

Sutter Health

Sutter Health Pacific Kahi Mohala

2022 – 2024 Implementation Strategy Plan
Responding to the 2022 Community Health Needs Assessment

91-2301 Old Fort Weaver Road
Ewa Beach Hawai'i 96706
Facility License: OHCA#33-H
www.sutterhealth.org

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Introduction

The Implementation Strategy Plan describes how Sutter Health Pacific Kahi Mohala, a Sutter Health affiliate, plans to address significant health needs identified in the 2022 Community Health Needs Assessment (CHNA). The document describes how the hospital plans to address identified needs in calendar (tax) years 2022 through 2024.

The 2022 CHNA and the 2022 - 2024 Implementation Strategy Plan were undertaken by the hospital to understand and address community health needs, and in accordance with state law and the Internal Revenue Service (IRS) regulations pursuant to the Patient Protection and Affordable Care Act of 2010.

The Implementation Strategy Plan addresses the significant community health needs described in the CHNA that the hospital plans to address in whole or in part. The hospital reserves the right to amend this Implementation Strategy Plan as circumstances warrant. For example, certain needs may become more pronounced and merit enhancements to the described strategic initiatives. Alternately, other organizations in the community may decide to address certain community health needs, and the hospital may amend its strategies and refocus on other identified significant health needs. Beyond the initiatives and programs described herein, the hospital is addressing some of these needs simply by providing health care to the community, regardless of ability to pay.

Sutter Health Pacific Kahi Mohala welcomes comments from the public on the 2022 Community Health Needs Assessment and 2022 - 2024 Implementation Strategy Plan. Written comments can be submitted:

- By emailing the Sutter Health System Office Community Benefit department at SHCB@sutterhealth.org;
- Through the mail using the hospital's address at 91-2301 Old Fort Weaver Road, Ewa Beach, HI 96706, Attn: Community Relations; and
- In-person at the hospital's Administrative Office.

Executive Summary

Sutter Health Pacific Kahi Mohala is affiliated with Sutter Health, a not-for-profit parent of not-for-profit and for-profit companies that together form an integrated healthcare system located in Northern California. The system is committed to health equity, community partnerships and innovative, high-quality patient care. Our over 65,000 employees and associated clinicians serve more than 3 million patients through our hospitals, clinics and home health services.

Learn more about how we're transforming healthcare at sutterhealth.org and vitals.sutterhealth.org

Sutter Health's total investment in community benefit in 2021 was \$872 million. This amount includes traditional charity care and unreimbursed costs of providing care to Medi-Cal patients. This amount also includes investments in community health programs to address prioritized health needs as identified by regional community health needs assessments.

As part of Sutter Health's commitment to fulfill its not-for-profit mission and help serve some of the most vulnerable in its communities, the Sutter Health network has implemented charity care policies to help provide access to medically necessary care for all patients, regardless of their ability to pay. In 2021, Sutter Health invested \$91 million in charity care. Sutter's charity care policies for hospital services include, but are not limited to, the following:

1. Uninsured patients are eligible for full charity care for medically necessary hospital services if their family income is at or below 400% of the Federal Poverty Level ("FPL").

2. Insured patients are eligible for High Medical Cost Charity Care for medically necessary hospital services if their family income is at or below 400% of the FPL and they incurred or paid medical expenses amounting to more than 10% of their family income over the last 12 months. ([Sutter Health's Financial Assistance Policy](#) determines the calculation of a patient's family income.)

Overall, since the implementation of the Affordable Care Act, greater numbers of previously uninsured people now have more access to healthcare coverage through the Medi-Cal and Medicare programs. The payments for patients who are covered by Medi-Cal and Medicare do not cover the full costs of providing care. In 2021, Sutter Health invested \$557 million more than the state paid to care for Medi-Cal patients.

Through community benefit investments, Sutter helped local communities access primary, mental health and addiction care, and basic needs such as housing, jobs and food. See more about how Sutter Health reinvests into the community by visiting sutterpartners.org.

Every three years, Sutter Health affiliated hospitals participate in a comprehensive and collaborative Community Health Needs Assessment, which identifies significant community health needs and guides our community benefit strategies. The assessments help ensure that Sutter invests its community benefit dollars in a way that targets and addresses real community needs.

Through the 2022 Community Health Needs Assessment process the following significant community health needs were identified:

1. Financial Security
2. Food Security
3. Mental & Behavioral Health
4. Housing
5. Trust & Equitable Access

The 2022 Community Healthy Needs Assessment conducted by Sutter Health Pacific Kahi Mohala is publicly available at www.sutterhealth.org.

2022 Community Health Needs Assessment Summary

Hawaii is unique among the 50 states in that it initially conducts a statewide report on behalf of all of the participating hospitals – under the Healthcare Association of Hawaii (HAH) umbrella. Ward Research was chosen by HAH as a partner to update the 2018 Community Health Needs Assessment (CHNA) for 2021. The report is the result of nearly a year of collaboration among Hawaii's private, nonprofit, acute-care hospitals and key stakeholders in the community

Ward Research had the opportunity to engage with over 200 people across Hawai'i. Social workers, teachers, farmers, doctors, policy advocates, mothers and fathers, sons and daughters, survivors, students, and healthcare providers all asked to share their thoughts on and for the communities where they live, the clients they serve, and the people they love.

With a charge of updating the 2018 CHNA and adding the lens of the pandemic effects on the social determinants of health, the 2021 CHNA research team sought out a wide range of perspectives to understand the unique and Significant Health Needs facing Hawai'i's communities.

Strategies to collect input included: 82 key informant interviews, 18 community meetings, three expert panel webinars, four small focus groups, a literature review of CHNA reports from various U.S. markets, and a review of publicly available secondary data. The importance of a shared kuleana - responsibility - of healthcare working together with community and government to address social determinants of health was an important theme throughout the process. A library of community-based organizations and

programs working to address social determinants of health was updated from 2018 and is included as Appendix A.

With the endorsement that the Statewide Priorities from 2018 were all still relevant and should remain as Significant Health Needs, several of the social determinants were consistently identified by key informants, experts at the University of Hawai'i Thompson School of Social Work & Public Health, and community groups as being even more critical in 2021, due in large part to the pandemic experience. These Significant Health Needs were in existence before the pandemic, with the COVID-19 experience exposing the urgency of addressing these basic needs. While the social determinants of health, by their very nature, are interdependent and must be viewed holistically, the "once in 100 years" COVID-19 physical and societal impacts require focused efforts.

The full 2022 Community Health Needs Assessment conducted by Sutter Health Pacific Kahi Mohala is available at www.sutterhealth.org.

Definition of the Community Served by the Hospital

The hospital service area is the State of Hawai'i and Asia Pacific but is predominantly defined by a geographical boundary of Honolulu County as the majority of our patients served come from the island of Oahu. We consider the State of Hawai'i as the community we serve.

Significant Health Needs Identified in the 2022 CHNA

The following significant health needs were identified in the 2022 CHNA:

1. Financial Security
2. Food Security
3. Mental & Behavioral Health
4. Housing
5. Trust & Equitable Access

Sutter Health Pacific Kahi Mohala's Senior Leadership team guided the hospital's CHNA and Implementation Strategy. The Team includes the following internal participants:

Hospital Administrator
Medical Director
Director of Human Resources
Director of Community Relations
Director of Patient Care
Compliance and Privacy Officer

This internal working group has access to and a reporting relationship with the Sutter Health Pacific Kahi Mohala Board and regularly interacts with community partners to discuss and improve community health.

Sutter Health Pacific Kahi Mohala's mission is 'dedicated to caring for people in need by providing innovative, quality, and effective behavioral health services' and it directly correlates to the priority of providing accessible, proactive support for Mental & Behavioral Health (Priority 3). Since our focus is on the child and adolescent population, family relationship programs to create the conditions and opportunities for families to be healing forces for its own members is an additional priority.

2022 – 2024 Implementation Strategy Plan

The implementation strategy plan describes how Sutter Health Pacific Kahi Mohala plans to address significant health needs identified in the 2022 Community Health Needs Assessment and is aligned with the hospital's charitable mission. The strategy describes:

- Actions the hospital intends to take, including programs and resources it plans to commit;
- Anticipated impacts of these actions and a plan to evaluate impact; and
- Any planned collaboration between the hospital and other organizations in the community to address the significant health needs identified in the 2022 CHNA.

Prioritized Significant Health Needs the Hospital will Address:

The Implementation Strategy Plan serves as a foundation for further alignment and connection of other Sutter Health Pacific Kahi Mohala initiatives that may not be described herein, but which together advance the hospital’s commitment to improving the health of the communities it serves. Each year, programs are evaluated for effectiveness, the need for continuation, discontinuation, or the need for enhancement. Depending on these variables, programs may change to continue focus on the health needs listed below.

1. Mental & Behavioral Health
2. Trust & Equitable Access

Priorities 1 and 2 go hand in hand as both are in alignment with furthering Sutter Health Pacific Kahi Mohala’s mission. There will be continued efforts to raise awareness to destigmatize mental and behavioral health care. One training area of focus will be Suicide Prevention. Suicide Prevention is actually: food security, affordable housing, youth suicide prevention courses, peer norm activities, affordable healthcare, housing stabilization policies, destigmatizing mental illnesses, community engagement activities, strengthening household financial security, increasing access and decreasing stigma to mental health care, parenting skills and family relationship programs, and family acceptance of individuals who identify as LGBTQIA+. Training in trauma-informed care is a strategy being undertaken to help trust and equitable access as well as providing meeting space to allow support groups to provide meeting locations for community members.

Mental & Behavioral Health

Name of program/activity/initiative	Suicide Prevention and First Aid
Description	Sutter Health Pacific Kahi Mohala will collaborate with community partners to provide Applied Suicide Intervention Skills Training (ASIST).
Goals	The emphasis is on teaching suicide first-aid to help a person at risk stay safe and seek further help as needed. Participants learn to use a suicide intervention model to identify persons with thoughts of suicide, seek a shared understanding of reasons for dying and living, develop a safe plan based upon a review of risk, be prepared to do follow-up, and become involved in suicide-safer community networks.
Anticipated Outcomes	Having more community members trained in ASIST will hopefully reduce the prevalence and number of suicides within our State.
Metrics Used to Evaluate the program/activity/initiative	Number of people attending ASIST training.

Name of program/activity/initiative	Mental Health First Aid
Description	Sutter Health Pacific Kahi Mohala will collaborate with community partners to provide Mental Health First Aid Training.
Goals	Mental Health First Aid is an in-person training for anyone who wants to learn about mental illnesses and addictions, including risk factors and

	warning signs. This 8-hour training teaches participants a 5-step action plan to help a person in crisis connect with professional, peer, social, and self-help care.
Anticipated Outcomes	Having more community members trained in Mental Health First Aid will be able to help people in crisis.
Metrics Used to Evaluate the program/activity/initiative	Number of people attending Mental Health First Aid training.

Name of program/activity/initiative	Addressing the Importance of Behavioral Health in Teenagers
Description	Collaborate with community providers to create programs for teenagers that will help improve their knowledge of Behavioral Health issues, resources, and treatments.
Goals	To provide teenagers with behavioral health educational resources and information they can use to help themselves and others.
Anticipated Outcomes	Increased prevention, recognition, and treatment of behavioral health issues in teenagers which will hopefully lead to a better quality of life.
Metrics Used to Evaluate the program/activity/initiative	Number of implemented programs and the respective number of attendees.

Name of program/activity/initiative	Family Therapy
Description	Within the context of an acute, residential, and/or partial hospitalization stay, a greater emphasis on family therapy will be provided
Goals	To positively change the way families communicate and to improve the quality of family relationships
Anticipated Outcomes	Improved family communication, dynamics and relationships
Metrics Used to Evaluate the program/activity/initiative	Number of family therapy sessions provided

Trust & Equitable Access

Name of program/activity/initiative	Training in trauma-informed care
Description	Provide training to hospital staff in basis of trauma informed care using various approaches: Nurtured Heart, Eye Movement Desensitization and Reprocessing (EMDR), Cognitive Behavior Therapy (CBT), Dialectical Behavior Therapy (DBT).
Goals	Increase competency on trauma informed care to provide better outcomes for those suffering with mental illness
Anticipated Outcomes	Trained staff will be able to provide better quality care for those dealing mental and behavioral health issues. Training will help staff tailor different treatment plans for each individual to ensure they have a better quality of life.
Metrics Used to Evaluate the program/activity/initiative	Number of staff retrained or newly trained on trauma informed care

Name of program/activity/initiative	Restart of Community Meetings- Alcoholics Anonymous, Al-Anon, Narcotics Anonymous, Child & Family Services
Description	Provide meeting space for community groups to host meetings
Goals	Provide meeting location for programs that help individuals cope with addiction, provide support for family members for those dealing with addiction
Anticipated Outcomes	Increased community well-being as individuals who need support attend meetings and increased support for families of those suffering from addiction
Metrics Used to Evaluate the program/activity/initiative	Number of individuals attending monthly meetings

Needs Sutter Health Pacific Kahi Mohala Plans Not to Address

No hospital can address all of the health needs present in its community. Sutter Health Pacific Kahi Mohala is committed to serving the community by adhering to its mission, using its skills and capabilities, and remaining a strong organization so that it can continue to provide a wide range of community benefits. The implementation strategy plan does not include specific plans to address the following significant health needs that were identified in the 2022 Community Health Needs Assessment for the following reasons:

1. **Financial Security:** The high cost of living in Hawai'i outweighs salary, which often leads to families being forced to make difficult choices. The struggle of local families to survive on low-income, job instability, and limited access to build any financial cushion is a complex issue that requires more resources than Sutter Health Pacific Kahi Mohala can provide.
2. **Food Security:** Recent natural disasters have shown just how vulnerable Hawai'i is, especially in rural areas and islands with varying periodic barge deliveries. It is estimated that 85-90% of Hawai'i's food is imported, proving the necessity to be more sustainable in order to face future threats. This priority seeks to understand and address both hunger and related food insecurity as well as food systems and pathways that can be strengthened for greater economic, ecological, and sustainable resiliency. Sutter Health Pacific Kahi Mohala is not specifically investing in programs aimed to do this work.
3. **Housing:** Given that Sutter Health Pacific Kahi Mohala already provides discharge planning to ensure that discharged individuals are being released to a home or another location, our focus is better served on furthering mental and behavioral health treatment services.

Approval by Governing Board

The Community Health Needs Assessment and Implementation Strategy Plan was approved by the Sutter Health Pacific Kahi Mohala Board on April 20, 2023.