

## Evaluation of Impact Statement: 2016 CHNA and CMC Response

### 2016 CHNA Identified Health Needs

In response to the 2016 Community Health Needs Assessment or CHNA,<sup>1</sup> the joint-hospital workgroup met with public health officers from CMC's service area (Fresno, Kings, Madera and Tulare counties) to review information gathered from community members and stakeholders as well as publicly available health outcomes data. The community-wide assessment identified 11 health needs in CMC's service area:

*(In alphabetical order)*

- Access to Care
- Asthma (Breathing Problems)
- Cardiovascular Disease/Stroke (Heart Disease)
- Diabetes
- Maternal/Infant Health (Infant Mortality)
- Maternal/Infant Health (Teenage Pregnancy)
- Mental Health
- Obesity
- Oral Health
- Substance Abuse
- Violence/Injury Prevention

While CMC participates in local and regional collaborative health efforts around all 11 identified health needs, we focused on addressing the top five healthcare needs identified across our four-county main service area. These include:

- Access to Care
- Asthma (Breathing Problems)
- Diabetes
- Mental Health
- Obesity

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<sup>1</sup> *In response to the December 2014 Final IRS Rules for Charitable Hospitals, this section provides an evaluation of Community Medical Centers' efforts to address the community health needs identified in the '2016 Community Health Needs Assessment' (CHNA).*

The information below covers uncompensated Community Benefit services and programs led by CMC during its 2016, 2017 and 2018 fiscal years. These programs are in direct response to the identified health needs captured in the 2016 CHNA cycle.

## **Access to Care**

### ***Fresno Medical Respite Center***

CMC helped establish the Fresno Medical Respite Center at Fresno Rescue Mission's downtown campus in July 2011. The Respite Center offers twelve safe discharge beds for homeless men and women continuing their recovery. Respite Center beds are to all Fresno-area hospitals.

As of June 2016, CMC's case management and home health clinical staff provide respite patients with continuing medical care and community resources. In fiscal years 2016 through 2018, CMC contributed \$252,000 to the Respite Center serving 440 patients and saving nearly 4,600 hospital in-patient days. Since 2011, CMC has contributed more than \$532,000.

### ***First hospital-based MAP Access Point at CRMC's Ambulatory Care Center***

CMC participates in the 'Community Conversations on Mental Health' collaborative, which aligns and coordinates services for individuals facing health, physical, social and economic needs.

The collaborative created an 80-question 'Multi-Agency Access Program' (MAP) survey to identify immediate and long-term needs. This tool, owned by Fresno County's Department of Behavioral Health, links clients to housing, substance abuse treatment, mental health services, healthcare and veteran's services. MAP is offered at eight physical sites in Fresno County, including CRMC's downtown Fresno campus. Since April 2017, MAP has surveyed over 10,000 households, secured more than 8,000 linkages to social services and received nearly 20,000 calls for assistance.

CRMC participates as a non-funded project partner. Funded partners include Kings View, Centro La Familia and Poverello House. Since MAP's launch at CRMC's Deran Koligan Ambulatory Care Center in November 2017, nearly 250 individuals and families have received assistance. The MAP site has recently relocated near the hospital's emergency department entrance.

### ***Chronic Disease Medical Homes***

CMC's Chronic Disease Medical Homes provides a patient-centered, team-based approach to treat those diagnosed with diabetes, congestive heart failure and lung disease.

Medical homes are overseen by a medical director and staffed by nurse practitioners, registered nurses, clinical pharmacists, social workers and outreach specialists. The model offers individualized care coordination to patients with complex chronic conditions including appointment and medication support, specialty care referrals, transportation to and from appointments, and linkages to social services. In fiscal years 2016 through 2018, CMC's medical homes provided care to a total of 4,200 patients with more than 44,000 visits—44% of these patients were covered by Medi-Cal.

In June 2018, CMC's Chronic Disease Programs transitioned to Family HealthCare Network, one of the nation's largest federally qualified health clinic systems.

### ***Hospital Presumptive Eligibility***

CMC partners with Fresno County's Department of Social Services (DSS) to enroll uninsured patients to Medi-Cal via Hospital Presumptive Eligibility (HPE). Patients receiving food stamps or cash aid are presumptively enrolled in Medi-Cal by hospital admitting staff. The program provides patients continuing coverage with DSS. Since January 2014, more than 200 CMC registration employees have been trained on the HPE enrollment software. CMC has enrolled more than 3,100 patients to Medi-Cal with HPE.

### ***Cancer Survivors and Caregivers Support Services***

Since the opening of Community Cancer Institute (CCI) in spring 2018, CCI staff established the Financial Taskforce program to assist cancer patients and families with insurance navigation and linkages to community resources. Social workers, patient care navigators and a full-time financial adviser help patients facing economic hardship. The advisor assists patients with financial assistance applications, community grants and other resources.

### ***\*Federally Qualified Health Center at Downtown Campus***

CMC partnered with Family Health Care Network, the nation's 7th largest federally qualified health center system to increase outpatient primary and specialty care services to low-income residents. The partnership increases access and timeliness of care to reduce the number of patients receiving costly, non-urgent services in the Emergency Department.

In June 2018, Family Health Care Network assumed operations of several clinics at CRMC's Deran Koligian Ambulatory Care Center—including general pediatrics, surgical services, dental, eye, women's, family and adult practice, internal medicine, disease management and Prompt Care clinics.

### ***Health & Housing Pilot Project***

Due to organizational changes, CMC was not able to achieve a public housing and health pilot. CMC continues to participate in collaborative health improvement efforts with the Fresno Community Health Improvement Partnership, Community Conversations on Mental Health and others seeking to improve access to care and favorable health outcomes for vulnerable individuals and families. Case management staff participate in collaborate meeting as expert advisors. CMC social workers are also able to learn about community programs and services available to vulnerable patients and families.

## **Asthma (Breathing Problems)**

### ***Clean Air Collaborative Efforts***

CMC became the first California hospital system to join the federal Department of *Energy's Workplace Charging Challenge*. The goal is to decrease carbon emissions by increasing the number of plug-in, electric vehicle charging stations. CMC has installed 35 stations at a cost of \$164,000. All plug-in stations are open to CMC staff and the public at no cost.

### ***Chronic Lung Disease Program***

The Chronic Lung Disease Program provided care to nearly 1,400 patients diagnosed with severe, uncontrolled asthma and COPD — 51% of patients were covered by Medi-Cal. The multi-disciplinary team included a medical director, registered nurse and case manager who assisted patients with disease management, medication information, and scheduling and transportation as needed.

In June 2018, CRMC's Chronic Lung Disease Program transitioned to Family Health Care Network, one of the nation's largest federally qualified health clinic systems.

### ***Pediatric Pulmonary Services and Education Expansion***

CRMC's Pulmonary Rehabilitation program provides parental education on disease management. A respiratory care practitioner assists parents at a south central Fresno clinic, one of the city's most underserved areas. Parents receive two, one-hour sessions with additional education as needed. Patients receive an individualized "Asthma Action Plan," addressing lung physiology, asthma attack symptoms and triggers, effective management strategies, and proper medication and inhaler use. Since February 2018, the program has served nearly 100 patients.

### ***Education on Asthma and Breathing Problems***

CMC produced three *MedWatch Today* education segments on proper inhaler use, breathing problems and air quality. *MedWatch Today* is a weekly televised program in partnership with KSEE 24 and CBS 47. Segments featured interviews with CMC pulmonologists demonstrating proper inhaler use and tips to identify potential asthma attack triggers. These are posted on CMC's social media platforms and website for public view. *MedWatch Today* reaches 12,000 viewers each week and is available to 1.4 million area households.

## **Diabetes**

### ***Fresno Diabetes Collaborative***

CMC leads Fresno Community Health Improvement Partnership's (FCHIP) Diabetes Collaborative monthly workgroup. The collaborative aligns and coordinates diabetes prevention and management efforts that include healthcare providers, public health, clinics, educators and health plans. Collaborative partners lead action teams addressing resources, policy changes, neighborhood interventions and community engagement.

In November 2017, the Collaborative created two, 1.5-minute bilingual videos encouraging the public to start and maintain an active physical activity routine. The videos launched on social media and are found at: [www.fresnodiabetes.org](http://www.fresnodiabetes.org). Videos feature Jesus Rodriguez, MD, a UCSF-trained primary care physician.

In August 2018, the Collaborative hosted the *Central Valley Diabetes Symposium* offering continuing medical education credits to local healthcare professionals. Topics included care equity, institutional racism, intergenerational trauma and implicit bias. Providers also learned about heart health and diabetes. Symposium partners included the Fresno Madera Medical Society, Central Valley Chronic Disease Partnership and Fresno County Department of Public Health. The symposium was attended by 14 physicians and 54 other providers.

The Collaborative's re-designed website, [www.fresnodiabetes.org](http://www.fresnodiabetes.org), offers listings of local prevention and self-management classes. Since March 2017, CMC's information systems staff serve as website administrators.

A 2016 UCLA Center for Health Policy Research study found pre-diabetes rates in Fresno County are at 49%. Over the next 10 years, the Diabetes Collaborative will work to achieve a 9% reduction in prediabetes rates in Fresno County.

### ***Diabetes Information Campaigns***

CMC produced seven *MedWatch Today* televised segments on prediabetes and Diabetes. In partnership with Spanish-language TV network, Telemundo, CMC produced two segments with local boxing champion Jose Ramirez encouraging healthy eating and active lifestyles.

In June 2018, CMC's *HealthQuest* in-person seminar featured UCSF physician, Dominic Dizon who shared diabetes management and prevention information and tips to living healthy while effectively managing the disease. All *HealthQuest* seminars are offered to the public at no cost and hosted at CCMC.

### ***Diabetes Care Center***

CRMC's Diabetes Care Center offers comprehensive diabetes self-management education to adults with Type 1 and Type 2 diabetes. Patients learn to engage with their doctor, manage medications and use glucose monitoring devices to improve health outcomes. The Center offers the Valley's only high-risk gestational diabetes education program for pregnant women and those with diabetes prior to pregnancy. Diabetes educators and registered dietitians provide education on glucose monitoring, nutrition, meal planning, exercise and psychosocial impacts. The Center's *Diabetes in Control* offers bilingual classes to patients with uncontrolled diabetes. In fiscal years 2016 through 2018, the Diabetes Care Center treated more than 5,074 — 55% were covered by Medi-Cal.

### ***Diabetes Medical Home***

CMC's Diabetes Medical Home provided comprehensive primary care to patients with diabetes. This patient-centered model offers a team-based approach for patients with a hemoglobin A1C above 7.0 with multiple emergency room visits. The team is led by a medical director and staffed by a nurse practitioner, registered nurse, medical assistant, social worker and outreach specialist. The team assists patients with medication adherence, equipment support, appointment scheduling, disease management education, community resources, and transportation assistance when needed. In fiscal years 2016 through 2018, CMC's Diabetes Medical Home provided care and support services to 5,000 patients — 75% of these patients were covered by Medi-Cal.

In June 2018, CRMC's Diabetes Medical Home transitioned to Family Health Care Network, one of the nation's largest federally qualified health clinic systems.

## **Mental Health**

### ***Mental Health Advocacy***

CMC continues cross-sector partnerships that address mental health services and resources. While 'Community Conversations on Mental Health' leadership transitioned from CMC to another hospital partner, CMC clinical and non-clinical staff continue to participate in both 'Community Conversations on Mental Health' and Fresno County's 'Suicide Prevention Collaborative.' Case management staff attend collaborative meetings and offer expert advice.

### ***Community Behavioral Care Center***

To improve access to acute mental health services, CBHC increased its inpatient bed capacity. In early 2019, CBHC added 12 beds to its existing 61 beds, increasing total capacity to 73 beds for adult patients suffering from acute mental health illness. Construction will start on an additional 18 beds in Fall 2018 to be completed in March 2021.

### ***Streamlined Services Addressing Involuntary Holds***

CRMC provides immediate health assessments for all mental health patients seen in the emergency department—within the first five minutes of arrival. This process helps rule out underlying medical issues. Patients with medical clearances are transferred to the ED's Behavioral Care Unit for psychiatric evaluation. Evaluations are performed by a psychiatrist via secure, interactive teleconnection. Based on a patient's psychiatric diagnosis, case management secures referrals and transfers to specialized care or community resources.

### ***\*School Suicide Prevention***

Since 2017, CMC has provided \$300,000 to the Foundation for Clovis Schools for mental health programs for Clovis Unified K-12 students. Efforts to address social-emotional issues are in response to increased mental health involuntary holds among the area's youth.

CMC's contribution provides social-emotional wellness training to 2,000 Clovis Unified staff, including psychologists, 7<sup>th</sup> through 12<sup>th</sup> grade teachers, bus drivers, elementary aides and childhood development leads. Trainings help staff identify depression and suicide warning signs. These awareness efforts reached over 1,000 elementary and high school students. As a result, in the 2017-2018 school year, Clovis Unified saw a 35% reduction in mental health involuntary holds.

## **Obesity Prevention**

### ***Neighborhood Latin Dance***

CMC contributed \$11,000 to Every Neighborhood Partnership's (ENP) Neighborhood Latin Dance Fitness program. After a series of community meetings with parents, non-profit groups and health providers, the program launched in July 2018. Seeking safe spaces for exercise, parents requested funding to train dance class instructors for their neighbors. Program funding allowed ENP to hire a trainer to teach dance routines and purchase speaker systems. Participants report increased self-esteem, a sense of community, and some have reported weight loss.

The program is available at 11 Fresno Unified School sites, apartment complexes and a community center. To date, 40 neighborhood leaders have been trained to lead classes hosting six to 30 participants per session. Sessions are held Monday through Saturday and are free of charge.

## **Community Building**

### ***\*Fresno Community Health Improvement Partnership***

CMC joined Fresno Community Health Improvement Partnership's (FCHIP) leadership team in January 2017. The FCHIP steering committee guides and directs five workgroups, including the Diabetes

Collaborative, Fresno Food Security Network, Health Literacy and Empowerment, Land Use and Planning, Adverse Childhood Experiences and the Fresno County Tobacco Coalition. FCHIP aims to align, leverage resources and coordinate collaboration efforts of 150 organizations to address the region's health needs. FCHIP is currently refining goals and metrics toward its 10-year Community Health Improvement Plan (CHIP). FCHIP has also established a \$25,000 'community wellness fund' that provides support to neighborhood-based health initiatives.

***\*Birney Elementary School's Career Day at CRMC***

In October 2017, CRMC hosted 25 Birney Elementary sixth graders from its Birney Bears program. Birney, a Fresno Unified elementary school in central Fresno, has a majority of Latino and Southeast Asian students. Ninety percent of Birney students receive free or reduced prices on meals, an indication of poverty. The school's Birney Bears program motivates students to achieve literacy, physical activity and positive character goals. CMC aims to motivate students by exposing them to different professional roles and hands-on experience. Students toured the operating room, radiology, and emergency department. In addition to clinical areas, Birney Bears learned about administrative jobs and nutrition and food services.

CMC donated \$20,000 in sports equipment, books and educational technology supporting Birney Bears initiatives.

***\*'Walk with a Doc' Event***

In November 2017, the Fresno Diabetes Collaborative hosted a free, "Walk with a Doc" event in southeast Fresno's Vang Pao Elementary School. The event offered no-cost blood pressure, cholesterol, blood-glucose and body mass index screenings by CSU Fresno's *Health on Wheels* bus. Participants received one-on-one test result consultations during a quarter-mile walk with physician champion, Jesus Rodriguez. Event partners included Fresno Madera Medical Society, California Health Sciences University, Every Neighborhood Partnership, Community Food Bank and Fresno County Public Health Department.

***\*Birney Elementary 'Read Across America Day'***

To promote literacy honoring Dr. Seuss, 25 CMC employees participated in "Read Across America" day at Birney Elementary. On March 2, 2018, each CMC team member read a pre-selected book to a Birney classroom. The goal was to boost a love of reading among students from preschool to sixth grade.

***\*Fresno Unified School District 'Hospital Day' at Community Regional***

In August 2018, CRMC hosted 25 FUSD Medical Pathway program students from schools including Edison, McLane and Sunnyside. The 'Hospital Day' tour was co-hosted by the Hospital Council of Northern and Central California to motivate and expose students to health-related jobs. Students toured clinical areas including the operating room, radiology and the Emergency Department.

***\*West Fresno Family Resource Center's School Backpack Distribution***

In August 2018, CMC provided 'back to school' backpacks and school supplies for Southwest Fresno children. The annual activity, hosted by West Fresno Family Resource Center, provided 1,000 backpacks to area children. CMC contributed \$1,500 toward this effort.

***\*Fresno County Economic Opportunity Commission's Mobile Meal Bus***

As part of a community-wide effort to address food insecurity among low-income children living in impoverished Motel and Parkway Drive areas, Fresno's Economic Opportunities Commission, refurbished the *Food Express Bus*—a mobile meal bus. The bus provides no-cost, healthy meals to students during summer and winter breaks. CMC contributed \$25,000 toward the collaborative effort. Other community investors included Fresno County Office of the Superintendent, local hospitals and private donors. The first meals were distributed during the 2019 summer break.

*\* Opportunities to address health needs in addition to the original goals set in the [2016 Implementation Plan](#)*



## Consolidated Community Benefit in Fiscal Years 2016, 2017 & 2018

The CHNA results help drive our hospital system’s community benefit expenditures. Community serves as the area’s “safety-net” provider and, in Fiscal Year 2016 through 2018, provided \$639 million in “community benefit” – which includes the costs of charity care and uncompensated services to the medically underserved – equating to 15% of our total expenses.

Benefit	FY 2016 Contribution	FY 2017 Contribution	FY 2018 Contribution	3-Year Total Contribution
Unreimbursed cost of direct medical care for the poor and underserved				
Charity care	3,934,000	4,296,000	4,190,000	12,420,000
Unreimbursed cost of caring for Medi-Cal patients	151,004,000	174,078,000	148,462,000	473,544,000
Medical education shortfall	58,386,000	45,573,000	44,881,000	148,840,000
Continuing medical education	232,000	206,000	242,000	680,000
Direct community benefit contributions	0	60,000	249,000	309,000
Spiritual support services	264,000	273,000	307,000	844,000
Interpreters	238,000	563,000	588,000	1,389,000
Community outreach	330,000	340,000	191,000	861,000
<b>Total quantifiable community benefits</b>	<b>\$214,388,000</b>	<b>\$225,389,000</b>	<b>\$199,110,000</b>	<b>\$638,887,000</b>
<b>% of Total Operating Expenses</b>	<b>16%</b>	<b>16%</b>	<b>14%</b>	<b>15%</b>

*Community Medical Centers’ Community Benefit investments for FY 2016 through 2018*