



# Kettering Behavioral Medicine Center Implementation Strategies 2020 – 2022

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## Mission & Vision

### Our Mission:

To improve the quality of life of the people in the communities we serve through health care and education.

### Our Vision:

Kettering Health Network (KHN) will be recognized as the leader in transforming the health care experience.

### Our Values:

- Trustworthy
- Innovative
- Caring
- Competent
- Collaborative

## Community Served

Montgomery County in Ohio

## Prioritized Community Health Needs

### Priorities

The priorities for Kettering Behavioral Medicine Center are the top community health needs identified in the Community Health Needs Assessment (CHNA):

1. Mental health, including substance abuse
2. Access to care and/or services
3. Chronic disease
4. Healthy behaviors

### Significant Health Needs to be Addressed

Implementation Strategies address Mental health, including substance abuse.

### Significant Health Needs Not Addressed

Kettering Behavioral Medicine Center specializes in behavioral health. Its strategies impact the other priority areas but do not address them directly.

## Process for Strategy Development

Bev Knapp, VP of Clinical Integration and Innovation, PJ Brafford, Network Government Affairs Officer, and Molly Hallock, Program Coordinator, Community Benefit convened internal stakeholders to ratify the priorities and to develop strategies. Strategies were discussed in two meetings to identify best-practice and evidence-based responses for the priority area. Preferred strategies also:

- Increased or leveraged connections with community-based organizations,
- Reflected the values and best practices of Kettering Health Network, and
- Promoted alignment and integration with state and local public health priorities.

Listed below are the meeting dates and attendees. The second meeting was facilitated by an external consultant, Gwen Finegan, who also provided technical assistance in follow-up emails and phone calls.

### August 1, 2019

Michael Brendel, VP Patient Care  
Bev Knapp, VP of Clinical Integration and Innovation  
Toby Taubenheim, Clinical Coordinator  
Becki Cox, Manager, Clinical Coordinator  
Michele Garber, Outreach Coordinator  
PJ Brafford, Government Affairs Officer  
Molly Hallock, Community Benefit Coordinator

### October 1, 2019

Michael Brendel, VP, Patient Care  
Becki Cox, Manager, Clinical Coordinator  
Bev Knapp, VP of Clinical Integration and Innovation  
PJ Brafford, Government Affairs Officer  
Kelli Davis, Community Benefit Coordinator  
Molly Hallock, Community Benefit Coordinator

The hospital committee finalized its implementation strategies in October 2019. Senior leaders at the hospital approved final versions before presenting the implementation strategies to the Board of Directors in November 2019.

Several strategies are contingent on community involvement and partnerships for their eventual success. Hospitals traditionally have not sought to share responsibility for health outcomes with external partners. There is a degree of uncertainty about exactly how the collaborations will develop, but the potential of broad-based and tangible improvements is worth the risk. This level of sharing is the only path forward to improve impact for individuals and for the health of community. With robust community partnerships, another advantage will be the ability to respond as new emerging issues surface.

## Description of Strategies

A table with more details is provided on pages 4 - 5. It includes information about measuring impact, timing, resources, and collaborating partners to accomplish the activities.

### OneFifteen

OneFifteen is a new nonprofit health initiative. It is dedicated to the full and sustained recovery of people suffering from opioid addiction. Its campus will expand treatment options in the region, and it will have a treatment center (inpatient and outpatient), rehabilitation housing, and wrap-around services. Kettering hospitals will make referrals, and are partners with Premier Health Partners. Kettering Health Network has committed \$2 million per year for three years.

### Behavioral Health Support Model

The Behavioral Health Support Model will be piloted at Kettering Medical Center. Its purpose is to support both the psychiatric patient population as well as the clinical staff caring for them in an acute care setting. Specialized staff will provide education to the patient utilizing therapeutic communication while incorporating de-escalation techniques and positive coping skills to prevent instability. The approach includes a Behavioral Health Assessment Team; a dual-certified Advanced Practice Provider; a Psychiatric Nursing Supervisor; and Mental Health Technician Safety Partners. Behavioral health assessments can occur at the hospital or via telehealth. Chemical dependency assessment would occur in the ED. The ED would be able to make referrals to treatment providers. The outcomes would be shorter wait times for assessments, reduced time spent in the ED, fewer unnecessary admissions, reduced readmissions, improved access to treatment, and more safety for patients and staff.

### Trauma Response Training

In May 2019, multiple tornados touched down in highly populated areas in and around Dayton. Severe tornados, with winds up to 140 mph, caused devastation in the cities of Beavercreek and Trotwood. In August 2019, a mass shooting in Dayton's busy entertainment district on Oregon Street claimed 9 lives in 32 seconds, and 27 people were injured. After both incidents, the Kettering Behavioral Medicine Center received requests for training and support to increase community awareness of trauma's impact on mental health. The hospital will continue to conduct trauma training upon request. The hospital has also received requests from first responders for an Intensive Outpatient Program, which is being developed to start in 2020.

## Implementation Strategies

Priority Issue(s)	Strategy	Evaluation of Impact	Resources		Timing	Collaboration
			Financial	Staffing		
Mental Health, Substance Abuse, Access to Care	<p><u>Behavioral Health Support Model:</u></p> <ul style="list-style-type: none"> <li>--Behavioral Health Assessment in EDs &amp; via Telehealth for patients in crisis.</li> <li>--Chemical dependency assessment in ED.</li> <li>--Advance Practice Providers available for consults in ED &amp; medication management.</li> <li>--Psychiatric Nursing Supervisor and Mental Health Technician Safety Partners.</li> <li>--Referrals from ED to treatment providers, including Medicaid-eligible patients to OneFifteen.</li> </ul>	<p>Reduce wait time for psychiatric consults.</p> <p>Reduce readmissions and unnecessary admissions (discharged within 24 hours).</p> <p>Improve implementation rates of treatment care plan.</p>	\$12,000 for new Intouch machine (for telehealth).	Two (2) additional FTEs and dedicated psychiatrist to oversee program.	Telehealth continues to grow since inception in 2014. Anticipated growth more than 1,400 visits annually.	Dayton Children's Hospital; OneFifteen; GROW program with Montgomery Co. Sheriff's office
Mental Health, Substance Abuse	<p><u>Addiction Treatment:</u> Support of, and referrals of Medicaid and uninsured patients to, OneFifteen's inpatient, outpatient, and housing initiative.</p>	<p>Verily will collect data on:</p> <ul style="list-style-type: none"> <li>% of patients with a community-based visit within 30 days of evaluation;</li> <li>% with barriers to care identified;</li> <li>% initiating treatment within 30 days of evaluation; and</li> <li>% of appointments kept.</li> </ul>	KHN donating \$2 million/year for 3 years. In-kind donation is \$38,760 annually.	KHN executives donating time monthly, and a VP and COO serve on Board.	Opening in 2019. Full campus completed in 2020.	Verily-OneFifteen, Premier Health Partners, and Samaritan Behavioral Health, Inc.

Priority Issue(s)	Strategy	Evaluation of Impact	Financial	Staffing	Timing	Collaboration
Access to Care/Services	<p><u>Trauma Response:</u></p> <p>1) Training: Provide training and/or support groups in the community to increase awareness of trauma's impact on mental health.</p> <p>2) First Responders IOP: Develop Intensive Outpatient Program (IOP) for fire fighters, paramedics, and police.</p>	<p>1) # requests for training. # of training events.</p> <p>2) Creation of IOP program in 2020.</p>	N/A	2) 1-2 additional FTEs are required for IOP program	<p>1) Ongoing, as need is present</p> <p>2) Develop and start program in 2020</p>	Dayton Fire; Dayton Police; International Association of Fire Fighters

## Accountability

The Hospital President will be responsible for ensuring progress on the measures used to evaluate the impact of each strategy. Periodic updates will ensure strategies stay on target. Annually hospital executives and board members will receive progress reports.

11 / 7 / 2019

*Date approved by Kettering Health Network Board of Directors*