



MARSHALL MEDICAL CENTER

2017 – 2019 IMPLEMENTATION STRATEGY

RESPONDING TO THE 2016 COMMUNITY HEALTH NEEDS ASSESSMENT

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<http://www.marshallmedical.org>

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INTRODUCTION

The 2016 Community Health Needs Assessment (CHNA) and the 2017-2019 Implementation Strategy were initiated by Marshall Medical Center to meet the requirements enacted by the Internal Revenue Service (IRS) and the Patient Protection and Affordable Care Act (ACA). Internal Revenue Code section 501(r)(3) states that charitable hospitals are required to conduct a CHNA and adopt an implementation strategy to address the community health needs identified through the CHNA at least once every three years.

This Implementation Strategy outlines the significant health needs identified in the 2016 CHNA that Marshall Medical Center intends to address during the years 2017 through 2019. Furthermore, this Implementation Strategy identifies the significant health needs the hospital does not intend to address with a brief explanation of the reason for not addressing the selected health needs.

The 2016 Community Health Needs Assessment can be found online at www.marshallmedical.org. Marshall Medical Center welcomes comments from the public on the 2016 Community Health Needs Assessment and 2017-2019 implementation strategy. Written comments can be submitted by email to ledralin@marshallmedical.org

ABOUT MARSHALL MEDICAL CENTER

Marshall Medical Center is an independent, nonprofit community healthcare provider located in the heart of the Sierra Foothills between Sacramento and South Lake Tahoe. Marshall Medical Center includes Marshall Hospital, a fully accredited acute care facility with 125 beds (14 distinct patient skilled nursing beds) located in Placerville; several outpatient facilities in Cameron Park, Placerville, El Dorado Hills and Georgetown; a group of primary care physicians known as Marshall Medical Clinic Services, a wide variety of specialists including cardiology, pulmonology, oncology, and rheumatology; and many community health and education programs. Marshall has more than 200 affiliated physicians and allied health providers, and a team of more than 1500 employees providing quality healthcare services to more than 180,000 residents of El Dorado County.

Vision Statement

Transforming healthcare for you through compassion, quality and innovation.

Mission Statement

Marshall Medical Center proudly serves the Western slope of El Dorado County. Our mission is to improve the health of our community and offer health services of superior value and quality, centered on the goals and needs of our patients. We strive to deliver service that exceeds our patients' expectations.

Values and Principles Marshall is dedicated to healing, the prevention of illness and the promotion of wellness, working with chronically ill patients to help them live optimally within the limits of their condition. The Marshall community -- employees, medical staff, volunteers, and leadership -- embrace the following values and principles:

Our patients come first. All other values are overshadowed by the proper care of those who entrust their lives to us. We embrace the diversity of our community and it is our privilege to partner with our patients in their health and to treat them with respect and compassion.

Healing is an art. Medicine flourishes best in a healing environment. Our patients and their families are an essential part of the health care team. We empower them through our support, our example and our teaching. We recognize each patient is an individual and we adapt care to their personal needs. To enrich our healing environment, members of the Marshall community treat each other with the same respect we hold for our patients.

Medicine is a science. Clinical care provided at Marshall is based on the application of nationally recognized best practices. We strive for continued improvement in all aspects of patient care, pursuing growth in our collective expertise. Excellence in prevention, diagnosis and treatment of disease are defined by documented clinical outcomes.

Our organization is not defined by walls. Our organization is defined by the doors we open. The community is best served by a continuum of care, wherever those services are needed, meeting patients wherever they are in the spectrum of health. We reach out to emphasize primary care, prevention, education, research and collaboration with other organizations when their missions complement our own.

We bequeath Marshall to future generations. Our community is best served by organizations that are locally owned and managed. To maintain our independence and meet the present and future needs of the community, we manage Marshall's finances carefully. We strive to provide the highest quality of care while maintaining exceptional value and unparalleled service.

DEFINITION OF COMMUNITY SERVED

The Marshall Medical Center Hospital Service Area (HSA) is comprised of 17 ZIP codes in El Dorado County, California. The community or HSA is defined as the geographic area (by ZIP code) in which the hospital receives its top 80% of discharges.

2016 COMMUNITY HEALTH NEEDS ASSESSMENTS PROCESS OVERVIEW

The 2016 CHNA project was led by Valley Vision Inc. and conducted over a period of eighteen months, beginning in November of 2015 and concluding in June 2016. Through rigorous analyses of over 170 quantitative indicators, three focus groups, and five key informant interviews, eight priority significant health needs were identified.

2016 CHNA PRIORITIZED SIGNIFICANT HEALTH NEEDS

The following significant health needs, listed in prioritized order, were identified in the 2016 CHNA for the Marshall Medical Center HSA. The description of each health need includes examples of indicators that were examined to identify the health needs from the 2016 CHNA process. The prioritized order does not reflect the selection process for the health needs that were chosen to be addressed through the 2017-2019 implementation strategy. The listing of health behaviors, outcomes, and physical environment factors stated within each health needs are provided as examples only, and do not imply either a negative or positive condition or correlation.

1. Access to Behavioral Health Services

This health need encompasses access to mental health and substance abuse prevention and treatment services. This category also includes health behaviors (e.g. substance use), health outcomes (e.g. chronic obstructive pulmonary disease, or COPD) and aspects of the social and physical environment (e.g. social support and number of liquor stores per 100,000 population) associated with mental health and/or substance abuse issues.

2. Safe, Crime and Violence Free Communities

This health need includes safety from violence and crime including violent crime, property crimes and domestic violence. This need includes health behaviors (e.g. assault), health outcomes (e.g. mortality - homicide), and aspects of the physical environment (e.g. access to liquor stores) associated with safety issues.

3. Active Living and Healthy Eating

This health need includes health behaviors (e.g. fruit and vegetable consumption), health outcomes (e.g. diabetes) and aspects of the physical environment/living conditions (e.g. food deserts) associated with active living and healthy eating.

4. Disease Prevention, Management, and Treatment

This health need encompasses health outcomes that require disease prevention and/or management and treatment including: cancer, cardiovascular disease/stroke, HIV/AIDS/STIs and asthma. Also included in this category are health behaviors associated with chronic and communicable disease (e.g., screening rates), health outcomes that are associated with these diseases or conditions (e.g. hypertension), and associated aspects of the physical environment (e.g. park access).

5. Affordable and Accessible Transportation

This health need includes the need for public or personal transportation options, transportation to health services and options for persons with disabilities.

6. Access to High Quality Health Care and Services

This health need encompasses access to primary and specialty care, dental care and maternal and infant care. This health need also includes health education and literacy, continuity of care, care coordination and patient navigation, including linguistically and culturally competent services. Health behaviors associated with access to care (e.g. cancer screening), health outcomes associated with access to care/lack of access to care (e.g. low birth weight), and aspects of the service environment (e.g. health professional shortage area) are also included in this category.

7. Basic Needs (Food Security, Housing, Economic Security, Education)

This health need encompasses “upstream” factors including economic security (e.g. income), food security, housing (e.g. affordable housing), education (e.g. reading proficiency) and homelessness, all of which influence health outcomes and behaviors.

8. Pollution-Free Living and Work Environments

This health need applies to both air and water pollution and includes health behaviors associated with pollution in communities (e.g. physical inactivity), associated health outcomes (e.g. chronic lower respiratory disease, or CLRD) and aspects of the physical environment (e.g. road network density).

2017-2019 IMPLEMENTATION STRATEGY

Process Overview

The 2017-2019 Implementation Strategy was developed over a five month period, beginning in August 2016 and concluding in December 2016. The development process began with identification of stakeholders from within Marshall Medical Center, public agencies and non-profit organizations to select and prioritize actions needed in response to the 2016 CHNA, from which a 14-member planning team was established. The Planning Team came together over three facilitated meetings as well as responded to a survey in order to identify and reach consensus on priorities and strategies to include in the Implementation Strategy. Through dialogue and critical examination, the Planning Team selected three of the eight priority health needs identified in the Community Health Needs Assessment to include in the Implementation Strategy. The Planning Team was deliberate in its selection of which health needs to include in order to assure that substantive action could be taken in the prioritized areas, as opposed to spreading resources and attention too broadly to have meaningful impact.

The three health needs addressed through the Implementation Strategy are:

- Access to Behavioral Health Services;
- Disease Prevention, Management, and Treatment; and
- Access to High Quality Health Care and Services

Marshall Medical Center will address these health needs through a variety of strategies including expansion of provider capacity and patient utilization of services. The following sections of this report detail how Marshall Medical Center will address the above health needs through the Implementation Strategy and explain why specific strategies were not developed for the remaining health needs identified by the 2016 CHNA.

NEEDS MARSHALL MEDICAL CENTER WILL ADDRESS

Health Need	Access to Behavioral Health Services
Strategy #1	Build capacity to provide Mental Health services within El Dorado County
Actions	<ul style="list-style-type: none"> • Marshall Medical Center (MMC) will expand recruitment of behavioral health specialists, including but not limited to Licensed Clinical Social Workers and Clinical Psychiatrists, thereby expanding internal capacity to provide mental health services. • MMC will strengthen partnerships with external entities, including El Dorado County, El Dorado Community Health Center, and the Shingle Springs Health and Wellness Center through consultation and coordinated services planning in order to expand external capacity to provide mental health and substance abuse prevention and treatment services. • MMC will designate a representative to participate in El Dorado County’s Community Health Improvement Plan team(s) that plan to address mental health issues within El Dorado County. • MMC will standardize best practices for provision of mental health services.
Anticipated Impacts	<ul style="list-style-type: none"> • Improve availability of and access to mental health services at Marshall Medical Center and within the community, striving for culturally and linguistically appropriate mental health services through recruitment of Spanish-speaking providers, to the extent possible • Improve patient care management and outcomes • Improve consistency of mental health care and services • Align approaches and practices related to mental health care and services
Plan to Evaluate	<ul style="list-style-type: none"> • MMC will establish baselines for current staffing levels as well as Emergency Department visits related to mental health issues. • MMC will utilize the Kaizen team value stream analysis (a continuous improvement system) for opioid use across the continuum of care in order to evaluate performance and improve quality and access to care. • Implementation of EPIC Electronic Health Record system will allow MMC to track patient referrals and outcomes for mental health issues within MMC.
Evaluation Metrics	<ul style="list-style-type: none"> • Rates of ED visits and hospitalizations related to mental health • Rate of patients served within 30 days of receiving a referral for non-emergency services by mental health providers within MMC • Number of resources in the community for mental health services
Resources	<p>MMC will commit financial resources to hire and train behavioral health specialists as well as to utilize Electronic Health Record systems. MMC will also offer staff support to promote and refer patients to programs offered by the County and within the community, as well as to work with community partners to align internal and external practices and approaches to prevention and treatment of mental health and substance abuse issues.</p>

Health Need	Access to Behavioral Health Services
Strategy #2	Build capacity to provide substance abuse prevention and treatment services within El Dorado County
Actions	<ul style="list-style-type: none"> • Marshall Medical Center (MMC) will expand recruitment of behavioral health specialists, including but not limited to Licensed Clinical Social Workers and Clinical Psychiatrists, thereby expanding internal capacity to provide substance abuse services. • MMC will strengthen partnerships with external entities, including El Dorado County, El Dorado Community Health Center, and Shingle Springs Health and Wellness through consultation and coordinated services planning in order to expand external capacity to provide substance abuse prevention and treatment services. • MMC will standardize best practices for provision of substance abuse services • MMC will expand programming and training related to harm reduction approaches to substance abuse. • MMC will partner with other entities to promote community education programs for substance abuse prevention and treatment. • MMC will work with care providers and community partners to administer clinical services, education and support for individuals affected by substance abuse. • MMC will develop or support education programs that aim to reach high need or underrepresented populations in El Dorado County. • MMC will designate a representative to participate in El Dorado County's Community Health Improvement Plan team(s) that plan to address access to substance abuse prevention and treatment programs within El Dorado County.
Anticipated Impacts	<ul style="list-style-type: none"> • Improve availability of and access to substance abuse prevention and treatment services at Marshall Medical Center and within the community, striving for culturally and linguistically appropriate behavioral health services through recruitment of Spanish-speaking providers, to the extent possible • Decrease the rates of overdoses, deaths, Emergency Department visits, and hospitalizations due to substance abuse in El Dorado County • Improve consistency of substance abuse services • Align approaches and practices related to substance abuse services • Increase community knowledge and awareness of substance abuse issues within El Dorado County • Increase awareness and accessibility of substance abuse prevention and treatment services • Improve clinical and support services for individuals affected by substance abuse • Improve culturally diverse substance abuse prevention and treatment efforts
Plan to evaluate	<ul style="list-style-type: none"> • MMC will establish baselines for current staffing levels as well as Emergency Department visits related to substance abuse. • MMC will track participation in community education programs and administer assessment surveys to participants. • MMC will utilize the Kaizen team value stream analysis for improving care related to opioid use across a continuum in order to evaluate performance and improve quality of care.

	<ul style="list-style-type: none"> • Implementation of EPIC Electronic Health Record system will allow MMC to track patient referrals and outcomes for all substance abuse issues within MMC and in community clinics.
Evaluation Metrics	<ul style="list-style-type: none"> • Number of participants in community education programs related to substance abuse • Rates of ED visits and hospitalizations related to substance abuse • Number of resources in the community for substance abuse prevention or treatment • Rate of patients served within 30 days of receiving a referral, by behavioral health specialist within MMC • Number of resources in the community for substance abuse services
Resources	<p>MMC will commit staff time to develop substance abuse prevention education materials or curriculum. MMC staff will also participate in community education efforts and support groups targeting families and individuals affected by substance abuse. MMC will continue Value Stream Analysis for “opioid use across the continuum of care” to improve care and management of opioid addiction. MMC will also leverage partnerships with other agencies in the community.</p>

Health Need	Disease Prevention, Management, and Treatment
Strategy #1	Expand capacity and utilization of disease prevention, management and treatment services
Actions	<ul style="list-style-type: none"> • MMC will expand preventive care and care management programs. • MMC will expand its efforts to actively draw patients into preventive care and care management programs including but not limited to the Community Care Network, Outpatient Care Management, Cancer Resource Center, and Congestive Heart Active Telephone Treatment (CHATT) programs. • MMC will expand recruitment of providers, including but not limited to physicians, advanced practice nurses, and physician assistants. • MMC will seek to standardize best practices for identified disease management and treatment services and programs. • MMC will support collaborative disease prevention and health education efforts within the community, including but not limited to women’s health events, youth programs, and local community task forces. • MMC will implement the EPIC Electronic Health Record system to track patient outcomes and improve care coordination.
Anticipated Impacts	<ul style="list-style-type: none"> • Improve outcomes for patients, including delayed onset of complications associated with chronic illnesses • Reduce hospital admissions and readmissions • Help patients to better manage or eliminate disease risk factors • Improve access to timely disease management and treatment services • Optimize utilization of providers with all types of licenses, including Physician Assistants and Nurse Practitioners • Improve awareness of disease prevention strategies within the community
Plan to evaluate	<ul style="list-style-type: none"> • MMC will utilize Electronic Health Record systems to track patient outcomes and improve care coordination. • MMC will also track patient participation in internal disease prevention and management programs. • MMC will document its participation in collaborative community efforts.
Evaluation Metrics	<ul style="list-style-type: none"> • Rates of hospital admissions and readmissions for chronic conditions • Number of participants in disease prevention and management programs • Rate of ED visits related to chronic diseases • Number of providers • Number of collaborative community efforts MMC has participated in
Resources	MMC will commit financial resources to expand recruitment of providers. MMC will also contribute staff time to expand outreach efforts for disease prevention and management programs.

Health Need	Access to High Quality Health Care and Services
Strategy #1	Increase access to primary care and utilization of care management services
Actions	<ul style="list-style-type: none"> • MMC will expand recruitment of primary care providers, including Spanish-speaking providers, to the extent possible. • MMC will establish a system to provide hospitalized patients with a scheduled follow-up appointment with an appropriate provider. • MMC will target outreach efforts towards high-need communities and populations to improve access to care. • Partner with El Dorado County’s Community Health Improvement Plan teams, the Access El Dorado (ACCEL) collaborative and others to improve access to care. • MMC will support development and/or expansion of care management services, including but not limited to the Community Care Network, Out-patient Care Management program, and Advanced Illness Management team. • MMC will provide cultural sensitivity training to employees.
Anticipated Impacts	<ul style="list-style-type: none"> • Improve timely access to culturally and linguistically appropriate care within the community to the extent possible • Decrease utilization of the Emergency Department for routine care • Improve patient health outcomes and coordination of care • Reduce hospital admissions and readmissions • Improve coordination of programs and services to avoid duplication of efforts within the community
Plan to evaluate	<ul style="list-style-type: none"> • MMC will utilize the Kaizen team value stream analysis to improve access to primary care. • MMC will utilize Electronic Health Record systems to track patient outcomes and improve care coordination.
Evaluation Metrics	<ul style="list-style-type: none"> • Rates of hospital admissions and readmissions • Rate of Emergency Department visits for routine care • Number of primary care providers and Spanish-speaking providers to the extent possible. • Proportion of staff who participate in cultural sensitivity training • Proportion of patients who receive a follow-up appointment after hospitalization
Resources	<p>MMC will dedicate financial resources to expand care management programs and recruitment of primary care providers. MMC will also commit staff time to conduct outreach to high-need communities and to ensure that patient follow-up appointments with primary care providers are scheduled. MMC will also dedicate staff to participate in collaborative efforts within the community.</p>

NEEDS MARSHALL MEDICAL CENTER WILL NOT ADDRESS

In order to maximize its efforts and create a noticeable impact on the three health needs detailed above, Marshall Medical Center has not designed specific strategies to address the following five health needs. Although specific strategies for addressing these health needs are not included in the Implementation Strategy, Marshall Medical Center anticipates that it will continue to address all of the issues – either directly or indirectly – over the next three years.

Safe, Crime- and Violence-Free Communities

Although Marshall Medical Center does not have a specific strategy to confront this health need due to its limited capacity and ability to impact this issue, the hospital does intend to indirectly address the need for Safe, Crime-and Violence- Free Communities through the strategies and interventions identified for Access to Behavioral Health Services. Marshall Medical Center will also continue to support community based organizations addressing this issue through sponsorships and collaboration. In addition, Marshall Medical Center has taken and will continue to develop measures working with law enforcement to create a safe, crime-and violence- free environment on their campuses for all patients and employees.

Active Living and Healthy Eating

Although Marshall Medical Center does not have a specific strategy to confront this health issue, the hospital intends to indirectly address this issue through the strategies and interventions identified for Disease Prevention, Management, and Treatment. In addition, Marshall Medical Center will continue to play a supportive role in community efforts that are addressing the need for Active Living and Healthy Eating including El Dorado County's Community Health Improvement Plan Active Living and Healthy-Eating teams. The hospital will also remain engaged and committed to its current practices that address this issue in the community, including its community health education programs, nutritional counseling and sponsorship of community health fairs and events through its Community Relations Fund, along with maintaining its smoke-free environment.

Affordable and Accessible Transportation

Given Marshall Medical Center's limited capacity and ability to impact transportation issues in the community, Marshall Medical Center has not developed specific strategies to address this health need. Although the hospital does not intend to play a lead role in addressing this health need, it does intend to seek opportunities to advocate for affordable and accessible transportation services in the community. In addition, Marshall Medical Center will continue to assist some of its patients with transportation support, such as cancer patients through Marshall Cancer Services.

Basic Needs

Given the breadth of the issue and Marshall Medical Center's limited capacity and expertise for addressing this issue, the hospital has not developed specific strategies to address Basic Needs in the community. Although there are no strategies identified for combatting this need, Marshall Medical Center does intend to collaborate with community efforts and organizations that are committed to addressing this health issue.

Pollution-Free Living and Work Environments

Given Marshall Medical Center's limited expertise and ability to impact pollution issues in the community, the hospital has not developed specific strategies to address this health need. Although there are no strategies identified for combatting this need, Marshall Medical Center does intend to maintain a smoke-free environment and collaborate with community efforts and organizations that are committed to addressing the need for Pollution-Free Living and Work Environments.

APPROVAL BY BOARD OF DIRECTORS

This implementation strategy was approved by the Marshall Medical Center Board of Directors on February 23, 2017.