

COMMUNITY HEALTH IMPROVEMENT STRATEGIES

2017-2019



MIAMI VALLEY HOSPITAL SOUTH

Miami Valley Hospital South serves the Miami Valley's growing Interstate 675 corridor, including southern Montgomery and Greene counties. The facility has 87 inpatient beds and includes a maternity center with five birthing suites; a 24-hour, full-service emergency department; a comprehensive cancer center; sports medicine center; hyperbaric oxygen therapy center; surgery center; full diagnostic imaging and laboratory services; and medical offices for 140 specialty and primary care physicians. Miami Valley Hospital South operates as an additional site of Miami Valley Hospital, which is part of Premier Health.

Mission

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

Commitment to Improving Community Health

Premier Health hospitals are dedicated to building stronger and healthier communities. This dedication is demonstrated by:

- **Community Service Programs:** A healthy community is made up of healthy individuals flourishing in a safe environment. Premier Health supports programs aimed at improving community health in a variety of ways, including education and community safety. The system is committed to improving the health of the communities it serves through a variety of programs focused on investment in the community, prevention and wellness, commitment to the under-served, health improvement, and community engagement.
- **Commitment to Diversity:** Diversity brings fresh perspectives and new ideas to our work. Diversity is an essential asset to the organization. Premier Health embraces the unique skills and perspectives that come from individuals of all backgrounds and beliefs.
- **Commitment to the Under-Served:** The ability to pay shouldn't determine the quality of care received. Premier Health is committed to providing excellent health care to those in need.

Communities Served

The primary service areas identified for Miami Valley Hospital South are Clinton, Greene, Montgomery, and Warren counties in Ohio.

Prioritized List of CHNA Community Health Needs

Criteria for Prioritizing

The Community Benefits subcommittee of Premier Health designed and executed a prioritization process that included a review of internal and external data and reports. The sources included the collaborative CHNA, county health departments, and Ohio Health Department priorities.

The primary criteria for inclusion were the:

- level of agreement among public health departments and the CHNA, and the
- presence of community-based coalitions designed to address these issues.

Collaboration around shared priorities is very important, because no one entity can single-handedly effect dramatic change in these serious areas within the three-year timeframe of the CHNA process.

Prioritization Process

The Community Benefits subcommittee of Premier Health designed and executed the prioritization process that included a review and comparison of the following:

- 2016 Collaborative CHNA for Greater Dayton
- Local county health departments' most recent Community Health Assessments (including Clinton, Greene, Montgomery, and Warren counties)
- Health Policy Institute of Ohio's Health Value Dashboard (state health comparison)

The community health implementation strategies address the collaborative Community Health Needs Assessment (CHNA) conducted in 2016 on behalf of all the hospitals in the region by the Greater Dayton Area Hospital Association.

Priorities

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

- Birth outcomes
- Behavioral health/substance abuse
- Chronic diseases

The following sub-categories comprised each priority's scope:

- Birth outcomes
 - Infant mortality
 - Low birthweight
 - Preterm births
- Behavioral health/substance abuse
 - Depression
 - Drug dependence/abuse
 - Drug overdose
 - Suicide
- Chronic diseases
 - Breast cancer
 - Diabetes
 - Food insecurity/food deserts
 - Heart disease
 - HIV/ AIDS
 - Lung cancer
 - Obesity

Process for Strategy Development

Premier Health's System Director for Community Benefits, Shaun Hamilton, formed an implementation strategies team to prepare for, and serve as resources for, hospital-level conversations. In addition to Shaun Hamilton as chair, the team included:

- Yonathan Kebede, vice president of operations at Fidelity Health Care, the provider of community/home-based services;
- Roopsi Narayan, program manager for Premier Community Health;
- Public health expert, Dr. Marietta Orłowski, who is an Associate Professor at Wright State University and serves on the board's Community Benefits subcommittee;
- Patrick Ray, Premier Health's director, capital reporting & tax compliance, and
- Consultant, Gwen Finegan, who also conducted the CHNA and assisted Premier Health in the development of implementation strategies for each hospital.

The Vice President & System Chief Nursing Officer for Premier Health, Sylvain Trepanier, convened the meeting for senior hospital leaders and subject-matter experts to examine best practices and existing strategies to recommend the 2017-2019 Implementation Strategies. In addition to addressing the prioritized needs, the meeting participants considered the following parameters for successful strategies:

- Strategies designed to improve the health of individuals and, ultimately, the community
- Access by members of the community, especially vulnerable populations, who will participate in, or benefit from, strategies
- Feasible scope that can result in measurable impact
- Sufficient resources, including community partnerships, to ensure that activities and/or services will achieve their goals

Participants at the February 27, 2017 meeting included:

- Christopher Coffield, director of surgery
- Catherine Hall, director of clinical operations
- Shaun Hamilton, system director for community benefits
- Cristlyn Johnston, director of operations
- Yonathan Kebede, vice president of operations, Fidelity Health Care
- Sue McGatha, president & CEO, Samaritan Behavioral Health, Inc., and system vice president of behavioral health services
- Marietta Orłowski, PhD, Wright State Professor and board member, Premier Health
- Jeanne Ponziani, director, clinical operations
- Joann Ringer, chief operating officer

After the meeting, the implementation strategies team followed up with hospital staff and subject-matter experts to obtain metrics and other information contained in this report. A narrative summary and a table with additional information follow.

Description of Strategies

Safe Beginning

Health issue: Birth outcomes

Intervention's goal: To reduce infant mortality by supporting safe sleep and ensuring food security. New mothers will receive home visits, if indicated after birth, which include addressing determinants of poor infant outcomes. The hospital will offer a 'pack-n-play' to mothers who cannot afford one. In addition, mothers will also be encouraged to breastfeed and to sign up for any food benefits for which they are eligible, such as the SNAP or WIC programs.

Background: In 2015, Montgomery County had an overall infant mortality rate of 7.5, up from 6.8 deaths per 1,000 births in 2014. African-American babies died at three times the rate of Caucasian babies. The Healthy People 2020 target rate is 6.0 deaths per 1,000 births. Safe sleep is a key strategy to improve outcomes. Sleep-related deaths are the leading cause of death for infants from one month to one year of age. More than three Ohio infant deaths each week are sleep-related. Sleep-related deaths account for 15 percent of infant deaths, more than any other cause of death except premature birth. African-American babies suffer twice as often as Caucasian babies from sleep-related deaths. Seventy-one percent of these deaths occur when a baby is sleeping somewhere other than a crib or bassinet; 45 percent occurred in adult beds.

Partners: Fidelity Health Care, Miami Valley Hospital Foundation, SNAP, WIC

Project Search

Health issue: Behavioral health

Intervention's goals: Project Search is a transition program for students with mild disabilities to go from high school to a competitive job. The program's focus is on education and employment. Students, age 18 to 21, work as interns.

Background: Miami Valley Hospital South receives 30 to 40 applications every year. It has the capacity to provide work experience for 12 interns. Hospital staff observe that students show improved sense of self-esteem and confidence over the course of the internships. In August 2016, the hospital won the national "100% Employment Outcome Award" from Project Search for its success rate of 100 percent employment for the students who interned there.

Partners: Miami Valley Career Technology Center, Opportunities for Ohioans with Disabilities, Montgomery County Board of Developmental Disabilities, and high school teachers

Opioid Disease Education

Health issue: Behavioral health/substance abuse

Intervention's goal: To provide education that addiction is a disease, and to change perceptions first of hospital personnel and medical professionals, and then of the community. The objectives are 1) to provide CEUs for education on this topic, with curriculum delivered by ADAMHS, and 2) to offer the education in the community.

Background: In 2015 the *Washington Post* called Dayton the epicenter of the heroin problem. From 2011 to 2015, heroin-related deaths increased by 225 percent, one of the highest rates in the nation, according to statistics from the U.S. Centers for Disease Control and Prevention. The rate of unintentional prescription drug overdose deaths also has risen. Front-line health workers are overwhelmed by the number of overdoses, and they can become judgmental when they do not understand the nature of opioid addiction. Such attitudes can impair successful referral to treatment.

Partners: ADAMHS Board, Samaritan Behavioral Health, Inc., and the local heroin coalitions

Lung Cancer Screening

Health issue: Chronic diseases - cancer

Intervention's goals: To make lung cancer screening accessible for everyone.

Background: The benefit of screening is that cancer can be detected early, when it is more preventable. The U.S. Preventive Services Task Force recommends annual screening for lung cancer with low-dose computed tomography (LDCT) in adults age 55 to 80 years who have a 30 pack per year smoking history and currently smoke or have quit within the past 15 years. According to the Centers for Disease Prevention and Control, a Low-Dose CT scan is the only recommended screening test for lung cancer.

Partners: Premier Community Health, physician liaisons, community-based organizations

Implementation Strategies

<i>Health Issue</i>	<i>Strategy</i>	<i>Evaluation of Impact (Measures)</i>	<i>Resources</i>		<i>Timing</i>	<i>Partners</i>
			<i>Financial Value</i>	<i>Staffing</i>		
Birth outcomes	Safe Beginning	Targets will be developed in 2017. Measures can include: # of women who receive 'pack-n-play' for infant # of women who are breastfeeding at discharge # of women who sign up for food benefits # of women receiving home visits	MVHS will share in funds set aside to promote hunger screening and food benefit sign up. \$25,500 has been set aside for MVH and MVHS to share. The value of staff time is \$31,875 between the two hospitals. The Foundation will pay for pack-n-plays.	0.26 FTE director, community benefits will devote time to helping the two hospitals develop and manage new initiatives.	This program will be developed and begun in 2017.	Fidelity Health Care, Miami Valley Hospital Foundation, SNAP, WIC
Behavioral health	Project Search	30-40 applications 12 interns 100% employment	\$120,000 value of staff time \$1,500 support for open house, family picnic, and graduation ceremony	3.0 FTEs across departments (120 hours per week)	Annual ongoing support	Miami Valley Career Technology Center, Opportunities for Ohioans with Disabilities, Montgomery County Board of Developmental Disabilities, high school teachers

<i>Health Issue</i>	<i>Strategy</i>	<i>Evaluation of Impact (Measures)</i>	<i>Resources</i>		<i>Timing</i>	<i>Partners</i>
			<i>Financial Value</i>	<i>Staffing</i>		
Behavioral health/ substance abuse	Opioid disease education	60 front-line staff trained in ED 20 front-line staff trained in Jamestown ED Training offered to 50 physician providers	MVHS will share in funds set aside for addiction education. \$25,500 has been set aside for MVH and MVHS to share. The value of staff time is \$31,875 between the two hospitals.	0.26 FTE director, community benefits will devote time to helping the two hospitals develop and manage new initiatives.	Year 1: Train ED and Jamestown ED. Year 2 +/-or 3: Train additional hospital staff and/or community members.	ADAMHS Board, Samaritan Behavioral Health, Inc., local heroin coalitions
Chronic diseases – cancer	Lung cancer screening with low-dose CT scan	The program is currently under development. Measures and targets will be finalized in 2017 for: # people screened % of people receiving subsidy for LDCT	TBD	TBD	Year 1: Develop new program and identify funding for subsidy. Year 2: Full operations	Premier Community Health, physician liaisons, community-based organizations

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 these prioritized health needs:

- Behavioral health/substance abuse
- Birth outcomes
- Chronic diseases

Significant Health Needs Not Addressed

Not applicable

Board Approval

Premier Health's board of directors approved the implementation strategies in March 2017.