

Implementation Strategy 2020 - 2022



Flaget Memorial Hospital

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www.chisaintjosephhealth.org/flaget-memorial-hospital

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Introduction

Forward

During 2018-2019, Flaget Memorial Hospital conducted its FY2020-22 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 plan strategies (IS) document, developed from April-June 2019, serves as an accompaniment to that report by identifying the strategies which Flaget Memorial Hospital will employ from FY2020-22 to address the needs identified in the most recent CHNA. Additionally, the completion of this report and subsequent approval and adoption by the CHI Saint Joseph 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:

- CHI Saint Joseph Health Healthy Communities team 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 team consulted with CHI Saint Joseph Health leaders to include in the inventory applicable strategies occurring on behalf of all CHI Saint Joseph Health hospital communities, including that of Flaget Memorial Hospital.
- A final list of appropriate strategies was prepared.
- The goals, objectives and strategies for addressing each identified health need are listed below.
- This report will be made public and widely available on or before November 15, 2019.

Organization Description

Flaget Memorial Hospital, part of CHI Saint Joseph Health, is a 52-bed facility located in Bardstown, Kentucky, serving patients from Nelson, Hardin, Marion, Washington, Spencer, Bullitt and LaRue counties.

Founded in 1951 by the Sisters of Charity of Nazareth, Flaget Memorial Hospital is nationally recognized for orthopedic care, surgical care and inpatient satisfaction. The hospital provides a complete array of services, including cancer care, heart care, outpatient rehabilitation, skilled nursing, weight loss surgery, pain management, general surgery, obstetrics and gynecology, maternity care, and sports medicine. The cancer center provides full support and cancer care to patients through its medical and radiation oncology programs.

CHI Saint Joseph Health is one of the largest and most comprehensive health systems in Kentucky. We consist of 135 locations in 20 counties, including hospitals, physician groups, clinics, primary care centers, specialty institutes and home health agencies. In total, the health

system serves patients in 35 of Kentucky's 120 counties. We are a lasting presence in many of Kentucky's most rural and under-resourced communities and we are committed to improving health outcomes, fostering health equity, and reducing avoidable utilization and costs for individuals with complex needs.

Community Served

Geographic Area

For the purposes of the CHNA, Flaget Memorial Hospital has defined Nelson County as the primary service area. Nelson County will serve as the unit of analysis for the CHNA and health needs discussed will pertain to residents of this county.

Population

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. Nelson County continues to grow in population, but is not as diverse as the larger contiguous county of Jefferson.

Target Population for Implementation Strategies

The target population in the Implementation Strategy plan are the "Broader Community," those "Living in Poverty" and the "Most Vulnerable Population," including persons with disabilities, racial, cultural and ethnic minorities; this corresponds with federal community benefit reporting requirements.

Significant Health Needs Identified in CHNA

Criteria Used to Identify Priorities

Flaget Memorial Hospital hosted the CHNA steering committee meeting for members of the community steering committee to review findings from the community surveys, focus groups, key informant interviews and county specific secondary health data.

The process of priority selection followed the Association for Community Health Improvement (ACHI) recommendations to consider:

- The magnitude of the problem (i.e., the number of people or the percentage of a population impacted).
- The severity of the problem (i.e., the degree to which health status is worse than the national norm).
- A high need among vulnerable populations.
- The community's capacity/willingness to act on the issue.
- The ability to have a measurable impact on the issue.
- Community resources already focused on the issue.
- Whether the issue is a root cause of other problems.

Members of the committee discussed the findings and, based on all of the information, identified the following as areas of need to address in the next three years:

- Behavioral health (mental health and substance abuse)
- Obesity and diabetes
- Education about resources

Final Priority Health Needs

In May 2019, the leadership team at Flaget Memorial Hospital met to review the needs identified by the CHNA Steering Committee. The team discussed each of the needs and identified where they believed the hospital had the greatest capacity to make marked improvement. Leadership accepted and supported the recommendations of the CHNA Steering Committee and address priorities as listed above.

Significant Health Need(s) Not Addressed

All top priorities identified as needs will be addressed.

Implementation Strategy Process

Development of Implementation Strategies

During the development of the CHNA, there were conversations at the hospital level and at the CHI Saint Joseph 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. This involved researching current strategies reported in CBISA (Community Benefit Inventory for Social Accountability – the community benefit reporting system used by CHI Saint Joseph Health), evaluating the present community health needs assessment and garnering information from the hospital leadership team.

In May-June 2019, Flaget Memorial Hospital leaders met to review this inventory and evaluate it for their commitment to continuation of these strategies. Strategies that proved to be ineffective or 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 CHI Saint Joseph Health Healthy Communities team consulted with Flaget Memorial Hospital leaders to include in the inventory applicable strategies occurring on behalf of all CHI Saint Joseph Health hospital communities, including that of Flaget Memorial Hospital. The system-level strategies were shared by leaders representing these CHI Saint Joseph Health services:

- Cancer Care
- Clinical Services
- Food and Nutrition Services
- Nutrition and Diabetes

- CHI Saint Joseph Health Foundations/CHI Saint Joseph Health Grants Office
- Public Policy and Advocacy
- Strategy and Business Development
- Mission

Strategies from both the hospital and system levels 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 strategies linked to each goal.

Strategies to Address Significant Health Needs

Flaget Memorial Hospital's identified needs, goals, objectives and strategies are below:

Behavioral Health – including mental health and substance abuse

Goal: Address behavioral health, including mental health and substance abuse, from a CHI Saint Joseph Health system approach, including working upstream to address issues that underlie mental health and substance abuse.

Outcome Objective: By June 2022, increase mental health resources, including telehealth, participation and collaboration with community partners to address behavioral health; decrease substance abuse as measured by the Centers for Disease Control and Prevention.

Strategies will be accomplished through participation and collaboration with community partners. Information about available resources will be provided with each opportunity.

Strategies – Mental Health

- Support legislation considering a holistic approach to address mental health, including telehealth.
- Pursue various private, state and federal grants to address mental health needs.
- Epic Project – Consider participating with Partners in Pediatric Therapy and the Nelson County Health Department to identify individuals who have experienced challenging and adverse situations throughout their lifetime that could impact their mental and physical health.
- Participate and support local groups and events that have a mission to promote mental well-being.
- Increase access to mental health services by improving collaboration between Flaget Memorial Hospital, community and local mental health facilities.
- Leverage expertise in mental health to increase access to mental health services, including telehealth.
- Collaborate with Our Lady of Peace to provide Peace for Parents seminars on topics such as anxiety, depression, suicide, bullying and substance abuse.
- Utilize telehealth for consultations through the emergency department.
- Continue Green Dot program to address violence in the area schools and identify high-risk kids and continued leadership of the Violence Prevention Community Coalition.

Strategies – Substance Abuse

- Participate and support Kentucky Hospital Association (KHA) and the Cabinet for Health and Family Services as part of the Kentucky Opioid Response Effort (KORE) to launch the Kentucky Statewide Opioid Stewardship (KY SOS) program.
- Advance CHI Saint Joseph Health’s recent new position of Opioid Stewardship Pharmacist and forthcoming drug task force.
- Participate and support the Kentucky Chamber of Commerce’s Opioid Task Force.
- Participate and/or sponsor evidence-based substance abuse initiatives addressing the opioid crisis.
- Promote collaboration between the public and private sectors.
- Promote and support community support programs such as Alcoholics Anonymous (AA) and Narcotics Anonymous (NA).
- Identify opportunities to address alcohol and substance use.
- Support local groups and events that have a mission to prevent alcohol and substance use and care for those who are experiencing mental health issues and/or substance abuse.
- Explore the feasibility of expanding telehealth opportunities for alcohol and drug counseling.

Obesity and Diabetes – Including Wellness & Exercise

Goal: Address obesity and diabetes, including wellness and exercise, through education and prevention.

Outcome Objective: To decrease obesity and diabetes as measured by Kentucky Behavioral Risk Factor Surveillance Survey and to increase wellness and exercise as measured by County Health Rankings and Roadmaps. (KY ranks 7th for diabetes; and, 8th for obesity.)

Strategies will be accomplished through participation and collaboration with community partners. Information about available resources will be provided with each opportunity.

Strategies

- Advocate for initiatives that address the risk factors that lead to obesity and chronic disease in children.
- Support legislation to provide tax breaks and other incentives for the creation of wellness programs enabling businesses to educate and encourage employees to engage in healthy lifestyles and obtain preventive care.
- Promote healthy options for diet and exercise.
- Provide community supported agriculture programs and/or farmers markets.
- Promote Healthy Food Initiative and “Mindful” program.
- Offer items and educational materials from “Harvest of the Month” program.
- Provide nutrition labeling in cafeteria.
- Establish diabetes education classes with individual counseling, along with medical nutrition therapy.
- Pursue opportunities to develop and/or expand partnerships to increase access to resources related to diet and exercise.

- Participate and support local groups and events that have a mission to promote healthy diet and exercise to prevent negative health outcomes.
- Promote and support the American Diabetes Association.

Education about Resources

Goal: Address lack of knowledge about available resources for diseases and services at Flaget Memorial Hospital.

Outcome Objective: By June 2022, increase knowledge about diseases and services at Flaget Memorial Hospital by accepting 85% of invitations and participating in community and school events to provide education materials and information; host a minimum of two educational sessions at facility covering services and/or diseases.

Strategies will be accomplished through participation and collaboration with community partners. Information about available resources will be provided with each opportunity.

Strategies

- Participate in community events and school events to provide education about diseases and services at Flaget Memorial Hospital.
- Host educational sessions at Flaget Memorial Hospital to share knowledge about diseases and services.
- Continue advisory council to provide education about resources and encourage members to share with community.
- Identify specialty providers who are willing to expand their services to the Flaget Memorial Hospital service area.

Next Steps

Flaget Memorial Hospital's Implementation Strategy report outlines the response to the community's health needs through June 30, 2022.

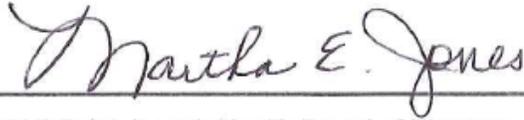
Flaget Memorial Hospital will carry out the implementation strategies through collaborative efforts with community leaders and organizations to address each health priority identified through the assessment process.

Periodic evaluation of goals/objectives for each identified priority will be conducted to assure that strategies are on track to be completed as described.

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

Adoption/Approval

CHI Saint Joseph Health's Board of Directors 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.



Chair, CHI Saint Joseph Health Board of Directors

8/7/19

Date



President & Chief Executive Officer, CHI Saint Joseph Health

8/20/19

Date

Appendix A – Data Sources

Centers for Disease Control and Prevention

<http://www.cdc.gov/>

Robert Wood Johnson Foundation County Health Rankings and Roadmap

<http://www.countyhealthrankings.org>

Foundation for a Healthy Kentucky's Kentucky Health Facts

<http://www.kentuckyhealthfacts.org/>

America's Health Rankings

<https://www.americashealthrankings.org/explore/annual/measure/CVDDeaths/state/KY>

