

Implementation Strategy 2020 - 2022



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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
Access to Health Care Education and Treatment.....	4
Alcohol and Drug Abuse.....	4
Mental Health.....	5
Next Steps.....	6
Adoption and Approval.....	7
Appendix A – Data Sources.....	8

Introduction

Forward

During 2018-2019, Our Lady of Peace 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 Our Lady of Peace 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 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 team created an inventory of hospital-level and system-level strategies that were already in place to address the applicable health needs.
- Our Lady of Peace leaders reviewed the inventory, evaluated continuation of current strategies and added additional strategies where appropriate.
- The Healthy Communities team consulted with KentuckyOne Health leaders to include in the inventory applicable strategies occurring on behalf of all KentuckyOne Health hospital communities, including that of Our Lady of Peace.
- 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

Our Lady of Peace, part of KentuckyOne Health, is a private, non-profit psychiatric hospital. Founded in 1951 by the Sisters of Charity of Nazareth, the 220-bed hospital is one of the largest behavioral health facilities in the nation, providing care for children, adolescents and adults. Its Children's Peace Center is the largest and most comprehensive private provider of youth inpatient behavioral health services in the country. Peace operates a full continuum of behavioral health and substance use services for patients, including specialty programs for children and adolescents who have complex treatment needs, such as intellectual or developmental disabilities, forensic issues for females, and/or co-occurring substance use issues. The hospital was the nation's first behavioral health care center to open a long-acting injection clinic operated by retail pharmacists. The clinic was established to help people adhere to prescribed medications for behavioral health conditions, such as substance use and psychotic disorders.

KentuckyOne Health's Louisville Region includes hospitals, physician groups, clinics, primary care centers and specialty institutes. Our facilities provide patients and their families in the

Greater Louisville Area with a wide array of patient care services ranging from high-tech tertiary and rehabilitative care available at Jewish Hospital and Frazier Rehab Institute on the downtown medical campus, to inpatient acute care and outpatient services available in community settings at Sts. Mary & Elizabeth Hospital, Jewish Hospital Shelbyville and Medical Centers Jewish East, Northeast, South and Southwest. All the Louisville Region facilities are committed to continuing the legacy of care that has been provided to patients in this area for over a century.

Community Served

Geographic Area

For the purposes of the CHNA, Our Lady of Peace has defined Jefferson County as the primary service area. Jefferson 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 Our Lady of Peace helped the hospital team understand characteristics unique to their community and can impact the identification of health needs. Notable for Jefferson County in comparison to the Kentucky overall is more diversity in race and ethnicity among residents.

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

Our Lady of Peace hosted the CHNA steering committee meeting for members of the committee to review findings from the community surveys 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:

- Access to Health Care Education and Treatment
- Alcohol and Drug Abuse
- Mental Health

Final Priority Health Needs

In May 2019, the leadership team at Our Lady of Peace 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 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 KentuckyOne 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 KentuckyOne Health), evaluating the present community health needs assessment and garnering information from the hospital leadership team.

In May-June 2019, Our Lady of Peace 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 Our Lady of Peace. The KentuckyOne Health Healthy Communities team consulted with KentuckyOne Health leaders to include in the inventory applicable strategies occurring on behalf of all KentuckyOne Health hospital communities, including that of Our Lady of Peace. The system-level strategies were shared by leaders representing these KentuckyOne Health/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

Our Lady of Peace identified needs goals, objectives and strategies are below:

Access to Health Care Education and Treatment

Goal: To connect families to health care education and treatment.

Outcome Objective: To provide assistance to 80% of patients who need information and/or resources to attain health and wellness; expand and provide services, including treatment, through mobile and telehealth.

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

Strategies

- Offer mobile Level-of-Care assessments to the Community Correctional Center, The Brady Center, Recovery Louisville program at The Healing Place, Jefferson County Public Schools, youth residential facilities, Center for Women and Families, court and YMCA Safe Place.
- Offer mobile and telehealth assessments at all KentuckyOne Health/CHI Saint Joseph Health emergency departments.
- Provide specialized treatment programs and transportation assistance for patients enrolled in OLOP's outpatient programs.
- Offer Peace for Parents seminars throughout the Louisville community to address topics such as anxiety, depression, suicide, bullying and substance use.
- Provide support groups at no charge to the community.
- Establish collaboration with Our Lady of Peace, family health centers, the Face It Movement to offer an annual South End Event (Convene-Connect-Celebrate) to address health concerns including mental health and substance use for that community.

Alcohol and Drug Abuse

Goal: Address alcohol and drug abuse from a KentuckyOne 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 the Centers for Disease Control and Prevention and County Health Rankings and Roadmaps. 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.

- Continue to participate in coalitions/committees such as the Treatment Advisory Group, Advocacy and Policy Advisory Committee, Annual PAR Recovery Rally, South Louisville Opioid Task Force and Health Babies Louisville.
- Participate in WLKY's State of Addiction hotline (every two months). 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 Kentucky Chamber of Commerce's Opioid Task Force.
- Promote and support community support programs such as Alcoholics Anonymous (AA) and Narcotics Anonymous (NA).
- Identify opportunities to address alcohol and substance use.
- Offer support groups at no charge to the community.
- Offer specialized treatment programs and transportation assistance for patients enrolled in Our Lady of Peace's outpatient programs.
- Offer mobile level-of-care assessments to the community.
- Offer Peace for Parents seminars throughout the Louisville community to address topics such as anxiety, depression, suicide, bullying and substance abuse.
- 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.

Mental Health

Goal: Address mental health by building awareness and supporting activities in the community and continued services at Our Lady of Peace.

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.
- Implement an evidence-based suicide screening tool that all staff will be trained to increase awareness within the hospital.
- Offer weekly NAMI Connection group and no charge aftercare at Our Lady of Peace's Adult Outpatient Center.
- Offer LAI anti-psychotics in Our Lady of Peace's LAI Clinic.
- Provide QPR Training at Flaget Memorial Hospital in 2019.

- Participate in the Louisville Health Advisory Board's Behavioral Health Committee – Zero Suicide Initiative, Human Trafficking Task Force, Systems Strategies – Agency Collaborative, Re-entry Coalition, Face It Movement and Community Shield.
- Implement an evidence-based suicide screening tool that all Our Lady of Peace staff will be trained to increase awareness within the hospital.
- Offer Weekly NAMI Connection group and no charge aftercare at Our Lady of Peace's Adult Outpatient Center.
- Offer LAI anti-psychotics in Our Lady of Peace's LAI Clinic.

Next Steps

Our Lady of Peace's Implementation Strategy report outlines the response to the community's health needs through June 30, 2022.

Our Lady of Peace 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.

Our Lady of Peace is committed to conducting another community health needs assessment and implementation strategy within three years.

Adoption/Approval

KentuckyOne Health's Board of Directors support the work that each facility completes to improve the health of their community. The Board of Directors approves Our Lady of Peace'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, KentuckyOne Health Board of Directors Date

D Lee Coddie 8/19/19
Interim Louisville Market Chief Executive Officer, KentuckyOne 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/>

