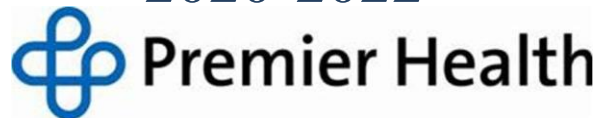


COMMUNITY HEALTH IMPROVEMENT STRATEGIES

2020-2022



ATRIUM MEDICAL CENTER

Atrium Medical Center (AMC) is part of Premier Health, the largest private, nonprofit, comprehensive health care system in Southwest Ohio. AMC is committed to improving the health of the communities it serves with high quality, cost-competitive health services. AMC serves Southwest Ohio from its Middletown campus. It is Warren County's only Level III Trauma Center and Primary Stroke Center. It is also the only accredited Chest Pain Center in Butler and Warren Counties. It offers maternity, cancer, orthopedics, and heart care, among other services. AMC is the region's only Level I Trauma Center. It has earned accreditation as a Comprehensive Stroke Center for the specialized care of complex strokes. The hospital has also achieved Magnet® Recognition for excellence in patient care.

Mission

We will improve the health of the communities we serve with others who share our commitment to provide high quality, cost-competitive health services.

Communities Served

The primary service areas identified for Atrium Medical Center are Butler and Warren Counties in Ohio.

Prioritization of CHNA Community Health Needs

Criteria for Prioritizing

The priorities for Atrium Medical Center are the top community health needs identified in the Community Health Needs Assessment (CHNA). Five health issues achieved consensus as high priorities by these participants and were supported by the secondary data. They align with Premier Health's approach to community health, which has focused on substance abuse; hunger and food insecurity; physical literacy and chronic disease; and access to care and services to improve birth outcomes.

Prioritization Process

Priorities were determined by the number of votes in community meetings; the number and percentage of mentions on surveys; and, for secondary data, data worse than state or national data, trending in the wrong direction, and impacting multiple counties. Hospital leaders met on September 13, 2019. They endorsed the priorities identified in the CHNA and discussed appropriate implementation strategies.

Priorities

Among the health and non-health needs identified in the CHNA, AMC's top priorities will be:

- Access to care and/or services
- Chronic disease
- Healthy behaviors
- Substance abuse and mental health

Process for Strategy Development

Premier Health's System Director for Community Benefits, Shaun Hamilton, convened the hospital team to develop the implementation strategies for these priorities. Assisting the team was consultant Gwen Finegan, who also led the CHNA process.

Participants at the September 13, 2019 meeting included:

- Keith Bricking, President, Atrium Medical Center (AMC)
- Marquita Turner, Chief Nursing Officer/Chief Operating Officer, Atrium Medical Center
- Rhonda Seidenschmidt, Vice President, Operations, Atrium Medical Center
- Mike Stautberg, President, AMC Foundation
- Paula Thompson, President & CEO, Fidelity Health Care
- Jennifer Burcham, Site Manager, AMC Communications
- Shaun Hamilton, Director, Community Health
- Gwen Finegan, Consultant

From January 27, 2020 to February 20, 2020, Roopsi Narayan, Director, Premier Community Health and System Community Benefits, held phone call meetings and exchanged emails with the following individuals from within Premier Health:

- Dr. Marc Belcastro, Chief Medical Officer and VP, Medical Affairs
- Diane Ewing, Chief Liaison-CEO and VP, Government Affairs
- Tina Gregory, Associate Chief Nursing Officer, Atrium Medical Center
- Barbara Johnson, Chief Operating Officer, Premier Health
- Kathryn Johnson, Director, Organizational Learning
- Peggy Mark, Chief Nursing Officer, Premier Health
- Joanne Morgan, System VP, Pharmacy Operations
- Alex Pohlman, Director, TeleHealth
- Patrick Ray, Director, Capital Reporting & Tax Compliance
- Nancy Robie, VP, Operations, Premier Physician Network Primary Care
- Candace Skidmore, VP, Emergency/Trauma Service Lines
- Paula Thompson, CEO and President, Fidelity Health Care
- Marquita Turner, Chief Operating Officer and Chief Nursing Officer, Atrium Medical Center

From GDAHA

- Lisa Henderson, Vice President, Health Initiatives, Greater Dayton Area Hospital Association

Face-to-face meetings occurred with:

- Executive Sponsors on January 14, 2020: Thomas Parker, Peggy Mark, Dr. Marc Belcastro, Yonathan Kebede, Paula Thompson, Roopsi Narayan, and Diane Ewing
- Birth Outcomes Discussions on January 31, 2020 with Dr. Marc Belcastro, Marianne Pohlman (Marketing and Outreach Manager – Help Me Grow), Terra Williams, Gina McFarlane, Roopsi Narayan; and on February 7, 2020 with Dr. Marc Belcastro, Roopsi Narayan, and Paula Thompson.
- Food Insecurity Discussion on February 12, 2020: Peggy Mark, Elizabeth Morgan, and Roopsi Narayan

A description of their proposed strategies follows below.

Description of Strategies

ACCESS TO CARE/SERVICES

ER Virtual Care

- **Sponsor:** Alex Pohlman, Director of Telehealth
- **Budget:** \$24,000 for first two carts and peripheral devices. \$12,000 for each site where services are expanded.
- **Metrics:** Number of new sites, number of residents served, reason for consultations, Emergency Department transfers/hospitalization rates, and patient and clinician satisfaction.
- **Health issue:** As nursing facilities are called upon to care for higher-acuity patients and drive better outcomes at a fraction of the cost of a hospitalization, systems are required that deliver quality physicians to the bedside at times of change of condition.
- **Intervention's goal:** The goal of the program is to facilitate early treatment of conditions, reduce emergency room transfers and hospitalizations, and reduce care costs for residents. The long-term plan is to expand ER Virtual Care to nursing facilities across our market and expand service offerings to include specialties such as neurology, wound care, and behavioral health.
- **Description:** Video consultation with a doctor can expedite evaluation or treatment for patients at nursing facilities or at home. ER Virtual Care uses real-time video and audio for an Emergency Medicine physician to treat a patient remotely. By removing geographical boundaries, the hospital can leverage available providers from a distance to provide support and treat patients. This telemedicine solution can help address unnecessary transfer of nursing home and assisted living residents to hospitals by allowing access to emergency medicine specialists for after hour and weekend coverage.
- **Background:** The closure of Good Samaritan Hospital led to an increased demand in services at MVH-North. Clinical and operational leadership identified an opportunity to leverage telemedicine and help treat patients that present with low acuity symptoms to expedite treatment and reduce wait times. Initial results on utilization and patient satisfaction were positive and expanded Premier Health's scope for inclusion of community partner facilities. Nursing facilities are challenged with caring for higher acuity patients. The service promotes Premier Health's mission in providing highest quality of care at the right time and right place.
- **Partners:** Miami Valley Emergency Specialists, SpringMeade Health Center, and Koester Pavilion.

Community Health Mobile Clinic

- **Sponsor:** Roopsi Narayan, Director, Premier Community Health and System Community Benefits
- **Budget:** \$140,000 committed to the project for 3 years
- **Metrics:** Number of people served. Number of people connected to resources. Percent of people identified as ‘at risk’ and receiving follow-up.
- **Health issue:** Both urban and rural residents can experience obstacles to receiving medical care. A mobile clinic can travel to locations convenient for residents in underserved areas.
- **Intervention’s goal:** The goal is to bring healthcare providers and services on a routine basis to underserved communities through the Premier Community Health Mobile Clinic program. The goal is to make quality healthcare accessible to such locations as Preble County and West Dayton by utilizing sites at nonprofit organizations, participating CVS pharmacies, and local schools.
- **Description:** The program utilizes medical providers who offer patients assessments, counseling, follow-up care, and referrals through the Premier Health online scheduling portal. The patients are provided blood pressure, cholesterol, blood glucose, A1c screenings, (all with immediate results) as well as flu shots administered by Premier Community Health nurses. The care will be documented in Epic allowing tracking of progress and providing access of their Mobile Clinic’s visits to other providers as needed. Along with the health screenings results and counseling provided by the healthcare provider, the program also provides education through the Wellness department of take-home literature about chronic disease and healthy lifestyle alternatives. With this partnership, the program will provide approximately 700 hours of service, between November 2019 and December 2020 and projected 700 hours of service between 2021 and 2022, to the underserved community.
- **Background:** The Premier Community Health Mobile Clinic program has partnered with Wright State Physician Residents, Premier Health Urgent Care Centers, and a primary care physician from OneFifteen to provide accessible healthcare assessments, consultations and referrals to patients in the targeted areas. A new partnership with CVS enables the mobile clinic to provide services in locations where there is not a MinuteClinic available. There will be up to 10 CVS sites in Dayton and near Atrium Medical Center, where the mobile clinic can park and see patients. Schools will also offer a community location for the public and school staff.
- **Partners:** CVS Pharmacy locations in Germantown, Trotwood, New Lebanon, Eaton, and more; Dayton Salvation Army-Kroc Center; Gratis Fire Department; Madison Local Schools; Preble County Chamber of Commerce; Preble County Health Department; Preble Shawnee Schools; Premier Health Urgent Care Centers; Samaritan Behavioral Health Inc.; Valley View Local Schools; Somerville Community Church; Wright State Physicians; Help Me Grow; Tri-County North; Brookville Schools; Maxon Foundation; and Atrium Medical Center Foundation.

ACCESS TO CARE/SERVICES AND CHRONIC DISEASE

Community Health Voucher Program

- **Sponsor:** Roopsi Narayan, Director, Premier Community Health and System Community Benefits
- **Budget:** \$69,000 is projected for 2020-22 cycle for all hospitals within the Premier Health system, with \$13,000 allocated for Atrium Medical Center.
- **Metrics:** For the 3-year period, a projected 275 women system-wide will be served by the Community Health Voucher Program, with a goal to increase the numbers served. At Atrium Medical Center, the anticipated 50% increase would serve a total of 70 women. In 2019, the Atrium Medical Center Foundation approved a second type of funding for Premier Community Health clients that covers women residing in Warren, Butler, Preble, and Hamilton Counties. Prior to that, the Atrium Medical Center Foundation funds were restricted to women living in 5 zip codes. In 2019, 3 women out of 7 were able to receive coverage from Atrium Medical Center funds due to this change. It is expected that the number of clients who are eligible to receive services covered by the Atrium Medical Center Foundation will continue to rise due to this eligibility expansion.
- **Health issue:** This program supplements the State of Ohio's funding to encourage women to be screened for breast cancer and cervical cancer. It provides financial assistance to women who are not eligible for the State program, and it also covers diagnostic testing and biopsies.
- **Intervention's goal:** The mission of the voucher program is to provide financial assistance to detect breast and cervical cancers at the earliest stage to uninsured and under-insured community residents.
- **Description:** The following services are covered by this program: screening mammograms; diagnostic mammograms; breast ultrasounds; breast biopsy; surgical consult (breast); Pap tests; clinical breast exams; coloscopies; and educational materials.
- **Background:** This program is funded through the Atrium Medical Center Foundation and other community donations. Clients must be uninsured or underinsured (copayment, deductible, coinsurance) with income at or below 400% of Federal Poverty Level.
- **Partners:** Atrium Medical Center, Good Samaritan Hospital Foundation, Upper Valley Medical Center Foundations, Miami Valley Hospital Foundation (Help Her Fight), Kroger, Breast Cancer Foundation, and Kuhns Brothers.

INFANT MORTALITY

Healthcare COPE (Cost of Poverty Experience) Training

- **Sponsor:** Marc Belcastro, D.O., Chief Medical Officer and VP, Medical Affairs
- **Budget:** \$51,644 for training across the system.
- **Metrics:** Pre-, post- and follow-on-surveys are administered to participants and volunteers to evaluate their perceptions of poverty. The pre- and post-surveys occur as people enter the event and then following the debrief. The follow-on survey is sent later.
- **Health issue:** Infant mortality for black infants in Montgomery County is disproportionately higher than for white infants. This is the fifth worse rate in Ohio. Prematurity accounts for 50% of the deaths of black infants. Maternal stress is a significant factor in premature labor, and black mothers face multiple stressors from daily encounters with racism. The lack of progress in the region to combat infant mortality leads to this deeper level of training for maternity nursing staff and hospital leaders.

- **Intervention’s goal:** The goal is to improve interactions with low-income and minority families to ensure culturally appropriate and trauma-informed care is consistently delivered.
- **Description:** Participation deepens the understanding of the realities of poverty and implicit bias; improves professional approach and connections; develops practices to help bridge the health equity gap; and builds partnerships with the community to improve health outcomes. Ten COPE training sessions will involve 428 participants, of whom 85% will be nurses. The program started in January 2020 and concludes in April 2020. Premier Health currently has two trained COPE facilitators and the necessary equipment. Part of the program will be to train two more COPE facilitators.
- **Background:** COPE is a tool that helps hospitals build a culture and infrastructure to deliver care that is equitable for all patient populations. A Healthcare version is targeted for health professionals.
- **Partner:** Think Tank and Samaritan Behavioral Health Inc.

CHRONIC DISEASE AND HEALTHY BEHAVIORS

Barbershop Program

- **Sponsor:** Roopsi Narayan, Director, Premier Community Health and System Community Benefits
- **Budget:** \$24,500 committed from Premier Health towards expansion of the program.
- **Metrics:** Expansion to two additional sites: Middletown and Miami County
- **Health issue:** There are health disparities, especially for chronic diseases, for the African-American community. According to the CDC, “new analysis shows that younger African Americans are living with or dying of many conditions typically found in white Americans at older ages. Chronic diseases and some of their risk factors may be silent or not diagnosed during these early years. Health differences are often due to economic and social conditions that are more common among African Americans than whites. For example, African American adults are more likely to report they cannot see a doctor because of cost.”
- **Intervention’s goal:** The goal is to increase awareness of chronic health conditions and to promote healthy lifestyle choices within the African-American community.
- **Description:** Partnering with the local health department, Public Health-Dayton & Montgomery County, will help to further expand services for the community. Barbers (and salon owners) have a close bond with their clients. They can serve as models of good health and/or help connect their clients to health services. The program provides free, voluntary, and convenient health screenings on Saturdays at the shops. Health fairs, events, and fun challenges also occur.
- **Background:** Premier Health developed the Barbershop Health Program, which now has 5 locations. Atrium Medical Center is interested in expanding to include one or more locations in the Hamilton and Middletown areas, along with expansion to Miami County for the Upper Valley Medical Center. The original 3 barbershops resulted in 249 screenings.
- **Partners:** Deez Cuttz, Serenity Salon, Man Up

The Daily Mile

- **Sponsor:** Roopsi Narayan, Director, Premier Community Health and System Community Benefits
- **Budget:** \$9,750 initial investment. In-kind donated labor equivalent to 0.28 FTE each year for 3 years.
- **Metrics:** Expansion to at least two more school districts in the region
- **Health Issue:** Healthy Behaviors
- **Intervention's Goals:** The goal is to present physical activity as an important opportunity that shapes health, development and future physical activity behavior in children. Children will experience higher levels of fitness, lower body fat, and stronger bones and muscles with an increase in physical activity levels.
- **Description:** Regular physical activity also benefits the mental and social health of children. The Daily Mile is a wellness intervention developed in Scotland, designed to increase physical activity levels during the school day by encouraging children to participate in a jog or run, at their own pace – with walking kept to a minimum. The Daily Mile objectives coincide with Healthy People 2020 objectives — to target younger children through physical activity in childcare settings.
- **Background:** The Daily Mile currently influences physical activity behavior at four schools, positively affecting 340 students during the 2019-2020 school year. The Daily Mile was developed in 2012 and primarily featured in Scotland and England schools; however, its positive impact on the children resulted in participation from over 10,943 schools and nurseries worldwide and 2,309,784 students. Premier Health and the involved partners introduced the first Daily Mile pilot program in 2018. The pilot program resulted in a 52.7% participation rate in which 80% (of the students participating) demonstrated growth in their level of endurance. The success of The Daily Mile can be credited to the partnership between the organizations and the school's educators. Premier and the community agencies involved with the project continue to work to expand the program within local school districts.
- **Partners:** Dayton Children's Hospital; Public Health Dayton & Montgomery County; Five Rivers MetroParks; Centerville City School District; Miamisburg City School District; and Centerville-Washington Park District

SUBSTANCE ABUSE AND MENTAL HEALTH

PRESTO (PRomoting Engagement for Safe Training of Opioids)

- **Sponsor:** Nancy Robie, Vice President, Operations, Premier Physician Network
- **Budget:** Annual in-kind donation of executive's time, equivalent to 0.04 FTE
- **Metrics:** Attract at least 38 primary care providers to participate in the research study. Their participation will help the researchers test and develop an efficient and effective protocol to guide other providers
- **Health issue:** Ohio is one of the state's hardest hit by the nation's opioid crisis. Ohio's rate of unintentional opioid overdose rate was nearly three times the U.S. average in 2017. According to the Ohio Department of Health, 80% of Ohioans who died from an overdose in 2016 had a history of opioid prescriptions.
- **Intervention's goal:** Premier Health will recruit system-wide to attract at least 38 of the 150 primary care providers that Wright State University will train in how to engage patients to taper down their opioid prescription use.

- **Description:** The PRESTO protocol is modeled on the SBIRT approach of screening, brief intervention, and referral to treatment. It incorporates CDC opioid prescribing guidelines, use of Ohio’s prescription drug monitoring program, and motivational interviewing. Participating providers will agree to participate in the Ohio Automated Rx Reporting System (OARRS) and have de-identified prescribing data shared with investigators. They will participate in a 3-hour in-person training event as well as a 1-hour follow-up training about 4-6 weeks later. They will be encouraged to use the PRESTO protocol and motivational interviewing with appropriate patients. Each provider will receive \$1,000 for completion of the two training events to assist with the cost of attending. They will also receive 3 hours of continuing education credits. Full implementation is expected in late 2020 or early 2021.
- **Background:** The Ohio Department of Higher Education awarded funding to research substance use disorders. Wright State University received an award to train primary care providers in a prescription-tapering protocol known as PRESTO.
- **Partners:** Mercy Health, Wright State University

Accountability

The Chief Operating Officer is responsible for ensuring that strategies occur which meet the community needs, as outlined in this document. The System Director for Community Benefits will assist as a community liaison in collaborative efforts and will help coordinate system-wide initiatives.

Significant Health Needs Addressed

Implementation Strategies, listed on the preceding pages, address the prioritized health needs:

- Access to care and/or services
- Chronic disease
- Healthy behaviors
- Substance abuse and mental health

In addition, infant mortality was addressed as a priority.

Significant Health Needs Not Addressed

Not applicable

Board Approval

Premier Health’s Board of Directors approved the Implementation Strategies on April 28, 2020.