

# St. Elizabeth Community Hospital

## 2019 Community Health Implementation Strategy





Adopted October 2019



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# At-a-Glance Summary

<p><b>Community Served</b></p> 	<p>St. Elizabeth Community Hospital is located off of California Interstate 5 in Red Bluff, and serves a core service area population of 86,090 residents. Tehama County is a rural county with the residents being spread out over approximately 2,962 square miles. Due to the rural nature of the county, access to care is a consistent barrier for the many medically underserved residents, including those who may be in a low income status and/or minorities. The majority of individuals served reside in Tehama County, however, these services extend to bordering communities in Glenn and Shasta counties. The following zip codes make up the core service area for St. Elizabeth Community Hospital: 95963, 96021, 96022, 96035, 96055, and 96080.</p>
<p><b>Significant Community Health Needs Being Addressed</b></p> 	<p>The significant community health needs the hospital is helping to address and that form the basis of this document were identified in the hospital’s most recent Community Health Needs Assessment (CHNA). Needs being addressed by strategies and programs are:</p> <ul style="list-style-type: none"> <li>• Access to Care</li> <li>• Aging Issues (Alzheimer’s, dementia)</li> <li>• Homelessness</li> <li>• Mental Health</li> </ul>
<p><b>Strategies and Programs to Address Needs</b></p> 	<p>The hospital intends to take several actions and to dedicate resources to these needs, including:</p> <ul style="list-style-type: none"> <li>• Diabetes education program</li> <li>• Mammography assistance program</li> <li>• Medications for Indigent Patients</li> <li>• Participation in local health fairs offering nutrition services consultation, glucose and cholesterol testing</li> <li>• Provide community grants to local non-profit organizations</li> <li>• Provided flu shots, glucose and cholesterol testing for the homeless and poor populations</li> <li>• Sports medicine program and sports physicals to students</li> <li>• Transportation Services</li> </ul>
<p><b>Anticipated Impact</b></p> 	<p>Overall the hospital anticipates that actions taken to address the identified significant health needs will: improve health knowledge, behaviors, and status; increase access to care; and help create conditions that support overall good health. The hospital is committed to monitoring key initiatives to assess and improve impact.</p>

**Planned  
Collaboration**



The hospital works closely with key partners to deliver programs. St. Elizabeth Community Hospital Community Health staff serve on many community coalitions and boards and the collective impact of these groups are vital to our community.

This document is publicly available online at <https://www.dignityhealth.org/north-state/locations/stelizabethhospital/about-us/community-benefit>.

Written comments on this report can be submitted to the St. Elizabeth Community Hospital Community Health Office, 2550 Sister Mary Columba Dr., Red Bluff, CA 96080 or by e-mail to [alexis.ross@dignityhealth.org](mailto:alexis.ross@dignityhealth.org).

# Our Hospital and the Community Served

## About St. Elizabeth Community Hospital

St. Elizabeth Community Hospital is a member of Dignity Health, which is a part of CommonSpirit Health.

St. Elizabeth Community Hospital is located in Tehama County which consists of 2,951 square miles and is approximately midway between Sacramento and the Oregon border. The county is bordered by Glenn County to the south, Trinity and Mendocino counties to the west, Shasta County to the north, and Butte and Plumas counties to the east. The county is situated in the northern portion of the Sacramento Valley and is divided in half by the Sacramento River. Red Bluff, the county seat, was established in 1856 and is located on the Interstate 5 corridor.

## 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.

## Financial Assistance for Medically Necessary Care

St. Elizabeth Community Hospital delivers compassionate, high quality, affordable health care and advocates for members of our community who are poor and disenfranchised. In furtherance of this mission, the hospital provides financial assistance to eligible patients who do not have the capacity to pay for medically necessary health care services, and who otherwise may not be able to receive these services. The financial assistance policy and a plain language summary and other materials are on the hospital's web site.

## Description of the Community Served

St. Elizabeth Community Hospital serves a core service area population of 86,762 residents. Tehama County is a rural county with the residents being spread out over approximately 2,950 square miles. Due to the rural nature of the county access to care is a consistent barrier for the medically underserved residents who experience low income status and may be in a minority population.

Tehama County is situated in the northern portion of the Sacramento Valley and is divided in half by the Sacramento River. Red Bluff, the county seat, was established in 1856 and is located on the Interstate 5 corridor. While the majority of individuals served reside in Tehama County there are community health services available to bordering communities located in Glenn and Butte counties.

St. Elizabeth Community Hospital serves a core service area comprised mostly of six codes located in Tehama County.

Dignity Health hospitals define service areas as the geographic area served by the hospital based on a percentage of hospital discharges and is also used in various other departments of the system and hospital, including strategy and planning. The following zip codes make up the core service area for St. Elizabeth Community Hospital: 95963, 96021, 96022, 96035, 96055, and 96080. A summary description of the community's demographic indicators using © 2018 IBM Watson Health Analytics is listed below, and additional details can be found in the CHNA report online.

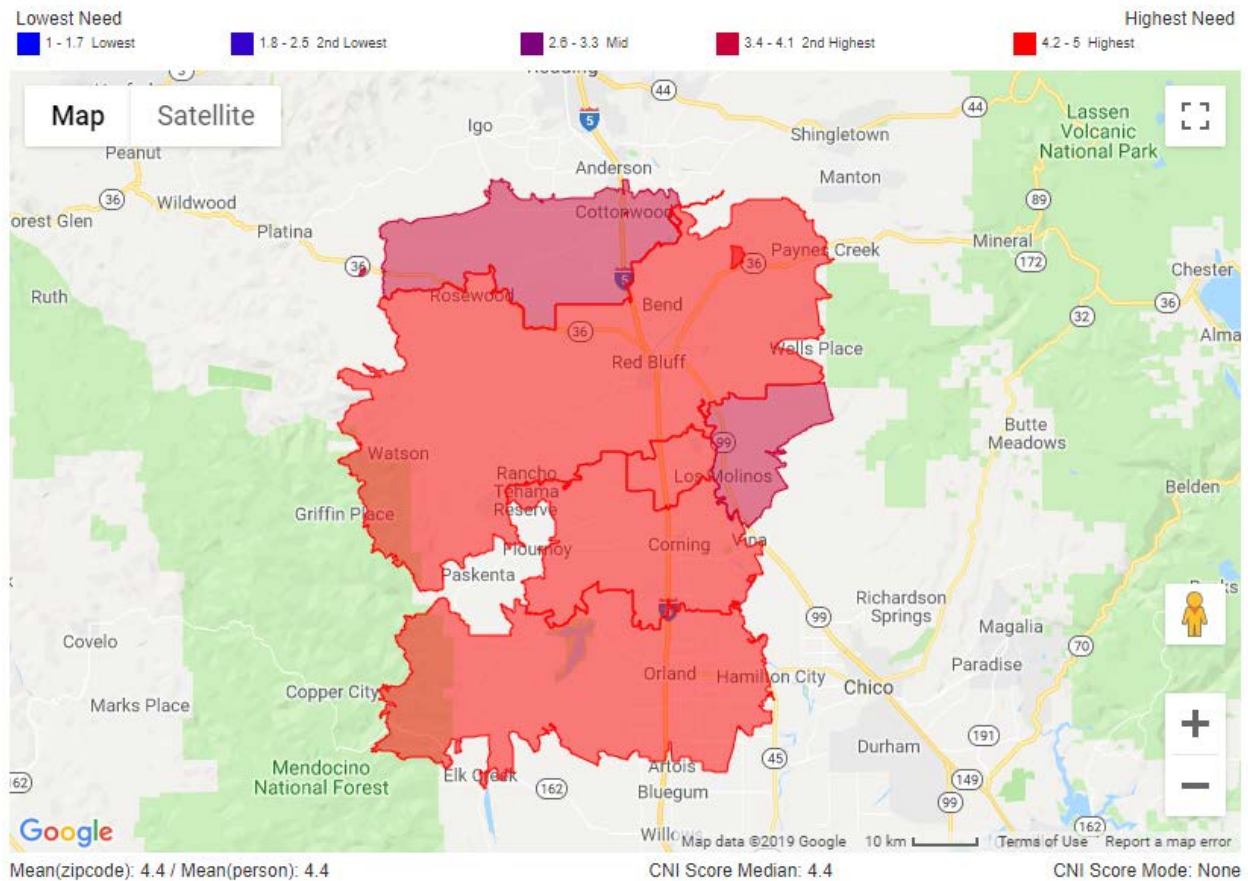
- Total Population: 86,090
- Hispanic or Latino: 27.7%
- Race: 65.2% White, 0.7% Black/African American, 1.8% Asian/Pacific Islander, 4.6% All Others
- Median Income: \$45,726
- Uninsured: 10.8%
- Unemployment: 6.9%
- No HS Diploma: 18.6%
- CNI Score Median: 4
- Medicaid Population: 36.4%
- Other Area Hospitals: 0
- Medically Underserved Areas or Populations: Yes



## Community Need Index

One tool used to assess health need is the Community Need Index (CNI) created and made publicly available by Dignity Health and IBM Watson Health. 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.



## Community Assessment and Significant Needs

The hospital engages in multiple activities to conduct its 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, identifying collaborating community stakeholder organizations, describing anticipated impacts of program activities and measuring program indicators.

### Community Health Needs Assessment

The health issues that form the basis of the hospital's community health implementation strategy and programs were identified in the most recent CHNA report, which was adopted in June, 2019. The CHNA contains several key elements, including:

- Description of the assessed community served by the hospital;
- Description of assessment processes and methods;
- Presentation of data, information and findings, including significant community health needs;
- Community resources potentially available to help address identified needs; and
- Discussion of impacts of actions taken by the hospital since the preceding CHNA.

Additional detail about the needs assessment process and findings can be found in the CHNA report, which is publicly available at <https://www.dignityhealth.org/north-state/locations/stelizabethhospital/about-us/community-benefit> or upon request at the hospital's Community Health office.

### Significant Health Needs

The community health needs assessment identified the following significant community health needs:

- Access to Care (primary, specialty, urgent care)  
Efforts are continually being made to assist more people in accessing affordable, quality health care; however, limitations to health care access can greatly impact people's ability to reach their full potential, negatively affecting their quality of life. Tehama County's ratio of primary care, mental health, and dental providers to residents falls significantly below the statewide average. In addition, access to care for patients is hampered by provider shortages in the area and/or providers (clinics) who are not accepting new patients.
- Aging Issues (Alzheimer's, dementia)  
Tehama County demographics indicate that 18.9% of those living in the hospital's service area are aged 65 and over. As Americans live longer, growth in the number of older adults is unprecedented. The US population aged 65 or older is projected to reach 23.5% (98 million) by 2060. Aging adults experience higher risk of chronic disease which can negatively impact overall quality of life, increase utilization of emergency room care, and contribute to leading causes for death in older adults. Common chronic diseases include: heart disease, cancer, chronic bronchitis or emphysema, stroke, diabetes, and Alzheimer's disease.



- Homelessness

The Point-in-Time (PIT) count is a count of sheltered and unsheltered homeless persons on a single night in January. HUD requires that Continuums of Care (CoCs) conduct an annual count of homeless persons who are sheltered in emergency shelter, transitional housing, and Safe Havens on a single night<sup>1</sup>. Preliminary results for the 2019 Point-in-Time survey showed that the numbers of individuals experiencing homelessness was 281. This is an increase of 55.8% since 2017.

- Mental Health

There is a severe lack of access to mental health services in St. Elizabeth Community Hospital's service area due to a lack of providers and lack of ongoing sustainable funding for services. Compared to California, Tehama County has a significantly lower rate of providers relative to the population. Tehama County residents report slightly higher rates of reported mentally unhealthy days and frequent mental distress days.

### Significant Needs the Hospital Does Not Intend to Address

St. Elizabeth Community Hospital does not have the capacity or resources to address all identified significant health needs. The hospital is not directly planning interventions that would fully address aging issues and homelessness. Tehama County is home to a wealth of organizations, businesses, and nonprofits that currently offer programs and services in several of the identified significant health needs areas. While there are potential resources available to address all of the identified needs of the community, the needs are too significant and diverse for any one organization. St. Elizabeth Community Hospital will continue to build community capacity by strengthening partnerships among local community based organizations.

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<sup>1</sup> HUD Exchange

## 2019 Implementation Strategy

This section presents strategies and program activities the hospital intends to deliver, fund or collaborate with others to address significant community health needs over the next three years. It summarizes planned activities with statements on anticipated impacts and planned collaboration. Program Digests provide additional detail on select programs.

This report 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.

The anticipated impacts of the hospital's activities on significant health needs are summarized below, and for select program initiatives are stated in Program Digests. Overall, the hospital anticipates that actions taken to address significant health needs will: improve health knowledge, behaviors, and status; increase access to needed and beneficial care; and help create conditions that support good health.

The hospital works to evaluate impact and sets priorities for its community health programs in triennial Community Health Needs Assessments.



## Creating the Implementation Strategy

St. Elizabeth Community Hospital is dedicated to improving community health and delivering community benefit with the engagement of its management team, board, clinicians and staff, and in collaboration with community partners. A broad approach with multi-disciplinary teams is taken when planning and developing initiatives to address priority health issues. During the initiative inception phase, Community Health Staff engages a core internal team that may include clinical staff, care coordinators and social workers, members of leadership teams at both the service area and local levels from Mission Integration, IT, Legal, Administration, Strategy, and Finance. These core teams help shape initiatives, provide internal perspective on issues, and help define appropriate processes, procedures and methodologies for measuring outcomes. In addition to internal core teams, Mercy Medical Center Redding also widens the scope of program design and elicits design input, feedback, recommendations, and concerns from the following groups:


- North State Community Board
- St. Elizabeth Community Hospital Advisory Council
- Local Area Community Grant Committee

## Strategy by Health Need

The tables below present strategies and program activities the hospital intends to deliver to help address significant health needs identified in the CHNA report.

They are organized by health need and include statements of the strategies' anticipated impact and any planned collaboration with other organizations in our community.



 <b>Health Need: Access to Care</b>	
<b>Strategy or Program Name</b>	<b>Summary Description</b>
Provide services for vulnerable populations	Financial Assistance for uninsured/underinsured and low income residents. Rural Health Clinics offering sliding fee scale for patients who do not qualify for insurance
Increase Access to Care	Physician recruitment efforts. Rural Health Clinics eligible for federal and state student loan repayment programs for clinicians
Community Support	Partnership with Rolling Hills Clinic, Federally Qualified Indian Health Clinic; Greenville Rancheria; Tehama County Public Health; Tehama County Dental Health Program
Health Education Outreach	LIFT; Latino Multicultural Health Fair; Greenville Rancheria Wellness Fair; Senior Health Fair; Corning Olive Festival; Bi National Health Fairs participation offering nutrition services consultation, blood pressure screenings, etc.
Emergency Department Based Patient Navigation	The Patient Navigator program focuses on assisting patients who rely on the emergency department for non-urgent needs. The navigators assist patients with scheduling follow-up appointments and any other barriers that may create obstacles with accessing care. This program represents a unique collaboration between California Health and Wellness, a Medi-Cal insurance plan, and the hospital.
Health Screening	Los Molinos Middle and High Schools – onsite health screenings for children
<p><b>Impact:</b> The hospital’s initiatives to address access to care and preventative healthcare services are anticipated to result in improved access to health care and social services. Accessible health care services can help prevent disease and disability, detect and treat illnesses, maintain quality of life, and extend life expectancy.</p>	

**Collaboration:** St. Elizabeth Community Hospital will continue to partner with other local organizations that respond to the health needs of our community. Community-based collaborations have been a priority in past years and the hospital will continue to drive community benefit efforts in the future.



### Health Need: Mental Health


Strategy or Program Name	Summary Description
Community Support	Partnership with PATH; Tehama County Public Health; Tehama County Dental Health Program
Tele-Psychiatry	Psychiatrists are able to provide early evaluation and psychiatric intervention via remote consultations with patients, improving access to timely quality care. Access is available to both the ED and inpatient setting.
Community Mental Health Resources/Partnership	Continue to partner with Professional Mental Health Countywide task force to develop best practices with known local resources
Behavioral Evaluation Services	Coordinate behavioral health evaluations with Tehama County Behavioral Health Department to assess patient needs and risks and to provide referrals 24-hours daily, 365 days per year to anyone who presents at the hospital Emergency Departments. These services are provided regardless of the individual's ability to pay or eligibility for care at our facility.
Outpatient Clinic Behavioral Health Services	Recruitment of Behavioral Health Specialist to the Women's Health Services Clinic in Red Bluff. Mental Health Therapist position established with Solano Street Medical Clinic under the National Health Service Corps Loan Repayment Program. Outpatient referrals to behavioral health in local communities to Tehama County Behavioral Health, Family Counseling Center in Red Bluff and Corning, and individual therapists in local communities.

**Impact:** The hospital's initiatives to address mental/behavioral health and co-occurring substance abuse have anticipated results in: increasing the community's knowledge of common mental health issues and how to deal with them, empowering the community to understand prescription drug abuse, and support projects that will impact the community's access to mental/behavioral health services.

**Collaboration:** St. Elizabeth Community Hospital will continue to partner with other local organizations that respond to the health needs of our community. Community-based collaborations have been a priority in past years and the hospital will continue to drive community benefit efforts in the future.

## Program Digests

The following pages include Program Digests describing key programs and initiatives that address one or more significant health needs in the most recent 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.

 <b>Increasing Diabetes Awareness and Education</b>	
Significant Health Needs Addressed	<ul style="list-style-type: none"> <li>✓ Access to Care</li> <li>☐ Aging Issues</li> <li>☐ Homelessness</li> <li>☐ Mental Health</li> </ul>
Program Description	<p>Diabetes is a growing health concern in Tehama County. Diabetes risk factors include age, genetics in addition to lifestyle and dietary factors. Diabetes education and medical nutrition therapy has been shown to significantly improve HgA1c and can improve knowledge and skills needed to modify behaviors and assist patients in self-managing their condition. St. Elizabeth Community Hospital Diabetes program consists of outpatient diabetes-focused medical nutrition therapy (MNT), community diabetes classes and support groups, community outreach, inpatient education and discharge follow-up phone calls to promote ongoing wellness.</p>
Community Benefit Category	A – Community Health Improvement Services
Planned Actions for 2019 - 2021	
Program Goal / Anticipated Impact	Improve community awareness and detection of diabetes within the population served and increase knowledge of diabetes management through outreach and education.
Measurable Objective(s) with Indicator(s)	Increased knowledge and awareness of diabetes management education services among community members measured by the number of attendees at classes, support groups and MNT visits.
Intervention Actions for Achieving Goal	<ul style="list-style-type: none"> <li>▪ Participation in community education events to increase diabetes awareness and provide screenings</li> <li>▪ Provide community classes and support groups (Living Well with Diabetes and Diabetes Support Group).</li> <li>▪ Provide medical nutrition therapy (MNT) and diabetes education services</li> <li>▪ Collaborate with community providers to improve access to diabetes education services.</li> <li>▪ Explore additional interventions for diabetes education for the community</li> </ul>

Planned Collaboration	Continue collaboration with local community-based organizations and health care centers including but not limited to Lassen Medical Group, Greenville Rancheria Tribal Health Center, Corning Senior Center, and Feather River Community Health.
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### Access to Care

Significant Health Needs Addressed	<input checked="" type="checkbox"/> Access to Care <input type="checkbox"/> Aging Issues <input type="checkbox"/> Homelessness <input type="checkbox"/> Mental Health
Program Description	The hospital's initiatives to address access to high quality health care and services are anticipated to result in: increased timely access and services; increased knowledge about how to access and navigate the health care system and reduce barriers to care.
Community Benefit Category	A3 – Healthcare Support Services

### Planned Actions for 2019 - 2021

Program Goal / Anticipated Impact	Increased availability of outpatient oncology services including chemotherapy infusion in the community, relieving the burden of individuals driving great distances to receive this type of care.
Measurable Objective(s) with Indicator(s)	Increase the number of individuals seen at the clinic for chemotherapy services during the fiscal year
Intervention Actions for Achieving Goal	The hospital will offer outpatient oncology clinic and chemo infusion services beginning in FY20.
Planned Collaboration	None



### Mental Health

Significant Health Needs Addressed	<input type="checkbox"/> Access to Care <input type="checkbox"/> Aging Issues <input type="checkbox"/> Homelessness <input checked="" type="checkbox"/> Mental Health
Program Description	The hospital's initiatives to address access to behavioral health services are anticipated to result in: expanded access to behavioral health

	services; increased knowledge about how to access and navigate the health care system; and reduce barriers to care.
Community Benefit Category	A3 – Healthcare Support Services
<b>Planned Actions for 2019 - 2021</b>	
Program Goal / Anticipated Impact	Expanded access to behavioral health services
Measurable Objective(s) with Indicator(s)	Expand the infrastructure for behavioral health services in outpatient rural clinics and increase availability of services in the community measured
Intervention Actions for Achieving Goal	<ul style="list-style-type: none"> <li>▪ Hire and/or contracting of a part time behavioral health provider</li> <li>▪ Increase the number of individuals seen locally for behavioral health services beginning the last quarter of the fiscal year</li> <li>▪ Contracting and/or recruitment for behavioral health provider to provide client visits within the outpatient Rural Health Clinics</li> <li>▪ Recruitment of Behavioral Health Specialist to the Women’s Health Services Clinic in Red Bluff.</li> <li>▪ Recruitment of Mental Health Therapist position to be established with Solano Street Medical Clinic under the National Health Service Corps Loan Repayment Program.</li> </ul>
Planned Collaboration	Potential collaboration with Greenville Rancheria; recently awarded \$265,000 from HRSA to expand behavioral health services in Tehama County. Consideration of a contract for a behavioral health provider in the Rural Health Clinic and/or to accept direct referrals for services to Greenville Rancheria from St. Elizabeth Community Hospital outpatient clinics

## Hospital Board and Committee Rosters

**FY 2020**  
**DIGNITY HEALTH NORTH STATE SERVICE AREA**  
**COMMUNITY BOARD MEMBERS**

Ryan Denham, Chairman, President S.J. Denham

Eva, Jimenez, Secretary, VP of Economic and Workforce Development at Shasta College

Todd Strumwasser, M.D., SVP Northern California Division

Fernando Alvarez, M.D., Internal Medicine/Hospitalist with Vituity

Diane Brickell, Retired Educator

Jim Cross, President of Cross Petroleum

Sister Clare Marie Dalton, VP Mission Integration at Mercy General Hospital

Sandra Dole, Real Estate Agent with Vista Real Estate

Riico Dotson, M.D., Orthopedic Surgeon

Alan Foley, Financial Advisor with Ameriprise Financial

Nikita Gill, M.D., Interventional Cardiologist

Hillary Lindauer, Licensed Marriage and Family Therapist and the Executive Director of the Family  
Counseling Center

Sister Bridget McCarthy, VP Mission Integration Greater Sacramento Service Area

Patrick Quintal, M.D., Pediatrician with Lassen Medical Clinic

Any communications to Board Members should be made in writing and directed to:

Lynn Strack, Executive Assistant  
Dignity Health North State  
P.O. Box 496009  
Redding, CA 96049-6009  
(530) 225-6103  
(530) 225-6118 fax



FY 2020  
ST. ELIZABETH COMMUNITY HOSPITAL  
LOCAL ADVISORY COUNCIL MEMBERS

**Community Members**

Tony Cardenas, Former Corning Police Chief  
C. Jerome Crow, Corning Citizen at Large  
Dave Gowan, Red Bluff Tehama County Chamber  
Sr. Gloria Heese, Sister of Mercy  
Dave Hencratt, Tehama Sheriff  
Darwyn Jones, District Manager for Walmart Distribution Center  
Valerie Lucero, Co-chair (Director of Tehama County Public Health Services Agency)  
Scott Malan, MD, Shasta College Professor  
Maggie Michael, Alternatives to Violence  
James Miller, Red Bluff Roundup  
Jon Pascarella, DDS  
Matt Rogers, District Attorney  
Jessie Shields, Community Member, Mercy Foundation North  
Mandy Staley, Tehama District Fair  
Sr. Pat Manoli, Sister of Mercy

**St. Elizabeth Community Hospital Staff**

Jordan Wright, President  
Kristin Behrens, Director of Support Services  
Denise Little, Director Human Resources  
Joanne Heffner, Chief Nursing Executive  
Amanda Harter, Public Relations and Marketing  
Kristen Gray, Administrative Assistant to the President

