

St. Vincent's Medical Center Southside Implementation Strategy

Implementation Strategy Narrative

Overview

St. Vincent's Medical Center Southside is a 313-bed comprehensive, acute care hospital. It was founded in 1873 and has continued to provide quality, compassionate healthcare to the region for more than 140 years. St. Vincent's HealthCare has participated actively in the Jacksonville Metropolitan Community Benefit Partnership since its origination in 2011.

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
- Health Disparities
- Maternal and Child Health
- Mental Health
- Obesity/Nutrition/Lifestyle
- Smoking

Needs That Will Not Be Addressed

St. Vincent's HealthCare is committed to our mission and to the community; however, no entity can address all of the health needs presented by the 2015 CHNA. The following are those we believe are either not supported by our mission or that resources are not currently available to adequately address.

- **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.
- **Communicable Diseases:** St. Vincent's will not implement initiatives to address this need at this time. The local children's hospital currently provides resources specifically for youth while various other organizations within the region offer an adult emphasis on this need.
- **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.
- **Poverty:** St. Vincent's HealthCare does not have sufficient resources to provide significant change. There are numerous resources within this areas devoted to this measure including the United Way of Northeast Florida. St. Vincent's HealthCare has not identified an effective intervention to improve poverty on a large scale within the local community but will continue to advocate for the poor and vulnerable, as is our mission.
- **Sexually Transmitted Infections-** In accordance with the Ethical and Religious Directives of Catholic health care, St. Vincent's HealthCare continues to support sexual abstinence education in 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:** Increase medical access and quality of care for St. Vincent's Healthcare's Medicare eligible patients in Duval County through Alignment Healthcare.
- **Diabetes:** Improve health outcomes for individuals diagnosed with Diabetes in Duval County through evidence-based activities.
- **Health Disparities:** Promote health and wellness for the poor and vulnerable in Duval County with a collaborative community-wide initiative, Medical Mission at Home.
- **Maternal and Child Health:** Promote infant mortality for parents in Duval County with a safe sleep educational initiative featured at St. Vincent's Southside Family Birth Place.
- **Mental Health:** Increase access to mental health support specifically for the uninsured poor (below 250% FPL) in Duval County who are seeking care at St. Vincent's HealthCare.
- **Obesity/Nutrition/Lifestyle:** Augment an evidenced based voluntary nutrition and fitness awareness program for youth 8-11 in Duval County Schools.

- *Smoking:* Provide opportunities for smoking cessation for the public in Duval County through a collaborative partnership between St. Vincent's Southside, Northeast Florida AHEC and other local organizations.

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: Increase medical access and quality of care for St. Vincent's Healthcare's Medicare eligible patients in Duval County through Alignment Healthcare.

Action Plan

STRATEGY 1: Increase the access and quality of care for St. Vincent's Medicare eligible patients, with special attention to the chronically ill and frail through enrollment.

BACKGROUND INFORMATION:

- The target population is the low-income older adults and St. Vincent's HealthCare's patients who are eligible for Medicare in Duval County.
- This initiative will address health disparities and access by encouraging Medicare enrollments for those older adults who do not have access to comprehensive health care services.
- This environmental strategy is evidenced based. It will integrate coverage and health care delivery to older adults and seniors with a continuum of care that becomes more efficient, productive and effective.

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)*

- Alignment Healthcare

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

1. Develop a partnership with Alignment Healthcare to assist older individuals accessing Medicare.
2. Create an advanced clinical model to support Medicare beneficiaries, lower costs and increase the availability of health care for seniors.

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

- I. By July 1, 2017, increase patient enrollment into Medicare and Alignment Healthcare from 2016 baseline by 95%.
- II. By July 1, 2018, increase patient enrollment into Medicare and Alignment Healthcare over 2017 by 48%.
- III. By July 1, 2019, increase patient enrollment into Medicare and Alignment Healthcare over 2018

STRATEGY 1: Increase the access and quality of care for St. Vincent's Medicare eligible patients, with special attention to the chronically ill and frail through enrollment.

by 20%.

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

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.	N/A	FL Dpt of Elder Affairs: SHINE and BenefitsCheckUp	Improve the health, function, and quality of life of older adults.

Prioritized Need #2: Diabetes

GOAL: Through evidence based activities, St. Vincent's HealthCare Southside will improve health outcomes for its patients with Diabetes in Duval County.

Action Plan

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

BACKGROUND INFORMATION:

- Patients of St. Vincent's Healthcare Medical Center Southside 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

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

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

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. Add SMART objective here

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)
1	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: Health Disparities

GOAL: Promote health and wellness for the poor and vulnerable in Duval County with an annual collaborative community-wide initiative, Medical Mission at Home.

Action Plan

STRATEGY 1: Develop a collaborative initiative through which a community-wide event offers health and wellness services for the poor and vulnerable in Duval County.

BACKGROUND INFORMATION:

- This strategy seeks to target the poor and vulnerable of Duval County.
- This strategy provides qualified opportunities for the poor and vulnerable in Duval County to access to quality medical care and social services via a collaborative, community-wide approach.
- This evidence-based strategy is a system-wide approach utilizing St. Vincent's clinical and non-clinical staff as well as a breadth of community partners that include physicians, specialists, food banks, and more.

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)*

- Duval County Department of Health
- Eldersource, Hubbard House, Volunteers in Medicine, I. M. Sulzbacher Center, KidCare Program, Healing Hands, Bank of America, Family Foundations, RealSense (United Way of Northeast Florida), Jacksonville Speech and Hearing Center, AHF HIV Testing, Jacksonville Legal Aid, Women's Center of Jacksonville, FSCJ, Area Health Education Center of Northeast Florida, Jacksonville Transportation Authority (JTA), Clay Eye, Vision is Priceless, Vistakon, Clay Transit, Council on Aging, AGAPE, Salvation Army, local food banks

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

3. Coordinating with Ascension Health implement an annual Medical Mission at Home.
4. Develop a system wide support team lead by Mission Integration.
5. Establish supportive partnerships from local business, health provides and organizations.
6. Execute an event.

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

- IV. By July 2019, conduct an annual Medical Mission at Home event that promotes health and wellness for the poor and vulnerable in Duval County

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

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.	Mission of St. Vincent's HealthCare	N/A	Ascension Health

Prioritized Need #4: Maternal/Child Health

GOAL: Promote infant mortality in Duval County by providing parents of infants born in St. Vincent's Southside Family Birth Place with education and literature on creating safe sleep environments.

Action Plan

STRATEGY 1: Implement a system-wide campaign, to include St. Vincent's Southside and Southside, which will educate maternity patients and their families about the requirements for safe sleep environments for infants.

BACKGROUND INFORMATION:

- The target population are the pregnant women, their families and children served by St. Vincent's HealthCare
- This initiative will help to improve infant mortality through education and supporting materials for all but especially the underserved.
- With the goal of reducing infant mortality, various local agencies and hospitals implemented a multi-faceted Safe Sleep initiative. The strategy is to: (1) educate staff on sleep safety, (2) gain national certification as a Safe Sleep Hospital, (3) educate parents on safe sleep and distribution sleep sacks and/or pack n plays, (4) promote infant safe sleep through outreach and advocacy in local community.
- This is a system-wide campaign to educate staff, maternity patients and families.

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)*

- Hospitals in Northeast Florida
- Florida Department of Children & Families
- Healthy Start Coalition

STRATEGY 1: Implement a system-wide campaign, to include St. Vincent's Southside and Southside, which will educate maternity patients and their families about the requirements for safe sleep environments for infants.

- Early Learning Coalition
- Duval Department of Health

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

1. Educate the staff of St. Vincent's Family Birth Place and physicians on the requirements for safe sleep environments as recognized by Cribs for Kids Program.
2. Gain National Safe Sleep Hospital Certification.
3. Educate and distribute Safe Sleep materials, sleep sacks and (pack-n-plays if there is no safe sleep environment available) to St. Vincent's maternity patients.
4. Promote collaborative partnerships with Florida Department of Children & Families, Healthy Start Coalition, Early Learning Coalition Safe Kids of NEFL, and the county health department.

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

- I. By July 1, 2017, provide all Family Birthplace staff with Cribs for Kids safe sleep training.
- II. By June 30, 2019, gain National Safe Sleep Hospital Certification.
- III. By June 30, 2019, complete a system-wide safe sleep campaign aimed at reducing the loss of infant's lives in Duval & Clay Counties as a result of unsafe sleep environments.

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

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.	By June 2019, reduce the number of infant deaths resulting from unsafe sleep environments.	Project IMPACT, Fetal and Infant Mortality	Goal: Improve the health and well being of women, infants, children, and families.

Prioritized Need #5: Mental Health

GOAL: Increase access to mental health support specifically for the uninsured poor (below 250% FPL) in Duval County who are seeking care from St. Vincent's HealthCare.

Action Plan

STRATEGY 1: Promote mental health access via The Vincentian Counselor for St. Vincent's patients, especially those who are poor in Duval County

BACKGROUND INFORMATION:

- Uninsured living at or below 250% of the Federal Poverty Guidelines seeking care at St. Vincent's HealthCare
- Poor mental health often plagues the vulnerable which is exacerbated by the lack of access to care. Providing opportunities for St. Vincent's eligible patients is a lifeline for change.
- This is a system strategy at St. Vincent's Southside.

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)*

- Diocese of St. Augustine

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

1. Develop and implement a system to identify potential participants
2. Track those participants and compare date from baseline year of 2015.

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

- V. By July 1, 2019, the Vincentian Counselor will see 50% of the eligible target population.

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

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.	Behavioral Health Services Program at the Florida Department of Health in Duval County	FL Department of Children and Families, State Mental Health Council of Florida	Improve mental health through prevention and by ensuring access to appropriate, quality mental health services.

Prioritized Need #6: Obesity/Nutrition/Lifestyle

GOAL: Augment an evidenced-based nutrition and fitness awareness program for youth 8-14 in Duval County.

Action Plan

STRATEGY 1: Encourage and educate children, between 8-14 years old, with access to school and community events focused on exercise and wellness.

BACKGROUND INFORMATION:

- Youth between 8-14 years old
- This strategy will provide voluntary opportunities for children in Duval 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 is replicated from “Momentum Clay County” and will be implemented by Mobile Outreach Mission staff.

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)*

- Duval County Public & Private Schools
- Local community organizations
- Healthy Jacksonville Childhood Obesity Coalition

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

1. Develop partnership with Duval County Schools
2. Develop partnerships with local youth organizations
3. Implement a pediatric nutrition and fitness program suitable for after-school programs, physical education classes, and summer programs within the community.

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

- VI. By June 2019, 1,200 children will participate in Momentum PE and 120 participants in each of the other specific programs.

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

OBJECTIVE: LOCAL /

STATE PLAN:

“HEALTHY PEOPLE 2020”

COMMUNITY PLAN:		(or OTHER NATIONAL PLAN):	
Insert #	Identify relevant community objective(s)	Identify relevant state objective(s)	Identify relevant national objective(s)
I.	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.

Prioritized Need #7: Smoking

GOAL: Provide opportunities for smoking cessation for the Duval County public through a collaborative partnership between St. Vincent's Southside, Northeast Florida AHEC and other local organizations.

Action Plan

STRATEGY 1: Using a collaborative partnership with AHEC and other local organizations, St. Vincent's will provide smoking cessation opportunities to the public in Duval County.

BACKGROUND INFORMATION:

- Smokers
- Smoking cessation reduces chronic disease, their long-term complications and medical costs
- This strategy is system-wide.

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)*

- Northeast Florida AHEC (Area Health Education Centers)
- Local organizations and businesses

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

1. Coordinate with AHEC to provide smoking cessation opportunities to the public
2. Conduct five classes annually

STRATEGY 1: Using a collaborative partnership with AHEC and other local organizations, St. Vincent's will provide smoking cessation opportunities to the public in Duval County.

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

VII. By July 2019, conduct three smoking cessation classes (one per year) for the Duval County public.

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

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	Tobacco Free Jacksonville	Tobacco Free Florida-a comprehensive tobacco education and use prevention program	Reduce illness, disability, and death related to tobacco use and secondhand smoke exposure