



# IMPLEMENTATION PLAN FOR MEETING IDENTIFIED COMMUNITY NEEDS 2019-2021



La Palma Intercommunity Hospital

La Palma Intercommunity Hospital endeavors to provide comprehensive, quality healthcare in a convenient, compassionate and cost effective manner.

## FOREWORD

The La Palma Intercommunity Hospital (LPIH) *Implementation Plan for Meeting Identified Community Needs 2019-2021* outlines the hospital’s plans to address community needs as documented in LPIH’s *Community Health Needs Assessment 2018*.

La Palma Intercommunity Hospital, in accordance with requirements of the Affordable Care Act, prepares a Community Health Needs Assessment (CHNA) every three years. The full 2018 CHNA report can be found elsewhere on LPIH’s website. This *Implementation Plan to Meet Identified Community Needs 2019-2021* (Implementation Plan) addresses the needs identified in the CHNA and outlines LPIH’s plans to meet those needs to the extent considered achievable.

The Implementation Plan report first reviews the previous Implementation Plan prepared in 2015 and lists LPIH’s efforts to address the needs found during that CHNA process. Following that review, the needs developed during the 2018 CHNA process are listed, along with LPIH’s plans to address those needs. The plans will be reviewed annually, and adjustments may be made if conditions warrant.

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## ABOUT THE ORGANIZATION

### Our Mission

To deliver compassionate, quality care to our patients and better healthcare to our community.

### Our Values

**Quality** – We are committed to always providing exceptional care and performance.

**Compassion** – We deliver patient-centered healthcare with compassion, dignity and respect for every patient and their family.

**Community** – We are honored to be trusted partners who serve, give back and grow with our community.

**Physician Led** – We are a uniquely physician-founded and physician-led organization that allows doctors and clinicians to direct healthcare at every level.

### About La Palma Intercommunity Hospital

La Palma Intercommunity Hospital is a 141-bed facility with over 430 employees and 226 physicians on staff. The hospital has been serving La Palma and the surrounding communities since 1972. La Palma Intercommunity Hospital offers a wide range of healthcare services to meet the needs of the community. The continual upgrade of the facility and its technology reflects the hospital's serious commitment to excellence in healthcare delivery.

In 2015, the hospital was donated to the Prime Healthcare Services Foundation, converting it to a non-profit organization. Patients treated at La Palma Intercommunity Hospital benefit from the expertise of a large hospital system in a smaller, more personal setting.

La Palma Intercommunity Hospital offers a charity care program for those patients who meet the eligibility and are below the poverty line, complying with the requirements of Health & Safety Code sections 127400 to 127446. In 2017, La Palma Intercommunity Hospital provided more than \$1.148 million in charity care and \$4.914 million of uncompensated care.

## **La Palma Intercommunity Hospital Board of Directors**

La Palma Intercommunity Hospital's Governing Board is comprised of community members, physicians, and hospital administrative leaders, and includes: La Palma Intercommunity Hospital Annual Report and Plan for Community Benefit, 2017 Page 2

**H. Mark Fatemi**, MD Physician Member

**Alan Heilpern**, MD Physician Member

**Norman Kuo**, MD, PhD Physician Member

**Hilda Manzo-Luna**, Administrative Member and Chief Nursing Officer

**Edward Mirzabegian**, Vice Chairman of the Board and CEO

**Brian O'Neal**, Community Member

**Mahendra Patel**, MD Physician Member

**Marlene Pritchard**, Community Member

**Helene Saad**, MD Physician Member

**Mark Scheier**, MD Physician Member and Chief of Staff

**Sami Shoukair**, MD Chairman of the Board and Medical Director

### **Community Benefit Oversight Committee**

The community benefit oversight committee is responsible for overseeing the development and implementation of the community benefit plan, which includes the allocation of resources and a mechanism for periodic evaluation. Committee members include:

**Darrell Chan Director**, Pharmacy

**Roque Estrada**, Certified Diabetes Educator

**Frances Goupil**, Executive Assistant

**Cristal Gonzalez**, Regional Business Development & Marketing Coordinator

**Jina Kim Director**, Food and Nutrition Services

**Hilda Manzo-Luna**, Chief Nursing Officer

**Natalia Martinez-Ware**, Regional Director, Case Management

**Pamela Mather Director**, Nursing – Adult Behavioral Health

**Edward Mirzabegian**, Chief Executive Officer

**Nancy Scheier Director**, Nursing – Labor & Delivery

# 2015 LA PALMA INTERCOMMUNITY HOSPITAL COMMUNITY HEALTH NEEDS ASSESSMENT IMPLEMENTATION PLAN

## EXECUTIVE SUMMARY

### Overview

La Palma Intercommunity Hospital is a not-for-profit hospital operated by the Prem Reddy Charitable Foundation. In accordance with requirements under the Patient Protection and Affordable Care Act (ACA) enacted on March 23, 2010, La Palma Intercommunity Hospital (LPIH) has prepared a Community Health Needs Assessment (CHNA), which nonprofit hospital organizations must prepare every three years to satisfy requirements under section 501(c) 3 of the Internal Revenue Code. This is the second time that a CHNA has been prepared, and it will be a guideline for operations of the hospital until 2020. A

As part of the CHNA process, each hospital is required to review its services over the past three years, and show the services and goods provided to its community over that period.

A second requirement is to review the current CHNA and determine what the hospital will do to meet needs developed in the CHNA process. This document provides an outline for the hospital to follow in serving its community over the next three year.

### Services Performed in fulfillment of reported community needs 2015

LPIH's 2015 CHNA incorporated an Implementation Plan to meet the needs identified in that document. The needs identified then are listed below, along with LPIH's plan to address them. The service provided to address those needs are listed along with each need outlined. Where services are ongoing, those services are listed, and in most cases are expected to continue.

## IMPLEMENTATION PLAN 2015 RESULTS

LPIH has been providing services meeting some of the needs expressed in the 2015 Community Health Needs Assessment over the past three years. Staff will continue to enhance existing services while implementing new ideas and programs. Existing programs and services, as well as projects underway, are listed in red.

### Senior Services

LPIH provided a variety of services that support health for seniors. Among the programs and services in place then were:

- Support for social service agencies serving seniors in the community, including:
  - American Cancer Society
  - Cerritos Chinese American Senior Citizens Association
  - American Heart Association CPR classes
  - Flu Shot Program
  - Health Screenings
  - Cypress Senior Health Fair
  - Silverado Days Carnival Screening Announcements
  - LPIH is still working with these groups.
- Social/nutrition/exercise programs for seniors
  - Meals on wheels prepared on site for distribution by local social service agencies- 5,122 meals provided in 2017, program is ongoing
  - USDA Food distribution programs – 120 boxes of food distributed in conjunction with Kiwanis in 2017
  - Pool exercise programs – Older Adult Water Aerobics – program is ongoing, in conjunction with La Palma Community Services Department and the Anaheim Family YMCA
  - Medications reconciliation programs – operating as part of aftercare program for patients discharged from hospital.
  - Also Hosted a community education workshop on medication management which was focused on seniors and family members who are part of their support system

- Offered free health screenings conducted by our staff at the Linda Sanchez, 15<sup>th</sup> Annual Senior Fair and our own on-site health fair hosted by La Palma Intercommunity Hospital. These screenings provided individualized information to participants on their risk for various chronic diseases including diabetes, coronary artery disease, hypertension and obesity. Along with the screenings, our staff offered advice and information about disease prevention and risk reduction strategies. Provided free flu shots for nearly 50 participants at our annual flu shot clinic and health fair.
- Sponsored a hospital-based volunteer program that helped meet the social and educational needs of seniors in our community.
- Provided emergency medical magnets to discharge patients. These magnets list medications, emergency contact information, and health problems that the individual may have.
- Provided Diabetes education programs at numerous community sites, including:
  - Cerritos Senior Center
  - La Palma Intercommunity Hospital Health Fair
  - La Palma Intercommunity Hospital
  - Kiwanis Club
  - Buena Park Senior Center
  - Seasons Senior Apartments
  - La Palma Civic Expo
  - Linda Sanchez Senior Fair – Annual
- Coordination of transportation services
  - Taxi vouchers to facilitate appointment attendance – 160 Taxi Vouchers in 2017, program is continuing
  - Bus passes for outpatients needing regular visits – 30 Bus passes in 2017, program is continuing
- Gero-Psych outpatient programs addressing seniors’ mental health needs These services are still being provided.

Additional programs being explored included:

- Home safety inspections for clients making multiple visits to the Emergency Department (ED). Still in negotiations with local fire & police departments.
- Medication reconciliations upon discharge, and coordination with community physicians and healers. Providing emergency medical magnets to discharge patients. These magnets list medications, emergency contact information, and health problems that the individual may have.

- Reaching out to ethnic services agencies to address needs of seniors in those communities – See list of organizations above

### Mental Health Services

The hospital Has been is a provider of inpatient mental health services, and outpatient referrals. La Palma Intercommunity Hospital is one of Orange County’s hospitals with an existing designated inpatient mature adult psychiatric unit providing 16 beds, and we continued to offer mental health services for older adults in this unit throughout 2017. The programs involve multiple treatment modalities, including:

- Comprehensive medical and psychiatric assessments on admission
- Occupational therapy
- Recreational and physical therapy
- Family Visitation
- Nutritional counseling
- Extensive discharge planning and follow-up
- Intensive Outpatient Program
- Inpatient and partial hospitalization programs

Plans for future improvements in the programs include:

- Designation by OSHPD as a secure site for 5150-designated clients – The hospital is in the approval process to allow operation as a locked unit for patients admitted under the state’s 5150 designation. This will allow the hospital to offer a comprehensive range of inpatient services for a broader base of individuals in need of mental health services.
- Improvements to care plans for 7-day and 30-day outpatient programs – Provided 3,938 patient days of inpatient care through our mature adult designated unit. This care involves multiple treatment modalities as appropriate, and includes a comprehensive medical and psychiatric assessment on admission, recreational and physical therapy, family visitation, nutritional counseling, and extensive discharge planning and follow-up.
- Enhancements to relationships with community providers to foster better coordination of care - Continued relationships between our cases managers and skilled nursing facilities, home health and other community providers to foster care coordination at discharge.

- Stuttering support groups – program is ongoing
- The Hospital is implementing plans to expand the unit with an additional 6 beds, and is expected to open the expanded area by 2019.

### Diabetes

Programs to combat diabetes, both in children and adult-onset, have been part of LPIH’s current range of services. They included:

- Explorer Scouts training programs in health services, with focus on inpatient care for common disease such as diabetes.
- Coordinating with the Illumination Foundation to work with homeless residents, many of whom are diabetic.
- Coordinating a food drive to obtain healthy food for low-income families. 120 boxes of food distributed in conjunction with Kiwanis in 2017
- Working with admitted patients and clients presenting at the ED to address immediate diabetic complications, and provide workplans to manage their conditions upon discharge. Worked closely with admitted and emergency room patients to address immediate diabetic complications, and provided these patients with individual plans to help manage their condition upon discharge
- Added the position of Diabetes Education to the staff. This individual works with patients and staff to improve inpatient care for diabetics and others.
- Hosted two community education events on site – “Nutrition and Diabetes” and “Managing Diabetes.”
- Offered glucose level screening as part of our annual flu clinic and health fair.

The hospital is continuing to work with local diabetes organizations and other healthcare providers to improve the continuum of care for people suffering from diabetes and its complications.

### Obesity/Diet

While the survey respondents for LPIH had a lower proportion of reported obesity than the OCHIT data reports for Orange County, there is still a large population with weight problems, and some respondents indicated that they live in an area with limited access to healthy food. This is an area that is largely outside the ability of a hospital to affect directly, so the focus has been on education and

programs to promote healthy dining options. Many of the programs mentioned earlier include components related to the Obesity/Diet issue, including:

- The Water Aerobics program at the pool includes information on healthy diet and exercise regimens – **Program is ongoing and expanding.**
- Health Fair participation includes information on diet and exercise as complements to a healthy lifestyle, and the screenings offered provide alerts to clients that they need to adjust their habits. **Offered free health screenings conducted by our staff at the Linda Sanchez, 15<sup>th</sup> Annual Senior Fair and our own on-site health fair hosted by La Palma Intercommunity Hospital.**
- Health Fair participation also allows the hospital to promote healthy diet and exercise as a lifestyle. **These screenings provided individualized information to participants on their risk for various chronic diseases including diabetes, coronary artery disease, hypertension and obesity. Along with the screenings, our staff offered advice and information about disease prevention and risk reduction strategies.**
- Work with diabetes patients includes designing protocols to help them lose weight and live a healthier lifestyle- **Added the position of Diabetes Education to the staff. This individual works with patients and staff to improve inpatient care for diabetics and others.**

Each of these programs will be continued and expanded as new methodologies are developed and awareness of Obesity as a health issue grows.

### Women's Health

LPIH has been a major provider of obstetrics services in the PSA, and the hospital excels in assisting mothers-to-be through the maternity process. In addition to providing a fully assisted process through the stages of pregnancy and new baby care, the hospital provides services to others involved in the process. Some educational programs offered to expectant mothers, labor partners and others involved in the maternity process include:

- Childbirth Preparation – **Classes offered four time a year, ongoing.**
- English/Korean/Spanish Maternity Tea & Orientation – **Events offered four times a year, in three languages.**
- New Arrivals Hospital Orientation and Tour **Events offered four times a year, in three languages.**
- Prenatal & Mommy and Me Yoga

The hospital is constantly seeking new ideas and processes to make the path to new life more pleasant and healthful for all involved.

### Home Health/Preventive Care

Home Health providers are a separate group from hospitals, and LPIH maintains relationships with many home health agencies in the area to provide services to clients discharged from the hospital. Since these agencies are unique legal entities, LPIH has little ability to affect the way they provide services, except to limit discharges to agencies that generate higher-than-usual readmissions or get poor reviews from surveyors. **The review process is ongoing, and home health agencies are routinely monitored for adherence to care protocols.**

Preventive Care is a different issue, since it involves providing services to persons who are not yet inpatients or even outpatient clients of the hospital. There is a large subgroup of former patients, however, whose home environments present problems that may cause readmissions. Many of these environmental problems can be ameliorated or solved with minor adjustments to the client's home environment. Staff at LPIH is constantly on the lookout for signs that discharge environments may be toxic to their clients. Protocols are in place to address some of these issues, such as medication interferences, potentially dangerous hazards around the home, lack of supportive family members able to monitor care at home, or simple inability to understand directions for care. When these issues arise, solutions are developed and coordinated with appropriate providers. Since there are always new hazards being discovered, the process of developing protocols to remedy them is ongoing. **As providers and payors increase their focus on Social Determinants of Health, the hospital is working with these organizations to assure that patients discharged are moving to new environments that will promote maximum recovery.**

## **IMPLEMENTATION PLAN TO ADDRESS COMMUNITY HEALTH NEEDS 2018-2020**

The programs outlined above are all planned to continue, and additional programs are planned to address the issues raised in focus group and *Orange County Health Improvement Plan 2017-2019*. The issues considered most pressing in the 2018 Community Health Needs Assessment are addressed in the following section.

### **Mental Health**

This issue was the most cited, and LPIH is actively expanding its services to meet the growing demand. In addition to existing services, several expansions of inpatient services are in process and expected to become active within the next three years. These include:

Expansion of the designated inpatient mature adult psychiatric unit providing 16 beds, with an additional 6 beds. This is expected to open by 2019.

- Continuing the approval process to allow operation as a locked unit for patients admitted under the state's 5150 designation. This will allow the hospital to offer a comprehensive range of inpatient services for a broader base of individuals in need of mental health services.
- These expansions will allow the hospital to increase its range of services to behavioral clients, and to serve a larger role in caring for the mental health of the community

### **Training for Mental Health Services**

This issue is directly related to Issue #1, but highlights the need for education of first responders and clinicians as to the varying needs of subgroups in the mental health spectrum, including drug and alcohol abuse, misuse of prescription pharmaceuticals, medication compliance, interactions with homeless persons who may or may not be having mental health crises, and other issues. LPIH's staff is in an ideal position to provide education and training services to members of the public health and social services agencies that have direct contact with clients experiencing mental health issues, and will explore options for developing programs to meet their needs. Examples of programs include:

- Training of first responders to de-escalate crisis situations, and redirect persons experiencing the crises to appropriate care situations.
- Working with social service agencies to assess home situations that can provoke mental health crises, and bring appropriate resources to address the situation.

- Working with local physicians to recognize potential prescription pharmaceutical misuse and develop alternative treatments to limit use of psychoactive drugs.

### Housing for Homeless

While hospitals are not housing providers, they can provide short-term shelter when medical crises occur to homeless individuals. LPIH has capacity to serve clients whose immediate needs involve housing with medical services, and will continue to work with longer-term housing providers to ease the transition to more stable environments. Recent proposals by representatives of the Department of Health and Human Services and state MediCal programs would provide funds to allow providers to make arrangements for housing. LPIH will monitor the progress of these proposals, and if reimbursement programs change to encompass housing solutions, LPIH will develop appropriate programs to administer the process.

### Coordinating Transitions Between Care Levels

As Social Determinants of Health become more recognized as important factors in maintaining residents in their homes, hospitals and other institutional providers must develop protocols to facilitate movement to and from hospitals, including coordination of services and transfer of patient information between providers. It is also important to be an advocate for highlighting high users of hospital services, and working with social service agencies and first responders to coordinate services to prevent crises that cause these people to access health providers unnecessarily. LPIH will work with local agencies to develop the protocols that aid residents to recognize problems and solve them without resorting to emergency services.

### Veterans' Issues

As more veterans return from active service, and older veterans age, the need for services among military retirees is increasing. The logical first responder to these needs in the Veterans' Administration healthcare system, but many veterans experience problems that bring them to other hospitals or service providers. LPIH will develop protocols to assess veterans who present at the hospital, and coordinate with VA and veterans' organizations in maintaining care for these patients following their acute episodes.

### Low Income Care Placement

This issue revolved around worries that low-income clients would still have problems accessing hospital services due to deductibles and copays. The problem has morphed somewhat from lack of insurance as expressed in the last Community Health Needs Assessment in 2015, to problems paying deductibles, which under many Covered California plans may reach multiple thousands. Hospitals are addressing this by assisting clients in getting qualified for coverage they may not realize exists. As was noted earlier, the secretary of Health and Human Services has suggested that Medicare/Medicaid providers may be allowed in the future to provide financial housing assistance to ensure safe living conditions for low-income clients upon discharge from hospital care. LPIH will monitor this development, and participate in programs developed, to the extent allowed in developing/managing/financing placement alternatives.

It is important to note that most of the issues raised above are not medical diagnoses, but instead are conditions which generated need for medical care. In order to bring attention to medical issues in the area, LPIH reviewed the *Orange County Health Improvement Plan 2017-2019 (OCHIP)*. This document outlines four **priority areas**, of which all are within the purview of services offered by LPIH. These priority areas are summarized here. As part of its mission to provide comprehensive, quality healthcare in a convenient, compassionate and cost-effective manner. LPIH will participate in meeting the priorities set out in that plan.

### OCHIP Priority Area 1: Infant and Child Health

This area is considered a relatively well-served function of hospitals with 86.1% of all mothers-to-be receiving prenatal care, although rates are lower in some ethnic groups.

- LPIH has historically provided maternity services, but is the process of phasing those services out.
- Since the services will no longer be available during the period forecast (2018-2020), LPIH's involvement will be limited to caring for any emergent cases arriving at the hospital long enough to stabilize them and make arrangements to transfer them to a hospital providing dedicated care.

### OCHIP Priority Area 2: Older Adult Health

By 2040, 1 in 4 residents of Orange County will be 65 or older. The public health system is challenged to meet the needs of this growing population. The OCHIP outlines two objectives to address the issue.

- First, to improve wellness and quality of life of older adults in the county, the OCHIP sets a goal of increasing utilization of Annual Wellness Visits by 5% each year. LPIH will assist in this objective by offering clients access to Annual Wellness Visits when they are seen for emergent health problems, with the intent of increasing visits provided by more than 5%.
- Second, to reduce complications of chronic disease by increasing completion rates in chronic disease self-management program by 10%. LPIH will assist in this process by providing such programs both on site and in community settings, and by coordinating with social service agencies that provide additional courses to direct appropriate patients to them.

### **OCHIP Priority Area 3: Obesity and Diabetes**

The OCHIP focuses on children, noting that 1 in 6 fifth graders are obese, but also notes that obesity rates overall have increased by 22.4% between 2005 and 2014. Goals set to address this issue include increasing the proportion of residents who are in a healthy weight category. This is to be accomplished by supporting community specific coalitions to implement collective impact approaches that includes multi-sector interventions. LPIH is currently involved in several of these activities and plans to continue its participation.

Activities include:

- Health screenings as part of community health fairs, and education of affected individuals to address their health issues.
- Continuing current diabetes education programs offered at the hospital, and utilizing the newly-hired Diabetes Education Coordinator to expand programs both in and outside the hospital
- Coordinating discharge processes to ensure maximum compliance with medical directives for patients discharged with obesity or diabetes-related diagnoses.

A second goal is to reverse the trend of increasing incidence of diabetes among Orange County Adults. As with the previous goal, the OCHIP plan includes promotion and expansion of the availability and utilization of effective diabetes prevention and self-management programs by persons who are risk for diabetes and living with prediabetes, diabetes, or gestational diabetes. The programs outlined in the first goal will also be useful in meeting this goal.

### **OCHIP Priority Area 4: Behavioral Health**

This Area coincides well with issues raised by the Focus Group, as well as with LPIH's goal of providing comprehensive services to residents with behavioral and mental health problems. Orange County's hospitalization rates due to alcohol abuse and substance

abuse were reported by OCHIP to be higher than the state average. Only half of Orange County adults who needed behavioral health services report receiving them. The Goals outlined in the OCHIP document are congruent with plans in place and in process at LPIH. Specific goals include:

- Reduce drug and alcohol abuse in Orange County. This includes programs to address underage substance abuse, reduce impaired driving collisions, reduce opioid-related visits to Orange County emergency rooms, and create a clearinghouse of resources to manage changes in marijuana laws.
- LPIH can be most effective in working with its medical staff to reduce opioid use to address this goal. Programs anticipated will include in-house opioid education, and promotion of alternative treatments for pain, as well as outreach programs to schools and social organizations to promote drug-free living.
- Increase the number of Orange County residents who experience emotional and mental wellbeing throughout their lifespan. The program strategy involves working with the Orange County Health Care Agency Behavioral Health Services (OCHCABHS) to publish a comprehensive assessment of the mental health system of care, needs and gaps.
- As LPIH develops its new capabilities in inpatient mental health care, it will coordinate with OCHCABHS to ensure that services needed are made available at LPIH to the extent allowed. LPIH can serve as a care center for the most serious mental health problems, and act as a clearinghouse for follow-up programs to help clients manage their situations after the acute crises pass.

## **MAINTAINING INNOVATION IN HEALTH IMPROVEMENT**

The healthcare industry is in a period of rapid change, with changes in governmental policy and attitudes toward how healthcare dollars are spent, and what kinds of care are most appropriate. Many of these changes have direct impacts on hospitals' ability to serve clients. As more care methodologies move out of hospital settings and new technologies arise to deal with health problems, hospital administrators will need to constantly re-assess their place in the healthcare continuum. Some changes in the industry may result in changes to the hospital's mission, and new opportunities are expected to arise that cannot be foreseen. LPIH will continue to monitor changes in the industry, and continue to reorient its services to maintain its mission to promote better health for all members of its community.