

COMMUNITY HEALTH IMPROVEMENT STRATEGIES

2017-2019



MIAMI VALLEY HOSPITAL

Miami Valley Hospital is a full-service, acute care hospital located in Dayton, Ohio. The largest hospital in the region with 970 licensed beds, Miami Valley Hospital operates the area's only Level I trauma center with air medical services; high-risk obstetrics; perinatal center; Level III-B NICU; and blood and marrow transplant unit. The hospital holds Magnet Status for nursing excellence and has been recognized by National Research Corporation as a Consumer Choice Award winner in the Dayton market for twenty consecutive years. Miami Valley Hospital 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 are Greene, Miami, Montgomery, and Shelby 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 Greene, Miami, Montgomery, and Shelby 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:

- Jolyn Angus, chief nursing officer
- Marc Belcastro, chief medical officer
- Mikki Clancy, chief operating officer
- Amy Cline, director, respiratory, sleep, HMGBF, dental sealant
- Karen Creel-Lakes, home visiting coordinator, HMGBF
- Shaun Hamilton, system director for community benefits
- Kim Hensley, vice president, hospital operations
- Sharon Howard, site manager, PR & community relations
- Yonathan Kebede, vice president of operations, Fidelity Health Care
- Jenny Lewis, president & CEO, Miami Valley Hospital Foundation
- Sue McGatha, president & CEO, Samaritan Behavioral Health, Inc., and system vice president of behavioral health services
- Catherine McHugh, manager, cardiology services
- Melissa Merritt, service line director, neuroscience
- Deb Minton, director, CVSL
- Marietta Orłowski, PhD, Wright State Professor and board member, Premier Health
- Alison Potts, director of nursing

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

Help Me Grow/Brighter Futures

Health issue: Birth outcomes

Intervention's goal: To reduce infant mortality through home visits during critical child development years, from birth to age 3. Included is education about safe sleep and encouragement for mothers to breastfeed.

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. There is scientific support for trained personnel visiting parents and children in their homes. Home visits provide an opportunity to screen for and address determinants of poor infant outcomes. There is evidence that the Healthy Families America model is effective, and the Nurse-Family Partnership model's results are scientifically supported. Early Head Start is another best practice model. Home visiting that begins prenatally may lead to increased use of prenatal care, improved birth outcomes, and better infant health. Positive effects appear to increase over time, even after visiting ends.

Partners: Greater Dayton Area Hospital Association, Help Me Grow, Kettering Health Network, Life Stages Centering, Five Rivers Health Center, Southview Women's Center, Cassano's, physician offices, and a variety of community programs, such as the Wesley Center, Elizabeth New Life, Miami Valley Child Development Center, Promise to Hope, and Family Service Agency

CenteringPregnancy

Health issue: Birth outcomes

Intervention's goal: To support the Five Rivers Health Center's continuing provision of the CenteringPregnancy program and to begin hunger screening.

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. CenteringPregnancy is a best practice that improves birth outcomes. Miami Valley Hospital provided \$500,000 in operating support to the FQHC for 2017.

Partner: Five Rivers Health Center

Promise to Hope

Health issue: Birth outcomes and substance abuse

Intervention's goal: To improve health outcomes for newborns exposed to opiate drugs during the fetal period. The comprehensive program provides medication-assisted treatment for mothers and withdrawal treatment for infants. The program assists mothers from the initial identification of opiate addiction to several months post-partum – with a goal of keeping mother and child together in a stable home environment. Front-line staff will also receive CEU training in addiction as a disease to ensure compassionate care.

Background: More than 200 babies are born with drugs in their systems every year in the Miami Valley. The hospital's nationally-recognized Level IIIB Neonatal Intensive Care Unit provides comprehensive care for critically ill newborns. Miami Valley Hospital has the highly specialized equipment and the experienced neonatal physicians, nurses, and related staff to provide care for the littlest victims of opiate abuse. Key components are care coordination and case management to help participants navigate the drug addiction services for which they are eligible and to help them overcome barriers to attending group meetings and parenting classes. The patients also have a support group. The program addresses the behavioral and medical health needs of the patient, as well as the social determinants of health. In addition to providing pre- and post-natal care for moms and babies, four Miami Valley Hospital physicians have become certified to prescribe medication-assisted therapy. This step gives opiate-addicted women additional time to join a behavioral health program – thus greatly increasing the odds that the patient would not give up and drop out before they had a chance to begin the hospital-based program.

Partners: ADAMHS Board of Montgomery County, Five Rivers Health Centers, NOVA Behavior Health, Samaritan Behavioral Health, Inc., and the Women's Recovery Center in Xenia

Mahogany's Child

Health issue: Chronic diseases

Intervention's goal: To remove barriers, educate and empower the African-American population in the community to make positive health decisions through culturally relevant means. The result will be healthy African-American communities. The program offers a variety of ways for individuals to become involved with education, events, and activities. One new activity under development is Mile A Day. Mahogany's Child will engage with community organizations, such as schools and churches where they already have a relationship, in a new fitness initiative to combat obesity. One model under consideration is "The Daily Mile." Participants make a commitment to run a mile every day. The program will also develop a mechanism for screening for hunger and designing future programs to address food insecurity as a health need.

Background: Mahogany's Child has a history of strong partnerships with churches. It has provided health education and screenings since 2001. Mahogany's Child has participated in community events such as health fairs, demonstrations, and seminars. It has sponsored an annual women's health retreat for economically disadvantaged African American women. The program is aligned with Healthy People 2010 goals for women's health and serves 7,000 women annually.

Don Berwick, MD, is a national leader and advocate for quality health care. He is promoting a program developed in Scotland, called “The Daily Mile.” Every teacher and student runs one mile a day. A physician in England approached a local school to replicate the program. After 18 months, all 2,000 students ran a mile every day. The school’s obesity rate dropped from 45 percent to zero. Dr. Berwick credits the success of this program to the relationships built between the physician and the school.

Partners: West Dayton Church Caravan (coalition of 22 Church Congregations) and Public Health – Dayton & Montgomery County

Support for Reach Out of Montgomery County

Health issue: Chronic diseases

Intervention’s goals: To support the operations of Reach Out of Montgomery County (Reach Out), a safety net free clinic, with subsidized rent, cash contributions, and in-kind donation of pharmaceuticals. Miami Valley Hospital physicians also donate their time to serve patients at the clinic. The clinic has 607 volunteers who donate 10,269 hours of service annually.

Background:

Reach Out is a 501(c)(3) volunteer health care provider, founded in 1994 by Wright State University Boonshoft School of Medicine, Public Health – Dayton & Montgomery County, and the Montgomery County Medical Society. It cares for the underserved and uninsured residents of Montgomery County with volunteer health care professionals. It includes a charitable pharmacy. The medical clinic offers an alternative to emergency room visits for minor illnesses and chronic conditions that need immediate attention. There is no cost for laboratory testing. RN case managers facilitate navigation of 350 medical needs throughout the community. The top ZIP Codes served are: 45414, 45417, 45410, 45424, and 45404. Reach Out serves 4,000 unique patients. Starting in July 2016, Reach Out integrated behavioral health visits within the clinic, for a total of 102 visits.

- 84 percent of clinic population (under age 60) were on hypertensive medications
- 82 percent have no insurance
- 78 percent have Hgb A1c’s > 6.7% (27% Hgb > 9)
- 68 percent are minorities (with an increasing immigrant population)
- 56 percent have a high school diploma or below
- 36 percent scored positive for anxiety and/or depression

Partners: Reach Out is supported by government agencies, public health, University of Dayton, Wright State University, Kettering Health Network, Children’s Medical Center, corporations, and individuals.

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	Help Me Grow Brighter Futures (HMGBF)	<p>469 Montgomery County young children or pregnant moms are currently being served by the HMGBF program.</p> <p>910 Home Visits (HV) were completed with families in January 2017</p> <p>100% of babies in HV services will have a safe sleep environment</p> <p>100% of all moms in HV services will be screened for depression</p> <p>99% of healthy infants will survive to first birthday</p> <p>80% of moms, enrolled prenatally, will initiate breastfeeding</p>	<p>Ohio Department of Health & Maternal, Infant, and Early Childhood Home Visiting Program funds support salaries and expenses.</p> <p>Miami Valley Hospital's contribution to salaries was \$420,000 for 2016.</p>	<p>1.0 FTE director hired through GDAHA; 2.0 FTE home visitors hired by KHN; 4.0 FTEs and 1.0 FTE manager hired through GSH and MVH hired 3.0 managers, 23.0 FTE home visitors. MVH hired 9.0 FTE for program support, family support, intake and performance improvement</p>	<p>HMGBF will increase the number of families enrolled in home visiting services.</p> <p>During year 1, MVH will establish a process to add screening for hunger during home visits. The results will determine future food programming and/or resources. *</p>	<p>Greater Dayton Area Hospital Association, Help Me Grow, Kettering Health Network, Life Stages Centering, Five Rivers Health Center, Southview Women's Center, Cassano's, physician offices, Wesley Center, Elizabeth New Life, Miami Valley Child Development Center, Promise to Hope, Family Service Agency</p>
Birth outcomes	CenteringPregnancy at Five Rivers Health Center	<p>Metrics include:</p> <p>% babies with a healthy birth weight (at least 5.5 pounds)</p> <p>% full-term births (37+ weeks)</p> <p>% of mothers breastfeeding at postpartum visit</p>	<p>Premier Health contributes \$600,000 in annual operating support to Five Rivers Health Center</p>		<p>Ongoing annual support. During year 1, MVH will establish a process to add screening for hunger during home visits. The results will determine future food programming and/or resources. *</p>	<p>Five Rivers Health Center</p>

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Birth outcomes and substance abuse	Promise to Hope	100 mothers will receive prenatal and postpartum care with MAT for mothers and withdrawal treatment for newborns. 60% receive drug addiction and behavioral health services for 6 months	\$600,000 is the value of all opiate addiction services by SBHI (\$10,000 per person) Program expenses in 2016 = \$140,789. \$25,500 will be shared by MVH and MVHS to implement opioid addiction education. \$31,875 represents the value of staff time for the director, community benefits.	0.255 FTE for director, community benefits to work with MVH and MVHS on opioid addiction education. Promise to Hope employs 1.0 FTE RN and 1.0 FTE MSW.	Year 1: 100 women served with positive outcomes; 60% receive services from SBH for opiate addiction Staff will receive training in addiction as a disease.	ADAMHS Board of Montgomery County, Five Rivers Health Centers, NOVA Behavior Health, Samaritan Behavioral Health, Inc., and the Women's Recovery Center in Xenia
Chronic diseases	Mahogany's Child	7,000 individuals participate annually 3,000 participate in African-American Wellness Walk 1,500 receive hunger screening 700 participate in line dancing 700 participate in Mile/Jump A Day	\$45,000	1.0 FTE	Ongoing annual support In year 1, develop hunger screening and 'Mile A Day' program. In subsequent years, develop 'Food for Health' response to address food insecurity. *	West Dayton Church Caravan (22 churches) and Public Health – Dayton & Montgomery County

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Chronic diseases	Support for Reach Out of Montgomery County	4,000 unique patients served 18,000 prescriptions filled at pharmacy 10,904 encounters outside clinic to coordinate care by medical professionals 92% follow plan of care (lab/referrals) 90% with 'outside' Rx have it filled within four days 70% have a support person to help with health care decision-making	\$106,000 operational support (\$40,000 in-kind pharmaceuticals and \$40,000 in rent reimbursement) Health care Bluebook estimates value for services and volunteer support at \$1.9 million	6.5 FTEs at clinic 607 volunteers contributing 10,269 hours of service	Ongoing annual support	Government agencies, public health, University of Dayton, Wright State University, Kettering Health Network, Children's Medical Center, corporations, and individuals also contribute support.

* There are funds of \$25,500 (set aside for Miami Valley Hospital and Miami Valley Hospital South to share) to initiate hunger screening and food benefit signups over several program areas. The value in staff time dedicated to food initiatives is \$31,875 for 0.255 FTE.

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.