2019 Community Health
Needs Assessment

Implementation Plan

UCDAVIS HEALTH | **MEDICAL CENTER**

Table of Contents

Introduction

UC Davis Medical Center, part of UC Davis Health, is a comprehensive academic medical center where clinical practice, teaching and research converge to advance human health. Centers of excellence include the National Cancer Institute-designated UC Davis Comprehensive Cancer Center, the region's only level I pediatric and adult trauma centers; the UC Davis MIND Institute, devoted to finding treatments and cures for neurodevelopmental disorders; and the UC Davis Children's Hospital. The medical center serves a 33-county, 65,000 square mile area that stretches north to the Oregon border and east to Nevada. It further extends its reach through an award-wining telehealth program, which provides remote, medically underserved communities throughout California unprecedented access to specialty and subspecialty care.

Background

As mandated by the Patient Protection and Affordable Care Act (ACA), all nonprofit hospitals must conduct a Community Health Needs Assessment (CHNA) every three years and adopt an implementation plan strategy to meet the community health needs identified through the CHNA. The CHNA must define the community served by the hospital, solicit input from broad interests of the community, assess the health needs of the community, prioritize those health needs, and identify potential measures and resources available to address the health needs.

UC Davis Health has more than a 20-year tradition of working with other local nonprofit health systems to develop a collaborative CHNA process reflective of the greater Sacramento region. An outside firm, Community Health Insights, conducted the CHNA and identified the most prevalent community health needs. These findings in the companion document, UC Davis Health 2019 Community Health Needs Assessment, and the report serves as the basis for this implementation plan.

The UC Davis Medical Center Hospital Service Area (HSA) is the 55 ZIP codes which make up Sacramento County, California. The HSA was determined by analyzing discharge data where it was determined that more than 60% of all inpatients were Sacramento County residents.

Summary of Community Health Needs Assessment

The objective of the 2019 CHNA was to provide UC Davis Health with the following necessary information:

To identify and prioritize community health needs and identify resources available to address these health needs, with the goal of improving the health status of the community at-large and for specific locations and/or populations experiencing health disparities.

The data used to conduct the CHNA were identified and organized using the widely recognized Robert Wood Johnson Foundation's Community Health Rankings model. This model of population health includes many factors that impact and account for individual health and well-being. A defined set of data collection and analytic stages were developed, including the collection and analysis of both primary and secondary data. Qualitative data included interviews with community health experts, social service providers, medical personnel and focus groups with community residents across the county. In addition, communities of concern were used to provide a place-based lens within the HSA that have the greatest concentration of poor health outcomes and are home to more medically underserved, low-income, and populations at greater risk for poorer health.

List of Prioritized Significant Health Needs

The following is the list of significant health needs for the UC Davis Health HSA in prioritized order:

1) Access to Quality Primary Care Health Services

2) Access to Mental, Behavioral and Substance-Abuse Services

3) Access to Basic Needs, such as Housing, Jobs and Food

4) System Navigation

5) Injury and Disease Prevention and Management

6) Safe and Violence-Free Environment

7) Active Living and Healthy Eating

8) Access and Functional Needs – Transportation and Physical Disability

9) Cultural Competence

10) Access to Specialty and Extended Care

Communities of Concern for the UC Davis Hospital Health Service Area

Communities of Concern are geographic areas that have the greatest concentration of poor health outcomes and are home to more medically underserved, low-income and diverse populations with historically greater risk for poorer health. Communities of Concern are important in the overall CHNA methodology, because they allow for a focus on those portions of the region likely experiencing the greatest health disparities.

Communities of Concern were identified through a combination of primary and secondary data. ZIP codes were examined to determined if: 1. They were previously identified as a Community of Concern in the 2016 CHNA; 2. They intersected a census tract that had a high vulnerability value; and, 3. They had high mortality rates compared to others in the region. This secondary data analysis was combined with primary data to identify the following Communities of Concern.

ZIP CODE	COMMUNITY/AREA*	POPULATION
95660	North Highlands	34,303
95815	North Sacramento	25,206
95838	Del Paso Heights	37,286
95841	Arden Arcade, North Highlands	19,890
95842	Arden Arcade, North Highlands, Foothill Farms	32,184
95608	Carmichael	60,199
95610	Citrus Heights	44,711
95670	Rancho Cordova	52,277
95821	Arden Arcade, North Highlands	35,530
95825	Arden Arcade, North Highlands	33,385
95827	Rancho Cordova, Rosemont	20,382
95811	Downtown Sacramento	6,711
95814	Downtown Sacramento	10,487
95817	Oak Park	13,918
95820	Oak Park, Tahoe Park	35,869
95822	South Sacramento	44,724
95823	South Sacramento	76,478
95824	South Sacramento	30,225
95828	South Oak Park, South Sacramento	60,884
Total Population in the Communities of Concern		**676,649**
Total Population in the HSA		**1,479,300**
Percent of the HSA		**46%**

Source: 2012-2016 American Community Survey 5-year estimates; U.S. Census Bureau

Criteria Determining the Significant Health Needs to be Addressed

As a public research university and academic health system, UC Davis Health has a mission to serve the community at-large, the residents of California and the nation. Governed by the Board of Regents of the University of California, UC Davis Health is a steward of the public trust. Therefore, in assessing and prioritizing the health needs of the community, UC Davis Health is obliged to take a broad, society view that incorporates public health goals into its planning process. UC Davis Health examined the significant health needs and applied the following criteria to identify the health needs to be addressed:

1) Ability to address broadly the social determinants of health and equitable delivery of health care;

2) Commitment to teaching and research missions;

3) Organizational capacity;

4) Community role as a safety net provider;

5) Acknowledged competencies and expertise; and

6) Ability to leverage established relationships, existing programs, services, and resources.

The mission, strategic initiatives, and community input further determined the significant health needs to be addressed and upon which the implementation plan is built. UC Davis Health evaluated each of the health needs and concluded it would address seven health needs. The plan is detailed below.

CHNA Implementation Plan Priority Needs and Specific Areas to Address

For each significant health need UC Davis Health plans to address, the objectives are listed along with key programs and collaborations it plans to commit to in the next three years.

Significant Need #1: Access to Quality Primary Care Health Services

The CHNA revealed that issues related to primary care services remains challenging in the Sacramento region. The CHNA noted that health insurance, medications and other out of pocket costs are too expensive, providers and clinics are difficult to find and wait times for appointments are long. In addition, extended clinic hours were identified as a need and additional mobile clinic capacity should be explored.

To meet this need, UC Davis Health will focus on deploying resources to support the region's community health clinics and patient navigation services that assist community members with access health care services, coverage and other services.

Key objectives include:

- Increase access to primary care through partnerships with community-based clinics;
- Facilitate referrals to primary care, insurance coverage and other appropriate services; and
- Increase education of community members regarding access to primary care.

UC Davis Health will focus on the following strategies and programs to address access to quality primary care health services:

- Expand primary care services by supporting the region's Federally Qualified Health Centers (FQHCs);
- Support programs that train physicians and other health care providers who provide primary care in the community;
- Support local organizations dedicated to addressing primary and access to related services;
- Conduct research focused on workforce needs unique to underserved communities; and
- Provide employee volunteers at local community-based organizations.

The anticipated impact of these actions will be to:

- Increase the availability, access and quality of primary and preventive care services;
- Expand partnerships with community-based organizations and presence at community events that assist vulnerable and at-risk communities;
- Reduce the percentage of community members who delay obtaining needed medical care; and,
- Increase compliance with preventive care recommendations.

To address access to quality primary care, UC Davis plans to collaborate with:

- Sacramento County Primary Care Center;
- One Community Health;
- Elica Health;
- Sacramento Native American Health Center;
- CommuniCare;
- Sacramento Covered;

- Kaiser Permanente; and

- Local community-based organizations that provide primary care navigation, coverage assistance, and other support services for vulnerable and at-risk communities.

Commitments to increase availability and access to quality primary care services include, but are not limited to, the following:

Partnerships with Federally Qualified Health Centers

UC Davis Health provides primary care services in the FQHC network in the Sacramento region. UC Davis Health physicians, nurse practitioners and residents from internal medicine, family medicine, pediatrics and psychiatry provide care to anyone who needs it, mostly Medi-Cal beneficiaries and uninsured community members at the Sacramento County Primary Care Center. In addition, physicians assist in clinic management and, recently, UC Davis Health expanded the scope of services provided at the clinic. UC Davis Health will continue to work with Sacramento County and explore ways to expand this partnership.

Founded as a clinic to treat HIV/AIDS patients, One Community Health is now dedicated to providing primary and specialty health care. In partnership with the clinic, UC Davis Health infectious disease physicians care for many of the more than 1,800 HIV-infected patients in the Sacramento area. UC Davis Health also provides faculty physician support through family and internal medicine and is planning to expand in the coming academic year. UC Davis Health also recently started a specialized wound care training program for nurse practitioners, nurses and physicians assistants at the clinic.

Sacramento Native American Health Center (SNAHC) is committed to enhancing quality of life by providing a culturally competent, holistic and patient-centered continuum of care and by partnering with more than 40 community-based organizations to enhance access to social and other service programs. Through the partnership with SNAHC, the Department of Pediatrics faculty and residents currently see more than 1,600 unique pediatric patients. In 2020, SNAHC will be opening a new clinic in South Sacramento, a community of concern identified in the CHNA. As such, UC Davis Health will work with SNAHC to explore ways to support the clinic. UC Davis Health also partners with CommuniCare, a Yolo County FQHC network that provides comprehensive health care services delivered by a dedicated team of providers and support staff through clinic sites and outreach programs. The chief medical officer is a UC Davis School of Medicine faculty member. Faculty members and residents provide care services at the West Sacramento clinic.

UC Davis Health will continue to explore new partnerships with these and other FQHCs in the region and support training opportunities for safety net clinic providers.

Support for programs training primary care physicians and other health care providers

The UC Davis Health departments of Internal Medicine, Family and Community Medicine and Pediatrics offer educational opportunities for medical students, residents and post-doctoral professionals. Faculty committed to resident education and training and opportunities for providing diverse patient care make UC Davis an ideal place to train. These departments will continue to expand training opportunities in the region's FQHCs. In addition, the Department of Internal Medicine will continue to support the following programs:

■ Transforming Education and Community Health (TEACH) – this highly successful training program is geared for residents interested in caring for the medically underserved, developing advocacy skills and becoming leaders in academic general internal medicine. The goal of the program is to improve access to high quality health services by training residents to provide well-coordinated, evidence-based, culturally humble primary care to underserved adults.

■ Accelerated Competency-based Education in Primary Care (ACE-PC) program – in partnership with Kaiser Permanente Northern California and with support from the American Medical Association, the UC Davis School of Medicine offers an innovative pathway for students committed to primary care careers. Rather than the traditional seven-year pathway to primary care practice, ACE-PC allows students complete their MD education in three years, enter a partner residency well prepared for internship and begin their primary care practices earlier.

Scholarships to UC Davis Medical School

Beginning with the 2019-2020 school year, UC Davis will be providing tuition scholarships for up to eight students to address the health care workforce shortage in California. Scholarships will be provided to applicants interested in and committed to improving the health of California's underserved communities.

UC Davis Center for a Diverse Healthcare Workforce

The center's mission is to lead research focused on recruiting, training and retaining a diverse health care workforce to advance health equity. Research focuses on the health care workforce needs unique to underserved communities and its impact on patients, communities and populations.

Elica Mobile Van

Elica Health is a network of ten community health centers in the Sacramento region that provides services for over 25,000 individuals. Every year, Elica serves more than 2,000 patients through their mobile medicine programs. In 2018, UC Davis Health provided financial support to Elica Health to purchase a second mobile health clinic. UC Davis Health providers will continue to participate as clinical volunteers on the mobile clinic and at various community events throughout the Sacramento region.

Sacramento Covered

UC Davis Health and the region's health systems support Sacramento Covered, a nonprofit organization dedicated to connecting individuals and families to the health coverage, primary and preventive care, and other health-related services they need to lead healthy lives. Sacramento Covered's team of health access specialists and community outreach workers provide in-person assistance across five counties and 15 neighborhoods in 13 different languages.

Significant Need #2: Access to Mental, Behavioral and Substance Abuse Services

Adequate access to mental health, behavioral heath and substance-abuse treatment is critical for population health. The CHNA revealed ongoing challenges with finding mental health providers and appropriate services. In addition, community members noted that the behavioral health and substance abuse delivery system in the region is difficult to access and extremely fragmented. Further, the CHNA noted that more services are needed for homeless individuals and families.

To meet this need, UC Davis Health will focus on deploying resources in community-based settings, support local initiatives for community members experiencing homelessness, and conduct research on interventions that can be applied in community settings. Key objectives include:

- Increase access to care through outpatient community-based programs;
- Increase support for services focused on vulnerable populations; and
- Enhance the education of community members regarding behavioral health.

UC Davis Health will focus on the following strategies and programs:
- Provide mental and behavioral health services in the community;
- Support physicians and residencies in behavioral health and continuing education programs for safety net providers;
- Conduct research on behavioral health and substance abuse; and
- Provide employee volunteers at local community-based events.

The anticipated impact of these actions will be to:
- Increase awareness of and treatment of mental health;
- Increase access and quality of mental health care and substance abuse services in the community; and
- Reduce the percentage of residents who delay obtaining needed behavioral health and substance abuse services.

To address this health need, UC Davis Health plans to collaborate with:
- Sutter Health;
- Dignity Health;
- Kaiser Permanente;
- Local community health clinics;
- Local community-based organizations and partners;
- Local homeless service providers;
- City and County of Sacramento;
- Sacramento Covered;
- Turning Point; and
- Mustard Seed School/Loaves and Fishes.

Commitments to increase access to mental health, behavioral health and substance abuse services include, but are not limited to, the following activities:

Mental Health and Homelessness

UC Davis Health, in partnership with the County of Sacramento, is exploring the feasibility of developing an initiative focused on providing a bundle of services, including a continuum of inpatient and outpatient medical, mental health, substance abuse services and other wrap around services.

Behavioral Health Providers in Community Settings

UC Davis Health's Department of Psychiatry and Behavioral Sciences will continue to deliver psychiatry care services at Sacramento County-run facilities, including the Adult Psychiatric Support Services Clinic, Mental Health Treatment Center, the Mental Health Urgent Care Clinic and the SacEDAPT Clinic.

Child and Adolescent Psychiatric Services (CAPS) Clinic

Through a partnership with Sacramento County, UC Davis clinicians and staff provides psychiatric assessments, medication management, psychological testing and mental health services to children and youth who are Medi-Cal beneficiaries or have other public insurance.

Physician Residencies in Behavioral Health

The Department of Psychiatry and Behavioral Sciences offers extensive educational opportunities for medical students, residents and post-doctoral professionals. UC Davis is one of only two programs in the nation to have both family medicine and internal medicine/psychiatric training programs, and all of these residents will continue to train and provide services in community-based settings.

Interim Care Program (ICP)

UC Davis Health will continue to support the Interim Care Program, a collaborative of the four health care systems and WellSpace Health. ICP provides respite-care, case management and other services for homeless patients discharged from hospitals. In 2018, the ICP program provided:

- 7,335 case management services;
- 12,507 service referrals; and
- 167 participants were housed in permanent or temporary housing after exit from the ICP program.

Bender Court Crisis Program

UC Davis Health will continue to support the Bender Court Crisis Program, a six-bed short-term crisis residential program that is operated in partnership with Turning Point Community Programs. Bender Court provides support for adults experiencing a mental health crisis, averting the need for psychiatric hospitalization, and offers a safe, short-term and supportive environment for individuals experiencing mental health challenges with the goal of symptom stabilization.

Fostering Secure Placements for Traumatized Children in Transition project

Working in partnership with Sacramento County, UC Davis Health provides assessment services and preventive interventions to children ages 1-5 years old who have entered a new foster placement in the previous 60-90 days. The goals of the interventions are to increase foster care placement stability, reduce trauma-related symptoms in children and provide appropriate referrals.

Resources, Education, Advocacy and Counseling for Homeless Families

UC Davis Children's Hospital's crisis therapists provide onsite services to homeless children at the Mustard Seed School and Bannon Street Shelter. The program works with its partners to identify needs of children with social skills, crisis counseling and mental health services, as well as screening for symptoms of trauma.

UC Davis/UC Irvine Train New Trainers Primary Care Psychiatry (PCP) Fellowship

This is a year-long clinical education program for primary care-oriented trainees and providers who wish to receive advanced training in primary care psychiatry. UC Davis Health will provide up to five tuition scholarships/year for providers from the Sacramento FQHC network.

Center for Health Disparities

Founded in 2004, the center takes a multidisciplinary, collaborative approach to addressing inequities in health and mental health access and care. The center has published numerous reports to help guide the mental health care of diverse communities. The center will begin a project that will engage underserved communities as partners in prevention and early intervention efforts to reduce mental health disparities.

Behavioral Health Center for Excellence

Founded in 2014, in collaboration with UCLA, the center leverages its clinical, research and educational expertise, partnerships with the Sacramento and surrounding communities, and proximity to stakeholders and policymakers in the Capitol to further enhance our contribution to the mental health and well-being of our communities. The center supports a variety of research projects focused on vulnerable communities.

Significant Need #3: System Navigation

System navigation refers to an individual's ability to traverse fragmented health and social services systems in order to receive the necessary benefits and supports to improve health outcomes. The CHNA found that people are unsure where to start or are unaware of what they are eligible for and need assistance in navigating the complex health and human services systems. In addition, the CHNA noted that navigation is further complicated by the confusing and complex language of health care.

To meet this need, UC Davis Health will focus on supporting community-based organizations that help vulnerable populations with system navigation and integrate appropriate services within the health system. Key objectives include:

- Improve appropriate referrals to health care and other social service supports;

- Enhance access to and coordination of care through community-based efforts; and

- Increase support for services focused on vulnerable populations.

UC Davis Health will focus on the following strategies and programs:

- Provide patient navigation services within the health system;

- Support community-based organizations that provide system navigation and enrollment support services for vulnerable communities; and

- Support community-wide projects and initiatives.

The anticipated impact of these actions will be to:

- Increase public awareness of available public programs addressing health care coverage, primary care access and related social services;

- Improved care coordination for community members experiencing homelessness; and

- Enhance capacity of community-based programs.

To address this health need, UC Davis Health plans to collaborate with:

- Sacramento County Health Center;

- Sacramento Covered;

- Hope Cooperative;

- HealthNet;

- River City Medical Group; and

- City and County of Sacramento.

Commitments to assist community members navigate the health care and social services delivery systems include, but are not limited to the following activities:

Sacramento County Primary Care Center

Since 2006, UC Davis Health physicians, nurse practitioners and residents have been providing care to anyone needing care, mostly Medi-Cal beneficiaries and uninsured community members at the center. UC Davis Health will continue to work in partnership with the health center to bolster resources to address the social determinants of health, including increasing connection to housing, food, immigration services, insurance coverage and enrollment to social supports.

Patient navigation services in the hospital

Patient navigation plays a crucial role in improving health outcomes for underserved populations. By addressing many of the disparities associated with language and cultural differences and barriers, patient navigators can foster trust and empowerment within the communities they serve. In addition to the patient navigators from Sacramento Covered help all patients in the emergency department, regardless of insurance status, UC Davis Health supports navigators from Health Net, a Medi-Cal managed care plan and River City Medical Group, the largest Independent Physician Association in Sacramento County. In addition, UC Davis Health recently expanded its capacity to provide substance abuse services in the hospital. Certified drug and alcohol counselors in the hospital customize treatment plans for patients and connect them with local programs and resources.

Pathways to Health + Home

The City of Sacramento's Whole Person Care pilot program seeks to improve the health, quality of life and housing stability through an integrated system of care, case management and system navigation for individuals experiencing or at-risk of experiencing homelessness. UC Davis Health will continue to participate in this pilot program until its conclusion in December 2020.

Triage Navigator Program (TNP)

In partnership with Sacramento County and Hope Cooperative, the Triage Navigator Program serves community members who are experiencing a mental health crisis resulting in functional impairment that interferes with primary activities of daily and independent living. Triage Navigators are placed in hospital emergency departments, including UC Davis Medical Center, as well as the county jail and Loaves and Fishes, to assist patients in accessing outpatient mental health services and resources.

Significant Need #4: Injury and Disease Prevention and Management

Efforts aimed at injury and disease prevention are powerful vehicles to improve community health. Prevention efforts focus on reducing cases of injury and managing infectious and chronic disease. The CHNA found that community members would like to see more efforts dedicated to preventive care services and ways to expand health, nutrition and related education to help keep people healthy.

To meet this need, UC Davis Health will support initiatives that expand the knowledge of community members and support programs that improve disease prevention and management. Key objectives include:

- Increase the knowledge of high-risk populations on ways to manage chronic diseases;

- Provide educational resources to high-risk and other vulnerable communities;

- Increase the use of safety equipment and knowledge of preventing childhood injuries; and

- Provide resources for community providers and members experiencing cancer-related illness, asthma and diabetes.

UC Davis Health will focus on the following strategies and programs to address injury and disease prevention and management:

- Develop programs that reduce the cancer burden;

- Support trauma prevention programs;

- Support programs that train physicians and other health care providers in disease prevention;

- Support local cancer, asthma and diabetes nonprofit organizations that provide education and outreach activities;

- Conduct research on violence prevention; and

- Provide employee volunteers at local community organizations.

The anticipated impact of these actions will be to:

- Increase the identification and treatment of cancer;

- Increase the public awareness of cancer prevention strategies;

- Increase awareness of injury prevention activities; and

- Contribute to the literature on interventions that decrease unintended injuries.

To address this needs, UC Davis Health plans to collaborate with:

- Oak Park Neighborhood Association;
- Black Child Legacy Campaign;
- Health and Life Organization (HALO), an FQHC
- Greater Sacramento Urban League;
- WellSpace Health;
- American Cancer Society;
- Cancer Care Network; and
- UC Davis Health Cancer Care Network.

Commitments to enhance injury and disease prevention in the community include but are not limited to, the following activities:

Support for local cancer, cardiac, asthma and diabetes nonprofit organizations

UC Davis Health funds local nonprofit organizations that provide health education and outreach programs in the Sacramento region.

UC Davis Health-HALO Partnership

UC Davis Health cancer specialists will continue to work with Health and Life Organization (HALO), a community health clinic, to enhance cancer prevention, screening, detection and specialty oncology care for Asian Americans, Native Hawaiians and Pacific Islanders in Sacramento.

UC Davis Comprehensive Cancer Center

The center is the only National Cancer Institute-designated center serving the Central Valley and inland Northern California. Initiatives include, but are not limited to:

- **Conducting community-based and clinically-linked interventions to reduce the cancer burden —** The cancer center's approach is multi-faceted and includes the establishment of population-centered programs by racial/ethnic groups and a tobacco-cessation program that addresses all groups. Additionally, the center is addressing specific cancer-risk reduction efforts, including a campaign to increase lung cancer screening among African Americans, eliminating perinatal transmission of the hepatitis B virus, the principal risk factor for liver cancer among Asian Americans, conducting a pilot study to increase participation of non-Hispanic white women in breast cancer clinical trials, and collaborating with a Native American/rural clinic in promoting HPV vaccination among youth.

- **Sacramento Citywide Oncology Program (SCOPE) —** Providing the capabilities necessary to translate emerging medications from the laboratory to the patient, the UC Davis Comprehensive Cancer Center is the only institution in the Sacramento region with the infrastructure necessary to conduct rigorous early-phase clinical trials. To fulfill its mission of reducing mortality from advanced cancer, UC Davis Health launched SCOPE, a community alliance of physicians providing cutting-edge cancer treatments in the region. Along with physicians from Kaiser Permanente, Sierra Hematology Oncology, Sutter Medical Foundation and patient advocates, the collaborative continues to seek ways to improve advanced cancer care and bring novel therapies directly to patients who need them.

Health Management and Education programs

The Health Management and Education program offers more than 20 self-management classes and services to UC Davis patients. Classes focus on chronic conditions or wellness and aim to help empower participants to improve health outcomes.

Training for community health providers

The UC Davis Pain Management Center is an advanced center for the evaluation and treatment of all forms of pain. The center offers a 10-month multidisciplinary program for providers who wish to become expert clinicians and teachers in primary care pain management. UC Davis Health will continue to provide scholarships to providers in the Sacramento regional FQHC network who wish to participate in the program.

Trauma Prevention Programs

The UC Davis Trauma Prevention Program supports child and adolescent injury prevention efforts in the Sacramento region. Programs include:

- **Child passenger safety —** in collaboration with community partners, the program provides car seat education classes, installation events and inspection stations for parents and caregivers.

- **Helmet Safety —** the program focuses on increasing helmet use among children who ride bikes, scooters, skateboards, and skates.

- **A Matter of Balance —** a senior fall prevention program designed to reduce the fear of falling and increase activity levels among older adults who are less active.

- **Hospital Based Violence Intervention Program —** a free service for patients aged 13-26 who were injured by violence, this program provides intensive case management to help patients with healing mentally and emotionally.

Research on injury and disease prevention and management

UC Davis Health conducts a variety of community-based intervention research. Sample projects include studies focused on community-based interventions on mitigating cancers in underserved populations in Sacramento and understanding why racial minority groups fare worse than their counterparts when they get cancer. In addition, in 2017, the University of California Firearm Violence Research Center established at UC Davis is the first state-funded center for firearm violence research. The center is a multidisciplinary program of research and policy development focused on the causes, consequences and prevention of violence. Past work includes research on the social conditions that underlie violence, studies of the connections between violence, substance abuse and mental illness, and "What You Can Do," a program that offers specific strategies health care providers can use in their clinics to reduce firearm injury and death. In 2020, with new state funding, the center will expand its research and provide health professionals the clinical tools they need to assess patients for risk, provide counseling and intervene when necessary. Efforts will include comprehensive training for a wide range of California providers, including practicing physicians, mental health care professionals, physician assistants and other specialists. The center will guide providers in working with at-risk patients and conduct research to further identify gaps in knowledge and structural barriers that prevention counseling and other interventions that can reduce the threat of gun violence.

Significant Health Need #5: Active Living and Healthy Eating

Physical activity and eating a healthy diet are important for overall health. When access to food is challenging, many turn to unhealthy foods that are convenient and readily available. The CHNA found healthy foods were considered unaffordable and that food deserts were prolific in low-income communities. In addition, the CHNA found that community members wanted more nutrition education and classes on how to prepare healthy fresh foods.

To meet this need, UC Davis Health will support initiatives that expand the knowledge of community members in the region. Key objectives include:

- Promote access to healthy food choices;
- Increase physical activity among children and their families; and
- Increase knowledge and skills that promote healthy lifestyles and healthy food choices for children and families.

UC Davis Health will focus on the following strategies and programs that address active living and healthy eating:

- Provide educational programs that address food literacy;
- Support community-based farmers markets;
- Conduct research focused on ways to support healthy eating and active living in vulnerable communities;
- Assist local nonprofit organizations addressing food insecurity and active living; and
- Provide employee volunteers at local community-based organizations.

The anticipated impact of these actions will be to:

- Increase public awareness of healthy lifestyles and its impact on chronic disease prevention;
- Support individuals' abilities to access healthy food and prepare healthy meals; and
- Increase compliance with preventive care recommendations.

To address these issues, UC Davis Health plans to collaborate with:

- River City Food Bank;
- Food Literacy Center;
- Street Soccer USA; and
- Neighborhood Works.

Commitments to promote active living and healthy eating include, but are not limited to the following activities:

Support for community food banks

As Sacramento's oldest, continuously serving food bank, River City Food Bank's mission is to alleviate hunger in Sacramento County by providing emergency food and other assistance, offering referrals and promoting self-sufficiency. UC Davis Health will expand its support of the food bank's ability to provide assistance and services in Communities of Concern.

Education for students and youth

The Food Literacy Center teaches low-income elementary children cooking and nutrition to improve the health, environment and economy. Food Literacy Education for Elementary Students serves low-income, pre-K-6th graders who are most at risk due to lack of access to healthy food. UC Davis Health will continue to support these programs in Communities of Concern.

Support for organizations dedicated to supporting physical activity and underserved communities

Together with Sacramento Republic FC, UC Davis Health will continue to sponsor Street Soccer USA events. Street Soccer USA has transformed soccer from a sport into a vehicle for fighting poverty and building community. The organization has programs in 17 cities, including Sacramento.

The Farmers Market at UC Davis Health

The Farmers Market at UC Davis Health was created to provide access to local, fresh fruits and vegetables to patients, staff, students and neighbors close to the UC Davis Health campus. The market accepts Cal-Fresh payments and vendors donate leftover produce to help supply the student food bank on the UC Davis Health campus.

Oak Park Farmers Market

The Oak Park Farmers market features a diverse group of vendors selling locally produced and delicious fruits and vegetables, specialty plants and sprouts, breads, cheese, tamales, fresh flowers and more.

Elmhurst-Med Center Community Garden

The Elmhurst-Med Center Community Garden includes 24 plots, an herb garden and fruit trees. UC Davis Health staff and students utilize plots to grow vegetables and donate the produce to local food banks and other nonprofits, including Ronald McDonald House. Local neighbors have access to half the plots to grow healthy produce.

Dietician community outreach and education

UC Davis Health participates in several activities and events that encourage and promote healthy eating habits. From speaking at community events to participating at health fairs, UC Davis Health's nutrition program will continue to provide nutrition education throughout the Sacramento region.

Research on active living and healthy eating

Obesity, and the resulting health consequences, continue to show up in the Communities of Concern in the CHNA. Influences include behaviors such as dietary patterns, physical activity, the food and physical activity environment, and nutrition education. An example is a study by the Institute for Population Health Improvement to understand the healthy eating, physician activity, mindfulness and meditation, and coping with stress interventions that improve the health of low-income mothers in the Sacramento region.

Significant Need #6: Cultural Competence

Cultural competence refers to the ability of those in health and human services to deliver services that meet an individual's social, cultural and language needs. The lack of cultural competence and humility has been identified as a common barrier to accessing services as individuals are reluctant to put themselves in situations where they may have limited communication capacities, experience discrimination or face a lack of appreciation of their cultural norms.

To address this need, UC Davis Health will support practices that remove barriers and improve access for patients accessing care at UC Davis Health. Key objectives include:

- Train staff within the health system;
- Ensure effective communication and language access; and
- Build partnerships with community organizations and members.

UC Davis Health will focus on the following strategies and programs that address cultural competence:

- Develop and incorporate new training activities in the health system and schools;
- Review and modify health system policies and procedures; and
- Research ways that ensure culturally competent care in health care delivery.

The anticipated impact of these actions will be to:

- Improve the health system's competence to serve communities more effectively and appropriately; and
- Increased engagement with community partners regarding cultural competency in the region's health care delivery system.

Commitments to enhance the health system's cultural competency include, but are not limited to, the following activities:

Training and Education

UC Davis Health will continue to develop and implement new training modules. Sample modules include LGBTQ+ Cultural Humility 101, Transgender Health 101, cultural humility in clinical environments and unconscious bias training. For example, more than 500 faculty members have undergone unconscious bias training. In addition, a required health equity curriculum is included in both medical and nursing school preparation. Over the past three years, graduating students have ranked above the 75th percentile nationally regarding their preparation to care for diverse populations.

UC Davis also hosts a monthly Diversity and Inclusion Dialogue series open to faculty, staff, students and community members to learn about and discuss issues critical to cultural humility, health equity and diversity/inclusion. UC Davis Health will develop and incorporate a Transgender Health module for medical students and participate in community activities such as the annual Improving OUTcomes Conference, which focuses on LGBTQ health care in the Sacramento region.

Starting in 2018, UC Davis established racial healing circle discussions that are open to all faculty, staff and students, as well as members of our neighboring communities. Subsequently, a cadre of UC Davis Health staff and community members were trained on how to lead these racial healing circles. In 2019, UC Davis Health also implemented a new curriculum for faculty to address cultural bias in the learning and clinical environment.

Review and modify health system policies

UC Davis Health will continue to identify and incorporate new ways to advance equity in the clinical care environment. Sample new practices include:

- Development and implementation of non-discrimination policies for patients and employees;

- Online access for patients to search for providers that self-identify, based on expertise and comfort level as "LGBT welcoming"; and

- Establishment of the Vice Chancellor LGBTQ+ Advisory Council that provides recommendations to help assess, plan, develop, implement, improve and refine efforts toward meaningful LGBTQ+ initiatives within UC Davis Health.

Center for Reducing Health Disparities

The mission of the UC Davis Center for Reducing Health Disparities is to promote the health and well-being of diverse communities by taking a multidisciplinary, collaborative approach to the inequities in health access and quality of care. The center's wide-ranging focus on health disparities includes projects focused on improving access, detection and treatment of mental health problems within the primary care setting, and achieving a better understanding of the co-morbidities of chronic illnesses.

Significant Need #7: Access to Specialty and Extended Care

Primary and specialty care go hand in hand. Without access to specialists, community residents often feel they are left to manage chronic diseases on their own. The CHNA found that community members had difficulty getting appointments and had long wait times to see specialists. They also noted co-pays as a barrier to care. Other themes included the need for more skilled nursing facilities, lack of custodial beds in nursing homes and the increasing cost of specialty drugs.

To address this need, UC Davis Health will support initiatives and programs that improve access to specialty care. Key objectives include:

■ Expand access to specialty services in community-based settings; and

■ Provide care and services to uninured community members.

UC Davis Health will focus on the following strategies and programs related to access to specialty care:

■ Develop and expand partnerships with community health clinics; and

■ Provide specialty care services to underinsured and uninsured community members.

The anticipated impact of these actions will be to:

■ Expand the availability of and access to specialty care services;

■ Enhance access to specialty consults and procedures for uninsured or underinsured community members; and

■ Decrease wait times for specialty care consults.

To address this health need, UC Davis Health plans to collaborate with:

■ Sierra Sacramento Medical Society;

■ Dignity Health;

■ Sutter Health;

■ Kaiser Permanente; and

■ Sacramento County Primary Care Center.

Commitments to expand specialty care include, but are not limited to, the following activities:

Specialty Services in Community Health Clinics

UC Davis Health provides robust specialty health care services and other forms of support for vulnerable populations. In addition to providing primary care services, UC Davis Health will continue to work with Sacramento County to convert the Sacramento County Primary Care Center to an FQHC that deploys a full range of UC Davis Health subspecialties.

Sacramento Physicians' Initiative to Reach out, Innovate and Teach (SPIRIT)

The SPIRIT program meets the health care needs of the community by recruiting and placing physician volunteers to provide free medical services to the region's uninsured. A collaborative partnership of the Sierra Sacramento Valley Medical Society, Kaiser Permanente, Dignity/Mercy Healthcare, Sutter Health, UC Davis Health and Sacramento County, SPIRIT coordinates specialty consults and surgical services for uninsured individuals at local hospitals and ambulatory surgery centers. In addition to funding for general operating support for the program, UC Davis Health providers will provide free specialty consults and procedures for the region's uninsured.

Issues not being addressed

UC Davis Health acknowledges the vast number of health needs that emerged from the CHNA process. UC Davis Health chose to address those areas where it could most effectively use its knowledge and resources to make an impact. For those three areas not being addressed — Access to Basic Needs, Safe and Violence Free Environment, and Access to Functional Needs — it was determined that addressing those needs were best served by others in the community who have the expertise, capacity and adequate resources. Accordingly, UC Davis Health will continue to support strong partners in the community to effectively address those needs.

Additional Investments That Address Community Health Needs

UC Davis Health is continually working to address health needs that impact the community through a variety of means. Efforts include:

- **Charity and Uncompensated Care –** UC Davis Medical Center and its faculty physician practice group have long provided most of the Sacramento region's unreimbursed and charity care for patients who are unable to pay or unable to fully pay for their health care. Historically, UC Davis Medical Center has provided over half of the region's indigent care, while serving only 13% of the region's patient population.

- **Economic Development –** individuals and families living above the federal poverty level is a key indicator of community health status. UC Davis Health generates thousands of jobs in the region and its kitchen, the region's largest farm-to-fork production kitchen, sources most of its food from within 250 miles of the medical center, providing fresh and nutritional food to its patients, while supporting the economic growth and vitality of the region. In addition, located on the UC Davis Health campus, Aggie Square will house business partners and community-based programs with UC Davis innovation and research to create a stronger and healthier shared community. Aggie Square will create a unique live/learn/work/play environment to foster collaboration and new public spaces with welcoming, accessible entry points that connects the university with its neighboring communities.

- **Education –** educational attainment is a key indicator of community health status. UC Davis Health leads, partners and promotes a wide variety of educational programs open to the community. In partnership with Kaiser Permanente, UC Davis supports Prep Medico, a residential pipeline program for freshmen and sophomore college students interested in becoming physicians, have demonstrated interest in serving Latino communities and are residents of Northern California or the Central Valley.

- **Community Financial Support –** UC Davis Medical Center has a formal sponsorship process in place to accept, review and award funding to local nonprofit organizations that meet the institutions criteria. In recent years, more than 200 organizations have benefitted from the medical center's commitment to the nonprofit sector, with more than $500,000 in direct financial support underwriting health and social services programs.

- **Employee, Faculty and Student Engagement –** employees participate in direct service to the community by donating time, goods and professional services to nonprofit organizations such as food banks, foster youth programs, schools and shelters for the homeless.

- **Research –** with more than 1,000 basic, translational and clinical studies underway, UC Davis Health is actively exploring the underlying cases of disease and illness, including the socioeconomic factors that influence health conditions. With more then $200 million in external research funding, the UC Davis Institute for Population Health, UC Davis MIND Institute, UC Davis Comprehensive Cancer Center, UC Davis Institute for Regenerative Cures and others are all leaders to help improve lives and transform health care.

Next steps

As an academic medical center and research institution, UC Davis Health is fundamentally committed to impact in the community. Continuous review of the CHNA implementation plan is a process that is active throughout the three-year period. For each of the health needs, UC Davis Health will work with community partners to strengthen existing services and where gaps exist, identify new collaborative initiatives to better serve at-risk and vulnerable communities.