

2019 Community Health Implementation Strategy



Acknowledgments

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Table of Contents

Acknowledgments	2
1. Executive Summary	4
Overview	4
2019 Prioritized and Selected Health Needs	4
2. About John Muir Health	5
Mission, Vision and Values	6
Community Commitment.....	6
Community Benefit.....	6
Community Served	7
3. Community Health Implementation Strategy Purpose	8
4. Community Health Needs John Muir Health Plans to Address	9
Selection Process	9
Selected Health Needs	10
5. Community Health Improvement Actions	10
Overview of Actions	10
Overview of Community Convenings	11
Goals & Specific Strategies.....	12
6. Community Health Needs that JMH Does Not Intend to Address	17
7. Conclusion	17
8. Appendix	19
Appendix 1: John Muir Health Community Benefit Oversight Committee	19

1. Executive Summary

Overview

As a not-for-profit health system, John Muir Health is committed to improving the health of its communities with quality and compassion. The 2019 Community Health Needs Assessment (CHNA) identifies the most pressing health needs to guide Community Benefit programming and activities for the years 2020 through 2022. These identified needs directly inform this Community Health Implementation Strategy (Implementation Strategy). The strategy outlines our three-year action plan, in partnership with community organizations and stakeholders, to meaningfully improve the lives of vulnerable populations.

To meet Internal Revenue Service federal tax regulatory requirements, this Implementation Strategy will be filed by May 15, 2020 as part of 2019 Form 990, Schedule H for John Muir Medical Center, Walnut Creek (JMMC-WC), John Muir Medical Center, Concord (JMMC-Concord) and the Behavioral Health Center (BHC). For questions or comments, the public may email community.benefit@johnmuirhealth.com.

2019 Prioritized and Selected Health Needs

For the purposes of the 2019 CHNA, the definition of “community health” was not limited to traditional measures. The broader social and environmental determinants of health, such as access to health care, technology, affordable housing, childcare, education, and employment were all considered. This reflects John Muir Health’s view that myriad factors affect community health, and thus community health cannot be adequately understood or addressed without considering these factors.

Through the rigorous assessment process outlined in the CHNA report, a list of the most pressing health needs for John Muir Health emerged. This covers northern Alameda County, the Tri-Valley, and western, central, and eastern Contra Costa County. Scores from each geographic area were averaged together to obtain a single, combined ranking of nine health needs. Those needs, in priority order, are:

1. Housing and Homelessness
2. Behavioral Health
3. Economic Security
4. Health Care Access and Delivery
5. Community and Family Safety
6. Education and Literacy
7. Healthy Eating/Active Living
8. Transportation and Traffic
9. Climate/Natural Environment

John Muir Health's Community Benefit Oversight Committee (Appendix 1) engaged in a selection process, where the above needs were each considered based on the following factors: importance to the health system's mission; the health system has existing assets or expertise to address the need; and/or there exist opportunities to collaborate and leverage partnerships for expanded impact.

Resulting from this process, the following needs were selected as Community Benefit priorities for calendar years 2020-2022.

1. **Access to care**, including primary and specialty care
2. **Behavioral and mental health** services
3. **Economic Security**, to include:
 - a. Housing
 - b. Food
 - c. Community and family safety

This Community Health Implementation Strategy includes identification of goals, actions and resources to address the selected community health needs. The plan was informed by John Muir Health's expertise and in partnership with community leaders. Two community convenings took place in Contra Costa County on August 6, 2019 and in Alameda County on August 29, 2019 to share insights related to each of the selected health needs.

This 2019 Community Health Implementation Strategy was adopted by John Muir Health's Board of Directors on December 11, 2019.

2. About John Muir Health

John Muir Health is a tax-exempt organization that owns and operates John Muir Medical Center-Walnut Creek, John Muir Medical Center-Concord, and John Muir Behavioral Health Center. John Muir Health and affiliates collectively constitute an integrated health system.

John Muir Health is a private, nationally recognized, community-based, not-for-profit health care organization serving patients in Contra Costa, eastern and northern Alameda, and southern Solano counties. The health system comprises a network of over 1,000 primary care and specialty physicians, more than 6,000 employees, medical centers in Concord and Walnut Creek (including Contra Costa County's only trauma center), and a behavioral health center. John Muir Health also has partnerships with San Ramon Regional Medical Center, Stanford Children's Health, and UCSF Medical Center to expand capabilities, increase access to services, and better serve patients.

The health system offers a full-range of medical services, including primary care, outpatient services, and imaging services. John Muir Health is widely recognized as a leader in many specialties, such as neuroscience, orthopedics, cancer, cardiovascular, trauma, emergency,

pediatrics, and high-risk obstetrics care. More information is available on our website.¹

Mission, Vision and Values

John Muir Health is guided by our charitable mission, which serves as the foundation for directing the organization's community benefit activities. We are dedicated to improving the health of the communities we serve with quality and compassion.

John Muir Health's eight core values that guide our board of directors, management, and employees in all efforts are: Excellence, Honesty and Integrity, Mutual Respect and Teamwork, Caring and Compassion, Commitment to Patient Safety, Continuous Improvement, Stewardship of Resources, and Access to Care.

Community Commitment

Our community health efforts reflect John Muir Health's mission as a corporate leader and community partner. Our community health leadership role is rooted in our excellence as a health care provider and our commitment to building partnerships with organizations that also exemplify excellence.

We view our commitment to community service initiatives as core to our mission. This commitment is seen through every facet of the organization from volunteers to physicians and in our emergency departments and outpatient centers. Most clinical service lines lead and operate a community service initiative. For example, our Cancer Institute leads the La Clínica Specialty Care and Every Woman Counts programs. John Muir Health received Magnet® recognition honoring our nursing services and quality nursing care, the highest recognition in nursing, and we are leaders in community services through our initiatives to promote health and wellness outside the hospital. Employees contribute when they participate in departmental programs, volunteer for John Muir Health through sponsored community events and programs, or volunteer in their own communities to make them better places to live and work.

Community Benefit

The Community Health Improvement Department serves as a steward for John Muir Health's charitable purposes by assisting the community in achieving optimal health through education, collaboration, and health/wellness programs and services. Community Health Improvement works in partnership with local communities, other health systems, public health providers, community clinics, community-based organizations, and school districts to identify and address unmet health needs among vulnerable populations. Community Health Improvement's main role is to coordinate the John Muir Health community benefit planning process and to act as the liaison to the community-at-large, which enables John Muir Health to align resources and strategies to better impact the goal of creating healthy communities.

¹ <https://www.johnmuirhealth.com/>

The Community Benefit Oversight Committee (CBOC) provides governance for all community benefit activities. The CBOC is composed of executive leaders from across the health system and key community leaders. Additionally, John Muir Health's administration and board of directors oversee community benefit investments through frequent reporting. The Community Benefit Guiding Principles, approved by the board of directors in 2015, include John Muir Health's vision for creating healthy communities. The principles also provide a framework for current and future community health priorities and initiatives, as follows:

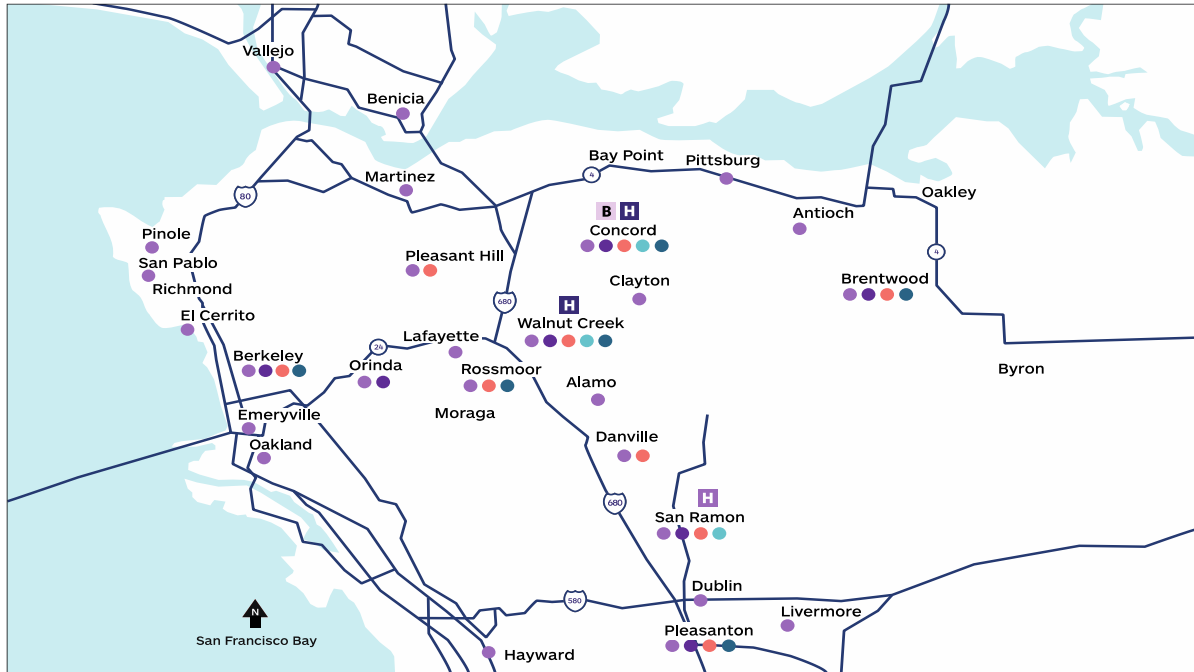
- Provide subsidized care to patients served at John Muir Health facilities, according to the Patient Assistance/Charity Care Program Policy.
- Engage in activities that align with John Muir Health Community Benefit focus areas as defined in the triennial Community Health Improvement Plan.
- Focus investments in the John Muir Health community benefit service area.
- Engage in and create activities targeted to vulnerable populations, defined as those meeting one or more of the following characteristics: economically disadvantaged, evidenced-based disparities in health outcomes, significant barriers to care.
- Conduct long-term sustained activities with trusted partners.
- Partner with organizations that have expertise and specific capabilities to better leverage John Muir Health resources.
- Invest in activities with demonstrated outcomes in achieving community health improvement.
- Invest in activities that emphasize quality and continuity of care.
- Engage the community to gain broad support of activities.

In addition to our direct delivery of care and community benefit programs, John Muir Health provides broad financial and technical support to promote community wellness. John Muir Health contributes \$1 million each year to the John Muir/Mt. Diablo Community Fund, which works to bring systemic change that improves the health of people in central and east Contra Costa County who are most likely to experience health care disparities.

Community Served

The Internal Revenue Service defines the "community served" as individuals residing within the hospital's service area. A hospital service area comprises all the inhabitants of a defined geographic area and does not exclude low-income or underserved populations. John Muir Health collaborated on the 2019 CHNA with other hospitals in Alameda and Contra Costa counties.

John Muir Health Locations



- | | |
|--|-----------------------------|
| H John Muir Health Medical Centers | ● Physician Offices |
| H San Ramon Regional Medical Center, a John Muir Health Partner | ● Urgent Care Centers |
| B Behavioral Health Center | ● Other Outpatient Services |
| | ● Emergency Services |
| | ● Outpatient Centers |

Additional physician offices available in Fairfield and Fremont.

John Muir Health’s primary and secondary service area extends from southern Solano County into eastern Contra Costa County and south to San Ramon in Contra Costa County. John Muir Health’s Trauma Center serves all of Contra Costa County, Solano County, and Marin County. It is also the backup trauma center for Alameda County. John Muir Health also serves eastern Alameda County in joint venture with San Ramon Regional Medical Center and serves northern Alameda County in joint venture with University of California, San Francisco.

John Muir Health’s Community Benefit programs primarily focus on the needs of vulnerable populations in Contra Costa County, the Tri-Valley, and northern Alameda County. We define vulnerable populations as those with evidenced-based disparities in health outcomes, significant barriers to care, and economic disadvantages.

3. Community Health Implementation Strategy Purpose

This Community Health Implementation Strategy has been prepared in order to comply with federal tax law requirements set forth in Internal Revenue Code section 501(r) requiring hospital facilities owned and operated by an organization described in Code section 501(c)(3) to conduct a Community Health Needs Assessment at least once every three years and adopt an

Implementation Strategy to meet the community health needs identified through the CHNA. This Community Health Implementation Strategy is intended to satisfy each of the applicable requirements set forth in Code section 501(r) and implementing regulations promulgated thereunder for JMMC-WC, JMMC-Concord, and the BHC.

The Community Health Implementation Strategy serves as the foundation for all Community Benefit planning in order to align our resources with significant community health needs in a meaningful and transparent way. An update of the actions and resources outlined in the plan is filed with California's Office of Statewide Health Planning and Development (OSHPD) in an annual Community Benefit Report.

4. Community Health Needs John Muir Health Plans to Address

Selection Process

The Community Benefit Oversight Committee (Appendix 1) is charged with overseeing the strategic direction of Community Benefit programming and activities. The Committee is composed of John Muir Health senior leaders and Board of Directors members. The Committee met on March 25, 2019 to review the list of community health needs identified and prioritized by the CHNA report and to select the community health needs that provide strategic direction for John Muir Health Community Benefit programming and activities from 2020 through 2022.

The following selection criteria were used as a method to prioritize and select the community benefit priorities. The selection criteria built on the CHNA prioritization criteria, which included (1) Community priority; (2) Magnitude/scale of need; (3) Severity of need; (4) Multiplier effect; (5) Clear disparities or inequities.

Criteria	Definition
Importance to health system's mission	Core to the mission of the health system (i.e., relevant to overall John Muir Health goals, organizational commitment and strategic vision)
Health system can address with existing assets/expertise	Aligned for meaningful contribution because of relevant expertise and/or unique assets/resources
Opportunity to leverage partnerships for impact	Opportunity to collaborate with existing community partners working to address the need, or to build on current programs, emerging opportunities, or other community assets.

The Committee members first agreed upon the selection criteria, then engaged in thorough discussion about each of the nine prioritized health needs. After discussion by all members regarding rationale for selection, supporting data, key informant interview and focus group results, the Committee came to a consensus.

Selected Health Needs

The following needs were selected as Community Benefit priorities for 2020-2022.

1. **Access to care**, including primary and specialty care
2. **Behavioral and mental health** services
3. **Economic Security**, to include:
 - a. Housing
 - b. Food
 - c. Community and family safety

The Committee selected the health needs for implementation because of the feasibility of interventions; ability to have a measurable impact; ability to partner with other organizations; opportunity to prevent negative outcomes associated with the health needs; alignment with population trends and John Muir Health expertise; and ability to build on successful, current Community Benefit programs.

The Committee recognized that John Muir Health could make substantial contributions to these community health needs because of our current leadership in the delivery of primary, specialty, and behavioral health care services, as well as our expanded footprint in the community working in collaboration with schools and school districts, food banks and local food resources, County services to provide housing/shelter, and other stakeholders and partners. John Muir Health has cultivated long-standing relationships with local community-based organizations that have expertise in complimentary areas enabling John Muir Health to increase the impact on the selected health needs.

The Committee appreciates there is significant overlap and interaction between the prioritized health needs, which supports the need for coordinated efforts aimed at whole-person care. The health needs selected for implementation provide John Muir Health with an opportunity to also partially address the health needs not selected for implementation. The Committee felt that John Muir Health could have a larger impact on community health by addressing the access to care needs across the spectrum of health. John Muir Health would be able to address multiple health needs by providing primary, specialty, and behavioral health care services. There is also an opportunity to align all our strategies to have a more significant impact.

5. Community Health Improvement Actions

Overview of Actions

The Community Health Implementation Strategy was developed to address the health needs identified by the 2019 CHNA. John Muir Health will be able to meaningfully address the identified community health needs by taking the outlined actions and achieving the goals.

Identification of actions and resources to address the selected community health needs was informed by John Muir Health expertise and partnership with community leaders. As a not-for-profit health system, our Community Benefit activities focus on providing financial assistance to low-income and uninsured patients, supporting community-based programs that address identified health needs, and leading programs from within our health system such as our Mobile Health Clinic and Community School Nurse Program, to name a few.

Our financial assistance supports low-income patients by subsidizing all or a portion of their John Muir Health medical expenses, known as Charity Care. We also participate in the government-sponsored Medi-Cal program to provide comprehensive inpatient care to Medi-Cal enrollees that generate unpaid costs. In addition, we offer unique resources in supporting the healthcare workforce by providing educational opportunities such as internships and mentorships, health research that is made available to the public, and necessary clinical services that are provided despite a financial loss. Beyond these activities, we look to the community to inform how to best foster community health improvement through partnerships, initiatives, and grants.

Overview of Community Convenings

In collaboration with other Bay Area health systems, John Muir Health jointly hosted two Implementation Strategy community convenings. On August 6, 2019, John Muir Health co-hosted the Contra Costa County convening, in collaboration with Sutter Health, Kaiser Permanente, and Contra Costa County Public Health. On August 29, 2019, John Muir Health co-hosted the Alameda County convening, in collaboration with Sutter Health, Kaiser Permanente, Washington Hospital, ValleyCare-Stanford Health Care and Alameda County Public Health.

Each three-hour convening included a presentation of the 2019 CHNA process, data related to the community health needs selected for implementation, and a conversation on implementation strategies. Over 100 community members and health leaders shared experiences about what approaches have and have not worked, what have been the barriers, and what needs to be done to successfully address the three selected community health needs. The feedback shared validated the work already being done by John Muir Health to address the community health needs and also introduced ideas of strategies that health systems can take to improve community health. For example, community leaders discussed the necessity to expand accessible behavioral and mental health services, particularly offered bilingually in English and Spanish. John Muir Health has been working on integrating free, no-cost mental health services with school partners and as an integrated model with our Mobile Health Clinic.

Reoccurring themes focused on utilizing and uplifting community assets to address social determinants of health. Potential strategies included supporting train-the-trainer community driven programs, data capturing by utilizing simple tools, development of integrated resources, and the need for health systems, community-based organizations and the government to find

more ways to collaborate. John Muir Health will continue to have ongoing dialogue with the community to understand how best to address community health needs by leveraging our resources and expertise.

Goals & Specific Strategies

Since John Muir Health, as an integrated health system, coordinates and provides much of its Community Benefit activities through Community Health Improvement, whose activities are funded by JMMC-WC, JMMC-Concord, and the BHC, we view all of the actions described below as being provided by these hospital facilities. To the extent a hospital facility has exclusive or major responsibility for an action, the attribution is noted to such hospital facility below.

I. Access to care, including primary and specialty care

Long-Term Goal: Increase access to culturally and linguistically appropriate health care and health care support services for low-income children, adults, and seniors.

Intermediate Goals:

- Increase access to comprehensive primary care for vulnerable individuals.
- Increase access to specialty care services for vulnerable adults.
- Increase access to health care support services for vulnerable individuals.

Actions & Resources:

- Provide financial assistance to support low-income patients by subsidizing all or a portion of their John Muir Health medical expenses at JMMC-WC and JMMC-Concord.
- Participate in the government-sponsored Medi-Cal program to provide comprehensive inpatient care to Medi-Cal enrollees that generate unpaid costs at JMMC-WC, JMMC-Concord, John Muir Physician Network and BHC.
- Provide comprehensive primary care for vulnerable and unsheltered individuals who are unable to access care due to inadequate insurance coverage, availability of services, timeliness of appointments or accessibility by offering programs such as the Mobile Health Clinic in partnership with the John Muir Family Medicine Residency Program, Contra Costa Health Services Healthcare for the Homeless, Village Community Resource Center, RotaCare Pittsburg, RotoCare Bay Area and St. Vincent de Paul.
- Provide health care support services for children in schools that serve low-income families through programs such as the Community Nurse Program.
- Provide health care support services for children in schools that serve low-income families through the Dental Collaborative of Contra Costa County, which includes Lifelong Medical Care, La Clínica de la Raza and Contra Costa County Oral Health Program.
- Provide specialty care services through the La Clínica Specialty Care Program and Operation Access for adults who are unable to access care due to lack of coverage.

- Provide screening programs through the Every Woman Counts program and the Lung Cancer Screening program for low-income adults who are unable to access care due to lack of coverage.
- Provide access to health care support and care coordination services through the Medication Assistance Program and Patient Navigator Program for vulnerable adults and seniors that address poor health outcomes, quality, satisfaction and efficiency.
- Provide access to health care support and care coordination services for vulnerable seniors that promote independent living, address poor health outcomes, quality and satisfaction while improving efficiency through fall prevention safety trainings, home assessments and modifications, education, and assistive technology through Meals on Wheels of Diablo Region and Independent Living Resources.
- Provide diabetes prevention education and screening programs to vulnerable adults through the Diabetes Empowerment Education Program in collaboration with Monument Impact, John Muir Health’s Diabetes Program and the Happy Feet program, in collaboration with the John Muir Family Medicine Residency Program and Monument Crisis Center.
- Provide transportation support to decrease isolation among vulnerable seniors by increasing access to education programming at the Walnut Creek Senior Center and Mobility Matters.

Anticipated Impact:

- Increased access to, and use of, needed health care services, including comprehensive primary care and specialty care.
- Increased access to community services and health care support services.

Planned Collaborators:

- | | |
|------------------------------------|---|
| • Contra Costa CARES | • Monument Impact |
| • Contra Costa Health Services | • Mt. Diablo and Pittsburg school districts |
| • Independent Living Resources | • Operation Access |
| • La Clínica de la Raza | • RotaCare, Bay Area |
| • Lifelong Medical Care | • RotaCare, Pittsburg |
| • Meals on Wheels of Diablo Region | • St. Vincent de Paul |
| • Mobility Matters | • Village Community Resource Center |
| • Monument Crisis Center | • Walnut Creek Transportation Program – |
| • Monument Impact | City of Walnut Creek |

II. Behavioral and mental health services

Long-Term Goal: Increase access to behavioral and mental health support for vulnerable communities.

Intermediate Goal:

- Increase access to behavioral and mental health prevention and intervention support for vulnerable individuals and families.
- Increase youth-centric behavioral and mental health support.
- Increase supportive services for individuals directly impacted by community violence.

Actions & Resources:

- Support the prevention and/or improvement in the levels of stress and depression in vulnerable communities through the *Mentes Positivas en Acción* (Positive Minds in Action) *promotores* program at Monument Impact.
- Support and/or provide behavioral health intervention services to vulnerable adults through programs such the Putnam Clubhouse and Support4Recovery.
- Provide intervention and referrals to trauma victims in order to support youth directly impacted by intentional violence with JMMC-WC's Beyond Violence program in partnership with Center for Human Development, RYSE Center and One Day At a Time.
- Provide direct mental health counseling services to youth, adults and families offered by Fred Finch Youth Center and RYSE Center in collaboration with the John Muir Health Mobile Health Clinic, Antioch High School, Center for Human Development, and One Day At a Time.
- Provide low-income women with cancer with free psychotherapy, patient navigation services, emergency financial assistance, information and referral helpline and wellness workshops offered by the Women's Cancer Resource Center.

Anticipated Impact:

- Increased access to and use of needed behavioral and mental health services.
- Increased access to culturally appropriate behavioral and mental health services.

Planned Collaborators:

- | | |
|-----------------------------------|-------------------------------------|
| • Antioch Unified School District | • Pittsburg Unified School District |
| • Center for Human Development | • Putnam Clubhouse |
| • Fred Finch Youth Center | • RYSE Center |
| • Monument Impact | • Support4Recovery |
| • One Day At a Time | • Women's Cancer Resource Center |

III. Economic Security, to include housing, food, community and family safety

Long-Term Goal: Improve health outcomes by addressing socio-economic factors that directly impact the social determinants of health.

Intermediate Goals:

- Increase access to housing resources to provide unsheltered individuals and families with adequate housing and support services.
- Increase access to workforce training opportunities for youth and low-income individuals.
- Increase access to healthy food and exercise opportunities for low-income families.
- Reduce community violence in vulnerable communities by promoting holistic community and family healing.

Actions & Resources:

Housing

- Connect medically fragile homeless adults discharged from local hospitals to the Respite Care Center to provide recuperative care and on-site comprehensive case management and support services.
- Provide comprehensive primary care for vulnerable and unsheltered individuals who are unable to access care due to inadequate insurance coverage, availability of services, timeliness of appointments or accessibility by offering programs such as the Mobile Health Clinic in partnership with the John Muir Family Medicine Residency Program, Contra Costa Health Services Healthcare for the Homeless, Village Community Resource Center, RotaCare Pittsburg and St. Vincent de Paul.
- Engage John Muir Family Medicine Residents with Contra Costa Health Services Coordinated Outreach, Referral and Engagement (CORE) program to provide basic health services and connect individuals to secure housing.
- Connect individuals and families who are in recovery from alcohol and other drugs with safe, affordable housing through partnership with Support4Recovery.
- Provide unsheltered and low-income individuals with clothing, food and supplies in partnership with White Pony Express.
- Provide support to Trinity Center, which provides homeless adults with respite, food, shower and laundry facilities, clothing and food pantry, employment assistance and connection to Contra Costa County support services.

Food

- Provide youth with a workforce training opportunity at the Concord Bike Tent in partnership with Bike East Bay and Olympic High School.
- Engage youth at Dozier-Libbey Medical High School in a nutrition-based health education train-the-trainer program offered by Fresh Approach.
- Support Healthy and Active Before Five to increase community and family safety, and promote healthy eating and active play in children age 0 to 5.
- Support the Food Bank of Contra Costa and Solano's Community Produce Program and Alameda County Community Food Bank to provide access to fresh produce for low-income families in Contra Costa County.

Community and Family Safety

- Contribute to Alliance to End Abuse as a health system partner in collaboration with Contra Costa County and the Public Health Institute to create a blueprint of violence prevention.
- Provide intervention and referrals to trauma victims in order to support youth directly impacted by intentional violence with JMMC-WC's Beyond Violence program in partnership with Center for Human Development, RYSE Center and One Day At a Time.
- Engage with Planting Justice and Borderlands to implement Restorative Justice practices with local schools to create healthy, equitable and caring school communities that prevent and address behavioral disruption in a non-punitive way.
- Support Monument Crisis Center to serve low-income families and individuals through dynamic service programs focused on providing nutritious food, education, general assistance and referrals in an effort to alleviate poverty.
- Support Contra Costa Crisis Center programs that center on keeping people alive and safe, helping them through crises, and providing or connecting them with culturally relevant services in the community.
- Support Contra Costa County Family Justice Centers (Richmond, Concord and Antioch) to provide a one-stop multi-service center for victims of domestic and sexual abuse, human trafficking and elder abuse by offering counseling, assistance with legal issues, housing, emergency shelter, and employment.

Anticipated Impact:

- Increased number of individuals sufficiently housed and provided with clothing, food and necessary supplies.
- Increased job placement for youth and low-income individuals.
- Increased access to healthy food and exercise opportunities.
- Fewer intentional physical injuries and improved youth resiliency.

Planned Collaborators:

- | | |
|---|------------------------------------|
| • Alameda County Community Food Bank | • Fresh Approach |
| • Alliance to End Abuse | • Healthy and Active Before Five |
| • Bike East Bay | • Monument Crisis Center |
| • Center for Human Development | • One Day At a Time |
| • Contra Costa Crisis Center | • Olympic High School |
| • Contra Costa Health Services | • Planting Justice and Borderlands |
| Healthcare for the Homeless | • Respite Center |
| • Dozier Libbey Medical High School | • RYSE Center |
| • Family Justice Center | • Support4Recovery |
| • Food Bank of Contra Costa and Solano County | • Trinity Center |
| | • White Pony Express |

6. Community Health Needs that JMH Does Not Intend to Address

John Muir Health recognizes the importance of each of the prioritized community health needs. However, John Muir Health's experience is that our investments could have the most impact on community health by focusing resources on the selected community health needs. Therefore, the Community Benefit Oversight Committee decided to address the community health needs that are aligned with our mission, leverage John Muir Health's expertise, and have feasible interventions and partners for scalable impact.

The selected health needs do not represent everything John Muir Health does to improve community health. For those needs not selected, generally, John Muir Health does not have the expertise or capacity to address the need; however, there are areas of overlap with current Community Benefit strategies. For example, while healthy eating and active living was not explicitly selected as a prioritized need, John Muir Health will support efforts to promote healthy eating and active living by focusing on economic security, which includes reducing food insecurity. In addition, while transportation was not chosen, John Muir Health will support transportation initiatives that decrease isolation among vulnerable seniors and increase access to health and support services among vulnerable individuals.

As demonstrated, John Muir Health will continue to be a part of the dialogue and will look for collaboration opportunities related to the following health needs that John Muir Health does not intend to directly address with the majority of our Community Benefit resources:

- Education and Literacy
- Healthy Eating/Active Living
- Transportation and Traffic
- Climate/Natural Environment

7. Conclusion

John Muir Health collaborated with other local health systems to meet the requirements of the federally required CHNA and Implementation Strategy by pooling expertise, guidance, and resources for a shared assessment. By presenting the findings to local experts for input, John Muir Health was able to appropriately strategize how to address the top selected health needs in partnership with community members and community organizations.

John Muir Health remains dedicated to being a leader and partner in building a healthier community. By listening, engaging in dialogue and collaborating with our community, John Muir Health is committed to creating a network of health and wellness services and support.

This 2019 Community Health Implementation Strategy was adopted by John Muir Health's Board of Directors on December 11, 2019.

Next Steps for John Muir Health:

- CHNA and Implementation Strategy adopted by our board and made publicly available on our website by December 31, 2019.²
- Monitor community comments on the CHNA report (ongoing).

² <https://www.johnmuirhealth.com/about-john-muir-health/community-commitment.html>

8. Appendix

Appendix 1: John Muir Health Community Benefit Oversight Committee

Name	Title/Affiliation	Role/Voting
Kathleen Odne*	Board of Directors	Chair, <i>voting</i>
Anne Grodin*	Board of Directors	Member, <i>voting</i>
Michael Levine, MD	JMH Association	Member, <i>voting</i>
Donna Coit	Community Member	Member, <i>voting</i>
Taejoon Ahn, MD*	President, John Muir Medical Group	Member, <i>voting</i>
Patrick Carew	President, John Muir Health Foundation	Member, <i>voting</i>
Stephanie Merrell	Director, Community Health Improvement	Staff, <i>non-voting</i>
Jamie Elmasu	Manager, Community Health Improvement	Staff, <i>non-voting</i>
Irving Pike, MD	Chief Medical Officer	Member, <i>voting</i>
George Sauter	Chief Strategy Officer	Member, <i>voting</i>
Mike Thomas	EVP and Chief Transformation Officer	Member, <i>voting</i>
Chris Pass	SVP and Chief Financial Officer	Member, <i>voting</i>
Cindy Bolter	Chief Nursing and Operations Officer, Behavioral Health Center	Member, <i>voting</i>
Jeremey Fish, MD	Director, Family Medicine Residency Program	Member, <i>voting</i>
Ann Orders	Executive Director-Population Health Care Mgt and Continuum Svs	Member, <i>voting</i>
Ashley Georgian	Director, Government Relations	Member, <i>voting</i>
Melissa Gerdes, MD	Executive Medical Director-Clinical Effectiveness and Integration	Member, <i>voting</i>
Anne Marie Taylor	External Relations Director, FD Foundation	Member, <i>voting</i>
Sally Davis, MD	JMH Foundation Board of Directors	Member, <i>voting</i>
Elizabeth Iten, MD	John Muir Medical Group Family Medicine, JMMG Family Medicine	Member, <i>voting</i>
Chi Perlroth, MD	JMH Board of Directors, Chair of Department of Emergency Med.	Member, <i>voting</i>
Kim McCarl	Manager, Public Affairs	Member, <i>voting</i>
Kara Mitzel	Director, Foundation and Corporate	Member, <i>voting</i>
Ben Drew	Director, Corporate Communications	Member, <i>voting</i>

*Member of the John Muir Health Board of Directors