



Sierra Nevada Memorial Hospital

Community Health Implementation Strategy 2016-2018

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EXECUTIVE SUMMARY

Sierra Nevada Memorial Hospital (Sierra Nevada Memorial) is located in the western part of Nevada County and continues to be the only acute care hospital serving this region. The hospital's service area is home to over 75,000 residents with a growing number who are Medi-Cal insured. Historically lacking safety net providers to serve this population, the community is heavily dependent on the hospital to often serve all its health needs. The hospital must continuously balance its responsibility caring for the acutely ill with the role it serves as a safety net provider for the poor and vulnerable in a region where public and community capacity is limited.

The hospital has expanded in numerous ways since opening in 1958 to meet the growing needs of the community. Today, the hospital has 850 employees and offers 104 licensed acute care beds and 18 emergency department beds. Additions have included an Ambulatory Treatment Center, a Community Cancer Center that is nationally accredited by the Commission on Cancer of the American College of Surgeons, state-of-the-art Diagnostic Imaging Center and Women's Imaging Center (certified as a Quality Breast Center of Excellence), and Wound Care Healing & Hyperbaric Medicine Center. The hospital is a certified Primary Stroke Center by The Joint Commission and has earned the Gold Plus Achievement Award for Stroke from the American Heart Association and American Stroke Association.

The significant community health needs that form the basis of this document were identified in the hospital's most recent Community Health Needs Assessment (CHNA), which is publicly available at <http://www.dignityhealth.org/sacramento/documents/hospital-reports-addressing-community-health-needs/sierra-nevada-hospital-chna-2016>. Additional detail about identified needs, data collected, community input obtained, and prioritization methods used can be found in the CHNA report.

The significant community health needs identified are:

1. Access to Behavioral Health Services
2. Access to High Quality Health Care and Services
3. Disease Prevention, Management and Treatment
4. Affordable and Accessible Transportation
5. Safe, Crime and Violence Free Communities.
6. Active Living and Healthy Eating
7. Basic Needs (Food Security, Housing, Economic Security, and Education)
8. Pollution-Free Living and Working Environments

During the next three years, the hospital plans to collaboratively build upon a number of current initiatives, and complete implementation for several new initiatives responding to priorities with emphasis on access to primary and mental health care.

Sierra Nevada Memorial will continue to expand its Integrated Care Coordination for Family Wellness program in collaboration with FREED Center for Independent Living, Community Recovery Resources (CoRR) and Western Sierra Medical Clinic (WSMC). This partnership will continue to improve the continuum of care for patients utilizing the emergency department for needs that could be more appropriately addressed in a community care setting by developing a direct linkage to primary care at WSMC through navigation services. Continued efforts will focus on serving patients with substance

abuse in the hospital setting in partnership with Nevada County; CoRR will add a substance use counselor to respond to patients in the emergency department who need substance abuse services. This addition fits perfectly within a well-defined care continuum which includes medication assisted treatment (MAT) starting in the emergency department and the direct connection to local MAT, or residential treatment programs.

The Mental Health Crisis Support Partnership will continue to strengthen with the goal of improving access to the Crisis Stabilization Unit beyond the emergency department. In addition, the collaborative groups formed to improve services for individuals with substance use and mental health disorders will be partnering to explore opportunities to provide medical respite services in our community for individuals who may be homeless with mental health conditions or substance use disorders.

Sierra Nevada Memorial will work to re-establish many of the wellness classes that were temporarily put on hold in FY 2016 due to the restructuring of the department. As part of a Dignity Health system-wide initiative, the hospital is also continuing its efforts to implement a clinical and community strategy to end human trafficking by educating clinical staff within several hospital departments and building relationships with community partners and law enforcement. Efforts include the implementation of a human trafficking task force.

This report and plan is publicly available at www.dignityhealth.org by navigating to “Community Health” and “Programs, Reports, and Tools.” It will be distributed to hospital leadership, members of the Community Board and Health Committee and widely to management and employees of the hospital, as it serves as a valuable tool for ongoing community benefit awareness and training. The document will also be broadly distributed externally to Community Health Needs Assessment partners, community leaders, government and public health officials, program partners and other agencies and businesses throughout the region.

Written comments on this report can be submitted to the Sierra Nevada Memorial’s Community Health and Outreach Department at 3400 Data Drive, Rancho Cordova, CA 95670 or by e-mail to DignityHealthGSSA_CHNA@dignityhealth.org.

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

Sierra Nevada Memorial's roots in western Nevada County date back to the 1930s, when mining engineer Errol MacBoyle and local doctor Carl Jones led an effort to build a new community hospital with funds and land donated by MacBoyle's Idaho-Maryland Mine. World War II interrupted construction of the hospital and by the mid-1950s both MacBoyle and Jones had passed away. Several years later the unfinished hospital building was sold to businessman Charles Litton. With proceeds from the sale and community fundraising efforts, a new community hospital became a reality when Sierra Nevada Memorial opened its doors in 1958.

Located at 155 Glasson Way in Grass Valley, CA, Sierra Nevada Memorial has expanded in numerous ways since its early days to meet the growing needs of the community. Today, the hospital has 850 employees and offers 104 licensed acute care beds and 18 emergency department beds and is the leading income and employment generator in the City and County. Additions have included an Ambulatory Treatment Center, a Community Cancer Center that is nationally accredited by the Commission on Cancer of the American College of Surgeons, state-of-the-art Diagnostic Imaging Center and Women's Imaging Center (certified as a Quality Breast Center of Excellence), and Wound Care Healing & Hyperbaric Medicine Center. The hospital is a certified Primary Stroke Center by The Joint Commission and has earned the Gold Plus Achievement Award for Stroke from the American Heart Association and American Stroke Association.

Rooted in Dignity Health's mission, vision and values, Sierra Nevada Memorial is dedicated to improving community health and delivering community benefit with the engagement of its management team, Board of Directors and Community Health and Outreach Department. The board is composed of community members who provide stewardship and direction for the hospital as a community resource.

The development of community health improvement strategies to address significant health issues is a collaborative effort engaging members of a dedicated Community Health and Outreach Department who work directly with the hospital president, management and clinical staff, as well as community partners. The department is responsible for implementing, managing and evaluating initiatives, and oversees community benefit reporting and the development of the hospital's Community Health Needs Assessment (CHNA). The department director reports quarterly to the Sierra Nevada Memorial Board of Directors, which has oversight for ensuring hospital initiatives and services are aligned with priority health issues identified in the CHNA, represents the needs of the community and monitors the progress of initiatives. The Board of Directors reviews and approves the CHNA and the Community Health Implementation Strategy (see Appendix A for rosters of the Sierra Nevada Memorial Board of Directors).

Sierra Nevada Memorial's community benefit program includes financial assistance provided to those who are unable to pay the cost of their 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 provided to not-for-profit organizations that are working together to address significant health needs identified in the CHNA. Many of these programs and initiatives are described in this report.

In addition, we are investing in community capacity to improve health – including addressing the social determinants of health – through Dignity Health's Community Investment Program. Dignity Health

remains committed to the communities it serves via investments to support nonprofit organizations that deliver an array of services to low-income communities, addressing identified needs, in Nevada County and the Sacramento region. California Primary Care Association (CPCA) Ventures, for example, in partnership with NCB Capital Impact, manages a loan program that provides financing opportunities to California's community clinics and health centers that might not be able to access traditional financing sources. Dignity Health's funds were used to support this program. Over the past two decades, CPCA Ventures has helped California's community clinics and health centers double both in numbers of sites and in numbers of patients being served.

DESCRIPTION OF THE COMMUNITY SERVED

Sierra Nevada Memorial's community or hospital service area (HSA) is defined as the geographic area (by ZIP code) in which the hospital receives its top 80% of discharges. The hospital's service area encompasses seven zip codes in the communities of Grass Valley, Penn Valley, Rough and Ready, Nevada City, North San Juan and Washington (95945, 95946, 95949, 95959, 95960, 95975, and 95986). Four of the SNMH HSA ZIP codes had portions of their ZIP codes that were designated Health Professional Shortage Areas (HPSAs) for Primary Care; this includes 95946 (Penn Valley), 95959 (Nevada City), 95975 (Rough and Ready), and 95986 (Washington). A summary description of the community is below, and additional community facts and details can be found in the CHNA report online.

Located northwest of Lake Tahoe in the woodlands and forests of the Sierra Nevada mountains, Nevada County is in the heart of California's historic Gold Country and includes the small cities of Grass Valley, Nevada City and Truckee, and nine other unincorporated cities. Since the Gold Rush of 1849, the region experienced a dramatic transformation of its landscape, with open-range cattle grazing, orchards, timber production and deep, hard-rock gold mining becoming economic mainstays. By the mid-1950s, however, the last major commercial mines closed and the traditional natural resource-based economy went into decline. By 1998, employment in agriculture, forestry and mining (together) in Nevada County dwindled to about 2% of all local jobs. Today, a large portion of the county's economy is based on income from non-wage-related sources such as dividends and pensions from a large retirement community, and local service-sector employment and businesses.

With almost 179,000 acres of national forest and over 15,000 acres of state park land, Nevada County is known for its open space, rural atmosphere and small-town style of life. While a number of health resources are available within its more populated communities, Nevada County's rural environment contributes to barriers in accessing health care and health-related services for individuals and families living in the country.

Demographics within Sierra Nevada Memorial's hospital service area are as follows, derived from estimates provided by Truven Health Analytics data:

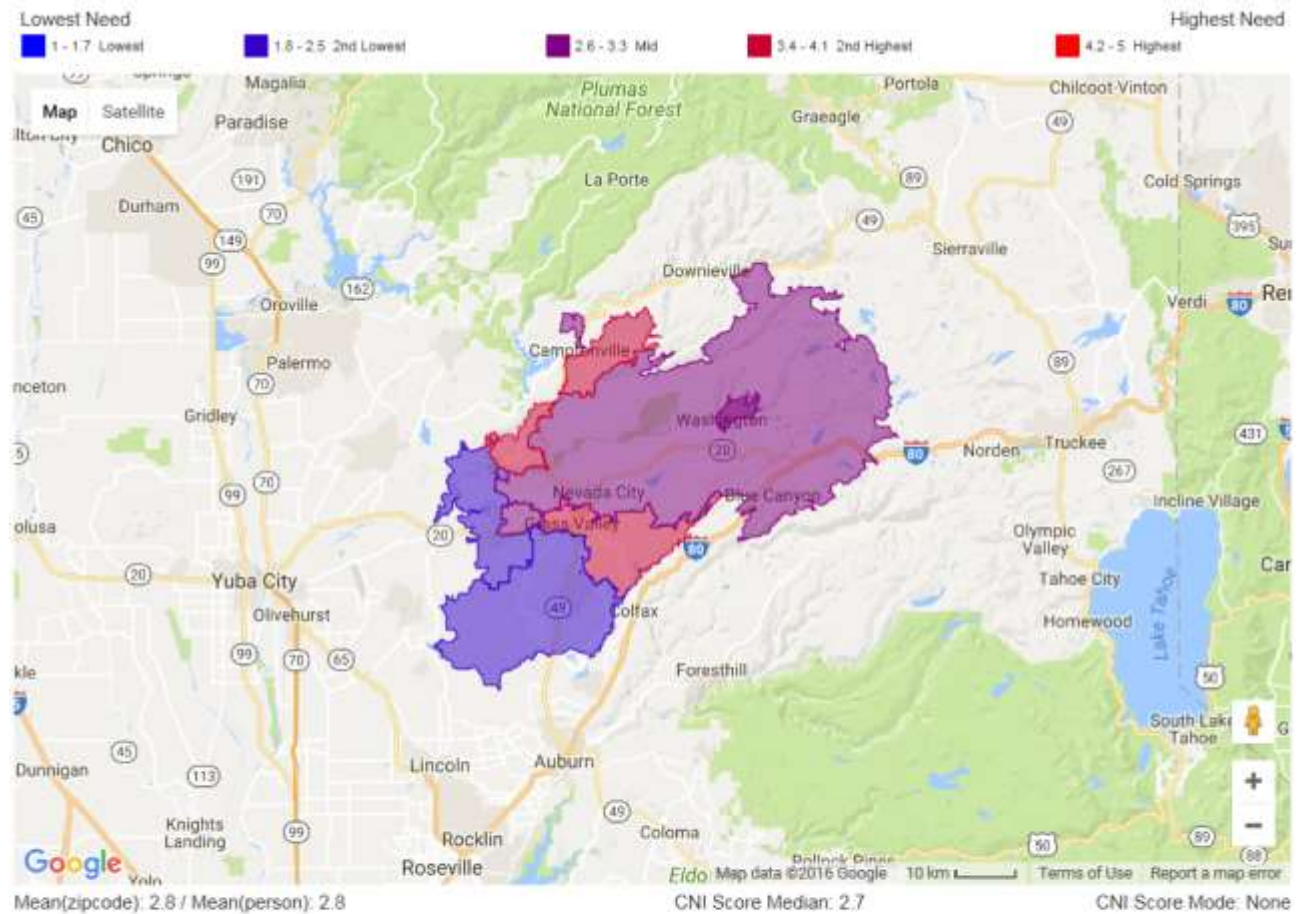
- Total Population: 75,301
- Race and Ethnicity:
 - White – Non-Hispanic: 87.0%
 - Black/African American - Non-Hispanic: 0.6%
 - Hispanic or Latino: 7.1%
 - Asian/Pacific Islander: 1.4%
 - Other: 3.9%
- Median Income: \$55,724
- Uninsured: 6.1%
- Unemployment: 4.7%
- No HS Diploma: 7.6%
- CNI Score: 2.7
- Medicaid Population: 25.9% (Does not include individuals dually-eligible for Medicaid and Medicare)

- Other Area Hospitals: 1
- Medically Underserved Areas or Populations: Yes

Sierra Nevada Memorial Community Needs Index (CNI) Data

The hospital's CNI Score of 2.7 falls in the mild range. 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.

Sierra Nevada Memorial Needs Index (CNI) Map: Median CNI Score: 2.7



Zip Code	CNI Score	Population	City	County	State
95945	3.8	24987	Grass Valley	Nevada	California
95946	2.4	9601	Penn Valley	Nevada	California
95949	1.8	19596	Grass Valley	Nevada	California
95959	2.8	18605	Nevada City	Nevada	California
95960	3.6	712	North San Juan	Nevada	California
95975	2.6	1800	Rough And Ready	Nevada	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 Board of Directors] and other stakeholders in the development of the annual community benefit plan and triennial Implementation Strategy.

Community Health Needs Assessment Process

The most recent Community Health Needs Assessment (CHNA) was completed and adopted by Sierra Nevada Memorial in June 2016. The CHNA was conducted through the Sacramento Regional Collaborative Process which included Sierra Nevada Memorial, other Dignity Health hospitals in Sacramento and Yolo County, Kaiser Permanente, Sutter Health and UC Davis Health System. These health systems all serve the same or portions of the same communities. Nonprofit research consultant, Valley Vision, Inc., was retained to lead the assessment process, based on its local presence and understanding of the greater Sacramento region and experience in conducting multiple CHNAs across an array of communities for nearly a decade.

The objectives of the CHNA were to identify and prioritize community health needs and identify resources available to address those health needs. Data collected and analyzed included both primary or qualitative data, and secondary or quantitative data. To determine geographic locations affected by social inequities, data were compiled and analyzed at the census tract and ZIP code levels. To assess overall health status and disparities in health outcomes, indicators were developed from a variety of secondary data sources which can be found in the complete CHNA. These “downstream” health outcome indicators included measures of both mortality and morbidity such as mortality rates, emergency department visit and hospitalization rates. Health drivers/conditions or “upstream” health indicators included measures of living conditions spanning the physical environment, social environment, economic and work environment, and service environment. Overall, more than 170 indicators were included in the CHNA.

Community input and primary data on health needs were obtained via interviews with service providers and community key informants (including hospital staff, Nevada County Public Health and Behavioral Health and community providers) and through focus groups with medically underserved, low-income, and minority populations. Primary data for Sierra Nevada Memorial included 13 key informant interviews with 21 participants and seven focus groups conducted with 55 participants.

An important component of the assessment included the identification of community and hospital resources that might be available to address priority needs. This resource mapping process which identified 75 community resources provided insight on community capacity and potential opportunities for collaborating with partners. The hospital is currently working with a number of the resources identified and several others are being targeted for future partnership initiatives.

Sierra Nevada Memorial’s CHNA was distributed externally to community leaders, government and public health officials, program partners and other agencies and businesses throughout the region, and made available internally to hospital leadership and employees. The complete assessment is available to

the public on <http://www.dignityhealth.org/sacramento/documents/hospital-reports-addressing-community-health-needs/sierra-nevada-hospital-chna-2016>.

CHNA Significant Health Needs

Significant health needs were identified and prioritized by using quantitative and qualitative data which was synthesized and analyzed according to established criteria. This included identifying eight potential health need categories based upon the needs identified in the 2013 CHNA, the grouping of indicators in the Kaiser Permanente Community Commons Data Platform (CCDP), and a preliminary review of primary data. Indicators within these categories were flagged if they compared unfavorably to county, state, or Healthy People 2020 benchmarks or demonstrated racial/ethnic disparities according to a set of established criteria. Eight potential health needs were validated as significant health needs for the service area.

Eight significant health needs emerged from the assessment across the hospital's primary service area:

1. **Access to Behavioral Health Services:** Includes access to mental health and substance abuse prevention and treatment services,
2. **Access to High Quality Health Care and Services:** Encompasses access to primary care and specialty care, dental care and maternal and infant care.
3. **Disease Prevention, Management and Treatment:** Contains health outcomes that require disease prevention and/or management and treatment including: cancer, cardiovascular disease/stroke, HIV/AIDS/STDs and asthma.
4. **Affordable and Accessible Transportation:** Includes the need for transportation options, transportation to health services and options for person with disabilities.
5. **Safe, Crime and Violence Free Communities:** Consists of safety from violence and crime including violent crime, property crimes and domestic violence.
6. **Active Living and Healthy Eating:** Encompasses all components of active living and healthy eating including health behaviors, associated health outcomes and aspects of physical environment/living conditions.
7. **Basic Needs (Food Security, Housing, Economic Security, and Education):** Includes economic security, food security/insecurity, housing, education and homelessness.
8. **Pollution-Free Living and Working Environments:** Contains measures of pollution such as air and water pollution levels.

Sierra Nevada Memorial will address the first three significant health needs: access to behavioral health; access to high quality health care; and chronic disease prevention, management, and treatment.

Behavioral health includes indicators related to mental health and substance use. Within SNMH's hospital service area, 4 zip codes in Nevada County had rates of ED visits for suicide and self-inflicted injury that were higher than the state rate. With regards to substance abuse specifically, rates for ED visits were higher in 3 zip codes and hospitalizations were considerably higher in 5 zip codes when compared to the state. Specific health indicators identified in the 2016 CHNA also provide substantial reasoning to the selection of access to care and chronic disease prevention and management as priority needs for SNMH, such as the high number of ED visits for heart disease, diabetes, stroke, hypertension and kidney disease when compared to the Nevada County benchmarks.

Sierra Nevada Memorial, as a rural community hospital, does not have the capacity or resources to address all priority health issues identified in Nevada County. The hospital is not directly addressing the

following priorities although programs are in place to assist community residents in limited capacity: affordable and accessible transportation; safe, crime and violence free communities; active living and health eating; and basic needs. In addition, the hospital will continue to seek collaborative opportunities that address needs that have not been selected as priorities. The hospital is not addressing Pollution-Free Living and Working Environments, as this priority is beyond the capacity and expertise of Sierra Nevada Memorial.

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.

A general approach is taken when planning and developing initiatives to address significant health issues. At the onset, Community Health and Outreach staff engages a core internal team that may include clinical staff, care coordinators and social workers, members of the Sierra Nevada Memorial leadership team, and Dignity Health leaders at the regional and local levels from Mission Integration, IT, Legal, Administration, and Finance. These core teams help shape initiatives, provide internal perspective on issues (i.e. utilization trends relative to the issue, gaps experienced in available follow-up or wraparound care for patients, etc.) and help define appropriate processes, procedures and methodologies for measuring outcomes.

The planning and development of each initiative also involves research on best practices to identify existing evidence-based programs and interventions, and relationship strengthening with community-based providers that serve target populations for intended initiatives. Once identified, community-based partners become part of the hospital's core project team. Core project teams for all initiatives meet quarterly, or as needed, to evaluate program progress and outcomes, and to make program changes and/or improvements.

Planning for the Uninsured/Underinsured Patient Population

Sierra Nevada Memorial seeks to deliver compassionate, high quality, affordable health care and to advocate for those who are poor and disenfranchised. In furtherance of this mission, the hospital offers financial assistance to eligible patients who may not have the financial capacity to pay for medically

necessary health care services, and who otherwise may not be able to receive these services. A plain language summary of the hospital's Financial Assistance Policy is in Appendix C.

Sierra Nevada Memorial notifies and informs patients about the Financial Assistance Policy by offering a paper copy of the plain language summary of the Policy to patients as part of the intake or discharge process. At the time of billing, each patient is offered a conspicuous written notice containing information about the availability of the Policy.

Notice of the financial assistance program is posted in locations visible to the public, including the emergency department, billing office, admissions office, and other areas reasonably calculated to reach people who are most likely to require financial assistance from the hospital. The hospital provides brochures explaining the financial assistance program in registration, admitting, emergency and urgent care areas, and in patient financial services offices.

The Financial Assistance Policy, the Financial Assistance Application, and plain language summary of the Policy are widely available on the hospital's web site, and paper copies are available upon request and without charge, both by mail and in public locations of the hospital. Written notices, posted signs and brochures are printed and available online in appropriate languages.

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.

Access to Behavioral Health Services

- Integrated Care Coordination for Family Wellness - Developing through Dignity Health Community Grants Program, this partnership was developed to increase access to primary, mental health, substance use, and preventative health care and to integrate and coordinate these services for vulnerable populations. The partners including FREED Center for Independent Living, Community Recovery Resources (CoRR) and Western Sierra Medical Clinic (WSMC) have undergone cross- training to understand each other’s services and developed a process for seamless referrals. Both Western Sierra Medical Clinic and CoRR are co-located on each other’s campuses and a FREED navigator is currently stationed on the hospital campus to work directly with hospital care coordinators. With additional navigation services being implemented, the FREED navigator will focus on targeting patients with high readmission risks to improve their connection to support services and connection to care in hopes of improving health outcomes. CoRR has added a substance use navigator to respond to the hospital and in the upcoming year, the role will again be expanded with a substance use counselor positioned in the emergency department providing intervention and navigation to treatment services. The role will integrate with a Medication Assisted Treatment pilot in the emergency department. Efforts will also be put into place to connect patients with severe IV drug use related infections with substance use treatment at CoRR and medically supported by the hospital’s home health.
- Mental Health Crisis Support Partnership - A unique and innovative partnership which began in 2013 between the hospital and Nevada County continues to address the need for mental health services for residents admitting to the emergency department in crisis. County contracted mental health crisis workers respond immediately to the hospital’s emergency department to support patients in crisis. Specially trained on-call peer counselors are available to support patient needs around the clock.
- Crisis Stabilization Unit - In December of 2015, a 23 hour, unlocked, 4 bed psychiatric crisis unit opened on hospital grounds. The CSU is an innovative partnership between the Hospital and Nevada County Behavioral Health in which the hospital leases the land at no charge to the County, and pays the County for 3 dedicated psychiatric beds in the County owned and operated psychiatric crisis unit. The CSU allows patients in acute psychiatric crisis to receive rapid access to appropriate care for their psychiatric emergency. Efforts will continue to strengthen this partnership by opening direct access to the CSU without requiring primary emergency department encounters on some occasions, and by further refining ED protocols to expedite transfer to the CSU for appropriate psychiatric care and crisis stabilization.

- Tele-Psychiatric Care - The hospital implemented the use of tele-psychiatry in FY 2014 in its emergency department to allow patients to access psychiatric services during a crisis day or night. Psychiatrists are able to provide early evaluation and psychiatric intervention via remote consultations with patients, improving access to timely quality care.
- Classes Addressing Mental Health – In FY 2017, the Wellness Classes will be reinstating, which will allow classes addressing mental health to be offered such as “Dealing with Depression and Chronic Illness”, “Why Mental Health is an Important Part of Total Health”. Additional classes will be added annually to meet the needs of the community.

Access to High Quality Health Care and Services

- Penn Valley Satellite Lab and X-Ray Clinic - Medi-Cal-insured and indigent residents received services at the hospital’s Satellite Lab and X-Ray Clinic located in the underserved area of Penn Valley/Rough and Ready, filling a major gap in services in this part of the region.
- Cancer Nurse Navigator - Nurse Navigators at the hospital are effectively supporting the need for specialized care for individuals with breast and lung cancer. The navigation program has continued to expand to meet a growing demand for services. Patients receive education on treatment options, as well as referrals for follow-up care and education. Navigation services target underserved populations that otherwise would not have access to care.
- Emergency Department Navigation- In FY 2017, navigation to Western Sierra Medical Clinic (WSMC) will become a core funded program with a WSMC nurse case manager stationed in the ED who will provide patient navigation to primary care, dental, substance use, and mental health services at WSMC. With access to the WSMC scheduling system, patients can be scheduled for in-office follow-up prior to ED discharge.

Disease Prevention, Management and Treatment

- Alzheimer’s Outreach Program - The hospital’s Home Care Department offers an Alzheimer’s Outreach Program that serves as a unique community education, resource and support center. A licensed social worker is dedicated to the program, which offers services, including a “Yes I Can” course that teaches caregivers and families how to provide quality care for those with Alzheimer’s who are still living at home and a Caregiver Support Group. The program also provides education and caregiver support via home visits and personal consultations, and links those that need specialized care to important resources, including assisted living/care centers.
- Falls Prevention Program - Sierra Nevada Memorial Hospital is fulfilling an important need in the community through its Falls Prevention Program. The program has been offered at the hospital and in the community since 2013 to capture a larger number of participants, and consists of education about fall risk factors and prevention strategies for older adults and caregivers. Participants also learn appropriate exercises for enhanced balance and strength.
- Heart Failure Program - A best practice heart disease intervention model at the hospital provides assistance and support to individuals suffering from heart disease. The program offers ongoing educational and clinical support to residents with heart failure, and provides medication monitoring.
- Diabetes: Management and Prevention- The hospital will continue to offer the Diabetes: Take Control Program, training 2 new instructors in FY 2017. To date, more than 12 facilitators have been trained and certified to lead workshops including staff at Western Sierra Medical Clinic to extend the reach of the program. In addition, the hospital is supporting the training of community facilitators to offer the Diabetes Education Empowerment Program (DEEP) in the community, targeting low-income, disabled, and homeless individuals. Through Wellness,

Sierra Nevada Memorial will offer regular pre-diabetes facts and nutrition classes. In addition through a new partnership with Nevada County, these programs will be offered at no cost to individuals living at or below poverty level that have been identified through the County food pantry's.

- **Support Groups** - Hospital-sponsored support groups for cancer, brain injury, stroke and asthma provide complementary resources for medical treatment, and are an opportunity for patients and family members to share their concerns while learning methods for handling difficult situations. Groups are conducted by a trained hospital staff member, and bring people together facing similar issues to share experiences and advice. Benefits include reduced stress, anxiety, loneliness and isolation, improved coping skills and an enhanced understanding of conditions and treatment options.
- **Wellness Classes Addressing Prevention and Health Management** - In FY 2017, SNMH will begin rebuilding the Wellness program to offer a full range of classes that address chronic disease prevention and management at low or no cost to attendees. Additional classes will be added annually to meet the needs of the community.
- **Cancer Screenings** - Free Cancer Screenings are offered through the Sierra Nevada Memorial Hospital Community Cancer Center. Patients will be connected to the cancer nurse navigator if they have a positive screening.
- **Health Fairs** - Sierra Nevada Memorial Hospital participates in local free health fairs in the community and offers blood pressure checks, blood glucose tests, balance and strength tests, body fat analysis, tips and information on healthy eating, early detection and disease prevention.

Affordable and Accessible Transportation

Although not a significant health need that the hospital will address as a priority, efforts are in place to address transportation needs.

- **Taxi Voucher Program** - Sierra Nevada provides taxi vouchers to individuals that do not have access to transportation. These vouchers are typically provided to patients that have been to the emergency department, or to inpatients upon discharge from the hospital.

Safe, Crime and Violence Free Communities

Although not a significant health need that the hospital will address as a priority, efforts are in place to address Safe, Crime and Violence Free Communities including the partnerships with law enforcement and with local victim's resource groups.

- **Human Trafficking** - The initial phase of this initiative launched in FY 2015 with a core emergency response team established and the roll out of the first phase of education and training to hospital clinical staff to increase awareness and improve quality of care for human trafficking victims. During the next three years, Sierra Nevada Memorial will continue to strengthen the relationship between the hospital's community partners, raise community awareness, and increase hospital employee awareness.

Basic Needs (Food Security, Housing, Economic Security, and Education)

Although not a significant health need that the hospital will address as a priority, efforts are in place to address basic needs.

- **Homeless Outreach Project** - In partnership with Nevada City Police Department, Grass Valley Police Department, Nevada County Health and Human Services Agency, Divine Spark, Sierra Roots, and 211, efforts are underway to bring health care, and mental health care, as well as Medi-Cal eligibility, and housing assistance services to homeless camps and to homeless

gatherings a food distribution centers.

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. The Community Health and Outreach staff, hospital executive leadership, Board of Directors, 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

Human Trafficking

The initial phase of this initiative launched in late FY 2015 with the roll-out of education and training to hospital clinical staff to increase awareness and improve quality of care for human trafficking victims. In early 2016 community agencies serving human trafficking victims were convened to share information on their organizations and begin to outline the community strategy component for this initiative. The community strategy has grown to include law enforcement and child protective services. Partners include:

- DVSAC
- Women of Worth
- Nevada County Schools
- Grass Valley and Nevada City Police Departments
- Living Well
- Child Protective Services
- CASA-Child Advocates
- Nevada County Behavioral Health
- Sierra Nevada Memorial Hospital Foundation

Mental Health, Substance Use Disorder and 5150's Community Collaboration Meetings

The Mental Health Crisis Support Partnership is addressing the urgent need for mental health services and the steady increase in residents admitting to the emergency department in crisis. The first phase of the program was completed in FY 2015, with the placement of a County licensed psychotherapist in the hospital's emergency department to support patients in crisis. The second phase of the program was implemented in FY 2016 with the establishment of a four-bed crisis stabilization unit on the hospital campus. In the second half of FY 2016, Multi System Staffing Team (MSST) was developed to find innovative solutions to assist individuals that have fallen through the cracks. The Substance Use Disorder collaborative combines the efforts of our community partners to address the opiate and substance use crisis in the community. Founded in February of 2016, this collaborative effort has already embarked on a number of combined initiatives including bringing SBIRT, Screening Brief Intervention, and Referral to Treatment free training to our community. Through this collaboration, Sierra Nevada Memorial will be implementing a full time substance use counselor in the emergency department in 2017, and are developing an ED MAT program. The collaborative partners are also working with providers in the jail to build a MAT program.

Partners include:

- Nevada County Health and Human Services
- Grass Valley Police Department
- Nevada City Police Department
- Nevada County Sheriff
- Community Recovery Resources (CoRR)
- Western Sierra Medical Clinic
- SPIRIT Peer Empowerment Center
- Progress House
- Sierra Mental Wellness
- Hospitality House
- Sierra Family Medical Clinic
- National Alliance on Mental Illness (NAMI)
- Chapa-De Indian Health
- Wayne Brown Correctional Facility
- Nevada County School District

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.

INTEGRATED FAMILY WELLNESS	
Significant Health Needs Addressed	<ul style="list-style-type: none"> ✓ Access to Behavioral Health Services ✓ Access to High Quality Health Care and Services ☐ Disease Prevention, Management, and Treatment
Program Emphasis	<ul style="list-style-type: none"> ✓ Focus on Disproportionate Unmet Health-Related Needs ✓ Emphasize Prevention ✓ Contribute to a Seamless Continuum of Care ✓ Build Community Capacity ✓ Demonstrate Collaboration
Program Description	The program focuses on Care Transition and Patient Navigation between organizations and services and develops a "no wrong door" system of referral. It increases access to primary, mental health, substance use, and preventative health care for vulnerable populations.
Community Benefit Category	E2-a Grants - Program grants
Planned Actions for 2016 - 2018	
Program Goal / Anticipated Impact	Continue to improve access to primary care, substance abuse, behavioral health, and preventative services for individuals with particular focus on those who have been hospitalized and are at risk of readmission, and/or individuals who utilize the hospital Emergency Room for care related to substance abuse or mental health, or primary care conditions by moving ED navigation into Core Programming. In 2017, CoRR will add a full-time substance use counselor in the hospital Emergency room. In addition, the CTI program will focus on key diagnosis that represent a particular challenge in ongoing chronic disease management and hospital readmissions.
Measurable Objective(s) with Indicator(s)	Increase referrals and numbers of patients receiving multiple safety-net services and decrease ED visits and hospital readmissions. Continue to improve patient care and health outcomes while reducing costs to the health system by addressing social determinates of health.
Intervention Actions for Achieving Goal	Continue working with care coordination and community partners to increase numbers of vulnerable patients receiving services through monthly meetings and quarterly reports.
Planned Collaboration	FREED, CoRR, WSMC, SNMH and Nevada County Behavioral Health

ALZHEIMER'S OUTREACH PROGRAM	
Significant Health Needs Addressed	<input type="checkbox"/> Access to Behavioral Health Services <input checked="" type="checkbox"/> Access to High Quality Health Care and Services <input checked="" type="checkbox"/> Disease Prevention, Management, and Treatment
Program Emphasis	<input checked="" type="checkbox"/> Focus on Disproportionate Unmet Health-Related Needs <input checked="" type="checkbox"/> Emphasize Prevention <input checked="" type="checkbox"/> Contribute to a Seamless Continuum of Care <input checked="" type="checkbox"/> Build Community Capacity <input checked="" type="checkbox"/> Demonstrate Collaboration
Program Description	Offered by the hospital's Home Care group, the Alzheimer's Outreach Program offers a series of classes and support groups designed to assist and empower caregivers with knowledge and skills to help them prevent the mental and physical challenges involved in caring for those with Alzheimer's and other forms of dementia. The program teaches caregivers and family members how to provide quality care for Alzheimer's patients still living at home. Home visits, telephone consultations, support groups, and a resource website are important components of the program.
Community Benefit Category	A1-a Community Health Education-Lectures/Workshops
Planned Actions for 2016 - 2018	
Program Goal / Anticipated Impact	Continue to improve the quality of care and quality of life for those with Alzheimer's and other forms of dementia, and support the special needs of caregivers and family members by providing assistance, education, training and linkages to additional resources.
Measurable Objective(s) with Indicator(s)	Continue to evaluate the program to align with the needs of the community, and enhance outreach and collaboration in the community to create awareness of this available service including a seamless referral process.
Intervention Actions for Achieving Goal	Continue outreach efforts to the community to create awareness of available services and improve relationships with community partners to increase enrollment and link community resources. Efforts will include publication through local media and Foundation newsletter.
Planned Collaboration	Continue to develop linkages from Sierra Nevada Hospital, SNMH Foundation, Sierra Nevada Home Care, and Senior Living Facilities and Alzheimer's Care Homes in Nevada County.

CRISIS STABILIZATION UNIT PARTNERSHIP	
Significant Health Needs Addressed	<ul style="list-style-type: none"> ✓ Access to Behavioral Health Services ☐ Access to High Quality Health Care and Services ☐ Disease Prevention, Management, and Treatment
Program Emphasis	<ul style="list-style-type: none"> ✓ Focus on Disproportionate Unmet Health-Related Needs ☐ Emphasize Prevention ✓ Contribute to a Seamless Continuum of Care ✓ Build Community Capacity ✓ Demonstrate Collaboration
Program Description	The Crisis Stabilization Unit (CSU) is a 4 bed, 23 hour mental health facility on the hospital campus. It opened in partnership with Nevada County Behavioral Health serving primarily Medi-Cal patients experiencing an acute mental health condition. Nevada County Behavioral Health contracts with Sierra Mental Wellness to staff and operate the CSU.
Community Benefit Category	E1-a Cash Donations - General contributions to nonprofit organizations
Planned Actions for 2016 - 2018	
Program Goal / Anticipated Impact	Continued strengthening partnerships to link more individuals to care in the CSU resulting in a further reduction of ED boarded length of stay and ultimately improving the quality of care for the patient. Continue to reduce readmissions within 30 days. Increase both the utilization of SPIRIT Peer support counselors for inpatients with mental health problems and navigation to primary care for psychiatric patients to improve access to preventative mental health care. Reduce time to CSU transfer. Develop pathways for direct CSU admissions for medically stable patients
Measurable Objective(s) with Indicator(s)	Length of psychiatric boarding time in ED. Monitor readmissions to CSU in 30, 60, 90 days. Track discharges from CSU to home vs. psychiatric hospital.
Intervention Actions for Achieving Goal	Continue working collaboratively with partners to create a seamless transition of care including monthly interactions and meetings with CSU staff to monitor and evaluate program success and challenges and monthly reports on data shared between partners.
Planned Collaboration	Nevada County Behavioral Health, Sierra Mental Wellness, SPIRIT Peer Empowerment Center, FREED Independent Living Center and other community partners as program expands its reach.

FALLS PREVENTION PROGRAM	
Significant Health Needs Addressed	<input type="checkbox"/> Access to Behavioral Health Services <input type="checkbox"/> Access to High Quality Health Care and Services <input checked="" type="checkbox"/> Disease Prevention, Management, and Treatment
Program Emphasis	<input checked="" type="checkbox"/> Focus on Disproportionate Unmet Health-Related Needs <input checked="" type="checkbox"/> Emphasize Prevention <input type="checkbox"/> Contribute to a Seamless Continuum of Care <input type="checkbox"/> Build Community Capacity <input type="checkbox"/> Demonstrate Collaboration
Program Description	The Falls Prevention Program is offered at the hospital and in the community and consists of education about fall risk factors and prevention strategies for older adults and their caregivers. Participants also learn appropriate exercises for enhanced balance and strength.
Community Benefit Category	A1-a Community Health Education - Lectures/Workshops
Planned Actions for 2016 - 2018	
Program Goal / Anticipated Impact	Reduce the risk of injury by falls through education and prevention strategies for older adults and their caregivers.
Measurable Objective(s) with Indicator(s)	Continue to increase awareness about the program through outreach to the community and to health care providers. Through work with the Falls Prevention Coalition, engage additional community partners.
Intervention Actions for Achieving Goal	Continue to build awareness about the program through outreach to the community to increase participation and engage more community partners to participate in the Falls Prevention Coalition.
Planned Collaboration	Sierra Nevada Memorial Hospital remains an active partner in the County Falls Prevention Coalition. Increase the linkage between Home Health and the Falls Prevention Coalition

CANCER NURSE NAVIGATOR	
Significant Health Needs Addressed	<ul style="list-style-type: none"> ✓ Access to Behavioral Health Services ✓ Access to High Quality Health Care and Services ✓ Disease Prevention, Management, and Treatment
Program Emphasis	<ul style="list-style-type: none"> ✓ Focus on Disproportionate Unmet Health-Related Needs ✓ Emphasize Prevention ✓ Contribute to a Seamless Continuum of Care ✓ Build Community Capacity ✓ Demonstrate Collaboration
Program Description	The Cancer Nurse Navigator is designed to help patients navigate the maze of options related to cancer and to complement and enhance services provided by physicians. Nurse navigators provide information, resources and referrals for follow-up biopsies and other treatments that low-income patients otherwise would not be able to access. The hospital provides similar navigator services for stroke victims.
Community Benefit Category	A3-g Health Care Support Services - Case management post-discharge
Planned Actions for 2016 - 2018	
Program Goal / Anticipated Impact	Continue to improve access to low cost and no-cost treatments and the continuity of care by navigating patients through the process of obtaining appropriate resources and referrals in a timely manner and serve as an educational resource for patients and their families.
Measurable Objective(s) with Indicator(s)	Increase outreach to Federally Qualified Health Centers and Community Clinics on low cost or no cost mammography. Increase the number of underserved assisted through outreach and community collaboration and build awareness of the program among community partners. Continue to provide education within the community setting.
Intervention Actions for Achieving Goal	Continue to promote services in the community and work with hospital and community partners to increase awareness of services and resources; this includes working with community clinics who serve the underserved.
Planned Collaboration	Cancer nurse navigators continue to work with a variety of community partners in terms of finding available services and well as receiving referrals for patients who need assistance. Current partnerships include peer support, Sierra Family, Western Sierra Medical Center (WSMC) and Chapa-De

APPENDIX A: BOARD OF DIRECTORS

Ed Sylvester Retired CEO Engineering Community Representative
Kathy Rappath Community Representative
Michele White Retired Human Resources Management Community Representative
Dale Creighton President, SCO Planning and Engineering Community Representative
Stacy Fore, DDS Local General Dentist
Alex Klistoff, MD Retired Physician
Scott Robertson Community Representative
Monty East Retired Utilities District Manager Current Real Estate Agent
Kevin Vaziri President and CEO Woodland Healthcare
Alan Wong, MD
Katherine A. Medeiros President and CEO Sierra Nevada Memorial Hospital

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.

- Health Professions Education - The hospital regularly sponsors seminars and training for medical students, physicians, nurses, and other students in the health care field. Hundreds of hours each year are committed to providing internships for nurses, paramedics, therapists, and clinical laboratory technicians.
- Enrollment Assistance – Hospital and Nevada County employees provide enrollment assistance at the hospital to low income patients, in an effort to get coverage in Medi-Cal and other government assistance programs.
- Transitional Housing and Lodging - Where there are no available alternatives, Sierra Nevada Memorial Hospital subsidizes payments for room and board in the community for patients unable to pay when they are discharged from the hospital.

Additionally, members of the hospital's leadership and management teams volunteer significant time and expertise as board members of nonprofit health care organizations and civic and service agencies, such as the Western Sierra Medical Clinic and Hospice of the Foothills. Annual sponsorships also support multiple programs, services and fund-raising events of organizations; among them, the Allied Health Scholarship Award, KARE Crisis Nursery, Hospitality House, and Domestic Violence and Sexual Assault Coalition.

APPENDIX C: FINANCIAL ASSISTANCE POLICY SUMMARY

Dignity Health's Financial Assistance Policy describes the financial assistance programs available to uninsured or under-insured 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.

Sierra Nevada Memorial Hospital 155 Glasson Way, Grass Valley, CA 95945 | Financial
Counseling 530-274-6758 **Patient Financial Services** 888-488-7667
| www.dignityhealth.org/sacramento/paymenthelp