

2019

Implementation Strategy

DeKalb County, Tennessee

Saint Thomas DeKalb Hospital



Saint Thomas
Health



Ascension

Saint Thomas Dekalb Hospital Implementation Strategy

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Saint Thomas DeKalb Hospital Implementation Strategy

Implementation Strategy Narrative

Overview

Saint Thomas DeKalb Hospital and Saint Thomas Health conducted a Community Health Needs Assessment (CHNA) collaboratively with Stratasan, a healthcare consulting firm. The community served for purposes of this CHNA and Implementation Strategy was defined as DeKalb County, Tennessee.

The objectives of the CHNA and subsequent community health improvement plans/implementation strategies were to:

1. Provide an unbiased comprehensive assessment of Dekalb County's health needs and assets
2. Use the CHNA to collectively identify priority health needs for partnering organizations' community benefit and community health improvement activities
3. Provide an objective assessment of the community, upon which the partnering organizations may continue collaborating to support and improve health within the county
4. Fulfill Internal Revenue Service regulations related to 501(c)(3) non-profit hospital status for federal income taxes

The CHNA process included a review of secondary health data, interviews of community representatives and leaders, a community intercept survey, and a community meeting to review findings and discern unmet health needs. The partnering organizations received input from public health experts, including the local public health department partner.

The 2019 CHNA provided Saint Thomas DeKalb Hospital and Saint Thomas Health with a basis for addressing the health needs of the county and a reference for the development of this Implementation Strategy (IS), ensuring alignment with the community needs. This Implementation Strategy will guide the Community Benefit and Community Health Improvement efforts for Saint Thomas Dekalb Hospital and Saint Thomas Health for fiscal years 2020 – 2022.

Prioritized Needs

The results of the data review, community interviews, listening sessions and the online community survey were presented to the community representatives and leaders at the February 27th, 2019 DeKalb County Health Summit meeting, which included local health department staff, Saint Thomas Health and 7 other organizations. The meeting attendees represented covered a broad spectrum of the community, including those focusing on the underserved population. They were asked to provide collective input into the needs of the community.

Stakeholders prioritized the needs of Mental Health/Substance Abuse, Physical Inactivity/Obesity, Access to Care, and Poverty. During the CHNA and Implementation Strategy brainstorming phase across the Ascension Tennessee ministry (7 counties), community benefit and hospital leaders agreed to a collective impact model toward addressing needs that appeared in multiple counties. This model is an effort to allocate resources (both staff and dollars) in ways that can more meaningfully impact priority areas. The 4 needs chosen appeared in 5 or more of the counties surveyed. The ministry is committed to addressing Summit-specific needs within the 4 broader categories over the course of this cycle.

Additionally, our Community Benefit work will utilize an equity and advocacy framework. This will ensure we are aware of how systems need to change to decrease inequities and increase equity. Effective and sustainable change is most successful when people and communities impacted by the change are included throughout the process.

The prioritized unmet health needs identified for DeKalb County, Tennessee, by this CHNA are:



Access to Care



Mental Health



Obesity (Healthy Weight)



Substance Abuse

Needs That Will Not Be Addressed

All priority health needs will be addressed.

Summary of Implementation Strategy

Prioritized Need #1: Access to Care

GOAL: Improve access to comprehensive, quality healthcare services through increasing availability and affordability of care while advocating for increased health insurance coverage.

Strategy 1: Operate and increase access to specialty services, including Saint Thomas Medical Partners Smithville Heart clinic

Strategy 2: Operate and improve access to Mobile Health Units, including Mobile Mammography

Strategy 3: Improve access to care via telemedicine, including for stroke symptoms.

Strategy 4: Provide community-based organizations with financial support toward their work in one of the Prioritized Need areas

Prioritized Need #2: Mental Health

GOAL: Support mental and emotional health, decrease stigma and increase access to behavioral health services.

Strategy 1: Integrate behavioral health services with primary medical care to care for the behavioral as well as physical needs of underserved DeKalb County residents

Strategy 2: Empower victims of sexual assault through the provision of Sexual Assault Nurse Examiner care and advocacy, ensuring that victims receive trauma-informed care and are connected to appropriate resources

Strategy 3: Provide community-based organizations with financial support toward their work in one of the Prioritized Need areas

Prioritized Need #3: Obesity (Healthy Weight)

GOAL: Promote and support a healthy lifestyle through strengthening community resources that will positively impact nutrition, exercise, chronic disease management and chronic disease prevention.

Strategy 1: Explore creation of community gardens and increase education opportunities regarding healthy eating and active living .

Strategy 2: Provide community-based organizations with financial support toward their work in one of the Prioritized Need areas

Prioritized Need #4: Substance Abuse

GOAL: Decrease the incidence of substance misuse through identifying, treating and/or referring to treatment, and supporting those in need.

Strategy 1: Encourage better collaboration between resources in the community, including enhancing relationship with Students Against Destructive Decisions (SADD)

Strategy 2: Provide community-based organizations with financial support toward their work in one of the Prioritized Need areas

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

Prioritized Need #1: Access to Care

GOAL: Improve access to comprehensive, quality healthcare services through increasing availability and affordability of care while advocating for increased health insurance coverage.

Action Plan

STRATEGY 1: Increase access to specialty services, including Saint Thomas Medical Partners Smithville Heart clinic
BACKGROUND INFORMATION: <ul style="list-style-type: none"> The strategy's target population is low-income, and underinsured residents of DeKalb County. This strategy is informed by evidence found on Healthy People 2020.
RESOURCES: <ul style="list-style-type: none"> Saint Thomas Medical Partners Saint Thomas DeKalb Hospital
COLLABORATION: <ul style="list-style-type: none"> N/A
ACTIONS: <ol style="list-style-type: none"> 1. Assist in developing Cardiac Rehab Unit 2. Assist multidisciplinary education team in providing curriculum, materials
ANTICIPATED IMPACT: <ol style="list-style-type: none"> I. Increase access to cardiac specialist II. Increase educational opportunities related to heart health, including healthy eating and active living.

STRATEGY 2: Maximize use of mobile health units, including breast cancer screening compliance through Our Mission In Motion Mobile Mammography.

BACKGROUND INFORMATION:

- The strategy's target population is low-income, uninsured residents in DeKalb County.
- Our Mission In Motion Mobile Mammography will reduce barriers by providing access to screening mammography and breast health education to uninsured and underserved women.
- This strategy is informed by evidence found on Healthy People 2020 and Tennessee Cancer Coalition.

RESOURCES:

- Saint Thomas Medical Partners
- Saint Thomas DeKalb Hospital
- Our Mission In Motion Mobile Mammography staff
- Saint Thomas Midtown and West Centers for Breast Health

COLLABORATION:

- TN Breast and Cervical Cancer Screening Program
- Susan G. Komen Central Tennessee
- Advanced Diagnostic Imaging

ACTIONS:

1. Schedule community outreach visits
2. Provide free screening mammograms to low-income, uninsured and underinsured women
3. Distribute breast health educational materials at community events, including information about 2D and 3D mammography capabilities Saint Thomas DeKalb Hospital
4. Explore expanding scope of service of Mobile Health Units to respond to community needs, e.g. working Coordinated School Health to provide screenings at schools

ANTICIPATED IMPACT:

- III. Conduct 12 community outreach visits annually in DeKalb County to provide free mammography services
- IV. Increase the number of women screened with the recommended frequency by 10%

STRATEGY 3: Improve access to care via telemedicine consultations when acute stroke symptoms are present

BACKGROUND INFORMATION:

- The target population is residents of DeKalb County with a suspected acute stroke event
- This strategy addresses health disparities and barriers to care by providing easy access to stroke-trained physicians in underserved communities
- This strategy has been developed by Saint Thomas Health in the successful development and management of the Saint Thomas Health Stroke Network across Tennessee, along with the successful operation of telemedicine clinical locations via HRSA grant 11-089

RESOURCES:

- Saint Thomas DeKalb Hospital Staff
- Telemedicine Services
- Consulting Stroke-trained Physician

COLLABORATION:

- N/A

ACTIONS:

1. Increase use of system to conduct telemedicine consultations in response to possible stroke symptoms
2. Increase physician and staff telemedicine education participation for competency in NIHSS use, Stroke Telemedicine use, and Stroke ID/Triage
3. Collect peer evaluations and responses from physicians and staff on the benefits of conducting telemedicine visits
4. Conduct a patient survey to confirm timely access to health services
5. Explore other opportunities to utilize telehealth

ANTICIPATED IMPACT:

- V. Limit patient transfers to more acute facilities to those that are medically appropriate
- VI. Annually meet or exceed the national average for IV tPA utilization (2.8% as of last published standard)

STRATEGY 4: Provide community-based organizations with financial support toward their work in one of the Prioritized Need areas, with a particular focus on organizations addressing the priority health needs of Access to Care, Mental Health, Substance Abuse, and Obesity

BACKGROUND INFORMATION:

- The target population is community members served by identified partner organizations
- All organizations will be assessed on the basis of the attention they pay to issues of health disparities and the needs of the underserved
- The evidence base will be dependent upon the specific work of each community organization but is one of the selection criteria that is reviewed and considered in determining partners

RESOURCES:

- Financial Support

COLLABORATION:

- DeKalb Advisory Board
- Other Community Organizations
- Saint Thomas Health and Community Benefit Committee

ACTIONS:

1. Make publicly available a Program Proposal form, through which community organizations can request a financial partnership from Saint Thomas Health
2. Receive Program Proposals from community organizations who seek support for a program working to meet one of the Priority Needs
3. Partnership decisions made by committee review
4. Financial support is provided to selected organizations, and outcomes are reviewed annually

ANTICIPATED IMPACT:

The work of community organizations working to meet the Priority Needs will be furthered through a partnership with Saint Thomas Health. Specific objectives will be dependent upon the specific actions and interventions of each selected partner organization. Each organization will submit its anticipated impact in its request seeking financial support from Saint Thomas Health.

Alignment with Local, State & National Priorities

OBJECTIVE:	LOCAL / COMMUNITY PLAN:	STATE PLAN:	“HEALTHY PEOPLE 2020” (or OTHER NATIONAL PLAN):
I-II	N/A	Preventable hospitalizations and physical activity are considered 2 of 12 “vital signs” the TN Dept. of Health measures to gauge a person’s overall health.	HP 2020 AHS-6 – Reduce the proportion of persons who are unable to obtain or delay in obtaining necessary medical care, dental care, or prescription medicines
III-IV	N/A	Reduce female breast cancer mortality through increased awareness, early detection, diagnosis and treatment	HP 2020 CA -3 – Reduce the female breast cancer death rate
V-VI	N/A	TN State Health Plan Priority Area – Health Care Delivery Model in Rural Areas	Healthy People 2020 Objective HDS-19.3 – Increase the proportion of eligible patients with strokes who receive acute reperfusion therapy within 3 hours from symptom onset
I-VI	N/A	TN State Health Plan Principle 2, Access to Care – People in TN should have access to healthcare and the conditions to achieve optimal health	Accessing Health Services (AHS): AHS-6.2 Reduce the proportion of persons who are unable to obtain or delay in obtaining necessary medical care
I-VI	N/A	TN State Health Plan Goal 2d. People in TN are able to obtain appropriate quality healthcare services to meet their needs	
V-VI	N/A		Monitoring the increasing use of telehealth as an emerging method of delivering health care is a Healthy People 2020 priority.

Prioritized Need #2: Mental Health

GOAL: Support mental and emotional health, decrease stigma and increase access to behavioral health services.

Action Plan

STRATEGY 1: Integrate behavioral health services with primary medical care to care for the behavioral as well as physical needs of community members

BACKGROUND INFORMATION:

- The target population is community members in need of behavioral healthcare services
- This strategy seeks to expand access to behavioral healthcare services to address behavioral health needs that are currently going unmet; it will also provide care to underserved patients.
- All behavioral healthcare will be evidence-based and provided by appropriately licensed professionals

RESOURCES:

- Saint Thomas Health

COLLABORATION:

- N/A

ACTIONS:

1. Add mental health services to primary care sites
2. Explore tele-behavioral health services

ANTICIPATED IMPACT:

- I. By December of 2020, increase knowledge of community organizations who have expertise in this area of need.
- II. Explore internal and external opportunities to expand access to mental health services for those in need.

STRATEGY 2: Empower victims of sexual assault through the provision of SANE care and advocacy, ensuring that victims receive trauma-informed care and are connected to appropriate resources.

BACKGROUND INFORMATION:

- The target population is victims of sexual assault in DeKalb County age 13 and older
- This strategy works to eliminate barriers to sexual assault victims receiving the care they need
- Training from the International Association of Forensic Nurses is utilized in preparing SANE nurses. A standardized screening tool is utilized to assess all sexual assault patients, in line with the findings of the following study: Brown, B., DuMont, J., Macdonald, S., Bainbridge, D., (April/June 2013) A Comparative Analysis of Victims of Sexual Assault With and Without Mental Health Histories: Acute and Follow-up Care Characteristics. Journal of Forensic Nurses, 9(2), 76-83. This maintains hospital policy, by which a SANE nurse will be the proper associate to care for patients who are victims of sexual assault.

RESOURCES:

- Saint Thomas –DeKalb Hospital Providers
- SANE Exam Space and Materials

COLLABORATION:

- SANE Training – International Association of Forensic Nurses

ACTIONS:

1. Train select Saint Thomas River Park providers to be SANE-certified
2. Conduct trainings with ED staff to increase awareness of SANE program
3. ED staff refer patients who are victims of sexual assault to the on-duty SANE nurse
4. Provide comprehensive medical-forensic exams to victims
5. Refer patients to other needed resources

ANTICIPATED IMPACT:

III. By December 2021, two associates will be trained (or will maintain training) in SANE and thus will be able to provide trauma-informed care and needed resources to victims of sexual assault.

IV. By June 2022, all patients who present as acute sexual assault victims will be referred to the on-duty SANE associate for follow-up support and care.

STRATEGY 3: Provide community-based organizations with financial support toward their work in one of the Prioritized Need areas, with a particular focus on organizations addressing the priority health needs of Access to Care, Mental Health, Substance Abuse, and Obesity

BACKGROUND INFORMATION:

- The target population is community members served by identified partner organizations
- All organizations will be assessed on the basis of the attention they pay to issues of health disparities and the needs of the underserved
- The evidence base will be dependent upon the specific work of each community organization but is one of the selection criteria that is reviewed and considered in determining partners

RESOURCES:

- Financial Support

COLLABORATION:

- DeKalb Advisory Board
- Other Community Organizations
- Saint Thomas Community Health and Benefit Committee

ACTIONS:

1. Make publicly available a Program Proposal form, through which community organizations can request a financial partnership from Saint Thomas Health
2. Receive Program Proposals from community organizations who seek support for a program working to meet one of the Priority Needs
3. Partnership decisions made by committee review
4. Financial support is provided to selected organizations, and outcomes are reviewed annually

ANTICIPATED IMPACT:

The work of community organizations working to meet the Priority Needs will be furthered through a partnership with Saint Thomas Health. Specific objectives will be dependent upon the specific actions and interventions of each selected partner organization. Each organization will submit its anticipated impact in its request seeking financial support from Saint Thomas Health.

Alignment with Local, State & National Priorities

OBJECTIVE:	LOCAL / COMMUNITY PLAN:	STATE PLAN:	“HEALTHY PEOPLE 2020” (or OTHER NATIONAL PLAN):
I, II, III, IIV	N/A	<p>TN State Health Plan – Behavioral health a priority to address health disparities in TN</p> <p>Frequent mental distress is considered a top “vital sign” being monitored by TN Dept of Health; Mental Health among TN Dept. of Health’s “Big 4”</p>	<p>Healthy People 2020 Objective HRQOL/WB-1.2 – Increase the proportion of adults who self-report good or better mental health</p>
III-IV		<p>Preventable hospitalizations are among TN Dept of Health’s top 12 “vital signs” to measure population health.</p>	<p>Healthy People 2020 Objective IVP-8.1 – Increase the proportion of the population residing within the continental United States with access to trauma care</p>

Prioritized Need #1: Obesity (Healthy Weight)

GOAL: Promote and support a healthy lifestyle through strengthening community resources that will positively impact nutrition, exercise, healthy eating and active living.

Action Plan

STRATEGY 1: Explore creation of healthy eating and active living
<p>BACKGROUND INFORMATION:</p> <ul style="list-style-type: none"> • The target population is school-aged children within the county school system. • This strategy addresses both mental health and healthy weight concerns among youth in the county; DeKalb ranks 1st in childhood obesity in Tennessee • This strategy will engage public health professionals and employ evidence-based techniques to expand wellness opportunities for students.
<p>RESOURCES:</p> <ul style="list-style-type: none"> • Saint Thomas DeKalb Hospital
<p>COLLABORATION:</p> <ul style="list-style-type: none"> • Coordinated School Health • Community Organizations
<p>ACTIONS:</p> <ol style="list-style-type: none"> 1. Determine needs based upon current program offerings of Coordinated School Health 2. Determine evidence-based interventions regarding wellness and healthy eating to implement
<p>ANTICIPATED IMPACT:</p> <ol style="list-style-type: none"> I. Increase knowledge, access and collaboration to expand wellness and healthy eating opportunities for the underserved in the community.

STRATEGY 2: Provide community-based organizations with financial support toward their work in one of the Prioritized Need areas, with a particular focus on organizations addressing the priority health needs of Access to Care, Mental Health, Substance Abuse, and Obesity

BACKGROUND INFORMATION:

- The target population is community members served by identified partner organizations
- All organizations will be assessed on the basis of the attention they pay to issues of health disparities and the needs of the underserved
- The evidence base will be dependent upon the specific work of each community organization but is one of the selection criteria that is reviewed and considered in determining partners

RESOURCES:

- Financial Support

COLLABORATION:

- DeKalb Advisory Board
- Saint Thomas Community Health and Benefit Committee

ACTIONS:

1. Make publicly available a Program Proposal form, through which community organizations can request a financial partnership from Saint Thomas Health
2. Receive Program Proposals from community organizations who seek support for a program working to meet one of the Priority Needs
3. Partnership decisions made by committee review
4. Financial support is provided to selected organizations, and outcomes are reviewed annually

ANTICIPATED IMPACT:

The work of community organizations working to meet the Priority Needs will be furthered through a partnership with Saint Thomas Health. Specific objectives will be dependent upon the specific actions and interventions of each selected partner organization. Each organization will submit its anticipated impact in its request seeking financial support from Saint Thomas Health.

Alignment with Local, State & National Priorities

OBJECTIVE:	LOCAL / COMMUNITY PLAN:	STATE PLAN:	“HEALTHY PEOPLE 2020” (or OTHER NATIONAL PLAN):
I	N/A	TN Dept of Health lists youth obesity as one of its most important “vital signs”	Healthy People 2020 ECBP-4 – Increase the proportion of elementary, middle, and senior high schools that provide school health education to promote personal health and wellness in the following areas: hand washing or hand hygiene; oral health; growth and development; sun safety and skin cancer prevention; benefits of rest and sleep; ways to prevent vision and hearing loss; and the importance of health screenings and checkups

Prioritized Need #4: Substance Abuse

GOAL: Decrease the incidence of substance misuse through identifying, treating and/or referring to treatment, and supporting those in need.

STRATEGY 1: Encourage better collaboration between the resources in the community, including enhancing relationship with SADD (Students Against Destructive Decisions)

BACKGROUND INFORMATION:

- The target population is community members who are at risk for substance misuse and their families.
- This strategy seeks to expand communication and coordination related to the dangers of substance misuse, including tobacco use, and addiction.

RESOURCES:

- Saint Thomas DeKalb Hospital

COLLABORATION:

- DeKalb Prevention Coalition
- Mental Health Organizations
- Coordinated School Health

ACTIONS:

- 1.) Attend community meetings of DeKalb Prevention Coalition and other community groups working to address youth substance abuse.
- 2.) Coordinate to support Drug Take Back days and the Great American Smokeout, Kick Butts Day, and other universal awareness days.
- 3.) Support DeKalb Recovery Court efforts, including exploratory work on childcare provisions during Recovery Court
- 4.) Connect those suffering from substance misuse and their families to treatment and other resources.

ANTICIPATED IMPACT:

- I. Increase knowledge and collaboration with other community organizations/coalitions working in this priority area.
- II. Assist in raising awareness of the need.
- III. Reduce dependence on harmful and potentially lethal substances such as prescription drugs, alcohol, and tobacco.

STRATEGY 2: Provide community-based organizations with financial support toward their work in one of the Prioritized Need areas, with a particular focus on organizations addressing the priority health needs of Access to Care, Mental Health, Substance Abuse, and Obesity.

BACKGROUND INFORMATION:

- The target population is community members served by identified partner organizations
- All organizations will be assessed on the basis of the attention they pay to issues of health disparities and the needs of the underserved
- The evidence base will be dependent upon the specific work of each community organization but is one of the selection criteria that is reviewed and considered in determining partners

RESOURCES:

- Financial Support

COLLABORATION:

- DeKalb Advisory Board
- Saint Thomas Community Health and Benefit Committee

ACTIONS:

1. Make publicly available a Program Proposal form, through which community organizations can request a financial partnership from Saint Thomas Health
2. Receive Program Proposals from community organizations who seek support for a program working to meet one of the Priority Needs
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ANTICIPATED IMPACT:

The work of community organizations working to meet the Priority Needs will be furthered through a partnership with Saint Thomas Health. Specific objectives will be dependent upon the specific actions and interventions of each selected partner organization. Each organization will submit its anticipated impact in its request seeking financial support from Saint Thomas Health.

Alignment with Local, State & National Priorities

OBJECTIVE:	LOCAL / COMMUNITY PLAN:	STATE PLAN:	“HEALTHY PEOPLE 2020” (or OTHER NATIONAL PLAN):
I, II, III	N/A	Substance Abuse is one of Tennessee Department of Health’s “Big Four” priority areas; TN State Health Plan Goal 1b. People in TN understand and practice behaviors that promote and maintain good health	HP 2020 ECBP 10-5 – Increase the number of community-based organizations (including local health departments, Tribal health services, nongovernmental organizations, and State agencies) providing population-based primary prevention services substance abuse