



Grandview Medical Center Implementation Strategies 2020 – 2022

Mission & Vision

Our Mission:

To improve the quality of life of the people in the communities we serve through health care and education.

Our Vision:

Kettering Health Network (KHN) will be recognized as the leader in transforming the health care experience.

Our Values:

- Trustworthy
- Innovative
- Caring
- Competent
- Collaborative

Communities Served

Montgomery and Preble Counties in Ohio

Prioritized Community Health Needs

Priorities

The priorities for Grandview Medical Center are the top community health needs identified in the Community Health Needs Assessment (CHNA):

1. Mental health, including substance abuse
2. Access to care and/or services, including food insecurity and infant mortality
3. Chronic disease
4. Healthy behaviors

Significant Health Needs to be Addressed

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

Significant Health Needs Not Addressed

Not applicable.

Process for Strategy Development

Bev Knapp, VP of Clinical Integration and Innovation, PJ Brafford, Network Government Affairs Officer, and Molly Hallock, Program Coordinator, Community Benefit convened internal stakeholders to ratify the priorities and to develop strategies. Strategies were discussed in several meetings to identify best-practice and evidence-based responses for each priority area. Preferred strategies also:

- Increased or leveraged connections with community-based organizations,
- Reflected the values and best practices of Kettering Health Network, and
- Promoted alignment and integration with state and local public health priorities.

Listed below are the meeting dates and attendees. Meetings were facilitated by an external consultant, Gwen Finegan, who also provided technical assistance in follow-up emails and phone calls.

May 6, 2019

Richard Manchur, President of Southview
Dr. Paul Martin, Chief Medical Officer
Kelly Fackel, VP of Development
Sheila Roberts, Human Resources
Eric Lunde, President, Troy Hospital
Christie Banford, Cassano Health
PJ Brafford, Government Affairs Officer
Kelli Davis, Community Benefit Coordinator
Molly Hallock, Community Benefit Coordinator

June 19, 2019

Becky Lewis, President of Grandview
Dr. Paul Martin, Chief Medical Officer
Kelly Fackel, VP of Development
Mark Rita, VP Clinical Services
Ronda Brandstater, VP Nursing Administration
Sheila Roberts, Human Resources
Bonnie Baker-Tattershall, Administration Fellow
Bev Knapp, VP of Clinical Integration and Innovation
PJ Brafford, Government Affairs Officer
Molly Hallock, Community Benefit Coordinator

July 19, 2019

Becky Lewis, President of Grandview
Kelly Fackel, VP of Development
Mark Rita, VP, Clinical Services
Sheila Roberts, Director, Human Resources
Bonnie Baker-Tattershall, Administration Fellow-Talent Development
PJ Brafford, Government Affairs Officer
Molly Hallock, Community Benefit Coordinator

September 26, 2019

Richard Manchur, President, Southview
Michael Mewhirter, VP, Finance and Operations
Kelly Fackel, VP of Development
Ben Carpenter, Director, Business Development
Sheila Roberts, Director, Human Resources
Bonnie Baker-Tattershall, Administrative Fellow
PJ Brafford, Government Affairs Officer
Kelli Davis, Community Benefit Coordinator
Molly Hallock, Community Benefit Coordinator

The hospital committee finalized its implementation strategies in October 2019. Senior leaders at the hospital approved final versions before presenting the implementation strategies to the Board of Directors in November 2019.

Several strategies are contingent on community involvement and partnerships for their eventual success. Hospitals traditionally have not sought to share responsibility for health outcomes with external partners. There is a degree of uncertainty about exactly how the collaborations will develop, but the potential of broad-based and tangible improvements is worth the risk. This level of sharing is the only path forward to improve impact for individuals and for the health of community. With robust community partnerships, another advantage will be the ability to respond as new emerging issues surface.

Description of Strategies

A table with more details is provided on pages 5 - 7. It includes information about measuring impact, timing, resources, and collaborating partners to accomplish the activities.

Support for Primary Health Solutions FQHC

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

Support for Community Health Centers

The Grandview Foundation supports the Victor J. Cassano Health Center. Cassano is home to an Osteopathic Family Practice Residency. Patients are: 10% Hispanic; 40% African-American; 30% Children; 48% Medicaid; 27% Uninsured; and 17% Medicare. No other health clinic in Dayton provides specialty care to the underserved. Clinics include: Internal Medicine; Cardiology; Neurology; OB/GYN, Pediatrics, Orthopedics; Vascular Surgery; Nephrology; Urology; Bariatric Surgery and General Surgery. Cassano also employs a full-time Spanish language interpreter. Walk-in hours are available.

Hope for Homeless

The Hope for Homeless program utilizes a social worker from Homefull Solutions who helps homeless patients obtain necessary services and ongoing care once they leave the hospital. At Grandview Medical Center, the social worker is based in the Behavioral Health unit. The hospital pays \$30,000 of the \$58,000 cost.

Support for Good Neighbor House

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

Congregational Health

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

Hope Center for Families

The Hope Center for Families is a faith-based center that will be a hub for community services. It will provide workforce development, health, and education services to residents of disadvantaged neighborhoods in northwest Dayton. Proposed activities include, but are not limited to: workforce development program to address barriers to employment; childcare center; counseling; afterschool programs; mentoring; service learning; and educational programs. Grandview Medical Center and Southview Medical Center have jointly committed \$250,000 for capital construction, and a hospital leader is donating approximately 5% of her time.

Executive Physicals for Pastors

Ten (10) pastors will each receive a 3-hour physical examination, valued at \$2,500, at no charge to them. They will provide a positive role model by taking charge of their own health.

Cancer Support Group

Cancer Support Group meets monthly. Grandview Medical Center provides staffing, refreshments, materials, and meeting space.

Gem City Market, Mobile Grocery & Teaching Kitchen

These initiatives are connected to the Dayton community's heightened concern about food insecurity. Dayton is in the bottom quartile of US cities for food hardship for families with children. According to a Gallup poll, 29.4% of households have trouble obtaining healthy food. The Gem City Market will be a new full-service grocery store in a low-food access area. Until it is fully operational, a mobile grocery will meet the need by traveling to food desert areas. It is a 3-year commitment until the Gem City Market is ready. Grandview Medical Center is partnering with Gem City Market and the University of Dayton Culinary Medicine program to offer nutrition education.

Pop-up Market

Homefull Solutions is a nonprofit that operates farm markets to provide fresh produce from local growers but also to provide employment training opportunities for its clients. It staffs a seasonal market stand at lunch time on Tuesdays at Grandview Medical Center.

Referrals to Prenatal Care from ED

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

OneFifteen

OneFifteen is a new nonprofit health initiative. It is dedicated to the full and sustained recovery of people suffering from opioid addiction. Its campus will expand treatment options in the region, and it will have a treatment center (inpatient and outpatient), rehabilitation housing, and wrap-around services. Kettering hospitals will make referrals, and are partners with Premier Health Partners. Kettering Health Network has committed \$2 million per year for three years.

Implementation Strategies

Priority Issue(s)	Strategy	Evaluation of Impact	Resources		Timing	Collaboration
			Financial	Staffing		
Access to Care/Services	<p>1) <u>Federally-Qualified Health Center Support</u>: 18-months of start-up support for Primary Health Solutions' expansion to Montgomery County</p> <p>2) <u>Support for Community Health Centers</u>: Grandview provides financial assistance and residents at Cassano Family Practice</p> <p>3) <u>Hope for Homeless</u>: Homeless individuals in Inpatient Behavioral Health are connected to a Homefull social worker who addresses the continuum of their needs.</p> <p>4) <u>Good Neighbor House</u>: Support for agency, which provides food pantry, clothing, household items, dental services, and Chantix for tobacco cessation</p>	<p>1) # of Medicaid and uninsured patients referred to PHS (with real-time scheduling of referrals from scheduler, patient navigator, or social services).</p> <p>2) Financial assistance and in-kind support.</p> <p>3) 111 homeless individuals assisted by social worker in pilot. % appropriate housing discharge placements. > 75% exit to a positive next step housing destination with lower readmission rate.</p> <p>4) # families/individuals served annually.</p>	<p>1) Financial support for operations from 2/1/19 through 8/31/20.</p> <p>2) Grandview and Southview Medical Centers contribute \$250k annually for CHC faculty and cover losses, approx. \$600-700,000.</p> <p>3) KHN provides \$30,000 of \$58,000 cost.</p> <p>4) Financial and in-kind support</p>	<p>3) Onsite staff position three half-days per week on unit. Also provide additional coordination of services via phone or email.</p> <p>2) Residents</p> <p>4) Grandview President serves on Board. She and several other executives serve on Good Neighbor House's Development Board</p>	<p>1) Start-up funding for PHS for 1st 18 months, starting in 2019.</p> <p>2) Support for CHC at Cassano is ongoing for all three years.</p> <p>3) Social worker position is ongoing.</p> <p>4) Support of Good Neighbor House is ongoing.</p>	<p>1) Primary Health Solutions FQHC.</p> <p>2) Community Health Centers of Greater Dayton.</p> <p>3) Homefull.</p> <p>4) Good Neighbor House.</p>

Priority Issue(s)	Strategy	Evaluation of Impact	Financial	Staffing	Timing	Collaboration
Access to Care/Services, Chronic Disease, Healthy Behaviors	<p>1) <u>Congregational Health</u>: Deepen connection with 108 congregations who have opted-in to e-newsletter. Offer program that addresses health concerns of congregation (body, mind & spirit).</p> <p>2) <u>Hope Center for Families</u>: New faith-based center will be a hub for community-based services.</p> <p>3) <u>Executive Physicals for Pastors</u>: Ten (10) pastors will receive a 3-hour exam, valued at \$2,500, at no charge to them.</p> <p>4) <u>Cancer Support Group</u>: Group meets monthly and Grandview provides staffing, refreshments, materials and meeting space.</p>	<p>1) # lunches with pastors. # of congregations approached/willing to participate. Development of health goals and/or health committee. # of screening and/or education events.</p> <p>2) Hope Center: Set to open late 2019 or early 2020.</p> <p>3) Three pastors served in 2019 were enthusiastic about the process and good ambassadors for the importance of self-care; role models for congregation.</p> <p>4) Attendance at monthly meetings.</p>	<p>1) Approx. cost for one program per church in pilot year = \$3,400.</p> <p>2) Hope Center: \$250,000 funds to be expended for future capital construction. In-kind donation of FTE: \$5,760</p> <p>3) Pastor physicals: \$20-25,000 in 2020</p> <p>4) Monthly value of in-kind donation of space, materials and refreshments is \$200.</p>	<p>1) 0.5 to 1.0 FTE in year one</p> <p>2) Hope Center: 5% of Administrative Fellow's time donated</p> <p>4) Manager of Cancer Support Services dedicates about 5% of her time.</p>	<p>1) Pilot in 2020</p> <p>2) Hope Center: Operational by late 2019 or early 2020. Programming under development.</p> <p>3) Ten pastor physicals will occur in 2020.</p> <p>4) Ongoing.</p>	<p>1) Caravan of Churches</p> <p>2) Hope Center for Families, Dayton Children's, Sinclair Community College, Goodwill</p> <p>3) Local pastors; Kettering Medical Center</p> <p>4) Parenthood Ministries</p>

Priority Issue(s)	Strategy	Evaluation of Impact	Financial	Staffing	Timing	Collaboration
Access to Care/Services, Chronic Disease, Healthy Behaviors	<p>1) <u>Mobile Grocery</u>: A semi-trailer outfitted as a grocery store with aisles & carts will visit neighborhoods without a grocery store.</p> <p>2) <u>Teaching Kitchen</u>: Partnership with University of Dayton Culinary Medicine Program; 1-2 month nutrition education program open to the community.</p> <p>3) <u>Pop-up Market</u>: Weekly market in hospital lobby</p>	<p>1) Residents in food desert areas will have groceries available for purchase close to home.</p> <p>2) Teaching Kitchen will have capacity for 18-24 participants per session.</p>	<p>1) \$100,000 for first year</p> <p>2) \$250-260,000 for 2020-22</p>	N/A	<p>1) Start in 2020 as stop-gap for up to 3 years until Gem City Market opens.</p> <p>2) Launched in 2019. Year 1 - construction Year 2 - operational Year 3 - connect with residents (Culinary Medicine)</p>	Homefull, Gem City Market, Premier Health Partners, Dayton Children's, Greater Dayton Area Hospital Association, University of Dayton
Access to Care, Infant Mortality	<u>Prenatal Care</u> : All women of childbearing age who visit ED receive a pregnancy test. If positive and they don't have an OB provider, they are referred to KHN physicians or FQHC.	1) # pregnant women identified in ED; % of women without OB provider who receive referral	N/A	N/A	N/A	Dr. Percy Frazier, Primary Health Solutions, FQHC
Mental Health, Substance Abuse	<u>Addiction Treatment</u> : Referral of Medicaid-eligible patients to OneFifteen's inpatient, outpatient, and/or housing initiative, and cooperation with GROW's Rapid Response Team.	<p>85% of patients will have a community-based visit within 30 days of evaluation.</p> <p>80% will have barriers to care addressed.</p> <p>75% initiate treatment within 30 days of evaluation.</p> <p>70% have naloxone training and access to kit.</p> <p>65% of appointments kept.</p>	KHN donating \$2 million/year for 3 years. In-kind donation is \$38,760.	KHN executives donating time, and a VP and COO serve on Board.	Opened in mid-2019. Full campus completed in 2020.	Verily-OneFifteen, Premier Health Partners, Samaritan Behavioral Health, Inc., GROW team from Montgomery County Sheriff's Dept.

Accountability

The Hospital President will be responsible for ensuring progress on the measures used to evaluate the impact of each strategy. Periodic updates will ensure strategies stay on target. Annually hospital executives and board members will receive progress reports.

11 / 7 / 2019

Date approved by Kettering Health Network Board of Directors