2017
IMPLEMENTATION STRATEGY
Saint Thomas Highlands Hospital

WHITE COUNTY, TENNESSEE
COMMUNITY HEALTH NEEDS ASSESSMENT

prepared by
Saint Thomas Highlands Hospital
Saint Thomas Highlands Hospital Implementation Strategy

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- Prioritized Need #4: Social Determinants
Saint Thomas Highlands Hospital Implementation Strategy

Implementation Strategy Narrative

Overview
Saint Thomas Highlands Hospital and Saint Thomas Health conducted a Community Health Needs Assessment (CHNA) in 2016. The community served for purposes of this CHNA and Implementation Strategy was defined as White County, Tennessee.

The objectives of the CHNA and subsequent community health improvement plans/implementation strategies were to:
1. Provide an unbiased comprehensive assessment of White 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 member focus group, and a community meeting to review findings and discern unmet health needs. Input was received from public health experts, including the local public health department partner. An outside consultant, Stratasan, was engaged to conduct secondary data review, facilitate the focus group and community meeting, and synthesize the CHNA findings.

The 2016 CHNA provided Saint Thomas Highlands 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 Highlands Hospital and Saint Thomas Health for fiscal years 2017 – 2019.
Prioritized Needs
The results of the secondary data review, community interviews and focus group were presented to community representatives and leaders at the April 27, 2016 Community Health Summit sponsored by Saint Thomas Highlands Hospital and Saint Thomas Health with participation of the local health department. The meeting attendees then provided collective input into the needs and resources of the community.

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

- Mental Health & Substance Abuse
- Obesity
- Access to Care
- Social Determinants

Needs That Will Not Be Addressed
All priority health needs will be addressed.
Summary of Implementation Strategy

Prioritized Need #1: Mental Health & Substance Abuse

**GOAL:** Improve mental and emotional health while decreasing the incidence of substance abuse through identifying, treating or referring to treatment, and supporting those in need.

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

**Anticipated Impact:**
- Expand access to mental health and psychiatric services for individuals in need
- Alignment with State Priorities: Tennessee State Health Plan cites behavioral health as a Priority to address health disparities in Tennessee
- Alignment with National Priorities: Healthy People 2020 Objective MHMD-9 – Increase the proportion of persons with mental health disorders who receive treatment

**Strategy 2: Expand the available inpatient geriatric psychiatric services to care for the mental and emotional needs of elderly community members**
- The target population is elderly community members in need of psychiatric care
- This strategy seeks to expand access among the elderly to psychiatric care, addressing health needs that are otherwise unmet and providing care to underserved patients.
- All geriatric psychiatric services are evidence-based and provided by appropriately licensed professionals

**Anticipated Impact:**
- Address psychiatric needs of elderly individuals through the offering and expansion of inpatient geriatric psychiatric services
- Alignment with State Priorities: Tennessee State Health Plan cites behavioral health as a Priority to address health disparities in Tennessee
- Alignment with National Priorities: Healthy People 2020 Objective MHMD-9 – Increase the proportion of persons with mental health disorders who receive treatment
Strategy 3: Provide community-based organizations with financial support toward their work addressing needs of Mental Health & Substance Abuse

- 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

**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 in local, state and national priorities will be dependent upon the particular focus of each selected partner organization
Prioritized Need #2: Obesity

**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: Improve the health of community students and impact obesity rates through expanding wellness screenings and other programming**

- The target population is school-aged children within the county school system.
- This strategy addresses health disparities by providing access to resources among a student population of which 65.3% qualifies for free and reduced lunch.
- This strategy will engage public health professionals and employ evidence-based techniques to expand wellness opportunities for students.

**Anticipated Impact:**

- Expand access of school-aged children to wellness screenings and education
- Alignment with State Priorities: Tennessee State Health Plan identifies obesity as a major health threat and area of focus
- Alignment with National Priorities: Healthy People 2020 Objective NWS-10 – Reduce the proportion of children and adolescents who are considered obese

**Strategy 2: Provide community-based organizations with financial support toward their work addressing needs of Obesity**

- 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

**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 in local, state and national priorities will be dependent upon the particular focus of each selected partner organization
Prioritized Need #3: 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: Engage state legislators and other key stakeholders to advocate for expanded access to care in Tennessee**
- The target population is Tennessee residents who currently fall in the gap between qualifying for TennCare and qualifying for subsidized health insurance through the Health Insurance Marketplace.
- This strategy targets those who are still without access to health insurance and thus are typically medically underserved.
- This strategy addresses a policy change and has drawn from other states who have proposed a version of access expansion to the federal government that the state has specifically designed.

**Anticipated Impact:**
- Increase legislative support by 50% for expanded healthcare access/coverage by January 2018
- Expand healthcare access/coverage in Tennessee by July 2018
- Alignment with State Priorities: Tennessee State Health Plan Principle 2, Access to Care – People in Tennessee should have access to healthcare and the conditions to achieve optimal health
- Alignment with National Priorities: Healthy People 2020 Objective AHS-1 – Increase the proportion of persons with health insurance

**Strategy 2: Increase access to healthcare by removing traditional financial and insurance hurdles, through financial assistance and emergency care policies**
- The target population is members of the community who are experiencing poverty and are either uninsured or underinsured.
- This strategy specifically seeks to make a full range of healthcare services available to those who are medically underserved.
- This strategy is a Policy Change, in line with Ascension Health’s Financial Assistance Policy, in effect July 1, 2016, that represents Ascension Health’s mission to serve all persons, with special attention to those who are poor and vulnerable.

**Anticipated Impact:**
- Provide community members with income levels at or below 400% of the Federal Poverty Level with financial assistance as outlined in Saint Thomas Health’s Financial Assistance Policy
- Alignment with State Priorities: Tennessee State Health Plan Goal 2d. People in Tennessee are able to obtain appropriate quality healthcare services to meet their needs
- Alignment with National Priorities: Healthy People 2020 Objective AHS-6.2 – Reduce the proportion of persons who are unable to obtain or delay in obtaining necessary medical care
Strategy 3: Implement community-wide Medical Missions at Home that integrate medical, dental, vision and behavioral health, along with broader community resources

- The target population is low income, uninsured, underinsured, and underserved residents
- This strategy addresses social determinants of health, health disparities and the challenges of the underserved by providing access to free medical, dental, vision, behavioral health care and social services
- This strategy has been developed over the past eight years as STH has held over 25 medical missions to increase access to care per TN State Health Plan and Healthy People 2020 Objectives.

**Anticipated Impact:**

- Increase awareness of and connection to social services and other resources through 300 encounters with community agencies at each event
- Increase access to a medical home by increasing the proportion of medical mission attendees who are scheduled for a follow-up visit by 14%
- Alignment with State Priorities: Tennessee State Health Plan Principle 2, Access to Care – People in Tennessee should have access to healthcare and the conditions to achieve optimal health
- Alignment with National Priorities: Healthy People 2020 Objective AHS-6 – Reduce the proportion of people who are unable to obtain or delay in obtaining necessary medical care, dental care, and prescription medication

Strategy 4: Increase breast cancer screening compliance through Our Mission in Motion Mobile Mammography

- The strategy’s target population is low-income, uninsured women in White 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

**Anticipated Impact:**

- Conduct a community outreach visit annually to provide free mammography services
- Increase the number of women screened with the recommended frequency by 10%
- Alignment with State Priorities: Reduce female breast cancer mortality through increased awareness, early detection, diagnosis and treatment. Mortality rates for 2005-2009 and reduction goal by June 2017: Breast rate of 24.0, reduce to 22.0 (TN Cancer Coalition)
- Alignment with National Priorities: By 2020, reduce the female breast cancer death rate from 23% to 20.7% (CDC/NCHS and Census)
Strategy 5: Expand access to primary care through expanded presence and availability of providers, allowing more community members to access preventive and other services through a medical home

- This strategy’s target population is individuals in need of a primary care provider, particularly those who are uninsured and underinsured
- This strategy seeks to provide a medical home to individuals without one, including and emphasizing individuals who are medically underserved due to financial or other barriers to obtaining care.
- This strategy is built upon the evidence base cited by Healthy People 2020's Access to Health Services topic: People with a usual source of care have better health outcomes and fewer disparities and costs. This is a systems change, expanding local capacity to extend primary care services.

Anticipated Impact:

- Increase employed primary care providers by four to expand primary care currently available within White County
- Alignment with Local Priorities: Safety Net Consortium of Middle Tennessee – Alignment on their objective to increase public awareness and use of safety net services and available insurance options
- Alignment with State Priorities: Tennessee State Health Plan Goal 2d. People in Tennessee are able to obtain appropriate quality health care services to meet their needs
- Alignment with National Priorities: Healthy People 2020 Objective AHS-5 – Increase the proportion of persons who have a specific source of ongoing care

Strategy 6: Strengthen and expand the specialty care services available within the community to increase access to needed care

- The target population is individuals in need of specialty care
- This strategy seeks to expand access to individuals who currently cannot receive needed care within their own community, including and emphasizing individuals who are medically underserved
- This strategy is built upon the evidence base cited by Healthy People 2020’s Access to Health Services topic: Disparities in access to health services affect individuals and society. Limited access to health care impacts people's ability to reach their full potential, negatively affecting their quality of life. This is a systems change, expanding local capacity to extend specialty care services.

Anticipated Impact:

- Add and strengthen access to general surgical and orthopedic services at Saint Thomas Highlands Hospital, ensuring that access to care within these specialty needs continues and expands
- Alignment with National Priorities: Healthy People 2020 Objective AHS-6.2 – Reduce the proportion of persons who are unable to obtain or delay in obtaining necessary medical care
Strategy 7: Improve access to care via telemedicine consultations when acute stroke symptoms are present

- The target population is residents of White 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

Anticipated Impact:

- Limit patient transfers to more acute facilities to those that are medically appropriate
- Annually meet or exceed the national average for IV tPA utilization (2.8% as of last published standard)
- Alignment with State Priorities: Tennessee State Health Plan Priority Area – Health Care Delivery Model in Rural Areas
- Alignment with National Priorities: 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
Prioritized Need #4: Social Determinants

**GOAL:** Strengthen community resources and navigation assistance to foster social and physical environments that promote good health for all.

**Strategy 1:** Implement an anti-human trafficking initiative throughout Saint Thomas Health so that victims of human trafficking who seek medical care will be identified and connected with the assistance they need
- The target population is victims of human trafficking
- This strategy is focused on a group of highly marginalized and vulnerable people, seeking to first address immediate safety needs and to then provide them with a point of connection to a full range of socioeconomic resources, along with needed physical and mental health care
- This strategy is evidence-based, upon the program developed and successfully operated at Via Christi Health in Wichita, Kansas. This is a policy change, as Saint Thomas Health will adopt Ascension Health’s policy for caring for victims of human trafficking

**Anticipated Impact:**
- By June 2018, 100% of identified victims will be assisted in accordance with Ascension Health guidance

**Strategy 2:** Provide resource navigation support to community members in need, recognizing how critical economic stability and social environments that promote good health are to improve an individual’s and a community’s health
- The target population is persons in need of socioeconomic resources
- This strategy is aiming to address social determinants, to provide the underserved with resources needed, which in turn will reduce health disparities across socioeconomic divides
- This will be a pilot program seeking to develop an evidence base but will utilize specifically trained associates who are able to navigate a full range of community resources. This strategy is a system change as Saint Thomas Health seeks to holistically serve members of the community, addressing first the priorities of the patient before looking specifically at their healthcare needs.

**Anticipated Impact:**
- 80% of callers receiving at least one referral to a community resource by June 2019
- 70% of callers receiving assistance from the referral by June 2019
- Alignment with State Priorities: Tennessee State Health Plan Goal 1a. People in Tennessee have the necessary support and opportunities for healthy living
- Alignment with State Priorities: Tennessee State Health Plan Goal 1c. Health disparities between and among populations, as well as the underlying causes of these disparities, are eliminated
- Alignment with National Priorities: Healthy People 2020 Objective SDOH-3.1 – Proportion of persons living in poverty
- Alignment with National Priorities: Healthy People 2020 Objective NWS-13: Reduce household food insecurity and in doing so reduce hunger
Strategy 3: Implement community-wide Medical Missions at Home that integrate medical, dental, vision and behavioral health, along with broader community resources

- Details cited under Prioritized Need #3: Access to Care

Strategy 4: Create a comprehensive resource guide to equip both community members and service providers to best connect those in need with available services

- The target population is persons in need of socioeconomic resources
- This strategy is aiming to address social determinants, to provide the underserved with resources needed, which in turn will reduce health disparities across socioeconomic divides
- This strategy is based upon resource guides in other communities, which improve access and navigation for those seeking social services and other resources

Anticipated Impact:

- Make widely available a comprehensive resource guide to be utilized throughout the community
- Alignment with State Priorities: Tennessee State Health Plan Goal 1a. People in Tennessee have the necessary support and opportunities for healthy living
- Alignment with State Priorities: Tennessee State Health Plan Goal 1c. Health disparities between and among populations, as well as the underlying causes of these disparities, are eliminated
- Alignment with National Priorities: Healthy People 2020 Objective SDOH-3.1 – Proportion of persons living in poverty
- Alignment with National Priorities: Healthy People 2020 Objective NWS-13: Reduce household food insecurity and in doing so reduce hunger

An action plan follows for each prioritized need, including the resources, proposed actions, planned collaboration, and anticipated impact of each strategy.
Prioritized Need #1: Mental Health & Substance Abuse

GOAL: Improve mental and emotional health while decreasing the incidence of substance abuse through identifying, treating or referring to treatment, and supporting those in need.

Action Plan

<table>
<thead>
<tr>
<th>STRATEGY 1: Integrate behavioral health services with primary medical care to care for the behavioral as well as physical needs of community members</th>
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<td><strong>BACKGROUND INFORMATION:</strong></td>
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<td>• 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.</td>
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<td>• All behavioral healthcare will be evidence-based and provided by appropriately licensed professionals</td>
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<tr>
<td><strong>RESOURCES:</strong></td>
</tr>
<tr>
<td>• Saint Thomas Health</td>
</tr>
<tr>
<td><strong>COLLABORATION:</strong></td>
</tr>
<tr>
<td>• N/A</td>
</tr>
<tr>
<td><strong>ACTIONS:</strong></td>
</tr>
<tr>
<td>1. Add mental health services to primary care sites</td>
</tr>
<tr>
<td>2. Add inpatient adult psychiatric services</td>
</tr>
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<td><strong>ANTICIPATED IMPACT:</strong></td>
</tr>
<tr>
<td>1. Expand access to mental health and psychiatric services for individuals in need</td>
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| **BACKGROUND INFORMATION:**  
  - The target population is elderly community members in need of psychiatric care  
  - This strategy seeks to expand access among the elderly to psychiatric care, addressing health needs that are otherwise unmet and providing care to underserved patients.  
  - All geriatric psychiatric services are evidence-based and provided by appropriately licensed professionals |
| **RESOURCES:**  
  - Saint Thomas Health Geriatric Psychiatric Unit |
| **COLLABORATION:**  
  - N/A |
| **ACTIONS:**  
  1. Offer geriatric psychiatric services through operating a 10-bed geriatric psychiatric unit at Saint Thomas Highlands Hospital  
  2. Expand the geriatric psychiatric care available through a four-bed expansion of the current unit |
| **ANTICIPATED IMPACT:**  
  II. Address psychiatric needs of elderly individuals through the offering and expansion of inpatient geriatric psychiatric services |
**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 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:**
- Clean Heart Christian Ministries
- Other Community Organizations

**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**

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<th>STATE PLAN:</th>
<th>“HEALTHY PEOPLE 2020” (or OTHER NATIONAL PLAN):</th>
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<tbody>
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**GOAL:** Promote and support a healthy lifestyle through strengthening community resources that will positively impact nutrition, exercise, chronic disease management and chronic disease prevention.

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<tr>
<td><strong>RESOURCES:</strong></td>
</tr>
<tr>
<td>• Saint Thomas Health Mobile Health Unit</td>
</tr>
<tr>
<td><strong>COLLABORATION:</strong></td>
</tr>
<tr>
<td>• Coordinated School Health</td>
</tr>
<tr>
<td><strong>ACTIONS:</strong></td>
</tr>
<tr>
<td>1. Determine needs based upon current program offerings of Coordinated School Health</td>
</tr>
<tr>
<td>2. Engage the Mobile Health Unit team where most needed to offer wellness screenings</td>
</tr>
<tr>
<td>3. Partner with Coordinated School Health to expand wellness education and programming available to students</td>
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<td><strong>ANTICIPATED IMPACT:</strong></td>
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<td>1. Expand access of school-aged children to wellness screenings and education</td>
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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 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:
- Clean Heart Christian Ministries
- Other Community Organizations

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

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Prioritized Need #3: 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.

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<td><strong>RESOURCES:</strong></td>
</tr>
<tr>
<td>- Saint Thomas Health Executive Representatives</td>
</tr>
<tr>
<td>- Saint Thomas Health Chief Advocacy Officer</td>
</tr>
<tr>
<td><strong>COLLABORATION:</strong></td>
</tr>
<tr>
<td>- N/A</td>
</tr>
<tr>
<td><strong>ACTIONS:</strong></td>
</tr>
<tr>
<td>1. Saint Thomas Health leadership from each district meets with each state legislator who represent their district regarding increasing access and coverage for all Tennesseans</td>
</tr>
<tr>
<td>2. STH Chief Advocacy Officer conducts follow up visits with each state legislator</td>
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<tr>
<td>3. Engage state legislators on other health policy that affects our health system and the health of Tennesseans</td>
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<td>I. Increase legislative support by 50% for expanded healthcare access/coverage by January 2018</td>
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STRATEGY 2: Increase access to healthcare by removing traditional financial and insurance hurdles, through financial assistance and emergency care policies.

**BACKGROUND INFORMATION:**
- The target population is members of the community who are experiencing poverty and are either uninsured or underinsured
- This strategy specifically seeks to make a full range of healthcare services available to those who are medically underserved
- This strategy is a Policy Change, in line with Ascension Health’s Financial Assistance Policy, in effect July 1, 2016, that represents Ascension Health’s mission to serve all persons, with special attention to those who are poor and vulnerable

**RESOURCES:**
- Ascension Health Financial Assistance Policy
- Ascension Health Emergency Care Policy
- Patient registration associates

**COLLABORATION:**
- N/A

**ACTIONS:**
1. Make new Ascension Health Financial Assistance Policy publicly available
2. Assist patients who may qualify for financial assistance in completing the application
3. Provide 24/7 access to emergency care

**ANTICIPATED IMPACT:**
- III. Provide community members with income levels at or below 400% of the Federal Poverty Level with financial assistance as outlined in Saint Thomas Health’s Financial Assistance Policy
### STRATEGY 3: Implement community-wide Medical Missions at Home that integrate medical, dental, vision and behavioral health, along with broader community resources

#### BACKGROUND INFORMATION:
- The target population is low income, uninsured, underinsured, and underserved residents
- This strategy addresses social determinants of health, health disparities and the challenges of the underserved by providing access to free medical, dental, vision, behavioral health care and social services
- This strategy has been developed over the past eight years as STH has held over 25 medical missions to increase access to care per TN State Health Plan and Healthy People 2020 Objectives.

#### RESOURCES:
- Volunteers
- Senior Leadership
- Medical Supplies
- Other Supplies
- Marketing

#### COLLABORATION:
- Students
- Community Agencies

#### ACTIONS:
1. Identify locations for Medical Missions at Home
2. Recruit volunteers
3. Communicate event details to volunteers
4. Communicate event details to community
5. Set up for event
6. Register patients for care at event
7. Administer medical examinations
8. Fill prescriptions
9. Conduct lab tests
10. Conduct vision exams
11. Provide dental care
12. Conduct mammograms
13. Register patients currently without a medical home for follow-up appointments
14. Provide information on social services and other community resources

#### ANTICIPATED IMPACT:
- IV. Increase awareness of and connection to social services and other resources through 300 encounters with community agencies at each event
- V. Increase access to a medical home by increasing the proportion of medical mission attendees who are scheduled for a follow-up visit by 14%
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<th>STRATEGY 4: Increase breast cancer screening compliance through Our Mission In Motion Mobile Mammography</th>
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<td>• The strategy’s target population is low-income, uninsured women in White County</td>
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<td>• Our Mission In Motion Mobile Mammography will reduce barriers by providing access to screening mammography and breast health education to uninsured and underserved women.</td>
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<tr>
<td><strong>RESOURCES:</strong></td>
</tr>
<tr>
<td>• Saint Thomas Medical Partners</td>
</tr>
<tr>
<td>• Our Mission In Motion Mobile Mammography staff</td>
</tr>
<tr>
<td>• Premier Radiology Center for Breast Health</td>
</tr>
<tr>
<td><strong>COLLABORATION:</strong></td>
</tr>
<tr>
<td>• TN Breast and Cervical Cancer Screening Program</td>
</tr>
<tr>
<td>• Susan G. Komen Central Tennessee</td>
</tr>
<tr>
<td>• Murfreesboro Radiology Inc.</td>
</tr>
<tr>
<td>• Advanced Diagnostic Imaging</td>
</tr>
<tr>
<td>• White County Health Department</td>
</tr>
<tr>
<td><strong>ACTIONS:</strong></td>
</tr>
<tr>
<td>1. Schedule community outreach visits</td>
</tr>
<tr>
<td>2. Provide free screening mammograms to low-income, uninsured and underinsured women</td>
</tr>
<tr>
<td>3. Distribute breast health educational materials at community events</td>
</tr>
<tr>
<td><strong>ANTICIPATED IMPACT:</strong></td>
</tr>
<tr>
<td>VI. Conduct a community outreach visit annually to provide free mammography services</td>
</tr>
<tr>
<td>VII. Increase the number of women screened with the recommended frequency by 10%</td>
</tr>
</tbody>
</table>
**STRATEGY 5**: Expand access to primary care through expanded presence and availability of providers, allowing more community members to access preventive and other services through a medical home

**BACKGROUND INFORMATION:**
- This strategy’s target population is individuals in need of a primary care provider.
- This strategy seeks to provide a medical home to individuals without one, including and emphasizing individuals who are medically underserved due to financial or other barriers to obtaining care.
- This strategy is built upon the evidence base cited by Healthy People 2020’s Access to Health Services topic: People with a usual source of care have better health outcomes and fewer disparities and costs. This is a systems change, expanding local capacity to extend primary care services.

**RESOURCES:**
- Saint Thomas Medical Partners

**COLLABORATION:**
- White County Health Department

**ACTIONS:**
1. Recruit primary care providers
2. Establish practice operations to meet community access needs

**ANTICIPATED IMPACT:**
VIII. Increase employed primary care providers by four to expand primary care currently available within White County
<table>
<thead>
<tr>
<th>STRATEGY 6: Strengthen and expand the specialty care services available within the community to increase access to needed care</th>
</tr>
</thead>
</table>

**BACKGROUND INFORMATION:**
- The target population is individuals in need of specialty care
- This strategy seeks to expand access to individuals who currently cannot receive needed care within their own community, including and emphasizing individuals who are medically underserved
- This strategy is built upon the evidence base cited by Healthy People 2020’s Access to Health Services topic: Disparities in access to health services affect individuals and society. Limited access to health care impacts people’s ability to reach their full potential, negatively affecting their quality of life. This is a systems change, expanding local capacity to extend specialty care services.

**RESOURCES:**
- Saint Thomas Health

**COLLABORATION:**
- N/A

**ACTIONS:**
1. Add general surgery services to services currently offered through Saint Thomas Highlands Hospital
2. Strengthen the orthopedic services currently offered through Saint Thomas Highlands Hospital

**ANTICIPATED IMPACT:**
IX. Add and strengthen access to general surgical and orthopedic services at Saint Thomas Highlands Hospital, ensuring that access to care within these specialty needs continues and expands
**STRATEGY 7:** Improve access to care via telemedicine consultations when acute stroke symptoms are present

**BACKGROUND INFORMATION:**
- The target population is members of the community 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 West & Midtown 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

**ANTICIPATED IMPACT:**
X. Limit patient transfers to more acute facilities to those that are medically appropriate
XI. Annually meet or exceed the national average for IV tPA utilization (2.8% as of last published standard)
## Alignment with Local, State & National Priorities

<table>
<thead>
<tr>
<th>OBJECTIVE:</th>
<th>LOCAL PLAN:</th>
<th>STATE PLAN:</th>
<th>“HEALTHY PEOPLE 2020” (or OTHER NATIONAL PLAN):</th>
</tr>
</thead>
<tbody>
<tr>
<td>I, II, V</td>
<td>Tennessee State Health Plan, Principle 2: Access – People in Tennessee should have access to health care and the conditions to achieve optimal health</td>
<td></td>
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</tr>
<tr>
<td>I, II</td>
<td></td>
<td>Healthy People 2020 Objective AHS-1.1: Increase the proportion of persons with health insurance</td>
<td></td>
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<tr>
<td>III, VIII</td>
<td>Tennessee State Health Plan, Goal 2d: People in Tennessee are able to obtain appropriate quality healthcare services to meet their needs</td>
<td></td>
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<tr>
<td>III, IX</td>
<td></td>
<td>Healthy People 2020 Objective AHS-6.2: Reduce the proportion of persons who are unable to obtain or delay in obtaining necessary medical care</td>
<td></td>
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<tr>
<td>V</td>
<td></td>
<td>Healthy People 2020 Objective AHS-6.1: Reduce the proportion of persons who are unable to obtain or delay in obtaining necessary medical care, dental care, or prescription medications</td>
<td></td>
</tr>
<tr>
<td>VI, VII</td>
<td>Reduce female breast cancer mortality through increased awareness, early detection, diagnosis and treatment. Mortality rates for 2005-2009 and reduction goal by June 2017: Breast rate of 24.0, reduce to 22.0 (TN.Gov - TN Cancer Coalition)</td>
<td>By 2020, reduce the female breast cancer death rate from 23% to 20.7%. (CDC/NCHS and Census)</td>
<td></td>
</tr>
<tr>
<td>VIII</td>
<td>Safety Net Consortium of Middle TN – Alignment on their objective to increase public awareness and use of Safety Net services and available insurance options</td>
<td></td>
<td>Healthy People 2020 Objective AHS-5: Increase the proportions of persons who have a specific source of ongoing care</td>
</tr>
</tbody>
</table>
X, XI

<table>
<thead>
<tr>
<th>Healthy People 2020 Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>HDS-19.3: Increase the proportion of eligible patients with strokes who receive acute reperfusion therapy within 3 hours from symptom onset</td>
</tr>
</tbody>
</table>
Prioritized Need #4: Social Determinants

GOAL: Strengthen community resources and navigation assistance to foster social and physical environments that promote good health for all.

Action Plan

| STRATEGY 1: | Implement an anti-human trafficking initiative throughout Saint Thomas Health so that victims of human trafficking who seek medical care will be identified and connected with the assistance they need |

| BACKGROUND INFORMATION: |
• The target population is victims of human trafficking |
• This strategy is focused on a group of highly marginalized and vulnerable people, seeking to first address immediate safety needs and to then provide them with a point of connection to a full range of socioeconomic resources, along with needed physical and mental health care |
• This strategy is evidence-based, upon the program developed and successfully operated at Via Christi Health in Wichita, Kansas. This is a policy change, as Saint Thomas Health will adopt Ascension Health’s policy for caring for victims of human trafficking |

| RESOURCES: |
• Ascension Health Training Materials |

| COLLABORATION: |
• End Slavery Tennessee |

| ACTIONS: |
1. Identify priority areas for staff to receive trafficking awareness training |
2. Conduct initial training |
3. Adopt policy regarding care for victims of human trafficking |
4. Follow the process specified by the policy to direct actions upon suspecting a trafficking situation |

| ANTICIPATED IMPACT: |
I. By June 2018, 100% of identified victims will be assisted in accordance with Ascension Health guidance |
### STRATEGY 2: Provide resource navigation support to community members in need, recognizing how critical economic stability and social environments that promote good health are to improve an individual's and a community’s health.

#### BACKGROUND INFORMATION:
- The target population is persons in need of socioeconomic resources
- This strategy is aiming to address social determinants, to provide the underserved with resources needed, which in turn will reduce health disparities across socioeconomic divides
- This will be a pilot program seeking to develop an evidence base but will utilize specifically trained associates who are able to navigate a full range of community resources. This strategy is a system change as Saint Thomas Health seeks to holistically serve members of the community, addressing first the priorities of the patient before looking specifically at their healthcare needs.

#### RESOURCES:
- Saint Thomas Health Care Coordination Center
- Resource Navigator

#### COLLABORATION:
- N/A

#### ACTIONS:
1. Hire Resource Navigator
2. Promote the availability of Resource Navigators internally and externally
3. Resource Navigators receive referrals from providers & staff
4. Resource Navigators receive calls from other patients and community members

#### ANTICIPATED IMPACT:
II. 80% of callers receiving at least one referral to a community resource by June 2019
III. 70% of callers receiving assistance from the referral by June 2019
**STRATEGY 3:** Implement community-wide Medical Missions at Home that integrate medical, dental, vision and behavioral health, along with broader community resources

**BACKGROUND INFORMATION:**
- The target population is low income, uninsured, underinsured, and underserved residents.
- This strategy addresses social determinants of health, health disparities and the challenges of the underserved by providing access to free medical, dental, vision, behavioral health care and social services.
- This strategy has been developed over the past eight years as STH has held over 25 medical missions to increase access to care per TN State Health Plan and Healthy People 2020 Objectives.

**RESOURCES:**
- Volunteers
- Senior Leadership
- Medical Supplies
- Other Supplies
- Marketing

**COLLABORATION:**
- Students
- Community Agencies

**ACTIONS:**
1. Identify locations for Medical Missions at Home
2. Recruit volunteers
3. Communicate event details to volunteers
4. Communicate event details to community
5. Set up for event
6. Register patients for care at event
7. Administer medical examinations
8. Fill prescriptions
9. Conduct lab tests
10. Conduct vision exams
11. Provide dental care
12. Conduct mammograms
13. Register patients currently without a medical home for follow-up appointments
14. Provide information on social services and other community resources

**ANTICIPATED IMPACT:**
- IV. Increase awareness of and connection to social services and other resources through 300 encounters with community agencies at each event
- V. Increase access to a medical home by increasing the proportion of medical mission attendees who are scheduled for a follow-up visit by 14%
STRATEGY 4: Create a comprehensive resource guide to equip both community members and service providers to best connect those in need with available services

BACKGROUND INFORMATION:
- The target population is persons in need of socioeconomic resources
- This strategy is aiming to address social determinants, to provide the underserved with resources needed, which in turn will reduce health disparities across socioeconomic divides
- This strategy is based upon resource guides in other communities, which improve access and navigation for those seeking social services and other resources

RESOURCES:
- Saint Thomas Health Community Health & Benefit

COLLABORATION:
- Upper Cumberland Human Resource Agency
- Chamber of Commerce

ACTIONS:
1. Assess existing resource lists
2. Conduct community research and interviews to ensure inclusion of all existing and currently utilized resources, as well as accurate information on services provided
3. Compile all available resources into an easily accessible and utilized resource guide

ANTICIPATED IMPACT:
VI. Make widely available a comprehensive resource guide to be utilized throughout the community

Alignment with Local, State & National Priorities

<table>
<thead>
<tr>
<th>OBJECTIVE: II, III, IV, VI</th>
<th>LOCAL PLAN: TN State Health Plan, Principle 1 – Healthy Lives, Goal 1a: People in TN have the necessary support and opportunities for healthy living</th>
<th>STATE PLAN: Healthy People 2020 Objective SDOH-3.1: Proportion of persons living in poverty</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;HEALTHY PEOPLE 2020&quot; or OTHER NATIONAL PLAN:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>II, III, VI</td>
<td>TN State Health Plan, Principle 1 – Healthy Lives, Goal 1c: Health disparities between and among populations, as well as the underlying causes of these disparities, are eliminated</td>
<td>Healthy People 2020 Objective NWS-13: Reduce household food insecurity and in doing so reduce hunger</td>
</tr>
</tbody>
</table>