

COMMUNITY HEALTH IMPROVEMENT STRATEGIES

2020-2022



UPPER VALLEY MEDICAL CENTER

Upper Valley Medical Center (UVMC) is part of Premier Health, the largest private, nonprofit, comprehensive health care system in Southwest Ohio. UVMC is committed to improving the health of the communities it serves with high quality, cost-competitive health services. UVMC is located in Troy, the county seat for Miami County, and has a 100-acre campus next to Interstate 75. It offers emergency care, heart care, cancer care, maternity care, behavioral health, long-term care, and much more. UVMC has the only Level II Special Care Nursery between the cities of Dayton and Lima. The hospital has earned Advanced Disease-Specific Care Certification for Acute Stroke Ready Hospital from The Joint Commission and the American Heart Association/American Stroke Association. It was also recognized as a Top Performer on Key Quality Measures by The Joint Commission.

Mission

We will improve the health of the communities we serve with others who share our commitment to provide high quality, cost-competitive health services.

Communities Served

The primary service areas identified for Upper Valley Medical Center are Darke, Miami, and Shelby Counties in Ohio.

Prioritization of CHNA Community Health Needs

Criteria for Prioritizing

The priorities for Upper Valley Medical Center are the top community health needs identified in the Community Health Needs Assessment (CHNA). Five health issues achieved consensus as high priorities by these participants and were supported by the secondary data. They align with Premier Health's approach to community health, which has focused on substance abuse; hunger and food insecurity; physical literacy and chronic disease; and access to care and services to improve birth outcomes.

Prioritization Process

Priorities were determined by the number of votes in community meetings; the number and percentage of mentions on surveys; and, for secondary data, data worse than state or national data, trending in the wrong direction, and impacting multiple counties. Hospital leaders met on October 16, 2019. They endorsed the priorities identified in the CHNA and discussed appropriate implementation strategies.

Priorities

Among the health and non-health needs identified in the CHNA, UVMC's top priorities will be:

- Access to care and/or services
- Chronic disease
- Healthy behaviors
- Substance abuse and mental health

Process for Strategy Development

Premier Health's System Director for Community Benefits, Shaun Hamilton, convened the hospital team to develop the implementation strategies for these priorities. Assisting the team was consultant Gwen Finegan, who also led the CHNA process. UVMC invited local agencies and the public health department to attend and offer their insights and share their activities.

Participants at the October 16, 2019 meeting included:

- Tom Parker, President
- Tim Snider, Vice President & Chief Operating Officer
- Trish Wackler, Vice President & Chief Nursing Officer
- Duanna Osting, President, UVMC Foundation
- Kathy Boerger, Director of Human Resources
- Teri Gulker, Director of Nursing
- Missy Tallmadge, Director of Nursing
- Tracy Knox, Trauma Program Manager
- Louanne O'Neal, Nurse Manager, Behavioral Health
- Jane Pierce, Clinical Nurse Specialist, Women's Services
- Ivy Thoman, Clinical Nurse Specialist, Emergency Services
- India Williams, Regional Vice President of Operations, AdCare Health Systems
- Justin Coby, Executive Director, Health Partners of Miami County
- Dennis Propes, Health Commissioner, Miami County Public Health
- Janelle Hodges, Epidemiologist, Miami County Public Health
- Thom Grim, Executive Director, Miami County Recovery Council
- Jim McMaken, General Executive, Miami County YMCA
- Donn Craig, Branch Executive, Miami County YMCA – Robinson Branch
- Beth Esposito, President & CEO, Samaritan Behavioral Health Inc.
- Colleen Smith, Director of Substance Abuse Services, Samaritan Behavioral Health Inc.
- Shaun Hamilton, Director, Community Health
- Gwen Finegan, Consultant

From January 27, 2020 to February 20, 2020, Roopsi Narayan, Director, Premier Community Health and System Community Benefits, held phone call meetings and exchanged emails with the following individuals from within Premier Health:

- Dr. Marc Belcastro, Chief Medical Officer and VP, Medical Affairs
- Diane Ewing, Chief Liaison-CEO and VP, Government Affairs
- Barbara Johnson, Chief Operating Officer, Premier Health
- Kathryn Johnson, Director, Organizational Learning
- Peggy Mark, Chief Nursing Officer, Premier Health
- Joanne Morgan, System VP, Pharmacy Operations
- Thomas Parker, President, Upper Valley Medical Center
- Alex Pohlman, Director, TeleHealth
- Patrick Ray, Director, Capital Reporting & Tax Compliance
- Nancy Robie, VP, Operations, Premier Physician Network Primary Care
- Candace Skidmore, VP, Emergency/Trauma Service Lines
- Paula Thompson, CEO and President, Fidelity Health Care

From GDAHA

- Lisa Henderson, Vice President, Health Initiatives, Greater Dayton Area Hospital Association

Face-to-face meetings occurred with:

- Executive Sponsors on January 14, 2020: Thomas Parker, Peggy Mark, Dr. Marc Belcastro, Yonathan Kebede, Paula Thompson, Roopsi Narayan, and Diane Ewing
- Birth Outcomes Discussions on January 31, 2020 with Dr. Marc Belcastro, Marianne Pohlman (Marketing and Outreach Manager – Help Me Grow), Terra Williams, Gina McFarlane, Roopsi Narayan; and on February 7, 2020 with Dr. Marc Belcastro, Roopsi Narayan, and Paula Thompson.
- Food Insecurity Discussion on February 12, 2020: Peggy Mark, Elizabeth Morgan, and Roopsi Narayan
- Overdose Response Discussion on February 11, 2020: Thomas Parker, Paula Thompson, and Roopsi Narayan

A description of their proposed strategies follows below.

Description of Strategies

ACCESS TO CARE/SERVICES

ER Virtual Care

- **Sponsor:** Alex Pohlman, Director of Telehealth
- **Budget:** \$24,000 for first two carts and peripheral devices. \$12,000 for each site where services are expanded.
- **Metrics:** Number of new sites, number of residents served, reason for consultations, Emergency Department transfers/hospitalization rates, and patient and clinician satisfaction.
- **Health issue:** As nursing facilities are called upon to care for higher-acuity patients and drive better outcomes at a fraction of the cost of a hospitalization, systems are required that deliver quality physicians to the bedside at times of change of condition.
- **Intervention's goal:** The goal of the program is to facilitate early treatment of conditions, reduce emergency room transfers and hospitalizations, and reduce care costs for residents. The long-term plan is to expand ER Virtual Care to nursing facilities across our market and expand service offerings to include specialties such as neurology, wound care, and behavioral health.
- **Description:** Video consultation with a doctor can expedite evaluation or treatment for patients at nursing facilities or at home. ER Virtual Care uses real-time video and audio for an Emergency Medicine physician to treat a patient remotely. By removing geographical boundaries, the hospital can leverage available providers from a distance to provide support and treat patients. This telemedicine solution can help address unnecessary transfer of nursing home and assisted living residents to hospitals by allowing access to emergency medicine specialists for after hour and weekend coverage.
- **Background:** The closure of Good Samaritan Hospital led to an increased demand in services at MVH-North. Clinical and operational leadership identified an opportunity to leverage telemedicine and help treat patients that present with low acuity symptoms to

expedite treatment and reduce wait times. Initial results on utilization and patient satisfaction were positive and expanded Premier Health's scope for inclusion of community partner facilities. Nursing facilities are challenged with caring for higher acuity patients. The service promotes Premier Health's mission in providing highest quality of care at the right time and right place.

- **Partners:** Miami Valley Emergency Specialists, SpringMeade Health Center, and Koester Pavilion.

Support for Miami County Dental Clinic

- **Sponsor:** Tom Parker, President, Upper Valley Medical Center
- **Budget:** \$110,000 for Dental Clinic/Traveling Smiles and \$30,000 for van purchase
- **Health issue:** Miami County has about 50% fewer dentists per capita than the nation. Not all dentists accept patients with Medicaid and/or Medicare, further narrowing the options.
- **Intervention's goal:** The goal is to ensure oral health care for underserved and uninsured or under-insured residents.
- **Description:** The Miami County Dental Clinic is dedicated to providing quality dental care and oral health education to those in the community benefiting from affordable, compassionate and accessible dental services. Services are free for those with Medicaid or uninsured.
- **Background:** Upper Valley Medical Center has funded a new van for a traveling dental unit. It offers a full range of oral health care and education, traveling to schools during the academic year. The van travels to community locations, such as soup kitchens, when school is not in session.
- **Partners:** Upper Valley Medical Center and Miami County Dental Clinic

ACCESS TO CARE/SERVICES AND CHRONIC DISEASE

Community Health Voucher Program

- **Sponsor:** Roopsi Narayan, Director, Premier Community Health and System Community Benefits
- **Hospitals:** Atrium Medical Center, Miami Valley Hospital, Miami Valley Hospital-North, Miami Valley Hospital-South, and Upper Valley Medical Center
- **Budget:** \$69,000 is projected for 2020-22 cycle for all hospitals, with \$5,000 allocated for Upper Valley Medical Center.
- **Metrics:** For the 3-year period, a projected 275 women system-wide will be served by the program. At Upper Valley Medical Center, it is estimated that 22 women will be served. The enrollment numbers for clients who receive services at Upper Valley Medical Center has remained steady regardless of changes in BCCP eligibility and the healthcare Marketplace. However, Premier Health is currently trying to establish contracts with providers at Upper Valley Medical Center for cervical services. If this is accomplished, the number of women served may increase.
- **Health issue:** This program supplements the State of Ohio's funding to encourage women to be screened for breast cancer and cervical cancer. It provides financial assistance to women who are not eligible for the State program, and it also covers diagnostic testing and biopsies.

- **Intervention's goal:** The mission of the voucher program is to provide financial assistance to detect breast and cervical cancers at the earliest stage to uninsured and under-insured community residents.
- **Description:** The following services are covered by this program: screening mammograms; diagnostic mammograms; breast ultrasounds; breast biopsy; surgical consult (breast); Pap tests; clinical breast exams; colposcopies; and educational materials.
- **Background:** This program is funded through the Upper Valley Medical Center Foundation and other community donations. Clients must be uninsured or underinsured (copayment, deductible, coinsurance) with income at or below 400% of Federal Poverty Level.
- **Partners:** Atrium Medical Center, Good Samaritan Hospital Foundation, Upper Valley Medical Center Foundations, Miami Valley Hospital Foundation (Help Her Fight), Kroger, Breast Cancer Foundation, and Kuhns Brothers.

INFANT MORTALITY

Healthcare COPE (Cost of Poverty Experience) Training

- **Sponsor:** Marc Belcastro, D.O., Chief Medical Officer and VP, Medical Affairs
- **Budget:** \$51,644 for training across the system.
- **Metrics:** Pre-, post- and follow-on-surveys are administered to participants and volunteers to evaluate their perceptions of poverty. The pre- and post-surveys occur as people enter the event and then following the debrief. The follow-on survey is sent later.
- **Health issue:** Infant mortality for black infants in Montgomery County is disproportionately higher than for white infants. This is the fifth worse rate in Ohio. Prematurity accounts for 50% of the deaths of black infants. Maternal stress is a significant factor in premature labor, and black mothers face multiple stressors from daily encounters with racism. The lack of progress in the region to combat infant mortality leads to this deeper level of training for maternity nursing staff and hospital leaders.
- **Intervention's goal:** The goal is to improve interactions with low-income and minority families to ensure culturally appropriate and trauma-informed care is consistently delivered.
- **Description:** Participation deepens the understanding of the realities of poverty and implicit bias; improves professional approach and connections; develops practices to help bridge the health equity gap; and builds partnerships with the community to improve health outcomes. Ten COPE training sessions will involve 428 participants, of whom 85% will be nurses. The program started in January 2020 and concludes in April 2020. Premier Health currently has two trained COPE facilitators and the necessary equipment. Part of the program will be to train two more COPE facilitators.
- **Background:** COPE is a tool that helps hospitals build a culture and infrastructure to deliver care that is equitable for all patient populations. A Healthcare version is targeted for health professionals.
- **Partner:** Think Tank and Samaritan Behavioral Health Inc.

CHRONIC DISEASE AND HEALTHY BEHAVIORS

Barbershop Program

- **Sponsor:** Roopsi Narayan, Director, Premier Community Health and System Community Benefits
- **Budget:** \$24,500 committed from Premier Health towards expansion of the program.
- **Metrics:** Expansion to two additional sites: Middletown and Miami County
- **Health issue:** There are health disparities, especially for chronic diseases, for the African-American community. According to the CDC, “new analysis shows that younger African Americans are living with or dying of many conditions typically found in white Americans at older ages. Chronic diseases and some of their risk factors may be silent or not diagnosed during these early years. Health differences are often due to economic and social conditions that are more common among African Americans than whites. For example, African American adults are more likely to report they cannot see a doctor because of cost.”
- **Intervention’s goal:** The goal is to increase awareness of chronic health conditions and to promote healthy lifestyle choices within the African-American community.
- **Description:** Partnering with the local health department, Public Health-Dayton & Montgomery County, will help to further expand services for the community. Barbers (and salon owners) have a close bond with their clients. They can serve as models of good health and/or help connect their clients to health services. The program provides free, voluntary, and convenient health screenings on Saturdays at the shops. Health fairs, events, and fun challenges also occur.
- **Background:** Premier Health developed the Barbershop Health Program, which now has 5 locations. Atrium Medical Center is interested in expanding to include one or more locations in the Hamilton and Middletown areas, along with expansion to Miami County for the Upper Valley Medical Center. The original 3 barbershops resulted in 249 screenings.
- **Partners:** Deez Cuttz, Serenity Salon, Man Up

SUBSTANCE ABUSE AND MENTAL HEALTH

PRESTO (PRomoting Engagement for Safe Training of Opioids)

- **Sponsor:** Nancy Robie, Vice President, Operations, Premier Physician Network
- **Budget:** Annual in-kind donation of executive’s time, equivalent to 0.04 FTE
- **Metrics:** Attract at least 38 primary care providers to participate in the research study. Their participation will help the researchers test and develop an efficient and effective protocol to guide other providers
- **Health issue:** Ohio is one of the state’s hardest hit by the nation’s opioid crisis. Ohio’s rate of unintentional opioid overdose rate was nearly three times the U.S. average in 2017. According to the Ohio Department of Health, 80% of Ohioans who died from an overdose in 2016 had a history of opioid prescriptions.
- **Intervention’s goal:** Premier Health will recruit system-wide to attract at least 38 of the 150 primary care providers that Wright State University will train in how to engage patients to taper down their opioid prescription use.
- **Description:** The PRESTO protocol is modeled on the SBIRT approach of screening, brief intervention, and referral to treatment. It incorporates CDC opioid prescribing guidelines, use of Ohio’s prescription drug monitoring program, and motivational interviewing. Participating providers will agree to participate in the Ohio Automated Rx Reporting System (OARRS)

and have de-identified prescribing data shared with investigators. They will participate in a 3-hour in-person training event as well as a 1-hour follow-up training about 4-6 weeks later. They will be encouraged to use the PRESTO protocol and motivational interviewing with appropriate patients. Each provider will receive \$1,000 for completion of the two training events to assist with the cost of attending. They will also receive 3 hours of continuing education credits. Full implementation is expected in late 2020 or early 2021.

- **Background:** The Ohio Department of Higher Education awarded funding to research substance use disorders. Wright State University received an award to train primary care providers in a prescription-tapering protocol known as PRESTO.
- **Partners:** Mercy Health, Wright State University

Support for Hope House and Samaritan Behavioral Health Inc.

- **Sponsor:** Tom Parker, President, Upper Valley Medical Center
- **Budget:** \$40,000 annually for Hope House and \$103,000 annually for staffing by Samaritan Behavioral Health Inc. (SBHI) nurse practitioner (0.4 FTE) and psychiatrist (0.2 FTE).
- **Metrics:** Number of residents assisted through Hope House. Number of patients seen by SBHI nurse practitioner or psychiatrist
- **Health issue:** The State of Ohio has one of the highest rates of opioid prescriptions in the nation, according to the National Institute on Drug Abuse. As the opioid crisis grew, Miami County realized that it needed to utilize all its resources and work together as a community.
- **Intervention's goal:** To connect individuals with addiction or mental illness with community resources and appropriate levels of treatment instead of visiting a hospital Emergency Department.
- **Description:** Upper Valley Medical Center partners with Miami County Recovery Council (MCRC) to provide support for Hope House, which is a residential treatment facility where adults can stay as they take their first steps to recovery. Upper Valley Medical Center has partnered with MCRC to support a part-time social worker presence in the Emergency Department whose role is to link identified discharged Emergency Department patients with outpatient behavioral providers and other community services. UVMC also provides financial support to Samaritan Behavioral Health Inc. to employ a Nurse Practitioner and a Child Psychiatrist to meet the physical and mental needs of patients.
- **Background:** MCRC is a non-profit agency that provides services to those struggling with addiction and mental health issues. It operates Hope House, a medically-supervised residential 10-14 day program for the acute stages of opiate withdrawal. Samaritan Behavioral Health Inc. is a comprehensive outpatient center.
- **Partners:** ADAMHS board, Samaritan Behavioral Health Inc., Miami County Recovery Council, Tri-County Board of Recovery and Mental Health Services

Accountability

The Chief Operating Officer is responsible for ensuring that strategies occur which meet the community needs, as outlined in this document. The System Director for Community Benefits will assist as a community liaison in collaborative efforts and will help coordinate system-wide initiatives.

Significant Health Needs Addressed

Implementation Strategies, listed on the preceding pages, address the prioritized health needs:

- Access to care and/or services
- Chronic disease
- Healthy behaviors
- Substance abuse and mental health

In addition, infant mortality was addressed as a priority.

Significant Health Needs Not Addressed

Not applicable

Board Approval

Premier Health's Board of Directors approved the Implementation Strategies on April 28, 2020.