

Dominican Hospital

2022 Community Health Implementation Strategy




Adopted November 2022





Table of Contents

At-a-Glance Summary	3-4
Our Hospital and the Community Served	5-7
About the Hospital	5
Our Mission	6
Financial Assistance for Medically Necessary Care	6
Description of the Community Served	6-7
Community Assessment and Significant Needs	7-8
Significant Health Needs	7-8
2022 Implementation Strategy	9-15
Creating the Implementation Strategy	9
Community Health Strategic Objectives	9-10
Strategies and Program Activities by Health Need	11-15

At-a-Glance Summary

<p>Community Served</p> 	<p>Santa Cruz County has a population of approximately 233,776 and covers 445 square miles. The two major cities are Santa Cruz, located on the northern side of the Monterey Bay, and Watsonville, situated in the southern part of the county.</p> <p>The city of Santa Cruz, which is the county seat, had an estimated population of 62,956 in 2020. Santa Cruz is one of California’s most popular seaside resorts with its historic Boardwalk, spectacular coastline, and accessible beaches. The city of Watsonville is the center of the county’s agricultural activity, with major industries including food harvesting, canning, and freezing.</p> <p>Watsonville has an estimated population of 52,590. Other incorporated areas in the county include the cities of Scotts Valley and Capitola. Approximately 50 percent of the population lives in the unincorporated parts of the county, including the towns of Aptos, Davenport, Freedom, Soquel, Felton, Ben Lomond, and Boulder Creek, and districts including the San Lorenzo Valley, Live Oak, Pajaro, and portions of North Monterey County.</p>
<p>Significant Community Health Needs Being Addressed</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"> ● Behavioral Health ● Health Care Access & Delivery ● Economic Insecurity
<p>Strategies and Programs to Address Needs</p> 	<p>The hospital intends to take several actions and to dedicate resources to these needs, including:</p> <ul style="list-style-type: none"> ● The hospital’s Personal Enrichment Program (PEP), a resource for community health and wellness education. PEP classes and programs focus on total joint care, childbirth and parenting, lifestyle management, improving neurological function, exercise and fitness, cancer resources, and heart health. ● The hospital’s Mobile Wellness Clinic, which benefits from bilingual staff who provide evaluation and treatment of episodic medical conditions, identification of medical homes for those patients with chronic needs, and identification of social services and resources in the community. The Mobile Wellness Clinic visits six locations every week, Monday through Friday. ● Funding to Janus of Santa Cruz, a substance use disorder (SUD) treatment clinic, for their Project Unite Program. Through this program, a substance abuse counselor meets with hospital patients to help transition the patients to inpatient/outpatient SUD treatment programs in Santa Cruz. ● An Emergency Department (ED) navigator, who meets with Central Coast Alliance for Health (CAAH) patients in the ED to help connect or reconnect them with patient care providers post hospital discharge. Services also include provision of food, clothing, and medications for patients who are homeless. ● The hospital’s Medical Guidance Area, a specialized area for patients with substance abuse and mental health disorders. A psychiatric registered nurse (psych RN) is present on the unit as part of the Psychiatric Resource Team (PRT).

	<ul style="list-style-type: none"> • The hospital’s Wellness Center addresses the needs of chronically ill and high-risk patients throughout the continuum of care. Wellness Center services will provide ambulatory care and support to keep people out of the hospital, and offer opportunities to manage high-risk patient groups. Program will offer patients the full spectrum of care, from preventive to post-acute. • The hospital provides financial support to the Teen Kitchen Project (TKP). TKP provides medically-tailored meals to individuals and families in crisis due to a life-threatening illness, particularly those who are low income, lack a support network of family or friends, or do not qualify for other free food services. TKP’s meal delivery service is unique in that the program engages teens (ages 13-18) as both volunteers and employees in preparing and packaging the meals. • Funding to Second Harvest Food Bank which provides food to people in need through a vast network of partner agencies and non-profits and directly through food distribution and nutrition education at dozens of program sites. Every month, 85,000 local residents count on the Second Harvest Food Bank to avoid missing meals, empty stomachs, and impossible choices between food, housing, medicine, and other necessities.
<p>Anticipated Impact</p> 	<p>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.</p>
<p>Planned Collaboration</p> 	<p>Dignity Health Dominican Hospital will continue collaborating with community partners, providers, government agencies, local health care agencies, behavioral health services, and other related agencies in the community.</p>

This document is publicly available online at the hospital’s website. Written comments on this report can be submitted to the Dominican Hospital Administration, 1555 Soquel Drive, Santa Cruz, CA 95065 or by e-mail to Dominique.Hollister@DignityHealth.org.

Our Hospital and the Community Served

About the Hospital

Dominican Hospital is a part of CommonSpirit Health, one of the largest nonprofit health systems in the U.S., with more than 1,000 care sites in 21 states coast to coast, serving 20 million patients in big cities and small towns across America.

- Dignity Health Dominican Hospital (hospital) is located at 1555 Soquel Avenue, Santa Cruz, CA. It is licensed for 222 inpatient beds, has a staff of 1,650 employees, and professional relationships with more than 560 local physicians and allied health professionals.
- The hospital's major programs and service lines include:
 - Cardio/Thoracic/Vascular Surgery
 - Cardiovascular
 - Emergency Services
 - General Surgery
 - Intensive Care Unit
 - Maternal/Child Health
 - Neonatal Intensive Care Unit, Level III
 - Neurosciences
 - OB/GYN
 - Oncology
 - Orthopedics
 - Pulmonary
 - Rehabilitation

Our Mission

The hospital's dedication to assessing significant community health needs and helping to address them in conjunction with the community is in keeping with its mission. As CommonSpirit Health, we make the healing presence of God known in our world by improving the health of the people we serve, especially those who are vulnerable, while we advance social justice for all.

Financial Assistance for Medically Necessary Care

It is the policy of CommonSpirit Health to provide, without discrimination, emergency medical care and medically necessary care in CommonSpirit hospital facilities to all patients, without regard to a patient's financial ability to pay. This hospital has a financial assistance policy that describes the assistance provided to patients for whom it would be a financial hardship to fully pay the expected out-of-pocket expenses for such care, and who meet the eligibility criteria for such assistance. The financial assistance policy, a plain language summary and related materials are available in multiple languages on the hospital's website.



Description of the Community Served

The hospital serves Santa Cruz County, which has a population of approximately 233,776 and covers 445 square miles.

The race/ethnicity breakdown is:

- 40 percent Latino
- 49 percent White (non-Latino)
- 11 percent other race/ethnicity

The median family income is \$82,234. Fourteen percent of the population does not have a high school diploma. Twenty-six percent of the county population are Central California Alliance for Health (CAAH) members enrolled in Medi-Cal. The medically underserved areas/populations are Watsonville, Freedom, and the city of Santa Cruz.

The median sales price for homes in Santa Cruz County was \$1,300,000 as of July 2021, while the median estimated market rate rent across all home types in the county was \$3,021 in the same period.

Community Assessment and Significant Needs

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 May 2022. 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 on the hospital’s website or upon request from the hospital, using the contact information in the At-a-Glance Summary.

Significant Health Needs

The CHNA identified the significant needs in the table below, which also indicates which needs the hospital intends to address. Identified needs may include specific health conditions, behaviors and health care services, and also health-related social needs that have an impact on health and well-being.

Significant Health Need	Description	Intend to Address?
Behavioral Health	Behavioral Health is the idea that physical and emotional health are connected and can be addressed together to produce the best possible health outcomes. Providers collaborate to address physical, developmental, social, behavioral, and emotional needs, including mental health and substance abuse conditions, depression, health behaviors (including their contribution to chronic medical illnesses), life stressors and crises, and stress-related physical symptoms.	Yes
Housing & Homelessness	Housing and Homelessness includes cost and availability for both homeowners and renters and the effects of homeless on individuals and families.	No
Health Care Access & Delivery	Health Care Access & Delivery is an integrated system that guides and tracks patients over time through a comprehensive array of health services spanning all levels and intensity of care. It combines prevention and early intervention, while addressing the Social Determinants of Health (SDOH) and serving the un/under-insured. Health Care Access & Delivery also includes the access to a culturally competent healthcare workforce.	Yes
Economic Insecurity	Economic security includes employment, access to education and/or vocational training, affordable housing, homelessness, food insecurity and other factors related to poverty and lack of income. According to the Social Determinants of Health (SDOH) framework, this also includes stable employment, food security, and housing stability.	Yes

Significant Health Need	Description	Intend to Address?
Community Safety	Community safety includes domestic violence calls, arrest rates, homicides, hate crimes, prison demographics, and school safety.	No
Health Lifestyles (Diabetes & Obesity)	Health Lifestyles is the county food environment related to a resident's ability to maintain a healthy weight and includes the consideration of fast food expenditures and number of residents reenrolled in CalFresh.	No
Cancer	Cancer includes county cancer rates based on demographics, access to cancer prevention and cancer care.	No
Heart Disease/Heart Attack	Health Disease/Heart Attack is proportion of residents with heart disease, high cholesterol, high blood pressure, as well as the effects of stress and socioeconomic status on heart health.	No
Unintended Injuries/Accidents	Unintended Injuries/Accidents is mortality due to unintended injury and considers the county rate of bicycle involved collisions, racial inequities in accident rates, and the absence of sidewalks in low income neighborhoods.	No

Significant Needs the Hospital Does Not Intend to Address

Housing & Homelessness	This health need is beyond the capacity and services of the hospital and is addressed by a number of other organizations in the community.
Community Safety	This health need is beyond the capacity and services of the hospital and is addressed by other organizations in the community.
Health Lifestyles (Diabetes & Obesity)	This health need is not addressed due to limited resources. The health need is addressed by other organizations in the community.
Cancer	This health need is not addressed due to limited resources. The health need is addressed by other organizations in the community.
Heart Disease/Heart Attack	This health need is not addressed due to limited resources. The health need is addressed by other organizations in the community.
Unintended Injuries/Accidents	This health need is beyond the mission, capacity and services of the hospital and is addressed by other organizations in the community.

2022 Implementation Strategy

This section presents strategies and program activities the hospital intends to deliver, fund or collaborate with others on to address significant community health needs over the next three years, including resources for and anticipated impacts of these activities.

Planned activities are consistent with current significant needs and the hospital's mission and capabilities. The hospital may amend the plan as circumstances warrant, such as changes in community needs or resources to address them.

Creating the Implementation Strategy

The 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.

Hospital and health system participants included the chief executive officer, chief medical officer, chief nurse officer, chief financial officer, vice president of strategy and business development, director of community benefit and administrative services, the care coordination director and care coordination department, Mobile Van staff, and Wellness Center staff.



Community input or contributions to this implementation strategy included two focus groups with a total of 19 community representatives, seven key informant interview that included the director of the county health system and leaders of community-based organizations, and the Dominican Hospital Community Advisors who provided health need prioritization input.

The programs and initiatives described here were selected on the basis of existing programs with evidence of success/impact, access to appropriate resources, ability to measure impact, and goal to address an immediate need.

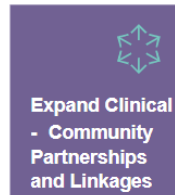
Community Health Strategic Objectives

The hospital believes that program activities to help address significant community health needs should reflect a strategic use of resources and engagement of participants both inside and outside of the health care delivery system.

CommonSpirit Health has established four core strategic objectives for community health improvement activities. These objectives help to ensure that our program activities overall address strategic aims while meeting locally-identified needs.



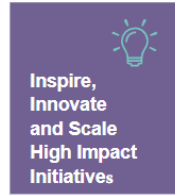
Create robust alignment with multiple departments and programmatic integration with relevant strategic initiatives to optimize system resources for advancing community health.



Scale initiatives that complement conventional care to be proactive and community-centered, and strengthen the connection between clinical care and social health.





Work with community members and agency partners to strengthen the capacity and resiliency of local ecosystems of health, public health, and social services.





Partner, invest in and catalyze the expansion of evidence-based programs and innovative solutions that improve community health and well-being.


Strategies and Program Activities by Health Need

 Health Need: Behavioral Health					
Anticipated Impact (Goal)	The hospital’s initiative to address mental illness and substance abuse anticipates improved case management and care coordination, and increased focus on prevention and early intervention, and an increase in education for professionals regarding risk assessment, intervention strategies and protocols.				
Strategy or Program	Summary Description	Strategic Objectives			
		Alignment & Integration	Clinical - Community Linkages	Capacity for Equitable Communities	Innovation & Impact
Dominican Hospital Psychiatric Resource Team (PRT)	<ul style="list-style-type: none"> Psychiatric clinical assessment, case management, and social services providing referrals to individuals with substance abuse and mental health disorders. 	•			
Dominican Hospital Medical Guidance Area (MGA)	<ul style="list-style-type: none"> The MGA is a specialized area for patients with substance abuse and mental health disorders. A psychiatric registered nurse (psych RN) is present on the unit as part of the PRT. 	•			
Janus of Santa Cruz	<p>The Project Unite Program is designed to support eligible patients to:</p> <ul style="list-style-type: none"> Transition efficiently from the hospital to treatment for substance use disorder (SUD) and co-occurring disorder (COD); and Transition effectively from SUD/COD treatment to community living with individualized recovery maintenance plans. The Project Unite care navigation team coordinates their efforts with the patient’s health care, housing, and mental 		•		•

 Health Need: Behavioral Health	
	health service providers.
Planned Resources	The hospital provides funding for the PRT, MGA, and to Janus of Santa Cruz. The hospital provides program management support for the PRT and MGA.
Planned Collaborators	The PRT works to decrease the suicide rate in Santa Cruz County by providing access to behavioral health services through collaboration with the Santa Cruz County Health Services Agency. The MGA provides clinical care and support to patients with substance abuse and mental health disorders. Project Unite is operated by Janus of Santa Cruz, an independent contractor and program partner with expertise in addiction treatment.

 Health Need: Economic Security					
Anticipated Impact (Goal)	<p>The hospital's initiatives and funding to address economic security anticipate:</p> <ul style="list-style-type: none"> ● Increased economic stability and mobility for youth through earned income and job training. ● Provide adequate food and nutrition so children can learn, adults work and contribute to a thriving community. ● Provide stable shelter while recovery is achieved. ● Remove barriers to viable employment and broaden economic opportunities for individuals. 				
Strategy or Program	Summary Description	Strategic Objectives			
		Alignment & Integration	Clinical - Community Linkages	Capacity for Equitable Communities	Innovation & Impact
Second Harvest Food Bank	<ul style="list-style-type: none"> ● The Second Harvest Food Bank reaches people in need through a vast network of partner agencies and non-profits and 	●		●	


 Health Need: Economic Security					
	<p>directly through food distribution and nutrition education at dozens of program sites.</p>				
Tattoo Removal Program	<ul style="list-style-type: none"> The Catholic Charities' Tattoo Removal Program (TRP) helps remove tattoo barriers to viable employment and broadens economic and social opportunities for individuals committed to changing the direction of their lives. 	•		•	•
Dientes Community Dental	<ul style="list-style-type: none"> Dientes works to ensure that cost, insurance, income, race, language, and transportation do not prevent people from visiting the dentist. Dientes does this by providing affordable, high-quality, and comprehensive dental care for patients who are on public insurance or uninsured. 		•	•	
Planned Resources	<p>The hospital provides Catholic Charities with the space for the TRP at the hospital's Frederick Street campus and program funding. The hospital provides the Second Harvest Food Bank with funding, outreach communications and hospital leadership conducts an internal campaign. The hospital provides Dientes program funding and funding to support Dientes expansion project.</p>				
Planned Collaborators	<p>The hospital collaborates with Catholic Charities, the Second Harvest Food Bank, and Dientes to support projects and programs that address food insecurity and economic insecurity.</p>				

 Health Need: Access to Care					
Anticipated Impact (Goal)	<p>The hospital's initiatives to address access to care are anticipated to result in: early identification and treatment of school children's health issues; gains in public or private health care coverage; increased knowledge about how to access and navigate the health care system; and increased primary care "medical homes."</p>				



Health Need: Access to Care

Strategy or Program	Summary Description	Strategic Objectives			
		Alignment & Integration	Clinical - Community Linkage	Capacity for Equitable Community	Innovation & Impact
Santa Cruz Community Health and Dientes Live Oak Expansion	<ul style="list-style-type: none"> Santa Cruz Community Health serves the primary health care needs for patients of all ages, gender identities, ethnicities, abilities and sexual orientations in English and Spanish, regardless of their immigration status, or the ability to pay. Dientes works to ensure that cost, insurance, income, race, language, and transportation do not prevent people from visiting the dentist. Dientes provides affordable, high-quality, and comprehensive dental care for patients who are on public insurance or uninsured. Dominican is providing capital funding support for the Live Oak Expansion project which will serve approximately 10,000 low income and uninsured patients. 	•	•		•
Dominican Hospital Wellness Center	<ul style="list-style-type: none"> The Wellness Center addresses the needs of chronically ill and high-risk patients throughout the continuum of care. Wellness Center services provides ambulatory care and support to keep people out of the hospital, and offer opportunities to manage high-risk patient groups. Program offers patients the full spectrum of care, from preventive to post-acute. 	•	•		•
Dominican Hospital Mobile Wellness Clinic	<ul style="list-style-type: none"> Provides episodic health and preventive services Monday-Friday throughout Santa Cruz County at no cost to the patient. The clinic serves the uninsured and underinsured regardless of their ability to pay. 	•	•	•	

	Health Need: Access to Care	
Planned Resources	The hospital will provide registered nurses, community health educators, philanthropic cash grants, outreach communications, and program management support for these initiatives.	
Planned Collaborators	The hospital will partner with Santa Cruz Community Health and Dietnes to address Access to Care initiatives.	