

PROMEDICA

**TOLEDO, FLOWER, WILDWOOD ORTHOPAEDIC &
SPINE AND ARROWHEAD BEHAVIORAL HOSPITALS**

2016 JOINT COMMUNITY HEALTH NEEDS ASSESSMENT

IMPLEMENTATION PLAN 2017-2019



Approved and Adopted by Arrowhead Behavioral Hospital – December 7, 2016
Approved and Adopted by Flower Hospital – December 20, 2016
Approved and Adopted by ProMedica Toledo and Wildwood Orthopaedic & Spine Hospitals on
December 22, 2016

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2016 JOINT COMMUNITY HEALTH NEEDS ASSESSMENT IMPLEMENTATION PLAN - 2017-2019

EXECUTIVE SUMMARY

This Community Health Needs Assessment (CHNA) Implementation Plan is based on a joint community health needs assessment between ProMedica's Toledo Hospital, Flower Hospital, Wildwood Orthopaedic & Spine Hospital and Arrowhead Behavioral Health, all member hospitals of ProMedica health system, with the designated primary service area of Lucas County, Ohio. These hospitals are committed healthcare resources for the larger area of northwest Ohio and southeast Michigan community, with the acute care hospitals providing acute emergency services, medical and surgical inpatient care, and outpatient ambulatory services, as well as mental health and skilled nursing services on various campuses. Arrowhead Behavioral Hospital provides treatment for mental health and substance abuse. The acute care hospitals are also teaching sites for students in medicine, nursing, and the allied health professions. In addition to inpatient and outpatient services, the acute care hospitals serve the surrounding community with both primary and specialty clinics, including safety net clinics that serve uninsured and underinsured residents of the Toledo metropolitan area.

ProMedica's mission is to improve the health and well-being of the communities we serve. Significantly, the ProMedica Toledo Hospital is the region's largest employer, and has a dedicated community reinvestment plan that has coincided with significant upgrades in highway infrastructure, redevelopment of vacant buildings, and renewal of an older neighborhood, and is a driver of employment and associated community stability, with a concentrated focus on the social determinants of health, as a system.

Toledo Hospital, Flower Hospital, Wildwood Orthopaedic & Spine Hospital, and Arrowhead Behavioral Health Hospital conducted and adopted the current CHNA in 2016. ProMedica system staff represented these hospitals by participating in the 2013/2014 Lucas County Needs Assessment process, which included collection and analysis of child, adolescent and adult data. One area of weakness of the CHNA was the relative age of available secondary and public health data. Following the formal county assessment survey process, ProMedica system staff joined multiple community organizations to collaborate to develop a community health improvement plan (CHIP) for Lucas County. A resource assessment and gap analysis was compiled as part of this process.

Following the Lucas County CHIP process, each of these ProMedica hospitals organized a CHNA committee to review the county CHA, CHIP plan and other available health data, to select and prioritize key indicators for their hospital's role in the ProMedica CHNA plan for

Lucas County and developed implementation plans to address these health issues in the community over the next three years. Strategic plans were developed with feedback from key community stakeholders, to confirm these needs from a community perspective.

ProMedica Toledo, Flower, Wildwood Orthopaedic & Spine Hospitals, and Arrowhead Behavioral Hospital have developed separate implementation plans to address the priority health issues each has identified in the community health needs assessment and will specifically implement programs to address the following health needs, listed in order of priority for each hospital

Toledo Hospital

- Trauma - Education and Fall Prevention
- Cardiovascular Disease

Flower Hospital

- Mental Health
- Cancer

ProMedica Orthopaedic & Spine Hospital

- Hunger
- Obesity

Arrowhead Behavioral Health

- Substance Abuse
- Mental Health

These four hospitals are part of ProMedica, a regional health system that also addresses health issues with programs that are developed and implemented at the system level, with diabetes, infant mortality, hunger/obesity and mental health identified as focal points for 2016. Hospitals within ProMedica develop plans and implement programs that are complimentary to each other, which is the driving force behind this joint CHNA. The Toledo, Flower, Wildwood Orthopaedic & Spine, and Arrowhead Behavioral Hospitals joint community health needs assessment may be accessed online at <https://www.promedica.org/Pages/about-us/default.aspx>

**PROMEDICA TOLEDO, FLOWER, WILDWOOD ORTHOPAEDIC & SPINE, AND
ARROWHEAD BEHAVIORAL HEALTH HOSPITALS IMPLEMENTATION PLANS**

Toledo Hospital Implementation Plan

Toledo Hospital has determined that the following health needs (in priority order) identified in the CHNA should be addressed through the implementation strategy noted for each such need:

1. Trauma Education and Fall Prevention

Provide education to emergency medical service (EMS) providers to improve the care provided to patients at the scene prior to transportation to a hospital. Provide fall prevention education to seniors to reduce unintentional injuries related to falls.

Specific Needs Identified in the CHNA:

- One out of five falls causes a serious injury such as a broken bones or a head injury.
- More than one out of four older people fall each year.

Implementation Strategies for 2017-2019:

1. Provide free continuing medical education, in various categories, to EMS providers to improve the care provided to patient at the scene prior to transportation to a hospital.
2. Provide Matter of Balance and other fall prevention education in the community.
3. Provide home safety assessments for all ProMedica home care patients.

Outcome Measures:

- Number of educational sessions
- Number of participants in each educational session

2. Cardiovascular Disease

Provide Hands Only CPR education to the public to increase the survival rate of individuals experiencing a myocardial infarction (heart attack).

Specific Needs Identified in the CHNA:

- Heart disease (28%) and stroke (6%) accounted for 34% of all Lucas County adult deaths from 2006-2008
- In 2014, 5% of Lucas County adults reported they had survived a heart attack or myocardial infarction, increasing to 10% of those over the age of 65.
- When age differences are accounted for, the statistics indicate that the 2010 Lucas County heart disease mortality rate was higher than the figure for the state, the U.S. figure, and the Healthy People 2020 target.

Implementation Strategies for 2017-2019:

1. Provide free Hands Only CPR education to the public during at least four community events each year.
2. Provide free consultation to high schools, upon request, to meet new federal standard that all students will have CPR education prior to high school graduation.

Outcome Measures:

- Number of educational sessions
- Number of participants in each educational session
- Number of schools assisted in meeting CPR requirement

Flower Hospital Implementation Plan

Flower Hospital has determined that the following health needs (in priority order) identified in the CHNA should be addressed through the implementation strategy noted for each such need:

1. Mental Health

Provide support for parents of children with a mental health diagnosis.

Specific needs identified in the CHNA:

- 3% (3%) of Lucas County adults considered attempting suicide.
- 19% (19%) of Lucas County adults had a period of two or more weeks when they felt sad, blue or depressed, increasing to 27% of those under the age of 30 and 28% of those with incomes less than \$25,000
- 18% (16%) of Lucas County 9th-12th grade youth, 6% of 5th-6th grade youth and 14% of 7th-8th grade youth had seriously considered attempting suicide in the past year vs. 14% in Ohio and 17% in the U.S. for 9th-12th grade youth.
- 8% (4%) of Lucas County 9th-12th grade youth, 4% of 5th-6th grade youth and 5% of 7th-8th grade youth had attempted suicide in the past year vs. 6% in Ohio and 8% in the U.S. for 9th-12th grade youth.

Implementation Strategies:

1. Advocacy & Capacity Building
 - a. Sponsor a bi-annual conference that helps providers better serve parents and families whose children have a mental health diagnosis.
 - b. Join or create three advocacy activities each year that support local, state, or national efforts to help parents and families whose children have a mental health diagnosis

Outcome Measures (2017-2019):

- Number of conferences and participants
- Number of advocacy activities

2. Programming
 - a. Develop and maintain a family support group for parents and families whose children have a mental health diagnosis
 - b. Partner with community groups to increase staffing that provides system and resource navigation support to parents and families whose children have a mental health diagnosis
 - c. Partner with community groups to create information and referral resources for parents and families whose children have a mental health diagnosis

Outcome Measures (2017-2019):

- Number of family support group meetings and participants
- Number of hours of increased staffing (baseline 2016)

- Type of support provided in creation of information & referral resources (free printing, social media/web support, etc.)
3. Education
 - a. Hold five educational sessions each year that provide education and information on various topics and issues that are important to parents and families whose children have a mental health diagnosis

Outcome Measures (2017-2019):

- Number of educational sessions and participants

2. Cancer

Specific needs identified in the CHNA:

- 10% of adults were diagnosed with cancer at some point in their lives
- Cancer was the second leading cause of death in the county with lung cancer being the leading cause of male and female cancer deaths (ODH 2000-2008)
- Colorectal Cancer accounted for 10% of all cancer deaths in Lucas County.
- Prostate Cancer accounted for 5% of all cancer deaths in Lucas County.
- Breast Cancer accounted for 7% of all cancer deaths in Lucas County. 49% of women over the age of 40 had a mammogram in the past year. If detected early, the 5-year survival rate for breast cancer is 98%.
- Trachea, Lung and Bronchus cancer accounted for 30% of all cancer deaths in Lucas County.

Implementation Strategies:

1. Develop community-based program to engage community partners to develop and implement a unique Lay health advisor training to address cancer health disparities among medically underserved in Lucas County (2017-2019).
 - a. Provide a 3-session Lay Health Advisor training program for community members. Sessions include; Colorectal Cancer screening education, Prostate Cancer Screening Education, Survivor stories and resources.

Outcome Measures (2017-2019):

- Number of sessions completed
 - Number of community members trained
 - Number of resources dispersed by lay health advisors
2. Increase early detection and treatment of breast cancer (2017-2019)
 - a. Use approved and funded resources from Susan G. Komen to provide breast exams and mammograms.
 - b. Partner with NW Ohio Susan G. Komen to provide mammograms to uninsured and underinsured women.

- c. Provide follow-up care to those with abnormal mammogram.
- d. Provide sponsorship and Team for annual Susan G. Komen, Race for the Cure.

Outcome Measures (2017-2019):

- Number of mammograms
 - Number of participants and dollars raised for Race for the Cure
3. Collaborate with neighborhood agencies to provide support for tobacco treatment programs in an effort to reduce community member nicotine dependence (2017-2019):
 - a. Provide tobacco cessation materials and staff education to community agencies.

Outcome Measures (2017-2019):

- Number of tobacco treatment kits and/or resource information pieces distributed

Wildwood Orthopaedic & Spine Hospital CHNA Implementation Plan

Wildwood Orthopaedic & Spine Hospital has determined that the following health needs (in priority order) identified in the CHNA should be addressed through the implementation strategy noted for each such need:

1. Hunger

Provide patients with opportunities to access healthy food at various access points in the patient care cycle, as well as provide community resource listings to increase access to food at various locations in the community.

Specific needs identified in the CHNA:

- In the past 30 days, 14% of adults were concerned about having enough food for themselves and their family, increasing to 36% of those with incomes less than \$25,000.

Implementation Strategies (2017-2019)

1. Screen inpatients on admission for food insecurity, and provide food to take home at discharge if food insecurity is identified.
2. Screen outpatients in specific ProMedica primary care offices for food insecurity, and provide a referral to a ProMedica food pharmacy and/or provide a listing of food agencies to assist patients with food access.

Outcome Measures:

- The number of patients assisted at ProMedica food pharmacies.

2. Obesity

Educate parents and families how to grocery shop and cook to improve the health of their family members through healthy cooking and physical activity, to increase healthy weight status.

Specific needs identified in the CHNA:

- In 2014, 6% of adults were eating 5 or more servings of fruits and vegetables per day. 90% were eating between 1 and 4 servings per day. The American Cancer Society recommends that adults eat at least 2 ½ cups of fruits and vegetables per day to reduce the risk of cancer and to maintain good health. .
- Adults reported the following barriers to consuming fruits and vegetables: too expensive (13%), did not like the taste (5%), transportation (2%), did not know how to prepare (2%), no variety (2%), did not take EBT (<1%), and other barriers (4%).

Implementation Strategies for 2017-2019

1. Provide free Cooking Matters programming to parents and families throughout the community. Cooking Matters is a 6-week healthy eating and cooking class for low-income families, which will be offered at the ProMedica Ebeid Institute's teaching kitchen.
2. Provide free Cooking Matters at the Store programming to parents and families. Cooking Matters at the Store is a one-time, educational grocery store tour teaching healthy eating on a budget.
3. Provide physical activity education as part of the programming at the Ebeid Institute for Population Health.

Outcome Measures:

- Number of educational sessions
- Number of participants in educational sessions

Arrowhead Behavioral Hospital Implementation Plan

The board of trustees of Arrowhead Behavioral Health has determined that the following health needs (in priority order) identified in the CHNA should be addressed through the implementation strategy noted for each such need:

1. Substance Abuse

Increase free drug and alcohol screenings, education and resource information in the community.

Specific Needs Identified in the CHNA:

- OSHP investigated a wide range of felony offenses during the first half of 2013, including homicide/death (8); robbery/burglary (12); larceny (236); assault (723); false pretense (123); vice (1,369); property crimes (86); and various other types of felony offenses (128). OSHP Troopers made 4,728 total drug arrests during the first 6 months of 2013 – an 18% increase compared to 2012 and a 42% increase compared to the previous 3-year average (2010-2012).
- Of the 4,728 drug arrests, over one-quarter (1,237 or 26%) included one or more felony drug charges. This represents a 26% increase over the previous 3-year average (2010-2012). The number of marijuana, cocaine, crack and heroin arrests/cases has all increased substantially. The heroin increase has been especially notable: the total number of heroin

cases has increased 100% and the total amount seized has increased 26% compared to the previous 3-year average (2010-2012)

- Heroin/Opioid overdoses and deaths in Ohio and Lucas County - There were 39 overdose deaths in the first quarter of 2016 in Lucas County. Per media outlets, there are 3 overdoses per week in Lucas County. In addition, there is a relative lack of detox services and inpatient detox beds in the Toledo area.

Implementation Strategies for 2017-2019:

1. Provide drug/alcohol screenings via mobile assessments at local emergency rooms, Lucas County Jail, skilled nursing facilities and medical rehab centers.
2. Provide transportation for outpatient services and inpatient discharges/admissions, when needed.
3. Continue ongoing collaboration with Lucas County DART (Drug Abuse Response Team).
4. Participate in community awareness/education activities, including; Relapse Prevention, Alcoholics Anonymous and NAMI Family to Family.

Outcome Measures:

- Number of participants screened
- Number of educational sessions
- Number of participants in each educational session

2. Mental Health

Increase mental health (depression, anxiety, stigma reduction) screenings, prevention education and resource information in community.

Specific Needs Identified in the CHNA:

- In 2014, 3% of Lucas County adults considered attempting suicide.
- 19% of adults had a period of two or more weeks when they felt sad, blue or depressed.

Implementation Strategies

1. Participate in community awareness/education activities.
2. Continue to provide inpatient care to uninsured patients regardless of ability to pay.
3. Continue screening, education and workforce development offered to the community together with ProMedica Flower Hospital Psychiatric Services.

Outcome Measures:

- Number of participants screened
- Number of educational sessions
- Number of participants in each educational session

OTHER NEEDS IDENTIFIED IN THE PROMEDICA TOLEDO HOSPITAL, FLOWER HOSPITAL, WILDWOOD ORTHOPAEDIC & SPINE HOSPITAL, AND ARROWHEAD BEHAVIORAL HEALTH HOSPITAL COMMUNITY HEALTH NEEDS ASSESSMENT BUT NOT ADDRESSED IN THIS PLAN

The above hospitals will not address all of the needs identified in the most recently conducted Lucas County Health Needs Assessment as these areas either go beyond the scope of the hospital or may be addressed by, or with, other organizations in the community. To some extent limited resources do not allow hospitals to address all of the needs identified through the health assessment, but most importantly to prevent duplication of efforts and inefficient use of resources as many of these issues are addressed by other community agencies and coalitions across Lucas County that is listed in the table below. In some areas of identified need, the community takes a system approach to addressing community health needs, to most efficiently use resources and to prevent duplication of services. Many health issues are addressed by physicians at a related patient visit.

Each of the health needs identified in the county assessment and listed below is important, with most issues being addressed by programs and initiatives and/or other community partners. Key health issues identified in the Lucas County Health Needs Assessment, and the organizations providing programming to improve these health issues include:

Health Issue (adult unless specified)	Organizations/Coalitions Addressing Needs (*indicates Arrowhead collaboration and support)
Health Care Access	Toledo Lucas County Commission on Minority Health Toledo Lucas County CareNet
Cardiovascular Health	American Heart Association ProMedica Wellness ProMedica Heart and Vascular Institute
Cancer	American Cancer Association ProMedica Cancer Institute
Diabetes	Juvenile Diabetes Research Foundation ProMedica Diabetes Centers
Arthritis	Arthritis Foundation ProMedica Wildwood Orthopedic & Spine Hospital
Asthma	American Lung Association
Obesity	ProMedica Healthy Conversation Maps ProMedica Wellness Live Well Toledo Toledo Lucas County Health Department – Healthy Youth and Families Coalition
Tobacco Use	ProMedica Tobacco Treatment Centers Lucas County Tobacco Coalition
Alcohol and Drug Use	Lucas County Mental Health and Recovery Services Board* Zepf Center*

	DART (Drug Abuse Response Team)* Lucas County Jail*
Women's Health	Susan G. Komen Foundation ProMedica Cancer Institute
Men's Health	ProMedica Cancer Institute
Preventive Medicine	Toledo Lucas County Health Department ProMedica Wellness (flu clinics) ProMedica Cancer Institute
Adult Sexual Behavior	Toledo Lucas County Health Department
Adult Pregnancy	Pathways
Quality of Life	Multiple agencies and programs address related issues ProMedica Advocacy Fund
Social Issues	United Pastors for Social Empowerment ProMedica Teen Pep
Mental Health	ProMedica Flower Hospital ProMedica Toledo Hospital NAMI*
Oral Health	Toledo Lucas County Health Department Dental Center of Northwest Ohio Toledo Lucas County CareNet
Minority Health	Toledo Lucas County Commission on Minority Health
Youth Weight	ProMedica Healthy Conversation Maps Live Well Toledo
Youth Tobacco Use	Substance Abuse Intervention League (SAIL) ProMedica Tobacco Treatment Centers Sylvania Community Action Team Lucas County Tobacco Coalition
Youth Alcohol and Drug Use	Substance Abuse Intervention League (SAIL) Sylvania Community Action Team (SCAT)
Youth Sexual Behavior	Youth Advocacy Alliance
Youth Mental Health	Foundation for Healthier Communities
Youth Safety and Violence	ProMedica Safe Kids of Greater Toledo ProMedica Teen PEP (dating) Toledo Police Department
Children's Health Status	Toledo Lucas County Health Dept. ProMedica Toledo Children's Hospital Mercy Children's Hospital
Children's Health Access	Toledo Lucas County Health Dept. Paramount Health Care
Early (Ages 0-5) Childhood Health	Healthy Lucas County Early Childhood Task Force Read for Literacy – Creating Young Readers
Middle (Ages 6-11) Childhood Health	Partners in Education Live Well Toledo Dental Center of Northwest Ohio Toledo Lucas County Health Department ProMedica Toledo Children's Hospital Asthma

	Program
Family Functioning/Neighborhoods	Live Well Toledo
Parent Health	Live Well Toledo

An asterisk (*) above indicates Toledo Hospital, Flower Hospital, Wildwood Orthopaedic & Spine Hospital, and Arrowhead Behavioral Health Hospitals participation with organizations addressing these health issues, that may include financial support. Note: other hospitals or organizations may also have programs to specifically address some of these health issues that may not be known at the time of this publication.

The Lucas County Health Strategic Planning Committee, using the 2014 Lucas County Health Needs Assessment, prioritized several health issues identified in the Community Health Needs Assessment, determining that if these issues are addressed by multiple agencies and organizations over the next three years, they could promote healthier lifestyles and safer neighborhoods for all ages, reduce chronic health diseases, and improve several socioeconomic determinants of health for Lucas County residents. ProMedica hospitals in Lucas County adopted many of these priorities for the above implementation plans.

As previously stated, in some areas of identified need, the community is already taking a collaborative approach to addressing these community health needs, to most efficiently use resources and to prevent duplication of services, so in some areas of need Toledo, Flower, Wildwood Orthopaedic & Spine, and Arrowhead Behavioral Hospitals are not engaged in programs outside of related visits to our hospitals or physician offices. This Toledo, Flower, Wildwood Orthopaedic & Spine, and Arrowhead Behavioral Hospitals' joint implementation plan was approved by the respective hospital board of trustees as stated below:

- Approved and Adopted by Arrowhead Behavioral Hospital – December 7, 2016
- Approved and Adopted by Flower Hospital – December 20, 2016
- Approved and Adopted by ProMedica Toledo and Wildwood Orthopaedic & Spine Hospitals on December 22, 2016