

COMMUNITY HEALTH NEEDS ASSESSMENT IMPLEMENTATION STRATEGY

Mercy Health – Fairfield Hospital

IDENTIFYING INFORMATION

Hospital Name: The Sisters of Mercy of Hamilton, Ohio dba Mercy Health – Fairfield Hospital

Primary Address: 3000 Mack Road; Fairfield, Butler County, OH 45014

Implementation Strategy Tax Year: 2014

Tax Identification Number: 31-0538532

Chief Executive Officer: Thomas S. Urban, President, and Market Leader-North Region

Date Implementation Strategy Approved by Board: _____

Due Date for Form 990 Filing that Includes Implementation Strategy: _____

PRIORITIZATION OF HEALTH NEEDS

The county level results of HCAN's *A Community Health Needs Assessment for Southwest Ohio and Southeast Indiana* were supplemented with additional data from the following sources:

- "By the Numbers," Mental Health Advocacy Coalition.
- Cancer Incidence and Mortality; Ohio Cancer Incidence Surveillance System.
- Chronic Disease Indicators; State/Area Profile; CDC's National Center for Chronic Disease Prevention and Health Promotion; <http://apps.nccd.cdc.gov> accessed September 4, 2012.
- Clermont County Vital Statistics; Clermont County General Health District.
- County Health Rankings & Roadmaps; www.countyhealthrankings.org
- Diagnoses for All Hospital Admissions per Service Area (by zip code); Ohio Hospital Association.
- Mercy Health Self-pay and Charity Financial Classes Seen in the Emergency Departments, 2011.
- Policy Brief: Mental Health in Ohio; Health Policy Institute of Ohio, September 2009.
- Top 10 Causes of Death in Cincinnati, 2001-2007, City of Cincinnati.

Priorities were established among identified health needs using a multi-level process incorporating the perspective of major stakeholders in the local community as defined in the IRS Notice and are relevant to the hospital's defined service area. Local community leaders were invited to join hospital leaders and regional representatives for one scoring session. They were provided a list of health needs, conditions, or issues with data from HCAN's report and the sources above, as relevant.

This process involved the scoring of each identified health need based on selected key criteria. Each criterion was also assigned a weight based on its relative importance in relation to the other key criteria. This scoring method created a rank order among the identified health needs.

IDENTIFIED COMMUNITY HEALTH PRIORITIES

- Obesity
- Mental Health
- Heart Disease
- Access to Care
- Diabetes
- Cancer

Obesity

- Mercy Health - Weight Management Solutions understands the challenges associated with weight loss. At our CMS Center of Excellence program, our goal is to establish a lasting partnership with each patient. Beyond providing non-surgical obesity assistance, weight loss surgery and non-surgical weight loss, we also offer counseling and support group programs to guide our patients through each phase of the process.

Realizing that obesity is a growing concern locally as well as nation-wide, Mercy Health made an early commitment to promote healthy weight and lifestyles among its employees.

- HealthPlex Memberships - Every employee of Mercy Health – Fairfield Hospital, has been offered a free membership to their HealthPlex facilities, state-of-the art fitness and wellness facilities located in convenient suburban locations. Additionally, employee family members and hospital volunteers are offered substantial membership discounts. Further, work-place weight management classes and other educational and participatory opportunities (such as the Virgin Health Miles and Know Your Number programs) are offered to employees on a regular basis.
- The Wellness Discovery Program offered through the HealthPlex, is a five-week beginner wellness program that introduces safe and effective movement, nutrition and stress management. Comprised of 10 interactive sessions led by a certified fitness professional, the program will give the guidance, knowledge and confidence a person needs to integrate healthy

habits into their lifestyle successfully. Through the program, they will have the opportunity to lose weight, improve your balance and increase your strength.

- To evaluate its positive impact on health, the program uses metrics including weight, blood pressure, body mass index (BMI), the six-minute walk test, the Patient Activation Measurement (PAM) - a quality of life questionnaire and a PAVS score.
- After completing the Wellness Discovery program, you can continue your wellness journey in a Be Well support group. These groups, which are open to everyone, provide ongoing guidance, accountability and support in a small group environment. Many graduates of the Wellness Discovery Program have joined the Be Well support groups to continue their wellness efforts.
- Support groups meet once a week for an hour and highlight a different topic each week. Topics include:
 - How to make exercise fun
 - Nutrition (healthy eating vs. dieting)
 - Diabetes
 - Resistance and strength training
 - Mind/body fitness and emotional wellness
- To help support active lifestyles and sports participation among children, Mercy Health – Fairfield Hospital sponsors an athletic trainer program to support school athletic programs. In 2012 alone, Mercy Fairfield contributed \$113,584 to the program.

Mental Health

Initiate a collaborative care model structured like the IMPACT program as developed by The University of Washington. This model will be developed and implemented within the 2013 /2014 time frame.

The model consists of five essential elements:

Collaborative care is the cornerstone of the IMPACT model

- The patient's primary care physician works with a care manager to develop and implement a treatment plan (medications and/or brief, evidence-based psychotherapy)
- Care manager and primary care provider consult with psychiatrist to change treatment plans if patients do not improve

Depression Care Manager - This may be a nurse, social worker or psychologist and may be supported by a medical assistant or other paraprofessional. The care manager:

- Educates the patient about depression
- Supports antidepressant therapy prescribed by the patient's primary care provider if appropriate

- Coaches patients in behavioral activation and pleasant events scheduling
- Offer a brief (six-eight session) course of counseling, such as Problem-Solving Treatment in Primary Care
- Monitors depression symptoms for treatment response
- Completes a relapse prevention plan with each patient who has improved

Designated Psychiatrist:

- Consults to the care manager and primary care physician on the care of patients who do not respond to treatments as expected

Outcome measurement:

- IMPACT care managers measure depressive symptoms at the start of a patient's treatment and regularly thereafter. Consideration will be given to the PHQ-9 as a measurement tool.

Stepped care:

- Treatment adjusted based on clinical outcomes and according to an evidence-based algorithm
- Aim for a 50 percent reduction in symptoms within 10-12 weeks
- If patient is not significantly improved at 10-12 weeks after the start of a treatment plan, change the plan. The change can be an increase in medication dosage, a change to a different medication, addition of psychotherapy, a combination of medication and psychotherapy, or other treatments suggested by the team psychiatrist.

Source: (<http://impact-uw.org>)

Heart Disease

Mercy Health-Fairfield Hospital has made great strides in recent years in expanding the scope of cardiovascular services it provides. Today, from an acute care perspective, they offer a comprehensive set of services including open heart surgery, cardiac catheterization and electrophysiology.

Comprehensive, quality care delivered within our communities is a hallmark of our philosophy.

From a more preventive / health maintenance perspective, Mercy Health-Fairfield Hospital offers:

- An outpatient cardiac rehabilitation program for heart surgery patients that includes a free, limited time membership at the conclusion of the program to our HealthPlex facilities for an assisted transition to a healthier lifestyle and continued socialization and support with their former rehabilitation classmates
- Provision of community health fairs / screening events that include screening for blood pressure and cholesterol levels.
- The Heart Institute of Mercy Health has teamed with HealthFair, the national leader in mobile screening services, to deliver affordable and convenient mobile heart screenings and extend Mercy Health's network of care throughout Cincinnati. HealthFair is the only mobile screening company with Joint Commission Accreditation, ensuring superior quality and dedication to customer service. This mobile service offers several screening packages to test people for their risk of heart attack, stroke, aneurysm and other major diseases.
- Mercy Health is a corporate sponsor of the Heart Mini-Marathon that raises community awareness and support for heart disease and stroke.
- Promote healthy lifestyles, wellness and fitness through our on-campus HealthPlex facility.
- Continue the ongoing Mercy Health Physician lecture series and ensure sufficient program content on cardiovascular issues

Access to Care

Mercy Health-Fairfield Hospital has been concerned and proactive with community access to care issues for many years. Multiple programs have been developed in response and will continue to operate in the coming years of this implementation plan. The programs range from providing care and coordinating financial assistance for indigent patients to more overall population health management initiatives.

Programs currently operating include:

- Emergency Department Medical Home Advocates – find primary care physicians for those without medical care. Coordinate resources and data collection.
- Case Management in the Emergency Department – case management coordinates inpatient - outpatient transitions and targets interventions for high risk and mental health patients.
- Pharmacy Medication Access Program – serves patients in the community or those being discharged who cannot afford or access needed prescriptions. Approximate \$109,900 contribution in 2012.

- Health Partnership Program – This program links the uninsured working poor (<200% FPL) with physicians in private practice who agree to treat patients for a modest co-pay. An annual pharmaceutical benefit is provided, also with small co-pay, at a discount through The Kroger Company. The Program staff conducts all eligibility screening and provides a membership card. The membership card is recognized by the staff in the physician's office and at the pharmacy, and so there is no stigma of a patient being treated as a “charity case.” The primary beneficiaries are the working poor, between the ages of 19 and 65. For the majority of Health Partnership Program members, their only recourse is an Emergency Department in a hospital or, in some communities, a clinic. Not all communities in greater Cincinnati have a local clinic. Many members were previously turned away by physicians and/or clinics when they could no longer pay their bills. The enrollment process is easy and simple. A new member can access the prescription benefit on the day of enrollment. Physicians like the program because patients have prescription assistance and because there is no paperwork for their office staff. The members like it because they can maintain or improve their health and they are treated no differently than other private-pay patients. Most members participate temporarily. By staying healthy, they are able to improve their employment status. They move on to better jobs with health care insurance and retain the same physician. The Program counts non-traditional sources of income, like unreported pay from home-based businesses. The members receive assistance from a 'partner' who educates and advocates on their behalf. Members receive personal help to access pharmaceutical products/discounts; specialty clinics; social services; mental health services; and hospital services.

- Hospital Eligibility Link Program (HELP) - Financial Help for Patients and Their Families – We provide financial assistance to uninsured patients through our Hospital Eligibility Link Program (HELP). HELP is a free referral service provided by Mercy Health. We assist patients in obtaining medical benefits through federal, state and hospital programs. If they cannot afford to pay for some or all of their hospital bill, Mercy Health will:

 - Advise where and how to get assistance to pay hospital bills.
 - Assist in finding programs for which they qualify.
 - Sign patient up for state and/or hospital programs that match their need.

Diabetes

In greater Cincinnati, as part of the Robert Wood Johnson Foundation’s Aligning Forces for Quality, a special focus has been placed on improving outcomes for people with diabetes. A majority of

community based primary care physicians are now voluntarily reporting their population level outcomes for people with diabetes towards the goal of improving A1C scores. As a community, we have moved from 15% compliance with all five measures to 31% compliance.

Diabetes related initiatives specific to Mercy Health Fairfield Hospital's community include:

- Pre-diabetes classes
 - Pre-diabetes is a condition that forms before diabetes. It means that blood sugar levels are higher than normal but aren't high enough to be diagnosed as diabetes. Usually a fasting blood sugar level of 100-125 mg/dl indicates pre-diabetes. Pre-diabetes is a warning sign that allows people to take action to prevent or delay the onset of Type 2 diabetes. Diabetes educators who are also registered dietitians teach Mercy Health's pre-diabetes classes. Each class includes information on making healthy food choices, exercise and blood sugar control, monitoring blood sugar levels.
- Wellness classes, weight management and fitness programs offered through the HealthPlex, a state-of-the art fitness and wellness facility located on the campus of Mercy Health Fairfield Hospital. As mentioned under the Obesity community need priority, the HealthPlex offers the Wellness Discovery Program. It is a five-week beginner wellness program that introduces safe and effective movement, nutrition and stress management.
 - After completing the Wellness Discovery program, the client can continue their wellness journey in a Be Well support group. These groups, which are open to everyone, provide ongoing guidance, accountability and support in a small group environment. Many graduates of the Wellness Discovery Program have joined the Be Well support groups to continue their wellness efforts. These support groups meet once a week for an hour and highlight a different topic each week. Topics include:
 - How to make exercise fun
 - Nutrition (healthy eating vs. dieting)
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Cancer

- Mercy Health Fairfield Hospital has three working groups, each participating with a large, regional oncology group to develop screening programs for cancer:
 - Lung – Currently developing a lung cancer screening program where primary care physicians would refer patients who are over 50 and have a significant smoking history for screening chest CT's, then follow up according to an algorithm, using a nurse

navigator. Radiology, pulmonary, pathology and thoracic surgery are all participants along with our oncology physician partners

- GI – a similar program, except physician partners include a regional GI physician group, pathology, radiology, surgeons, and oncologists – primary screening is through colonoscopy
- Breast – another similar program, except physician partners include radiology, pathology, surgeons and oncologists – primary screening is through mammography
- As evidence to our commitment to provide cancer services to our community, Mercy Health – Fairfield Hospital just completed (December 2012) the build-out of previously shelled space on the 5th floor of our patient tower. This expansion created a dedicated oncology unit containing 29 private patient rooms.
- Free community based learning and screening series to educate the community about cancer prevention, diagnosis and treatments. Presented by Mercy Health and the oncologists from Oncology Hematology Consultants (OHC).
- Mercy Health operates the region’s largest mobile mammography program– performing around 30,000 mammograms every year. The primary goal is to deliver mammograms quickly, conveniently and accurately to the places where you live and work. The vans are equipped with digital equipment and we staff them with all-female technologists. We believe every woman should be screened for breast cancer. We work with the American Cancer Society and the Avon Foundation to provide financial assistance to women who are uninsured or underinsured.
- Mercy Health – Fairfield Hospital offers many programs to provide assistance to both our patients and their families as they cope with a diagnosis of cancer. Our support services include nutritional support, spiritual support, rehabilitation, palliative care, educational programs for our patients and the community, information on access to clinical trials and cancer support groups and programs, many of which are provided through participation with the American Cancer Society.
- To meet the growing and changing needs of the patients and the communities we serve, our Cancer Committee continually strives for Cancer Program excellence by annually reviewing our services, performing patient care studies, and by setting annual goals to improve and enhance our services.