



Fairchild Medical Center

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2016

COMMUNITY HEALTH NEEDS ASSESSMENT

IMPLEMENTATION PLAN

Letter from the CEO

Dear Community:

As the Chief Executive Officer at Fairchild Medical Center, I would like to share our Community Health Needs Assessment Implementation Plan with you. Fairchild Medical Center (FMC) completed a Community Health Needs Assessment (CHNA) in October, 2016. A multi-faceted approach was used to gather information about the health needs of the community and to develop priorities for health improvement. The process focused on gathering and analyzing secondary data as well as obtaining input from key stakeholders and the community to identify and define significant health needs, issues, and concerns.

A meeting was held on October 4, 2016, with the FMC CHNA Steering Committee to review primary and secondary data and to develop priority community health goals for the next three (3) years. The process, including criteria for selecting community health priorities, is included in the CHNA report.

The following two priorities were selected and approved by the FMC Governing Board:

1. Access to healthcare

- Improve access to Dental Services
- Improve access to Mental Health Services
- Improve access to Primary Care including access through virtual (telephone or video) links and after-hours care
- Improve access to Specialty Care including access through virtual (telephone or video) links
- Improve access to Substance Abuse Services

2. Nutrition Education

The steering committee met on February 23rd to finalize goals, objectives, and strategies to address the two selected priority community health needs.

COMMUNITY HEALTH NEEDS ASSESSMENT IMPLEMENTATION PLAN

Access to Healthcare goals:

- Address the need for additional space at the clinic and the hospital.
- Invest in new services and equipment.
- Provide increased access to telehealth.
- Increase provider capacity through successful recruitment and retention.

Nutrition Education goals:

- Screen FMC Clinic patients for nutritional risk and connect those patients to community resources to improve access to food.
- Provide opportunities for FMC Staff to make healthier food choices.
- Provide opportunities for staff to improve physical fitness.
- Implement a disease management program for employees with chronic conditions.

The FMC governing board approved the implementation plan on February 27, 2017. (Date may change)

Fairchild Medical Center and Clinics is committed to providing for and improving the health of the communities served. We look forward to the opportunity to continue to serve the community through improved access and improved nutritional education in the period 2017 – 2019.

Very truly yours,



Jonathon Andrus
Chief Executive Officer

Priority One: Access to Healthcare Services

New space will provide access

In order to meet the demand for dental services, mental health services, and primary care including after-hours services, Fairchild Medical Clinic will require additional space. Specifically, the Yreka campus needs more space for dental, primary and urgent care services. Scott Valley Rural Health Clinic, located in Etna, CA, also needs an improved facility.

The hospital also has need for additional space and renovation in several departments including needs in the Emergency department, front lobby/registration, and pharmacy.

An additional clinic building will be necessary on the Yreka Campus to accommodate the above needs for additional space.

The process for the planning of additional space involves four (4) distinct steps. First, the space program data collection defines the need for space and includes the specification of existing occupied square feet, number of exam rooms, offices, waiting area seating and number of staff.

Second, draft conceptual sketches are created from the data collected in the space program. The Architect, Administration and departments review the draft sketch and statistics provided to ensure they are correct. These sketches will be used for further planning and development if approved to produce final plans and construction documents.

Third, cost estimates are developed using the space program. The cost estimates include construction, design and inspection fees. Costs are estimated by the Architect based on research of recent jobs in the last year by him and others he works with. Costs also vary considering if this is a major remodel, minor remodel, or new construction. City and State building requirements, land, utility connections, networking, equipment, and furnishings are examples of costs not included in the plan.

Fourth, a schedule is developed. Estimates are provided for validation, design, permitting, and construction by project. With the timeframes listed on a single chart, and the budgets for each project, a projected cash flow project can be generated.

COMMUNITY HEALTH NEEDS ASSESSMENT IMPLEMENTATION PLAN

Administration is currently using this process in regard to the above outlined needs for additional space at the hospital and clinics. The program will be presented to the Board of Directors for discussion, prioritization, and direction. It is estimated that this plan will be presented in March, 2017.

Access will be provided through new services and equipment

The FMC Clinics have offered telehealth services for a number of years in a limited capacity. In 2016, the Clinics signed a telehealth agreement with Partnership Health Plan that provides incentive payments to the Clinic for telehealth usage. New telehealth equipment was purchased in 2016 and the Clinic hired an experienced Telehealth Coordinator in January, 2017 to help develop and lead the program. Roughly two telehealth visits per month were provided to patients in 2016 with a goal of increasing this number to 20 visits per month in 2017.

Clinic management has worked with outside facilities in the specialties of Endocrinology, Neurology, and Rheumatology to participate in the new telehealth program. The Clinics have also signed an agreement with TeleMed2U through Partnership Health Plan that will provide psychiatric oversight for the behavioral health program. This agreement will provide access to a psychiatrist that will provide assistance to the behavioral health program by phone, secure email, patient chart reviews, and a 1 hour per month video conference meeting with Clinic primary care providers.

Fairchild Medical Clinic, in 2017, plans on increasing access to the FMC providers through a virtual platform using mobile technology. Through the introduction of a virtual urgent care clinic (after hours and weekends), FMC can improve access to the communities within the hospital's service area by tapping into a patient clientele that may not currently utilize the clinic or emergency department. By offering this virtual consultation, the hospital will also expand the number of patients referred to the clinic for follow-up care and to FMC ancillary services such as laboratory and radiology. In addition, FMC will continue to evolve and adapt the health delivery model by offering a virtual service that is immediate, convenient, and low cost. The model will contribute toward the hospital remaining competitive in the local marketplace. This virtual platform will allow the hospital to remove barriers such as distance, mobility, and time through the use of mobile and web-based technology. It is anticipated that the service will begin in the second quarter of 2017 contingent upon Administrative final approval of the program. It is also anticipated that the service will be offered on a cash basis to patients, which means that insurance companies will not be involved in the transaction.

COMMUNITY HEALTH NEEDS ASSESSMENT IMPLEMENTATION PLAN

The mammography imaging equipment will be replaced in 2017. This modality is one of the busiest in the imaging department. The hospital performed over 4,500 mammography procedures in 2016.

A search for replacement equipment began in 2016, and has involved both the Mammography Technicians using the equipment daily and our Radiologist team to evaluate three possible alternatives. Product selection criteria will include: ease of use, image quality, computer-aided detection, availability of service, and total price. A selection will be completed in early 2017.

This Mammography unit replacement project costing approximately \$736,037 in 2017 would likely take until 2018 to be complete. This is an OSHPD project and will require a full review, meaning the approval process will likely take many months. This would be a minor remodel, unlike the recent MRI/CT remodel. In the meantime, a service contract has been awarded to Phillips since Siemen refused to support the equipment past 2016. Phillips will perform preventative maintenance and do everything they can to keep the current equipment operational until the new unit is ready.

If the current Mammography unit is rendered unusable, it has been verified that a mobile Mammography service could be arranged and located where the MRI was parked.

Recruitment of new providers will provide access

During this past year, the hospital actively recruited for Pediatric Physicians, as well as Nurse Practitioners specialized in Emergency Medicine, Obstetrics & Gynecology, Orthopedics, and Primary Care. Several contracted hospital-based groups actively recruited for Fairchild, as well in 2016.

With support from the Medical Staff and many hours dedicated to recruitment, a total of fourteen (14) site visits from qualified candidates were held in 2016.

In 2016, with the support of the Governing Board, additional proactive recruitment approaches were taken. The Medical Staff office developed the Siskiyou County Student Pre-Med/Resident Scholarship Program. The purpose of this program is to identify local students who are interested in health care and to establish a relationship with the student prior to their entering a residency program. The program is funded by Medical Staff dues and hospital matching funds. In 2016, the Medical Staff dues supplied \$6,600 worth of funds to support students' cost of taking the MCATs and applying for Medical School. Fairchild Medical Center will continue to develop these relationships and monitor progress of these students.

COMMUNITY HEALTH NEEDS ASSESSMENT IMPLEMENTATION PLAN

Fairchild Medical Center remains an approved site for the Federal Loan Repayment Program. The Medical Staff Office has worked to assure that the hospital continues to qualify for federal loan repayment.

In 2017, the hospital will recruit for a physician in the specialty of Internal Medicine. The hospital will recruit for Allied Health Professionals in the specialties of Emergency Medicine, Orthopedics, and Primary Care.

**PRIORITY ONE:
ACCESS TO HEALTHCARE**

**GOAL:
Increase access to healthcare services by providing
additional space at FMC Clinics and the Hospital**

OBJECTIVE 1.1

Complete a comprehensive space plan by May of 2017 and implement the plan as approved by the Governing Board.

STRATEGY 1.1.1

Complete a space plan to include additional space at FMC Clinics including Scott Valley Rural Health Clinic and the Hospital Emergency Department, Front Lobby / Registration, and Pharmacy.

- (1) Space data collection
- (2) Draft conceptual sketches
- (3) Develop cost estimates
- (4) Schedule developed for validation, design, permitting, and construction

STRATEGY 1.1.2

Present space plan to Governing Board for discussion, prioritization, and direction.

STRATEGY 1.1.3

Implement space plan as approved by Governing Board.

LEAD ORGANIZATION: FMC

**PRIORITY ONE:
ACCESS TO HEALTHCARE**

**GOAL:
Increase access to healthcare services by investing
in new services and equipment**

OBJECTIVE 1.2

Invest in new services and equipment.

STRATEGY 1.2.1

Develop and implement a virtual urgent care clinic that will operate after-hours and weekends by September 2017.

STRATEGY 1.2.2

Replace mammography imaging equipment by 2018.

LEAD ORGANIZATION: FMC

**PRIORITY ONE:
ACCESS TO HEALTHCARE**

**GOAL:
Increase access to healthcare services by providing
increased access to telehealth**

OBJECTIVE 1.3

Increase the number of telehealth visits to 20 per month by 2017.

STRATEGY 1.3.1

Hire an experienced Telehealth Coordinator.

STRATEGY 1.3.2

Provide telehealth access to specialty physicians including Endocrinology, Neurology, and Rheumatology.

STRATEGY 1.3.3

Provide oversight of behavioral health program through an agreement with TeleMed2U including access to a psychiatrist and provider education.

LEAD ORGANIZATION: FMC

COLLABORATING ORGANIZATIONS: TELEMED2U, PARTNERSHIP HEALTH PLAN

**PRIORITY ONE:
ACCESS TO HEALTHCARE**

**GOAL:
Increase access to healthcare services by increasing
provider capacity through successful recruitment and retention**

Objective 1.3

Increase primary care provider capacity through the recruitment of one additional physician provider and one additional AHP provider. Complete the current AHP searches.

STRATEGY 1.3.1

Recruit one Internal Medicine physician.

STRATEGY 1.3.2

Recruit at least four additional allied-health professionals in each of the specialties of Emergency Medicine, Orthopedics, and Primary Care.

LEAD ORGANIZATION: FMC

Priority Two: Nutrition Education

Nutrition education for the community

The goal of Fairchild Medical Center and its Clinics is to better understand the communities need for nutrition. In collaboration with Michelle Harris, MS, RD, the hospital has determined that food insecurity is one of the primary nutritional needs within Siskiyou County. The hospital has developed a process for performing nutritional screenings that will ultimately connect high risk patients with available community resources to improve access to better food.

The clinic will utilize a validated nutritional screening process as part of the nursing intake screening for each clinic patient. All patients will be screened at each visit.

Two statements will be provided to the patient to complete indicating the statement to be “often true”, “sometimes true”, or “never true” for their household. They are:

1. Within the past 12 months, we worried whether our food would run out before we got money to buy more.
2. Within the past 12 months, the food we bought just didn’t last and we didn’t have money to get more.

If the patient/parent answers “often true” or “sometimes true” a Resource brochure will be provided to assist with connecting patients to Siskiyou County nutrition programs and other community resources. The nurse will indicate on the patient’s record whether or not the information was provided to the patient/parent.

The hospital is still developing this process but will have the staff trained and the process implemented by March 1, 2017.

In collaboration with other county resources, a Siskiyou County Community Resource brochure will be developed to provide to FMC patients who are screened as high risk. CalFresh, Women, Infant, and Children (WIC), food banks, and other resources will be included in the brochure.

Fairchild Medical Center will join the Community Nutrition Action Committee (CNAC) in 2017. Participation in this committee will provide a better understanding of this issue and allow FMC to collaborate with other community partners.

Nutrition education for FMC employees

Fairchild Medical Center strives to provide staff, patients, and visitors with healthy food choices while at the hospital.

In order to provide a healthy food selection for staff, over the past year the hospital has offered a larger selection of healthy choices. This includes: sushi, wraps, pre-made salads, pre-made fruit containers, and a salad bar option. As an added benefit for FMC Staff, the food is provided at a discount rate.

Over the next year, Dietary staff will relocate the foods that provide a lower nutritional value to a new location. Fruits and vegetables will be displayed as one of the first items when entering the tray line.

The Dietary Department has purchased software that will provide nutritional information for the food being served. This will be provided for staff, patient meals, and visitors that eat meals in the cafeteria.

FMC will work with their Dieticians and dietary staff to offer FMC Staff nutritional snack ideas.

To encourage physical activity, FMC has joined with Fitbit® to offer discounted fitness devices for staff. The hospital encourages staff to be active by providing a reward when participating in activities in the community that promote physical activity. These include the American Cancer Society's Relay for Life walk, the Think Pink walk, The Biggest Loser Contest, and the YMCA's Ugly Sweater run/walk.

FMC will continue to work with Fitbit® to provide staff with fitness devices. Over the next year, staff will be encouraged to increase their physical activity and will be rewarded through the FMC Wellness Program for the increase in their activity.

The focus of the Hospital's Employee Wellness Program in 2017 will be to assist the employees that have chronic conditions or are in high risk categories and move them towards a disease management program. The hospital will engage an outside vendor to refer employees to for follow-up. If they do not participate in the disease management program, they will pay a higher premium for their insurance.

PRIORITY TWO: NUTRITION EDUCATION

GOAL:
**Identify FMC Clinic patients at nutritional risk for
food insecurity**

Objective 2.1

Screen 100% of patients seen at FMC Clinics for food insecurity and connect those patients who responded “often true” or “sometimes true” to the food insecurity questions to community resources.

STRATEGY 2.1.1

Complete a validated nutritional screening process as part of the nursing intake for all FMC Clinic patients at every visit to identify patients who are “food insecure.”

STRATEGY 2.1.2

Develop a Siskiyou County Community Resource Brochure identifying community food and nutrition resources.

STRATEGY 2.1.3

Provide a resource brochure for those patients who self-identify as “Food Insecure” patients to assist with connecting to Siskiyou County Nutrition program and other community resources.

STRATEGY 2.1.4

FMC will join the Community Nutrition Action Committee (CNAC) to better understand nutritional needs of the community and collaborate with other community partners.

LEAD ORGANIZATION: FMC

COLLABORATING ORGANIZATION: COMMUNITY NUTRITION ACTION COMMITTEE

**PRIORITY TWO:
NUTRITION EDUCATION**

**GOAL:
Provide opportunities for FMC Staff to make healthier food choices**

Objective 2.2

Encourage and improve the selection of healthy food choices in the cafeteria.

STRATEGY 2.2.1

Relocate foods that provide a lower nutritional value to a new less prominent location in the cafeteria.

STRATEGY 2.2.2

Display fruits and vegetables as one of the first items when entering the cafeteria tray line.

STRATEGY 2.2.3

Provide nutritional information of food served in the cafeteria and patient meals.

LEAD ORGANIZATION: FMC

PRIORITY TWO: NUTRITION EDUCATION

GOAL:
Provide opportunities for staff to improve physical fitness

Objective 2.3

Encourage increased physical activity of hospital staff.

STRATEGY 2.3.1

Offer discounted fitness devices (Fitbit®) to staff.

STRATEGY 2.3.2

Reward staff who participate in activities in the community that promote physical activity including American Cancer Society's Relay for Life walk, Think Pink Walk, The Biggest Loser Contents and the YMCA's Ugly Sweater Run / Walk .

STRATEGY 2.3.3

Reward staff, through the FMC Wellness Program who increases their physical activity.

LEAD ORGANIZATION: FMC AND COMMUNITY PARTNERS

**PRIORITY TWO:
NUTRITION EDUCATION**

**GOAL:
Implement a disease management program for
employees with chronic conditions**

Objective 2.4

Encourage participation of high risk employees with chronic conditions in a disease management program.

STRATEGY 2.4.1

Engage disease management vendor and refer employees with chronic conditions in high risk categories.

STRATEGY 2.4.2

Consider higher insurance premiums for staff with chronic conditions in high risk categories that do not participate in disease management program.

LEAD ORGANIZATION: FMC AND KEENAN HEALTHCARE