

St. Vincent's Medical Center Clay County Implementation Strategy

Implementation Strategy Narrative

Overview

St. Vincent's Medical Center Clay County is a 64-bed hospital which opened its doors to the community in 2013. The community need and response was so great that in 2015, it had already begun an expansion that would double its size. This expansion will address priorities expressed in the most recent 2015 CHNA, maternity and women's services and access.

In July 2011, leaders from Baptist Health, Brooks Rehabilitation, Mayo Clinic, UF Health Jacksonville (then Shands Jacksonville Medical Center), St. Vincent's HealthCare, and Wolfson Children's Hospital came together and formed the Jacksonville Metropolitan Community Benefit Partnership (The Partnership) to conduct the first-ever multi-hospital system and public health sector collaborative community health needs assessment (CHNA).

In 2014, hospital members of the Partnership initiated a second CHNA. Through this work, each hospital member developed and has published a 2015 CHNA report. The CHNAs were conducted to identify priority health needs within each community served by each hospital, and to inform development of implementation strategies to address identified needs. The CHNAs also were conducted to respond to federal regulatory requirements.

Prioritized Needs

St. Vincent's HealthCare reviewed the results of the 2015 CHNA and utilized specific criteria for selection the needs that most compatible with our mission. Those included: available resources and competencies, the actual impact the hospital might have on designated needs, the value stakeholders placed upon the need and community support of the need. The prioritized needs selected are:

- Access
- Diabetes
- Maternal and Child Health
- Obesity/Nutrition/Lifestyle

Needs That Will Not Be Addressed

- Cancer: St. Vincent's HealthCare lacks resources in the ability to provide large-scale cancer services within the Northeast Florida areas but will continue to support local organizations that offer cancer services to the community.
- Dental Care- Dental Care is currently not a medical service provided by St. Vincent's HealthCare. We will continue to seek additional opportunities to expand dental services to those most in need.

- Health Disparities-St. Vincent's will continue to advocate for the poor and vulnerable through various means, especially those identified as having an increasing need; i.e., the elderly and an expanding Hispanic population. St. Vincent's HealthCare supports legislative and community efforts to expand Medicaid and other social programs aimed at improving the lives of those identified as poor, vulnerable or at-risk. We continue to partner with and support local organizations who serve these needs such as WeCare.
- Mental Health-St. Vincent's lacks resources in the ability to provide effective Mental Health services within the Clay County area. We will continue to advocate for services to the poor and vulnerable through in-kind and financial donations to local organizations who offer these services to the community.
- Transportation- Currently, St. Vincent's HealthCare lacks capacity to improve the overall public transportation system within the Northeast Florida area. We will continue to partner with local transportation authorities to advocate for the improvement of services, especially those most in need that rely on public transportation.

Summary of Implementation Strategy

- *Access:* St. Vincent's Mobile Health Outreach Ministry will increase access to acute and primary health care for the poor and vulnerable in Clay County by utilizing collaborative partnerships with local organizations and St. Vincent's mobile medical services.
- *Diabetes:* Through evidenced-based activities, St. Vincent's Clay will improve health outcomes for its patients diagnosed with Diabetes in Clay County.
- *Maternal and Child Health:* Increase access to maternity services for the poor with a focus on increasing the availability of Medicaid deliveries by creating the St. Vincent's Clay Family Birth Place.
- *Obesity/Nutrition/Lifestyle:* Augment an evidenced based voluntary nutrition and fitness awareness program for youth 9-14 in Clay County Schools.

An action plan follows for each prioritized need, including the resources, proposed actions, planned collaboration, and anticipated impact of each strategy.

Prioritized Need #1: Access

GOAL: St. Vincent's Mobile Health Outreach Ministry will increase access to acute and primary health care for the poor and vulnerable in Clay County by utilizing collaborative partnerships with local organizations and St. Vincent's mobile medical services.

Action Plan

STRATEGY 1: St. Vincent's Mobile Health Outreach Ministry will provide acute and primary health care, screenings, labs, medications, flu vaccines, diabetic care, education and equipment for the poor and vulnerable in Clay County.

BACKGROUND INFORMATION:

- Homeless and indigent in Clay and St. Johns Counties
- The homeless and indigent population in this region is significant and access to medical care severely limited. By providing medical access, this population will gain better knowledge and understanding about chronic disease, experience more positive health outcomes than they would otherwise have access to and have fewer emergent encounters.
- This strategy will impact environmental change.

RESOURCES: *(List resources that will be committed to implement strategy)*

- St. Vincent's HealthCare

COLLABORATION: *(List partner organizations and/or community groups that will collaborate on strategy)*

- Mercy Network
- Local Churches and hotels
- WeCare
- Homeless Shelters

ACTIONS: *(List main actions needed to implement strategy and achieve the SMART objectives above)*

1. Build and enhance local partnerships
2. Seek additional community support and funding
3. Expand outlets for medical services for target population

ANTICIPATED IMPACT: *(List SMART objectives; ensure specific and measurable outcomes, i.e., change(s) in learning, actions and/or conditions):*

1. By June 30, 2019, St. Vincent's Mobile Health Ministry will have expanded its delivery of medical services to the target population in Clay County and St. Johns County by 50%.

Alignment with Local, State & National Priorities (Long-Term Outcomes for Prioritized Need #1)

OBJECTIVE:	LOCAL /	STATE PLAN:	"HEALTHY PEOPLE 2020"
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COMMUNITY PLAN:		(or OTHER NATIONAL PLAN):	
Insert #	Identify relevant community objective(s)	Identify relevant state objective(s)	Identify relevant national objective(s)
I.	Expanding the Mission of Mobile Health Outreach Ministry		Access to Health Services, Diabetes Interventions, and Immunizations & Infectious Diseases

Prioritized Need #2: Diabetes

GOAL: Through evidenced-based activities, St. Vincent's Clay County will improve health outcomes for its patients diagnosed with Diabetes in Clay County.

Action Plan

STRATEGY 1: Develop a comprehensive Diabetes program to improve the health of participants through evidence-based measures for surveillance, prevention and disease complications.

BACKGROUND INFORMATION:

- Patients of St. Vincent's Medical Center Clay who are diagnosed with Diabetes, special emphasis will be placed upon the underserved and uninsured patient population.
- Promotes awareness for prevention, diagnostics for treatment and treatment to reduce complications associated with the disease, especially for those with no resources.
- This strategy, based upon the American Diabetes Association's guidelines, will develop a comprehensive system for patients with diabetes within St. Vincent's.

RESOURCES: *(List resources that will be committed to implement strategy)*

- St. Vincent's HealthCare

COLLABORATION: *(List partner organizations and/or community groups that will collaborate on strategy)*

- The American Diabetes Association
- Florida Department of Health

ACTIONS: *(List main actions needed to implement strategy and achieve the SMART objectives above)*

1. Oversee development and adoption of standards and norms for the diagnosis and treatment of diabetes, its complications and risk factors for St. Vincent's HealthCare.
2. Promote and contribute to diabetes screening to reduce the prevalence of diabetes
3. Promote living well with diabetes and disease management via education
4. Advocate for prevention and control of diabetes in vulnerable populations

STRATEGY 1: Develop a comprehensive Diabetes program to improve the health of participants through evidence-based measures for surveillance, prevention and disease complications.

ANTICIPATED IMPACT: *(List SMART objectives; ensure specific and measurable outcomes, i.e., change(s) in learning, actions and/or conditions):*

- I. By June 30, 2019, St. Vincent's will develop and adopt standards for the diagnosis and treatment of diabetes, complications and risk factors.
- II. By June 30, 2019, increase the number of underserved people with diabetes who learn to manage their disease and live well.

Alignment with Local, State & National Priorities (Long-Term Outcomes for Prioritized Need #2)

OBJECTIVE:	LOCAL / COMMUNITY PLAN:	STATE PLAN:	"HEALTHY PEOPLE 2020" (or OTHER NATIONAL PLAN):
Insert #	Identify relevant community objective(s)	Identify relevant state objective(s))	Identify relevant national objective(s)
II.	Assist diagnosed diabetes patients in North East Florida with effective disease management skills	A New Deal: Defeating Diabetes through education, Awareness and Leadership	Reduce the disease and economic burden of Diabetes and improve the quality of life for all persons who have or at risk of Diabetes.

Prioritized Need #3: Maternity & Child Health

GOAL: Increase access to maternity services for the poor with a focus on increasing the availability of Medicaid deliveries by creating the St. Vincent's Clay County's Family Birth Place.

Action Plan

STRATEGY 1: Increase access to maternity services with a focus on increasing Medicaid patients within St. Vincent's Clay County's Family Birth Place.

BACKGROUND INFORMATION:

- Underserved and uninsured
- This strategy will increase the availability of Medicaid deliveries to the community positively impacting infant mortality and improved maternal outcomes.
- This strategy will result in environmental change.

RESOURCES: *(List resources that will be committed to implement strategy)*

- St. Vincent's HealthCare

COLLABORATION: *(List partner organizations and/or community groups that will collaborate on strategy)*

- St. Vincent's HealthCare

ACTIONS: *(List main actions needed to implement strategy and achieve the SMART objectives above)*

1. Expand St. Vincent's Medical Center Clay's maternity and women's services with 30 inpatient beds
2. Increase access to Medicaid deliveries

ANTICIPATED IMPACT: *(List SMART objectives; ensure specific and measurable outcomes, i.e., change(s) in learning, actions and/or conditions):*

- I. By June 30, 2017, increase availability of Medicaid deliveries by 10% over 2016 baseline.
- II. By June 30, 2018, increase availability of Medicaid deliveries by 13% over 2017 baseline.
- III. By June 30, 2019, increase availability of Medicaid deliveries by 16% over 2018 baseline.

Alignment with Local, State & National Priorities (Long-Term Outcomes for Prioritized Need #3)

OBJECTIVE:	LOCAL / COMMUNITY PLAN:	STATE PLAN:	"HEALTHY PEOPLE 2020" (or OTHER NATIONAL PLAN):
Insert #	Identify relevant community objective(s)	Identify relevant state objective(s)	Identify relevant national objective(s)

I.	Supporting Healthy Start initiatives and enrollment in the local community.	Florida Health's initiatives on Infant, Child & Adolescent Health.	Increase Access to Health Services and improve Maternal, Infant and Child Health, including prenatal care.
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Prioritized Need #4: Obesity/Nutrition/Lifestyle

GOAL: Augment a voluntary evidenced-based nutrition and fitness awareness program for youth 9-14 in Clay County Schools.

Action Plan

<p>STRATEGY 1: Encourage and educate middle school students ages 9-14 about exercise and wellness.</p>
<p>BACKGROUND INFORMATION:</p> <ul style="list-style-type: none"> Youth between 9-14 years old who meet BMI of $\geq 95\%$ This strategy will provide voluntary opportunities for children in Clay County to participate in a nutrition and fitness program that will lead to better understanding of wellness and long-term health. Long-term results of overall youth wellness are lower health care costs. This evidence-based strategy that will produce environment change.
<p>RESOURCES: <i>(List resources that will be committed to implement strategy)</i></p> <ul style="list-style-type: none"> St. Vincent's HealthCare
<p>COLLABORATION: <i>(List partner organizations and/or community groups that will collaborate on strategy)</i></p> <ul style="list-style-type: none"> Clay County Schools
<p>ACTIONS: <i>(List main actions needed to implement strategy and achieve the SMART objectives above)</i></p> <ol style="list-style-type: none"> Offer ten week community based behavioral and nutritional program to youth 9-14 in Clay County Schools. Augment a voluntary after school program for youth 9-14. Conduct an annual school fitness event for youth 9-14. Augment a voluntary summer fitness curriculum for afterschool youth 9-14. Implement an electronic app for patient and parental use. Partner with two local middle schools to implement Momentum Fitness.
<p>ANTICIPATED IMPACT: <i>(List SMART objectives; ensure specific and measurable <u>outcomes</u>, i.e., change(s) in learning, actions and/or conditions):</i></p> <ol style="list-style-type: none"> By June 30, 2019, increase participation by 50% based upon the 2015 baseline. By June 30, 2019, increase participation by 50% based upon the 2015 baseline.

STRATEGY 1: Encourage and educate middle school students ages 9-14 about exercise and wellness.

- VI. By June 30, 2019, provide an annual school fitness event in 2 schools annually.
 - I. By June 30, 2019, increase participation by 50% based upon the 2015 baseline.
 - II. By June 30, 2019, implement an electronic app.
 - III. By June 30, 2019, implement Momentum Fitness in two Clay County middle schools.

Alignment with Local, State & National Priorities (Long-Term Outcomes for Prioritized Need #4)

OBJECTIVE:	LOCAL / COMMUNITY PLAN:	STATE PLAN:	"HEALTHY PEOPLE 2020" (or OTHER NATIONAL PLAN):
Insert #	Identify relevant community objective(s)	Identify relevant state objective(s)	Identify relevant national objective(s)
I-III.	Healthy Jax Childhood Obesity Prevention Coalition	N/A	Improve the healthy development, health, safety, and well-being of adolescents and young adults & promote health and reduce chronic disease risk through the consumption of healthful diets and achievement and maintenance of healthy body weights.