



# **Providence Tarzana Medical Center Community Benefit and Implementation Plan**



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## **Executive Summary**

In December 2013, Providence Tarzana Medical Center (PTMC) completed a comprehensive community health needs assessment of its service area. This assessment process was initiated back in November, 2012 and included a review of both primary and secondary data. Key informant interviews and focus groups were conducted along with surveys distributed to community stakeholders and residents. In addition, several community forums were conducted at faith-based institutions and schools in which surveys were done using an electronic automatic response system. Secondary data included information collected from the L.A. County Department of Public Health, Truven Analytics, U.S. Bureau of the Census, State of California, Department of Public Health, Local Police and Sheriff Crime Statistics, and Providence Tarzana Medical Center CAMIS.

The area studied for the needs assessment included over 642,000 residents living in the central and western portions of the San Fernando Valley. Eleven communities were included in the assessment area.

While an extensive list of needs and issues were identified from the assessment, a prioritization process was developed that involved local community leaders to help identify the top issues. The priority needs/issues include:

- Access to affordable mental health services.
- Diabetes and hypertension screening, management and prevention programs.
- Access to affordable primary and specialty care.
- Affordable and expanded services for a growing senior population.
- Alcohol and drug abuse treatment and prevention programs.

## **Overview of the Organization**

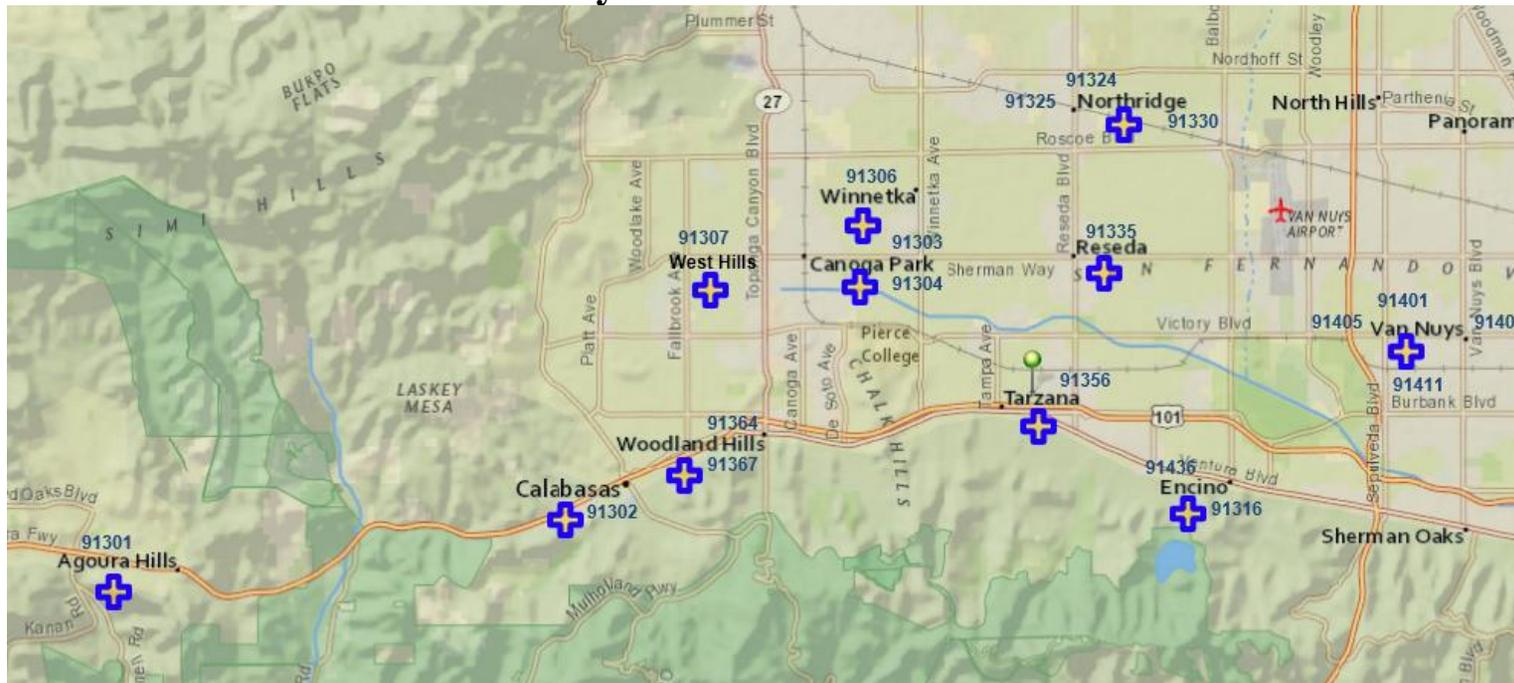
Providence Tarzana Medical Center (PTMC) was founded in 1973 and has been serving a rapidly growing San Fernando Valley community since it opened. The 249-bed hospital is known in the area as a leading health care provider for quality care, delivering babies, providing emergency life-saving care, and performing surgeries and other procedures to improve the health of the community. In 2008, the hospital was purchased by Providence Health and Services and converted to a non-profit organization, adding outreach programs to care for the under-served in our community. Providence Health and Services is a non-profit integrated health care system which operates six hospitals, post-acute care, outpatient services, a medical foundation, skilled nursing, and sub-acute care services to residents of Los Angeles County. The organization was founded by the Sisters of Providence who have been serving in the western area of the United States since the mid 1800s and serving the San Fernando Valley since 1943.

## Definition of the Community

The community defined for the Providence Tarzana Medical Center Community Needs Assessment included nineteen zip codes and eleven communities. There are 642,746 persons who reside in the area and include both wealthy communities and areas with high levels of poverty and need. The communities studied for the community needs assessment included:

- Agoura Hills
- Calabasas
- Canoga Park
- Encino
- Northridge
- Reseda
- Tarzana
- Van Nuys
- West Hills
- Winnetka
- Woodland Hills

## Providence Tarzana Medical Center Community Health Needs Assessment Service Area



## Key Findings From CHNA

Based on a review of both primary and secondary data, this section summarizes some of the key information on the PTMC service area studied for the community needs assessment.

- Males make up 49.61% and females make up 50.38% of the population.
- Out of the total population, 45.68% are White Non-Hispanic, 4.10% Black Non-Hispanic, 10.59% Asian Non-Hispanic, 36.39% Hispanic, and 3.24% are other races.
- Of the total population in the area, 62.31% are native born and 37.69% are foreign born.
- Within the communities the population breakdown by age shows 19.74% are between the ages of 0-14, 13.34% are between the ages of 15-24, 29.49% are between the ages of 25-44, 25.64% are between the ages of 45-64, 10.05% are between the ages of 65-84, 1.72% is 85 or above.
- There are a total number of 217,861 occupied housing units in the area and 54.0% are owned and 46.0% are rented.
- The area has 46.8% of residents (over 5 years of age) who only speak English, 53.2% speak a language other than English, and 23.3% don't speak English well.
- The educational attainment of the population (25 years and above) living in the area shows that 9.74% have an education less than the 9<sup>th</sup> grade, 7.24% have some high education, 20.10% have a high school degree, 20.55% have some college experience, 7.22% have an associate's degree, 22.65% have a bachelor's degree, and 12.44% have a graduate's or professional degree.
- There were 9,200 births reported from the area in 2012. Reseda had the largest percentage for births from the area at 14.2%.
- The communities included in this study have 10.7% of the households earning annual incomes below \$15,000 and 27.4% of households earning annual incomes above \$100,000.
- Approximately 19.3% of the population residing in the communities served by PTMC are uninsured. Portions of Van Nuys had the largest percentage of those uninsured at 28.2%.
- An estimated 24.3% of adults (18+) who reside in the area reported not having a regular source of medical care.
- Adults (18+) who reported fair/poor health status in the area was estimated at 19.1%.
- In the area, 15.8% of adults (18+) reported that they could not afford to see a doctor.
- Dental care access continues to be an issue in the area with 7.6% of children (3-17 yrs) unable to afford dental care and 30.5% of adults (18+) unable to afford dental services.
- Some portions of the service area had a large percentage (25%+) of children living in poverty including Van Nuys (28.1%) and Canoga Park (25.0%).

- Sections of the service area that had the highest percentage of seniors (65+) living in poverty included Northridge (40.0%) and Van Nuys (21.4%).
- Within the PTMC service area, approximately 10.4% of the population who are 18 years or above and below 300% of the Federal Poverty Level are homeless or live in transitional housing.
- Zip codes in the PTMC service area with the highest Community Needs Index score include 91303 – Canoga Park (4.6), 91401 – Van Nuys (4.6), 91405 – Van Nuys (4.6), 91406 – Van Nuys (4.6) and 91411 – Van Nuys (4.6).
- The major diseases/illnesses present within the communities served by PTMC include:
  - Hypertension (21.2%)
  - Low Back Pain (20.3%)
  - Arthritis (15.2%)
  - Sinusitis (8.9%)
  - Asthma (8.8%)
  - Depression and Anxiety (8.6%)
  - Heart Disease (8.4%)
  - Diabetes (6.7%)
- The leading causes of death in the communities targeted for the community needs assessment include:
  - Heart disease (29.7%)
  - Cancer (24.4%)
  - Other Causes (14.7%)
  - Stroke/CVA (5.3%)
  - Alzheimer’s Disease (5.3%)
  - Chronic Lower Respiratory Disease (5.1%)
- Approximately 58.3% of adults (18+) are obese or overweight in the area targeted for the PTMC community needs assessment.
- Only 28.4% of children (age 6-17 yrs) in the area participate in at least one hour of physical activity 7 days per week.
- Estimates are that 44.2% of children (0-17 yrs) in the targeted area eat fast food at least once per week.
- Data shows that approximately 40.9% of adults (18+) in the area eat fast food at least once per week.
- Only 17.9% of adults (18+) living in the area eat at least five or more servings of fresh fruits and vegetables per day.
- Crime statistics collected from the Los Angeles Police Department for communities targeted for this study showed that violent crime dropped by approximately 8% from 2012 to 2013 and property/nonviolent crime dropped by 5.2% for this same period.
- Of the three Congressional Districts that comprise the area of study for this needs assessment, Districts 30 and 33 had over 15% of the population over one year of age having lived in a different location compared to one year prior.

## Community Needs

Following are the major needs and issues identified through the collection of primary and secondary data including surveys and interviews with community stakeholders and residents.

- Access to affordable primary and specialty care
- Access to affordable dental care
- Access to affordable mental health services
- Obesity prevention
- Safe neighborhoods/violence reduction
- Accessible physical activity programs
- Nutrition education and affordable healthy food options
- Affordable health insurance for adults
- Community case management and resource referral
- Heart disease screening and prevention
- Cancer screening and prevention
- Diabetes prevention and management
- Hypertension prevention and management
- Asthma prevention and management
- Affordable housing and transitional housing
- Affordable and expanded services for a growing senior population
- Free and low cost health education programs
- Culturally and language appropriate health services
- Alcohol and drug abuse treatment and prevention programs
- Sexually Transmitted Disease prevention
- Stress management programs
- Caregiver resources and support
- Free/low cost health screening services (e.g. mammograms, colonoscopies, etc.)
- Smoking cessation programs
- Parenting resources for new parents and grandparents raising grandchildren
- Coordination of existing programs and services
- Teen pregnancy prevention/education
- Issues of poverty
- Expanded primary care capacity
- Dementia/Alzheimer's screening and education

## Status of 2013 Community Benefit Strategies and Metrics

Providence Tarzana Medical Center works collaboratively with other organizations and community stakeholders to address the unmet health needs in the area. The Medical Center has identified specific multi-year community benefit strategies to direct its resources and the following table provides an update on progress made over the past year in meeting them.

Community Benefit Strategy	Measurable Metrics	Status Update
<p>Improve <b>access</b> to health and mental health services and coverage to those who are uninsured or underinsured in the community.</p>	<ul style="list-style-type: none"> <li>-Increase the number of uninsured patients linked to medical homes and insurance.</li> <li>-Expand access to counseling services.</li> <li>-Expand specialty care network in the Access to Care Program.</li> </ul>	<ul style="list-style-type: none"> <li>-In 2013 there were 4,596 persons assisted in getting linked with a medical provider.</li> <li>-The Latino Health Promoter Program assisted 47 persons in getting enrolled in insurance coverage.</li> <li>-The Latino Health Promoter Program assisted 1,414 persons in getting linked with mental health resources in the community.</li> <li>-Added five new specialists to the Providence Access to Care referral network.</li> </ul>
<p>Expand number of <b>education</b> topics and classes in the community to assist people in changing behaviors and living healthier lifestyles.</p>	<ul style="list-style-type: none"> <li>-Increase health education topics and class locations.</li> <li>-Complete training of outreach staff in the new insurance options with the ACA.</li> <li>-Train more Senior Peer Counselors.</li> <li>-Increase internship opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>-Added two new school sites to provide health education workshops through the parent centers.</li> <li>-Eleven staff completed training for Covered California.</li> <li>-Completed training with 13 new Senior Peer Counselors.</li> <li>-Internship opportunities provided to 41 nursing, health administration and allied health students.</li> </ul>
<p>Improve <b>disease management</b> outreach efforts especially targeted towards diabetes, hypertension, and obesity.</p>	<ul style="list-style-type: none"> <li>-Increase community based support groups.</li> <li>-Increase diabetes and hypertension outreach efforts.</li> </ul>	<ul style="list-style-type: none"> <li>-Added a new church site to provide a diabetes support group.</li> <li>-Provided 4,725 glucose screenings in the community.</li> <li>-Latino Health Promoters provided blood pressure screenings to 738 persons.</li> </ul>

Community Benefit Strategy	Measurable Metrics	Status Update
<p>Expand the number of disease <b>prevention</b> and health promotion programs/activities in the community.</p>	<ul style="list-style-type: none"> <li>-Partner with Providence Medical Institute/Facey to expand the number served at health fairs and screenings.</li> <li>-Expand catchment area and resources provided to Tattoo Removal clients.</li> <li>-Expand outreach to at risk seniors needing supportive services.</li> <li>-Develop partnerships to promote healthy eating in the community.</li> <li>-Improve activity and better nutrition among at risk youth and their families.</li> </ul>	<ul style="list-style-type: none"> <li>-Partnered with Facey to provide a community health fair in October in which over 500 people participated.</li> <li>-Expanded Tattoo Removal Program catchment area to all of L.A. County.</li> <li>-Tattoo Removal staff member completed Gang Intervention Specialist Training.</li> <li>-Received 385 new client intakes in the Volunteers for Seniors Program.</li> <li>-Received NEOP grant to work with 18 churches in the area on better nutrition.</li> <li>-Added two new schools to the School Nurse Outreach Program, serving 410 additional students.</li> <li>-Supported a Physical Education Specialist at three elementary schools serving low income families.</li> </ul>

## Priority Needs

Based on a review of the primary and secondary data collected as part of the community needs assessment process, a group of community stakeholders (both within and outside the organization) were invited to review these needs to help the medical center identify the priority issues. Although Providence Tarzana Medical Center is not able to address all the needs identified in this assessment process, the organization is focused on those needs/issues where it can bring its expertise and resources to make the best impact on serving the community. PTMC partners with other organizations in the community and provides financial and in-kind resources to address community needs that are not included on the list of priorities.

The key needs/issues identified through the assessment and prioritization process include the following (listed in priority order):

- Affordable and accessible mental health services.
- Diabetes and hypertension screening, management and prevention programs.
- Access to affordable primary and specialty care.
- Affordable and expanded services for a growing senior population
- Alcohol and drug abuse treatment and prevention programs

The table on the next page identifies the key strategies and measurable metrics that will be targeted to address these needs/issues within the PTMC community.

**Providence Tarzana Medical Center  
Community Benefit 2014 Implementation Strategies and Metrics**

Priority Needs	Implementation Strategy	Measurable Metrics
Affordable and accessible mental health services.	<ul style="list-style-type: none"> <li>-Continue to focus on the mental health outreach project with Tarzana Treatment Centers.</li> <li>- Work with the South Bay and Valley Medical Centers to implement a project to reduce the utilization of the E.D. by patients with psychiatric issues.</li> </ul>	<ul style="list-style-type: none"> <li>-Link 2,250 individuals with mental health resources and education over the next 12 months.</li> <li>-Pilot project with 15 high E.D. utilization patients from PTMC to provide targeted mental health interventions over the next twelve months.</li> </ul>
Diabetes and hypertension screening, management and prevention programs	<ul style="list-style-type: none"> <li>-Implement community based support groups and disease prevention classes at two new locations within the PTMC service area.</li> <li>-Implement the Nutrition Education and Obesity Project in partnership with the Valley Care Community Consortium and local faith communities.</li> </ul>	<ul style="list-style-type: none"> <li>-Have a minimum of 100 people participating in the support groups and classes within 12 months from implementation.</li> <li>-Implement NEOP at four churches within the PTMC service area over the next twelve months.</li> </ul>
Access to affordable primary and specialty care.	<ul style="list-style-type: none"> <li>-Implement the Providence Mobile Chronic Disease Clinic.</li> <li>-Work with area FQHC and other clinics to provide primary care medical homes to uninsured patients in the community.</li> <li>-Link uninsured in the community with expanded Medi-Cal and Covered California coverage.</li> </ul>	<ul style="list-style-type: none"> <li>-Purchase mobile vehicle and hire mobile outreach clinic staff within the first six months.</li> <li>-Provide 250 clinic visits in the first twelve months the mobile unit is treating patients within in the PTMC service area.</li> <li>- Link four hundred uninsured patients utilizing the PTMC E.D. with primary medical homes and/or insurance coverage over the next twelve months.</li> </ul>
Affordable and expanded services for a growing senior population	<ul style="list-style-type: none"> <li>-Increase the number of volunteers in the Senior Peer Counseling and Volunteers for Seniors Program.</li> </ul>	<ul style="list-style-type: none"> <li>- In the next twelve months add ten new volunteers to the Volunteers for Seniors Program.</li> <li>-In the next twelve months recruit and train eight new volunteers to the Senior Peer Counseling Program.</li> </ul>

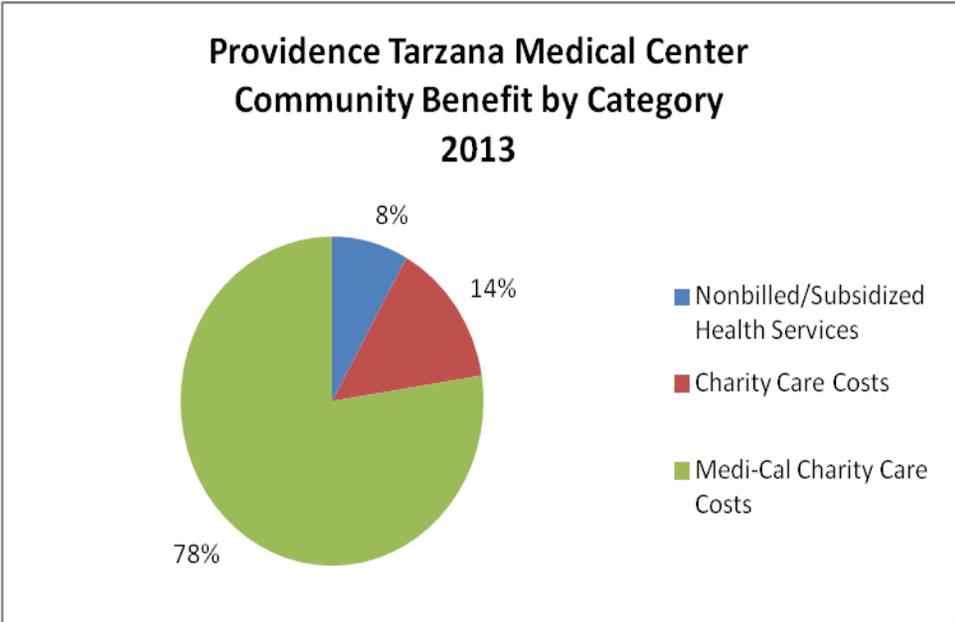
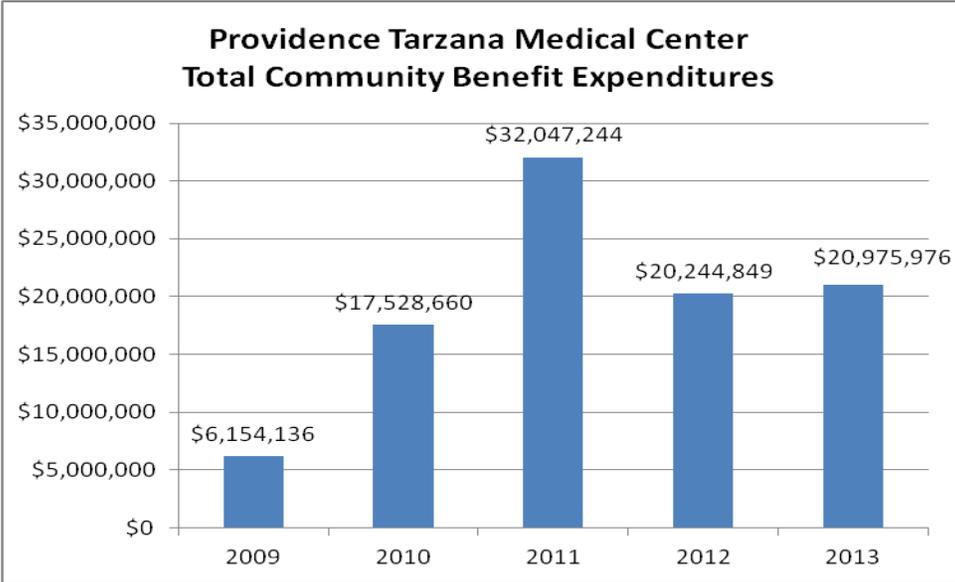
Priority Needs	Implementation Strategy	Measurable Metrics
Alcohol and drug abuse treatment and prevention programs	-Develop partnership with UCLA around alcohol and drug abuse prevention outreach programs.	-Complete grant proposal with UCLA on alcohol and chemical dependency outreach. -Conduct training sessions with Health Promoter staff and volunteers by the end of 2014 around drug and alcohol abuse issues.

## Inventory and Economic Value of Community Benefit Programs/Services for 2013

The table on the following pages provides an accounting of all the community benefit programs, activities and services provided by Providence Tarzana Medical Center in 2013. Combined the facility provided unsponsored community benefits totaling over \$20.9 million in 2013 which served 23,642 people. As the graph shows on the following page, the dollars expended on community benefit by the Medical Center have represented a significant contribution over the last five years. The focus of these community benefit programs includes services provided for the general community such as health screenings, educational lectures, support groups, information/referral, and health fairs. Services are also targeted to the poor and vulnerable populations including the Senior Outreach Program, Mary Potter Program for Human Dignity (charity care), Latino Health Promoter Program, Faith Community Health Partnership Program and School Nurse Outreach Program. The programs serve all ages within the community from children to seniors.

Through these different programs, Providence Tarzana Medical Center seeks feedback from those being served (i.e. client satisfaction surveys, customer questionnaires, interviews, etc.) to ensure that we are addressing the health care needs of importance to the community. This feedback from clients is used to help us improve the programs and services that we offer the community. In addition, the impact that these programs are making on the populations being served is also monitored to ensure that the organization's outreach efforts are having a positive impact on the health of our community. The complete listing of all of the programs and services provided to the community by the Medical Center in 2013 is included on the following pages.

A breakdown of the community benefit dollars provided by Providence Tarzana Medical Center in 2013 shows that 78% was from the unpaid costs of Medi-Cal, 14% from the unpaid costs of charity care, and 8% from non-billed/free and subsidized health programs.



**Providence Tarzana Medical Center  
Community Benefit Program and Services  
For period from 1/1/2013 through 12/31/2013**

<b>Community Benefit Activity/Program</b>	<b>Type of Benefit</b>	<b># Served</b>	<b>Economic Value</b>	<b>Calculation of the Economic Value</b>
Charity Care Cost	Medical Care Services	2,215	\$3,005,024	Unpaid costs of providing care based on a ratio of costs to charges calculation
Medi-Cal/Medicaid Charity Cost	Medical Care Services	13,266	16,256,125	Unpaid costs of providing care based on a ratio of costs to charges calculation
Center for Community Health Improvement	Other Benefits for the Broader Community	12	122,107	Salary and operating expenses
Faith Community Health Partnership	Other Benefits for the Broader Community	3,869	132,925	Salary and other operating expenses
Latino Health Promoter Program	Other Benefits for the Broader Community	2,508	78,631	Salary and operating expenses
Mission Collection for the Poor	Other Benefits for the Broader Community	25	571	Salary cost of staff
Participation in Holiday Gift and Food Collection Program for Low Income Families	Other Quantifiable Benefits	4	61	
Clinical Education Preceptorships and Mentoring of Nursing and Allied Health Students	Other Quantifiable Benefits	525	1,076,850	Salary cost of staff
School Nurse Outreach Program	Other Benefits for the Broader Community	867	62,505	Salary and operating expenses
Senior Outreach Program	Other Benefits for the Broader Community	192	78,056	Salary and operating expenses
Support of Community Organizations and Fundraisers	Other Quantifiable Benefits	30	33,270	Monetary donation
Health Resource Center	Other Benefits for the Broader Community	121	43,403	Salary and operating expenses

<b>Community Benefit Activity/Program</b>	<b>Type of Benefit</b>	<b># Served</b>	<b>Economic Value</b>	<b>Calculation of the Economic Value</b>
Mother Joseph Fund to Support Community Benefit Activities	Other Benefits for the Broader Community	8	86,448	Monetary donation
<b>Total PTMC Community Benefit</b>		<b>23,642</b>	<b>\$20,975,976</b>	
Unpaid Costs of Medicare			\$26,891,521	Unpaid costs of providing care based on a ratio of costs to charges calculation
Total PTMC Community Benefit with Medicare			\$47,867,497	