

Implementation Strategy 2020 - 2022



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Introduction

Forward

During 2018-2019, Sts. Mary & Elizabeth Hospital (SMEH)) 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 Sts. Mary & Elizabeth 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 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:

- 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.
- Sts. Mary & Elizabeth Hospital leaders reviewed the inventory, evaluated continuation of current strategies and added additional strategies where appropriate.
- The Healthy Communities team consulted with KentuckyOne Health system-level leaders to include in the inventory applicable strategies occurring on behalf of all KentuckyOne Health hospital communities, including that of Sts. Mary & Elizabeth 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

Sts. Mary & Elizabeth Hospital, part of KentuckyOne Health Louisville Region, is a 298-bed, full-service hospital, founded by the Sisters of Charity of Nazareth in 1874. The hospital offers a full range of vascular, orthopedic, cardiac, neurological, surgical, rehabilitative and 24/7 emergency services. Sts. Mary & Elizabeth is also home to Bariatric Care, the region's only weight-loss management program utilizing the Lap-Band® System. In addition, the hospital provides the Orbera Gastric Balloon procedure. The hospital has been recognized as one of the first health care facilities in the nation to receive a Blue Distinction® Center+ for Bariatric Surgery. The hospital also includes a Healthy Lifestyle Center.

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, Sts. Mary & Elizabeth Hospital 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 Sts. Mary & Elizabeth Hospital helped the hospital team understand characteristics unique to their community and can impact the identification of health needs. Jefferson County, in comparison to the Kentucky overall, has 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

Sts. Mary & Elizabeth Hospital hosted the CHNA steering committee meeting for members of the panel 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:

- Tobacco, alcohol and drug abuse
- Access to care
- Obesity

Final Priority Health Needs

In May 2019, the leadership team at Sts. Mary & Elizabeth 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.

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 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 KentuckyOne Health), evaluating the current community health needs assessment and be garnering information from the hospital leadership team.

In May-June 2019, Sts. Mary & Elizabeth 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 Sts. Mary & Elizabeth Hospital. 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 Sts. Mary & Elizabeth Hospital. 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 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

Sts. Mary & Elizabeth Hospital's identified needs goals, objectives and strategies are below:

Tobacco, Alcohol and Drug Abuse

Goal: Address tobacco, 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 tobacco, alcohol and drug abuse 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 – Tobacco Abuse

- 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 to address use and negative health consequences in the community.

Strategies – Alcohol and Drug 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 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 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.

Access to Care

Goal: Address access to care for all patients.

Outcome Objective: To connect 80% of eligible patients and families with transportation resources.

Strategies

- Advocate for laws and policies that expand access to care (i.e., Medicaid expansion.)
- Collaborate and support Supplies Over Seas.
- For higher education students pursuing careers in health care, provide opportunities to perform shadowing, observation and clinical rotations. This includes, but is not limited to, students enrolled in these programs: nursing, therapy, social work and pharmacy.
- Work with Conifer to enroll/counsel patients in health insurance, including spending time on education and assistance as it pertains to the Affordable Care Act and Medicaid expansion plans.
- Provide outreach and various health screenings throughout the community.
- Promote access to care and/or meet patients' needs, through Sts. Mary & Elizabeth leaders serving on committees and boards of organizations with like missions.
- Assist eligible patients with transportation needs to access care.

Obesity

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

Outcome Objective: To decrease obesity 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; 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.
- Promote healthy options for diet and exercise.
- Provide community-supported agriculture program and/or farmers markets, including Iroquois Urban Farm.
- Continue availability of diabetes education classes and individual counseling, along with medical nutrition therapy.

- Promote weight management, including bariatric surgery when indicated.
- 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 Healthy Lifestyle Centers.
- Participate and support opportunities for the community to be physically active.
- Partner with Louisville Area Community Ministries to support “Meals on Wheels.”
- Promote utilization of onsite gym for staff.

Next Steps

Sts. Mary & Elizabeth Hospital’s Implementation Strategy report outlines the response to the community’s health needs through June 30, 2022.

Sts. Mary & Elizabeth 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.

Sts. Mary & Elizabeth Hospital 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 Sts. Mary & Elizabeth Hospital's Implementation Strategy that has been developed to address the priorities of the most recent Community Health Needs Assessment.

Chair, KentuckyOne Health Board of Directors

Date

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/>