

# Implementation Strategy 2020 - 2022



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## Introduction

### *Forward*

During 2018-2019, Jewish Hospital conducted its FY2020-22 community health needs assessment (CHNA) to support its mission to enhance the health of people in the communities it serves by identifying health needs in these communities and prioritizing the allocation of hospital resources to meet those needs. This implementation plan strategies (IS) document, developed from April-June 2019, serves as an accompaniment to that report by identifying the strategies that Jewish Hospital will employ from FY2020-22 to address the needs identified in the most recent CHNA. In addition, the completion of this report and subsequent approval and adoption by the KentuckyOne Health Board of Directors complies with requirements mandated by the Patient Protection and Affordable Care Act of 2010 and federal tax exemption requirements.

### *Executive Summary*

The implementation strategies process involved the following steps:

- KentuckyOne Health Healthy Communities team created an inventory of hospital-level and system-level strategies that were already in place to address the applicable health needs.
- Jewish Hospital leaders reviewed the inventory, evaluated continuation of current strategies and added strategies where appropriate.
- The Healthy Communities team consulted with KentuckyOne Health leaders to include in the inventory applicable strategies occurring on behalf of all KentuckyOne Health hospital communities, including that of Jewish Hospital.
- A final list of appropriate strategies was prepared.
- The goals, objectives and strategies for addressing each identified health need are listed below.
- This report will be made public and widely available on or before November 15, 2019.

### *Organization Description*

Jewish Hospital, part of KentuckyOne Health Louisville Region, is an internationally renowned, high-tech tertiary referral center, developing leading-edge advancements in hand and microsurgery, heart and lung care, orthopedics and sports medicine, neuroscience, organ transplantation and outpatient care. The hospital is the site of the world's first successful hand transplant and AbioCor® implantable replacement heart procedures, in addition to the first trial of adult cardiac stem cells in chronic heart failure. Jewish Hospital continues to be recognized for its specialized heart care procedures, including the implantation of ventricular assist devices (VAD), and transcatheter aortic valve replacement (TAVR). The Jewish Hospital Trager Transplant Center is in a select group of hospitals nationwide that perform heart, lung, liver, kidney and pancreas transplantation. The center also includes a Pancreas Disease Center, a GI Motility Clinic, and Advanced Heart Failure and Ventricular Assist Device programs. Jewish Hospital services may also be accessed throughout the community at multiple freestanding

outpatient/ambulatory/emergency care centers, as well as through the Healthy Lifestyle Center located on the downtown medical campus.

KentuckyOne Health's Louisville Region includes hospitals, physician groups, clinics, primary care centers and specialty institutes. Our facilities provide patients and their families in the Greater Louisville Area with a wide array of patient care services ranging from high-tech tertiary and rehabilitative care available at Jewish Hospital and Frazier Rehab Institute on the downtown medical campus, to inpatient acute care and outpatient services available in community settings at Sts. Mary & Elizabeth Hospital, Jewish Hospital Shelbyville and Medical Centers Jewish East, Northeast, South and Southwest. All the Louisville Region facilities are committed to continuing the legacy of care that has been provided to patients in this area for over a century.

## Community Served

### *Geographic Area*

For the purposes of the CHNA, Jewish Hospital has defined Jefferson County as the primary service area. Jefferson County will serve as the unit of analysis for the CHNA and health needs discussed will pertain to residents of this county.

### *Population*

Understanding the population demographics of the community served by Jewish Hospital helped the hospital team understand characteristics unique to their community and can impact the identification of health needs. Jefferson County, in comparison to the Kentucky overall, has more diversity in race and ethnicity among residents.

### *Target Population for Implementation Strategies*

The target population in the Implementation Strategy plan are the "Broader Community," those "Living in Poverty" and the "Most Vulnerable Population," including persons with disabilities, racial, cultural and ethnic minorities; this corresponds with federal community benefit reporting requirements.

## Significant Health Needs Identified in CHNA

### *Criteria Used to Identify Priorities*

Jewish Hospital hosted the CHNA steering committee meeting for members of the panel to review findings from the community surveys and county-specific secondary health data.

The process of priority selection followed the Association for Community Health Improvement (ACHI) recommendations to consider:

- The magnitude of the problem (i.e., the number of people or the percentage of a population impacted).
- The severity of the problem (i.e., the degree to which health status is worse than the national norm).
- A high need among vulnerable populations.
- The community's capacity/willingness to act on the issue.

- The ability to have a measurable impact on the issue.
- Community resources already focused on the issue.
- Whether the issue is a root cause of other problems.

Members of the committee discussed the findings and based on all of the information, identified the following as areas of need to address in the next three years:

- Tobacco abuse and drug abuse
- Transportation
- Connecting families to health and wellness
- Housing
- Obesity

### ***Final Priority Health Needs***

In May 2019, the leadership team at Jewish Hospital gathered to review the needs identified by the CHNA Steering Committee. The team discussed each of the needs and identified where they believed the hospital had the greatest opportunity to make marked improvement. Leadership accepted and supported the recommendations of the CHNA Steering Committee and will address priorities as listed above.

### ***Significant Health Need(s) Not Addressed***

All top priorities identified as needs will be addressed.

## **Implementation Strategy Process**

### ***Development of Implementation Strategies***

During the development of the CHNA, there were conversations at the hospital-level and at the KentuckyOne Health level about recognizing the many strategies already in place to address community need. It was vital to develop a thorough understanding of current strategies and determine where additional strategies were needed to respond to community need. This involved researching current strategies reported in CBISA (Community Benefit Inventory for Social Accountability – the community benefit reporting system used by KentuckyOne Health), evaluating the current community health needs assessment and be garnering information from the hospital leadership team.

In May-June 2019, Jewish Hospital leaders met to review this inventory and evaluate it for their commitment to continuation of these strategies. Strategies that proved to be ineffective, inefficient or did not demonstrate best practices were discussed to ensure resources were linked with proven strategies. Additional strategies were added per the leadership brainstorming session.

The next step in the implementation strategy process was reviewing system-level strategies that were occurring on behalf of Jewish Hospital. The KentuckyOne Health Healthy Communities team consulted with KentuckyOne Health leaders to include in the inventory applicable strategies occurring on behalf of all KentuckyOne Health hospital communities, including that of Jewish Hospital. The system-level strategies were shared by leaders representing these KentuckyOne Health/CHI Saint Joseph Health services:

- Cancer Care
- Clinical Services
- Food and Nutrition Services
- Nutrition and Diabetes
- CHI Saint Joseph Health Foundations/CHI Saint Joseph Health Grants Office
- Public Policy and Advocacy
- Strategy and Business Development
- Mission

Strategies from both the hospital and system levels were grouped and overall goals were developed around the intended outcomes of the strategies. At least one goal is attached to each identified health need with strategies linked to each goal.

## Strategies to Address Significant Health Needs

Jewish Hospital's identified needs goals, objectives and strategies are below:

### **Tobacco Abuse**

**Goal:** Address tobacco and drug abuse from a KentuckyOne Health system-wide approach, including working upstream to address issues that underlie substance abuse, a primary prevention to alcohol and drug use.

**Outcome Objective:** To decrease tobacco abuse and substance abuse as measured by Centers for Disease Control and Prevention and County Health Rankings and Roadmaps. (KY is #2 in the nation for tobacco use at 24.6%; and #1 in cancers tied to smoking.) According to the CDC, in 2017, Kentucky ranked 5<sup>th</sup> in the nation for the highest rates of death due to drug overdose (37.2 per 100,000). Also, Kentucky had statistically significant increases in drug overdose death rates from 2016-2017.

Strategies will be accomplished through participation and collaboration with community partners. Information about available resources will be provided with each opportunity.

### **Strategies – Tobacco Abuse**

- Advocate for smoke-free schools, workplaces and public places.
- Advocate for increasing the cigarette tax.
- Advocate to increase the age to 21 for purchase of tobacco products.
- Promote and encourage lung screenings for cancers associated with tobacco use. (Lung cancer is the most common cancer in men and women in the United States.)
- Enforce Tobacco-Free Campus policy.
- Provide information about smoking cessation classes and 1-800-Quit-Now.
- Continue representation on the American Cancer Society's Kentucky Advisory Board.
- Collaborate and support Kentucky Cancer Program Plan to Be Tobacco Free.
- Collaborate and support Foundation for a Healthy Kentucky tobacco-free efforts.
- Continue providing education and resources to address tobacco to address use and negative health consequences in the community.

### **Strategies – Drug Abuse**

- Participate and support the Kentucky Hospital Association (KHA) and the Cabinet for Health and Family Services as part of the Kentucky Opioid Response Effort (KORE), to launch the Kentucky Statewide Opioid Stewardship (KY SOS) program.
- Participate and support the Kentucky Chamber of Commerce’s Opioid Task Force.
- Promote and support community support programs such as Alcoholics Anonymous (AA) and Narcotics Anonymous (NA).
- Identify opportunities to address alcohol and substance use.
- Support local groups and events that have a mission to prevent alcohol and substance use.
- Explore the feasibility of expanding telehealth opportunities for alcohol and drug counseling.

### **Transportation**

**Goal:** Address community gaps in transportation.

**Outcome Objective:** To connect 80% of eligible patients and families with transportation resources.

### **Strategies**

- Assist eligible patients and families with free or subsidized transportation.
- Collaborate with Foundation as a possible funding source.

### **Health and wellness**

**Goal:** To connect families to health and wellness.

**Outcome Objective:** To provide assistance to 80% of patients who need information and or resources to attain health and wellness; seek opportunities to collaborate with community to build an awareness about health and wellness.

### **Strategies**

- Connect patients without primary care providers to medical homes and other medical providers as needed.
- Assist patients without insurance in signing up for Medicare, Medicaid or other programs as appropriate.
- Assist patients with prescription assistance program for eligible patients
- Host education, outreach, support groups and seminars related to health and wellness, with a focus on transplant and cardiovascular care.
- Collaborate for better care of community members needing health care through Jewish Hospital leaders dedicating time to committees and boards of organizations with like missions.
- For higher education students pursuing careers in health care, provide opportunities to perform shadowing, observation and clinical rotations. This includes, but is not limited to, students enrolled in these programs: nursing, therapy, social work and pharmacy, as

well as partnering with the University of Louisville School of Medicine for residents and fellows.

### **Housing**

**Goal:** Provide housing for patients in need who are receiving medical treatment.

**Outcome Objective:** To provide housing for 90% of patients who meet criteria and are receiving medical treatment.

### **Strategies**

- Provide temporary subsidized housing for patients or family members during the course of medical treatment as needed and indicated.

### **Obesity**

**Goal:** Address obesity, including wellness and exercise, through education and prevention.

**Outcome Objective:** To decrease obesity as measured by Kentucky Behavioral Risk Factor Surveillance Survey and to increase wellness and exercise as measured by County Health Rankings and Roadmaps. (KY ranks 7<sup>th</sup> for diabetes; 8<sup>th</sup> for obesity.)

Strategies will be accomplished through participation and collaboration with community partners. Information about available resources will be provided with each opportunity.

### **Strategies**

- Advocate for initiatives that address the risk factors that lead to obesity and chronic disease in children.
- Promote healthy options for diet and exercise.
- Provide community-supported agriculture programs and/or farmers markets.
- Continue availability of diabetes education classes and individual counseling, along with medical nutrition therapy.
- Participate and support local groups and events that have a mission to promote healthy diet and exercise to prevent negative health outcomes.
- Promote and support Healthy Lifestyle Centers.

## **Next Steps**

Jewish Hospital's Implementation Strategy report outlines the response to the community's health needs through June 30, 2022.

Jewish Hospital will carry out the implementation strategies through collaborative efforts with community leaders and organizations to address each health priority identified through the assessment process.

Periodic evaluation of goals/objectives for each identified priority will be conducted to assure that strategies are on track to be completed as described.

Jewish Hospital is committed to conducting another community health needs assessment and implementation strategy within three years.

## Adoption/Approval

KentuckyOne Health's Board of Directors support the work that each facility completes to improve the health of their community. The Board of Directors approves Jewish Hospital's Implementation Strategy that has been developed to address the priorities of the most recent Community Health Needs Assessment.

*Martha E. Jones* 8/2/19  
Chair, KentuckyOne Health Board of Directors Date

*A Lee- Eddie* 08/21/19  
Interim Louisville Market Chief Executive Officer, KentuckyOne Health Date

## Appendix A – Data Sources

Centers for Disease Control and Prevention

<http://www.cdc.gov/>

Robert Wood Johnson Foundation County Health Rankings and Roadmap

<http://www.countyhealthrankings.org>

Foundation for a Healthy Kentucky's Kentucky Health Facts

<http://www.kentuckyhealthfacts.org/>

