



**COMMUNITY BENEFIT PLAN | 2015 - 2017**

**Renown**<sup>®</sup>  
HEALTH

## **Renown's new strategic direction:**

### **Mission**

Renown Health makes a genuine difference in the health and well-being of the people and communities we serve.

### **Vision**

Renown Health, with our partners, will inspire better health in our communities.

### **Values**

Our values are the words we live by:

Caring, Integrity, Collaboration, Excellence

### **A note from Tony Slonim...**

A healthy community requires the contributions of a large and like-minded team. That's why we worked together with our many partners on our new mission, vision and values. Your input and enthusiasm helped shape a promise that reflects more than just our noble ambitions – it reflects the ongoing needs of a thriving community.

The healthcare landscape is changing. If we are to continue to thrive, we must transform our thinking about healthcare – and think more about health. We must develop new, innovative and comprehensive care models with an eye towards improved outcomes. We must think beyond our walls, taking our services and our winning spirit out into our communities.

You are critical to fulfilling our vision. As we work together to improve health, I know I can rely on you to do your part. Together we will do great things for our patients, their families and our communities.

## About Renown Health

Renown Health is the largest locally owned and locally governed not-for-profit healthcare network in northern Nevada. In one form or another, we have served Northern Nevada and surrounding communities for over 150 years. It all started with a clinic in 1862 opened during a smallpox outbreak. The clinic became the area's first hospital in 1864—the same year Nevada became a state. Over a century later, we are a three hospital healthcare network with nearly 1,000 licensed beds, and an extensive network of medical groups, laboratories, imaging centers and urgent care centers.

We have a long history of assisting those in need of medical care and supporting smaller not-for-profit organizations. Some specific community benefit efforts include the Pregnancy Center which has provided comprehensive prenatal care to low-income and uninsured expectant mothers in our community since 1984 and the Healthcare Center which provides affordable access to care for anyone in our community at any age, often on a same-day or next-day basis.

Renown's newly minted mission is to make a genuine difference in the health and well-being of the people and communities we serve. In addition to a focus on the health of the communities we serve, we believe in good stewardship of the area's limited healthcare resources. As the largest locally owned, and locally governed not-for-profit health network in Washoe County, Renown's income is used to sustain and expand programs and services to meet the community's healthcare needs, now and in the future.

In FY2014, Renown invested nearly \$94 million in community benefit programs – monies spent primarily to care for underserved communities. This number includes over \$82 million for subsidized health services and more than \$3 million for Health Professions Education.

## Our Community Needs Assessment and Community Benefit Plan

In 2014, Renown partnered with the Washoe County Health District in order to complete the 2015-2017 Washoe County Health Needs Assessment (CHNA).

### Scope of CHNA

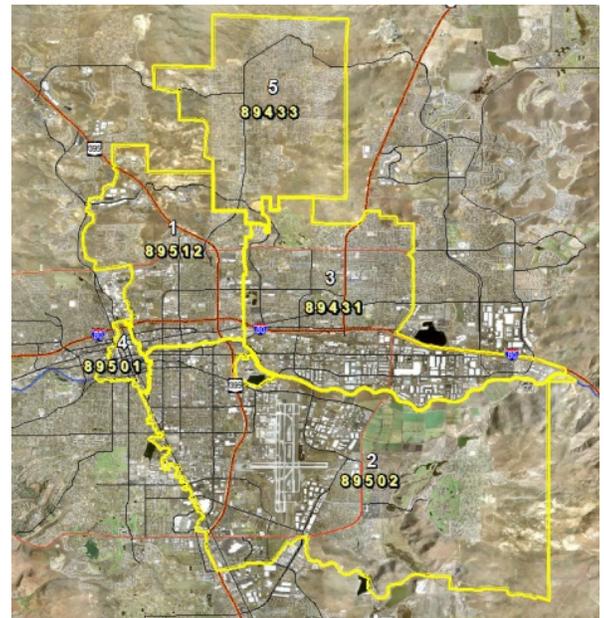
Renown Health is privileged to serve several communities throughout Northern Nevada and California communities east of the Sierras. Despite this wide reach, the vast majority of our patients live in the Reno-Sparks area so the focus of our community health needs assessment was primarily Washoe County. With over 430,000 residents, the county is the second most populous in Nevada. More than 90% of the county's residents live in the Reno-Sparks metropolitan area. The county experienced substantial population growth over the past few decades. The elderly population (55-74 year olds) has been steadily increasing and is estimated to comprise approximately 20% of the population by the end of the decade. Minority populations, primarily Hispanics, account for up to 30% of the population and have been growing as a population cohort for more than a decade.

### Qualitative and Quantitative Data were used

In addition to using data from more than a dozen local health studies, hundreds of citizens participated in focus groups, discussion panels and community meetings. Participants were asked about health needs and key issues to be addressed in order to improve the overall health of our citizens. Additionally, social service agency leaders were asked to share their perspective on the challenges, strengths, and opportunities that exist for their clients.

### Summary of Findings

Overall, Washoe County is one of the healthiest counties in the state. However, there are several zip codes in the county that have much higher rates of poverty and other socioeconomic challenges that impact on the health and well-being of their residents. These zip codes were highlighted in our Community Health Needs Assessment and include the "inner urban areas" of 89512, 89502, 89431, 89501 and 89433. Compared to the rest of the county, residents in these five zip codes are much more likely to be living in poverty, be of an ethnic/racial minority, lack a high school diploma, and to rent their home. We can easily see the impact these factors have on health. All of these zip codes have much higher rates of hospitalization and mortality than the rest of the county.



Following are select socioeconomic statistics for five “inner city” zip codes in Washoe County:

Zip Code	Poverty Single w/ Kids	Minority	No HS Diploma	Renting
89512	58%	59%	27%	69%
89502	47%	58%	26%	63%
89431	43%	56%	26%	55%
89501	35%	25%	17%	86%
89433	28%	49%	25%	29%
Washoe County Average	36%	34%	16%	42%

The connection between the socioeconomic factors above, and health outcomes below, are apparent.

Red indicates higher than Washoe County average for specified indicator (2008-2010)										
ZIP Code	Hospitalization Rates, cases per 10,000 (age-adjusted)				Mortality Rates, cases per 10,000					
	Asthma	COPD	Hypertension	Stroke	Heart Disease	Cancer	COPD	Accidents	Total Mortality Rates	Infant Death Rates
89512	75.5	197.2	390.9	22.8	20.3	18.6	7.2	6.3	84.1	12.4
89502	59	165.1	337.7	44.8	22.3	18.2	5.8	5.4	85.5	7.3
89431	63.6	161.6	338.9	65.1	21.9	18.9	6.1	4.7	90.1	9.9
89501	96.3	345.1	563.9	60.7	36.8	25.1	5.5	7.8	141.1	N/A
89433	56	191.8	320.2	58.4	14.9	17	5.9	4	65.2	12.5
County avg	49.3	115.1	272.5	46.6	17.6	16.9	4.7	3.9	73.5	6.8

Source: Packham et al (2013). Northern Nevada Community Health Needs Assessment

Based on this needs assessment we have identified the following priority areas we will work to address over the next three years:

- Behavioral Health
- Access to Healthcare for Medicaid Beneficiaries
- Healthy Foods & Lifestyles
- Vulnerable and Marginalized Populations (Children, Seniors, and the Hispanic community)
- Geographic Health Disparities

Renown Health’s community benefit committee used the following criteria to prioritize potential projects. We cannot tackle every issue identified in the CHNA, but we can choose several projects across several needs areas, in order to attempt to make the greatest impact possible in the health of our community.

Criteria	Explanation
Ability to intervene upstream	Can we get at the heart of the problem?
Magnitude/Scale of need	Does the need affect many people? Is well above or below benchmarks or other communities?
Severity of need	Does the need have high morbidity, mortality, or create economic burden? Affect wider community?
Renown internal assets	Do we have the people, expertise and resources needed to make a difference?
Existing/Promising approaches	Is there a successful evidence-based approach that we can use?
Health disparity	Does this need disproportionately affect vulnerable populations?
Ability to leverage resources	Do we already have a program that can address this? Who else is working on this? Can we work together or pool resources?
Community prioritization	Does the community care about this need?

Renown's community benefit committee, who made the recommendations for the projects to be pursued, is comprised of executives from around our health network. The Committee meets monthly and consists of the following members:

Phyllis Freyer	VP Marketing
Dawn Ahner	EVP and Chief Administrative Officer, Ex Officio
Stephen Bajo, MD	Chief Medical Officer, Medical Group
Janette Townsend	Chief Financial Officer
Chris Bosse	VP Government Relations
Gayle Hurd	Best Practices Administrator
JD Klippenstein	Community Benefit Liaison
Oscar Delgado	Manager, Community Outreach
Lee Ann Sullivan	Manager, Pregnancy Center/Women's Health
Karen Lanham-Evans	Director, Care Coordination
Melodie Osborn, RN	Chief Nursing Officer, <b>South Meadows</b>
Becky Haase	Director, Children's Services
Valerie Luevano	Manager, Social Services
Mark Behl	Vice President and Chief Operating Officer, Medical Group
Keri Piper-Colonna	Manager, Nursing
Dennis Rochier, MD	Chief Medical Officer, <b>Renown Regional Medical Center</b>



*More than 30 people attended the Truckee Meadows Healthy Communities 89502 Planning Committee meeting in April of 2015. Renown has been heavily involved and served as a convener with the Truckee Meadows Healthy Communities 89502 project.*

### **The importance of collaboration**

There is a reason that partnerships are a significant part of our new strategic plan. If we are to be in the business of improving community health, we cannot do it alone. We must partner on every level—but most importantly we must partner with the community. A number of the community benefit projects to follow in this document will be done in conjunction with other partners. Some of the partnership includes better care coordination and in other cases we may provide direct financial support. Working with community partners is not something that is new for us, but it is something that will take on even more importance as we move forward.

## Next steps:

Following are the projects we are proposing to work on over the next three years, the funding level and the community health metric we are trying to impact:

### Community Benefit Activities (2015-2017)

The community benefit committee has identified and/or developed several projects and activities that address community health needs as identified in the community health needs assessment. Below are brief descriptions of our identified projects.

The project sponsor is responsible for collecting baseline data and working with the Community Benefit Liaison to set measureable goals for each of the next three years.

#### Behavioral Health

Brief description: We will invest in behavioral health resources “up-stream” so that we have fewer patients presenting at our Emergency Rooms “in crises”.

Expected Outcomes:

- Increase number of low-income residents accessing behavioral health services.
- Decrease number of adult and child ED visits for mental health crises.

#### Access to Healthcare for Low and Moderate Income Populations

##### Childhood Immunizations

Brief description: We will increase access points for children to receive vaccinations and collaborate with other community organizations to strengthen existing efforts.

Expected Outcomes

- Increase percentage of children (19-35 months) receiving full recommended vaccination.
- Increase percentage of school-age children receiving recommended vaccinations.

##### Senior Flu Shot Outreach:

Brief description: Building on Renown’s ACO flu shot outreach, we will target low-income and socially isolated seniors. Low income and isolated senior populations are at high risk of not receiving an annual flu shot and tend to be in poorer health when compared to the rest of the senior population. In addition, by attacking this preventive health shortcoming on two fronts, we have the opportunity to move the needle for the community.

Expected Outcomes:

- Increase percentage of seniors (65+) receiving flu vaccinations

##### Dental Care:

Brief description: Collaborate with local dental care providers, FQHCs, non-profits, WCSD, and dental hygiene schools to provide preventive non-emergent dental care to adults and children. Consider investing in screening ultrasound.

Expected Outcomes:

- Decrease number of adult and child ER visits due to dental health.

- Increase number of low-income community members accessing preventive dental care.

#### Prenatal Care:

Brief description: Provide comprehensive prenatal care to low income mothers in our community.

Expected Outcomes:

- Decrease number of low birth weight babies in Washoe County.
- Increase number of low-income and minority mothers accessing prenatal care.

#### Support Local Federally Qualified Health Center (FOHC)

Brief description: One time grant to support local FOHC capital project to improve access for underserved populations.

Expected Outcome:

- Increase access to primary healthcare for uninsured and underinsured community members.

#### Mammography Screening:

Brief description: Increase availability of mammography screenings for low-income senior women.

Expected Outcome:

- Increase number of low-income and minority women who have had a screening in the last 2 years.

### **Health Literacy and Navigation**

#### Community Hub:

Brief description: Support Truckee Meadows Health Communities 89502 project, especially the Family Health Festivals, through funding and in-kind donations.

Expected Outcomes:

- Increase number of low-income families and individuals in 89502 who can easily access social and healthcare services.
- Increase the healthcare literacy of the 89502 community.

#### Safe Kids & Child Passenger Safety Fitting Station:

Brief description: Renown Health will take over leadership and support of the Northern Nevada Child Passenger Safety Seat Fitting Station.

Expected Outcome:

- Maintain low number of children fatalities in motor vehicle accidents.
- Decrease number of children injuries in motor vehicle accidents.

### **Physical Activity**

#### Partnership with Local Non-Profit:

Brief description: Partner with local non-profit to expand program focused on physical activity and social/emotional well-being to 500 girls grades 3<sup>rd</sup>-8<sup>th</sup> in Washoe County.

Expected Outcomes:

- Increase number of Title I schools with programming.

- Increase percentage of adolescent girls in Washoe County meeting recommended physical activity levels

## Food and Nutrition Education

### Healthy foods:

Brief description: Work with local partners to increase community gardens and healthy nutrition education in community.

### Expected Outcomes:

- Increase healthy cooking skills of low-income families.
- Increase community knowledge and life skills in regards to healthy foods and diets.

## Identified Needs Not Being Addressed

We believe that our plan will allow us to start addressing some of the most pressing health needs in our community, but we recognize that we will not be able to tackle every issue we would like. Two issues in particular are *substance abuse* and *adult obesity*. Here are the reasons these health needs are not addressed as part of our plan.

Substance Abuse: This community health need is being addressed by over 25 other organizations that offer a variety of substance abuse services including counseling, clinical treatment, rehabilitation, and social support for substance users. Join Together Northern Nevada also regularly convenes organizations for community wide efforts related to substance abuse.

Adult Obesity: As part of Renown Health's high-quality healthcare services, we work with all of our adult patients to address health concerns such as obesity. We do this one on one with patients through their doctors, or through visits and referrals to our nutritionists, or through our weekly health newsletter offering healthy lifestyle tips. In addition, we routinely arrange for classes and lectures on topics related to overall health including having speakers on proper exercise and nutrition.

## Other Community Benefit

There are many other community benefit programs and services already embedded in our operations including support for health professions education, the cost of unpaid care for Medicare and Medicaid patients, services to patients in the Emergency Room who have no ability to pay for their care, grants and other support for smaller not-for-profit organizations. These programs will continue, in some cases are even being expanded, and will be detailed more fully in our Community Benefit Report.