

2016 Community Health Improvement Plan



JOHN MUIR
HEALTH

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1. Executive Summary

Our mission to *improve the health of the communities we serve with quality and compassion* reflects our community health efforts as a corporate leader and community partner. This Community Health Improvement Plan (a.k.a. implementation strategy) outlines our three-year actions, in partnership with the community, to meaningfully improve health for those who face barriers to health. The plan was prepared for John Muir Medical Center - Walnut Creek ("JMMC-WC"), John Muir Medical Center - Concord ("JMMC-Concord"), and the Behavioral Health Center ("BHC") to comply with federal tax law requirements set forth in Internal Revenue Code section 501(r) and its implementing regulations.

The 2016 Community Health Needs Assessment (the "2016 CHNA") is the basis for implementation actions outlined in the Community Health Improvement Plan. The 2016 CHNA identified eight prioritized health needs resulting from a comprehensive review of over 150 health indicators, focus groups and key informant interviews with residents who represent the perspective of vulnerable populations in our service area. Five criteria were utilized to select the following community health needs that we plan to address:

- Healthcare access and delivery, including primary and specialty care
- Behavioral health
- Obesity, diabetes, healthy eating and active living

This Community Health Improvement Plan includes identification of goals, actions and resources to address the selected community health needs. The plan was informed by John Muir Health's expertise and partnership with community leaders, including a community convening on August 31, 2016 to share strategies related to each of the selected health needs.

This 2016 Community Health Improvement Plan was adopted by the governing bodies of JMMC-WC, CC and BHC on 11/15/16.

2. About John Muir Health

John Muir Health is a tax-exempt organization that owns and operates JMMC-WC and JMMC-Concord. John Muir Behavioral Health (“JMBH”) is also a tax-exempt organization that owns and operates the BHC. John Muir Health, JMBH, and their affiliates collectively constitute an integrated health care delivery system (“JMHS”).

JMHS is a private, nationally recognized, community-based, not-for-profit health system located east of San Francisco and serving patients in Contra Costa, eastern Alameda and southern Solano Counties. It includes a network of more than 1,000 primary care and specialty physicians, more than 6,000 employees, hospitals in Concord (JMMC-Concord and BHC) and Walnut Creek (JMMC-WC), including Contra Costa County’s only trauma center. JMHS also has partnerships with Tenet Healthcare/San Ramon Regional Medical Center, UCSF Health, and Stanford Children’s Health to expand our capabilities, increase access to services, and better serve patients. The health system offers a full-range of medical services, including primary care, outpatient services, and imaging services, and is widely recognized as a leader in many specialties – neuroscience, orthopedic, cancer, cardiovascular, trauma, emergency, pediatrics, and high-risk obstetrics care. For more information, visit www.johnmuirhealth.com.

Mission, Vision, Values

JMHS is guided by its charitable mission that serves as the foundation for directing the system’s community benefit activities:

We are dedicated to improving the health of the communities we serve with quality and compassion.

JMHS has eight core values that guide our work: Excellence, Honesty and Integrity, Mutual Respect and Teamwork, Caring and Compassion, Commitment to Patient Safety, Continuous Improvement, Stewardship of Resources, and Access to Care.

Community Commitment

JMHS’s mission reflects our community health efforts as a corporate leader and community partner. JMHS’s community health leadership role is rooted in our excellence as a health care provider and our commitment to building partnerships with organizations that also exemplify excellence.

JMHS views its commitment to community service initiatives as core to our mission. This commitment is seen through every facet of the organization from volunteers to physicians and in our emergency department and outpatient centers. Most clinical service lines lead and operate a community service initiative. For example, our Cancer Institute leads the La Clínica Specialty Care and Every Woman Counts programs. JMHS received Magnet® recognition honoring our nursing services and quality nursing care, the highest recognition in nursing, and we are leaders in community services through our initiatives to promote health and wellness outside the hospital. Employees contribute when they participate in departmental programs, volunteer for JMHS-sponsored community events and programs, or volunteer in their own communities to make them better places to live and work.

About Community Benefit

JMHS has a Community Benefit Oversight Committee (the “Committee”) that is comprised of executive leaders from across the health system and members from JMHS governing bodies. The Committee provides oversight for all of JMHS’s community benefit activities and guidance for JMHS’s Community Health Improvement Department (“Community Health Improvement”), which is the primary vehicle through which JMHS coordinates its community benefit planning and activities.

Community Health Improvement is a health system department that is funded through revenues generated by JMMC-WC, JMMC-Concord, the BHC and other JMH facilities and activities. It acts as the liaison to the community-at-large and enables JMH to align resources and strategies to better impact our goal of creating healthy communities and assists the community in achieving optimal health through education, collaboration, and health and wellness services. Community Health Improvement works in partnership with local communities, other health systems, public health providers, community clinics, community-based organizations, and school districts to identify and address unmet health needs among vulnerable populations.

The Committee developed the following Community Benefit Guiding Principles, which promote JMH's vision for creating healthy communities and provide a framework for current and future community health priorities and initiatives:

- Provide subsidized care to patients served at JMH facilities according to the Patient Assistance/Charity Care Program Policy.
- Engage in activities that align with JMH Community Benefit focus areas as defined in the triennial Community Health Improvement Plan.
- Focus investments in the JMH community benefit service area.
- Engage in and create activities targeted to vulnerable populations, defined as those meeting one or more of the following characteristics:
 - Economically disadvantaged
 - Evidenced-based disparities in health outcomes
 - Significant barriers to care
- Conduct long-term sustained activities with trusted partners.
- Partner with organizations that have expertise and specific capabilities to better leverage JMH resources.
- Invest in activities with demonstrated outcomes in achieving community health improvement.
- Invest in activities that emphasize quality and continuity of care.
- Engage the community to gain broad support of activities.

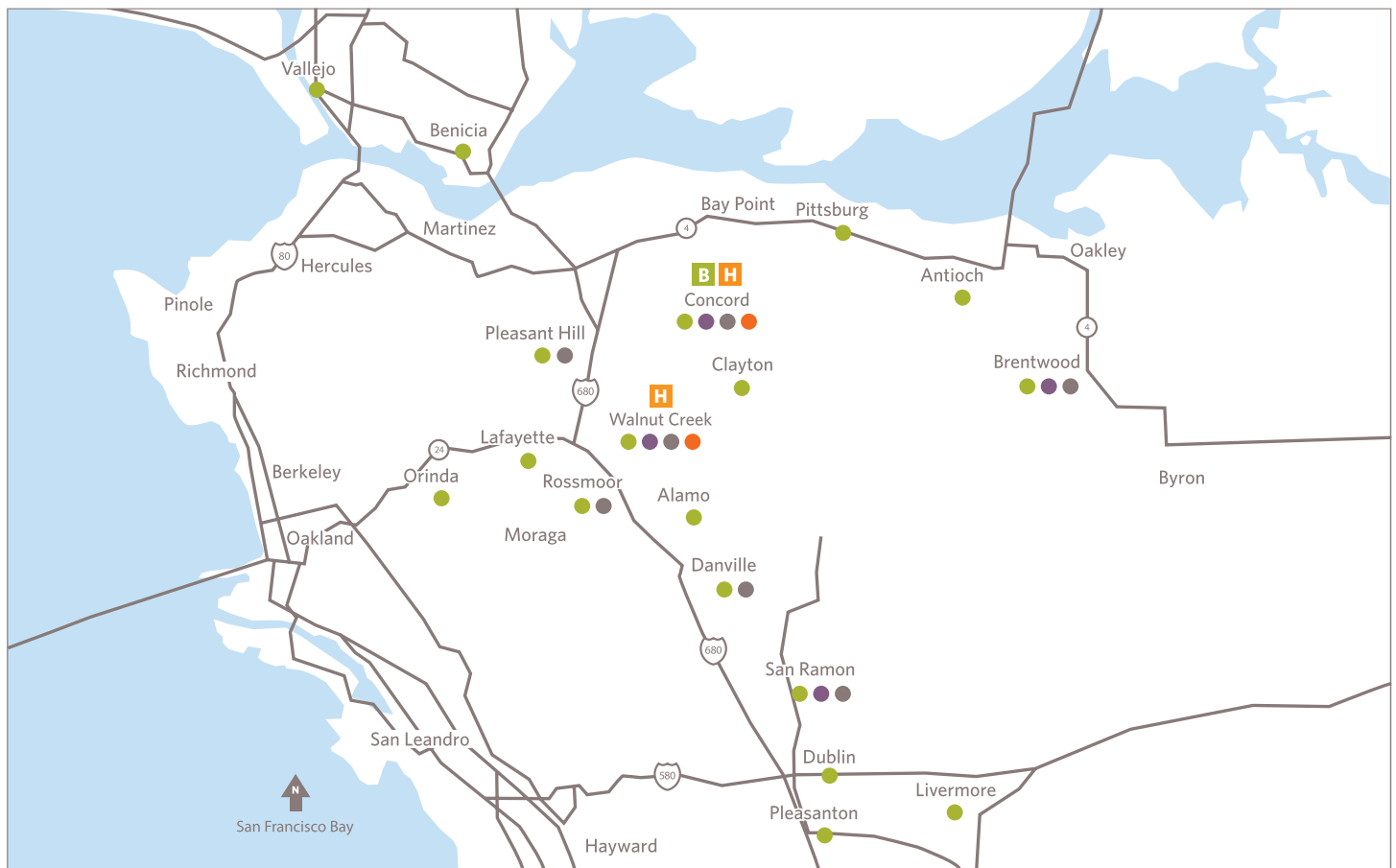
In addition to our direct delivery of care and community benefit programs, JMH provides broad financial and technical support to promote community wellness. JMH contributes \$1 million annually to the John Muir/Mt. Diablo Community Fund, whose goal is to foster systemic change that improves the health of people in central and east Contra Costa County, who are most likely to experience health care disparities.

Communities Served

JMH's primary and secondary service areas extend from southern Solano County into eastern Contra Costa County and south to San Ramon in southern Contra Costa County. JMH's Trauma Center serves all of Contra Costa County, as well as southern Solano County, and is the backup Trauma Center for Alameda County. JMH also serves eastern Alameda County through a joint venture with Tenet Healthcare/San Ramon Regional Medical Center.

Our community benefit programs focus primarily on the needs of vulnerable populations in central and eastern Contra Costa County, our primary and secondary service areas. We define vulnerable populations as those with evidenced-based disparities in health outcomes, significant barriers to care, and the economically disadvantaged. These criteria result in a primary community benefit service area that includes the communities of the Monument area in Concord and the eastern Contra Costa County cities of Bay Point, Pittsburg, Antioch, Oakley, and Brentwood, and the far eastern parts of unincorporated Contra Costa County.

John Muir Health Locations



- | | | | |
|--|--|-----------------------|--------------------------------------|
| H John Muir Health Hospitals
John Muir Medical Center
Concord
Walnut Creek | B Behavioral Health Center
Concord | ● Physician Offices | ● Other Outpatient Service Locations |
| | | ● Urgent Care Centers | ● Emergency Services |

3. Community Health Needs Assessment

The 2016 CHNA includes analysis of health indicator data and feedback from the community and experts in public health, clinical care, and others. This CHNA serves as the basis for implementation strategies that are filed with the Internal Revenue Service. The following is the prioritized list of community health needs identified by the 2016 CHNA for JMH:

1. Obesity, diabetes, healthy eating and active living
2. Economic security
3. Healthcare access and delivery, including primary care and specialty care
4. Oral/dental health
5. Mental health
6. Substance abuse, including alcohol, tobacco and other drugs
7. Unintentional injuries
8. Violence and injury prevention

Visit www.johnmuirhealth.com to see the full 2016 CHNA Report.

4. Community Health Improvement Plan Purpose

This Community Health Improvement Plan has been prepared in order to comply with federal tax law requirements set forth in Internal Revenue Code section 501(r) requiring hospital facilities owned and operated by an organization described in Code section 501(c)(3) to conduct a community health needs assessment at least once every three years and adopt an implementation strategy to meet the community health needs identified through the community health needs assessment. This Community Health Improvement Plan is intended to satisfy each of the applicable requirements set forth in Code section 501(r) and implementing regulations promulgated thereunder for JMMC-WC, JMMC-Concord, and the BHC.

The Community Health Improvement Plan serves as the foundation for all community benefit planning in order to align our resources with significant community health needs in a meaningful and transparent way. An update of the actions and resources outlined in the plan is filed with California's Office of Statewide Health Planning and Development (OSHPD) in an annual Community Benefit Report.



5. Community Health Needs JMH Plans to Address

Selection Process

The Committee (see Appendix 1) is charged with overseeing the strategic direction of community benefit program and activities. The Committee is composed of JMH executives and community Board of Directors members. The Committee met on July 6, 2016 to review the list of community health needs identified and prioritized by the CHNA report and to select the community health needs that JMH will focus community benefit on from 2016 to 2018.

The following selection criteria were used as a method to prioritize and select the community benefit priorities. The selection criteria built on the CHNA prioritization criteria, which included (1) Severity of need; (2) Magnitude/scale of need; (3) Clear disparities or inequities; (4) Community priority.

Criteria	Definition
Feasibility	Evidence-based interventions exist
	Potential for measurable impact on health need
	Existence of external resources or expertise JMH can leverage to impact health need
Preventive	Intervention prevents negative outcomes associated with health need
Durability	Intervention is aligned with population, economic and political trends
Expertise	Relevance to overall JMH major goals, expertise and assets
Continuity	Builds on successful current community benefit programs and existing partnerships
	Aligns with health system strategy for on-going systems integration and longer term viability interventions

The Committee members first agreed upon the selection criteria. The Committee then scored each community health need between 1 (does not meet criteria) and 3 (strongly meets criteria). The scores were compiled to identify the top scoring community health needs. After discussion by all members regarding rationale for selection, the Committee came to a consensus on the following focus areas:

Summary of Community Health Needs JMH Plans to Address

1. Healthcare access and delivery, including primary and specialty
2. Behavioral health, including mental health and substance abuse
3. Obesity, diabetes, healthy eating and active living

The Committee selected the health needs for implementation because of the feasibility of interventions; ability to have a measurable impact; ability to partner with other organizations; opportunity to prevent negative outcomes associated with the health needs; alignment with population trends and JMH expertise; and ability to build on successful, current community benefit programs.

The Committee recognized that JMH could make substantial contributions to these community health needs because of our current leadership in the delivery of primary, specialty, and behavioral health care services, as well as our experience in caring for diabetic patients. JMH has cultivated long-standing relationships with local community-based organizations that have expertise in complimentary areas enabling JMH to increase the impact on the selected health needs.

The Committee appreciates there is significant overlap and interaction between the prioritized health needs, which supports the need for coordinated efforts aimed at whole-person care. The three health needs selected for implementation provide JMH with an opportunity to also partially address the health needs not selected for implementation. The Committee felt that JMH could have a larger impact on community health by addressing the access to care needs across the spectrum of health. JMH would be able to address multiple health needs by providing primary, specialty, and behavioral health care services. There is also an opportunity to align all our strategies to have a more significant impact.

6. Community Health Improvement Actions

Overview

The Community Health Improvement Plan was developed to address the health needs identified by the 2016 CHNA. JMH will be able to meaningfully address the identified community health needs by taking the outlined actions and achieving the goals.

Identification of actions and resources to address the selected community health needs was informed by JMH expertise and partnership with community leaders. As a not-for-profit health system, our primary community benefit activity is to provide financial assistance to support low-income patients by subsidizing all or a portion of their JMH medical expenses and to participate in the government-sponsored Medi-Cal program to provide comprehensive inpatient care to Medi-Cal enrollees that generate unpaid costs. We also offer unique resources in supporting the healthcare workforce by providing educational opportunities, health research that is made available to the public, and necessary clinical services that are provided despite a financial loss. Beyond these activities, we look to the community to inform how to best foster community health improvement through partnerships, initiatives, and grants.

On August 31, 2016 JMH jointly hosted with Kaiser Permanente Community Benefit a “Presentation and Discussion about East and Central Contra Costa County Health Needs.” The three-hour meeting included a presentation of the 2016 CHNA process, data related to the community health needs selected for implementation, and a conversation on implementation strategies. Over 50 community health leaders shared experiences about what approaches have and have not worked, what have been the barriers, and what needs to be done to successfully address the three selected community health needs. The feedback shared validated the work already being done by JMH to address the community health needs and also introduced ideas of strategies that health systems can take to improve community health. For example,

community leaders discussed the need to address access to specialty care and to make care easy to access through services that are mobile. These are both issues that JMH is currently addressing through the La Clínica Specialty Care Program and the Mobile Health Clinic. Reoccurring themes for potential strategies included supporting community health workers, using technology to address healthcare delivery shortfalls, development of centralized system navigation resources, and the need for health systems, community-based organizations and the government to find more ways to collaborate. JMH will continue to have dialogue with the community to understand how to best address community health needs by leveraging our resources and expertise.

Goals & Actions

Since JMH, as an integrated health system, coordinates and provides much of its community benefit activities through Community Health Improvement, whose activities are funded by JMMC-WC, JMMC-Concord, and the BHC, we view all of the actions described below as being provided by these hospital facilities. To the extent a hospital facility has exclusive or major responsibility for an action, the attribution is noted to such hospital facility below.

HealthCare access and delivery, including primary and specialty care

Long-Term Goal:

Increase access to appropriate health care and health care support services for low-income children, adults, and seniors.

Intermediate Goals:

- Increase access to comprehensive primary care for vulnerable adults.
- Increase access to specialty care services for vulnerable adults.
- Increase access to health care support services for vulnerable children and adults.

Actions & Resources:

- Provide financial assistance to support low-income patients by subsidizing all or a portion of their JMH medical expenses at JMMC-WC and JMMC-Concord.
- Participate in the government-sponsored Medi-Cal program to provide comprehensive inpatient care to Medi-Cal enrollees that generate unpaid costs at JMMC-WC and JMMC-Concord.
- Provide comprehensive primary care for vulnerable adults who are unable to access care due to inadequate insurance coverage, availability of services, timeliness of appointments or accessibility by offering programs such as the JMH Mobile Health Clinic.
- Provide health care support services for children in schools that serve low-income families through programs such as the Community Nurse program and the Dental Collaborative of Contra Costa County.
- Provide specialty care services through the La Clínica Specialty Care program and Operation Access for vulnerable adults who are unable to access care due to lack of coverage.
- Provide screening programs through the Every Woman Counts program and the Lung Cancer Screening program for low-income adults who are unable to access care due to lack of coverage.
- Provide access to health care support and care coordination services for vulnerable adults and seniors that address poor health outcomes, quality and satisfaction while improving efficiency.

Anticipated Impact:

- Increased access to, and use of, needed health care services, including comprehensive primary care and specialty care.
- Increased access to community services and health care support services.

Planned Collaborators:

- La Clínica de la Raza
- Mt. Diablo and Pittsburg Unified School District
- Contra Costa Health Services
- Operation Access
- Meals on Wheels and Senior Outreach Services

Behavioral Health

Long-Term Goal:

Increase access to behavioral health support for vulnerable communities.

Intermediate Goals:

- Increase access to mental health prevention and intervention support for vulnerable adults.
- Reduce youth community violence in vulnerable communities.

Actions & Resources:

- Provide financial assistance to support low-income patients by subsidizing all or a portion of their JMH medical expenses for inpatient care at the BHC.
- Participate in the government-sponsored Medi-Cal program to provide comprehensive inpatient behavioral health care to Medi-Cal enrollees that generate unpaid costs at the BHC.
- Support the prevention and/or improvement in the levels of stress and depression in vulnerable communities through the Positive Minds in Action program.
- Support and/or provide behavioral health intervention services to vulnerable adults through programs such the Putnam Clubhouse at the BHC.
- Provide intervention and referrals to violence related trauma victims in order to prevent recidivism and retaliation at JMMC-WC's Beyond Violence program.

Anticipated Impact:

- Increased access to and use of needed behavioral health services.
- Fewer intentional physical injuries and improved youth resiliency.

Planned Collaborators:

- Monument Impact
- Putnam Clubhouse
- RYSE Center
- One Day At a Time

Obesity, diabetes, health eating and active living

Long-Term Goal:

Decrease the number of residents who suffer from negative health outcomes as a result of obesity, diabetes, poor nutrition and lack of exercise.

Intermediate Goals:

- Reduce the incidence of diabetes in vulnerable adults.
- Increase access to healthy food and exercise for low-income families.

Actions & Resources:

- Provide diabetes prevention programs to vulnerable adults who are identified as pre-diabetic.
- Support Healthy and Active Before Five to prevent obesity in children age 0 to 5 by addressing barriers to healthy eating and active play.
- Support the Food Bank of Contra Costa and Solano County's Community Produce Program to provide access to fresh produce for low-income families in Contra Costa County.

Anticipated Impact:

- Reduction in the incidence of diabetes in Contra Costa County among vulnerable adults.
- Increased access to healthy food and opportunities to exercise.

Planned Collaborators:

- Community clinics
- Healthy and Active Before Five
- Food Bank of Contra Costa and Solano County

7. Community Health Needs that JMH Does Not Intend to Address

JMH recognizes the importance of each of the prioritized community health needs. However, JMH's experience is that our investments could have the most impact on community health by focusing resources on a few community health needs. Therefore, the Committee decided to address the community health needs that leverage JMH's expertise, and have feasible interventions and existing partners by using the process and criteria outlined above. The Committee also recognized that many health needs could be addressed by supporting the prioritized needs. For example, JMH will support efforts to reduce violence by supporting behavioral health in the community. JMH's selected health needs do not represent everything JMH does to improve community health. For example, as a leading employer in the region, JMH is also addressing economic security indirectly through employment and workforce development. JMH will continue to be a part of the dialogue and will look for collaboration opportunities related to the following health needs that JMH does not intend to address with the majority of our community benefit resources:

- Economic security
- Oral health
- Unintentional injuries
- Violence and intentional injury

This 2016 Community Health Improvement Plan was adopted by the governing bodies of JMMC-WC, CC and BHC on 11/15/16.

8. Appendix

Appendix 1: JMH Community Benefit Oversight Committee

Taejoon Ahn, MD	President, John Muir Medical Group
Cindy Bolter	Chief Nursing/Operations Officer, Behavioral Health Center
Diana Camacho	Program Director, Community Health Improvement
Patrick Carew	President, John Muir Health Foundation
Ben Drew	Director, Corporate Communications
Christy Kaplan	Vice President, Care Coordination and Integration
Kathleen Odne	Community Member, JMH Board of Directors
Nancy Olson	Chief Governance and Government Affairs Officer
Irving Pike, MD	Chief Medical Officer
Thomas Rundall	Community Member, JMH Board of Directors
George Sauter	Chief Strategy Officer
Mike Thomas	Chief Administrative Officer, JMMC-Concord