

# COMMUNITY HEALTH IMPROVEMENT PLAN 2020 - 2022

## Redwood Memorial Hospital



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To provide feedback about this CHIP or obtain a printed copy free of charge, please email Martha Shanahan at [Martha.Shanahan@stjoe.org](mailto:Martha.Shanahan@stjoe.org)

St. Joseph Health   
Redwood Memorial

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# EXECUTIVE SUMMARY

Providence St. Joseph Health continues its Mission of service in Humboldt County through Redwood Memorial Hospital and St. Joseph Hospital, Eureka. Redwood Memorial Hospital is a critical access hospital with 35 licensed beds, founded in 1957 and located in Fortuna, California. Redwood Memorial Hospital's service area is the entirety of Humboldt County, including 134,707 people.

Redwood Memorial Hospital and St. Joseph Hospital, Eureka dedicate resources to improve the health and quality of life for the communities in Humboldt County, with special emphasis on the needs of the economically poor and vulnerable. During the most recent fiscal year, the hospitals provided \$23,849,299 in Community Benefit in response to unmet needs.

Redwood Memorial Hospital conducts a Community Health Needs Assessment (CHNA) in the communities it serves every three years to better understand the health-related needs and strengths. The results of the CHNA are used to guide and inform efforts to better address the needs of the community. Through a mixed-methods approach using quantitative and qualitative data, the CHNA process relied on several sources of information to identify community needs. The community information collected includes state and national public health data, qualitative data from interviews with stakeholders and listening sessions with service providers, and hospital utilization data.

## Collaborating Hospitals

Redwood Memorial Hospital and St. Joseph Hospital, Eureka collaborated to complete the 2020-2022 Community Health Improvement Plan for their shared service area.

## Community Health Improvement Plan Priorities

As a result of the findings of our [2019 Community Health Needs Assessment \(CHNA\)](#) and through a prioritization process aligned with our Mission, resources, and hospital strategic plan, Redwood Memorial Hospital will focus on the following areas for its 2020-2022 Community Benefit efforts:

### PRIORITY 1: MENTAL HEALTH AND SUBSTANCE USE SERVICES

Mental health and substance use are interconnected with many other community needs, including the following: child abuse/neglect, economic insecurity, a lack of opportunities, racism, and discrimination. Residents of Humboldt County experience barriers to accessing needed behavioral health services due to a lack of inpatient care, insufficient psychiatrists and counselors, cost of care, stigma, and transportation.

### PRIORITY 2: HOMELESSNESS / LACK OF SAFE, AFFORDABLE HOUSING

The lack of affordable, safe housing stock in Humboldt County contributes to individuals with low incomes living unhoused or in overcrowded and unhealthy living conditions. In Humboldt County, there is a lack of available housing along the entire spectrum, particularly permanent-supportive housing. Housing discrimination, a lack of services for people experiencing homelessness, and a lack of support services for people once they are housed also contribute to the housing challenges.

### PRIORITY 3: RACISM AND DISCRIMINATION

Racism and historical trauma prevent Black, Brown, Indigenous, and People of Color (BBIPOC) from receiving high-quality, respectful, and responsive health care services and negatively effects mental health. Racism and discrimination contribute to economic insecurity, housing instability, and inequitable educational opportunities.

### PRIORITY 4: ACCESS TO HEALTH CARE

There is an overall lack of primary care providers and specialists within Humboldt County. Transportation especially, but also cost of care and hours of appointments, are barriers to care. There is a lack of culturally responsive and linguistically appropriate care for Latino/a and Native American communities, as well as a lack of respectful and competent services for transgender youth.

# INTRODUCTION

## Mission, Vision, and Values

*Our Mission* As expressions of God’s healing love, witnessed through the ministry of Jesus, we are steadfast in serving all, especially those who are poor and vulnerable.

*Our Vision* Health for a Better World.

*Our Values* Compassion — Dignity — Justice — Excellence — Integrity

## Who We Are

Redwood Memorial Hospital is a critical access hospital founded in 1957 and located in Fortuna, California. The hospital has 35 licensed beds, 25 of which are currently available, and a campus that is approximately 5.8 acres in size. Redwood Memorial Hospital has a staff of approximately 215 and professional relationships with more than 230 local physicians. Major programs and services offered to the community include emergency care, critical care, outpatient rehabilitation, surgery and a childbirth center.

Redwood Memorial hospital offers a variety of community-based programs that meet the needs of vulnerable populations and focus on health equity, primary prevention, health promotion, and community building.

## Our Commitment to Community

Redwood Memorial Hospital dedicates resources to improve the health and quality of life for the communities we serve, with special emphasis on the needs of the economically poor and vulnerable.

During the most recent fiscal year, our Humboldt County hospitals, Redwood Memorial and St. Joseph, provided \$23,849,299 in Community Benefit<sup>1</sup> in response to unmet needs and to improve the health

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<sup>1</sup> A community benefit is an initiative, program or activity that provides treatment or promotes health and healing as a response to identified community needs and meets at least one of the following community benefit objectives: a. Improves access to health services; b. Enhances public health; c. Advances increased general knowledge; and/or d. Relieves government burden to improve health. Note: Community benefit includes both services to the economically poor and broader community. To be reported as a community benefit initiative or program, community need must be demonstrated. Community need can be demonstrated through the following: 1) community health needs assessment developed by the ministry or in partnership with other community organizations; 2) documentation that demonstrates community need and/or a request from a public agency or community group was the basis for initiating or continuing the activity or program; 3) or the involvement of unrelated, collaborative tax-exempt or government organizations as partners in the community benefit initiative or program.

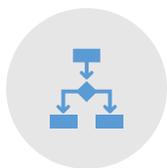
and well-being of those we serve in the county. Our service area includes all of Humboldt County and several St. Joseph Health ministries: St. Joseph Hospital in Eureka, Redwood Memorial Hospital in Fortuna, St. Joseph Health Medical Group (primary and specialty care), and St. Joseph Home Healthcare.

Redwood Memorial Hospital further demonstrates organizational commitment to the Community Health Needs Assessment (CHNA) through the allocation of staff time, financial resources, participation and collaboration to address community identified needs. The Northern California Regional Director of Community Health Investment and the local Humboldt County Manager of Community Health Investment are responsible for ensuring the compliance Federal 501r requirements as well as providing the opportunity for community leaders and internal hospital leadership, physicians, and others to work together in planning and implementing the resulting Community Health Improvement Plan (CHIP).

## Health Equity

At Providence St. Joseph Health, we acknowledge that all people do not have equal opportunities and access to living their fullest, healthiest lives due to systems of oppression and inequities. We are committed to ensuring health equity for all by addressing the underlying causes of racial and economic inequities and health disparities. Our Vision is “Health for a Better World,” and to achieve that we believe we must address not only the clinical care factors that determine a person’s length and quality of life, but also the social and economic factors, the physical environment, and the health behaviors that all play an active role in determining health outcomes.

To ensure that equity is foundational to our CHIP, we have developed an equity framework that outlines the best practices that each of our hospital will implement when completing a CHIP, including but not limited to the following:



Address root causes of inequities by utilizing evidence-based and leading practices



Explicitly state goal of reducing health disparities and social inequities



Reflect our values of justice and dignity



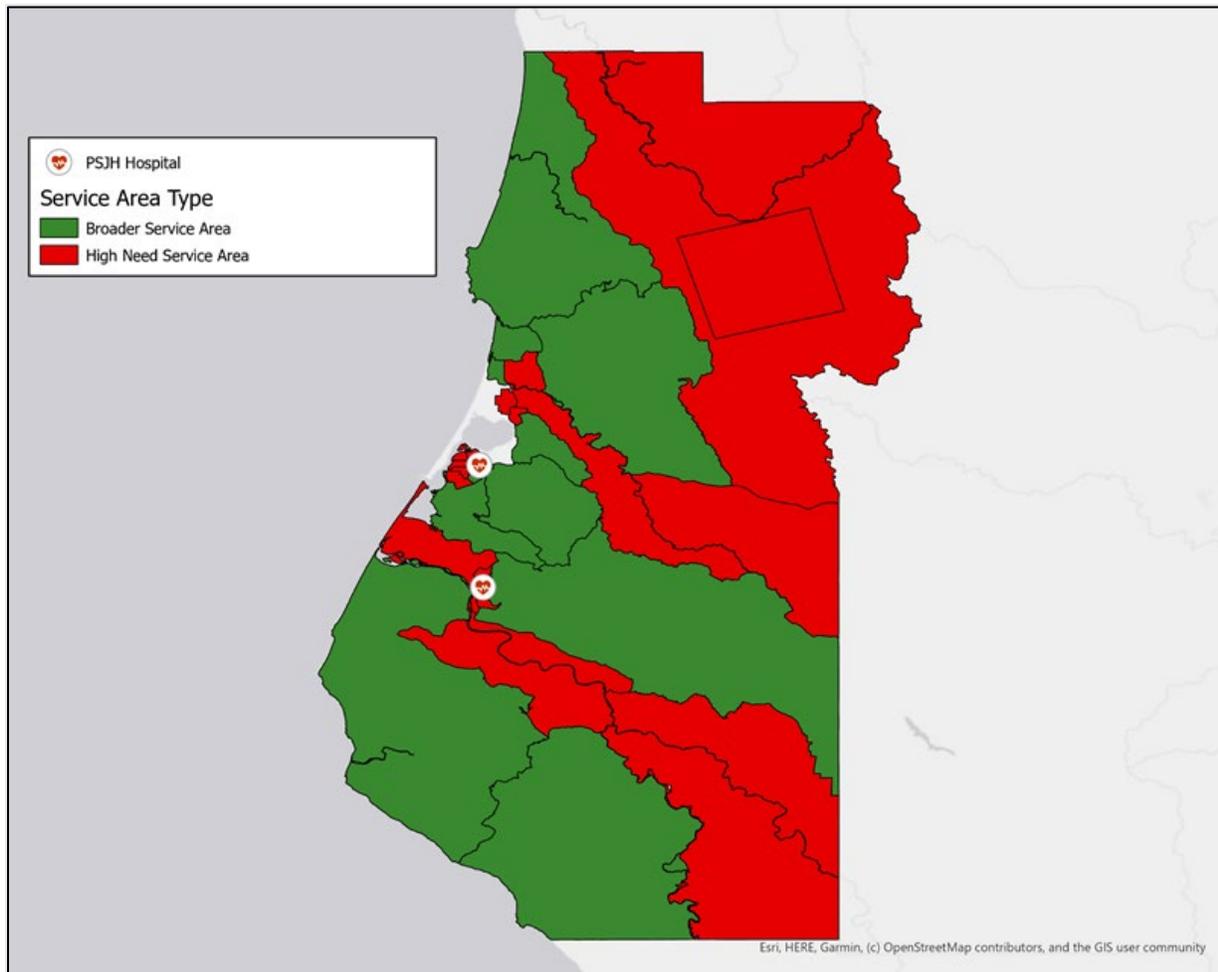
Leverage community strengths

# OUR COMMUNITY

## Description of Community Served

Redwood Memorial Hospital provides Humboldt County communities with access to advanced care and advanced caring. The service area includes approximately 135,000 people and encompasses the entire county of Humboldt.

**Figure 1. Humboldt Service Area**



The high need service area includes census tracts identified based upon lower life expectancy at birth, lower high school graduation rates, and more households at or below 200% FPL (annual household income of \$51,500 or less for a family of 4) compared to county averages. These households are more likely to regularly make spending tradeoffs regarding utilities, rent, groceries, medicine, and other basic expenses.

## Community Demographics

### POPULATION AND AGE DEMOGRAPHICS

For the most part, the age distribution is roughly proportional across Humboldt County geographies, with those aged between 18 and 34 slightly more likely to live in a high need area, likely young families and those in and around college towns. Those aged 65-84 are less likely to live in a high need area, perhaps due in part to secondary and/or vacation homes.

The male-to-female ratio is approximately equal across geographies.

Approximately 9% of residents of Humboldt County are veterans, nearly double the state level of 5%.

### POPULATION BY RACE AND ETHNICITY

Those who self-identify as Hispanic are slightly more likely to live in a high need area compared to their non-Hispanic peers. The American Indian population is much more likely to live in a high need area, as are those who identify as “other race.”

### SOCIOECONOMIC INDICATORS

**Table 1. Socioeconomic Indicators for Humboldt County Service Area**

Indicator	Humboldt County	Broader Service Area	High Need Service Area
<b>Median Income</b> Data Source: American Community Survey Year: 2019	\$44,119	\$53,762	\$37,484
<b>Percent of Renter Households with Severe Housing Cost Burden</b> Data Source: American Community Survey Year: Estimates based on 2013 – 2017 data	30.5%	28.6%	31.3%

The median income in the high need service area is about \$6,600 lower than Humboldt County. There is about a \$16,000 difference in median income between the broader service area and the high need service area.

Severe housing cost burden is defined as households that are spending 50% or more of their income on housing costs. On average, approximately 30% of households in Humboldt County are severely housing cost burdened. In the high need service area, 31% of renter households are severely housing cost burdened. Within the total service area, there are census tracts in which 40% to 56% of households are experiencing severe housing cost burden.

Full demographic and socioeconomic information for the service area can be found in the [2019 CHNA for Redwood Memorial Hospital](#).

# COMMUNITY NEEDS AND ASSETS ASSESSMENT PROCESS AND RESULTS

## Significant Community Health Needs Prioritized

The list below summarizes the rank ordered significant health needs identified through the 2019 Community Health Needs Assessment process:

### PRIORITY 1: MENTAL HEALTH AND SUBSTANCE USE SERVICES

Mental health and substance use are recognized as being interconnected with several other community needs, with a history of trauma, child abuse/neglect, poverty, and a lack of opportunities as contributors to both mental health challenges and substance use disorders. Experiences with racism and discrimination also contribute to behavioral health needs. There is a lack of mental health and substance use services in the community; specifically, local inpatient care for adults and youth with a serious mental illness as well as follow-up care for patients once discharged, and general support for families (new parents, infants, and early development). There are insufficient psychiatrists and counselors to meet the community need, especially providers for youth, people who are uninsured, and/or Spanish-speaking residents, as well as insufficient harm reduction services (safe and legal injection sites and syringe exchange programs). Barriers to addressing these behavioral health needs include stigma, cost of care, transportation to services within and outside of the community, and a lack of continuity of care due to provider turnover.

### PRIORITY 2: HOMELESSNESS / LACK OF SAFE, AFFORDABLE HOUSING

The lack of affordable, safe housing stock in Humboldt County contributes to individuals with low incomes living unhoused or in overcrowded and unhealthy living conditions. Housing is recognized as being foundational to one's health; people who are stably housed are better able to care for their physical and mental health and remain employed. There is a lack of available housing along the entire spectrum: shelters, supportive housing, family-friendly transitional housing, permanent-supportive housing, and low- and very low-income housing. There is also a lack of services for people experiencing homelessness, such as showers and adult day centers, as well as support services for people once they are housed. Housing stability and affordability for young people and mixed status families is of particular concern. Housing discrimination contributes to Black, Brown, Indigenous, and People of Color (BBIPOC) having more difficulty accessing good-quality, affordable housing.

### PRIORITY 3: RACISM AND DISCRIMINATION

Racism and historical trauma prevent BBIPOC from receiving high-quality, respectful, and responsive health care services. The recent history of forced sterilization of Native American people and experimentation on Black people has contributed to distrust of health care. Stakeholders noted a "corrosive effect" of racism on the mental health of BBIPOC, particularly Native American communities in Humboldt County. The unjust treatment of Latino/a workers by employers and discriminatory housing practices prevent BBIPOC from accessing good-quality, affordable housing. Racism is evident in

education, with BBIPOC students, particularly Native students, not receiving appropriate special education services and being disproportionately and unfairly disciplined. Stakeholders also shared experiences of racism in legal systems.

#### PRIORITY 4: ACCESS TO HEALTH CARE

There is an overall lack of primary care providers and specialists within Humboldt County. Transportation to care is a consistent barrier for many, but especially older adults, people with disabilities, and those living in rural areas. Reliable public transportation within the county is a challenge, as well as travel to services outside the county, specifically traveling from the hills of Humboldt into Eureka where most services are located. Cost of care is a major barrier for people who are uninsured or underinsured, especially mixed status households. Appointments during work hours and difficulty navigating the health care system are also barriers. There is a lack of culturally responsive and linguistically appropriate care for Latino/a and Native American communities, as well as a lack of respectful and competent services for transgender youth.

#### Needs Beyond the Hospital's Service Program

No hospital facility can fully address all of the health needs present in its community. While Redwood Memorial Hospital will employ strategies to address each of the four significant health needs that were prioritized during the CHNA process, partnerships with community organizations and government agencies are critical for achieving the established goals.

Redwood Memorial Hospital will collaborate with Open Door Community Health Centers, the Public Health Department, Humboldt State University, the Humboldt Network of Family Resource Centers and local philanthropy to address the community needs to coordinate care and referrals to address unmet needs.

# COMMUNITY HEALTH IMPROVEMENT PLAN

## Summary of Community Health Improvement Planning Process

The Regional Director, Program Coordinator and local Program Manager developed strategies based on insight from stakeholder interviews and caregiver listening sessions, and input and feedback were provided by the Community Benefit Committee. While the strategies were developed to address specific local needs, the strategies were also designed with the intention of leveraging local strengths to scale efforts across the Northern California region.

The 2020-2022 Community Health Improvement Plan (CHIP) process was disrupted by the SARS-CoV-2 virus and COVID-19, which has impacted all of our communities. While we have focused on crisis response, it has required a significant re-direction of resources and reduced community engagement in the CHIP process.

This CHIP is currently designed to address the needs identified and prioritized through the 2019 CHNA, though COVID-19 will have substantial impacts on our community needs. These impacts are likely to exacerbate some of the needs identified, and cause others to rise in level of priority. While this is a dynamic situation, we recognize the greatest needs of our community will change in the coming months, and it is important that we adapt our efforts to respond accordingly. This CHIP will be updated in 2021 to better document the impact of and our response to COVID-19 in our community. We are committed to supporting, strengthening, and serving our community in ways that align with our Mission, engage our expertise, and leverage our Community Benefit dollars in the most impactful ways.

Redwood Memorial anticipates that implementation strategies may change and therefore, a flexible approach is best suited for the development of its response to the CHNA. For example, certain community health needs may become more pronounced and require changes to the initiatives identified by Redwood Memorial Hospital in the enclosed CHIP.

## Addressing the Needs of the Community: 2020- 2022 Key Community Benefit Initiatives and Evaluation Plan

### PRIORITY #1: MENTAL HEALTH & SUBSTANCE USE SERVICES

#### *Community Need Addressed*

There are limited mental health and substance use services throughout Humboldt County. There is a particular need for more psychiatrists, counselors, inpatient care for Serious Mental Illness (youth and adult), follow-up care, harm reduction services and preventative care.

#### *Goal (Anticipated Impact)*

Increased access to mental health and substance use services.

**Table 2. Strategies for Addressing Mental Health & Substance Use Services**

Strategy	Target Population
<b>1. Increase capacity and reduce barriers to mental health &amp; substance use services to address mild to moderate behavioral health needs.</b>	Broader community
<b>2. Increase capacity and reduce barriers to provide bilingual/bicultural mental health &amp; substance use services.</b>	Latino/a & undocumented communities
<b>3. Advocate for increased access to mental health and substance use care with focused community-based solutions.</b>	Broader community

*Planned Collaboration*

Redwood Memorial Hospital values cross-sector collaboration and believes that non-profit organizations, schools, private business and government must work together to solve community-level problems. We plan to collaborate with the following organizations to address this need:

- Waterfront Recovery Services
- Open Door Community Health Centers
- United Indian Health Services
- County of Humboldt, Department of Health and Human Services
- North Coast Health Improvement and Information Network
- First 5 Humboldt
- Humboldt State University
- College of the Redwoods
- Humboldt Network of Family Resource Centers
- Providence Government Affairs
- Work 2 Be Well
- Local school districts

*Resource Commitment*

Redwood Memorial Hospital will commit staff time across the CARE Network program, Community Resource Centers, and Paso a Paso. St. Joseph Hospital offers grants and facilitates funding from various health system sources.

## PRIORITY #2: HOMELESSNESS / LACK OF SAFE, AFFORDABLE HOUSING

### *Community Need Addressed*

Housing is a growing need in Humboldt County. Additional shelters, homeless services, supportive housing, family-friendly transitional housing, permanent-supportive housing, and low- and very low-income housing are needed to keep people in safe, affordable housing.

### *Goal (Anticipated Impact)*

Increased access to safe and affordable housing across Humboldt County.

**Table 3. Strategies for Addressing Homelessness/ Lack of Safe, Affordable Housing**

Strategy	Target Population
<b>1. Leverage investments to increase safe and affordable housing stock.</b>	BBIPOC & those experiencing health disparities
<b>2. Leverage resources through partnerships to expand supportive services.</b>	BBIPOC & those experiencing health disparities
<b>3. Support policies that prevent homelessness and increase access to affordable housing.</b>	At-risk populations

### *Planned Collaboration*

Redwood Memorial Hospital values cross-sector collaboration and believes that non-profit organizations, private business, education and government must work together to solve community-level problems. We plan to collaborate with the following organizations to address this need:

- Providence Supportive Housing
- Providence Government Affairs
- County of Humboldt, Department of Health and Human Services
- Humboldt Housing and Homeless Coalition
- St. Vincent de Paul
- Eureka Rescue Mission
- The Betty Kwan Chinn Homeless Foundation
- Arcata House Partnership
- Redwood Community Action Agency
- Centro del Pueblo
- Open Door Community Health Centers
- Humboldt Area Foundation
- Redwood Region Economic Development Commission

- Westside Community Improvement Association
- Humboldt State University
- College of the Redwoods

*Resource Commitment*

Redwood Memorial Hospital will commit staff time from its Community Health Investment department as well as grants and restricted funding from its Care for the Poor account.

**PRIORITY #3: RACISM AND DISCRIMINATION**

*Community Need Addressed*

Many individuals experience racism and discrimination within the health care, educational, and legal systems, and when seeking housing. There are known health inequities that exist within our systems of care that prevent people from seeking timely and appropriate services and health care.

*Goal (Anticipated Impact)*

Improved systems of care for those experiencing health inequities.

**Table 4. Strategies for Addressing Racism and Discrimination**

<b>Strategy</b>	<b>Target Population</b>
<b>1. Develop Health Equity Playbook by Q1 2021</b>	Native American and Latino/a communities
<b>2. Partner with Public Health, FQHC, and others for COVID-19 outreach, prevention, testing, and mitigation of spread.</b>	Latino/a individuals and families, people experiencing homelessness
<b>3. Advocate for policies that address social and economic disparities.</b>	People experiencing health inequities

*Planned Collaboration*

Redwood Memorial Hospital values cross-sector collaboration and believes that non-profit organizations, private business and government must work together to solve community-level problems. We plan to collaborate with the following organizations to address this need:

- Centro del Pueblo
- Northern California Indian Development Council
- United Indian Health Services
- K’ima:w Medical Center

- St. Vincent de Paul
- Eureka Rescue Mission
- The Betty Kwan Chinn Homeless Foundation
- Arcata House Partnership
- Food for People
- Open Door Community Health Centers
- Public Health Department
- Providence Government Affairs
- Humboldt Area Foundation

*Resource Commitment*

Redwood Memorial Hospital will commit staff time from its Community Health Investment department and its various Community Health Investment programs as well as grants and will help leverage resources from the Providence Health Equity Initiative.

**PRIORITY #4: ACCESS TO HEALTH CARE**

*Community Need Addressed*

There are limited primary and specialty providers in the area. Transportation to care and cost of care are often barriers to receiving needed services.

*Goal (Anticipated Impact)*

Increased access to health services.

**Table 5. Strategies for Addressing Access to Health Services**

<b>Strategy</b>	<b>Target Population</b>
<b>1. Engage high-risk individuals with CARE Network complex care management teams</b>	People with co-occurring socioeconomic and complex medical needs
<b>2. Increase capacity for health care services through partnership with FQHC</b>	Uninsured and underinsured individuals and families
<b>3. Provide SDOH support and linkage to health services for community members with low incomes through the Community Resource Centers</b>	Community members with low incomes
<b>4. Collaborate with partners to support a local health careers workforce pipeline</b>	Broader community

### *Planned Collaboration*

Redwood Memorial Hospital values cross-sector collaboration and believes that non-profit organizations, private business and government must work together to solve community-level problems. We plan to collaborate with the following organizations to address this need:

- Open Door Community Health Centers
- St. Joseph Health Medical Group
- United Indian Health Services
- K'ima:w Medical Center
- Humboldt State University
- College of the Redwoods
- Humboldt County Office of Education
- Providence Government Affairs
- Humboldt Area Foundation

### *Resource Commitment*

Redwood Memorial Hospital will commit staff time from its Community Health Investment department as well as grants and restricted funding from its Care for the Poor account.

# 2020- 2022 CHIP GOVERNANCE APPROVAL

This Community Health Improvement Plan was adopted by the St. Joseph and Redwood Memorial Community Benefit Committee of the hospital on December 9, 2020. The final report was made widely available<sup>2</sup> by December 28, 2020.

  
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Kevin Klockenga  
Region Chief Executive, Northern California

12/11/2020  
Date

  
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Becky Giacomini  
Chair, St. Joseph and Redwood Memorial Hospital Community Benefit Committee

12/11/2020  
Date

  
\_\_\_\_\_  
Joel Gilbertson  
Executive Vice President, Community Partnerships  
Providence St. Joseph Health

12/14/2020  
Date

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To request a paper copy without charge, provide feedback about the CHNA or CHIP Reports, or any additional inquiries, please [email CHI@providence.org](mailto:CHI@providence.org).

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<sup>2</sup> Per § 1.501(r)-3 IRS Requirements, posted on hospital website