



"Committed to Our Community"

Past, Present and Future

Community Benefit Report (2017-2019)
Community Health Improvement Plan (2020-2022)

EXECUTIVE SUMMARY

Mid-Columbia Medical Center is committed to the health care of our community and takes pride in the community benefit services we provide. These services include health education, public-assistance programs, and free and discounted services to vulnerable populations. As a mission-driven community healthcare system, we understand that our commitment to health and wellness extends beyond the walls of our hospital.

Community needs are assessed every three years through a collaborative effort conducted by a cohort of hospitals, community clinics, public health entities and community partners dedicated to the health and well-being of the residents of the Columbia River Gorge. This regional assessment assures the optimization of our area's health care and allows for a unique and powerful opportunity to cooperatively serve our community. Once this evaluation is completed, each participating organization is responsible for customizing their own individualized implementation plan that aligns with the identified needs and is consistent with their respective mission.

MISSION STATEMENT

To lead and act as a catalyst in promoting health for all people. To recognize the individual as a whole human being with different needs that must be enthusiastically met.

To communicate a vision of health, art, education, technology and a center for healing which will continually upgrade the quality of life in the community environment in which we all live.

VALUES

- The individual as a whole human being with unique and diverse interdependent physical, spiritual, emotional and social needs.
- Professionalism, respect, dignity and confidentiality in all interpersonal relationships.
- Environments that promote wellness, health and healing.
- The mind's influence and its importance on health and healing.
- The educational process that supports participation in health decisions through access to accurate and understandable information.
- Integrity, honesty and open communication in all relationships.
- Employees as partners, decision makers and ambassadors of our mission and values.
- Innovation by rewarding creative risk-taking in the pursuit of excellence.
- Leadership that exemplifies and promotes teamwork, flexibility, caring and commitment to innovation and excellence.
- Efficient use of resources through partnerships and strategic alliances that provide financial strength, high-quality care and services.

BACKGROUND

The history of Mid-Columbia Medical Center is one of community commitment. Serving the Gorge for over 100 years, MCMC has acted as a catalyst for new ideas, new services and new approaches to quality health care. Its anchor facility is a 49-bed hospital located in the heart of the Columbia River Gorge in The Dalles, Oregon. In addition to our hospital, MCMC is proud to offer residents full access to specialists from Oregon's renowned medical school through an innovative clinical collaboration with Oregon Health and Science University. MCMC is also the sponsor of the region's first and only Immediate Care Center which opened in the Spring of 2020. The Immediate Care Center further reflects MCMC's commitment and mission to look for new ways to provide easy access to care for our community.

In 1992, Mid-Columbia Medical Center became the first hospital in the nation to fully integrate the Planetree philosophy of care which emphasizes the need to address a person's intellectual, environmental, emotional and spiritual concerns in addition to their physical needs. This philosophy continues to impact the way we serve our patients and community members, and often takes us outside the walls of our hospital.

OUR COMMUNITY

Located in Wasco County with a population of 26,505, MCMC serves a wide geographic area of rural north-central Oregon along the Columbia River. In addition to Wasco, other service areas include Sherman and Gilliam counties in Oregon and Klickitat County in Washington for a combined population total of 52,214. Median income and ethnic demographics vary by geographic location. Census data from 2018 shows median incomes range from \$42,976 to \$50,973.

Wasco County has the largest ethnic diversity with a distribution that is 74.3% white, 18.4% Latino, 3.9% American Indian/Alaska Native and 1% other. Approximately 14.5% of the population lives below the poverty level.

In addition to the year-round population, The Dalles experiences a substantial influx of over 15,000 seasonal workers in support of the harvest of its agricultural economy.

See figure 1.1 in addendum.

FINANCIAL ASSISTANCE, UNINSURED AND UNDERINSURED

We recognize that the costs for medically necessary services are often unexpected and can create financial challenges. MCMC aims to provide high-quality, cost-effective health care services for every patient regardless of their ability to pay. In keeping with this philosophy, MCMC offers both charity care and a sliding-fee scale to qualifying patients. Full financial assistance will be provided to a patient/guarantor with household income less than 150% of Federal Poverty Guidelines. A patient/guarantor will be given partial financial assistance based

on his/her household income level up to 250% of Federal Poverty Guidelines based on the sliding scale.

For information on our Financial Assistance Program, visit <https://mcmc.net/for-patients-guests/financial-assistance/>.

Serving the Health Care Needs of Our Community

COMMUNITY BENEFIT HIGHLIGHTS 2017-2019

Over the past three years, MCMC has contributed over \$30 million in charity care and community benefit programs and activities. Below are highlights of some of the community benefit programs and projects MCMC hosted during that time. We share this report with you as testament to our mission as a nonprofit health care organization and our commitment to meeting the needs of the local residents we serve. From 2017-2019, MCMC:

- Hosted semi-annual **community health and wellness fairs** to directly address identified needs. These fairs provided the community with convenient and comprehensive education for numerous local health and social services.
- Worked closely with our **local school district** to both assess identified needs and promote equity in physical activity to help address the various health issues faced by today's youth. This includes identifying all physical activity opportunities of local youth and pinpointing disparities in which to focus our efforts.
- Formed a **pediatric obesity workgroup** to monitor and address patient obesity rates. This goes beyond the physical health of the patient and encompasses the habitual and mental factors that can attribute to one's weight. Childhood obesity is known to disproportionately affect children of lower socio-economic status, thus the county's 26% children-in-poverty rate (compared to 23% statewide) is another important consideration for our area.
- Hosted "Doc Talks" and other **free educational opportunities** to allow the community access to a variety of health care topics; giving them the information to make empowered decisions about their own well-being. We take education to many community forums, bringing health care to our patients where they feel most comfortable. Topics have included:
 - HPV and STIs in teens.
 - Nutrition and pain management.
 - Total joint replacements.
 - Fall prevention.
 - Coping with the blues.
 - Talking to your health care provider.
 - Shoulder injuries and physical therapy.
 - Urinary incontinence.
 - Over-use injuries.

- Provided **free athletic training services** to eight local middle and high schools. Our free services include injury prevention, triage, rehabilitation and concussion care. Our five full-time staff members dedicate their entire workload to keeping student athletes at these schools safe and healthy through the year-round sports season.
- Hosted a series of **free strength, conditioning and injury prevention camps** to area youth.
- Provided **school nursing services** at local elementary schools.
- Offered **nutrition programs** that provide in-depth support and education for diabetes and diabetes prevention as well as facilitating support groups for weight management and providing community education on various nutritional topics.
- Held free **Mommy Wellness classes**—an interdisciplinary program for pregnant and new mothers with children up to 2 years of age to provide education and exercise to promote healthy lifestyle habits for mother and child. Mommy Wellness targets low-income, minority and underserved women and their young children.
- Offered year-round, **free car seat and bike helmet evaluations and fittings** through our emergency department.
- Provided **mentoring and internship programs** designed to help train existing and future care providers such as pharmacy technicians, EMS technicians, medical assistants, health information management students, childcare providers, radiological technicians, nurses and rural health providers.
- Facilitated a variety of **support groups** on a regular basis, including:
 - Monthly stroke club.
 - Monthly family support classes.
 - Parkinson’s support group.
 - Pre- or borderline diabetes class.
 - Survivorship (post-cancer) support group.
- Trained full-time assisters to **help patients navigate the Oregon Health Plan enrollment process**. Responding to community needs, MCMC increased the number of on-site assisters from one to six.
- Conducted SOMOS: Serving Oregon’s Migrants by Offering Solutions. This annual program is designed to **assist migrant workers** in our community receive free health screenings and referrals as appropriate.
- Provided **free meeting facilities** for various charitable, civic and support groups.
- Encouraged **civic engagement**. We believe that volunteerism the heart of a connected community. Volunteering not only gives individuals a sense of purpose, but can even help lower stress and anxiety.
- Served as a proud **supporter of many local events** and/or a facilitator of various other health resources, such as:
 - Blood drives.
 - Migrant health services.
 - Health-based walk/runs.

- Health and wellness fairs.
- Bread and blessings.
- Support groups.
- Mentorship and internship programs.

In addition, our frontline staff, management team and hospital leadership personally give of their time and knowledge to participate in many local coalitions and boards to help advocate for the health of our community. These affiliations include:

- Columbia Gorge Health Council
- Clinical Advisory Panel
- Fit in the Gorge
- Food Coalition
- Health and Safety Advisory Council
- Oregon Association of Hospitals and Health Systems
- Oregon Solutions

Mid-Columbia Medical Center is proud to be a community hospital, driven by a mission of quality health care for all. We are dedicated to providing the services that address the unique needs of the community we serve.

COMMUNITY BENEFIT GOVERNANCE

In 2019, MCMC formed the Mid-Columbia Medical Center Community Benefit Committee, an advisory committee focused on leading community benefit initiatives both inside and outside the walls of the hospital. These activities include improving care and access for vulnerable populations, promoting community health, and engaging in research and education as driven by the Columbia Gorge Health Council's Community Health Assessment. MCMC's Community Benefit Committee consists of representation from our medical staff, nursing leadership, marketing and outreach, financial staff, outpatient clinics and other key staff who contribute to and influence the overall community benefit of our hospital. The Community Benefit Committee is responsible for ensuring that MCMC's strategic plan effectively addresses the specific health needs of our community as identified through the community health assessment; extending and strengthening MCMC's community benefit services; and championing community collaborations with appropriate government, nonprofit or other health care-related organizations.

COMMUNITY NEEDS ASSESSMENT 2019: SUMMARY OF PROCESS AND RESULTS

Community needs are assessed every three years through a collaborative effort conducted by a cohort of hospitals. The development of the 2019 community health assessment involved 17 cohort representatives from the region as well as participation from the Columbia Gorge Health Council's community advisory committee.

As part of this collaboration, public health data was compiled from various entities including the U.S. Census, Oregon and Washington Healthy Teens Survey, Oregon Health Authority Public Health Division Immunization Program data, and the Robert Wood Johnson Foundation County Health Rankings & Roadmaps program, among others.

Simultaneously, a community health survey was distributed to 2,500 area residents in the spring of 2019, using an address-based random sampling of residents. We received 373 responses with an additional 448 hand-fielded surveys from a variety of community events with the intent of reaching specific populations at higher risk of healthcare disparities.

This regional assessment assures the optimization of our area health care and allows for a unique and powerful opportunity to cooperatively serve our patients.

The cohort follows the Robert Wood Johnson Foundation (RWJF) Vision to Action framework. This framework reflects an equitable interdependence on social, economic, physical and spiritual factors that all create a healthy society.

IDENTIFICATION AND SELECTION OF SIGNIFICANT HEALTH NEEDS

Needs were identified through the community health assessment and the cumulative health data gathered. Needs that worsened over time—or were poorer than the state and/or national average—were prioritized along with needs that disproportionately affected vulnerable populations.

COMMUNITY HEALTH IMPROVEMENT PLAN PRIORITIES

The identified top focus areas throughout the seven-county region are:

- Housing.
- Food.
- Transportation and mobility.
- Equitable health care services.
- Equitable physical activity.
- Social connection and communication.
- Children and youth safety.

The full CHIP can be accessed here:

<https://static1.squarespace.com/static/5e7109f83cff1b7d10e22da6/t/5f121c8cd72bc729c955c2c9/1595022476435/Columbia+Gorge+Regional+2020+CHIP+Priorities+SUMMARY-+ENGLISH.pdf>

In response, the MCMC community benefit committee—in alignment with our mission and vision—has set the following focus priorities for the 2020-2022 community benefit cycle:

Priority 1: Access To Equitable Health Care Services

Focus on providing navigation and coordination for primary care, specialty care and mental health services. Provide timely care to patients when and where they need it. Ensure patients have affordable and adequate insurance coverage.

Priority 2: Social Determinants of Health

Address these barriers, which may include, but are not limited to: transportation, affordable housing and food insecurity.

Priority 3: Patient Empowering Education

Focus on providing education to help patients make informed and empowered decisions regarding their health and wellness including pain management, nutrition, healthy living and chronic disease prevention.

Priority 4: Chronic Health Conditions

Offer programs designed to reduce area obesity and diabetes rates.

NEEDS BEYOND THE HOSPITAL'S SERVICE PROGRAM

Some identified needs fall outside of the scope of MCMC's practice. So while MCMC itself is unable to address these, we are confident that now that they have been acknowledged – such as the need for dental care, for example – these needs will be appropriately addressed by one of our community partners.

COMMUNITY HEALTH IMPROVEMENT PLAN

This implementation plan is reliant on the health needs identified in the community health assessment. These strategies are subject to change in response to shifts in community health needs.

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ADDENDUM

Figure 1.1

