



**KentuckyOne** Health<sup>®</sup>  
Saint Joseph East

# Implementation Strategy

## FY 2017-19



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# Introduction

## Forward

During 2015-2016, Saint Joseph East (SJE) 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 Saint Joseph East 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.
- Saint Joseph East 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 Saint Joseph East.
- 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 are detailed in the body of the Implementation Strategies report.
- Community Safety
  1. Address community safety concerns and issues from a KentuckyOne Health system-wide approach; this is a primary prevention addressing community safety.
  2. Support local groups and events that have a mission to address community safety this is a primary prevention addressing community safety.
  3. Provide safety and violence prevention efforts through community education and advocacy; this is a secondary response addressing community safety.
  4. Increase available resources to address safety and violence prevention; this is a secondary response to address community safety.
  5. Provide support for programs addressing long-term safety and violence prevention; this is a tertiary response to address community safety.
- Diet and Exercise
  1. Promote healthy options for diet and exercise from a KentuckyOne Health system-wide approach; this is a primary prevention related to diet and exercise.
  2. Support local groups and events that have a mission to promote healthy diet and exercise to prevent negative health outcomes; this is a primary prevention related to diet and exercise.

3. Increase available resources to address consequences of negative health outcomes related to poor diet and lack of exercise; this is a secondary response related to diet and exercise.
  4. Provide support for programs addressing condition management and survivorship through diet and exercise; this is a tertiary response related to diet and exercise.
- 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

Saint Joseph East, a community hospital with 217 beds, is located in the rapidly growing southeastern part of Lexington, Kentucky. At Saint Joseph East, maternal and childcare, cardiovascular services, ambulatory surgery and 24-hour emergency care are supported through traditional inpatient and outpatient programs. Additional specialty services include the Heart Institute, Breast Center, Sleep Wellness Center and the Center for Weight Loss Surgery.

The Women's Hospital at Saint Joseph East Hospital is the only hospital of its kind in Lexington and central Kentucky dedicated exclusively to the health and well-being of women. The Women's Hospital offers a full range of services to meet the needs of every woman no matter what stage of life they are in from adolescence to mature adulthood. Saint Joseph East 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 Saint Joseph East, with this purpose:

- **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 community health needs assessment, the community served by Saint Joseph East is defined as the geographic area from which a significant number of the patients utilizing hospital services reside. Inpatient discharge data for Saint Joseph East from July 1, 2014-June 30, 2015 (the latest fiscal year available as of data collection for this writing) shows that Fayette County was the county of residence for the largest concentration of patients, with 43.1% of patients living in Fayette County. Therefore, the service area for the community health needs assessment and accompanying implementation strategies is defined as Fayette County.

### Populations

Understanding the population demographics of the community served by Saint Joseph East helped the hospital team understand characteristics unique to their community and can impact the identification of health needs. Notable for Fayette County in comparison to the Kentucky overall is more diversity in race and ethnicity among residents. Both counties experienced a greater increase in population growth than the Kentucky state average. Detailed community demographics can be found in Saint Joseph East'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 Saint Joseph East gathered to review the Fayette County data and the aforementioned prioritization chart. The team discussed each of the health measures in the chart 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:

- **Community Safety**
  - The data in the health needs prioritization chart showed community safety to have the highest weighted score of all the health measures assessed. The leadership teams discussed this health need in relation to the violence prevention work in which Saint Joseph East will be involved as increasing efforts in KentuckyOne Health overall focus on violence prevention work. The leadership team decided that community safety should be an area of focus due to the current violence prevention initiatives already in place.
- **Diet and Exercise**
  - The data in the health needs prioritization chart showed diet and exercise to have the highest total and the second-highest weighted scores 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.

### Significant Health Need(s) Not Addressed

One health need appeared in the data analysis which the Saint Joseph East leadership team chose not to select as a priority area for this community health needs assessment:

- **Alcohol and Drug Use**
  - The data in the health needs prioritization chart showed alcohol and to have the third highest weighted score of all health measures assessed. The leadership team chose not to address this area due to capacity concerns. With two complex and multifaceted priorities already selected, the leadership team was concerned about scarcity of resources in addressing such a variety of health needs.

**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/SJE\\_CHNA\\_Infographic\\_8.5x11\\_TP.pdf](http://www.kentuckyonehealth.org/documents/CHNAs%20and%20Implementation%20Strategies/SJE_CHNA_Infographic_8.5x11_TP.pdf).

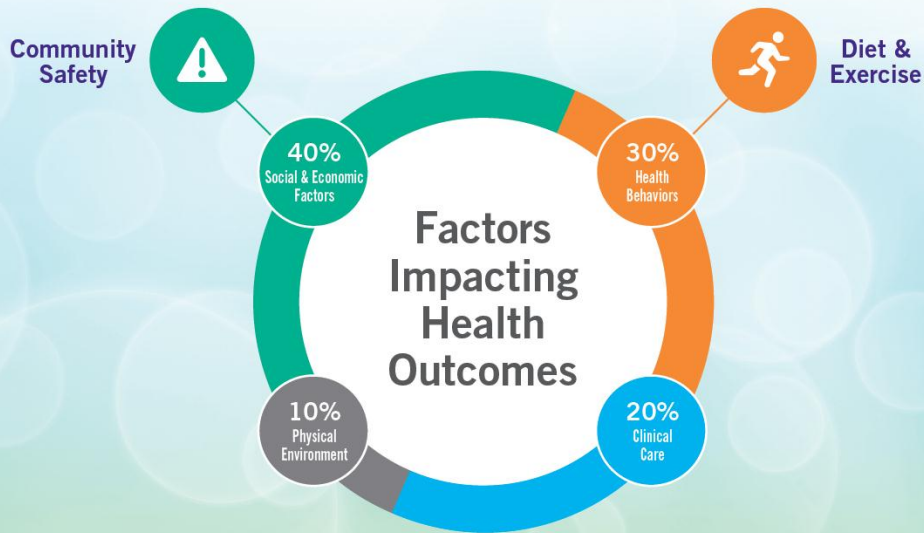


**TO SUPPORT OUR PURPOSE**

*To bring wellness, healing and hope to all,  
including the underserved,*

Saint Joseph East conducted a **COMMUNITY HEALTH NEEDS ASSESSMENT**, using a framework from the Robert Wood Johnson Foundation's County Health Rankings to identify and prioritize health needs.

**2 SIGNIFICANT HEALTH NEEDS**  
to be addressed by Saint Joseph East in Fayette County



To read our full community health needs assessment, visit: [KentuckyOneHealth.org/2017-2019-saint-joseph-east-chna](http://KentuckyOneHealth.org/2017-2019-saint-joseph-east-chna)





# 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-September 2016, Saint Joseph East 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 Saint Joseph East. 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 Saint Joseph East. 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 Saint Joseph East, and/or KentuckyOne Health on behalf of Saint Joseph East, 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 Saint Joseph East's identified community needs, the goals it has set as a means of addressing those needs, and the strategies that will forward each goal.

### Community Safety

**Goal 1: Address community safety concerns and issues from a KentuckyOne Health system-wide approach; this is a primary prevention addressing 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>
<b>1.1. Address human trafficking.</b>	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
<b>1.2. Advocate for funding of state-wide trauma system.</b>	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"> <li>• Kentucky State Government</li> <li>• Trauma Advisory Committee</li> </ul>
<b>1.3. Seek grant opportunities to promote community safety.</b>	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"> <li>• DOJ (Department of Justice)</li> <li>• Kentucky Cabinet for Health and Family Services</li> </ul>

**Goal 2: Support local groups and events that have a mission to address community safety this is a primary prevention addressing 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>
<b>2.1. LEX-CHIP Safe Neighborhoods Committee</b>	Broader Community	Continue to collaborate on LEX-Chip Healthy Lifestyles committee to address safety and violence prevention in Fayette County.	The Healthy Communities staff will lead this effort. Attendance of KOH employee at 80% of committee meetings.	Annually, ensure at least one KOH employee sits on this committee and is counted toward community benefit.	<ul style="list-style-type: none"> <li>Lexington-Fayette County Health Department</li> <li>LEX-CHIP</li> </ul>
<b>2.2. Kentucky Safety and Prevention Alignment Network (KSPAN)</b>	Broader Community	Participate in KSPAN to align prevention efforts with statewide efforts.	Healthy Communities staff will lead this effort. Attendance of KOH employee at 80% of coalition meetings.	Annually, ensure at least one KOH employee sits on this coalition and is counted toward community benefit.	KSPAN
<b>2.3. Substance Abuse and Violence Intervention (SAVI)</b>	Broader Community	Participate in Substance Abuse and Violence Intervention (SAVI) to align prevention efforts with Lexington efforts.	Healthy Communities staff will lead this effort. Attendance of KOH employee at 80% of coalition meetings.	Annually, ensure at least one KOH employee sits on this coalition and is counted toward community benefit.	<ul style="list-style-type: none"> <li>SAVI</li> <li>Lexington Fayette Urban County Government Department of Social Services</li> </ul>
<b>2.4. Safe Communities Coalition</b>	Broader Community	Participate in the Safe Communities Coalition to support and promote Lexington efforts to obtain and maintain a Safe Community designation.	Healthy Communities staff will lead this effort. Attendance of KOH employee at 80% of committee meetings.	Annually, ensure at least one KOH employee sits on this committee and is counted toward community benefit.	<ul style="list-style-type: none"> <li>Lexington-Fayette County Health Depart.</li> <li>SCC</li> <li>Lexington Police and Sheriff's Offices</li> </ul>

<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>
<b>2.5. Education and Health Fairs</b>	Broader Community	Offer education, screenings, and information on tobacco use to inform prevention efforts. Annually, identify a minimum of three opportunities (i.e. health fairs, lunch and learn, seminars, workshops, news articles or interviews, presentations, website resources, health e-workshops) to provide or support education or screening to community members on all forms of safety and violence prevention (i.e. fall prevention, safe aging in place, CPR, active shooter response, domestic violence, child abuse) to decrease morbidity and mortality associated with accidents and violence.	Marketing and Healthy Communities staff will lead this effort.	Annually, identify at least three efforts undertaken.	

**Goal 3: Provide safety and violence prevention efforts through community education and advocacy; this is a secondary response addressing 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>
<b>3.1. Continue Safe Neighborhoods Program.</b> Continue the Winburn violence prevention initiative and expand into Cardinal Valley neighborhood through Mission and Ministry Continuation Grant from FY17-19.	Broader Community	Annually, provide after-school tutoring and mentoring program and summer camp to Winburn and Cardinal valley youth from FY17-FY19.	Mission Integration and Healthy Communities staff will lead this effort.	Annual implementation of after-school program and summer camp.	Catholic Health Initiatives
	Broader Community (Employees)	Annually, identify opportunities for employees to engage in youth mentoring through information of opportunities and how to get involved.	Mission Integration and Healthy Communities staff will lead this effort.	Annual review at end of fiscal year.	Identify annually based on efforts undertaken.
	Broader Community	Annually, provide Safe Sitter program to Winburn and Cardinal Valley youth to promote safe babysitting, sibling care, and emergency response (i.e. CPR, emergency planning and prevention).	Women's Services, Mission Integration and Healthy Communities staff will lead this effort.	Annual implementation safe sitter availability to Winburn and Cardinal Valley youth.	<ul style="list-style-type: none"> <li>• CHI</li> <li>• Safe Sitter Program</li> </ul>
<b>3.2. Promote Safe and Healthy Families.</b> Family engagement is an evidence-based approach to violence prevention and community safety through Mission and Ministry Continuation Grant from FY17-19.	Broader Community	Annually, provide 24/7 Dad program as part of the national Fatherhood Initiative to promote engagement of fathers in the lives of their children and to promote healthy parenting skills.	Women's Services, Mission Integration and Healthy Communities staff will lead this effort.	Annual implementation of two 24/7 Dad cohorts.	<ul style="list-style-type: none"> <li>• CHI</li> <li>• Lexington Leadership Foundation</li> </ul>
	Broader Community (Patients)	By end of FY17, evaluate feasibility of education classes for healthy and safe parenting (i.e. post-partum mentoring, young parents, parents of children with special healthcare needs, shaken baby prevention).	Women's Services will lead this effort.	Feasibility evaluation completed by end of FY17. If feasible, implement program in FY 18 and FY19.	(Not Applicable)

**Goal 4: Increase available resources to address safety and violence prevention; this is a secondary response to address 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>
<b>4.1. Employee Education</b>	Broader Community (Patients and Employees)	By end of FY17, explore the feasibility of developing training and education for safety techniques (i.e. parking garages, dark parking lots, active shooter training).	Safety and Security and Clinical Education will lead this effort.	Feasibility evaluation completed by end of FY17. If feasible, implement program in FY18 and FY19.	(Not Applicable)
	Broader Community (Employees)	By end of FY17, explore the feasibility of developing training and education for suicide screening and prevention.	Safety and Security and Clinical Education will lead this effort.	Feasibility evaluation completed by end of FY17. If feasible, implement program in FY18 and FY19.	(Not Applicable)
		By end of FY17, develop education and training to educate leaders and employees in domestic violence (i.e. how to identify, how to help).	Mission Integration and Nursing Leadership will lead this effort.	Feasibility evaluation completed by end of FY17. If feasible, implement program in FY 18 and FY19.	(Not Applicable)
		By end of FY17, explore the feasibility of offering self-defense/personal protection classes at the employee gym.	Employee Health and Wellness and Safety and Security will lead this effort.	Feasibility evaluation completed by end of FY17. If feasible, implement program in FY18 and FY19.	(Not Applicable)
	Broader Community (Patients and Employees)	By end of FY17, explore the feasibility of developing a falls prevention education program for elderly and individuals who have a high risk for falls.	Rehabilitation Services will lead this effort.	Feasibility evaluation completed by end of FY17. If feasible, implement program in FY 18 and FY19.	YMCA
	Broader Community	By end of FY17, explore the feasibility of partnering with community efforts to address effects of the corrections system (i.e. parental incarceration, involvement in the juvenile justice system) on youth and families.	Mission Integration and Healthy Communities staff will lead this effort.	Feasibility evaluation completed by end of FY17. If feasible, implement program in FY18 and FY19.	<ul style="list-style-type: none"> <li>• CHI</li> <li>• Bishop and Chase</li> <li>• Lexington Leadership Foundation</li> <li>• Partners for Youth</li> </ul>

**Goal 5: Provide support for programs addressing long-term safety and violence prevention; this is a tertiary response to address 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>
<b>5.1. Community Support and Engagement</b>	Broader Community	Active community engagement is an evidence-based foundation for addressing and preventing violence and alleviating some high risks of suicide. Annually, identify at least three opportunities to promote or provide support for caregivers (i.e. elderly, Alzheimer's, children with special health needs) to address physical and behavioral health issues (i.e. caregiver fatigue, anxiety, depression, isolation, and suicidal ideation).	Human Resources, Employee Health and Wellness, and Healthy communities will lead this effort.	Annually, identify at least three efforts undertaken. Report in community benefit.	Our Lady of Peace



## Diet and Exercise

**Goal 1: Promote healthy options for diet and exercise from a KentuckyOne Health system-wide approach; this is a primary prevention related to diet and exercise.**

<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>
<b>1.1.</b> Kentucky Proud products	Broader Community	Begin discussions with Commissioner of Agriculture to discuss feasibility of having hospitals participate in Kentucky Proud Program to have local food used in hospital foodservice and available for resale in hospitals.	The KentuckyOne Health Advocacy and Public Policy department is committed to leading this effort with guidance from Food and Nutrition Services.	Update progress on Kentucky Proud eligibility in annual legislative priorities report.	Kentucky State Department of Agriculture
<b>1.2.</b> Encourage healthy lifestyles as a cost-control measure.	Broader Community	Support legislation to provide tax and other incentives for the creation of wellness programs enabling businesses to educate and encourage employees to engage in healthy lifestyles and obtain preventative care.	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"> <li>• Kentucky State Government</li> <li>• Kentucky Chamber</li> </ul>
<b>1.3.</b> Keep Children Healthy	Broader Community (Youth)	Advocate for initiatives that address the risk factors that lead to obesity and chronic diseases in children.	The KentuckyOne Health Advocacy and Public Policy department is committed to leading this effort.	Update progress in annual legislative priorities report.	Kentucky State Government
<b>1.4.</b> CHI Healthy Food and Wellness Initiative	Broader Community	Annually, identify a minimum of one opportunity to support and implement initiatives to support the CHI healthy food and wellness initiative.	Food and Nutrition Services (Amanda Goldman) is committed to leading this effort.	Annually, identify at least one effort undertaken.	Catholic Health Initiatives

**Goal 2: Support local groups and events that have a mission to promote healthy diet and exercise to prevent negative health outcomes; this is a primary prevention related to diet and exercise.**

<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>
<b>2.1. LEX-CHIP Healthy Lifestyles Committee</b>	Broader Community	Continue to collaborate on LEX-Chip Healthy Lifestyles committee to address issues surrounding diet and exercise in Fayette County. Promote activities (i.e. support/promote farmer's markets, walkability, bicycle use, downtown loaner bike programs to encourage diet and nutrition as prevention of negative health outcomes.	The Healthy Communities staff will lead this effort. Attendance of KOH employee at 80% of committee meetings.	Annually, ensure at least one KOH employee sits on this committee and is counted toward community benefit.	<ul style="list-style-type: none"> <li>• Lexington-Fayette County Health Depart.</li> <li>• LEX-CHIP</li> </ul>
<b>2.2. Education and Health Fairs</b>	Broader Community	Offer education, screenings, and information on diet and exercise to inform prevention efforts. Annually, identify a minimum of three opportunities (i.e. health fairs, lunch and learn, seminars, workshops, news articles or interviews, presentations) to provide education or screening to community members on diet and exercise (i.e. prenatal, heart disease, cancer, diabetes) to aid in prevention of negative health outcomes.	Marketing, Healthy Communities, and Diabetes and Nutrition Care staff will lead this effort.	Annually, identify at least three efforts undertaken.	<ul style="list-style-type: none"> <li>• Lexington-Fayette County Health Depart.</li> <li>• HANDS Program</li> </ul>

**Goal 3: Increase available resources to address consequences of negative health outcomes related to poor diet and lack of exercise; this is a secondary response related to diet and exercise.**

<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>
<b>3.1. Improve Accessibility to Promote Healthy Diet and Exercise.</b>	Broader Community (Employees and Patients)	Continue wellness committee meetings to serve CCH, SJE, and SJE.	Employee Health and Wellness and Healthy Spirit Champions will lead this effort.	Conduct wellness committee meetings at least quarterly.	(Not Applicable)
Establish opportunities for improved diet and exercise to address barriers to access.	Broader Community (Employees)	Annually, identify a minimum of three opportunities implemented to promote healthy diet and exercise within KOH facilities for employees and their families (i.e. free pre-diabetes or diabetes education class, more exercise classes at employee gym, personal trainer in employee gym, ease into exercise programs, desk exercise education (LFCHD), weekly Weight Watcher's meetings, more activities at change of shift, group walking, annual employee wellness program, Healthy Spirit Workshops).	Employee Health and Wellness, Healthy Spirit Champions, and Nutrition Services will lead this effort.	Annually, identify at least three efforts undertaken.	Identify annually based on efforts undertaken.
	Broader Community (Employees and Patients)	Annually, identify a minimum of three opportunities implemented to promote healthy diet and exercise within KOH facilities (i.e. healthy choices in vending machines, food cart with healthy items in waiting rooms and rounding on floors, meal planning through dietitians, healthy recipes on website, outdoor walking track).	Marketing will lead this effort.	Annually, identify at least three efforts undertaken.	Identify annually based on efforts undertaken.
	Broader Community (Patients)	Annually, promote at least three programs to provide diet and exercise promotion to the community through marketing efforts.	Marketing will lead this effort.	Annually, identify at least three efforts undertaken.	Identify annually based on efforts undertaken.

<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>
<b>3.2. Walk with a Doc</b>	Broader Community	Provide Walk With a Doc opportunities to promote exercise and education opportunities to the community. Offer Walk With A Doc at least 6 months of the year in FY17-19.	The Healthy Communities staff will lead this effort.	Offer Walk with a Doc in FY17-19.	<ul style="list-style-type: none"> <li>• Lexington-Fayette County Health Depart.</li> <li>• LEX-CHIP</li> <li>• WWAD</li> </ul>
<b>3.3. Expand diet and exercise partnerships.</b> Pursue opportunities to develop or expand on partnerships to increase access to resource related to diet and exercise.	Broader Community	By end of FY17, evaluate the feasibility of expanding offerings at Beaumont YMCA (I.e. Ease Into Exercise, Chair Yoga, nutrition education, Healthy Backs, dance classes) to address difficulties in exercise and eating related to health status.	Kent Savage, P/T Dept, Diabetes and Nutrition Services, and Healthy Communities will lead this effort.	Feasibility evaluation completed by end of FY17. If feasible, implement program in FY 18 and FY19.	YMCA
	Broader Community	By end of FY17, evaluate the feasibility of collaborating with University of Kentucky for use of facilities and co-sponsorship of wellness programs.	Dan Goulson	Feasibility evaluation completed by end of FY17. If feasible, implement program in FY 18 and FY19.	University of Kentucky

<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>
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	Broader Community	By end of FY17, evaluate the feasibility of collaborating with University of Kentucky for use of facilities and co-sponsorship of wellness programs.	Dan Goulson	Feasibility evaluation completed by end of FY17. If feasible, implement program in FY 18 and FY19.	University of Kentucky

<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>
<b>3.4. Identify opportunities for new program development to address positive impact of diet and exercise for existing conditions.</b> Pursue opportunities to develop or expand services to utilize diet and exercise to impact existing health conditions.	Broader Community (Patients)	By end of FY17, evaluate the feasibility of protocols to incorporate diet/exercise/smoking screening/cessation into all patient visits.	Chief Medical Officer, Physician Champions, and Nursing Leadership will lead this effort.	Feasibility evaluation completed by end of FY17. If feasible, implement program in FY 18 and FY19.	(Not Applicable)
	Broader Community	By end of FY 17 , evaluate the feasibility of expanding offerings at for exercise and nutrition consults for clients with specific medical conditions (i.e. pregnancy, bariatric surgery follow-up, cancer)	Oncology Support Services, Rehabilitation Services, and Women's Services will lead this effort.	Feasibility evaluation completed by end of FY17. If feasible, implement program in FY 18 and FY19.	(Not Applicable)
	Broader Community	By end of FY 18, evaluate the feasibility of developing a faith community based wellness program. Set up agreements with local faith communities that we will provide certain programs (flu shots, health screenings, nutrition consults, classes) for the congregation in exchange for use of facilities, gym, etc.	Nursing Leadership and Mission Integration will lead this effort.	Feasibility evaluation completed by end of FY178 If feasible, implement program in FY19.	Faith organizations
	Broader Community	By end of FY17, evaluate the feasibility of a telehealth initiative for nutrition education pilot project.	Telehealth (Deb Burton), Community Outreach	Feasibility evaluation completed by end of FY17. If feasible, implement program in FY 18 and FY19.	(Not Applicable)

**Goal 4: Provide support for programs addressing condition management and survivorship through diet and exercise; this is a tertiary response related to diet and exercise.**

<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>
<b>4.1. Promote Community Events for Disease Research and Survivorship.</b>	Broader Community	Promote community walks and runs to support survivorship, research, and assist in fundraising for treatment of diseases. Annually, identify at least three community events to promote participation and support of disease management, treatment, research, and survivorship (i.e. March of Dimes, Relay for Life, Ride for ALA).	The KentuckyOne Health Oncology Service Line will lead this effort.	Annually, identify at least three efforts undertaken.	Identify annually based on efforts undertaken.

## 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.

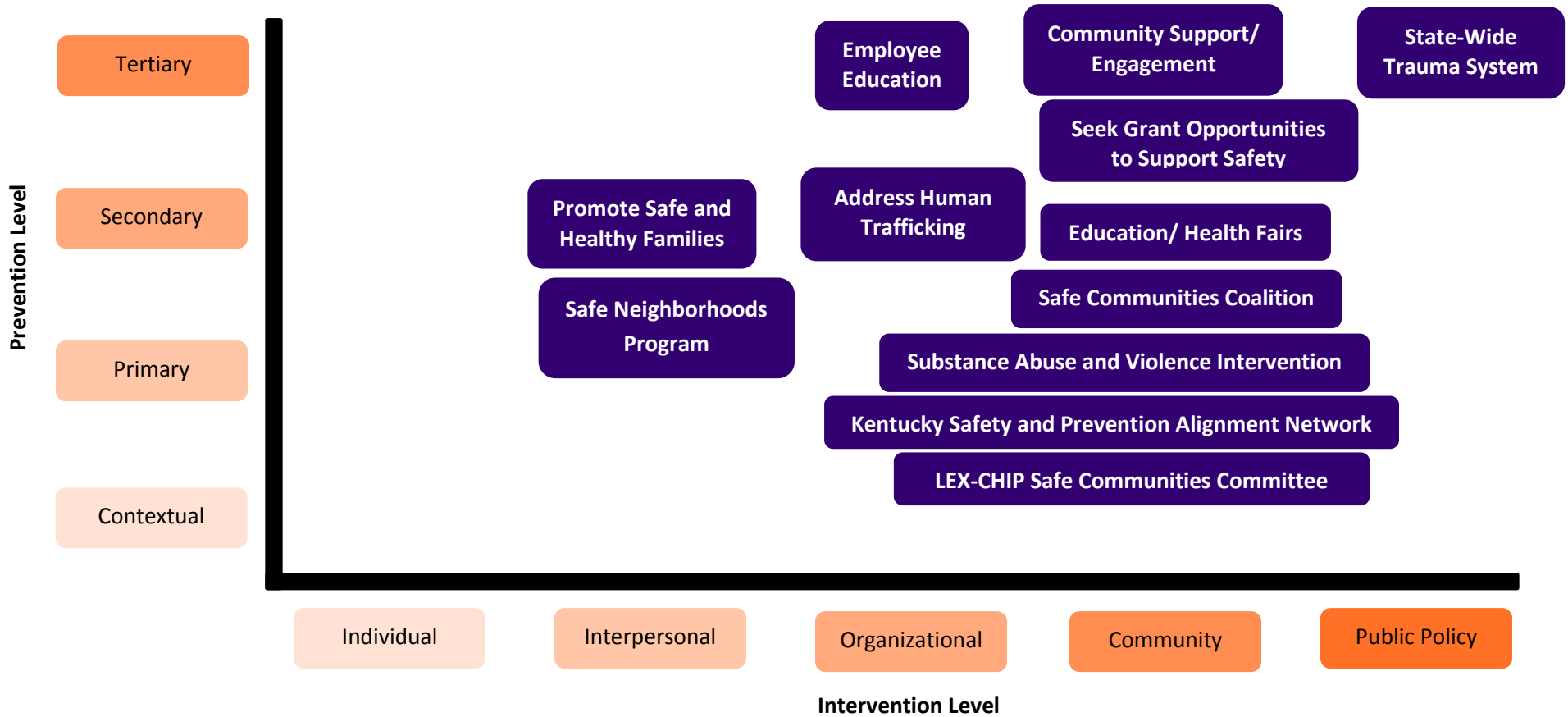
- **Prevention Levels:** Prevention aims to minimize the occurrence of disease or its consequences. The levels include:
  - **Contextual:** Prevent the emergence of predisposing social and environmental conditions that can lead to causation of disease.
  - **Primary:** Reduce susceptibility or exposure 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.



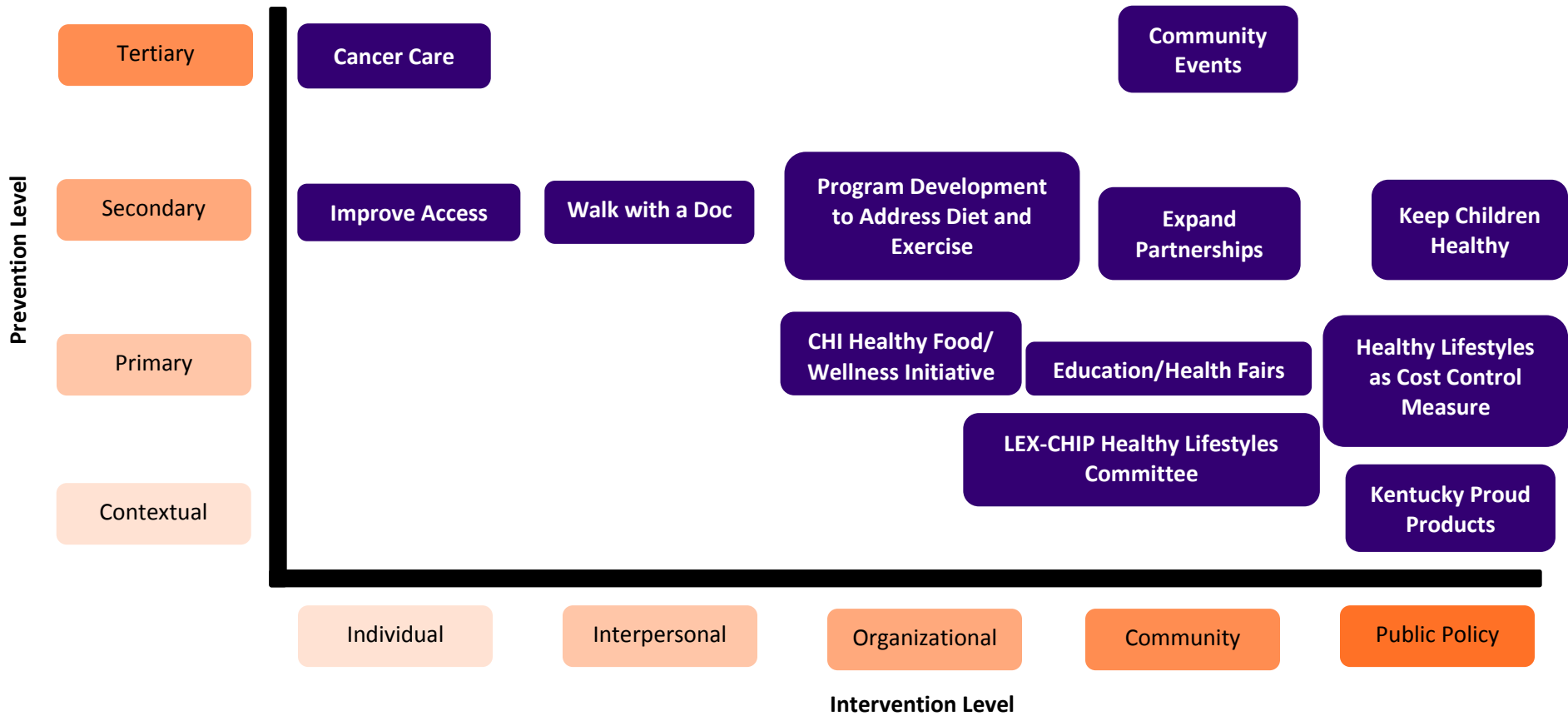
Strategies According to Community Health Improvement Matrix: Community Safety

Objective: Address Community Safety



Strategies According to Community Health Improvement Matrix: Diet and Exercise

Objective: Address Diet and Exercise

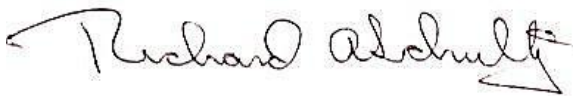


## Next Steps

Saint Joseph East'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. Saint Joseph East 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 Saint Joseph East's Implementation Strategy that has been developed to address the priorities of the most recent Community Health Needs Assessment.

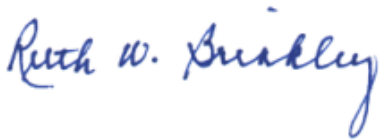


10/26/2016

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Chair, KentuckyOne Health Board of Directors

Date



10/26/2016

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President & Chief Executive Officer, KentuckyOne Health

Date

## References

KentuckyOne Health. (2013). *FY2014-2016 Saint Joseph East—Community Health Implementation Strategy*. Retrieved on June 1, 2016 from <http://www.kentuckyonehealth.org/documents/StJosephEastImplementationFinal.pdf>.

KentuckyOne Health. (2016). *FY2017-2019 Saint Joseph East Community Health Needs Assessment*. Retrieved on June 30, 2016 from <http://www.kentuckyonehealth.org/documents/CHNAs%20and%20Implementation%20Strategies/Saint-Joseph-East-Community-Health-Needs-Assessment.pdf>.

KentuckyOne Health. (2016). *Saint Joseph East CHNA Infographic*. Retrieved on July 25, 2016 from [http://www.kentuckyonehealth.org/documents/CHNAs%20and%20Implementation%20Strategies/SJE\\_CHNA\\_Infographic\\_8.5x11\\_TP.pdf](http://www.kentuckyonehealth.org/documents/CHNAs%20and%20Implementation%20Strategies/SJE_CHNA_Infographic_8.5x11_TP.pdf).

National Association of County & City Health Officials (NAACHO). (2016). *Community Health Improvement Matrix*. Retrieved on June 20, 2016 from <http://archived.naccho.org/topics/infrastructure/healthy-people/community-health-improvement.cfm>.