



Kettering Medical Center Implementation Strategies 2020 – 2022

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

Communities Served

Miami, Montgomery, and Warren Counties in Ohio

Prioritized Community Health Needs

Priorities

The priorities for Kettering Medical 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, including food insecurity and infant mortality
3. Chronic disease
4. Healthy behaviors

Significant Health Needs to be Addressed

Implementation Strategies, listed on the following pages, address all of the above prioritized health needs.

Significant Health Needs Not Addressed

Not applicable.

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 several meetings to identify best-practice and evidence-based responses for each 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. Meetings were facilitated by an external consultant, Gwen Finegan, who also provided technical assistance in follow-up emails and phone calls.

May 8, 2019

Wally Sackett, President, Kettering Medical Center
Anita Adams, President, Sycamore Medical Center
Eric Lunde, President, Troy Hospital
Bill Largo, Director of Spiritual Services and Mission
Bill Mangas, Director of Emergency Outreach
Stephen O'Neal, Assistant Chief Nursing Officer
Rae Norrod, Manager of Cancer Support Services
Jared Still, Foundation, Kettering Medical Center
Barb Emrick, Manager of Center for Heart and Vascular Health
Bonnie Baker-Tattershall, Mission
Kathy Perno, Spiritual Services and Mission
Meredith Lawhorn, EMS Coordinator
Laurie Narigon, Injury Prevention Coordinator
Julie Vincent, Administration
Derek Morgan, Administration HR
Donna Saraga, Soin/Greene Memorial Hospital
PJ Brafford, Government Affairs Officer
Kelli Davis, Community Benefit Coordinator
Molly Hallock, Community Benefit Coordinator

June 17, 2019

Wally Sackett, President, Kettering Medical Center
Anita Adams, President, Sycamore Medical Center
Eric Lunde, President, Troy Hospital
Michael Brendel, VP, Patient Care Kettering Behavioral Medical Center
Julie Vincent, VP Patient Care/KHN Chief Nursing Officer
Bev Knapp, VP of Clinical Integration and Innovation
Peter Bath, VP Mission and Spiritual Services
Miriam Cartmell, Executive Director Surgical and Women's Services
Stephen O'Neal, Assistant Chief Nursing Officer
Andy Hill, Director of Finance
Bill Largo, Director of Spiritual Services and Mission
Bill Mangas, Director of Emergency Outreach
Rae Norrod, Manager of Cancer Support Services
Lea Ann Dick, Diabetes and Nutrition
Barb Emrick, Manager of Center for Heart and Vascular Health
Kathy Perno, Spiritual Services and Mission
Meredith Lawhorn, EMS Coordinator
Laurie Narigon, Injury Prevention Coordinator
Derek Morgan, Administration

PJ Brafford, Government Affairs Officer
Molly Hallock, Community Benefit Coordinator

July 8, 2019

Wally Sackett, President, Kettering Medical Center
Anita Adams, President, Sycamore Medical Center
Eric Lunde, President, Troy Hospital
Michael Brendel, VP, Patient Care Kettering Behavioral Medical Center
Brent Davis, VP, Finance and Operations
Bev Knapp, VP of Clinical Integration and Innovation
Miriam Cartmell, Executive Director Surgical and Women's Service
Andy Hill, Director of Finance
Bill Mangas, Director of Emergency Outreach
Lea Ann Dick, Director Practice Operations
Jared Still, Foundation, Kettering Medical Center
Rae Norrod, Manager of Cancer Support Services
Valerie Parker-Haley, Manager, Community Outreach
Meredith Lawhorn, EMS Coordinator
PJ Brafford, Government Affairs Officer
Kelli Davis, Community Benefit Coordinator
Molly Hallock, Community Benefit Coordinator

October 1, 2019

Wally Sackett, President, Kettering Medical Center
Jared Still, Foundation, Kettering Medical Center
Bev Knapp, Vice President of Clinical Integration and Innovation
Derek Morgan, Director, Human Resources
Bill Mangas, Director of Emergency Outreach
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 6 - 7. It includes information about measuring impact, timing, resources, and collaborating partners to accomplish the activities.

Support for Primary Health Solutions FQHC

Kettering Health Network's hospitals support this Federally-Qualified Health Center in numerous ways. Hospitals refer Medicaid and uninsured patients, with real-time appointment scheduling via scheduler, patient navigator, or social worker. They support the salary of a Nurse Practitioner for a school-based health center, deliver the babies who receive prenatal care in Hamilton, provide space with a 5-year lease for its expansion into Dayton, and provided underwriting for its first 18-months of operations there.

Support for Good Neighbor House

Good Neighbor House is an established faith-based nonprofit serving Dayton for 25 years with a full range of health and human services. It serves more than 10,000 households annually with its medical clinic, dental clinic, vision screenings, "Better Choice Food Pantry," thrift store, and wellness education programs. Hospital leaders assist with development efforts and serve as volunteers.

Congregational Health

Current evidence supports the effectiveness of congregational health, or health interventions led by faith-based organizations, in disease prevention, increasing healthy behaviors, and more effective health maintenance. *County Health Rankings* classifies these interventions near the top of their rating scale for evidence-based programming. Building on the trusting relationship people have with their church, faith leader, etc. is the key to success. Since relationship building is foundational to this approach, the initiative will start small but hopes to grow in the number of congregations served over the next three years. The program will start with congregations that have already expressed interest. The approximate cost in the pilot year will be \$3,400 per church.

Mobile Grocery

The mobile grocery is part of a larger initiative connected to the Dayton community's heightened concern about food insecurity. Dayton is in the bottom quartile of US cities for food hardship for families with children. According to a Gallup poll, 29.4% of households have trouble obtaining healthy food. The Gem City Market will be a new full-service grocery store in a low-food access area. Until it is fully operational, a mobile grocery will meet the need by traveling to food desert areas. It is a 3-year commitment until the Gem City Market is ready.

Infant Mortality Task Force (EveryOne Reach One)

Montgomery County and Public Health – Dayton & Montgomery County established EveryOne Reach One in 2017 to reduce the County's infant mortality rate. Its goals are to: reduce preterm births; reduce substance misuse in pregnant women and mothers of infants; and weave social determinants of health into all strategies to reduce health disparities. Two KHN representatives serve on the Task Force. One of them is the Executive Director of Women's and Children's Services, who is also Board Chair for the March of Dimes. Physicians also participate in the Annual Summit. The hospital will provide Safe Sleep education to individuals and organizations as a Sleep Ambassador for the Task Force.

Referrals to Prenatal Care from ED

If a woman is found to be pregnant when she visits the Emergency Department (ED), she will be asked if she has an OB provider. Pregnant patients without an Obstetrician will be provided a referral from the ED to a physician or FQHC to encourage timely prenatal care in the first trimester.

Tobacco Cessation – Baby & Me Tobacco Free (through Envision)

The BABY & ME – Tobacco Free Program™ is an evidence-based, smoking cessation program created to reduce the burden of tobacco on the pregnant and postpartum population. It provides counseling support and resources to pregnant women, hoping to improve birth outcomes as well as long-term positive outcomes for women, children, and their families. Women attend four prenatal counseling cessation sessions to receive education and support. At defined intervals, during and after the birth, they can qualify for vouchers to obtain free diapers. A smoker who lives with the pregnant woman can also enroll. Envision operates the program in Butler, Greene, and Montgomery Counties.

Hospital-based Tobacco Cessation

Kettering Medical Center partners with Public Health – Dayton & Montgomery County to offer tobacco cessation classes. Annually eight 6-week classes are offered, and the average class size is 10 people.

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.

Brigid's Path

Brigid's Path provides inpatient medical care for drug-exposed newborns and non-judgmental support and advocacy to improve family outcomes. Two KHN leaders serve on its board, and KHN provided its electronic health record software.

Implementation Strategies

Priority Issue(s)	Strategy	Evaluation of Impact	Resources		Timing	Collaboration
			Financial	Staffing		
Access to Care/Services	<p>1) <u>FQHC Support</u>: Primary Health Solutions' expansion to Montgomery County and support for Middletown location.</p> <p>2) <u>Good Neighbor House</u>: Support for agency, which provides food pantry, clothing, household items, dental services, and Chantix for tobacco cessation.</p>	<p>1) # of Medicaid and uninsured patients referred from ED to PHS (with real-time scheduling of referrals from scheduler, patient navigator, or social services).</p> <p># of referrals from PHS to KMC for specialty care.</p> <p>2) # families/individuals served annually</p>	<p>1) \$62,500 for Nurse Practitioner at Middletown School-Based Health Center (part of 2-year commitment)</p> <p>2) Financial and in-kind support. Annual EPIC support is \$18,209</p>	N/A	<p>1) 2020 funding; Referrals ongoing.</p> <p>2) Ongoing</p>	<p>1) Primary Health Solutions FQHC and Sycamore Medical Center</p> <p>2) Good Neighbor House</p>
Access to Care/Services, Chronic Disease, and Healthy Behaviors	<p><u>Congregational Health</u>: Deepen connection with 108 congregations who have opted-in to e-newsletter. Offer program that addresses health concerns of congregation (body, mind & spirit).</p>	<p># lunches with pastors.</p> <p># of congregations approached/willing to participate.</p> <p>Development of health goals and/or health committee.</p> <p># of screening and/or education events.</p>	<p>Approx. cost for one program per church in pilot year = \$3,400.</p>	0.5 to 1.0 FTE in year one	Pilot in 2020	Caravan of Churches
Access to Care/Services, Chronic Disease, and Healthy Behaviors	<p><u>Mobile Grocery</u>: A semi-trailer outfitted as a grocery store with aisles & carts will visit neighborhoods without a grocery store</p>	<p>Residents in food desert areas will have groceries available for purchase close to home.</p>	\$100,000 for first year	N/A	Start in 2020 as stop-gap for up to 3 years until Gem City Market opens	Homefull, Gem City Market, Premier Health Partners, Dayton Children's, Greater Dayton Area Hospital Association

Priority Issue(s)	Strategy	Evaluation of Impact	Financial	Staffing	Timing	Collaboration
Access to Care, Infant Mortality	<p>1) <u>Infant Mortality Task Force</u>: EveryOne Reach One Serve as Safe Sleep Ambassador and educator; promote March of Dimes education and Cribs for Kids program.</p> <p>2) <u>Prenatal Care</u>: All women of childbearing age who visit ED receive a pregnancy test. If positive and they don't have an OB provider, they are referred to KHN physicians or FQHC.</p>	<p>1) # of touchpoints for Safe Sleep education and training.</p> <p>2) # pregnant women identified in ED. % of women without OB provider who receive referral.</p>	1) \$7,000 is the value of in-kind donated labor.	1) Two KMC representatives (0.06 FTE) on Task Force. Miriam Cartmell is Chair, March of Dimes. Physicians participate in Annual Summit.	1) Ongoing participation on Task Force's Backbone, Planning & Steering Committees; Annual Summit	<p>1) March of Dimes, Public Health Dayton-Montgomery County, Sinclair Community College, CareSource</p> <p>2) KHN physicians, community health centers, FQHCs</p>
Chronic Disease, Healthy Behaviors, and Infant Mortality	<u>Tobacco Cessation</u> : Refer to 1-800-QUIT-NOW and Envision for tobacco cessation for new mothers and their family members (2nd-hand smoke)	# smokers in Labor & Delivery. 100% receive education. 100% referred as part of discharge planning.	N/A	Responsibility of discharge planner	Starting in 2020	N/A
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><u>Brigid's Path</u>: Continue with support for mothers with addiction</p>	<p>85% of patients will have a community-based visit within 30 days of evaluation. 80% will have barriers to care addressed. 75% initiate treatment within 30 days of evaluation. 70% have naloxone training and access to kit. 65% of appointments kept.</p> <p>2) # of transfers per year</p>	<p>1) KHN donating \$2 million/year for 3 years. In-kind donation is \$38,760 annually.</p> <p>2) In-kind donation is \$16,320 annually. Annual value of EPIC support is \$38,928.</p>	<p>1) KHN executives donating time monthly, and a VP and COO serve on Board.</p> <p>2) Govt. Affairs Officer and CIO serve on Board.</p>	<p>1) Opening in 2019. Full campus completed in 2020.</p> <p>2) Ongoing.</p>	<p>1) Verily-OneFifteen, Premier Health Partners, and Samaritan Behavioral Health, Inc.</p> <p>2) Brigid's Path</p>

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 executive and board members will receive progress reports.

11 / 7 / 2019

Date approved by Kettering Health Network Board of Directors