



Madera Community Hospital

Madera Community Hospital CHNA Implementation Strategy Fiscal Years 2022-2025

Madera Community Hospital completed a comprehensive Community Health Needs Assessment (CHNA) that was adopted by the Board of Directors on June 30, 2022. Madera Community Hospital performed the CHNA in adherence with certain federal requirements for not-for-profit hospitals set forth in the Affordable Care Act (ACA) and by the Internal Revenue Service (IRS). The assessment took into account a comprehensive secondary data analysis of patient outcomes, community health status, and social determinants of health, as well as primary data including input from representatives of the community, community members, and various community organizations.

The complete CHNA report is available electronically at www.MaderaHospital.org/CHNA or from Madera Community Hospital Administration, (559) 675-5500.

Hospital Information

Located in the heart of Central California, Madera Community Hospital (MCH) is a General Acute Care, private, not-for-profit hospital dedicated to improving and maintaining the health and wellness of residents throughout the Central Valley. MCH is the only hospital located in Madera County and provides essential emergency services, inpatient medical and surgical care, intensive & critical care inpatient services, obstetrics, outpatient surgery, laboratory and imaging services, and primary care and specialty physician care in several Rural Health Clinics. Since 1971, MCH has served the community members of Madera and Chowchilla cities and the population areas of Madera Ranchos, Bonadelle Ranchos, Ripperdan and Berenda, along with the rural areas of the western portion of the county.

Mission

We, Madera Community Hospital, are committed to identifying and serving our community's needs with compassion, concern, care and safety for the individual.

Health Needs of the Community

The 2022 Community Health Needs Assessment identified the significant health needs within Madera County. The priorities include:

1. Healthcare Access and Quality	Defined as: <ul style="list-style-type: none"> • Lack of Providers/ Limited Treatment Locations/Long Wait Times • Insurance Barriers/Access to Medical Care • Lack of provider compassion (Distrust in the medical system, discrimination.)
2. Reduce Unintentional Hospitalizations and Death	Defined as: <ul style="list-style-type: none"> • Chronic health conditions resulting in hospitalization due to lack of health management. • Substance use resulting in hospitalization or death.
3. Mental Health	Defined as: <ul style="list-style-type: none"> • Conditions characterized by alterations in thinking, mood, and/or behavior that are associated with distress and/or impaired functioning.
4. Food Insecurity	Defined as: <ul style="list-style-type: none"> • Being without reliable access to sufficient quantity of affordable, nutritious food.
5. Obesity/Healthy Eating Active Living/ Diabetes	Defined as: <ul style="list-style-type: none"> • Abnormal or excessive fat accumulation that presents a risk to health. • Diabetes is the condition in which the body's ability to produce or respond to the hormone insulin is impaired, resulting in abnormal metabolism of carbohydrates and elevated levels of glucose in the blood and urine.

Hospital Implementation Strategy

Madera Community Hospital resources and overall alignment with the hospital's mission, goals and strategic priorities were taken into consideration of the significant health needs identified through the most recent CHNA process.

Significant health needs to be addressed

Madera Community Hospital will focus on developing and/or supporting initiatives and measure their effectiveness, to improve the following health needs:

I Improve Healthcare Access and Quality:

Strategies will include:

- 1) Align with larger health system to increase provider access
 - a. Increase Recruitment Efforts

- b. Develop Community Clinic Model to attract contract providers
- 2) Reintroduce Advance Practice Provider Preceptor Program
- 3) Investigate professional practice group interest in providing contracted outpatient services.
- 4) Focus on QIP program accomplishments to reduce Hospitalization.
- 5) Maintain active participation in Path to Health program for undocumented residents.
- 6) Review sliding fee for healthcare services in the region to ensure economic alignment
- 7) Offer on-campus childcare.
- 8) Improve health literacy
 - a. Host quarterly meetings with County Promotoras
 - b. Coordinate health education at the Farmer's Market
 - i. MediCal Enrollment
 - ii. Health Topic Discussions:

II & III Reduce unintentional hospitalizations, injuries, and deaths (Mental Health Crises and Chronic Disease Management)

Strategies will include:

- 1) Expand Substance Use Navigator Role
- 2) Admit for Medical Detox
- 3) X Waiver ED Providers and Hospitalists
- 4) Develop Quality Assurance Improvement Plans to monitor hemoglobin A1C
- 5) Partner with Public Health on Respite Home

IV Food Insecurity

- 1) Increase Farmer's Market Attendance (facilitate improved access to fresh fruit and vegetables): offer EBT and Market Match
- 2) Implement QIP Measures for Diabetes Management
- 3) Promote hospital campus walking maps and foster community walking groups on the campus (hospital is a safe place for the public to walk)
- 4) Sponsor and promote Walk with a Doc

V Reduce Obesity and Diabetic Hospitalizations

- 1) Increase Farmer's Market Attendance (facilitate improved access to fresh fruit and vegetables): offer EBT and Market Match
- 2) Implement QIP Measures for Diabetes Management
- 3) Promote hospital campus walking maps and foster community walking groups on the campus (hospital is a safe place for the public to walk)
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Significant health needs that will not be addressed

Madera Community Hospital acknowledges the wide range of priority health issues that emerged from the CHNA process and determined that it could effectively focus on only those health needs which it deemed most pressing, under-addressed, and within its ability to influence. Madera Community Hospital will not act on the following health needs:

- o Lack of affordable housing
- o Safety/neighborhood crime and homelessness
- o Poverty
- o Clean and Safe Housing

- **Asthma** – Madera Community Hospital does not plan to address this particular need directly; however, MCH continues to remain engaged within community coalitions/collaborations around this subject and will continue to offer assistance/insight when appropriate but will not directly address this issue.
- **Substance Abuse** – Madera Community Hospital does not plan to directly address this particular need because MCH does not directly provide drug or alcohol abuse (?)
- **Violence/Injury Prevention** – Madera Community Hospital does not plan to directly address this particular need due to competing priorities which MCH has the expertise to influence, violence and injury prevention will not be specifically addressed.
- **Maternal and Infant Health** – Madera Community Hospital does not plan to address this particular need directly; however, this issue will be discussed in part through strategies implemented under Obesity/HEAL/Diabetes.

This implementation strategy specifies community health needs that the hospital has determined to address in whole or in part and that are consistent with its mission. The hospital reserves the right to amend this implementation strategy as circumstances warrant. For example, certain needs may become more pronounced and require enhancements to the described strategic initiatives. During these three years, other organizations in the community may decide to address certain needs, indicating that the hospital then should refocus its limited resources to best serve the community.

CHNA IMPLEMENTATION STRATEGY FISCAL YEARS 2022-2024

Hospital facility:	Madera Community Hospital		
CHNA significant health need:	Improve Healthcare Quality and Access		
CHNA reference page:	12	Prioritization #:	1

Brief description of need:

Access to comprehensive, quality health care services is a predominant factor for promoting and maintaining health, preventing and managing the disease, as well as reducing unnecessary disability and premature death. The four core elements of access to care include coverage, timeliness, services, and workforce. With Madera County’s diverse population, being culturally competent is essential to achieve access and health equity. Barriers that contribute to inadequate access to health care services include insufficient or no insurance coverage, lack of service availability, lack of culturally competent care and shortage of health professionals. Madera County has the second highest percentage of individuals covered through the Medi-Cal/Medicaid program in the Central Valley, and more than 14% of the population is uninsured.

Goal: Reduce access barriers, improve health literacy and appropriately charge for services.

Actions the hospital facility intends to take to address the health need:

Strategies	Timeline			Committed Resources		Potential Partners
	Y1	Y2	Y3	Hospital	Other Sources	
Align with larger health system to increase provider coverage and access	X	X		Primary and Specialty Care		Trinity Health
Develop Community Clinic Model to attract paid providers	X	X	X	Primary and Specialty Care	Private practice succession planning	
Reintroduce Advance Practice Provider Preceptor Program			X	Primary Care	Medical Staff	Fresno Pacific University
Focus on payer Quality Incentive Program (QIP) Initiatives to reduce hospitalization.	X	X	X	Family Health Services		
Investigate professional practice group interest in contracted outpatient services		X	X	Internal Medicine, Discharge Clinic		Arya Medical Group

Maintain active participation in Path to Health Program. Primary care and diagnostic services for undocumented	X	X	X	Primary care		California Department of Health Services
Continue to offer financial assistance for individuals who are uninsured, underinsured, etc. Review rates	X	X	X	Sliding Fee, Room for pre-authorization, and County enrollment workers		
Continued efforts to promote health literacy within Madera County.	X	X	X	Neighborhood Farmer's Market		Madera County Promotores
Continue to offer assistance with childcare on campus for caregiver clinic visits.	X	X	X	Children's Visitor Center		First 5 Madera County
Remain engaged with the Madera County Health Improvement Partnership.	X	X	X			Madera County Public Health Department, First 5 Madera,

Anticipated impact of these actions:

CHNA Impact Measures	CHNA Baseline	Target
Improve timely healthcare services with compassion and reduced hospitalization.	2,780:1	Improve by 1 primary care provider
Increase in the number of culturally and linguistically competent and skilled healthcare providers.	Unknown as of the writing of this report.	Increase by 2 providers

Plan to evaluate the impact:

Retention and recruitment data will be evaluated and matched with population growth within Madera County.

CHNA IMPLEMENTATION STRATEGY

Hospital facility:	Madera Community Hospital		
CHNA significant health need:	Unintentional Hospitalizations		
CHNA reference page:	14	Prioritization #:	2 & 3

FISCAL YEARS 2022-2024

Brief description of need:

Unintentional injuries (UIs) are a group of injuries with no evidence of predetermined intent, including transport accidents; falls; mechanical and natural forces; burns; threats to breathing; and other unintentional causes. Additionally, mental health is a state of successful performance of the psychological function, resulting in productive activities, fulfilling relationships with other people, and the ability to adapt to change and to cope with challenges. Mental health illnesses such as depression and anxiety, impact an individual's ability to participate in health-promoting behaviors. Madera County currently has 142.9 mental health care providers per 100,000 population, making it the lowest area in the valley with mental health care providers. The county also has the highest number of poor mental health days reported in 30 days along with the second highest adolescent depression and suicidal ideation rates in the valley. Among the Medicare population in the county, 13.3% have depression.

Goal: Reduce unintentional hospitalizations.

Actions the hospital facility intends to take to address the health need:

Strategies	Timeline			Committed Resources		Potential Partners
	Y1	Y2	Y3	Hospital	Other Sources	
Remain engaged in community collaborative committees to improve or implement mental health services.	X	X	X	Community Collaboration Committee		
Continue to expand current services.	X	X	X	Tele-psych		UC Davis
Continue to offer counseling and clinical social work services.	X	X	X	Rural Health Clinics		County Behavioral Health Department, local law enforcement agencies, Madera County Jail
Expand Substance Use Navigator Role		X	X			California Bridge
Admit for Medical Detox	X	X	X			Arya Medical Group
X Waiver ED and Hospitalist Providers	X	X	X			Vituity & Arya Medical Group

Develop Crisis Stabilization Unit	X	X	X			Madera County Public and Behavioral Health
Suicide Screening on each outpatient encounter		X	X			Vituity
Develop QAPI to monitor hemoglobin A1C on identified patient population	X	X	X			
Develop Discharge /Respite Home	X	X	X			Public Health and Rescue Mission

Anticipated impact of these actions:

CHNA Impact Measures	CHNA Baseline	Target
Reduce hospitalization for chronic disease	FY2022 year-end data to be added	Reduce by 5%
Reduce chronic disease readmits qualified for respite care	FY2022 year-end data to be added	Reduce by 10%
Reduce admits of diabetic patients under the care of Family Health Services	FY2022 year-end data to be added	Reduce by 20%

Plan to evaluate the impact:

Discharge data will be reviewed monthly by primary care provider, discharge disposition, homelessness, and hospital admission reason.

CHNA IMPLEMENTATION STRATEGY

FISCAL YEARS 2022-2024

Hospital facility:	Madera Community Hospital		
CHNA significant health need:	Obesity/Healthy Eating and Active Living (HEAL)/ Diabetes		
CHNA reference page:	18	Prioritization #:	5

Brief description of need:

Currently, 26.1% of adults in Madera County are considered obese compared to the state average of 22.5%. Both numbers were down from the CHNA in 2016. Amongst Medicare beneficiaries in MCH's service area, 30.7% of adults have diabetes. This rate is 5.4% higher when compared to the state of California. Severe diabetes or obesity is associated with an increased incidence of prostate, colon, breast, uterine, and ovarian cancer(s), urinary tract infections, depression, pseudotumor cerebri, migraine headaches, and skin infections.

Goal: Reduce obesity and Diabetic Hospitalizations.

SMART Objective(s):

Actions the hospital facility intends to take to address the health need:

Strategies	Timeline			Committed Resources		Potential Partners
	Y1	Y2	Y3	Hospital	Other Sources	
Continue to remain engaged in community coalitions and forums.	X	X	X		Cal Fresh Health Living?	Live Well Madera County
Increase attendance at Neighborhood Farmer's Market to increase access to fresh fruits and vegetables to community members who are on WIC, EBT, and/or senior vouchers.	X	X	X	Farmer's Market		Live Well Madera County Madera County Social Services Market Match/Ecology Center CDFA Farmers

Anticipated impact of these actions:

CHNA Impact Measures	CHNA Baseline	Target
Low income community members will have access to fresh produce.	Data from EBT Transactions to be utilized as baseline	Increase by 5%
Walking becomes a beneficial health management tool. Walking demonstrated by group walk during	"Walk with a doc" participation rates to be baseline upon calculation	Increase by 50%

Farmer's Market and First Saturday Walk with a Doc		
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Plan to evaluate the impact:

Use EBT/Market Match Transactions and Walk participation data.

Adoption of Implementation Strategy

On June 29, 2022, the Board of Directors for Madera Community Hospital, met to discuss the Madera Community Hospital Implementation Strategy for addressing the community health needs identified in the 2022 Community Health Needs Assessment. Upon review, the Board approved this Implementation Strategy and the related budget.

Deidre da Silva, Board Chair
Name & Title

06/29/2022
Date