hospital serves the cities in central and southern San Mateo County, including the cities of Belmont, San Carlos, Redwood City, Atherton, Portola Valley, Woodside, and portions of Menlo Park, Foster City, and San Mateo. In San Mateo County, minorities are underrepresented, and most residents have incomes higher than the national average. This scenario limits social opportunity and leads to poor health outcomes.

The population of the county is becoming older, as the proportion of adults age 60 and older is expected to nearly double over the next four decades. As older adults are the fastest growing population segment, their health and social needs require greater attention. Currently, more than one of three area seniors lives alone, and nearly one of five lives below the 200% poverty threshold. Further, seniors in San Mateo County today report a much higher prevalence of debilitating chronic conditions such as diabetes, heart disease, high blood pressure and chronic lung disease, than in past generations.

North Fair Oaks is an unincorporated area of San Mateo County adjacent to Redwood City, Atherton, and Menlo Park with a population of 14,687. North Fair Oaks is one of the most distinctive cities on the entire Peninsula because of its significant Hispanic population (73.1 percent). Sequoia Hospital's community benefit initiatives reach residents of North Fair Oaks by conducting programs within this area in partnership with schools and community centers.

The significant community health needs that form the basis of this document were identified in the hospital's 2016 Community Health Needs Assessment (CHNA), which is publicly available at dignityhealth.org/sequoia. Additional detail about identified needs, data collected, community input obtained, and prioritization methods used can be found in the 2016 CHNA report.

- Sequoia Hospital's prioritized health needs identified are:
 - Diabetes
 - Childhood Obesity
 - Health care Access & Delivery
 - Behavioral Health
 - Fitness, Diet, & Nutrition
 - Heart Disease & Stroke
 - Unintentional Injuries
 - Housing & Homelessness
 - Cancer
 - Violence & Abuse
 - Transportation & Traffic
 - Alzheimer's Disease & Dementia
 - Emotional Well-being
 - Oral/Dental Health
 - Respiratory Conditions

- Communicable Diseases (not STIs)
 - Income & Employment
 - Climate Change
 - Arthritis
 - Sexually Transmitted Infections (STIs)
 - Birth Outcomes
- Implementation Strategy Plan for 2016-2018.
 - Implement evidence based programs to address identified significant health needs in the 2106 CHNA.
 - Diabetes: Diabetes Empowerment Education Program
 - Unintended Injury: Matter of Balance, explore Stepping On program
 - Continue and enhance FY16 programs that address needs identified in the 2013 CHNA and continue to be health needs identified in 2016 CHNA.
 - Provide staffing, funding, facilitation, facility space and evaluation for programs.
 - Collaborate with community organizations to promote community building.
 - Evaluate programs throughout the year utilizing input from our community advisors, partners, newly published data and our own program outcome measures. This dynamic approach will allow us to respond to identified needs by revising program structure and adding enhancements on a regular basis.
 - Sequoia Hospital will amend this implementation strategy as circumstances warrant. For example, certain health needs may become more pronounced and require enhancements to the described strategic initiatives. Between now and the 2019 CHNA, other organizations in the community may decide to address certain needs, indicating that Sequoia Hospital then should refocus its limited resources to best serve the community.
- This document is publicly available at www.SequoiaHospital.org. Hard copies of the full assessment are available at the Administration Office at Sequoia Hospital and at Sequoia Hospital Health & Wellness Center at 749 Brewster Avenue, Redwood City, CA. The Implementation Strategy has been distributed to the hospital's Community Advisory Committee (CAC), Hospital Board members, Sequoia Hospital Foundation Board members, community partners and Sequoia Hospital leadership.
 - Written comments on this report can be submitted to Dignity Health Sequoia Hospital, Health & Wellness Department, 170 Alameda de las Pulgas, Redwood City, CA 94062. To send comments or questions about this report, please visit www.dignityhealth.org/sequoia/contact-us and select the "CHNA comments" in the drop-down menu.

MISSION, VISION AND VALUES

Our Mission

We are committed to furthering the healing ministry of Jesus. We dedicate our resources to:

- Delivering compassionate, high-quality, affordable health services;
- Serving and advocating for our sisters and brothers who are poor and disenfranchised; and
- Partnering with others in the community to improve the quality of life.

Our Vision

A vibrant, national health care system known for service, chosen for clinical excellence, standing in partnership with patients, employees, and physicians to improve the health of all communities served.

Our Values

Dignity Health is committed to providing high-quality, affordable healthcare to the communities we serve. Above all else we value:

Dignity - Respecting the inherent value and worth of each person.

Collaboration - Working together with people who support common values and vision to achieve shared goals.

Justice - Advocating for social change and acting in ways that promote respect for all persons.

Stewardship - Cultivating the resources entrusted to us to promote healing and wholeness.

Excellence - Exceeding expectations through teamwork and innovation.

Hello humankindness

After more than a century of experience, we've learned that modern medicine is more effective when it's delivered with compassion. Stress levels go down. People heal faster. They have more confidence in their health care professionals. We are successful because we know that the word "care" is what makes health care work. At Dignity Health, we unleash the healing power of humanity through the work we do every day, in the hospital and in the community.

Hello humankindness tells people what we stand for: health care with humanity at its core. Through our common humanity as a healing tool, we can make a true difference, one person at a time.

OUR HOSPITAL AND OUR COMMITMENT

Dignity Health Sequoia Hospital is an accredited, not-for-profit community hospital providing innovative and exceptional health care for generations of Bay Area residents. Sequoia's Heart and Vascular Institute is a nationally known pioneer in advanced cardiac care, affiliated with the Cleveland Clinic Heart and Vascular Institute. Sequoia has received national recognition from Healthgrades for superior patient safety and was named as one of America's top 100 hospitals for cardiac care. Our Total Joint Replacement program is a designated Blue Distinction Center for Knee and Hip Replacement, and our Birth Center is consistently ranked as a favorite among Peninsula families. We are also known for our comprehensive emergency care and leading-edge tomosynthesis 3-D mammogram technology. Our Pavilion combines the most advanced medical and surgical services with a unique healing environment, including private, spacious rooms and inviting garden areas.

The hospital is located at 170 Alameda de las Pulgas in Redwood City, California, and serves the communities of San Mateo County. It affiliated with Dignity Health in 1996 under a management agreement and became wholly owned by Dignity Health in January 2008. Our facility is licensed for 208 beds, is served by more than 900 employees, and benefits from more than 500 physicians on staff offering a full range of medical, surgical and specialty programs.

Rooted in Dignity Health's mission, vision, and values, Sequoia Hospital is dedicated to delivering community benefit with the engagement of its management team, Community Board and Community Advisory Committee (CAC). The board and committee are composed of community members who provide stewardship and direction for the hospital as a community resource.

- The development and execution of the Community Benefit Implementation Strategy is a priority of the Sequoia Hospital annual strategic plan. The hospital president has administrative responsibility for the Community Benefit Implementation Strategy. Sequoia Hospital's Board of Directors is responsible for approving the Community Benefit Implementation Strategy and oversees its development and implementation through the Hospital's CAC.
- The CAC consists of community members representing a wide array of interests and perspectives. The CAC includes two members of the Sequoia Hospital Board of Directors to ensure linkage between the hospital board and the CAC. CAC members serve up to two terms of three years each, represent diverse sectors of the community, and serve as catalysts for relationship building and partnering with organizations, businesses, and individuals in the community. (Appendix A)
- A multidisciplinary staff team works collaboratively to integrate and implement the Community Benefit Plan. In addition to the individuals mentioned above, the team includes the director of the Sequoia Hospital Health & Wellness Center, the department responsible for implementing community outreach and health education programs. The Health & Wellness coordinator is

responsible for data collection, reporting and analysis. The budgeting process for Sequoia Hospital's Community Benefit activities is part of the hospital's annual budget planning.

Sequoia Hospital's community benefit program includes financial assistance provided to those who are unable to pay the cost of medically necessary care, unreimbursed costs of Medicaid, subsidized health services that meet a community need, community health improvement services and health professions education. Our community benefit also includes monetary grants we provide to not-for-profit organizations that are working together to improve health on significant needs identified in our Community Health Needs Assessment. Many of these programs and initiatives are described in this report.

DESCRIPTION OF THE COMMUNITY SERVED

The Internal Revenue Service defines “the community served by a hospital” as those people living within its hospital service area. A hospital service area includes all residents in a defined geographic area and does not exclude low-income or underserved populations.

The chart below represents Sequoia Hospital’s Core Service Area (CSA) 2014. The CSA is a subset of the primary geographic area and is used for the purposes of strategic planning and represents 80% of the hospital in-patient discharges.

ZIP Code	ZIP City Name	St	Inpatients Count	Inpatients %	ZIP Name	ZIP City St	Count	Inpatients %	
94070	San Carlos	CA	801	11.80%	94402	San Mateo	CA	109	1.61%
94061	Redwood City	CA	710	10.46%	94027	Atherton	CA	87	1.28%
94062	Redwood City	CA	618	9.10%	94010	Burlingame	CA	85	1.25%
94002	Belmont	CA	431	6.35%	94019	Half Moon Bay	CA	75	1.10%
94025	Menlo Park	CA	417	6.14%	94401	San Mateo	CA	73	1.08%
94063	Redwood City	CA	405	5.97%	94301	Palo Alto	CA	68	1.00%
94404	San Mateo	CA	298	4.39%	94306	Palo Alto	CA	64	.94%
94403	San Mateo	CA	259	3.82%	94028	Portola Valley	CA	50	.74%
94065	Redwood City	CA	189	2.78%	94304	Palo Alto	CA	22	.32%
94303	Palo Alto	CA	144	2.12%					

Sequoia Hospital Community Served (Source: © 2015 The Nielsen Company, © 2015 Truven Health Analytics Inc.)

Total Population	454,924
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Race	
White - Non-Hispanic	50.6%
Black/African American - Non-Hispanic	2.4%
Hispanic or Latino	25.1%
Asian/Pacific Islander	17.4%
All Others	4.4%

Total Hispanic & Race	99.9%
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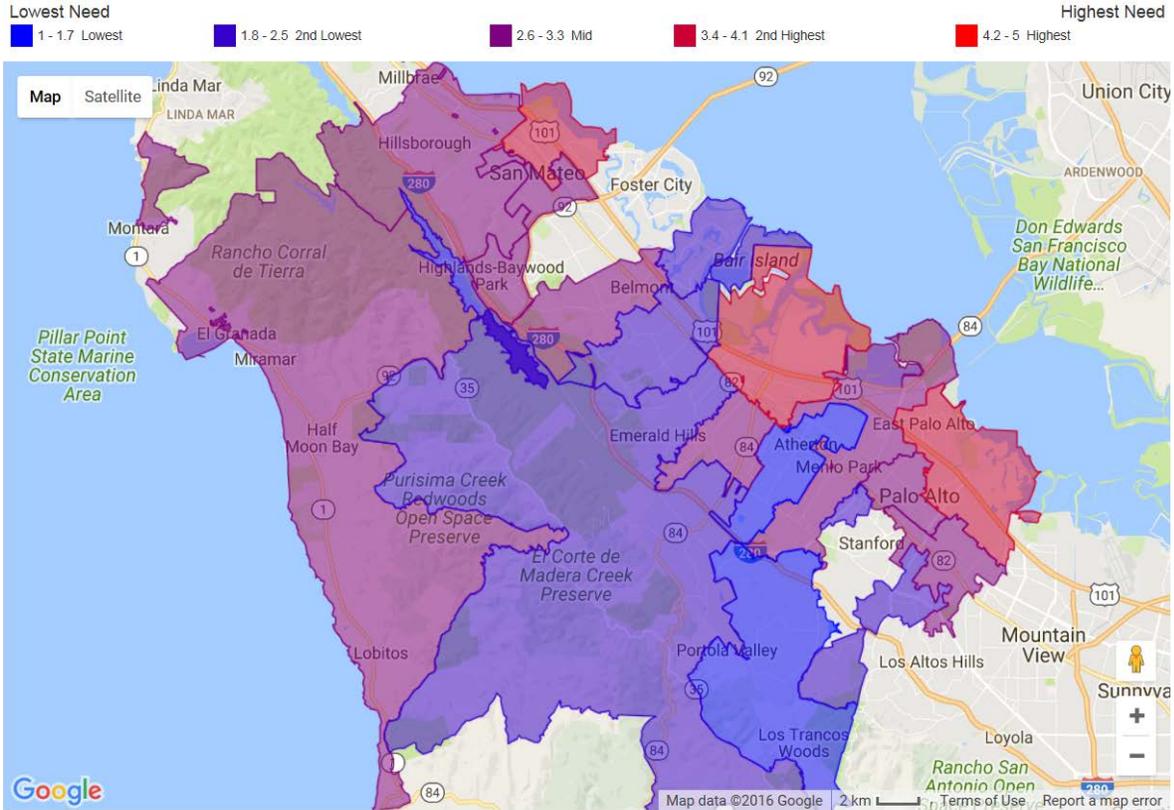
Median Income	\$112,547
Unemployment	4.7%
No High School Diploma	10.3%
Medicaid *	14.7%
Uninsured	2.5%

* Does not include individuals dually-eligible for Medicaid and Medicare.

Source: © 2016 The Nielsen Company, © 2016 Truven Health Analytics Inc.

One tool used to assess health need is the Community Need Index (CNI) created and made publicly available by Dignity Health and Truven Health Analytics. The CNI analyzes data at the zip code level on five factors known to contribute or be barriers to health care access: income, culture/language, education, housing status, and insurance coverage. Scores from 1.0 (lowest barriers) to 5.0 (highest barriers) for each factor are averaged to calculate a CNI score for each zip code in the community. Research has shown that communities with the highest CNI scores experience twice the rate of hospital admissions for ambulatory care sensitive conditions as those with the lowest scores.

Sequoia Hospital Community Need Index Map



Mean(zipcode): 2.7 / Mean(person): 2.9

CNI Score Median: 2.6

CNI Score Mode: 2.6

Zip Code	CNI Score	Population	City	County	State
94002	2.6	28696	Belmont	San Mateo	California
94010	2.6	42963	Burlingame	San Mateo	California
94019	3	20937	Half Moon Bay	San Mateo	California
94025	2.8	44192	Menlo Park	San Mateo	California
94027	1.6	7343	Atherton	San Mateo	California
94028	1.6	6777	Portola Valley	San Mateo	California
94061	3.2	38602	Redwood City	San Mateo	California
94062	2.2	27590	Redwood City	San Mateo	California
94063	4	33460	Redwood City	San Mateo	California
94065	2.4	12910	Redwood City	San Mateo	California
94070	2.2	30649	San Carlos	San Mateo	California
94301	2.8	18116	Palo Alto	Santa Clara	California
94303	3.8	47086	Palo Alto	San Mateo	California
94304	2.4	4456	Palo Alto	Santa Clara	California
94306	2.6	28573	Palo Alto	Santa Clara	California
94401	3.4	36827	San Mateo	San Mateo	California
94402	2.6	25747	San Mateo	San Mateo	California

Implementation Strategy Development Process

The hospital engages in multiple activities to conduct its community benefit and community health improvement planning process. These include, but are not limited to: conducting a Community Health Needs Assessment with community input at least every three years; using five core principles to guide planning and program decisions; measuring and tracking program indicators; and engaging the Community Advisory Committee and other stakeholders in the development of the annual community benefit plan and triennial Implementation Strategy.

Community Health Needs Assessment Process

The Sequoia Hospital 2016 CHNA was adopted by the Sequoia Hospital Board in May 2016.

Sequoia Hospital is a member of the Healthy Community Collaborative of San Mateo County (HCC) that was formed in 1995 to identify and address the shared health needs of the community by conducting Community Health Needs Assessments for San Mateo County (1995, 1998, 2001, 2004, 2008, 2011, 2013, 2016). HCC member organizations participating in the 2016 Community Assessment were Dignity Health Sequoia Hospital; San Mateo County Health Department; Hospital Consortium of San Mateo County; Kaiser Permanente, San Mateo Area; Peninsula Health Care District; San Mateo County Human Services Agency; Seton Medical Center and Seton Coastside, part of Verity Health System; Lucile Packard Children's Hospital Stanford; Stanford Health Care and Sutter Health Mills-Peninsula Health Services.

The HCC contracted with Applied Survey Research (ASR) to conduct the primary research for the 2016 CHNA. Three strategies were used for collecting qualitative community input: key informant interviews with health and community service experts, focus groups with professionals, and resident focus groups representing medically underserved, low-income and minority populations. ASR recorded and summarized each focus group and interview as a stand-alone piece of data. When all groups and interviews were completed, qualitative research software tools were utilized to analyze the information and tabulate all health needs and health drivers that were discussed.

Secondary quantitative data was provided by the San Mateo County Health Department and HCC members. In addition, the latest data for San Mateo County was collected on leading causes of death, unintentional injury, income, education, economic self-sufficiency and employment. Comparisons with Healthy People 2020 and statewide averages benchmarks were made.

The primary qualitative and secondary quantitative data were analyzed and 21 significant health needs were identified for San Mateo County. The complete Healthy Community Collaborative's San Mateo County 2016 CHNA is publicly available at www.hospitalconsort.org. This report includes an extensive list of community and hospital resources potentially available to address these identified needs.

The Sequoia Hospital 2016 CHNA is available to the public on the hospital's website (dignityhealth.org/sequoia) and paper copies are available for inspection at Sequoia Hospital Administration and Health & Wellness Departments.

CHNA Significant Health Needs

Sequoia Hospital used the criteria outlined in Dignity Health’s Community Benefit policy (40.4.001) for the formal prioritization of the list of health needs. The criteria may include, but are not necessarily limited to:

- A. Size or scale of problem (i.e., number, percentage or rate of people affected or the geographic spread of a problem)
- B. Severity of problem (i.e., degree of health impact on individuals and community, and on the health and community service system)
- C. Disparity and equity (i.e., the need has a disproportionate impact on a vulnerable segment of the community)
- D. Known effective interventions (i.e., existence or knowledge of evidence- supported interventions)
- E. Resource feasibility and sustainability (i.e., availability of current or potential monetary, human, organizational, and/or community resources)
- F. Community salience (i.e., evidence that it is important to community stakeholders)

Sequoia Hospital’s dedicated community benefit staff scored the health needs on each criterion to determine the rank order of the community health needs the hospital will address.

The Community Advisory Committee (CAC) then gave input and advice on the ranking of the 21 community health needs during an in-person meeting in April 2016. The CAC consists of community members who represent a wide array of expertise, interests and perspectives. The CAC includes two members of the Sequoia Hospital Board of Directors to ensure linkage between the Hospital Board and the CAC. Sequoia Hospital’s significant health needs in ranked order are:

Health Needs	Description
Diabetes	There is a higher rate of diabetes among adults in the county compared to the Healthy People 2020 target. Blacks and low-income county residents disproportionately report having been diagnosed with diabetes. Diabetes is the eighth leading causes of death in the county.
Childhood obesity	The rates of obese, overweight, and/or at-risk of overweight children are higher in the county compared to California. Childhood obesity disproportionately affects Latino, Black, and American Indian children in the county.
Health care access & delivery	The proportion of county residents who report visiting a doctor for a routine check-up has been trending downward. Residents giving the lowest ratings to health care access in the county were low-income, Latino, and those without a postsecondary education.

Behavioral health	The percentage of adults who report mental and emotional problems is rising, and binge drinking among young adult males is trending up. Suicide is one of the top 10 leading causes of death in the county.
Fitness, diet, & nutrition	The percentage of county adults who exhibit healthy behaviors has dropped over time. Adults who are low-income, Black, and Latino report fair or poor access to affordable fresh produce more often than those of other ethnicities in the county.
Heart disease & stroke	County mortality rates for these cerebrovascular diseases (such as stroke) are higher than Healthy People 2020 targets. Diseases of the heart are the leading cause of death in the county, and stroke is the fourth leading cause of death. There are rising percentages of county adults reporting high cholesterol and hypertension.
Unintended injuries	Unintended injuries are the sixth leading cause of death in the county. The community is concerned with the rate of older adults who are injured due to falls, especially because of the county's increasing proportion of older adult residents.
Housing & homelessness	Housing is less affordable in San Mateo County than in the rest of the Bay Area and housing prices are again on the rise. Although homelessness in the county has decreased, Blacks, Latinos, and veterans are disproportionately represented in the county's homeless population.
Cancer	Cancer is the second leading cause of death in the county.
Violence & abuse	Although by almost all statistical measures, violence (including violent crime) and abuse are trending down in the county, the community's perceptions have not changed over time. The rate of child abuse among Black families in the county is much higher than the state rate. In addition, an emerging issue is human trafficking.
Transportation & traffic	A lack of transportation disproportionately affects low-income, less-educated, Latino, and Black respondents.
Alzheimer's disease & dementia	The proportion of older adult residents is increasing and the mortality rate from Alzheimer's is higher in the county compared to California. Alzheimer's disease is the third leading cause of death in the county.
Emotional well-being	The percentage of adults experiencing depression and feeling tense, worried, or anxious is higher amongst some ethnic groups and low income households. Adult life satisfaction in the county has been declining over time.
Respiratory conditions	Adult asthma prevalence has increased substantially over time and now exceeds the Healthy People 2020 objective.
Communicable diseases	There has been a rise in the incidence rate of tuberculosis in the county over the past decade, and it remains higher than the state average. Pneumonia and influenza combined are the seventh leading cause of death in the county.
Birth outcomes	Black and Asian/Pacific Islander women are more likely to have low birthweight babies than women of other ethnicities in the county.

Sequoia Hospital has chosen not to address the following significant identified health needs: Oral/Dental Health, Income & Employment, Climate Change, Arthritis, and Sexually Transmitted Infections. These needs are all beyond the capacity, resources and competencies of the hospital and are being addressed by other organizations in the community.

Creating the Implementation Strategy

As a matter of Dignity Health policy, the hospital's community health and community benefit programs are guided by five core principles. All of our initiatives relate to one or more of these principles:

- **Focus on Disproportionate Unmet Health-Related Needs:** Seek to address the needs of communities with disproportionate unmet health-related needs.
- **Emphasize Prevention:** Address the underlying causes of persistent health problems through health promotion, disease prevention, and health protection.
- **Contribute to a Seamless Continuum of Care:** Emphasize evidence-based approaches by establishing operational linkages between clinical services and community health improvement activities.
- **Build Community Capacity:** Target charitable resources to mobilize and build the capacity of existing community assets.
- **Demonstrate Collaboration:** Work together with community stakeholders on community health needs assessments, health improvement program planning and delivery to address significant health needs.

The CAC is responsible for providing broad-level oversight to staff on community benefit program content, design, targeting, monitoring and evaluation, as well as program continuation or termination. Upon completion of Sequoia Hospital's 2016 CHNA, CAC members, hospital staff, community based organization leaders and our community partners with unique areas of expertise served to inform decisions on major initiatives and key community benefit programs to be addressed in Sequoia Hospital's Implementation Plan.

Planning for the Uninsured/Underinsured Patient Population

In keeping with its mission, the hospital offers patient financial assistance (also called charity care) to those who have health care needs and are uninsured, underinsured, ineligible for a government program or otherwise unable to pay for medically necessary care. The hospital strives to ensure that the financial capacity of people who need health care services does not prevent them from seeking or receiving care. A plain language summary of the hospital's Financial Assistance Policy is in Appendix C.

To notify the general public, Dignity Health has announced the policy widely in local newspapers. Information about the policy is also posted at every point of registration in the Hospital and at the Health & Wellness Center. Staff in the Patient Financial Services department advises patients of the policy and how to apply.

2016-2018 Implementation Strategy

This section presents strategies, programs and initiatives the hospital intends to deliver, fund or collaborate with others to address significant community health needs over the next three years. It includes summary descriptions, anticipated impacts, planned collaboration, and detailed “program digests” on select initiatives.

The strategy and plan specifies planned activities consistent with the hospital’s mission and capabilities. The hospital may amend the plan as circumstances warrant. For instance, changes in significant community health needs or in community assets and resources directed to those needs may merit refocusing the hospital’s limited resources to best serve the community.

STRATEGY AND PROGRAM PLAN SUMMARY

Diabetes

- Diabetes Empowerment Education Program (DEEP) – Evidence based educational program designed to engage community residents in self-management practices for prevention and control of diabetes.
- Diabetes Care Days at Samaritan House free clinic in Redwood City
- Diabetes Support Group (Spanish) at Fair Oaks Community Center
- Pop-Up Library Learning (PULL) – Partnership with Redwood City Library
- LiveWell Program – free monthly screenings and monitoring of blood pressure and quarterly glucose screenings for older adults in the community by a RN.

Childhood obesity

- Make Time for Fitness Walking Courses - special walking courses installed by Sequoia Hospital at every elementary school in Redwood City. Each bright orange walking course is measured and marked with signs indicating the number of laps needed to complete a mile.
- Make Time for Fitness Program - Make Time for Fitness (MTF) encourages healthy eating, physical activity, anti-bullying and avoidance of tobacco among elementary school students.
- Redwood City Elementary School District Wellness Committee
- Get Healthy San Mateo County
- San Mateo County Active Access Initiative Collaboration

Health care access and delivery

- Financial assistance for uninsured/underinsured and low income residents - The hospital provides discounted and free health care to qualified individuals, following Dignity Health’s Financial Assistance Policy.
- Health professionals education
- Emergency department physician services for indigent patients

- Sequoia Community Care - seeks to improve the health of “at risk” residents in our community by enabling healthy aging-in-place, avoiding unnecessary hospitalizations for chronic conditions and when necessary, ensuring a successful transition from hospital to home after discharge.
- Sequoia Hospital Community Grant Program – Peninsula Family Service, Peninsula Volunteers, Inc. (Meals on Wheels), Jewish Family and Children’s Services Seniors at Home and Samaritan House.

Behavioral health

- Grief Support Group - Living with Loss (in partnership with Pathways Home Health & Hospice - a group designed to explore and make sense of the complex and overwhelming feelings that may accompany grief.
- Adjusting to Parenthood support group - facilitated by a Marriage Family Therapist (MFT) to address maternal mood disorder.
- Mental Health Association of San Mateo County board member.
- Sequoia Hospital Community Grant Program – LifeMoves, Fair Oaks Community Center, and San Mateo County Behavioral Health & Recovery Services (BHRS)
- Lecture series to be held at Redwood City Library in partnership with the Mental Health Association.

Fitness, diet, & nutrition

- Maturing Gracefully - A collaborative program with the Belmont Library to host lectures about senior health issues.
- LiveWell Program -- coaching by a registered nurse to help clients achieve lifestyle changes.
- Make Time for Fitness Program - Make Time for Fitness (MTF) encourages healthy eating, physical activity, anti-bullying and avoidance of tobacco among elementary school students.
- Sequoia Hospital Community Grant Program – Peninsula Volunteers, Inc. (Meals on Wheels)

Heart disease & stroke

- LiveWell Program –
 - Free monthly screenings and monitoring of blood pressure and quarterly glucose screenings for older adults in the community by a RN.
 - Alive! - An individual cardiac risk reduction program customized to individual’s needs. Includes a private health assessment with one-on-one follow-up counseling by a registered nurse.
- Friends and Family CPR program (Partnership with Redwood City Union High School District & Sequoia Healthcare District)
- ViaHeart Program – cardiac screening in local high schools
- Sequoia Hospital Stroke Awareness – community lectures and F.A.S.T. card dissemination.
- American Heart Association training center

Unintended injuries

- Matter of Balance Program - A six week evidence based structured group intervention that emphasizes practical strategies to reduce fear of falling and increase activity levels.
- ImPACT Testing Program in Sequoia Union High School District (SUHSD)
 - Baseline testing - scientifically validated computerized concussion evaluation system. The 30 minute test measures an athlete's memory, attention, concentration, problem solving ability and processing speed. Athletes are tested prior to sustaining an injury to develop a baseline measurement.
 - Post-injury testing – a post-concussion ImPACT test is administered within 48 to 72 hours of injury. Test results are compared to base line data to help determine the degree of recovery.
- Barrow Brainbook – Concussion education provided to SUHSD athletes with an e-learning module developed for the adolescent population. Students learn symptoms and signs of a concussion, are encouraged to report suspected concussions for themselves, teammates and what to do if they have a concussion.
- Traumatic Brain Injury (TBI) Caregiver Support Group (TBI) - This group is for people who care for survivors of a traumatic brain injury.
- Stepping On Program – Explore the evidence based program that offers older adults a way of reducing falls and at the same time increasing self confidence in situations where they are at risk of falling.
- San Mateo Fall Prevention Coalition - informs, collaborates, and raises awareness to prevent falls among older adults living in our community.
- Gentle Tai Chi Chuan - Program emphasizes and practices mindful moves in a non-judgmental harmonious setting. This class is for beginning newcomers (partnership the City of Belmont).

Housing & homelessness

- Sequoia Hospital Community Grant Program – LifeMoves, Fair Oaks Community Center, San Mateo County Behavioral Health & Recovery Services (BHRS), Sequoia Village, Rebuilding Together Peninsula, Center for Independence of Individuals with Disabilities (CID) and Home Safety Services
- HIP Housing referrals

Cancer

- Look Good ... Feel Better (in partnership with the American Cancer Society)- non-medical, brand-neutral, national public service program created to help individuals with cancer look good, improve their self-esteem, and manage their treatment and recovery with greater confidence.

- Stanford Healing Partners - Healing Partners provide free Healing Touch sessions to men and women diagnosed with cancer who are under the active care of a physician - regardless of where they are being treated, and at any stage of treatment or post treatment.
- Prostate Support Group

Violence & abuse

- Sequoia Hospital Human Trafficking Awareness – community partnerships and information dissemination.

Transportation & traffic

- The San Mateo County Paratransit Coordinating Council (PCC) member - an organization dedicated to improving the quality and availability of paratransit services in San Mateo County.
- Make Time for Fitness Program – partnership with Safe Routes to School.

Alzheimer's disease & dementia

- Alzheimer’s Association classes – host community lectures to address the basics of Alzheimer's disease and related disorders, the diagnostic process, and management of the disease.
- Sequoia Hospital Community Grant Program – Peninsula Volunteer, Inc. (Rosener Adult Day Services), Catholic Charities Adult Day Services San Mateo County, Alzheimer’s Association of Northern California/Nevada, and Family Caregiver Alliance.

Emotional well-being

- New Parents Support group – RN facilitated drop-in group designed to address early child (0-6 months) and parent development issues and link to community resources.
- Great Kindness Challenge - partnership with local students to create messages of kindness and encouragement that are delivered to Meals on Wheels members.
- Sequoia Hospital Community Grant Program – Sequoia Village enables members to continue to live in their homes and communities as they age by providing access to support services.
- Health & Wellness Center – provides wellness programs and community resources in a convenient, comfortable environment (Grief Support, Food Addicts Anonymous, Meniere’s Disease, Pain Management, Western Neuropathy Association, Prostate Support, Look Good ... Feel Better and Healing Touch).

Respiratory

- Smoking Cessation - The program uses a positive behavior-change approach that teaches how to become a non-smoker for life (partnership with Breathe California).
- Better Breather’s Club

Communicable diseases

- LiveWell Program
 - annual free vaccination clinic
 - tdap clinic for school age children in the Redwood City School District
 - San Mateo County Health Department vaccination clinic at Health & Wellness Department.

Birth outcomes

- Calm Line - breastfeeding advice line answered by lactation trained RNs.
- Family Room - available to the community to feed and weigh their babies.
- San Mateo County Breastfeeding Advisory Committee
- Nursing Mother's Counsel
- WIC partnership for lactation consultations

Anticipated Impact

The anticipated impacts of specific major program initiatives, including goals and objectives, are stated in the program digests on the following pages. Overall, the hospital anticipates that actions taken to address significant health needs will: improve health knowledge, behaviors, and status; increase access to care; and help create conditions that support good health. The hospital is committed to monitoring key initiatives to assess and improve impact. Community Advisory Committee, hospital executive leadership, Community Board, and Dignity Health receive and review program updates. The hospital creates and makes public an annual Community Benefit Report and Plan, and evaluates impact and sets priorities for its community health program by conducting Community Health Needs Assessments every three years.

Planned Collaboration

The creation of collaborations with community-based organizations, leadership in local networks and advocacy initiatives, local capacity-building initiatives is integral to Sequoia Hospital's Community Benefit activities. Sequoia Hospital is a member of the Hospital Consortium of San Mateo County, which supports and advocates for many important health initiatives in the community. Members of Sequoia Hospital's leadership team support many of our community's not-for profit organizations by serving on boards, attending fundraising events and participating in initiatives led by the organizations. Strong collaborative relationships with community partners enable us to share resources and demonstrate ongoing commitment to our shared goals. Collaborators on specific initiatives are listed in the program digests that follow. Sequoia Hospital brings a broad, community-wide perspective to community benefit work as a champion for the health of the entire community.

Program Digests

The following pages include program digests describing key programs and initiatives that address one or more significant health needs in the 2016 CHNA report. The digests include program descriptions and intervention actions, statements of which health needs are being addressed, any planned collaboration, and program goals and measurable objectives.

Diabetes Empowerment Education Program (DEEP)	
Significant Health Needs Addressed	Diabetes
Program Emphasis	Focus on Disproportionate Unmet Health-Related Needs Emphasize Prevention Contribute to a Seamless Continuum of Care
Program Description	DEEP is an evidence-based educational curriculum designed to engage community residents in self-management practices for prevention and control of diabetes. Sequoia Hospital will provide staffing, funding, facilitation, facility space and evaluation.
Community Benefit Category	A1. Community Health Education
Planned Actions for 2016 - 2018	
Program Goal / Anticipated Impact	<ul style="list-style-type: none"> ▪ To prevent and/or reduce adverse health outcomes related to diabetes.
Measurable Objective(s) with Indicator(s)	<p><u>Objectives</u></p> <ul style="list-style-type: none"> ▪ Increase knowledge of diabetes ▪ Increase self-management skills (starting with self-monitoring) ▪ Manage psychosocial issues ▪ Reduce HbA1c and weight ▪ Facilitate short- and long-term behavioral change. <p><u>Indicators</u></p> <ul style="list-style-type: none"> ▪ Pre and post diabetes knowledge questionnaire; ▪ Self-care questionnaire ▪ Depression questionnaire ▪ Clinical measures: <ul style="list-style-type: none"> ○ HbA1c ○ Weight ○ BMI
Intervention Actions for Achieving Goal	<ul style="list-style-type: none"> ▪ Recruit, train, support and monitor DEEP™ facilitators/coaches. ▪ Assist in facilitating DEEP™ classes. ▪ Sequoia Hospital Diabetes Treatment Center (DTC) to provide assistance and support for DEEP classes. ▪ Encourage the development of collaborative enterprises to bridge service gaps and foster continuity of care where needed.

Planned Collaboration	<ul style="list-style-type: none">▪ Familias Unidas▪ Redwood City Library▪ Samaritan House▪ Fair Oaks Adult Activity Center
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Matter of Balance	
Significant Health Needs Addressed	Unintended injuries
Program Emphasis	Emphasize Prevention Demonstrate Collaboration
Program Description	A Matter of Balance is an 8-week evidence-based structured group intervention that emphasizes practical strategies to reduce fear of falling and increase activity levels. Participants learn to view falls and fear of falling as controllable, set realistic goals to increase activity, change their environment to reduce fall risk factors, and exercise to increase strength and balance. Sequoia Hospital will provide staffing, funding & facilitation.
Community Benefit Category	A1. Community Health Education
Planned Actions for 2016 - 2018	
Program Goal / Anticipated Impact	Reduce the fear of falling and increase activity levels among older adults.
Measurable Objective(s) with Indicator(s)	<p><u>Objectives</u></p> <ul style="list-style-type: none"> ▪ View falls and fear of falling as controllable ▪ Set realistic goals for increasing activity ▪ Change participants' environment to reduce fall risk factors ▪ Increase strength and balance through exercise <p><u>Indicators</u></p> <ul style="list-style-type: none"> ▪ Initial survey (given during the first class) with questions regarding falls management, exercise levels, and background information. ▪ Last class survey; repeat of questions regarding falls management and exercise levels. ▪ Last class evaluation with questions concerning comfort in talking about fear of falling, changes made to environment, comfort in increasing ▪ Pre and Post Sit to Stand test. ▪ Follow-up calls (3, 6, 9, & 12 months following class)
Intervention Actions for Achieving Goal	<ul style="list-style-type: none"> ▪ Provide four Matter of Balance classes in Sequoia Hospital's Core Service Area annually. ▪ Provide a Guest Health Care Professional at four Matter of balance classes. ▪ Work collaboratively with Stanford Health Care to recruit and train new instructors.
Planned Collaboration	<ul style="list-style-type: none"> ▪ Stanford Health Care ▪ Twin Pines Adult Community Center ▪ San Carlos Adult Community Center ▪ Little House Adult Community Center ▪ Sequoia YMCA ▪ Sequoia Village

Financial assistance for uninsured/underinsured and low income	
Significant Health Needs Addressed	Health care access and delivery
Program Emphasis	Focus on Disproportionate Unmet Health-Related Needs Contribute to a Seamless Continuum of Care Demonstrate Collaboration
Program Description	Financial assistance (including discounts and charity care) program that offers health care needs to the uninsured, underinsured, ineligible for a government program or otherwise unable to pay.
Community Benefit Category	I. Charity Care
Planned Actions for 2016 - 2018	
Program Goal / Anticipated Impact	Ensure that the financial capacity of people who need health care services does not prevent them from seeking or receiving care.
Measurable Objective(s) with Indicator(s)	<u>Objective</u> <ul style="list-style-type: none"> ▪ Provide health care to the uninsured, underinsured, and ineligible for a government program. <u>Indicators</u> <ul style="list-style-type: none"> ▪ # of patients served ▪ Total amount of funding provided
Intervention Actions for Achieving Goal	<ul style="list-style-type: none"> ▪ Provide care regardless of the patient’s ability to pay. In 2005, the Hospital implemented the Dignity Health Patient Financial Assistance Policy, which was updated in 2008, 2011, 2012 and 2016. ▪ Hold training sessions for all personnel in admitting, case management, patient financial services and cashier’s office to educate individuals in these departments about proper procedures for implementing the policy and informing patients of their payment options and obligations. ▪ Post signs describing the “Patient Eligibility Assistance Program” and the “Notice of Community Service Obligation” in the admitting and case management consultation areas. ▪ Additional training to be provided whenever updates or changes are made to the policy or its implementation. ▪ Provide access to the policy on Sequoia Hospital’s website ▪ Information about the policy to be posted at every point of registration in the Hospital and at the Health & Wellness Center. ▪ Staff in the Patient Financial Services department to advise patients of the policy and how to apply. ▪ For those patients who are not eligible for government programs, Dignity Health will support these individuals by educating them about commercial exchanges, and possible government subsidies.
Planned Collaboration	<ul style="list-style-type: none"> ▪ Samaritan House ▪ Peninsula Family Service

Sequoia Community Care	
Significant Health Needs Addressed	Health care access and delivery
Program Emphasis	Focus on Disproportionate Unmet Health-Related Needs Emphasize Prevention Contribute to a Seamless Continuum of Care Demonstrate Collaboration
Program Description	A transitional care program designed to offer services and community resources to allow older adults discharged from Sequoia Hospital to recover safely and healthfully in their homes. Sequoia Hospital will provide staffing, funding, facilitation, and evaluation.
Community Benefit Category	A3: Health Care Support Services
Planned Actions for 2016 - 2018	
Program Goal / Anticipated Impact	To promote the successful recuperation of older adults after they return home from the hospital.
Measurable Objective(s) with Indicator(s)	<u>Objectives</u> <ul style="list-style-type: none"> ▪ Reduce the readmission rate of older adults referred to the SCC ▪ Improve the overall physical, emotional and spiritual health of older adults discharged from Sequoia Hospital <u>Indicators</u> <ul style="list-style-type: none"> ▪ Sequoia Hospital 30 & 60 day readmission rates for SCC clients ▪ # of clients referred ▪ Client satisfaction survey ▪ # of clients that utilized community based services
Intervention Actions for Achieving Goal	<ul style="list-style-type: none"> ▪ Funding - Increase number of collaborative efforts thru funding provided by Dignity Health Sequoia Hospital Community Grants. ▪ Collaboration – Coordinate quarterly partner (collaborative) meetings. ▪ Identification – Promote inter-departmental communication to identify potential candidates to be identified by care coordinators, social workers, hospitalists, spiritual care chaplains or the Transitional Care Nurse (TCN) at Sequoia Hospital. ▪ Bed-side visit – TCN to conduct a bedside visit to assess patient’s health status/needs. ▪ Discharge – Within 24-48 hours of discharge, the TCN will assist client with community services (meals, transportation, private duty caregiver assistance, social services, etc.) and if necessary conducts one home visit. ▪ Telephone monitoring – RN to schedule calls with specific goals and structured questioning. Tracking – utilize MobileMD and Access to track referrals and client progress.
Planned Collaboration	<ul style="list-style-type: none"> ▪ Peninsula Family Service (PFS)

	<ul style="list-style-type: none"> ▪ Jewish Family and Children’s Services (Seniors at Home) ▪ Peninsula Jewish Community Center (Get up ‘n Go) ▪ Peninsula Volunteers (Meals on Wheels) – Meals ▪ Samaritan House – Primary Care ▪ Alzheimer’s Association – Education ▪ Catholic Charities CYO (San Carlos Adult Day Services) – Adult Day Services ▪ Family Caregiver Alliance and Peninsula Volunteers (Rosener House) – Adult Day Services ▪ Sequoia Village, a program of Villages of San Mateo County ▪ Rebuilding Together Peninsula ▪ Center for Independence of Individuals with Disabilities (CID) ▪ Home Safety Services ▪ LifeMoves ▪ Fair Oaks Community Center ▪ San Mateo Behavioral Health & Recovery Services (BHRS) ▪ Pathways Home Health, Hospice & Private Duty ▪ Philips Lifeline
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LiveWell	
Significant Health Needs Addressed	Diabetes Fitness, diet, & nutrition Heart disease & stroke
Program Emphasis	Focus on Disproportionate Unmet Health-Related Needs Emphasize Prevention Contribute to a Seamless Continuum of Care Demonstrate Collaboration
Program Description	Older adult blood pressure screening is conducted monthly at six sites in the community. Services include free screenings for blood pressure and diabetes, monitoring screening results, one-on-one counseling, referrals to physicians for abnormal results, providing health education lectures and health articles for newsletters. Sequoia Hospital will provide staffing, funding, facilitation, and evaluation.
Community Benefit Category	A1: Community Health Education A2: Community Based Clinical Services
Planned Actions for 2016 - 2018	
Program Goal / Anticipated Impact	To detect early signs of disease and refer for treatment to primary care physician to reduce the incidences of adverse effects.
Measurable Objective(s) with Indicator(s)	<u>Objectives</u> <ul style="list-style-type: none"> ▪ Identify and manage, via early intervention, asymptomatic older adults with cardiovascular and/or endocrine risk factors. ▪ Increase self-management skills (starting with self-monitoring) <u>Indicators</u> <ul style="list-style-type: none"> ▪ # of individuals screened ▪ # of referrals made to primary care physician ▪ # of participants who received one-on-one counseling ▪ # of self-reported physician follow-up visits ▪ Annual satisfaction survey - client & center directors
Intervention Actions for Achieving Goal	<ul style="list-style-type: none"> ▪ Offer no cost screenings for hypertension and diabetes at senior/community center sites. ▪ Initial assessment and monthly on-going monitoring of screening results ▪ Individual counseling with RN ▪ Referrals to physicians for abnormal results ▪ Maintain records from client self-reported outcomes of physician visits following screening and counseling. ▪ WarmTouch – RN identified client check-in over the phone.
Planned Collaboration	<ul style="list-style-type: none"> ▪ Veteran’s Adult Community Center ▪ Adaptive Physical Education Center ▪ Twin Pines Adult Community Center ▪ San Carlos Adult Community Center ▪ Little House Adult Community Center ▪ Fair Oaks Adult Activity Center

Make Time for Fitness	
Significant Health Needs Addressed	Childhood Obesity Fitness, diet, & nutrition Transportation & traffic
Program Emphasis	Emphasize Prevention Contribute to a Seamless Continuum of Care Build Community Capacity Demonstrate Collaboration
Program Description	Make Time for Fitness (MTF) is a program designed to address healthy eating, physical activity, anti-bullying and avoidance of tobacco among 4 th grade students attending RCSD schools. Sequoia Hospital will provide staffing, funding, facilitation, and evaluation.
Community Benefit Category	A1: Community Health Education F7: Community Building Activities
Planned Actions for 2016 - 2018	
Program Goal / Anticipated Impact	Teach school-aged children and their families to recognize and adopt behaviors for lifelong good health.
Measurable Objective(s) with Indicator(s)	<u>Objectives</u> <ul style="list-style-type: none"> ▪ Increase knowledge of healthy eating, physical activity, anti-bullying and avoidance of tobacco. <u>Indicators</u> <ul style="list-style-type: none"> ▪ Student Pre and Post Make Time for Fitness Test ▪ Teacher evaluation
Intervention Actions for Achieving Goal	<ul style="list-style-type: none"> ▪ Make Time for Fitness Walking Courses will be utilized by RCSD PE+ program, teachers and parents. These special walking courses were installed by Sequoia Hospital and are maintained by the RCSD. Each bright orange walking course is measured and marked with signs indicating the number of laps needed to complete a mile. ▪ The RCSD Wellness Committee will plan and implement the Make Time for Fitness program. ▪ Host a SF Giant Player Assembly at a RCSD school. The theme will be teamwork, nutrition, physical activity and Drink Water First. ▪ Host annual Make Time for Fitness event at Red Morton Park.
Planned Collaboration	<ul style="list-style-type: none"> ▪ Redwood City School District and Wellness Committee ▪ Sequoia Union High School District ▪ Redwood City Parks, Recreation and Community Services ▪ Sodexo Education ▪ San Mateo County Tobacco Prevention Program ▪ UC Cal Fresh Nutrition Education Program ▪ San Mateo County Public Health Nutrition ▪ Safe Routes to School California ▪ Sequoia Healthcare District

Dignity Health Sequoia Hospital Community Grants

Significant Health Needs Addressed	Health care access and delivery Behavioral health Housing & homelessness Alzheimer’s disease & dementia
Program Emphasis	X Focus on Disproportionate Unmet Health-Related Needs X Emphasize Prevention X Contribute to a Seamless Continuum of Care X Build Community Capacity X Demonstrate Collaboration
Program Description	Dignity Health Sequoia Hospital Community Grants program funds are used to support not for profit community based organizations to provide services to underserved populations (economically poor; women and children; mentally or physically disabled; or other disenfranchised populations).
Community Benefit Category	E2: Grants
Planned Actions for 2016 - 2018	
Program Goal / Anticipated Impact	Develop strategic partnerships between community-based organizations and Sequoia Hospital. Resources are leveraged and address priority health issues in creative ways that have a direct, positive, measureable and lasting impact on the health of identified individuals in our community.
Measurable Objective(s) with Indicator(s)	<u>Objectives</u> <ul style="list-style-type: none"> ▪ Focus on disproportionate unmet health related needs; ▪ Emphasize primary prevention and address underlying causes of health problems; ▪ Contribute to a seamless continuum of care; ▪ Build community capacity and emphasize collaborative governance. <u>Indicators</u> <ul style="list-style-type: none"> ▪ Funding will be provided to implement programs that support hospital priorities and align with the 5 core principals of Dignity Health.
Intervention Actions for Achieving Goal	<ul style="list-style-type: none"> ▪ Review current Sequoia Hospital Initiatives and Strategic Plan and identify where the Community Grants Program can be utilized to create collaborative relationships between the hospital and among community-based organizations to better serve our community. ▪ Support needs identified and prioritized in Sequoia Hospital 2016 CHNA. ▪ Priorities and outcomes will be reviewed annually.
Planned Collaboration	Explore new collaborative opportunities annually

APPENDIX A: COMMUNITY BOARD AND COMMITTEE ROSTERS

Community Advisory Committee

Betty Till, Chair
Liaison to Sequoia Hospital Board
Executive coach, LifeWork Solutions
Belmont

Jeremiah Miller
Business Agent
AFSCME Council 57 Local 829
Oakland

John Baker, Ed.D.
Superintendent, RWC School District
Redwood City

Christopher Beth
Director, Redwood City
Parks, Recreation and Community Services Department
Redwood City, CA 94061

Sandra Coolidge
Pathways Foundation
President of Philanthropy
Sunnyvale

Ted Hannig
Attorney, Hannig Law Firm
San Carlos

Diane Howard
City of Redwood City Council Member
Redwood City

Susan Houston
Director, Older Adult Services
Peninsula Family Service
San Mateo

Don Mattei
Office of Homeland Security
& Office of Emergency Services
Redwood City

Scott McMullin
Co-chair, Sequoia Village
San Carlos

Rev. Dr. G. Penny Nixon
Senior Minister
Congregational Church of San Mateo
San Mateo

Melissa Platte
Executive Director
Mental Health Association of San Mateo County
Redwood City

Marie President, MD
Member, Medical Staff Sequoia Hospital

Melanie Rogers
DES Architects – HR Director
Redwood City

Paula Uccelli
Sequoia Hospital Foundation Hon Board
Redwood City

Jason Wong, M.D.
Samaritan House
Medical Director of Health Services
San Mateo

William Graham
Sequoia Hospital
President
Liaison to Sequoia Hospital Board

Gail Rudolph
Sequoia Hospital
President of Foundation

Marie Violet
Sequoia Hospital
Director, Health & Wellness

Tricia Coffey Halimah
Sequoia Hospital
Coordinator, Health & Wellness

Sequoia Hospital Board Members

Chair

Betty Till
Executive Coach, LifeWork Solutions

Vice Chair

Steven San Filippo
Partner, Sensiba, San Filippo, LLP

Secretary

Timothy C. Wu
Zoological Society of San Francisco

President, Medical Staff

Jim Torosis, MD
Sequoia Peninsula GI

Hospital President

Bill Graham
Sequoia Hospital

Members

Mojdeh Talebian, MD
Mojdeh Talebian, MD, Inc.

Kitty Lopez
First Five San Mateo County

Dan Rengstorff, MD
Peninsula Gastroenterology Medical Group

Maurice Brewster
Mosaic Global Transportation Founder & CEO

Carole Wong
Retired Consultant in Business and Organizational Strategy

Pam Ginocchio
International Lawyer

Jamillah Moore
President, Canada College

Sequoia Hospital
2016-2018 Implementation Strategy

APPENDIX B: OTHER PROGRAMS AND NON-QUANTIFIABLE BENEFITS

The hospital delivers a number of community programs and non-quantifiable benefits in addition to those described elsewhere in this report. Like those programs and initiatives, the ones below are a reflection of the hospital's mission and its commitment to improving community health and well-being.

- The Health & Wellness Lactation Center nurtures healthy families by offering breastfeeding support for new parents. The team is made up of International Board Certified Lactation Consultants who are also registered nurses. They staff a community advice line called the Lactation “Calm Line”, which responds to hundreds of calls each year. Lactation staff also facilitates the New Parents Support Group offered at the Health & Wellness Center open to the community.
- Sequoia Hospital recognizes the importance of offering hands-on training opportunities for our future health professionals and dedicates a significant amount of staff time for this purpose. Sequoia staff mentors students in the following areas: clinical chaplaincy, phlebotomy, paramedic, pharmacy, physical therapy, physician's assistants, radiation oncology, radiology, health & wellness, care coordination and respiratory therapy.
- Sequoia Hospital provides patients at Samaritan House free clinic with lab, radiology, mammography and other outpatient services at no cost. Without Sequoia's support these services would not be available to the clinic's patients. In addition, the Sequoia Hospital Diabetes Center provides free one-on-one consultations and glucose meter instruction for patients who are unable to pay for these services.
- Sequoia Hospital has made a commitment to participate in the Healthier Hospitals Initiative (HHI) <http://healthierhospitals.org>. This initiative focuses on six specific areas of measurable sustainable interventions which have become the HHI Challenges. The six areas include: less waste, safer chemicals, healthier food, leaner energy, smarter purchasing and engaged leadership. As a system, we have accepted the following four challenges: less waste, healthier food, safer chemicals and smarter purchasing.
- Sequoia Hospital's Health & Wellness Center, located in a free-standing building in downtown Redwood City, is an invaluable asset to our community. Most of Sequoia's community health programs and community benefit staff operate out of the center, which offers a comfortable and welcoming environment to all who enter. The center is open to the public and also offers the use of three conference rooms free of charge to community groups.

APPENDIX C: FINANCIAL ASSISTANCE POLICY SUMMARY

Summary Of Financial Assistance Programs

Dignity Health's Financial Assistance Policy describes the financial assistance programs available to uninsured or underinsured patients who meet certain income requirements to help pay for medically necessary hospital services provided by Dignity Health. An uninsured patient is someone who does not have health coverage, whether through private insurance or a government program, and who does not have the right to be reimbursed by anyone else for their hospital bills. An underinsured patient is someone who has health coverage, but who has large hospital bills that are not fully covered by their insurance.

Free Care

- If you are uninsured or underinsured with a family income of up to 200% of the Federal Poverty Level you may be eligible to receive hospital services at no cost to you.

Discounted Care

- If you are uninsured or underinsured with an annual family income between 200-350% of the Federal Poverty level, you may be eligible to have your bills for hospital services reduced to the highest amount reasonably expected to be paid by a government payer, which is usually the amount that Medicare would pay for the same services.
- If you are uninsured or underinsured with an annual family income between 350-500% of the Federal Poverty level you may be eligible to have your bills for hospital services reduced to the Amount Generally Billed, which is an amount set under federal law that reflects the amount that would have been paid to the hospital by private health insurers and Medicare (including co-pays and deductibles) for the medically necessary services.

If you are eligible for financial assistance under our Financial Assistance Policy you will not be required to pay more than the Amount Generally Billed described above. If you qualify, you may also request an interest-free extended payment plan.

You will never be required to make advance payment or other payment arrangements in order to receive emergency services.

Free copies of the hospital's Financial Assistance Policy and financial assistance application forms are available online at your hospital's website listed below or at the hospital Admitting areas located near the main entrance. (Follow the signs to "Admitting" or "Registration"). Copies of these documents can also be mailed to you upon request if you call Patient Financial Services at the telephone number listed below for your hospital.

Traducción disponible: You may also obtain Spanish and other language translations of these documents at your hospital's website, in your hospital's Admitting area, or by calling your hospital's telephone number.

Dignity Health Financial Counselors are available to answer questions, provide information about our Financial Assistance Policy and help guide you through the financial assistance application process. Our staff is located in the hospital's Admitting area and can be reached at the telephone number listed below for your hospital.

Dominican Hospital 1555 Soquel Dr, Santa Cruz, CA 95065 | **Financial Counseling** 831-462-7831
Patient Financial Services 831-457-7001 | www.dignityhealth.org/dominican/paymenthelp

Sequoia Hospital 170 Alameda de las Pulgas, Redwood City, CA 94062 | **Financial Counseling** 650-367-5551
Patient Financial Services 888-488-7667 | www.dignityhealth.org/sequoia/paymenthelp

Saint Francis Memorial Hospital 900 Hyde St, San Francisco, CA 94109 | **Financial Counseling** 415-353-6136
Patient Financial Services 888-488-7667 | www.dignityhealth.org/saintfrancis/paymenthelp

St. Mary's Medical Center 450 Stanyan St, San Francisco, CA 94117 | **Financial Counseling** 415-750-5817
Patient Financial Services 888-488-7667 | www.dignityhealth.org/stmarys/paymenthelp

Bay Area_CA2016

