MERCYHEALTH
St. Charles Hospital

2017–2019 Community Health Needs Assessment
Implementation Plan

ADOPTED BY THE MARKET PARENT BOARD OF TRUSTEES, DECEMBER 2016

MERCY HEALTH — ST. CHARLES HOSPITAL
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A Catholic healthcare ministry serving Ohio and Kentucky

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Introduction

Mercy Health — St. Charles Hospital ("MHSCH" or "St. Charles Hospital") is a 410-bed, full-service hospital providing inpatient, outpatient and ancillary healthcare services. St. Charles Hospital, along with local health, education, social service, nonprofit and governmental agencies participated in a Community Health Needs Assessment ("CHNA") conducted for Lucas County and surrounding areas. The detailed process, participants and results are available in St. Charles Hospital's Community Health Needs Assessment Report which is available at mercy.com.

This Community Health Needs Assessment Implementation Plan will address the significant community needs identified through the CHNA. The plan indicates which needs St. Charles Hospital will address and how, as well as which needs St. Charles Hospital won't address and why.

Beyond the programs and strategies outlined in this plan, St. Charles Hospital will address the healthcare needs of the community by continuing to operate in accordance with its Mission to extend the healing ministry of Jesus by improving the health of its communities with emphasis on the poor and under-served. This includes providing care for all individuals regardless of their ability to pay.

The strategies and tactics of this implementation plan will provide the foundation for addressing the community's significant needs between 2017 and 2019. However, St. Charles Hospital anticipates that some of the strategies, tactics and even the needs identified will evolve over that period. St. Charles Hospital plans a flexible approach to addressing the significant community needs that will allow for adaptation to changes and collaboration with other community agencies.

COMMUNITY SERVED BY HOSPITAL

For the purposes of the CHNA, St. Charles Hospital used Lucas County in Ohio as the main service area. St. Charles Hospital serves a broad geographic area encompassing Lucas County and surrounding counties in northwest Ohio and southeast Michigan. Patient data indicates that the primary service area of for St. Charles Hospital is Lucas County, based on the county of residence of discharged inpatients. The population of the primary service area is approximately 436,000 and is older, poorer and has worse health statistics than state and national averages. The demographic area served in the primary service area includes the following ethnic and cultural groups: Caucasian (75.3%), Black (19.7%), Hispanic (6.7%), Asian (1.5%), American-Indian (0.4%) and some other race (2.8%). 11% of residents are in households below the federal poverty guidelines. 20% of families are on Medicaid or other assistance.

In 2015 the top five zip codes represented from Ohio Hospital Association patient discharge data were: 43605, 43616, 43611, 43608 and 43604. All five of those zip codes are in Lucas County, Ohio.

MISSION

We extend the healing ministry of Jesus by improving the health of our communities with emphasis on people who are poor and under-served.

Mercy's Mission and culture are expressed through the organizational core values:

Compassion
Our commitment to serve with mercy and tenderness

Excellence
Our commitment to be the best in the quality of our services and the stewardship of our resources

Human Dignity
Our commitment to value the diversity of all persons and to be respectful and inclusive of everyone

Justice
Our commitment to act with integrity, honesty and truthfulness

Sacredness of Life
Our commitment to reverence all life and creation

Service
Our commitment to respond to those in need

Executive summary

St. Charles Hospital is an active member of Healthy Lucas County, a collaborative strategic-planning process involving many community agencies and coalitions from various sectors. Healthy Lucas County developed a CHNA conducted for Lucas County and surrounding areas to assess and identify the health needs of the community.

Health-related data was collected for Lucas County adults (19 years of age and older), youth (in grades 5–12) and children (ages 0–11) during the county-wide health assessment survey made December 2013 through June 2014. The findings are based on self-administered surveys using a structured questionnaire. The questions were modeled after the survey instruments used by the Centers for Disease Control and Prevention for their national and state Behavioral Risk Factor Surveillance System (BRFSS) and Youth Risk Behavior Surveillance System (YRBSS). The National Survey of Children's Health (NSCH), developed by the Child and Adolescent Health Measurement Initiative, was also a model for the survey instruments. The Hospital Council of Northwest Ohio collected the data, guided the health assessment process and integrated sources of primary and secondary data into the final report. These data findings for children, youth and adults were presented at a community event in September 2014.

List of organizations providing input

- Adelante, Inc.
- American Cancer Society
- Aspire
- Brightside Academy
- Center for Hope
- City of Toledo, Board of Community Relations
- City of Toledo, Department of Neighborhoods
- Harbor Behavioral Health
- Healthy Lucas County
- Jerusalem Township Fire Department
- Live Well Greater Toledo
- Lourdes University
- Lucas County Children Services
- Lucas County Emergency Management Agency
- Lucas County Juvenile Court
- Lucas County Mental Health and Recovery Services Board
- Mercy Health North Division
- Mobile Care Group
- Neighborhood Health Association
- City of Oregon
- ProMedica
- Springfield Township Fire Department
- Sylvania Township Fire Department
- Toledo Community Foundation
- Toledo Fire and Rescue Department
- Toledo-Lucas County Health Department
- Toledo-Lucas County Commission on Minority Health
- Toledo Public Schools
- St. Luke's Hospital
- University of Toledo
- United Way of Greater Toledo
- Whitehouse Township
- Zepf Center

Identifying significant needs

To facilitate the Community Health Improvement Process, the Toledo-Lucas County Health Department, along with local hospitals, invited key community leaders to participate in an organized process of strategic planning to improve the health of county residents. The National Association of City County Health Officer's (NACCHO) strategic planning tool, Mobilizing for Action through Planning and Partnerships (MAPP), was used throughout this process. From December 2014 to March 2015, Healthy Lucas County met eight times to review the process and timeline, finalize committee members, create or review the vision, choose priorities based on quantitative and qualitative data, rank the priorities, assess existing resources and community strengths, identify gaps in community resources and draft plans to address the needs.

Health problems were ranked based on magnitude, seriousness of consequences and feasibility of correcting the issue. Quantitative and qualitative data was used to prioritize the target areas. In addition, existing programs, services and activities in the community were identified that address the priority target impact area. The target areas also were reviewed in consideration of the Local Public Health System Assessment and Quality of Life Survey. The Lucas County Health Improvement Plan was presented to the community in September 2015.

The process of performing the CHNA, data sources consulted, development of the top priorities and the list of participants is explained in detail in St. Charles Hospital's CHNA Report which is available at mercy.com

Implementation Plan

St. Charles Hospital is continuing to work with other county agencies and is committed to developing a county-wide Community Health Improvement Plan. While that plan is still being finalized, St. Charles Hospital is committed to addressing the health needs of the community through the strategies and tactics described in this implementation plan. These strategies and tactics will be in alignment with the overall Community Health Improvement Plan.

PRIORITIZED SIGNIFICANT COMMUNITY HEALTH NEEDS

The table below lists the significant community needs that were identified through the CHNA and specifies which needs St. Charles Hospital will address.

Prioritized significant community health need	Addressed by hospital
Increase healthy weight status	Yes
Decrease chronic disease	Yes
Decrease youth mental health issues and bullying	Yes
Decrease infant mortality	Yes
Increase school readiness	Yes

IMPLEMENTATION STRATEGIES TO ADDRESS SIGNIFICANT COMMUNITY HEALTH NEEDS

St. Charles Hospital's leadership has developed the following implementation strategy. They developed the strategy within the context of the hospital's overall strategic plan and recognizing that available resources are finite. It identifies specific activities and services that directly address Lucas County health priorities. The strategy is intended to positively impact the communities it serves.

INCREASE HEALTHY WEIGHT STATUS

Description
As detailed in MHSCH's Community Health Needs Assessment Report:

In 2014, the health assessment indicated that more than two-thirds (70%) of Lucas County adults were either overweight (34%) or obese (36%) by body mass index (BMI). This puts them at elevated risk for developing a variety of diseases. In 2013–2014, 13% of Lucas County youth were classified as obese and 10% were classified as overweight by BMI. In 2014, 24% of children were classified as obese and 13% were classified as overweight by BMI.

Goal
Reduce the number of residents in Lucas County with a weight classification of overweight or obese. Increase the knowledge of strategies to use to help maintain a healthy weight.

Expected impact
Reduce the number of residents in Lucas County with a weight classification of overweight or obese. Increase the knowledge of strategies to use to help maintain a healthy weight.

Targeted populations
Lucas County adults, youth and children.

Strategies
Healthy Connections – Kohl's Kids in Action: This program provides community-based health education with three major components to reduce the incidence of childhood obesity: 1) health-education outreach at community events; 2) print, radio and online public awareness/educational campaigns; 3) community-based health-education programs in local elementary schools and community centers.

Group Lifestyle Balance Program: Mercy Weight Management offers a program designed for patients whose medical conditions could be improved through healthy lifestyle changes and weight loss. The program consists of weekly 90-minute group medical visits for 12 weeks, followed by monthly visits for the remainder of a year.

Strategic measures
Healthy Connections – Kohl's Kids in Action: The projected audience reach through marketing efforts is as follows: event reach: 62,309; paid media reach: 3,914,660; unpaid media reach: 1,700,548; internal reach: 154,764; promotional paid reach; 18,075.

Group Lifestyle Balance Program: Patients targeted will: 1) lose a minimum of 7% of body weight 2) increase physical activity to a minimum of 150 minutes weekly.

Community collaborations and resources available
The existing community collaborations, healthcare facilities and other resources in the community available to meet the prioritized need include:

- Silver Sneakers Program – YMCA
- Safe Routes to School – Live Well Greater Toledo
- Corner Store Program – Live Well Greater Toledo
- Mobile A – Food for Thought
- The Farm Toledo Grows – Toledo Botanical Garden
- Pediatric Weight Management Program – University of Toledo Medical Center
- Adolescent Medicine – University of Toledo Medical Center
- Health Kids Conversation Maps – ProMedica
- Healthy Eating in the Real World – ProMedica
- Boxing/wrestling – Soul City
- Healthy U Program – Area Office on Aging/Mercy Health Toledo

- Food pantries – Multiple organizations/churches
- Super Fitness Kids program – Super Fitness Gym
- Cooking Kitchen and Garden – Toledo Seagate Food Bank
- Club Recreation – Catholic Club of Toledo
- Healthy by Choice – Friendly Center and MLK Kitchen for the Poor
- Community HUBS – United Way of Northwest Ohio
- Nutrexity Game – ProMedica
- Weekender Program – Mobile Meals
- School nutrition support – Children's Hunger Alliance
- Employee Wellness programs – Lucas County
- Catch Kids Club – Children's Hunger Alliance
- Cycling Program – PEAC
- Nutrition Education – Sofia Quintero Community Center
- School Gardens & Fitness programs – Toledo Public Schools
- Fitness/cooking classes – Zepf Center
- Healthy Living Center – Thomas Wernert Center
- Matter of Balance – Area Office on Aging
- Fun Bus program, summer/day camps, family wellness programs, group fitness – YMCA (monthly rates based on household income)
- Youth obesity program, LEAP – YMCA (monthly rates based on household income)
- Food programs & summer food programs – YMCA (monthly rates based on household income)
- Bariatric program – ProMedica
- Life Steps – St. Luke's Hospital
- Scale Down, Diet FREE – ProMedica Wellness
- Fitness Center, Script4Fitness – ProMedica Wellness
- Mercy Weight Management Program (surgical, non-surgical and adolescent weight loss programs) – Mercy Health Toledo
- Kohl's Kids in Action – Mercy Health Toledo
- Center for Health Promotion – Mercy Health Toledo

DECREASE CHRONIC DISEASE

Description
As detailed in MHSCH's Community Health Needs Assessment Report:

In 2014, 37% of Lucas County adults had been diagnosed with high blood pressure. The 2011 BRFSS reports hypertension prevalence rates of 33% for Ohio and 31% for the U.S. 25% of adults had been diagnosed with high blood cholesterol. The 2011 BRFSS reported that 39% of Ohio adults and 38% of U.S. adults have been told they have high blood cholesterol.

Goal
To reduce the incidence of cardiovascular disease, diabetes and other chronic diseases in Lucas County.

Expected impact
Decrease in use of ED for primary care, reduction of A1C and blood pressure measures.

Targeted populations
Lucas County adults

Strategies
Mercy Outreach Program: This program provides social support to members of the community who are considered to be at risk for poor health outcomes and/or suffer from chronic conditions. The program provides this support through home intervention efforts that do the following: 1) teach patients coping skills to prevent re-hospitalization; 2) provide resources (pharmaceutical, transportation and housing); 3) develop support systems for family.

Starting Fresh Program: In this program, physicians provide prescriptions for patients to attend the program. It consists of a series of six weekly evidence-based diabetes self-management sessions followed by monthly group support sessions. Patients receive samples of fresh produce as snacks at each session, and they take home a grocery bag of fresh fruits and vegetables. Monthly group support sessions have guest speakers and focus on topics relevant to diabetic patients.

Strategic measures

Mercy Outreach Program: number of encounters; difference in emergency room visits between pre- and post-program involvement; difference in hospitalization between pre- and post-program involvement.
Starting Fresh Program: percentage of patients that complete the six-week sessions, percentage of patients that improve A1C, blood pressure, PCP compliance and reduced admissions/ED usage.

Community collaborations and resources available

Existing community collaborations, healthcare facilities and other resources in the community available to meet the prioritized need include:

- CPR training – multiple organizations throughout the county
- Primary Care and Specialty Network – Toledo/Lucas County CareNet
- CareNet Link: Community Health Worker utilizing Pathways for Care Coordination – Toledo/Lucas County CareNet
- Adult Pathways Care Coordination through the Northwest Ohio Pathways HUB – Hospital Council of Northwest Ohio
- Lucas County Wellness Program – Lucas County
- Wellness programs – multiple employers/organizations
- Health clinics and free clinics – various locations throughout the county
- Multiple specialty clinics – UT Cardiovascular Center
- General Internal Medicine – University of Toledo Medical Center
- Heart Institute – ProMedica
- Youth diabetes education – Diabetes Youth Services
- Diabetes support – Thomas Wernert Center
- AIDS/HIV testing (mobile van) – Nuestra Gente/St. Charles Hospital
- Various programs – AIDS Resource Center, Toledo
- The Ryan White Program – University of Toledo Medical Center
- Screenings – Kidney Foundation
- African American Male Wellness Walk Initiative – Toledo Fire and Rescue
- Screenings and medication monitoring – Toledo-Lucas County Health Department
- Multiple programs – Area Office on Aging
- Parish nurse education/screening programs – local churches
- Various programs and services at clinics – Toledo-Lucas County Health Department
- Silver Sneakers – YMCA
- Fun Bus program, summer/day camps, family wellness programs, group fitness – YMCA (monthly rates based on household income)
- Youth obesity program, LEAP – YMCA (monthly rates based on household income)
- Tobacco Cessation Program – ProMedica and St. Luke's Hospital
- Cardiac services, Coumadin clinic, wound care, pain, children's pulmonary, pulmonary rehab, sleep, cancer center – ProMedica
- Tobacco Cessation Program – Mercy Health Toledo
- Diabetes education – Mercy Health Toledo
- Starting Fresh Program – Mercy Health Toledo
- Healthy U Program – Mercy Health Toledo and Area Office on Aging
- Health screenings – Mercy Health Toledo Community Health Affairs
- Parish Nurse Program – Mercy Health Toledo
- Mercy Be Well Within – Mercy Health Toledo employee wellness program
- Mercy Health St. Charles Mobile Health Van – Mercy Health Toledo
- Mercy Outreach Program – Mercy Health Toledo
- Cardiac services, diagnostic testing, heart failure clinic, cardiac rehab – Mercy Health Toledo
- Coumadin clinic – Mercy Health Toledo
- Wound care clinic – Mercy Health Toledo
- Pain clinic – Mercy Health Toledo
- Palliative Care – Mercy Health Toledo
- Children's Pulmonary Center – Mercy Health Toledo
- Pulmonary Rehab – Mercy Health Toledo
- Sleep clinic – Mercy Health Toledo
- Podiatry Clinic – Mercy Health Toledo
- Cancer Center – Mercy Health Toledo
- Mercy MAP (Mammogram Assistance Program) – Mercy Health Toledo
- Check it Out – HADASSAH and Mercy Health Toledo

- Nutrition and diabetes counseling with a dietitian – Mercy Health Toledo
- Pulmonary Function Lab – Mercy Health Toledo
- Respiratory therapy – Mercy Health Toledo
- Vascular lab – Mercy Health Toledo

DECREASE YOUTH MENTAL HEALTH ISSUES AND BULLYING

Description
As detailed in MHSCH's Community Health Needs Assessment Report:

In 2013–2014, the health assessment results indicated that 16% of Lucas County 7th–12th grade youth had seriously considered attempting suicide in the past year and 7% admitted actually attempting suicide in the past year. 43% of youth had been bullied in the past year and 28% had been bullied on school property. 36% of parents reported their child was bullied at some time in the past year. 28% of youth reported they felt so sad or hopeless, almost every day for two weeks or more in a row, that they stopped doing some usual activities (2013 YRBS reported 26% for Ohio and 30% for the U.S.)

Goal
Reduce the youth suicide rate, youth suicide attempts and bullying of youth in Lucas County.

Expected impact
To help reduce the incidence of youth suicide attempts and incidence of bullying of youth in Lucas County.

Targeted populations
Lucas County 7th–12th grade youth.

Strategies
Lucas County Suicide Prevention Coalition: St. Charles Hospital will continue to support the initiatives of the Lucas County Suicide Prevention Coalition, partnering with many community partners including: ProMedica, University of Toledo, Mental Health and Recovery Services Board of Lucas County, Cenpatico, U.S. Department of Veteran Affairs, National Alliance on Mental Illness, Lutheran Social Services of Northwestern Ohio.

Mercy Health Behavioral Health Institute: St. Charles Hospital is piloting the Adolescent Weight Management program by providing LISWs to provide mental health counseling to program participants. Through the Behavioral Health Institute (BHI), consultants (primarily LISWs) will become part of the care team for the Pediatric Subspecialty population.

Strategic measures

Lucas County Suicide Prevention Coalition:

1. Build the coalition and board.
2. Hire a part-time coordinator.
3. Increase funding streams for coalition programs and services
4. Expand activities and programs of the coalition to include: a community loss team; suicide prevention programs and activities in public, charter and parochial high schools; developing the Student Ambassador Program with local high schools; building collaborative relationship with University of Toledo for research; eliciting state support through the state coalition for funding and support; coordinating program activities and resources with other coalitions such as BRAVE coalition, Trauma coalition, Anti-bullying task force.
5. Provide a community educational conference by 2017.

Mercy Health Behavioral Health Institute: In coalition with BHI and the Adolescent Weight Management program and Pediatric Subspecialty population, track the number of patients referred for mental health services.

Community collaborations and resources available
The existing community collaborations, healthcare facilities and other resources in the community available to meet the prioritized need include:

- Assessment Center – Lucas County Juvenile Court
- Dose of Reality (overnight program) – Young Men and Women for Change
- Incredible Years – University of Toledo Medical Center Kobacker Center
- Padua Center – Toledo Diocese
- Bullying prevention programs – Various schools in Lucas County
- Second Chance Program – Toledo Area Ministries
- Advocacy and Education Parenting classes – NAMI of Greater Toledo

- Bullying Coalition – University of Toledo and various organizations
- Transitional care/care management, adolescent/youth counseling, anger management, child abuse counseling – Zepf Center
- General crisis intervention hotline, youth suicide prevention hotline, bullying prevention – Young Men and Women for Change
- Outpatient mental health facilities, child abuse counseling – Specialized Alternatives for Families and Youth of Ohio
- Self-esteem workshops for youth, anger management, adolescent/youth counseling, family counseling, mental health halfway houses for youth – A Renewed Mind
- General crisis intervention hotlines, runaway/homeless youth hotlines, suicide prevention hotlines, youth issues lines – Boys Town National Hotline
- Bullying prevention – PACER Center
- Adolescent/youth counseling, general crisis intervention hotlines – Comprehensive Crisis Care
- Bullying prevention (Lucas County Bullying Hotline) – Lucas County Sheriff's Office
- Anger management – Operation Re-Seed Christian Ministries
- Adolescent/youth counseling, group counseling, central intake/assessment for psychiatric services, psychiatric case management – CHOICES Behavior Health Care
- Anger management – Sarah Outreach and Recovery Center
- Mental health assessments and treatment – Court Diagnostic Treatment Center
- Sexual assault counseling, child abuse counseling, child abuse support groups, child sexual abuse counseling – Nirvana Now!
- Children's psychiatric inpatient unit, general crisis intervention hotline, in-person crisis intervention – Rescue Incorporated
- Children's psychiatric inpatient unit – ProMedica Toledo Hospital
- Child abuse counseling – Toledo-Lucas County Victim Witness Program
- Family counseling, home-based mental health services – Unison Behavioral Health Group
- Family, adolescent/youth counseling – Family Service of Northwest Ohio
- Life coaching, adolescent/youth counseling, youth/student support groups – Paraclete Social Outreach
- Infant and early childhood mental health, clinical psychiatric evaluation, psychiatric medication monitoring, family counseling, psychiatric day treatment – Harbor
- Children's out of home respite care – Providence Center for Social and Economic Empowerment
- Child abuse prevention, counseling for children affected by domestic violence, child abuse counseling, child sexual abuse counseling, in-person crisis intervention, transitional case/care management – Family and Child Abuse Prevention Center Lucas County
- Adolescent/youth counseling, family counseling – Cullen Center for Children, Adolescents and Families
- Adolescent/youth counseling, family counseling – Center for Solutions in Brief Therapy
- Adolescent/youth counseling – Twelve of Ohio, Inc.
- Runaway/homeless youth counseling and hotlines – National Runaway Safe Line
- Adolescent/ youth counseling, clinical psychiatric evaluation, individual counseling, psychiatric day treatment, adolescent and child psychiatric inpatient units, adolescent and child mental health hotlines – University of Toledo Medical Center Kobacker Center
- Self-esteem workshops – Toledo Mountain Mentors
- Alcohol-dependency support groups – Al-Anon/Alateen

DECREASE INFANT MORTALITY

Description
As detailed in MHSCH's Community Health Needs Assessment Report:

In 2014, the Ohio Department of Health Bureau of Vital Statistics reported that Lucas County had an overall Infant Mortality rate of 9.3 versus the Ohio state rate of 6.8. In 2014, 94% of mothers got prenatal care within the first three months for their last pregnancy. 8% of mothers smoked during their last pregnancy. 68% of parents put their child to sleep on his or her back. 29% of mothers never breastfeed their child. Of those with incomes less than $25,000, 44% never breastfeed their child.

Goal
To reduce the incidence of low birth weight births and increase the number of children reaching the age of one among the high-risk pregnant population in Lucas County by using evidence-based strategies such as prenatal care, safe sleep environments and breastfeeding.

Expected impact
Increase the number of women in Lucas County delivering babies at a healthy birth weight, attending prenatal care visits, attending a postpartum medical visit, connecting their infants to a medical home and attending a one-month well visit.

Targeted populations
Healthy Connections – Pathways: pregnant women in Lucas County with multiple risk factors for poor birth outcomes. Eligible women must meet criteria on Buckeye, Paramount Advantage or United Healthcare Medicaid Managed Care Plans. Grant funds are available for uninsured clients on an approval basis.

Healthy Connections – Mother and Child Dependency Program: pregnant, substance-abusing women residing in Lucas County.

Strategies
Healthy Connections – Pathways: Care coordinators find program-eligible pregnant women and create relationships that allow them to help ensure these women: have a medical home for prenatal and postpartum care, practice appropriate pregnancy self-care, get connected to needed social services to remove barriers to care, and learn basic maternal and baby care. Through these relationships, they will help women: achieve a full-term, healthy birth weight, attend a postpartum visit, and ensure that their babies are connected to a medical home.

Healthy Connections – Mother and Child Dependency Program: Care coordination, needs assessment, advocacy, linkage with community resources, monitoring medication compliance, sober support, skill building, stress management, parenting support and transportation assistance.

Strategic measures
Healthy Connections – Pathways: Pathways aims to reduce the incidence of low-birth-weight births among the high-risk population in Lucas County through achieving the following objectives: 1) early entry into prenatal care; 2) attendance of regular prenatal visits; 3) birth weight of 5 lbs. 8 oz. or greater; 4) attendance of postpartum visit 21–56 days after delivery; 5) connecting the infant to a medical home and attending a one-month well visit.

Healthy Connections – Mother and Child Dependency Program: Serve 50 clients; have greater than 80% of women complete the program, and less than 20% of women drop out; of those women who have stayed enrolled in the program, have 85% of their babies test negative for illicit drugs.

Community collaborations and resources available
The existing community collaborations, healthcare facilities and other resources in the community that available to meet the prioritized need include:

- Pathways: Lucas County initiative to improve birth outcomes – Hospital Council of Northwest Ohio coordinating with the following seven participating agencies: Adelente, The East Toledo Family Center, Mercy Health — St. Vincent Medical Center, Neighborhood Health Association, Toledo-Lucas County Health Department, ProMedica Toledo Hospital, The Providence Center
- Cribs of Kids Safe Sleep initiative – Toledo-Lucas County Health Department
- Healthy Start Program – Toledo-Lucas County Health Department
- Prenatal clinics – Multiple locations (Toledo-Lucas County Health Department, Neighborhood Health Association, local hospitals)
- Mother and Child Dependency Program — Mercy Health Toledo and Zepf Center
- First Haven – UMADOP of Lucas County
- Nosotras (prenatal education, health and development classes) – Adelante
- Parenting classes – East Toledo Family Center
- WIC Program (eight sites) – Toledo-Lucas County Health Department
- Education, workshops, support groups – Double ARC
- Early intervention home-visiting services – Lucas County Help Me Grow

- Pregnancy support center/education – Heartbeat of Toledo
- The Sudden Unexpected Death Enhancement Act – legislation Introduced by Sherrod Brown
- NICU – Mercy Health Children's Hospital
- Vermont Oxford Network – Mercy Health Toledo with many other organizations
- Ohio Perinatal Quality Collaborative – Mercy Health Toledo with many other organizations
- Help Me Grow – Mercy Health Toledo with Ohio Department of Health

INCREASE SCHOOL READINESS

Description
As detailed in MHSCH's Community Health Needs Assessment Report:

In 2014, only 33% of parents reported they or someone in the family reads every day to their child 5 years old or younger. In 2011–2012 the Ohio average was 53% and the U.S. average was 48%.

Goal
Increase the proportion of children who are ready for school in all five domains of health development: physical development, social-emotional development, approaches to learning, language, and cognitive development. Increase the proportion of parents who use positive parenting and communicate with their doctors or other healthcare professionals about positive parenting. These goals are based on the Healthy People 2020 goals.

Expected impact
Increase the number of children ready for school in Lucas County.

Targeted populations
Healthy Connections – Early Head Start Home Visitation Program: low-income pregnant women and families with children ages 0-3 years. To be eligible for Early Head Start Home Visiting, most families must be at or below the federal poverty level. Early Head Start Home Visiting programs must make at least 10 percent of their enrollment opportunities available to children with disabilities who are eligible for Part C services under the Individuals with Disabilities Education Act in their state.

Healthy Connections – Help Me Grow: Expectant first-time mothers and first time parents of infants under 6 months, low income parents, residents of Lucas and Wood Counties.

Strategies
Healthy Connections – Early Head Start (EHS) Home Visitation Program: This program works to 1) promote healthy prenatal outcomes for pregnant women; 2) enhance the development of very young children; 3) promote healthy family functioning. Early Head Start home visiting supports children and families through home visits and group socialization experiences. These visits provide comprehensive services to support and strengthen the relationships between infants, toddlers and their parents. The strength and quality of these relationships are essential for optimal child development outcomes during this period of rapid social, emotional, physical and cognitive development. Parents are encouraged and supported to later recreate and build on activities introduced during the home visit. Goals for children's development and learning are established in partnership with parents and based on the child's ongoing developmental assessment. Group socialization strengthens and supports relationships by providing parents with opportunities to: receive feedback from EHS staff and other parents or community-based professionals about their child's interests, strengths, needs and resources; observe their children responding to other children and adults; share and learn from others about the challenges and joys of parenting. The program uses the Growing Great Kids and Growing Great Families Curriculum. The Growing Great Kids Curriculum is transformative and skill-driven. It gives practitioners research-informed, strength-based and solution-focused "Home Visit Conversation Guides." These guides help them engage parents, cultivate secure attachments and bolster child development while building parenting, family-strengthening and other essential life skills with parents who themselves experienced childhood adversity and other traumatic events.

Healthy Connections – Help Me Grow (HMG): This is a home-visiting program for expectant or new parents to help them create a sturdy foundation for their child's future achievement. Home visitors conduct developmental screenings and develop an Individualized Family Service Plan for each family. Home visitors also refer families to helpful community resources. The program is based on the nationally recognized evidence-

based Healthy Families America (HFA) home-visiting model and uses the Growing Great Kids and Growing Great Families Curriculum. HFA is designed to work with overburdened families who are at risk for adverse childhood experiences, including child maltreatment.

Strategic measures

Healthy Connections – Early Head Start Home Visitation Program: provide weekly 90-minute home visits for 48 children.

Healthy Connections – Help Me Grow: 1) increase healthy pregnancies; 2) improve parenting confidence and competence; 3) increase family connectedness to community and social supports; 4) improve child health, development and school readiness.

Community collaborations and resources available

The existing community collaborations, healthcare facilities and other resources in the community available to meet the prioritized need include:

- Uses Lucas County data track to see which initiatives are working (children enter Kindergarten ready to succeed) – Aspire
- Head Start / Early Head Start – TPS/WSOS Community Action
- Head Start / Early Head Start – Brightside Academy (three locations in Toledo)
- Step Up to Quality programs – Various accredited daycare programs
- Child development programs – YMCA
- Free books – Juvenile Court
- Free books / reading programs – various libraries/ OCALI lending library (ships books to homes)
- Reach Out to Read Literacy Program – University of Toledo Foundation
- Early learning/school readiness/parent involvement – State Support Team Region 1/ODE
- Incredible Years – University of Toledo Medical Center Kobacker Center
- Early childhood development/education – Harbor
- Creating Family Readers Program – Read for Literacy
- Leamos Juntos – Adelante
- Dolly Parton Imagination Library – United Way of Northwest Ohio
- Early childhood resource and referral – YMCA
- Building Roads to the Future Parenting classes – Polly Fox Academy
- Educational advocacy programs – Bright Horizons & Ability Center
- Early childhood education centers – various sites throughout Lucas County
- Libraries/literacy/learn to read – various sites throughout Lucas County
- Early Head Start Home Visitation Program – Mercy Health Toledo
- Healthy Connections Home Visitation Program – Mercy Health Toledo
- Help Me Grow – Mercy Health Toledo with ODH
- YMCA Childcare Sites (25 sites), leadership program, arts and humanities classes – YMCA