

**Saint Louise Regional Hospital  
Implementation Strategy Report  
2016**



### **Scope and Purpose of this Report**

Every three years since 1995, Saint Louise Regional Hospital participates with the Santa Clara County Community Benefit Coalition, which includes representatives from nonprofit hospitals, the Hospital Council of Northern & Central California, and the Santa Clara County Public Health Department, to identify health trends and critical health needs. The coalition works collaboratively with Applied Survey Research (ASR), a social research firm, to create and publish CHNA (Community Health Needs Assessment) reports.

Each hospital customizes the CHNA report to pertain to the community it serves, identifying top priority needs. The report is posted on each hospital's website. The next step is to craft an **Implementation Strategy Report**, reviewing the health needs identified and outlining how the hospital will address those needs for its community and/or why a hospital cannot address a specified need.

This report summarizes the plans for Saint Louise Regional Hospital to sustain and develop community benefit programs that address prioritized needs from the 2016 Community Health Needs Assessment (CHNA) conducted by Saint Louise Regional Hospital and the Santa Clara County Community Benefits Coalition.

### **About Saint Louise Regional Hospital**

A part of Verity Health System, Saint Louise Regional Hospital (SLRH), a California nonprofit corporation, is a 93-bed acute care hospital in Gilroy, CA, which serves South Santa Clara and San Benito Counties. Saint Louise Regional Hospital is the largest hospital serving these communities with only one other hospital in our service area. Currently we also operate an urgent care center on our Morgan Hill campus, the De Paul Health Center.

Our nonprofit hospital plays a vital role in continuing to emphasize high-quality, compassionate service to the underserved. The hospital has served the community since 1989. In December of 2015, the Daughters of Charity Health System (DCHS) transitioned leadership to Verity Health System. We are a non-religious, nonprofit hospital. During the past ten months since assuming leadership responsibilities, Verity Health System has continued a commitment to serving the needs of the community.

Saint Louise Regional Hospital provides the only emergency services within 30 miles, is a Certified Stroke Center and has diagnostic services, ICU, and general medical surgical services including obstetrics. A CALSTAR emergency helicopter transport is based on the premises. Saint Louise also provides minimally invasive surgical procedures, general medicine including specialties that are not often seen in a small community hospital, maternal and child health services, wound care and hyperbaric medicine with two hyperbaric oxygen chambers on site, stroke and a telemedicine program, physician referral services, and support groups. The hospital's Breast Care Center provides mammography, other methods of cancer detection, and bone density screening.

### **Community Served**

Saint Louise Regional Hospital serves residents of all ages living throughout South Santa Clara County and San Benito County. The community served does not exclude low-income or underserved populations.

Despite the fact that half of households in Santa Clara County earn more than \$100,000 per year, according to the U.S. Census Bureau, one in five (20%) county residents live below 200% of the federal poverty level. In addition, one third of the children in Santa Clara County are eligible for free or reduced-price lunch (33%).

### **Community Benefit**

Community benefit programs continue to be a priority to Saint Louise Regional Hospital. In fiscal year 2016, Saint Louise Regional Hospital provided services for 503 cases at a Net Cost of \$622,000 for Charity Care and provided services to more than 18,000 Medi-Cal cases at a Net Cost of \$13 million.

The Health Benefits Resource Center provides a one-stop service center for low-cost health insurance enrollment for children and adults. The Center also provides referrals to Santa Clara Valley Medical Center Specialty clinics when ongoing medical care is needed.

SLRH provides health screenings to the community at a variety of businesses and health fairs and hosts support groups for individuals struggling with bereavement, tremors, dystonia, and weight loss. Since August of 2015, the hospital has offered prenatal health and education classes to the community, free of charge. This includes childbirth preparation classes and pre- and post-natal yoga classes.

Saint Louise Regional Hospital uses the Lyon Software Community Benefit Inventory for Social Accountability (CBISA) tool to record and evaluate its community benefit work.

### **Major Needs and How Priorities Were Established**

The 2016 CHNA was conducted by the Santa Clara County Community Benefit Coalition. Members of the Coalition include representative from: El Camino Hospital; Hospital Council of Northern & Central California; Kaiser Permanente; Lucile Packard Children's Hospital at Stanford; Saint Louise Regional Hospital; O'Connor Hospital; Santa Clara County Public Health Department; Sutter Health; Stanford Hospital & Clinics. The team contracted with Applied Survey Research (ASR) to conduct primary research, synthesize primary and secondary data, facilitate the process of identification and prioritization of community health needs and assets, and document the process and findings into a CHNA report.

Community input was obtained over an 8-month period via key informant interviews with local health experts, focus groups with community leaders and representatives, and resident focus groups. The assessment included input from various populations including: low income, minority, medically underserved, linguistically isolated, and undocumented immigrants.

Health needs were identified by synthesizing primary qualitative research and secondary data, and then filtering those needs against a set of criteria. Needs were then prioritized by the Coalition using a second set of criteria.

The top needs identified by the coalition are listed below in alphabetical order:

1. Access to healthcare
2. Alzheimer's Disease and Dementia
3. Behavioral Health
4. Birth Outcomes

5. Cancer
6. Cerebral Vascular Disease
7. Communicable Diseases
8. Economic Security
9. Housing
10. Learning Disabilities
11. Obesity and Diabetes
12. Oral and Dental Health
13. Respiratory Conditions
14. Sexual Health
15. Tobacco Use
16. Unintentional Injuries
17. Violence

### **How the Implementation Strategy Was Developed**

The Saint Louis 2016 Community Benefit Advisory Committee (CBAC) met on April 27, 2016 and reviewed countywide health needs identified by the Community Benefit Coalition. The CBAC is comprised of hospital representatives, including seven clinical directors, two non-clinical directors, and the Chief Nursing Executive. Following the collaborative review of the county-wide health needs, this group identified health needs to be prioritized for the community directly served by Saint Louis Regional Hospital. The criteria used were:

- Severity of need: The potential to cause death or disability, and its degree of poor performance against the relevant benchmark.
- Magnitude/scale of the need: The number of people affected by the health need.
- Clear disparities or inequities: Differences in health outcomes by subgroups. Subgroups may be based on geography, languages, race/ethnicity, culture, citizenship status, economic status, sexual orientation, age, gender, or others.
- Multiplier effect: A successful solution to the health need has the potential to solve multiple problems. For example, if rates of obesity go down, diabetes rates could also go down.

The CBAC discussed all of the county-wide health needs and determined through discussion and group consensus the five that were a priority to the Saint Louis Regional Hospital community. Each member ranked their top seven, followed by each individual presenting their prioritization and their reasoning. This led to an engaging discussion. Some members of the group then re-prioritized their lists. The final lists were reviewed and the health needs ranked according to the votes they received. The following top five health needs, in order of priority, were deemed applicable to the community served by this hospital.

1. Obesity and Diabetes
2. Behavioral Health
3. Access to Healthcare
4. Violence & Abuse
5. Birth Outcomes

## **Strategic Plan to Address Those Needs**

Below are the actions Saint Louise Regional Hospital plans to take to address the prioritized health needs for FY2017 – FY2019. Some of these actions are a continuation of current programs and some are planned as new activities.

**Obesity and Diabetes** is a health need as marked by relatively high rates of diabetes among adults in Santa Clara County. County-wide, diabetes prevalence is at 8% (no better than the state average), but for the county's Latino population, (a population served by SLRH) diabetes prevalence is 11%. A major driver of diabetes rate is obesity, directly linked to poor nutrition and lack of exercise, and physical environment such as availability of fresh food versus convenient, fast food. Obesity is a health need as indicated by high rates of obese youth (24-31 %) and adults (21%) in Santa Clara County, and high rates of overweight as well (14% and 36% respectively).

Goal: Increase awareness of the dangers of diabetes and the direct link between diabetes and obesity.

Saint Louise Regional Hospital plans to provide educational activities to targeted populations in different languages. By presenting information in a native language, Saint Louise Regional hopes to reach a larger number of community members and enable them to make healthier choices when it comes to food and exercise. It is anticipated that education will improve the prevalence of diabetes and obesity over time. Education resources include:

- The Health Benefits Resource Center provides CalFresh enrollment assistance. CalFresh, federally known as the Supplemental Nutrition Assistance Program, provides low-income families with additional resources to purchase healthy and nutritious foods.
- The Health Benefits Resource Center works with Second Harvest Food Bank of Santa Clara and San Mateo Counties to enroll seniors and disabled adults in the Brown Bag Program. The program provides nutritious groceries to low-income seniors on a weekly basis.
- Saint Louise Regional Hospital will re-instate a monthly diabetes support group.
- Saint Louise Regional Hospital provides educational information and glucose screenings at health fairs throughout the year.
- During the next three years, Saint Louise Regional Hospital plans to reinstate the "Talking Health" program which will offer educational classes on a variety of topics, including weight management and diabetes.

**Behavioral Health** is prioritized as a health need and includes mental health (including depression and anxiety) and substance abuse. Community input indicates high concern about stress and depression specifically and the rising rates of marijuana and binge drinking among youth. Primarily through our emergency department, Saint Louise Regional Hospital encounters community members with behavioral health issues.

Goal: Enhance staff awareness of resources available to community members. Increase collaboration with outside agencies.

While overall, Saint Louise Regional Hospital does not have the resources or expertise to address behavioral health issues, through referral services, SLRH can continue to assist with this health need.

- Saint Louise Regional Hospital participates in the New Directions Program and sponsors the Medical Respite Program, both coordinated through the Hospital Council of Northern & Central California. These programs provide homeless clients with assistance in accessing substance abuse programs.
- If there is an indication of patient need relating to mental health or substance abuse problems, the staff social worker will conduct an evaluation and work collaboratively with the case management team to determine appropriate referrals.

**Access to Healthcare** services is a health need in Santa Clara County because socioeconomic conditions (poverty, low levels of education, lack of quality health insurance) as well as factors including language and transportation barriers all impact access to care, which negatively impacts health.

Goal: Continue to provide healthcare and the ability to access said healthcare through assistance with insurance, transportation, prescriptions, and health education.

Saint Louise Regional Hospital will continue to meet the community's health care needs by providing charity care and caring for those with public insurance.

Health education programs offered by Saint Louise Regional will expand to cover new topics and will be presented in languages other than English. Saint Louise Regional will continue to support programs that provide health professions education opportunities to improve the healthcare workforce. Through these actions, it is anticipated that the community will improve in overall health and well-being. It is also anticipated that through these actions, individuals will have increased access to health care services.

- The Health Benefits Resource Center coordinates transportation with OUTREACH for those community members who do not have transportation to the Center.
- Saint Louise Regional Hospital participates in the Hospital Council of Northern & Central California's New Directions Program which provides case management for the chronically homeless who frequently use the county's emergency departments. Case management services include: access to primary and specialty care; advocacy to move through barriers to service and healthcare access; assistance with finding permanent housing; assistance in accessing mental health and substance abuse; access to financial assistance, and health insurance; and medical transportation.
- Saint Louise Regional Hospital will increase health education programs on hospital premises which cover a range of topics relevant to the community.
- Saint Louise Regional Hospital regularly pays for taxi fares to patients without transportation.
- Saint Louise Regional Hospital pays for prescriptions when patients are unable to do so.
- Saint Louise Regional Hospital will continue to be a clinical teaching setting for nursing students, radiological technicians and clinical lab specialists.
- Saint Louise Regional Hospital will continue to offer pregnancy and parenting classes. Since August of 2015, these classes have been offered without cost. A nominal fee is being considered for patients not intending to deliver their baby at SLRH. Class locations have included Gilroy and Morgan Hill, providing access to this education to a wider group of community members.

**Violence and Abuse** is a rising health need. In addition to other indicators, the rate of youth homicide in Santa Clara County is higher than Healthy People target and the county has seen an increase in homicides in recent years. Domestic violence and child abuse rates also miss the benchmark for some ethnic subgroups. Drivers of this health need include mental health and social determinants of health such as poverty and unemployment.

Goal: Enhance staff awareness of resources available to community members. Increase collaboration with outside agencies.

While overall, Saint Louise Regional Hospital does not have the resources or expertise to address issues of Violence and Abuse, through referral services, SLRH can continue to assist with this health need.

- Saint Louise Regional Hospital participates in the New Directions Program and sponsors the Medical Respite Program, both coordinated through the Hospital Council of Northern & Central California. These programs provide homeless clients with assistance in accessing substance abuse programs.
- If there is an indication of patient need relating to mental health or substance abuse problems, the staff social worker will conduct an evaluation and work collaboratively with the case management team to determine appropriate referrals.
- During the next three years, SLRH will increase collaborative efforts with other social services at local health fairs and other educational events.

**Birth Outcomes** are a health need in Santa Clara County as marked by the percentage of low birth weight babies, which is no better than the state average, though below Healthy People 2020 targets. Ironically, in the community served by Saint Louise Regional Hospital, high birth rates are also a concern. While low birth rates often accompany premature births, high birth rates are typically associated with health concerns for the pregnant woman, such as diabetes. High birth rates are dangerous for delivered infants.

Goal: Increase number of healthy birth weights while decreasing health issues for pregnant women and newborns.

In addition to immediate health concerns, babies born with either low or high birth weights may face disproportionately more pediatric health issues. A driver of this health need is inadequate early prenatal care. On a county-wide level, the percentage of women who receive early prenatal care is worse than in California overall.

- Saint Louise Regional Hospital provides free childbirth preparation classes, which cover prenatal health, delivery, and infant care. These classes have been offered in Morgan Hill and Gilroy. At this time, the best location has been determined to be at the hospital, allowing expectant women to meet staff, see the birthing suites, and develop a strong desire for a healthy pregnancy.
- Saint Louise Regional Hospital provides free pre- and post-natal yoga classes, taught by a Labor & Delivery registered nurse.
- At multiple health fairs throughout the year, hospital representatives distribute educational information associated with the Maternal Child Health Services department of Saint Louise.

- Saint Louise Regional Hospital is in the process of becoming Baby Friendly certified. The work associated with this designation includes breastfeeding awareness and distribution of educational materials throughout the community.
- Acknowledging the statistical data showing the health advantages attributed to breastfeeding, Saint Louise Regional Hospital provides individualized lactation support and a breast-feeding support group.

### **Needs Established by the CHNA Not Identified as a Top Five Priority**

While acknowledging the importance of all of the community needs identified through the CHNA, the limited resources and availability of expertise to the hospital result in the need to select top needs to focus attention. However, several needs are addressed through lesser methods.

**Alzheimer's Disease and Dementia** is a health need because of the increasing proportion of Santa Clara County residents living with Alzheimer's disease, and because it is one of the top ten leading causes of death in the county. This need is beyond the scope of the hospital's resources and expertise, but patients seeking services may receive referral information by staff members of case management.

**Cancer** While not identified as a primary target of hospital resources, cancer is an important need identified by the CHNA. Breast cancer is a concern that SLRH hopes to address through improved diagnostic tools. By January of 2017, SLRH will have cutting edge mammography, using both digital and tomography.

**Cerebral Vascular Disease** While not identified as a top five need of the hospital community, Saint Louise Regional Hospital is certified by the Joint Commission as a Primary Stroke Center. SLRH's teleneurology program ensures faster treatment. Additionally, SLRH provides stroke symptom education throughout the community, emphasizing the importance of FAST care. Hospital staff will continue to provide education to the community.

**Communicable Diseases**, while a significant health need, are beyond the scope of expertise and resources of SLRH.

**Economic Security** is a community health need beyond the scope of expertise and resources of SLRH. Case management staff members stay informed on local resource for community members in need.

**Housing** As the availability of affordable housing increases, this community needs grows. It is not in the scope of hospital resources to directly address this need. Case management staff members stay informed on local resource for community members in need.

**Learning Disabilities** are beyond the scope of expertise and resources of SLRH.

**Poor Oral/Dental Health** is a health need as indicated by the percentage of Santa Clara County youth reporting their teeth were in fair or poor condition (16%), which is worse than the state average (12%). Also, some ethnic subgroups are less likely to have dental insurance, which is a driver of poor oral health.



Saint Louise Regional Hospital recognizes that poor oral/dental health is a great need and that dental problems can be associated with other medical conditions, but the hospital does not have the expertise or financial resources to address this health need. Children visiting our emergency department are often given new toothbrushes.

**Respiratory Conditions** are a health need as indicated by the high asthma hospitalization rate of Santa Clara County children. Asthma prevalence among county adults is no better than the Healthy People 2020 target of 13% and should be monitored. The health need is likely being impacted by smoking among youth and adults as well as poor air quality levels. Community input demonstrated a concern about the costs of asthma treatment due to lack of medical insurance. Saint Louise Regional Hospital provides care for community members hospitalized due to respiratory conditions. Pulmonary rehab classes are available through an 8-week course. These classes meet twice per week and cover exercises, diet, and ways of living with respiratory conditions. Additionally, as a smoke-free campus, SLRH and its staff members provides a healthy example.

**Sexual Health** issues are beyond the scope of expertise and resources of SLRH.

**Tobacco Use** has been identified as a community health need. Saint Louise Regional Hospital is a smoke-free campus, providing a healthy example for patients and visitors.

**Unintentional Injuries** have been identified as a health need in the community, but have not been identified as a primary health need to the community of Saint Louise Regional Hospital.

### **Next Steps**

During the next three years (2016 – 2019) the goals established in this report and the strategies to meet those goals will be revisited quarterly by the Community Benefit director. Recommendations for program development or adjustments will be made.

### **Adoption of the Implementation Strategy**

This implementation strategy, developed in accordance with federal and state requirements, was adopted by the Saint Louise Regional Hospital Board of Directors on November 3, 2016.