Community Benefit Report 2008
As a health care organization our hospitals are open 24 hours a day and serve anyone who walks through the door, but we know that’s not enough to promote active, healthy communities. As a partner in building a healthier community, we must also reach into the community to locate the areas of need and bring services and resources to address those needs.

The Sutter Health Sacramento Sierra Region (SHSSR) considers five principles described in “Advancing the State of the Art in Community Benefit: A user’s guide to Excellence and Accountability,” developed by the Public Health Institute when developing community benefit programs:

• Disproportionate unmet health-related needs
  
  *We strive to build and support programs that serve the people who need it most.*

• Primary prevention
  
  *We develop programs that focus on keeping families healthy.*

• A seamless continuum of care
  
  *We work to ensure our programs and services are linked.*

• Capacity building
  
  *We seek to build the capacity of existing community assets.*

• Collaborative approach
  
  *We can’t do it alone, so whenever possible, we partner with existing community and government agencies.*
The natural flights of the human mind are not from pleasure to pleasure but from hope to hope.

Our community benefit programs are designed to help the people who need it most. This report highlights a few...
Community Benefit Definition

Community benefits are programs or activities that provide treatment and/or promote health and healing as a response to identified community needs and meet at least one of the following criteria:

- Generates low or negative margin
- Responds to needs of special populations, such as persons living in poverty and other underserved populations
- Supplies services or programs that would likely be discounted - or would need to be provided by another not-for-profit or government provider - if the decision were made purely on a financial basis
- Responds to public health needs
- Involves education or research that improves overall community health

SHSSR community benefit programs work collaboratively with others in the community to address specific community health needs and improve the overall well-being of the community. The programs include services for persons who face barriers accessing health care and initiatives to help people get healthy and stay healthy.

Providing community benefits demonstrates that our not-for-profit health care network is fulfilling its mission of community service and meeting its charitable tax-exempt purpose as a community benefit organization.

Community Benefit Plan

The Community Benefit Plan is developed by local community advisory boards with expertise and knowledge. The Community Benefit Plan provides a framework for the organization to strategically deliver programs and services to those that need them the most and includes an evaluation component to ensure the organization is meeting its goals.

The 2008-2010 Community Benefit Plan highlights the priority needs for the next three years.

Community Needs Assessment

SHSSR participates in a collaborative Community Needs Assessment (CNA) process every three years to help target areas of need within the communities served. Results from the CNA assist SHSSR with identifying areas of focus and are utilized to draft a three-year plan to address identified needs. The 2007 process findings from the CNA will be for 2008-2010 and between our collaborative partners including Kaiser Permanente, Mercy/Catholic Healthcare West, Sutter Health Sacramento Sierra Region and UC Davis Health System, the new CNA is available on an interactive Web site at www.healthylivingmap.com.
Community Benefit Value

The community benefit value for SHSSR is calculated in two categories; Benefits for the Poor and Underserved and Benefits for the Broader Community. Below are definitions for each community benefit activity:

- **Benefits to the Poor and Underserved**
  - Traditional Charity Care • Free or discounted health care services provided to the uninsured and underinsured populations.
  - Unreimbursed Costs of Medi-Cal • The “shortfall” created when the facility receives payments below the costs of treating public beneficiaries.

- **Benefits for the Broader Community**
  - Non-Billed Services • Activities with no individual patient bill, therefore no deduction from revenue is shown in the traditional statement of revenues and expenses.
  - Cash Donations and In-Kind Donations • Dollars and other items such as staff time and supplies donated by a facility to a community-based program or agency.
  - Education • All community, patient and medical education including, but not limited to, community lectures, nursing student rotations, physician/medical student clinician training and presentations.
  - Research • Any unreimbursed costs for clinical trials taking place in an SHSSR affiliate or with the Sutter Institute for Medical Research (SIMR).

Priority Needs

The following is a list of priority needs identified in the 2007 - 2010 needs assessment and represent areas of focus for the SHSSR.

- Ensuring Access to Primary Care and Mental Health Services
- Improving the Lives of Mothers and Children
- Connecting with our Senior Residents
- Preparing our Kids for Healthy Futures

<table>
<thead>
<tr>
<th>2007 Community Benefit Value</th>
<th>Sutter Health Sacramento Sierra Region</th>
<th>Sutter Auburn Faith Hospital</th>
<th>Sutter Davis Hospital</th>
<th>Sutter Medical Foundation</th>
<th>Sutter Medical Center Sacramento</th>
<th>Sutter Roseville Medical Center</th>
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</thead>
<tbody>
<tr>
<td>Benefits for the Poor and Underserved</td>
<td>$104,335,000</td>
<td>$3,032,000</td>
<td>$5,620,000</td>
<td>16,700,000</td>
<td>$57,020,000</td>
<td>$21,963,000</td>
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<tr>
<td>Benefits for the Broader Community</td>
<td>$9,579,000</td>
<td>$480,000</td>
<td>$662,000</td>
<td>$208,000</td>
<td>$6,458,000</td>
<td>$1,771,000</td>
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<tr>
<td>Total Quantifiable Community Benefit</td>
<td>$113,914,000</td>
<td>$3,512,000</td>
<td>$6,282,000</td>
<td>$16,908,000</td>
<td>$63,478,000</td>
<td>$23,734,000</td>
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Sutter Davis Hospital, Sutter West Medical Group, Yolo County and CommuniCare Health Centers created the **Yolo Health Alliance** in late 1993 as a unique public-private partnership with the County of Yolo and began operations in March of 1994, assuming significant risk and responsibility for care of all Yolo County’s medically indigent population.

Today, the Yolo Health Alliance blends the complementary capabilities of three health care leaders based in Yolo County. Sutter Davis Hospital is the contracting entity, which assumes financial risk for the project. Sutter Davis Hospital also brings managed care principles, concepts and co-funding to the Alliance. Sutter West Medical Group is a contract provider of Sutter Medical Foundation and provides the primary care physicians at Peterson and Salud Clinics (two Alliance community clinics).

Having Sutter West physicians at both clinics allows patients immediate access to specialty services. CommuniCare Health Centers hold the contract and are not-for-profit community clinic providers. They bring a unique and highly regarded ability to provide accessible, culturally sensitive care delivered by bilingual staff.

"The **Yolo Health Alliance** came about in answer to a question of how to deliver services in an outpatient setting and provide access to inpatient care. This model has served the uninsured population of Yolo County very well with both access and quality care in a very cost-effective way for nearly 14 years."

— Dr. Leon Schimmel, Medical Director, Yolo Health Alliance

The **Sutter Health Sacramento Sierra Region** is dedicated to increasing access to care and improving the health and wellness of people in our communities. One way we work to do this is by increasing access to health care through a variety of programs that serve medically indigent adults, women and children and low income residents in Sacramento, Placer and Yolo Counties.

We know that community health goes beyond the walls of our hospitals and we collaborate with local community programs to provide services that meet the needs of our community members.

For example, Sutter Medical Center, Sacramento is a proud, founding partner of **T3 (Triage, Transport and Treatment)** a pioneering program that provides services to patients who seek emergency room care for needs that are best addressed through preventive measures. This program could be a model for the kind of change being called for in various health care reform plans. The program seeks to provide those who chronically use the emergency room for non-emergency care with a way to get the services they need from a primary care provider. Moving these patients from the emergency room improves the patients’ health by getting them the appropriate care in the right setting and reduces the wait for those seeking care for real medical emergencies.
Sutter Medical Center, Sacramento is also a founding partner of the Downtown Sacramento Partnership’s Navigator Program. Since the inception of this program, more than 200 homeless clients have been served. The Navigator Program connects homeless clients with community services, housing and medical appointments. Following the overwhelming success of the program, the Serial Inebriate Program was born. This is a collaboration between Sutter Medical Center, Sacramento, the Homeless Chronic Initiative, Sacramento Self Help Housing, Sacramento County District Attorney’s Office, The Effort, Inc., Sacramento Police Department, Sacramento County Sheriff Department and the VOA Detox Center. This innovative program provides intensive case management and permanent supportive housing for chronic inebriates who have elected to go through treatment instead of serving a six month sentence in jail. The purpose of the program is to provide more appropriate services to the mentally ill, homeless population and reduce overall costs of providing these services by keeping them out of jail. The clients will receive detox and mental health services, housing, and medical care.

T3 PATIENT BACKGROUND:
- 75% of T3 patients are homeless
- 95% have mental health issues
- 95% are using substance at the time of admission and 100% are homeless

BECAUSE OF T3:
- 52% reduction in Emergency Room visits
- 84% of clients stopped or significantly reduced substance use
- 24% of clients stopped substance use completely
- Half the patients remain engaged in the program

WAGON PICKUPS INITIATED BY THE COMMUNITY SERVICE GUIDE PROGRAM

<table>
<thead>
<tr>
<th>Year</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
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<tr>
<td>Count</td>
<td>1134</td>
<td>1044</td>
<td>614</td>
<td>463</td>
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Our youth development programs are based on an asset approach to engage youth, link them with caring adults and provide safe places for them to go. We have multiple programs that help children and teens learn to lead healthy lives. Exercise, nutrition and preventive healthy lifestyle programs are all part of ensuring a brighter, healthier future for our youth.

For example, Sutter Auburn Faith Hospital, Sutter Roseville Medical Center and Sutter Medical Center, Sacramento have partnered with Project Fit America to help keep local school children healthy. Project Fit America is a program designed to promote healthy living and fitness in the nation’s youth and to establish fitness programs at local elementary schools. The goal is to improve fitness in youth and teach children to take personal responsibility for their health. By giving children a positive relationship with their bodies, they are likely to make healthier and informed decisions later in life.

By 2008, Sutter has implemented two dozen Project Fit America school programs in Placer and Sacramento counties.

As of the 2006-2007 testing year, completed regional testing averages impacting more than 10,000 children participating in the program, show improvement in the following:

<table>
<thead>
<tr>
<th>Category</th>
<th>Improvement</th>
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<tr>
<td>Upper Body Strength</td>
<td>11.95%</td>
</tr>
<tr>
<td>Abdominal Strength</td>
<td>18.27%</td>
</tr>
<tr>
<td>Lower Body Strength</td>
<td>44.62%</td>
</tr>
<tr>
<td>Cardiovascular Strength</td>
<td>23.59%</td>
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“If you have fewer negative things happening in the community, it naturally becomes healthier. So these kids are learning how to respect each other, to deal with conflicts positively and in turn, they get job skills to become productive members of society.”

— Lauren Hammond, Sacramento City Council District 5

Sutter Medical Center, Sacramento works in partnership with Youth for Change, a collaborative effort between the City of Sacramento, Juveniles At Risk, Integrated Media Arts Program, and Antioch Progressive Church. Youth for Change seeks to get at-risk youth excited about learning by offering an Integrated Arts Media Program that allows them to learn about the music and video industry and to produce and direct music video clips. These experiences provide an incentive for the youth to participate in additional counseling, mentoring and conflict resolution programs. This mixed media production approach provides a unique opportunity for rival gang members to work side by side in an unprecedented way.
Because the senior population within Placer County is significant, Sutter Auburn Faith Hospital and Sutter Roseville Medical Center have multiple programs that focus on creating better health care access for those 60 years and older and the disabled.

They include the Senior Recreation and Respite Program (R & R), designed to meet the needs of older adults with memory or physical impairment. The program provides recreational, social and educational activities for the participants, and respite for caregivers to enjoy some free time to themselves. The staff is supported by its valuable team of volunteers and completed by personal care aides. R & R meets two times a week at the Maidu Community Center in Roseville, once a week in Dewitt Multipurpose Senior Center in Auburn, and once a week at the Twelve Bridges Library in Lincoln.

In collaboration with the Sun City Roseville Foundation, Sutter Roseville Medical Foundation and Sutter Auburn Faith Hospital Foundation, Sutter Roseville Medical Center and Sutter Auburn Faith Hospital have sponsored the Survivor Planning Program, designed to help Placer county residents prepare for loss of a loved one. It is believed to be the first comprehensive program in the country dealing with planning for life as a survivor. The program is designed to assist in preparing for the loss and, when the time comes, dealing with the actual passing of a loved one and adjusting to a new future. In 2008 we have made this program available in CD form so that people can access it on their computers, print forms multiple times and change information as necessary. The program is expected to expand into Sacramento and Yolo in 2009.

“When surveyed, R & R Program caregivers answered with the following:

- **Do you feel that your loved one has a positive experience at the program?**
  - 95% said *YES*

- **Has the R & R Program helped to reduce your caregiver stress?**
  - 95% said *YES*

- **Do you utilize your time for personal use?**
  - 65% said *YES*
  - 35% said they use time to grocery shop or do chores

“There are so many things you don’t think about unless you sit down, talk about it and write it down. When you lose someone like I lost my husband, you simply float. This program gives people a checklist and a place to put it all in writing. It helps the person left behind become a survivor.”

— Carol Roden, Sun City Roseville resident
The Multicultural Adult Day Care Outreach and Development Project is funded by SMCS in partnership with the City of Sacramento, Older Adult Services (City OAS), Asian Community Center of the Sacramento Valley (Asian CC) and the Del Oro Caregiver Resource Center. The City OAS has 15 years of experience providing dementia-specific adult day services through its Triple-R Program, educational workshops and support groups. For 35 years, Asian CC has worked to identify, develop and provide culturally sensitive health and social services for older adults and the Del Oro Caregiver Resource Center is part of a statewide system of resource centers serving family caregivers through a contract with the California Department of Mental Health. Through the SMCS Community Grants program, this collaborative project is designed to assist Latino and Asian families who provide care for an elder with dementia and/or depression.

In order to increase access to health care services for Placer County seniors and underserved populations, the Health Express was expanded in 2007 to include a larger population and provide last resort medically related transportation services within most of Placer County. In partnership with Macy Transportation, Seniors First, Kaiser Permanente, Health Net, Placer County and others, Health Express is providing rides to almost 6,000 people a year and is expanding steadily in South Placer County. The Health Express model also includes a database to track who is using the service and how they are accessing medical care. This way, we are able to ensure greater access to available health care services for the people who need them the most.
Through an active partnership with founding members, St. John’s Shelter for Women and Children and The Effort, the Mom and Kid Recovery Program was born, connecting women to services and housing since inception. Now, homeless mothers and children staying at the St. John’s Shelter have access to mental and medical care. The Effort has physicians and psychiatrists that are able to work with the women to address severe mental health needs. There are support groups and counseling services available for both the mothers and children. In addition, a case manager works to ensure that all clients are enrolled in appropriate health coverage.

- The Effort provides more than 55 clinician hours per week of on-site counseling services, including group and individual counseling sessions.
- At least 33% of the St. John’s Shelter population have untreated mental health disorders, approximately 70% experience transient depression and anxiety. This accounts for approximately 1000 clients seen for mental health counseling in the first 4.5 years.
- 75% of adult clients in the shelter have substance abuse or addiction issues. Thus, more than 1200 clients have been provided with substance abuse counseling in the first 4.5 years.
- The Effort has provided on-site part-time Psychiatry, accounting for up to 130 hours of service annually and over 300 unduplicated patients over the first 4.5 years.

We are proud to introduce Empowerment through Employment, a brand new collaborative project conceptualized and implemented by WEAVE, Inc. & Crossroads Diversified Services, Inc. Tragically, nearly 75 percent of local women who seek help say that a lack of employment opportunities keep them from leaving abusive relationships. WEAVE, an agency that supports victims of domestic abuse, and Crossroads Diversified Services, an employment agency that works with hard-to-serve populations, recognized that to end the cycle of domestic violence, women need access to meaningful employment. As a direct result of the Sutter Medical Center, Sacramento Collaborative Grant Program, WEAVE and CDS formed an innovative partnership that will provide survivors of domestic violence with the job training and support services needed for self-sufficiency.

The Sacramento Shaken Baby Syndrome Prevention Project was funded in 2004 and implemented in 2005. The SBS homicide rate has dropped by approximately 80%.
More than 200 Students have graduated from SCHP since 2005

The Sutter Center for Health Professions (SCHP) is an 18-month accelerated nursing program that allows these new nurses to put their skills to use and immediately begin work as registered nurses in the greater Sacramento area community. The SCHP is a partnership between the Sutter Health Sacramento Sierra Region (SHSSR) and the Los Rios Community College District that helps address the nursing shortage. Since August 2003, SCHP has been providing opportunities for a portion of students to complete nursing prerequisite classes, or be accepted into the nursing program if the appropriate coursework has been successfully completed and other admission criteria is met. The Sutter Center for Health Professions reaches and recruits from at-risk communities and provides steady career opportunities to those who might not otherwise have access to health care career education.

We support students in achieving careers in health care and administration. And because of this, we support job-shadowing for students looking for careers in all aspects of health care. In fact, the Sutter Health Sacramento Sierra Region founded the Encina High School Doctor and Nurse Preparatory Academy in collaboration with area hospitals, Sacramento State University and University of California, Davis, in hopes of channeling students into the medical field and providing a solution to the medical and clinical shortage.

At Sutter Roseville Medical Center, we partner with Oakmont High School on the Oakmont Health Careers Academy, a three-year high school program, for students interested in exploring and preparing for careers in health care. Students in their junior year experience career options through job-shadowing professionals at Sutter Roseville Medical Center in many areas of health care, followed by a month of a hands-on clinical experience rotation. Students in their senior year participate in a 100-hour internship in the hospital setting. Sutter Roseville Medical Center then presents $7000 in scholarships every year to students who excel in the coursework and go on to pursue health-related degrees.
Our 2008 Community Benefit Partners

- Antioch Progressive Baptist Church
- Asian Community Center of the Sacramento Valley
- Boys & Girls Club of Greater Sacramento
- CARES
- Carrie’s TOUCH
- Center for Fathers and Families
- City of Sacramento Council Districts #5 and #8
- City of Sacramento Older Adult Services
- City of Sacramento Police Department
- Child Abuse Prevention Council of Placer County
- City of Roseville
- City of Sacramento
- CommuniCare Health Centers
- Community School Solutions of California, Inc.
- Cottage Housing, Inc.
- Del Oro Caregiver Resource Center
- Downtown Sacramento Partnership
- Grant High School Environmental Organization Health Education Council
- Health Insurance and Advocacy Program Services of Northern California
- Hmong Women’s Heritage Association
- Integrated Media Arts
- Interim Care Program
- Juveniles at Risk (JAR)
- Macy Transportation
- Minorities in Law Enforcement (MILE)
- My Sister’s House
- Nurse Family Partnership; Sacramento County Dept. of Health and Human Services
- Placer Collaborative Network
- Placer Community Foundation
- Placer County
- Project Fit America
- Sacramento Area Congregations Together (ACT)
- Sacramento Healthcare Decisions
- Sacramento Area Emergency Housing Center
- Sacramento Chinese Community Service Center
- Sacramento City Unified School District
- Sacramento County Office of Education, Project TEACH
- Sacramento Ending Chronic Homelessness Initiative
- Sacramento ENRICHES
- Sacramento Healthcare Decisions
- Sacramento Self Help Housing Inc.
- Sacramento Senior Legal Services
- Sierra Sacramento Valley Medical Society, SPIRIT
- Seniors First
- St John’s Shelter for Women and Children
- The Effort, Inc.
- The Salvation Army
- Terra Nova Counseling
- WEAVE, Inc.
- Y-Me National Breast Cancer Organization, Northern California Affiliate
- Youth Development Network
Our Governance Structure

Sutter Health affiliates are locally governed, and that is why we are truly a community-based, not-for-profit health care provider. A local Board of Trustees provides governance and oversight to the Sutter Health affiliates in Placer, Sacramento and Yolo counties. The Board is comprised of more than a dozen community and business leaders from local communities. Each affiliate has a Community Board to identify local community benefit activities, which are approved by the Regional Board of Trustees.

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