

# Implementation Strategy 2020 - 2022



## **Saint Joseph Hospital**

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# Table of Contents

Introduction.....	1
Forward.....	1
Executive Summary.....	1
Organization Description.....	1
Community Served.....	2
Geographic Area.....	2
Population.....	2
Target Population for Implementation Strategies.....	2
Significant Health Needs Identified in CHNA.....	2
Criteria Used to Identify Priorities.....	2
Final Priority Health Needs.....	3
Significant Health Needs Not Addressed.....	3
Implementation Strategy Process.....	3
Development of Implementation Strategies.....	3
Strategies to Address Significant Health Needs.....	4
Substance Abuse – Including Tobacco and Vaping.....	4
Obesity and Diabetes – Including Wellness and Exercise.....	5
Mental Health Support.....	5
Next Steps.....	6
Adoption and Approval.....	7
Appendix A – Data Sources.....	8

## Introduction

### *Forward*

During 2018-2019, Saint Joseph 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 that Saint Joseph Hospital 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 team created an inventory of hospital-level and system-level strategies that were already in place to address the applicable health needs.
- Saint Joseph 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 Saint Joseph 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*

Saint Joseph Hospital, Lexington's first hospital, remains the first choice for health care today. Founded in 1877, it has grown into a 433-bed medical center, with a full range of services, including the national award-winning Heart Institute and leading-edge da Vinci robotic surgery.

Also known as Lexington's "heart hospital," Saint Joseph Hospital has pioneered many firsts in the health care community. Saint Joseph has been nationally recognized for treatment in the areas of cardiology, orthopedics and stroke. Saint Joseph Hospital is central Kentucky's pioneering heart and vascular care center. It is home to an innovative cardiac catheterization lab, electrophysiology lab and the first fully accredited noninvasive services department including both adult echocardiography and vascular ultrasound testing in a private hospital, demonstrating commitment to the latest in state-of-the-art technology. The Institute's primary focus is the prevention, diagnosis, treatment and management of patients with heart and vascular disease.

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, Saint Joseph Hospital has defined Fayette County as the primary service area. Fayette 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 Hospital helped the hospital team understand characteristics unique to their community and can impact the identification of health needs. In comparison to Kentucky, Fayette County is more diverse in race and ethnicity among residents. Fayette County has also experienced a greater increase in population growth than the Kentucky state average.

### *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 Hospital 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, including tobacco and vaping
- Obesity and diabetes, including wellness and exercise
- Mental health support
- Lack of resource knowledge

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

In May 2019, the leadership team at Saint Joseph Hospital 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 opportunity to make marked improvement. Leadership accepted and supported the recommendations of the CHNA Steering Committee and will address priorities as listed above. Lack of resource knowledge will be woven through the other three priorities and will not be addressed separately.

### ***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 needs. 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 garnering information from the hospital leadership team.

In May-June 2019, Saint Joseph Hospital 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 Hospital. 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 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

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

### ***Substance Abuse – including Tobacco and Vaping***

**Goal:** Address substance abuse, including tobacco and vaping, 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, including tobacco and vaping rates as measured by Centers for Disease Control and Prevention and County Health Rankings and Roadmaps. (KY is #2 in the nation for tobacco use at 24.6%; and #1 in cancers tied to smoking.) According to the CDC, in 2017, Kentucky ranked 5th 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.
- Participate and support the Lexington Fayette County Health Department LexBeSafe committee.
- Participate and support the Lexington mayor's Opioid Task Force.
- 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).
- Collaborate and support Drug-Free Lexington Agency for KY Substance Abuse Policy (ASAP).
- Identify opportunities to address alcohol and substance use.
- Support local groups and events that have a mission to prevent alcohol and substance use.
- Explore the feasibility of expanding telehealth opportunities for alcohol and drug counseling.



### ***Strategies – Tobacco and Vaping***

- Advocate for smoke-free schools, workplaces and public places.
- Advocate for increasing the cigarette tax.
- Advocate to increase the age to 21 for purchase of tobacco products.
- Promote and encourage lung screenings for cancers associated with tobacco use. (Lung cancer is the most common cancer in men and women in the United States.)
- Enforce Tobacco-Free Campus policy.
- Provide information about smoking cessation classes and 1-800-Quit-Now.
- Continue representation on the American Cancer Society's Kentucky Advisory Board.
- Collaborate and support Kentucky Cancer Program Plan to Be Tobacco Free.
- Collaborate and support Foundation for a Healthy Kentucky tobacco-free efforts.
- Continue providing education and resources to address tobacco use and negative health consequences in the community.

### ***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 7<sup>th</sup> for diabetes and, 8<sup>th</sup> 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.
- Promote healthy options for diet and exercise.
- Provide community-supported agriculture program 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.
- Participate and support the Lexington-Fayette County Health Department LexBeWell committee.
- 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.

### ***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.
- 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 Hospital's Implementation Strategy report outlines the response to the community's health needs through June 30, 2022.

Saint Joseph 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.

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

*Marsha E. Jones*

Chair, CHI Saint Joseph Health Board of Directors

*8/7/19*

Date

*Bruce Tassin*

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/>

American Lung Association – Smoking Facts

<http://www.lung.org/stop-smoking/smoking-facts/>

NCCN guidelines – Lung Cancer Screening

[http://www.nccn.org/professionals/physician\\_gls/pdf/lung\\_screening.pdf](http://www.nccn.org/professionals/physician_gls/pdf/lung_screening.pdf)

NCCN guidelines – smoking cessation

[http://www.nccn.org/professionals/physician\\_gls/pdf/smoking.pdf](http://www.nccn.org/professionals/physician_gls/pdf/smoking.pdf)

America's Health Rankings

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

