

**COMMUNITY HEALTH NEEDS ASSESSMENT
IMPLEMENTATION STRATEGY**

Lourdes Hospital

IDENTIFYING INFORMATION

Hospital Name: Lourdes Hospital

Primary Address: 1530 Lone Oak Road, Paducah, KY 42003

Implementation Strategy Tax Year: 2014

Tax Identification Number: D09962

Chief Executive officer: Steven Grinnell

Date implementation Strategy Adopted by Regional Board: August 28, 2013

Due Date for Form 990 Filing that Includes Implementation Strategy: November, 2014

IDENTIFIED COMMUNITY HEALTH PRIORITIES

- Access to Primary Care
- Cancer: Early Detection
- Insufficient Mental (Behavioral) Health Services
- Obesity

ACCESS TO PRIMARY CARE

1. Enrolling the Uninsured in Health Benefit Exchanges (KYNECT)

More than 640,000 Kentuckians are without health insurance. In Kentucky the state HIE (Health Insurance Exchanged) and expanded Medicaid program will be a part of the branded program, kynect. Through the Office of the Kentucky Health Benefit Exchange, kynect will begin open enrollment in October 2013, with coverage beginning as early as January 2014. This new program offers support to the uninsured in person, on the phone or online.

As a faith based organization, Lourdes is built on a foundation whose mission is to meet the needs of the poor and underserved. With more than a century of service to this community, we estimate that Lourdes cares for nearly 6,000 uninsured individuals. Our goal is to serve as an access point for the Health Benefit Exchange so that more of our uninsured patients can gain greater access to healthcare. By the end of 2014, we hope to support 3,000 individuals in securing health coverage.

Plan

To make this goal a reality, we have engaged our information technology professionals, patient registration team, employed physician practices, and marketing department to promote enrollment. We will invite *kynect* to allow Lourdes to have two trained full time professionals knowledgeable of the Exchange (known as “kynectors”) to provide personal guidance to all individuals in need.

CHPit

- Automate process for getting uninsured patients who use any Lourdes service access to *kynect*
- Make *kynect* easy to access on all publicly used PCs in our organization

Revenue Cycle Team

- Registrars to gain online access to *kynect* application process
- Education and training from Kentucky Health Benefit Exchange to registration and patient financial services

Mercy Medical Associates

- Educate and train pre-service center, providers, and MMA front desk employees from KY Health Benefit Exchange
- Online access to *kynect* application process

Marketing

- Create easy to understand collaterals that are distributed throughout Lourdes owned facilities/services
- Partner with KY Health Benefit Exchange to host community event(s) throughout our community to promote enrollment

Human Resources

- Create position and hire two dedicated outreach professionals who actively reach out and engage with our uninsured population.

2. Collaboration with Federally Qualified health Clinic (FQHC)

St. Nicholas Clinic has decided to discontinue providing clinic services and is welcoming the establishment of a Federally Qualified Health Clinic (FQHC) in its space. The FQHC will be operated by Kentucky Care a subsidiary of ARcare, a private nonprofit corporation developed to provide affordable care to meet the medical and dental needs of residents in rural areas of Arkansas. They now have a FQHC in Bardwell, KY and Paducah (opening September 3, 2013).

Plan

It is our intention to develop a working relationship with this FQHC for the purpose of linking the uninsured, those on Medicaid and working poor who use Lourdes Emergency Department as their “primary care physician” with this FQHC “health care home”.

The FQHC will be open five days a week to start with a PCP on site three days and a Nurse practitioner five days a week. In addition, the FQHC will eventually employ a Pediatrician as well. They will offer radiologic services and also continue the relationship with Four Rivers Behavioral Health that St. Nicholas Clinic had established which will include on site behavioral health services and coordination of such care with Four Rivers. (This will also align with the behavioral health community need.)

Outcomes of this relationship will be better “coordinated care” for the patient, improved health status in general and hopefully better management of chronic illness and decreased utilization of the Emergency department.

3. HEART USA

Healthcare Education and Registration Training, Inc. (known as HEART USA) is a community-based prescription assistance program. The target population, given the guidelines of pharmaceutical companies, is individuals not covered by a government program that provides for prescription medication such as Medicaid, although some companies are now allowing medication assistance for Medicare Part D enrollees.

This entirely volunteer-driven program had 705 “active” patients (those who have received prescription assistance within the last two years) as of January 1, 2013. Through June 2013 the

organization served 356 individual persons and through its efforts helped obtain medications (free or at reduced cost) for 1,497 prescriptions with a total value of \$1,314,793 based on average wholesale price.

The average household income is \$12,216 with 81% of the participants residing in McCracken and Ballard Counties and 60% of them female.

At present the organizations receives a \$42,000 grant from the State of Kentucky for the period July 1, 2013 through June 30, 2014 (which is at risk of being discontinued or reduced). In addition Lourdes Hospital provided \$24,456 of in-kind community benefit support (2012)

Plan

Our strategy with this organization is:

- a) Provide space on the Lourdes Campus which is more accessible for those with disabilities.
- b) Be prepared to provide second half 2014 funding to sustain the program through 2014 (\$21,000) and in 2014 determine additional funding based on program growth.
- c) Provide marketing and communication support to increase awareness among physicians and the general public resulting in increased access and growth.

CANCER: EARLY DETECTION

Western Kentucky exceeds national and state averages for cancer incidence with Breast, Lung, and Colon cancer accounting for most of the cases. An employer that averages 150 enrollees on their health plan will be dealing with a cancer diagnosis at any point in time. This can have devastating effects on the workplace emotionally and financially.

1. Mobile Mammography Van

Recently, employers in our region have brought to us the concern that despite providing breast screening as a free component of their health plans, women remain non-compliant. We estimate that 50-60% of the women in our market do not comply with recommendations to receive annual screening mammograms. Due to economic conditions affecting our community, many employed individuals in our market cannot afford the insurance plan offered at their workplace. These families earn an income above the Medicaid threshold and as a result, are living without any type of

health insurance. We estimate that 15-20% of our employed community is living without health insurance.

Plan

In an effort to address lack of convenience and /or lack of insurance coverage, Lourdes plans to partner with the University of Louisville to offer a mobile mammography service that will travel to area worksites in 2014. By making the service convenient and affordable, more women will take advantage of this life saving screening. Our goal next year is to reach 100 women through a mobile mammography service. To reach this number of women the van will make two trips to the region annually at an estimated cost of \$10,000 which includes mileage and travel-related expenses and paying \$150 for the mammogram of each uninsured women.

2. Tobacco Free Workplaces

In an effort to decrease lung cancer incidence in our community, Lourdes made the decision to become a tobacco free campus in 2009. Next year, we would like to take this initiative to other worksites in the region and support their efforts to become tobacco free campuses. While this decision is a difficult one for an employer to make, Lourdes represents an organization that can prove the benefits associates with this decision.

Plan

In collaboration with the American Cancer Society and Purchase Area Health Department, Lourdes will aim to support two area employers to become tobacco free workplaces in 2014.

INSUFFICIENT MENTAL (BEHAVIORAL) HEALTH SERVICES

1. CHP Behavioral Health Center of Excellence

Since 1973, Lourdes has cared for the emergency psychiatric needs of western KY and southern IL. Our program includes 26 inpatient psychiatric beds and a 12 slot partial hospital program. Over the past decade we have seen the deterioration of outpatient mental health services in our region. Private psychiatrists have relocated their practices outside our region and no new providers have filled the void. Five years ago, Lourdes made the decision to employ psychiatrists in an effort to stabilize our inpatient unit and open a partial hospital program. Currently we have one employed

psychiatrist; one employed psychiatric nurse practitioner and we are actively recruiting an additional psychiatrist.

Plan

To complete our continuum of care and offer a solution for individuals who may avoid hospitalization, Lourdes has opened an outpatient psychiatric clinic to compliment Four Rivers Behavioral Health and fill the community need for this service. The clinic will be open twenty hours per week once the third provider is recruited (at an estimated annual subsidy of \$150,000). Patients will be able to access the clinic via direct referral from Lourdes inpatient psychiatric unit, a free clinical assessment by a qualified Lourdes behavioral health professional or direct physician referral. Emphasis will be placed on individuals considered high risk for hospitalization or whose physical condition may be compromised due to their inability to access mental health care. By the end of 2014, the clinic will be expected to have at least 1500 new patients.

2. Pilot Adolescent Behavioral Health Telemedicine Program

Kentucky One Health owns and operates Our Lady of Peace in Louisville, KY which is one of the largest behavioral health programs in the country. Their pediatric and adolescent program is seen as a national leader.

Plan

Through implementation of integrated clinical psychology in our Patient Centered Medical Homes (at an estimated annual subsidy of \$40,000), we want to explore the possibility of partnering with Our Lady of Peace to use a combination of satellite clinic and telepsychiatry to meet the behavioral health needs of our patients who are under 18 years of age. While nothing definitive has been completed at the time of writing this implementation plan, it is our goal to make a go/no-go decision in 2014.

OBESITY

1. KIDS CARDIAC

In 2009, CDC reported that Kentucky was one of nine states where the percentage of overweight and obese youth ages 8-18 surpassed 30%. Lourdes attention to this health issue began a year

earlier when our Business Development partnered with Louisville Purchase Area Health Education Center and Local Elementary School Resource Centers to support the CARDIAC Project.

During the 2000-2009 school year, one school participated and in the subsequent school year the number increased to eight schools. Starting with the 2010-2011 school year, Lourdes Foundation made a two-year commitment to fund a .5 FTE with additional support from the Catholic Health Partners (CHP) Foundation. Fourteen schools participated that year. Sixteen schools join the collaboration during the 2011-2012 school year as did the local Boy & Girls Club and Washington Street Development Core.

Over the period of 2010-2012, 964 children were screened. The children's BMI status was:

- Obese – BMI ≥ 32 : 32%
- Overweight- BMI 25-31: 33%
- Normal-BMI 14-24: 31%
- Underweight-BMI <13 : 3%

The program focuses on 4th Grade Students who are screened for Cholesterol, Glucose, Blood Pressure, BMI and Family History. Components of the program include:

- Data analysis with a tool developed by CHPit that has reporting and case management capabilities
- High risk identification and a risk specific report
- Educational materials provided to participants and their families
- Health education sessions are provided in school during class time or family events and include nutrition, hygiene and exercise topics.

By the 2012-2013 school year, over two dozen organizations were involved in this region-wide collaboration. But with the end of that school year grant funding had ended, the program director left due to the funding uncertainty and the future of the program was in doubt.

Plan

So as to not let the program “wither away” but instead build on the program's sustained growth over five years and also address an identified and prioritized community health need resulting from

Lourdes Hospital's 2013 Community Health Needs Assessment (CHNA), Lourdes Hospital will support a part time position (32 hours) over the three-year period of the current CHNA (2014-2016). The person hired in this position will provide 1) leadership; 2) program planning, coordination and facilitation; 3) program growth by nurturing relationships with current partners as well as recruiting additional partners; and 4) clear program goals with measureable outcomes.