



KentuckyOne Health®
Flaget Memorial Hospital

Implementation Strategy FY 2017-19



Contents

Introduction	3
Forward	3
Executive Summary	3
Organization Description	4
Community Served.....	5
Geographic Area	5
Populations	5
Target Populations for Implementation Strategies	5
Significant Health Needs Identified in CHNA	6
Criteria Used to Identify Priorities	6
Final Priority Health Needs	7
Significant Health Need(s) Not Addressed	7
CHNA Infographic.....	8
Implementation Strategy Process.....	9
Development of Implementation Strategies	9
New Features of 2017-19 Reports	10
Strategies to Address Significant Health Needs.....	11
Alcohol and Drug Use.....	11
Tobacco Use	13
Community Safety.....	17
Graphic Representation of Implementation Strategies.....	21
Strategies According to Community Health Improvement Matrix: Alcohol and Drug Use	22
Strategies According to Community Health Improvement Matrix: Tobacco Use.....	23
Strategies According to Community Health Improvement Matrix: Community Safety	24
Next Steps	25
Adoption/Approval	25
References	25

Introduction

Forward

During 2015-2016, Flaget Memorial Hospital conducted its FY2017-19 community health needs assessment (CHNA) to support its mission to enhance the health of people in the communities it serves by identifying health needs in these communities and prioritizing the allocation of hospital resources to meet those needs. This Implementation Strategies document, developed from June-October 2016, serves as an accompaniment to that report by identifying the strategies which Flaget Memorial Hospital will employ from FY2017-19 to address the needs identified in the most recent CHNA. Additionally, the completion of this report and subsequent approval and adoption by the KentuckyOne Health Board of Directors complies with requirements mandated by the *Patient Protection and Affordable Care Act of 2010* and federal tax-exemption requirements.

Executive Summary

The implementation strategies process involved the following steps:

- The KentuckyOne Health Healthy Communities department created an inventory of hospital-level and system-level strategies that were already in place to address the applicable health needs.
- Flaget Memorial Hospital leaders reviewed the inventory, evaluated continuation of current strategies, and added additional strategies where appropriate.
- The Healthy Communities department consulted with KentuckyOne Health system-level leaders to include in the inventory applicable strategies occurring on behalf of all KentuckyOne Health hospital communities, including that of Flaget Memorial Hospital.
- A final list of appropriate strategies was prepared.
- The goals for addressing each identified health need are listed below. The strategies applicable to each goal detailed in the body of the Implementation Strategies report.
- Alcohol and Drug Use
 1. Address alcohol and drug use from a KentuckyOne Health system-wide approach, including working upstream to address mental health issues.
 2. Support local community organizations/chapters with a purpose of addressing alcohol and drug use.
- Tobacco Use
 1. Address tobacco use from a KentuckyOne Health system-wide approach.
 2. Align efforts with Flaget Cancer Center's triennial community health assessment (completed by KentuckyOne Health Cancer Care) to address the impact of cancer; this is a tertiary response to tobacco use.
 3. Support local groups and events that address cancer and support survivors.
 4. Improve tobacco cessation rates through community education and advocacy.
- Community Safety
 1. Address community safety from a KentuckyOne Health system-wide approach.
 2. Support local groups that promote community safety.
 3. Promote community safety through events and education.

4. Focus strategies toward youth that encourage being a productive, engaged participant in a non-violent community.
- This process for creating the Implementation Strategies was presented to the KentuckyOne Health Board of Directors for approval and adoption on October 26, 2016 as the active Implementation Strategies report through June 30, 2019 (FY 2017-19).
 - This report was made public and widely-available on or before November 15, 2016.

Organization Description

Flaget Memorial Hospital opened in 1951 as a result of the determination of the Sisters of Charity of Nazareth who pioneered the development of health care institutions in Kentucky. In 2005, Flaget Memorial Hospital moved into its current facility on a large campus so as to allow its expansion for many years to come. Today, it is a 52-bed hospital located in Bardstown, KY offering a full range of services including cancer care, orthopedics, women's care, weight loss surgery and primary care.

In 2010, the hospital opened the Flaget Cancer Center to better serve local residents. The center offers state-of-the-art radiation and medical oncology from professional, compassionate physicians and full support team. Additionally, the hospital's second and newest medical office building is houses Flaget Center for Orthopedics, Frazier Rehab at Flaget Memorial and primary care offices.

Flaget Memorial Hospital is part of KentuckyOne Health, one of the largest health systems in Kentucky with more than 200 locations including hospitals, outpatient facilities and physician offices, and more than 3,100 licensed beds. An 18-member volunteer board of directors governs KentuckyOne Health, its facilities and operations, including Flaget Memorial Hospital, with this mission:

- **Our Purpose:** To bring wellness, healing and hope to all, including the underserved.
- **Our Future:** To transform the health of communities, care delivery and health care professions so that individuals and families can enjoy the best of health and wellbeing.
- **Our Values:**
 - **Reverence:** Respecting those we serve and those who serve.
 - **Integrity:** Doing the right things in the right way for the right reason.
 - **Compassion:** Sharing in others' joys and sorrows.
 - **Excellence:** Living up to the highest standards.

Community Served

Geographic Area

For the purposes of our CHNA and IS reports, the community served by Flaget Memorial Hospital was defined as the geographic area from which a significant number of the patients utilizing hospital services resided. Inpatient discharge data for Flaget Memorial Hospital from July 1, 2014-June 30, 2015 (the latest fiscal year available as of data collection for the writing of the CHNA) shows that Nelson County was the county of residence for the largest concentration of patients, with 68.2% of patients living in Nelson County. Therefore, the service area for the community health needs assessment and this accompanying implementation strategy is defined as Nelson County.

Nelson County is home to the county seat of Bardstown, KY. Bardstown is located approximately 42 miles south of Louisville, which is Kentucky's largest city, in north-central Kentucky. The 2014 population estimate in Nelson County was 44,812. Counties boarding Nelson County include Anderson, Bullitt, Hardin, Larue, Marion, Spencer and Washington.

Populations

Understanding the population demographics of the community served by Flaget Memorial Hospital helped the hospital team understand characteristics unique to their community and can impact the identification of health needs. Notable for Nelson County in comparison to the Kentucky overall is the rate of population growth from 2010 to 2014, which is higher than the average growth rate for Kentucky. Detailed community information, including community demographics, can be found in Flaget Memorial Hospital's 2017-2019 CHNA.

Target Populations for Implementation Strategies

The target populations in the IS plan are described as applying to either the "Broader Community" or those "Living in Poverty" to correspond with federal community benefit reporting requirements. Additionally included is a "Vulnerable Populations" description for strategies targeting persons with disabilities; racial, cultural, and ethnic minorities; and the uninsured/underinsured. When only a certain age bracket is directly impacted by the strategy, we have specified teens, adults, children, infants, or seniors as the strategy's target population. Each strategy has at least one descriptor of its target population.

Significant Health Needs Identified in CHNA

Criteria Used to Identify Priorities

To achieve consistency across the KentuckyOne Health system and to identify opportunities for cross-hospital collaboration, we chose to identify our priorities as named in the Robert Wood Johnson County Health Rankings health factors.

The vast majority of health outcomes—measured by both length of life and quality of life—are determined by the health factors in these categories: social and economic factors, health behaviors, clinical care and the physical environment. These health factors represent what is commonly referred to as social determinants of health. The Robert Wood Johnson Foundation's County Health Rankings model illustrates the following:

- Social and economic factors account for 40% of a person's health outcomes and include these health factors:
 - Education
 - Employment
 - Income
 - Family and Social Support
 - Community Safety
- Health behaviors account for 30% of health outcomes and include these health factors:
 - Tobacco Use
 - Diet and Exercise
 - Alcohol and Drug Use
 - Sexual Activity
- Clinical care accounts for 20% of health outcomes and includes these health factors:
 - Access to Care
 - Quality of Care
- The physical environment accounts for 10% of health outcomes and includes these health factors:
 - Air and Water Quality
 - Housing and Transit

Each of the 13 health factors listed above was assessed on eight prioritization factors: magnitude, impact on mortality, impact on morbidity, trends, community input, strategic alignment, comparison to peer communities and common identification. Each health factor received a score of zero to four, with a four indicating the greatest need possible for that particular factor. The total score was the sum of all prioritization factors for that particular health factor, and the possible total score is 32.

In our efforts to address the health needs that heavily influence health outcomes, we created a system for ranking community health needs using a weighted scale to account for the measure of influence. The measure of influence is the percentage of effect that this category of health factors has on health outcomes. The weighted score was created by multiplying the total score for each health measure by the percentage of their influence on overall health. For example, tobacco use is a health behavior. If all eight prioritization factors added up to a total score of 21, we then multiplied this

total score by 30%—the measure of influence for a health behavior according the *County Health Rankings* model. This weighted score was compared against the other categories. The factors with the highest weighted scores were identified as community health needs for the community served.

This ranking system illustrates KentuckyOne's commitment to bringing wellness, healing and hope to all as we recognize the disproportionately negative impact of these social determinants on the health of the poor, vulnerable and underserved in our communities.

Final Priority Health Needs

In March 2016, the leadership team at Flaget Memorial Hospital gathered to review the Nelson County data and the aforementioned prioritization data. The team discussed each of the health measures and where they believed the hospital had the greatest capacity to make the most marked improvement. The areas below were chosen as the FY2017-2019 community health needs assessment priority areas:

- **Alcohol and Drug Use**
 - The data in the health needs prioritization chart showed alcohol and drug use to have the highest total score and the highest weighted score of all health measures assessed. As this issue continues to have increasing impact in Nelson County, the leadership team discussed the need to respond.
- **Tobacco Use**
 - The data in the health needs prioritization chart showed tobacco use to have the second highest total score and the second highest weighted score of all health measures assessed. The leadership team concluded that this issue continues to present itself as a major concern in the community and that the hospital had the capacity to address this health need.
- **Community Safety**
 - The data in the health needs prioritization chart showed community safety to have the fourth highest weighted score of all the health measures assessed. The leadership team discussed this health need in relation to the violence prevention work in which Flaget Memorial Hospital will be involved as increasing efforts for the KentuckyOne Health system focus on violence prevention work and as a recipient of a CHI Mission and Ministry Fund grant. The leadership team decided that community safety should be an area of focus due to the opportunity for effort as a result of this grant funding.

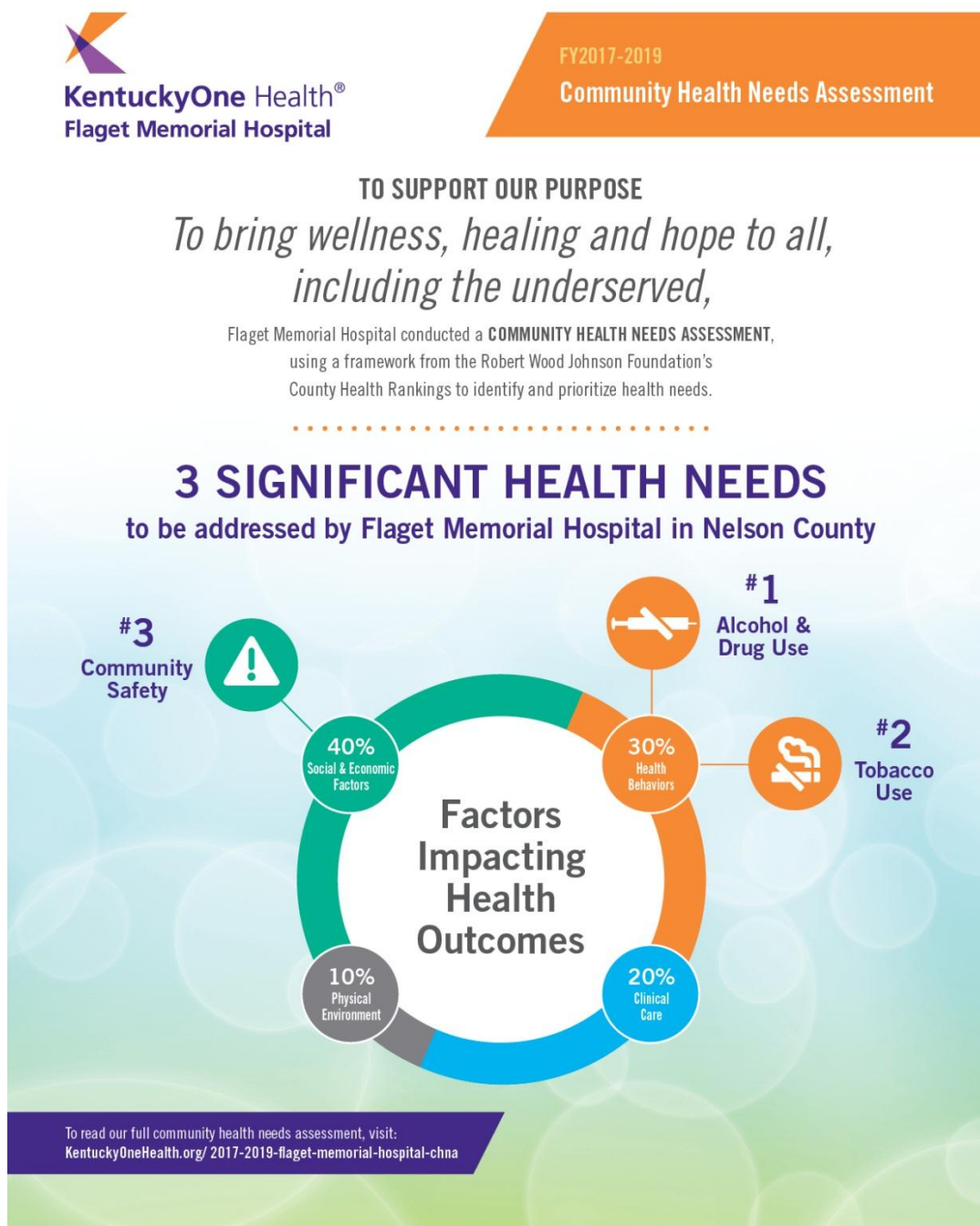
Significant Health Need(s) Not Addressed

The data in the health needs prioritization chart showed diet and exercise to be in the top three highest weighted scores of all the health measures assessed. The Flaget Memorial Hospital leadership team chose not to address this area due to capacity concerns. With three complex and multifaceted priorities already selected, the leadership team was concerned about scarcity of resources in addressing such a variety of health needs. However, the team did commit to continued support of programs related to diet and exercise that are already in place, such as Walk with a Doc.

CHNA Infographic

This infographic was developed for use in explaining the CHNA process and final priority needs to community members, stakeholders, and hospital personnel. A PDF of this infographic can be found here:

http://www.kentuckyonehealth.org/documents/CHNAs%20and%20Implementation%20Strategies/FMH_CHNA_Infographic_8.5x11_TP.pdf.



Implementation Strategy Process

Development of Implementation Strategies

During the development of the CHNA, there were many conversations at the hospital-level and at the KentuckyOne Health system-level about recognizing the many strategies already in place to address community need. It was vital to develop a thorough understanding of current strategies and determine where additional strategies were needed to respond to community need. Therefore, the first step in the implementation strategies report was for the KentuckyOne Health Healthy Communities (Population Health) team to create an inventory of hospital-level strategies that were already in place address the applicable health needs. This involved researching current strategies reported in CBISA (Community Benefit Inventory for Social Accountability—the community benefit reporting system used by KentuckyOne Health) and by garnering information from the hospital leadership team.

In August 2016, Flaget Memorial Hospital leaders met to review this inventory and evaluated it for their commitment to continuation of these strategies. Strategies that proved to be ineffective, inefficient, or did not demonstrate best practices were discussed to ensure resources were linked with proven strategies. Additional strategies were added per the leadership brainstorming session.

The next step in the implementation strategy process was reviewing system-level strategies that were occurring on behalf of Flaget Memorial Hospital. The KentuckyOne Health Healthy Communities team consulted with KentuckyOne Health system-level leaders to include in the inventory applicable strategies occurring on behalf of all KentuckyOne Health hospital communities, including that of Flaget Memorial Hospital. The system-level strategies were shared by leaders representing these KentuckyOne Health departments:

- Cancer Care
- Diversity and Inclusion
- Food and Nutrition Services
- KentuckyOne Health Foundations/KentuckyOne Health Grants Office
- Public Policy and Advocacy
- Strategy and Business Development
- WorkPlace Care

Related strategies from both the hospital-level and the system-level were grouped and overall goals were developed around the intended outcomes of the strategies. At least one goal is attached to each identified health need, with multiple strategies linked to each goal.

Each strategy is listed with a target population, action plan, committed resources, evaluation plan, and applicable external partners. The target population descriptors are listed earlier in this document. The action plan describes the goal of the strategy. The hospital resources detail what Flaget Memorial Hospital, and/or KentuckyOne Health on behalf of Flaget Memorial Hospital, will commit to the execution of the strategy. The evaluation plan is an outcomes-focused

description of how the strategy will be evaluated for impact on the health need it addresses. Any external partners involved in the strategy are also listed.

A final list of appropriate strategies was prepared for final review by hospital leaders. The KentuckyOne Health Board of Directors reviewed the Implementation Strategies process on October 26, 2016. Adoption and approval details are described at the end of this document.

New Features of 2017-19 Reports

To respond to the final 501(r) rules around CHNA and the IS reports and to further the transparency in our response to our community's health needs, we have descriptors included in the 2017-2019 reports additional to what was included in the 2013-2016 reports.

- We have included system-level initiatives that are a response to the community health needs, which has encouraged an increased alignment with strategy and with accreditation guidelines. This also demonstrates KentuckyOne Health's unique position to respond to community health needs by leveraging our state-wide health system's resources.
- We have listed more detailed and transparent resources committed to addressing the strategies in place.
- We have created evaluation metrics for determining the success of our strategies, including linking community benefit as a component of evaluation.
- We increased the rigor and validity of our chosen strategic objectives, measurements, and evaluation plans. Strategies and accompanying metrics were developed based on evidence-based gold standard practices identified through extensive literature review. Citations documenting studies supporting these evidence based, gold-standard strategic approaches are included to increase transparency and document the validity of these approaches.
- Finally, we have included a widely-used public health resource (the community health improvement matrix) to display how our strategies are designed to work together. This is discussed later in this document.

Strategies to Address Significant Health Needs

The charts below detail Flaget Memorial Hospital's identified community needs, the goals it has set as a means of addressing those needs, and the strategies that will forward each goal.

Alcohol and Drug Use

Goal 1: Address alcohol and drug use from a KentuckyOne Health system-wide approach, including working upstream to address mental health issues.

<i>Strategy</i>	<i>Target Population</i>	<i>Action Plan with Objective</i>	<i>Committed Resources</i>	<i>Evaluation Plan</i>	<i>External Partner(s)</i>
1.1. Availability of Naloxone	Broader Community	Continue to support legislation allowing the Kentucky Harm Reduction Coalition to dispense Naloxone.	The KentuckyOne Health Advocacy and Public Policy department is committed to leading this effort on behalf of KentuckyOne Health hospitals.	Update progress in annual legislative priorities report	<ul style="list-style-type: none"> • Kentucky State Government • Kentucky Harm Reduction Coalition
1.2. Increase access to mental health services.	Broader Community	Leverage expertise in mental health to increase access to mental health services via telehealth programs that allow KentuckyOne Health staff to operate programs in communities that do not have sufficient mental health services to serve need.	The KentuckyOne Health Strategy department is leading this effort with expertise from Our Lady of Peace.	Evaluate for progress on expanding access to mental health programs.	Potentially other health care organizations
1.3. Seek grant opportunities to address mental health needs.	Broader Community (Vulnerable Populations)	Pursue various private, state, and federal funding for programs to address mental health needs that can underlie substance abuse.	The KentuckyOne Health Grant Office is pursuing this funding on behalf of KentuckyOne Health hospitals.	Report funding in annual hospital Foundation reports.	Can Include: <ul style="list-style-type: none"> • SAMHSA • Kentucky Dept. for Behavioral Health

Goal 2: Support local community organizations/chapters with a purpose of addressing alcohol and drug use.

<i>Strategy</i>	<i>Target Population</i>	<i>Action Plan with Objective</i>	<i>Committed Resources</i>	<i>Evaluation Plan</i>	<i>External Partner(s)</i>
2.1. MADD donation	Broader Community	Support MADD (Mothers Against Drunk Driving) with an annual donation to end drunk and drugged driving. Provide meeting space to the group.	FMH Administration is committed to providing an annual cash donation to MADD and providing meeting space to the group free-of-charge.	Ensure this donation occurs annually and is counted toward community benefit.	MADD
2.2. St. Vincent de Paul donation	Broader Community (Vulnerable Populations)	Support St. Vincent de Paul through in-kind donations. They provide food to vulnerable populations, including those suffering from substance abuse, addiction, and mental illness.	FMH Administration is committed to providing in-kind food donations.	Ensure these donations occur when food can be donated (at least annually) and are counted toward community benefit.	St. Vincent de Paul

Tobacco Use**Goal 1: Address tobacco use from a KentuckyOne Health system-wide approach.**

<i>Strategy</i>	<i>Target Population</i>	<i>Action Plan with Objective</i>	<i>Committed Resources</i>	<i>Evaluation Plan</i>	<i>External Partner(s)</i>
1.1. State-wide smoke-free law	Broader Community	Advocate for legislation that would prohibit smoking in indoor workplaces and public places, including restaurants, bars, and hotels.	The KentuckyOne Health Advocacy and Public Policy department is committed to leading this effort.	Update any progress towards this strategy in annual legislative priorities report.	Kentucky State Government
1.2. Advocate for Increasing Cigarette Tax	Broader Community	Include advocacy for increasing the cigarette tax on 2017 legislative priorities agenda.	The KentuckyOne Health Advocacy and Public Policy department is committed to leading this effort.	Update any progress towards this strategy in annual legislative priorities report.	Kentucky State Government
1.3. Insurance Coverage for Tobacco Cessation	Broader Community	Advocate requiring insurance companies to pay for evidence-based smoking cessation treatments.	The KentuckyOne Health Advocacy and Public Policy department is committed to leading this effort.	Update any progress towards this strategy in annual legislative priorities report.	Kentucky State Government
1.4. Health in All Policies and Practices	Broader Community	Create Health in All Policies and Practices (HiAPP) document for guidance on the health implications of organizational decisions in order to improve population health and health equity.	The KentuckyOne Health SVP of Population Health is drafting this document for the organization.	Improve accountability for health impacts at all levels of decision-making within the organization.	Not Applicable

Goal 2: Align efforts with Flaget Cancer Center's triennial community health assessment (completed by KentuckyOne Health Cancer Care) to address the impact of cancer; this is a tertiary response to tobacco use.

<i>Strategy</i>	<i>Target Population</i>	<i>Action Plan with Objective</i>	<i>Committed Resources</i>	<i>Evaluation Plan</i>	<i>External Partner(s)</i>
2.1. Tobacco Cessation Readiness Assessment	Broader Community (Patients)	Partner with Kentucky Cancer Program on Plan to Be Tobacco Free as a tobacco cessation strategy.	KentuckyOne Health Cancer Care will lead this effort.	Kentucky Cancer Program will track results of Plan to Be Tobacco Free.	Kentucky Cancer Program
2.2. Automated Process for Lung Screenings	Broader Community (Patients)	Implement an automated process for lung screening to ease the ordering and patient follow-up.	KentuckyOne Health Cancer Care will lead this effort.	All Scripts metric will track utilization of automated screening.	Not Applicable
2.3. Tobacco Cessation Support for Diagnosed Cancer Patients	Broader Community (Patients)	Expand behavioral and pharmacological counseling for patients diagnosed with cancer who are treated at Flaget Cancer Center and who continue to smoke.	KentuckyOne Health Cancer Care will lead this effort.	Evaluate for increased tobacco cessation rates among Flaget Cancer Center patients.	Not Applicable

Goal 3: Support local groups and events that address cancer and support survivors.

<i>Strategy</i>	<i>Target Population</i>	<i>Action Plan with Objective</i>	<i>Committed Resources</i>	<i>Evaluation Plan</i>	<i>External Partner(s)</i>
3.1. Joy of Living Picnic	Broader Community	Continue to provide space and resources to host Joy of Living Picnic for cancer patients and survivors. This event provides social support and celebration to cancer survivors.	The Flaget Cancer Center staff will lead this effort and will provide the space free-of-charge.	Ensure this event is held annually and is counted toward community benefit.	Not Applicable
3.2. Support Susan G. Komen	Broader Community	Provide annual donation to Susan G. Komen to support breast cancer research and treatment.	FMH Administration has committed to an annual cash donation.	Ensure this donation occurs annually and is counted toward community benefit.	Susan G. Komen
3.3. Relay for Life	Broader Community	Provide staff time to support event that fundraises for the American Cancer Society.	FMH staff will dedicate time to this event.	Ensure this event occurs annually and is counted toward community benefit.	American Cancer Society

Goal 4: Improve tobacco cessation rates through community education and advocacy.

<i>Strategy</i>	<i>Target Population</i>	<i>Action Plan with Objective</i>	<i>Committed Resources</i>	<i>Evaluation Plan</i>	<i>External Partner(s)</i>
4.1. Tobacco-Free Campus Policy	Broader Community (Patients and Employees)	Enforce tobacco-free policy on hospital grounds.	All hospital staff will be responsible for supporting policy.	Develop appropriate response/policy for those smoking on hospital grounds.	Not Applicable
4.2. Health Fairs	Broader Community	Participate in health fairs and provide tobacco cessation options and cancer education.	Clinical education and Flaget Cancer Center staff will participate.	Ensure participation is tracked toward community benefit.	Can Include: Kentucky Cancer Program
4.3. Education in Hospital	Broader Community (Patients)	Provide access to tobacco cessation and cancer education materials in high-traffic areas, like waiting rooms.	Flaget Cancer Center staff will make sure materials are available.	Track material cost toward community benefit.	Not Applicable

Community Safety

Goal 1: Address community safety from a KentuckyOne Health system-wide approach.

<i>Strategy</i>	<i>Target Population</i>	<i>Action Plan with Objective</i>	<i>Committed Resources</i>	<i>Evaluation Plan</i>	<i>External Partner(s)</i>
1.1. Address human trafficking.	Broader Community (Vulnerable Populations)	Improve response to victims of human trafficking by: 1. Improving recognition of signs of victims. 2. Providing referrals to victims identified in the hospital setting.	Efforts to address human trafficking are led by Mission department. Advocacy efforts will be led by the Advocacy and Public Policy Department.	Provide additional education to hospital and physician practice staff about identifying victims in our facilities.	Catholic Charities
1.2. Advocate for funding of state-wide trauma system.	Broader Community	Advocate for a funding for a staff-supported structure of the statewide trauma system, which currently operates on volunteers and donations.	The KentuckyOne Health Advocacy and Public Policy department is committed to leading this effort.	Update progress in annual legislative priorities report.	<ul style="list-style-type: none"> • Kentucky State Government • Trauma Advisory Committee
1.3. Seek grant opportunities to promote community safety.	Broader Community	Pursue various private, state, and federal funding for programs to promote community safety.	The KentuckyOne Health Grant Office is pursuing this funding on behalf of KentuckyOne Health hospitals.	Report funding sources in annual hospital Foundation reports.	Can Include: <ul style="list-style-type: none"> • DOJ (Department of Justice) • Kentucky Cabinet for Health and Family Services

Goal 2: Support local groups that have a mission to promote community safety.

<i>Strategy</i>	<i>Target Population</i>	<i>Action Plan with Objective</i>	<i>Committed Resources</i>	<i>Evaluation Plan</i>	<i>External Partner(s)</i>
2.1. Big Brothers Big Sisters	Vulnerable Populations	Support Big Brothers Big Sisters with an annual donation to provide children with supportive relationships with an adult role model.	FMH Administration has committed to an annual cash donation.	Ensure this donation occurs annually and is counted toward community benefit.	Big Brothers Big Sisters
2.2. American Red Cross	Broader Community	Support the American Red Cross with an annual donation.	FMH Administration has committed to an annual cash donation.	Ensure this donation occurs annually and is counted toward community benefit.	American Red Cross
2.3. Bardstown At Home	Broader Community (Seniors)	Support Bardstown at Home, a non-profit organization helping senior citizens remain safely in their homes through a network of volunteer services.	FMH Administration is committed to providing representation to Bardstown At Home's Board of Directors.	Ensure this representation occurs for at least one fiscal year and is counted toward community benefit.	Bardstown At Home

Goal 3: Promote community safety through events and education.

<i>Strategy</i>	<i>Target Population</i>	<i>Action Plan with Objective</i>	<i>Committed Resources</i>	<i>Evaluation Plan</i>	<i>External Partner(s)</i>
3.1. Walk with a Doc	Broader Community	Provide community with a safe place to take part in healthy physical activity.	Provide monthly staff time to plan and attend walks.	Commit to hosting WWAD for 7 out of 12 months annually.	Walk with a Doc (national not-for-profit)
3.2. Community Emergency Event	Broader Community	Provide education at community emergency event.	Provide staff presence at event.	Commit to annual participation in event and count toward community benefit.	Nelson County Emergency Management Agency
3.3. Hands-Only CPR	Broader Community	Provide hands-only CPR education at community and hospital events to improve outcomes of those experiencing cardiac arrest through training bystanders.	Clinical Education department will provide this education.	Track instance of this education toward community benefit (hours not covered by Crusade for Children grant).	American Heart Association

Goal 4: Focus strategies toward youth that encourage being a productive, engaged participant in a non-violent community.

<i>Strategy</i>	<i>Target Population</i>	<i>Action Plan with Objective</i>	<i>Committed Resources</i>	<i>Evaluation Plan</i>	<i>External Partner(s)</i>
4.1. Green Dot for Violence Prevention	Broader Community (Youth)	Address bullying in schools by through grant-funded project to implement Green Dot education in high schools.	Provide staff time to oversee project coordinator in schools.	Reduce school bullying from 17% to 15% by June 2018.	<ul style="list-style-type: none"> • Green Dot Institute • Catholic Health Initiatives • Nelson County School District
4.2. Career Showcase	Broader Community (Youth)	Illustrate healthcare career options to school-aged youth to showcase opportunity through career days at schools, teen volunteer programs, and shadowing opportunities at FMH.	Provide staff time to plan for and attend events where appropriate. Allow FMH staff to have students shadow them. Continue to offer opportunities for teens to volunteer.	Track instance of this education in the community and report for community benefit. Track any staff time spent mentoring youth through shadowing experience as community benefit.	Local schools

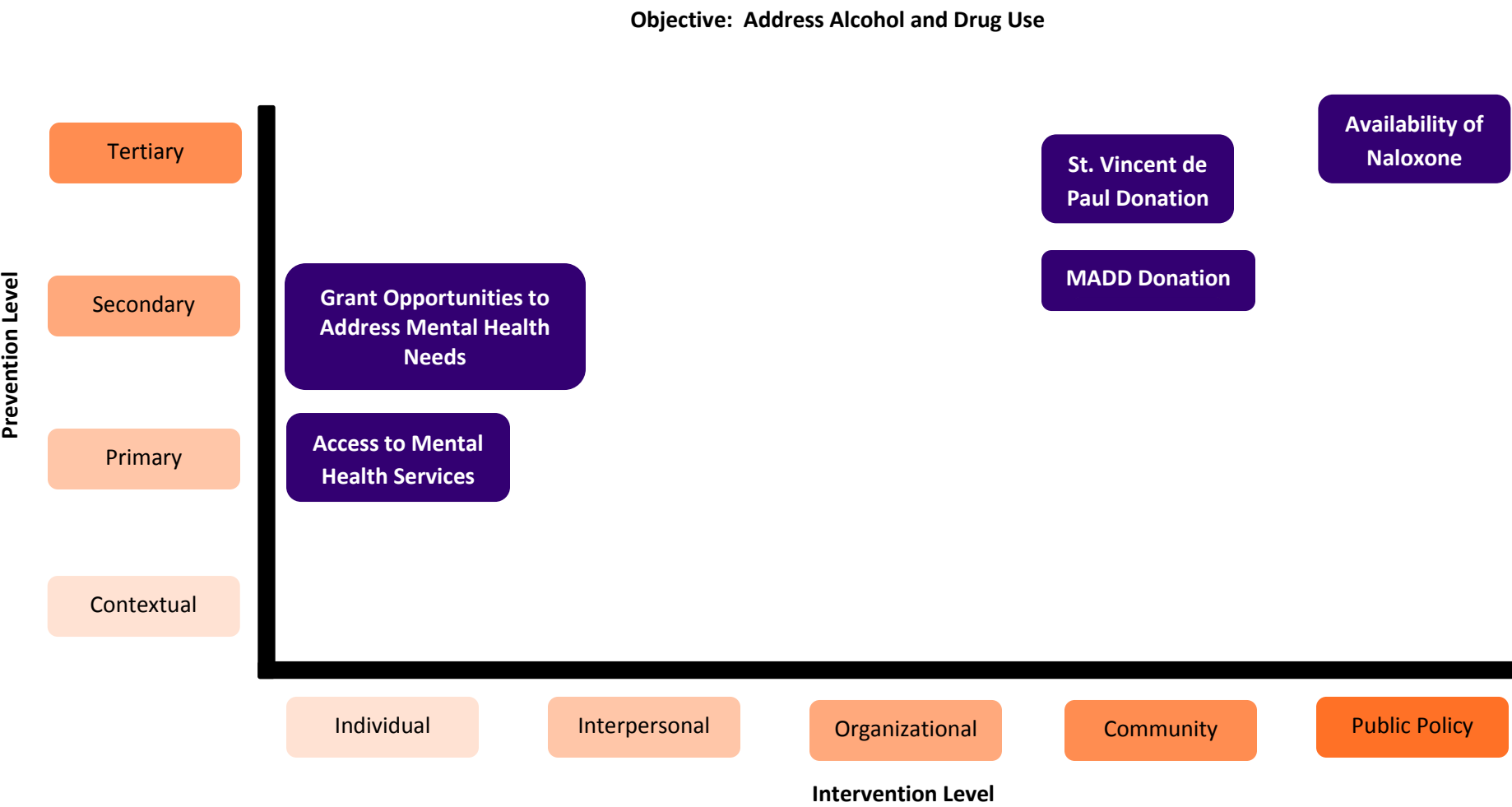
Graphic Representation of Implementation Strategies

The National Association of County & City Health Officials (NAACHO) provided the outline for a community health improvement matrix that allowed us to graphically represent the depth and breadth of the strategies we implemented to address the health needs identified. The matrix shows each strategy's place on an intervention level and a prevention level. Per NAACHO, these levels are defined below.

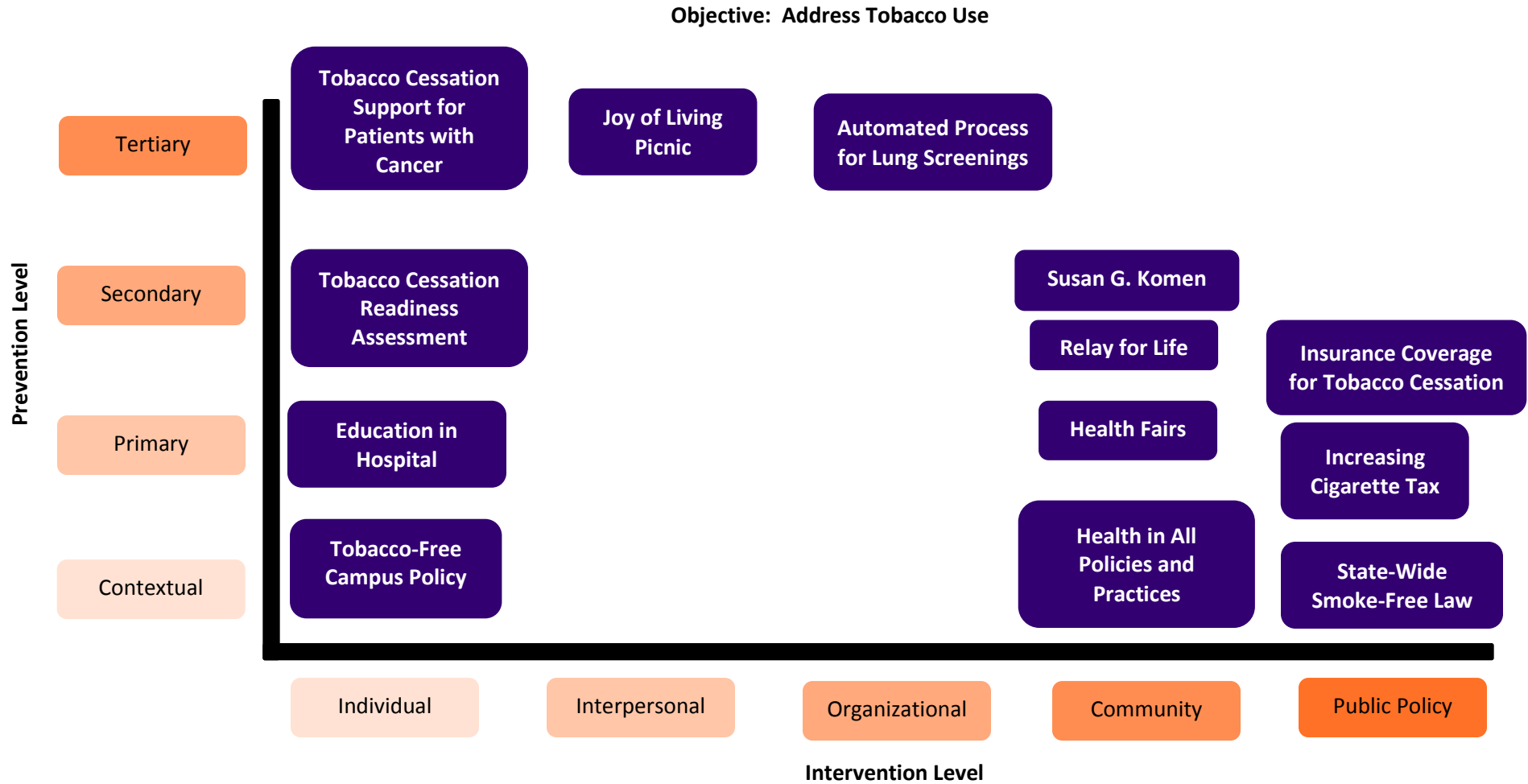
- **Prevention Levels:** Prevention aims to minimize the occurrence of disease or its consequences. The levels include:
 - **Contextual:** Prevent the emergence of predisposing social and environmental conditions that can lead to causation of disease.
 - **Primary:** Reduce susceptibility or exposure to health threats.
 - **Secondary:** Detect and treat disease in early stages.
 - **Tertiary:** Alleviate the effects of disease and injury.
- **Intervention Levels:** Intervention levels are built on a socio-ecological model that recognizes different factors affecting health.
 - **Individual:** Characteristics of the individual such as knowledge, attitudes, behavior, self-concept, skills, etc. Includes the individual's developmental history.
 - **Interpersonal:** Formal and informal social network and social support systems, including family, work group, and friendship networks.
 - **Organizational:** Social institutions with organizational characteristics and formal (and informal) rules and regulations for operation.
 - **Community:** Relationships among organizations, institutions, and informal networks within defined boundaries.
 - **Public Policy:** Local, state, and national laws and policies.

For more information about NAACHO's community health improvement matrix, please see the "References" section of this document.

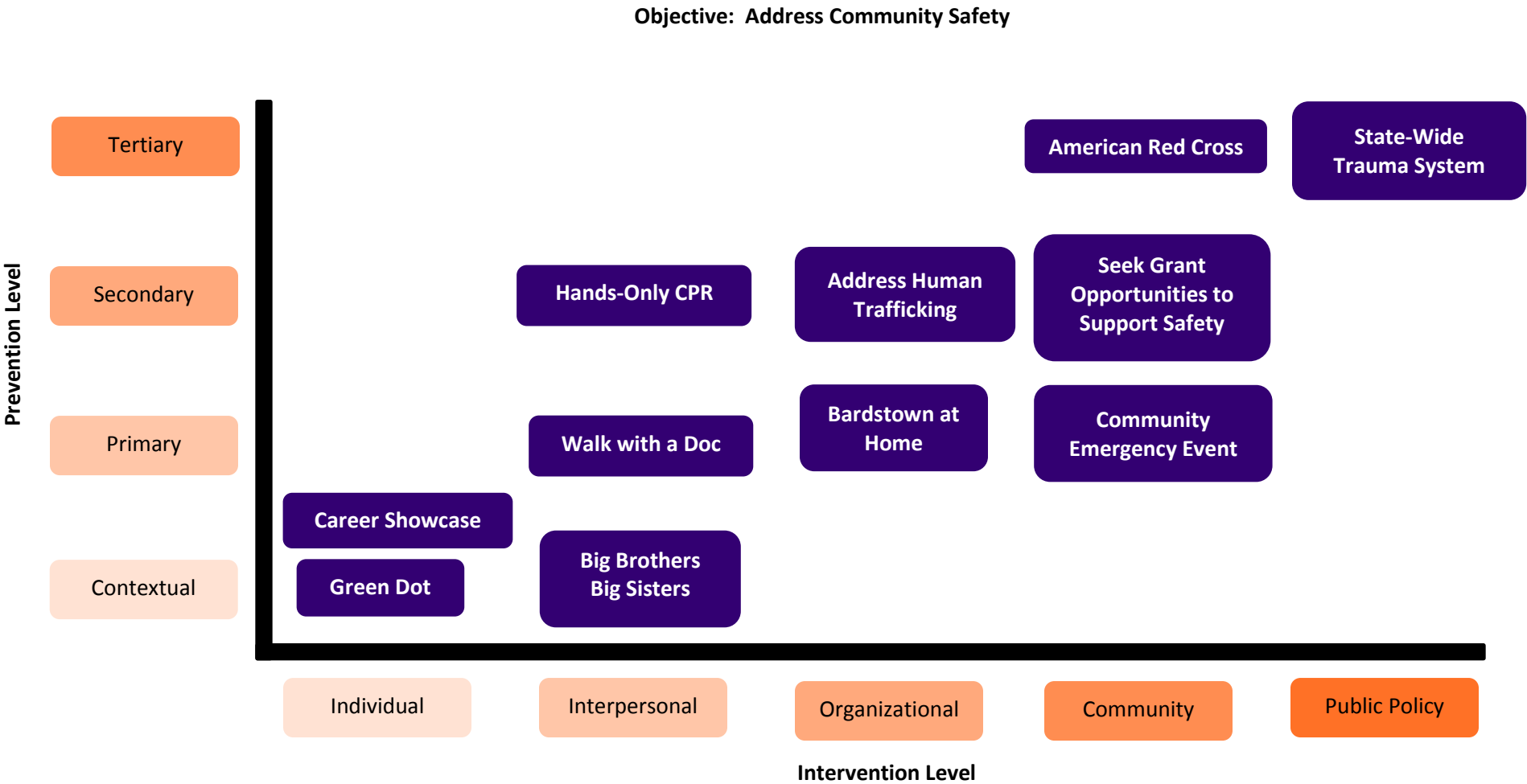
Strategies According to Community Health Improvement Matrix: Alcohol and Drug Use



Strategies According to Community Health Improvement Matrix: Tobacco Use



Strategies According to Community Health Improvement Matrix: Community Safety



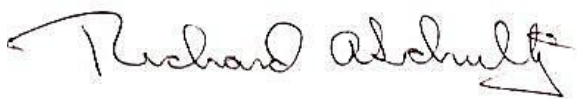
Next Steps

Flaget Memorial Hospital's Implementation Strategy report will outline the response to the community's health needs through June 20, 2019. This document will be made public and widely available no later than November 15, 2016.

Flaget Memorial Hospital is committed to conducting another community health needs assessment and implementation strategy within three years.

Adoption/Approval

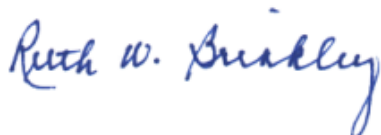
KentuckyOne Health's Board of Directors includes representation across the state and support the work that each facility completes to improve the health of their community. The Board of Directors approves Flaget Memorial Hospital's Implementation Strategy that has been developed to address the priorities of the most recent Community Health Needs Assessment.



10/26/2016

Chair, KentuckyOne Health Board of Directors

Date



10/26/2016

President & Chief Executive Officer, KentuckyOne Health

Date

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