West Chester
Hospital | ŪC Health™

Community Health Needs Assessment: Implementation Strategies 2020 – 2022

Contents

Mission & Vision

Our Purpose is:
To advance healing and reduce suffering.

Our Mission is:
We are committed to advancing medicine and improving the health of all people – regardless of race, ethnicity, geography or ability to pay – by fostering groundbreaking medical research and education, delivering outstanding primary and specialty care services, and building a diverse workforce.

Our Vision is:
To use the power of academic medicine to advance the science of discovery and transform the delivery of care.

Communities Served

Butler, Clermont, Hamilton, and Warren Counties in Ohio

Prioritized CHNA Needs

Priorities
The priorities for West Chester Hosital are the top community health needs identified in the CHNA:
1. Substance abuse and mental health
2. Access to care and/or services (including Infant mortality)
3. Chronic disease
4. Healthy behaviors

Significant Health Needs to be Addressed
Implementation Strategies, listed on the following pages, address all of the above prioritized health needs.

Significant Health Needs Not Addressed
Not applicable.

Process for Strategy Development

Christie Kuhns, Chief of Staff, Vice President of Operations & Community Relations assembled a CHNA Team to guide and oversee the development of strategies. The Community Relations Team (CR Team) met with both internal and community stakeholders to identify strategies. The CR Team includes Ms. Kuhns, Kristy Davis, Manager of Special Projects and Communications, and Dan Maxwell, Manager, Community Relations. Their activities included:

- Inventory of current strategies worthy of continuation
- Inventory of current activities that might address the targeted needs
- Meeting with public health agencies to identify more opportunities to collaborate
- Participation in Interact for Health's Regional Implementation Plan Group to discover opportunities for shared strategies
- Meeting with community-based organizations and other external stakeholders
- Meeting with UC Health experts and key internal stakeholders to identify and develop responses for the priority areas identified from the Community Health Needs Assessment

CHNA Team:

- Pete Gilbert, Executive Vice President and Chief Operating Officer, UC Health
- Evie Alessandrini, MD, Senior Vice President and Chief Medical Officer, UC Health
- Nita Walker, MD, Senior Vice President, Ambulatory Services, UC Health
- Ann Smith, Senior Vice President, Inpatient Services, Interim Chief Administrative Officer, UC Medical Center
- Christie Kuhns, Chief of Staff, Vice President of Operations & Community Relations, UC Health
- Tom Daskalakis, Vice President and Chief Administrative Officer, West Chester Hospital
- Lafe Bauer, Vice President and Chief Administrative Officer, Daniel Drake Center for Post-Acute Care
- Jenny Dusso, Vice President, Chief Administrative Officer, Ambulatory Services, UC Health
- Amy Chima, Senior Director, Performance Improvement, UC Health
- Kristy Davis, Manager of Special Projects and Communications, UC Health
- Dan Maxwell, Manager, Community Relations, UC Health
- Gwen Finegan, Consultant

Ms. Kuhns presented an overview of the CHNA Implementation Strategies process at a meeting of the Chief Operating Officers and Chief Medical Officers on June 10, 2019. Members of the CHNA Team met on August 12, 2019 to review the draft strategies.

Stakeholder meetings included:

External

May 29 – Butler County General Health District
Jenny Bailer, Health Commissioner, Butler County General Health District
Mita Patel, Accreditation Coordinator, Butler County General Health District

May 31 - Butler County Family & Children First Council

    Beth Race, Director, Butler County Family & Children First Council

June 25 – Centerpoint

    Lorie Glenn, Chief Executive Officer, Centerpoint

July 16 – Primary Health Solutions

    Marc Bellisario, President & CEO, Primary Health Solutions

Internal

June 10 – CCO/CMO Meeting

    Nita Walker, MD, Senior Vice President, Ambulatory Services
    Ann Smith, Interim Chief Administrative Officer, UC Medical Center, Senior Vice President, Inpatient Services, UC Health
    Christie Kuhns, Chief of Staff, Vice President of Operations & Community Relations
    Bev Bokovitz, Vice President, Nursing Services, UCMC
    Rob Portwood, Assistant Vice President, Hospital Operations, UC Medical Center
    Lafe Bauer, Chief Administrative Officer, Daniel Drake Center for Post-Acute Care
    Tom Daskalakis, Chief Administrative Officer, West Chester Hospital
    Ron Rohlfing, Vice President Operations, West Chester Hospital
    Kathy Hays, Vice President, Chief Nursing Officer, West Chester Hospital
    Bob Feldbauer, Vice President, Facilities, UC Health
    Jenny Dusso, Vice President, Chief Administrative Officer, Ambulatory Services, UC Health
    Jasmine Arfa, Vice President, Chief Patient Experience Officer, UC Health
    Candace Sabers, Vice President, Government Relations, UC Health
    Amy Chima, Senior Director, Performance Improvement, UC Health
    Rita Stockman, Assistant Vice President, Accreditation, Regulatory & Policy
    Francisco Fernandez, MD, Director, Emergency Medicine Simulation Medicine
    Tyler French, Director, Transformation, UC Health
    Dan Maxwell, Manager, Community Relations, UC Health
    Gwen Finegan, Consultant

June 24 – ED Medication-Assisted Treatment Program

    Richard Ryan, MD, Professor and Vice Chairman, Department of Emergency Medicine

June 26 – Baby Café

    Kaye Scott, Director, Nursing Administration, Labor & Delivery

    Evelyn Agbomi, Clinical Manager, Special Care Nursery, Lactation Services & Child Birth Education, WCH

July 23 – Outcome Measurement

    Amy Chima, Senior Director, Performance Improvement, UC Health

August 8 – ED Dental Referrals and ED MAT Program

        Sanjay Shewakamani, MD, Medical Director, Emergency Department, West Chester Hospital

Ms. Kuhns also gave an overview of the draft strategies to UC Health's Community Advisory Council at its July 30, 2019 meeting. Members attending were:

- Bishop Bobby Hilton, President, Greater Cincinnati National Action Network (NAN)
- Chara Fisher Jackson, Executive Director, Urban League of Greater Southwestern Ohio
- David N. Kirk, President & CEO, DNK Architects, Inc.
- Kathy Wright, Principal, Hughes STEM High School
- Luz Elena Schemmel, Director, Santa Maria Community Services' Immigrant, Wellness Services and International Welcome Center
- Melba Moore, Health Commissioner, Cincinnati Health Department
- Pastor Ennis Tait, President, Faith Community Alliance of Greater Cincinnati
- Renee Mahaffey-Harris, Executive Director, Center for Closing the Health Gap
- Rick Williams, President & CEO, Brodwill LLC

Also in attendance were Domonic Hopson, MPH, Assistant Health Commissioner, Cincinnati Health Department and Jeff Beam, Director of Development at The Community Builders.

IMPLEMENTATION STRATEGIES

Strategy: Enhance Breastfeeding Support in the Community

Overview:
Approximately 80% of all U.S. women start breastfeeding, but, of those moms, approximately 60% do not reach their own goals. To help improve breastfeeding rates, West Chester Hospital will partner with breast feeding support groups that offer encouragement and education in all aspects of breastfeeding and its impact on daily life – from prenatal to weaning – as well as assistance with latching, pumping, and increasing or maintaining milk supply. Breastfeeding has been linked to improved health outcomes for babies and moms. In addition, breastfeeding has been linked to reduction of infant mortality. There has been an identified need in the Butler County region for further expansion of breast feeding support to the high-risk population. Butler County has one of the highest rates of infant mortality in the State of Ohio. West Chester Hospital has been asked to work with other community agencies to provide this service to the women and children of Butler County.

Goal: To expand breastfeeding support programming at WCH (i.e. Baby Café).

Priority/Priorities Targeted: Access to care/services and Infant mortality

Program/Initiative	Baby Café
Objectives	1. To increase the number of participants in Butler County 2. To educate and empower breastfeeding moms to reach their desired goal 3. To decrease the infant mortality rate
Activities	● An IBLCE-certified consultant will meet weekly for 4 hours a week ● The IBLCE consultant will attend Café meetings, facilitate the discussion, and troubleshoot issues. This may include assisting with latch, doing a pre/post feed weight assessment, observing the mother/baby for abnormalities that may affect breastfeeding, advising mother regarding increasing milk supply/pumping, or making referrals to other specialists. ● The IBLCE consultant will be responsible for overseeing the Café team and periodically meeting with the staff via phone or in person, and discuss the mothers attending the Café. They will discuss the advice and care that was delivered to the attendees, and reflect together about future care and needs of moms. ● Referrals occur if the IBLCE consultant feels that a certain mother/baby requires more in-depth assistance or a referral. This referral will be to the pediatrician and provide resources for individualized lactation support.

Partners	Primary Health Solutions, Baby Café, Butler County Public Health
Resources	Financial contribution: Up to $10,000 annually
Evaluation Activities	● Track attendance ● Track Breastfeeding Issues/Reasons for visit (e.g. problems with latch, milk supply, etc.)
Points of Contact/ Persons Accountable	Kaye Scott, Director, Nursing Administration, Labor and Delivery, and Evelyn Agbomi, Clinical Manager, Special Care Nursery, Lactation Services & Child Birth Education

Strategy: ED Dental Referrals

Overview:
Patients frequently visit the Emergency Department who need dental treatment. Through this program, WCH and the dental team at Primary Health Solutions will create a process to expedite dental referrals from the ED. Patients presenting to WCH ED with urgent dental needs, which cannot be met on site, will be connected with Primary Health Solutions for oral health care. During business hours, a social worker and case manager are available to facilitate the connection and obtain an appointment. After hours, patients will receive a pamphlet with information about Primary Health Solutions and the number to call for an appointment.

Goal: To increase access to emergency dental services for individuals who present at WCH ED

Priority/Priorities Targeted: Access to care/services, Chronic disease, Healthy behaviors

Program/Initiative	ED Dental Referrals
Objective	To create an expedited referral process for patients that present at WCH ED with emergent dental needs to Primary Health Solutions for dental care
Activities	Patients presenting to WCH ED with urgent dental needs will be connected to dental care at Primary Health Solutions
Partners	External partner is Primary Health Solutions, an FQHC that provides dental care. WCH will explore additional partners.
Resources	Social worker and case manager
Evaluation Activities	● Track number of patients presenting to WCH ED with dental needs ● Track number of patients who get a warm hand-off to PHS ● Track number of patients who follow-through with their appointment.
Point of Contact	● Sanjay Shewakamani, MD, Medical Director, Emergency Department, West Chester Hospital
Person Accountable	● Amber Finkelstein, Manager, Case Management, Social Work, UC Health

Strategy: ED Medication-Assisted Treatment (MAT) Program

Overview:
The opioid epidemic is affecting the greater Cincinnati region in remarkable and never before seen ways. Ohio has the second highest age-adjusted drug overdose death rate in the USA, behind only West Virginia. According to the Ohio Department of Health (ODH), overdose deaths increased from 3,050 in 2015 to 4,050 last year, and fentanyl and related drugs were involved in 58.2% of them.

West Chester Hospital will expand its referral relationships with community-based providers of Medication-Assisted Treatment for patients who present at the ED with addiction, especially the population afflicted with opioid use disorder.

Goal: To ensure timely referral and warm hand-off from ED to a MAT program.

Priority/Priorities Targeted: Access to care, Substance abuse, and Mental health

Program/Initiative	ED MAT Program
Objective	To create an expedited referral process for patients who present at WCH ED with opioid addiction
Activities	- Develop specific program targets in 2020 with outreach to partners. - Develop a robust referral process to track success and ensure warm hand-offs with early/next day entrance to MAT program. - Replicate the success of the model at UC Medical Center with screening, Early Intervention Program (EIP), assessment, and linkage to continuing outpatient care within 24 hours of the initial ED visit.
Partners	Partners may include Lindner Center of Hope, Brightview, Beckett Springs, Sojourner, UC Addiction Sciences, and others to be determined.
Resources	1.0 FTE to track and follow-up. with patients and to reach out to partners
Evaluation Activities	- Number of patients screened, intervened, and linked to long-term addiction treatment. - Number of ED discharged patients linked to long-term treatment within 24 hours.
Points of Contact/ Persons Accountable	Sanjay Shewakamani, MD, Medical Director, Emergency Department, West Chester Hospital and Richard Ryan, MD, Professor and Vice Chairman, Department of Emergency Medicine

Accountability

The Senior Vice Presidents of Ambulatory Services and Inpatient Services will be responsible for ensuring progress on the measures described to evaluate the impact of each strategy. The Community Relations team will convene meetings twice annually with hospital team(s) to track achievements for each strategy.

___9_/___11_/___2019_____

Date approved by Audit and Compliance Committee of UC Health Board of Directors