



HSHS
St. Mary's
Hospital

Health Needs Assessment 2018 Implementation Plan

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Introduction

HSHS St. Mary's Hospital is a not-for-profit hospital located in Macon County, Illinois. For more than 140 years, the hospital has been the leader in health and wellness in Macon County. St. Mary's provides a wide range of specialties, including behavioral health services, cardiology, neurosurgery and a sleep center.

St. Mary's partners with other area organizations to help address the health needs of the community, living our mission to reveal and embody Christ's healing love for all people through our high quality Franciscan health care ministry, with a preference for the poor and vulnerable. The hospital is part of Hospital Sisters Health System (HSHS), a highly-integrated health care delivery system serving more than 2.6 million people in rural and midsized communities in Illinois and Wisconsin. HSHS generates approximately \$2 billion in operating revenue with 15 hospitals and has more than 200 physician practice sites. Our mission is carried out by 14,000 colleagues and 2,100 physicians in both states who care for patients and their families.

St. Mary's conducted a community health needs assessment in 2018. Primary and secondary data was gathered from multiple sources to assess the needs of Macon County. This data was presented to external and internal advisory committees, focus groups and key stakeholders. Together these groups recommended the health priorities to be addressed in the FY2019 - FY2021 implementation plan.

Prioritized Significant Health Needs

The following priorities were selected based on the data presented and the prioritization process:

- **Access to Care**
- **Mental Health**
- **Substance Abuse/Drugs**

Health Needs That Will Not Be Addressed

Chronic Conditions: St. Mary's and Catholic Charities partnered to create a hospital transition program. The program uses a community health worker (CHW) to identify patients who frequent the emergency department due to unmanaged chronic conditions. The CHW then acts a resource to help patients better understand and manage their chronic conditions.

Employment: The local food pantry, Good Samaritan Inn, has a successful job skills training program for the unemployed and underemployed in impoverished areas of Decatur. St. Mary's has supported this initiative through Mary's Garden and our community supported agriculture (CSA) program. The hospital will continue to support this initiative in FY2019. Additionally, the city of Decatur recently launched a neighborhood revitalization initiative. St. Mary's played an active role in developing this plan, along with other community stakeholders.

Food Access/Insecurity: St. Mary's continues to develop Mary's Garden, as well as the CSA, in partnership with Good Samaritan Inn. Mary's Garden is located on the grounds of St. Mary's Hospital. It uses a place-based approach to community health improvement by increasing access to healthy foods, creating jobs, teaching job skills, reducing carbon footprint, supporting the local economy and fostering sustainability through urban farming.

Poverty: The city of Decatur has an adult education program for training and employment. It provides educational opportunities and skill development for low-income Decatur residents. St. Mary's currently supports and will continue to support organizations in Macon County working to help individuals and families transition out of poverty.

Sexually Transmitted Infections: The Macon County Health Department offers confidential testing on a walk-in basis each week. It also provides counseling and referrals for treatment.

Violent Crime: A crime prevention program sponsored by the city of Decatur provides safety and crime prevention education within targeted neighborhoods in Decatur.

Implementation Plan

St. Mary's implementation plan is part of a broad community effort to address three priority health needs in the community. The hospital works collaboratively with direct service organizations, coalitions and government agencies to address these needs.

The 2018 implementation plan outlines the actions the hospital will take to address Macon County's health needs. However, as noted below, many strategies will be implemented collaboratively. Recognizing that no one organization affects substantial community change alone, the long-term outcomes identified in this implementation plan will be achieved when community organizations work together for collective impact.

Access to Care

Goal: Develop and implement strategies to improve access to care for Decatur community members by addressing their social determinants of health and health disparities.

Long-term Performance Indicators:

By June 30, 2021, fully deploy a coordinated delivery of care between health care agencies in Macon County. This includes transition of care from the emergency department (ED) to appropriate care settings.

- One measure of success will be a decrease in the number of ED readmissions for patients with complex health issues.

Strategy 1: Health Connect

Health Connect utilizes an interdisciplinary medical team comprised of case managers, emergency providers, social workers, federally qualified health center (FQHC) providers and mental health providers to coordinate the care of complex patients identified upon admission to St. Mary's ED. Eligible patients are then paired with a CHW who works with patients to identify their unmet social and health needs and develop a treatment plan. Using a wraparound approach, the CHW works closely with patients to improve self-sufficiency and sustain health improvement.

FY2019 Performance Indicators:

In year one, Health Connect will reduce ED admissions for up to 20 patients who utilize the emergency department 25 or more times in one year by 33%.

Community Resources:

- Catholic Charities
- Crossing Healthcare

Hospital Resources:

- Community health worker salary
- Behavioral Health Services
- Colleague time
- Travel
- Office space

Supporting Information:

- Target population: Chronic utilizers of St. Mary's ED.
- St. Mary's ED has experienced ever increasing volumes as it serves as a safety net for patients without established access to primary care. In just one year 17 patients visited the ED 1,099 times for varying needs. This type of chronic utilization negatively impacts the patient and provider while draining resources.

Strategy 2: Beyond the NICU

The Beyond the NICU program offers home visits by trained neonatal intensive care (NICU) nurses to give vulnerable families the support they need after leaving the NICU. Since infant outcomes are closely tied to maternal health and well-being, this program focuses on assessing and improving maternal mental health and family preparedness.

Mid-term Performance Indicators:

By June 30, 2020, 75% of infants/families enrolled in the program will have successfully completed the full 18-month program.

- NICU nurses will work with NICU follow-up clinic doctors to assess and evaluate initial data and outcomes, including infant growth (height, weight and length z-score, parent engagement score, maternal infant bonding assessment/score) and compare it against historical controls.

Community Resources:

- HSHS St. John's Hospital Neonatal Intensive Care Unit
- SIU Healthcare Department of Pediatrics
- HSHS St. John's Foundation
- Macon County Social Service Providers

Hospital Resources:

- Travel time
- CHW resources
- Colleague time
- Marketing colleague time, materials and advertising costs

Supporting Information:

- Target population: Infants born 32 weeks or less discharged from HSHS St. John's NICU to a residence in Macon County.
- Evidence base: According to the National Institute of Health, home visiting intervention programs are associated with a decrease in harsh parenting, improved cognition and language development, reduction in low birth weight, improved weight for age and reduction in child health problems.

Strategy 3: Dental Voucher Program

The dental voucher program provides dental assistance in response to pain for individuals who do not have dental insurance. After successful implementation of the program in FY2018, we will work with community partners to enhance services to include surgical options for complex dental disorders in underinsured/uninsured populations.

FY2019 Performance Indicators:

By June 30, 2019, finalize plan to expand the dental voucher program by including recommendations and payment options for surgical extraction and orthodontic surgery for complex dental disorders.

Community Resources:

- Catholic Charities
- Local dentists
- Macon County Health Department

Hospital Resources:

- Dental cost
- Brochures and educational materials

Supporting Information:

Target population: Adults residing in Macon County, 18 years and older, who are underinsured or uninsured for dental care.

Strategy 4: Mary's Garden

by increasing access to food for those in need, teaching a younger generation sustainable gardening, stimulating the local economy and creating jobs.

FY2019 Performance Indicators:

By June 30, 2019, Mary's Garden will expand to two inner-city lots in a neighborhood ranking high on the socio-needs index.

Community Resources:

- Good Samaritan Inn
- Eisenhower High School
- Mercy Gardens
- City of Decatur

Hospital Resources:

- Budget for garden expansion
- Colleague time

Supporting Information:

- Target population: Inner city neighborhood residents.
- Communities with a high concentration of social determinants, specifically poverty, also experience a high acuity for a wide range of health problems. Health disparities such as food insecurity lead to long-term physical and mental health disorders.

Mental Health

Goal: Create awareness of and access to mental health services in the community, including services offered by the hospital, and decrease the negative stigma associated with being diagnosed with a mental health disorder.

Long-term Performance Indicators:

By June 30, 2021, decrease the average number of mentally unhealthy days reported in the past 30 days from 3.8 to 3.5, which is closer to the state average (Source: 2017 County Health Rankings).

Strategy 1: Mental Health Awareness and Education

The hospital will continue to work with existing mental health boards and coalitions to identify partnership opportunities to address mental health needs in Macon County.

FY2019 Performance Indicators:

By June 30, 2019, St. Mary's will participate in the development of an integrated approach to mental and behavioral health services.

Community Resources:

- Macon County Mental Health Board
- Heritage Behavioral Health
- Crossings Healthcare
- Catholic Charities
- St. Mary's Behavioral Health Services

Hospital Resources:

- Behavioral Health Services
- Colleague time

Supporting Information:

- Target population: Macon County
- Evidence base: The National Institutes of Health states care coordination across organizations is an important model of care because adults with serious mental illnesses and substance use disorders also have higher rates of chronic physical illness and die earlier than the general population.

Strategy 2: Trauma Informed Care

The hospital will collaborate with existing partners to provide trauma-informed care educational sessions for key stakeholders across sectors. A trauma-informed approach helps the stakeholder realize the widespread impact of trauma and understand potential paths for recovery. This done by: 1. Recognizing the signs and symptoms of trauma in individuals; 2. Understanding the appropriate steps needed to engage providers in intervention; 3. Fully integrating knowledge about trauma into policies, procedures and practices, and; 4. Actively resisting re-traumatization.

FY2019 Performance Indicators:

- By June 30, 2019, 85% of training attendees will report an increased awareness of adverse childhood experiences and how they impact emotional, mental and physical health, and wellness.
- By June 30, 2019, 85% of training attendees will report a better understanding of trauma-informed care on exit surveys.

Community Resources:

- SAMHSA certified trauma-informed care trainer
- Heritage Behavioral Health
- Crossing Healthcare
- Macon County Mental Health Board
- School district
- Trauma Informed Partnership
- Educational Coalition of Macon County
- SIU Office of Population Science and Policy

Hospital Resources:

- Event space
- Content expert
- Continuing education credit
- Media/advertising

Supporting Information:

- Target population: Community members who work with the public.
- Evidence base: According to the Journal of Christian Nursing, trauma-informed care can transform the care-giving experience by changing the experience to one that promotes a holistic recovery.
- Evidence base: The Substance Abuse and Mental Health Service Administration indicates trauma-informed education can help create an awareness of trauma as it relates to health outcomes. A trauma-informed community can better recognize the signs of trauma and understand the appropriate steps for intervention and recovery.

Substance Abuse/Drugs

Goal: To continue working with the Macon County Opioid Task Force and align with its goal to prevent opioid-related deaths and non-fatal opioid overdoses through prevention, treatment and recovery, and response.

Long-term Performance Indicators:

By June 30, 2021, the opioid overdose rate in Macon County will no longer be trending upward.

Strategy 1: Macon County Opioid Task Force

FY2019 Performance Indicators:

By September 30, 2018, St. Mary's will identify colleagues to actively participate in the opioid task force committees: leadership, education and prevention, and treatment and recovery.

Community Resources:

- Macon County Sheriff's Department
- The Howard Buffet Foundation
- Macon County Opioid Task Force

Hospital Resources:

- Colleague time serving on task force committees
- Travel

Supporting Information:

- Target population: Macon County opioid users
- Evidence base: According to the Department of Justice, a task force helps coordinate community efforts and tools to combat a single community issue.

Next Steps

This implementation plan outlines a three-year community health improvement process. Annually, the hospital will:

- Review the implementation plan and update strategies for the following fiscal year.
- Set and track annual performance indicators for each implementation strategy.
- Track progress toward mid-term performance indicators.
- Report progress toward the performance indicators to the hospital board, senior leadership team, HSHS Central Illinois Division leaders and HSHS leaders.
- Share actions taken and outcomes achieved to address priority health needs with the community at large.

Approval

The implementation plan was adopted by the hospital's board on July 17, 2018.

