

# Implementation Strategy 2020 - 2022



## **Saint Joseph Berea**

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## Introduction

### *Forward*

During 2018-2019, Saint Joseph Berea 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 that Saint Joseph Berea will employ from FY2020-22 to address the needs identified in the most recent CHNA. In addition, 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 department created an inventory of hospital-level and system-level strategies that were already in place to address the applicable health needs.
- Saint Joseph Berea 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 Saint Joseph Berea.
- 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*

Saint Joseph Berea is a not-for-profit, faith-based hospital located in Berea, Kentucky. The hospital was established on the grounds of Berea College in 1898 and now serves as a 25-bed critical care access hospital for the residents of Madison, Estill, Garrard, Jackson and Rockcastle counties.

CHI Saint Joseph Health is one of the largest and most comprehensive health systems in the Commonwealth of 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, Saint Joseph Berea has defined Madison County as the primary service area. Madison 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 Saint Joseph Berea helped the hospital team understand characteristics unique to their community and can impact the identification of health needs. Notable for Madison County is the continued growth in population. Madison County's population has increased by just under 10,000 in the last eight years, according to the U.S. Census Bureau.

### *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*

Saint Joseph Berea hosted the CHNA steering committee meeting for members of the community steering committee to review findings from 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 the information, identified the following as areas of need to address in the next three years:

- Substance abuse
- Obesity
- Mental health

## ***Final Priority Health Needs***

In May 2019, the leadership team at Saint Joseph Berea gathered 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 decided to accept and support 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 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 current community health needs assessment and be garnering information from the hospital leadership team.

In May-June 2019, Saint Joseph Berea leaders met to review this inventory and evaluate 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 Berea. The CHI Saint Joseph Health 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 Saint Joseph Berea. 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 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 strategies linked to each goal.

## Strategies to Address Significant Health Needs

Saint Joseph Berea's identified needs goals, objectives and strategies are below:

### **Substance Abuse**

**Goal:** Address substance abuse from a CHI Saint Joseph Health system-wide approach, including working upstream to address issues that underlie substance abuse, a primary prevention to alcohol and drug use.

**Outcome Objective:** To decrease substance abuse as measured by Centers for Disease Control and Prevention and County Health Rankings and Roadmaps. According to the CDC, in 2017, Kentucky ranked 5<sup>th</sup> in the nation for the highest rates of death due to drug overdose (37.2 per 100,000). Also, Kentucky had statistically significant increases in drug overdose death rates from 2016-2017.

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

### **Strategies – Substance Abuse**

- Participate and support the 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.
- Promote and support community support programs such as Alcoholics Anonymous (AA) and Narcotics Anonymous (NA).
- Promote existing community programs to mitigate, treat and care for those affected by substance abuse.
- Promote and support existing community resources needed for patients to address alcohol and drug use.
- Explore the feasibility of expanding telehealth opportunities for alcohol and drug counseling.
- Continue providing education and resources to address tobacco use and negative health consequences in the community.

### **Obesity**

**Goal:** Address obesity through education and prevention.

**Outcome Objective:** To decrease obesity as measured by Kentucky Behavioral Risk Factor Surveillance Survey. (KY ranks 8<sup>th</sup> for obesity; 36% of Madison County residents are considered obese compared to 32% of Kentucky and 31% across the U.S.)

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 in children.
- Promote healthy options for diet and exercise.
- Promote Healthy Food Initiative and “Mindful” program.
- Offer items and educational materials from “Harvest of the Month” program.
- Provide nutrition labeling in cafeteria.
- Continue availability of diabetes education classes and individual counseling, along with medical nutrition therapy.
- 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.
- Establish opportunities for improved diet and exercise to address barriers to access.

## Mental Health Support

**Goal:** Address mental health from a CHI Saint Joseph Health system-wide approach.

**Outcome Objective:** By June 2022, increase mental health resources, including telehealth, participation and collaboration with community partners.

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

## Strategies

- Support legislation considering a holistic approach to address mental health, including telehealth.
- Pursue various private, state and federal grants to address mental health needs.
- Participate and support local groups and events that have a mission to promote mental well-being.
- Leverage expertise in mental health to increase access to mental health services including telehealth.
- Research and/or develop a resource guide that identifies credible mental health facilities in close proximity to Berea,
- 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.

## Next Steps

Saint Joseph Berea’s Implementation Strategy report outlines the response to the community’s health needs through June 30, 2022.

Saint Joseph Berea will carry out the implementation strategies through collaborative efforts with community leaders and organizations to address each health priority identified through the assessment process.

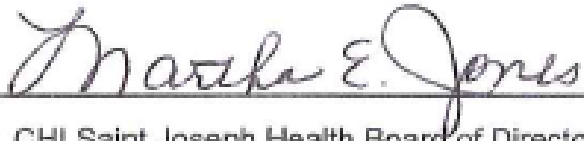
Periodic evaluation of goals/objectives for each identified priority will be conducted to assure that strategies are on track to be completed as described.

Saint Joseph Berea is committed to conducting another community health needs assessment and implementation strategy within three years.



## Adoption/Approval

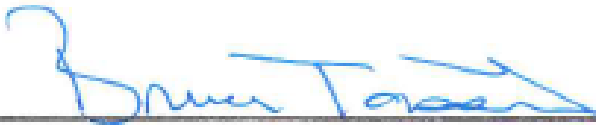
CHI Saint Joseph Health's Board of Directors support the work that each facility completes to improve the health of their community. The Board of Directors approves Saint Joseph Berea's Implementation Strategy that has been developed to address the priorities of the most recent Community Health Needs Assessment.



Chair, CHI Saint Joseph Health Board of Directors



Date



President & Chief Executive Officer, CHI Saint Joseph Health



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/>

U. S. Census Bureau

<https://www.census.gov/quickfacts/fact/table/madisoncountykentucky/PST045218>

