

# Implementation Strategy 2020 - 2022



## **Saint Joseph London**

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## Introduction

### *Forward*

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

Saint Joseph London leaders reviewed the inventory, evaluated continuation of current strategies and added more strategies where appropriate.

The Healthy Communities team consulted with CHI Saint Joseph Health system-level leaders to include in the inventory applicable strategies occurring on behalf of all CHI Saint Joseph Health hospital communities, including that of Saint Joseph London.

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 London, part of CHI Saint Joseph Health, is a 150-bed, regional hospital located in London, Kentucky. Founded in 1926, Saint Joseph London opened a new \$152 million, 340,000-square foot regional facility in 2010. We offer the latest technology along with nationally ranked, award-winning services. Our patient rooms are private with most overlooking a small lake and garden on the 52-acre healing environment. Saint Joseph London treats patients from southeastern Kentucky, including those from Clay, Laurel, Jackson, Knox, Pulaski, Rockcastle and Whitley counties.

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 its CHNA, Saint Joseph London has defined Laurel County, Kentucky, as its primary service area. Laurel County will serve as the unit of analysis for this CHNA, and health needs discussed will pertain to residents of Laurel County.

### *Population*

Understanding the demographics of the community served by Saint Joseph London helped the hospital team understand characteristics unique to their community and can impact the identification of health needs. Community demographics indicate that Laurel County is largely representative of Kentucky “averages,” but does have less ethnic and racial diversity than the state.

### *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 London 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 of the information, identified the following as areas of need to address in the next three years:

- Substance abuse

Chronic diseases (obesity and cardiovascular diseases)  
Mental health services

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

In May 2019, the leadership team at Saint Joseph London 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.

### ***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 present community health needs assessment and garnering information from the hospital leadership team.

In May-June 2019, Saint Joseph London 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 Saint Joseph London. 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 London. 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 Services
  - 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 London's identified needs goals, objectives and strategies are below:

### **Substance Abuse**

**Goal:** Address substance abuse, including tobacco use and vaping, from a CHI Saint Joseph Health 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 use and vaping rates as measured by the Centers for Disease Control and Prevention and County Health Rankings and Roadmaps. (KY is #2 in the nation for tobacco use – 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 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.

- Collaborate and support with Laurel County Health Department to address issues surrounding alcohol and drug use.

- Collaborate and support Laurel County Health Department's harm reduction program to spread awareness of HIV and Hep C through use of contaminated needles.

- Develop protocols to address addiction issues.

- Support community support programs such as Alcoholics Anonymous (AA) and Narcotics Anonymous (NA).

- Identify opportunities to address alcohol and substance use.

- Pursue opportunities to develop and/or expand services to address alcohol and drug use.

- Collaborate with the local jail to provide parenting education bimonthly for inmates selected for the program.

- 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 (including vapor and JUULs) schools, workplaces and public places, including restaurants, bars and hotels.
- 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.)
- Develop and implement an automated process for lung screening to ease the ordering and patient follow-up.
- Develop and implement a lung accreditation program to address gaps in care and strengthen access to screening, prevention and treatment.
- 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's tobacco-free efforts.
- Collaborate and support the Laurel County Health Department's efforts to address tobacco prevention in Laurel County.
- Continue collaboration with the Tri-County Cancer Coalition to address tobacco prevention in Laurel County.
- Support clean air ordinance expansion for Laurel County to include e-cigarettes.
- Expand behavioral and pharmacological counseling for cancer patients who continue to smoke.
- Continue providing education and resources to address tobacco use and negative health consequences.

### **Chronic Disease – Obesity and Cardiovascular Disease**

**Goal:** Address obesity and cardiovascular disease as chronic diseases, including wellness and exercise through education and prevention.

**Outcome Objective:** To decrease obesity and cardiovascular disease as measured by Kentucky Behavioral Risk Factor Surveillance Survey and to increase wellness and exercise as measured by County Health Rankings and Roadmaps to reduce the incidence of heart disease and stroke. (KY ranks 8<sup>th</sup> for obesity and 6<sup>th</sup> for cardiovascular deaths.)

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 and enabling businesses to have a healthier workforce.
- Promote healthy options for diet and exercise.
- Continue community garden that began as a result of the 2017-2019 CHNA and:

- Utilize portable produce stand to provide education and available produce from the community garden at community and school events and in underserved areas.
- Partner with local school system to create garden club to encourage students to participate in community garden.
- Host a healthy foods cooking event using produce from garden.
- Construct produce stand at community garden to allow easier access to available produce from garden.

Promote existing safe walking paths within Laurel County.

Continue availability of diabetes education classes and individual counseling, along with medical nutrition therapy, as well as partner with Laurel County Health Department diabetes program.

Participate and support local groups and events that have a mission to promote and/or address healthy diet, exercise, obesity and cardiovascular disease to prevent negative health outcomes.

Promote Saint Joseph London stroke program.

Continue to support Laurel County Health in Motion Coalition.

Organize community event in recognition of Longest Day of Play.

Create and implement a walking program for expectant mothers to reduce incidence of pregnancy-induced medical conditions.

Continue to grow community outreach program to provide disease-specific education and resources to patients.

Pursue various private, state and federal funding for programs to address healthy eating.

## ***Mental Health Support***

**Goal:** Address lack of mental health support in the community.

**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.

Develop or identify a mental health coalition to collaborate and align substance abuse prevention efforts with statewide efforts.

Collaborate with Rae of Sunshine Foundation to provide mental health awareness education.

Collaborate with National Alliance on Mental Illness (NAMI) to provide a local peer and mental health support group.

Collaborate with local schools to provide anti-bullying education.

Promote anti-bullying month and provide resources to build awareness in the community.



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

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

Martha E. Jones 8/7/19  
Chair, CHI Saint Joseph Health Board of Directors Date

Bruce Tassin 8/20/19  
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/>

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>

